

December 17, 2021

Tsubaki Nakashima Co., Ltd.
Koji Hirota
Director and Representative Executive Officer CEO
Tokyo Stock Exchange (code 6464)
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Announcement of Changes in Executive Officers effective from January 1, 2022

At the Board of Directors meeting held on December 17, 2021, the Company decided to appoint Executive Officers effective from January 1, 2022. The changes are as given below.

1. Key point of the changes in Executive Officers effective from January 1, 2022

In the second year of the Mid-Term Strategy Transform Next 2023, we will create a structure that will be responsible for promoting the key policies.

(1) Pursue profits and strengthen business promotion functions

The Chief Growth Officer (newly established) will oversee the four regions (Japan, China, Americas and Europe) and the Global Ceramics Business, and ensure that there is one team and one operation.

(2) Promotion of Sustainability and Business Transformation

The Chief Transformation Officer (newly established) will implement specific sustainability measures and business structure reforms.

2. Executive Officers effective from January 1, 2022

※female officer

| Name | New title | Previous title |
|------------------|--|---|
| Koji HIROTA | Representative Executive Officer, President, CEO Serving as director | Same as on the left |
| Tomofumi GOTSUBO | Representative Executive Officer, CGO Serving as director | Representative Executive Officer, COO Japan, China & Asia Region, Global Ceramics Business Serving as director |
| Shakil OHARA | Executive Officer, Serving as director | Executive Officer, Senior EVP, CFO IR, IS/IT Serving as director |
| Hisashi TATE | Executive Officer, Senior EVP, CFO Business Planning and Strategy, IR, IS/IT | Executive Officer, VP, CSO Business Planning and Strategy |
| Evelise FARO※ | Executive Officer, Senior EVP, CTO | Executive Officer, EVP Americas & Europe Region, Roller Business |
| Franco DUTTO | Executive Officer, SVP, CHRO Compliance and HR/Sustainability | Same as on the left |
| Cosimo COLASANTI | Executive Officer, VP Monozukuri | Same as on the left |
| Kazuaki KAYAHARA | Executive Officer, VP Engineering, R&D, Intellectual Property, CAPEX | Same as on the left |

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|----------------|--|---------------------|
| Li ZHANG | Executive Officer, VP China Region President | Same as on the left |
| Yasuo YOSHIDA | Executive Officer, VP Europe Region President | Same as on the left |
| Satoshi AIMI | Executive Officer, VP Purchasing | Same as on the left |
| Hidekazu MUKAI | Executive Officer, VP Japan Region President | Same as on the left |
| Kevin ROBINSON | Executive Officer, VP Americas Region President | Same as on the left |

(Note)

CEO: Chief Executive Officer

CGO: Chief Growth Officer

CFO: Chief Financial Officer

CTO: Chief Transformation Officer

CHRO: Chief Human Resources Officer