

Sun Frontier Fudousan Co., Ltd

Financial Results of the Second Quarter of Fiscal Year Ending March 31, 2026

Utilize limited resources to fill the world with
smiles and excitement!
Becoming a corporate group that continues to
challenge the creation of future value.

November 10, 2025



Tokyo Stock Exchange Prime Market 8934

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Overview of FY2026/3 2Q



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I am Hirahara, General Manager of the Corporate Planning Department.
I will now provide an overview of the financial results up to page 15.

Executive Summary



Celebrating our 26th anniversary this year, our Group has consistently operated under the corporate motto of "Altruism". Guided by the philosophy, "We believe in helping others, as many as we can, throughout our lives," we have focused on developing our human capital and sustainably growing and expanding our business. We achieved the ambitious goal, set 12 years ago, to become a company with 100 billion yen in net sales within a decade, reaching this milestone in the previous fiscal year. Starting this fiscal year, we embark on a new challenge toward our Long-Term Vision 2035. Our goal is: "Utilize limited resources to fill the world with smiles and excitement! Becoming a corporate group that continues to challenge the creation of future value." Through our business endeavors, we are committed to contributing to the happiness of people and the evolution and advancement of society.

Performance Summary

- ◆ Sales and profit increased compared to the same period of the previous fiscal year due to property sales and steady growth in the Real Estate Service Business and the Hotel Operation Business
- ◆ Operating profit, ordinary profit and net profit were about 60% of the full-year forecast
- ◆ Strong and steady progress towards achieving the full-year targets
- ◆ All segments made steady progress in line with the plan
 - In the Real Estate Revitalization Business, purchases and sales of Replanning Business properties progressed as planned
 - In the Real Estate Service Business, the number of buildings under management increased and the Rental Conference Room Business also grew
 - In the Hotel and Tourism Business, existing hotels performed well, and the number of hotels in operation increased steadily due to new openings, etc.

Topics

- ◆ Two companies joined the Group through M&A
Nagano Linden Holdings (Hotels)
Otake Kenso Holdings (Processing and construction of sashes and glass windows)
- ◆ The Group issued its first Integrated Report in September

First, I would like to explain the positioning and policy of the current fiscal year within our Group.

Celebrating our 26th anniversary this year, our Group has consistently operated under the corporate motto of "Altruism". Guided by the philosophy, "We believe in helping others, as many as we can, throughout our lives," we have focused on developing our human capital and sustainably growing and expanding our business.

Twelve years ago, we set the goal of becoming a 100 billion yen company in net sales, ten times larger, within ten years, which we achieved in the previous fiscal year.

Starting this fiscal year, we have embarked on the challenge of realizing our Long-Term Vision 2035.

Our goal is: "Utilize limited resources to fill the world with smiles and excitement! Becoming a corporate group that continues to challenge the creation of future value." Through our business endeavors, we are committed to contributing to the happiness of people and the evolution and advancement of society.

Next, in the first year of the new Medium-Term Management Plan, the performance summary of this second quarter shows that all segments exceeded their initial forecasts, achieving year-on-year growth in both net sales and profit. On a profit basis, we have reached approximately 60% of the full-year forecast.

Topics include M&A activities in both the hotel operations and construction businesses.

Additionally, the Group published its first Integrated Report.

Overview of FY2026/3 2Q



Sales and profit surged as property sales progressed as planned and the Real Estate Service Business and the Hotel Operation Business grew.

(Unit: million yen)	FY2025/3	FY2026/3	YoY		Forecast for FY2026/3	
	2Q	2Q	Increase /decrease	Change rate	Forecast	Progress Rate
Net sales	36,786	58,232	21,446	58.3%	117,000	49.8%
Gross Profit (Loss)	11,520	20,078	8,557	74.3%	36,420	55.1%
Selling, General and Administrative Expenses	4,817	5,947	1,130	23.5%	12,580	47.3%
Operating Profit (Loss)	6,703	14,130	7,427	110.8%	23,840	59.3%
Ordinary Profit (Loss)	6,350	13,614	7,263	114.4%	22,500	60.5%
Ordinary Profit margin	17.3%	23.4%	-	+6.1%pt	19.2%	-
Profit	4,422	8,993	4,570	103.3%	15,500	58.0%

	As of the End of	As of the End of	Compared to the end of		Forecast for FY2026/3
	March 2025	September 2025	March 2025	increase/decrease	
Total assets	218,190	237,768	19,578	9.0%	-
Equity	102,159	108,800	6,641	6.5%	-
Equity to total assets ratio	46.8%	45.8%	-	-1.0%pt	-
ROE	14.7%	-	-	-	14.2%
EPS (yen)	291.58	185.31	-	-	319.40
Dividends per share (yen)	(Annual) 66	(Interim) 38	-	-	(Annual) 76
Dividend payout ratio	22.6%	-	-	-	23.8%

Next, I will explain the key management indicators based on the consolidated income statement and balance sheet.

Due in part to the concentration of property sales in the second half of last fiscal year, results have significantly exceeded those of the same period last year, as shown here.

As a result, one of our key management indicators, the ordinary profit margin on net sales, reached 23.4%, surpassing our target of 20%.

Another key indicator, the equity ratio, remains at a high level of 45.8%.

Consolidated Income Statement



Sales and profit increased in all segments, and steady progress was made against the initial forecast.

(Unit: million yen)	FY2025/3	FY2026/3	YoY		Forecast for FY2026/3	
	2Q	2Q	Increase /decrease	Change rate	Forecast	Progress Rate
Net sales	36,786	58,232	21,446	58.3%	117,000	49.8%
Real Estate Revitalization Business	22,344	39,327	16,982	76.0%	81,340	48.3%
Real Estate Service Business	5,954	8,359	2,405	40.4%	14,000	59.7%
Hotel and Tourism Business	8,216	9,733	1,517	18.5%	21,490	45.3%
Other Business	953	1,600	647	67.9%	2,230	71.8%
Adjustments	-682	-788	-106	-	-2,060	-
Gross Profit (Loss)	11,520	20,078	8,557	74.3%	36,420	55.1%
Real Estate Revitalization Business	6,684	13,090	6,406	95.8%	25,560	51.2%
Real Estate Service Business	2,949	4,527	1,577	53.5%	6,940	65.2%
Hotel and Tourism Business	2,101	2,566	465	22.1%	4,340	59.1%
Other Business	259	439	180	69.6%	530	82.9%
Adjustments	-474	-546	-72	-	-950	-
Selling, General and Administrative Expenses	4,817	5,947	1,130	23.5%	12,580	47.3%
Operating Profit (Loss)	6,703	14,130	7,427	110.8%	23,840	59.3%
Ordinary Profit (Loss)	6,350	13,614	7,263	114.4%	22,500	60.5%
Profit	4,422	8,993	4,570	103.3%	15,500	58.0%

■ Real Estate Revitalization Business

The number of properties sold was 13 (down 1 from the same period of the previous fiscal year). Sales and profit surged due to the sale of large-scale properties.

■ Real Estate Service Business

Sales and profit soared as the number of properties under property management increased, sales and brokerage grew, and occupancy rates for the Rental Conference Room Business were strong.

■ Hotel and Tourism Business

Sales and profit increased from strengthening our operational capabilities in addition to strong domestic and inbound tourism demand, and average daily rates and occupancy rates increased.

■ SG&A

Increase due to human capital investments and system investments.

Compared with the same period last year, when property sales were concentrated in the second half, all segments achieved significant year-on-year growth in both net sales and profit.

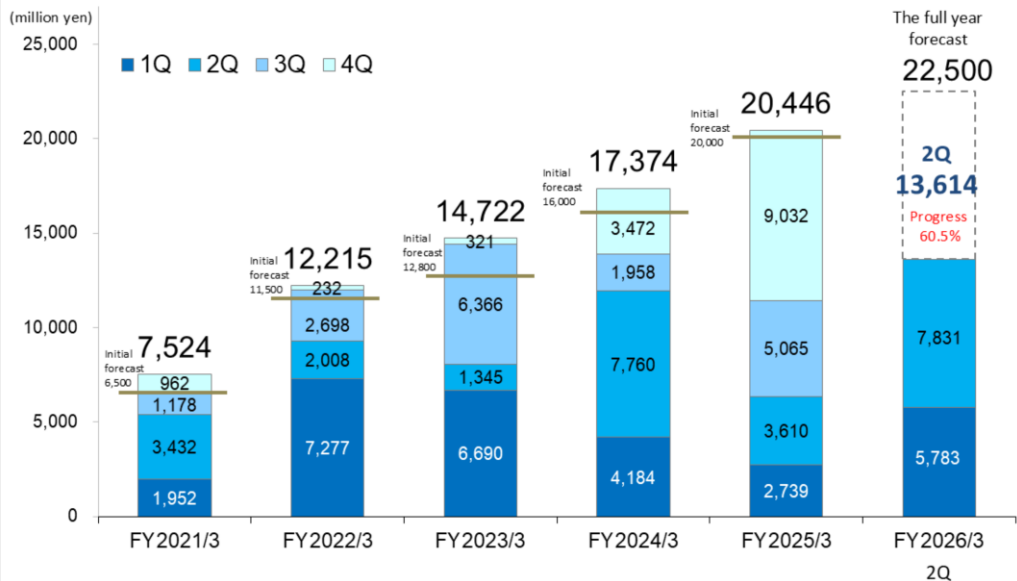
On the other hand, progress toward the full-year forecast stands at approximately 50% for net sales, 55% for gross profit, and 60% for ordinary profit.

Going forward, our Group will continue to practice its management philosophy, striving to maximize corporate value and contribute to the resolution of social issues.

Trends in Ordinary Profit for recently 5 fiscal years



Progress is on track toward the full-year forecast.



This chart shows the trend of ordinary profit on a quarterly basis. The first half of the fiscal year achieved a record high.

In addition, the second quarter represents the second-highest quarterly result, following last year's fourth quarter.

We will continue to make every effort to minimize quarterly fluctuations as much as possible.

Consolidated Balance Sheet - Assets -



Inventories increased due to increased purchases of properties for replanning and progress in hotel development.

(million yen)	As of the End of March 2025	As of the End of September 2025	Increase/decrease (compared to the End of March 2025)
Current assets	183,706	198,668	14,962
Cash and deposits	44,920	45,776	856
Inventories	133,713	146,468	12,775
Breakdown) RP	115,549	122,879	7,330
Hotel	15,326	20,596	5,269
Overseas, etc.	2,837	2,993	155
Other current assets	5,072	6,422	1,349
Non-current assets	34,484	39,100	4,616
Property, plant and equipment	24,290	28,542	4,251
Intangible assets	2,288	2,241	- 46
Investments and other assets	7,904	8,316	411
Total assets	218,190	237,768	19,578

Progress of purchases of properties for replanning and progress of hotel development

Progress of hotel development

Next, I will discuss the consolidated balance sheet.

Total assets amounted to 237.7 billion yen, an increase of 19.5 billion yen compared with the end of March this year.

The main drivers of this increase were active property acquisitions in both the office and hotel segments, while continuing to promote property sales.

Consolidated Balance Sheet - Liabilities/Equity -



Interest-bearing debt increased due to purchases, but equity ratio maintained the target level.

(million yen)	As of the End of March 2025	As of the End of September 2025	Increase/decrease (compared to the End of March 2025)
Current liabilities	26,663	28,520	1,856
Short-term borrowings, etc.	10,240	10,337	97
Other current liabilities	16,423	18,182	1,759
Non-current liabilities	85,634	99,816	14,182
Long-term borrowings	72,219	85,881	13,662
Bonds payable	9,999	9,999	-
Other non-current liabilities	3,415	3,935	519
Total liabilities	112,298	128,337	16,039
Shareholders' equity	100,949	108,204	7,255
Other	4,942	1,226	- 3,716
Total net assets	105,892	109,431	3,538
Total liabilities and net assets	218,190	237,768	19,578
Equity ratio trends	46.8%	45.8%	-1.0%pt

Interest-bearing debt (including lease liabilities) 106,254 million yen

7,255 million yen due to the accumulation of profit, etc.

Interest-bearing debt stands at 106.2 billion yen.

Our Group's financial soundness and strict property acquisition standards are highly regarded by our banking partners.

Leveraging this financial capability, we will continue to pursue proactive growth investments.

Performance for Each Business Segment



Real Estate Revitalization Business –Summary–

Significant increase in sales and profit due to strong property sales, steady progress against the full-year forecast.

(million yen)	FY2025/3	FY2026/3	YoY		Forecast for FY2026/3	
	2Q	2Q	Increase /decrease	Change rate	Forecast	Progress Rate
Net sales	22,344	39,327	16,982	76.0%	81,340	48.3%
Replanning Business	20,987	37,570	16,582	79.0%	78,440	47.9%
Rental Building Business	1,357	1,757	399	29.5%	2,900	60.6%
Gross Profit (Loss)	6,684	13,090	6,406	95.8%	25,560	51.2%
Replanning Business	6,501	12,600	6,099	93.8%	25,160	50.1%
Rental Building Business	182	489	307	167.8%	400	122.5%
Segment profit*	6,049	11,802	5,753	95.1%		
Replanning Business	5,866	11,312	5,446	92.8%		
Rental Building Business	182	489	307	167.8%		
Segment Profit margin	27.1%	30.0%	-	+2.9%pt		
Replanning Business	28.0%	30.1%	-	+2.2%pt		
Rental Building Business	13.5%	27.9%	-	+14.4%pt		

(*) Calculated by subtracting specific costs incurred by each project, such as interest expenses, sales commission and goodwill depreciation, from gross profit (same for all pages)

- **Replanning Business** The number of properties sold decreased, but sales and profit increased due to the sales of large-scale properties and highly profitable newly constructed properties.
 - (Properties sold) 13 (including 2 small-lot properties, 2 new constructions). Down 1 property compared to the same period of the previous fiscal year.
 - (Average business period) 867 days (up 84 days compared to the previous fiscal year).
 The increase in the business period compared to the previous fiscal year was due to two new construction projects.
- **Rental Building Business** Sales and profit soared due to a decrease in lease related expenses compared to the same period of the previous fiscal year, in addition to progress in the purchase of properties.

Next, I will discuss performance by business segment.

In our core Replanning Business, the segment profit margin stands at a high 30.1%, reflecting the high added value we provide. At the same time, we are advancing both new property acquisitions and the commercialization and sale of existing properties.

Progress toward the full-year forecast is on track for both net sales and gross profit.

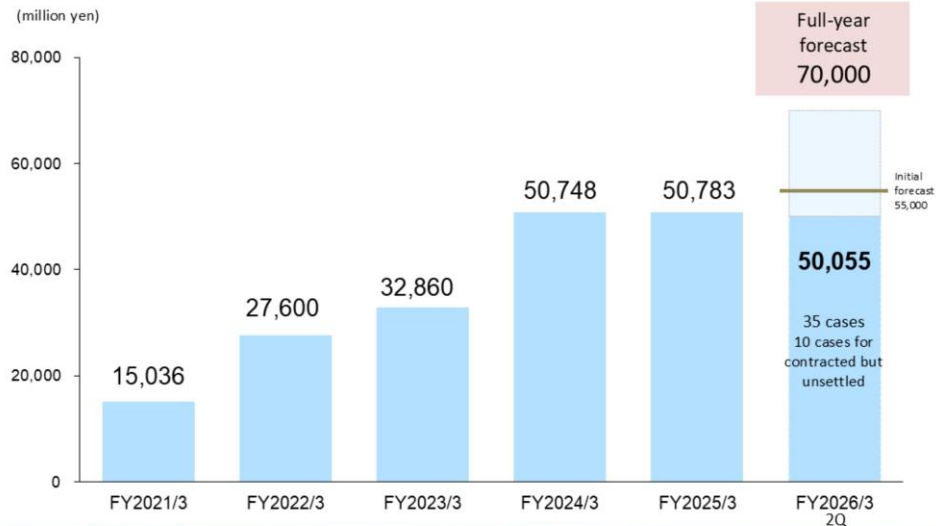
Performance for Each Business Segment



Real Estate Revitalization Business –Property Purchase–

Purchases of 50.0 billion yen have been made, including contracted and unsettled properties.[※]
Full-year target raised to 70.0 billion yen.

※ Including land, properties in non-current assets, small-lot real estate properties and New York properties.



Next, I will discuss property acquisitions.

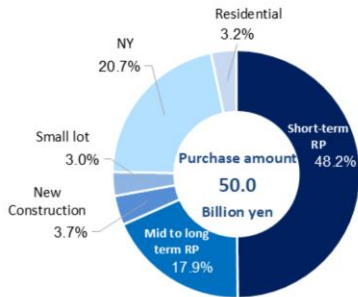
By the first half of the fiscal year, we had already reached nearly the full-year level of the past two years. As a result, we raised our full-year acquisition target by 15.0 billion yen, to 70.0 billion yen.

In the second half, we will continue to maintain strict acquisition standards while focusing on strengthening our inventory.

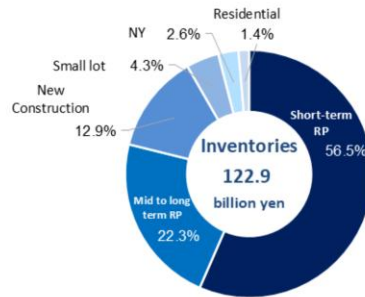
Real Estate Revitalization Business –Indicators–

Replanning Business sales and purchases indicators for the second quarter cumulative period

Breakdown of Purchase amount for Replanning Properties



Breakdown of Inventories for Replanning Properties



- Purchases of 50.0 billion yen for 35 properties (including 12.2 billion yen for 10 contracted and unsettled properties)
- Purchases in FY2025/3 2Q, 25 billion yen for 27 properties (including 10.1 billion yen for 10 contracted and unsettled properties)

- Number of properties in stock at the end of 2Q, 77 (Up 8 compared to the same period of the previous fiscal year)
- The weight of new buildings and small-lot properties increased, leading to greater asset diversification.

On the left is the breakdown of property acquisitions totaling 50.0 billion yen for the first half of the fiscal year by product type.

On the right is the composition ratio by product type of inventory assets totaling 122.9 billion yen as of the end of the first half.

From these two charts, I have highlighted three points:

1. The balance of short-term and medium- to long-term portfolios
2. Diversification of our property types
3. Expansion of new businesses

Trends in Inventories and Gross Profit of Property Sales

Aggressively invest in diversified flow-type businesses in a balanced manner

	FY2022/3 (Results)	FY2023/3 (Results)	FY2024/3 (Results)	FY2025/3 (Results)	FY2026/3 (Forecast)
Sales of properties	57.0 billion yen	61.7 billion yen	53.7 billion yen	71.7 billion yen	81.4 billion yen
Cost of property sales	40.3 billion yen	44.9 billion yen	36.1 billion yen	50.3 billion yen	57.5 billion yen
Gross profit ※	16.7 billion yen RP 16.0 billion yen Hotel 0.7 billion yen	16.8 billion yen RP 15.3 billion yen Hotel 1.5 billion yen	17.6 billion yen RP 15.5 billion yen Hotel 2.1 billion yen	21.4 billion yen RP 20.5 billion yen Hotel 0.9 billion yen	23.9 billion yen RP 23.5 billion yen Hotel 0.4 billion yen
Gross profit margin	29.2%	27.2%	32.8%	29.8%	29.4%
Purchases during the fiscal year, construction work, etc.	31.6 billion yen	47.7 billion yen	62.8 billion yen	77.2 billion yen	80.8 ~ 82.8 billion yen
Ending balance of the inventory	77.3 billion yen	80.1 billion yen	106.8 billion yen	133.7 billion yen	157.0 ~ 159.0 billion yen

Although COVID-19 pandemic prolonged, sales remained strong. Refocused on purchased, but the inventory balance declined.
 Sales remained strong. The results of strengthening purchase emerged, leading to the increase of the balance of inventories.
 The balance increased by selling as planned and investing aggressively.
 Aggressively invest for the next fiscal year and beyond while selling at high margins and achieving the Medium-Term Management Plan
 Continued growth under the new Medium-term Management Plan, promoting the development of new buildings, NY Replanning, sales under the Act on Specified Joint Real Estate Ventures.



※ Gross profit = ordinary profit - sales commission

This chart shows the actual and forecasted gross profit from inventory assets and property sales.

Based on these results, we aim to achieve this fiscal year’s performance forecast while continuing to accumulate unrealized gains on inventory assets, shown at the bottom right, which will contribute to future performance.

Performance for Each Business Segment

(Property Management, Building Maintenance, Sales Brokerage, Leasing Brokerage, Rental Conference Room, Rent Guarantee, etc.)



Real Estate Services Business

Sales and profit increased due to an increase of properties under management and growth in the Rental Conference Room Business. Made steady progress against the full-year forecast.

(million yen)	FY2025/3	FY2026/3	YoY		Forecast for FY2026/3	
	2Q	2Q	Increase/decrease	Change rate	Forecast	Progress Rate
Net sales	5,954	8,359	2,405	40.4%	14,000	59.7%
PM/BM/Brokerage Business, etc.	3,969	5,514	1,545	38.9%	8,789	62.7%
Rental Conference Room	1,984	2,844	860	43.3%	5,210	54.6%
Gross Profit (Loss)	2,949	4,527	1,577	53.5%	6,940	65.2%
PM/BM/Brokerage Business, etc.	2,573	3,533	959	37.3%	5,915	59.7%
Rental Conference Room	375	994	618	164.5%	1,024	97.1%
Segment profit	2,940	4,520	1,579	53.7%		
PM/BM/Brokerage Business, etc.	2,573	3,533	959	37.3%		
Rental Conference Room	366	986	619	169.0%		
Segment Profit margin	49.4%	54.1%	-	+4.7%pt		
PM/BM/Brokerage Business, etc.	64.8%	64.1%	-	-0.8%pt		
Rental Conference Room	18.5%	34.7%	-	+16.2%pt		

- PM/BM/Brokerage Business, etc.** (Property Management) Sales and profit increased due to an increase in properties under management. (Building Management) Increased sales and profit from the increase in properties under management due to improved collaboration within the Group. (Sales Brokerage) In addition to successful contracting of referrals from within the Group, the number of large-scale projects increased, and sales and profit increased. (Leasing Brokerage) The demand for hybrid working styles and for securing talent increased, leading to increased sales and profit. (Rent Guarantee) Sales and profit increased due to steady growth in new contracts and contract renewals.
- Rental Conference Room** Sales and profit increased due to a surge in long-term use and large-scale projects, as well as good starts to new sites open less than one year.

The Real Estate Services Business operates in a complementary and integrated relationship with the Replanning Business, serving as a platform that provides a one-stop, high-value-added value chain within our Group.

In this context, the Rental Conference Room Business has grown in significance, and is therefore reported separately from this period onward.

Other segments are performing steadily, further strengthening the trust and confidence of our clients, including property owners.

Performance for Each Business Segment



Real Estate Revitalization Business (Hotel Development, Hotel Operation, etc.)

Number of hotels in operation steadily expanded to 32 with 3,649 rooms. Existing hotels also performed well, and sales and profits increased.

(million yen)	FY2025/3		FY2026/3		YoY		Forecast for FY2026/3	
	2Q	2Q	Increase /decrease	Change rate	Forecast	Progress Rate		
Net sales	8,216	9,733	1,517	18.5%	21,490	45.3%		
Hotel Development Business	272	-	- 272	-	3,000	-		
Hotel Operation Business, etc.	7,943	9,733	1,790	22.5%	18,490	52.6%		
Gross Profit (Loss)	2,101	2,566	465	22.1%	4,340	59.1%		
Hotel Development Business	107	- 27	- 135	-	520	-		
Hotel Operation Business, etc.	1,994	2,594	600	30.1%	3,820	67.9%		
Segment profit	2,005	2,291	286	14.3%				
Hotel Development Business	52	- 127	- 180	-				
Hotel Operation Business, etc.	1,952	2,419	466	23.9%				
Segment Profit margin	24.4%	23.5%	-	-0.9%pt				
Hotel Development Business	19.3%	-	-	-				
Hotel Operation Business, etc.	24.6%	24.9%	-	+0.3%pt				

■ Hotel Development Business
(New development)
(Sales)

16 hotels with 2,534 rooms under construction or planning from next fiscal year
Scheduled for the second half of this fiscal year

■ Hotel Operation Business
(New openings and acquisitions)

STITCH HOTEL Kyoto (16 rooms) opened in June/NAGANO LINDENPLAZA HOTEL (136 rooms) acquired through M&A in August
Tabino Hotel Kakogawa Befu Station (172 rooms) opened in September/Tabino Hotel Ishikari (175 rooms) opened in October

(Operations)

In addition to strong inbound tourism, we strengthened our operational capabilities, and occupancy rates and average daily rates improved leading to increased sales and profit.

In the Hotel and Tourism Business, we continue to make proactive investments while identifying and carefully selecting candidate sites that align with our business model.

In our Hotel Operations Business, progress toward the full-year forecast for gross profit is approximately 70%.

Moving forward, we will continue to ensure that our guests enjoy an even more delightful stay thanks to the warmth and attentiveness of our staff.

At the same time, we will work together with local communities to leverage local resources and create vitality in the regions where we operate.

Performance for Each Business Segment



Other Business (Construction Business, Overseas Development Business, etc.)

Sales and profit surged due to an increase in construction work.

(million yen)	FY2025/3	FY2026/3	YoY		Forecast for FY2026/3	
	2Q	2Q	Increase /decrease	Change rate	Forecast	Progress Rate
Net sales	953	1,600	647	67.9%	2,230	71.8%
Gross Profit (Loss)	259	439	180	69.6%	530	82.9%
Segment profit	227	408	180	79.4%		
Segment Profit margin	23.9%	25.5%	-	+1.6%pt		

■ Construction Business Sales and profit soared due to an increase in the number of construction orders for the interior construction of offices and communication networks compared to the same period of the previous fiscal year.

■ Overseas Development Business (Vietnam)

Construction of the second HIYORI Aqua Tower condominium project in Vietnam, which started in August 2024, is in progress, with completion scheduled for the second half of 2026.

Finally, in the Construction Business, progress toward the full-year forecast for gross profit has exceeded 80%, reflecting strong performance.

In our Overseas Development Business, the second condominium project in Vietnam is currently underway.



Growth Strategies and Business Initiatives



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I am Saito, the President and CEO.

I would now like to provide an overview of our growth strategies and business initiatives.

Business Environment Awareness



<p>1. The outlook for the global economy is uncertain due to geopolitical risks and other factors although the risk of a sharp economic slowdown due to the strengthening of the U.S. tariff policy has receded.</p> <ul style="list-style-type: none">◆ While the United States strengthened its protectionist tariff policy, the Federal Reserve lowered its policy interest rate.◆ The IMF forecasts global economic growth of 3.0%, but the outlook remains uncertain due to geopolitical risks, etc.
<p>2. The Japanese economy remains highly uncertain due to concerns about a slowdown in the global economy and other factors, despite the depreciation of the yen and rising stock prices.</p> <ul style="list-style-type: none">◆ Although the depreciation of the yen and rising stock prices continued, uncertainties remain high due to geopolitical risks and a sluggish Chinese economy.◆ The Bank of Japan has maintained its policy interest rate, but is still trying to decide when to raise it while assessing the impact of U.S. tariffs.
<p>3. In the central Tokyo office building market, investment appetite remains strong as rents rise, and vacancy rates continue to improve.</p> <ul style="list-style-type: none">◆ Although the number of newly built and completed office buildings is expected to increase from the previous year, demand driven by the need to improve productivity and secure talent remains solid.◆ Despite the gradual rise in interest rates, investment appetite among wealthy individuals and institutional investors, particularly in Asia, remains strong.
<p>4. In the hotel and tourism market, travel spending was also solid, backed by the fastest pace of visitor arrivals to Japan on record.</p> <ul style="list-style-type: none">◆ From January to September 2025, the number of visitors to Japan exceeded 30 million at the fastest rate ever, due to a large increase in Chinese tourists from the easing of visas.◆ In addition to strong inbound spending, travel spending also increased due to solid domestic demand due to the Osaka Expo, etc.

First, as a preface, let me briefly comment on the current business environment, which is summarized on this slide.

The impact of U.S. tariff policies, which had been a concern at the outset, has not been as significant as initially expected, and a moderate recovery has continued. In the financial markets as well, partly due to the United States resuming interest rate cuts as anticipated, conditions have remained relatively stable. However, inflation remains elevated and geopolitical risks persist, leaving the outlook for the global economy uncertain.

Amid such circumstances, both the domestic office and hotel markets—our core business foundations—remain solid.

Although the pace of increase has become somewhat more moderate, we expect office rents and hotel room rates to continue their upward trend for the time being.

While remaining fully prepared for sudden changes in the global economy and financial environment, we will continue to steadily advance our business in line with our plans.

Long-term vision 2035 and Medium-term Management Plan 2028

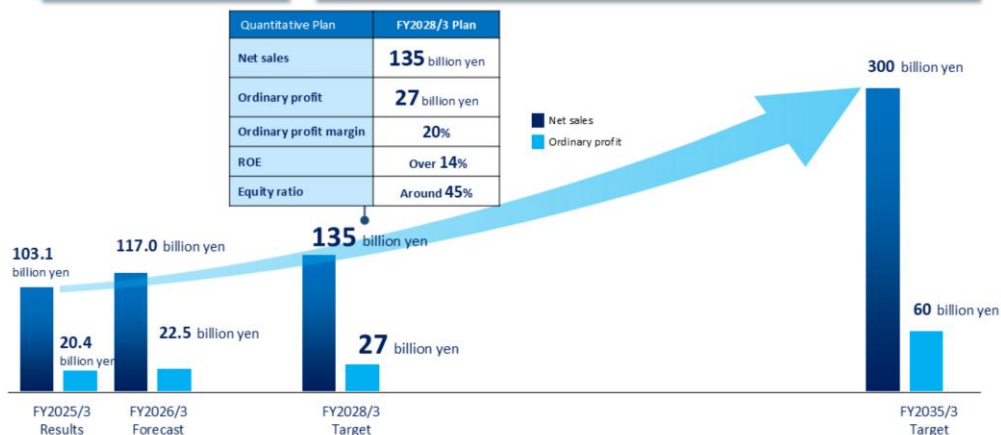


Long-term vision
2035

Utilize limited resources to fill the world with smiles and excitement!
Becoming a corporate group that continues to challenge the creation of future value.

Medium-term
Management Plan 2028

Basic policy
Work to resolve social issues by promoting cooperation and diversification within core business, providing manufacturing through clients' point of view and heart-warming services.



Next, here is an overview of our Long-Term Vision 2035 and our Medium-Term Management Plan, which we began implementing this fiscal year.

Under this Medium-Term Management Plan, our basic policy is working to resolve social issues by promoting cooperation and diversification within core business, providing manufacturing through clients' point of view and heart-warming services. We are steadily implementing various strategies and initiatives based on this policy.

By the final year of the plan, the fiscal year ending March 2028, we aim to achieve net sales of 135.0 billion yen and ordinary profit of 27.0 billion yen. In addition, we will work to maintain an equity ratio of around 45%, an ordinary profit margin of 20%, and to achieve ROE of over 14%.

Growth Strategies



Accelerate growth by expanding business domains through effective circulation and utilization of funds, while diversifying core business tie-ups based on a business model that combines manufacturing and service capabilities.

Three markets to focus	Business model	Business domain	Area	Our goal	
Office	Development	Renovation	Tokyo	Osaka	Contribute to the realization of a sustainable society by utilizing real estate in resource recycling methods.
		New construction			
		Sale of small-lot <small>(Act on Specified Joint Real Estate Ventures)</small>			
	Services	Real Estate Services			
Operation	Rental conference rooms				Resolve our clients' concerns from their perspective, for their smile and excitement.
Hotel	Development	New construction	Nationwide		Expand heart-warming and fun hotels nationwide to grow with local communities.
		Renovation			
	Operation	Hotel operation			
Residential	Development	New construction	Vietnam	Tokyo	Provide high quality residential environment full of safety, security and comfort to contribute to the development of nations.
		Renovation	New York		
	Services	Real Estate Services	Vietnam New York		

In our growth strategies, we are pursuing a business model that combines both manufacturing and services. By efficiently circulating and deploying capital, we aim to expand our business domains and accelerate growth.

In the office segment, in addition to our existing building revitalization projects, we are placing greater emphasis on new development projects. We are also advancing Replanning and Small-lot Real Estate Investment Business, including new initiatives in Osaka.

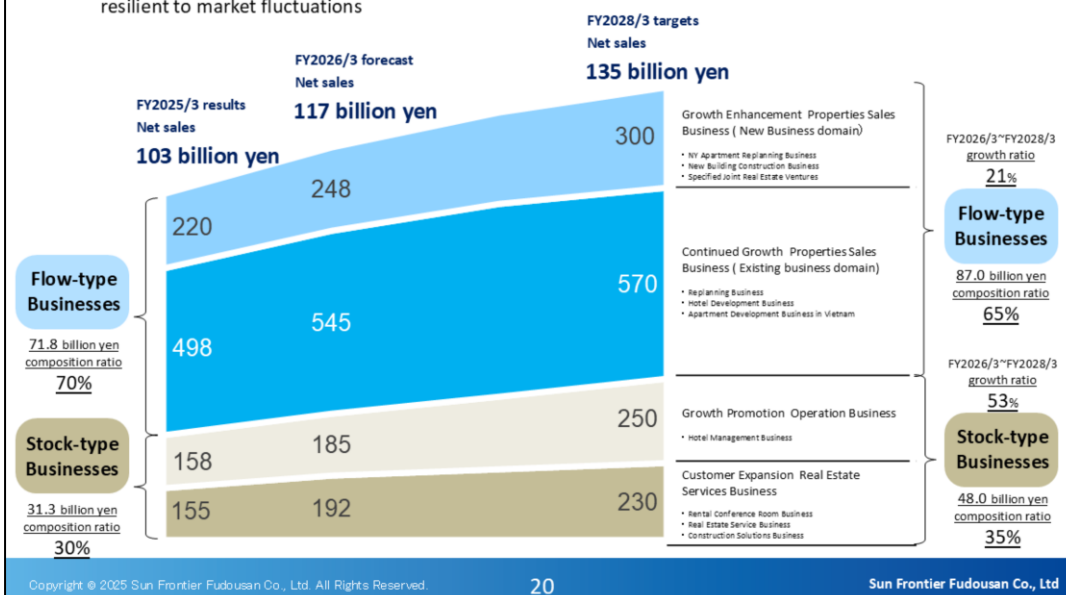
In the Hotel segment, we are working to increase the number of hotels under our management through a combination of new construction, renovation, and active utilization of M&A.

In the Residential segment, we are developing new condominium projects primarily in Tokyo.

Strengthening business growth and sales structure



1. Diversify asset sale profits from flow-type businesses and promote the diversification of stock-type businesses.
2. Increase overall net sales while enhancing the sales composition ratio of stock-type businesses that are resilient to market fluctuations



In parallel with expanding these businesses, we are also working to transform our earnings structure.

In our flow-type businesses, which generate gains primarily through property sales, we are promoting diversification across asset types.

In our stock-type businesses, we are promoting diversification into adjacent fields.

While steadily increasing overall revenue, we aim to raise the proportion of stock-type businesses, which are more resilient to market fluctuations.

Under our Medium-Term Management Plan, we project a 35% increase in total revenue over the three-year period. Of this, we expect a 21% increase in flow-type businesses and a 53% increase in stock-type businesses.

As a result, we plan to increase the share of stock-type businesses in total revenue from the current 30% to 35%.

Aggressive Investment for Future Business Growth



Focusing on the profit margin and turnover of each segment, actively invest in growing fields while paying attention to the capital cost. Total investment in the next Medium-term Management Plan (FY2026/3-FY2028/3): will be 310 billion yen

【Cumulative capital income】		【Cumulative capital expenditure】		
Business proceeds from sales etc. of properties Loans Cash and deposits 322 billion yen	Business growth Investment 310 billion yen Return to shareholders	Short-term Replanning	100 billion yen	Continue to actively invest in small and medium-sized buildings in the five central wards of Tokyo
		Mid-to long-term Replanning	50 billion yen	Focusing on investment from both rental income and capital gains.
		New construction development	30 billion yen	Expanding investment with our cultivated technologies
		NY Apartments Replanning	20 billion yen	Increase investment to expand business in high-growth markets
		Small-lot real estate properties	21 billion yen	Promotion of commercialization in Kansai and other regions in addition to Tokyo
		Hotel development	70 billion yen	Aggressively invest to increase the number of operating rooms to 10,000
		Vietnam Apartment development	9 billion yen	Investment in Da Nang, where high growth potential and housing demand are expected
		Other M&A	10 billion yen	Actively use to accelerate business growth and create synergies
	Dividend	12 billion yen	Increase dividends in line with profit growth and return to shareholders	

*Conversion of convertible bonds into shares is expected to progress at the end of fiscal year ending March 31, 2027, resulting in increased number of shares.

Next, regarding our capital investment plan, we expect to invest a total of 310.0 billion yen over the three years of the Medium-Term Management Plan.

We plan to allocate approximately 200.0 billion yen to the Replanning Business, 21.0 billion yen to Small-lot Real Estate Investment Products, and 70.0 billion yen to Hotel Development.

In addition, we have earmarked 10.0 billion yen for M&A and related investments.

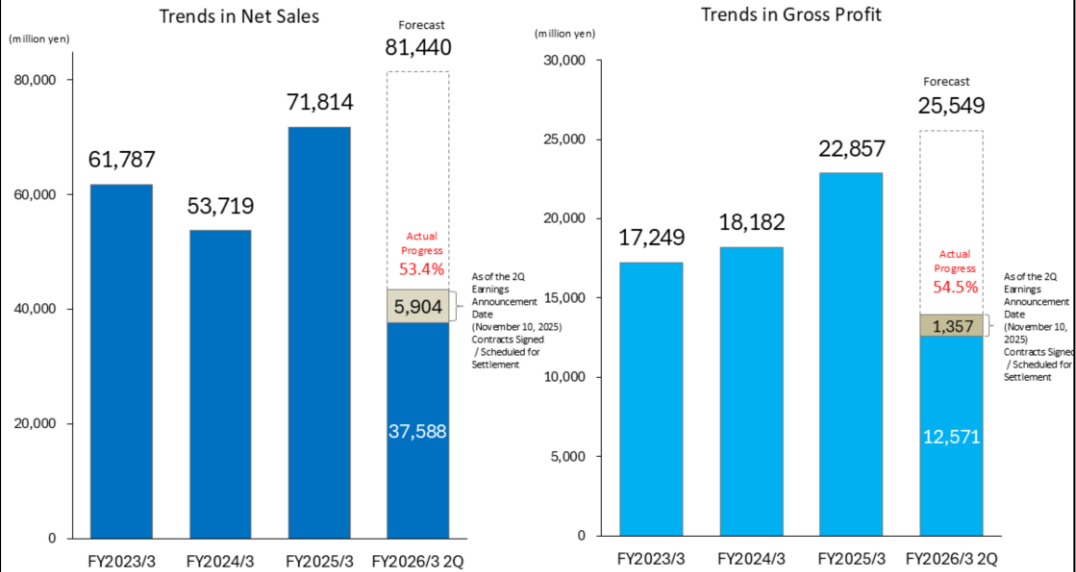
In executing these investments, we will consistently evaluate capital costs and financial efficiency, while proactively investing to accelerate our future growth.

Progress of Flow-Type Businesses

(Sale of properties in RP Business,
Hotel Development Business,
Overseas Development Business)



Progress is on track toward the full-year forecast



Next, I would like to provide an update on our recent progress.

First, let me explain the progress in our flow-type businesses.

This graph shows net sales (left axis) and gross profit (right axis) derived solely from the sale of properties, such as RP properties and hotel properties.

For the current fiscal year performance, the figures in the graph include not only the results up to the end of September, but also the transactions for which settlement was completed between October 1 and the date of yesterday's earnings announcement, as well as those already under contract and scheduled to be settled within this fiscal year.

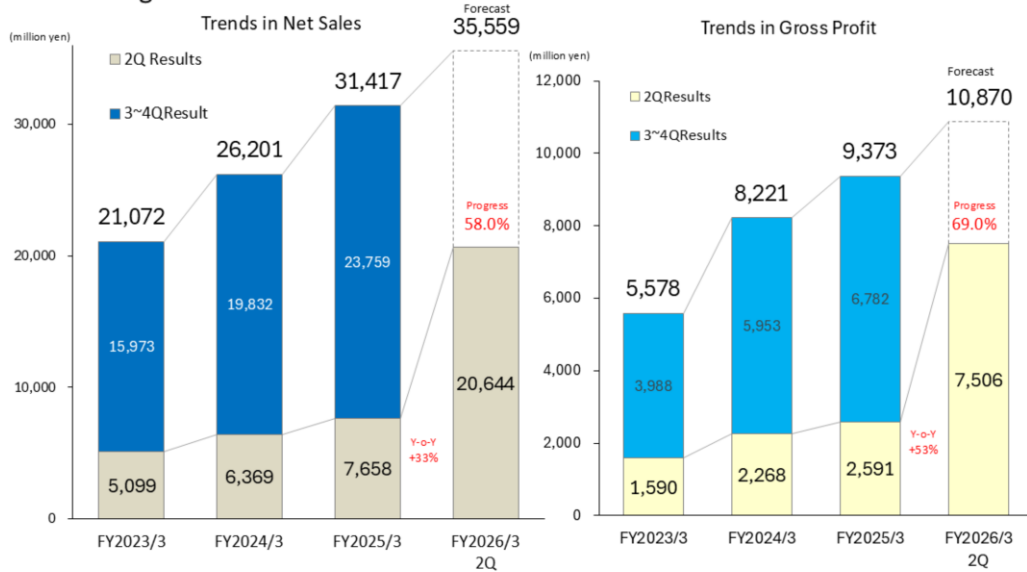
Taking these factors into account, progress for the current fiscal year is approximately 54% of the full-year forecast as of the end of the roughly seven-month period.

Progress of Stock-Type Businesses

(All businesses other than sale of properties such as Real Estate Services, Hotel Operation Business, etc.)



Continued growth in revenue and profit. Both sales and gross profit reached record highs for the first half.



Next, I will discuss our stock-type business.

This chart shows the trends in net sales and gross profit for businesses other than property sales, namely, our real estate services and hotel operation businesses, which generate revenue without selling assets.

Thanks to strong performance, our stock-type businesses achieved increases in both revenue and profit in the first half, reaching record highs.

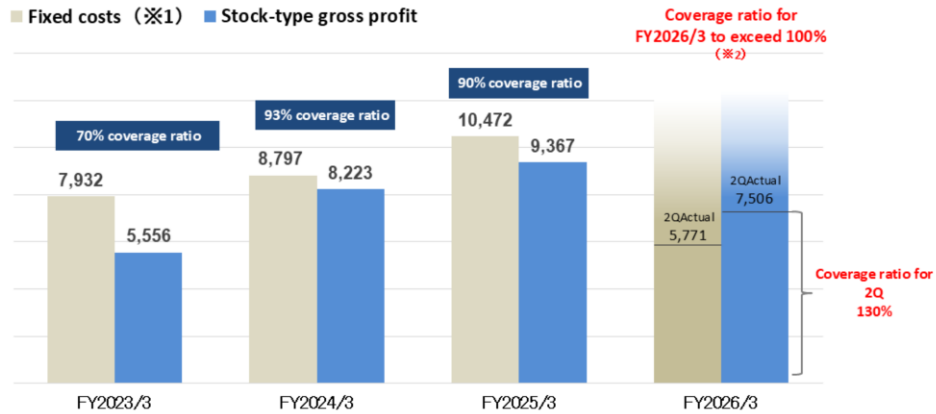
Net sales were 20.6 billion yen, up 33% year on year, and gross profit was 7.5 billion yen, up 53% year on year, marking substantial growth. In addition, progress toward the full-year forecast has been solid, reaching 58% for net sales and 69% for gross profit.

Coverage Ratio by Stock-Type Business (Stable Businesses)



Aim to cover fixed costs through gross profits from stock-type businesses at an early stage.

(million yen)



(*1) Fixed costs = SG&A expenses - sales commission + interest expenses

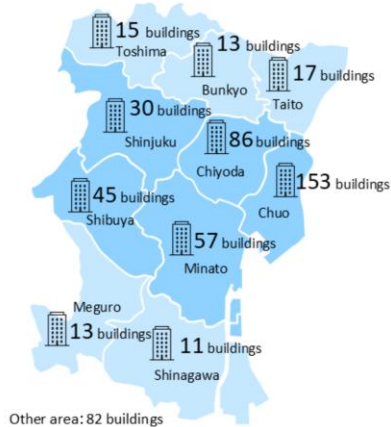
(*2) Coverage ratio = stock-type gross profit ÷ Fixed costs

Next, this chart illustrates the extent to which our stock-type businesses cover fixed costs such as SG&A expenses and interest payments.

Three years ago, the coverage ratio was approximately 70%. It improved to around 90% in the previous fiscal year, and in the current fiscal year, it is expected to exceed 100%.

Continuing Our Efforts to Create Added Value in Small and Medium-Sized Buildings in Central Tokyo

The basement warehouse was also converted into a set-up office, and asset value was maximized through renovation.



Other area: 82 buildings



Cumulative Replanning Achievements in Tokyo's 5 Central Wards and Adjacent Wards

522
buildings



Before



Converted the basement, which was used as a warehouse, into a set-up office

After

Conducted renovation work



[Income-Yielding Property | Nihonbashikayabacho, Chuo-ku, Tokyo]
Steel-framed reinforced concrete structure with flat roof, 10 stories with 1 basement floor

- Located along Shinohashi Street, creating a bright interior to allow more light in through the front windows.
- The underground section was reconstructed into a space that does not feel underground by utilizing indirect lighting and pendant lights.
- Designed an office with a sense of warmth and openness by spatial composition incorporating soft curves.

Next, I would like to provide a more concrete overview of our initiatives in both flow-type and stock-type businesses.

First, the Replanning Business in our flow-type segment.

This is one of our core businesses, and since the establishment of the company, we have accumulated a total of 522 projects.

As a recent example, let me introduce one case.

This is an office building located in Chuo Ward, Tokyo. The basement level had previously been used as a warehouse.

After acquiring the property, we converted the basement into a set-up office.

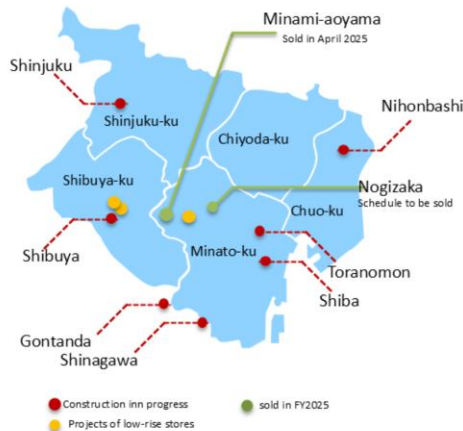
Since it is an underground floor, lighting was a key design element. By incorporating various ideas, such as the efficient placement of warm-toned pendant lights and indirect lighting, we created a bright and comfortable space.

Thanks to these efforts, tenant leasing progressed smoothly, rental income increased, and we successfully sold the building as a highly profitable property.

Develop New Buildings Based on Expertise in Office Building



Creating office spaces with the image that will further accelerate growth into a new era.



We are formulating a long-term and stable sales plan by combining various assets such as newly built low-rise retail buildings and office buildings with high-turnover properties like replanning projects and small-lot investment products.



Exterior



Roof top terrace



Meeting room



Tenant lounge

[Newly Built Income-Yielding Property | Akasaka, Minato-ku, Tokyo]

Steel-framed structure with flat roof, 13 stories

- Developed a New building with a "root" motif to serve as a foundation for corporate growth.
- Create office spaces starting from optimized interiors that cannot be achieved through renovation.
- Creating a pleasant environment filled with natural light and surrounded by lush greenery.

Next, I will discuss our New Building Development Business.

Leveraging the high-value-added redevelopment expertise we have cultivated through our Replanning Business, we are developing new office buildings in the five central wards of Tokyo.

The photo on the right of the slide shows a recent example: a new office building project in Minato Ward.

Designed to foster creativity, the building features rooftop terrace with panoramic views and an exclusive lounge that encourages interaction among tenants, combining sophisticated design with comfort.

Promoting Development and Offering of Diverse Small-lot Real Estate Investment Products



We are developing products in major cities and actively offering investment opportunities that address the diverse needs of clients nationwide.



Next, I would like to explain our Small-Lot Real Estate Investment Business under the Specified Joint Real Estate Ventures scheme.

In this business, we primarily sell buildings operated under long-term leases to tenant companies closely connected to the local community, such as childcare centers and medical clinics, as fractional ownership real estate products.

While our main focus is on properties located in and around central Tokyo, we have also begun developing projects in the Kansai region in response to investor demand for geographically diversified investments.

Development of Value-Creating Condominiums that Connect People and Communities with Smiles



Development of high value-added rental apartment buildings equipped with soundproofing and pet-friendly facilities is accelerating and progressing smoothly toward completion.

[Current status] Vacant lot Planned construction start: January 2026 [Plan] Sale scheduled for FY2028/3	
Location	Toyotama-Kita, Nerima-ku
Structure	Reinforced concrete bearing wall structure, four-story building
Room layout / number of units	1K: 8 units, 2DK: 3 units, 3LDK: 1 unit

[Major Business Areas]
5 wards of Central Tokyo, Meguro-ku, Shinagawa-ku, Nakan-o-ku, Setagaya-ku, Toshima-ku, Bunkyo-ku, Taito-ku, Nerima-ku, Itabashi-ku, Ota-ku



[Current status] Demolition completed; construction not yet commenced. [Plan] Sale scheduled for FY2028/3	An existing building on site remains
Location	Nihonbashi-Kayabacho, Chuo-ku
Structure	Reinforced concrete structure, 12-story building
Room layout / number of units	1LDK: 22 units, Premium 3LDK: 1 unit

[Current status] Under construction Planned completion: January 2026 [Plan] Sale scheduled for FY2027/3	
Location	Nishi-Ochiai, Shinjuku-ku
Structure	Reinforced concrete bearing wall structure, four-story building
Room layout / number of units	1K: 11 units, 2DK: 1 unit, 2LDK: 1 unit

[Current status] Under construction Planned completion: July 2026 [Plan] Sale scheduled for FY2027/3	
Location	Nishi-O, Shinagawa-ku
Structure	Reinforced concrete bearing wall structure, five-story building
Room layout / number of units	1K: 18 units, 2DK: 1 unit

Next, I would like to discuss our Residential Development Business.

This business was newly launched last year, and we are currently progressing projects at the four locations listed here.

We plan to develop high-value-added, whole-building rental condominiums that incorporate features suited to modern lifestyles, such as soundproofing and pet-friendly facilities.

Our primary focus will initially be on Tokyo's five central wards and the seven adjacent wards.

Promoting the Apartment Renovation Business in New York



Renovate apartments over 100 years old in New York, the center of the global economy. Upgrade building facilities and interior amenities with the latest technology and design, and sell them as high-yield properties.

<table border="1"> <tr> <td>On sale</td> <td></td> </tr> <tr> <td>Location</td> <td>Chelsea Area</td> </tr> <tr> <td>Structure</td> <td>A five-story brick building with one basement floor</td> </tr> <tr> <td>Room layout / number of units</td> <td>1LDK: 2units, 2LDK: 1unit, 3LDK: 2units</td> </tr> <tr> <td>Feature</td> <td>A historically significant property, designated as a preservation district, standing in an upscale residential area where history and art converge — a 169-year-old building of exceptional historical value.</td> </tr> </table>	On sale		Location	Chelsea Area	Structure	A five-story brick building with one basement floor	Room layout / number of units	1LDK: 2units, 2LDK: 1unit, 3LDK: 2units	Feature	A historically significant property, designated as a preservation district, standing in an upscale residential area where history and art converge — a 169-year-old building of exceptional historical value.	<p>[Map of Manhattan, New York]</p> <p>● sold ● In commercialization: In sales activities</p>	<table border="1"> <tr> <td>On sale</td> <td></td> </tr> <tr> <td>Location</td> <td>Hell's Kitchen Area</td> </tr> <tr> <td>Structure</td> <td>A five-story brick building with one basement floor</td> </tr> <tr> <td>Room layout / number of units</td> <td>Office: 1unit, Studio: 1unit, 1LDK: 9units</td> </tr> <tr> <td>Feature</td> <td>A highly convenient and popular area close to Times Square, where a large-scale renovation has been carried out, including the entire building and its structure.</td> </tr> </table>	On sale		Location	Hell's Kitchen Area	Structure	A five-story brick building with one basement floor	Room layout / number of units	Office: 1unit, Studio: 1unit, 1LDK: 9units	Feature	A highly convenient and popular area close to Times Square, where a large-scale renovation has been carried out, including the entire building and its structure.
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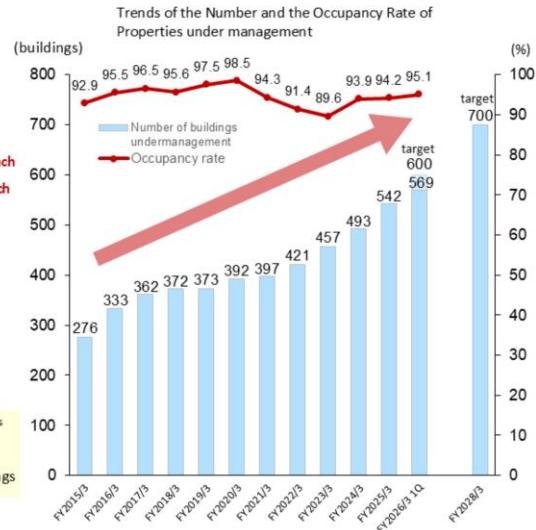
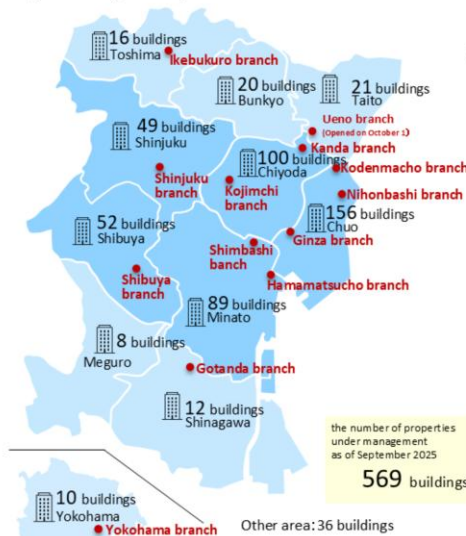
Next, I would like to discuss our Apartment Renovation Business in New York. We launched this business in 2019. Since then, we have acquired a total of 12 buildings, completed renovation and redevelopment, and sold seven of them. For the current fiscal year, we plan to sell three buildings.

More Buildings Under Management and Better Services



In Leasing Brokerage, the Ueno Branch Office was newly established as the core of regional strategies to flexibly strengthen area collaboration.

In the Property Management Business, we will utilize the network of close ties with the local communities to expand the number of managed buildings and expand services.



Next, I will turn to our stock-type businesses, starting with the real estate services business.

Our Real Estate Services Business encompasses a wide range of activities, including rental brokerage, sales brokerage, property management, building management, and delinquent rent guarantee services. These functions work together in an integrated manner to build a multi-dimensional business model.

In the rental brokerage segment, we opened a new branch in Ueno in October. We will continue to focus on central Tokyo, providing highly detailed, localized services to further strengthen our customer base.

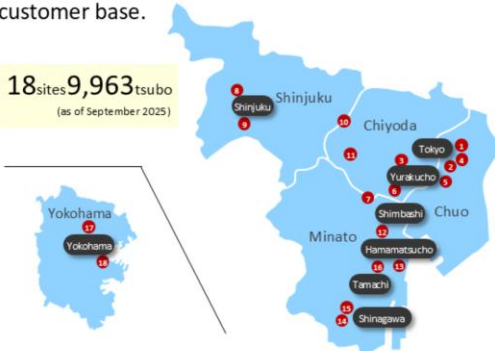
In addition, our Property Management Business has been steadily expanding the number of properties under management. In the first half of the fiscal year, we added 27 buildings, bringing the total number of managed properties to 569 as of the end of September.

Large-Scale Projects and Long-Term Use by Repeat Customers Contributed to Performance



Under the policy of “not just selling rooms, but ensuring the success of events,” we have focused on providing heart-warming services while expanding our locations, which has strengthened our customer base.

18 sites, 9,963 tsubo
(as of September 2025)



TOKYO/YAESU/MARUNOUCHI AREA

① TOKYO EKIMAE	209tsubo
② TOKYO YAESU	324tsubo
③ YURAKUCHO	138tsubo
④ TOKYO KYOBASHI	782tsubo
⑤ TOKYO NIHONBASHI	343tsubo

SHIMBASHI/TORANOMON AREA

⑥ SHIMBASHI	390tsubo
⑦ TOKYO TORANOMON	501tsubo

SHINJUKU AREA

⑧ SHINJUKU MAYNS TOWER	687tsubo
⑨ NISHI SHIBUKU	789tsubo

AKASAKA/TOHGYA AREA

⑩ ICHIGAYA	366tsubo
⑪ AKASAKA(NAGATACHO)	248tsubo

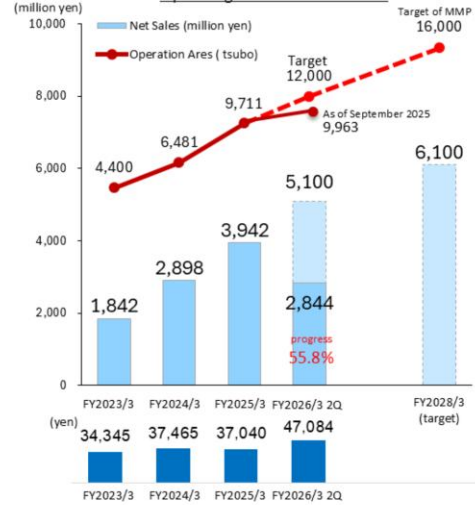
TAMACHI/SHINAGAWA/HAMAMATSUCHO AREA

⑫ Grande TOKYO HAMAMATSUCHO	1,456tsubo
⑬ HAMAMATSUCHO	431tsubo
⑭ SHINAGAWA	641tsubo
⑮ SHINAGAWA ANNEX	444tsubo
⑯ TAMACHI	954tsubo

YOKOHAMA/MINATOMIRAI AREA

⑰ YOKOHAMA	558tsubo
⑱ YOKOHAMA MINATOMIRAI	427tsubo

◆ Trends of Net sales for Conference Room and Operating area of Vision Center



* Net sales per tsubo is calculated by dividing the total of conference room fees and catering charges by the operating area.

In addition, our Rental Conference Room Business has been performing strongly, and we have been actively opening new locations to expand the total operating area.

We currently operate 18 locations, with a total operating area of 9,963 tsubo.

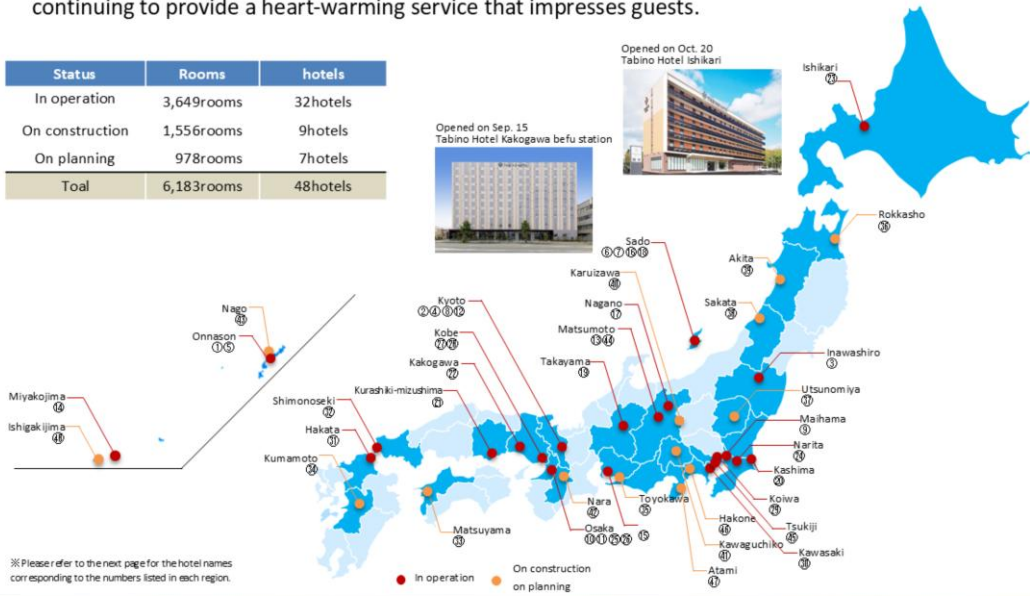
We are steadily expanding and progressing toward our Medium-Term Management Plan target of 16,000 tsubo over the next three years.

The only hotel in the world with heartwarming services



Expand the number of rooms under operation by actively developing new hotels and M&A, while continuing to provide a heart-warming service that impresses guests.

Status	Rooms	hotels
In operation	3,649rooms	32hotels
On construction	1,556rooms	9hotels
On planning	978rooms	7hotels
Total	6,183rooms	48hotels



※ Please refer to the next page for the hotel names corresponding to the numbers listed in each region.

Next, I will discuss our Hotel Operation Business, which is also part of our stock-type segment.

Thanks to strong performance, this business continues to expand steadily. In the current fiscal year, we added three hotels through new openings and one through M&A, bringing the total number of operating hotels to 32, with a total of 3,649 guest rooms.

Including hotels under construction and properties for which land has already been acquired and development plans are being formulated, the total is expected to increase to 48 hotels with 6,183 guest rooms.

List of Hotels in operation , on construction, and on planning



In operation

LUXURY	73rooms
① Oriental Hills Okinawa	14rooms
② Sora Niwa Terrace Kyoto Bettei	32rooms
③ Seifutei	11rooms
④ STITCH HOTEL Kyoto	16rooms
UPPER	429rooms
⑤ HiYori Ocean Resort Okinawa	203rooms
⑥ HOTEL OOSADO	72rooms
⑦ HOTEL AZUMA	52rooms
⑧ Sora Niwa Terrace Kyoto	102rooms
UPPER MIDDLE	571rooms
⑨ HIYORI HOTEL MAHAMA	80rooms
⑩ HIYORI HOTEL OSAKA NAMBA STATION	224rooms
⑪ HIYORI HOTEL OSAKA SUMINOEKOEN STATION	229rooms
⑫ HIYORI Stay Kyoto Kamogawa	38rooms
MIDDLE	291rooms
⑬ Tabino Hotel lit Matsumoto	176rooms
⑭ Tabino Hotel lit Miyakojima Villa Miyakojima	115rooms
ECONOMY	1,727rooms
⑮ Spring Sunny Hotel Nagoya Tokoname Station	194rooms
⑯ DONDON Highland	12rooms
⑰ Nagano Linden Plaza Hotel	136rooms
⑱ Tabino Hotel Sado Live Sado	129rooms
⑲ Tabino Hotel Hida Takayama	80rooms
⑳ Tabino Hotel Kashima	194rooms
㉑ Tabino Hotel Kurashiki Mizushima	155rooms
㉒ Tabino Hotel Kakogawa befu station	172rooms
㉓ Tabino Hotel Ishikari	175rooms
㉔ Tabino Hotel EXpress Narita	97rooms
㉕ Joytel Hotel Namba Dotonbori	53rooms
㉖ Joytel Hotel Shinsekai Sakaisujidori	103rooms
㉗ Kobe Plaza Hotel ※ operation entrusted	107rooms
㉘ Kobe Plaza Hotel West ※ operation entrusted	120rooms

In operation

BUDGET	558rooms
㉙ SKY HEART Hotel Keisei Koiwa Mae	102rooms
㉚ SKY HEART Hotel Kawasaki	197rooms
㉛ SKY HEART Hotel Hakata	157rooms
㉜ SKY HEART Hotel Shimonoeki	102rooms
In operation subtotal	3,649rooms

On construction and on planning

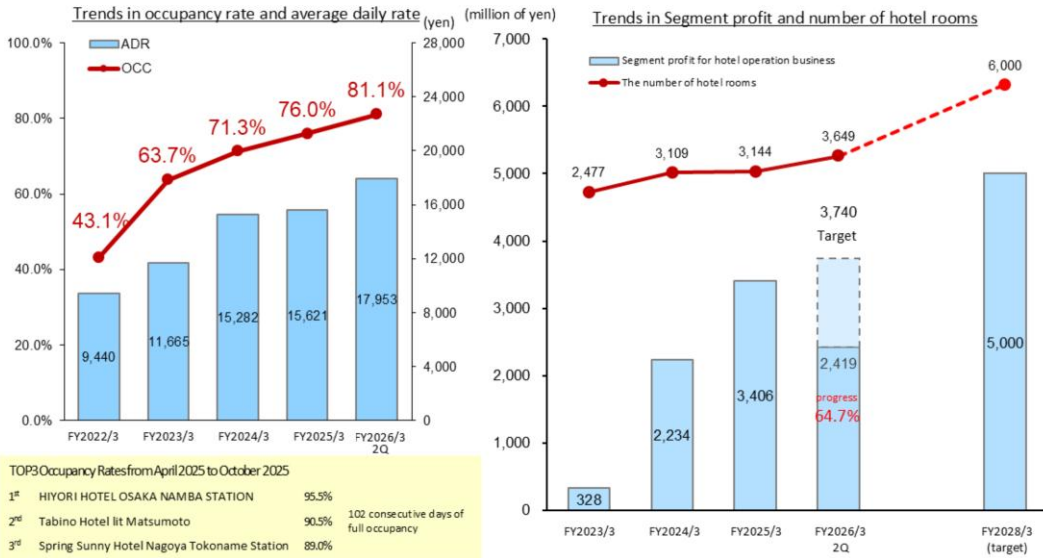
Open schedule in FY2027/3	1,387rooms	
㉝ HIYORI HOTEL MATSUYAMA	245rooms	Open schedule in Spring 2026
㉞ Tabino Hotel Aso Kumamoto Airport	213rooms	Open schedule in Spring 2026
㉟ Tabino Hotel lit Toyokawa	110rooms	Open schedule in Autumn 2026
㊱ Tabino Hotel Aomori Rokkashomura	210rooms	Open schedule in Autumn 2026
㊲ Tabino Hotel Utsunomiya Yuinomori	201rooms	Open schedule in Winter 2026
㊳ Tabino Hotel lit Sakata	175rooms	Open schedule in Winter 2026
㊴ Tabino Hotel lit Akita Ekimae	233rooms	Open schedule in Winter 2026
Open schedule in FY2028/3	678rooms	
㊵ HIYORI TERRACE Karuzawa Spa & Resort	81rooms	
㊶ HIYORI TERRACE Kawaguchiko (Fuji)	134rooms	
㊷ HIYORI HOTEL Kintetsu Nara	177rooms	
㊸ HIYORI HOTEL Nago	156rooms	
㊹ Tabino Hotel lit Matsumoto	130rooms	
Open schedule in FY2029/3	469rooms	
㊺ Tsukiji Hotel Project	36rooms	
㊻ Sora Niwa TERRACE Hakone Yumoto	108rooms	
㊼ Atami Hotel Project	120rooms	
㊽ Tabino Hotel lit Ishigakijima	205rooms	
On construction and on planning subtotal	2,534rooms	
In operation, On construction and on planning total	6,183rooms	

This slide shows a list of these hotels.

Trends in Hotel Occupancy Rate, Average Daily Rate and Segment Profit



The average daily rate rose mainly in the Kansai region and luxury hotels by maintaining a high occupancy rate driven by the inbound tourism effect and further strengthening operational capabilities.



Next, I would like to show the performance trends of our Hotel Operations Business.

Both occupancy rates and average room rates have continued to rise, and overall performance has been steadily improving.

While strong inbound demand and the impact of the Kansai Expo have contributed, the business has achieved high occupancy and profitability primarily due to our continuous efforts to enhance service quality and operational capabilities.

Through October of the current fiscal year, operations have been particularly strong, with hotels such as HIYORI HOTEL OSAKA NAMBA STATION and Tabino Hotel lit Matsumoto maintaining full occupancy on a daily basis.

Going forward, under our management policy of providing Heartwarming and Fun Hotels, we will continue to further enhance our service capabilities, deliver experiences that exceed customer expectations, and drive the continued growth of our business.

Conducted M&A to Strengthen the Foundation for the Construction Sector



Acquired 100% shares of Otake Kenso Group, which has a proven track record in the processing and construction of sashes and glass.

Strengths and Synergies of Both Companies



- Quality, delivery, and cost managed by skilled technicians
- Track record in design and construction of sashes and glass windows
- Responsiveness and supply speed from its own factory



- Procurement and planning capabilities for small and medium-sized buildings in central Tokyo.
- Manufacturing capabilities and warm-hearted service from the customer's perspective.
- Broad customer base and group company network.

By combining the strengths of both companies, we aim to enhance product development capabilities for replanning small and medium-sized buildings in central Tokyo, as well as to promote business growth in the construction-related field.

Company overviews

Name	Otake Kenso Holdings Co., Ltd.
Founded	July 15, 1960
Established	September 2017 (due to transition to HD)
Headquarters	5-8-19, Kitashinagawa, Shinagawa-ku, Tokyo
Group revenues (※)	5,125 million (FY ended March 2025)
No. of employees	115 (total for 5 group companies)

※ The sales figure is the sum of the financial statements of the five group companies before applying listed company standards (revenue recognition standards, accrual basis, etc.) and before our audit.

Earning forecast

- ✓ On October 1, 2025, our company acquired 100% of the shares of Otake Kensou Holdings Co., Ltd
- ✓ We plan to include it in our consolidated results starting January 1, 2026 (Q4).

Finally, I would like to discuss our construction business.

Last month, we acquired 100% of the shares of the Otake Kenso Group through an M&A transaction.

The company is a construction firm specializing in the design and installation of windows, including sashes and glass.

With many highly skilled technicians and its own factory in Tokyo, the company is expected to generate significant synergies with our business in terms of both quality and responsiveness.

It has annual sales of approximately 5.0 billion yen and 115 employees.

By combining the strengths of both companies, we aim to further strengthen our business foundation in construction-related fields and drive the expansion of our overall performance.

This concludes my explanation of the initiatives in each of our business segments.



Management with a Focus on Capital Costs and Share Price

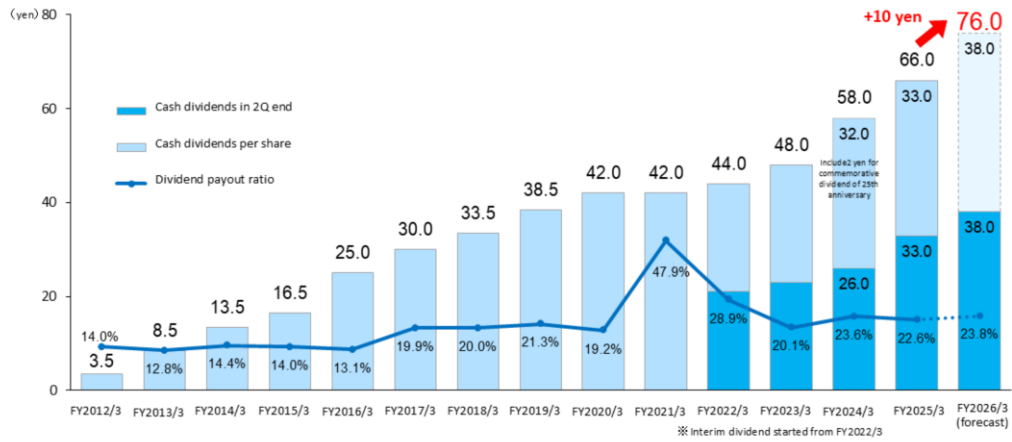


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Next, I would like to provide a brief explanation regarding management with a focus on capital costs and stock price.

Return to shareholders -Dividend-

The Interim dividend is 38.0 yen as initial forecast.(Date of Interim dividend effective : December 2, 2025)
 With the exception of maintaining the same dividend in FY2021/3, we will have continued to increase dividend for 13 years. We also expected to keep increasing cash dividends.



Basic Policy for Shareholder Return

- ① Strive to provide long-term and stable shareholder return
- ② Secure investment funds for future growth
- ③ Maintain the stability of financial base

First, regarding shareholder returns, we are committed to long-term and stable returns based on the basic policy outlined here.
 For the current fiscal year, we will pay an interim dividend of 38 yen per share, in line with the initial forecast.

Changes in Stock Prices (2018 to 2025)

Through the sustainable growth of EPS, we will simultaneously improve shareholder value and implement a stable capital policy.



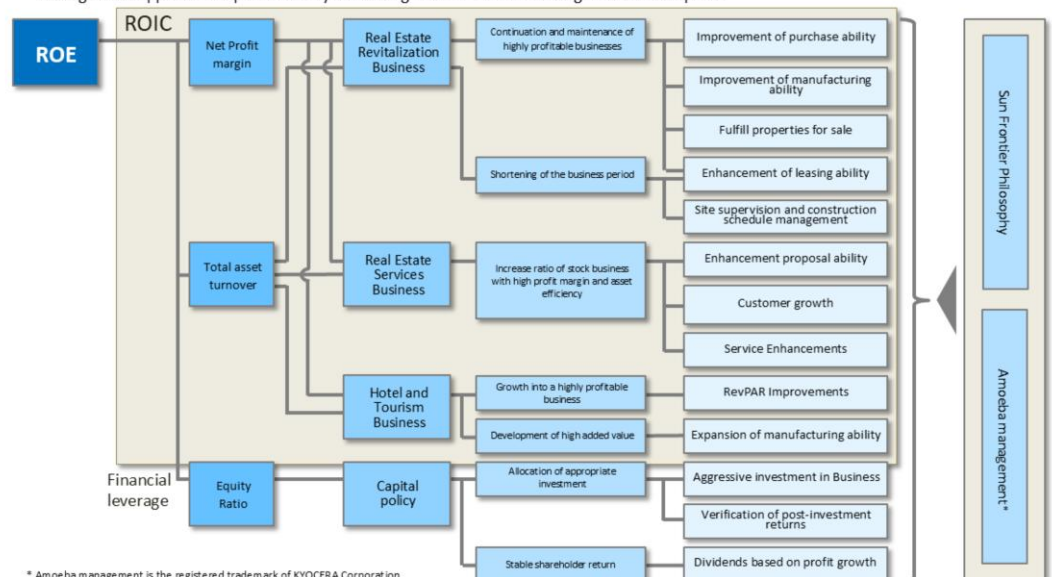
Next, I would like to discuss the long-term trend of our stock price. Since the COVID-19 pandemic, our stock price has steadily risen.

Of course, this has been supported in part by the overall strength of the stock market. However, we believe that sustainable long-term growth in EPS is fundamentally what drives long-term stock price appreciation.

Going forward, we will continue to expand and grow our businesses, improve our performance, and increase EPS.

Drivers to improve ROE

Permeation of philosophy and amoeba management enhances employee engagement and promotes businesses through fully participatory management approach. Improve ROE by enhancing ROIC while maintaining financial discipline.



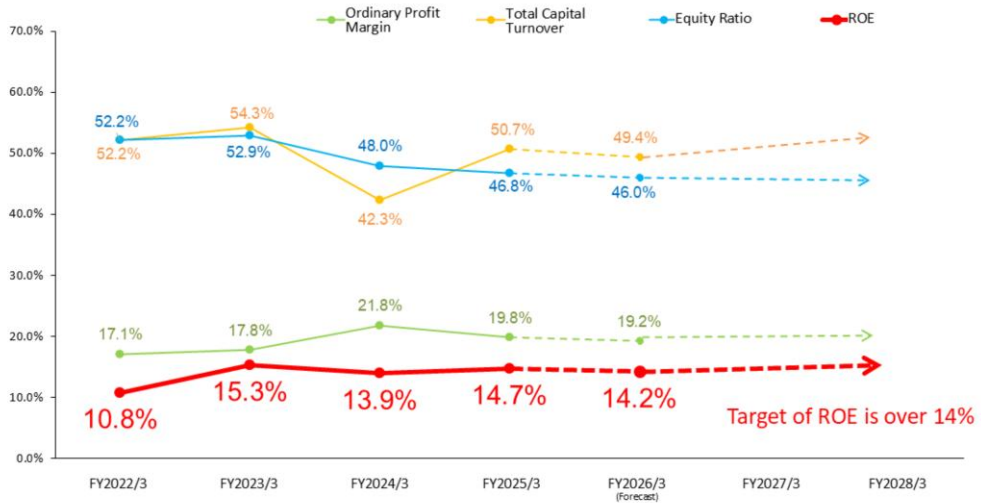
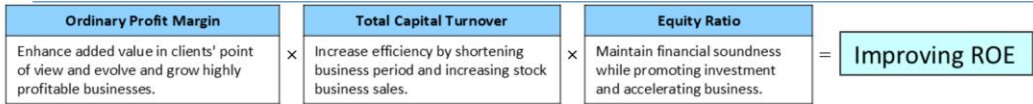
* Amoeba management is the registered trademark of KYOCERA Corporation.

In addition, we are also working to improve ROE from the perspective of capital costs.

This slide summarizes our key initiatives to enhance ROE.

All business divisions are working together to focus on profitability and capital efficiency, aiming to increase ROIC and, in turn, improve ROE.

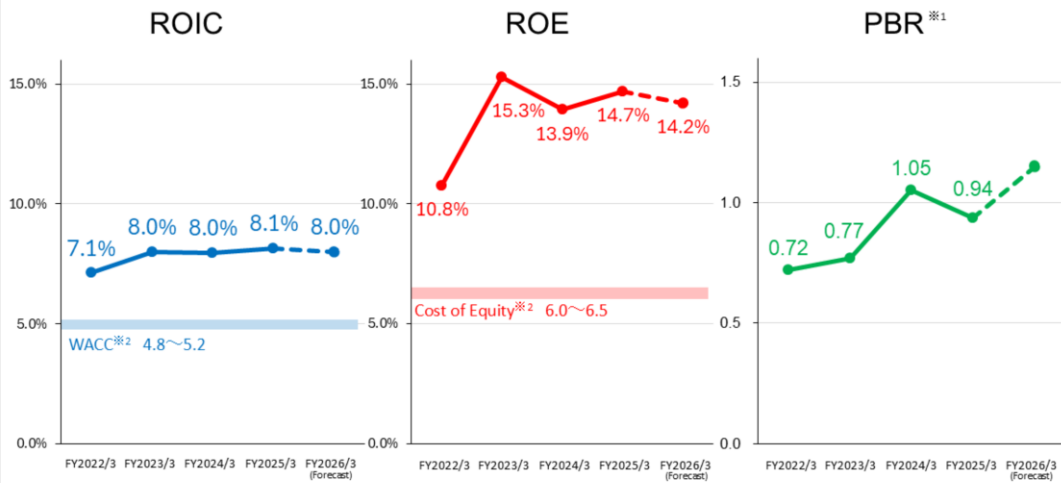
Trends of ROE and each indicator



We are targeting ROE over 14% and working to further improve it beyond this level.

Profitability Continues to Exceed the Capital Cost

If ROIC continues to exceed WACC, ROE will continue to exceed the cost of shareholders' equity, and PBR will improve.



※1 PBR is the figure at each period-end.
 ※2 The cost of equity is calculated using the Capital Asset Pricing Model (CAPM). It is assumed that the cost of equity will remain in the range of 6.0% to 6.5%, consistent with the median of the past four fiscal years. Similarly, the Weighted Average Cost of Capital (WACC) is expected to remain in the range of 4.8% to 5.2%, based on the median of the past four fiscal years.

In addition, we are committed to ensuring that both ROIC and ROE consistently exceed our WACC and cost of equity, respectively.

We believe that this approach will steadily drive an increase in our PBR as well.

Strengthening IR Activities



Engage in proactive dialogue with the capital markets

Sun Frontier IR website
https://www.sunfrt.co.jp/en/ir_info/



Actual result of main activities of IR		FY2024/3	FY2025/3	FY2026/3
Presentation of financial results	Held every quarter by President Representative Director, Seiichi Saito.	Held 4 times	Held 4 times	Held 4 times (forecast)
IR meetings	Conducted individually as needed. (mainly handled by President Representative Director and IR staff).	68 times	82 times	39times (2Q)
Individual investor briefing	For the fiscal year ending March 2025, it will be conducted through an online briefing hosted by Daiwa IR	1 time	1 time	-
Property visit for analysts and institutional investors	Invite to RP properties	9 times	5 times	2 times (2Q)
	Invite to sites of Vision Center	1 time	1 time	-

Disclosed materials							
Financial Results	Disclose Japanese and English version simultaneously. Disclose Chinese version within a week after Japanese.						
IR Presentation	Disclose Japanese, English version and Chinese version simultaneously.						
IR Video and script	Disclose Japanese (video) and English (audio) on the day.						
Annual Securities Report	Disclose Japanese and English version.						
Notice of General Meeting of Shareholders	Disclose Japanese and English version.						
Analyst Report	<table border="0"> <tr> <td>FISCO 【Japanese】</td> <td>Shared Research 【Japanese】</td> <td>【English】</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>	FISCO 【Japanese】	Shared Research 【Japanese】	【English】			
FISCO 【Japanese】	Shared Research 【Japanese】	【English】					

Shareholder benefit program	
Outline	Discount coupons for hotels operated by our group companies based on the number and period of shares held.
Period	From July 1st of the issuance year to June 30th of the following year.
Details	For the details, please review to the website of Shareholder benefit program. https://www.sunfrt.co.jp/ir_info/stockholder_benefit_plan/

In addition, we will continue to strengthen our IR activities.

We are working to further enhance our IR disclosure materials, including foreign language versions, and will actively engage in dialogue with all of our stakeholders.

Publication of the Integrated Report 2025



Expanding the disclosure of financial and non-financial information and promoting more transparent information dissemination.

The Group issued its first integrated report in September 2025. In addition to the Company Philosophy we have cherished since our founding, the report comprehensively communicates our path toward enhancing future corporate value by integrating financial and non-financial information, including our management philosophy, growth strategies, and sustainability management.

<Contents>

SECTION 01 Sun Frontier's Values

Looking back at the history of the Company's core values

SECTION 02 Corporate Value Creation and Our Vision

Detailed explanation of the vision, including top management's message and the value creation process

SECTION 03 Putting Value Creation into Practice

Growth strategies by business segment and interviews with employees who are taking on new challenges

SECTION 04 The Foundation of "Altruism" Supporting Value Creation

Categorized by ESG and included human capital discussions and interviews with outside directors

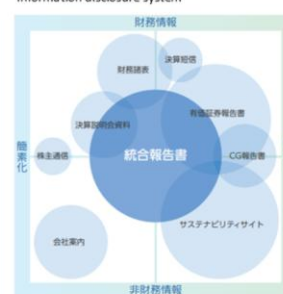
SECTION 05 Record of Value Creation

Financial and non-financial historical data

Front cover



Information disclosure system



Finally, I would like to announce that we have published our first Integrated Report.

This report provides a comprehensive overview of both financial and non-financial information, including our management philosophy, growth strategies, and sustainability initiatives.

It serves as an important roadmap for enhancing our long-term corporate value.

By utilizing this report, we aim to further strengthen communication and engagement with all our stakeholders.

We sincerely appreciate your continued support and understanding.



Philosophy and Business Initiatives



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The Value and the Course of Action shared by all employees, the Core of our Corporate Culture

Create a good corporate climate and culture based on the two wheels of Philosophy and Amoeba Management to realize our Management philosophy.



* Amoeba management is the registered trademark of KYOCERA Corporation.

Human Resource Development



Desired image of human resources **Human resources with both "the heart of altruism" and "frontier spirit"**



Human Resources Development Policy
 Develop human resources who can develop new fields with a frontier spirit toward the realization of a sustainable and affluent society together with colleagues who share values of altruism.

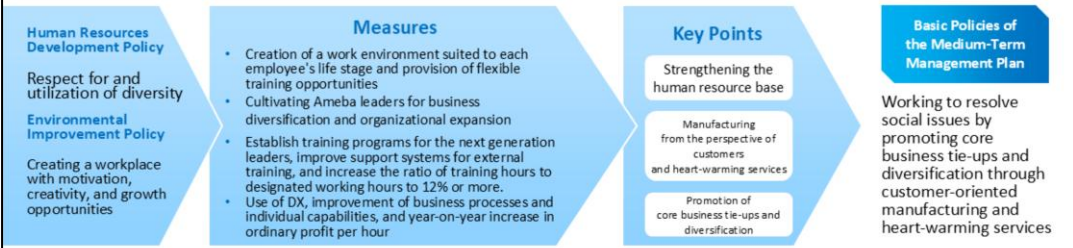
We aim to realize a society that can be passed down to future generations by fostering human resources who have the kindness to care for others around them and the strength to maintain personal integrity, and boldly take on challenges in areas where they have no experience. To this end, the pillars of our human assets are exploration, curiosity, self-motivation, autonomy, and respect for and utilization of diversity.

Environmental Improvement Policy
 Create a work environment that provides "job satisfaction," "creativity," and "growth opportunities." Create a "co-creation" organization in which all employees set their own goals, work toward those goals with enthusiasm, and continue to create new value based on mutual trust.

Job satisfaction — A corporate culture that encourages challenge and growth

Creativity — A corporate culture that envisions the future and aims to create new value

Growth opportunity — A corporate culture that stimulates the desire to learn and works toward high goals



Sustainability Management



Sustainability Vision

We will contribute to the realization of a sustainable society through our business activities, respecting the heart of altruism that is our company policy.

Sustainability Report Site Address

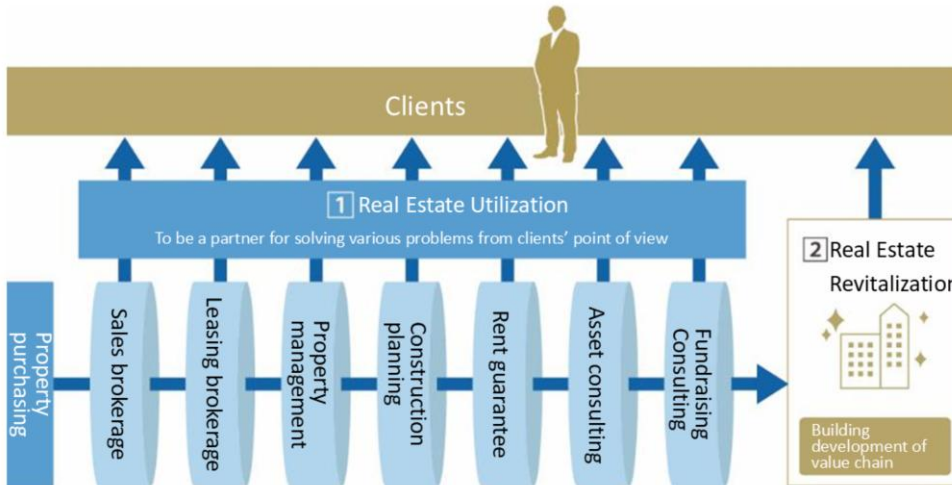


Important Challenges	Social Issues to be Solved	Key Measures	Specific Measures	Indicators and Targets	Related SDGs
Environmental Protection	Global Warming Due to Greenhouse Gas Emissions	<ul style="list-style-type: none"> Reduction of greenhouse gas emissions in business activities 	<ul style="list-style-type: none"> Suppression of greenhouse gas emissions from construction through the promotion of real estate revitalization Offset greenhouse gas emissions from construction in real estate revitalization through credits Reduction of greenhouse gas emissions in our business activities 	<ul style="list-style-type: none"> Achieve an average reduction of over 12% in CO₂ emissions compared with new building construction. Offset 100% of CO₂ emissions generated from real estate revitalization construction. Group-wide greenhouse gas reduction targets (Scope 1 and 2): 22% reduction by 2030 compared to fiscal 2022, and carbon neutrality by 2050. 	
	Resource Conservation and Waste Reduction (Biodiversity)	<ul style="list-style-type: none"> Longevity of real estate Reduction of Environmental Impact in Real Estate Revitalization 	<ul style="list-style-type: none"> Extension of economic useful life of buildings through real estate revitalization construction Improvement of occupancy rates of buildings with long elapsed years through total support for real estate Suppression of resource input/waste through the promotion of real estate revitalization Environmentally Friendly Building and Office Creation (Efforts to Obtain Environmental Certification) 	<ul style="list-style-type: none"> Extending the economic useful life of buildings by 30% or more Average occupancy rate at 90% or more for buildings over 30 years old Over 90% of buildings continue to be managed after sale of replanning properties Reduce resource input by 40.9% and waste generation by 49.3% compared with building reconstruction (theoretical value) Achieve 100% acquisition of environmental certification in new office development 	
Regional Revitalization	Revitalization of regional economies	<ul style="list-style-type: none"> Create buildings, offices, and spaces with "job satisfaction" and "creativity" that contribute to economic growth 	<ul style="list-style-type: none"> Promotion of real estate revitalization with consideration for well-being 	<ul style="list-style-type: none"> Ratio of newly applied replanning properties that exceed the Sun Frontier Wellness Score (SWO): at least 50% in FY2025 and at least 70% in FY2030 Tenant satisfaction surveys conducted annually (for Company-owned properties) 	
	Responding to natural disasters that are becoming more devastating	<ul style="list-style-type: none"> Prevent and mitigate disaster through regional cooperation 	<ul style="list-style-type: none"> Providing set-up offices with emergency supplies or installation space Providing information that contributes to the improvement of tenants' disaster prevention awareness 	<ul style="list-style-type: none"> Number of office sections equipped with disaster prevention equipment or designated installation space: 50 sections by FY2027 and 75 sections by FY2030 Posting disaster prevention information on dedicated websites (company-owned properties): 100% 	
Human Resource Development	Decrease in the working-age population due to the declining birthrate and aging population (decrease in actual labor force) and elimination of the gender gap	<ul style="list-style-type: none"> Respect and diversity Create workplaces with job satisfaction, creativity, and growth opportunities 	<ul style="list-style-type: none"> Creating a work environment suited to each employee's life stage and provide flexible training opportunities Establishment of next-generation leader development program, support system for external trainings, etc Utilization of DX, improvement of business processes and improvement of individual abilities Hold seminars aimed at promoting employees' physical and mental well-being and foster a work environment where each employee can engage in their work in good health—both mentally and physically. 	<ul style="list-style-type: none"> Target ratio of women managers: at least 15% by FY2036/3 Ratio of training hours to prescribed working hours: 12% or more Year-on-year increase in ordinary profit per hour Hold at least two seminars per year by industrial physicians, etc 	

※ Excerpt of Specific Measures with established KPIs

Strengths in Office Business

With in-house processes from procurement to development, occupancy, sales, and support, we solve various problems by getting client's needs correctly.

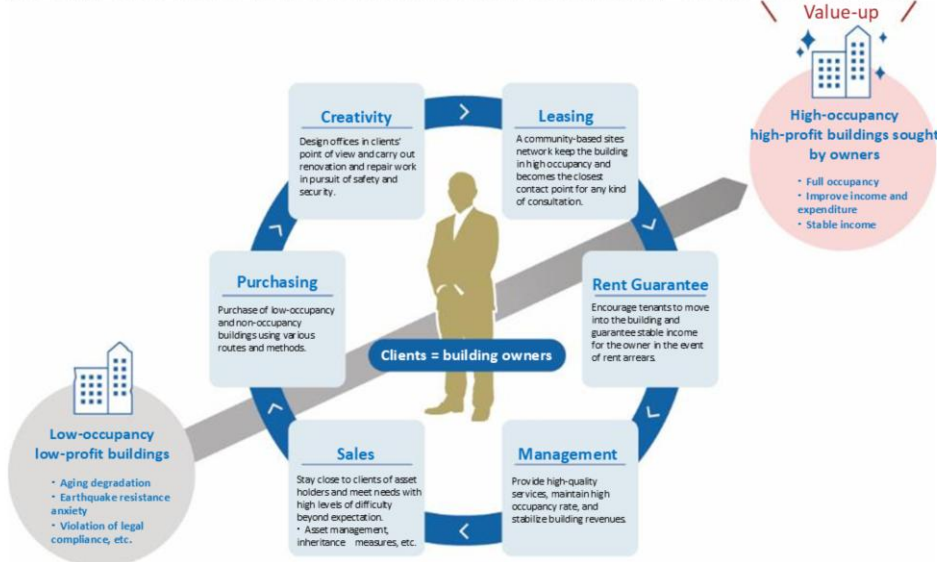


1 Real estate utilization: Get close to our clients and solve various problems. Capture the source of added value from clients' voices.

2 Real estate revitalization: Utilize the needs we earned and the know-how for improving the valuation to conduct sales activities.

Business Model for Replanning Business

Renovating the office buildings with low occupancy and in need of large-scale repairs into high-value-added properties demanded by society using “clients’ point of view.”

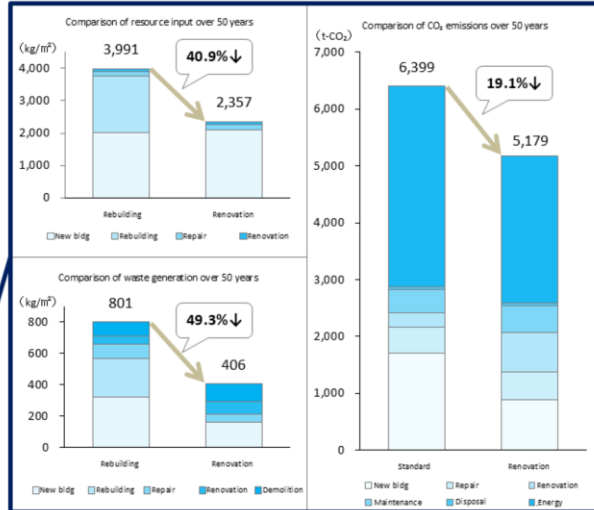
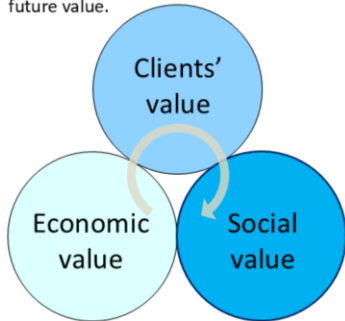


Create both Customer Value and Social Value

Solving social issues through supporting our clients' business.

Supporting the business growth for building owners and tenants through our Replanning Business.

Utilize limited resources to fill the world with smiles and excitement!
Becoming a corporate group that continues to challenge the creation of future value.

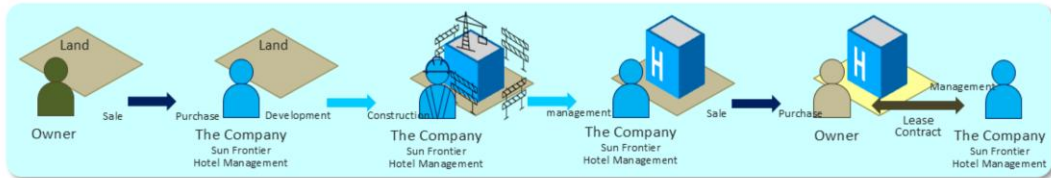


※Assumptions and rationale※ Assuming a 30-year-old office building of approximately 3,000 square meters, the environmental contribution over a 50-year period (the service life of SRC office buildings) was estimated based on the Architectural Institute of Japan's LCA Tool (*).
* Rebuilding: "In the case of rebuilding every 35 years" * Renovation: "Regeneration without destroying old buildings (long-life buildings)" * Standard: "Assuming a 30-year-old unrenovated building"
* Architectural 1 LCA Tool for Buildings Ver5.0 - Evaluation Tool for Global Warming, Resource Consumption and Waste Management, estimated with the cooperation of Engineering Research Institute of Japan.

Hotel Development Business and Hotel Management Business



Selling the hotel we developed after operation
 After the sale, the property is leased and managed, contributing to asset formation as a profit-making property



* In addition to the method of acquisition and development of the land, the optimal development method is selected according to the case, such as renting and leasing the land and the building.

Examples of hotels under development and management



HIYORI HOTEL MAIHAMA
 Opened in July 2017, sold and currently in operation



HIYORI HOTEL OSAKA NAMBA STATION
 Opened in May 2019, currently in operation



Tabino Hotel Kurashiki Mizushima
 Opened in February 2020, currently in operation



Tabino Hotel Kashima
 Opened in April 2020, currently in operation



HIYORI Ocean Resort Okinawa
 Opened in February 2021, sold and currently in operation



Tabino Hotel Iit Miyakojima
 Opened in June 2021, currently in operation



Tabino Hotel Iit Matsumoto
 Opened in July 2021, currently in operation



Sora Niwa Terrace Kyoto
 Sora Niwa Terrace Kyoto Bettel
 Opened in June 2022, currently in operation

Regional Revitalization Initiatives Centered on Hotels



Revitalizing local communities through tourism — when the regions thrive, Japan thrives.

Japan offers a wide range of attractions, including beautiful natural landscapes, rich history and culture, delicious cuisine and hot springs, heartfelt hospitality, traditional local festivals, and outdoor activities. With the sharp increase in inbound tourism and growing interest in regional areas across Japan, we began our initiatives in Sado Island, a place with which we have strong ties, and have been creating local employment opportunities.

SADO
Sado Island, Niigata Prefecture

Tabino Hotel Live Sado

Tabino Hotel Sado

UNESCO World Heritage Centre
Aikawa Gold and Silver Mine

HOTEL OOSADO

HOTEL AZUMA

LE BLUE SADO SAWANE

UNESCO World Heritage Centre
Nishimikawa Placer Gold Mine

Donden Kogen Lodge

Port of Ryotsu

Sado Outdoor Base

Tabino Hotel Iit Miyakojima
Opened in June 2021

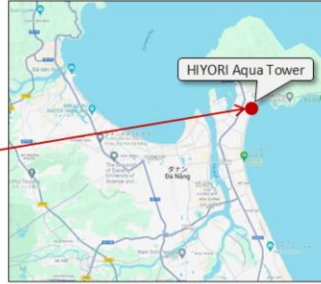
Miyako Shimojishima Airport Restaurant Coral Port under operation

Tabino Hotel Aoyama Rokkashomura
Scheduled to open in October 2027

Tabino Hotel Sakata
Scheduled to open in December 2026

The construction of the HIYORI Aqua Tower Project in SUN FRONTIER Vietnam is progressing.

Our second condominium project is on progress.



Interior perspective drawing

25 floors with 2 basement floors Total floor area: 24,498m²
202 residences (1LDK: 22 units, 2LDK: 176 units, 3LDK: 4 units)



References Materials

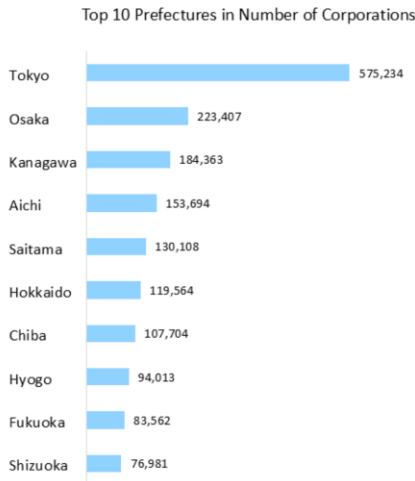


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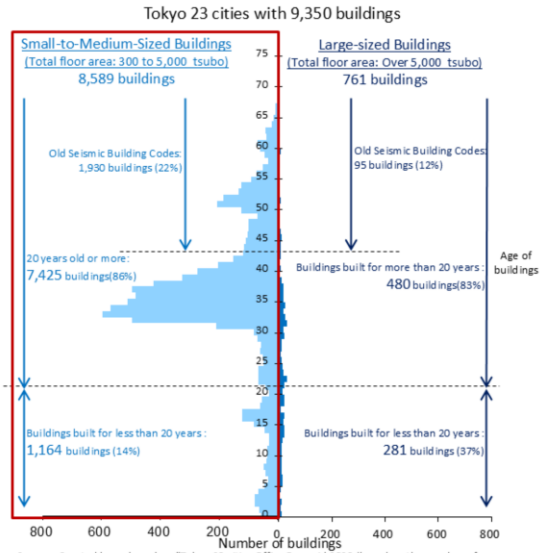
The Number of Corporations by Prefecture and Number of Office Buildings in Tokyo's 23 wards



In Tokyo concentrated many companies, demand renovation and rebuilding suppressed waste of resources remains high in while small and medium-sized buildings continue to age.



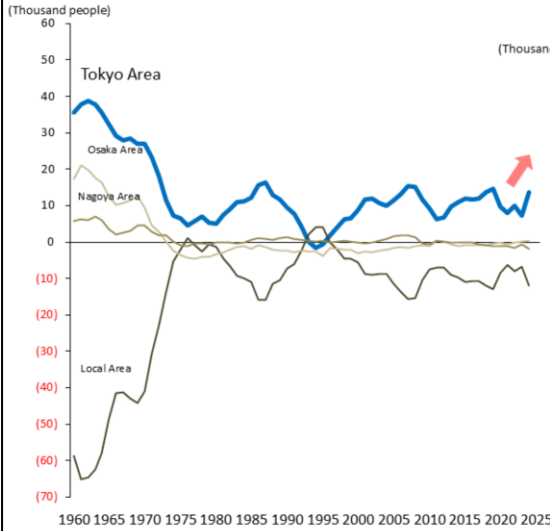
Source : Compiled by the Company based on the National Tax Agency's "Number of Corporations by Prefecture"



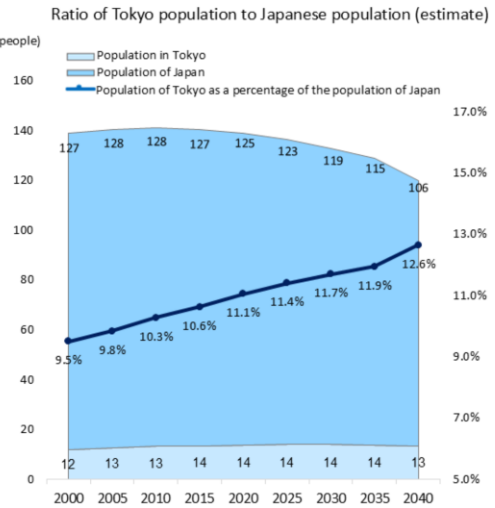
Source : Created by us based on "Tokyo 23 cities Office Pyramid 2023 (based on the number of buildings)" (Xymax Real Estate Institute)

Insight for Business Environment

While the population of Japan is decreasing, the population of Tokyo is increasing as more people are moving into the Tokyo area.



Source: Prepared by the Company based on Statistics Bureau, Ministry of Internal Affairs and Communications, "Number of New Residents by Address Before and After"



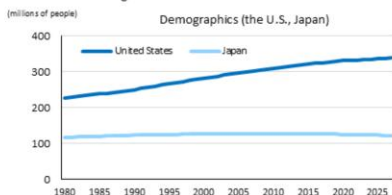
Source: Compiled by the Company based on Tokyo Metropolitan Government statistics - "Population of Tokyo (Estimate)"

Overseas Markets (the U.S., Vietnam)

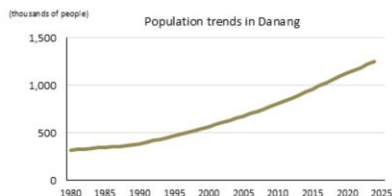


Supplying Japan's high-quality residential real estate in the United States (New York) and Vietnam (Danang), where population growth and high growth rates continue

While the population of Japan is decreasing, the population of the United States continues to increase, and there is a high possibility of continued housing demand.



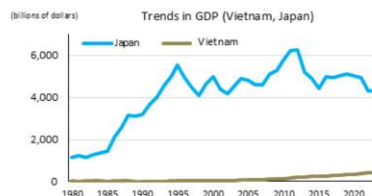
Da Nang is the third largest city in Vietnam. The population exceeded 1 million in 2017 and has continued to increase since then, and high housing demand is expected in the future.



In contrast to Japan, where the growth rate is flat, the U.S. has a very high growth rate, has many jobs, and is expected to continue to have a high demand for real estate.



Although the GDP of Vietnam is lower than that of Japan, the growth rate is higher than that of Japan, and Vietnam is considered to have a high potential for future.

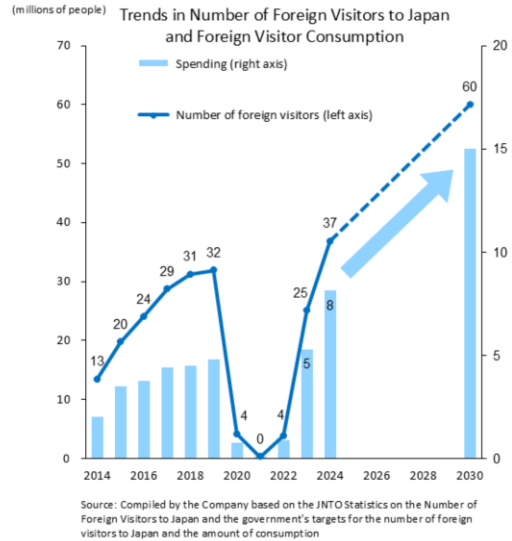
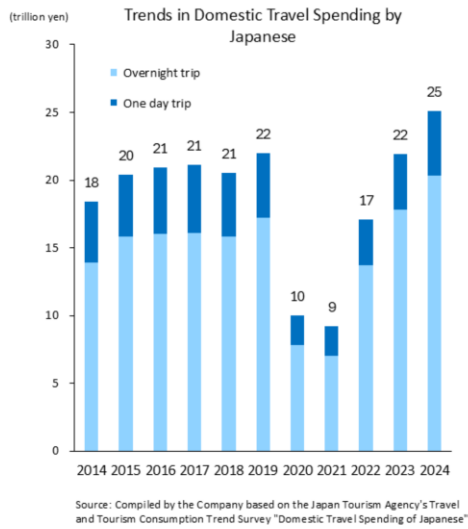


Source: IMF World Economic Outlook database (prepared by the Company)

Demand recovery and growth potential in the hotel market



The recovery in travel demand has been remarkable, and both the number of foreign visitors to Japan and their spending are expected to further expand in the future.



ESG Data

Environment

As of September 30, 2025

Actual number of RP buildings



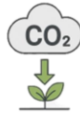
Total **522** buildings

Carbon Offset Cumulative total **3,493t-CO2e**

RP construction **74 buildings**
1,411t-CO2e

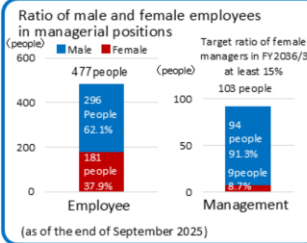


Acquired BELS for **21 properties**



Greenhouse Gas Emissions Reduction Rate : **12.7%**

Social



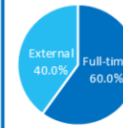
Childcare leave acquisition rate for male: 21.4% (YoY +11.4pt)
Including our own childcare leave system: 71.4%
Return to work for female: 89.3%
(as of the end of March 2025)

Human resource development Target: Support programs, etc., account for more than 12% of prescribed working hours
Result: 12.0%
(as of the end of March 2025)

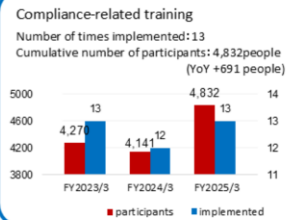
Governance

As of September 30, 2025

Ratio of Outside Officers 1/3 or more



Female Directors 1 out of 10



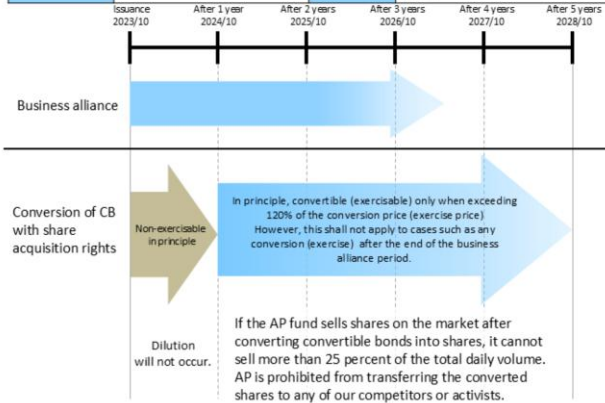
Sustainability website
<https://www.sunfrt.co.jp/sustainability/en/>



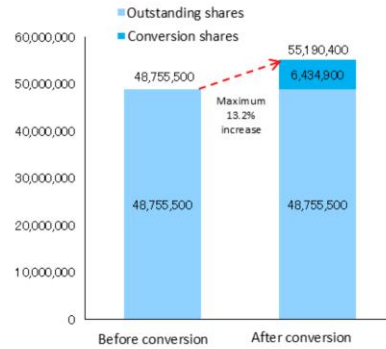
Conversion conditions of CB



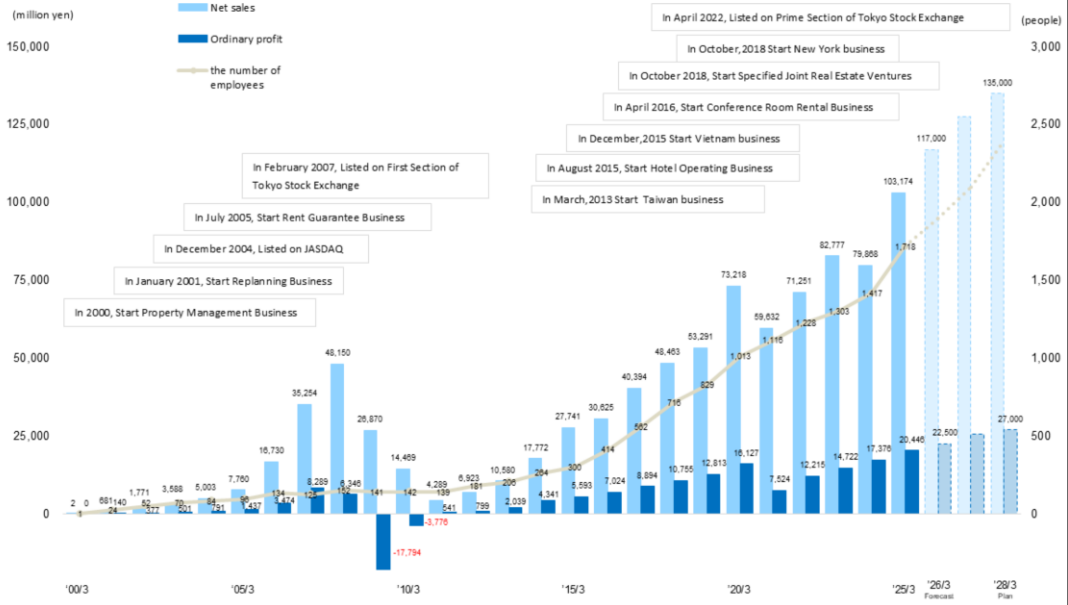
Type	Convertible bonds with share acquisition rights	Maturity	5 years	Specific use of funds	Amount
Issuance date	October 6, 2023	Convertible period	5 years after the payment due date However, in principle, non-convertible for 1 year after the payment due date	Acquisition of land in conjunction with new hotel development and construction work investment	Approx. 8 billion yen
Amount of funds acquired	Approximately 10 billion yen	Conversion price	1,554 yen per share In principle, convertible (exercisable) only when exceeding 120% (1,865 yen) of the conversion price (exercise price) However, this shall not apply to cases such as any conversion (exercise) after the end of the business alliance period.	M&A funds primarily for the hotel development business and construction business	Approx. 2 billion yen
Bond interest rate	0%				



Possibility of Share Increasing due to the Conversion



History of Sun Frontier Group



Company Profile



Company Name	Sun Frontier Fudosan Co., Ltd.
Location of Head Quarters	1-2-2, Yurakucho, Chiyoda-ku, Tokyo
Date of Foundation	April 8, 1999
Date of Listing	February 26, 2007 (First Section of Tokyo Stock Exchange)
Capital Stock *	11,965 millions yen
Representative	Tomoaki Horiguchi, Chairman Representative Director Seiichi Saito, President Representative Director
Number of Consolidated Employees *	969 employees (1,822 including part-timers and temporary workers)
Average Age of Employees*	35.7 years old
Business Profile	Real Estate Revitalization Real Estate Service (Properties Management, Brokerage, Construction Planning, Rent Guarantee, Rental Conference Room, Building Operations, Asset Consultation) Hotel Development and Operation Others
Accounting Month	March
Listed Market	Tokyo Stock Exchange Prime (Code number: 8934)

* As of the end of September 2025

Thank you for your continued support.

- ◆ The purpose of this document is to provide information that can be used as a reference, not for soliciting or promoting you to purchase a specific product. Please make your decision by your own discretion and responsibility when you make an investment. If you want to purchase shares of our Company, please contact securities companies.
- ◆ The information provided in this document is not necessarily in compliance with the Financial Instruments and Exchange Act, the Building Lots and Buildings Transaction Business Act, the Listing Rules for the Tokyo Stock Exchange and other related laws and regulations.
- ◆ Forward-looking statements included in this document do not guarantee future performance.
- ◆ Although we have made every effort to ensure the contents of this document, we can not guarantee their accuracy or certainty. Please note that they are subject to change or removal without notice.

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SUN FRONTIER