

To Whom It May Concern

April 1, 2026

Spiber Inc.

Spiber Launches Under New Leadership

Spiber is a biotechnology venture originally established in 2007 and headquartered in Tsuruoka City, Yamagata Prefecture. We have officially commenced operations today under a new management structure “New Spiber” having succeeded all businesses of Spiber Inc. (“Former Spiber”), except for certain exceptions (such as its U.S. operations). Spiber has been dedicated to creating innovative solutions aimed at contributing to sustainable well-being and addressing environmental challenges.

In preparation for this launch, we have received invaluable support from former shareholders, business partners, and other stakeholders who share the belief that innovative solutions for a sustainable future must continue. We are also pleased to continue receiving support, including the continuation of joint research and development initiatives, from partners who resonate with the vision of the New Spiber.

The New Spiber will properly inherit and further develop the ecosystem built by the Former Spiber—integrating its technological excellence, mass-production infrastructure, and brand assets—into a “public asset of society” that supports the future of humanity.

1. Establishment of a New Management Structure and Separation of Roles

With the launch of the New Spiber, we have established a new governance framework that enhances management transparency while achieving both rapid decision-making and rigorous risk management.

Renewal of Management and Governance

Maya Kawana, Representative Director and CEO, will assume full responsibility for business strategy and company-wide governance, leading efforts toward early monetization of operations.

Continuation and Acceleration of Technology Development

Kazuhide Sekiyama and Junichi Sugahara, the founders of Spiber, will step back from frontline management and focus on “immediate resolution of technical challenges” and “accelerating product development and commercialization,” leveraging their deep technical expertise. This structure ensures continuity in research and development while enabling the rapid elimination of technical bottlenecks for social implementation.

2. Message from CEO Maya Kawana

The structural protein technology that Spiber has developed to date is an exceptionally rare innovation capable of addressing global-scale challenges. I deeply believe in its potential, and I am committed to accelerating its implementation in society through the following strategic policies:

First: “Business Design Driven by Market Optimization”

We will reconstruct the outcomes of our original R&D into an optimal product portfolio based on market needs. Branding will serve as a guiding principle throughout all processes, transforming us into a business organization that drives the growth of our client companies.

Second: “Pursuit of True Well-being”

In addition to sustainability, we aim to create multifaceted value through products in lifestyle, beauty, food, and healthcare, thereby contributing to people’s overall well-being.

Third: “Ensuring Business Continuity through Economic Independence”

There is no sustainability without profitability. With discipline and speed, we will establish a solid revenue foundation and generate appropriate profits, balancing contributions to society with returns to our employees.

I have taken on this role to elevate the proud achievements of our researchers and engineers into a global de facto standard that the world actively seeks.

We are determined to nurture the flame of hope born in Tsuruoka and guide Spiber—this “great vessel”—to a form that the world can truly be proud of.

3. Comments from Strategic Partners

Aderans Co., Ltd.

We sincerely congratulate the launch of the New Spiber. It is an honor to witness this historic turning point together. We have been working with Spiber to develop new hair materials using the next-generation material “Brewed Protein™.” We will continue to take on the challenge of creating a new category of hair that is neither human nor synthetic, contributing to a sustainable future.

Amano Enzyme Inc.

On the official launch of Spiber, we look forward to seeing your world-first technologies flourish under the leadership of CEO Kawana and expand globally as a symbol of Bio Japan.

Kaji Group Co., Ltd.

We congratulate Spiber's new start and look forward to its future. Having worked together for 14 years, we continue to have great expectations for Brewed Protein as a material that can transform the world.

Kanematsu Corporation

We are confident that the transition to the New Spiber represents a positive evolution toward the social implementation of groundbreaking structural protein technology. We will continue contributing as a partner by combining our diverse management resources with Spiber's innovation.

Kansai Paint Co., Ltd.

We congratulate the launch of the New Spiber. We have worked together to apply Brewed Protein™ in coatings to address social challenges. We are confident that the new structure will accelerate social implementation.

Keio University Institute for Advanced Biosciences

We are proud to see the technology born from the passion and research of our alumni move into a new phase of full-scale production and social implementation. We believe it will become a true role model for science originating from academia.

KISCO Ltd.

We sincerely congratulate the establishment of the New Spiber and look forward to your continued global success driven by outstanding technology and development capabilities.

Kojima Industries Corporation

We strongly resonate with your efforts toward early social implementation under the new management structure and will continue joint development in automotive applications.

Komatsu Matere Co., Ltd.

We are confident that the new structure will further accelerate the social implementation of innovative materials and deliver inspiration to many people.

Goldwin Inc.

We celebrate Spiber's new beginning. Since meeting in 2015, we have worked together to expand the possibilities of people and nature. Let us continue to pursue bold dreams and create a better future.

Shima Seiki Mfg., Ltd.

We have high expectations for Spiber's advanced technologies and its potential to shape a sustainable future. We look forward to co-creating new value together.

Haseko Textile Co., Ltd.

Our collaboration with Spiber will elevate the value of Japan's textile industry and help address global social challenges. This material holds great potential to transform our future.

Sumitomo Mitsui Construction Co., Ltd.

We are confident that the combination of Spiber's advanced technologies with new business execution capabilities will significantly accelerate the social implementation of innovative biomaterials.
