<u>Major Organizational Changes</u> (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)

Chairman

President

	— Internal Auditors Office	
	Corporate Management Planning Office	
	— CSR Division	
	ive Unit	
	— General Affairs and HR Division	
	 Accounting and Finance Division Development of Logistics Division 	
	 Purchasing and Logistics Division 	
	— Research and Development Divisi	on
		Kurashiki Research Center
		- Tsukuba Research Center
———— Environmental Business Dev		elopment and Promotion Division
	— Technology Division ————	- Technology Development Center
		- Environment and Industrial Safety Management Center
-Vinyl Acetat	te Resin Company	
	- Production and Technology Manag	gement Division
	— International Business Planning	Division
	— Poval Resin Division	
	— EVAL Division	
-Vinyl Acetat	te Film Company	
	— Production and Technology Manag	gement Division
	 International Business Planning Division 	
	— Poval Film Division	
	— MonoSol Division	
	PVB Division	
–Isoprene Co	mpany	
	— Production and Technology Manag	gement Division
	- Isoprene Chemicals Division	
	— Elastomer Division	
	 Genestar Division 	
-Functional N	Materials Company	
	- Production and Technology Management Division	
	- Methacrylate Division	
	— Medical Division	

