



# **Long-Term Vision 2035 Medium-Term Management Plan 2030**

May 2025

Kamigumi Co., Ltd.

# Contents

1. Purpose .....	p4
2. Long-Term Vision 2035 .....	p7
3. Medium-Term Management Plan 2030 .....	p17

## Our Wishes for This Management Plan

Since its foundation, Kamigumi has leveraged its on-site capabilities and extensive assets to establish a strong position in ports and harbors, which support our society.

However, our goals for net sales in our previous Medium-Term Management Plan were not achieved.

We recognize that aggressive investments for upgrading aging assets, acquiring new assets, reinforcing human capital, and improving working conditions are important issues that remain to be addressed as we seek to strengthen our revenue base and establish our next growth businesses.

All of Kamigumi's businesses form the basis of society and people's lives.

Ensuring the continuity of these businesses will not be possible without reforms with a long-term perspective. Based on this recognition, we established Purpose and Long-Term Vision 2035.

To achieve the goals of Long-Term Vision 2035, we have positioned the next five years as a period for structural reforms and aggressive investments in growth businesses.

We will work with unwavering determination to do the following:

- (1) Build growth-leading businesses through aggressive investments
- (2) Strengthen the capability to generate sustainable cash flows
- (3) Strengthen the foundation supporting the growth potential and return on capital

We will focus more on enhancing return on capital and will continue to offer aggressive shareholder returns, on the condition that we have enough investment capabilities to achieve future growth.

With the spirit of "No growth without investment" in mind, we will use our strengths of a strong financial base and cash generation capabilities to the maximum extent to carry out reforms and achieve a positive cycle of growth.



President & Representative Director

**Yoshihiro Fukai**

1

# Purpose

Purpose

# Understand, connect, and become a new driving force

Since our foundation in 1867, we have engaged in business activities centered on ports and harbors, which connect Japan and its people with the rest of the world. Through our business, we have supported logistics and contributed to the maintenance and development of society.

In any period, our role should be to recognize the importance of understanding the needs of our customers and society and to establish connections in a way that contributes to realizing an affluent society.

In an ever-changing society, we will continue to fulfill this role by constantly taking on challenges with our customers and working together to make changes to become a new driving force for social development.



# Three Words That Are Central to Our Purpose

## Purpose

### Understand, connect, and become a new driving force

1-----2-----3-----

word

1

## Understand



We are proud to say we have sought to thoroughly **understand** our customers, and this has allowed us to contribute to society. “**Understanding**” customers is central to our company providing value to customers, and we will place importance on this going forward.

word

2

## Connect



Since our foundation, we have conducted business activities centered on ports and harbors, which are joints that **connect** customers with each other and with producers and consumers in other countries. They form an indispensable part of our social infrastructure, so this word represents our determination to continue to offer the value of “**connection**,” especially through logistics, and to contribute to realizing an affluent society.

word

3

## Become a new driving force



As society and customer needs change over time, we need to play our part in society by consistently taking on challenges and seeking reforms. This phrase represents our wish to constantly be a “**new driving force**” that supports customers’ changes by continually evolving ourselves and sometimes realizing social development with them.









## 2

## Long-Term Vision 2035

# A Look Back on the Previous Medium-Term Management Plan

We almost reached our numerical goals,  
but our **net sales goal was not attained, meaning we have growth potential issues.**

The establishment of overseas offices and the exploration of new businesses showed progress,  
but **delays in investment** hindered growth.

		Goals	Results		
Business performance goals	Net sales	¥310 billion	¥279 billion 	1	<b>Strengthening Core Businesses</b>
	Operating profit	¥33 billion	¥33 billion 	2	<b>Strengthening Profitability of Overseas Businesses</b>
	Recurring profit	¥35 billion	¥36 billion 		
Management indicators	ROE	6.5% or more	7.0% 	3	<b>Exploration of New Businesses</b>
	Equity ratio	80.0% or less	78.0% 	4	<b>Initiatives to Secure and Develop Human Resources</b>
Return of profits	Consolidated payout ratio	40.0%	50.4% 		
	Acquisition of treasury stock (cumulative)	¥30 billion in total	¥47 billion in total 	5	<b>Strengthening Business through DX</b>
	Total payout ratio	90.0%	112.9% 		

- To address logistics needs, aging warehouses were upgraded, and new warehouses and facilities were built.
- The planned investment of 72 billion yen set out in the revised Medium-Term Management Plan failed to be achieved, with the actual investment amounting to 47 billion yen. This meant there were unresolved issues, such as profit-focused organizational evaluations and a branch-centered organizational structure.
- In mainly Southeast Asia, Southwest Asia, and North America, the establishment of bases, capital participation, and other preparations for business expansions showed steady progress.
- Meanwhile, issues remained with intensive investment and customer expansion in key areas for topline growth.
- A new division was set up to strengthen logistics related to new energy sources.
- The go-ahead was given to enter the businesses of grid storage batteries and hydrogen stations.
- With the introduction of a new HR system, a foundation began to be established for HR management to acquire and retain human resources and strengthen the development of core human resources.
- The hiring and development of human resources is still incomplete, requiring further efforts in the future.
- With the creation of the Digital-Transformation Promotion Section, our company was certified as a DX business operator by the Ministry of Economy, Trade and Industry.
- Mechanization and automation of on-site work was encouraged to create surplus capacity.
- To prepare for the decline in the nation's working population, it is imperative to further increase the efficiency of both on-site work and administrative work.



# How We Perceive Evaluations of Us by the Capital Market

Our stock price has recently been hovering below the industry average, with the PBR staying below 1.0.

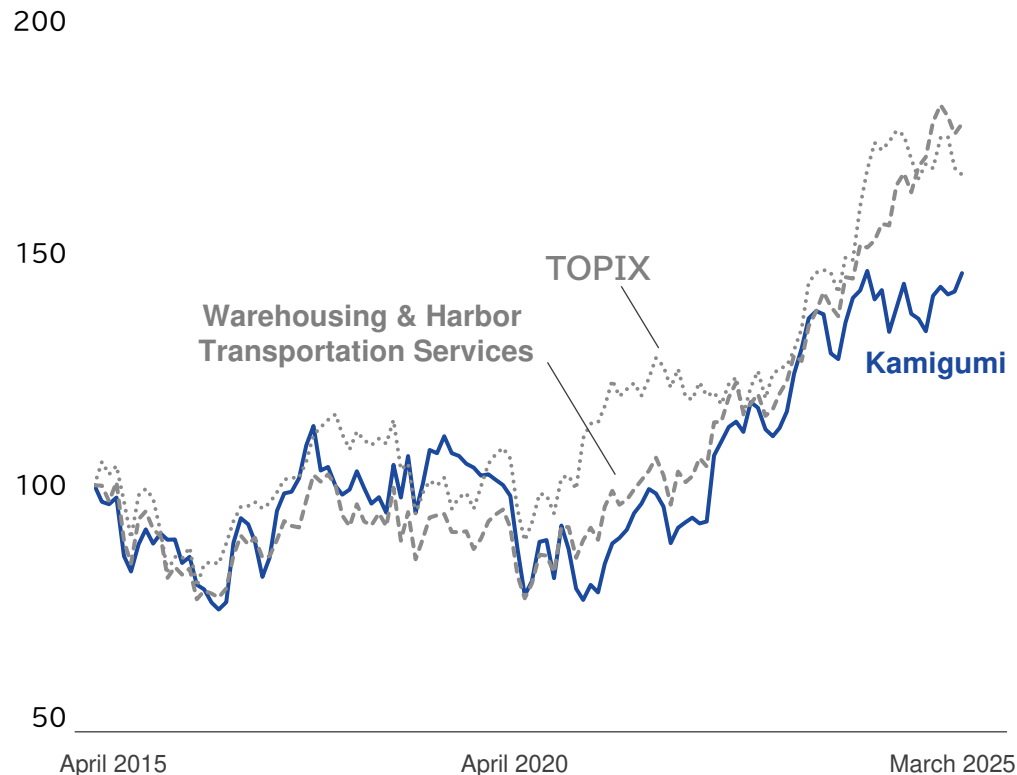
We recognize that **our growth potential is not meeting market expectations.**

## The movement of stock price indices\*<sup>1</sup>

(From April 2015 to March 2025)

A comparison of stock price movements starting from April 2015 shows that **the rate of increase of our stock price has stayed below the TOPIX and the Warehousing and Harbor Transportation Service index in recent years.**

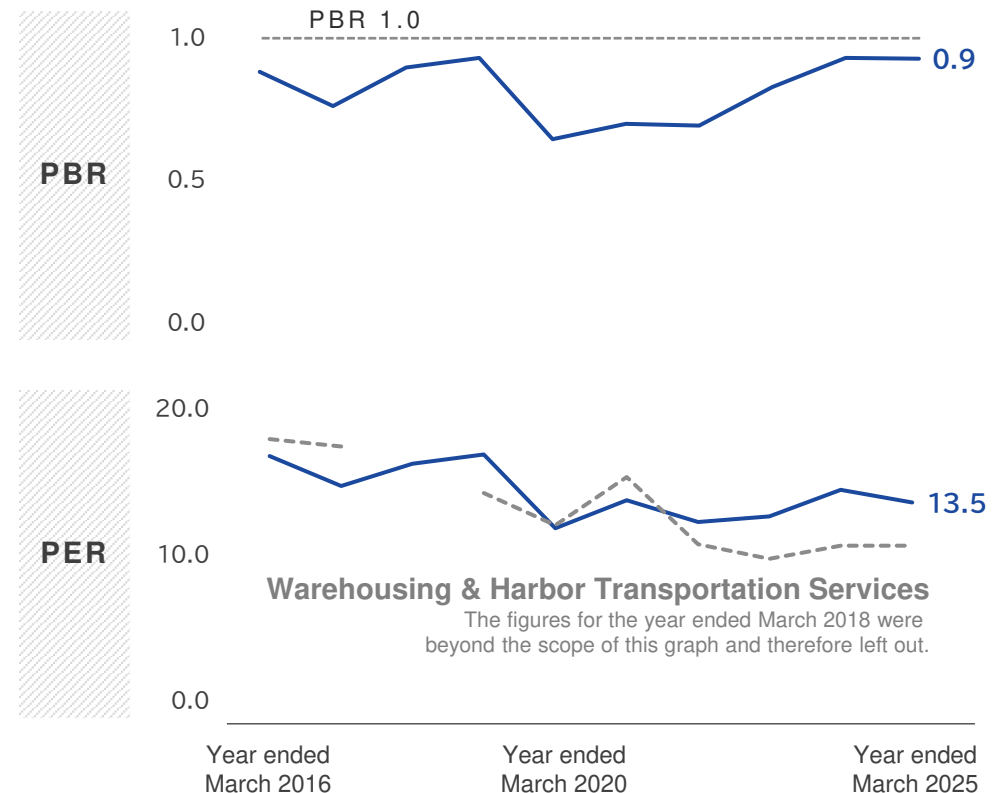
\*<sup>1</sup> Index data sets the closing price at the end of April 2015 as 100.



## The movement of management indices

(From the fiscal year ended March 2016 to the fiscal year ended March 2025)

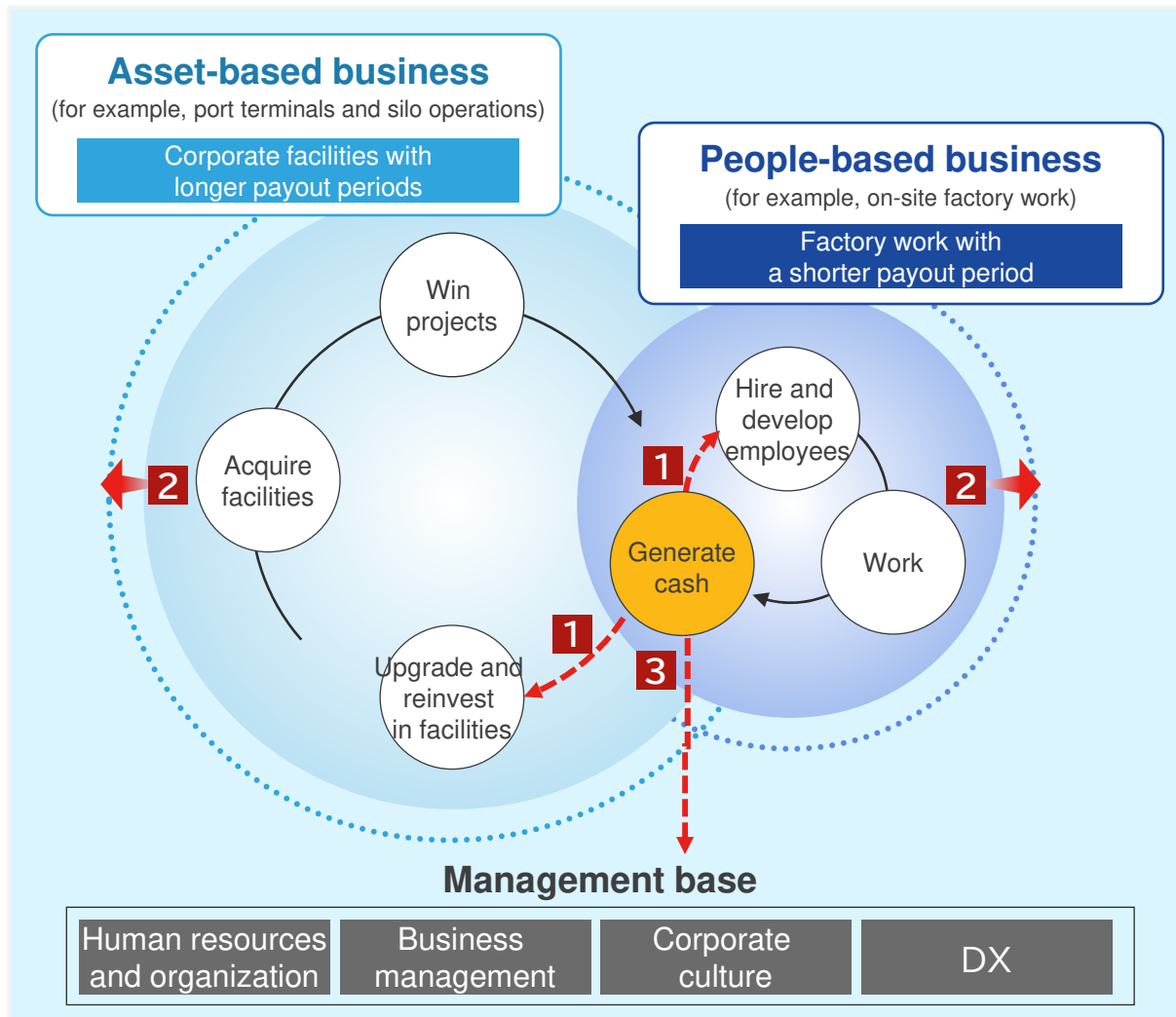
The PER is currently at the same level as the industry average, but **the PBR remains below 1.0.**



# Issue to Be Addressed to Achieve Growth

Our businesses are mostly asset-based, with longer payout periods.

To achieve future growth and a higher return on capital, **long-term, aggressive investment** is an issue.



## Issue

Although the core businesses established with past investments generate stable cash flows, **long-term investments remain stagnant.**

### 1 Investments in **facility upgrades/human resources**

Efforts to maintain, upgrade, and improve assets, as well as to hire and develop employees, have stagnated.

### 2 Investments to **expand business areas**

Efforts to leverage existing businesses to explore new functions and areas and to develop new businesses have stagnated.

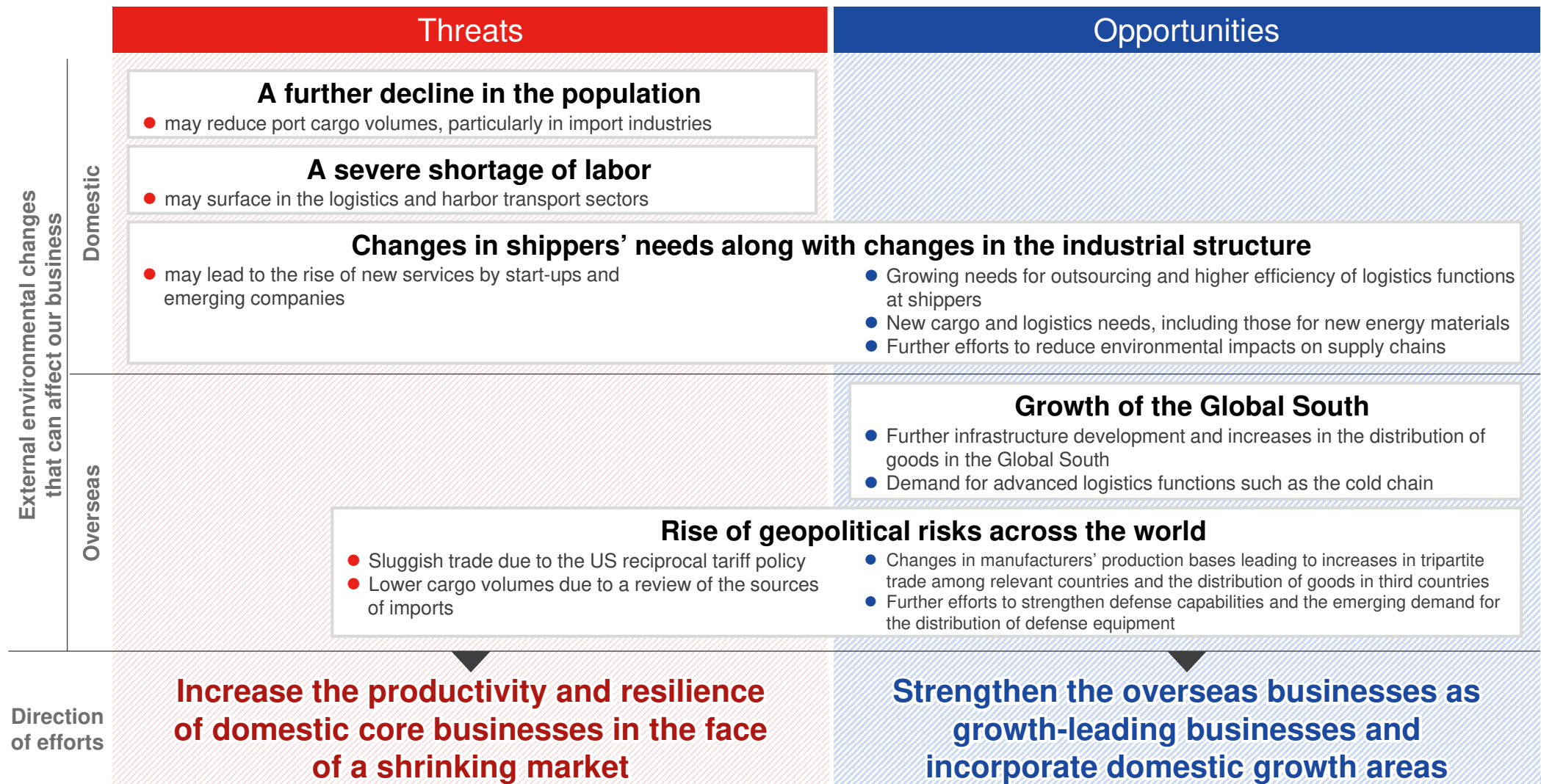
### 3 Investments to **reinforce the management base**

Information infrastructure, organization/human resources, and other growth-supporting aspects of the management base have not been adequately established.

# External Environmental Changes That Can Affect Our Business

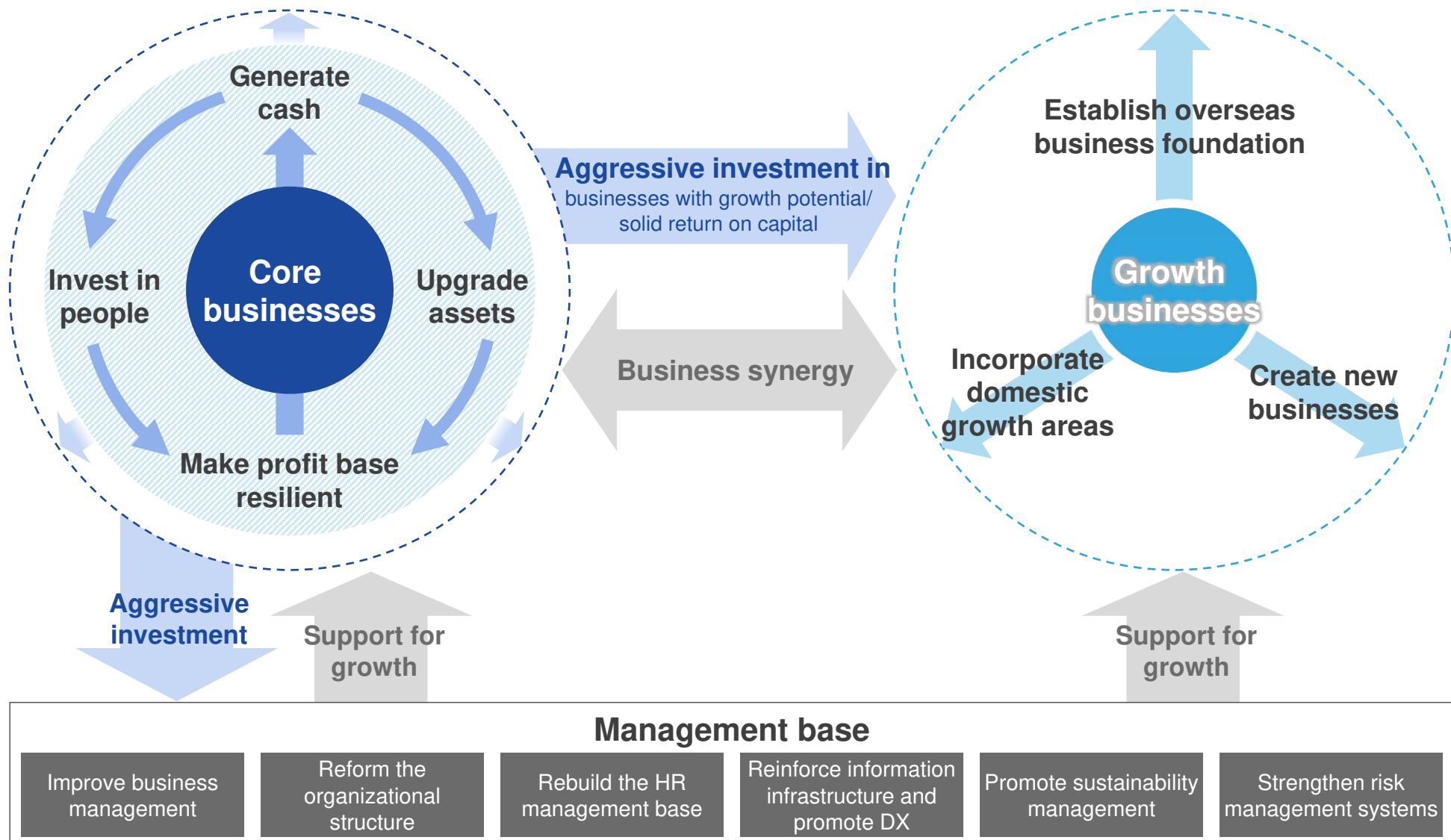
The declining domestic population, among other factors,  
**may reduce the cash generation capabilities of our core businesses in the future.**

To address this risk, it is necessary to **keep them profitable**  
**and establish growth businesses at the same time.**



# Our Growth Strategy

Take a long-term view, and invest aggressively in businesses with growth potential and solid return on capital to **achieve a positive cycle of growth**.



# Positioning of Long-Term Vision 2035 and Medium-Term Management Plan 2030

A review of the materialities to ensure consistency with the growth strategy provided the basis for  
**Long-Term Vision 2035 and Medium-Term Management Plan 2030.**



## Purpose

Understand, connect, and become a new driving force

### Growth strategy

Create a positive cycle of growth  
through long-term, aggressive investments



### Sustainability strategy

Create sustainable value  
based on the revised materialities



## Long-Term Vision 2035

**Be an integrated logistics provider  
that designs the future of logistics in  
Japan and the world**

**A company that takes the lead  
in resolving logistics issues  
in ports and harbors**

by maintaining and enhancing assets  
and building inter-industry cooperation

**A company that can help  
resolve logistics issues  
facing customers worldwide**

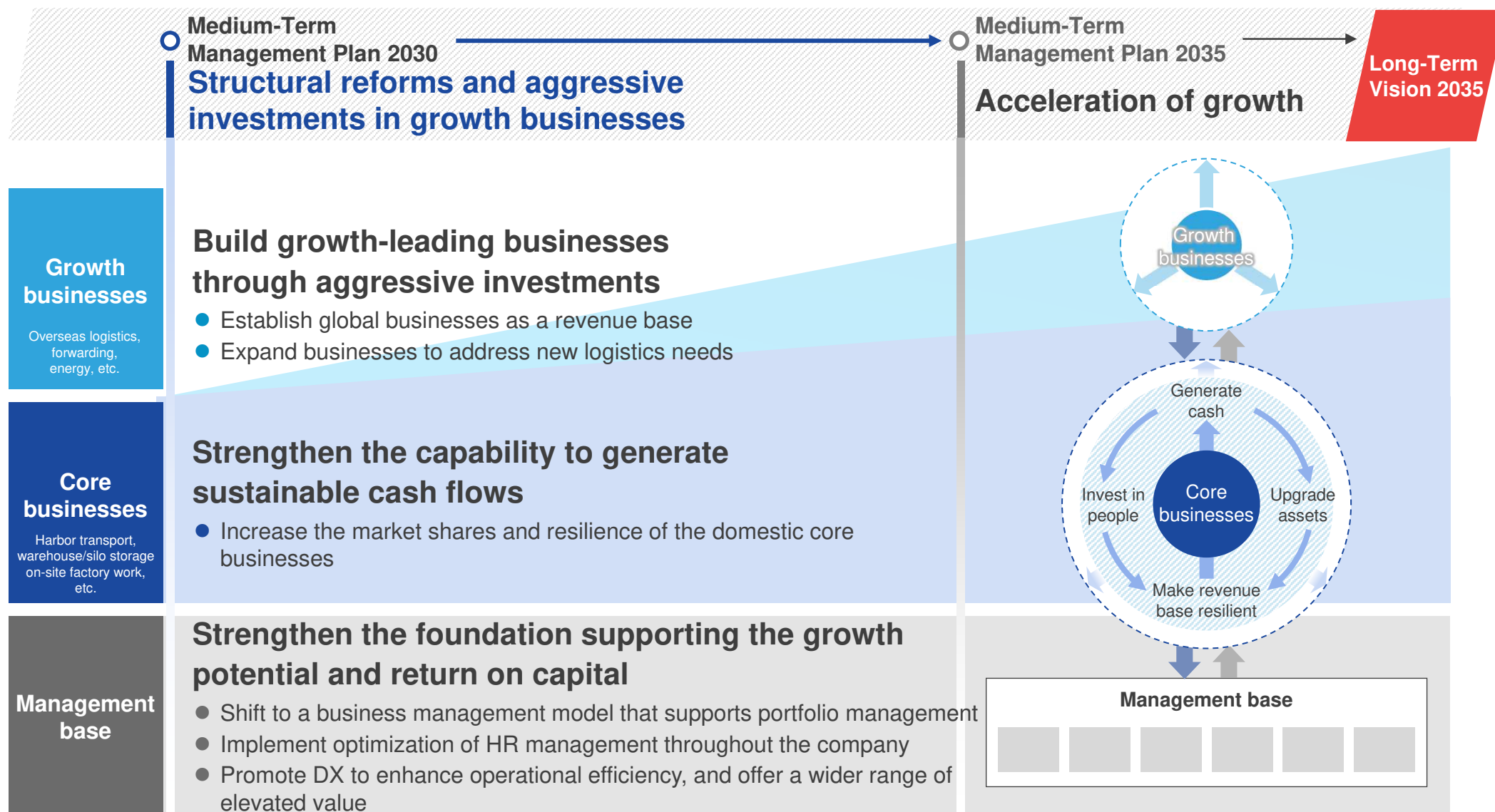
by expanding businesses overseas

**A company that contributes  
to the development of  
supply chains**

by quickly responding to changes  
in society and industry

# The Roadmap Toward Long-Term Vision 2035

Medium-Term Management Plan 2030 aims to **enhance the growth potential and return on capital** by using the cash generation capabilities of core businesses to promote **structural reforms** and **aggressive investments in growth businesses**.



# Growth in Net Sales

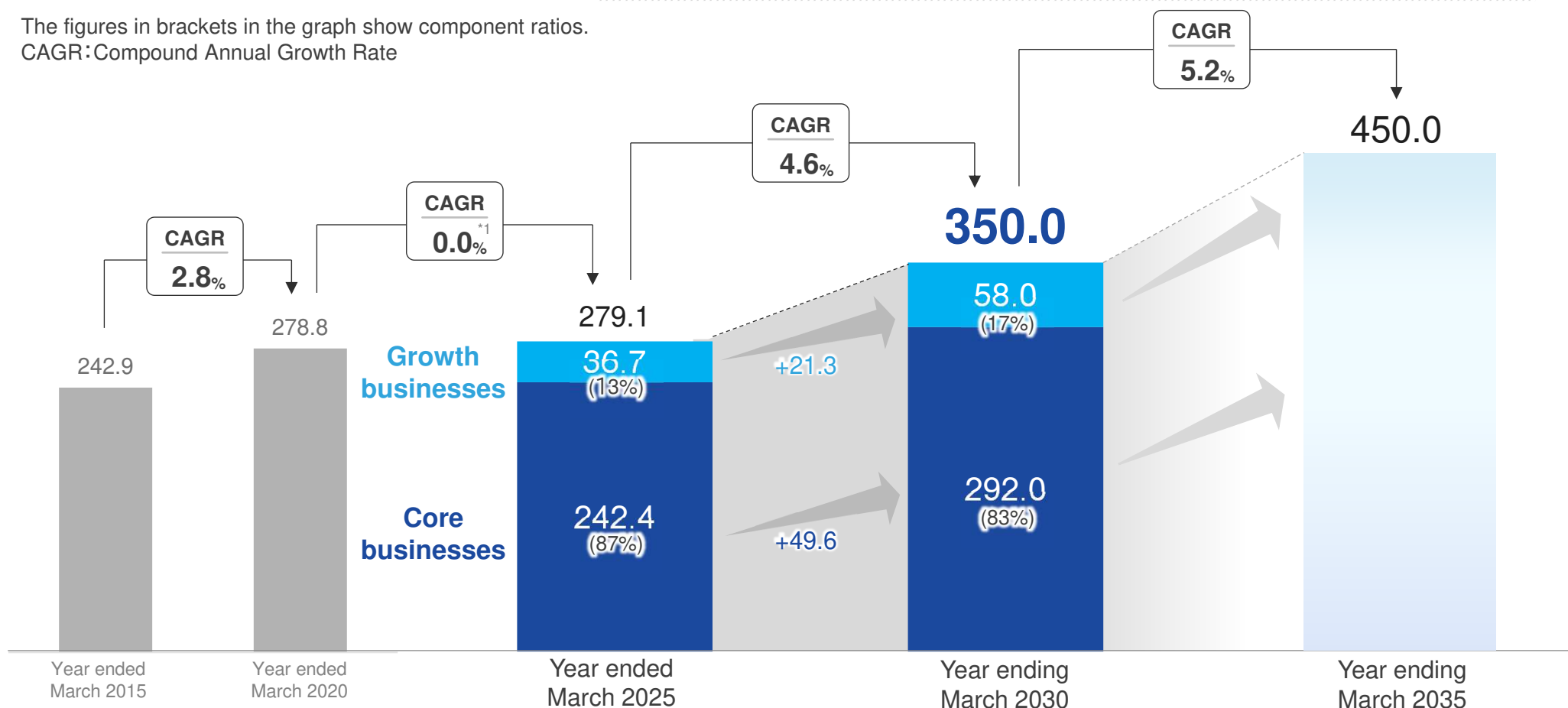
Strengthen core businesses to **achieve consolidated net sales of 350 billion yen** in the final year of Medium-Term Management Plan 2030.

Toward 2035, strive to expand net sales from growth businesses to achieve **consolidated net sales of 450 billion yen**.

## Consolidated net sales goals (billion yen)

○ Medium-Term Management Plan 2030 → ○ Medium-Term Management Plan 2035

The figures in brackets in the graph show component ratios.  
CAGR: Compound Annual Growth Rate



\*1. Since the "Accounting Standard for Revenue Recognition," (ASBJ Statement No. 29, March 31, 2020) had not yet been applied in the fiscal year ended March 2020, the figure cannot be directly compared with that for the fiscal year ended March 2025.



# 3

## Medium-Term Management Plan 2030

# Basic Principles of the Medium-Term Management Plan

This Medium-Term Management Plan sets out **six basic principles** to guide the implementation of projects.

Long-Term Vision 2035

**Be an integrated logistics provider that designs the future of logistics in Japan and the world**

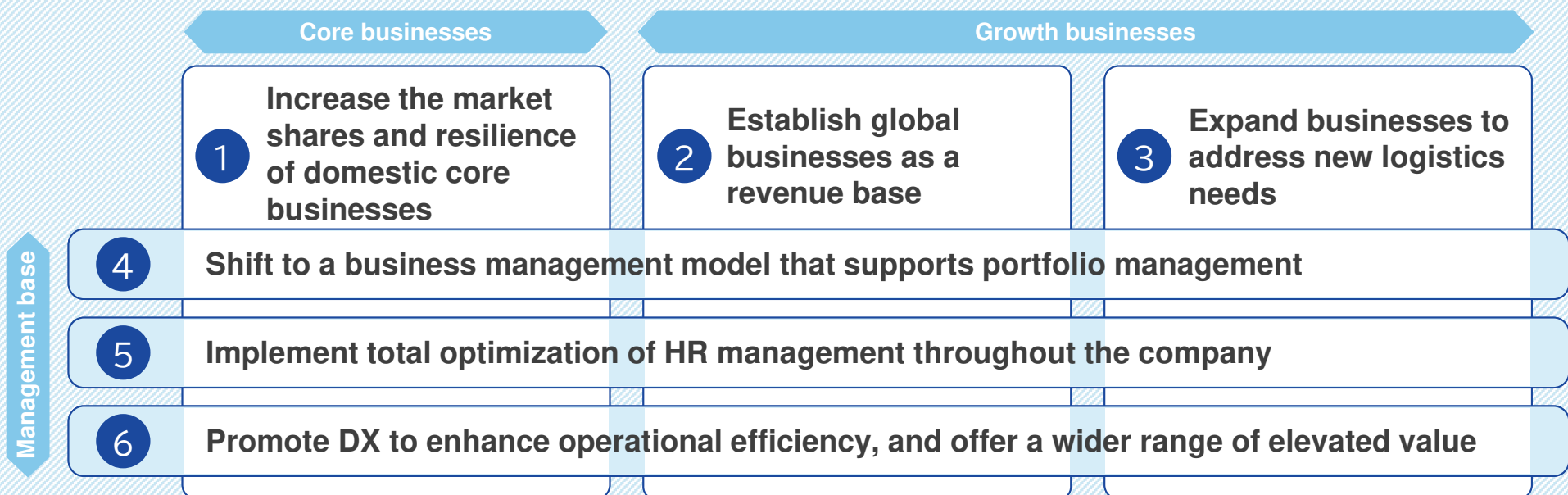
**A company that takes the lead in resolving logistics issues facing ports and harbors**  
by maintaining and enhancing assets and building inter-industry cooperation

**A company that can help resolve logistics issues facing customers worldwide**  
by expanding businesses overseas

**A company that contributes to the development of supply chains**  
by quickly responding to changes in society and industry

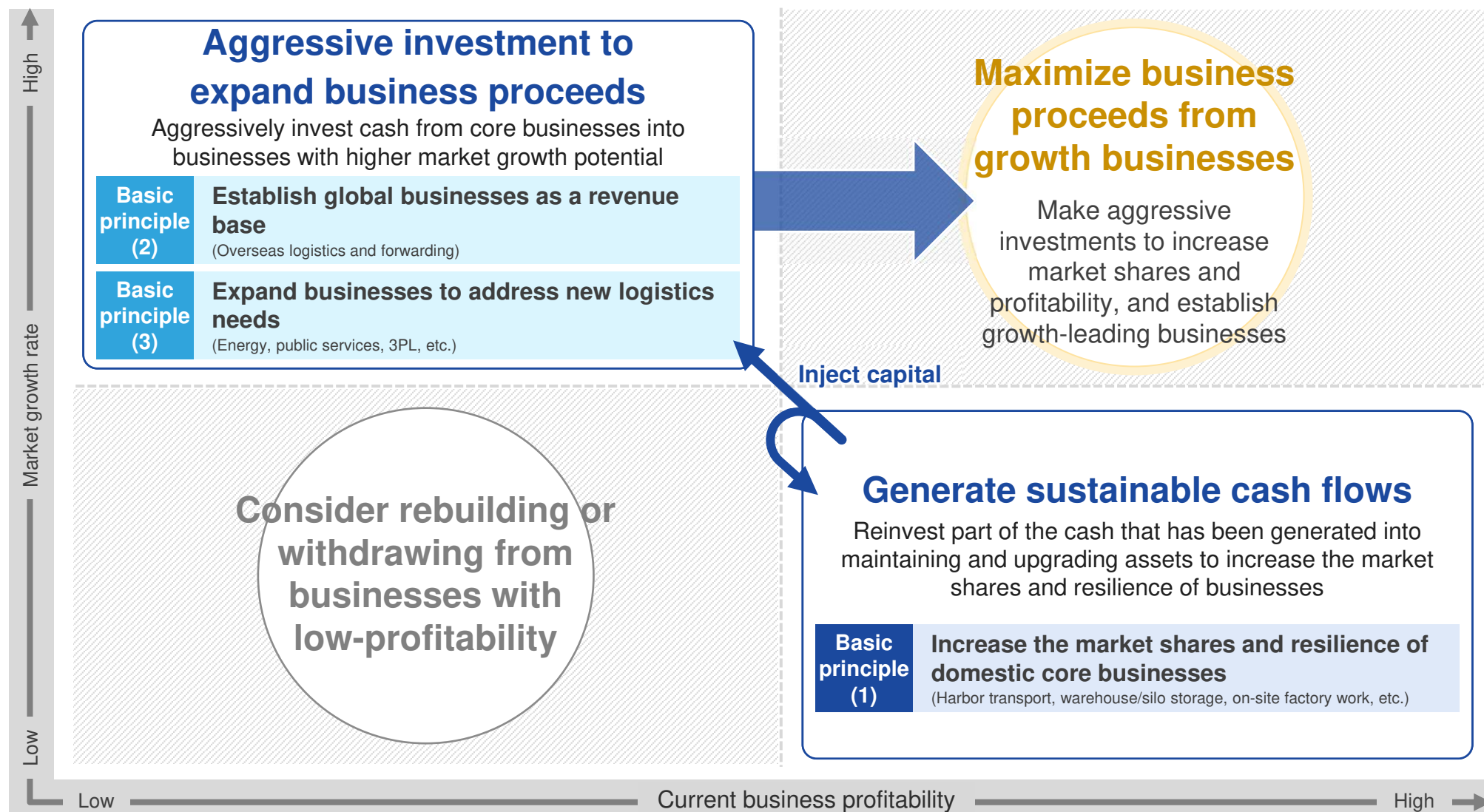


## The six basic principles of the Medium-Term Management Plan



# Positioning Businesses in the Medium-Term Management Plan

**Aggressively invest** cash generated from domestic core businesses **into growth businesses** to **build a business structure that will lead future growth.**



# Numerical Goals to Be Achieved by the Year Ending March 2030

Make aggressive investments to **increase net sales and enhance operating profit and ROE**.  
 Improve return on capital by **offering shareholder returns, and use debt financing aggressively**.

## Financial goals (by the year ending March 2030)

Net sales	Operating profit	EBITDA	ROE
<b>¥350</b> billion	<b>¥38</b> billion	<b>¥55</b> billion	<b>8.0</b> %

### Fund procurement/Main purposes of use (five-year total amount)

- Flexibly use debt financing to make an investment of 240 billion yen.
- Promote investment in human capital (to increase human resources, improve treatment, etc.)

Debt financing	Approx. <b>¥170</b> billion
Investment, finance, or acquisition of fixed assets	Approx. <b>¥240</b> billion in total
Investment in HR	Approx. <b>¥25</b> billion

### Shareholder returns (five-year average/total amount)

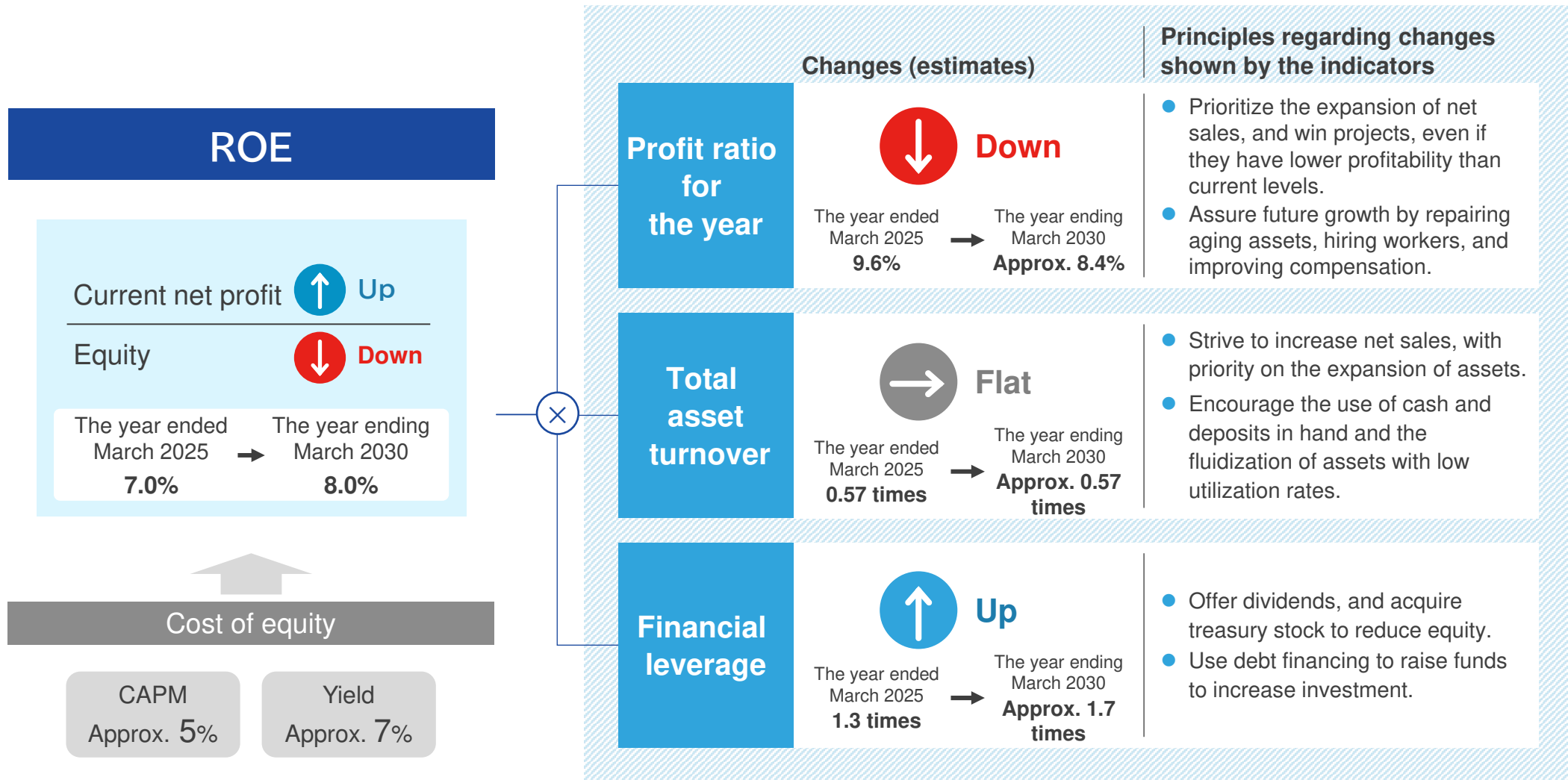
- Enhance return on capital by offering aggressive shareholder returns.
- It is expected that this will bring the equity ratio to around 60%.
- Continue to reduce cross-held shares.

Consolidated payout ratio	Approx. <b>70</b> %
Acquisition of treasury stock	Approx. <b>¥65</b> billion
Cross-held shares	Down by <b>30</b> % (from the end of March 2025)

# Principles for ROE Indicators

ROE can be improved by **enhancing financial leverage** through the reduction of equity and expanding the debt financing.

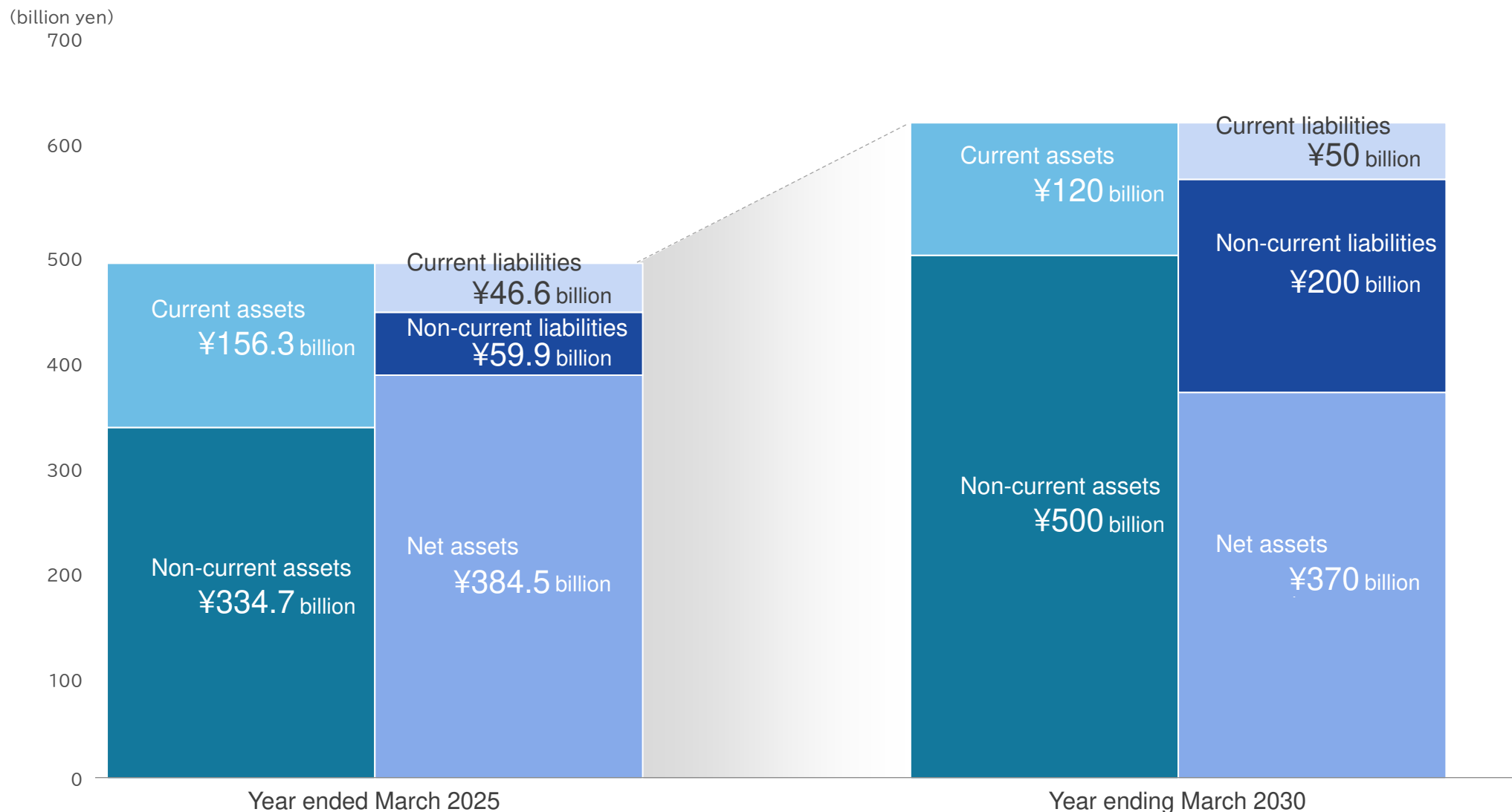
Although the profit ratio for the current year is expected to fall, we will **seek to increase net sales** to pave the way for sustainable improvement of ROE.



# Changes in the Consolidated Balance Sheet

Additional procurement of liabilities worth 140 billion yen is expected to increase non-current liabilities to 200 billion yen.

Offering dividends and reacquiring shares will reduce net assets by about 14 billion yen.

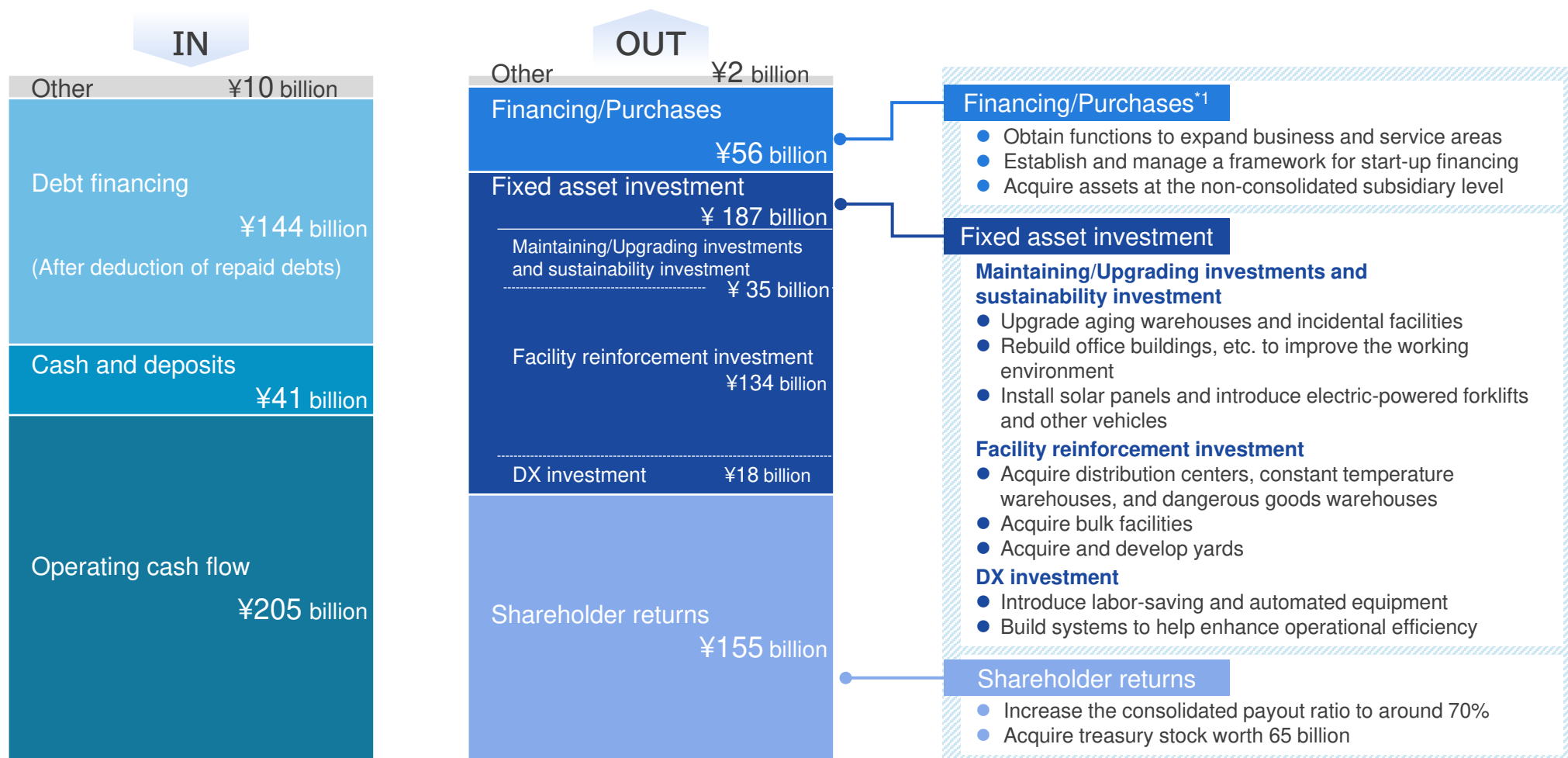


# Cash Allocation

**Fixed asset investments, financing projects,  
and purchases amounting to approximately 240 billion yen** are being planned.

Of the fixed asset investments, **130 billion yen** will be allocated to **investments in facilities to achieve growth.**

**From the year ending March 2026 to the year ending March 2030**



\*1 The 56-billion-yen expense for financing and purchasing includes the cost for acquiring shares in KLKG Logistics Holdings, Co., Ltd., which took place on April 1, 2025.

# Investment Plans by Basic Principles and Major Investment Projects

For each basic principle, projects are being planned and prepared.

Of the investment plans totaling 240 billion yen,

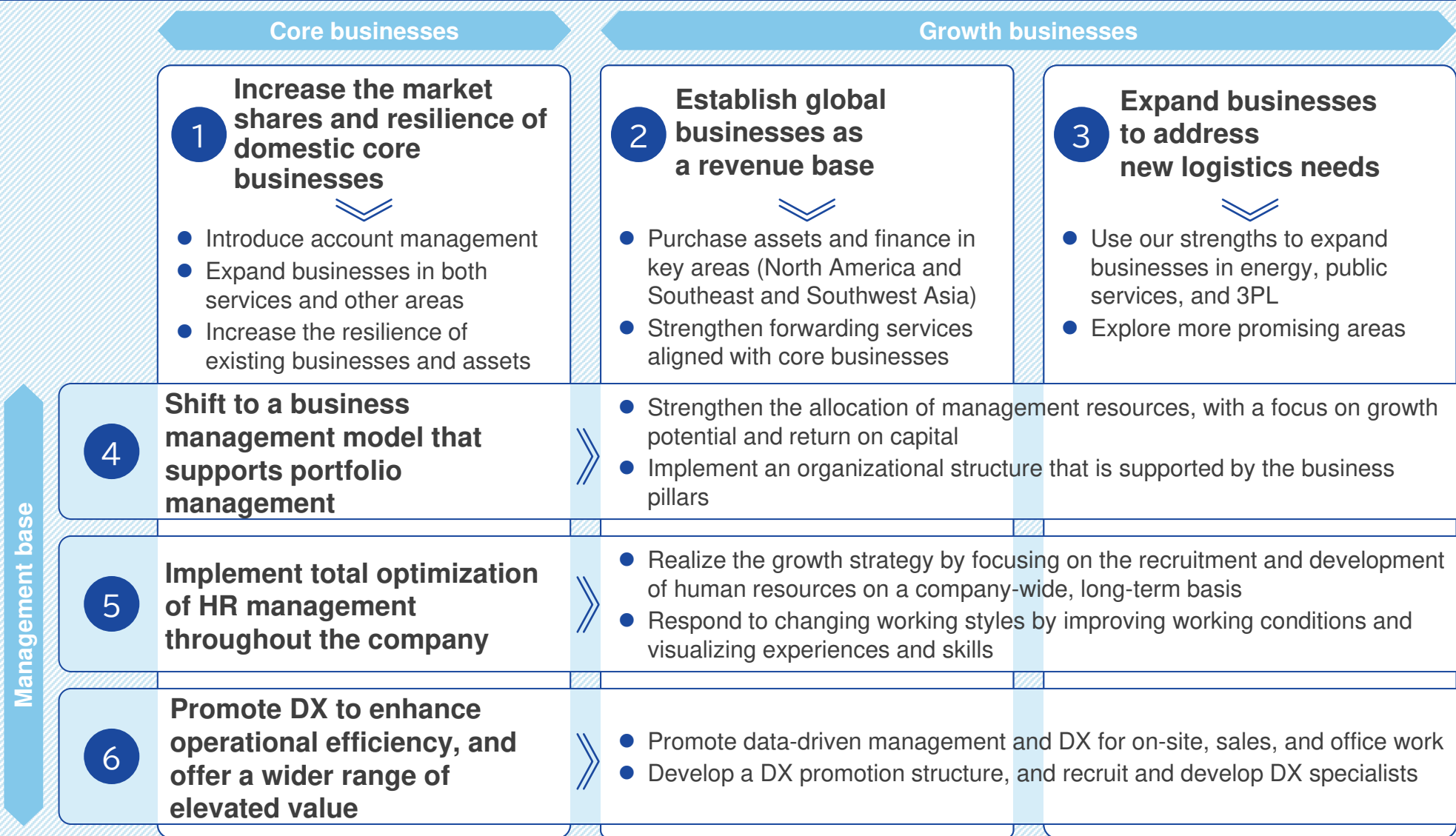
**projects worth 50 billion yen are already taking shape.**

Basic principle (1)	Basic principle (2)	Basic principle (3)
<p><b>Increase the market shares and resilience of domestic core businesses</b></p> <p><b>Expand businesses in services and other areas</b></p> <ul style="list-style-type: none"> <li>● Build the Harumi Logistics Center in Tomakomai</li> <li>● Develop a vehicle yard in Tobishima</li> <li>● Build a constant temperature rice warehouse in Niigata</li> <li>● Build a new warehouse in Kobe</li> <li>● Obtain coastal vessels at Hanshin Port, etc.</li> </ul> <p><b>Increase the resilience of existing businesses and assets</b></p> <ul style="list-style-type: none"> <li>● Introduce remote-controlled rubber-tired gantry cranes (RTGs)</li> <li>● Automate silo operations</li> <li>● Introduce electric cargo handling equipment</li> </ul>	<p><b>Establish global businesses as a revenue base</b></p> <p><b>Purchase assets and finance in key areas</b></p> <ul style="list-style-type: none"> <li>● Build company warehouses in Ho Chi Minh, Vietnam</li> <li>● Obtain refrigerated and cold warehouses in Indonesia</li> <li>● Invest in KLKG Logistics HD</li> <li>● Invest in and acquire forwarders in key countries</li> </ul>	<p><b>Expand businesses to address new logistics needs</b></p> <p><b>Expand businesses in energy, public services, and 3PL</b></p> <ul style="list-style-type: none"> <li>● Build Kasai Megapower Storage Plant</li> <li>● Build a hydrogen station</li> <li>● Build dangerous goods warehouses and dedicated automated warehouses</li> <li>● Obtain warehouses inland</li> <li>● Establish material handling in refrigerated and cold warehouses</li> </ul> <p><b>Explore more promising areas</b></p> <ul style="list-style-type: none"> <li>● Develop and manage a start-up investment framework, etc.</li> </ul>
Basic principles (4) – (6)		
<p><b>Strengthen the management base</b></p> <p><b>Strengthen business management</b></p> <ul style="list-style-type: none"> <li>● Establish data infrastructure</li> <li>● Build a KPI monitoring framework</li> </ul>		
<p><b>Increase human capital/ Improve working conditions</b></p> <ul style="list-style-type: none"> <li>● Introduce a talent management system</li> <li>● Rebuild the Tokyo Head Office</li> </ul>		
<p><b>Promote DX</b></p> <ul style="list-style-type: none"> <li>● Digitize approvals, applications, and other processes</li> <li>● Build a trade platform</li> </ul>		



# Key Projects for Each Basic Principle

## The six basic principles of the Medium-Term Management Plan



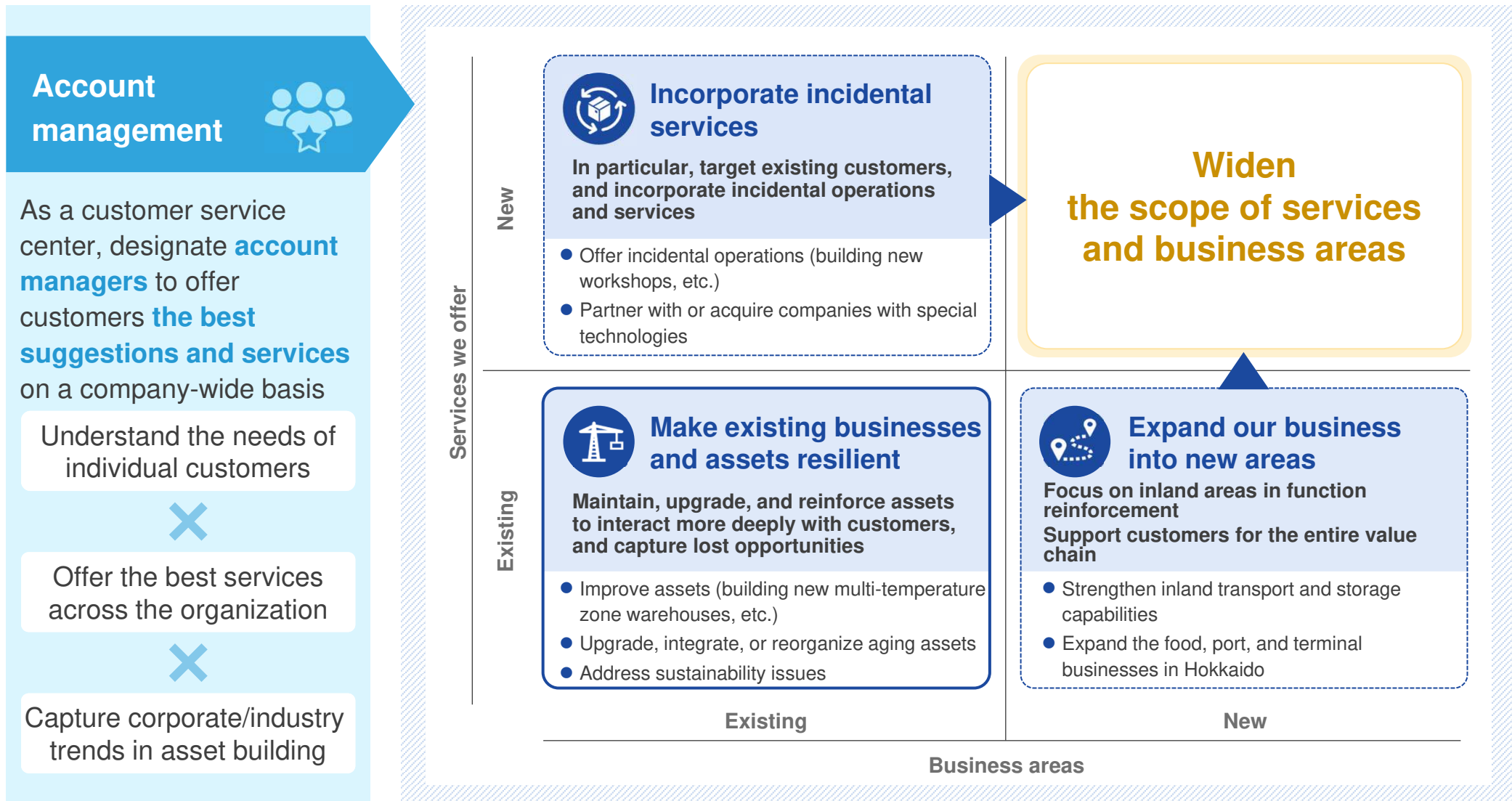
Linkage with materialities

## Basic Principle (1)

### Increase the Market Shares and Resilience of Domestic Core Businesses

**Introduce account management**, and expand its use during the term of this plan.

Leverage account management to **interact more deeply with existing customers**.

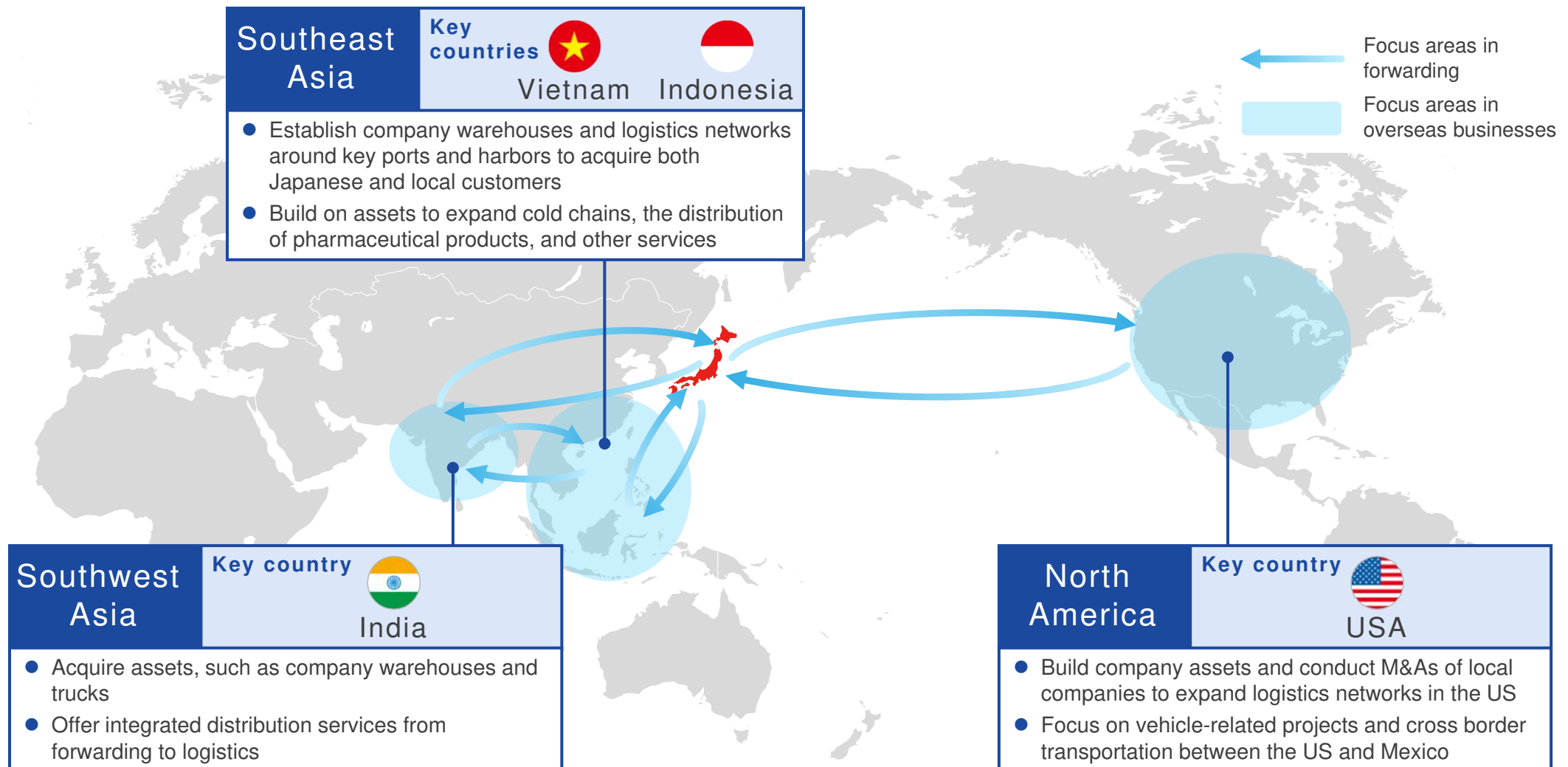


## Basic Principle (2)

### Establish Global Businesses as a Revenue Base

**North America, Southeast Asia, and Southwest Asia will be the focus for** expanding businesses through purchasing assets and financing.

With forwarding, make **price-competitive proposals in relation to core businesses** to increase market shares.



## Basic Principle (3)

### Expand Businesses to Address New Logistics Needs

For business expansion, we will use the strengths we have developed.

**Some of the promising areas are energy, public services, and 3PL.**

#### Strengths we have developed

Assets and logistics networks centered around ports and harbors

Technological capabilities cultivated at sites

Project transportation for heavy cargo

Integrated logistics services and customer proposals



#### Energy

**Considering energy policy trends, strengthen businesses related to new energy sources, such as storage batteries, wind power, and nuclear power**

##### Specific details

- Expand the storage battery business (transportation and electricity transactions)
- Offer services in offshore wind power generation, and win projects for heavy cargo transportation
- Capture projects for the decommissioning of nuclear reactors



#### Public services

**Leverage our solid assets and achievements to strengthen the transportation business for defense and social infrastructure projects**

##### Specific details

- Win projects for defense, such as transporting goods for domestic and international drills
- Win projects to transport heavy cargo for social infrastructure, such as bridges



#### 3PL

**Establish relevant assets, and seek to win new projects from existing customers to strengthen the 3PL business**

##### Specific details

- Obtain and develop company warehouses and logistics networks inland
- Offer a multi-tenancy 3PL service for small- and medium-sized businesses
- Engage in the dangerous goods transportation business

## Basic Principle (4)

### Shift to a Business Management Model That Supports Portfolio Management

Ensure **the allocation of management resources based on their growth potential and return on capital**, and **shift to an organizational structure** that is supported by the business pillars.

Proceed with **establishing a foundation** to support business management.

#### The objectives of a review of business management

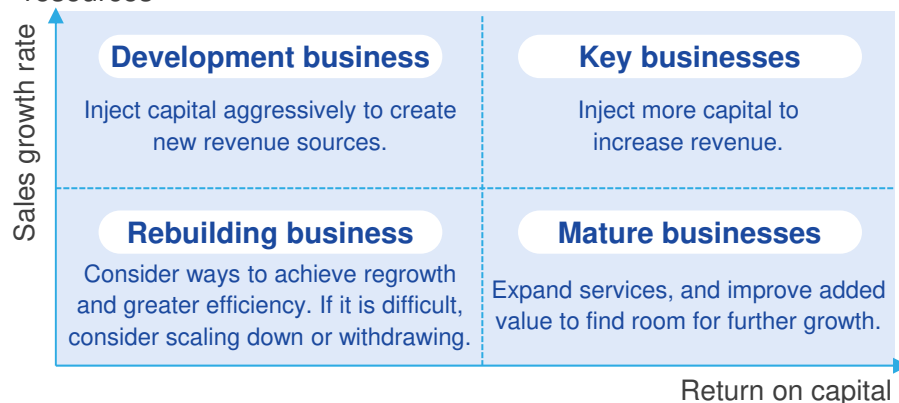
**Capture business opportunities**  
in core businesses

**Allocate resources aggressively**  
to growth-leading businesses

**Generate resources**  
as funds for growth

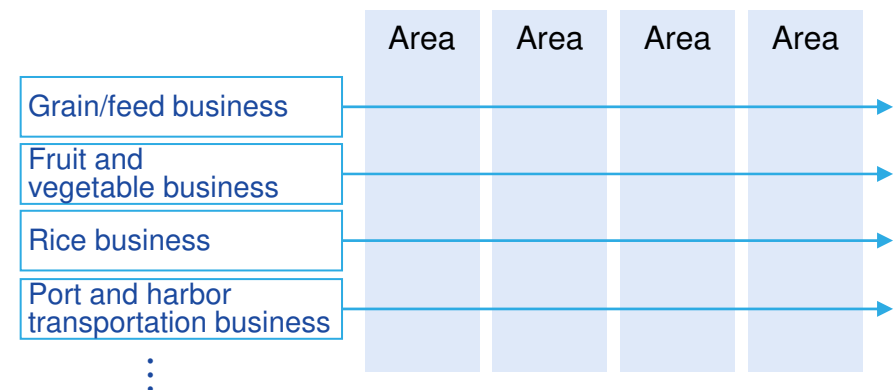
#### Ensure the allocation of resources based on their growth potential and return on capital

- Use ROIC and other management indicators to evaluate the return on capital for each business category
- Quantify business growth potential when allocating management resources



#### Shift to an organizational structure that is supported by the business pillars

- Set up an organization that plans and implements strategies for individual businesses, mainly domestic core businesses
- Introduce an area-based system to integrate and increase the efficiency of common branch operations and functions



**Develop the foundation to support business management**

## Basic Principle (5) Implement Total Optimization of HR Management Throughout the Company

Given the growing demand for human resources that are capable of achieving business growth, focus on **recruitment and human development on a company-wide, long-term basis.**

To enable employees to show their full potential, **seek to improve working conditions, and visualize their experiences and skills.**

Organizational issues  
that we may face in  
the future



Difficulty recruiting due  
to labor shortages

Higher job separation  
rate due to increasing  
mobility of employment

Shortage of executive  
candidates who will lead  
Kamigumi in the future

Shortage of specialists  
who will lead business  
growth

| Purpose of efforts |

**Rebuilding the foundation of HR management to  
reflect the growth strategy**



Measure  
1

**Strengthen recruitment and  
staffing on a company-wide,  
long-term basis**

**To implement recruitment and staffing based  
on HR portfolios, improve the structure of the  
HR department**

- Set clear human resources portfolios
- Strengthen the head office's support functions for branches

Measure  
2

**Rebuild the HR development  
system based on strategies**

**Establish a flow of training executives,  
employees familiar with individual  
businesses, and corporate human resources**

- Set clear career paths
- Redesign the training system

Measure  
4

**Visualize organizations and  
human resources based on data**

**Visualize employees' experiences and skills  
for use in recruitment, staffing, and HR  
development**

- Build a human resources database
- Conduct evaluations of measures based on data

Measure  
3

**Develop an environment that  
responds to changing working  
styles**

**Improve employment systems that reflect  
changes in employees' lifestyle**

- Review job categories and work systems
- Improve working conditions

## Basic Principle (6)

# Promote DX to Enhance Operational Efficiency, and Offer a Wider Range of Elevated Value

Enhance operational efficiency and offer a diverse range of values

by **promoting DX using the four pillars.**

Accelerate efforts by **establishing a promotion framework,**  
and **focus on the recruitment and training of DX specialists.**

		Data collection and foundation development	Business process improvement	Improve business decision-making, and offer a diverse range of values
1	<b>Data-driven management</b> Track individual KPIs necessary for business decisions Enable quick and efficient business decisions	Real-time management of information on business management	Use AI and other technologies to increase the efficiency of business data analysis	Business decision-making based on data and business portfolio management
2	<b>Sales operation DX</b> Improve data-based value proposals, sales efficiency, and customer experiences (CX)	Visualize and manage information on sales and procurement	Digitize the sales process and achieve greater efficiency and optimization of procurement operations	Use data to improve sales and proposals
3	<b>On-site operation DX</b> Encourage on-site use of cutting-edge technology to improve productivity and reduce costs	Use terminal and warehouse systems to integrate and manage on-site data	Use digital technology to reduce the load on terminal, silo, warehouse and other on-site operations	
4	<b>Office operation DX</b> Standardize back-office operations; improve operational quality; and reduce costs	Manage various data	Reduce redundant operations, and digitize and automate back-office operations	

**Establish a promotion framework**  
**Recruit and train DX specialists**









- Build a DX promotion framework at the division level
- Develop and introduce basic curricula for the training of DX specialists, and provide basic education on DX on a company-wide basis



# Linkage with Materialities

Materialities that were revised in view of the recent changes in our business environment will be **reflected in the basic principles and implemented.**

**The status of implementing** the materialities will be **monitored by the Sustainability Committee.**

Revised materialities	Align with the basic principles
<b>1 Promote businesses that can help resolve social issues</b> 	<b>Basic principle (1) Increase the market shares and resilience of domestic core businesses</b> <ul style="list-style-type: none"> <li>Respond to transportation needs from customers working toward decarbonization</li> </ul> <b>Basic principle (3) Expand businesses to address new logistics needs</b> <ul style="list-style-type: none"> <li>Operate and expand the scale of energy-related businesses (offshore wind power generation, battery storage business, etc.)</li> </ul>
<b>2 Contribute to achieving carbon neutrality (CN)</b> 	<b>Basic principle (1) Increase the market shares and resilience of domestic core businesses</b> <ul style="list-style-type: none"> <li>Encourage environmental investment (warehouse LEDs, installation of solar panels, etc.)</li> <li>Respond to modal shifts</li> </ul>
<b>3 Assure the safety and quality of services</b> 	<b>Basic principle (1) Increase the market shares and resilience of domestic core businesses</b> <ul style="list-style-type: none"> <li>Establish a safety management system, and work to prevent accidents</li> </ul> <b>Basic principle (6) Promote DX to enhance operational efficiency, and offer a wider range of elevated value</b> <ul style="list-style-type: none"> <li>Promote mechanization and automation to improve the safety of on-site operations</li> </ul>
<b>4 Improve governance</b> 	<b>Basic principle (4) Shift to a business management model that supports portfolio management</b> <ul style="list-style-type: none"> <li>Use business portfolio management to strengthen business decisions by focusing on the return on capital</li> </ul>
<b>5 Promote human capital management</b> 	<b>Basic principle (5) Implement total optimization of HR management throughout the company</b> <ul style="list-style-type: none"> <li>Proactively recruit employees</li> <li>Develop career paths and development systems aligned with organizational structural reforms</li> </ul>
<b>6 Promote DX</b> 	<b>Basic principle (6) Promote DX to enhance operational efficiency, and offer a wider range of elevated value</b> <ul style="list-style-type: none"> <li>Increase the efficiency of back-office operations and sales office work</li> <li>Promote mechanization and automation to increase efficiency</li> </ul>







Understand, connect, and become a new driving force