

November 25, 2020

Kuraray Co., Ltd.

Major Organizational Changes  
(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.

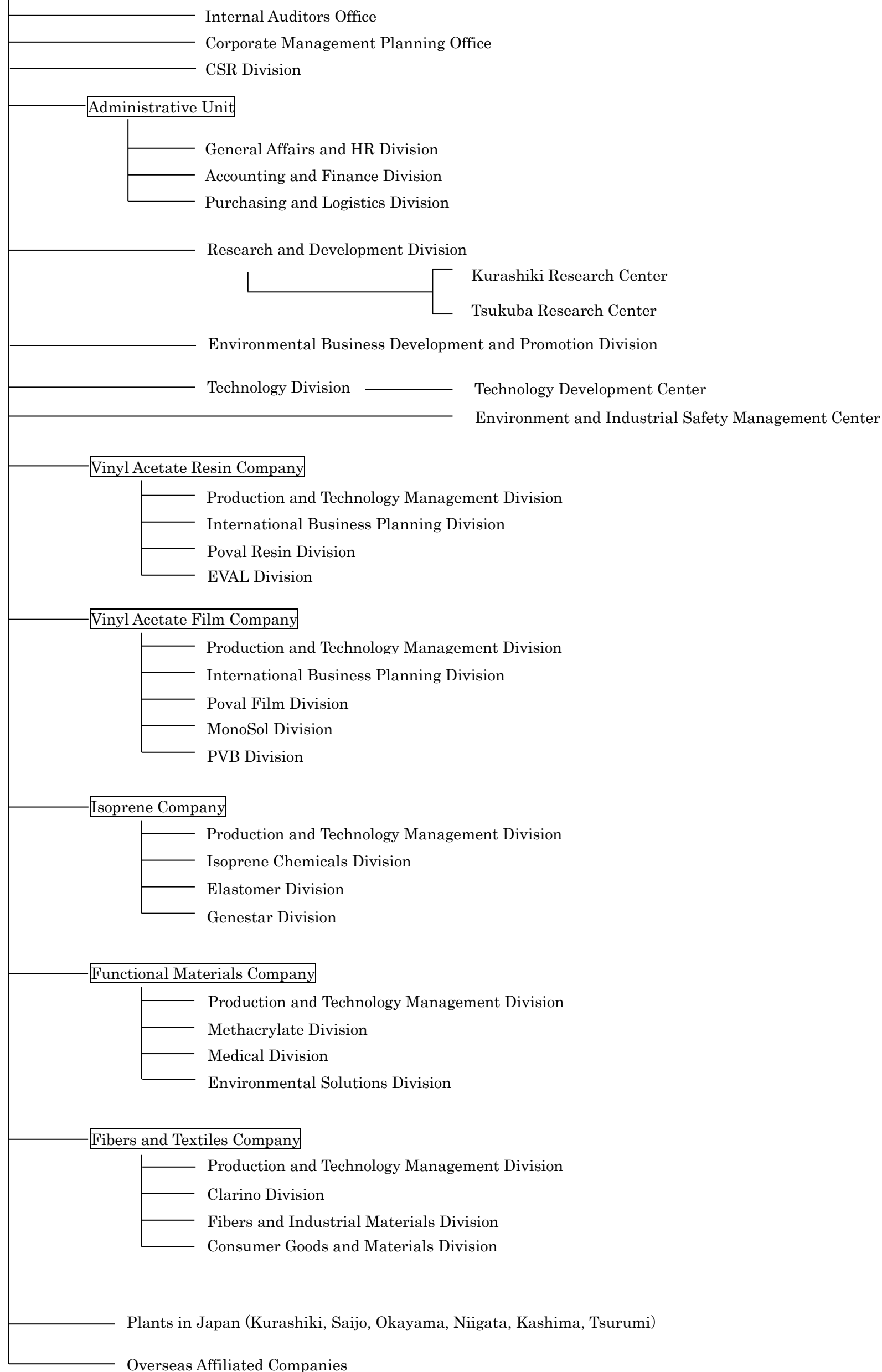
**3. Revised Organization Chart**

See attached materials.

Organization Chart (January 1, 2021)

Chairman

President



Corporate Auditor — Corporate Auditor Staff