



Shibusawa Logistics Corporation

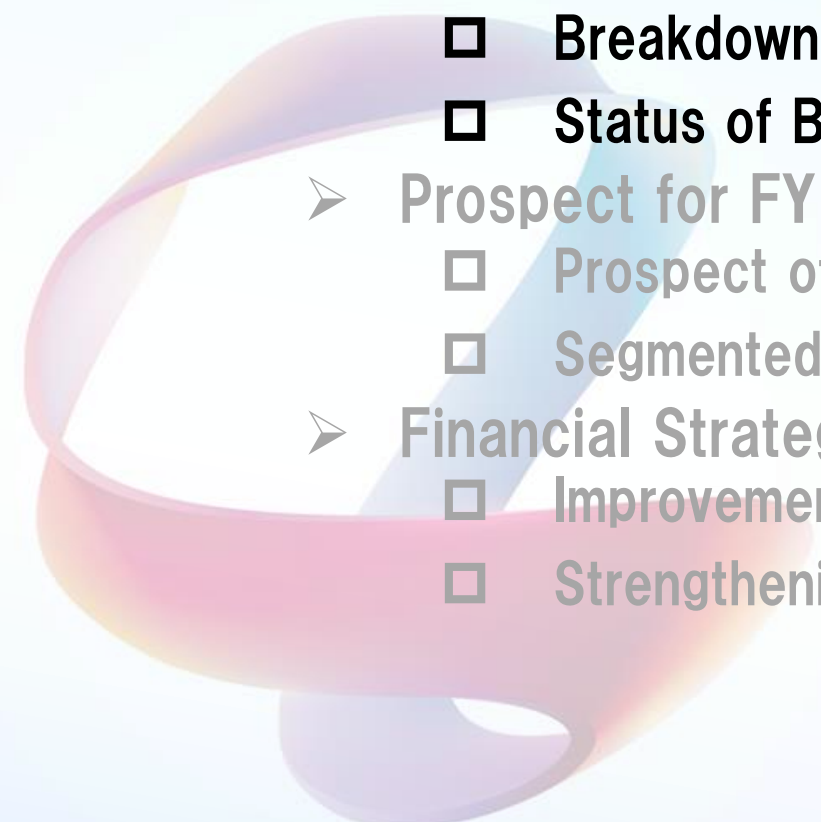
(Securities code: 9304)

Fiscal year ended 31 March 2025

Explanatory Material on Financial Results

23 May 2025.

INDEX

- 
- **Summary of Financial Results for FY2024**
 - ❑ Consolidated Results of Operation
 - ❑ Financial Results by Segments – Overview
 - ❑ Breakdown of Fluctuation Factors regarding Operating Profit
 - ❑ Status of Balance Sheet/ Cash Flow
 - Prospect for FY2025
 - ❑ Prospect of Consolidated Financials
 - ❑ Segmented Prospects
 - Financial Strategy and Strengthening Shareholder Returns
 - ❑ Improvement of Capital Efficiency
 - ❑ Strengthening Shareholder Returns

Consolidated Results of Operation

- YoY increase of revenues and profits, mainly due to growth of warehousing and land transport business
- Net profit increased due to gains from sales of cross-shareholdings and elimination of losses from the disposal of fixed assets incurred during the previous fiscal year

| Unit: millions of yen | FY2023 | FY2024 | Year-on-year comparison | |
|---|-----------------|-----------------|-------------------------|----------------------------|
| | | | Amount | Ratio of increase/decrease |
| Operating revenue | 73,417 | 78,620 | 5,202 | +7.1% |
| Operating profit (Operating margin) | 4,271 (5.8%) | 4,668 (5.9%) | 397 — | +9.3% (+0.1P) |
| Ordinary profit | 5,091 | 5,583 | 491 | +9.7% |
| Profit attributable to owners of parent | 3,728 | 4,908 | 1,180 | +31.6% |

Financial Results by Segments

Logistics

| | | |
|-------------------|----------------|-----------------------|
| Operating revenue | YoY comparison | 5,020 million (+7.4%) |
| Operating profit | YoY comparison | 608 million (+18.6%) |

Real estate

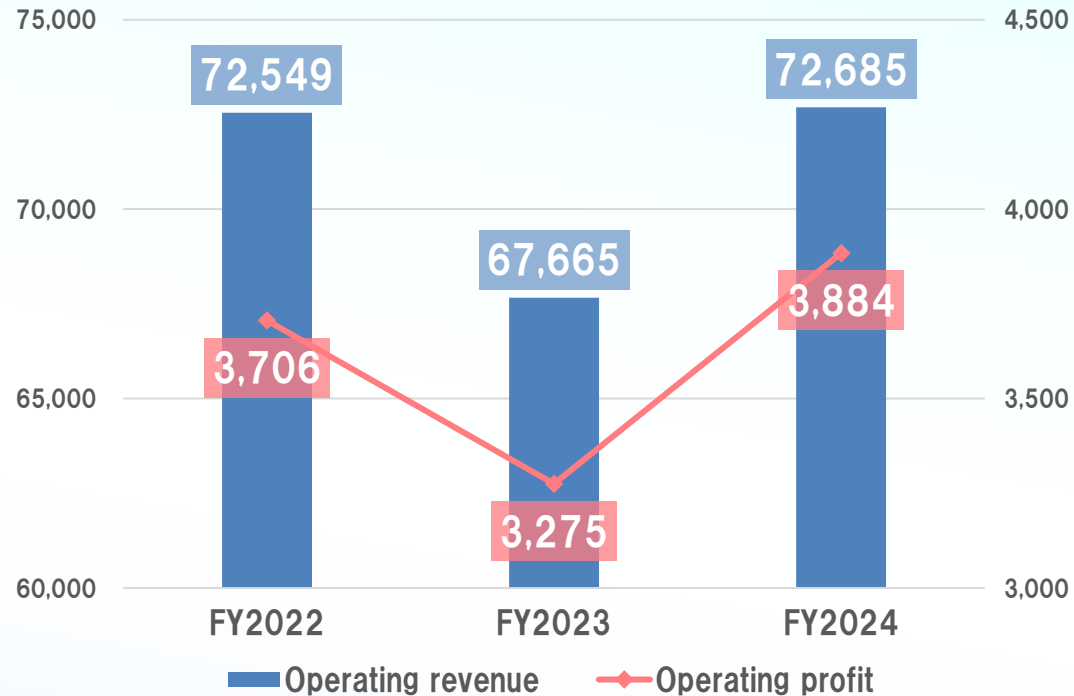
| | | |
|-------------------|----------------|----------------------|
| Operating revenue | YoY comparison | 401 million (+6.7%) |
| Operating profit | YoY comparison | 353 million (+11.8%) |

| Unit: millions of yen | Operating revenue (Consolidated) | | | | Operating profit (Consolidated) | | | |
|-----------------------|----------------------------------|--------|----------------|------------------------------|---------------------------------|--------|----------------|------------------------------|
| | FY2023 | FY2024 | YoY comparison | | FY2023 | FY2024 | YoY comparison | |
| | | | Amount | Ratio of increase / decrease | | | Amount | Ratio of increase / decrease |
| Logistics business | 67,665 | 72,685 | +5,020 | +7.4% | 3,275 | 3,884 | +608 | +18.6% |
| Real estate business | 6,002 | 6,403 | +401 | +6.7% | 2,996 | 3,350 | +353 | +11.8% |
| Adjustments | ▲250 | ▲468 | | — | ▲2,000 | ▲2,566 | | — |
| Total | 73,417 | 78,620 | +5,202 | +7.1% | 4,271 | 4,668 | +397 | +9.3% |

Overview by Segments

Logistics (Revenues・Profit trends)

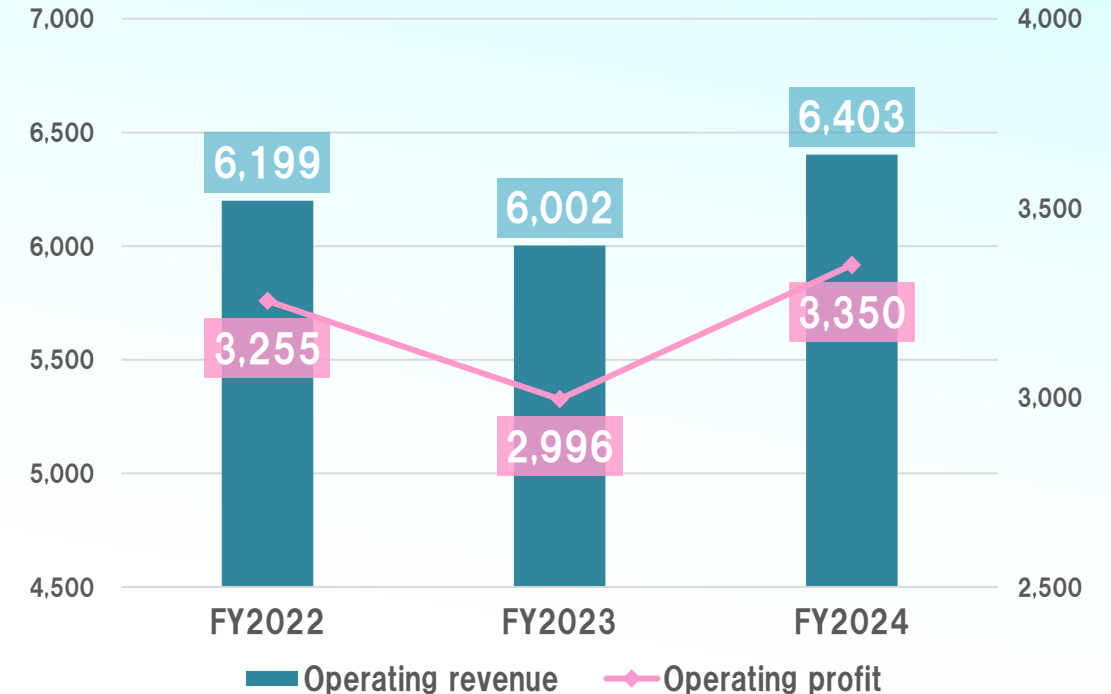
(Unit: millions of yen)



- Volume increased mainly in warehousing and land transportation segments, due to full-year contribution of beverage operations for nationwide delivery as well as in-plant logistics insourcing services, and new acquisition of business related to pharmaceutical equipment.
- Regarding logistics services for beverage and high-mix low volume shipments, we have increased the handling volume by expanding the number of premises, establishing new temperature-controlled and dangerous goods warehouses, and by introducing advanced logistics equipment to improve operational efficiency and profitability.

Real estate (Revenues・Profit trends)

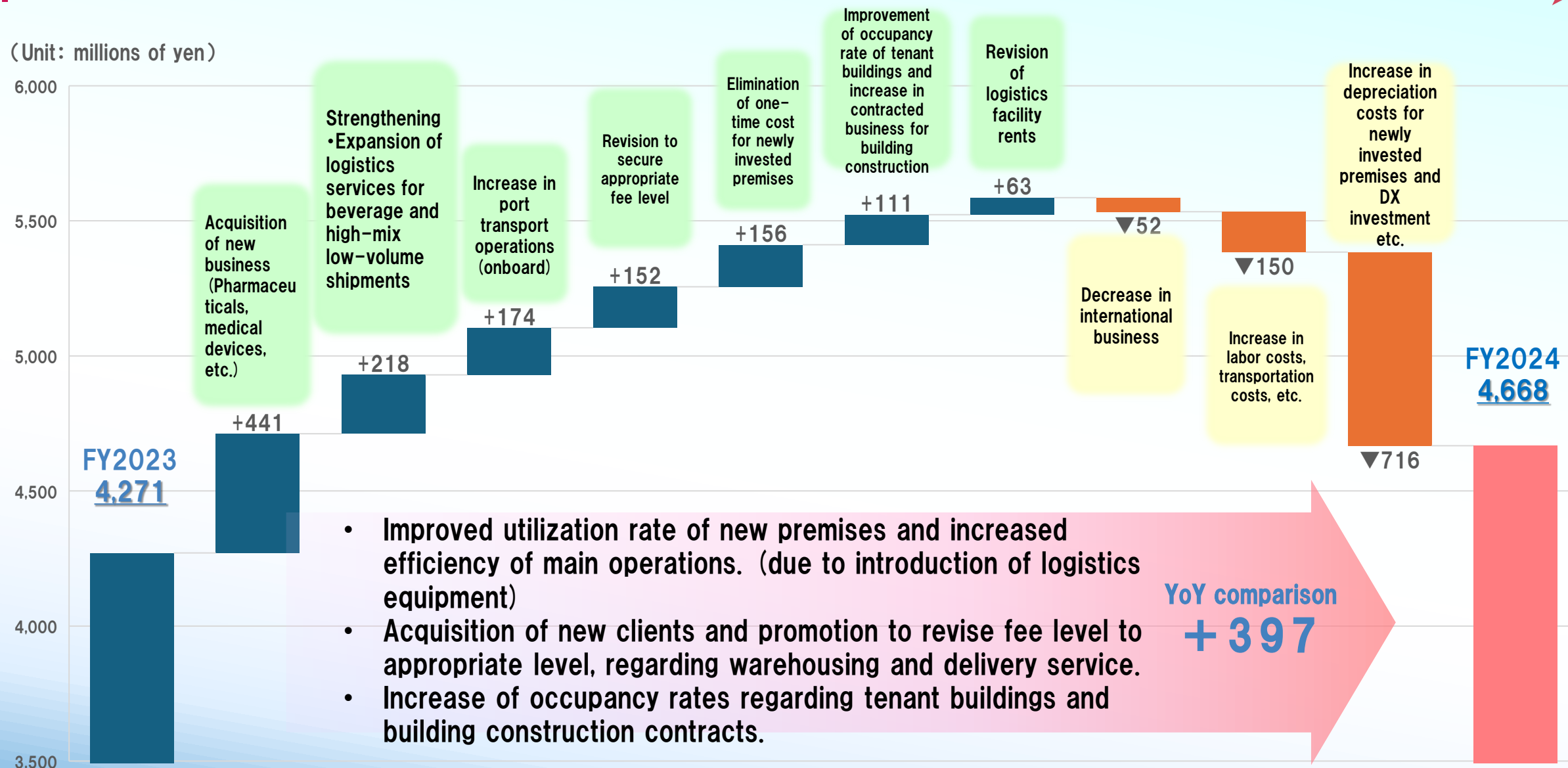
(Unit: millions of yen)



- Rental income from real estates increased due to improved occupancy rates and fees from ancillary business, such as for use of air conditioners.
- Apart from the above, there had been an increase in planned maintenance and improvement at existing facilities and contracted services for construction of buildings.

Breakdown of Fluctuation Factors regarding Operating Profit

(Unit: millions of yen)



Status of Balance Sheet

- Controlling increase of shareholders' equity: Net income 4.9 billion yen, Dividends 1.7billion yen, Acquisition of treasury stock 2.3 billion yen
- Retention of financial soundness: Equity ratio 54.8%, Net DER (Net Debt-to-Equity Ratio) 0.28, NetDebt/EBITDA (interest-bearing debt ratio) 2.12

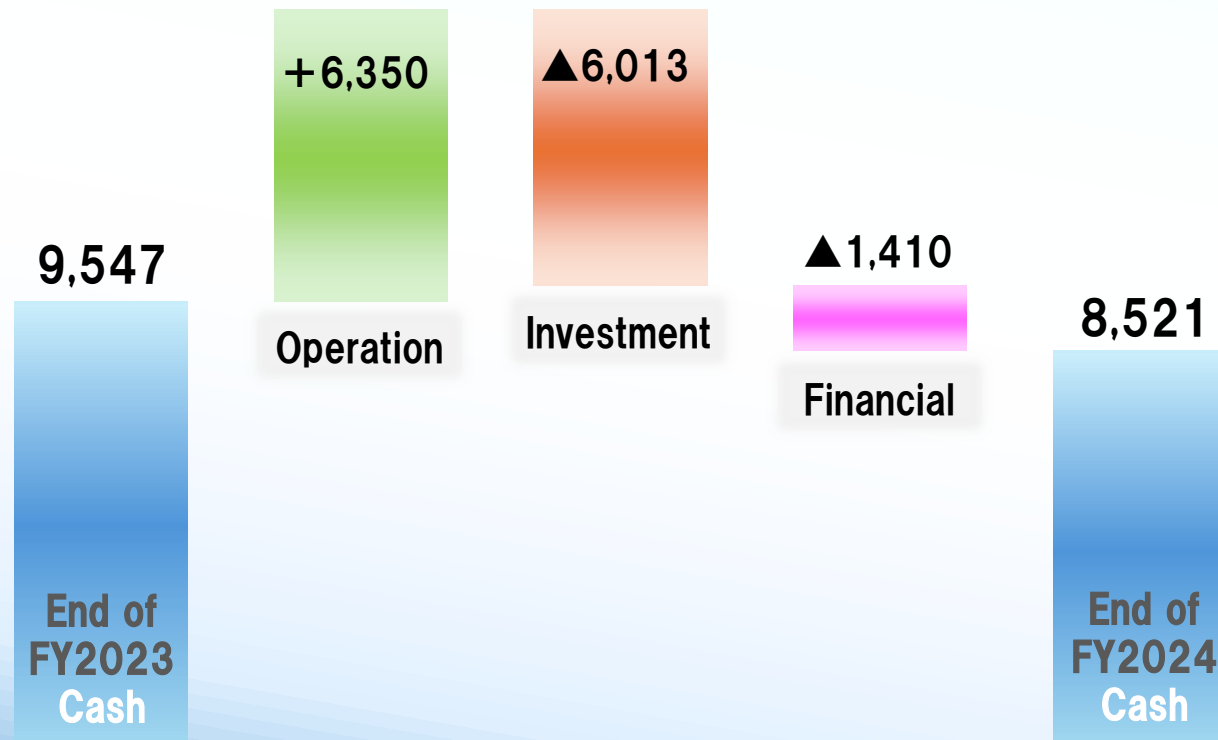
| Consolidated total (Unit: 100millions of yen) | FY2023 | FY2024 | In comparison to previous period | remarks |
|--|--------|--------|-------------------------------------|--|
| Total assets | 1,127 | 1,174 | + 46 | |
| current assets | 284 | 288 | + 4 | Trade receivables +5, Cash and cash equivalents▲6 |
| fixed assets | 570 | 586 | + 16 | Buildings and structures +36, Mechanical equipment +7, Software+5, Depreciation▲26 |
| Investment and other | 272 | 298 | + 25 | Increase in market value difference +28, Real estate fund+11 Sales of cross-shareholdings ▲17 |
| Total debt | 501 | 521 | + 19 | |
| Interest-bearing debt (including lease liabilities) | 274 | 303 | + 29 | Sustainer bond +50, Long term loan +9, Loan repayment ▲31 |
| other | 227 | 218 | ▲ 9 | Equipment bills payable ▲11 |
| net worth | 626 | 653 | + 27 | |
| stockholders' equity | 533 | 542 | + 8 | Net income +49, Dividend ▲17, Treasury stock acquisition ▲23 |
| other | 93 | 111 | + 18 | Unrealized gains on securities +8, Currency translation adjustment +5, Adjustment for retirement benefits +4 |

Status of Cash Flow

- Operating cash flow increased by JPY 6.3 billion, mainly due to net profit for the period, depreciation and amortization.
- Investment cash flow decreased by JPY 6.0 billion, due to acquisition of logistics facilities and sales of cross-shareholdings.
- Financing cash flow decreased by JPY 1.4 billion, mainly due to contractual repayment of long-term debt, acquisition of treasury stocks, and shareholder returns.

Cash flow

(Unit: millions of yen)



《 Outline of cash flow by categories 》

- **Operation CF** **+ 6.3 billion**
 - Net profit before tax + 7.0 billion
 - Depreciation and amortization + 2.8 billion
- **Investment CF** **▲ 6.0 billion**
 - Acquisition of tangible fixed assets ▲ 6.1 billion
 - Real estate equity investment ▲ 1.1 billion
 - System development investment ▲ 0.3 billion
 - Sales of investment securities + 1.6 billion
- **Financial CF** **▲ 1.4 billion**
 - Acquisition of treasury shares ▲ 2.3 billion
 - Dividends paid out ▲ 1.7 billion
 - Increase in interest-bearing debt + 2.6 billion
- **Change in cash and cash equivalents** **▲ 1.0 billion**

INDEX

- 
- Summary of Financial Results for FY2024
 - ❑ Consolidated Results of Operation
 - ❑ Financial Results by Segments – Overview
 - ❑ Breakdown of Fluctuation Factors regarding Operating Profit
 - ❑ Status of Balance Sheet/ Cash Flow
 - Prospect for FY2025
 - ❑ Prospect of Consolidated Financials
 - ❑ Segmented Prospects
 - Financial Strategy and Strengthening Shareholder Returns
 - ❑ Improvement of Capital Efficiency
 - ❑ Strengthening Shareholder Returns

Prospect of Consolidated Financials

- Full-year contribution from new businesses in the logistics segment, and commencement of operation of new premises, such as Honmoku Warehouse.
- Improved profitability through increased operational efficiency.
- Gain on sales of investment securities due to reduction of cross-shareholdings.

| Unit:millions of yen | FY2024 | FY2025 | YoY comparison | |
|---|-----------------|-----------------|----------------|-----------------------------|
| | | | Amount | Ratio of increase /decrease |
| Operating revenue | 78,620 | 79,000 | +379 | +0.5% |
| Operating profit (Operating margin) | 4,668 (5.9%) | 4,200 (5.3%) | ▲468 — | ▲10.0% (▲0.6P) |
| Ordinary profit | 5,583 | 5,100 | ▲483 | ▲8.7% |
| Profit attributable to owners of parent | 4,908 | 5,200 | +291 | +5.9% |

Segmented Prospects <Net Sales and Operating Income>

Logistics

Operating revenue comparison +514 million(+0.7%)

Operating profit comparison -134 million(-3.5%)

Real estate

Operating revenue YOY comparison -153 million(-2.4%)

Operating profit YOY comparison -350 million(-10.5%)

| Unit: millions of yen | Operating revenue(Consolidated) | | | | Operating profit(Consolidated) | | | |
|-----------------------|-----------------------------------|--------|----------------|-----------------------------|----------------------------------|--------|----------------|-----------------------------|
| | FY2024 | FY2025 | YOY comparison | | FY2024 | FY2025 | YOY comparison | |
| | | | Amount | Ratio of increase /decrease | | | Amount | Ratio of increase /decrease |
| Logistics business | 72,685 | 73,200 | +514 | +0.7% | 3,884 | 3,750 | ▲134 | ▲3.5% |
| Real estate business | 6,403 | 6,250 | ▲153 | ▲2.4% | 3,350 | 3,000 | ▲350 | ▲10.5% |
| Adjustments | ▲468 | ▲450 | +18 | — | ▲2,566 | ▲2,550 | +16 | — |
| Total | 78,620 | 79,000 | +379 | +0.5% | 4,668 | 4,200 | ▲468 | ▲10.0% |

INDEX

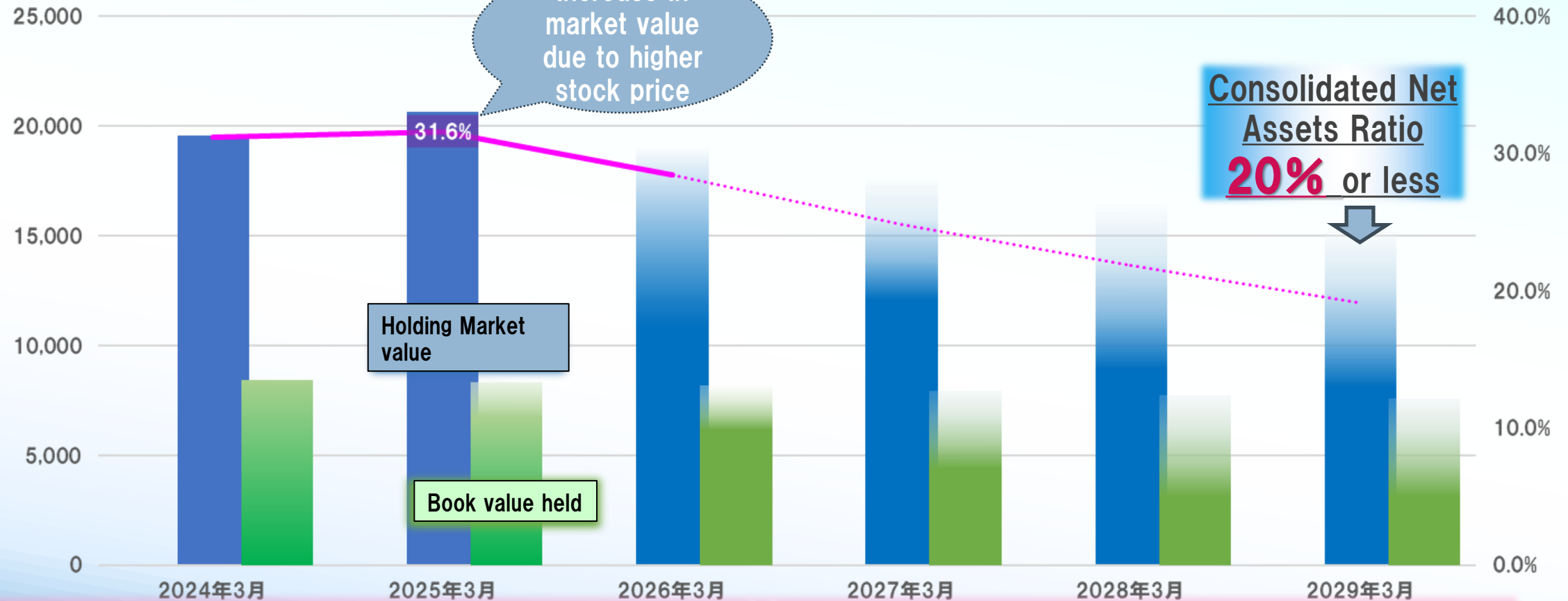
- 
- Summary of Financial Results for FY2024
 - ❑ Consolidated Results of Operation
 - ❑ Financial Results by Segments – Overview
 - ❑ Breakdown of Fluctuation Factors regarding Operating Profit
 - ❑ Status of Balance Sheet/ Cash Flow
 - Prospect for FY2025
 - ❑ Prospect of Consolidated Financials
 - ❑ Segmented Prospects
 - **Financial Strategy and Strengthening Shareholder Returns**
 - ❑ **Improvement of Capital Efficiency**
 - ❑ **Strengthening Shareholder Returns**

Improvement of Capital Efficiency

《Status of Reduction regarding Cross-Shareholdings》

Policy : To reduce cross-shareholdings to less than 20% of consolidated net assets within 5 years from March 2024

(Unit: millions of yen)



Sales of shares 1,654 million 1,800 million (planned)

Accelerating and moving forward with the plan

Strengthening Shareholder Returns <Change in Dividend Policy>

Trend of Annual Dividend Amount (Total) and Dividend Policy

(Unit: millions of yen)

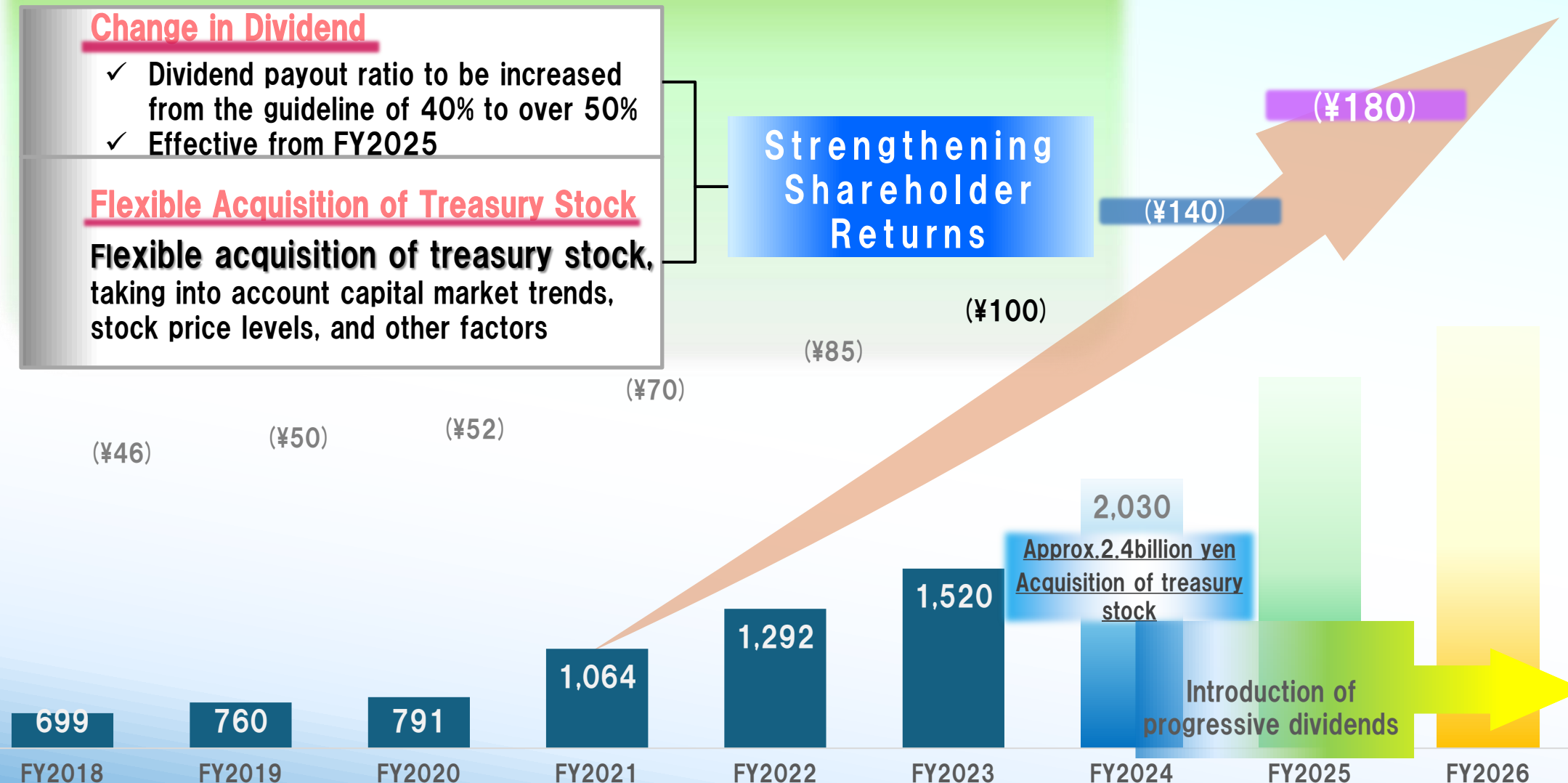
Change in Dividend

- ✓ Dividend payout ratio to be increased from the guideline of 40% to over 50%
- ✓ Effective from FY2025

Flexible Acquisition of Treasury Stock

Flexible acquisition of treasury stock, taking into account capital market trends, stock price levels, and other factors

Strengthening Shareholder Returns



() is annual dividend per share ※ Planned values from FY2025 onwards