

**Sakai Moving Service Co., Ltd.**

**Long-Term Vision and  
Medium-Term Management Plan**

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Fostering relationships based on sincerity

**Sakai Moving Service**

May 13, 2026  
Securities code: 9039

## ▶ Vision 2035

- To achieve the vision of “Becoming the World’s Leading New-Life Support Group,” we will redefine the three-layer business model and elevate the stage every three years.
- Under MTMP 2029, we will focus on the moving business (1st layer), under MTMP 2032 on the ancillary moving business (2nd layer), and under MTMP 2035 on non-moving businesses (3rd layer).
- We developed the “*Magokoro*\* value”, a unique lifetime value (LTV) metric that combines customer value and human capital, and pursue the future value created per employee.

## ▶ MTMP 2029

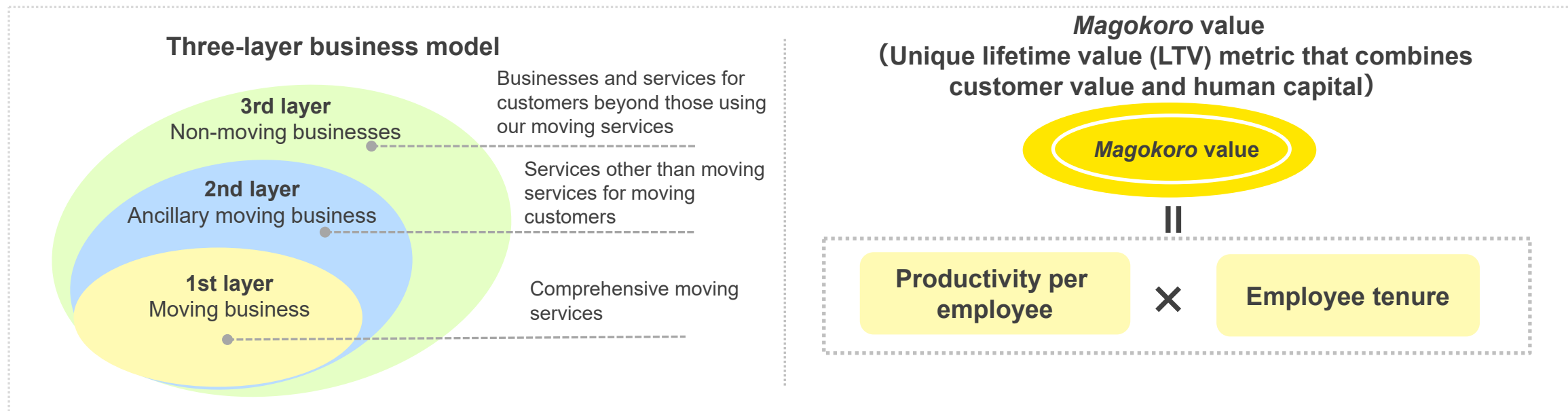
- We will prioritize the moving business as our key growth area and drive its growth through value definition, deepening, and evolution.  
Value definition: Focusing on quality, Deepening: Expanding business areas, Evolution: Utilizing moving alliances
- We will aim to achieve ROE of 10% and management that focuses on capital efficiency.

\* We define *Magokoro* as a commitment to genuine care, sincerity, and thoughtful service.

# Our Aspirational Future Pursued Through Long-Term Vision, Vision 2035, and the MTMP

Looking ahead to 2035, we have established the long-term vision, **Vision 2035: Becoming the World's Leading New-Life Support Group**, with the goal of sustainably enhancing corporate value. This vision incorporates an investor-oriented perspective while building on our founder's philosophy. We have also developed the **Magokoro value**, a unique lifetime value (LTV) metric that combines customer value and human capital. We positioned this metric as a cornerstone for achieving Vision 2035. Through this approach, we will promote business transformation consistent with the long-term vision.

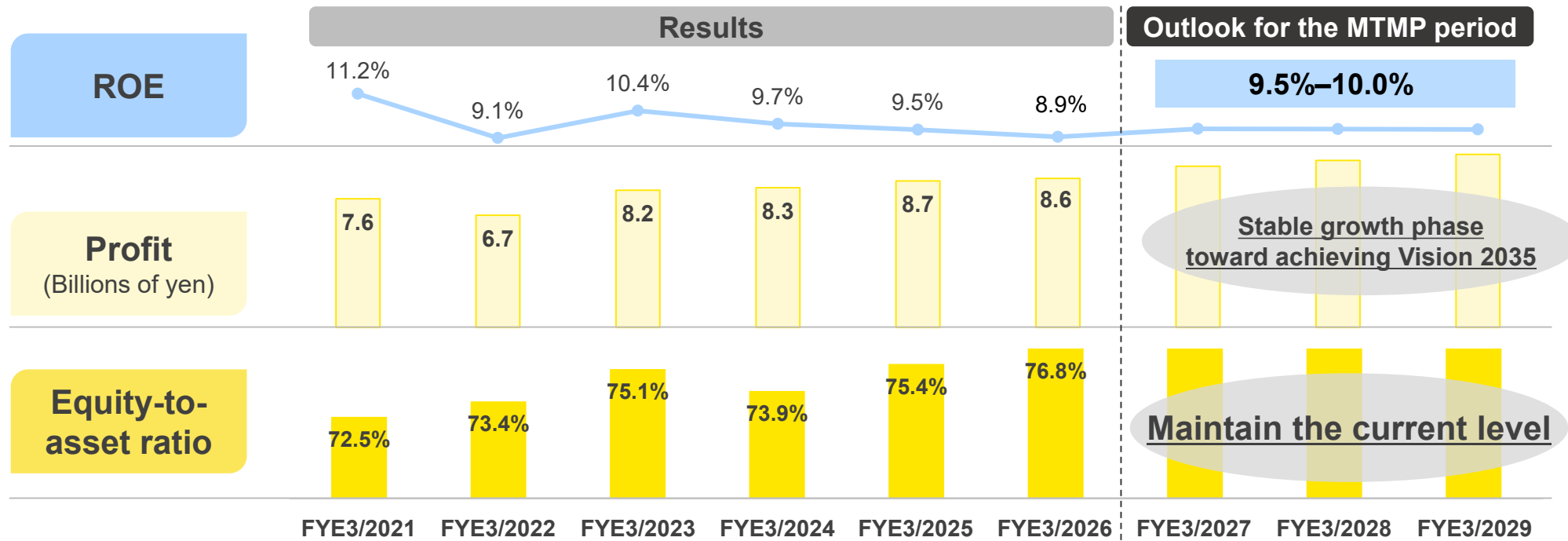
## Business reacceleration strategy based on the redefined three-layer business model



# Balancing Investment and Shareholder Returns, Focusing on Capital Efficiency

To achieve the newly established the long-term vision, **Vision 2035: Becoming the World's Leading New-Life Support Group**, we will prepare for future growth during the period of MTMP 2029 (FYE3/2027–FYE3/2029) as we will implement stable and continuous shareholder returns, using the dividend payout ratio as a key indicator. At the same time, by balancing investment and shareholder returns while emphasizing capital efficiency, we will strengthen our ability to execute strategies for the next stage of growth.

## Strategy focusing on capital efficiency



# Key Challenges We Recognize in Achieving Our 2035 Vision

## Four key challenges facing Sakai Moving Service

### Growth

- High dependence on the moving services business amid a maturing moving services market
- Limited room for new geographic expansion following the rollout to over 200 locations nationwide
- Increasing market concentration among major players alongside continued entry by sole proprietors
- Intensifying competition for talent not only within the transportation industry but also across other industries



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### Sustainability

- Employee engagement metrics have trended upward but are currently stable
- Reduction in total working hours due to stricter labor regulations
- Issues in improving the retention rate of younger employees and supporting long-term career development paths
- Further advancement of evaluation criteria that support employee motivation and growth remains a challenge



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### Productivity

- Independent management at the branch and group company levels has delayed company-wide standardization and operational efficiency improvements in some organizations
- Lagging adoption of AI in sales and administrative functions
- Legacy IT systems, which became increasingly complex due to incremental modifications, posing barriers to full-scale renewal
- Insufficient adoption of digitalization in business processes



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### Capital efficiency

- Increase in cash and deposits to ¥30.0 billion over the decade following the achievement of the No. 1 industry position
- Decline in ROE from the 14% range to below 10% despite the high equity-to-asset ratio indicating financial soundness



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# Clarifying Our Strategic Directions to Address the Challenges in Achieving Our Long-Term Growth

## Four Key Transformation Themes for Sakai Moving Service under Vision 2035

### Growth

- Strengthening the moving services business by using its growth as a foundation, strategically utilizing moving alliances, and maximizing customer value through the combination of merchandise sales, electrical work, and reuse services
- Expanding into high value-added service areas by leveraging existing networks with corporate customers
- Transition to a group management structure to accelerate growth as mentioned above
- Expansion of non-individual customer segments, such as corporate and government customers (e.g., large-scale relocations)



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### Sustainability

- Returning the benefits of productivity improvement to employees
- Expanding and enhancing share-based payment and the employee stock ownership plan
- Optimizing evaluation processes and criteria
- Improving organizational culture, pay, and motivation metrics based on engagement survey results
- Efficient allocation of personnel to growth areas



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### Productivity

- Increasing the proportion of intangible assets in strategic investments to enable operations that are less dependent on labor input
- Planned renewal of vehicle fleets and branch office environments
- Increasing sales per employee by adopting IT, digitalization, and AI
- Improving operational efficiency by renewing operational systems
- Optimizing our group as a whole (e.g., consolidation of business locations, reallocation of personnel, and integration and rationalization of systems)



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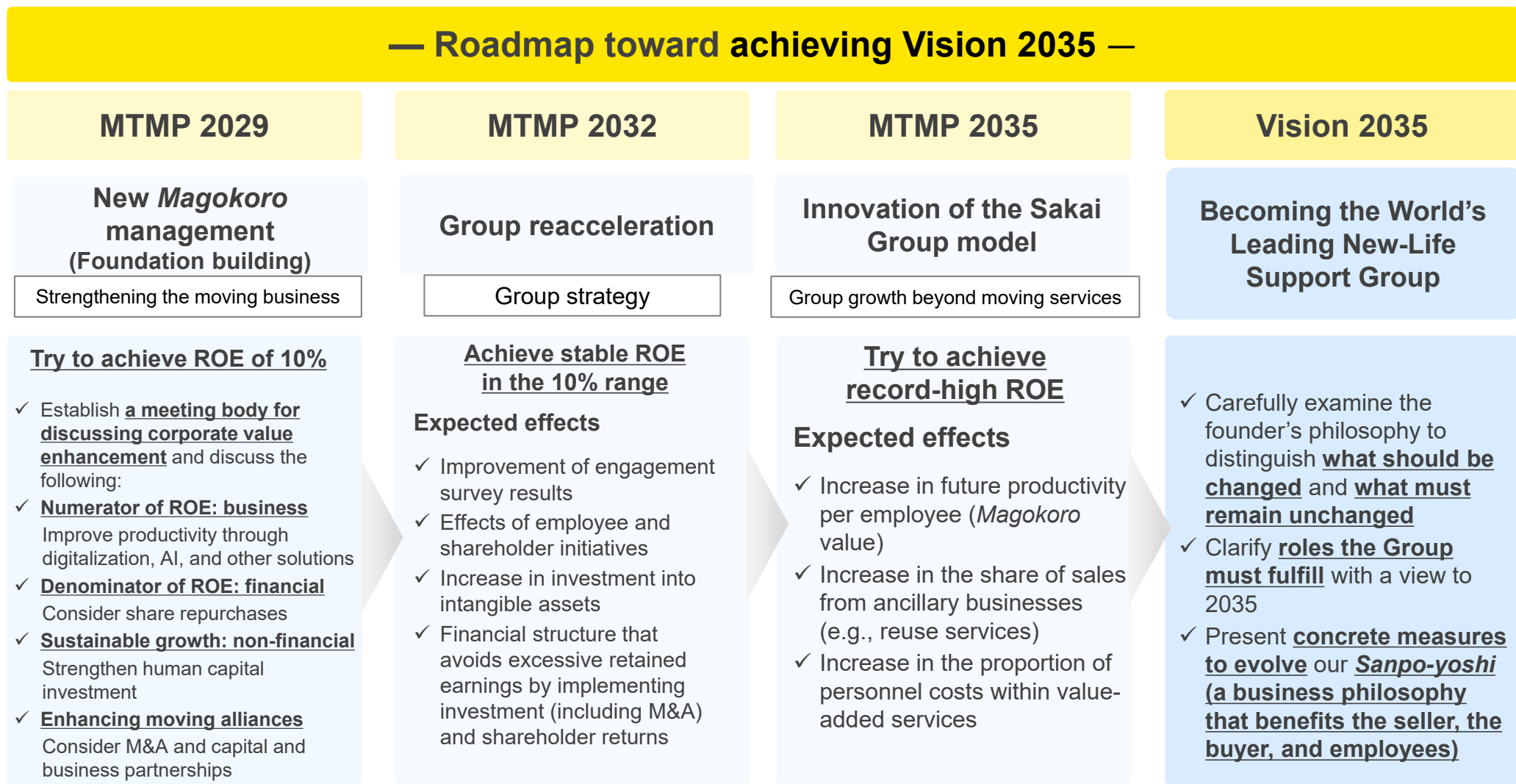
### Capital efficiency

- Maintaining discipline over the equity, the denominator of ROE
- Practicing management mindful of the cost of capital
- Flexible share repurchases in response to the market environment
- Adopting balance sheet discipline



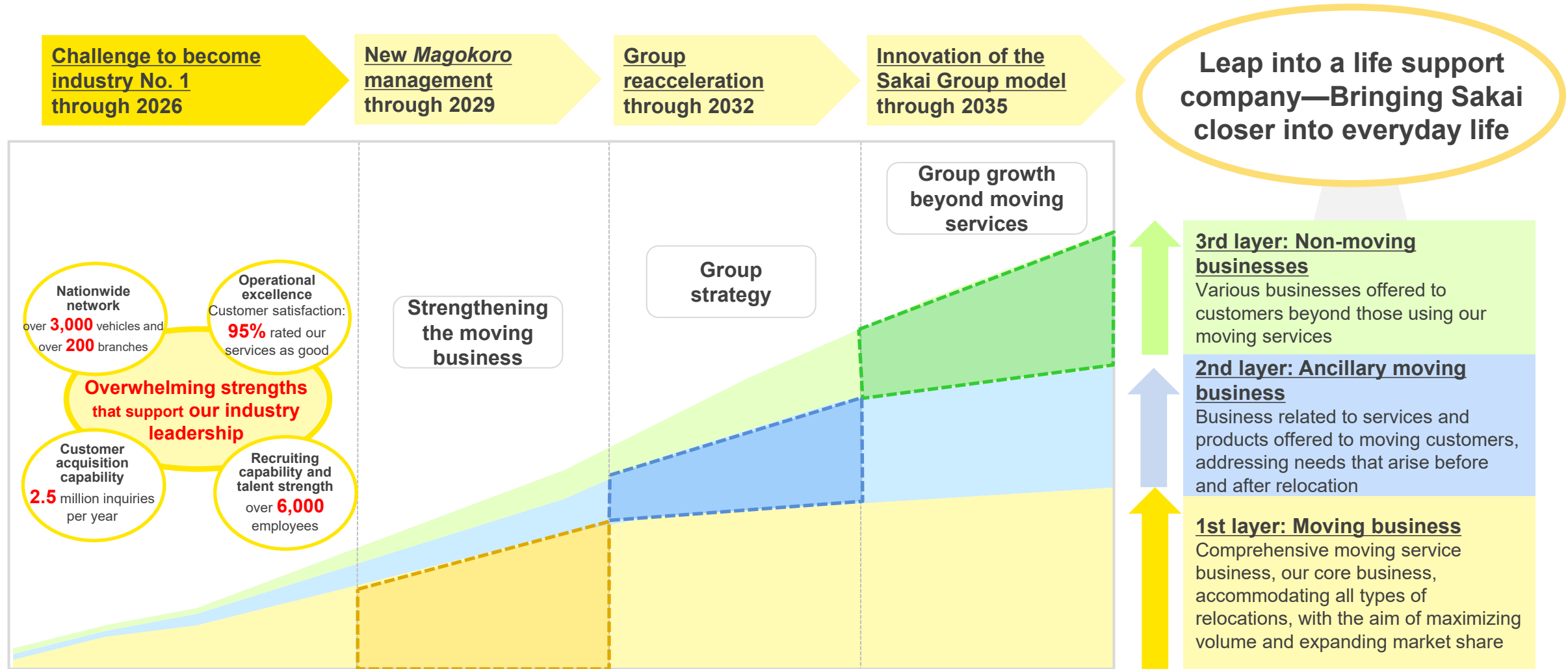
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# Roadmap of MTMPs Toward Achieving Vision 2035

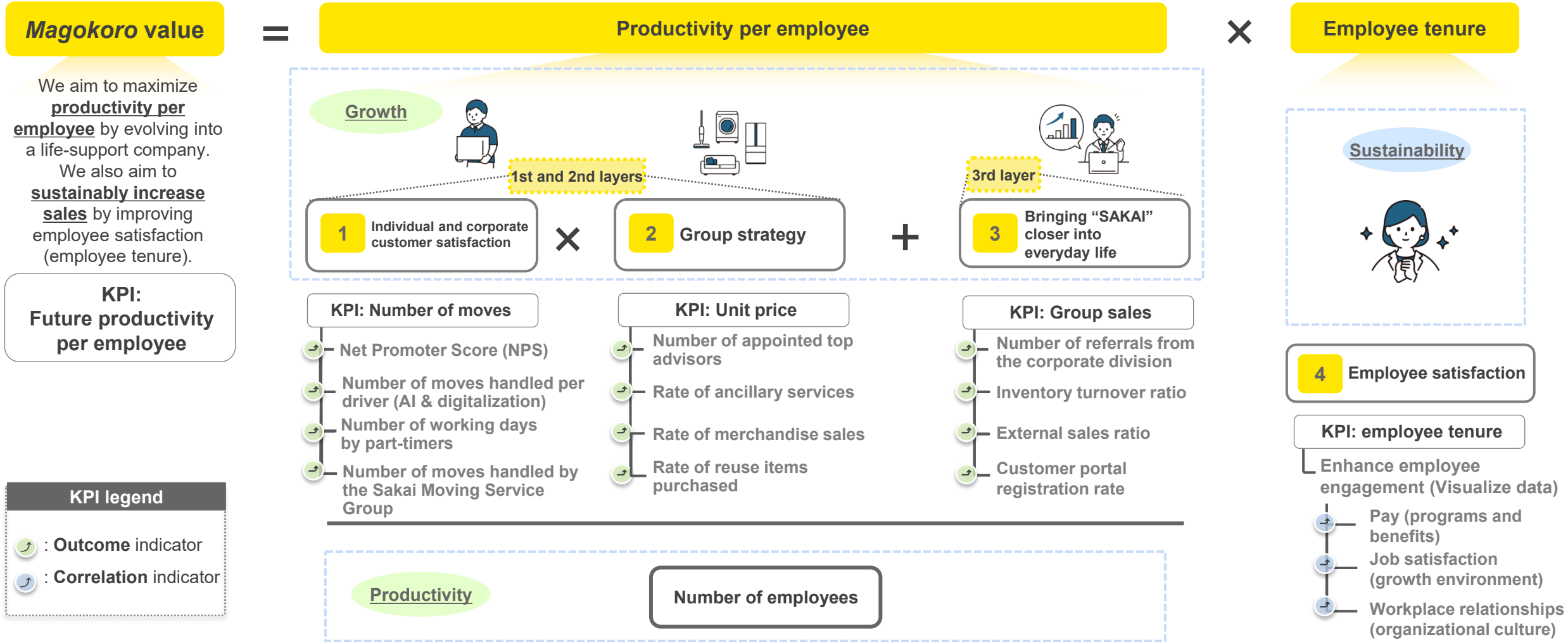


#### 4. Redefining the three-layer business model

## Organizing Our Business into Three Layers to Clarify the Structure of Our Strengths Organically Linked to *Magokoro* Value and Identify Future Growth Areas



# Pursuing Vision 2035 by Improving Our Unique Metric, *Magokoro Value*



\*TOP Advisor: In-house professional certification  
My Page: Customer portal for moving customers

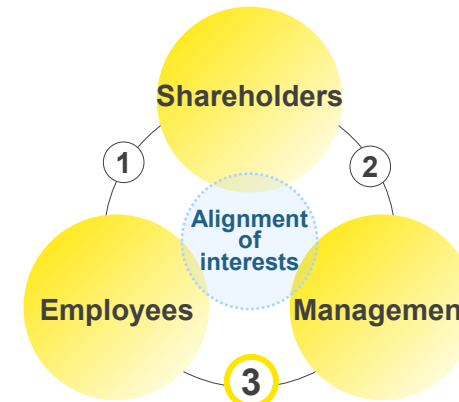
## 6. Enhancing Employee Satisfaction

# Fostering Awareness of Enhancing Both Employee Satisfaction and Corporate Value by Addressing Issues Identified in Engagement Survey Results and Promoting Broader Adoption of the Employee Stock Ownership Plan

### Our issues identified in engagement survey results and measures

		Magokoro value KPIs	Magokoro measures
<b>Issues</b>	<b>Programs and benefits</b>	Pay	Expand support for obtaining licenses and certifications, along with enhanced allowances for qualified employees Adopt leave programs to promote more flexible working styles
	<b>Growth environment</b>	Job satisfaction	Reduce operational burdens through the adoption of IT tools in frontline divisions, enabling employees to take initiative in value creation and experience personal growth Expand learning support programs to provide greater growth opportunities
	<b>Organizational culture</b>	Workplace relationships	Promote communication across organizational levels through goal-setting and performance evaluation interviews Conduct AI-assisted interviews or optimize interviews through interviewer matching Enhance communication by regularly holding events (e.g., Family Days, appreciation events, social gatherings, recreational activities, and club activities)

Target participation rate in the employee stock ownership plan: **80%**



- (1) Instill an investor mindset among employees, improve their financial literacy, and increase their sense of participation
- (2) Ensure that management has an investor-oriented perspective and practice management aligned with shareholder viewpoints
- (3) **Align interests between employees and management, linking corporate growth with employee benefits**

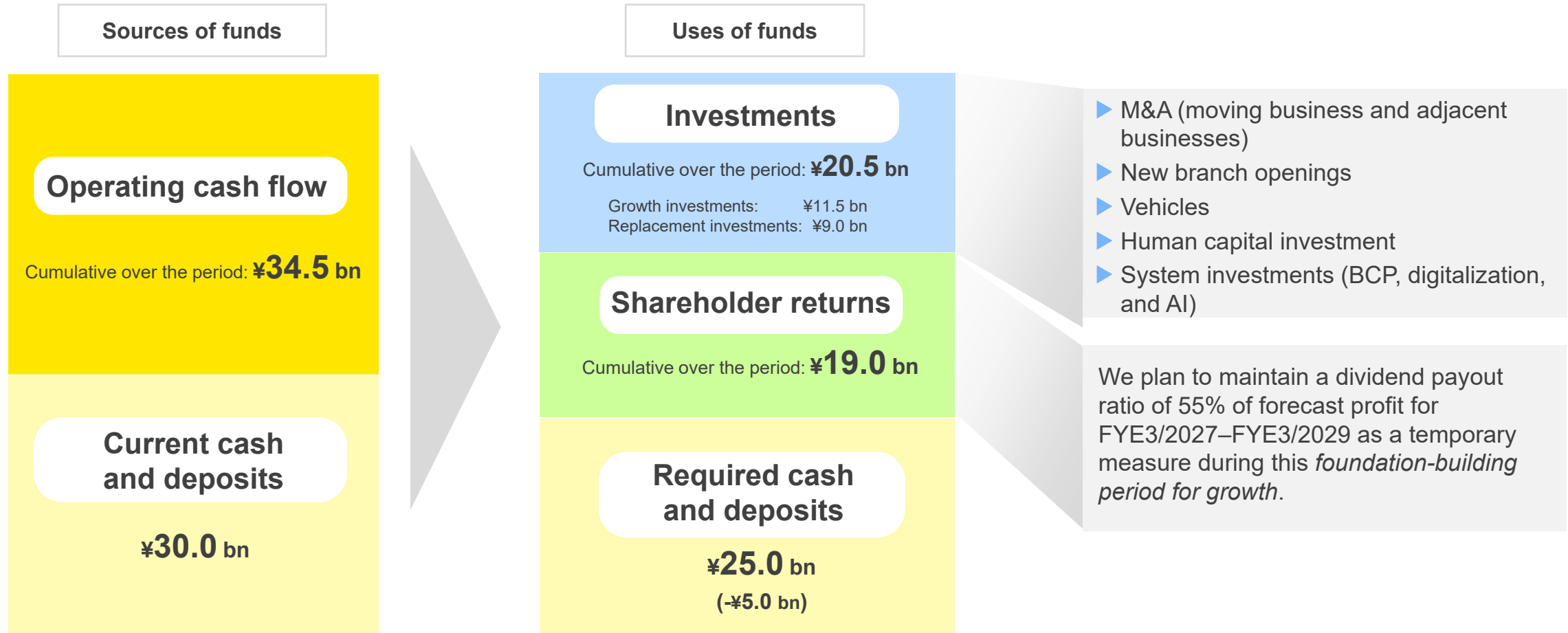
Enhance employee engagement and **increase awareness of corporate value.**

Consider **expanding and enhancing the employee stock ownership plan**

- Monitor the effects of the initiatives aimed at improving programs and benefits, growth environment, and organizational culture through ongoing engagement surveys.

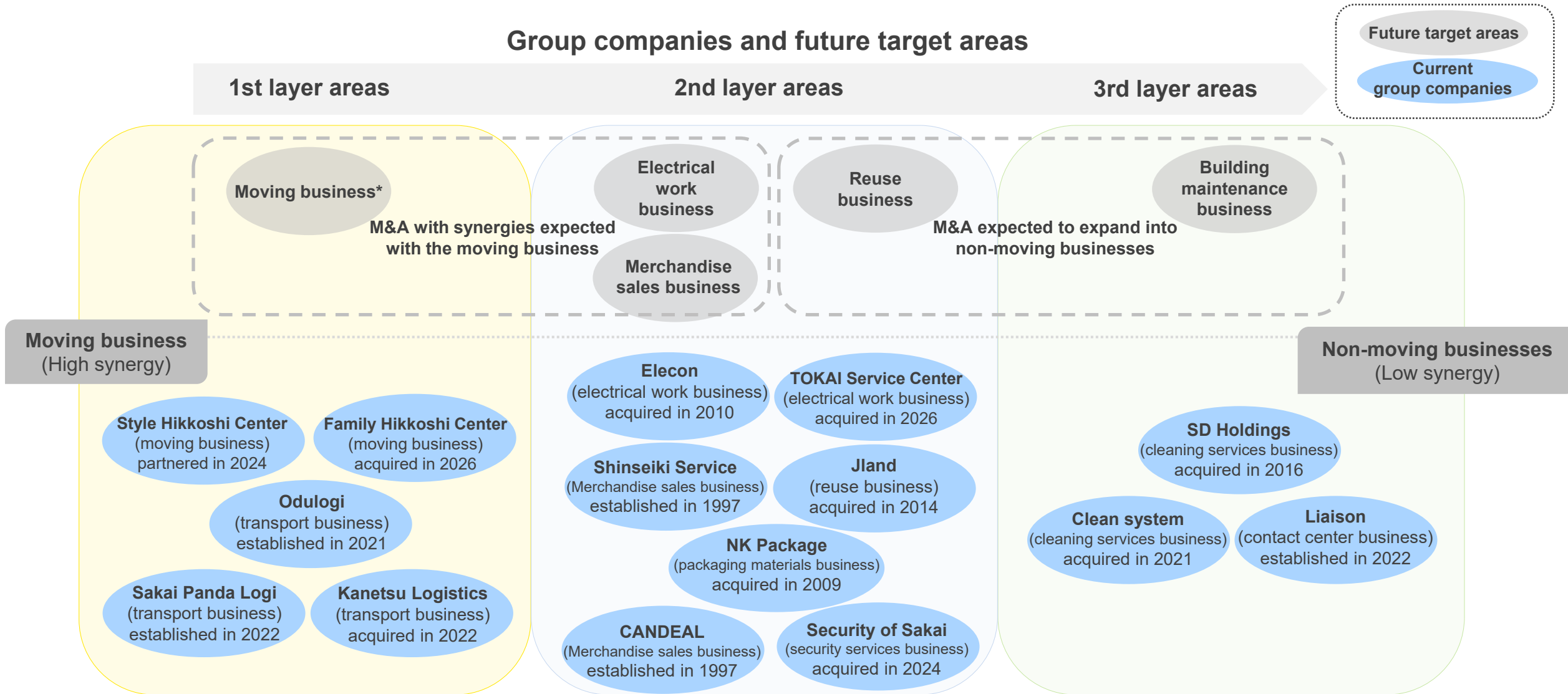
# Capital Allocation Policy for the Three-Year MTMP Period, Covering Growth Investments and Shareholder Returns

## Three-year capital allocation policy for FYE3/2027–FYE3/2029



# Future M&A Strategy: Gradually Expanding Our Business Portfolio to Non-Moving Services Areas While Focusing on the Moving Services Area as Our Core Business

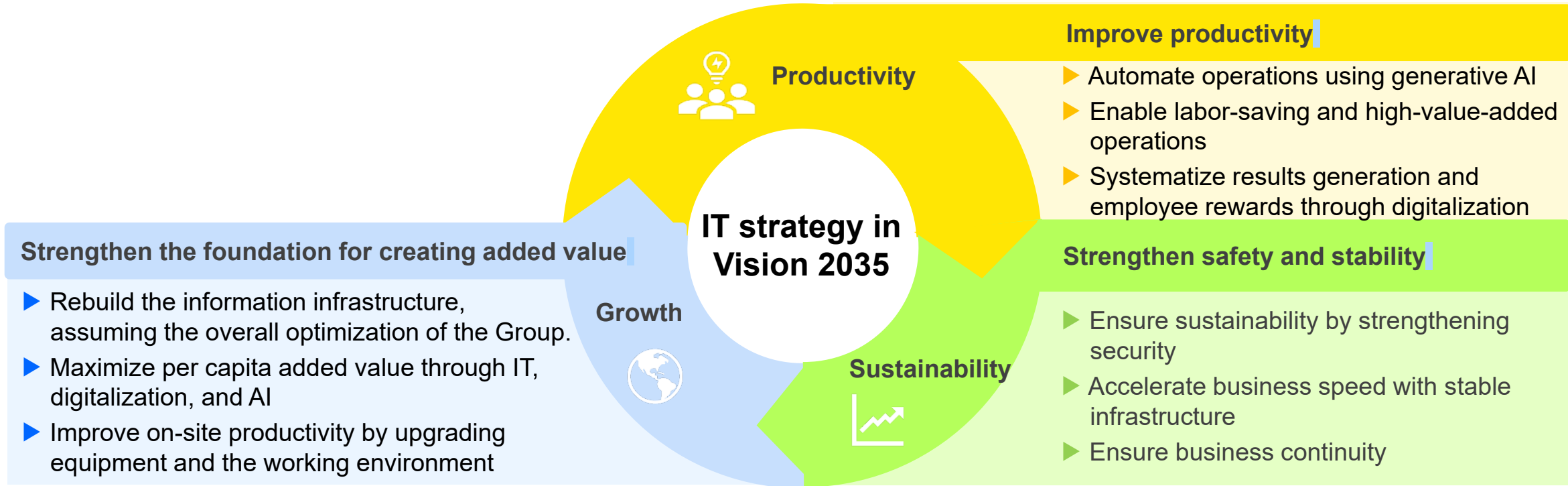
## Group companies and future target areas



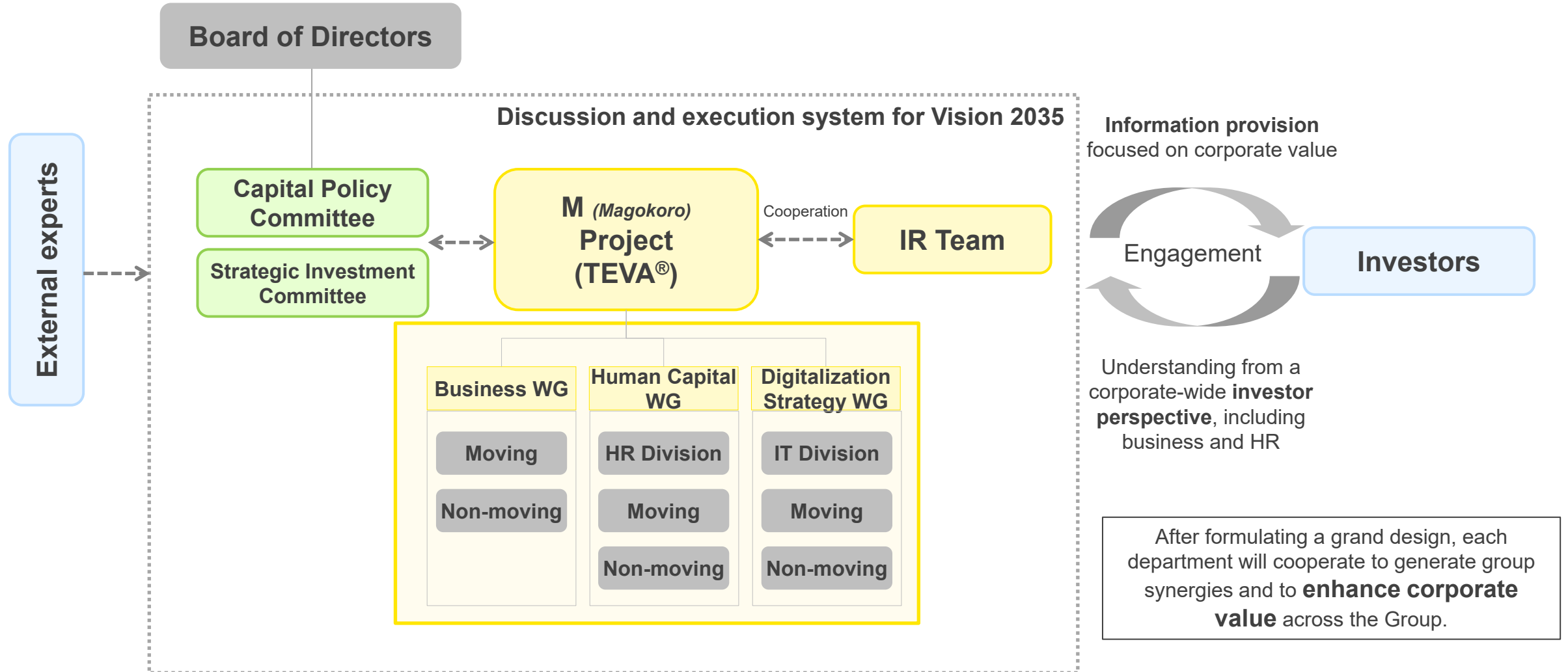
Note: The diagram covers only domestic operations. \* Moving business includes large-scale relocations, overseas moving, and warehousing.

# Promoting IT Strategy as a Metric for Growth Investments to Achieve Magokoro Value

While expanding our service areas based on our own businesses, we will focus on strategic investments in IT, digitalization, AI, and intangible assets **to improve productivity and create added value**. We will also ensure business continuity through strengthened security and advance our IT strategy that supports sustainable growth, assuming the overall optimization of the Group.



# Establishing an Execution System to Achieve Vision 2035 and Promoting Corporate Value Enhancement

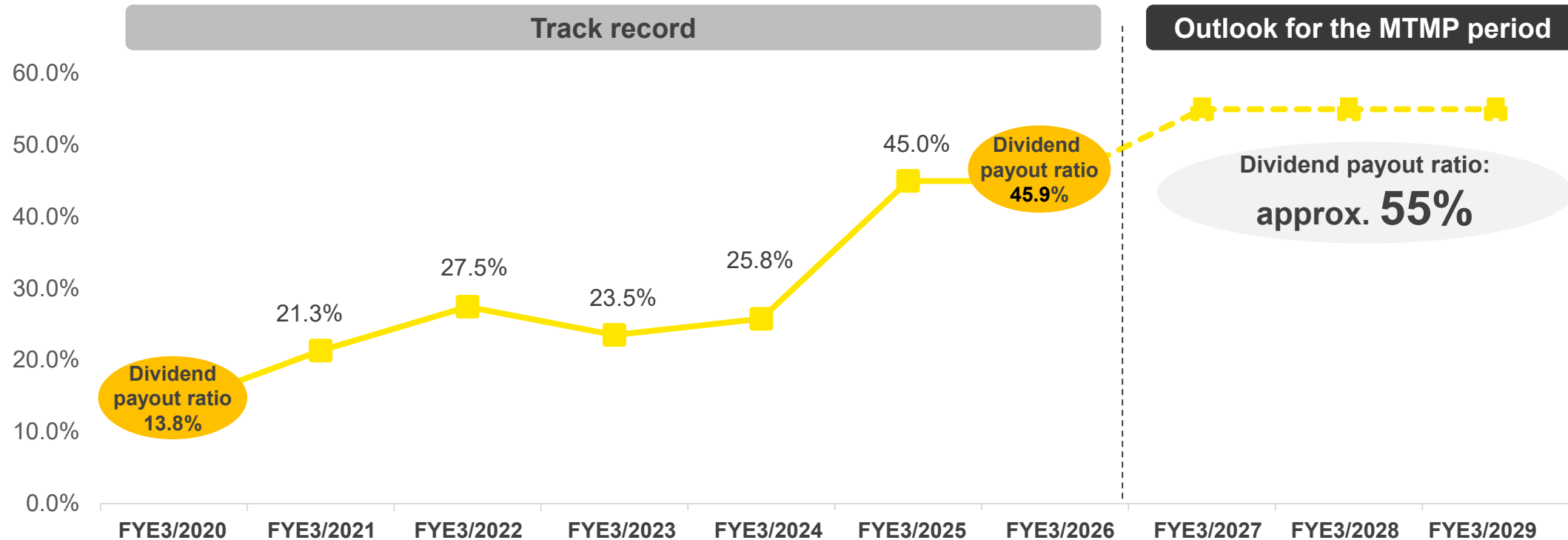


Task force on Enterprise Value Acceleration is a registered trademark of SHIFT Inc.

## 11. Shareholder Return Policy

Setting the Target Dividend Payout Ratio at Approx. 55% While Positioning the MTMP Period as a Foundation-Building Period for Growth Investments  
Planning to Implement Shareholder Returns with a Focus on Capital Efficiency

We plan to maintain a dividend payout ratio of 55% of forecast profit for the MTMP period as a temporary measure during this foundation-building period for growth.



# Inheriting the founder's *Magokoro* Management Philosophy and Spirit and Delivering Our Unique Shareholder Benefits with Gratitude to Shareholders

## Shareholder benefits

No. of shares held	Continuous holding period	Record date	Timing of delivery	Benefit details: Choose one
100 shares or more	One year or more	End of March	Around June	<ol style="list-style-type: none"> <li>Iwate-grown Ginga no Shizuku rice (5kg),</li> <li>QUO card worth ¥2,000,</li> <li>Catalog gift worth ¥3,000, or</li> <li>Donation to Sakai City World Heritage Preservation and Utilization Promotion Fund</li> </ol>
300 shares or more	One year or more	End of March	Around June	<ol style="list-style-type: none"> <li>Iwate-grown Ginga no Shizuku rice (5kg),</li> <li>QUO card worth ¥2,000,</li> <li>Catalog gift worth ¥3,000, or</li> <li>Donation to Sakai City World Heritage Preservation and Utilization Promotion Fund</li> </ol>
		End of Sept.	Around Nov.	<ol style="list-style-type: none"> <li>Iwate-grown Ginga no Shizuku rice (5kg),</li> <li>QUO card worth ¥2,000, or</li> <li>Catalog gift worth ¥3,000</li> </ol>
300 shares or more	Three years or more	End of March	Around June	<ol style="list-style-type: none"> <li>Iwate-grown Ginga no Shizuku rice (5kg),</li> <li>QUO card worth ¥2,000,</li> <li>Catalog gift worth ¥3,000, or</li> <li>Donation to Sakai City World Heritage Preservation and Utilization Promotion Fund</li> </ol>
		End of Sept.	Around Nov.	<ol style="list-style-type: none"> <li>Iwate-grown Ginga no Shizuku rice (5kg),</li> <li>QUO card worth ¥3,000, or</li> <li>Catalog gift worth ¥3,000</li> </ol> <p>* In addition to the above benefits, shareholders will also be eligible to enter drawings for the following prizes:</p> <ul style="list-style-type: none"> <li>- Ueno Zoo special benefit tickets: 100 pairs (200 people)</li> <li>- Osaka Evessa home game tickets: 30 pairs (60 people)</li> </ul>

### Why we offer rice as a shareholder benefit

The reason why we deliver rice as a shareholder benefit is rooted in the founder's unchanged belief, passed down since our founding.



Founder  
Kenichiro Tajima

In the early days, when visiting customers to present moving estimates, the founder gave rice as a token of appreciation. However, this was never intended as a mere complimentary gift. Based on the belief that “because it is given free of charge, it should be truly excellent,” the founder personally traveled to Iwate Prefecture to verify the quality and select the finest variety.

This commitment to even the less visible details has been part of our corporate culture since the beginning. The accumulation of small but thoughtful efforts and choices—though they may go unnoticed—ultimately leads to customer trust and differentiation from competitors. This philosophy is still alive in our business operations today.

The rice we deliver to our shareholders embodies the founder's belief and our spirit of *Magokoro*. It is more than just a shareholder benefit; it is also an opportunity to experience our values and history. We intend to continue cherishing this practice going forward.



## Aim to Achieve ROE of 10%, Valuation Strategy That Focuses on Capital Efficiency

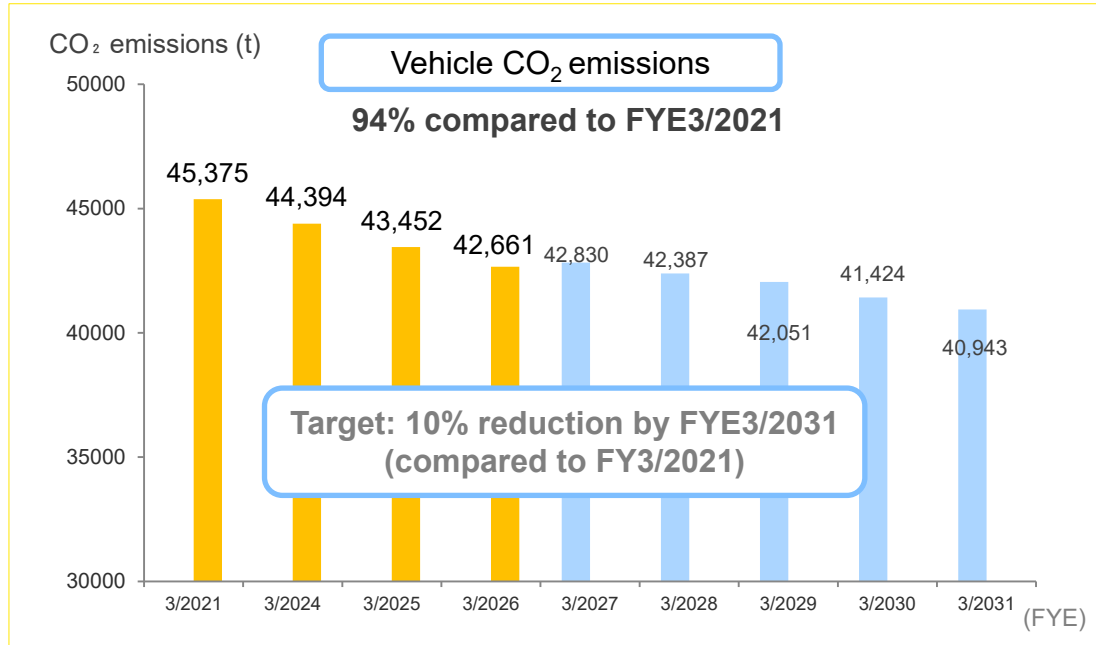
We plan to achieve ¥150.0 bn in net sales for the final year of the MTMP period.

For three years, we will set the dividend payout ratio at 55% and limit the accumulation of equity.

	FYE3/2026 Results	FYE3/2027 Full-year earnings forecast	FYE3/2029 Final year target of MTMP 2029
<b>Net sales</b>	¥124.7 bn	¥130.0 bn	¥150.0 bn
<b>ROE</b>	8.9%	8.8%	10%

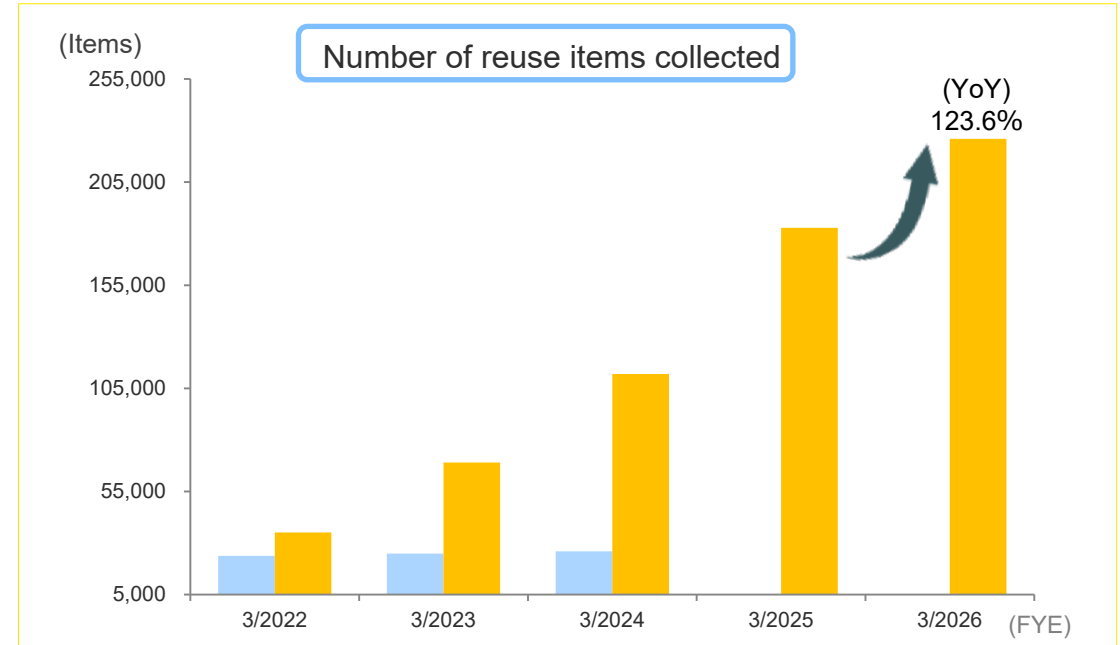
# Sustainability-Related Initiatives Essential to Achieving the Sustainable Growth with *Magokoro Value*

## CO<sub>2</sub> emissions reduction efforts



Most critical challenge in the logistics industry: CO<sub>2</sub> reduction  
 Reduction target: Achieve a 10% reduction in CO<sub>2</sub> emissions by FYE3/2031 (compared to FYE3/2021)  
 We will continue taking initiatives to reduce CO<sub>2</sub> emissions.

## Collection of reuse items



Promote decarbonization through our moving services  
 Number of reuse items collected: up 123.6% year-over-year  
 Strengthen customer outreach by sales staff to generate synergy effects

**MTMP 2029**  
(FYE3/2027–FYE3/2029)

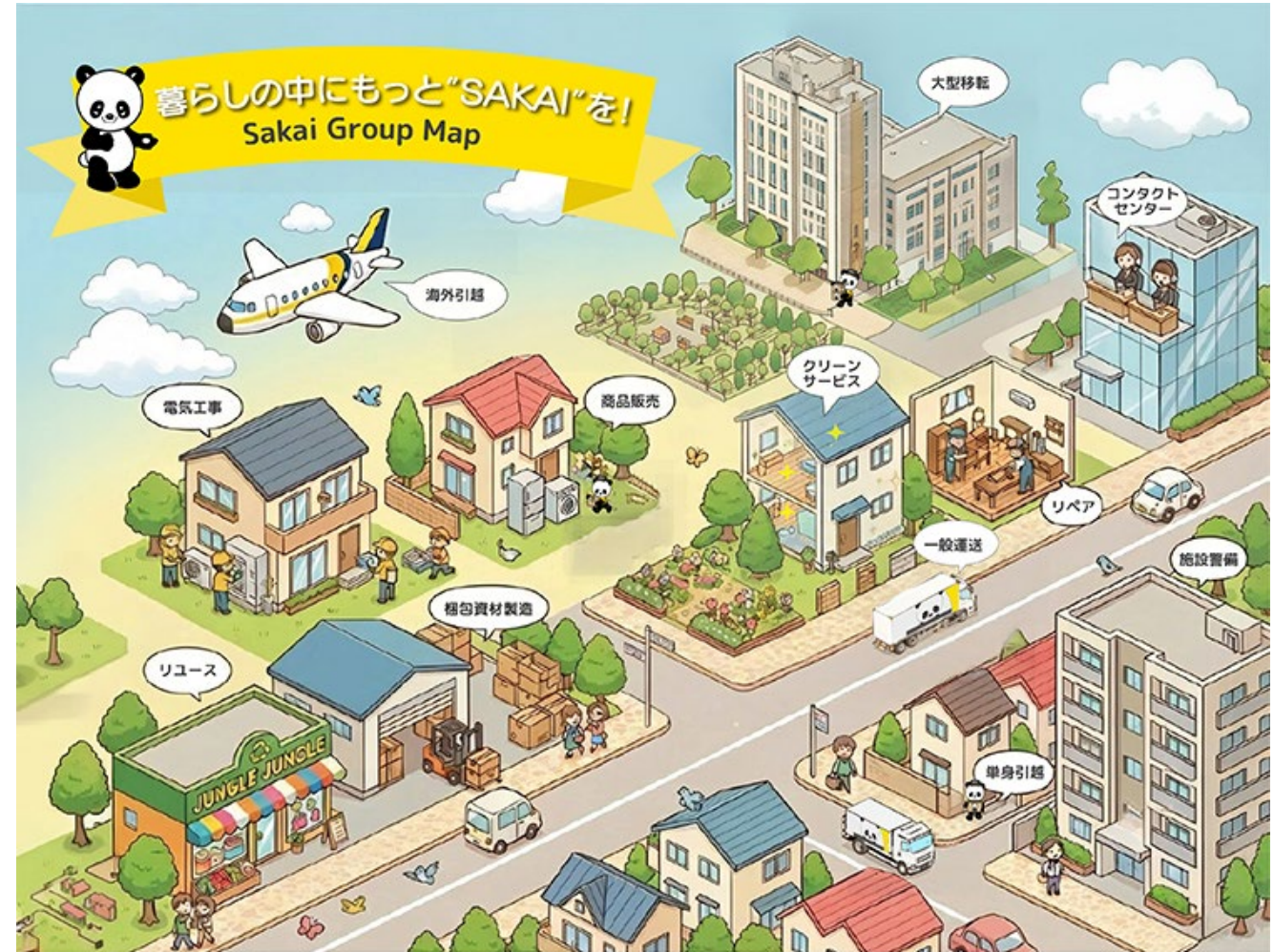
## **New Magokoro Management** (foundation building)

~Three pillars of growth over the next three years~

- ▶ Value definition: High quality, advanced technology, and strong brand
- ▶ Deepening: Capability to handle all types of moving (B2B, B2G, large-scale relocations)
- ▶ Evolution: Moving alliance strategy

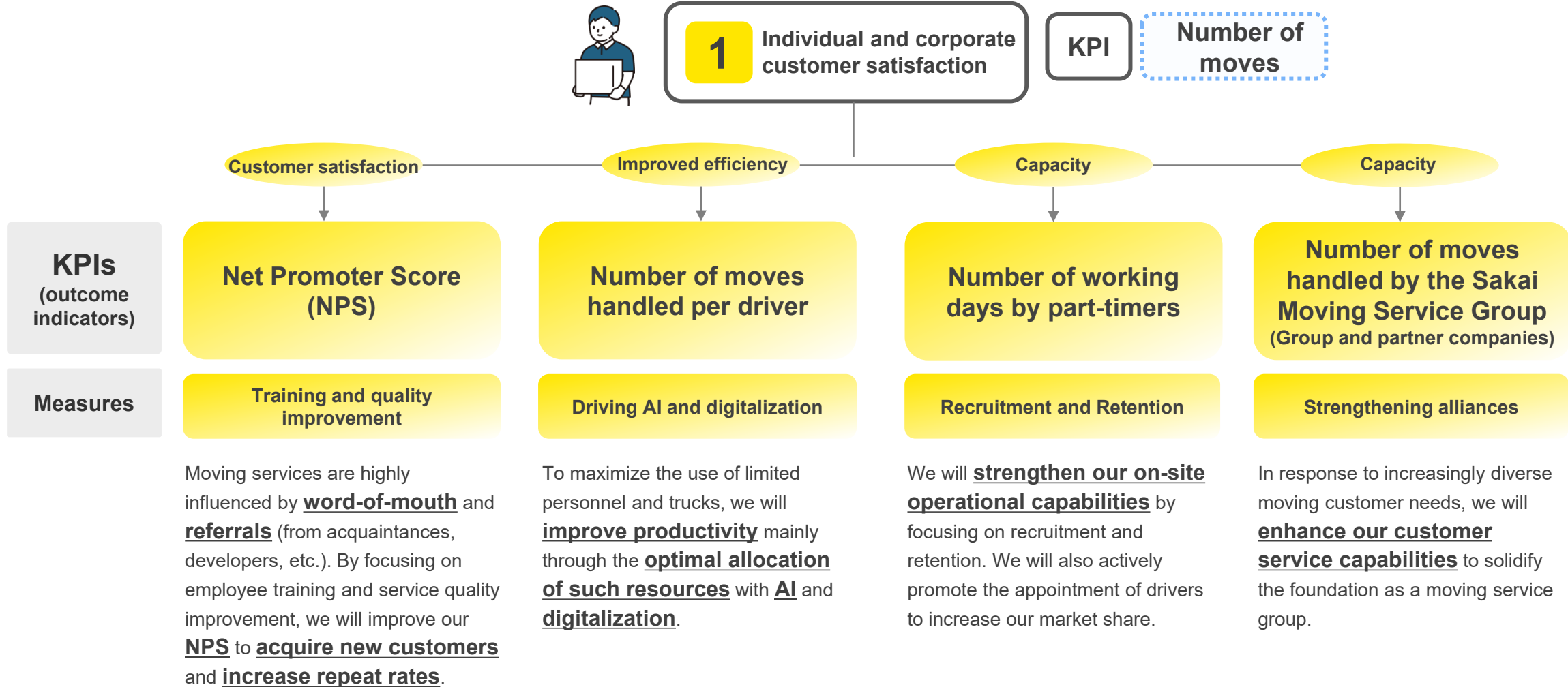
## **Becoming the World's Leading** **New-Life Support Group**

Bringing Sakai closer into everyday life

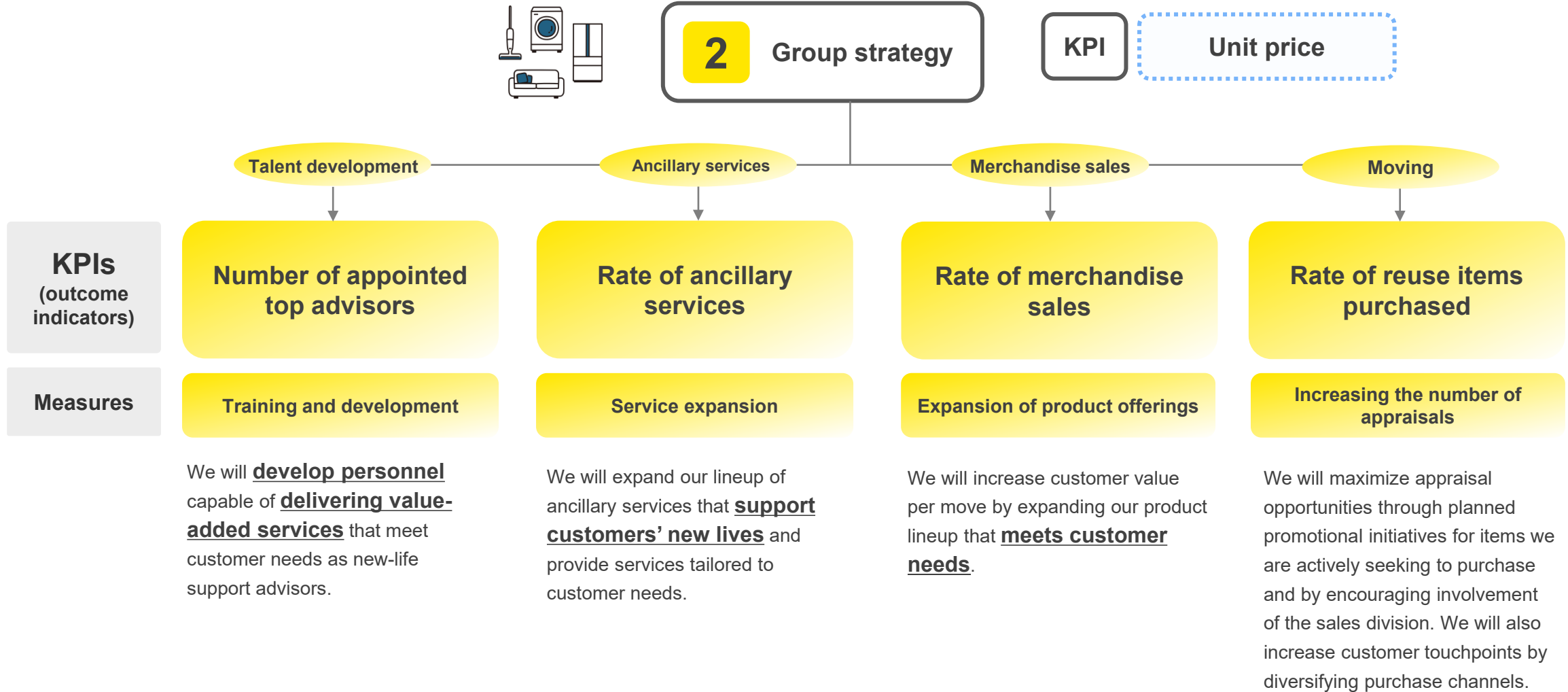


# Appendix

# Measures to Improve KPIs Linked to Growth in the Number of Moves



# Increasing Sales per Move Through Improved KPIs for Ancillary Services in the Moving Business



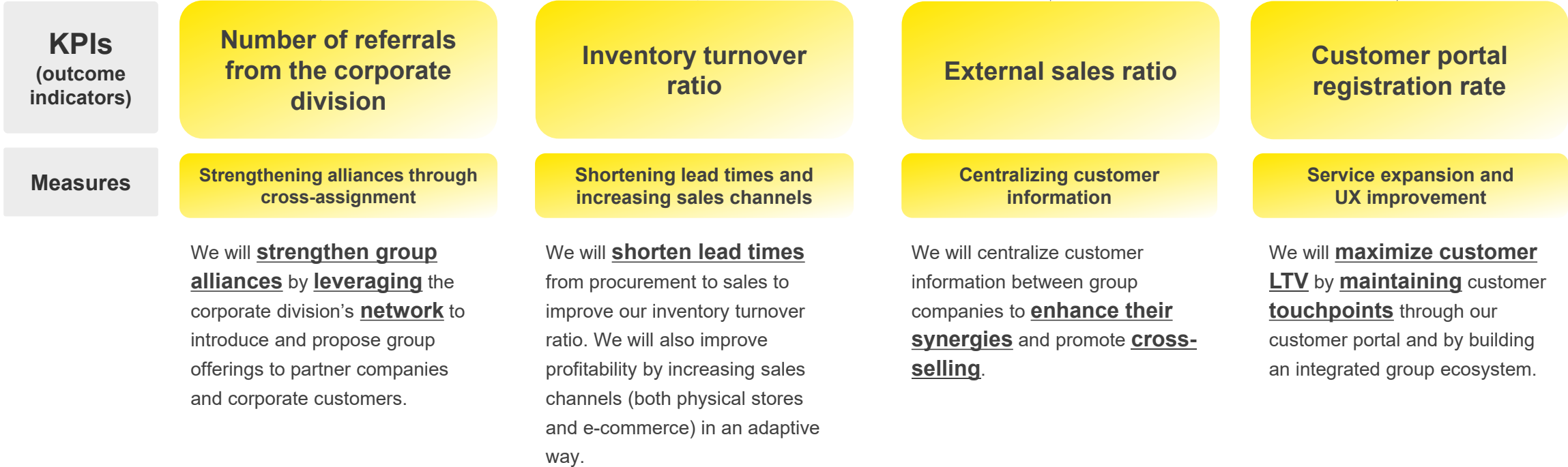
# Driving Group-wide Growth Through Improved KPIs with a Focus on Synergies Between Group Companies



**3** Bringing Sakai closer into everyday life

KPI

Group sales

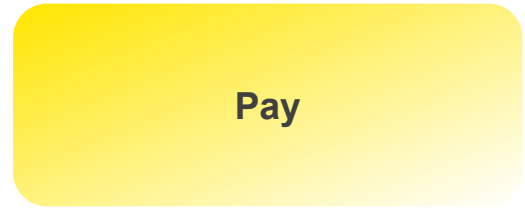


# Aiming at Continuous Sales Growth Through Improved Employee Engagement and Retention Rate

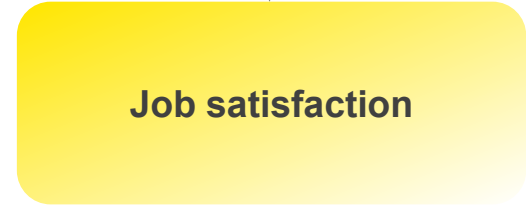


**KPIs**  
(outcome indicators)

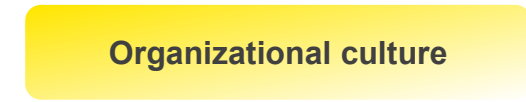
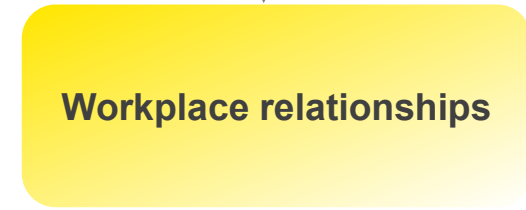
**Measures**



We will review programs to better reflect employees' personal growth in pay to improve employee satisfaction. We will also expand and enhance incentives for the employee stock ownership plan and support programs for licenses and certifications.



We will focus on providing more reskilling opportunities by improving learning environments. We will also reduce operational burdens through the adoption of IT tools in frontline divisions, thereby allowing employees to take a more proactive role in value creation and work in an environment where they can experience personal growth.



We will hold events whose participants are employees and their families. We will also foster an organizational culture in which employees can take pride in working for Sakai by promoting communication through interviews.

This presentation has been prepared for the purpose of providing a better understanding of us and is not intended to solicit investment in us.

While we have exercised due care in preparing this presentation to ensure accuracy, we do not guarantee its completeness. We assume no responsibility for any loss or damage arising from the use of the information contained herein.

Forward-looking statements regarding future performance contained herein are based on information available at the time of publication and include inherent risks and uncertainties. Accordingly, actual results may differ materially from such forward-looking statements due to various factors.