

May 13, 2025

To All Stakeholders:

Company	USS Co., Ltd.
Representative	Yukihiro Ando Chairman and Representative Director
Stock Code	4732
Listings	Prime Market, Tokyo Stock Exchange Premier Market, Nagoya Stock Exchange
Contact	Masafumi Yamanaka Executive Vice President, Officer, Supervisory Office (Tel +81-52-689-1129)

Raised return on equity (ROE) target to 20% or higher Notice Concerning Strengthening of Shareholder Return Policy

We hereby announce that our Board of Directors has resolved at a meeting held on May 13, 2025 to raise the target return on equity (ROE) and strengthen our shareholder return policy, as follows.

1. Raise ROE target to 20% or higher (from FY3/2026 onward)

Medium-term management target :

ROE of 15% or higher → **ROE of 20% or higher**

*Actual ROE for the last 3 years and forecast for FY3/2026
16.2% in FY3/2023, 17.0% in FY3/2024, 18.9% in FY3/2025,
Forecast for FY3/2026: 18.8%

2. Strengthen shareholder return policy

(1) Previous Shareholder Return Policy

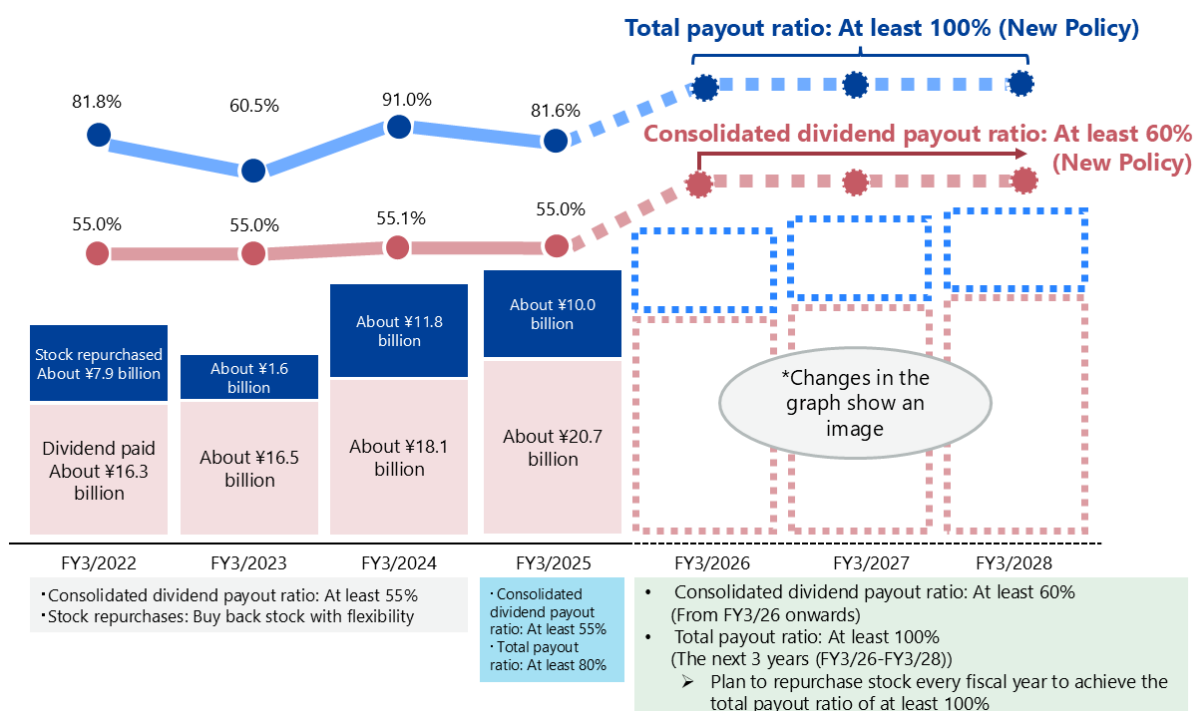
Consolidated dividend payout ratio of at least 55% (from FY3/2020)
Total payout ratio of at least 80% (three years from FY3/2025 to FY3/2027)
*Repurchase of treasury stock to achieve a total payout ratio of at least 80% each fiscal year

(2) New shareholder return policy (from FY3/2026 onward)

Consolidated dividend payout ratio: at least 60% (from FY3/2026)
Total payout ratio: at least 100% (three years from FY3/2026 to FY3/2028)

*The Company plans to repurchase its own shares over the next three years so that the total payout ratio will be at least 100% for each fiscal year. The scale and timing of share repurchases will be disclosed as soon as they are determined.

(Reference) Image of Total payout ratio



(Reference) Forecasting 25 consecutive years of dividend growth since listing in March 2000

