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May 13, 2026

Company name: FUJI KYUKO CO., LTD.

Representative: Koichiro Horiuchi, President and Representative Director

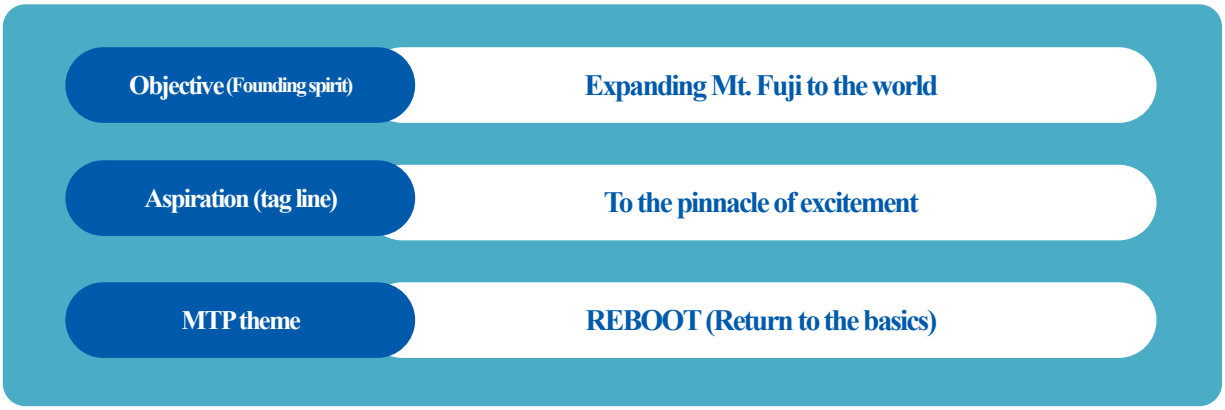
(Securities code: 9010; Tokyo Stock Exchange Prime Market)

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Establishment of Fujikyu Group's Medium-Term Management Plan (MTP) for Fiscal Years 2026–2028 (Three Years)

FUJI KYUKO CO., LTD. (the "Company") hereby announces that, at a meeting of the Board of Directors held on May 13, 2026, it resolved the establishment of a plan for fiscal years 2026-2028 (three years) as described below.



[Key policies]

1. Rebuilding the business that starts from customer experience value
   - Expand and deepen targets on the basis of four types of customer experience value
   - Promote cross-selling through the strengthening of data marketing focused on "Fujiyama Connect" and the enhancement of collaboration in and outside the Group
2. Strengthening growth investments toward the maximization of the future CF
   - Maximize the future CF through major growth investments largely in "Leisure Services" and "Transportation," which are revenue sources and growth drivers
   - Aim to further improve corporate value by conducting proper BS management toward practicing management that is conscious of cost of capital
3. Promoting cross-organizational entertainment projects
   - Form core projects in a timely manner and advance them creatively and flexibly to improve customer life time value (CLTV) through collaboration in and outside the Group
   - As one of such projects, launch a core project "ULTRA Q" that is aimed at expanding and connecting the Company's amusement park functions (entertainment properties), including Fuji-Q Highland, Sagamiko Resort "MORI MORI," and Grinpa, to other facilities/services (e.g., cross-selling between the Company's facilities)

[Target management indicators]

		Result for the fiscal year ended March 31, 2026	Target for the fiscal year ending March 31, 2029
1	Operating revenue	53.5 billion yen	63.0 billion yen
2	Operating profit	8.8 billion yen	10.5 billion yen
	(EBITDA (Operating profit + Depreciation))	(14.3 billion yen)	(18.5 billion yen)
3	Ordinary profit	8.6 billion yen	9.8 billion yen
4	Profit attributable to owners of parent	5.8 billion yen	6.2 billion yen
5	Operating profit rate	16.4%	16.7%
6	ROA	8.5%	8.2%
7	ROE	15.0%	12% or higher Mid- to long-term: 14% or higher
8	Net DE ratio	0.8	1.0 or less
	(Net interest-bearing debt balance)	(31.3 billion yen)	(Around 38.0 billion yen)

[Key indicator]

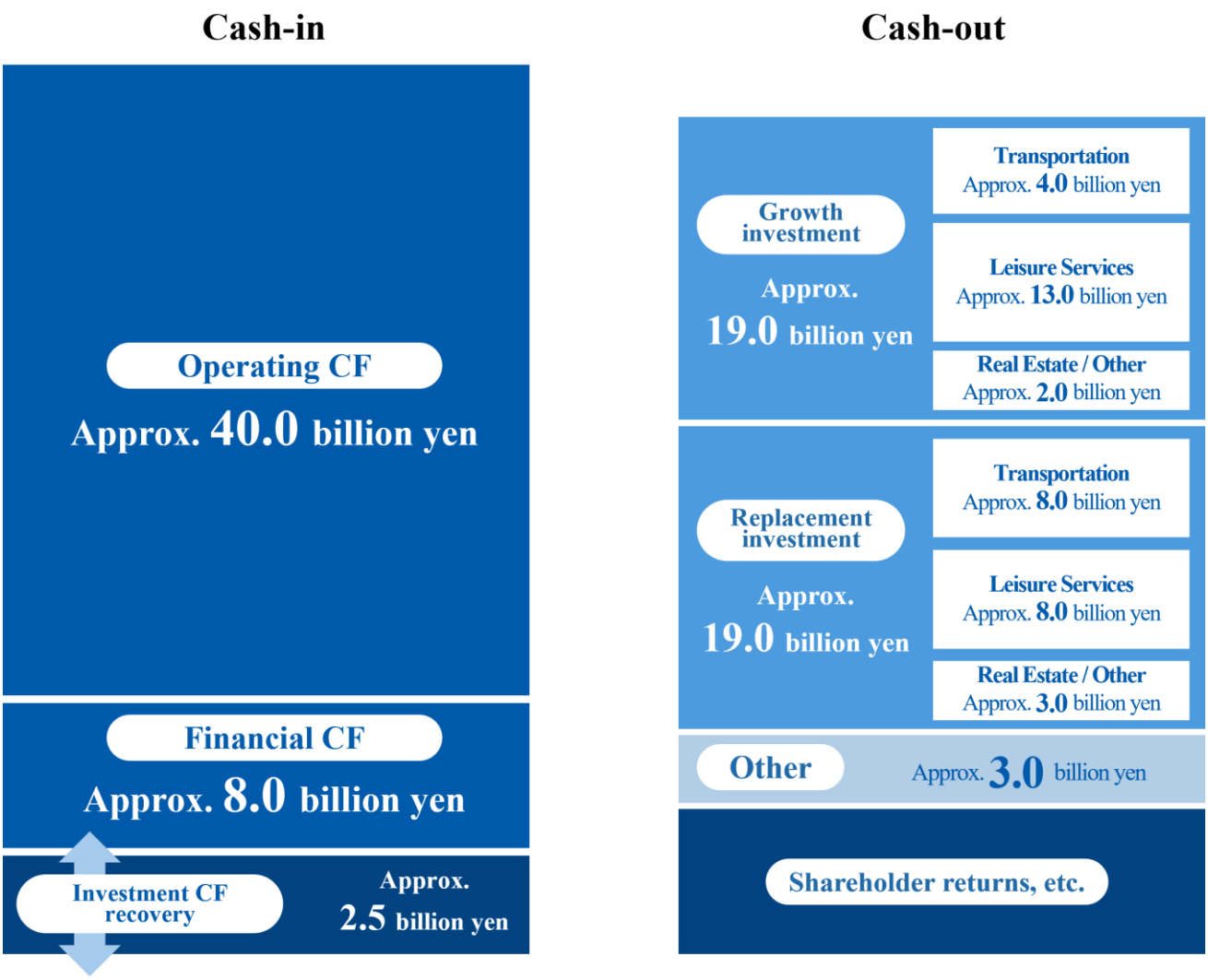
	Result for the fiscal year ended March 31, 2026	Target for Mid- to long-term
Number of people who use the Company's group in the Greater Mt. Fuji area	19.39 million	30 million

[Shareholder returns]

- The basic policy is to pay continuous and stable dividends.
- Aim to increase the dividend amount through profit growth by comprehensively taking into account financial results, DOE, and a consolidated payout ratio of around 30%.
- Flexible acquisition of treasury shares

[Cash allocation]

- The policy is to strategically allocate funds procured through business activities, debt financing, or by other means primarily to growth investments in order to maximize the future CF.
- We have set a policy to reduce cross-shareholdings, with a target ratio of below 20% of net assets.
- Under the basic policy of stable dividends and flexible acquisition of treasury shares, regard shareholder returns as a means of BS management.



[Medium-term policy toward improving corporate value (achieving management that is conscious of cost of capital and stock price)]

Aim to achieve an ROE of 14% or higher, which exceeds the cost of equity, in the medium to long term.

