

# “Daibiru-3D” Project Phase-II

**D**ifferentiation from competitions & **D**ynamic re**D**esigning towards new business domain

## Basic strategy

### Pursuing “DAIBIRU-Excellence”

In order to maintain its leading position in the industry, Daibiru values its customers, understands their needs, and works with them to give them the quality office space they deserve.

### Challenging the new business domain

Daibiru will seek for opportunities to develop comfortable and efficient office buildings of Daibiru-standard in the growing Asian cities and will contribute to fostering the economic growth in Asian region.

In Japan, in contrast, the rapidly aging population would cause big impact and changes in many ways in Japanese society and Daibiru will explore, in such a situation, various new business opportunities in the vicinity of its major business domain.

## Mission Statement

### 1. Provide office spaces and environments that can win the trust and attachment of customers.

Winning the trust and attachment of our customers is the heart of Daibiru’s office-building leasing business.

### 2. Increase enterprise value together with our tenants.

Our customers’ business success means the improvement of our corporate value. Our corporate strategy is to listen carefully to our customers and accurately respond to their ever-changing needs.

### 3. Create beautiful cityscapes and stylish spaces.

To create elegant and graceful urban landscapes, we must build up an appropriate customer base.

## Action Plan

- **Acquisition of assets in the CBD of Tokyo**
  - Investment in high-end properties in the central business districts of Tokyo with ¥160 billion in 10 years as our target.
- **Reconstruction/Renewal and renovation**
  - The reconstruction projects in the CBD of Osaka to be successfully completed.
  - Timely renewal and renovation to be conducted to keep our existing buildings and equipments always up to Daibiru-standard and to cope with new demands and requirements by our valued customers.
- **Expansion of business domain**
  - In 10 years, we will achieve the goal that 1/10 of our consolidated revenue is generated in Asian region.
  - New business to be developed in line with the change in population structure in Japan.
- **Excellent facility management service**
  - Every effort to be made to ensure that our service make customers feel comfortable in their office.
- **Co-existence with the environment**
  - The latest environment protection technology to be actively adopted to ease the global warming, on every possible occasion such as new construction or replacement of major equipments in existing buildings.
- **Human resources development**
  - Human resources for the expanded business domain to be developed.

## Highlights of consolidated financial target

(unit: ¥100Million)

	Y2009 (actual)	Daibiru 3D Project Phase II			Y2015 (reference)	Y2019 (reference)
		Y2010	Y2011	Y2012		
Revenue	336	350	370	380	480	520
Operating Income	92	100	110	120	150	210
Ordinary Income	81	85	87	90	110	170
Net Income	42	43	45	50	65	100
EBITDA	162	170	175	180	250	290
D/E Ratio (Times)	0.9	1.1	1.3	1.5	1.5	1.1

Investment: ¥51billion

Y2007~Y2009 (3 years)

Investment: ¥115billion

Y2010~Y2012 (3 years)

Investment: ¥115billion

Y2013~Y2019 (7 years)