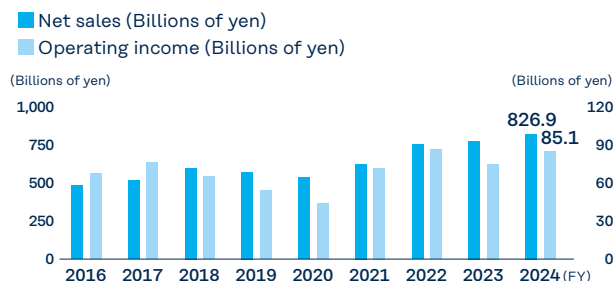


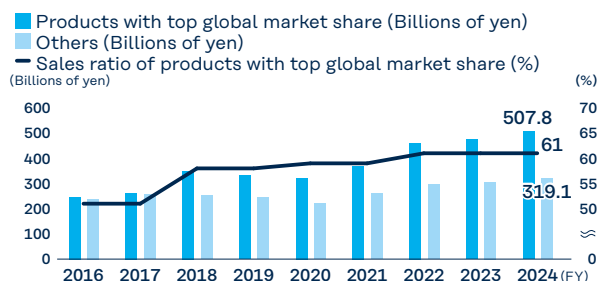
Financial and Non-Financial Highlights

Financial Data

Net sales **¥826.9 billion**
Operating income **¥85.1 billion**

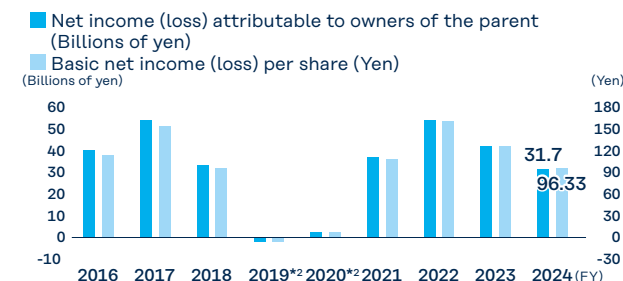


Products with top global market share*1 **¥507.8 billion**
Sales ratio of products with top global market share*1 **61%**



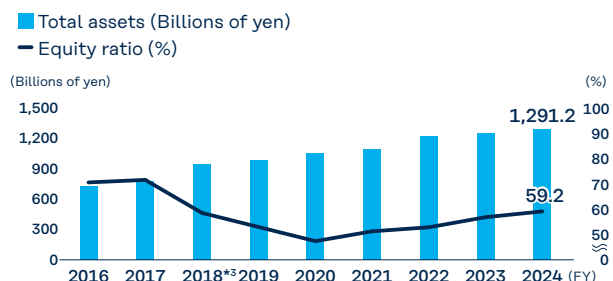
*1 In-house survey

Net income attributable to owners of the parent **¥31.7 billion**
Basic net income per share **¥96.33**



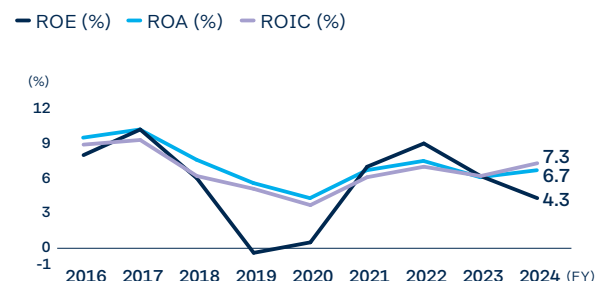
*2 Net income attributable to owners of the parent declined significantly due to the recording of an extraordinary loss of approximately ¥51 billion in fiscal 2019 and approximately ¥22 billion in fiscal 2020 for litigation surrounding a fire incident at a subsidiary in the United States.

Total assets **¥1,291.2 billion**
Equity ratio **59.2%**



*3 In fiscal 2018, total assets increased due to the inclusion of Calgon Carbon Corporation in the scope of consolidation.

ROE*4 **4.3%** ROA*5 **6.7%**
ROIC*6 **7.3%**

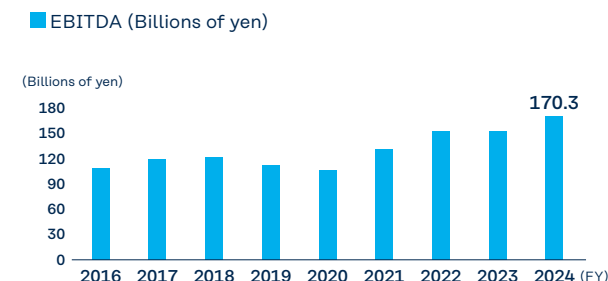


*4 Return on equity (ROE) = Net income attributable to owners of the parent / Average shareholders' equity x 100 (%)

*5 Return on assets (ROA) = Operating income / Average total assets x 100 (%)

*6 Return on invested capital (ROIC) = Net operating income after tax / (Interest-bearing debt + Shareholders' equity) x 100 (%)

EBITDA*7 **¥170.3 billion**

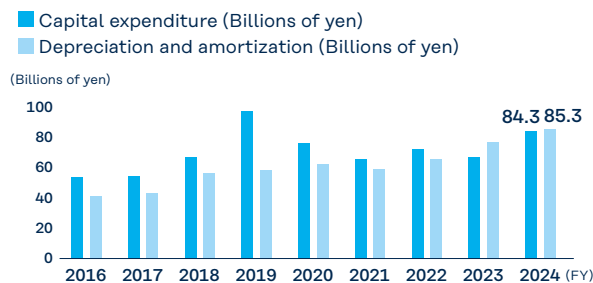


*7 EBITDA = Operating income + Depreciation and amortization

Financial and Non-Financial Highlights

Capital expenditure*⁸ **¥84.3 billion**

Depreciation and amortization **¥85.3 billion**



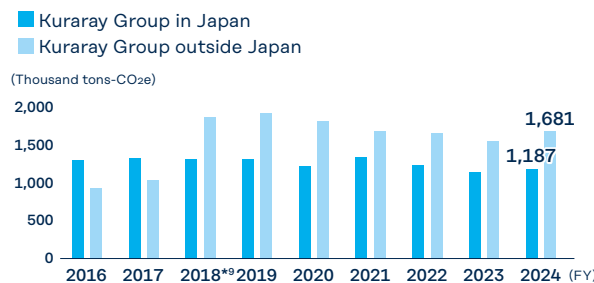
*⁸ Capital expenditure is on an acceptance basis.

Non-Financial Data

Greenhouse gas (GHG) emissions (Scope 1, 2)

Kuraray Group in Japan **1,187** thousand tons-CO₂e

Kuraray Group outside Japan **1,681** thousand tons-CO₂e



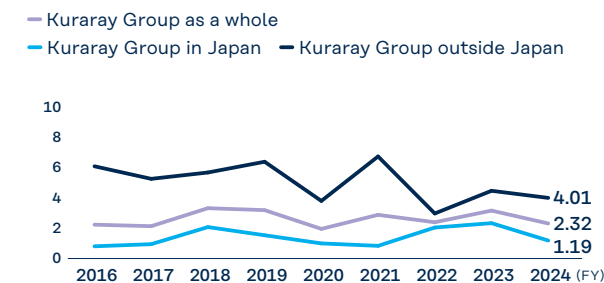
*⁹ Calgon Carbon Corporation has been included in data since fiscal 2018.

Frequency rate of all occupational injuries*¹⁰

Kuraray Group as a whole **2.32**

Kuraray Group in Japan **1.19**

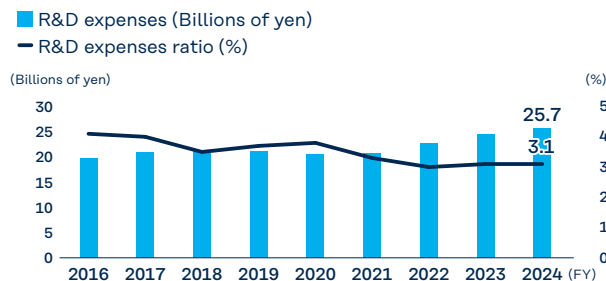
Kuraray Group outside Japan **4.01**



*¹⁰ Number of all occupational injuries (lost-time and no lost-time injuries) per million working hours.

R&D expenses **¥25.7 billion**

R&D expenses ratio **3.1%**

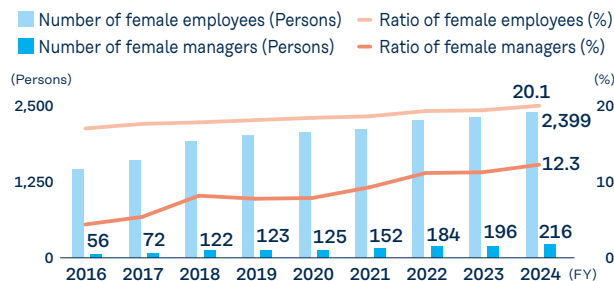


Number of female employees **2,399**

Ratio of female employees **20.1%**

Number of female managers **216**

Ratio of female managers **12.3%**

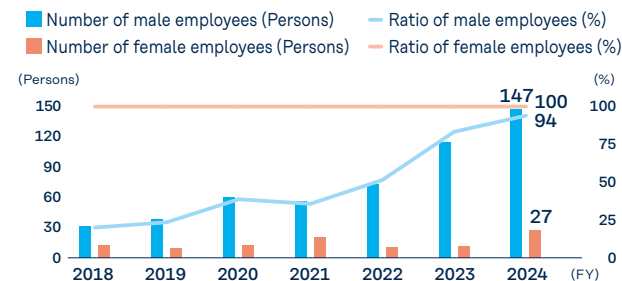


Number of employees taking childcare leave*¹¹

Men **147** Women **27**

Ratio of childcare leave-taking*¹¹

Men **94%** Women **100%**



*¹¹ Number and ratio of employees for Kuraray Co., Ltd.