CRE

CORPORATE PROFILE

CRE, Inc.

https://www.cre-jpn.com/en/

Published in August 2026

Business Vision

A leading logistics real estate company in Japan, Asia, and the world

Unafraid of change, surpassing convention, and shaping a future yet unseen.

We give shape to ideas that have yet to be put into words, faster than anyone else.
Always looking one step ahead, we work together to create a future
that exceeds expectations.

However, for us, there is no such thing as “completion.”

The future is already alive within the present moment.
Our insatiable curiosity keeps us moving,and even when we find one answer,
we continue reaching beyond it.

We aim to become a pioneering
and innovative leader in logistics real estate.

Creating a Connected Future

We value our relationships with everyone involved with our company. By expanding our network and sharing our knowledge and expertise, we aim to create a future of real value for all our stakeholders and society as a whole. With this aspiration, we have adopted the corporate slogan Creating a Connected Future.
We aim to be a trusted partner that creates a valuable future for all, standing alongside our stakeholders as a company they can count on.

By providing a broad range of services across logistics real estate — including development, master lease, property management, leasing, and asset management — we have sought to optimize and streamline logistics, which are essential to corporate management, and to enhance the asset value of real estate owners. Thanks to the strong recognition of our experience and track record, we are receiving an increasing number of management contracts for commercial real estate, including logistics real estate, each year.
To further deepen and expand this business domain, we have set the business vision of becoming a leading logistics real estate company in Japan, Asia, and the world. Guided by this vision, we will continue to take on new challenges and grow, aiming to be an advanced and innovative logistics real estate company that clients turn to first.

We respectfully ask for your continued support and patronage.

Shuhei Yamashita
Representative Director,
Chairman & CEO

Tadahide Kameyama
Representative Director,
President & COO

CRE's Strengths

1 Specialized Expertise in Logistics Real Estate

Logistics supports the foundation of an ever-changing society and is often referred to as the “blood of the economy.” CRE is engaged in the logistics real estate (warehouse) business, which forms a core part of the logistics sector, and handles a wide range of logistics real estate — from small- and medium-sized warehouses of around 100 tsubo (approx. 330㎡) to large-scale logistics facilities spanning tens of thousands of tsubo (over 33,000㎡).
The source of our knowledge and expertise in logistics real estate lies in the Real Estate Management business launched by our predecessor company in 1964. Even before large-scale logistics facilities became widespread, we built relationships of trust with many property owners, as well as shippers and logistics companies that use their facilities, through our Real Estate Management business centered on small- and medium-sized warehouses. These relationships form the foundation of our Company today.
Today, we have expanded our business scope to include logistics facilities development and real estate fund management, and as logistics real estate professionals, one of our strengths is our ability to address customer consultations from a wide range of perspectives.
We have not only leveraged the expertise we have cultivated domestically, but in recent years have also been engaged in logistics facilities development in Southeast Asia. We will continue to steadily provide a wide range of solutions related to logistics real estate.

2 Providing Value Beyond Logistics Real Estate

Together with its Group companies and business partners, CRE aims to maintain and advance logistics functions as sustainable and resilient social infrastructure. CRE has been committed to enhancing the convenience and added value of logistics real estate by going beyond the provision of logistics real estate as mere “storage locations” and concurrently offering solutions in surrounding areas, including warehouse automation, the digital transformation of operations, recruitment and retention of human resources, as well as distribution infrastructure and renewable energy.
Underlying this approach is our strong commitment to sincerely addressing key challenges facing the logistics industry in recent years — including labor shortages, environmental initiatives, and the need to respond to technological advances — while recognizing our mission as an entity serving the public good, rather than pursuing our own interests alone, and our determination to contribute to the development of society on an ongoing basis.
Going forward, we will continue to work alongside shippers and logistics companies to address their challenges, both large and small, as a one-stop solution partner, supporting them from the visualization of issues through to the provision of optimal solutions.

We are engaged in a wide range of businesses encompassing the development and management of logistics real estate, and the management of logistics real estate funds.

Logistics Investment Business

Logistics facility development

Our in-house developed facility LogiSquare
→ see pp. 6-7

Development track record
37 properties
* Includes joint development

Sale of development properties

Asset Management Business

Formation and management of real estate funds across three areas: J-REITs, private funds, and private REITs

Assets under management(AUM)
Approx. **¥440.0** bn

Operated by two subsidiaries
CRE REIT Advisers, Inc.
Strategic Partners

Embedding warehouse management know-how

Outsourced property management for real estate fund assets

Real Estate Management Business

Master Lease	We lease small and midsize warehouses in bulk, contributing to the enhancement of the asset value of property owners’ valuable real estate
Property Management	We maximize asset value through appropriate proposals for the operation and management of large logistics facilities
Leasing	From small and midsized warehouses to large logistics facilities, we attract tenants to properties that meet their needs

Master lease & Property management track record
Approx. **1,500** properties

Based on the know-how we have cultivated in Japan, we develop and operate logistics facilities in Southeast Asia in collaboration with domestic and international partner companies.

Overseas Business

Engaged in logistics facility development projects in Southeast Asia

Development and acquisition track record

Vietnam	**12** buildings
Indonesia	**6** buildings

Development Examples
→ see p. 12

(As of January 31, 2026)

Logistics facilities that deliver superior usability— from day one and for years to come.

With over 60 years of experience in the Real Estate Management business, we plan and design logistics facilities (warehouses) that accurately capture the needs and trends of the times while valuing the voices of our tenants. We are thoroughly committed to quality, even aspects invisible to the eye, and develop facilities that are not only for the present, but also for the future.

LogiSquare
Good Idea, Your Square

Since 2013, CRE has developed and expanded the "LogiSquare" brand of logistics facilities. Unconstrained by conventional thinking about logistics facilities, and driven by creativity and ingenuity, we remain committed to creating truly valuable logistics facilities and will continue to develop facilities that are needed by all customers and by society.

Logistics facilities that continue to create value even amid change and earn genuine trust

Balancing functionality and versatility

We have an in-house construction management team comprising first-class registered architects. With numerous ideas backed by many years of experience, we design facilities that are not only functional for efficient operations but also versatile enough to accommodate future equipment installations and layout changes.

Carefully selected prime locations

Leveraging our proprietary sourcing (land purchase) capabilities developed through our specialization in logistics facilities development, we select areas expected to see strong demand as development sites. Furthermore, we will continue to develop facilities with consideration for commuting convenience.

Pursuing sustainability

We develop facilities with sustainability in mind, including reducing environmental impact, promoting energy conservation, and reducing lifecycle CO_2 emissions. As part of this effort, we actively pursue external certifications such as CASBEE and BELS, and endeavor to contribute to the realization of a sustainable society.

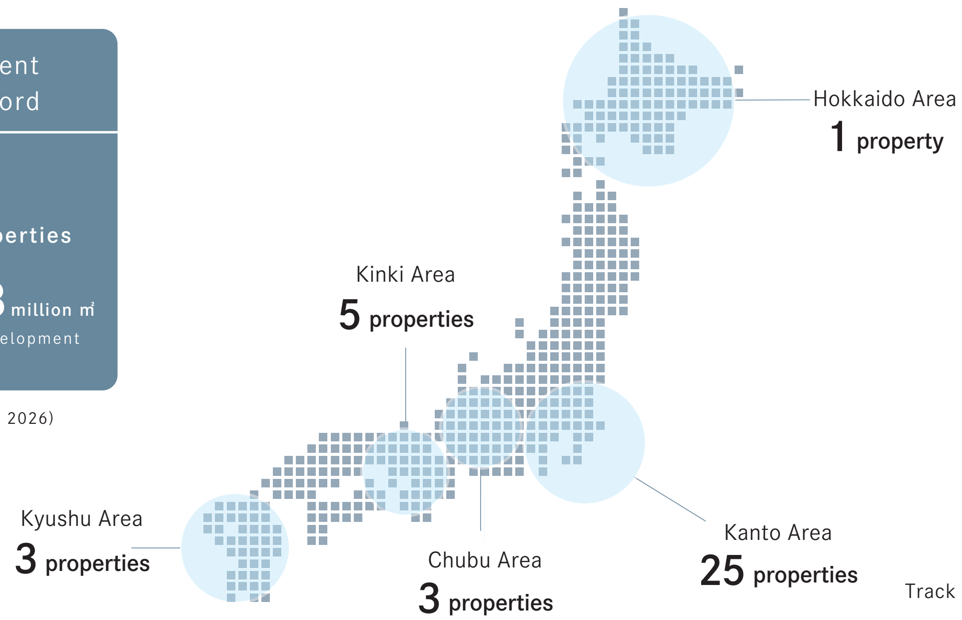
Development Track Record

37 properties

Total floor area: Approx. **1.38** million ㎡

*Includes joint development

(As of January 31, 2026)



Track Record

Development Examples

LogiSquare Kyotanabe A


Truck Berth

Kyotanabe City, Kyoto Prefecture / Completed in February 2025 (Total floor area: approx. 156,000㎡)

By adopting a quadruple ramp system and providing truck berths on both sides of each floor, the facility achieves efficient warehouse operations. On the environmental side, the building has obtained CASBEE-Building (New Construction) S Rank certification, a BELS rating of six stars, and ZEB certification.*

LogiSquare Fujimino B *On the right in the photo


Cafeteria

Fujimino City, Saitama Prefecture / Completed in October 2024 (Total floor area: approx. 226,000㎡ *Total including Building A on the left in the photo)

To help improve the working environment, a welcoming cafeteria has been installed to provide a bright, relaxing space.On the environmental side, the building has obtained CASBEE-Building (New Construction) A Rank certification and BELS rating of four stars.*

*Japanese environmental and energy efficiency rating systems.

LogiSquare Atsugi Minami

Atsugi City, Kanagawa Prefecture / Completed in January 2026 (Total floor area: approx. 14,000㎡)

LogiSquare Nagoya-Minato

Nagoya City, Aichi Prefecture / Completed in December 2025 (Total floor area: approx. 49,000㎡)

LogiSquare Soka II

Soka City, Saitama Prefecture / Completed in October 2024 (Total floor area: approx. 16,000㎡)

LogiSquare Brand Site

Real Estate Management Business

Master Lease

Management of small- and medium-sized warehouses

We lease business-use real estate under master lease arrangements and enhance the asset value of land and buildings.

We lease business-use real estate, such as logistics facilities (warehouses), in bulk from property owners and provide services including vacancy guarantees and operations.
With our extensive track record and comprehensive support structure, we are fully committed to ensuring the stable operation of real estate and enhancing asset value.

Maximize, protect, grow, and pass on assets

We also make proposals for asset utilization.

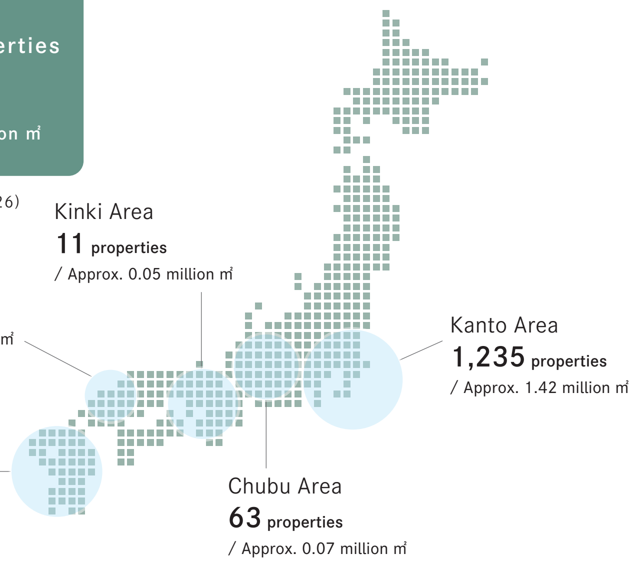
In response to a wide range of needs, such as the effective use of idle land and support for business succession and tax planning, we clarify the objectives of land utilization. We thoroughly evaluate and analyze regional characteristics, future prospects, and project duration, and propose asset utilization plans that not only protect the valuable assets of real estate owners but also generate stable, long-term income.

Management track record

1,316 properties

Approx. **1.58** million ㎡

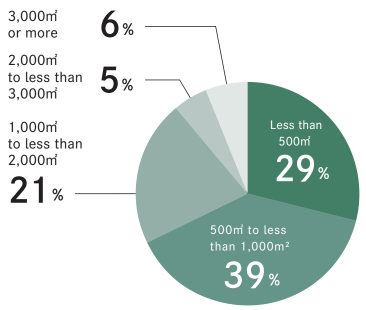
(As of January 31, 2026)



Occupancy rate

96.4%

Data by floor area



*The figures are rounded to the first decimal place. As a result, the total may not add up to 100%.

Property Management

Management of large-scale logistics facilities

We identify the characteristics of each property and support the management of entrusted real estate.

We provide property management specialized in logistics facilities (warehouses).
We offer proposals to property owners for operations and management tailored to the characteristics of their properties, contributing to the maximization of asset value.

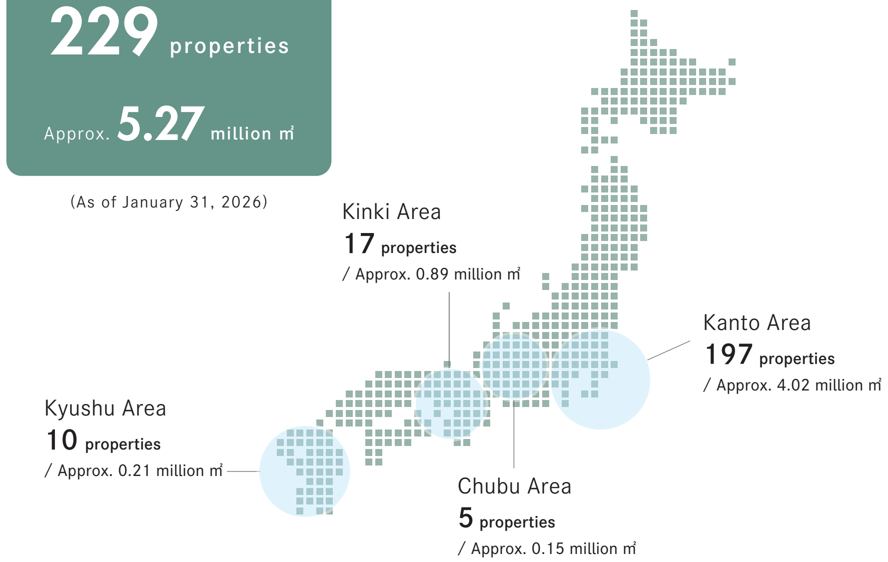
Operation	Management
● Establishment of management and operations systems ● Formulation of management budgets and repair plans ● Selection of outsourced contractors, such as building maintenance companies ● Formulation of leasing policy ● Support for the sale of real estate, etc.	● Tenant relations ● Overseeing maintenance and inspection operations ● Construction-related work ● Management of rent and other cash flows ● Budget vs. actual management and reporting, etc.

Management track record

229 properties

Approx. **5.27** million ㎡

(As of January 31, 2026)



Ranking of logistics facility focused PM companies by floor space under management

3rd

*Source: Gekkan Property Management (November 2025 issue)

Examples of properties under management

LogiSquare Fujimino A (Saitama Prefecture)

LogiSquare Osaka Katano (Osaka Prefecture)

Leasing

Attracting tenants to small- and medium-sized warehouses and large logistics facilities

With a wealth of property information and flexible proposal capabilities, we support tenants in their location strategies.

Based on one of the industry's leading information networks, we offer properties from an extensive lineup. We provide support tailored to tenant needs, such as business expansion and the consolidation or reorganization of locations.

CRE's leasing*

Our experienced professionals provide information tailored to your needs and assist with your property search.

Based on the knowledge and expertise cultivated over more than 60 years, CRE has built a foundation that enables it to provide one-stop logistics real estate services. CRE's leasing services go beyond simply introducing properties and propose optimal utilization plans in line with customers' logistics strategies. Furthermore, by working in collaboration with our Group companies, we also propose solutions tailored to customers' logistics challenges.

*Tenant recruitment for properties and support for contract execution, etc.

Proposed Property Lineup

Our in-house developed facility LogiSquare

Logistics Investment Business | Real Estate Management Business

Example:LogiSquare Ichinomiya (Aichi Prefecture)

Large logistics facilities developed with both functionality and versatility

Proposal for BTS facilities (Build-to-Suit)

Logistics Investment Business

Example:LogiSquare Kakegawa (Shizuoka Prefecture)

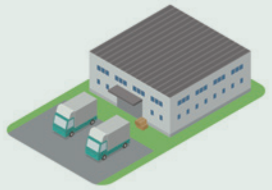
Customized logistics facilities developed in line with customer requirements

Properties under master lease management

Real Estate Management Business

Also attracting tenants to small- and medium-sized warehouses

Other companies' properties



We also provide brokerage services for other companies' properties

Warehouse rental search site

CRE倉庫検索

- Property information for rental warehouses and factories, from less than approx. 330㎡ (100 tsubo) to approx. 33,000㎡ (10,000 tsubo) or larger
- Information on logistics seminars featuring logistics professionals
- Market report based on original research into the supply and demand of warehouses and logistics facilities

Asset Management Business

We propose investment opportunities in real estate funds (J-REITs, private funds, etc.) and support real estate finance and securitization.

We handle the entire process from fund planning and structuring to property acquisition, operation, management, and sale.

Two principal subsidiaries cover public offerings and private placements, respectively, and are entrusted with the management of a wide range of funds

CRE REIT Advisers, Inc.	Strategic Partners
J-REIT	Private Fund / Private REIT

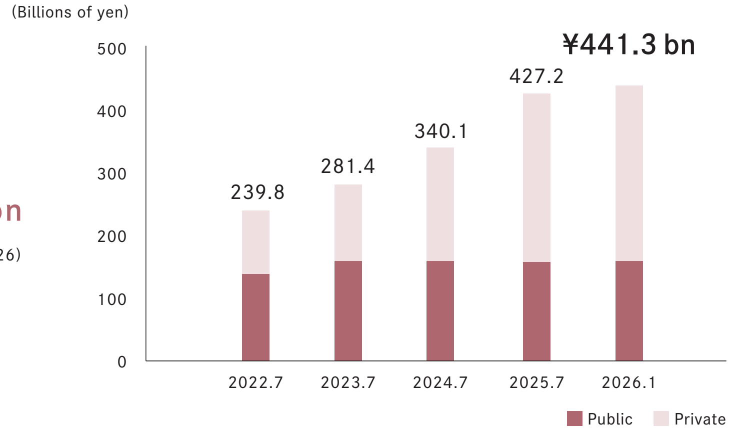
Aiming to maximize unitholder value, CRE Logistics REIT, Inc. was listed on the Tokyo Stock Exchange Real Estate Investment Trust Market in 2018. As the only real estate investment corporation specializing in logistics facilities sponsored by a Japanese real estate company focused on logistics facilities, we pursue steady asset management.

We establish and manage private funds tailored to the characteristics of investment properties and the investment approaches of domestic and international investors. Our asset types span a wide range, including logistics facilities, self-storage, and offices, and we work in collaboration with experts across various fields to maximize value for investors. In 2024, we began managing CRE Industrial Asset REIT, Inc., a private REIT specializing in small- and medium-sized warehouses, an area in which the CRE Group can fully leverage its strengths.

Assets under management (AUM)

Approx. ¥440.0 bn

(As of January 31, 2026)



Overseas Business

We operate our business in Southeast Asia, primarily in Vietnam and Indonesia.

Based on the know-how we have cultivated in Japan, we develop and operate logistics facilities in Southeast Asia, a region experiencing rapid economic growth, in collaboration with domestic and international partner companies.

Development and acquisition track record (NLA)

Vietnam 12 buildings (Approx. 160,000㎡)

Indonesia 6 buildings (Approx. 230,000㎡)

(As of January 31, 2026)

Track Record

Development Examples

VIETNAM


Sembcorp Logistics Park (Thuy Nguyen)
(NLA : Approx. 20,000㎡)


Sembcorp Logistics Park (Nghe An)
(NLA : Approx. 39,000㎡)

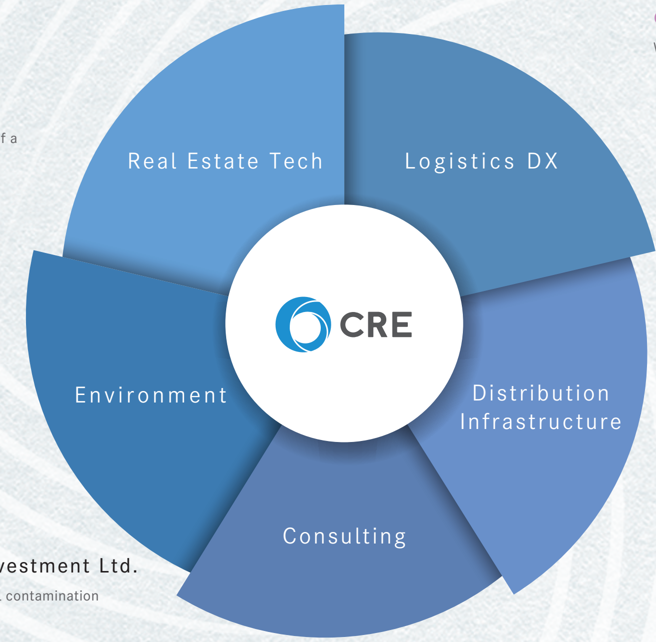
INDONESIA


Cella Cakra Logistik Warehouse
(NLA : Approx. 101,000㎡)


Cella Emerald Logistik Warehouse
(NLA : Approx. 66,000㎡)

Becoming a partner that provides optimal solutions

We offer solutions not only in logistics real estate but also across related surrounding areas.



- CCReB Advisors Inc. — Support for corporate real estate (CRE) strategy and utilization of real estate technology
- HAPILOGI, INC. — Automation and operational efficiency of e-commerce logistics
- APT Corporation — Warehouse automation and operational efficiency
- estie, inc. — Development and operation of a real estate database
- Ascend Inc. — Promoting logistics DX
- EnBio Holdings, Inc. — Provision of one-stop services necessary for soil contamination countermeasures / Development of the renewable energy business
- CBcloud Co., Ltd. — Providing a delivery platform
- Land Revitalization Investment Ltd. — Rehabilitation of land with inherent soil contamination
- A-TRUCK Co., Ltd. — Logistics vehicle rental and leasing
- Logi HR Co., Ltd. — Resolution of human resource issues specific to the logistics industry
- STRASOL Architects, Inc. — Support for developing business and IT consulting solutions

● = Subsidiaries
● = Affiliates
● = Capital and business alliances partners / Business alliances partners / Collaborative partners

By collaborating with Sumitomo Mitsui Finance and Leasing Company,Limited and SMFL MIRAI Partners Company, Limited, CRE is expanding its solution offerings.

Sumitomo Mitsui Finance and Leasing Company, Limited
SMFL Sumitomo Mitsui Finance and Leasing

↓ 100% owned

SMFL MIRAI Partners Company, Limited
SMFL SMFL MIRAI Partners

↓ 50.1% owned

CRE

Business Areas

- Wholesale Business
- Global Business
- Global Environment Business
- Real Estate Business
- Investment & Finance Business

*CRE became a member of the SMFL Group in March 2025.

Sustainability

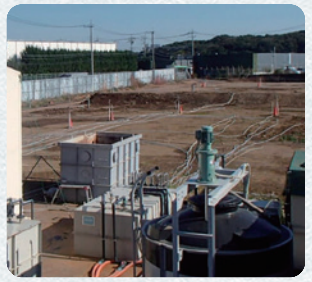
As one of the companies that make up society, CRE will contribute to the realization of a sustainable society.

The CRE Group recognizes the environment, society, and corporate governance as important management priorities, and by earnestly addressing social issues related to logistics real estate through its business activities, it will continue to fulfill its corporate social responsibility.

Materiality (Key Issues)

- Realize sustainable environment
- Achieve development and growth along with local communities
- Create organization where diverse human resources can thrive
- Take corporate governance to higher level and secure trust of society

Examples of Initiatives



On development land for logistics facilities, we leverage the strengths of the EnBio Group, led by Group company EnBio Holdings, Inc., to implement countermeasures related to soil contamination and reduce environmental impact.

Taking advantage of the expansive and flat roof structures characteristic of logistics facilities compared with other types of real estate, solar power generation systems have been installed on the roofs of many LogiSquare facilities by the EnBio Group.
We will continue to contribute to the creation of green power.

In developing LogiSquare, we plan to proactively incorporate landscape design* into outdoor spaces ("LogiGarden") to improve the working environment for employees and contribute to the local community.
As a specific example of the LogiGarden concept, the LogiSquare Fujimino Project includes the development of walking paths and plazas on the site, as well as the installation of furniture such as benches. By serving as a community communication space, it will contribute to revitalizing the local area.

*Design that harmonizes nature and architecture.

As part of our support for people with disabilities, we hold sales events featuring sweets made by Chocolabo, which operates a chocolate workshop. We also engage in welfare activities through food drive initiatives.

In order to create an organization where diverse talent can thrive, we promote diversity, work style reform, and self-realization, and are committed to human resource development and training with an emphasis on these priorities.
Examples: flextime and reduced working hours systems, maternity and childcare leave support systems, and various training and career support programs.

Company Profile

Trade Name	CRE, Inc.
Established	December 22, 2009
Business	Logistics facility leasing, management, development, brokerage and investment advice
Headquarters	Toranomon Twin Bldg., East Tower 19F, 10-1, Toranomon 2-chome, Minato-ku, Tokyo 105-0001
Locations	Nishitokyo Office, Kanagawa Office, Osaka Office, Fukuoka Office CRE Asia Pte. Ltd.(Singapore)
Shareholders	SMFL MIRAI Partners Company, Limited* (50.1%) and another company *A wholly owned strategic subsidiary of Sumitomo Mitsui Finance and Leasing Company, Limited
Paid-in Capital	5,391 million yen (As of January 31, 2026)
Consolidated Net Sales	26,496 million yen (FY2026 performance) *Results for the six-month period due to a change in the fiscal year
Consolidated Number of Employees	366 (As of January 31, 2026)
Corporate Credit Rating	AA– (JCR/As of July 22, 2026)

Organization Chart

- General Meeting of Shareholders
  - Audit & Supervisory Board Members
- Board of Directors
- Representative Director, Chairman & CEO
- Representative Director, President & COO
  - Internal Audit Office
  - Sales HQ
    - Master Lease Management Sales Unit
    - Master Lease Rental Sales / Asset Utilization Unit
    - Leasing Unit
    - Solution Strategy Unit
    - Property Management Unit
  - Logistics Investment HQ
    - Logistics Investment Unit
  - Overseas Business HQ
  - Corporate Planning HQ
  - Corporate HQ

(As of February 1, 2026)

Our Journey So Far

since 1964
Started with warehouse management operations

CRE's origins lie in Tenko Soken Co., Ltd., which had been operating a master lease business for small- and medium-sized warehouses since 1964, mainly in the Sagamihara and Atsugi areas of the Tokyo metropolitan area.
Kokyo Logistics Co., Ltd.*, which is now CRE, Inc., was established in 2009, and in 2010 acquired the real estate management business from Commercial RE Co., Ltd. In 2011, the Company absorbed and merged with Tenko Soken Co., Ltd., and in 2018 made LogiCom, Inc. a wholly owned subsidiary (subsequently absorbed in 2020), contributing to the expansion of its master lease business base in the Kanto area.

*The Company changed its name to Kokyo CRE Co., Ltd. in 2010 and to its current name in 2014.

since 2005
Utilizing accumulated know-how, the Company began developing logistics facilities.

Commercial RE Co., Ltd. began developing logistics facilities in 2005, leveraging the know-how it had cultivated through its master lease business, including logistics real estate management and tenant attraction. The current CRE completed its first development property, LogiSquare Soka, in 2013.

since 2014
Full-scale entry into the asset management field

In 2014, CRE made Strategic Partners Co., Ltd. (now CRE REIT Advisers, Inc.) a wholly owned subsidiary. CRE Logistics REIT, Inc., which is managed by CRE REIT Advisers, Inc., was listed on the Tokyo Stock Exchange Real Estate Investment Trust Securities Market in 2018.
In 2016, CRE made NCF Real Estate Investment Management Co., Ltd. (now Strategic Partners Co., Ltd.) a wholly owned subsidiary and expanded its private fund business in parallel.

since 2015
Expansion of business operations overseas (Southeast Asia)

Currently, CRE is engaged in logistics facility development and related businesses in Southeast Asia, primarily in Vietnam and Indonesia.