



September 19, 2024

Tsubaki Nakashima Co., Ltd.
Itaru Matsuyama
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Announcement of Appointments and Changes of Executive Officers, Organizational Reforms

As announced in the “Announcement of Organizational Reforms, and Appointments and Changes of Executive Officers, etc.” dated August 21, 2024, 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 September 18, 2024, the Company decided to implement appointments and changes of executive officers and organizational reforms as given below.

1. Appointments and Reassignments of Executive Officers

We are pleased to announce that we have appointed Yoichi Ueda, who brings with him a proven track record, financial expertise, and experience as a finance business partner at companies in Japan and overseas, as our new Executive Officer and Chief Financial Officer. As our finance leader, he will work to improve profitability and maximize shareholder value; increase management transparency; enhance KPI and numerical management; bolster the accountability of each business unit; optimize inventory and other working capital; and improve financial strategies.

We are also pleased to announce that we have appointed Yoshinori Kodera, who brings with him a proven track record and expertise in purchasing, supply chain, and production management in the automotive industry, as our new Executive Officer and Chief Supply Chain Officer (CSCO). As CSCO, he will assume responsibility for the global integration of purchasing, which to date has been managed factory by factory. He is tasked with reducing procurement costs, optimizing supplier selection, and optimizing our global supply chain network. As our new Global Purchasing Director, Satoshi Aimi will continue his work to optimize the Company’s procurement under Kodera.

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.

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

Name	New title	Current title
KODERA, Yoshinori	Executive Officer CSCO	Joined on October 1, 2024
AIMI, Satoshi	Global Purchasing Director	Executive Officer SCM

Appointments and Changes of Executive Officers, effective October 7, 2024

Name	New title	Current title
UEDA, Yoichi	Executive Officer, Senior EVP, CFO	Joined on October 7, 2024
TATE, Hisashi	Executive Officer Internal Consultant Director	Executive Officer, Senior EVP, CFO Corporate Planning, Business Strategies, IR

Changes of Executive Officers, effective November 12, 2024

Name	New title	Current title
TATE, Hisashi	Outgoing Director	Executive Officer Internal Consultant Director

Names and CVs of Newly Appointed Executive Officers

Name	Brief personal history
KODERA, Yoshinori date of birth 1973/12/18	2000 Oriental motor company 2004 Autoliv Purchasing manager/GM Indonesia 2014 Valeo Purchasing director Japan/Asean 2016 Autoliv VP purchasing of Autoliv Nissin Brake System 2018 Marelli VP purchasing director, Electric power train 2020 Faurecia, Executive officer VP purchasing business Group Clarion Electronics / VP Automated driving division
UEDA, Yoichi date of birth 1978/4/15	2001 Deloitte Tohmatsu Consulting (current ABeam Consulting) 2003 Softbank BB (current Softbank) 2009 Janssen Pharmaceutical (Johnson & Johnson Group) Finance Director (Singapore) 2023 Toshiba Carrier (current Carrier Japan Corporation) Director, Operations Finance

2. Overview of Organizational Reforms

As the world continues to evolve rapidly, our plastic products which have traditionally been sold primarily in the medical equipment business are increasingly being traded in markets other than the medical market. In order to better capture this trend, we will rename the Medical BU to the Engineered Plastic Components BU. Most of the products handled by this business unit are specialty plastic parts, and we believe that they will not only play an important role in the medical field, which is an important growth pillar, but also open up new demand possibilities in non-medical fields.

In addition, the “Inventory & SIOP” under the “Supply Chain,” as mentioned in the “Announcement of Organizational Reforms, and Appointments and Changes of Executive Officers, etc.” dated August 21, 2024, will be transferred under the “Manufacturing,” with the aim of integrating with further improvement of productivity and achieving thorough inventory management at the plant level.

New Organization Chart (October 2024)

