Major Organizational Changes (as of January 1, 2021)

Kuraray Co., Ltd. today announces its decision to implement major organizational changes effective January 1, 2021. Further organizational change measures (at the department level) effective as of that date, will be announced later.

1. Policy

Under the new management team headed by the new president scheduled to take office the same day these changes come into effect, Kuraray will work to build efficient organizational operations and a business structure that reflects a global perspective. At the same time, Kuraray will reinforce its personnel to further promote digitization with an eye toward business in the new normal world. Furthermore, while maintaining the current organizational framework, Kuraray will advance the appointment of potential future executive candidates as management personnel in order to formulate the next medium-term management plan for a new phase.

2. Outline regarding Organizational Changes

- An Executive Supervisor for the Vinyl Acetate Resin Company and the Vinyl Acetate Film Company will be appointed in order to realize the sustained growth of Kuraray's vinyl acetate-related businesses and the optimized operation of both companies.
- The Carbon Materials Division and Calgon Carbon Division will be merged and operated in an integrated manner as the Environmental Solutions Division in order to further expand Kuraray's activated carbon-related businesses and realize greater synergy.

3. Revised Organization Chart

See attached materials.

Organization Chart (January 1, 2021)

Corporate Auditor — Corporate Auditor Staff

Internal Auditors Office Corporate Management Planning Office CSR Division Administrative Unit General Affairs and HR Division Accounting and Finance Division Purchasing and Logistics Division Research and Development Division Environmental Business Development and Promotion Division Technology Division Technology Division Technology Development Center Environment and Industrial Safety Management Center Environment and Industrial Safety Management Center Vinyl Acetate Resin Company Production and Technology Management Division International Business Planning Division Poval Resin Division Vinyl Acetate Film Company Production and Technology Management Division International Business Planning Division Poval Film Division
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MonoSol Division PVB Division
PVB Division
Isoprene Company
Production and Technology Management Division
Isoprene Chemicals Division
Elastomer Division
Genestar Division
Functional Materials Commany
Functional Materials Company Division and Technology Management Division
Production and Technology Management Division Mathematical Division
Methacrylate Division Medical Division
Environmental Solutions Division
Environmental Solutions Division
Fibers and Textiles Company
Production and Technology Management Division
——— Clarino Division
Fibers and Industrial Materials Division
Consumer Goods and Materials Division
Plants in Japan (Kurashiki, Saijo, Okayama, Niigata, Kashima, Tsurumi)
Overseas Affiliated Companies