



May 13, 2009

To whom it may concern:

Company name: NOK Corporation
Representative: Masato Tsuru
Chairman of the Board and President
Securities code: 7240 (TSE First Section)
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Announcement Concerning Changes in Directors, Introduction of Operating Officer System, and Changes in Executive Personnel

At a meeting of the board of directors held on May 13, 2009, NOK Corporation decided to make changes in the composition of the board. We expect the departure and appointment of board members to officially take place after the 103rd General Meeting of Shareholders, which is scheduled for June 25, 2009.

We would also like to take this opportunity to inform you that we have decided to introduce an operating officer system.

1. Changes in Directors

(1) Reason for the Changes

To change our management structure to coincide with the ending of the terms of some directors.

(2) Name and Post

Name	New Post	Current Post
Yoshiro Takashima	Departing	Senior Managing Director, Assistant to the President, General Manager, Corporate Quality Control Office
Kunihiko Soga	Departing	Senior Managing Director, Assistant to the President, in charge of General Affairs, Personnel, Finance & Accounting, Data Processing, Corporate Planning

2. Introduction of Operating Officer System

(1) Purpose of the Introduction

We are introducing an operating officer system to enable business execution to respond more swiftly to changes in our operating environment. The operating officers will be in charge of business execution for each department, and will devote themselves to executing business swiftly and meeting targets.

The operating officers will be conferred a great deal of authority over business execution, and the board of directors will focus more so than it has done in the past on the determination of operating strategy and management policy and the supervision of business execution.

These changes will enable the board of directors to adequately debate and make decisions concerning important matters from a group management perspective, and will speed up business decision-making.

(2) Outline of the System

- (1) The number of directors will be reduced and each of them will serve a one-year term.
- (2) The operating officers will follow instructions and orders from the board of directors, and execute business within the scope of the authority conferred on them by the board.
- (3) Each operating officer will serve a one-year term.
- (4) The appointment and dismissal of operating officers will be determined by the board of directors.

(3) Date of Introduction

The system will be introduced and implemented after the board of directors has appointed the operating officers at a board meeting following the General Meeting of Shareholders, which is scheduled for June 25, 2009.

(4) Directors

Name	New Post	Current Post
(Continuing) Masato Tsuru	Chairman of the Board and President	Chairman of the Board and President
(Continuing) Hideo Hatsuzawa	Representative Director & Senior Managing Director with seal business, and General Manager in charge of Corporate Technology And Manufacturing Technology	Representative and Senior Managing Director with seal business, and General Manager in charge of Corporate Technology
(Promoted) Shigekazu Kokai	Senior Managing Director and General Manager, Corporate Quality Control Division	Managing Director, General Manager, Corporate Production Control Division
(Promoted) Takahito Yokouchi	Senior Managing Director with overall responsibility for procurement, and General Manager in charge of Corporate Administration and Corporate Crisis Management	Managing Director, General Manager of Corporate Administration Office & Corporate Risk Management Office
(Promoted) Kiyoshi Doi	Senior Managing Director, General Manager, Corporate Sales & Marketing Division	Managing Director, General Manager, Corporate Sales & Marketing Division
(Continuing) Tetsuji Tsuru	Director, Representative and President of Eagle Industry Co., Ltd.	Director, Representative and President of Eagle Industry Co., Ltd.
(Newly Appointed) Toshifumi Kobayashi	Director, President of Nippon Mektron, Ltd. (*1)	Managing Director of Nippon Mektron, Ltd.
(Continuing) Toshio Kawai	Director, Representative and President of Synztec Co., Ltd.	Director, Representative and President of Synztec Co., Ltd.

(*1) Scheduled to be appointed as President of Nippon Mektron, Ltd., our subsidiary for the flexible boards business.

(5) Operating Officers

Name	New Post	Current Post
Jiro Iida	Senior Operating Officer, General Manager , Corporate Planning Office	Director, General Manager ,Corporate Planning Office
Masaru Yasukage	Senior Operating Officer, General Manager, Corporate Production Control Office	Director, President of Thai NOK Co., Ltd.
Yasuhiko Kuroki	Senior Operating Officer, Deputy General Manager, Corporate Sales and Marketing Division	Director, Deputy General Manager ,Corporate Sales and Marketing Division
Akira Watanabe	Senior Operating Officer, General Manager , Corporate Finance & Accounting Office	Director, General Manager , Corporate Finance & Accounting Office
Sumitaka Kasai	Operating Officer, President of Fugaku Koki Co., Ltd.	Director, President of Fugaku Koki Co., Ltd.
Masaaki Amano	Operating Officer, Division Manager, IMC/Boots Division	Director, Division Manager , IMC • Boots Division
Atsunobu Tsuchiya	Operating Officer, Deputy General Manager, Corporate Sales and Marketing Division	Managing Director, General Manager, Corporate Administration Office, Nippon Mektron, Ltd.
Yuichi Kuroki	Operating Officer, Deputy General Manager, Corporate Technology Office	Director, Deputy General Manager ,Corporate Technology Office
Hidenori Goto	Operating Officer, President of Thai NOK Co., Ltd.	Director of Unimatec Co., Ltd., in charge of Polyurethane rubber product 's production and subcontractors
Yoshindo Masumoto	Operating Officer, General Manager of Manufacturing Technology Office	Deputy General Manager , Manufacturing Technology Office
Yukio Yamazaki	Operating Officer, General Manager ,Corporate Procurement Management Office	Senior staff to Purchasing Dept, Corporate Administration Office
Kunimatsu Hayashida	Operating Officer, Co-General Manager of NFGC (*2), President of WNF (*3)	Co-General Manager of NFGC (*2), President of WNF (*3)

(*2) NOK Freudenberg Group China

(*3) Wuxi NOK- Freudenberg OILSEAL CO., LTD.