

Notice Regarding Personnel Changes in Executive Officers

Denka Company Limited (Headquarters: Chuo-ku, Tokyo; President: Toshio Imai; hereinafter “Denka”) announces that its Board of Directors passed a resolution on changes in Executive Officers. Details are as follows.

1. Changes in Executive Officers (Effective April 1, 2022)

Name	New Position	Current Position
Toshio Imai	(No change)	President and Chief Executive Officer
Tetsuya Shinmura	(No change)	Senior Managing Executive Officer Chief Technical Officer (CTO) Purchasing Dept., Logistics Dept., Production & Process Technology Dept., Engineering Dept., Digital Strategy & Innovation Dept.
Hideki Watanabe	<u>Will become an advisor</u> (Will retire as Managing Executive Officer at the end of March.)	Managing Executive Officer Chiba Plant
Koki Tabuchi	(No change)	Managing Executive Officer Elastomers & Infrastructure Solutions
Shojiro Watanabe	(No change)	Managing Executive Officer Supervisor of Environmental Measures Promotion Internal Control Dept., Environment and Safety Dept., Sustainability Promotion Dept., Quality Assurance Dept.
Nobuyuki Yoshino	Managing Executive Officer <u>Chief Scientific Officer (CSO)</u> <u>New Business Development</u>	Managing Executive Officer Chief R&D Officer New Business Planning & Development Dept., Research & Development Dept., Intellectual Property Dept.
Kazuya Tokumoto	Managing Executive Officer <u>Chiba Plant</u>	Managing Executive Officer Managing Director, DCHA, DSPL, DAPL
Hideki Takahashi	(No change)	Managing Executive Officer Life Innovation
Kazuo Takahashi	Managing Executive Officer Chief Compliance Officer (CCO) <u>Chief Human Resource Officer (CHRO)</u> <u>HR Dept.,</u> Corporate Planning Dept., Corporate Communications Dept., DCU, DCG	Managing Executive Officer Chief Compliance Officer (CCO) Corporate Planning Dept., Corporate Communications Dept., Automotive Materials & Solutions Dept., DCU, DCG Denka Value-Up Promotion

Name	New Position	Current Position
Rimiru Hayashida	(No change)	Executive Officer Accounting & Finance Dept.
Yoshimi Ishiduka	(No change)	Executive Officer Omuta Plant
Kiyoshi Asami	Executive Officer Secretary Dept., Administrative Dept., Legal Dept.	Executive Officer Secretary Dept., Administrative Dept., Legal Dept., HR Dept.
Ikuo Ishida	(No change)	Executive Officer Electronics & Innovative Products
Yasuo Nakatomi	(No change)	Executive Officer Gosen Site
Yukio Sasagawa	(No change)	Executive Officer Shibukawa Plant
Mikio Shimizu	(No change)	Executive Officer President of Denka Performance Elastomer LLC
Hideki Toya	Executive Officer <u>Assistant to New Business Development Innovation Center</u>	Executive Officer Assistant to Chief R&D Officer Innovation Center Infrastructure & Solutions Research Institute
Masanobu Kosaka	(No change)	Executive Officer Omi Plant
Kenjiro Ishizuka	(No change)	Executive Officer Polymer Solutions
Michio Kawamura	<u>Executive Officer (Newly appointed) Managing Director, DCHA, DSPL, DAPL</u>	DSPL Deputy Managing Director
	<Career Summary> April 1, 1990 Joined the Company January 1, 2011 DSPL General Manager April 1, 2018 DSPL Deputy Managing Director	

(Note) DCHA: Denka Chemicals Holdings Asia Pacific Pte. Ltd.

DSPL: Denka Singapore Pte. Ltd.

DAPL: Denka Advantech Pte. Ltd.

DCU: Denka Corporation

DCG: Denka Chemicals G.m.b.H

2. Organizational Reforms (Effective April 1, 2022)

With the aim of strengthening activities to create new businesses for the next generation and sustaining the development of existing businesses, Denka has decided to establish a " New Business Development " and reorganize the company-wide research and new business development structure as of April 1, 2022.

We have been facilitating open innovation together with industry, academia and government, mainly at Denka Innovation Center (Machida-shi, Tokyo), and have been engaged in activities to create new business development through New Business Planning & Development Dept., Automotive Materials & Solutions Dept., etc.

In anticipation of the next management plan which will start in FY2023, we have reaffirmed that the goal of

R&D is to develop new businesses. Accordingly, under the umbrella of the " New Business Development," we will place Denka Innovation Center, which is mainly in charge of basic research, and other organizations that will consistently carry out a series of processes from business conception to concept verification, incubation, and commercialization. In this way, the responsibility and operation structure for new business development will be clarified.

In addition, each research department, which has been in charge of specialization of existing businesses, will be placed under the umbrella of each business unit to clarify the responsibility system and speed up development.

(1) Establishment of New Business Development

- Establish " New Business Development."

(2) Restructuring of Corporate Research and Development

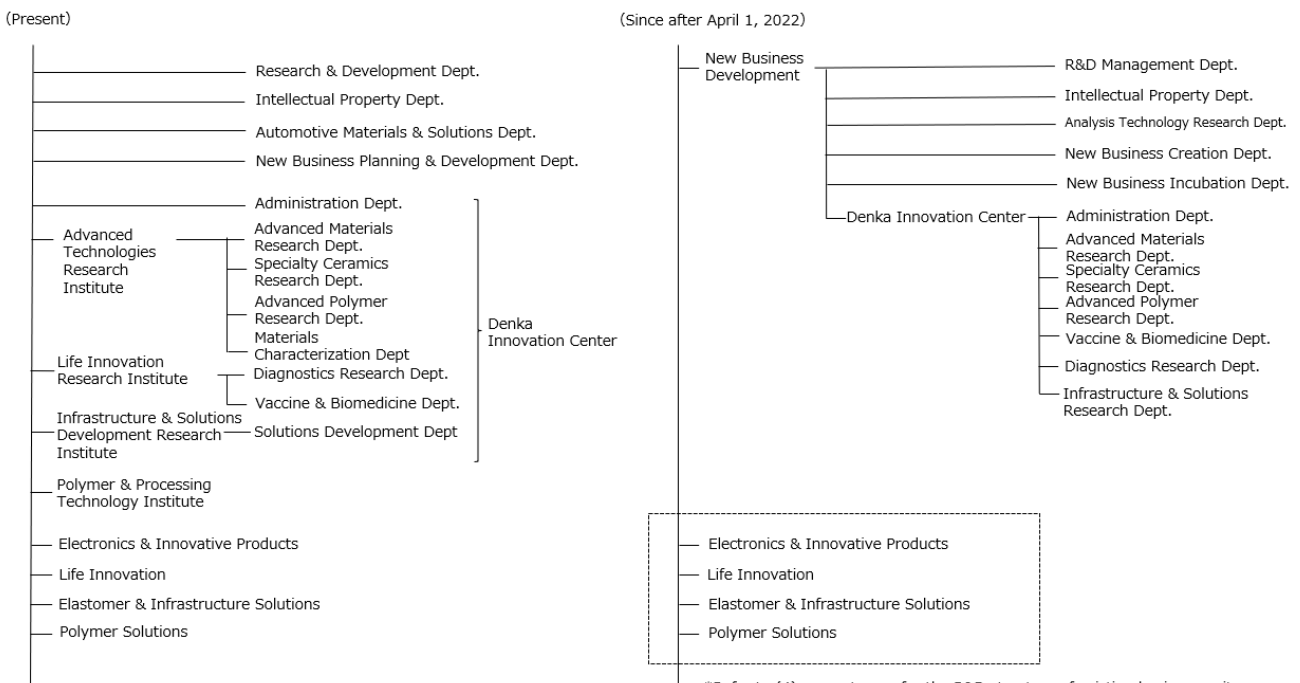
- "New Business Planning & Development Dept." and "Automotive Materials & Solutions Dept." will be reorganized into "New Business Creation Dept." and "New Business Incubation Dept." and "Research & Development Dept." will be renamed " R&D Management Dept.," and it will be placed under " New Business Development "

- "Polymer & Processing Technology Institute" will be abolished and integrated into Chiba Plant "Polymer Research Dept."

(3) Restructuring of Denka Innovation Center

- Three Institutes, "Advanced Technologies Research Institute," "Life Innovation Research Institute," and "Infrastructure & Solutions Development Research Institute" of Denka Innovation Center will be abolished, and "Solutions Development Dept." will be renamed "Infrastructure & Solutions Research Dept."

- "Materials Characterization Dept." will be renamed " Analysis Technology Research Dept." and be separated from Denka Innovation Center, and will be placed under " New Business Development ".



*Refer to (4) on next page for the R&D structure of existing business units.

(4) Restructuring of the R&D structure of existing business units

• Research departments at each plant that are developing existing businesses will be placed under the umbrella of each business unit and each business unit will be responsible for their operation.

