

Notice of Change in Representative Director and President

Chihiro Yamamoto will step down as President and CEO of our company (EM Devices Corporation, Head Office: Shiroishi City, Miyagi Prefecture) effective December 31, 2025, and Takeharu Aoki will assume the role of Representative Director, President and CEO on January 1, 2026.

1. Outgoing President and CEO

	New Position	Current Position
Chihiro Yamamoto	Retiring	President and CEO
Takeharu Aoki	President and CEO	Newly Appointed

2. President and CEO Takeharu Aoki Brief Biography (Please refer to the separate document for details)

Takeharu Aoki joined Honda Motor Co., Ltd. in 1989 and has served as President of Honda Atlas Cars Pakistan Ltd. and Honda Motor Europe-France, among other positions. He is scheduled to assume the position of President and CEO of our company effective January 1, 2026.

3. Reasons and Background for the Change

Our company became independent from NEC Tokin Corporation (now Tokin Corporation) in April 2017 with the support of Japan Industrial Partners, Inc. (JIP). Since then, we have steadily expanded our business as a global leader in PCB relays used in automotive electrical components and various other electrical and industrial equipment.

Yamamoto has been involved in the management of our company since its independence and has contributed to its development for over six years. Particularly since assuming the role of President and CEO in February 2022, he has led the company through significant challenges, including the substantial slowdown in the automotive market due to the spread of COVID-19 and semiconductor shortages, as well as the rapid rise in raw material prices driven by global inflation. He has also directed efforts to accelerate business development and R&D for the rapidly expanding xEV market and to increase market share in existing businesses, achieving notable results.

Our shareholder became SMBC Capital Partners Co., Ltd. (SMBCCP) on October 31, 2025. Upon completion of all procedures following the shareholder change, Yamamoto will return to JIP, his original company.

SMBCCP invested in our company with the objective of fully supporting the realization of our mid-term plan, formulated in April 2025, which aims for significant growth through 2030.

Mr. Aoki possesses extensive global business experience in the automotive industry, particularly as a top executive. He has a proven track record of achieving turnarounds in challenging business environments and capturing top market share in fiercely competitive markets. With Mr. Aoki's appointment as President and CEO, leveraging his strong management capabilities, we will continue to challenge and evolve. This will drive the realization of our mid-term plan and sustained growth, enabling us to further contribute to our customers, partners, and all other stakeholders.

About EM Devices Corporation

Our origins trace back to the development of wire spring relays in 1955 by the Communications Equipment Division (at the time) of NEC Corporation. For many years, we have developed, manufactured, and sold electromechanical devices such as relays. Since becoming independent from NEC Tokin Corporation (now Tokin Corporation) in April 2017, we have steadily expanded our business under the NEXEM brand name. We are a global leader in PCB relays (with over 80% of sales overseas) used in automotive electrical components and various other electrical and industrial equipment. Furthermore, we are actively pursuing customer development and competitive product development in high-growth markets such as China and India. We aim to achieve growth significantly exceeding the industry growth rate by 2030.

Furthermore, in 2024, we entered the high-voltage relay market for electric vehicles (xEVs). We are focusing on R&D and customer development to establish this as our third pillar, following our founding business of signal relays and our mainstay power relays.

<p>For inquiries regarding this matter, please contact: EM Devices Corporation Human Resources & General Affairs Department Masanori Kosaka TEL: 0224-26-6063 E-mail: corporate@em-devices.com</p>
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(Attachment)

Takeharu Aoki Brief Biography

Born February 3, 1966

April 1989	Joined Honda Motor Co.,Ltd.
December 2002	Honda Motor Europe (UK, Regional Headquarters for Europe)
December 2004	Honda Motor Europe-South (France, Southern Europe Regional Headquarters)
December 2007	Manager, Asia-Oceania Business Office, Honda Motor Co., Ltd.
March 2011	President, Honda Atlas Cars Pakistan Ltd.
April 2015	Honda China Investment Co.,Ltd.(China Regional Headquarters) Department Manager
April 2018	Honda Motor Europe-France (Honda France) President
April 2023	Honda Racing Corporation (HRC) New Business Planning and Promotion Department
December 2025	Honda Motor Co., Ltd. Retired
January 1, 2026	Scheduled to assume position as President and Representative Director of EM Devices Corporation

Board of Directors (as of January 1, 2026)

President and Representative Director: Takeharu Aoki (Newly Appointed)

Director: Toshiyuki Goto

Director: Nobuaki Oishi

Director: Kazuomi Fukazawa

Auditor: Nobuyoshi Mizuta

Auditor: Yosuke Nakano