July 24, 2026

Company name: NAC CO., LTD.
Name of representative: Hironari Kawakami, President and Chief Executive Officer
(Securities code: 9788; TSE Prime Market)
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Notice Regarding Completion of Payment for Disposal of Treasury Shares as Restricted Stock Compensation

NAC CO., LTD. (the "Company") hereby announces that, with respect to the disposal of treasury stock as restricted stock compensation which was resolved at a meeting of the Board of Directors held on June 26, 2026, the payment procedures were completed today as described below. For details, please refer to the "Notice Regarding Disposal of Treasury Shares as Restricted Stock Compensation" announced on June 26, 2026.

1. Outline of the disposal

(1) Due date of payment	July 24, 2026
(2) Type and number of shares to be disposed of	89,331 shares of common stock of the Company
(3) Disposal price	497 yen per share
(4) Total disposition price	44,397,507 yen
(5) Disposal recipients	6 Directors of the Company (excluding Outside Directors): 60,360 shares 15 Employees of the Company (Executive Officers and General Managers): 28,971 shares
(6) Other	Regarding the Disposal of Treasury Shares, transfers are subject to a restriction until the submission of the Company's semi-annual report for the fiscal year that includes the date on which the allottee—being the Company's directors and employees—is to receive the shares. In addition, as the total disposal amount is less than ¥100 million, neither a Securities Registration Statement nor an Extraordinary Report has been filed under the Financial Instruments and Exchange Act.

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.