

**Effective January 1, 2021**

**◆Organizational Changes**

**I. Realignment of the Quality Assurance Framework**

Within Production Management Unit, the position of Deputy General Manager (in charge of quality control) will be created to serve as chief quality management officer for the DIC Group as a whole, and Quality Control Department will be newly established with the aim of strengthening quality management by clarifying the functions of and responsibility for quality inspections, quality control and quality assurance for DIC Group products.

The Quality Assurance Groups of each product division will be put under the control of the Deputy General Manager (in charge of quality control), and as a result, their duties will be served double as the main-role within Production Management Unit and the sub role within the product division. This will ensure the independence of the quality assurance framework and the reinforcement of compliance.

**II. Reorganization of Shiga Plant**

Shiga Plant, where two DIC Group companies currently have their production facilities, ceased to function as a parent company's business place at the end of June 2014. However, since there is a significant need to strengthen corporate governance for DIC Group as a whole—including for issues such as disaster prevention and legal compliance—Shiga Plant will be reorganized as the business place of DIC, with the aim of promoting sustainable production activities in collaboration with the companies currently operating at the plant.

**III. Rearrangement of Technical Management Unit**

**1. Realignment of Technical Divisions**

With the aim of reinforcing the integration of market- and application-specific business strategies and technical development to accelerate the promotion of Value Transformation, as well as to further advance the compounding and cross-business deployment of technologies, and to streamline its responses to business environment and market changes, nine technical divisions of Technical Management Unit will be realigned into four: Color Materials Technical Division, Functional Materials Technical Division, Packaging Materials Technical Division and Processing Technical Division.

**2. Establishment of Data Science Center**

Data Science Center will be newly established within Technical Management Unit with the aim of facilitating the strategic introduction of artificial intelligence (AI) (i.e., materials informatics (MI)) into development themes designed to advance Value Transformation and New Pillar Creation, and at the same time to add depth to its efforts to cultivate state-of-the-art AI technologies.

**IV. Realignment of the R&D Management Unit**

Core Value Research Center will be divided into Advanced Materials Development Center and Biomaterials Development Center to facilitate the functional and efficient development of basic technologies and materials that will underpin DIC Group's future growth.

**◆Changes related to Directors and Executives**

Name	Current Appointment	New Appointment
Kaoru Ino	Representative Director President and CEO	Same as on the left
Toshifumi Tamaki	Director Managing Executive Officer Head of Corporate Strategy Unit Kawamura Memorial DIC Museum of Art	Representative Director Executive Vice President Assistant to President and CEO

Name	Current Appointment	New Appointment
Naoyoshi Furuta	Managing Executive Officer General Manager, Production Management Unit	Same as on the left
Masaya Nakafuji	Managing Executive Officer Head of General Affairs and Legal Unit In Charge of Diversity	Managing Executive Officer Head of General Affairs and Legal Unit In Charge of Diversity, Osaka Branch and Nagoya Branch
Kazuo Hatakenaka	Managing Executive Officer President, Functional Products Business Group General Manager, Performance Material Products Div.	Managing Executive Officer Chairman, DIC (China) Co., Ltd. Chairman, DIC (Shanghai) Co., Ltd.
Kiyotaka Kawashima	Managing Executive Officer General Manager, Technical Management Unit	Same as on the left
Masamichi Sota	Executive Officer President, Packaging & Graphic Business Group General Manager, Printing Material Products Div.	Managing Executive Officer President, Packaging & Graphic Business Group General Manager, Printing Material Products Div.
Kiyofumi Takano	Executive Officer General Manager, New Business Development Headquarters	Managing Executive Officer General Manager, New Business Development Headquarters
Yoshinari Akiyama	Executive Officer General Manager, Color Material Products Div.	Managing Executive Officer President, Color & Display Business Group General Manager, Color Material Products Div.
Taihei Mukose	Executive Officer Head of Purchasing and Logistics Unit Head of ESG Unit General Manager, Purchasing Dept.	Executive Officer Head of Purchasing and Logistics Unit Head of ESG Unit
Paul Koek	Executive Officer Managing Director, DIC Asia Pacific Pte Ltd	Same as on the left
Myron Petruch	Executive Officer President and CEO, Sun Chemical Corporation	Same as on the left
Takeshi Asai	Executive Officer General Manager, Corporate Planning Dept. In Charge of Osaka Branch, and Nagoya Branch and Integration Promotion	Executive Officer Head of Corporate Strategy Unit In Charge of Kawamura Memorial DIC Museum of Art Vice Chairman of the Board, Sun Chemical Corporation
Koji Asada	Executive Officer Head of SCM Unit	Same as on the left

Name	Current Appointment	New Appointment
Masahiro Kikuchi	Executive Officer Deputy Managing Director (AP Region Non Graphic Business and South Asia), DIC Asia Pacific Pte Ltd	Same as on the left
Yuji Morinaga	Executive Officer General Manager, Packaging Material Products Div.	Same as on the left
Shuji Furuta	Executive Officer Head of Finance and Accounting Unit CFO	Same as on the left
Toshiro Ariga	Executive Officer General Manager, R&D Management Unit General Manager, Central Research Laboratories	Same as on the left
Takashi Ikeda	Executive Officer General Manager, Composite Material Products Div.	Executive Officer President, Functional Products Business Group General Manager, Composite Material Products Div.

#### ◇New Executive Officers

Name	Current Appointment	Effective January 1, 2021
Yuji Kikuchi	Deputy General Manager, Performance Material Products Div.	Executive Officer General Manager, Performance Material Products Div.
Tomoyuki Tanaka	General Manager, Color & Display Business Planning Dept.	Executive Officer General Manager, Corporate Planning Dept.

#### ◇Retiring Executive Officers

Name	Current Appointment	December 31, 2020
Masayuki Saito	Representative Director Executive Vice President Assistant to President and CEO Chairman of the Board, Sun Chemical Corporation Chairman of the Supervisory Board, Sun Chemical Group Coöperatief U.A.	Retirement * Chairman of the Board of Directors (Effective January 1, 2021) Chairman of the Board, Sun Chemical Corporation Chairman of the Supervisory Board, Sun Chemical Group Coöperatief U.A.
Masami Hatao	Managing Executive Officer President, Color & Display Business Group General Manager, Display Material Products Div.	Retirement * Advisor (Effective January 1, 2021)

Name	Current Appointment	December 31, 2020
Rudi Lenz	Executive Officer Vice Chairman of the Board, Sun Chemical Corporation	Retirement
Shinsuke Toshima	Executive Officer Chairman, DIC (China) Co., Ltd. Chairman, DIC (Shanghai) Co., Ltd.	Retirement * Advisor (Effective January 1, 2021)

**◇Retiring Advisors**

Name	Current Appointment	December 31, 2020
Hideo Ishii	Advisor	Retirement
Kazunari Sakai	Advisor	Retirement
Koji Tanigami	Advisor	Retirement

## Effective the date of the Ordinary Shareholders' Meeting (In late March, 2021)

### ◇ Appointment of Directors

Name	Current Appointment	In late March, 2021
Masayuki Saito	Chairman of the Board of Directors * Effective January 1, 2021	Reappointment
Kaoru Ino	Representative Director	Reappointment
Toshifumi Tamaki	Representative Director * Effective January 1, 2021	Reappointment
Yoshihisa Kawamura	Director	Reappointment
Takeshi Asai		Director (new appointment)
Shuji Furuta		Director (new appointment)
Kazuo Tsukahara	Director (Outside)	Reappointment
Yoshiaki Tamura	Director (Outside)	Reappointment
Kuniko Shoji	Director (Outside)	Reappointment

### ◇Retiring Director

Name	Current Appointment	In late March, 2021
Yoshiyuki Nakanishi	Director * Retiring Chairman of the Board of Directors on December 31, 2020	Executive Advisor

### ◇New Audit & Supervisory Board Member

Name	Current Appointment	In late March, 2021
Keita Nagura		Audit & Supervisory Board Member (Outside)

### ◇Retiring Audit & Supervisory Board Member

Name	Current Appointment	In late March, 2021
Katsunori Takechi	Audit & Supervisory Board Member (Outside)	Retirement