Color & Comfort

DIC Corporation

November 12, 2026

Effective January 1, 2027

◆Organizational Changes

[1] Continuation of the transition to the Global Operation Model (GOM)

(1)Reorganization of the Board of Directors structure

To strengthen the supervisory function of the Board of Directors and promote the delegation of executive authority to management, the company will transition to a company with an Audit and Supervisory Committee in 2027[*1,2]

[*1] Subject to approval at the 129th Ordinary Shareholders' Meeting scheduled to be held in March 2027.

[*2] For details of this matter, please refer to the “Notice Regarding the Transition to a Company with an Audit & Supervisory Committee” published on November 12, 2026.

(2) Further establishment of the global business structure

Following last year’s establishment of Global business orientation for “Color & Display Business Group” and “Functional Products Business Group”, the company is establishing a "Global Packaging & Graphics Group'" Leadership Team which will align business, market and product strategies globally while continuing to go-to-market regionally and locally. This Leadership Team will be co-chaired by two Executives in Asia and Sun Chemical and will identify operational synergies within the Global business group. Accordingly, "Packaging Material Technical Center" located in Japan will be reorganized into "P&G Technical Center 1" for Printing Material and "P&G Technical Center 2" for Packaging Material.

(3) Transition of Global New Business Development

DIC’s efforts to develop New Business, particularly in areas such as Physical AI, will be globally led by the Group CIAIO (Chief Innovation & AI Officer). Furthermore, a newly formed "Global Growth Council", chaired by the Group CIAIO (the head of Global New Business Development), will rapidly prioritize growth-oriented initiatives across business groups, R&D and new business ventures. This council will consider global opportunities and will accelerate investment and resourcing priorities.
Accordingly, the “New Business Development Headquarters" will be renamed the “Global New Business Development Unit”, and an “AI Device Business Unit” will be newly established under it to accelerate strategies and speed-to-value in these areas. In addition, the “Business Incubation Unit” will be renamed the “New Business Development Unit.”

(4) Simplification of the Corporate Functions Organization

Several corporate functions, including HR, IT Strategy and ESG, will consolidate departments to streamline strategy through execution and accelerate decision-making.

・“Global HRCoE” will be transferred to the HR Unit.

・“IT Strategy Unit” will be renamed “IT Unit.”

・“Sustainability Strategy Dept.” and “Sustainability Operations Dept.” under ESG Unit reorganized and “Sustainability Dept.” will be established.

◆**Changes related to Directors and Executives**

Name	Current Appointment	New Appointment
Takashi Ikeda	President and Group CEO	Same as on the left
Shuji Furuta	Executive Vice President Assistant to the President and Group CEO	Same as on the left
Takeshi Asai	Senior Managing Executive Officer Group CFO Head of Finance and Accounting Unit Chairman of the Board, Sun Chemical, Corp.	Same as on the left
Myron Petruch	Managing Executive Officer President, Color & Display Business Group President & CEO, Sun Chemical Corp.	Managing Executive Officer President, Color & Display Business Group President & CEO, Sun Chemical Corp. President, Packaging & Graphics Business Group, Sun Chemical Corp. General Manager, Printing Materials Product Div., Sun Chemical Corp.
Yoshinari Akiyama	Managing Executive Officer Vice President, Color & Display Business Group General Manager, Color Material Business Div.	Same as on the left
Koji Asada	Managing Executive Officer Head of IT Strategy Unit General Manager, DX Promotion Dept.	Managing Executive Officer Head of IT Unit
Toshiro Ariga	Managing Executive Officer Group CTO General Manager, Technical Management Unit In Charge of Central Research Laboratories	Same as on the left
Tomoyuki Tanaka	Managing Executive Officer Group CSO Head of Corporate Strategy Unit	Same as on the left
Yoshiharu Ootoshi	Managing Executive Officer General Manager, Production Management Unit	Same as on the left
Hisashi Komoto	Managing Executive Officer President, Functional Products Business Group General Manager, Composite Material Business Div.	Same as on the left
Kiyofumi Takano	Managing Executive Officer General Manager, New Business Development Headquarters	Managing Executive Officer Chairman, DIC (China) Co., Ltd. General Manager, DIC (China) Co., Ltd. Chairman, DIC (Shanghai) Co., Ltd.

Name	Current Appointment	New Appointment
Shie Lundberg	Managing Executive Officer Group CIAIO	Managing Executive Officer Group CIAIO General Manager, Global New Business Development Unit
Yuji Morinaga	Executive Officer General Manager, Packaging Material Business Div.	Same as on the left
Kuniko Torayama	Executive Officer Head of ESG Unit General Manager, Sustainability Strategy Dept. In Charge of Diversity	Executive Officer Head of ESG Unit In Charge of Diversity
Masaaki Kusaka	Executive Officer Head of the Legal and General Affairs Unit In Charge of Risk management, the Internal Audit Dept., Osaka Branch and Nagoya Branch	Same as on the left
Takao Iribe	Executive Officer Head of SCM Unit	Same as on the left
Kevin Michaelson	Executive Officer Vice President & Chief Financial Officer, Sun Chemical Corp.	Same as on the left
Takashi Mukai	Executive Officer General Manager, Performance Material Business Div.	Same as on the left
Minoru Hara	Executive Officer General Manager, Chemitronics Business Div.	Same as on the left
Matthew Goldberg	Executive Officer Group CHRO Vice President, Human Resources, Sun Chemical Corp.	Same as on the left
Makoto Sakata	Executive Officer Legal and General Affairs Unit In Charge of Group Governance	Same as on the left

◇New Executive Officer

Name	Current Appointment	Effective January 1, 2027
Navapol Chuensiri	Regional Managing Director, DIC Asia Pacific Pte Ltd.	Executive Officer President, Packaging & Graphic Business Group（Japan, AP, China） General Manager, Printing Material Business Div. Regional Managing Director, DIC Asia Pacific Pte Ltd.

◇Retiring Executive Officers

Name	Current Appointment	December 31, 2026
Masamichi Sota	Managing Executive Officer President, Packaging & Graphics Business Group General Manager, Printing Material Business Div.	Retirement * Advisor (Effective January 1, 2027)
Masahiro Kikuchi	Executive Officer Chairman, DIC (China) Co., Ltd. General Manager, DIC (China) Co., Ltd. Chairman, DIC (Shanghai) Co., Ltd.	Retirement * Advisor (Effective January 1, 2027)

◇Retiring Advisor

Name	Current Appointment	December 31, 2026
Masaya Nakafuji	Advisor	Retirement
Yuji Kikuchi	Advisor	Retirement

Effective the date of the Ordinary Shareholders' Meeting (In late March, 2027)

◇ Appointment of Directors

Name	Current Appointment	In late March, 2027
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
Toshinobu Kitamura	Audit & Supervisory Board Member	Director （New appointment）
Keita Nagura	Audit & Supervisory Board Member （Outside）	Director （Outside） （New appointment）
Keiko Kishigami	Audit & Supervisory Board Member （Outside）	Director （Outside） （New appointment）

◇Appointment of Alternate Director

Name	Current Appointment	In late March, 2027
Satoshi Hiyama		Alternate Director （New appointment）

◇New Audit & Supervisory Committee Members

Name	Current Appointment	In late March, 2027
Toshinobu Kitamura	Audit & Supervisory Board Member	Audit & Supervisory Committee Member （New appointment）
Keita Nagura	Audit & Supervisory Board Member （Outside）	Audit & Supervisory Committee Member （Outside） （New appointment）
Keiko Kishigami	Audit & Supervisory Board Member （Outside）	Audit & Supervisory Committee Member （Outside） （New appointment）

◇Appointment of Alternate Audit & Supervisory Committee Member

Name	Current Appointment	In late March, 2027
Satoshi Hiyama	Alternate Audit & Supervisory Board Member	Alternate Audit & Supervisory Committee Member New appointment）

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