



Start your day off right.

KYORITSU
HOTELS & DORMITORIES
Integrated Report
2026



The spirit of the company is to put customers first

We aspire to always be a company chosen for our hospitality.

Driven by this commitment, Kyoritsu Maintenance has consistently put its company motto into practice since its founding:

“The spirit of the company is to put customers first.”

We put ourselves in our customers’ shoes and think deeply about their needs. What can we do to bring them even greater satisfaction?

A team that is committed to going above and beyond to put smiles on our customers’ faces—that’s Kyoritsu Maintenance.

Beginning with the operation of student dormitories designed to serve as a home away from home, we have diversified our business into the Dormitory, Hotel, and Senior Life Businesses to meet the needs of our customers and, by extension, the needs of society.

All of these businesses have something in common: a stance of consistently providing customers with relaxation and peace of mind at every stage of life through food and housing solutions.

The spirit passed down since our founding

Management Philosophy

The spirit of the company is to put customers first

1. Be thankful and be appreciated
2. Gather wisdom and work to improve the service
3. Always desire for prosperity and work to achieve mutual profits

Action Guidelines

1. Acquire skills and cultivate knowledge and courtesy
2. Consider others’ perspectives, act accordingly, and build trust
3. Hold yourself to high standards and continually pursue growth and innovation

Management Policies

Contributing broadly to social development through food and housing services

- | | |
|--------------------------------|---|
| 1. People are our foundation | We view human resource development as a long-term commitment spanning generations |
| 2. Change is the only constant | We stay attuned to the times, make swift decisions, and establish management systems that adapt to change |
| 3. Focus on results | We set clear and efficient goals, communicate them transparently, and share our achievements |
| 4. Follow nature’s principles | We grow by harmonizing the collective with the individual, and ideals with reality |
| 5. Continuity is our mission | We build trust and cultivate a corporate culture that serves society |

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Integrated Report 2026

What This Report Hopes to Convey

With “customers first” as our guiding principle, we strive to achieve coexistence with all our stakeholders, including our customers, while continuously enhancing corporate value by addressing social issues.

Centered on our medium-term management plan, “Rise Up Plan 2028,” this Integrated Report focuses not only on our strategies for sustainable growth, but also on our unique strengths

underpinning the achievement of this plan; that is, our “commitment to food,” “the power of people,” and “unique development capabilities.” We explain how these strengths have helped create social and economic value and support sustainable value creation.

We hope that the content in this Report enables readers to deepen their understanding of our Company and facilitates more constructive dialogue with stakeholders.

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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 2025 (April 1, 2025 to March 31, 2026)

*Partially includes activities from FY 2026 as well

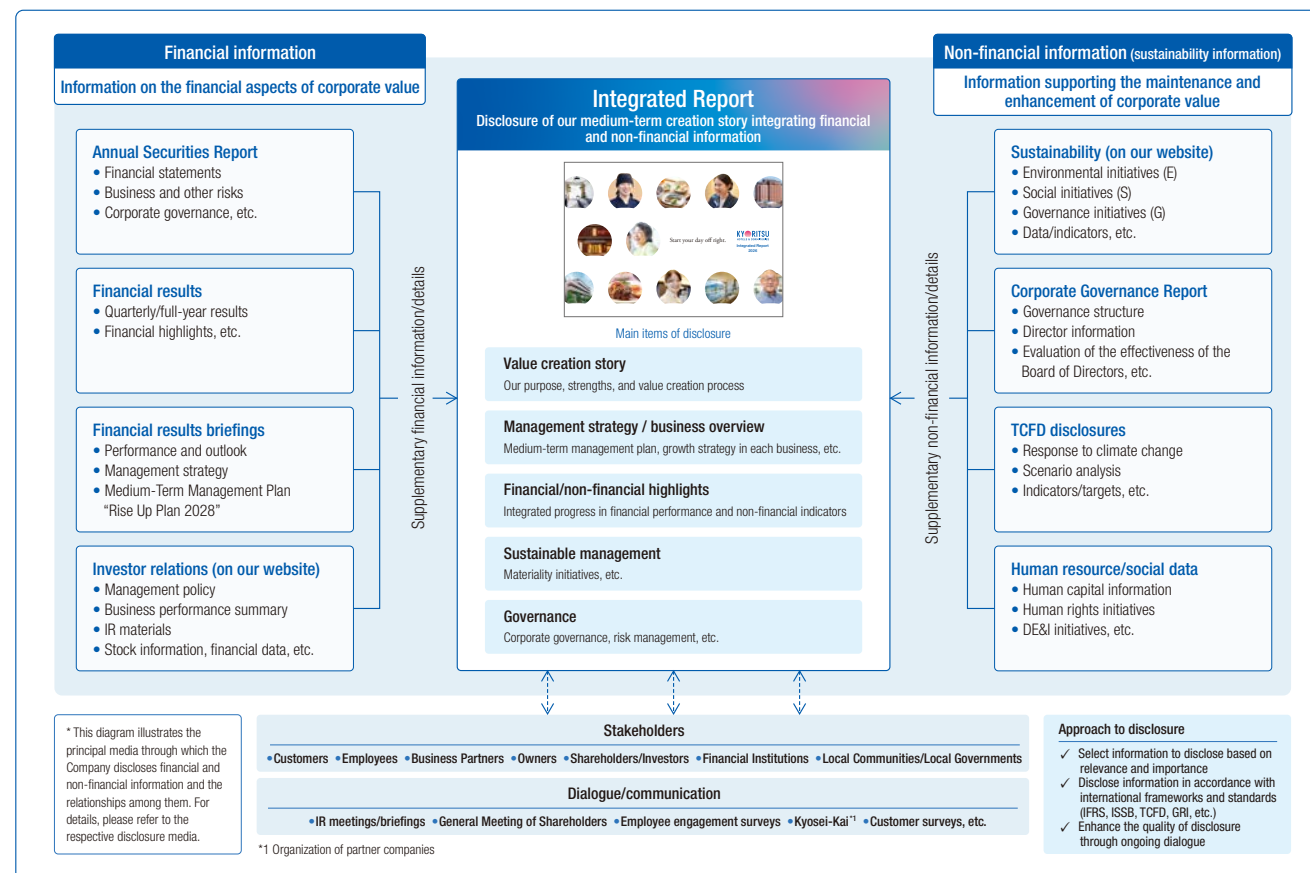
Publication Date

October 2026

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 disclosure system diagram



We carry out information disclosure through the Integrated Report and other types of media, as shown on the left. Comprehensive information that could not be included in this Integrated Report and related materials can be accessed via the QR codes and URLs provided below. 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.

Our Websites

Investor Relations

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



Sustainability

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



At a Glance

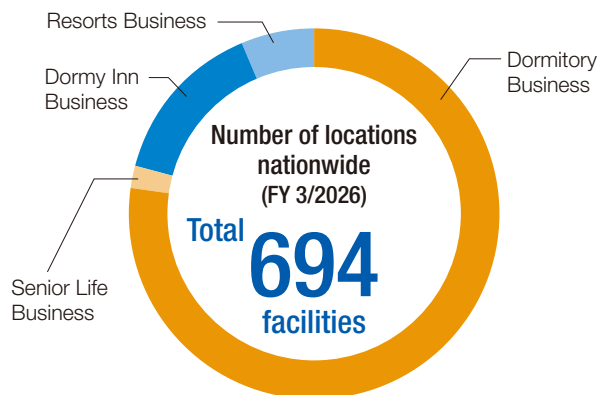
Kyoritsu Maintenance in numbers

Founded **September 27, 1979**

■ Figures are for Kyoritsu Maintenance (non-consolidated)
(As of March 31, 2026)

Business scale

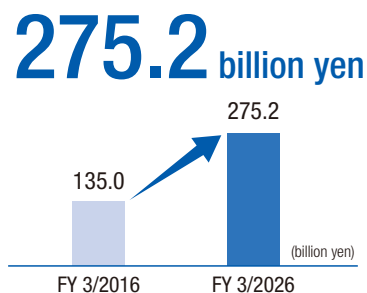
Business segments



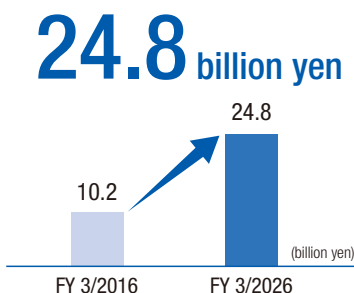
^{*1} As of April 1, 2026

Financial information^{*2}

Net sales



Operating income



^{*2} Kyoritsu Maintenance Group consolidated financial results

Non-financial information

Number of employees^{*3}

18,399

^{*3} Includes regular, contract, and part-time employees of Kyoritsu Maintenance Group

Number of regular employees hired

New graduate hires^{*4}: **330**
Mid-career hires: **272**

^{*4} As of April 1, 2026

Number of affiliated schools

1,766

Universities and junior colleges: **605**
Technical colleges: **630**
Preparatory schools: **116**
Others: **415**

Number of meals served

Dormitory Business: **5.858 million/year**
Senior Life Business: **795,000/year**
Dormy Inn Business^{*5}: **3.715 million/year**
Resorts Business^{*6}: **3.59 million/year**
No. of servings of Yonaki Soba (late-night ramen): **4.227 million/year**

^{*5} Number of guests served breakfast

^{*6} Number of guests served dinner and breakfast

Number of hotel guests

10.311 million
Dormy Inn: **7,784,553**
Kyoritsu Resort: **2,526,957**

Number of members in the "Dormy's" membership program: **2.01 million**

E (Environment)

GHG emissions

171,807 t-CO₂

Water usage

6.73 million m³

S (Society)

Percentage of female managers

20.1%

Percentage of foreign nationals

4.9%

Average years of service

6.3 years

G (Governance)

Percentage of outside directors

35.3%

Percentage of female directors

11.8%