<u>Major Organizational Changes</u> (as of January 1, 2022)

Kuraray Co., Ltd. today announces its decision to implement major organizational changes effective January 1, 2022. Further organizational change measures (at the department level) effective as of that date, will be announced later.

1. Policy

In fiscal 2022, the Kuraray Group intends to launch its new medium-term management plan spanning five years, with fiscal 2026 as the final fiscal year. For the first year of said plan, the Group decided to implement organizational change measures as detailed below as it aims to overcome the currently harsh business environment and adapt to changes in external conditions surrounding businesses. These measures are thus intended to help Kuraray realize the Group's long-term vision for its 100th anniversary, which will be coming up in 2026, in line with "Kuraray Vision 2026."

2. Details regarding Organizational Changes

- To strengthen our corporate governance structure on a global basis, the Internal Auditors Office will be functionally expanded and reorganized into the Corporate Auditing Division.
- To step up our sustainability promotion initiatives in close collaboration with business activities, the CSR Division will be reorganized into the Corporate Sustainability Division.
- To push ahead with our Companywide innovation efforts on a global basis, the Innovation Networking Center will be established.
- To promote digital transformation at the management level, the Global Digital Transformation Office will be established.
- To enhance global supply chain management, the International Business Planning Division handling operations for the Vinyl Acetate Resin Company and the Vinyl Acetate Film Company will be integrated with the Purchasing and Logistics Division.
- To support intellectual property (IP) strategies executed by business divisions, the IP Management Center will be established. This center will also be charged with formulating and promoting IP strategies on a Companywide basis in line with Kuraray's business strategies.

3. Revised Organization Chart

Please refer to the appendix.

Organization Chart (January 1, 2022)

Chairman

President

	 Corporate Auditing Division
	 Corporate Management Planning Office
	 Corporate Sustainability Division
	— Global Digital Transformation Office
	 Accounting and Finance Division
	 General Affairs and HR Division
	 Purchasing and Logistics Division
	 Innovation Networking Center
	 Research and Development Division
	Kurashiki Research Center
	Tsukuba Research Center
	IP Management Center
	 Technology Division ————————————————————————————————————
	Environment and Industrial Safety Management Center
Vinyl Acetate	<u>e Resin Company</u> — Production and Technology Management Division — Poval Resin Division
	 EVAL Division
	e Film Company
	 Production and Technology Management Division
	— Poval Film Division
	 MonoSol Division
	 Advanced Interlayer Solutions Division
Isoprene Cor	npany
	 Production and Technology Management Division
	— Isoprene Chemicals Division
	 Elastomer Division
	- Genestar Division
	Aterials Company
	 Production and Technology Management Division
	 Methacrylate Division
	 Medical Division

- Environmental Solutions Division

Environmental Business Development and Promotion 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

Corporate Auditor ——— Corporate Auditor Staff