

# Consolidated Financial Highlights for the Fiscal Year Ended September 30, 2017

OPEN HOUSE CO., LTD. [3288 TSE]







### **FY2017 Topics**

### **Business** performance

- Revenue and income set record highs for the fifth consecutive year.
- Revenue reached more than ¥300 billion on the 20th anniversary of the foundation.

¥ 304.6 billion (+23.2% YOY) **Revenue: Ordinary income:** ¥ 36.1 billion (+23.9% YOY) Profit attributable to owners of parent: ¥ 24.7 billion (+32.5% YOY)

- The single-family homes business showed steady growth due to price advantages over new condominiums.
- The condominiums business marked solid performance with revenue of ¥26.4 billion, a 38.9% increase year on year.
- The property resales business continued the upward trend in revenue on the back of the BOJ's monetary easing policies.

### Performance forecasts

Our goal is to achieve record highs both in revenue and income for the sixth consecutive year.

**Revenue:** ¥ 380.0 billion (+24.7% YOY) ¥ 43.5 billion (+20.4% YOY) **Ordinary income: Profit attributable to owners of parent:** ¥ 30.0 billion (+21.0% YOY)

Mid-Term **Business Plan**  Business plan for the fiscal year ending September 30, 2020

Revenue: **¥500.0 billion** (three-year average growth rate +18.0%) **Ordinary income: ¥60.0 billion** (three-year average growth rate +18.4%)

Profit attributable to owners of parent: ¥40.0 billion

(three-year average growth rate +17.3%)



# **FY2017 Consolidated Summary**



## **Overview of Consolidated Income Statement**

- Revenue and income set record highs for the fifth consecutive year.
- Both revenue and income surpassed earnings forecasts and net income marked more than 30% growth.

	FY2016 <2015/10-2016/9>		FY2017 <2016/10-2017/9>		YOY %	
	Actual	% of revenue	Actual	% of revenue	101 %	
Revenue	247,210	_	304,651	_	23.2%	
Gross profit	46,382	18.8%	56,118	18.4%	21.0%	
SG&A expenses	15,062	6.1%	18,501	6.1%	22.8%	
Operating income	31,320	12.7%	37,617	12.3%	20.1%	
Non-operating income	191	0.1%	444	0.1%	131.6%	
Non-operating expenses	2,357	1.0%	1,929	0.6%	(18.2%)	
Ordinary income	29,154	11.8%	36,131	11.9%	23.9%	
Profit attributable to owners of parent	18,709	7.6%	24,797	8.1%	32.5%	

FY2017 <2016/10-2017/9>						
Initial forecasts released on Nov. 14, 2016	Difference between actual and forecasts					
300,000	+4,651					
35,000	+2,617					
34,000	+2,131					
22,000	+2,797					



## Performance by segment (revenue, operating income)

- The single-family homes and property resale businesses marked significant growth in revenue.
- The single-family homes and property resale mainly contributed to boosting operating income.

				(Million yen)	
FY2016 <2015/10-2016/09>				YOY%	
Actual	Ratio	Actual	Ratio		
247,210	100.0%	304,651	100.0%	23.2%	
8,528	3.4%	10,197	3.3%	19.6%	
119,563	48.4%	151,998	49.9%	27.1%	
37,625	15.2%	39,154	12.9%	4.1%	
19,059	7.7%	26,480	8.7%	38.9%	
72,801	29.4%	88,976	29.2%	22.2%	
455	0.2%	1,825	0.6%	300.9%	
(10,822)	_	(13,981)	_	_	
Actual	% of revenue	Actual	% of revenue	YOY%	
31,320	12.7%	37,617	12.3%	20.1%	
2,882	33.8%	3,087	30.3%	7.1%	
12,833	10.7%	17,300	11.4%	34.8%	
2,050	5.4%	1,874	4.8%	(8.6%)	
3,085	16.2%	4,345	16.4%	40.8%	
10,583	14.5%	11,122	12.5%	5.1%	
138	30.5%	54	3.0%	(60.6%)	
(253)		(166)			
	<2015/10- Actual  247,210  8,528  119,563  37,625  19,059  72,801  455  (10,822)  Actual  31,320  2,882  12,833  2,050  3,085  10,583  138	Actual       Ratio         247,210       100.0%         8,528       3.4%         119,563       48.4%         37,625       15.2%         19,059       7.7%         72,801       29.4%         455       0.2%         (10,822)       —         Actual       % of revenue         31,320       12.7%         2,882       33.8%         12,833       10.7%         2,050       5.4%         3,085       16.2%         10,583       14.5%         138       30.5%	Actual       Ratio       Actual         247,210       100.0%       304,651         8,528       3.4%       10,197         119,563       48.4%       151,998         37,625       15.2%       39,154         19,059       7.7%       26,480         72,801       29.4%       88,976         455       0.2%       1,825         (10,822)       —       (13,981)         Actual       % of revenue       Actual         31,320       12.7%       37,617         2,882       33.8%       3,087         12,833       10.7%       17,300         2,050       5.4%       1,874         3,085       16.2%       4,345         10,583       14.5%       11,122         138       30.5%       54	<2015/10-2016/09>         <2016/10-2017/09>           Actual         Ratio         Actual         Ratio           247,210         100.0%         304,651         100.0%           8,528         3.4%         10,197         3.3%           119,563         48.4%         151,998         49.9%           37,625         15.2%         39,154         12.9%           19,059         7.7%         26,480         8.7%           72,801         29.4%         88,976         29.2%           455         0.2%         1,825         0.6%           (10,822)         —         (13,981)         —           Actual         % of revenue         Actual         % of revenue           31,320         12.7%         37,617         12.3%           2,882         33.8%         3,087         30.3%           12,833         10.7%         17,300         11.4%           2,050         5.4%         1,874         4.8%           3,085         16.2%         4,345         16.4%           10,583         14.5%         11,122         12.5%           138         30.5%         54         3.0%	

<sup>\*1</sup> The reporting segment name has been changed from the previous Asakawa Homes to Open House Architect from FY2017.

<sup>\* 2</sup> Operating income for Open House Architect reflects a deduction of amortization of goodwill recorded on the acquisition of Open House Architect equity.



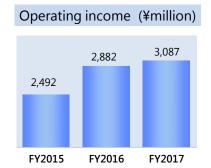
## **Brokerage Business**

- Seven sales centers opened in the fiscal year under review, a record-high number of openings per year, bringing the total to 25 sales centers.
- The number of brokerage transactions showed a steady increase of 32.8% year on year for the full fiscal year.



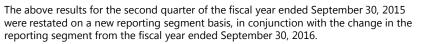


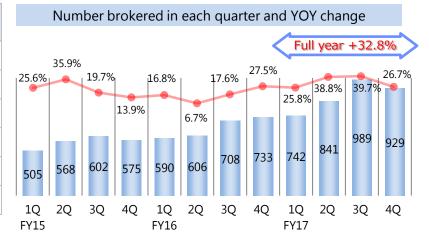






	FY2015 14/10-15/9	FY2016 15/10-16/9	FY2017 16/10-17/9	Inc.(Dec.)
Revenue (¥million)	7,255	8,528	10,197	19.6%
Gross profit (¥million)	4,536	5,388	6,163	14.4%
Gross profit margin	62.5%	63.2%	60.4%	(2.7%)
Operating income (¥million)	2,492	2,882	3,087	7.1%
Operating income margin	34.4%	33.8%	30.3%	(3.5%)
Number brokered	2,250	2,637	3,501	864







# **Single-Family Homes Business**

- The prices of new condominiums remained high and marked steady sales growth due to the price advantage over single-family homes.
- The advance delivery of pieces of land in the single-family homes business contributed to boosting the full-year operating results.

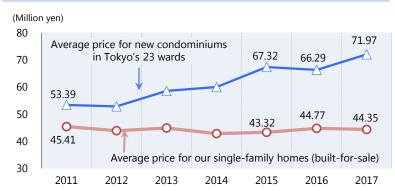






By type of sal	e	FY2015 14/10-15/9	FY2016 15/10-16/9	FY2017 16/10-17/9	Inc.(Dec.)
<b>Built-for-sale</b>	Revenue (¥million)	38,382	55,655	65,912	18.4%
houses	Number delivered	886	1,243	1,489	246
Lands	Revenue (¥million)	44,529	52,141	72,556	39.2%
Lanus	Number delivered	964	1,097	1,666	569
Built-to-	Revenue (¥million)	8,554	11,547	12,909	11.8%
order houses	Number delivered	581	747	884	137
Others	Revenue (¥million)	178	218	620	183.8%
	Revenue (¥million)	91,644	119,563	151,998	27.1%
	Gross profit (¥million)	15,318	21,232	27,873	31.3%
	Gross profit margin	16.7%	17.8%	18.3%	0.6%
Total	Operating income (¥million)	8,289	12,833	17,300	34.8%
	Operating income margin	9.0%	10.7%	11.4%	0.6%
	Number delivered (built- for-sale houses + lands)	1,850	2,340	3,155	815

Changes in the average price for new condominiums in Tokyo's 23 wards and average price for our single-family homes (built-for-sale)



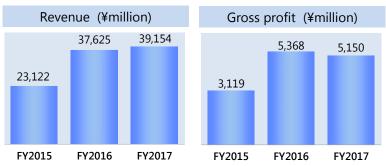
Source: MLIT, "Monthly marketing report of lands" Fiscal years: Condominium prices are on a calendar-year basis. Prices for our homes are for the period October – September. Condominium prices for 2017 are for the January – September period. Prices of our homes are for the October 2016- September 2017 period.



### **Open House Architect**

- The company name was changed to Open House Architect in October 2016.
- The number of houses delivered under construction contracts steadily increased for both external customers and the Group companies.









	FY2015 14/10-15/09	FY2016 15/10-16/09	FY2017 16/10-17/09	Inc. (Dec.)
Revenue (¥million)	23,122	37,625	39,154	4.1%
Gross profit (¥million)	3,119	5,368	5,150	(4.1%)
Gross profit margin	13.5%	14.3%	13.2%	(1.1%)
Operating income (¥million)*1	564	2,050	1,874	(8.6%)
Operating income margin	2.4%	5.4%	4.8%	(0.7%)
Number delivered *2	1543 136	2484 474	2,741 609	257 135

The above figures for FY2015 present actual results for the period from January to September 2015 (due to



The above represents the number of contracts for construction orders received during the respective fiscal year.

the fact that consolidated reporting started from January . 2015) \*1 Operating income for Open House Architect reflects a deduction of amortization of goodwill for Open House Architect.

<sup>\*2</sup> Number delivered refers to the number of properties delivered under single-family homes construction contracts. (Number delivered to OHD on the lower line)



### **Condominiums Business**

- ✓ We focused on compact condominiums, targeting single households, etc. that do not purchase single-family homes.
- Due to strong demand for new condominiums in urban centers, sales contract amounts steadily increased.











	FY2015 14/10-15/9	FY2016 15/10-16/9	FY2017 16/10-17/9	Inc. (Dec.)
Revenue (¥million)	20,095	19,059	26,480	38.9%
Gross profit (¥million)	4,647	4,783	6,643	38.9%
Gross profit margin	23.1%	25.1%	25.1%	0.0%
Operating income (¥million)	3,176	3,085	4,345	40.8%
Operating income margin	15.8%	16.2%	16.4%	0.2%
Number delivered	311	304	487	183

#### — Major condominiums delivered in FY2017 —

Name	Units	Average price
Open Residencia Aoyama The House	29	¥90million
Open Residencia Koishikawa 5chome	21	¥60million
Open Residencia Meguro Tairamachi	19	¥60million
Open Residencia Mejiro Avenue	18	¥50million



## **Property Resales Business**

- Demand for property resales remains high on the back of the continued BOJ's monetary easing policies.
- Gross profit margin marked the expected level which reflected a slowdown in the upward property prices.



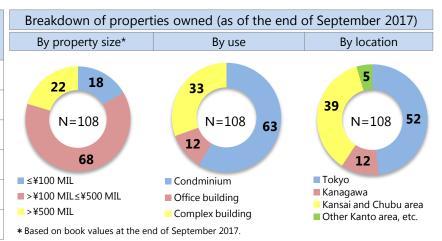








	FY2015 14/10-15/09	FY2016 15/10-16/09	FY2017 16/10-17/09	Inc. (Dec.)
Revenue (¥million)	41,719	72,801	88,976	22.2%
Gross profit (¥million)	8,901	13,725	14,660	6.8%
Gross profit margin	21.3%	18.9%	16.5%	(2.4%)
Operating income (¥million)	6,799	10,583	11,122	5.1%
Operating income margin	16.3%	14.5%	12.5%	(2.0%)
Number delivered	108	183	209	26





### **Breakdown of SG&A Expenses, Non-Operating Income /Expenses**

	FY2016 <2015/10-2016/9>		FY2017 <2016/10-2017/9>		Inc.	
	Actual	% of revenue	Actual	% of revenue	(Dec.)	
SG&A expenses	15,062	6.1%	18,501	6.1%	3,438	
Personnel expenses	4,311	1.7%	4,954	1.6%	643	
Sales commissions	2,394	1.0%	2,434	0.8%	39	
General expenses	1,868	0.8%	2,417	0.8%	549	
Advertising expenses	1,361	0.5%	1,771	0.6%	410	
Promotion expenses	707	0.3%	803	0.3%	95	
Others	4,419	1.8%	6,120	2.0%	1,700	

	FY2016 <2015/10-2016/9>			017 0-2017/9>	Inc.	
	Actual	% of revenue	Actual	% of revenue	(Dec.)	
Non-operating income	191	0.1%	444	0.1%	252	
Foreign exchange gain	_	0.0%	256	0.1%	256	
Others	191	0.1%	188	0.1%	(3)	
Non-operating expenses	2,357	1.0%	1929	0.6%	(428)	
Interest expenses	795	0.3%	892	0.3%	97	
Commissions	988	0.4%	682	0.2%	(306)	
Foreign exchange loss	251	0.1%	_	_	(251)	
Other	322	0.1%	354	0.1%	31	



### **Consolidated Balance Sheet**

IOUSE			
	Sep 30, 2016	Sep 30, 2017	Inc. (Dec.)
Current assets	196,792	248,429	51,637
Cash and cash equivalents	67,508	90,910	23,401
Inventories	117,546	144,894	27,348
Others	11,737	12,625	888
Fixed assets	8,013	8,255	241
Tangible fixed assets	2,651	3,113	462
Intangible fixed assets	1,389	1,299	(90)
Investments and other assets	3,972	3,841	(130)
Deferred assets	62	51	(11)
Total assets	204,868	256,736	51,868
	Sep 30, 2016	Sep 30, 2017	Inc. (Dec.)
Liquidity on hand* 1 (month)	3.3	3.6	0.3
Net debt / equity ratio * 2 (times)	0.7	0.6	(0.1)

			(
	Sep 30, 2016	Sep 30, 2017	Inc. (Dec.)
Liabilities	140,784	173,357	32,573
Current liabilities	74,288	82,613	8,324
Long-term liabilities	66,495	90,743	24,248
Net Assets	64,084	83,379	19,295
Shareholders' equity	63,736	82,902	19,165
Other accumulated comprehensive income	347	477	129
Total liabilities and net assets	204,868	256,736	51,868
	Sep 30, 2016	Sep 30, 2017	Inc. (Dec.)
Equity ratio	31.1%	32.3%	1.2%
Debt/equity ratio * 3 (times)	1.7	1.7	(0.0)

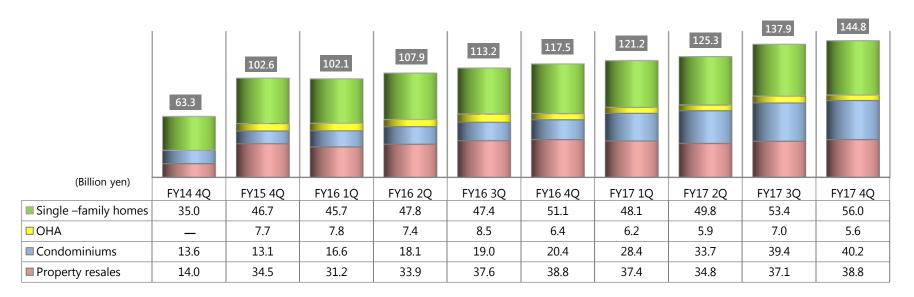
<sup>\*1</sup> Liquidity on hand: cash & deposits/average monthly revenue,

<sup>\*2</sup> Net debt/equity ratio: (loans payable + corporate bonds – cash & deposits) / net assets,
\*3 Debt/equity ratio: (loans payable + corporate bonds) / net assets



# **Inventory Details**

	End of FY2014 (Sep 30, 2014)	End of FY2015 (Sep 30, 2015)	End of FY2016 (Sep 30, 2016)	End of FY2017 (Sep 30, 2017)	(Ratio)	Inc. (Dec.)
Single–family homes	35,080	46,741	51,146	56,058	38.7%	4,911
Openhouse Architect	_	7,756	6,486	5,608	3.9%	(877)
Condominiums	13,683	13,101	20,422	40,291	27.8%	19,869
Property resales	14,090	34,586	38,838	38,871	26.8%	32
Others	513	428	651	4,064	2.8%	3,412
Total	63,368	102,614	117,546	144,894	100.0%	27,348





# **Consolidated Statement of Cash Flows**

	<b>FY2016</b> <2015/10-2016/9>	<b>FY2017</b> <2016/10-2017/9>	Major factors
Cash flows from operating activities	9,817	(799)	<ul><li>Profit before income taxes</li><li>Increased inventories</li><li>Income taxes paid, etc.</li></ul>
Cash flows from investing activities	(2,672)	(1,337)	– Purchase of tangible fixed assets, etc.
Cash flows from financing activities	17,332	25,181	<ul><li>Increase in loans payable</li><li>Cash dividends paid</li><li>Purchase of treasury , etc.</li></ul>
Effect of exchange rate changes on cash and cash equivalents	(293)	356	
Net increase (decrease) in cash and cash equivalents	24,183	23,401	
Cash and cash equivalents at beginning of period	43,325	67,508	
Cash and cash equivalents at end of period	67,508	90,910	



# **Consolidated Business Performance Forecasts for FY2018**



### **Business Performance Forecasts**

- We expect that revenue will reach ¥380 billion, an increase of 24.7% year on year.
- Our goal is to mark record highs in revenue and income for the sixth consecutive year.

	FY2016	FY20	017	FY2	018
	Actual	Actual	Inc. (Dec.)	Forecast	Inc. (Dec.)
Revenue	247,210	304,651	23.2%	380,000	24.7%
Operating income	31,320	37,617	20.1%	44,700	18.8%
Ordinary income	29,154	36,131	23.9%	43,500	20.4%
Profit attributable to owners of parent	18,709	24,797	32.5%	30,000	21.0%
					(yen)
EPS (yen)	332.08	443.41		537.73	
Annual dividends per share (yen) (Interim dividends per share)	50.00	65.00 (30.00)	15.00 (30.00)	92.00 (46.00)	27.00 (16.00)
Payout ratio	15.1%	14.7%		17.1%	



### **Consolidated Business Performance Forecasts** (Revenue by Business Segment) and Change in Business Segments

To further strengthen the business model — a comprehensive system from purchase and construction to intermediacy — the brokerage business, single-family homes business, and Open House Architect will be consolidated to establish a new segment, the single-family homes related business.

— Before change in busin	ess segment	s	(Million yen)	-	— After change in busines	s segments	(	Million yen)
	FY2016	FY2	017			FY2017	FY20	)18
	Actual	Actual	Inc. (Dec.)			Actual	Forecast	Inc. (Dec.)
Revenue	247,210	304,651	23.2%		Revenue	304,651	380,000	24.7%
Brokerage	8,528	10,197	19.6%		Single-family homes related business			
Single-family homes	119,563	151,998	27.1%	$\rightarrow$	1. Brokerage 2. Single-family homes 3. Construction work	188,475	226,000	19.9%
Open House Architect	37,625	39,154	4.1%		Former Open House Architect			
Condominiums	19,059	26,480	38.9%		Condominiums	26,480	43,500	64.3%
Property resales	72,801	88,976	22.2%		Property resales	88,976	100,000	12.4%
Others	455	1,825	300.9%		Others	1,825	11,000	502.6%
Adjustments	(10,822)	(13,981)			Adjustments	(1,105)	(500)	

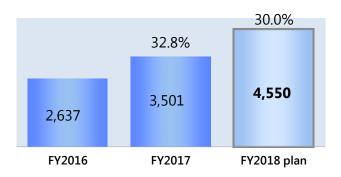
<sup>\*</sup> Single-family homes related business = Brokerage + Single-family homes + Open House Architect – Adjustments for internal transactions (¥12,875 million)



### Single-Family Homes Related Business (1. Brokerage)

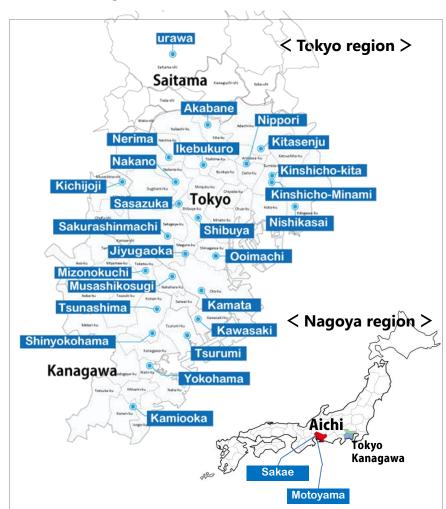
- Including Urawa and Tsurumi Sales Centers launched in October 2017, the business operates at a total of 27 sales centers.
- Sales centers are located in Tokyo and three prefectures including Saitama Prefecture.

#### No. of brokerage transactions and YOY%



#### No. of sales centers of each area

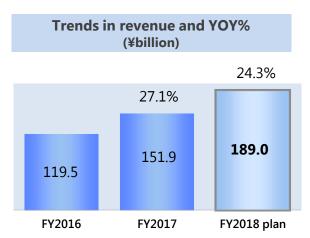
	FY2016 15/10-16/9 Actual	FY2017 16/10-17/9 Actual	As of Nov. 14, 2017
Tokyo	13	16	16
Kanagawa Prefecture	5	7	8
Aichi Prefecture	_	2	2
Saitama Prefecture			1
Total	18	25	27



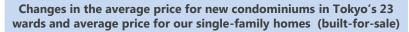


# Single-Family Homes Related Business (2. Single-Family Homes)

- Customers' awareness of single-family homes in urban centers is steadily rising due to condominiums' persistent high prices.
- Housing sales are forecast to continue seeing stable growth with the expectation of a further increase in the number of households in urban centers in the coming years.



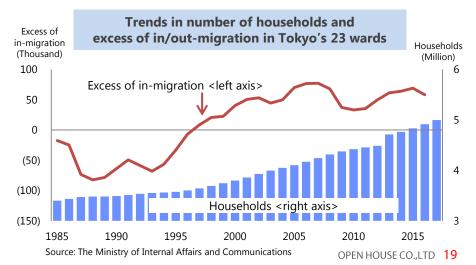
Number delivered by type of sale						
By type of sale	FY2016 Actual	FY2017 Actual	FY2018 plan	Inc.		
Built-for-sale houses	1,243	1,489	2,050	561		
Lands	1,097	1,666	2,050	384		
Built-to- order houses	747	884	1,090	206		
Built-for-sale houses +lands	2,340	3,155	4,100	945		





Source: MLIT, "Monthly marketing report of lands"

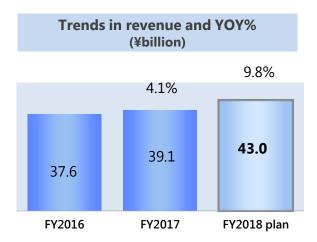
Fiscal years: Condominium prices are on a calendar-year basis. Prices for our homes are for the period October – September . Condominium prices for 2017 are for the January – September period. Prices of our homes are for the October 2016- September 2017 period.





# **Single-Family Homes Related Business** (3. Construction work: Former Open House Architect)

- The number of homes ordered for construction continues to grow in transactions with both external customers and the Group companies.
- The planned number of single-family homes to supply in the entire Group is 5,400 homes.



# **Nagoya Show Room of Open House Architect** Location: Tokugawa, Higashi-ku, Nagoya City (Nagoya Sales Center) Target: Customers ordering built-for-sale houses or built-to-order houses

#### Number delivered \*1

	FY2016 Actual	FY2017 Actual	FY2018 plan	Inc (Dec)
Total contracts (1)	2,484	2,741	3,160	419
OHD contracts included above (2)	474	609	900	291

<sup>\*1</sup> Number delivered refers to the number of properties delivered under single-family homes construction contracts.

#### (Reference) Number of single-family homes delivered at the Group level

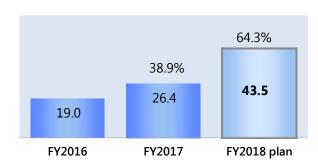
	FY2016 Actual	FY2017 Actual	FY2018 plan	Inc(Dec)
OHD: built-for-sale houses (3)	1,243	1,489	2,050	561
OHD: built-to-order houses (4)	747	884	1,090	206
Group total (1)-(2)+(3)+(4)	4,000	4,505	5,400	895



### **Condominiums Business**

- We have entered into sales contracts for more than half of the planned number of deliveries for the fiscal year ending September 30, 2018 (as of October 31, 2017)
- A sharp decline in the prices of condominiums in urban centers is unlikely to take place because the leading companies have an oligopoly and a sound financial performance of each companies.

#### Trends in revenue and YOY% (¥billion)

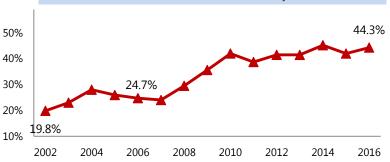


#### **Number delivered**

	FY2016 Actual	FY2017 Actual	FY2018 plan	Inc(Dec)
Number delivered	304	487	735	248
Number contracted	463	521		

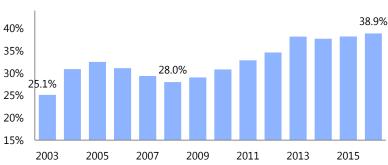


#### Trend of seven leading companies' market share of condominiums business in the metropolitan areas \*



Source: Market share based on the number of condominiums sold in the metropolitan area listed in "Trend of Condominiums Market" published by Real Estate Economic Institute Co., Ltd. \* Seven leading companies: Sumitomo Realty & Development Co., Ltd., Daikyo Incorporated, Tokyu Land Corporation, Tokyo Tatemono Co., Ltd., Nomura Real Estate Holdings, Inc., Mitsui Fudosan Co., Ltd., Mitsubishi Estate Co., Ltd.

#### Trend of capital adequacy ratio of independent real estate companies



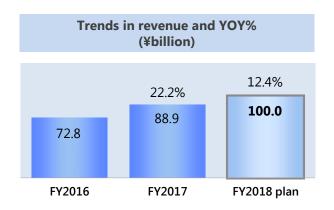
Companies: Independent real estate companies (20 companies with total assets of more than ¥100 billion belonging to the real estate industry)

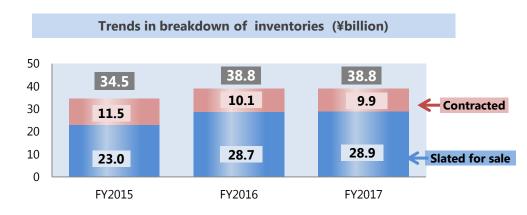
Source: Calculated based on the weighted average of actual figures reported in their annual securities reports.



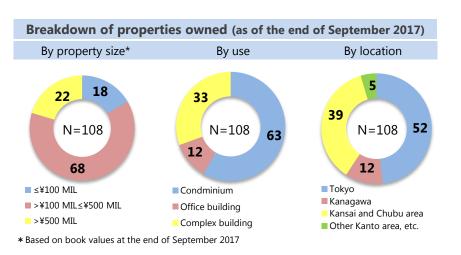
### **Property Resale Business**

- ☑ Inventory turnover ratio improved due to a shortened transaction period for processes from procurement to sales of portfolios
- ☑ Demand for reselling property remains high on the back of the BOJ's continued monetary easing policies.





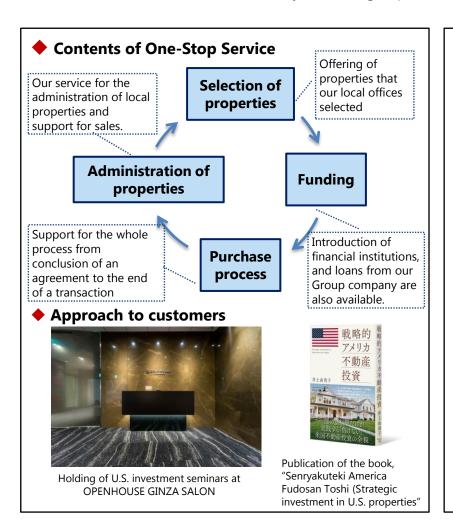
Breakdown of gain o	on sales and	l rental ear	nings (¥b	oillion)
	FY2016 Actual	FY2017 Actual	FY2018 plan	Inc. (Dec.)
<b>Total Property resales</b>	72.8	88.9	100.0	11.1
Gain on sale	70.2	86.8	97.5	10.7
	+			
Rental earnings	2.5	2.1	2.5	0.4
Inventories (average during period)	325		_	_





### **U.S. Real Estate Business (Other Segment)**

- Launch of One-Stop Service targeting the wealthy class of customers who invest in U.S. properties
- Opening of "OPENHOUSE GINZA SALON" in "GINZA SIX" in September 2017
- Planned revenue for the fiscal year ending September 30, 2018 is ¥10 billion







### **Initiative for Open Innovation**

- Launch of the MASACASA! Project set to have people think about future houses and living, through collaboration with SoftBank and other companies.
- The Company's single-family home located in a first-class district in the Minato Ward of Tokyo has been set up as a place for joint demonstration experiments

#### Outline of the MASACASA! Project

Create new business that is initiated by participating Objective:

companies and revitalize collaborative work thereof

Single-family house in Minato Ward of Tokyo **Property:** 

Period: October 2017-April 2018

Participants: Approx. 60 companies and organizations

both in Japan and abroad

Logo of MASACASA!

#### Major participating companies and organizations

Amazon Japan (Amazon Launchpad Store)

ANCHORRING, JAPAN Inc.

**OMRON** Corporation

Connected Design, Inc.

SIGMAXYZ Inc.

SoftBank Group Corp.

TV TOKYO Communications Corporation

**Dentsu Ventures** 

TOKYO GAS Co., Ltd.

Japan Organization for Medical Device Development, Inc. (JOMDD)

Mitsubishi Research Institute, Inc.

YKK AP Inc., and other companies

Note: "Amazon" and "アマゾン" represent the trademark or registered trademark of Amazon.com, Inc. or its affiliated companies.

#### **Activities of the Project**

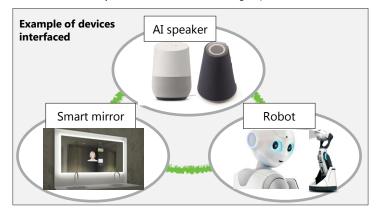
- Demonstration experiments of products and services by using an actual single-family home
- Meetings so that participants can exchange opinions and ideas on products and services
- Study sessions inviting specialists in future houses and living



Single-family house used for demonstration experiment



Meeting for participating companies to exchange opinions and ideas





### **Shareholder returns**

- Dividend per share will increase by ¥27.00 to ¥92.00 per share in FY2018.
- The dividend payout ratio will be raised to 17.1% with the focus on shareholder returns through dividend distribution.

#### Annual dividends per share



Notes: The dividend per share above is calculated by assuming that the two-for-one stock split on July 1, 2015 was conducted in the beginning of FY2013. The proposal for the year-end dividend for FY2017 will be submitted to the annual meeting of shareholders which will be held in December 2017. \* The figures in brackets above present the interim dividends included in the annual dividends.

#### **Shareholder Benefits Program**

Details of benefits	Less than 3 years' continuous holding	3 or more years' continuous holding
Benefits when purchasing homes brokered by the company or sold by the group	100,000 yen cash back	300,000 yen cash back
Quo Card	3000-yen card	5000-yen card

Eligible shareholders:

Those owning one or more trading units (100 shares) of company stock as recorded on the shareholders' register as of September 30 of each year Continued holding represents shareholders who have retained one unit (100 shares) or more of the Company's common shares for not less than 3 years, with the initial day of reckoning of September 30, 2015.



# **Mid-Term Business Plan**



### Formulation of the Mid-Term Business Plan

#### **Positioning**

- With the 20th anniversary of the Company's foundation in September 2017, management goals toward a new stage are to be clarified.
- The Mid-Term Business Plan is to be formulated on the basis of growth of the existing businesses only without incorporating new business, M&A, etc.
- Executing the Mid-Term Business Plan will take us a step closer to the goal of corporate value improvement and sustainable growth.

#### Name

### "Hop Step 5000" (called "HS 5000 Plan")

- Plan period: Three years from FY2018 FY2020
- Meaning of the name: Revenue of ¥500 billion is not the final goal, but a checkpoint to pass through. It is a warming-up period to take a further leap—a JUMP—toward a new stage.

Management Goals in "HS 5000 Plan"	FY2017 Actual	FY2018 Forecast	FY2020 Forecast	Average annual growth rate (3-year CAGR)
Revenue	3,046	3,800	5,000	18.0%
Ordinary income	361	435	600	18.4%
Profit attributable to owners of parent	247	300	400	17.3%
EPS (yen)	443.41	537.73	716.97	-

<sup>&</sup>lt;Assumptions made in calculating EPS>



### Formulation of the Mid-Term Business Plan

#### **Basic policies**

- We strive to become a real estate company that is needed by society by achieving sound operating performance and business expansion through the continued offering of products that customers demand.
- We aim to further raise the corporate value by optimizing business portfolios focused on the single-family homes related business.

#### **Initiatives**

- (1) Bolstering of competitiveness of the single-family homes related business as the Company's mainstay
  - **Expansion of business development areas** (Acceleration of business development into new areas including Aichi and Saitama prefectures, in addition to existing areas)
  - **Strengthening of functions for development and construction** (Shortening of a project period, reduction of construction costs, improvement in productivity by leveraging IT, etc.)
  - **Enhancement of the Group management** (Further improvement in a comprehensive system from purchase and construction to intermediacy and sales as the Company's advantage)
- (2) Formation of business portfolios reflecting changes in external environment
  - **Bolstering of the condominiums business** (Development focused on promising compact condominiums located in very convenient urban centers)
  - Sustainable growth of property resales business (Retention of customers, development of new property portfolios, etc.)
  - **New business development** (Full-fledged operation of the U.S. property investment services for the wealthy class of customers, M&A enhancement, etc.)
- (3) Strengthening of the management base to underpin corporate growth
  - Recruitment of resources (proactive investment in people, goods and money, set as the top priority for management)
  - **Development of human resources for business management** (Reinforced fostering of next-generation management group)
  - Innovation on work style and enhancement of diversity (Appropriate management of labor hours, support for child-care and nursing-care, and recruitment of non-Japanese or disabled people, etc.)

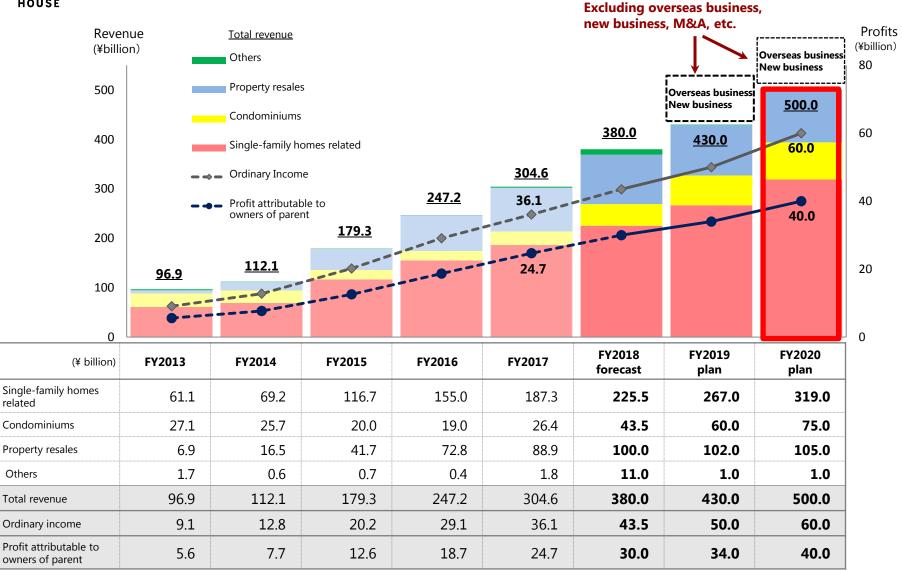
#### **Capital policies**

#### **Establishment of both capital efficiency and financial soundness**

- Maintenance of high capital efficiency (Targeting the level of 30% ROE)
- Maintenance of sound financial strength to assure financial safety (Maintaining the capital adequacy ratio at or above 30%)
- **Strengthening of shareholders return** (Gradual increase in the dividend payout ratio, targeting the level of 20% for the fiscal year ending September 30, 2020)



# **Earnings Plan**



Note: The Single-Family Homes Related Business includes Brokerage, Open House Architect, and adjustment amounts. The Earnings Plan has been prepared on the basis of the existing businesses, excluding overseas business, new business, M&A, etc.



### Strengthening of Shareholder Return (Raising Dividend Payout Ratio)

- We plan to gradually increase the dividend payout ratio, targeting 20% in the fiscal year ending September 30, 2020.
- We will flexibly buy back shares with comprehensive consideration given to financial strength, business performance, stock prices, etc.



<Assumptions made in calculating indicator per share>

- The stock splits (1,000-for-one stock split on June 28, 2013 and two-for-one stock split on July 1, 2015) are assumed to have been executed in the beginning of the fiscal year ended September 30, 2013.
- Figures in and after the fiscal year ending September 30, 2018 are calculated based on the number of shares (total number of shares issued - treasury shares) as of September 30, 2017.

### 東京に、家を持とう。



#### ——Disclaimer ——

This document contains forward-looking statements concerning future business performance. These statements include company forecasts based on information available at the time of publication and involve potential risks and uncertainties. They do not constitute a guarantee of future results. The information provided herein is subject to change without notice; no guarantees are provided with regard to the accuracy or reliability of such information.

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