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Summary of Consolidated Financial Results for the Fiscal Year Ended December 31, 2025 (Based on Japanese GAAP)



February 10, 2026

Company name: Nippon Carbon Co., Ltd.
 Stock exchange listing: Tokyo
 Stock code: 5302
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 Representative: Representative Director, CEO Takafumi Miyashita
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 TEL: +81-3-6891-3730
 Scheduled date of annual general meeting of shareholders: March 27, 2026
 Scheduled date to commence dividend payments: March 30, 2026
 Scheduled date to file annual securities report: March 25, 2026
 Preparation of supplementary material on financial results: No
 Holding of financial results meeting: No

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended December 31, 2025	37,735	(0.6)	4,809	(23.9)	5,103	(23.7)	4,830	18.4
Fiscal year ended December 31, 2024	37,956	0.2	6,319	(3.9)	6,692	(5.9)	4,078	0.7

Note: Comprehensive income: For the fiscal year ended December 31, 2025: ¥4,529 million [(17.3)%]
 For the fiscal year ended December 31, 2024: ¥5,480 million [(20.1)%]

	Earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
	Yen	Yen	%	%	%
Fiscal year ended December 31, 2025	436.91	—	9.1	6.1	12.7
Fiscal year ended December 31, 2024	369.03	—	8.0	8.3	16.6

Reference: Share of profit (loss) of entities accounted for using equity method
 For the fiscal year ended December 31, 2025: ¥100 million
 For the fiscal year ended December 31, 2024: ¥166 million

(2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of December 31, 2025	85,607	63,607	63.5	4,919.46
As of December 31, 2024	82,348	60,819	63.2	4,704.60

Reference: Equity
 As of December 31, 2025: ¥54,393 million
 As of December 31, 2024: ¥52,014 million

(3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	Millions of yen	Millions of yen	Millions of yen	Millions of yen
Fiscal year ended December 31, 2025	6,319	(2,198)	(1,265)	15,035
Fiscal year ended December 31, 2024	5,234	(5,546)	(1,985)	12,154

2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended December 31, 2024	–	100.00	–	100.00	200.00	2,211	54.2	4.4
Fiscal year ended December 31, 2025	–	100.00	–	100.00	200.00	2,211	45.8	4.2
Fiscal year ending December 31, 2026 (Forecast)	–	100.00	–	100.00	200.00		81.9	

3. Forecast of consolidated financial results for the year ending December 31, 2026 (from January 1, 2026 to December 31, 2026)

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	19,000	(3.8)	1,600	(38.7)	1,800	(33.9)	1,100	(52.1)	99.49
Full year	41,000	(8.7)	4,300	(10.6)	4,600	(9.9)	2,700	(44.1)	244.19

*** Notes**

(1) Significant changes in the scope of consolidation during the period: No

(2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements

Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

Changes in accounting policies due to other reasons: No

Changes in accounting estimates: No

Restatement of prior period financial statements: No

(3) Number of issued shares (common shares)

Total number of issued shares at the end of the period (including treasury shares)

As of December 31, 2025: 11,832,504 shares As of December 31, 2024: 11,832,504 shares

Number of treasury shares at the end of the period

As of December 31, 2025: 775,616 shares As of December 31, 2024: 776,336 shares

Average number of shares during the period

Fiscal year ended December 31, 2025: 11,056,874 shares Fiscal year ended December 31, 2024: 11,052,422 shares

[Reference] Overview of non-consolidated financial results

1. Non-consolidated financial results for the fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)

(1) Non-consolidated operating results

(Percentages indicate year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Profit	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Fiscal year ended December 31, 2025	21,087	(9.8)	1,988	(39.5)	2,862	(30.2)	3,877	26.0
Fiscal year ended December 31, 2024	23,384	(0.9)	3,285	(14.2)	4,101	(12.9)	3,083	(5.2)

	Earnings per share	Diluted earnings per share
	Yen	Yen
Fiscal year ended December 31, 2025	350.70	—
Fiscal year ended December 31, 2024	278.97	—

(2) Non-consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
	Millions of yen	Millions of yen	%	Yen
As of December 31, 2025	57,060	45,116	79.1	4,080.42
As of December 31, 2024	57,819	44,349	76.7	4,011.27

Reference: Equity

As of December 31, 2025: ¥45,116 million

As of December 31, 2024: ¥44,349 million

(1) Consolidated balance sheets

(Millions of yen)

	As of December 31, 2024	As of December 31, 2025
Assets		
Current assets		
Cash and deposits	12,299	15,180
Notes and accounts receivable - trade, and contract assets	11,277	11,371
Electronically recorded monetary claims - operating	1,927	2,254
Merchandise and finished goods	11,301	3,451
Work in process	4,543	12,233
Raw materials and supplies	3,991	3,959
Income taxes refund receivable	27	20
Other	964	619
Allowance for doubtful accounts	(12)	(8)
Total current assets	46,319	49,082
Non-current assets		
Property, plant and equipment		
Buildings and structures	19,096	19,792
Accumulated depreciation and impairment	(11,586)	(12,148)
Buildings and structures, net	7,509	7,644
Machinery and equipment	51,150	55,238
Accumulated depreciation and impairment	(42,339)	(44,422)
Machinery and equipment, net	8,811	10,815
Vehicles, tools, furniture and fixtures	4,230	4,481
Accumulated depreciation and impairment	(3,446)	(3,705)
Vehicles, tools, furniture and fixtures, net	784	775
Land	3,575	3,582
Construction in progress	2,183	432
Total property, plant and equipment	22,863	23,250
Intangible assets	182	137
Investments and other assets		
Investment securities	10,431	10,197
Deferred tax assets	599	680
Other	1,953	2,262
Allowance for doubtful accounts	(2)	(2)
Total investments and other assets	12,982	13,137
Total non-current assets	36,029	36,525
Total assets	82,348	85,607

(Millions of yen)

	As of December 31, 2024	As of December 31, 2025
Liabilities		
Current liabilities		
Notes and accounts payable - trade	3,435	2,908
Electronically recorded obligations - operating	653	598
Short-term borrowings	9,016	10,151
Accrued expenses	504	718
Income taxes payable	1,165	1,887
Advances received	270	432
Provision for bonuses	237	222
Provision for bonuses for directors (and other officers)	64	49
Provision for retirement benefits for directors (and other officers)	–	10
Provision for loss on orders received	–	16
Other	3,191	1,645
Total current liabilities	18,538	18,639
Non-current liabilities		
Long-term borrowings	196	180
Deferred tax liabilities	1,570	1,124
Retirement benefit liability	698	758
Provision for retirement benefits for directors (and other officers)	36	36
Provision for share awards for directors (and other officers)	60	69
Provision for environmental measures	0	1
Provision for loss on fire	–	768
Asset retirement obligations	62	62
Other	365	358
Total non-current liabilities	2,990	3,360
Total liabilities	21,529	22,000
Net assets		
Shareholders' equity		
Share capital	7,402	7,402
Capital surplus	7,858	7,858
Retained earnings	34,454	37,074
Treasury shares	(1,969)	(1,967)
Total shareholders' equity	47,745	50,367
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	3,921	3,022
Foreign currency translation adjustment	336	1,028
Remeasurements of defined benefit plans	11	(25)
Total accumulated other comprehensive income	4,268	4,026
Non-controlling interests	8,804	9,213
Total net assets	60,819	63,607
Total liabilities and net assets	82,348	85,607

(2) Consolidated statements of income and consolidated statements of comprehensive income
Consolidated statements of income

(Millions of yen)

	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Net sales	37,956	37,735
Cost of sales	26,471	27,477
Gross profit	11,485	10,257
Selling, general and administrative expenses	5,165	5,448
Operating profit	6,319	4,809
Non-operating income		
Interest income	11	9
Dividend income	256	361
Foreign exchange gains	149	207
Share of profit of entities accounted for using equity method	166	100
Insurance claim income	–	43
Other	182	120
Total non-operating income	766	843
Non-operating expenses		
Interest expenses	62	112
Loss on retirement of non-current assets	117	61
Depreciation of inactive non-current assets	146	–
Inactive facilities related expenses	–	270
Other	66	104
Total non-operating expenses	393	549
Ordinary profit	6,692	5,103
Extraordinary income		
Gain on sale of property, plant and equipment	196	–
Gain on sale of investment securities	6	3,530
Total extraordinary income	203	3,530
Extraordinary losses		
Loss of fire	–	803
Total extraordinary losses	–	803
Profit before income taxes	6,895	7,829
Income taxes - current	2,104	2,586
Income taxes - deferred	(10)	(145)
Total income taxes	2,093	2,441
Profit	4,801	5,388
Profit attributable to non-controlling interests	723	577
Profit attributable to owners of parent	4,078	4,830

Consolidated statements of comprehensive income

(Millions of yen)

	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Profit	4,801	5,388
Other comprehensive income		
Valuation difference on available-for-sale securities	493	(896)
Deferred gains or losses on hedges	1	–
Foreign currency translation adjustment	119	(564)
Remeasurements of defined benefit plans, net of tax	64	(25)
Share of other comprehensive income of entities accounted for using equity method	–	628
Total other comprehensive income	678	(858)
Comprehensive income	5,480	4,529
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	4,723	3,944
Comprehensive income attributable to non-controlling interests	756	584

(3) Consolidated statements of changes in equity

Fiscal year ended December 31, 2024 (from January 1, 2024 to December 31, 2024)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,402	7,858	32,586	(2,012)	45,835
Changes during period					
Dividends of surplus			(2,210)		(2,210)
Profit attributable to owners of parent			4,078		4,078
Purchase of treasury shares				(2)	(2)
Disposal of treasury shares				44	44
Net changes in items other than shareholders' equity					–
Total changes during period	–	–	1,868	42	1,910
Balance at end of period	7,402	7,858	34,454	(1,969)	47,745

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	3,421	(1)	258	(57)	3,620	8,226	57,681
Changes during period							
Dividends of surplus					–		(2,210)
Profit attributable to owners of parent					–		4,078
Purchase of treasury shares					–		(2)
Disposal of treasury shares					–		44
Net changes in items other than shareholders' equity	500	1	78	68	648	577	1,226
Total changes during period	500	1	78	68	648	577	3,137
Balance at end of period	3,921	–	336	11	4,268	8,804	60,819

Fiscal year ended December 31, 2025 (from January 1, 2025 to December 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	7,402	7,858	34,454	(1,969)	47,745
Changes during period					
Dividends of surplus			(2,211)		(2,211)
Profit attributable to owners of parent			4,830		4,830
Purchase of treasury shares				(2)	(2)
Disposal of treasury shares				4	4
Net changes in items other than shareholders' equity					—
Total changes during period	—	—	2,619	2	2,621
Balance at end of period	7,402	7,858	37,074	(1,967)	50,367

	Accumulated other comprehensive income				Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	3,921	336	11	4,268	8,804	60,819
Changes during period						
Dividends of surplus				—		(2,211)
Profit attributable to owners of parent				—		4,830
Purchase of treasury shares				—		(2)
Disposal of treasury shares				—		4
Net changes in items other than shareholders' equity	(898)	692	(36)	(242)	409	166
Total changes during period	(898)	692	(36)	(242)	409	2,788
Balance at end of period	3,022	1,028	(25)	4,026	9,213	63,607

(4) Consolidated statements of cash flows

(Millions of yen)

	For the fiscal year ended December 31, 2024	For the fiscal year ended December 31, 2025
Cash flows from operating activities		
Profit before income taxes	6,895	7,829
Depreciation	2,986	3,534
Increase (decrease) in retirement benefit liability	24	24
Increase (decrease) in provision for retirement benefits for directors (and other officers)	4	10
Interest and dividend income	(267)	(371)
Insurance claim income	–	(43)
Interest expenses	62	112
Share of loss (profit) of entities accounted for using equity method	(166)	(100)
Loss (gain) on sale and retirement of property, plant and equipment	(196)	(2)
Loss (gain) on sale of investment securities	(6)	(3,530)
Loss on fire	–	803
Loss on retirement of non-current assets	117	61
Decrease (increase) in accounts receivable - trade, and contract assets	428	(357)
Decrease (increase) in inventories	(891)	244
Increase (decrease) in trade payables	(843)	(587)
Increase (decrease) in accrued expenses	(130)	213
Increase (decrease) in advances received	(184)	146
Decrease (increase) in accounts receivable - other	(351)	309
Other, net	(765)	(369)
Subtotal	6,715	7,928
Interest and dividends received	343	371
Interest paid	(64)	(113)
Income taxes paid	(2,321)	(1,898)
Proceeds from insurance income	562	66
Loss on fire paid	–	(35)
Net cash provided by (used in) operating activities	5,234	6,319
Cash flows from investing activities		
Purchase of property, plant and equipment	(4,667)	(5,501)
Proceeds from sale of property, plant and equipment	196	4
Purchase of intangible assets	(53)	(27)
Purchase of investment securities	(1,032)	(390)
Proceeds from sale of investment securities	9	3,716
Net cash provided by (used in) investing activities	(5,546)	(2,198)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	430	1,200
Proceeds from long-term borrowings	100	100
Repayments of long-term borrowings	(171)	(181)
Net decrease (increase) in treasury shares	42	2
Dividends paid	(2,206)	(2,206)
Dividends paid to non-controlling interests	(178)	(178)
Net cash provided by (used in) financing activities	(1,985)	(1,265)
Effect of exchange rate change on cash and cash equivalents	68	25
Net increase (decrease) in cash and cash equivalents	(2,228)	2,881
Cash and cash equivalents at beginning of period	14,382	12,154
Cash and cash equivalents at end of period	12,154	15,035