

Effective January 1, 2026

◆Organizational Changes

【1】Shift to a global operating model (GOM)

(1) Reorganization to create a global business configuration encompassing Group companies in four operating regions

The DIC Group's current business groups—the Packaging & Graphic Business Group, the Color & Display Business Group and the Functional Products Business Group—will be reorganized to create a global business configuration that encompasses Group companies in four operating regions (Japan, the Americas and Europe, the Asia-Pacific region and Greater China), to which pertinent authority will be delegated. In line with this change, the product divisions will be renamed "business divisions." Technical and production-related divisions currently positioned as divisions within the Technical Management Unit and the Production Management Unit, respectively, will be renamed "technical centers" and "production departments," and will be transferred to the appropriate business division.

(2) Global integration of corporate functions

Individual corporate functions will be integrated on a global basis and a Group chief experience officer (CXO) will be appointed to oversee each function. In fiscal year 2026, individuals will be appointed to the positions of Group chief financial officer (CFO), Group chief technology officer (CTO), Group chief strategy officer (CSO) and Group chief human resources officer (CHRO).

(3) Realignment of the Board of Directors

With the shift to a GOM and the further delegation of authority to executive officers, consideration will be given to realigning the Board of Directors as a monitoring board. Fiscal year 2026 will serve as the evaluation period, during which time the number of directors on the Board will be reduced from the current nine to seven.

Under this newly pared-down structure, and taking into account the status of the shift to a GOM, careful thought will be given to the Board of Directors' future role. Based on the outcome of this process, beginning in fiscal year 2027 scrutiny will focus on the number of directors, the composition of the Board and whether DIC should remain a company with an Audit & Supervisory Board.

【2】Restructuring of the General Affairs and Legal Unit

A new Global HR Center of Excellence (HRCoE) will be established under the supervision of the Group CHRO. Concurrently, the HR Strategy Dept. and the Global HR Dept. will be discontinued. A new HR Unit will be created to oversee HR-related operations at corporate headquarters, while the General Affairs and HR Dept. will be renamed the HR Dept. and repositioned as a subordinate entity to this new unit.

The General Affairs and Legal Unit will be renamed the Legal and General Affairs Unit. General affairs operations, currently split between the General Affairs and HR Dept. and the Legal Dept., will be consolidated and a new General Affairs Dept. will be established within the Legal and General Affairs Unit.

【3】Creation of an independent Internal Audit Dept.

To strengthen the internal audit function, the Internal Control Dept.—currently part of the ESG Unit—will be separated out as an entity directly answerable to the president and CEO, and will be renamed the Internal Audit Dept. This department will be overseen by the head of the Legal and General Affairs Unit.

【4】Inauguration of the New Art Museum Preparatory Office

A New Art Museum Preparatory Office will be established within the Corporate Strategy Unit that will be responsible for various duties associated with the opening of the Group's new art museum, as well as for overseeing management of the facility where the museum was previously housed.

【5】Reorganization of the Corporate Engineering Dept., Process Development Engineering Dept., and Energy & Utility Management Group

The Corporate Engineering Dept., Process Development Engineering Dept., and Energy & Utility Management Group will be reorganized into the Corporate Engineering Dept. and the Field Engineering Dept.

【6】Dissolution of the Biomaterial Research Center

The Biomaterial Research Center will be dissolved, and its applied technology and basic technology components will be transferred to, respectively, the New Business Development Headquarters' Health Care Business Unit and the R&D Management Unit's Advanced Material Research Center.

Effective January 1, 2026

◆Changes related to Directors and Executives

Name	Current Appointment	New Appointment
Takashi Ikeda	President and CEO	President Group CEO
Shuji Furuta	Executive Vice President Assistant to the President and CEO	Same as on the left (Assistant to the President and Group CEO)
Takeshi Asai	Senior Managing Executive Officer Head of Finance and Accounting Unit CFO Chairman of the Board, Sun Chemical Corp.	Senior Managing Executive Officer Group CFO Head of Finance and Accounting Unit Chairman of the Board, Sun Chemical, Corp.
Masamichi Sota	Managing Executive Officer President, Packaging & Graphics Business Group General Manager, Printing Material Products Div.	Managing Executive Officer President, Packaging & Graphics Business Group General Manager, Printing Material Business Div.
Kiyofumi Takano	Managing Executive Officer General Manager, New Business Development Headquarters	Same as on the left
Myron Petruch	Managing Executive Officer President & CEO, Sun Chemical Corp.	Managing Executive Officer President, Color & Display Business Group President & CEO, Sun Chemical Corp.
Yoshinari Akiyama	Managing Executive Officer President, Color & Display Business Group General Manager, Color Material Products Div.	Managing Executive Officer Vice President, Color & Display Business Group General Manager, Color Material Business Div.
Koji Asada	Managing Executive Officer Head of IT Strategy Unit	Same as on the left
Toshiro Ariga	Managing Executive Officer In Charge of Technical Management Unit and R&D Management Unit General Manager, Technical Management Unit	Managing Executive Officer Group CTO General Manager, Technical Management Unit
Tomoyuki Tanaka	Managing Executive Officer Head of Corporate Strategy Unit General Manager, Corporate Planning Dept In Charge of Kawamura Memorial DIC Museum of Art	Managing Executive Officer Group CSO Head of Corporate Strategy Unit
Yoshiharu Ootoshi	Executive Officer General Manager, Production Management Unit	Managing Executive Officer Same as on the left

DIC Corporation

Name	Current Appointment	New Appointment
Hisashi Komoto	Executive Officer General Manager, Composite Material Products Div.	Managing Executive Officer President, Functional Products Business Group General Manager, Composite Material Business Div.
Masahiro Kikuchi	Executive Officer Chairman, DIC (China) Co., Ltd. Chairman, DIC (Shanghai) Co., Ltd.	Executive Officer Chairman, DIC (China) Co., Ltd. General Manager, DIC (China) Co., Ltd. Chairman, DIC (Shanghai) Co., Ltd.
Yuji Morinaga	Executive Officer General Manager, Packaging Material Products Div.	Executive Officer General Manager, Packaging Material Business Div.
Kuniko Torayama	Executive Officer Head of ESG Unit General Manager, Sustainability Strategy Dept. In Charge of Diversity	Same as on the left
Masaaki Kusaka	Executive Officer General Manager, Legal Dept.	Executive Officer Head of the Legal and General Affairs Unit In Charge of Risk management, the Internal Audit Dept., Osaka Branch and Nagoya Branch
Takao Iribe	Executive Officer Head of SCM Unit General Manager, Corporate Supply Chain Dept.	Executive Officer Head of SCM Unit
Kevin Michaelson	Executive Officer Vice President & Chief Financial Officer, Sun Chemical Corp.	Same as on the left

◇New Executive Officer

Name	Current Appointment	Effective January 1, 2026
Takashi Mukai	Group Manager, Technology Planning Dept. Polymer Frontier Technology Development Group [Stationed in DIC Performance Resins GmbH]	Executive Officer General Manager, Performance Material Business Div.
Minoru Hara	General Manager, Chemitronics Business Div.	Executive Officer General Manager, Chemitronics Business Div.
Matthew Goldberg	General Manager, Global HR Dept. Vice President, Human Resources, Sun Chemical Corp.	Executive Officer Group CHRO Vice President, Human Resources, Sun Chemical Corp.

◇Retiring Executive Officers

Name	Current Appointment	December 31, 2025
Masaya Nakafuji	Senior Managing Executive Officer Head of General Affairs and Legal Unit In Charge of Risk management, Osaka Branch and Nagoya Branch	Retirement * Director (Effective January 1, 2026) * Advisor (Effective the date of the Ordinary Shareholders' Meeting in late March, 2026)
Yuji Kikuchi	Managing Executive Officer President, Functional Products Business Group General Manager, Performance Material Products Div.	Retirement * Advisor (Effective January 1, 2026)
Paul Koek	Executive Officer Managing Director, DIC Asia Pacific Pte Ltd	Retirement

◇Retiring Advisor

Name	Current Appointment	December 31, 2025
Masayuki Saito	Advisor	Retirement

Effective the date of the Ordinary Shareholders' Meeting (In late March, 2026)

◇Appointment of Directors

Name	Current Appointment	In late March, 2026
Takashi Ikeda	Representative Director	Reappointment
Shuji Furuta	Representative Director	Reappointment
Takeshi Asai	Director	Reappointment
Masami Fujita	Director (Outside)	Reappointment
Shiro Saito	Director (Outside)	Reappointment
Donna Costa	Director (Outside)	Reappointment
Shie Lundberg	Director (Outside)	Reappointment

◇Retiring Director

Name	Current Appointment	In late March, 2026
Kaoru Ino	Director * Retiring Chairman of the Board on December 31, 2025	Advisor
Masaya Nakafuji	Director * Retiring Executive Officer on December 31, 2025	Advisor

◇New Audit & Supervisory Board Member

Name	Current Appointment	In late March, 2026
Satoshi Hiyama	Alternate Audit & Supervisory Board Member	Reappointment

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