

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

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Financial capital

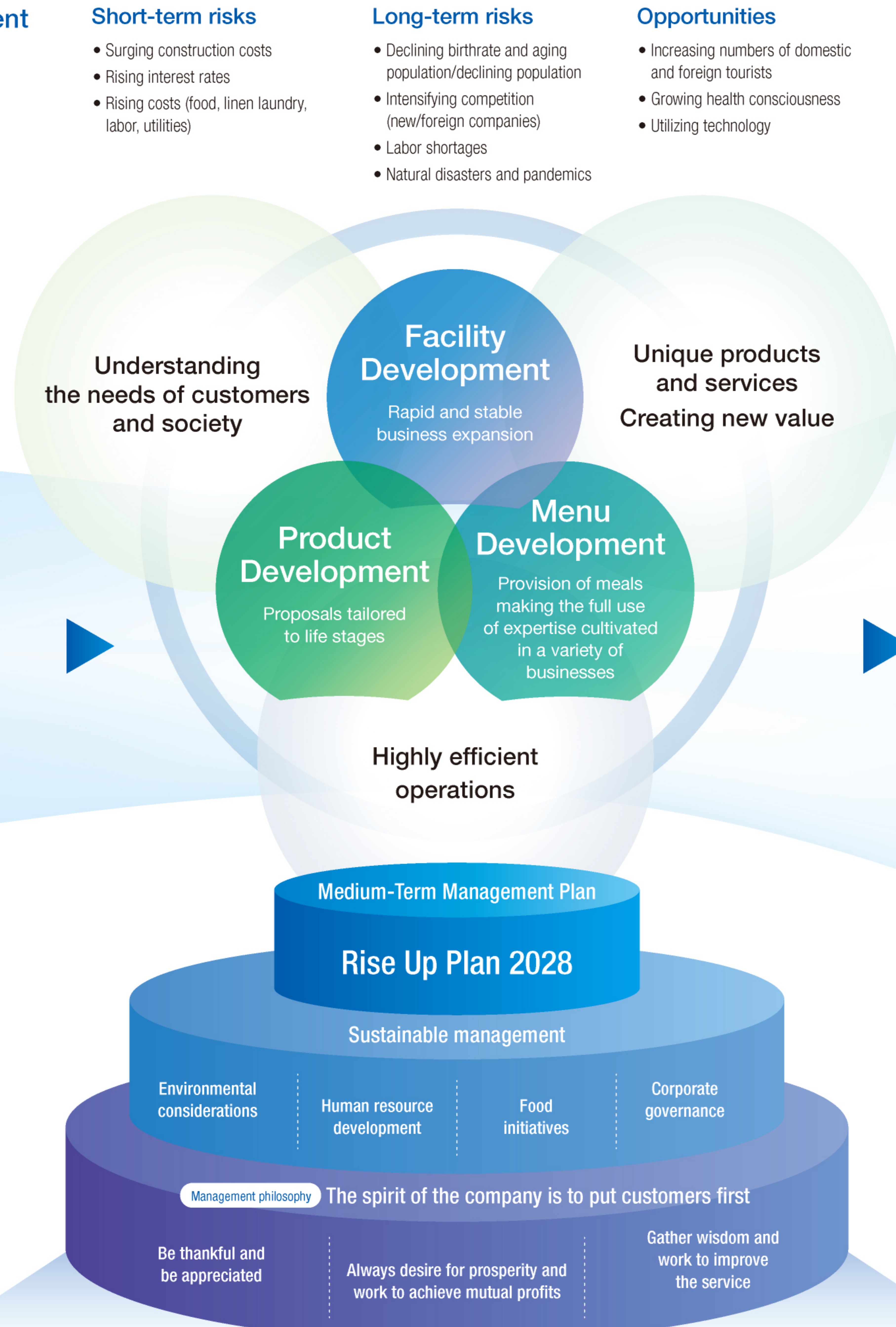
Manufacturing capital

Intellectual capital

Human capital

Social and relationship capital

Natural capital



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	

- Business features**
- A dormitory manager and matron are stationed at all times
 - Each menu item is devised by a registered dietician 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	

- Business features**
- 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	

- Business features**
- 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	

- Business features**
- 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