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May 26, 2025

To whom it may concern,

Company name: KAMEI CORPORATION
Name of representative: Akio Kamei,
Representative Director, President
(Securities code: 8037; TSE Prime Market)
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Notice Concerning Revision of the "Long-term Management Policy"

We hereby announces that at a meeting of the Board of Directors held on May 26, 2025, a resolution was passed to revise the "Long-term Management Policy" announced on May 23, 2024.

1. Background of the revision

Our company established the Long-term Management Policy in May 2024 with the aim of further increasing corporate value in a challenging business environment, as the shift to a low-carbon/decarbonized society driven by heightened environmental awareness has accelerated the shift from fossil fuels to renewable energies, etc, and has been working on initiatives based on its growth and financial strategies.

We also continued discussion of details of our Long-term Management Policy in light of changes in the business environment, our business performance, and progress of strategies. On top of that, we have decided to revise our policy to further clarify our strategy for strengthening profitability and to further strengthen our management in consideration of capital costs and stock prices.

2. Details of major revisions

(1) Added "Promotion of Leanness of the Group" to the basic strategy

- Aim to increase profitability by replacing businesses with a focus on profitability and level of synergies

(2) Reviewed Shareholder Return Policy

- Raised dividend payout ratio from 20% or higher to around 30%

(3) Added medium-term cash flow allocation (image)

- Increase shareholder returns and the allocation to new investments

(4) Updated part of growth strategy

- Added an explanation of the reorganization of the North American business and the expansion of sales of Japanese foods overseas, regarding overseas/trade segments
- Disclosed current considerations for new business development
(Expected investment of 20 billion yen from FY2025 onward, starting with 5 businesses)

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