Value Creation Process

Input → Unique business model → Output → Outcome

Input

Basics of Management

- Financial capital
- Manufacturing capital
- Intellectual capital
- Human capital
- Social and relationship capital
- Natural capital

Unique business model

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



Medium-Term Management Plan
Rise Up Plan 2028

Sustainable management

Environment	Social (Human Resources and Food)	Governance

Output



Dormy
Student dormitories / employee dormitories

Residence Group



ドーミーシニア
Nursing care residences

Added value creation

Creation of unique products and services through food, housing, and relaxation

Hotel Group



dormy inn
Business hotels



共立リゾート
Resort hotels / inns

Outcome

Economic value

- Growing shareholder value

ROE 15.3%
EPS 221.8 yen
Net sales 275,247 million yen

- Expanding our customer base
  - Number of dormitory residents 47,225
  - Number of international students accepted 5,640
  - Number of hotel guests 10.311 million
  - Number of members in the "Dormy's" membership program 2.01 million
  - Total number of inbound tourist guest rooms 1,334,401

Social value

- Number of new graduates hired 330
- Number of mid-career hires 272

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

- Percentage of female managers 20.1%
- Percentage of foreign nationals 4.9%
- Percentage of mid-career managers 73.3%

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

- Providing learning opportunities
  - A total of 1,414 RA graduates who are working members of society
  - Conducting hotel career experience programs for junior and senior high school students (179)
- Promoting cross-cultural exchange
  - Number of dormitories for international students 273