



# **Sansei Landic Co., Ltd**

**Financial Results for the Fiscal Year**

**Ended December 2021**

**February 17, 2022**

# **Overview of Financial Results for the Fiscal Year Ended December 2021**

- Net sales fell short of the plan due to the impact of the fifth wave of COVID-19, but we have revised upwardly our business as each profit exceeded the plan in the Real Estate Sales business.

Net sales	<b>16,836</b> million yen	<b>Down 5.3%</b> YoY
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Operating income	<b>1,117</b> million yen	<b>Up 31.9%</b> YoY
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Ordinary income	<b>999</b> million yen	<b>Up 40.9%</b> YoY
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Net income	<b>609</b> million yen	<b>Up 70.5%</b> YoY
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Amount of purchases	<b>10,118</b> million yen	<b>Down 23.9%</b> YoY
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# Comparison of Consolidated Income Statement

- Net sales fell short of the previous year results and the plan, but operating income and other income exceeded the previous year results and the plan.

(Unit: million yen)

	FY12/19	FY12/20	FY12/21		
	Results	Results	Plan	Results	Difference
Net sales	18,020	17,774	18,385	16,836	-1,549
Gross profit	5,118	3,986	4,368	4,368	-0
SG&A	3,257	3,138	3,449	3,250	-198
Operating income	1,860	847	919	1,117	+198
Ordinary income	1,758	709	762	999	+237
Extraordinary income	—	32	—	3	+3
Extraordinary loss	—	29	—	—	—
Net income	1,158	357	505	609	+104

# Comparison of Non-consolidated Income Statement



- Net sales fell short of the plan, but each profit exceeded the plan and the previous year results due to an increase in the gross margin and a decrease in expenses.

(Unit: million yen)

	FY12/19	FY12/20	FY12/21		
	Results	Results	Plan	Results	Difference
Net sales	16,266	16,111	17,706	15,529	-2,176
Gross profit	4,879	3,727	4,263	4,274	+11
SG&A	2,981	2,881	3,315	3,011	-303
Operating income	1,898	845	948	1,263	+315
Ordinary income	1,752	671	762	993	+230
Extraordinary income	—	31	—	3	+3
Extraordinary loss	—	—	—	—	—
Net income	1,172	177	505	603	+97

# Summary of Consolidated Balance Sheet



- Cash and deposits increased due to aggressive capitalization of some properties owned, and property for sale decreased.

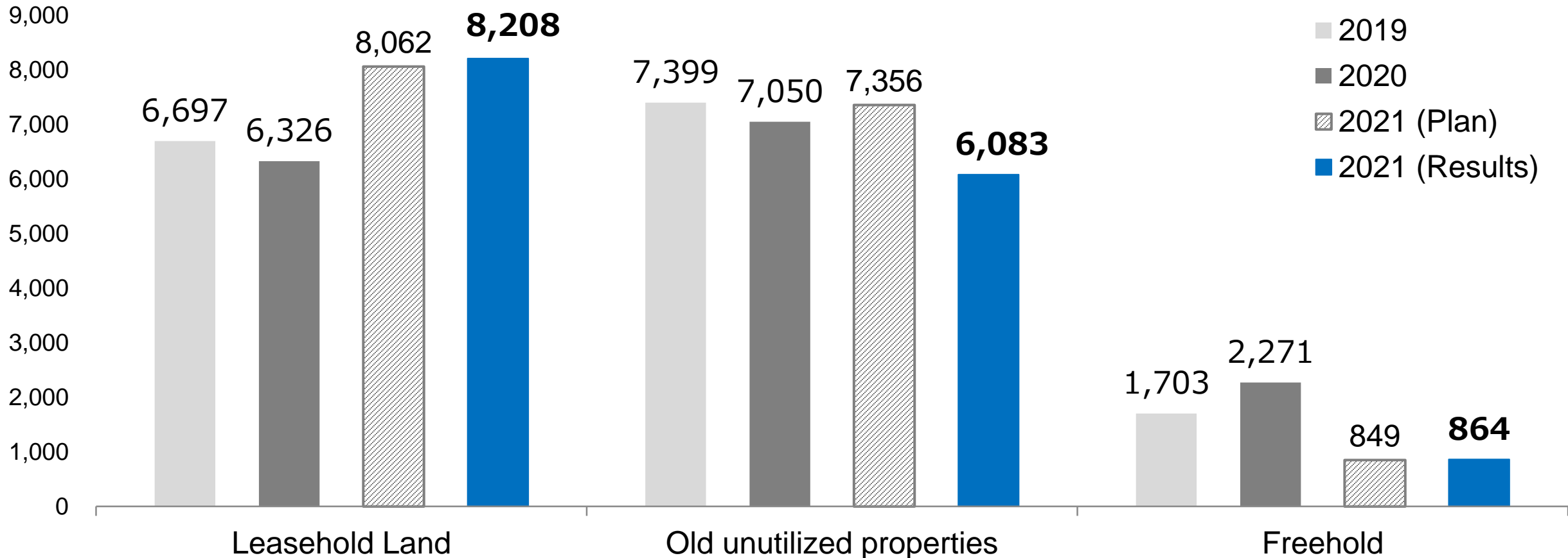
(Unit: million yen)

	FY12/20	FY12/21		
	Amount	Amount	Vs. end of previous term	Pct. change
Cash and deposits	4,329	5,360	+1,030	+23.8%
Property for sale	14,424	13,301	-1,131	-7.8%
Interest-bearing liabilities	8,341	8,107	-234	-2.8%
Net assets	10,066	10,301	+235	+2.3%
Total assets	20,070	20,050	-20	-0.1%
Shareholders' equity ratio	50.1%	51.4%	+1.3pt	—
ROA	3.6%	5.0%	—	—

# Sales by Business Segment (Real Estate Sales Business )

- Leasehold land: Both sales and profits exceeded the plan.
- Old unutilized properties: Sales fell short of plan, but profit margin exceeded the plan.
- Freehold: Sales were generally in line with plan, and profits exceeded the plan.

Sales (million yen)

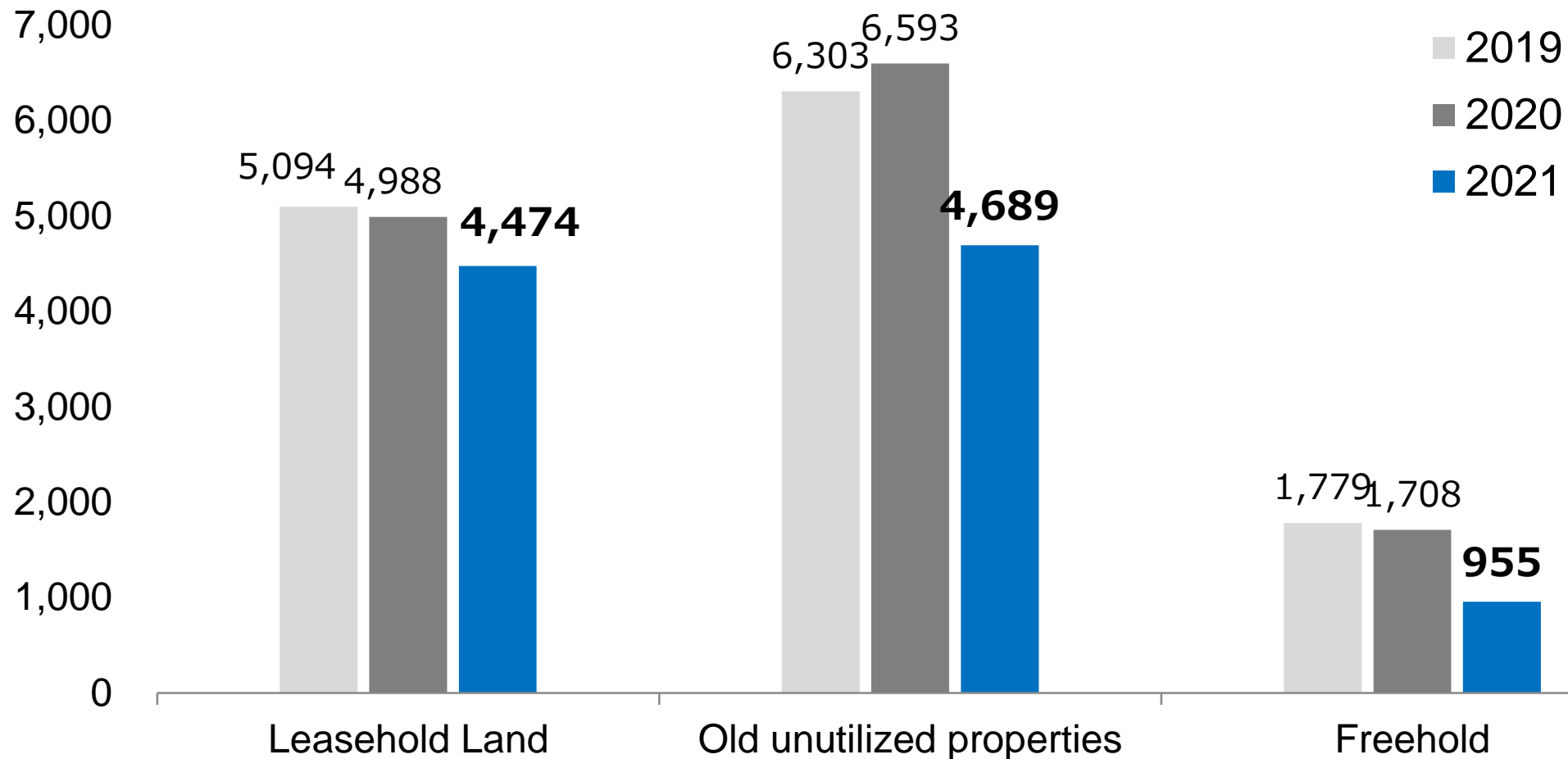


# Purchases by Business Segment (Real Estate Sales Business )



- Although the number of purchases increased in each business, the amount of purchases decreased due to the impact of large-scale properties in the previous fiscal year.
- There are no particular concerns about inventories and current purchasing conditions for achieving the plan in 2022.

Purchase amount (million yen)

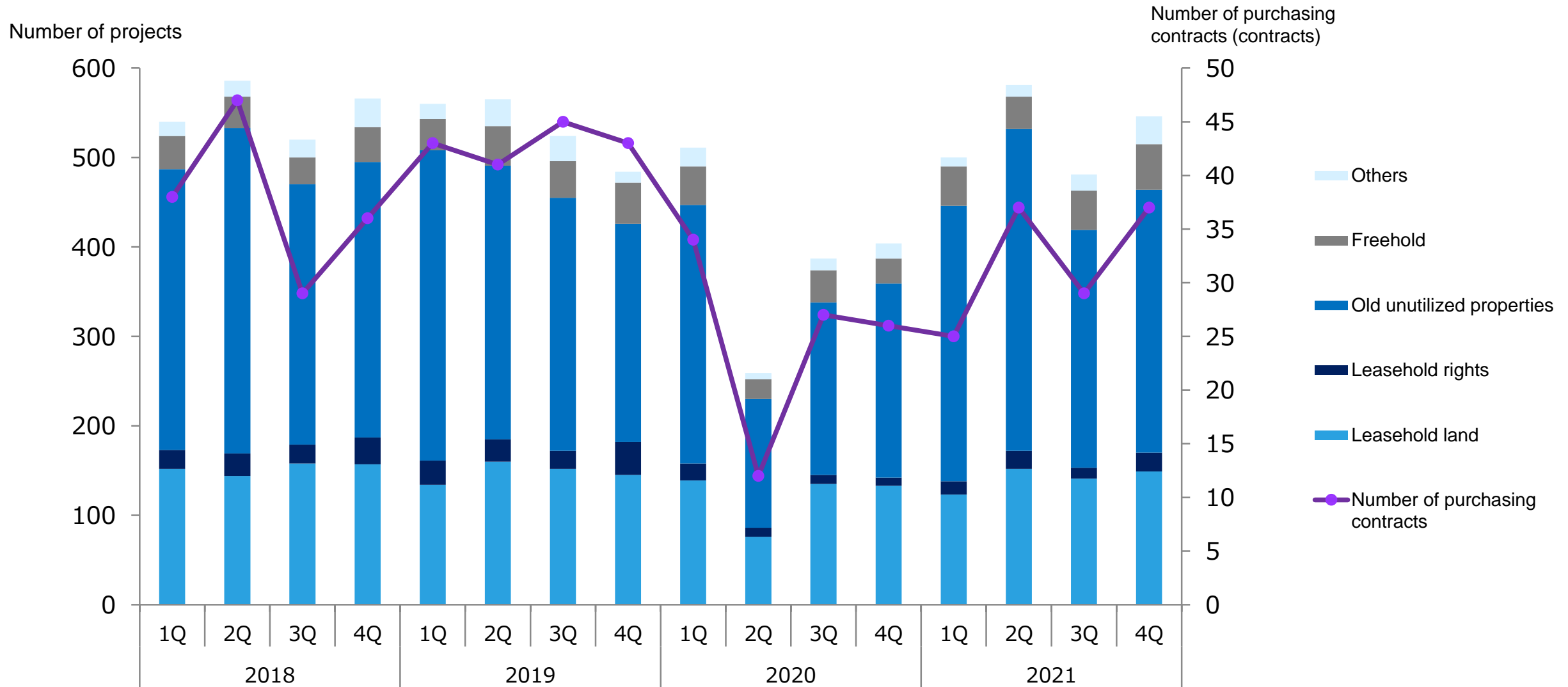




# Changes in the Number of Projects and Number of Purchasing Contracts



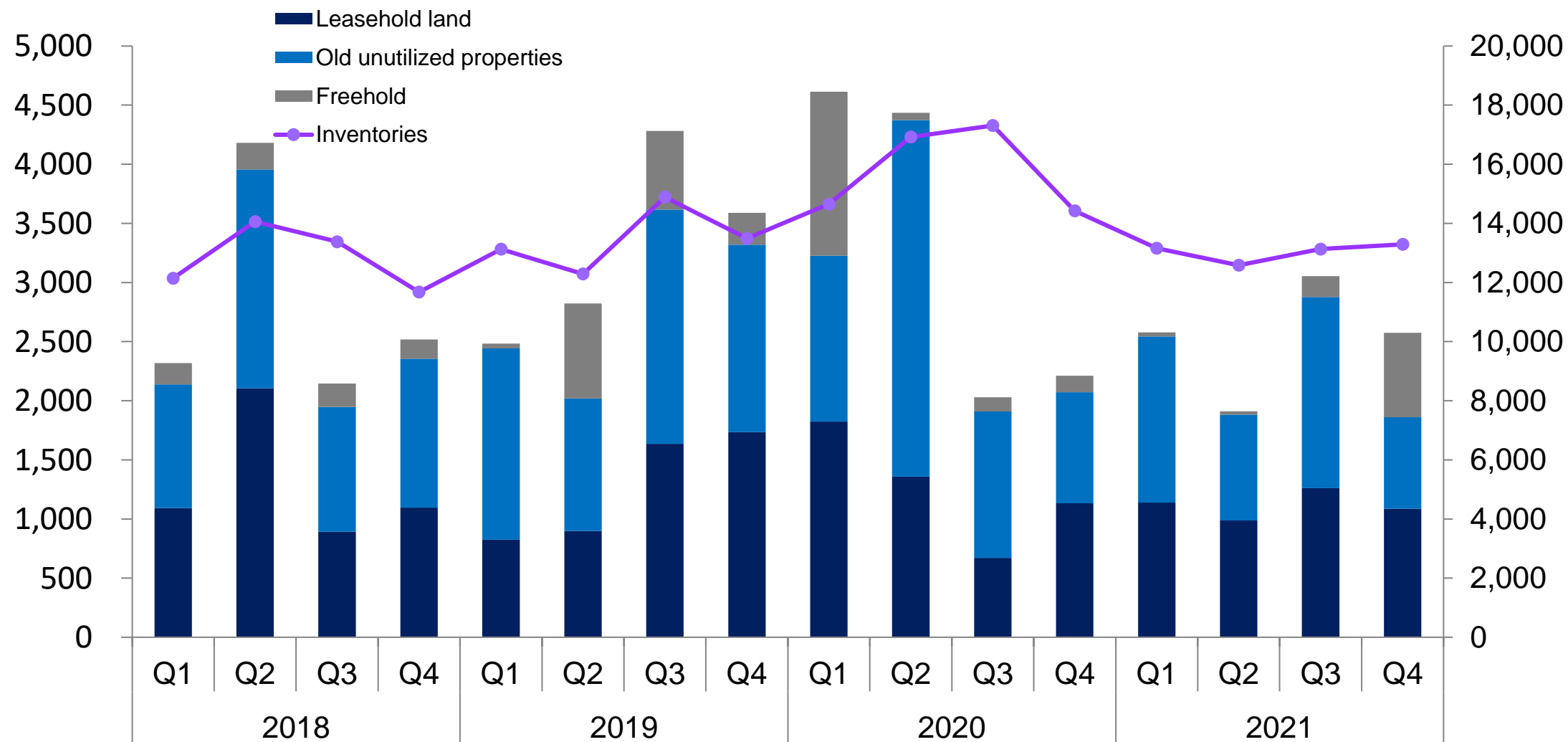
The number of projects and purchase contracts have recently recovered to the pre-COVID level.



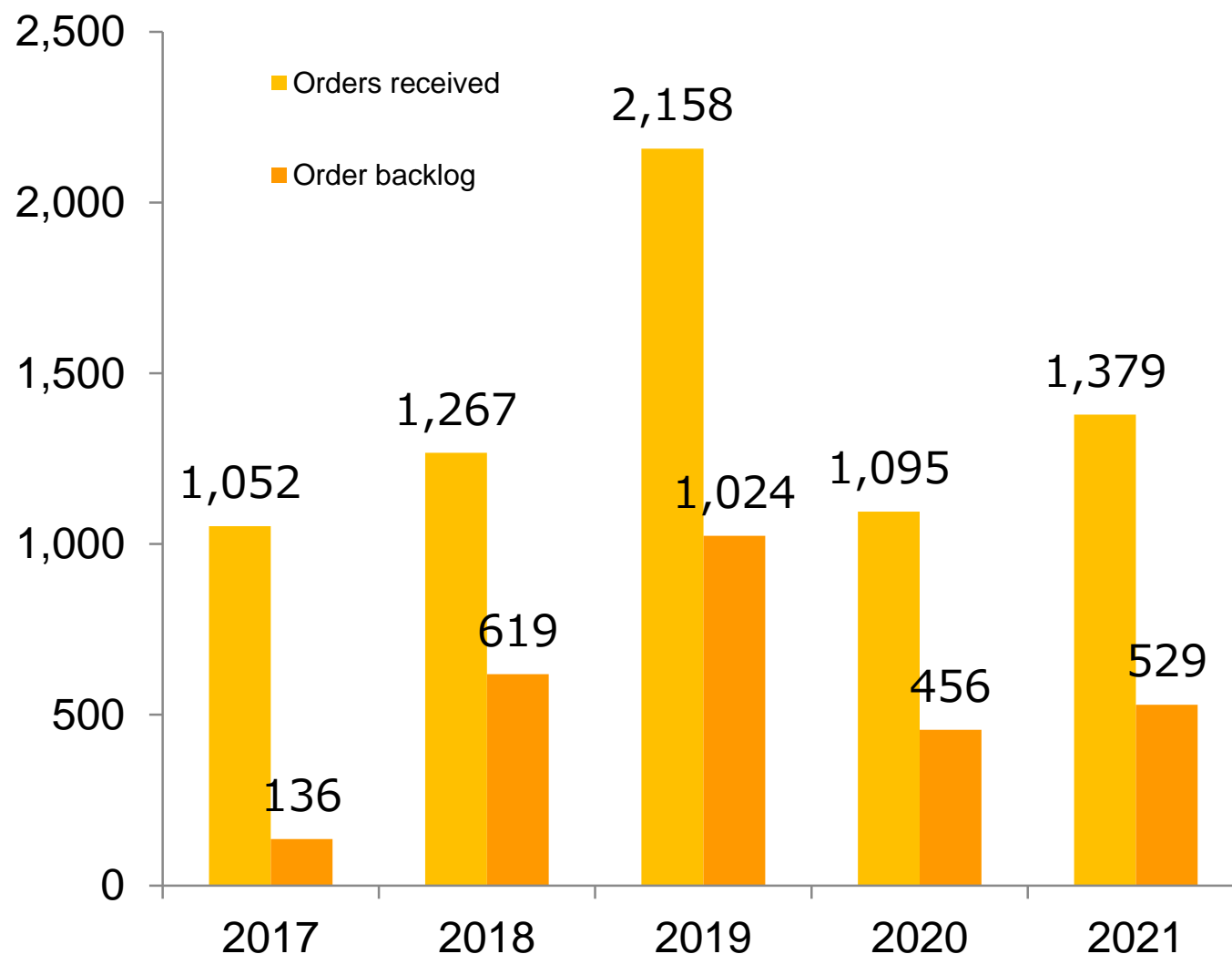
# Changes in the Amount of Purchases and Inventories

Purchase amount (million yen)

Inventories (million yen)



Orders received (million yen)



- Net sales and profits fell short of the plan due to soaring building material prices and the fact that the cost of reinforced concrete (RC) property that have already started construction was significantly higher than originally estimated.
- We have made steady progress in initiatives to strengthen sales activities and cost control, but failed to return to profitability.

# **Medium-term Management Plan** **(2022-2024)**

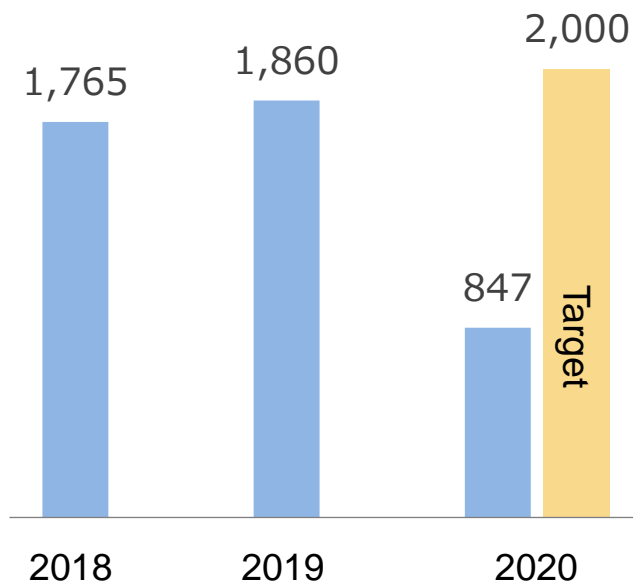
**-Transformation to 2024**

# Review of the Previous Medium-Term Management Plan (2018-2020)

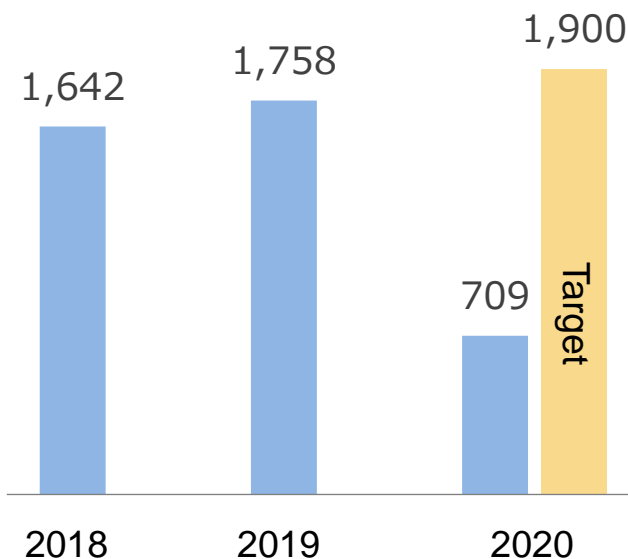


- ◆ We were experiencing a steady rise in performance until the second year of the medium-term management plan but was affected by the COVID-19 in the final year resulting in unachieved profit target and ROA target.

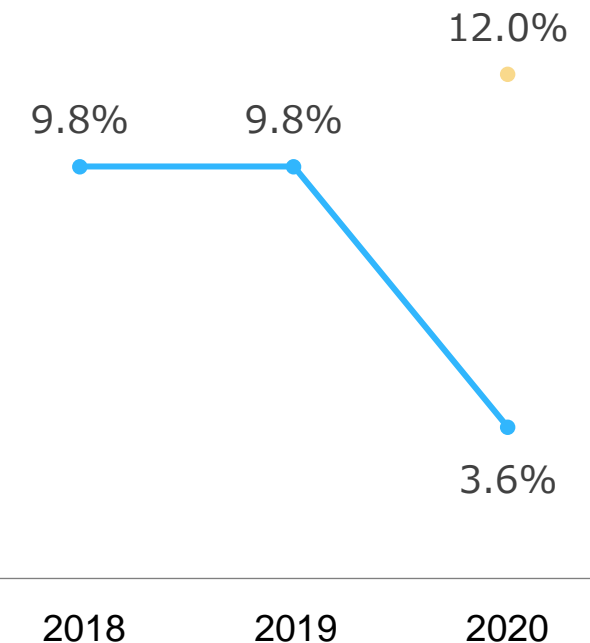
## Operating income



## Ordinary income



## Consolidated ROA



## Major results in three years

### Growth

- Expanded examination object in the Regional redevelopment business and carried out detailed study.
- Terminated the Minpaku business due to the completion of rights adjustment but the Company will continue to conduct a study from the perspective of effective use of our assets.
- Newly launched operation of Motorbike parking business.
- Worked toward putting the subsidiary One's Life Home in the black and its performance significantly improved but could not turn positive.

### Stability

- Success in strengthening marketing for major brokerage companies and local business operators led to increased number of our projects and purchases.
- Established Kyoto branch in 2018 and expanded business areas in Kansai.
- Actively holding seminars and strengthening marketing for financial institutions led to expanding information influx channel which contributed to increase in purchases.
- Raised funds of a total of 200 million yen using cash flows by 2021 and realized diversification of fund-raising.

### Return

- Increased dividends for 7 consecutive periods.
- Purchased our own stock in February 2021 for the first time.
- Established Sokochi-kun fund to support children's future.
- Increased employees' wages.
- Improved the working environment for employees including promotion of remote working and staggered work hours due to the spread of COVID-19.

## External environment

Acceleration of trend toward nuclear families and declining birthrate and an aging population

Acceleration of population decline and depopulation of regional cities

Increase in natural disasters  
Rising environmental awareness

Spread of COVID-19

Rapid progress in digital technology

## Opportunity

- Increase in aged households
- Increase in sale of properties owned due to inheritance
- Increase in demand for regional revitalization
- Increase in vacancy rate
- Growing concerns over the issue of dense area with wooden houses
- Expanding needs of rights adjusting capability
- **Expanding demand for ESG**
- Diversification of the way employees work
- **Opportunity for business transformation**
- **Opportunity for business transformation**

## Risk

- Increase in single households
- Increasing difficulty in consensus-building of residents
- Decrease in demand for purchasers of local properties
- Increase in disaster risk of properties owned
- **Substantially restricted operating activities**
- Negative impact on real estate market
- Decline in competitiveness due to delay in introduction of IT
- Sophistication of IT security measures

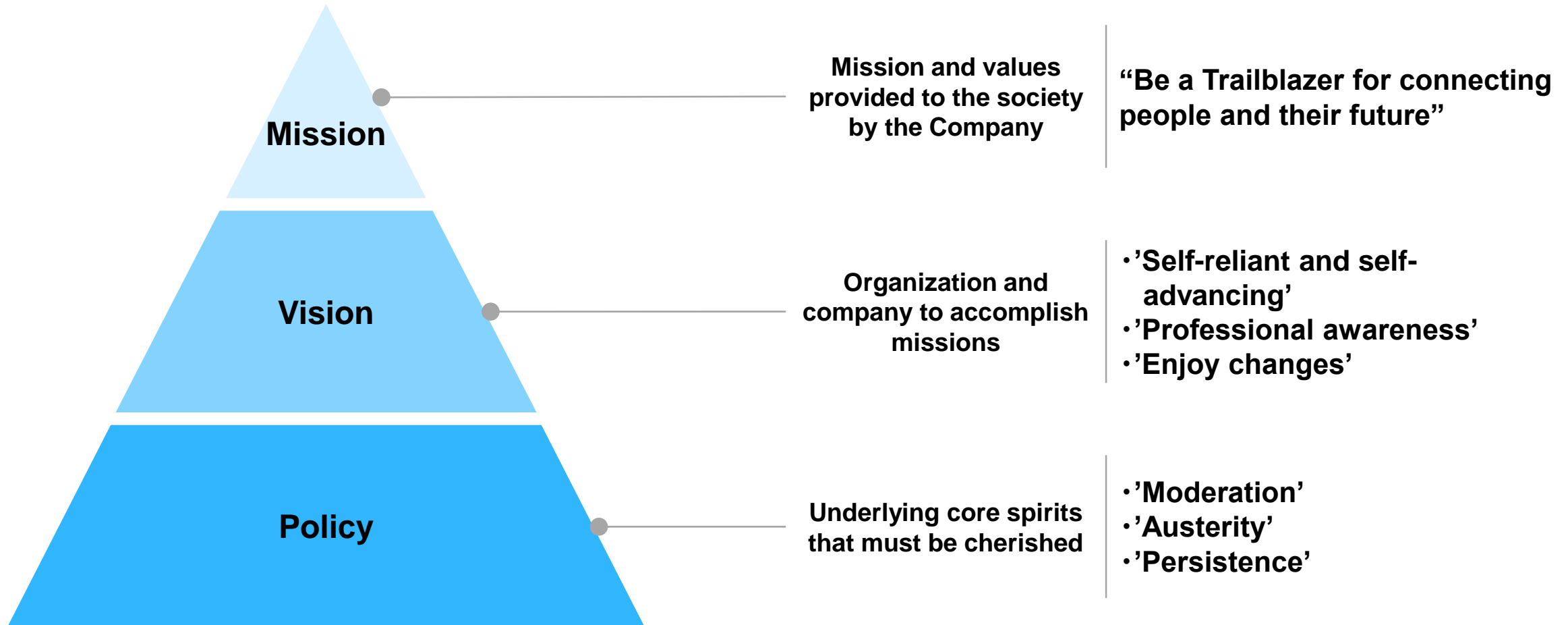
## Leasehold land

- There are **about 873 thousand** leasehold lands across the country (from the Ministry of Internal Affairs and Communications statistical survey in 2018).
- The number of our Company's leasehold lands sold was **344/year** and net sales were 8,208 million yen (FY2021).  
⇒ Large enough potential market.

## Old utilized properties

- There are **about 1.606 million** rented wooden houses that were built more than 30 years ago in the country (from the Ministry of Internal Affairs and Communications statistical survey in 2018).
- New housing starts for rent were **about 303 thousand units** (from the Ministry of Land, Infrastructure, Transport and Tourism survey in 2020).
- The number of our Company's old utilized properties sold was **57/year** and net sales were 6,083 million yen (FY2021).  
⇒ Large enough potential market as is the case with leasehold lands.

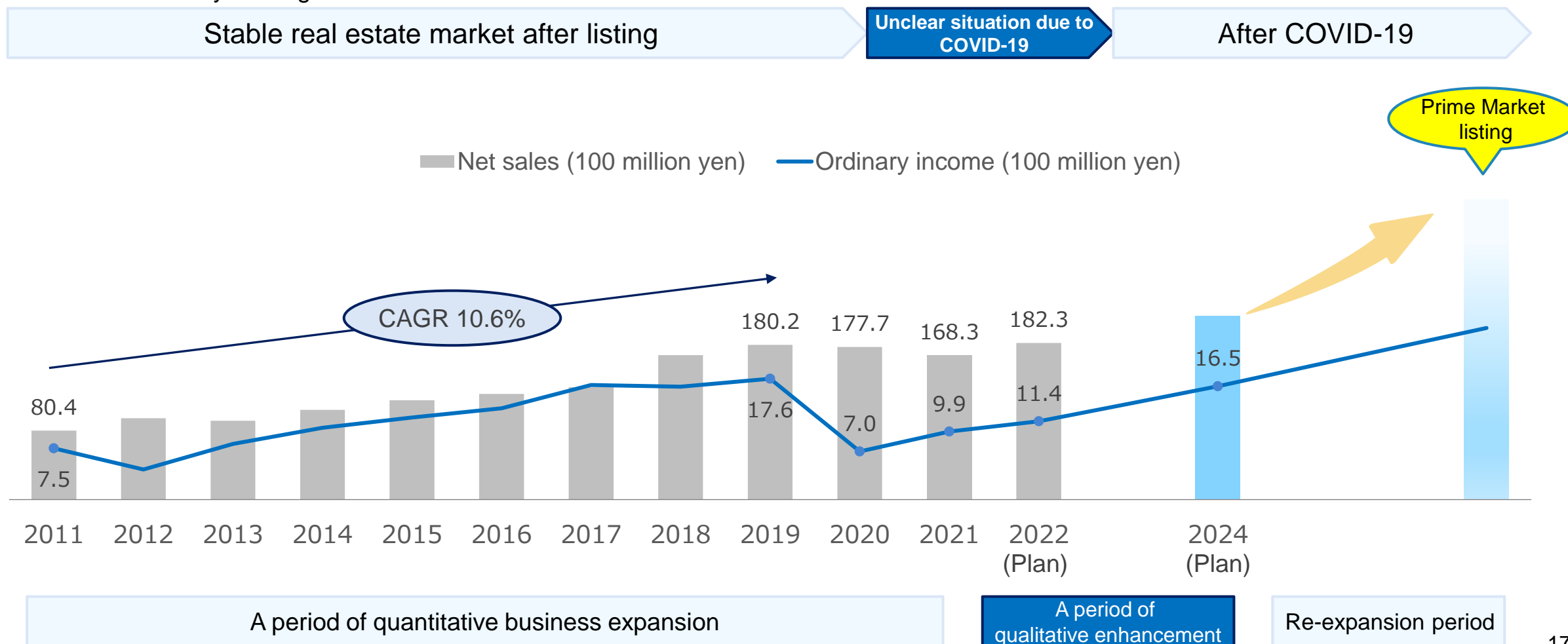




# Positioning of the New Medium-Term Management Plan



- ◆ Achieved a growth rate of over 10% on average until 2019. As the situation of the economy is unclear due to the COVID-19, 2022-24 will be a period aimed at qualitative enhancement, and the target of 2024 will be set conservatively. We will focus on efforts toward growth aiming to be listed on the Prime Market in 2025 or after.
- ◆ Toward listing on the Prime Market, it will be a turning point for a new phase of growth by strengthening the financial basis and accelerating new initiatives by making investments.



# Medium-Term Management Plan: Consolidated Profit Target



- ◆ In the final year of the plan, we set the profit adding new business sales to operating income and ordinary income as a target which was our initial plan for FY12/20.
- ◆ As the target was supposed to be achieved in FY12/20, it can be accomplished if we make efforts as usual but we will make the target achievement certain by implementing new initiatives.

(Unit: Million yen)

	Results		Plan	Medium-term management plan
	FY12/20	FY12/21	FY12/22	FY12/24
<Numerical plan>				
Operating income	847	1,117	1,301	1,800
Ordinary income	709	999	1,142	1,650

# Medium-Term Management Plan: Overall Objective

Build a solid business foundation that can realize a stable business growth even after the COVID-19 ends.

## Expansion of existing businesses

- Strengthening of organizational capability
- Creation of opportunity for business expansion due to the promotion of new initiatives
- Human resources development

## Expansion of business domain

- Efforts toward new businesses
- Implementation of M&As and alliances

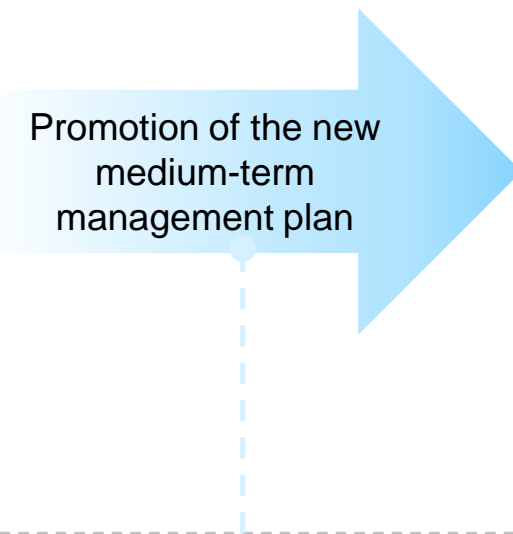
## Strengthening of management base

- Strengthening of governance system
- Review of back-office capable of responding to organizational growth
- Strengthening of financial foundation
- Personnel reform

## Previous organizational structure

- Scale expansion due to increase in personnel
- The Company's sales capabilities tend to depend on the ability of individual sales staff
- Issues of process accumulated in the course of focusing on results

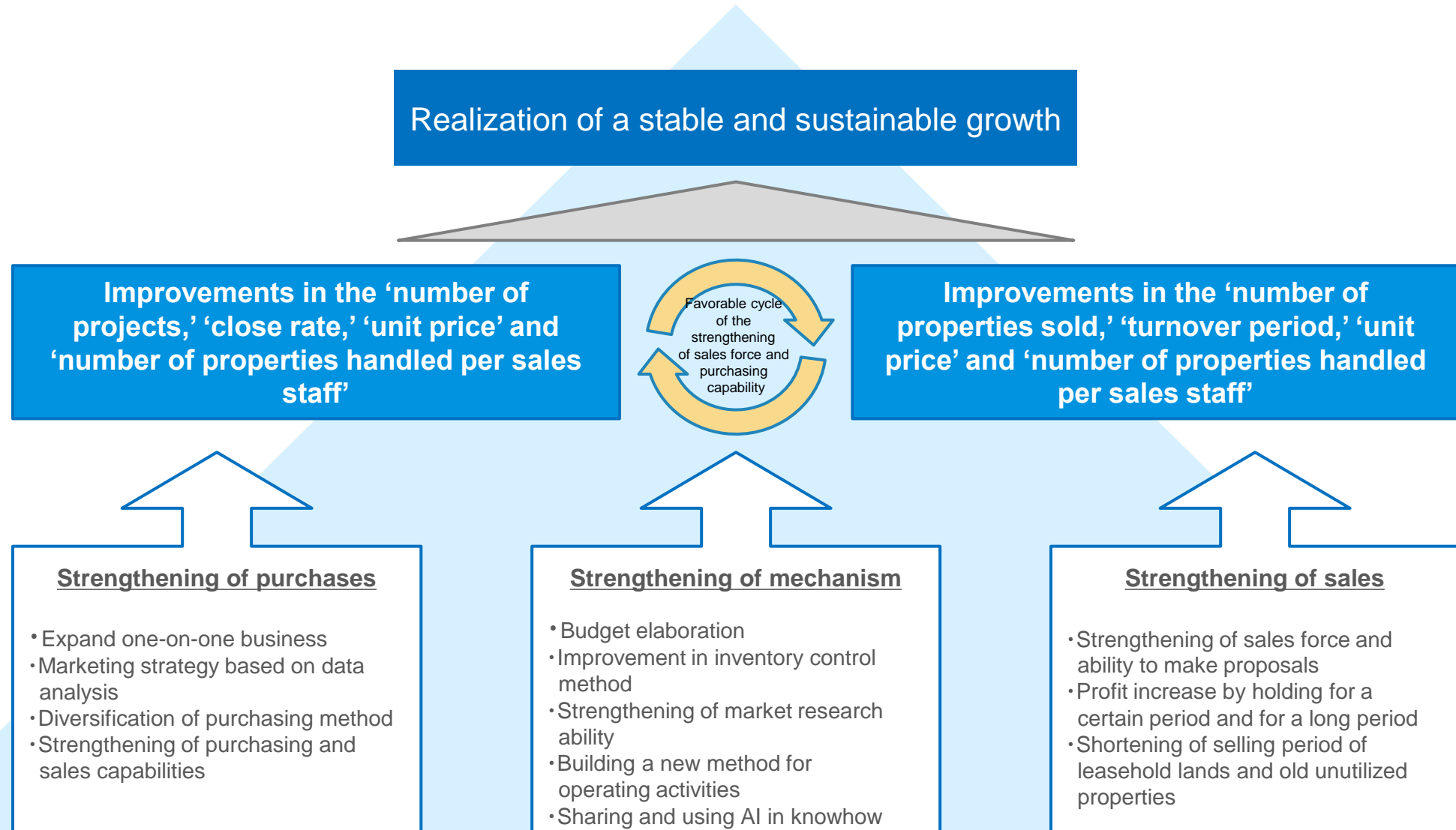
Promotion of the new  
medium-term  
management plan



## Organizational structure following the new medium-term management plan

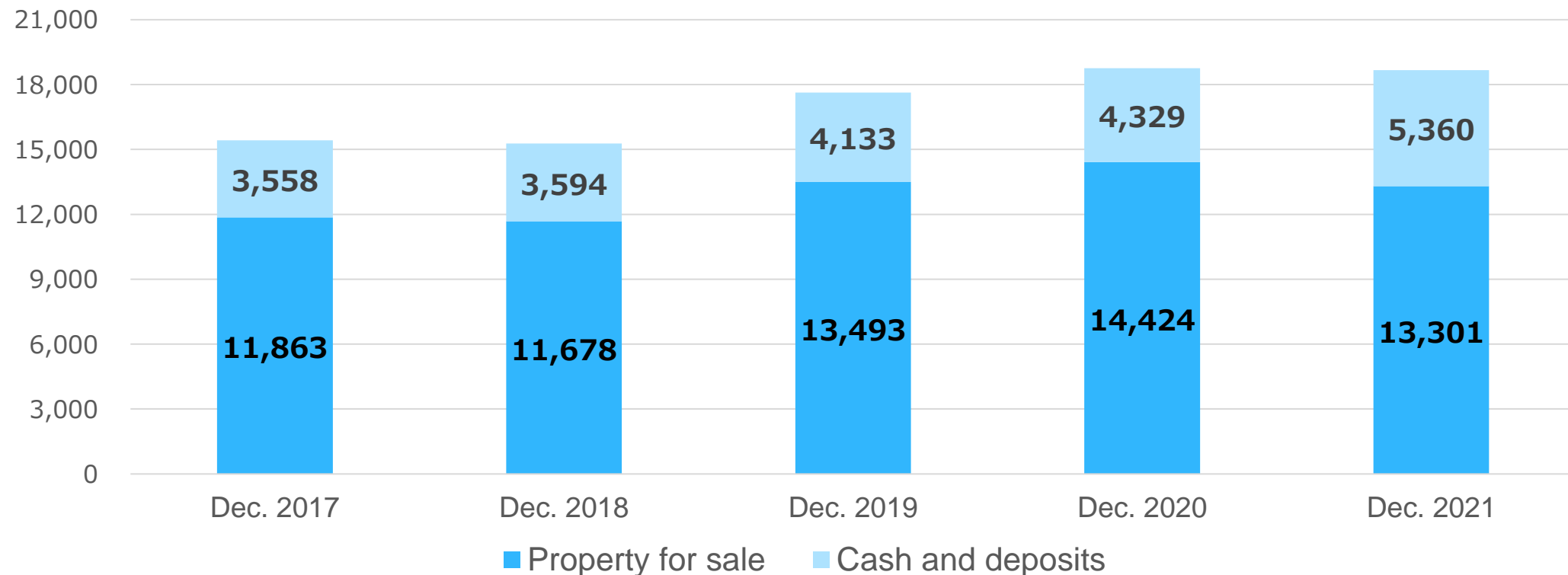
- Realize a sequential growth without just relying on increase in personnel
- Build a stable operating base by shifting to organizational-driven from individual-driven
- System capable of solving issues in the sales department
- Realize dramatic growth through new initiatives

- Focus on strengthening organizational capability more than ever
- Promote the creation of mechanism of sales activities through strengthening of data analysis and business management
- Deal with essential sales issues and work toward improvement in major KPI



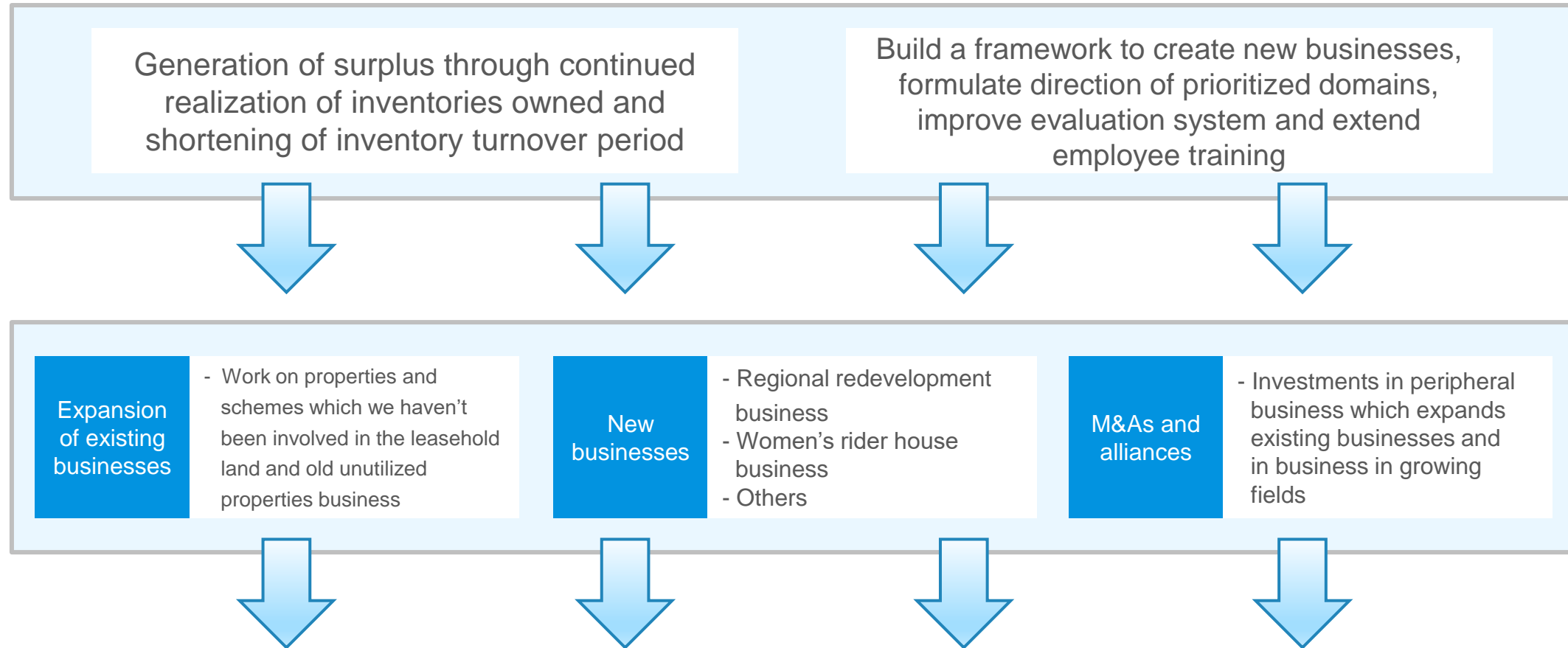
## Changes in property for sale and cash and deposits

(Unit: Million yen)



⇒ Cash generated by actively realizing assets owned and improving inventory turnover rate were actively invested in new businesses.

# Expansion of Business Domain: New Businesses



We will invest a **total of 1 billion yen** in the new business domain by 2024 aiming for a gross margin of **100 million yen**. We will not limit to developing business by ourselves but will also actively use M&As and alliances.



## 1. Business purposes

- ① Revitalization of inns gathered in the Hachimantai Onsenkyo
- ② Revitalization of tourism in the Hachimantai Onsenkyo (aim to be certified as first 'Hospitalita Diffusa (entire region is a hotel)' in Japan)

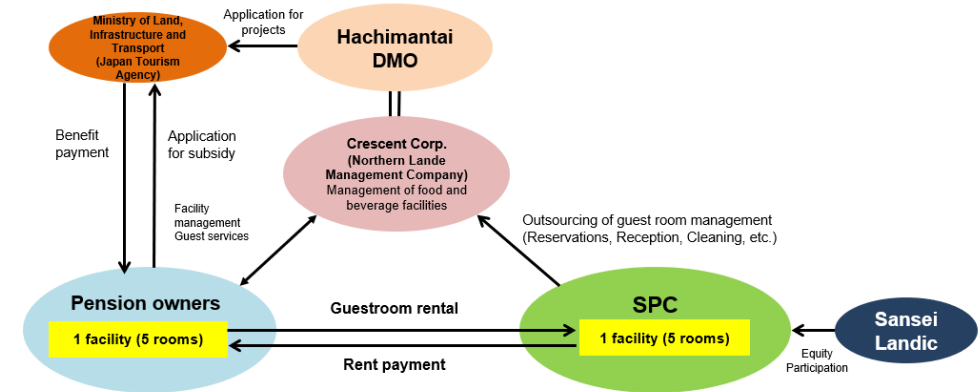
## 2. Business background

- ① Aging of owners of inns
- ② No successors to inns
- ③ No eating and drinking facilities and interaction base within the area

## 3. Business scheme (Our company's major role)

- ① Establishment of SPC (operating body)  
(Hachimantai Tourism Revitalization Limited Liability Company: 100% owed by our Company)
- ② Provide funding to owners of inns for renovations  
(provide as prepaid rent)
- ③ Operate business by renting rooms at inns

## 4. Diagram of a business scheme for the Hachimantai Tourism Revitalization Project

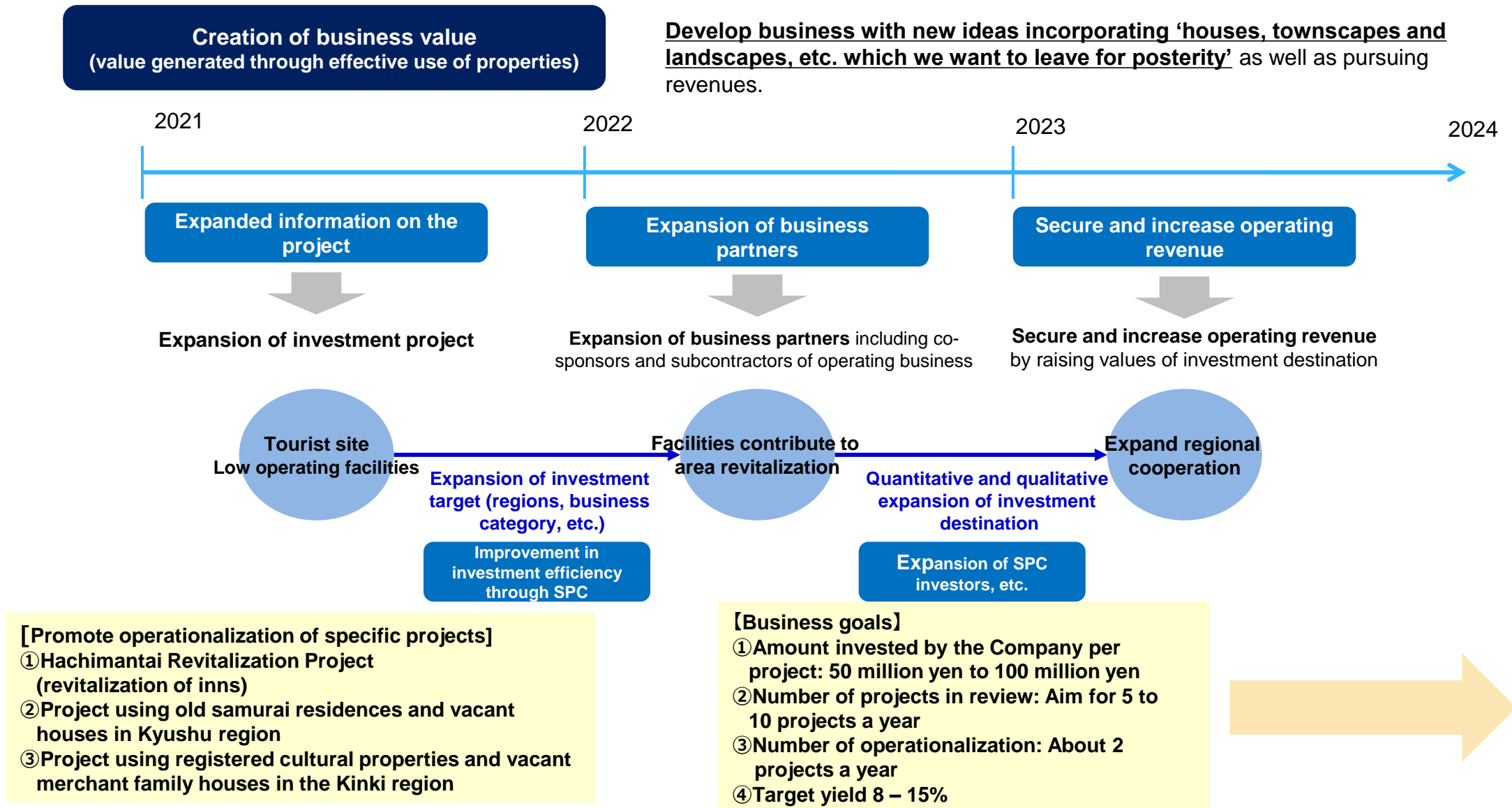


Other surrounding inns are also planning to participate in the business

## 5. Future development

- ① Launch of business  
Established Hachimantai Tourism Revitalization Limited Liability Company in December 2021
- ② Expand to surrounding inns and vacant vacation houses  
⇒ Promotion of revitalization of tourism to the Hachimantai Onsenkyo
- ③ Regional contribution by providing our Company's rights adjustment services including solving problems which require property rights adjustment related to inheritance and future business expansion to other regions using the project as a model case

# Expansion of Business Domain: Regional Revitalization Business



## Improvement in profitability

Achievement of profitability at an early stage

- Improvement in the number of orders received
- Improvement in profit margin
- Review of cost structure

Improvement of customer satisfaction

- Implement efforts toward improving customer satisfaction on a company-wide basis

## Strengthening of governance

Review of business process

- Improvement in in-house construction process
- Strict selection method of new traders

Efforts regarding the prevention of illicit trading between traders

- Keep traders informed
- Regularly confirm the balance with traders

⇒Review the pros and cons of mergers by strengthening One's Life Home's governance system.

## Strengthening of governance system

- Strengthening of governance system in the entire Group
- Continue to strengthen governance system in the entire Group
  - Promote visualization in the entire Group

## Review back-office system

- Efficiency of back-office system focusing on growth
- Promotion of visualization and digitalization of business flow
  - Review of business process focusing on future growth and IT system structure involved

## Strengthening of financial foundation

- Aggressive investment in new business and maintenance of balance of financial soundness
- Aggressive investment in domains other than the existing businesses
  - Continuous promotion of active cashing of properties owned

## Personnel reform

- Sales reform and recruitment and fostering of human resources necessary for future growth
- Recruitment of qualified human resources from outside
  - Training and fostering of in-house human resources

## Three pillars of shareholders, society and return to employees

### ■ Shareholder return

- We have been increasing dividends for 8 consecutive periods and we will continue doing so according to increase in profit.
- Aim to maintain the level of DOE of 2.0% in the final year of the medium-term management plan in 2024.
- Use the acquisition of treasury stock to return profits to shareholders and to improve capital efficiency.

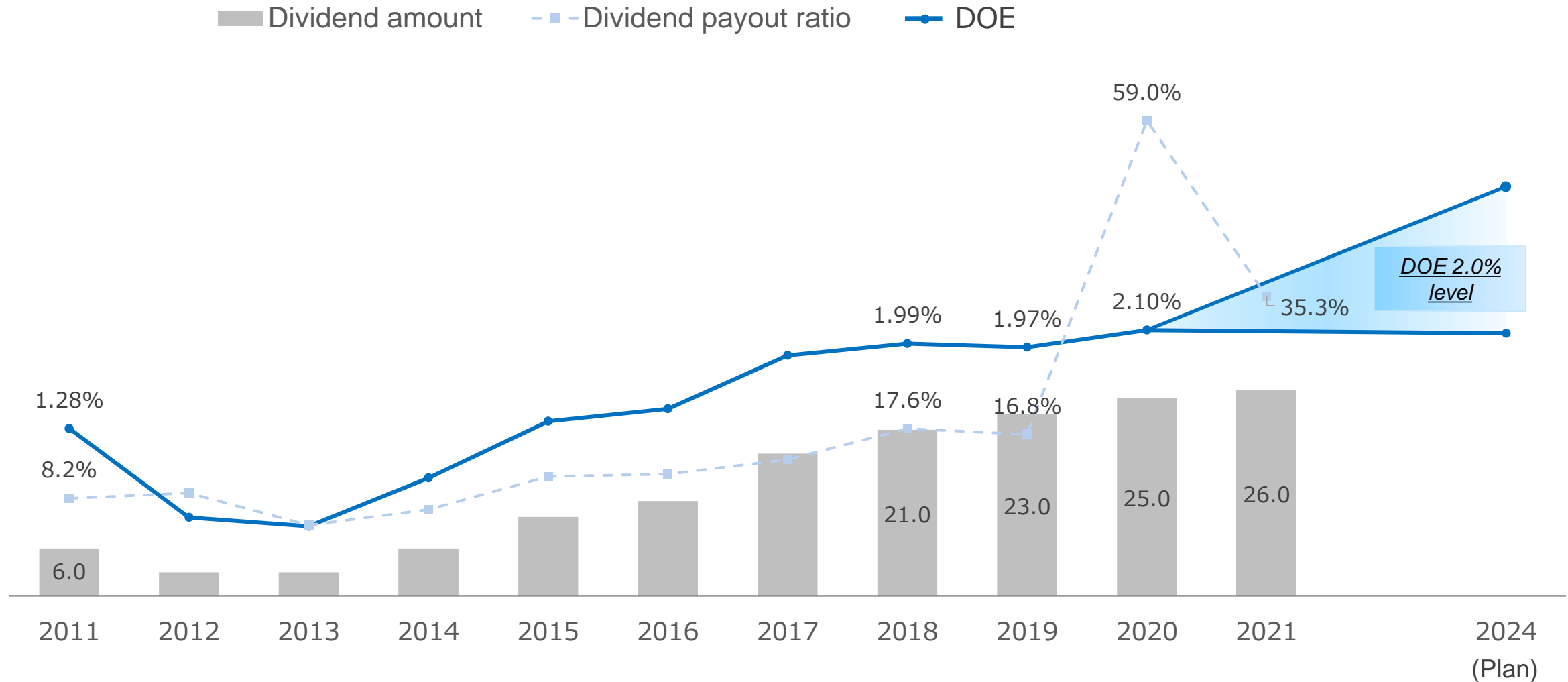
### ■ Return to society

- Promotion of ESG activities.

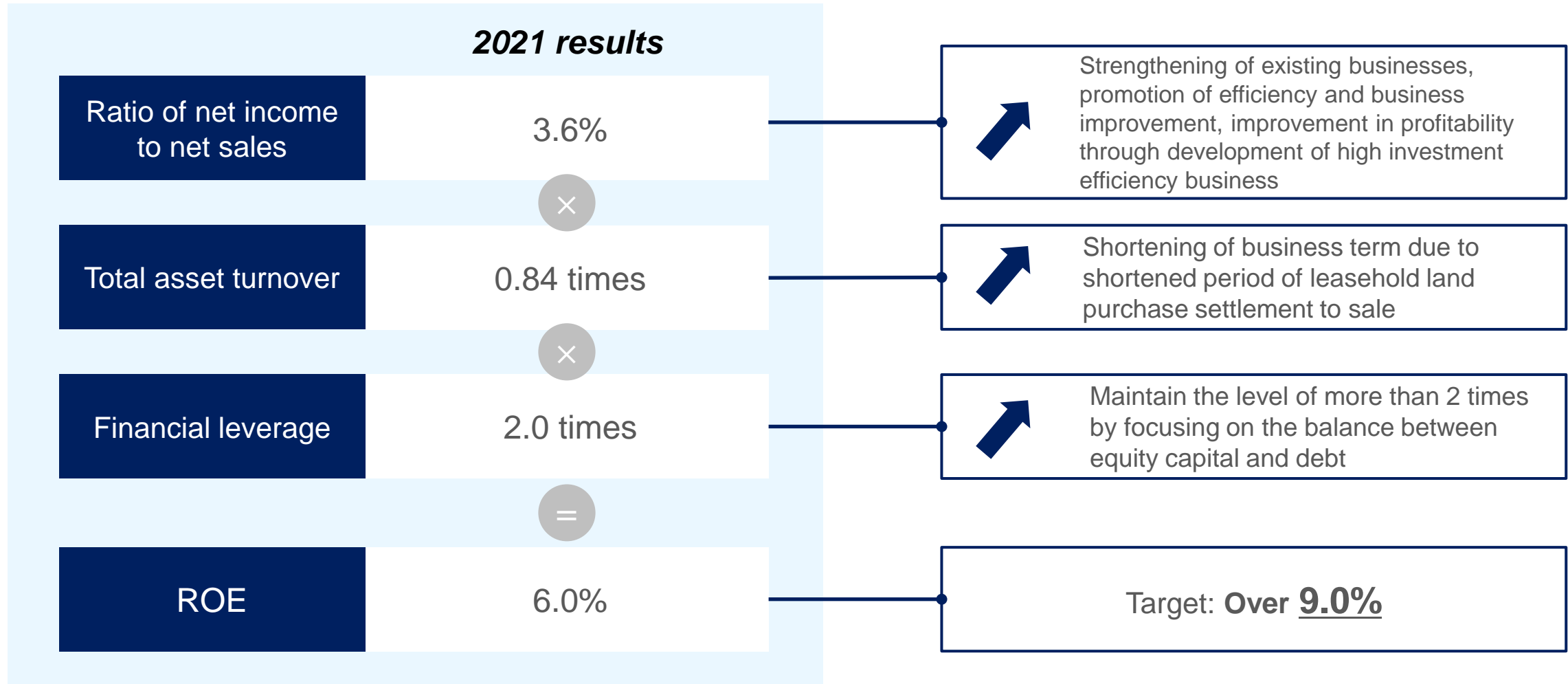
### ■ Return to employees

- Improve working conditions including increase in wages.
- Further improvement of the working environment for employees including remote working and staggered working hours.
- Increase company holidays (increase 3 days of paid holidays in 2022).

# Dividend Policy



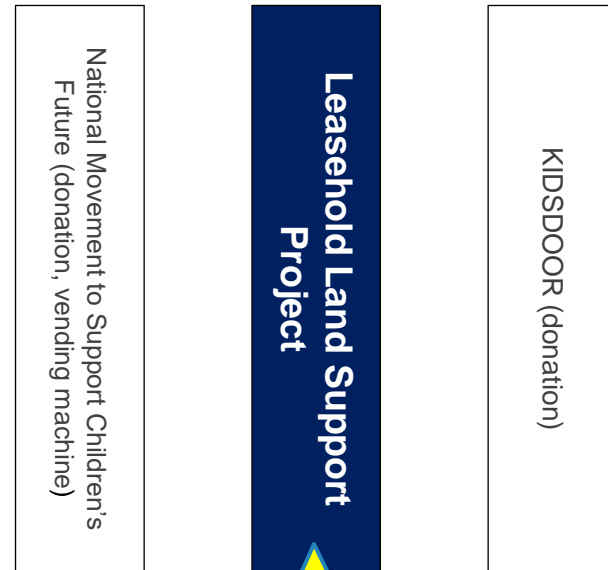
- ◆ We have been setting ROA as our management index but we newly adopted ROE as a management index which is even more easier for investors to understand considering the financial soundness and as it is consistent with the direction we are aiming for.



# Efforts toward ESG: Our Company's CSR Activities

## Sansei Support Project

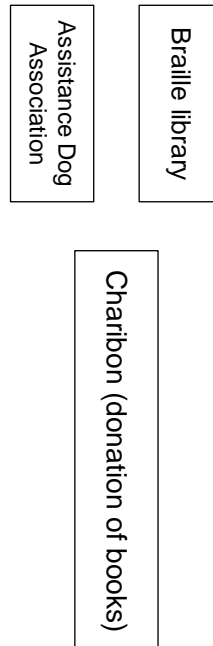
### Support for children



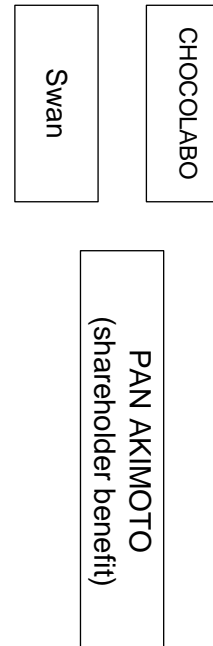
Sansei Landic's unique initiative

### Social welfare support activities

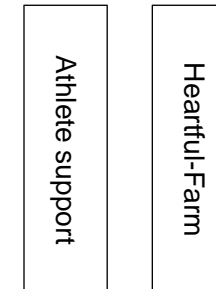
#### Support through donations



#### Support through purchasing



#### Job assistance

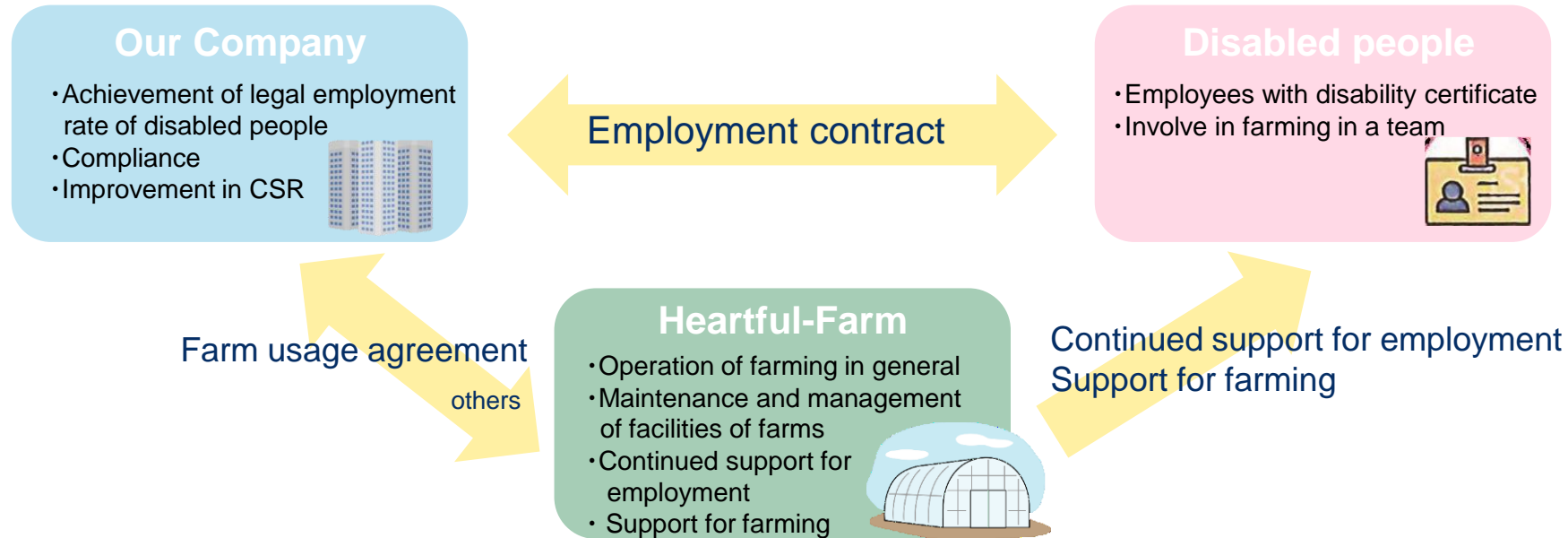


### **What Leasehold Land Support Project is...**

- Recently, as we often hear sad news of abuse of children by their parents, the project was launched with the idea that there is something that can support Japan in the future and contribute to Sansei Landic employees and children who might become customers.
- A system in which an additional donation is added to a portion of the profits we have made by selling the leasehold lands to the leaseholders, and the money is returned to society as a source of donations for the purpose of contributing to society.
- The aim is to expand the circle of social contribution by fostering an awareness of employee participation in social contribution by using the profits from sales activities of sales staff as a resource, and by encouraging the indirect participation of leaseholders as well.

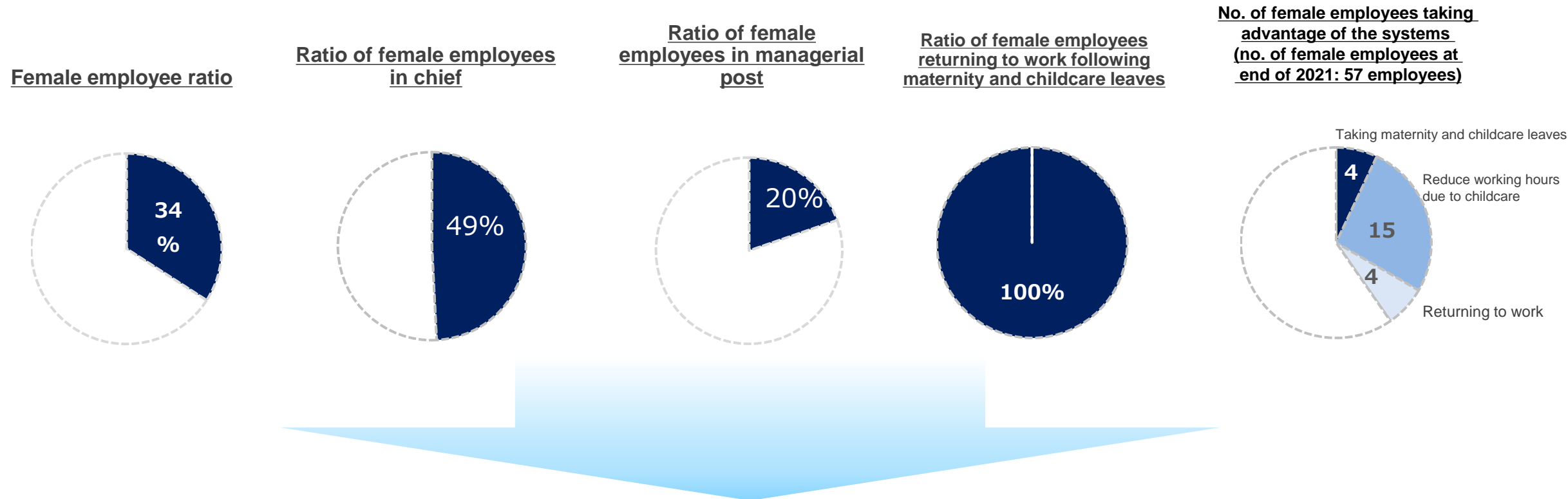


# Efforts toward ESG: Our Company's CSR Activities










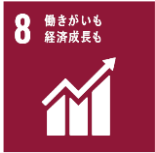







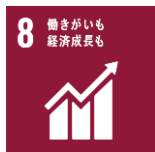

⇒ Fall into 8 items out of 17 SDGs items

# Efforts toward ESG: Promotion of Active Participation of Women



We have been promoting company structure and system for the female employees to be able to actively participate in work such as childcare support and we will further improve the working environment for them.

# (Reference) Efforts toward ESG

Our priority theme	Important issues	Related SDGs	Specific efforts
Support for children who bear the future society	<ul style="list-style-type: none"> <li>Securing of living environment and educational opportunity necessary for the healthy growth of children who face abuse and poverty issues, etc.</li> </ul>	  	<ul style="list-style-type: none"> <li>Leasehold Land Support Project</li> <li>Support through donation to the National Movement to Support Children's Future and support by purchasing through donation-type vending machines</li> <li>Donation to the incorporated non-profit organization KIDSDOOR</li> <li>Donation to Charibon</li> </ul>
Social welfare support activities	<ul style="list-style-type: none"> <li>Support disabled people's independence and social involvement</li> <li>Support disabled people's daily lives</li> <li>Train and spread of assistance dogs (guide dogs, hearing dogs, service dogs), etc.</li> </ul>	       	<ul style="list-style-type: none"> <li>Donation to Guide Dog &amp; Service Dog &amp; Hearing Dog Association of Japan</li> <li>Donation to Charibon</li> <li>Donation to the Japan Braille Library</li> <li>Support through purchasing at Swan Co., Ltd.</li> <li>Support through purchasing at CHOCOLABO</li> <li>Support for activities of disabled athletes</li> <li>Participation in Heartful-Farm</li> </ul>
Improve employees' wellness	<ul style="list-style-type: none"> <li>Promote active participation of diverse human resources</li> <li>Improvement of working environment</li> </ul>	  	<ul style="list-style-type: none"> <li>Promotion of active participation of women</li> <li>Enrichment of childcare support</li> <li>Promotion of remote work and staggered work shift, etc. toward improvement in work-life balance</li> </ul>
Regional and social service activities	<ul style="list-style-type: none"> <li>Global hunger problem</li> <li>Issues of dense area with wooden houses and vacant houses</li> <li>Increase in natural disasters</li> <li>Revitalization of local economy</li> </ul>	  	<ul style="list-style-type: none"> <li>Tin of PAN AKIMOTO products (shareholder benefit)</li> <li>Resolution of issues of dense area with wooden houses due to rights adjustment business, resolution of old earthquake-resistant properties</li> <li>Participation in regional redevelopment business</li> </ul>

\*1: Regarding the donation-type vending machines, the Company pays 30 yen per drink, of which 20 yen is discounted as part of employees' welfare benefits and of which 10 yen is donated to the fund to support children's future.

\*2: Support by purchasing breads of Swan Co., Ltd. which was established by the late Mr. Masao Ogura, founder of Yamato Transport, to support disabled people's independence and social involvement.

\*3: Support by purchasing products of CHOCOLABO, which aims to support disabled people's independence, as refreshments and gifts, etc. for visitors and customers at our head office and branches.

# **FY12/22 Business Forecasts**

# Purchasing and Sales under COVID-19

- Despite the impact of the fifth wave of COVID-19, we could minimize its impact through on-site measures.

## Purchasing

- No change in the lending attitude of financial institutions nationwide.
- Real estate prices tend to remain high.
- Demand for detached houses and condominiums is brisk.

**Continuing to purchase with cautious stance.**

## Sales

- The impact of COVID-19 is decreasing, and there will be no more delays in operations on site.
- Leaseholders' purchasing sentiment is recovering.

**Increase variation in sales methods by introducing IT rather than relying solely on face-to-face sales.**

# Fundraising Initiatives: Crowdfunding

- First to fourth offering: Raised 300 million yen in total.
- Fifth offering: 100 million yen was raised in January 2022. The interest rate was reduced from 3.0% in the first offering to 1.7%.

**底地くんファンド#1**

株式会社サンセイランディック

活動成立

投資受付金額  
50,000,000円/50,000,000円

100%

**諸条件**

予定利回り (年率・税引前)	予定運用期間 約11ヶ月 2019/12/20～2020/11/30*予定	募集金額 50,000,000円
3.0%		
抽選方式受付期間 このファンドでは抽選は実施しません	先着方式受付期間 2019/12/6 19:00～2019/12/13 15:00	
元本償還方法 満期一括	利息配当方法 毎四半期	担保・保証 担保なし・保証なし
		最終成立金額 20,000,000円

このファンドは先着順で募集を行います

[投資ガイド](#)

[このファンドの募集スケジュール](#)

先着

先着での申込受付は終了いたしました。

[諸条件の内容の解説](#)

**底地くんファンド#2**

株式会社サンセイランディック

運用中

投資受付金額  
50,000,000円/50,000,000円

100%

**基本情報**

1. 抽選 2. 先着

**ファンドの条件**

予定利回り (年率・税引前)	予定運用期間 約8ヶ月 2020/6/26～2021/1/31*予定	募集金額 50,000,000円 うち2500万円を抽選方式で募集します
2.50%		
元本償還方法 満期一括	利息配当方法 毎四半期	担保・保証 担保なし・保証なし
		最終成立金額 20,000,000円

先着での申込受付は終了いたしました。

投資申込の前に取引書の内容を必ずご確認ください。

[重要事項説明書、販売契約契約書](#)

**底地くんファンド#3**

株式会社サンセイランディック

運用中

投資受付金額  
100,000,000円/100,000,000円

100%

**基本情報**

1. 抽選 2. 先着

**ファンドの条件**

予定利回り (年率・税引前)	予定運用期間 約11ヶ月 2020/1/1/24～2021/10/29*予定	募集金額 100,000,000円 うち8000万円を抽選方式で募集します
2.00%		
元本償還方法 満期一括	利息配当方法 毎四半期	担保・保証 担保なし・保証なし
		最終成立金額 30,000,000円

先着での申込受付は終了いたしました。

投資申込の前に取引書の内容を必ずご確認ください。

[重要事項説明書、販売契約契約書](#)

**底地くんファンド#4**

株式会社サンセイランディック

運用中

投資受付金額  
100,000,000円/100,000,000円

100%

**基本情報**

先着

**ファンドの条件**

予定利回り (年率・税引前)	予定運用期間 約7ヶ月 2021/6/30～2022/1/31*予定	募集金額 100,000,000円
1.80%		
元本償還方法 満期一括	利息配当方法 毎四半期	担保・保証 担保なし・保証なし
		最終成立金額 30,000,000円

先着での申込受付は終了いたしました。

投資申込の前に取引書の内容を必ずご確認ください。

[重要事項説明書、販売契約契約書](#)

**底地くんファンド#5**

株式会社サンセイランディック

運用中

投資受付金額  
100,000,000円/100,000,000円

100%

**基本情報**

先着

**ファンドの条件**

予定利回り (年率・税引前)	予定運用期間 約7ヶ月 2022/1/31～2022/8/31*予定	募集金額 100,000,000円
1.70%		
元本償還方法 満期一括	利息配当方法 毎四半期	担保・保証 担保なし・保証なし
		最終成立金額 30,000,000円

先着での申込受付は終了いたしました。

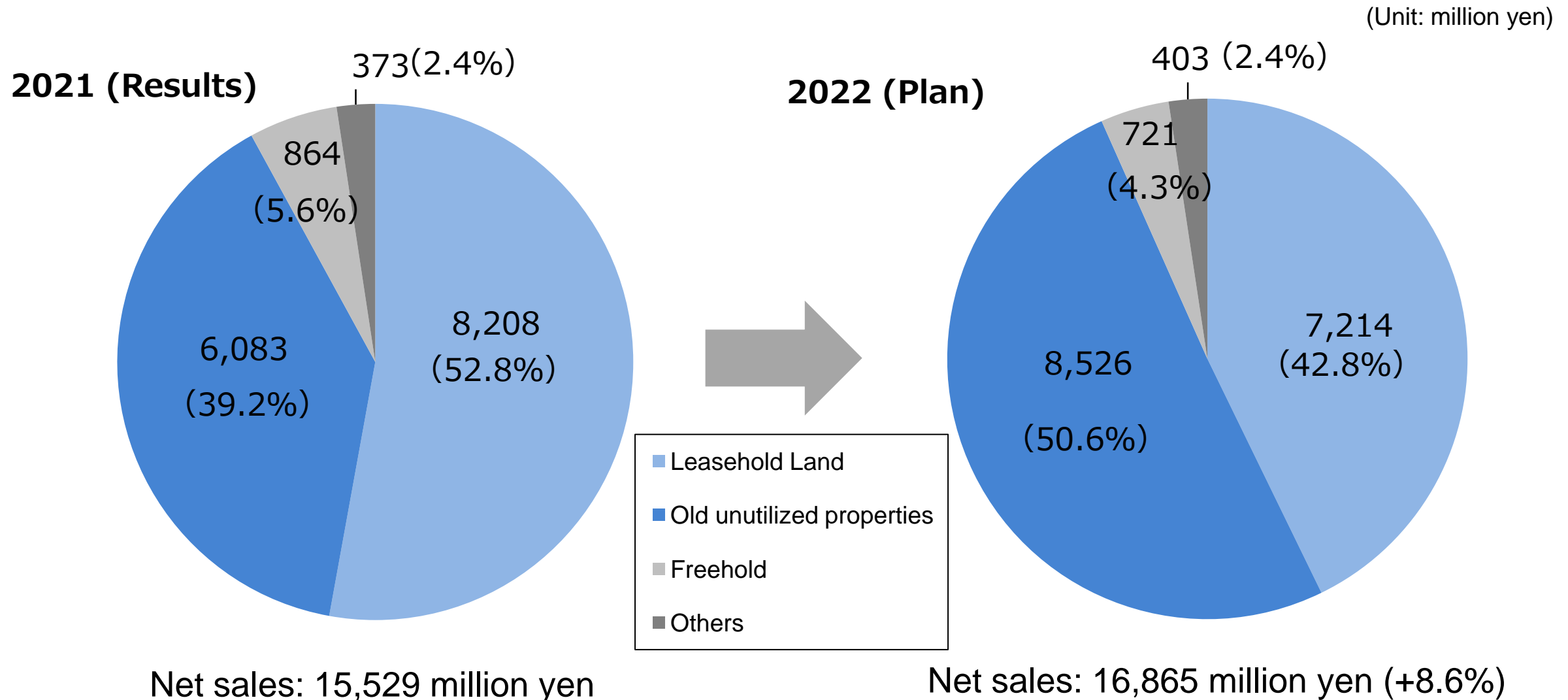
投資申込の前に取引書の内容を必ずご確認ください。

[重要事項説明書、販売契約契約書](#)

# Real Estate Sales Business: Sales Plan by Business



- Leasehold land: 7,214 million yen, Old unutilized properties: 8,526 million yen, Freehold: 721 million yen, Others: 403 million yen.



Consolidated Forecasts for FY12/22 (January 1, 2022 - December 31, 2022)

(Unit: million yen)

	<b>FY12/22</b>	<b>Pct. change</b>
Net sales	18,235	+8.3%
Gross profit	1,301	+16.4%
Operating income	1,142	+14.3%
Ordinary income	754	+23.8%
Net income	91.52	+25.0%
EPS (Yen)	27	—

- Sales and profits in the Real Estate Sales business is expected to exceed the level in 2021. Plan to return to profitability in the Construction business.
- We plan to increase dividend by 1 yen per share to 27 yen, the ninth consecutive year of dividend increases.



- Net sales fell short of the plan by 23.5%.
- Aim to achieve profitability at an early stage by continuing to strengthen sales activities and cost management.

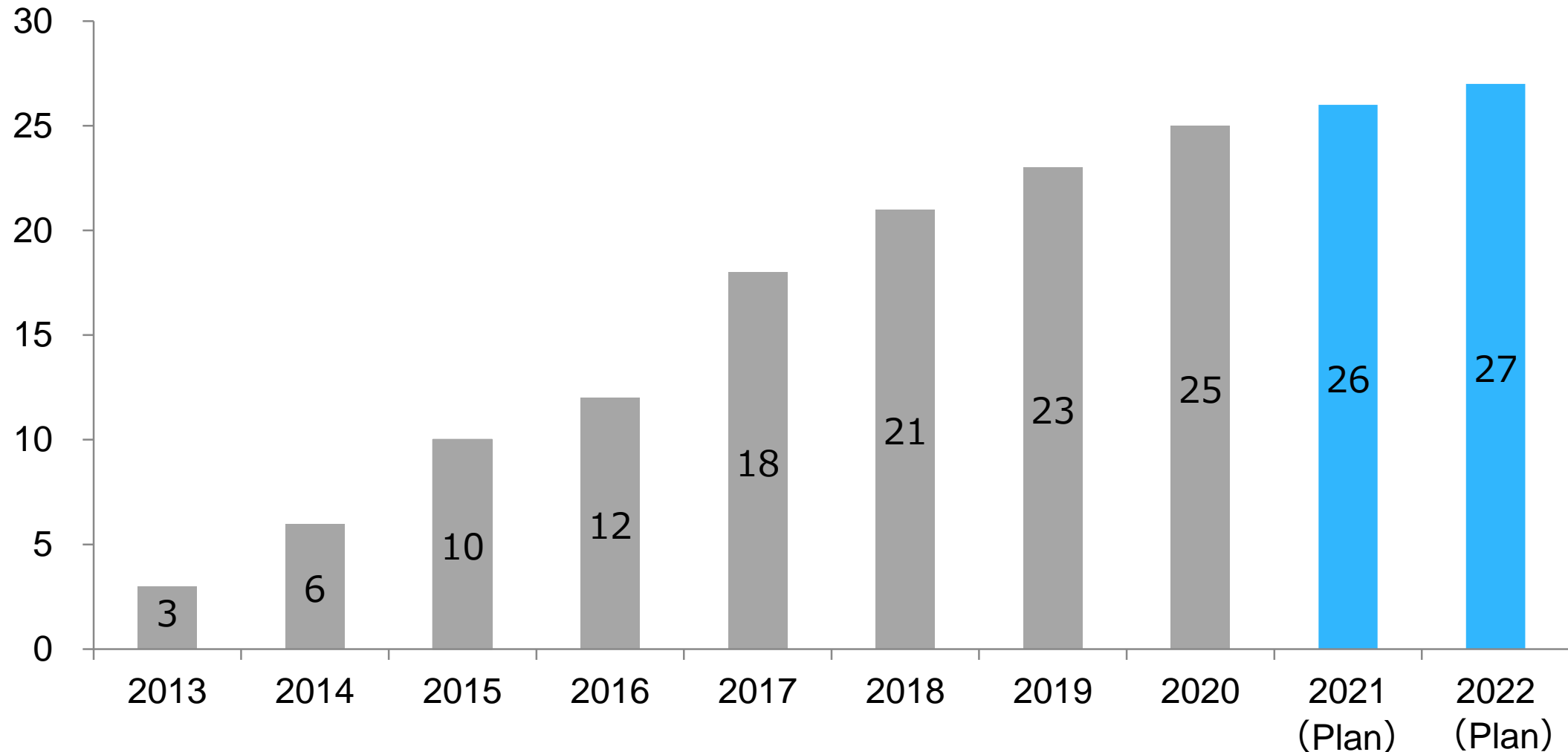
(Unit: million yen)

	FY12/19	FY12/20	FY12/21	FY12/22 (Plan)
Net sales	1,753	1,662	1,306	1,367
Segment profit/loss	-44	-4	-145	12

# Shareholder Returns (Dividends)

We have revised the year-end dividend forecasts for FY12/21 from 25 yen per share to 26 yen.  
Plan to raise the year-end dividend for FY12/22 to 27 yen per share, the ninth consecutive year of dividend increases.

Dividends (yen)



# Shareholder Returns (Shareholder Benefit Program)

- Introduced gift catalog system from 2021.

**Upgraded benefits for long-term shareholders** in order to encourage more shareholders to hold our shares over the long term.

Holding period Number of shares held	Less than 1 year	1 year or more
100 shares	Not eligible	QUO Card (500 yen)
200 to less than 500 shares	QUO Card (500 yen)	Gift catalog ①
500 shares or more	QUO Card (1,000 yen)	Gift catalog ②



## サンセイランディックオリジナル「カタログギフト」


長期保有の株主様向けに、保有株式数に応じて選べる2つのコースをご用意しています。お肉やお米、社会貢献（寄付）に加え、底地くんファン（？）にはたまらない、株主優待オリジナル「底地くんぬいぐるみ」など、遊び心を感じる株主優待です。



激レアだよ♪

後ろ姿！

\*The catalog gift includes canned bread, which was a shareholder benefit until last year.

Company name	Sansei Landic Co., Ltd
Representative	Takashi Matsuzaki, President and CEO
Established	<b>February 1976</b>
Capital stock	820,801,600 yen (As of the end of December 2021)
Listing	<b>December 18, 2014, First Section of the Tokyo Stock Exchange</b> Securities Code: <b>3277</b> *Listed on the JASDAQ Stock Exchange on December 13, 2011
Head office	5-1, Marunouchi 2-chome, Chiyoda-ku, Tokyo
Branch	Sapporo, Sendai, Musashino, Nagoya, Kyoto, Kansai, Fukuoka
Subsidiary	One's Life Home Co., Ltd. (Construction)  <b>One's Life Home</b> natural modern from architects
Number of employees	Non-consolidated: 168 (consolidated: 186) ...As of the end of December 2021

## Thank you very much for your attention.

- The statements including perspectives on our group, plans, policies, strategies, schedules and judgements that are not facts in this material are forward-looking statements about the future performance.
- Forward-looking statements about the future performance are based on information currently available and certain assumptions that our group believes to be reasonable. Actual results may differ significantly from the forward-looking statements due to various risk factors and uncertainties. Please do not place undue reliance on these forward-looking statements.
- The data in this material contains quotations of public information that we believe to be reliable and accurate, but we do not guarantee the accuracy or certainty of the contents.

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