

**Effective January 1, 2022**

**◆Organizational Changes**

**I. Realignment of administrative functions**

1. With the objective of advancing IT and accelerating digital transformation (DX), the Global IT Strategy Department will be integrated into the Information Systems Department and the resulting entity merged with the DX Promotion Department—which will be transferred from the Corporate Strategy Unit—to create the IT Strategy Unit.

2. To expand and reinforce cooperation across the DIC Group's global supply chains, the SCM Unit and the Purchasing and Logistics Unit will be reorganized as the SCM Unit, under which will be positioned the Purchasing Department, Logistics Department and Supply Chain Planning Department.

**II. Realignment of analysis and production engineering functions**

To realize the DIC Group's "Value Transformation" and "New Pillar Creation" business strategies, analytical and production engineering functions, which are currently divided among multiple units, will be integrated to ensure flexible and seamless activities.

**III. Creation of the Global Technology Initiative Department**

With the objective of maximizing the DIC Group's technological capabilities, the Global Technology Initiative Department will be established within the Technical Management Unit.

**◆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	Representative Director Executive Vice President Assistant to President and CEO	Same as on the left
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, Osaka Branch and Nagoya Branch	Managing Executive Officer Head of General Affairs and Legal Unit General Manager, HR Strategy Dept. In Charge of Osaka Branch and Nagoya Branch
Kazuo Hatakenaka	Managing Executive Officer Chairman, DIC (China) Co., Ltd. Chairman, DIC (Shanghai) Co., Ltd.	Same as on the left

Name	Current Appointment	New Appointment
Kiyotaka Kawashima	Managing Executive Officer General Manager, Technical Management Unit	Same as on the left
Masamichi Sota	Managing Executive Officer President, Packaging & Graphic Business Group General Manager, Printing Material Products Div.	Same as on the left
Kiyofumi Takano	Managing Executive Officer General Manager, New Business Development Headquarters	Same as on the left
Yoshinari Akiyama	Managing Executive Officer President, Color & Display Business Group General Manager, Color Material Products Div.	Same as on the left
Myron Petruch	Executive Officer President and CEO, Sun Chemical Corporation	Managing Executive Officer President and CEO, Sun Chemical Corporation
Takeshi Asai	Director Executive Officer Head of Corporate Strategy Unit In Charge of Kawamura Memorial DIC Museum of Art Vice Chairman of the Board, Sun Chemical Corporation	Director Managing Executive Officer Head of Corporate Strategy Unit In Charge of Kawamura Memorial DIC Museum of Art Vice Chairman of the Board, Sun Chemical Corporation
Shuji Furuta	Director Executive Officer CFO Head of Finance and Accounting Unit	Director Managing Executive Officer CFO Head of Finance and Accounting Unit
Takashi Ikeda	Executive Officer President, Functional Products Business Group General Manager, Composite Material Products Div.	Managing Executive Officer President, Functional Products Business Group General Manager, Composite Material Products Div.
Taihei Mukose	Executive Officer Head of Purchasing and Logistics Unit Head of ESG Unit	Executive Officer Head of SCM Unit
Paul Koek	Executive Officer Managing Director, DIC Asia Pacific Pte Ltd	Same as on the left
Koji Asada	Executive Officer Head of SCM Unit	Executive Officer Head of IT Strategy Unit General Manager, DX Promotion Dept.

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
Toshiro Ariga	Executive Officer General Manager, R&D Management Unit General Manager, Central Research Laboratories	Same as on the left
Yuji Kikuchi	Executive Officer General Manager, Performance Material Products Div.	Same as on the left
Tomoyuki Tanaka	Executive Officer General Manager, Corporate Planning Dept.	Same as on the left

**◇New Executive Officers**

Name	Current Appointment	Effective January 1, 2022
Kuniko Torayama	General Manager, HR Strategy Dept.	Executive Officer Head of ESG Unit In Charge of Diversity

**◇Retiring Advisors**

Name	Current Appointment	December 31, 2021
Masami Hatao	Advisor	Retirement
Shinsuke Toshima	Advisor	Retirement

## **Effective the date of the Ordinary Shareholders' Meeting (In late March, 2022)**

### **◇Appointment of Directors**

Name	Current Appointment	In late March, 2022
Masayuki Saito	Chairman of the Board of Directors	Reappointment
Kaoru Ino	Representative Director	Reappointment
Toshifumi Tamaki	Representative Director	Reappointment
Yoshihisa Kawamura	Director	Reappointment
Takeshi Asai	Director	Reappointment
Shuji Furuta	Director	Reappointment
Kazuo Tsukahara	Director (Outside)	Reappointment
Yoshiaki Tamura	Director (Outside)	Reappointment
Kuniko Shoji	Director (Outside)	Reappointment

### **◇Appointment of Executive Advisor**

Name	Current Appointment	In late March, 2022
Yoshiyuki Nakanishi	Executive Advisor	Reappointment

### **◇Appointment of Alternate Audit & Supervisory Board Member**

Name	Current Appointment	In late March, 2022
Satoshi Hiyama	Alternate Audit & Supervisory Board Member	Reappointment

End