

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™ 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.

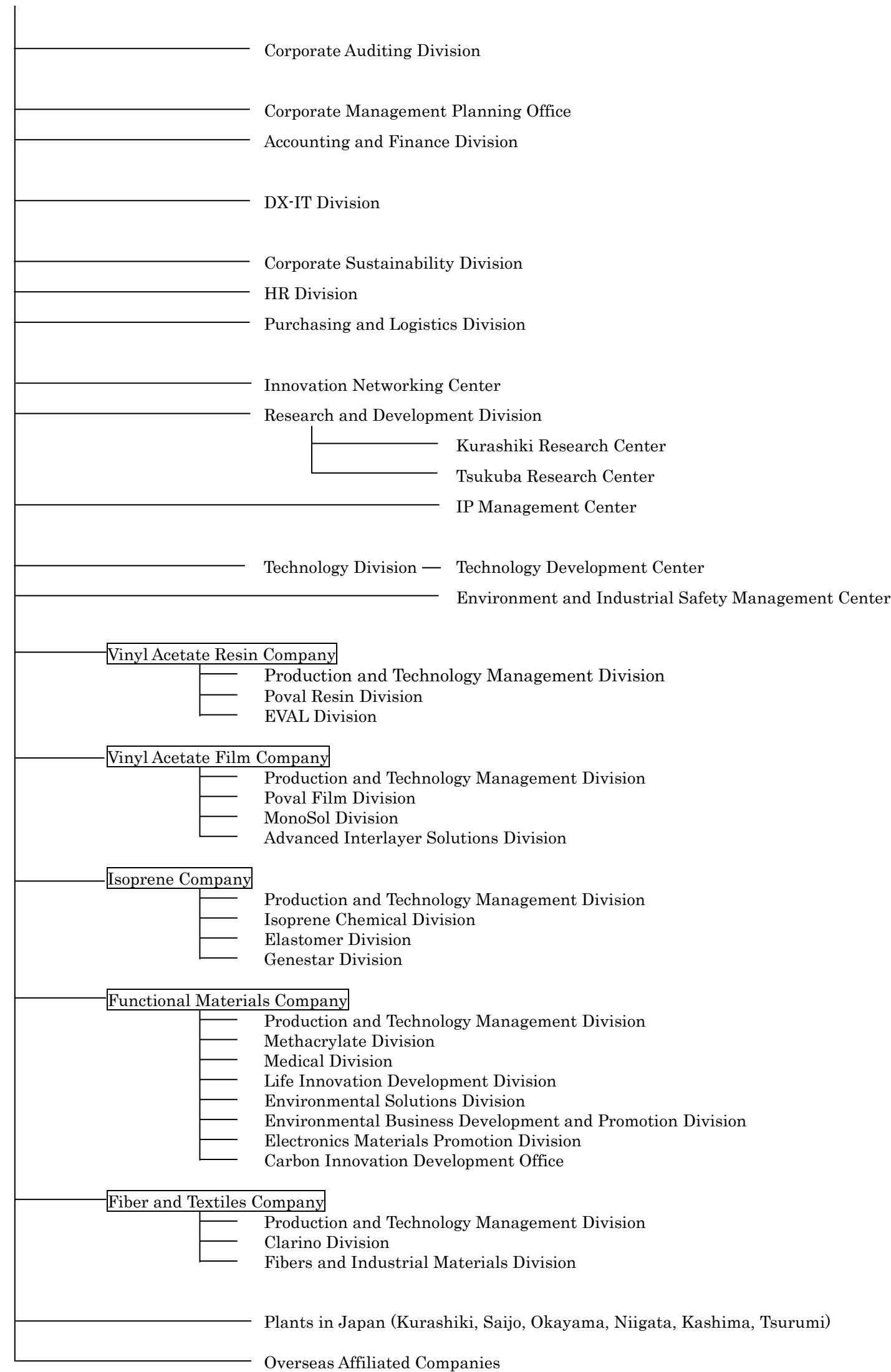
- To advance the new HR project and strengthen general administration functions, we will reorganize the General Affairs & HR Division into the HR Division. In addition, to strengthen asset management and crisis management from a management perspective, we will transfer the HQ General Affairs Department 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



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