November 11, 2026
KURARAY CO., LTD.

Notice Concerning the Merger of Wholly-Owned Subsidiary Kuraray Saijo Co., Ltd.

KURARAY CO., LTD. (the "Company") hereby announces that it passed a resolution at its Board of Directors' meeting held on November 11, 2026, to carry out a merger aimed at absorbing Kuraray Saijo Co., Ltd. (hereinafter "Kuraray Saijo"), a wholly owned subsidiary of the Company, effective January 1, 2027, as described below.

In addition, since this merger pertains to the absorption of a wholly owned subsidiary, some details of the information disclosed below have been omitted.

1. Purpose of the Merger

The Company established Kuraray Saijo Co., Ltd. in 2001 through the spin-off of the production division of its Saijo Plant. Following subsequent business reorganizations, Kuraray Saijo has been engaged in the production of polyester resins, polyester filaments, VECTRAN™ liquid crystal polymer fiber, and GENESTAR™ heat-resistant polyamide resin.

After reviewing the operating structure following the termination of polyester production, the Company determined that establishing a more efficient and agile operating framework for the Vectran and Genestar businesses is necessary. Accordingly, in order to further strengthen the competitiveness of these businesses and improve management efficiency, the Company has decided to merge Kuraray Saijo Co., Ltd. into the Company.

2. Overview of the Merger

(1) Schedule

Resolution of the merger at the Board of Directors' meeting	November 11, 2026
Signing of the merger agreement	November 11, 2026
Effective date of the merger	January 1, 2027

(2) Method of the Merger

KURARAY, the surviving company, will absorb Kuraray Saijo, which will be dissolved as a result of the merger.

(3) Share Allocation in Accordance with Merger

Not applicable.

(4) Handling of Stock Acquisition Rights and Bonds with Stock Acquisition Rights as a Result of the Merger

Not applicable.

3. Outline of Companies Involved in the Merger

		Surviving company	Absorbed company
(1)	Name	KURARAY CO., LTD.	Kuraray Saijo Co., Ltd.
(2)	Location	1621, Sakazu, Kurashiki-shi, Okayama, Japan	892 Tsuitachi, Saijo-shi, Ehime, Japan
(3)	Job title and name of representative	Hitoshi Kawahara, President and Representative Director	Kazuhide Oka, Representative Director and President
(4)	Description of business	Manufacture and sale of chemicals, resins, fibers and textiles	Manufacture and sale of chemicals and synthetic fibers
(5)	Share capital	¥88,955 million	¥10 million
(6)	Date of establishment	June 24, 1926	October 1, 2001
(7)	Number of issued shares	302,133,603	200
(8)	Fiscal year-end	December 31	December 31
(9)	Major shareholders and ownership ratios	The Master Trust Bank of Japan, Ltd. (Trust Account) 18.05% Custody Bank of Japan, Ltd. (Trust Account) 6.84% National Mutual Insurance Federation of Agricultural Co-operatives 3.54% Nippon Life Insurance Company 3.53% Kuraray Employee Stock Ownership Plan 1.98%	KURARAY CO., LTD. 100%
(10)	Operating results and financial positions for the previous year		
As of / Fiscal year ended		KURARAY CO., LTD. (Consolidated)	Kuraray Saijo Co., Ltd. (Non-consolidated)
		December 31, 2025	December 31, 2025
Net assets		¥755,175 million	¥334 million
Total assets		¥1,303,511 million	¥2,747 million
Net assets per share (Yen)		¥2,418.65	¥1,670,305
Net sales		¥808,447 million	¥10,115 million
Operating profit		¥58,882 million	¥50 million
Ordinary profit		¥51,515 million	¥43 million

	Surviving company	Absorbed company
Net income	¥7,468 million	¥29 million
Earnings per share (Yen)	¥23.62	¥144,918

4. Status After the Merger

There will be no changes in company name, address, name and title of representative, business description, paid-in capital, or fiscal year end of KURARAY CO., LTD.

5. Future Outlook

The effect of the Merger on consolidated earnings is immaterial.

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