

"Design 100" Project Phase-I (2013 ~ 2017)
"Daibiru Excellence" towards Sustainable, Innovative & Global Next 100 (Century)

【 Consolidated Financial Target 】

(Unit : JPY100M)

【 Direction of Design 100 】

Daibiru welcomes 90th anniversary this year and this coming decade is a period of preparation to design the next 100 years

As the pioneer in office leasing industry, based upon the expertise built up in our business domain over the past 90 years, we will develop a new path for another 100 years by making continuous innovations and transplanting "Daibiru Business Model" to overseas.

	FY2012FY	FY2013	FY2014	FY2015	FY2016	FY2017
Revenue	342	355	365	385	400	420
Operating Income	98	99	92	97	110	130
Ordinary Income	85	86	74	80	95	105
Net Income	49	51	40	50	60	65

JPY60 bil out of JPY100 bil investment reflected

[This does not include JPY40 bil investment at Tokyo area out of total JPY 100 bil investment.]

EBITDA	159	165	160	180	190	215
Operating Cash Flow	101	130	105	150	160	160
Debt Equity Ratio	1.1	1.1	1.2	1.1	1.0	0.9
Interest Bearing Debt / EBITDA Ratio	8.7	8.8	9.5	8.5	7.6	6.4

Action Plans

Investment Areas ... JPY100bil for 5 years

Expansion of Business Portfolio

- 【 Japan 】 + Investment in high-end office properties in CBD Tokyo(JPY 40bil scale)
- + Expansion of asset in "Nursing Homes" for elder generation"(JPY 8bil)
- 【 Overseas 】 + Development of grade-A office building in Vietnam(JPY16bil)

Investment for enhancement of competitiveness of existing assets & Improvement of environmental quality/BCP aspect

- + Successful launching of reconstruction project of new "Shin-Daibiru" building (JPY28bil)
- + Renewal works of existing properties for enhancing competitiveness (JPY10bil mainly for 5 Buildings)

Action plans to sharpening

"Daibiru Excellence"

Improvement of office building services

- + Standardization of office building services & QC

Development of human resources

- + Cultivation of quality BM staff
- + Development of global human resources & core personnel at overseas operational hub

Improvement of Recognition of Daibiru by implementing corporate branding strategy