



October 1, 2026

Company name:	NOK Group Corporation
Representative:	Masao Tsuru
	Representative Board Director, CEO
Securities code:	641A
Contact person:	Shin Okubo
	Head of Investor Relations
	(TEL: +81-3-4362-7655)

Notice Concerning the Establishment of NOK Group Corporation

NOK Corporation and Eagle Industry Co., Ltd. (the “Companies”) hereby announce the establishment of NOK Group Corporation (the “Company”) today as the wholly-owned parent company of the Companies through a joint share transfer. As a holding company, the Company aims to improve corporate value through the formulation and execution of strategies, including the optimization of management resource allocation from a holistic perspective of the entire group. In addition, the Company listed its common stock on the Prime Market of the Tokyo Stock Exchange today.

1. What NOK Group Corporation Aims For

The purpose of this management integration between the Companies is to pursue further growth as a corporate group providing comprehensive sealing solutions that encompass a wide range of materials. This will be achieved by integrating NOK Corporation, which possesses strengths in organic materials such as rubber and resin, with Eagle Industry Co., Ltd., which excels in inorganic materials such as metals, carbon and ceramics.

Consequently, the Group, including the electronic components business that manufactures and sells flexible printed circuits (FPCs), will leverage its comprehensive capabilities spanning from material development to design and mass production. As a corporate group providing technologies and products to diverse industries worldwide—including automobiles and other mobility sectors, electronic products such as smartphones, ships, aerospace, energy and semiconductors—we aim to enhance customer satisfaction by resolving challenges in each business field, while simultaneously striving to increase our corporate value through business growth.

2. Company Overview

(1) Company Name	NOK Group Corporation
(2) Name and Title of Representative	Masao Tsuru, Representative Board Director
(3) Date of Incorporation	October 1, 2026
(4) Address of Main Office	1-12-15 Shibadaimon, Minato-ku, Tokyo 105-8585
(5) Description of Business	Management and administration of the Group companies engaged in the manufacturing and sales of seal devices and related products, and all related businesses
(6) Capital	JPY 5 billion
(7) No. of Issued Shares	203,416,624 shares (*)
(8) Market Section	Prime Market of the Tokyo Stock Exchange
(9) No. of Shares per Share Unit	100 shares
(10) Fiscal Year End	March
(11) Auditor	Nihonbashi Corporation
(12) Transfer Agent	Mitsubishi UFJ Trust and Banking Corporation
(13) Website	https://www.nokgrp.com/

* The Company resolved to cancel its treasury shares at the Board of Directors meeting held today. The number of issued shares after the cancellation of the treasury shares will be 188,604,065 shares (the completion and effectiveness of the cancellation procedure is expected to take several business days). For details, please refer to the “Notice Concerning Cancellation of Treasury Shares” dated today.

3. Management Structure

The management structure of the Company is as follows:

Director

Name	Title
Masao Tsuru	Representative Board Director, Chief Executive Officer
Chikashi Takeda	Board Director, Senior Vice President, Chief Financial Officer (Finance, M&A and Procurement)
Yuki Sato	Board Director, Senior Vice President, Chief Technology Officer (Technology, Quality and Sustainability)
Tetsuji Tsuru	Board Director, and Representative Board Director, Chairman, EAGLE Industry Co., Ltd.
Kazushige Hayashi	Board Director (Full-time Audit & Supervisory Committee Member)
Makoto Fujioka	External Board Director (Audit & Supervisory Committee Member)
Naoki Shimada	External Board Director (Audit & Supervisory Committee Member)
Motoko Imada	External Board Director (Audit & Supervisory Committee Member)
Atsushi Kajitani	External Board Director (Audit & Supervisory Committee Member)

Operating Officer

Junichi Orita	Senior Vice President, and Representative Board Director, Chief Executive Officer, NOK Corporation
Ryota Nakazawa	Senior Vice President, and Representative Board Director, President, EAGLE Industry Co., Ltd.
Taro Ito	Senior Vice President, and Representative Board Director, Chief Executive Officer, MEKTEC Corporation

Yuko Furukawa	Senior Vice President, Chief Corporate Affairs Officer (Communication, Culture and Reputation)
Tsutomu Kano	Vice President, Head of R&D
Shigeki Egami	Vice President, Chief Human Resource Officer (HR and Corporate Operations Transformation)
Michael Jaeger	Vice President, Chief Procurement Officer
Shinichi Tokuda	Vice President, Chief Information Technology Officer, and Deputy Division Manager, Corporate Strategic Planning Office, EAGLE Industry Co., Ltd.

4. **Schedule for Announcement of Consolidated Financial Forecasts, Dividend Forecasts, and Medium-Term Management Plan**

The Company plans to carefully examine and announce its consolidated financial forecasts and dividend forecasts for the fiscal year ending March 2027 based on the business environment and performance progress in the interim financial results of the Companies for the fiscal year ending March 2027.

Furthermore, the Company's medium-term management plan is also scheduled to be announced on the following schedule, along with the above financial and dividend forecasts.

Announcement of interim financial results for the fiscal year ending March 2027: November 11, 2026 (Scheduled)

Announcement of consolidated financial forecasts & dividend forecasts: Same as above

Announcement of medium-term management plan: Same as above