

Securities Code: 8869
MEIWA ESTATE Co., Ltd.

40 years **NEW!**

Strategy 2027



May 13, 2024

1986

Established in
Yokohama



1996

Listed on the TSE 2nd section



1998

Listed on the TSE 1st section

Memorial project
“CLIO RÉSIDENCE TOKYO”



2013

The 1st Eco-friendly housing
“CLIO HEIWADAI” completed
Received the Good Design Award



2015

Branding
Brand Logo modification



2016

Permanent condominium gallery
“CLIO lifestyle salon” opened
in Ginza



2017

明和地所の仲介

Real Estate Agency Business
transferred from the subsidiary

2019

tukurite
CLIO STYLE RENOVATION

Launch “tukurite” (New renovation brand)

2021

Entering
Wealth Solution Business

2022

The 1st ZEH condominium
“CLIO YOKOHAMA TSUNASHIMA
GARDEN MARKS” completed



2023

Supply in Kanagawa Pref.
reached 500 projects



1980s

1990s

2000s

2010s

2020s

2030s~

No. of units
supplied

1994
10,000

1998
20,000

2005
30,000

2014
40,000

2020
45,000

2023
48,000

想いをかなえ、時をかなでる。

今日も、10年後も、その先も、
「ここに住んでよかった」と思えるマンションを。

価値ある住まい

安全安心な暮らし

豊かなライフスタイル

地域社会との共創



選ばれる企業へ

1. Summary of the Strategy
2. Business Strategy
3. Appendix

Summary of the Strategy

- Executive Summary
- Background of the Reformulation
- Basic Policies
- Targets (Consolidated)
- ROIC Planning
- Personnel Planning
- Shareholder Returns

- Triggered by the increase in construction costs mainly due to labor shortages in the construction industry and the adjustment of construction schedules, the current Five-Year Strategy* was reviewed and the Strategy for the three years from FY03/25 to FY03/27 (Strategy 2027) was reformulated.
- Consolidated financial target: Aim to achieve net sales of ¥88 billion, operating profit of ¥5.5 billion and ordinary profit of ¥4.1 billion in FY03/27.
- Residential Development Business :
 - Aim to achieve net sales of ¥47 billion in FY03/27.
 - Target customers are mainly double-income families with an annual income of ¥10 million or more and high net worth individuals in the Tokyo Metropolitan Area. Such customer households have increased by 1.4 times in five years, and their annual household income has also increased.
 - Carefully select purchases in favored locations that will be accepted by this customer segment. We are working to diversify our purchase methods for this purpose. As one such measure, the Company is stepping up efforts to rebuild condominiums, for which demand is expected to expand rapidly in the future.
 - In recent years, we have increased our design capabilities and the environmental performance of our condominiums, and we will continue to provide comfortable quality housing that is preferred by this customer segment.

*The “Five-year Strategy” announced in February 28, 2022

■ Real Estate Agency Business :

- Aim to achieve net sales of ¥33.7 billion in FY03/27.
- The used condominium market is worth about ¥15 trillion, much larger than that of new condominiums, and is growing at an annual rate of 23%. We will seize this secondary market through the Brokerage Business and the Purchase and Resale Business.
- Similarly to the Residential Development Business, the Purchase and Resale Business will focus on purchases in favored locations and carry out high-quality renovations to strengthen sales to high-earning families and high net worth individuals. To expand the transaction volume, the purchases workforce has been increased.
- In the Brokerage Business, the store network is already in place, so we will strengthen a store format and improve profitability.
- Rents of rental housing in the 23 wards of Tokyo are rising faster than consumer prices. In particular, the rate of increase is high for the Company's specialty family-type condominiums and compact condominiums.
- In the Wealth Solution Business, develop high-quality rental properties and sell them to high net worth individuals.

■ Condominium Management Business :

- Aim to achieve net sales of ¥6.2 billion in FY03/27.
- Both the number of condominiums in stock and management fees are increasing, and the condominium management market continues to expand stably.
- In the Condominium Management Business, aim for growth through the acquisition of condominiums managed by other companies based on high customer satisfaction. We will only acquire projects that can secure a certain profit margin. Maintain the following policies to ensure profitability.
 - (i) Maintain concentration on the Tokyo Metropolitan Area and Sapporo
 - (ii) Acquire new contracts with a certain level of profit margin
 - (iii) Use IT to balance customer satisfaction and operational efficiencies

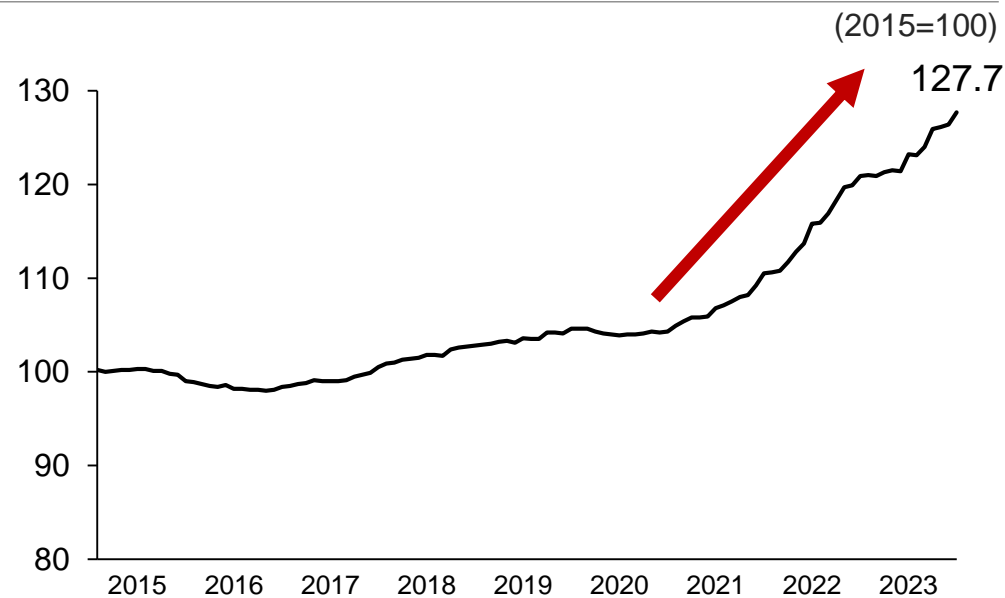
■ Leasing and Related Business: Aim to achieve net sales of ¥1 billion in FY03/27. Replace owned properties.

■ Continue to enhance shareholder returns. Aim for dividend growth in line with profit growth with a target dividend payout ratio of 30%.

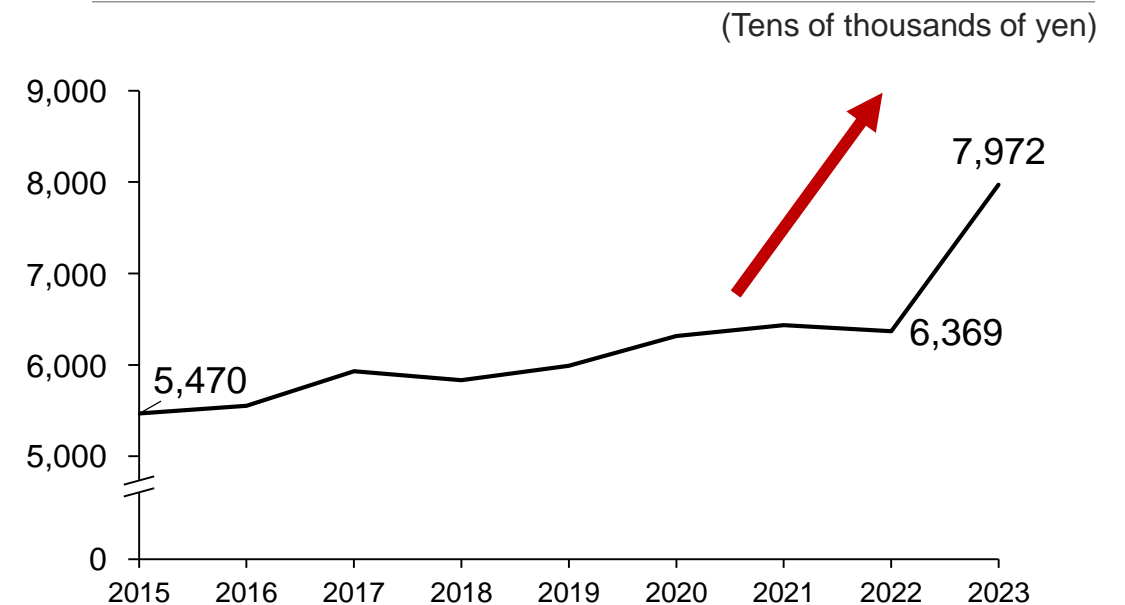
Continue to offer the shareholder benefit program, which was introduced to ensure liquidity of shares.

- Construction costs continue to rise and sales price are also increasing

Trends in the Construction Cost Index*1



Average Price of new Condominiums in the Tokyo Metropolitan Area*2



Adjusting the change in the business conditions, the strategy was reformulated

*1 Compiled by the Company based on the Construction Research Institute's "Construction Cost Index (Construction Cost (Tokyo), RC Housing Complexes, base year of 2015)"

*2 Compiled by the Company based on the Real Estate Economic Institute's "Tokyo Metropolitan Area Condominium Market Trends"

Background of the Reformulation : The current Strategy* and Outlook 明和地所

- Changes in the business environment have led to severe conditions for purchases in the Residential Development Business.
Volume growth in the Residential Development Business unlikely from FY03/25 onward.

Basic policies of the current strategy*			FY03/23 Review	FY03/24 Review	FY03/25, FY03/26, FY03/27 Outlook	
1	Strengthen core businesses and expand ourselves to new business domains	Residential Development	Increasing new supply	○	△	△ Conditions for purchases are severe due to soaring construction costs, making expansion unlikely.
		Real estate Agency	Aggressive investment in mainly human resources	○	○	◎ Market continues to grow due to increased demand for used properties.
		Wealth solution	Providing one-stop services	○	○	◎ Market continues to grow due to diversified investment demand.
		Condominium management	Growth in stock	○	○	◎ Market continues to expand as the stock of condominiums increases.
2	Strengthen shareholder returns			○	○	○ Responding to investor demand for enhanced returns.
3	Promote corporate activities conscious of SDGs			○	○	○ Increased environmental awareness and the 2030 target.

- Basic policies of the Strategy 2027 are below.

	Basic policies	Segment
1	Sales of products and services targeting high-earning families and high net worth individuals	<div>Residential development</div> <div>Real Estate Agency</div>
2	Providing high-quality, comfortable residences in favored locations	<div>Residential development</div> <div>Real Estate Agency</div>
3	Strengthening initiatives in the growing secondary market	<div>Real Estate Agency</div>
4	Sales of high-quality condominiums for rent in favored locations to high net worth individuals	<div>Real Estate Agency</div>
5	Expansion of Condominium Management and Leasing and Related Businesses that have stable profits	<div>Condominium Management</div> <div>Leasing and Related</div>

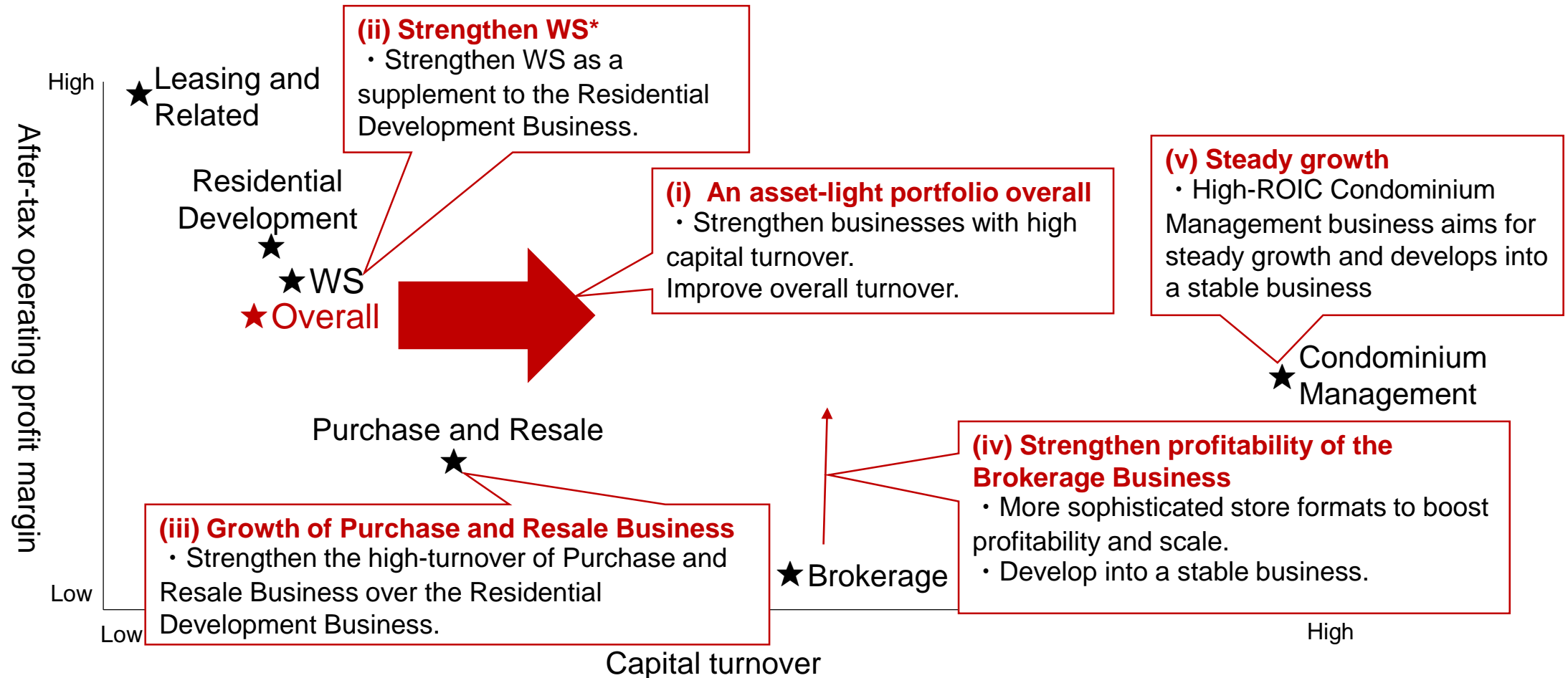
Targets (Consolidated)

- Accelerating growth in the Real Estate Agency business, aim to achieve net sales of ¥88 billion, operating profit of ¥5.5 billion and ordinary profit of ¥4.1 billion in FY03/27

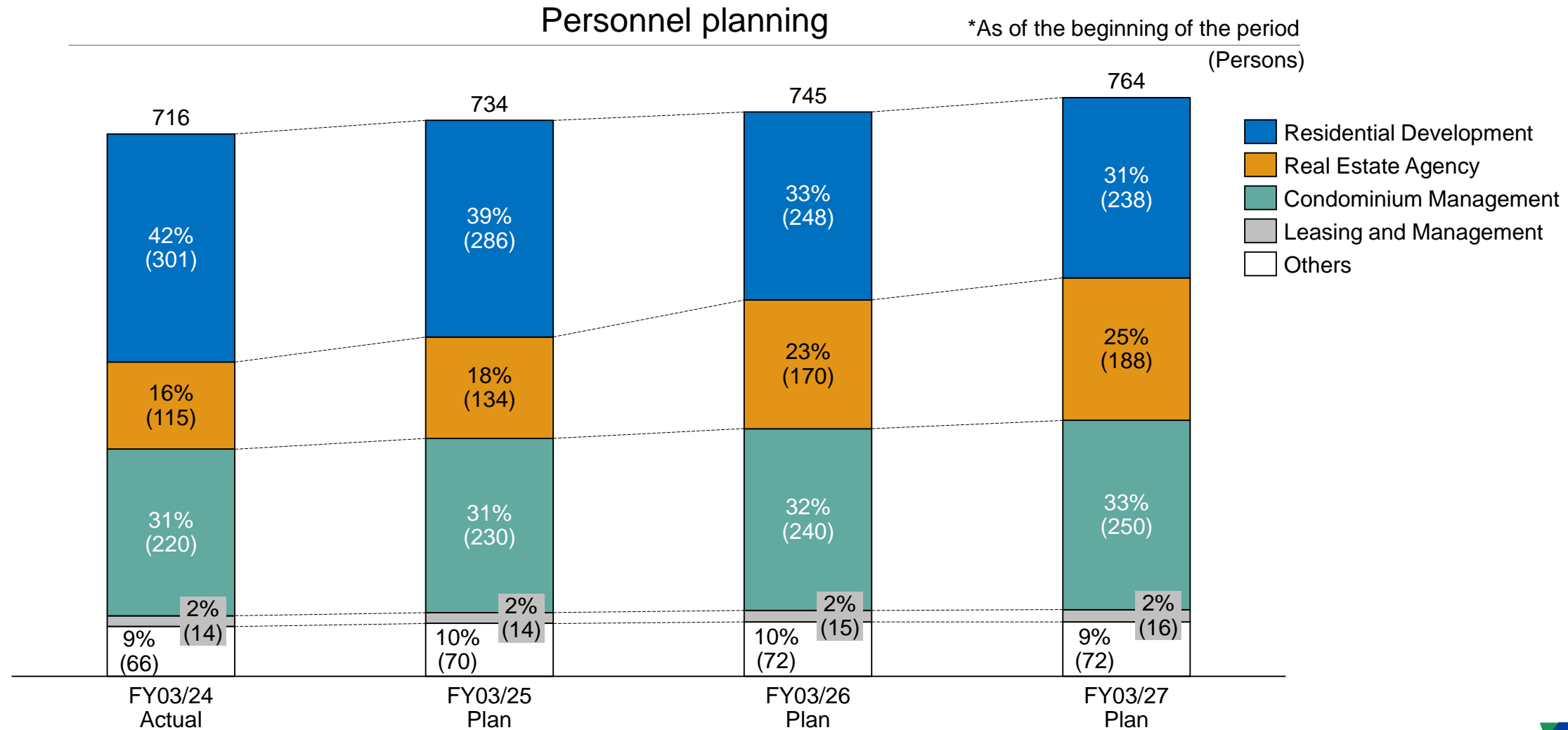
(Millions of yen)

	FY03/24 Actual	FY03/25 Target	FY03/26 Target	FY03/27 Target
Net sales	71,250	79,000	80,000	88,000
Residential development	49,403	50,000	45,000	47,000
Real Estate Agency	15,217	22,100	28,000	33,750
Condominium Management	5,729	6,100	6,150	6,250
Leasing and Related	724	800	850	1,000
Operating profit	4,973	4,700	5,100	5,500
(Operating profit margin)	(7.0%)	(5.9%)	(6.4%)	(6.3%)
Ordinary Profit	3,990	3,600	3,800	4,100
(Ordinary profit margin)	(5.6%)	(4.6%)	(4.8%)	(4.7%)
Profit	2,781	2,500	2,650	2,900
(Profit margin)	(3.9%)	(3.2%)	(3.3%)	(3.3%)

- Strengthen the WS*, Purchase and Resale and Brokerage Businesses that surround our core business, the Residential Development Business. The Condominium Management Business aims for steady growth. Aim for an asset-light portfolio overall.



- Increase workforce in the Real Estate Agency Business and the Condominium Management Business



- Aim for stable profit growth and sustainable dividend expansion with a target dividend payout ratio of 30%.

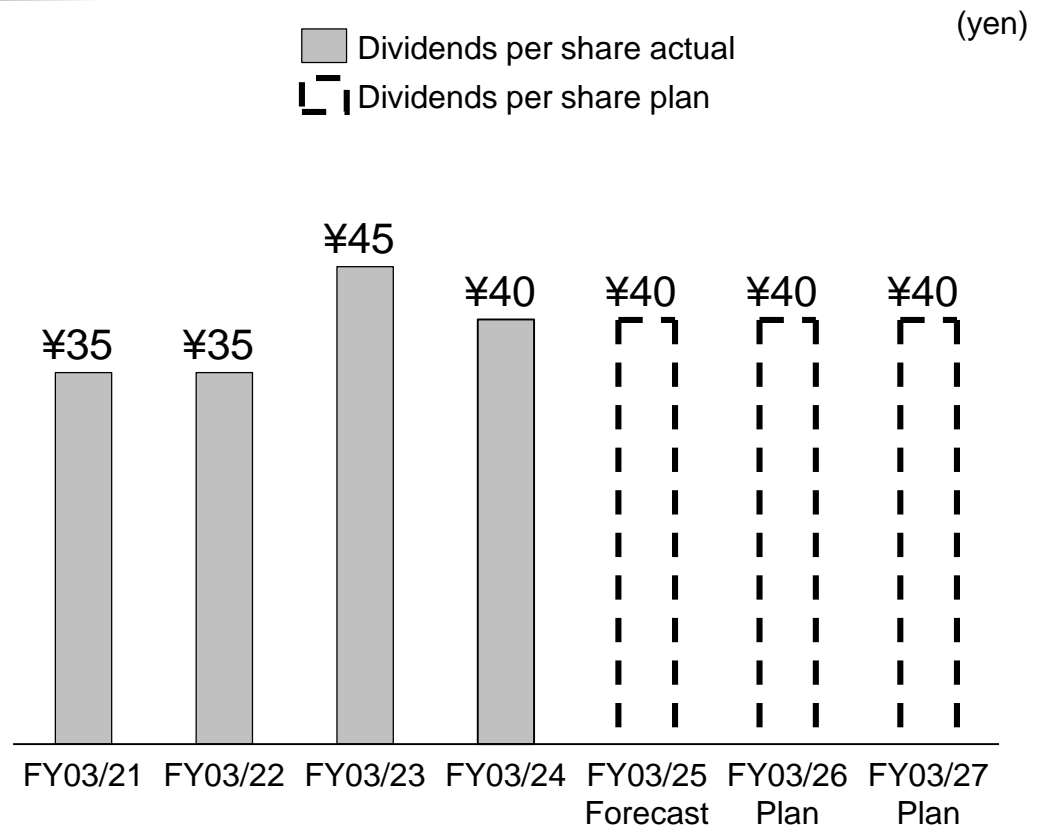
Basic policy of dividends

The Company will continue to strive to increase shareholder value and enhance internal reserves to strengthen its financial position, while continuing to pay stable dividends.

During the period projected in the Strategy 2027, we aim for shareholder returns with a payout ratio of around 30%.



Dividends



- Continue to offer the shareholder benefit program, which was introduced to ensure liquidity of shares.

Shareholder benefit points are awarded based on the number of shares held

Number of shares held	Benefit points
600 shares to 699 shares	4,000 points
700 shares to 799 shares	6,000 points
800 shares to 1,499 shares	12,000 points
1,500 shares to 1,999 shares	20,000 points
2,000 shares to 2,499 shares	25,000 points
2,500 shares to 2,999 shares	30,000 points
3,000 shares or more	50,000 points



MEIWA 明和地所
明和地所プレミアム優待倶楽部
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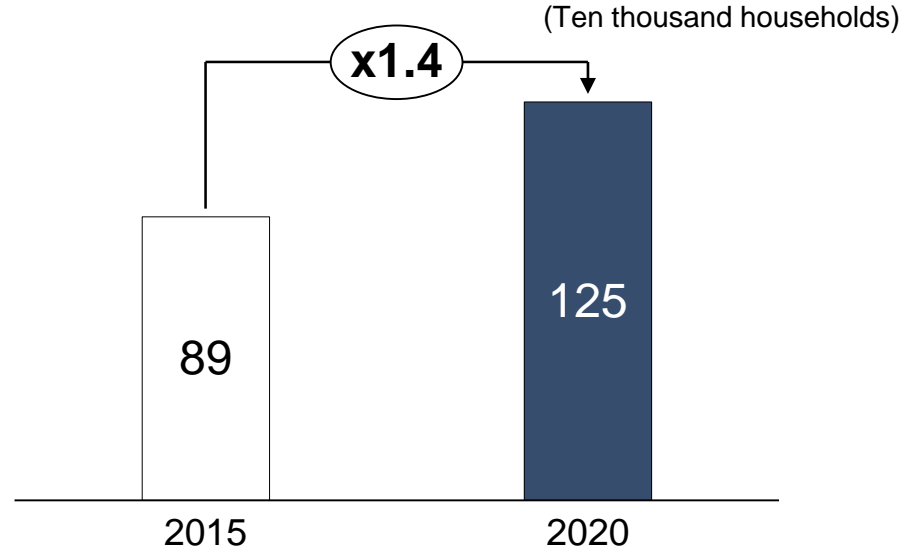
2. Business Strategy

- Residential Development
- Real Estate Agency
- Condominium Management
- Leasing and Related

Expanding Demand for Condominiums in Convenient Locations (1)

- The number of double-income households with an annual income of ¥10 million or more, our target segment, in the Tokyo Metropolitan Area has grown from 0.89 million to 1.25 million over the past five years.

Number of double-income households in their 30s to 50s with an annual household income of ¥10 million or more in the Tokyo Metropolitan Area*1 (estimate*2)



Housing needs of double-income households

- ✓ Time-saving needs
 - Highly convenient property near the station
 - Proximity to supermarkets and convenience stores
- ✓ Needs for relocation in response to lifestyle changes

➔ In the Tokyo Metropolitan Area, high-earning families and high net worth individuals are expanding, and the target segment for condominium sales is expanding.

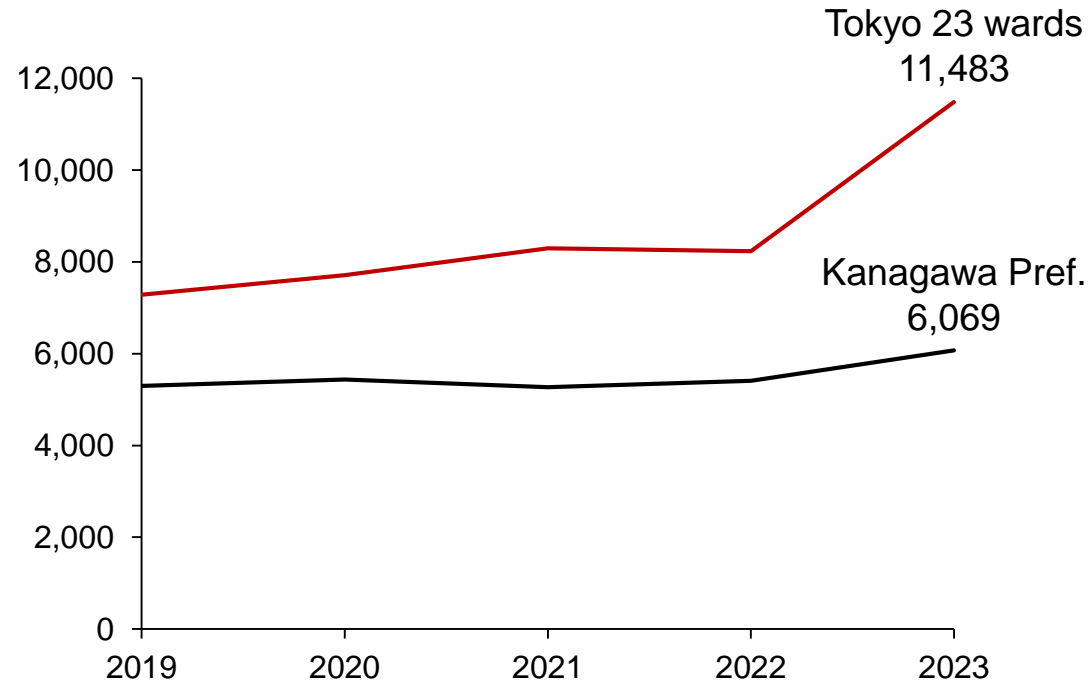
*1 Tokyo Metropolitan Area = Tokyo, Kanagawa, Saitama, and Chiba

*2 Compiled by the Company based on the Ministry of Internal Affairs and Communications' "2015 and 2020 Population Censuses" and "2017 and 2022 Employment Status Surveys".

- The average price in Tokyo 23 wards rose markedly. Contract rates are also improving.

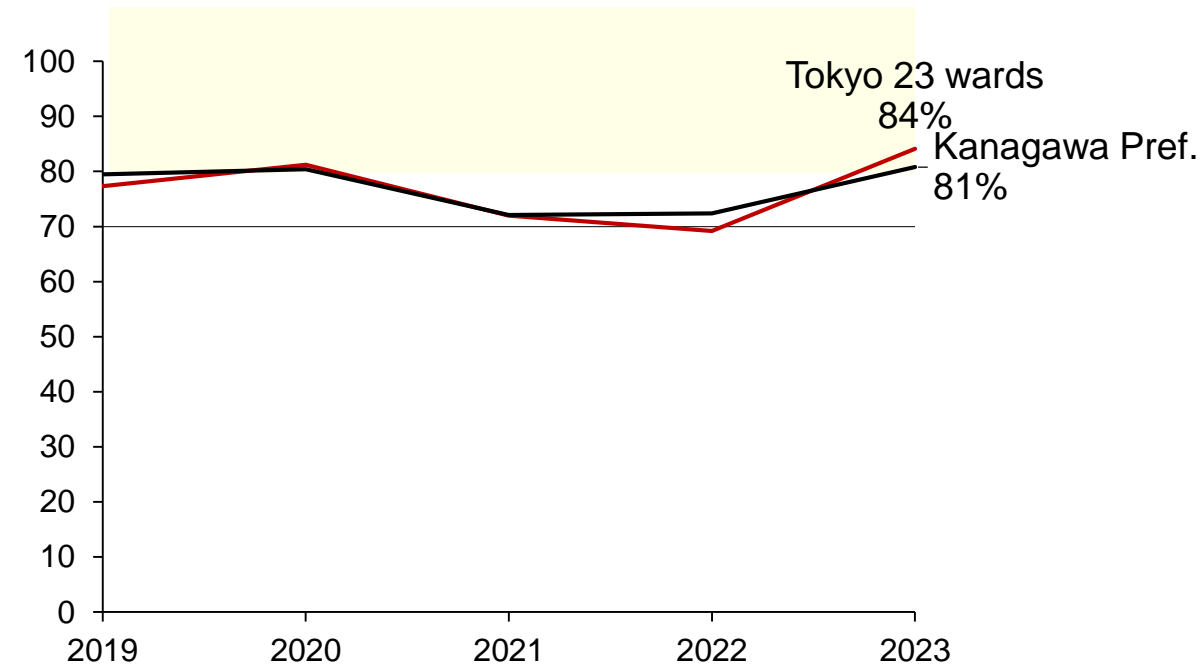
Change in average price for newly built condominiums in the Tokyo Metropolitan Area

(Ten thousand yen)



Cumulative contract rate* for newly built condominiums in the Tokyo Metropolitan Area

(%)



➡ Demand for condominiums in prime locations such as Tokyo 23 wards and Yokohama is expected to remain strong.

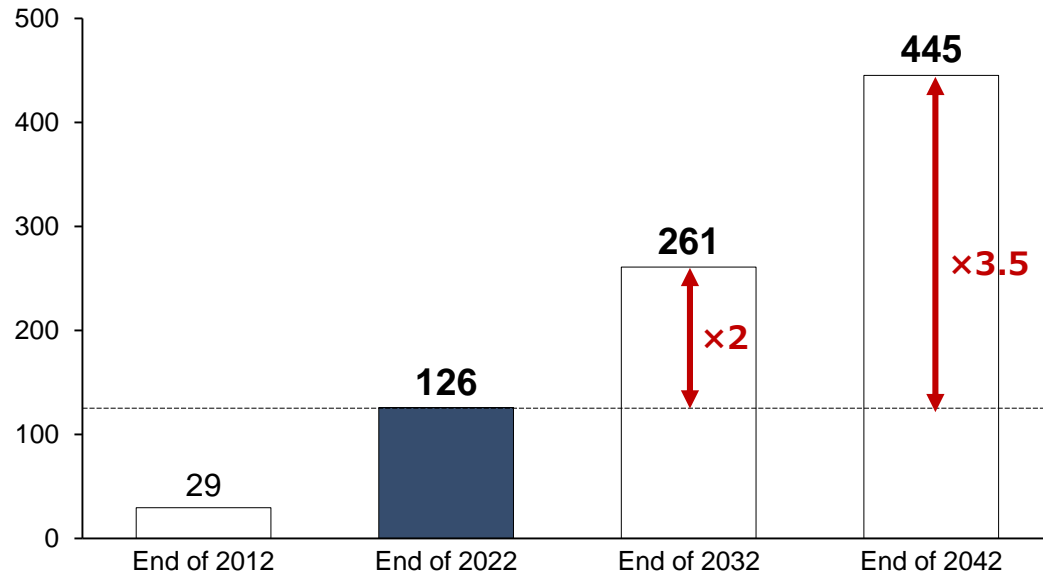
*Source: Compiled by the Company based on the "Tokyo Metropolitan Area Condominium Market Trends" by the Real Estate Economic Institute Co., Ltd. Cumulative contract rate is the number of units contracted to the number of units supplied in a year.

Market Environment: Expansion of Demand for Condominium Reconstruction

- The number of condominiums 40 years old or older is expected to increase 3.5 times to 4.45 million in 20 years.

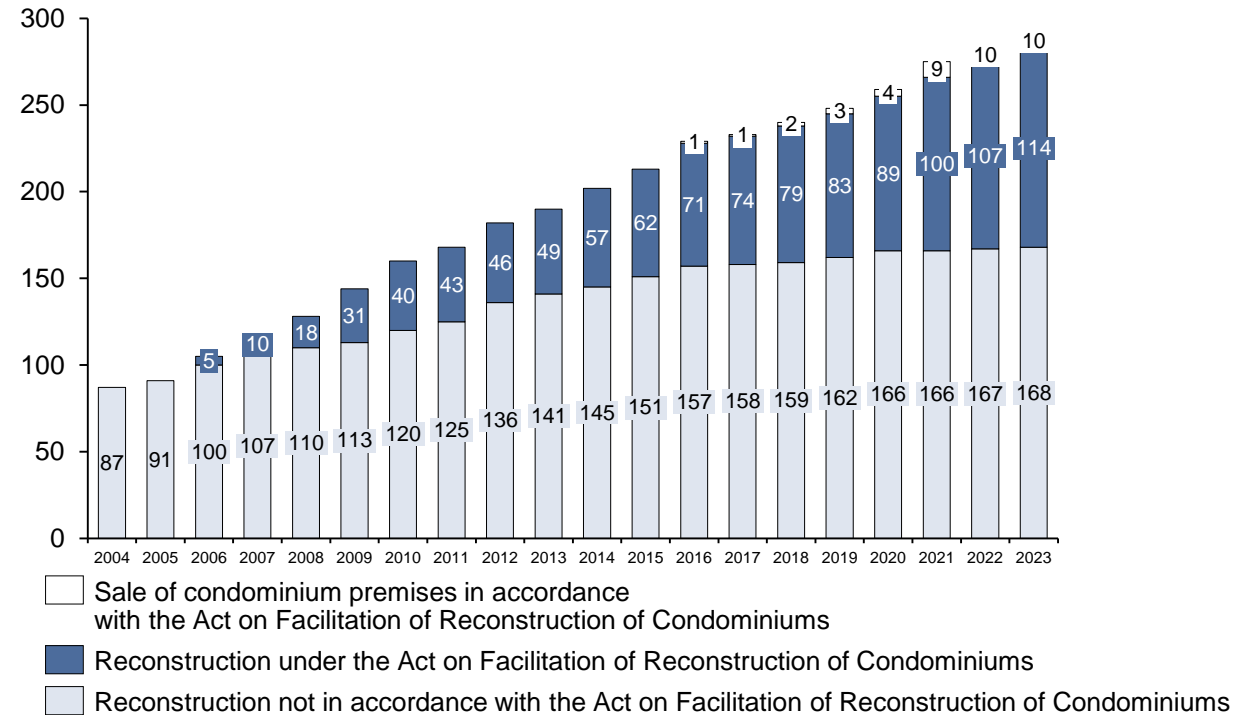
Change in the number of condominiums in stock that are 40 years or older

(Ten thousand units)



Status of reconstructions, etc. of condominiums (cumulative)

(number)

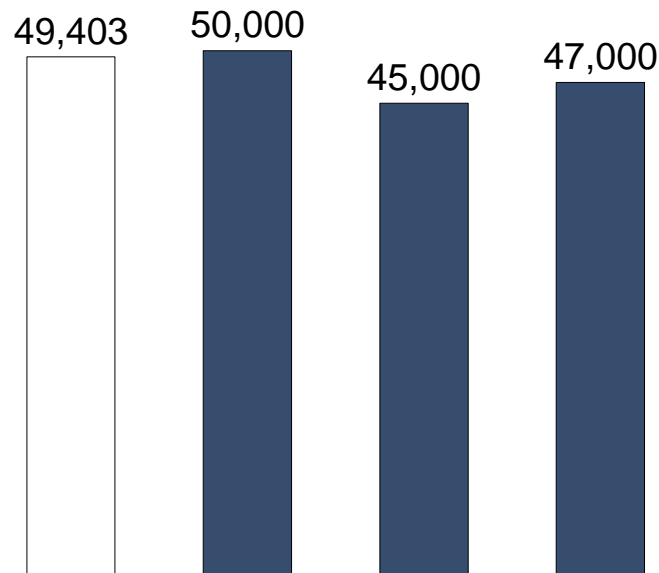


➡ The condominium reconstruction market continues to expand rapidly, and there is considerable room for entry.

- Aim to achieve net sales of ¥47 billion in FY03/27.

Targets

■ Net sales (Million yen)



	FY03/24 Actual	FY03/25	FY03/26	FY03/27
Gross profit margin	19.2%	18%	18%	18%

Measures

1: Carefully selected purchases and diversification of purchase methods

- Thorough area strategy and strict observance of purchase standards
- Actively working to adjust equivalent exchange and rights
- Strengthening the condominium reconstruction business
- Enhancement of real estate M&A for purchases

2: Offer high-quality housing that is accepted by high net worth individuals

- Provide eco-friendly housing (ZEH-M, etc.)
- Contribute to local communities and support community formation
- Create high-value-added condominiums based on customer feedback

3: Thorough quality control and after-sales service

- Continued construction quality control through direct inspections by in-house specialist staff
- Standardization of the industry's longest 15-year home equipment guarantee service

- Provide well-located properties where asset value does not easily decline due to the carefully selected purchases.

Condominiums supplied (Excerpt)

Project	Address	Access
CLIO KANDA	Chiyoda, Tokyo	2-minutes walk from Kanda station
CLIO CHIYODA OCHANOMIZU	Chiyoda, Tokyo	8-minutes walk from Ochanomizu station
CLIO HIGASHI-NIHOHMBASHI	Chuo, Tokyo	1-minute walk from Higashi-nihombashi station
CLIO la belle vie OSAKI GRAND CLASS	Shinagawa, Tokyo	3-minutes walk from Osaki station
CLIO GAKUGEI-DAIGAKU THE CLASSIC	Setagaya, Tokyo	9-minutes walk from Gakugei-daigaku station
CLIO YOKOHAMA MOTOMACHI-DORI	Yokohama, Kanagawa	6-minutes walk from Motomachi-Chukagai station
CLIO YOKOHAMA SAKURAGICHO MID GRACE	Yokohama, Kanagawa	7-minutes walk from Sakuragicho station
CLIO SHONAN ENOSHIMA GRAND MARE	Fujisawa, Kanagawa	4-minutes walk from Katase-Enoshima station
CLIO RESIDENCE SHINSAPPORO EKIMAE	Sapporo, Hokkaido	3-minutes walk from Shin-Sapporo station
CLIO NAGOYA JOSAI	Nagoya, Aichi	5-minutes walk from Sengen-cho station
CLIO FUKUOKA HAKATA MID GRACE	Fukuoka city, Fukuoka	10-minutes walk from Tenjin station



*1

Residential Development Business: Diversification of Purchase Methods

- We will continue to promote purchases in favored locations using a variety of methods.

Results of Equivalent Exchange Operations (Excerpt)

CLIO クリオ学芸大学ザ・クラシック
CLIO GAKUGEI-DAIGAKU THE CLASSIC



Setagaya, Tokyo
9-minute walk from Gakugei-daigaku Station
26 units in total
Completed in August 2023

CLIO クリオレジデンス川崎南幸町
CLIO RESIDENCE KAWASAKI MINAMISAIWAICHO



Kawasaki, Kanagawa
11-minute walk from Kawasaki Station
95 units in total
Completed in February 2024

Reconstruction projects in progress

Projects	Address
Condominium H	Shibuya, Tokyo
Building H	Yokohama, Kanagawa

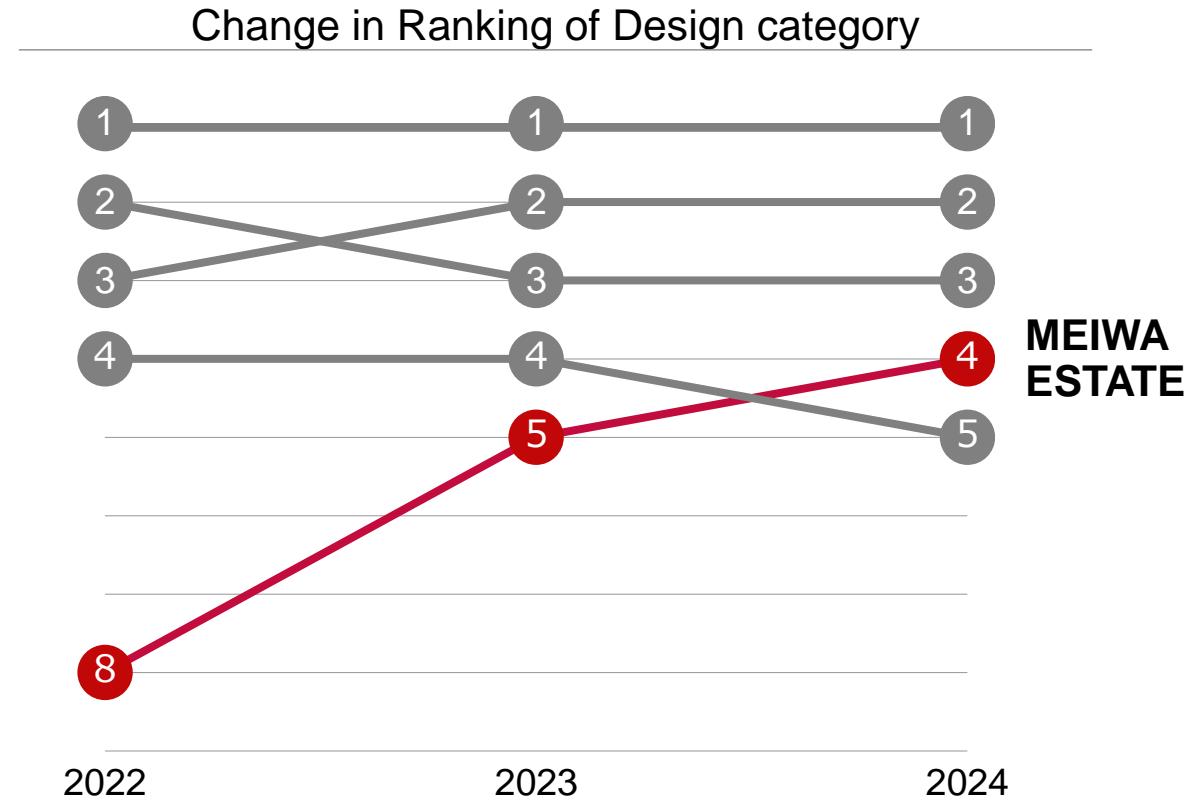
- ✓ Redevelopment and Reconstruction Department established in April 2023
- ✓ In addition to the above, discussions with multiple management associations for the realization of reconstruction projects and land sales projects are ongoing



Continue to promote equivalent exchange and condominium reconstruction businesses

- Our evaluation in the Oricon Customer Satisfaction Ranking is rising. In particular, we ranked highly in “Design”.

2024: Oricon Customer Satisfaction Ranking Tokyo Metropolitan Area newly built condominiums Ranking of Design category	
First place	Sumitomo Realty & Development Co., Ltd.
2nd	Mitsui Fudosan Residential Co., Ltd.
3rd	Nomura Real Estate Development Co., Ltd.
4th	MEIWA ESTATE Co., Ltd.
5th	Tokyo Tatemono Co., Ltd.



➡ Enhancing design capabilities to create products selected by power high-earning families and high net worth individuals

- “CLIO CHIGASAKI NAKAKAIGAN GRAND CHIC” received the Good Design Award 2023 from the Japan Institute of Design Promotion

CLIO クリオ茅ヶ崎中海岸グランシック
CLIO CHIGASAKI NAKAKAIGAN GRAND CHIC



Top: photograph of completed exterior (taken in August 2023) Bottom left: photograph of completed courtyard Bottom right: photograph of completed entrance hall (taken in February 2023)



GOOD DESIGN AWARD 2023

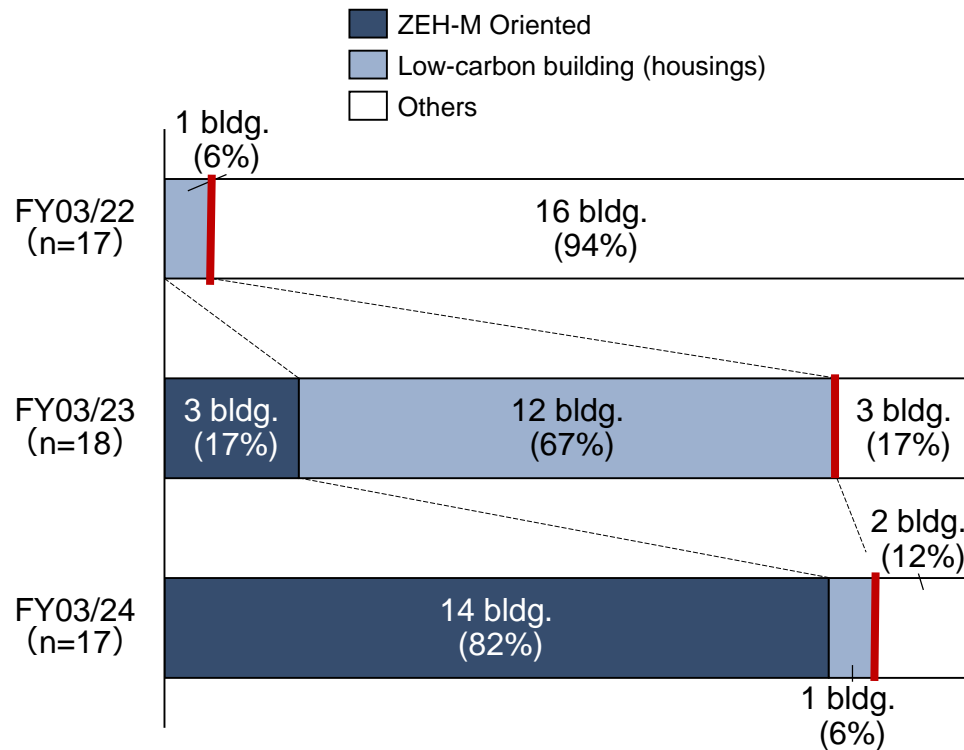
Jury's evaluation comments

The eaves are light and give a good impression. First floor residences do face the outside, and the private garden is half open to the outside. The garden also provides access to the residence, making it possible to use the apartment in various ways. This design was highly evaluated for its positive relationship with the surrounding area, including consideration of the landscape. At the same time, the size of the frontage of each dwelling unit is important as a hidden order. The balcony and the garden have a certain width, so they function as a stable place, and the effective utilization of the space for the residents is promoted by using them together with the rooms. It is also important to pursue this balance.

Property overview: Chigasaki City, Kanagawa / Total number of units: 23 units / Completed in March 2023

- Aim for all new properties supplied to be at least ZEH-M Oriented by fiscal 2030.

Breakdown of newly built condominiums supplied



Eco-friendly housing completed in FY03/24

CLIO クリオ レジダンス川崎南幸町
CLIO RESIDENCE KAWASAKI MINAMISAIWAICHO



Low-carbon building

CLIO クリオ レジダンス川口幸町
CLIO RESIDENCE KAWAGUCHI SAIWAICHO



ZEH condominium



Condominiums with good environmental performance are highly rated by high-earning families and high net worth individuals

- Standardize our after-sales services so that customers can live without any concern in homes that suit their preferences.

Select system 「conomi」



住まいの好みに合わせてカスタマイズ

Industry longest* 15-year
home equipment guarantee

15年の変わらぬ安心を。
CLIO SUPPORT 15



修理費用が無償・
修理で直らない場合の
新品交換も無償対応

対象の住宅設備機器なら
修理が無償。
修理で直らない場合は、
無償で新品交換いたします。



何度でも修理が
無償、回数無制限

対象の住宅設備機器の
修理回数は無制限で
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いただきます。



24時間365日
いつでも受け付け

対象の住宅設備機器の
不具合に関する
お問い合わせは専用窓口で、
いつでもご依頼を
受け付けいたします。



Create residences that fit customers before and after moving in

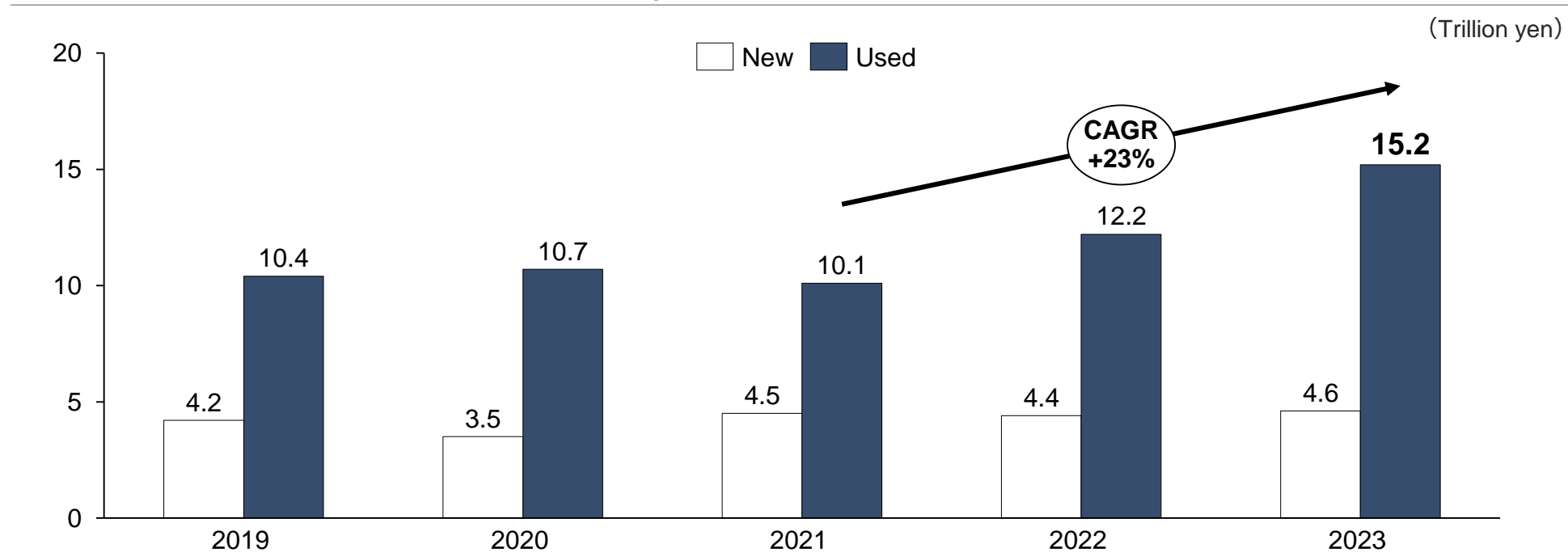
2. Business Strategy

- Residential Development
- Real Estate Agency
- Condominium Management
- Leasing and Related

Market Environment: Expansion of the Used Condominium Market (1)

- While the supply of new condominiums is limited, the used condominium market has expanded to ¥15 trillion. It has been growing at an annual rate of 23% over the last three years.

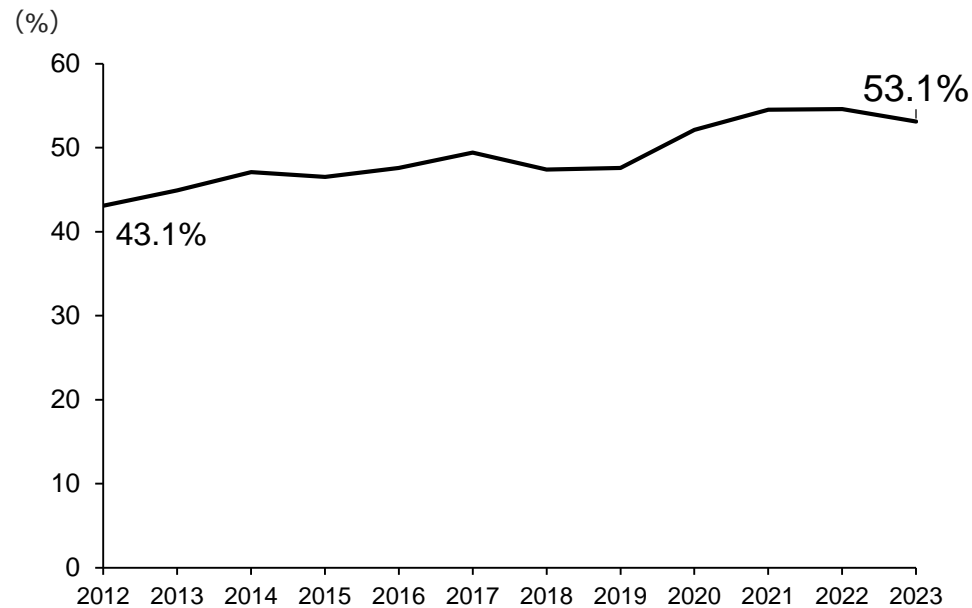
Size of the new and used condominium market in Japan
(= Average unit price x No. of units)



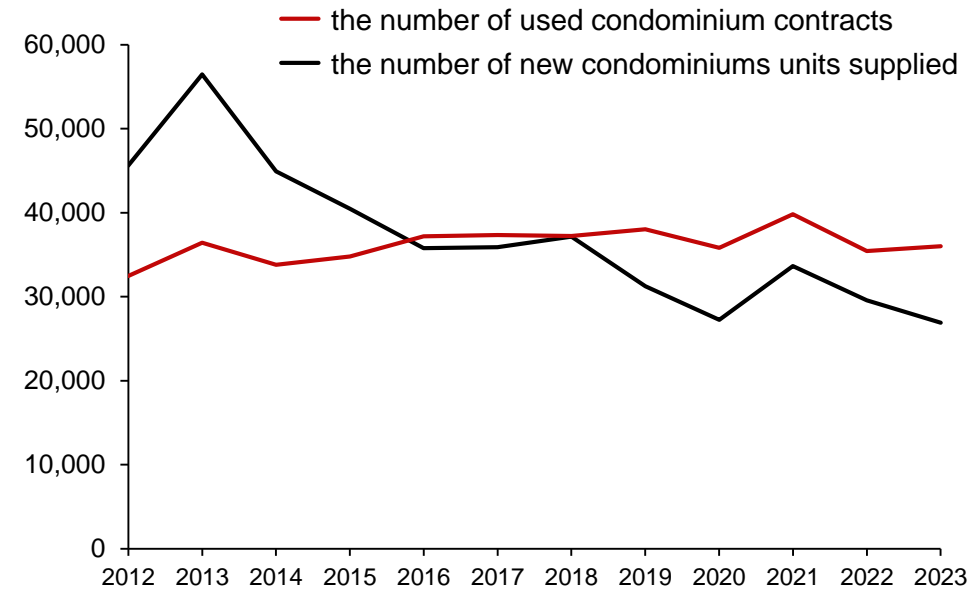
Demand for used condominiums in favored locations is expected to continue to grow, since land for new condominiums project is limited.

- The proportion of those considering both new and used condominiums is increasing, and the number of successful contracts for used condominiums is also increasing.

Ratio of used and new condominiums considered simultaneously*1



Change in the number of new condominium units supplied and the number of used condominium contracts*2



It is important to have a choice between new and used condominiums to seize customer needs.

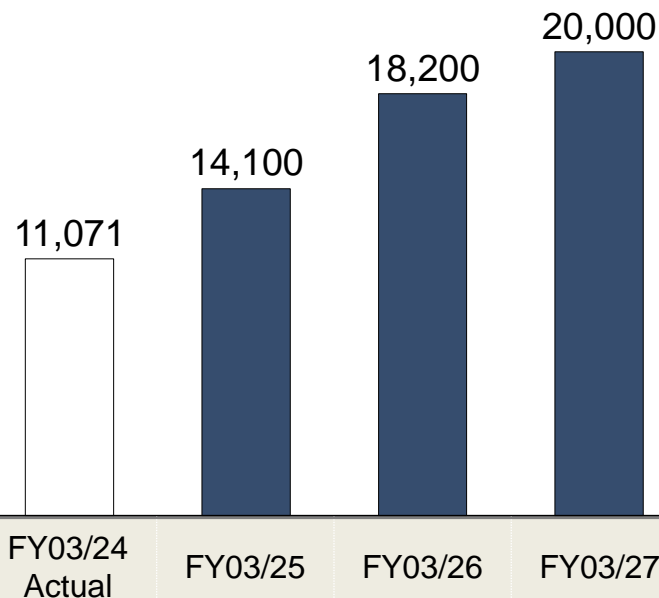
*1 Source: Compiled by the Company based on Recruit Co., Ltd.'s "2023 Tokyo Metropolitan Area New Condominium Contractors Trend Survey"

*2 Source: Compiled by the Company based on Real Estate Economic Institute Co., Ltd.'s "Summary of Tokyo Metropolitan Area New Condominium Market Trends for 2023" and Real Estate Information Network for East Japan's "Tokyo Metropolitan Area Real Estate Secondary Market Trends"

- Aim to achieve net sales of ¥20 billion in FY03/27.

Targets

■ Net Sales (Million yen)



	FY03/24 Actual	FY03/25	FY03/26	FY03/27
Gross profit margin	11.2%	10.5%	10.5%	10.5%

Measures

1: Providing high-quality renovated condominiums

- Use manufacturing know-how cultivated in the Residential Development Business to manufacture products that are liked by high net worth individuals

2: Increase volume

- Increase the workforce in the Purchase and Resale Business and further strengthen purchases in favored locations in central Tokyo
- Strengthen our pipeline with intermediaries
- Strengthen purchases of rental properties currently rented

3: Increase capital turnover

- Provision of support for relocation for lessee of rental properties
- Increase the number of construction staff and optimize the renovation schedule
- Flexible pricing for early sales

- Utilize the manufacturing know-how cultivated in the Residential Development Business to carry out renovations.



Bunkyo, Tokyo
2LDK + WIC / 102.46 m²
20 years old
Sales price : ¥180 million yen

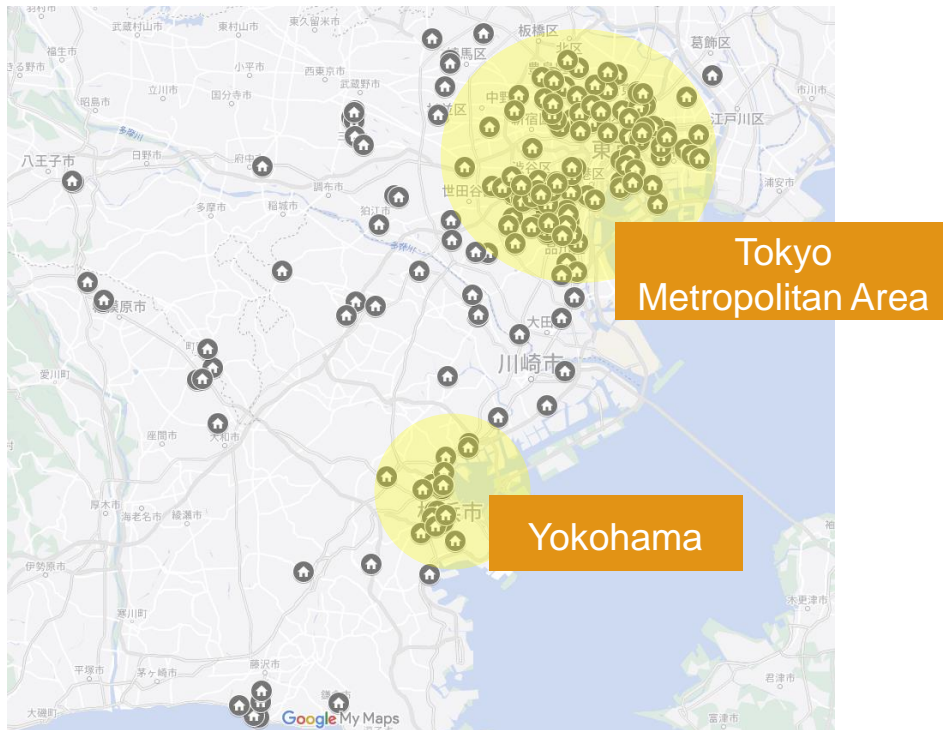
AFTER



Provide customers with high-quality products through the Purchase and Resale Business

- Increase the workforce in the Purchase and Resale Business and further strengthen purchases in favored locations in central Tokyo.

Purchase results in the Purchase and Resale Business*



*Purchase results from April 2022 to March 2024

Plans for workforce in purchases

	FY03/24 Actual	FY03/25	FY03/26	FY03/27
No. of personnel	24	35	39	40

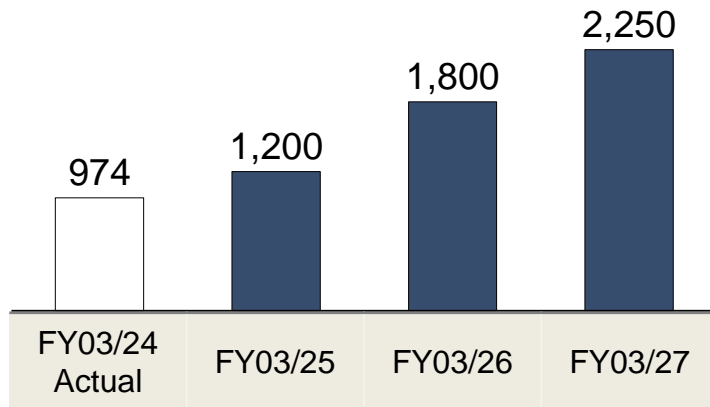
- ✓ Large increase in workforce in FY03/25
- Increase per capita productivity thereafter

➡ Strengthen workforce and continue purchases of properties in favored locations

- Aim to achieve net sales of ¥2.2 billion in FY03/27.

Targets

■ Net Sales (Million yen)



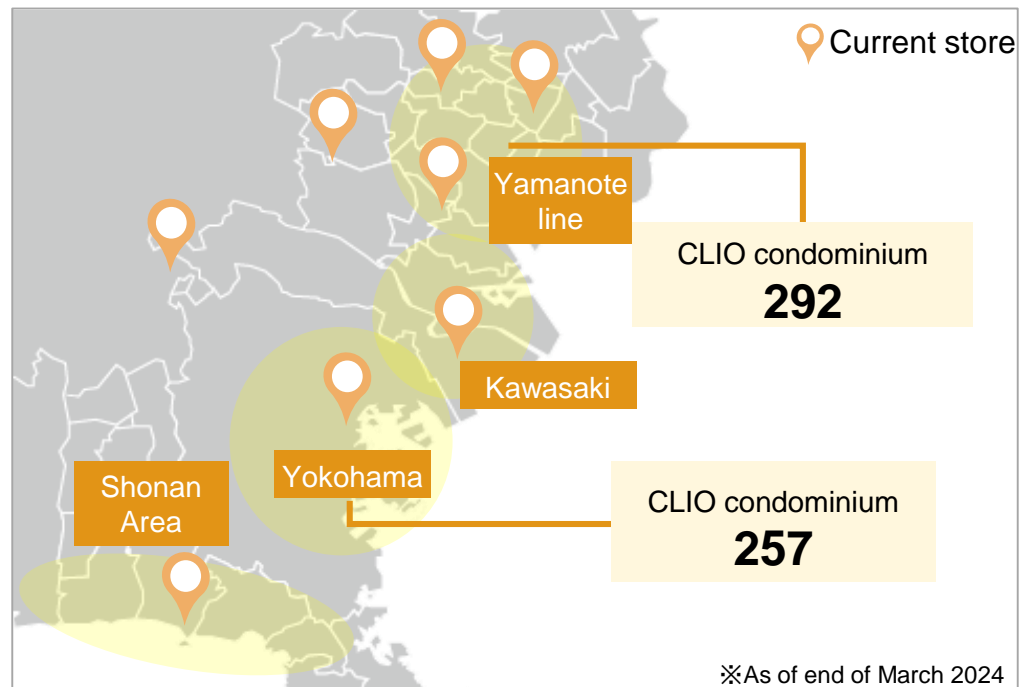
Measures

1 : Strengthening profitability

- Increase the workforce and optimize the workforce per store
- Increase the amount of brokerage fee by expanding the range of assets handled from housing to land, offices, and commercial facilities, etc.

- By increasing the workforce per store, we aim to boost profitability

Current store locations*



*Number of stores: 11 in total (5 in Tokyo, 3 in Kanagawa, 1 each in Sapporo, Fukuoka and Nagoya)

Planned workforce per store

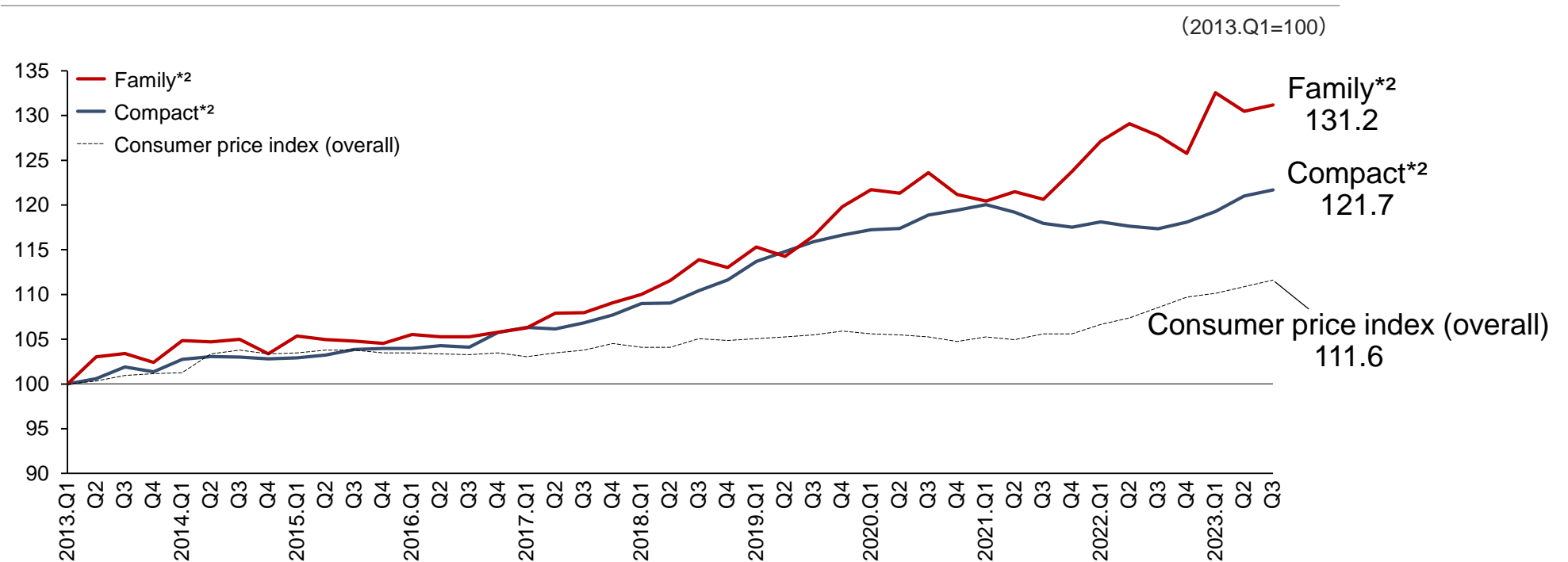
	FY03/24 Actual	FY03/27 Plan
No. of personnel	75	114
No. of store	11	11
No. of personnel per store	7	10



The store network is already in place. Strengthen store formats and increase store profitability during the period of the Strategy 2027.

- Increase in rents for rental houses in the 23 wards of Tokyo is higher than increase in consumer prices. In particular, there has been a marked increase in family-type and compact-type property rents.

Change in Tokyo 23 Wards Condominium Rent Index*1



Rental demand for family and compact condominiums, which are our main products, is expected to remain strong.

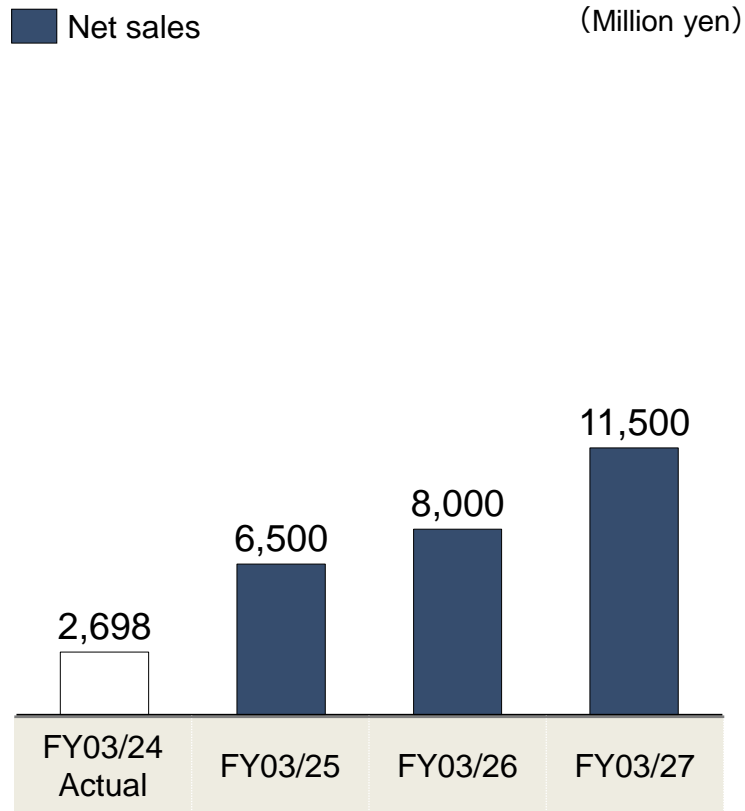
*1 Source: Compiled by the Company based on "At Home: Condominium Rental Index, December 2023" and "Ministry of Internal Affairs and Communications:

2020-Base Consumer Price Index Nationwide, 2024."

*2 Family-type: 60 to 100m², compact-type: 30 to 60m²

- Aim to achieve net sales of ¥11.5 billion in FY03/27.

Targets



Measures

1: Increase volume

- Further strengthen purchases by increasing the workforce
- Strengthen development of small-scale rental properties by utilizing information on purchases that has not been utilized so far

2: Sell high-quality rental condominiums that are liked by high net worth individuals

- Develop high-quality, comfortable rental condominiums cultivated through CLIO condominiums and sell to high net worth individuals

3: Strengthen handling of used properties

- Sale of fully renovated used properties in favored locations
- Use manufacturing know-how from the Residential Development Business to increase value in properties

4: Diversification of asset classes

- Diversify assets we handle such as offices, commercial facilities, and hotels

Wealth Solution: Sell High-Quality Rental Condominiums

- Develop high-quality, comfortable rental condominiums cultivated through CLIO condominiums and sell to high net worth individuals

Actual

CLIO la belle vie RYOGOKU



Sumida, Tokyo
Total number of units: 35
Delivered in July 2022

CLIO la belle vie NAGOYA HANANOKI



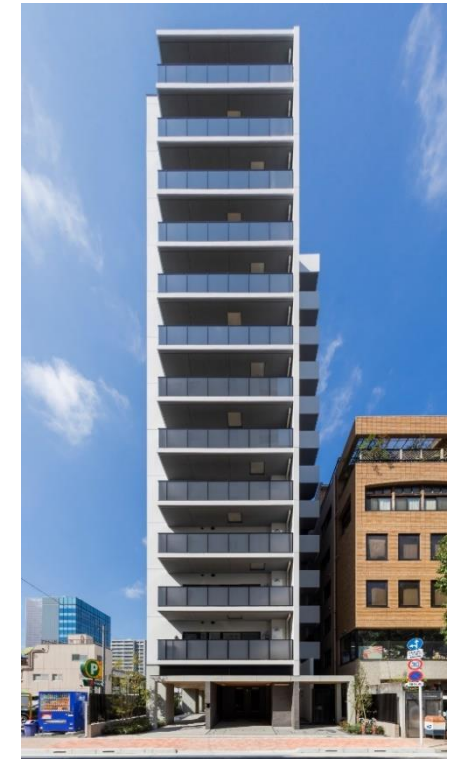
Nagoya, Aichi
Total number of units: 28
Delivered in September 2022

CLIO la belle vie Yokohama Sakuragicho Suite



Yokohama, Kanagawa
Total number of units: 32
Delivered in April 2023

CLIO la belle vie Motoasakusa



Taito, Tokyo
Total number of units: 37
Delivered in April 2023

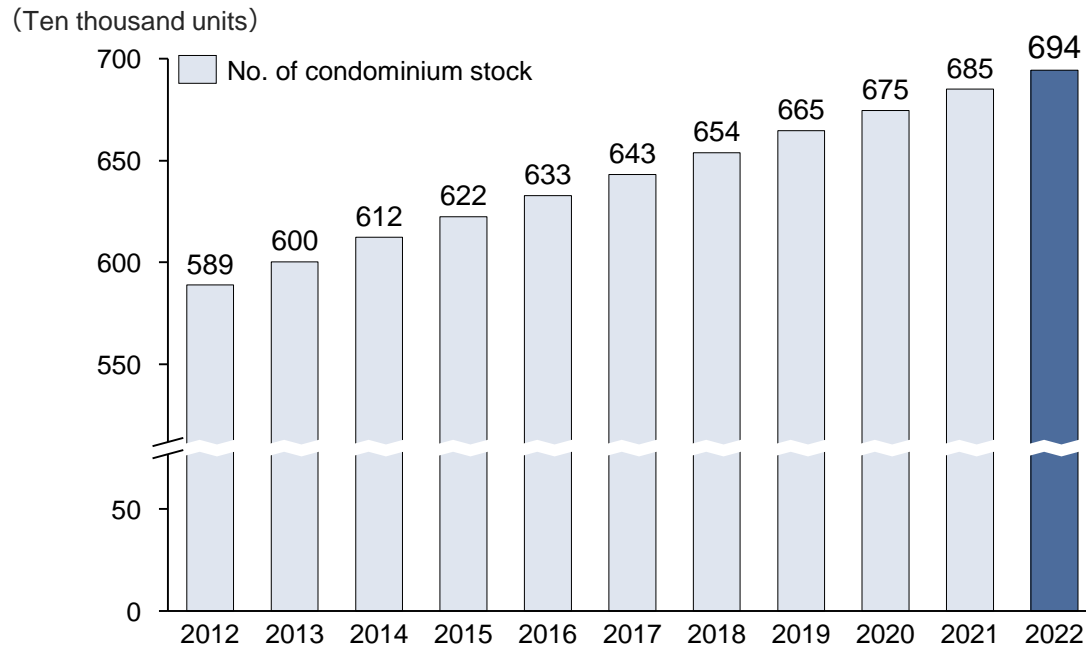
2. Business Strategy

- Residential Development
- Real Estate Agency
- Condominium Management
- Leasing and Related

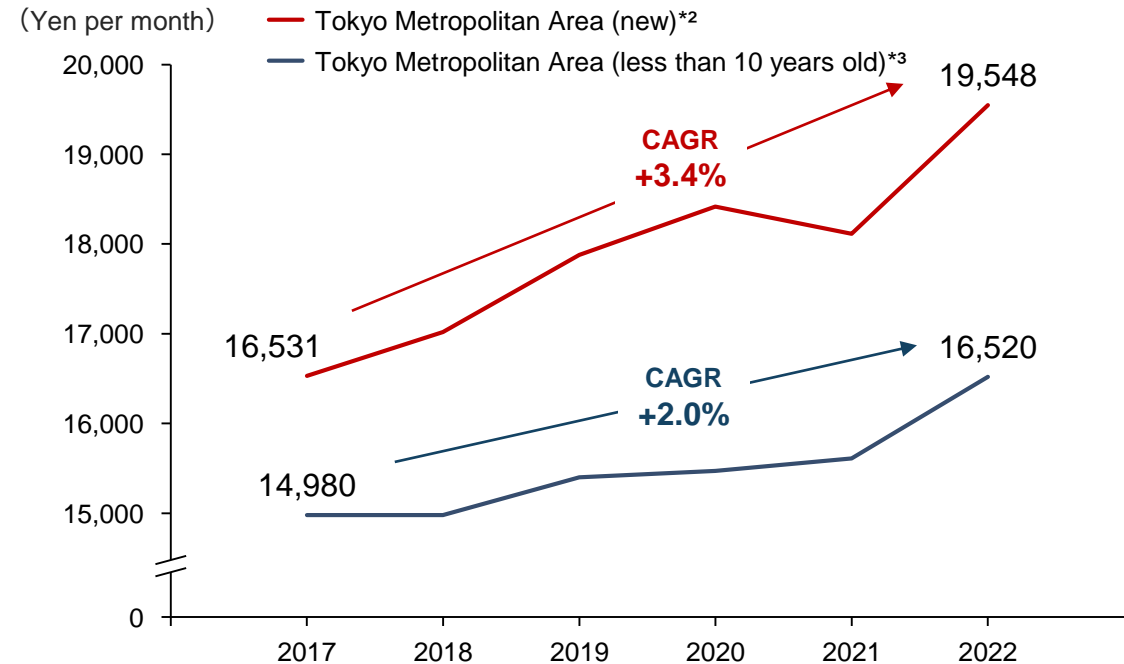
Market Environment: Steady Expansion of Condominium Management Markets

- The stock of condominiums has steadily increased to about 7 million units.
- Condominium management fees in the Tokyo Metropolitan Area have also risen more than 2% annually over the past five years.

Change in number of condominium stock units*1



Change in management fees for new and used condominiums in the Tokyo Metropolitan Area (70 square meters conversion basis)



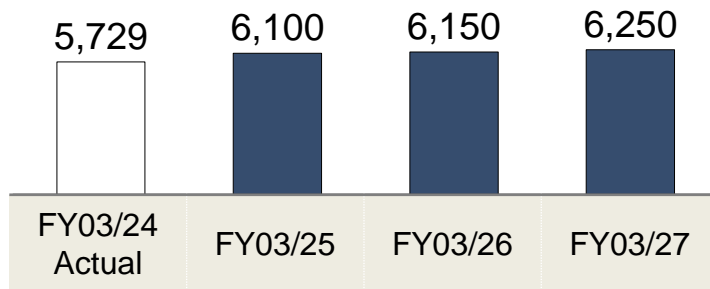
We expect the condominium management market to remain stable and growing

*1 Source: Compiled by the Company based on the Ministry of Land, Infrastructure, Transport and Tourism's "Condominium Life Extension and the Facilitation of Revitalization"
 *2 Compiled by the Company based on "Running Costs maintenance costs of New Condominiums in the Three Major Metropolitan Areas" by Tokyo Kantei Co., Ltd. published July 2023
 *3 Source: Compiled by the Company based on "Management Fees and Repair Reserve for Used Condominiums in the Tokyo Metropolitan Area, FY2017 to FY2022" by Real Estate Information Network for East Japan

- Aim to achieve net sales of ¥6.2 billion in FY03/27.

Targets

■ Net sales (Million yen)



Measures

**1:
Strengthen switchover
from other property
management companies**

- Based on high customer satisfaction in the Condominium Management Business, promote acquisition of management contracts currently managed by other companies in compliance with margin standards

**2:
ICT-driven condominium
management efficiency**

- Improve operational efficiency by introducing “kanri.online*”

*Software-as-a-Service (SaaS) independently developed by the Company. For more information, see <https://www.kanri.online/>

- Maintain high customer satisfaction in the Condominium Management Business.

Oricon Customer Satisfaction Ranking 2023 “Tokyo Metropolitan Area Condominium Management Company”^{*1}

Management company staff satisfaction ranking

1 Mitsui Fudosan Residential Service

2 Meiya Jisyo Community

3 Nomura Real Estate Partners

Small-scale^{*2} satisfaction ranking

1 Mitsui Fudosan Residential Service

2 Tokyo Tatemono Amenity Support

3 Meiya Jisyo Community



Increase customer satisfaction
and secure margins for managed properties

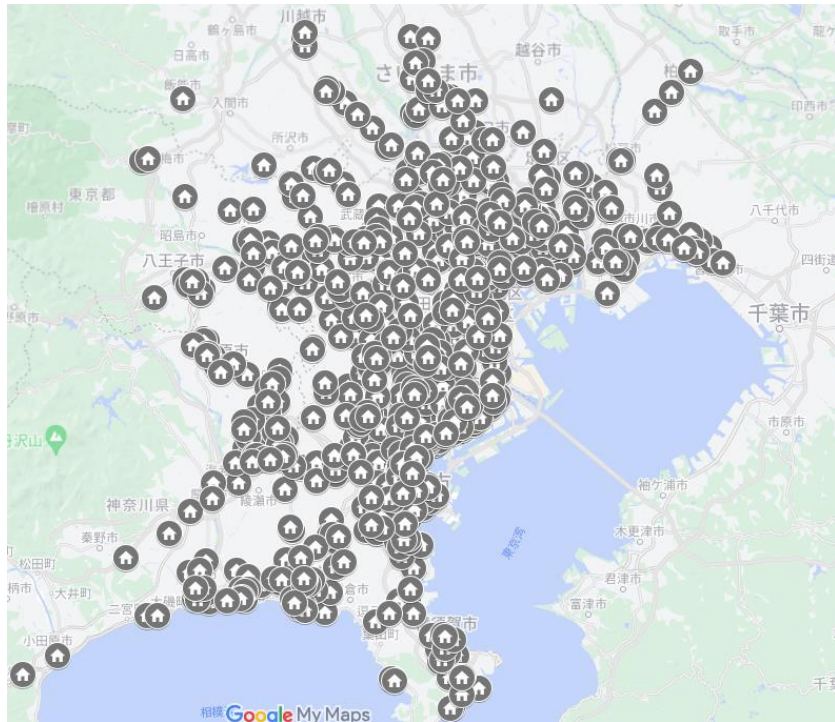
^{*1} Source: Compiled by the Company based on Oricon Customer Satisfaction Ranking 2023 "Tokyo Metropolitan Area Condominium Management Company"

^{*2} "Small-scale" refers to apartments of less than 100 households in which the respondents live.

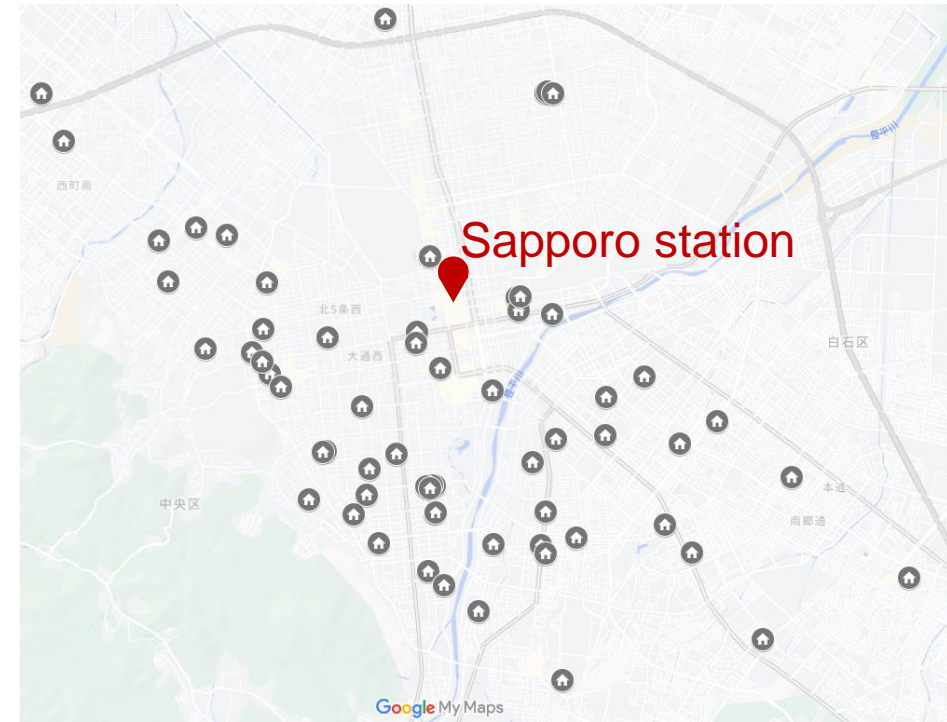
Respondents are those who live in or own such condominiums.

- The properties under management are concentrated in the Tokyo Metropolitan Area and Sapporo, enabling efficient business operations.

Properties under management in the Tokyo Metropolitan Area*



Properties under management in Sapporo*



➡ Acquisitions of management contracts currently managed by other companies mainly in the Tokyo Metropolitan Area and Sapporo are in progress

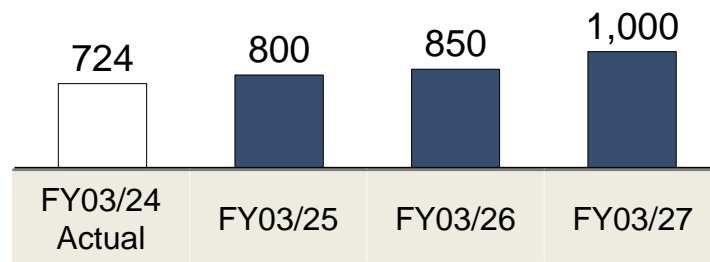
2. Business Strategy

- Residential Development
- Real Estate Agency
- Condominium Management
- Leasing and Related

- Aim to achieve net sales of ¥1 billion in FY03/27.

Targets

■ Net sales (Million yen)



Measures

**1:
Incorporation of new
properties in the Leasing
and Related Business**

- Incorporate some newly built rental properties developed in-house into the Leasing and Related Business
- Aim to quickly build an asset portfolio of ¥10 billion

**2:
Asset portfolio
replacement**

- Sell our rental properties that are more than 30 years old and replace the leasing asset portfolio

3. Appendix

- SDGs Actions
- Supplementary Materials

- This is MEIWA Sustainability Policy

Sustainability Policy



- 1** We will contribute to the sustainable development of society through the provision of homes and the rendering of services that enrich people's lives.
- 2** We will continue to undertake initiatives aimed at the revitalization of society and communities and the conservation of the environment.
- 3** We will place importance on strengthening the corporate governance system and risk management and aim to be a trusted company

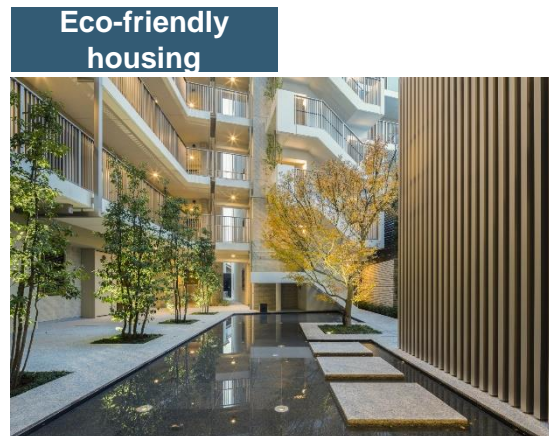
- Passive design concept that utilizes natural energy such as light, plants, wind, and water to create a comfortable living environment



SDGs Actions : Eco-friendly Housing



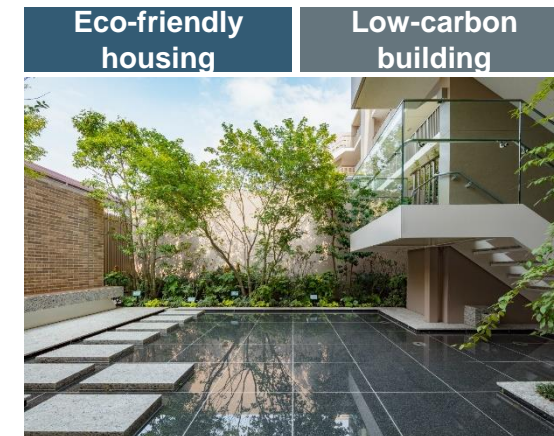
CLIO HEIWADAI
Completed in 2013



CLIO YOKOHAMA MITSUZAWA
Completed in 2016



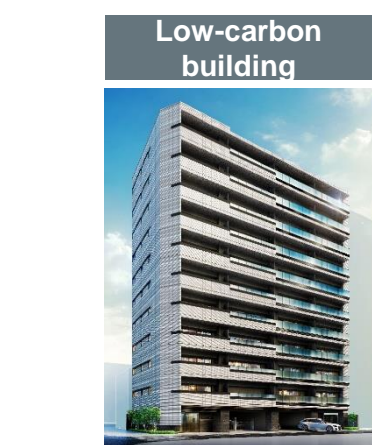
CLIO YOKOHAMA TSUNASHIMA
Completed in 2018



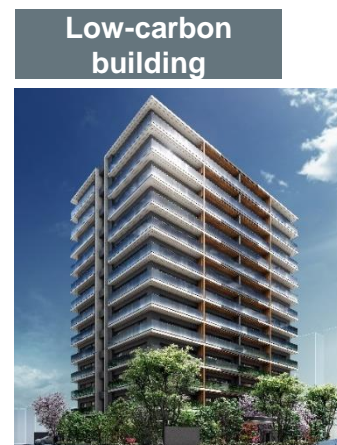
CLIO YOKOHAMA TSUNASHIMA GARDEN MARKS
Completed in 2019



CLIO RESIDENCE YOKOHAMA TSUNASHIMA
Completed in 2022



CLIO YOKOHAMA TSURUMI MID GRACE
Completed in 2024



CLIO RESIDENCE KAWASAKI MINAMI SAIWAICHO
Completed in 2024



CLIO RESIDENCE KAWAGUCHI SAIWAICHO
Completed in 2024

- We will continue to actively promote CSR-related activities such as contributions to local communities, environmental protection, and human resource development.

CLIO CUP



We are a special sponsor of the Junior Football Festa CLIO CUP, a soccer tournament for elementary school children. We support children who continue to challenge themselves to achieve their dreams.

Beach clean-ups



We are a special sponsor of the Pro Surfing Competition held every year in Chigasaki City, Kanagawa, and cooperate with and participate in the beach clean-ups held during the competition.

Mokuiku (wood education)



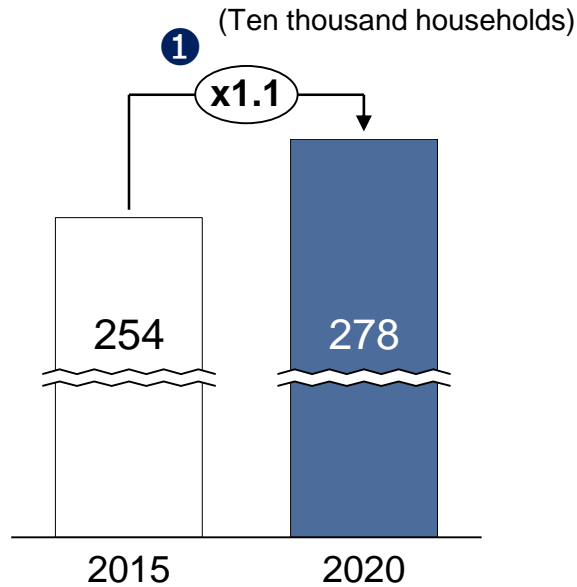
With the keywords of “touch,” “create,” and “know,” we hold Mokuiku (wood education) workshops in cooperation with Hokkaido for people to feel the warmth of trees and get familiar with nature.

3. Appendix

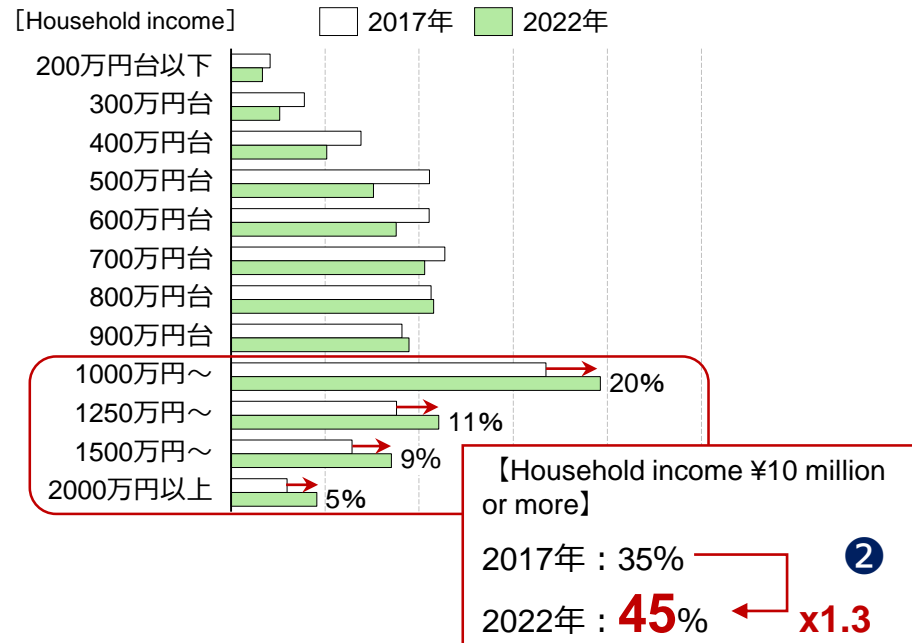
- SDGs Actions
- Supplementary Materials

Our target segment of double-income families in their 30s to 50s (Tokyo Metropolitan Area*1)

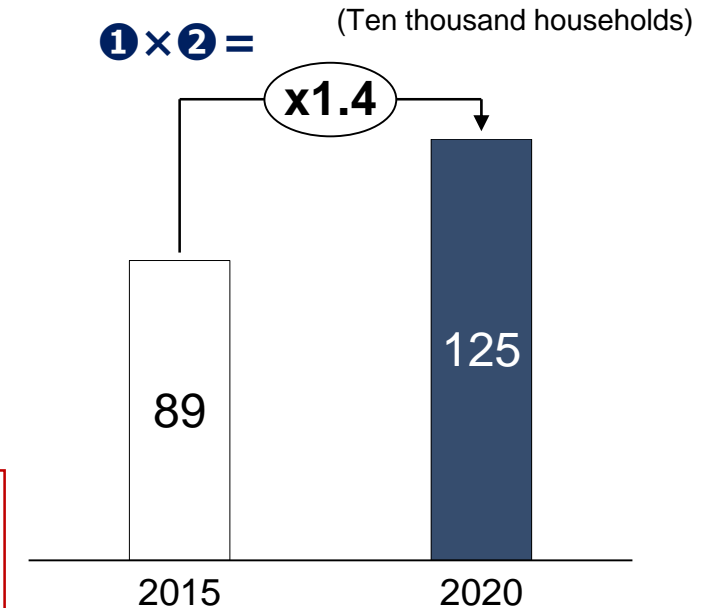
Number of double-income households in their 30s to 50s*2



Annual household income distribution of double-income households in their 30s to 50s*3



Estimated number of double-income households in their 30s to 50s with an annual household income of ¥10 million or more in the Tokyo Metropolitan Area



*1 Tokyo Metropolitan Area = Tokyo, Kanagawa, Saitama, and Chiba

*2 Compiled by the Company based on the Ministry of Internal Affairs and Communications' "2015 and 2020 Population Censuses"

*3 Compiled by the Company based on the Ministry of Internal Affairs and Communications' 2017 and 2022 "Employment Status Surveys"

[Ref.] Residential Development Business: Diversification of Purchase Methods

- We will continue to utilize a variety of methods to promote the purchase of properties in favorable locations.

Results of real estate M&A

<Overview of Case A>

- ✓ Parking lot management company in Tokyo
- ✓ The company was considering transferring the shares on the assumption that it would close down due to the absence of a successor
- ✓ Owned a real estate (parking lot) in a good location in the center of Tokyo

▶ We are now developing a condominium after M&A
*Sale price equivalent to approximately ¥3.5 billion

<Overview of Case B>

- ✓ Timber buying and selling company in Tokyo
- ✓ The company was considering transferring the shares on the assumption that it would close down due to the absence of a successor
- ✓ Owned a real estate (land, real estate for rent) in a good location in Tokyo

▶ We will develop a condominium after M&A
*Sale price equivalent to approximately ¥8.6 billion

<Overview of Case C>

- ✓ Real estate agent in Tokyo
- ✓ The company was considering transferring the shares on the assumption that it would close down due to the absence of a successor
- ✓ Owned multiple real estate properties in Tokyo (condominium units, etc.)

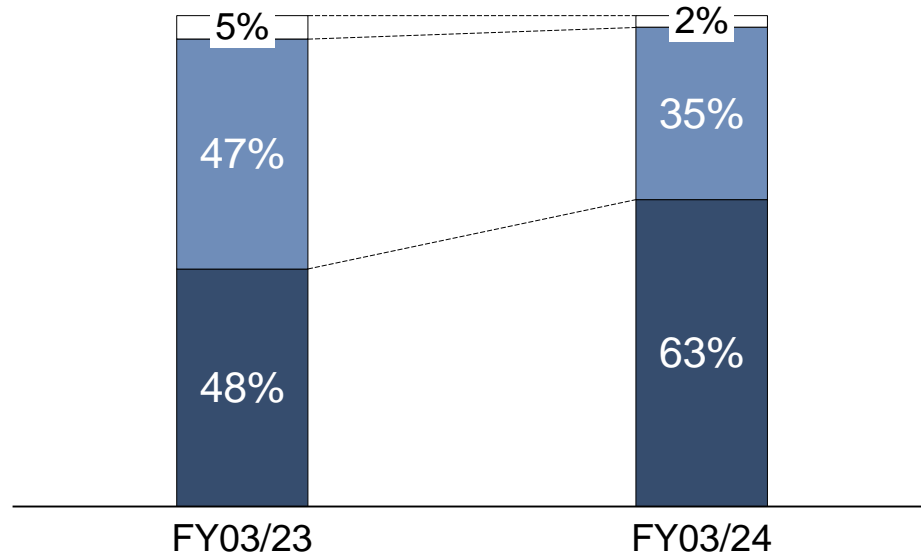
▶ Use of M&A as a purchases in Purchase and Resale Business
*Sale price equivalent to approximately ¥2.2 billion

[Ref.] Purchase and Resale: Increase Volume

- Since purchases are focused on compact-type and family-type condominiums, properties with sales price of ¥80 million or more account for about half of the total value of sales.

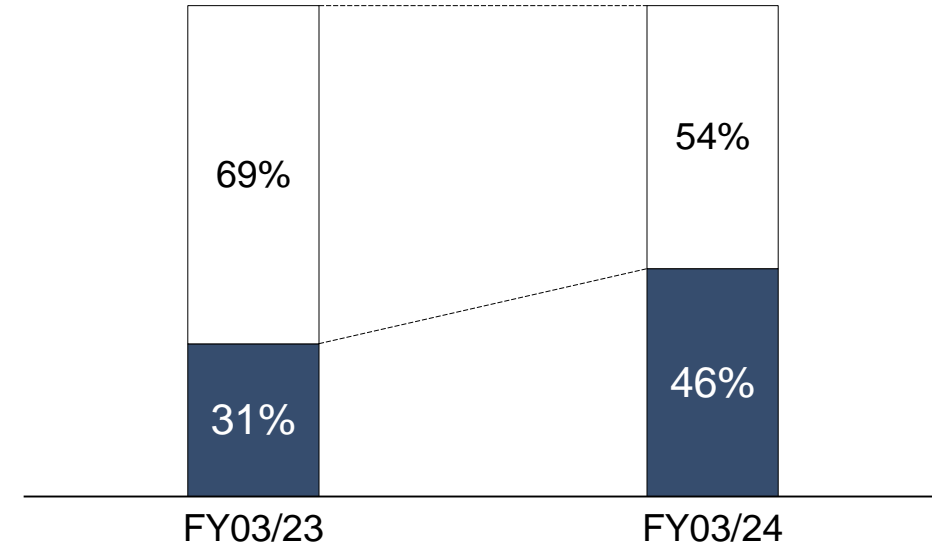
Breakdown by type*

Single Compact Family



Breakdown of sales price

Less than ¥80 million
¥80 million or more



*Single = under 35 square meters, Compact = 35 square meters to 60 square meters, Family = over 60 square meters

- Meiwa Jisyo Community Co., Ltd. achieved high levels of customer satisfaction

明和地所グループの明和地所コミュニティは

2023年 オリコン顧客満足度ランキング
「分譲マンション管理会社 首都圏」において※1



第2位 **第3位**

管理会社担当者 小規模部門(100戸未満)

※1 / 2023年 オリコン顧客満足度®調査 分譲マンション管理会社 首都圏 管理会社担当者 第2位 / 小規模 第3位

Highly rated in the Oricon Customer Satisfaction Ranking

明和地所グループの明和地所コミュニティは

購入者が選ぶ「SUUMO AWARD 2022
首都圏分譲マンション管理会社」において



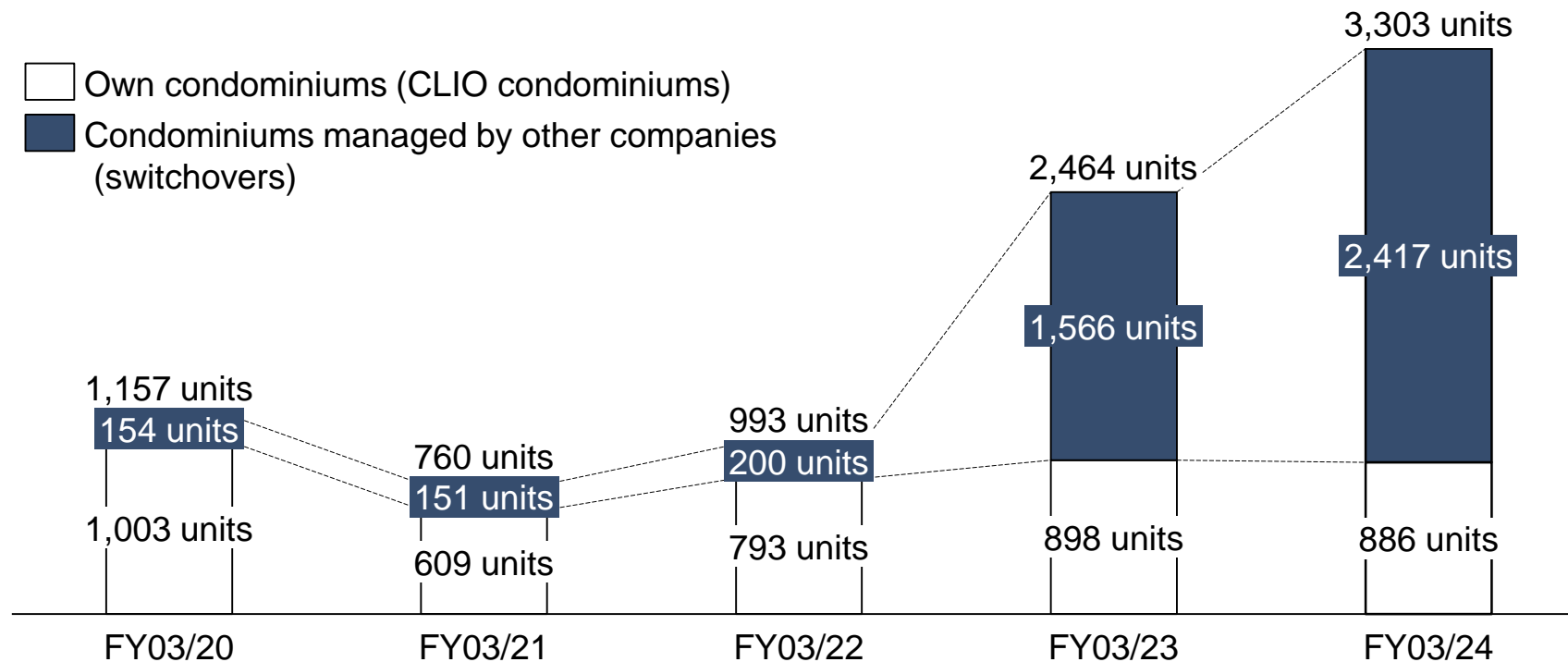
総合評価 優秀賞

100戸未満の部

Won the SUUMO AWARD 2022 Excellence Award

- Strengthen switchovers from other management companies

Change in full-year new management contracts



[Ref.] Condominium Management Business: ICT-Driven Condominium Management Efficiency

- “kanri.online*”, an independently developed SaaS, has been introduced in all properties under management, achieving both high efficiency and high quality business.



台風被害で手摺が破損

▶▶▶ 協力会社へ即日手配

手配が早い



エントランスの街灯が破損

▶▶▶ 修理の見積を依頼

依頼が早い

写真・動画で
現場状況が良く分かる。



物損事故が発生

▶▶▶ 保険会社にすぐに保険申請

申請が早い



ごみ出しのルール違反

▶▶▶ 注意文を掲示して居住者に案内

対処が早い

Official HP 「kanri.online*」



想いをかなえ、時をかなでる。



明和地所

IR site



Contact

Corporate Planning Dept.,
MEIWA ESTATE Co., Ltd.

Contact

https://www.meiwajisyo.co.jp/corp/ir/contact/index_en.html

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IR8869@meiwajisyo.co.jp

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