

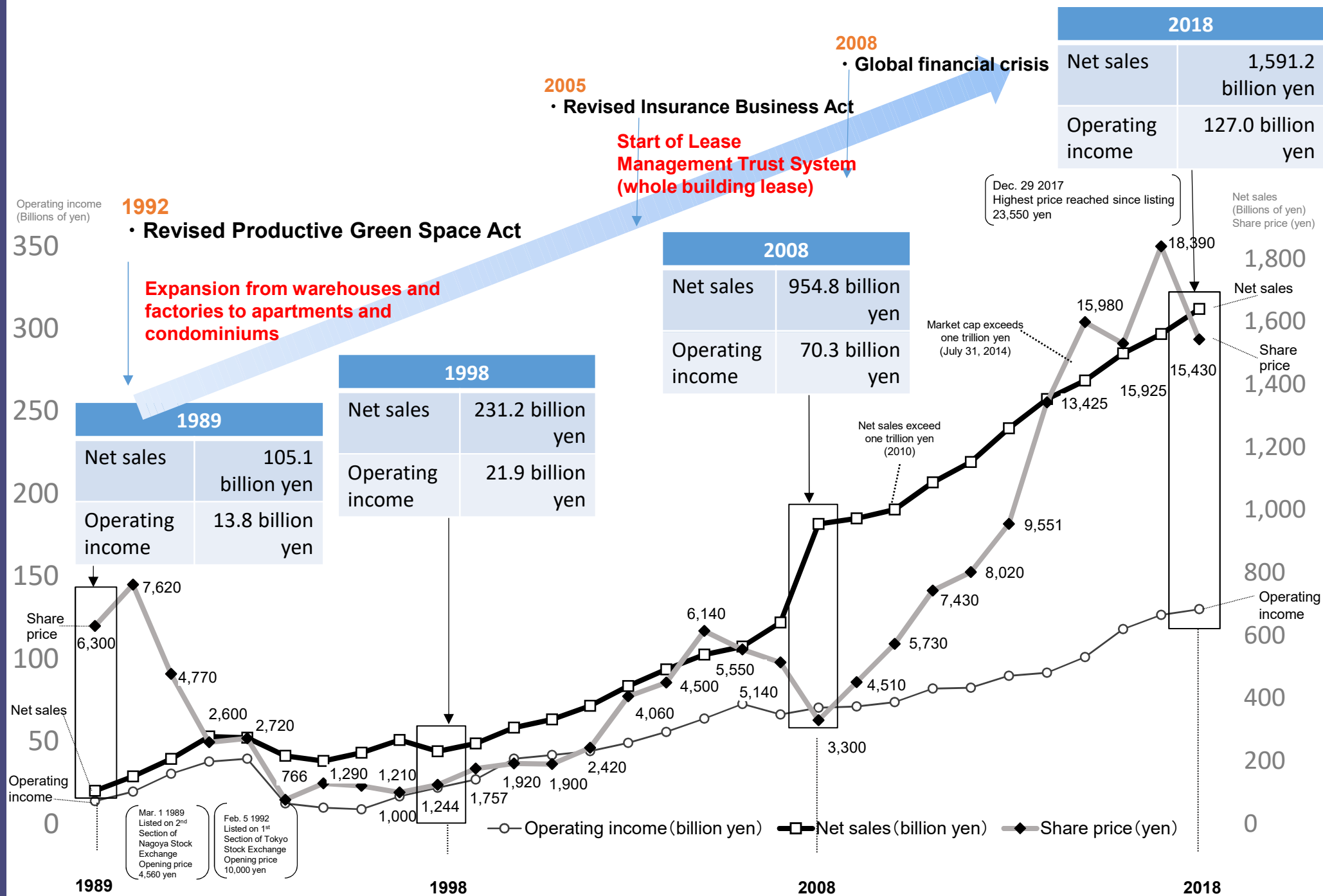
New Five-year Plan: “Growth Plan”

FY2023 Plan: Net Sales: 2,200 billion yen Operating Income: 180 billion yen

**A Company that can Grow Sustainably,
Entrusted with the Dreams and Futures of its Stakeholders**



DAITO TRUST CONSTRUCTION CO., LTD.

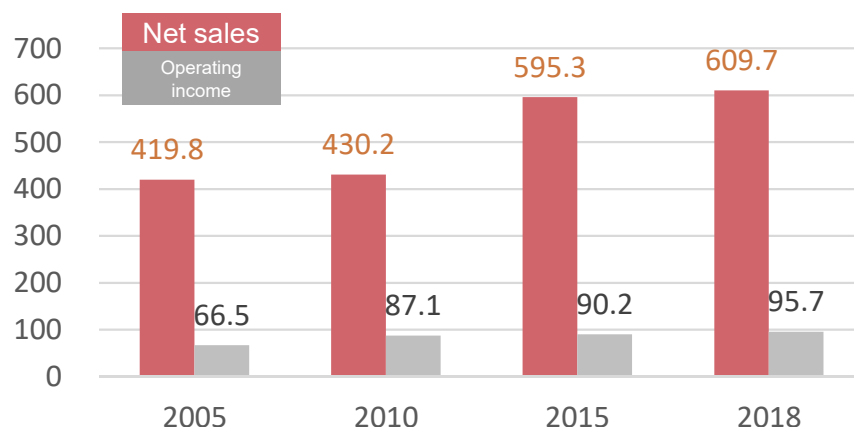
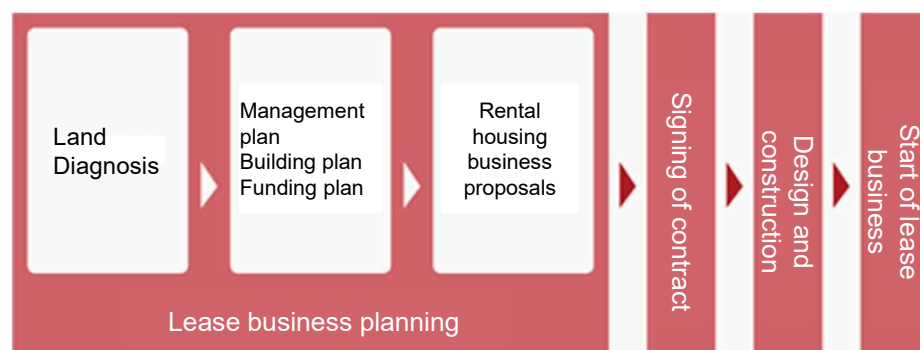


Our **lease management trust system (whole-building lease)** covers from planning of leasing management to design and construction, tenant recruitment as well as management and operation, turning a variety of risks into a sense of security.

Grow through two core businesses: Construction and Real Estate

Construction Business

- Propose building rental business to landowners
- Provide high-quality rental buildings through direct construction

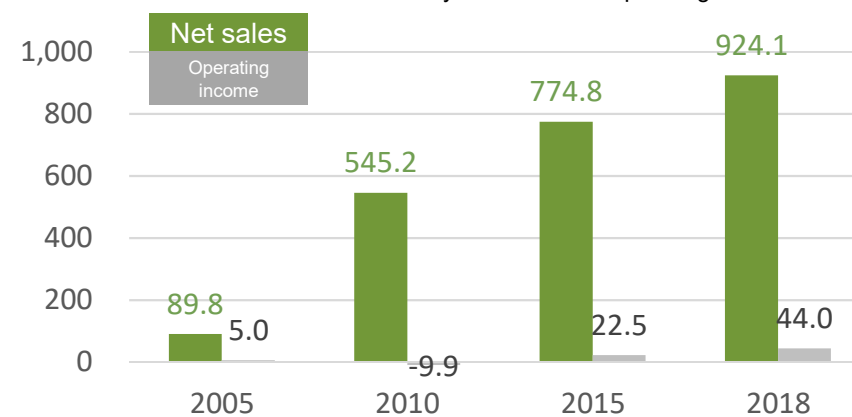


Real Estate Business

- Tenant recruitment utilizing diverse media and other channels
- Management and operation of building rental business



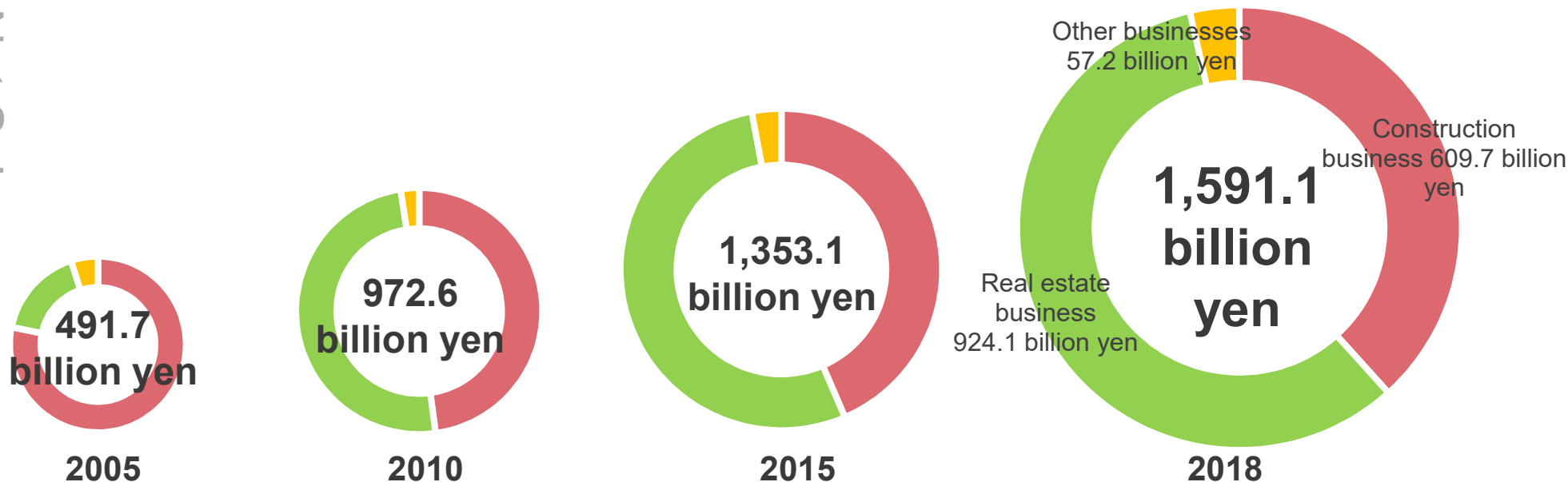
※ A contract may be canceled depending on the conditions.



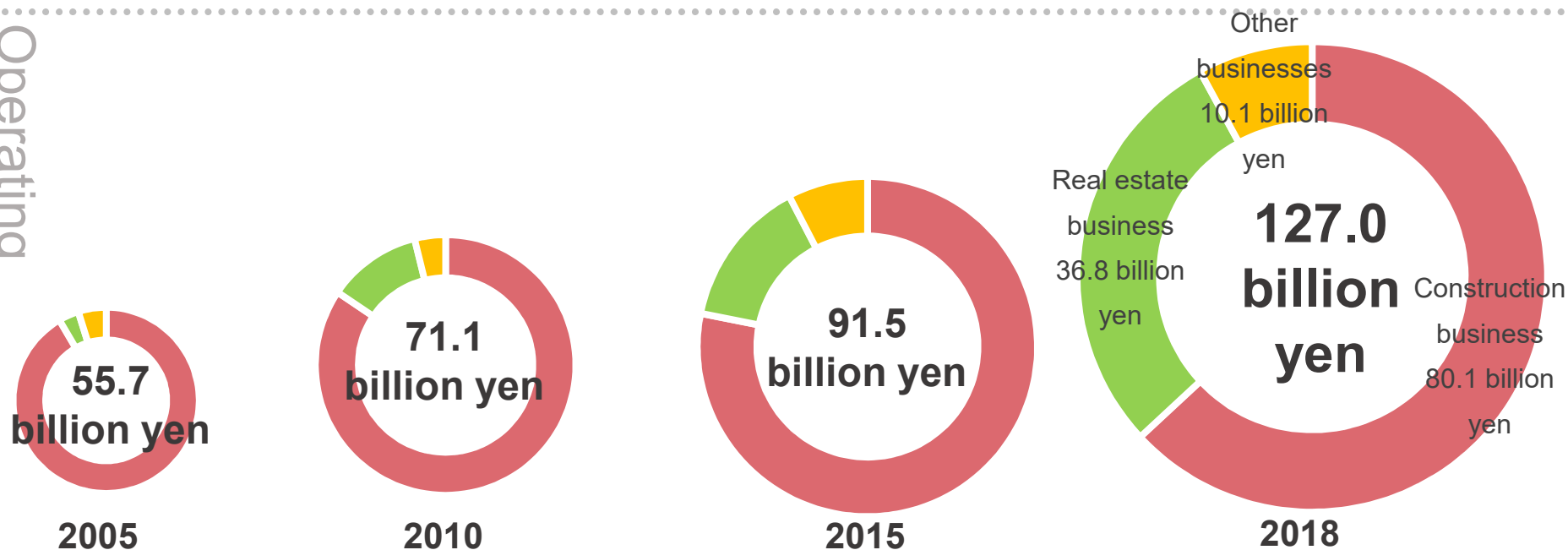
Net Sales and Profit Structure for Each Five Years

Construction Real Estate Other

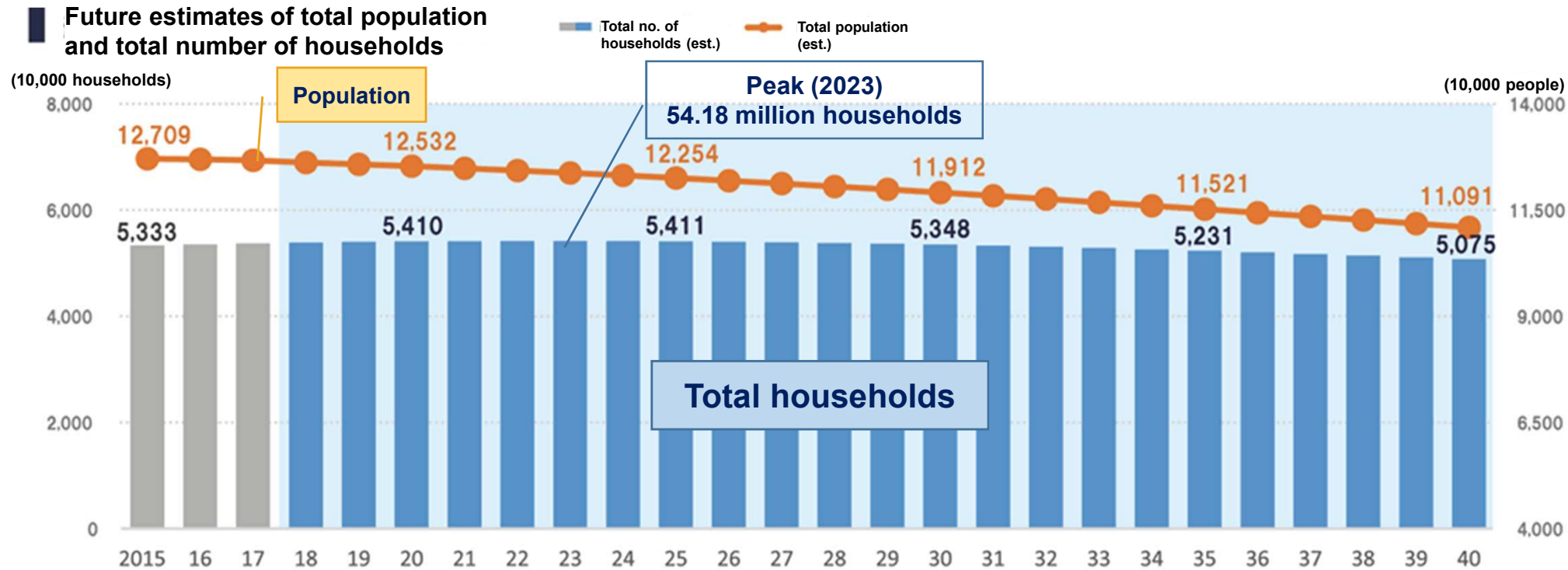
Net Sales



Operating Income



A future drop in the number of households will result in a market environment in which major growth as seen in the last 30 years will be difficult to achieve



*Total households, total population: This data is based on estimates published by the National Institute of Population and Social Security Research

The New Five-year Plan (the Reiwa New Growth Plan) targets further growth:

“A Company that can grow sustainably, **entrusted** with the dreams and futures of its stakeholders”

As we aim toward sustainable growth in the Reiwa Era, we must first strengthen our core business (the rental housing sector)

(Construction business) Offer owners long-term support

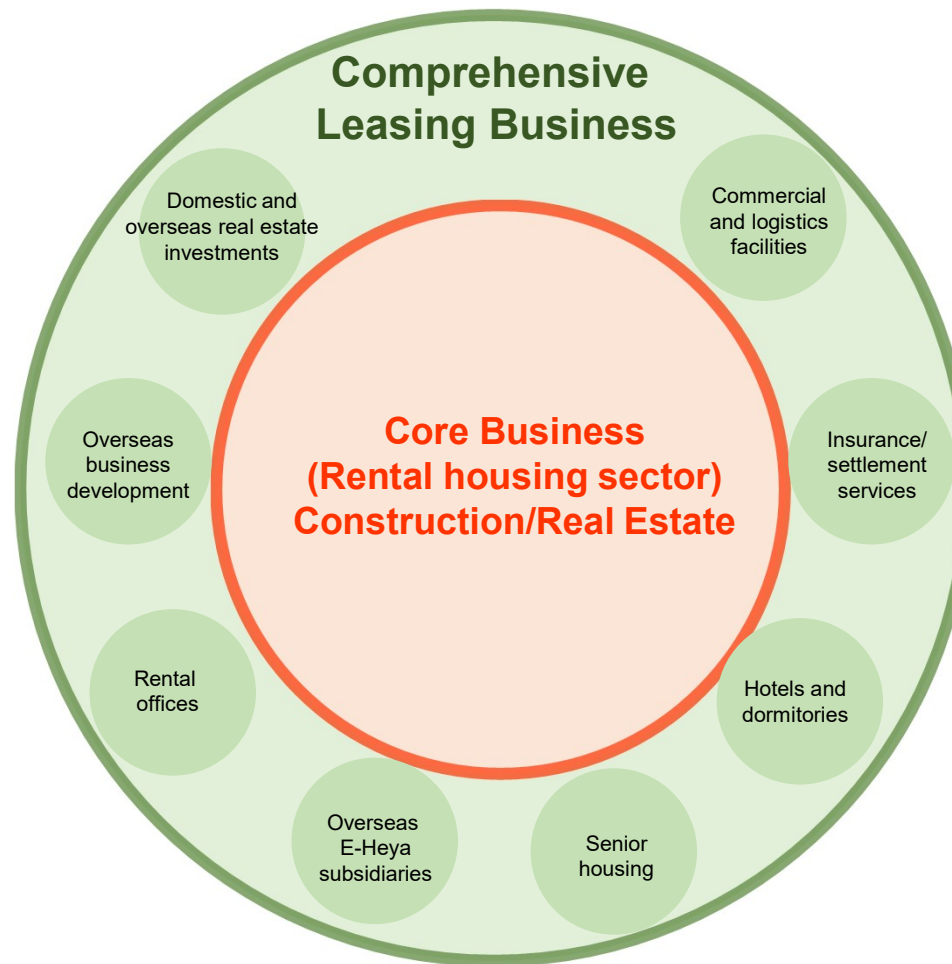
(Real estate business) Offer units and lifestyles that tenants will want to choose



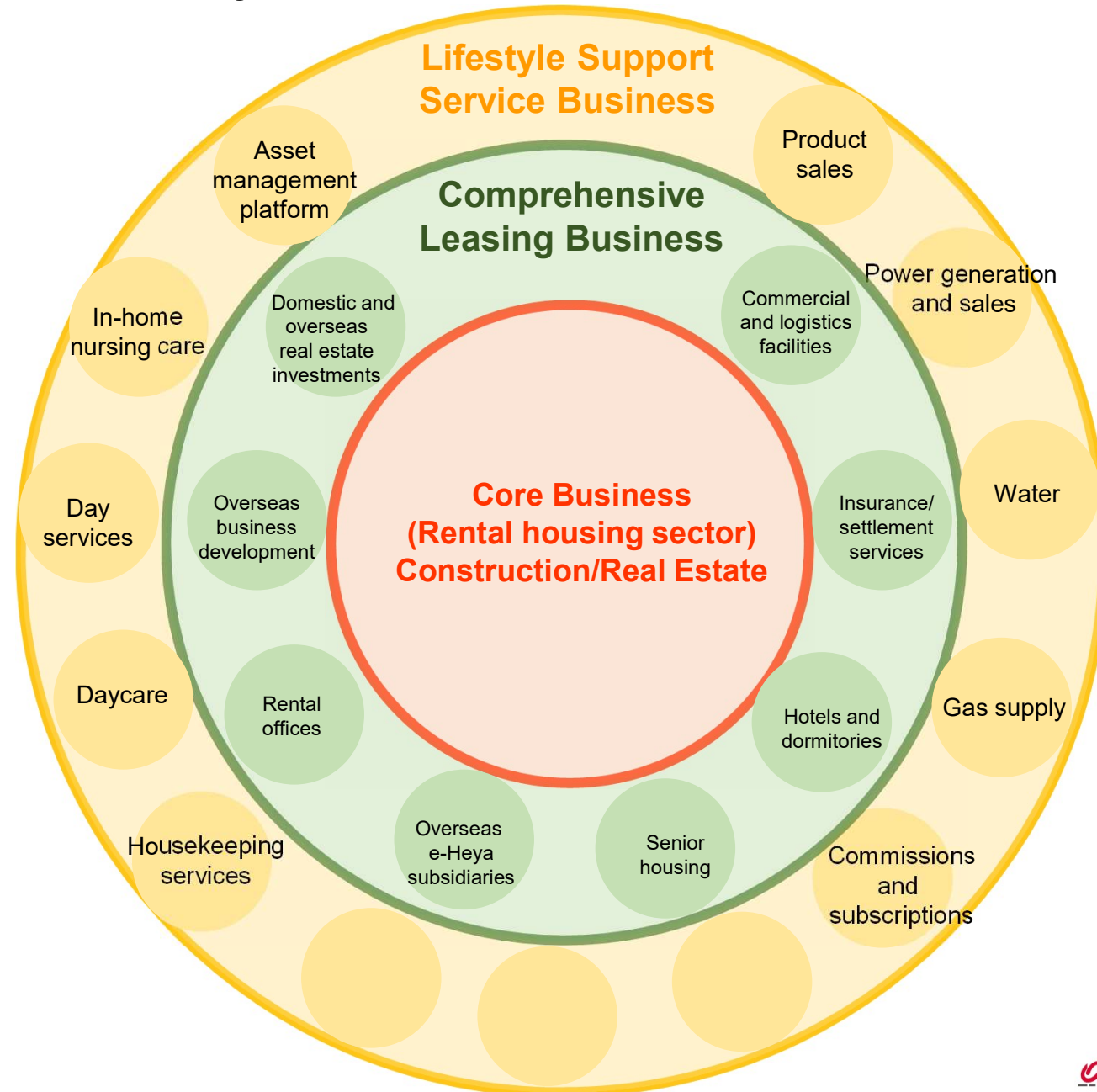
Expand share by deepening core business and expanding rental market



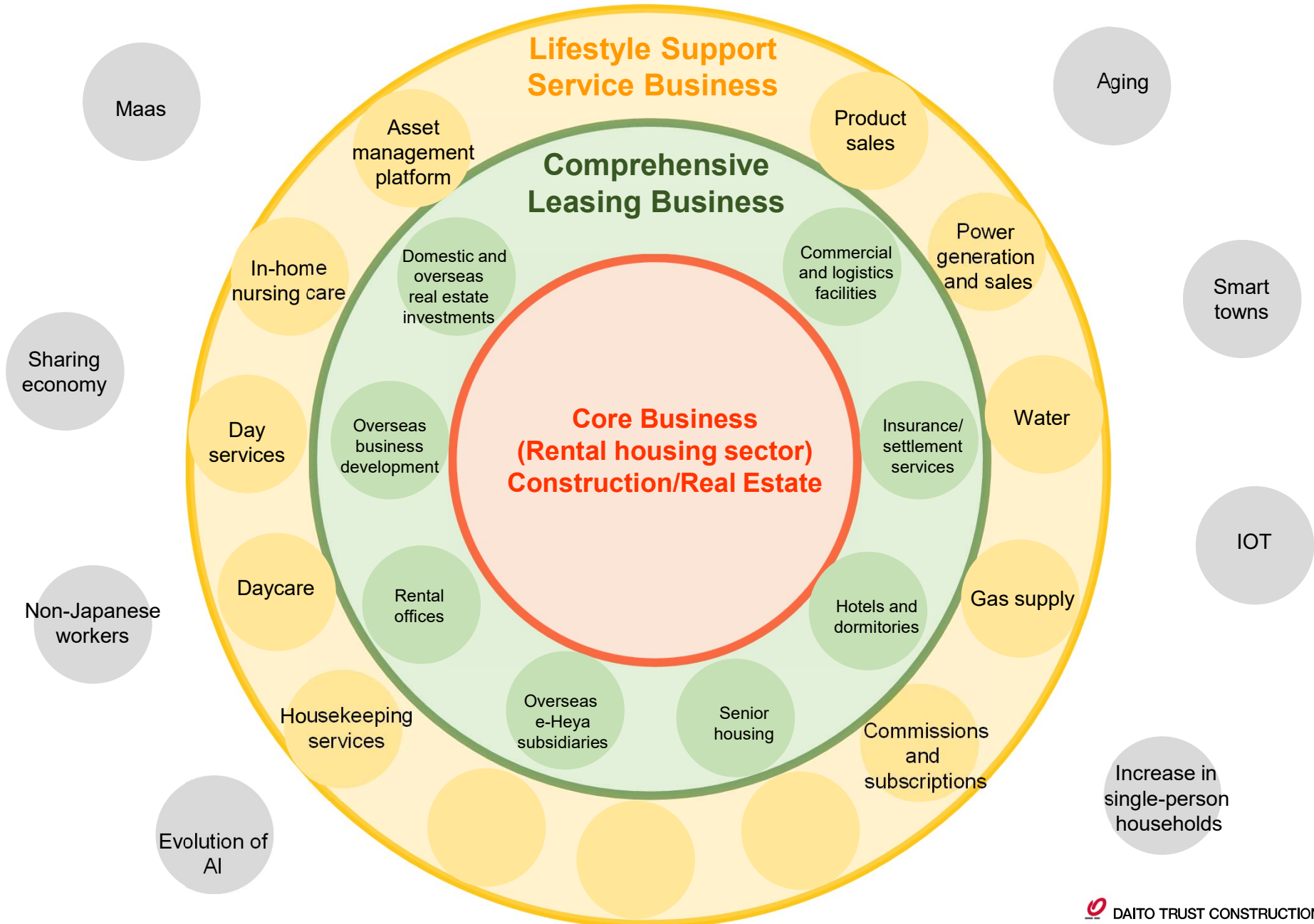
(Comprehensive Leasing Business) Expand leasing business domains to include commercial facilities, rental offices, hotels, dormitories, etc.



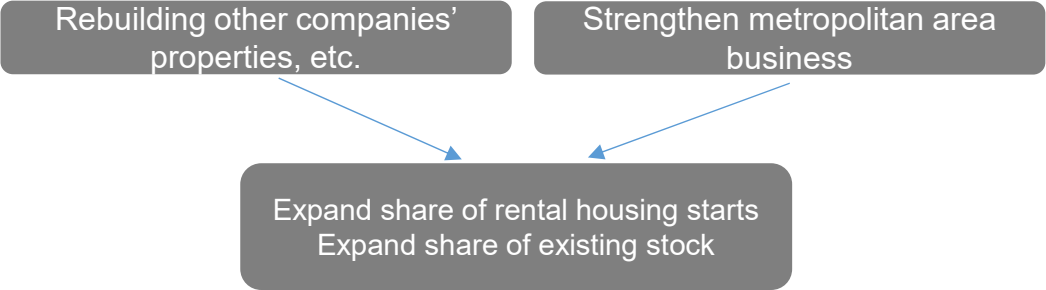
(Lifestyle Support Service Business) Expand not only into energy, nursing care and daycare, but other service business domains as well



Shift from an exclusive focus on rental housing to become a total lifestyle support company centered on a comprehensive leasing business

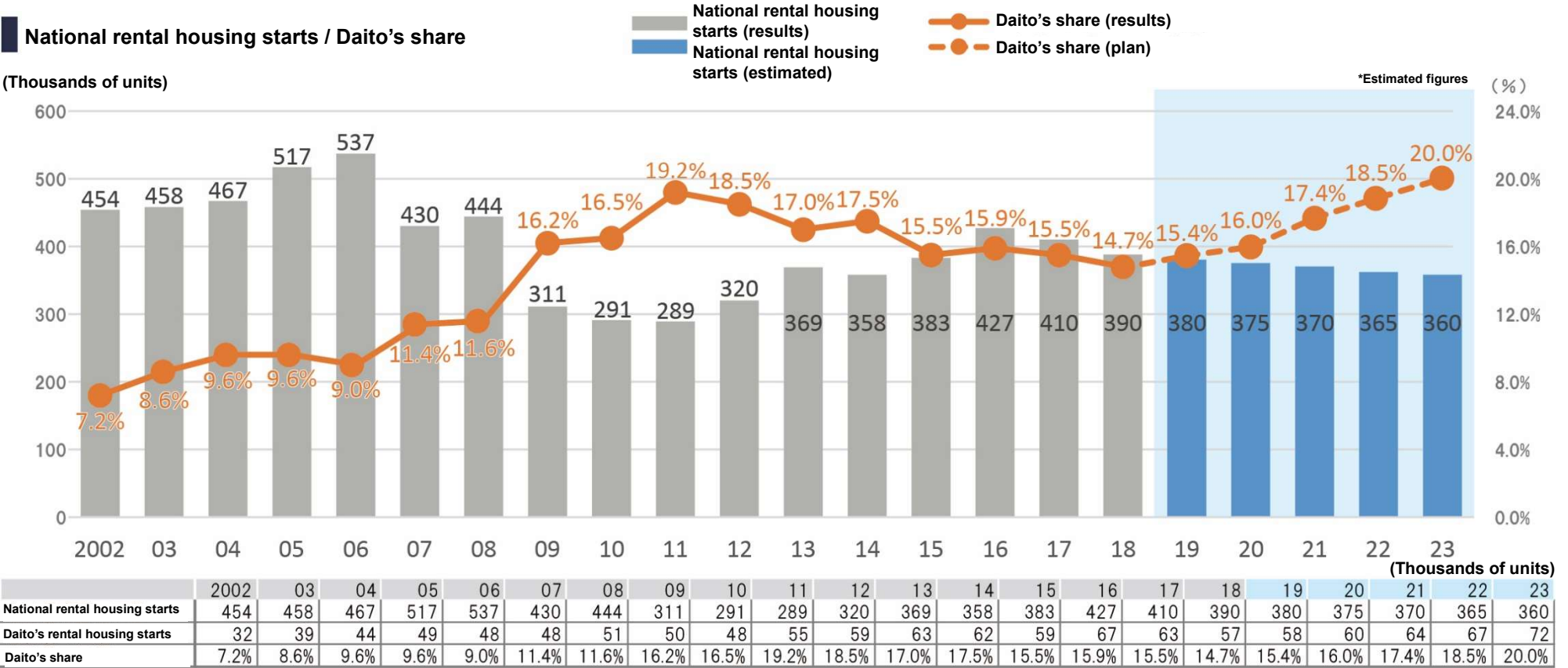


Deepening the Core Businesses



Current share of existing stock: 6%
(1.12 million units of 18.51 million units total)

Stock share up 0.3% through supplying 60,000 units annual



*Results for national rental housing starts taken from data published by the Ministry of Land, Infrastructure, Transport and Tourism; Estimates are Company estimates, and are not based on data published by government agencies.

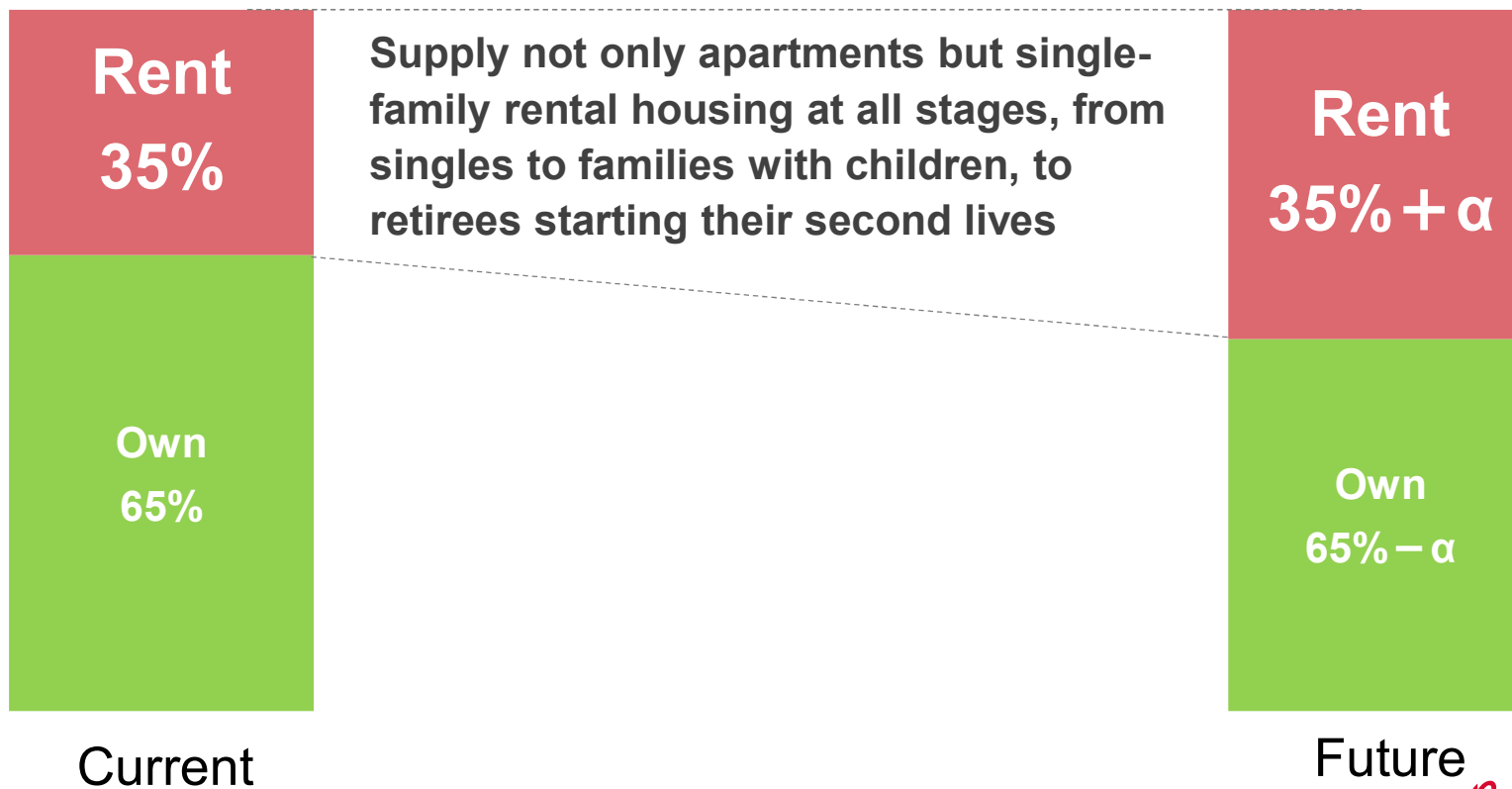
Expansion of rental market



(Elder Garden Serviced Senior Housing)



(cocodate single-family rental housing)



Commercial facilities, logistics, hotels, dormitories, domestic and overseas real estate investments, etc.

Malaysian Hotel



(Hilton Kuala Lumpur/
Le Meridien Kuala Lumpur)

Overseas real estate investment



(Restaurant BLVD in Washington)

Share Business/Rental Offices



(.Base Toranomom)

Consider energy, nursing and daycare and other sectors

Energy



(Solar power generation business)



(LP gas business)

Nursing care/daycare



(Care Partner)



(Kids Partner)

Other service businesses



Tenant Mail Order Service
【DK SELECT MALL】



Dedicated Tenant App
【DK SELECT Evolving Living】



No guarantor or sponsor required
【Silver Plan】

✓ Existing Business

- Propose building rental business to landowners considering land utilization and asset succession issues after detailed research and analysis of location conditions, surrounding environments and tenant needs.
- Provide high-quality rental buildings through an integrated system based on direct construction.



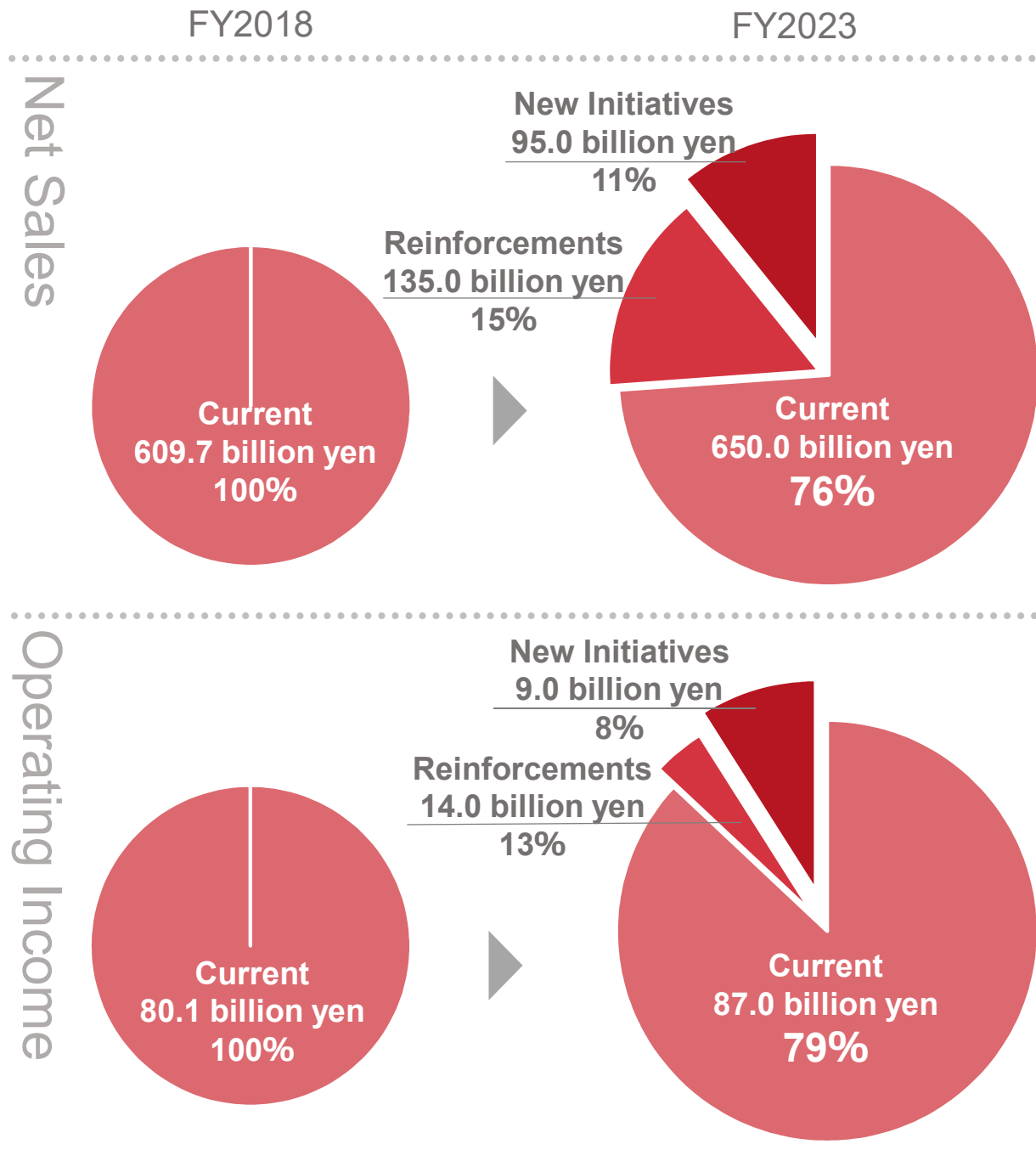
✓ Reinforcement Measures

- Strengthen conversion of competitor units
- Strengthen sales in metropolitan area
- Strengthen sales from initial introductions
- Digital marketing



✓ New Initiatives

- Rental housing renovation (competitor units)
- Business tie-ups, M&A, etc.



✓ Existing Business

- Tenant recruitment using diverse media and other channels
- Management and operation of building rental business
- Unique tenant services to maintain higher occupancy rates



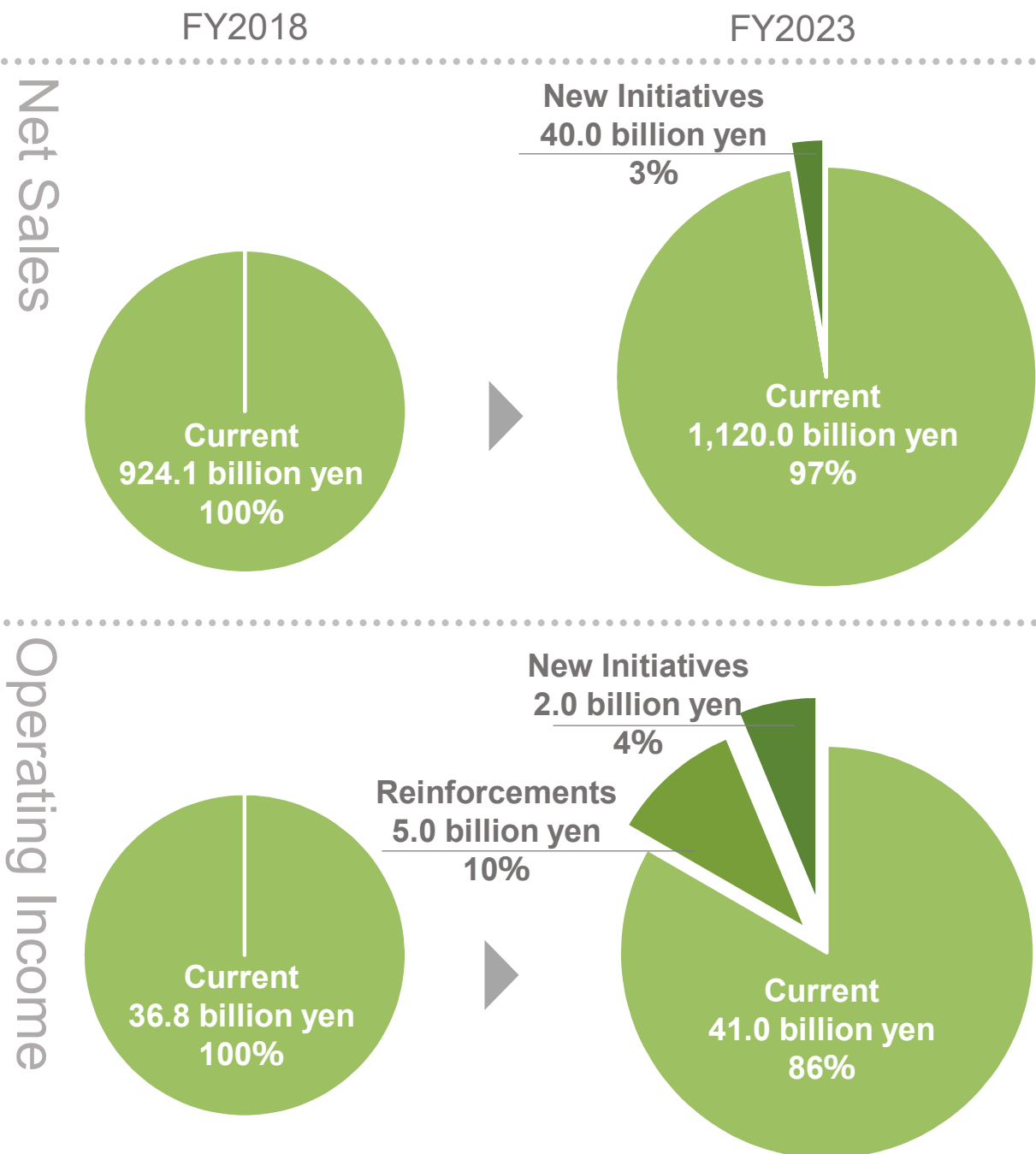
✓ Reinforcement Measures

- Automation of screening and recruiting tasks
- Introduction of IT in rental brokerage
- Expand portals and adjacent business relationships, curb ad costs
- Expand contracts for management of other companies' properties
- Reduce leasing costs



✓ New Initiatives

- Make E-Heya Net overseas offices local subsidiaries
- Broker purchase and sales of properties with cancelled management contracts



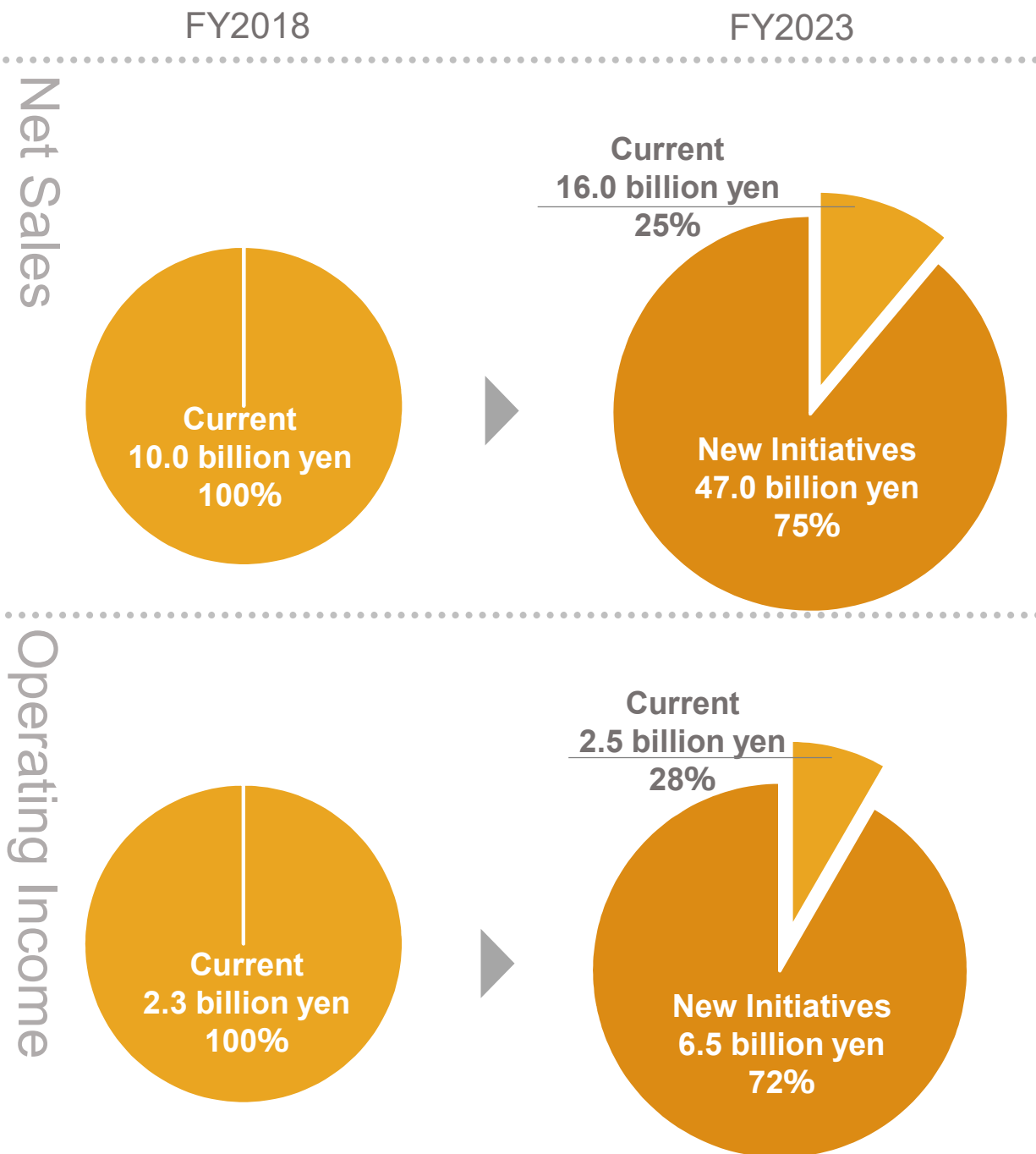
✓ Existing Business

- Reinforce real estate distribution development sales
- Promote overseas business
- Promote insurance and financial businesses



✓ New Initiatives

- Commercial facilities, logistics facilities, hotels, dormitories
- Domestic and overseas real estate development investments
- Promote overseas business
- Share business, rental offices



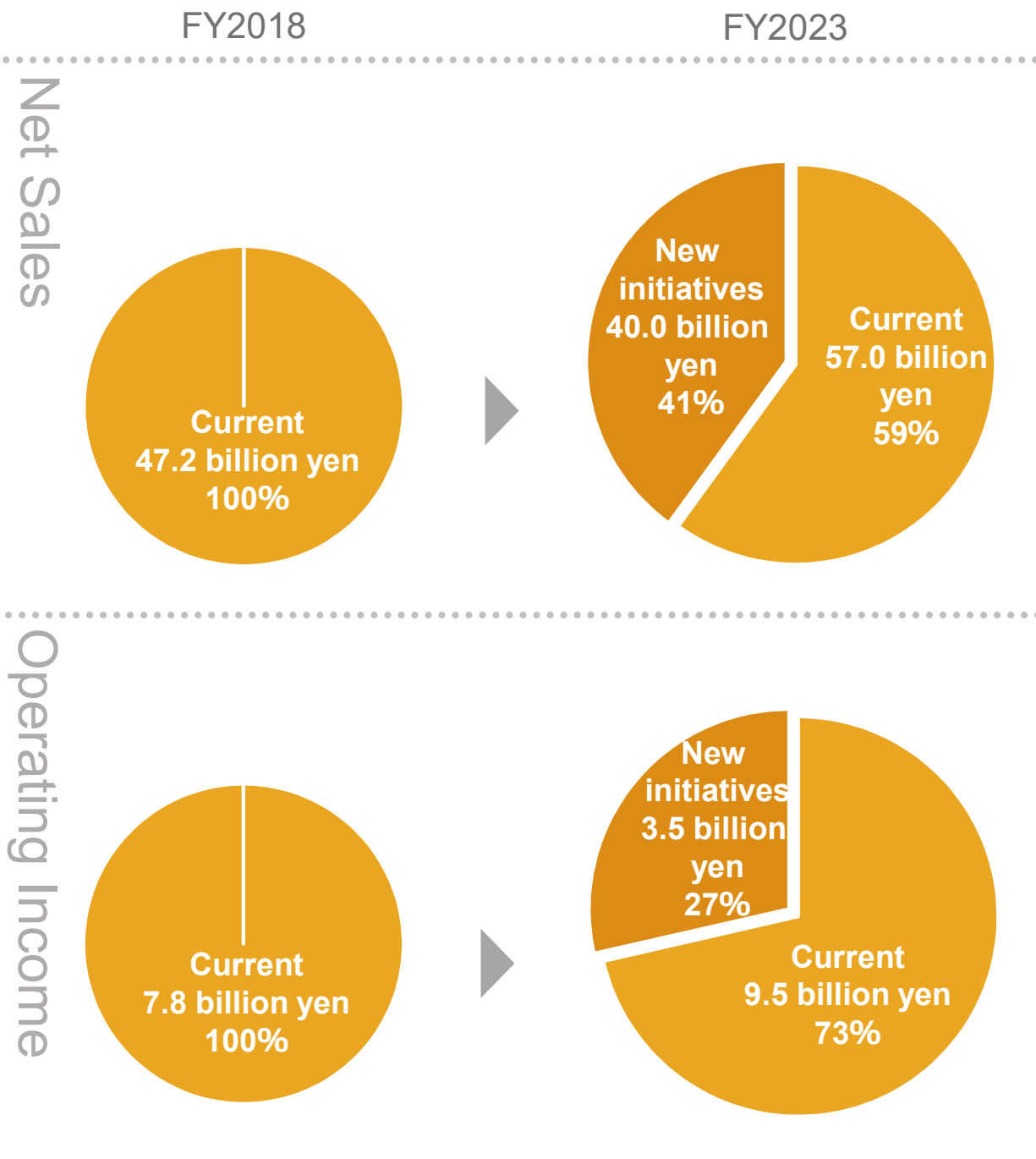
✓ Existing Business

- Energy business
- Nursing and daycare business

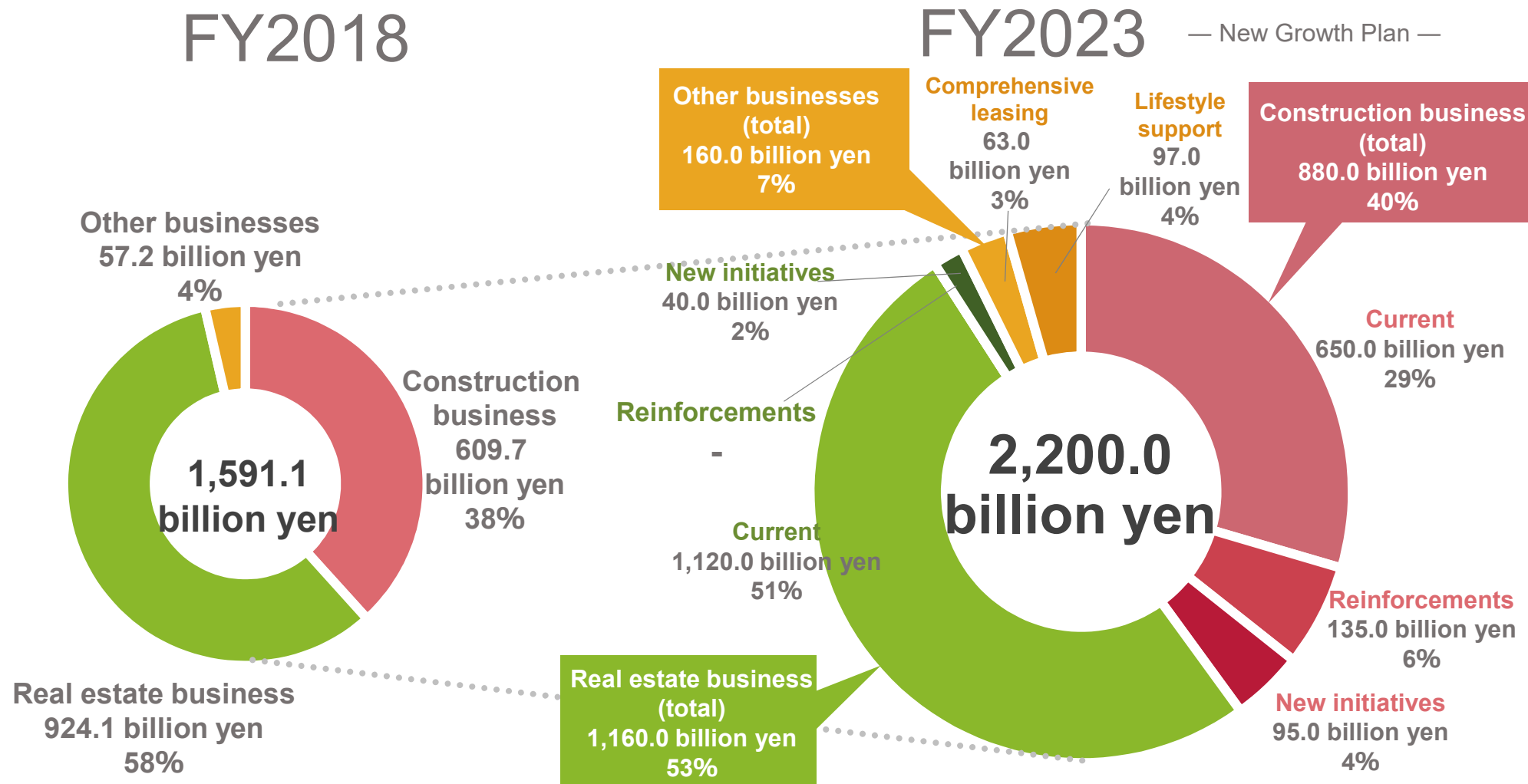


✓ New Initiatives

- Expand renewable energy business
- Expand LP gas business
- Nursing and daycare business
- Subscription (commission) business
- Lifestyle support services
- M&A, etc.



Net Sales Comparison: FY2018 → FY2023



Net sales
Operating Income

1,591.1
127.0
FY2018

1,640.0
128.0
FY2019

1,690.0
131.0
FY2020

1,740.0
134.0
FY2021

1,790.0
137.0
FY2022

1,840.0
140.0
FY2023

↑ +360.0

↑ +40.0

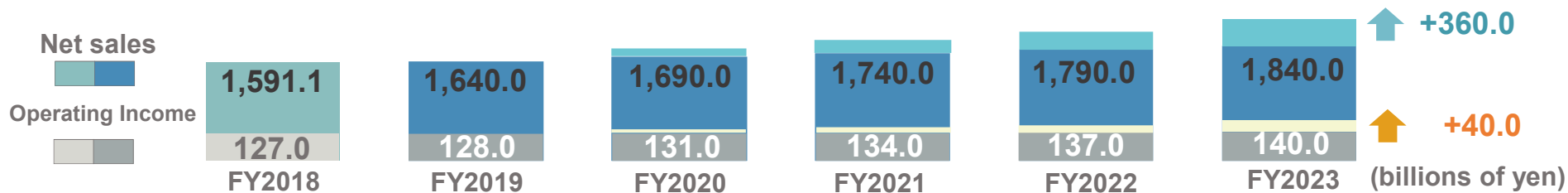
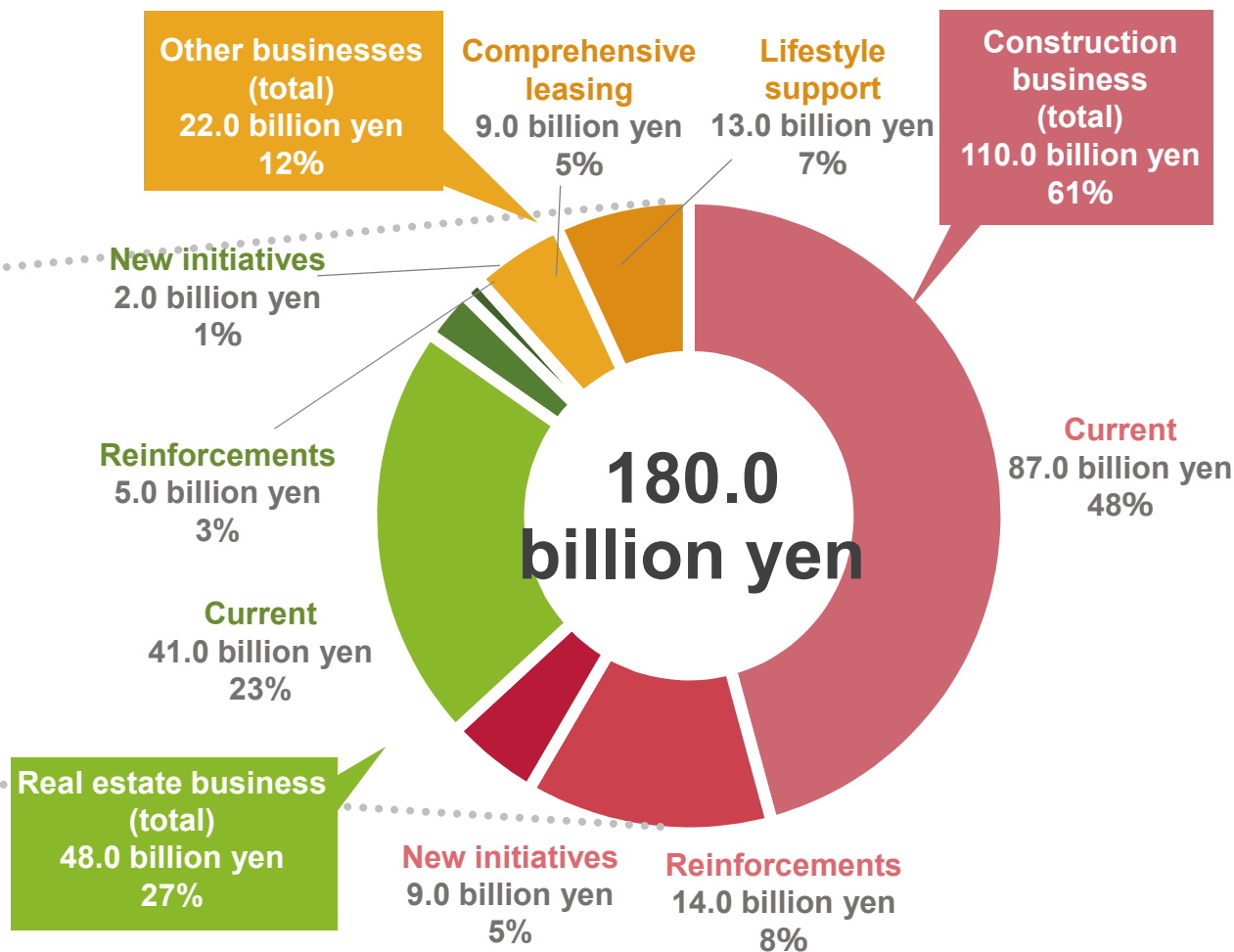
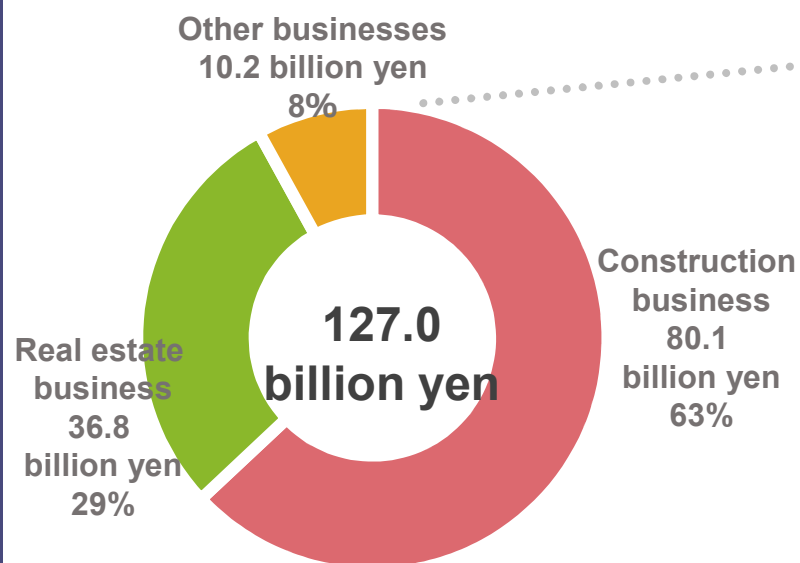
(billions of yen)

Operating Income Comparison: FY2018 → FY2023

FY2018

FY2023

— New Growth Plan —



A Company in Which People can Entrust Their Dreams and Futures, A Company to be Proud of



Evaluation and Treatment

- Fair evaluations and treatment
- Attractive wages and programs
- A company that promotes female participation

Training and Growth

- Rich training and educational programs
- Support for self-improvement



Organization and Culture

- An open organizational culture
- Strict compliance
- Elimination of harassment

Life is Built on Trust



A company in which
people can entrust their
dreams and futures,
a company to be proud of

- Rewarding workplaces
- Pleasant workplaces



Working Conditions

- Promotion of work style reforms
- Work-life balance
- Diverse working arrangements

Brand

- Life is built on trust
- Obtaining external evaluations
- Improving corporate image

Management

- An explicit growth vision
- Promotion of governance
- Practice of CSR management



Benefits

- Child and nursing care, nursing leave
- Anniversary leave
- Support for renting company-owned properties

ESG

- Promotion of environmental management
- Contributing to local communities
- Legal compliance, governance



Key Performance Indicators (KPIs)

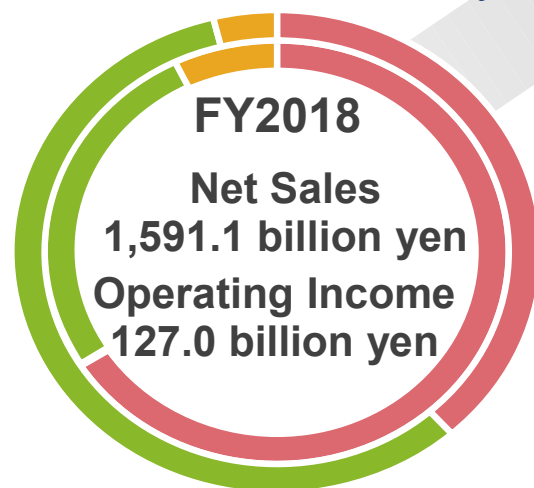
Financial Value

Index	KPI
(1) ROE	20% or more
(2) Payout ratio	Dividend 50%
(Acquisition of treasury stock suspended; applied to growth investments)	
(3) Consolidated operating income ratio	7% or more
(4) Gross profit on completed projects	30% or more
(5) Vacancies as a ratio of rent	4% or less
(6) Share of rental housing starts	20% or more

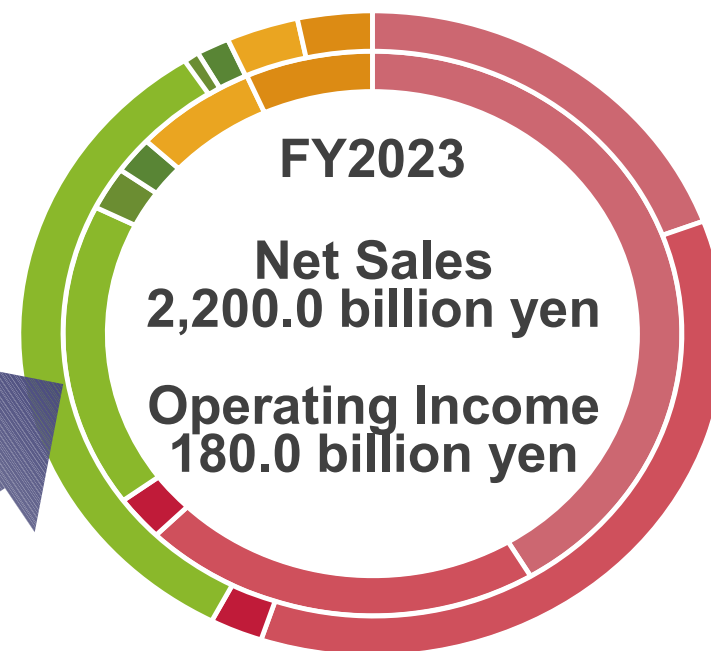
Social Value

	Index	FY2023 Target
(1) Owners	Satisfaction rate per surveys upon completion	85.0%
(2) Tenants	Satisfaction rate per post-move-in surveys	78.0%
(3) Partners	Number of cooperative members	10,350 companies
	Number of partner real estate companies	13,800 outlets
(4) Local communities	Number of community support activities engaged in	200
	Number of employees enlisted in the Daito Group Mirai Fund	8,000
(5) The environment	CO2 emission reduction rate *vs. FY2017	7.4%
(6) Governance	Percentage of outside directors *As a percentage of all directors	33.3%

A Company that can Grow Sustainably,
Entrusted with the Dreams and Futures of its
Stakeholders



Shift from an exclusive focus on rental
housing to become a total lifestyle support
company centered on a comprehensive
leasing business



In-house Targets

	Initiative	FY2023 Target
Pleasant workplaces	Percentage of female workers	20.0%
	Percentage of females hired	33.6%
	Percentage of females in management	6.0%
	Percentage of paid leave taken	80.0%
	Average overtime hours	33.5h
	Percentage of males taking childcare leave	100%
	Employment rate of people with disabilities	3.1%
Rewarding workplaces	Employee satisfaction rate	75.0%