## Major Organizational Changes (As of January 1, 2026)

Kuraray Co., Ltd. today announces its decision to implement major organizational changes effective January 1, 2026. Further organizational change measures (at the department level) effective as of that date will be announced later.

## 1. Policy

Since fiscal 2022, the Kuraray Group has been implementing specific measures based on its five-year medium-term management plan, "PASSION 2026."

FY2026, the final year of the medium-term management plan, "PASSION 2026," is positioned as a pivotal year—not only for achieving the initiatives and management goals outlined in the plan, but also for laying the foundation for the future growth of the Kuraray Group. We will continue to pursue forward-looking initiatives while remaining flexible in responding to changes.

In light of these approach, we will implement organizational changes based on the following core policies: establishing a framework to drive future growth, including the commercialization of newly developed products and expansion into growth areas; promoting the appointment and rotation of talent to key positions; and enhancing the Group's overall capabilities to respond to changes in the business environment and enable sustainable growth.

## 2. Details regarding Organizational Changes

- To strengthen DX-IT promotion globally, we will assign a dedicated officer for DX-IT Division.
- To accelerate the early commercialization of SCAPOVA<sup>TM</sup> PVA microcarriers for regenerative medicine applications, we will transfer the project from the Research and Development Division to the Functional Materials Company and establish the Life Innovation Development Division.
- To promote the commercialization of the new functional carbon material, we will transfer the development structure from the Research and Development Division to the Functional Materials Company and establish the Carbon Innovation Development Office.
- To further accelerate the commercialization of products for the electrical and electronics sectors, we will transfer the Electronics Materials Promotion Division to the Functional Materials Company.

- To advance the new HR project and strengthen general administration functions, we will reorganize the General Affairs & HR Division into the HR Division. In addition, to strengthen asset management and crisis management from a management perspective, we will transfer the HQ General Affairs Department and the Osaka General Affairs Department to the Corporate Management Planning Office.
- 3. Revised Organization Chart

Please refer to the appendix.

## Organization Chart (January 1, 2026)

Chairman			
President			
	Corporate Auditing Div	Corporate Auditing Division	
	Corporate Managemen	Corporate Management Planning Office	
	—— Accounting and Financ	Accounting and Finance Division	
	DX-IT Division	DX-IT Division	
	Corporate Sustainabilit	Corporate Sustainability Division	
	— Purchasing and Logisti	Purchasing and Logistics Division	
	Innovation Networking	<ul> <li>Innovation Networking Center</li> </ul>	
		Research and Development Division	
		Kurashiki Research Center	
		Tsukuba Research Center	
		IP Management Center	
	— Technology Division —	Technology Development Center	
		Environment and Industrial Safety Management Center	
Vinyl Acetate l	Resin Company  — Production and Technol	ology Management Division	
	Production and Technology Management Division Poval Resin Division		
	— EVAL Division		
Vinyl Acetate	Film Company		
		Production and Technology Management Division Poval Film Division	
	— MonoSol Division		
	— Advanced Interlayer So	olutions Division	
Isoprene Comp	pany	Duradu et ion and Mark nale on Management Division	
	Production and Technol	Production and Technology Management Division Isoprene Chemical Division	
	<ul><li>Elastomer Division</li></ul>		
	Genestar Division		
Functional Ma	Functional Materials Company Production and Technology Management Division		
	<ul> <li>Methacrylate Division</li> </ul>	Methacrylate Division	
	<ul> <li>Medical Division</li> <li>Life Innevation Development</li> </ul>	Medical Division Life Innovation Development Division	
		Environmental Solutions Division	
		Environmental Business Development and Promotion Division Electronics Materials Promotion Division	
	— Carbon Innovation Dev		
Fiber and Text	rilas Company		
riber and lext		logy Management Division	
	Clarino Division	Clarino Division	
	ribers and industrial N	Fibers and Industrial Materials Division	
	— Plants in Japan (Kuras	– Plants in Japan (Kurashiki, Saijo, Okayama, Niigata, Kashima, Tsurumi)	
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	Overseas Affiliated Companies		

Member of Audit & Supervisory Board — Staff for Member of Audit & Supervisory Board