

November 24, 2016

Kuraray Co., Ltd.

Major Organizational Changes

(Effective January 1, 2017)

Kuraray Co., Ltd. announces its decision to implement major organizational changes effective January 1, 2017. Further organizational change measures (up to department) as of January 1, 2017 will be announced at a later date.

1. Policy

Since fiscal 2015, Kuraray has been implementing a three-year medium-term management plan, “GS-STEP”. In fiscal 2017, the final year of the plan, Kuraray will work to address remaining issues and make necessary changes in a timely manner while strengthening its business foundation in preparation for the next medium-term management plan.

Kuraray will also set up organizational structures to facilitate the smooth start of the carbon materials business as it targets business reinforcement and expansion following its integration with Kuraray Chemical Co., Ltd. on January 1, 2017.

In line with these efforts, Kuraray will implement the organizational changes described below. The basic policies underlying these changes are to “prioritize organizational continuity by maintaining the basic framework of the current organizational structure”; “reinforce R&D and accelerate new business development”; “establish an operational framework for unified production, sales and development operations in the carbon materials business”; and “proactively develop the next generation of managers”.

2. Details of Organizational Changes

- The Research and Development Division and New Business Development Division will be merged to form a new Research and Development Division.
- A new Carbon Materials Division will be established within the Functional Materials Company, and Kuraray Chemical Co., Ltd. (excluding the Tsurumi Plant) will be merged with the Energy Materials Business Promotion Department of the New Business Development Division.
- Tsurumi Plant of Kuraray Chemical Co., Ltd. will become Kuraray’s Tsurumi Plant.