



Notice Regarding Disposal of Own Shares as Restricted Stock Compensation

Nakanishi Inc. (the “Company”) hereby announces that it has resolved to dispose of its own shares (the “Own Share Disposal” or “Disposal”) at the Board of Directors meeting held on March 30, 2026. Details are described below.

Kanuma, Mar. 30, 2026

1. Overview of the Disposal

(1) Date of the Disposal	April 27, 2026
(2) Class and number of shares to be disposed of	4,600 shares of common stock of the Company
(3) Price of the Disposal	JPY 2,735 per share
(4) Total amount of the Disposal	JPY 12,581,000
(5) Allottees, number thereof, and number of shares to be disposed of	Directors of the Company (excluding Outside Directors): 1 person 1,500 shares Corporate Vice Presidents who do not concurrently serve as Directors of the Company: 6 persons 3,100 shares

2. Purposes and reasons of the Own Share Disposal

The Company resolved at the Board of Directors meeting held on February 9, 2023, to introduce a restricted stock compensation plan (the “Plan”) for the Company’s Directors (excluding Outside Directors, the “Eligible Directors”) and Corporate Vice Presidents who do not concurrently serve as Directors (collectively the “Eligible Directors, etc.”) with the aim of providing an incentive to improve the Company’s corporate value over the medium to long term, as well as of further promoting sharing of value with shareholders. At the 71st Annual General Meeting of Shareholders held on March 30, 2023, it was approved that a monetary claim within a range of 500,000 thousand JPY per year (excluding, however, salaries for employees of Directors who concurrently serve as employees), which was the amount of remuneration for Directors approved at the 55th Annual General Meeting of Shareholders held on March 28, 2007, shall be granted to the Eligible Directors as compensation to be used to contribute to the acquisition of the restricted stock under the Plan (the “Restricted Stock Compensation”), and that up to 50,000 shares of common stock of the Company shall be issued or disposed of annually, etc. Thereafter, at the 74th Annual General Meeting of Shareholders held on March 30, 2026, it was approved that the restricted transfer period of restricted stock to be granted to the Eligible Directors based on the Plan be changed so that it runs from the date of allotment to the date of retirement or resignation from positions determined in advance by the Board of Directors of the Company, among positions of officers and employees of the Company or its subsidiaries, etc.

Based on the above, the Company determined today, in consultation with the Nomination and Remuneration Committee and taking into consideration the purpose of the Plan, the Company’s business performance, the scope of responsibilities of each of the Eligible Directors, etc., and various circumstances, to grant a total of 12,581,000 JPY in monetary claims (the “Monetary Claims”) and a total of 4,600 shares of common stock (the “Shares”) to the seven Eligible Directors, etc. In the Own Share Disposal, seven Eligible Directors, etc. shall pay all of the Monetary Claims against the Company in the form of assets contributed in kind and shall be allotted the Shares in accordance with the Plan.

3. Overview of the restricted stock allotment agreement

The Company and the Eligible Directors, etc. shall individually enter into a restricted stock allotment agreement, an overview of which is as follows.

(1) Restricted transfer period

The period from the date of the Disposal to the date on which the Eligible Directors, etc. resign from their positions as Directors of the Company (provided, however, that if the Eligible Directors, etc. are Corporate Vice Presidents who do not concurrently serve as Directors, they shall be deemed to be Corporate Vice Presidents who do not concurrently serve as Directors; the same shall apply hereinafter).

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About Nakanishi Inc.

Nakanishi raises as our mission the creation of “brilliant progress” via innovative “grinding technology” through the lens of our corporate philosophy “Our Core” values. We aim to contribute to the development of medical care and the realization of a better life for all by creating new technology.

Based on “grinding technology”, we have a differentiated product lineup under world-class brands in the dental, surgical, and industrial business fields, and are sold in 145 countries around the world.

Nakanishi will continue to work together with all employees of the group companies to create innovative products that only we can create and contribute to the lives and health of people around the world.

The company’s shares are listed on the Tokyo Stock Exchange.

Visit www.en.nakanishi-inc.jp for more information about Nakanishi Inc. and our business.



(2) Conditions for cancellation of transfer restrictions

Upon expiration of the restricted transfer period, the transfer restrictions on all of the Shares shall be canceled under the condition that the Eligible Directors, etc. have remained in the position of Directors of the Company during the period from the date of the Disposal to April 27, 2029 (the "Service Provision Period"). However, if the Eligible Directors, etc. resign or retire from their positions as Directors of the Company during the Service Provision Period due to the expiration of their terms of office, mandatory retirement age, or other justifiable reasons (including resignation or retirement due to death, but excluding resignation or retirement for personal reasons; the same shall apply hereinafter), as of the time immediately following such resignation or retirement, the transfer restrictions shall be canceled with respect to the number of the Shares obtained by multiplying the number of the Shares held by the Eligible Directors, etc. at the time of such resignation or retirement by the number obtained by dividing the number of months from the month containing the date of the Disposal to the month containing the date of such resignation or retirement by 12 (if the calculation results in a number exceeding 1, the number shall be 1) (if the calculation results in a fraction less than one share, such fraction shall be rounded down).

(3) Acquisition without consideration by the Company

The Company shall acquire, by rights and without consideration, the allotted shares for which the transfer restrictions are not canceled at the time of cancellation of the transfer restrictions as set forth in (2) above.

(4) Management of shares

The allotted shares shall be managed in an exclusive account opened by the Eligible Directors, etc. at a securities company designated by the Company during the restricted transfer period so that they cannot be transferred, created as a security interest, or otherwise disposed of during the restricted transfer period. In order to ensure the effectiveness of the transfer restrictions, etc. of the allotted shares, the Company has entered into an agreement with such securities company in relation to the management of the account for the allotted shares held by each of the Eligible Directors, etc. The Eligible Directors, etc. shall agree to the details of the management of such account.

(5) Handling at the time of organizational restructuring, etc.

If, during the restricted transfer period, a merger agreement under which the Company is to be dissolved, a share exchange agreement or share transfer plan under which the Company is to become a wholly owned subsidiary, or any other matters relating to organizational restructuring, etc. are approved at a General Meeting of Shareholders of the Company (however, if such organizational restructuring, etc. does not require approval at a General Meeting of Shareholders of the Company, the Board of Directors meeting of the Company), the transfer restrictions shall be, by a resolution of the Board of Directors, canceled prior to the effective date of the organizational restructuring, etc. with respect to the number of the shares obtained by multiplying the number of the Shares held by the Eligible Directors, etc. as of such time by the number obtained by dividing the number of months from the month containing the date of the Disposal to the month containing the date of such approval by 12 (if the calculation results in a number exceeding 1, the number shall be 1) (if the calculation results in a fraction less than one share, such fraction shall be rounded down). In such case, the Company shall acquire, by rights and without consideration, the Shares for which the transfer restrictions have not been canceled as of the time immediately following the cancellation of the transfer restrictions.

4. Basis for calculation of paid-in amount and specific details thereof

In order to eliminate arbitrariness, the amount to be paid in for the Own Share Disposal to each of the Eligible Directors, etc. is set at 2,735 JPY, which is the closing price of the Company's common stock on the Tokyo Stock Exchange on the business day immediately preceding the date of the Board of Directors' resolution (March 27, 2026). This is the market share price immediately prior to the date of the Board of Directors' resolution, and the Company believes that it is reasonable and does not represent a particularly favorable price.

Note: This document is a translation of the original Japanese document and is only for reference purposes. All readers are recommended to refer to the original version in Japanese of the release for complete information.

Source: Nakanishi Inc. www.nakanishi-inc.jp/ir/irnews