

February 6, 2026

To whom it may concern:

Company name: Nippon Ceramic Co., Ltd.
Name of representative: Shinichi Taniguchi
Representative Director and President
(Securities code: 6929; Prime Market)
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Notice Regarding the Formulation of a Medium-Term Management Plan

Nippon Ceramic Co., Ltd. (the “Company”) hereby announces that at the Board of Directors meeting held today, it resolved to formulate a medium-term management plan (fiscal year ending December 2026 to fiscal year ending December 2028) as follows.

1. Coverage period

From the fiscal year ending December 31, 2026 to the fiscal year ending December 31, 2028

2. Positioning of the medium-term management plan

- Sustainable ROE growth
- Expand existing businesses and further improve profitability
- Strengthen development with an eye to the future

3. Numerical management targets

(¥mn)

	FY2028 (FCT)
Sales	30,000
Operating income	7,150
Operating Income Margin	23.8%
ROE	12% or more

For details, please refer to the Japanese version of the “Notice Regarding the Formulation of a Medium-Term Management Plan” disclosed today.