



SUMITOMO
WAREHOUSE

SUMITOMO WAREHOUSE

INTEGRATED REPORT 2025



Sumitomo's Business Philosophy

Ever since the founding of Sumitomo Warehouse on July 1, 1899, we have carried out business according to the principles of Sumitomo's Business Philosophy. These principles call for integrity, sound management, and not pursuing immoral business. These words warn us not to chase immediate speculative profit to the detriment of society, or else we will lose all trust held in us. They also reflect our management philosophy of contributing to society through our business. Sumitomo's Business Philosophy forms the foundation of our business operations. It has been passed down unwaveringly through the generations since long before Japan and other countries around the world had begun to recognize the importance of a company's philosophy towards responsibility and contribution to society. We will continue to work based on the principles outlined in this philosophy.

The Sumitomo business philosophy can be stated as, "Benefit self and others, private and public interests are one and the same." In keeping with these core values, the Sumitomo Warehouse Group will strive to make contributions to our customers and society while also seeking steady growth by providing excellent service under all conditions, centered around the logistics business. Our Corporate Philosophy encapsulates this enduring mission, which we will fulfill no matter what economic and social changes we meet.



The Aphorisms of Monjuin (Monjuin Shigaki), an instructional missive of proper business values and practices written by Masatomo (Monjuin), the founder of the Sumitomo family business, for his family members.

Photograph: Sumitomo Historical Archives

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.

Information Disclosure System

	Financial information	Non-financial information
Dialogue	<ul style="list-style-type: none"> Financial results briefings Individual meetings with institutional investors and analysts General Meeting of Shareholders 	<ul style="list-style-type: none"> SR meetings
Reports	Integrated Report	
	<ul style="list-style-type: none"> Financial statement report* Annual securities report* Material for financial results briefings/ Materials on Medium-Term Business Plan Report (To Our Shareholders) 	<ul style="list-style-type: none"> Corporate Governance Report*
Web	<ul style="list-style-type: none"> Information for shareholders and investors https://www.sumitomo-soko.co.jp/english/ir/index.html 	<ul style="list-style-type: none"> Sustainability Information https://www.sumitomo-soko.co.jp/english/sustainability/index.html

*Statutory and regulatory disclosure documents

Editorial Policy

The Sumitomo Warehouse Group publishes an Integrated Report as a tool for communicating information on business strategy and ESG management as a single unit. It reports on value creation, medium-term business targets, performance and strategies of each business segment, policies, and initiatives related to sustainability, data, etc. in an integrated manner.

In compiling this report, we referred to the International Integrated Reporting Framework of the International Financial Reporting Standards (IFRS) Foundation and the Guidance for Collaborative Value Creation 2.0 of the Ministry of Economy, Trade and Industry.



Notes on the forecast This report contains not only past and present facts, but also forecasts, predictions, and plans for the future of the Sumitomo Warehouse Group. These are assumptions and judgments based on information available at the present time and may be affected by various factors, such as changes in the business environment in the future.

Reported period In principle, FY2024 (April 2024 to March 2025). If the reported period differs, it is stated individually.

Published October 2025

Reported organization In principle, this report covers Sumitomo Warehouse and its consolidated subsidiaries for accounting purposes.

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History of Value Creation

The Sumitomo Warehouse Group has developed business globally with the logistics business, which started with warehousing, and the real estate business, which focuses on the redevelopment of logistics business sites, as its core businesses.

In our history spanning over 125 years, we have supported people's lives while going through many passages of time. Filled with pride in this history, we will strive to create value for the next era under the key concept of "Moving forward together into the future."

Changes in operating revenue (million yen)

*Non-consolidated operating revenue until the fiscal year ended March 31, 1977, consolidated operating revenue from the fiscal year ended March 31, 1978.



What is SUMITOMO WAREHOUSE?

Strategy

Economic and social situations

- 1945** ■ End of the war
■ GHQ's order to dissolve "zaibatsu" conglomerates
- 1950** ■ Special procurement from the Korean War
■ Progress in economic recovery
- 1955** ■ Towards the high economic growth period
■ Export promotion / trade liberalization
- 1964** ■ Tokyo Olympics and Paralympics
- 1970** ■ Osaka Expo
- 1971** ■ Nixon Shock
- 1973** ■ First oil crisis
■ Transition to a floating exchange rate system
- 1979** ■ Second oil crisis
- 1980** ■ Iran-Iraq War
- 1985** ■ Plaza Accord, rapid appreciation of the yen
■ Monetary easing implemented by the Bank of Japan
- 1991** ■ Collapse of the bubble economy followed by a serious recession
- 1995** ■ Great Hanshin-Awaji Earthquake
- 1996** ■ Major financial system reform (Japanese Big Bang)
- 1997** ■ Asian currency crisis
- 2001** ■ Simultaneous terrorist attacks in the United States
- 2008** ■ Bankruptcy of Lehman Brothers
- 2010** ■ Economic crisis in Greece
■ China becomes the second largest economy in terms of GDP in the world.
- 2011** ■ Great East Japan Earthquake
- 2020** ■ Spread of COVID-19 infection
- 2021** ■ Tokyo Olympics and Paralympics
- 2025** ■ Expo 2025 Osaka, Kansai, Japan

Requisites of Value Creation

1890s—1950s

- 1899**
 - Started warehousing business under the trade name of Sumitomo Warehouse as a private business of the Sumitomo family
 - Established head office in Osaka and branch office in Kobe



Ridge-end tile with the Sumitomo Logo from Tomishima Warehouse in 1900

- 1917**
 - Full-scale launch of harbor transportation operations
- 1919**
 - Established Tokyo branch office
- 1921**
 - Reorganized as warehouse division of Sumitomo Limited Partnership Corporation
- 1923**
 - Incorporated as The Sumitomo Warehouse Co., Ltd.
- 1948**
 - Established The Izumi Express Co., Ltd. for the purpose of cargo vehicle transportation business
- 1949**
 - Established Yokohama branch office
- 1950**
 - Listed on the Tokyo Stock Exchange and Osaka Securities Exchange

History of Sumitomo Warehouse

1960s—1970s

- 1968**
 - Entered the shipping container terminal business in Kobe and Tokyo
 - Subsequently expanding container terminal business at other major ports in Japan



Honmoku Container Terminal

- 1970**
 - Established Nagoya branch office
- 1971**
 - Constructed the Higashi Osaka Logistics Center in Osaka that uses ramps (sloping roads)
- 1972**
 - Established representative office in San Francisco, USA
 - Subsequently expanded overseas operations
- 1974**
 - Launched real estate leasing business with the construction and leasing of the Kawaguchi Sumiso Building in Osaka
 - Subsequently expanded real estate leasing business
- 1978**
 - Established representative office in Germany
 - Subsequently expanded international transportation business

1980s

- 1982**
 - Established Sumitomo Warehouse (Deutschland) GmbH (currently Sumitomo Warehouse (Europe) GmbH), a wholly owned subsidiary in Germany
- 1985**
 - Established Sumitomo Warehouse (U.S.A.), Inc., a wholly owned subsidiary
 - Acquired airfreight agent license from the International Air Transport Association
- 1988**
 - Constructed and leased the Tokyo Sumitomo Twin Buildings high rise office buildings
 - Established Sumitomo Warehouse (Singapore) Pte. Ltd., a wholly owned subsidiary
 - Established Sumiso (Malaysia) Sdn. Bhd.



Tokyo Sumitomo Twin Buildings

- 1989**
 - Established Rojana Distribution Center Co., Ltd. in Thailand
 - Established Sumiso (Taiwan) Co., Ltd.

1990s

- 1992**
 - Launched international airfreight consolidation after licensed by the Government of Japan
- 1993**
 - Established Sumitomo Warehouse (Hong Kong) Ltd., a wholly owned subsidiary
 - Established Sumitomo Warehouse (Shanghai) Ltd., a wholly owned subsidiary
- 1996**
 - Constructed a seismic isolation trunk room warehouse in Tokyo



Heiwajima Archives

- 1998**
 - Built a warehouse with cold storage function in Kobe to start handling temperature-sensitive cargo
 - Constructed the Hanyu Archives No.1 in Saitama
- 1999**
 - Acquired ISO 9002 certification for airfreight operations, then ISO 9001 in 2002

2000s

- 2000**
 - Opened a contemporary art gallery, Contemporary Art Space Osaka (CASO)
- 2001**
 - Constructed and leased a commercial building, T-PLATZ, in Yokohama
 - Established Sumitomo Warehouse (Shenzhen) Ltd. in Shenzhen, China
- 2003**
 - Established Shanghai Sumiso International Logistics Co., Ltd., in Shanghai, China
 - Established Sumiso International Logistics (Qingdao) Co., Ltd. in Qingdao, China
- 2004**
 - Established Vantec Sumiso Logistics (Wuhan) Co., Ltd. in Wuhan, China
- 2005**
 - Established Sumiso International Logistics (Guangzhou) Co., Ltd. in Guangzhou, China
- 2006**
 - Acquired ISTAR Corporation to add it in the Sumitomo Warehouse Group
 - Acquired ENSHU TRUCK CO., LTD. to add it in the Sumitomo Warehouse Group
 - Established Sumitomo Warehouse (China) Ltd. in Shanghai, China



Sumitomo Warehouse (China) Ltd.

2010s

- 2007**
 - Established Rabigh Petrochemical Logistics LLC in Damman, Saudi Arabia
 - Acquired ISO27001 certification covering archives business in Tokyo and Yokohama
 - Thereafter acquired the same certifications covering other archives business bases in Kanto, Kansai, Chubu District
- 2011**
 - Acquired Westwood Shipping Lines, Inc. to add it in the Sumitomo Warehouse Group
- 2012**
 - Established Sumiso (Vietnam) Co., Ltd. (currently Sumitomo Warehouse (Vietnam) Co., Ltd.) in Ho Chi Minh City, Vietnam
 - Established Shanghai Jinjiang-Sumiso International Logistics Co., Ltd. in Shanghai, China
 - Constructed the Hanyu Archives No.2 in Saitama
- 2013**
 - Launched warehousing of Rabigh Petrochemical Logistics LLC in Saudi Arabia
 - Joined the "Osaka Hikari-no-Mori Project"
 - Attained ISO9001 certification covering Handling of Warehouse-in/out, Storage in Warehouse, Im/Ex Cargo Handling, Customs Clearance and Intermodal Transportation Service

- 2014**
 - Established Chicago Branch Office of Sumitomo Warehouse (U.S.A.), Inc.
 - Constructed and leased an office building, Yodoyabashi Mid-Cube, in Osaka



Yodoyabashi Mid-Cube

- 2015**
 - Built a warehouse of Shanghai Jinjiang-Sumiso International Logistics Co., Ltd.
 - Built a warehouse in the Nanko District, the Port of Osaka
 - Established Hanoi Branch Office of Sumiso (Vietnam) Co., Ltd. (currently Sumitomo Warehouse (Vietnam) Co., Ltd.)
- 2016**
 - Established Chiba Logistics Center in Wakaba-ku, Chiba
 - Established PT. Sumiso Logistics Indonesia in Jakarta, Indonesia

2020s

- 2017**
 - Constructed Wakasu Co., Ltd. to add it in the Sumitomo Warehouse Group
 - Established New York Branch Office of Sumitomo Warehouse (U.S.A.), Inc.
- 2018**
 - Constructed a new warehouse (4th period) in Ayutthaya, Thailand
 - Constructed a new warehouse (2nd period) in Laem Chabang, Thailand
- 2019**
 - Constructed a new warehouse in Minamihonmoku, Yokohama
 - Constructed a new warehouse of Sumitomo Warehouse (Singapore) Pte Ltd in Tuas, Singapore
- 2020**
 - Constructed a new warehouse for archives in Inuyama, Aichi
- 2021**
 - Constructed a new warehouse in Kobe Port Island, Hyogo
- 2022**
 - Transferred Westwood Shipping Lines, Inc. and four vessels to the Swire Shipping Group
 - Established Shenzhen Branch Office of Sumiso International Logistics (Guangzhou) Co., Ltd.
 - Established Houston Branch Office of Sumitomo Warehouse (U.S.A.), Inc.
- 2023**
 - Constructed a new warehouse (3rd period) in Laem Chabang, Thailand

Foundations that Support Value Creation

Financial and Corporate Data

At a Glance

Combining the know-how gained in domestic and global logistics, Sumitomo Warehouse has built a strong global network. We will further enhance and strengthen the functions of our domestic logistics bases, and expand our logistics bases around the world, in order to achieve the best logistics solutions to meet our customers' trust.

Business overview

Logistics business



Warehousing

We provide a wide range of logistics services, including warehousing, warehouse-in/out, value-added services, document storage, and trunk room services for a diverse range of cargo, from raw materials to consumer goods.



Harbor transportation

As a leader in harbor transportation that supports international marine transportation, we provide logistics services at ports, including loading, unloading, and cargo handling.



International transportation

We provide global logistics services by combining land, sea, and air transportation and making full use of our network that extends around the world.



Land transportation, etc.

We provide a variety of land transportation services, including transportation by large truck and small-lot delivery, to meet the needs of our customers.

Real estate business



We own office buildings, commercial facilities, and other properties with a total floor area of over 390,000 m², primarily in the Tokyo metropolitan area and in Osaka, and provide leasing services. In addition, we are also committed to urban development that will lead to the revitalization of the local community, such as the redevelopment of the Minamihorie district in the Osaka Namba area.

Financial results (as of the end of March 2025)

Operating revenue

193.39 billion yen

Business Segment	Percentage
Real estate business	5.8%
Land transportation, etc.	32.5%
Warehouseing	16.6%
Harbor transportation	16.8%
International transportation	28.3%

Operating profit

13.27 billion yen

Business Segment	Percentage
Real estate business	27.8%
Logistics business	72.2%

ROE

7.7 %

Equity-to-asset ratio

60.0 %

Overseas sales ratio

15.3 %

Business data supporting revenue growth (as of the end of March 2025)

Consolidated number of employees

 **4,450**

Logistics business

4,213

Real estate business

49

Corporate

188

Regions where business has been launched

 **14** countries

Number of bases of business in Japan and overseas

 **275**

Warehouse space for storage (in Japan)

 **846,000** m²

Warehouse space (overseas)

 **265,000** m²

Leased real estate space

 **272,000** m²

Number of trucks

 **1,357**

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What is SUMITOMO WAREHOUSE?

Strategy

Results of Value Creation

Foundations that Support Value Creation

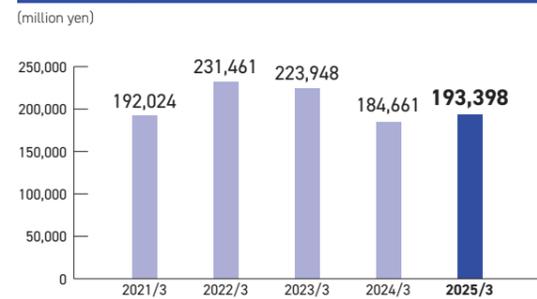
Financial and Corporate Data

Financial and Non-Financial Highlights

Financial information

As a result of examining the optimal business portfolio, the Company transferred the shares and other assets in its shipping subsidiary in June 2022 in order to concentrate management resources on the core businesses: the logistics business and the real estate business. The exclusion from the scope of consolidation due to this transfer resulted in a significant year-on-year decrease in operating revenue and operating profit for the fiscal year ended March 31, 2024. However, for the fiscal year ended March 31, 2025, revenue and profit increased due to growth in income of the logistics business.

Operating revenue



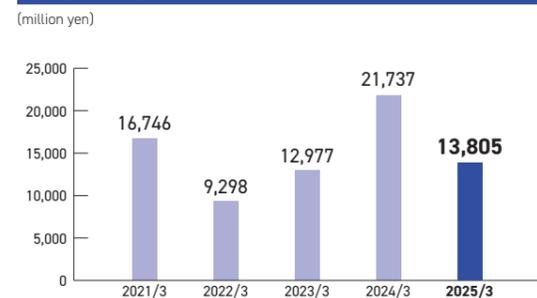
Operating revenue for the fiscal year ended March 31, 2025 increased to 193,398 million yen (up 4.7% year-on-year), driven by an increase in revenue in all operations: warehousing, harbor transportation, international transportation, and land transportation.

Operating profit/Ratio of operating profit



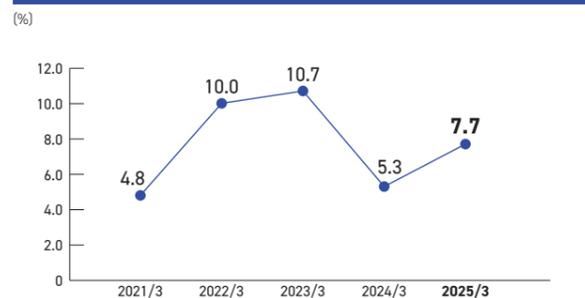
Operating profit for the fiscal year ended March 31, 2025 increased to 13,275 million yen (up 0.7% year-on-year). This was driven by growth in operating revenue from the logistics business and a decrease in real estate acquisition tax in the real estate business, despite an increase in personnel expenses, etc.

Capital expenditures



Capital expenditures for the fiscal year ended March 31, 2025 was 13,805 million yen. This was due to the construction of a warehouse building by Sumitomo Warehouse Kyushu Co., Ltd., the introduction of automation equipment into logistics facilities, and the purchase of medical facilities for lease, while the fiscal year ended March 31, 2024 saw significant capital expenditures, including the acquisition of office buildings for leasing.

ROE



For the fiscal years ended March 31, 2022 and 2023, ROE was in the 10% range mainly due to the sharp rise in the market price of marine transportation and the recovery of cargo movements. For the fiscal years ended March 31, 2025, ROE was 7.7% due to the recording of extraordinary income including compensation for relocation related to the Company's buildings.

Proceeds from sale of cross-shareholdings



In March 2023, the Company announced a target to reduce cross-shareholdings by approximately 10 billion yen by March 2028. In May 2025, a resolution was approved to move the plan ahead of schedule, aiming to reduce by approximately 10 billion yen by FY2025. The progress rate for the target in FY2024 is approximately 40%, and we will continue to proceed with the sale of cross-shareholdings.

Non-financial information

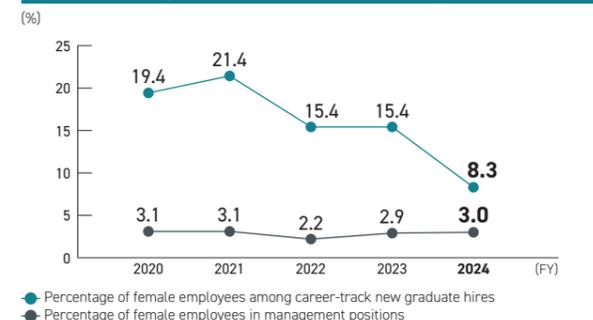
In the Fifth Medium-Term Business Plan (period: FY2023 to FY2025), we have set out to promote ESG management. We are promoting measures in the areas of environment (E), society (S), and governance (G), including initiatives to reduce environmental impact and address climate change, strengthening investment in "people," and reducing cross-shareholdings.

Greenhouse gas emissions (Sumitomo Warehouse, non-consolidated)



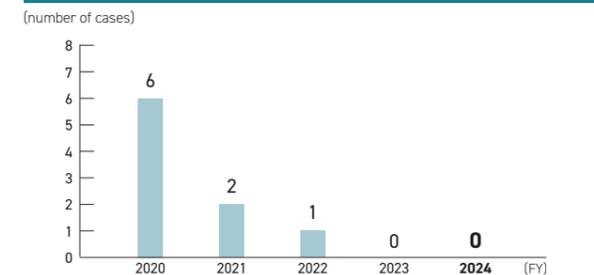
The Company announced in the Fifth Medium-Term Business Plan formulated in March 2023 that it would reduce greenhouse gas emissions (Scopes 1 and 2) by 50% by FY2030 (compared to FY2018). In FY2024, we achieved a 32% reduction compared to FY2018, and we will continue to steadily work to reduce emissions.

Percentages of female employees in management positions and among career-track new graduate hires (Sumitomo Warehouse, non-consolidated)



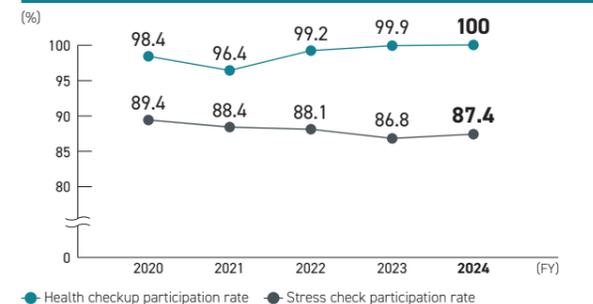
Based on our policy of actively promoting women to management positions, we are enhancing the recruitment of female career-track new graduate hires and working to develop early- to mid-level employees to build a stronger foundation for women's advancement.

Number of occupational accidents (Sumitomo Warehouse, non-consolidated)



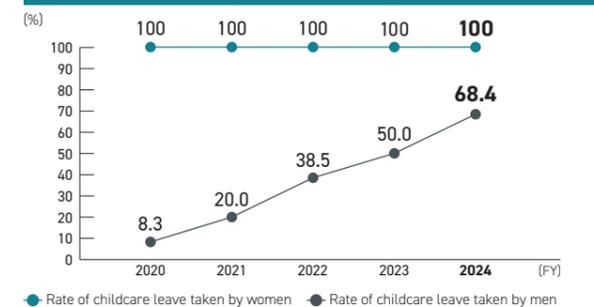
We continued zero occupational accidents in FY2024 as well. In FY2025, we will further strengthen safety management through the formulation of Guidelines for Safety Measures and the establishment of a Safety Measures Expert Committee.

Health checkup participation rate and stress check participation rate (Sumitomo Warehouse, non-consolidated)



In FY2024, we actively recommended to have medical checkups while strengthening individualized support. We also recommended to have stress checks multiple times to raise the participation rate. As a result, the health checkup participation rate reached 100%, and the stress check participation rate reached 87.4%, achieving both targets.

Rate of childcare leave taken by sex (Sumitomo Warehouse, non-consolidated)



In FY2024, the rate of childcare leave taken by male employees reached 68.4%, demonstrating that the system has been increasingly accepted and a workplace culture has been steadily shifted. Going forward, we will strive to create an environment that makes it easier for employees to take childcare leave through enhancement of information provision and other activities.

Average overtime hours exceeding statutory working hours per employee and the rate of annual paid leave taken (Sumitomo Warehouse, non-consolidated)



In FY2024, we strived to create a balanced work environment to support both childcare and eldercare, enhancing employee well-being and work-life balance. As a result, the average overtime hours exceeding statutory working hours remained at the same level as the previous year, while the rate of annual paid leave taken exceeded the previous year's figures for three consecutive years.

Message from the Chairman

Achieving solid growth based on a strategy with a view to the next generation

Representative Director and Chairman of the Board
Takanori Ono



Launching a new system designed for the future

In June 2024, the Company took its first step toward reforms by transitioning to a new system under President Nagata's leadership. President Nagata has accumulated many years of experience on

overseas assignments with me, and possesses an extensive personal understanding of the importance of developing businesses overseas. In addition to his substantial achievements in the international transportation divisions, he has been deeply involved in internal strategy as a manager in charge of management planning. With experience in both sales and administrative divisions, he brings a well-balanced perspective that encompasses on-site and management

aspects of the business. Ever since his appointment, he has taken advantage of this experience to steadily advance reforms centered around the Fifth Medium-Term Business Plan.

I have entrusted all matters relating to execution of business operations to President Nagata, and am focusing on supporting overseas development. Drawing on a total of 12 years of experience on overseas assignments, I am working to bring to fruition the seeds I sowed during my own time as president by accelerating the commercialization of our overseas bases. In addition, I serve as Chairman of the Osaka Warehousing Association inc., Vice-Chairman of the Japan Harbor Transportation Association, Vice-Chairman of the Japan Warehousing Association inc., and Director of the Japan Association for Logistics and Transport. To promote the sound growth of the logistics and warehousing industry as a whole, I am advancing inter-company collaboration on cross-industrial issues such as optimization of transportation charge.

Deepen the domestic business foundation and accelerating overseas development

Over 90% of the cargo that enters Japan is brought in via marine transportation, discharged at ports, stored in warehouses, and then distributed nationwide. However, the Japanese population continues to decline due to the low birthrate, making a decrease in logistics volume unavoidable.

To increase sales in this environment, it is necessary to deepen our solid domestic business foundation, while expanding the scale of our overseas business operations. In our domestic logistics business, we will install additional temperature-controlled facilities and advance our warehouse facilities while promoting digitalization, automation of operations, and DX to establish a competitive advantage. In the real estate business, we will proceed with acquiring new real estate while simultaneously implementing the replacement of existing real estate. We are also proceeding with initiatives to maintain a high occupancy rate at our facilities by increasing added value through improvement of environmental performance.

Regarding overseas operations, while FY2022 saw record-high operating revenue, the anticipated growth has not materialized since FY 2023. This is due to the disappearance of the extraordinary factor of surging market price for marine transportation, coupled with the impact of reduced handling volume, particularly in China. Even so, we have laid foundations for further growth by establishing local subsidiaries in Vietnam and Indonesia and dispatching expatriate staff to our partner company in the Philippines. I understand that it is my mission to ensure that these seeds we have sown in various overseas regions bear fruit.

How to improve corporate value?

Warehousing is not a business that generates large profits in a short period, but one that continually accumulates profits over time. Although depreciation expenses are substantial when a warehouse is first constructed, warehouses that have finished depreciating generate reliable profits. Accordingly, we always plan and invest with a view to not only 30 but even 50 years ahead. Going forward, in addition to constructing warehouses on new sites and pursuing scrap-and-build development of existing facilities, we will implement functionality enhancements such as digitalizing existing warehouse operations, automating cargo handling, and expanding temperature-controlled warehousing equipment.

We are considering M&A as one option for pursuing economies of scale. We will also strengthen our organizational capabilities by recruiting external talent.

As a leader in our industry, we are committed to reducing environmental impacts through ESG management via initiatives such as switching to LED lighting and introducing solar power generation systems. Going forward, we will intensify our efforts in the areas of environment, society, and governance to contribute to the realization of a sustainable society.

Continuing growth through Sumitomo's characteristic soundness

As a logistics company, Sumitomo Warehouse has long supported Japan's economy and the daily lives of its people. We serve as a driving force behind the scenes, continuing to provide simple but sound value. The Rules Governing the House of Sumitomo emphasize the importance of putting integrity before short-term profits, calling for "sound management" without pursuing "immoral business."

I ask our employees to "please grow to love the Company," and ask their superiors to "please make Sumitomo Warehouse a company that employees can love." I do this as I think that the mindset of those working here shapes our corporate culture and becomes a driving force for increasing corporate value.

Just as the warehouses built by our predecessors a century ago still continue to generate profit today, we will continue to invest and reform with a 100-year perspective. Throughout our 126-year history, we have always questioned the current situation and embraced change, and through this approach have become who we are today. Keeping this fundamental stance in mind, we will stay attuned to our customers' perspectives and create services that meet the needs of future society. In line with Sumitomo's Business Philosophy, we will strive to quickly grasp changes in the times and tackle new business with an entrepreneurial spirit.

Message from the President

Achieving reform and growth as a company through united human and organizational strength

Representative Director and President
Akihito Nagata



Empowering dynamic talent to foster a unified, cohesive organization

Since assuming the presidency a year ago in June 2024, I have devoted my time to laying the foundations for the Company's reform. My top priority upon taking office was to communicate with employees. Beginning

in July, I spent about three months visiting our bases across Japan to conduct dialogue with employees on site. I was particularly active in exchanging opinions on work and perceptions of challenges with managers at the section level and higher, who play a central role in organizational operations.

In such dialogues, I emphasize the importance of actively incorporating perspectives from outside the company. In particular, I urge employees who have

experience on assignments at group or client companies to share their knowledge gained from exposure to different corporate cultures and systems with other employees. Concurrently, I ask employees who dedicate their efforts to internal operations to actively seek opportunities to engage with people outside the organization and broaden their perspectives. I also encourage them to actively share the knowledge they gain through such external interactions in internal meetings and other events.

Former President Ono (currently Chairman) has entrusted me with further advancing the reform of the Company's internal culture. The company has traditionally emphasized prudence and perfection, and while this has yielded a certain level of success, it has left us with challenges in our ability to change. As the number of employees who aspire for reform is presently increasing, we are proceeding with organizational system reforms that can fully unleash their motivation.

Going forward, we will continue to adhere to Sumitomo's Business Philosophy, cultivated over many years, which emphasizes advocating prime importance to integrity and maintaining an entrepreneurial spirit without pursuing immoral business. At the same time, we will foster a mindset that accurately grasps the demands of the times and works to create new businesses, and, maintaining a proactive and sound approach, build a system under which all employees can act with a shared sense of purpose.

Building a foundation for growth through steady changes

In the fiscal year ended March 31, 2025, the logistics segment recorded higher revenue and profit, while the real estate segment recorded lower revenue but higher profit. As a result, operating revenue totaled 193,398 million yen (up 4.7% year-on-year), while operating profit was 13,275 million yen (up 0.7% year-on-year), and profit attributable to owners of parent was 20,065 million yen (up 60.6% year-on-year).

While the logistics segment as a whole maintained stable performance, some regions within the International Division experienced a decline. In particular, profitability was affected in the South China region due to structural changes associated with its declining status as a logistics hub. The NVOCC business, which is the main pillar of our Hong Kong subsidiary, continues to face a challenging business environment, as the market price for marine transportation has remained low since the end of the COVID-19 pandemic, and shipping demand is only recovering slowly. In addition, higher rental costs for locally leased warehouses are also putting pressure on profit.

Turning to domestic warehouse initiatives, a new warehouse was completed at Sumitomo Warehouse Kyushu in January 2025 and has already reached full occupancy, strengthening our capacity to meet demand. Although we plan to continue expanding warehouse capacity, in light of soaring construction costs, we

are considering options such as building warehouses ourselves, acquiring existing warehouses, and expanding our non-asset-based warehouse business, which does not rely on having company-owned warehouses.

In the real estate business, we aim to transition to an asset turnover business model, but limited progress has been made at this stage. We will work to further strengthen our business foundation for growth by pursuing scale expansion in both the logistics and real estate businesses.

Progress on the Fifth Medium-Term Business Plan and future outlook

Under the Fifth Medium-Term Business Plan, which began in FY2023 and covers a three-year period through FY2025, we aim to achieve sustainable growth and increase corporate value in the logistics and real estate businesses. The plan anticipated a temporary drop in performance due to changes in transportation demand following the end of the COVID-19 pandemic, with recovery expected from the second year onward, yet conditions persist that fall short of these expectations, particularly at overseas subsidiaries.

In the logistics business, we proceeded with price revisions both in Japan and overseas in recognition of the urgent need to receive appropriate charges. However, the decline in the market price for marine transportation in the International Division and reduced handling volume at overseas subsidiaries prevented us from reaching our targets. The aforementioned decline in profitability in South China remains a challenge, and we are proceeding with structural reforms, including a review of the base structure of local subsidiaries.

In Japan, to meet the needs of the expanding e-commerce market, we introduced advanced automation equipment in January 2025. This initiative was intended to improve operation efficiency and increase processing capacity, and has produced tangible results in the form of shortened work times and





reduction in shipping errors, earning high praise from customers. Moreover, our web service SWAN plus®, which we developed in-house to streamline import/export customs clearance operations, provide cargo tracking information, and centralize the management of various shipping data, has been rolled out steadily and is contributing to improved operational efficiency for both our customers and the Company.

To address the "2024 problem," we have deployed a truck reservation and reception system at all domestic warehouse bases. Furthermore, our group company Enshu Truck Co., Ltd. operates a relay transportation base, Connect Area Hamamatsu, which has achieved results in improving working environment for drivers. In FY2025, we will establish additional relay bases in the Tokai region, and going forward, we plan to strengthen this network through partnerships with the aim of establishing the relay bases from Kyushu to the Tohoku region.

In the real estate business, we began construction of Logicross Misato in January 2025, a joint development with Mitsubishi Estate and Kyushu Railway Company, marking our full-scale entry into logistics real estate. In March 2025, our environmentally friendly residence for lease Forest Maison Urawa was completed and shortly achieved full occupancy.

In consideration of these initiatives, our earnings forecast for the fiscal year ending March 31, 2026 (the final year of the current plan) anticipates a 1.9% year-on-year increase in operating revenue, accompanied by a 9.6% year-on-year decrease in operating profit. The decrease in operating profit is mainly attributable to an increase in indirect costs such as personnel expenses and depreciation. The rise in personnel costs reflects an upfront investment aimed at improving future competitiveness, which we consider to be a necessary initiative.

As a result, compared with the targets stated in the Fifth Medium-Term Management Plan—operating revenue of 230.0 billion yen and operating profit of 18.0 billion yen for FY2025—the current forecasts for FY2025 are 197.0 billion yen in operating revenue and 12.0 billion yen in operating profit.

Empowering on-site capabilities and people to serve customers' needs more closely

Our competitive advantage, centered around the logistics business, lies in on-site capabilities and people they depend on. Our customers highly value not only the abilities and skills of our staff, but also the way they approach their work. I consider it my responsibility to bring these individual strengths together and elevate them to an even higher level.

To achieve this, flexible personnel placement is essential. Through appropriate job rotation, we support employees in gaining diverse work experience, enabling them to identify the areas in which they can make the most of their talents. Going forward, we will clarify career paths for specialists and generalists, and design systems to promote individual growth for all employees.

Furthermore, to prevent operations from becoming dependent on specific individuals, we are actively promoting digital transformation (DX). In addition to installing systems, we are providing digital skill training for employees, and have recently strengthened education on the use of AI. We have appointed an AI Ambassador at each workplace, and are establishing system to support the use of AI on the ground.

We take pride in providing well-managed, high-quality logistics services, and aim to grow sustainably by maintaining a customer-centric stance that actively identifies and responds to customers' needs. In the logistics business, we are advancing initiatives to meet new environmental logistics needs, beginning with expanding reverse logistics capacity associated with used EV battery recycling. In the overseas business, we have designated Vietnam and Indonesia as priority regions and are considering an early entry into the Indian market. In addition, we are planning a system that will oversee China and Southeast Asia, strengthening business development through inter-regional coordination.

Active advancement of ESG initiatives

In the Fifth Medium-Term Business Plan, we have designated ESG management as a key pillar and are advancing initiatives across the areas of environment (E), society (S), and governance (G) to realize sustainable corporate activity.

In terms of initiatives relating to environment, we are developing a system that automatically determines routes and distances between designated points for each transport project, and calculates and visualizes greenhouse gas (GHG) emissions. The system is scheduled to go into operation in FY2025, and will enable us to provide quantitative information to customers on the transport-related environmental impact, supporting the design of more sustainable logistic solutions.

On a non-consolidated basis, the Company has set a

target for reducing GHG emissions under Scopes 1 and 2 by 50% from the FY2018 level by FY2030. To this end, we are steadily advancing initiatives such as installing solar power generation equipment and adopting renewable energy. These efforts are producing tangible results toward achieving our objectives, and we will continue to strive to achieve further GHG emission reductions.

In terms of initiatives relating to society, we are intensifying investment in human resources, eliminating hierarchical barriers by transforming our corporate culture, and creating a framework that enables motivated people to thrive. We are also focusing efforts on creating an environment that accommodates employees facing life-stage changes. One outcome of this is that rate of childcare leave taken by male employees has reached 68.4%.

This improvement in the utilization rate is not merely the result of heightened awareness of the system, but of efforts to expand human resources to cover duties during childcare leave. Going forward, we will develop a framework to ensure that the contributions of personnel who take on substitute duties are fairly acknowledged.

As part of initiatives relating to security and safety, we are strengthening our disaster response capabilities. In FY2024, we conducted a simulation drill for a Nankai Trough Earthquake scenario to verify various response measures. For FY2025, we plan to conduct a drill based on scenarios simulating a major earthquake directly beneath the capital, with the aim of enhancing the effectiveness of our business continuity plan (BCP).

A new movement inspired by Expo 2025 Osaka, Kansai, Japan

At Expo 2025 Osaka, Kansai, Japan, held from April 2025, a joint venture (SMJV) between the Group and Maguchi Group Co., Ltd. is supporting the event's operations from a logistics perspective, having been selected as a designated on-site cargo handlers and a recommended logistics operator. Roughly 20 employees from the Group, ranging from managers to young staff, are serving in various roles.

Expo operations involved a wide range of tasks that provided employees with opportunities to gain new perspectives and insights through exposure to fields different from their usual areas of responsibility. The experience they gained at the expo not only represents opportunities for individual growth, but also constitutes part of the Company's legacy. When expo-related operations end and these employees return to their posts, bringing fresh ideas, they are expected to spark changes that can create positive movement within the Company.

Additionally, many of our employees participated in the expo as volunteers. We consider the experiences that they gained through interactions as staff to be factors that will contribute to future work and organizational management. We believe that because of these initiatives, the expo will not have been a mere event for

the Company, but a starting point for its next reform.

Although Expo 2025 ended on October 13, 2025, our operations, including dismantling work, are scheduled to continue until March 2026.

Becoming a company that continuously evolves, guided by its corporate philosophy

In 2020, the Company formulated a long-term vision, "Moving Forward to 2030," for the years leading up to 2030. The vision sets out four missions for us to achieve: "Connecting things," "Connecting the world," "Connecting people," and "Connecting times." These missions represent our responsibility to society as a logistics provider, and guide our approach to creating value as a company.

By connecting things, we connect the world. In doing so, we create value as a company that connects people, and as a result become a presence that connects the times. This flow represents the company that we aim to become.

The most important factor in achieving this vision is human resources. As mentioned at the beginning, we encourage employees to actively apply the experience they have gained outside the company, and we are also intensifying mid-career recruitment. We consider the diverse experiences and perspectives they have cultivated in other industries and businesses to be important resources that bring new value to the Company.

For this reason, we take care to ensure that mid-career hires are not compelled to excessively assimilate into our corporate culture, but are allowed to make full use of the expertise they have developed. In meetings and day-to-day operations, we actively seek their opinions and proposals, and seek to maintain respect for diversity across the organization and foster a flexible corporate culture.

Guided by our corporate philosophy, we will continue to evolve while remaining a company that is essential to society.

To all our stakeholders

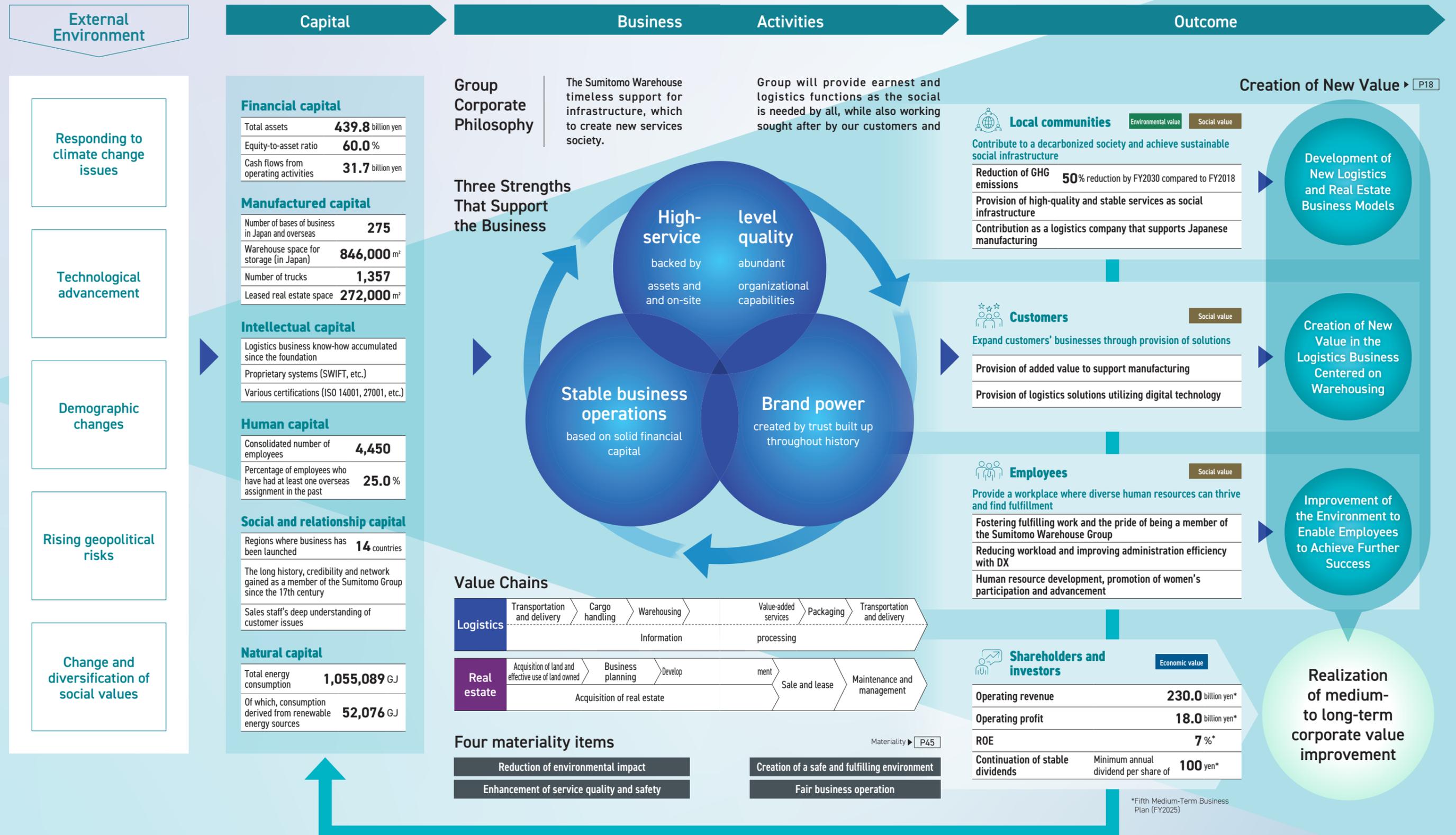
We would like to ask our shareholders and investors to regard the Company as a stable investment. In our more than 120-year history, we have recorded a net loss in only four fiscal years—during the Great Depression, and in certain years before World War II when natural disasters struck. History attests to the stability of our growth in the medium to long term. Going forward, we remain committed to maintaining sound management to preserve shareholder value while actively pursuing reform toward our next stage of growth.

Aiming for further growth, we have begun formulating our Sixth Medium-Term Business Plan. In both the logistics and real estate businesses, we will be an even more reliable partner for our customers, and continue to achieve stable growth.

We would like to ask all of our stakeholders for their continued support.

Value Creation Process

The Sumitomo Warehouse Group has built deep relationships of trust with stakeholders by stably providing high-quality services backed by abundant assets and organizational and on-site capabilities, based on credibility and solid financial capital it has built up over its long history. We will continue to realize our corporate philosophy to "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."



Strengths of the Sumitomo Warehouse Group

Organizational capability

Excellent human resources

- Serious and sincere personality
- Persistence in responding to customer needs
- Motivated to improve skills while adapting to changing lifestyles

Strong governance

- Ability to execute management strategies successfully
- Motivation and ability of individuals to achieve maximum performance within the scope of the discretion given

Deep knowledge of logistics

- High level of logistics on-site management capabilities that can respond to a variety of cargo and operations
- High sales ability to accurately grasp customer needs and link them to on-site operations

Data volume and system development capability

- High system development capabilities and system customization tailored to the site
- Accumulation of logistics-related know-how and various data cultivated over many years of business operations

On-site capability



Assets that support revenue

- Warehouses and logistics facilities that can deal with a wide range of cargo
- Assets in port areas with high barriers to entry

Solid financial capital

- Investment capacity with abundant funds and a high equity-to-asset ratio

Credibility based on a long history

- Name recognition and credibility in Japan and overseas
- Solid and stable business operations and service provision capabilities in line with Sumitomo's Business Philosophy

Credibility

Business continuity capability

Creation of New Value

The Sumitomo Warehouse Group will take on the challenge of creating new value in the logistics and real estate businesses by leveraging three strengths—high-level service quality, stable business operations, and brand power.

Development of
New Logistics
and Real Estate
Business Models

ESG management

- Achieving carbon neutrality in the logistics and real estate businesses
- Creating innovation through diversity promotion

Increasing the added value of logistics services through promotion of digitization

- Promoting digitization across the entire logistics business to provide higher added-value logistics services
- Quickly responding to customer needs through creation of new value ("proactive DX")
- Advanced business and services through utilization of data ("defensive DX")

Creation of New
Value in the
Logistics Business
Centered on
Warehousing

Strengthening warehousing

- Expansion of coverage area through new investment (domestic and overseas)
- Promoting higher functionality of warehouse facilities

Development of new businesses and services

- Balancing aggressive investment and risk-taking
- Contributing to the realization of a sustainable recycling-based society from the perspective of logistics

Improvement of
the Environment to
Enable Employees
to Achieve Further
Success

Operational excellence

- Advanced information sharing through DX
- Succession of know-how

Employee successes

- Creating an organizational structure and culture in which employees can speak their opinions frankly and work with satisfaction and vitality
- Strengthening human resource development
- Visualization of personnel evaluation
- Promotion of mid-career recruitment, utilization of external human resources

Review of the Previous Medium-Term Business Plan and Awareness of the External Environment

Fourth Medium-Term Business Plan (FY2020 to FY2022)

The Group positioned the Fourth Medium-Term Business Plan as a period for "strengthening the business foundation" and has been promoting business strategies. During the period, we steadily implemented business strategies, including building five warehouses in Japan and overseas in the logistics business, acquiring two properties for leasing in the real estate business, and selling shares, etc. of shipping subsidiaries as part of business structure reforms, while responding to changes in the environment, such as the spread of COVID-19 infection. Although the cumulative business investment amount for the three-year period was less than the planned amount, we achieved the targets for key indicators such as operating revenue, operating profit, and ROE.

Evaluation of the business strategies of the previous Medium-Term Business Plan

Business strategies based on environmental changes during the plan period	Evaluation	
Strengthening the business foundation / Maintaining logistics infrastructure	Restructuring of businesses with decreased profitability	○
	Acceleration of strengthening of international logistics foundation	○
	Expansion of robust warehouse demand in preparation for natural disasters	○
	Response to logistics demand associated with changes in socioeconomic activities caused by the pandemic	○
	Continued acquisition of property	△
Implementation of DX	Response to labor shortage	○
	Promotion of improvement of efficiency of operations and labor-saving utilizing the latest technology	○
Contribution to sustainability	Strengthening of environmental responses in our own facilities	○

Evaluation of the targets of the previous Medium-Term Business Plan

	Target	Result (FY2022)	Evaluation
Operating revenue	210.0 billion yen	223.9 billion yen	○
Operating profit	12.0 billion yen	26.0 billion yen	○
Business investment	50.0 billion yen	Approx. 39.0 billion yen over 3 years	△
ROE	Aiming for 5% or higher	10.7%	○
Annual dividend	Maintain minimum of 47 yen per share and continue with increases	100 yen per share	○
Acquisition of treasury shares	Implement flexibly	Approx. 7.5 billion yen over 3 years	○

Issues

- Continuous strengthening of logistics foundation in Japan and overseas (in particular, overseas efforts have been limited due to the impact of COVID-19)
- Responding to ESG issues
- Digitalization of operations, further promotion of DX
- Initiatives to implement management that is conscious of cost of capital and stock price (improving profit-generating capacity, maintaining an appropriate capital structure)

External Environment That We Are Facing

In addition to the destabilization of international conditions and heightened geopolitical risks, we expect to see further reorganization of supply chains in the future due to changes in lifestyles and values caused by the pandemic, as well as the 2024 problem. We anticipate changes in customers' logistics strategies, such as adding more inventory bases, increasing inventory, and considering the environment, and we believe this will be a business opportunity for the Group.

We also recognize that the digitization and DX initiatives that support these efforts are key factors that will determine the competitiveness of companies in the future.

Awareness of environment	Impact on logistics industry	Issues faced by the Group
Destabilization of international conditions and heightened geopolitical risks	■ Reorganization of supply chains	■ Response to logistics demand associated with reorganization of supply chains
Changes in lifestyles and values caused by the pandemic	■ Expansion of e-commerce logistics demand	■ Response to increased frequency and smaller lots
Heightened sense of crisis concerning climate change and movements aimed at carbon neutrality	■ Requirements to strengthen initiatives aimed at the resolution of ESG issues	■ Materialization of initiatives aimed at the achievement of environmental targets ■ Expansion of logistics services aimed at reducing customers' environmental impact
Progression of decline and aging of the population	■ Decrease in the working population engaged in the logistics industry ■ "2024 problem"	■ Establishment of bases assuming demand for dispersed logistics bases ■ Promotion of relay transportation, joint delivery, modal shift, etc. ■ Promotion of improvement of efficiency and labor-saving through digitalization

Basic policy

- 1 This period will be the "second step" to accelerate growth toward the target year of 2030 of the long-term vision "Moving Forward to 2030."
- 2 The Company will further promote business restructuring and transform itself into a corporate structure that is resilient and capable of steady growth and is less susceptible to deterioration in the domestic and overseas economic environment.
- 3 The Company aims to generate steady cash flow every year and increase its corporate value over the medium to long term.

Business Strategy

The Company will concentrate its management resources on its core businesses of logistics and real estate. In the logistics business, the Company aims to achieve sustainable growth and will promote the expansion of domestic and overseas bases, address environmental issues, and promote investment in DX and "people." In the real estate business, the Company aims to expand the revenue base by expanding the leasing business and also entering the sales business.

Logistics business



- Further expansion of logistics network inside and outside Japan
- Expansion of logistics services
- Digitization and automation of operations, promotion of DX

Real estate business



- Expansion of revenue scale through promotion of leasing business
- Replacement of real estate and expansion of business scale to sales business

ESG management

Details ▶ P43

- Environment**
 - Set environmental targets
- Society**
 - Continue initiatives aimed at security and safety
 - Strengthen investment in "people"
 - Contribute to "Expo 2025 Osaka, Kansai, Japan"
- Governance**
 - Reduce cross-shareholdings

Financial Targets

	FY2022 (excluding shipping business)	FY2023	FY2024	FY2025 forecast	FY2025 plan
Operating revenue	203.8 billion yen	184.6 billion yen	193.3 billion yen	197.0 billion yen	230.0 billion yen
Logistics business	193.7 billion yen	173.8 billion yen	182.7 billion yen	184.1 billion yen	213.5 billion yen
Real estate business	10.6 billion yen	11.3 billion yen	11.2 billion yen	13.5 billion yen	18.0 billion yen
Inter-segment revenue	(0.5) billion yen	(0.5) billion yen	(0.5) billion yen	(0.6) billion yen	(1.5) billion yen
Operating profit	15.7 billion yen	13.1 billion yen	13.2 billion yen	12.0 billion yen	18.0 billion yen
Logistics business	15.6 billion yen	13.3 billion yen	14.0 billion yen	13.0 billion yen	17.5 billion yen
Real estate business	5.1 billion yen	5.3 billion yen	5.4 billion yen	5.5 billion yen	6.0 billion yen
Company-wide expenses	(5.0) billion yen	(5.4) billion yen	(6.2) billion yen	(6.5) billion yen	(5.5) billion yen

Business strategy in the Medium-Term Business Plan

Logistics Business

Logistics segment
Numerical targets for FY2025

Operating revenue	Operating profit	Cumulative investment amount
213.5 billion yen (Up 10.2% compared to FY2022)	17.5 billion yen (Up 11.9% compared to FY2022)	40.0 billion yen (Up 11.5 billion yen from the period of the previous Medium-Term Business Plan)

Expansion of Logistics Network Inside and Outside Japan

■ New warehouse construction in Japan

Investment in warehouses, which form the core of the Group's logistics services, will continue under this Medium-Term Business Plan, and new warehouses will be launched in Fukuroi City, Shizuoka Prefecture, and Hakozaki Futo, Higashi-ku, Fukuoka City. In addition to expanding the utilization of leased warehouses, we will consider acquiring existing warehouses.

Initiatives during the Medium-Term Business Plan period

- Started operation of Fukuroi Logistics Set Center of Enshu Truck Co., Ltd. (30,879 m²)
- Started operation of Hakozaki Futo Logistic Center's new warehouse of Sumitomo Warehouse Kyushu Co., Ltd. (12,206 m²)



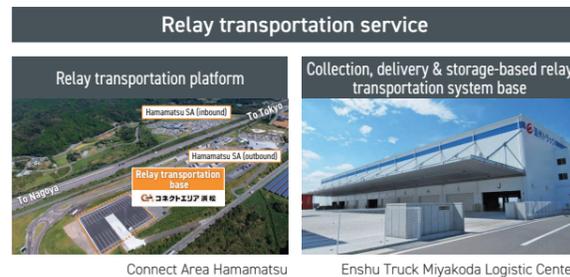
Hakozaki Futo Logistic Center's new warehouse of Sumitomo Warehouse Kyushu Co., Ltd.

■ Expansion of relay transportation

As one solution to the "2024 problem," relay transportation, which leads to improvements in the working environment for drivers, is attracting attention. Enshu Truck, one of the Group companies that operates mainly in Shizuoka Prefecture, is taking advantage of its location to operate a relay transportation base Connect Area Hamamatsu in Hamana-ku, Hamamatsu City, which is almost halfway between Tokyo and Osaka, in collaboration with Central Nippon Expressway Company Limited, and will expand its transportation services using this base.

Initiatives during the Medium-Term Business Plan period

- Increased the number of vehicles using relay base, Connect Area Hamamatsu (Up 35% compared to FY2022)
- Launched storage-based relay transportation service



Connect Area Hamamatsu

Enshu Truck Miyakoda Logistic Center

■ Expansion of overseas business

Outside Japan, we will proceed with the construction and acquisition of warehouses in Southeast Asia and Europe. In particular, in Southeast Asia, taking into consideration the China Plus One trend, in order to further expand handling within the region, in addition to Thailand, Singapore and Malaysia, where the Group already has a wealth of results, we will focus on expanding warehouse operations in Vietnam and Indonesia. By expanding these bases, we will create synergies with forwarding operations and further expand the overseas business.

Initiatives during the Medium-Term Business Plan period

- Started operation of Third warehouse in Laem Chabang of Sumiso (Laem Chabang) Co., Ltd. [Thailand] (approx. 14,300 m²)

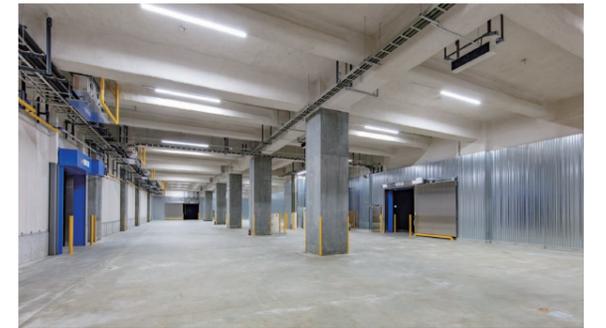


Sumiso (Laem Chabang) Co., Ltd. [Thailand] Third warehouse in Laem Chabang

Expansion of Logistics Services

■ Functional improvement of warehouse facilities

In order to capture the growing demand for temperature controllable warehouses against the backdrop of global warming, we will install additional temperature-controlled facilities in existing warehouses. In addition, we will promote investment that will lead to a reduction in the environmental impact of warehouse operations, such as switching to LED lighting and high-efficiency air conditioning equipment in our own facilities.



Initiatives during the Medium-Term Business Plan period

- Increased the temperature-controlled zone floorspace of warehouses in the Yokohama district to enhance value-added storage services
- Percentage of lighting equipment in the Company owned warehouses that have been converted to LEDs: 85% (Up 2% year-on-year) (based on the number of warehouses)

■ Expansion of refrigerated air transportation services

The Company provides a unique service that offers custom made refrigerated packaging optimized for conditions such as outdoor temperature, through conducting temperature transition simulations. By combining superior refrigerant materials with special packaging materials to maintain the temperature range of cargo for a specified period, we will achieve high-quality refrigerated air transportation at a low cost.



Initiatives during the Medium-Term Business Plan period

- Formed business tie-up with refrigerated packaging companies to enhance the lineup of refrigerated air transportation services

Digitization and Automation of Operations, Promotion of DX

In recent years, BtoC logistics has expanded due to changes in lifestyle and values during the COVID-19 pandemic, and there is a notable shortage of labor in the warehouse operations of the Company's logistics business, and it is becoming more and more difficult to recruit new workers every year. In order to respond to these circumstances, the Company will promote DX to establish a competitive advantage through the digitization and automation of operations and will aim to increase the added value provided to customers, in addition to improving the efficiency of administration and operations.

輸出入通関業務を、もっとラクに、スムーズに。

SWAN+

Initiatives during the Medium-Term Business Plan period

- Started full-scale operation of SWAN plus®, a DX support service for streamlining import/export customs clearance operations and centralizing information management
- Implemented AI-OCR solution for case mark information verification and data registration in import/export cargo handling operations
Details ▶ P32
- Achieved greater operational efficiency and improved accuracy by introducing automation equipment at sports goods distribution center
- Launched a service for providing real-time vessel movement data in international transportation
Details ▶ P40



Business strategy in the Medium-Term Business Plan

Real estate Business

Real estate segment
Numerical targets for FY2025

Operating revenue	Operating profit	Cumulative investment amount
18.0 billion yen (Up 68.6% compared to FY2022)	6.0 billion yen (Up 15.7% compared to FY2022)	40.0 billion yen (Up 31.2 billion yen from period of previous Medium-Term Business Plan)

Expansion of Revenue Scale Through Promotion of Leasing Business

The real estate leasing business, which is at the core of the Company's real estate business, originated from the redevelopment of warehouse sites into office buildings and commercial facilities in response to changes in the surrounding environment. In recent years, in addition to redevelopment, the business has continued to grow by acquiring new office buildings and residential facilities, mainly in the Keihin and Hanshin areas. In this Medium-Term Business Plan, we will continue to expand the leasing business by developing and acquiring quality properties.



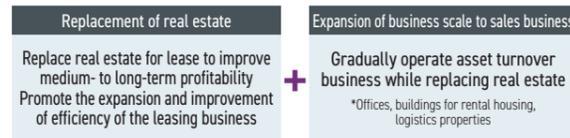
Multitenant logistics facility Logicross Misato
5 stories, total floor area of approx. 135,040 m²
Building owner: Misato Development Special Purpose Company, Kyushu Railway Company, Sumitomo Warehouse
Scheduled for completion in August 2026

Initiatives during the Medium-Term Business Plan period

- Acquired an office building for leasing in Chuo-ku, Osaka City
- Started developing a multitenant logistics facility in Misato City, Saitama Prefecture
- Acquired a medical facility for lease in Sumida-ku, Tokyo
- Completed rebuilding a residence building in Saitama City, Saitama Prefecture

Expanding Business Scope to Include the Replacement and Sale of Real Estate

We will continue to acquire real estate for lease, and at the same time, we will select existing real estate and replace properties held by selling non-core assets, etc., in order to strengthen medium- to long-term profitability. In addition, we aim to expand revenue scale by gradually developing an asset turnover business, such as reinvesting the funds obtained from the sale of non-core assets in the acquisition of real estate for lease or real estate for sale that will become core assets in the future.



Initiatives during the Medium-Term Business Plan period

- Steadily advancing the sale of non-core properties (two residence buildings, land)

Aim to conduct business conscious of capital efficiency by operating sales business with the leasing business as the core in the medium to long term.

ESG management in the Medium-Term Business Plan

Environment	Society	Governance
Set environmental targets Details ▶ P47 Objectives ● Reduce greenhouse gas emissions of Scopes 1 and 2 on a non-consolidated basis by 50% from the FY2018 level by FY2030. Result ● Reduced greenhouse gas emissions in FY2024 by 32% compared to FY2018, representing a progress rate of 64%	Continue initiatives aimed at security and safety Details ▶ P51 Strengthen investment in "people" Details ▶ P53 Contribute to "Expo 2025 Osaka, Kansai, Japan" ● Supported the Expo from a logistical perspective as a designated on-site cargo handler within the venue ● Concluded a disaster agreement with the Japan Association for the 2025 World Exposition	Reduce cross-shareholdings Objectives ● Reduce cross-shareholdings by approx. 10.0 billion yen by March 2028 ● Aim to reduce by 6.0 billion yen by March 2026 Result ● Advanced the schedule, with the target now set to reduce by approx. 10.0 billion yen by March 2026. Reduced by approx. 4.0 billion yen by March 2025

Financial Strategy in the Medium-Term Business Plan

Cash Flow Allocation

Plan

Under this Medium-Term Business Plan, it is planned to allocate a total of 109.0 billion yen, which is the sum of the projected cumulative cash flows from operating activities of 74.0 billion yen over the three-year period of the plan, 25.0 billion yen in proceeds from the sale of shares in shipping subsidiaries and vessels, etc., and 10.0 billion yen from external borrowings, to business investment of 85.0 billion yen and shareholder dividends of 24.0 billion yen. As for business investments, 40.0 billion yen will be invested in the logistics business for the construction of new warehouses and the introduction of automated equipment, etc., and 40.0 billion yen will be invested in the real estate business for the acquisition of new properties, etc. In addition, the corporate segment plans to invest 5.0 billion yen, centering on the construction of a digital foundation and investment in human capital that will support the promotion of DX. As for shareholder returns, we will implement them while taking into account the improvement of profitability in each fiscal year, after continuing the business investment necessary for improving corporate value from a medium- to long-term perspective.

Progress

The cumulative investment amount over the three-year period, including the investment forecast for FY2025, which is the final year of the Medium-term Business Plan, is projected to be 53.5 billion yen, comprising 23.0 billion yen for logistics, and 29.6 billion yen for real estate, and a company-wide impact of 0.8 billion yen. This is due to delays in plans for acquiring and constructing warehouses in the logistics business, as well as plans for acquiring real estate for sale and redeveloping in the real estate business. Despite rising construction costs and personnel expenses, we believe that continued investment is necessary, and therefore will persistently pursue profitable investments by, for instance, leveraging DX for streamlining operations.

Investment by business segment

Inflows	Outflows (plan)	Outflows (forecast)	Factors of difference from the plan
Operating CF, other 74.0 billion yen	Logistics 40.0 billion yen	3-year cumulative forecast 23.0 billion yen	Warehouse acquisition, construction, etc. Approx. 12.0 billion yen projected Others Approx. 5.0 billion yen projected
	Real estate 40.0 billion yen	3-year cumulative forecast 29.6 billion yen	Acquisition of real estate for sale, redevelopment, etc. Approx. 10.4 billion yen projected
Sale of WSL shares and vessels, etc. 25.0 billion yen	Corporate 5.0 billion yen	3-year cumulative forecast 0.8 billion yen	Strengthening of IT foundation for DX reinforcement Approx. 1.5 billion yen projected Others Approx. 2.7 billion yen projected
External borrowing 10.0 billion yen	Dividends 24.0 billion yen <small>*Funding for acquisition of treasury shares is separate</small>	3-year cumulative forecast 23.8 billion yen	

Shareholder Returns

Plan

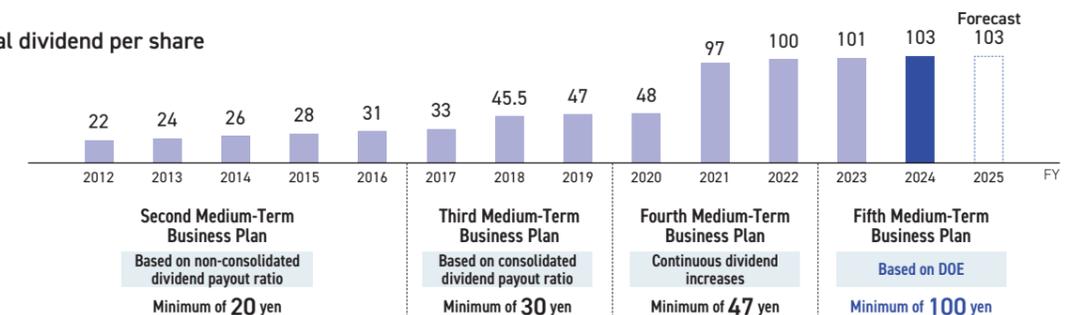
As for dividends, the Company has continued to pay stable dividends. This will remain unchanged in this Medium-Term Business Plan. After continuing to make the business investments necessary to improve corporate value from a medium- to long-term perspective, we will implement a minimum annual dividend of 100 yen per share with a target dividend on equity ratio (DOE) of 3.5%–4.0%, while considering improvements in profitability in each fiscal year. The acquisition of treasury shares will be implemented flexibly, taking into account economic conditions, market trends, business investments and profit levels.

Progress

For FY2024, the Company paid an annual dividend of 103 yen per share, representing a 2-yen increase per share compared with the previous fiscal year, based on the shareholder return policies outlined in the Medium-term Business Plan. The Company acquired 1,500,000 shares of treasury shares (approx. 4.0 billion yen) and cancelled all of them at the end of the fiscal year. The annual dividend for FY2025 is projected to be 103 yen per share, with the cumulative dividend amount over the three-year period expected to be approx. 24.0 billion yen as planned. Furthermore, at the Board of Directors meeting held on May 9, 2025, a resolution was approved to acquire treasury shares up to either 1,200,000 shares or 3.5 billion yen, and cancel all of them.

Annual dividend per share

Unit: yen



Message from the Director in Charge of Finance

Improve capital efficiency on a solid business foundation to steadily increase corporate value.

Director and Managing Executive Officer

Akihiko Hoshino



Achieved higher revenue, higher profit for FY2024, with the next fiscal year projecting higher revenue, lower profit.

The fiscal year ended March 31, 2025 saw operating revenue rise by 4.7% year-on-year, while operating profit rose 0.7% year-on-year. In the logistics business, revenue increased in all operations—including warehousing, harbor transportation, international transportation, and land transportation and others—and was accompanied by higher operating profit. In the real estate business, revenue declined due to lower rental income and real estate sales income, but profit rose due to a decrease in real estate acquisition tax and other expenses.

In terms of shareholder returns, the annual dividend per share was increased by 2 yen per share, compared with the previous fiscal year, to 103 yen per share. In addition, we acquired 1,500,000 treasury shares at a cost of approximately 4.0 billion yen. As a result, the total shareholder return ratio, which is the sum of dividends and acquisition of treasury shares, was approximately 60%.

In the fiscal year ending March 31, 2026, we expect an increase in operating revenue and a decrease in operating profit. In the logistics business, the volume of cargo handled across warehousing, harbor and land transportation are expected to remain steady. However, upfront investments, including higher personnel expenses, depreciation on automation equipment installed in the previous fiscal year,

and relocation expenses for a warehouse in Singapore, are anticipated to put pressure on profits. These cost increases are positioned as investments in future growth. We expect that investment in human resources will enhance engagement and thus lead to medium- to long-term performance improvement, and while depreciation expenses for automation equipment are initially high, they will reduce costs by improving operation efficiency.

In the real estate business, while a decrease in rental income is anticipated, revenue is projected to rise on the sale of real estate for sale.

Formulating the next medium-term business plan, reflecting higher costs

The Fifth Medium-Term Business Plan set targets for 230.0 billion yen in operating revenue and 18.0 billion yen in operating profit for the fiscal year ending March 31, 2026, the final year of the plan. However, our current projections are for 197.0 billion yen and 12.0 billion yen, respectively. Furthermore, while investment over the three-year period was planned at 85.0 billion yen, the current projection is for a cumulative total of 53.5 billion over the three-year period. When the plan was formulated in FY2022, logistics demand due to the COVID-19 pandemic was still growing. However, the primary factors causing a divergence from initial targets have been changes in the business environment, including

a subsequent decline in demand since the end of the pandemic, a slower-than-expected recovery in China, and soaring construction costs.

While it is not easy to respond to changes in the external environment, we are formulating the next medium-term business plan in consideration of these changes. Looking ahead, we will continue working to secure profit margins through greater operational efficiency, and receive appropriate charge that reflect the value of the services we provide. In addition, we will actively promote overseas investment, which was restricted by the COVID-19 pandemic, and focus on Southeast Asia as a priority region. We will also consider expanding into the Indian Ocean Rim region.

Improving price PBR while maintaining ROE at 7%

Return on equity (ROE) reached 7.7% in the fiscal year ended March 31, 2025, up 2.4 percentage points from the previous fiscal year's 5.3%. However, after factoring out extraordinary income including compensation for relocation related to the Company's buildings, actual ROE was about 5%. We recognize the need for further initiatives to improve capital efficiency in order to reach our target ROE of 7%. In addition, given that the price book-value ratio (PBR) remains below 1x, we will strengthen efforts to raise the price-earnings ratio (PER) in parallel with improving ROE.

In order to improve ROE, it is important to first increase the profit of the numerator. We will work to improve profit-generating ability through business investment, in accordance with the ongoing Fifth Medium-Term Business Plan. In addition, we will work to create added value by developing service areas that serve as sources of profit. Refining services only our company can provide—in other words, actively pursuing niche operations—and using this as a starting point to secure end-to-end order fulfillment will enable us to expand sales. Furthermore, handling the entire process creates opportunities to generate new added value. To capture such opportunities, we are actively investing in DX and human capital. Moreover, as construction costs are projected to remain high, it will also be necessary to increase profits while paying attention to capital efficiency—for example, we acknowledge the need to develop more non-asset-based businesses that use leased facilities.

Meanwhile, as for equity in the denominator of ROE, we aim to improve ROE by maintaining substantial shareholder returns through dividends and the acquisition of treasury shares, while staying conscious of the need to optimize our equity-to-asset ratio.

To increase the Company's PER, we will remain conscious of the need to strengthen dialogue with shareholders and investors and information disclosure. We will actively engage in dialogue through individual IR meetings etc., while continuing to strengthen information disclosure via the integrated report and the Company's website, etc.

Ensuring substantial shareholder returns while maintaining financial soundness and an appropriate capital structure

Sumitomo Warehouse is a company that invests with a long-term perspective. In particular, warehousing is an equipment-intensive industry, so it is a business that takes a long time to recover the investment. Given these business characteristics, maintaining a sound financial structure is essential for sustainable corporate growth. As of March 31, 2025, our equity-to-asset ratio stood at 60%, indicating a sound financial structure. Meanwhile, we recognize the need to generate profits commensurate with equity, and will work to optimize our balance sheet while delivering substantial shareholder returns.

With regard to dividends, we have set a minimum annual dividend of 100 yen per share under the Fifth Medium-Term Business Plan. The annual dividend for FY2024 was 103 yen per share, and the same amount is projected for FY2025. Our target dividend on equity ratio (DOE) is around 3.5% to 4.0%, but the actual DOE in FY2024 was below this range, partly due to an increase in "valuation difference on available-for-sale securities" accompanying a rise in the stock market. In addition, continuing from the fiscal year ended March 31, 2025, we implement the acquisition of treasury shares in the fiscal year ending March 31, 2026, up to either 1,200,000 shares or 3.5 billion yen, and cancel all of them.

Details of shareholder returns for the fiscal year ended March 31, 2025

Dividends	Dividend per share	103 yen Breakdown Interim dividend 50.5 yen Year-end dividend 52.5 yen
	Payout ratio	40.0%
Acquisition and cancellation of treasury shares	1 Acquisition of treasury shares	
	1. Type of shares acquired	Common shares of the Company
	2. Total number of shares acquired	1,500,000 shares
	3. Total acquisition cost	4,013,031,200 yen
	4. Acquisition period	• From May 13, 2024 to September 2, 2024 • From November 8, 2024 to February 28, 2025
	2 Cancellation of treasury shares	
1. Type of shares canceled	Common shares of the Company	
2. Total number of shares canceled	1,500,000 shares	
3. Cancellation date	March 31, 2025	

Message from the Director in Charge of Finance

The sale plan for cross-shareholdings will be brought forward by two years

In the Fifth Medium-Term Business Plan, we announced a policy of reducing cross-shareholdings by approximately 10.0 billion yen by March 2028. However, as the stock price has risen since then and the book value of cross-shareholdings has also increased, we recognize that it is important to accelerate the reduction of cross-shareholdings from the perspective of governance. Accordingly, in line with the initial plan, we sold shares worth approximately 2.0 billion yen annually in FY2023 and FY2024, totaling approximately 4.0 billion yen over two years. We have decided to complete this reduction two years ahead of schedule, and we have planned to sell approximately 6.0 billion yen during FY2025. We consider it important to use the proceeds from these sales of cross-shareholdings to invest in growth that will enhance the corporate value of the company, and are currently in the process of carefully considering the investment targets.

Balancing long-term investment with capital efficiency

Since its founding 126 years ago, the Company has continued to make sound, long-term investments while flexibly adapting to changes in the times. The construction of warehouses in

particular requires significant initial outlays, and depreciation on buildings and equipment tends to put pressure on profits in the initial years of operation. Despite this, the Company builds warehouses on an ongoing basis with the aim of ensuring sustained profit growth. By emphasizing a balance between overall profitability and investment, the company maintains a stable financial structure, and has remained in the black for 90 consecutive years since 1935. This track record is a testament to the soundness of our long-term management approach, and represents one of our greatest strengths.

Although our financial soundness has further increased through years of stable management, we recognize that there is room for improvement in terms of capital efficiency.

As the Director in charge of finance, I see it as my mission to address this challenge sincerely, foster a shared awareness within the company of the importance of capital efficiency, and promote management that is conscious of the balance between shareholders' equity and profitability in investment decisions and performance evaluations. Instead of simply recording profits, we must maintain a stance of always examining whether those profits are at an appropriate level relative to equity.

Going forward, while maintaining our conventional sound investment policy, we will take on new initiatives aimed at improving capital efficiency. Specifically, we will work to improve the efficiency of existing business,

optimize the placement of human capital leveraging DX, and accelerate expansion into new growth areas.

Furthermore, while leveraging our strengths in long-term perspective and stability, we will steadily work toward building a business model that befits the next generation, and realizing sustainable growth and corporate value enhancement.

Challenging new frontiers centered on human resources, DX, and ESG

Challenges in new areas are invariably taken up by *people*—in other words, our employees. Fortunately, thanks to the credibility we have built up over the years, we are able to secure talented personnel on a stable basis. To provide employees with opportunities to develop their skills and achieve personal growth, we are enhancing our training programs with group-based training and selective programs such as AI workshops. One challenge going forward will be to create an environment where talented personnel can fully demonstrate their abilities in the right position. To this end, we will pursue added value through optimal human resource allocation.

In the logistics business, where labor shortages are becoming severe, we are proceeding with the installation of automation equipment. Significant cost reductions have been achieved at sites where the equipment has been installed. These initiatives have been announced as part of our DX strategy, and are being implemented throughout the Company as a priority issue. We are also actively investing in DX, not only to improve operational efficiency, but also to enhance work environments and further increase performance in the future.

We are taking an active approach on ESG management, and have been selected by the Tokyo Metropolitan Government as an airfreight agent in its Project to Promote Use of Sustainable Aviation Fuel (SAF) in Air Cargo Transportation. SAF is a low-carbon fuel derived from biomass and waste materials, and is expected to play a role as a next-generation fuel in achieving carbon neutrality. We will expand our range of low-carbon transportation services that make use of the environmental value of SAF, and leverage them to attract new customers.

Beyond value creation, together

Over the years, the Company has consistently grown its business, which is steady yet indispensable to customers. Going forward, we will strive to increase the capital efficiency of the Company as a whole, generate greater profits than ever before, improve corporate value over the medium to long term, and contribute to society.

We recognize that we are at a stage where a new leap forward is required. Building on our solid foundation,

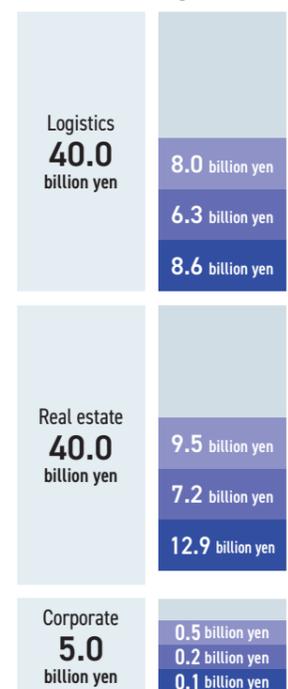


we will continue to take on challenges in new fields. Our goal is to create a future in which all of our stakeholders can experience growth through the medium- to long-term enhancement of our corporate value.

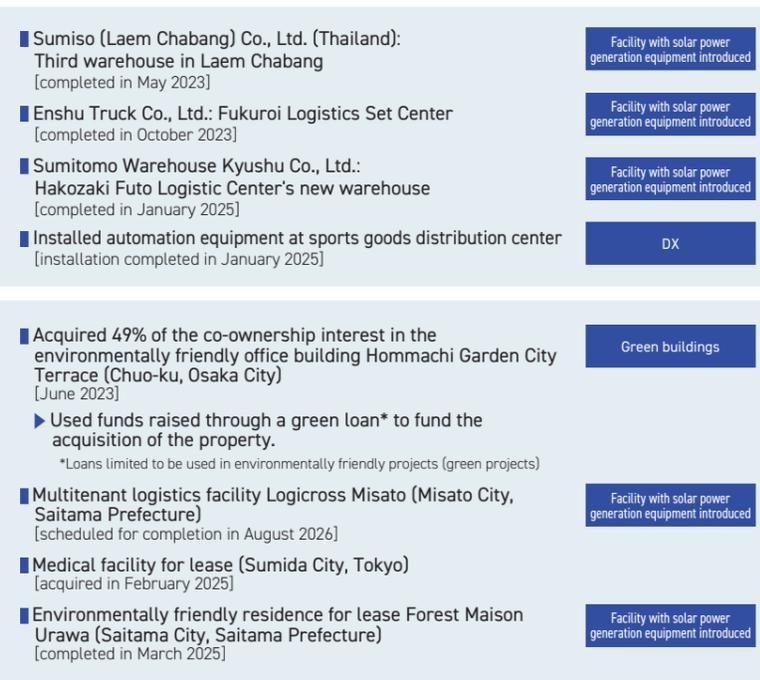
In advancing initiative to increase corporate value, we highly value dialogue with investors. We will sincerely listen to and comprehend the feedback we receive, and reflect it in the development of our future strategies.

Progress of strategic investments in the Fifth Medium-Term Business Plan

Breakdown of investment by business segment



Main strategic investments



Fifth Medium-Term Business Plan Period

Action to Implement Cost of Capital and Stock Price Conscious Management

Analysis of the Current Situation

Stock Price and PBR (Price Book-value Ratio)

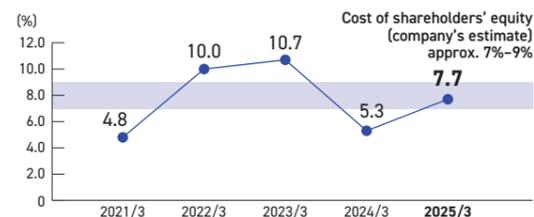


The Company's PBR has remained below 1x.

Since the formula "PBR = ROE (Return on Equity) × PER (Price-earnings Ratio)" is established, we recognize the need to work on improving "earning power" (ROE) and "expected value" (PER) in order to improve the PBR level.

Return on Equity

ROE for the fiscal year ended March 31, 2025 rose to 7.7%, up from the recorded level of 5.3% in the fiscal year ended March 31, 2024, reflecting not only acquisition of treasury shares, but also extraordinary income, including compensation in connection with the Naniwasuji Line Project. We recognize that maintaining an ROE level exceeding the cost of shareholders' equity remains a challenge.



Policies for Improving the PBR Level



Plan

Policy	Objectives	Initiatives
<ol style="list-style-type: none"> The Company will conduct business operations in response to changes in the business environment, in line with the Fifth Medium-Term Business Plan for the period from FY2023 to FY2025. The Company will continue to provide substantial shareholder returns and aim to maintain a suitable capital structure. Through strengthening dialogue with shareholders and investors and information disclosure, the Company will strive to gain an understanding of the Group's future growth potential and contribute to the formation of an appropriate stock price. 	<ol style="list-style-type: none"> The Company aims to achieve an ROE of 7% during the period of the Fifth Medium-Term Business Plan while maintaining a sound financial base. The Company will pay a minimum annual dividend of 100 yen per share, with a target dividend on equity (DOE) ratio of around 3.5% to 4.0%, taking into consideration improvements in profitability in each fiscal year. Under the Fifth Medium-Term Business Plan, we had planned to reduce cross-shareholdings by approximately 10 billion yen by March 2028. However, we have decided to accelerate this reduction by two years, and we plan to sell shares worth approximately 6 billion yen during the fiscal year ending March 2026. 	<ol style="list-style-type: none"> Improving profit-generating ability through aggressive business investments <ul style="list-style-type: none"> [Logistics business] We will continue to consider investing in warehouses, which form the business foundation, and will establish a competitive advantage through digitalization, automation of operations, and promotion of DX. [Real estate business] We will improve profitability by replacing real estate for lease, etc., and we aim to develop business with an awareness of capital efficiency by expanding business scope to sales business. Maintaining a suitable capital structure <ul style="list-style-type: none"> In addition to returning profits to shareholders through dividends, the Company will flexibly implement treasury share acquisitions, taking into consideration economic conditions, market trends, business investments, as well as profit levels. At the Board of Directors meeting held on May 9, 2025, a resolution was approved to purchase own shares, up to either 1,200,000 shares or 3.5 billion yen, and cancel all of them. (The acquisition period is from May 12, 2025 to November 28, 2025, and the scheduled date of cancellation is March 31, 2026.) Strengthening dialogue with shareholders and investors and information disclosure <ul style="list-style-type: none"> We will promote active dialogue with shareholders and investors through individual IR meetings etc., and strengthen information disclosure via the integrated report and the Company's website, etc.

Status of Dialogue with Shareholders and Institutional Investors (FY2024)

Dialogue with shareholders and institutional investors was conducted by the Business Promotion Department (Public & Investor Relations Section) in the presence of the President, the Director responsible for the Administrative Division (Managing Executive Officer), as well as others, as appropriate.

Main topics	Status of dialogue	Feedback to management and related initiatives
Overview of financial results, business outlook, and matters related to the Medium-Term Business Plan (including ESG-related matters), etc.	<ol style="list-style-type: none"> Financial results briefing for institutional investors <ul style="list-style-type: none"> May 2024: Briefing on financial results for the fiscal year ended March 31, 2024 November 2024: Briefing on financial results for the second quarter of the fiscal year ended March 31, 2025 [Main attendees] President, Director responsible for the Administrative Division (Managing Executive Officer), General Manager of the Finance & Accounting Department, General Manager of the Business Promotion Department, etc. Individual investor relations meetings <ul style="list-style-type: none"> 89 times (domestic institutional investors: 79 times; overseas institutional investors: 10 times) [Main attendees] Director responsible for the Administrative Division (Managing Executive Officer), General Manager of the Business Promotion Department, etc. Conferences hosted by securities companies for overseas institutional investors <ul style="list-style-type: none"> 1 time (February 2025) [Main attendees] Director responsible for the Administrative Division (Managing Executive Officer), General Manager of the Business Promotion Department, etc. Shareholder relations (SR) meetings (for institutional investors) <ul style="list-style-type: none"> 8 times (January to February 2025) [Main attendees] Director responsible for the Administrative Division (Managing Executive Officer), General Manager of the General Affairs Department, General Manager of the Business Promotion Department, etc. 	<ol style="list-style-type: none"> Opinions, etc. expressed in dialogue with shareholders, institutional investors, and other stakeholders were reported to management, as appropriate, and utilized in the review of the Group's business strategies and IR activities, etc. In response to requests from shareholders, institutional investors, and other stakeholders, we published our first integrated report in November 2024.

DX Strategy

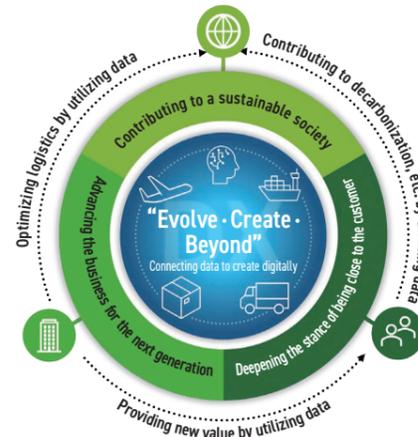
Through our DX strategy, we seek to evolve our logistics services by leveraging digital technologies and data, thereby creating new value for society, customers, and the Company. The initiative will be implemented in stages over six years starting in FY2024, with the goal of achieving sustainable growth and enhanced competitiveness through operational efficiency and value creation.

DX Vision

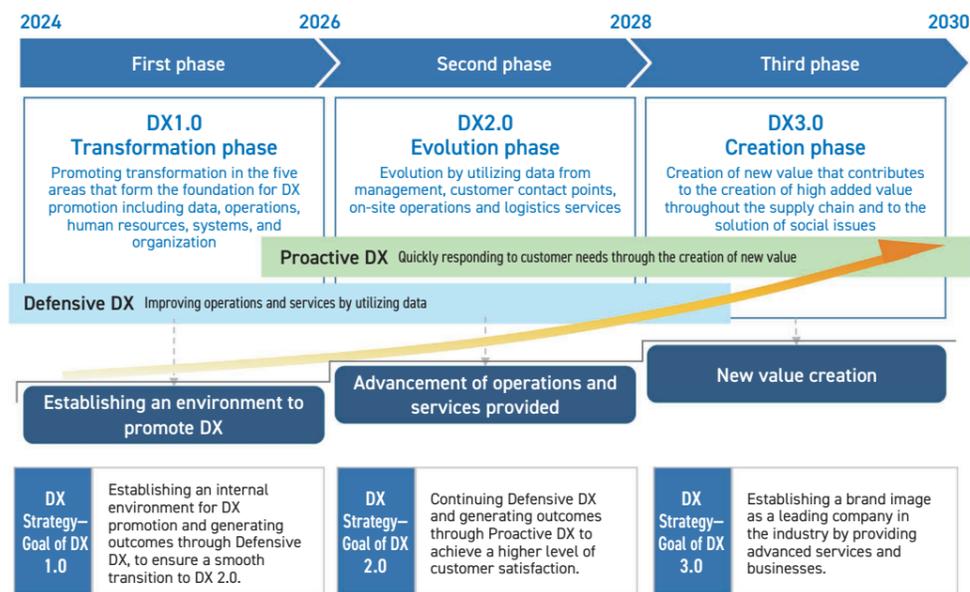
Through the utilization of data and digital technologies, we seek to evolve our logistics services, create new value for society, customers, and the Company, and go beyond the traditional framework of logistics. Under the key message "Evolve·Create·Beyond," we are pursuing three dimensions of evolution by connecting data and driving creativity through digital technologies.

Three Forms of Evolution

- 1 Evolving the way logistics operates to contribute to a sustainable society for the future
- 2 Evolving services to create and deliver new value
- 3 Evolving operations to drive growth toward the next generation



Roadmap and Evaluation Metrics



Message from the Director in Charge of DX Promotion



Director and Managing Executive Officer
Ikuo Kuroki

We aim to make DX both a source of competitiveness and a foundation for sustainable growth by establishing a framework that balances operational optimization with transformation driven from the frontlines.

In executing our DX strategy, we are currently developing a company-wide framework that balances operational optimization and transformation driven from the frontlines. By visualizing and integrating data dispersed across the organization, we are building a digital platform that enables the use of data in management, operations, and sales, thereby facilitating swift decision-making and strengthening customer responsiveness. We are fostering and deploying digital promotion personnel capable of promoting optimal improvements at each site, while establishing a framework that provides instruction on the use of digital tools for each business operation and proposes operational improvements through their application. As DX serves as the foundation for strengthening our competitiveness and achieving medium- to long-term growth, we will continue to advance our DX initiatives on a company-wide basis.

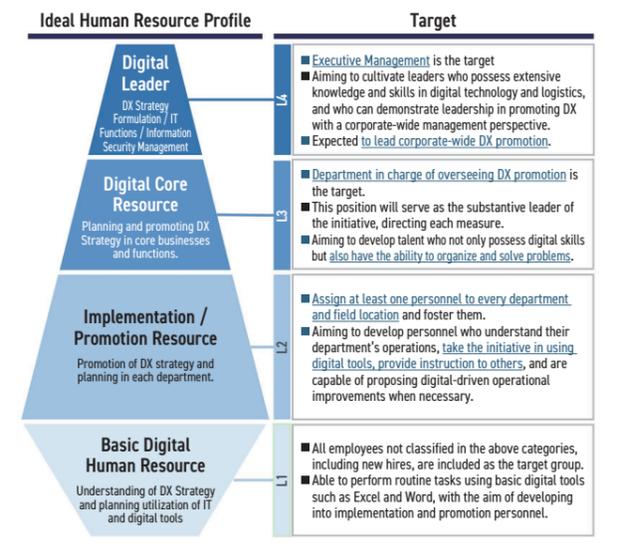
Main Initiatives

FY2024 was the first year of promoting our DX strategy, during which we advanced the development of a foundation for transformation. We have taken the first step toward the full-scale deployment of DX by building a foundation for integrated data management and initiating the development of digital platforms for management, operations, and sales.

Main Initiative 1

Digital Human Resource Development

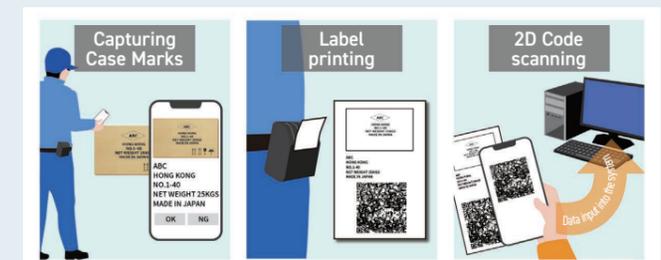
Aiming to empower every employee to become a driving force for transformation, we conducted AI training seminars for leaders at each site to deepen their understanding of AI fundamentals, future prospects, and business applications. We will continue to develop digital talent through training and workshops, and build a self-sustaining framework for DX promotion.



Main Initiative 2

Utilizing AI-OCR

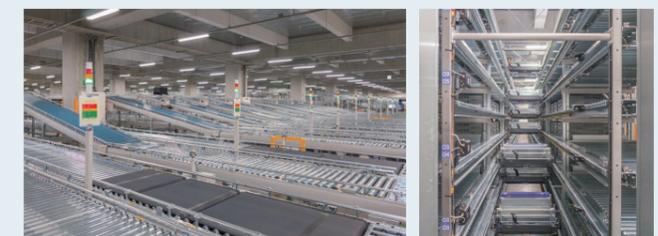
In export cargo handling operations, we have improved both operational efficiency and work quality by adopting AI-OCR technology, which automatically converts case mark information captured via smartphones into data. This has reduced manual input and shortened processing time by approximately 60%.



Main Initiative 3

Implementation of Automation Equipment

By introducing automation equipment at our sports goods distribution center in Osaka, we have achieved greater operational efficiency and improved accuracy. While making use of existing facilities, we standardized and streamlined operations without interrupting logistics, thereby establishing a system capable of responding quickly and flexibly to diverse customer needs. We are committed to strengthening on-site capabilities and enhancing corporate value through DX initiatives.



Business Overview

As for operating results of the Group in FY2024, operating revenue was 193,398 million yen (up 4.7% year-on-year), as real estate business income declined while income from warehousing, harbor transportation, international transportation, and land transportation and other operations all increased. Operating profit reached 13,275 million yen (up 0.7% year-on-year), due to factors such as higher personnel expenses.

Logistics business



Operating results for FY2024

In warehousing, warehouse income was 32,138 million yen (up 2.3% year-on-year) due to an increase in the handling of parts for transportation equipment and metal, etc.

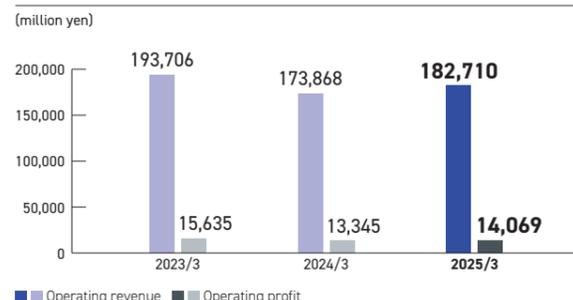
In harbor transportation, harbor transportation income was 32,534 million yen (up 7.2% year-on-year) due to steady general cargo handling and container cargo handling.

In international transportation, international transportation income was 54,875 million yen (up 8.3% year-on-year) due to the effect of depreciation of the yen although the volume of transactions at overseas subsidiaries decreased, an increase in international multimodal transportation, project transportation, and airfreight handling at the company.

In land transportation and other operations, land transportation and other income was 63,161 million yen (up 2.8% year-on-year) due to an increase in transportation related to e-commerce, etc.

As a result of the above, in the logistics business, operating revenue was 182,710 million yen (up 5.1% year-on-year), and operating profit was 14,069 million yen (up 5.4% year-on-year).

Operating revenue/Operating profit



Real estate business

Operating results for FY2024

In the real estate business, although there was an increase in the occupancy rate of some real estate for leasing due to the contribution of office buildings for leasing acquired during the previous fiscal year and the increase in the number of overseas visitors to Japan, operating revenue was 11,274 million yen (down 0.8% year-on-year) due to a decrease in rental income caused by the departure of tenants from the Company's buildings eligible for compensation for relocation, and a decrease in real estate sales income. Operating profit was 5,413 million yen (up 1.7% year-on-year) due to a decrease in real estate acquisition tax.

Operating revenue/Operating profit



Key measures of the Fifth Medium-Term Business Plan

Business domain	FY2024	FY2025 and onwards
Logistics business	Warehousing <ul style="list-style-type: none"> New warehouse construction in Japan <ul style="list-style-type: none"> Constructed a new warehouse at Hakozaki Futo, Higashi-ku, Fukuoka City Functional improvement of warehouse facilities <ul style="list-style-type: none"> Increased temperature-controlled zone floorspace in Yokohama district Securing a competitive advantage through the digitalization and automation of operations and the promotion of DX <ul style="list-style-type: none"> Installed automation equipment at sports goods distribution center 	<ul style="list-style-type: none"> Promoting a strong business foundation <ul style="list-style-type: none"> Promoting expansion of logistics services while continuing to invest in warehouses Commitment to a carbon-neutral society <ul style="list-style-type: none"> Promoting the introduction of electricity virtually derived from renewable energy sources at owned warehouse facilities
	Harbor transportation <ul style="list-style-type: none"> Upgrading to environmentally friendly cargo handling equipment <ul style="list-style-type: none"> Resolved to introduce hydrogen fuel cell-retrofitted and electric-powered RTGs, etc. Securing a competitive advantage through the digitalization and automation of operations and the promotion of DX <ul style="list-style-type: none"> Conducted a demonstration experiment to increase cargo handling efficiency through use of container pickup reservation data in terminal operations 	<ul style="list-style-type: none"> Securing a competitive advantage through the digitalization and automation of operations and the promotion of DX <ul style="list-style-type: none"> Promote digitization at ports and improvements in gate and terminal operations
	International transportation <ul style="list-style-type: none"> Securing a competitive advantage through the digitalization and automation of operations and the promotion of DX <ul style="list-style-type: none"> Launched a service for providing real-time vessel movement data 	<ul style="list-style-type: none"> Expansion of overseas business <ul style="list-style-type: none"> Continuing to specifically consider the construction and acquisition of new warehouses in Southeast Asia and Europe Continuing to investigate the establishment of local subsidiaries in countries where expatriate staff are posted and other countries that are candidates for new expansion Development of low-carbon logistics services <ul style="list-style-type: none"> Begin offering SAF program in air cargo transportation
	Land transportation, etc. <ul style="list-style-type: none"> Expansion of relay transportation <ul style="list-style-type: none"> Increased the number of vehicles using relay transportation base, Connect Area Hamamatsu (up 9% year-on-year) 	<ul style="list-style-type: none"> Expansion of relay transportation <ul style="list-style-type: none"> Adding two relay transportation bases
Real estate business	<ul style="list-style-type: none"> Expansion of revenue scale through promotion of leasing business <ul style="list-style-type: none"> Started developing a multitenant logistics facility Completed rebuilding of a residence building in the Kanto region Acquired a medical facility for lease in Sumida-ku, Tokyo Sale of non-core properties <ul style="list-style-type: none"> Sold real estate for sale 	<ul style="list-style-type: none"> Expansion of revenue scale through promotion of leasing business <ul style="list-style-type: none"> Continuing to acquire new properties Increasing the added value of facilities by improving environmental performance <ul style="list-style-type: none"> Promotion of energy conservation and renewable energy use at our owned facilities Sale of non-core properties <ul style="list-style-type: none"> Scheduling sale of real estate for sale

 Warehousing /  Land transportation, etc.

We will build a flexible, agile logistics framework and shape the future on site.

Storing goods safely under proper conditions and transporting them accurately—these are the unchanging fundamentals of logistics in any era.

Building on these principles, we have always pursued ways to create added value and deliver logistics services that exceed customer expectations. From advanced warehouse operations and use of digital technology to the development of human resources and safe workplaces, each of our initiatives generates added value and forms a base for sustainable growth.

Amid the rapidly changing social environment, there is a need to strengthen logistics frameworks that combine flexibility and agility. Aiming to provide logistics that are indispensable to our customers and society, we will continue to create the future on site.



Director and Managing Executive Officer
responsible for Marketing Management and
Domestic Logistics Divisions
Ikuo Kuroki

Business Activities



Warehousing

- Port warehouses (warehousing (temperature-controlled/refrigerated), cargo handling, value-added services, packaging, etc.)
- Distribution center operation
- Archives (document/magnetic tape storage, document digitization service)
- Trunk rooms (individual/corporate)

In the warehouses in the port area, we provide comprehensive logistics services covering every process from warehousing, warehouse-in/out and inspection and value-added services to delivery, mainly for a wide variety of import and export cargo ranging from raw materials to finished products. We also operate an archives business that stores business documents in a warehouse with security facilities, as well as a trunk room service for storing items such as household effects, artworks, and valuables.



Land transportation, etc.

- General cargo transportation
- Container transportation
- Leasing logistics facilities
- System development, etc.

We have established a nationwide distribution network in collaboration with Group companies and cooperating companies, centered on Enshu Truck Co., Ltd., a group company specializing in transportation by truck primarily between Kanto and Kansai, based in Shizuoka Prefecture. In addition to nationwide truck delivery and container transportation from major domestic ports, we offer transportation services using special vehicles such as trailers for heavy loads and freezer cars.

Strengths	Awareness of environment
<ul style="list-style-type: none"> ● Many logistics bases in port areas that serve as import/export hubs ● Know-how in handling a wide variety of cargo ● Disaster-resistant, highly secure specialized archival storage warehouses ● Large-truck transport network spanning Kanto-Kansai, based in Shizuoka Prefecture 	<ul style="list-style-type: none"> ● Growing demand for temperature-controlled cargo storage ● Progress in digital/automation technology ● Expansion of BtoC logistics driven by e-commerce market growth ● Increasing demand for offsite storage and digitization of office documents associated with office relocations, etc.

Trends in domestic warehouse floor area

Sumitomo Warehouse Group has expanded its warehousing business from land transportation to harbor transportation and international transportation, but enlarging warehouse capacity remains its core mechanism of business expansion. Accordingly, the Company has continued to strengthen its business foundation by investing in warehouse construction while also making use of leased warehouses, and as a result has increased its domestic warehouse space by 34% in 10 years.

In FY2024, total managed warehouse space increased mainly due to the completion of a new warehouse by group company Sumitomo Warehouse Kyushu. However, total warehouse space for storage in Japan declined year-on-year as some storage warehouses were converted to leased warehouses.

Domestic warehouse floor area



Business Strategy of the Fifth Medium-Term Business Plan

Warehousing	New warehouse construction in Japan	Promote enlargement of warehouse capacity as the core of our business foundation
	Functional improvement of warehouse facilities	Construct additional temperature-controlled facilities to handle more high value-added goods
	Digitalization and automation of operations, and DX	Improve productivity through renewal of automated guided vehicles (AGVs) and material handling equipment
Land transportation, etc.	Expansion of relay transportation	Increase usage of relay transportation base, Connect Area Hamamatsu*

*Joint venture between Central Nippon Expressway Company Limited and Enshu Truck Co., Ltd.

Progress on business strategy

	FY2023	FY2024	FY2025
Warehousing	New warehouse construction in Japan <ul style="list-style-type: none"> ■ Constructed a new warehouse in Fukuroi City, Shizuoka Prefecture Digitalization and automation of operations, and DX <ul style="list-style-type: none"> ■ Promoted productivity improvements through the introduction of AGVs 	New warehouse construction in Japan <ul style="list-style-type: none"> ■ Constructed a new warehouse at Hakozaki Futo, Higashi-ku, Fukuoka City Functional improvement of warehouse facilities <ul style="list-style-type: none"> ■ Increased temperature-controlled zone floorspace in Yokohama district Digitalization and automation of operations, and DX <ul style="list-style-type: none"> ■ Installed automation equipment at sports goods distribution center 	Promoting a strong business foundation <ul style="list-style-type: none"> ■ Promoting expansion of logistics services while continuing to invest in warehouses Commitment to a carbon-neutral society <ul style="list-style-type: none"> ■ Promoting the introduction of electricity virtually sourced from renewable energy sources at owned warehouse facilities
Land transportation, etc.	Expansion of relay transportation <ul style="list-style-type: none"> ■ Increased the number of vehicles using relay transportation base, Connect Area Hamamatsu (up 23% year-on-year) 	Expansion of relay transportation <ul style="list-style-type: none"> ■ Increased the number of vehicles using relay transportation base, Connect Area Hamamatsu (up 9% year-on-year) 	Expansion of relay transportation <ul style="list-style-type: none"> ■ Adding two relay transportation bases

	Review of initiatives in FY2024	Future growth strategy
Warehousing	As part of ongoing initiatives to strengthen our business foundation, Group company Sumitomo Warehouse Kyushu began operating a new warehouse in Higashi-ku, Fukuoka City. To address the labor shortage, as well as increasing handling volumes driven by expansion of the e-commerce market, new automation equipment was installed at the sports goods distribution center in an effort to improve productivity. Through these logistics DX initiatives, we are taking steps to increase resilience to changes in the business environment.	In FY2025, we will continue to invest in warehouses that form the foundation of our business, while expanding logistics services, making greater uses of leased warehouses, and considering the acquisition of existing warehouses. At owned warehouse facilities, we will promote the introduction of electricity virtually sourced from renewable energy to make progress on transitioning to a carbon-neutral society.
Land transportation, etc.	Group company Enshu Truck Co., Ltd. has operated the relay transportation base Connect Area Hamamatsu since 2018, and the number of vehicles using the base has increased 9% year-on-year. In FY2024, we launched a storage-based relay transportation service at our base, adding to the existing transfer and transshipment relay transportation services.	In response to growing demand for relay transportation bases, we will expand our network in FY2025 by adding two new bases in Shizuoka Prefecture—one in Hamamatsu City, one in Shizuoka City. Looking ahead, we are considering deploying a relay transportation service that covers the Japan from Kyushu to the Tohoku region.

Building logistics services that address the labor shortage while driving business growth

In Japan, the logistics industry faces a social issue known as the “2024 problem of logistics,” in which transportation capacity is expected to fall due to regulations limiting truck drivers’ working hours. The Group is addressing this challenge by shortening the transportation distance and improving working environment for drivers.

Specifically, we propose leveraging the Group network to decentralize logistics bases. In FY2024, to meet such demand, we constructed new warehouses in Kyushu and Fukuoka. This strengthened our domestic logistics capacity, and is contributing to business growth. Furthermore, Group company Enshu Truck Co., Ltd. operates the relay transportation base, Connect Area Hamamatsu in Shizuoka Prefecture, which enables same-day round-trip transportation between the Kanto and Kansai regions, reducing burdens on drivers and improving transportation efficiency.

Through the provision of logistics services, Sumitomo Warehouse Group will continue striving to solve the social issue of labor shortages while sustainably achieving business growth.



The new warehouse at Sumitomo Warehouse Kyushu's Hakozaki Futo Logistic Center, serving logistics demand across Kyushu

Harbor transportation

Container Cargo Handling Operations, etc.

We contribute to the growth of the Group through high-level operations based on safety, reliability, and efficiency.

The Company supports Japan's international trade by providing port logistics services at major ports that serve as hubs for international logistics. In our container terminal business, we participate in terminal operations at a total of 10 terminals in four major ports in Japan, and providing high-quality services. Staying true to our core values of safety, reliability, and efficiency, we are working to combine our decades of know-how with the latest ICT to upgrade operations.

We are also working to reduce the environmental impact of port operations by introducing environmentally friendly cargo handling equipment and the latest technologies. In addition to container-related operations, we provide a variety of port logistics services that meet a diverse range of needs, including services responding to conventional cargo and vehicles, and shipping agency services that support the operations of shipping companies. Through these operations, we will continue to play a role in international supply chains and contribute to the growth of the Group.



Director and Managing Executive Officer
responsible for Marine Division
Katsunori So

Business Activities



Container terminal operations

We operate container terminals at major ports in Tokyo, Yokohama, Osaka and Kobe, and provide services to container shipping companies such as loading and unloading of containers and temporary storage. Applying advanced operations systems and technical capabilities developed through years of experience, we provide safe, efficient terminal operations.



Operations related to conventional vessels

We provide high-quality harbor logistics services for all types of cargo, including large cargo that does not fit into containers, heavy cargo, and vehicles. Applying technical capabilities we have built up over a long period of time, we provide integrated services, ranging from receipt to loading, tailored to the characteristics and shape of each type of cargo.

Strengths	Awareness of environment
<ul style="list-style-type: none"> Track record in container terminal operations at major domestic ports On-site capability cultivated through many years of business Diverse services utilizing port facilities 	<ul style="list-style-type: none"> Demand for environmentally friendly container terminal operations Productivity improvement via digitalization and DX

Progress on business strategy

Review of initiatives in FY2024	Future growth strategy
In addition to concluding contracts to handle terminal operations for new shipping routes and operations related to conventional vessels, we worked to expand peripheral operations such as container depot operations. We also worked to increase the efficiency of terminal operations through initiatives such as launching full-scale operation of a container gate-in/gate-out reservation system at certain terminals.	In FY2025, we will continue working to expand container terminal operations, operations related to conventional vessels, and peripheral operations. In addition, we will promote digitalization and DX to realize efficient, sustainable terminal operations.

Initiatives for achieving carbon neutrality at ports

Amid growing attention in recent years on decarbonizing the entire supply chain, there has been strong demand for ports to take steps to reduce environmental impact. In line with the Carbon Neutral Port initiative promoted by the Ministry of Land, Infrastructure, Transport and Tourism, Sumitomo Warehouse is working toward environmentally friendly container terminal operations. In FY2024, we achieved 100% electricity virtually derived from renewable energy sources at our main terminals in Tokyo and Yokohama. Furthermore, we are proceeding with upgrades to environmentally friendly cargo handling equipment, preparing for the future introduction of clean energy such as hydrogen fuel, and efficiency improvements to terminal operations via efforts such as gate upgrades. Through these initiatives, we aim to realize container terminal operations that contribute to reducing the environmental impacts of container shipping companies and cargo owners' supply chains.

Import and Export Cargo Handling Operations

We will grow operations and supporting customers' growth by expanding services across the entire supply chain.

Our import and export cargo handling operations play a vital role in ensuring that goods clear customs and documentation and are smoothly delivered to their destinations. In addition to providing safe, secure logistics, we are improving the efficiency and accuracy of operations through the use of AI and RPA, while also expanding services to cover the entire supply chain in response to changing logistics demand.

Specifically, our logistics management platform SWAN is enabling logistics to be visualized, and ensures transparency. We also expanding our trade affairs agency and logistics consulting services relating to customs systems and supplier selection.

Through these initiatives, we support customers' growth by creating an environment where they can focus on their core businesses, while expanding our own operations through the provision of higher value-added services.



Managing Executive Officer
Tsuyoshi Sakurai

Business Activities

- Import/export customs clearance
- Trade affairs agency
- Import/export-related consulting services



We provide services relating to import and export cargo, including customs clearance, tax payment and document preparation for import and export on behalf of customers. In addition to acting as an agent for procedures, we also provide consulting services, including business continuity measures for commercial distribution that make use of our status as an authorized customs broker under the Authorized Economic Operator (AEO) Program, and the establishment of a database of customs information in line with the DX era.

Strengths	Awareness of environment
<ul style="list-style-type: none"> Solid personnel structure and know-how in import/export customs clearance cultivated over many years of business operations Strong system development capabilities to meet customer needs 	<ul style="list-style-type: none"> Productivity improvements driven by advances in AI technology Need for DX in import/export customs clearance

Business Strategy of the Fifth Medium-Term Business Plan

Digitalization and automation of operations, and DX
Expand customs clearance operations for import and export through SWAN plus®*

*Web service for streamlining import/export customs clearance operations and centralizing information management

輸出入通関業務を、もっとラクに、スムーズに。

SWAN+

Progress on business strategy

Review of initiatives in FY2024	Future growth strategy
Through collaboration with an AI startup, we significantly streamlined our document verification processes. In addition, we enhanced the functionality of our services by equipping our logistics platform SWAN with a digital filing function for documents that complies with the Electronic Bookkeeping Act.	In FY2025, we will continue to actively deploy our DX support service SWAN plus®, which combines a logistics management platform, a customs support system, and the characteristics of an authorized customs broker's operation under the AEO Program, and will strive to increase the handling of customs clearance operations for import and export.

Using AI and digital platforms to realize next-generation trade management

Sumitomo Warehouse is contributing to greater productivity in partner companies' trade management operations through the digitization of trade information centralization of management. While paper-based document sharing remains common in trade operations, we have developed i-Clearance®, a customs support system that digitizes customs procedures using AI-OCR technology. The system efficiently converts paper documentation into data, which we can provide as part of the trade information centralization service SWAN plus® via our logistics management platform SWAN. Companies that have adopted the system have achieved significant efficiency gains, including a 66% reduction in exchange of trade-related documents. These initiatives help to increase customers' competitiveness and realize sustainable logistics. Going forward, Sumitomo Warehouse will continue to strive to create high value-added services that utilize digital technologies.

International transportation

By further expanding our international logistics network, we will help customers to strengthen and reestablish global supply chains.

Since establishing a representative office in the U.S. in 1972, the Group has expanded its network to various regions including Europe, Asia, and the Middle East, and currently operates in 14 countries around the globe. We support customers' global supply chains by delivering total logistics solutions that combine detailed, locally tailored services with high-quality logistics in Japan.

Amid heightened geopolitical risks in recent years, more and more companies are considering restructuring their supply chains. Accurately grasping this trend, we are accelerating the expansion of our overseas business by strengthening bases, not only in Europe and the U.S. but also in Southeast Asia, while establishing new bases in India and other regions.

By flexibly responding to increasingly diverse needs and providing stable logistics services, we will work to achieve the Group's mission of "Connecting the world."



Managing Executive Officer
Toshika Matsumoto

Business Activities



Marine cargo transportation Air cargo transportation

International transportation

- Marine cargo transportation
- Air cargo transportation
- International multimodal transportation
- Transportation of large-scale equipment

We provide international transport services by combining land, sea, and air transportation, centered around marine and air transportation, and making full use of our network that extends around the world. We also support customers in building strong, stable global supply chains by providing information on local customs clearance, legal systems, and commercial practices.



Overseas logistics

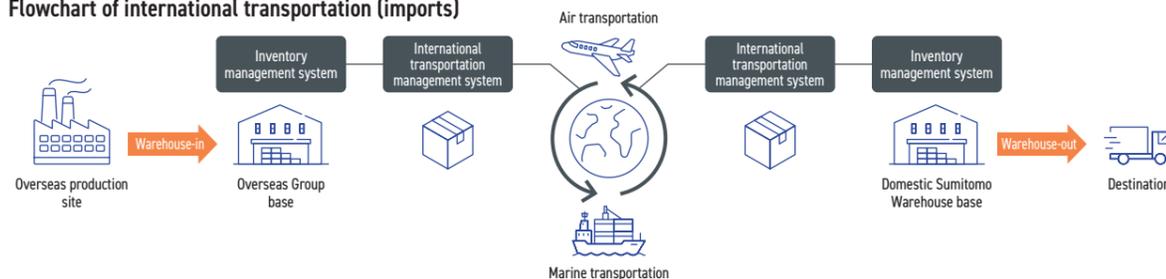
Overseas logistics

- Overseas logistics center operation
- Consulting

In regions including North America, Europe, the Middle East, Southeast Asia, and China, we provide integrated logistics services from cargo storage to delivery with the same high quality as our services in Japan. We also offer consulting services that offer information on local customs clearance, legal systems, and commercial practices, and provide support for building supply chain management frameworks.

Strengths	Awareness of environment
<ul style="list-style-type: none"> ● Overseas network and flexible transport coordination capabilities that provide flexible service backed by deep knowledge of cargo characteristics, transportation mode, and local legal systems ● Specialized expertise and extensive experience in transporting special cargo and projects ● In-house developed international transportation management and inventory management systems 	<ul style="list-style-type: none"> ● Strong logistics demand in Southeast Asia and the Indian Ocean Rim Economic Area ● New demand arising from supply chain reorganization ● Need for DX in international transportation ● Growing demand for low-carbon transportation services

Flowchart of international transportation (imports)



Sumitomo Warehouse Group's business segments



Overseas Business Development

Since expanding into San Francisco, USA, in 1972, the Group has continued to expand its overseas bases and now has 21 local subsidiaries and more than 50 bases in 14 countries and regions, including North America, Europe, the Middle East, Southeast Asia, China, and Taiwan. We support our business partners in establishing strong and stable global supply chains by providing high-quality logistics services based on our extensive international logistics network.



Business Strategy of the Fifth Medium-Term Business Plan

Expansion of overseas business	Promote warehouse construction and acquisition in Thailand and Europe
	Expand warehouse business in Indonesia and Vietnam to create synergies with existing forwarding business
Expansion of refrigerated air transportation services	Achieve low-cost, high-quality refrigerated air transportation
Digitalization and automation of operations, and DX	Enhance functionality of web services to provide higher value-added services

Progress on business strategy

FY2023	FY2024	FY2025
Expansion of overseas business <ul style="list-style-type: none"> ■ Constructed a new warehouse in Laem Chabang, Thailand ■ Strengthened sales activities to support the expansion of warehousing operations in Vietnam and Indonesia Expansion of refrigerated air transportation services <ul style="list-style-type: none"> ■ Formed business tie-up with refrigerated packaging companies to enhance the lineup of refrigerated air transportation services 	Digitalization and automation of operations, and DX <ul style="list-style-type: none"> ■ Launched a service for providing real-time vessel movement data 	Expansion of overseas business <ul style="list-style-type: none"> ■ Continuing to consider specific initiatives to construct or acquire new warehouses in Southeast Asia and Europe ■ Continuing to investigate the establishment of local subsidiaries in countries where expatriate staff are posted and other countries that are candidates for new expansion Development of low-carbon logistics <ul style="list-style-type: none"> ■ Begin offering SAF program in air cargo transportation

Review of initiatives in FY2024	Future growth strategy
In FY2024, we launched an AI-powered service for providing real-time vessel movement data. By linking this service with SWAN, our logistics management platform, we advanced the digitalization of international transportation, thereby strengthening our competitive advantage.	In FY2025, we will continue to specifically consider the construction and acquisition of warehouses to expand our overseas business. To meet demand for supply chain decarbonization and expand handling volume, we will begin to offer low-carbon transportation services that make use of our SAF program in air cargo transportation.

Supporting production through trade visualization with a real-time vessel movement data provision service

As supply chains become more advanced, the ability to visualize information and access it in real time is becoming increasingly important in the field of logistics. In November 2024, we launched, through a cooperating company, a service that uses AI to analyze satellite-acquired vessel position data together with weather, port congestion, and other data to predict vessel arrival dates. This enables more strategic supply chain management, contributing to increasing our business partners' competitiveness. Sumitomo Warehouse will continue to strive to create added value through the digitalization of trade.

We aim to achieve business growth with an emphasis on asset efficiency by strengthening coordination with the logistics business while reviewing the portfolio of owned assets.

Our real estate business began in 1970, when we branched into operating logistics buildings for lease in central Osaka and Tokyo. In 1988, we redeveloped a warehouse site in Shinkawa, Chuo-ku, Tokyo, into the Tokyo Sumitomo Twin Buildings, which became our flagship office buildings. Since then, we have continued to construct real estate for lease, mainly by redeveloping warehouses and company housing, as well as by acquiring new real estate properties that generate revenue. While continuing to develop and acquire environmentally friendly office buildings, etc., we are also replacing properties based on age, etc., and are reviewing our portfolio of owned assets. To cooperate with the Naniwasuji Line Project, which will link Osaka Station and Namba Station, we had to demolish related properties, and we are currently working to secure replacement properties. Going forward, we will pursue further growth in the real estate business, staying conscious of coordination with the logistics business and otherwise maintaining a focus on asset efficiency.



Director and Managing Executive Officer responsible for Administrative, Real Estate, and International Divisions
Akihiko Hoshino

Business Activities

- Real estate leasing
- Real estate sales
- Real estate brokerage and management

We develop and operate a wide range of properties, including office buildings, commercial facilities, and rental residential, primarily in the greater Tokyo area and Osaka. We redevelop our land with a focus on warehouse sites while continuing to acquire new properties, and own facilities with a total floor area exceeding 390,000 m² and operate a leasing business. In recent years, we have also been operating environmentally friendly real estate.

Strengths	Awareness of environment
<ul style="list-style-type: none"> Real estate holdings primarily in the Keihin and Hanshin areas Broad asset portfolio encompassing office buildings, commercial facilities, buildings for rental housing, and logistics facilities, supported by operational know-how 	<ul style="list-style-type: none"> Growing awareness of sustainability and carbon neutrality Growing awareness of extreme weather and natural disaster preparedness Transition to a society that respects diverse values

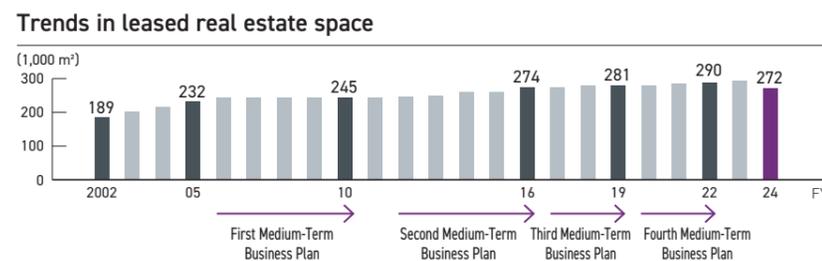
Main Properties

 <p>Tokyo Sumitomo Twin Buildings Chuo-ku, Tokyo 24 stories (east tower), 21 stories (west tower), 3 underground stories Total building floor area East tower: 69,210 m² West tower: 58,880 m²</p>	 <p>Hommachi Garden City Terrace Chuo-ku, Osaka City 19 stories, 2 underground stories Total building floor area: 11,082 m²</p>	 <p>T-FRONT Toda City, Saitama 5 stories Total building floor area: 22,880 m²</p>	 <p>Tsunashima Mansion Kohoku-ku, Yokohama City 7 stories Total building floor area: 14,980 m²</p>
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Please refer to the website for other real estate properties. <https://www.sumitomo-soko.co.jp/English/service/estate/index.html>

Trends in leased real estate space (office buildings, etc.)

We are acquiring office buildings and residential facilities in the Keihin and Hanshin areas on an ongoing basis to expand our leased real estate space. In FY2024, we acquired new real estate for lease, but total leased real estate space declined year-on-year due to the handover of buildings for the Naniwasuji Line Project being advanced by Kansai Rapid Railway Co., Ltd.



Business Strategy of the Fifth Medium-Term Business Plan

Promotion of the leasing business	Deploy the real estate leasing business, starting with the redevelopment of warehouse land. Continue to grow by promoting the acquisition of new real estate in addition to redevelopment.
Replacement of real estate	Implement the replacement of real estate for lease by selling non-core assets, etc., in order to avoid a decline in future profitability associated with the aging of real estate, and to achieve further growth.
Expansion of business scale to sales business	Gradually develop an asset turnover business while replacing real estate properties. In the medium to long term, we will aim to conduct business that is conscious of capital efficiency by developing the sales business with the leasing business as its core.

Progress on business strategy

FY2023	FY2024	FY2025
<p>Expansion of revenue scale through promotion of leasing business</p> <ul style="list-style-type: none"> Acquired an office building for leasing in Chuo-ku, Osaka City <p>Sale of non-core properties</p> <ul style="list-style-type: none"> Sold real estate for sale (two residence buildings) 	<p>Expansion of revenue scale through promotion of leasing business</p> <ul style="list-style-type: none"> Started developing a multitenant logistics facility Completed reconstruction of a residence building in Kanto district Acquired a medical facility for lease in Sumida-ku, Tokyo <p>Sale of non-core properties</p> <ul style="list-style-type: none"> Sold real estate for sale 	<p>Expansion of revenue scale through promotion of leasing business</p> <ul style="list-style-type: none"> Continuing to acquire new properties <p>Increasing the added value of facilities by improving environmental performance</p> <ul style="list-style-type: none"> Promotion of energy conservation and renewable energy use at our owned facilities <p>Sale of non-core properties</p> <ul style="list-style-type: none"> Scheduling sale of real estate for sale

Review of initiatives in FY2024	Future growth strategy
We have commenced the construction of Logicross Misato, marking our full-scale entry into logistics facility development as part of our real estate business. In addition to completing the rebuilding of a residence building in the Kanto region, we acquired a medical facility for lease, and continue to invest to expand revenue scale. We also proceeded with the sale of non-core properties, and pursued initiatives to expand the scale of the sales business.	In FY2025, to expand revenue scale, we will acquire facilities for lease to replace the properties handed over for the Naniwasuji Line Project. We will also continue initiatives to maintain a high occupancy rate and improve the competitiveness of owned buildings by increasing the added value of owned facilities through improvement of environmental performance.

Construction of Logicross Misato commenced

Sumitomo Warehouse is developing a large-scale multitenant logistics facility in Misato City, Saitama Prefecture, in a joint development with Mitsubishi Estate and Kyushu Railway Company. The facility will be a double-ramp, five-story structure with a total floor area of 130,000 m². It features excellent accessibility for distribution and workforce availability, an efficient and flexible product plan that accommodates diverse tenant needs, and thoughtful consideration for tenant employee comfort, disaster preparedness, and the environment.



Scheduled for completion in August 2026

Supporting business partners in achieving environmental targets by enhancing the environmental performance of our real estate.

We continually work to strengthen the environmental performance of real estate in order to help bring about a decarbonized society. In addition to installing high-efficiency air conditioning units and LED lighting, we are advancing our use of renewable energy. In FY2024, we completed a transition to 100% use of electricity virtually sourced from renewable energy at a core office building Osaka. Going forward, we will continue to work on improving environmental performance with a focus on office buildings while supporting tenant companies in meeting environmental targets, thereby supporting initiatives to bring about a sustainable society and simultaneously increasing the competitiveness of our real estate.

Strengthening the environmental performance of our real estate

- Install energy-saving equipment
- Utilize renewable energy
- Contribute to business partners' environmental targets

Anticipated effects

- Ongoing high occupancy rate
- Stronger competitiveness

Environmentally friendly properties

Office building	Hommachi Garden City Terrace (Chuo-ku, Osaka City)	Acquired in June 2023
Residence	Forest Maison Urawa (Saitama City, Saitama Prefecture)	Completed in March 2025
Logistics property	Logicross Misato (Misato City, Saitama Prefecture)	Scheduled for completion in August 2026

Basic Approach

The business activities of the Sumitomo Warehouse Group are founded on the Sumitomo's Business Philosophy of "emphasizing the development of public interests and people while avoiding immediate speculative interests due to being based on the principles of trust and reliability." Over the 120 years since the Group was founded, we have provided the quality services required by customers and society, while steadily growing our business centered on logistics.

In recent years, supply chains have become increasingly globalized and the logistics needs of customers have diversified. It is the Group's unwavering mission to support customers businesses and social activities by appropriately delivering the precious goods we have received to their intended destinations.

To realize our long-term vision "Moving Forward to 2030," we will strengthen the foundation of each business, secure and develop human resources, and work together with a wide range of stakeholders, including customers, business partners, and local communities, to solve social issues.

The Group will endeavor to "create a safe and fulfilling environment" enabling employees and other service providers to meet their full potential and conduct "fair business operation" realizing sustainable growth, engage in further "enhancement of service quality and safety" and "reduction of environmental impact" to contribute to customers and society through business.

Sumitomo Warehouse Group Business Conduct Guidelines

The Sumitomo Warehouse Group was founded based on Sumitomo's Business Philosophy. We contribute to society extensively through high-quality logistics, real estate, and systems development services based on strong performance and credibility that we have developed over the many years that we have been doing business. In order to further public trust in the Sumitomo Warehouse Group, and for all Group companies to fulfill their corporate social responsibility obligations, we have established the following guidelines for conduct that every Group employee must follow.

1 Compliance with Laws and Regulations

We will comply with all applicable laws, domestic or foreign, as well as internal company rules, and also carry out business activities based on social expectations and corporate ethics.

2 Respect for Human Rights and the Dignity of the Individual

We will respect the human rights and personal dignity of all people whom the Sumitomo Warehouse Group has contact with, directly or indirectly, while doing business. We will not discriminate based on race, national origin, beliefs, sex, gender, age, religion, social status, or physical or mental disability.

3 Maintain Sound Relationships with Customers and Suppliers

We will maintain business relationships with customers and suppliers based on fair, transparent, and free competition. We will also strive to maintain sound and proper relationships with political and government organizations.

4 Communication with Society

In order to communicate well with shareholders, investors, business partners, the local community, and other stakeholders, we will disclose necessary information actively and fairly.

5 Environmental Protection

We will voluntarily and actively work to protect the global environment.

6 Contribution to the Local Community

With the awareness that our business activities are based in local economies and cultures, we will maintain good relations with local communities and contribute to their development.

7 A Good Working Environment

We will strive to develop a way of working that draws out the strengths of all employees while respecting their dignity and individuality. Furthermore, we will strive to create a working environment that is safe, healthy, and easy to work in.

8 Information Management

Confidential information and personal information that we acquire through our business activities will be properly managed to prevent unintentional, or unauthorized, disclosure to any third party. Such information will never be used without authorization for personal gain, or in the interests of any third party.

9 Confronting Antisocial Forces

We will take a firm stance against antisocial forces who threaten order or the safety of civil society.

10 International Business Conduct

As a good corporate citizen, we will abide by the laws of foreign countries, respect their cultures and customs, and build and maintain strong relationships with local employees and business partners when doing business overseas.

CSR Promotion Framework

Sustainability Committee

Sumitomo Warehouse has established a Sustainability Committee chaired by the President, under the supervision of the Board of Directors, to promote various measures on the Sumitomo Warehouse Group's compliance, risk management, internal control over financial reporting, information security, human rights, occupational health and safety, the quality improvement of services we provided by our group and environmental conservation, so as to further enhance corporate value and fulfill our social responsibility.

Sustainability Committee Members

Chairman	Vice Chairman	Member
Chief Executive Officer	Managing Executive Officers	General Manager of General Affairs Department, General Manager of Finance & Accounting Department, General Manager of Business Promotion Department, General Manager of Marketing Management Department, General Manager of Marine Department, General Manager of Overseas Business Department, General Manager of Affiliated Companies Department, General Manager of Development Department, General Manager of Information Systems Department, and General Manager of Audit Department

CSR Promotion Framework

The Sustainability Committee consists of the chairman, vice chairman, and committee members. It investigates and formulates various measures, systems, and rules for the Sumitomo Warehouse Group's compliance, risk management, internal control over financial reporting, information security, human rights, occupational health and safety, the quality improvement of services we provided by our group and environmental conservation. Measures to be taken are discussed as instructed by the Sustainability Committee in the five subcommittees, the Internal Control Subcommittee, CSIRT Subcommittee (SWC-CSIRT), Human Rights Subcommittee, Safety and Quality Subcommittee and Environmental Subcommittee, which were established under the Sustainability Committee. Matters to be discussed by the Sustainability Committee are implemented by resolution of the Board of Directors as necessary, and the Board of Directors supervises the activities of the Sustainability Committee by having the Sustainability Committee regularly report on its activity plans and results to the Board of Directors at least once a year.

Furthermore, the Sustainability Committee has established a helpline to swiftly and accurately respond to facts in violation of laws, regulations, company rules and social norms. When a report is received, an investigation is promptly conducted and action is decided upon.



Materiality

Ever since its founding on July 1, 1899, Sumitomo Warehouse has carried out business according to the principles of Sumitomo's Business Philosophy of integrity, sound management, and not pursuing immoral business. These words warn us not to chase immediate speculative profit to the detriment of society, or else we will lose all trust held in us. They also reflect our management philosophy of contributing to society through our business.

Based on the corporate philosophy of the Group, "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," and the management policy, we have identified materiality (key issues) to realize the Group's contribution to sustainability. By organizing the SDGs and main initiatives that are being implemented to achieve these five key issues, we have clarified the issues that we address with the highest priority.

While continuing to respond to the needs of all stakeholders, we will work to solve various social issues through business activities and contribute to the sustainable development and value creation of society.

Participation in the United Nations Global Compact

The Company endorsed the United Nations Global Compact ("UNGC") promoted by the United Nations and was approved on September 9, 2024.

The UNGC is a voluntary initiative that encourages companies and organizations to act as good members of society and achieve sustainable growth by demonstrating responsible and creative leadership.

The Ten Principles in four areas stipulated by the UNGC are common to the materiality of the Group's sustainability management, and the Group aims to achieve a sustainable society by practicing these principles.



	Materiality (Key Issues)	Related SDGs	Themes	Target & Related Indicators (Sumitomo Warehouse, Non-consolidated)	FY2024 Results (Sumitomo Warehouse, Non-consolidated)	Main Initiatives Planned for FY2025
 Environment	Reduction of environmental impact		Priority Response to natural disasters	<ul style="list-style-type: none"> Implementation of maintenance work and functionality enhancements based on the medium- to long-term facility maintenance plan 	<ul style="list-style-type: none"> Implemented facility maintenance work 	<ul style="list-style-type: none"> Continuing to implement facility maintenance work
			Priority Prevention of climate change and promotion of energy-saving	<ul style="list-style-type: none"> Greenhouse gas emissions 50% reduction by FY2030 compared to FY2018 	<ul style="list-style-type: none"> Reduced greenhouse gas emissions by 32% compared to FY2018 	<ul style="list-style-type: none"> Expanding the introduction of energy-saving equipment and promoting the introduction of electricity from renewable energy sources
			Conservation of biodiversity	<ul style="list-style-type: none"> Ongoing efforts for biodiversity conservation 	<ul style="list-style-type: none"> Joined the Biodiversity Minato Network, established by Minato City, Tokyo 	<ul style="list-style-type: none"> Designated a section of the Hyogo Prefectural "Takarazuka Nishitani no Mori Park" (located in Takarazuka City, Hyogo Prefecture) as "Sumitomo Warehouse Forest" and started satoyama forest maintenance initiative
			Prevention of soil and air pollution, water management	<ul style="list-style-type: none"> Compliance with environmental laws and regulations Related indicator Number of serious violations of environmental laws and regulations 	<ul style="list-style-type: none"> Number of serious violations of environmental laws and regulations: 0 	<ul style="list-style-type: none"> Promoting the use of electric vehicles for company vehicles. Thoroughly complying with laws and regulations regarding wastewater discharge
			Waste and recycling	<ul style="list-style-type: none"> Promotion of paperless initiatives and 3R activities 	<ul style="list-style-type: none"> Continued material recycling of waste stretch film 	<ul style="list-style-type: none"> Continuing promotion of paperless initiatives and 3R activities
 Society	Fair business operation		Compliance with fair trade	<ul style="list-style-type: none"> Ongoing efforts to comply with fair trade Related indicator Number of participants in Subcontract Act training 	<ul style="list-style-type: none"> Number of participants in Subcontract Act training: 434 	<ul style="list-style-type: none"> Continuing regular checks of the status of compliance with laws and regulations regarding transactions with cooperating companies, and training related to relevant laws and regulations
			Supply chain management	<ul style="list-style-type: none"> Supplier management and dialogue with cooperating companies 	<ul style="list-style-type: none"> Held discussions on human rights with contractors and other parties 	<ul style="list-style-type: none"> Promoting supplier management and consideration of measures to revitalize dialogue with cooperating companies
	Creation of a safe and fulfilling environment		Priority Health and safety	<ul style="list-style-type: none"> Zero occupational accidents (every fiscal year) Health checkup participation rate: 100% (every fiscal year) 	<ul style="list-style-type: none"> Number of occupational accidents: 0 Health checkup participation rate: 100% 	<ul style="list-style-type: none"> Promoting occupational health and safety initiatives through cooperation among companies, labor unions, and health insurance associations
			Respect for human rights	<ul style="list-style-type: none"> Respect for human rights, and the establishment and promotion of human rights awareness-raising activities 	<ul style="list-style-type: none"> Started human rights due diligence and identified priority human rights issues 	<ul style="list-style-type: none"> Promoting initiatives to prevent and mitigate negative impacts related to the identified priority human rights issues
			Human resource development and diversity	<ul style="list-style-type: none"> Promotion of human resource development measures Increase in percentage of female employees in management positions (5% or higher by FY2030) 	<ul style="list-style-type: none"> Started open-enrollment training on business concepts Percentage of female employees in management positions: 3.0% 	<ul style="list-style-type: none"> Conducting unconscious bias training Conducting career training for female employees twice a year
	Priority Promotion of work style reform	<ul style="list-style-type: none"> Increase in rate of childcare leave taken by men (maintaining 50% or higher through FY2027) Reduction in average overtime hours exceeding statutory working hours per employee (maintaining 30 hours or less per months through FY2027) Related indicator The rate of annual paid leave taken 	<ul style="list-style-type: none"> Rate of childcare leave taken by men: 68.4% Average overtime hours exceeding statutory working hours per employee: 18.6 hours per month (Up 0.2 hours year-on-year) The rate of annual paid leave taken: 72.5% 	<ul style="list-style-type: none"> Promoting employee awareness reform by expanding the measures to turn off the lights throughout the entire building Promoting the simplification and rationalization of operations by reducing unnecessary tasks and advancing systemization in collaboration with relevant stores and departments 		
	Enhancement of service quality and safety		Priority Service quality and safety	<ul style="list-style-type: none"> Promotion of quality improvement activities and safety measures 	<ul style="list-style-type: none"> Promoted consideration for further strengthening of safety measures 	<ul style="list-style-type: none"> Establishing a Safety Measures Expert Committee to strengthen safety measures at sites
Community and local activities			<ul style="list-style-type: none"> Promotion of community engagement activities 	<ul style="list-style-type: none"> Concluded a disaster agreement with the Japan Association for the 2025 World Exposition 	<ul style="list-style-type: none"> Continuing initiatives to promote community engagement activities 	
 Governance	Fair business operation		Priority Corporate Governance	<ul style="list-style-type: none"> Supporting the achievement of materiality targets through maintaining and enhancing an effective governance system 		
			Risk management	<ul style="list-style-type: none"> Promotion of risk management activities 	<ul style="list-style-type: none"> Conducted a tabletop BCP drill involving branches and head offices, simulating a major earthquake 	<ul style="list-style-type: none"> Continuing BCP drills, security audits, and security education and training for employees
			Compliance	<ul style="list-style-type: none"> Continuous advancement of compliance Related indicator Participation rate in compliance training 	<ul style="list-style-type: none"> Participation rate in compliance training: 99.1% 	<ul style="list-style-type: none"> Continually implementing top management seminars for Directors, Corporate Auditors and Managing Executive Officers, as well as compliance training for all employees

Environment

Environmental Policy

The Sumitomo Warehouse Group recognizes that the preservation of the global environment, which includes addressing climate change, is one of the most important business issues. Based on this recognition, we will help achieve a sustainable society by working steadily and continuously on initiatives to preserve the environment, such as mitigating the environmental impacts of its business activities.

- 1 We will obey laws and regulations pertaining to the environment.
- 2 We will systematically work to introduce highly efficient energy-saving equipment, and to utilize renewable energy.
- 3 We will strive to purchase and utilize environmentally friendly products.
- 4 We will work to preserve and more effectively use water and other resources, as well as promoting both the reduction of waste and reuse / recycling activities.
- 5 We will establish a system, acquiring environmental data, set environmental targets, and review those targets on a periodic basis, in order to promote initiatives to preserve the environment and facilitate continuous improvement.
- 6 We will strive to make this policy known throughout the Group and conduct environmental training to heighten the awareness of all employees of environmental issues and to encourage autonomous participation in environmental preservation activities.
- 7 We will announce this policy to the general public.

Environmental Target

Reduce greenhouse gas emissions of Scopes 1 and 2 on a non-consolidated basis by 50% from the FY2018 level by FY2030

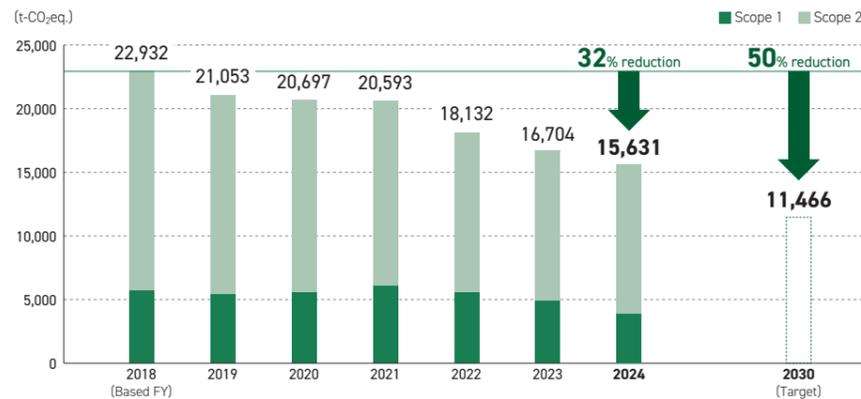
Initiatives aimed at targets

- Expand the introduction of energy-saving equipment
- Expand the introduction of solar power generation systems
- Utilize renewable energy
- Use electric vehicles (EV) for company vehicles and install EV charging stands

Progress up to FY2024

Since FY2018, Sumitomo Warehouse has been investing in energy-saving measures such as conversion of lighting equipment to LEDs and updating to high-efficiency air-conditioning equipment, as well as introducing solar power generation systems to owned warehouse facilities and switching to electricity virtually sourced from renewable energy. The three new warehouses that were built in recent years have received CASBEE*1 Rank A, and a newly acquired real estate leasing facility has received CASBEE Rank A and BELS Evaluation*2 ZEB Oriented certification. We are promoting business operations using environmentally friendly green buildings, and are working to reduce greenhouse gas (GHG) emissions from a medium- to long-term perspective. In FY2024, the GHG emissions of the Sumitomo Warehouse were 15,631 t-CO₂e, 32% reduction compared to FY2018, and we will continue initiatives toward the target of 50% reduction compared to FY2018 by FY2030.

*1 CASBEE (Comprehensive Assessment System for Built Environment Efficiency): A method for assessing and rating the environmental performance of buildings. This assessment system was developed in 2001 under the leadership of the Ministry of Land, Infrastructure, Transport and Tourism. It comprehensively assesses the quality of buildings, taking into account not only environmental considerations such as energy saving and the use of materials and equipment that have low environmental impact but also factors such as indoor comfort and consideration for the surrounding landscape.
 *2 BELS (Building-Housing Energy-efficiency Labeling System) Evaluation: Evaluation by a third party, as stipulated in a public notice by the Ministry of Land, Infrastructure, Transport and Tourism, with the aim of ensuring that the assessment and labeling of the energy-saving performance of buildings are carried out fairly and accurately by an organization registered with The Association for Evaluating and Labeling Housing Performance.



Initiatives to Address Climate Change

Based on the recognition that measures against climate change are one of the key issues in our business, the Sumitomo Warehouse Group is steadily and continuously working to preserve the environment such as reducing the environmental impact of our corporate activities in order to contribute to the realization of a sustainable society. As part of this effort, we have analyzed the risks and opportunities to our business posed by climate change in accordance with the information disclosure framework set forth by the TCFD and strived to reduce risks and expand business opportunities while proactively disclosing information. Response to the Recommendations of the TCFD ▶ P49-50

	Initiatives in FY2024	Initiatives in FY2025
Expand the introduction of energy-saving equipment Percentage of lighting equipment in warehouses converted to LEDs: 85% (based on the number of warehouses, non-consolidated; target: 100% by FY2027)	Promoted the conversion of lighting equipment to LEDs and the updating of air conditioning equipment at warehouses	Continuing the initiatives mentioned on the left
Expand the introduction of solar power generation systems	Introduced a solar power generation system at the Sumitomo Warehouse Kyushu Hakozaki Futo Logistic Center's new warehouse	Promoting the introduction of solar power generation systems
Utilize renewable energy Percentage of electricity derived from renewable energy sources: 22% (non-consolidated)	Promoted the switch to electricity virtually sourced from renewable energy at a self-operated container terminal in Tokyo Port and in real estate buildings for lease	Completing the transition to electricity virtually sourced from renewable energy at the Head Office, Tokyo Head Office, and company-owned warehouse facilities in the Osaka area
Promote the introduction of electric vehicles* Electric vehicle adoption rate: 30% (non-consolidated) (target: 100% by FY2030)	Promoted switching company cars to electric vehicles (EVs)	Continuing the initiatives mentioned on the left

* Mainly for passenger cars used for moving between sales offices

Initiatives to Reduce GHG Emissions in the Supply Chain Through Business Activities

The Sumitomo Warehouse Group is contributing to society-wide carbon neutrality efforts not only by providing information on CO₂ emissions related to transportation, but also by proposing emission reductions through reviewing logistics bases and transportation routes. In addition, the Group offers low-carbon logistics services, such as modal shifts and round use of containers, and low-carbon real estate leasing through green buildings.

CO₂ Emissions Reduction Through Shipping Base Reorganization

(Received the 26th Logistics Environment Awards Encouragement Award from the Japan Association for Logistics and Transport)

Sumitomo Warehouse and Mizuno Corporation are working to reduce CO₂ emissions in the supply chain. By simultaneously reducing truck transportation distances through relocating shipping bases and decreasing the number of trucks while improving load factors via delivery schedule changes, we achieved a 75% reduction in transportation-related CO₂ emissions, significantly lowering them to levels comparable to modal shift implementation.

1 Change in the transportation section

Transportation section: Before change (dashed line) After change (solid line)

Relocated shipping base based on delivery volume (Osaka → Atsugi)
Reduced truck transportation distance

2 Change of delivery date

Before change: Monday shipments, Tuesday shipments, etc.

After change: Consolidated for Tuesday shipments

Averaged and improved load factors by adjusting delivery dates
Reduced the number of trucks by more than half

Biodiversity Initiatives

Sumitomo Warehouse, which handles imported cargo, is advancing biodiversity conservation initiatives through activities such as forest and marine conservation, in addition to implementing border control measures against invasive species. In our business activities, we promote the use of sustainable forest resources for paper and the use of materials made from recycled raw materials. Furthermore, aiming to collaborate and cooperate with local communities, we have participated in the Biodiversity Minato Network established by Minato City, Tokyo, since 2024.

Environment

Response to the Recommendations of the TCFD

In July 2022, Sumitomo Warehouse endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The recommendations recommend that climate-related risks and opportunities be organized and disclosed in line with the four recommended disclosure items (governance, strategy, risk management, and metrics and targets), and we are disclosing information in accordance with these recommendations. Detailed disclosure information is posted on the Company's corporate website, so please take a look at that as well.

Governance

At Sumitomo Warehouse, under the supervision of the Board of Directors, the Sustainability Committee, chaired by the President, has established a system for identifying climate change-related issues, making management decisions, and executing business operations. The Board of Directors receives reports from the Sustainability Committee, thereby putting in place a system to ensure that the Board of Directors appropriately oversees efforts to address management issues related to environmental conservation, including climate change. The Board of Directors also makes decisions on important management matters. Regarding issues related to climate change, the Environmental Subcommittee, which is an organization under the Sustainability Committee, identifies risks and reflects them in strategies with the participation of the Business Promotion Department, which is in charge of environmental conservation, and deploys them throughout the Company to resolve issues. In addition, the progress of environment-related issues and targets for initiatives is confirmed on a quarterly basis, and at least once a year, a report is made to the Sustainability Committee and the Board of Directors. [CSR Promotion Framework ▶ P44](#)

Strategy

Sumitomo Warehouse has conducted a scenario analysis with the year 2030 as the point in time for the analysis and the logistics and real estate businesses of the Company and the logistics business of Enshu Truck Co., Ltd. as the subjects of analysis. This analysis involves considering the year 2030 under two scenarios: a below 1.5°C scenario, which aims to realize a decarbonized society, and a 4°C scenario, in which no climate change measures are taken and physical risks are actualized. The details of the analysis results can be seen in the table on the next page.

Results of the examination of social change and response measures: Below 1.5°C scenario
<p>In the below 1.5°C scenario, where society transitions to decarbonization, the impact of transition risks, such as enhanced taxation and regulation of GHG emissions and sharply increasing energy costs, is likely to be significant. Financial impacts may include increased GHG emission costs, increased utility costs and increased construction costs in line with rising prices of construction materials. The financial impact of quantifiable items was calculated, and there was found to be a significant impact due to the increase in GHG emission costs, and this was particularly true for Enshu Truck.</p> <p>Possible measures to address include promoting energy saving and reducing costs by newly installing new solar power generation equipment and acquisition of environmental certification etc. in real estate business. In addition to the above efforts, Enshu Truck may also introduce fuel-efficient vehicles and promote eco-driving.</p>

Risk management

At Sumitomo Warehouse, the Environment Subcommittee of the Sustainability Committee identifies and evaluates climate-related risks based on the results of periodic internal and external surveys, and reflects the identified and evaluated risks in the Company's strategy by sharing them throughout the Company. As for risk management for the entire organization, Internal Control Subcommittee, which is an organization under the Sustainability Committee, conducts risk management for the entire Group. The Company has integrated our company-wide risk management system and climate change-related risk management system by establishing, through the Sustainability Committee, a system of collaboration between the Environmental Subcommittee, which examines measures related to climate change, and the Internal Control Subcommittee, which examines measures related to risk management.

The Internal Control Subcommittee reports to the Sustainability Committee on important risk management matters on a case-by-case basis and on the status of environmental regulatory compliance at least once a year.

Metrics and targets

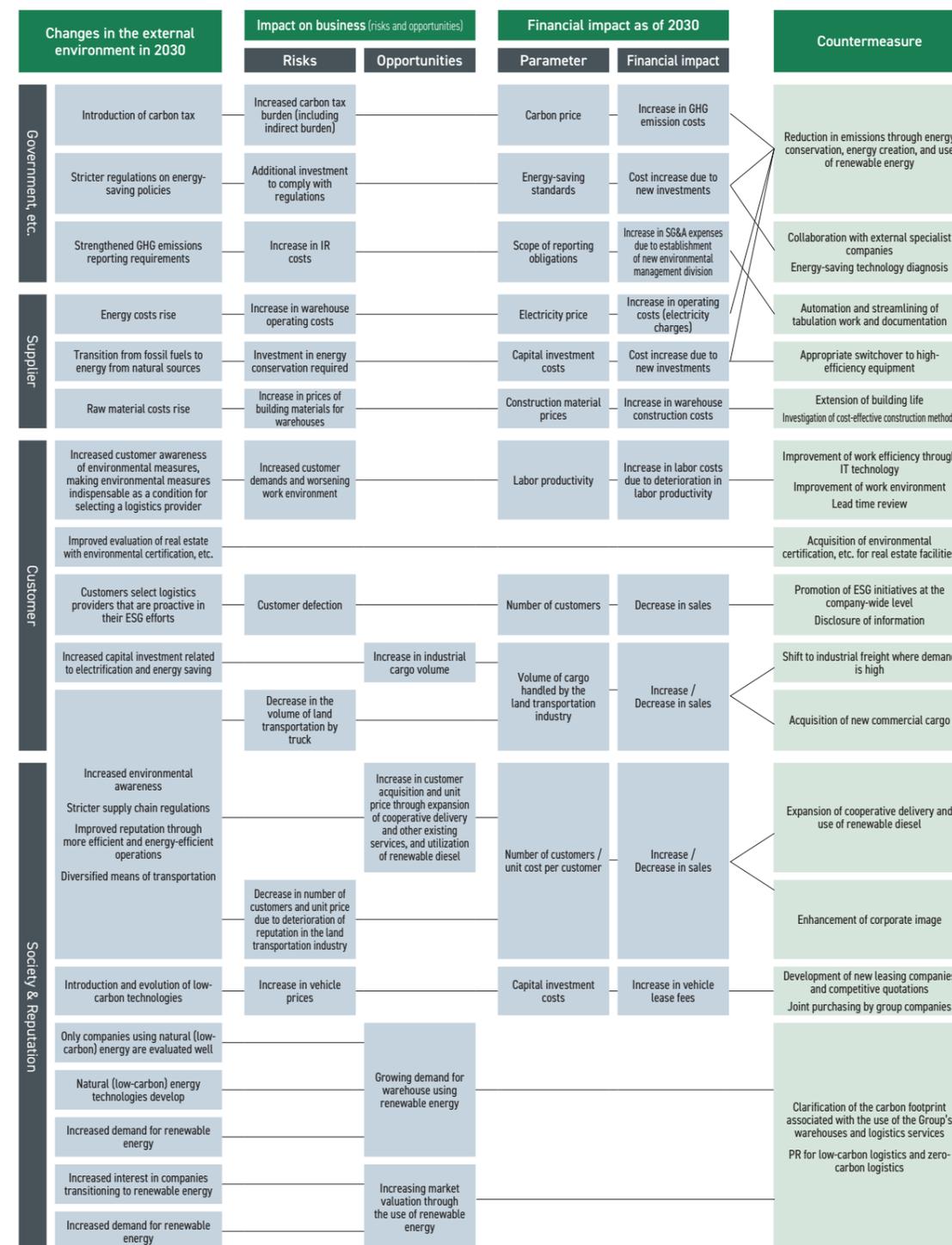
We have adopted greenhouse gas emissions as a metric for use in climate-related strategies and risk management, and have set a target of reducing non-consolidated greenhouse gas emissions (Scopes 1 and 2) by 50% by FY2030 compared to FY2018, and are working to achieve this target. As specific initiatives, the Fifth Medium-Term Business Plan (FY2023–FY2025) aims to achieve its targets by expanding the introduction of energy-saving equipment and solar power generation systems, promoting the use of renewable energy, and switching company vehicles to electric vehicles (EVs).

Metrics	Greenhouse gas emissions
Specific targets	Reduce greenhouse gas emissions of Scopes 1 and 2 on a non-consolidated basis by 50% from the FY2018 level by FY2030
Boundary	The Sumitomo Warehouse Co., Ltd.
Results for the fiscal year ended March 31, 2025	32% reduction (progress rate 64%)

Scenario analysis: Below 1.5°C scenario

The analysis is conducted based on a hypothetical scenario that in order to limit the increase in global average temperature to below 1.5°C above pre-industrial levels, each country strengthens policies and regulations beyond the 2°C scenario, such as aiming for net zero GHG emissions by 2050, and social awareness of the environment and climate change increases significantly compared to the current situation.

Main scenarios referred to
 • IEA World Energy Outlook 2021. Sustainable Development Scenario / Net Zero Emissions by 2050 Scenario
 • IPCC SSP1-1.9



Please refer to the website for details of the 4°C scenario analysis. ▶ <https://www.sumitomo-soko.co.jp/English/sustainability/activity/environment/tcfd.html>

Society

Occupational Health and Safety Initiatives

Occupational health and safety policy

In addition to complying with laws and agreements concerning occupational health and safety, the Sumitomo Warehouse Group strives to create a safe and comfortable working environment that is both physically and mentally healthy and rewarding. We also strive to ensure the safety of Sumitomo Warehouse Group employees and those who work at the Sumitomo Warehouse Group's business sites, including cooperating companies, and to eliminate occupational accidents.

Management system

When it comes to Sumitomo Warehouse's occupational health and safety initiatives, the Safety and Quality Subcommittee under the Sustainability Committee formulates and checks the progress of the Group's measures and handles other tasks, under the supervision of the Board of Directors. Activity plans formulated by the Safety and Quality Subcommittee are implemented after being resolved and approved by the Sustainability Committee, and the details of the activities are reported to the Board of Directors. Important managerial matters are submitted to the Board of Directors for discussion. [CSR Promotion Framework ▶ P44](#)

Occupational safety initiatives

Under the basic recognition that safety comes first, everyone across the Company, from the management to on-site employees, has been making concerted efforts to eliminate occupational accidents. Specifically, the Company raises awareness of new employees, etc. through safety training; conducts joint safety patrols with subcontractors at warehouses, container terminals, and other work sites; holds safety meetings; and engages in other activities.

The Company has been committed to the aforementioned safety activities as eliminating occupational accidents is an important management challenge. The Sumitomo Warehouse Guidelines for Safety Measures have been newly established to further enhance safety management, clearly defining the Company's basic approaches and key areas of focus for safety. In addition, a Safety Measures Expert Committee has been set up to comprehensively oversee and promote safety measures at sites. Going forward, the Company will strive to foster and continuously improve a safety culture to achieve a workplace environment where all employees and cooperating companies can work safely and securely.

Occupational accidents

	FY2021	FY2022	FY2023	FY2024
Number of accidents	2 (5)	1 (3)	0 (5)	0 (5)
Number of deaths	0 (0)	0 (0)	0 (0)	0 (2)

*The table above shows the number of accidents and the number of fatalities and injuries (excluding commuting accidents) reported by Sumitomo Warehouse to the Labor Standards Inspection Office as occupational accidents. The figures for each fiscal year are as of March 31.
*The figures in parenthesis are the number of occupational accidents and the number of fatalities and injuries involving workers of subcontractors at Sumitomo Warehouse facility work sites (warehousing division, harbor transportation division, and aviation division).

Implementation status of training for occupational health and safety

To prevent the occurrence of occupational accidents, Sumitomo Warehouse conducts occupational health and safety education regularly and seeks to foster a safety culture.

*The table on the right shows the implementation status of mental health training for Sumitomo Warehouse employees. The figures for each fiscal year are as of March 31.

Efforts to promote health

We aim to achieve a company where employees can work with vitality and maintain good physical and mental health. We position the promotion of employee health as one of the important management issues. We therefore regard regular health checkups as important opportunities to understand and take measures against health issues. A regular health checkup participation rate of 100% has been set as a health promotion indicator, and the status of achievement is checked every year. We recommend that employees with abnormal findings undergo a follow-up examination as needed, thereby supporting continuous health management. In addition, we place importance on mental health care, including stress checks. Thus, our initiatives also cover mental health.

In FY2024, we introduced an app to enable employees to consult about health and see a doctor online, with a view to improving their health literacy and achieved the target for the regular health checkup participation rate. The Company, the labor union, and the health insurance association will continue to collaborate to promote the health of employees by creating an environment and fostering health awareness.

Status of regular health checkups among employees

FY2021	FY2022	FY2023	FY2024	Target
96.4%	99.2%	99.9%	100%	100% every year

*Sumitomo Warehouse employees (excluding those working overseas). The figures for each fiscal year are as of March 31.

Occupational accident frequency rate and occupational accident severity rate (Sumitomo Warehouse non-consolidated)

	FY2021	FY2022	FY2023	FY2024
Occupational accident frequency rate	0.41	0	0	0
Industry (transport and postal services)	3.31	4.06	3.95	3.55
Occupational accident severity rate	0	0	0	0
Industry (transport and postal services)	0.13	0.17	0.19	0.23

*Included in the calculation for the table above are Sumitomo Warehouse employees and dispatched workers whose working hours can be tracked through the work management system, etc.

	FY2021	FY2022	FY2023	FY2024
Number of participants in training	113	108	114	135

Status of stress checks among employees

FY2021	FY2022	FY2023	FY2024	Target
88.4%	88.1%	86.8%	87.4%	80% or higher every year

*Sumitomo Warehouse employees (excluding those working overseas). The figures for each fiscal year are as of March 31.

Human Rights

Basic approaches

Sumitomo Warehouse has established the Sumitomo Warehouse Group Human Rights Policy, and respects human rights in accordance with international standards. The Company has signed the United Nations Global Compact and supports and respects the "freedom of association and the right to collective bargaining," "prohibition of forced labor," "prohibition of child labor" and "elimination of discrimination," and comply with the laws and regulations of the countries and regions where it conducts business activities. Furthermore, the Sumitomo Warehouse Group Business Conduct Guidelines also set forth "Respect for Human Rights and the Dignity of the Individual" and explicitly state that we will not discriminate based on race, national origin, beliefs, sex, gender, age, religion, social status, or physical or mental disability.

Please refer to the website for details of the Sumitomo Warehouse Group Human Rights Policy. ▶

<https://www.sumitomo-soko.co.jp/English/sustainability/activity/society/humanrights.html>

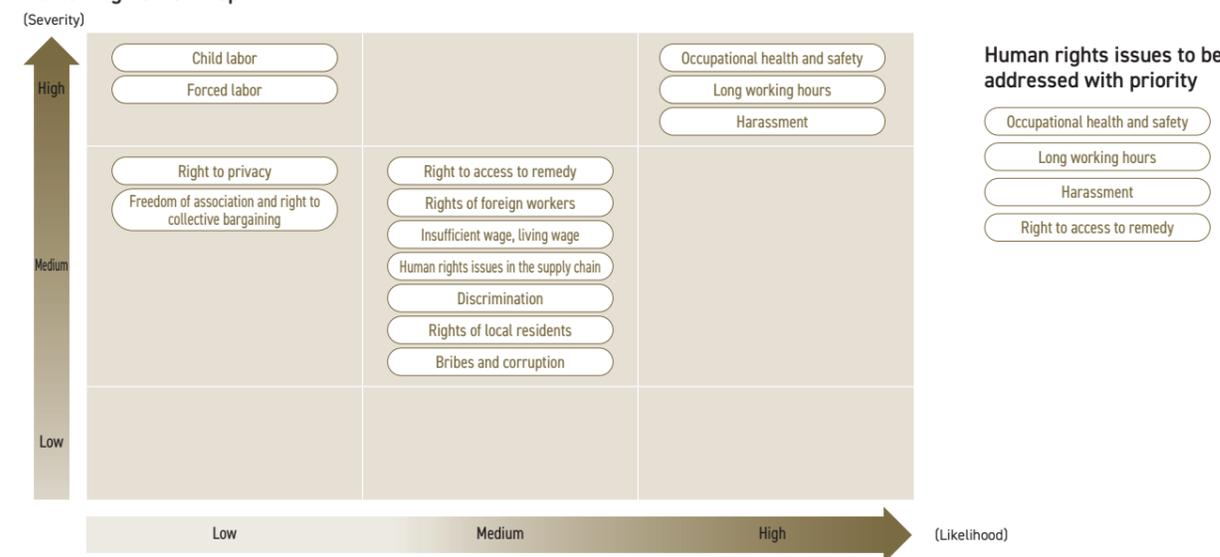
Management system

When it comes to Sumitomo Warehouse's human rights initiatives, the Human Rights Subcommittee under the Sustainability Committee formulates and checks the progress of the Group's measures related to human rights issues, shares information, and handles other tasks, under the supervision of the Board of Directors. Activity plans formulated by the Human Rights Subcommittee are implemented after being resolved and approved by the Sustainability Committee, and the details are reported to the Board of Directors. In addition, important matters are submitted to the Board of Directors for discussion. [CSR Promotion Framework ▶ P44](#)

Human rights due diligence

Sumitomo Warehouse is promoting human rights due diligence based on the Sumitomo Warehouse Group Human Rights Policy. In FY2024, the Company launched a working group to identify and assess the Group's negative impact on human rights (human rights violation risks) and examined the human rights violation risks that could be expected in each business field. In addition, the Company conducted an internal questionnaire survey on human rights violation risks and exchanged opinions with the Sumitomo Warehouse labor union and human rights experts, as well as explained key human rights initiatives to and exchanged opinions with main contractors, etc. The outcomes of these activities have been organized into a human rights risk map, and human rights issues to be addressed with priority have been identified. In FY2025, the Company will promote initiatives to prevent and mitigate the identified negative impact on human rights.

Human rights risk map



Education and training

In addition to providing training on human rights, including the Sumitomo Warehouse Group Human Rights Policy, to employees during training when they join the Company, Sumitomo Warehouse is also working to raise awareness of human rights by posting and disseminating information on "Preventing Harassment in the Workplace" on the Company's intranet.

In FY2024, we conducted human rights training (e-learning) for employees of the Company and domestic Group companies, using the content created by HURIGHTS OSAKA. We also invited Professor Emi Sugawara from the Faculty of International Studies, Osaka University of Economics and Law for a study meeting.



A view of study meeting

Human Resource Management

Basic approaches

Sumitomo Warehouse believes that when employees make full use of their abilities and skills and engage in work with vitality while maintaining good physical and mental health, it leads to the continuous development of the Company as a whole and the realization of a sustainable society. As the business environment surrounding the Company changes and the needs that the Company must respond to become more complex, it is important to secure and develop human resources with diverse approaches, knowledge, and skills. We will foster the growth of each and every employee through the expansion of educational and training programs, promotion of diversity, creation of a fulfilling workplace environment, promotion of work-life balance, etc., all of which will lead to the sustainable growth of the Group.

Human resource development and capability building

Sumitomo Warehouse has established diverse training systems with consideration for the career advancement of each employee based on the belief that "growth of employees leads to growth of the company, and we would like to foster better company personnel for the development of society." Specifically, the Company provides tiered training, e-learning, language training, overseas posting training, various kinds of business training for obtaining certifications (bookkeeping, customs clearing agent, etc.) and improving skills, self-development courses, etc., to develop human resources capable of executing business with a broad perspective. In FY2024, the Company strived for human resource development and employee skill development by organizing new training programs. For example, we launched a new program that supports voluntary learning of eager and capable employees, where participants were recruited through open advertisement. We will continue to roll out education and training programs that suit the aptitude of each employee.

Results of skill development training (non-consolidated)

	FY2024
Average hours of training attendance per person *1	11.5 hours
Annual education and training cost per person *2	56 thousand yen

*1 Total hours of attendance at training organized by the personnel department (excluding overseas posting training for young employees in career-track positions) divided by the number of employees at the end of the fiscal year. Excluding hours spent on self-development taking advantage of e-learning or correspondence education provided by the Company.
*2 Total annual training cost divided by the number of employees at the end of the fiscal year.

Securing a diverse range of human resources

To respond to the diverse needs in society and the trend of globalization, the Company considers it essential to ensure diversity and increase competitiveness. To promote diversity, the Company is committed to advancing the promotion of women's participation and advancement, recruitment of external talent, and initiatives for balancing work with childcare and nursing care. In FY2024, a new alumni rehiring program was launched, targeting former employees who left the Company due to unavoidable circumstances, and recruitment was made through the program. In addition, restrictions on work locations were abolished for employees in administrative positions to prevent them from leaving the Company due to their spouses' relocation, etc. In FY2025, the Company will continue to take measures that are conducive to promoting women's participation and advancement and securing and retaining a diverse range of human resources, such as conducting unconscious bias training and expanding and establishing various systems related to childcare, etc. beyond statutory requirements.

Main initiatives for promoting diversity

Promotion of women's participation and advancement Target Percentage of female employees in management positions: 5% or higher (FY2030) Result Percentage of female employees in management positions: 3.0% (as of July 2024) (non-consolidated)	<ul style="list-style-type: none"> Conduct career training and interaction events for female employees Implement a system to change job types, and abolish restrictions on work locations of employees in administrative positions Actively recruit women to career-track positions Conduct unconscious bias training and harassment training
Promotion of participation and advancement of persons with disabilities Employment rate of persons with disabilities: 2.88% (as of March 2025) (non-consolidated)	<ul style="list-style-type: none"> Call for active empowerment of persons with disabilities
Promotion of senior employees' participation	<ul style="list-style-type: none"> Establish a re-employment system after mandatory retirement (for employees up to 65 years of age who wish to be re-employed)
Recruitment of external human resources and specialists	<ul style="list-style-type: none"> Actively seek mid-career hiring, and recruit through the alumni rehiring program (rehire former employees) Hold events where new female graduates who wish to join the Company can speak to employees
Support for balancing work with childcare and nursing care	<ul style="list-style-type: none"> Establish various systems related to childcare, etc. that go beyond statutory requirements <ul style="list-style-type: none"> Childcare leave system (until the date on which the child that employee takes care of reaches two years of age) System to shorten working hours (until before the child that employee takes care of finishes the second year of elementary school) Subsidy for childcare service, childcare support service, etc., under corporate contract

Establishment of a fulfilling workplace environment

We believe that in order to establish a fulfilling workplace environment that raises employee motivation, it is important to have an openness that allows employees to freely and openly exchange opinions. Since FY2019, the Company has conducted employee awareness surveys regularly, identified issues, and prioritized actions to address them. In the FY2024 awareness survey, 64.7% of the respondents answered favorably to the question on the overall level of satisfaction (compared with 58.0% in FY2019). We believe that the effects of various initiatives are reflected in the improved score. Meanwhile, issues were found in "dissemination of management philosophy and vision" and "communication at the workplace." Based on the analysis of issues found in the FY2024 employee awareness survey, the Company held town hall meetings with young and mid-level employees as a new initiative to promote dialogue between the management and employees. In our personnel system, the Company has made it mandatory for supervisors to have one-on-one meetings with all of their subordinates, under a self-reporting system where employees express their career visions. By increasing opportunities for dialogue, including labor-management consultations, the Company strives to increase employee capabilities and motivation.

Town hall meeting

To achieve a corporate culture of openness, direct dialogue with employees is essential. From February to March 2025, the Company held face-to-face town hall meetings between the management and mainly young and mid-level employees. Approximately 150 employees participated in 14 meetings, where open discussions took place on "ways of communication," "work styles," and other topics. We believe that direct dialogue between the management, who have a vision, and employees contributes to higher employee engagement.



A view of town hall meeting

Promotion of work style reform

To enable employees to fully demonstrate their abilities, it is important to ensure a solid work-life balance and establish systems and an environment that support it. In addition, a flexible environment that can support diverse work styles and lifestyles increases each and every employee's motivation toward better productivity and helps secure a diverse range of human resources.

For this reason, the Company has been promoting a work style reform, with the key measures set out being the correction of long working hours, improvement of the rate of annual paid leave taken, promotion of flexible work styles, and enhanced support for life events.

In FY2024, in addition to promoting these key measures, the Company advanced the building-wide lights-off time at both the Head Office and Tokyo Head Office by one hour compared with the previous fiscal year, thereby promoting a more well-balanced work style and implementing awareness initiatives to enhance the quality of work. As part of the Company's childcare support systems, a childcare concierge service was also introduced under a corporate contract, creating an environment where employees can balance work and childcare with peace of mind.

In addition to these initiatives, the Company will make full-fledged efforts to promote health in FY2025, with an aim to improve productivity across the entire company.

Main initiatives to support work-life balance

Correction of long working hours Target Average overtime hours exceeding statutory working hours: Maintain under 30 hours/month (FY2027) Result Average overtime hours exceeding statutory working hours: 18.6 hours/month (FY2024) (non-consolidated)	<ul style="list-style-type: none"> Turn off the lights in the entire building once a week Improve work efficiency and productivity by utilizing information systems
Improvement of the rate of annual paid leave taken The rate of paid leave taken: 72.5% (FY2024) (non-consolidated)	<ul style="list-style-type: none"> Continue with the planned granting of paid leave
Promotion of flexible work styles Target Rate of childcare leave taken by men: Maintain 50% or higher (FY2027) Result Rate of childcare leave taken by men: 68.4% (FY2024) (non-consolidated)	<ul style="list-style-type: none"> Utilize the staggered working hours system and the system to shorten working hours Make known and promote various systems related to childcare, nursing care, etc.
Enhancement of support for life events	<ul style="list-style-type: none"> Provide external employee benefit services related to childcare, nursing care, etc.

Community and Local Activities

Conclusion of disaster management agreements with local entities

Smooth logistics is essential in delivering supplies at disaster times. As an initiative to contribute to local communities upon large earthquakes and other natural disasters, the Company or affiliated organizations have concluded disaster management agreements with local entities to offer storage spaces, cargo handling equipment, manpower, etc.

Initiatives in FY2024

- Concluded an agreement with the Japan Association for the 2025 World Exposition on the distribution of emergency supplies in the event of a disaster (a joint venture between the Sumitomo Warehouse Group and the Maguchi Group)

Round-Table Discussion with Three Outside Directors



Outside Director **Hideaki Kawai** × Outside Director **Shuji Yamaguchi** × Outside Director **Mari Iga**

We are committed to contributing to corporate transformation and the enhancement of long-term corporate value.

Evaluation of the new management structure under President Nagata

Yamaguchi The two key initiatives announced upon his assuming the position of President were prioritizing overseas expansion and the promotion of DX initiatives. While DX initiatives have delivered results, overseas expansion has not yielded the desired results due to shifts in international conditions. Despite this, our operating results show both increased revenue and profit. While personnel expenses have risen, this reflects the Company's tradition of valuing our employees. We understand this approach of strengthening our management foundation while honoring tradition and expanding our operating results has been well received by stakeholders and is reflected in the growth of our stock price and number of shareholders.

Kawai Despite the challenging business environment, revenue and profit increased, and performance improved steadily, thanks to our relentless efforts to strengthen our business

fundamentals. I believe the new management system, consisting of the Chairman and President, has gotten off to a strong start. The results of our management restructuring are steadily materializing, our system for operating the business has become more robust, and our earnings capacity continues to improve.

Iga Last year marked a key turning point for the logistics industry, known as the 2024 problem. Although the Work Style Reform Act raised concerns about severe labor shortages and logistics disruptions, under the Company's new system, we successfully overcame these challenges through thorough advance preparation. I truly believe this was a good thing, not only for Sumitomo Warehouse itself, but as a member of the logistics industry.

Evaluation of Progress of the Medium-Term Business Plan

Yamaguchi Regarding the Medium-Term Business Plan, the external environment has changed dramatically, beyond what

could have been imagined when the plan was formulated. Given that these changes are affecting the entire world, we believe there is no need to be fixated on numerical targets. Nevertheless, the Plan's objective of strengthening the corporate structure has been achieved, and we can expect steady growth in the future. After establishing a system for sustainable growth, President Nagata is looking ahead, stating, "Over the next decade, we aim to significantly expand overseas sales. As part of this, we will actively pursue investments to expand our overseas bases, primarily in Southeast Asia." As for the other target of promoting DX initiatives, tangible results are emerging, such as the start of real-time provision of vessel movement information utilizing AI.

Kawai Although the performance and investment targets set at the time of formulation are unlikely to be achieved, the essence of the Medium-Term Business Plan lies in driving restructuring to transform the company into an organization capable of steady growth. This will generate stable cash flow and will lead to an increase in our corporate value over the medium to long term. Business transformation is progressing smoothly, enabling us to drive sound business activities centered on logistics and real estate. This is solid management, as evidenced by steadily improving financial health metrics, including our equity-to-asset ratio.

Iga In corporate management, as with the Medium-Term Business Plan, it is important to develop detailed business plans. However, more importantly, I believe the "ability to see things through" is crucial for achieving targets. In corporate management, environmental changes and unforeseen events make it rare for everything to proceed exactly as planned. Furthermore, it is impossible to anticipate every risk. This is something one should naturally recognize. On that basis, it's crucial to maintain the passion and energy to "see it through no matter what," without giving up or making excuses. Of course, it is important to calmly review and improve plans and actions, but management without "determination or will" is meaningless. We believe that "deciding how to move forward from here" is a critical juncture for the Company.

Future management risks and issues

Kawai Basically, I think there are no significant management risks, as operations are managed with an extremely high degree of precision. If I had to say, I think it is this very state of no risk that poses the risk of hindering the cultivation of a healthy sense of crisis. On the other hand, as for issues, it is important to strike a balance between achieving management stability and growth. In that regard, I think the following five issues need to be addressed. The first is formulating growth strategies and executing appropriate investments to support

sound business growth. The second is enhancing productivity to increase added value, which is required both domestically and internationally. The third is cultivating a corporate culture. Although the Company already has an excellent culture, we must adopt a stance of continually evolving it while maintaining it, rather than simply preserving it. The fourth is establishing an internal control environment, and it is necessary to strengthen systems to support proactive overseas expansion. The fifth point is strengthening governance. We recognize that it is not that the current situation has any particular problems, but rather that the issue is how to continue strengthening governance with substantive reforms in mind.

Iga A hallmark of the Company is that we take care in valuing history and tradition, and both our words and our actions are very polite. On the other hand, I sense a lack of change and that we are somewhat passive. To turn changes in the external environment into positive factors, the "ability to anticipate changes" is crucial. I hope the Company will continue to accurately anticipate the times and proactively transform itself accordingly on its own.

Last year, we started the "TSUNAGU Project" with the staff in the personnel department to support the advancement of female employees. This is aimed at fostering interaction among female employees and between female employees and management. Our goal is for female employees to fully demonstrate and utilize the abilities they already possess. We want and expect them to be employees who "proactively take the lead."

Yamaguchi There are two major issues: improving performance overseas and promoting digitization. Given the future business environment, achieving growth in overseas markets will be a major issue. In this regard, Southeast Asia will serve as a strategic base. I think the question is how much we will invest in the region and how we will establish roots and cultivate our earning capacity. As for digitization, legislation to establish the legal framework for electronic bills of lading is scheduled for enactment. Currently, as the Commercial Code amendments move from revision to enforcement, the Company is also required to establish systems that provide customers with user-friendly solutions.

Points that are emphasized in terms of the supervisory function of management

Iga The Company is a corporation that approaches every matter with the utmost care and diligence. Given this corporate culture, I feel that one of the roles an Outside Director should fulfill is not only to provide a supervisory function, such as risk hedging, but also to deliberately push the company forward

when it tends to be overly careful. Based on this thinking, I make a conscious effort to speak out proactively.

Yamaguchi Like Ms. Iga, in addition to my supervisory function, I have also made it a point to actively voice my opinions on actions aimed at increasing corporate value. When it comes to enhancing corporate value, compliance and governance are fundamental. In this regard, as an Outside Director, I try to proactively offer opinions and recommendations that leverage my knowledge and experience.

Kawai Throughout this past year, I have consistently emphasized at Board of Directors meetings the need to enhance consolidated corporate value. And it is also necessary to enhance not only quantitative value but also qualitative value. I have been attending Board of Directors meetings while considering how to implement this within management. As a corporation is a public entity of society, its mission is to maximize the utilization of all resources, and it is required to be a sustainable business entity. Furthermore, to respond consistently to shareholders as stakeholders, it is necessary to secure profitability that exceeds the expected rate of return, and mechanisms to achieve this are required. Accordingly, we have paid close attention to the balance sheets and cash flow, more so than the profit and loss statements, while engaging in constructive dialogue with the capital markets, and have emphasized management focused on return on invested capital and the sophistication of our growth strategy story. I have consistently spoken about this at the Board of Directors meetings based on this awareness, and I believe my concerns are being addressed very seriously.



Initiatives and issues for improving the effectiveness of the Board of Directors meetings

Kawai I evaluate the frequency, content, and manner of explanation of the Board of Directors meeting's agenda items to be appropriate. Sufficient consideration has also been given to creating an atmosphere where Outside Directors can speak

their minds freely. What we should emphasize going forward is the stance of balancing seemingly contradictory issues. The Company has cultivated an extremely strong tradition, and our organizational culture is well-established. Preserving this is of utmost importance. That said, transformation is absolutely essential for further growth. While preservation and transformation may seem contradictory, growth is impossible without both. Or, securing immediate profits and investing for the future are also conflicting issues. Since business is a living entity, I try to view it holistically and from multiple perspectives. Our role is to deepen discussions on such themes and guide the Company toward effective proposals. To achieve this, collaboration among Outside Directors is essential, and when opinions differ, we must engage in deeper discussions.



Yamaguchi As for the Board of Directors meetings where I participate in as an Outside Director, I think we should discuss a broader range of issues, not just decisions and reports, as Mr. Kawai also mentioned. We must consider the pace at which we should proceed with establishing the necessary systems for this purpose, and, furthermore, how we can enhance their effectiveness. On the other hand, I would like to highly commend the ongoing initiatives to improve effectiveness, including the refinement of materials and presentation methods from the perspective of Outside Directors.

Iga Compared to internal Directors who are routinely involved in day-to-day business, Outside Directors differ in their backgrounds and the amount of Company information they possess. It's also true that discussions within the limited timeframe of the Board of Directors meetings have their limitations. Conversely, each Outside Director possesses distinct expertise and experience. To make use of these attributes, I think it is important to engage in daily exchanges of opinions and information sharing, not only in Board of Directors meetings. I think that through such broad communication, we can build mutual trust and deepen our understanding of the intentions and context behind each other's statements. As a result, I expect this to lead to more effective Board of Directors meetings.

Sustainability initiatives

Yamaguchi What I emphasize is "enhancement of service quality and safety." Companies are expected to enhance their corporate value, and to do so, they must improve their services to earn customer trust. It is only by earning the trust of customers that corporate value increases, and the foundation for this lies in corporate governance and compliance. As for safety, I view it from the perspective of an attorney at law. Firstly, in a position related to the Transportation Act, emphasis is placed on responding to accidents when they occur, specifically investigating the cause and the subsequent response. Additionally, for employee safety, creating a safe working environment is essential. In this regard, the Company has established an occupational health and safety policy and is committed to eliminating workplace accidents. For the fiscal year ended 2024, we achieved zero workplace accidents, continuing the trend from the previous year.

Kawai While I believe efforts in all areas have been sufficient, going forward, the "reduction of environmental impact" will become an increasingly important theme. When doing so, we must not forget to consider how it can be made viable as a business. Merely taking the stance that it must be done because it's a social contribution isn't truly sustainable. Since businesses are required to integrate their business activities with initiatives to solve social issues, it is necessary to define the role of companies and develop methods to reduce environmental impact through business activities. Environmental impact reduction is a theme that should be pursued as a viable business model in itself.



Iga "Life and physical and mental well-being" is a value that takes precedence over all others, and this is true not only in corporate management but throughout society as a whole. Having worked at an energy infrastructure company, I always thought that "business equals safety." The Company also established a Safety Measures Expert Committee last year, further strengthening our safety initiatives. Alongside efforts

to prevent accidents, it is also important to calmly reflect on actions taken after an accident occurs. I hope this committee functions effectively to "safeguard the life, physical, and mental well-being" of all individuals.

Expectations for the Company and the role I wish to fulfill as an Outside Director

Iga Recently, the Company, together with Maguchi Group, undertook the logistics operations for the Expo 2025 Osaka, Kansai, Japan. When I heard from an Expo official that "without Sumitomo Warehouse, the Expo's logistics wouldn't have been possible," I felt truly delighted and proud. Furthermore, when I visited the venue myself and looked out from the Grand Ring, I truly sensed that "the Company was the one supporting the logistics for this Expo."

The logistics industry is rarely in the spotlight, but I hope the company will continue to work hard for the good of society, even behind the scenes, supporting companies and society itself. Above all, it is my hope and desire that as many people as possible will feel that "it is a good thing that Sumitomo Warehouse exists."

Kawai If I were to express my expectations in one word, it would be "unparalleled." I would like the Company to push forward with management that other companies cannot imitate. At the Company, beginning with the inside Directors, all employees share a very strong sense of social mission and unity as an organization. I hope to further develop this advanced organizational culture and capability so that the Company becomes an "unparalleled" entity with a management approach that stands proudly independent and unmatched. For this purpose, as an Outside Director, I will do my utmost to support the executive team in maximizing our consolidated corporate value, so that the business continues to develop in the best possible way, while formulating concrete offensive and defensive strategies.

Yamaguchi As a corporation that has sustained its business over many years, we are also being called upon to continue developing into the future. While building upon our 120-year history, we must continue to tackle new themes. Without altering our fundamental concept, we will continue to accumulate new value based on the trust cultivated over the years. In doing so, I intend to draw on my knowledge and experience to engage constructively and effectively as an Outside Director, contributing to the corporation's sustainable growth and stronger governance.

Corporate Governance

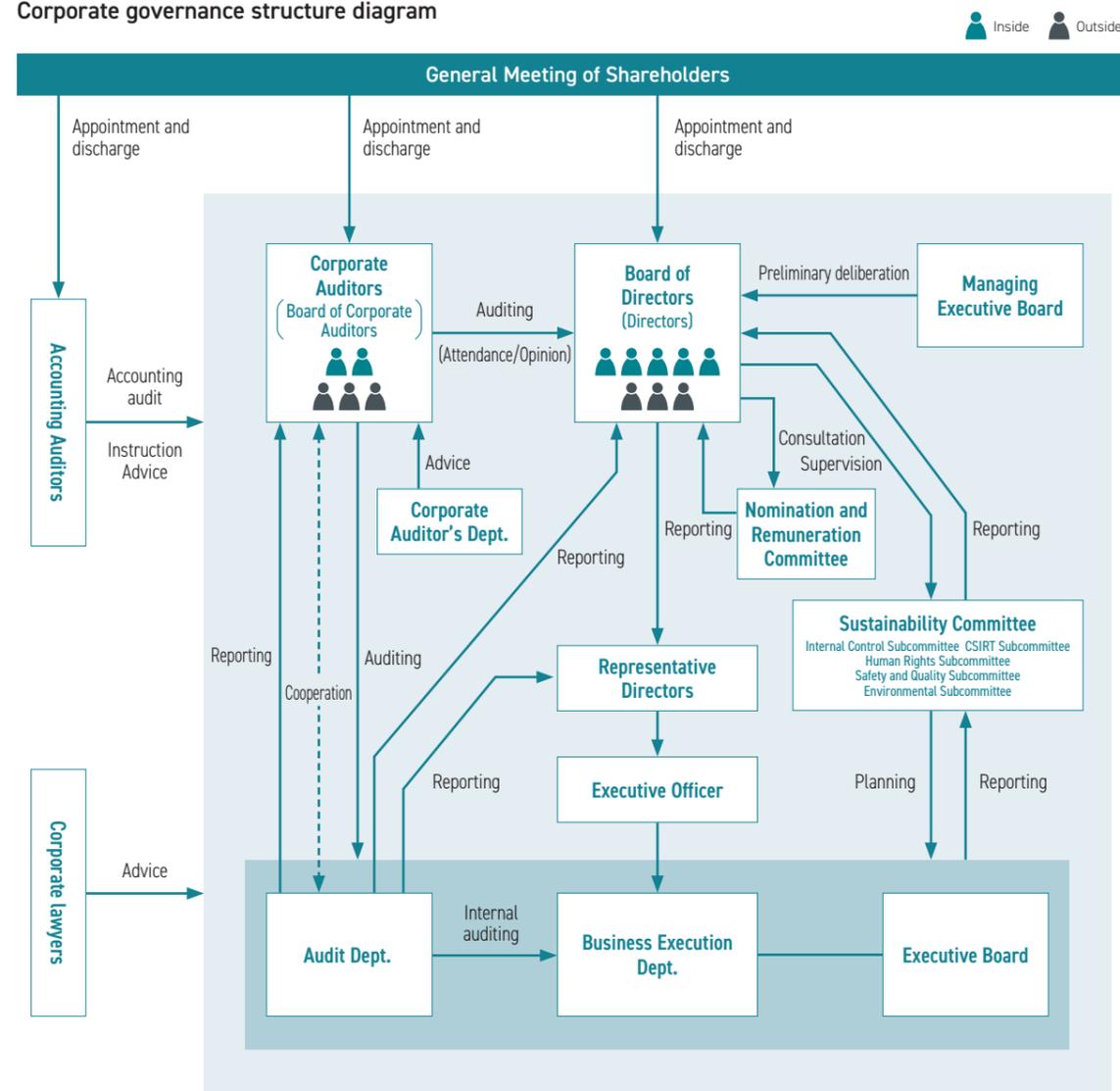
Basic Approaches to Corporate Governance

The Company has engaged in further strengthening and enhancing corporate governance by placing emphasis on ensuring respect for and equality of shareholders' interests, appropriate collaboration with stakeholders other than shareholders (customers, business partners, creditors, local communities and employees, etc.), appropriate disclosure and constructive dialog with shareholders, appropriate execution of the roles and responsibilities of the Board of Directors and highly effective supervision of the execution of business.

Corporate Governance Structure

The Company has adopted a corporate auditors system, and its corporate management organizations are the Board of Directors, the Board of Corporate Auditors, the Managing Executive Board and the Executive Board. Furthermore, a Nomination and Remuneration Committee has been established as a voluntary advisory body to the Board of Directors to increase the objectivity and transparency of nomination and remuneration decision-making procedures such as the nomination and remuneration of Directors and Corporate Auditors. The execution of business based on the decisions of the corporate management organizations is efficiently implemented by executive offices responsible for roles based on resolutions of the Board of Directors in accordance with executive procedures specified in internal rules.

Corporate governance structure diagram



Board of Directors

The Board of Directors makes important decisions related to the execution of business and supervises the execution of duties of each Director. It is made up of a small number of Directors due to the introduction of an executive officer system for the purpose of making swift and flexible decisions. The Board of Directors is chaired by the Chairman, and generally holds meetings once per month.

Composition of the Board of Directors

In order to strengthen management oversight functions and corporate governance, the Company increased the number of Outside Directors by one (female Director) through a resolution at the Ordinary General Meeting of Shareholders held in June 2022, and in FY2024, the Company appointed three Outside Directors to the eight Directors.



Board of Corporate Auditors

The Board of Corporate Auditors decides on auditing policies, plans and methods, and other matters related to the execution of duties by Corporate Auditors, in addition to conducting discussion and making decisions based on reports about important matters related to auditing.

Members

	FY2024
Outside Corporate Auditors	3 persons
Full-time Corporate Auditors	2 persons

Nomination and Remuneration Committee

The Nomination and Remuneration Committee deliberates matters related to the nomination and remuneration of Directors and Corporate Auditors in accordance with consultation from the Board of Directors and returns the results to the Board of Directors. It consists of the Chairman, the President, and Outside Directors and is chaired by one of the Outside Directors. The Nomination and Remuneration Committee held two meetings in FY2024, and the results were returned to the Board of Directors.

Members (FY2024) A total of five persons, including the Chairman, the President, and three Outside Directors, with Outside Directors making up a majority of the members

Outside Officers

The Company appoints multiple independent Outside Directors to further strengthen the management oversight of the Board of Directors' decisions and the execution of business by Directors and also appoints independent Outside Corporate Auditors to further strengthen the functions of Corporate Auditors.

The Company has appointed three Outside Directors and three Outside Corporate Auditors as outside officers. The appointment of outside officers is conditional upon meeting the standards for externality and independence set forth in the Companies Act, etc., and also having the deep insight and expertise required for overseeing and auditing the Company's management.

Efforts are made to ensure active discussion such as distributing materials to be submitted to the Board of Directors

to outside officers in advance. Furthermore, apart from the Board of Directors, meetings to exchange opinions between the President and outside officers are held every year to frankly exchange opinions on general management issues faced by the Group.

Percentage of outside officers to all officers



Corporate Governance

Managing Executive Board

To further improve the efficiency of decision making, the Managing Executive Board considers matters to be submitted to the Board of Directors in advance, and also deliberates other important management matters. It generally holds meetings twice per month.

Members It is made up of Managing Executive Officers and higher.

Executive Board

The Executive Board shares important matters to be submitted to the Board of Directors and exchanges opinions on important matters related to the execution of business. It generally holds meetings once per month.

Members In addition to Executive Officers, it is made up of Department Managers who are not Executive Officers, Branch Managers and Full-time Corporate Auditors.

Skills Matrix for Directors and Corporate Auditors

In order to ensure that the Board of Directors makes important decisions swiftly regarding business execution, including management policies, and fulfills its supervisory responsibilities regarding the execution of duties by Directors, as well as to achieve sustainable growth and improve corporate value over the medium to long term, the Company shall appoint Inside Directors who are familiar with the Company's business and Outside Directors who have extensive experience and insight. In addition, by appointing multiple independent Outside Directors, the Company has further strengthened its supervisory system through active discussions at Board of Directors meetings.

Considering the business activities and scale of the Company, the Company shall strive to optimize the number of members of the Board of Directors and ensure that the composition of the Board of Directors takes into account a balance of knowledge, experience, expertise, diversity, etc.

Based on the above policy, the composition of the Board of Directors as of July 2025 is five Inside Directors and three Outside Directors, which the Company judges to be appropriate. As for the candidates for Director, the Nomination and Remuneration Committee, which is a voluntary advisory body to the Board of Directors, deliberates on the original draft of the candidates and reports the results to the Board of Directors, and the Board of Directors makes the final decision.

The skills matrix, which lists the expertise and experience of each Director and Corporate Auditor, is as follows.

As of July 2025

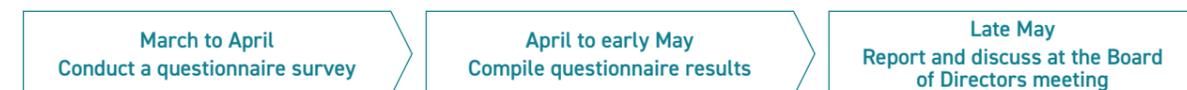
Name	Position in the Company	Expertise/Experience									
		Corporate management	Sales	On-site operations	Internationality	DX/IT	Sustainability/ESG	Finance/Accounting	Human Resources/Labor	Legal/Compliance/Audit	
Takanori Ono	Male	Representative Director, Chairman of the Board and Chairman Executive Officer	●	●	●	●	●	●	●	●	●
Akihito Nagata	Male	Representative Director, President and Chief Executive Officer	●	●	●	●	●	●	●	●	●
Katsunori So	Male	Director, Managing Executive Officer	●	●	●	●	●	●	●	●	●
Akihiko Hoshino	Male	Director, Managing Executive Officer	●	●	●	●	●	●	●	●	●
Ikuo Kuroki	Male	Director, Managing Executive Officer	●	●	●	●	●	●	●	●	●
Shuji Yamaguchi	Male Independent	Outside Director	●	●	●	●	●	●	●	●	●
Hideaki Kawai	Male Independent	Outside Director	●	●	●	●	●	●	●	●	●
Mari Iga	Female Independent	Outside Director	●	●	●	●	●	●	●	●	●
Tadae Eguchi	Male	Full-time Corporate Auditor	●	●	●	●	●	●	●	●	●
Akira Sakaguchi	Male	Full-time Corporate Auditor	●	●	●	●	●	●	●	●	●
Tsuchikazu Ohnaka	Male Independent	Outside Corporate Auditor	●	●	●	●	●	●	●	●	●
Makio Miyagawa	Male Independent	Outside Corporate Auditor	●	●	●	●	●	●	●	●	●
Kuniko Nishibashi	Female Independent	Outside Corporate Auditor	●	●	●	●	●	●	●	●	●

*The term "independent" in the table above refers to independent officers in accordance with the provisions of the Tokyo Stock Exchange.
*The table above does not represent all of the expertise and experience possessed by each Director and each Corporate Auditor.

Evaluation of the Effectiveness of the Board of Directors

In order to evaluate the effectiveness of the Board of Directors, the Company conducts a questionnaire survey of self-evaluations by Board of Directors members every year.

Process of the Effectiveness Evaluation



Evaluation results and countermeasures for the effectiveness evaluation

Evaluation results for FY2024 (most recent year)	Summary of the results of analysis and evaluation of the effectiveness of the Board of Directors as a whole
Main actions taken based on the results of previous evaluations	<ul style="list-style-type: none"> The attendance rate of each officer at the Board of Directors meetings, including Outside Directors and Outside Corporate Auditors, was high, and the timing and frequency of the meetings were appropriate. The Company has chosen to establish a Board of Corporate Auditors, which is an appropriate organizational design for achieving effective corporate governance. The Company has elected eight Directors, of which three are Outside Directors. The number of Directors and the composition are appropriate for prompt decision-making by the Board of Directors, the supervision of business execution, etc. The content and number of reporting items based on laws and regulations, the articles of incorporation, the rules of the Board of Directors, etc. were appropriate, and resolutions, deliberations, and reporting on each item were carried out appropriately at the Board of Directors meetings. Prior to reporting to the Board of Directors, the Managing Executive Board discussed the reporting items in advance, which helped to organize the discussion points and enhanced the effectiveness of discussions at the Board of Directors meeting. In addition, information was generally provided appropriately, such as by distributing materials in advance to Outside Directors and Outside Corporate Auditors. At the Board of Directors meetings, the time allocated for deliberation on each reporting item was appropriate, and the supervision of business execution functioned effectively, since active questions and opinions were expressed by Outside Directors and Outside Corporate Auditors and constructive discussions were held. In order to further activate discussions at the Board of Directors meetings, the presenters strive to provide materials that are easy for Outside Directors and Outside Corporate Auditors to understand, including explanations and commentaries on technical terms in materials for the Board of Directors meetings, and provide explanations of reporting items that focus on the key points. The Company will continue to make improvements that lead to higher effectiveness of the Board of Directors, in order to receive even better evaluation from Outside Directors and Outside Corporate Auditors. Training for Directors was generally carried out appropriately, including the regular holding of in-house seminars for corporate managers. Outside Directors and Corporate Auditors also participated in these seminars as appropriate, and the Company is working to further enhance training.
	<ul style="list-style-type: none"> A meeting to exchange opinions between the President and outside officers has been established to frankly exchange opinions between the President and outside officers and is held every year. The officer seminars that had been held only for inside officers were also to be participated by outside officers as needed. Outside Directors also participated in meetings between the Corporate Auditors and the accounting auditors as needed.

Number of attendance and rate of attendance at Board of Directors and Board of Corporate Auditors meetings by Outside Directors and Outside Corporate Auditors (FY2024)

Category	Name	Board of Directors		Board of Corporate Auditors	
		Number of attendance	Rate of attendance	Number of attendance	Rate of attendance
Outside Director	Shuji Yamaguchi	15/15	100%	-	-
	Hideaki Kawai	15/15	100%	-	-
	Mari Iga	15/15	100%	-	-
Outside Corporate Auditor	Kazuto Takahashi	15/15	100%	12/12	100%
	Tsuchikazu Ohnaka	14/15	93%	11/12	92%
	Makio Miyagawa	14/15	93%	11/12	92%

Officer Remuneration

The Company has resolved a determination policy concerning the content of individual remuneration, etc., for Directors at the Board of Directors meeting, and the outline is as follows. The remuneration system for Corporate Auditors consists solely of fixed monetary remuneration, and the remuneration for individual Corporate Auditors is determined through deliberation among the Corporate Auditors.

Basic policy

- The basic policy for the remuneration of the Company's Directors is to establish a remuneration system that has an appropriate relationship with business performance, shareholder value, etc. so that it functions as an incentive for the sustainable growth of the Company.
- Specifically, the remuneration system for Directors (excluding Outside Directors) consists of monetary remuneration and share-based remuneration, which are made up of fixed remuneration and performance-linked remuneration, while the remuneration system for Outside Directors consists solely of fixed monetary remuneration.

Policy on determining the calculation method for each remuneration, etc.

- Of the remuneration, etc. paid to Directors (excluding Outside Directors), the fixed monetary remuneration shall be determined in accordance with the position and responsibilities, etc., and by comprehensively taking into account the business environment and economic conditions, etc. On the other hand, the fixed monetary remuneration paid to Outside Directors shall be determined by comprehensively taking into account the business environment and economic conditions, etc.
- Of the remuneration paid to Directors (excluding Outside Directors), the performance-linked monetary remuneration is linked to consolidated operating revenue and consolidated operating profit which are used as performance indicators for the purpose of providing an incentive to improve the performance of the Group, and the amount of remuneration paid will vary depending on the degree of achievement of the target values for these indicators.
- The total amount of remuneration, etc., paid to all Directors shall be no more than 33 million yen per month, including fixed remuneration and performance-linked remuneration.
- Of the remuneration, etc. paid to Directors (excluding Outside Directors), with regard to share-based remuneration, which is non-monetary remuneration, the Company has introduced a restricted share-based remuneration system. For the purpose of further increasing their motivation to increase the medium- to long-term corporate value of the Company and quickly realizing the sharing of value with shareholders through holding of shares while in office, the restricted shares shall be delivered to the number determined according to position, responsibilities, etc. The period of restriction on transfer of the restricted shares shall be from the date of allotment to the date of retirement from either the position of Director or Executive Officer of the Company. In cases where the Board of Directors finds that the Director who received the allotment has violated laws and regulations, the Company's internal rules, or the restricted share allotment agreement in any material respect during the period of restriction on transfer, the Company shall acquire the allotted shares without consideration. The total amount of remuneration, etc. for restricted shares shall be no more than 60 million yen per year.
- The timing of the payment of the above-mentioned Directors' remuneration, etc., and the allocation to each individual, etc., shall in principle be resolved at a meeting of the Board of Directors held after the conclusion of the General Meeting of Shareholders, and the monetary remuneration shall be paid monthly for one year thereafter, and the share-based remuneration shall be paid during the relevant term of office.

Policy on determining the payment ratio of each remuneration, etc.

- The remuneration, etc. of Directors (excluding Outside Directors) consists of monetary remuneration which is made up of fixed remuneration and performance-linked remuneration, and share-based remuneration. The payment ratio for the total remuneration, etc. of each individual differs depending on their position and responsibilities, etc., but the general guideline is that fixed remuneration accounts for approximately 80%, performance-linked remuneration accounts for approximately 10%, and share-based remuneration accounts for approximately 10%.
- The remuneration, etc. of Outside Directors consists solely of fixed monetary remuneration, and the entire amount is fixed remuneration.

Matters related to the decision-making procedures for each remuneration, etc.

- When determining the remuneration, etc. of individual Directors, the Company shall establish a Nomination and Remuneration Committee as a voluntary advisory body under the Board of Directors in order to further enhance the objectivity and transparency of the decision-making procedures for remuneration, etc. by obtaining the appropriate involvement and advice of Outside Directors.
- The Committee shall deliberate on the original draft of the matters concerning the remuneration, etc. of individual Directors prior to the deliberation of the Board of Directors, and report the results to the Board of Directors.
- Based on this, the Board of Directors shall resolve to leave the final decision on the payment amount of monetary remuneration to the President and to allot restricted shares to Directors (excluding Outside Directors). The President shall make the final decision on the payment amount of monetary remuneration.

Performance-linked KPI

As performance-linked remuneration, etc., monetary remuneration is paid to Directors (excluding Outside Directors) in an amount that varies according to the degree of achievement of the target values of performance indicators. The performance indicators selected as the basis for calculating the amount of performance-linked remuneration, etc., are consolidated operating revenue and consolidated operating profit, and the reason for selecting these performance indicators is to provide an incentive for improving the Group's performance. The calculation method for the amount of performance-linked remuneration, etc., is determined based on a standard amount determined by position and responsibilities, etc., multiplied by a certain coefficient according to the achievement of performance. In FY2024, actual results were below the target values for the performance indicators of consolidated operating revenue and consolidated operating profit.

Share-based remuneration

The Company delivers restricted shares to Directors (excluding Outside Directors) for the purpose of further increasing their motivation to increase the medium- to long-term corporate value of the Company and quickly realizing the sharing of value with shareholders through holding of shares while in office.

Total number of restricted shares	The maximum number of restricted shares to be allotted within one year of the date of the Ordinary General Meeting of Shareholders for each fiscal year shall be 100,000 shares.
Details of the restriction on transfer	The period of restriction on transfer shall be from the date of allotment of restricted shares to the date of retirement from either the position of Director or Executive Officer of the Company.
Acquisition of restricted shares without consideration	In cases where the Board of Directors finds that the Director who received the allotment has violated laws and regulations, the Company's internal rules, or the restricted share allotment agreement in any material respect during the period of restriction on transfer, the Company shall acquire the allotted shares without consideration.
Cancellation of the restriction on transfer	The Company shall cancel the restriction on transfer of all of the restricted shares at the time when the restriction period expires, except in cases where the Board of Directors finds that the Director who received the allotment has violated laws and regulations, the Company's internal rules, or the restricted share allotment agreement in any material respect during the period of restriction on transfer.

Total amount of remuneration, etc. by officer category, total amount of remuneration, etc. by type, and number of eligible officers

Officer category	Total amount of remuneration, etc. (million yen)	Total amount of remuneration, etc. by type (million yen)				Number of eligible officers (persons)
		Fixed remuneration	Performance-linked remuneration	Retirement benefits	Of the left, non-monetary remuneration, etc.	
Directors (excluding Outside Directors)	350	321	29	-	47	5
Corporate Auditors (excluding Outside Corporate Auditors)	56	56	-	-	-	2
Outside Officers	56	56	-	-	-	6

*The total amount of non-monetary remuneration, etc. for Directors (excluding Outside Directors) is fixed remuneration of 47 million yen.

Total amount of consolidated remuneration, etc. for each officer, etc.

Name	Total amount of consolidated remuneration, etc. (million yen)	Officer category	Company category	Total amount of consolidated remuneration, etc. by type (million yen)			
				Fixed remuneration	Performance-linked remuneration	Retirement benefits	Of the left, non-monetary remuneration, etc.
Takanori Ono	125	Director	The Company	111	13	-	13

*This table only includes those whose total consolidated remuneration, etc., is 100 million yen or more.

*The total amount of non-monetary remuneration, etc. is fixed remuneration of 13 million yen.

Risk Management

Basic Approaches

We consider it important to ensure everyone engaged in Sumitomo Warehouse's business shares an awareness of risk management and actively addresses this to secure the soundness of management. The Company has established the Risk Management Regulations and created a risk management system based on the basic policies on risk management set forth in the rules.

Management System

When it comes to Sumitomo Warehouse's risk management initiatives, the Internal Control Subcommittee under the Sustainability Committee formulates and checks the progress of measures and handles other tasks, under the supervision of the Board of Directors. A risk manager and an assistant risk manager appointed in each department take the lead in promoting the necessary measures. The Audit Department checks the state of risk management and reports the results to the Sustainability Committee. The Sustainability Committee takes appropriate steps to address contents reported to it as necessary, and reports the details of its initiatives to the Board of Directors, thereby ensuring that the Board of Directors is able to properly supervise risk management. [CSR Promotion Framework ▶ P44](#)

Process for Identifying, Assessing, and Addressing Risks

In addition to risks that need to be addressed in each department and division, we identify risks that may occur in the future, assess these risks, select risks with high priority for action as key items, and formulate countermeasures. In the process of implementing measures, important legal and tax issues are handled by receiving guidance and advice from external experts such as attorneys and tax accountants as needed.

Risks of Business, etc.

The following are the main risks that may affect the Sumitomo Warehouse Group's financial position and operating results, etc. Please note that the statements on the future are based on the Group's judgement as of March 31, 2025.

Risks	Explanations/Countermeasures
Risks related to the economic environment	Changes in the business environment, exchange rate fluctuations, decrease in the market value of investment securities, and retirement benefit accounting
Risks related to the business activities	Changes in public regulations, risks in global business development, fluctuations in fuel oil prices, impairment of business assets, and information leakage
Risks related to the natural environment, etc.	Natural disasters and accidents, infectious diseases, information system related, and initiatives for global environmental conservation, etc.

For details, please refer to "Business Risks" in the annual securities report. ▶ <https://www.sumitomo-soko.co.jp/ir/negotiable.html> (in Japanese)

Business Continuity Plan (BCP)

As a logistics business that supports social infrastructure, Sumitomo Warehouse contributes to the continuity of customers' businesses by continuing business even in natural disasters and other contingencies. To this end, seismic isolation systems and emergency power generation equipment are introduced to facilities, and facilities and equipment are subject to maintenance and repair as planned. In addition, the Company conducts evacuation drills and otherwise prepares for crisis responses immediately after a disaster, as well as formulating an action manual and a BCP in anticipation of major earthquakes and pandemics. In FY2024, a scenario drill in anticipation of a major earthquake took place, through which the Company checked the effectiveness of and revised the action manual.



A view of scenario drill

Information Security

Sumitomo Warehouse established Sumitomo Warehouse CSIRT in the Internal Control Subcommittee of the Sustainability Committee in 2015 as a management system for information security. It is currently one of the subcommittees within the Sustainability Committee, and endeavors to prevent information security incidents and minimize damage caused by such incidents. In accordance with the Information Security Management Rules, the Company has introduced a management system that monitors and prevents unauthorized external access. Main activities include information security training for all employees to increase awareness toward information security, as well as targeted attack email drills and awareness-raising activities through company newsletters and posters. As of FY2024, the Company has never experienced serious incidents related to information security.

Compliance

Basic Approaches

Sumitomo Warehouse has carried out business according to the principles of Sumitomo's Business Philosophy of integrity, sound management, and not pursuing immoral business. The Company will not only conduct business in compliance with laws and regulations, but also realize fair and appropriate management in accordance with social norms and corporate ethics, increase transparency and fulfill its social responsibility in the future.

Management System

When it comes to Sumitomo Warehouse's compliance initiatives, the Internal Control Subcommittee under the Sustainability Committee formulates and checks the progress of the Group's compliance measures, shares information, and handles other tasks, under the supervision of the Board of Directors. Activity plans formulated by the Internal Control Subcommittee are implemented after being resolved and approved by the Sustainability Committee, and the details are reported to the Board of Directors. In addition, important matters are submitted to the Board of Directors for discussion. [CSR Promotion Framework ▶ P44](#)

Initiatives for Raising Awareness of Compliance

Preparation and distribution of compliance manuals

The Company has prepared a compliance manual where the Sumitomo Warehouse Group Business Conduct Guidelines, the Sumitomo Warehouse Corporate Standards of Conduct, and other matters related to compliance are summarized. Part of the manual has been translated into other languages, such as English and Chinese, and distributed to employees within the Group to promote understanding.



Education and training

Sumitomo Warehouse constantly engages in various education and awareness-raising activities to increase awareness of each and every employee. The Company conducts position-based and tiered seminars and training, compliance training for all employees (once a year, including e-learning), and legal seminars for specific divisions as appropriate. In FY2024, compliance training for all employees took place under the theme of human rights, which was attended by 99.1% of the employees. Timely themes, such as harassment, anti-corruption, the Subcontract Act, and Antimonopoly Act, are covered, and every issue of the quarterly company newsletter also contains articles on compliance. The Company will continue to conduct seminars, training, etc. in FY2025 in an effort to equip employees with knowledge and disseminate and raise awareness of compliance.

Training programs implemented in FY2024

Training name	Theme	Target
Top management seminar	Whistleblowing, risk management	Directors, Corporate Auditors, Managing Executive Officers
Legal training	Prevention of improprieties	Deputy General Managers, Section Managers
Internal Control Liaison Meetings legal seminar (domestic)	Labor management	Officers of domestic group companies
	Obligations and responsibilities of Directors	
Internal Control Liaison Meetings legal seminar (overseas)	Prevention of improprieties, risk management	Representative of overseas affiliates, etc.
Compliance training	Human rights	All employees

*Tiered training also includes lectures on compliance

Helpline (whistleblowing contact)

If a problem arises from the perspective of laws and regulations, internal rules, or social norms (financial or accounting fraud, violation of human rights, corruption (bribery, etc.), conflict of interest, insider trading, etc.), and it is not possible to report or consult on the matter through the office organization, it is possible to report it to the helpline. The helpline is operated in a way that allows anonymous reporting, ensuring confidentiality. In addition, our internal rules stipulate that a person who makes a report or an inquiry will not be treated disadvantageously due to making the report or inquiry. In addition, the system is made known throughout the Company through cards, the company newsletter, the intranet, and training, and similar helplines have also been set up in domestic and overseas subsidiaries. In FY2024, the helpline received two reports (Sumitomo Warehouse, non-consolidated), which were addressed as appropriate after being investigated and fact-checked.

Directors



Takanori Ono
Representative Director,
Chairman of the Board and
Chairman Executive Officer

Career summary, positions, responsibilities, and significant concurrent positions

April 1977 Joined the Company
June 2010 Executive Officer of the Company, General Manager, Marketing Promotion Department
June 2012 Executive Officer of the Company, General Manager, Marketing Promotion Department, General Manager, International Project Department
June 2013 Director and Managing Executive Officer of the Company (in charge of Overseas Business Department, Marketing Promotion Department, Logistics Department No. 2 and International Project Department)
June 2015 Representative Director, President and Chief Executive Officer of the Company
June 2024 Representative Director, Chairman of the Board and Chairman Executive Officer of the Company (to the present)



Akihito Nagata
Representative Director,
President and Chief
Executive Officer

Career summary, positions, responsibilities, and significant concurrent positions

April 1985 Joined the Company
June 2019 Executive Officer of the Company, General Manager, Business Promotion Department and General Manager, Information Systems Department
June 2020 Managing Executive Officer of the Company (in charge of Overseas Business Department, Global Logistics Department, Global Logistics Department, West Japan, International Air Cargo Department, and International Project Department)
June 2021 Director and Managing Executive Officer of the Company (responsible for International and Domestic Logistics Divisions, and in charge of Overseas Business Department, Global Logistics Department, Global Logistics Department, West Japan, International Air Cargo Department, Logistics Engineering Promotion Department, and International Project Department)
June 2022 Director and Managing Executive Officer of the Company (responsible for Marketing Management, Real Estate, and Domestic Logistics Divisions, and in charge of Marketing Management Department, Archives Business Department, Affiliated Companies Department, Development Department, Audit Department, and Dotonbori Project Department)
June 2023 Representative Director and Managing Executive Officer of the Company (responsible for Corporate Management and Domestic Logistics Divisions, and in charge of General Affairs Department, Business Promotion Department, Archives Business Department, Information Systems Department, Audit Department, and Logistics Engineering Promotion Department)
June 2024 Representative Director, President and Chief Executive Officer of the Company (to the present)



Katsunori So
Director and Managing
Executive Officer
responsible for Marine
Division

Career summary, positions, responsibilities, and significant concurrent positions

April 1983 Joined the Company
June 2011 General Manager, Marine Department of the Company
June 2015 General Manager, Yokohama Branch of the Company
June 2017 Executive Officer of the Company, General Manager, Yokohama Branch
June 2020 Director and Managing Executive Officer of the Company (responsible for Marine Division, and in charge of Marine Department)
June 2022 Representative Director and President of J-WeSCO Ltd.
June 2023 Director and Managing Executive Officer of the Company (responsible for Marine and International Divisions, and in charge of Marine Department)
June 2023 Director and Managing Executive Officer of the Company (responsible for Marine Division, and in charge of Marine Department) (to the present)
September 2023 Resigned from the post of Representative Director and President of J-WeSCO Ltd.



Akihiko Hoshino
Director and Managing
Executive Officer
responsible for
Administrative, Real Estate,
and International Divisions

Career summary, positions, responsibilities, and significant concurrent positions

April 1986 Joined the Company
June 2014 General Manager, Overseas Business Department of the Company
June 2019 General Manager, Finance & Accounting Department of the Company
June 2020 Executive Officer of the Company, General Manager, Finance & Accounting Department
June 2022 Managing Executive Officer of the Company (in charge of Finance & Accounting Department, and General Manager, Finance & Accounting Department)
June 2023 Director and Managing Executive Officer of the Company (responsible for Finance & Accounting, Marketing Management, Real Estate, and International Divisions, and in charge of Finance & Accounting Department, Marketing Management Department, Affiliated Companies Department, Development Department, and Dotonbori Project Department, and General Manager, Finance & Accounting Department)
June 2024 Director and Managing Executive Officer of the Company (responsible for Administrative, Real Estate, and International Divisions, and in charge of General Affairs Department, Finance & Accounting Department, Business Promotion Department, Development Department, and Dotonbori Project Department) (to the present)



Ikuo Kuroki
Director and Managing
Executive Officer
responsible for Marketing
Management and Domestic
Logistics Divisions

Career summary, positions, responsibilities, and significant concurrent positions

April 1986 Joined the Company
June 2014 General Manager, in charge of West Japan Logistics Department of the Company
July 2016 General Manager, Project Department of the Company
April 2017 General Manager, Logistics Engineering Promotion Department of the Company
June 2020 General Manager, Information Systems Department of the Company
June 2023 Executive Officer of the Company, General Manager, Information Systems Department
June 2024 Director, Managing Executive Officer (responsible for Marketing Management and Domestic Logistics Divisions, in charge of Marketing Management Department, Archives Business Department, Affiliated Companies Department, Information Systems Department, Audit Department, Logistics Engineering Promotion Department, and General Manager, Information Systems Department)
June 2025 Director, Managing Executive Officer (responsible for Marketing Management and Domestic Logistics Divisions, in charge of Marketing Management Department, Archives Business Department, Affiliated Companies Department, Information Systems Department, Audit Department, and Logistics Engineering Promotion Department) (to the present)



Shuji Yamaguchi
Outside Director
[Significant concurrent positions]
Representative Partner of OKABE & YAMAGUCHI
Outside Director of Thine Electronics, Inc. (Audit and Supervisory Committee)
Visiting Professor of Chuo Law School

Career summary, positions, responsibilities, and significant concurrent positions

April 1982 Registered as an Attorney at Law
April 1987 Joined Clyde & Co LLP in UK
September 1990 Established OKABE & YAMAGUCHI
March 2000 Outside Corporate Auditor of Thine Electronics, Inc.
June 2004 Outside Corporate Auditor of Tamai Steamship Co., Ltd. (to the present)
January 2010 Representative Partner of OKABE & YAMAGUCHI
April 2014 Member of Working Group on the Commercial Law (Transport and Maritime Commerce) in the Legislative Council of the Ministry of Justice
June 2014 Corporate Auditor of the Company
February 2016 Retired as the Member of Working Group on the Commercial Law (Transport and Maritime Commerce) in the Legislative Council of the Ministry of Justice
March 2016 Resigned from the post of Outside Corporate Auditor of Thine Electronics, Inc. (Audit and Supervisory Committee) (to the present)
June 2017 Resigned from the post of Corporate Auditor of the Company
Director of the Company (to the present)
August 2017 Representative Partner of OKABE & YAMAGUCHI
April 2022 Visiting Professor of Chuo Law School (to the present)
The temporary Member of Working Group on the Commercial Law (Bills of Lading, etc.) in the Legislative Council of the Ministry of Justice
July 2022 Representative Partner of Yamaguchi Law Office
July 2024 Representative Partner of OKABE & YAMAGUCHI (to the present)
September 2024 Retired as the temporary Member of Working Group on the Commercial Law (Bills of Lading, etc.) in the Legislative Council of the Ministry of Justice



Hideaki Kawai
Outside Director
[Significant concurrent positions]
Representative Director and President of Osaka Metro Co., Ltd.

Career summary, positions, responsibilities, and significant concurrent positions

April 1977 Joined Matsushita Electric Industrial Co., Ltd. (currently Panasonic Holdings Corporation)
April 2008 Executive Officer of Matsushita Electric Industrial Co., Ltd., Manager, Finance and IR Group
April 2011 Managing Executive Officer of Panasonic Corporation (currently Panasonic Holdings Corporation), Manager, Corporate Planning Group
June 2012 Managing Director of Panasonic Corporation (in charge of Accounting and Finance)
April 2014 Representative Director and Senior Managing Director of Panasonic Corporation (in charge of Accounting and Finance)
June 2017 Corporate Advisor to Panasonic Corporation
April 2018 Associate member of Panasonic Corporation
April 2018 Representative Director and President of Osaka Metro Co., Ltd. (to the present)
June 2020 Director of the Company (to the present)



Mari Iga
Outside Director
[Significant concurrent positions]
Representative Director of March Co., Ltd.
Outside Director of TOYO INNOVEX Co., Ltd.
Outside Director of PALTAC CORPORATION

Career summary, positions, responsibilities, and significant concurrent positions

April 1990 Joined Osaka Gas Co., Ltd.
April 2002 President and Representative Director of PALETTE Co., Ltd. (Secoded from Osaka Gas Co., Ltd.)
June 2005 Resigned from the post of President and Representative Director of PALETTE Co., Ltd.
July 2006 Resigned from Osaka Gas Co., Ltd.
October 2006 Founder and Representative Director of March Co., Ltd.
February 2009 Resigned from March Co., Ltd.
April 2009 Joined Osaka Prefectural Government (specific fixed-term official/ Councilor of Publicity Division, Civic and Culture Affairs Department)
March 2012 Resigned from Osaka Prefectural Government
April 2013 Joined March Co., Ltd.
November 2014 Representative Director of March Co., Ltd. (to the present)
April 2016 Publicity Advisor, Hirakata City, Osaka Prefecture
April 2017 Publicity Advisor, Hyuga City, Miyazaki Prefecture
March 2019 Resigned from the post of Publicity Advisor of Hyuga City, Miyazaki Prefecture
March 2020 Resigned from the post of Publicity Advisor, Hirakata City, Osaka Prefecture
June 2022 Director of the Company (to the present)
June 2023 Outside Director of Toyo Machinery & Metal Co., Ltd. (currently TOYO INNOVEX Co., Ltd.) (to the present)
June 2025 Outside Director of PALTAC CORPORATION (to the present)

Corporate Auditors



Tadae Eguchi
Full-time Corporate Auditor

Career summary, positions, and significant concurrent positions

April 1982 Joined the Company
June 2010 General Manager, Marketing Management Department and General Manager, Affiliated Companies Department of the Company
June 2013 General Manager, Affiliated Companies Department of the Company
June 2014 President of Nickel & Lyons, Ltd.
June 2015 Executive Officer of the Company
President of Nickel & Lyons, Ltd.
June 2019 Managing Executive Officer of the Company (in charge of Marketing Management Department, Archives Business Department, Affiliated Companies Department, Development Department, Audit Department, and Dotonbori Project Department)
June 2022 Full-time Corporate Auditor of the Company (to the present)



Akira Sakaguchi
Full-time Corporate Auditor

Career summary, positions, and significant concurrent positions

April 1983 Joined the Company
June 2012 General Manager, Information Systems Department of the Company
June 2013 General Manager, General Affairs Department and General Manager, Tokyo General Affairs Department of the Company
June 2014 General Manager, General Affairs Department of the Company
June 2018 Executive Officer of the Company, General Manager, General Affairs Department
June 2021 Full-time Corporate Auditor of the Company (to the present)



Tsuchikazu Ohnaka
Outside Corporate Auditor
[Significant concurrent positions]
Representative Partner of Reed Leaf Law Office
Professor Emeritus of Kansai University

Career summary, positions, and significant concurrent positions

April 1982 Appointed as Public Prosecutor
January 2009 Chief Prosecutor, Oita District Public Prosecutors Office
April 2010 Chief Prosecutor, Okayama District Public Prosecutors Office
August 2011 Director, General Affairs Bureau, Supreme Public Prosecutors Office
April 2012 Chief Prosecutor, Saitama District Public Prosecutors Office
March 2013 Resigned from the post of Public Prosecutor
April 2013 Professor, Kansai University Graduate School of Law
July 2013 Registered as an Attorney at Law
October 2014 Established Ashinoha Law Office
June 2016 Outside Corporate Auditor of Sekisui Jushi Corporation
December 2018 Ashinoha Law Office dissolved
January 2019 Established Reed Leaf Law Office
Representative Partner of Reed Leaf Law Office (to the present)
April 2020 Professor Emeritus of Kansai University (to the present)
June 2020 Corporate Auditor of the Company (to the present)
June 2024 Resigned from the post of Outside Corporate Auditor of Sekisui Jushi Corporation



Makio Miyagawa
Outside Corporate Auditor
[Significant concurrent positions]
Representative Director, Statecraft Institute of Japan
Outside Director, Hashimoto Sogyo Holdings Ltd.

Career summary, positions, and significant concurrent positions

April 1976 Joined Ministry of Transport
April 1979 Transferred to Ministry of Foreign Affairs
September 2012 Director-General, Middle Eastern and African Affairs Bureau, Special Representative (Ambassador) for Afghanistan and Pakistan, and Ambassador for US-Japan Nuclear Cooperation, Ministry of Foreign Affairs
March 2014 Ambassador Extraordinary and Plenipotentiary of Japan to Malaysia
November 2019 Retired from the Ministry of Foreign Affairs
January 2020 Special Advisor to National Security Secretariat, National Security Secretariat, Cabinet Secretariat
June 2020 Outside Director, Hashimoto Sogyo Holdings Ltd. (to the present)
October 2021 Retired from Special Advisor to National Security Secretariat
June 2023 Corporate Auditor of the Company (to the present)
March 2024 Representative Director, Statecraft Institute of Japan (to the present)



Kuniko Nishibashi
Outside Corporate Auditor
[Significant concurrent positions]
Partner of Minori Audit Corporation

Career summary, positions, and significant concurrent positions

October 1983 Joined Chuo Audit Corporation (later MISUZU Audit Corporation)
March 1987 Registered as Certified Public Accountant
August 2000 Partner of Chuo Aoyama Audit Corporation (later MISUZU Audit Corporation)
July 2007 Resigned from MISUZU Audit Corporation
July 2007 Joined ShinNihon Audit Firm (currently Ernst & Young ShinNihon LLC)
Partner of ShinNihon Audit Firm
Senior Partner of ShinNihon Audit Firm
July 2008 Resigned from ShinNihon LLC (currently Ernst & Young ShinNihon LLC)
June 2018 Resigned from Minori Audit Corporation
July 2018 Director of Minori Audit Corporation
March 2019 Partner of Minori Audit Corporation (to the present)
March 2022 Outside Director of I-ne Co., Ltd. (Audit and Supervisory Committee)
March 2024 Resigned as Outside Director of I-ne Co., Ltd. (Audit and Supervisory Committee)
June 2025 Corporate Auditor of the Company (to the present)

Key Financial Summary

		138th term (Fiscal year ended March 31, 2015)	139th term (Fiscal year ended March 31, 2016)	140th term (Fiscal year ended March 31, 2017)	141th term (Fiscal year ended March 31, 2018)		142th term (Fiscal year ended March 31, 2019)	143th term (Fiscal year ended March 31, 2020)	144th term (Fiscal year ended March 31, 2021)	145th term (Fiscal year ended March 31, 2022)	146th term (Fiscal year ended March 31, 2023)	147th term (Fiscal year ended March 31, 2024)	148th term (Fiscal year ended March 31, 2025)
Operating revenue	(million yen)	174,738	172,257	165,256	175,756		186,172	191,721	192,024	231,461	223,948	184,661	193,398
Operating profit	(million yen)	9,368	10,768	9,189	10,302		8,795	11,101	10,963	27,748	26,090	13,187	13,275
Ordinary profit	(million yen)	10,859	12,784	11,327	12,684		11,295	13,596	13,552	30,421	29,115	16,880	17,497
Profit attributable to owners of parent	(million yen)	7,133	8,082	7,802	8,358		6,912	8,951	8,454	19,703	22,455	12,490	20,065
Net assets	(million yen)	171,503	169,451	178,836	193,593		187,475	171,976	196,241	213,945	228,945	264,804	274,145
Total assets	(million yen)	302,545	300,558	305,751	342,642		322,683	318,458	348,968	373,720	385,791	436,920	439,847
Cash flows from operating activities	(million yen)	16,471	15,861	16,629	16,639		13,999	14,975	20,605	31,418	29,816	22,034	31,733
Cash flows from investing activities	(million yen)	(9,107)	(16,453)	(6,303)	(13,268)		(255)	(17,211)	(16,366)	(5,879)	(4,572)	(16,019)	(10,045)
Cash flows from financing activities	(million yen)	(8,865)	3,254	(9,234)	3,355		(20,555)	12,555	(13,116)	(10,267)	(20,525)	(5,015)	(25,273)
Cash and cash equivalents at end of period	(million yen)	21,828	23,948	24,559	31,299		24,161	34,549	25,272	40,840	46,521	47,947	44,950
Return on assets (ROA)	(%)	2.4	2.7	2.6	2.6		2.1	2.8	2.5	5.5	5.9	3.0	4.6
Basic earnings per share* (EPS)	(yen)	79.88	90.45	87.31	94.84		79.80	105.74	101.72	242.55	281.09	158.00	257.32
Equity-to-asset ratio	(%)	54.3	54.0	56.1	54.2		56.2	51.9	54.1	54.4	56.3	58.4	60.0
Return on equity ratio (ROE)	(%)	4.6	5.0	4.7	4.7		3.8	5.2	4.8	10.0	10.7	5.3	7.7
Dividend payout ratio	(%)	32.5	31.0	35.5	34.8		57.0	44.4	47.2	40.0	35.6	63.9	40.0
Capital expenditures	(million yen)	13,674	9,471	11,919	7,715		15,935	20,149	16,746	9,298	12,977	21,737	13,805
Profit before income taxes	(million yen)	11,028	12,559	11,586	13,026		11,162	13,955	13,466	30,702	41,159	18,134	30,116
EBITDA (Operating profit + Depreciation)	(million yen)	16,702	18,499	16,926	17,775		16,220	19,445	20,056	37,602	36,101	23,178	23,818
Annual dividends per share*	(yen)	26.00	28.00	31.00	33.00		45.50	47.00	48.00	97.00	100.00	101.00	103.00
Total liabilities	(million yen)	131,041	131,106	126,915	149,048		135,208	146,482	152,726	159,774	156,845	172,115	165,701
Depreciation	(million yen)	7,334	7,730	7,736	7,473		7,424	8,344	9,093	9,853	10,010	9,991	10,542
Ratio of operating profit to operating revenue	(%)	5.4	6.3	5.6	5.9		4.7	5.8	5.7	12.0	11.7	7.1	6.9
Non-operating income and expenses (Ordinary profit - Operating profit)	(million yen)	1,491	2,016	2,138	2,382		2,500	2,495	2,588	2,673	3,025	3,692	4,221
Extraordinary income and losses (Profit before income taxes - Ordinary profit)	(million yen)	168	(225)	258	342		(133)	359	(86)	280	12,043	1,254	12,619
Net assets per share*	(yen)	1,836.80	1,810.87	1,914.00	2,123.09		2,119.23	1,978.39	2,300.99	2,519.25	2,737.57	3,239.67	3,411.77

* The Company conducted a reverse split of common shares, effective October 1, 2018, at a ratio of 1 share for every 2 shares. In accordance with this, the basic earnings per share, annual dividends per share, and net assets per share stated above are calculated based on the assumption that the reverse split was conducted at the beginning of the 138th term.

Company Data (As of March 31, 2025)

Corporate Information

Corporate Name The Sumitomo Warehouse Co., Ltd.
Head Office Location 2-18 Nakanoshima 3-chome Kita-ku, Osaka
Founded July 1, 1899
Incorporated August 1, 1923
Share Capital 14,922,908,870 yen
Number of Employees 876 (Consolidated 4,450)
Places of Business Head Office, Tokyo Head Office, Osaka Branch, Kobe Branch, Tokyo Branch, Yokohama Branch, Nagoya Branch

Main Overseas Bases

- North America**
 - Los Angeles ■ New York ■ Atlanta
 - Chicago ■ Houston
- Europe**
 - Antwerp ■ Dusseldorf ■ London
- Middle East**
 - Jeddah ■ Rabigh ■ Istanbul
- East Asia**
 - Beijing ■ Dalian ■ Qingdao ■ Shanghai
 - Guangzhou ■ Shenzhen ■ Hong Kong
 - Taipei ■ Keelung ■ Kaohsiung
- Southeast Asia**
 - Singapore ■ Kuala Lumpur ■ Port Klang
 - Bangkok ■ Ayutthaya ■ Laem Chabang
 - Ho Chi Minh ■ Hanoi ■ Jakarta ■ Manila

Accounting Auditors KPMG AZSA LLC

Comment from an Expert

Comment



Professor, Osaka University of Economics and Law, Faculty of International Studies

Dr. Emi Sugawara

[Research Field]
 International Law
 International Human Rights Law
 (Research Focus: Business and Human Rights, Corporate Social Responsibility in Addressing Social Issues)

Despite politically unstable situations in Japan and around the world, respect for human rights remains a core element of corporate social responsibility within the international community and continues to be expected across all business relationships. Following the formulation of its Group Human Rights Policy in 2023, the Sumitomo Warehouse Group undertook a range of efforts in FY2024 to embed the policy into its business activities and operations. These initiatives included training programs, the identification and assessment of human rights risks, and visits to key subcontractors within the supply chain to explain the Company's initiatives and engage in dialogue. The priority issues identified by the Group—occupational health and safety, long working hours, harassment—are challenges shared across the entire supply chain, making it essential to work collaboratively with business partners to prevent, address, and remedy them. Moreover, the Group is currently considering the establishment of a grievance mechanism to provide access to remedy. I look forward to the establishment of a trusted mechanism that enables victims to choose, according to their circumstances, options beyond existing internal harassment helplines, including third-party mechanisms, and systems accessible in multiple languages both within and outside Japan.

Stock Information (As of March 31, 2025)

Changes in Stock Price and Trading Volume

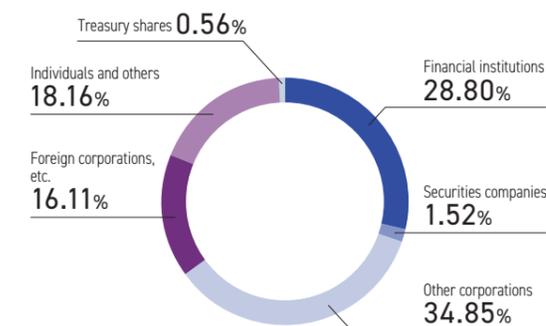


*The Company conducted a reverse split of common shares, effective October 1, 2018, at a ratio of 1 share for every 2 shares. The stock price and trading volume data stated above are based on shares after the reverse split.

Stock Information

Total number of authorized shares 200,000,000
Total number of shares issued 77,747,315
Number of shareholders 59,127
(Number of unit stockholders: 27,170)

Distribution of shareholders



Information for Shareholders

Fiscal year	From April 1st of each year to March 31st of the following year	Listing	Tokyo Stock Exchange Prime Market
Ordinary General Meeting of Shareholders	June	Securities code	9303
Record date	Ordinary General Meeting of Shareholders March 31		
	Year-end dividend March 31		
	Interim dividend September 30		
	Other dates publicly announced in advance, as necessary		

Moving forward together into the future.



SUMITOMO WAREHOUSE

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October 2025