



May 13, 2009

To whom it may concern:

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Announcement Concerning the Reorganization of Our Production Structure to Strengthen Our Corporate Condition

NOK Corporation herewith announces that a resolution was made as follows at a meeting of the board of directors held on May 13, 2009. This resolution calls for a reorganization of our production structure, including the closure of some domestic plants, and was made as part of our efforts to strengthen our corporate condition amid a deteriorating operating environment.

1. Outline of Efforts to Strengthen Our Corporate Condition

With the aim of establishing a structure that will ensure the profitability of our corporate group, we are going to implement a restructuring that will efficiently allocate corporate resources throughout the group.

As part of this restructuring, we going to build a more efficient production structure by consolidating some of our production centers. We are also going to make our production structure more efficient and streamlined by making changes to the products made at each production center and by transferring and consolidating their operations.

2. Outline

(1) Seal Business

By the end of March 2011, we will close our Shizuoka plant and transfer production of the products made there to the Nihonmatsu plant, subsidiaries, etc.

By the end of March 2011, we will close our Saga plant and transfer its functions (design and management) to the Kumamoto plant to centralize such functions there. After the closure of the plant, we plan to lease the land and buildings to a subsidiary.

By the end of March 2011, we will give centralized control of the urethane rubber (products) business of Unimatec Co. Ltd., a subsidiary, to the Plastics & Packing Division. We will also relocate this division to Unimatec Co., Ltd.'s Kitaibaraki plant.

(2) Flexible Board Business

In March 2009, we closed our Saitama plant and transferred production of the products made there to our Okuhara and Kashima plants in Japan and our Longshan plant in China. In addition, by the end of September 2009 we will consolidate our production structure in Thailand by merging our No.2 plant in Thailand with our No.3 plant there.

(3) Roll Business

By the end of September 2009, we will make our production structure more efficient by reorganizing our domestic subsidiaries and transferring production of some products to overseas subsidiaries.

By the end of January 2010, we will close our Yokohama plant and transfer production of the products made there to our Yokosuka plant and overseas subsidiaries.

3. Personnel Changes

To coincide with the reorganization of our production structure, we plan to transfer personnel to other plants.

4. Impact on Operating Results

In conjunction with this reorganization of our production structure, for the year to March 2009 we have booked around 2 billion yen in provisions for business restructuring.