

Report on Settlement of Accounts for FY ended in March 31 2017

Financial Highlights, Year ended in March 31, 2017





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## I. Results in FY ended in March 2017

Financial Results, Year ended in March 31,2017





### Profit & Loss by segment (Construction Business)

Construction segment ①

PL

			(+ DII)
	2016/3	2017/3	(Y o Y)
Net sales	595.3	623.9	(+4.8%)
Gross profit	176.2	197.6	(+12.1%)
Operating income	90.2	109.1	(+20.9%)



(Yhn)

Construction Segment (2)

PL





### Profit & Loss by segment (Real Estate Business)

Real Estate Segment ①

			(¥ bn)
	2016/3	2017/3	(Y o Y)
Net sales	774.8	824.6	(+6.4%)
Gross profit	62.6	72.7	(+16.1%)
Operating income	22.5	29.6	(+31.5%)



% Increase due to the change of accounting period of House Leave Co., Ltd. (from Feb. to Mar.)

Real Estate Segment 2

	2016/3	2017/3	(Y o Y)
Gross profit margin	8.1%	8.8%	[+0.7p]
Operating income margin	2.9%	3.6%	[+0.7p]



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PL	Profit & Loss by segment (Other Businesses)
Other segment	Financial business • Care business • Gas supply business • overseas Business and the like
	(¥bn)

	2016/3	2017/3	(Y o Y)
Net sales	41.4	48.5	(+17.1%)
Gross profit	15.5	15.2	(\(\triangle 2.0\%\))
Operating income	8.9	7.4	(△16.8%)

Net sales



Operating income



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X Increase due to the change of accounting period of Care Partner Co., Ltd. (from Feb. to Mar.)

PL

expenses

			(¥ bn)
	2016/3	2017/3	(Y o Y)
SG&A expenses	153.4	165.4	(+7.8%)
SG&A expenses ratio to sales	10.9%	11.0%	[+0.1p]

[ ] : Variance from previous FY



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**Financial Review** 

**Consolidated BS** 

## Consolidated Balance Sheet

	End of Ma	arch 2016				End of Ma	arch 2017		
								(¥ br	
		Current Liabilities	281.8			<b>509.7</b> ( + 30.1)		Current Liabilities	<b>337.</b> 9 (+56.1
Current Assets	479.6	Fixed Liabilities	198.1		Current Assets		Fixed Liabilities	<b>167.</b> (∆30.1	
		Total Liabilities	480.0				Total Liabilities	<b>505.</b> (+25.9	
Fixed Assets	248.9	Net Assets	248.5		Fixed Assets	271.6	Net Assets	<b>275.</b> 4 (+26.9	
Total Assets	728.5	Total Liabilities & Net Assets	728.5		Total Assets	<b>781.4</b> (+52.8)	Total Liabilities & Net Assets	<b>781.</b> (+52.8	
Equity ratio			34.3%	1	Equity ratio			35.3%	
Net assets per share         Return on Equity (ROE)         Acquisition and retirement of         treasury stock			¥3,243.97		Net assets per share			¥3,630.5	
			27.4% 1.23mn shares ¥16.7bn		Return on Equity (ROE)			31.2%	
		f 1.2			Acquisition a treasury stop	nd retirement o k	of 1.22	2mn share ¥20.2b	



Amount of orders received in each region





## ◆Orders in hand ¥896.4bn(+0.6% YoY)



Transition of number of sales representatives and amount of orders received per sales representative

Items related to orders received

Efficiency in acceptance of order

•Number of sales representatives  $\langle End of the FY \rangle$  3,383 ( $\triangle$ 37 YoY)

### Amount of orders received per sales representative $\langle$ throughout the FY $\rangle$ ¥16.35mn $\checkmark$ Month ( $\Delta$ ¥1.39mn YoY)



Index<sub>(2)</sub>







## ${\rm I\!I}$ . forecasts for FY ending in March 2018

Financial Forecasts, Year ending in March 2018



Forecast of FY ending in March 2018

Forecast of orders received

#### Forecast of amount of orders received ¥683.0bn (+4.2% Y o Y)

•Number of sales representatives <at the end of Mar. 2018 forecast> 3,500 (+117 Y o Y)

●Amount of orders received per sales representative ¥ 16.50mn (▲¥0.15mn Y to Y)





Strategy for receiving orders

#### 1. Acquiring new customer

- In every morning : Strictly ensure the time for "visit new customer"
- In the afternoon : Carry out "visit potential customer",

Strictly ensure to follow-up

 Increase the number and ability of sales representatives for exploring new customers

#### 2. Continuously holding orders from existing customer

- Maintain and build up relationship with financial institutions
- Strengthen cooperation with tax accountants, provide comprehensive asset support to clients
- Strictly ensure "Monthly visit to current customer" and carry out "Diagnostic service of building rental business"







Forecast of tenancy recruitment



80%

70%

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18/3(plan)

--- Occupancy rate

3,000

2,000

1,000

0

16/3

#### **Forecasts of FY** ending in March 2018

200,000 150,000

100,000

50,000

0

16/3

### Strategy for achieving the plan of tenancy recruitment targeting 298,000 (1)

• "E-Heya Net " SNS site

17/3

Number of tenancy agreements --- Occupancy rate

Reinforcement measures for promoting tenancy agreements

#### 1. Reinforce ability of tenant recruitment

17/3

Number of tenancy agreements

- · Pursue efficiency by renewed organizational structure
- · Follow-up marketing to potential tenants by utilizing SNS
- Explore foreigner market (offer 5 languages in online store)
- 2. Promote recognition of "E-Heya Net" brand
  - Plan and develop various sales campaign
  - · Hold reception meetings of real estate agents
  - · Hold "E-Heya Net Ladies" golf tour



Campaign flyer



80%

70%

18/3(plan)

"E-Heya Net Ladies" poster

Major 3 companies system

#### Pursue further efficiency by major 3 companies system



## II. Topics



## **Ⅳ**. Shareholder return policy



## V. Appendix

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## Profit & Loss of each segment <FY17/3>

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	16/3	17/3	YoY	18/3(plan)	Y o Y(Plan)
Net sales	595,364	623,910	+4.8%	652,000	+4.5%
Gross profit	176,269	197,645	+12.1%	199,300	+0.8%
(Gross profit margin)	29.6%	31.7%	+2.1%	30.6%	∆1.1 <sub>I</sub>
Operating income	90,248	109,143	+20.9%	112,800	+3.4%
( <b>a</b> )	45.00/	17.5%	+2.3%	17.3%	∆0.2
(Operating income margin)	15.2%				(¥m
	16/3	17.3 %	ΥοΥ	18/3(plan)	(¥mr
(Real estate business )					(¥mr Y o Y(Plan)
Real estate business >	16/3	17/3	YoY	18/3(plan)	(¥mr Y o Y(Plan) +5.5%
	16/3 774,807	17/3 824,642	Y o Y +6.4%	18/3(plan) <b>869,700</b>	(¥mr Y o Y(Plan) +5.5% +4.9% ±0.0p
Real estate business > Net sales Gross profit	16/3 774,807 62,611	17/3 824,642 72,701	Y o Y +6.4% +16.1%	18/3(plan) 869,700 76,300	(¥mr Y o Y(Plan) +5.5% +4.9%

🕻 Other businesses 》					(¥mn)
	16/3	17/3	ΥοΥ	18/3(plan)	Y o Y(Plan)
Net sales	41,471	48,551	+17.1%	63,300	+30.4%
Gross Profit	15,545	15,240	∆2.0%	20,700	+35.8%
(Gross profit margin)	37.5%	31.4%	Δ6.1%	32.7%	+1.3p
Operating income	8,980	7,472	∆16.8%	10,900	+45.9%
(Operating income margin)	21.7%	15.4%	∆6.3%	17.2%	+1.8p

				(¥ mn)
	FY 2016/3	FY 2017/3	ΥοΥ	FY 2018/3 Plan
Net sales	617,377	646,878	+4.8%	658,800
Construction	595,722	623,952	+4.7%	652,000
Real estate & others	21,604	22,926	+6.1%	6,800
Gross profit	177,316	200,550	+13.1%	197,700
Construction	175,564	196,849	+12.1%	195,400
Real estate & others	1,752	3,700	+111.2%	2,300
S & GA expenses	123,835	131,981	+6.6%	136,200
Operating income	53,481	68,568	+28.2%	61,500
Ordinary Income	80,646	85,422	+5.9%	83,000
Net income	59,811	59,926	+0.2%	60,500

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#### Profit & Loss of major subsidiaries (Construction Business) <FY17/3>

(¥ mn)

		Construction Business							
		Daito Co	onstruction	Ì	Daito Steel				
	2016/3	2017/3	YoY	2018/3 Plan	2016/3	2017/3	YoY	2018/3 Plan	
Net sales	6,589	6,664	+1.1%	7,000	4,586	4,758	+3.8%	4,841	
Gross profit	232	228	∆1.7%	238	267	244	∆8.6%	237	
S&GA expenses	92	108	+17.4%	102	72	75	+4.2%	78	
Operating income	139	119	∆14.4%	136	194	168	∆13.4%	159	
Ordinary Profit	201	177	∆11.9%	210	195	156	∆20.0%	159	
Net income	114	206	+80.7%	140	128	102	∆20.3%	103	

							(¥ mn)	
	FY 2	015/3	FY 20	016/3	FY 2017/3			
	Amount	(Ratio)	Amount	(Ratio)	Amount	(Ratio)	ΥοΥ	
Lease up of rental housing units %1	664,609	(91.8%)	709,324	(91.5%)	755,002	(91.6%)	+6.4%	
Building and repairs※2	29,695	(4.1%)	28,794	(3.7%)	26,014	(3.1%)	∆9.7%	
Brokerage of real estate	14,622	(2.0%)	16,213	(2.1%)	17,652	(2.1%)	+8.9%	
Rent Guarantee business	3,688	(0.5%)	6,431	(0.8%)	9,702	(1.2%)	+50.9%	
Leasing Business <sup>#3</sup>	5,887	(0.8%)	6,055	(0.8%)	6,266	(0.8%)	+3.5%	
Electricity Business	2,301	(0.3%)	4,288	(0.6%)	6,119	(0.7%)	+42.7%	
Others	3,010	(0.4%)	3,700	(0.5%)	3,884	(0.5%)	+5.0%	
Total	723,817	(100.0%)	774,807	(100.0%)	824,642	(100.0%)	+6.4%	

※1 Sub-lease contract in Lease Management Trust System by Daito Building Management.※2 Mainly Shinagawa East One Tower

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# Profit & Loss of major subsidiaries (real estate businesses) < FY17/3>

(¥ mn)

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		Real estate business										
	Daito Building Management <sup>**</sup>					Hous	ecom			House Leave		
	2016/3	2017/3	ΥοΥ	2018/3 Plan	2016/3	2017/3	ΥοΥ	2018/3 plan	2016/3	2017/3	Y on Y	2018/3 plan
Net sales	747,268	792,545	+6.1%	837,815	9,306	10,109	+8.6%	10,822	6,431	9,702	+50.9%	10,496
Gross profit	51,800	56,981	+10.0%	59,278	9,200	9,920	+7.8%	10,604	5,986	9,110	+52.2%	9,577
S&GA expenses	17,196	18,707	+8.8%	20,848	8,391	8,973	+7.0%	9,595	754	1,428	+89.4%	2,993
Operating income	34,604	38,273	+10.6%	38,430	808	946	+16.3%	1,009	5,231	7,681	+46.8%	6,584
Ordinary income	35,526	41,875	+17.9%	43,590	1,078	1,177	+9.2%	1,247	5,248	7,692	+46.6%	6,592
Net income	22,400	29,588	+32.1%	31,017	630	757	+21.3%	796	3,330	5,208	+56.4%	4,540

X It changed its trade name to Daito Kentaku Partners Co.,Ltd. on April 1, 2017.

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(¥mn)

		Other business (Financial business)											
		Daito F	inance			D.	ſ.C			House Guard			
	2016/3	2017/3	ΥοΥ	2018/3 Plan	2016/3	2017/3	ΥοΥ	2017/3 Plan	2016/3	2017/3	ΥοΥ	2018/3 Plan	
Net sales	1,344	1,391	+3.5%	1,206	3,343	3,334	∆0.3%	3,362	888	1,964	+121.2%	2,382	
Gross profit	992	1,085	+9.4%	931	1,275	1,355	+6.3%	1,345	415	694	+67.2%	1,123	
S&GA expenses	131	144	+9.9%	179	15	16	+6.7%	16	449	697	+55.2%	903	
Operating Income	861	940	+9.2%	752	1,259	1,338	+6.3%	1,329	∆33	∆3	-	220	
Ordinary Income	859	941	+9.5%	753	1,268	1,353	+6.7%	1,198	∆33	∆3	-	220	
Net income	573	659	+15.0%	516	1,268	1,353	+6.7%	1,198	∆33	∆30	-	143	



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### Profit & Loss of major subsidiaries (Other businesses-2) <FY17/3>

(¥mn)

	o	Other businesses (Care business •Gas supply business)									
		Care P	artner			Gasp	al×				
	2016/3	2017/3	ΥοΥ	2018/3 Plan	2016/3	2017/3	YoY	2018/3 Plan			
Net sales	9,716	11,411	+17.4%	11,110	25,418	23,596	∆7.2%	24,559			
Gross profit	988	1,310	∆32.6%	1,290	8,984	9,621	+7.1%	10,435			
S&GA expenses	805	975	+21.1%	990	5,452	5,816	+6.7%	6,314			
Operating Income	182	334	+83.5%	300	3,532	3,805	+7.7%	4,121			
Ordinary income	192	337	+75.5%	295	3,558	3,752	+5.5%	3,864			
Net income	125	194	+55.2%	174	2,442	970	∆60.0%	2,648			

\*Consolidated financial statements of Gaspal Group in this FY

(¥mn)

	0	Other businesses (Overseas business • Energy business)									
		D.A.D (N	lalaysia)			Daito E	nergy				
	2016/3 <b>2017/3</b> YoY <sup>2018/3</sup> <sub>Plan</sub> 2016/3					2017/3	YoY	2018/3 Plan			
Net sales	2,555	2,609	+2.1%	2,771	3	3,998	-	19,621			
Gross income	1,183	1,144	∆3.3%	1,279	3	49	-	2,342			
S&GA expenses	930	877	∆5.7%	953	11	784	-	1,719			
Operating Income	253	266	+5.1%	326	Δ7	∆735	-	623			
Ordinary income	∆1,085	∆75	-	264	Δ7	∆795	-	272			
Net income	△1,152	∆95	-	238	۵۵	△796	-	263			

Transition of number of employees in each business section (Major 3 companies )



	End of March 2016	End of March 2017	(Y o Y)	End of March 2018 (Plan)
Total employees	12,770	13,017	+247	13,721
Sales representative in construction business	3,420	3,383	∆37	3,500
Engineers	3,080	3,136	+56	3,400
Sales representative in real estate business	1,145	1,136	∆9	1,470







Composition ratio of repeat = Number of orders received from repeater Total number of orders received







Rent-based occupancy rate	12/3	13/3	15/3	16/3	17/3	ΥοΥ
Residential use (%)	96.7%	96.9%	96.7%	96.8%	96.9%	+0.1p
Commercial use (%)	95.5%	96.8%	97.9%	98.2%	98.3%	+0.1p



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