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Notice of Establishment of a Sustainability Committee

Tsubaki Nakashima Co., Ltd. ("the company") has decided to establish a Sustainability Committee. The outline of the committee is as follows.

1. Purpose and role of the committee

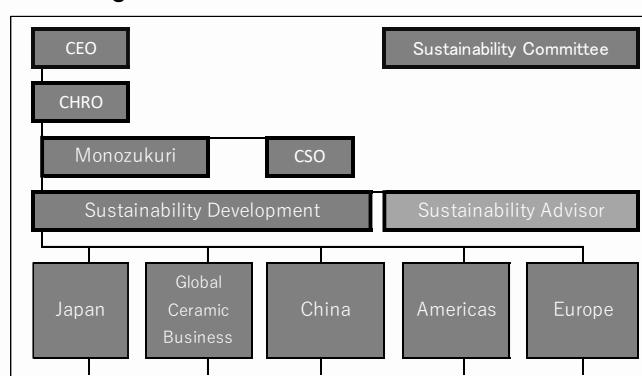
The Group's Mid-Term Strategy "Transform Next 2023," which was launched this fiscal year, is based on ESG strategies. We will establish a Sustainability Committee in order to put our environment, social and governance initiatives into a concrete process and become a sustainable and profitable company. This committee will be the main body to lead and realize the following initiatives.

- Continuous improvement of the organization, processes, products, and services, aiming at zero accidents, zero occupational illnesses, zero wastes, zero inequalities, and zero lack of knowledge (5 ZERO).
- Improving energy performance, reducing carbon emissions and improving environmental impact.
- Setting and monitoring numerical targets, and promoting strategy and evaluation for non-financial goals such as ethics, human rights protection, diversity, and equality.
- Adoption of best practices from Japan and overseas to further strengthen corporate governance.
- Efforts to monitor and improve ratings from ESG rating agencies as an objective viewpoint

2. Composition of the committee

The committee shall be chaired by CEO, and its members shall consist mainly of officers of the company's group and other members deemed appropriate in light of the purpose of establishing the committee.

<Sustainability Committee Organization Chart>



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