

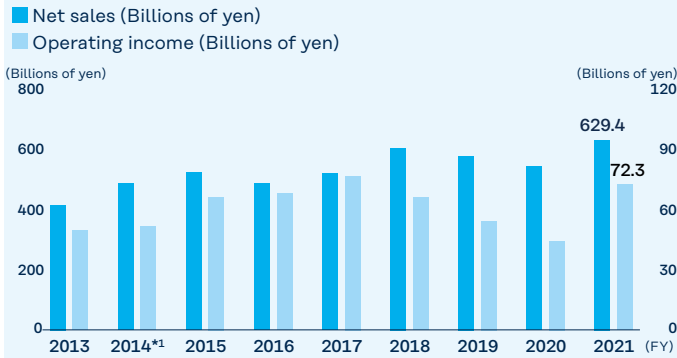
Business Performance

Financial Data

Net Sales / Operating Income

Net sales **¥629.4 billion**

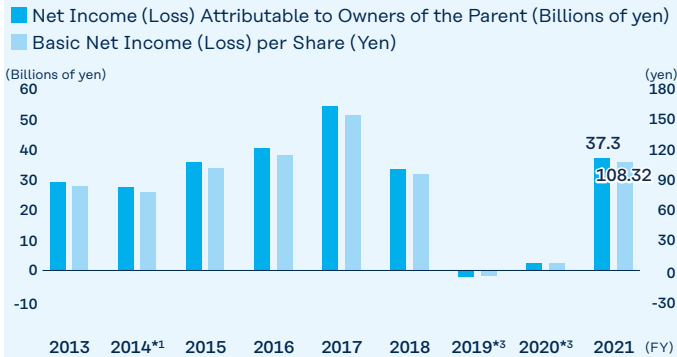
Operating income **¥72.3 billion**



Net Income (Loss) Attributable to Owners of the Parent / Basic Net Income (Loss) per Share

Net income attributable to owners of the parent **¥37.3 billion**

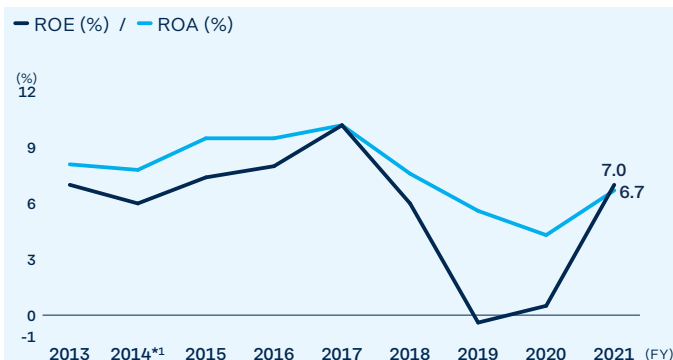
Basic net income per share **¥108.32**



*3 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.

ROE*5 / ROA*6

ROE **7.0%** ROA **6.7%**



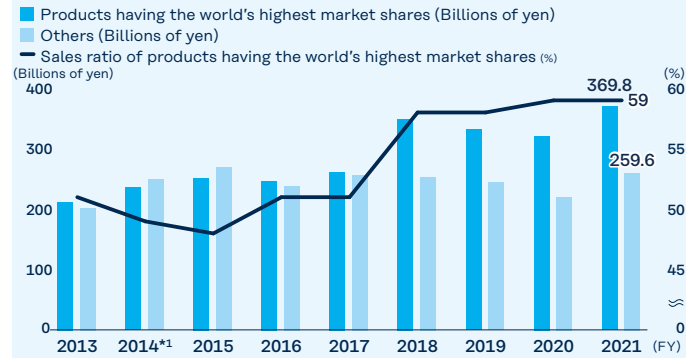
*5 Return on equity = Net income attributable to owners of the parent / Average shareholders' equity x 100 (%)

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

Sales and Sales Ratio of Products Having the World's Highest Market Shares*2

Products having the world's highest market shares **¥369.8 billion**

Sales ratio of products having the world's highest market shares **59%**

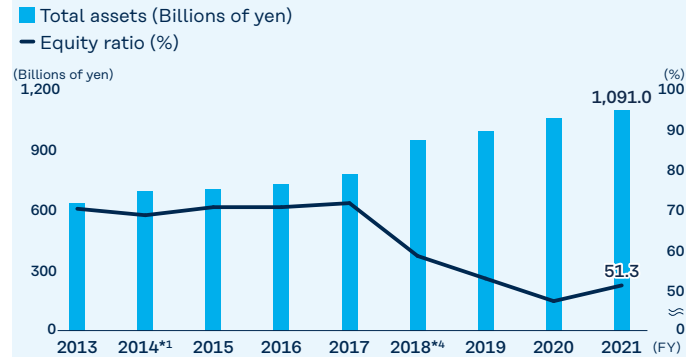


*2 In-house survey

Total Assets / Equity Ratio

Total assets **¥1,091.0 billion**

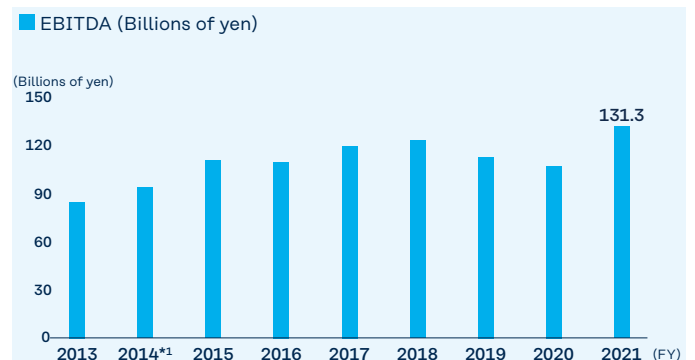
Equity ratio **51.3%**



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

EBITDA*7

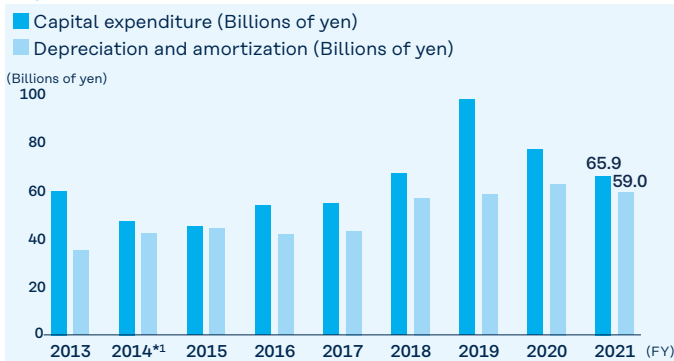
EBITDA **¥131.3 billion**



*7 EBITDA = Operating income + Depreciation and amortization

Capital Expenditure*8 / Depreciation and Amortization

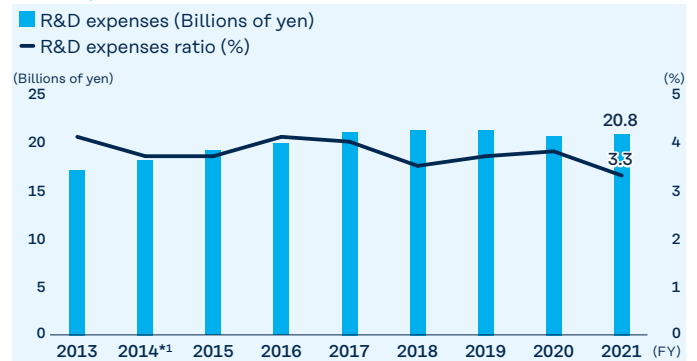
Capital expenditure **¥65.9 billion**
Depreciation and amortization **¥59.0 billion**



*8 Capital expenditure is on an acceptance basis.

R&D Expenses / R&D Expenses Ratio

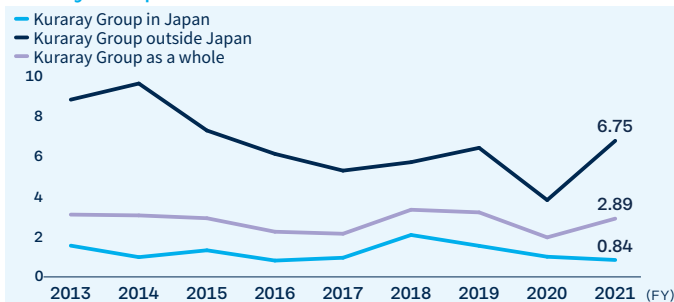
R&D expenses **¥20.8 billion**
R&D expenses ratio **3.3%**



Non-Financial Data

Frequency Rate of All Occupational Injuries*9

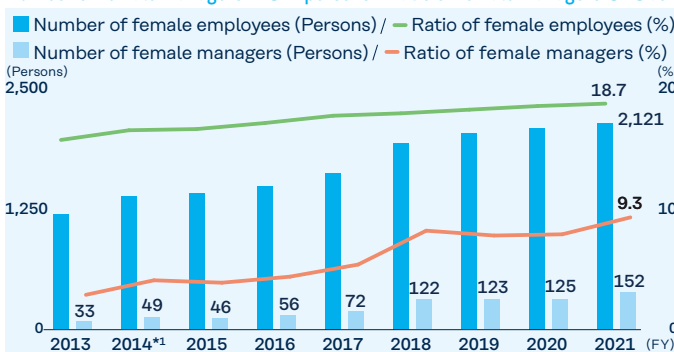
Kuraray Group in Japan **0.84** Kuraray Group outside Japan **6.75**
Kuraray Group as a whole **2.89**



*9 The number of occupational injuries requiring medical treatment per one million work hours

Number of Female Employees / Ratio of Female Employees, Number of Female Employees in Managerial Positions / Ratio of Female Employees in Managerial Positions

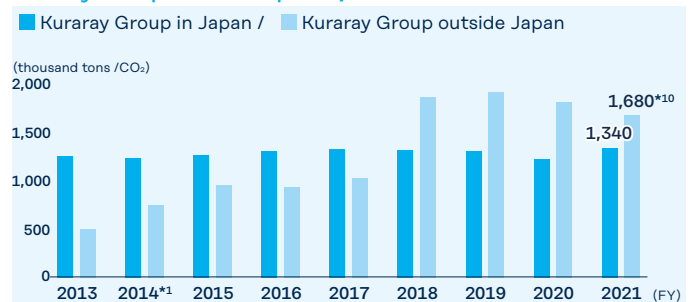
Number of female employees **2,121 persons** Ratio of female employees **18.7%**
Number of female managers **152 persons** Ratio of female managers **9.3%**



*1 The account closing date changed from March 31 to December 31 in fiscal 2014. The consolidated financial results for fiscal 2014 covered nine months, from April to December 2014, in Japan and 12 months, overseas from January to December 2014. The values shown have been corrected as the results for January to December 2014 for both Japan and overseas.

Greenhouse Gas (GHG) Emissions

Kuraray Group in Japan **1,340 thousand tons /CO₂**
Kuraray Group outside Japan **1,680 thousand tons /CO₂**



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

Number of Employees Taking Leave for Childcare and Nursing Care*11

Number of employees taking leave for childcare **93 persons**
Number of employees taking leave for Nursing Care **4 persons**



*11 Employees of Kuraray Co., Ltd.