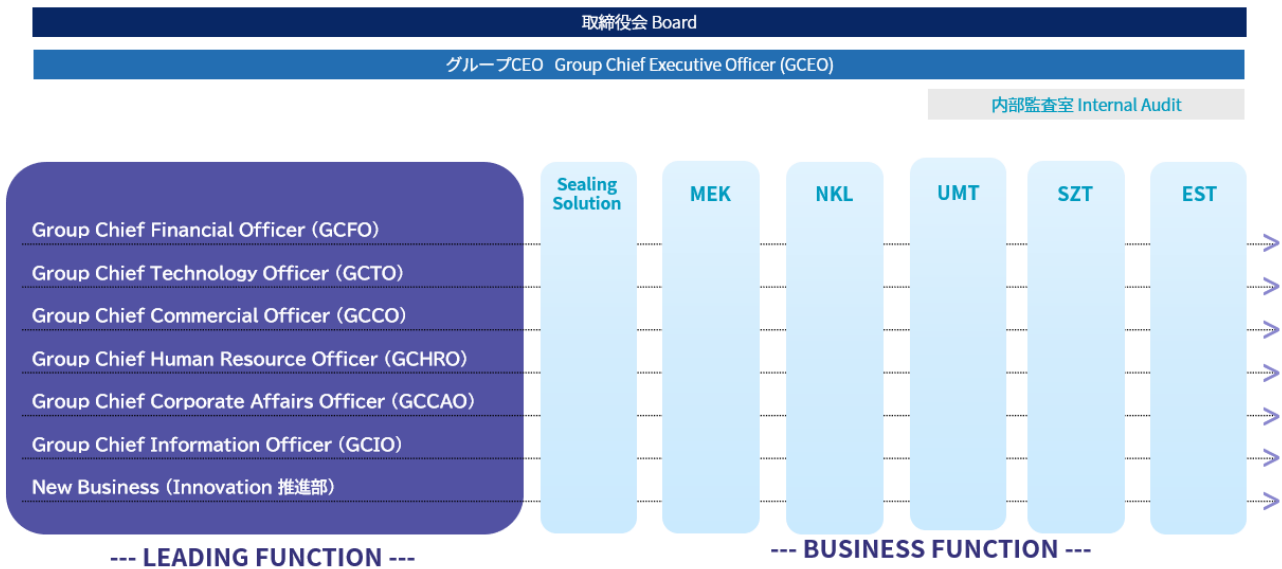


Achieving Further Global Growth through "Global One NOK"
NOK Group Transitions to a Global Matrix Organization
 Transforming into a Group with Fast Decision-Making Capabilities

NOK Corporation (Headquarters: Shibadaimon, Minato-ku, Tokyo; Representative Director, Group Chief Executive Officer: Masao Tsuru; hereinafter referred to as "NOK") has updated its operational structure to become a global matrix organization from Wednesday, June 26.

By combining our BUSINESS FUNCTION (business axis) with our LEADING FUNCTION (functional axis), which connects 93 NOK Group companies both domestically and internationally, we will strengthen collaboration as "Global One NOK" and achieve further global growth.



An Illustration of NOK's Global Matrix Organizational Structure

Under our new global matrix organization, we have established Group CxOs and expanded the CxO system we introduced last year. Additionally, we have designated "Sealing Solution" as a virtual organization that brings together 13 divisions and offices involved in NOK's sealing business, as well as approximately 30 group companies.

Inquiries related to this press release
 Corporate Communications, CEO Office, NOK Corporation
 TEL: +81-3-5405-6372 E-mail: mb_nok_corporate_affairs@jp.nokgrp.com

Purpose of Transition to a Global Matrix Organization

NOK is engaged in "Essential Core Manufacturing — The manufacture of pivotal products that shape society" and has developed a Medium-Term Management Plan with the fundamental goal of Constructing a Foundation for Transformation. The transition to a global matrix organization is one of the measures under one of our four key initiatives: Optimize operational structure for global expansion.

On Wednesday, June 26, we transitioned to a company with an Audit and Supervisory Committee. This change aims to further clarify the roles of supervision and execution, enhance governance by allowing the Board of Directors to concentrate on crucial management policy and planning decisions, supervise business execution, and facilitate quicker decision-making.

We also decided to transition to a global matrix organizational structure to enhance the entire Group's execution capabilities. By organically linking the BUSINESS FUNCTION (business axis) with the LEADING FUNCTION (functional axis) to drive innovation, we aim to respond to rapid changes in the external environment domestically and internationally and enhance sustainable corporate value.

Group CxO Appointments with the Commencement of the New Structure

- GCEO: Masao Tsuru, Representative Director, Group Chief Executive Officer
- GCFO: Akira Watanabe, Director, Group Chief Financial Officer
- GCTO: Yuki Sato, Director, Group Chief Technology Officer, Head, NOK Group R&D
- GCCO: Yoshihiro Sugaya, Group Chief Commercial Officer
- GCIO: Mitsuhiro Ishida, Group Chief Information Officer, Head, IT, Sealing Solution
- GCCAO: Yuko Furukawa, Group Chief Corporate Affairs Officer, Head, CEO office
- GCHRO: Shigeki Egami, Group Chief Human Resource Officer

Sealing Solution CxO Appointments

- CEO: Junichi Orita, Director, Sealing Solution Chief Executive Officer
- CCO: Toshiyuki Tanaka, Sealing Solution Chief Commercial Officer, Head, Sales & Marketing
- CPO: Masato Ikezaki, Sealing Solution Chief Production Officer, Head, Oil Seals Business Unit
- CTO: Daihachi Shojima, Sealing Solution Chief Technology Officer, Technical Director,
NOK Group R&D

■ About NOK Group

The NOK Group is dedicated to "Essential Core Manufacturing - The manufacture of pivotal products that shape society." Through this approach, the Group demonstrates its commitment to providing greater safety and comfort, the cornerstones of a prosperous society. The NOK Group consists of 93 companies located in 16 countries and

regions with approximately 38,000 employees. Product development is built upon a robust base of foundational research, resulting in large-scale, stable and high-quality production. Moving forward, the Group will continue to provide technologies and products for all industrial areas, including automobiles and other mobility sectors, electronic products — centered on PCs and smartphones - office automation equipment, medical and healthcare devices, industrial robots, and satellites.