

Effective January 1, 2024

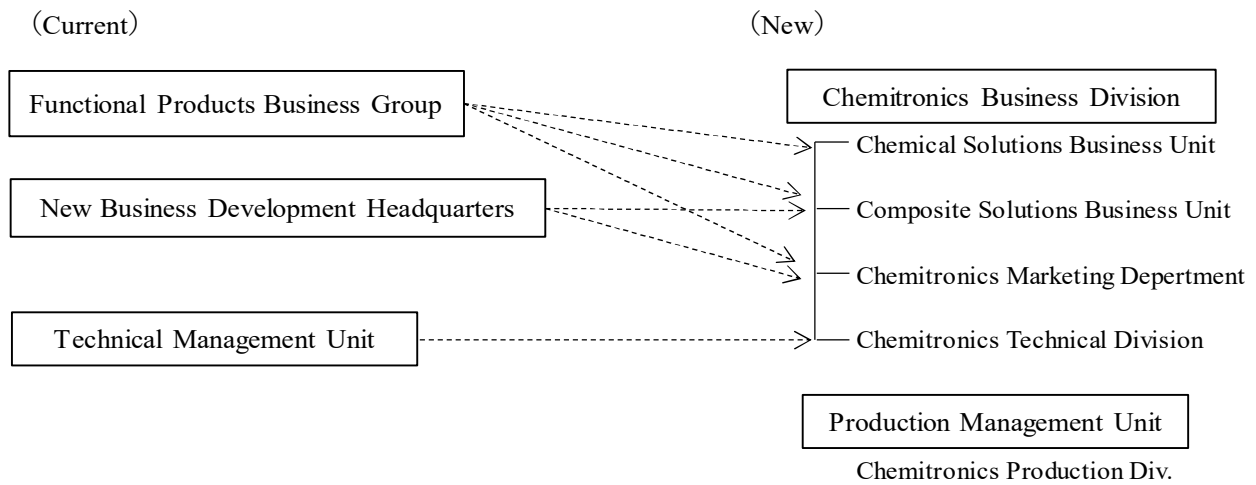
◆ Organizational Changes

(1) Appointment of an officer in charge of Technical Management Unit and the R&D Management Unit

An officer will be appointed to be in charge of both the Technical Management Unit and the R&D Management Unit.

(2) Creation of the Chemitronics Business Division and Related Realignment

With the goal of accelerating DIC's responsiveness in the area of products for use in electronics, the new Chemitronics Business Division will be created within the Functional Products Business Group. Concurrently, certain product families in the Functional Products Business Group and the New Business Headquarters, as well as the technical departments in the Technical Management Unit responsible for related product development, will be transferred to the new division. In addition, the Chemitronics Production Division will be established within the Production Management Unit.



(3) Creation of the Product Safety & Regulatory Center

The Product Safety & Regulatory Center will be created to strengthen responsiveness and efficiency, as well as to facilitate digital transformation. At the same time, the chemicals-related operations of the technical divisions will be transferred to the new center.

(4) Realignment of the Sustainability Department

To separate responsibility for disclosure from that for strategic execution in such areas as climate change, the DIC Sustainability Index and efforts to realize a circular economy, the Sustainability Department will be divided into the Sustainability Strategy Department and the Sustainability Operations Department.

(5) Renaming of the Supply Chain Planning Department

In light of its role as a supply chain management command center for product division supply chain management efforts and the shift of its focus to corporate functions, including reinforcing supply chain governance, the Supply Chain Planning Department will be renamed the Corporate Supply Chain Department.

◆Changes Related to Directors and Executives

Name	Current Appointment	New Appointment
Takashi Ikeda	Managing Executive Officer President, Functional Products Business Group General Manager, Composite Material Products Div.	President and CEO
Shuji Furuta	Director Managing Executive Officer CFO Head of Finance and Accounting Unit	Representative Director Executive Vice President Assistant to President and CEO Head of Corporate Strategy Unit In Charge of Kawamura Memorial DIC Museum of Art
Masaya Nakafuji	Senior Managing Executive Officer Head of General Affairs and Legal Unit In Charge of Risk management, Osaka Branch and Nagoya Branch	Same as on the left
Takeshi Asai	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	Director Senior Managing Executive Officer CFO Head of Finance and Accounting Unit Chairman of the Board, Sun Chemical Corporation
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	Managing Executive Officer President and CEO, Sun Chemical Corporation	Same as on the left
Koji Asada	Managing Executive Officer Head of IT Strategy Unit	Same as on the left
Toshiro Ariga	Executive Officer General Manager, R&D Management Unit General Manager, Central Research Laboratories	Managing Executive Officer In Charge of Technical Management Unit and R&D Management Unit General Manager, Technical Management Unit
Yuji Kikuchi	Executive Officer General Manager, Performance Material Products Div.	Managing Executive Officer President, Functional Products Business Group General Manager, Performance Material Products Div.
Paul Koek	Executive Officer Managing Director, DIC Asia Pacific Pte Ltd	Same as on the left
Masahiro Kikuchi	Executive Officer Deputy Managing Director (AP Region Non Graphic Business and South Asia), DIC Asia Pacific Pte Ltd	Executive Officer Chairman, DIC (China) Co., Ltd. Chairman, DIC (Shanghai) Co., Ltd.
Yuji Morinaga	Executive Officer General Manager, Packaging Material Products Div.	Same as on the left
Tomoyuki Tanaka	Executive Officer General Manager, Corporate Planning Dept.	Same as on the left

Name	Current Appointment	New Appointment
Kuniko Torayama	Executive Officer Head of ESG Unit In Charge of Diversity	Same as on the left
Masaaki Kusaka	Executive Officer General Manager, Legal Dept.	Same as on the left
Takao Iribe	Executive Officer Head of SCM Unit General Manager, Supply Chain Planning Dept.	Executive Officer Head of SCM Unit General Manager, Corporate Supply Chain Dept.
Yoshiharu Ootoshi	Executive Officer General Manager, Production Management Unit	Same as on the left
Kevin Michaelson	Executive Officer Vice President & Chief Financial Officer, Sun Chemical Corporation	Same as on the left

◇New Executive Officer

Name	Current Appointment	Effective January 1, 2024
Hisashi Komoto	General Manager, Functional Products Business Planning Dept.	Executive Officer General Manager, Composite Material Products Div.

◇Retiring Executive Officers

Name	Current Appointment	December 31, 2023
Kaoru Ino	Representative Director President and CEO	Retirement * Representative Director Chairman of the Board of Directors (Effective January 1, 2024)
Toshifumi Tamaki	Representative Director Executive Vice President Assistant to President and CEO	Retirement * Director (Effective January 1, 2024) * Advisor (Effective the date of the Ordinary Shareholders' Meeting in late March, 2024)
Kazuo Hatakenaka	Managing Executive Officer Chairman, DIC (China) Co., Ltd. Chairman, DIC (Shanghai) Co., Ltd.	Retirement * Advisor (Effective January 1, 2024)
Kiyotaka Kawashima	Managing Executive Officer General Manager, Technical Management Unit	Retirement * Advisor (Effective January 1, 2024)

◇Retiring Advisors

Name	Current Appointment	December 31, 2023
Naoyoshi Furuta	Advisor	Retirement
Taihei Mukose	Advisor	Retirement
Masanobu Mizukoshi	Advisor	Retirement (Retiring Advisor on March 31, 2024)

Effective the date of the Ordinary Shareholders' Meeting (In late March, 2024)

◇ Appointment of Directors

Name	Current Appointment	In late March, 2024
Kaoru Ino	Representative Director Chairman of the Board of Directors * Effective January 1, 2024	Reappointment
Takashi Ikeda		Representative Director (new appointment)
Shuji Furuta	Representative Director * Effective January 1, 2024	Reappointment
Yoshihisa Kawamura	Director	Reappointment
Takeshi Asai	Director	Reappointment
Masaya Nakafuji		Director (new appointment)
Kuniko Shoji	Director (Outside)	Reappointment
Masami Fujita	Director (Outside)	Reappointment
Shiro Saito		Director (Outside)(new appointment)

◇ Retiring Directors

Name	Current Appointment	In late March, 2024
Masayuki Saito	Director * Retiring Chairman of the Board of Directors on December 31, 2023	Advisor
Toshifumi Tamaki	Director * Retiring Representative Director on December 31, 2023	Advisor
Tamura Yoshiaki	Director (Outside)	Retirement

◇ New Audit & Supervisory Board Member

Name	Current Appointment	In late March, 2024
Toshinobu Kitamura	Manager, Internal Control Dept. (Effective January 1, 2024)	Audit & Supervisory Board Member (new appointment)

◇ Retiring Audit & Supervisory Board Member

Name	Current Appointment	In late March, 2024
Akihiro Ikushima	Audit & Supervisory Board Member	Retirement

End