August 25, 2026

To whom it may concern

Company name: Nippon Carbon Co., Ltd.
Representative: Takafumi Miyashita,
Representative Director, CEO
(Stock code: 5302; Prime Market of the Tokyo Stock Exchange)

Notice Concerning Introduction of Shareholder Benefit Program

Nippon Carbon Co., Ltd. (the "Company") hereby announces that it resolved at a meeting of the Board of Directors held on August 25, 2026, to introduce a shareholder benefit program as set forth below.

1. Purpose of the Introduction of the Shareholder Benefit Program

The Company has decided to introduce a shareholder benefit program with the aims of further increasing interest in the Company's shares and encouraging more investors to hold the Company's shares for the medium to long term.

2. Overview of the Shareholder Benefit Program

(1) Details of the Shareholder Benefit Program

Shareholders residing in Japan who are recorded in the Company's shareholder register as of December 31 of each year and satisfy the following requirements regarding the number of shares held and the continuous holding period will be awarded shareholder benefit items based on the number of shares held and the period that they have been continuously held by each shareholder (the "continuous holding period"). The first record date is December 31, 2026.

Benefit Category

Number of Shares Held as of Record Date	Continuous Holding Period	
	1 year to under 3 years	3 years or more
100–199 shares	Not eligible	Equivalent to JPY1,000
200–499 shares	Equivalent to JPY3,000	Equivalent to JPY4,000
500 shares or more	Equivalent to JPY9,000	Equivalent to JPY12,000

(2) How the Continuous Holding Period Is Determined

The continuous holding period will be determined as described below based on the current number of consecutive "Shareholding Determination Dates," which are June 30 and December 31 of each year, on which the shareholder was determined to have held 100 shares or more under the same shareholder number based on the Company's shareholder register.

- "1 year to under 3 years" means a case where, counting backward from the record date, the current number of consecutive Shareholding Determination Dates, including the record date, on which the shareholder was determined to have held 100 shares or more under the same shareholder number is from three to six.

- "3 years or more" means the case where, counting backward from the record date, the current number of consecutive Shareholding Determination Dates, including the record date, on which the shareholder was determined to have held 100 shares or more under the same shareholder number is seven or more.
- In a case where the shareholder number changes, the holding period under the shareholder number before the change is not added to the holding period under the shareholder number after the change, and the continuous holding period will be determined based on the current consecutive number of Shareholding Determination Dates under the shareholder number after the change.
- The continuous holding period will be determined based on the period when the shareholder holds 100 shares or more on each Shareholding Determination Date, and the benefit category will be determined based on the number of shares held as of the record date.

Example of a Holding Deemed to Be Continuously Held

	2023		2024		2025		2026		The current number of consecutive Shareholding Determination Dates is determined by counting backward from the record date
	Jun.	Dec.	Jun.	Dec.	Jun.	Dec.	Jun.	Dec.	
1-year continuous holding	-	-	-	-	-	1	2	3	The current number of consecutive Shareholding Determination Dates on which the shareholder held 100 shares or more under the same shareholder number is three. (holding 200 shares or more as of the record date)
3-year continuous holding	-	1	2	3	4	5	6	7	The current number of consecutive Shareholding Determination Dates on which the shareholder held 100 shares or more under the same shareholder number is seven. (holding 100 shares or more as of the record date)

Example of a Holding Not Deemed to be Continuously Held

	2023		2024		2025		2026		The current number of consecutive Shareholding Determination Dates is determined by counting backward from the record date
	Jun.	Dec.	Jun.	Dec.	Jun.	Dec.	Jun.	Dec.	
Not eligible	-	-	1	2	3	(Dis-conti-nued)	1	2	The current number of consecutive Shareholding Determination Dates on which the shareholder held 100 shares or more under the same shareholder number is two. (holding 200 shares or more as of the record date)
	-	1	(Dis-conti-nued)	1	2	3	(Dis-conti-nued)	1	The current number of consecutive Shareholding Determination Dates on which the shareholder held 100 shares or more under the same shareholder number is one. (holding 200 shares or more as of the record date)

(3) Timing of Awards of Benefits

Information documents on the first shareholder benefits will be sent to eligible shareholders around late March 2027.

(4) How to Use the Shareholder Benefit Program

When using the shareholder benefit program, shareholders will be able to choose their preferred shareholder benefit items from the Company's original shareholder benefit catalog to be provided and submit their requests via the dedicated shareholder benefit website or using the designated postcard. The Company will provide the details, including the shareholder benefit items and the period and method for submitting requests, in the information documents.

3. Impact on Financial Results

The Company estimates that the introduction of the shareholder benefit program will have only a minimal impact on its financial results. If any matter arises that requires disclosure, the Company will disclose it promptly.

Inquiries
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