September 30, 2026

Okaya & Co., Ltd.

New Medium-term Plan "Global Innovation Change 2030 (GIC 30)"

Since our foundation in 1669, Okaya & Co., Ltd. has built its history by valuing trust, enterprising spirit, and harmony among people. Today, as the "Best global sourcing partner who contributes to manufacturing", we conduct trading company activities in four business segments—Iron & Steel, Information & Electronics, Industrial Machinery & Materials, and Living Related Products—together with 78 group companies in 23 countries around the world.

Amid major changes in the world, we have formulated a new medium-term plan, "Global Innovation Change 2030 (GIC 30)," to further strengthen and advance the initiatives pursued under the previous medium-term plan, GIC 25.

Under GIC 30, we will strive to become a truly global company and pave the way for the next era.

Review of Global Innovation Challenge 2025 (GIC 25)

	FY2025 Target	FY2020 Results	FY2023 Results	FY2025 Results
Consolidated sales	1.0 trillion yen or more	760.4 billion yen	1,111.9 billion yen	1,155.7 billion yen
Net income	20.0 billion yen or more	12.4 billion yen	23.6 billion yen	30.5 billion yen

Under GIC 25, we achieved our performance targets ahead of schedule through new initiatives in growth markets, stronger supply chains, expansion of group companies in businesses including non-ferrous metals and piping equipment, automation and labor-saving businesses as a system integrator.

On the qualitative side, although a corporate culture of taking on challenges became more deeply rooted, challenges remained in expanding overseas transactions and developing human resources.

Overview of Global Innovation Change 2030 (GIC 30)

I. Our Vision

Global	We will become a Global company
Innovation	Drive Innovation through technology
Change	Change the world with our challenging spirits

II. Quantitative Targets

	FY2030
Consolidated sales	1.5 trillion yen
Net income	40.0 billion yen
Overseas transaction ratio (*)	40%

(*) Ratio of the combined amount of overseas sales and sales of imported products to consolidated sales
FY2025 result: 36.2%

III. External Environment and Priority Initiatives

Changes in the External Environment	Priority Initiatives
Rise of protectionism Heightened geopolitical risks Shrinking domestic market	**Expansion of Overseas Business** Creation of locally self-contained (local production for local consumption) businesses Capturing growth markets Building resilient supply chains
Rapid advances in AI and robotics Labor shortages in some developed countries Advancement of manufacturing	**Utilization and Promotion of Technology** Initiatives involving physical AI and advanced technologies Improving productivity through proactive adoption of DX Responding to smart factories
Changes in the global business environment Diversification of work styles and values	**Investment in Human Capital** Strengthening the recruitment and development of global human resources Strategic allocation of human resources to growth businesses and regions Creating an environment that enables job satisfaction and growth Fostering an organizational culture that encourages proactive challenges and transformation

IV. Policies for Enhancing Corporate Value

- Cash Allocation
  Allocate cash generated over five years to investments, shareholder returns, and working capital.
- Investment Plan
  Business investments, including capital expenditures, and human capital investments, including strengthening the organization and management base.
- Shareholder Returns and Capital Efficiency
  Management with an awareness of the share price, enhanced shareholder returns, and improvement of return on invested capital (ROIC).
- Sustainability and Social Contribution Activities
  Position “coexistence with local communities” as an important management issue and pursue both the realization of a sustainable society and enhancement of corporate value.

Under the new medium-term plan GIC 30, the Okaya Group will remain committed to take on challenges and innovate by leveraging the comprehensive strength of the Group.

(Reference)

Segment	Priority Initiatives
Iron & Steel	- Building supply chains by utilizing Group functions in Japan and overseas - Initiatives in carbon-neutrality-related businesses
Information & Electronics	- Strengthening responses to growth markets (AI- and information-infrastructure-related businesses) - Establishing decarbonization-related businesses
Industrial Machinery & Materials	- Expanding smart factory initiatives - Strengthening supply chain resilience in global markets
Living Related Products	- New initiatives in the environment, energy, and social infrastructure fields - Strengthening stable global sourcing capabilities