



Daito Trust Group Medium-Term Management Plan

FY 2024 - 2026



1. Formulation of our Purpose

On the occasion of our 50th anniversary,
Formulating our purpose for the next 100 years.

Daito Trust Group Purpose

“Link the Trust to Make a
Better Future.”



2. Positioning of Purpose and VISION2030

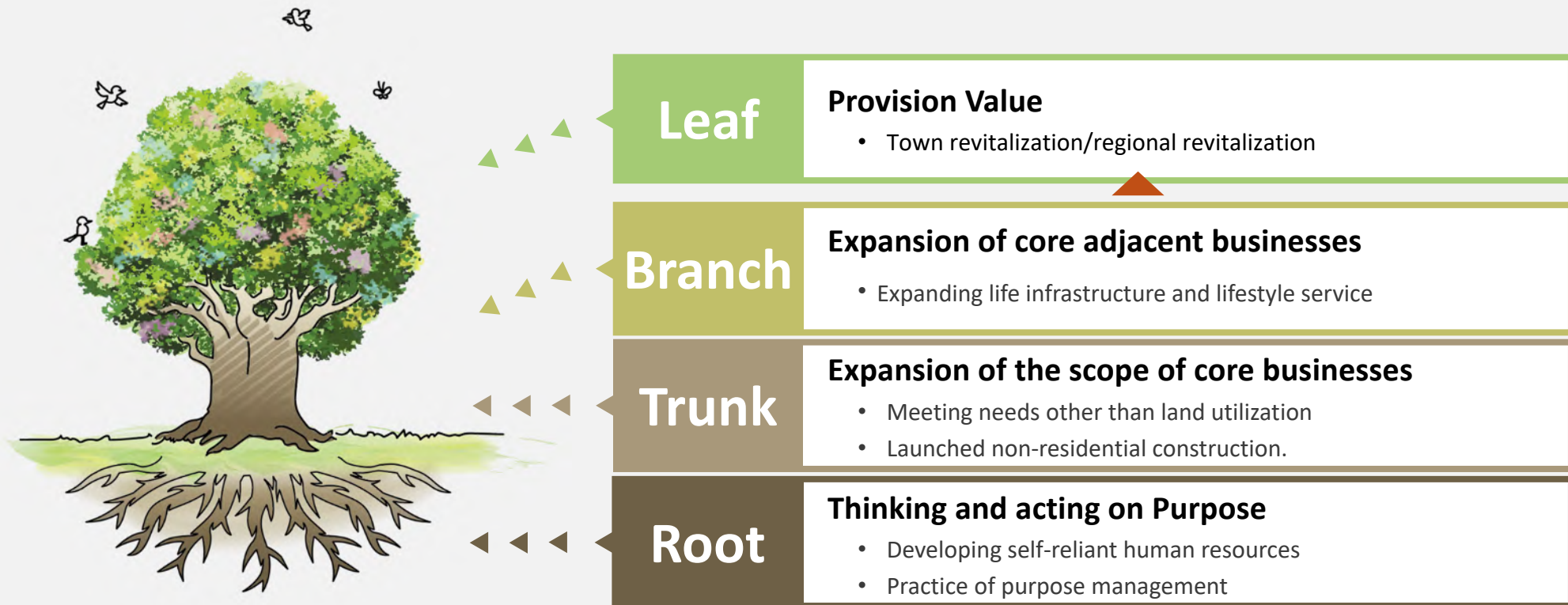
Purpose: "Link the Trust to Make a Better Future."

As the first step toward becoming a 100-year company,
We define VISION 2030, our vision for 2030, based on
our Purpose.



3. What we want to be in 2030 “VISION2030”

- Maximize the power of employees and expand the scope of our core business based on purpose-based thinking and action.
- As we expand the scope of our core business, our core adjacent businesses such as lifestyle and daily life services.
- Connect our core business and adjacent businesses organically and provide an environment where people can live comfortably and prosperously in areas facing issues such as aging, depopulation, and fear of disasters.(town revitalization/regional revitalization)



4. Positioning of the medium-term management plan (FY2024-2026)



01

Promotion of human capital management

02

Establish a strong core business

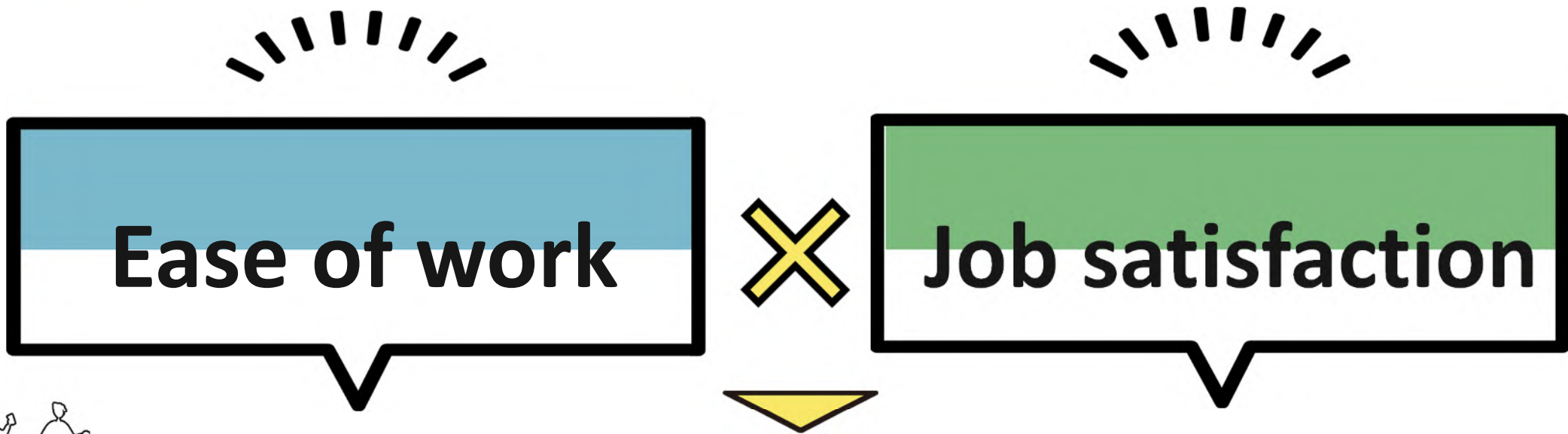
03

**Tackling on Focus Areas
of this Medium-Term Business Plan**



01

Promotion of human capital management



Maximizing the power of employees.





Promotion of human capital management

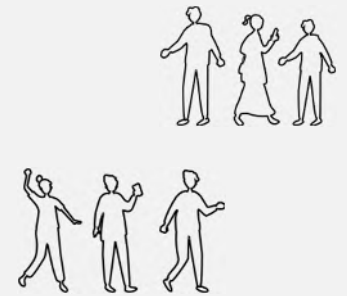
- 1 Granting restricted stock to employees.
- 2 Promoting SDGs and solving social issues.
- 3 A work environment where everyone can thrive.



Granting shares to employees



Number of subjects	16,000 Group employees
Number of shares granted(total)	386,660 shares
Total amount granted (maximum)	6.8 billion yen
Date of grant	September 2024
Removal of restrictions on transfer	After the end of the medium-term management plan period



Company growth = employee growth and shared value with shareholders

Initiatives to resolve environmental and social issues.

Job satisfaction

Net-Zero Energy Housing



Biomass power generation



Disaster Alliance



Realizing a sustainable society through our business



4-(1)-3. A work environment where everyone can thrive.

Improving engagement by creating a better workplace



54.8 (BB)



59.2 (A)

Ease of work



Realization of a workplace where a diverse workforce can thrive

4-(1)-3. A work environment where everyone can thrive.

Various certifications in Japan, increasing employee motivation

Ease of work





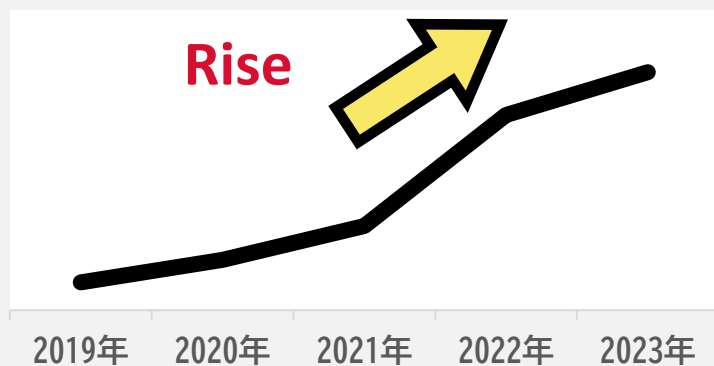
Establish a strong core business

- 1 Responding to major social changes
- 2 Maintain and expand construction volume
- 3 Virtuous circle from Stock to Flow

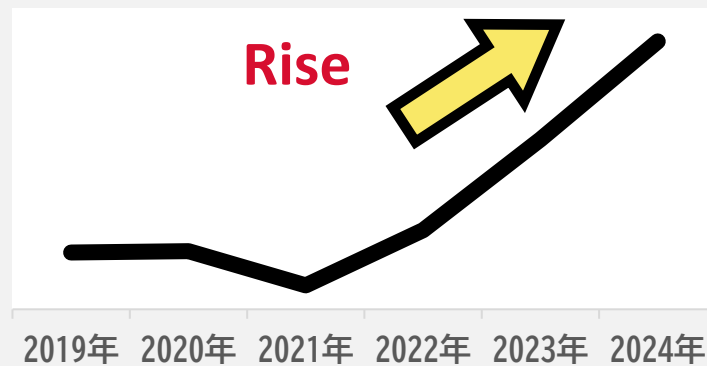


Construction costs, rents, and interest rates are on the rise

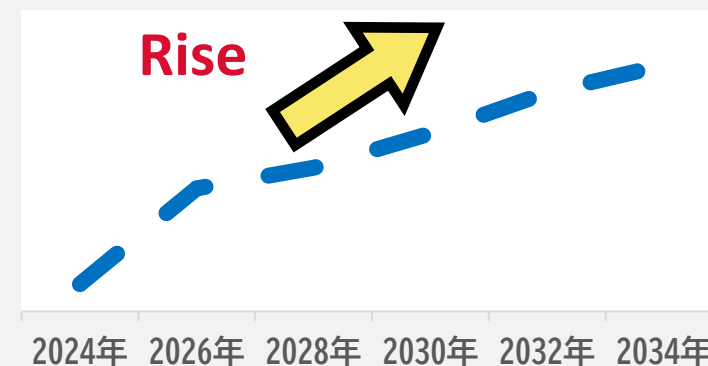
Construction costs



Rent



Interest Rates (Forecast)

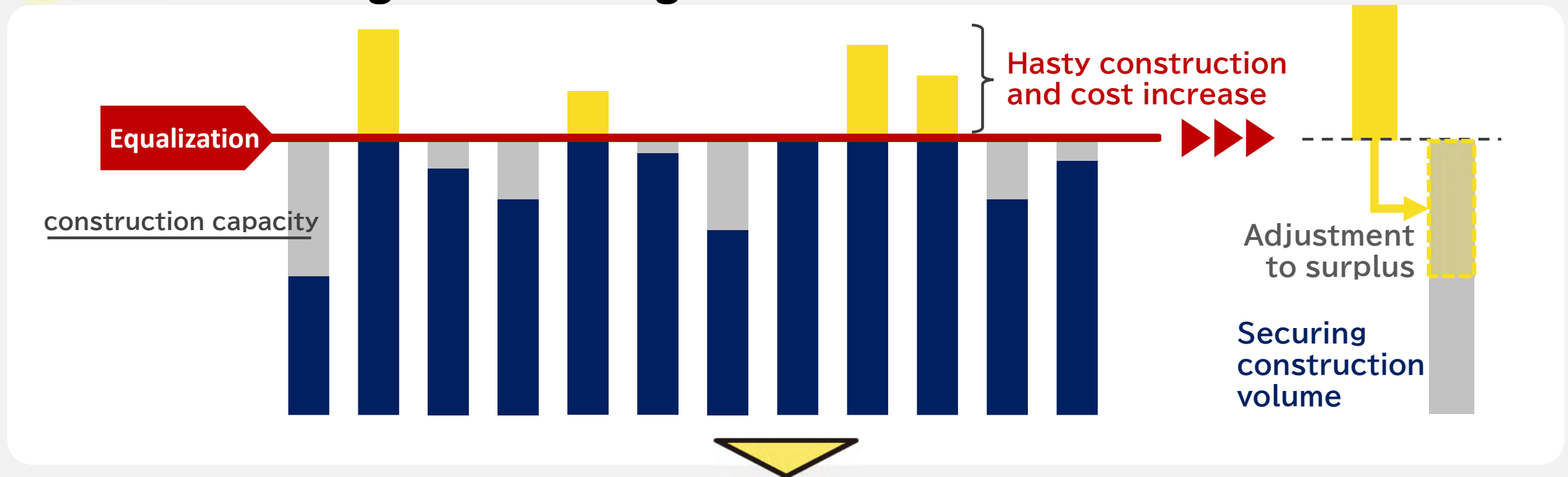


Price revisions due to inflation (construction and rent)



Yield on rental business, securing our revenue

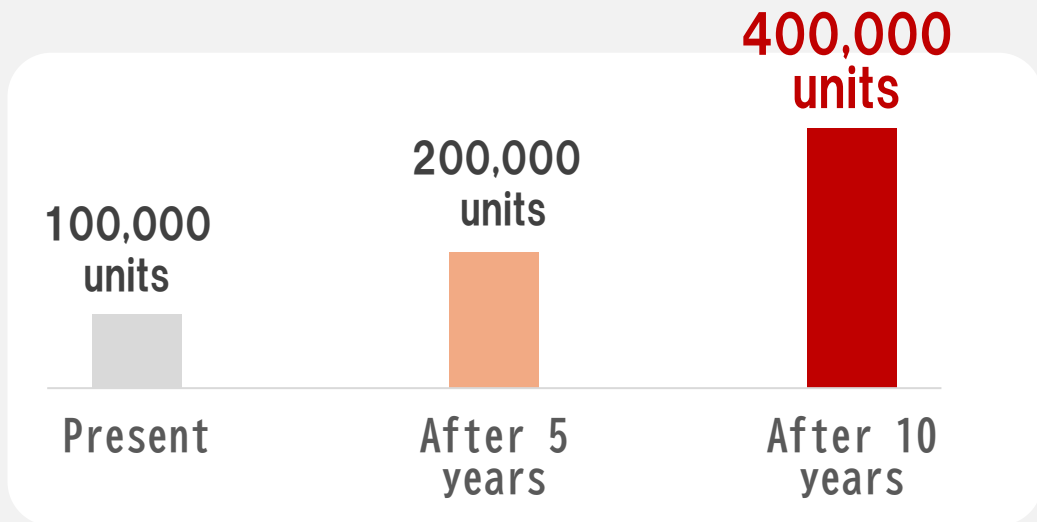
Equalize construction volume throughout a year to address engineer shortages



- **Controlling rising construction costs**
- **Securing construction volume in response to increased orders**

4 – (2) – 3. Virtuous circle from Stock to Flow

Number of buildings over 25 years old will increase rapidly



Rebuilding proposals for a wide variety of managed properties

Establish an internal ecosystem



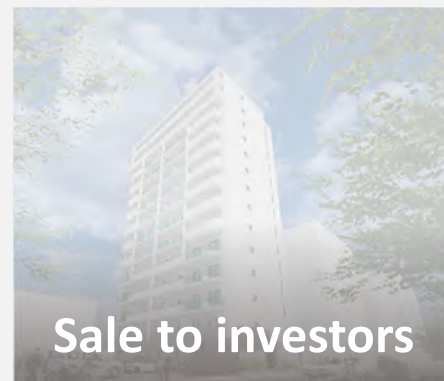
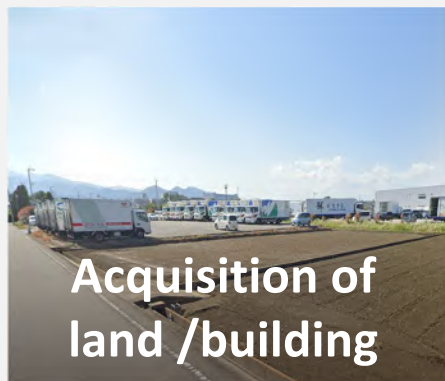
Tackling on focus areas of this Medium-Term Business Plan

- 1 Expansion of real estate development business
- 2 Starting overseas business
- 3 Regional development that is unique to Daito Group.



4 – (3) – 1. Expansion of property development business

Investment in building and land set sales business
and renovation and resale business



100 billion yen in property investment

(PSA for large projects are executed at the time of land acquisition)

Expansion of core business areas,

Securing revenue from transaction & management

4 – (3) – 2. Starting overseas business

Starting from a renovation and resale business in North America.



STEP 1
FY2024~2026

STEP 2
FY2027~2029

STEP 3
FY2029~

DK Future Circle : Regional development that is unique to Daito Group.

Our initiative: Identifying issues in the town

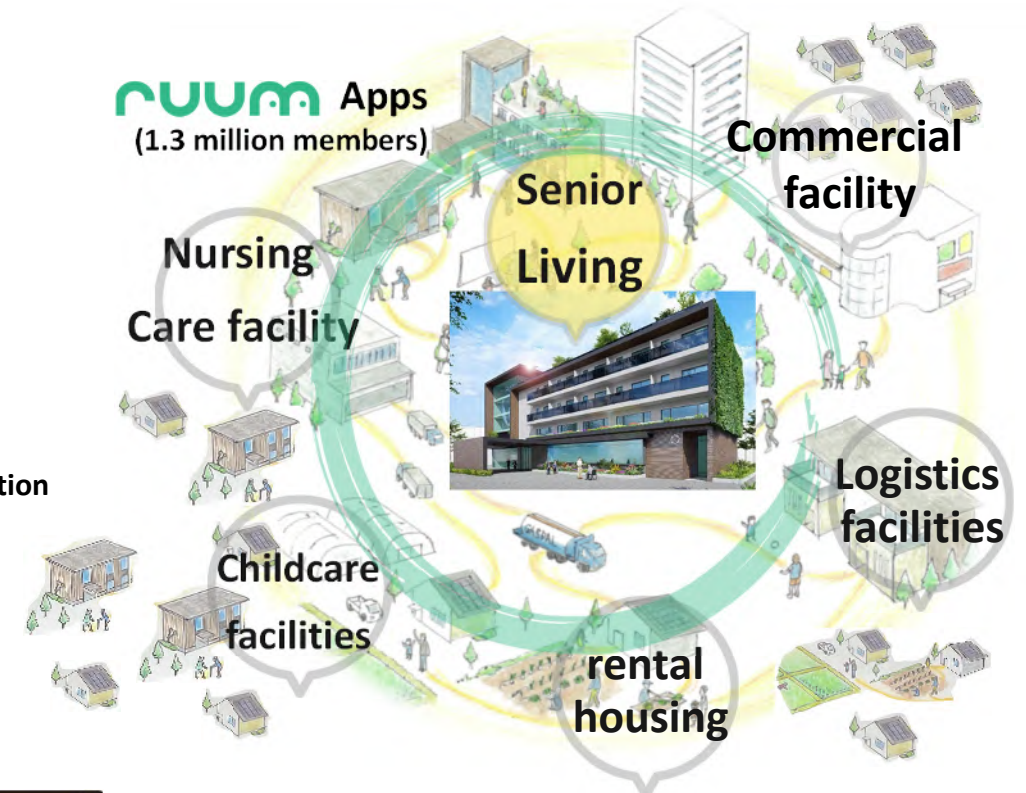
Cooperation with local communities and municipalities

Establish problem-solving facilities

e.g.) Super-aging → Nursing care and elderly care facility construction

Connecting People, Town, and Services

Toward a Safe and Prosperous City and Region



Pursuing regional development that is unique to our group

5. Financial Strategies and key Indicators

FY 2026 Target		Net Sales 2tn yen / Operating income 140bn yen / ROE 20%
		Medium-Term Business Plan FY 2024-2026
Financials	Equity Ratio	Maintaining 35% or more
	Debt Equity Ratio	Maintaining below 0.3%
	Long-term debt	Procurement as required
Investment	Capital investment	60bn yen in 3 years (of which, 30bn yen or more in IT and DX investment)
	Business investment	100bn yen or more in 3 years
Shareholder Returns	Payout ratio	Dividend 50%
	Acquisition of treasury stock	Implemented on a flexible basis (to be determined on a single fiscal year basis)

6. Non-financial targets

Key indicators were extracted from material Issues KPIs, focusing on "maximizing the power of employees."

KPI	選定理由	FY2023 (Actual)	FY2026 (target)	FY2030 (target)
① Employee engagement score	Comprehensive index of employees "ease of work" x "job satisfaction"	59.2 (A)	60.7 (A)	62.0 (AA)
② Percentage of female management personnel	Key Indicators of "Ease of Working"	6.5%	8.0%	10.0%
③ Number of project partnerships with municipalities	VISION2030 Promotion Indicators	—	10 locations	30 locations
④ Greenhouse gas emissions reduction rate Scope1+2、3	Key Indicators of Environmental Responsiveness (ZEH supply and biomass power generation)	Scheduled to be totaled in July	41%	55%
⑤ Percentage of female directors	Respond to Japanese government policy (30% female directors)	8.3%	20%	30%