

September 5, 2019

Daicel Corporation

**Announcement on Organizational Changes and Executive Appointments**  
**(Scheduled on October 1, 2019)**

Daicel Corporation (Head office: Kita-ku, Osaka, President& CEO: Yoshimi Ogawa) will implement organizational changes and Executive appointments on October 1, 2019.

The organizational changes and appointments aim to accelerate the profitability improvement of existing businesses by extensive cost reduction and creation and development of new businesses by analyzing our businesses and products from the customers' perspective and connect customers' needs with Daicel's products and technologies. In order to strongly conduct these initiatives, we will take on a drastic review of our organizational structures to relocate human resources within the Company and actively employ human resources from the outside.

### **I. Organizational Changes**

① **Establishment of “Business Creation Headquarters” – Integration of “R&D Headquarters”, “New Business Development,” and some functions of “Production Technology Headquarters”**

We will create a **“Business Creation Headquarters”** and integrate “R&D Headquarters”, “New Business Development”, and some functions of “Production Technology Headquarters”.

This aims to expand the scale of new business themes and accelerate startup and commercialization. The “Planning Division”, “Mechatronics Technology Division”, “Simulation Technology Division”, and “Engineering Quality Research Division”, related to establishment of new production processes and technologies at the Production Technology Headquarters, will be transferred to the “Business Creation Headquarters”. All functions of R&D Headquarters and New Business Development will move to the Business Creation Headquarters.

② **“Production Technology Headquarters” renamed “Production Headquarters”**

“Production Technology Headquarters” will be renamed **“Production Headquarters”**.

Production Technology Headquarters' Functions related to ensuring safety and product quality and improving productivity of existing businesses will be strengthened at the new “Production Headquarters”. In particular, we will thoroughly work on cost reduction, in order to improve profitability of our existing businesses.

### ③ Establishment of “Strategy Promotion Headquarters”

We will create a **“Strategy Promotion Headquarters”**.

With the objective of further developing the Daicel Group, the new department will be responsible for (1) planning and promoting company-wide business strategies, (2) promoting business cooperation with other companies as well as collaboration and M&A, and (3) promoting actions to express synergy effects between business units (BUs).

### ④ Establishment of “Research Center”

We will create a **“Research Center”** reporting directly to the President. The “Strategy Planning Group”, “R&D Group”, and “Commercialization Promotion Group” will be established within the Center.

The Center possesses think tank and research functions, to connect our existing products, technologies, etc. with customer demands. Also, a laboratory will be created within the Center, with the purpose of developing new products such as new composite materials by combining Daicel’s long-standing organic materials and customers’ inorganic materials. The laboratory will contribute to the expansion of new and existing businesses by searching for and designing new products with open innovation between industry, government, and academia.

### ⑤ “Corporate Support Center” renamed “Corporate Support Headquarters” and establishment of “Corporate Planning Division”

The “Corporate Support Center” will be renamed **“Corporate Support Headquarters”**.

Also, in addition to existing operation functions, the **“Corporate Planning Division”** will be established as the organization responsible for the strategy planning in the Corporate Support Headquarters. The new division will have the responsibilities of targeting setting and progress management of management plans such as mid-term plan and budgets, and resource allocations in accordance with the group-wide strategy.

Moreover, we will reorganize administration, legal, and secretary functions within the Headquarters.

### ⑥ Establishment of “Digital Strategy Office”

We will create a “Digital Strategy Office” and break up the “IT Group” in the former “Corporate Support Center”.

Within the Office, the “Strategy Planning Group” and “System Operation Group” will be established. The former will be responsible for planning and promotion in order to actively utilize and expand new digital technologies such as AI and Internet of Things in all business areas such as

production, sales, and R&D. The latter will handle operation functions such as maintaining and manipulating information infrastructures.

## ⑦ Establishment of new divisions in “Corporate Sustainability” department

Within the “Corporate Sustainability” department, which was established on June 21, 2019, the “Sustainable Management Promotion Group” and “Group Companies Supervision Group” will be created.

This action aims to strengthen the supervising functions of our Group Companies in order to achieve the next long-term vision, which is currently under discussion, and realize sustainable growth. By doing so, the whole Daicel Group will promote sustainable management.

## ⑧ Break up of “Corporate Planning” department

We will break up the “Corporate Planning” department.

The functions of the “Corporate Planning” department will be transferred to other departments:

- Management planning function: ⑤Corporate Planning Group, Corporate Support Headquarters
- Group Companies supervision function: ⑦Group Companies Supervision Group, Corporate Sustainability department
- M&A promotion function: ③Strategy Promotion Headquarters

## II. Executive Appointments

In accordance with the organizational changes explained above, we will implement Executive Appointments as listed below.

\*Changes underlined

Name (Post)	New Responsibilities and Positions	Current Responsibilities and Positions
Kotaro Sugimoto (Managing Executive Officer)	<u>Head of Corporate Support Headquarters</u> Responsible for Corporate Compliance Program, Business Process Innovation	Head of Corporate Support Center Responsible for Corporate Compliance Program, Business Process Innovation, and Corporate Sustainability
Hisanori Imanaka (Managing Executive Officer)	<u>Responsible for Corporate Sustainability</u> and Raw Material Purchasing Center	Responsible for Corporate Planning and Raw Material Purchasing Center

<p>Akihisa Takabe (Executive Officer)</p>	<p><b><u>Head of Business Creation Headquarters</u></b> Responsible for Intellectual Property Center and Quality Management Division</p>	<p>General Manager of R&amp;D Headquarters Responsible for New Business Development, Intellectual Property Center, and Quality Management Division</p>
<p>Yasuhiro Sakaki (Senior Managing Executive Officer)</p>	<p><b><u>Head of Strategy Promotion Headquarters</u></b> Responsible for Aerospace &amp; Defense Systems / Safety Systems Company Chairman of Daicel Safety Systems Americas, Inc.</p>	<p>Responsible for Aerospace &amp; Defense Systems / Safety Systems Company Chairman of Daicel Safety Systems Americas, Inc.</p>
<p>Naohide Hakushi (Managing Executive Officer)</p>	<p><b><u>Head of Production Headquarters</u></b> General Manager of Himeji Production Sector and Aboshi Plant President of Kyodo Sakusan Co., Ltd.</p>	<p>General Manager of Himeji Production Sector and Aboshi Plant President of Kyodo Sakusan Co., Ltd.</p>
<p>Takashi Ueno (Managing Executive Officer)</p>	<p>General Manager of Ohtake Plant And <b><u>Deputy Head of Production Headquarters</u></b></p>	<p>General Manager of Ohtake Plant</p>
<p>Satoshi Sakamoto (Executive Officer)</p>	<p><b><u>Assistant to Head of Business Creation Headquarters</u></b> and Assigned to Osaka University</p>	<p>Assistant to General Manager of R&amp;D Headquarters and Assigned to Osaka University</p>
<p>Ikuo Takahashi (Executive Officer)</p>	<p>General Manager of Innovation Park and <b><u>Deputy Head of Business Creation Headquarters</u></b> and <b><u>Head of Corporate Research Center</u></b></p>	<p>General Manager of Innovation Park and Head of Research Center</p>
<p>Takashi Iiyama (Executive Officer)</p>	<p><b><u>Responsible for Digital Strategy Office,</u></b> Responsible Care, <b><u>and Engineering Center</u></b> <b><u>Assistant to Head of Business Creation Headquarters</u></b></p>	<p>General Manager of Production Technology Headquarters Responsible for Responsible Care</p>

<For Inquiries>

Investor Relations & Corporate Communications

Daicel Corporation

TEL: +81-3-6711-8121