KUREHA

June 25, 2026

Kureha Corporation

**Notice Regarding Grant of Units as Performance-based Restricted Stock Remuneration**

Kureha Corporation announced today that, at its Board of Directors meeting held on June 25, 2026, it has resolved (hereinafter the "Grant Resolution") to grant the right to receive the number of shares of Kureha Corporation's common stock calculated according to the degree of achievement of performance goals during the performance assessment period (hereinafter the "Units") to Kureha Corporation's directors (excluding outside directors, hereinafter the "Eligible Directors") pursuant to the performance-based restricted stock remuneration plan utilizing performance share units (hereinafter the "Plan"). Details are as follows.

1. Overview of the grant of the Units

(1) Eligible Officers

4 Directors of Kureha Corporation

* Excluding outside directors.

(2) Number of shares to be delivered based on the Units

The number of shares to be delivered based on the Units is 41,730 shares as the assumed number when the number of shares delivered is at its maximum, and the total amount, calculated using the closing price of 3,845 yen per share of Kureha Corporation's common stock on the Tokyo Stock Exchange on June 24, 2026 (the business day preceding the date of the Grant Resolution), is 160,451,850 yen.

2. Purpose and reasons for the grant of the Units

At the Board of Directors meeting held on May 17, 2023, Kureha Corporation resolved to introduce the Plan for the Eligible Directors for the purpose of providing them with incentives to work to continuously enhance Kureha's corporate value, letting them have greater interests of shared value with the shareholders, and clarifying the linkage between Kureha's business performance and director remuneration. At the 110th Annual General Meeting of Shareholders held on June 27, 2023, approval was obtained for matters including that the total number of shares of Kureha Corporation's common stock to be issued or disposed of to the Eligible Directors under the Plan shall be limited to 72,000 shares or less per year, and the total amount shall be limited to 300 million yen or less per year, separate from the existing monetary compensation limit.

On May 12, 2026, Kureha Corporation announced the formulation of the "Mid-Term Management Plan (FY2026-FY2028) - Technology to Value 2028 -". In order to provide Kureha Corporation's directors with incentives to achieve the Mid -Term Management Plan, at the Board of Directors meeting held on

June 25, 2026, Kureha Corporation has resolved to grant the Units, the content of which is based on the performance goals set forth in the Mid-Term Management Plan, to four (4) Eligible Directors.

3. Outlines of the Plan and the Units

The Plan is a performance-based stock remuneration plan utilizing performance share units, under which Kureha's Board of Directors sets the standards in terms of the number of shares, the period for which performance is assessed (hereinafter the "Assessment Period"), and performance goals for the Assessment Period, based on which Kureha's common stock are delivered after the lapse of the Assessment Period in the number calculated according to the level of attainment of performance goals. The common stock of Kureha to be delivered under the Plan are subject to certain restrictions on their transfer.

The Assessment Period for the Units shall be from April 1, 2026 to March 31, 2029, and Kureha Corporation's common stock (hereinafter the "Final Delivered Shares" and the number of Final Delivered Shares to be delivered is referred to as the "Number of Final Delivered Shares") will be delivered after the end of the Assessment Period according to the degree of achievement of performance goals during the Assessment Period.

(1) Method for determining the Number of Final Delivered Shares

The Number of Final Delivered Shares shall be calculated by totaling the amount of the "Confirmed Number of Shares to be Delivered for Each Fiscal Year" which is computed based on the degree of achievement of performance indicators in each fiscal year during the Assessment Period. The performance indicators and assessment weights shall be core operating profit (30%), EBITDA (30%), ROE (30%), and ESG management indicators ($CO_2$ emissions (Kureha Group), waste emissions reduction (Kureha Corporation), favorable response index regarding (employees') voluntary actions (Kureha Corporation), and ratio of female managers (Kureha Corporation)) (10%).

The Confirmed Number of Shares to be Delivered for Each Fiscal Year shall be calculated using the following formula.

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|---|---|---|
| Confirmed Number of Shares to be Delivered for Each Fiscal Year | = | Base number of shares to be delivered for each fiscal year<br>× { (a) Share delivery ratio for core operating profit × assessment weight (30%)<br>+ (b) Share delivery ratio for EBITDA × assessment weight (30%)<br>+ (c) Share delivery ratio for ROE × assessment weight (30%)<br>+ (d) Share delivery ratio for ESG management indicators × assessment weight (10%) } |

(i). The share delivery ratio for each performance indicator shall vary within the range of 0% to 200%.

(ii). The share delivery ratio for core operating profit, EBITDA, and ROE shall be calculated based on the ratio of actual values to target values for each performance indicator, and the share delivery ratio for ESG management indicators shall be based on assessment results.

(2) Events causing forfeiture of rights

If an Eligible Director falls under certain causes such as misconduct before receiving delivery of Kureha Corporation's shares, the Eligible Director shall forfeit the right to receive delivery of Kureha Corporation's shares. In the case an Eligible Director resigns from the position of director of Kureha Corporation during the Assessment Period for reasons deemed justifiable by the Board of Directors of Kureha Corporation or other similar case, a certain amount of cash may be paid in lieu of delivery of Kureha Corporation's shares.

(3) Treatment in organizational restructuring, etc.

If, after the commencement of the Assessment Period, matters relating to a merger agreement under which Kureha Corporation becomes the absorbed company, a share exchange agreement or share transfer plan under which Kureha Corporation becomes a wholly owned subsidiary, or other corporate reorganization are approved at Kureha Corporation's General Meeting of Shareholders (provided, however, that if approval by Kureha Corporation's General Meeting of Shareholders is not required for such corporate reorganization, approval by the Board of Directors of Kureha Corporation), a certain amount of cash may be paid in lieu of delivery of Kureha Corporation's shares.

(4) Transfer restrictions

Shares delivered to Eligible Directors based on the Units shall be subject to transfer restrictions prohibiting transfer, creating security interests, or other disposition from the date of delivery of the shares until the date of resignation from both the position of director and executive officer of Kureha Corporation. If an Eligible Director falls under certain causes determined by the Board of Directors of Kureha Corporation, such as violations of laws and regulations, internal rules, or the agreement relating to the grant of the Units during such period, Kureha Corporation shall acquire the delivered shares without consideration.

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For inquiries about this release, contact Kureha Corporation Corporate Communications Department (IR・SR Group): Telephone +81-3-3249-4651