



FOR IMMEDIATE RELEASE

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## **Determination of Director Candidates for New Nidec**

In light of the report of the Third-Party Committee disclosed on March 3 and April 17 of this year, as well as the improvement plan and status report disclosed on January 28 and April 27, the Company has been proceeding with a review of the composition of its Board of Directors as part of its efforts to strengthen corporate governance. The Company aims to establish a Board comprised of directors possessing diverse knowledge, experience, and expertise so as to enable the Board to effectively fulfill its functions. The Company hereby announces that it has determined the candidates for directors to be submitted for election at the 53rd Annual General Meeting of Shareholders, scheduled to be held on June 18 of this year (the “Annual General Meeting”), as set forth below.

Furthermore, as announced in our “Notice Regarding the Establishment of the Executive Responsibility Investigation Committee” dated March 13, 2026, with respect to the series of improper accounting within our group, the Executive Responsibility Investigation Committee (the “Committee”) continues to conduct investigations and deliberations regarding whether current and former directors, auditors, and executive officers bear legal liability. Based on the report and recommendations of the Committee, we plan to determine whether to pursue claims for damages or take other legal measures.

### 1. Director Candidates (Scheduled Date of Appointment: June 18, 2026)

		Name	Current positions, significant concurrent positions, and professional background
Re-nominated	Director	Mitsuya Kishida	Representative Director, President and Chief Executive Officer
Newly nominated	Director	Masayuki Minai	Senior Vice President Chief Compliance Officer, and Chief Human Resources Officer
Newly nominated	Director	Takeshi Miyake	Vice President and Chief Supply Chain Officer

Newly nominated	*Outside Independent Director	Akitsugu Era	Partner, Brunswick Group K.K. Outside Director, ANDPAD, Inc. Former Managing Director and Head of Investment Stewardship, BlackRock Japan Co., Ltd.
Newly nominated	*Outside Independent Director	Shinichi Koizumi	Outside Director, Preferred Networks, Inc. Advisor, Obayashi Corporation Outside Director and Chairperson of the Board, Shinko Electric Industries Co., Ltd. Former Representative Director and Executive Vice President, Toray Industries, Inc. Former Full-time Corporate Auditor, DeNA Co., Ltd.
Newly nominated	*Outside Independent Director	Soichiro Sakuma	Outside Director, Konica Minolta, Inc. Advisor, NS Solutions Corporation Outside Director (Audit and Supervisory Committee Member), JX Advanced Metals Corporation Former Representative Director and Executive Vice President, Nippon Steel & Sumitomo Metal Corporation (currently Nippon Steel Corporation)
Newly nominated	*Outside Independent Director	Yuji Nishiura	Chairperson of the Board and Outside Director, LIXIL Corporation Former Japan Representative, AlixPartners Former Chairman of the Board, AXA Life Insurance Co., Ltd. Former Chairman of the Board, AXA General Insurance Co., Ltd. Former Representative Director and Chairman, Sumitomo Mitsui Trust Club Co., Ltd.
Newly nominated	*Outside Independent Director	Ryoichi Yamamoto	Outside Director, Daido Steel Co., Ltd. Senior Advisor, J. Front Retailing Co., Ltd. Former Director and Representative Executive Officer, President, J. Front Retailing Co., Ltd.
Newly nominated	*Outside Independent Director (Audit and Supervisory Committee Member)	Takeshi Yamazaki	Full-time Corporate Auditor, Hitachi Real Estate Partners, Ltd. Former General Manager, Corporate Planning Office, Strategy Planning Division, Hitachi, Ltd. Former Senior Vice President and Chief Strategy Officer, Hitachi-LG Data Storage, Inc.
Newly nominated	*Outside Independent Director (Audit and Supervisory Committee Member)	Hideki Amano	Outside Corporate Auditor, Seiko Group Corporation Outside Corporate Auditor, Mizuho Leasing Company, Limited Former Deputy Chairman (Head of Audit), KPMG AZSA LLC
Newly nominated	*Outside Independent Director (Audit and Supervisory Committee Member)	Misawa Kishinami	Outside Director, Daiwabo Holdings Co., Ltd. Former Head of Syndicate, Capital Markets Division, Investment Banking, Goldman Sachs Japan Co., Ltd. Former Executive Director and Head of Debt Capital Markets, Investment Banking Division, UBS Securities Japan Co., Ltd.

Newly nominated	*Outside Independent Director (Audit and Supervisory Committee Member)	Mitsuhiro Hasegawa	Senior Advisor, Uryu & Itoga Law Office Former Chief Prosecutor, Hiroshima High Public Prosecutors Office Former Chairman, Securities and Exchange Surveillance Commission
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Notes: 1. Of the director candidates, the nine individuals marked with an asterisk (\*) qualify as outside directors under the Companies Act in Japan.

2. Information regarding current positions and significant concurrent positions is as of May 13, 2026.

## 2. Retirement of Directors

Mr. Hiroyuki Ochiai, Mr. Shinichi Sato, Ms. Yayoi Komatsu, Ms. Takako Sakai, Ms. Aya Yamada, and Mr. Kunio Umeda will retire upon the expiration of their respective terms of office on June 18, 2026. Ms. Hiroe Toyoshima will resign and retire as of the same date. Mr. Hiroshi Yoshii, an Outside Director who serves as a full-time Audit and Supervisory Committee Member, will remain in office.

## 3. Selection Process and Rationale for the Director Candidates

In light of the report of the Third-Party Committee, as well as the improvement plan and status report, and with a view to renewing the Board of Directors into a structure with diverse areas of expertise and further strengthening the management framework, the Company has, based on the recommendation of the Nomination Committee, resolved to increase the number of directors by four and has accordingly determined 12 director candidates.

The selection process for the director candidates was conducted by the Nomination Committee, which, following the governance structure review dated March 26, 2026, is composed solely of Outside Directors. In selecting the director candidates, the Nomination Committee, as part of its efforts to strengthen corporate governance, resolved to appoint a diverse range of candidates, primarily from outside the Company, including individuals with experience in managing listed companies and accounting experts, with the aim of establishing a Board of Directors capable of effectively fulfilling its functions and with enhanced independence from the management team. In the actual selection process, based on the Policy on the Appointment of Directors and the Criteria for Selection and Dismissal of Directors revised in preparation for this Annual General Meeting of Shareholders (please refer to the Company's press release dated March 27, 2026, "Future Nomination of Director Candidates for New Nidec"), the Nomination Committee conducted interviews with a broad pool of candidates and carefully assessed their alignment with the skills matrix. Candidates were then selected based on their respect for market discipline, emphasis on engagement with stakeholders, and strong

commitment to corporate ethics and compliance, with final determinations made in consideration of the overall composition of the Board of Directors.

First, in order to fundamentally enhance the governance function of the Board of Directors, the Company has decided to significantly increase the proportion of Outside Independent Directors, such that 10 of the total 13 directors will be Outside Independent Directors. In addition, with a view to ensuring a decisive transformation of the corporate culture as the new Nidec, the Company has resolved to appoint 11 newly nominated directors. Furthermore, the Company intends to select the Chairperson of the Board of Directors from among the Outside Independent Directors.

On that basis, with respect to candidates for Executive Directors, the Company has selected, in addition to Mr. Mitsuya Kishida, the executive officer in charge of corporate management functions and the executive officer in charge of the supply chain as director candidates. Mr. Mitsuya Kishida currently serves as Representative Director, President and Chief Executive Officer of the Company and possesses a strong international perspective cultivated through global management, together with extensive experience, achievements, and insight across a wide range of fields. Since assuming the position of President in 2024, he has driven management reforms, and following the establishment of the Third-Party Committee in 2025, he has taken a leading role in advancing corporate culture reform and governance reform, thereby demonstrating leadership toward the Company's turnaround. Based on the Nomination Committee's determination that his leadership is indispensable to the steady and expeditious advancement of the Company's governance reforms and the enhancement of corporate value, he has been nominated for reappointment. In addition, in order to ensure that issues relating to compliance and risk management are appropriately raised and addressed, the Company has selected as director candidates the executive officer in charge of corporate management functions, who possesses expertise and practical execution capabilities in human resources, organizational management, and compliance, as well as the executive officer in charge of the supply chain, who possesses deep knowledge of global supply chains and import/export compliance, together with practical execution capabilities in operational optimization based on such expertise.

With respect to candidates for Outside Directors, the Company has placed particular emphasis on skills in "Legal Affairs and Compliance," "Finance and Accounting," and "Governance and Risk Management," from the perspective of ensuring the steady implementation and effective oversight of governance reform and corporate culture reform. In addition, from the perspective of overseeing and supporting the enhancement of the Company's corporate value going forward, the Company has prioritized candidates possessing experience in corporate management, corporate turnaround experience, and expertise in capital markets in making its selections.

Specifically, the Company has selected three individuals with a proven track record in the management of listed companies—Mr. Shinichi Koizumi, Mr. Soichiro Sakuma, and Mr. Ryoichi Yamamoto—as well as Mr. Yuji Nishiura, who, in addition to his corporate management experience, possesses extensive experience in corporate turnaround. In addition, the Company has selected Mr. Hideki Amano, who has extensive practical experience in statutory auditing; Mr. Takeshi Yamazaki, who has significant experience in audit-related functions; Mr. Mitsuhiro Hasegawa, who is a specialist in legal affairs and compliance and is also well-versed in the securities markets; and Mr. Akitsugu Era and Ms. Misawa Kishinami, both of whom possess extensive expertise in capital markets.

End

[For Reference] Composition of the Board of Directors and Skills Matrix Following Appointment

Name (Outside Independent Director*)	Areas of Expertise and Experience Expected of Directors (up to four)									
	Legal Affairs and Compliance	Finance and Accounting	Governance and Risk Management	Corporate Management Experience	Knowledge of Capital Markets	Business Strategy	Technology and Research & Development	International Perspective and Global Experience	Human Capital and Diversity	Environmental and Social Matters
Mitsuya Kishida				○		○	○	○		
Masayuki Minai	○		○					○	○	
Takeshi Miyake	○		○				○	○		
Akitsugu Era*			○		○			○	○	
Shinichi Koizumi*			○	○		○		○		
Soichiro Sakuma*	○		○	○		○				
Yuji Nishiura*		○	○			○			○	
Ryoichi Yamamoto*			○	○		○				○
Hiroshi Yoshii*	○	○	○							○
Takeshi Yamazaki*			○			○	○		○	
Hideki Amano*	○	○	○					○		
Misawa Kishinami*		○			○			○	○	
Mitsuhiro Hasegawa*	○	○	○		○					

In selecting the Outside Directors, the Company has, in light of its current circumstances, also taken into consideration experience and expertise in corporate turnaround, in addition to the skills matrix.