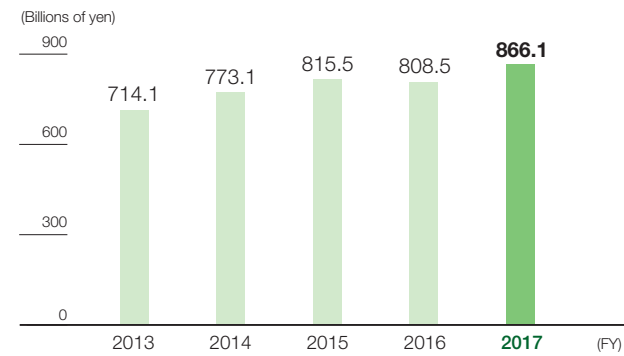


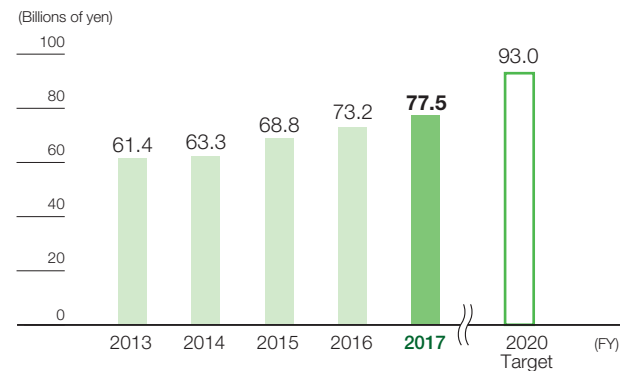
# Financial and Non-Financial Highlights

## Financial Indicators

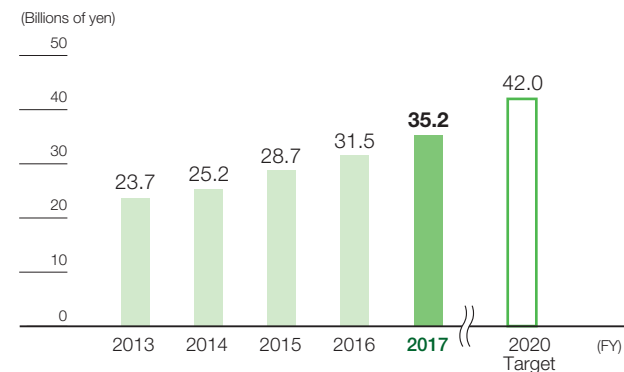
### Operating Revenue



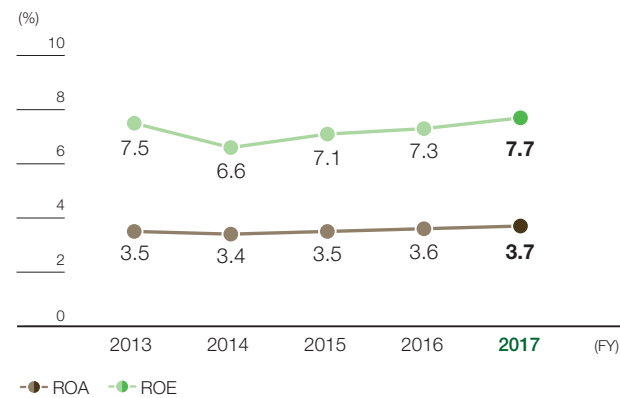
### Operating Profit



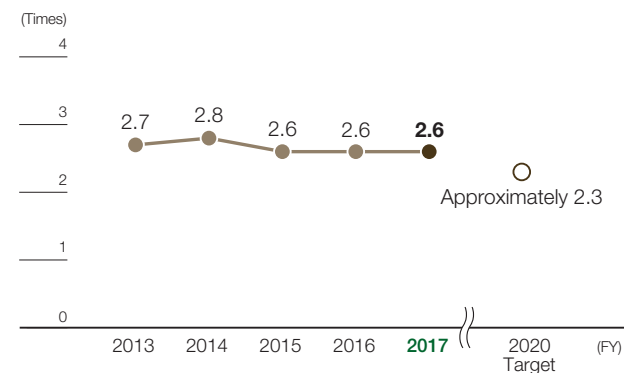
### Profit Attributable to Owners of Parent<sup>2</sup>



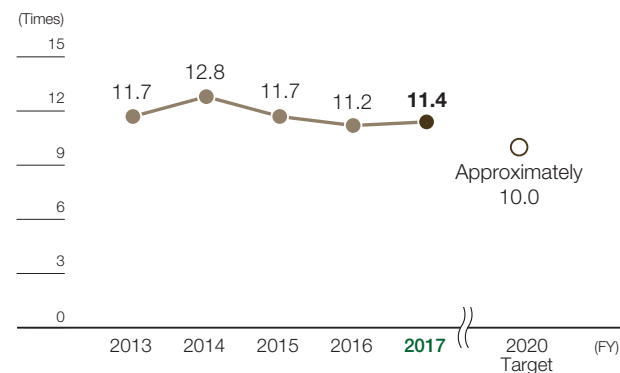
### ROA<sup>3</sup>/ROE<sup>4</sup>



### Debt/Equity Ratio<sup>5</sup>



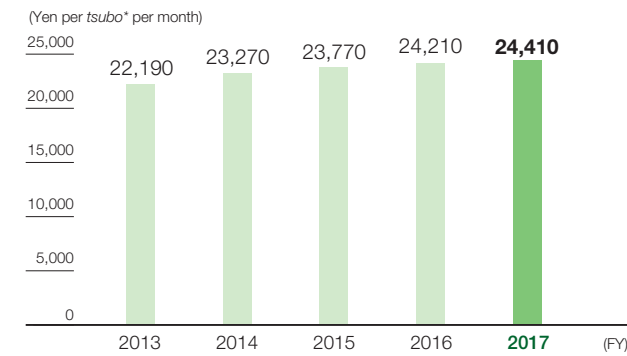
### Debt/EBITDA Ratio<sup>6</sup>



1. (FY) = Fiscal year ended/ending March 31 of the following calendar year  
 2. Net profit has been reclassified as profit attributable to owners of parent from fiscal 2015.  
 3. ROA (Return on Assets) is an indicator that measures the profitability of investments in total assets: (Operating profit + Interest income + Dividend income) ÷ Total assets (average for the period)  
 4. ROE (Return on Equity) is an indicator that measures the profitability of investments in equity: Profit attributable to owners of parent ÷ Equity (average for the period)  
 5. Debt/Equity ratio is an indicator of financial soundness: Interest-bearing debt ÷ Equity  
 6. Debt/EBITDA ratio is an indicator of whether the level of interest-bearing debt compared to cash flows generated from business activities is appropriate: Interest-bearing debt ÷ EBITDA

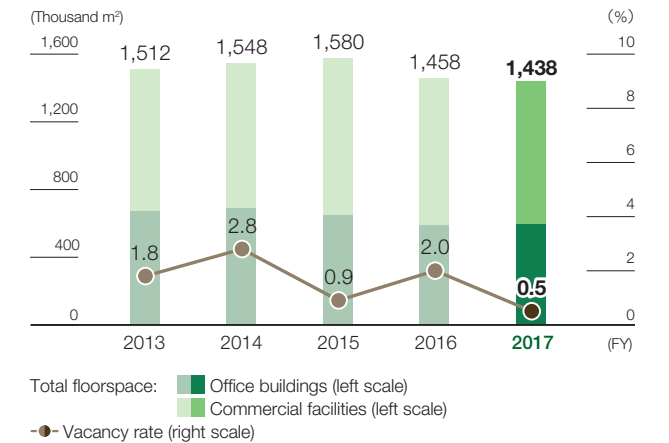
## Business Indicators

### Average Office Building Rent



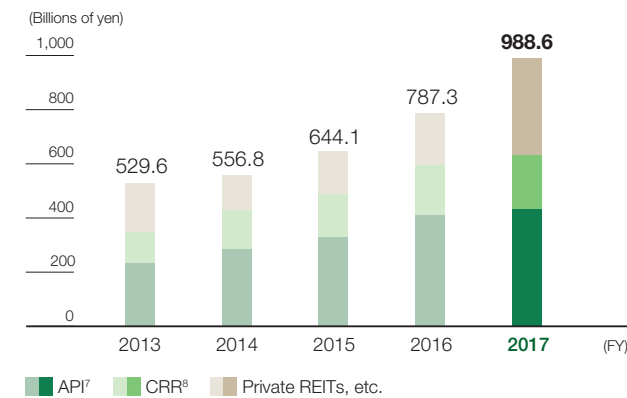
\*1 tsubo = 3.3 m<sup>2</sup>

### Total Floorspace/Vacancy Rate (Office Buildings and Commercial Facilities)



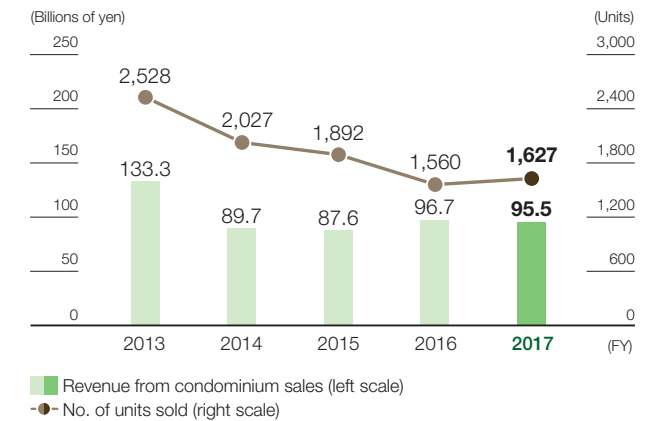
Total floorspace: Office buildings (left scale), Commercial facilities (left scale)  
 Vacancy rate (right scale)

### Assets under Management (AUM)

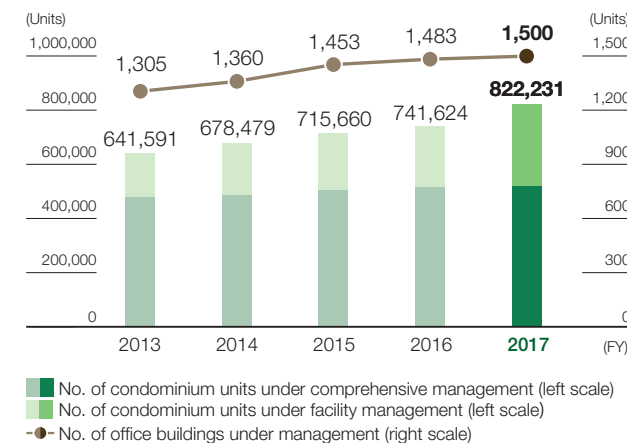


API<sup>7</sup>, CRR<sup>8</sup>, Private REITs, etc.

### Revenue from Condominium Sales/No. of Units Sold

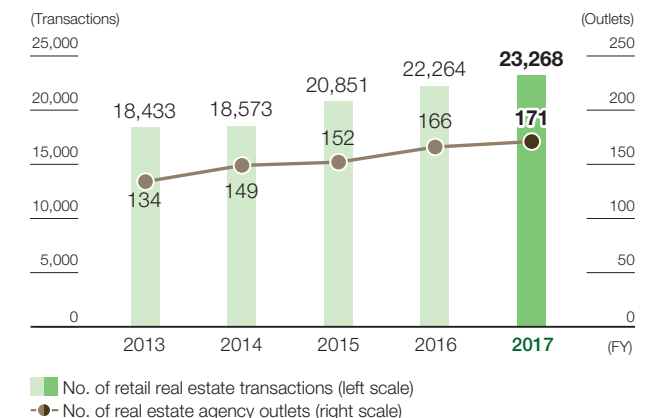


### No. of Condominium Units under Management/No. of Office Buildings under Management



No. of condominium units under comprehensive management (left scale), No. of condominium units under facility management (left scale), No. of office buildings under management (right scale)

### No. of Retail Real Estate Transactions/No. of Real Estate Agency Outlets

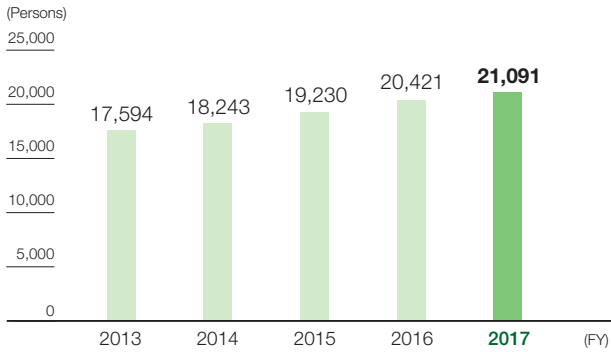


No. of retail real estate transactions (left scale), No. of real estate agency outlets (right scale)

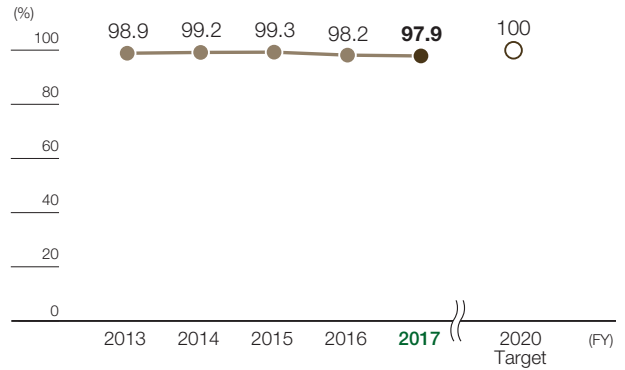
7. Activia Properties Inc.  
 8. Comforia Residential REIT, Inc.

# Human Resource, Social and Environmental Indicators

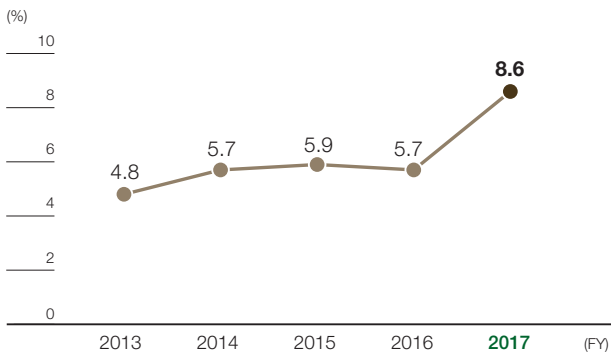
Number of Employees



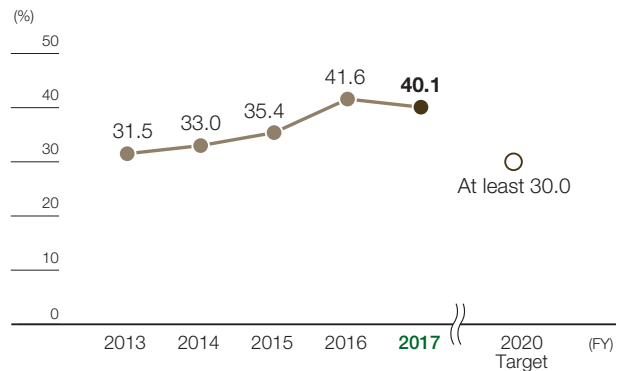
Percentage of Employees Undergoing Medical Examinations



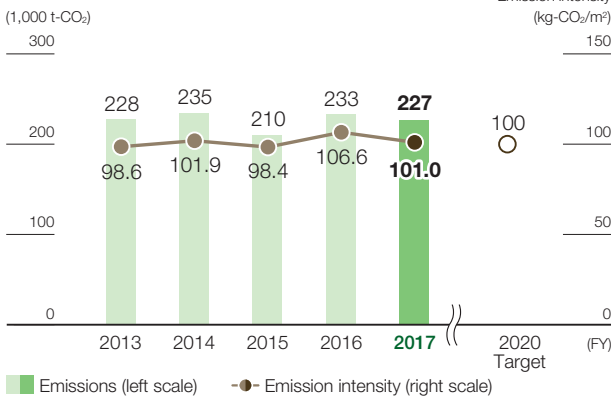
Ratio of Female Managers



Ratio of Females among Total New Graduate Hires



CO<sub>2</sub> Emissions



Midori wo Tsunagu Project (Area of Forest Protected)

