KASUMIGASEKI CAPITAL

Kasumigaseki Capital Co., Ltd.

Full-Year FYE8/2025 Financial Results

Oct. 3, 2025

Kasumigaseki Capital Co., Ltd.

TSE Prime Market (Securities Code: 3498)

Index

1 Topics

FYE8/2025 Financial Summary

FYE8/2025 Financial Results	■ **Net income: ¥10.2 billion** **Achieved the targets of the Phase 1 Medium-Term Management Plan (FYE8/22 to FYE8/26) one year ahead of schedule.** ■ **Completed our business model in three domestic segments** through the listing of the Hotel REIT and the establishment of private placement funds in logistics and healthcare. ■ In FYE8/25, success fees accounted for approx. 30% of gross profit, **establishing a robust, multi-layered earnings base.** ■ Dividend for FYE8/25 was **¥240 per share.** Dividend for FYE8/26 is scheduled to increase to **¥165 per share (¥330 per share before stock split *).**
Progress of the Phase 2 Medium-Term Management Plan	■ **The sum of AUM** and pipeline reached ¥663.6 bn in total project value (up ¥172.0 bn from the end of FYE8/24).** ■ **Built up inventory*** to ¥53.3 bn, securing sufficient stock to meet the FYE8/26 target.** ■ **Business domains are expanding and deepening across each segment.** A clear outlook for achieving the Phase 2 MTMP (FYE8/25 to FYE8/29) ・**Logistics: Development of frozen & chilled warehouses in ASEAN; Factory & Logistics Park (provisional name)** ・**Dubai: Development projects utilizing fund schemes** ・**Hotel: Considering hotel business in the United States** ■ **Revised upward the net income forecast for the FYE8/26 from ¥15.0 bn to ¥16.5 bn**

* On September 1, 2025, our company conducted a two-for-one stock split of its common shares.
** AUM stands for "Assets Under Management," referring to the total value of assets under management.
At our company, this means the total project value of businesses under asset management or project management.
*** Inventory is the sum of real estate for sale and costs on development business and other.

Transition to the Management Phase Across Three Domestic Businesses

Properties in hotel, logistics, and healthcare businesses have all shifted into the management phase
Completion of our business model in all three domestic businesses

Hotel

Japan's first developer-sponsored, hotel-focused listed REIT

Asset size ¥**49.2** bn

Assets under management **15** properties

Logistics

One of the largest funds in Japan focusing on frozen & chilled warehouses

Asset size ¥**82.0** bn

Assets under management **8** properties

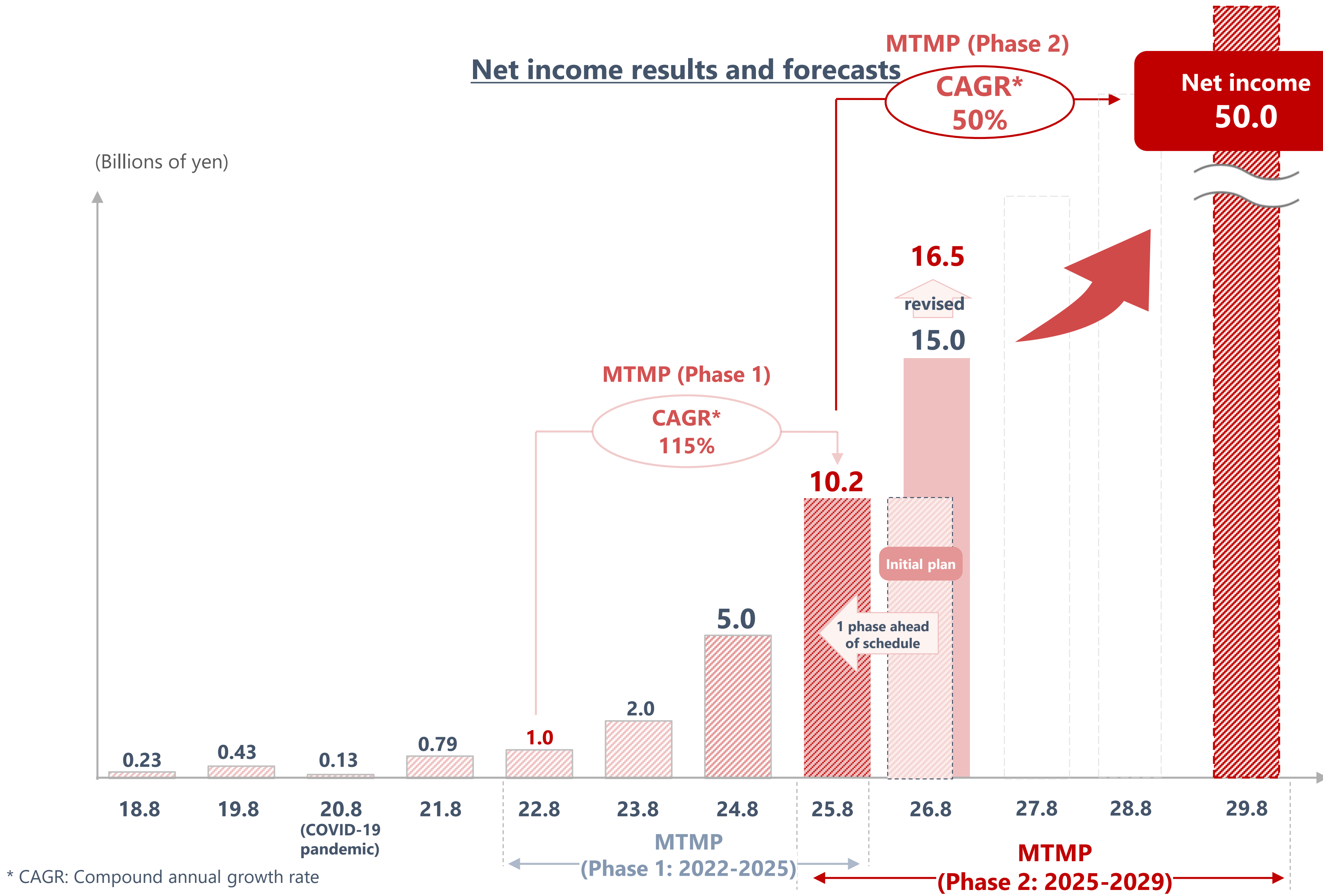
Healthcare

Sold by our Group and co-investors to Mori Trust

Asset size ¥**15.0** bn

Assets under management **6** properties

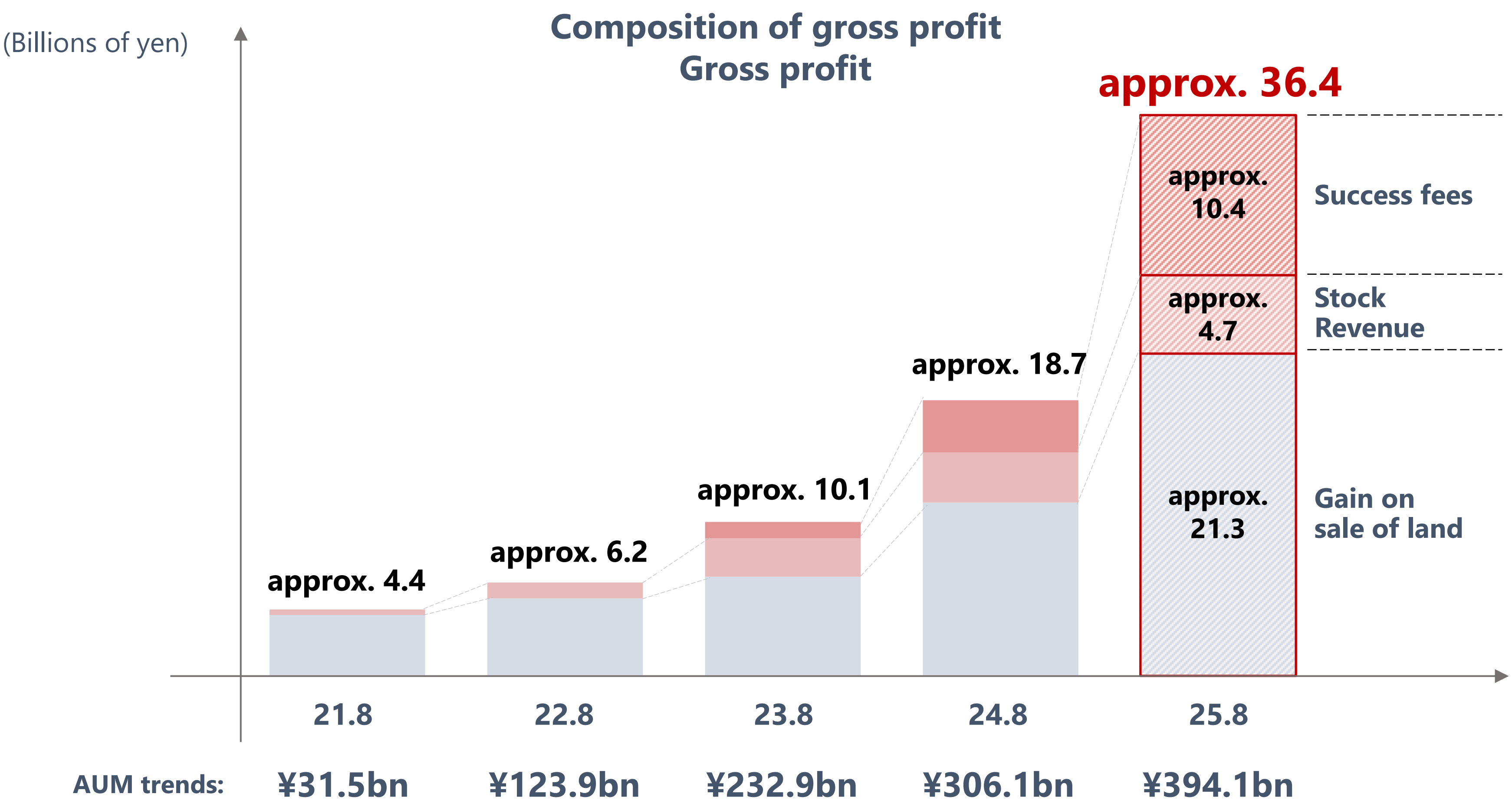
Achieved the Phase 1 Medium-Term Management Plan



* CAGR: Compound annual growth rate

Multi-layered Revenue Portfolio

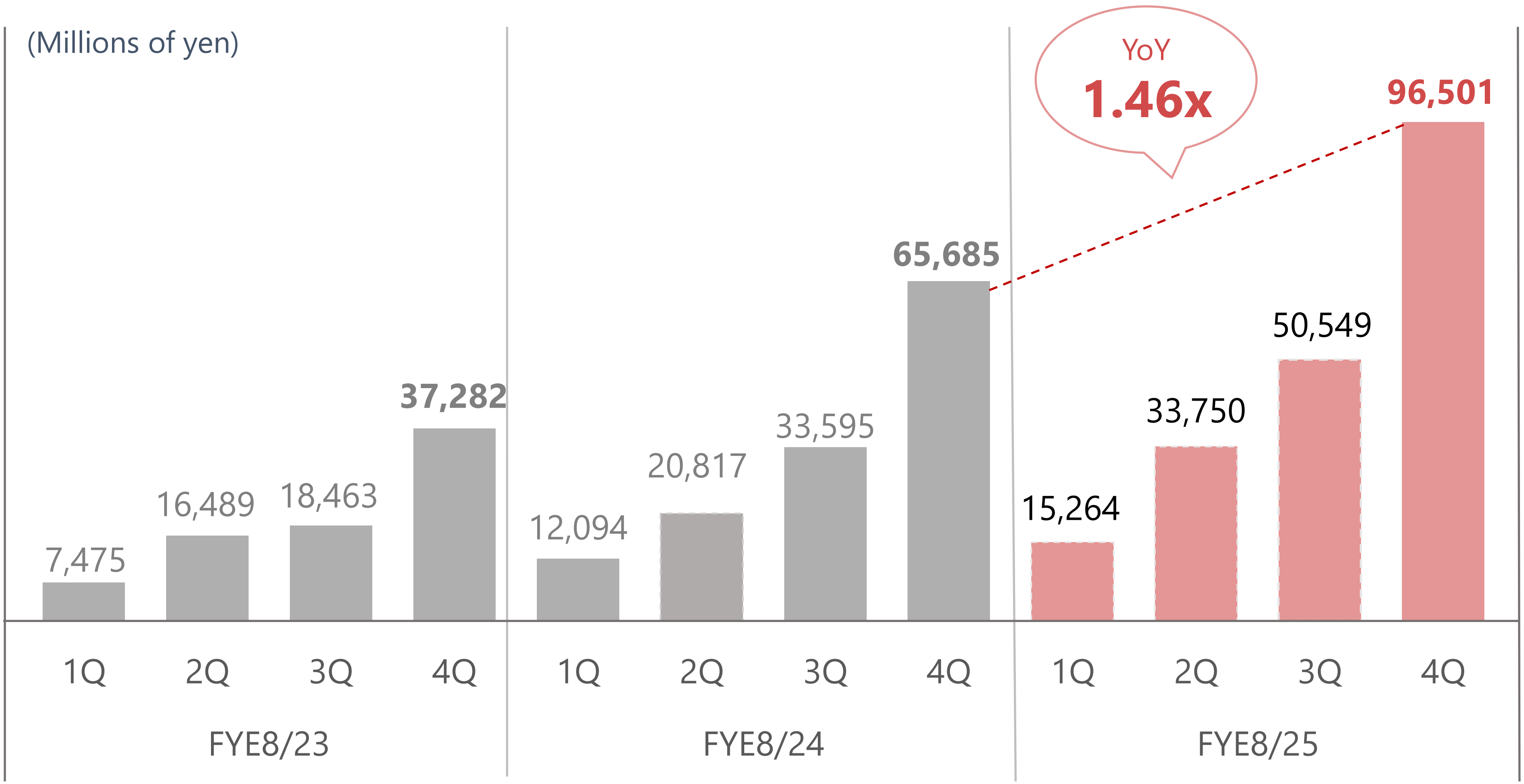
**Our revenue portfolio is developing in multiple layers along with business growth.
Success fees and stock revenue are expected to continue to grow.**



2 Financial Results & Forecast

FYE8/25 Trends in Consolidated Net Sales (Cumulative)

**Each business segment posted growth, with success fees recorded in FYE8/25
In particular, the hotel business was robust, with sales expanding 1.46x YoY**

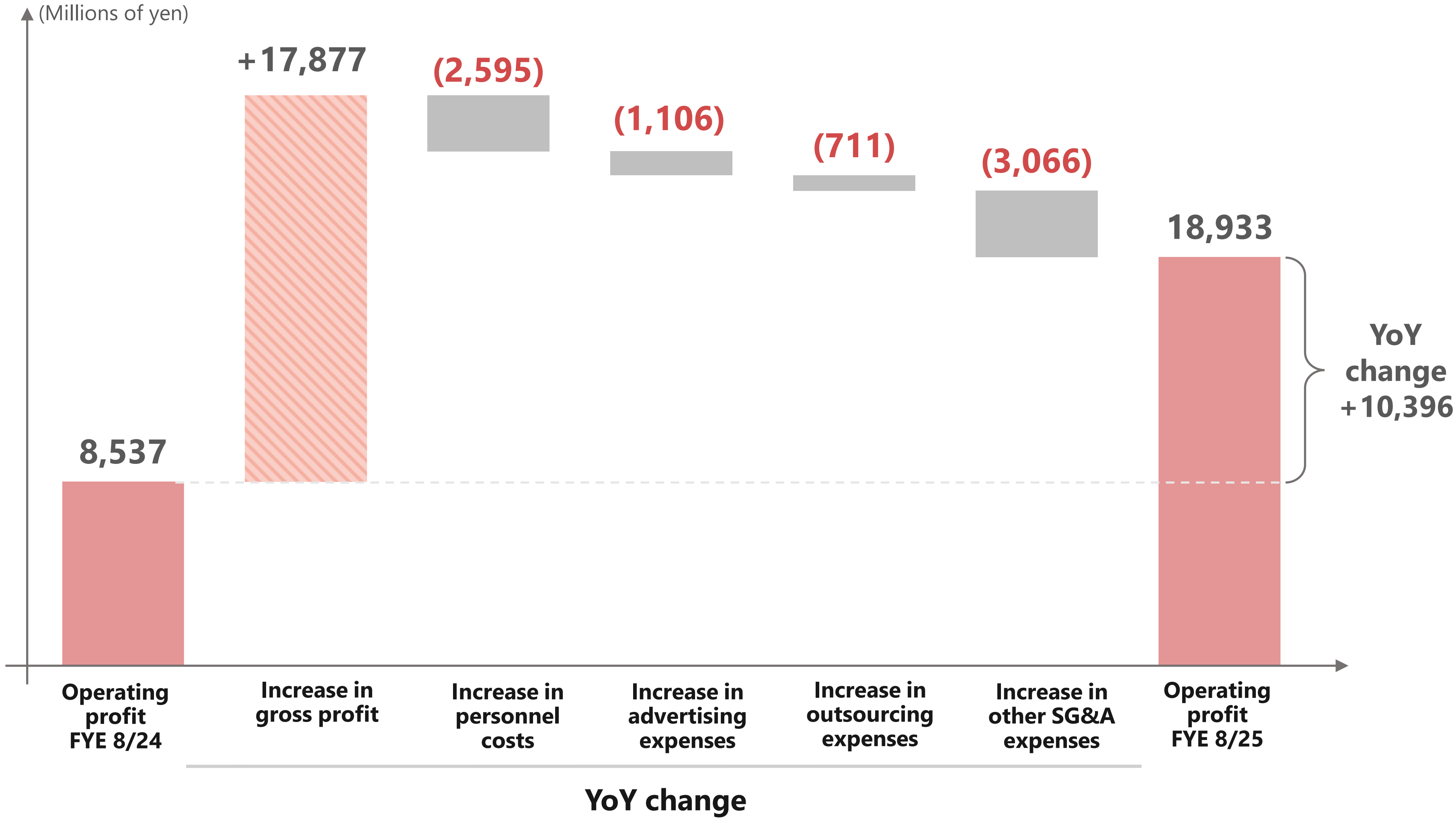


Comparison of FYE8/25 P&L with the Previous Fiscal Year and Forecast

(Millions of yen)	FYE8/24 Actual (A)	FYE8/25 Forecast	FYE8/25 Actual (B)	YoY (B/A)
Net sales	**65,685**	95,000	**96,501**	**146.9%**
Gross profit	**18,559**	–	**36,436**	**196.3%**
Operating profit	**8,537**	16,500	**18,933**	**221.8%**
Ordinary profit	**7,860**	15,000	**17,134**	**218.0%**
Profit attributable to owners of parent	**5,020**	10,000	**10,250**	**204.2%**

FYE8/25 Analysis of Changes in Operating Profit

SG&A rose with workforce expansion and proactive advertising, but remained below the pace of gross profit growth (+96.3% vs. +74.6%), driving operating profit up +121.8%.



BS Comparison FYE8/25 vs Previous Year-End

(Millions of yen)	As of Aug. 31, 2024 (A)	As of Aug. 31, 2025 (B)	Difference (B – A)	% of total assets
Cash and deposits	11,064	24,016	**12,952**	**19.7%**
Accounts receivable - trade, and contract assets	1,709	2,261	**552**	**1.9%**
Real estate for sale, and costs on development business and other	48,670	53,321	**4,651**	**43.9%**
Advance payments	2,408	3,199	**791**	**2.6%**
Other	3,213	4,539	**1,326**	**3.7%**
Total current assets	**67,066**	**87,339**	**20,273**	**71.8%**
Property, plant and equipment	4,488	12,914	**8,426**	**10.6%**
Other non-current assets	5,986	21,326	**15,340**	**17.5%**
Total non-current assets	**10,474**	**34,241**	**23,767**	**28.1%**
Total deferred assets	**7**	**106**	**99**	**0.1%**
Total assets	**77,549**	**121,688**	**44,139**	**100.0%**

(Millions of yen)	As of Aug. 31, 2024 (A)	As of Aug. 31, 2025 (B)	Difference (B – A)	% of total assets
Short-term borrowings	10,780	13,612	**2,832**	**11.2%**
Current portion of long-term borrowings	5,256	13,594	**8,338**	**11.2%**
Other	6,093	12,797	**6,704**	**10.5%**
Total current liabilities	**22,130**	**40,005**	**17,875**	**32.9%**
Long-term borrowings	25,458	16,193	**(9,265)**	**13.3%**
Other	2,220	27,294	**25,074**	**22.4%**
Total non-current liabilities	**27,678**	**43,488**	**15,810**	**35.7%**
Share capital	9,287	9,523	**236**	**7.8%**
Capital surplus	9,206	9,478	**272**	**7.8%**
Retained earnings and other	9,245	19,192	**9,947**	**15.8%**
Total net assets	**27,739**	**38,193**	**10,454**	**31.4%**
Total liabilities and net assets	**77,549**	**121,688**	**44,139**	**100.0%**

FYE8/2025 Project Pipeline and AUM

Built up projects steadily, up ¥172.0 bn from the previous fiscal year-end. Total project value for pipeline & AUM grew to ¥663.6 bn.

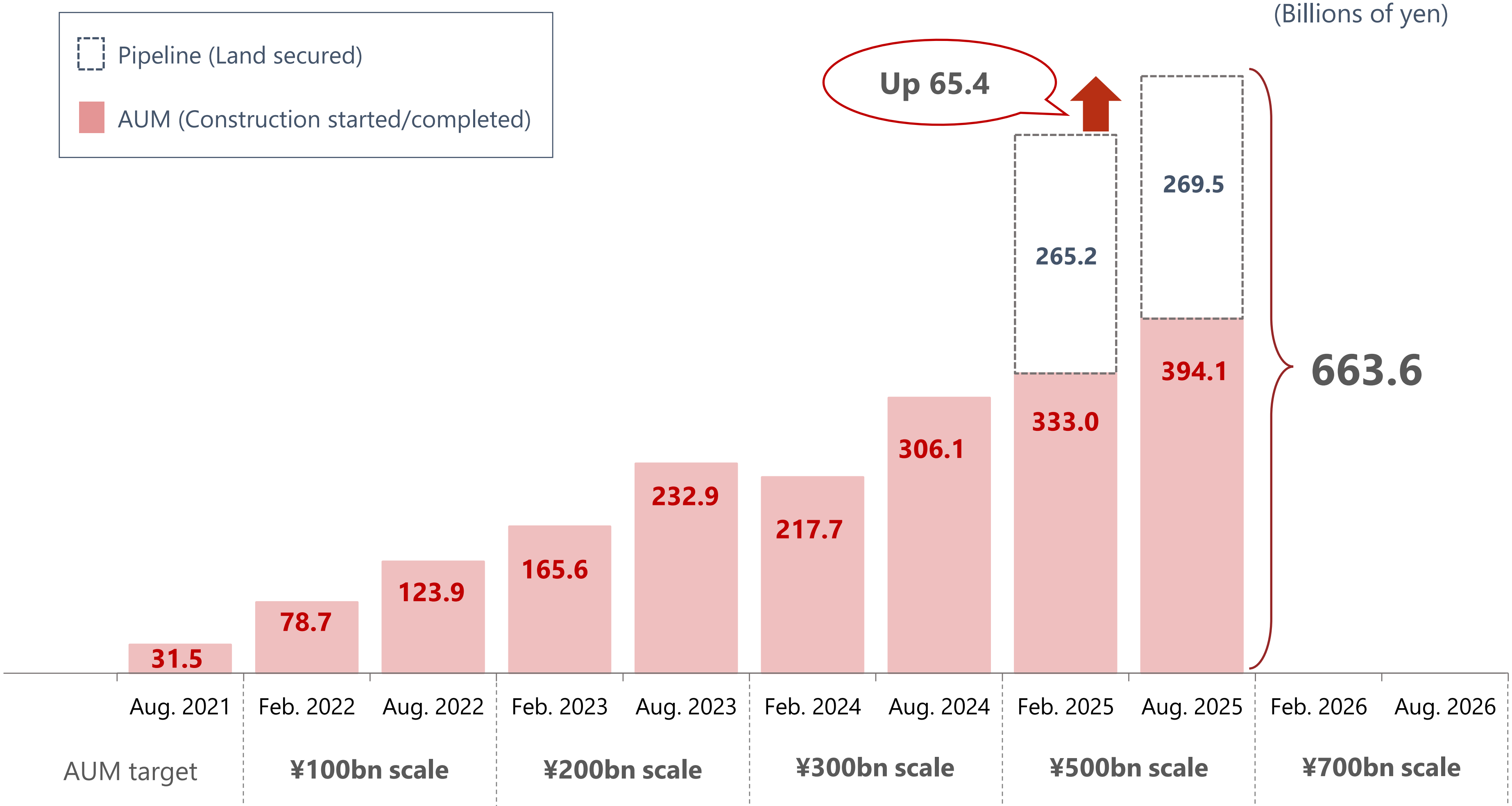
(Billions of yen, unless otherwise stated)

		As of Aug. 31, 2024		As of Aug. 31, 2025		Change (Amount)	Change (%)
		No. of projects	Project value*	No. of projects	Project value*		
Logistics	LOGI FLAG	19	247.5	24	341.1	+93.6	+37.8%
Hotel	FIG HOTELS	44	158.0	56	246.5	+88.5	+56.0%
Healthcare	CLASWELL	15	37.0	17	45.1	+8.1	+21.9%
Alternative investment	Overseas Business	8	15.6	9	25.7	10.1	+64.7%
Alternative investment	Residential funds	13 (4 funds)	33.4	6 (1 fund)	5.1	(28.3)	(84.7%)
Total		99	491.6	112	663.6	+172.0	+35.0%

* Project value represents the total value of projects (including certain undisclosed projects) within each business on a cost basis.

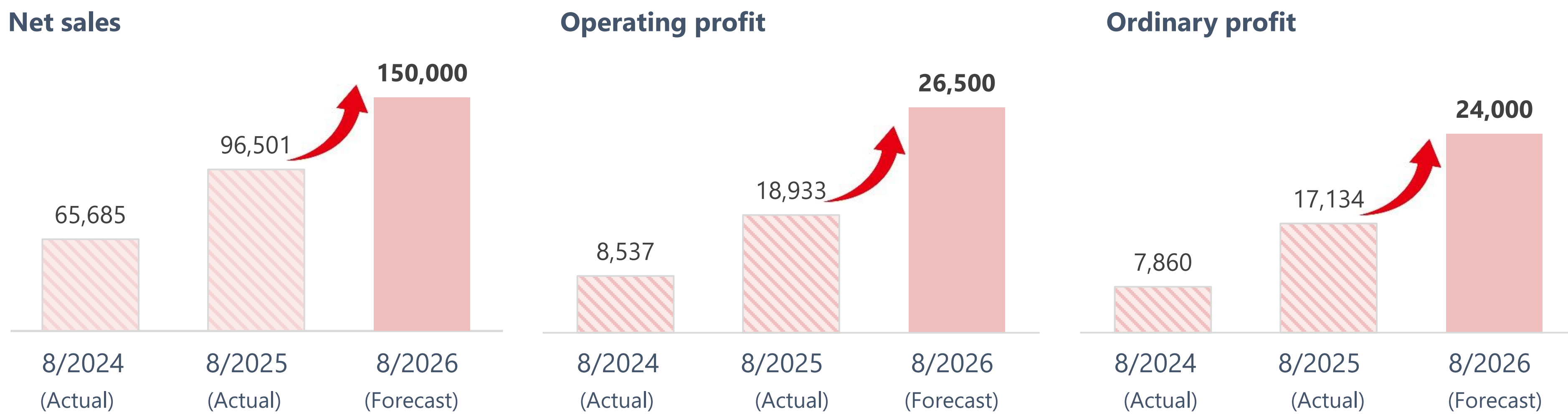
FYE8/2025 Progress of AUM

Total project value, including pipeline, reached ¥663.6 bn.
Average size of newly acquired projects has grown 2.5x in 5 years.



KASUMIGASEKI CAPITAL

FYE 8/2026 Performance Forecast



(Millions of yen)	FYE8/25 (Actual)	FYE8/26 (Forecast)	YoY
Net sales	96,501	150,000	**155.4%**
Operating profit	18,933	26,500	**140.0%**
Ordinary profit	17,134	24,000	**140.1%**
Profit attributable to owners of parent	10,250	16,500	**161.0%**
EPS (yen/share)	¥520.37*	¥834.86	**160.4%**

* The Company conducted a 2-for-1 share split of its common shares on Sep. 1, 2025. The amount is calculated on the assumption that the share split was conducted at the beginning of the FYE8/2025.

3 Business Overview

1. Hotel Business
2. Logistics Business
3. Healthcare Business
4. Overseas Business (Dubai)

1. Hotel Business

FIG HOTELS

FAV

stay together, play together
みんないれば、もっと楽しい。

A simple and stylish group-stay hotel that balances efficiency and hospitality.

省人化とホスピタリティを両立した、シンプルスタイリッシュなグループステイ向けホテル。

seven x seven　edit x seven

ラグジュアリーを遊べ
where luxury goes to play

もてなす"から"自由に遊ぶ"へ・ラグジュアリーとセルフホスピタリティが出会い生まれた新たな体験を提供するハイエンドホテル

From "hospitality" to "playful freedom" - a high-end hotel offering a new kind of experience born from the fusion of luxury and self-hospitality.

*BLH
BASE LAYER HOTEL

Support you comfortably. Please take home a memorable and enjoyable experience
快適な滞在と楽しい街遊びを支える基礎的機能を有するホテル

Topics (1): Listing of "Kasumigaseki Hotel REIT Investment Corporation"

Business model circulation through J-REIT listing, accelerating development

KASUMIGASEKI CAPITAL

Extensive pipeline

Hotel operation expertise

Sponsor Support

Hotel development & property supply →

Enhanced profitability through hotel operations →

← Stable earnings from REIT management

KASUMIGASEKI HOTEL REIT

Asset size at listing

15 properties ¥**49.2** bn

Extensive pipeline

No. of properties	Business scale
41 properties*	¥**197.3** bn

* Including those under development/planning and not disclosed.

KPIs for properties included in the REIT **

Initial properties included with upside potential

ADR	Occupancy rate	RevPAR
¥25,858	65.4%	¥16,911

** Average for 11 properties (excluding fixed-rent properties) from April 2024 to March 2025.

Topic (2): Active Buying and Selling of Properties

Quarter	Recognized as revenue (16 projects)		Procured (21 projects)	
1Q Sep. to Nov.	Development phase	Yufuin Hotel PJ Nagoya Naka-ku Hotel Rebranding PJ	Building	Nagasaki Hotel Rebranding PJ Nagoya Naka-ku Hotel Rebranding PJ
	External sale	Sale of 3 Hotel Mid In properties (In front of Meguro Station, Kawasaki Station, and Kuramae Station)	Development site acquired	Fujikawaguchiko Hotel PJ Osaka Honmachi Hotel PJ Asakusa Kaminarimon Hotel PJ +2 new contracts*
2Q Dec. to Feb.	Development phase	Nagasaki Hotel Rebranding PJ Sale of 4 properties in bulk (Nagoya Marunouchi, Kanazawa Katamachi, Asahikawa, Ujiyamada Hotel PJ)	Development site acquired	Miyako Irabujima Hotel PJ Shimane Izumo Hotel PJ Kamakura Yukinoshita Hotel PJ Sendai Aoba-dori Hotel PJ Matsuyama Ichiban-cho Hotel PJ Gunma Kusatsu Hotel PJ +3 new contracts*
3Q Mar. to May.	Development phase	Shibuya-ku Hotel PJ	Building	Kobe Hotel Rebranding PJ +1 new contract*
4Q Jun. to Aug.	Development phase	Atami Ginza-cho Hotel PJ Shimane Izumo Hotel PJ Asakusa Kaminarimon Hotel PJ Kobe Hotel Rebranding PJ Osaka Honmachi Hotel PJ Ginza 8 Hotel PJ Matsuyama Ichiban-cho Hotel PJ Roppongi Hotel Rebranding PJ Sendai Aoba-dori Hotel PJ	Development site acquired	Naha-shi Higawa Hotel PJ Nanki-Shirahama Hotel PJ
	Management phase	Transferred 15 properties to the REIT	Building	Roppongi Hotel Rebranding PJ

* Acquired properties under contract are not disclosed.

FHG HOTELS

Topics (3)-1: 5 Development Hotels Opened

Opened 5 properties, including a new hotel brand

Sep. 2024: 121 rooms

seven x seven ISHIGAKI

Dec. 2024: 63 rooms

FAV KAGOSHIMA TENMONKAN

Jul. 2025: 84 rooms

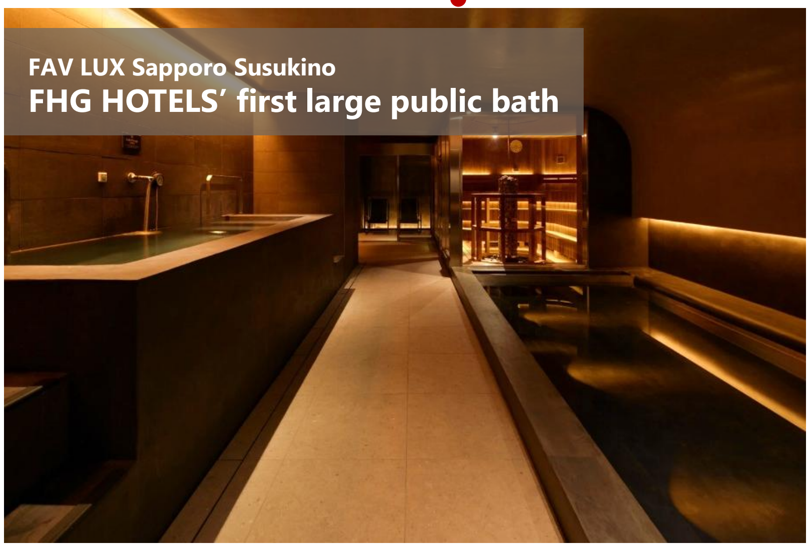
FAV SAPPORO SUSUKINO

Jul. 2025: 186 rooms

*BLH

Sep. 2025: 49 rooms

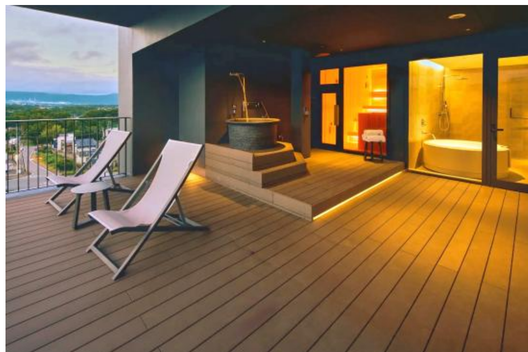
edit x seven FUJI GOTEMBA



FAV LUX Sapporo Susukino

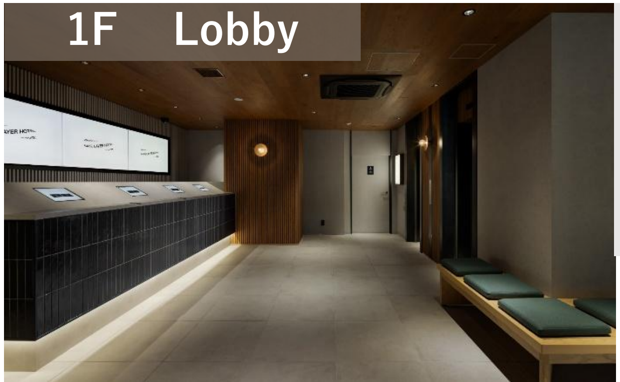
FHG HOTELS' first large public bath

edit x seven FUJI GOTEMBA



Each room has a different sauna

Topics (3)-2: First Rebranded Hotel Opened



BASE LAYER HOTEL

A culture-focused business hotel that offers fresh lodging experiences for everyone — from business to travel, regardless of age, gender, or nationality

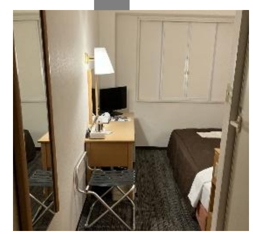
▸ **Location**	2-6-30 Nishiki, Naka Ward Nagoya City, Aichi
▸ **Access**	2-minute walk from Marunouchi Subway Station
▸ **Guest rooms**	186 rooms
▸ **Opened**	Jul. 9, 2025

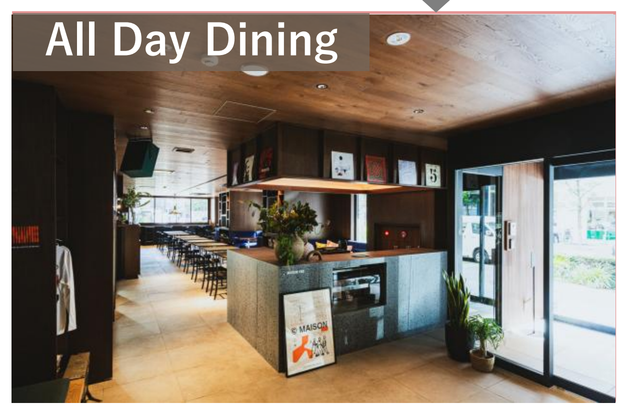
Value-enhancement

	2019 average		Aug. 2025
ADR	￥5,964	UP	**￥10,878**
Occupancy rate	72%	UP	**80%**
GOP margin	35%	UP	**55%**

Google rating
4.5 / 5

Booking.com rating
8.8 / 10





Topics (4): Award Recognition and Media Event

seven x seven Ishigaki
Selected for Luxury Japan Award 2025 Best 10

Graphis Design 2026 Awards

Branding & Systems Division*

Gold Award winner

First award in the hotel division

* Recognizing the creative expression of a brand's unique appeal while maintaining a consistent brand system

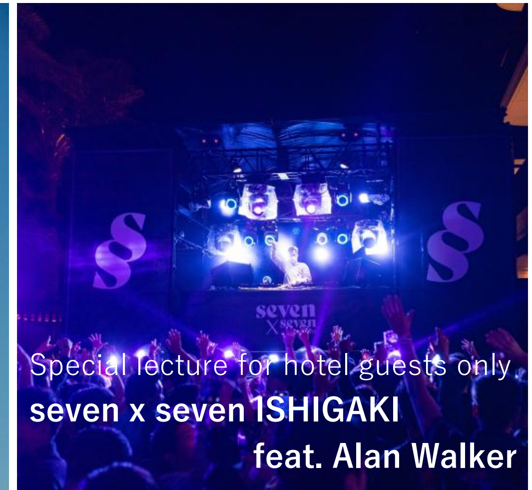
Supporting the challenge of Mini Transat 2025*

Our employee, Naho Takahara, on board

A transatlantic yacht race of approx. 7,500 km on a small yacht

Sponsored by BLH / Hosted by Rui Hachimura
BLACK SAMURAI 2025 THE CAMP

©Nick Tomoyasu & BLACK SAMURAI 2025

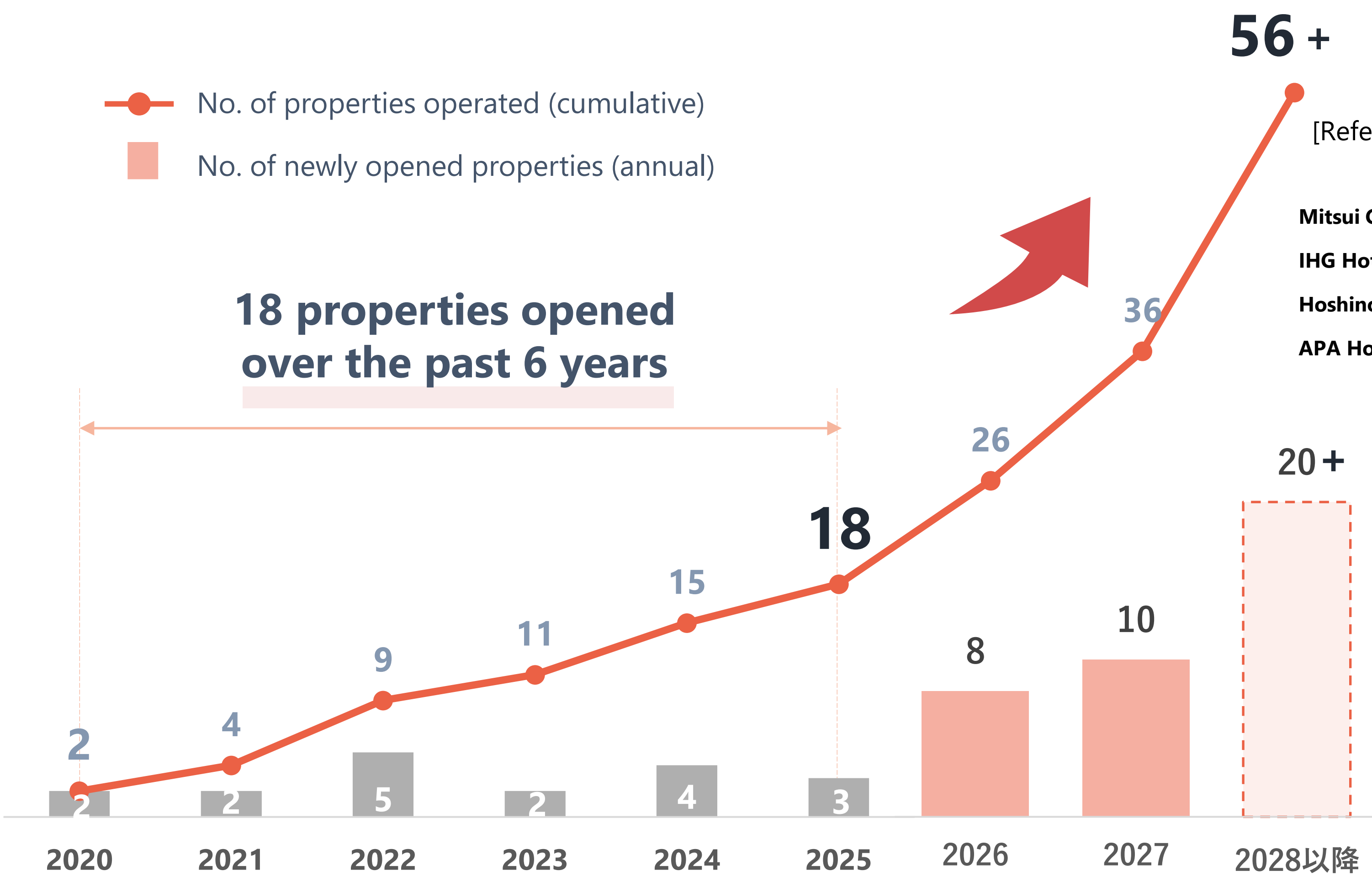


Special lecture for hotel guests only
seven x seven ISHIGAKI feat. Alan Walker

Planned Openings

Steady property acquisitions rapidly accelerating both opening pace and business scale

Targeting over 50 properties* in operation by 2028 and beyond,
with approx. 10 new openings per year



[Reference**]

	Average openings in the past 3 years	Total no. of properties operated
Mitsui Garden Hotels Group	1.3	39
IHG Hotels & Resorts	2.3	47
Hoshino Resorts	6.6	62
APA Hotels & Resorts	9.3	280

*Domestic, as of January 1, 2025

* Including non-disclosed properties from 2028 onward
** Source: Excerpt from HOTERES, April/May 2025 issues

Project Pipeline List

Transferred to listed REIT | Investor transition / sold (Bold text indicates hotels scheduled for opening during FYE 8/2026.)

Opened (18 projects)

	Project name	No. of rooms
1	fav Takamatsu	41 rooms
2	fav Hidatakayama	38 rooms
3	fav Kumamoto	67 rooms
4	fav Ise	36 rooms
5	fav Hiroshima Stadium	33 rooms
6	fav Hakodate	30 rooms
7	fav Kagoshimachuo	51 rooms
8	fav Hiroshimaheiwaodori	51 rooms
9	fav Tokyo Nishi-nippori	24 rooms
10	fav Tokyo Ryogoku	19 rooms
11	FAV LUX Hidatakayama	53 rooms
12	FAV LUX Nagasaki	52 rooms
13	seven x seven Itoshima	47 rooms
14	FAV LUX Kagoshima Tenmonkan	63 rooms
15	seven x seven Ishigaki	121 rooms
16	BASE LAYER HOTEL NAGOYA NISHIKI	186 rooms
17	**edit x seven FUJI GOTEMBA**	**49 rooms**
18	FAV LUX Sapporo Susukino	84 rooms

Under development (22 projects)

	Project name	Number of rooms	Scheduled opening
19	**edit x seven Setouchi Shodoshima**	**45 rooms**	**Winter 2026**
20	**Hiroshima Miyajimaguchi Hotel PJ**	**34 rooms**	**Spring 2026**
21	**BASE LAYER HOTEL Fukuoka**	**Planning**	**Spring 2026**
22	**Kobe Hotel Rebranding PJ**	**Planning**	**Summer 2026**
23	Nagoya Naka-ku Hotel Rebranding PJ	Planning	Winter 2026
24	Roppongi Hotel Rebranding PJ	Planning	Winter 2026
25	Ujiyamada Hotel PJ	49 rooms	Winter 2026
26	Nagasaki Hotel Rebranding PJ	Planning	Winter 2027
27	Yufuin Hotel PJ	39 rooms	Spring 2027
28	Awajishima Sumoto Hotel PJ	59 rooms	Spring 2027
29	Nagoya Marunouchi Hotel PJ	59 rooms	Spring 2027
30	Shibuya-ku Hotel PJ	23 rooms	Spring 2027
31	Kanazawa-shi Katamachi Hotel PJ	59 rooms	Spring 2027
32	Asahikawa Hotel PJ	64 rooms	Summer 2027
33	Matsuyama Ichiban-cho Hotel PJ	66 rooms	Winter 2027
34	Shimane Izumo Hotel PKJ	96 rooms	Winter 2028
35	Sendai Aoba-dori Hotel PJ	70 rooms	Winter 2028
36	Asakusa Kaminarimon Hotel PJ	32 rooms	Spring 2028
37	Atami Ginza-cho Hotel PJ	46 rooms	Summer 2028
38	Osaka Honmachi Hotel PJ	117 rooms	Summer 2028
39	Ginza 8 Hotel PJ	28 rooms	Fall 2028
40	**Miyazaki-shi Tachibana-dori Higashi Hotel PJ**	**41 rooms**	**Summer 2026**

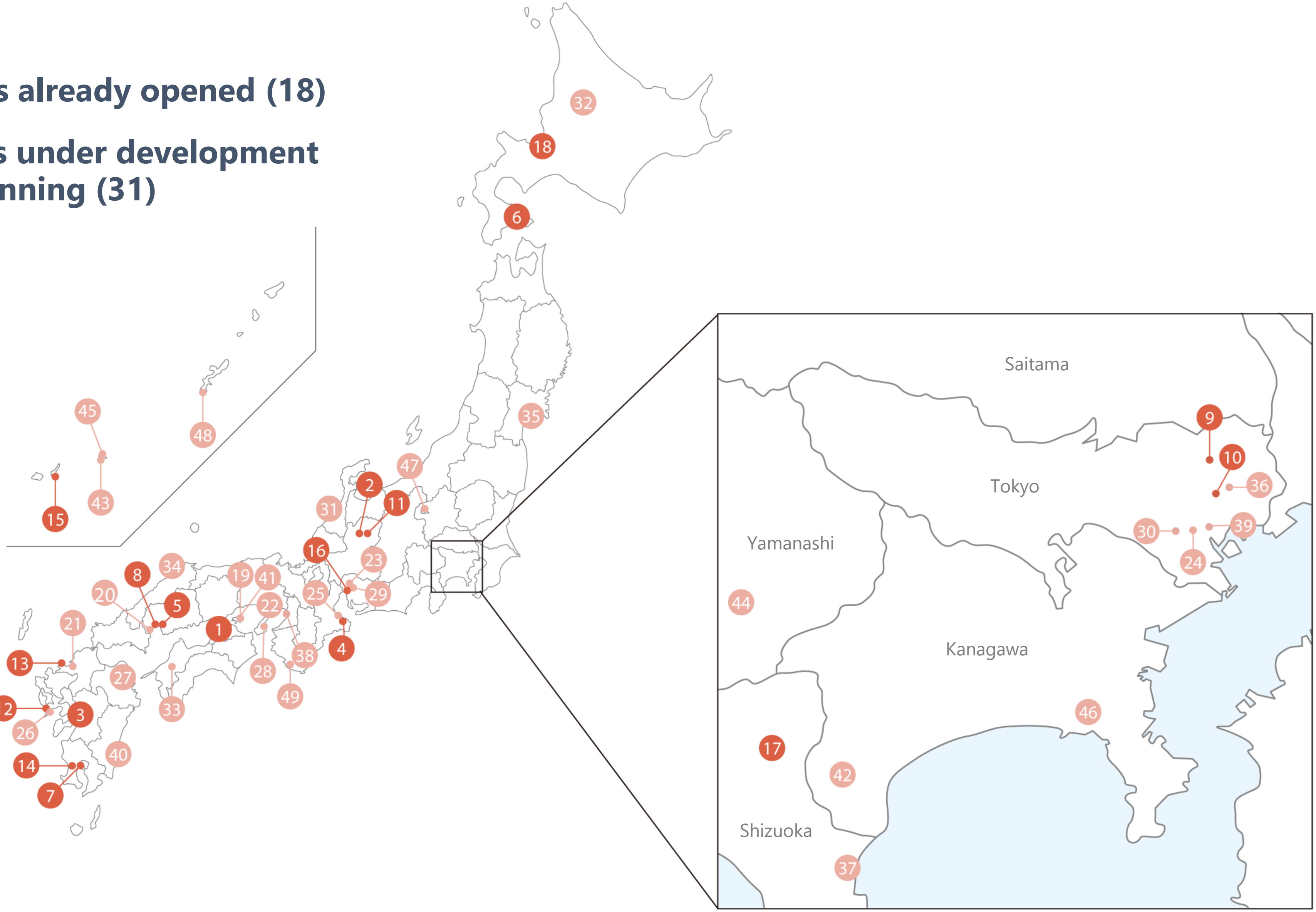
Under planning (9 projects)

	Project name	Number of rooms/ scheduled opening
41	Shodoshimakobe Hotel PJ	Planning
42	Hakonegora Hotel PJ	Planning
43	Miyako Nishihama Beach Hotel PJ	Planning
44	Fujikawaguchiko Hotel PJ	Planning
45	Miyako Irabujima Hotel PJ	Planning
46	Kamakura Yukinoshita Hotel PJ	Planning
47	Gunma Kusatsu Hotel PJ	Planning
48	Naha-shi Higawa Hotel PJ	Planning
49	Nanki-Shirahama Hotel PJ	Planning

* The schedule and number of rooms may change depending on the development status.

Project Pipeline Mapping

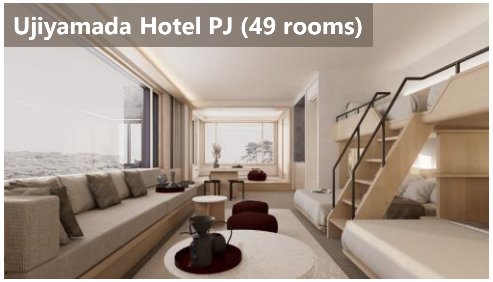
- Hotels already opened (18)
- Hotels under development or planning (31)



Projects in the Planning/Development Pipeline

Yufuin Hotel PJ (39 rooms) 200 sqm room

Asahikawa Hotel PJ (64 rooms)



Ujiyamada Hotel PJ (49 rooms)

Nagasaki Hotel Rebranding PJ (planning)

Fujikawaguchiko Hotel PJ (planning)

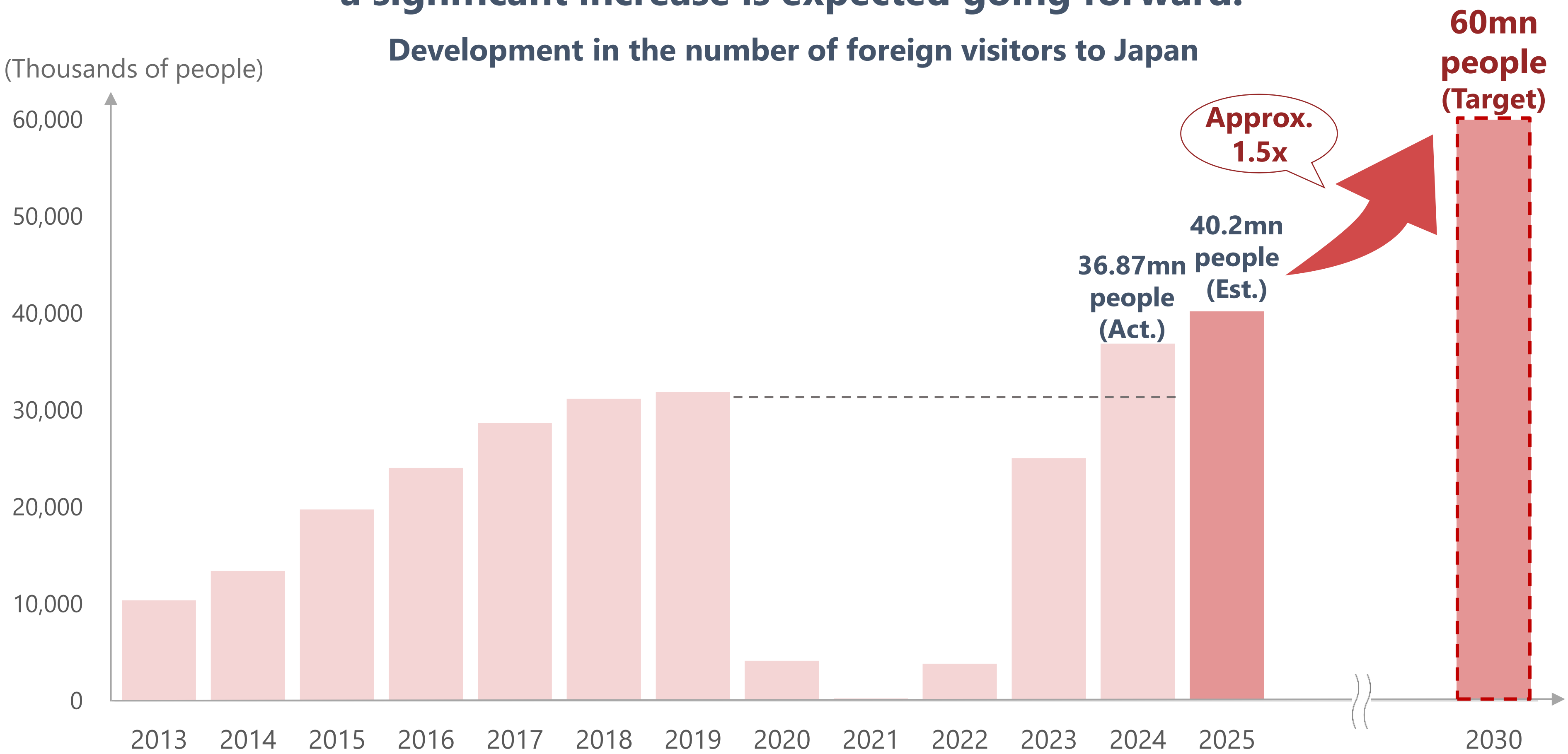
edit x seven Setouchi Shodoshima (45 rooms)

Nagoya Naka-ku Hotel Rebranding PJ (planning)

* The above renderings are perspective drawings. Therefore, the actual design and other features of the facilities may vary.

Demand Environment: Trends in Inbound Demand

The number of foreign tourists visiting Japan has exceeded the pre-pandemic level. With the government positioning tourism as a pillar of economic growth, a significant increase is expected going forward.



* Sources: Created by our company based on "Visitor Arrivals to Japan" issued by Japan Tourism Agency and "2025 Travel Trend Outlook" issued by JTB Corp.

2. Logistics Business

LOGI FLAG COLD NETWORK

LOGI FLAG is a warehouse brand run by Kasumigaseki Capital. We will support our customers' lives and businesses by offering novel, more environmentally friendly logistics bases that meet the needs of the times and customers, including multi-tenant logistics facilities that support three temperature zones: dry, chilled and frozen; frozen & chilled warehouses; automated frozen warehouses; and HAZMAT (Hazardous Material) warehouses, across the country.

Rendering of LOGI FLAG TECH Osaka Nanko I


Inside of automated warehouse at LOGI FLAG TECH Tokorozawa I

LOGI FLAG

Topics (1)

Formation of a Private Fund Focused on Frozen & Chilled Warehouses

Established one of the largest domestic funds and our largest fund specializing in frozen & chilled warehouses. Moved 8 properties into the management phase.

Long-term fund focused on frozen & chilled warehouses

Asset

LOGI FLAG COLD

5 frozen & chilled warehouses

LOGI FLAG DRY&COLD

2 three-temperature zone warehouses

LOGI FLAG TECH

1 automated frozen warehouse

Asset size ¥82.0 bn

Assets under management 8 properties

Debt

Syndicated loan arranged by MUFG Bank

Participating Banks:
Mizuho Trust & Banking,
Shiga Bank, Chugoku Bank,
Daishi Hokuetsu Bank, Chiba Bank,
Toho Bank, Yamanashi Chuo Bank,
Fuyo General Lease,
Mitsubishi HC Capital Realty

Equity

Investors:
- Fuyo General Lease
- Mitsubishi HC Capital Realty
- JA Mitsui Lease Buildings
- BOT Lease*
- Nakamichi Leasing
- Shizuoka Railway, etc.

*The company name changed to MUFG Finance and Leasing Co., Ltd. on October 1, 2025.

Topics (2)-1

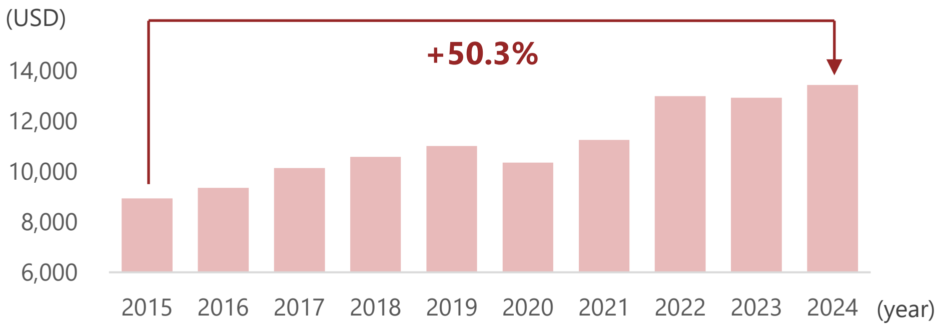
Commencement of Logistics Business in Kuala Lumpur for ASEAN Expansion

With continued economic growth and population increase, Kuala Lumpur is an important hub connecting ASEAN countries, representing a promising market for the logistics industry with rising demand for international logistics, such as the export of halal products.

Market conditions in Malaysia

Expansion of economic scale

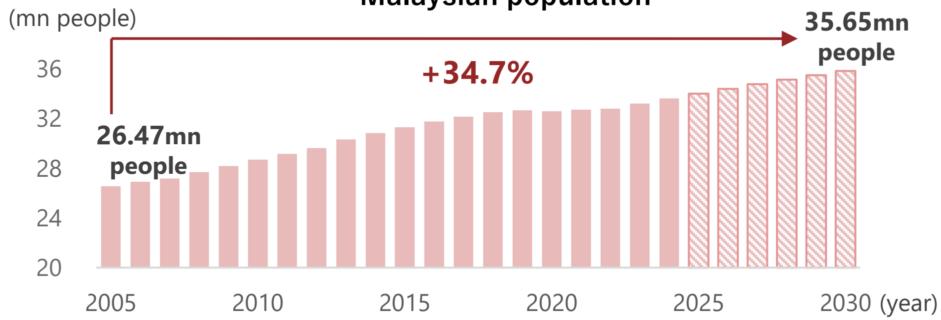
Nominal GDP per capita (Kuala Lumpur)



Source: Open DOSM, prepared by our company based on 1 MYR = 0.2367 USD

Population increase

Malaysian population



Source: IMF Data Portal

A hub connecting ASEAN

Port cargo handling rankings*

Port Klang

(approx. 60 km from Kuala Lumpur)

2nd in ASEAN, 11th in the world

(Ref.) Tokyo: 46th

* Source: The Ports and Harbours Association of Japan. Japan Institute for Port Policy Studies, "Top 100 Container Ports by Cargo Volume" (2023)

Topics (2)-2

Commencement of Logistics Business in Kuala Lumpur for ASEAN Expansion

Entry into the growing Malaysian market as the first step of ASEAN expansion to begin developing the logistics market by leveraging expertise in frozen & chilled warehouses

Overview of the first project (Setia Alaman PJ)

Aug. 2025
Land purchase agreement

Scheduled from October 2026
Development

Scheduled from December 2028
Completion & Sale

Image of completed facility

Concluded a land purchase agreement with a major Malaysian developer
Commenced a development project for an automated frozen warehouse
(Site area: 12,262m^2 / Total floor area: 11,453m^2)

To be promoted jointly with development investors and local partners

[Project site]

Source: Screenshot on Google Maps

Topics (3)-1
Factory-Warehouse Integrated Site “Factory & Logistics Park” (Provisional Name)

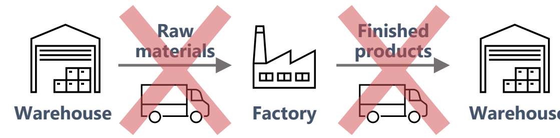
A rental-type site that integrates factories and warehouses, contributing to improved business profitability of tenants

Factory & Logistics Park*

* The business name is subject to change.
** Perspective drawing for illustrative purposes

Zero transport

Reduction of inter-site transportation costs and lead time

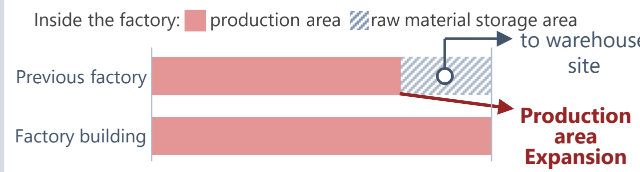


Efficiency

Efficiency through shared use among tenants / between factories and warehouses

Maximization of production

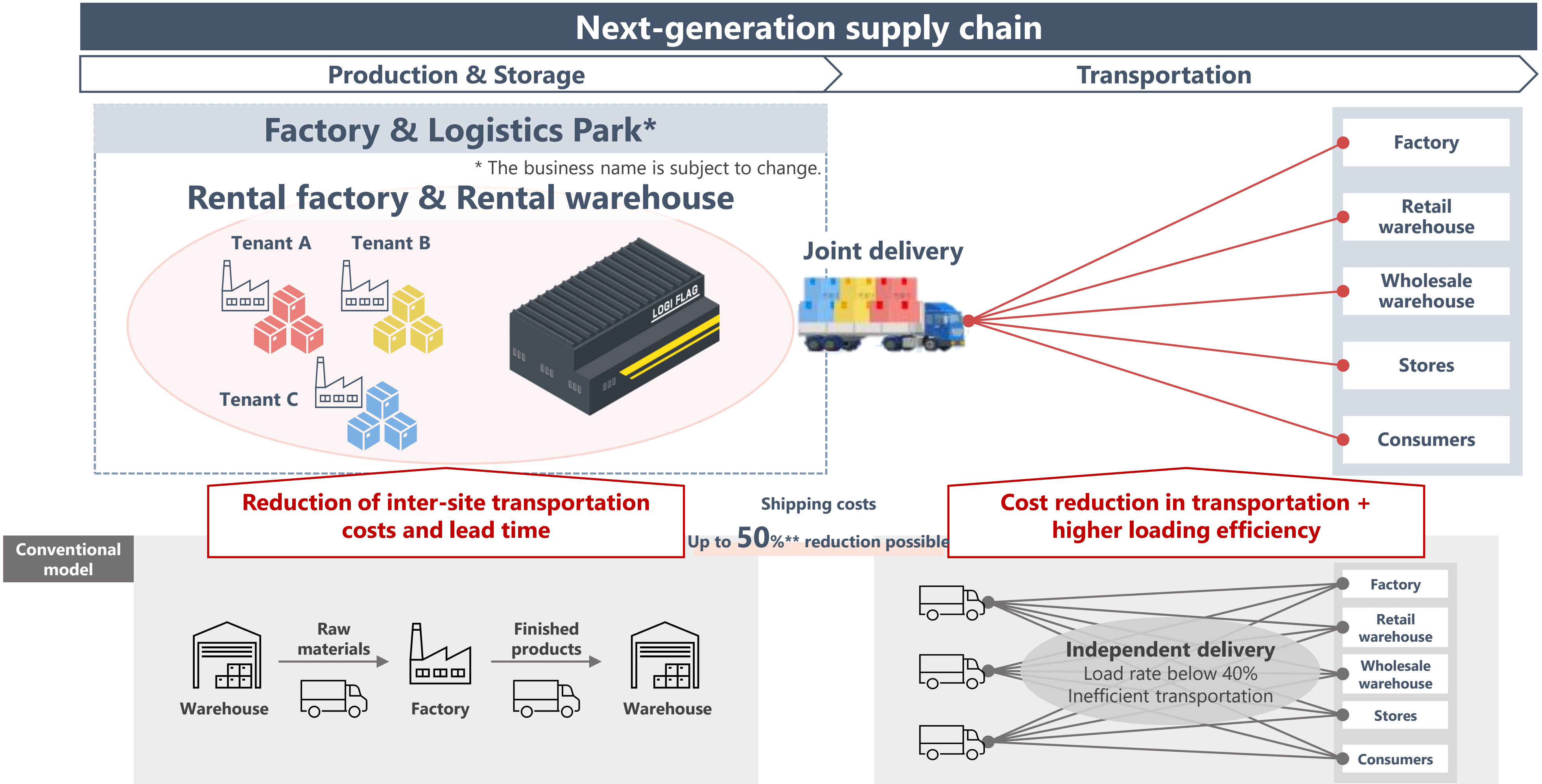
Consolidating storage functions into the warehouse site
Maximization of production lines



Topics (3)-2

Factory-Warehouse Integrated Site "Factory & Logistics Park" (Provisional Name)

Building a next-generation supply chain starting from the Factory & Logistics Park and contributing to environmental impact reduction



** A theoretical value calculated based on certain assumptions

Nationwide Expansion of "Factory & Logistics Park" (Provisional Name)

Signed a collaboration agreement with Hakodate City
Aiming for nationwide expansion of a regional co-creation business model

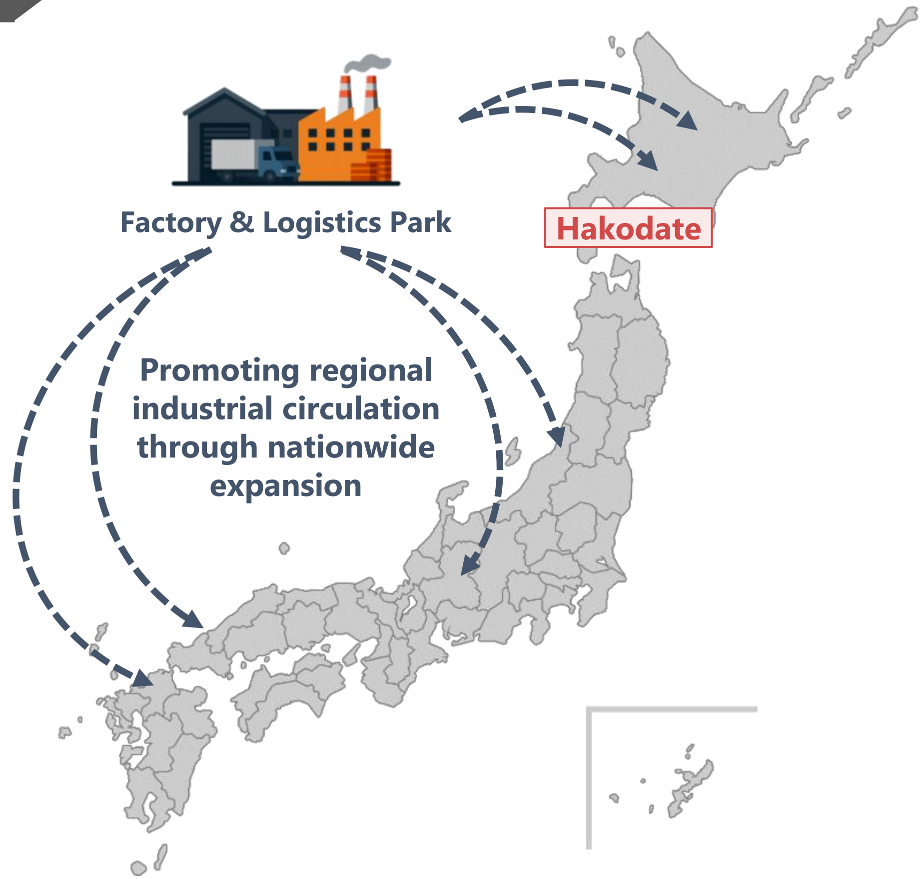
Regional co-creation utilizing the Factory & Logistics Park*

HAKODATE × KASUMIGASEKI CAPITAL

- Contributing to the creation of new businesses in Hakodate City
- Establishing a foundation for the utilization of the Factory & Logistics Park

Future Vision

Aiming to generate profits as a new business domain by expanding the foundation of local industries nationwide

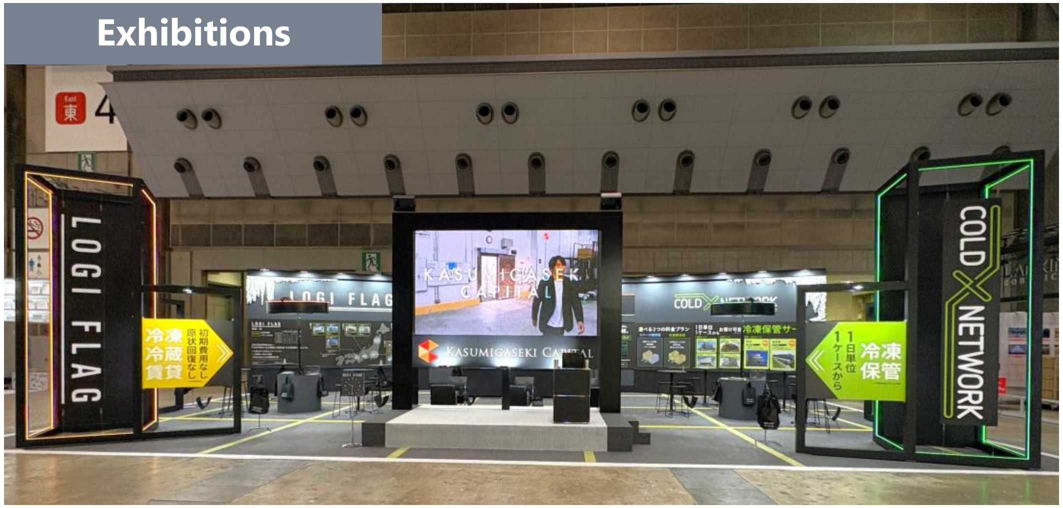


* The business name is subject to change.

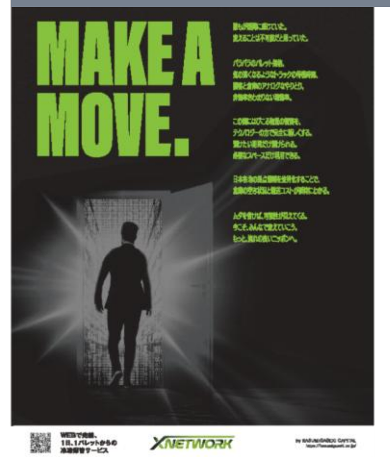
"COLD X NETWORK" in Frozen Storage Service Business

Steady increase in recognition through various events and media exposure

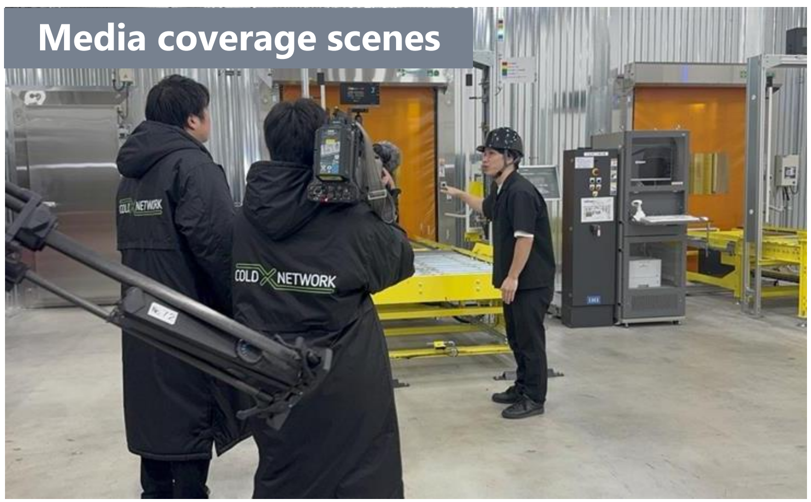
Exhibitions



Advertisements / industry journals



Media coverage scenes



LOGI FLAG

Concepts and Facility Types

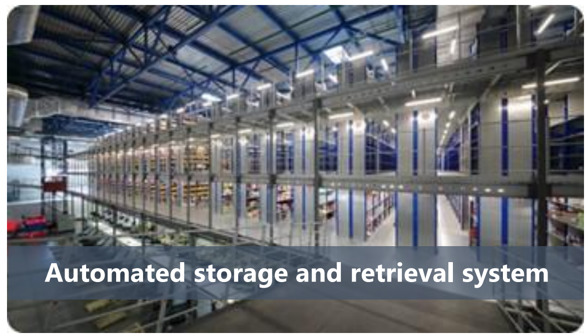
Developing logistics facilities with a focus on frozen & chilled warehouses

LOGI FLAG COLD

Frozen & chilled warehouse

- Adopting refrigeration units using natural refrigerants
- Environmentally friendly frozen & chilled warehouses operable within the range of -25℃ to +5℃

LOGI FLAG TECH



Automated storage and retrieval system

- Automating inbound/outbound operations using automated racks
- Addressing labor shortages and improving working conditions in the frozen temperature range

LOGI FLAG DRY&COLD

Three-temperature zone warehouse

- Multi-tenant facility meeting diverse needs, compatible with three temperature zones: dry, chilled, and frozen

HAZMAT (Hazardous Material) warehouse

* Perspective drawing for illustrative purposes

Factory & Logistics Park*

* The business name is subject to change.
** Perspective drawing for illustrative purposes

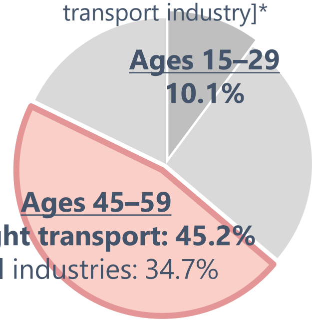
To be continued

Initiatives to Shorten Waiting & Cargo Handling Time

Introduction of vehicle license plate recognition cameras in response to legal revisions
Accelerating initiatives to shorten waiting & cargo handling time by leveraging the strengths of automated warehouses

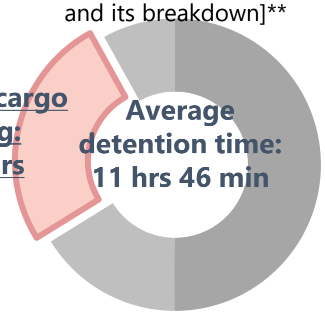
Legal revisions in the logistics industry

[Age distribution of workers in the road freight transport industry]*



Aging of truck drivers

[Average detention time per trip with waiting and its breakdown]**



Long working hours due to waiting & cargo handling time

■ **Amendment to the Act on Advancement of Integration and Streamlining of Distribution Business**

- **Obligation for all operators to make efforts toward improving logistics efficiency**
- **Mandatory reporting for operators above a certain scale*****

Initiatives in response to legal revisions

Installation of license plate recognition cameras
Automatic recording of waiting & cargo handling time

Record entry times ↔ Measure dwell times ↔ Record exit times

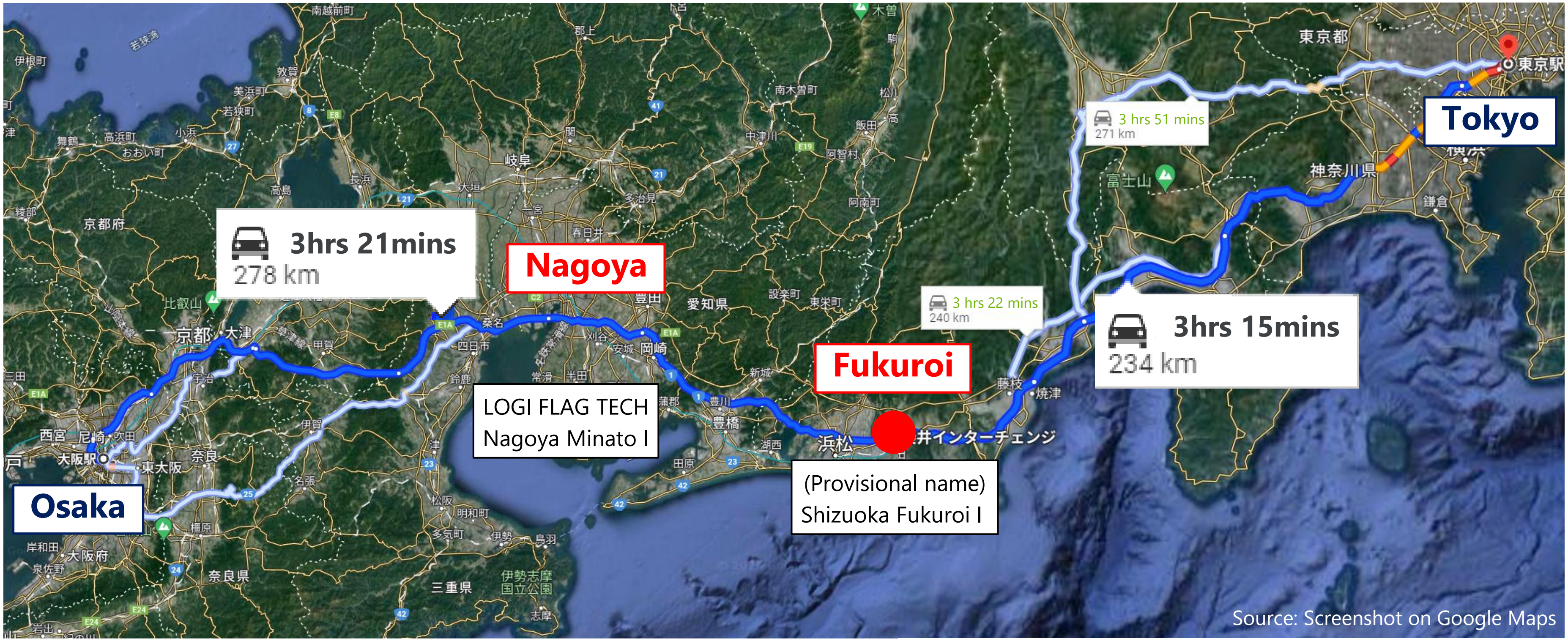
Future initiatives

Introduction of reservation systems | Cargo handling linked with GPS | Digital signboard berth guidance

* Source: Prepared by Kasumigaseki Capital based on the Ministry of Internal Affairs and Communications, "Labour Force Survey 2021"
** Source: Prepared by Kasumigaseki Capital based on the Ministry of Land, Infrastructure, Transport and Tourism, "On the Amendment to the Act on Advancement of Integration and Streamlining of Distribution Business"
*** Scheduled to take effect in April 2026

LOGI FLAG Projects for Developing Relay Transport Bases

We will develop 2 relay transport bases, seeing the so-called "2024 problem"—labor shortages due to tighter overtime restrictions for truck drivers—as a business opportunity.



We will develop cutting-edge relay transport bases that address the 2024 problem, capturing the need for cargo switching in the Chubu region.

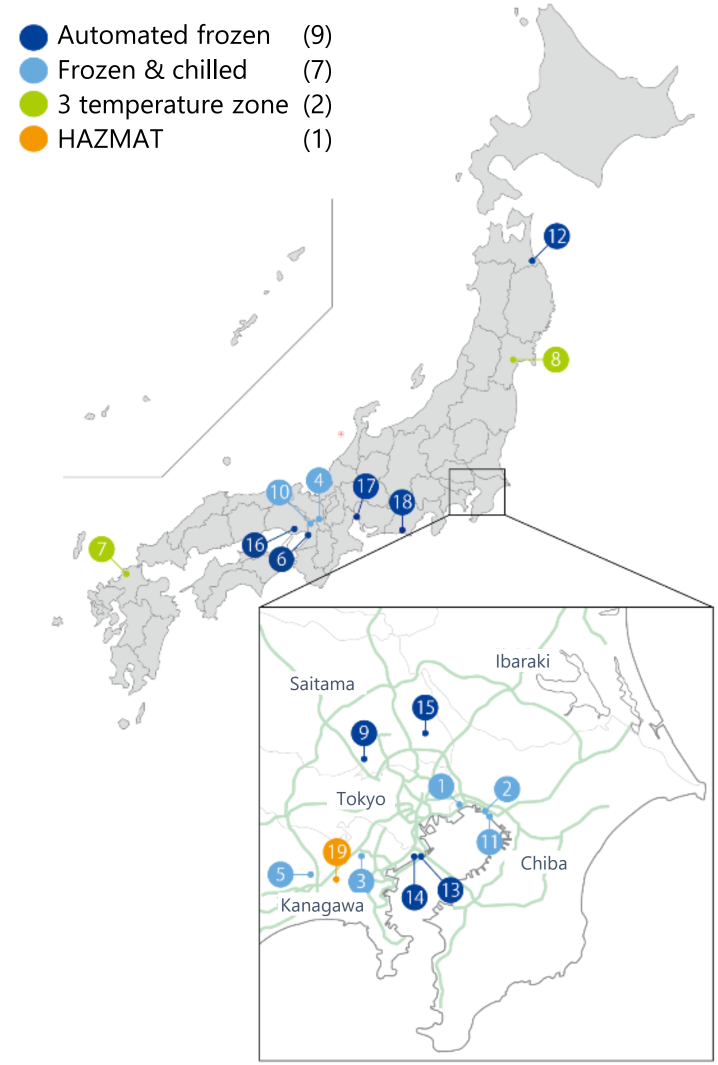
Advantage of relay transportation:
Cargo transshipment at relay bases, improving return loading ratio

Osaka ⇄ Return in a day ⇄ Relay base ⇄ Return in a day ⇄ Tokyo

LOGI FLAG

Project Pipeline List

NO.	Location	Asset Type	Total floor area*	Planned start of construction	Planned completion of construction
1	Ichikawa City, Chiba	Frozen & chilled	8,609 m^2	–	Completed
2	Funabashi City, Chiba	Frozen & chilled	6,960 m^2	–	Completed
3	Yokohama Kohoku Area	Frozen & chilled	10,979 m^2	–	Completed
4	Kyoto City, Kyoto	Frozen & chilled	12,012 m^2	–	Completed
5	Atsugi City, Kanagawa	Frozen & chilled	14,257 m^2	–	Completed
6	Osaka Nanko Area	Automated frozen**	25,247 m^2	Started	Oct. 2027
7	Koga City, Fukuoka	3 temperature zone***	35,901 m^2	–	Completed
8	Sendai City, Miyagi	3 temperature zone***	36,758 m^2	–	Completed
9	Saitama Tokorozawa Area	Automated frozen**	9,579 m^2	–	Completed
10	Ibaraki City, Osaka	Frozen & chilled	28,487 m^2	–	Completed
11	Narashino City, Chiba	Frozen & chilled	8,441 m^2	Started	Apr. 2026
12	Hachinohe City, Aomori	Automated frozen**	15,918 m^2	–	Completed
13	Kawasaki City, Kanagawa (1)	Automated frozen**	20,777 m^2	Started	Summer 2026
14	Kawasaki City, Kanagawa (2)	Automated frozen**	25,863 m^2	Started	Winter 2027
15	Koshigaya City, Saitama	Automated frozen**	14,362 m^2	Started	May 2027
16	Kobe City, Hyogo	Automated frozen**	19,238 m^2	Spring 2026	Winter 2027
17	Nagoya City, Aichi	Automated frozen**	20,345 m^2	Started	May 2026
18	Fukuroi City, Shizuoka	Automated frozen**	74,000 m^2	Spring 2026	Winter 2028
19	Kanagawa	Automated HAZMAT**	5,000 m^2	Spring 2026	Summer to fall 2027



* Total floor area figures have been rounded off to the closest whole number. The total floor areas and schedule shown above may vary depending on the status of each project's development.
** As the automated warehouses listed above have an open-ceiling structure and no floors, total floor area figures represent the reference area used to calculate the floor-area ratio including the area of virtual floor.
*** A three-temperature zone warehouse is a logistics facility that supports three temperature zones: dry, frozen & chilled.

"COLD X NETWORK" in Frozen Storage Service Business

Flexible frozen storage service that can adapt to changes in demand

Conventional warehouses

X **Short-term contracts**
Assumes usage over the medium to long term

X **Small-lot storage**
Requires a certain minimum cargo

X **Urgent availability**
Unable to respond to unexpected demand

COLD X NETWORK

Only for the period & space required

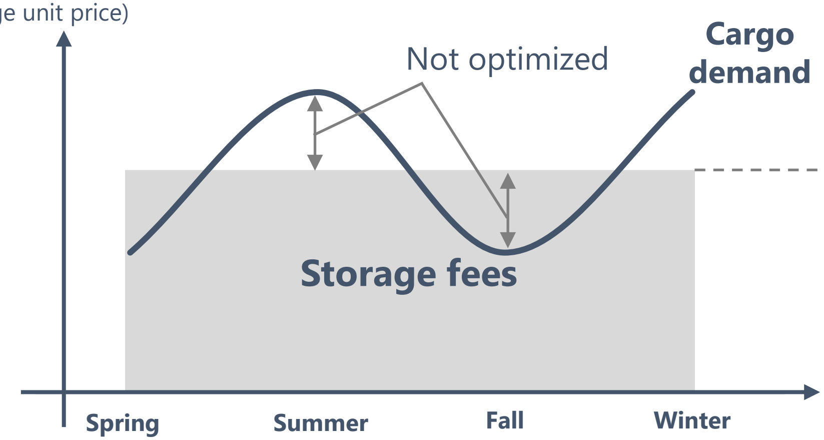
From one day
Contract possible only for the required period

From one case
Secure only the space needed

Start using immediately
Rapid response to sudden demand growth

■Storage fee overview

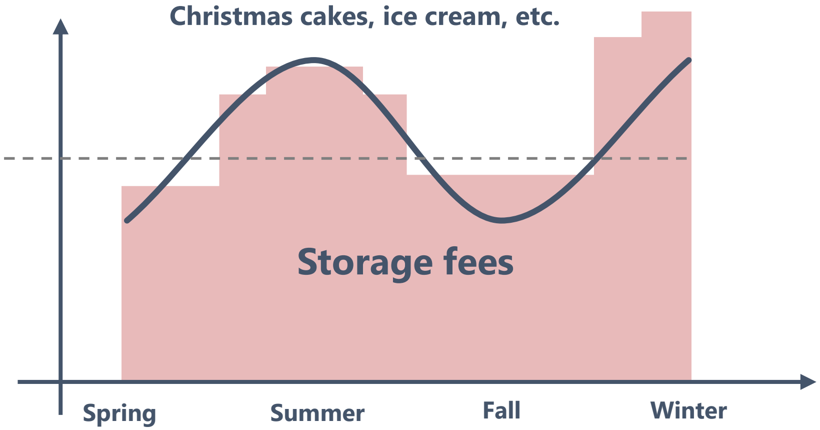
(Storage unit price)



Storage fees remain fixed even when demand fluctuates

>

◆ **Seasonal goods available for frozen storage**
Osechi (traditional Japanese New Year's dishes), Christmas cakes, ice cream, etc.



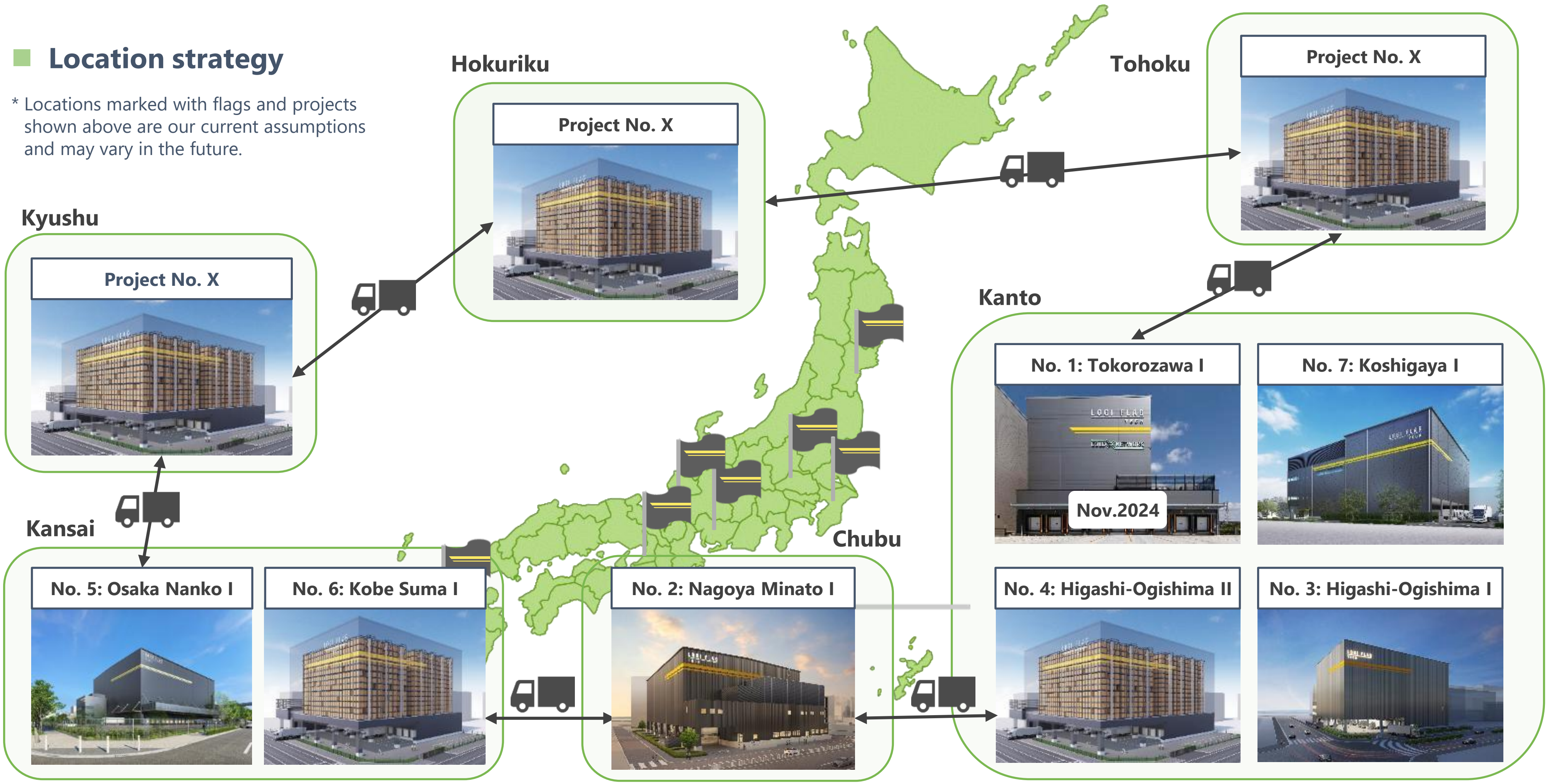
Achieving both **cost optimization** and **profit maximization** through variable pricing

COLD X NETWORK Frozen Storage Service Business: Future Vision

We are considering operating the frozen storage service according to location characteristics by, for example, providing regular truck delivery and transport between warehouses to store cargo with high inventory turnover in downtown warehouses and those stored for a longer period in warehouses in rural areas.

Location strategy

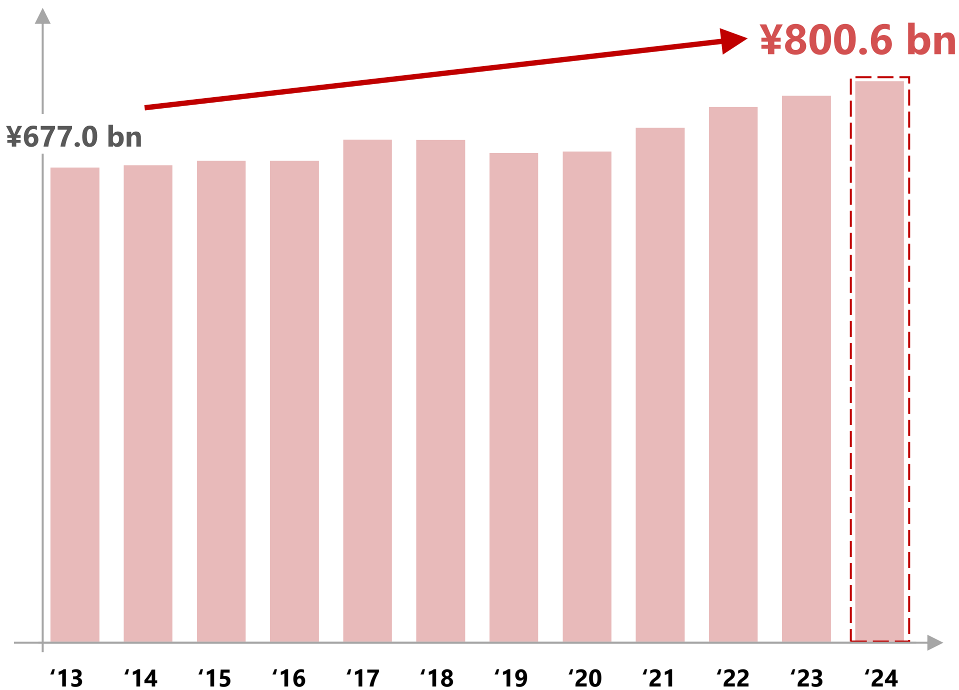
* Locations marked with flags and projects shown above are our current assumptions and may vary in the future.



Market Environment: Domestic Demand for Frozen & Chilled Warehouses

Consumer spending on and consumption volume of frozen foods are growing firmly. Demand for frozen & chilled warehouses is expected to expand as the consumption volume of frozen foods is projected to continue increasing, driven by changes in lifestyles, such as rising single-person households and women's social advancement.

Trends in consumer spending on frozen foods



Source: Prepared by Kasumigaseki Capital based on "Consumption Volume of Frozen Food in Japan (1968-2020)" by Japan Frozen Food Association

▷ Further increase in demand for frozen foods

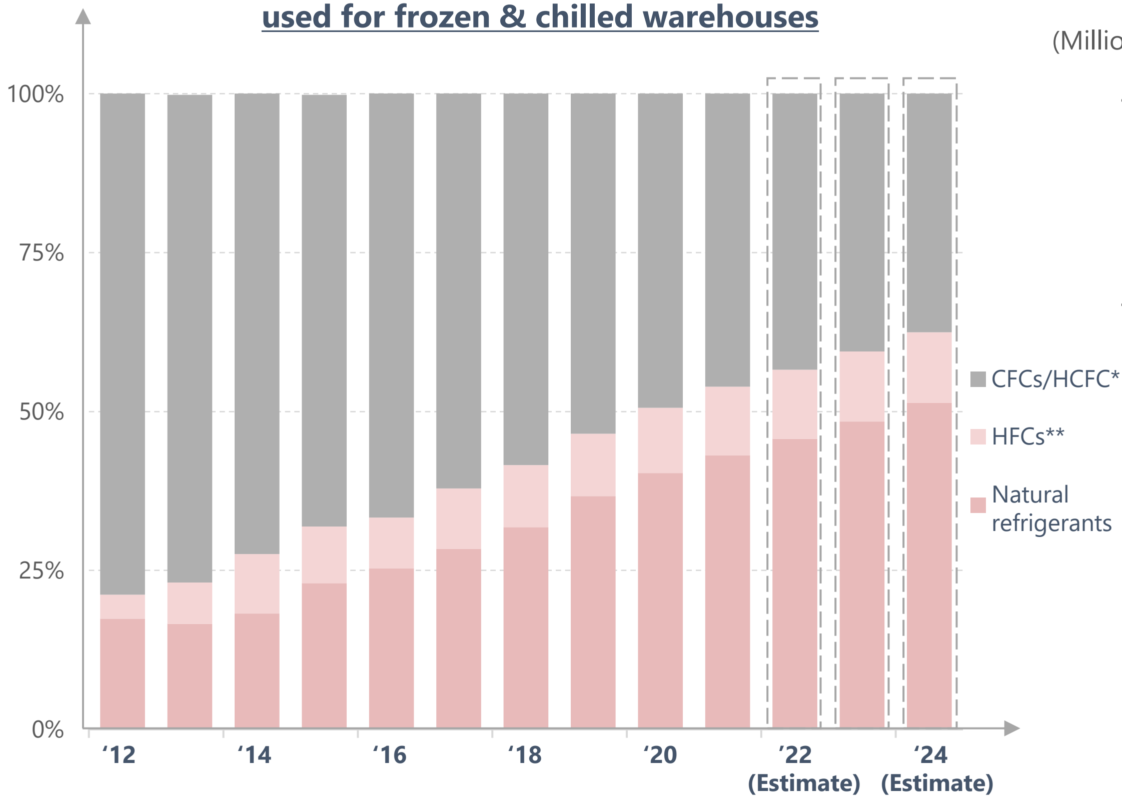
New ways of use **Used as a whole meal**	**Spread of one-dish meals**	Spread of one-dish type frozen foods served as a whole meal
	Frozen, home-delivered meals	Home delivery of frozen foods that are not received as frequently as common home-delivered meals
Current use **Used as part of a meal**	**Externalization of diet**	Increase in the use of home-meal replacement and frozen foods against the backdrop of diversifying lifestyles
	Japanese-style diet	Utilization of home-meal replacement and frozen foods as main and side dishes serviced with rice

Sources: Prepared by Kasumigaseki Capital based on the definition of "Externalization of diet" and "FY2019 Annual Report on Food, Agriculture and Rural Areas in Japan" by Ministry of Agriculture, Forestry and Fisheries and "Medical and Healthy Meal Service Market 2023" by Yano Research Institute

Market Environment: Reconstruction Demand for Frozen & Chilled Warehouses

There are calls for a shift to frozen & chilled warehouses using natural refrigerants with a lower impact on the global environment.
Since there exist many frozen & chilled warehouses with building age of over 20 years, reconstruction demand for such warehouses is expected to increase going forward.

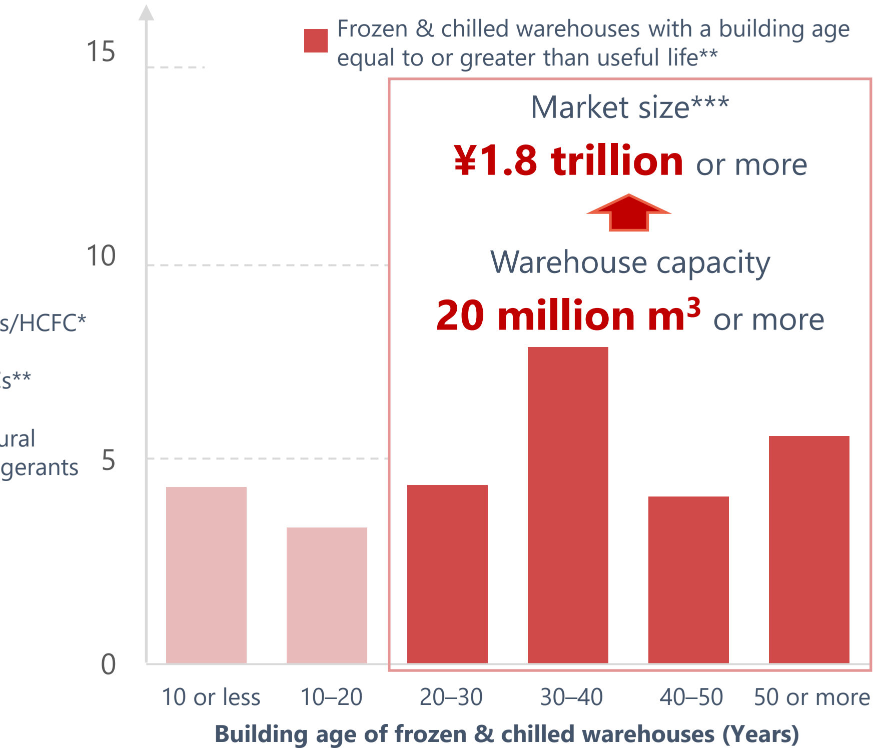
Trends in refrigerants used for frozen & chilled warehouses



Sources: Prepared by Kasumigaseki Capital based on "Future Forecast of HFCs-using Equipment—For Avoiding Future Crisis" by Japan Refrigerants and Environment Conservation Organization and data published by Japan Association of Refrigerated Warehouses

* CFCs/HCFC: Chlorofluorocarbons/Hydrochlorofluorocarbon; ** HFCs: Hydrofluorocarbons

Warehouse capacity of nationwide frozen & chilled warehouses by building age*



Source: Prepared by Kasumigaseki Capital based on data for December 2024 published by Japan Association of Refrigerated Warehouses

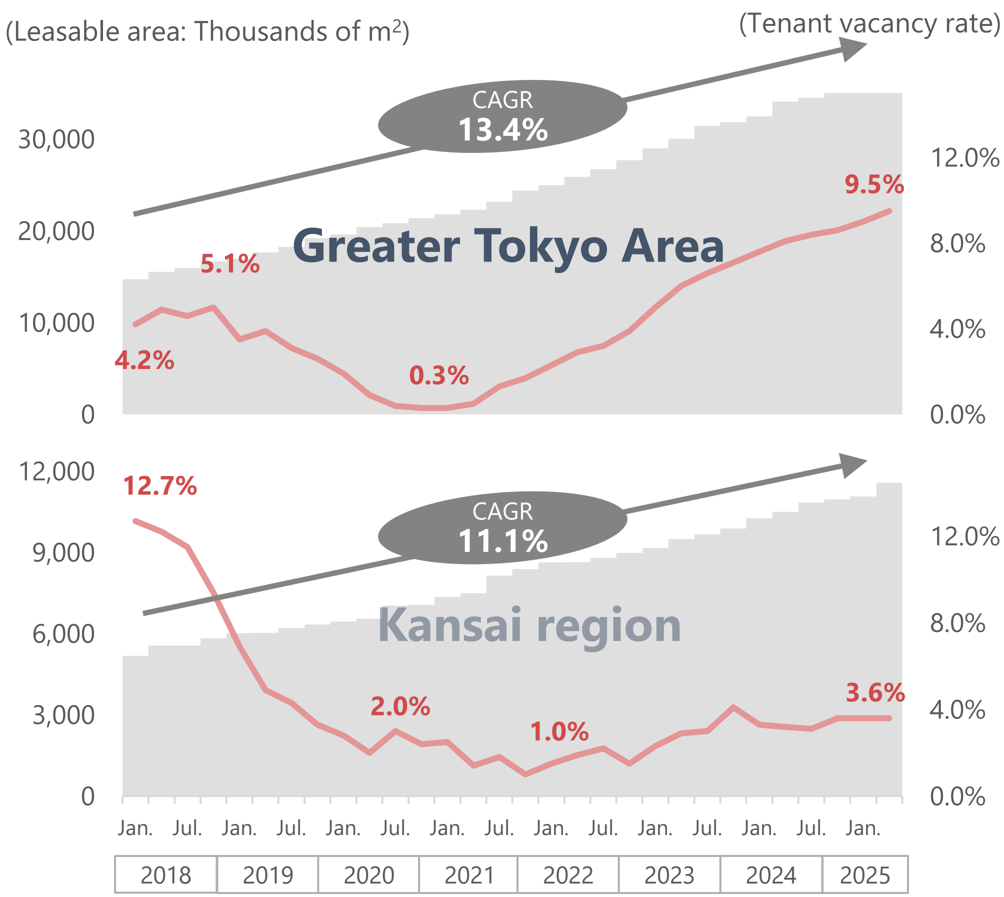
* Warehouse capacity = Total cubic space available for storage in a warehouse; ** 19 to 21 years

*** Market size: calculated based on the assumption that construction and other costs amount to ¥1.5 million/tsubo (3.3 m2) and a height of 5.5 m

Market Environment: Leasable Area and Vacancy Rate

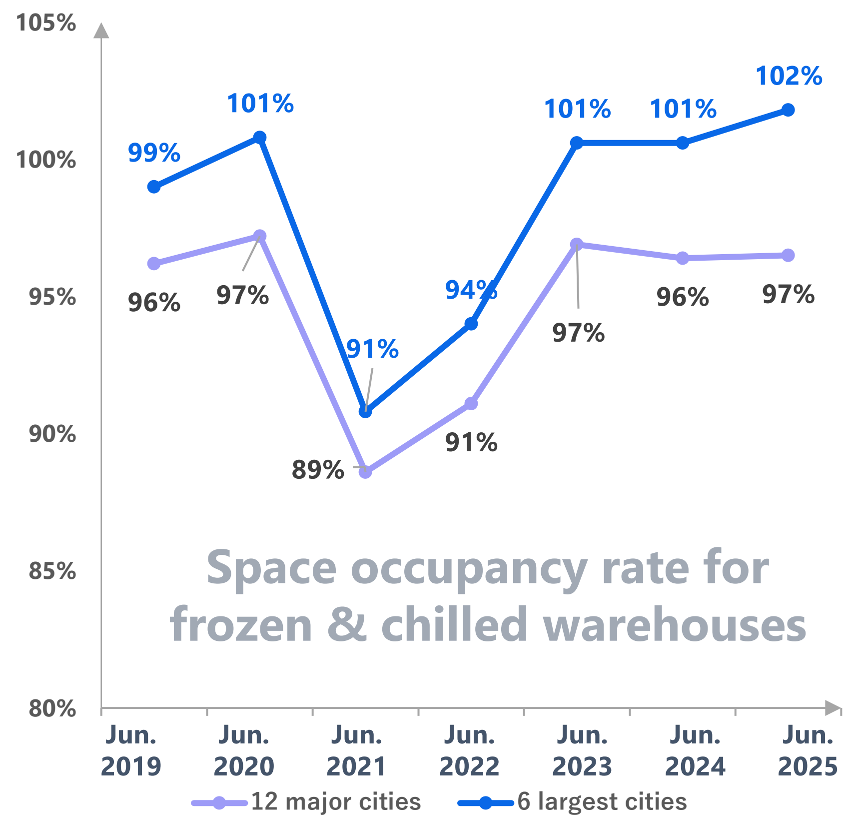
Of logistics warehouses, supply and demand for dry warehouses remained sagging due the active development by competitors, whereas the number of frozen & chilled warehouses is gradually increasing, but the space occupancy remains tight, especially those in Japan's 6 largest cities.

Leasable area and vacancy rate for **"dry warehouses"**



Source: Prepared by Kasumigaseki Capital based on "Industrial Market Research April 2025" by Ichigo Real Estate Service

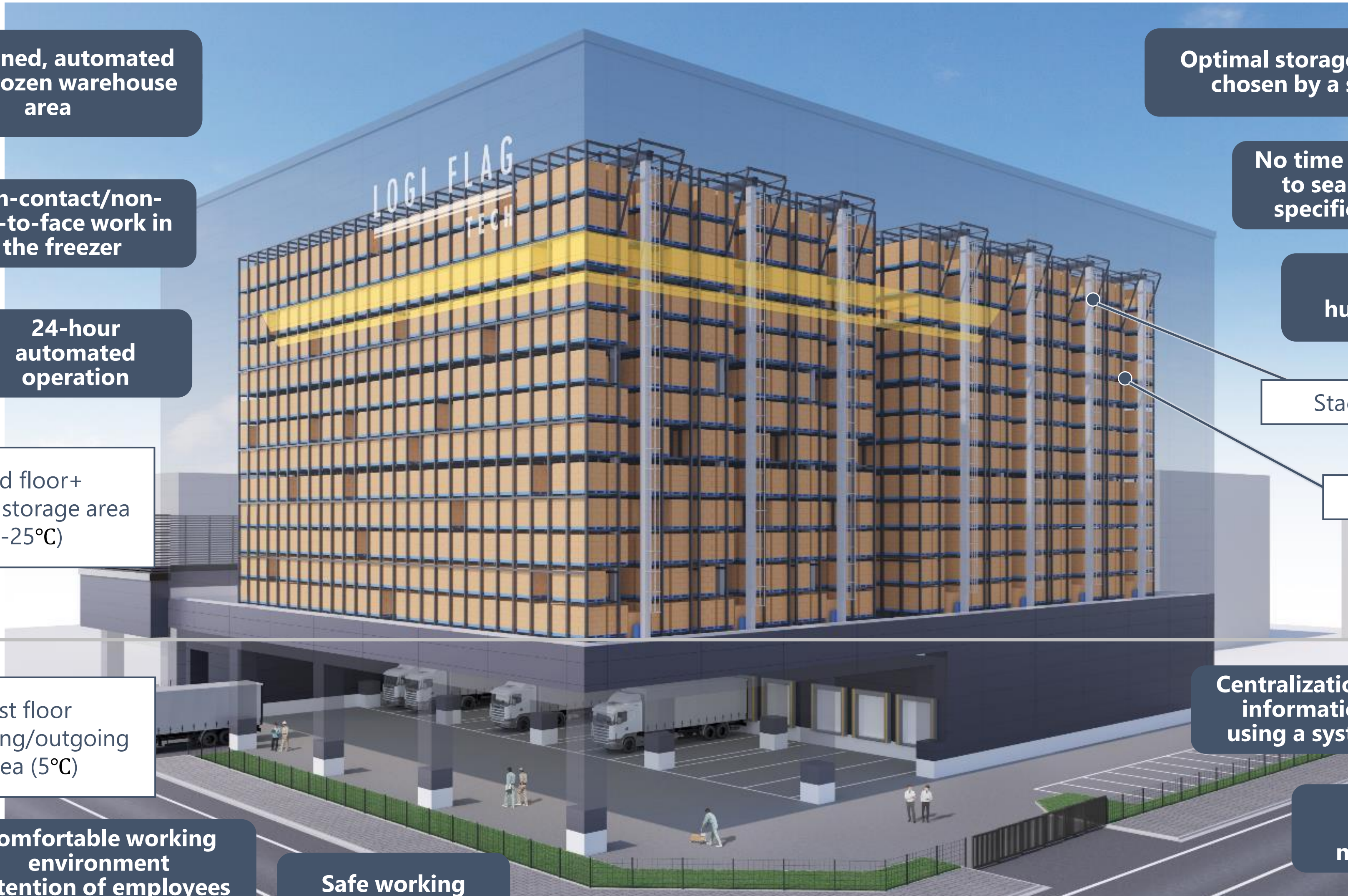
Trends in space occupancy rate for **"frozen & chilled warehouses"** in 12 major cities and 6 largest cities



Source: Prepared by Kasumigaseki Capital based on statistics information data for 12 cities published by Japan Association of Refrigerated Warehouses

LOGI FLAG TECH

Conceptual Drawing of Our Automated Frozen Warehouse



* This conceptual drawing of an automated frozen warehouse planned to be developed is for illustrative purpose only and does not depict any particular project.

3. Healthcare Business

CLASWELL

Rendering of a facility to be built under Tokyo Suginami-ku Project

Rendering of a facility to be built under Fukuoka City Project in Fukuoka

* The above renderings are perspective drawings.
Therefore, the actual design and other features of the facilities may vary.

CLASWELL Topics

Moved into the management phase

- Sale of hospice residences from our Group and each development investor to Mori Trust
- All opened properties (including those opened this term) have transitioned to the management phase

Total sale amount: 6 properties / ¥15 billion

New openings

CLASWELL

Nov. 2024
59 rooms

Feb. 2025
48 rooms

Mar. 2025
50 rooms

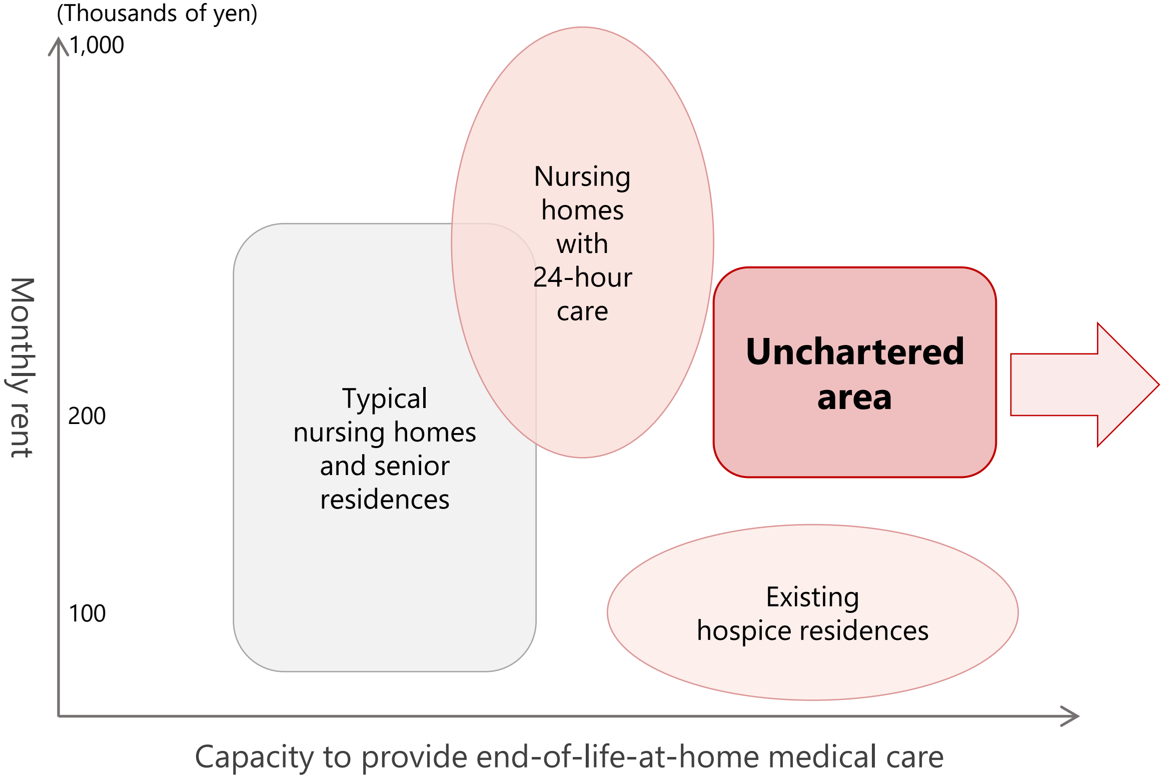
Renovation of existing healthcare facilities

- Acquisition of an existing elderly care home in Minato Ward
- Cost reduction and shorter construction period through renovation

Positioning of Healthcare Business

While demand for hospice residences has been increasing, there are limited number of facilities where users would be happy for their own parents to live or facilities where users themselves would be happy to live.

Example: Positioning of senior care facilities and residences in Tokyo 23 wards



We provide facilities positioned in a currently underserved market as hospice residences.

Locations near railway stations	Easy access to railway stations makes it easier for families to visit frequently and for facility staff to commute to work
Design	Using the knowledge cultivated through our Hotel Business, we provide spaces that are comfortable for both residents and their families
Facility planning capacity	Leveraging our operational knowledge and playing a part in the early stages of land purchase and development allows us to plan highly functional facilities

We aim to provide residences where people can live out the rest of their lives in a way that suits them

CLASWELL

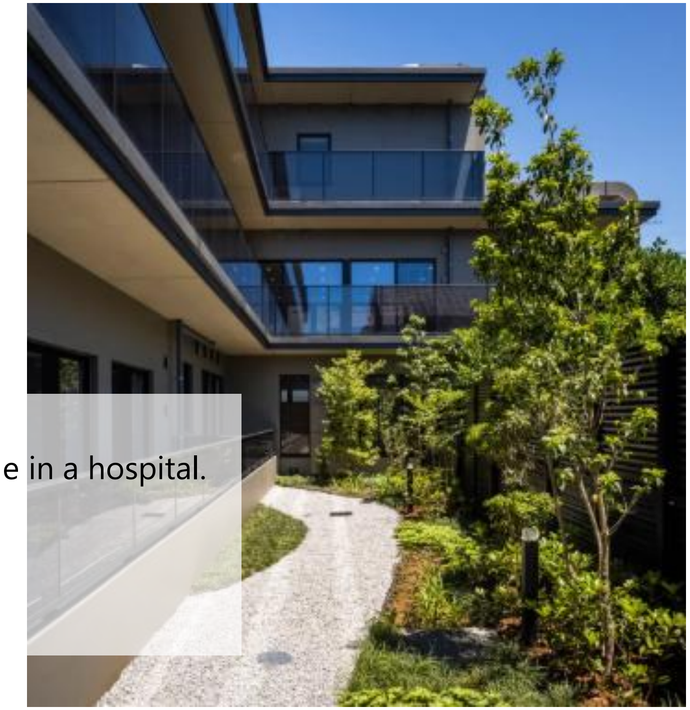
"Today was another good day."

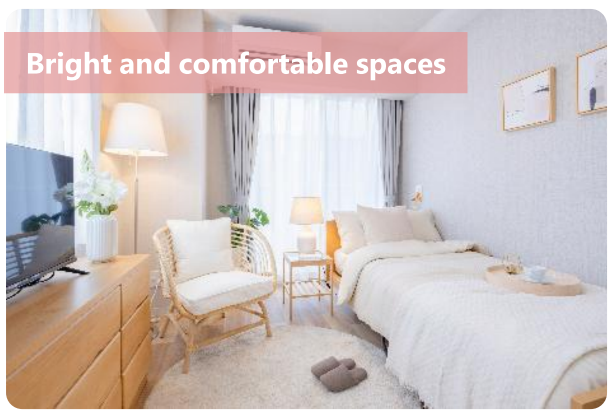
A safe medical environment and
a life enriched with everyday moments.

What only CLASWELL can offer

This is an "open hospice,"
completely different from spending the final stage in a hospital.

Here, people can continue doing what they wish;
going where they want to go and eating what
they want to eat until the very end.





Bright and comfortable spaces

Events that nurture smiles

Never compromising the joy of eating

CLASWELL Project Pipeline List

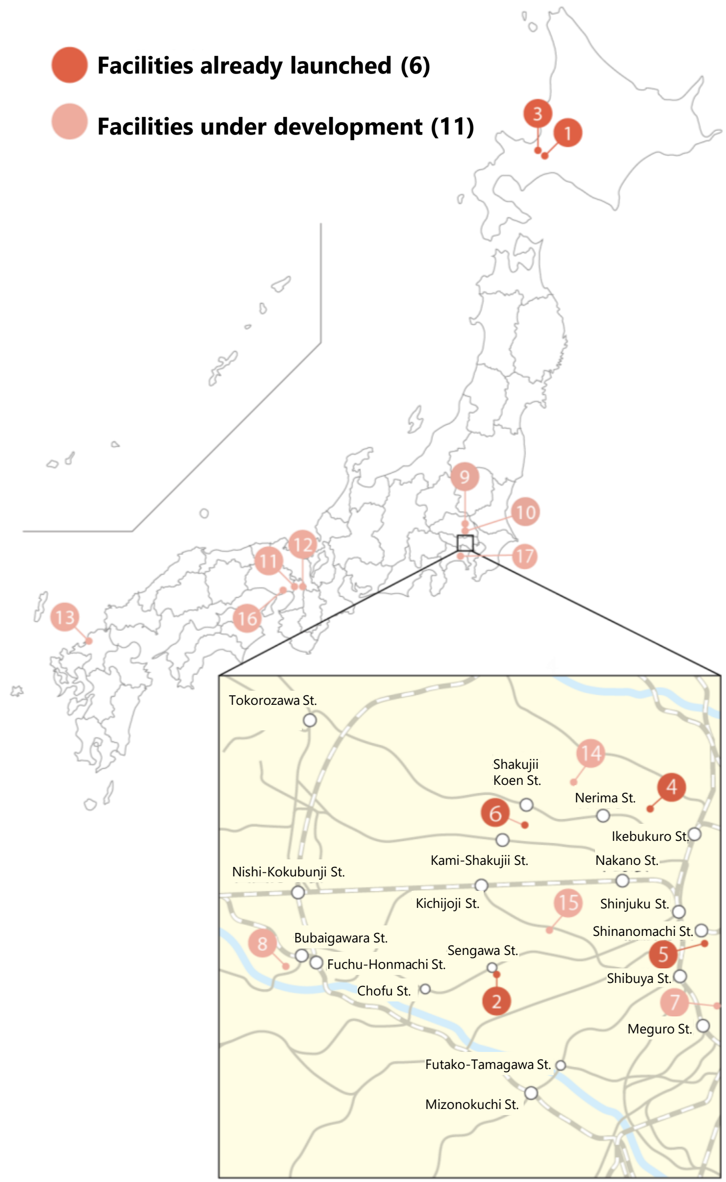
Facilities already launched

No.	Facility name	Location	Total floor area	No. of rooms
1	Sumikawa Hospice	Minami Ward, Sapporo City	1,539 m^2	37 rooms
2	CLASWELL Sengawa	Chofu City, Tokyo	3,019 m^2	69 rooms
3	Sapporo Chuo Hospice	Chuo Ward, Sapporo City	2,982 m^2	60 rooms
4	CLASWELL Kotake-Mukaihara	Itabashi Ward, Tokyo	2,286 m^2	59 rooms
5	CLASWELL Shinanomachi	Shinjuku Ward, Tokyo	1,763 m^2	48 rooms
6	CLASWELL Shimo-Shakujii	Nerima Ward, Tokyo	2,059 m^2	50 rooms

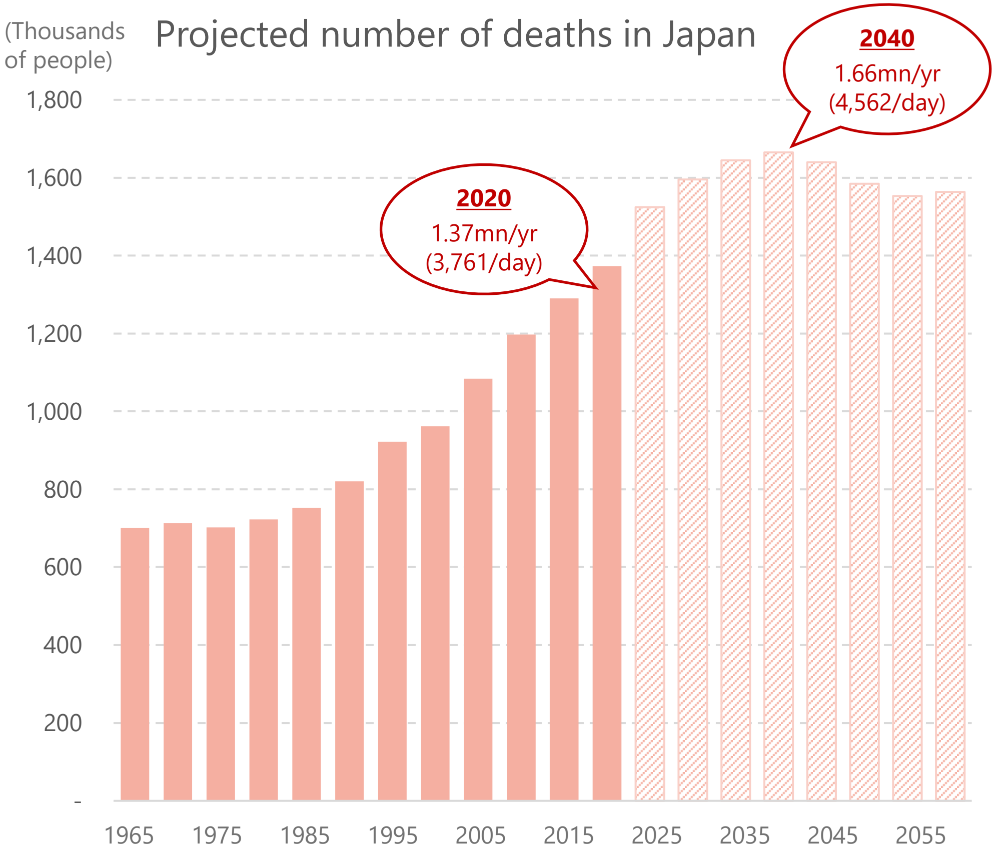
Facilities under development

No.	Location	Status	Scheduled opening date	Total floor area	No. of rooms
7	Minato Ward Tokyo	Under development	Nov. 2025	1,806 m^2	45 rooms
8	Fuchu City, Tokyo	Under development	Dec. 2025	2,356 m^2	47 rooms
9	Saitama City, Saitama (2)	Under development	Jan. 2026	2,992 m^2	58 rooms
10	Saitama City, Saitama (1)	Under development	Jan. 2026	2,628 m^2	60 rooms
11	Toyonaka City, Osaka	Under development	Feb. 2026	2,435 m^2	56 rooms
12	Suita City, Osaka	Under development	Spring/ Summer 2026	2,128 m^2	56 rooms
13	Fukuoka City, Fukuoka	Under development	Summer 2026	2,369 m^2	51 rooms
14	Nerima Ward, Tokyo	Under development	Fall 2026	2,363 m^2	57 rooms
15	Suginami Ward, Tokyo	Under development	Fall 2026	2,149 m^2	50 rooms
16	Nishinomiya City, Hyogo	Under development	Fall/Winter 2026	2,201 m^2	44 rooms
17	Yokohama City, Kanagawa	Under development	Fall 2027	2,555 m^2	51 rooms

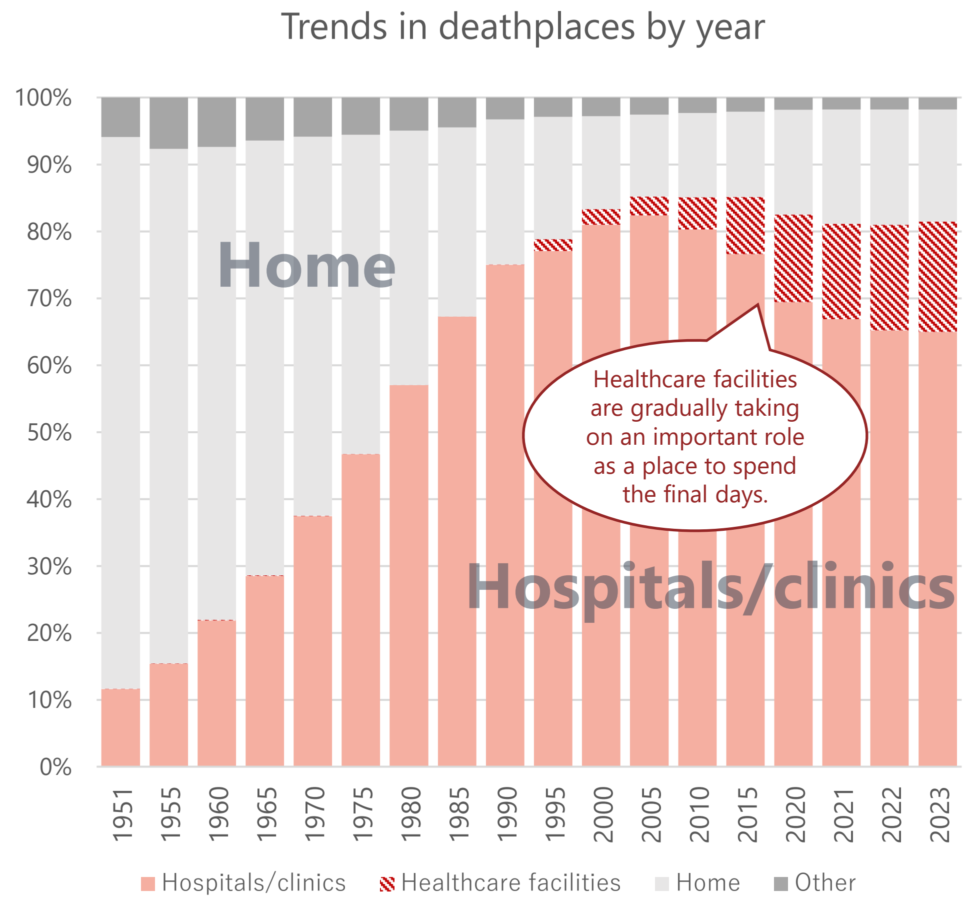
* The number of rooms and schedule may vary depending on the status of each project's development.



The annual number of deaths in Japan is increasing and is projected to reach 1.66 million by 2040. The proportion of end-of-life care taking place in healthcare facilities is rapidly rising, replacing homes and hospitals.



Sources: "Vital Statistics of Japan, 2023" by Ministry of Health, Labour and Welfare for data up to 2020 and "Population Projections for Japan: 2021 to 2070 (2023)" (projection results with medium-fertility and medium-mortality assumptions) by National Institute of Population and Social Security Research for data from 2025 and beyond



Source: "Handbook of Health and Welfare Statistics 2024" by Ministry of Health, Labour and Welfare
* Aggregated figures for "Care medical center," "Maternity home," and "Home for the elderly" in the statistics as figures for healthcare-related facilities

4. Overseas Business

Conceptual illustration for Overseas Business

Emerald Hills facility image

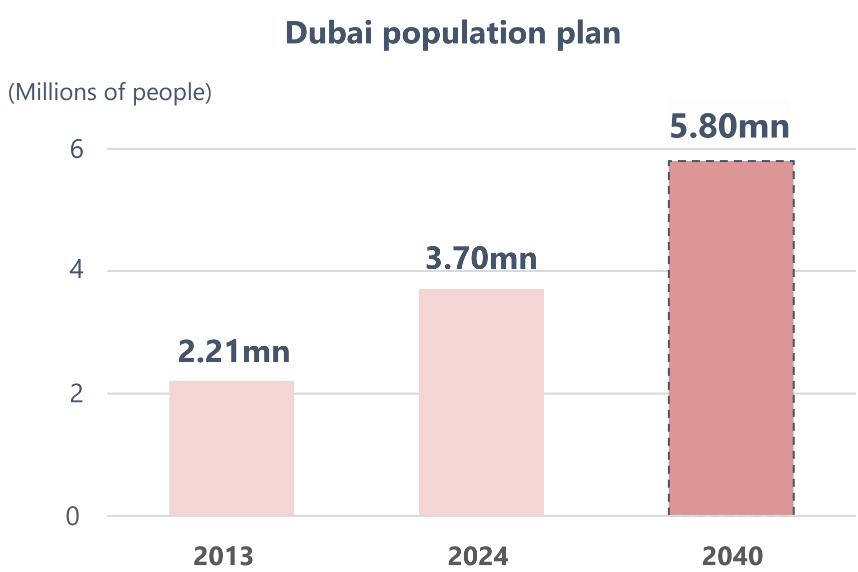
* The above renderings are perspective drawings. Therefore, the actual design and other features of the facilities may vary.

4. Overseas Business: Dubai Real Estate Investment Strategy

Dubai has attracted global attention in recent years as an investment destination. In particular, the real estate investment market is thriving.
We expect to see strong growth in luxury residences thanks to an increase in actual demand and the influx of wealthy individuals alongside the population boom.

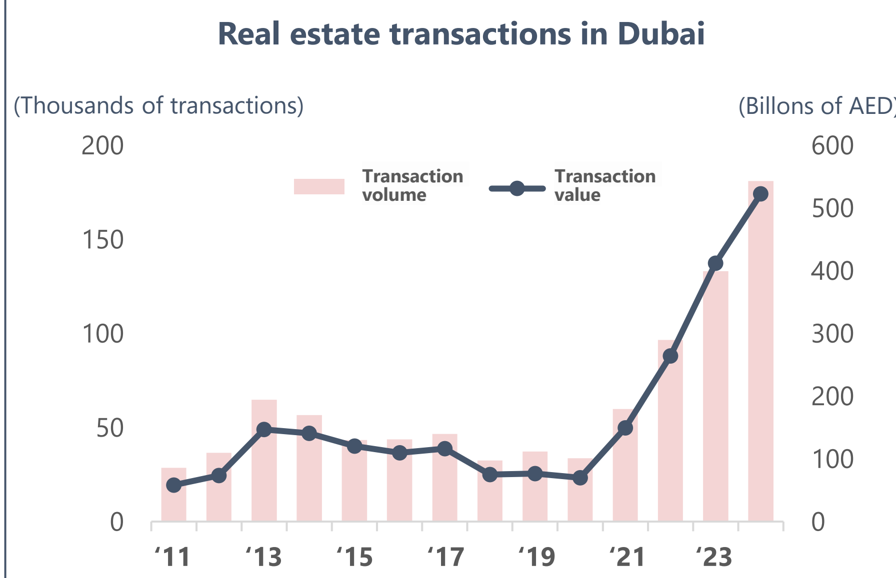
1 Capturing the effects of rising populations and economic growth

According to the Dubai 2040 Urban Master Plan (March 2021) published by the Dubai Government, the city plans to increase its population to 5.80 million people by 2040



2 Booming real estate market

According to a Property Finder report, from 2021, Dubai real estate transaction volume increased at a CAGR of 44.6%, while transaction value rose at a CAGR of 51.9%



4. Overseas Business: Topics

Launching development projects utilizing funds as the next growth stage

Business model transformation of Dubai operations

Gained local insights in Dubai through real estate transactions, fulfilling the initial objective of market entry

Know-how | Network | Track record

Same business model as in Japan
Entry into fund-based development business

Achieving high capital efficiency & profitability | Building a real estate development foundation in Dubai

Signed a memorandum of understanding with Daito Trust Construction as a joint partner

DAITO TRUST CONSTRUCTION CO., LTD. X KASUMIGASEKI CAPITAL

Strong financial capacity & deep knowledge of real estate investment

Expertise and business foundation in Dubai

Promote cooperation in real estate development
Sold development land for the first project to a joint venture of both companies

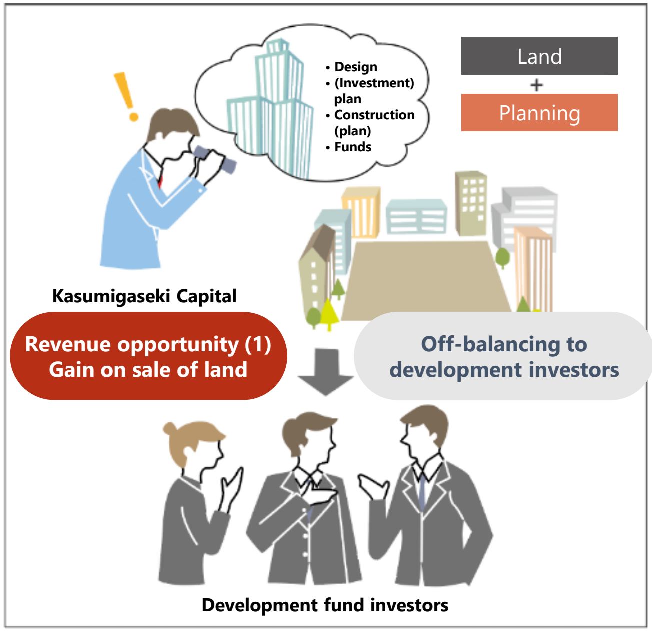
First project: Emerald Hills

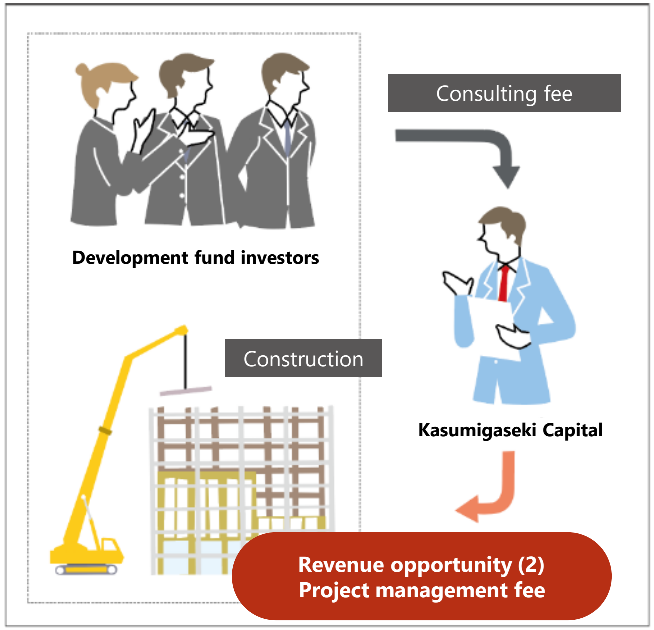
* The above renderings are perspective drawings.
Therefore, the actual design and other features of the facilities may vary.

4 Appendix

Business Model: Summary

We provide an investment platform for real estate development through our unique business model.





Revenue opportunity (1) (Gain on sale of land)

We hold acquired land as real estate for sale.
Then we sell the land to development fund investors after adding value to it through the planning process

Off balance sheet

The sale of real estate for sale allows us to move the asset off balance sheet, enabling the development of the asset while maintaining financial soundness

Revenue opportunity (2) (Project management fee)

Development fund investors take initiative in construction. We take on the management of construction costs and schedule as a project manager and receive a project management fee as remuneration

Revenue opportunity (3) (Success fee)

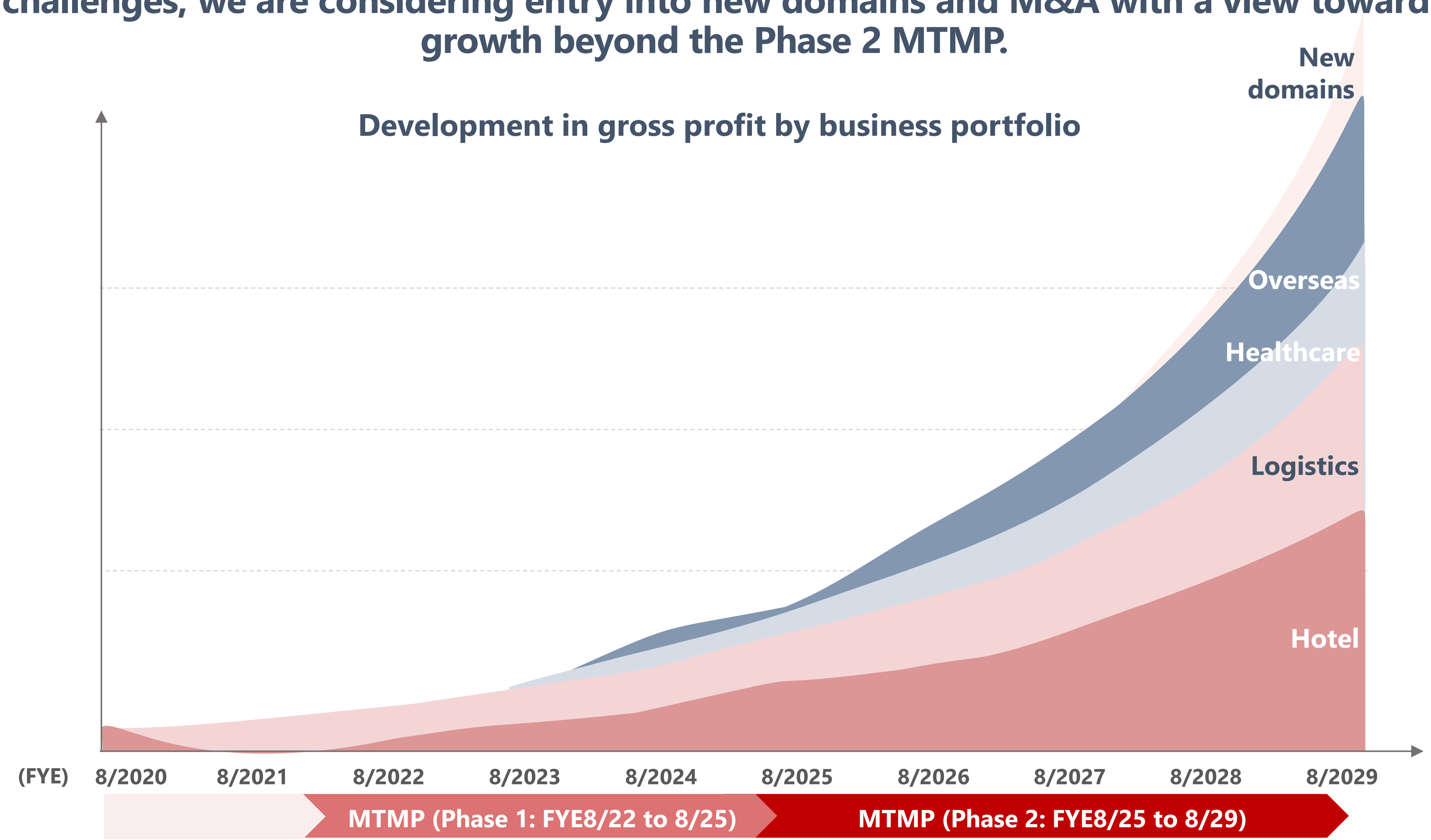
We receive a success fee from development fund investors if the proceeds from the sale exceed expected revenue when the development fund investors sell the property to the real estate fund investors

Revenue opportunity (4) (Asset management fee)

Managing assets of the real estate fund will increase the value of the property as real estate on an ongoing basis. We then receive an asset management fee in return for the service

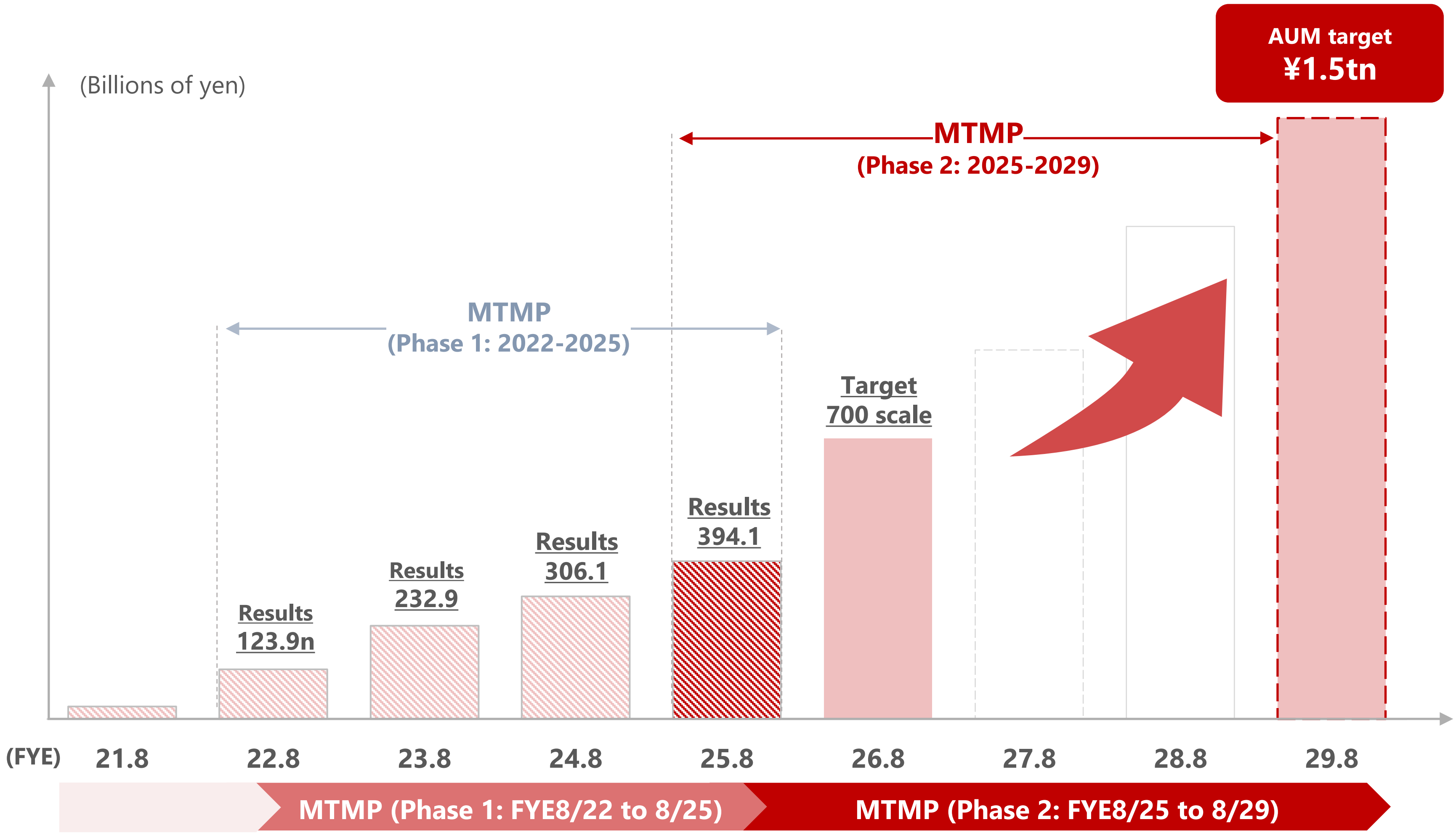
Business Model: Diversification of Business Portfolio

While diversifying the business portfolio in line with the market environment and challenges, we are considering entry into new domains and M&A with a view toward growth beyond the Phase 2 MTMP.



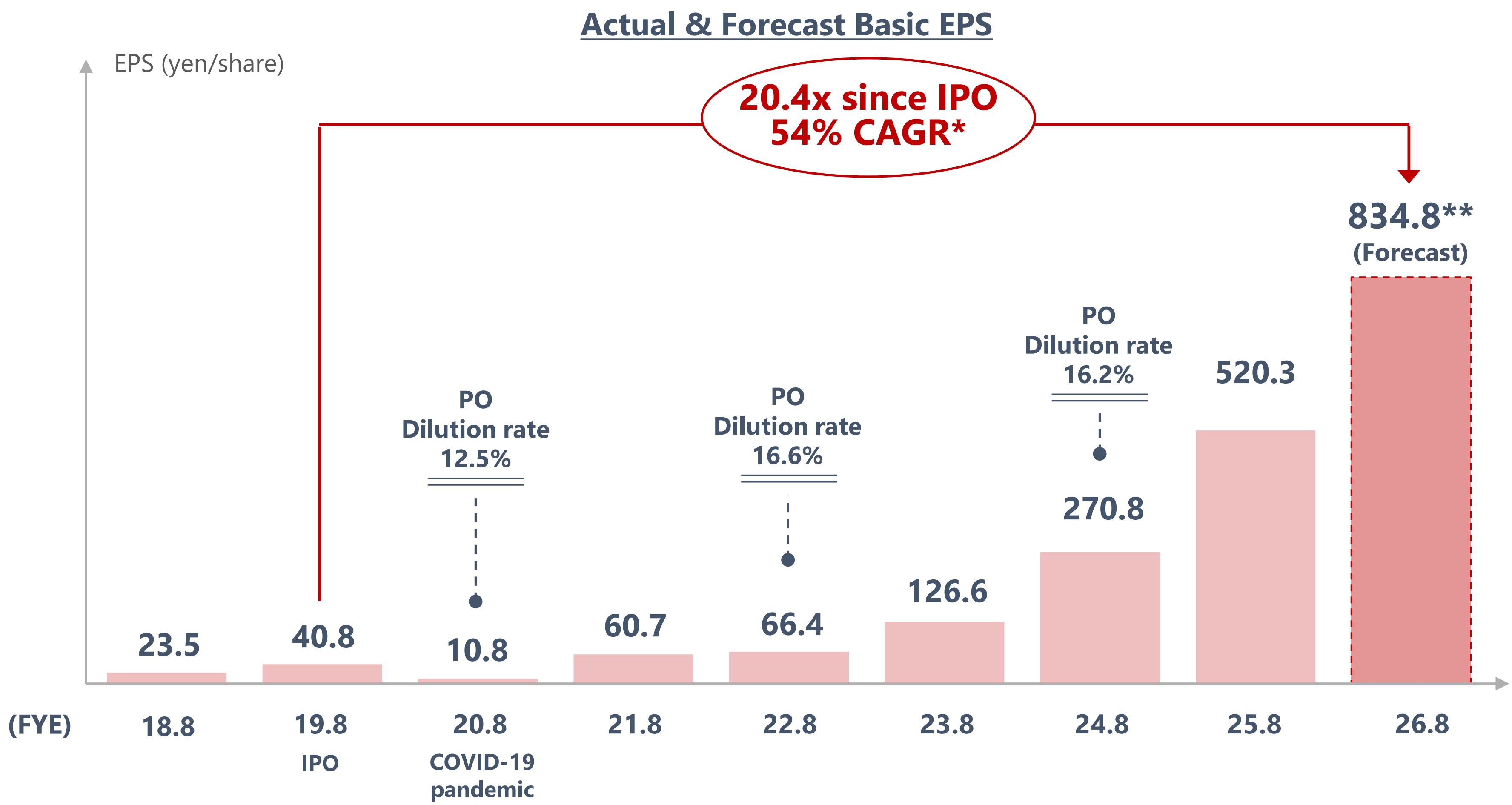
MTMP: AUM

We aim to achieve the AUM target of ¥1.5 trillion for FYE8/2029 by diversifying our business portfolio and scaling up our business size.



Basic EPS Growth: Track Record

Basic EPS is projected to grow 20.4x since IPO, despite the dilutions of shares.
Its CAGR* is expected to reach 54%, outpacing the average annual dilution rate of 10%.



* CAGR: Compound Annual Growth Rate; ** Forecast figures as stated in the financial results summary for FY8/2025
*** On September 1, 2019, 2021 and 2025, our company conducted a two-for-one stock split of its common shares. The amount is calculated on the assumption that the share split was conducted at the beginning of the FYE8/2018.

Shareholder Returns

Implementing a stock split to create a more investor-friendly environment and expanding the investor base, we will continue to strive to return value to our shareholders.

Dividend for FYE 8/25

120.00 yen per share

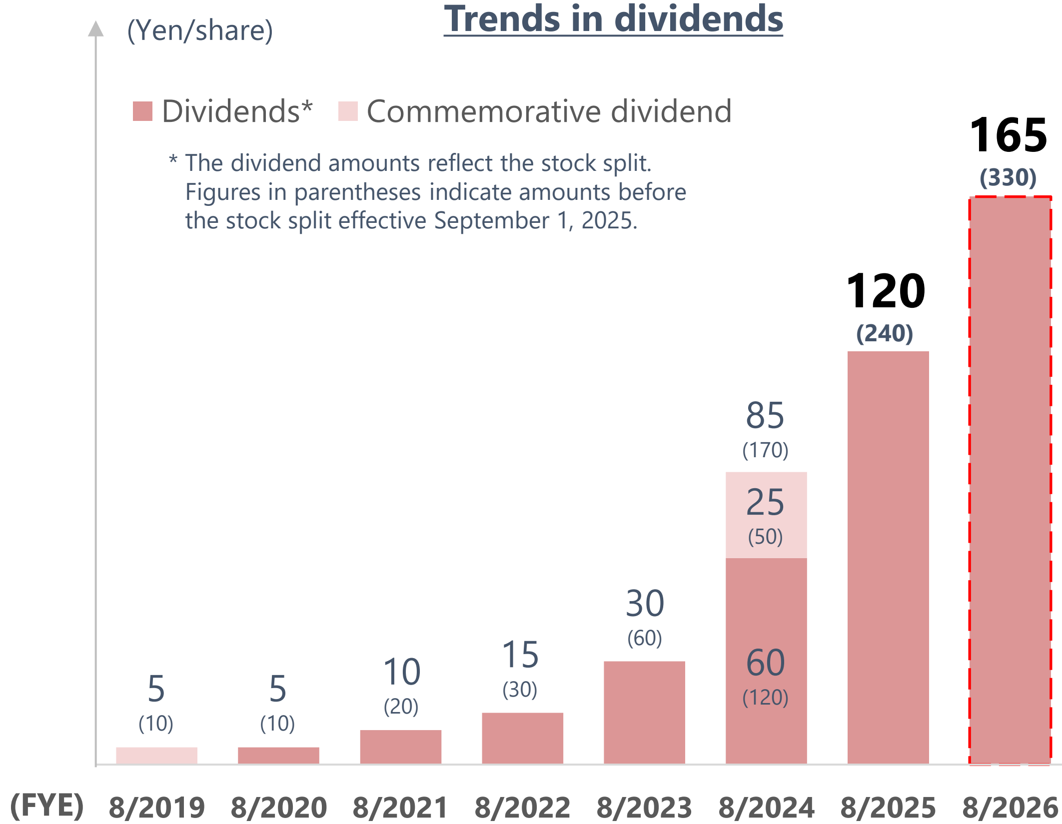
(Before split: ¥240.00)

Dividend forecast for FYE 8/26

165.00 yen per share

(Before split: ¥330.00)

Trends in dividends



* On September 1, 2019, 2021 and 2025, our company conducted a two-for-one stock split of its common shares. It assumes the stock split occurred at the start of the FYE8/2018.

Company Profile

Company name	Kasumigaseki Capital Co., Ltd. (Tokyo Stock Exchange Prime Market: Securities Code 3498)
Established/fiscal year-end	September 2011 (Fiscal year-end: August 31)
Representative	Koshiro Komoto, President & CEO
Head office	3-2-1 Kasumigaseki, Chiyoda-ku, Tokyo
Paid-in capital	19,002 million yen (including legal capital surplus) *as of August 31, 2025
Number of employees	349 (non-consolidated) *as of August 31, 2025
Main business	• Real estate consulting business (Logistics facility development, hotel development, healthcare facility development, overseas business, etc.)
History	Sep. 2011 Established the Company in Sendai City, Miyagi Prefecture and began a shopping center business Jun. 2013 Installed solar power panels on the roof of the shopping center and began natural energy business Sep. 2014 Began real estate consulting business by offering consulting services related to condominium development Aug. 2015 Changed the company name to the current Kasumigaseki Capital Co., Ltd. Nov. 2018 Listed on the Tokyo Stock Exchange Mothers Market (currently the TSE Growth Market) Dec. 2021 Established a joint venture company as a logistics subsidiary Oct. 2023 Changed the listing market to Tokyo Stock Exchange Prim Market
License registration	Type II Financial Instruments Business/Investment Advisory and Agency Business, Director-General of the Kanto Financial Bureau (Financial Instruments and Exchange) No. 3178 Money Lender, Governor of Tokyo (2), No. 31747 Real Estate Broker, Minister of Land, Infrastructure, Transport and Tourism (1) No. 10307 1st Class Architect Office, Governor of Tokyo No. 64817 Specified Joint Real Estate Venture, Commissioner of the Financial Services Agency, Minister of Land, Infrastructure, Transport and Tourism No. 118
Main banks	Mizuho Bank, Ltd., MUFG Bank, Ltd., Sumitomo Mitsui Banking Corporations, The Chugoku Bank, Limited, THE SHIGA BANK, LTD., and San ju San Bank, Ltd.

MEMO

MEMO

河本幸士郎

Koshiro Komoto
President & CEO
Kasumigaseki Capital Co., Ltd.

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Please note that actual results may differ from the forecasts in this material due to factors such as economic conditions, market trends, and changes in the business environment.

The amounts stated in this material in relation to business performance are rounded down to the nearest million yen. Consequently, the sums of the breakdowns may not match the totals. Please note that, although we have taken the utmost care with the content of this material, we make no guarantees regarding the accuracy or completeness of the information from third-party organizations.

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