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Corporate Governance Report

Last Updated: May 16, 2025

Nippon Carbon Co., Ltd.

Takafumi Miyashita

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Securities Code: 5302

<https://www.carbon.co.jp/english/>

The corporate governance of Nippon Carbon Co., Ltd. (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes and Other Basic Information

1. Basic Views

The Company’s group (the “Group”) always pursues the best corporate governance and continues to work on enhancing it.

The basic views are based on the Company’s Management Philosophy formulated in 1980.

Management Philosophy

“A company with dreams and technologies to realize a world of love and science”

In accordance with this view, the Group works on enhancing corporate governance, while regarding ensuring the transparency and fairness of decision-making as well as fully utilizing the management resources it holds and increasing the vitality of management using swift and decisive decision-making as the center of corporate governance, from the perspective of increasing the Group’s sustainable growth and long-term corporate value.

- (1) Respect the rights of shareholders and secure their equal treatment.
- (2) Consider the interests of stakeholders including shareholders and cooperate appropriately with the stakeholders.
- (3) Properly disclose the Company’s information and ensure transparency.
- (4) Make the Board of Directors’ supervision function for business execution effective.
- (5) Through the realization of the Management Philosophy, aim to increase sustainable corporate value and engage in constructive dialogue with shareholders and investors that have investment policies that align with the Management Philosophy.

[Reasons for Non-compliance with the Principles of Japan’s Corporate Governance Code]

The Company complies with all principles of Japan’s Corporate Governance Code.

[Disclosure Based on the Principles of Japan’s Corporate Governance Code] **Updated**

[Principle 1.4 Cross-Shareholdings]

1. Policy relating to cross-shareholdings

The Group engages in cross-shareholding for business necessity such as maintaining, strengthening, and developing business alliances and transaction relationships, as well as for other purposes such as keeping stable

and continuous financial transaction relationships, where such shareholding is deemed to contribute to the Group's medium- to long-term growth.

The Company examines the reasonableness of holding cross-shareholdings at a meeting of the Board of Directors annually from a medium- to long-term perspective, giving comprehensive consideration to the purposes, and risks and interests to be gained from cross-shareholdings, capital costs and other factors for all the individual issues.

The Company has a policy to reduce shares not deemed reasonable to be held after the examination. The Company reduced its holdings in one stock in 2024.

2. Exercising voting rights regarding cross-shareholdings

The Group exercises the voting rights of all the cross-shareholdings in principle, believing that appropriate exercise of voting rights helps strengthen a company's corporate governance structure and leads to enhancement of its medium- and long-term value and sustainable growth. To exercise voting rights, the Group comprehensively decides whether a proposal would contribute to the establishment of an appropriate corporate governance structure and the increase of the medium- and long-term corporate value of an issuing company, as well as have any impact on the Group.

[Principle 1.7 Related Party Transactions]

Whenever the Company engages in related party transactions, its Board of Directors carries out appropriate procedures according to the details and characteristics of the transactions, and the transactions are disclosed in securities reports and such like. In addition, the Company monitors its group companies and officers by researching related party transactions annually.

[Supplementary Principle 2.4.1 Ensuring Diversity]

The Company aims to double the number of female managers by 2030 compared with FY2021 and actively and continuously hires and appoints diverse human resources such as women, foreign nationals and mid-career workers with various professional backgrounds to develop a business structure that enables flexible and swift responses to a rapidly changing market environment. The Company also works on improving its workplace environment so that each worker can utilize his or her abilities and characteristics, and sets criteria for selecting middle managers regardless of gender, or whether they are new graduate or mid-career employees.

Going forward, the Company will strive to train employees that will be engaged in management decision-making in the future, by conducting recruitment with diversity in mind from medium- and long-term perspectives, creating an environment where employees can play an active role regardless of the type of their hiring, gender or nationality, and supporting employees' self-directed growth.

[Principle 2.6 Roles as Asset Owners]

The Company manages a pension fund with the aim of ensuring the necessary total revenues for the long term, while weighing risks to make sure to provide pension benefits into the future, and formulates the asset mix from a medium- to long-term perspective.

The Company selects an asset manager using a comprehensive evaluation of quantitative aspects such as management performance in addition to qualitative assessment of management process, compliance and the like.

[Principle 3.1 Full Disclosure]

1. Management Philosophy, management strategy and management plan

(1) Management Philosophy

The Management Philosophy is as described in "1. Basic Views."

(2) Management strategy and management plan

At the Company, we have successfully completed our previous Mid-term Management Policy, "BREAKTHROUGH 2024." Based on the results thereof, the Company has formulated a new Mid term Management Policy, "GO BEYOND 2030," which is effective from 2025.

In this Mid-term Management Policy, the Company has set the final year as 2030, which is said to be a year in which various problems will become apparent, and the Company has set the important task of aiming for the sustainable growth of the company and the realization of a sustainable society based on our management philosophy of "A company with dreams and technologies to realize a world of love and science." In terms of business, there are many uncertainties, such as exchange rate risks and fluctuations in the global economy due to the policies of various countries, but the Company will strive to strengthen our profitability with the aim of

expanding sales by around 10% per year. The Company will also contribute to carbon neutrality (“CN”) by reducing GHG emissions and supporting the realization of a sustainable society. The Company will work together as a group to improve our profitability and enhance corporate value in order to satisfy all of our stakeholders.

The details of our new Mid-term Management Policy are disclosed on the page “Mid-term Management Policy (GO BEYOND 2030)” on our website.

https://www.carbon.co.jp/english/topics/topic_250311_en.pdf

2. Basic views and basic policy on corporate governance

The Company aims to enhance the soundness and transparency of management by adopting the following system as a governance mechanism to build the best relationship with stakeholders through business activities and increase corporate value.

The Company has selected the form of a company with a Board of Auditors.

The Board of Directors composed of all the Directors including outside Directors deliberates on important decision-making related to business execution.

The Board of Directors consists of four Directors, two of whom are outside Directors, and the Board of Auditors is composed of three Auditors, two of whom are outside Auditors. This aims to increase the objectiveness of decision-making as well as strengthen the audit and supervision function of the Auditors for the management.

The Internal Audit Bureau in charge of the Group’s internal audit monitors the status of the Group’s internal control and reports to the Board of Directors and the Board of Auditors as well as gives instructions for improvement.

In addition, the Corporate Compliance Committee undertakes supervision activities of the overall Group to ensure compliance.

3. Policies and procedures for the Board of Directors in determining remuneration to Directors

The details are described in “II. 1 [Director Remuneration] Disclosure of Policy for Determining Remuneration Amounts or Calculation Methods Thereof” of this report.

4. Policies and procedures for the Board of Directors in nominating the candidates for Director and Auditor

(1) Policies and procedures in nominating the candidates for Director

To nominate the candidates for Director, the Representative Director, CEO makes a proposal in line with the following standards, and after consulting the Advisory Committee, the Board of Directors resolves the draft proposal for a general meeting of shareholders and submits it as a proposal to the said meeting.

Standards for nominating the candidates for Director

- Be mentally and physically healthy
- Have high popularity, personal connections, dignity and ethics
- Possess deep management knowledge and objective judgement as well as good foresight and insight
- Have no interest and transactional relationship that could affect the execution of the duties by Directors
- For an inside Director, have abilities, knowledge, experience and a track record in the field he or she is good at as well as a sense of balance and decision-making capacity that enables him or her to understand the overall business and act
- For an outside Director, have abundant experience and in-depth insight in each field he or she has belonged to, secure enough time to execute the duties as the Company’s Director and possess qualifications to advise and propose from an independent position to ensure the validity and appropriateness of decision-making of the Board of Directors
- Possess other qualifications required of a Director from the viewpoint of building a corporate governance structure that achieves the soundness and transparency of management necessary for a listed company

The criteria for ensuring the independence of outside Directors comply with the independence criteria prescribed by the Tokyo Stock Exchange.

(2) Policies and procedures in nominating the candidates for Auditor

The Company limits the number of Auditors to four in a bid to strengthen its functions, with half or more members being outside Auditors, pursuant to the provision of Article 335, paragraph (3) of the Companies Act.

In addition, Auditors cooperate with the Internal Audit Bureau and Accounting Auditor to seek to make each of three-pronged audits effective and enhance the audit for the overall business of the Group.

To nominate the candidates for Auditor, the Representative Director, CEO makes a proposal in line with the following standards, and after the Board of Auditors discusses and agrees with it, the Board of Directors resolves the draft proposal for a general meeting of shareholders and submits it as a proposal to the said meeting.

Standards for nominating the candidates for Auditor

- Be mentally and physically healthy
- Have high popularity, personal connections, dignity and ethics
- Always have an impartial, unbiased attitude and act based on one's own belief
- Always seek to self-improve to enhance the quality of audits
- Possess management knowledge and objective judgement
- Recognize management issues from the perspective of the overall management
- Have no interest and transactional relationship that could affect the execution of the duties by Auditors
- For a full-time Auditor, have information-gathering capacity required to fully assume the roles and responsibilities of the Board of Auditors
- Have an appreciable extent of expertise in finance and accounting, or abilities, knowledge and experience in the field one is good at
- For an outside Auditor, have abundant experience and in-depth insight in each field he or she has belonged to, secure enough time to execute the duties as the Company's Auditor and possess qualifications to advise and propose from an independent position to ensure the validity and appropriateness of decision-making of the Board of Directors
- Possess other qualifications required of an Auditor from the viewpoint of building a corporate governance structure that aims to enhance the soundness and transparency of management as a listed company

The criteria for ensuring the independence of outside Auditors comply with the independence criteria prescribed by the Tokyo Stock Exchange.

(3) The reasons for the appointment of candidates for Directors and Auditors are disclosed in “Notice of the 166th Annual General Meeting of Shareholders” on our website.

https://www.carbon.co.jp/english/topics/topic_250227_03.pdf

(4) Policies and procedures in dismissing a Representative Director

A Representative Director shall be subject to a dismissal proposal if he or she meets even one of the following conditions.

- Violates laws and regulations, the articles of incorporation or other provisions of the Company and causes a heavy loss or trouble to the business
- Causes a significant loss in the execution of duties
- Is found to have a relationship with anti-social forces
- Clearly does not satisfy each requirement of the appointment standards

A dismissal proposal shall be resolved at a meeting of the Board of Directors after consulting the Advisory Committee.

[Supplementary Principle 3.1.3 Disclosure of Initiatives on Sustainability]

The Group recognizes that social and environmental issues and other issues related to sustainability and ESG are important for increasing medium- to long-term corporate value. By addressing social and environmental issues through its business activities, the Group will fulfill its social responsibilities while increasing sustainable corporate value.

For information such as the Group's initiatives related to sustainability and ESG and the impact of climate change on its businesses that is estimated in accordance with a scenario analysis based on the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, please refer to the Integrated Report 2024 on the Company's website.

https://www.carbon.co.jp/english/topics/topic_240927_01.pdf

[Supplementary Principle 4.1.1 Roles and Responsibilities of the Board of Directors]

The Company decides that strategic matters such as corporate management policies and the decision of important business execution that cannot be legally delegated to the management shall be resolution matters at meetings of the Board of Directors in the Board of Directors Regulations. It also determines the scope of authority regarding

other matters related to business execution in the regulations on authority and specifies the details of the matters that should be transferred to the management.

Meetings of the Board of Directors are attended by outside Directors not engaged in management execution, and they have active discussions with other Directors not involved in the execution of the duties related to individual proposals. The supervision function performed by non-executive directors and the mutual supervision function among each of the Directors are fulfilled.

[Principle 4.8 Effective Use of Independent Outside Directors]

The Company's Board of Directors currently consists of four Directors, two of whom are independent outside Directors.

The Board of Independent Outside Directors composed of independent outside Directors and independent outside Auditors has been established and is held twice a year for members to freely exchange opinions and share recognition regarding the Company's management policies including the evaluation of the Board of Directors and management improvement, the development of the future top management and other topics based on expertise each member has from an independent position to fulfil the roles expected of independent outside Directors.

[Principle 4.9 Independence Criteria and Qualifications for Independent Outside Directors]

The Company's criteria to certify outside Directors and outside Auditors as independent officers comply with the independence criteria prescribed by the Tokyo Stock Exchange.

[Supplementary Principle 4.10.1 Number of Independent Outside Directors and Matters Relating to Nominating and Remuneration Committees]

The Company's Board of Directors currently consists of four Directors, two of whom are independent outside Directors.

Therefore, the Advisory Committee equivalent to a Nominating Committee or Remuneration Committee, composed of one inside Director and two independent outside Directors, has been established to ensure the objectiveness and transparency of the process of appointing and dismissing Directors as well as of determining remuneration to Directors. Nomination and determination of remuneration, etc. shall be decided after consultation with the Advisory Committee.

[Supplementary Principle 4.11.1 View on the Overall Balance of Knowledge, Experience, and Competence as well as the Diversity and Size of the Board of Directors]

The Board of Directors believes that inside Directors must be composed of members with diverse expertise who have a sense of balance, track record, and decision-making capacity that enable them to understand and act on the overall business. As for outside Directors, the Board believes that they must consist of a wide variety of independent human resources with diverse perspectives, abundant experience, in-depth insight, and expertise. As a result, the Company believes that it can expect to have sophisticated checking and advice functions performed by outside Directors and establish a management system to soundly respond to increasing risks including those posed by globalization.

Furthermore, the Company considers the diversity and balance of experience, knowledge, and expertise not only of the Board of Directors but also of the entire organization, including the Board of Auditors, which has audit functions.

Knowledge, experience, and abilities (skill matrix) of Directors are disclosed in the Notice of the 166th Annual General Meeting of Shareholders of the Company.

Notice of the 166th Annual General Meeting of Shareholders

https://www.carbon.co.jp/english/topics/topic_250227_03.pdf

[Supplementary Principle 4.11.2 Concurrent Positions of Directors and Auditors]

The Company limits the number of concurrent positions of officers at other companies to three other than the Company as reasonable for officers to allocate time and effort to the Company's Directors' and Auditors' services.

[Supplementary Principle 4.11.3 Results of Evaluation of the Effectiveness of the Board of Directors]

1. Overview

The Company analyzes and evaluates the effectiveness of the Board of Directors, utilizing such analysis and evaluation to improve the future operation of the Board of Directors, etc. with the aim of increasing sustainable growth and long-term corporate value. As one of the measures, the Company provides an evaluation and feedback

questionnaire to each Director and Auditor about the operation of the Board of Directors, etc. once a year in principle.

2. Evaluation process

In FY2024, the Company conducted the questionnaire and self-evaluation in the manner described below.

- (1) Evaluation period: From January 2024 to December 2024
- (2) Response period: From January 6, 2025, to January 15, 2025
- (3) Respondents: Seven Directors and Auditors in total
- (4) Overview: Evaluation for each question (on a five-point scale) and additional comments

3. Questionnaire items

- (1) Roles and functions of the Board of Directors
- (2) Composition and size of the Board of Directors
- (3) Operation of the Board of Directors
- (4) Cooperation with audit organizations
- (5) Relationship with outside Directors
- (6) Relationship with shareholders and investors

Each question has an additional comment space, calling for a wide range of opinions.

4. Evaluation

Based on the questionnaire results, the Company has analyzed the effectiveness of the Board of Directors and judged that it is mostly ensured.

In particular, the Company recognizes that the proceedings of the meetings of the Board of Directors and its cooperation with audit organizations are its strengths.

On the other hand, issues identified to further enhance the effectiveness of the Board of Directors are described below.

- (1) Securing in advance and enhancing information contributing to discussion by outside Directors
- (2) Training the new generation of leaders for the sustainable development of our management system

Based on this evaluation, the Company will consider the increasing importance of risk management, expand opportunities to discuss the composition and diversity of the Board of Directors, and further enhance information that contributes to discussion by outside Directors.

[Supplementary Principle 4.14.2 Policies for Training for Directors and Auditors]

In accepting outside Directors and outside Auditors, the Company provides opportunities as required to learn the necessary information about the industry the Group belongs to, its history, business overview, financial information, strategy, organization and so on in addition to a plant tour. In addition, the Company conducts training for Directors to acquire management skills in order to develop abilities to foster greater leadership and management strategy mainly through training courses offered by external institutions. Auditors also seek to study keenly audit skills relating to the service and accounting, by actively attending various kinds of seminars and skill sessions with those in other fields.

[Principle 5.1 Policy Relating to Constructive Dialogue with Shareholders]

The Company's policy relating to constructive dialogue with shareholders is described below.

- (1) The overall dialogue with shareholders is administered by the Representative Director, CEO and managed by the General Manager of the Biz Administration Dept., Biz Administration Unit
- (2) The Administration Div. of the Biz Administration Dept., Biz Administration Unit is in charge of investor relations (IR) of the Company that supports dialogue.
- (3) The Administration Div. of the Biz Administration Dept., Biz Administration Unit handles individual interviews as the point of contact for IR, and other means of dialogue except for individual interviews, as well.
- (4) The Administration Div. of the Biz Administration Dept., Biz Administration Unit circulates shareholders' opinions and concerns identified through dialogue to the management every quarter.
- (5) The Administration Div. of the Biz Administration Dept., Biz Administration Unit checks insider information in dialogue before the start of the IR response period every quarter.

[Action to Implement Management That Is Conscious of Cost of Capital and Stock Price] [Disclosed in English]
[Updated on May 9, 2025]

In order to implement management that is conscious of the cost of capital and stock price, the Group believes that it is necessary not only to pursue profitability in the settlement of profits and losses but also to engage in medium- to long-term investments in human resources, R&D, ESG, etc., in addition to deepening shareholders' and investors' understanding of the Group's business model and business operations for the purpose of further realizing sustainable growth and the medium- to long-term enhancement of corporate value.

The Group recognizes the importance of cost of capital and return on capital. In 2022, we announced our Mid-term Management Policy "BREAKTHROUGH 2024" and have been steadily implementing various measures to improve profitability and corporate value. As of December 31, 2024, our price-to-book ratio (PBR) was 0.96 times, and our return on equity (ROE) for FY2024 was 8.0%.

Based on its new Mid-term Management Policy, "GO BEYOND 2030," which is effective from 2025, the Group analyzed the current situation of and considered initiatives for "action to implement management that is conscious of the cost of capital and stock price." In accordance with its new Mid-term Management Policy, it will aim to expand sales by around 10% per year, enhance profitability, strengthen shareholder returns and further increase ROE.

Information on the Group's actions to implement management that is conscious of the cost of capital and stock price is disclosed on the Company's website as well as through the Tokyo Stock Exchange's Listed Company Information Service (Public Relations Information) under the title "Notice Concerning Action to Implement Management that is Conscious of Cost of Capital and Stock Price."

https://www.carbon.co.jp/english/topics/topic_250509_01en.pdf

2. Capital Structure

Foreign Shareholding Ratio	From 10% to less than 20%
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[Status of Major Shareholders]

Name	Number of Shares Owned (Shares)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,364,800	12.29
Mizuho Bank, Ltd.	551,748	4.97
Custody Bank of Japan, Ltd. (Trust Account)	483,300	4.35
SEC CARBON, LIMITED	444,200	4.00
BNYM AS AGT/CLTS NON TREATY JASDEC	438,327	3.95
Nippon Life Insurance Company	426,079	3.84
Nippon Carbon Kyoei Shareholding Association	155,200	1.40
BNP PARIBAS LUXEMBOURG/2S/JASDEC/FIM/ LUXEMBOURG FUNDS/UCITS ASSETS	136,000	1.22
KOREA SECURITIES DEPOSITORY-MERITZ	110,400	0.99
Sumitomo Mitsui Banking Corporation	99,585	0.90

Controlling Shareholder (except for Parent)	-----
Parent	N/A

Supplementary Explanation

Of the shares in the table above, the following are those related to the trust business.

The Master Trust Bank of Japan, Ltd.: 1,364,800 shares

Custody Bank of Japan, Ltd.: 483,300 shares

3. Corporate Attributes

Stock Market and Market Section Listed On	Tokyo Stock Exchange, Prime Market
Fiscal Year-End	December
Type of Business	Glass & Ceramics Products
Number of Employees (Consolidated) at End of the Previous Fiscal Year	From 500 to less than 1,000
Net Sales (Consolidated) for the Previous Fiscal Year	From ¥10 billion to less than ¥100 billion
Number of Consolidated Subsidiaries at End of the Previous Fiscal Year	Less than 10

4. Policy for Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

5. Special Circumstances Which May Have Material Impact on Corporate Governance

II. Business Management Organization and Other Corporate Governance Systems Regarding Decision-making, Execution of Business, and Supervision in Management

1. Organizational Composition and Operation

Organization Form	Company with Board of Auditors
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[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	15
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board of Directors	President
Number of Directors	4
Appointment of Outside Directors	Appointed
Number of Outside Directors	2
Number of Independent Officers Designated from among Outside Directors	2

Outside Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Yuriko Katayama	Attorney at law											
Yoshikazu Tanaka	From another company	△										

* Categories for "Relationship with the Company"

* "○" when the Director presently falls or has recently fallen under the category;

"△" when the Director fell under the category in the past;

* "●" when a close relative of the Director presently falls or has recently fallen under the category; and

"▲" when a close relative of the Director fell under the category in the past

a Executive (a person who executes business; hereinafter, the same) of the Company or its subsidiary

b Executive or non-executive director of the parent of the Company

c Executive of a fellow subsidiary of the Company

d Party whose major client or supplier is the Company or an executive thereof

e Major client or supplier of the Company or an executive thereof

f Consultant, accounting professional or legal professional who receives a large amount of monetary consideration or other property from the Company besides remuneration as a Director

g Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a corporation)

h Executive of a client or supplier of the Company (which does not correspond to any of d, e, and f) (the Director himself/herself only)

i Executive of a corporation to which outside officers are mutually appointed (the Director himself/herself only)

j Executive of a corporation that receives a donation from the Company (the Director himself/herself only)

k Other

Outside Directors' Relationship with the Company (2)

Name	Appointment as Independent Officer	Supplementary Explanation of the Relationship	Reasons for Appointment
Yuriko Katayama	○	———	<p>Yuriko Katayama does not have prior experience of participating in corporate management at other companies, but the Company has appointed her in order for her to utilize her expert knowledge, experience, etc., as an attorney in the management of the Company from an objective standpoint, and thus increase corporate value and further enhance corporate governance.</p> <p>Yuriko Katayama has neither an advisory contract or any other agreement with the Group nor interest in the management; therefore, the Company has judged that she has high independence.</p>
Yoshikazu Tanaka	○	<p>Yoshikazu Tanaka had served as Director and an executive of the Company from March 2006 to March 2009, of Nikka-en Co., Ltd. from March 2007 to March 2009, and of Nippon Techno-Carbon Co., Ltd. from March 2008 to March 2011, the latter two of which are subsidiaries of the Company. As a considerable time has passed since Yoshikazu Tanaka retired and the relationship between him and the Company has not continued after he retired, the Company has judged that he satisfies the requirements prescribed in Article 2, item (xv) of the Companies Act and does not fall under any of the standards for independence or criteria requiring additional disclosure prescribed by the Tokyo Stock Exchange, and therefore there is no risk of a conflict of interest with general shareholders.</p>	<p>He has participated in the management of the Company and its subsidiaries and associates, and possesses abundant experience and wide-ranging insight as a manager. The Company has thus appointed him as an outside Director in the expectation that he will increase corporate value and further enhance its corporate governance.</p>

Establishment of Voluntary Committee(s) Equivalent to Nominating Committee or Remuneration Committee	Established
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Status of Establishment of Voluntary Committee, Composition, and Chairperson's Attributes

	Committee Equivalent to Nominating Committee	Committee Equivalent to Remuneration Committee
Committee's Name	Advisory Committee	Advisory Committee
Total Committee Members	3	3
Full-time Members	0	0
Inside Directors	1	1
Outside Directors	2	2
Outside Experts	0	0
Other	0	0
Chairperson	None	None

Supplementary Explanation

The Advisory Committee aims to ensure the objectiveness and transparency of the process of determining the amounts of remuneration to Directors as well as of appointing and dismissing Directors.

The Advisory Committee consists of a majority of independent outside Directors to ensure its independence.

Roles are described below.

Matters relating to remuneration to Directors

- (1) Establishment, amendment and disposal of basic policy, regulations and procedures about remuneration, etc. received by Directors
- (2) Basis for the calculation of the amounts of remuneration, etc. to Directors, etc.
- (3) Matters judged to be required other than the above matters

Matters relating to personnel affairs of Directors

- (1) Proposals relating to the appointment and dismissal of candidates for Director made to general meeting of shareholders
- (2) Reasons for appointment and dismissal of each Director regarding the above proposal
- (3) Matters judged to be required other than the above matters

[Auditors]

Establishment of Board of Auditors	Established
Maximum Number of Auditors Stipulated in Articles of Incorporation	4
Number of Auditors	3

Cooperation among Auditors, Accounting Auditor and Internal Audit Department

The audit by the Auditors is conducted by three members with one full-time Auditor and two part-time Auditors (two outside) and is held based on the audit policy and audit plan formulated at the Board of Auditors. Auditors cooperate with the Accounting Auditor by receiving explanations about the audit plan as well as the audit system

by the Accounting Auditor, observing the inventory count and other inspections, and holding regular meetings to receive accounting audit results and related materials and exchange opinions. Auditors conduct an audit of the legality and validity of Directors' decision-making and execution of the duties mainly by attending meetings of the Board of Directors and other important meetings, hearing opinions from Directors and viewing important approved documents.

For the internal audit, the Internal Audit Bureau that directly reports to the top management has been established with one full-time member appointed, to enhance the internal audit system of the Company and its group companies. Based on the policies and specific measures of the development and operation of the internal control system prescribed by the Corporate Compliance Bureau, the Internal Audit Bureau draws up an annual audit plan, and in accordance with the plan, conducts an internal audit of the appropriateness of the business process and the reliability of financial reporting, etc. at each organization within the Group. The Internal Audit Bureau conveys audit results to departments subject to auditing, checks improvement status, and reports the results of follow-up audits to the Board of Directors. The Internal Audit Bureau strives to achieve an effective audit by cooperating with the Accounting Auditor as necessary as well as regularly providing an audit report to and exchanging information with the Board of Auditors.

Appointment of Outside Auditors	Appointed
Number of Outside Auditors	2
Number of Independent Officers Designated from among Outside Auditors	2

Outside Auditors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Mitsuo Sasaki	CPA													
Akira Suzuki	From another company													

* Categories for "Relationship with the Company"

* "○" when the Auditor presently falls or has recently fallen under the category;

"△" when the Auditor fell under the category in the past;

* "●" when a close relative of the Auditor presently falls or has recently fallen under the category; and

"▲" when a close relative of the Auditor fell under the category in the past

a Executive (a person who executes business; hereinafter, the same) of the Company or its subsidiary

b Non-executive director or accounting advisor of the Company or its subsidiary

c Executive or non-executive director of the parent of the Company

d Auditor of the parent of the Company

e Executive of a fellow subsidiary of the Company

f Party whose major client or supplier is the Company or an executive thereof

g Major client or supplier of the Company or an executive thereof

h Consultant, accounting professional or legal professional who receives a large amount of monetary consideration or other property from the Company besides remuneration as an Auditor

i Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a corporation)

j Executive of a client or supplier of the Company (which does not correspond to any of f, g, and h) (the Auditor himself/herself only)

k Executive of a corporation to which outside officers are mutually appointed (the Auditor himself/herself only)

l Executive of a corporation that receives a donation from the Company (the Auditor himself/herself only)

m Other

Outside Auditors' Relationship with the Company (2)

Name	Appointment as Independent Officer	Supplementary Explanation of the Relationship	Reasons for Appointment
Mitsuo Sasaki	○	-----	The Group expects that Mitsuo Sasaki will conduct checks of the execution system based on a fair and neutral outside perspective not bound by the Group's conventions and an audit perspective utilizing his experience and background. He has abundant experience and wide-ranging insight as a CPA and certified public tax accountant, as well as a considerable extent of expertise in finance and accounting. The Company expects that he will appropriately audit the overall corporate management from his specialized perspective. Mitsuo Sasaki has neither an advisory contract nor any other agreement with the Group nor interest in the management; therefore, the Company has judged that he is highly independent.
Akira Suzuki	○	-----	Akira Suzuki has participated in the business division management of Nihon Nohyaku Co., Ltd., and possesses abundant experience and wide-ranging insight as a manager as well as a fair and neutral outside perspective not bound by the Group's conventions. The Company has thus appointed him as an outside Auditor based on its judgment that he is a suitable person to strengthen the audit system of the Company.

[Independent Officers]

Number of Independent Officers	4
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Matters Relating to Independent Officers

All outside officers who meet the qualifications for independent officers are designated as independent officers.

[Incentives]

Implementation of Measures to Provide Incentives to Directors	Performance-linked remuneration
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Supplementary Explanation

At the 158th Annual General Meeting of Shareholders held on March 29, 2017, the Company adopted a performance-linked stock-based remuneration system under which the Company's shares and cash equivalent to the market value of the Company's shares are provided to Directors through a trust separately from the monetary remuneration for Directors in accordance with the Stock-Based Remuneration Regulations for Officers established by the Company.

Recipients of Share Options	
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Supplementary Explanation

[Director Remuneration]

Disclosure of Individual Directors' Remuneration	No individual disclosure
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Supplementary Explanation

Details of Officer Remuneration, Etc.

1. Remuneration paid to Directors and Auditors

Three Directors (excluding outside Directors): ¥151 million

Two Auditors (excluding outside Auditors): ¥15 million

Four outside officers: ¥25 million

Policy for Determining Remuneration Amounts or Calculation Methods Thereof	Established
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Disclosure of Policy for Determining Remuneration Amounts or Calculation Methods Thereof
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Remuneration to Directors consists of basic monetary remuneration, performance-linked remuneration, etc. as an annual incentive and non-monetary remuneration, etc. as a medium- to long-term incentive. The basic remuneration and performance-linked remuneration, etc. are decided after consulting the Advisory Committee based on the position of each Director within the range determined at a general meeting of shareholders, considering the standards of the industry or other companies of the same size.

Performance indicators for the performance-linked remuneration, etc. are consolidated ordinary profit, the average of the year-on-year growth rates of consolidated net sales and consolidated operating profit, and the year-on-year growth rate of shareholder value (stock price) during the period under review.

The non-monetary remuneration, etc. consists of performance-linked stock-based remuneration and aims to motivate Directors to contribute to the improvement of business performance and the expansion of corporate value from a medium- to long-term viewpoint by aligning their interests with those of shareholders. To this end, a mechanism has been adopted where fluctuations in the Company's stock price are reflected in points granted in accordance with the Directors' positions and the Company's shares and cash equivalent to the market value of the Company's shares are provided according to the points.

The amount of monetary remuneration for Directors was capped at ¥300 million annually at the 148th Annual General Meeting of Shareholders held on March 29, 2007. It was established at the 158th Annual General Meeting of Shareholders held on March 29, 2017, that the amount of non-monetary remuneration for Directors shall be provided separately from the monetary remuneration for Directors, in accordance with the Stock-Based Remuneration Regulations for Officers established by the Company, in the form of the Company's shares and cash equivalent to the market value of the Company's shares.

[Supporting System for Outside Directors and/or Outside Auditors]

For a supporting system for outside Directors, an independent supporting department has not been established; however, when needed for operations, orders can be given to employees belonging to the Biz Administration Dept., Biz Administration Unit for necessary matters.

A supporting system has been in place to ensure both outside Directors and outside Auditors obtain the necessary information as equally as inside officers, such as by holding a “liaison meeting” before the Board of Directors meetings.

[Status of Persons Who Have Retired from a Position Such as Representative Director and President]

Retired Representative Director and Presidents, etc. holding advisory or any other position in the Company
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Name	Title/ Position	Responsibilities	Working Form and Conditions (Full-time/Part- time, Paid/Unpaid, etc.)	Date of Retirement from Position Such as President	Term of Office
Ikuo Ito	Advisor	-----	No service/No remuneration	December 31, 2016	-----
Yoshiji Motohashi	Advisor	Yoshiji Motohashi leverages his experience and expertise in technology, development and human resource development gained through his experience in manufacturing departments of the Company over many years to provide advice at the committees. In addition he serves in certain external organizations.	Part-time/Paid	March 28, 2024	From March 29, 2024, to March 28, 2026

Total number of retired Representative Director and Presidents, etc. holding advisory or any other position in the Company
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Other Matters

- The Company prescribes advisor provisions.

2. Matters on Functions of Business Execution, Audit and Supervision, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)**1. Directors and the Board of Directors**

The articles of incorporation stipulate that the Company shall have not more than 15 Directors. As of the date of submitting the securities report, there are four Directors, including two outside Directors.

Meetings of the Board of Directors are held at least once a month in principle or in a timely manner as necessary. The Board of Directors determines a basic management policy and receives reports on important matters.

2. Corporate Officer

There are currently two Corporate Officers, and they assume responsibility for and execute the duties divided under the basic policy determined by Directors and the Board of Directors.

3. Auditors (Board of Auditors) and Accounting Auditor

There are three Auditors (one full-time and two part-time), two of whom are outside Auditors (two part-time). Auditors seek to enhance the audit effectiveness in mutual cooperation with the Accounting Auditor and the Internal Audit Bureau.

The Board of Auditors has established a policy for the appointment and dismissal of the Accounting Auditor in the “Evaluation Criteria Relating to Selection, etc. of Accounting Auditor.” In addition, an appropriate evaluation, covering matters including independence and expertise, is conducted every term, and discussions between Representative Directors and the Accounting Auditor are held during the term. Furthermore, discussions between the Board of Auditors and Accounting Auditor are regularly held to maintain close cooperation.

The Board of Auditors confirms the audit plan of the Accounting Auditor, receives reports on the audit results, and regularly exchanges information and opinions to maintain close cooperation, aiming to improve the effectiveness and efficiency of audits.

The Company appointed Gyosei & Co. as its Accounting Auditor at the 165th Annual General Meeting of Shareholders held on March 28, 2024.

3. Reasons for Adoption of Current Corporate Governance System

The Company has adopted a system of Auditors and established the Board of Directors, Auditors (Board of Auditors) and Accounting Auditor.

The Board of Directors is responsible for decision-making and supervising the execution of business by Directors. In order to ensure speedy and efficient business execution, the Board of Directors is working to improve its effectiveness by enhancing the internal control functions and applying the regulations on authority and other rules. The Board of Directors is also working on risk management including compliance, ensuring transparency of management, and fair information disclosure, among other issues.

The Company has adopted the current system because it has judged that Auditors are in charge of the audit function, and the Board of Directors as well as Auditors (Board of Auditors) fulfil each function in one framework for Directors to execute duties, and therefore, the governance system is established and fully functions.

Going forward, the Company will continue seeking to enhance the governance system to make the business more effective, reinforce the risk control and ensure the transparency of management.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Energize General Meetings of Shareholders and Facilitate Smooth Exercise of Voting Rights

	Supplementary Explanation
Early Notification of General Shareholders Meeting	The notice of the 166th Annual General Meeting of Shareholders was sent three weeks prior to the date of the meeting. The said matter is prescribed in Article 2, paragraph (1) of the “Basic Policy on Corporate Governance.”
Electronic or Magnetic Exercise of Voting Rights	The Company has introduced an environment to allow for exercising voting rights via the Internet since the 162nd Annual General Meeting of Shareholders held on March 26, 2021.
Participation in Electronic Voting Platform and Other Efforts to Enhance the Voting Environment for Institutional Investors	The Company has participated in the electronic voting platform for institutional investors operated by ICJ, Inc. since the 163rd Annual General Meeting of Shareholders held on March 29, 2022.
Providing Convocation Notice in English (Translated Fully or Partially)	Convocation notices (summary and reference documents) are prepared in English and disclosed on the platform for institutional investors and the Company’s website.
Other	The notice of the 166th Annual General Meeting of Shareholders was disclosed on the platform for institutional investors and the Company’s website four weeks prior to the date of the meeting (one week earlier than the notice was sent).

2. IR Activities **Updated**

	Supplementary Explanation
Preparation and Publication of Disclosure Policy	The “IR Basic Policy” has been formulated and disclosed. https://www.carbon.co.jp/ir/upload_pdf/topic_20220630_02.pdf
Posting IR Materials on Website	Summary of financial results, overview of quarterly financial results, sales performance and transition of property status are posted.
Establishment of Department and/or Manager in Charge of IR	The Administration Div. of the Biz Administration Dept., Biz Administration Unit is in charge of IR, and the General Manager of the Biz Administration Dept., Biz Administration Unit takes responsibility for it.
Other	Interviews with analysts and institutional investors are dealt with individually and as necessary.

3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanation
Provisions to Ensure Due Respect for Stakeholders in Internal Rules, etc.	The Product Liability Management Rules, the Claim Management Rules, the Environmental Management Rules and other rules have been established.
Implementation of Environmental Activities, CSR Activities, etc.	For the main plants, ISO 9001 and ISO 14001 certifications have been obtained.
Formulation of Policies for Information Provision to Stakeholders	The “IR Basic Policy” has been established.

IV. Matters Related to Internal Control System

1. Basic Views on Internal Control System and Progress of System Development

The Company has established a system to ensure the appropriateness of the Group's business operations based on the Companies Act and the Regulations for Enforcement of the Companies Act, as follows.

1. System for retaining and managing information pertaining to the execution of duties by Directors

Information pertaining to the execution of duties by Directors is recorded and retained in documents or electromagnetic medium (the "Documents, etc.") in accordance with the document rules. Directors and Auditors can always view these Documents, etc.

2. Rules and other systems for management of risk of loss

The Basic Manual on Crisis Management has been established as a basic policy for the Company to strive to maintain its social credibility and reduce damage by making the utmost effort to prevent risks from occurring as well as resolving them accurately, quickly and in good faith if they occur.

3. System to ensure efficiency of the execution of duties by Directors

The Company seeks to ensure the efficiency of the execution of duties by Directors using the following management control system.

- a) The Board of Directors clarifies the company-wide medium- to long-term goals shared by Directors and employees, sets performance targets and budgets including those for research and development as well as capital expenditure for each business unit every term and formulates an implementation plan to give shape to the goals.
- b) Managers in charge of each business unit develop a system for performing efficient operations including concrete measures and authority distribution to achieve an implementation plan.
- c) The General Manager of the Biz Administration Unit swiftly digitalizes monthly performance results for management accounting and reports them at the Management Meeting.
- d) Managers in charge of each business unit analyze factors causing any difference from targets, report remedial measures to eliminate or reduce those factors at the Business Promotion Meeting and revise the targets if necessary.
- e) Based on the discussion described in d), managers in charge of each business unit improve specific measures to be taken by each business unit and the system for performing efficient operations.

4. System to ensure that Directors and employees perform their duties in compliance with relevant laws and regulations and the articles of incorporation

The Company has established the "Basic Policy on Ethics and Compliance" and the "Nippon Carbon Code of Conduct" as the standards and manual of ethics and compliance for all Directors, Auditors and employees of the Group, making sure that compliance is the premise for every corporate activity.

The following organizational system has been established to achieve compliance.

- a) The Corporate Compliance Committee composed of Directors and Auditors (observers) with the President as its chair has been established to administer and determine all the matters related to ethics and compliance.
- b) The Corporate Compliance Bureau has been put in place under the Corporate Compliance Committee to consistently deal with all the matters related to ethics and compliance and administrative office operations.
- c) The Corporate Compliance Bureau directly controls all the departments of the Company and its group companies. A direct point of contact that handles reports and consultations from employees on the matters related to ethics and compliance has been established, and an external reporting point of contact with an external attorney has also been developed. Questionable cases are investigated, the status of their rectification and compliance is checked and they are reported to the Corporate Compliance Committee.
- d) An operational manual has been formulated to ensure that those who report or consult as described in c) will not suffer any disadvantage in any case.

5. System to ensure the appropriateness of the business operations of the corporate group consisting of the said listed company, its parent company and subsidiaries

With the Company's Biz Administration Unit CSR Dept. as a department in charge of the internal control of the overall group companies, a framework has been establishing including a system for ensuring the efficiency of

discussions about internal control among the Company and its group companies, information sharing, and conveying of instructions.

6. Matters concerning employees if Auditors decide to call for employees to assist their duties

Auditors can give the necessary orders to employees belonging to the Internal Audit Bureau when needed for the audit service.

7. Matters concerning measures to ensure the independence of the employees described in the preceding provision from the Company's Directors and the effectiveness of instructions given by Auditors to said employees

Employees that receive orders required for the audit service from Auditors shall be the dedicated staff members therefor and assist the audit service in accordance with the instructions of Auditors. In addition, the Company's system requires that the prior consent of a full-time Auditor be obtained for the appointment and transfer of those employees to ensure their independence from Directors.

8. System for the Company's Directors and employees and directors of the group companies, etc. to report to Auditors, and other systems concerning reporting to Auditors

The Company's Directors and employees and directors of the group companies, etc. shall report to the Board of Auditors about matters that have a material impact on the Company and its group companies by the reporting method determined through discussions between Directors and the Board of Auditors. However, the Company's Directors and employees and directors of the group companies, etc. that have found material facts concerning these matters can directly report to Auditors. In addition, an operational manual has been formulated to ensure that those who report to Auditors will not suffer any disadvantage in any case.

9. Matters concerning procedures for the advance payment or reimbursement of expenses incurred in connection with the execution of duties by the Company's Auditors and other policies on the handling of expenses or liabilities incurred in connection with the execution of their duties

- a) If Auditors request that the Company pay expenses in advance or take other similar measures in connection with the execution of their duties pursuant to the Companies Act, the Company shall promptly process such expenses or liabilities.
- b) If the Board of Auditors requests that an independent external professional (such as a lawyer or CPA) be appointed as an advisor for Auditors, the Company shall bear the fees thereof.
- c) The Company sets a budget at a certain level each year for the payment of costs and other expenditures incurred in connection with the execution of duties by Auditors.

10. Other systems to ensure that Auditors perform audits effectively

Individual interviews with Directors and important employees by the Board of Auditors as well as skill sessions between the Board of Auditors and Accounting Auditor are held.

2. Basic Views on Eliminating Anti-Social Forces and Progress of Related Efforts

The "Nippon Carbon Code of Conduct" stipulates that the Company shall have no relationship with anti-social forces (anti-social individuals or groups), and that it shall take a firm attitude against racketeering by interceding in civil disputes and threats of the use of violence, not allow any one of its employees to be isolated, handle matters systematically and, at a maximum, engage the support of police, lawyers and other experts.

If anti-social forces make an unlawful demand, the Company will strive to maintain its social credibility and reduce damage by resolving the case accurately and quickly in accordance with the "Basic Manual on Crisis Management."

V. Other

1. Adoption of Takeover Response Policies

Adoption of Takeover Response Policies	Adopted
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Supplementary Explanation

In view of such factors as the terminology used in the “Guidelines for Corporate Takeovers – Enhancing Corporate Value and Securing Shareholders’ Interests” published by the Ministry of Economy, Trade and Industry on August 31, 2023, the amendments to the listing regulations and trends in practice, the “Countermeasures against Large-scale Purchases of Company Shares (Takeover Defense Measures)” is renamed as the “Policy on Response to Large-scale Purchases of Company Shares (Takeover Response Policy)” with effect from the 166th Annual General Meeting of Shareholders held on March 28, 2025.

The details of the takeover response policies adopted by the Company are disclosed in “Proposal No. 4 in Reference Documents for General Meeting of Shareholders, which are attached to Notice of the 166th Annual General Meeting of Shareholders” on our website.

https://www.carbon.co.jp/english/topics/topic_250227_03.pdf

2. Other Matters Concerning Corporate Governance System

1. Identification of information related to material decisions, facts which occurred and financial results

Matters concerning the Company and the Group are presented by each department in charge (including subsidiaries) according to their importance and resolved at the Board of Directors or the Management Meeting, based on the “Regulations on Authority.”

Proposals of material resolutions are submitted by each department in charge to the Planning Dept., Biz Administration Unit. The General Manager of the Planning Dept., Biz Administration Unit checks the details, and the General Manager of the Biz Administration Dept., Biz Administration Unit considers matters such as the need for and method of disclosure in accordance with the “Securities Listing Regulations” prescribed by the Tokyo Stock Exchange.

2. Information disclosure

If information is required to be disclosed in a timely manner, the General Manager of the Biz Administration Dept., Biz Administration Unit discusses with the Accounting Auditor, corporate lawyers and others as necessary, prepares a timely disclosure document, gains approval of the President and discloses it quickly.

