November 4, 2026
Kawasaki Kisen Kaisha, Ltd.

"K" LINE Announces Medium-Term Management Plan (FY2027-FY2031) Alongside AI & Digital Strategy and Environmental Vision

Kawasaki Kisen Kaisha, Ltd. ("K" LINE) has now formulated a medium-term management plan covering the period from FY2027 to FY2031 ("Medium-Term Management Plan"). To coincide with this, "K" LINE formulated the "K" LINE AI & Digital Strategy ("AI & Digital Strategy") and also revised "K" LINE Environmental Vision 2050 — Blue Seas for the Future — ("Environmental Vision").

1. Medium-Term Management Plan (FY2027 - FY2031)

Under the Medium-Term Management Plan, with "Shipping Redefined." as its theme, "K" LINE will leverage its strength "integrated capability" from front lines of our businesses, to expand from the core marine transportation business into adjacent fields such as maritime industry, logistics, and energy / various supply chains. "K" LINE will combine businesses and functions to enhance the value and achieve improvement in competitiveness and profitability. Additionally, while ensuring financial soundness, "K" LINE will work to optimize capital allocation through growth investment and shareholder returns.
Toward achieving an ROE of 15% or higher over the medium to long term, "K" LINE will pursue profit growth and capital efficiency improvement as two key pillars and aim to enhance corporate value.

- Theme of the Medium-Term Management Plan



川崎汽船株式會社
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KAWASAKI KISEN KAISHA, LTD.
Corporate Sustainability, Environment Management, IR and Communication Group

- Strategic Approach
  - Leverage "K" LINE's "integrated capability" from the front lines of our businesses to combine businesses and functions in areas where the strength can be utilized, thereby enhancing the value and achieve business growth and improvement in profitability.

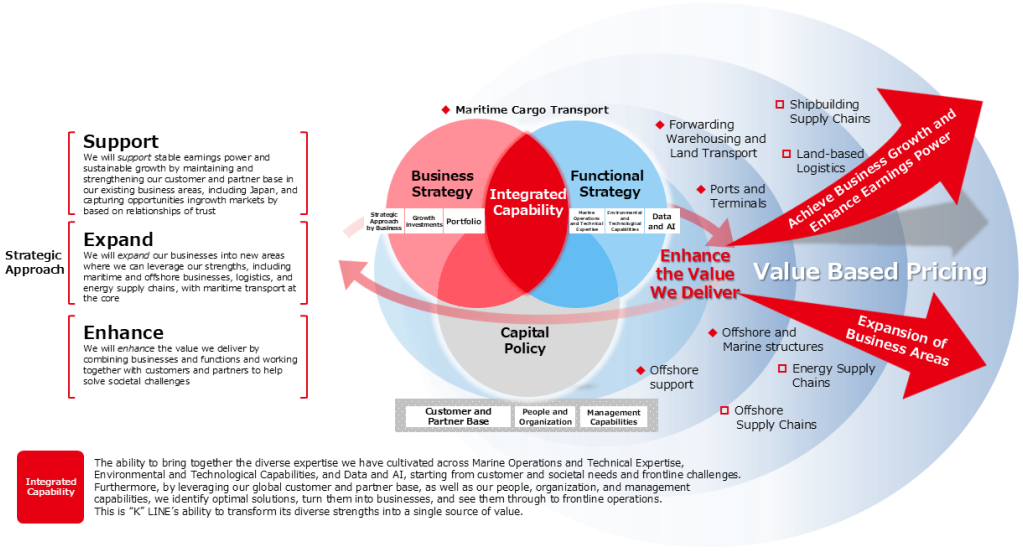


Image of Strategic Approach

- Goals
  - Aim to enhance corporate value by pursuing profit growth and capital efficiency improvement as two key pillars.
  - KPIs (FY2031 targets)
    - ROE: 15% or higher (Companywide)
    - Net income: 120.0 billion yen + α ("K" LINE's own businesses)
    - Equity ratio: around 40–50% (Companywide)
    - ROIC: 7.5% or higher (Companywide)

- Cash Allocation (cumulative total during the Medium-Term Management Plan period)
  - Operating cash flows : 1.0–1.1 trillion yen
  - Financial cash flows : 600.0 billion yen
  - Investing cash flows (net) : 900.0 billion yen (inflow: 200.0 billion yen / outflow: 1.1 trillion yen)
  - Shareholder returns : 700.0–800.0 billion yen (planned dividends of 120 yen per share, equivalent to 350.0 billion yen), plus responsive additional return delivery of 350.0-450.0 billion yen (through dividends or share repurchase)

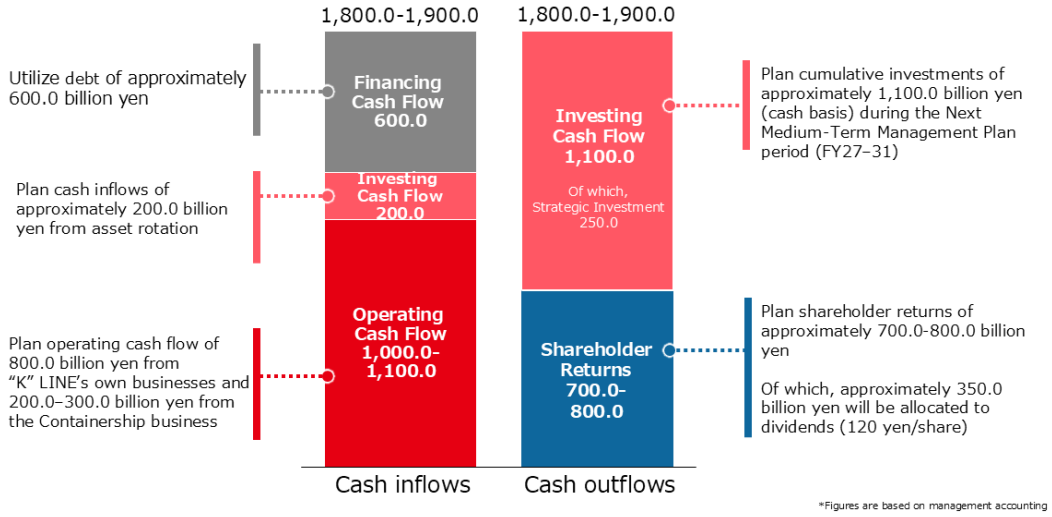


Image of Cash Allocation Breakdown

2. AI & Digital Strategy

"K" LINE formulated a Digital Transformation (DX) strategy in December 2021 and has been working on laying the foundations for driving DX and transforming business operations. Under the newly formulated AI & Digital Strategy, "K" LINE anticipates what the maritime shipping industry will look like in the future in view of developments in data, AI and other digital technologies and clearly sets out priority issues to be addressed during the period of the Medium-Term Management Plan. Through data and AI, "K" LINE will give depth and breadth to its "integrated operational capability" and further enhance the core value it provides in the form of safe and reliable transportation, as a reward to stakeholders.

3. Environmental Vision

In light of changes in environmental issues and societal demands, "K" LINE revised its Environmental Vision for the third time since its formulation in 2015, marking its first revision since 2021. "K" LINE will aim for net zero greenhouse gas emissions across Scope 1, 2 and 3 by 2050. It also set an interim target of improving Scope 1 CO_2 emission efficiency by 40% from the 2024 level by 2035 and is working on initiatives in conjunction with the Medium-Term Management Plan.

"K" LINE Group will drive initiatives based on the Medium-Term Management Plan, AI & Digital Strategy and Environmental Vision in an integrated manner. With safety in navigation and cargo operations as the basis for all business activities, the Group will further enhance its "integrated operational capability" and aim to realize "maritime shipping redefined" and sustainable enhancement of its corporate value.

[Related link]
Medium-term Management Plan (FY2027 - FY2031):
https://www.kline.co.jp/en/ir/management/strategy.html
AI & Digital Strategy:
https://www.kline.co.jp/en/sustainability/dx_strategy.html
Environmental Vision:
https://www.kline.co.jp/en/sustainability/environment/management.html

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