

DISCLAIMER: This English document is translated using a machine translation. You may use this for reference purposes only, fully understanding that it may include inaccurate translations. It is your sole responsibility if you rely not on the Japanese original but on this translation.



May 25, 2026

To whom it may concern,

Company name: KAMEI CORPORATION
Name of representative: Akio Kamei, Representative Director, President
(Code No. 8037, TSE Prime)
Inquiries: Tadaaki Endo, Managing Officer,
General Administration Division Manager
(TEL +81-22-264-6111)

Notice Concerning Revision of the “Long-term Management Policy”

KAMEI CORPORATION (the “Company”) hereby announces that, at a Board of Directors meeting held on May 25, 2026, it has resolved the revision of the “Long-term Management Policy.”

1. Background of the revision

In May 2024, the Company established its “Long-term Management Policy”, and in order to achieve sustainable growth into the future by enhancing the collective strength of the Group and enhancing its management base, the Company has worked to increase the operating profit margin by efficiently focusing on earning power, as well as to expand its business domains through human capital management and M&A.

In May 2025, the Company updated its Long-term Management Policy to clarify its strategy for strengthening profitability and to strengthen management conscious of cost of capital and stock price. Based on its new 3 basic strategies, the Company is working to strengthen the Group's streamlined management structure and improve earning power.

The content of the Long-term Management Policy will be updated as necessary in light of changes in the business environment, our business performance, and progress of strategies, and the Company has decided to revise it this time to further strengthen its basic strategies.

2. Details of the revision

(1) Revision of shareholder return policy

- Increase of dividend payout ratio from “around 30%” to a “gradual increase to around 40%”
- Introduction of a shareholder benefit plan

(2) Renewal of new business initiatives in growth strategy

- Introducing 4 new businesses materialized in FY 2025
- Planning to invest approximately 20 billion yen in new businesses from FY 2026 onward

(3) Introduction of Restricted Stock Incentive Plan as remuneration for officers

- Providing an incentive to continuously improve corporate value

(Note) For details, please refer to our IR page. https://www.kamei.co.jp/ir/management_policy.html (in Japanese)