<u>Major Organizational Changes</u> (as of January 1, 2023)

Kuraray Co., Ltd. today announces its decision to implement major organizational changes effective January 1, 2023. 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 launched its five-year medium-term management plan "PASSION 2026" and has been in implementing specific measures based on this plan. In fiscal 2023, the second year of "PASSION 2026," we will work to strengthen and further expand existing businesses as well as to quickly develop and empower new businesses while advancing efforts under the three challenges of the plan: "Sustainability as an opportunity," "Innovations starting from networking" and "Transformation of people and organization." With regard to upcoming organizational changes, to steadily address the various tasks of "PASSION 2026," we are prioritizing operational structure continuity and maintaining the current organizational framework while advancing the appointment of potential future executive candidates as management personnel.

2. Details regarding Organizational Changes

- To quickly and efficiently promote digital transformation (DX), the Global Digital Transformation Office will be reorganized as the DX-IT Division, which will integrate the IT Department currently under the Corporate Management Planning Office, in line with efforts to strengthen digital strategy and planning functions.
- An Electronics Materials Promotion Division will be established to accelerate the commercialization of products for the electric and electronics field, the development of which has previously been handled by the Research and Development Division.

3. Revised Organization Chart

Please refer to the appendix.

Organization Chart (January 1, 2023)

Chairman

President

	 Corporate Auditing Division 	
	 Corporate Management Planning Office 	
	 Corporate Sustainability Division 	
	- DX-IT Division	
	 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	
	- Electronics Materials Promotion Division	
	Technology Division — Technology Development Center	
	Environment and Industrial Safety Management Center	
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Vinyl Acetate	e Resin Company	
	Production and Technology Management Division	
	Poval Resin Division	
	 EVAL Division 	
Vinyl Acetate		
	 Production and Technology Management Division 	
	 Poval Film Division 	
	 MonoSol Division 	
	 Advanced Interlayer Solutions Division 	
Isoprene Con	nnany	
	 Production and Technology Management Division 	
	 Isoprene Chemicals Division 	
	 Elastomer Division 	
	- Genestar Division	
	faterials Company	
	 Production and Technology Management Division 	
	- Methacrylate Division	
	- Medical 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