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February 5, 2026

To whom it may concern:

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Notice Concerning the Start of Operation of AZ-COM Matsubushi EAST

As announced in the "Notice of Construction of a New Food Logistics Center and Conclusion of an Agreement for a Syndicated Term Loan with a Commitment Period" disclosed on April 21, 2023, regarding the construction of a new food logistics center in Matsubushi-machi, Kitakatsushika-gun, Saitama, the Company hereby informs you that Maruwa Unyu Kikan Co., Ltd., a group company, has commenced the operation of AZ-COM Matsubushi EAST (hereinafter "AZ Matsubushi"), a new core logistics center in the Greater Tokyo Area that supports the medium- to long-term business growth of its major shippers from a logistics perspective, as part of "improving the top line by expanding the revenue base" in the Medium-term Management Plan, as detailed below. (The Company leases this facility to Maruwa Unyu Kikan Co., Ltd.)

The investment in AZ Matsubushi is not merely for relocating a base or increasing processing capacity. Rather, leveraging its convenient proximity to the Higashi-Saitama Road, which opened in June 2025, it aims to support shippers' growth from a logistics standpoint by simultaneously realizing stable supply, safety and quality management, and productivity improvement in food logistics, and to establish an advanced logistics model capable of responding to changes in the social and business environment. In response to the needs of major shippers, such as strengthening the fresh food and delicatessen fields, enhancing the sophistication of store operations, and ensuring thorough quality and safety, which are the source of brand value, AZ Matsubushi will support stable and sustainable business growth from a logistics perspective through the consolidation, standardization, and efficiency of logistics, multi-temperature and high-turnover logistics, high-level temperature and hygiene management, and the standardization of work processes.

Accordingly, the center includes a safety and quality development and training facility and is fully equipped with a seismic isolation structure, an in-tank (fuel) system, emergency power supplies, and other facilities to keep logistics running even in the event of an earthquake directly beneath the Tokyo metropolitan area.

Through this investment, the Group will develop a logistics infrastructure consistent with the management strategies and ESG/sustainability initiatives of its major shippers, and strive to strengthen competitiveness in the food logistics field and achieve stable and continuous improvement of corporate value.

1. Overview of the Facility
   (1) Location: 1-1 Tajima Minami, Matsubushi-machi, Kitakatsushika-gun, Saitama
   (2) Total floor area: 84,460 m^2 (25,593 tsubo)
   (3) Warehouse area: 48,991 m^2 (14,846 tsubo)
   (4) Usage: Multi-shipper center supporting three temperature zones (5 stories: 1F Refrigerated, 2F Refrigerated/Frozen, 3–5F Ordinary-temperature)
   (5) Total investment: 25 billion yen
   (6) Major facilities: PCaPC (Precast Prestressed Concrete) structure, seismic isolation structure, in-tank (fuel) (300 kL), emergency power generator (1,400 kVA), truck wash, facial recognition security, etc.

2. Schedule
   Start of operation: February 2026 (Please refer to the third and subsequent pages for details.)

3. Impact on Financial Results
   The impact of this matter on the financial results has been incorporated into the consolidated financial results forecast for the fiscal year ending March 31, 2026, which was announced on May 12, 2025.

AZ-COM Matsubushi EAST (Matsubushi-machi, Kitakatsushika-gun, Saitama)

Major Shippers

Mami-mart Corporation.

Management Issues

- Strengthening product capabilities centered on fresh foods and prepared foods
- Enhancing the sophistication of store operations
- Growth through sustainable new store openings and renovations

Duskin Co., Ltd. (Mister Donut Business)

Management Issues

- Ensuring rigorous quality and safety
- Enhancing customer experience
- Building a sustainable business foundation

Restructuring food logistics and **establishing a highly profitable 3PL model base** to support **business expansion and accelerated growth**

Exterior: Floor Layout (Planned)



5F	Ordinary-temperature	Food retailer/Manufacturer BCP-compliant warehouse
4F	Ordinary-temperature	Food retailer/ Manufacturer
3F	Ordinary-temperature	Food retailer/ Manufacturer
2F	Refrigerated/ Frozen	Food retailer/ Manufacturer/ Nursing care food
1F	Refrigerated	Food retailer (Produce processing, etc.)

Features

1. Core base in the Greater Tokyo Area
2. Construction of a food logistics model
3. Alignment with shippers' management strategies and ESG

Sales Target

FY2027/3	FY2028/3	FY2029/3
7.5 billion yen	9.0 billion yen	**11.0 billion yen**

Operation Schedule

Completion
Pre-operation preparation

Start of operation
Feb.–Mar. 2026

Mister Donut → Mami-mart → Expansion of refrigerated/ frozen facilities

Dec. 2026
Full-scale operation

- **Scheduled to operate at approx. 80% occupancy including the two major shippers and multiple other shippers currently in preparation.**
- **Proceeding to attract highly compatible shippers, aiming for 100% occupancy rate by December 2026.**

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