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To whom it may concern

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Notice of “Basic Policies of Medium-Term Management Plan 2026”

We announce that our Board of Directors today approved a resolution regarding key target achievement indicators and shareholder return policy under its Medium-Term Management Plan 2026. The details of the Mid-term Management Plan 2026 will be announced on May 22 (Wed.).

1. Medium-Term Management Plan 2026 Basic Policy

We are in the process of formulating its medium-term management plan 2026 (hereinafter referred to as the “New Medium-Term Management Plan”) in order to realize its long-term management vision of becoming “The trading company that supports manufacturing for tomorrow and contributes to society” .

The new medium-term management plan has three pillars as follows.

- (1) Expand further and deepen our business as the core trading company of the KOBELCO Group
- (2) Diversify our business model by establishing our own supply chain
- (3) Promote new businesses that contribute to solving social issues and strengthening profitability.

We will also strengthen monitoring of business units and improve profitability by introducing a new ROIC indicator and other measures.

2. Key Goal Indicators (KGI)

	Targets for FY2026
Consolidated ordinary income	14.5 billion yen
ROE (Return on Equity)	10.0% or more
ROIC (Return on Invested Capital)	6.5%
Capital adequacy ratio	21% or more

3. Shareholder Return Policy

Our Group regards the return of profits to shareholders as one of its most important management issues, and its basic policy is to continue to pay dividends in line with each fiscal year's business results, while taking into consideration such factors as internal reserves necessary for strengthening the corporate structure and future business development. Under the new medium-term management plan, we have decided that our shareholder return policy will be "a consolidated dividend payout ratio of 30% or more or a dividend of 300 yen per share, whichever is higher".