

November 24, 2022

Kuraray Co., Ltd.

Major Organizational Changes  
(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.

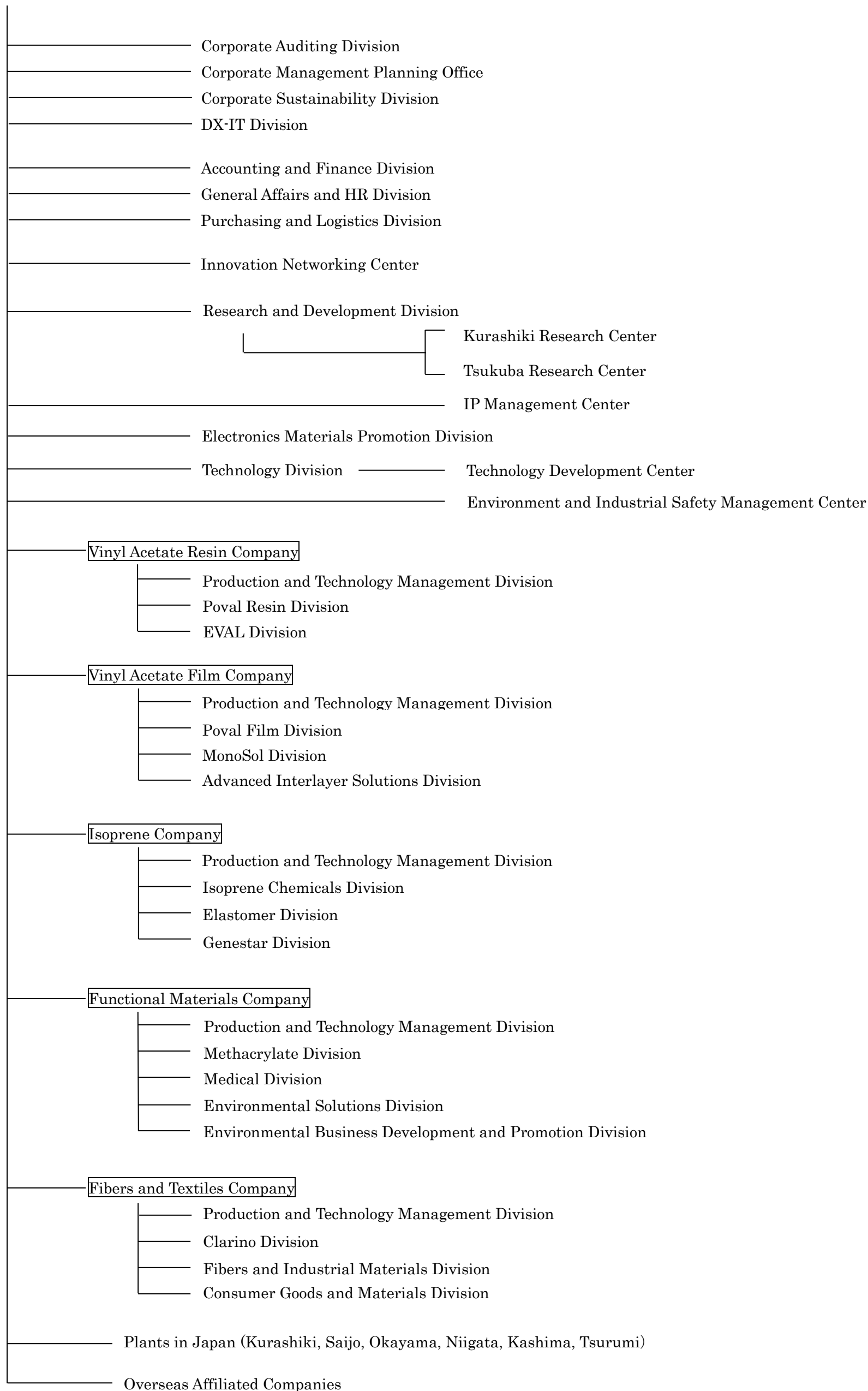
3. Revised Organization Chart

Please refer to the appendix.

Organization Chart (January 1, 2023)

Chairman

President



Corporate Auditor — Corporate Auditor Staff