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Company	KPP GROUP HOLDINGS CO., LTD.
Representative	Madoka Tanabe, Representative Director of the Board, Chairman & CEO
Securities Code	9274, TSE Prime Market
Contact	Shojiro Adachi, General Manager of Group Finance & Planning Division (TEL : +81 3 3542 9925)

Notice Regarding the Formulation of the Long-Term Management Vision “GIFT 2030” and the 4th Mid-Term Business Plan

We hereby announce that KPP Group has formulated a new long-term management vision, “GIFT 2030,” looking ahead to 2030, as well as the 4th Mid-Term Business Plan covering the three-year period from the fiscal year ending March 2026 to the fiscal year ending March 2028.

1 . About the 4th Mid-Term Business Plan

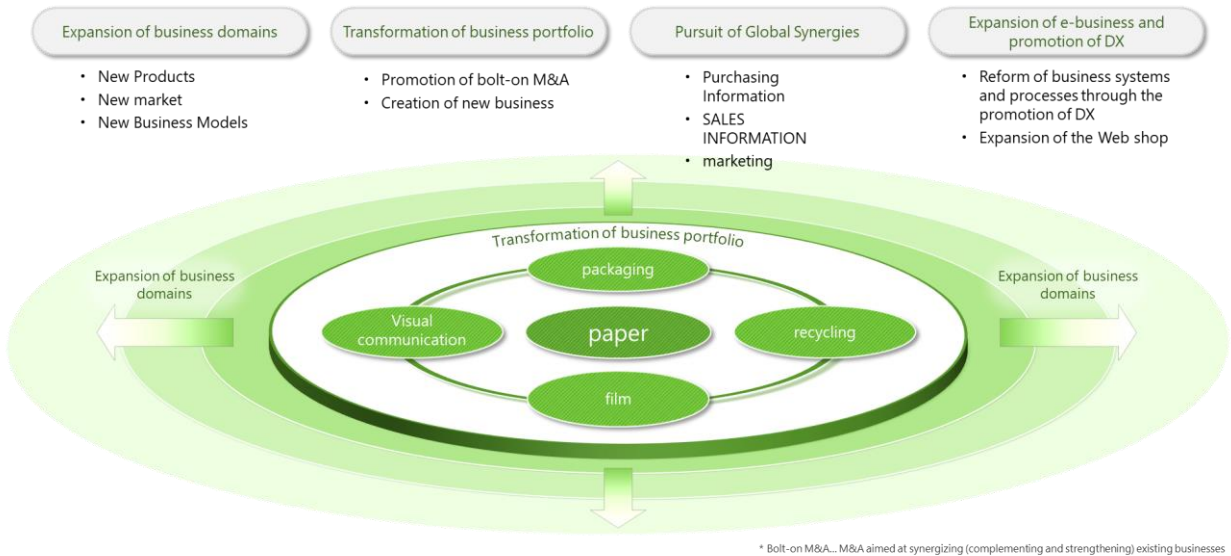
Under the long-term management vision “GIFT+1 2024,” which covered the nine-year period from the fiscal year ending March 2017 to the fiscal year ending March 2025, we have implemented the 1st through 3rd Mid-Term Business Plans.

Now, KPP Group has formulated a new long-term management vision, “GIFT 2030,” which outlines our aspirations toward 2030. In parallel, building on the achievements gained through the initiatives under the 1st to 3rd plans, we have developed the 4th Mid-Term Business Plan.

In the 4th Mid-Term Business Plan, we aim to further enhance the sustainable growth and corporate value of the KPP Group by leveraging the foundation established through the previous plans. Key initiatives will include the expansion of business domains, transformation of the business portfolio, pursuit of global synergies, expansion of eBusiness, and promotion of digital transformation (DX).

2. Overview of Business Strategy

【Key Strategies】



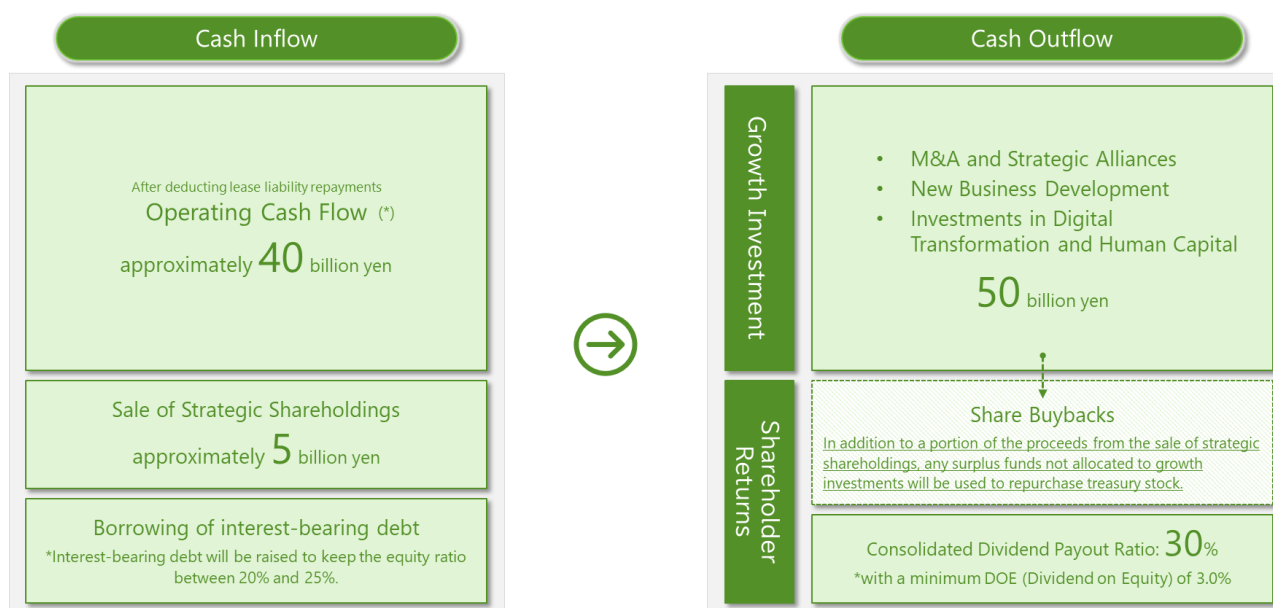
3. Overview of Financial Strategy

【Financial KPI】

Fourth Medium-Term Business Plan Final-Year Targets

Profitability	Capital Efficiency	Financial Stability・Shareholder Returns
Operating Profit 20 billion	ROE 8.0% or more	Equity Ratio within the range of 20% to 25%
EBITDA 32 billion	ROIC ROIC > WACC	Consolidated Dividend Payout Ratio Targeting around 30% *with a minimum DOE (Dividend on Equity) of 3.0%

【Cash Allocation】



(*) Note: Operating cash flow after deducting lease liability repayments (approximately ¥20 billion) recorded under cash flows from financing activities

For more details on the long-term management vision “GIFT 2030” and the 4th Mid-Term Business Plan, please refer to the “Mid-Term Business Plan” section on our website.

https://www.kpp-gr.com/en/news/news-250618/main/0/link/250617_en.pdf

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