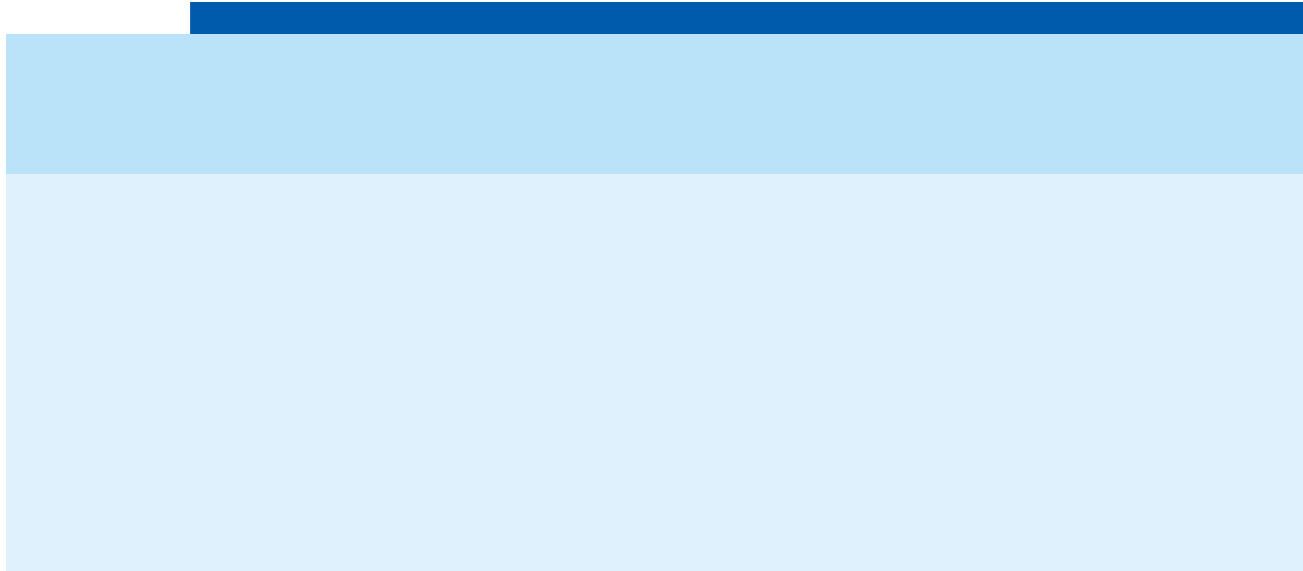
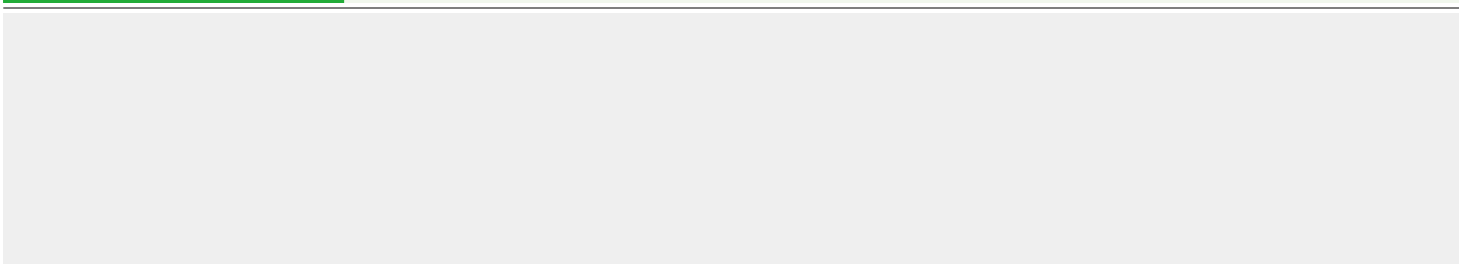
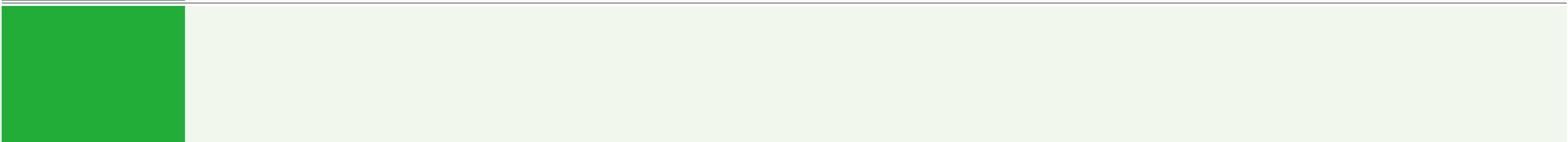
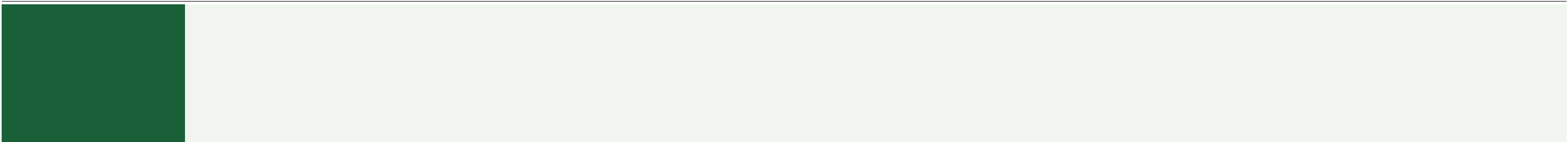
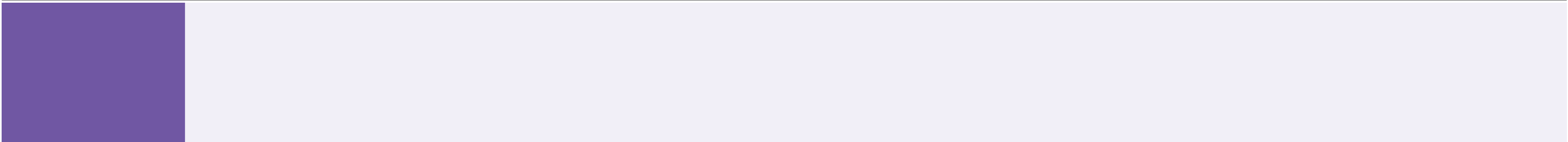
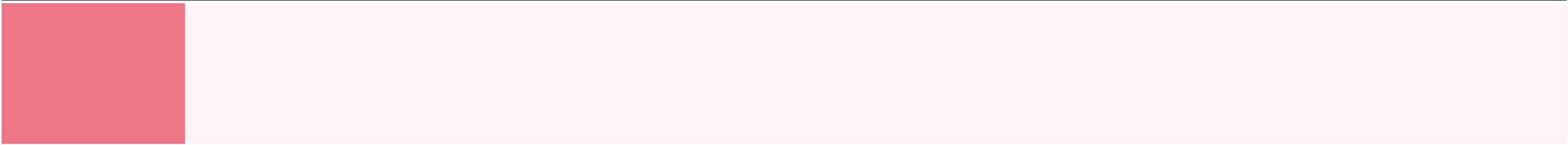


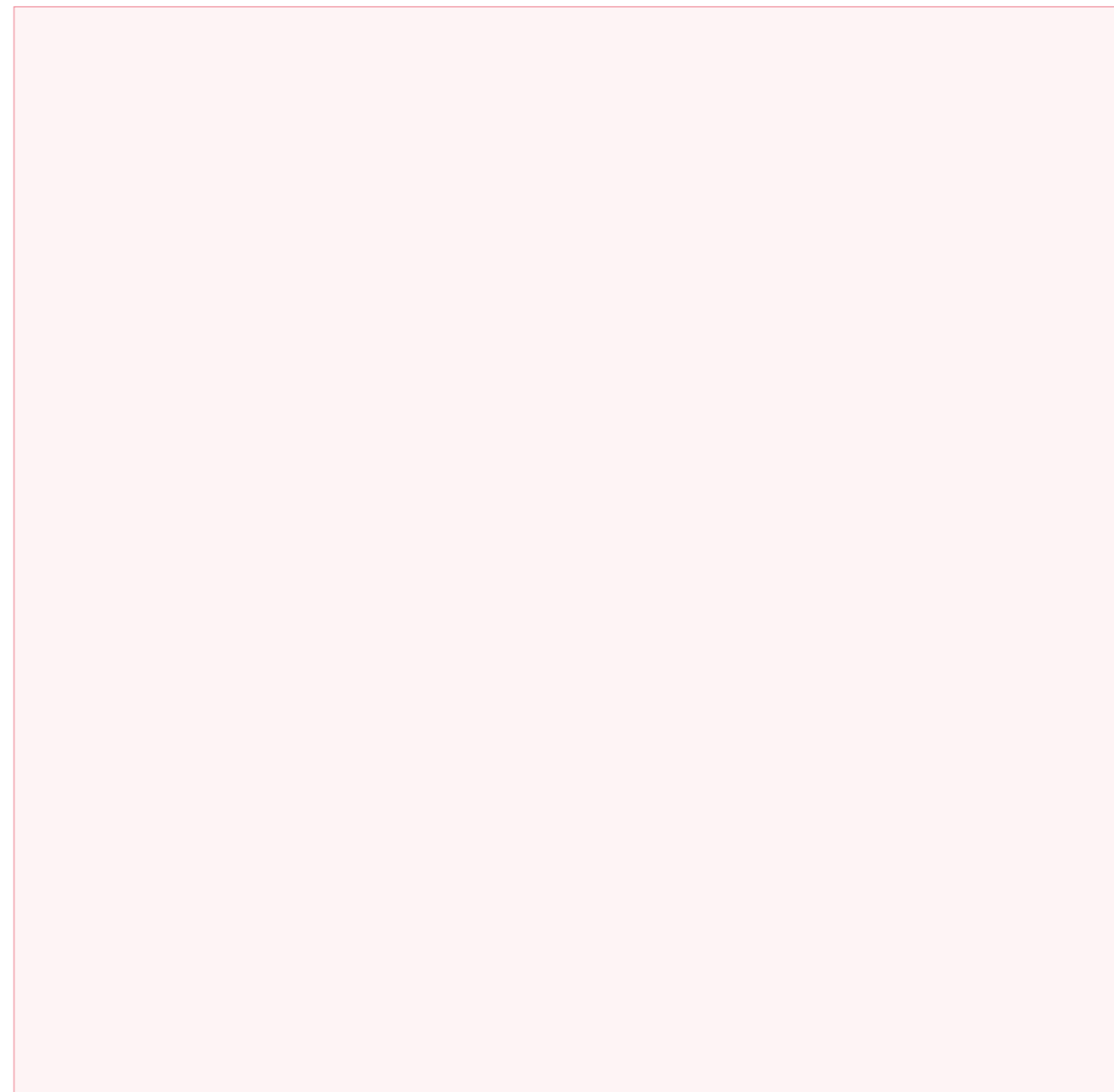
The Daicel Group announced its Long-Term Vision and Mid-Term Management Strategy in FY2021/3 to clearly state its intention of enhancing corporate value centered on the three concepts of Sustainable Product, Sustainable Process, and Sustainable People toward its goal of contributing to building a circular society. As a communication tool to gain more alliances and cooperation from our stakeholders, we publish "Daicel Report 2021," which integrates financial and nonfinancial information. Under the Sustainability section of our corporate



For over a century, Daicel has been building on its cellulose business, a naturally derived material. Amid growing expectations for social change toward a circular society, we will take advantage of our accumulated technologies

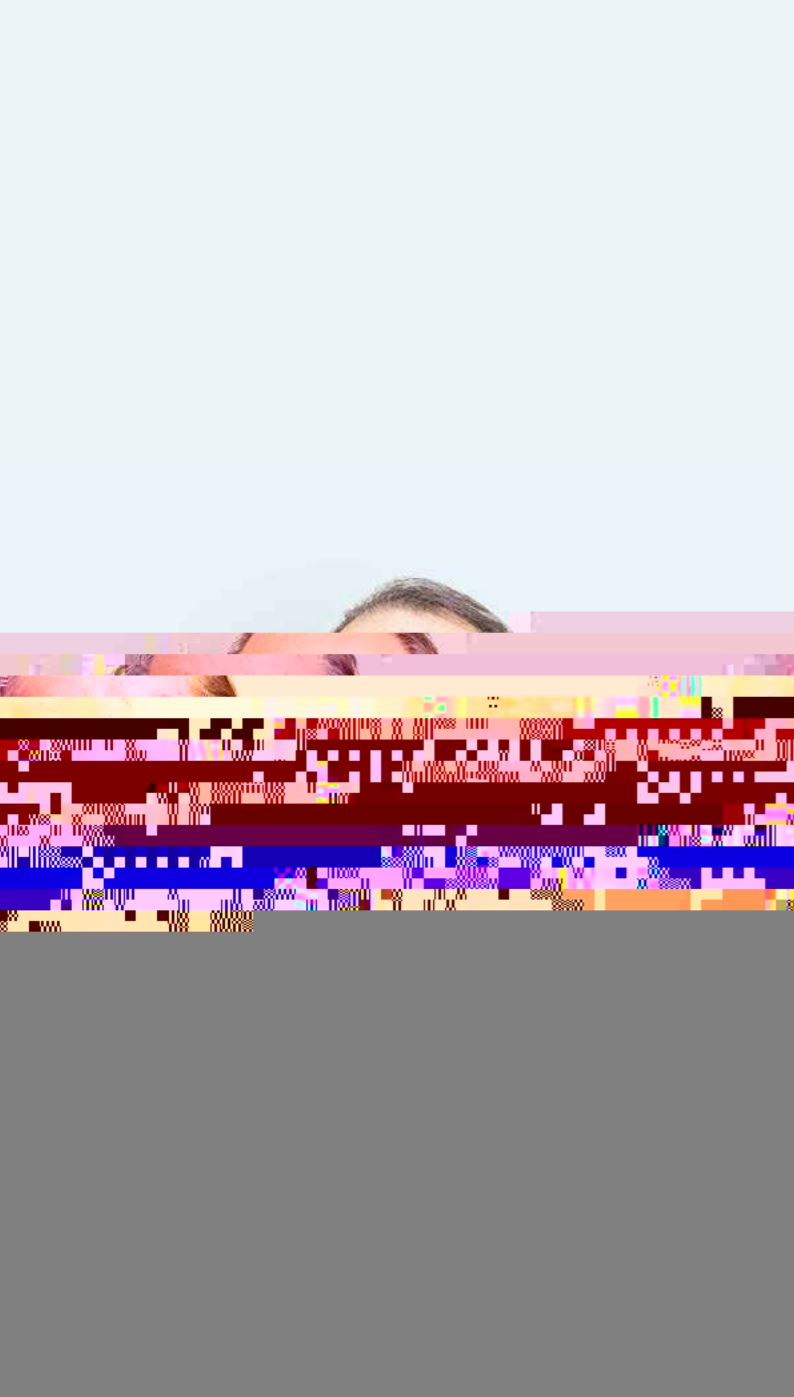




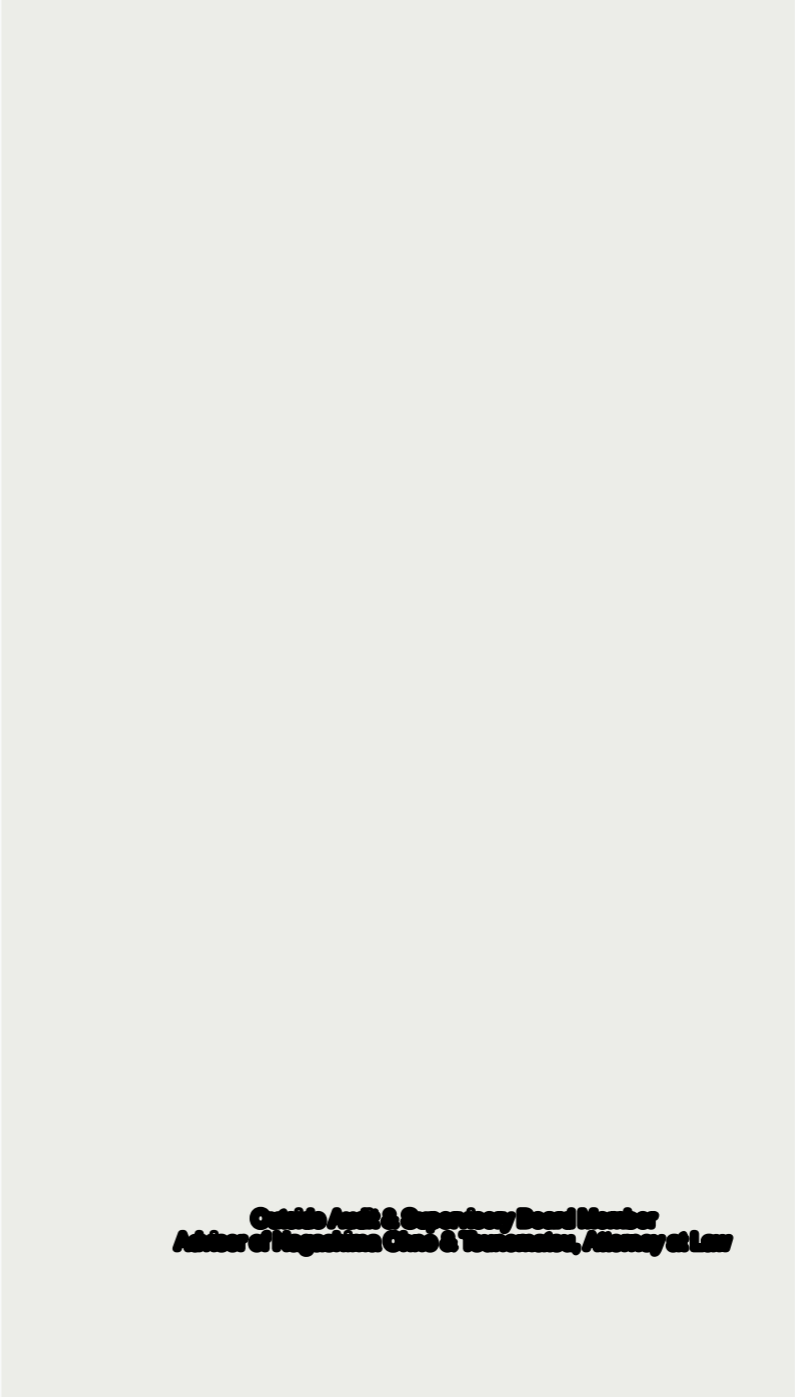




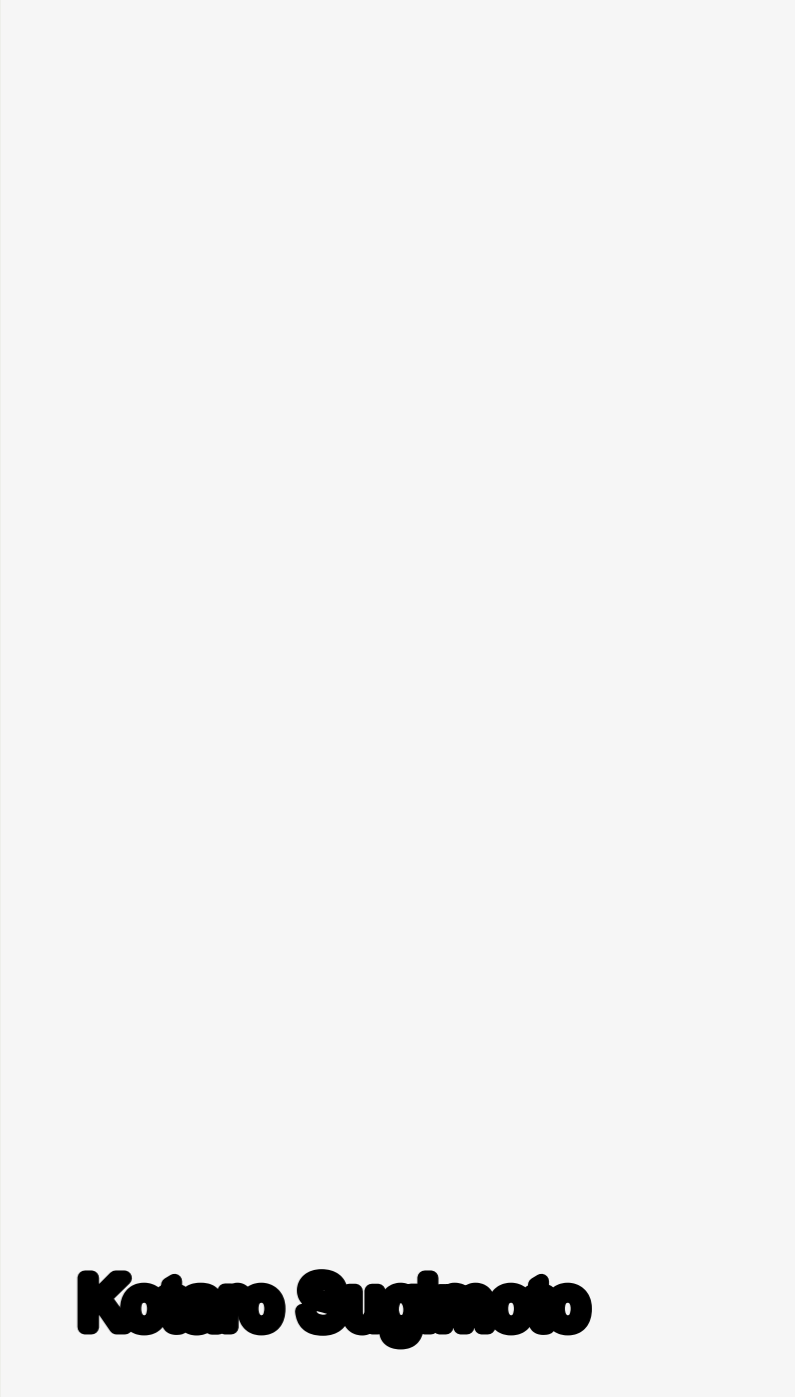




**Outside Director,
Member of the Monitoring and Compensation Committee,
Outside Director of Japan Alliance Co., Ltd.,
Outside Director of Maruha Nichiro Corporation**

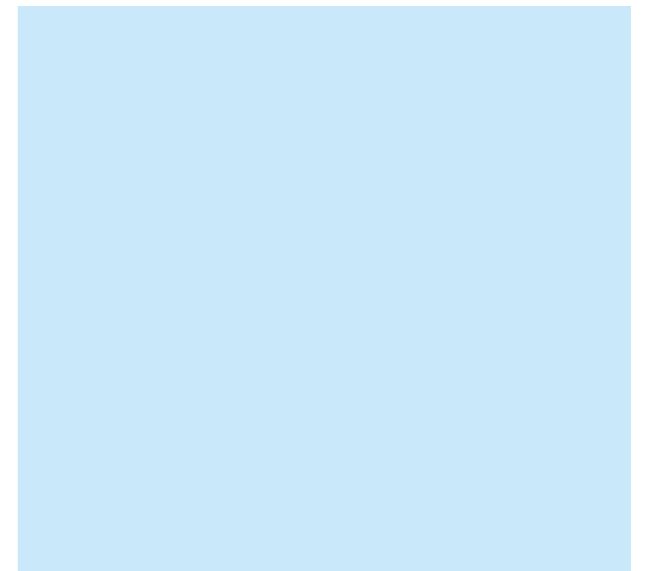
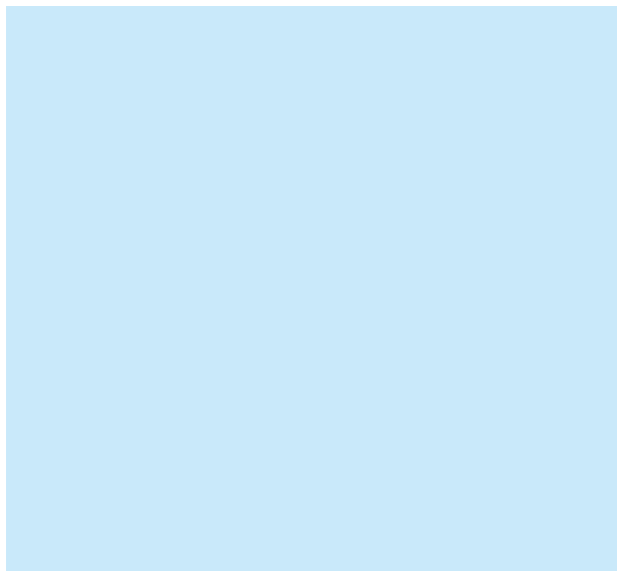
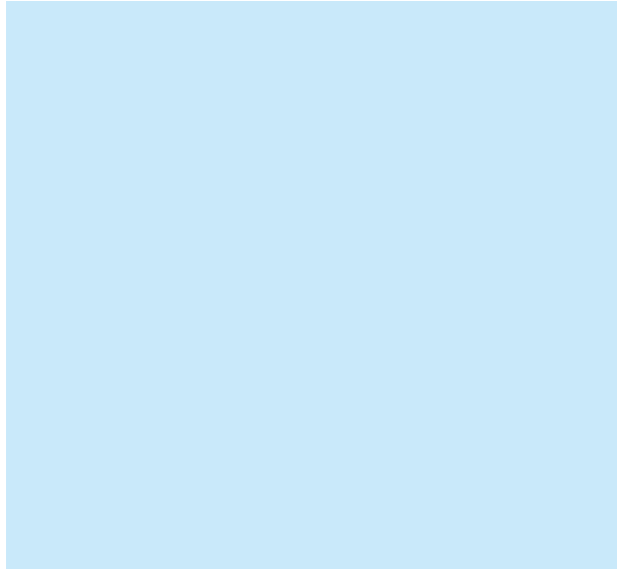


**Outside Audit & Supervisory Board Member
Advisor of Higashimura Otsu & Tomonishi, Attorney at Law**



Kotaro Sugimoto

Roundtable Discussion with Outside Directors



DirectorsExecutive Officers

Energy Consumption and Intensity Index

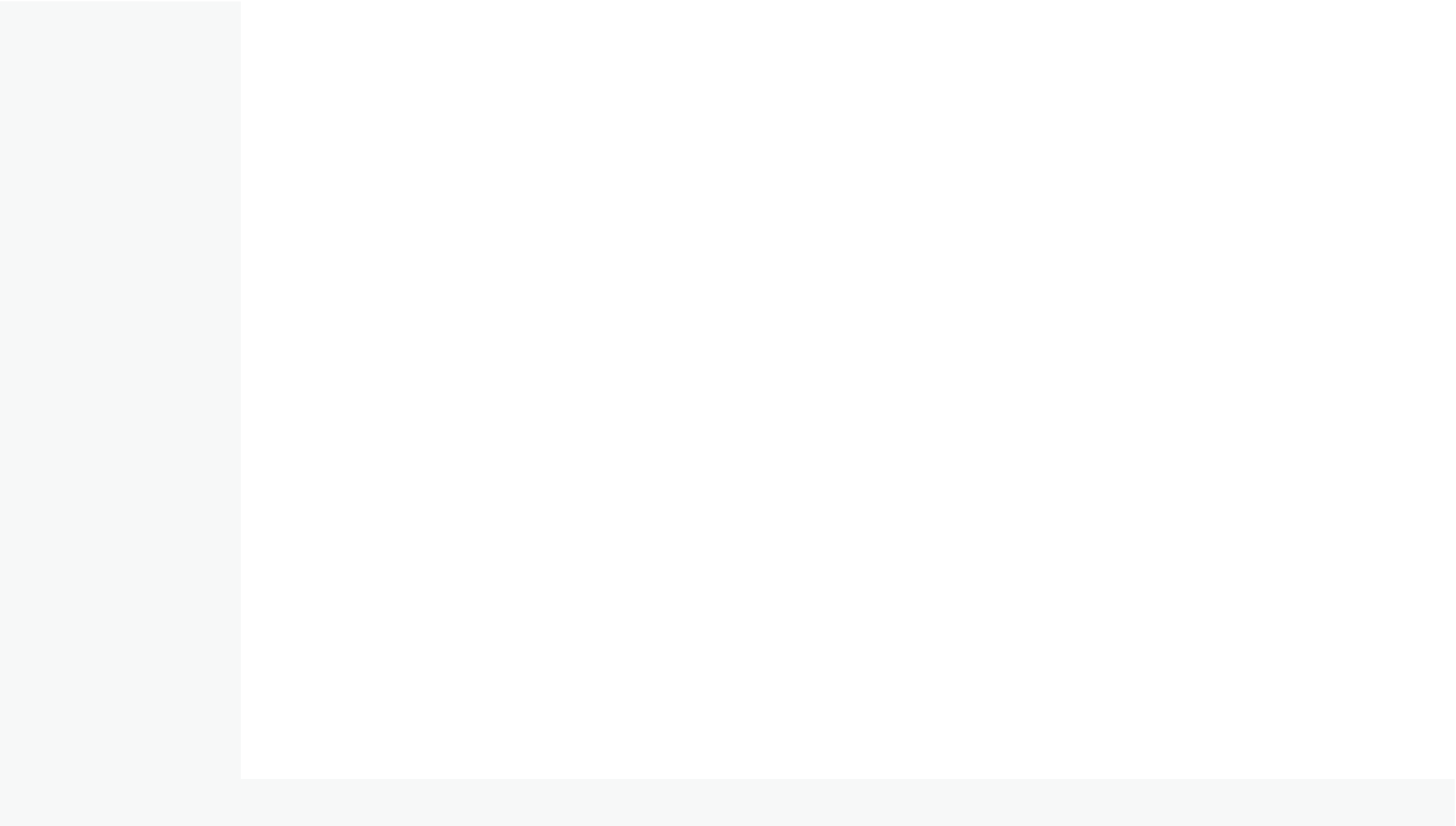
Millions of Yen

Thousands of U.S. Dollars
(Note 1)



Millions of Yen

Thousands of U.S. Dollars
(Note 1)



Millions of Yen

Thousands of U.S. Dollars
(Note 1)



Millions of Yen

Thousands of U.S. Dollars
(Note 1)

Yen

U.S. Dollars (Note 1)

