

November 25, 2021

Kuraray Co., Ltd.

Major Organizational Changes
(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.

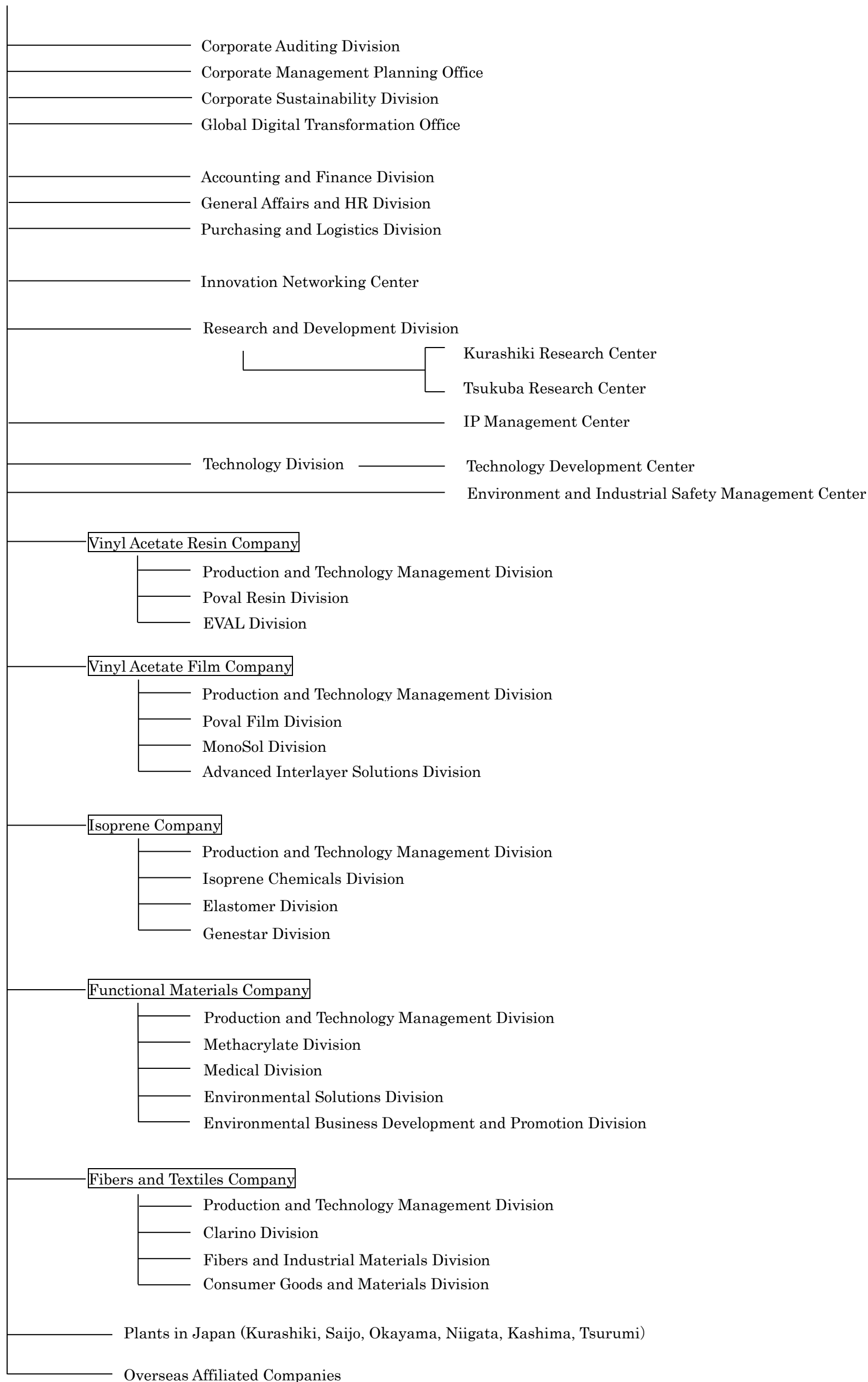
3. Revised Organization Chart

Please refer to the appendix.

Organization Chart (January 1, 2022)

Chairman

President



Corporate Auditor — Corporate Auditor Staff