August 21, 2024

Tsubaki Nakashima Co., Ltd.
Itaru Matsuyama
Representative Executive Officer CEO
(Code: 6464, Prime, Tokyo Stock Exchange)
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Announcement of Organizational Reforms, and Appointments and Changes of Executive Officers, etc.

Under the new leadership of Itaru Matsuyama, who was appointed Representative Executive Officer CEO in July 2024, the Company is building a new management organization to strengthen the future revenue base while implementing and accelerating measures to enter a new growth trajectory.

With these goals in mind, at the Board of Directors meeting held on August 21, 2024, the Company decided to implement organizational reforms, appointments, and changes involving executive officers and hereby announces the following key changes.

1. Overview of Organizational Reforms

To optimize the organization and strengthen communications within the organization, the Company will seek to streamline organizational structures to clarify organizational relationships and make the organization more agile. The new organization will be based on business units (BU) and functions; optimal headcounts will be allocated to each unit and function. Please refer to the New Organizational Chart below.

2. Appointments and Reassignments of Executive Officers, etc.

Provided below is background information for the allocation of optimal headcounts and specific executive appointments and reassignments.

In July 2024, the Company appointed Masaaki Saito, who brings a proven track record and expertise in the fields of B2B marketing and pricing, as Executive Officer and Chief Marketing Officer. He will assume responsibility for global marketing. Additionally, the Company has determined that it is appropriate for him to assume the role of Chief Commercial Officer, who will lead the global sales team by strengthening the planning and execution of price optimization while implementing our globally integrated market strategy and overseeing global sales activities to improve customer satisfaction.

With the fundamental restructuring of our US production plants in sight, as announced in our “Notice of the reorganization of production plants in the USA”, dated August 9, 2023, the Company will welcome Yoshio Sugawara, who brings both deep expertise and an extensive track record in marketing, growth, and profit strengthening, as the new Americas BU President. This appointment will further advance and grow our Americas business. Cosimo Colasanti, the force behind the restructuring of the Company's production plants in the USA, will assume the role of Chief Manufacturing Officer. He will direct the Company's manufacturing transformation project to establish a global manufacturing organization, with

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the aim of innovating production technology, improving productivity, and raising our cost competitiveness.

As part of the organizational and management overhauls announced in the “1H FY2024 Results Presentation” dated August 9, 2024, the Company has appointed Anna Dolgikh to serve as Chief Human Resources Officer. Individuals lie at the heart of every organization: With a clear focus on the future of the business and professional growth opportunities in the working environment, she will draw on her extensive experience with human resource management to drive organizational change that enables all individuals to perform at their very best.

To achieve continuing growth in the medical device business, the Company has appointed Nashay Naeve, who brings deep expertise and an extensive track record in the fields of technology marketing and business development in the B2B field, as the new Medical BU President.

In addition, the Company has appointed Shogo Komuro as Transformation Director. He has worked on corporate transformation and boosted corporate value at McKinsey, as a flagman, by engaging both management and frontline staff, primarily in the manufacturing sector.

The Company in July 2024 appointed Maurizio De Luca to serve as Europe BU President. Maurizio De Luca has held various positions at many multinational companies, including serving as European Regional President. He has demonstrated extensive management, organizational, operation enhancement, and crisis management skills at our Italian plants. He will integrate the Company’s strategies and operations across Europe and maximize the power of joint efforts, resource sharing, and mutual learning at our European plants.

Furthermore, we have appointed Zlatko Hadzimahovic, the Company’s leading expert in tapered rollers, as Roller BU President. This move is intended to promote comprehensive consideration and execution at the global level and the identification and acquisition of new growth opportunities over the next five years, including the further capture of outsourcing demand in Europe in the field of tapered rollers, primarily in the automotive industry, as well as the capture of expanding demand in emerging economies, primarily Mexico and India.

The Company believes these appointments will lead to sustainable and profitable growth and create greater value for all stakeholders, including our shareholders, customers, business partners, and employees.

The mid-term plan based on this management structure is scheduled to be disclosed at the same time as the final financial results for the fiscal year ending December 2024.

Appointments and Changes of Executive Officers, etc., effective September 1, 2024

Name	New title	Previous title
FARO, Evelise	Senior Executive Vice President, Director Internal Consultant	Senior Executive Vice President, Director Quality, Engineering, DX Roller Operations
DUTTO, Franco	Executive Officer Internal Consultant	Senior Vice President CHRO HR, Compliance, Sustainability Policy
SAITO, Masaaki	Executive Officer CCO	Executive Officer CMO
SUGAWARA, Yoshio	Executive Officer	Joined on August 16, 2024

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DE LUCA, Maurizio	Executive Officer Europe BU President Pinerolo Plant Manager	Europe BU President Pinerolo Plant Manager
HADZIMAHOVI, Zlatko	Roller BU President Bosnia Plant Manager	European Rollers Operation Plant Manager Bosnia Plant Manager

Appointment of Executive Officer, effective September 2, 2024

Name	New title	Previous title
DOLGIKH, Anna	Executive Officer CHRO	Joined September 2, 2024

Appointments and Changes of Executive Officers, etc., effective September 9, 2024

Name	New title	Previous title
NAEVE, Nashay	Executive Officer Medical BU President	Joined on September 9, 2024
OGATA, Yasuto	Internal Consultant (Retires on September 30, 2024)	Medical Device Business Head

Appointments and Changes of Executive Officers, etc., effective October 1, 2024

Name	New title	Previous title
COLASANTI, Cosimo	Executive Officer CMO	Executive Officer Americas BU President
SUGAWARA, Yoshio	Executive Officer Americas BU President	Executive Officer
KOMURO, Shogo	Transformation Director	Joined October 1, 2024

Resignations of Executive Officers as of December 31, 2024

Name	New title	Previous title
DUTTO, Franco	Outgoing	Executive Officer Internal Consultant
FARO, Evelise	Outgoing Director	Senior Executive Vice President Director Internal Consultant

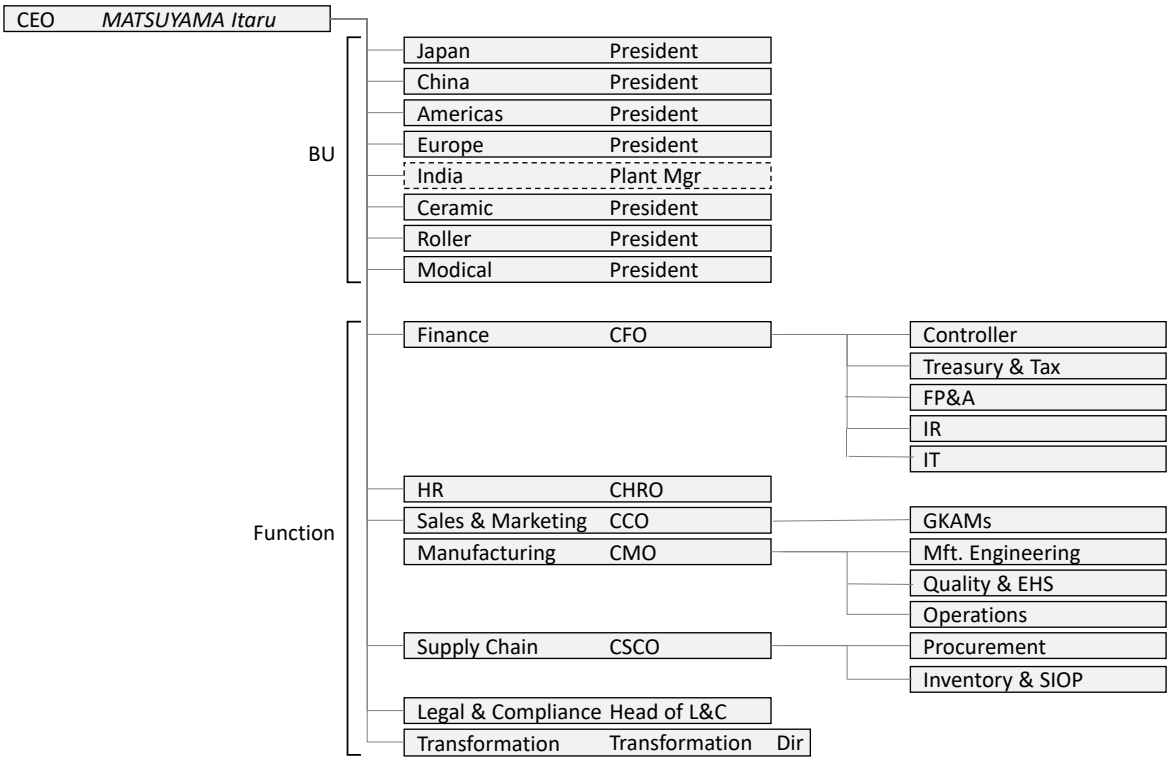
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Names and CVs of Newly Appointed Executive Officers, etc.

Name	Brief personal history
SAITO, Masaaki date of birth 1965/5/25	1990 Asahi Glass (current AGC) 1997 AGA Chemicals (current AGC Chemicals Americas) Marketing & Sales Director (Inkjet) 2001 Dupont Marketing Strategist/Pricing Director 2016 West Pharmaceuticals Pricing Strategy Director
SUGAWARA, Yoshio date of birth 1974/10/25	2000 Mitsubishi Chemical 2004 Eastman Chemical Japan 2006 Dow Chemical Japan 2015 Rohm & Hass Electric Materials 2019 DuPont Specialty Products USA Global Business Leader 2023 Delrin USA Global Marketing Leader
DOLGIKH, Anna date of birth 1975/1/25	1996 National Aeronautics and Space Administration 1998 Boeing Operations International 2000 RRC Telecommunications 2000 British American Tobacco plc HR Director Central Asia Area Executive HR Director (Malaysia/Suth Korea) HR Development & Group Organisational Effectiveness Manager/Group Talent Manager Regional Head of HR Asia Pacific, Middle East/Regional Head of HR Eastern Europe, Africa, Middle East Group Head of Talent and Organisational Effectiveness 2020 Reynolds American Inc. SVP and Chief HR and inclusion Officer
NAEVE, Nashay date of birth 1984/10/8	2009 Caterpillar 2016 DuPont Electronics Group Manager 2023 REDWOOD MATERIALS Senior Manager Product Management
DE LUCA, Maurizio date of birth 1969/8/29	1996 Federal Mogul 1999 Valeo Group 2003 Eaton Plant manager 2008 ITT General Manager 2013 Minebea Mitsumi General Manager 2022 TN ITALY, S.P.A. Plant Manager and MDB General Manager
KOMURO, Shogo date of birth 1989/8/13	2015 McKinsey & Company Engagement Manager
HADZIMAHOVIC, Zlatko date of birth 1983/4/8	2007 Vakufska Bank (current ASA Bank) Risk Manager 2010 RKF Valjcici (current TN BOSNIA DOO KONJIC) Business Development Manager Plant Manager

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New Organizational Chart (September 2024)



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