

Urban Development & Real Estate Business

Business Significance

Creation of exciting living spaces with overwhelming speed

Business Strengths

- Ability to create "living spaces that excite users" with a "customer-oriented approach"
- Strong relationship of trust with customers
- Circular reinvestment business model
- Each and every employee is a "professional", and teams are "a group of experts receiving outstanding customer support"

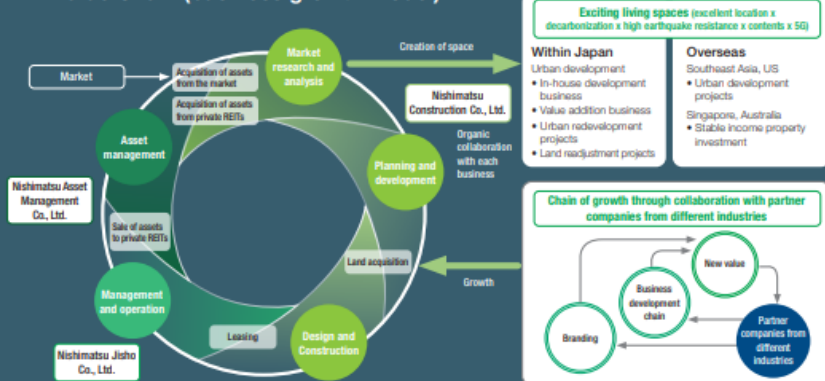


Yoshiyuki Sawai
General Manager of Urban Development & Real Estate Business Division

Priority Assets

- Working spaces (offices)
- Residences (dormitories, senior citizen facilities)
- Tourism, leisure (hotels and halls)
- Lifestyle support, health care (commercial facilities)
- Data centers, logistics

Value Chain (business growth model)



Progress of Priority Measures

Priority measures	FY2021 review	Initiatives going forward															
Asset strategies that place priority on growth areas	New acquisitions focused on key assets (16)	Efficient and effective use of funds by ascertaining market conditions, acquiring new projects focused on key assets, and sales and recovery of assets															
Evolution to a "Circular Reinvestment Model"	Started Nishimatsu Asset Management Co., Ltd. (October 2021)	Sequential formation of private placement funds Preparation to set up private REIT															
		<table border="1"> <thead> <tr> <th colspan="3">Status of investment recovery</th> </tr> <tr> <th></th> <th>FY2021 results</th> <th>Medium-Term Management Plan (FY2021 to 2023 plan)</th> </tr> </thead> <tbody> <tr> <td>Investment</td> <td>¥26.4 billion</td> <td>¥86.0 billion</td> </tr> <tr> <td>Recovered</td> <td>¥7.8 billion</td> <td>¥36.0 billion</td> </tr> <tr> <td>Net investment</td> <td>¥18.6 billion</td> <td>¥51.0 billion</td> </tr> </tbody> </table>	Status of investment recovery				FY2021 results	Medium-Term Management Plan (FY2021 to 2023 plan)	Investment	¥26.4 billion	¥86.0 billion	Recovered	¥7.8 billion	¥36.0 billion	Net investment	¥18.6 billion	¥51.0 billion
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Expansion of contributions to the Construction Business Increasing business opportunities through start-up of our own projects																	
Increase Group earnings through collaboration with the Construction Business	Establishment of a strong cooperative system with the Construction Business																

Contribution to SDGs

Student dormitory where top global leaders are nurtured

Takanawa International Student Dormitory, Keio University (Tokyo)

As a proposal for effective use of land on Keio University's campus, Nishimatsu Construction leased the land for a certain period of time, designed and constructed a dormitory exclusively for female students at Keio University, providing a place for female students from Japan and overseas to live in and engage in international exchange.

In consideration of the environment and energy conservation, solar panels have been installed on the roof of the building to supply electricity. In the event of a power outage, the building is equipped with storage batteries to enhance disaster preparedness.



Extending the life of buildings through seismic retrofitting

Boutique hotel "Korinkyo" with a distillery (Ishikawa Prefecture)

Nishimatsu was approached by the owner of a building in Kanazawa's Korinbo district, which we designed and constructed in 1971, to consider how it could be utilized. We thus renovated the building with seismic retrofitting and converted it from an office building to a hotel. We were in charge of project management, construction and operations, collaborating with various involved parties. The intent was to create a space that incorporates conventionally designed arches so visiting guests can have a relaxing time.

