August 7, 2026

OBAYASHI CORPORATION
Toshimi Sato,
Representative Director, President and CEO
(Securities code: 1802; Tokyo Stock Exchange Prime Market)

Inquiries to: Tatsuro Nishi,
General Manager of General Administration Department
(Tel: +81-3-5769-1017)

Notice Concerning the Contribution of Trust to the Board Incentive Plan (BIP) Trust and the Stock-Granting ESOP Trust

OBAYASHI CORPORATION (hereinafter referred to as the “Company”) hereby announces that it has resolved, at a meeting of the Board of Directors held on August 7, 2026, to make an additional contribution to the Board Incentive Plan Trust (the “BIP Trust”) under the stock remuneration plan (the “BIP”) ,which has been adopted as an incentive plan for the Company's Directors and Executive Officers who have entered into a service agreement with the Company (excluding Independent Directors; the “Eligible Officers”), within the upper limit of trust funds approved at the 122nd Ordinary General Meeting of Shareholders held on June 29, 2026 (the “OGM”).

The Company has also resolved to contribute to the Stock-Granting Employee Stock Ownership Plan Trust (the “ESOP Trust”) as a stock-based incentive plan (the “ESOP”) for employees in managerial positions who meet certain requirements (the “Eligible Managers”), the introduction of which was announced on March 27, 2026.

The details are described below. For an overview of the BIP and the ESOP, please refer to the “Notice Concerning the Continuation and Partial Revision of Board Incentive Plan (BIP) Trust” released on May 13, 2026, and the “Notice Concerning the Introduction of a “Stock-Granting ESOP Trust” released on March 27, 2026.

1. Purpose of Contribution

At the OGM, shareholders approved the expansion of the remuneration framework and changes to the design of the BIP introduced in 2015, with the objectives of securing talented management personnel both in Japan and overseas, and the strong motivation and responsible, proactive involvement of Eligible Officers in contributing to the mid- to long-term enhancement of corporate value.

In addition, the Company introduced the ESOP for Eligible Managers who are expected to lead these transformation initiatives, with the objective of enhancing their awareness of mid- to long-term performance and share price, and encouraging the business execution aimed at enhancing corporate value.

The principal purpose of the contributions to the BIP Trust and the ESOP Trust is to secure funds for the acquisition of the Company's shares required for the continuation and partial revision of the BIP and the commencement of the ESOP.

2. Overview of the BIP Trust and the ESOP Trust, and Contribution Amounts

	BIP Trust	ESOP Trust
(1) Types of Trust	Monetary trusts other than specified single trusts	
(2) Purpose of the Trust	To raise Eligible Officers' awareness of contributing to continued improvement of the Company's mid- to long-term performance and increase in corporate and shareholder value by granting a certain amount of the Company's shares and monetary benefits.	To raise Eligible Managers' awareness of the Company's mid- to long-term performance and share price, and to encourage the business execution aimed at enhancing corporate value by granting a certain amount of the Company's shares and monetary benefits.
(3) Settlor	The Company	
(4) Trustee	Mitsubishi UFJ Trust and Banking Corporation (Co-trustee: The Master Trust Bank of Japan, Ltd.)	
(5) Beneficiaries	Eligible Officers who satisfy the beneficiary requirements	Eligible Managers who satisfy the beneficiary requirements
(6) Date of Trust Extension Agreement or Trust Agreement	August 24, 2026	
(7) Trust Period	August 24, 2026 to August 31, 2029	
(8) Contribution Amount	JPY 1,006 million (planned)	JPY 5,959 million (planned)
(9) Timing of Share Acquisition	August 27, 2026 to September 30, 2026 (planned)	
(10) Method of Share Acquisition	Acquisition from the stock market	

(Notes) The Company will make additional cash contributions to the BIP Trust and acquire additional shares of the Company within the limits approved at the OGM, namely, an upper limit of trust funds of JPY 3,000 million and an upper limit of 1,500,000 shares to be acquired during the trust period.