

November 27, 2025

To Whom It May Concern

Company name: Nisshinbo Holdings Inc.
Representative: Yasuji Ishii,
President and Representative Director
Security code: 3105
Listings: Tokyo Stock Exchange Market
Contact: IR Corporate Communications Group

Notice Regarding Changes in Officers

We hereby announce that at the Board of Directors meeting held on November 27, 2025, a resolution was passed to provisionally appoint the following changes in officers.

These changes are scheduled to be formally approved at the general shareholders' meetings of the Company and its subsidiaries, planned for late March 2026, and subsequent resolutions by the Board of Directors.

1. Changes in Officers (Effective as of the General Shareholders' Meeting in Late March 2026)

① Candidates for New Directors

Director and Executive Managing Officer (Representative Director and President of Japan Radio Co., Ltd. *1, Director, Chairman and Chief Executive Officer of KOKUSAI DENKI Electric Inc. *1)	Kaichiro Sakuma	[Executive Managing Officer (to the present) (Representative Director, President and Chief Executive Officer of KOKUSAI DENKI Electric Inc. Director and Chairman of Japan Radio Co., Ltd.)]
Director and Managing Officer	Tetsuya Kumakawa	[Managing Officer (to the present) (Director of Nisshinbo Brake Inc.)]

② Directors to be Retired

Director and Chairman	Masahiro Murakami	
Director and Executive Managing Officer (Representative Director and President, Japan Radio Co., Ltd.)	Takeshi Koarai	
Director and Executive Managing Officer	Shuji Tsukatani	(Representative Director and President of Nisshintoa Iwao Inc. *1)
Outside Director	Yuki Ikuno	

③ Managing Officer to be Appointed

Managing Officer (Representative Director, President and Executive Officer of KOKUSAI DENKI Electric Inc. *1)	Koji Saito	[Executive Officer of KOKUSAI DENKI Electric Inc. (to the present)]
--	------------	---

④ Managing Officers to be Retired

Managing Officer (Representative Director and President of Nisshinbo Mechatronics Inc.)	Toshihiro Masuda	(Scheduled to assume Advisor *1)
Managing Officer (Representative Director and President of Nisshinbo Textile Inc.)	Kaoru Murata	(Scheduled to assume Advisor *1)

*1: Scheduled to formally assume positions at each company's general shareholders' meeting and board of directors meeting, both planned for late March 2026

2. Post-Transition Organization (Late March 2026)

Representative Director and President	Yasuji Ishii	
Director and Executive Managing Officer	Kaichiro Sakuma	(Representative Director and President of Japan Radio Co., Ltd. ^{*1} , Director, Chairman and Executive Officer of KOKUSAI DENKI Electric Inc)
Director and Managing Officer	Tetsuya Kumakawa	Responsible for Corporate Strategy Department, Finance & Accounting Department, and Talent & D&I Development Department
Director ^{*2}	Keiji Taga	
Director ^{*2}	Hiroaki Yagi	
Director ^{*2}	Naoko Tani	
Director ^{*2}	Richard Dyck	
Audit & Supervisory Board Member	Kazunori Baba	
Audit & Supervisory Board Member	Kenichi Morita	
Audit & Supervisory Board Member ^{*3}	Atsushi Yamashita	
Audit & Supervisory Board Member ^{*3}	Noriko Ichiba	
Managing Officer	Keiichi Yoshioka	(Representative Director and President of Nisshinbo Micro Devices Inc.)
Managing Officer	Koji Saito	(Representative Director, President and Executive Officer of KOKUSAI DENKI Electric Inc.)
Managing Officer	Takuya Noda	General Manager of Future Innovation Division (Director and Executive Officer of Japan Radio Co., Ltd.)
Managing Officer	Yasuteru Hattori	(Representative Director and President of Nisshinbo Brake Inc.)
Managing Officer	Makoto Ashida	Responsible for Risk Management Department and Legal & IP Department

*2: Outside Director, *3: Outside Audit