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March 31, 2026

To whom it may concern,

Company name: The Sumitomo Warehouse Co., Ltd.  
Representative: Akihito Nagata, President  
Security ID Code: 9303 (Prime Market of TSE)  
Reference: Kosei Ota,  
Executive Officer,  
General Manager,  
Business Promotion Department  
Tel: +81-6-6444-1189

**Notice Regarding the Formulation of the Group's Purpose  
and the Medium-Term Business Plan 2026-2030**

We hereby announce that the Company has formulated the Group's Purpose and its five-year Medium-Term Business Plan, "Medium-Term Business Plan 2026-2030", with FY2026 as the starting fiscal year.

1. The Group's Purpose

In formulating the Medium-Term Business Plan, the Group defined the sustainable society it aims to realize over the medium to long term and formulated its Purpose, which clearly articulates the value the Group seeks to provide in that society.

(1) The Sustainable Society the Group Aims to Realize over the Medium to Long Term:  
the "Collaborative Network Society"

The Group aims to realize a "Collaborative Network Society" in which knowledge is shared through the connection of diverse people facilitated by the flow of goods and information, social issues are resolved through the co-creation of this knowledge, and "connections" that transcend time and region generate value.

(2) The Group's Purpose: "Connecting, Supporting, Creating Tomorrow"

In the Collaborative Network Society, where "connections" that transcend time and region create value, the Group will contribute to the peace of mind and growth of all stakeholders, including customers, employees, and local communities, as well as to the realization of a sustainable society, by serving as a provider of social infrastructure such as logistics that connects goods, information, and people, connecting diverse stakeholders, firmly supporting those connections to make them reliable, and creating new value and creating tomorrow.

## 2. Overview of Medium-Term Business Plan 2026-2030

### (1) Basic Policy

- (i.) As the final phase of our Long-Term Vision, “Moving Forward to 2030,” we will pursue growth by taking on the challenge of expanding our business domains and bringing to life our vision of “Connecting things, connecting the world, connecting people, and connecting times.”
- (ii.) By promoting growth strategies and growth investments to expand the Group’s business scale, we aim to achieve our financial and non-financial targets.

### (2) Growth Strategies

Through the following eight growth strategies, we aim to expand consolidated operating revenue, improve capital efficiency, and enhance corporate value. In the logistics business, we will expand our overseas locations, strengthen domestic logistics networks, and develop high value-added logistics. In the real estate business, we will seek to create synergies with the logistics business through investments in logistics real estate in Japan and overseas. In addition, we will create human resources for growth through digital transformation and the consolidation of operations, and develop talent by promoting human capital management.

- (i.) Delivering Global Value-Added Logistics
- (ii.) Expanding Domestic Logistics Networks by Leveraging the Group’s Collective Strength
- (iii.) Strengthening Real Estate Portfolio Resilience and Creating Synergies with the Logistics Business
- (iv.) Creating Next-Generation Industries Through Open Innovation
- (v.) Creating Human Resources for Growth Through Digital Transformation and Business Process Optimization
- (vi.) Building a Talent and Organizational Culture That Encourages Challenge and Growth
- (vii.) Building a Solid Management Infrastructure to Support Challenges for Growth
- (viii.) Promoting Sustainability Management Integrating Financial and Non-Financial Factors

### (3) Consolidated Financial Targets (FY2030)

Operating Revenue	Operating Profit
280.0 billion yen	16.0 billion yen

### (4) Total Investments (five-year cumulative total)

Growth Investments	Infrastructure/Renewal Investments	Total
125.0 billion yen	40.0 billion yen	165.0 billion yen

(5) Capital Policy

(i.) We have set a target ROE of 8.0% for FY2030.

(ii.) We plan to sell cross-shareholdings totaling 60.0 billion yen during the plan period.

(6) Shareholder Returns

(i.) We will set annual dividends of at least 103 yen per share and pay dividends with a target DOE (dividend on equity) in the range of 3.5% to 4.5%. (Note)

(ii.) We will flexibly acquire treasury shares with a target amount of 35.0 billion yen during the plan period.

(Note) Under the previous Medium-Term Business Plan (FY2023-FY2025), we calculated DOE based on total equity; however, in order to establish a more stable shareholder return policy, we have changed the calculation basis to shareholders' equity under the Medium-Term Business Plan 2026-2030.

For further details, please refer to the attached material.

(Attached Material) Sumitomo Warehouse Group Medium-Term Business Plan 2026-2030

-END-



SUMITOMO WAREHOUSE

Sumitomo Warehouse Group  
Medium-Term Business Plan  
**2026-2030**

The Sumitomo Warehouse Co., Ltd.  
March 31, 2026

**EXPANDING &  
CHALLENGING**

# CONTENTS

Medium-Term Business Plan 2026-2030  
EXPANDING & CHALLENGING



2	Management Direction	14	Overview of Growth Strategies		
5	Review of Medium-Term Business Plan [2023-2025]	15	Enhancing Corporate Value Through Growth Strategies		
7	Positioning of Medium-Term Business Plan [2026-2030]	16	<table border="1"><tr><td>Growth Strategy 1</td><td>Delivering Global Value-Added Logistics</td></tr></table>	Growth Strategy 1	Delivering Global Value-Added Logistics
Growth Strategy 1	Delivering Global Value-Added Logistics				
8	Key Points for Expanding Business Domains Toward 2030	18	<table border="1"><tr><td>Growth Strategy 2</td><td>Expanding Domestic Logistics Networks by Leveraging the Group's Collective Strength</td></tr></table>	Growth Strategy 2	Expanding Domestic Logistics Networks by Leveraging the Group's Collective Strength
Growth Strategy 2	Expanding Domestic Logistics Networks by Leveraging the Group's Collective Strength				
9	Financial Targets	20	<table border="1"><tr><td>Growth Strategy 3</td><td>Strengthening Real Estate Portfolio Resilience and Creating Synergies with the Logistics Business</td></tr></table>	Growth Strategy 3	Strengthening Real Estate Portfolio Resilience and Creating Synergies with the Logistics Business
Growth Strategy 3	Strengthening Real Estate Portfolio Resilience and Creating Synergies with the Logistics Business				
10	Targets by Business Segment	21	<table border="1"><tr><td>Growth Strategy 4</td><td>Creating Next-Generation Industries Through Open Innovation</td></tr></table>	Growth Strategy 4	Creating Next-Generation Industries Through Open Innovation
Growth Strategy 4	Creating Next-Generation Industries Through Open Innovation				
11	Cash Allocation	22	<table border="1"><tr><td>Growth Strategy 5</td><td>Creating Human Resources for Growth Through Digital Transformation and Business Process Optimization</td></tr></table>	Growth Strategy 5	Creating Human Resources for Growth Through Digital Transformation and Business Process Optimization
Growth Strategy 5	Creating Human Resources for Growth Through Digital Transformation and Business Process Optimization				
12	Investment Plan	23	<table border="1"><tr><td>Growth Strategy 6</td><td>Building a Talent and Organizational Culture That Encourages Challenge and Growth</td></tr></table>	Growth Strategy 6	Building a Talent and Organizational Culture That Encourages Challenge and Growth
Growth Strategy 6	Building a Talent and Organizational Culture That Encourages Challenge and Growth				
13	Shareholder Returns	24	<table border="1"><tr><td>Growth Strategy 7</td><td>Building a Solid Management Infrastructure to Support Challenges for Growth</td></tr></table>	Growth Strategy 7	Building a Solid Management Infrastructure to Support Challenges for Growth
Growth Strategy 7	Building a Solid Management Infrastructure to Support Challenges for Growth				
		25	<table border="1"><tr><td>Growth Strategy 8</td><td>Promoting Sustainability Management Integrating Financial and Non-Financial Factors</td></tr></table>	Growth Strategy 8	Promoting Sustainability Management Integrating Financial and Non-Financial Factors
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In formulating Medium-Term Business Plan 2026-2030, we have defined the Sumitomo Warehouse Group's purpose and reorganized the Group's management philosophy framework.

## Purpose

**Connecting, Supporting, Creating Tomorrow**



## Vision

Medium-Term Business Plan  
2026-2030

Long-term vision "Moving Forward to 2030"

**Connecting things, Connecting the world,  
Connecting people, Connecting times.**



**Slogan: EXPANDING & CHALLENGING**

We have formulated the Medium-Term Business Plan 2026-2030 as the final phase of our Long-Term Vision, "Moving Forward to 2030."



## Philosophy

### Corporate Philosophy

We will provide earnest and timeless support for logistics functions as the social infrastructure, which is needed by all, while also working to create new services sought after by our customers and society.

Sumitomo's Business Philosophy

"integrity" "sound management" "not pursuing immoral business"





# The Society

We Aim to Realize

## Collaborative Network Society

The Sumitomo Warehouse Group aims to realize a “Collaborative Network Society” in which knowledge is shared through the connection of diverse people facilitated by the flow of goods and information, social issues are resolved through the co-creation of this knowledge, and “connections” that transcend time and region generate value.

# Our Purpose

## Connecting, Supporting, Creating Tomorrow

In the Collaborative Network Society, where “connections” that transcend time and region create value, the Sumitomo Warehouse Group will contribute to the peace of mind and growth of all stakeholders, including customers, employees, and local communities, as well as to the realization of a sustainable society, by serving as a provider of social infrastructure such as logistics that connects goods, information, and people, connecting diverse stakeholders, firmly supporting those connections to make them reliable, and creating new value and creating tomorrow.

## Review of Medium-Term Business Plan [2023-2025] (i)

- Results for FY2025 are expected to fall short of the medium-term business targets. Although external factors had an impact, delays in executing planned investments and initiatives had a significant effect. In the new Medium-Term Business Plan, we will further specify our growth strategies and strengthen management control to ensure the steady execution of them.

	Target	Forecast	Note
Operating Revenue	<b>230.0</b> billion yen	<b>195.0</b> billion yen	<ul style="list-style-type: none"> <li>Delay in securing new revenue sources to offset the decline in demand following the end of the COVID-19 pandemic</li> <li>Shortfall in international transportation handling volumes due to changes in the trade environment</li> <li>No mechanism in place to review measures or consider additional actions when revenue or profit forecasts fell below expectations due to changes in the external environment or other factors</li> </ul>
Operating profit	<b>18.0</b> billion yen	<b>11.0</b> billion yen	<ul style="list-style-type: none"> <li>In addition to operating revenue falling short of targets, profit margins declined due to delays in passing through recent cost increases to pricing.</li> </ul>
Capital expenditures	<b>85.0</b> billion yen	<b>63.0</b> billion yen	<ul style="list-style-type: none"> <li>Projects postponed due to an increase in warehouse construction costs</li> <li>Investment delays caused by insufficient progress management of investments and initiatives for growth</li> </ul>
ROE	<b>7.0</b> %	<b>6.0</b> %	

## Review of Medium-Term Business Plan [2023-2025] (ii)

- In the logistics business, we worked on expanding our overseas locations, enhancing services, and promoting DX, but some large-scale projects did not progress as planned.
- In the real estate business, although we made investments in the leasing business, we did not achieve a full-scale entry into the asset turnover business.

Business Strategies		Main initiatives	
Logistics business	Further expansion of logistics network inside and outside Japan	Domestic	New warehouses started operating in the Fukuoka and Shizuoka areas. Enshu Truck newly opened two “Connect Area” relay transportation bases
		Overseas	Although one new warehouse building commenced operations in Laem Chabang, Thailand, expansion of the warehouse business in Europe and Southeast Asia fell short of plan.
	Expansion of logistics services	We proceeded with the expansion of temperature-controlled facilities at Minami Honmoku, Yokohama to increase handling of high value-added products. Meanwhile, we did not achieve a full-scale rollout of refrigerated air transportation services or BPO services in the archives business.	
	Digitalization of operations, promotion of DX	We introduced automated equipment at the distribution center in the Osaka Nanko district. We expanded our customer base through the supply chain management platform (SWAN) and launched a service providing real-time vessel movement data. To improve operational efficiency, we promoted the use of the customs clearance management system (i-Clearance®) and warehouse management system (i-Warehouse®).	
Real estate business	Expansion of revenue base through promotion of leasing business	Although we expected to expand handling of international transportation, this was not realized partly due to inventory reductions following the COVID-19 pandemic. We were slow to pass recent cost increases on to customers through pricing.	
	Expansion of business content to asset turnover business	We acquired new leasing properties (two office buildings and one residential property) and carried out the redevelopment of an existing property (one residential property). Although we sold existing properties (two residential properties and one parcel of land), we did not achieve a full-scale entry into the asset turnover business.	
ESG management		We promoted the installation of solar power generation systems at newly opened warehouses, the use of electricity derived from renewable energy, and the electrification of company vehicles.	
		We contributed to logistics aspects of Expo 2025 Osaka, Kansai, Japan as designated on-site cargo handlers (joint venture by Sumitomo Warehouse Group and Maguchi Group).	

# Positioning of Medium-Term Business Plan [2026-2030]

As the final phase of our Long-Term Vision, “Moving Forward to 2030,” we will pursue growth by taking on the challenge of expanding our business domains and bringing to life our vision of “Connecting things, connecting the world, connecting people, and connecting times.”



1899

Founded

2019

120th  
anniversary  
since founded

Moving forward together  
into the future.

2023~2025

Medium-Term  
Business Plan

2026~2030

Medium-Term  
Business Plan  
[2026-2030]

EXPANDING &  
CHALLENGING

Further Growth

The growth of the Group will help  
resolve social issues and  
continuously create a future  
brimming with hope.

Long-term vision

“Moving Forward to 2030”

Connecting things, Connecting the world, Connecting people, Connecting times.

# Key Points for Expanding Business Domains Toward 2030

- Although concerns remain over slower market growth and labor shortages due to Japan’s declining population, we aim for growth by taking on the challenge of expanding our business domains, such as development of growth areas in Japan, entering overseas markets, and creating new logistics needs.



# Financial Targets

- We target consolidated operating revenue of 280.0 billion yen, operating profit of 16.0 billion yen, and an ROE of 8.0% in FY2030.

	FY2025 Forecast	FY2030 Target
Operating revenue	<b>195.0</b> billion yen	<b>280.0</b> billion yen
Operating profit	<b>11.0</b> billion yen	<b>16.0</b> billion yen
ROE	<b>6.0</b> %	<b>8.0</b> %
Total investments	<b>63.0</b> billion yen (three-year cumulative total)	<b>165.0</b> billion yen (five-year cumulative total)

## Shareholder Returns

- Plan annual dividends of 103 yen or more per share (Dividend on equity (DOE): 3.5% to 4.5%)\*
- Plan to acquire treasury shares totaling approximately 35.0 billion yen over five years

\* Under the previous medium-term business plan, DOE was calculated based on total equity

## Cross-Shareholdings

- Plan to sell approximately 60.0 billion yen of cross-shareholdings by the end of FY2030

## Non-Financial Target

- Reduce greenhouse gas emissions of Scopes 1 and 2 on a non-consolidated basis by 50% from the FY2018 level by FY2030
- Maintain an employee engagement score of 3.5 or higher

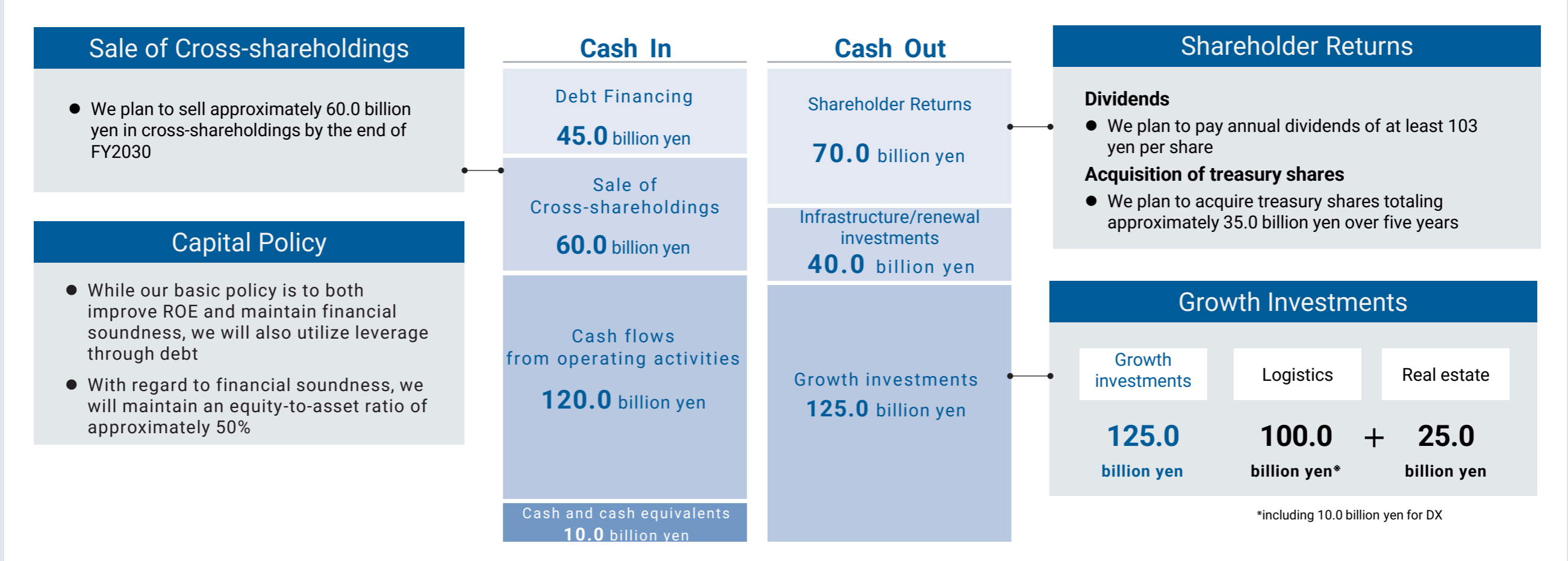
# Targets by Business Segment

- The targets for operating revenue and operating profit for FY2030 by business segment are shown below.

	FY2025 Forecast	FY2030 Target	Change
<b>Operating Revenue</b>	<b>195.0</b> billion yen	<b>280.0</b> billion yen	<b>85.0</b> billion yen
Logistics business	<b>184.6</b> billion yen	<b>264.6</b> billion yen	<b>80.0</b> billion yen
Real estate business	<b>11.0</b> billion yen	<b>16.0</b> billion yen	<b>5.0</b> billion yen
Inter-segment revenue	<b>(0.6)</b> billion yen	<b>(0.6)</b> billion yen	<b>0.0</b> billion yen
<b>Operating Profit</b>	<b>11.0</b> billion yen	<b>16.0</b> billion yen	<b>5.0</b> billion yen
Logistics business	<b>13.1</b> billion yen	<b>18.0</b> billion yen	<b>4.9</b> billion yen
Real estate business	<b>4.4</b> billion yen	<b>6.0</b> billion yen	<b>1.6</b> billion yen
Adjustment	<b>(6.5)</b> billion yen	<b>(8.0)</b> billion yen	<b>(1.5)</b> billion yen

# Cash Allocation

- We plan investments of approximately 165.0 billion yen, of which 125.0 billion yen will be allocated to growth investments. We also plan shareholder returns totaling approximately 70.0 billion yen.
- We plan to sell approximately 60.0 billion yen of cross-shareholdings and use the proceeds as a source of funding for growth investments.
- While our basic policy is to both improve ROE and maintain financial soundness through enhanced capital efficiency, we will also utilize leverage through debt.



# Investment Plan

- Based on our growth strategy, we plan growth investments totaling 125.0 billion yen in Japan and overseas. Please refer to P14 onward.

Growth Investment 125.0 billion yen		Logistics	Real Estate
Growth Investment	Domestic domain <b>95.0</b> billion yen	<b>Growth Strategy 2</b> <b>Expanding Domestic Logistics Networks by Leveraging the Group's Collective Strength</b> <ul style="list-style-type: none"> <li>● Expansion of domestic business areas and development of relay logistics</li> <li>● Establishment of refrigerated warehouses, hazardous materials warehouses, and other facilities to expand high value-added logistics services that meet societal needs</li> </ul>	<b>Growth Strategy 3</b> <b>Strengthening Real Estate Portfolio Resilience and Creating Synergies with the Logistics Business</b> <ul style="list-style-type: none"> <li>● Expansion of the logistics real estate business through equity investments</li> <li>● Promotion of asset turnover business model</li> <li>● Review of the portfolio of existing properties</li> </ul>
		<b>Growth Strategy 5</b> <b>Creating Human Resources for Growth Through Digital Transformation and Business Process Optimization</b> <ul style="list-style-type: none"> <li>● DX and efficiency investments as business infrastructure</li> </ul>	
	Overseas domain <b>30.0</b> billion yen	<b>Growth Strategy 1</b> <b>Delivering Global Value-Added Logistics</b> <ul style="list-style-type: none"> <li>● Investment to expand food logistics in the United States</li> <li>● Capturing the ASEAN market through expansion into Vietnam</li> <li>● Investment to expand chemical logistics in Europe</li> <li>● Developing India to establish next-generation import and export bases</li> </ul>	<b>Growth Strategy 3</b> <ul style="list-style-type: none"> <li>● Investment in overseas logistics real estate intended to generate synergies with the logistics business</li> </ul>
	<b>Growth Strategy 4</b> <b>Creating Next-Generation Industries Through Open Innovation</b> <ul style="list-style-type: none"> <li>● Promote incubation for the creation of new businesses and expansion of business domains. In collaborating through an open-innovation approach with startups and other partners that create next-generation industries, we will flexibly make necessary investments and equity investments</li> </ul>		
	Next-Generation domain*		

\*Investments in the Next-Generation domain will be funded from the Domestic domain allocation.

# Shareholder Returns

- To enhance corporate value, we will promote improving capital efficiency and enhancing shareholder returns as one of our priority measures.
- We will maintain annual dividends of at least 103 yen per share and execute more flexible acquisition of treasury shares than ever before.

## Shareholder Returns Policy

### Approach to Shareholder Returns

To enhance corporate value, we will promote improving capital efficiency and enhancing shareholder returns as one of our priority measures.

- For dividends, we will maintain an annual dividend of at least 103 yen per share.
- We will also actively acquire treasury shares to enhance returns to our shareholders and achieve the sustainable enhancement of corporate value.

### Dividends\*

Annual dividends of at least **103 yen** per share

We plan dividends at a **dividend on equity ratio (DOE)** of **3.5% to 4.5%**

\* Under the previous medium-term management plan, DOE was calculated based on total equity; however, to establish a more stable shareholder return policy, we have changed the calculation basis to shareholders' equity under the current plan.

### Acquisition of treasury shares\*

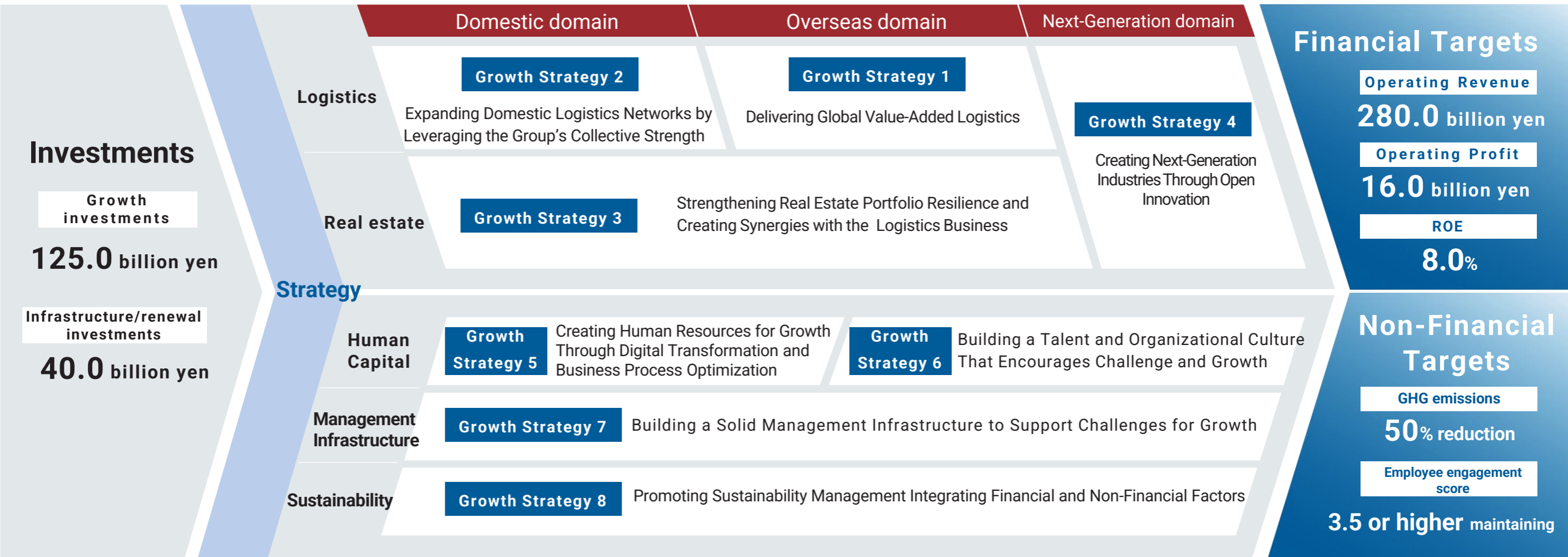
We plan to acquire treasury shares of **approximately 35.0 billion yen** during FY2026 through FY2030

\* The payment of dividends and acquisition of treasury shares are subject to the Companies Act and other applicable laws and regulations, the amount available for distribution, and the necessary corporate approvals.

## Overview of Growth Strategies

# Value Creation through EXPANDING & CHALLENGING

- We will promote growth investments and infrastructure/renewal investments (165.0 billion yen in total), together with eight growth strategies that involve expansion of business domains.
- We aim to achieve the financial targets of “consolidated operating revenue of 280.0 billion yen, consolidated operating profit of 16.0 billion yen, and ROE of 8.0%” and the non-financial targets of “a 50% reduction in greenhouse gas emissions and maintaining employee engagement at 3.5 or higher.”



# Enhancing Corporate Value Through Growth Strategies

- Through the eight growth strategies, we will achieve operating revenue expansion, control of profit margins and costs, effective utilization of assets, and optimization of the capital structure, thereby attaining an ROE of 8.0% and enhancing corporate value.

ROE Target / Key KPIs	Initiatives to Improve ROE		Growth Strategy	
<p><b>ROE</b></p> <p><b>8.0%</b></p>	<p><b>Operating Revenue Expansion</b></p> <ul style="list-style-type: none"> <li>Expansion of operating revenue through the steady execution of growth strategies</li> <li>Upfront investments for growth beyond FY2031</li> </ul> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>Growth Strategy 1</p> <p>Growth Strategy 3</p> </div> <div style="text-align: center;"> <p>Growth Strategy 2</p> <p>Growth Strategy 4</p> </div> </div>		<p><b>Growth Strategy 1</b></p> <p>Delivering Global Value-Added Logistics</p> <p><b>Growth Strategy 2</b></p> <p>Expanding Domestic Logistics Networks by Leveraging the Group's Collective Strength</p> <p><b>Growth Strategy 3</b></p> <p>Strengthening Real Estate Portfolio Resilience and Creating Synergies with the Logistics Business</p> <p><b>Growth Strategy 4</b></p> <p>Creating Next-Generation Industries Through Open Innovation</p>	
<p><b>Operating Revenue</b></p> <p><b>280.0</b> billion yen</p>	<p><b>Control of Profit Margins and Costs</b></p> <ul style="list-style-type: none"> <li>Investment discipline to ensure an appropriate balance between upfront investments and growth</li> <li>Initiatives to improve and streamline operations</li> <li>Collection of appropriate fees reflecting costs</li> </ul> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>Growth Strategy 2</p> </div> <div style="text-align: center;"> <p>Growth Strategy 5</p> </div> <div style="text-align: center;"> <p>Growth Strategy 6</p> </div> </div>		<p><b>Growth Strategy 5</b></p> <p>Creating Human Resources for Growth Through Digital Transformation and Business Process Optimization</p> <p><b>Growth Strategy 6</b></p> <p>Building a Talent and Organizational Culture That Encourages Challenge and Growth</p> <p><b>Growth Strategy 7</b></p> <p>Building a Solid Management Infrastructure to Support Challenges for Growth</p> <p><b>Growth Strategy 8</b></p> <p>Promoting Sustainability Management Integrating Financial and Non-Financial Factors</p>	
<p><b>Operating Profit</b></p> <p><b>16.0</b> billion yen</p>	<p><b>Effective Utilization of Assets</b></p> <ul style="list-style-type: none"> <li>Improvement of capital efficiency through equity investments and the expansion of turnover business</li> <li>Planned sale of cross-shareholdings</li> </ul> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>Growth Strategy 3</p> </div> <div style="text-align: center;"> <p>Growth Strategy 7</p> </div> <div style="text-align: center;"> <p>Growth Strategy 8</p> </div> </div>		<p><b>Optimization of the Capital Structure</b></p> <ul style="list-style-type: none"> <li>Utilization leverage through debt financing</li> <li>Implementation of shareholder returns through dividends and acquisitions of treasury shares</li> </ul> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>Growth Strategy 7</p> </div> <div style="text-align: center;"> <p>Growth Strategy 8</p> </div> </div>	
<p><b>Total Investments</b></p> <p><b>165.0</b> billion yen</p>				
<p><b>Shareholder Returns</b></p> <p>Approximately <b>70.0</b> billion yen</p>				

# Delivering Global Value-Added Logistics

- Using food logistics in the United States and chemical logistics in Europe as core pillars, we will take on the challenge of building value-added logistics businesses in Europe and North America.
- We will further deepen our efforts to capture the ASEAN market through expansion into Vietnam, while also proactively expanding into new regions, including India, with a view to future expansion into Africa.

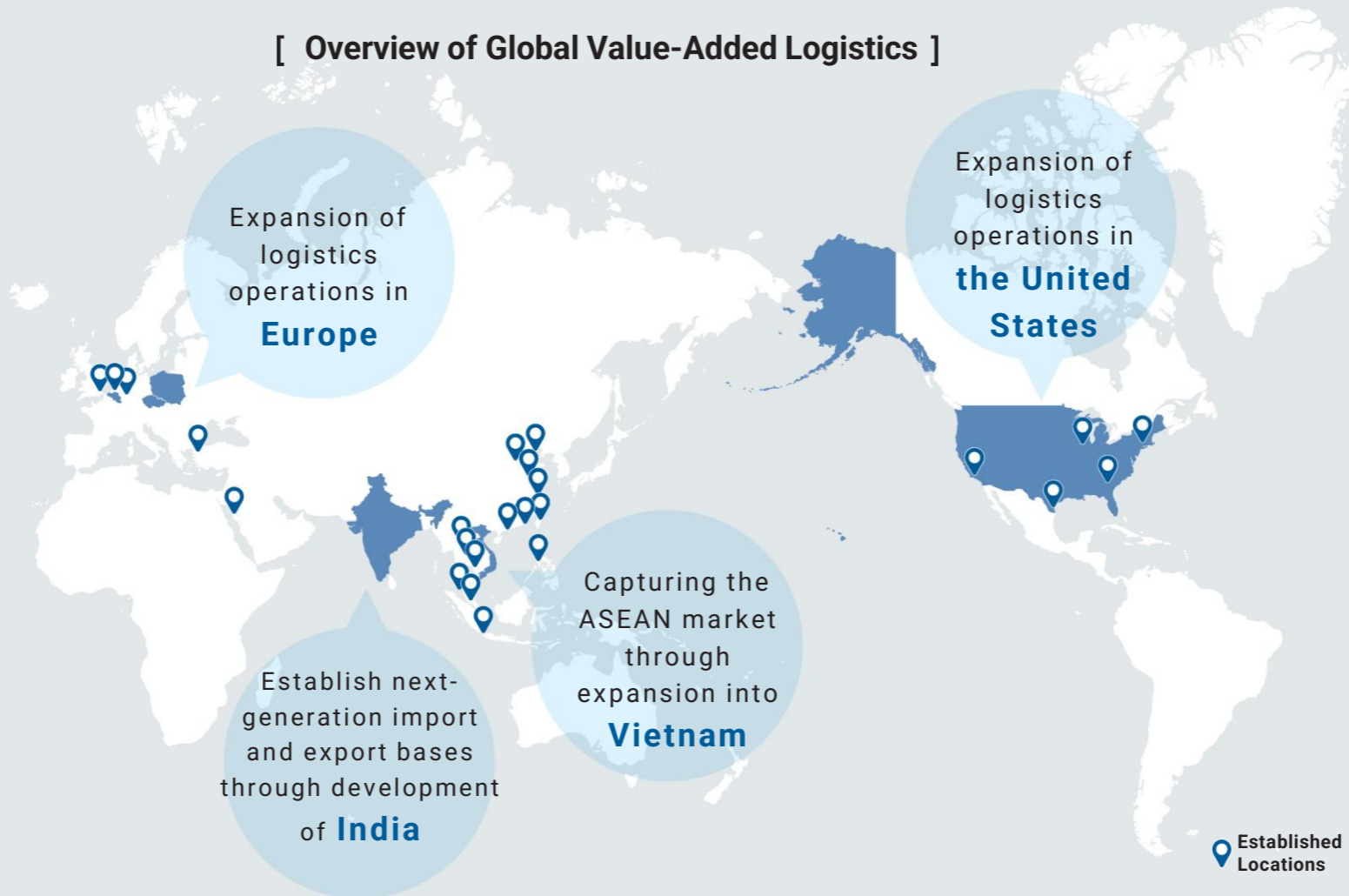
## Overview of Strategies in Europe

- By acquiring a new facility equipped with a fixed temperature warehouse in Antwerp, Belgium, consolidate inventory and promote cargo collection for chemicals requiring temperature control
- Aim to establish new locations in Eastern Europe (Poland, Czechia, etc.)

## Overview of Strategies in India

- Establish logistics bases in major cities in India to meet domestic and international logistics demand
- Also consider future expansion into Africa and other regions

### [ Overview of Global Value-Added Logistics ]



## Overview of Strategies in the United States

- In addition to developing and expanding our Los Angeles warehouse, promote initiatives in food logistics from Japan and other parts of East Asia to the United States

## Overview of Strategies in Vietnam

- Strengthen warehouse operations in Vietnam and establish new warehouses in both the northern and southern regions
- Promote the expansion of forwarding operations
- Using Vietnam as a base, build a logistics platform connecting neighboring countries

# Delivering Global Value-Added Logistics

- Specific initiatives envisioned for each area are shown below.

## the United States

Expansion of logistics operations in **the United States**

- Covering demand for food logistics to the United States from East Asia, including Japan
- In addition to ambient-temperature logistics, broaden the range of products that can be handled to meet customer needs
- Strengthen operations starting on the West Coast and eventually expand coverage to the East Coast

## Europe

Expansion of logistics operations in **Europe**

- At our base in Antwerp, Belgium, strengthen logistics functions centered on chemicals through initiatives such as acquiring a new warehouse and expand the business with a focus on non-resident inventory\* operations
- Strengthen our in-house transportation capabilities linking Belgium, Eastern Europe (Poland, Czechia, etc.), and Turkey, to cover demand within Europe by expanding our network

\* Holding inventory without establishing a local subsidiary

## Vietnam

Capturing the ASEAN market through expansion into **Vietnam**

- Acquire our own warehouse facilities in northern and southern Vietnam, and provide services through our own warehouse operations
- Also capture demand for cross-border transportation between Vietnam and neighboring countries, as well as long-haul transportation to the United States and Europe

## India

Establish next-generation import and export bases through development of **India**

- Establish logistics bases in major cities in India to meet domestic and international demand
- In the future, this will also lead to capturing business targeting the Middle East and Africa

## Growth Strategy 2

# Expanding Domestic Logistics Networks by Leveraging the Group's Collective Strength

- Leveraging the comprehensive strengths of the Group, including Enshu Truck, actively expand into areas we do not currently cover.
- Our warehouse division and land transportation division will work together in this expansion, increasing handling volumes of high value-added products such as processed foods and advanced materials, which we have traditionally handled in limited quantities, and thereby grow our domestic logistics business.

## Expanding Domestic Logistics Networks by Leveraging the Group's Collective Strength

Expand the domestic transportation business and strengthen transport capacity through collaboration between the warehouse division and the land transportation division

### Warehouse / Cargo Handling Division

Expansion of relay transportation hubs and expansion of business areas



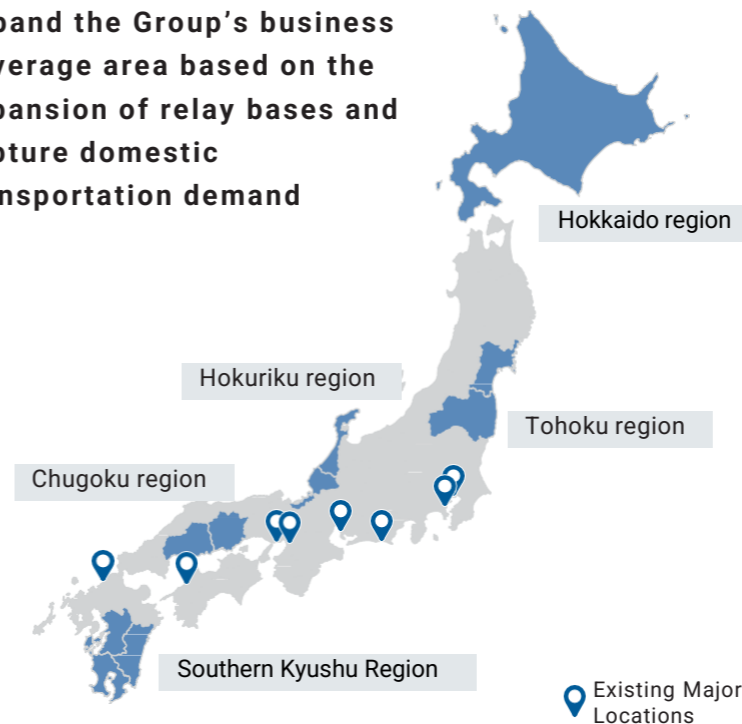
### Land Transportation Division

Capturing domestic transportation demand through intra-Group collaboration



## Expansion of Business Areas

Expand the Group's business coverage area based on the expansion of relay bases and capture domestic transportation demand



Acquisition of Logistics Business in High Value-Added and Growth Areas

Food logistics

Advanced materials and high value-added chemicals

Urban distribution centers

E-commerce-related logistics

# Expanding Domestic Logistics Networks by Leveraging the Group's Collective Strength

- Specific initiatives envisioned for each theme are shown below.

## Food logistics

### Expansion of Food Logistics Capable of Handling Multiple Temperature Ranges

- In the Kanto and Kinki regions, which are major demand areas, establish facilities capable of handling temperature-controlled and multiple temperature ranges to capture logistics demand for processed food products
- In addition to storage and cargo handling operations, capture transportation demand between major metropolitan areas to enhance revenue for the Group as a whole

## Urban distribution centers

### Leverage of Urban Warehouse Facilities for Growth Areas

- Strengthen logistics business for MICE-related\* facilities, commercial facilities, hotels, and others
- Leverage the transportation and delivery capabilities of partner companies to provide temperature-controlled logistics for equipment and consumables within facilities

\* MICE : Meeting, Incentive Travel, Convention, Exhibition/Event

## Advanced materials and high value-added chemicals

### Capture of High Value-Added Logistics Demand by Enhancing Capabilities for Hazardous Materials

- Expand hazardous materials warehouses to capture logistics demand for high value-added chemicals, including EV- and semiconductor-related materials
- As future growth opportunities, we envisage
  - (i) capturing demand related to advanced materials from existing promising customers and
  - (ii) further expanding into additional areas in anticipation of semiconductor demand

## E-commerce-related logistics

### Capture of Long-Haul Logistics Demand through the Expansion of E-commerce-Related Logistics

- In light of the expansion of e-commerce-related logistics, position long-haul transportation between distribution centers for B2C customers as a priority business area in domestic land transportation
- Leverage the Group's comprehensive capabilities to strengthen sales activities related to e-commerce logistics

# Strengthening Real Estate Portfolio Resilience and Creating Synergies with the Logistics Business

- Promote investment in logistics real estate in Japan and overseas with the aim of creating synergies with the logistics business.
- Accelerate asset turnover business, such as real estate value enhancement, the use of equity investments, and portfolio replacement.

## Real Estate Business

<p><b>Expand investment in logistics real estate in Japan and overseas</b></p> 	<p><b>Promote asset turnover business and portfolio replacement</b></p> <p>Office building </p> <p>Commercial facility </p> <p>Residential facility </p>
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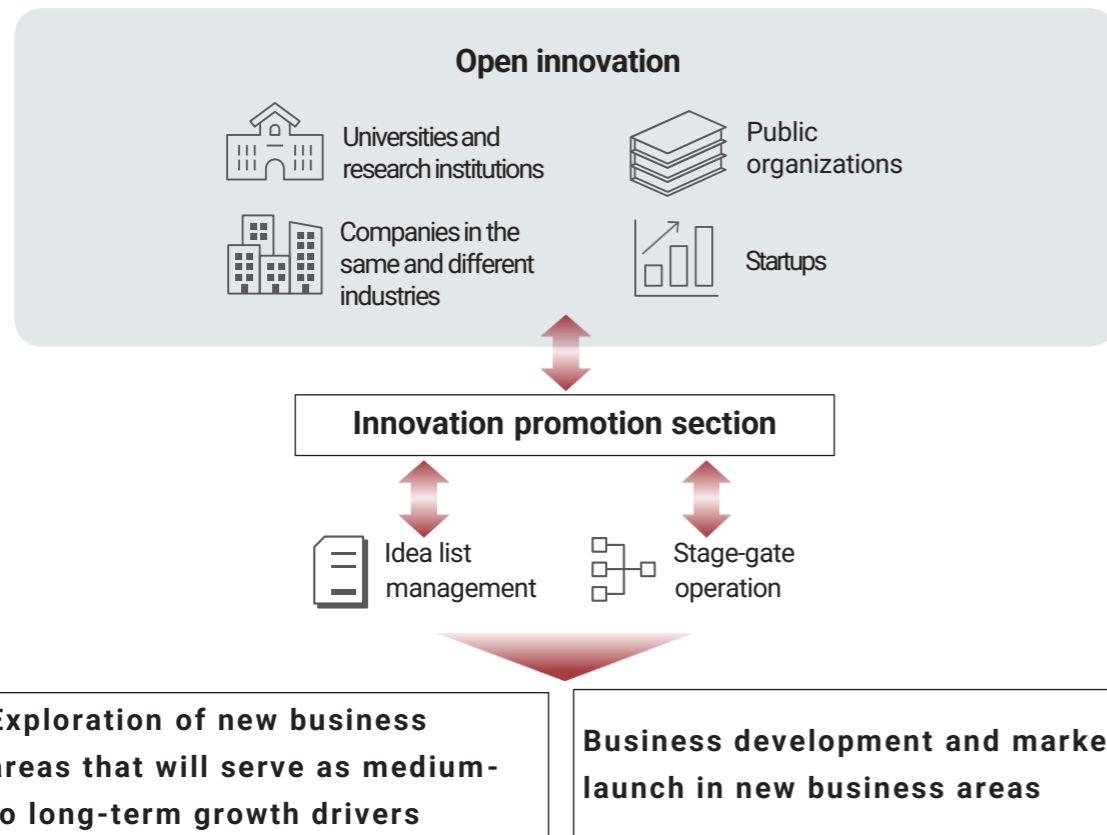
## Overview of Each Strategy

<p><b>Expand investment in domestic real estate</b></p>	<ul style="list-style-type: none"> <li>● In addition to expanding conventional rental properties such as office buildings, expand investment in large rental warehouses</li> <li>● Pursue synergies with the logistics business</li> </ul>
<p><b>Make investments in overseas logistics real estate</b></p>	<ul style="list-style-type: none"> <li>● Promote investment in overseas logistics real estate development projects</li> <li>● Aim to create synergies between the real estate business and the logistics business, such as contributing to the business expansion of overseas local subsidiaries</li> </ul>
<p><b>Promote asset turnover business model</b></p>	<ul style="list-style-type: none"> <li>● Expand initiatives for asset turnover investments aimed at realizing capital gains through sales within a certain period</li> <li>● Make investments with consideration for capital efficiency, also utilizing equity investments</li> </ul>

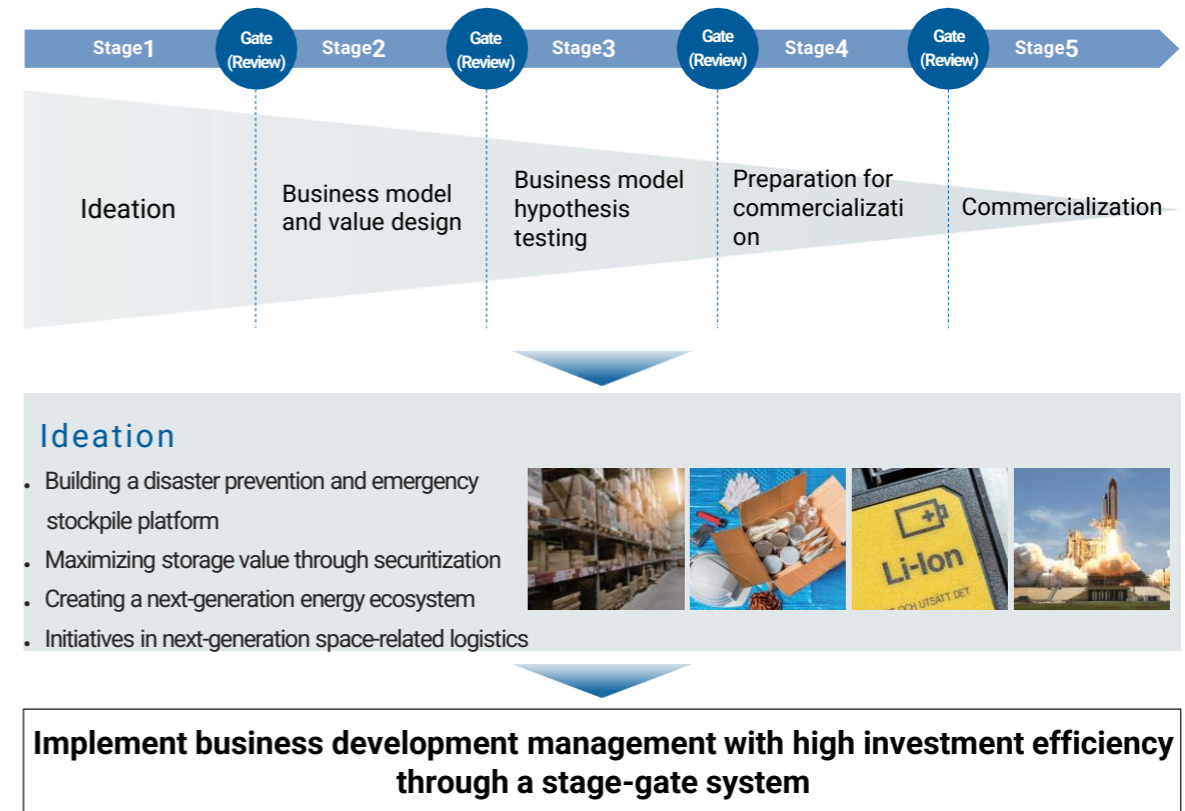
# Creating Next-Generation Industries Through Open Innovation

- To enable the Company to pursue sustainable growth in FY2031 and beyond, we will promote incubation aimed at creating new businesses and expanding business domains.
- To enable collaboration through open innovation with startups and other companies creating next-generation industries, we will newly establish a dedicated department, the Innovation Promotion Section, and consider stage-gate business development.

## Establish the Innovation Promotion Section and Promote Business



## Stage-Gate Business Development Concept



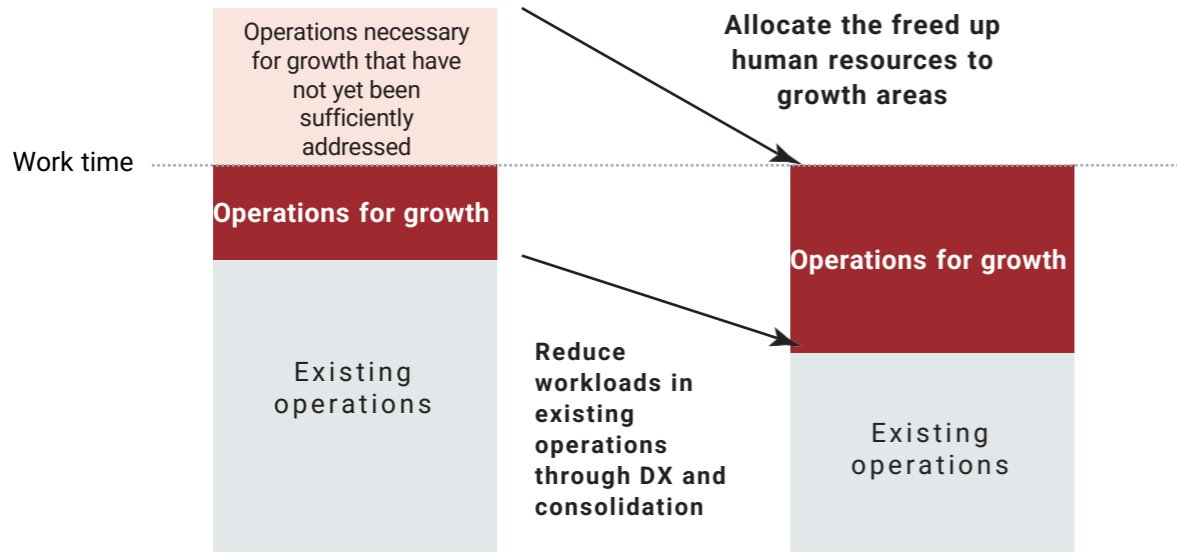
# Creating Human Resources for Growth Through Digital Transformation and Business Process Optimization

- We will streamline, consolidate, and standardize operations through initiatives such as DX and the establishment of operation centers.
- By allocating the human resources created through these efforts to growth areas, we will build the foundation that supports the growth outlined in the Medium-Term Business Plan.

## Creating Human Resources for Growth

### Objectives

- Create human resources through digital technologies, consolidation and streamlining
- Use the human resources created through these initiatives for growth-oriented operations, establishing an operational structure that enables effortless growth



## Specific Initiatives

### Promotion of DX

Utilize digital technologies and AI  
Promote the automation and streamlining of operations

- Standardization and streamlining of operations based on the introduction of AI agents
- Improving operations and services and the creation of value through promotion of utilization of company data

### Establishment of an Operations Center

Consolidation and streamlining of common operations

- Consolidation and streamlining of common operations across branches
- Standardization and consolidation of operations in the harbor transportation division, general cargo handling division, and warehouse division
- Partial consolidation of subsidiary operations

### Creation of autonomous human resources

Promote and evaluate autonomous operational review  
Promote horizontal rollout of best practices

- Set targets for operational review by each department and appoint managers and project leads
- Recognize best practices and roll them out horizontally

### Administrative departments

Improve operational efficiency in administrative departments  
Lay the groundwork to support growth and globalization

- Operational analysis in administrative departments
- Implement operational efficiency improvements

# Building a Talent and Organizational Culture That Encourages Challenge and Growth

- Human capital is the growth driver of the Group, and we will develop systems and environments that encourage employees to take on challenges and foster talent capable of taking on challenges for growth.

## Promotion of Human Capital Management

### Objectives

- We aim to realize our growth strategy by establishing a new organization responsible for human capital management and promoting human resource strategy and organizational culture reform

## Medium-Term Business Plan

### Functions and organization

- Identify the functions required to achieve goals
- Promote the enhancement of head office and sales functions, including functions that advance human capital management

### Human resources strategy

- Revitalization of individuals and the organization
  - Leveraging employees with diverse knowledge and experience
  - Development of opportunities for reskilling and retraining
  - Enhancing employee engagement
- Assigning personnel to the right positions where they can make the most of their individual skills

### Reforming organizational culture

- Reforming our culture to encourage challenge
  - Personnel systems that support taking on challenges
  - Continuing improvements toward a bright, open workplace environment

## Specific Initiatives

### Development of functions and organizational structures to support growth strategy

- Strengthen functions and organizational structures to achieve growth strategy goals. Strengthen functions related to sustainability and new businesses

### Promotion of human resource development and evaluation based on expected roles

- Create an environment in which employees understand their expected roles and work proactively, while enhancing the acceptance of evaluations and establishing mechanisms that lead to individual growth

### Personnel assignment and human resource development based on skills

- Take stock of skills and promote optimal human resource assignments
- Support employees' personal growth and link it to the Company's growth by expanding training programs

### Development of a culture and systems that encourage employees to take on challenges

- Foster a workplace culture where employees feel motivated to take on challenges, where failures are not blamed, but viewed positively as opportunities for learning

# Building a Solid Management Infrastructure to Support Challenges for Growth

- To achieve the targets of the Medium-Term Business Plan, we will introduce a new management control system and enhance budget formulation and management.
- Specifically, we will strengthen the foundation for achieving the Medium-Term Business Plan by formulating annual budgets aligned with the plan, introducing process management for monitoring the progress of growth strategies, and rigorously implementing rolling reviews based on budget-to-actual management.



Specific Initiatives	
<b>Formulation of annual budgets backcast from the Medium-Term Business Plan</b>	<ul style="list-style-type: none"> <li>• Manage growth based on the Medium-Term Business Plan within the budget, with regular reviews of actual results versus budget</li> <li>• Promptly consider alternative measures if any divergence arises between the plan and the status of its execution</li> </ul>
<b>Introduction of process management based on growth strategy</b>	<ul style="list-style-type: none"> <li>• Assign responsible departments for the Growth strategy established based on the Medium-Term Business Plan</li> <li>• Provide regular reports on the progress of the Growth strategy</li> </ul>
<b>Strengthening of the management structure for the Business Plan</b>	<ul style="list-style-type: none"> <li>• Establish a meeting structure that includes the management team for reporting on the progress of business performance and actions</li> <li>• Strengthen the functions and organizational structure of the Business Promotion Department, which oversees management of the Medium-Term Business Plan</li> </ul>

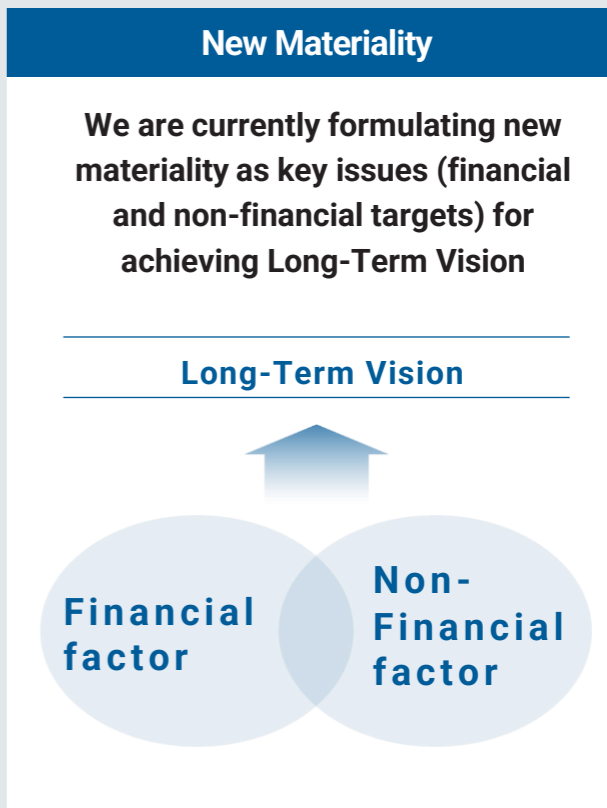
# Promoting Sustainability Management Integrating Financial and Non-Financial Factors

- Regarding the Sumitomo Warehouse Group's materiality, we regard the growth strategies in this Medium-Term Business Plan as the Group's priority issues, and will continue to build upon our current materiality framework while reviewing it going forward.

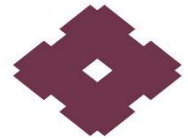
<b>FY2030 Financial Targets</b>	Operating Revenue	Operating Profit	ROE	<b>FY2030 Non-Financial Targets</b>	<ul style="list-style-type: none"> <li>Reduce greenhouse gas emissions of Scopes 1 and 2 on a non-consolidated basis by 50% from the FY2018 level by FY2030</li> <li>Maintain an employee engagement score of 3.5 or higher</li> </ul>
	<b>280.0</b> billion yen	<b>16.0</b> billion yen	<b>8.0%</b>		

<b>Growth Sought by Sumitomo Warehouse</b>	Realizing the Growth Envisioned in the Medium-Term Business Plan	<b>Expansion of business domains</b>	<ul style="list-style-type: none"> <li>Expanding business domains and achieving growth in Japan, overseas, and in next-generation areas</li> </ul>
		<b>Fostering a culture of challenge</b>	<ul style="list-style-type: none"> <li>Fostering a culture of challenge that supports growth</li> <li>Enhancing DX, human capital strategy, and management control as foundations of management</li> </ul>

<b>Foundation for value creation through growth</b>	Materiality as the foundation for creating social value	<b>Environment</b>	<b>Reduction of environmental impact</b> <ul style="list-style-type: none"> <li>Response to natural disasters</li> <li>Prevention of climate change and promotion of energy-saving</li> </ul>
		<b>Society</b>	<b>Creation of a safe and fulfilling environment</b> <ul style="list-style-type: none"> <li>Health and safety</li> <li>Promotion of work style reform</li> </ul>
			<b>Enhancement of service quality and safety</b> <ul style="list-style-type: none"> <li>Service quality and safety</li> </ul>
		<b>Governance</b>	<b>Fair business operation</b> <ul style="list-style-type: none"> <li>Corporate Governance</li> </ul>



# Connecting, Supporting, Creating Tomorrow



**SUMITOMO WAREHOUSE**

The information in this document is based on various assumptions and suppositions made by the Company and does not constitute a commitment or guarantee of future plans, target figures, or implementation of measures described herein. Actual results may differ significantly due to various factors, including future changes in the business environment.

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