September 28, 2026

Company name: NOK CORPORATION
Representative: Masao Tsuru
Representative Director, Group CEO
Securities code: 7240
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Notice Concerning Changes in Representative Director (Retirement) and Other Executive Personnel Changes in Conjunction with the Transition to a Holding Company Structure

NOK Corporation (the "Company") hereby announces that the board acknowledged the following planned changes in the Company's representative director (Retirement) and other executive personnel changes in conjunction with the transition to a holding company structure at its board of directors meeting held on September 28, 2026.
These are subject to authorization at the Extraordinary Shareholders' meeting to be held on October 1, 2026 as a wholly-owned subsidiary of the Holding Company following the establishment of NOK Group Corporation (the "Holding Company") and the transition to a holding company structure, as well as at the Board of Directors meeting scheduled to be held on the same day.

1. Change in Representative Director (Retirement)

(1) Details of change

Name : Masao Tsuru
Current Position : Representative Director, Group CEO
New Position : -

(2) Reason for change

In conjunction with the transition to a holding company structure, Masao Tsuru is scheduled to assume the position of Representative Board Director of the newly established holding company, in order to dedicate himself to building a more agile and strategic decision-making structure in response to changes in the business environment as the head of the holding company driving the management strategy for the entire group.

(3) Scheduled date of change

October 1, 2026

(4) Other

Regarding the transition to a holding company structure, as announced in the 'Execution of Integration Agreement and Preparation of Share Transfer Plan for Management Integration through the Establishment of a Joint Holding Company (Share Transfer) between NOK Corporation and Eagle Industry Co., Ltd.' dated November 10, 2025, the Holding Company will be established and the Company will become its wholly-owned subsidiary.

Furthermore, in conjunction with the retirement of Masao Tsuru, Junichi Orita, currently Representative Director, Sealing Solution Chief Executive Officer of the Company, is scheduled to assume the position of Representative Board Director, Chief Executive Officer of the Company.

2. Changes in Other Executive Personnel

The management structure of the Company (NOK Corporation) following the establishment of the Holding Company scheduled for October 1, 2026, is planned as follows:

Director (Underline is the point of change)

Name		New position	Current position
Junichi Orita	Re-elected	Representative Board Director, Chief Executive Officer	Representative Director, Sealing Solution Chief Executive Officer
Toshiyuki Tanaka	Newly-elected	Board Director, Senior Vice President (External Affairs and Quality)	Sealing Solution Chief Commercial Officer, Head, Sales & Marketing
Masato Ikezaki	Newly-elected	Board Director, Senior Vice President (Production)	Sealing Solution Chief Production Officer, Head, Oil Seals Business Unit

*Masao Tsuru, Chikashi Takeda, and Yuki Sato, currently Directors who are not Audit & Supervisory Committee Members of the Company are scheduled to assume the position of Director of the Holding Company.

Auditor

Kazushige Hayashi	Newly-elected	Auditor	Director (Full-time Audit & Supervisory Committee Member)

Operating Officer

Hiroyuki Imamura	Re-elected	Senior Vice President, Head of Precision Moldings & O-Rings Business Unit	Senior Executive Officer, Head, Precision Moldings & O-Rings Business Unit, Sealing Solution
Toshihide Makino	Re-elected	Vice President, Business Development	Executive Officer, Business Development, Sealing Solution
Hiroshi Kamata	Re-elected	Vice President, Head of Quality Assurance	Executive Officer, Head, Quality Assurance, Sealing Solution
Shigehisa Yamabe	Re-elected	Vice President, President of Thai NOK Co., Ltd.	Executive Officer, President of Thai NOK Co., Ltd.
Yoshitane Saito	Re-elected	Vice President, Global Customer Development	Executive Officer, Global Customer Development, Sealing Solution
Eiji Taniyama	Re-elected	Vice President, Head of Sealing Business Strategy and Procurement	Executive Officer, Head, Sealing Business Strategy and Procurement, Sealing Solution
Takuya Yoshino	Re-elected	Vice President, Head of Plastics & Polyurethane Business Unit	Executive Officer, Head of Plastics & Polyurethane Business Unit, Sealing Solution
Naomi Shimizu	Re-elected	Vice President, Head of Gaskets & Boots Business Unit	Executive Officer, Head, Gaskets & Boots Business Unit, Sealing Solution
Daihachi Shojima	Newly-elected	Vice President, Head of Sealing Innovation and Development	Executive Fellow, Chief Technology Officer, Sealing Solution
Yasuo Kawashima	Newly-elected	Vice President, Head of Sales & Marketing	Senior Director, Deputy Head of Sales & Marketing, and Head of Anjo Branch, Sealing Solution

*Yuko Furukawa, Tsutomu Kano, Shigeki Egami, and Michael Jaeger, currently Operating Officers of the Company, are scheduled to assume the position of Operating Officer of the Holding Company, while Akira Watanabe, also currently an Operating Officer of the Company, is scheduled to retire on September 30, 2026.

3. Other

The management structure of the Holding Company will be announced after it is formally decided at the Board of Directors meeting of the Holding Company, scheduled to be held on October 1, 2026.