

Presentation of Financial Results for Fiscal 2022,  
Ended September 30, 2022  
DEAR LIFE CO., LTD.

November 14, 2022



DEAR LIFE

(Securities code: 3245 on the Prime Market of the  
Tokyo Stock Exchange)

# Overview of the Dear Life Group's Businesses



## Real Estate Business

- Development and sale of real estate in central Tokyo
- Development of urban residences and commercial buildings



### ID Inc. and ID Property Co., Ltd.

Note: Hereinafter, the "ID Group"

- Development of residences, apartments, and detached houses, and rental and sales brokerage business, mainly in Shinagawa Ward and Ota Ward



## DLX HOLDINGS



N-STAFF



Cordially service

- Dispatching outbound-style call center staff to the finance/insurance sector.



## DEAR LIFE AGENCY

- Operating mainly in the real estate industry, provides outsourcing of sales and administrative staff and offers various promotional support services.

## Sales Promotion Business



## Palma Co., Ltd. (Affiliated Company)

- Palma provides BPO services and develops facilities for the self-storage market.



Palma

Securities code 3461  
on the Growth Market  
of the Tokyo Stock  
Exchange

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# Summary of Fiscal 2022 Financial Results



**Business Overview: New record profits. Significantly above medium-term management plan targets.**

FY2021

FY2022

Net sales

¥26,367 million

**¥51,905 million**

Operating profit

¥4,016 million

**¥5,736 million**

Ordinary profit

¥4,114 million

**¥5,666 million**

Profit attributable to owners of parent

¥2,686 million

**¥4,199 million**

## ◎Real Estate Business

Sales: Real estate market booming against backdrop of a stable domestic financial market.

Completed deals better than initial expectations.

Acquisitions: Significant year-on-year increase thanks to less uncertainty in the market. Bullish acquisition strategy. Focused on expanding scale of business for each project.

## ◎Sales Promotion Business

Relocated head office to expand business operations and boosted recruitment to strengthen running of the business.

Increased outsourcing for new business and stimulated new demand in other industries with upfront costings.

# Fiscal 2022 Highlights: (1) Acquisition of the ID Group as a subsidiary



All-round real estate company based in Shinagawa Ward and Ota Ward became a subsidiary in October 2021.

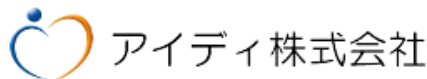
Promoted measures to strengthen network and expand business scale to increase share of Tokyo real estate market



▲ ID Nishioi: Completed September 2022



◀ Famius Minamirokugo: Completed July 2022



<b>Address</b>	1-47-1 Oi, Shinagawa-ku, Tokyo
<b>Business activities</b>	Development of new reinforced concrete condominium buildings, new wooden framed apartment buildings, and wooden framed houses Design, management, construction and contracting of home renovations and interior decoration Rental of condominiums and apartments, and management of Japanese inns for private rental, etc.
<b>Representative</b>	Masahiro Ikeda, Representative Director
<b>Established</b>	June 01, 1979

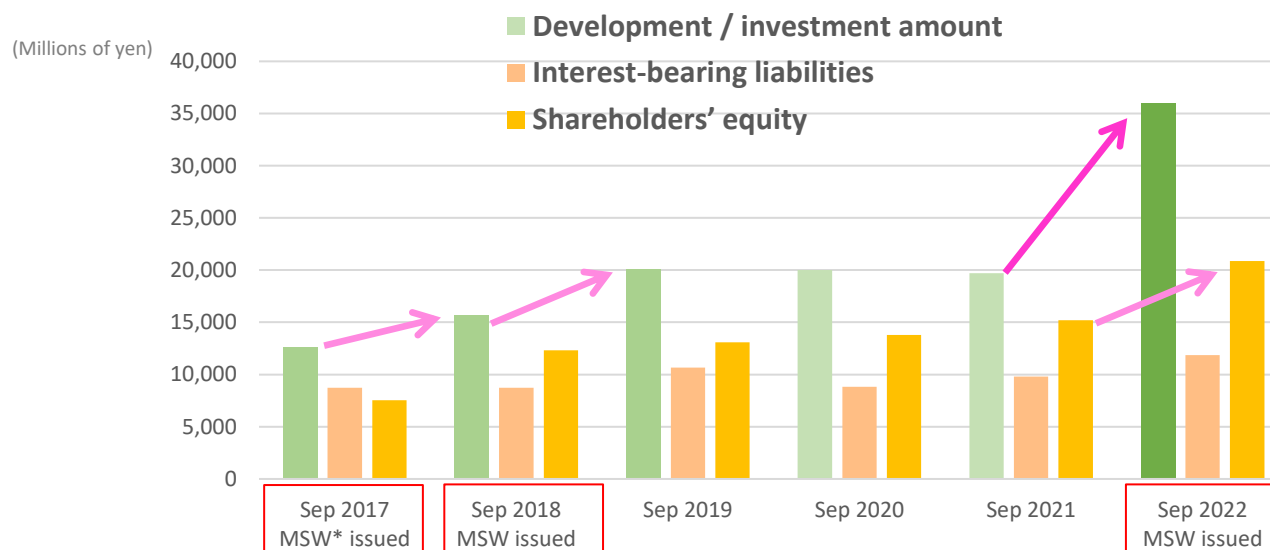
## Fiscal 2022 Highlights: (2) Equity finance

### Raised approximately ¥2.5 billion by exercising third-party allocation of stock acquisition rights

As of the end of September (10 months from start), 86.2% had been allocated.

Further expanded real estate investment portfolio through capital expansion.

Issue of all stock acquisition rights completed on October 18. Raised approx. ¥2.9bn.



<b>Allocated to</b>	SMBC Nikko Securities Inc.
<b>Number of dilutive shares</b>	6,000,000 (15.9% with voting rights as of September 30, 2021)
<b>Estimated funds raised</b>	Approx. ¥3.68bn
<b>Exercise period</b>	Approx. 3 years (December 7, 2021–December 30, 2024)

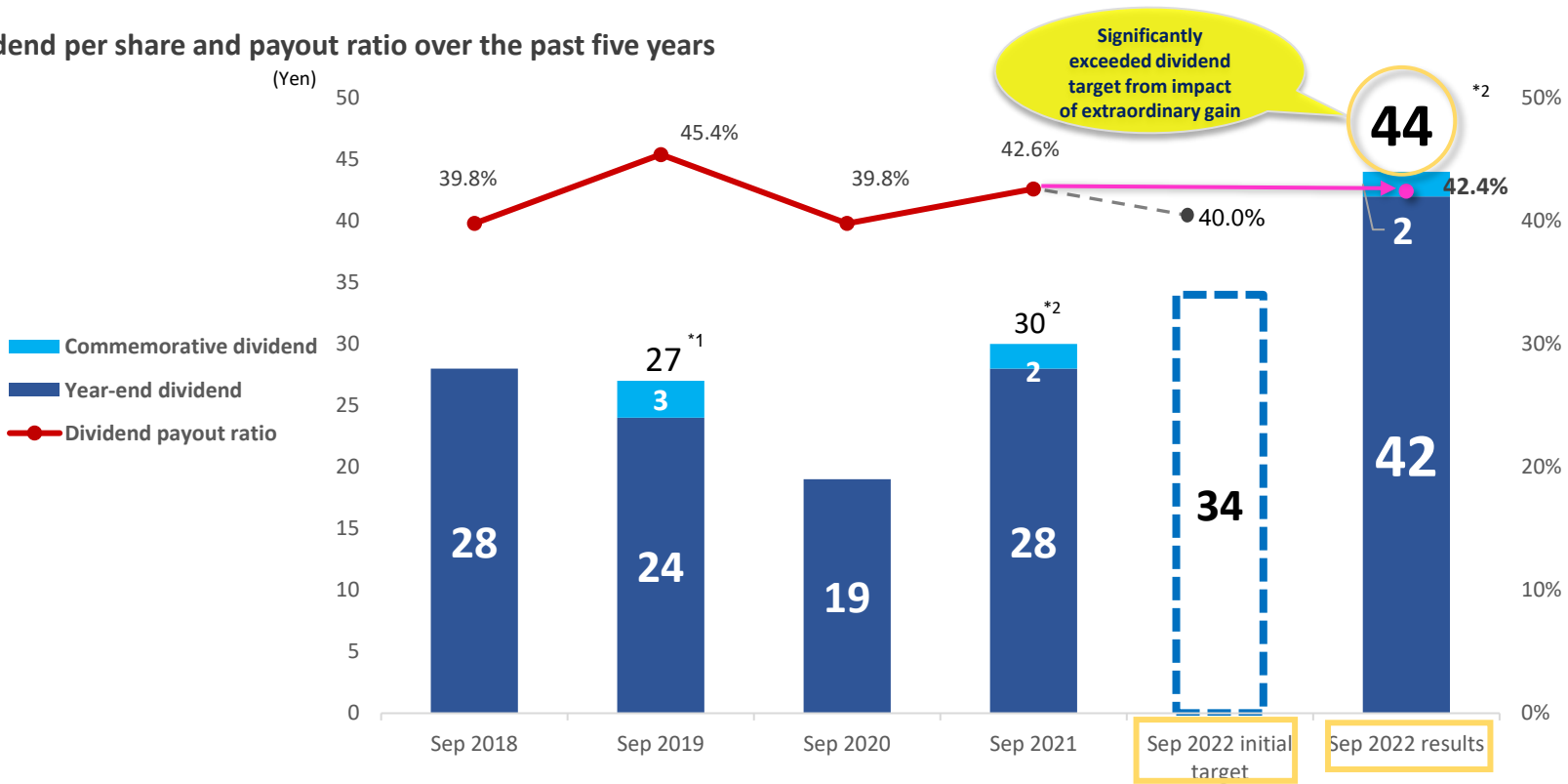
# Fiscal 2022 Highlights: (3) Dividend up 37.5% from initial target



In addition to a payout ratio of 40%, a record profit commemorative dividend of ¥2 was distributed.

Total amount approx. ¥1.8 billion. The payout ratio, including ¥2 commemorative dividend, was 42.4%. In fiscal 2022, dividends increased significantly thanks to smashing ordinary profit target and recording gains on negative goodwill.

Dividend per share and payout ratio over the past five years



\*1 Includes a ¥3 commemorative dividend to mark the Company's 15th anniversary  
 \*2 Includes a ¥2 record profit commemorative dividend



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# Consolidated Financial Results and Key Performance Indicators in Fiscal 2022



(Millions of yen)	FY2021 ①	FY2022 ②	Difference ② - ①	Percentage change (②-①)/①
Net sales	26,367	51,905	25,538	96.9%
Operating profit	4,016	5,736	1,720	42.8%
Ordinary profit	4,114	5,666	1,552	37.7%
Profit attributable to owners of parent	2,686	4,199	1,513	56.3%
Earnings per share (Yen)	70.41	103.69	33.28	47.3%
Net cash provided by operating activities	1,752	5,045	3,293	
Net cash provided by (used in) investing activities	278	(1,104)	-1,382	
Net cash provided by (used in) financing activities	(369)	1,019	1,388	
Cash and cash equivalents at end of period	14,717	19,677	4,960	
	As of Sept. 30, 2021 ①	As of Sept. 30, 2022 ②	Difference ② - ①	Percentage change (②-①)/①
Total assets	27,738	36,457	8,719	31.4%
Interest-bearing liabilities	9,815	11,852	2,037	20.8%
Shareholders' equity	15,210	20,866	5,656	37.2%
Capital-to-assets ratio (%)	54.8	57.2	2.4	4.4%
Debt-to-equity ratio	0.65	0.57	-0.08	-12.3%

## Income Statement

- Results from ID Inc. this year have helped boost performance.
- Significant increase in revenue due to property sales exceeding those in same period of previous year and larger projects.

- Recorded highest profits. Achieved profits that outweighed dilution due to the exercise of stock acquisition rights.

## Cash Flow Statement

Operating: Significant increase thanks to record profits

Investing: Expenditures mainly for ID acquisition

Financing: In the black off income from stock acquisition rights despite further repayments on loans from property sales

## Balance Sheet, etc.

- In contrast to real estate sales and repayments associated with sales, higher figures owing to ID subsidiary.
- Capital-to-assets ratio above 50% again this fiscal year, effectively debt-free.

# Main Results from the Consolidated Income Statement in Fiscal 2022



In addition to completed development projects and existing income-producing real estate, a large number of properties were sold through the ADR business\*, resulting in a significant increase in sales and profit. Record profits for second consecutive year.

(Millions of yen)	FY2021 ①	FY2022 ②	Difference ② - ①	Percentage change (②-①)/①	
<b>Net sales</b>	<b>26,367</b>	<b>51,905</b>	<b>25,538</b>	<b>96.9%</b>	<b>Net sales</b> (Real Estate Business) Sales increased significantly due to progress in the sale of large-scale properties, including completed properties and income-producing real estate.
Real Estate Business	24,703	47,621	22,918	92.8%	(Sales Promotion Business) Increased revenue from the acquisition of DLX Holdings Co., Ltd., as a subsidiary.
Sales Promotion Business	1,663	4,283	2,620	157.6%	
Selling, general and administrative expenses	1,344	2,982	1,638	121.9%	<b>Non-operating expenses</b> Interest paid also increased due to ID becoming a subsidiary and growing number of properties.
<b>Operating profit</b>	<b>4,016</b>	<b>5,736</b>	<b>1,720</b>	<b>42.8%</b>	
Non-operating income	215	224	9	4.2%	<b>Ordinary profit</b> Profit increased significantly due to progress in property sales.
Non-operating expenses	117	294	177	151.3%	
<b>Ordinary profit</b>	<b>4,114</b>	<b>5,666</b>	<b>1,552</b>	<b>37.7%</b>	<b>Extraordinary gain</b> Recorded gain on negative goodwill related to acquisition of ID shares.
Extraordinary gain	-	372	-	-	
Extraordinary loss	98	27	(71)	-72.4%	<b>Profit attributable to owners of parent</b> Record profits for the second consecutive year.
<b>Profit attributable to owners of parent</b>	<b>2,686</b>	<b>4,199</b>	<b>1,513</b>	<b>56.3%</b>	

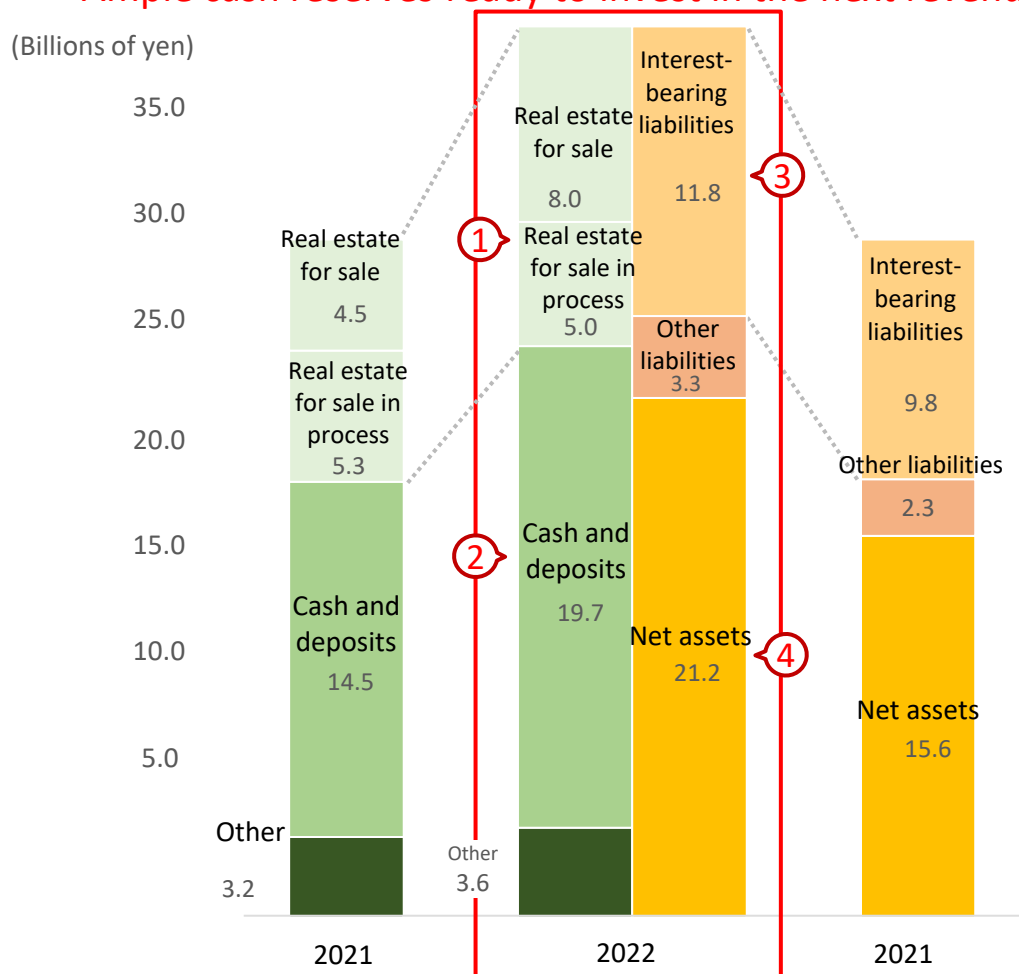
\* ADR business: The asset design and resale business develops real estate for resale. It carries out any necessary demolition work, soil contamination surveys, settling of property rights, and obtains all the necessary permits and licenses, developing the site ready to be sold on.

# Main Results from the Consolidated Balance Sheet in Fiscal 2022



Sales of properties exceeded expectations, and stock acquisition rights will be completed earlier than expected.

Ample cash reserves ready to invest in the next revenue opportunity.



## Assets

① Sold a large number of development sites and income-producing real estate.  
Focus also on purchasing income-producing real estate that generates stable earnings.

② While paying dividends of ¥1.1 billion and tax payments of ¥1.4 billion, assets increased on the back of strong property sales and equity financing.

## Liabilities and net assets

③ increased in line with ①  
✓ Active use of own capital.

④ Capital-to-assets ratio **57.2%**

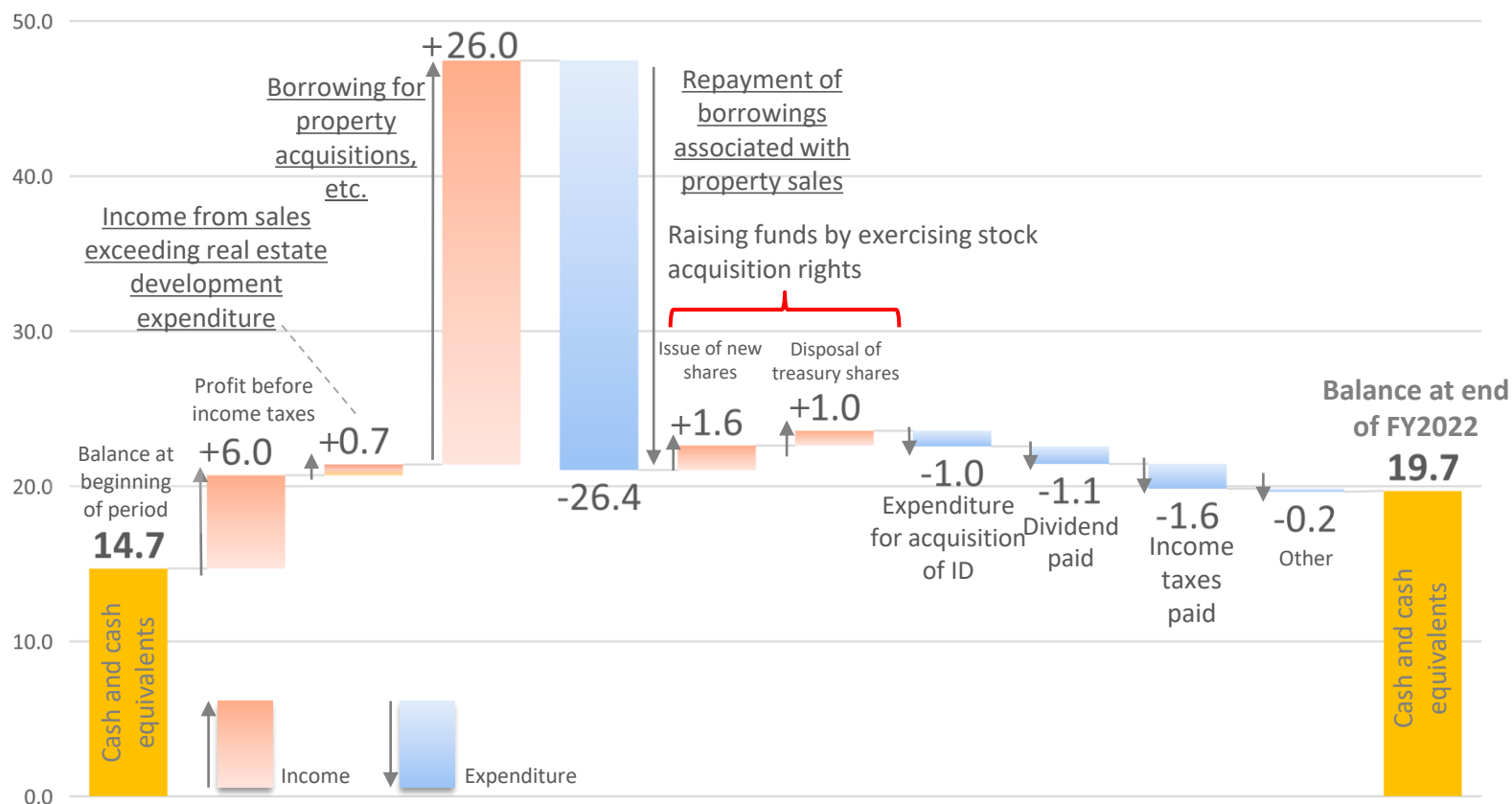
(Real estate industry average: 30%)

✓ Exercise of stock acquisition rights also progressed steadily.

# Analysis of Consolidated Cash Flow in Fiscal 2022

Sales of properties progressed quickly and on favorable terms. Cash reserves increased by about ¥5 billion in one year.

(Billions of yen)

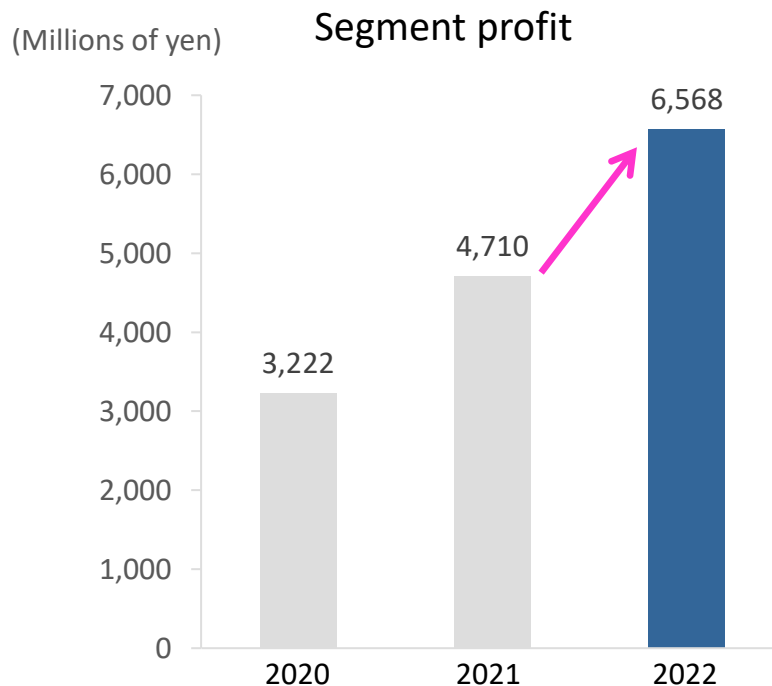


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# Real Estate Business (1): Properties Sold in Fiscal 2022

**84 properties were handed over in fiscal 2022 to domestic and overseas investors.**

- Of the 84 legally transferred, ID sold 29 completed properties, etc.
- Fierce competition among real estate companies, investment funds, and individual investors in the Tokyo real estate market where supply is limited.



◀ Kiyosumi-Shirakawa II project:  
Completed June 2022

▼ Kagurazaka-Yaraicho II project:  
Completed May 2022

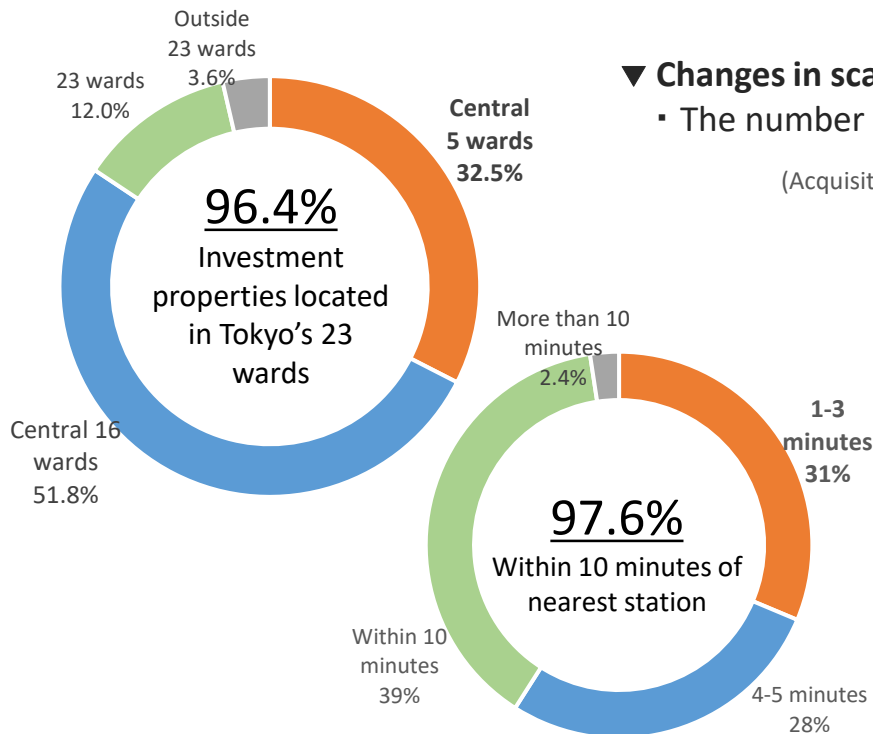


# Real Estate Business (2): Property Portfolio Expansion in Fiscal 2022



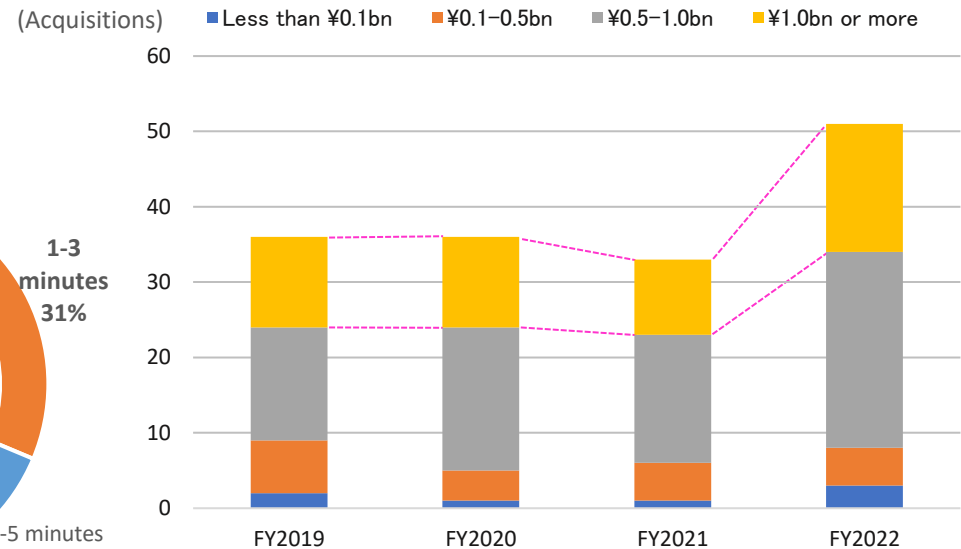
Carefully selected purchases made amid a competitive environment with focus on Central Tokyo, ten minutes walking distance from nearest station.

- In fiscal 2022, we acquired development sites and income-producing properties worth approximately ¥51.5 billion in terms of the value of our property portfolio.
- Purchasing in exceptional locations is directly linked to smooth selling activities.



## ▼ Changes in scale of acquisitions over past four years

- The number of projects with business scale exceeding ¥1bn has increased.



Notes 1. Central 5 wards: Chiyoda, Chuo, Minato, Shibuya, and Shinjuku wards.

Central 16 wards: Central 5 wards plus Bunkyo, Taito, Sumida, Koto, Shinagawa, Ota, Meguro, Setagaya, Suginami, Nakano, and Toshima wards.

2. Dear Life stand-alone aggregates portfolio of projects acquired and settled during each fiscal year.

3. The property portfolio is the total amount invested at the time of acquiring real estate.

4. The above property portfolio figures are comprised of the total invested in Dear Life stand-alone development projects and income-producing properties.



# (Reference material) List of Main Property Projects



## Main development projects currently underway

Project name	Project type	Location	Nearest station
Kagurazaka 5-chome	Commercial and office building development	Shinjuku Ward, Tokyo	Approx. 4-minute walk from Ushigome-Kagurazaka Station of Toei Oedo Subway Line
Omotesando	Commercial development projects	Shibuya Ward, Tokyo	Approx. 4-minute walk from Omotesando Station of Tokyo Metro Ginza Line, etc.
Itabashi VI	Condominium building development	Itabashi Ward, Tokyo	Approx. 3-minute walk from Shimo-Itabashi Station on the Tobu Tojo Line
Tsukishima	Condominium building development	Chuo Ward, Tokyo	Approx. 5-minute walk from Tsukishima Station on the Toei Oedo Subway Line
Mita	Condominium building development	Minato Ward, Tokyo	Approx. 7-minute walk from Sanda Station on the Toei Mita Subway Line, etc.
Takadanobaba II	Condominium building development	Shinjuku Ward, Tokyo	Approx. 6-minute walk from Shimo-Ochiai Station on the Seibu Shinjuku Line
Ikegami	Condominium building development	Ota Ward, Tokyo	Approx. 7-minute walk from Ikegami Station on the Tokyu Ikegami Line

In addition to these, 11 other projects are currently underway.

## Main income-producing properties currently owned

Project name	Asset type	Location	Nearest station
Philpark Omotesando	Commercial building	Shibuya Ward, Tokyo	Approx. 5-minute walk from Omotesando Station of Tokyo Metro Ginza Line, etc.
DeLCCS Yotsuya Arakicho	Commercial and residential complex	Shinjuku Ward, Tokyo	Approx. 4-minute walk from Yotsuya-Sanchome Station of Tokyo Metro Marunouchi Line
DeLCCS Yamabuki Kagurazaka III	Residential	Shinjuku Ward, Tokyo	Approx. 3-minute walk from Edogawabashi Station of Tokyo Metro Yurakucho Line
DeLCCS Eifuku	Residential	Suginami Ward, Tokyo	Approx. 2-minute walk from Eifukucho Station of the Keio Inokashira Line
DeLCCS Akebonobashi	Residential	Shinjuku Ward, Tokyo	Approx. 2-minute walk from Akebonobashi Station of the Toei Shinjuku Subway Line
DeLCCS Sensokuike	Residential	Ota Ward, Tokyo	Approx. 5-minute walk from Sensokuike Station of the Tokyu Ikegami Line
DeLCCS CUE in front of Toritsudaigaku Station	Office/commercial building	Meguro Ward, Tokyo	Approx. 1-minute walk from Toritsu-daigaku Station of Tokyu Railway Toyoko Line

In addition to these, 18 other projects are currently underway.

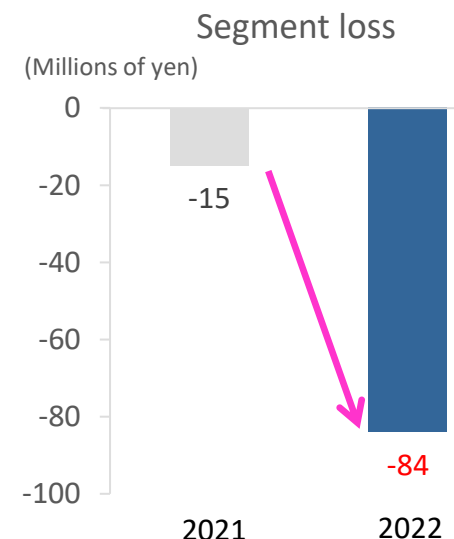
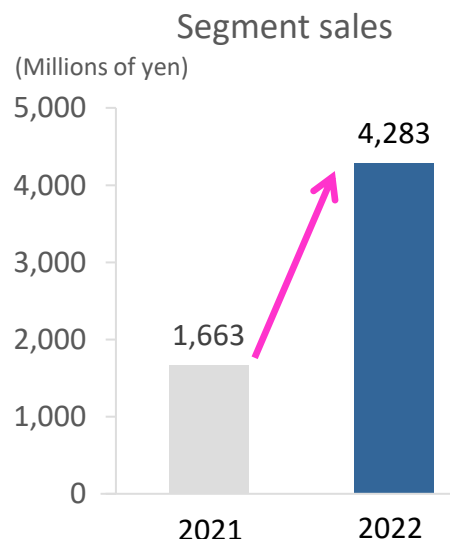
Note: Number of Dear Life properties on a non-consolidated basis

## ID Inc. and ID Property Co., Ltd.

- Became subsidiaries on October 1. Organizational restructure and full sharing of information with Dear Life.
- Cost reductions made with the help of Dear Life’s fund raising capabilities.
- 29 properties including completed properties, vacation rentals, and development sites sold in fiscal 2022.

## DLX HOLDINGS (51.2%-owned subsidiary)

- Actively developing new business in all companies and stimulating demand in other industries. Net sales increased thanks to strong orders in existing businesses.
- Meanwhile, the deficit expanded owing to initial investment with relocation of head office and boosting recruitment to increase staff numbers for business expansion.

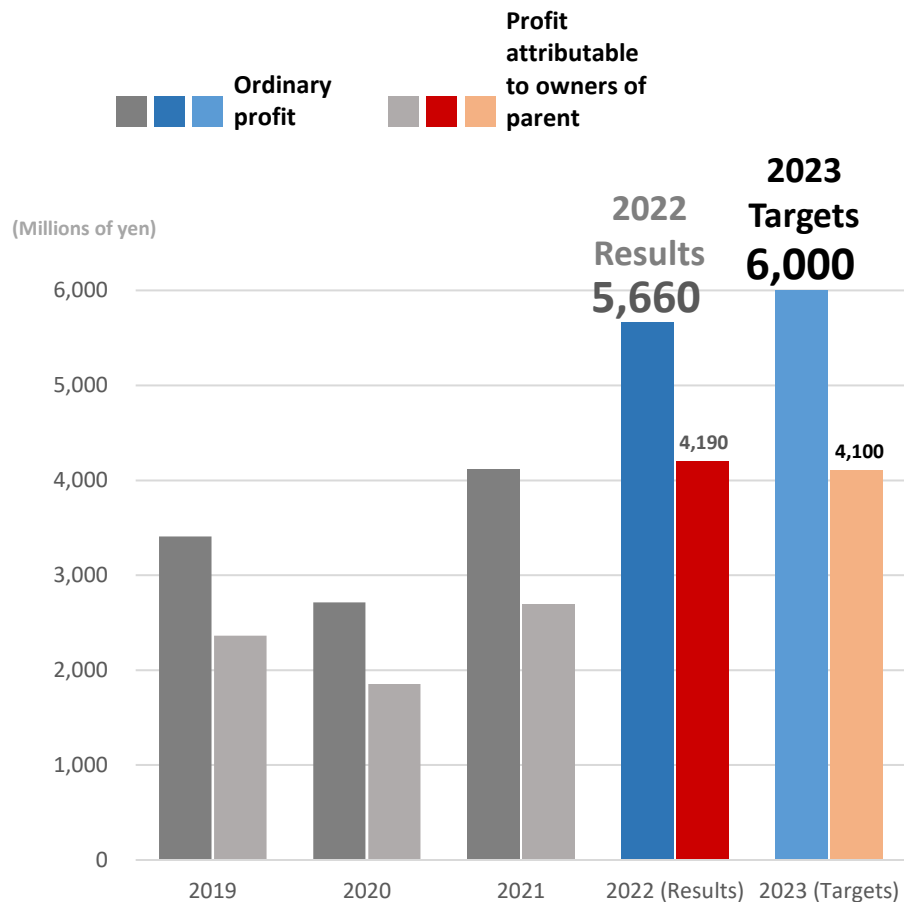


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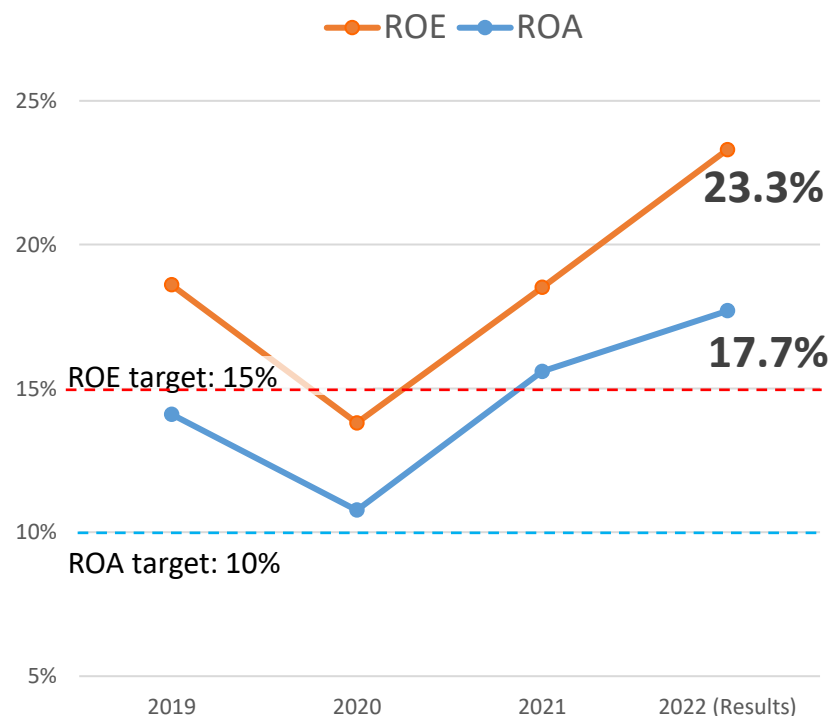
# Profit Targets for Fiscal 2023



- ☑ Aiming to achieve ordinary profit of ¥10 billion in three years with current target of ¥6 billion.
- ☑ Accelerate growth of DLX Holdings and ID Group.



## Fiscal year targets and results for ROE and ROA



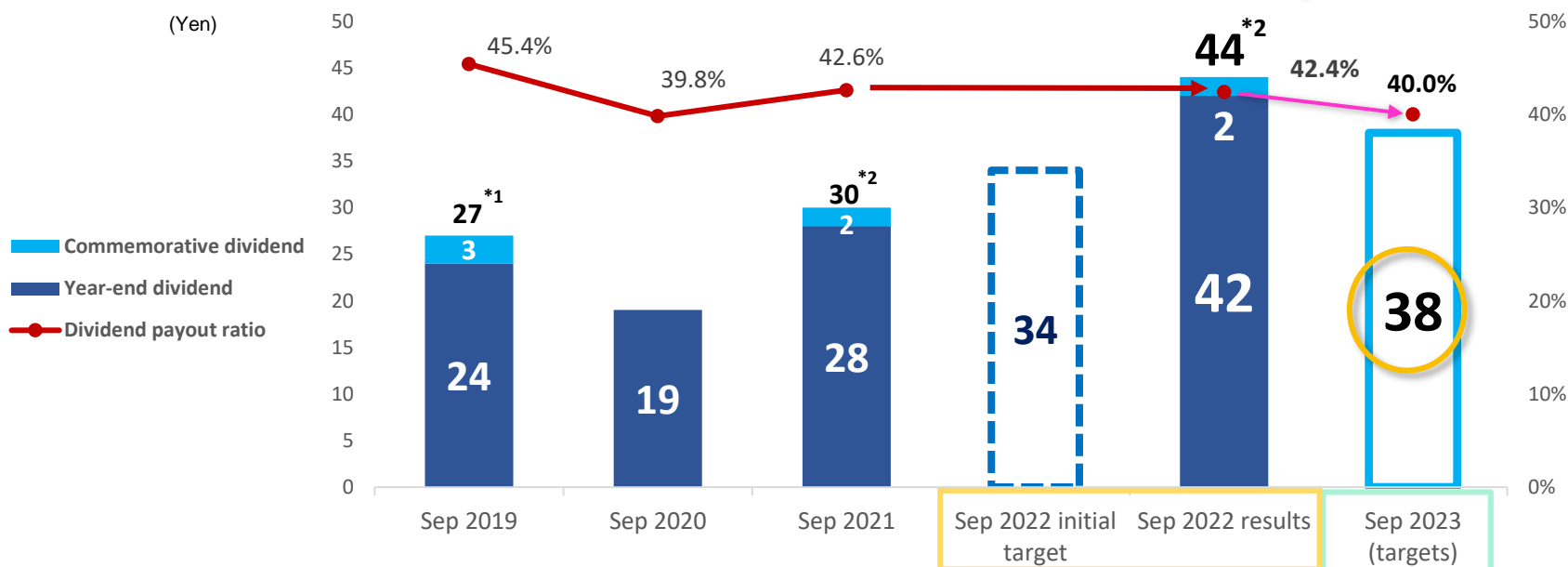
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# Shareholder Returns Policy



✓ Dividend: Plans to implement a dividend payout ratio of 40% for fiscal 2023. Target of ¥38 per share for year-end dividend.

Dividend per share and payout ratio over the past five years



Significantly exceeded dividend target from impact of extraordinary income

## ✓ Acquisition of Company Shares

Flexibly implemented while taking into account trends in the stock market and stock prices. We aim to improve PER and ROE.

\*1. Includes a ¥3 commemorative dividend to mark the Company's 15th anniversary  
 \*2. Includes a ¥2 record profit commemorative dividend

<ul style="list-style-type: none"> <li>☑ <b>Summary of Fiscal 2022 Financial Results</b></li> <li>▶ Business Overview: Achieved medium-term management plan. New record profits.</li> <li>▶ Highlights: (1) Acquisition of the ID Group as a subsidiary                             <ul style="list-style-type: none"> <li>(2) Raising funds through third-party allotment of stock acquisition rights</li> <li>(3) 40% dividend payout ratio + ¥44 per share distributed with record profit commemorative dividend</li> </ul> </li> </ul>	<b>4</b>
<ul style="list-style-type: none"> <li>☑ <b>Explanation of Fiscal 2022 Financial Results</b></li> <li>▶ Financial Results and Key Performance Indicators</li> <li>▶ Income Statement and Balance Sheet, and analysis of cash flow</li> </ul>	<b>9</b>
<ul style="list-style-type: none"> <li>☑ <b>Explanation of Fiscal 2022 Financial Results by Business Segment</b></li> <li>▶ Real Estate Business: (1) Properties Sold (2) Property Portfolio Expansion</li> <li>▶ Overview of Affiliates: Sales Promotion Business: Palma Co., Ltd.</li> </ul>	<b>14</b>
<ul style="list-style-type: none"> <li>☑ <b>Formulation of medium-term management plan and outlook for Fiscal 2023</b></li> <li>▶ Currently aiming for ordinary profit of ¥6 billion with target of ¥10 billion three years from now</li> </ul>	<b>19</b>
<ul style="list-style-type: none"> <li>☑ <b>Shareholder Returns Policy</b></li> </ul>	<b>21</b>
<ul style="list-style-type: none"> <li>☑ <b>Appendix: Medium-term management plan—Breakthrough 2025</b></li> </ul>	<b>23</b>

# Breakthrough 2025

Medium-Term Management Plan (2023-2025)

November 14, 2022



DEAR LIFE (Securities code: 3245 on the Prime Market of the Tokyo Stock Exchange)



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## “Go For The Future 2022”

### ☑ Real Estate Segment

#### ▽ Greater development and investment business volume

Fiscal 2018 Real Estate Business: Net sales ¥**19.5** billion, segment profit ¥**3.2** billion



Fiscal 2022 Real Estate Business: Net sales ¥**47.6** billion, segment profit ¥**6.5** billion

#### ▽ Strengthen purchasing and sales networks and methods

Early monetization through the Asset Design & Resale (ADR) business

More diversified investors, such as individuals and general corporations, mainly real estate companies and real estate investment funds

#### ▽ Promote stock of assets with continuous stable earnings

Fiscal 2018 Real Estate Business: Income-producing real estate ¥**2.2** billion



Fiscal 2022 Real Estate Business: Income-producing real estate ¥**6.6** billion

## “Go For The Future 2022”

### ☑ Human Resources Services Segment

#### ▽ Expand business domain through alliances and M&A

Expand business domain into insurance and finance industry by making DLX Holdings and three other companies subsidiaries

Create revenue opportunities in various ways, such as face-to-face and remote, temporary staffing and outsourcing

Fiscal 2018 Sales Promotion Business: Net sales ¥**0.3** billion



Fiscal 2022 Sales Promotion Business: Net sales ¥**4.2** billion

### ☑ Growth Investment

#### ▽ Invest to create fields and new business domains where expertise and dominance can be demonstrated

Expand key areas by making ID Inc. and ID Property Co., Ltd. subsidiaries

Expand new business domains such as construction work outsourcing, rental brokerage and management business

Greater investment in larger properties in anticipation of future fund formation

# Review of Previous Medium-Term Management Plan: Numerical Targets



## “Go For The Future 2022”

Ordinary profit

¥5.0bn

ROE

15%

Capital-to-assets ratio

30%

ROA

10%



Ordinary profit

¥5,660mn

ROE

23.3%

Capital-to-assets ratio

57.2%

ROA

17.7%

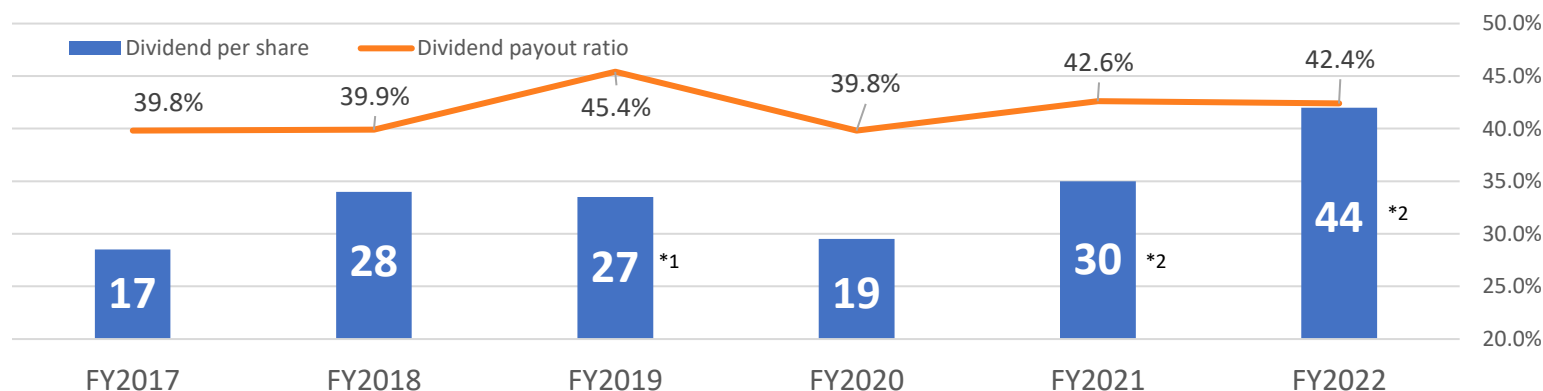
**All achieved!**

# Review of Previous Medium-Term Management Plan: Shareholder Returns



## “Go For The Future 2022”

### Dividend payout ratio 40%



\*1. Includes a ¥3 commemorative dividend to mark the Company's 15th anniversary

\*2. Includes a ¥2 record profit commemorative dividend

### Acquisition of Company Shares

Acquisition period	Feb 2019 - June 2019	Aug 2019 - Oct 2019	Nov 2020 - May 2021
Total number of shares acquired	Approx. 870,000	Approx. 390,000	Approx. 1,130,000
Total acquisition price	Approx. ¥370mn	Approx. ¥300mn	Approx. ¥500mn

# Breakthrough 2025

## **I. Basic Policy**

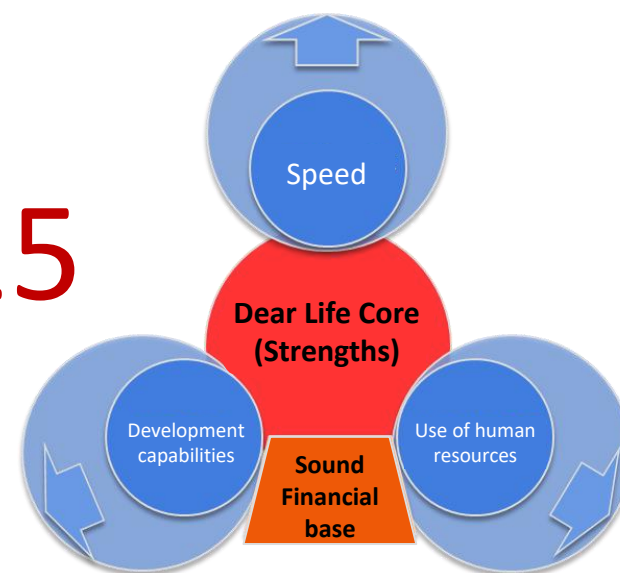
## **II. Themes**

- 1. Real Estate Business**
- 2. Sales Promotion Business**
- 3. Strengthening the Management Foundation**
- 4. ESG Management**

## **III. Numerical Targets**

## **IV. Shareholder Returns Policy**

# Breakthrough 2025



## Basic Policy

Establish the Dear Life Group's brand and improve value by enhancing the Group's core strengths of speed, use of human resources, and development capabilities to develop and provide products and services that meet the diverse needs of stakeholders.

# New Medium-Term Management Plan: II. Themes

## Summary



As well as setting themes in accordance with the basic policy in each segment and category with the aim to achieve numerical targets, we will strengthen the management foundation, such as the people and trust that support the sustainable growth of the Dear Life Group.

### Segments

#### **1. Real Estate Business**

- ✓ Expand urban residence business volume and scale
- ✓ Develop and provide products and services to meet demand

#### **2. Sales Promotion Business**

- ✓ Strengthen non-face-to-face sales with IT and expand business fields
- ✓ Offer diverse work styles
- ✓ Improve profitability and strengthen governance in anticipation of DLX Holdings listing

### Categories

#### **3. Strengthening the Management Foundation**

- ✓ Improve capital efficiency to promote business
- ✓ Human capital management
- ✓ Foster next-generation management
- ✓ Make use of alliances and M&A

#### **4. ESG Management**

- |  |  |
|--|--|
| ✓ E - Environmentally friendly real estate development | ✓ S - Support for start ups                    |
| ✓ E - Reduce greenhouse gas emissions                  | ✓ G - Strengthen diversity                     |
| ✓ E - Establish Sustainability Committee               | ✓ G - Promote compliance training              |
| ✓ S - Health management                                | ✓ G - More than one in three outside directors |
| ✓ S - Create satisfying workplace                      |  |



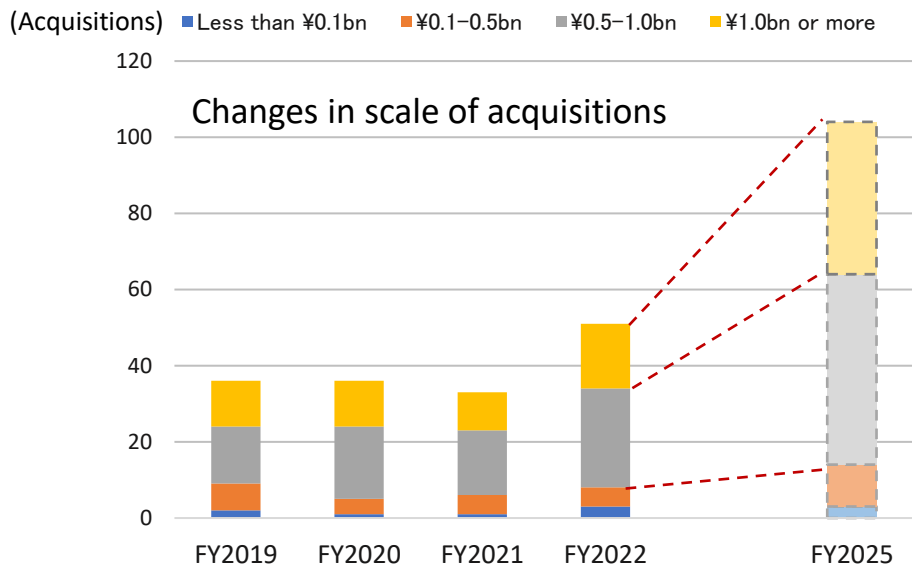
# New Medium-Term Management Plan: II. Themes

## 1. Real Estate Business (1)

Aiming for further growth through greater investment in mainstay real estate business

### Expand urban residence business volume and scale

- ✓ Continue to increase development volume of residential real estate mainly in the Tokyo area
- ✓ Leverage robust financial base to increase scale of each project
- ✓ Efficiently gather real estate information by leveraging IT and expertise in using human resources
- ✓ Increase investment in income-producing real estate with a view to forming a fund



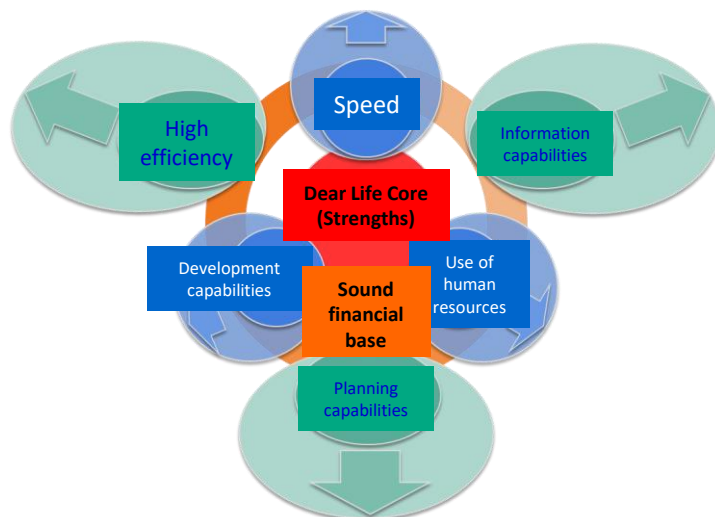
# New Medium-Term Management Plan: II. Themes

## 1. Real Estate Business (2)

Aiming for further growth through greater investment in mainstay real estate business

### Develop and provide products and services to meet demand

- ✓ Utilize development expertise that we have cultivated to increase number of projects by expanding and strengthening joint ventures\* most favorable for each project and customer
- ✓ Strengthen planning capabilities for commercial buildings and offices as well as for residential use to offer products tailored to the diverse needs of local communities
- ✓ Provide quality that exceeds customer expectations in a short period of time by refining design development and renovation capabilities for ESG-conscious and concept-specific residences



\* Business that promotes projects in collaboration with other companies



# New Medium-Term Management Plan: II. Themes

## 2. Sales Promotion Business



Respond to society's expectations by providing employment opportunities where everyone can demonstrate their abilities and reach their potential

### Strengthen non-face-to-face sales with IT and expand business areas

- ✓ Strengthen the provision of non-face-to-face services to expand market share by meeting the high standards demanded by customers
- ✓ Create demand not only in the insurance, finance, and real estate industries, but also in various other industries
- ✓ Develop human resources and create opportunities in line with social needs, such as IT human resources and increased job mobility

### Offer diverse work styles

Provide a variety of work styles such as in-office and remote, full-time and part-time, permanent and temporary employment

### Improve profitability and strengthen governance in anticipation of DLX Holdings listing

In order to further grow as a company that utilizes human resources, aim to list on the Tokyo Stock Exchange and establish structure appropriate for a listed company



# New Medium-Term Management Plan: II. Themes

## 3. Strengthening the Management Foundation (1)

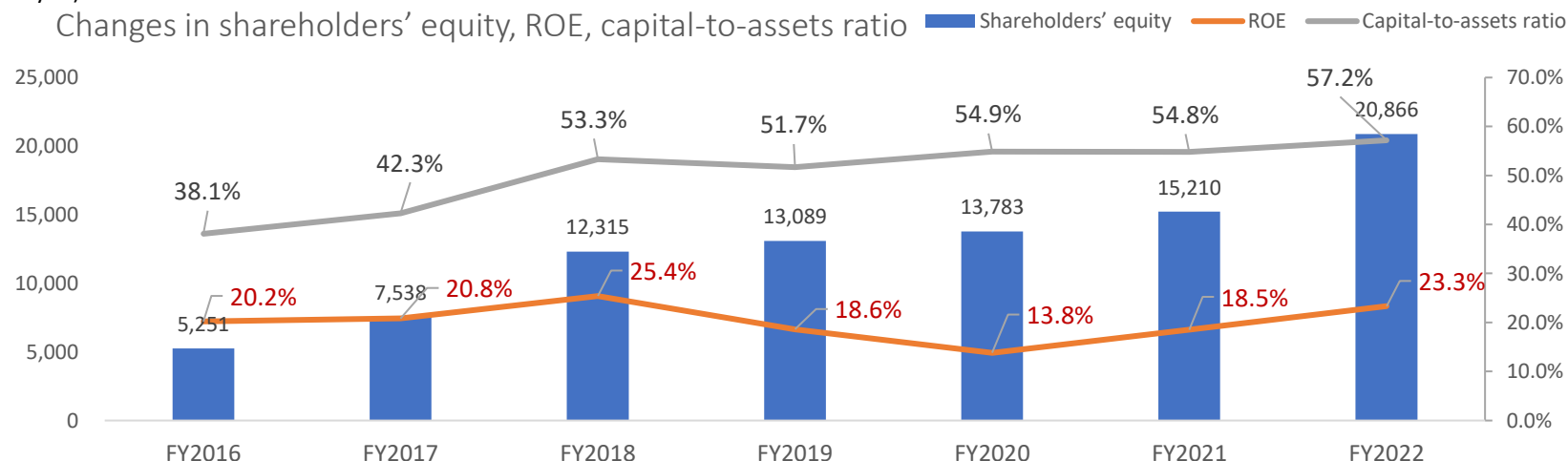


Promote business by improving capital efficiency with the financial base in place to exceed ¥10 billion in ordinary profit

Established financial base that can exceed ¥10 billion in ordinary profit through third-party allocation of stock acquisition rights.

- ✓ Continue to maintain **ROE of 18%** by making business more profitable while improving capital efficiency
- ✓ Maintain financial soundness to be ready for any future flexible investments or risks, maintaining a fixed capital-to-assets ratio

(Millions of yen)



# New Medium-Term Management Plan: II. Themes

## 3. Strengthening the Management Foundation (2)



Promote business by improving capital efficiency with the financial base in place to exceed ¥10 billion in ordinary profit

**Foster next-generation management** who can continuously create value as a sustainable company in a diversifying business and social environment

In **promoting human capital management**, increase the value of human resources (company assets) through investment which in turn will lead to an enhanced corporate value over the medium to long term

**Utilize M&A and alliances (business tie-ups, etc.)** as an engine for growth to expand business fields and accelerate growth speed



	Social Demands	Dear Life Initiatives
<b>E</b> Environmental	Tackling climate change Sound material-cycle society Reducing CO <sub>2</sub> emissions	Environmentally friendly real estate development Reducing greenhouse gas emissions Establishing Sustainability Committee
<b>S</b> Social	Proper working conditions Better workplace environment	Health management Creating a satisfying workplace Support for start ups
<b>G</b> Governance	Better corporate governance Compliance Appropriate information disclosure	Strengthening diversity Promoting compliance training More than one in three outside directors

## New Medium-Term Management Plan: III. Numerical Targets



Maximizing corporate value through steady business growth while maintaining financial soundness and efficiency

Ordinary profit **¥10bn**

Fiscal 2022: ¥5.7bn ⇒ ¥10bn  
Aim to increase efficiency in all segments to exceed ¥10bn in ordinary profit

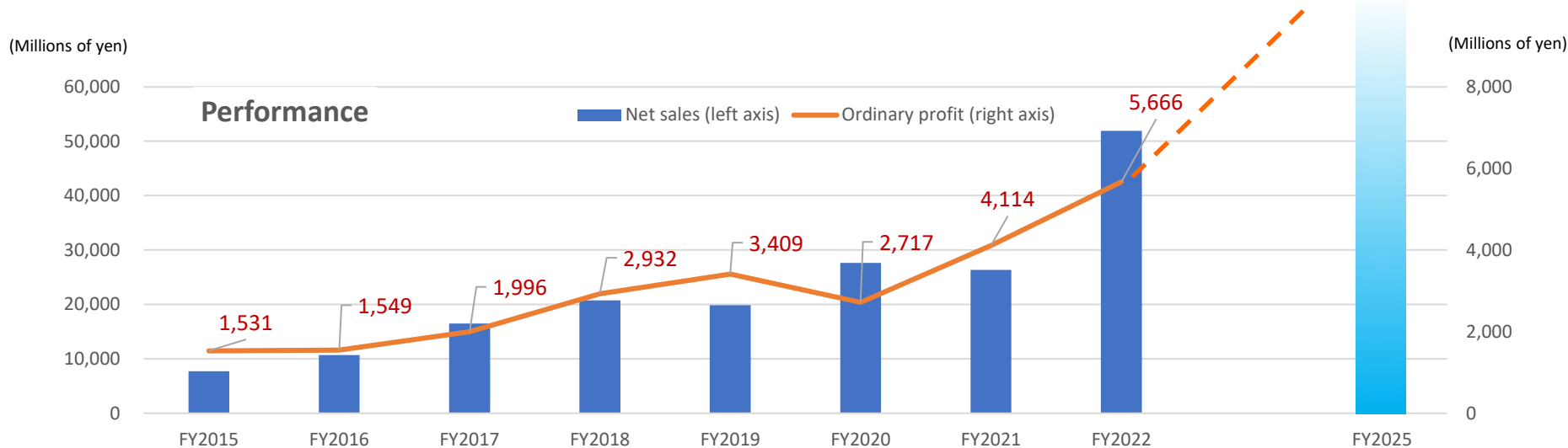
ROE **18%**

Efficient use of shareholders' equity  
Improve profitability

ROA **15%**

Make best use of invested capital  
Improve asset efficiency

# New Medium-Term Management Plan: III. Numerical Targets Performance and Net Assets / Medium-Term Management Plan





## New Medium-Term Management Plan: IV. Shareholder Returns

Optimizing the balance between financial soundness, investment for future growth and enhancement of shareholder returns

### Dividend payout ratio 40%

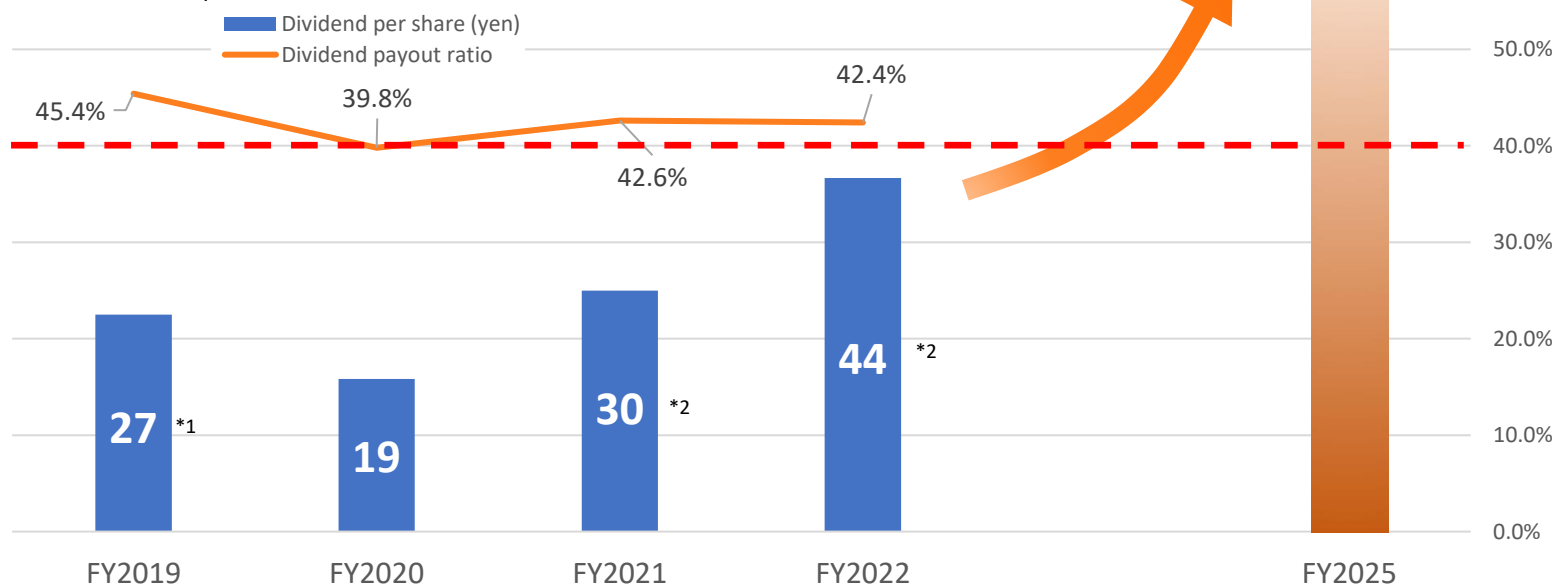
Stable and continuous dividends based on sustainable growth

### Acquisition of company shares

Comprehensive judgment in consideration of capital situation and market environment, etc.

\*1. Includes a ¥3 commemorative dividend to mark the Company's 15th anniversary

\*2. Includes a ¥2 record profit commemorative dividend



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