May 14, 2026

Company name: Kyokuto Boeki Kaisha, Ltd.
Representative: Shinji Sakuma, Representative Director
President and Chief Executive Officer
(Code number: 8093; TSE Prime)
Inquiries: Yasuhiro Sonoda, General Manager,
Corporate Planning Dept.
(Telephone: +81-3-3244-3516)

Announcement of Formulation of the Medium-Term Management Plan 2028 Beyond NEXUS

Kyokuto Boeki Kaisha, Ltd. (the Company) has newly formulated the "Medium-Term Management Plan 2028" Beyond NEXUS covering the three-year period from fiscal 2026 (fiscal year ending March 31, 2027) to fiscal 2028 (fiscal year ending March 31, 2029), as outlined below.

1. Background of Formulation of Medium-Term Management Plan

Under the previous medium-term management plan, "KBK Plus-One 2025," the Company restructured its revenue model, refined its capital policy, and strengthened its governance system. The Company achieved positive outcomes in improving profitability and capital efficiency.

Meanwhile, due to social demand for decarbonization, advances in digitalization, normalization of geopolitical risks, and labor shortages, the business environment is at a structural turning point. We recognize that establishing a more refined and advanced business model than traditional ones is essential to achieving sustainable growth and improving capital efficiency.

In light of this, we position the next three years as the "Leap period toward the future" and formulated this medium-term management plan to establish competitive advantage with the Group's human capital and digital transformation capabilities, in order to develop a more advanced business model, and to transform our revenue structure.

2. Outline of the "Medium-Term Management Plan 2028" Beyond NEXUS

With this medium-term management plan, we aim to transform into a "solution partner" that solves social issues and creates value for its customers at the same time, using the Company's philosophy, "personnel, technology, and confidence," and its mission statement, "bridging market needs with technological capabilities" as the foundation.

The core of our policy is to make focused investments in key areas with strong social demand where the Group can fully leverage its strengths (disaster prevention, defense, energy, transportation equipment, and semiconductors) and promote collaboration across group companies. We will allocate our management resources with a focus on these key areas and organically integrate the technologies, functions, and networks of group companies and divisions, thereby establishing competitive advantage and achieving sustainable growth.

As a key business strategy to create value steadily, we have also set the following five priority initiatives. We will continue steady efforts throughout the period of the management plan.

- Business portfolio strategy achieving both profitability and growth
- M&A strategy aimed at non-linear growth
- Area partner strategy to improve global competitiveness
- Personnel and organization strategy to enhance organizational vitality and human capital competitiveness
- Digital transformation strategy to realize data-driven management

3. Management targets

Our management targets during the medium-term management plan period are as follows:

Item	Target for FYE March 31, 2029
Consolidated operating profit	3.5 billion yen
ROE	8% or more
ROIC	7% or more
M&A and other investments	5.0 billion yen or more over three years

4. Capital policy and shareholder returns

The Company’s policy is to prioritize allocating generated cash flow to investments in growth areas. Through investments in key areas, including M&As, equipment and facilities, research and development, and human capital, we aim to strengthen the foundation for medium- to long-term growth to improve the ability to create more profit in the future.

At the same time, we aim to keep an equity-to-asset ratio of 45% or more to maintain financial soundness and investment capacity for growth.

Our policy for shareholder returns is to continue progressive dividends without reducing dividends in principle, aiming to maintain or increase dividends, and the dividend payout ratio is calculated based on adjusted net income, excluding non-recurring gains and losses (such as gain on sale of investment securities and gain on bargain purchase), with a target of 50%..

We will also consider repurchasing the Company’s shares in a flexible manner, taking int account the business environment and financial conditions.

Please refer to the attached document for more details.

Attachment: “Medium-Term Management Plan 2028” Beyond NEXUS

Kyokuto Boeki Kaisha, Ltd.

Fiscal Year 2026–2028

Medium-Term Management Plan (MTMP) 2028

Beyond NEXUS

May 14, 2026 Kyokuto Boeki Kaisha, Ltd.

Securities Code 8093

Contents

Kyokuto Boeki Kaisha, Ltd.

Forward-Looking Statements

This presentation contains forward-looking statements regarding future performance, including sales, earnings and other plans. These statements are based on information currently available and involve risks and uncertainties relating to economic conditions, industry trends, exchange rate fluctuations, competitive environment, and other factors. Actual results may differ materially from these projections.

Kyokuto Boeki Kaisha, Ltd.

Kyokuto Boeki Kaisha's Vision: Taking the Next Leap Forward

Kyokuto Boeki Kaisha (KBK) has established a stable business foundation by leveraging its expertise as a technology-oriented trading company. Under the previous MTMP, “KBK Plus One 2025,” we achieved our targets for both profitability and ROE while strengthening management soundness and corporate governance. Meanwhile, accelerating decarbonization requirements, the normalization of geopolitical risks, labor shortages, and rapid digitalization are driving structural changes in the business environment. Under these conditions, achieving sustainable growth and improving capital efficiency through conventional business models alone is becoming increasingly difficult. With this recognition, KBK positions the next three years as a “Leap period toward the future,” and has formulated MTMP 2028 to enhance its business model and transform its earnings structure by leveraging group-wide human capital and DX capabilities. Through addressing social challenges and creating customer value, we aim to achieve sustainable growth and enhance long-term corporate value.

01

Review of the Previous MTMP “KBK Plus One 2025”

Management Strategy Review

Kyokuto Boeki Kaisha, Ltd.

Qualitative Targets

Outline of the previous plan: Key Initiatives	Result・Review: Review
1 Business Development in New Fields and Strategic Investments for a Sustainable Society	• Advanced infrastructure development and technology partnerships in offshore wind power • Strengthened businesses in EV-related markets and circular materials
2 Capital Policy Focused on Shareholder Value	• Improved ROE through higher profitability and flexible share buybacks • Enhanced shareholder returns with the introduction of a progressive dividend policy
3 Human Resource Development for Value Creation	• Fostered creativity among younger employees through overseas training and DX initiatives • Strengthened cross-functional capabilities through group-wide projects

Quantitative Targets FY2026/3

Item	Target	Result	Review
Ordinary Profit	1.9Billion JPY	2.8Billion JPY	• Exceeded target through profit structure reform
ROE	5.4%	6.0%	• Achieved target by improving profitability and capital efficiency
M&A Investment Capacity (5-year plan)	5.0Billion JPY	6.5Billion JPY M&A 5.0Billion JPY	• Expanded growth platform through proactive strategic investments
Dividend Policy	70JPY/share	74 JPY/share	• Implemented high-level dividends and introduced progressive dividends

Business Strategy Review (Key Strategies)

Kyokuto Boeki Kaisha, Ltd.

Segment	Key Strategy	Evaluation	Review
Industrial Equipment	Develop decarbonization and autonomous driving businesses in heavy industry	○	Decarbonization projects progressed; autonomous driving advanced to proof-of-concept stage
	Tech development with customers for EV transition	◎	Captured demand for EV-related testing; prototype evaluation is favorable
	Sound maintenance and alternative equipment for high-efficiency machinery	◎	Secured stable orders for replacement/spare parts and maintenance; profit margins also improved
	Establishment of seismometer production system	◎	High market evaluation makes capacity enhancement urgent; development of next-generation model has begun
	Business development and expansion in the offshore wind power sector	○	Business development progressed, leading to expanded orders for related products
Industrial Materials	Materials business contributing to weight reduction and efficiency improvement in automobiles, aircraft, etc.	○	Adoption of lightweight materials progressed, but mass production of high-function materials was delayed
	Initiatives for an integrated system for wastewater treatment	△	Increased project acquisitions, but improvement in profitability and operational optimization were not achieved
	Utilization of plant- and nature-derived materials; development of biodegradable materials and additives	○	Market expansion for sustainable materials advanced application development
Machinery Parts	Promotion of optimal global sourcing	○	Reorganization of overseas and domestic procurement networks progressed, contributing to cost reduction
	Development of new markets	◎	Acquired new customers in Southeast Asia and India, contributing to sales expansion
	Provision of customer-centric services	◎	Enhanced responsiveness and improved customer satisfaction through on-site support

Review of Business Strategy (New Initiatives)

Kyokuto Boeki Kaisha, Ltd.

Field	New Initiatives	Overview
Investment Strategy (incl. M&A)	Establishment and full acquisition of TWD Japan Co., Ltd.	・Jan 2022: Established a new company for the design and manufacturing of special large jigs used in the construction of large offshore wind turbines ・Nov 2024: Acquired additional shares to make it a wholly-owned subsidiary
	Full acquisition of Sanko Shokai Co., Ltd.	・Oct 2024: Acquired a trading company specializing in general-purpose plastics, engineering plastics, and thermal spray materials
	Full acquisition of Wellstone Co., Ltd.	・Nov 2024: Acquired a trading company specializing in the export of ship repair parts
Financial Strategy	Execution of share buyback and cancellation	・Feb-Sep 2025: Implemented a share buyback and cancellation program
	Introduction of progressive dividend policy	・From FY2025 (ending Mar 2026), introduced a progressive dividend policy to maintain or increase dividends, in principle, without reduction
	Introduction of ROIC-based management	・Introduced ROIC as one of the group's key management indicators

02

“MTMP 2028” Beyond NEXUS

KBK's Aims

Transform into a solution partner that opens up the future

Corporate Philosophy

"Personnel, Technology, and Confidence"

Mission Statement

"Bridging Market Needs with Technological Capabilities"

"MTMP 2028" Beyond NEXUS

Under our corporate philosophy and mission statement, we aim to transform into a solution partner that both solves social issues and creates customer value.

Our Group's Business Environment

Kyokuto Boeki Kaisha, Ltd.

Creating customer value by turning responses to environmental changes and social issues into growth opportunities

Megatrends

Decarbonization & Energy Transition

Strengthening decarbonization requirements directly links renewable energy transition and CO_2 reduction to competitiveness.

Geopolitical Risks & Supply Chain Restructuring

Rising geopolitical risks destabilize procurement, making diversification strategies essential.

Digitalization & AI Acceleration

Advancements in DX and AI make business automation and risk management key to competitiveness.

Labor Shortages & Structural Changes in the Workforce

The declining birthrate and aging population are making labor shortages more severe, necessitating automation and reskilling.

Our Group's Response Policy

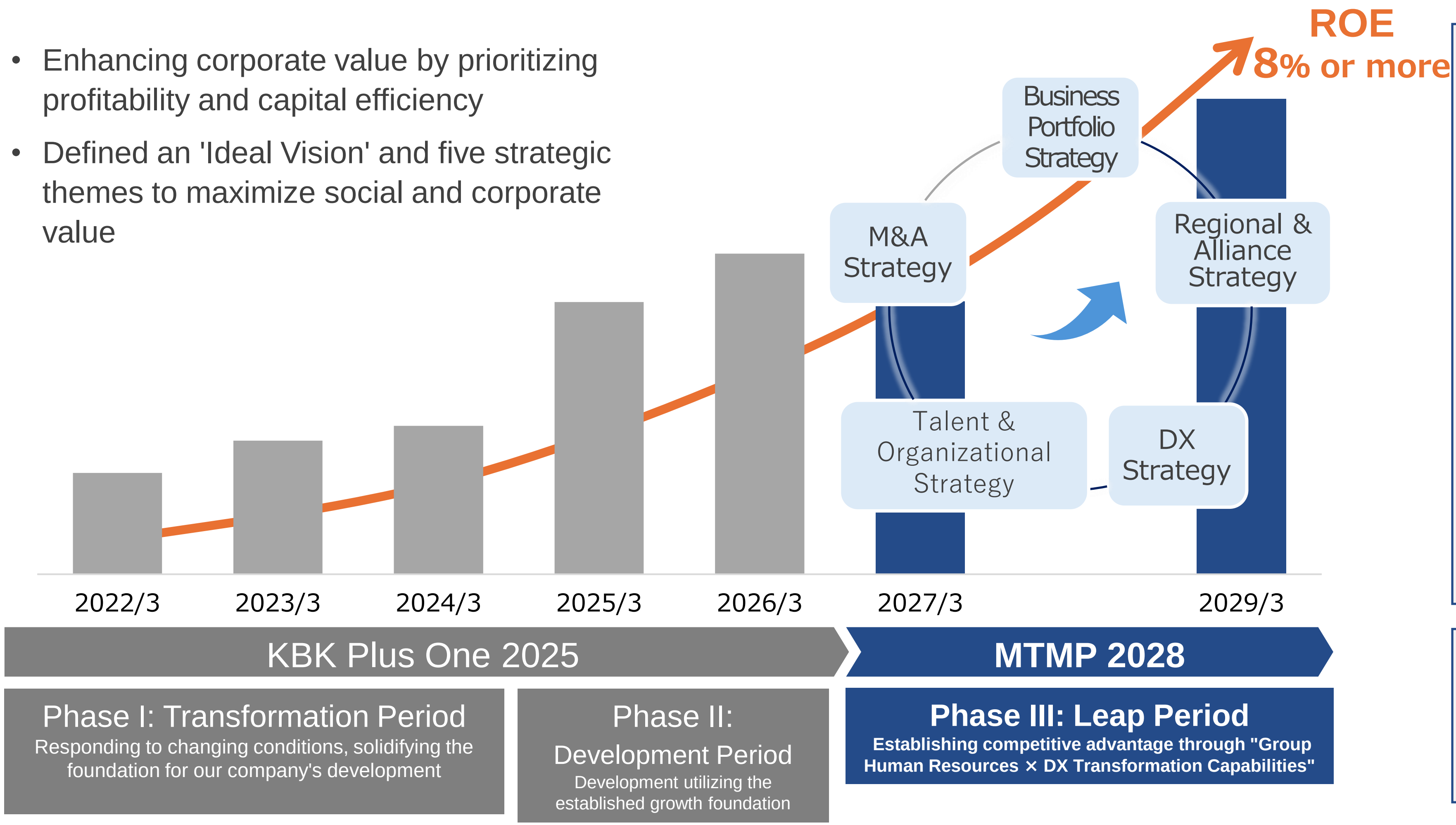
- By addressing diverse and complex social issues through business development in Priority Business Domains and providing issue-driven solutions, we will contribute toward the realization of a sustainable society.
- By capturing environmental and structural changes as growth opportunities and advancing our business domains and functions, we will enhance our group-wide ability to create customer value and achieve sustainable growth and improved profitability.

Positioning of the "MTMP 2028"

Kyokuto Boeki Kaisha, Ltd.

Phase 3 of the long-term management strategy toward achieving our "Ideal Vision"

- Enhancing corporate value by prioritizing profitability and capital efficiency
- Defined an 'Ideal Vision' and five strategic themes to maximize social and corporate value



Our 10-Year Vision

A value-creating company through "Technology Trading Company × Manufacturer Functions"

An autonomous professional group where diverse talents thrive

Intelligence-driven management that builds competitive advantage through data-driven approaches

Net Sales: 150Billion JPY

ROE: 12% or more

Value Creation Process

Kyokuto Boeki Kaisha, Ltd.

In an era of change, we address social issues and create customer value by responding with cutting-edge technology.

External Environment

Megatrends
- Decarbonization
- Geopolitical risk
- DX/AI
- Labor shortage

Opportunities
- Recovery in capital investment
- Demand for bioplastics
- Demand for clean energy

Risk
- Global economic uncertainty
- Soaring raw material prices
- Climate change
- Intensifying competition

Materiality

5 Materialities
- Decarbonized society
- Industrial development
- Human rights & human resources
- Customer trust
- Governance *refer to P28

Inputs

Management Resources
- Human capital
- Financial capital
- Network capital

Management Foundation
- Personnel, technology, and confidence
- Sustainable management,
- Governance

KBK's Strengths
- "Plus One" value based on technical capabilities
- Diverse and unique product portfolio
- Global support for manufacturing

Business Activities

MTMP 2028 Beyond NEXUS

Priority Business Domains
1. Disaster prevention
2. Defense & security
3. Energy
4. Transportation systems
5. Semiconductors

×

Five Strategic Themes
1. Business Portfolio Strategy
2. M&A Strategy
3. Regional & Alliance Strategy
4. Talent & Organizational Strategy
5. DX Strategy

Outputs & Outcomes

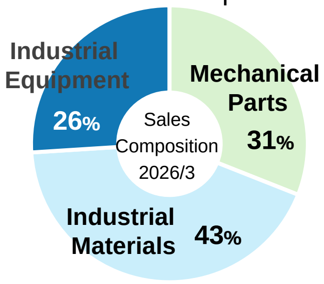
Social Value

As a technology trading company, we support the safety and security of social infrastructure while contributing to solving customer issues and creating value.

Economic Value

Operating Profit: 3.5 billion JPY
ROE: 8% or more
ROIC: 7% or more
Progressive Dividend

<Balanced business portfolio>



*FY2028 Target

Outline of the "MTMP 2028"

Kyokuto Boeki Kaisha, Ltd.

Advancing our business model and transforming our profit structure

Name & Period

"MTMP 2028" Beyond NEXUS (3 years from FY2026 to 2028)

Policy

Promote concentrated investment in the Priority Business Domains (Disaster Prevention, Defense & Security, Energy, Transportation Systems, Semiconductors) and group-wide collaboration

Management Strategic Themes

1. A balanced business portfolio strategy for profitability and growth
2. M&A strategy for non-continuous growth
3. Regional & Alliance Strategy to strengthen global competitiveness.
4. Talent & Organizational Strategy to enhance vitality and competitiveness
5. DX Strategy to realize data-driven management.

Quantitative Targets

Item	FY2025 Result	FY2028 Target
Operating Profit	2.6Billion JPY	3.5Billion JPY
ROE	6.0%	8% or more
ROIC	4.7%	7% or more
M&A etc. Investment	6.5Billion JPY (5 years) M&A:5.0Billion JPY	5.0Billion JPY or more
Division Policy	74JPY per share	Progressive Dividend

Five Strategic Themes

Kyokuto Boeki Kaisha, Ltd.

Five Strategic themes to support growth, centered on concentrated investment in Priority Business Domains and strengthening the management foundation

Growth Strategy（Where to Invest and How to Grow）

1 Business Portfolio Strategy

- Re-evaluate businesses based on profitability and growth
- Concentrate management resources in Priority Business Domains

2 M&A Strategy

- Promote complementary and expansionary M&A in Priority Business Domains
- Strengthen integration capabilities by standardizing PMI processes

3 Regional & Alliance Strategy

- Concentrate resources in Southeast Asia, India, and The Americas
- Strengthen governance and promote localization

Foundation Strategy（What to Prepare and How to Support Growth）

4 Talent & Organizational Strategy

- Strengthen group-wide human resources and develop management talent
- Increase motivation for growth through evaluation system reform

5 DX Strategy

- Promote data-driven management
- Improve productivity through operational efficiency

Business Strategy - Industrial Equipment

Industrial Equipment 26%

Kyokuto Boeki Kaisha, Ltd.

Pioneering Growth in the Equipment Business, Originating from Global Production Sites

Strengths

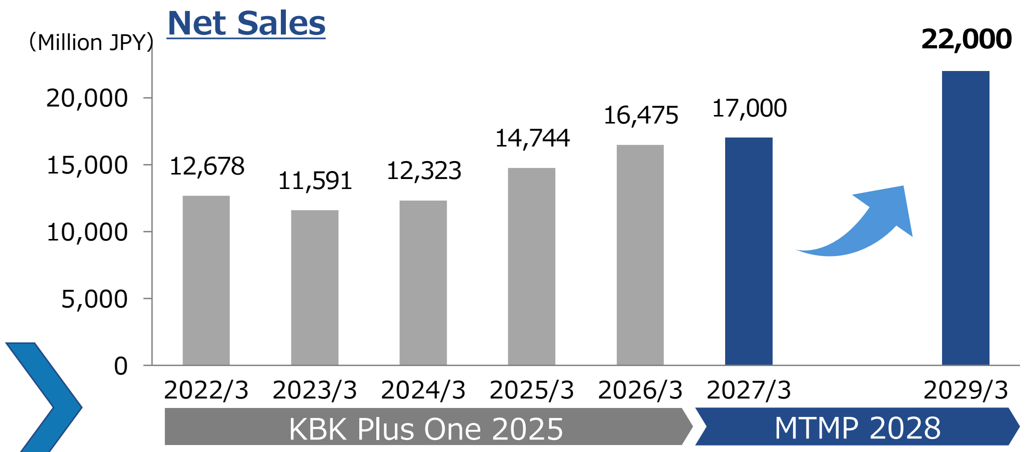
- Technology-driven proposal and execution capabilities based on manufacturer functions
- On-site execution capabilities, including equipment design, fabrication, installation, and maintenance
- Integrated capabilities to advance diverse projects in Japan and overseas

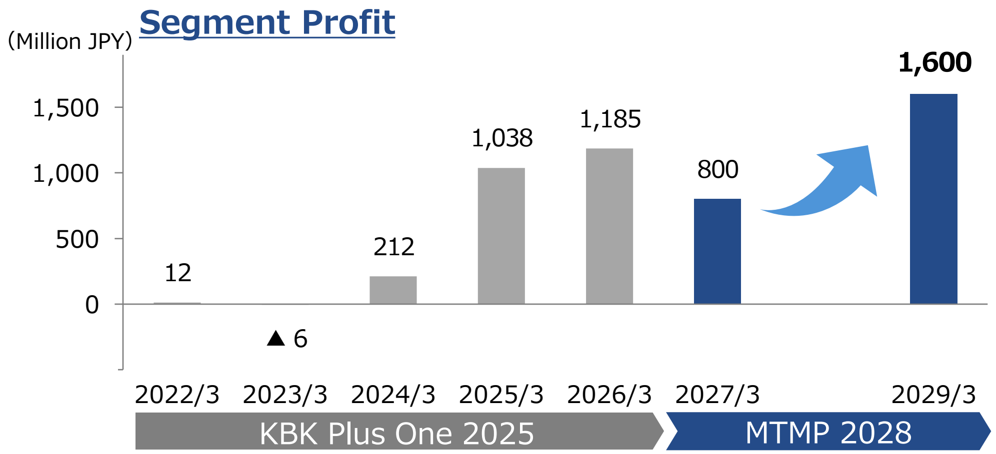
Business Strategy

Accelerate Growth in the Disaster Prevention Business
Strengthen seismometer production/sales to capture renewal and maintenance demand in the volcano, weather, nuclear, and railway sectors

Enhance Profitability of the Aerospace and Defense Business
Use high-margin products as growth drivers to advance the product portfolio and create synergies

Create Added Value in LNG Thermal Power-related Fields
Drive high-value lifecycle proposals by packaging repair and refurbishment products with remote monitoring





Business Strategy - Industrial Materials

Kyokuto Boeki Kaisha, Ltd.

Anticipating Market Needs in Growth Areas, Centered on High-Performance and Sustainable Materials

Strengths

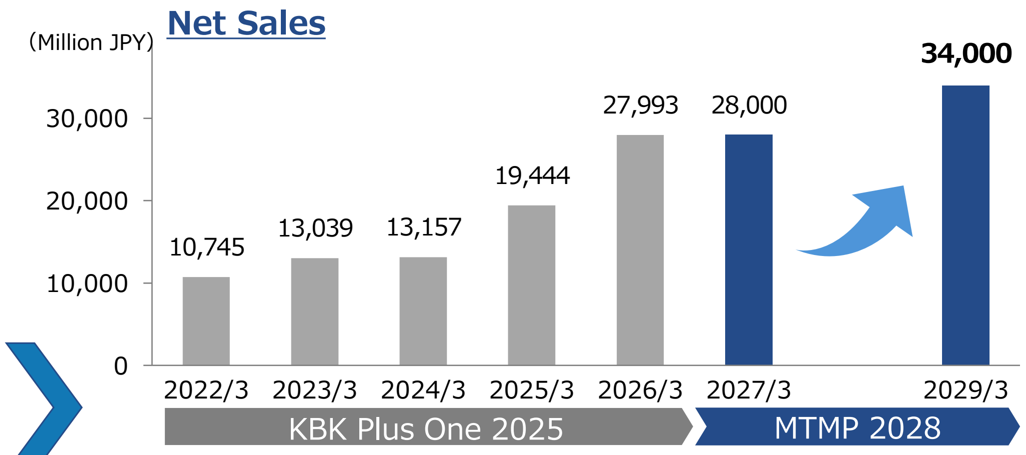
- Unique global supply chain management that delivers solutions
- High-value-added product proposal capabilities in niche markets, driven by our technological expertise
- Specialized knowledge and a unique network in the high-performance materials and coatings sector

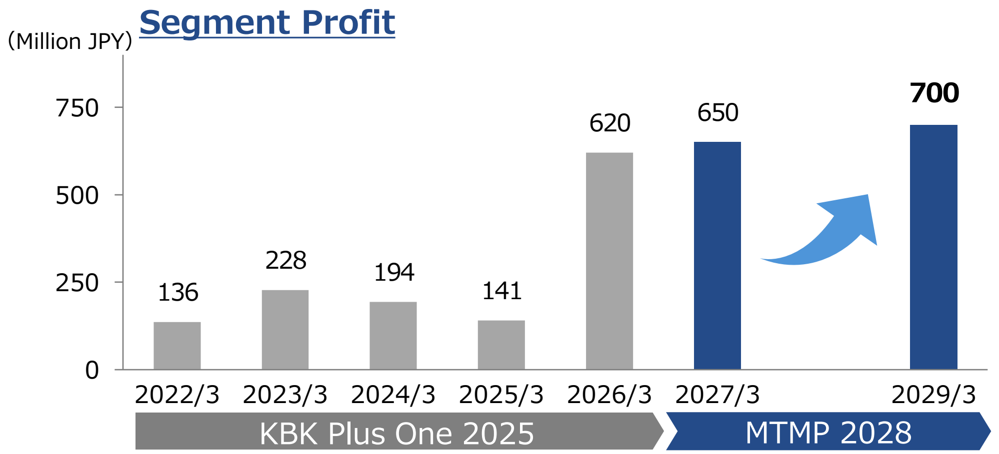
Business Strategy

Evolution into a Solutions Business
Provide optimal, value-added solutions for customers by offering integrated proposals for carbon fiber composites, covering materials, design, processing, and equipment

Establishing a Competitive Advantage in the Transportation System Market
Strengthen supply chain management capabilities by deepening our Regional & Alliance Strategy in Asia and the Americas

Building a Revenue Base in the Semiconductor-Related Market
Expand our product lineup in the promising semiconductor market to build a stable and sustainable revenue base





Business Strategy - Machinery Parts

Kyokuto Boeki Kaisha, Ltd.

Evolving to a High-Value-Added Model by Advancing Design, Supply, and Network Capabilities

Strengths

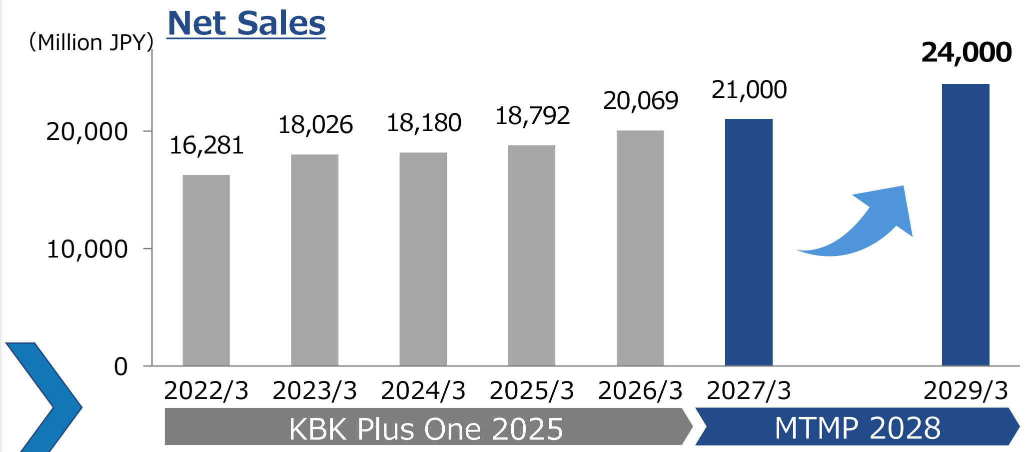
- Supply capabilities to handle everything from high-mix, low-volume development products to mass production
- Design and technical proposal capabilities based at our own factories that reflect customer needs
- A highly responsive procurement and sales network linked with domestic and overseas bases

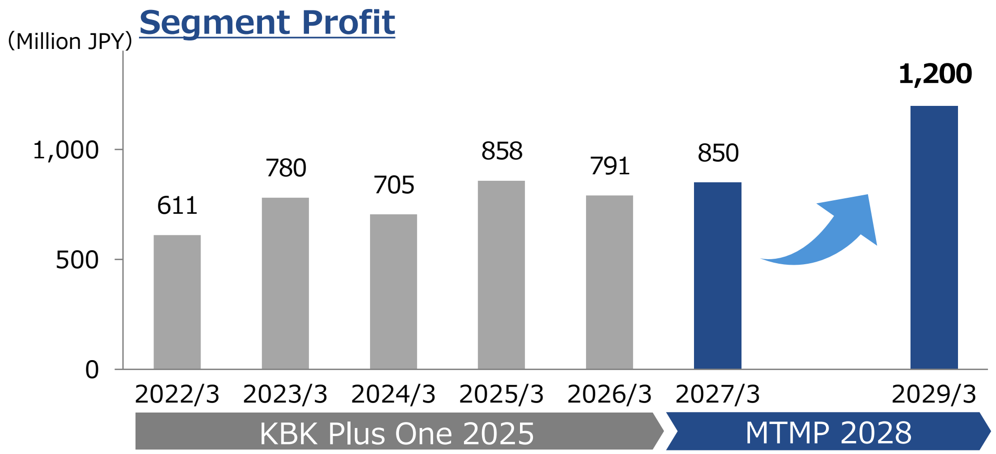
Business Strategy

Transition to a High-value-added Business
Improve profitability and escape price competition by enhancing proposal capabilities through high-value unit and modularization strategies

Improving Profitability by Restructuring Overseas Base Strategy
Drive a shift to a high-profit structure by expanding our network in key regions while consolidating and optimizing low-profit bases

Strengthening Supply Chain Responsiveness
Improve supply capability and reliability to meet high-precision, short-delivery needs by enhancing productivity and strengthening quality assurance systems

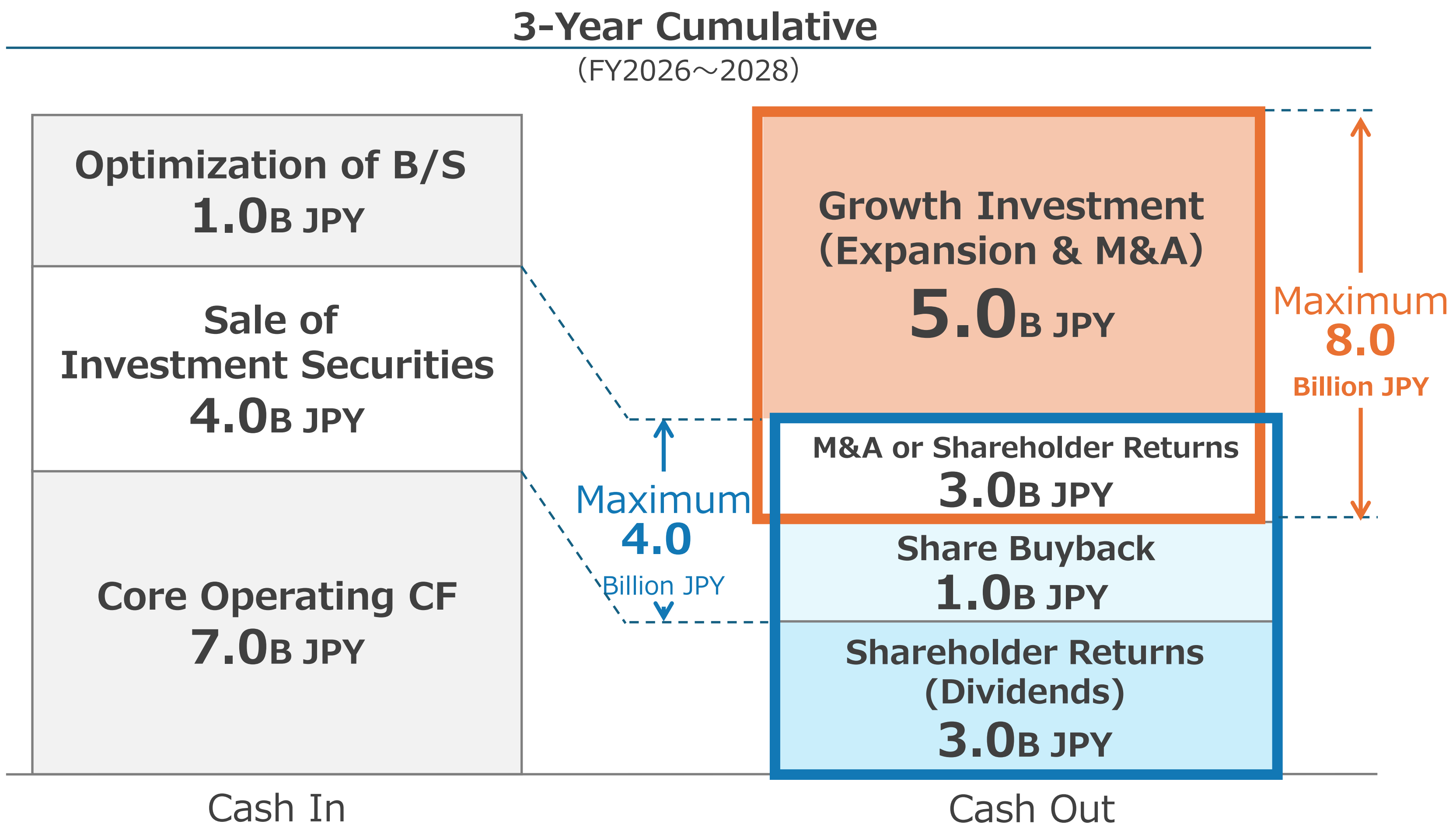




Cash Allocation

Kyokuto Boeki Kaisha, Ltd.

Generated cash flow will be prioritized for growth investments (5.0–8.0Billion JPY)



Growth Investment
M&A, capital expenditure, R&D, human capital investment, etc.
Plan for 5.0–8.0Billion JPY.

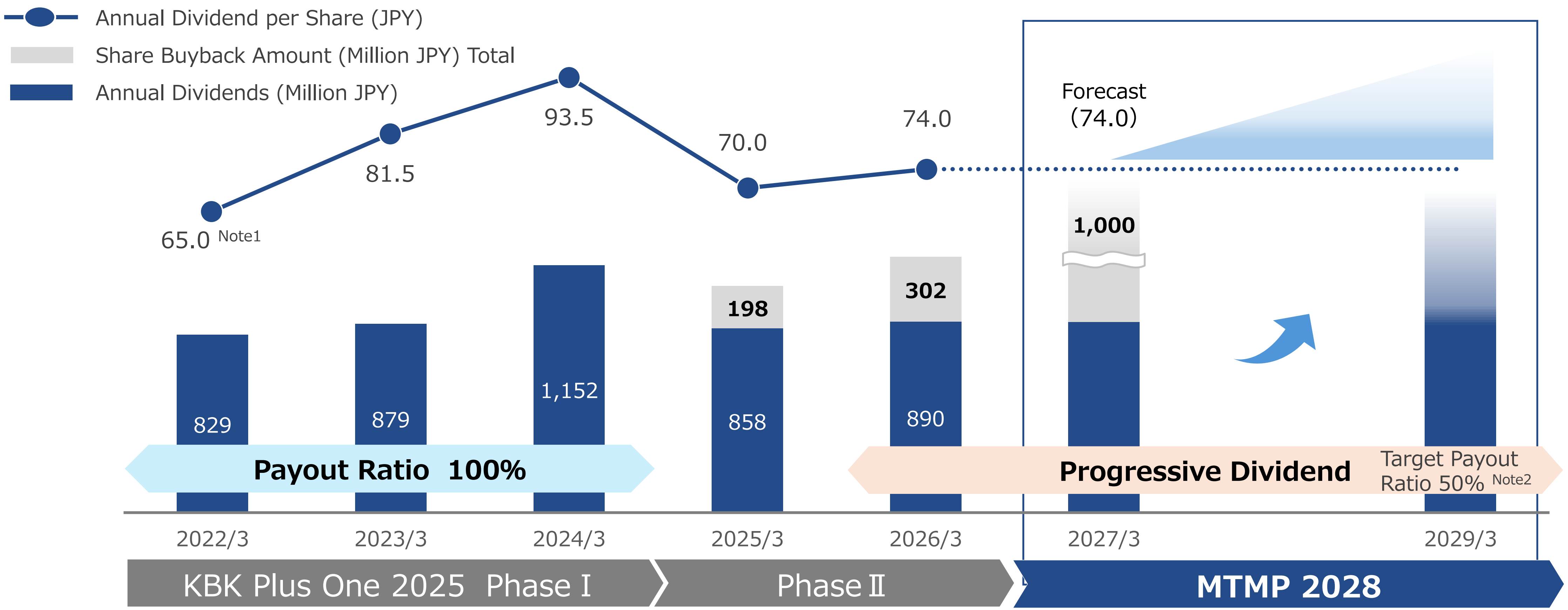
Shareholder Returns
Progressive dividend starting from 74JPY per share.
A total of 4.0–7.0Billion JPY will be returned through dividends and share buybacks.

Equity Ratio
45% or higher.

Shareholder Return Policy

Kyokuto Boeki Kaisha, Ltd.

Emphasizing shareholder returns through progressive dividends and flexible share buybacks



(Note1) 2-for-1 stock split was conducted on Sep 1, 2022. The annual dividend per share has been retroactively adjusted to reflect this.
(Note2) The payout ratio under "MTMP 2028" is calculated based on adjusted profit, which excludes temporary gains/losses (e.g., gains on sales of investment securities, negative goodwill)

03

Appendix

Strategic Themes ① Business Portfolio Strategy

Kyokuto Boeki Kaisha, Ltd.

Building a business portfolio that balances profitability and growth

Strategic Actions

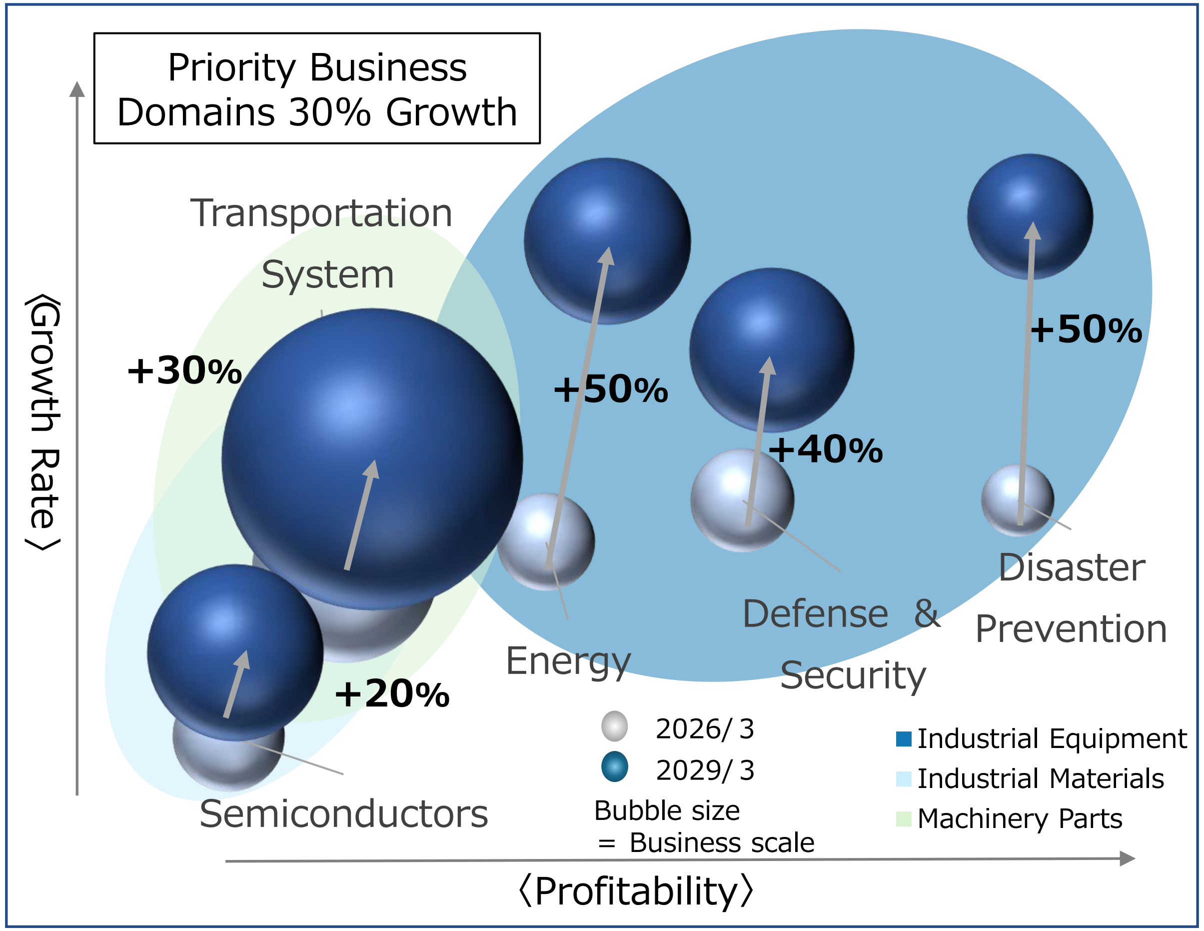
① Portfolio Restructuring
Re-evaluate the profitability and growth potential of our existing businesses, and clarify their positioning based on strategic fit and business synergies

② Concentrated Investment in Priority Business Domains
Concentrate our management resources on Priority Business Domains where we have strengths and establish a competitive advantage by thoroughly pursuing differentiation in growth sectors

③ Efficiency in Non-Key Areas
Thoroughly improve efficiency in non-key areas
Promote the reallocation of resources based on clearly defined withdrawal criteria, including divestment and business scaling-down

④ New Business Creation
Achieve rapid business creation by systematizing our business development process and leveraging open innovation

⑤ Enhanced Monitoring
Conduct regular re-evaluations of our portfolio and execute agile capital recycling in line with growth cycles



Strategic Themes ② M&A Strategy

Kyokuto Boeki Kaisha, Ltd.

Executing M&A for non-continuous growth, aiming for business expansion and synergy creation in Priority Business Domains

Strategic Actions

① Build M&A Promotion System
Establish an M&A team under the CEO to build an end-to-end system for the full process, from deal sourcing to PMI

② Invest in Expanding Priority Business Domains
Enhance our competitive edge with expansion investments that reinforce technologies and capabilities in our Priority Business Domains of strength

③ Strengthen PMI Capabilities
Develop a standard PMI process using internal and external best practices to strengthen integration and accelerate synergies

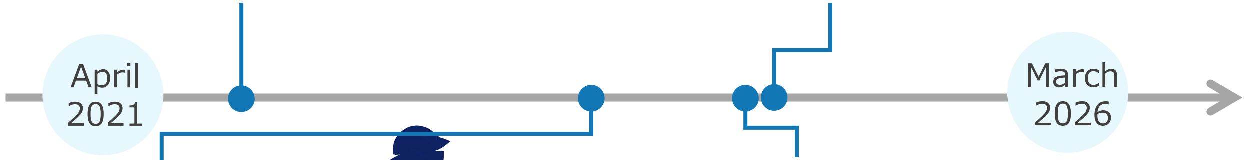
④ Enhance Risk Management
Systematically develop risk assessment models and governance structures to improve investment accuracy and minimize risks

⑤ Strengthen Overall Group Capabilities
Maximize overall Group strength by creating synergies through the mutual sharing of people, goods, capital, and business infrastructure

M&A track record during the previous MTMP

■Jan. 2022
Established TWD JAPAN to enter the offshore wind power market

■Jan. 2024
Full acquisition of TWD Japan



■Oct. 2024
Made Sanko Shokai a wholly-owned subsidiary to expand our business area

■Nov. 2024
Made Wellstone a wholly owned subsidiary to diversify the business portfolio

Future direction of M&A development

① Strengthening the Value Chain	② Expanding Functions and Technology	③ Expanding into Growth Areas
Strengthening the revenue base through business process integration	Expanding technology, manufacturing, and service capabilities in Priority Business Domains	Expanding business foundations and sales channels, centered on Asia and the Americas

Strategic Themes ③ Regional & Alliance Strategy

Kyokuto Boeki Kaisha, Ltd.

Concentrating resources in key regions and strengthening alliances with strategic partners

Strategic Actions

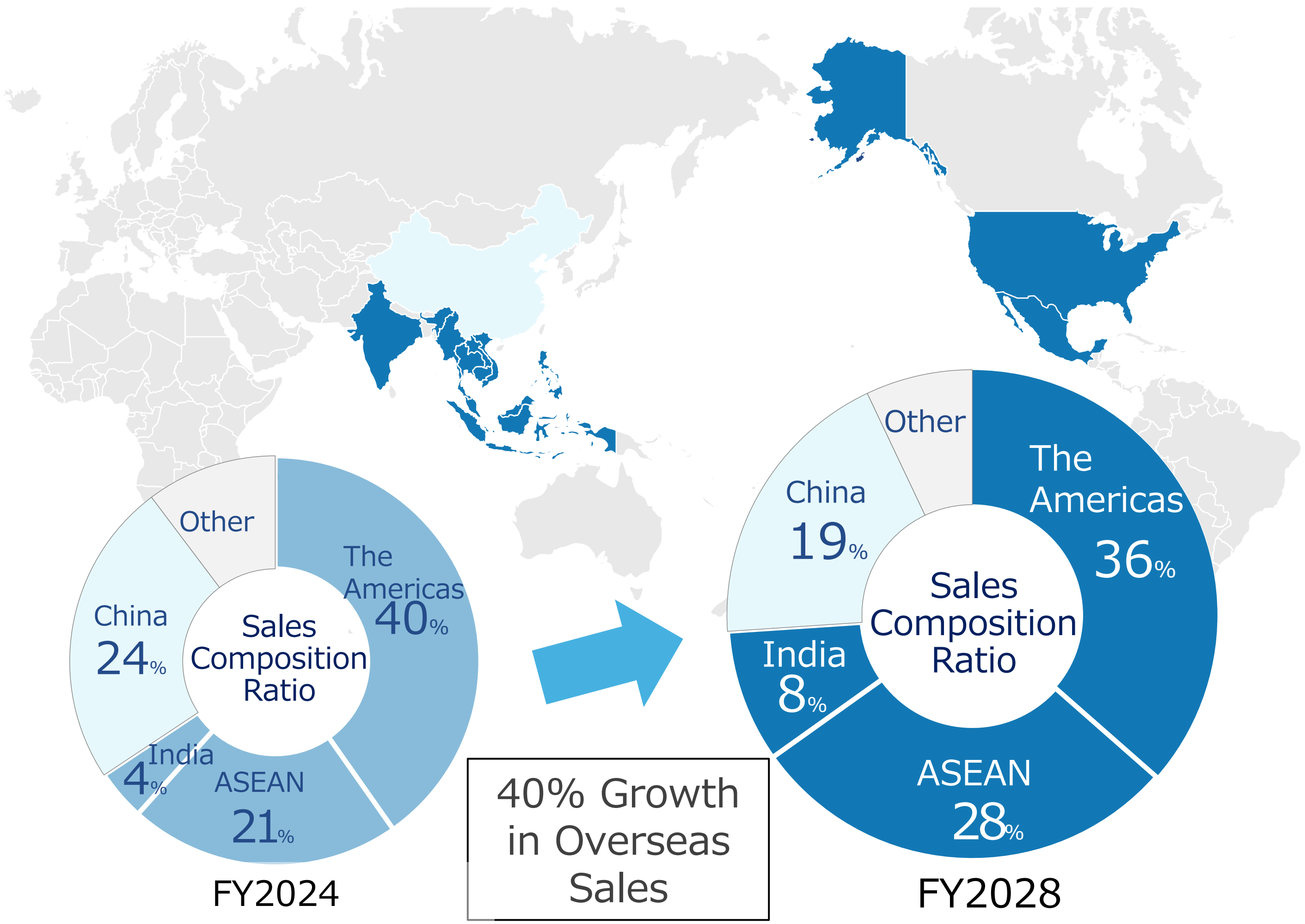
① Concentrate on Key Regions
Concentrate resources on Southeast Asia, India, and the Americas, and dynamically review priorities based on growth potential and the regulatory environment

② Standardize Collaboration Models
Systematize partner selection criteria and contract terms, and standardize JV and alliance models with our strategic partners

③ Delegate Authority to Local Entities
Accelerate decision-making and enhance market responsiveness through regional KPI management and delegation of authority to local teams

④ Establish Regional Group Supervision
Strengthen governance by establishing regional headquarters to centralize support functions and clarify operational quality and responsibilities

⑤ Promote Localization
Develop rules for local talent development and cross-border assignments to strengthen local business capabilities and Group-wide collaboration



Strategic Themes ④ Talent & Organizational Strategy

Kyokuto Boeki Kaisha, Ltd.

Investing in human capital to diversify and upgrade talent, enhancing organizational vitality and competitiveness

Strategic Actions

① Strengthen Group-wide Human Resources
Strengthen the Group's human resource capabilities in internationality, professionalism, and diversity through Group-wide exchange and development

② Develop Management Talent
Systematically develop next-generation management talent through development programs and practical opportunities

③ Reform Evaluation System
Improve growth motivation and engagement by reflecting achievements and challenges in evaluations, emphasizing long-term growth

④ Improve Well-being
Achieve higher retention and productivity by enhancing job satisfaction through work-style reforms and improving skills through capability development

⑤ Strengthen Group Governance
Establish an efficient, agile, and reliable Group management structure by ensuring decision-making transparency and clarifying authority and responsibilities

Sustainable Enhancement of Corporate Value

A virtuous cycle of employee and corporate growth

Enhancing the level of human capital (Stock)

- Developing sales engineers and advancing their expertise
- Establishing a training system (including training programs, OJT, and certification support)
- Systematic development of next-generation leaders and DX talent

Enhancing human capital utilization (Flow)

- Enhancing employee engagement
- Promoting flexible work styles and health and productivity management
- Promoting Diversity & Inclusion
- Promoting management that balances performance and talent development

Strengthening the infrastructure that supports human capital management

- Enhancing HR and evaluation systems and improving their implementation
- Developing a human resource data management infrastructure

Strategic Themes ⑤ DX Strategy

Kyokuto Boeki Kaisha, Ltd.

Promoting offensive and defensive DX to achieve data-driven management

Strategic Actions

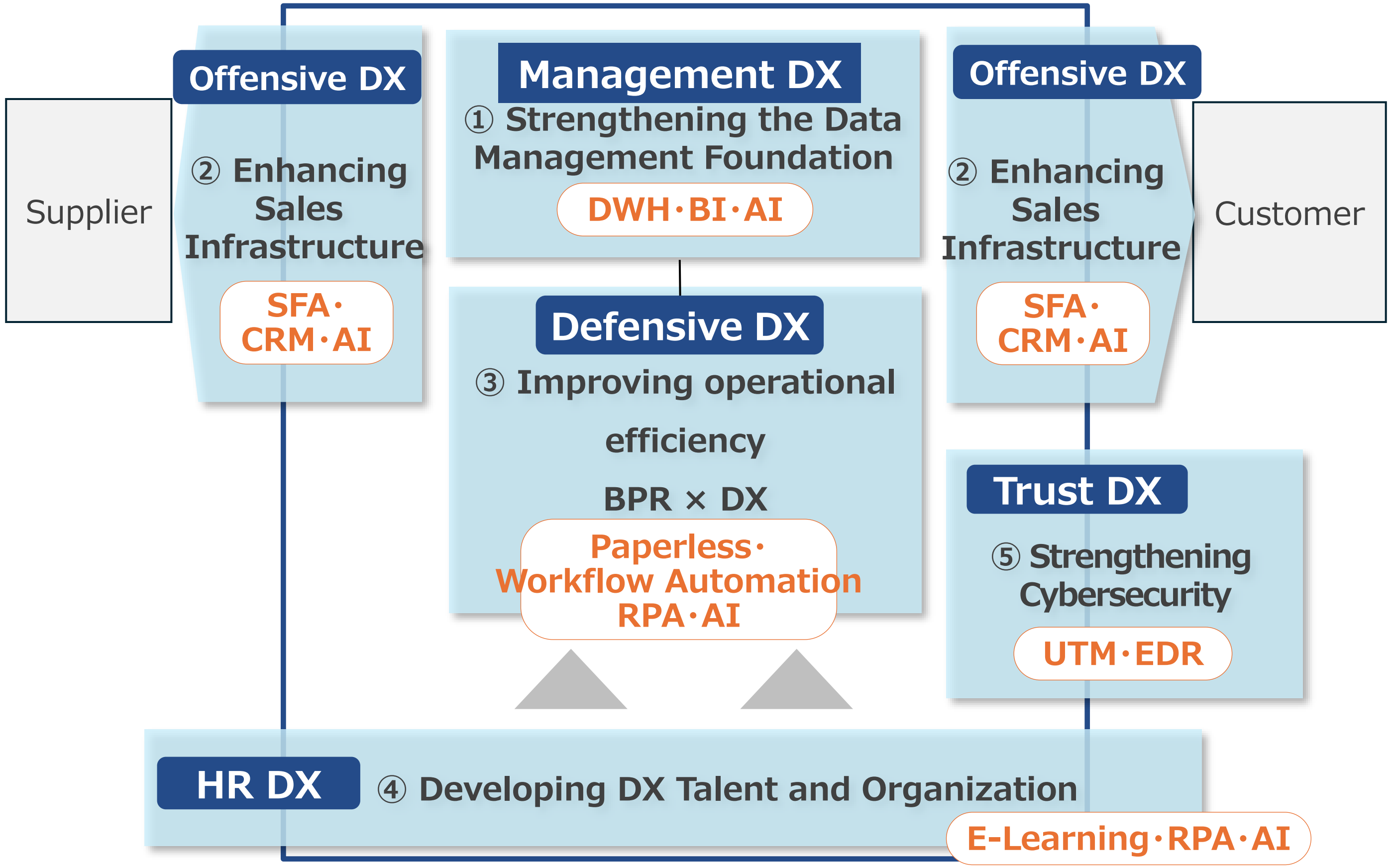
① Strengthen Data Management Foundation
Promote rapid and accurate data-driven management by building a platform that integrates company-wide data

② Enhance Sales Foundation
Improve sales efficiency and customer service quality by digitalizing sales activities and centrally managing customer information and project progress

③ Improve Operational Efficiency
Improve company-wide productivity through operational efficiency from paperless initiatives and workflow automation, and by standardizing business processes

④ Develop DX Talent and Organization
Build a DX promotion structure by improving literacy through training and career path development, and by fostering leaders and securing specialized talent

⑤ Reinforce Cybersecurity
Reduce the risk of information leakage and cyber-attacks by strengthening security measures adapted for cloud migration and remote work environments

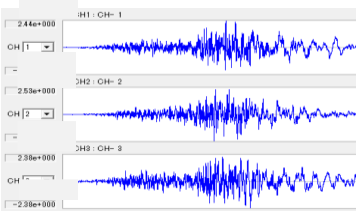


Improving Labor Productivity by 30%

Business Activities in Priority Business Domains (1)

Kyokuto Boeki Kaisha, Ltd.

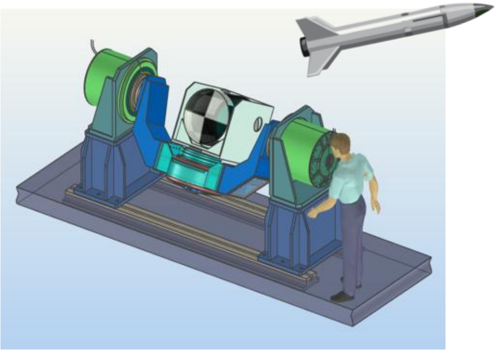
Disaster Prevention-Related Business



Seismometers
Our highly reliable control seismometers contribute to disaster mitigation for facilities such as power plants, railways, and industrial plants. Additionally, our display-equipped seismometers and high-sensitivity seismometers support earthquake observation by visualizing seismic intensity and data.

Anti-Corrosion Coating
By supplying a highly durable and anti-corrosive coating, we extend the service life of public infrastructure, such as bridges. This contributes to reducing the risk of functional loss and accidents during disasters.

Defense & Security Business



Instrumentation for Guidance Systems
By commercializing high-precision test equipment indispensable for guidance system development, we contribute to national security. This is achieved by capitalizing on our proven experience in aerospace and defense and our unique function as a specialized technology trading firm.

High-Precision Measurement and Verification System
We supply a precision instrumentation and verification system tailored for the aerospace and defense sectors. Our technology is engineered to satisfy stringent quality standards, and combined with our dedicated support structure, we empower the development and evaluation efforts within the defense industry.

Business Activities in Priority Business Domains (2)

Kyokuto Boeki Kaisha, Ltd.

Energy Business

Offshore Wind Equipment and Foundations

We strengthen our business foundation in the renewable energy sector by providing end-to-end services for offshore wind support structures and heavy-lift equipment, covering everything from design to installation, maintenance, and decommissioning.

Subsea Geotechnical Investigation System

We provide technical support for marine development projects, such as offshore wind, with our subsea geotechnical investigation system. Through high-precision in-situ measurements, we enhance the safety and reliability of energy projects.

Transportation System Business

Components and Materials for the Transportation Sector

Leveraging our integrated in-house system for design, manufacturing, and quality assurance, we supply high-value-added components and materials.
This contributes to stabilizing our customers' production and enhancing their competitiveness.

Semiconductor Business

Components and Materials for Semiconductors Manufacturing

We operate a business that supports both the advancement of cutting-edge semiconductor manufacturing processes and the stable operation of mass production lines.
This is achieved by providing semiconductor-related components, materials, and test-related products.

Materiality

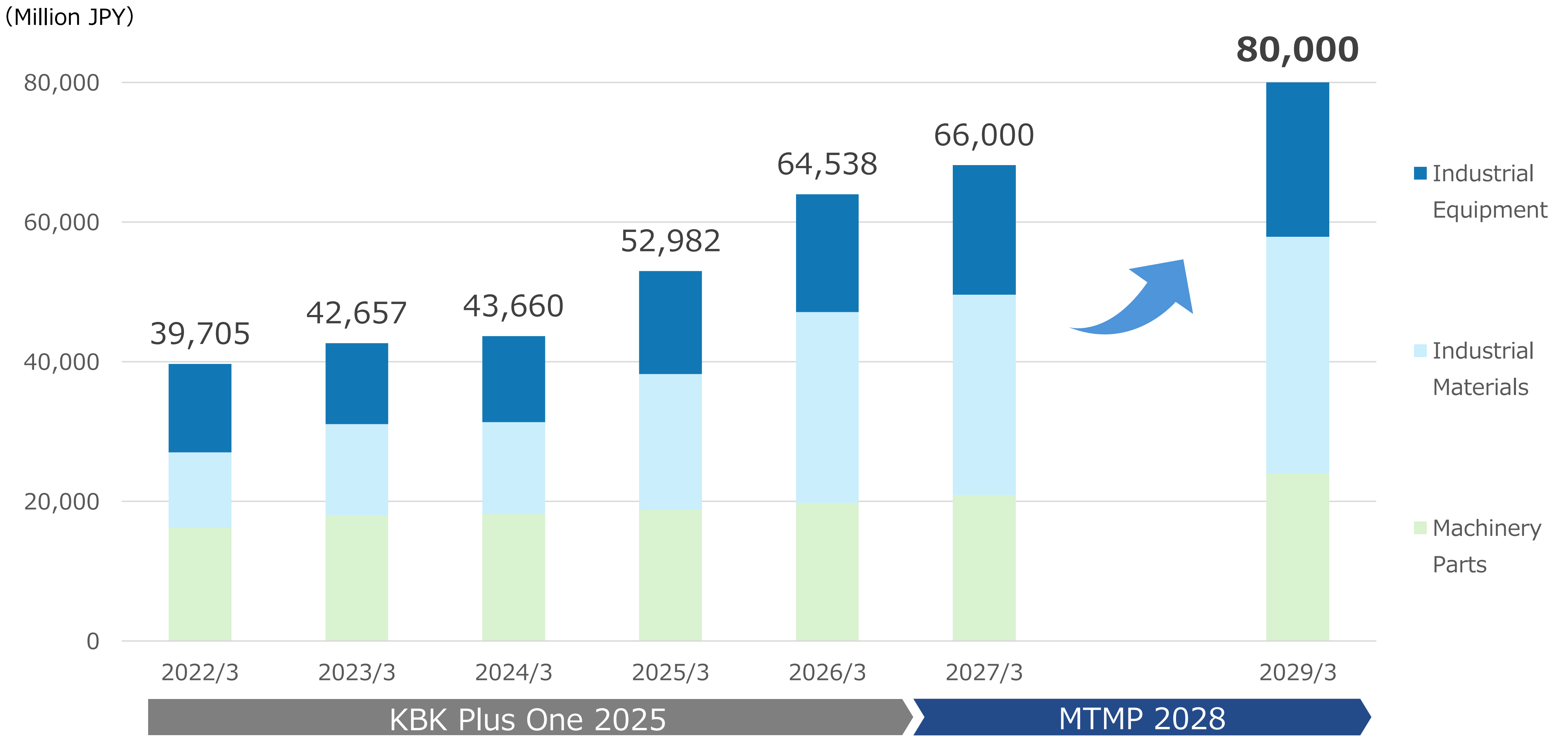
Kyokuto Boeki Kaisha, Ltd.

Identifying ESG-based material issues of high importance to both society and the company

Materiality	Risks	Opportunities
Environment **Initiatives Toward a Decarbonized Society**	Reduced business continuity and competitiveness due to extreme weather events, supply chain disruptions, and delays in technological innovation	Ensuring a stable supply through proactive measures and strengthening competitiveness and creating revenue opportunities by leveraging low-carbon technologies
Social **Contribution to Industrial Development and Technological Innovation**	Loss of competitiveness and market position due to insufficient investment in technological innovation	Accelerating growth and securing a competitive advantage by strengthening the industrial base, creating new products and services, and anticipating market needs
Social **Respect for Human Rights and Promotion of a Diverse and Active Workforce**	Loss of trust, legal sanctions, and deterioration of corporate performance due to ethical issues or disregard for safety	Attracting and retaining top talent, enhancing brand image, and strengthening competitiveness through respect for diversity, fair treatment, and health and productivity management
Governance **Enhancing Customer Trust and Providing Responsible Services**	Loss of trust, legal sanctions, and missed market opportunities due to product defects or inadequate compliance	Strengthening customer loyalty and reducing legal risks by providing high-quality products and ensuring thorough compliance with safety and legal standards
Governance **Strengthening Governance and Improving Transparency**	Loss of trust, damage to brand value, and financial losses due to anti-competitive practices or information leakage	Gaining trust, mitigating risks, and achieving sustainable growth by enhancing transparency and ensuring strict adherence to laws and regulations

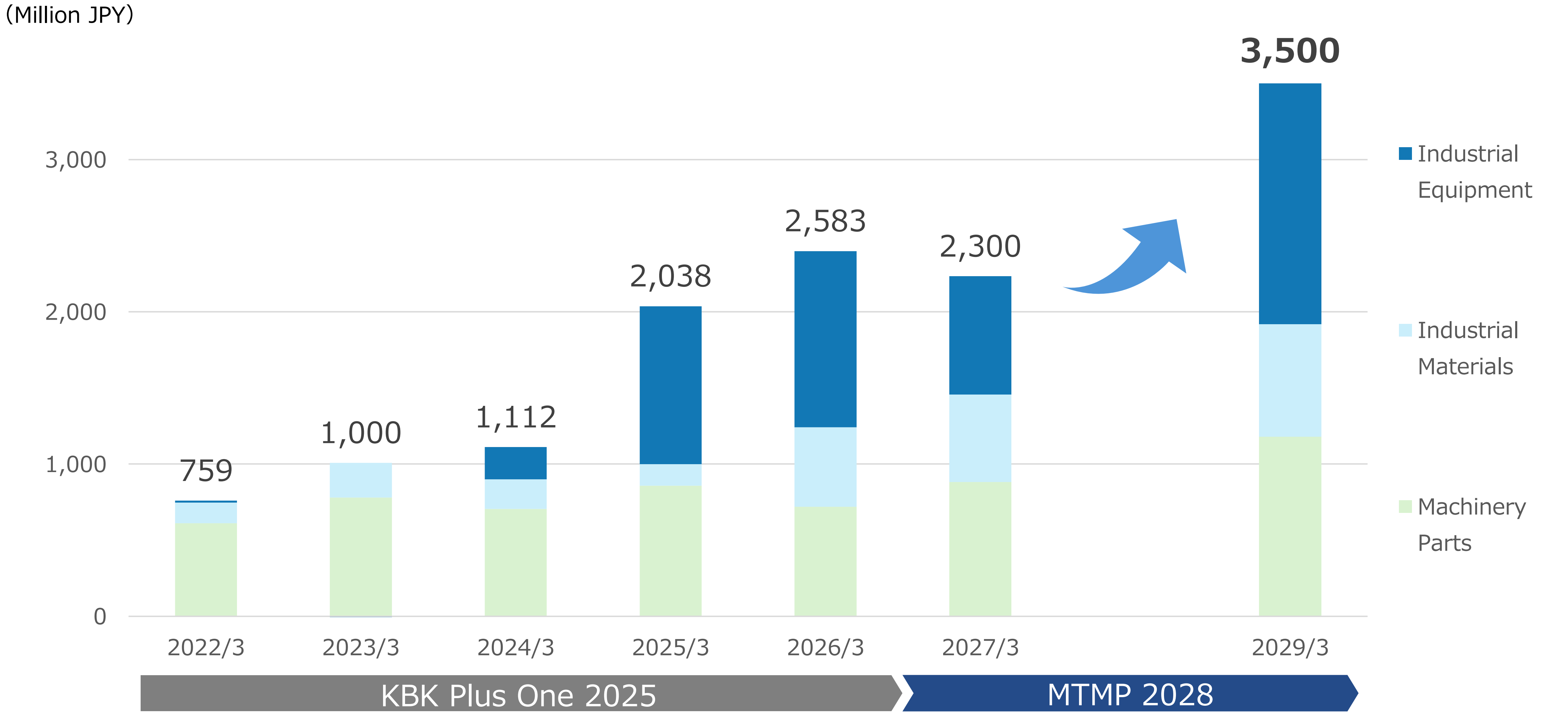
Net Sales

Kyokuto Boeki Kaisha, Ltd.



Operating Profit

Kyokuto Boeki Kaisha, Ltd.



Japan's 17 Strategic Growth Fields and Our Initiatives

Kyokuto Boeki Kaisha, Ltd.

Strategic Field in The Japanese Government		Objective	Equipment	Material	Parts
1	AI and Semiconductors	Secure competitiveness via domestic development and production of AI and advanced semiconductors	■	■	■
2	Shipbuilding	Revitalize the shipbuilding industry for maritime transport and security		■	■
3	Quantum	Simultaneously advance R&D and industrialization of quantum technologies			
4	Synthetic Biology & Bio-manufacturing	Create new industries in regenerative medicine and bio-manufacturing		■	
5	Aerospace	Strengthen aviation and space technologies for international competitiveness	■	■	
6	Digital & Cybersecurity	Build a digital defense system to protect critical infrastructure	■		
7	Content	Expand the global reach and profitability of intellectual property like anime			
8	Foodtech	Advance the food and agriculture sectors for food security		■	
9	Resource/Energy Security & GX	Secure energy resources for both decarbonization and stable supply	■		
10	Disaster Prevention & National Resilience	Bolster national disaster resilience against large-scale events	■	■	
11	Drug Discovery & Advanced Medical Care	Boost medical industry competitiveness through new drugs and medical DX		■	■
12	Fusion Energy	Research and demonstrate fusion energy as a next-generation power source	■		
13	Materials	Ensure a stable supply of critical minerals and advance materials technology		■	
14	Ports and Logistics	Enhance supply chain resilience by modernizing port logistics	■		
15	Defense Industry	Develop a foundation for defense equipment and dual-use technologies	■	■	
16	Information and Communications	Establish a nationwide next-generation communication network and data infrastructure	■	■	
17	Oceans	Strategically advance subsea resource development and marine survey technologies	■		

Kyokuto Boeki Kaisha, Ltd.