

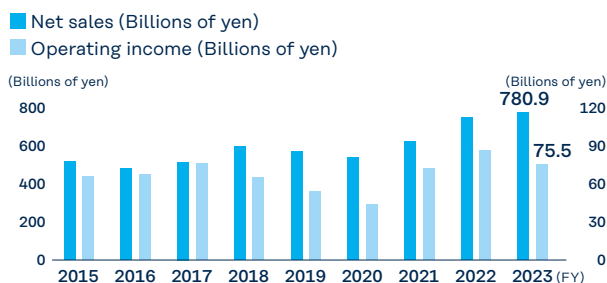
Financial and Non-Financial Highlights

See the fact book for an 11-year financial summary (consolidated).

Fact Book

Financial Data

Net sales **¥780.9 billion**
Operating income **¥75.5 billion**

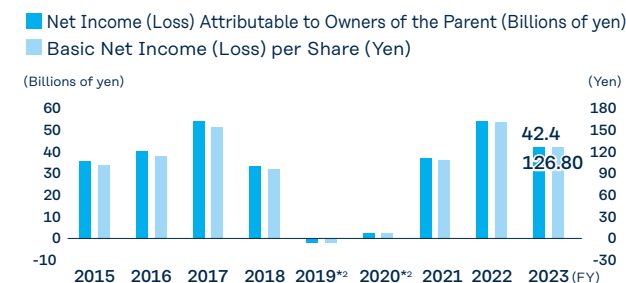


Products with top global market share*1 **¥474.9 billion**
Sales ratio of products with top global market share*1 **61%**



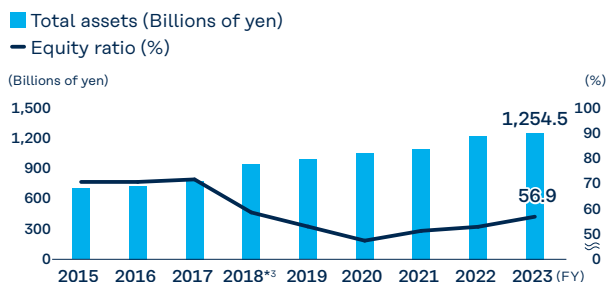
*1 In-house survey

Net income attributable to owners of the parent **¥42.4 billion**
Basic net income per share **¥126.80**



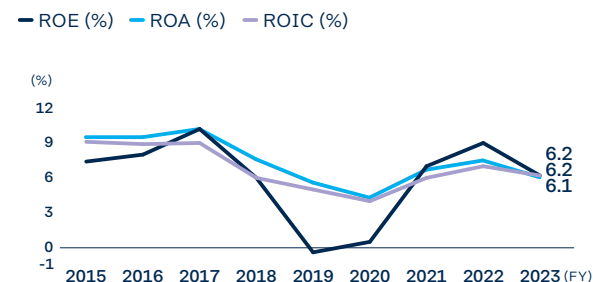
*2 Net income attributable to owners of the parent declined significantly due to the recording of an extraordinary loss of approximately ¥51 billion in fiscal 2019 and approximately ¥22 billion in fiscal 2020 for litigation surrounding a fire incident at a subsidiary in the United States.

Total assets **¥1,254.5 billion**
Equity ratio **56.9%**



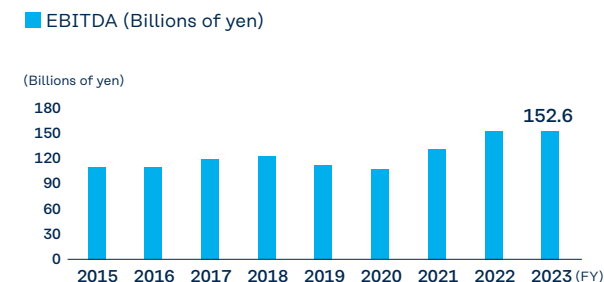
*3 In fiscal 2018, total assets increased due to the inclusion of Calgon Carbon Corporation in the scope of consolidation.

ROE*4 **6.2%** ROA*5 **6.1%**
ROIC*6 **6.2%**



*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 **¥152.6 billion**

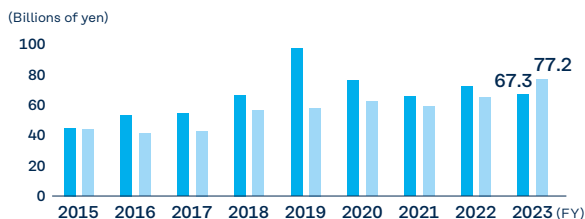


*7 EBITDA = Operating income + Depreciation and amortization

Non-Financial Data

Capital expenditure*8 ¥**67.3** billion
 Depreciation and amortization ¥**77.2** billion

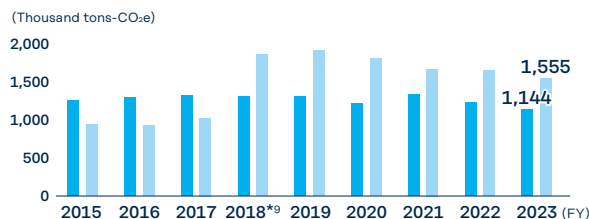
■ Capital expenditure (Billions of yen)
 ■ Depreciation and amortization (Billions of yen)



*8 Capital expenditure is on an acceptance basis.

Greenhouse Gas (GHG) Emissions
 Kuraray Group in Japan **1,144** thousand tons-CO₂e
 Kuraray Group outside Japan
1,555 thousand tons-CO₂e

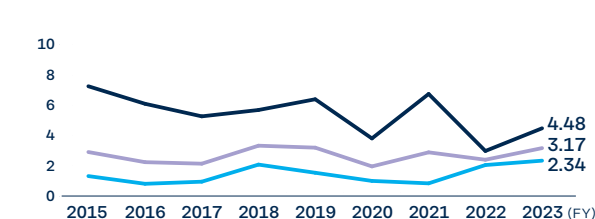
■ Kuraray Group in Japan
 ■ Kuraray Group outside Japan



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

Frequency Rate of All Occupational Injuries*10
 Kuraray Group as a whole **3.17**
 Kuraray Group in Japan **2.34**
 Kuraray Group outside Japan **4.48**

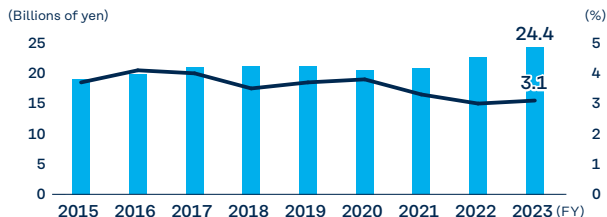
— Kuraray Group as a whole
 — Kuraray Group in Japan — Kuraray Group outside Japan



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

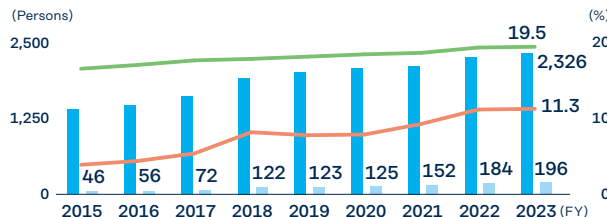
R&D expenses ¥**24.4** billion
 R&D expenses ratio **3.1%**

■ R&D expenses (Billions of yen)
 — R&D expenses ratio (%)



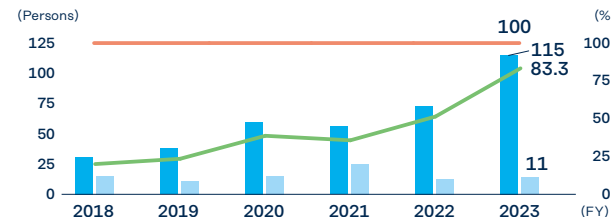
Number of female employees **2,326**
 Ratio of female employees **19.5%**
 Number of female managers **196**
 Ratio of female managers **11.3%**

■ Number of female employees (Persons) — Ratio of female employees (%)
 ■ Number of female managers (Persons) — Ratio of female managers (%)



Number of employees taking childcare leave*11
 Men **115** Women **11**
 Ratio of childcare leave-taking*11
 Men **83.3%** Women **100%**

■ Number of male employees (Persons) — Ratio of male employees (%)
 ■ Number of female employees (Persons) — Ratio of female employees (%)



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