



The Daibiru Group Medium- to Long-Term Management Plan 2035

BUILD NEXT.



May 22, 2023
DAIBIRU CORPORATION



BUILD NEXT.

**“Constructing buildings, creating towns, pioneering the new era”
—delving deeper and taking on challenges to face the next 100 years**

- ✓ Achieve stable growth in the office leasing business and drive growth higher by diversifying asset types and businesses, creating towns that will fill people with greater enjoyment and pride.
- ✓ Create towns and generate new value in order to “pioneer the new era,” in which we work with customers and local and global society to resolve social issues.



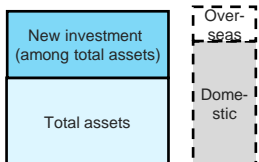
Quantitative targets (target KPIs)

Profit (Profit before income taxes)

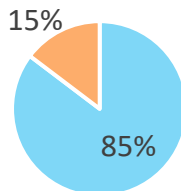


- Domestic
- Overseas

Investment amount Total assets



Fiscal 2022

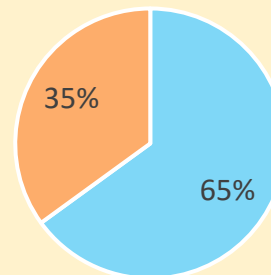


Profit before
income taxes
¥11.4 billion

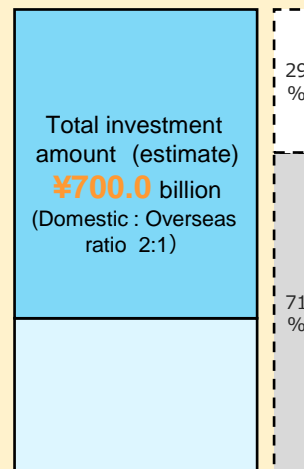


Total assets
¥446.5 billion

Fiscal 2035



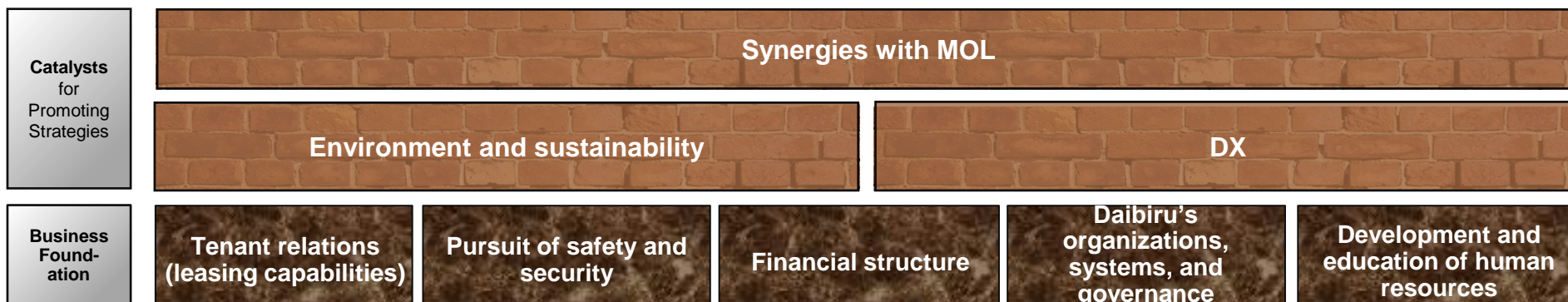
Profit before
income taxes
¥25.0 billion



Total investment
amount (estimate)
¥700.0 billion
(Domestic : Overseas
ratio 2:1)

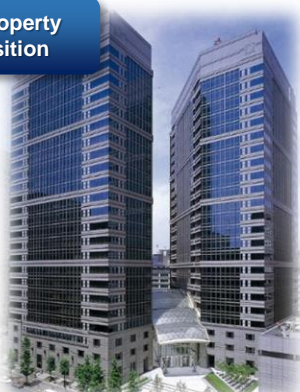
Total investment
amount (estimate)
¥1.0 trillion

Overall Strategy and Action Plan



■ Key Initiatives in Domestic Business Strategy

New property acquisition



Otemachi 1st Square

- Gradual acquisition from 2022–2024
- Exclusively owned area (target): Approx. 2,800 tsubo / Total area: Approx. 42,700 tsubo

New property acquisition



Otemon Tower / ENEOS Building

- Acquired in 2023
- Exclusively owned area: Approx. 4,600 tsubo / Total area: Approx. 31,300 tsubo

New property acquisition



Umeda E-MA

- Investment via SPC in 2021
- Total area: Approx. 7,600 tsubo

Reconstruction



Midosuji Daibiru Building

- Completion scheduled for 2024
- Total area: Approx. 6,100 tsubo

Reconstruction



Yaesu Daibiru Building

- Completion scheduled for 2025
- Total area: Approx. 6,900 tsubo

Expansion of asset types



Estate Yodoyabashi (SANCOINN OSAKA YODOYABASHI)

- Acquired in 2022
- Total area: Approx. 700 tsubo

Redevelopment



Sapporo PIVOT Redevelopment

- Completion scheduled for 2027
- Total area: Approx. 12,700 tsubo

■ Key Initiatives in Overseas Business Strategy

Current target countries



**Starlake Area Redevelopment Project
(Hanoi, Vietnam)**

- [Completed in 2023/Completion scheduled for 2023]
- Gross floor area: Approx. 21,700 m²

Current target countries



**Office Building Development Project
(Melbourne, Australia)**

- Completion scheduled for 2025
- Total area: Approx. 45,800 m²

New Initiatives



**The Garren
(Atlanta, U.S.)**

- ESG-friendly office development project
- Completion scheduled for 2024
- Total area: Approx. 14,700 m²