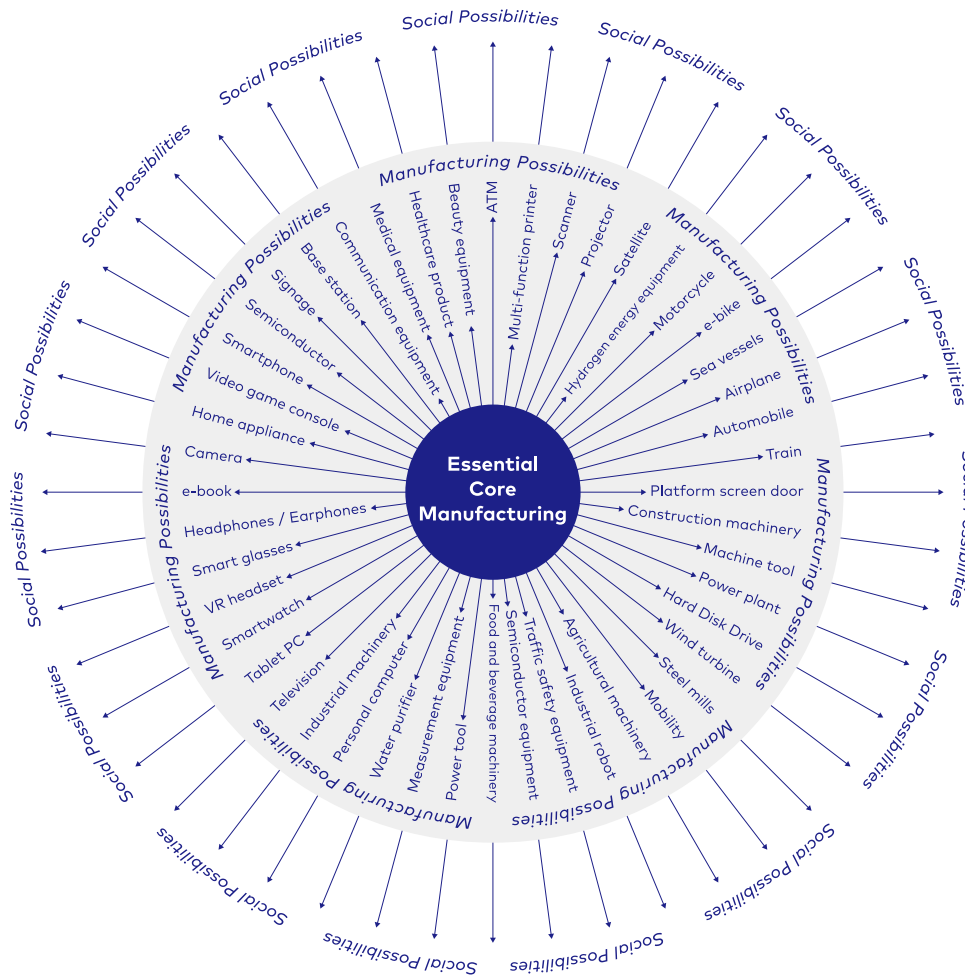


**NOK
INTEGRATED
REPORT
2025**



Shaping Possibilities with Unique Technology

Essential Core Manufacturing

— The manufacture of pivotal products that shape society.

With safety and comfort being essential pillars of a fulfilling life, our development prioritizes these at a molecular level of precision.

Through the integration of our technology, we enable diverse industrial fields to foster the advancement of everyday life.

We are dedicated to developing unique technology that elevates global standards, and we strive to shape a future of prosperity by consistently raising the level of safety and comfort.

We are committed to pursuing next-generation manufacturing and actively shaping possibilities for the future of all society.

NOK Philosophy

The NOK Group’s Founding Principles, expressed as “Respect for People Based on Care and Trust,” have been the foundation of our organization for over 80 years. While preserving this legacy, we aligned it with the current social environment and established Our Purpose and Our Values in 2023. As Global One NOK, we unite with the shared values embraced by our worldwide workforce, and together, we aim to achieve a sustainable society while continuing to elevate our corporate worth through the creation of socially beneficial added value and self-directed and responsible actions.

Our Purpose

Why we are here



Shaping Possibilities with Unique Technology

Our Values

The principles and values that guide us



RESPECT

We respect diversity and inclusivity

IGNITE

We ignite a passion for innovation

EXPLORE

We explore every possibility for better solutions

EXCEED

We exceed expectations by delivering exceptional results

We pursue our dreams

Our Founding Principles



- 1. The Management has to run the Company based on feelings of care and trust in its employees.**
- 2. The Management has to run the Company while uniting to ensure full ventilation without forming any cliques.**
- 3. The Management has to run the Company while making absolutely incredible efforts against all odds and risks.**
- 4. The Management has to run the Company while pursuing dreams with management plan.**

NOK Group at a Glance

(As of March 31, 2025)

Sales (FY2024)

766.9 billion yen

Number of Group Companies

93

Production Volume (Per Day)

Approx. 67 million pieces

Approx. 28 tons

Founded

1941

Number of Countries / Regions

15

Number of Employees

37,958

**Percentage of R&D Personnel
to Total Employees**

(Major Group Companies in Japan)

16%

Number of Patents Held

4,601



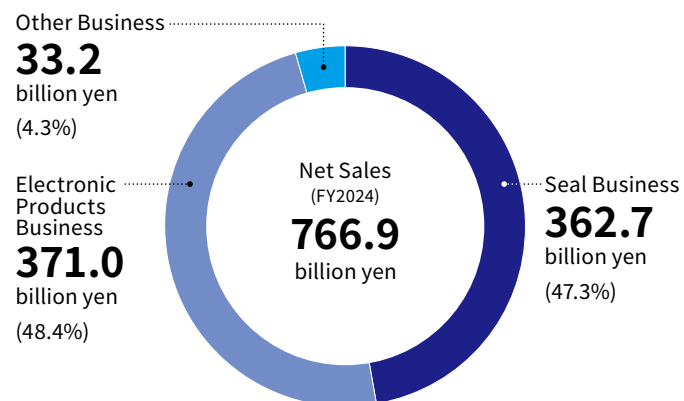
NOK Group Businesses



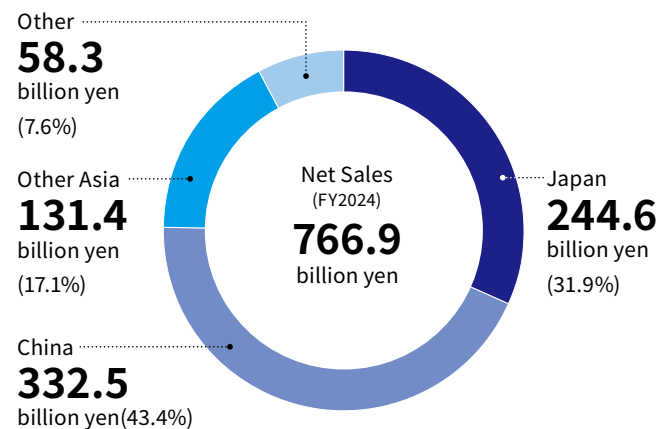
Sales Ratio by Segment and Region

Excluding the impact of foreign exchange rates, sales decreased overall; however, operating income increased compared to the previous fiscal year for both the Seal Business and the Electronic Products Business. In the Electronic Products Business in particular, we achieved profitability for the first time since FY2017.

● Sales Ratio by Segment (Consolidated)

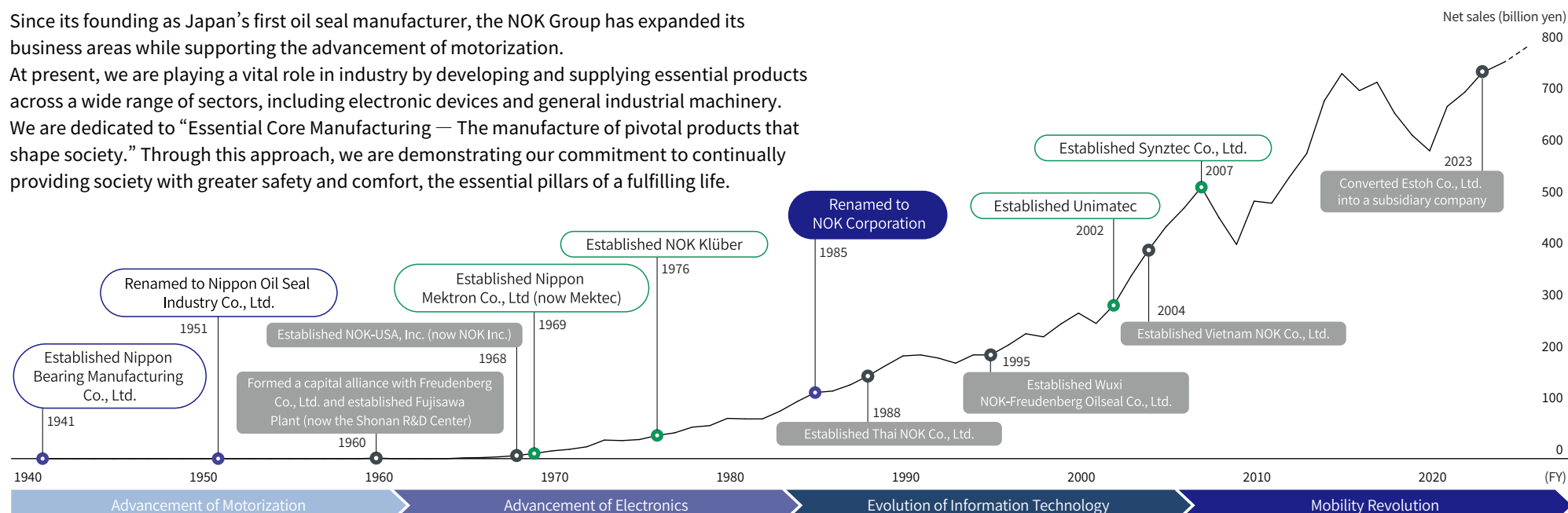


● Sales Ratio by Region (Consolidated)



NOK Group History

Since its founding as Japan's first oil seal manufacturer, the NOK Group has expanded its business areas while supporting the advancement of motorization. At present, we are playing a vital role in industry by developing and supplying essential products across a wide range of sectors, including electronic devices and general industrial machinery. We are dedicated to "Essential Core Manufacturing — The manufacture of pivotal products that shape society." Through this approach, we are demonstrating our commitment to continually providing society with greater safety and comfort, the essential pillars of a fulfilling life.



Changes in the Automobile Market

1940s

●Establishment of the foundation of the automotive industry

Began full-scale provision of synthetic rubber oil seals

1960s

●Expansion of motorization

Formed a partnership with Carl Freudenberg and established research and mass-production systems, including building factories in Japan and abroad

1970s

●Automotive electrification

Aimed to become a comprehensive parts manufacturer, expanded product lines and production systems

2000s

●The rise of eco-cars

Established low-torque and space-saving technologies, expanded product lineup

2010s

●Acceleration of the global EV shift

Started mass production of FPC for voltage monitoring and expanded EV product lineup

Changes in the Electronics Market

1970s

●Miniaturization of audio and video equipment Birth of portable music players

Flexible printed circuits (FPC), which had been used in industries like aerospace, aviation, and military sectors in the U.S. in the 1960s, were adopted in consumer electronics in Japan, expanding the market

1980s

●Birth of the notebook PC

FPC contributed to the miniaturization, light weight, and thin design of notebook PCs

●Digitization of cameras

FPC were adopted in SLR cameras, leading to the birth of electronically controlled cameras and further market expansion

1990s

●Birth of the mobile phone

Flip phones equipped with FPC became a hit

2007

●Launch of the smartphone

With the spread of smartphones, the demand for FPC expanded

2020s to the present day

●Expansion of data centers due to the progress of digitization

Increasing demand for FPC due to the growing number of hard disk drives (HDDs) for data centers

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Editorial Policy

| Editorial Policy

This report aims to provide stakeholders with a comprehensive understanding of the NOK Group's long-term value-creation efforts, covering both financial and non-financial aspects. We have positioned this report as an important communication tool for deepening dialogue with our stakeholders. For further details on sustainability and ESG initiatives, please refer to the "ESG Data Book 2025." We welcome and greatly appreciate your feedback and insights.

| Reporting Period

Fiscal Year 2024 (April 1, 2024–March 31, 2025)

Note: Some content includes activities prior to or following the reporting period.

| Issue Date

December 2025

| Guidelines and Initiatives Referenced

- International Integrated Reporting Framework
- Guidance for Integrated Disclosure and Dialogue for Value Co-Creation
- SASB Standards (Sustainability Accounting Standards Board)
- ISO 26000:2010 Guidance on Social Responsibility
- Global Reporting Initiative (GRI) Standards
- United Nations Global Compact (UNGC)
- Task Force on Climate-related Financial Disclosures (TCFD)

| Contact Information



Inquiry Form

<https://www.nokgrp.com/en/contact/>

NOK CORPORATION

CEO Office, Corporate Affairs
Corporate Communications Department
1-12-15 Shibadaimon, Minato-ku, Tokyo 105-8585, Japan
TEL +81-(0)3-5405-6372

Positioning of Various Reports and Disclosure Information

Business Strategy & Financial Information



ESG Information

● Integrated Report

Comprehensive introduction to the NOK Group's efforts toward long-term value creation from both financial and non-financial perspectives.

<https://www.nokgrp.com/en/ir/integrated/>

● Annual Securities Report

<https://www.nokgrp.com/ir/library/report/>

● Financial Results Summary

<https://www.nokgrp.com/en/ir/library/materials/>

● Financial Results Briefing Materials

<https://www.nokgrp.com/en/ir/library/materials/>

● Shareholders' Meeting Notices and Reports

<https://www.nokgrp.com/en/ir/stock/meeting/>

● ESG Data Book

Consolidated data on ESG policies and initiatives and various performance metrics.



<https://www.nokgrp.com/en/sustainability/archive/>

● Corporate Governance Report

https://www.nokgrp.com/en/ir/library/corporate_governance/

NOK Group Strategy

01

This section includes a message from the Group CEO, along with an overview of our governance, R&D, HR, and financial strategies.

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Message from the Group CEO

Driving Transformation with People as the Starting Point to Be a Truly Global Company

Masao Tsuru Representative Director, Group Chief Executive Officer

The driving force behind new value creation lies above all in people

The NOK Group is now in the midst of a transformation toward being a truly global company. We are firmly convinced that people are the driving force for achieving this transformation and the creation of new corporate value. No matter how outstanding our visions or strategies may be, genuine transformation cannot be expected unless the

awareness and behavior of each employee change. It is those human resources who seek to grow on their own initiative and act with intrinsic motivation who will drive transformation and enhance the company's overall value.

As part of this people-centered transformation, over the past few years NOK has engaged in discussions to redefine who we are, what we value, and where we are heading. In 2023, we formulated our Purpose and Values, articulating the NOK Group's reason for being and the principles and values that guide us. In 2024, we also formulated our Group-wide

Summary

- **Investment in people is the source of NOK's sustainable growth** ▶ Details: Human Resources Strategy (p. 22–25)
- **Electronic Products Business: Achieving a return to profitability through proactive dialogue with customers** ▶ Details: Electronic Products Business (p. 38–39)
- **Seal Business: Promoting enhanced profitability in existing businesses and constructing a foundation for transformation** ▶ Details: Seal Business (p. 36–37)
- **Growth drivers: xEV area, green energy-related areas, and semiconductor manufacturing equipment** ▶ Details: Research and Development Strategy (p. 17–18)
- **Aiming for sustainable medium- to long-term growth through appropriate capital allocation to growth investments and shareholder returns** ▶ Details: Financial Strategy (p. 28–29)
- **Advancing governance initiatives, including revitalizing the Board of Directors** ▶ Details: Governance Strategy (p. 14–16)



corporate identity (CI) and announced our new tagline: “Essential Core Manufacturing — The manufacture of pivotal products that shape society.”

One of the key motivations behind formulating this CI was our recognition of issues related to perceived quality. We have established a strong market position by leveraging our unique technical and sales capabilities in the areas of automobiles and electronic devices, including seal products and flexible printed circuits (FPC). However, to achieve further progress in the global market and new business areas, that alone is not enough. It is essential to enhance perceived quality—the level of quality and superiority that customers and end consumers associate with our products compared to alternatives. To that end, in addition to demonstrating creativity in our products and services, we must also actively communicate the value we provide, both within and outside the company. Through these efforts, we aim to become a company that surpasses the expectations traditionally placed on the manufacturing industry.

To ensure that the formulation of our CI does not remain merely a slogan, we have continued to invest in intangible assets such as human capital and our brand, while implementing various initiatives to embed the spirit behind our Purpose and Tagline throughout the company. One symbolic initiative is the town hall meetings I personally conduct by visiting our sites and speaking directly with employees. These meetings are not only an opportunity for exchanging opinions, but also a measure aimed at elevating the mindset of all employees.

In addition, through various leadership programs such as our Leaders Camp, which has been held since 2022, management training sessions, and other efforts, we aim to firmly instill the spirit behind our transformation across the entire Group. Although these are sustained, gradual initiatives, I have recently seen clear signs that Essential Core Manufacturing is steadily taking root in employee dialogues

and in the decision-making processes of each division.

Transformation driven by people also requires the cultivation of corporate culture. Creating a culture where every employee can fully demonstrate their abilities is precisely the source of NOK’s sustainable growth.

Review of performance and the partnership reforms behind it

The NOK Group has set an ambitious target of achieving 1 trillion yen in sales by FY2031, the year of our 90th anniversary. To realize this goal, we formulated our Medium-Term Management Plan beginning in FY2023, with FY2024 serving as a critical midpoint year. Under the basic policy of “Constructing a Foundation for Transformation,” we aimed to ensure business stability by restoring profitability of our operating income across all business segments.

As a result, in FY2024 we achieved growth in sales and profit on a consolidated basis. Amidst this, it is particularly noteworthy that the Electronic Products Business returned to profitability for the first time in seven fiscal years, since FY2017. Behind this achievement was a review of our sales approach—specifically, a return to active dialogue with customers. In the past, although we had confidence in our technology and quality, our sincere desire to meet customer requests sometimes led to a passive approach. However, under the principle embodied in our tagline, “Essential Core Manufacturing — The manufacture of pivotal products that shape society,” it was necessary to fundamentally rethink our approach in order to pursue sustainable growth together with our customers. To establish equal partnerships, our management took the lead in repeatedly engaging in dialogue with customers. As our determination came to be understood, we succeeded in building new frameworks for collaboration that went beyond the position of a traditional supplier. This made it possible to control fixed costs, improve

production efficiency, and achieve significant improvement of profitability.

These changes represent both the fruit of a mindset transformation, including management, and a return to our starting point. Since our early days and throughout our growth, we have built equal relationships with major overseas manufacturers through dialogue, even in the face of difficult negotiations. We believe that this recent result once again demonstrates the strength of our DNA.

Strengthening profitability and business strategy for medium- to long-term growth

FY2025 marks the final year of our three-year Medium-Term Management Plan that began in FY2023. Due to currency fluctuations and changes in market conditions, achieving the initially projected earnings targets has become difficult at this stage, and we recognize that our outlook in this regard was overly optimistic.

However, we have never wavered in our determination to improve profitability. There is a wide range of measures we should undertake, including cost reduction, reviewing production items, and strengthening sales in the Chinese market, and we are approaching these with determination to see them through as a united company. At the same time, we must avoid sacrificing future growth investments due to focusing solely on short-term profit margins. We will promote an “ambidexterity management” approach that balances near-term profitability improvement with medium- to long-term growth investment.

As for growth drivers, we continue to place strong emphasis on the xEV area. In particular, both the Seal Business and Electronic Products Business in China are maintaining strong performance in the EV-related area, with further growth expected.

In the seal business market, demand is also showing signs of recovery not only in the automotive sector but also in general industrial machinery, and we expect it to serve as one of our pillars of high profitability.

To achieve further growth, it is essential to develop new business areas that do not depend on specific industries or regions. From this perspective, we are focusing on green energy and semiconductor manufacturing equipment as priority areas from a medium- to long-term standpoint. Among these, particular attention is being given to the hydrogen-related business. We recognized the potential of hydrogen technology more than 20 years ago, and began developing related technologies. Currently, the use of hydrogen in the mobility field is progressing in large commercial vehicles such as trucks and buses, especially in the Chinese market. Based on this, we are promoting technology development and supply for hydrogen trucks and buses in China.

All of our business segments are now on track to maintain profitable operating income, establishing a structure that steadily generates funds for future growth. That said, these are ultimately only short-term results. As mentioned earlier, we place great importance on linking this profitability to investment for the future.

In terms of financial indicators, we always keep in mind measures of corporate capital efficiency such as return on invested capital (ROIC) and return on equity (ROE). However, in particular, I personally feel a deep sense of concern about the current situation in which our price-book ratio (PBR) remains below 1.0.

The foremost starting point of enhancing corporate value is expanding profits, and I believe that what is truly important is to increase profitability while improving capital efficiency with a clear awareness of the cost of capital. With the aim of achieving sustainable medium- to long-term growth, we will allocate capital appropriately between growth investments

and shareholder returns, while keeping the ROIC and growth rate of each business in focus.

We will continue executing our policy of selling cross-shareholdings in FY2025. We will steadily advance efforts toward optimizing equity capital and providing shareholder returns in line with our existing policy.

| Establishing our governance foundation

Starting in FY2024, the NOK Group transitioned to a company with an audit and supervisory committee. In addition, we established our Nomination and Remuneration Advisory Committee, chaired by an external director. We receive a wide range of opinions and advice from external directors in our day-to-day management decisions. At meetings of the Board of Directors, we not only deliberate on individual agenda items but also discuss the overall direction of the Group that serves as their foundation, thereby realizing an effective governance framework.

Through the further development of the global matrix structure introduced in FY2024, we aim to achieve both globally consistent policy deployment and flexible management tailored to regional and business characteristics. These efforts form part of the measures under “Optimize operational structure for global expansion,” one of the four transformation initiatives in our Medium-Term Management Plan.

We are also engaging in active discussions on human resources, including succession planning. I believe it is important to increase opportunities for external directors to engage in direct dialogue with core personnel, in order to strengthen human resources development with a long-term perspective and enhance the effectiveness of discussions by the Board of Directors. A person’s character and qualities cannot be fully understood through written information alone. Enabling external directors to clearly envision what

kind of leaders our company needs will contribute to decisions regarding future nominations and remuneration.

The NOK Group will celebrate its 100th anniversary in 2041. To ensure sustainable development for the next 100 years and beyond, a solid foundation of corporate culture is essential. As a leader, I see it as my mission to establish an “unshakable core” that remains unwavering regardless of changes in the business environment.

It is important not only to communicate our message widely both inside and outside the company, but also to receive candid feedback. Drawing on the insights gained from such exchanges, we will pursue ever better management. I hope you look forward to the future vision of the NOK Group as we enter our new phase of growth.

Medium-Term Management Plan (FY2023–FY2024 Results)

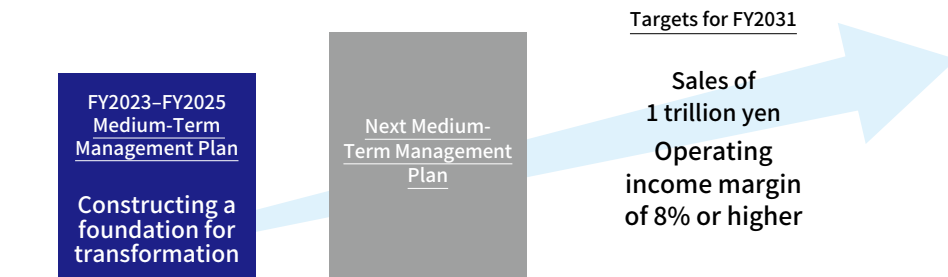
Under our Medium-Term Management Plan for FY2023–FY2025, NOK has promoted various initiatives based on our fundamental policy of “Constructing a Foundation for Transformation.” This section presents the results and progress of key financial and non-financial indicators for FY2023 and FY2024.

Main Results and Progress in the Four Transformation Initiatives toward “Constructing a Foundation for Transformation”

Create new growth drivers	xEV area	Expand seal product sales to Chinese manufacturers
		Mass produce FPC for voltage monitoring aimed at Japanese, European, American, and Chinese OEMs and battery manufacturers
		Respond to increasing electrification in product portfolios
	Green energy area	Launch a project specializing in the hydrogen market
Optimize operational structure for global expansion	New growth areas	Start new business creation projects
	Optimize organizational structure	Transition to a company with an audit and supervisory committee
		Introduce a global matrix and CxO system
	Foster corporate culture	Formulate and disseminate our Purpose and Values
		Hold town hall meetings in Japan and overseas
	Redefine and disseminate the corporate brand	Formulate a new corporate identity (CI) and renew the logo
	Strengthen the foundation for ESG management	Identify materiality
		Strengthen external communication through integrated reports, ESG data books, and other means

Construct a diverse human capital foundation	Establish a global HR system	Appoint a Group CHRO, collaborate for global HR functions, and formulate and roll out HR policies worldwide
		Prepare to introduce a talent management system
	Strengthen human resources development	Launch a selective leadership development program (at major domestic Group companies)
	Review evaluation and remuneration systems	Revise HR systems (at major domestic Group companies)
	Support career development	Introduce ESG scores as indicators for medium- to long-term performance-linked executive remuneration
	Promote DE&I	Introduce an internal open recruitment system and start autonomous career development support (at major domestic Group companies)
Optimize management resources		Start a systematic human resources development program for women (at major domestic Group companies)
	Secure orders at appropriate prices	Eliminate unprofitable products and pass on cost increases such as raw materials and labor
		Implement M&As aligned with growth strategies (make Estoh a subsidiary)
	Optimize our business portfolio	Optimally arrange locations (close production sites, consolidate Group companies, etc.)
	Optimize our human resources portfolio	Shift human resources toward digital transformation and new business development
	Capital allocation	Implement shareholder returns of 46.7 billion yen over two years (Target: Minimum total shareholder return of 67.5 billion yen by FY2025) Sale of 19% of cross-shareholdings as of the end of March 2023 already completed (Target: 25% reduction by FY2025)

Medium-Term Management Plan and FY2031 Targets



FY2023–FY2024 Performance / FY2025 Forecast and Targets

	Performance in FY2023	Performance in FY2024	Forecast for FY2024 ²	Target for FY2025 (announced in May 2023)
	(Unit: billion yen)			(Unit: billion yen)
Net sales	750.5	766.9	726.9	845.0
Operating income	22.9	37.3	32.9	57.5
Operating income margin	3.1%	4.9%	4.5%	6.8%
Net income ¹	31.6	30.3	36.5	41.8

¹ Profit attributable to owners of parent ² As of the semi-annual period ended September 30, 2025

Materiality

To promote sustainability management, the NOK Group has identified materiality (key issues) for FY2024 across four areas: business, environment, society, and governance. These key issues were identified based on the materiality identification process outlined below. Going forward, we plan to set more specific goals and KPIs while taking into account their alignment with the Medium-Term Management Plan starting in FY2026.

NOK Group's Materiality



Improving profitability

Improving profitability is essential for the sustainable growth of our business. We will improve profitability through the development and sales expansion of function-specific xEV products and green energy-related products, as well as the project for creating new growth areas launched in FY2024.



Addressing global environmental issues

One of our critical missions is to leave behind a rich global environment for future generations. We will realize a sustainable society by shifting to green factories, which involves utilizing renewable energy and adopting energy-saving equipment, and offering eco-friendly green products.



Responding to human rights, human resources, and the working environment

Harnessing the full potential of diverse human resources is essential for sustainable corporate growth. To secure and develop global talent, we will advance initiatives such as designing HR systems and educational programs and improving workplace environments, as well as promoting the creation of an organization aligned with our management strategies.



Strengthening corporate governance and management systems

We have positioned strengthening the business management system as one of our key management priorities in order to achieve sustainable global growth. We aim to reinforce Group-wide coordination by adopting a global matrix structure and to enhance management effectiveness and transparency by transitioning to a company with an audit and supervisory committee.

Materiality Identification Process

STEP 1

Identifying key challenge candidates

The Sustainability Office took the lead on this project, collecting information on global social issues and identifying key social challenge candidates with a significant impact on both the company and society while referencing sustainability information disclosure guidelines, evaluation criteria from ESG rating agencies, and other documents. Furthermore, the CEO Office played a leading role in identifying challenges concerning the sustainable growth of the business after assessing them against the four transformation initiatives outlined in the Medium-Term Management Plan (FY2023–FY2025).

STEP 2

Prioritizing key challenge candidates

We gathered opinions from internal departments concerning the identified challenge candidates and evaluated them from both social and management perspectives. We then selected four challenges that were high priorities for stakeholders and that had a high level of impact on our business.

STEP 3

External expert consultation

We verified the validity and comprehensiveness of the four selected challenges through external expert consultation.

STEP 4

Deliberation by the Board of Directors

The Management Committee and the Sustainability Committee reviewed the validity of the identified materiality, which was then deliberated on by the Board of Directors.

Governance Strategy

Evolving to Have a Board of Directors That Engages in Open-Minded, Lively Discussion on Both “Offense and Defense”

Strengthening management agility and competitiveness by transitioning to a global matrix structure

It has been about a year since our transition to a global matrix structure combining two organizational axes: the Business Function, which operates across business lines, and the Leading Function, which integrates the 93 Group companies. With the establishment of Group CxOs and the resulting strengthened collaboration under the Global One NOK framework, we have fostered a mindset of consistently viewing the NOK Group from a global perspective, steadily enhancing the sense of unity across the entire Group. Building

on this foundation, we aim to generate further results such as creating synergies among businesses and accelerating management decision-making.

In addition, through town hall meetings held to facilitate dialogue with employees, our Purpose and Values have become more deeply embedded, marking steady progress toward realizing a true Global One NOK.

Board structure with a view toward the next Medium-Term Management Plan

Following approval at the June 2025 General Shareholders

Meeting, the number of internal directors in our Board of Directors was increased by one, bringing the total to 10 members. The ratio of external directors is now 40%, forming a structure with a view toward the next Medium-Term Management Plan that begins in FY2026.

The Board of Directors consists of members with diverse knowledge and experience, engaging in lively, open discussions toward future growth. Key topics in FY2024 included matters related to management strategy, such as investments including for Group companies, fundraising, progress on the Medium-Term Management Plan, and countermeasures to business risks. They also included governance-related matters, such as decisions to convene

● The NOK Group’s global matrix structure



the General Shareholders Meeting, evaluations of internal control effectiveness, appointments of important personnel, and the selection of representative directors.

Evaluation of Board effectiveness and future issues

To verify the effectiveness of the Board of Directors, an annual self-assessment survey for all directors, including external directors, is conducted. The survey conducted in May 2025 showed that most responses were positive, confirming that a certain level of effectiveness is being maintained. At the same time, based on the responses, we implemented the following improvement measures.

- Enhancement of Board meeting materials
- Thorough advance distribution and explanation of Board meeting materials
- On-site visits by external directors
- Regular reporting of specific items at Board meetings

Meanwhile, there are still issues regarding the diversity of Board members. We recognize that there is room for further improvement, such as increasing the ratio of female directors and appointing members of foreign nationality, and will continue to examine the establishment of a structure appropriate for a global company.

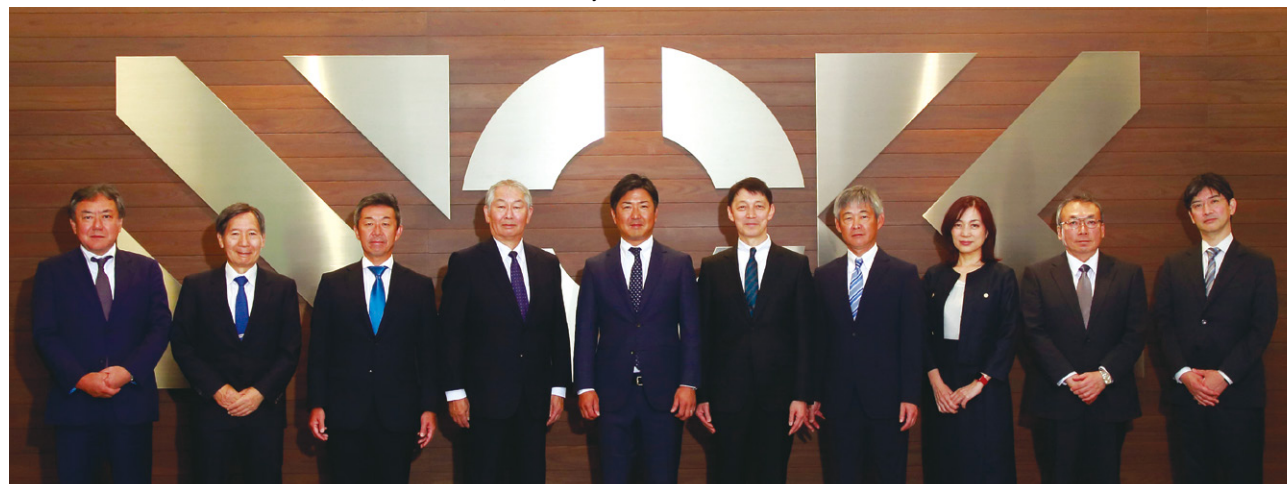
● The Board in numbers

	Item	Unit	FY2024
Composition of Board of Directors	Directors	persons	9
	Of which, the number of external directors	persons	4
	Of which, the number of female directors	persons	1
Board of Directors	Number of Board of Directors' meetings held (held on paper)	sessions	12(0)
	Average attendance rate	%	100

*Following approval at the June 2025 General Shareholders Meeting, the number of directors has been increased to 10.

● Board Members

(From left to right): Naoki Shimada, Makoto Fujioka, Junichi Orita, Akira Watanabe, Masao Tsuru, Chikashi Takeda, Yuki Sato, Motoko Imada, Hideki Watanabe, Atsushi Kajitani



● Board member skills matrix

Name & title (FY)			Years in position	Skills possessed						
				Corporate management	Group strategy	Business (production/sales) strategy	Technology strategy	Financial, accounting, and capital policies	New business	Compliance/ risk management
Masao Tsuru	Representative Director, Group Chief Executive Officer	Directors who are not Audit & Supervisory Committee members	5	○	○					
Chikashi Takeda	Director, Group Chief Financial Officer		0	○			○			
Akira Watanabe	Director, Special Projects		12		○				○	
Junichi Orita	Director, Sealing Solution Chief Executive Officer		4	○		○				
Yuki Sato	Director, Group Chief Technology Officer, Head, NOK Group R&D		1				○		○	
Hideki Watanabe ¹	Director (Full-time Audit & Supervisory Committee Member)	Directors who are Audit & Supervisory Committee members	5			○		○		
Makoto Fujioka	External Director (Audit & Supervisory Committee Member)		9	○						○
Naoki Shimada	External Director (Audit & Supervisory Committee Member)		3	○	○					
Motoko Imada	External Director (Audit & Supervisory Committee Member)		1	○					○	
Atsushi Kajitani ¹	External Director (Audit & Supervisory Committee Member)		9	○						○

*1 For Mr. Hideki Watanabe and Mr. Atsushi Kajitani, directors who are Audit & Supervisory Committee members, the number of years of service shown includes the period during which they were auditors. *2 The table above lists up to two key areas in which each individual is expected to contribute and does not represent the entirety of their knowledge or experience.

*3 For the biographies and reasons for the appointment of the directors, please refer to the Notice of Convocation for the 119th Annual General Shareholders Meeting.

Establishment of the Audit & Supervisory Committee and the Nomination and Remuneration Advisory Committee in 2024

We work continuously to strengthen and enhance corporate governance with the aim of achieving sustainable growth and increasing corporate value over the medium to long term. As part of these efforts, following approval at the June 2024 General Shareholders Meeting, we decided to transition to a company with an audit and supervisory committee.

This transition clarifies the division between supervisory and executive functions, establishing a structure that enables the Board of Directors to focus on determining key management policies and plans, as well as overseeing business execution. It also strengthens governance while aiming to further accelerate management decision-making.

The Audit & Supervisory Committee consists of one full-time director who serves as an Audit & Supervisory Committee member and four external directors. By having external directors concurrently serve on the Audit & Supervisory Committee, we have increased their access to company information and enhanced both their advisory and supervisory roles over execution. In conjunction with the establishment of the Audit & Supervisory Committee, we created a new Internal Audit Office independent from the execution bodies, establishing a structure in which it reports directly to the Group CEO and the Audit & Supervisory Committee. Through this, we have clarified the division between supervisory and executive roles and established an audit structure commonly known as the “three lines model.” Within the Committee, discussions mainly focus on reports of audit results from the full-time Audit & Supervisory Committee member, internal audit results, and the status of internal reporting.

At the same time, to supplement the “nomination” and “remuneration” functions that are often lacking in companies with an Audit & Supervisory Committee, we established a

voluntary Nomination and Remuneration Advisory Committee. This Committee consists of five members, including four external directors. During the 2024 revision of the remuneration system, the Committee provided both interim and final reporting. By reflecting the opinions of external directors, we enhanced the objectivity and validity of the system.

Discussions of the Risk Management Committee that also relate to our approach to materiality

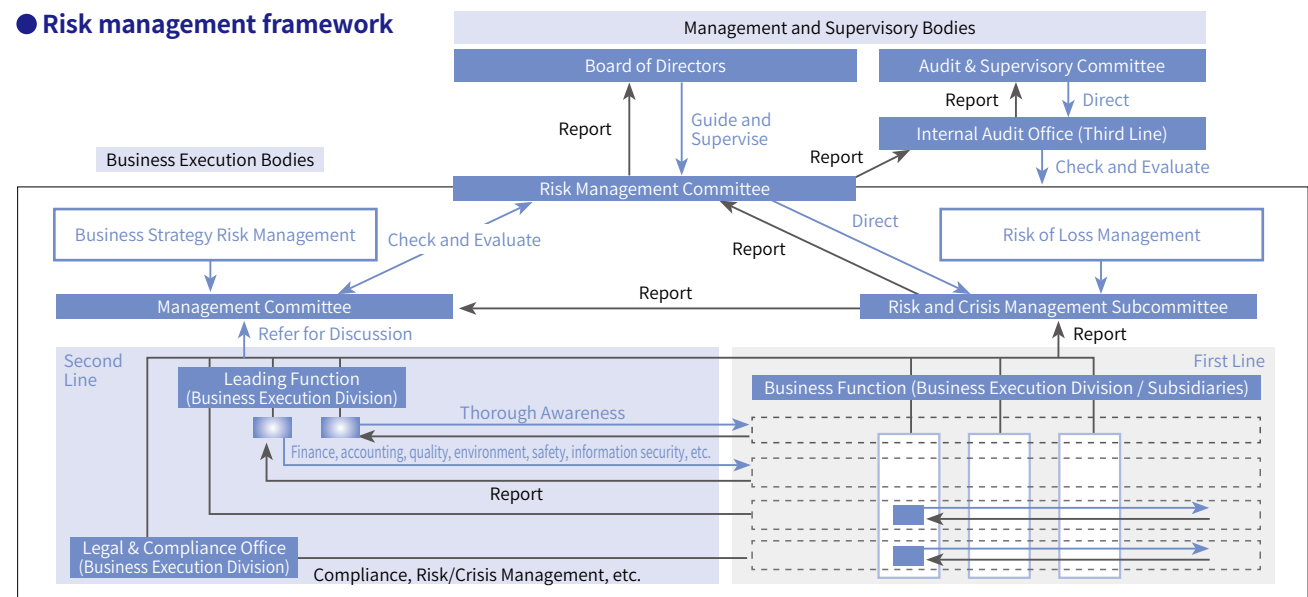
NOK has established a Risk Management Committee directly under the Board of Directors, which has undergone significant transformation in recent years. The Committee is chaired by the Group CEO, and during the intensive discussions held in FY2024, participants spent an entire day

deliberating on the theme “What are the key risks for the NOK Group?” Each risk identified during the focused deliberations was assigned an owner responsible for developing and reporting countermeasures. These countermeasures are approved by the Committee and incorporated into the following fiscal year’s business plans and the like. In the spring of 2025, the Committee also held deliberations inviting experts to discuss U.S. tariff policy.

At the same time, we continue to emphasize traditional risk areas such as loss management, crisis management, and compliance, which are discussed in dedicated subcommittees.

While strengthening our defensive risk management, the Board of Directors is also advancing discussions that encourage sound risk-taking. Through these efforts, we aim to evolve our governance structure to support sustainable growth from both the offense and defense perspectives.

Risk management framework



Research and Development Strategy

Addressing Customer and Societal Issues Through the NOK Group's Unique Strengths

Essential manufacturing for society: Identifying interface issues and solving them through technology

The NOK Group's R&D strategy is formulated and implemented in line with our Purpose, "Shaping Possibilities with Unique Technology," and its associated tagline, "Essential Core Manufacturing — The manufacture of pivotal products that shape society."

To continue producing products essential to society, we have consistently addressed the issues faced by our customers and society, steadily pursuing fundamental principles. The starting point for identifying such issues lies in the "interface." "Interface" refers to the boundary where two different substances come into contact. Examples include the surface of a table where air meets a solid, or the inside of a container where a liquid meets a solid. At these interfaces, the transmission of matter and the transfer of energy occur. The NOK Group's strength lies in its interface control technologies, which precisely manage these phenomena. Specifically, this means controlling phenomena, such as allowing certain substances to pass through while blocking others, or directing heat or energy flow in one direction when there is a difference in temperature or energy between two substances.

The interface is a zone where diverse phenomena occur and simultaneously where many issues tend to concentrate. It is also an area of gradation that cannot be simply defined as black or white, requiring creativity and ingenuity. At the NOK Group, the marketing divisions identify issues arising at interfaces in the market, while the technical divisions develop technical solutions to address them. By bringing together these two perspectives, we are able to solve issues that other companies cannot.

NOK Group's inimitable qualities Our multiscale, upstream-to-downstream streamlined approach

The NOK Group has many researchers with expertise in the two distinct fields of organic chemistry and mechanical engineering, which gives us two unique qualities. The first is our ability to design and verify on a multiscale basis. "Multiscale" refers to a wide range of domains, from microscopic fields such as chemistry and electronics to macroscopic fields such as mechanical engineering. In general, mechanical specialists tend to think on a macroscopic scale, whereas experts in chemistry and electronics tend to think on a microscopic scale, often working separately. However, the NOK

Group is able to approach these perspectives in a coordinated manner.

Our second unique quality is our streamlined system covering the entire manufacturing process from upstream to downstream. By consistently taking into account all stages—from material development to product design to mass production and even ease of handling or implementation in customers' manufacturing processes—we are able to optimize both design and production.

For example, when we develop a new product, the product may perform as intended during the development phase, but once it enters mass production, phenomena that were not apparent during the mass production may occur. We address the gray-area challenges that arise in manufacturing—such as variations caused by environmental factors like temperature and humidity changes or the aging of equipment—by combining cross-disciplinary expertise in chemistry, mechanics, and electronics with repeated joint verification with our customers. Through this process, we derive solutions to the complex behaviors that occur at interfaces and achieve a stable supply of high-quality products.

Elasticity control is another of the NOK Group's strengths. Elasticity is one of the key factors in ensuring that NOK Group products perform their intended functions. To maintain the targeted elasticity over time, we design microstructures that remain stable in the long term, allowing the functions to be preserved almost permanently without relying on manual intervention or component replacement. For example, one of our main products, the oil seal, is mainly installed deep within automotive machinery to prevent the mixing of internal oil with external air and moisture. Since replacement during use is

● NOK Group's technological strengths

Multiscale design and verification technologies with coverage from micro to macro scales

Streamlined production approach spanning the entire process, from upstream areas such as material development to downstream areas such as product design and mass production

Design expertise, verification data, and production site know how for polymer materials

difficult, we ensure long-term quality assurance corresponding to the vehicle's operational lifespan.

Experience and AI Accelerating decision-making based on probabilistic theory

The high-polymer materials, such as rubber and resin, frequently handled by the NOK Group differ from metals whose molecules are arranged in an orderly pattern. They contain both crystalline areas, where molecular chains are relatively well-aligned, and amorphous areas, where the chains are randomly entangled. As a result, they often require approaches grounded in probability theory and empirical knowledge. In other words, these are materials for which there is no single "correct strategy." Through years of accumulated experience, NOK has built a competitive advantage in this area.

To further strengthen our competitiveness, the key is to accelerate the "verification cycle" of our accumulated expertise. We will train AI on our repository of design expertise, verification data, and production know-how to enhance reliability and development speed. We are endeavoring to model our in-house "best strategies" and develop a system that can quickly present strategies with a high probability of success.

Endeavoring to build a global talent base while positioning xEVs and semiconductors as growth fields

NOK sees products for xEVs as a growth field in the short to medium term. In this field, where a game change could occur, we will rebuild our business model as needed, develop and patent essential technologies for electrification such as electronic components and batteries, and establish a competitive supply system.

Semiconductors will also continue to be a growth field. As demand for semiconductors rises, the amount of manufacturing equipment will also increase, which is expected

to boost demand for the NOK Group's seal products. We are advancing "downstream-driven development," exploring the functions required in manufacturing equipment and linking these insights to new product development.

NOK is also focusing on collaboration overseas. In China, a major market, we reinforced our locally led R&D system and opened the NFC Technology Center in Wuxi in March 2025 to accelerate efforts in emerging growth fields such as EVs.

Turning to human resources supporting our R&D divisions, the shortage of global talent is a challenge. Therefore, NOK has designated 2025 as the first year of truly global efforts and has begun efforts to collaborate with overseas universities and attract diverse talent. We have begun accepting interns from institutions such as Nanyang Technological University in Singapore and Universiti Teknologi Malaysia, expanding our engagement with global talent. In the NOK Group's R&D, we believe that the opportunity to engage in applied research across a broad range of areas, from upstream to downstream in a multiscale manner, will also be attractive to students from around the globe. These efforts are already showing results. Recently, half of the new graduates hired into our R&D divisions have been from overseas.

Contributing to the upcoming hydrogen society and reducing environmental impact

The NOK Group has established its long-term environmental vision, the NOK Twin Green Plan 2030, which promotes initiatives toward a sustainable society under two pillars: Green Factory and Green Product.

Under the Green Factory pillar, we are striving to reduce environmental impact by reusing rubber flash (unwanted parts generated during molding and processing) from the production of seal products to create recycled rubber mats, as well as by reviewing manufacturing processes to cut material usage amounts and waste.

One of the focuses of the Green Product pillar is hydrogen-related products, a market expected to expand as progress is

made toward carbon neutrality. Since the 1990s, the NOK Group has been developing diverse technologies and supplying products to support a hydrogen society, including fuel cell gaskets for automotive and household fuel cells, and hydrogen-resistant O-rings. Although these products are not an immediate source of revenue, we will advance the development of essential products across the entire hydrogen infrastructure—covering the production, storage and transport, and use of hydrogen—with a focus on our sealing area in anticipation of the coming hydrogen energy society.

Leadership Notes



Yuki Sato

Director,
Group Chief Technology
Officer,
Head, NOK Group R&D

I want to bring together talented people in the NOK Group's R&D divisions who have big dreams and a clear sense of purpose, as we work toward our goal of achieving one trillion yen in sales.

Since 2024, I have been visiting our global sites to personally communicate my vision for R&D to local talent. At the same time, as Group CTO, I have been reporting R&D progress to management and sharing the current technical challenges with a high level of clarity, allowing us to steadily build the R&D system we are aiming for.

To stimulate the creativity and curiosity of our engineers, who are one of the key sources of the NOK Group's competitiveness, we have introduced a system called the "Waku-Waku (Excitement) Framework," which allows them to freely use a portion of their working hours for research based on their own interests. Through this research, we hope they will deepen their knowledge across diverse fields and gain new perspectives and ideas. Furthermore, when research results show potential for commercialization, we encourage employees to explore possible business paths themselves, thereby supporting self-driven career development.

Environmental Report

For detailed information on our environmental initiatives, please refer to p. 1-22 of the NOK ESG Data Book 2025.

Environmental Initiatives: Main Data for FY2024

NOK's Environmental Strategy: NOK Twin Green Plan 2030

In response to the global trend toward carbon neutrality and the results of TCFD scenario analysis, we revised the NOK Twin Green Plan 2030, formulated in 2018, and declared that we will aim to achieve carbon neutrality by 2050. Under this long-term vision, the Group will work together to realize a sustainable society through the provision of eco-friendly products and business activities in response to electrification of automobiles and carbon neutrality.

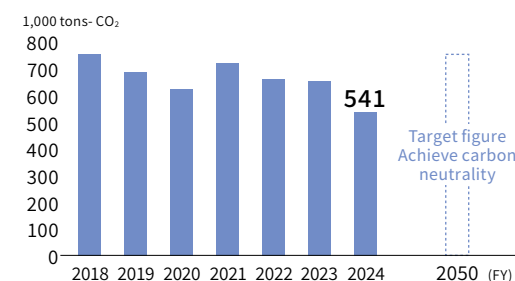
Green Factory	Green Product
Climate change <ul style="list-style-type: none"> We aim to achieve carbon neutrality by 2050. As our milestones for achieving carbon neutrality, we will move forward to reduce our domestic CO₂ emissions by 50% (compared to 2018), and our overseas CO₂ emissions intensity by 30% (compared to 2018) by 2030. We will introduce in-house carbon pricing to advance our CO₂ emissions reductions. We will actively promote the use of renewable energy sources. We will develop production facilities that consume 20% less energy compared to previous facilities. Resource recycling <ul style="list-style-type: none"> We aim to promote resource conservation, reduce waste, and achieve a 100% recycling rate. Water risks <ul style="list-style-type: none"> We will work to reduce water use and ensure cleaner wastewater. 	Climate change <ul style="list-style-type: none"> In response to the electrification of automobiles, we will offer products that contribute to carbon neutrality through a variety of approaches. We will contribute to CO₂ emissions reduction through our products by developing low-friction technologies that reduce fuel consumption. We will promote the formation of a sustainable society by providing products that contribute to the spread of renewable energy. We will provide products that contribute to the spread of next-generation energy technologies such as fuel cells. Resource recycling <ul style="list-style-type: none"> We will thoroughly control chemical substances in our products and improve their environmental quality. Water risks <ul style="list-style-type: none"> We will provide products that contribute to the effective use of water (hygienic water supplies and water circulation).
Biodiversity <ul style="list-style-type: none"> We will promote biodiversity conservation activities that are tailored to different regional specifics. Supply chains <ul style="list-style-type: none"> We will work with our suppliers to revitalize our efforts to address climate change, resource recycling, water risks, and biodiversity. 	

CO₂ Emissions and Energy Consumption: Targets and FY2024 Results

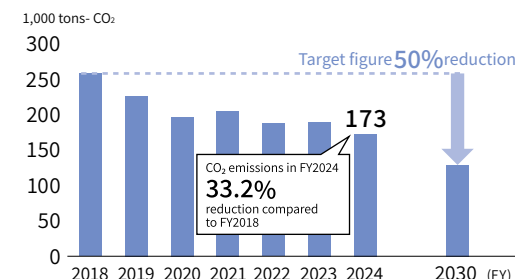
Item	Scope of coverage	Unit	Baseline figure/Base year	Target figure/Target year (achievement rate)	FY2024 results (achievement rate)
CO ₂ emissions	Consolidated	1,000 tons-CO ₂	759.49/2018	Carbon neutral/2050	540.76 (28.8% reduction)
	Domestic Group companies	1,000 tons-CO ₂	258.61/2018	129.3/2030 (50% reduction)	172.65 (33.2% reduction)
CO ₂ emissions intensity	Overseas Group companies	ton-CO ₂ /million yen	1.31/2018	0.92/2030 (30% reduction)	0.86 (34.3% reduction)
Electricity consumption	Domestic Group companies	GWh	455.5/2018	373.5/2030 (18% reduction)	373.81 (17.9% reduction)
Renewable energy ratio	Consolidated	%	0.01/2018	10/2030	14.6

* CO₂ emissions are the sum of fuel and electricity consumption multiplied by the conversion factor. Fuel CO₂ conversion factors are calculated using emission factors based on the Law Concerning the Promotion of Measures to Cope with Global Warming. The electric power CO₂ conversion factors are: domestic-emission factors by electric utility; and overseas- "CO₂ Emissions from Fuel Combustion" by the International Energy Agency (IEA) (using both market-based and location-based methods). The renewable energy ratio includes CO₂-free electricity, credits, and certificates.

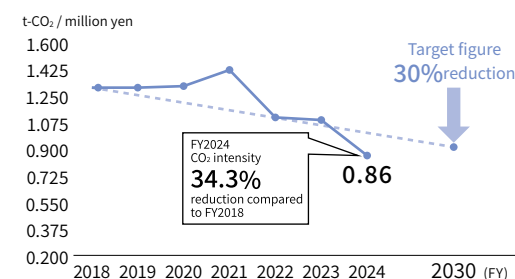
CO₂ Emissions (consolidated)



CO₂ Emissions (domestic)



CO₂ Emissions Intensity (overseas)



Environmental Initiatives: Main Data for FY2024

Greenhouse Gas Breakdown (domestic)

(t-CO₂)

Greenhouse gases	CO ₂ emissions	GWP reference
CO ₂ emissions not from energy sources	3,665	IPCC Fifth Assessment Report (AR5 value for a 100-year time horizon)
CH ₄	381	IPCC Fifth Assessment Report (AR5 value for a 100-year time horizon)
N ₂ O	384	IPCC Fifth Assessment Report (AR5 value for a 100-year time horizon)
HFCs	1,069	IPCC Fifth Assessment Report (AR5 value for a 100-year time horizon)
PFCs	70	IPCC Fifth Assessment Report (AR5 value for a 100-year time horizon)
SF ₆	1,104	IPCC Fifth Assessment Report (AR5 value for a 100-year time horizon)
NF ₃	0	IPCC Fifth Assessment Report (AR5 value for a 100-year time horizon)

Scope 3 Breakdown (consolidated)

(1,000 tons-CO₂)

Category	CO ₂ emissions
1 Purchased goods and services	1,905
2 Capital goods	180
3 Fuel- and energy-related activities (not included in Scopes 1 and 2)	88
4 Upstream transportation and distribution	10
5 Waste generated in operations	10
6 Business travel	5
7 Employees commuting	15
8 Upstream leased assets	0.25
9 Downstream transportation and distribution	—
10 Processing of sold products	0.04
11 Use of sold products	N/A
12 End-of-life treatment of sold products	1
13 Downstream leased assets	N/A
14 Franchises	N/A
15 Investments	N/A
Total	2,215

Category 9 is not included in the calculation because it is difficult to calculate its current status.

CO₂ Emissions Breakdown

Item	Scope of coverage	FY2020	FY2021	FY2022	FY2023	FY2024
Total CO ₂ emissions	Scope 1 (1,000 tons-CO ₂)	38	41	39	36	44
Location-base ^{*2}	Scope 2 (1,000 tons-CO ₂)	598	700	633	621	507
CO ₂ emissions Scope3 ^{*2} (1,000 tons-CO ₂)		269	2,169	2,137	2,192	2,215

*1 Calculated based on the "Greenhouse gas emissions accounting and reporting manual." The emission factor is based on the national emission factor by country published by the International Energy Agency (IEA). *2 The figures for Scope 3 are the sum for Categories 1, 2, 3, 4, 5, 6, 7, 8, 10, and 12.

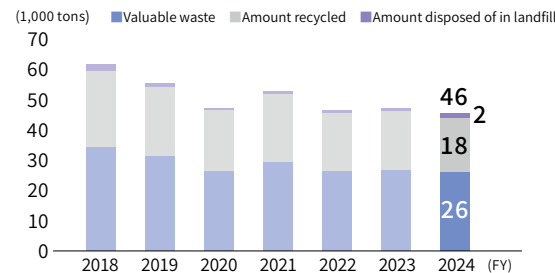
Resource Use and Waste: Targets and Results

Item	Scope of coverage	Unit	Baseline figure/Base year	Target figure/Target year	FY2024 results
By-product recycling rate*	Domestic Group companies	%	96.8/2018	100/2030	96.2
Industrial waste emissions, average of past 5 years	Domestic Group companies	t	20,583/2023	21,722/2024 (1.0% reduction)	19,582 (15.9% reduction)

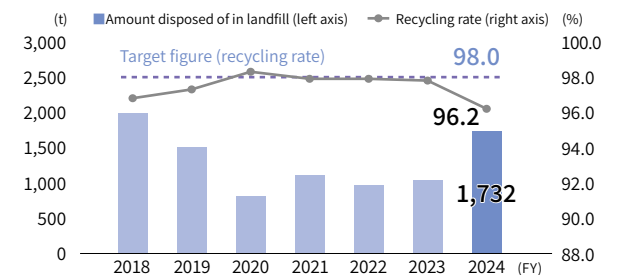
*By-product: General term for industrial waste and valuable resources.

*Recycling rate: "Recycling rate = 1 – amount of landfill disposal / amount of by-product generated x 100"

Amount of Industrial Waste Generated (domestic)



Amount Disposed of in Landfill and Waste Recycling Rate (domestic)

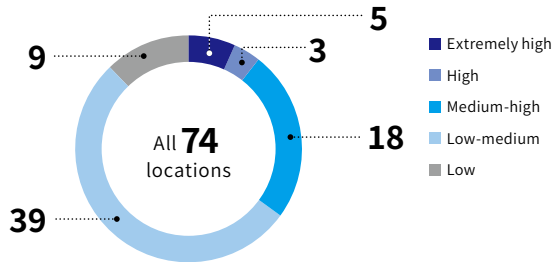


Water Resources: Targets and Results

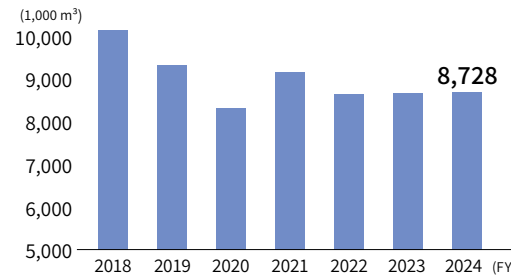
Item	Scope of coverage	Unit	Base figure/Base year	Target figure/Target year	FY2024 results
Water withdrawals	Consolidated	1,000 m ³	8,691/2023	8,691/2024	8,728
	Electronic Products Business (domestic)	1,000 m ³	816/2022	702/2025	713 (12.6% reduction)
	Electronic Products Business (overseas)	1,000 m ³	4,516/2022	4,290/2025	4,271 (5.4% reduction)

Environmental Initiatives: Main Data for FY2024

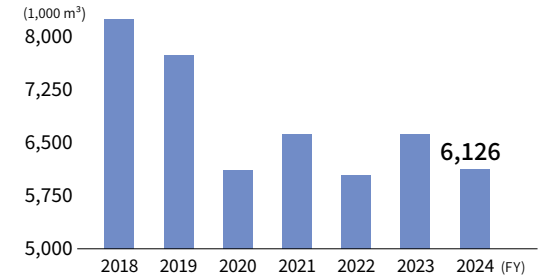
Assessment of Water Stress Using AQUEDUCT



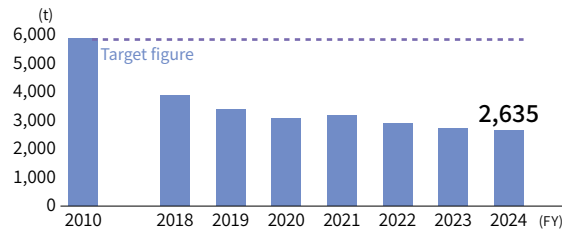
Water Withdrawals (consolidated)



Wastewater (consolidated)



VOC Emissions (consolidated)



Environmental Assessment throughout Product Life Cycle to Ensure Environmentally Friendly Products

Assessment	Design	Production	Use	Disposal
Green procurement	○	○		
Disuse of substances of concern (regulatory compliance, minimizing external discharge and dispersion)	○	○		○
Reduction of energy consumption (using energy-efficient materials and equipment, contributing to energy savings during use)	○	○	○	
Use of resources (recyclable materials, fewer resources used, improved yields, improved product life)	○	○	○	
Reduction of waste (ease of disassembly, reuse, low disposal ratio)	○	○		○

Biodiversity Risk Assessment

To understand the impact of our business activities on biodiversity, we conduct risk assessments at our production sites using ENCORE^{*1}, IBAT^{*2}, and the WWF Biodiversity Risk Filter^{*3}. As a result, no high risks were identified in terms of dependencies on natural capital. However, several impact risks were revealed in multiple areas. In addition, it was confirmed that six of our sites are located within five kilometers of a nature reserve, and none were assessed as having a high biodiversity risk.

^{*1} ENCORE: A tool jointly developed by the Natural Capital Finance Alliance, the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC), and others to help companies assess opportunities and risks related to their impacts on natural capital. ^{*2} IBAT: A biodiversity information database tool developed by the IUCN, UNEP-WCMC, BirdLife International, and Conservation International. ^{*3} WWF Biodiversity Risk Filter: A biodiversity-related risk assessment tool published by the World Wide Fund for Nature (WWF).

IBAT assessment results

	No. of sites	World Heritage ^{*4}	Ramsar ^{*5}	MAB ^{*6}	IUCN ^{*7}			
					I a	I b	II	III
Domestic production sites	49	0	1	0	0	0	5	0
Overseas production sites	25	0	0	0	0	0	0	0
Total (all production sites)	74	0	1	0	0	0	5	0

^{*4} World Heritage: Sites chosen by UNESCO for their cultural, historical, or scientific importance. ^{*5} Ramsar: A wetland designated by a country under the Ramsar Convention. ^{*6} MAB: Areas internationally recognized as biosphere reserves under the UNESCO Man and the Biosphere (MAB) Programme. ^{*7} IUCN: Areas inhabited by species listed as critically endangered or endangered on the IUCN Red List.

Human Resources Strategy

Constructing a Diverse Human Capital Foundation from a Group and Global Perspective

Implementing a human resources strategy that addresses challenges in achieving our management strategies

For the NOK Group to achieve growth on a global scale, it is essential to strengthen human capital. Group CEO Masao Tsuru consistently delivers the message that “People Matter” at town hall meetings for employees, and he always reminds us that, for the company to evolve, each and every one of us must adapt to change.

Consequently, we identified “Construct a diverse human capital foundation” as one of our four transformation initiatives in the Medium-Term Management Plan established in 2023. To this end, the new position of Group Chief Human Resource Officer (CHRO) was created in June 2024 to take a global, high-level perspective of human resources across the NOK Group. Under this new framework, we are examining HR systems and initiatives starting with the perspective of management strategies. Rather than introducing these systems and initiatives unilaterally with a so-called product-oriented approach, we are designing them with a market-oriented mindset by clearly identifying both what is required for and what is hindering the execution of our management strategies, and tailoring them to the unique needs of individual organizations and regions. Having positioned HR systems and initiatives as a means for addressing management priorities, we are working to strengthen the human capital foundation underpinning efforts to achieve our strategies in this way.

Challenges in strengthening human

capital essential for achieving our management strategies

As part of our efforts toward becoming a truly global company, we are working to establish a global grading system (position and remuneration systems) for managers. Alongside this, we are also working on the adoption of a global talent management system, initially targeting the senior management level, toward visualizing our talent pool. At the same time, it will be necessary to clearly outline the talent profile of personnel required to achieve our management strategies, identify gaps in our current talent portfolio, and strategically implement measures related to recruitment, development, placement, and related areas. This will involve working to identify talent in Japan, along with gradually expanding these efforts worldwide in a way that is aligned with the situation in each country. This will allow us to place the right individuals in the right positions.

As for talent development, we have started by implementing initiatives within Japan. In FY2024, we launched the Learning Station, a training program that enables employees to take charge of furthering their knowledge. In the second half of FY2024, we also introduced the Global Career Challenge Program, an internal open recruitment system that includes positions overseas. Beyond simply establishing systems, we are also focusing on creating mechanisms that bring out the intrinsic motivation of employees. These include the “Learning Introduction Program,” which increases motivation to participate in the Learning Station, and the “Casual Talk Bar,” which fosters a mindset of self-directed learning through dialogue.

In terms of developing global talent, we are currently examining initiatives that extend beyond the scope of Japan. We are laying the groundwork by, for instance, introducing a global engagement survey that visualizes employees’ ambition and desire for growth and establishing systems that enable employees to seamlessly advance their careers worldwide.

Four initiatives for constructing a diverse human capital foundation

Under the leadership of the Group CHRO, we have been promoting four initiatives since last year to build the foundation for becoming a more global company.

The first is the establishment of global HR practices that will serve as the foundation for implementing initiatives. The Group CHRO visited overseas locations in around a dozen countries and built networks with HR departments in each of those countries. Additionally, in December 2024 and March 2025, Global HR Meetings were held, bringing together overseas HR managers and Japanese HR personnel to discuss global HR policies and key global initiatives for FY2025.

We are also enhancing efforts to resolve human resources challenges through collaboration across the entire global network. This includes holding regular quarterly meetings and conducting HR deep dives to examine the HR systems in each country.

The second is supporting regional human resources initiatives; namely, the planning and execution of measures tailored to the characteristics of different regions and businesses. Specifically, this includes adopting a global

mobility system at Mektec, which has a high overseas sales ratio, supporting collaboration between HR departments across multiple regions, and within Japan, improving HR systems and helping introduce career workshops.

The third is utilizing technology. We are preparing to introduce a global talent management system alongside examining the use of technology in talent matching and related areas.

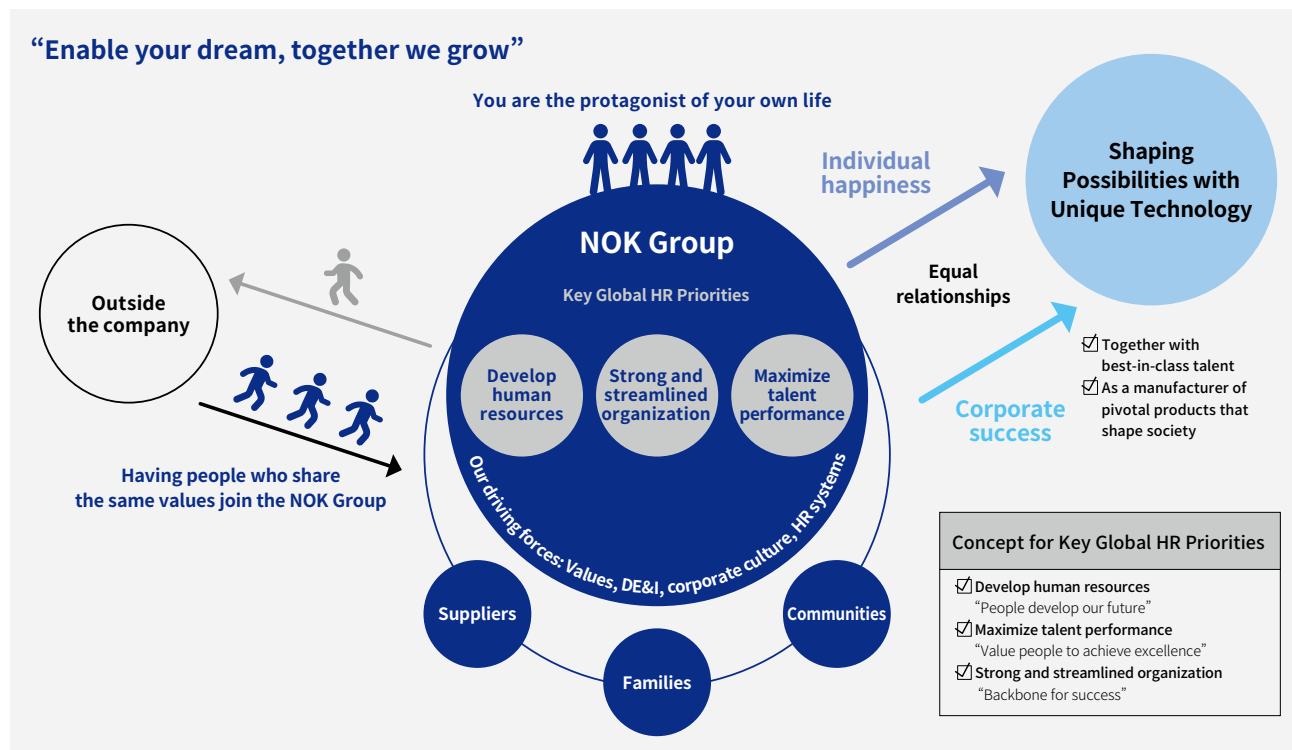
The fourth is transforming NOK Japan's HR departments. We are moving away from Japan's conventional labor-centric human resources practices and advancing efforts to link up

HR initiatives of Group companies, which tend to be implemented independently, based on the Group's Human Resources Policy. Shifting the mindset of HR personnel will enable the global implementation of our human resources strategy, which will lead us to achieving our management strategies.

Since its founding, the NOK Group has been committed to practicing people-focused human capital management. We will continue to uphold this philosophy in our aim to ensure the genuine fulfillment of each of our employees alongside the sustainable growth of the company. To that end, we will

roll out diverse talent initiatives worldwide in anticipation of the new Medium-Term Management Plan starting in the next fiscal year. We will promote our human resources strategy from both a Group and global perspective and create an environment where all employees can leverage their skills in the most optimal positions across the world. Through these efforts, we aim to build a global team of best-in-class talent.

● NOK Group Human Resources Policy



Leadership Notes



Shigeki Egami

Group Chief Human
Resource Officer

At the NOK Group, which embodies our founding principles of “The Management has to run the Company based on feelings of care and trust in its employees,” I believe that my mission as Group CHRO is to ensure, on a global scale, both the genuine fulfillment of our employees and the success of the company. I have therefore focused on taking a top-down view of human resources from a Group-wide and global perspective to “connect” the human resources of each Group company. As a result, significant changes have come about, particularly in the relationships developing between HR organizations within Japan and those at overseas Group companies, which had previously had no contact. As a symbolic initiative, we invited HR managers from overseas locations to attend the Global HR Meetings in Tokyo. In addition, by forming relationships among Group companies across the globe, we have created opportunities for open discussion, which has increased the level of expectation and trust from our overseas human resources partners. This demonstrates that Global One NOK is making steady progress.

Under a leadership that unwaveringly emphasizes the concept of “People Matter,” I will continue to pursue challenges centered on the growth and happiness of NOK’s employees.

DE&I plays an essential role in realizing our management strategies Promoting women's empowerment in the workplace is a particularly urgent priority

A key issue for us is promoting diversity, equity, and inclusion (DE&I). The NOK Group prioritizes DE&I with the belief that identifying and developing outstanding individuals from a diverse talent pool is crucial for achieving its management strategies.

The following three points sum up the reasons why the Group considers the promotion of DE&I to be essential.

First, we believe that in order to realize our management strategies, it is vital that we identify exceptional individuals from a diverse talent pool and fully harness their skills in the

workplace, regardless of their gender or nationality. We recognize in particular that a prior lack of opportunities for women to play pivotal roles at the NOK Group has put us at a disadvantage, and that promoting women's empowerment in the workplace is an urgent priority.

Second, DE&I is vital for us to put the NOK Group's founding principle of "Management that respects people" into practice. We aim to establish an environment where all employees can fully leverage their skills and have a high level of wellbeing in terms of being fulfilled physically, mentally, and socially.

The third is the viewpoint of sustainability. The NOK Group, whose tagline is "Essential Core Manufacturing," considers that diverse perspectives and values are crucial for accurately identifying the needs of society globally and for working to address these challenges. We are committed to promoting DE&I as a way of achieving this.

Specifically, we are implementing the following measures.

» Human resources development program for female management candidates

We have launched a two-year development training program for female management candidates. Designed with a multifaceted structure for building a foundation for leadership, the program includes training that encourages participants to shift their mindsets, programs for acquiring management skills, and similar offerings. External female instructors working on the front lines facilitate the program and serve as role models for participants. In addition, through individual one-on-one sessions, they provide comprehensive support tailored to each participant's challenges and development.

» DE&I educational app

In FY2024, we launched an educational app that teaches users about DE&I through progressive levels. The app is primarily aimed at personnel in management-level positions, and is designed with a framework that allows for continuous learning even during gaps in busy work schedules. This has led to the number of users growing to over 900, which has enabled us to steadily raise awareness of DE&I across the entire Group.

Fostering a corporate culture that normalizes taking on challenges and adapting to change

Under its founding principle of "Management that respects people," the NOK Group has consistently invested not only in manufacturing capital, but also in intangible assets, including human capital and brands. In particular, we consider personnel who are autonomous and consistently capable of adapting to change to be essential in maintaining a strong corporate organization, and for this reason, we invest sufficient time and resources in human capital.

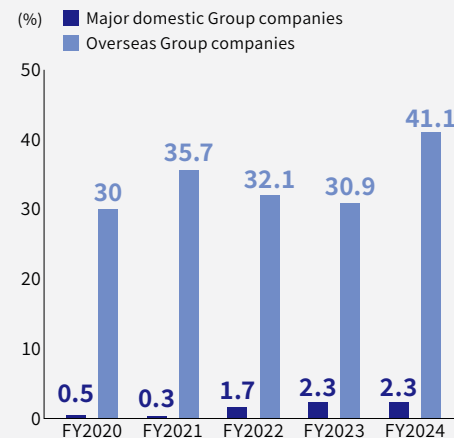
To support these efforts, we must reform our HR systems

Current status of DE&I at the NOK Group

The NOK Group values DE&I as an essential element for realizing its management strategies. In our aim to achieve Global One NOK, we accelerated initiatives to enhance the sense of unity throughout the Group, including holding town hall meetings at multiple locations. Alongside this, we have also been working to make our business operations borderless and have increased diversity through collaboration among different locations, thereby fostering a corporate culture in which diverse values are respected across the entire Group.

Meanwhile, if we look at the domestic situation, the ratio of female managers in Japan was only 2.3% in FY2024, compared to 41.1% overseas. This contrast shows that promoting women's empowerment in the workplace is an urgent priority. Further, results from internal surveys indicate that a relatively low percentage of women aspire to careers in leadership or specialist roles. To address this, we are enhancing career development training and establishing multiple career paths as ways of supporting individual employees in developing self-directed careers.

● Percentage of management positions held by women



while transforming the mindset of each employee and evolving our corporate culture. We are working to foster a culture in which people with an ambitious mindset are rewarded, while also increasing the number of people who can take on challenges without fear of failure and lead those around them.

Specifically, we are implementing the following measures.

» **Purpose and values (PV) workshops**

We hold workshops to deepen participants’ understanding of our purpose and values and enable them to link these to their personal actions.

» **Programs for leadership development**

We offer training programs for personnel at each level of the organization, including a Leaders Camp aimed at developing next generation leaders and programs for executive candidates.

» **Roundtable awards**

We recognize individuals who have served as leaders of our organization at an event modeled after a film awards ceremony. The purpose of this is to foster a culture where all of us celebrate those who have put transformation into practice.

Employee awards are presented at the NOK Group

Management Roundtable, a global management meeting that brings management together in one place.



» **Town hall meetings**

We hold town hall meetings as a forum for fostering a culture of “constant transformation” through dialogue between employees and executive management. As of the end of FY2024, we have held 48 meetings with a total of 6,436 participants from 72 locations.

● **Plans for DE&I initiatives in FY2025**

	Executives / managers	DE&I project members	Female management candidates	Junior female leader candidates
FY2024	<div>Message from the Group CEO: “DE&I is a corporate management strategy”</div> <div>Launch DE&I educational app</div>			
FY2025	<div>Provide training to promote understanding of unconscious bias and encourage behavioral changes</div> <div>Hold DE&I sessions at Management Roundtables</div>	<div> <ul style="list-style-type: none"> • Support launch of DE&I educational app • Formulate and promote strategy plans for instilling DE&I concepts • Lunches with randomly selected colleagues for breaking down organizational barriers • Promote working group initiatives for addressing concerns and challenges </div> <div> <ul style="list-style-type: none"> • Hold development training program for female management candidates • Hold upskill training (mindset, business acumen) • Coaching • Dialogue with management </div>		

Leadership Notes



Yuko Furukawa
Group Chief Corporate Affairs Officer, Head, CEO Office

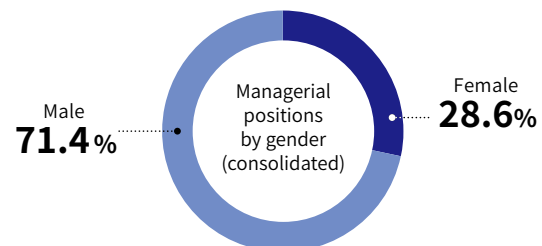
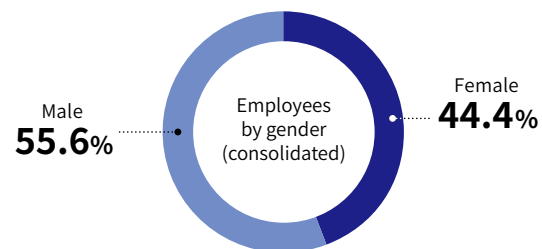
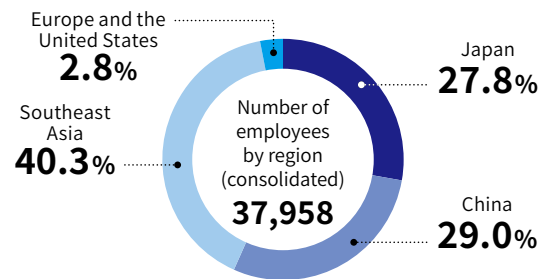
The first thing required of a leader is, above all else, the ability to lead oneself. Those who cannot guide themselves cannot guide the people around them. The driving force behind this is a strong intention to transform oneself without fear of change. In other words, your “will” is essential. We encourage leadership grounded in such “will.”

We may face new challenges in meeting the changes that come with each life stage, regardless of gender or age. This is precisely why we plan to strengthen the creation of a culture and environment that will enable each person to feel secure in taking on challenges and properly leverage their skills.

Social Responsibility Report

Societal Initiatives: FY2024 Main Data

Diversity and Female Empowerment



Ratio of senior management hired from regional communities (consolidated)

9.2%

Ratio of career-minded female employees (NOK Corporation and major domestic group companies)

24% / Target: 30% by the end of FY2025

Ratio of male employees who took childcare leave

45.0%

Investment in human resources development and number of participants
Training related to organizational development, leadership development, and leader training

23,510 (total for FY2023 and FY2024)

Number of major accidents (domestic)

3 / Target: 0

Number of lost time incidents (domestic)

3

Actual total hours worked (per employee) (NOK corporation)

Average 1,955.9 hours / Target: under 1,900 hours

Average number of days of annual paid leave taken (NOK Corporation)

Average 17.8 days / Target: 17 days or more

Engagement Survey

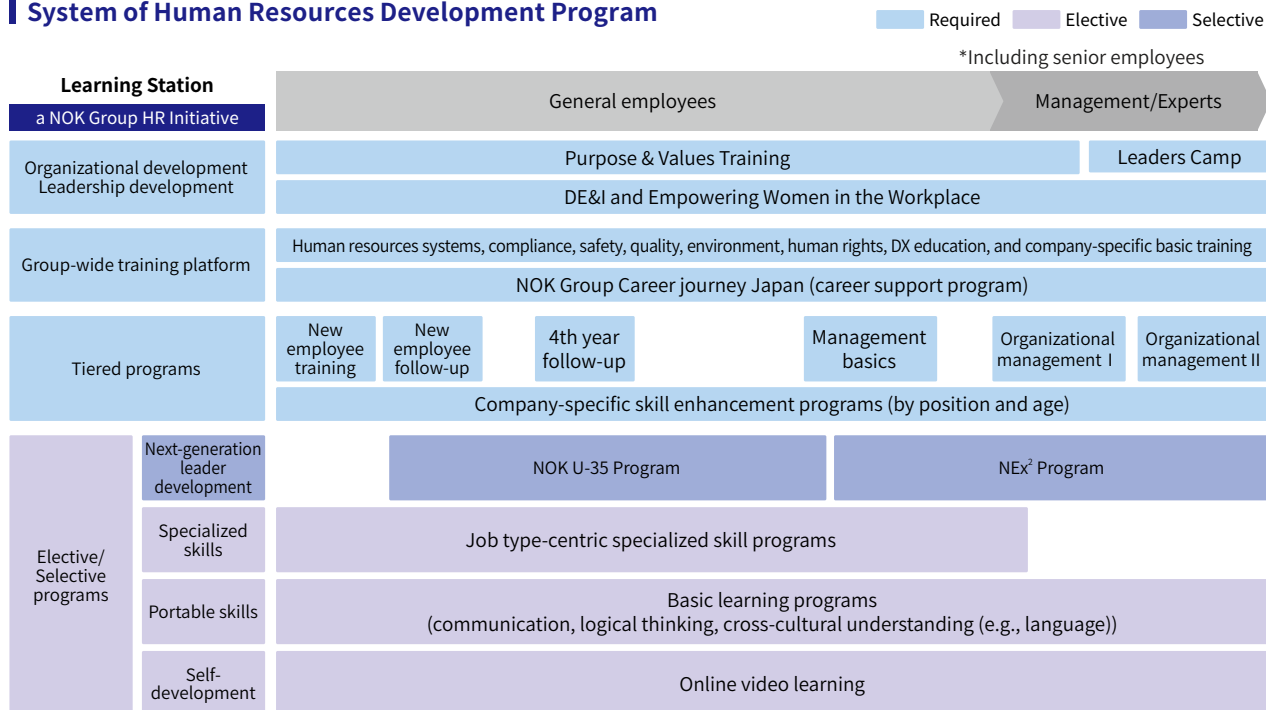
For FY2025, the final year of our Medium-Term Management Plan, we aim for a score of 72. In FY2024, the response rate was 97%, representing nearly all targeted employees. Our comprehensive score surpassed that of peer companies of a similar scale.

Item	Scope of coverage	Unit	FY2023	FY2024
Response rate	Major domestic Group companies	%	98	97
Engagement score	Non-consolidated	—	66	67
Percentage of highly engaged employees*	Non-consolidated	%	33.8	36.7

*We define "highly engaged employees" as employees with an overall score of 72 or higher

Societal Initiatives: FY2024 Main Data

System of Human Resources Development Program



New Human Resources Development Programs

NOK-U35 Program 4 trainees in FY2024	Digital Transformation Human Resources Development Program 2,500 trainees in FY2024	Purpose & Values Training 4,580 trainees in FY2024
This program targets employees aged 35 and under, chosen through a voluntary sign-up process, to develop into potential future leaders. Recruitment is conducted annually, providing support for employees to build strategic and proactive career paths.	Since July 2024, we have implemented this program that provides basic knowledge on data and digital technologies to ensure employees can use data effectively. All employees except for executives and managers will receive this training.	This program aims to foster a culture that embraces the Purpose and Values formulated in May 2023, and to nurture employees who are willing to take on challenges. It was provided for department directors and section managers across domestic and overseas Group companies in FY2024.

Supply Chain Management

We identify suppliers with large purchase amounts or those providing key products and materials as “key suppliers.” We conduct an annual sustainability procurement survey focusing on key suppliers we have identified.

	FY2024
Number of suppliers	Approximately 2,000
Number of key suppliers	143
Number of sustainability procurement surveys conducted	312
Number of at-risk suppliers	0
Number of supplies audited on-site	5

Breakdown of Local Procurement Ratio by Region (by Value)

	FY2024
Japan	90.9
China	89.9
ASEAN	80.7

Quality Improvement

Number of customer commendations for quality
23 commendations (FY2024)
Number of quality control (QC) circles for quality control activities
1,227 QC circles (FY2024)

Financial Strategy

Maximizing Profitability and Improving Capital Efficiency through “Strategic Finance” that Contributes to Management



Chikashi Takeda

Director,
Group Chief Financial
Officer

Toward “One Global Finance” for accurately managing management resources

I assumed the position of Group CFO in June 2025. At this point in time, I feel that we need to leverage the power of finance as a driving force for improving corporate value. Rather than separate activities spread across different business segments or regions, we should maximize profitability across the entire enterprise by strategically concentrating capital in high profit areas with a top-down view of the entire Group-wide portfolio. I consider this to be my mission.

To achieve this, the optimal allocation of management resources will be absolutely essential. Which business areas should we allocate the most capital to, and how should we make decisions on new investments and financing? It is vital for us to establish a system for supporting such decision-making so that we can accurately manage business resources.

Until now, NOK has lacked sufficient financial planning and analysis (FP&A) capabilities for formulating and analyzing financial plans across the Group and supporting management decision-making. It is essential that we redefine the role of finance departments and boldly rebuild them into a global structure that spans across businesses and regions. We will appoint individuals with an outstanding level of expertise and track record, both within Japan and internationally, to leadership positions as a way of establishing systems that are linked to management in each country. The goal is to transform the finance sector into one that supports management decision-making by not only

managing business operations based on financial and accounting functions, but also by taking on the formulation and analysis of management strategies. The ability to effectively utilize appropriate data will be the key to linking various analytical results to evaluations and proposals, and ultimately to management decision-making. Currently, we have no choice but to rely on legacy systems premised on individual optimization; however, we are working on building a company-wide platform.

Strengthening business profitability is key to improving capital efficiency

We recognize that, as a company listed on the Prime market, we are falling behind in many key indicators closely monitored by capital markets, such as PER (price-earnings ratio), PBR (price-to-book ratio), and ROE (return on equity). We will redefine the growth drivers within our existing businesses and prioritize them in allocating resources, including cash on hand. In addition to optimizing costs, it will be necessary to review business portfolios and dig deeper into the portfolios in our businesses. We will also focus on seeking external growth opportunities and leverage partnerships with outside parties to create new value. It goes without saying that we are fully cognizant of capital efficiency. We will carefully review cross-shareholdings, cash reserves, and inefficient assets, including idle assets, and allocate any funds liquidated through this process according to our capital allocation policy, prioritizing growth investments alongside allocating funds to shareholder returns. In consideration of our future investment plans, we are also utilizing surplus

funds for share repurchases and exploring financial leverage as a potential strategy.

Management must be aligned with the stock market

Listed companies have an obligation to enhance shareholder value, and we are keenly aware of this perspective even when setting management indicators. Operating income or operating income margin is valuable as a KPI that can be easily communicated across workplaces and shared within the company. However, we also place a strong emphasis on EPS (earnings per share), which is the ultimate indication of profit level. This indicator is crucial particularly in discussions on capital allocation, growth investments, and shareholder returns, specifically regarding the allocation to share buybacks. In addition to such capital-related measures, tax strategies are also reflected within the framework of the income statement. We therefore view this indicator as the comprehensive outcome of company-wide activities that can aid investor understanding. Moreover, TSR (total shareholder return) is also an important indicator from the perspective of shareholder value. It is a direct indication of the investment returns received by shareholders from dividends and capital gains over a specific period. Where does NOK stand in comparison to TOPIX and our major competitors? We must keep this question in mind. We believe that evaluating management centered on relative TSR enables us to align our perspective with that of our shareholders.

The perspective we gain through dialogue with the stock market is also particularly important. When management has

opportunities to engage in direct dialogue beyond simply the activities of the Investor Relations Department, they can communicate policies and strategies in their own words. Moreover, the viewpoints of external stakeholders gained through these interactions are incredibly valuable as advice that we can appropriately incorporate in management decisions. We will therefore enhance two-way communication with the stock market.

Growth investment, business portfolio management, and cost optimization

Harmonization across the Group has not yet been achieved in respect of the various measures I have spoken about thus far. For example, we will standardize the methodologies and processes for making economic decisions on investments and withdrawals by first optimizing them, then establishing internal regulations and other guidelines.

We are currently applying NPV (net present value) based on DCF (discounted cash flow); however, this is not yet ready to be compared across businesses. We will rebuild systems so that our FP&A functions, which are to be strengthened moving forward, can enable more effective governance.

In respect of procurement and cost management, we intend to work on four initiatives aimed at achieving Group-wide optimization.

The first initiative is to standardize the global procurement process. A system where departments handle procurement independently not only raises issues but also increases compliance and supply chain risks. We will employ global procurement specialists to rebuild our procurement functions.

The second initiative is to expand cost optimization programs. For example, we believe that there is room for optimization regarding costs generated at the Head Office and indirect departments. We will consider unifying the operational structure, which is currently separated across different businesses, offices, and regions. Certain existing tasks may be unnecessary, while others are likely to be

digitalized or improved through other means. We need to carefully review whether the services currently used generate added value.

The third initiative is to use other companies for comparison and setting benchmarks. We believe that by incorporating external perspectives into evaluations of our cost ratio and selling, general and administrative (SG&A) expense ratio, we may be able to identify areas for improvement that have previously been overlooked.

The fourth initiative is to remain mindful of cost increases relative to sales growth. The Group has set the goal of achieving an operating income margin of 8% by 2031. Of course, it is vital to keep cost increases at or below the rate of sales growth. For example, it is important to have a principle for cost design aimed at improving the bottom line, such as “keeping cost increases to around 50% of the rate of sales growth.” Through these initiatives, we aim to realize a shift in both structure and mindset that contributes to enhancing corporate value beyond temporary cost reductions.

Capital allocation that maximizes shareholder value

NOK established its first capital allocation policy and publicly released it at the May 2025 financial results briefing. Shareholders expect us to identify unique growth opportunities only available to NOK and leverage these to generate added value. We have therefore been prioritizing growth investments based on that understanding. At the same time, dividends are allocated in a way that allows for gradual increases. We are also fully aware that capital should be returned to shareholders if we have not identified sufficient investment opportunities. Taking into account investments in the near future, we will continuously enhance shareholder returns without allowing surplus funds to sit idle on the balance sheet.

Current ROE is approximately 5%, which is below the cost of shareholders' equity, and this is one factor constraining

improvements in PBR and stock price. We are working to reduce cross-shareholdings and buy back shares, which we regard as direct and immediate measures to improve capital efficiency.

We are also exploring M&As and other new business opportunities alongside the department in charge of these areas. The department selects candidates based on information from both within and outside Japan and carries out proposals, bidding, and negotiations in collaboration with related departments. My role as Group CFO is to be involved in this process from the earliest stages. The earlier I am involved, the more value can be created from a financial perspective. I want to be actively involved as someone who can help ensure a higher level of consistency between strategies and figures.

A stronger organization with highly specialized personnel

As the NOK Group's overseas sales ratio increases, our focus has shifted toward strengthening the global management foundation and HR strategy. We will promptly strengthen our HR strategy by taking a top-down view of the current organization and recruiting talent as necessary. In the area of taxation, for example, we recruited personnel with global experience and expertise with the expectation of benefiting from the effects of tax planning. As I mentioned earlier, we have also brought in a global procurement expert.

Going forward, we remain committed to strengthening talent acquisition with a global outlook. In the finance sector in particular, many overseas candidates have had a systematic education and possess a high level of expertise and qualifications, which gives them a competitive edge.

We will therefore establish a more flexible working environment that offers a variety of compensation levels and work styles, while also incorporating systems that enable personnel at other sites to collaborate with the Head Office. We will strive to build a stronger organization by identifying and recruiting talented individuals that can lead NOK into the future.

Financial Data

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
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Operating Results (Fiscal Year)

Net Sales (Millions of yen)	746,147	713,138	729,341	669,482	626,815	596,369	682,507	709,956	750,502	766,859
Gross Profit (Millions of yen)	129,416	120,339	129,242	109,437	96,987	92,024	115,321	105,572	115,884	136,051
Selling, General and Administrative Expenses (Millions of yen)	81,158	80,562	84,308	86,297	84,958	77,556	83,984	90,193	92,971	98,786
Of which R&D Expenses (Millions of yen)	7,632	8,274	9,443	10,459	11,298	10,053	10,410	11,281	10,839	10,036
Operating Income (Millions of yen)	48,258	39,776	44,934	23,140	12,028	14,467	31,337	15,378	22,912	37,264

Cash Flows (Fiscal Year)

Cash Flows from Operating Activities (Millions of yen)	88,503	68,038	69,526	63,854	71,370	45,824	54,999	46,030	89,153	91,594
Cash Flows from Investing Activities (Millions of yen)	▲ 65,682	▲ 62,035	▲ 58,681	▲ 79,259	▲ 50,425	▲ 18,719	▲ 37,972	▲ 35,159	▲ 29,722	▲ 43,183
Cash Flows from Financing Activities (Millions of yen)	▲ 24,008	▲ 7,327	▲ 13,010	6,633	▲ 17,497	5,884	▲ 32,070	▲ 21,441	▲ 34,038	▲ 48,162

Financial Position (Fiscal Year-end)

Total Assets (Millions of yen)	696,989	751,797	793,314	785,133	728,695	803,000	857,324	862,750	952,379	898,667
Total Liabilities (Millions of yen)	263,585	296,686	293,419	299,634	281,457	300,886	302,969	285,404	313,377	275,245
Total Net Assets (Millions of yen)	433,404	455,111	499,894	485,498	447,238	502,114	554,355	577,346	639,001	623,421
Shareholders' Equity Ratio (%)	56.7	55.7	57.9	56.6	55.9	57.0	58.6	60.6	61.5	64.4

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
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Other Financial Data

Capital Investment (Millions of yen)	61,399	65,135	58,388	70,118	47,669	25,728	41,030	47,759	45,226	52,399
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Per Share Information

Net Income (Loss) per Share (Yen)	173.97	158.39	204.17	19.77	▲ 12.83	▲ 7.87	149.37	77.55	188.34	184.81
Net Assets per Share (Yen)	2,293.76	2,424.43	2,657.85	2,567.92	2,353.56	2,644.14	2,903.78	3,082.93	3,561.00	3,548.90
Dividend per Share (Yen)	50.0	50.0	50.0	50.0	37.5	25.0	60.0	75.0	87.5	105.0

Other Operating Data

Return on Assets (ROA) (%)	4.1	3.8	4.6	0.4	▲ 0.3	▲ 0.2	3.1	1.5	3.5	5.2
Return on Equity (ROE) (%)	7.4	6.7	8.0	0.8	▲ 0.5	▲ 0.3	5.4	2.6	5.7	5.2
Dividend on Equity (DOE) (%)	2.4	2.2	2.1	2.1	1.6	1.1	2.5	3.2	3.5	4.1
Price-Earnings Ratio (PER) (Times)	11.05	16.31	10.12	87.15	▲ 92.99	▲ 190.72	7.68	18.87	11.11	11.85

NOK Group Value Creation

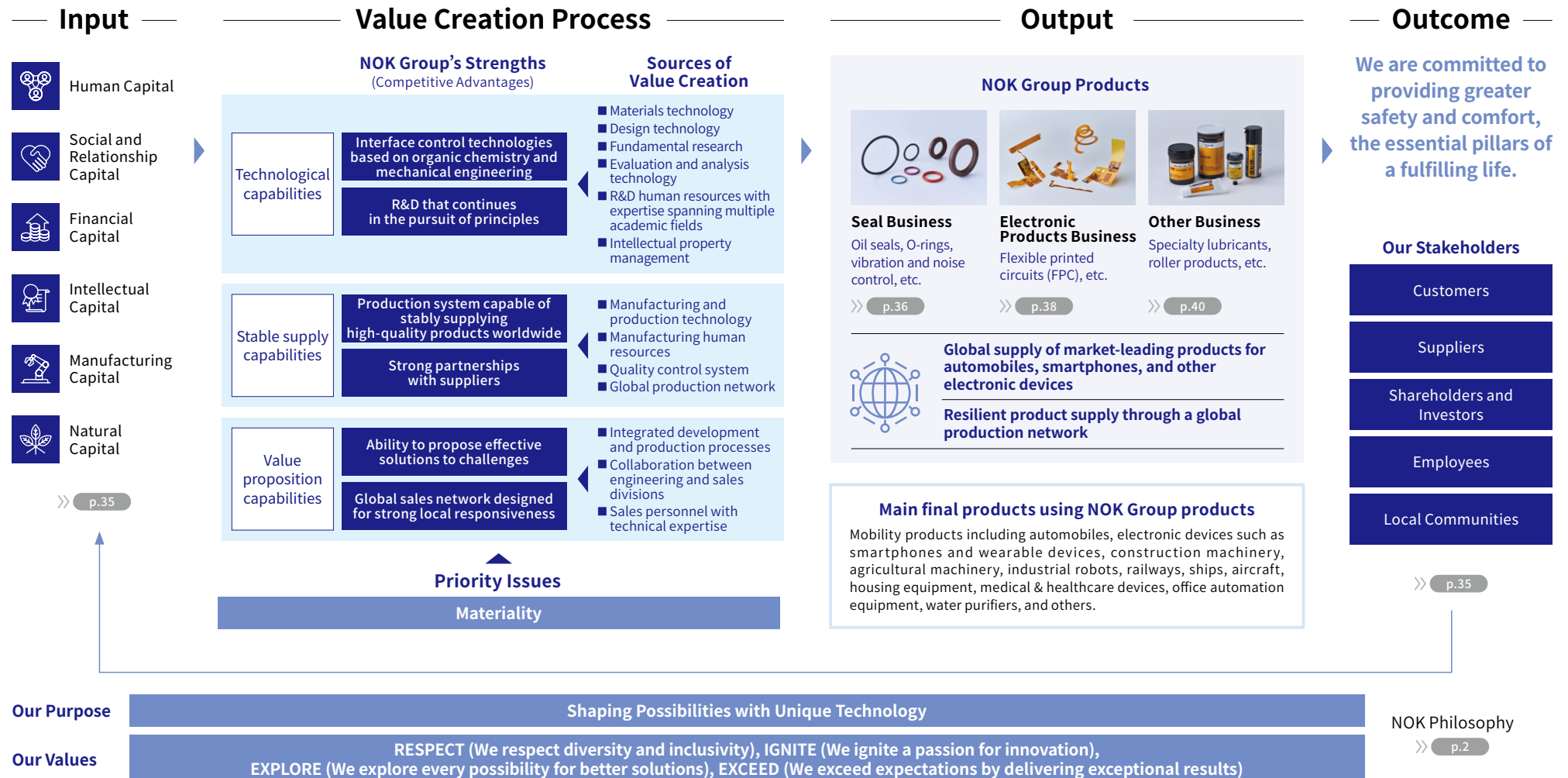
02

This section introduces our value creation model and the businesses and strategies of the NOK Group.

Value Creation Process	33
Seal Business	36
Electronic Products Business	38
Other Business	40

Value Creation Process

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 essential pillars of a fulfilling life.



NOK Group's Strengths (Competitive Advantages)

The NOK Group achieves a competitive advantage unmatched by any other company through the integration of its three strengths: technological capabilities, stable product supply capabilities, and value proposition capabilities.

Technological capabilities	Interface control technologies based on organic chemistry and mechanical engineering	At the core of our technological capabilities lie interface control technologies based on organic chemistry and mechanical engineering. By precisely controlling the “interfaces” where different materials come into contact on a multiscale basis from micro to macro, we can add required functions such as sealing performance, durability, wear resistance, and chemical resistance to products, or enhance their performance. These functions are indispensable in many fields such as automobiles and electronic devices, serving as a source of the NOK Group’s competitiveness.
	R&D that continues in the pursuit of principles	Since its founding, the NOK Group has operated under the belief that “technology is the lifeline of NOK,” focusing on the mechanisms behind product functions such as sealing and lubrication, and devoting itself to the pursuit of fundamental principles. Today, we continue to actively promote collaboration with external partners, such as joint research with universities and research institutions, in order to further advance our technologies. We are also working to build a research environment that respects individual judgment, enabling engineers to fully demonstrate their expertise and spirit of inquiry.
Stable supply capabilities	Production system capable of stably supplying high-quality products worldwide	The NOK Group has established not only production bases but also supply chains encompassing procurement and logistics, primarily in China and Southeast Asia. This enables us to provide “the same products with the same quality” stably to customers around the world. We are also focusing on strengthening our business continuity plan (BCP), building a structure that ensures the reliable delivery of products and solutions while preparing for various uncertainties such as natural disasters and geopolitical risks.
	Strong partnerships with suppliers	The NOK Group has built strong partnerships with its suppliers to meet high standards for quality, delivery, environmental compliance, and more. Through a long-term collaborative framework built on relationships of trust, we achieve stable procurement and quality assurance. In addition, by sharing information and working together on improvement initiatives, we are enhancing competitiveness and promoting sustainable manufacturing across the entire supply chain.
Value proposition capabilities	Ability to propose effective solutions to challenges	The NOK Group possesses strong solution proposal capabilities to address challenges in customers’ product development and manufacturing processes. With an integrated development and production process covering material development, design, prototyping, mass production, and evaluation/analysis, we are able to propose not only improvements in product performance but also enhanced handling and yield rates in manufacturing. This proposal capability is supported by close collaboration between our engineering and sales divisions.
	Global sales network designed for strong local responsiveness	The NOK Group responds to global customer needs by leveraging the sales networks and relationships of trust the Group has built over many years across a wide range of industries, including automobiles and electronic devices. Sales representatives with technical expertise work in collaboration with our engineering divisions to provide rapid problem-solving and added value.

Management Capital

The NOK Group organically utilizes six types of management capital to accelerate value creation.

 <h3>Human Capital</h3> <ul style="list-style-type: none"> Number of Employees 37,958 (consolidated, as of the end of FY2024) Japan: 10,556 China: 11,016 Southeast Asia: 15,310 Europe and the Americas: 1,076 Ratio of R&D personnel: 16% (at major domestic Group companies) Investment in Human Resources Development and Number of Participants Training related to organizational development, leadership development, and leader training 23,510 (total for FY2023 and FY2024) 	 <h3>Social and Relationship Capital</h3> <ul style="list-style-type: none"> Oil Seal Sales Share Approximately 70% in Japan (for Japanese automobile manufacturers / NOK survey) FPC Sales 3rd largest in world (Fuji Chimera Research Institute survey, 2024) Number of Suppliers Approximately 2,000 companies (in Japan) New Corporate Identity (CI) New CI formulated in 2024 	 <h3>Financial Capital</h3> <ul style="list-style-type: none"> Shareholders' Equity 431.8 billion yen (consolidated, FY2024) Credit Rating Rating and Investment Information, Inc. (R&I): A (FY2024)
 <h3>Intellectual Capital</h3> <ul style="list-style-type: none"> Number of Patents Held 4,601 (consolidated, as of March 2025) Number of Compound Registrations Approximately 88,000 Number of FPC Material Combinations Over 100 types* *Base film, copper foil, adhesive 	 <h3>Manufacturing Capital</h3> <ul style="list-style-type: none"> Global Production Sites 74 locations across approximately 10 countries and regions (consolidated, FY2024) Daily Production Scale Approximately 6,700 million pieces Approximately 28 tons (consolidated) Capital Investment 52.4 billion yen (consolidated, FY2024) 	 <h3>Natural Capital</h3> <ul style="list-style-type: none"> Total Energy Consumption 5,014 TJ (consolidated, FY2023) ➔ 5,191 TJ (consolidated, FY2024) Year-on-year increase: 3.5% Water Resource Input (Water Intake) 8,691,000 m³ (consolidated, FY2023) ➔ 8,728,000 m³ (consolidated, FY2024) Year-on-year increase: 0.4%

NOK's Value to Stakeholders

The NOK Group delivers robust value to its stakeholders through its business activities.

Customers	<ul style="list-style-type: none"> Consistently supply high-performance, high-quality products Sincerely address customer needs and challenges, offering optimal solutions Provide components that contribute to carbon neutrality, such as those used in xEVs, fuel cells, and water electrolysis equipment (green energy-related products) Develop products and technologies that consider the entire life cycle
Suppliers	<ul style="list-style-type: none"> Fulfill social responsibilities throughout the supply chain Build partnerships based on fairness and trust
Shareholders & Investors	<ul style="list-style-type: none"> Enhance corporate value through sustainable growth Timely and appropriate disclosure of information and communication Shareholder returns based on the capital allocation policy
Employees	<ul style="list-style-type: none"> Provide an environment where diverse individuals can work with a sense of purpose Globally, place the right people in the right positions, providing employees with opportunities to develop their skills and grow
Local Communities	<ul style="list-style-type: none"> Contribute to economic and social development through business activities Create stable employment opportunities Participate in addressing regional social issues through volunteering and promoting sports initiatives

Seal Business

In our Seal Business, we leverage interface control technologies based on organic chemistry and mechanical engineering to provide diverse solutions for a broad range of industrial fields. Our product lineup includes seal products that prevent fluid leakage, vibration and sound isolators that reduce transmission of vibration and noise, and product lines that apply material technologies, such as rubber and resin, refined through decades of research and development. We are also establishing a robust system to meet increasingly sophisticated and diverse industrial needs, with a focus on the development and manufacture of chemically synthetic and fine chemical products.

● Main Products

(FY2024)

Sales:
362.7 billion yen

Operating Income:
26.2 billion yen

Main Companies

NOK
NOK CORPORATION

UMT
UNIMATEC CO., LTD.

Oil Seals

Oil seals are functional components designed to prevent oil leakage. Composed of synthetic rubber, metal rings, and springs, they seal gaps in machine shafts, preventing oil from escaping and blocking the entry of dust and dirt from outside.



Main Applications

Automobiles, construction machinery, agricultural machinery, railway vehicles, steel plants, industrial robots, aircraft, ships, office equipment, household appliances, and others.

O-Rings

O-rings are circular rubber gaskets with an O-shaped cross-section. They are installed in the grooves of machinery and moderately compressed to prevent the leakage of various fluids such as oil, water, air, and gas.



Main Applications

Automobiles, construction machinery, agricultural machinery, pipe fittings, waterproof mobile phones, and others.

Industrial Rubber Products

NOK has developed a wide range of industrial functional components made from synthetic rubber, including dust covers, boots, and diaphragms. In addition to standalone products, we offer a varied lineup including vulcanized products that bond metal or resin with rubber.



Main Applications

Automobile suspensions, steering systems, housing equipment, and others.

Vibration and Sound Isolators

Products include a wide variety of vibration and sound isolators, including torsional vibration dampers that reduce crankshaft vibration in car engines and center bearing supports that support propeller shafts in rear-wheel and four-wheel drive vehicles, such as passenger vehicles and trucks, absorbing and blocking vibrations and sounds.

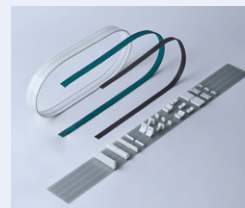


Main Applications

Crankshafts in car engines, propeller shafts in rear-wheel and four-wheel drive vehicles, and others.

Iron Rubber Products

Iron rubber has properties intermediate between rubber and plastic, with excellent wear resistance and shock and vibration absorption. NOK offers many products, including seals for reciprocating parts in machinery and highly durable belts and traffic safety products.



Main Applications

Construction machinery, automobiles, semiconductor manufacturing equipment, food processing machinery, traffic safety products, and others.

Acrylic Rubber "NOXTITE"

NOXTITE is an acrylic rubber with a well-balanced combination of oil resistance, heat resistance, mechanical strength, and compression set properties. It is used not only in NOK's seal products, but also in a wide range of industrial materials such as hoses, adhesives, and coatings.



Main Applications

Automobiles, various types of hoses, and others.

Striving to Improve Profitability and Construct a Foundation for Transformation

Comprehensive support from the development stage Trust from customers is a mark of strength

The Seal Business has been the driver of growth at the NOK Group, and it continues to play an essential role as one of the Group's core businesses. Impacted by a decline in domestic production volume at Japanese automotive manufacturers, sluggish sales in China, and other factors, we have not reached our target operating income margin in recent years. Getting the business back on a growth trajectory is therefore an urgent priority.

Our key strength lies in our ability to provide a comprehensive service covering all stages of production—from material development to product design, mass production, and delivery. Our technical capacity and ability to propose optimal solutions are essential factors behind building long-term relationships, helping us earn the trust of our customers.

In particular, very few companies are capable of developing materials in-house for automotive seal products, making our proprietary rubber and resin material development technologies a huge advantage in differentiating ourselves from our competitors. Our technological leadership is also underpinned by our material formulation design and processing technologies.

Improving profitability and constructing a foundation for transforming our earning structure

Over the past three years, we have focused on improving

the profitability of existing businesses and constructing a foundation for future transformation.

To improve the profitability of existing businesses, we started by eliminating unprofitable items and passing on increased costs for raw materials, labor, and similar through price adjustments. As of now, this process is mostly complete.

At the same time, we are working on initiatives to optimize our domestic production structure. We aim to build a more efficient and unified production system by reducing indirect costs, consolidating production functions, and improving operations. Product quality assurance will continue to be the duty of the responsible business divisions.

We are working on three initiatives in our efforts to construct a foundation for transformation, one of which is the adoption of a global key account system. Prior to now, even the same customer would be served by a different sales representative in each respective country. However, from FY2025, we assign key account managers to a selection of

global customers to enhance integrated sales expansion strategies and customer service toward increased sales.

The second initiative is to establish a Global Business Strategy Department at each division. By having relevant departments take charge of formulating product-specific strategies and optimizing production bases, we are striving to efficiently utilize management resources globally and strengthen competitiveness.

The third initiative is a shift in strategy in the key market of China. Our core business had been seal products for Japanese and Western automotive manufacturers; however, we shifted to a “local to local” strategy starting in 2024. Our shift to a locally rooted management structure in 2019 has also paid off: we have maintained strong performance by establishing a high-quality, rapid supply system that leverages local procurement. We are also expanding sales of products for general industrial machinery, and this has begun to bear fruit in the form of customer orders.

Leadership Notes



Junichi Orita

Director, Sealing Solution
Chief Executive Officer

As long as there are interfaces where two materials with differing properties meet, there will always be a need for sealing, which provides both sealing and lubrication at the same time. In other words, our technology is indispensable for society.

Based on this conviction, we are focusing our efforts on human resources development. We are implementing a systematic HR strategy in line with NOK Group-wide guidelines. On top of operating on a global scale, the Seal Business involves numerous joint ventures, which means that people have a significant impact on the business. We expect junior

employees in particular to gain diverse experience both in Japan and internationally, thereby developing into talented individuals who possess both expertise and wide-ranging knowledge. In addition to promoting talent management and diversity, we will also focus on enhancing employee engagement.

To optimize our business platforms, we are also considering the adoption of an enterprise resource planning (ERP) system. We will strive to further enhance operational efficiency while also improving profitability through more precise cost management.

Electronic Products Business

In the Electronic Products Business, we leverage our materials and precision processing technologies to deliver solutions essential to the advancement of a digital society. We develop and manufacture flexible printed circuits (FPC) that are thin, lightweight, and highly flexible, contributing to the miniaturization and enhanced functionality of electronic devices.

(FY2024)

Sales:
371.0 billion yen

Operating Income:
8.9 billion yen

Main Companies



MEKTEC CORPORATION

● Main Products

Single-Sided FPC

This type of FPC is structured with conductive traces on only one side, enabling the best use of the thin and flexible characteristics of FPC. It is highly resistant to repeated bending and allows space-saving wiring in moving parts. It is also suitable for 3D circuits in narrow spaces.



Main Applications

Automobiles, HDDs, digital cameras, media players, gaming devices, medical and healthcare equipment, and others.

Double-Sided FPC

This type of FPC has conductive traces on both sides, enabling more complex circuit designs than single-sided FPC. Components can be assembled on both sides, contributing to space-saving miniaturization and weight reduction. Its flexibility allows for diverse designs.

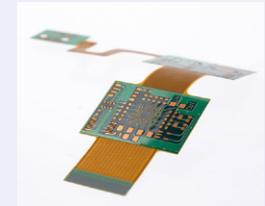


Main Applications

Smartphones, digital cameras, HDDs, automobiles, medical and healthcare equipment, and others.

Multi-Layer FPC

These FPC achieve higher functionality and miniaturization by using multiple layers of circuits. Since the integrated multi-layer circuits do not require connectors, it contributes to space-saving.



Main Applications

Smartphones, digital cameras, automobiles, medical and healthcare equipment, and others.

Component Assembly FPC

Because FPC are very thin and film-like, a unique assembly process is required. Mektec not only manufactures individual FPC but also handles the integrated assembly production of semiconductors, microchip components, connectors, and more. This enables production and supply of FPC module units.



Main Applications

Smartphones, HDDs, digital cameras, automobiles, medical and healthcare equipment, and others.

Precision Rubber and Resin Components

These parts are built into the interior and exterior of HDDs and smartphones to prevent the intrusion of water, dust, and other substances. Utilizing the technology cultivated through their development and manufacturing, we also offer products where rubber and resin are mounted (molded) onto FPC to provide waterproofing and shock resistance (protection) functions.



Main Applications

HDDs, smartphones, automobiles, and others.

Aiming to Be No. 1 Worldwide by Leveraging Our Strong Business Foundation and Responsiveness

Meeting customer needs through superior analytical and technological capabilities

Since its founding in 1969, Mektec has been a pioneer in FPC, contributing to the miniaturization, lightening, and thinning of essential products such as electronic devices. With manufacturing and sales sites around the world, our key strengths lie in our global business foundation and responsiveness developed through business with customers across diverse industries.

Two major capabilities are the source of this uniqueness.

The first is our analytical capabilities. In addition to pursuing both ease of handling and yield rates in our customers' manufacturing processes after delivering our FPC, we also possess analytical capabilities for identifying the root causes if problems arise. Thanks to these capabilities, we have earned strong recognition from our customers and established ourselves as a trusted partner.

Another capability is that we are one of the few FPC manufacturers able to handle everything in-house, from material development to manufacturing and verification. An FPC is made by attaching a copper foil onto a film with adhesive, forming an electronic circuit, and bonding a cover film over it. The materials used and the way they are combined vary greatly depending on the required specifications such as conductivity and durability. Since these differences have a major impact on quality, Mektec's ability to manage the entire process from material development onward is a key advantage. Amidst this, the adhesive that bonds the layers together must provide insulation while also offering heat resistance, moisture

resistance, flexibility, and flame retardancy. This is an area where the NOK Group's long-accumulated expertise is leveraged.

From smartphones to xEVs: powering the next stage

In FY2024, Mektec achieved a return to profitability for the first time in seven fiscal years, creating a renewed sense of confidence and momentum across the company.

In the past, fluctuations in the production of FPC for smartphones, which accounted for the largest share of our sales, had been a challenge. However, through repeated open and honest dialogue with our customers, we were able to stabilize production, which became a major factor in achieving profitability.

From FY2025 onward, while maintaining smartphones as our core business, we will focus on expanding two fields as new growth pillars. The first is FPC for automotive batteries,

positioned as a growth driver. In Japan, we launched a new production line in 2023 to produce FPC for a major automaker's xEV batteries. Although domestic market growth has been slower than expected, this is a field where we can anticipate steady growth in line with the global trend toward decarbonization, and we view the current phase as one of making upfront investments to take initiative in the market. In 2026, we plan to begin full-fledged production of FPC for voltage monitoring for Volkswagen's EVs, which were ordered in 2024 (expected to generate total sales exceeding 400 million euros).

The second field is FPC for HDDs. The increasing establishment of data centers driven by the spread of generative AI is providing a tailwind, and we expect an increase in orders. FPC for HDDs must withstand over 100 million bending cycles, requiring extremely high durability. This creates a high entry barrier for competitors, enabling Mektec to demonstrate its material development strength in FPC for HDDs.

Leadership Notes



Taro Ito
Representative Director,
Chief Executive Officer,
MEKTEC CORPORATION

Mektec once held the top market share in FPC and earned a strong industry reputation that "Mektec's FPC never break," maintaining a lead that competitors could not match. Our commitment to quality remains unchanged from those days. Following our return to profitability after seven fiscal years, we regard FY2025 as a period for building the financial foundation to take on challenges. Our top priority will be to stabilize profitability, but from FY2026 onward, we will once again move toward reclaiming the position of "No. 1 worldwide."

Our talented people are the key driver of this achievement. In particular, our sales representatives handle a wide range of responsibilities, from making

technical proposals to providing follow-up support after implementation, and this has led to strong relationships of trust with our customers. Many junior employees aspire to work abroad, and their ambition is creating a positive impact throughout the organization. Collaboration within the Group is also progressing, including support from the Chief Production Officer (CPO) of the Seal Business for the streamlining of Mektec's production lines. Leveraging synergies across the Global One NOK framework, we strive to become an industry-leading company by combining the expertise of our talented people with the advanced technological capabilities we have cultivated since our founding.

Other Business

In addition to its Seal Business and Electronic Products Business, the NOK Group leverages its proprietary technologies to develop lubricants and roller products. NOK Klüber uses its formulation design technologies to develop and manufacture a wide range of special lubricants that demonstrate a high level of performance, even under harsh conditions. Synztec manufactures roller products with technologies for controlling electrical conductivity and thermal and mechanical performance at their core.

● Main Products

(FY2024)

Sales:
33.2 billion yen

Operating Income:
2.1 billion yen

Main Companies

NKL
NOK KLÜBER CO., LTD.

SYN
SYNZTEC CO., LTD.

Greases

Long-life greases that demonstrate stable performance even under harsh conditions, such as extremely high or low temperatures, high speeds, heavy loads, and environments exposed to chemicals or water. They are used in a wide range of fields, including automobiles, industrial machinery, home appliances, office equipment, food processing machinery, and semiconductor manufacturing equipment.



Main Applications

Automobiles, industrial machinery, home appliances, office equipment, food machinery, semiconductor manufacturing equipment, and others.

Oils

High-performance oil with excellent lubricity, heat resistance, and oxidation resistance that contribute to the extended life and improved efficiency of machinery. We offer a lineup of products for various fields, including large plants, precision machinery, food processing, and semiconductor manufacturing equipment.



Main Applications

Large plants, precision machinery, food machinery, semiconductor manufacturing equipment, and others.

Coatings

Coatings are applied to the surface of metal parts to provide excellent lubricity, wear resistance, non-stick properties, and insulation in environments where grease or oil is unsuitable. They are used in a wide range of fields, including automobiles, home appliances, and office equipment.



Main Applications

Automobiles, home appliances, office equipment, and others.

Development Rollers & Charge Rollers

These products are designed to precisely control electrical conductivity around photoreceptors. Developing rollers, made of urethane or silicone, apply the proper charge to toner and deliver it to the photoreceptor, while charging rollers provide a specific charge directly to the photoreceptor.



Main Applications

Area surrounding office machinery photoreceptors

Fixing Belts & Pressure Rollers

These products are used in fixing portions. Fixing belts are composite belts made of metal and rubber that fuse toner to paper using heat and pressure. Pressure rollers apply a uniform pressure to fuse the heated toner to paper. They can maintain a stable level of fusing performance over a long period.



Main Applications

Fixing portion of office automation equipment

Textile Machinery Products

Rollers and belts used in textile machinery. We offer a lineup of products with various usage applications, such as high-quality spinning apron bands for spinning delicate yet durable yarns, polyurethane discs for false-twist texturing for creating texture in processed yarn products, DTY apron bands, and others.



Main Applications

Various false-twist texturing machines, spinning machines, and others.

Data Summary

03

The section contains ESG evaluations, Group Locations, and other key data.

Company Information / Stock Information	42
ESG Evaluations and Supporting Initiatives	43
NOK Group Locations	44

Company Information

Company name NOK CORPORATION

Head office 1-12-15 Shibadaimon, Minato-ku,
Tokyo 105-8585, Japan

Consolidated subsidiaries 92

Founded July 9, 1941

Established December 2, 1939

Employees 37,958 (Consolidated / FY2024)

Capital 23,335 million yen (as of March 31, 2025)

Securities code 7240

Stock Information

Status of Stocks
(as of March 31, 2025)

**Number of shares issued
and outstanding**

173,138,537 shares

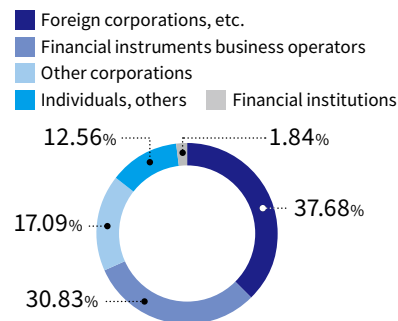
**Number of authorized
shares**

600,000,000 shares

Number of shareholders

14,423

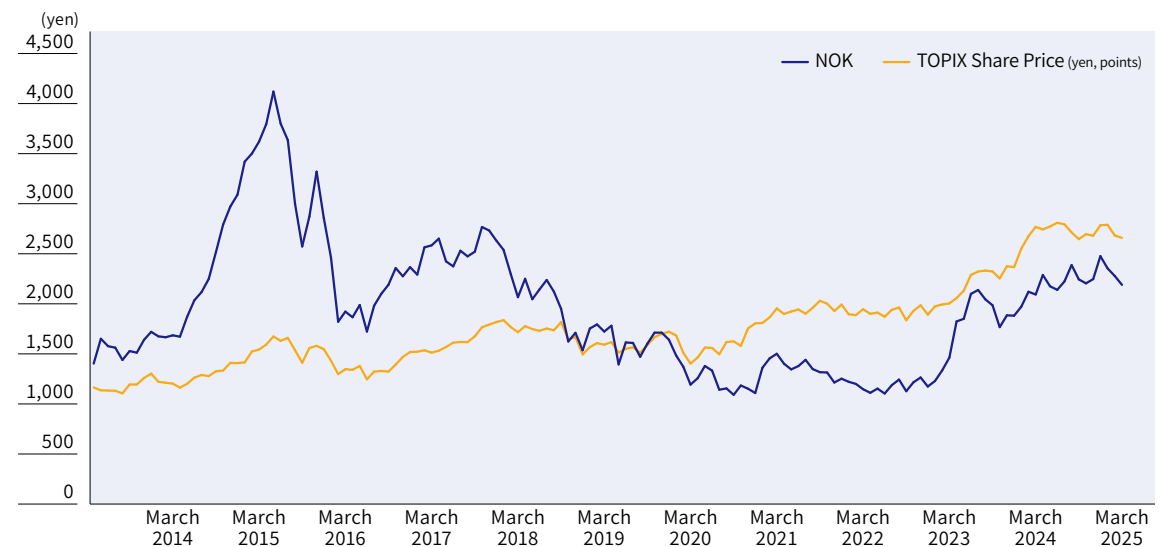
Shareholding by Shareholder Type
(as of March 31, 2025)



Major Shareholders (as of March 31, 2025)

Shareholder	Number of shares held (shares)
Freudenberg S.E.	43,457,500
The Master Trust Bank of Japan, Ltd. (Trust account)	16,389,000
Custody Bank of Japan, Ltd. (Trust account)	9,541,700
Seiwa Jisho Co., Ltd.	8,773,000
The Dai-ichi Life Insurance Company, Ltd.	8,000,000
NOK Employees Stock Sharing Plan	3,827,288
Sumitomo Mitsui Banking Corporation	3,203,000
SMBC Trust Bank Ltd. (Sumitomo Mitsui Banking Corporation Retirement Benefit Trust Account)	3,000,000
STATE STREET BANK AND TRUST COMPANY 505001	2,884,720
SUMMIT ECONOMIC RESEARCH INSTITUTE CO., LTD.	2,126,300

Share Price



Total Shareholder Return (TSR)

	FY2020	FY2021	FY2022	FY2023	FY2024
NOK (%)	127.9	103.3	136.0	196.2	213.1
TOPIX including dividends (%)	142.1	144.9	153.4	216.7	213.4

ESG Evaluations and Supporting Initiatives

Major External ESG Evaluation

At NOK, ESG Rating Agencies' evaluations are used as key performance indicators (KPIs) to enhance the Group's overall profitability and promote ESG-focused management.

The FTSE Russell ESG Score, with a weighting of 10%, is used for non-financial indicators in mid- to long-term performance-linked compensation for executives.

FTSE

4.3/5 points (as of June 2025)

NOK remains a component of the FTSE4Good Index Series and the FTSE Blossom Japan Index.

NOK has also been selected for the FTSE Blossom Japan Sector Relative Index, which is designed to be sector neutral.



* FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that NOK has been assessed according to the FTSE4 Blossom Japan Sector Relative Index criteria, and has satisfied the requirements to become a constituent of the FTSE4 Blossom Japan Sector Relative Index. The FTSE4 Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

S&P Global CSA Score

65/100 points (as of December 2024)

As of December 2024, the company received higher evaluations in the order of E, S, and G. In the ESG Data Book 2025, we newly disclosed the deepening of our initiatives, including engagement within the supply chain.

CDP (Carbon Disclosure Project)

CLIMATE CHANGE : **B**
WATER SECURITY : **A-**
(as of March 2025)



Engaging in Initiatives

United Nations Global Compact (UNGC)

In April 2021, the NOK Group signed the United Nations Global Compact and joined the global Compact Network Japan (GCNJ).



Task Force on Climate-related Financial Disclosures (TCFD)

In April 2022, the NOK Group embraced the TCFD recommendations.



*Disclosures based on the TCFD framework are presented in the ESG Data Book 2025.

Japan Climate Initiative

The NOK Group joined the Japan Climate initiative (JCI) in April 2022, joining with a powerful network of likeminded organizations dedicated to tackling climate change through collaboration and innovation.



The Ministry of the Environment's Water Project

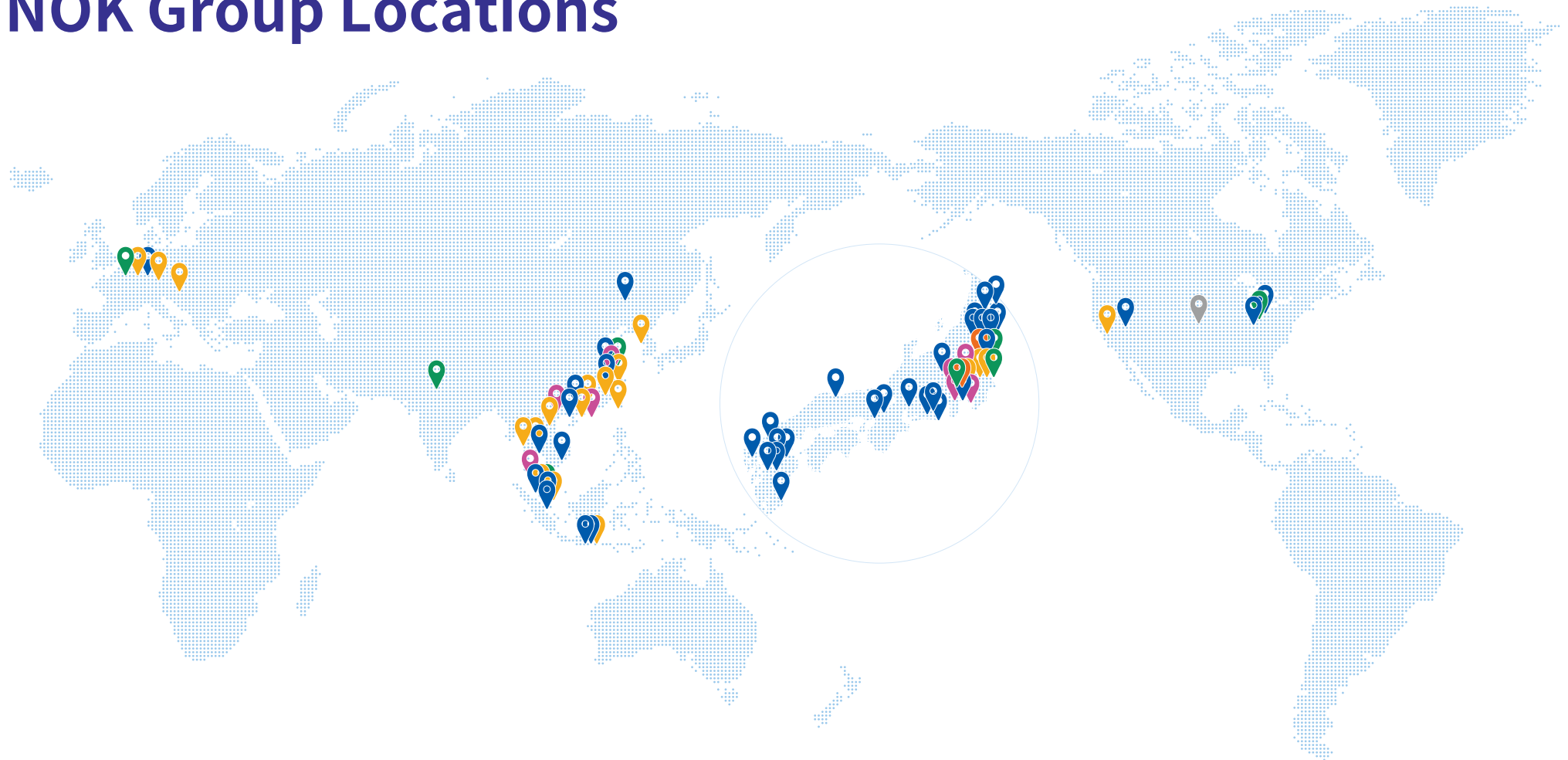
The Water Project aims to realize a sustainable society by reexamining the relationship between people and water and promoting the utilization and conservation of a healthy water environment through diverse partnerships between industry, government, academia, and the community. The NOK Group endorsed this initiative in July 2024.



Keidanren Initiative for Biodiversity Conservation

This Initiative is comprised of companies which are engaged in working on some of the seven items listed in the Keidanren Biodiversity Declaration and Action Guidelines (revised edition) and of companies which support the overall objectives of the initiative. The NOK Group endorsed the Initiative in December 2019.

NOK Group Locations



NOK

Japan	27	Wuxi	4
U.S.	3	Changchun	1
Mexico	1	Hong Kong	1
Indonesia	3	Shanghai	4
Singapore	3	Vietnam	1
Thailand	1	Germany	1

SZT

Japan	2
Singapore	1
Hong Kong	1
Shanghai	1
Shenzhen	1
Vietnam	1
Malaysia	1

UMT

Japan	1
U.S.	1
India	1
Shanghai	1
Singapore	3
Germany	1

EST

Japan	1
U.S.	1
NKL	
Japan	1

MEK

Japan	2	Thailand	2	Shenzhen	1
U.S.	1	Taiwan	1	Xiamen	1
Mexico	1	Hong Kong	1	Vietnam	1
Indonesia	1	Shanghai	1	Czechia	1
South Korea	1	Zhuhai	2	Germany	3
Singapore	2	Suzhou	1	Hungary	1

As of March 31, 2025

NOK CORPORATION

Head Office (Minato-ku, Tokyo), Shonan R&D Center (Fujisawa City, Kanagawa Prefecture), Fukushima Plant (Fukushima City, Fukushima Prefecture), Nihonmatsu Plant (Nihonmatsu City, Fukushima Prefecture), Kitaibaraki Plant (Kitaibaraki City, Ibaraki Prefecture), Shizuoka Plant (Makinohara City, Shizuoka Prefecture), Tokai Plant (Kikugawa City, Shizuoka Prefecture), Tottori Plant (Saihaku-gun, Tottori Prefecture), Kumamoto Plant (Aso City, Kumamoto Prefecture)

Major Domestic Group Companies

● MEKTEC CORPORATION

Head Office (Minato-ku, Tokyo), Ushiku Plant (Ushiku City, Ibaraki Prefecture), Tokyo Office (Taito-ku, Tokyo)

● SYNZTEC CO., LTD.

Head Office (Minato-ku, Tokyo), Yokosuka Plant (Yokosuka City, Kanagawa Prefecture), Fujisawa Technology Base (Fujisawa City, Kanagawa Prefecture)

● NOK KLUEBER CO., LTD.

Head Office (Minato-ku, Tokyo), Kitaibaraki Plant (Kitaibaraki City, Ibaraki Prefecture)

● UNIMATEC CO., LTD.

Headquarters (Minato-ku, Tokyo), Plant No. 1 (Kitaibaraki City, Ibaraki Prefecture), Ushiku Office (Ushiku City, Ibaraki Prefecture)

Group Companies

■ Domestic Group Company

ESTOH Co., Ltd. (Osaka City, Osaka Prefecture)

■ Domestic Manufacturing Subsidiaries

NOKMETAL Co., Ltd. (Toda-gun, Miyagi Prefecture), Miyagi NOK Corporation (Kami-gun, Miyagi Prefecture), Tohoku Seal Industry Corporation (Yama-gun, Fukushima Prefecture), Miharu Industry Corporation (Tamura-gun, Fukushima Prefecture), Tenei Seal Industry Corporation (Iwase-gun, Fukushima Prefecture), Nihonmatsu NOK Corporation (Nihonmatsu City, Fukushima Prefecture), Isohara Polyurethane Industry Corporation (Kitaibaraki City, Ibaraki Prefecture), Isshin Industries Corporation (Kitasaku-gun, Nagano Prefecture), Kanasei Corporation (Motomiya City, Fukushima Prefecture), NOK Fugaku Engineering Co., Ltd. (Kikugawa City, Shizuoka Prefecture), Kikugawa Seal Industry Co., Ltd. (Kikugawa City, Shizuoka Prefecture), MYK Corporation (Makinohara City, Shizuoka Prefecture), TVC Co., Ltd. (Saihaku-gun, Tottori Prefecture), NOK Elastomers Processing Co., Ltd. (Kama City, Fukuoka Prefecture), Saga NOK Corporation (Ureshino City, Saga Prefecture), Kumamoto NOK Corporation (Aso City, Kumamoto Prefecture), Aso NOK Corporation (Aso City, Kumamoto Prefecture), Kusu NOK Corporation (Kusu-gun, Oita Prefecture), Kusu Seimitsu Co., Ltd. (Kusu-gun, Oita Prefecture), Nichinan NOK Corporation (Nichinan City, Miyazaki Prefecture), MEK-J (Ushiku City, Ibaraki Prefecture), Kuki Roll Industry Co., Ltd. (Kuki City, Saitama Prefecture)

■ Domestic Sales Subsidiaries

KANTO NOK SALES Co., Ltd. (Shinjuku-ku, Tokyo), CHUBU NOK SALES Co., Ltd. (Nagoya City, Aichi Prefecture), KANSAI NOK SALES Co., Ltd. (Suita City, Osaka Prefecture)

■ Overseas Group Companies

Asia

● NOK CORPORATION

Pyung Hwa Oil Seal Industry Co., Ltd., South Korea
NOK (Wuxi) Vibration Control China Co., Ltd., Wuxi
Wuxi NOK-Freudenberg Oil Seal Co., Ltd., Wuxi
Changchun NOK-Freudenberg Oil Seal Co., Ltd., Changchun
NOK-Freudenberg Group Sales (China) Co., Ltd., Shanghai
NOK-Freudenberg Group Trading (China) Co., Ltd., Shanghai
NOK-Freudenberg Hong Kong Ltd., Hong Kong
Taicang NOK-Freudenberg Sealing Products Co., Ltd., Shanghai
NOK (Wuxi) Water Treatment Technology Co., Ltd., Wuxi
Freudenberg NOK Pvt., Ltd., India
Vietnam NOK Co., Ltd., Vietnam
Thai NOK Co., Ltd., Thailand
NOK Asia Company Pte. Ltd., Singapore
NOK-Freudenberg Singapore Pte. Ltd., Singapore
PT NOK Indonesia, Indonesia
PT NOK Indonesia Sales, Indonesia
PT NOK Freudenberg Sealing Technologies, Indonesia

● MEKTEC CORPORATION

Mektec Corporation Korea, Ltd., South Korea
Mektec Manufacturing Corporation (Zhuhai) Ltd., Zhuhai
Mektec Manufacturing Corporation (Suzhou), Suzhou
Mektec Corporation (H.K.) Ltd., Hong Kong
Mektec Corporation (Shenzhen) Ltd., Shenzhen
Mektec Trading (Shanghai) Co., Ltd., Shanghai
Mektec Corporation (Taiwan), Taiwan
Mektec Manufacturing Corporation (Vietnam) Ltd., Vietnam
Mektec Manufacturing Corporation (Thailand) Ltd., Thailand
Mektec Precision Component (Thailand) Ltd., Thailand
NOK Precision Component Singapore Pte. Ltd., Singapore
Mektec Corporation (Singapore) Pte. Ltd., Singapore
PT NOK Precision Component Batam, Indonesia

● UNIMATEC CO., LTD.

Unimatec Chemicals (China) Co., Ltd., Shanghai
Unimatec Chemicals India Pvt. Ltd., India
Unimatec Singapore Pte. Ltd., Singapore
Unimatec Technologies Singapore Pte. Ltd., Singapore
Unimatec Chemicals Singapore Pte. Ltd., Singapore

● SYNZTEC CO., LTD.

Synztec Precision Parts (Shenzhen) Co., Ltd., Shenzhen
Synztec (H.K.) Co., Ltd., Hong Kong
Synztec Precision Parts (Shanghai) Co., Ltd., Shanghai
Synztec Vietnam Co., Ltd., Vietnam
Synztec (Malaysia) Sdn. Bhd., Malaysia
Synztec Singapore Pte. Ltd., Singapore

Europe

● NOK CORPORATION

NOK Europa GmbH, Germany

● MEKTEC CORPORATION

Mektec Europe GmbH, Germany
Mektec Manufacturing Corporation Europe CZ s.r.o., Czechia
Mektec Manufacturing Corporation Europe HU Kft., Hungary

● UNIMATEC CO., LTD.

Unimatec Chemicals Europe GmbH, Germany

North America

● NOK CORPORATION

Freudenberg-NOK General Partnership, U.S.
NVC Sales America Incorporated, U.S.

● MEKTEC CORPORATION

Mektec International Corporation, U.S.
Mektec Manufacturing Corporation Mexico S.A. de C.V., Mexico

● UNIMATEC CO., LTD.

Unimatec Chemicals America, Inc., U.S.

● ESTOH Co., Ltd.

ESTOH North America Co., Ltd., U.S.

Note : Information on some group companies has been omitted.



<https://www.nokgrp.com/en/>