

## Major Organizational Changes (As of January 1, 2025)

Kuraray Co., Ltd. today announces its decision to implement major organizational changes effective January 1, 2025. 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."

FY2025 is the fourth year of the medium-term plan, "PASSION 2026," and is an important year for realizing the path that will lead to the achievement of the final year's goals and the growth of the Kuraray Group beyond. We need to steadily advance the three challenges we have set out –“Sustainability as an Opportunity,” “Innovations Starting from Networking,” and “Transformation of People and Organization” – to strengthen and further expand our existing businesses and quickly develop and capitalize on new businesses.

In light of the review of the progress of "PASSION 2026," in order to steadily accomplish various tasks, we will emphasize continuity in the organization and maintain the current promotion structure as much as possible. We will promote the appointment and rotation of talent who will be responsible for management in the next generation to key positions.

### 2. Details regarding Organizational Changes

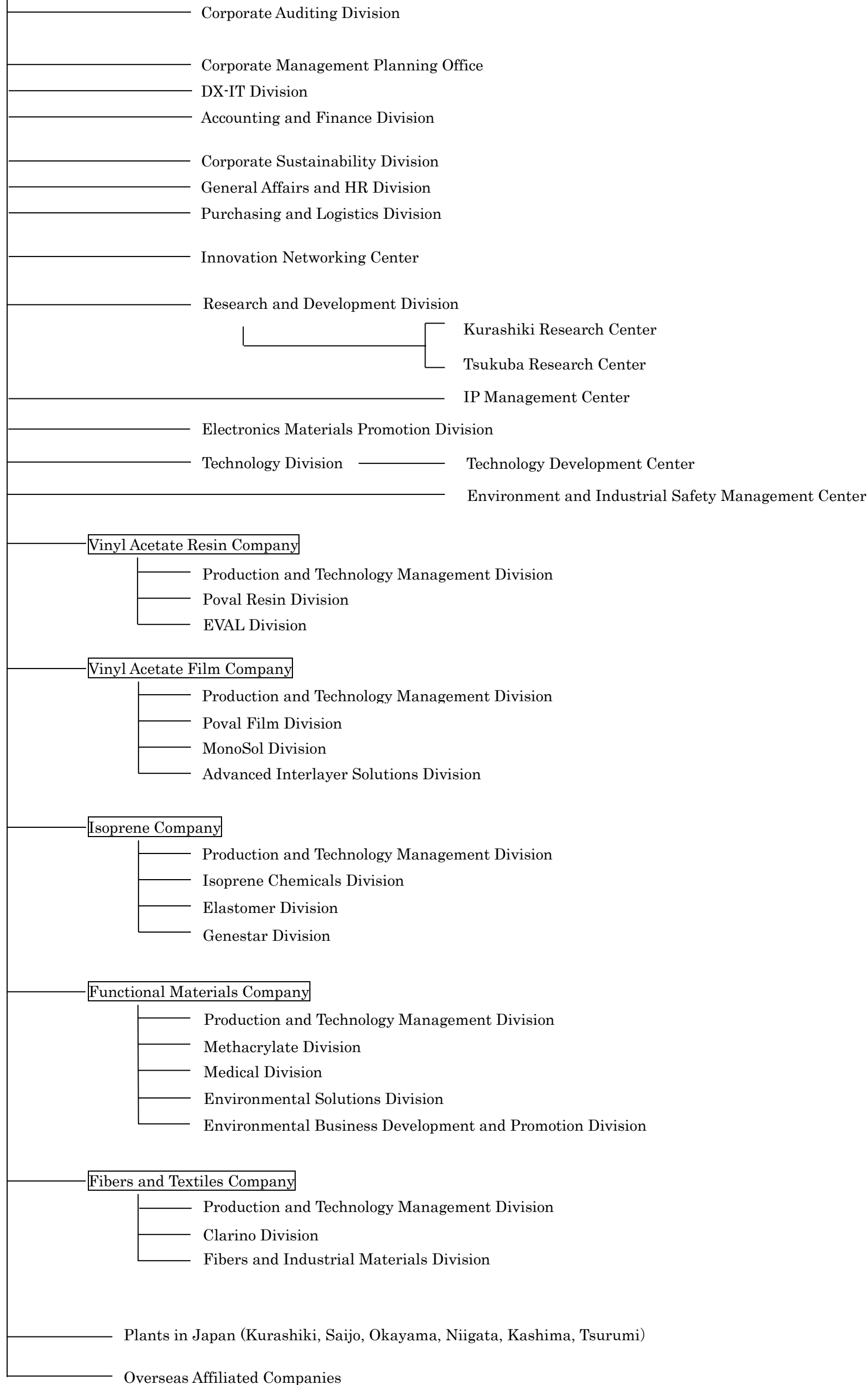
- To strategically utilize intellectual property to enhance business competitiveness and expand profits, the "IP Management Center" will be reorganized.
- The Consumer Goods and Materials Division will be dissolved, and Kuraray Kuraflex Co., Ltd. and Kuraray Fastening Co., Ltd. will be directly under the control of the Fiber and Textiles Company.

### 3. Revised Organization Chart

Please refer to the appendix.

Organization Chart (January 1, 2025)

Chairman  
President



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