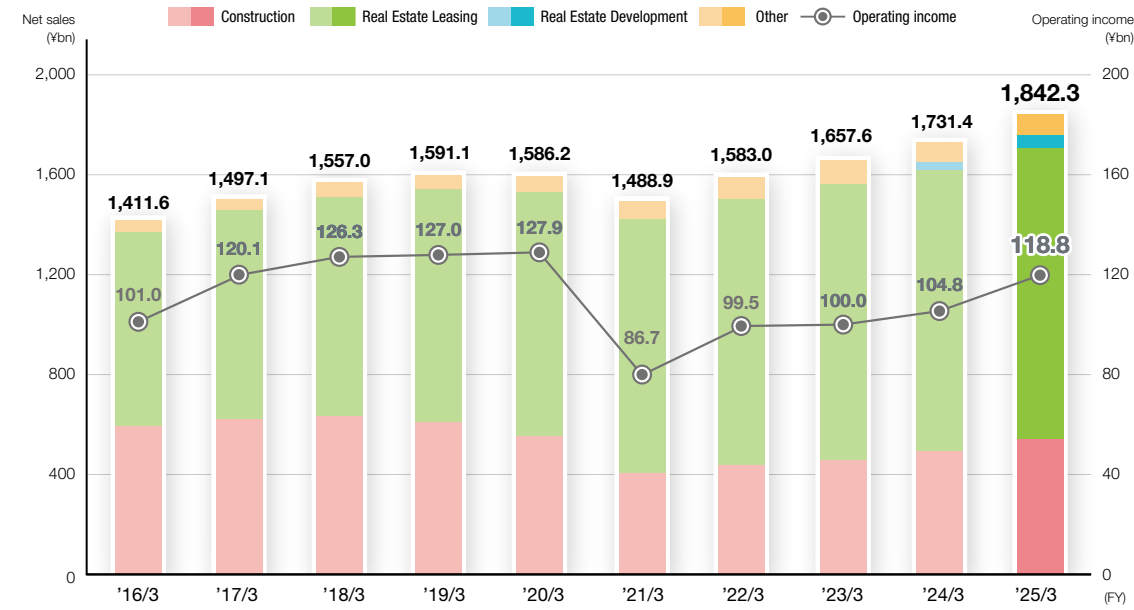


Business Performance

Consolidated Business Results for the Past 10 Years



Target Management Indicators

**FY2026
Target**

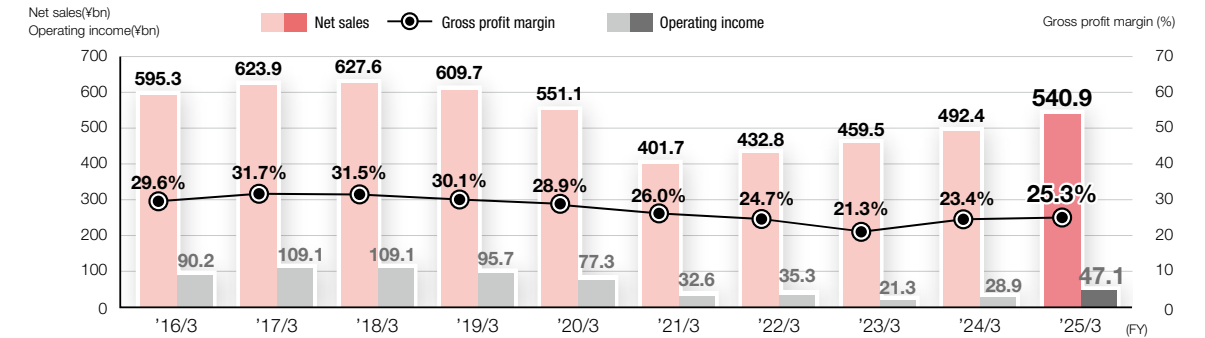
Net Sales ¥2tn / Operating income ¥140.0bn / ROE 20%

		Medium-term Management Plan (FY2024~FY2026) Policies	FY2019-FY2023 Results
Financials	Equity Ratio	Maintaining 35% or more	37.6%(FY2023)
	Debt Equity Ratio	Maintaining below 0.3%	0.2(FY2023)
	Long-term debt	Procurement as required	Green Loan ¥9.0 bn (Execution date: January 2023)
Investment	Capital investment	¥60.0 bn in 3 years (of which, ¥30.0 bn or more in IT and DX)	¥108.0 bn in 5 years
	Business investment	¥100.0 bn or more in 3 years	¥70.0 bn in 5 years
Shareholder Returns	Payout ratio	50%	50 %
	Acquisition of treasury stock	Implemented on a flexible basis (to be determined on a single fiscal year basis)	¥50.0 bn

Business Results for the Past 10 Years by Segment

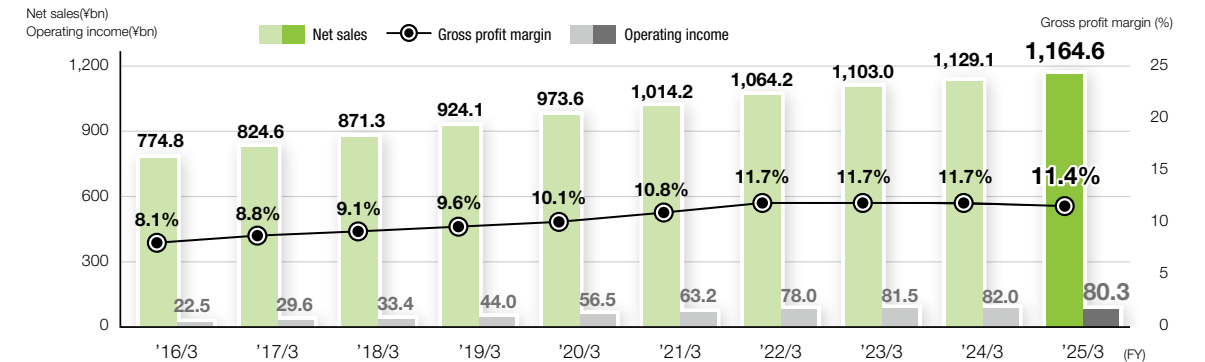
Construction Business

Gross profit margin for completed construction projects recovered due to price revisions



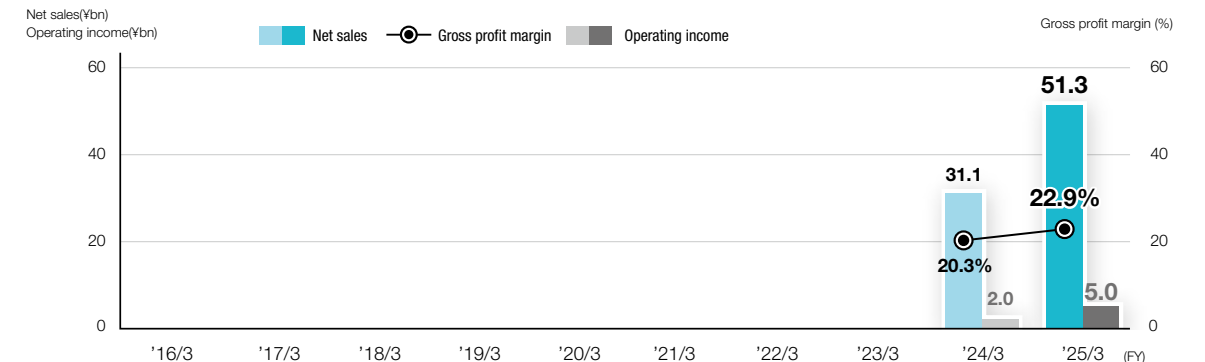
Real Estate Leasing Business

Despite growth in rental income, operating profit and the gross profit margin decreased, mainly due to increased expenses related to tenant recruitment activities



Real Estate Development Business

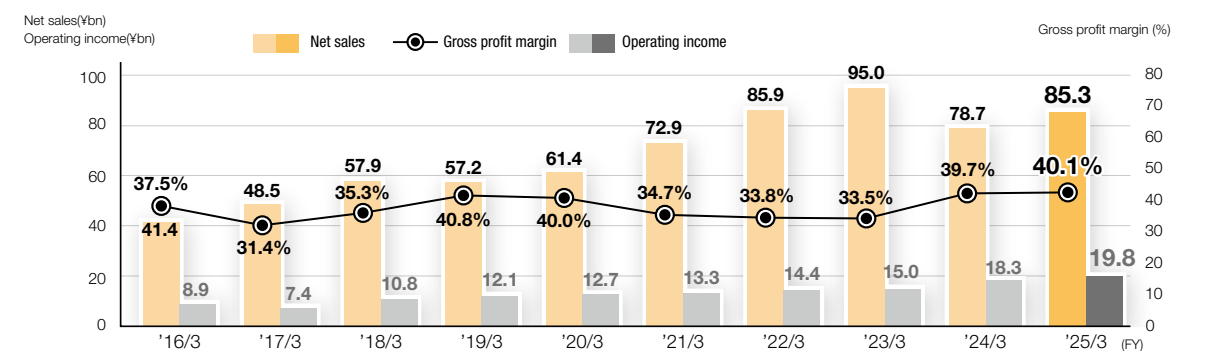
Both the investment condominium and renovation & resale businesses are performing well



*The Real Estate Development Business was an independent reportable segment from the fiscal year ended March 31, 2025

Other Businesses

Sales and profits increase such as LP gas supply and an improvement in the room rate at Malaysian hotels



Source: Company's earnings data