

Start your day off right.



Integrated Report 2025

KYORITSU
HOTELS & DORMITORIES

We add peace of mind and comfort to people's daily lives through food and housing services.

The history of Kyoritsu Maintenance began on September 27, 1979 with its Dormitory Business.

With the operation of student and employee dormitories as our foundation, we have since expanded our operations to include the Hotel Business, which covers business hotels and resort hotels, and the Senior Life Business, which covers housing for the elderly.

All these businesses have something in common: a stance of supporting people's daily living through the provision of food and housing services.



Kyoritsu

This means “stand together” and embodies our desire to stand together with customers, society, and all the people who support us, and maintain a solid presence in this world.

Maintenance

Derived from the root sense of maintenance, which means to sustain livelihoods, it embodies our desire to be a company that contributes to comfortable living for customers together with society—a philosophy we express as “human maintenance.”

What we provide extends beyond simple facility operation.

Since the founding of Kyoritsu Maintenance, we have upheld practicing the principle of “The spirit of the company is to put customers first” above all else.

What words would people be happy to hear? What ideas would make people feel satisfied?

We take action not by following some rigid manual, but by keeping our eyes on everything that unfolds around us.

In this day and age, conventional wisdom and assumptions in the world are prone to easily changing.

That is precisely why we take another good look at our customers.

Start your day off right—for all.

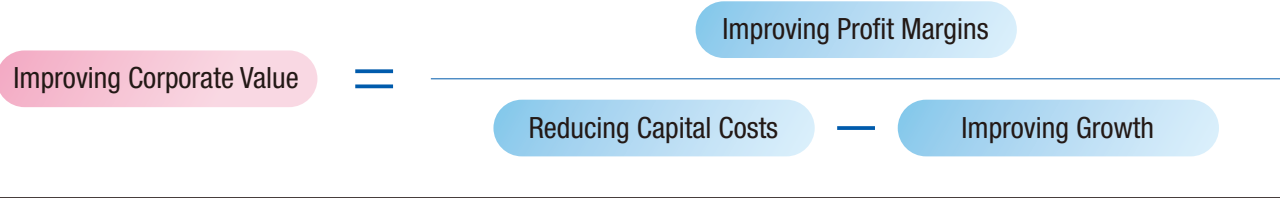


What This Report Hopes to Convey

We believe that balancing a variety of initiatives is vital to improving sustainable corporate value. In our Integrated Report 2024, we conveyed our stance of working to coexist and grow together with customers and all our other stakeholders rather than simply pursuing business growth.

In our Integrated Report 2025, we placed our focus on communicating in further detail the various initiatives under the “Rise Up Plan 2028” medium-term management plan that we formulated in the fiscal year ended March 31, 2024 while simultaneously passing forward the kind of basic management approach we conveyed in last year’s report. The 2025 edition predominantly covers our progress in those initiatives, concrete outcomes, and our future outlook. We hope you will read this Report so we may foster greater dialogue with you.

Our approach to improving corporate value

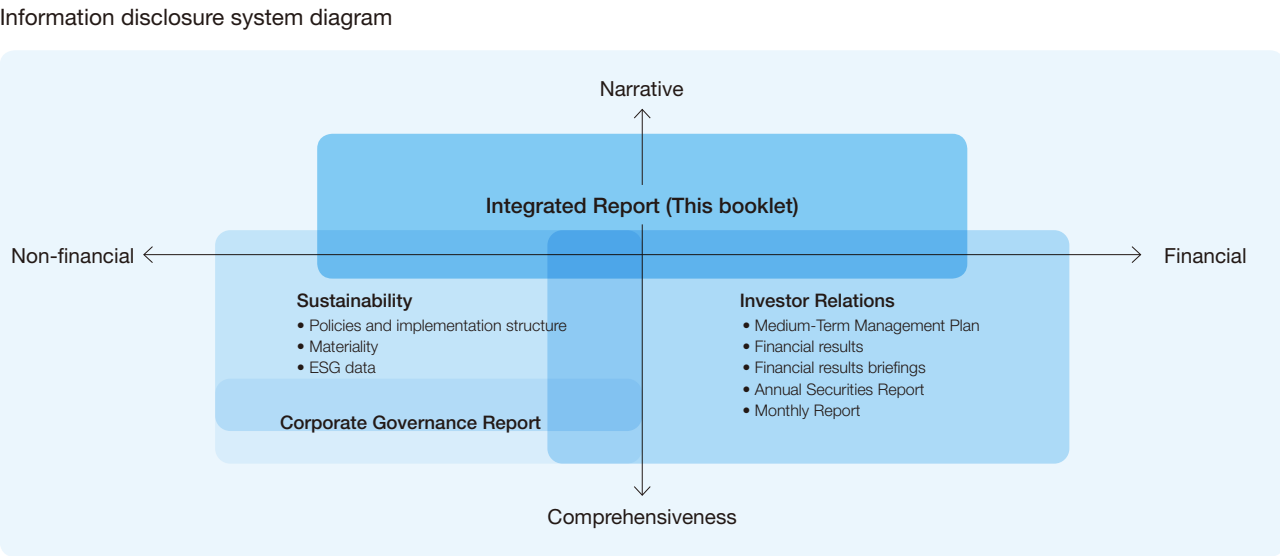


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Editorial Policy and Disclosure in Media

Editorial Policy	This Integrated Report is intended to communicate the results of the previous year and future prospects in order to foster a comprehensive understanding of the Group’s management strategies, performance, and sustainability initiatives among shareholders, investors, and all other stakeholders.
	The International Integrated Reporting Framework advocated by the IFRS Foundation and Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation advocated by the Ministry of Economy, Trade and Industry were referenced in the editing of this Report.
Organizations Covered in This Report	Kyoritsu Maintenance Co., Ltd. and Group companies
Reporting Period	FY 2024 (April 1, 2024 to March 31, 2025) (*) Partially includes activities from FY 2025 as well
Publication Date	October 2025
Cautionary Statement Regarding Forward-Looking Statements	Earnings forecasts and other forward-looking statements contained in this Report are based on the information available to the Company at the time as well as on certain assumptions deemed reasonable by the Company, and as such do not constitute any sort of promise that the Company will achieve these. Additionally, content that does not constitute existing facts, such as the Company’s current plans, strategies, and earnings forecasts, constitutes forward-looking statements. Actual business results may differ from forecasts due to a variety of factors.

Information on Other Data Disclosure



For an overall picture on the various forms of information disclosure by the Company, please refer to the information disclosure system diagram above. Detailed information that could not be included in this Integrated Report and related materials may be found via the QR code or URL to the right.

Reading these as companion pieces to the Integrated Report will provide you with a deeper understanding of the business efforts and strategy of the Company, its initiatives for sustainability, and other areas.

Materials may be viewed below.



<https://www.kyoritsugroup.co.jp/en/news/>

Message From the President

Positioning FY 2025 as the first year of aggressive new development and new openings, we will endeavor to create corporate value that exceeds the expectations of all our stakeholders.

■ Our Determination in “First Year of Aggressive New Development and New Openings”
– Towards sustainable growth with the residence and hotel domains at its core –

At Kyoritsu Maintenance, we position two domains as the main drivers of our growth. The first is the residence domain consisting of our “Dormy” student and employee dormitory business, which forms the foundation of our stable growth and credibility, and the “Dormy Senior” senior life business that addresses Japan’s aging and declining population. The second is the hotel domain, comprising the “Dormy Inn” business hotel and the “Kyoritsu Resort” resort hotel and inn businesses, which are achieving growth against the backdrop of the nation’s expanding tourism industry. Under an “All Kyoritsu Maintenance Group” structure in which Group companies prop up these core businesses, we are steadily advancing the development of our operations with Japan as our main market but with the overseas also in our sights for the future.

During the COVID-19 pandemic, we found ourselves confronted with the need to significantly revise our new development and location opening plans for our various businesses that we had been continuously and methodically advancing up to that point. In our Dormitory Business, we curtailed the number of newly developed rooms, having been impacted by the disappearance of international student demand and reduced population flow from rural to urban areas. In our Hotel Business, accommodation demand from both domestic and international guests plummeted. We generally halted new development projects that were in mid-planning, and were also forced to postpone construction completion dates for projects on which construction was underway. Days continued in which we faced difficult decisions regarding the requests from local communities for our facilities. What’s more, in both our Dormitory and Hotel Businesses, we carried out emergency response measures such as negotiating rent reductions and deferring payments for all our existing business sites. The “development and expansion momentum” that had underpinned the growth of Kyoritsu

Maintenance was forced to come to a temporary halt. Please allow me to reiterate our deepest apologies for keeping you waiting over the time that followed.

However, having overcome that difficult time, we see the present as a perfect opportunity for us to recover and resume our growth. Moving forward, we will strive to meet your expectations and requests. With that resolve, we have deliberately positioned FY 2025 as the first year of aggressive new development and new openings and will advance with fortitude.

In our Dormitory Business, to complement our focus on opening locations in areas with high concentrations of schools and businesses, such as the Tokyo metropolitan area and other government-designated cities, we are expanding into regions to serve national and public universities across the country, and are making new inroads in the prefectures of Okayama, Kagawa, and Tokushima. Through these and other efforts, our network to broadly meet the needs of universities and students is being gradually put in place. Moreover, in our Senior Life Business, we opened a location in Oimachi, Tokyo in April in order to establish licensed operations at an early stage. Together with our Omorimachi location scheduled to open in October, also in Tokyo, we will open two facilities in Tokyo.

In our Dormy Inn Business, we plan on opening a total of four facilities: Dormy Inn Tsuruga and Dormy Inn EXPRESS Izumo no Kuni Unnan, plus Onyado Nono Kumamoto and Onyado Nono Fukui. In our Resorts Business, we plan to open Kyoto Omuro Kadensho, located directly in front of the World Heritage Site Ninnaji Temple, as well as La Vista Atami Terrace, which will be among the largest resort hotels in the Atami area. We sincerely hope you will look forward to these openings.

▶ Go to Special Feature 01 on p. 33 for details



President
中村 幸治
Koji Nakamura

Message From the President

Kyoritsu Maintenance's Strengths in which Endeavors and Creativity Thrive

At Kyoritsu Maintenance, our view is that our competitive advantage lies in our “prowess in product and service planning, development, and execution,” our “unique business model,” and our spirit of “something new” to meet such new challenges being deeply rooted in our corporate culture.

These strengths are based on the spirit of our foundation, whose origins lie in our Dormitory Business. They are the clearest representation of our history of going through a repeated process of trial and error in our attempts to meet customer needs by coming up with services they wish existed.

To give an example in product and service innovation, a president of an SME once told us that if he could include the line “single-person dormitory provided” when recruiting employees, he would attract more human resources. This led to the creation of our employee dormitory business allowing rooms to be leased in single units. Plus, his wish to be able to include the line “company resort provided” paved the way to the creation of rental-style resorts (now the Kyoritsu Resort) that also allow rooms to be leased individually. In addition, as a response to the need for business hotels that can be used for long-term business trips and that allow cooking and office work, the concept of the long-stay business hotel came into being with Dormy Inn.

Such services have subsequently continued to evolve through frequent model changes, eventually developing into their current form.

This corporate culture is something that cannot be built overnight. If we were to boil it down to a single phrase, it would be the very first rule of our corporate motto: “The spirit of the company is to put customers first.” “The spirit of our company” refers to the level at which we naturally and instinctively feel joy and emotion in response to our customers’ satisfaction. It is not a mere proclamation of one of our principles. In order to realize this principle, the commitment and passion that our top management and executives have towards our philosophy (our action guidelines and values for disseminating our management philosophy), together with the mechanisms and daily words and

deeds that communicate that philosophy, are indispensable. While performance is naturally important, what is equally important is the question of whether the mindset that performance is a reward earned solely through customer satisfaction and support has truly reached all Group officers and employees from the frontlines to headquarters, including part-time workers. We pour our hearts into verifying the answer to that question every day.

Moreover, to give an example of our “unique business model,” we have achieved asset-light development through land utilization and sales and leaseback of real estate with the use of lease agreements, and have efficiently expanded the number of rooms we operate with limited investment. Furthermore, through leases with educational institutions and partner corporations, we have built an efficient, highly reliable marketing structure without taking on numerous locations or sales staff. This system, which delivers a high degree of satisfaction to all three parties involved—the resident, the partner corporation, and Kyoritsu Maintenance—is a model unique to our company that has remained in place since our foundation.

At present, we are promoting trust in and the expanded use of the Group through “Shiki Club,” a general corporate membership program, and “Dormy’s,” an app for individual members. In addition, we continue to work on creating “something new” in a variety of aspects that include promoting cross-selling marketing with the use of DX.

Our Commitment to “People” and “The Community” Upheld since Our Foundation Will Translate into Sustainability

Our business fields, products and services constitute health promotion services aimed at individuals who lead busy daily lives. This is also in alignment with our ESG theme of “Happy and Healthy People,” and serves as a reminder that our business efforts at Kyoritsu Maintenance have been a collection of sustainability-conscious initiatives since our foundation. Admittedly, at the time of our foundation, the fragility of our capital base was behind our business efforts. However, with assistance from banks in utilizing idle land, we have created opportunities to effectively utilize land by proposing student and employee dormitories to landowners. Additionally, we steadily expanded our business activities by renovating and rebranding existing employee dormitories and hotels to revitalize them.

This approach of “revitalization” and “repurposing” continues today to be a core methodology behind our business site development efforts.

For example, looking at the significance of our employee dormitory operations, “employee dormitory and company housing systems” have long been recognized as measures to enhance corporate value. Against a social backdrop of intensifying competition over acquiring human resources and the soaring cost of housing in urban areas, the need to revisit such systems is also growing.

Given the progression of “human capital management” in which companies increasingly view human resources as “capital” and draw out their value to the fullest, employee dormitories are expected to yield multifaceted benefits that include contributing to the promotion of residents’ health, boosting employee engagement at lessee companies, and improving productivity.

Our dining halls offer health-conscious menus and promote both regular lifestyle habits and interaction among fellow employees, thereby helping them to network and grow as working members of society. In this way, the employee dormitory system is being reevaluated as a form of strategic investment that enhances corporate value from the dual angles of “people” and “real estate.”

Moreover, we believe our Student Dormitory Business also serves as a vital function supporting human capital management for educational institutions that help develop the human resources that will uphold the future.

Furthermore, the services we offer through our Hotel Business, which include 60 varieties of buffet breakfasts incorporating local flavors, communal hot spring baths with authentic sauna facilities, and complimentary offerings such as ice pops, lactic acid drinks, and Yonaki Soba (late-night ramen), go beyond mere lodging to make up unique services that contribute to promoting people’s physical and mental well-being by effectively adding an element of “refreshment.”

The “Shiki Club,” which offers these services in the form of a membership program for corporate members, is also positioned as an initiative that contributes to improving the corporate value of lessee companies by boosting employee engagement.

Progress in the Third Year of Our “Rise Up Plan 2028” Medium-Term Management Plan (FY 2023-FY 2027) and Future Outlook

For the fiscal year ending March 31, 2026, which falls upon the third year of our “Rise Up Plan 2028” medium-term management plan, we set a Group consolidated operating income target of 25 billion yen, and have since progressed to a level placing us in reach of our final target of 28 billion yen that we set forth for the plan’s fifth year.

The main reason behind this was the favorable performance shown in occupancy rate (OCC) and average daily rate (ADR), which both exceeded expectations, in line with a rapid recovery and increase of inbound tourism demand in the Dormy Inn Business. Consequently, we managed to secure income that significantly exceeded marginal profit while absorbing the rise in variable costs due to cost inflation. We believe our success in steadily translating such favorable external conditions into income is worthy of recognition.

At the same time, in our Dormitory, Senior Life, and Resorts Businesses, the benefits of inbound tourism did not resonate as much, and the rise in variable costs preceded those benefits. For

that reason, we are currently continuing our initiatives to normalize pricing and bolster customer footfall.

With regard to our various measures for external and internal growth, while delays are evident in some of those measures, steady progress is being made toward achieving our targets for the plan’s final year. Additionally, from a financial angle, resuming the sales and leaseback of real estate has proved to be effective, with both financial discipline and capital efficiency progressing smoothly.

With performance having exceeded our initial estimates, we are also considering revisions to our Medium-Term Management Plan. More specifically, if we are on track to achieve key quantitative targets by the fiscal year ending March 31, 2027 (the fourth year of the plan), we intend to conclude this medium-term management plan a year ahead of schedule and formulate and announce our next five-year plan along with a long-term vision looking ahead to the next decade.

As such, starting this fiscal year, we are reviewing the following domains and making related preparations.

- Update of our business environment
- Redesign of our business portfolio
- Review of asset allocation
- Reevaluation of our human capital policy and DX strategy
- Further examination of potential for M&As and overseas business development and more

Our Outlook for the Fiscal Year Ending March 31, 2026

Firstly, regarding environmental awareness, while a look at things globally reveals disparities between developed and emerging countries, the population continues to grow, and challenges related to food and climate change persist. Moreover, with regional conflicts persisting, the number of countries directly or indirectly involved in those conflicts is growing. Furthermore, the United States’ proposal of a sizeable tariff review across a wide scale is creating ripples. Geopolitical risks unseen in recent years, namely heightened political, military, and social tensions, are lending uncertainty to any outlook for the global economy, security, and public order. This may lead to increased conflicts between nations and greater protectionism, significantly impacting economic activity and markets. Moreover, in Japan, the ability to procure food and energy has further diminished due to these factors. This has affected rises in the cost of living for Japanese citizens. While wage increases in recent years have had some effect, the current reality is that real income growth remains sluggish.

A common occurrence across all Kyoritsu Maintenance businesses is the striking rise in variable costs such as food, labor, and utility expenses as well as linen laundry and other outsourced expenses. To offset these cost increases, we have been implementing management measures such as leveraging

Message From the President

economies of scale through expanded room capacity, improving labor productivity through DX, and normalizing selling prices within ranges that our customers find acceptable. In turn, through these measures, we are making progress toward achieving the operating income target of 25 billion yen that we disclosed at the start of the fiscal year as our performance outlook for the fiscal year ending March 31, 2026.

In the residence domain, which includes our Dormitory and Senior Life Businesses, as we have been executing leases for terms of one year or more, our forecasts remain largely unchanged from our outlook at the start of the fiscal year. However, with regard to the hotel domain, as a dynamic pricing system with daily fluctuations in hourly units is predominantly employed, the ongoing growth in inbound tourists provides a boost to both room rates and occupancy. On the other hand, should natural disasters, a pandemic, or geopolitical risk yield a negative impact, we will be adversely affected. For that reason, while constantly staying mindful of countermeasures such as shifting focus to domestic customers, we go about the day-to-day management of our company without interruption. Provided that such negative events do not take place, we believe that achieving our initially targeted performance is entirely possible.

Recognizing Challenges in Enhancing Compliance Management and Corresponding Response Policy

While we anticipate further expansion of our business domains, scale, and regions of operation in the future, the residence industry to which we provide products and services has historically faced issues such as illegal construction, the abuse of residents by personnel, and fires or food poisoning caused by human error, to give some general examples. Additionally, a number of scandals have plagued the hotel industry, including suspicions of price cartels, customer information leaks, the embezzling of funds by employees, illicit transactions, and incidents of violence. In addition, we cannot overlook risks common to all industry types, such as power harassment, sexual harassment, customer harassment, and other forms of harassment.

Kyoritsu Maintenance is not immune to these risks either. While we have been fortunate not to have encountered a major incident yet, we recognize that enforcing legal compliance as well as fostering our employees' ethical awareness and erecting compliance and risk management structures are of the utmost importance. Currently, in addition to endeavoring to enhance our training programs to raise compliance awareness, we are pushing forward with the introduction of deterrent systems using DX. In doing so, we are working on building multifaceted systems for early detection and signaling before issues escalate into serious incidents, enabling a swift response. In particular, for major incidents such as fires, food poisoning, or monetary trouble, we have a structure in place for convening response teams appropriate to the severity of the incident as soon as signs of such

incidents become apparent and conducting a flexible, immediate response. In particular, for major cases or incidents such as fires, food poisoning, or monetary trouble, we have a structure in place for convening response teams appropriate to the severity of the incident as soon as signs of such incidents become apparent and conducting a flexible, immediate response. We will strive to restore trust in us and fulfill our social responsibilities as a company. We are accumulating knowledge internally for that purpose and working to establish an ongoing risk management system.

As we move forward, to further enhance such structures, we will also focus on collaborating with external experts and securing and developing personnel with specialized capabilities, and reinforce those structures from the dual perspectives of prevention and deterrence.

Kyoritsu Maintenance's Challenge of Improving Corporate Value over the Next 50 Years – Our evolution and growth strategies –

The key indicators reflecting Kyoritsu Maintenance's stock value and corporate value, as of August 31, 2025 are as follows.

- PBR (Price-to-Book Ratio): 2.6× (from FY 3/2025 financial results)
- PER (Price-Earnings Ratio): 14.6× (from FY 3/2026 financial forecast)
- ROE (Return on Equity): 15.7% (from FY 3/2025 financial results)

These figures indicate that the market has factored in certain growth expectations for Kyoritsu Maintenance. At the same time, a PER of 14.6× cannot be considered a high level by any means. Rather, it can be seen as positioning equivalent to the market average.

Taking a broader, global point of view, to give a few examples, Hilton Group's PER is in excess of 40.0× (result for December 2024), Marriott Group's is 26.0× (forecast for August 2025), and IHG's is 23.0× or greater (forecast for August 2025), all of which are high valuations. The PBR of China's Shanghai-based H World Group also exceeded 6.0× as of the end of December 2024.

These high valuations reflect market expectations placed on unique development strategies to improve chain brand value, business expansion through M&As, and the establishment of asset-light management styles such as franchising (FC) and management contracts (MC), as well as expectations that the above are feasible.

We recognize that an era in which competition with such rival corporations will hit full stride both within and outside Japan is soon upon us.

For Kyoritsu Maintenance to endure in and remain recognized by society for years to come, we must further evolve upon



the synergies between our two major business models of the residence domain and the hotel domain.

As for our Dormitory Business, while continuing the intensive opening of locations in major metropolitan areas where educational institutions and business entities are concentrated, starting with the Tokyo metropolitan area, we are promoting new openings targeting regional, national, and public universities across Japan. We are also pursuing concrete research into the potential for housing for students that will enable them to experience a sense of Japan in developed cities overseas in the future. Also, regarding our Senior Life Business, in addition to two licensed paid nursing homes for seniors to be opened this fiscal year, we will devise and execute reopening plans after verifying that an income structure has been established for the business overall. Meanwhile, we are examining the provision of rental apartment complexes and shared housing with optional lifestyle support services for elderly individuals who do not require supportive long-term care in their daily living. Our plan is to develop new multi-generational co-living senior residences.

For the Dormy Inn Business, we will proceed to open locations under Onyado Nono, our Japanese-style premium brand with no customer base overlap with Dormy Inn, in areas with a dominant Dormy Inn presence among the roughly 100 locations in cities across Japan. Furthermore, in roadside areas undergoing healthy commercial development in recent times, including those hosting invited factories, logistics facilities, data centers, outlet malls, and entertainment facilities, we are pushing forward with the opening of locations under our low-cost EXPRESS brand, and will proceed to expand these locations nationwide. Overseas, we currently have two locations in operation in Seoul, South Korea, through which we are achieving steady results. After verifying local recognition of the Dormy Inn brand, we are diligently investigating whether it will be possible in the future to bring Japan's Dormy Inn-style of service as is to countries with large numbers of inbound tourists, covering aspects such as licenses and the labor environment.

As for our Resorts Business, we have already developed about 40 locations at renowned hot springs and scenic spots across Japan.

There, we offer diverse lodging experiences that range from the premium to the casual. Currently, we are successively readying roughly 80 sites for additional development. Going forward, we will endeavor to promote repeat visits through "bath-hopping" and maximize brand value as we aim to have both domestic and international guests fully savor our unique "Japanese relaxation services."

Conversely, where missed opportunities in providing products and services and challenges with lower service levels stemming from labor shortages are concerned, we intend to overcome these by concentrating our resources in the key human capital management initiatives of human resource development, engagement boosting, respect for diversity, health management, and personnel evaluation and compensation systems through synergies with our DX strategy.

Kyoritsu Maintenance is on the verge of marking its 50th anniversary. There is considerable room for development and openings under our Dormitory and Hotel Businesses at this juncture. Based on our current opening capacity, we can expect growth for approximately 30 years in the Japanese market alone. However, in order to take a new step towards our next 50 years of existence as we aim to become a 100-year company, for the next five years to start with, we intend to work towards improving corporate value to a level that surpasses the expectations of all our stakeholders with External Growth (location openings, development efforts, and M&As) and Internal Growth (human capital and DX) established as our dual axes. Moreover, given the infinite possibilities available to us, we will also look into expanding our business to overseas markets, including taking on the challenge of new business management styles such as FC and MC, and proceed to gradually build up our accomplishments.

Please continue to offer us your steadfast support and guidance as we move forward.

Kyoritsu Maintenance's Journey

Origins — The True Meaning of

The Desire to Never Let Customers Down That Drove the Company's Foundation

In his youth, Kyoritsu Maintenance founder and current Chairman Haruhisa Ishizuka set off on a wandering journey with the hope of becoming a professional chef. As fate would have it, he stepped into the world of contracting operations for dining halls and employee dormitories.

Along the way, he came up with an idea of using company dormitories as boarding houses for students, which is what led Ishizuka to become involved in the business of student dormitories.

He then came up with the system that he named “(School Name) Dormitories,” in which the dormitory would carry the name of the school. This system would steadily spread throughout the industry as a means of providing all three parties to such facilities, namely the student, their parents or guardians and the school, with peace of mind and dependability.

However, when the company that Ishizuka was working for at the time proposed that it make a transition to student halls bearing the name of that company, he started to have serious doubts, thinking, “The schools entrusted their dormitories to us because they were designated school dormitories. The dormitory residents trusted the dormitory because it belonged to the school they attended. Is it right to compromise the significance of that entrustment and the feelings of those students?” Even though the nature of the services offered may be the same, removing the label of “designated school dormitory” from a facility would constitute a betrayal of trust of the school, the resident student, and their

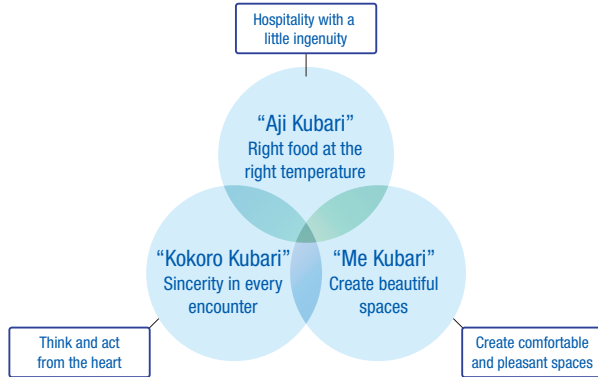
family. Ishizuka therefore came to the conclusion that if he wanted to provide services that would truly delight customers, he would have to do it himself.

To put that belief into action, in 1979, he established Kyoritsu Maintenance Co., Ltd. with his own two hands.

Our Origins: The Spirit of Room-and-Board

With dormitories under Kyoritsu Maintenance, which welcomed students who left their parents for the first time to start a new life in Tokyo, Ishizuka placed utmost importance on the spirit of room-and-board reflecting the will to properly take care of those students.

Two materializations of that spirit on the frontlines are the resident managers and matrons who are in close proximity to students in their day-to-day life.

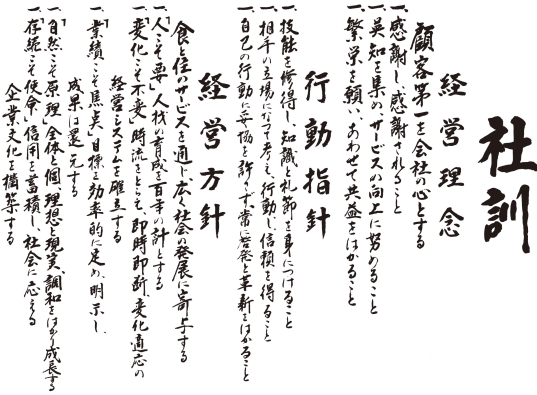


“Customers First” Never Changes

Taking meals as an example, even for just a single meal, the managers and matrons look every single resident in the eye and say, “Good morning” at breakfast time and “Welcome home” at dinnertime as they carefully serve them hot food. Those individual actions reflect the sincerity of the managers and matrons, who never let their attention slip until the last dish is served.

The employees who encounter such a warm atmosphere created at the frontlines proceed little by little to learn the art of talking to and engaging others while working together with the managers and matrons. Such hospitality that cannot be cultivated solely through manuals or instruction proceeded to spread from our Dormitory Business to our Hotel and Senior Life Businesses and take root there as the culture of our entire company.

Against such a backdrop, Kyoritsu Maintenance values its customers and the frontlines above all, and upholds this stance. And because we do, employees who identify with the sentiments of the frontlines and set out to personally deliver value continue to be steadily nurtured even now.



Our Stance of Upholding the True Meaning of “Customers First”

At Kyoritsu Maintenance, we have adopted “The spirit of the company is to put customers first” as our management philosophy.

This approach goes beyond a simple slogan to represent our origins that each of our employees must keep on regularly returning to.

One example of this is Yonaki Soba (late-night ramen), which is now a specialty of our hotels. Upon the ramen's inception, on the frontlines, it was served based on the rule of limiting one bowl per customer.

Yet, from the customer's standpoint, the ability to have additional helpings of noodles might be preferable.

If judgement on the frontlines reflects priority on efficiency and ease of management, it is not a true reflection of “customers first.” As companies strive to grow, at times, their convenience takes precedence without them even knowing it. That is exactly why we at Kyoritsu Maintenance have placed the utmost value on our stance of constantly reassessing the pure point of view of “for the customer” and having each of our employees continue to keep sight of who their actions are for and what the customer means to them.

More than anything else, that stance is what brings forth experiences that surpass our customers' expectations and assumptions and links to the kind of value creation that only Kyoritsu Maintenance is capable of.

Making Thoughts into Reality on the Frontlines.

Be attentive to subtle changes in residents that you may catch from a casual conversation.



Consider what would be most convenient for the customer and give them greater comfort with just a little ingenuity.



Make today a once-in-a-lifetime memory that will never be forgotten.

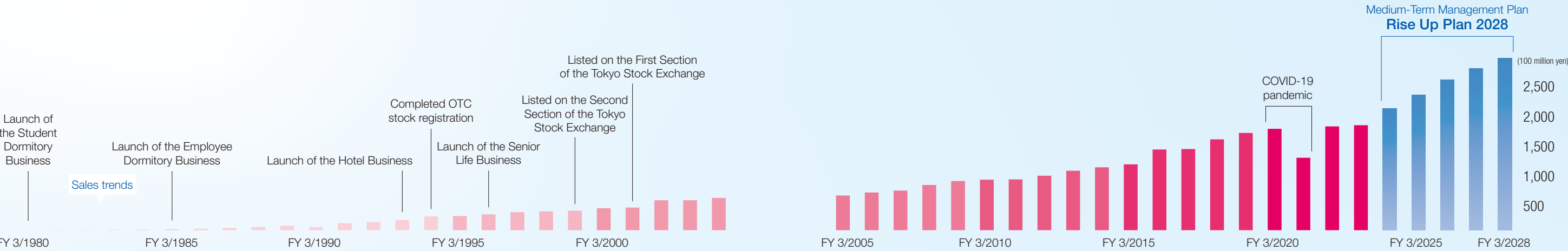


Gain a deep understanding of customers' lives and support them in living without regrets as their life journey comes to a close.



Kyoritsu Maintenance's Journey

Foundation — Evolution — Development — Endeavors



Facility Development

Rapid and stable business expansion

	1990	2000	2010	2020
Dormitories	150	338	419	488 (3.3× vs. 1990)
Dormy Inns		9	39	86 (9.6× vs. 2000)
Resorts		5	19	41 (8.2× vs. 2000)
Dormy Seniors		3	4	8 (2.7× vs. 2000)

Product Development

Proposals tailored to life stages

1980 Student dormitories

The first of these facilities was a wood construction, two-story student dormitory with twenty-eight 4.5 tatami-mat rooms that was used as a women's-only dormitory for a foreign-language specialty school

1985 Employee dormitories

We developed employee dormitories that can be leased in single-room units to satisfy employee benefit needs, which form a part of corporate competitiveness

1983 Dormy Inn

To meet requests to use employee dormitories for business travel purposes, we leveraged our expertise in the Dormitory Business to launch our Dormy Inn Business in which we pursue comfort

2009 EXPRESS

We developed these facilities at roadside locations and other transportation hubs to create new value in lodging that caters to a variety of travel styles

1993 Kyoritsu Resort

After launching corporate resort facilities operations, we initiated our Resorts Business through sales of lodging to general guests

2004 Iyashi-no-Yuyado

We developed a hot spring inn brand in areas with famous scenery and hot springs, with each facility reflecting a different concept in its name

1996 Dormy Senior

With signs of an aging society appearing, we developed "service-accompanied residences for the elderly" that combine food and housing services with long-term care for residents' peace of mind

2016 Functional training-dedicated day services

We started offering day services dedicated to functional training to provide training for maintaining and recovering bodily functions

2022 Utilization of latest ICT

With the introduction of "Room Monitoring AI Sensors" and other forms of ICT, we struck a balance between the safety and security of residents and enhanced work efficiency for employees

2014 Dormy Lei

Amid an emphasis on health consciousness, concept-based student dormitories mindful of women's beauty and health came into being

2019 URBAN TERRACE

We developed share houses tailored to adult lifestyles for budget-minded young individuals seeking interaction with others

2009 PREMIUM

We developed brands incorporating tourism-oriented features to encourage customers to return with their families

2016 Onyado Nono

Amid growing inbound tourism, we developed this as a Japanese-style premium brand that allows guests to experience tatami culture and other appealing aspects of Japan in urban areas

2007 La Vista

We developed this series named after the word for "view" in Spanish as facilities that offer panoramic views of pristine scenery all over Japan

2017 Le Chien

We developed Le Chien as facilities where guests can spend time in comfort together with their pets

2006 Yonaki Soba (late-night ramen)

Taking advantage of our expertise in the restaurant business, we served half-sized ramen to tide over small appetites free of charge

2008 Local breakfasts

We introduced breakfast buffets at Dormy Inns featuring local delicacies that incorporate the unique flavor of that particular region

1997 Food for special occasions at Dormy Senior

Taking advantage of our expertise in the Dormitory and Hotel Businesses, we serve food for special occasions such as year-end osechi cuisine at residences for the elderly

2003 Establishment of a proprietary food ingredient purchase order system

By introducing a system that enables the batch management of menu preparation and ingredient sourcing, we realized reductions in food loss and enhanced work efficiency

Dormy Student Dormitories/ Employee Dormitories

Dormy Inn Business Hotels

Kyoritsu Resort Resort Hotels

Dormy Senior Housing for the Elderly

Menu Development

Provision of meals making the full use of expertise cultivated in a variety of businesses

Value Creation Process

MISSION — We add peace of mind and comfort to people's daily lives through food and housing services.

Input

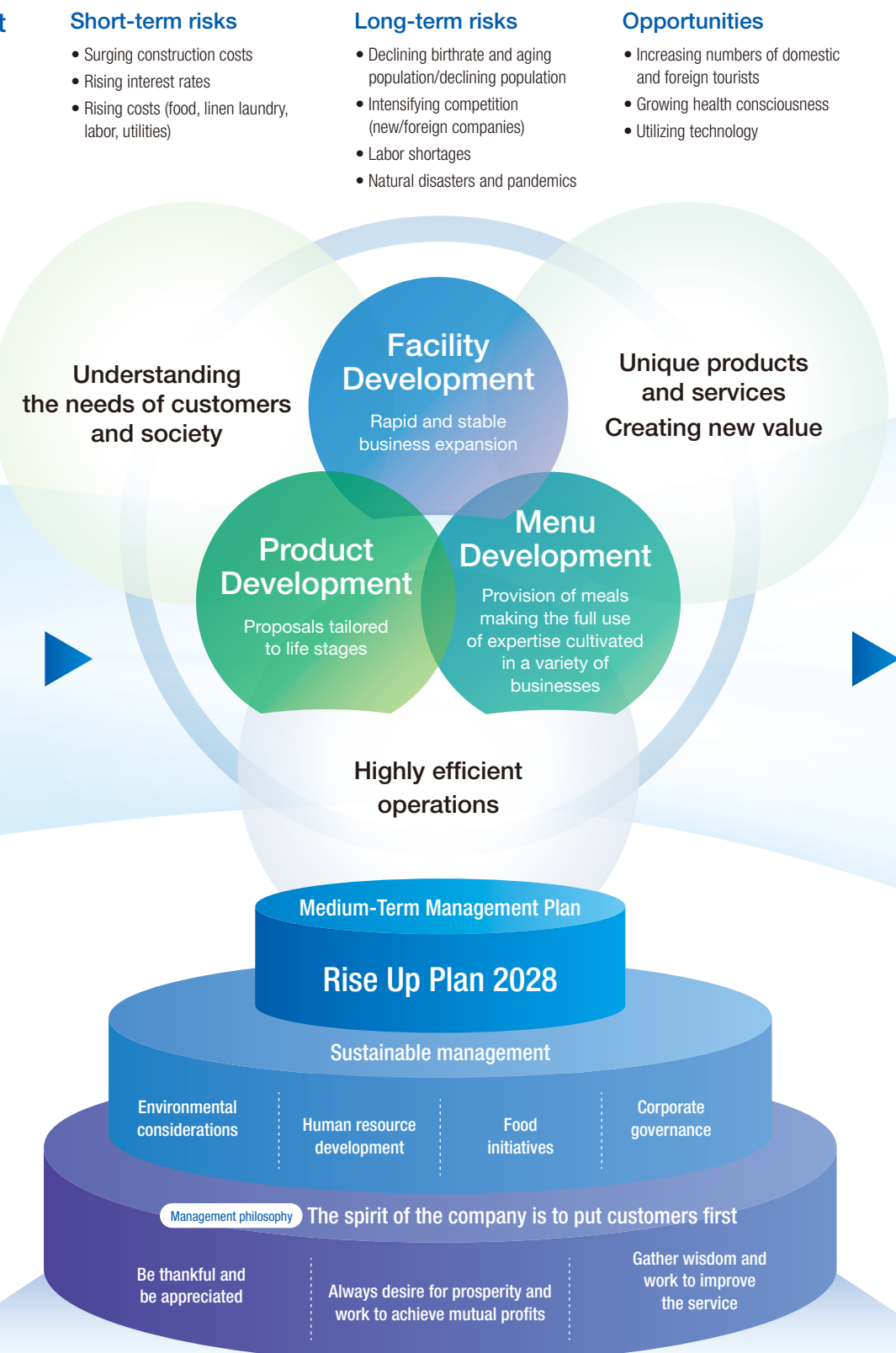
Unique business model

Output

Outcome

Basics of Management

p. 17



Short-term risks

- Surging construction costs
- Rising interest rates
- Rising costs (food, linen laundry, labor, utilities)

Long-term risks

- Declining birthrate and aging population/declining population
- Intensifying competition (new/foreign companies)
- Labor shortages
- Natural disasters and pandemics

Opportunities

- Increasing numbers of domestic and foreign tourists
- Growing health consciousness
- Utilizing technology

Dormitory Business

Facilities: 526 Rooms: 44,908

Student Dormitories/
Employee Dormitories (Dormy)

By product type	
Dormy Student Dormitories	
URBAN TERRACE Share House	
Dormy Employee Dormitories	
Domeal Rental Condominiums	

- A dormitory manager and matron are stationed at all times
- Each menu item is devised by a registered dietitian and is handmade
- All rooms come with furniture, and the room type can be selected
- Convenient shared facilities such as dining rooms and laundry rooms

Hotel Business

Facilities: 96 Rooms: 17,180

Business Hotels
(Dormy Inn)

By product type	
PREMIUM	Onyado Nono
Standard	EXPRESS

- Clean, comfortable rooms
- Spacious hot spring-style large communal baths
- Carefully prepared breakfasts made with local ingredients
- Free services such as Yonaki Soba (late-night ramen)

Facilities: 42 Rooms: 4,260

Resort Hotels
(Kyoritsu Resort)

By product type	
La Vista	Iyashi-no-Yuyado
Le Chien	Yumeguri-no-Yado

- Extensive hospitality starting with a variety of free services
- Free private baths so guests can bathe in privacy
- (*) Excludes certain facilities
- Cuisine made from seasonal vegetables and carefully selected local ingredients

Senior Life Business

Facilities: 14 Rooms: 890

Housing for the elderly
(Dormy Senior)

By product type	
Nursing care facilities	Independent living facilities
Combined nursing care/ independent living facilities	Day services

- Helping customers stay active for life through a unique approach to the three lifestyle habits of meals, daytime activities, and sleep
- Organizing teams of employees with specialized knowledge and skills to support customers in their daily lives

Value provided through our businesses

FY 3/2025

Economic value

Growing shareholder value

Net sales	228,933 million yen	ROE	15.7%
Ordinary income	21,417 million yen	EPS	186.6 yen
Equity ratio	33.0%		

Pursuing customer satisfaction

- Major repairs/renovations
- Dormitories: 7 facilities Hotels: 18 facilities

Expanding our customer base

- Number of members in the "Dormy's" membership program About 1.3 million
- Number of international students accepted 5,935
- Number of inbound tourist guest rooms
- Dormy Inn 1,082,032
- Kyoritsu Resort 180,417
- Total 1,262,449

Social value

Creating new employment

- Number of new graduates hired 278
- Number of mid-career hires 388

(*) Total number of regular employees of Kyoritsu Maintenance Co., Ltd. (non-consolidated)

Diverse human resources

- Percentage of female managers 17.4%
- Percentage of mid-career managers 76.2%
- Percentage of foreign nationals 4.6%

(*) Percentage of total regular employees in Kyoritsu Maintenance Co., Ltd. (non-consolidated)

Providing learning opportunities

- A total of 1,050 RA graduates who are working members of society
- Conducting hotel career experience programs for junior and senior high school students (84)

Promoting cross-cultural exchange

- Number of dormitories for international students 275

Community contribution efforts

- Implementing children's cafeterias 4 times
- Conducting beach cleanup efforts 2 times

Basics of Management at Kyoritsu Maintenance

Espousing “customers first” as its management philosophy since its foundation, Kyoritsu Maintenance has continued to evolve and develop while accommodating shifts in diverse social needs. Over the course of that history, we have built the various forms of proprietary capital shown below, and will continue to fortify them going forward. In doing so, while creating value that contributes to the development of society, we will aim for further sustainable growth and improved corporate value.

Financial capital

Backed by our robust and flexible financial base, we carry out strategic investments and agile capital policies geared towards sustainable growth.

Total assets
301,470 million yen

Net assets
99,360 million yen

Cash and deposits
25,675 million yen

Commitment line agreement
30.0 billion yen

Manufacturing capital

Another of our strengths is manufacturing capital founded upon our operating assets that meet a variety of accommodation and residential needs.

Dormitory Business
Total of
526 facilities 44,908 rooms

Hotel Business
Total of
138 facilities 21,440 rooms

Senior Life Business
Total of
14 facilities 890 rooms

Intellectual capital

Through the utilization of our proprietary operation systems and customer data for more than 40 years, we have accumulated intellectual capital for providing high value-added services.

Expertise inherited based on operating dormitories nationwide

Regulations, manuals, and operational systems to maintain safety and security in food and housing

RA Program
*A program that appoints student leaders called RAs (Resident Assistants) to stimulate communication among dormitory residents and foster an environment for learning and growth

Human capital

Leveraging our human resources with refined field competence and hospitality skills, we possess an advantage in human capital that underpins diverse forms of facility operation.

Number of employees
3,235

(*) Total number of regular and contract employees of Kyoritsu Maintenance Co., Ltd. (non-consolidated)

Implementation of educational training programs to develop conceptual skills

Social and relationship capital

While building solid relationships of trust with the community and business partners and cooperating with diverse stakeholders, we have fostered social and relationship capital through safe and secure residential environments and the sustainable provision of services.

Number of affiliated schools
1,360

Number of dormitory residents
45,082

Number of dormitories with the RA Program
62

Number of hotel guests
9.885 million

Number of residents in housing for the elderly
640

Number of Kyosei-Kai (organization of partner companies) member companies
121

Natural capital

Recognizing that our business activities are currently dependent on natural capital, we will proceed to examine and introduce measures aimed at mitigating our environmental footprint with a view to realizing sustainable management.

Power consumption
0.20 million MWh

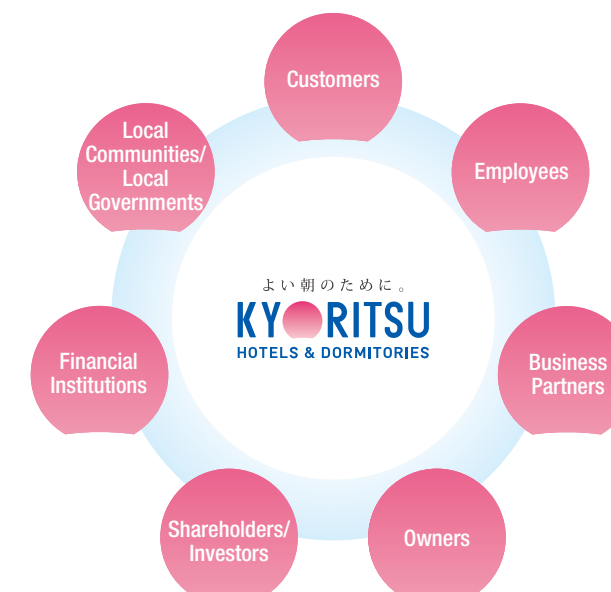
City gas consumption
13.30 million m³

Freshwater consumption
6.36 million m³

Stakeholder Engagement

Value Created Through Kyoritsu Maintenance Partnerships

The Kyoritsu Maintenance philosophy states, “always desire for prosperity and work to achieve mutual profits,” and coexistence and co-prosperity with stakeholders is a prerequisite for our business efforts. We build relationships of trust through two-way communication with a variety of stakeholders, including our customers, shareholders, and members of the local community, as we aim to improve our sustainable corporate value.



Stakeholders	Relationship with Stakeholders	Main Method of Dialogue	Stakeholder Expectations
Customers	Creating products and services that satisfy customers with a “customers first” mindset We focus on sensing what each customer wants, taking each situation seriously, and responding with care. We also work to improve and develop products and services based on customer feedback to improve customer satisfaction.	- Opinions and requests received at our facilities - Corporate inquiry desk - Facility support desks - Customer surveys - Community website - Social media	- That we pursue high-value-added products and services with safety and security as our top priority - That we anticipate needs that customers themselves are unaware of and propose solutions
Employees	Creating a workplace that lets individual talents shine Our corporate culture, where bringing customers joy serves as our own joy, has been passed down through generations of employees with whom our founder’s company motto resonated. In pursuing new workstyles and supporting autonomous growth, we are working to create a workplace that draws out the potential of each and every employee.	- Education and training based on career - HR evaluation system and feedback interviews - Career surveys - Compliance hotline (internal reporting system) - Company newsletter, department bulletins, business chats - Interview sessions with the President	- Physical and mental health - Fair and impartial assessments and treatment - Flexible working styles that allow for work-life balance - Creating an environment that lets employees take on challenges - Opportunities for career advancement and learning - Respect for human rights and compliance with labor laws
Business Partners	Promoting coexistence, mutual benefit, and sustainability We practice fair, transparent dealings and responsible procurement. We also promote understanding and partnership throughout the supply chain (purchasers, manufacturers, contractors, etc.) to promote sustainable procurement efforts and maintain relationships where we can grow together.	- Publication of the Kyosei-Kai bulletin Banryu - Supplier shareholder association - Human rights due diligence - Declaration of partnership building - Compliance hotline (external reporting system)	- Provision of equal opportunities and fair and impartial selection - Information sharing and collaboration for sustainable procurement
Owners	Continuing stable asset management that respects the wishes of owners We preserve the assets important to owners over the long term and conduct renovations and upgrades in accordance with business plans, procure equipment, consumables, and energy for business sites, and promote safe, secure, and stable business operations.	- Regular visits by representatives - Management reports twice a year - Renovation work and regular inspections in accordance with the law - Contract renewal	- Stability and continuity of asset management - Trust in our products and services - Maintenance of asset value
Shareholders/Investors	Deeper mutual understanding to improve corporate value We provide corporate data that may influence investment decisions such as our financial conditions and future business plans in a timely, fair, and continuous manner. We also regularly report opinions and concerns received through dialogue at meetings attended by management, using this feedback to improve business management and increase corporate value over the medium to long term.	- Shareholders meetings - Financial results briefings - One-on-one meetings - International IR - Briefings for individual investors	- Communication through IR activities - Enhanced data disclosure - Responding to external evaluation organizations - Promoting sustainable management
Financial Institutions	Building trust to secure stable business funding We strive to provide clear data disclosure so that financial institutions can understand our business operations and financial situation and properly assess the soundness of our management as well as communicate proactively to build mutual understanding and trust.	- Regular visits by representatives - Performance reports	- Stable business expansion - Proactive growth investment that maintains financial discipline - Information sharing and collaboration that leads to business development
Local Communities/Local Governments	Creating jobs and revitalizing local economies We work to create jobs in areas where we open locations as well as form sustainable towns and revitalize local communities. We also participate in district councils and work to resolve regional issues through our business to help improve area value and create economic benefits.	- Recruitment briefings in areas where we open locations - Cleanup efforts in areas where we open locations - Event management that contributes to regional revitalization - Visits to various local governments in each region	- Creating economic benefits through business - Workplace tours and vocational experiences

Business Overview

Dormitory Business

The Dormitory Business has kept growing steadily since the Group's foundation, even continuing steady business during the COVID-19 pandemic, and has met our customer's expectations over time. Our aim is not to simply provide food and housing but to be Japan's leading provider of room and board. While aligning ourselves closely with each and every resident, we have provided unique dormitory services with a strong emphasis on meal quality. Going forward, we will promote the expansion of this business into a wide range of domains to include everyone from international students to athletes and to include facilities such as foreign national trainee centers and multi-generational co-living facilities as we aim to provide even greater value.



Yasuo Ohara
Managing Director
responsible for Dormitory
Group

Business Overview

Our core Dormitory Business operates 526 student and employee dormitories across Japan, totaling about 45,000 rooms (as of March 31, 2025).

In our student dormitories, resident managers and matrons are permanently stationed, and meals devised by a registered dietitian are served twice daily: once for breakfast and again for dinner. Furnished rooms and fully-equipped common facilities provide a safe and comfortable living environment to residents.

We also develop dormitories that meet diverse needs, including those for international students and concept-based dormitories. At our employee dormitories, we employ flexible contract configurations allowing companies to lease only the rooms they require for the necessary term in accordance with their needs. We also enable custom dormitory design and operation, which are taken advantage of as a component of employee benefits.

Understanding Our Business Environment

Strengths

● Industry-leading scale and a wealth of operational experience

Having developed over 500 facilities across Japan, we boast the industry's top share for both student and employee dormitories, with about 66,000 annual users.

We enjoy stable demand through our partnerships with roughly 1,300 educational institutions and about 1,000 corporate entities.

● High-quality hospitality and living environments with peace of mind

Resident managers and matrons are permanently stationed to provide warm service to residents. We provide the warmth and peace of mind of a house of room-and-board by offering a comfortable living space with two meals served daily, once for breakfast and again for dinner, that are prepared by a registered dietitian with nutritional balance in mind (including menus with a 42-day cycle), as well as private, furnished accommodations in all rooms.

● Facilities that accommodate forums for the promotion of exchange, learning, and growth

We hold numerous programs that promote exchange among fellow dormitory residents, such as welcome parties and seasonal events, to provide opportunities for communication. We introduced a Resident Assistant (RA) program to develop student leaders who advise dormitory residents and engage in event planning, operation, and other duties. We also operate a large number of dormitories for international students (275 buildings across Japan with about 5,900 residents as of March 31, 2025) through which we accumulate expertise in cross-cultural co-living.

● Comprehensive handling capability for contract operation and facility management

We provide comprehensive management and operation on contract for student and employee dormitories, training facilities, etc. owned by educational institutions and corporations. We offer total support that includes meals, cleaning, equipment procurement, and cost management. We provide a facility management network that covers everything from daily cleaning to statutory inspections and post-vacancy repairs and renovations based on a plan customized according to customer needs.

Challenges and Risks

- Surging construction and repair costs.
- Increasing difficulty in maintaining service levels due to a declining workforce and recruitment challenges.
- Intensifying price competition resulting from market entry by other industries and development firms.
- Decline in the population aged 18.
- Decreased demand for dormitories due to the consolidation and elimination of schools, the relocation of campuses to city centers, etc.
- Changes in the demand structure for employee dormitories due to diversified work styles, including remote work and DX.

Opportunities

● Nationwide business development & corporate needs

We will bolster employee dormitory proposals for regional companies, handling training, placement, and transfers.

We will expand into areas where we currently have no presence, and strengthen collaboration with our Hotel Business.

● Addressing increasingly diverse needs

There has been an increase in international students coming to Japan and rising demand for student dormitories due to housing shortages.

There has been growth in demand for employee dormitories due to increased hiring of technical intern trainees.

● One-stop service

We will make comprehensive proposals for contractors that encompass operation/management, meals, and a safety network.

We will also handle the needs and environments unique to individual regions across Japan through tailored approaches.

● High-quality hospitality

We will differentiate ourselves from competitors and other industry participants through our RA program and meals mainly consisting of home-style cooking.

We have expectations that employee dormitories will be utilized as measures to deal with recruitment difficulties and prevent turnover.

● Utilizing diverse human resources

We will do our part for job creation by utilizing diverse human resources, including those in rural areas, elderly individuals, and foreign nationals.

Overview of FY 2024

In FY 2024, we opened eight new facilities totaling 907 rooms, starting the fiscal year with an occupancy rate of 97.0% (a year-on-year decrease of 1.2 points). In particular, we aggressively opened facilities in the Kansai area, with four facilities totaling 568 rooms. For student dormitories, in cooperation with Kobe University, we opened "KU ROKKO HOUSE," a 175-room dormitory affiliated with Kobe University for international students. For employee dormitories as well, leases increased by 578 from the previous year. We maintained solid results, with sales of 54,923 million yen (+5.0% year on year) and operating income of 6,070 million yen (+3.3% year on year).

With respect to market trends, there are increasing expectations by companies for the reinstatement or introduction of the dormitory system from the standpoints of bolstering recruitment, preventing turnover, and developing human resources. Moreover, inquiries to our company from new companies have been increasing.

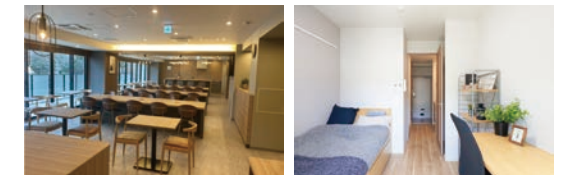
Amid accelerating cost inflation, in addition to continuing to enforce cost management anew, enhance work efficiency, and streamline operations, we worked to normalize our selling prices as well.

FY 2025 Outlook

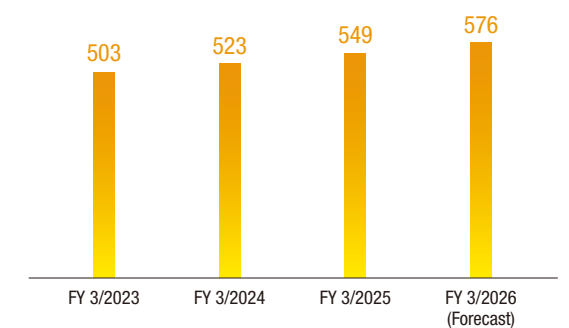
For FY 2025, we anticipate sales of 57,600 million yen (+5.0% year on year) and operating income of 6,200 million yen (+2.0% year on year). We will proceed with the full-fledged launch of a new Dormy in line with the diverse needs of our customers. This will include the renovation and reopening of Dormy facilities into multi-generational co-living facilities, highlighting the brand's appeal to a wide range of age groups beyond a customer base mainly comprising students and working adults; the development of "student dormitories accommodating conversion into senior housing" that are designed from the outset to be compliant with legal standards with a view to their conversion into paid nursing homes or serviced housing for the elderly in the future; and the promotion of private lodging operations that take advantage of dormitory vacancies and enable short-term stay starting from one night.

Going forward, we will continue to enforce our policy of "customers first," work together with our business sites to practice dormitory operations that give joy to those customers, and work to fortify our relationships with them in order to further our bonds and trust.

"KU ROKKO HOUSE," a 175-room Kobe University-affiliated dormitory for international students



Net sales (100 million yen)



Contribution to the Medium-Term Management Plan for achieving Goals for 2028

As part of the growth strategy cited in our Medium-Term Management Plan, we will actively pursue the development and opening of new business sites. We will promote new openings in the vicinity of leading national universities across Japan, particularly the expansion of our market into areas where we have no location, as we aim to establish a network of 50,000 rooms, an increase of 6,700 rooms, over five years.

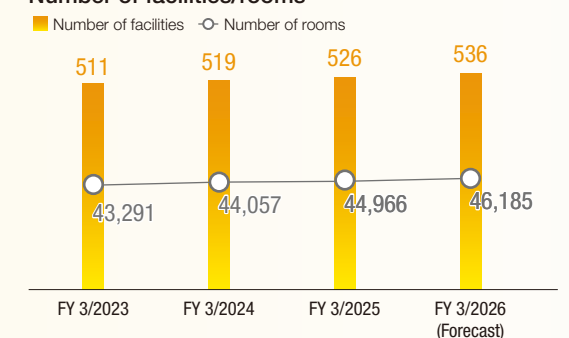
For student dormitories, we will accelerate our expansion in alignment with market needs at major centers that include national universities across Japan, focusing particularly on partnership dormitories planned and developed jointly with schools.

For employee dormitories, demand is growing for studio-type living arrangements with high value-added features that also offer assured privacy and spaces for communication. We will also bolster our development efforts matched to those needs.

At our existing business sites, we will carry out large-scale renovations in our efforts to enhance common facilities such as training gyms, community lounges, and co-working spaces. In doing so, we will work to improve customer satisfaction. Additionally, to address the increasing number of students entering higher education, the greying of the population overall,

and increasingly diverse lifestyles in Japan, we will leverage the expertise cultivated in the Group to promote the building of the foundation for the future of Dormy with a view to multi-generational co-living that encompasses everyone from students to elderly individuals. We will continue to normalize selling prices, address cost inflation, and implement thorough cost management as well as contribute to stable growth through both expanding net sales and improving profit margins.

Number of facilities/rooms



Business Overview

Hotel Business

By offering cost-effective products and services created from our relentless pursuit of customer satisfaction, the Hotel Business has received patronage from customers from Japan and abroad and serves as a driver of Group growth. Alliances between Dormy Inn and Kyoritsu Resort, as well as between urban and suburban hotels, will connect regions and people, evolving into a comprehensive hotel network that revitalizes society.



Masaki Suzuki
Director,
General Manager of Hotel
Business Strategy Division

● Business Overview

Our Hotel Business operates Dormy Inn business hotels, consisting of 138 facilities with approximately 22,000 rooms within and outside Japan (as of March 31, 2025), and Kyoritsu Resort resort hotels and Japanese-style hot spring inns.

Additionally, we have pursued the expansion of our brands in order to meet the accommodation needs of a diverse range of guests. Those brands include Japanese-style Onyado Nono premium

brand hotels, which serve tourism needs despite being a business hotel, and La Vista, where guests can enjoy panoramic views. At these various facilities, we offer proprietary services that transcend conventional wisdom surrounding hotels, such as communal hot spring baths, meals incorporating local ingredients, and Yonaki Soba (late-night ramen), in our constant quest to provide our customers with relaxation.

● Understanding Our Business Environment

Strengths

● Differentiated brand strategy and added value

We establish high-value-added brand positions that prioritize the customer experience. We endeavor to differentiate ourselves through unique services such as business hotels with hot springs and communal baths, Yonaki Soba (late-night ramen), and breakfasts incorporating local ingredients.

● Unique expertise and organizational culture based on synergy with Dormitory Business

Our service orientation that has been cultivated through the operation of student and employee dormitories and that prioritizes the resident's perspective is also applied to our Hotel Business. Our strength lies in the customer service approach of our frontline staff, who elevate the "home-like hospitality" offered in our Dormitory Business to the level of hotel operation.

● Human resource development and organizational structure in place

We have established a structure to enhance service quality on the frontlines through fair and standardized personnel systems and the preparation of on-the-job training (OJT) and career paths.

We have a human resource development structure in place that allows employees to grow with peace of mind, even without prior experience with the introduction of training based on hierarchy, job-specific training, and an e-learning system.

● Enhanced work efficiency and improved convenience through the promotion of DX

By focusing on reservation systems, smart check-in, and integrated database-building, we are endeavoring to improve customer convenience as well as our own profitability through enhanced work efficiency.

We centrally manage data on areas such as customers, facilities, and human resources and utilize it for analysis and decision-making to reinforce our strategic operational capability.

● Stable operation and reservation handling ability through deployment across multiple locations

Our facilities, with 138 of them developed across Japan (as of March 31, 2025), have established a widespread customer base that spans regional cities and hot spring resort areas.

Using a sales, recruitment, and operation framework capable of nationwide handling as our foundation, we have penetrated the market and established robust competitive advantages in regional cities.

Challenges and Risks

- The ability to accommodate cutting-edge technologies such as AI and IoT, recruit human resources, and develop properties is a must.
- Labor shortages and cost inflation are progressing due to the declining workforce.
- Economic downturns caused by trends in trade policies by various nations, exchange rate fluctuations, etc.
- Fluctuations in travel demand due to intensifying natural disasters and extreme heat.
- Intensified competition due to overseas companies entering the Japanese market.

Opportunities

● Recovery and growth in inbound tourism demand

Backed by a recovery in the number of visitors to Japan following the end of the COVID-19 pandemic, we will promote a strategy aiming for an inbound tourism ratio in excess of 30%.

● Improved supply capacity through new openings and facility enhancements

We will expand regions where we open locations and our brand variations.

Our plans call for the expansion of the Dormy Inn Business and Resorts Business to targets of 20,000 rooms and 5,500 rooms, respectively.

● Enhanced work efficiency through DX and the introduction of labor-saving technology

Our strategy will be to facilitate a balance between improving customer convenience and enhancing work efficiency through the introduction of smart check-in, automated payment machines, cleaning robots, and so forth, which will help us deal with labor shortages and improve profitability.

● Organizational reinforcement and improved services through human resource strategies

Through comprehensive training programs (such as conversion training and enhanced OJT) and flexible career path programs, we will endeavor to develop human resources and prevent turnover, forming a foundation to maintain and elevate service quality.

● Overview of FY 2024

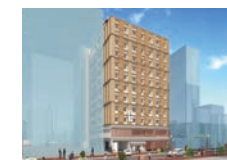
In FY 2024, we experienced a rapidly changing business environment, marked by a destabilized international climate, progress in inflation, and temporary cancellations of reservations in August, mainly due to typhoons, torrential rain disasters, and the announcement of emergency information regarding the Nankai Trough earthquake. Amid that environment, while capturing the growth of lodging demand driven largely by increased inbound tourism with precision and timeliness, we thoroughly implemented revenue management strategies to deal with cost inflation, absorbing both rising operating costs and increased expenses from large-scale renovation work projects undertaken to maintain and improve customer satisfaction. As a result, we posted significant income and profit growth, setting a new record for our highest profit on record.

Additionally, we endeavored to improve both customer and employee satisfaction rather than limiting ourselves to raising prices to counter cost inflation, largely by strategically undertaking large-scale renovations and planned repairs for increasingly dilapidated facilities in particular.

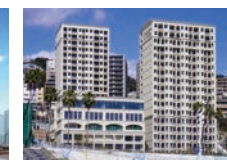
● FY 2025 Outlook

Having positioned this fiscal year as the first year of aggressive new development and new openings to accelerate the pace of developing and opening locations in our Hotel Business, which had been constrained for an ongoing period due to COVID-19 measures, we currently plan to open four facilities in our Dormy Inn Business and two facilities in our Resorts Business. For existing facilities as well, we will formulate and continuously undertake large-scale renovation plans.

We will push forward with the stable acquisition of inbound tourism demand and the normalization of selling prices through improved revenue management precision, and will continue to achieve increased income and profits partially through countering cost inflation.



Onyado Nono Kumamoto
Nov. 2025 (Scheduled opening)



La Vista Atami Terrace
Mar. 2026 (Scheduled opening)

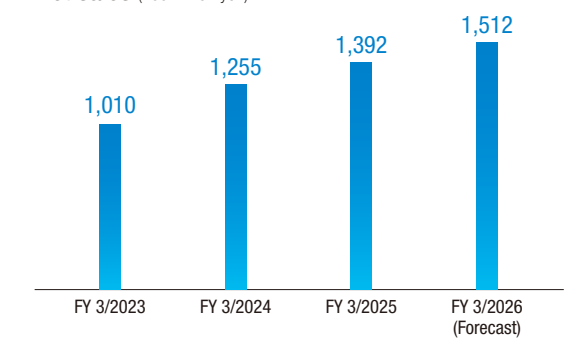
- Dormy Inn Tsuruga
Oct. 2025 (Scheduled opening)
- EXPRESS Unnan
Oct. 2025 (Scheduled opening)
- Onyado Nono Fukui
Feb. 2026 (Scheduled opening)
- Omuro Kadensho
Mar. 2026 (Scheduled opening)

* Scheduled to open by the end of June 2025

global cabin Yokohama Chukagai 78 rooms



Net sales (100 million yen)



Contribution to the Medium-Term Management Plan for achieving Goals for 2028

With respect to external growth under our growth strategy, our aim is to grow our scale by expanding the regions where we open locations and our brand variation.

Progress in our development efforts for the fiscal year ending March 31, 2028 is as follows: the Dormy Inn Business is already expected to achieve its target of 20,000 rooms by 100%. Meanwhile, our Resorts Business has achieved its target of 5,500 rooms by roughly 90%.

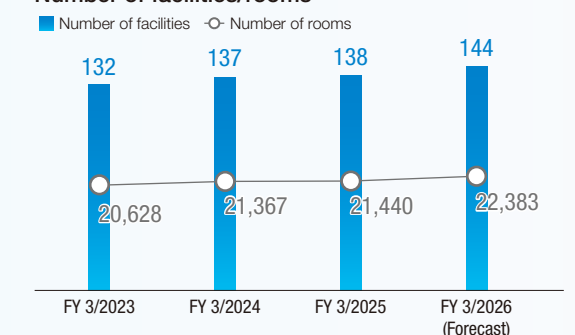
In our Dormy Inn Business, we will accelerate the rollout of the "Nono Brand" to leverage our strong presence in areas with existing business sites. Furthermore, we will also newly tackle the development of roadside-type facilities in our aim to grow sustainably in scale.

In our Resorts Business, while continuing to open locations in popular hot springs resort areas based on domestic and international tourism demand, we will accelerate our development efforts by introducing strategic development methods capable of addressing surging construction costs, including the renovation of existing properties and utilization of mobility houses.

As for Internal Growth, we are continuously endeavoring to enhance the content and improve the usability of Dormy's, our

very own reservation site and members-only app. As of March 31, 2025, the number of customers registered on Dormy's exceeded 1.25 million, and the ratio of reservations made via the official website has risen to 22.5%. We will intensify our efforts toward our target of 40% directly bookings by the fiscal year ending March 31, 2028 by pursuing the acquisition of more new members and the enhancement of services for repeat members and endeavoring to improve customer satisfaction and normalize and rationalize referral fees.

Number of facilities/rooms



Business Overview

Senior Life Business

The Senior Life Business supports its residents in staying active for life.

Through meals made with love and by using our expertise in creating pleasant spaces for dormitories and hotels, we help make each day comfortable and replete for residents. We will continue to evolve this business into our third pillar alongside the Dormitory and Hotel Businesses.



Yoshio Kimizuka
Director,
General Manager of Senior
Life Business Division

Business Overview

For housing operations aimed at elderly individuals, our Senior Life Business operates a total of 14 nursing homes (890 rooms) for seniors. These include seven paid nursing homes for seniors, two paid residential homes for seniors, and five serviced housing facilities for the elderly (three of which are designated for Daily Life Long-Term Care for Persons Admitted to a Specified Facility) as well as two outpatient long-term care business sites. By focusing

on the three key themes—meals, daytime activities, and sleep—and by giving proper attention to each of them, we will establish a regular lifestyle cycle that promotes active daily living. Through this approach, we aim to operate facilities that contribute to the prevention and improvement of lifestyle-related diseases and even dementia. In doing so, we support the lifelong engagement of residents at our facilities.

Understanding Our Business Environment

Strengths

● Food and housing services that leverage our expertise in dormitory and hotel operations

Our expertise in creating comfortable living environments and serving meals that we cultivated through Dormitory and Hotel Businesses has grown to include housing for elderly individuals.

Meals devised by registered dietitians and nutritionists are home-cooked in each business site's kitchen and served daily, with consideration also given to preventing lifestyle-related diseases and dementia.

● The three key themes: meals, daytime activities, and sleep
Supporting residents' "lifelong engagement"

Using a unique approach that targets overall lifestyle habits, we provide health support that combines nutritionally balanced meals, activities that foster a sense of purpose, and high-quality sleep.

As part of activity-based care, we implement dementia prevention programs through learning, clubs, and hobbies.

● Introduction of the use of cutting-edge monitoring systems

We have introduced functions that use AI sensors to monitor indicators such as heart rate, breathing, and falls. This ensures resident safety while simultaneously mitigating disruption of their sleep.

We promote the regulation of sleep rhythms using dimmable and color-adjustable lighting systems. With the introduction of a facial recognition camera system, we now take action to prevent residents with dementia from wandering offsite without permission.

● Diverse room configurations and multi-location rollout

We offer multiple facility configurations to accommodate a variety of needs, including paid nursing homes for seniors, paid residential homes for seniors, and serviced housing facilities for the elderly.

As of March 31, 2025, we have developed 14 business sites totaling 890 rooms, predominantly in the greater Tokyo area.

● Training structure that improves practical skills

To develop staff who respond with speed and care to residents and their families, we incorporate discussion-based, dementia, and assessment training to develop skills that are effective on the frontlines.

Challenges and Risks

- Issues with turnover and recruitment for staff at business sites.
- Increased development costs due to surging construction expenses.
- The trickiness in balancing the utilization of IoT and mechanization with human hands and thoughts.

Opportunities

● Continued growth in demand for housing and long-term care in line with the aging population

In Japan, the population aged 75 and over is estimated to reach 36.77 million by 2025, with the elderly population ratio reaching 33.3% by 2036 and 38.4% by 2067. The need for serviced housing facilities for the elderly, paid nursing homes, and other such facilities will continue to grow in the future, and with it, opportunities for stable market development.

● Differentiation and improved efficiency through the utilization of IT technology

With the introduction of IoT and AI sensor technology, we can now assist residents with their health management and safety in real time. We will boost our competitiveness in terms of resident satisfaction and operational efficiency.

● Utilization of the Group's real estate network

By leveraging the Group's abundance of information on dormitory and hotel sites and other real estate, we will realize the rapid expansion of our business.

● Our third growth driver after Dormitory and Hotel Businesses

The Senior Life Business has formulated a focused business expansion plan as a development project.

We will promote new product development, including the development of multi-generational dormitories.

● Increase in demand for regional community and value-co-creation facilities

There is growing interest in community-based facilities that promote exchange with the community. Through supporting lifelong engagement, we will strengthen learning and community-based activities, and promote differentiation and improved resident satisfaction.

Overview of FY 2024

In FY 2024, we opened "Dormy Nakano Yayoicho," an 85-room paid nursing home for seniors. This has brought our total to 890 rooms in 14 facilities in operation, with a 10.6%-increase in capacity over the previous fiscal year, as of March 31, 2025.

In terms of performance, we achieved significant growth in net sales at 3,231 million yen (a year-on-year increase of 921 million yen, or +39.9%). Profits remained in the red due to the effects of new opening costs and other factors, but still improved by 225 million yen year on year.

Additionally, occupancy has steadily increased at "Dormy Mejiro dai" and "Dormy Suginami Imagawa," which opened last fiscal year. This fiscal year focused on increasing net sales to lay down the foundation for future profitability.

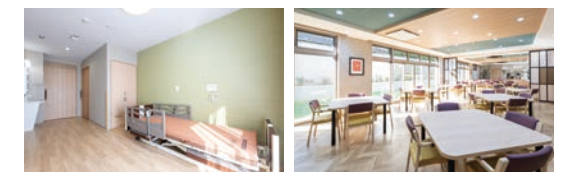
FY 2025 Outlook

For FY 2025, we project net sales of around 4 billion yen.

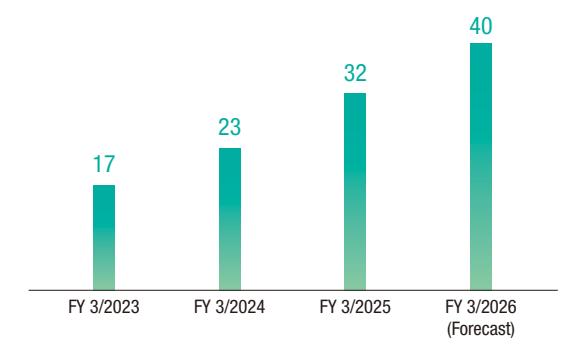
As for new business site development, by opening about two facilities per year—mostly paid nursing homes for seniors with 70 to 80 rooms—we expect to have 16 facilities totaling 1,040 rooms by March 31, 2026.

Once we exceed the milestone of 1,000 rooms, we intend to complete new business site development and turn our focus to laying the groundwork for raising occupancy rates at all facilities to the range of around 90% in order to improve future profitability. At the same time, we will embark on product development based on new concepts, including new development efforts such as leveraging the expertise cultivated through our Dormitory Business to evolve existing dormitory business sites into multi-generational dormitories that elderly individuals can use as well.

Dormy Nakano Yayoicho, an 85-room paid nursing home



Net sales (100 million yen)



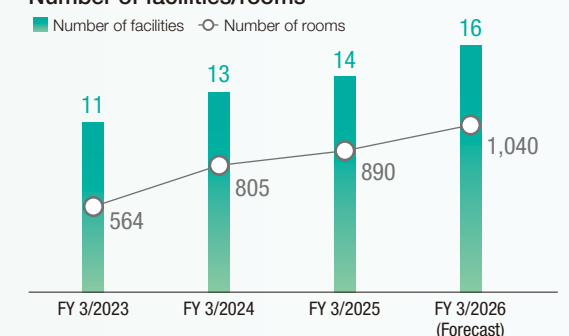
Contribution to the Medium-Term Management Plan for achieving Goals for 2028

We modified our basic policy for business site development in FY 2023. To be specific, we made the decision to temporarily freeze the development of paid nursing homes, which we had been pursuing up to that point, and to reassess the viability of this business. Having done that, we are currently planning the development of a new configuration of multi-generational dormitory that cannot be slotted into any conventional category of paid nursing home. By focusing on this field, we will aim to contribute to Kyoritsu Maintenance's Medium-Term Management Plan.

Meanwhile, with regard to the paid nursing homes we have developed thus far, we plan to expand those facilities to 16 business sites encompassing up to 1,040 rooms. This includes "Dormy Omorimachi," which is slated to open in October 2025. With this expansion, we anticipate that all business sites we developed over the past several years will reach stable operations by FY 2028 at the least, with net sales generated from these estimated to reach the mid-5 billion yen. Moreover, from a profit standpoint as well, we expect to be able to make a positive contribution in FY 2027 and FY 2028.

Furthermore, by moving forward with the development of the multi-generational dormitories that we currently have planned, we will create living environments that meet the diverse needs of elderly and other individuals and ensure residents can live with peace of mind. Based on such trends, we will proceed to establish a Senior Life Business capable of making further contributions from a profitability angle to Kyoritsu Maintenance's Medium-Term Management Plan.

Number of facilities/rooms



Financial Strategy: Message From the CFO



We will simultaneously achieve sustained growth and the maintenance and improvement of our corporate soundness.

Manabu Takaku
Managing Director responsible for Corporate Planning Group

Recap of FY 2024 Financial Results and Progress on the Medium-term Management Plan

During FY 2024, despite continuing improvements in employment and income and signs of recovery in personal consumption, the economic outlook remained uncertain for various reasons including trends in trade policies in various countries and fluctuating exchange rates. Under such conditions, while the Group's performance was affected more than anticipated by rising costs, particularly those for food and labor, our efforts in optimizing selling prices successfully absorbed the increased costs for large-scale renovation works. As a result, the Group recorded highest profits for two consecutive years.

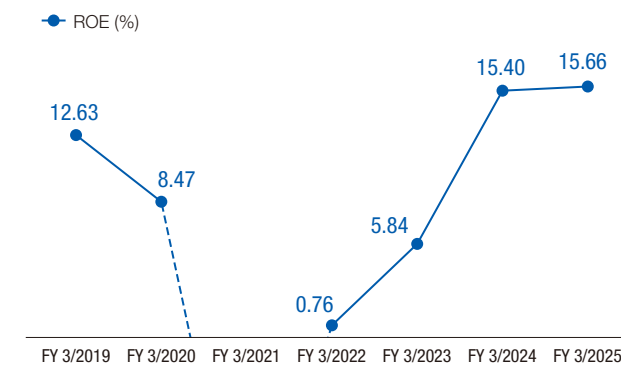
As for progress in our medium-term management plan, while carrying out the various measures set forth in the plan, the number of visitors to Japan has exceeded our estimates by a large margin.

Coupled with the contributions of the optimization of our selling prices and other factors, this has resulted in our performance trending at an accelerated pace one year ahead of what we originally envisioned.

Our progress toward our 2028 development targets at this point in time is generally on track, with the Dormitory Business at 97% of the 50,000-room target, the Dormy Inn Business at 102% of the 20,000-room target, and the Resorts Business at 98% of the 5,500-room target. Thanks in part to our relationships with schools in the Dormitory Business, we expect to secure sufficient human resources, particularly new graduates, to accommodate these facility increases, with approximately 380 new graduates scheduled to join our company in the next fiscal year.

Note that FY 3/2025 results against the quantitative targets (KPIs) for the final year of the medium-term management plan were generally on track, with net sales of 228.9 billion yen (81.7%), operating income of 20.4 billion yen (72.8%), operating income margin of 8.9% (1.1 points to target), ROE of 15.7% (exceeding

ROE trends



target), EPS of 186 yen (93%), and net debt-to-equity (D/E) ratio of 1.24 (0.24 points to target).

Basic Policy for Financial and Capital Management

The basic policy for financial and capital management is to maintain and improve financial soundness while achieving sustained growth.

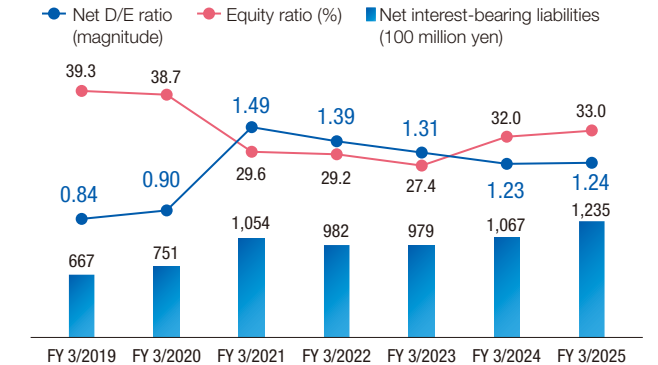
To achieve this, we are conducting meticulous evaluations of growth investments from both profitability and risk perspectives to maximize capital efficiency.

Specifically, we consider ROE as a key management indicator and aim to secure returns exceeding the cost of capital. Our medium-term goal is to maintain and improve ROE at a stable level of 10% or higher. To achieve this, we are reviewing our business portfolio, implementing cost structure reforms, and determining investment allocations with focus on capital efficiency.

Meanwhile, as we proactively conduct growth investment, we recognize the importance of maintaining a sound financial foundation and focus on net D/E ratio as a core indicator of financial health. Currently, we consider a net D/E ratio of 1.0x or less to be an appropriate level. We will maintain financial stability by ensuring adequate liquidity on hand and efficiently managing interest-bearing debts.

In terms of risk control, we are working to achieve company-wide visibility and management of management risks. For key financial risks (such as foreign exchange, interest rates, and credit risks), we are implementing specific measures including the use of hedging and clarification of risk limits. Furthermore, we enhance the effectiveness of our governance through regular verification and follow-ups by the internal control and internal

Net D/E ratio and related indicator trends



audit departments.

Financial Strategy for the Creation of Corporate Value Over the Medium to Long Term

We have established a long-term vision entitled KYORITSU Growth Vision with a subtitle "For The Next Future: 3&3&3 (Triple Threes)." 3&3&3 (Triple Threes) shows our goal for 2030, which marks the 50th anniversary of our founding, to achieve net sales of 300 billion yen and operating income of 30 billion yen. Simultaneously, we aim to further promote improvements in customer and employee satisfaction, brand power, and labor productivity, as well as the expansion of new service areas. As we proclaim ourselves as a 100-year company, we consider this a milestone in our long-term vision.

As a specific measure to achieve this long-term vision, we have formulated a medium-term management plan called "Rise Up Plan 2028" and have been taking actions. We have established the framework of "Rise Up Plan 2028" as "recovering from COVID-19 to achieve renewed growth" and "pursuing further growth in customer satisfaction and regional expansion." Specifically, this will be achieved by lifting the top line even higher by "increasing numbers of rooms through new development" and "normalizing selling prices" to achieve External Growth, and striving to increase profitability by "normalizing market costs through DX" and "improving labor productivity through DX" to achieve Internal Growth. We are also implementing human resources strategies and sustainability strategies. In addition, we are also strengthening the Senior Life Business including the development of new senior residences targeting active elderly, exploring international businesses, and expanding our business domains.

Financial Strategy: Message From the CFO

Since its foundation, Kyoritsu Maintenance has been practicing its management policy of “contributing to the progress of society as a whole through food and housing” under the management philosophy that “the spirit of the company is to put customers first.” Then, we have added “Start your day off right.” as our corporate slogan and, since 2018, have engaged in business activities to create good mornings for our customers by providing true relaxation and comfort through providing food and housing so that they can greet each new day full of hope, vitality, and abundance. By continuously upgrading this initiative, we will create and deliver long-term economic and social value.

Improving Profitability and Reducing Capital Costs

We currently recognize our capital costs to be around 7-8%. Under this medium-term management plan, we have set a target ROE of 10%. Recently, the Hotel Business achieved ROE that exceeded the target under the current plan due to improved profitability through the successful optimization of selling prices, buoyed by the tailwind of an increase in inbound tourism demand in the Hotel Business. From the standpoint of securing an equity spread, we aim to stably maintain ROE of 10% or greater, and will aim to further improve profitability through promoting the various measures outlined in the current plan.

With our corporate value and growth potential having been favorably recognized, our PBR is currently exceeding the market average by more than double. As we recognize that there continues to be room for growth, we will keep on endeavoring to improve our

ROE while simultaneously issuing clear communications of our growth strategy through dialogue with investors and proactive IR and PR activities as we aim to further improve our PBR.

Furthermore, we will actively work to reduce capital costs through enhanced investor dialogue and strengthened governance.

Cash Allocation

Operating cash flow to be generated during this medium-term management plan period is anticipated to be 125 billion yen. Including 55 billion yen from the sales and leaseback of real estate and 60 billion yen in financing from financial institutions, we are planning for funds of 240 billion yen in total. Our policy is to allocate those funds in the amount of 195 billion yen to investment in new development for our two major engines—the steadily growing Dormitory Business and the high-growth Hotel Business; 35 billion yen to large-scale renovations of existing facilities; and 10 billion yen to DX investment aimed at enhancing customer convenience and improving operational efficiency.

Note that while rising construction costs are a major challenge in new development and large-scale renovation projects, we are rigorously verifying profitability while ensuring efficiency largely through innovations in design and equipment and the rolling out of the relatively cost-efficient Onyado Nono series.

As for priority areas of growth investment, we will proceed largely with our focus on the Hotel Business, which holds the promise of higher growth potential, but will also continue stable growth investments in the Dormitory Business.

Shareholder Returns

For shareholder returns, we aim for stable and continuing growth in dividends by returning earnings to shareholders through dividends linked to business results and earnings, with a core policy of steady, stable returns to shareholders over the long term. At this point, considering future growth potential, we believe that emphasizing dividend payout ratio contributes more to improving total shareholder return than dividend on equity ratio (DOE).

During the current medium-term management plan period, we will proactively allocate funds to new development and other growth investments to pursue medium- to long-term corporate growth. At the same time, we will enhance the actual dividend amounts through steady growth of existing businesses, thereby achieving improvement in TSR.

We have also made significant enhancement of our shareholder benefit program as of the record date of March 31, 2025, including increasing the amount of shareholder discount vouchers and extending the usage periods, and transitioning to electronic vouchers to encourage more shareholders to utilize our services.

To Our Stakeholders

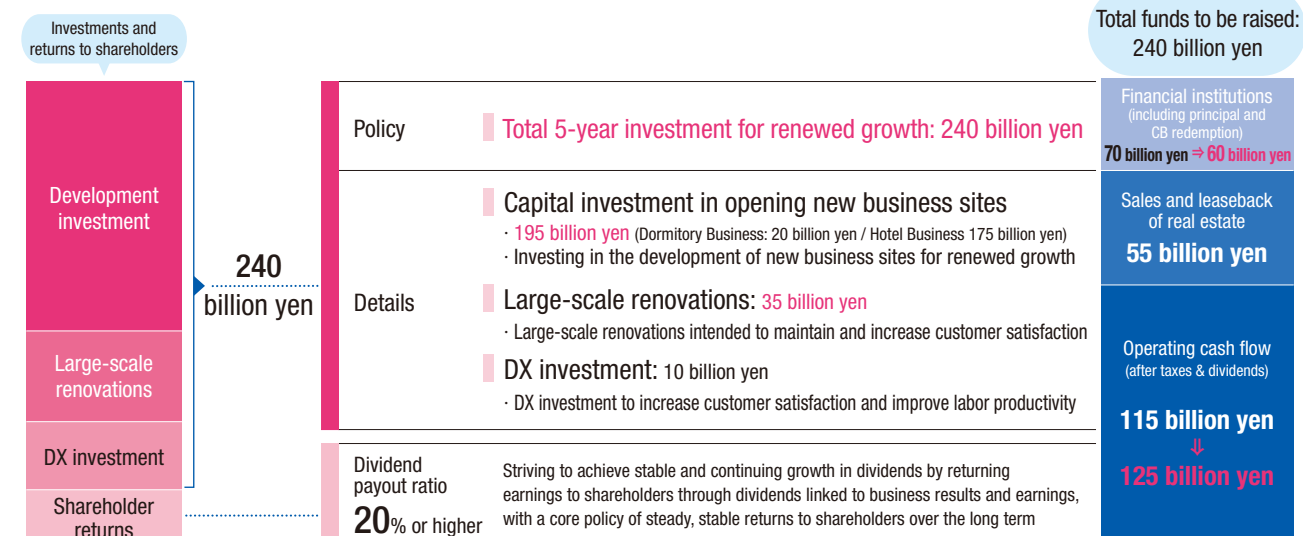
Under our management policy of contributing to the progress of society as a whole through food and housing, we cultivated an identity in our founding Dormitory Business which is centered on being of service and having the willingness to take care of customers. Our Hotel Business was born from this spirit and



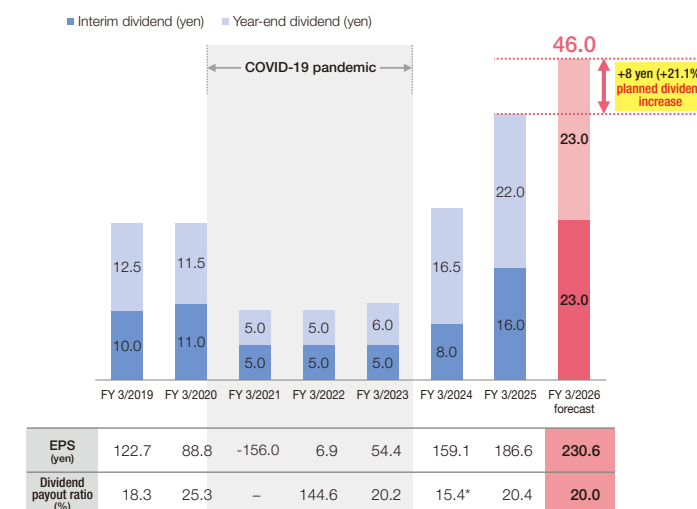
continues to this day. We will achieve the next evolution of this unique corporate identity to further strengthen our two major engines—the stably growing Dormitory Business and the rapidly expanding Hotel Business—while simultaneously promoting the development of new products and services and endeavoring to improve sustainable corporate value.

We will also earnestly tackle management mindful of capital costs and stock prices as well, making sure to acknowledge and address trends in capital costs and stock prices while seeking advice from our stakeholders. We ask for your continued support and encouragement.

Investments, returns to shareholders, and fundraising



Dividend status



(*) The dividend payout ratio excluding the effects of special factors in FY 3/24, i.e., the equity method investment gain of 5.02 billion yen and the impairment loss of 2.01 billion yen, is 20.3%.

(*) The dividend amounts and EPS are calculated taking into account the two-for-one stock split on common shares effective on April 1, 2024.

Shareholder benefit program

- Shareholder Discount Electronic Vouchers (July, Dec.)
- Long-term Shareholder Discount Electronic Vouchers (July)
- Shareholder Resort Hotel Benefit Electronic Vouchers (July, Dec.)

Number of shares owned	Shareholder Discount Electronic Vouchers	Long-term Shareholder Discount Electronic Vouchers*	Shareholder Resort Hotel Benefit Electronic Vouchers*
100 to less than 200 shares	¥2,000	¥2,000	1 voucher
200 to less than 500 shares	¥4,000	¥4,000	2 vouchers
500 to less than 1,000 shares	¥8,000	¥6,000	3 vouchers
1,000 to less than 2,000 shares	¥16,000	¥10,000	3 vouchers
2,000 to less than 5,000 shares	¥30,000	¥20,000	10 vouchers
5,000 to less than 10,000 shares	¥50,000	¥40,000	10 vouchers
10,000 shares or more	¥120,000	¥60,000	10 vouchers

(*) Long-term Shareholder Discount Electronic Vouchers are available for shareholders who have continuously held our company's shares for three years or more as of March 31.

(*) The following discount rates (approximate) will be applied upon using the Shareholder Resort Hotel Benefit Electronic Vouchers. For details, please refer to our corporate website.

Weekdays (and certain specific periods): Approximately 30% off regular rates

Days before holidays and special days: Approximately 10% off regular rates.

To Achieve the Society We Aim for in 2030

KYORITSU GROWTH VISION 2030

The Kyoritsu Maintenance Group has formulated a five-year medium-term management plan for FY 2023 to FY 2027 to achieve its long-term vision for 2030 entitled "For The Next Future: 3&3&3." Through the initiatives in the medium-term management plan, it will practice management to grow both social value and shareholder value to achieve the Group's mission and sustained growth.

FY2018-FY2022

KYORITSU
JUMP UP
PLAN

FY 2023-FY 2027

KYORITSU
Rise Up
Plan

2030

KYORITSU GROWTH VISION
For The Next Future

3 & 3 & 3

Our Vision for 2030

Continuing to increase customer satisfaction, employee satisfaction, brand power, and labor productivity while expanding our new service areas to mark our 50th anniversary

Net sales **300** billion yen

Operating income **30** billion yen

Medium-Term Management Plan "Rise Up Plan 2028"

Recovering from COVID-19
to achieve renewed growth

Pursuing further growth in customer
satisfaction and regional expansion

Practicing management to grow both social value and shareholder value to achieve the Group's mission and sustained growth

Growing social value

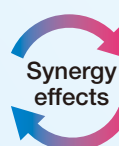
Basic policy

Sustained growth in the satisfaction of all stakeholders, including customers and employees

Goals for FY 3/2028

Actively promoting initiatives to realize a sustainable society

Environment	Human Resources
Food	Governance



Growing shareholder value

Basic policy

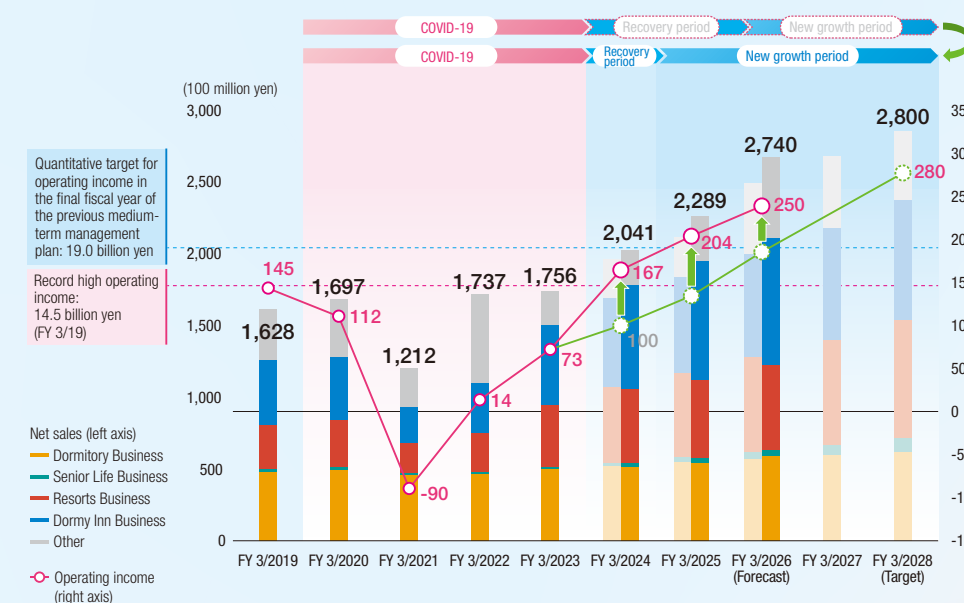
Achieving sustained growth based on sound, robust business foundations designed to adapt to environmental change

Goals for FY 3/2028

ROE	10%
EPS (*1)	200 yen

Quantitative targets

Targeting average rates of growth of 10% in net sales and 30% in operating income over five years based on steady growth in the Dormitory and Hotel Businesses



Goals for FY 3/2028

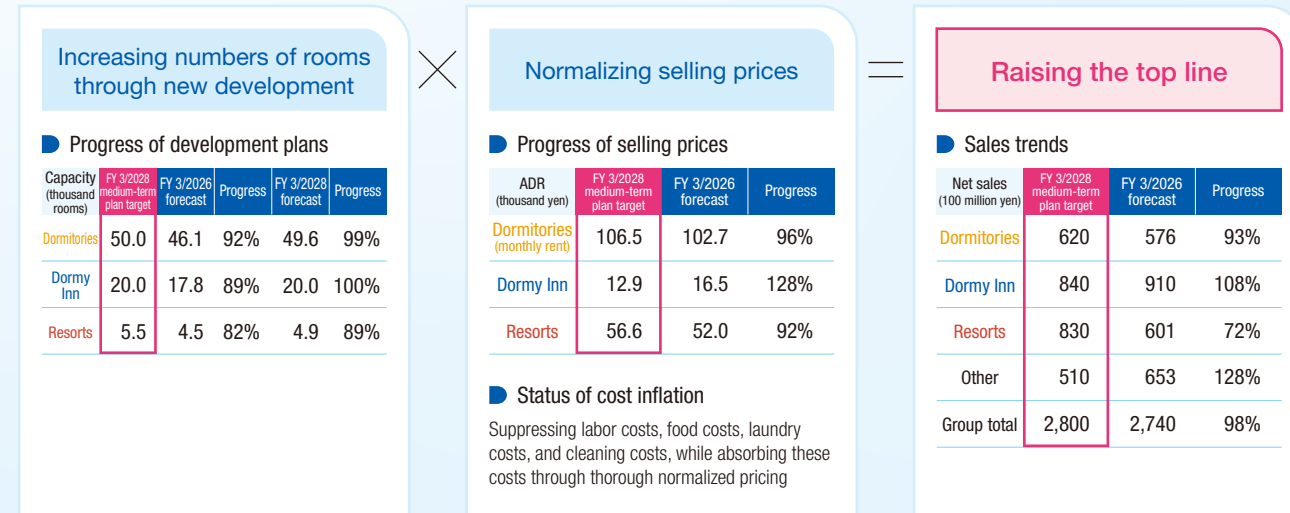
Net sales	280 billion yen
Operating income	28 billion yen
Operating profit margin	10%
EPS (*1)	200 yen
ROE	10%
Net D/E ratio (*2)	1 or less

(*1) A two-for-one stock split on common shares effective on April 1, 2024 has been taken into account
(*2) Conversion of euro-yen CB redeemable in January 2026

Medium-Term Management Plan “Rise Up Plan 2028”

External growth

Striving to lift the top line even higher by promoting **growth in numbers of residential and guest rooms** through new development and **normalized selling prices**



Planned opening of Dormitory Business and Hotel Business projects

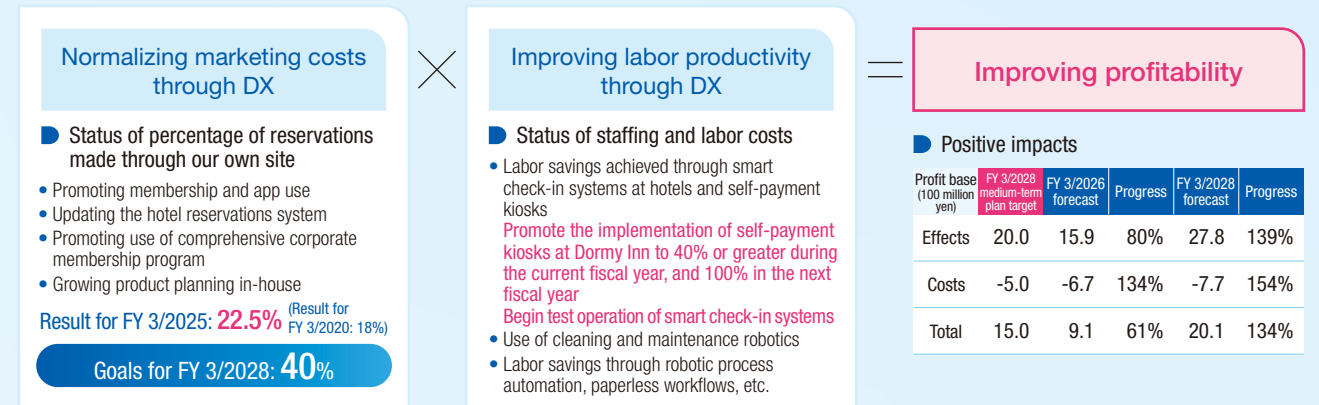
	Results				Decision made and scheduled for implementation					
	FY 3/2024		FY 3/2025		FY 3/2026		FY 3/2027		FY 3/2028	
Dormitories, Domeal	+12 facilities* +1,037 rooms*		+8 facilities* +907 rooms*		+12 facilities* +1,364 rooms*		+10 facilities* +2,195 rooms*		+11 facilities* +1,245 rooms*	
	No. of facilities at year end		No. of facilities at year end		No. of facilities at year end		No. of facilities at year end		No. of facilities at year end	
	519 facilities		526 facilities		536 facilities		546 facilities		557 facilities	
	Room capacity at year end		Room capacity at year end		Room capacity at year end		Room capacity at year end		Room capacity at year end	
	44,057 rooms		44,908 rooms		46,185 rooms		48,380 rooms		49,625 rooms	
Dormy Inn	Lease ratio		Lease ratio		Lease ratio		Lease ratio		Lease ratio	
	86.9%		87.1%		87.1%		87.0%		86.5%	
	[L] Hiroaki, [L] Sendai Komatsushima [L] Sendai Teppochi, [L] Yamagata Honcho [L] Asuto Nagamachi, [L] Otsuka [L] Kasai Global House, [L] Nakano-sakaue [L] Sagami Ono, [L] Yamatominami [L] Kyoto Saini, [L] Kobe Yamate		[L] Omori-Kita, [L] Sakai Kaigan Dori [L] Nishi-Kasai North Exit [L] Nishi-Kasai South Exit, [L] Chikusa Minami [L] Osaka Kyobashi, [L] Global House Nigawa [L] KU ROKKO HOUSE		[L] Sapporo Nishi 11, [L] Sapporo Nishi 18 [L] Takamatsu, [L] Sendai Kawauchi [L] Nishioji Gojo, [L] Mibu Sanjo [L] Sakado Ekimae, [L] Mei Eki Kamejima Annex [L] Tokushima Okayama Minamigata [L] Urayasu 3, [L] Sagami Ono 2		Hokkaido – Tohoku – Kanto & Koshinetsu 5 Tokai & Hokuriku – Kinki 2 Chugoku & Shikoku 1 Kyushu & Okinawa 2		Hokkaido – Tohoku – Kanto & Koshinetsu 3 Tokai & Hokuriku 2 Kinki 6 Chugoku & Shikoku – Kyushu & Okinawa –	
	[L] EXPRESS Toyohashi [L] Nono Asakusa Bettei [L] Nono Beppu [L] Aomori		[L] global cabin Yokohama Chukagai (renovation)		[L] Tsuruga [L] EXPRESS Unnan [L] Nono Fukui [L] Nono Kumamoto		Hokkaido 1 Tohoku 1 Kanto & Koshinetsu 1 Tokai & Hokuriku 1 Kinki 1 Chugoku & Shikoku – Kyushu & Okinawa 1		Hokkaido 1 Tohoku – Kanto & Koshinetsu 1 Tokai & Hokuriku 1 Kinki 1 Chugoku & Shikoku 2 Kyushu & Okinawa –	
Resorts	Lease ratio		Lease ratio		Lease ratio		Lease ratio		Lease ratio	
	97.5%		98.5%		96.9%		92.1%		89.8%	
	[L] La Vista Yokosuka Kannonzaki Terrace				Kyoto Omuro Kadencho [L] La Vista Atami Terrace		Hokkaido – Tohoku – Kanto & Koshinetsu – Tokai & Hokuriku 1 Kinki 1 Chugoku & Shikoku – Kyushu & Okinawa 1		Hokkaido – Tohoku – Kanto & Koshinetsu 1 Tokai & Hokuriku – Kinki – Chugoku & Shikoku – Kyushu & Okinawa 1	
	[L] La Vista Yokosuka Kannonzaki Terrace									
Company-wide lease ratio	88.7%		89.2%		88.8%		87.3%		86.2%	

*Shows the increase in number of facilities/rooms of projects under development (not the year-on-year increase in number of facilities/rooms in operation at year end)

(*) [L] are lease properties; underlined properties are eligible for sales and leaseback

Internal growth

Striving to increase profitability by **normalizing marketing costs** and **improving labor productivity** through DX



Investments, returns to shareholders, and fundraising

We plan to invest energetically in development, large-scale renovations, and DX to build the foundations needed for future growth. We will raise the funds needed for investments through means such as sales and leaseback of real estate and financing from financial institutions in addition to cash flow from operations, which is recovering. We will implement more practical real estate sales and leaseback efforts under a new comprehensive basic agreement concluded with SMFL MIRAI Partners Company, Limited.



DX strategy

Drawing on digital technologies, we will seek to improve labor productivity and increase profitability by making business operations more efficient in parallel with increasing customer convenience and satisfaction through higher-quality services.

Prospective business & International business expansion

- We will actively develop the Senior Life Business (management and operation of senior residences), which will become the third pillar.
- During the period covered by the new medium-term management plan, we will resume our study of international business expansion, particularly in the Dormitory and Dormy Inn Businesses, which had been suspended due to COVID-19, and proceed to the stage of business potential verification.

See pp. 19-24 for details

Sustainability strategies

Having identified 11 materiality topics in four priority themes reflecting the Group Mission, we will strive to strengthen corporate value over the medium to long term, as well as realize a sustainable society of healthy and happy individuals while anticipating changes in the Group's business environment.

See pp. 37-38 for details

Human resource strategies

We will increase employee satisfaction by enhancing and revising training and HR systems and secure a stable supply of capable human resources as the foundations for business growth.

See pp. 43-46 for details

Food initiatives

Food is at the center of our business model. A team of food professionals who put their heart into every meal will work on menu development for all of our businesses.

See pp. 47-50 for details

Endeavors, and Beyond.

—Kyoritsu Maintenance's rapid and stable business expansion—

Expansion through new development was temporarily put on hold due to reduced human traffic amid the COVID-19 pandemic and soaring construction costs. However, we have now overcome that difficult period, and our new development strategy is finally restarting as a pillar of External Growth as outlined in our medium-term management plan.

Under the slogan "First Year of Aggressive New Development and New Openings," we will be opening the following new facilities in FY 2025.

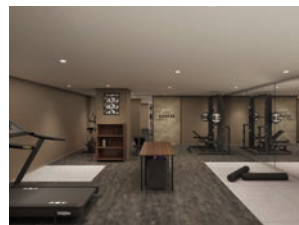
● Residence domain



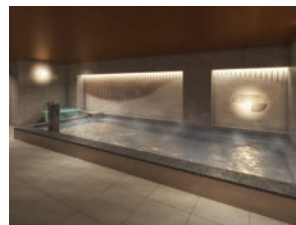
Student dormitory, to be opened in April 2026

Dormy Tokai Univ. Hills

The 493-room Dormy Tokai Univ. Hills is a dorm exclusively for Tokai University and is conveniently located about 7 minutes on foot from Tokaidai-gaku-mae Station. There are four room types in a single dormitory, which is a first model for Dormy. It is equipped with ten types of communal facilities to meet the diverse needs, including those of international students and athletic students. The breathtaking view from the terrace is worthy of the name Hills.



Training room "Dormy Gym"



Large communal bath with sauna and cold plunge

*Images shown are renderings of the facility upon completion and may differ from the actual facility.

Paid nursing home for seniors, to be opened in October 2025

Dormy Omorimachi

The 80-room Dormy Omorimachi is located about six minutes on foot from Omorimachi Station. This facility was opened in a highly convenient area that offers excellent access to Haneda Airport and Yokohama. We make sure that the residents are safe, peaceful, and comfortable with the use of an AI room monitoring system that tracks the conditions of residents and instantly detects any abnormality, along with a lighting dimmer and color adjustment system that helps regulate the circadian rhythms while staying indoors.



Room



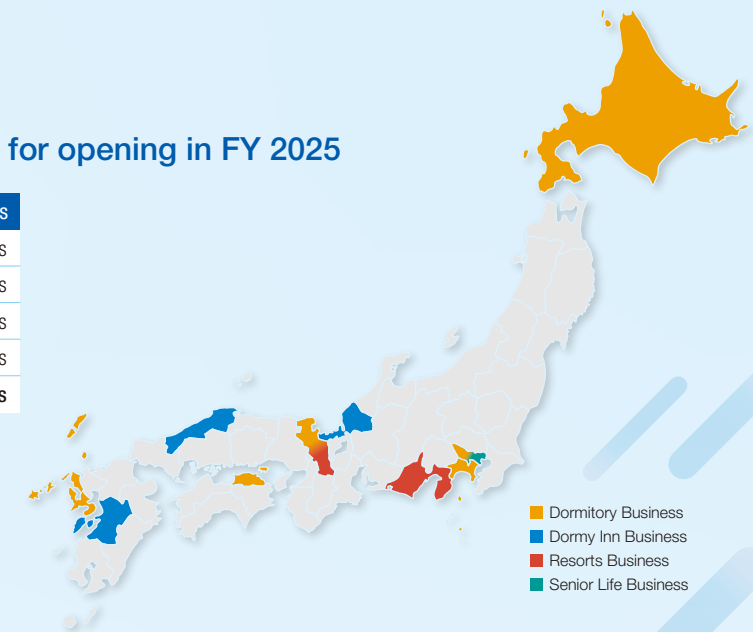
Dining room



*Images shown are renderings of the facility upon completion and may differ from the actual facility.

● Business sites scheduled for opening in FY 2025

Business	No. of facilities	No. of rooms
Dormitory Business	12 facilities	1,364 rooms
Dormy Inn Business	4 facilities	637 rooms
Resorts Business	2 facilities	306 rooms
Senior Life Business	2 facilities	150 rooms
Total	20 facilities	2,457 rooms



● Hotel domain



Business hotel, opened in July 2025

Dormy Inn EXPRESS Izumo-no-kuni Unnan

Our 6th facility in Shimane Prefecture, the 94-room Dormy Inn EXPRESS Izumo-no-kuni Unnan is conveniently located just one minute from Mitoyakisuki Interchange on the Matsue Expressway. Unnan City opened the facility as part of its urban revitalization plan, and the large communal baths are also opened to non-staying guests for day-use bathing. The hotel also offers residential rooms for long-term stayers as well as universal rooms.



Tatami-floor restaurant adjacent to the large communal baths



A cold water shower from the "parrot"

Resort hotel, to be opened in March 2026

La Vista Atami Terrace

The 239-room La Vista Atami Terrace was opened on the hills of Atami as a new flagship of the La Vista series. Located about 40 minutes from Tokyo by bullet train, the site stands in an area where hot springs, nature, history, and great food converge. Guests can enjoy the panoramic views of the sea, nightscape, and fireworks from the guest rooms, hot springs baths, restaurant, and rooftop. The hotel offers seasonal night views as an extraordinary experience.



Large communal natural hot spring baths on the top floor



Offers a selective Japanese cuisine buffet made from locally sourced ingredients



*Images shown are renderings of the facility upon completion and may differ from the actual facility.

The future begins to move by leveraging individual strengths.

—Creating an ideal workplace with our own hands—

The front lines and headquarters unite and evolve as one —Kyoritsu Maintenance's organizational capability

To establish a framework for realizing new building development projects nationwide according to plan, we are advancing the creation of a robust organization that adheres to a site-based approach.

Essential to achieving this is a culture that fosters self-driven individuals—those who can identify challenges, think critically, and take action without being constrained by existing frameworks.

And headquarters provides reliable support as a partner for the front lines to deliver higher customer satisfaction through

enhanced hospitality while handling back-of-house operations.

The accumulated experience of harnessing the power of diverse individuals to grow together will become the driving force behind our organization, which will transform our efforts of value creation rooted in the site-based approach into an even greater propelling force.

An ideal workplace is something each of us should build together proactively. With this philosophy at our core, we will continue to pursue challenges for the future while achieving sustainable growth.



To become a robust, site-focused organization to support new facility development

To proactively respond to the accelerated development of new business sites, our Hotel Business is guided by the principle that day-to-day improvements enhance the overall value of our hotels. Based on this belief, we aim to establish a self-sustaining organization that supports business expansions from the front lines.

Reform projects initiated by frontline staff

We have ongoing projects where employees at the business sites take the lead in addressing various issues encountered on site. Improvements inspired by day-to-day operations are enhancing the value of the entire hotel.

[Structural reforms of the food department]

We formulated a roadmap that is essential for the career development of food & beverage staff and provide training aimed at enhancing operational understanding and improving skills. We are also conducting structural reforms originating from the front lines, such as introducing a shift selection system that reflects the input of employees.

[Visualizing facility maintenance]

To promote facility maintenance, we are strengthening initiatives aimed at preserving and enhancing facility value. This includes developing systems to manage regular inspections and repair plans, and formulating detailed proposals to visualize emergency response procedures on site.

[Strengthening product power]

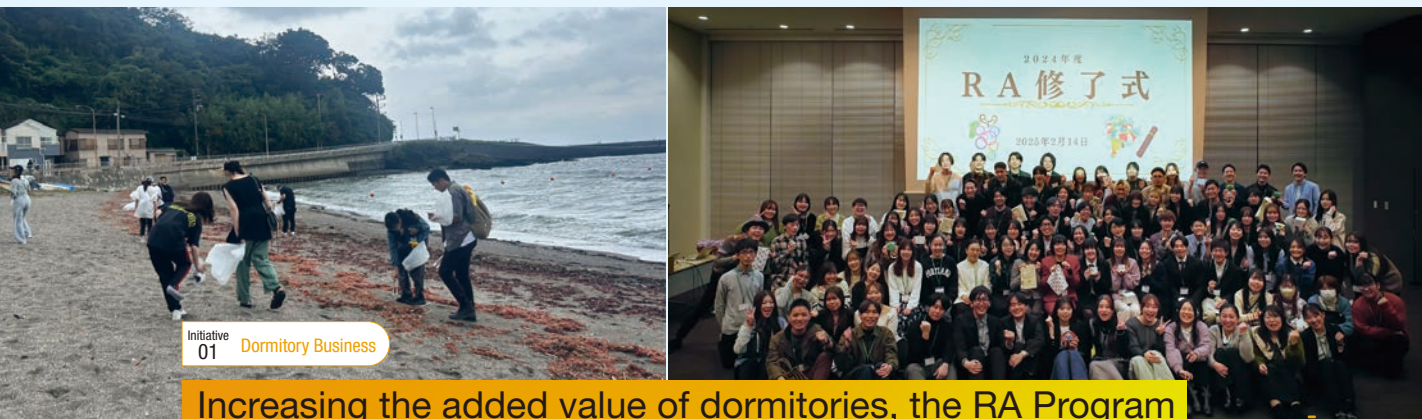
We are working to enhance our sales capabilities by building a loyal customer base at each business site, determining appropriate selling prices, conducting survey stays at competitor hotels, and introducing new systems to support comfortable stays for inbound tourism guests.

[Career design support for employees]

We are committed to creating an environment where each employee can reflect on their strengths, values, and skills, and proactively shape their future career paths.

As part of this initiative, we have introduced "conversion training," where employees can experience different duties and service styles for a certain period.

Through this training program, employees cultivate a broader perspective and flexible problem-solving skills and deepen their understanding of their duties, allowing them to experience the appeal and excitement of each job role. Furthermore, by experiencing jobs that they do not normally handle, such as the front desk or food & beverage services, employees not only gain new knowledge but also naturally discover which tasks suit them best.



Increasing the added value of dormitories, the RA Program

Achieve a living environment where residents can live together and grow together

The Dormitory Business focuses on operating the dormitories, not merely as a place to live but rather as a place for learning and growth. To this end, we have adopted the RA (Resident Assistant) Program, an experience-oriented learning program since 2015.

The Residence Support Department RA Promotion Team is dedicated to promoting the RA Program. The team's role is to support the growth of RAs (*) and accompany them so that the RAs themselves can overcome challenges and difficulties. We share problem-solving examples from other dormitories, focusing on follow-up rather than just advising to support RAs achieve their goals and resolve individual concerns.

(*) An RA (Resident Assistant) is a student dormitory leader responsible for providing living support and fostering community within the dormitory

Comment from a member of Residence Support Department RA Promotion Team

The RA Program marked the 10th year since its introduction. It started with 15 facilities and 37 RAs. As of March 31, 2025, the program now encompasses 62 facilities and 210 RAs. RAs do their utmost to provide support to new residents as well as to build smooth relationships



Ai Sakai

among fellow residents representing diverse values. Furthermore, they also contribute to community activities and resident career support, earning themselves high recognition from various schools. In the future, we will go beyond helping RAs to grow to concurrently accelerate preparations to introduce the RA system at all dormitories and, in doing so, cultivate a living environment well into the future where residents can live together and grow together.

Sustainable Management

Sustainability Policy

We, the Kyoritsu Maintenance Group, are engaged in business activities to create good mornings for our customers by providing true relaxation and comfort through providing food and housing so that they can greet each new day full of hope, vitality, and abundance.

Naming ourselves “Kyoritsu” to imply that we stand together with our customers, society, and all the people who support us, and that we solidly maintain a presence in this world, since our founding, we have prioritized social responsibility as an important issue associated with our business activities.

This is also linked to our contribution to the achievement of the SDGs in recent years and our efforts to address environmental, social, and corporate governance (ESG) issues, and so we will continue to strive for the realization of a sustainable society while enhancing our corporate value over the medium to long term through our business activities.

Sustainability Promotion Structure

In April 2022, the Sustainability Promotion Committee was inaugurated a direct control organization, chaired by the President, to promote efforts to address issues surrounding sustainability.

In response to a policy from the Board of Directors, this Committee will hold various discussions on sustainability, determine various policies, targets, and measures related to sustainability, and report regularly to the Board of Directors on the progress of these discussions.

In addition, the Board of Directors will annually deliberate and review the allocation of management resources and strategies related to our business portfolio as it confirms and analyzes the progress of management strategies and plans.

Board of Directors

Delegation

Reporting

Sustainability Promotion Committee

Chairperson: President
Members: Managing Director responsible for Corporate Planning Group
General Manager of Human Resources & General Affairs Division
General Manager of Business Planning Division

Kyoritsu Maintenance Group

- Main topics discussed by the Sustainability Promotion Committee**

 - Information disclosure based on TCFD recommendations
 - Tracking of greenhouse gas emissions
 - Creation of various policies, etc.

Message From the Sustainability Promotion Committee Manager

Starting by Knowing What Lies Ahead of Our Customers

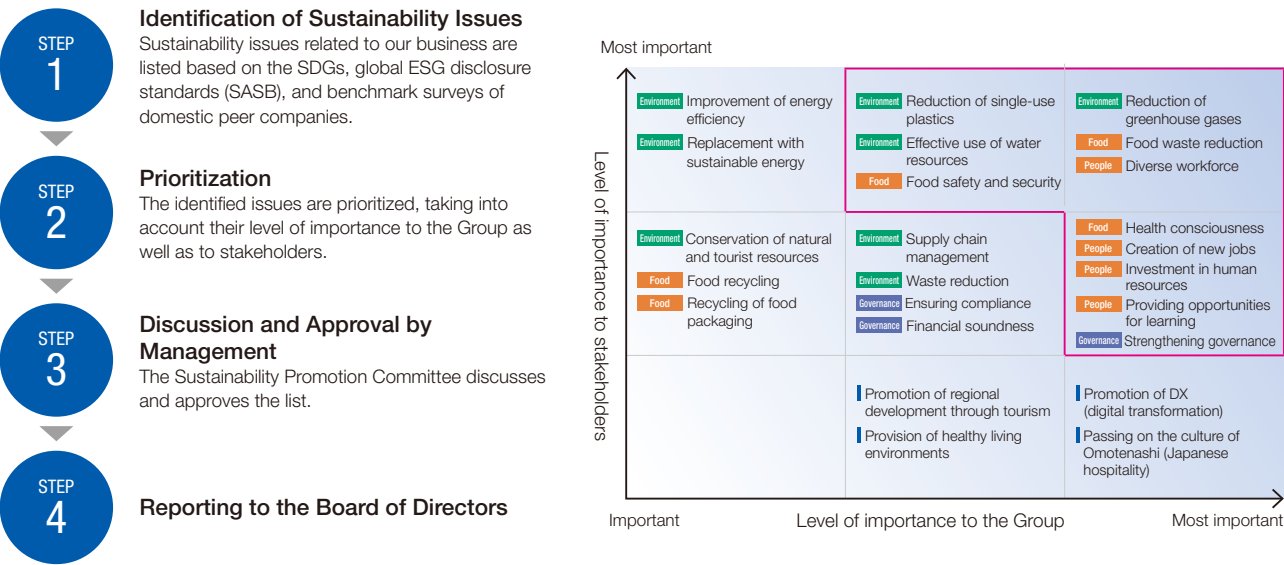
At Kyoritsu Maintenance, our culture of delighting customers is instilled in all employees. As reflected in our name “Kyoritsu (Stand Together) Maintenance,” our employees place high importance on standing together not only with the customers right before their eyes but with diverse stakeholders such as schools, local communities, shareholders, and investors by working to resolve sustainability issues. Through environmental conservation efforts in partnership with dormitory residents, the creation of jobs and learning opportunities nationwide through hotel openings, preparing cuisine featuring local food culture, and other efforts primarily in our Dormitory Business thus far, we have enabled business development that goes beyond economics. To meet the expectations and faith placed in us by our stakeholders, we will appropriately disclose the data that is the source of this trust while continuing to create new services and value in an effort to achieve a sustainable society.

Atsushi Kobayashi
General Manager of
Business Planning Division



Materiality Identification Process

We have made a list of sustainability issues related to our business based on the SDGs, global ESG indicators, and benchmark surveys of domestic peer companies, prioritizing the identified issues based on their level of importance to the Group as well as to stakeholders.



The relevance of each materiality to the SDGs and the Company's initiatives are as follows.

Materiality		The Company's initiatives	Related SDGs
E Environment	Reduction of greenhouse gases	- Switch to energy-efficient equipment - Secondary use of heat from hot springs - Support for promotion of EVs (electric vehicles) and other eco-cars - Management of industrial waste performance	6 12
	Reduction of single-use plastics	Review of amenity offerings	13 14
	Effective use of water resources	- Cease routine changing of linens (WECO cleaning for consecutive nights) - Installation of water-saving equipment	3 12
S Social	Creation of new jobs	- Active job creation - Employment of people with disabilities	4 5 8
	Diverse workforce	- Increasing the percentage of women in management positions - Introduction of unisex uniforms	
	Investment in human resources	Expansion of training programs	
	Providing opportunities for learning	- Implementation of RA program in dormitories - Implementation of work experience programs at hotel business sites - Support for overseas students through the Kyoritsu International Foundation Scholarship - Offering programs to support school attendance	3 12
	Food safety and security	Food safety and security through HACCP-compliant sanitation management	
	Food waste reduction	- Initiatives to reduce food waste through "Domico," a special app for residents of dormitory business sites - Food waste reduction and recycling	
G Governance	Health consciousness	- Provision of healthy meals - Children's cafeteria	10 16 17
	Strengthening governance	- Development of governance structure - Promoting compliance - Implementation of harassment prevention training	

E Environment

Initiatives for Environmental Issues & the Global Environment

We view our initiatives to address environmental issues and global warming as essential to our business development and for a sustainable society. We also aim to realize a sustainable society and business development based on the preservation of natural capital and will comply with the following items to reduce our environmental impact through the services of all of our businesses.

Environmental Policy

The Group's management policy is contributing to the progress of society as a whole through food and housing, and we recognize that, in our business efforts, appropriate measures to address environmental issues are essential for creating a sustainable society. In light of the characteristics of the Group's businesses and the nature of its services, we will apply the following basic principles in raising awareness, reducing environmental impact, and complying with laws and regulations.

Raising awareness

We will make our stance on environmental conservation and improvement clear, raise awareness of legal compliance and environmental considerations, and contribute to efforts aimed at creating a sustainable society and preserving local ecosystems.

We will also ask our customers and business partners to understand this policy and give their support.

This policy will be reviewed continuously to ensure that environmental issues are addressed appropriately. This policy has been approved by the Board of Directors.

Reducing environmental impact

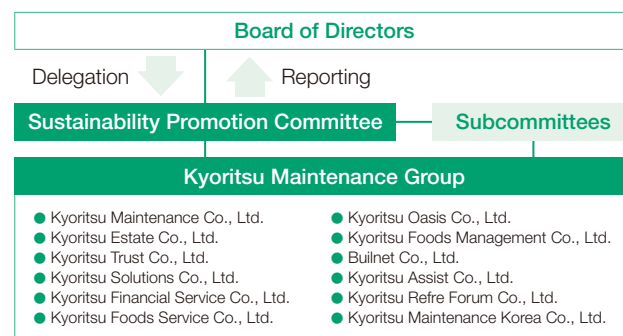
- We will promote energy conservation by introducing high-efficiency equipment, regularly inspecting and repairing buildings, and strive to effectively use resources and reduce greenhouse gas emissions.
- We will strive to preserve the environment by reducing waste, switching from disposable to reusable items, thoroughly separating waste, and promoting recycling.

Legal compliance

We will comply with environmental laws, regulations, and agreements. In the event of development or waste that conflicts with laws, regulations, or agreements, we will obtain environmental permits and implement appropriate management.

Promotion Framework

Subcommittees have been established for initiatives to address environmental issues and global warming, and the ESG Promotion Office collaborates with each department to gather and share data on efforts, develop strategies, monitor targets, and improve policies to promote environmental conservation efforts in a unified manner as a company.



Initiatives for Task Force on Climate-Related Financial Disclosures (TCFD)



We position our efforts to address climate change as essential both for our own business development and for the sake of a sustainable society. Therefore, in FY 2022, we endorsed the TCFD recommendations to assess and disclose the financial impact of climate change-related risks and opportunities on our management, and we will take an active role in the climate change initiative to disclose this information.

Governance

Supervision of climate change-related issues by the Board of Directors

Kyoritsu Maintenance Group has integrated climate change into its governance process, in which the Board of Directors, as the governing body for risk management, is involved in the process of managing climate change-related risks and opportunities. The Sustainability Promotion Committee, which is subordinate to the Board of Directors, plans, deliberates, and make decisions on climate change-related matters and manages and governs the initiatives to address climate change.

Decision-making of climate change-related issues

The President receives reports from the Sustainability Promotion Committee on climate change-related issues, and as the chief executive, makes decisions (confirm and approve) on specific measures and target management of climate change-related risks and opportunities, and reports to the Board of Directors twice a year.

Strategies

The Group conducted scenario analyses for its three main segments of the Dormitory Business, the Hotel Business, and the Senior Life Business in response to the high uncertainty surrounding the future in transitioning to a decarbonized society, under scenarios of less than 1.5°C and 4°C global warming compared to pre-industrial levels. For definitions of anticipated time frame, Short-term is until 2026, Medium-term until 2030, and Long-term until 2050; for scale of financial impact, 1.5 billion yen or more is Large, 500 million yen to less than 1.5 billion yen is Medium, and less than 500 million yen is Small.

Risks and Opportunities in the 1.5°C Scenario

Perspective	Expected events	Risks	Opportunities	Expected financial impact	Businesses affected				Anticipated timeframe & scale of financial impact		
					Dorm	Inn	Resorts	Senior	Short-term	Medium-term	Long-term
Policy/legal regulations	Taxation on greenhouse gas emissions such as carbon taxes	✓		Carbon tax levied according to greenhouse gas emissions (Scopes 1 and 2)	✓	✓	✓	✓	—	Medium	Large
		✓		Rising prices for food, amenities, and equipment due to carbon taxes on business partners	✓	✓	✓	✓	—	Small	Medium
	Tighter regulations on food waste	✓		Reviewed cooking methods and new investments to reduce waste	✓	✓	✓	✓	—	Small	Medium
	Tighter regulations on plastic waste	✓		Promote reuse and reduction of plastic to mitigate impact from regulations	✓	✓	✓	✓	—	Small	Medium
Technology	Improved production efficiency of renewable energy		✓	Lower renewable energy prices make reducing carbon tax burden easier	✓	✓	✓	✓	—	Small	Medium
	Improved efficiency of energy-saving equipment	✓	✓	Equipment efficiency improvements may lead to both efficiency gains through replacements and stranded assets from replacing existing products	✓	✓	✓	✓	—	Small	Medium
Market	Shift in customer values due to growing climate crisis awareness and concerns	✓		Greenhouse gas emission reduction efforts appeal to customers choosing residences	✓			✓	Small	Small	Medium
Reputation	Increased climate change concerns among investors and job applicants	✓		Climate change response affects stock prices and recruitment efforts	✓	✓	✓	✓	Small	Medium	Medium

Risks and Opportunities in the 4°C Scenario

Perspective	Expected events	Risks	Opportunities	Expected financial impact	Businesses affected				Anticipated timeframe & scale of financial impact		
					Dorm	Inn	Resorts	Senior	Short-term	Medium-term	Long-term
Acute	Increased frequency and expanded damage from typhoons, torrential rain, and accompanying floods and landslides	✓		Facility damage leading to repair costs	✓	✓	✓	(*)	Small	Small	Medium
		✓		Facility damage leading to business suspension	✓	✓	✓	(*)	Small	Small	Medium
		✓		Supply chain disruptions due to traffic blockages preventing food and materials from being delivered, resulting in business suspension	✓	✓	✓	(*)	Small	Small	Medium
		✓		Traffic blockages preventing employees from commuting, resulting in business suspension			✓		Small	Small	Medium
Chronic	Rising average temperature due to global warming	✓		Increased risk of heatstroke for customers, leading to behavioral changes and poorer health	✓	✓	✓	✓	—	Small	Medium
		✓		Increased risk of heatstroke for employees, leading to changes in commuting and working styles	✓	✓	✓	✓	—	Small	Medium
		✓		Increased air conditioning costs	✓	✓	✓	✓	—	Small	Medium

(*) In the Senior Life Business, we have a policy of not building facilities in locations with high risk of disaster.

Risk Management

Identification & evaluation

The Group recognizes that climate change is an important issue for the survival of corporations and believes that responding appropriately to climate change, not only in terms of risks but also opportunities, will lead to sustainable growth.

The Sustainability Promotion Committee, which is delegated by the Board of Directors, discusses the identified risks and opportunities, and comprehensively evaluates the challenges facing the Group and impacts on the Group's management in terms of both financial impact and likelihood of occurrence to determine the priorities. Business risks and opportunities are identified by comprehensively considering factors such as challenges facing the Group, requests and expectations of stakeholders, and results of environmental impact assessments, then are managed and addressed in future management plans.

Management

The Sustainability Promotion Committee, in response to the requests from the Board of Directors, discusses and approves various policies, targets, and measures related to sustainability, and reports to the Board of Directors.

Process

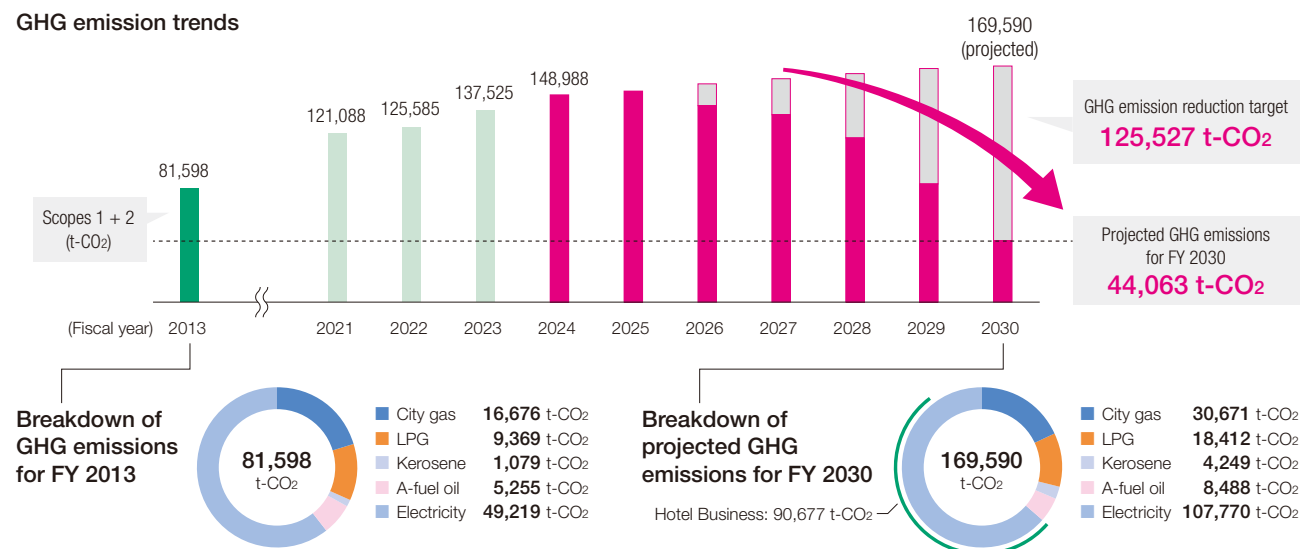
The Group believes that it is important to consider climate change from the perspectives of both risks and opportunities. To this end, we not only monitor climate change risks but also evaluate opportunities by strengthening collaboration with relevant departments and Group companies. Instructions are given to relevant departments after issues are deliberated and approved by the Sustainability Promotion Committee and reported to the Board of Directors.

Indicators and Targets

The Group aims to reduce greenhouse gas (Scopes 1 and 2) emissions by FY 2030 by 46% compared to FY 2013.

Indicator	Description
Scope 1 emissions	GHG emissions from fuel (city gas, LPG, kerosene, A-fuel oil) used by the Company (* Usage is based on actual results; emission intensity is based on the "Accounting Methods and List of Emission Factors under the Mandatory GHG Accounting and Reporting System" by the Ministry of the Environment)
Scope 2 emissions (market-based)	GHG emissions from electricity and other energy used by the Company (* Usage is based on actual results; emission intensity is based on the "List of Emission Factors by Electric Power Supplier" and the "Accounting Methods and List of Emission Factors under the Mandatory GHG Accounting and Reporting System" by the Ministry of the Environment)

GHG emission trends



Reduction Plan

Scope 1

We will promote efficient energy use at each facility and transition to energy-efficient equipment.

Scope 2 (Electricity)

From FY 2026 onward, we will gradually switch to the procurement of power derived from renewable energy sources and acquisition of environmental value through non-fossil fuel certificates, focusing primarily on facilities that use large amounts of electricity and receive high-voltage power.

Reduction of Greenhouse Gases

Management of industrial waste performance

We have established a circular operation framework by systematically managing the performance data on the types of industrial waste and the amount of waste generated using the manifest, thereby contributing to reducing indirect GHG emissions.



Switch to energy-efficient equipment

For equipment with high energy consumption such as air conditioners and boilers, we are implementing capital investments to optimize energy usage to achieve medium- to long-term greenhouse gas reductions. We will work to reduce GHG emissions generated from our business activities through scheduled replacement of equipment to highly efficient models.



Support for promotion of EVs (electric vehicles) and other eco-cars

We contribute to reducing indirect GHG emissions by supporting the popularization of electric vehicles by, for example, installing EV chargers at some of the Hotel Business sites. In addition, we will gradually change the vehicles we use for business and transportation to eco-cars in line with the future expansion of vehicle lineups.



Secondary use of heat from hot springs

A portion of the heat from the discharged hot spring water is used for secondary purposes such as preventing road surface icing (road heating) and melting snow on roofs in winter, making effective use of water resources and thermal energy.



Reduction of Single-Use Plastics

Review of amenity offerings

Disposable plastic amenities that originally used to be provided in Hotel Business guestrooms are now available to guests on an as-needed basis, and some of our resort hotels have introduced amenities made of biomass materials, thereby reducing the generation of plastic waste that causes ocean pollution.



Effective use of water resources

Cease routine changing of linens (WECO cleaning for consecutive nights)

As part of our eco-friendly hospitality, we offer guests staying for consecutive nights a No Cleaning & Sheet Changing Required Card and encourage them to cooperate in the WECO Cleaning for Consecutive Nights program, which aims to reduce water used for laundry.



Installation of water-saving equipment

To make effective use of precious water resources, we are installing water-efficient facilities and equipment. For example, as showers and toilets are among the highest water-consuming equipment at our business sites, we are reducing water usage by adopting water-saving equipment.

S

Social—Human Resources

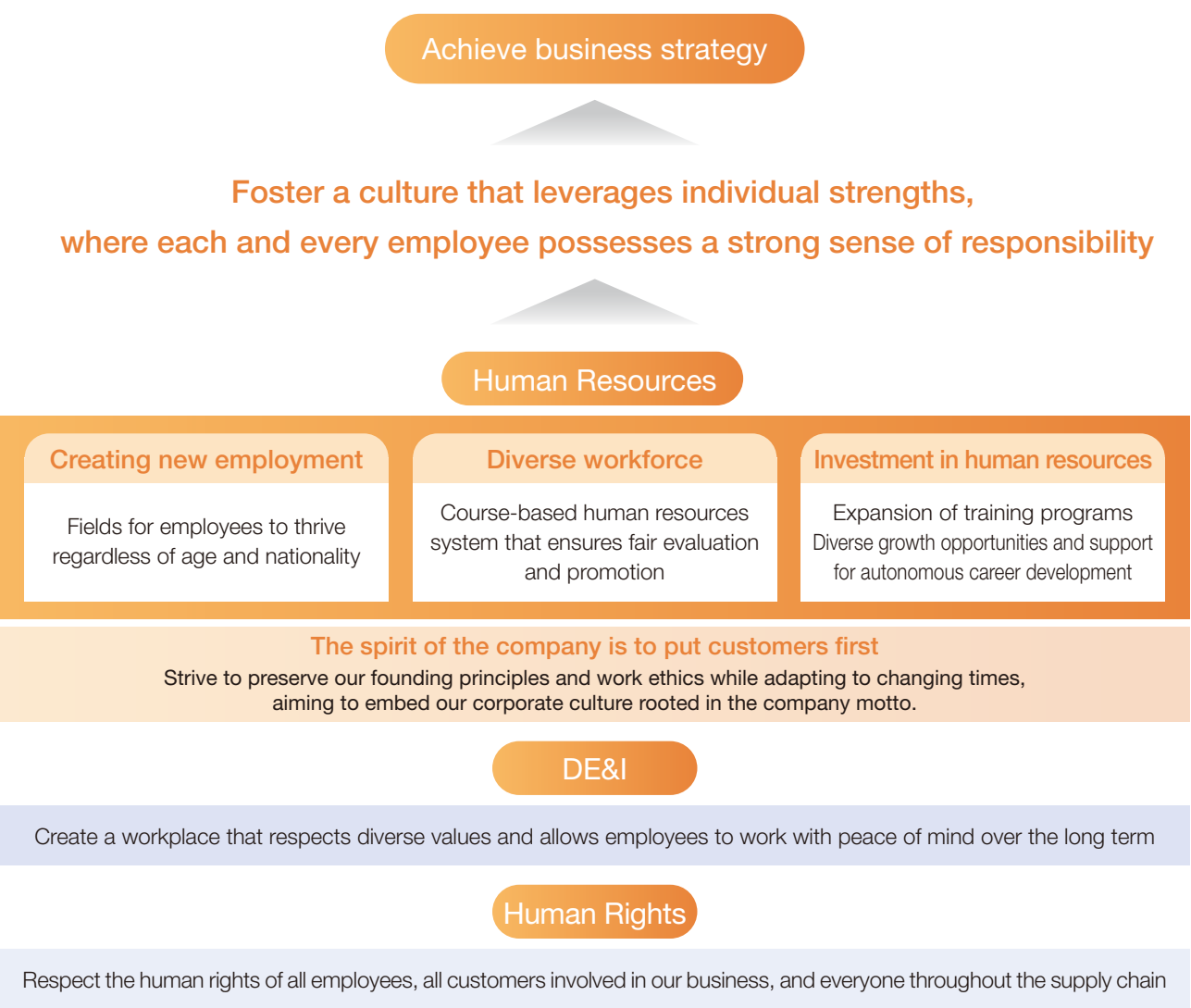
The Source of Value Creation
The Power of People Who Embody the Spirit of Putting the Customers First

Basic Views

At the core of our corporate motto lies the principle, “the spirit of the company is to put customers first.” This is the most important value that serves as the foundation for all decisions and actions within the Company, forming the core of our corporate culture. To achieve this principle, our corporate management is rooted in understanding human resources (recruitment, development, and effective deployment), DE&I (Diversity, Equity, and Inclusion), and respect for human rights as crucial issues and promoting these in a motivated, planned manner. Going forward, we will continue to strengthen our investment in human resources while maximizing the power of people and power of organizations that serve as the source of value creation in an effort to increase corporate value in a sustainable manner.

In promoting DE&I, we believe that fostering a corporate culture where employees with different circumstances and backgrounds, such as those related to childbirth, parenting, nursing care, nationality, and being LGBTQ+, accept and respect one another leads to creating workplaces where employees can serve customers with enthusiasm, something we are promoting across the company. We understand that the human rights of all those affected by our business activities must be respected, and we will respond appropriately to fulfill this obligation.

A Workforce That Supports Company Growth



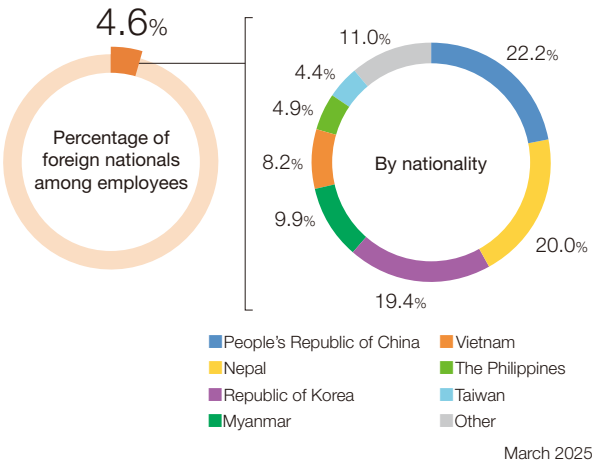
Human Resources

Creation of new jobs

Fields for employees to thrive regardless of age and nationality

The Group has a wide range of fields where employees can thrive regardless of age and nationality. As we expand our businesses, we hire necessary human resources, whether they are new graduates and mid-career talents, and contribute to job creation.

Dormitory management work has been chosen by people mainly in their 40s to 60s as a place to rebuild their careers, with this demographic employed at more than 600 business sites nationwide. We are also focusing on securing future human resources by boosting local hiring in hotel development areas based on new development plans and promoting work experience programs and in-school lectures, thereby providing both educational support and recruitment activities. We will strive to secure human resources to support sustainable corporate growth by further improving recruitment efficiency through relationships with schools cultivated in our core Dormitory Business and local recruitment overseas in partnership with our group company, Kyoritsu Maintenance Korea Co., Ltd.

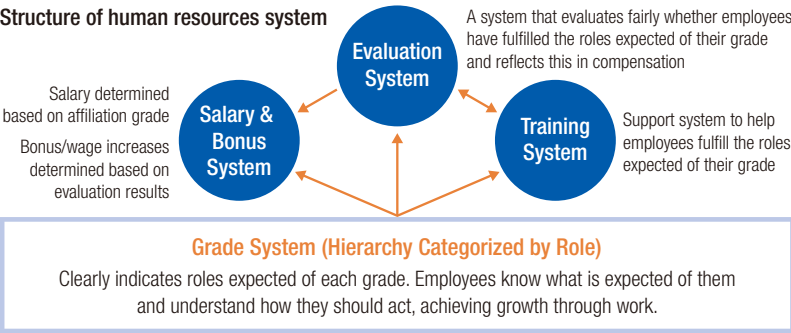


Diverse workforce

Course-based human resources system that ensures fair evaluation and promotion

We introduced a course-based human resources system in 2016 to address the growing organization and diversifying job types as we expand our businesses. This system adopts Management by Objectives (MBO) which consists of performance targets that allocate goals to individual employees based on the management plans, and behavioral evaluation items that emphasize the

practice of our management philosophy. We also have a system for promoting part-time and temporary employees to full-time positions, ensuring that employees are evaluated fairly and rewarded impartially through promotions and salary increases regardless of employment status in an effort to increase employee retention rates.



Course Categories

Course name	Applicable Department
Generalist	All departments
Specialist	Food Division
Hotelier	Hotel Business sites
Welfare	Senior Life Business sites

About course transfers

Changing courses for the purpose of career development is called a “course transfer.” Course transfers are determined through comprehensive assessments that take into account the staffing at the Company and individual aptitudes and wishes.

Workplace environment-building that transcends employment status

Work manuals prepared by part-time student workers

We promote initiatives for putting an environment in place where all employees can work in comfort, regardless of what their employment status is. Part of those initiatives is the “DOMINISTA Seminar,” which is conducted on a volunteer basis under the Hotel Business by part-time student workers in service at our hotels. Under this initiative, work manuals that emphasize practicality and relatability are prepared for student part-time workers just starting their jobs based on challenges students themselves encounter through front-desk and other duties. Furthermore, through direct discussions that students have with employees regarding work improvement proposals as well, we promote more proactive participation in the workplace.

Such initiatives led by frontline members help improve the retention rate of student part-time workers as well as serve as a source of support for stabilizing and improving service quality on those frontlines.



After six months of preparation, the students successfully passed the final presentation to the General Manager of Hotel Operations Management Division. The resulting manual was handed out to business sites across Japan.

Investment in human resources

● Expansion of training programs

We value growth through practical work in the workplace and provide continuous learning opportunities both in terms of on-the-job training and off-the-job training. We also offer training programs by hierarchy and by years of service to foster capabilities tailored to roles and growth stages. Meanwhile, each department is working to cultivate self-directed human resources through

Selective training (for managers)	· Tokyo University of Science Graduate School, Management of Technology (MOT) (2 years): One manager, Graduated in March 2025 · External training for managers: One trainee in trial phase · External training for female managers: Two trainees in trial phase
Selective training (regular employees)	· External training for young employees: One trainee in trial phase
Training based on hierarchy Training based on years of service	· Training for mid-level managers: 38 deputy general managers · Promotion training for entry-level managers: 71 leaders · Promotion training for mid-level employees: 27 employees with 4-5 years of service · Training for young employees: 84 employees with 1-3 years of service
New employee training	· Training for new employees: 280 employees (Apr.) · Follow-up training for new employees: 217 employees (Oct.-Dec.) · Guidance for mid-career hires: 265 employees (every two months)

practical problem-solving aimed at enhancing expertise. From a medium-to-long-term perspective, we are also focusing on developing next-generation leaders. Through strategic talent development programs for senior management, we are working to cultivate individuals who will lead the Company into the future.

Selective training for managers

Obtained an MOT degree as part of the selective training while balancing with work duties

Through this program, I honed my ability to handle numbers and statistical thinking, and reaffirmed the qualities required of managers. It gave me the opportunity to reexamine my management approach. My Master's thesis was "Customer Satisfaction in Student Dormitories," and I analyzed various factors and mutual influences through both quantitative and qualitative approaches. Leveraging this experience, I will contribute to the growth of our Dormitory Business and provision of sustainable value.



Ryohei Takahashi

● Diverse growth opportunities and support for autonomous career development

The Company offers the Career Declaration System which is a program that allows all employees to declare their autonomous learning, future career plans, preferred work locations, and work environment preferences to the Company once a year. We incorporate this employee feedback in designing various systems. Based on the declarations, we have developed training systems that allow employees to gain learning opportunities through their own initiative and established such programs as the Qualification Support System where the Company provides support for examination fees, and the Continuing Education Support System

(commonly known as Kyoritsu University), which lets employees earn degrees (associate or bachelor's) while working. These systems allow employees to advance their careers based on ability regardless of their years of service. Furthermore, we respect the preferences of employees and allow transfer through internal job postings and promote the development of systems for appropriate human resources placement across departments, providing support for career development that maximizes employee strengths.

Providing Opportunities for Learning

Activities of the Foundation in supporting international students and fostering international exchange

The KYORITSU INTERNATIONAL FOUNDATION was established in 1995 through a donation of personal assets by our Chairman Haruhisa Ishizuka with the aim of fostering individuals who can thrive in the international community and promoting international exchange. The Foundation promotes understanding of Japanese culture and mutual exchange through homestays, cultural experience programs, and exchange events as well as provides scholarships to non-Japanese international students studying in Japan. As of FY 2025, scholarships have been provided to a total of 1,155 students from 19 countries. Many scholarship students reside in Dormy, the student dormitories operated by the Company, deepening their interactions with Japanese students

and international students from other countries through daily life. The cross-cultural understanding and friendships cultivated through meals and communal living provide valuable learning experience that cannot be gained solely in classrooms. These activities form a key pillar of our corporate social responsibility efforts, as we respect diverse values and contribute to the realization of a sustainable and peaceful international society.



DE&I

● Supporting the balance between work and childcare/nursing care

The Company provides support for employees who wish to balance work with childcare or nursing care by offering leave for certain periods, shortened working hours, and nursing care/family care leave. We are working to foster a culture where any employee regardless of gender can take childcare leave, and the number of male employees taking childcare leave, including those working at business sites, is increasing each year. Furthermore, starting in FY 2024, we have expanded the scope of the shortened working hours system for childcare from covering children under 3 years old to children under 18 years old as a way to support more flexible working styles. Going forward, we will strive to establish regulations for remote work as a working style that does not tie employees to a single location as well as introduce systems that allow employees who have resigned due to childcare, nursing care, or studying abroad to rejoin the company.



Welfare benefits for balancing work and childcare

System for shortened working hours for childcare

Employees and part-time employees raising children under 18 years of age can request shortened working hours for childcare to achieve balance work and childcare.

Childcare support allowance system

This support system provides financial reassurance to employees who are parenting. The Company will pay a childcare support allowance to employees for their third tax-dependent child and onward.

Childcare leave take-up rate

Metrics	Category	FY 2022	FY 2023	FY 2024
(%)	Female	100%	100%	100%
	Male	38.1%	51.4%	56.7%

Human Rights

● Human rights initiatives

The Company issues a Compliance Manual stipulating respect for human rights and diversity, as well as prohibition against discrimination, harassment, and similar acts. We have clearly outlined in our work rules the mandatory prevention of harassment and the types of conducts subject to disciplinary action. We have also established an external third party Compliance Hotline for early detection and resolution of human rights incidents and

harassment. We strive to prevent incidents from happening by ensuring that employees are made aware of and comply with the system through training for new employees, guidance for mid-career hires, and training for new managers.

In December 2024, we have established the Kyoritsu Maintenance Group Human Rights Policy based on the United Nations Guiding Principles on Business and Human Rights. Details can be found below.
<https://www.kyoritsugroup.co.jp/en/sustainability/humanresources/>

Message From the Promotion Manager

Developing human resources who can be there for customers and who can continue to grow

Our top management philosophy is that "the spirit of the company is to put customers first." The key to practicing this philosophy is how we develop human resources who can be there for customers. We strive to foster a corporate culture in which new employees learn to embrace "customers first" and "making customers happy" as second nature shortly after joining the Company, and take on the challenge of realizing our customers' aspirations for services that would be nice to have.

Although it is not easy to secure a sufficient number of diverse staff to provide services on the front lines and human resources with specialized talents, we are trying to recruit from unique channels in addition to the regular hiring process, for example, by leveraging the relationships we have built with schools through our Dormitory Business and trying to use the business sites as community-based recruitment hubs.

We also provide talent development initiatives after joining the Company and tailored to each individual's growth stage. These include measures to acquire and retain skills specific to each business, expanding theme-based and hierarchy-based training programs, supporting self-directed learning and career development, and developing programs to foster next-generation leadership.

Takayuki Musha

Director, General Manager of Human Resources & General Affairs Division



S Social—Food

The Source of Value Creation

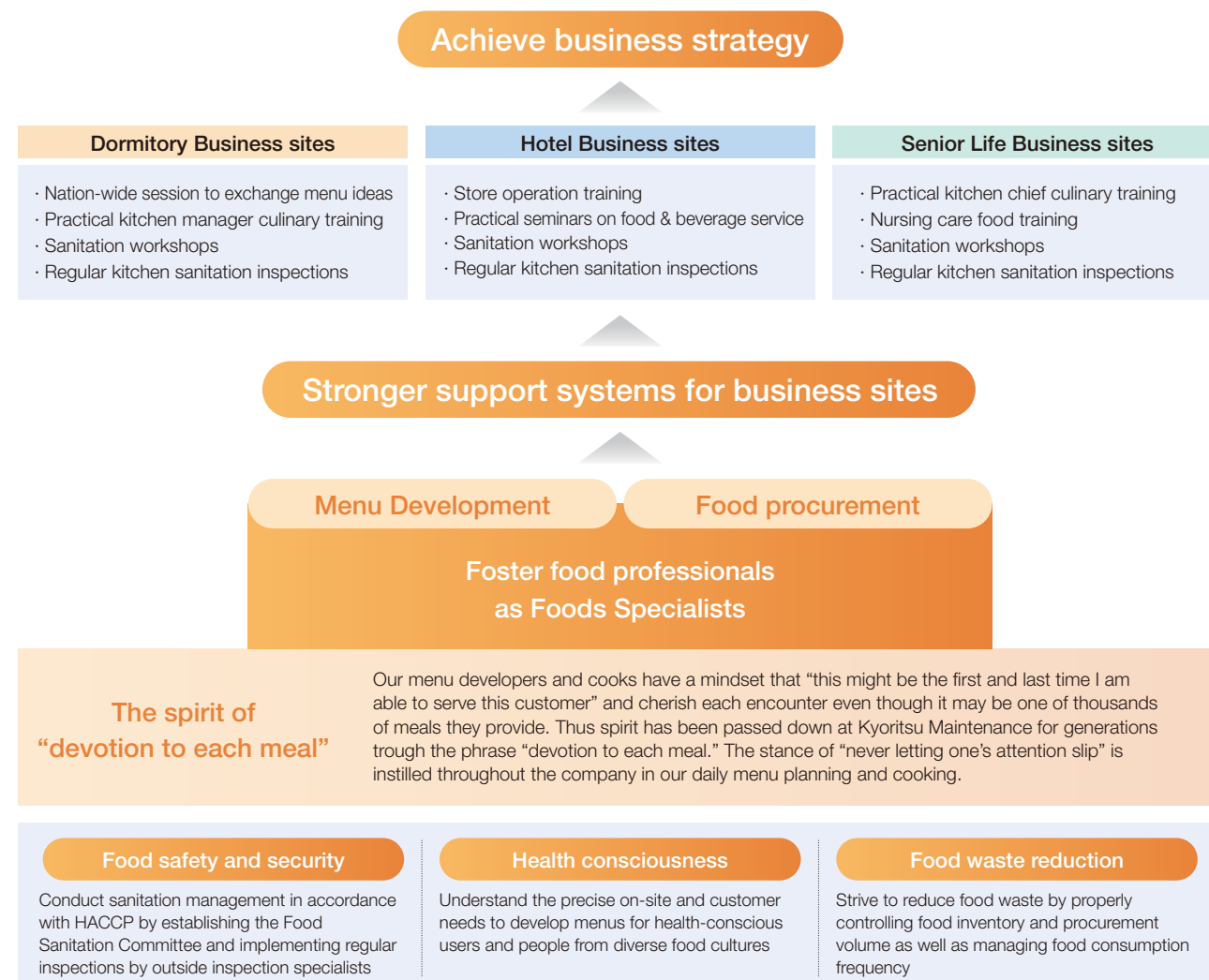
Commitment to Food That Embodies
Customers First

Basic Views

We have brought customers joy by focusing on providing safe, secure, delicious, and healthy meals from our own kitchens based on the creed that food is the source of life. While we have registered dietitians develop nutritionally balanced menus and select proper ingredients, we focus on making meals that are both enjoyable and nutritionally balanced, with home-style cooking to provide vitality for the day, local cuisine unique to the region, and seasonal dining passed down through Japanese food culture, all tailored to the characteristics of the business for which food is being provided.

Going forward, we will build a stronger support system to accommodate our growing businesses and further enhance our Foods Specialist training programs to foster next generation food professionals in an aim to pass down and develop our own unique food culture. We will accelerate our efforts to achieve the Company's materiality objectives of food safety and security, health consciousness, and food waste reduction and, at the same time, work proactively on addressing food allergy issues, promoting the use of locally sourced ingredients, and resolving other food-related social issues.

Our Foundation of Food Creation



Stronger Support Systems for Business Sites



Menu development and food procurement are the pillars of supporting the business sites. We support the food services of each business site across the nation based on the characteristics of the businesses.

Menu development

With meeting customer expectations as our starting point, we incorporate traditional Japanese dishes, food for special occasions, and seasonal ingredients, and offer menus that give customers a sense of the changing seasons while also factoring in our operational structure on the frontlines. This embodies our commitment to food. In reinforcing our operational system on the frontlines, we also take into account kitchen equipment and workflow conditions, offering a wide range of support from menu design that prioritizes work efficiency and the formulation of cooking standards to proposals for kitchen equipment, engaging in collaborative menu development with the frontline staff.

Food procurement

Valuing our links with designated suppliers across Japan, we have erected a system to reliably deliver necessary ingredients to each business site every day while prioritizing “high quality at low cost” and “continuous, stable procurement.”

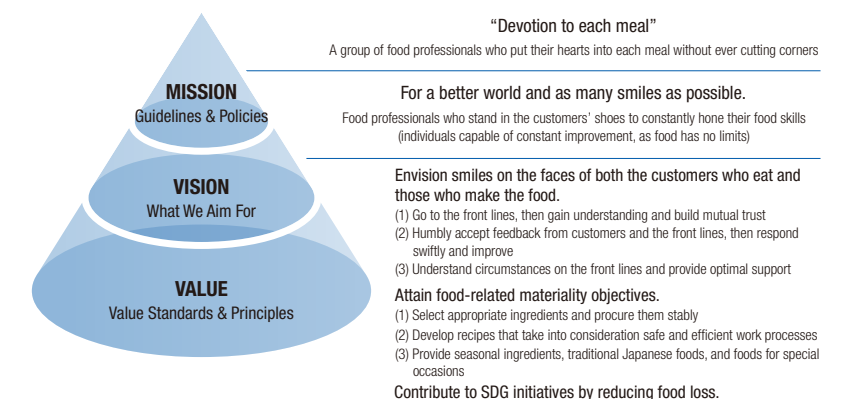
To address the surging cost of ingredients, we used centralized purchasing that leverages economies of scale to curb intermediary costs. For the purpose of securing a stable supply of ingredients, we established a traceability system and tackled the prompt switching to alternative ingredients in response to supply shortages. Furthermore, with a view to future business expansion, we are also moving forward with building a new distribution model in collaboration with our business partners.

Develop menus tailored to the characteristics of the business based on our food culture and health consciousness



Foods Specialists

Starting in FY 2022, we have established the Foods Specialist category in the course-based human resources system to provide a clear roadmap for food professionals. To enable our employees to actively work towards achieving a common goal, we have formulated a “MISSION,” “VISION,” and “VALUE” based on wisdom and techniques founded on experience up to this point. By building a foundation for human resources training, we are working to enhance the organizational capability and foster next-generation successors through appropriate leadership, clear communication, and maximization of individual talents.



Introduction of “Skill Evaluations” to Boost Expertise

To boost expertise as Foods Specialists, we have introduced skill evaluations that divide the skills required of Foods Specialists into four categories: (1) Menu development, (2) Sanitation, (3) Opening business, and (4) Food procurement, with evaluation criteria set by grade.

Furthermore, we have introduced a Technical Master Certification as a practical test, and are working to emphasize that the goal is not simply to pass the test but also understand one's own strengths and weaknesses accurately.

	Menu development	Sanitation	Opening business	Food procurement	
Grade 1	Menu creation 11 items	Knowledge/sanitation 8 items	Skills/opening business 11 items	Ordering/food procurement 14 items	→ 44 items
Grade 2	Menu creation 9 items	Knowledge/sanitation/skills 14 items	Opening business/implementation 11 items	Ordering/food procurement 11 items	→ 45 items

Food Safety and Security



Sanitation management in accordance with HACCP

To continuously provide safe and secure meals, we fully revised our Sanitation Management Standards, which was followed by the establishment of the Food Sanitation Committee in 2019. Sanitation management in accordance with the principles of HACCP(*) are implemented at all business sites. Going forward, we will collaborate with each department to collect and share information on efforts at business sites as well as develop strategies, monitor objectives, and establish policies to visualize sanitation management and establish sanitation education and training programs in a unified manner as a company to improve sanitation management levels and strengthen sanitation education.

(*) HACCP is a sanitation management method in which food business operators themselves identify hazards, such as contamination by bacteria that causes food poisoning or foreign matter, then manage particularly important processes to eliminate or reduce these hazards throughout all processes, from the receipt of raw materials to the shipment of products, in order to ensure product safety.



Implementation of regular kitchen sanitation inspections

We conduct regular kitchen sanitation inspections of all of our business sites using outside contractors.

Inspection overview	
Implementation	Once a year (conducted sequentially from April to March of the following year)
Inspection process	Preparation -> Inspection -> Results report -> Improvement efforts -> Improvement report
No. of inspection items	43 items with 100 checks (visual audit)
Results reporting	Executive Committee and Food Sanitation Committee

Award ceremony for the Outstanding Sanitary Kitchen Award

Business sites that scored 100 points were recognized with the Outstanding Sanitary Kitchen Award and were visited by the Chairperson of the Food Sanitation Committee, where an award ceremony was held to once again express gratitude for their efforts in providing meals with careful attention to safety and security.



Health Consciousness

We develop menus for health-conscious users and people from diverse food cultures by understanding the precise on-site and customer needs. We focus not only on nutritional balance but also on the enjoyment and satisfaction of eating, and provide distinctive food that supports health tailored to each business.

Menu design to support health

Achieving both umami and nutrition with veggie broth

As a measure to prevent dementia and achieve nutritional balance, the Senior Life Business introduced veggie broth made from vegetable peels, cores, and other parts that are often discarded. We develop health-conscious menus featuring low fat and high protein by utilizing umami substances to achieve deep flavor with less salt. It also helps reducing food loss.



Addressing diverse food needs

Expanding choices with plant-based meats and low allergen foods

In our Dormitory Business, we have introduced plant-based alternative meats such as soy meat to address health, environmental, and religious considerations. At resort hotels and inns under our Hotel Business, we began offering low-allergen menus that exclude 28 specific allergenic ingredients to guests staying at our facilities from July 2025.



Athlete meals to maximize training effects

Even athletes who train intensely will become prone to illness if they neglect their diet, making sustained performance improvement impossible. That is why we view meals as part of the workout and create athlete-specific meal plans that support proper nutrition and condition management. For athletes with high activity levels, an appropriate diet that matches the energy consumed will directly contribute to maintaining their physical conditions and maximizing training effectiveness. Furthermore, beyond simply providing meals, we regularly communicate nutritional information to help dormitory residents understand their required energy intake and nutrients, enabling them to develop self-management skills in their daily lives. Our dedicated menu developers understand the diverse needs of customers, including high school students, college students, and working adults to design customized menus for each business site, while flexibly accommodating specific requests such as pre-game adjustment meals.

We strive to accurately understand our customers' needs and create menus and dining environments that not only meet nutritional requirements but also incorporate preferences and food trends. For example, as efforts to help maintain appetite, we serve easy-to-eat cold noodles on hot days, or increase the frequency of rice bowls so customers can consume staple foods, main dishes, and side dishes all at once. Going forward, we aim to leverage our expertise as certified sports dietitians to strengthen our support, including training staff to engage in developing meal plans for athletes and providing individualized guidance to athletes.



Toshiko Shima, JSPO Sports Dietitian

Food Waste Reduction



We not only control stock and consumption volume but carefully exchange information with frontline staff regarding effective ingredient usage, development of menus that use inventory effectively, and efforts toward zero inventory at suppliers, all in an effort to reduce total food waste. Furthermore, to help build a circular economy, we have begun working with partner companies to collect used cooking oils and recycle them into biodiesel fuel and medicinal hand soap.



Message From the Promotion Manager

Serving food that brings customers joy

Food is at the heart of our business and is where the Kyoritsu Maintenance spirit of "doing what makes customers happy first" is most salient. What we strongly believe that customer satisfaction cannot be achieved without the understanding of frontline cooks. That is why we not only develop menus at our desks; we are also focusing on cultivating food professionals who can truly excel on the front lines. In FY 2024, we conducted market research and competitive analysis to identify our strengths, then implemented practical training and presentations to incorporate these insights into our menus. Furthermore, we are actively engaged in introducing low environmental-impact kitchen equipment and cooking appliances that enhance operational efficiency, and implementing sanitation management improvement projects to address challenges. We will continue to collaborate with our frontline staff to determine what truly contributes to customer satisfaction, and provide meals that brings joy to our customers.

Rie Momose
Director, General Manager of Food Division



G

Governance

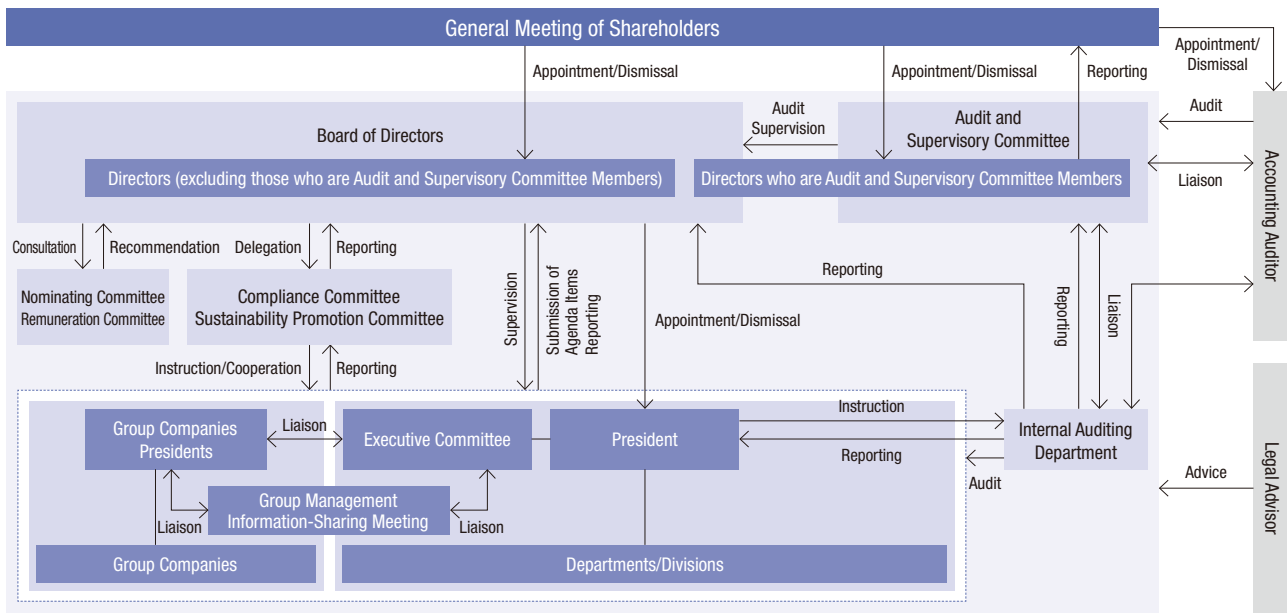
Corporate Governance

Basic Views

Since its foundation, the management philosophy at Kyoritsu Maintenance has been that “the spirit of the company is to put customers first,” with the management policy of “contributing to the progress of society as a whole through food and housing.” The Company believes that enhancing corporate governance is essential for ongoing expansion and for the maximization of shareholder value over the long term. It is taking steps to speed up management decision-making, to strengthen supervision of management, to emphasize and fulfill accountability, and to disclose information promptly and appropriately, among other matters, and it recognizes that ensuring the transparency and soundness of management is an important issue.

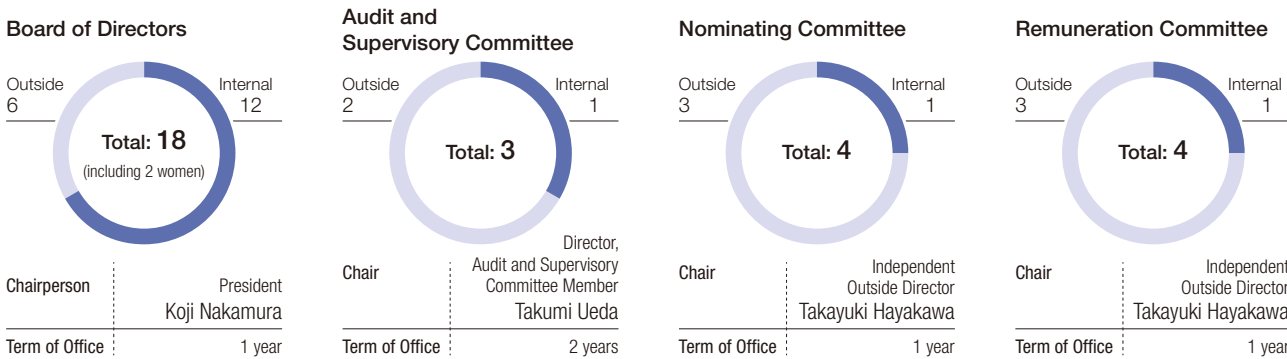
Governance Structure

The Company has established a General Meeting of Shareholders, a Board of Directors, and an Audit and Supervisory Committee as organizations based on the Companies Act, and has appointed an Accounting Auditor in accordance with said Act. In addition to these organizations, it has established a Nominating Committee, a Remuneration Committee, a Group Management Information-Sharing Meeting, an Executive Committee, a Compliance Committee, and a Sustainability Promotion Committee.



Overview of the Corporate Governance System

Organizational structure: Company with an Audit and Supervisory Committee (as of the end of June 2025)



Board of Directors and Committee Overview

	Number of sessions per year	Overview
Board of Directors	12	The Board of Directors meets regularly once a month for a total of 12 times per year based on the Board of Directors Rules and also holds extraordinary board meetings as necessary to report, deliberate, and make decisions on matters stipulated by laws and regulations as well as the Articles of Incorporation.
Audit and Supervisory Committee	12	The Audit and Supervisory Committee meets at least once a month based on the Audit and Supervisory Committee Rules and also holds ad hoc meetings as necessary to audit the performance of duties by the Board of Directors, create audit reports, and perform other duties stipulated by laws and regulations and the Articles of Incorporation based on the Audit and Supervisory Committee Auditing Standards.
Nominating Committee	3	The Nominating Committee has been established to strengthen the fairness, transparency, and objectivity of procedures related to the nomination of Directors and to enhance corporate governance at the Company. Specifically, the committee conducts interviews with candidates for Directors and deliberates the appropriateness of the selection reasons and capabilities of individual candidates in light of the Company's director appointment policy. The committee also deliberates on matters such as succession plans and skills matrix of the Board of Directors.
Remuneration Committee	4	The Remuneration Committee has been established to strengthen the fairness, transparency, and objectivity of procedures related to director compensation and to enhance corporate governance at the Company. Specifically, the committee deliberates on individual director compensation, including basic compensation, director bonuses, and non-monetary compensation (stock compensation) related to restricted stock.

Initiatives to Strengthen Corporate Governance

1989	Established the company motto		Established the Sustainability Promotion Committee
2007	Established the Compliance Committee The Company established a Compliance Committee under the Board of Directors and seeks to strengthen its framework centered on the Compliance Committee Secretariat.		To strengthen its sustainability promotion framework, the Company established a Sustainability Promotion Committee, an organization chaired by the President, to whom it directly reports. This committee advances activities in collaboration with the ESG Promotion Office, various departments, and Group companies. It seeks to implement measures involving addressing environmental issues, contributing to local communities, and promoting diversity.
2015	Transitioned to a company with an Audit and Supervisory Committee Introduced Outside Directors As resolved at the 36th Ordinary General Meeting of Shareholders held on June 25, 2015, the Company transitioned from a company with an Audit and Supervisory Board to a company with an Audit and Supervisory Committee. This transition aims to enhance the effectiveness of auditing and supervision by having Audit and Supervisory Committee Members with voting rights at Board of Directors meetings handle audits. Additionally, the Company liaises with internal control departments and its accounting audit firm to ensure more effective audit operations.		Established the Nominating Committee and the Remuneration Committee, with a majority of independent Outside Directors The Company established a Nominating Committee and a Remuneration Committee, primarily composed of Outside Directors, to reinforce a structure ensuring the fairness, transparency, and objectivity of procedures related to director. These committees submit recommendations to the Board of Directors based on deliberations following Board consultations, deliberate and decide on matters delegated by the Board of Directors, and report on the execution of their duties to the Board of Directors, thereby contributing to the enhancement of corporate governance.
2019	Introduced female Directors The composition of the Board of Directors prioritizes striking a balance between knowledge, experience, and capability regardless of gender, career history, or age, and seeks to advance initiatives aimed at achieving gender equality.		Introduced restricted share-based remuneration system The Company introduced a restricted share-based remuneration system to enable Directors (excluding Audit and Supervisory Committee Members and Outside Directors) to share the benefits and risks of stock price fluctuations with shareholders, thereby strengthening the incentives for improving corporate value.
2020	Raised the ratio of Outside Directors in the Board of Directors to at least one-third In order to strengthen corporate governance, the Company increased the number of Outside Directors and ensured that Outside Directors constitute at least one-third of the Board of Directors as a whole. By appointing Outside Directors with a focus on independence and expertise, the Company aims to ensure management transparency and objectivity, thereby improving corporate value in a sustainable manner.		Formulated a Basic Policy on Company President Succession Plan In order to ensure continuity in top management and clarify the development of candidates and selection process in anticipation of changes to the President, the Company formulates a policy following deliberations by the Nominating Committee primarily composed of Outside Directors and a formal resolution at a Board of Directors meeting.

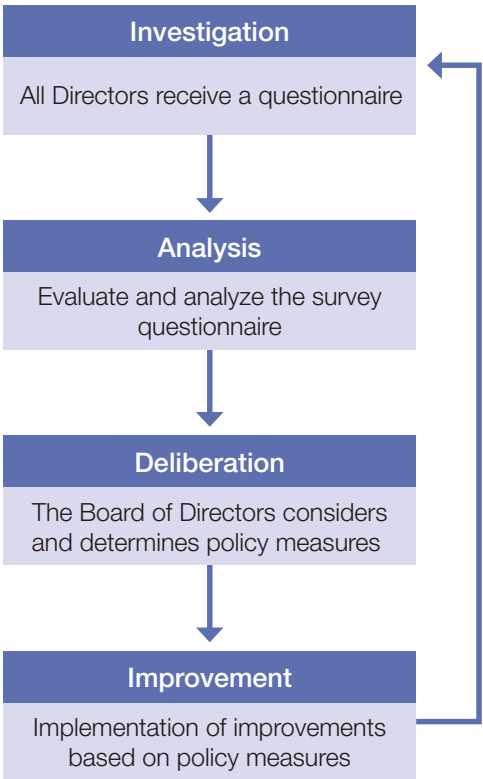
Effectiveness Assessment

The Company conducts an analysis and assessment of the effectiveness of the Board of Directors as a whole (Board of Directors Effectiveness Assessment) once a year from the end of March to May, the end of our fiscal year, in order to further improve the composition and operation of the Board of Directors in the future.

For the analysis and assessment method, all Directors complete an anonymous self-assessment questionnaire that references information from other companies and external insight. The content of the analysis and assessment is reviewed by the Board of Directors once responses are received from all participants.

In the analysis and assessment for FY 2024, the composition, size, and operation of the Board of Directors, cooperation with auditing organizations, and relations with shareholders and investors were assessed positively, and that a governance structure similar to that of FY 2023 was being maintained, leading to the analysis and assessment that the Company's Board of Directors is fulfilling the role expected of it in an appropriate manner and has ensured sufficient Board effectiveness.

In light of expectations for a revision of standards for agenda to be submitted to the Board of Directors, we will take a focused and detailed approach in exploring these suggestions as we continue to work to increase the effectiveness of the Board of Directors.



Succession Plan

The Company has established the “Basic Policy on Company President Succession Plan.”

In the selection of the President’s successor, the Representative Directors will recommend a candidate to the Board of Directors at an appropriate time from among the successor candidates who have been developed over the medium to long term. The Board of Directors will then consult the Nominating Committee regarding the recommended candidate. The Nominating Committee, primarily composed of Outside Directors, engages in thorough discussions by incorporating independent perspectives, broad viewpoints, and managerial insights from Outside Directors with management experience, and submits its findings and recommendations to the Board of Directors. The Board of Directors, upon receiving the recommendations from the Nominating Committee, conducts final discussions and makes the decision on the appointment of the President.

In FY 2024, the progress of the succession plan and future initiatives based on the Basic Policy were discussed by the Board of Directors following deliberations by the Nominating Committee, which is primarily composed of Outside Directors.

[Selection Process]

1	Selection of successor candidates
Multiple successor candidates are selected from among individuals who are capable of practicing the Company's management philosophy and possess extensive knowledge and experience, regardless of nationality, race, gender, career history, or age.	
2	Development of candidates
Development plans are formulated for the multiple successor candidates to allow them to gain experience in challenging operations on the ground and management on a daily basis, both within the Company and at Group companies, so that they are systematically developed over an adequate period of time with the necessary resources.	
3	Narrowing down of final candidates
The Representative Directors recommend a candidate to the Board of Directors at an appropriate time from among the successor candidates who have been developed over the medium to long term. The Board of Directors then consults the Nominating Committee regarding the recommended candidate.	
4	Evaluation by the Nominating Committee
The Nominating Committee engages in thorough discussions by incorporating independent perspectives, broad viewpoints, and managerial insights before submitting its findings and recommendations to the Board of Directors.	
5	Decision by the Board of Directors
The Board of Directors, upon receiving the recommendations from the Nominating Committee, conducts final discussions and makes the decision on the appointment of the President.	

Director Remuneration

Basic policy

Our basic policy for remuneration for the Company's Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee Members) is to maintain a remuneration system designed to function sufficiently as an incentive to continuously improve corporate value and to ensure appropriate remuneration based on the individual Director's job responsibilities when determining their remuneration.

Composition of director remuneration

Director remuneration is comprised of a basic remuneration paid monthly, a director bonus paid at a certain time each year, and restricted share-based remuneration. The basic remuneration is comprised of a rank-based salary and a position-based salary based on their position and tenure as well as their contribution to business, and a performance-based salary determined according to their individual evaluation. Director bonuses are performance-linked remuneration, with individual net income for the period used as the main indicator. The reason we adopted this indicator is because it indicates final performance figures for the fiscal year in question, and as such, we found it to be the most reasonable standard for the basis of calculating performance-linked remuneration. Restricted share-based remuneration is given in accordance with each Director's position and tenure, etc. from the perspective of providing incentive regarding improving long-term corporate value.

Remuneration for Outside Directors and Directors who are Audit and Supervisory Committee Members is comprised of a basic remuneration paid monthly and is fixed to maintain objectivity and fairness.

Types of remuneration	Calculation method
Basic remuneration	Individual evaluation of business performance, contribution to company management, etc.
Performance-linked remuneration (bonuses)	Individual net income for the period used as an indicator
Restricted share-based remuneration	Granted according to position and tenure

Director category	Total remuneration (Millions of yen)	Total remuneration by type (Millions of yen)					Number of eligible Directors
		Basic remuneration	Performance-linked remuneration	Retirement benefits	Restricted share-based remuneration	Of which, non-monetary remuneration	
Directors (excluding Audit and Supervisory Committee Members and Outside Directors)	963	266	640	—	56	56	11
Directors (Audit and Supervisory Committee Members, excluding Outside Directors)	11	11	—	—	—	—	1
Outside Directors	31	31	—	—	—	—	6

Determination process for director remuneration

The policy on determining the details of individual remuneration, etc. for Directors of the Company is determined by a resolution of the Board of Directors after consulting the Remuneration Committee, of which the majority are independent Outside Directors, prior to the Board of Directors meeting. Based on the policy for determining individual remuneration, etc. for Directors, the Remuneration Committee carefully deliberates on and determines individual remuneration, etc. for Directors (excluding Directors who are Audit and Supervisory Committee Members) in consideration of company performance and other indicators within the range of the total remuneration resolved at the General Meeting of Shareholders. Remuneration for Directors who are Audit and Supervisory Committee Members is determined by a deliberation by Directors who are Audit and Supervisory Committee Members within the range of the total remuneration resolved at the General Meeting of Shareholders.

Cross-Shareholdings

Policy on cross-shareholdings

The Company holds shares of some of its clients as cross-shareholdings with the objective of strengthening business relationships.

The Corporate Planning Division and departments that supervise transactions make judgments on whether to hold the shares of such companies based on their current and future levels of profitability, etc., and from the perspective of whether strengthening relationships with the companies will help maintain and increase the corporate value of the Company.

Verification of cross-shareholdings

For shares of clients held by the Company, once a year the Corporate Planning Division validates the status of the shareholding with the departments that supervise transactions

by considering the economic rationale, which includes the original objective of holding the shares, the status of the business relationship such as transaction amounts and the nature of the business, and the cost of capital.

The Company seeks to reduce shareholdings that are found, as a result of this process, to no longer match the original objective for holding shares by selling them or taking other steps.

The details of this verification are reported to the Board of Directors every year.

Moreover, for shares of clients held by the Company as of March 31, 2025, as a result of verifying the objective and reasonability of the holdings, the Company has decided to maintain holdings of all 12 listed stocks.

Dialogue with Outside Directors

We will strive to maintain and pursue a robust governance system to further improve corporate value through room, board, and relaxation.



Shigeto Kubo
Outside Director

Yasunobu Hirata
Outside Director

Tokio Kawashima
Outside Director
(Audit and Supervisory
Committee Member)

Toshiaki Miyagi
Outside Director
(Audit and Supervisory
Committee Member)

Keiko Oda
Outside Director

Takayuki Hayakawa
Outside Director

—Evaluation and challenges of the Company's governance structure

Kawashima: Looking back on the six years since I was appointed Outside Director (Audit and Supervisory Committee Member), the Company's governance has evolved in significant ways. First, the establishment of the Nominating Committee and Remuneration Committee further increased external oversight into our management structure. While there is still a need to further expand and strengthen the activities of each committee, we have made major progress. In addition, the activities of the Compliance Committee have visibly strengthened risk management efforts, including whistleblowing systems. Furthermore, the formation of the Sustainability Promotion Committee, whose activities are regularly publicized, contributes to the steady strengthening of our governance.

Kubo: That's right. When considering governance, ensuring compliance is also vital. To instill compliance at sites all across Japan, it is essential not only to understand compliance on a conceptual level but also to naturally internalize it in our day-to-day work. I hope we can continue our unrelenting efforts in this regard.

Miyagi: In that regard, the establishment of the Compliance Committee and its function of strengthening risk management also represent significant progress.

Hirata: Yes. The importance of compliance gaining traction is evident from quarterly incident reports, among other things.

Hayakawa: Like Mr. Kawashima, I have also witnessed the evolution of the Company's governance since being appointed as an Outside Director in 2020. After transitioning to a company with an Audit and Supervisory Committee in 2015, the Board of Directors has operated in full compliance with Japan's Corporate Governance Code. However, in practice, our work is just beginning in certain areas. Nevertheless, it is commendable that the Company, which experienced losses during the COVID-19 pandemic, has achieved record profits for two consecutive periods under the strong leadership of management. The intimate Q&A sessions held at general meetings of shareholders also attest to our thorough commitment to a customer-first management philosophy. Precisely because we operate across such a broad range of businesses, I believe it is essential to further strengthen risk management going forward.

Oda: It is also crucial to pursue governance that involves the participation of people and conveys a human touch. I believe there is room for further improvement in our institutional frameworks to support the empowerment of women and diverse work styles through enhanced communication.

—The Company's corporate value

Miyagi: As someone with a background in securities, when considering corporate value from the perspective of market capitalization, I believe the appeal of "room, board, and relaxation" that we have created will continue to grow going forward as we enhance productivity and operational efficiency through the promotion of DX, including the utilization of AI.

Hirata: That's right. While the Hotel Business plays a major role in our profitability, the Dormitory Business, which remained rock solid even during the COVID-19 pandemic, is significant in terms of the sustainable stability it offers. The Dormitory Business provides young people with not just living spaces but also spaces for interaction with others, thereby playing a vital role in supporting their social lives. I believe we should highlight this value in a more prominent way.

Kubo: Enhancing profitability also requires focusing on areas that do not yield immediate results. For instance, while the Hotel Business, which accounts for over half of our net sales, is currently driven by growth in inbound tourism demand, strengthening our commitment to domestic customers who have used our facilities long before that growth began also affirms the purpose of the Company. Furthermore, meeting the expectations of local communities is imperative. Strengthening ties with local governments, tourism organizations, business communities, and producers fosters a spirit of mutual prosperity and shared growth with the region, which contributes to increasing the Company's corporate value and affirming its purpose. I believe our efforts in contributing to the community in these ways are worth actively communicating both internally and externally.

Hayakawa: I also believe coexistence with the community is of paramount importance. Equally important in my opinion is growing together with the community and driving home our philosophy of "for the common good."

Kawashima: The multi-stakeholder approach, which entails creating value together with shareholders, employees, customers, business partners, and local communities, and appropriately distributing the profits derived from that value, is one of the Company's defining attributes.

Oda: Yes. While the Dormitory Business and the Senior Life Business focus on everyday life and the Hotel Business does not, all three businesses create value by providing comfortable services with a touch of luxury. Considering the increase in the number of international students and inbound tourists, further broadening our global perspective will elevate our corporate value to the next level.

—Message to stakeholders

Hayakawa: The mission of Outside Directors is to provide advice and recommendations that contribute to improving

corporate value over the medium to long term, and to provide supervision in terms of overall management and conflicts of interest. Looking ahead at the Company's future growth strategy, although the investment environment will be challenging due to factors such as rising construction costs, I will factor in elements such as financial balance at meetings of the Board of Directors and other opportunities to ensure our growth strategy takes into account criteria for investment decisions involving ROIC as well as capital costs in line with the expectations of shareholders and investors.

Hirata: I will leverage the expertise I have cultivated from hospital management to enhance the Company's health management. This means contributing not only to the health of employees but also to the Company's soundness from a risk management perspective. With regard to business operations, I find the independent living spaces for seniors being developed by the Senior Life Business promising in terms of both social contribution and profitability, and I hope to contribute in this area as well.

Oda: I will contribute by clearly articulating the comfort that nurtures both mind and body, a benefit offered by facilities developed by all three of the Company's businesses, and communicating this value to our stakeholders in words. At the same time, I will play a role in sparking discussion by making an effort to speak my mind without simply going with the flow at Board of Directors meetings.

Kawashima: I will also contribute by making proposals at Board of Directors meetings without simply going with the flow. As an Audit and Supervisory Committee Member, I intend to make proposals that strengthen risk management and enhance our internal control systems. At the same time, with regard to human resources, from which the Company's competitiveness derives, I intend to provide advice in line with a portfolio aimed at strategic human resource investment. Furthermore, regarding our business portfolio, I intend to advance discussions on ROIC by business segment and engage in discussions on capital allocation that reflects capital costs more clearly at Board of Directors meetings.

Kubo: Regarding human resources, I believe it is essential to clearly distinguish areas in which we pursue labor savings and automation through technology from those consisting of human-generated value, and to reinforce investment in human capital that goes beyond labor savings. As for accommodation facilities, I also find it interesting to leverage the power of fields such as culture and art, which are difficult to quantify in terms of monetary value, to energize guests. I believe that both approaches will contribute to improving corporate value in the future.

Miyagi: I believe it is vital to actively communicate our contributions to local communities as a core pillar. Since we are pursuing numerous initiatives in practice, publicizing these efforts should contribute to the survival of local areas and the vitalization of Japan as a whole. Furthermore, investor interest in non-financial value is growing, and demonstrating the President's own thoughts and enthusiasm is essential for improving corporate value going forward.

List of Officers

Directors

**Haruhisa Ishizuka**

Chairman

Career summary, position, and responsibilities in the Company

1979 Sept. Established the Company
1999 Apr. President of the Company
2006 June Chairman (present position)

**Koji Nakamura**

President

Career summary, position, and responsibilities in the Company

1995 Apr. Joined the Company
1999 Apr. Manager of Accounting Division, Administration Department
2004 May Executive Officer, Manager of General Finance and Accounting Division, Group Administration Department
2006 June Director, Manager of General Finance and Accounting Division, and Manager of Management and Administration Division, Group Administration Department
2008 May Director responsible for Management Planning and Manager of General Planning Division, Manager of General Finance and Accounting Division, Group Administration Department
2010 May Director, General Manager of Management Planning Department, Group Administration Supervisory Department
2016 Apr. Director, General Manager of Management Planning Department
2018 Apr. Director, General Manager of Management Planning Department and Manager of IR Section
2019 Apr. Managing Director responsible for Planning and Development Group
2021 Apr. President (present position)

**Yukihiro Sagara**

Managing Director responsible for Hotel Group

Career summary, position, and responsibilities in the Company

1991 Nov. Joined the Company
2001 May Executive Officer, Manager of Dormy Inn Business Division
2006 June Director, Manager of HOTEL & SPA Division, and General Manager of Spa Therapy Division, Business Development Department
2006 Oct. Director, General Manager of Hotel Business Department
2008 May Director responsible for Dormy Inn, Hotel Business Department
2009 May Director, General Manager of Dormy Inn Business Department, Hotel Business Supervisory Department
2011 June Director, General Manager of Dormy Inn Business Department and Manager of West Japan Business Division, and Manager of Overseas Business Development Division, Hotel Business Supervisory Department
2016 Apr. Director, General Manager of Dormy Inn Business Department
2019 Apr. Managing Director responsible for Hotel Group
2022 June Managing Director responsible for Hotel Group, General Manager of Dormy Inn Business Department
2023 Apr. Managing Director responsible for Hotel Group (present position)

**Yasuo Ohara**

Managing Director responsible for Dormitory Group

Career summary, position, and responsibilities in the Company

1998 Jan. Joined the Company
2007 June Manager of First Business Division at the East Japan Branch Office, Dormitory Business Division
2015 Apr. Executive Officer, General Manager of Dormitory Business Tokyo Metropolitan Area Department, Dormitory Business Supervisory Department and Manager of First Corporate Sales Division
2017 Apr. Executive Officer, Manager of Tokyo Metropolitan Area Supervisory Department, Dormitory Business Division
2019 Apr. Executive Officer, General Manager of Dormitory Business Division
2021 Apr. Managing Executive Officer responsible for Dormitory Group, General Manager of Dormitory Business Division
2021 June Managing Director responsible for Dormitory Group, General Manager of Dormitory Business Division
2022 Apr. Managing Director responsible for Dormitory Group (present position)

**Manabu Takaku**

Managing Director responsible for Corporate Planning Group

Career summary, position, and responsibilities in the Company

1997 Aug. Joined the Company
2010 May Manager of General Finance and Accounting Division, Management Planning Department, Group Administration Supervisory Department
2015 Apr. Manager of Management and Administration Division, and Manager of General Finance and Accounting Division, Management Planning Department, Group Administration Supervisory Department
2016 Apr. Manager of Management and Administration Division, and Manager of Finance Division, Management Planning Department, Group Administration Department
2017 Apr. Executive Officer, Manager of Management Planning Division, General Manager of Management Planning Department
2019 Apr. Executive Officer, General Manager of Management Planning Department and Manager of Management Planning Division
2021 Apr. Managing Executive Officer responsible for Planning and Development Group, and General Manager of Management Planning Department
2021 June Managing Director responsible for Planning and Development Group, and General Manager of Management Planning Department
2022 Apr. Managing Director responsible for Planning and Development Group, General Manager of Corporate Planning Division, and General Manager of Integrated Sales Division
2023 Oct. Managing Director responsible for Planning and Development Group, and General Manager of Management Planning Department
2024 Apr. Managing Director responsible for Planning and Development Group
2025 Oct. Managing Director responsible for Corporate Planning Group (present position)

**Masaki Suzuki**

Director, General Manager of Hotel Business Strategy Division

Career summary, position, and responsibilities in the Company

1997 Sept. Joined the Company
1998 Oct. Joined Kyoritsu Trust Co., Ltd.
2003 Jan. Joined the Company
2009 May Executive Officer, General Manager of Resorts Business Department, Hotel Business Supervisory Department
2011 June Director, General Manager of Resorts Business Department, and Manager of East Japan Business Division, and Manager of Hotel Sales Promotion Division, Hotel Business Supervisory Department
2012 May Director, General Manager of Resorts Business Department, Hotel Business Supervisory Department
2016 Apr. Director, General Manager of Resorts Business Department
2020 Apr. Director, General Manager of Food Management Division and Manager of Operation Promotion Department
2021 Apr. Director, General Manager of Resorts Business Department
2023 Apr. Director, General Manager of Hotel Business Strategy Division (present position)

**Yoshio Kimizuka**

Director, General Manager of Senior Life Business Division

Career summary, position, and responsibilities in the Company

2009 May Joined the Company
Executive Officer, Manager of Second Business Division, East Japan Department, Dormitory Business Supervisory Department
2015 Apr. Executive Officer, General Manager of Dormitory Business Branch Office Supervisory Department, Dormitory Business Supervisory Department
2015 June Director, General Manager of Dormitory Business Branch Office Supervisory Department, Dormitory Business Supervisory Department
2016 Nov. Director, General Manager of Senior Life Business Division (present position)

**Hiroshi Yokoyama**

Director, General Manager of Development Division

Career summary, position, and responsibilities in the Company

1992 Nov. Joined the Company
2007 June Executive Vice President of Bulnet Co., Ltd.
2009 Apr. President of Bulnet Co., Ltd.
2016 Apr. Joined the Company, Executive Officer, General Manager of Business Development Department
2016 June Director, General Manager of Business Development Department
2019 Apr. Director, General Manager of Development Division
2023 Apr. Director, General Manager of Facility Development & Management Division
2024 Apr. Director, General Manager of Development Division (present position)

**Rie Momose**

Director, General Manager of Food Division

Career summary, position, and responsibilities in the Company

2005 Nov. Joined the Company
2011 June Manager of Food Development Department, Food Division
2016 Apr. Executive Officer, General Manager of Food Management Department and Manager of Food Management Division
2019 Apr. Executive Officer, General Manager of Food Division
2019 June Director, General Manager of Food Division
2020 July Director, General Manager of Food Division, and Manager of Menu Development Department
2022 Apr. Director, General Manager of Food Division (present position)

Directors

**Takayuki Musha**

Director, General Manager of Human Resources & General Affairs Division

Career summary, position, and responsibilities in the Company

2011 Mar. Joined the Company
2013 Apr. General Manager of Dormy Inn Operations Planning Office, Dormy Inn Business Department, Hotel Business Supervisory Department
2014 Apr. Manager of West Japan Business Division and General Manager of Dormy Inn Operations Planning Office, Dormy Inn Business Department, Hotel Business Supervisory Department
2015 Apr. General Manager of Dormy Inn Human Resources Development Department, Dormy Inn Business Department, Hotel Business Supervisory Department
2016 Apr. Manager of Administration Supervisory Department, Dormy Inn Business Department
2019 Apr. Manager of HR Department, Human Resources & General Affairs Division, Management Group
2020 Apr. General Manager of Human Resources & General Affairs Division, Management Group
2023 June Director responsible for Management Group, General Manager of Human Resources & General Affairs Division
2025 Oct. Director, General Manager of Human Resources & General Affairs Division (present position)

**Hideaki Inaoka**

Director, General Manager of Corporate Sales Division, and General Manager of Branch Corporate Sales Department

Career summary, position, and responsibilities in the Company

1988 Apr. Joined Nikko Securities Co., Ltd. (Kabutocho Branch)
2008 Aug. General Manager of Corporate Division, Nikko Citigroup Limited
2009 Nov. General Manager of Third Business Company Department, Nikko Cordial Securities, Inc.
2014 Mar. General Manager of Yokohama Branch, SMBC Nikko Securities Inc.
2017 Mar. Executive Officer, Head of Kinki District, SMBC Nikko Securities Inc.
2020 Apr. Managing Director, Nikko Investor Relations Co., Ltd.
2023 Oct. Joined the Company, General Manager of Integrated Sales Division
2024 Apr. General Manager of Group Sales Planning Division
2024 June Director and General Manager of Group Sales Planning Division
2025 Apr. Director, General Manager of Corporate Sales Division, and General Manager of Branch Corporate Sales Department (present position)

**Shigeto Kubo**

Director

Independent Outside

Career summary, position, and responsibilities in the Company

1977 Apr. Joined Ministry of Land, Infrastructure, Transport and Tourism
2010 Aug. Director-General of Railway Bureau, Ministry of Land, Infrastructure, Transport and Tourism
2012 Sept. Deputy Vice-Minister, Minister's Secretariat, Ministry of Land, Infrastructure, Transport and Tourism
2013 Aug. Commissioner of Japan Tourism Agency, Ministry of Land, Infrastructure, Transport and Tourism
2015 Sept. Retired from Ministry of Land, Infrastructure, Transport and Tourism
2016 June Director of Japan Travel and Tourism Association
2019 June Director, the Company (present position)
2020 June Senior Managing Director, Airport Transport Service Co., Ltd.
2022 Apr. Chairman and Executive Officer, TOBU TOP TOURS CO., LTD.
2025 Apr. Advisor, TOBU TOWER SKYTREE CO., LTD. (present position)

**Yasunobu Hirata**

Director

Independent Outside

Career summary, position, and responsibilities in the Company

1974 Dec. Joined Internal Medicine Division, University of Tokyo Hospital
1976 June Staff member for internal medicine, Mitsui Memorial Hospital
1981 July Research Fellow, University of Minnesota Division of General Internal Medicine
1992 Apr. Director, Internal Medicine, University of Tokyo Hospital
2004 Apr. Manager, Cardiovascular Medicine, University of Tokyo Hospital
2013 Apr. Director, Tokyo Teishin Hospital
2019 Apr. Honorary Director, Tokyo Teishin Hospital (present position)
2019 June Executive Director, Sleep Apnea Syndrome Support Center (present position)
2020 June Director, the Company (present position)

**Takayuki Hayakawa**

Director

Independent Outside

Career summary, position, and responsibilities in the Company

1972 Apr. Joined Sumitomo Mitsui Banking Corporation
2006 Apr. Executive Officer, Head of East Japan Middle Market Banking Division III, Sumitomo Mitsui Banking Corporation
2009 May Senior Managing Executive Officer, Ginsen Co., Ltd.
2010 June President, Yoei Holding Co., Ltd. (retired in June 2017) and President, Yoei Co., Ltd. (retired in June 2017)
2013 June Audit & Supervisory Board Member, Riken Technos Corporation
2016 June Director, Audit & Supervisory Committee Member, Riken Technos Corporation
2017 May Director, TKP Corporation
2017 June Director, Toyo Kasei Co., Ltd.
2019 May Auditor, TKP Corporation
2020 June Director, the Company (present position)

**Keiko Oda**

Director

Independent Outside

Career summary, position, and responsibilities in the Company

1994 Apr. Joined RSK Sanyo Broadcasting Co., Ltd.
2001 Jan. Contracted with IKUSHIMA PLANNING INC.
2005 June President, JAT Inc. (present position)
2017 Apr. Board Member, Regional Tourism Promotion Consortium
2017 Dec. Member, Cool Japan Public-Private Partnership Platform, Cabinet Office (present position)
2019 May Director, Medical Corporation Tenchi Sulu (present position)
2020 June Director, the Company (present position)

Directors (Audit and Supervisory Committee Members)

**Takumi Ueda**

Director (Audit and Supervisory Committee Member)

Career summary, position, and responsibilities in the Company

2000 Apr. Joined the Company
2000 June Director, General Manager of Group Management Division
2002 Apr. Vice President and Director, General Manager of Administration Division
2009 May Vice President and Director responsible for Group Administration Supervisory Division
2016 Apr. Vice President and Director responsible for Group Administration Division, and General Manager of the Public Kyoritsu Partnership (PKP) Business Division
2017 Apr. President of the Company
2021 Apr. Director and Advisor
2021 June Director (Audit and Supervisory Committee Member) (present position)

**Toshiaki Miyagi**

Director (Audit and Supervisory Committee Member)

Independent Outside

Career summary, position, and responsibilities in the Company

1992 Aug. General Manager of Corporate Division at Nagoya Branch, SMBC Nikko Securities Inc.
1997 Feb. General Manager of the Seibu Branch, SMBC Nikko Securities Inc.
1998 Feb. General Manager of the First Financial Corporate Division, Head Office, SMBC Nikko Securities Inc.
2000 Mar. General Manager of the Kabutocho Branch, SMBC Nikko Securities Inc.
2001 Sept. Manager of the Customer Consultation Office, SMBC Nikko Securities Inc.
2004 June Standing Statutory Auditor, Nikko Financial Intelligence, Inc.
2008 June Director, NAITO SECURITIES CO., LTD.
2010 June Audit & Supervisory Board Member, NAITO SECURITIES CO., LTD.
2015 June Director (Audit and Supervisory Committee Member) (present position)

**Tokio Kawashima**

Director (Audit and Supervisory Committee Member)

Independent Outside

Career summary, position, and responsibilities in the Company

1982 Apr. Joined MUFG Bank, Ltd.
2008 Sept. General Manager of German operations and the General Manager of the Düsseldorf Branch, MUFG Bank, Ltd.
2011 Apr. Joined OMRON Corporation
2011 June Audit & Supervisory Board Member, OMRON Corporation
2019 June Director (Audit and Supervisory Committee Member) (present position)
2019 June Audit & Supervisory Board Member, DT Holdings, Inc. (present position)
2020 June Director (Audit and Supervisory Committee Member) at RICOH LEASING COMPANY, LTD. (present position)

Reasons for Appointment as Directors

Name		Reasons for appointment
Directors	Chairman Haruhisa Ishizuka	Mr. Ishizuka has led the Company's management and contributed to the Company's development for more than 40 years as a founder. His management achievements, broad business knowledge with excellent foresight, and leadership in continuously raising corporate value will be necessary for the Company's future growth, and accordingly, the Company requests that he be reelected.
	President Koji Nakamura	Mr. Nakamura has been involved in operations in planning and development for many years and has been responsible for management as Director for many years, and since April 2021, he has led management as President of the Company. In order to put into practice a corporate culture that puts customer satisfaction first, and realize the creation of a solid business base and further strengthening of the corporate structure, his abundant business experience, knowledge of management, and leadership will be necessary, and accordingly, the Company requests that he be reelected.
	Managing Director responsible for Hotel Group Yukihiro Sagara	Mr. Sagara has been involved in the Hotel business and has been responsible for management as Director. He has extensive business experience in the Company and possesses management knowledge. In addition, the candidate has outstanding character and insight, and accordingly, the Company requests that he be reelected as Director.
	Managing Director responsible for Dormitory Group Yasuo Ohara	Mr. Ohara has been involved in the Dormitory business, has extensive business experience in the Company, and possesses management knowledge. In addition, the candidate has outstanding character and insight, and accordingly, the Company requests that he be reelected as Director.
	Managing Director responsible for Corporate Planning Group Manabu Takaku	Mr. Takaku has been involved in carrying out operations in management planning and finance and accounting. He also has extensive business experience in the Company and possesses management knowledge. In addition, the candidate has outstanding character and insight, and accordingly, the Company requests that he be reelected as Director.
	Director, General Manager of Hotel Business Strategy Division Masaki Suzuki	Mr. Suzuki has been involved in the Hotel business and has been responsible for management as Director. He has extensive business experience in the Company and possesses management knowledge. In addition, the candidate has outstanding character and insight, and accordingly, the Company requests that he be reelected as Director.
	Director, General Manager of Senior Life Business Division Yoshio Kimizuka	Mr. Kimizuka has been involved in the Senior Life business and has been responsible for management as Director. He has extensive business experience in the Company and possesses management knowledge. In addition, the candidate has outstanding character and insight, and accordingly, the Company requests that he be reelected as Director.
	Director, General Manager of Development Division Hiroshi Yokoyama	Mr. Yokoyama has been involved in carrying out operations in business development and has been responsible for management as Director. He has extensive business experience in the Company and possesses management knowledge. In addition, the candidate has outstanding character and insight, and accordingly, the Company requests that he be reelected as Director.
	Director, General Manager of Food Division Rie Momose	Ms. Momose has been involved in execution of the Food Service Business and has been responsible for management as Director. She has extensive business experience in the Company and possesses management knowledge. In addition, the candidate has outstanding character and insight, and accordingly, the Company requests that he be reelected as Director.
	Director, General Manager of Human Resources & General Affairs Division Takayuki Musha	Mr. Musha has been involved in carrying out operations in human resources and general affairs and has been responsible for management as Director. He has extensive business experience in the Company and possesses management knowledge. In addition, the candidate has outstanding character and insight, and accordingly, the Company requests that he be reelected as Director.
Outside Directors	Director, General Manager of Corporate Sales Division, and General Manager of Branch Corporate Sales Department Hideaki Inaoka	Mr. Inaoka has been involved in the securities industry for many years. He has extensive insight into corporate sales and extensive experience in management and corporate management. In addition, the candidate has outstanding character and insight, and accordingly, the Company requests that he be reelected as Director.
	Audit and Supervisory Committee Member Takumi Ueda	Mr. Ueda has been involved in the management of the Company for many years and possesses abundant experience and knowledge regarding management. The Company expects that in addition to supervising the execution of duties of the Company's Directors, he will properly perform his duties as Director who is an Audit and Supervisory Committee Member, and accordingly, the Company requests that he be reelected as Director who is an Audit and Supervisory Committee Member.
	Director Shigeto Kubo	Mr. Kubo has been involved in administration in the areas of land, infrastructure, and transport as well as tourism for many years. He commands an objective, broad, and advanced perspective based on that experience and abundant knowledge. The Company expects he will be able to utilize this to provide appropriate advice and supervision for the Company's management. Accordingly, the Company requests that he be reelected as Outside Director.
	Director Yasunobu Hirata	Mr. Hirata has been engaged for many years in medical and educational activities as a clinician and a university professor. He also has experience in management including at hospitals and universities based on this experience and knowledge. The Company expects that he will be able to utilize this to provide appropriate advice and supervision for the Company's management and health and hygiene aspects. Accordingly, the Company requests that he be reelected as Outside Director.
	Director Takayuki Hayakawa	Mr. Hayakawa has advanced knowledge regarding finance, accounting, and market analysis based on his working experience at a major city bank and extensive knowledge about corporate management based on his experience as a manager of real estate companies. The Company expects that he will be able to utilize this to provide valuable advice for the Company's management's decision-making and business execution. Accordingly, the Company requests that he be reelected as Outside Director.
	Director Keiko Oda	Ms. Oda has been involved in the international promotion of tourism in Japan and its food culture and regional revitalization for many years. The Company expects that she will provide valuable advice for the Company's management's decision-making and business execution based on her experience and extensive knowledge. Accordingly, the Company requests that she be reelected as Outside Director.
	Audit and Supervisory Committee Member Toshiaki Miyagi	Mr. Miyagi has been involved in management in the securities industry and has knowledge and experience in management. The Company expects that he will be able to utilize this to supervise and provide advice on the Directors' execution of duties and properly perform his duties as Director who is an Audit and Supervisory Committee Member. Accordingly, the Company requests that he be reelected as Outside Director who is an Audit and Supervisory Committee Member.
	Audit and Supervisory Committee Member Tokio Kawashima	Mr. Kawashima has many years of working experience in a financial institution and possesses considerable knowledge regarding finance and accounting. The Company expects that he will be able to utilize this to supervise and provide advice on the Directors' execution of duties and properly perform his duties as Director who is an Audit and Supervisory Committee Member. Accordingly, the Company requests that he be reelected as Outside Director who is an Audit and Supervisory Committee Member.

Board of Director Skills

The Board of Directors consists of Directors who each possess a high level of expertise, with diversity ensured through a balance of different knowledge, experience, and capabilities as well as the appointment of female Directors. This skills matrix will be reviewed as needed based on the external environment and the Company's circumstances.

Skills Matrix

No.	Name	Gender	Current position in the Company		Knowledge of the Company's Business	Specific Industry Knowledge	Corporate Planning/ Management Strategy	Sales/ Marketing	Finance/ Accounting/ IR	Legal/Risk Management	HR/Labor/ Personnel Development	DX/ IT Strategy	ESG/ Sustainability
1	Haruhisa Ishizuka	Male	Chairman	Internal	○		○	○	○	○	○		
2	Koji Nakamura	Male	President	Internal	○		○	○	○				○
3	Yukihiro Sagara	Male	Managing Director	Internal	○		○	○				○	○
4	Yasuo Ohara	Male	Managing Director	Internal	○		○	○				○	○
5	Manabu Takaku	Male	Managing Director	Internal	○		○	○	○			○	○
6	Masaki Suzuki	Male	Director	Internal	○		○	○					
7	Yoshio Kimizuka	Male	Director	Internal	○		○	○					
8	Hiroshi Yokoyama	Male	Director	Internal	○		○						○
9	Rie Momose	Female	Director	Internal	○		○						○
10	Takayuki Musha	Male	Director	Internal	○		○			○	○	○	○
11	Hideaki Inaoka	Male	Director	Internal		○	○	○	○	○	○		○
12	Shigeto Kubo	Male	Director	Independent Outside	○	○	○			○	○		○
13	Yasunobu Hirata	Male	Director	Independent Outside		○	○			○	○		
14	Takayuki Hayakawa	Male	Director	Independent Outside		○	○	○	○	○	○		
15	Keiko Oda	Female	Director	Independent Outside		○	○	○			○		
16	Takumi Ueda	Male	Director (Audit and Supervisory Committee Member)	Internal	○	○	○		○	○	○		
17	Toshiaki Miyagi	Male	Director (Audit and Supervisory Committee Member)	Independent Outside		○	○	○					
18	Tokio Kawashima	Male	Director (Audit and Supervisory Committee Member)	Independent Outside		○	○		○	○			

(*) This represents the skills and experience in areas that the Company expects from that Director in particular and does not represent all skills possessed by each Director.

Director Training

In addition to having newly appointed Directors, including Audit and Supervisory Committee Members, undergo external training in order to enhance their knowledge, the Company also provides opportunities for knowledge acquisition after they have been appointed, such as by holding study meetings with external specialists to address revisions to laws.

In order to ensure that the necessary knowledge is acquired by each operations division, the Company encourages appropriate participation in various external seminars, etc.

Compliance

Basic Stance on Compliance

The Company has established the following basic stance on compliance, which it enforces among all employees, and promotes the practice of that stance in day-to-day operations.

The Kyoritsu Maintenance Group's Basic Stance on Compliance

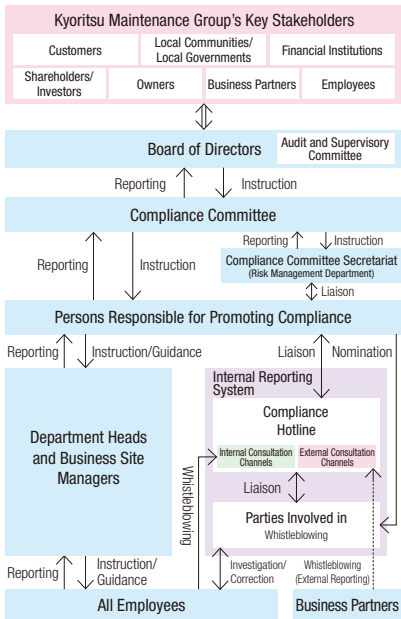
The company name "Kyoritsu Maintenance" embodies our desire to stand together with our customers, with society, and with all those who support us, and maintain a solid presence in the world. Abiding by the rules of the world and society is a fundamental premise for the survival of the Company and its business, and only by earning the trust of society can we grow. The Kyoritsu Maintenance Group views compliance as one of its most important management issues and the foundation for the

actions of each officer and employee. By having each and every officer and employee comply with the Compliance Policy in our Compliance Manual in addition to our management philosophy, code of conduct, and management policies established as part of our company motto, we strive to be a company that is trusted on a deeper level and chosen by customers, business partners, shareholders, and all of our stakeholders.

Compliance Promotion Framework

In 2007, the Company established its Compliance Regulations and set up a Compliance Committee, chaired by the President, under the Board of Directors to promote compliance with laws, regulations, and corporate ethics.

The Compliance Committee Secretariat is under the jurisdiction of the Risk Management Department, and oversees the operation of compliance. The Compliance Committee implements the PDCA cycle for compliance-related matters on a quarterly basis and distributes the Kyoritsu Maintenance Group Compliance Manual to all officers and employees to inform them of the Company's basic stance on compliance and compliance requirements, while working to raise awareness among officers and employees through internal training and the dissemination of information. Additionally, the General Managers of Kyoritsu Maintenance as well as the presidents of Group companies have been designated as persons responsible for promoting compliance as part of efforts to implement compliance practices tailored to the operations of the respective departments within the Group. Furthermore, whistleblowing hotlines have been established to enable the early detection of inappropriate conduct.



Internal Reporting System

Based on the intent of the Whistleblower Protection Act, the Company has established a Compliance Hotline covering all Group officers and employees to maintain and enhance social trust in the Company through the early detection and rectification of misconduct and legal violations.

Operated in accordance with the Internal Reporting System Regulations, this hotline serves as an anonymous reporting and consultation channel accessible to all employees and related parties in the Group (including cohabiting family members and those who departed within the past year), through which 260 reports were received in FY 2024.

Administration of Compliance Questionnaires

The Compliance Committee administers an annual compliance questionnaire for all officers and employees to foster compliance awareness and enhance the effectiveness of existing systems.

This questionnaire helps the Company to determine the extent

The Compliance Committee constantly promotes awareness of reporting methods and conducts awareness-raising activities regarding the internal reporting system to ensure its appropriate use and to encourage reporting.

In addition to channels for employees, we have established an external whistleblowing hotline to handle reports from external parties such as business partners and subcontractors. This enables the entire Group to work toward the early detection of misconduct and the improvement of business operations through these reports.

of compliance and utilization of the internal reporting system across the entire Group, identify high-priority matters, and address organizational challenges. Additionally, the questionnaire aims to enhance interest in and awareness of compliance among officers and employees in the Group.

Risk Management

Basic Stance on Risk

The Company strives for the stable continuity of its business and further growth by implementing risk management practices to address various risks surrounding its businesses.

Furthermore, the Company prioritizes ensuring the quality and safety of its products and services, striving to eliminate or mitigate factors that could harm the interests of its stakeholders, including customers, shareholders, and business partners, as well as all officers and employees.

Furthermore, in the event of a major crisis, the Company recognizes its social responsibility and prioritizes ensuring human safety above all else. All officers and employees come together to respond accordingly, making every effort to minimize losses, restore damage, and prevent recurrence.

Risk Assessment and Risk Map

As risks surrounding businesses grow increasingly complex and diverse, the Company conducts a risk assessment to strengthen its overall risk awareness and management framework.

Through this initiative, the Company identifies business risks in view of the rapidly changing social environment and heightened uncertainty, thereby striving to enhance accountability to stakeholders with regard to the risks it faces.

Furthermore, a key objective in assessment efforts is to enhance risk management literacy and risk sensitivity among all officers and employees through the processes of risk visualization and evaluation.

Corporate activities necessarily involve improving corporate value through appropriate risk-taking. The Company deems risk assessment a crucial means to ensure the effective and appropriate allocation of management resources and will persistently advance this initiative going forward.

Risk Management Promotion Framework

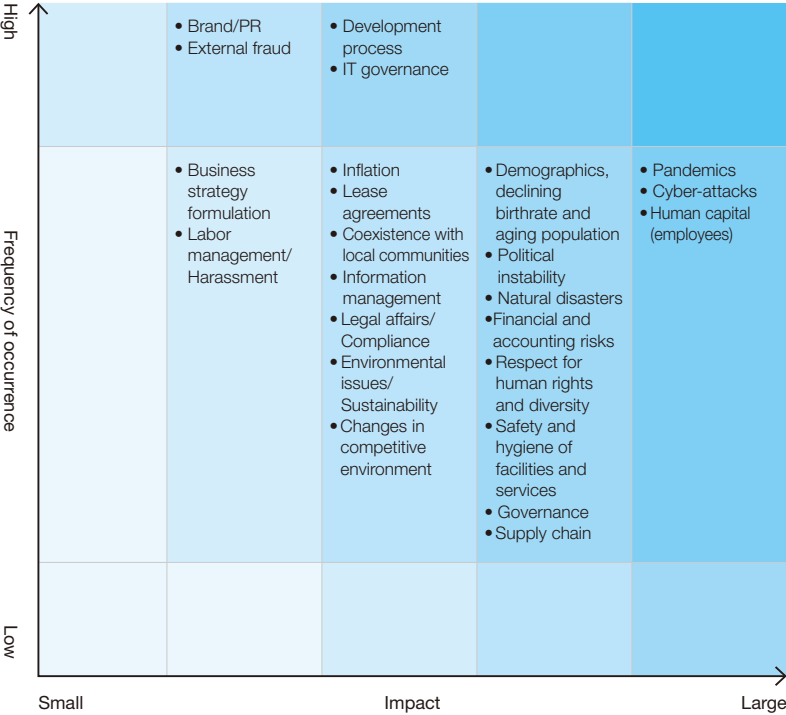
At the Company, risk management is overseen by the Compliance Committee based on the Basic Regulations on Risk Management and Basic Regulations on Crisis Management. The Compliance Committee Secretariat is under the jurisdiction of the Risk Management Department, and oversees risk management.

In day-to-day operations, the Compliance Committee implements a PDCA cycle for risk management-related matters on a quarterly basis, and works to identify, evaluate, and mitigate risks across the entire company through an annual risk assessment.

Furthermore, in the event of a major crisis, an Emergency Response Headquarters led by the President is promptly established to respond to the situation appropriately and in good faith while collaborating with the local community, with human safety as the top priority. At the same time, the Company maintains a setup that allows it to continue providing services to customers to the greatest extent possible.

Through this risk management promotion framework, the Company endeavors to achieve sustainable growth and increase corporate value.

Condensed Risk Map



Financial and Non-Financial Highlights

Category		Unit	FY 3/2016	FY 3/2017	FY 3/2018	FY 3/2019
Financial ^(*)	Business performance					
	Net sales	(Millions of yen)	135,053	135,828	152,021	162,811
	Operating profit (operating loss)	(Millions of yen)	10,244	11,815	13,087	14,567
	Ordinary profit (ordinary loss)	(Millions of yen)	5,970	7,135	8,778	9,567
	Profit (loss)	(Millions of yen)	9,775	11,514	12,928	14,321
	Operating income margin	(%)	7.6	8.7	8.6	8.9
	Capital investment	(Millions of yen)	15,686	25,659	21,384	17,481
	Depreciation and amortization	(Millions of yen)	3,602	3,945	4,429	4,759
	Financial status					
	Total assets	(Millions of yen)	161,402	173,609	190,929	202,531
	Cash and deposits	(Millions of yen)	25,960	15,210	17,298	16,643
	Liabilities	(Millions of yen)	103,428	109,289	119,157	122,961
	Interest-bearing liabilities	(Millions of yen)	67,435	71,800	78,877	83,367
	Net assets	(Millions of yen)	57,974	64,320	71,839	79,570
	Cash flows					
	Net cash provided by operating activities	(Millions of yen)	8,222	14,412	13,029	17,963
	Net cash provided by investing activities	(Millions of yen)	(13,971)	(28,263)	(16,676)	(21,474)
	Net cash provided by financing activities	(Millions of yen)	15,708	3,139	5,804	2,606
	Free cash flow	(Millions of yen)	(5,749)	(13,851)	(3,646)	(3,511)
	Per-share indicators					
	BPS ^{(*)2}	(Yen)	749.28	830.31	921.39	1,020.37
	EPS ^{(*)2}	(Yen)	78.64	92.18	112.93	122.70
	Dividend per share ^{(*)2}	(Yen)	13.0	15.5	20.0	22.5
	Financial indicators					
	Equity ratio	(%)	35.9	37.0	37.6	39.3
	ROE	(%)	11.4	11.7	12.9	12.6
	ROA	(%)	6.5	6.9	7.1	7.3
	Dividend payout ratio	(%)	16.5	16.8	17.7	18.3
Non-financial ^{(*)3}	Number of employees ^{(*)4}	(Persons)	1,362	1,597	1,848	1,997
	Percentage of women in management positions ^{(*)4}	(%)	—	—	—	11.3
	Average years of service ^{(*)4}	(Years)	5.2	4.9	4.8	5.0
	Average number of paid vacation days taken ^{(*)4}	(Days)	—	—	—	5.4
	Childcare leave take-up rate ^{(*)4}	Female	—	—	—	100
		Male	—	—	—	0
	CO2 emissions	(t-CO2)	69,918 ^{(*)5}	74,744 ^{(*)5}	76,369 ^{(*)5}	81,613 ^{(*)5}

(*)1 Consolidated figures for the Kyoritsu Maintenance Group.
(*)2 The Company conducted two-for-one stock splits on common shares effective April 1, 2017, and April 1, 2024. Net income per share (net loss per share) as well as net assets per share have been calculated assuming these stock splits had taken place at the start of the fiscal year ended March 31, 2016.
(*)3 Figures are for Kyoritsu Maintenance Co., Ltd. on a non-consolidated basis. (*)4 Calculations include regular employees only.

	FY 3/2020	FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024	FY 3/2025
	169,770	121,281	173,701	175,630	204,126	228,933
	11,205	(9,057)	1,431	7,326	16,708	20,491
	12,499	(9,116)	1,814	7,115	21,116	21,417
	6,927	(12,164)	539	4,241	12,414	14,562
	6.6	-	0.8	4.2	8.2	9.0
	22,632	12,440	9,519	13,338	17,904	48,052
	5,260	4,962	6,070	6,117	6,780	7,716
	217,086	239,032	241,723	272,308	270,921	301,470
	18,303	24,588	37,942	56,027	31,807	25,675
	133,131	168,247	171,137	197,728	184,317	202,109
	93,444	130,043	136,172	153,932	138,603	149,240
	83,954	70,784	70,586	74,579	86,604	99,360
	16,460	(17,835)	25,721	7,753	24,083	29,449
	(22,904)	(10,006)	(16,731)	(6,651)	(31,533)	(43,682)
	8,208	34,239	4,130	16,982	(16,792)	8,195
	(6,444)	(27,841)	8,990	1,102	(7,450)	(14,233)
	1,076.62	907.72	905.20	956.14	1,109.91	1,272.69
	88.84	(155.99)	6.91	54.38	159.12	186.56
	22.5	10.0	10.0	11.0	24.5	38.0
	38.7	29.6	29.2	27.4	32.0	33.0
	8.5	-	0.8	5.8	15.4	15.7
	6.0	-	0.8	2.8	7.8	7.5
	25.3	-	144.6	20.2	15.4	20.4
	2,138	2,166	2,215	2,202	2,344	2,561
	11.6	11.7	12.7	13.5	15.8	17.4
	5.1	6.0	6.5	6.7	6.5	6.5
	8.3	8.1	7.6	9.3	10.4	9.8
	100	100	100	100	100	100
	3.0	12.2	40.0	38.1	51.4	56.7
	83,646 ^{(*)5}	78,045 ^{(*)5}	121,088 ^{(*)6}	125,585 ^{(*)6}	137,525 ^{(*)6}	148,988 ^{(*)6}

(*)5 Calculations include Kyoritsu Maintenance Co., Ltd.'s head office and branches and Hotel Business only.
(*)6 Calculations include Kyoritsu Maintenance Co., Ltd.'s head office and branches, Dormitory Business, Hotel Business, and Senior Life Business.

Corporate Data

Company Profile (as of March 31, 2025)

Company name	Kyoritsu Maintenance Co., Ltd.
Established	September 27, 1979
Number of employees	6,213 (consolidated)
Capital	7,964,986,119 yen
Headquarters	2-18-8 Sotokanda, Chiyoda-ku, Tokyo 101-8621 Telephone: +81-3-5295-7777

Stock Information (as of March 31, 2025)

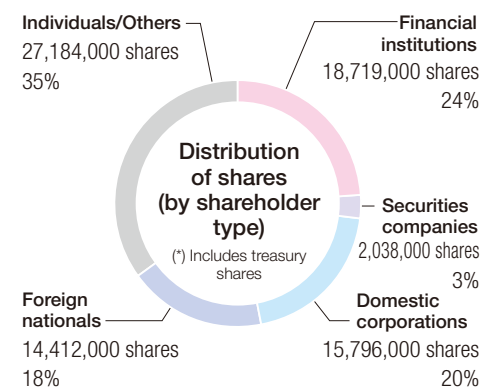
Total number of authorized shares	118,000,000 shares
Number of shares of stock issued and outstanding	78,439,636 shares (including 368,148 treasury shares)
Number of shareholders at the end of the fiscal year	43,962

Major Shareholders (as of March 31, 2025)

Shareholder name	Number of shares held (Thousands of shares)	Shareholding ratio (%)
Milestone Co., Ltd.	8,485	10.86
The Master Trust Bank of Japan, Ltd. (Trust Account)	7,765	9.94
Custody Bank of Japan, Ltd. (Trust Account)	4,838	6.19
KYORITSU INTERNATIONAL FOUNDATION	4,075	5.21
Haruhisa Ishizuka	2,111	2.70
Sumitomo Mitsui Banking Corporation	1,585	2.03
MSIP CLIENT SECURITIES Standing proxy: Morgan Stanley MUFG Securities Co., Ltd.	1,407	1.80
The Nomura Trust and Banking Co., Ltd. (Trust Account)	1,139	1.45
Nippon Life Insurance Company Standing proxy: The Master Trust Bank of Japan, Ltd.	1,097	1.40
CACEIS BANK, LUXEMBOURG BRANCH/UCITS – FULL TAX Standing proxy: Citibank, N.A., Tokyo Branch	752	0.96

Note: The shareholding ratio is calculated after treasury shares (368 thousand shares) have been deducted.

Share Ownership (as of March 31, 2025)



Group Company Data

Company name	Kyoritsu Estate Co., Ltd.	Company name	Kyoritsu Trust Co., Ltd.
Established	April 1, 1983	Established	October 1, 1997
Business	Construction, planning, design, and brokerage business, condominium sales business, other development-related businesses	Business	Support business for people who live alone and insurance agency business

Company name	Kyoritsu Foods Service Co., Ltd.	Company name	Kyoritsu Oasis Co., Ltd.
Established	June 19, 1998	Established	December 25, 2020
Business	Restaurant business	Business	Contracted hotel and restaurant operation business

Company name	Kyoritsu Foods Management Co., Ltd.	Company name	Kyoritsu Solutions Co., Ltd.
Established	September 1, 2021	Established	December 3, 1999
Business	Contracted food service business	Business	Comprehensive human-resource services Public Kyoritsu Partnership (PKP) Business (services provided under contract to local governments)

Company name	Kyoritsu Financial Service Co., Ltd.	Company name	Builnet Co., Ltd.
Established	June 1, 2000	Established	November 4, 1960
Business	Financial business and administrative outsourcing business	Business	Office Building Custodial Services Business Residential Building Custodial Services Business

Company name	Kyoritsu Maintenance Korea Co., Ltd.	Company name	Kyoritsu Assist Co., Ltd. (special subsidiary company)
Established	July 18, 2011	Established	August 1, 2012
Business	Dormy Inn (business hotel) business	Business	Cleaning services and clerical support services

Company name	Kyoritsu Refre Forum Co., Ltd.
Established	October 1, 2023
Business	Spa therapy business

Our Websites

We provide timely information about management and sustainability initiatives on our websites. See our websites for the latest information.

IR Information



<https://www.kyoritsugroup.co.jp/en/ir/>

Sustainability



<https://www.kyoritsugroup.co.jp/en/sustainability/>



Integrated Report 2025 Request for Your Participation in a Survey

Thank you very much for reviewing the Kyoritsu Maintenance Group's Integrated Report 2025.

Our Group's fundamental management principle is not merely to pursue business growth, but to grow together with all our stakeholders. We hope this report will help you understand our management policies, strategies, and initiatives for social contribution, and that it will serve as an opportunity for deeper dialogue with our stakeholders.

We would greatly appreciate your feedback and impressions regarding this report. Your input will help us further improve and expand the content of our disclosures. We kindly ask for your cooperation in completing the survey below.

[\[Access the Survey here\]](#)

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