



May 14, 2026

Japan Transcity Corporation
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Notice Regarding the Formulation of the Medium-Term Business Plan

Japan Transcity Corporation hereby announces, as set forth in the attached document, the new Medium-Term Business Plan (from April 2026 to March 2029), with fiscal year 2026 (the fiscal year ending March 2027) as its first year.

Mid-Term Business Plan 2026–2028

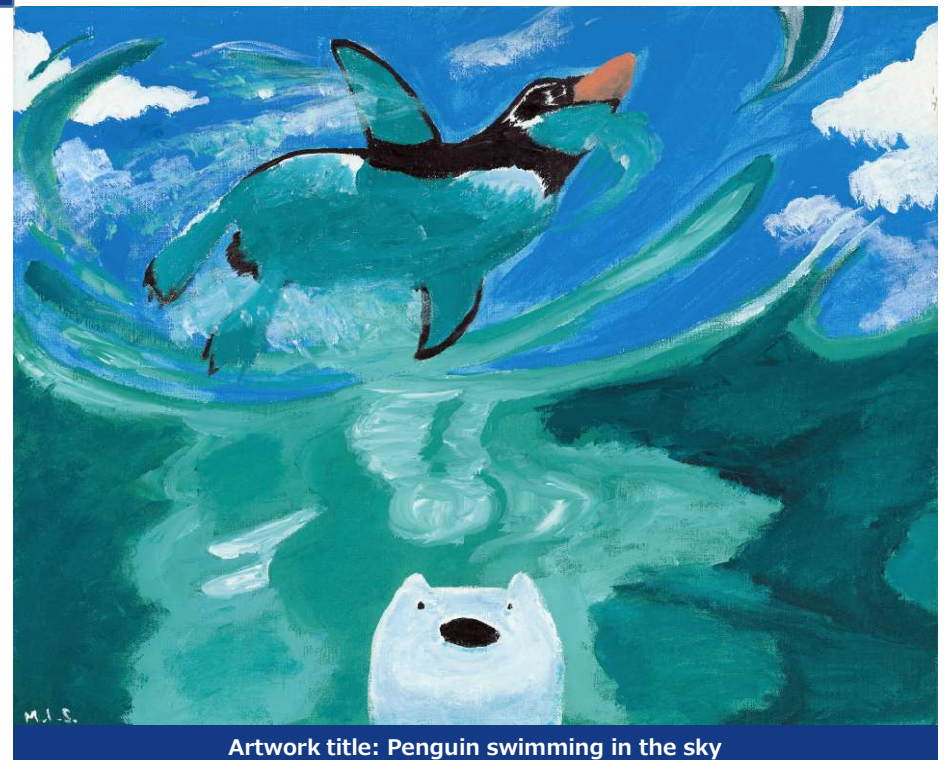
“Growing with the community while
contributing to the development of
society.”

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Japan Transcity Corporation

**Securities code: 9310
TSE Prime Market and
NSE Premier Market**



Artwork title: Penguin swimming in the sky

Corporate philosophy

Expand globally as a logistics company connecting cities and people beyond regional boundaries

- ◆ Pursue excellence in capabilities as an integrated logistics company
- ◆ Create and expand into new business fields
- ◆ Broaden operations globally as a company connecting cities

Business sphere

To create a new field of business activities and organized logistics systems from a global point of view.

Social role

To contribute to the wide-ranging social development in harmony with local communities.

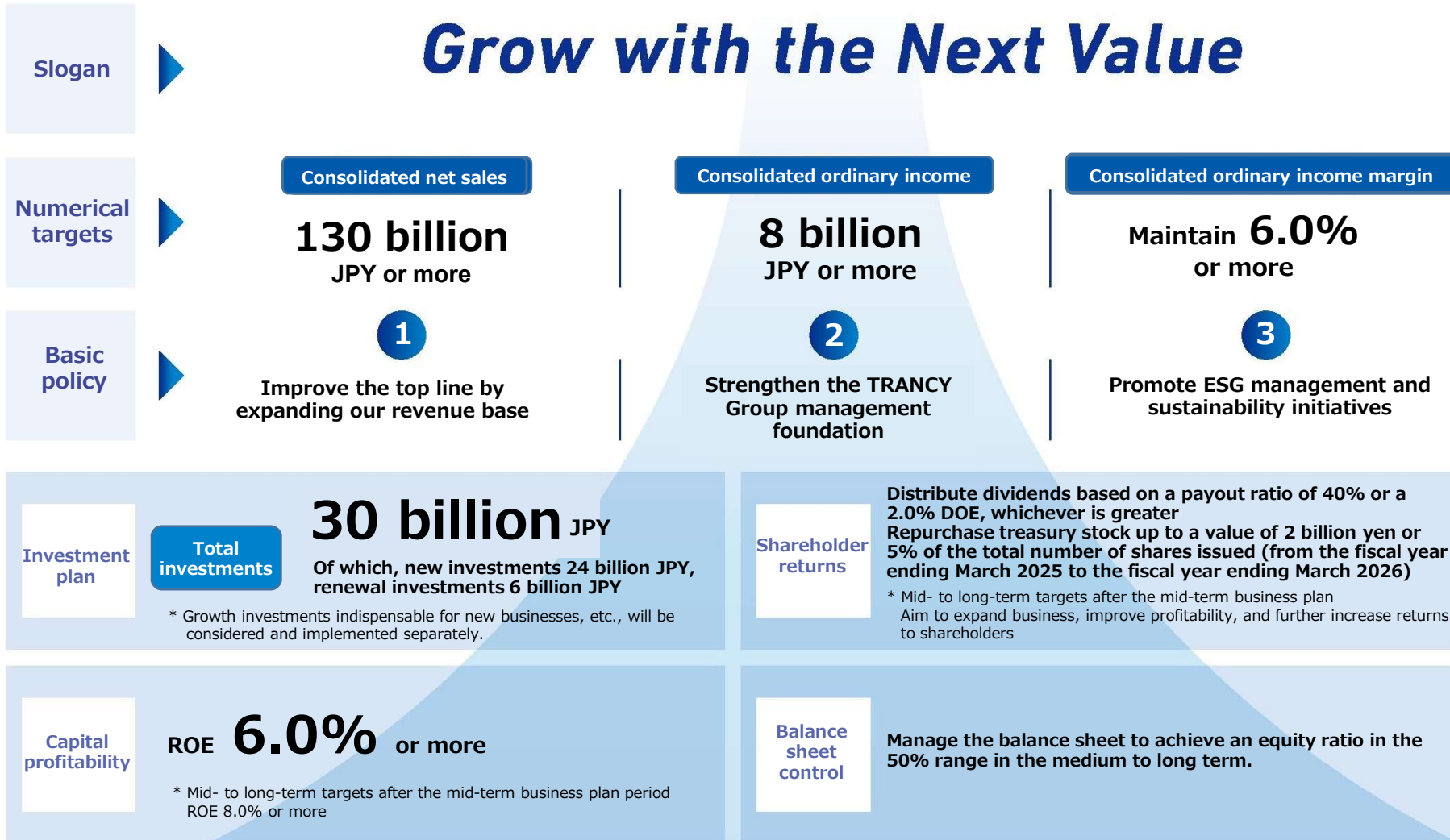
Corporate culture

To aim to be a humanity-oriented and active group with high-sensitivities.

2. Review of the previous mid-term business plan (2023–2025)



Overview of the previous mid-term business plan



2. Review of numerical targets



- Consolidated net sales fell short of the target despite contributions from stable operations at new domestic and overseas sites, due to the impact of changes in commercial flows at the U.S. subsidiary
- Meanwhile, improved profitability from more efficient use of management resources enabled consolidated ordinary income and ordinary income margin to achieve the numerical targets revised upward during the mid-term business plan period

| Item | | Targets / policy | FYE3/2026 | Assesment |
|-----------------------|--|---|--|-----------------------------|
| Performance | Consolidated net sales Targets revised up in May 2024 | 130 billion JPY or more | ➔ 125.517 billion JPY | -4.483 billion JPY (96.5%) |
| | Consolidated ordinary income | 8 billion JPY or more (previous: 7 billion JPY or more) | ➔ 9.482 billion JPY | +1.482 billion JPY (118.5%) |
| | Consolidated ordinary income margin | Maintain 6.0% or more (previous: 5.4% or more) | ➔ 7.5% | +1.5% |
| Capital profitability | Newly set in May 2024 ROE | 6.0% or more | ➔ 6.9% | +0.9% |
| Shareholder returns | Payout ratio DOE | Distribute dividends based on a payout ratio of 40% or a DOE of 2.0%, whichever is higher | ➔ Payout ratio 40.8% DOE 2.8% | Planned implementation |
| | Share buybacks | Up to 2.0 billion JPY or 5% of the total number of shares | ➔ 1.999 billion JPY | Implemented |
| Balance sheet control | Equity ratio | Manage the balance sheet to achieve an equity ratio in the 50% range in the mid to long term. | ➔ 57.9% | Implemented |

2. Review of the previous mid-term business plan (2023–2025)



- Strengthened the revenue base through planned investments to expand our revenue base
- Implemented a major organizational restructuring—the first in approximately 20 years—and laid the groundwork for growth areas to strengthen the management foundation
- Contributed to stakeholders by promoting ESG and sustainability initiatives

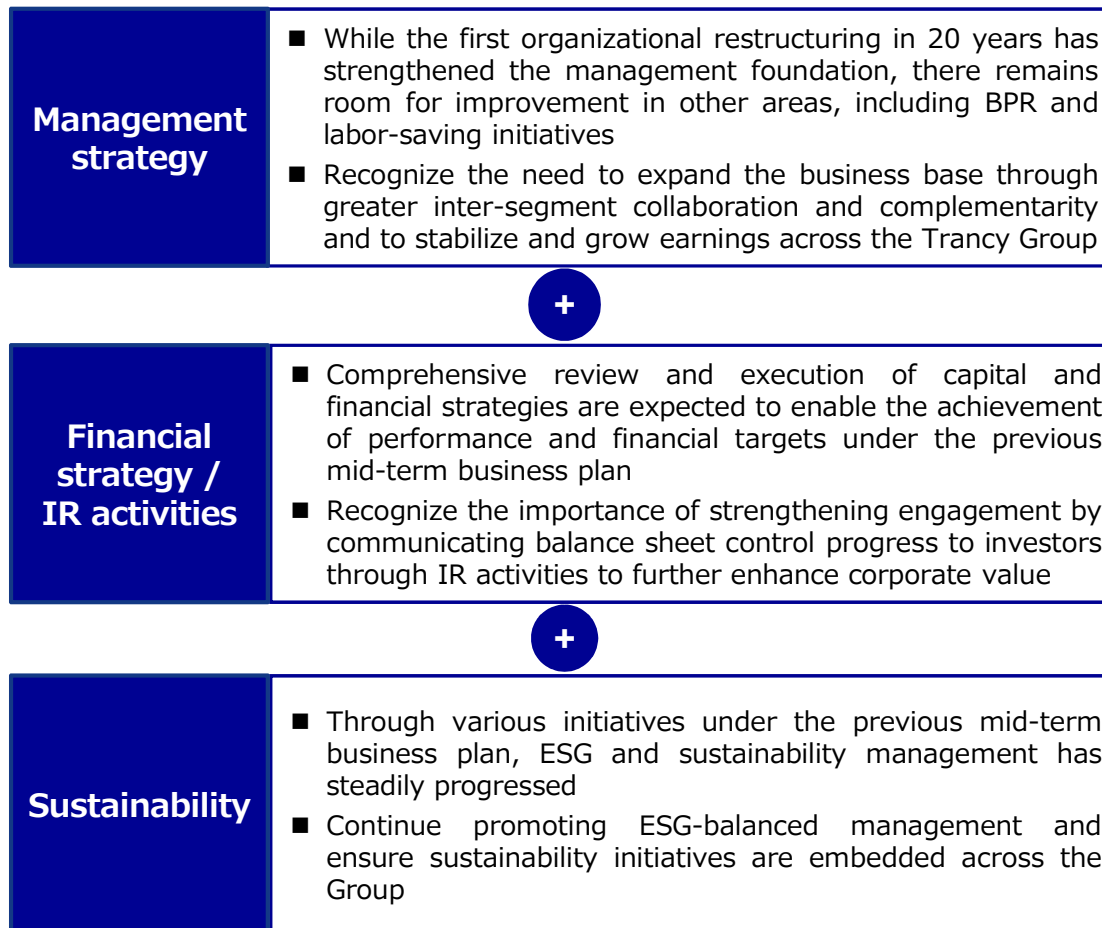
| Key measures | Key achievements of the previous mid-term business plan |
|---|--|
| 1. Improve the top line by expanding our revenue base | <ul style="list-style-type: none"> ■ Expanded specialty chemicals handling and operated hazardous materials warehouses and high-pressure gas storage facilities ■ Expanded automotive logistics and operated large east–west logistics centers ■ Operated a next-gen logistics center for medical and nursing care food ■ Built semiconductor equipment and materials transportation schemes: strengthened handling in the Chubu region centered on Yokkaichi Port ■ Expanded handling of primary and secondary products in Mie Prefecture |
| 2. Strengthen the TRANCY Group management foundation | <ul style="list-style-type: none"> ■ Strengthened Yokkaichi Port logistics functions: advanced cargo consolidation projects ■ Developed domestic and overseas sites: (domestic) developed east–west auto parts logistics centers and hazardous materials/high-pressure gas warehouses and storage facilities; (overseas) expanded existing warehouses in Thailand ■ Advanced BPR and labor-saving initiatives: introduced advanced material handling; expanded RPA and AI use ■ Strengthened functions through organizational restructuring: established MPL Business Division and International Business Division ■ Enhanced the international network: introduced a unified platform (system) |
| 3. Promote ESG management and sustainability initiatives | <ul style="list-style-type: none"> ■ Reduced GHG emissions through solar power and GREEN Denki ■ Built environmentally friendly facilities: obtained ZEB and ABINC certifications ■ Leveraged diverse talent: established region-limited job categories (area-based roles) ■ Recognized as one of the 2025 Outstanding Organizations of KENKO Investment for Health (Large Enterprise Category) ■ Developed global talent: introduced short-term overseas training ■ Addressed major disasters and pandemics: developed BCP |
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| 4. Advance initiatives to improve capital efficiency and capital profitability | <ul style="list-style-type: none"> ■ Made a major revision to the capital and financial strategy: reviewed capital profitability and shareholder returns; advanced balance sheet control |

2. Issues and future policy based on the previous mid-term business plan



- Review the previous mid-term business plan and assess the current situation from the perspectives of management strategy, financial strategy/IR activities, and sustainability, and identify key issues for the new mid-term business plan

Current issues based on the previous mid-term business plan



Future initiatives for the new mid-term business plan



3. Overview of the new mid-term business plan



Slogan

“Strengthen the foundation, refine value, and move forward”

- ◆ **Strengthen the foundation:** reinforce operations and the organization, the management foundation, to enhance the effectiveness of profit growth
- ◆ **Refine value:** continue and strengthen existing initiatives to further enhance corporate value
- ◆ **And move forward:** maintain a strong execution focus and advance toward further growth

4 Key measures

1

Strengthen the management foundation

2

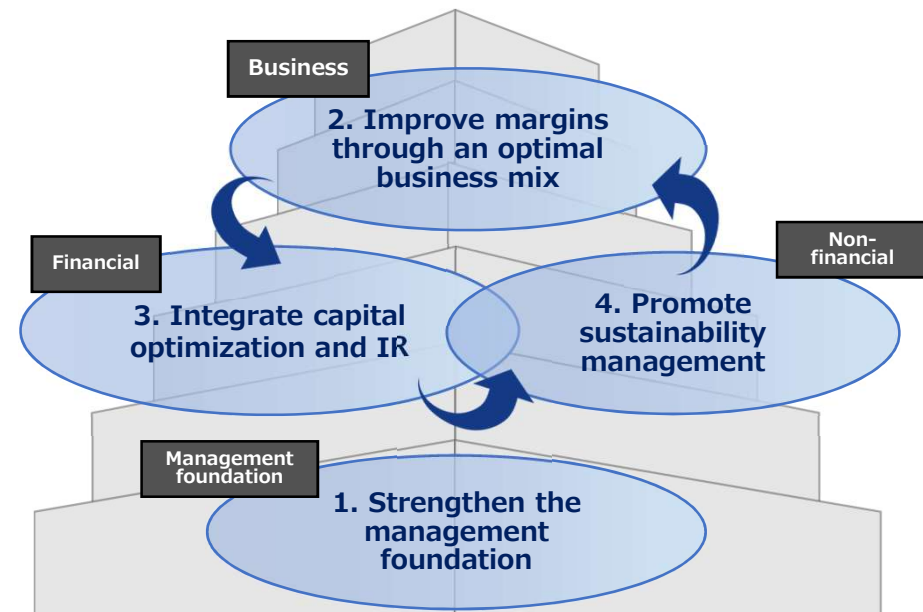
Improve margins through an optimal business mix

3

Integrate capital optimization and IR

4

Promote sustainability management



4. Target metrics for the new mid-term business plan (2026–2028)

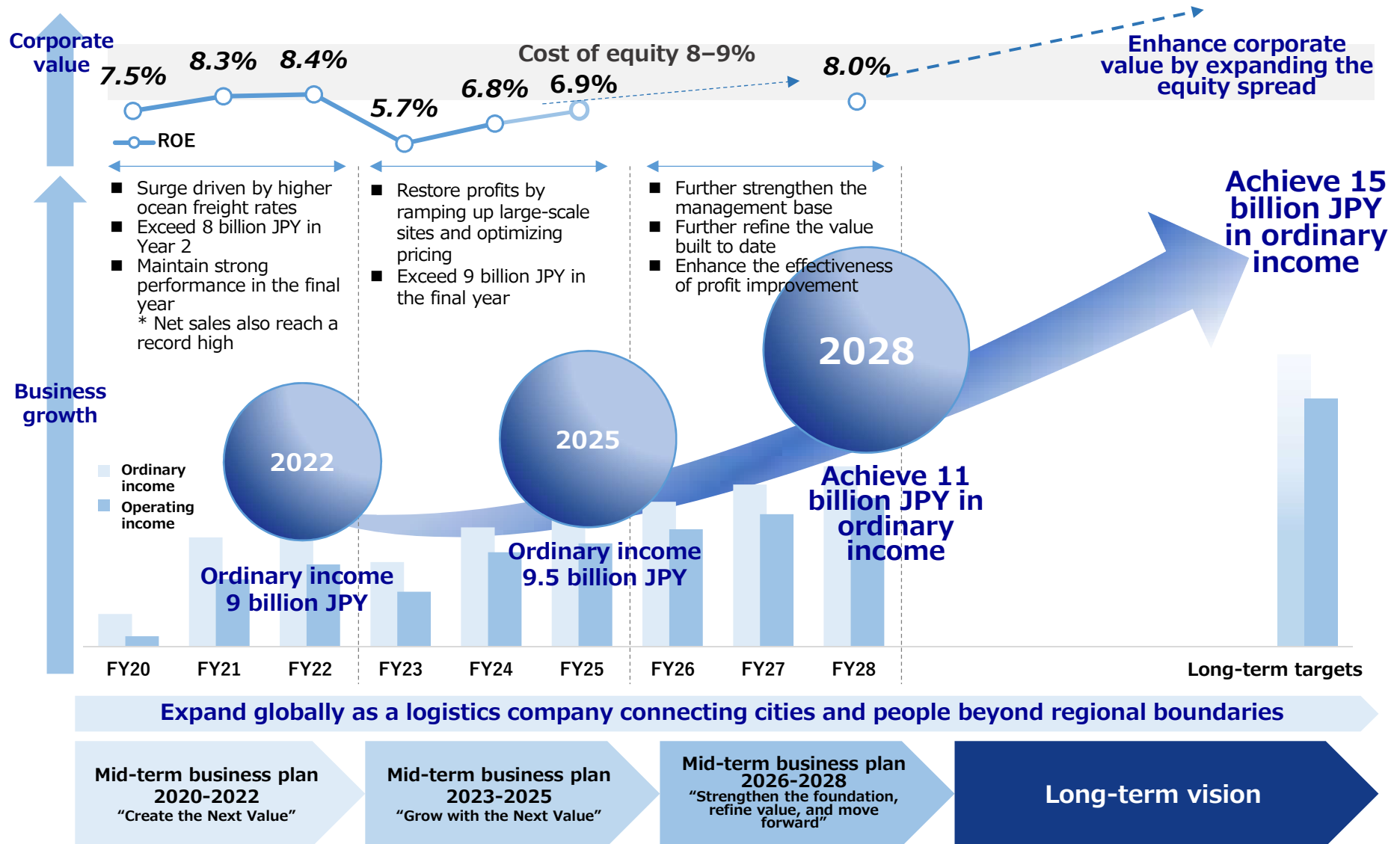


- Aim to exceed a PBR of 1.0x through initiatives to achieve the following targets

| Item | Metrics | Final-year results of previous mid-term business plan | Final-year targets of new mid-term business plan |
|--------------------|--|---|--|
| Numerical targets | Net sales | 125.517 billion JPY | 140 billion JPY |
| | Ordinary income (ordinary income margin) | 9.482 billion JPY (7.5%) | 11 billion JPY (maintain 7.0% or higher) |
| Investment targets | | 27.985 billion JPY | 35 billion JPY |

| Item | Metrics | Policies for the new mid-term business plan period |
|---------------------|----------------|---|
| Shareholder returns | Dividends | A payout ratio of 40% or a 2.0% DOE, whichever is greater |
| | Share buybacks | 3 billion JPY Execute flexibly based on performance and financial position |

5. Positioning of the new mid-term business plan **TRANCY**



6. Strengthen the management foundation

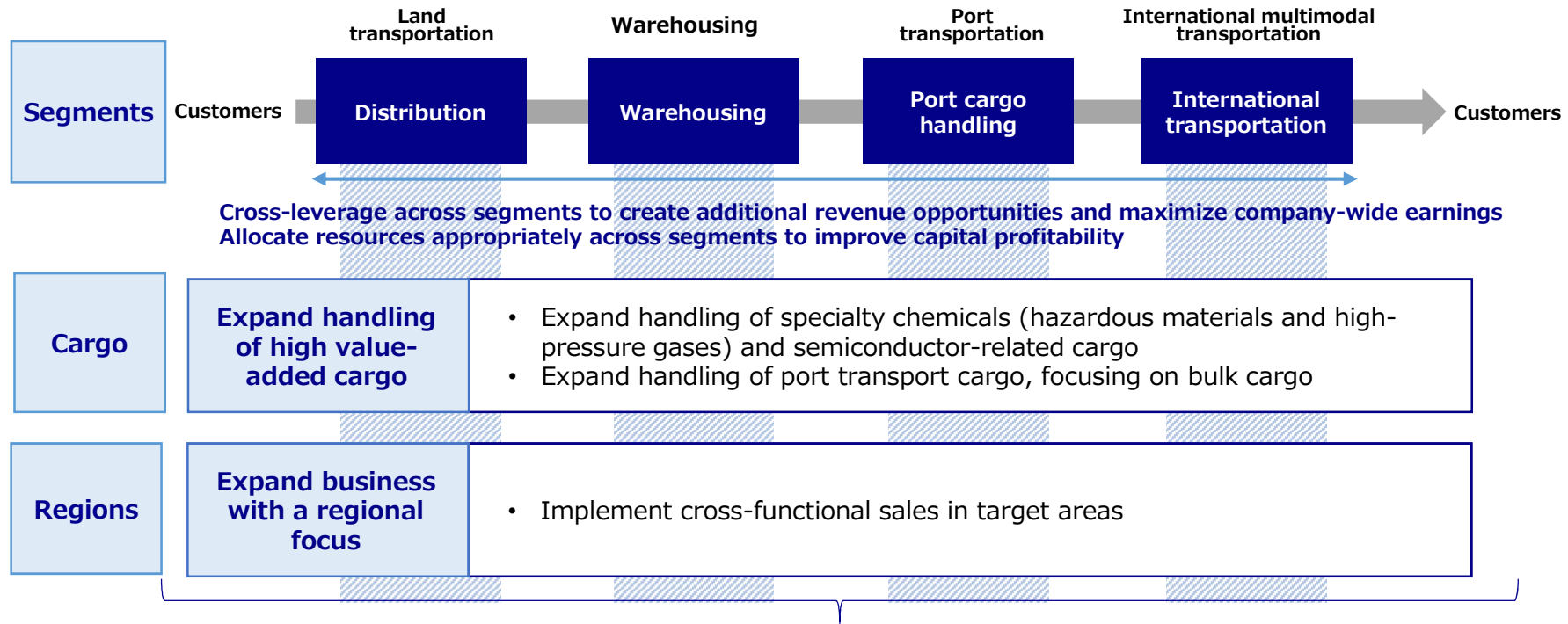


- Strengthen the management base as a key measure to achieve “net sales growth and profit growth”; clarify target outcomes and resolve issues

| | | Achievements of the previous mid-term business plan | Issues to be addressed in the new mid-term business plan | Target outcomes |
|--|------------------------------------|---|--|---|
| Value creation platform for net sales growth | Facility development | Develop domestic and overseas sites | Invest in priority businesses; develop sites and invest over the medium to long term | Improve operational productivity |
| | Yokkaichi Port | Strengthen Yokkaichi Port logistics functions | Reorganize cargo consolidation at Yokkaichi Port for completion of the North Wharf | Expand Yokkaichi Port throughput |
| | Overseas | Enhance the international network | Expand overseas net sales | Expand international multimodal transport |
| | Partnerships | Strengthen transportation through partnerships | Explore further partnerships | Expand business fields |
| People & organization | Talent | Develop talent; enhance HR systems | Maximize and optimize talent | Improve operational productivity |
| | Operating structure | Strengthen functions through organizational restructuring | Strengthen sales capabilities and sales structure; build a sustainable workforce | Acquire new business; revitalize existing operations; address labor shortages |
| Operations | Cost control | Optimize costs through efficient operations | Promote centralized procurement and management | Reduce costs |
| | Labor-saving through systemization | Introduce advanced material handling; expand RPA and AI use | Advance BPR and labor-saving initiatives; Strengthen information security | Improve operational productivity; continue stable business operations |
| | Safety & quality | Strengthen safety and quality initiatives and improvement proposals | Eliminate workplace accidents; reduce logistics incidents | Reduce costs; improve productivity; build stakeholder trust |

6. Improve margins through an optimal business mix **TRANCY**

- Enhance profitability across all segments and the entire TRANCY Group by cross-leveraging the four business segments—warehousing, port transportation, land transportation, and international multimodal transportation



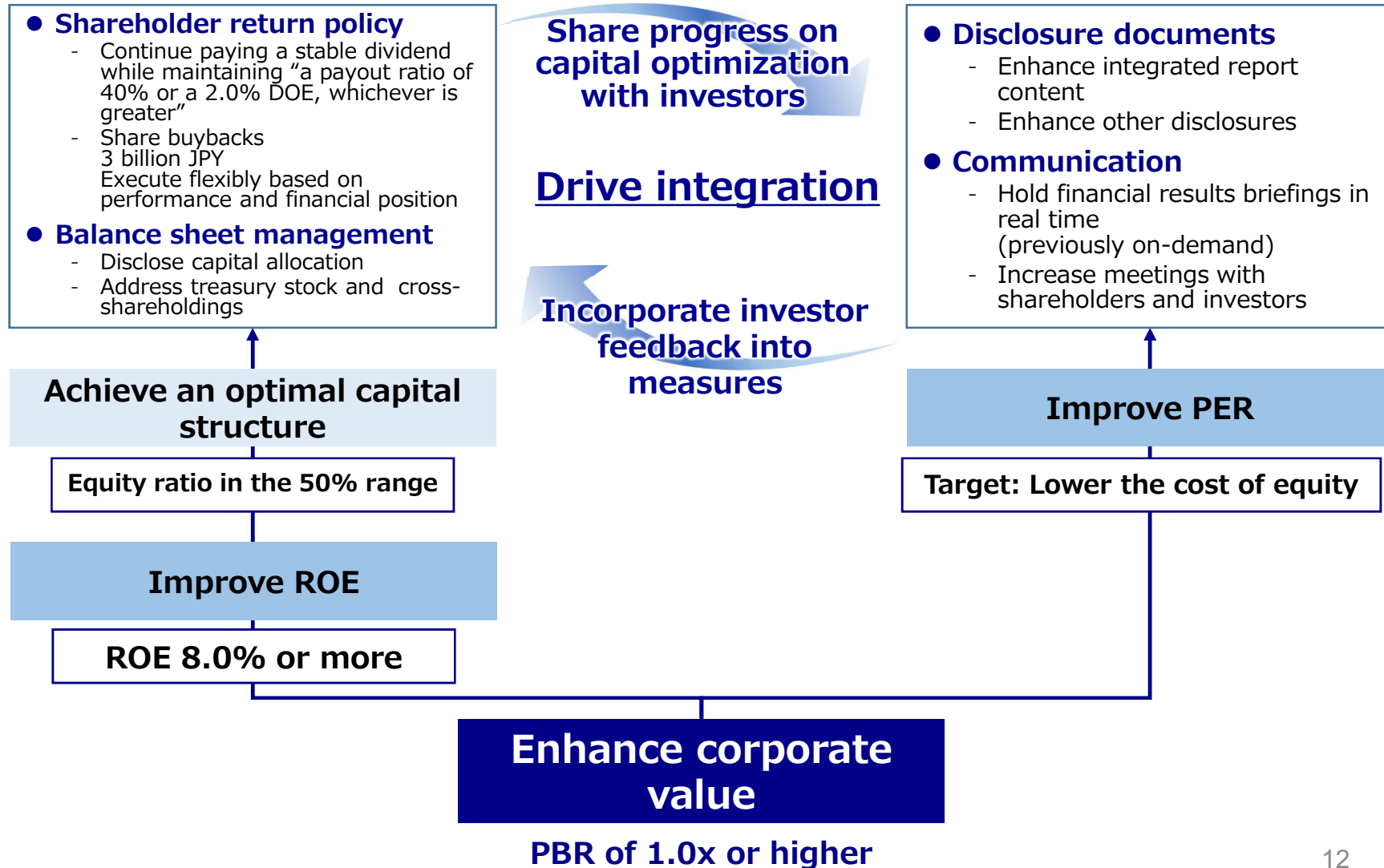
Optimize pricing across all segments and the entire TRANCY Group to improve margins

- 1 Create and expand handling of core cargo categories—chemicals, automotive parts, consumer goods, and others
- 2 Revitalize port transport operations; create cargo streams to succeed coal
- 3 Expand non-asset-based businesses, including international multimodal transport and freight forwarding
- 4 Expand into new geographic areas

6. Integrate capital optimization and IR



- Continue to execute financial strategies focused on improving capital efficiency and foster future growth expectations among investors



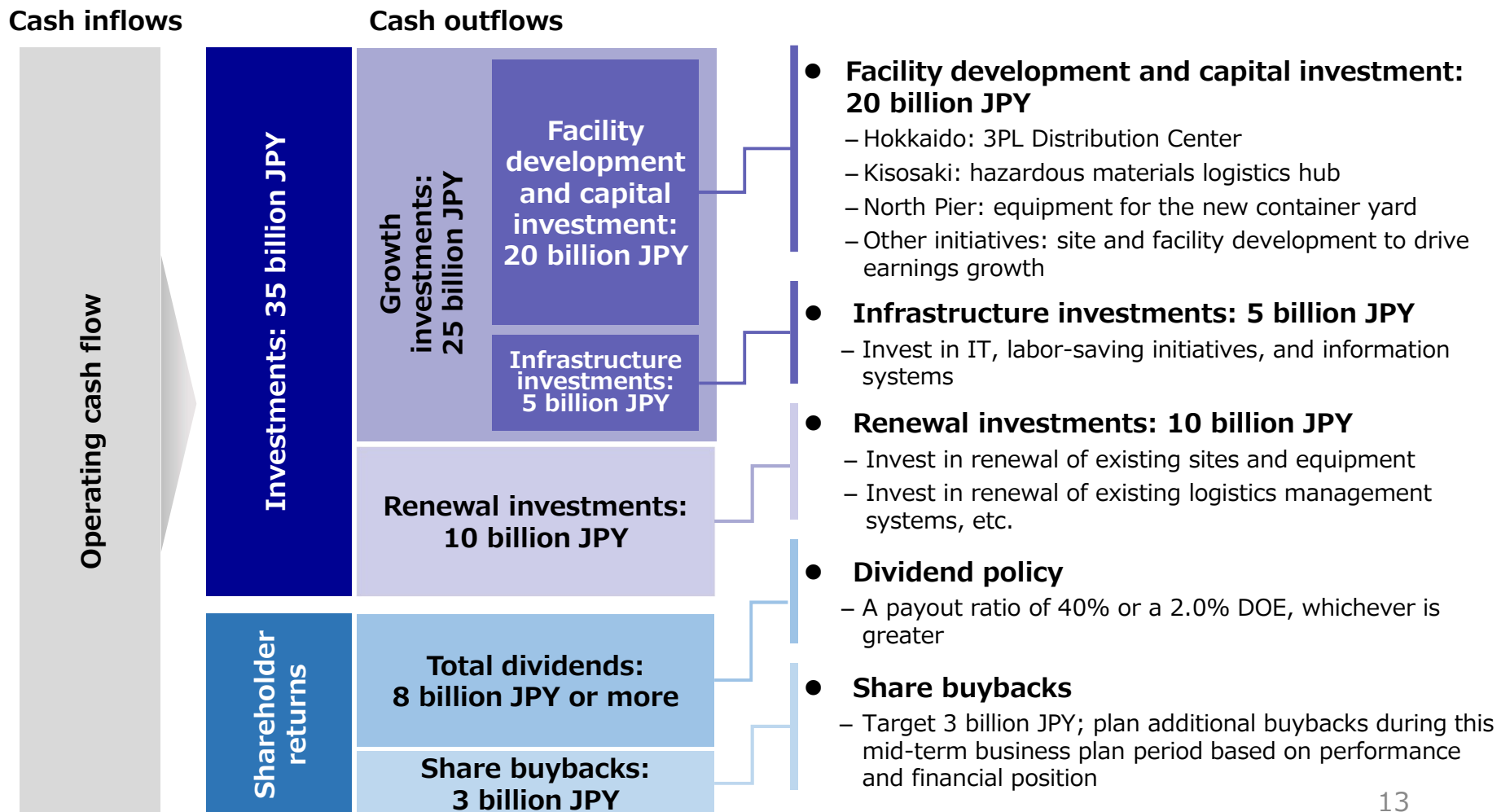
6. Cash allocation



- Prioritize allocation to growth investments while continuing shareholder returns to improve capital efficiency

Cash allocation under the new mid-term business plan

Cash allocation policy

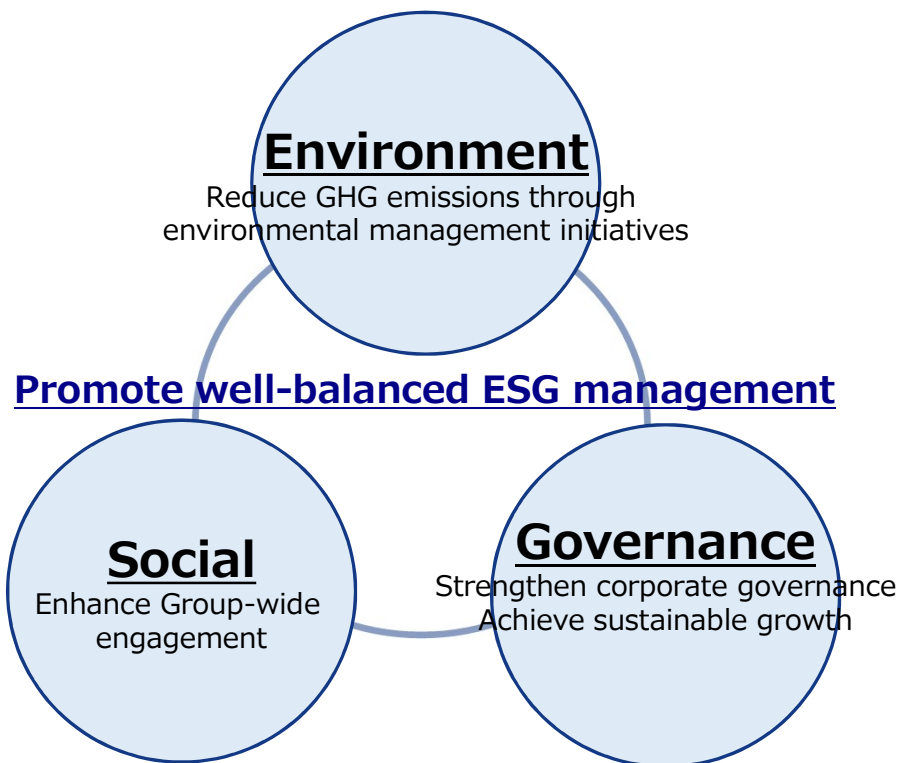


6. Promote sustainability management



- Promote well-balanced sustainability management across ESG, aiming to contribute to “growing with the community while contributing to the development of society.”

Promote sustainability management



Key initiatives

| | |
|--------------------|---|
| Environment | <ul style="list-style-type: none"> ■ Reduce energy consumption (GHG emissions reduction) <ul style="list-style-type: none"> • Continue GHG emissions (Scope 3) accounting • Develop and utilize a marine container chassis management system • Proactively use clean energy and renewable energy ■ Improve transportation efficiency <ul style="list-style-type: none"> • Expand bulk container operations • Introduce full trailers and eco-friendly trailers ■ Prepare and take actions for the energy transition <ul style="list-style-type: none"> • Promote adoption and awareness of hydrogen stations • Realize a carbon neutral port at Yokkaichi Port |
| Social | <ul style="list-style-type: none"> ■ Develop and enhance talent development and HR systems; promote diversity <ul style="list-style-type: none"> • Maintain a job return program, disseminate area manager system, and accept foreign technical intern trainees ■ Promote health and productivity management <ul style="list-style-type: none"> • Maintain the status as one of the Outstanding Organizations of KENKO Investment for Health and obtain a certification for 2027 ■ Contribute to local communities <ul style="list-style-type: none"> • Continue Clean TRANCY and KIEP'S activities • Participate in Japan Heart's medical support (Cambodia) |
| Governance | <ul style="list-style-type: none"> ■ Enhance and strengthen corporate governance <ul style="list-style-type: none"> • Revitalize the Risk Management Committee and other committees • Enhance stakeholder dialogues and information disclosure ■ Strengthen governance framework, considering group management <ul style="list-style-type: none"> • Further deepen and cultivate corporate ethics ■ Improve resilience through disaster and cyber BCP drills <ul style="list-style-type: none"> • Provide logistic service—social infrastructure—sustainably |



“One for All, for Everyone’s Next Stage”



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