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.

May 15, 2026

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Representative:	Motonari Kuroki President and Representative Director
Securities code:	4097, Tokyo Stock Exchange Primary Market
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Notice Concerning Formulation of the Medium-Term Management Plan "Challenging 2030"

Koatsu Gas Kogyo Co., Ltd. (the "Company") hereby announces that it has passed a resolution at a meeting of the Board of Directors held on May 15, 2025 regarding the five-year Medium-Term Management Plan "Challenging 2030," commencing in fiscal year 2026.

For details, please refer to the Medium-Term Management Plan "Challenging 2030" published today on the Company's website (Japanese only). (https://www.koatsugas.co.jp/ir/chuuki/)

1. Plan period

Five-year period from FY2026 to FY2030

2. Overview

The Group promotes business activities with deep roots in the communities it serves, operating as a unified group under its corporate philosophy of "Harmony among People, Technology and the Environment; In Pursuit of Endless Possibilities." Through its products and services including gas and adhesives, the Group is committed to contributing to the development of local communities and enriching people's lives. To achieve this goal, the Group has established a new long-term vision setting forth the direction and guiding principles it will pursue going forward.

As the first stage toward realizing this long-term vision, the new Medium-Term Management Plan adopts the following three basic policies premised on "Management Conscious of Cost of Capital and Stock Price":

(Basic policy)

"Extending the branches of growth, creating the future"

(1) Maximizing the cylinder gas business and commercializing carbon nanotubes and atmospheric pressure smart carburizing

(2) Developing overseas markets for adhesives and paints by enhancing domestic production and expanding exports and Vietnam operations

(3) Building a foundation for growth through enhanced human resources development and personnel programs

To advance its sustainability-focused management further, the Group will pursue reductions in environmental impact through activities to reduce GHG emissions, contribution to local communities through community disaster prevention activities and promotion of sports, and enhancement of its governance and risk management frameworks, with the aim of building a robust management foundation.

3. Key management targets

		Results for fiscal year ended March 31, 2026	Medium-Term Management Plan targets for fiscal year ending March 31, 2031
Performance	Net sales	¥98.6 billion	¥120.0 billion
	Operating profit	¥5.8 billion	¥8.5 billion
	Operating profit margin	5.9%	7.0%
Capital efficiency	ROE	5.7%	7.0%
Equity-to-asset ratio		68.2%	Maintain at approx. 65%
Strategic investment		Five-year cumulative ¥17.2 billion	Five-year cumulative ¥25.0 billion
Shareholder returns		Payout ratio: 47.3% DOE: 2.7%	Target payout ratio of 50% with DOE of 2.5% as the minimum level