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May 14, 2021

Company name:	Kamigumi Co., Ltd.
Representative:	Yoshihiro Fukai, President & Representative Director (Stock code: 9364; 1st Section of the Tokyo Stock Exchange)
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Notice Concerning Revision to Medium-Term Management Plan

Kamigumi Co., Ltd. (the “Company”) hereby gives notice that it has resolved at its meeting of the Board of Directors held on May 14, 2021 to revise its Medium-Term Management Plan (from the fiscal term ended March 31, 2021 to the fiscal term ending March 31, 2025) that it announced on May 14, 2020. The details are provided below.

1. Details of revision

(1) Goals of Business Performance

(Before revision)

We have set the business performance goals for the fiscal term ending March 31, 2025 as follows:

Net sales:	¥310,000 million (up 11.7% from the fiscal term ended March 31, 2020)
Operating profit:	¥30,000 million (up 21.6% from the fiscal term ended March 31, 2020)
Recurring profit:	¥31,000 million (up 17.4% from the fiscal term ended March 31, 2020)

(After revision)

We have set the business performance goals for the fiscal term ending March 31, 2025 as follows:

Net sales:	<u>¥280,000 million (– % from the fiscal term ended March 31, 2020)*</u>
Operating profit:	¥30,000 million (up 21.6% from the fiscal term ended March 31, 2020)
Recurring profit:	¥31,000 million (up 17.4% from the fiscal term ended March 31, 2020)

* The accounting treatment for recording net sales changed as a result of the application of “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 30, 2018), and as it is difficult to make a comparison with the fiscal term ended March 31, 2020, the rate of increase is not stated.

(2) Shareholder Returns

(Before revision)

For returns to shareholders during the period of this medium-term management plan, we will follow the existing policy set forth below while continuing to strive to enhance aggregate return of profit and improve capital efficiency.

- (i) Implementation of stock dividends with a targeted consolidated payout ratio of 30%
- (ii) Implementation of continued purchases and cancellations of treasury stocks

(After revision)

For returns to shareholders during the period of this medium-term management plan, we will follow the existing policy set forth below while continuing to strive to enhance aggregate return of profit and improve capital efficiency.

- (i) Implementation of stock dividends with a targeted consolidated payout ratio of 30%

From the perspective of placing more importance on shareholder returns, the Company will pay stock dividends with a target consolidated payout ratio of 40% for the Company's 84th to 86th fiscal terms (from the fiscal term ending March 31, 2023 to the fiscal term ending March 31, 2025).

- (ii) Implementation of continued purchases and cancellations of treasury stocks

2. Reason for revisions

Under the Medium-Term Management Plan (from the fiscal term ended March 31, 2021 to the fiscal term ending March 31, 2025), which was announced on May 14, 2020, the entire Group has been working together as one to achieve the business performance goals.

As a result of applying "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 30, 2018) from the fiscal term ending March 2022, changes have been made to how net sales are recorded. As a result, part of the business performance goals have been revised.

Furthermore, on the subject of shareholder returns, with the purpose of strengthening the return of profit, the Company has decided to pay share dividends with a target consolidated payout ratio of 40% for the period from the fiscal term ending March 31, 2023 to the fiscal term ending March 31, 2025.

(Note) This material contains the Company's plans, numerical targets, etc., which are forecasts at this point in time. Please understand that actual business results, etc. may differ significantly from those forecasts due to various risks and uncertainties.