English Version

家に価値タス カチタス

KATITAS Co., Ltd.

Financial Results Presentation
For the 42nd Fiscal Year Ending March 31, 2020 (FY2019)

May 13, 2020

Before



After



(Securities Code: 8919, First Section of TSE)

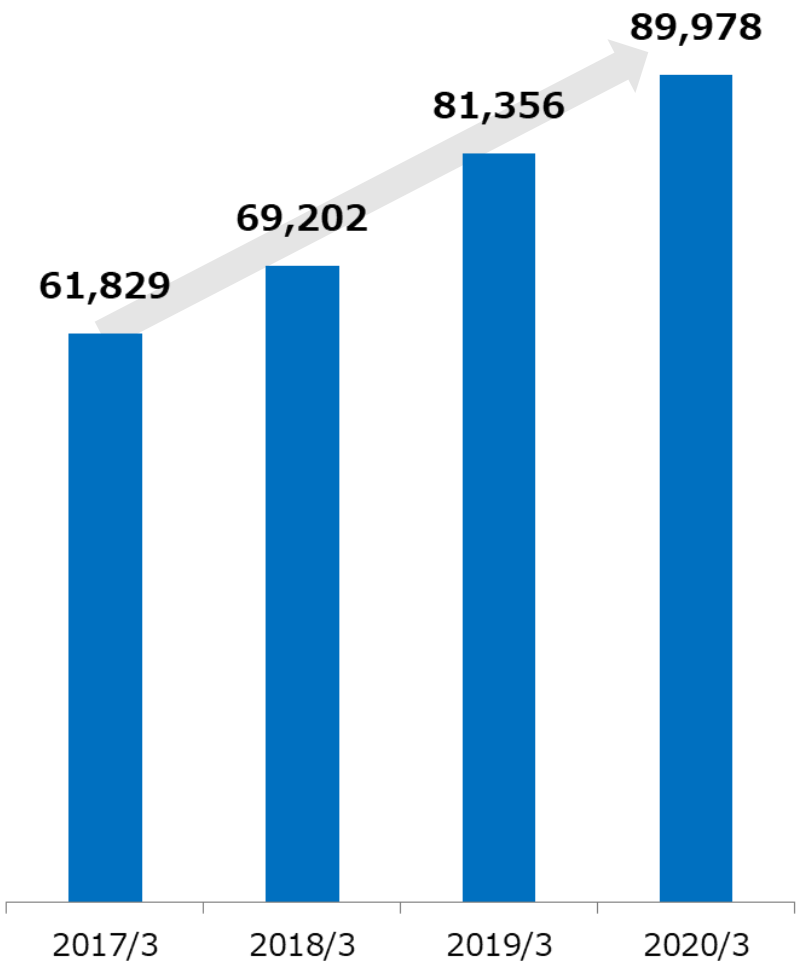
Presentation Highlights

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1. Sales and Operating profit Trend

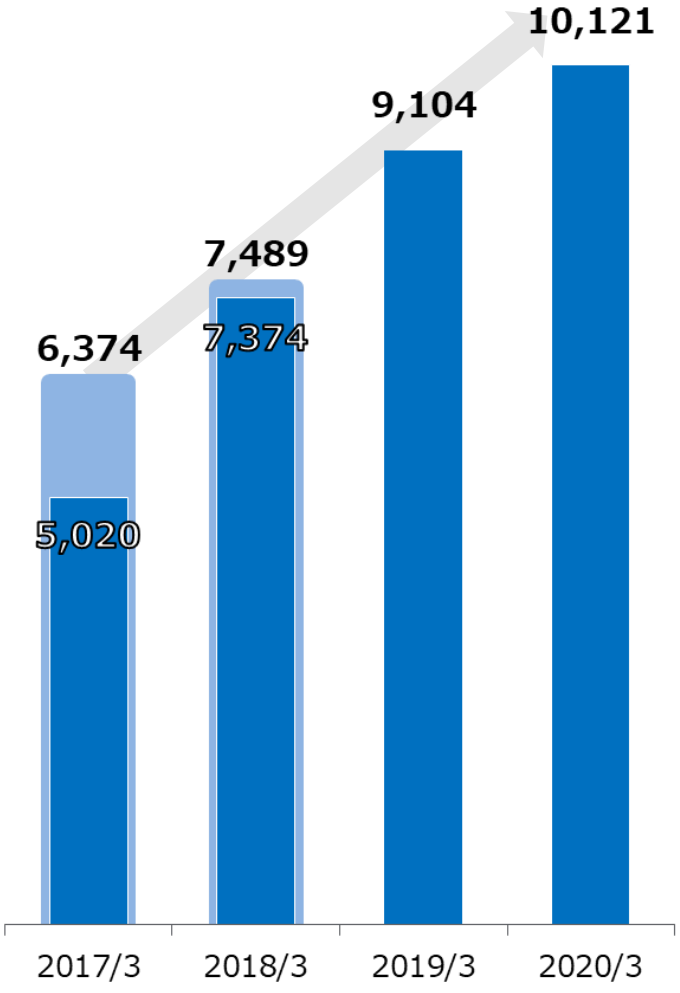
Historical Net Sales (FY-base)

(JPY MM)



Historical Operating profit, Adjusted Operating Profit (1) (FY-base)

(JPY MM)



*1 The adjustment amount of operating profit in 2017/3 and 2018/3 reflects the effect of an inventory revaluation carried out during the business integration with Reprice and the amount of expenses related to stock listing.

1. Highlights of Financial Results for the Fiscal Year Ended March 31, 2020

- **Though falling short of the annual plan due to weak consumer confidence in the wake of the October 2019 consumption tax hike and large typhoons, operating profit exceeded JPY 10 billion, maintaining steady growth above 10% YoY.**
  - Compared to the previous fiscal year, net sales and operating profit rose by 10.6% and 11.2%, respectively.
  - The progression rate for the annual budget was 100.1% for net sales and 97.7% for operating profit.

- **The 3-month period of the fourth quarter saw YoY growth for both net sales and operating profit**
  - Compared to the previous fiscal year, net sales and operating profit rose by 16.1% and 32.9%, respectively.
  - The absence of one-time expenses also contributed to profit growth in the fourth quarter under review.
  - The Covid-19 coronavirus is expected to affect financial results from the first quarter of the fiscal year ending March 31, 2021 onwards.

- **Katitas recorded a consumption tax, etc. difference pointed out by the national tax authority under extraordinary losses. Katitas plans to file an objection and to continue with its existing accounting/tax treatment going forward.**
  - In response to the findings of a tax inspection, Katitas recorded a consumption tax, etc. difference of JPY 2,104 million under extraordinary losses and a corporate tax refund of JPY 562 million .
  - Katitas judges that its existing accounting/tax treatment is a calculation method that can be reasonably adopted for its business model and intends to continue using the same calculation method in the future.

1. Impact of Covid-19 Coronavirus on Katitas Business (1/2)

■ **The number of initial inquiries from customers has been in a downward trend since February 2020 and has been down around 10% YoY since the declaration of a state of emergency.**

- In the month of January 2020, responses from customers increased around 20% YoY and showed a tendency toward recovery from the impact of the consumption tax hike.
- However, from February 2020, media reports about the coronavirus in Japan increased and restrictions were tightened with calls for people to refrain from holding events and going out, and coinciding with this, the number of initial inquiries from customers began to trend down. In February and March, the number was mostly unchanged year on year. In April 2020, after the declaration of a state of emergency, it was around 10% below the year-ago level.
- Meanwhile, demand for purchasing affordable housing is still strong. Some consumers in metropolitan city centers are tending to hold off buying houses amid expectation that commodity prices and subsequently housing prices will fall. However, in regional cities, volatility in land prices is low and there is, therefore, little need to hold off buying a house and housing is selling without a major slump.

■ **Deliveries of toilet fixtures and fittings have been delayed.**

- Outside suppliers from which Katitas orders toilet fixtures and fittings stopped accepting orders from February 2020. Although they started accepting orders again from the end of March 2020, delivery currently takes between 2-4 weeks.
- Katitas has sought to limit the impact of delayed handover on its performance by reaching agreement with buyers to complete the handover of properties with more than one toilet (e.g. with one on the first floor and one on the second floor) only partially complete or by storing delivered fixtures and fittings in their packaging ready to install them in properties which have been sold first.

■ **Financial institution mortgage application screening is starting to take longer.**

- 80% of buyers take out mortgages. Katitas completes handover to customers once their mortgage application has been approved.
- Mortgage application screening is taking longer because financial institutions are also urging their employees to work from home or otherwise changing their work patterns.
- The handover of certain properties is now being delayed because mortgage application screening is taking longer.

1. Impact of Covid-19 Coronavirus on Katitas Business (2/2)

■ **As of the end of April 2020, Katitas employees based at 3 of its 112 branches were working from home while Reprice employees based at 5 out of its 15 branches were working from home. Other branches continued to conduct sales activities while reducing face-to-face contact.**

- Sales staff usually commute to branches by car and travel to vacant houses by car and are engaged in little face-to-face contact.
- They are conducting sales activities while seeking to limit face to face contact by, for example, making sales calls to real estate agents, making arrangements with partner renovation companies over the phone and finding out whether consumers intend to buy before providing them with sales information.
- Reprice has been impacted more heavily than Katitas, partly because a leading real estate broker specializing in sales of suburban properties has suspended business. Katitas sells 70% of its properties directly and will, therefore, continue to conduct sales activities while limiting face-to-face contact.
- Katitas has dispelled consumers' concerns by conducting open house viewings by appointment only instead of holding an open house by handing out open house flyers as was done previously. Katitas has also sought to improve sales productivity by attracting potential buyers online and conducting property viewings only when there are reservations.
- Katitas is also putting effort into property cleaning, property management including installing POP advertising, and sales activities that do not require face-to-face contact including reshooting photographs featured on its website and taking panorama photographs.

■ **As of May 2020, Katitas expects to generate working capital and can operate without any major cash flow problems by operating flexibly. Katitas adopts a business model with few fixed costs and, therefore, remains financially resilient even in a recession.**

- New borrowing of JPY 3.6 billion has already been secured as working capital.
- The properties handled by Katitas are affordable houses ranging in price from several millions of yen to just over ten million yen. Katitas's business model is to be selective with purchases to reduce expenditure and control cash flow to avoid any major cash flow problems.
- Katitas's business does not require any major capital investment and, due to the fact that our business operates mainly in regional areas, it has few fixed costs such as tenant costs and advertising expenses and has a low break-even point. Katitas's financial structure is resilient even in a recession because it can generate profit even when net sales decrease significantly.

■ **The Covid-19 coronavirus can be expected to work in Katitas' favor in the medium-to-long term.**

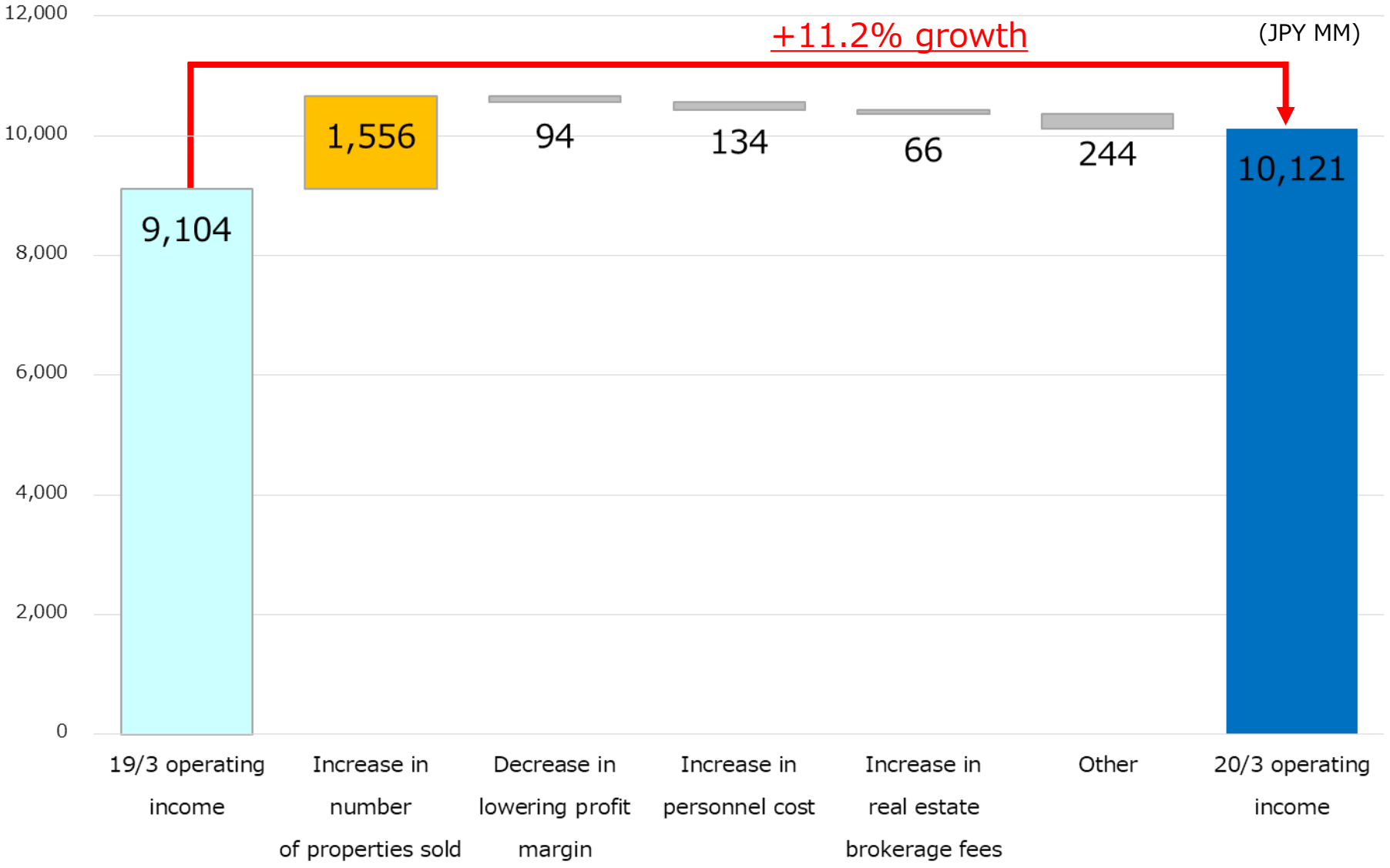
- With the economic environment likely to remain uncertain for the future, it is expected that consumers, in preparation for a financial crisis, will increasingly choose mortgage payments that are comparable to the rent they are currently paying, rather than taking out a massive mortgage.
- If employees are given the option of working remotely from home, then consumers who choose affordable high-quality housing in regional cities or suburbs rather than buying an expensive house in the metropolitan city center can be expected to increase.

1. Financial Highlights

(JPY MM)	FY2018 (ended Mar 31, 2019)	FY2019 (ended Mar 31, 2020)					
		Plan	Results	YoY	YoY (%)	vs Plan	vs Plan(%)
Net sales	81,356	89,872	89,978	+8,622	110.6	+106	100.1
Number of properties sold	5,352	5,920	5,801	+449	108.4	△119	98.0
Gross profit	18,553	20,500	20,016	+1,462	107.9	△484	97.6
Margin (%)	22.8	22.8	22.2	△0.6	–	△0.6	–
Operating profit	9,104	10,356	10,121	+1,016	111.2	△234	97.7
Margin (%)	11.2	11.5	11.2	+0.1	–	△0.3	–
(Ref) EBITDA	9,368	10,612	10,367	+999	110.7	△244	97.7
Ordinary profit	8,740	10,094	9,895	+1,154	113.2	△199	98.0
Profit attributable to owners of parent	5,926	6,805	5,190	△735	87.6	△1,614	76.3
(Ref) Adjusted profit attributable to owners of parent	5,926	6,805	6,671	+744	112.6	△134	98.0
Inventory turnover ratio (times)	1.85	1.81	1.81	△0.04	–	+0.00	–
Net assets	19,348	24,103	22,737	+3,388	117.5	△1,366	94.3
Total assets	47,406	50,509	53,435	+6,029	112.7	+2,925	105.8
Equity-to-asset ratio (%)	40.7	47.5	42.3	+1.7	–	△5.2	–
Basic earnings per share (JPY)	78.81	89.39	67.98	△10.83	–	△21.42	–
(Ref) Adjusted Basic earnings per share (JPY)	78.81	89.39	87.36	+8.55	–	△2.03	–
ROA (%)	21.2	21.2	20.1	△1.2	–	△1.1	–
ROE (%)	34.3	31.5	24.8	△9.5	–	△6.7	–
(Ref) Adjusted ROE (%)	34.3	31.5	31.8	△2.4	–	+0.4	–

(1) EBITDA = Operating profit+ Depreciation + Amortization of goodwill (consolidated only) (2) ROA = operating profit / average of total assets as of the beginning and end of period
(3) ROE = Profit / average of balances of shareholders' equity at beginning and end of period
(4) For details of accounting adjustments for adjusted profit attributable to owners of parent, adjusted basic earnigns per share and adjusted ROE, please refer to the table on P12.
(5) Katitas implemented a 2-for-1 common stock split, effective April 1, 2020. Basic earnings per share and adjusted basic earnings per share are calculated on the assumption that the stock split took place at the beginning of the previous consolidated fiscal year.

1. Major Factors for Change in Profit for Fiscal Year Ended March 31, 2020



1. Selected Consolidated Balance Sheet Data

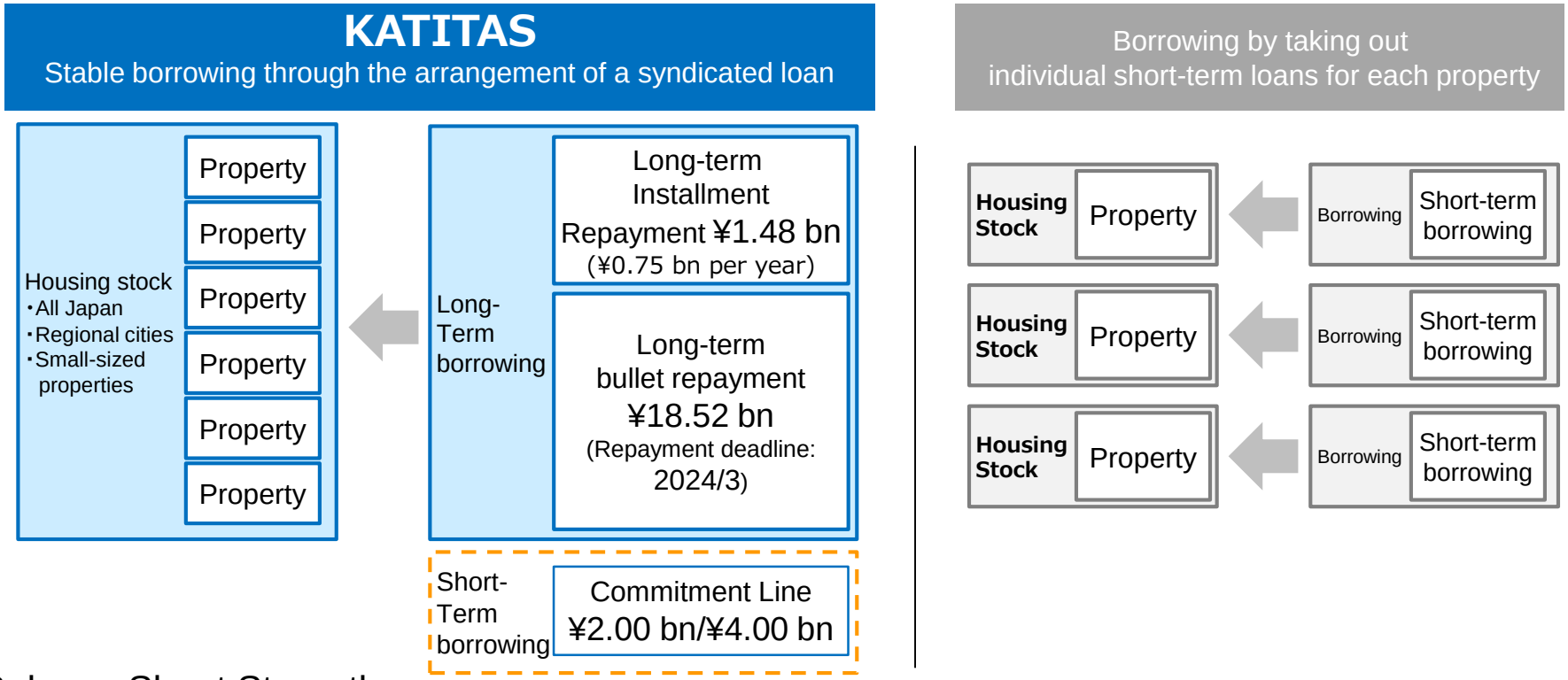
(JPY MM)	End of FY2018 (ended Mar 31, 2019)	End of FY2019 (ended Mar 31, 2020)	
		Results	YoY
Cash and deposits	7,395	9,137	+1,742
Real estate for sale	25,652	28,659	+3,006
Real estate for sale in process	11,164	11,851	+686
Inventory real estates	36,817	40,510	+3,693
Non-current assets	2,348	2,089	△259
Total assets	47,406	53,435	+6,029
Accounts payable – trade	3,105	2,909	△195
Short-term loans payable	–	2,000	+2,000
Long-term loans payable(1)	20,750	20,000	△750
Net assets	19,348	22,737	+3,388
Total of liabilities and net assets	47,406	53,435	+6,029

(JPY MM)	End of FY2018 (ended Mar 31, 2019)	End of FY2019 (ended Mar 31, 2020)	
		Results	YoY
(Increase) decrease in real estate for sale	△5,762	△3,696	+2,066
Cash flows from operating activities	2,069	2,392	+322
Cash flows from investing activities	△20	△23	△3
Cash flows from financing activities	1,283	△625	△1,909
Increase (decrease) of cash and cash equivalents, at the beginning of the year	3,331	1,742	△1,589

(1) Long-term loans payable＝Current portion of long-term loans payable＋Long-term loans payable

1. Balance Sheet Strengths

- Katitas takes out working capital loans to cover all its operating needs thanks to its high profitability and stable financial position.
- This has operating advantages in terms of improving purchasing flexibility and financial advantages in terms of making its easier to secure on-hand liquidity even in an unfavorable environment.



Balance Sheet Strengths

- Katitas can purchase properties flexibly without the need to borrow funds at the time of purchase.
- Katitas can ensure on-hand liquidity provided it controls purchases when sales decline.
- Katitas already has commitment lines as back-up lines of credit and will continue to build good relationships with financial institutions.
- Housing stock is distributed all over Japan, primarily in regional cities. Properties are small-sized detached residential properties and the risk of impairment as a result of natural disaster or market price fluctuation is low.
- Katitis enjoys financial stability, with a high equity-to-asset ratio exceeding 40%.

1. 2020/4/28 Timely disclosure（1/2）

【Circumstances and details regarding the Reassessment Penalty, etc.】

Since August 2019, the Company has been subject to a tax inspection by the Regional Taxation Bureau covering the period from the fiscal year ended March 31, 2016 to the fiscal year ended March 31, 2019. As a result of the inspection, the Regional Taxation Bureau claimed that in the following method used by the Company for calculating consumption tax amounts, the separation of the amount of consideration for transfer of the taxable asset and the amount of consideration for transfer of the non-taxable asset corresponds to a “case where the value is not rationally separated” under Article 45, paragraph 3 of the Order for Enforcement of the Consumption Tax Act, and the Reassessment Penalty, etc. was carried out.

(1) Method adopted by the Company for calculating the amount of consumption tax

The Company concluded sales agreements with buyers that covered the land and buildings together. The Company calculated the amount of consumption tax applicable to the buildings by multiplying the total amount of the sale payment by a past-data-based ratio calculated by multiplying the consumption tax rate by the average value of the proportion of the assessed value of fixed assets tax for the building within the total amount of the assessed value of fixed assets tax for the land and buildings of properties traded in the past (the “Company’s Proportional Division Method”).

The Company had adopted the Company’s Proportional Division Method mainly because **it deemed this approach to be a rational method for separating the land and building portions based on the method** of “proportional division based on the assessed value of inheritance tax and **the assessed value of fixed assets tax**” for transfer payments in the National Tax Agency Tax Answer “No. 6301 Tax Base Q&A: Building payment in the case where buildings and land are transferred together.”

(2) Reason for the Reassessment Penalty, etc. from the Regional Taxation Bureau

The Regional Taxation Bureau claims that “the amount of the transfer consideration of the taxable asset and the amount of the transfer consideration for the non-taxable asset” are “not rationally separated” in the Company’s accounting and tax treatment for the following reasons.

i. It is not rational to calculate the amount corresponding to the consumption tax amount using a uniform ratio to the total sale amount.

ii. When the uniform ratio used by the Company is applied, the price of buildings that have added value from renovations is not reflected.

(3) Location of the problem

In principle, the amount that the Consumption Tax Act treats as the tax base is the amount of consideration that passes between the parties involved in the transfer, etc., of a taxable asset. Where a taxable asset and a non-taxable asset are transferred together, the amount of consideration for transfer of the taxable asset and the amount of consideration for transfer of the non-taxable asset need to be rationally separated. If they are not separated rationally, the tax base for consumption tax pertaining to the transfer, etc. of the taxable asset is an exceptional provision (Article 45, paragraph 3 of the Order for Enforcement of the Consumption Tax Act) of multiplying the amount of consideration for transfer of the assets by the ratio of the value of the taxable asset to the total amount of the value of the taxable asset and the value of the non-taxable asset at the time of their transfer.

1. 2020/4/28 Timely disclosure（2/2）

The issue lay in a difference of interpretation between the Company and the Regional Taxation Bureau as to whether or not the Company's Proportional Division Method corresponds to a "case where the value is not rationally separated" under Article 45, paragraph 3 of the Order for Enforcement of the Consumption Tax Act.

(4) Summary of the Company's main assertions

i. The Company's Proportional Division Method is **a separation method based on an objective standard of the assessed value of fixed assets tax**, and proportionally dividing the total sale payment amount by the assessed value of fixed assets tax is accepted by the National Tax Agency as being generally rational.

ii. The past-data-based ratio used by the Company to calculate the consumption tax amount is **an average value calculated mechanically from assessed value of fixed assets tax for properties that the Company has traded in the past**. **It is therefore an objective number that does not include any arbitrary influence from the Company.** Moreover, the Company regularly monitors the past-data-based ratio to make sure that it does not diverge from actual conditions.

iii. The Company handles a large number of properties, and its sales activities start immediately after procurement by posting the property information and the total amount of the sale payment on the Company's website and real estate portal websites. For this reason**, it is necessary to calculate the consumption tax amount for numerous properties immediately after procuring them**. In addition, on the sales front line, there are price negotiations and in some cases the sale agreement is concluded for an amount that differs from the initially anticipated sales amount. Therefore, the Company's Proportional Division Method based on a past-data-based ratio is a rational method that suits the Company's business flow.

iv. With regard to Regional Taxation Bureau's assertion that added value due to renovations is not reflected in the building price, **the consumption tax base is originally the amount of consideration that passes between the parties involved**, and **added value due to renovations is not considered in calculation of the amount of consideration that constitutes the tax base.**

v. The "case where the value is not rationally separated" in the Order for Enforcement of **the Consumption Tax Act is interpreted as referring to a relatively limited case where the parties have decided the consideration arbitrarily between themselves, such as when the content of the agreement document and the facts do not agree, for example where the parties have colluded in a misrepresentation.** When the Company concludes a sales agreement for land and buildings with the buyer, all of the agreement documents created by the Company with the buyer bear the consumption tax amount and are signed or stamped with registered seals of the seller (the Company) and the buyer based on the parties' intention, **showing clearly that the documents are genuinely agreed in accordance with the free will of the parties**. Since there was no condition of collusion in a misrepresentation between the Company and the buyer, the transfer payment for the buildings stated in the agreement document should be treated as the tax base under the Consumption Tax Act.

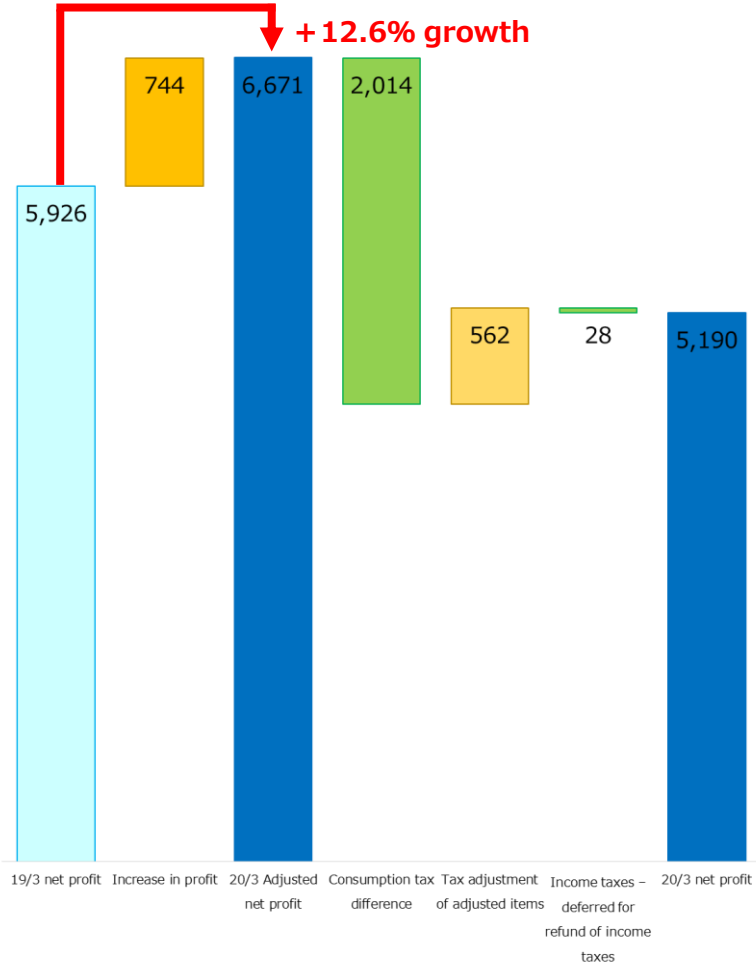
(5) Future plan

The Company has been in consultation with external experts from within the tax examination period, and as described above, it believes that there is no error in its existing accounting and tax treatment. Since the Company is unable to completely agree with the Reassessment Penalty, etc. from the Regional Taxation Bureau, it intends to promptly undertake the necessary procedures, such as filing an appeal.

1. Adjustment Item List

- Following a tax investigation by the Kantoshinetsu Regional Taxation Bureau, Katitas recorded a consumption tax difference of JPY 2,014 million under extraordinary losses.
- Since the Company is unable to completely agree with the Reassessment Penalty, etc., it intends to promptly undertake the necessary procedures, such as filing an appeal.
- Katitas plans to continue using its Proportional Division Method in its accounts in the future.

	2019FY	2020FY
Profit attributable to owners of parent	5,926	5,190
+ Consumption tax difference*1	–	2,014
△ Tax adjustment of adjusted items	–	△562
Total of adjustment (After tax impact adjustment)	–	28
Income taxes – deferred for refund of income taxes	–	1,480
Adjusted net profit attributable to owners of the parent	5,926	6,671
Adjusted earnings per share (JPY)	78.81	87.36
Adjusted dividend payout ratio(%)	33.0	30.9



*1 Amount as reassessment penalty as a result of the tax inspection by the Kantoshinetsu Regional Taxation Bureau. Amount of difference in opinion concerning method for calculating consumption tax. Katitas is undertaking the procedure to file an objection, judging that this is a penalty it is unable to completely agree with.

*2 Katitas implemented a 2-for-1 common stock split, effective April 1, 2020. Adjusted earnings per share is calculated on the assumption that the stock split took place at the beginning of the previous consolidated fiscal year.

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2. Mid-Term Business Plan (FY2019-2021)

- Formulated the Mid-Term Business Plan (FY2019-FY2021)*1 aiming to build a structure for continuous growth by enabling both Katitas and Reprice to make use of each other's strengths and to sell 10,000 houses per year in the long term
- Continue stable growth rather than aiming for rapid growth, while maintaining and improving quality and value of provided homes
- Start considering new businesses aiming to provide a wide range of solutions to the empty-home problem using existing assets, based on the business model strengths and accumulated know-how

Quantitative Targets

Net sales	Operating profit
✓ Approx. ¥110 billion for FY2021 (Increase of approx. ¥30 billion compared to FY2018) ✓ CAGR of around 10%	✓ Approx. ¥13 billion range for FY2021 (Increase of approx. ¥4 billion compared to FY2018) ✓ CAGR of over 10%

Growth Strategy

Strengthen area marketing

① Separate and optimize the sales to match the characteristics of local markets.
② Strengthen development and support of area and store managers by introducing a range of systems, etc.
③ Continue collaboration with local builders to strengthen product capabilities.

Promote market development

① Horizontally deploy methods from the areas of success to the areas with room for development.
② Actively assign human resources to growth areas.
③ Improve efficiency of operations by expanding the Head Office functions.

Continue to strengthen existing strategies

① Continue and expand aggressive recruitment mainly among new graduates.
② Improve sales productivity by promoting contracts of houses being renovated, etc.
③ Intensify examination of new business and other M&A opportunities

*1 Targets in the Mid-Term Business Plan do not include amounts for potential M&As and the impacts of new businesses.
※ The above information includes forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995. See the disclaimer on P54 of this presentation

2. Management Plan for FY2020 (Ending March 31, 2021)

- Results for the first half of the fiscal year ended March 31, 2020 were far higher than those for the first half of the fiscal year ended March 31, 2019 owing to an increase in requests for handover in April 2019 from buyers wanting to move house during the long Golden Week holiday in May 2019 and an increase in requests for handover before the consumption tax hike in September 2019.
- In the fiscal year ending March 31, 2021, figures for the first half were calculated assuming growth was unlikely due to the impact of the coronavirus (because the number of initial inquiries from customers has fallen, supplies of toilet fixtures and fittings have been delayed, mortgage application screening is taking longer and employees at some branches are working from home) and because the performance during the first half of the fiscal year ended March 31, 2020 would be difficult to beat. On the other hand, demand for affordable, high-quality housing is firm and Katitas will focus on improving the success rate and improving gross profit per property.
- The figures were calculated assuming that the impact of the coronavirus was expected to be felt during the first half. The Company estimates that it can aim for results on a par with the previous year on an annual basis, provided it can operate as normal in the second half onwards.
- However, if the coronavirus outbreak worsens, bringing about a change in the situation or prolonging the damage caused, and it becomes necessary to revise the earnings forecasts, Katitas will promptly disclose to this effect.

(JPY MM)	FY2019 (ended Mar 31, 2020)		FY2020(ended Mar 31,2021)					
			The first half			Full-year		
	The first half	Full-year	Plan	YoY	YoY(%)	Plan	YoY	YoY(%)
Sales	47,419	89,978	41,859	△5,559	88.3	90,206	+227	100.3
Number of units sold	3,062	5,801	2,731	△331	89.2	5,848	+47	100.8
Gross profit	10,548	20,016	9,559	△989	90.6	20,700	+684	103.4
Operating profit	5,588	10,121	4,339	△1,249	77.6	10,128	+6	100.1
(Ref)EBITDA	5,712	10,367	4,459	△1,253	78.1	10,366	△0	100.0
Ordinary profit	5,479	9,895	4,223	△1,256	77.1	9,896	+0	100.0
Profit attributable to owners of parent	3,690	5,190	2,855	△835	77.4	6,691	+1,500	128.9
(Ref)Adjusted profit attributable to owners of parent	3,690	6,671	2,855	△835	77.4	6,691	+20	100.3

(+) Handover before Golden Week
(+) Handover before consumption tax hike

(△)Impact of typhoons
(△)Weak demand after consumption tax hike

(△)Impact of coronavirus

(→) Based on assumption of return to normal operation in the second half

*1 EBITDA = Operating profit+ Depreciation + Amortization of goodwill
*2 For details of accounting adjustments for adjusted profit attributable to owners of parent, please refer to the table on P12.
※ The above information includes forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995. See the disclaimer on P54 of this presentation

2. Growth Strategy of Katitas: Increase in Number of Sales Employees

(FY2019 Results)

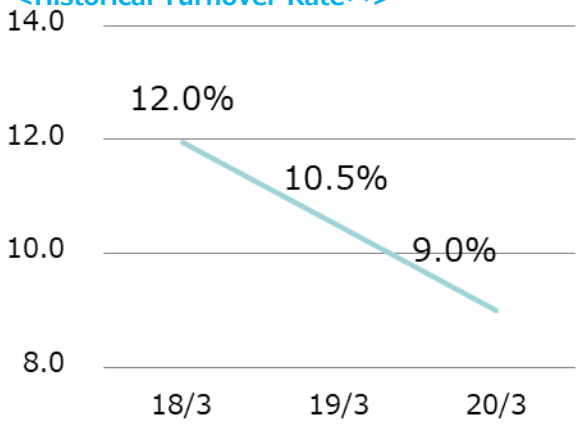
■ Katitas achieved an increase in procured and sold homes by increasing sales staff headcount while maintaining and improving productivity

Sales Staff		Productivity		Capacity(FY2019 Results)
Sales employees(1) (average during the fiscal year) 501	×	Procurement 9.1(2) / sales employee	=	Number of units procured: 4,563(2)
	×	Sales 8.6 / sales employee	=	Number of units sold: 4,305

Increase in Number of Sales Employees

- ✓ Continued hiring with a focus on new graduates
- ✓ A new graduate 88 joined Katitas in April 2020
- ✓ Decline in turnover rate of employees

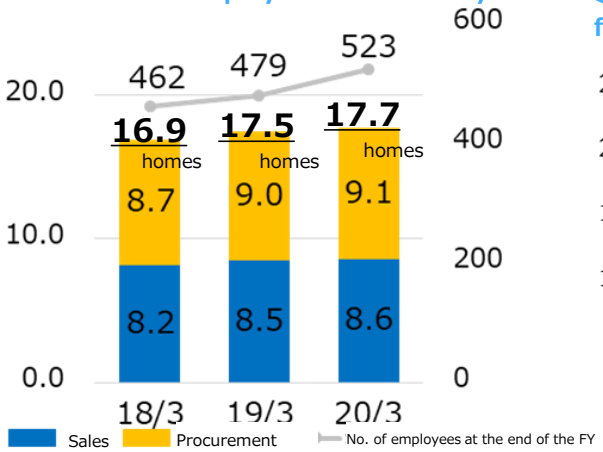
<Historical Turnover Rate(3)>



Improvement in Productivity of Sales Employees

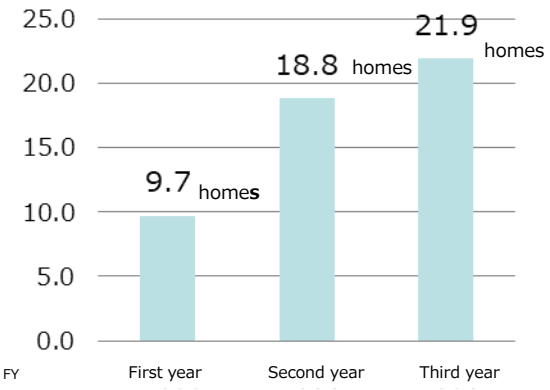
- ✓ Track record of improvement in productivity by reducing the inventory turnover ratio

<Growth in Sales Employees' Productivity(4)>



- ✓ Increased productivity of new graduate employees in a short time through established training programs(5)

<Average Productivity of New Graduates for First Three Years of Employment(5)>

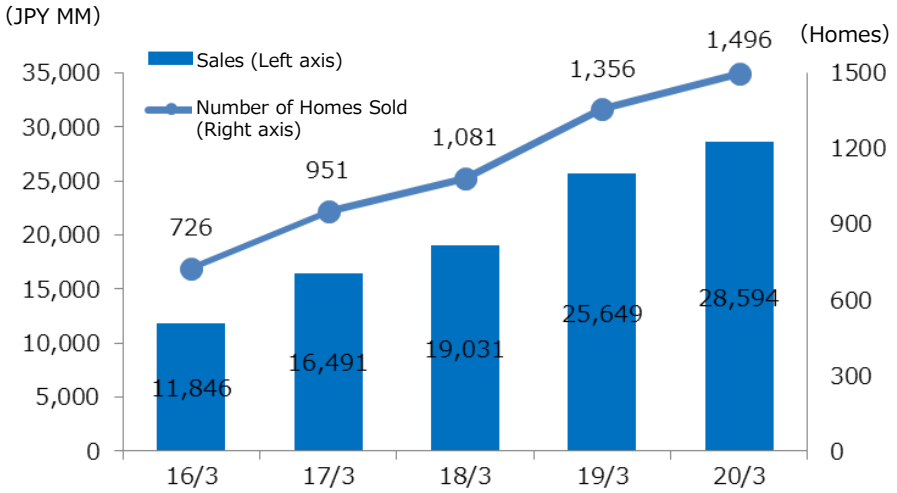


(1) The number of sales employee includes employees in branches, sales department managers and section chiefs
(2) Procurement via direct purchase method
(3) Turnover rate = number of employees who resigned or retired during the fiscal year / number of employees at the beginning of the fiscal year
(4) Productivity= sum of the number of homes procured and the number of homes sold by Katitas over a period, divided by the average of the number of sales employees of Katitas at the beginning and end of the period
(5) Averages taken of each year's annual new graduate figures beginning with April 2013
(6) Figures represent historical results of Katitas (non-consolidated)

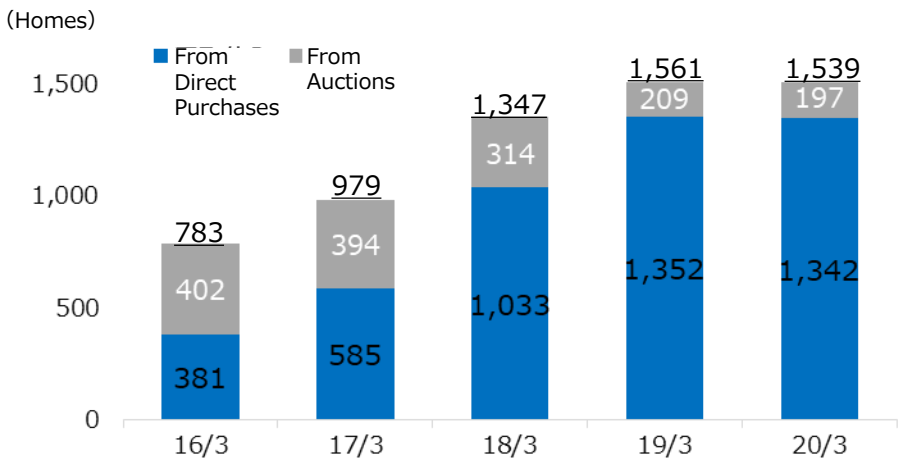
2. Reprice: Company Overview (FY2019 Results)

- "Value" rather than "price": Expanding business areas steadily focusing on the Three Metropolitan Areas and ordinance-designated cities
- Accelerated business expansion from (i) pricing capabilities from accumulated transaction database, (ii) shift toward "core broker strategy" and (iii) capital support (inter-company loans) from Katitas

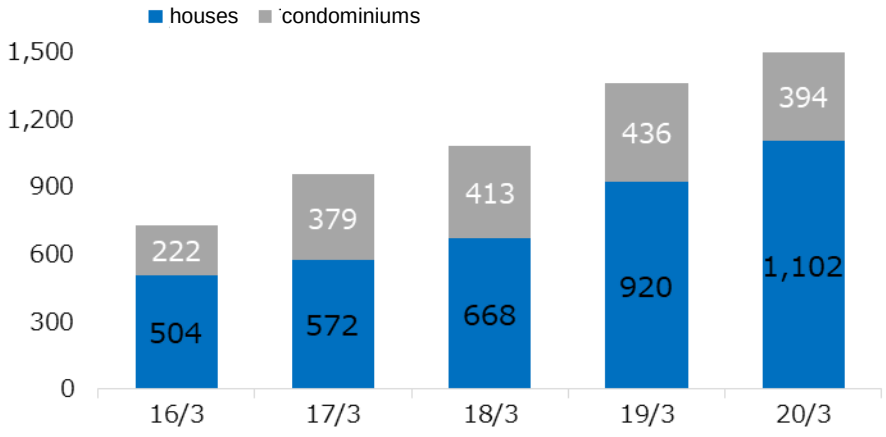
Number of Homes Sold (1) and Sales Volume (1)



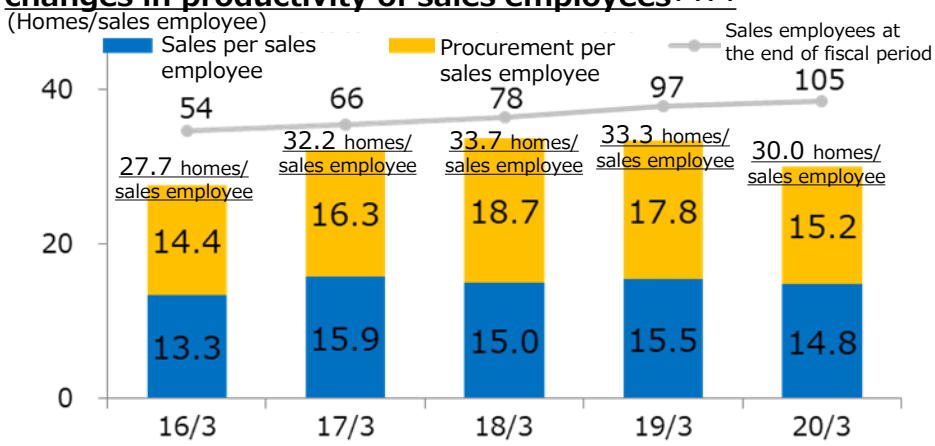
Number of Houses Procured by Procurement Method (4)



Number of sales by houses/condominiums(1)(2)



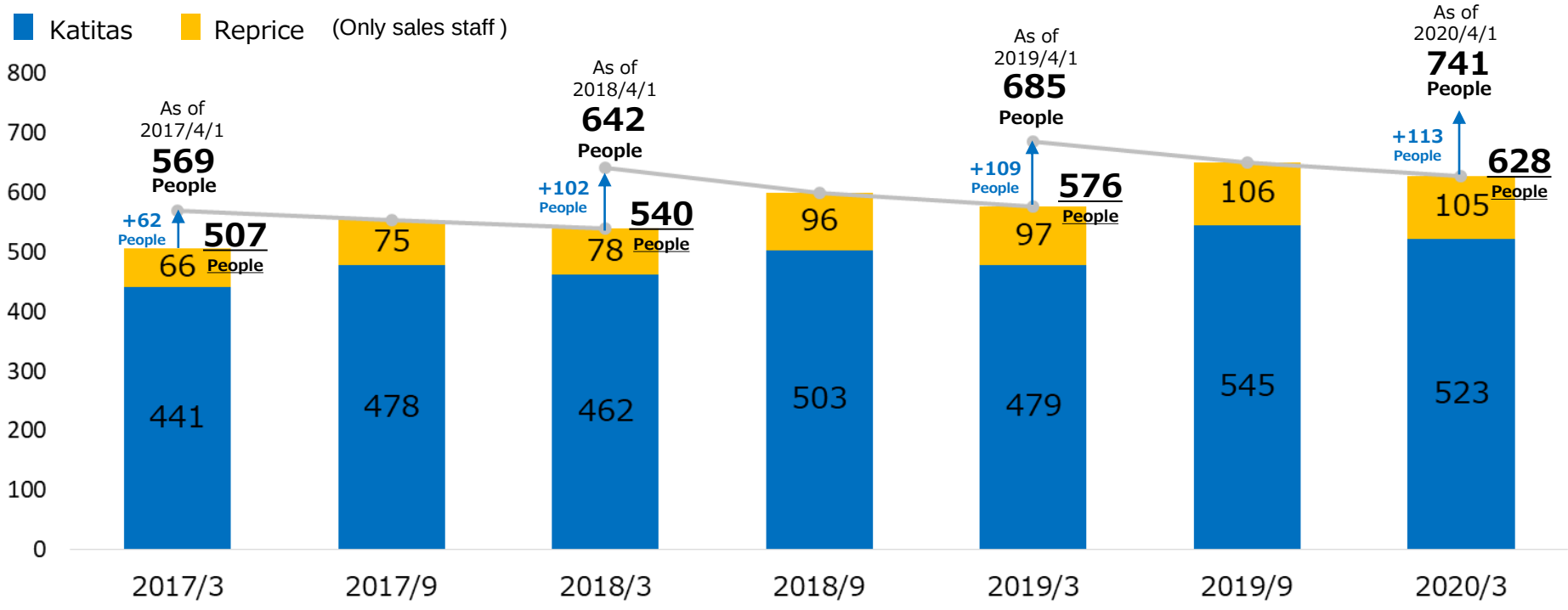
Number of sales employees at FY end and changes in productivity of sales employees(1)(2)



(1) Number of homes procured and homes sold, and sales volume are for Reprice Co., Ltd. and Comprehensive Urban Development Corporation (a former subsidiary of Reprice, which was sold in September 2016)
(2) Productivity= sum of the number of homes procured and the number of homes sold by Katitas over a period, divided by the average of the number of sales employees of Katitas at the beginning and end of the fiscal year

2. Trends in the number of sales staff at the end of the fiscal year

■ To ensure continuous growth going forward, we will continue hiring activities focused on new graduates.
■ In April 2020, 88 new graduates joined Katitas, and 27 joined Reprice.



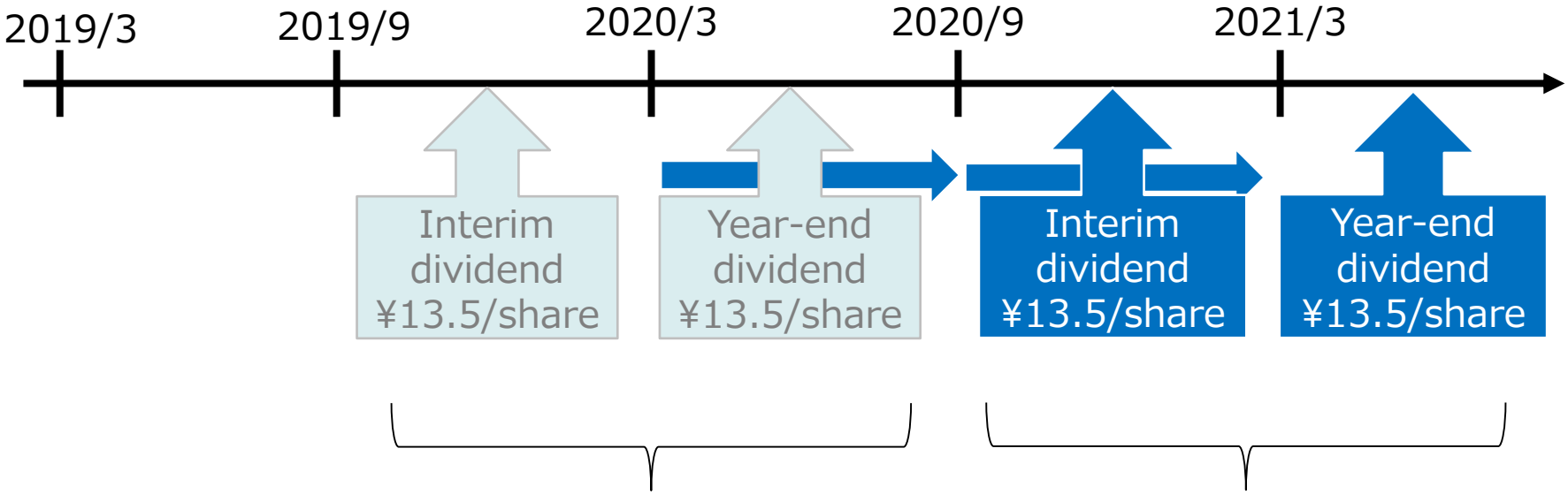
		FY2017	FY2018	FY2019	FY2020
new graduates	Katitas	+59 people (No. employed indirectly: 1)	+81 people	+91 people (No. employed indirectly: 1)	+88 people
	Reprice	+5 people (No. employed indirectly: 1)	+22 people (No. employed indirectly: 1)	+20 people (No. employed indirectly: 1)	+27 people (No. employed indirectly: 2)
Monthly avg (1)	Katitas	477 people	498 people	543 people	–
	Reprice	76 people	95 people	107 people	–

(1) Monthly avg = The total of the number of sales employees at the end of each month / 12

2. Shareholder Return

- For FY2019 (ending March 31, 2020), Katitas has decided to pay a total dividend of JPY 27.0 per share, comprising an interim dividend of JPY 13.5 and a year-end dividend of JPY 13.5.Looking forward, we intend to pay dividends twice a year at a payout ratio of 30% or higher.
- The Company will defer making a per-share dividend forecast for FY2020 (ending March 31, 2021) but plans to maintain stable returns to shareholders.

※The Company implemented a 2-for-1 common stock split of common shares on March 31, 2020 as the record date.
In the foregoing, the per-share dividend is calculated on the assumption that the stock split took place on April 1, 2019.



Decided to pay interim dividend of JPY 13.5 and year-end dividend of JPY 13.5 (making an annual dividend of JPY 27.0). The dividend payout ratio based on the annual dividend is 39.7%.
The dividend payout ratio based on net profit after adjustment for the consumption tax, etc. difference is 30.9% *1

Plan to pay an interim dividend of JPY 13.5 and a year-end dividend of JPY 13.5 (making an annual dividend of JPY 27.0) .
The dividend payout ratio based on the annual dividend will be 31.0%.

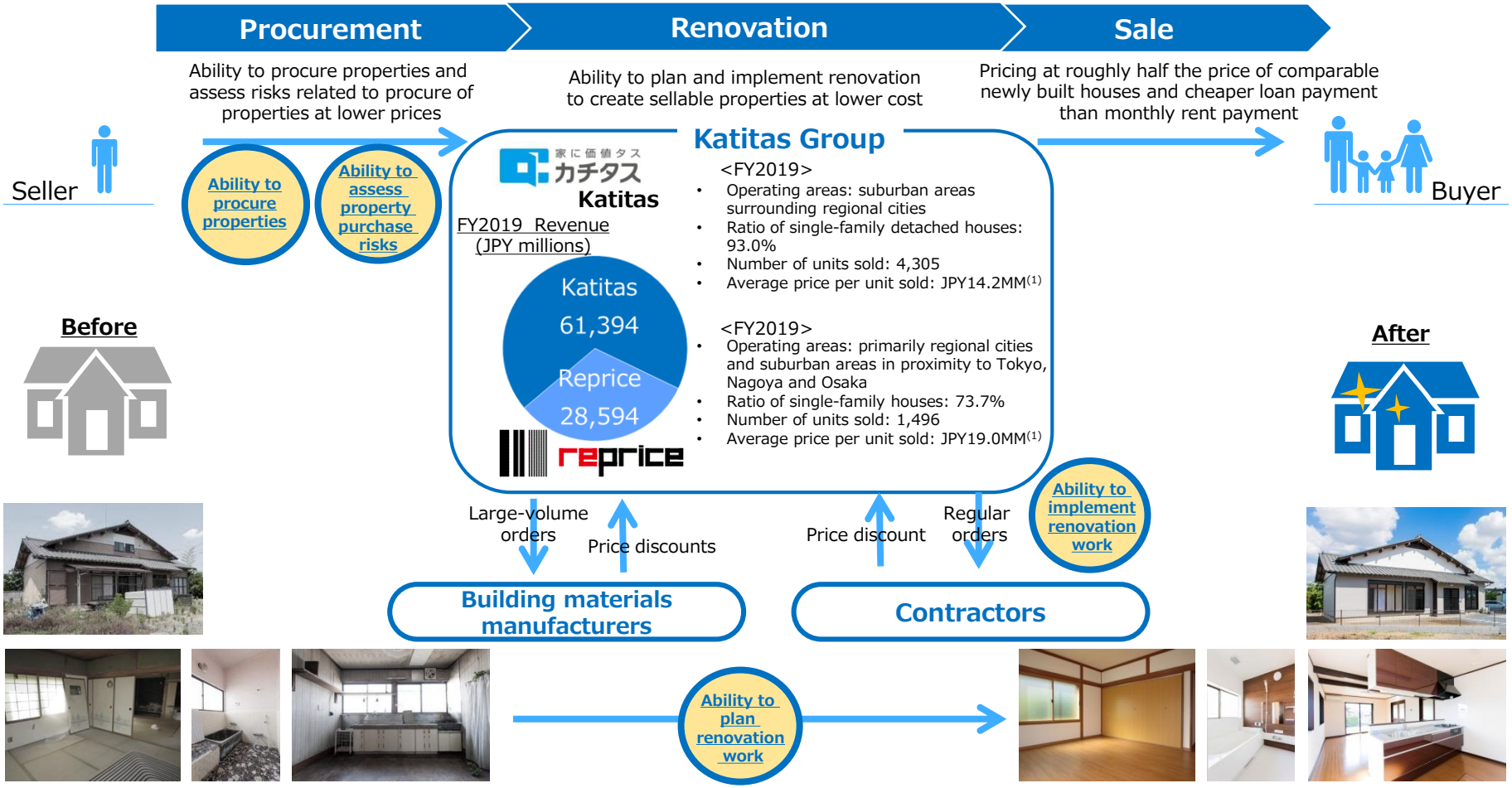
*1 For details of accounting adjustments for adjusted profit for the consumption tax, please refer to the table on P12.

Presentation Highlights

1.	Overview of Financial Results for the Fiscal Year Ended March 31, 2020	P2-P12
2.	Management Plan for FY2020 (Ending March 31, 2021)	P14-P19
3.	Overview of Business Model	P21-P38
4.	APPENDIX	P40-P53

3. Business Model of Katitas

- Katitas procures lower-cost pre-owned vacant houses through its unique know-how, adds value to them through renovation and sells them at roughly half the price of comparable newly built houses
- Katitas sells renovated pre-owned single-family houses to the market targeting middle- and lower-income households in regional cities as a new “Fourth Option” – an alternative housing option to newly built, “as is” pre-owned and rental houses

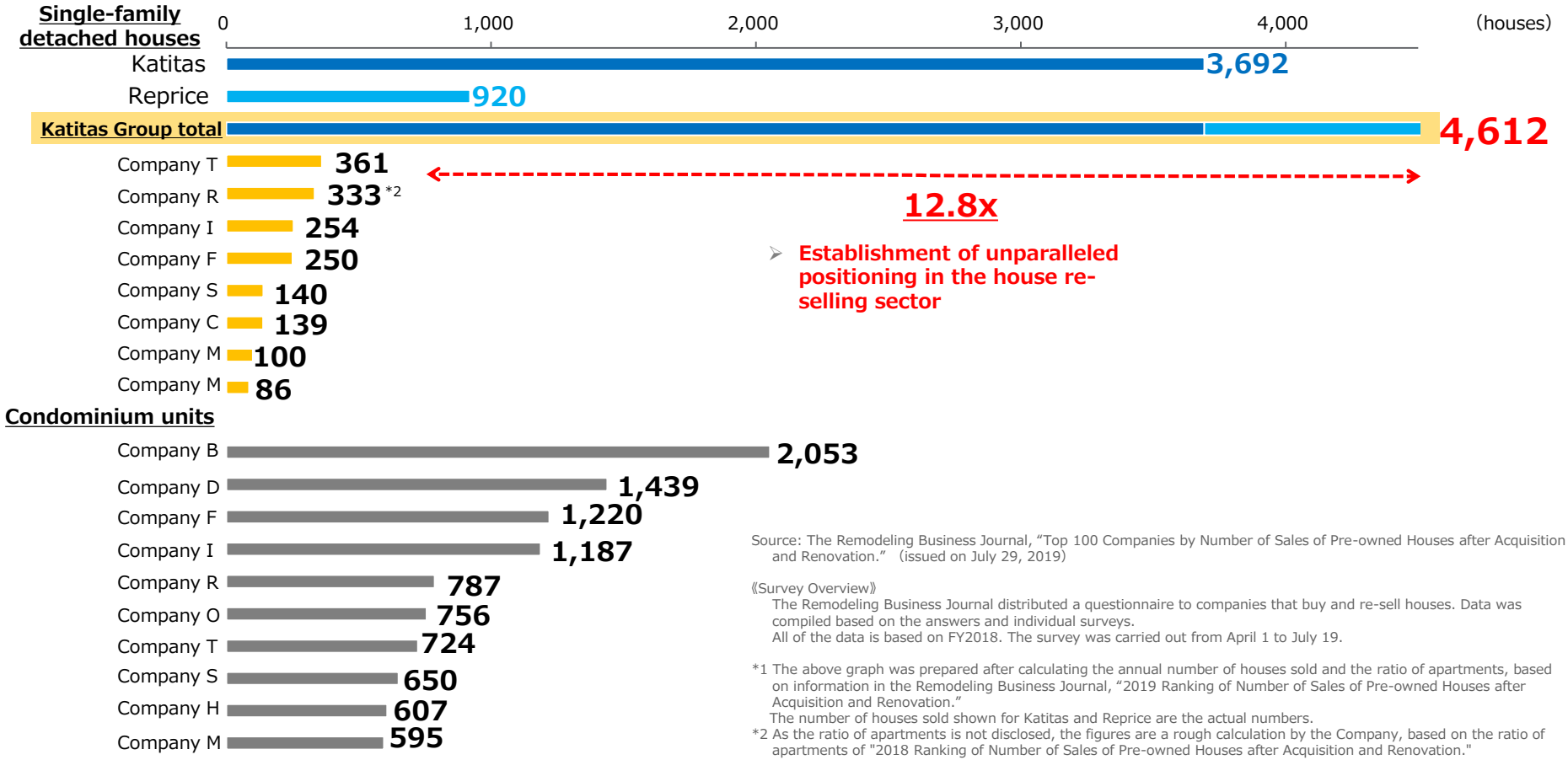


(1) Excluding tax

3. Number of Houses Sold is Over 10 Times that of No.2 Ranked Company

- No.1 among House Reselling Businesses(1) in terms of number of units sold in FY2018
- Established unique positioning by focusing on pre-owned single-family detached houses located in regional cities and Regional areas that competitors find challenging to bring to the market

Number of Units Sold by Major House Re-sellers (FY2018)



Source: The Remodeling Business Journal, "Top 100 Companies by Number of Sales of Pre-owned Houses after Acquisition and Renovation." (issued on July 29, 2019)

《Survey Overview》
The Remodeling Business Journal distributed a questionnaire to companies that buy and re-sell houses. Data was compiled based on the answers and individual surveys.
All of the data is based on FY2018. The survey was carried out from April 1 to July 19.

*1 The above graph was prepared after calculating the annual number of houses sold and the ratio of apartments, based on information in the Remodeling Business Journal, "2019 Ranking of Number of Sales of Pre-owned Houses after Acquisition and Renovation."
The number of houses sold shown for Katitas and Reprice are the actual numbers.
*2 As the ratio of apartments is not disclosed, the figures are a rough calculation by the Company, based on the ratio of apartments of "2018 Ranking of Number of Sales of Pre-owned Houses after Acquisition and Renovation."
Furthermore, the figures exclude items for which the ratio of apartments is not disclosed even for previous fiscal years.

(1) A "Housing Reselling Business" is defined as one conducted by certified "building lot and transactions" dealers with extensive know-how in renovation so as to efficiently and effectively improve the quality of existing house inventory (Requests for FY2016 Tax Reform (Special Measures Concerning Taxation))

3. Katitas's Unique Model and Positive Social Impact

Providing a 4th housing option – an affordable alternative to newly built houses, pre-owned houses and rental houses

Unaffordable **"Newly built houses"**

Old and non-renovated **"Pre-owned houses"**

"Rental houses" which do not meet demand

+

High-quality and reasonably priced **"Katitas houses"**

Katitas's Unique Model : Creating value from valueless "as-is" houses

- Purchase, renovate and re-sell pre-owned single-family houses and houses left vacant which are valueless "as-is"
- Value-added house re-selling business: "*Kati* (="value" in Japanese) *tas* (="to add" in Japanese) to valueless "as is" properties"



Positive Social Impact : Addressing one of Japan's social issues

- A pressing social issue in Japan facing population decline is what to do with the existing vacant houses in regional areas
- Sales of previously vacant, unused houses to new homeowners stimulate local economies and help foster community development

Addressing Issue of Vacant Houses (*Akiya*)

Stimulation of Local Economy

Environmentally Friendly

3. Katitas's ESG Management and Initiatives for SDGs（1/2）

Katitas's pre-owned house renovation business



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Scrap and build new houses



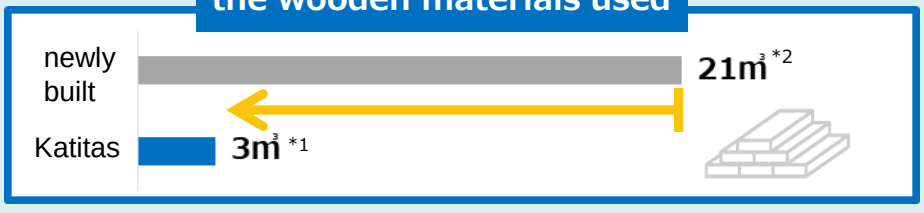
CO2 emissions volume *4



7 AFFORDABLE AND CLEAN ENERGY

13 CLIMATE ACTION

the wooden materials used



15 LIFE ON LAND

Ratio of Outside Directors: 44.4%

- ✓ Of those, two are Independent Outside Directors.
- ✓ Outside Director attendance ratio: 90% or more.
- ✓ Flat Board of Directors operations in which Directors can comment freely.



Female employee ratio: 40.7% (As of April 1, 2020)

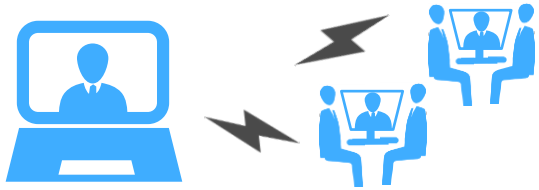
- ✓ Many women interested in renovations and housing.



5 GENDER EQUALITY

Weekly video conference connecting all branches nationwide

- ✓ Communication including failure cases and compliance.



The three reporting principles

- ✓ Thorough internal notifications on compliance awareness.

1. **Promptly** report trouble
2. **Report the bad** things first
3. **Do not lie**

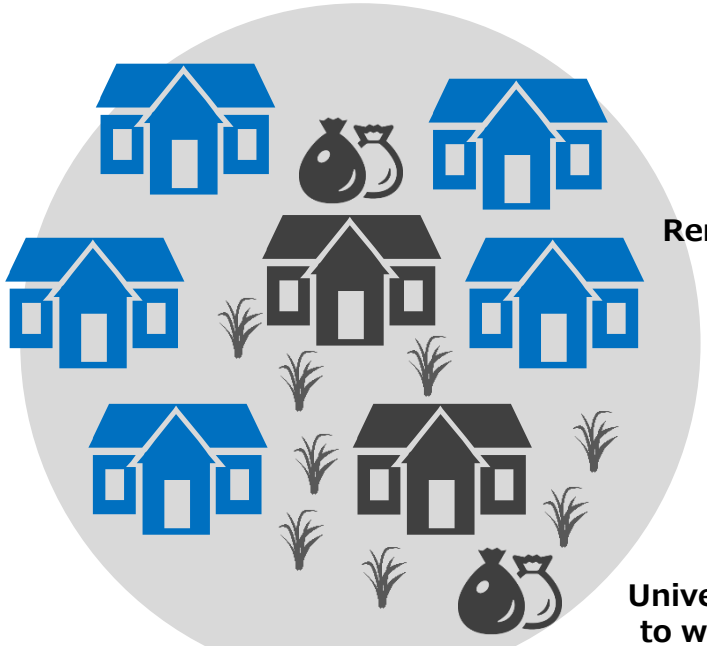
- Voluntary Remuneration Advisory Committee
- Monthly partner meetings held with renovation contractors (KRP Meeting)
- Monthly human rights education

*1 From results for renovation implemented in standard Katitas properties in December 2018
*2 Source: Authorized NPO All Japan Wood-recycle Association, "The Use of Wooden Materials and Transformation of the Forestry Industry into a Growth Industry" P17 "Percentage of Wooden Materials Used by Building Material in a Single Wooden-framed House"
*3 Source: Ministry of Agriculture, Forestry and Fisheries, "Annual Report on Forest and Forestry in Japan (FY 2011) "

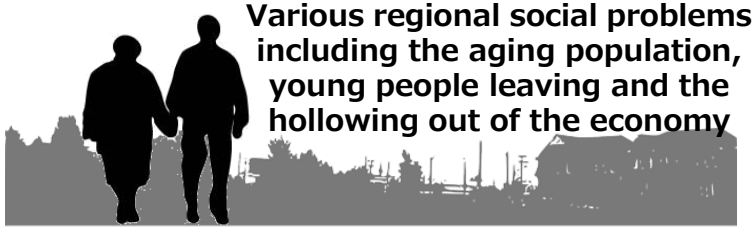
*The UN's Sustainable Development Goals website : https://www.un.org/sustainabledevelopment/

3. Katitas's ESG Management and Initiatives for SDGs (2/2)

There are 8.49 million vacant houses nationwide, a large social problem



Vacant houses spoil the landscape and create concern over public safety



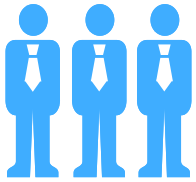
Various regional social problems including the aging population, young people leaving and the hollowing out of the economy

17 PARTNERSHIPS FOR THE GOALS



Renovation contractors

Creating employment



University students wishing to work for the community

8 DECENT WORK AND ECONOMIC GROWTH

Resolving the vacant house issue by renovating and distributing vacant houses

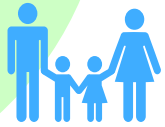
Ability to own a home with an annual income of ¥2-5 million

1 NO POVERTY



3 GOOD HEALTH AND WELL-BEING

Stimulation of the community



Work-Life balance

11 SUSTAINABLE CITIES AND COMMUNITIES



Population concentration in urban areas

*The UN's Sustainable Development Goals website : https://www.un.org/sustainabledevelopment/

3. Career Advancement of Female Employees

- Katitas is a real estate company that offers an environment where women can succeed
- Katitas leverages the insights of its female employees and women play active roles at all levels including branch manager level.

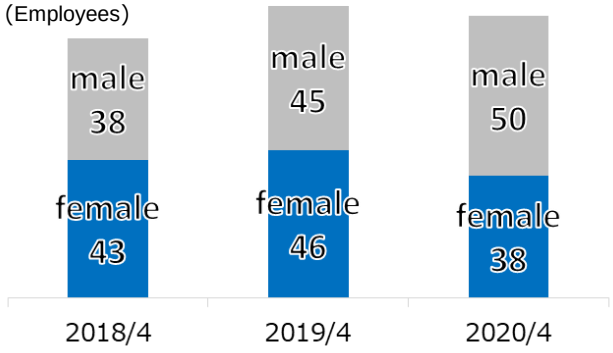






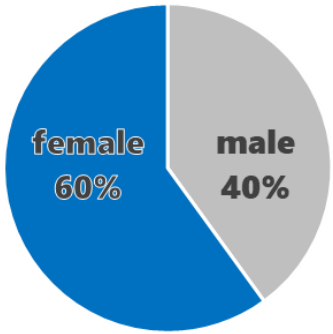
Breakdown of new-graduate recruits by gender

A high percentage of the company's new-graduate recruits are women



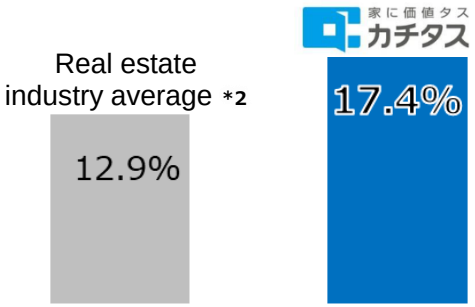
Annual sales ranking of sales employees (FY2019 results)

60% (12) of the company's top-ranking sales personnel were women



Percentage of female managers(as of April 2020)

Katitas also has a high percentage of women in managerial positions*1 compared to other real estate companies



*1 Area manager or branch manager
*2 Source: Teikoku Databank "Awareness Survey of Corporate Attitudes Towards Promotion of Women (2019)"

3. Overview of the Company's Business Model

	Business Model
Overview of the Company's Business Model	**Suburban areas surrounding regional cities** (Targeting regions with populations of 50,000 – 300,000)
Properties handled	Mainly pre-owned single-family **detached houses** which have become vacant due to events such as inheritance
Average selling price	**JPY 14.7 million** (including tax)
Buyers' needs	**Actual demand** (purchases made for the purpose of the buyer themselves living in the property as a residence)
Buyers' age range	**30s–50s** (75.8% of the Company's sales results)
Buyers' annual income	**JPY 2-5 million** (70.8% of the Company's sales results) (home loan to annual income ratio is 3.97)
Type of buyers' loan	**Home** loan
Financial institutions with loan transactions	**Nationwide** regional banks, shinkin banks, credit associations and labor banks, etc.
Source of loan payments	Buyer's **flow income**

*1 Figures for average selling price, buyers' age range, and buyers' annual income are from cumulative results for the ended March 31, 2020.
*2 Home loan to annual income ratio = selling price (including tax) ÷ annual income
Annual income based on customer responses. Calculated excluding customers that pay in full in cash, customers with unknown income, and corporations.

3. Examples of Value-Added Properties (1): Appearance and Exterior Work

- Work on appearance is intended to improve endurance and make houses look more attractive
- Expansion of parking spaces is essential in Regional areas; decisions on procuring properties are made depending on whether such expansion is possible or not, and potential acquisition of adjacent land and scaling-down of the size of houses are examined









Renovated one-story house: replaced the damaged eaves and refreshed the dilapidated exterior



House where porch tiles were replaced, a new exit door was installed and the exterior wall was clad with accent tiles



House where two parking spaces were created by removing garden trees and part of the retaining wall

3. Examples of Value-Added Houses (2): Interior Work

- Not only re-wallpapering and re-flooring, but also a willingness to make floor plan changes helps Katitas' efforts to "create comfortable dwelling spaces"
- Renovation work is intended to erase traces of former owners completely, while selected parts of houses are left untouched in order to curb costs (and eventually, to rein in selling prices)









New look of an integrated LDK space with replaced flooring and wallpaper, after the floor plan with the living and dining rooms separated was altered by changing the location of the kitchen



Conversion of two adjoining Japanese rooms into two modern Western rooms, by installing a wall and replacing tatami mats with flooring, at a low cost achieved by using the original sash



Renovated entrance, by replacing the carpet with flooring, cladding the entrance foyer with new terracotta-style tiles and installing a new shoe closet

3. Examples of Value-Added Houses (3): Facilities Work

- New plumbing products are installed to improve usability and cleanliness
- Materials are procured at lower prices through bulk purchases, which results in large-scale renovation work at about half the price paid in personally-requested renovation work





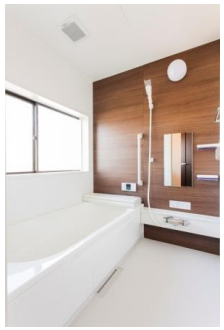








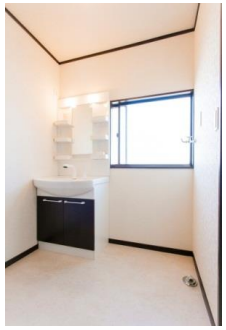
Newly-installed kitchen unit with a hanging cupboard, replacing the inconvenient unit used for more than 30 years and resulting in drastic improvement in both usability and appearance



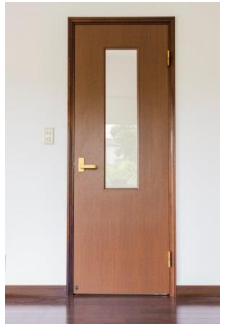
A new modular bath system is installed in approx. 90% of houses procured



A new multi-functional toilet is also installed in approx. 90% of houses procured



A new washstand is installed in approx. 90% of houses procured and many requests for locational change are met



Room doors and other fittings are replaced and repaired as necessary

3. Implementing risk management based on track record of 50,000 projects

- Katitas has accumulated a stock of “failure cases” through purchasing and selling more than 50,000 houses. These cases frequently occur as a result of errors made at the time of procurement. Failure cases are shared with branches nationwide on a weekly basis.
- Before procurement, in addition to clarifying the boundaries with adjacent land, Katitas conducts “three-party on-site meetings” with the renovation contractor and termite exterminator. The three parties will check the entire house to ascertain whether the building has deterioration in the frame, or a history of roof leakage.
- Katitas will also carry out extensive inspections both during renovation and at the time of completion, in order to minimize failures and problems that may occur after the property has been delivered.

Details of pre-procurement inspection



The termite exterminator performs an inspection of the underfloor space looking for evidence of termite damage. This avoids unexpected renovation costs, and reduces the risk of procuring a property that is difficult to renovate



The renovation contractor will check the entire frame of the building including the roof space looking for evidence of roof leaks and pests. These inspections increase the accuracy of renovation cost estimates.



A land survey is conducted on every project. This provides comfort to the buyer.
Land surveys are unnecessary for pre-owned condominiums.

Examples of cases which required major repair after procurement or after sale



Unstable foundations were discovered after procurement. This needed to be repaired before sale which led to additional costs.



Case in which subsidence under the floor was discovered after procurement. A major rebuilding of the foundation was necessary.



Case in which the roof leaked after sale. A full repair was carried out under the warranty against defects.



Case in which deterioration in roof materials was noticed after sale. As a partial repair was not possible, the entire roof had to be replaced.

●Katitas regards these failure cases as the “assets of the company,”. They are shared with the entire company on a weekly basis to prevent recurrences (= minimize risk)

●Nevertheless, unsaleable properties are occasionally procured due to unexpected defects.

3. Entry Barrier of Katitas' Business Model and Competitive Advantage

Entry Barrier

Individual property characteristics

Property conditions are extremely varied
Even with properties built by the same home builder, the deterioration of properties differs based on the location and maintenance.

Economies of scale do not apply
In addition to the individual characteristics of the homes themselves, extreme differences in the levels of deterioration make standardized reforms difficult, and economies of scale do not easily apply.

Regional characteristics

Lifestyles by region
Lifestyles differ throughout Japan with its heavy snowfall regions and hot and humid regions, meaning thorough regional knowledge is required to respond to customer needs.

Differing business environments
The presence of competition as well as the number and level of partner companies such as contractors and other licensed professionals differ by region.

We will create our own unique positioning by properly managing the balance between "standardization" and "individual solutions"

Competitive Advantage

Standardization policies

- **Preparation and weekly updates of manuals**
  ～Organize individual work processes including procurement, reforms, and sales in detail.
  Create manuals for renovation contractors as well.
- **Standardization of knowledge**
  ～Collect information on good knowledge and bad knowledge through weekly business condition reports.
  Standardize and disseminate solution methods to workplaces through weekly company-wide morning video conferences.
- **Checking system at headquarters**
  ～Check the contents of contracts and reforms at headquarters from a third-party perspective.

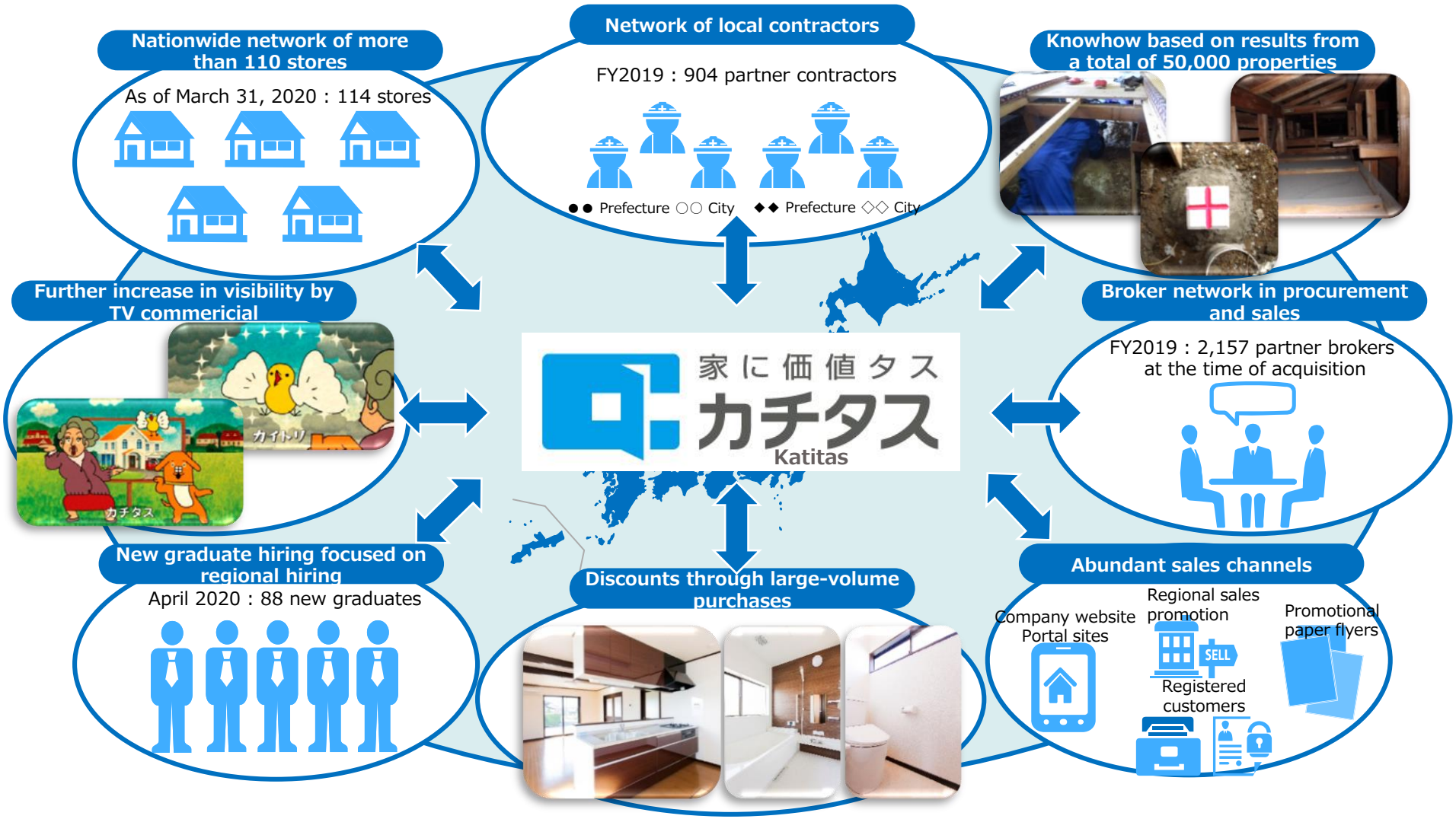
Individual solutions policies

- **Sales staff oversees every phase of the business flow**
  ～By overseeing every phase from the property acquisition to reform plans to sales, the sales staff takes responsibility for everything from property quality to customer support.
- **Hire personnel with ties to each region throughout Japan**
  ～Hire "exceptional students wishing to work for the region" at local universities and establish positioning as a company that works for the region.
- **Compensation system not reliant on results**
  ～Compensation system based on fixed salaries to allow employees to work for a long time and accumulate the benefits of experience.

- Accumulate "experiences of success and failure" based on the results of more than 50,000 properties
- By focusing on regional cities and the middle-income range, we will build a platform that, unlike metropolitan city center and high-end markets, is resistant to market conditions
- Hiring and development that enhances personnel performance
- Detailed management by a management class with diverse backgrounds

3. Build a strong foundation that cannot be imitated by competitors through an organically integrated ecosystem

- The strength of Katitas's business model is as a strong, organically integrated collective, and not in individual, exceptional strengths.
- Build a highly unique business model that cannot be easily imitated by competitors.

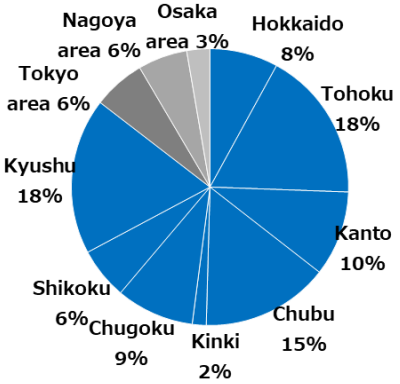


3. Nationwide Branch Network and High Brand Recognition

- Katitas maximizes procurement and sales opportunities by covering geographic areas not or rarely accessed by competitors, including small- and medium-sized cities with populations between 50,000-300,000
- Katitas has No.1 brand recognition in regional areas

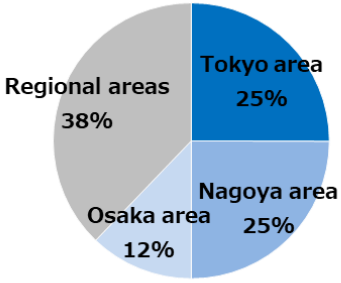
Nationwide Branch Network

Katitas: Sales by area(1)(2) (FY2019, based on number of units)



*Number of units sold (FY2019): 4,305
*FY2019 results
(representing closing/settlement completed by the end of FY)

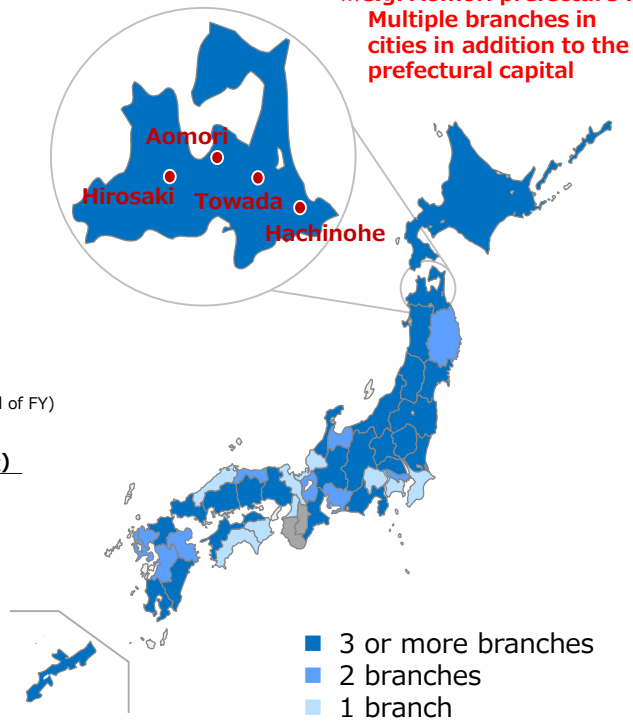
Reprice: Sales by area(2) (FY2019, based on number of unit)



*Number of units sold annually: 1,496
*"Regional areas" are other areas than the "three metropolitan areas"(2)
*FY2019 results (Houses that were delivered by the end of FY)

Branch Locations(3) of Katitas (As of March 31, 2020)

※e.g. Aomori prefecture : Multiple branches in cities in addition to the prefectural capital

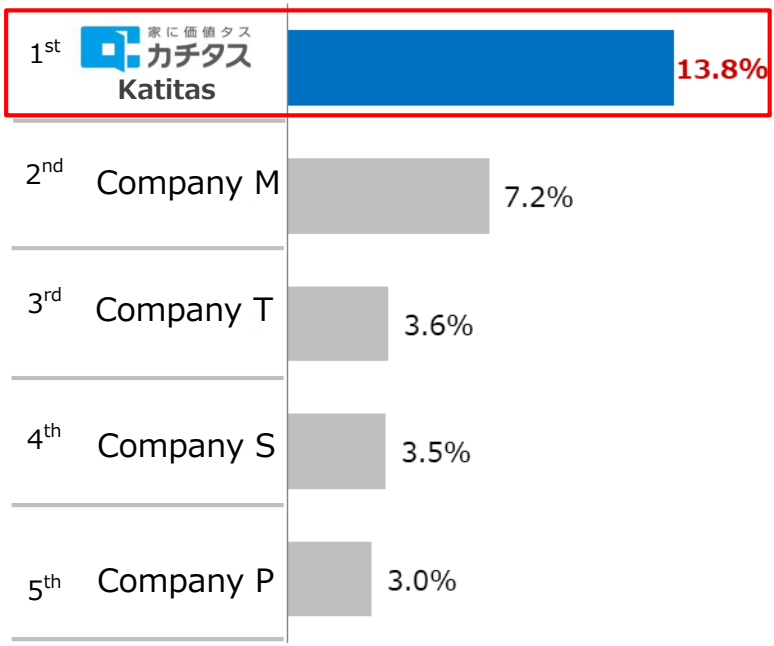


High Brand Recognition in Regional Areas

Survey on Brand Recognition(4)

Q. "Which company comes to mind if you are asked about a company to which one could sell a house?"

(Surveyed without presenting answers options in Jan 2020 in areas where Katitas TV commercials were aired)



Source: Web-based survey conducted by a third-party research firm requested by Katitas. The number of samples of each survey was 1,100. Ten prefectures were selected as target survey areas and the surveys were conducted in rotation. The above chart shows aggregated results of prefectures where Katitas TV commercials were aired

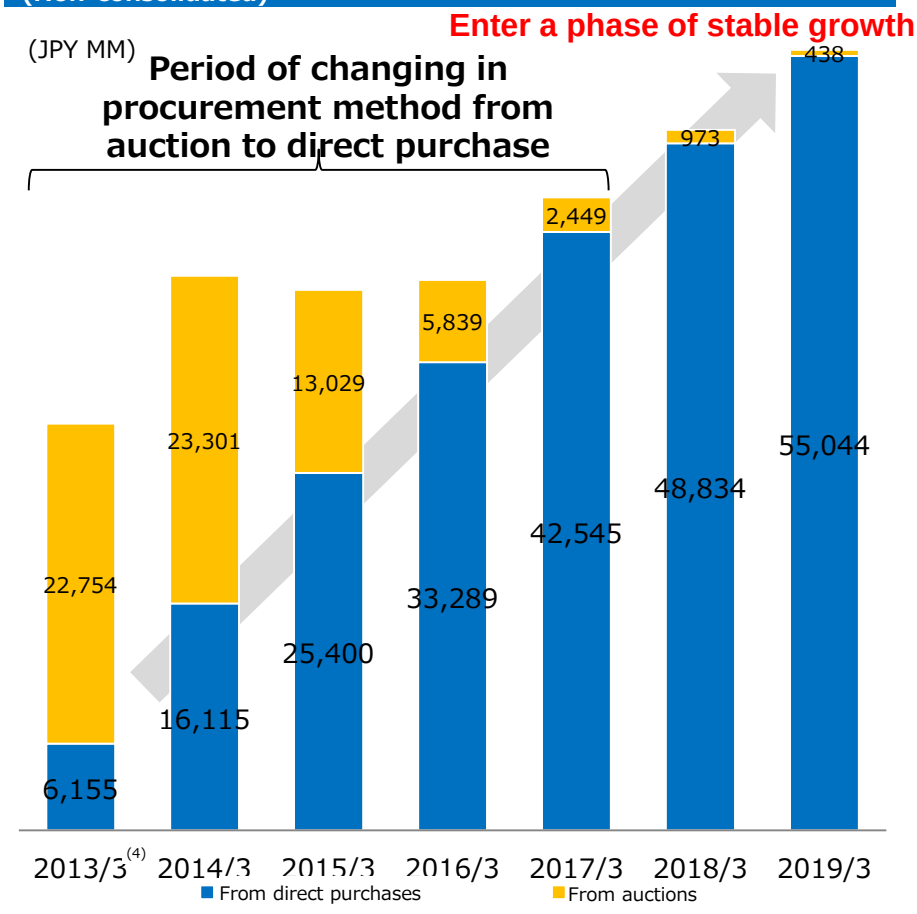
(1) Tohoku: Aomori, Iwate, Miyagi, Akita, Yamagata and Fukushima prefectures. Kanto: Ibaraki, Tochigi and Gunma Prefectures. Chubu: Niigata, Toyama, Ishikawa, Fukui, Yamanashi, Nagano and Shizuoka prefectures. Kinki: Shiga and Wakayama prefectures. Chugoku: Tottori, Shimane, Okayama, Hiroshima and Yamaguchi prefectures. Shikoku: Tokushima, Kagawa, Ehime and Kochi prefectures. Kyushu: Fukuoka, Saga, Nagasaki, Kumamoto, Oita, Miyazaki, Kagoshima and Okinawa prefectures.
(2) Three Metropolitan Areas (defined by the Ministry of Internal Affairs and Communications): Tokyo area (Saitama, Chiba, Kanagawa and Tokyo prefectures), Nagoya area (Gifu, Aichi and Mie prefectures) and Osaka area (Osaka, Hyogo, Nara and Kyoto prefectures)
(3) Branch list is explained in detail on P.41
(4) Surveyed areas in Jan 2020 were , Hokkaido, Iwate, Toyama, Ishikawa, Nagano, Tottori, Shimane, Kumamoto and Kagoshima prefectures (where TV commercials were aired), as well as Tochigi and Gifu prefectures (where no TV commercials were aired)

3. Increased Ratio of Properties Procured Through Direct Purchases as Compared to Auction Purchases Contributed to Rapid Growth in Sales and Gross Profit

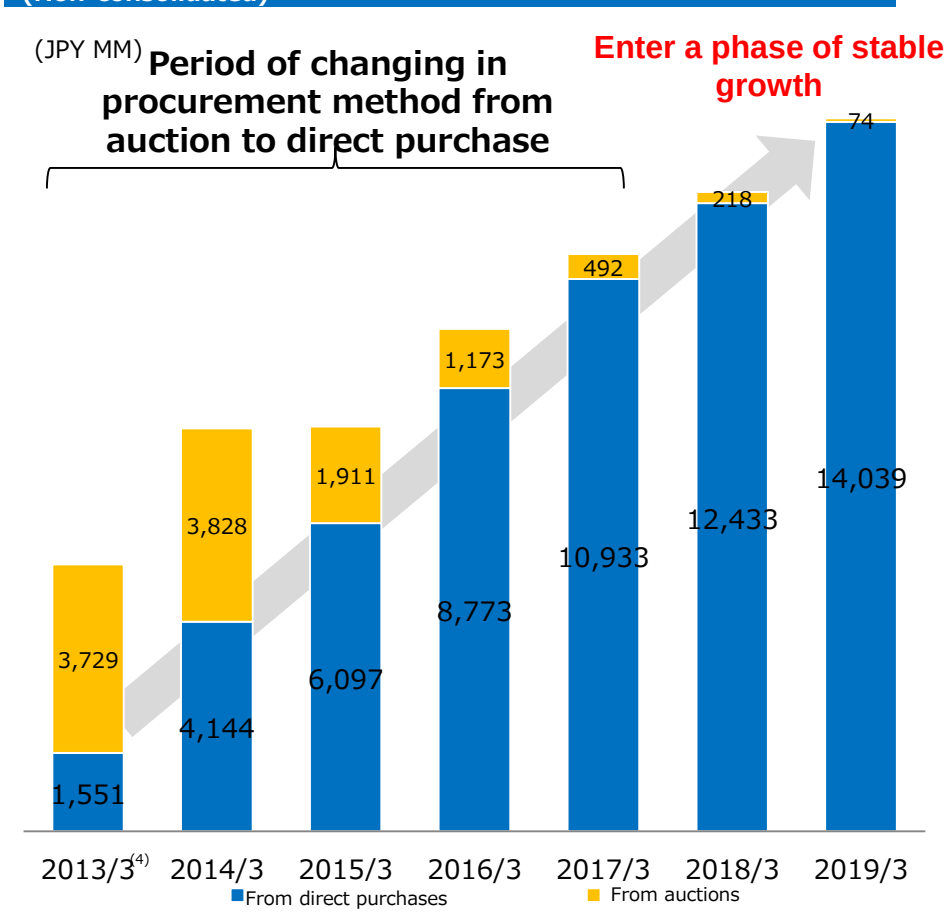
(Reposted from FY2018 4Q)

- Katitas has largely shifted its property procurement method from auctions to direct purchases.(1) This drastic reform increased gross profit
- From FY2018/3, Katitas is likely to enter a phase of stable growth of around 10% annually

Historical Sales (2) Breakdown by Procurement Method (Non-consolidated)



Historical Gross Profit(2)(3) Breakdown by Procurement Method (Non-consolidated)



(1) Please refer to P.50 regarding the comparison between procurement through auctions and direct purchases
(2) Sales and gross profit are based on managerial accounting
(3) Gross profit from sales attributed to homes procured through auction and direct purchases is based on the procurement costs and renovation costs of the homes before appraisal loss, loss from lower-of-cost-or-market valuation, impairment loss and other minor adjustments
(4) During the fiscal year ended March 31, 2013, we changed the end of our fiscal year from January 20 to March 31 and as a result the fiscal year ended March 31, 2013 covers the approximately 14-month period from January 21, 2012 until March 31, 2013

3. Unique Business Model to Add Value to Vacant Houses

- Katitas adds value to under-valued vacant houses by renovating them for re-sale
- Katitas' unique business model and its efforts to solve problems related to vacant houses in regional areas are highly regarded by external parties, as represented by the award given by the Ministry of Economy, Trade and Industry and the Porter Prize

Awarded by the Ministry of Economy, Trade and Industry as an Innovative Renovation Company in 2015(1)

先進的なリフォーム事業者表彰
経済産業大臣賞



- Contribution made through purchasing/reselling pre-owned houses with a focus on regional single-family houses. Developed a framework to enhance customer satisfaction by minimizing renovation costs
- As an industry leader, not only tackling the empty house problem but also established its own construction quality standard which contributes to the soundness of the industry

Porter Prize in FY2017

PORTER PRIZE-2017 AWARD WINNER




KATITAS CO., LTD

The reasons awards were received can be viewed through the following URL or by double-clicking on the above icon.

http://katitas.jp/information/ir/file/2017porter_prize_Eng.pdf

- The prize is intended to recognize outstanding Japanese companies that implement **excellent competitive strategies**
- The prize bestows recognition on Japanese companies that have **achieved and maintained superior profitability** by implementing **unique strategies** based on innovations in products, processes, and ways of managing
- Reason for the award; (1) Katitas renovates pre-owned houses in regional areas and sells them at price levels that make mortgage payments competitive with renting. (2) Katitas continues its growth by providing high quality houses in regional areas where population is decreasing with limited supply of newly built houses

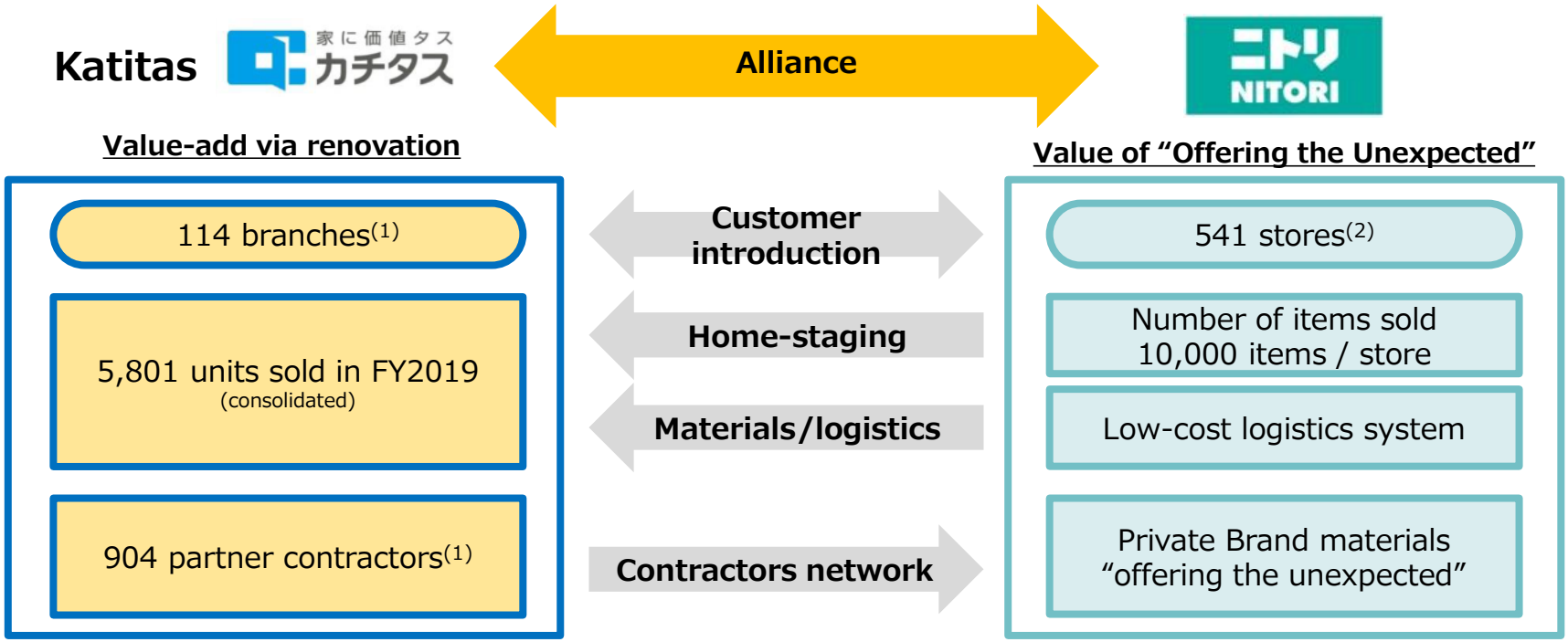
(1) Starting in 2014, METI has been granting annual awards to companies that address a variety of needs of consumers with the strengths of their unique business models

3. Alliance with Nitori Holdings (Announced on April 28, 2017)

- Advantage Partners transferred 34% of Katitas' shares to Nitori Holdings for JPY23,300 MM
- Katitas and Nitori entered into an alliance that aims to utilize their respective strengths to provide enriched and more comfortable living environments to their customers

Expected Synergies

From House Re-seller to Lifestyle Provider



(1) As of March 31, 2020
(2) Aggregate of "Nitori" stores, "Nitori Express" stores and "Nitori Deco house" stores in Japan (as of February 20, 2020)

3. Progress of Alliance-based Operations（Sales Service）

- Pre-owned houses fitted with Nitori furniture and interior items not only convey a more concrete image of the post-move lifestyle and living space to those considering purchasing, but also have the advantage to the purchaser of incorporating the expense into the home loan, so that there is no burden associated with the new lifestyle.
- Those who have purchased a property from the Katitas Group are presented with a coupon which will earn them five times more points than usual when they purchase Nitori products

Sales Service **Offering and selling pre-owned houses fitted with Nitori furniture and interior items**

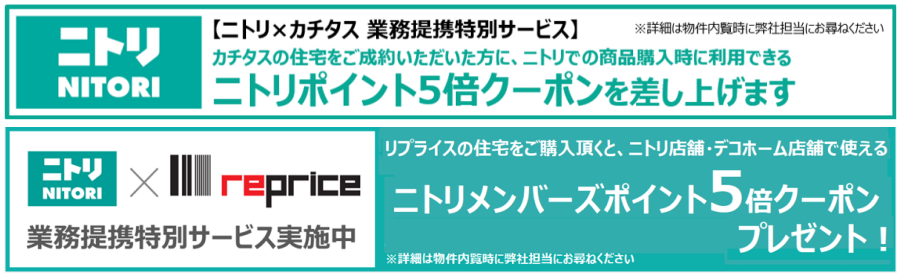




Sales Service **Issuing coupons that can be used for purchases of Nitori products**



Discount coupon presented to purchasers when properties are delivered



Website banner announcing that coupons will be given

Presentation Highlights

1.	Overview of Financial Results for the Fiscal Year Ended March 31, 2020	P2-P12
2.	Management Plan for FY2020 (Ending March 31, 2021)	P14-P19
3.	Overview of Business Model	P21-P38
4.	APPENDIX	P40-P53

4. Company Summary

Name	KATITAS Co., Ltd.
Date of Establishment	September 1, 1978
Representative	Katsutoshi Arai, President and CEO
Fiscal Year-End	March 31
Capitalization	JPY 3,778,871,000（As of Mar 31, 2020）
Number of outstanding shares	39,325,320 shares（As of Mar 31, 2020） ※The Company split its shares in a 2-for-1 stock split, with a record date of March 31, 2020. The number of outstanding shares as of April 1, 2020 is 78,650,640 shares.
Listed Stock Market	TSE 1st Section (Securities Code: 8919)
Headquarters	4-2 Mihara-cho, Kiryu-shi, Gunma
Subsidiary	REPRICE Co., Ltd.

4. Katitas Group Branch List（All Own Branches）

Branches (As of Mar 31, 2020)

Katitas ⇒ **Nationwide network covering regional small- to medium- sized cities**

Hokkaido
Sapporo
Otaru
Asahikawa
Iwamizawa
Kitami
Hakodate
Kushiro
Obihiro
Muroran

Tohoku
Hirosaki
Towada
Hachinohe
Aomori
Morioka
Ichinoseki
Sendai
Osaki
Akita
Yokote
Odate
Yamagata
Sakata
Yonezawa
Koriyama
Iwaki
Aizu
Fukushima

Kanto
Mito
Tsukuba
Shimotsuma
Hitachi
Utsunomiya
Oyama
Nasu
Ota
Midori
Numata
Takasaki
Kumagaya
Koshigaya
Saitama *1
Iruma *2
Mobara
Hachioji
Atsugi

Koshinetsu, Hokuriku
Nagaoka
Niigata
Joetsu
Shibata
Tsubamesanjo
Toyama
Takaoka
Kanazawa
Nanao
Fukui
Kofu
Ueda
Nagano
Matsumoto
Ina

Tokai
Gifu
Tajimi
Ogaki
Shizuoka
Numazu
Iwata
Nagoya
Matsuzaka
Nabari

Kansai
Shiga
Kusatsu
Fukuchiyama
Kobe
Toyooka
Himeji

Chugoku
Tottori
Yonago
Izumo
Okayama
Tsuyama
Hiroshima
Fukuyama
Kita-Hiroshima
Yamaguchi
Shimonoseki
Shunan
Ube

Shikoku
Tokushima
Takamatsu
Marugame
Matsuyama
Saijo
Uwajima
Kochi

Kyushu
Fukuoka
Kita-Kyushu
Kurume
Iizuka
Omuta
Saga
Takeo
Sasebo
Isahaya
Kumamoto
Yatsushiro
Oita
Nakatsu
Miyazaki
Miyakonojo
Nobeoka
Kagoshima
Kagoshima Chuo
Satsumasendai *1
Okinawa

Total 114 Branches

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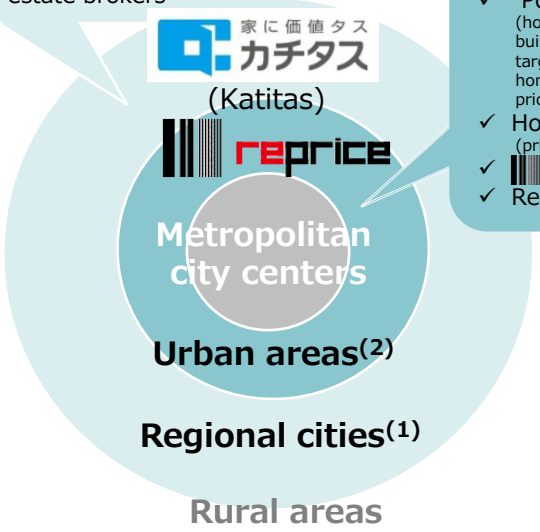
reprice ⇒**Focus on urban areas**

Reprice Tokai
Reprice Tokyo Shibarikyu
Reprice Tokyo Daimon
Reprice Hokkaido
Reprice Tohoku
Reprice Kita-Kanto
Reprice Shinshu
Reprice Shizuoka
Reprice Gifu
Reprice Kansai
Reprice Chugoku
Reprice Okayama
Reprice Shikoku
Reprice Kyushu
Reprice Okinawa

Total 15 Branches

Main types of house sellers
- ✓ Local home builders
- ✓ カチタス (Katitas)
- ✓ Real estate brokers

Main types of house sellers
- ✓ Home builders
- ✓ "Power Builders" (home builders specializing in built-for-sale houses primarily targeting customers purchasing home for the first time in the price range of JPY20MM-30MM)
- ✓ House re-sellers (primarily condominium units)
- ✓ reprice
- ✓ Real estate brokers



*1 Branches newly opened in April 2019
*2 Branches newly opened in January 2020

(1) Suburban areas surrounding regional cities across Japan

(2) Primarily regional cities and suburban areas in proximity to the three major metropolitan cities of Japan (Tokyo, Nagoya and Osaka)

4. Business Development Areas and Building Ages of the Group

- Katitas focuses on regional cities (population 50,000-300,000) and buildings with an average 30 years. It has strengths in in-house sales ability, survey ability, renovation planning ability, and renovation implementation ability.
- Reprice focuses on urban and suburban areas (population 300,000-500,000) and buildings with an average 20 years. It has strengths in its broker network, speed, and pricing accuracy

Building age

old | 50 years | 40 years | 30 years | 20 years | 10 years | New

Area

＊5 Lightly populated areas, holiday home and sightseeing areas	Approximately 971 municipalities Approximately 15.5 million people
＊4 Regional cities	Approximately 251 municipalities Approximately 26.0 million people
＊3 Suburban	Approximately 476 municipalities Approximately 48.8 million people
＊2 Cities	Approximately 10 municipalities Approximately 10.5 million people
Metropoli ＊1 tan city centers	Approximately 11 municipalities Approximately 26.3 million people

Katitas
populations of 50,000-300,000
Average building age 30 years
Strengths: In-house sales ability, survey ability, renovation planning ability, and renovation implementation ability

Reprice
populations of 300,000-500,000
Average building age 20 years
Strengths: Relationships with brokers, speed, pricing

Properties that are not eligible for purchasing





Source: Created by Katitas based on the Ministry of Internal Affairs and Communications' Population Census/ -Data Table by Prefecture and Municipality 2015

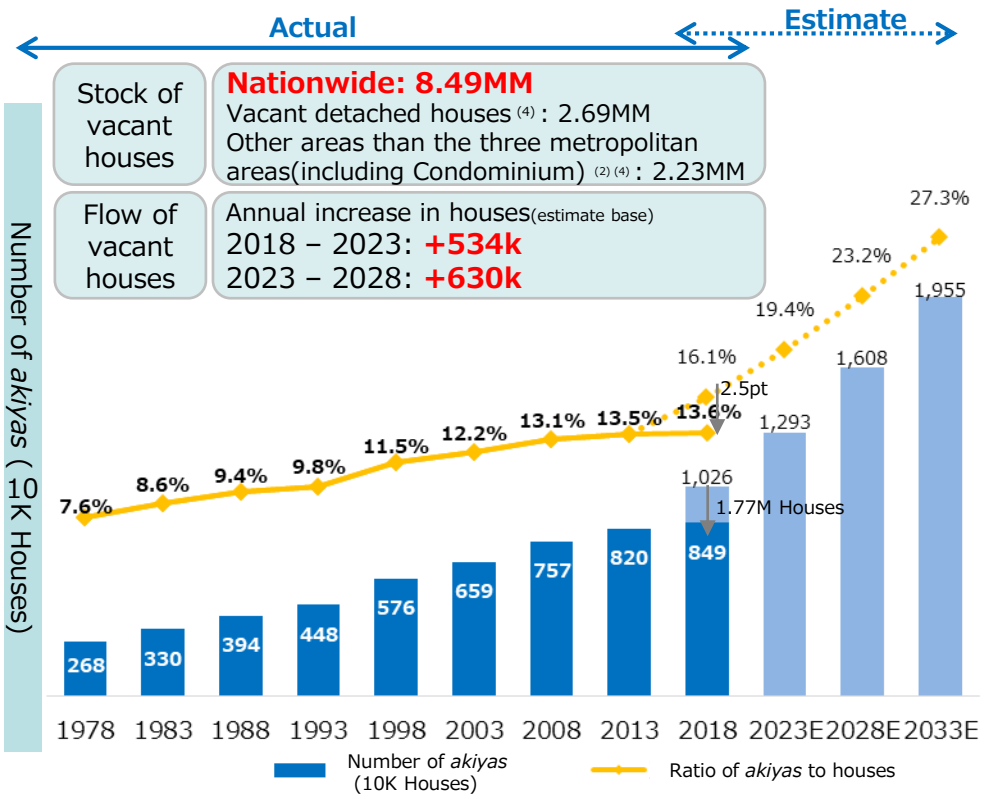
*1 Metropolitan city centers: Tokyo 23 wards and ordinance-designated cities within three metropolitan areas (Osaka-shi, Nagoya-shi, Kyoto-shi, Yokohama-shi, Kobe-shi, Kawasaki-shi, Chiba-shi, Saitama-shi, Sakai-shi, Sagamihara-shi)
*2 Cities: Ordinance-designated cities outside the Tokyo 23 wards and three metropolitan areas (Sapporo-shi, Fukuoka-shi, Hiroshima-shi, Sendai-shi, Kitakyushu-shi, Niigata-shi, Hamamatsu-shi, Kumamoto-shi, Okayama-shi, Shizuoka-shi)
*3 Suburban areas : Areas within three metropolitan areas excluding Tokyo 23 wards, ordinance-designated cities same as above and municipalities with populations of 300,000-500,000
*4 Regional cities: Municipalities with populations of 50,000-300,000 excluding areas within the three metropolitan areas
*5 Lightly populated areas, holiday home and sightseeing areas: Municipalities with populations under 50,000 excluding areas within the three metropolitan areas

4. Medium and Long Term Expansion with Opportunities for Procurement Based on Increased Supply of Vacant Houses

- There is a large number of vacant houses and the number is expected to increase, which provides Katitas with procurement opportunities
- Although a large majority of such vacant houses cannot be distributed in the housing market on an "as-is" basis, Katitas is capable of acquiring such houses with a low level of competition

Abundance in Stock and Flow of Vacant Houses(1)

Number and Predicted Rate of Increase of Vacant Houses



Source: Ministry of Internal Affairs and Communications, "2018 Housing and Land Survey Approximate Tabulation of Dwellings", and Nomura Research Institute <FY2019> "The 2030 Housing Market and Issues: While a Rapid Short-term Increase in Vacant Homes was Avoided, the Long-term Risk of Increase Remains" for estimated numbers

Unique Business Segment

	Metropolitan city centers (2)	Urban areas (3)	Regional cities / Regional areas (Areas excluding metropolitan city centers and suburban areas)
Single-family houses	# of vacant houses(4): 0.218 million	**# of vacant houses(4): 0.677 million** reprice	**# of vacant houses(4): 1.795 million** カチタス Katitas
Condo-miniums	# of vacant houses (4) 0.329 million Competitors' focused area	# of vacant houses(4): 0.326 million	# of vacant houses(4): 0.437 million

Katitas Group's focused areas

✓ **Katitas Group's business domain is unique and has relatively high barriers to entry**

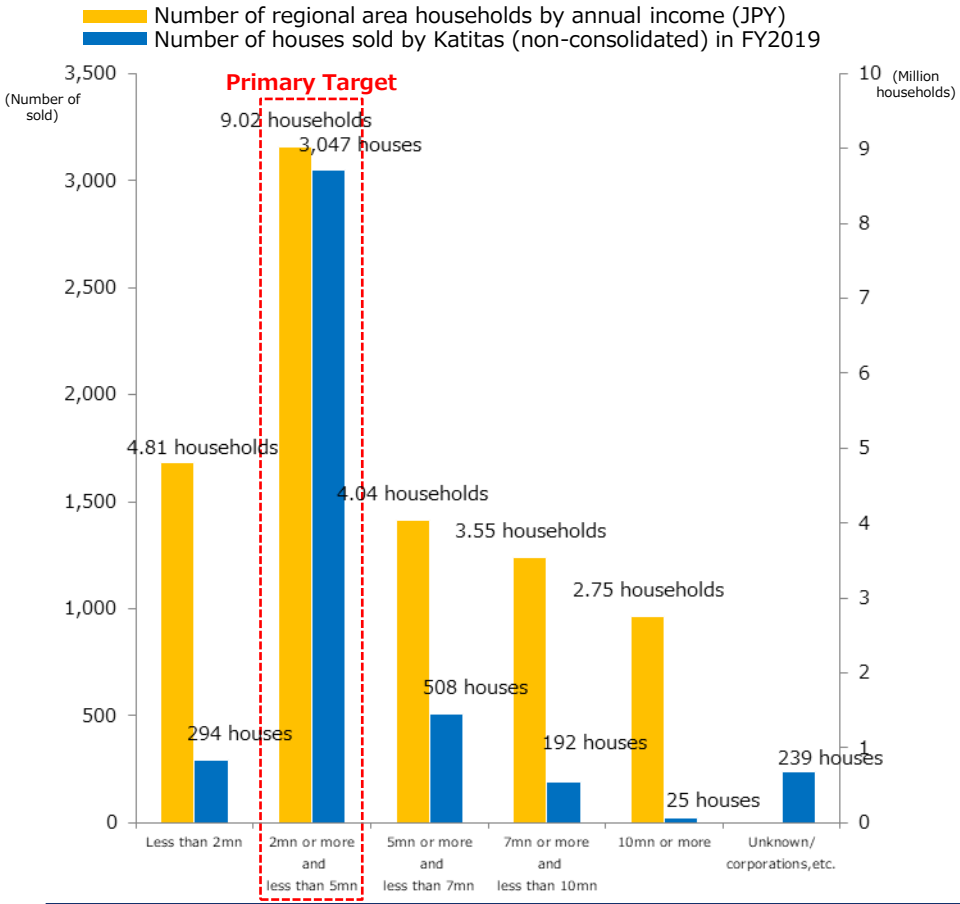
Source: Ministry of Internal Affairs and Communications,"2018 Housing and Land Survey (Revised Report)"

(1) Vacant houses include pre-owned properties and rental houses
(2) Tokyo 23 wards and ordinance-designated cities within three metropolitan areas (Osaka-shi, Nagoya-shi, Kyoto-shi, Yokohama-shi, Kobe-shi, Kawasaki-shi, Chiba-shi, Saitama-shi, Sakai-shi, Sagamihara-shi)
(3) Areas within three metropolitan areas excluding Tokyo 23 wards and ordinance-designated cities same as above
(4) Pre-owned properties and rental houses are excluded from the calculation of vacant houses same as above

4. Fourth Housing Option in Regional Areas: Pre-Owned and Renovated Single-Family Houses

- Katitas' primary target customer base consists of approximately 1.38 million households currently living in rental houses in regional areas, with annual income of JPY2-5 million and the intention to own a house
- Katitas estimates that there is annual demand for 46,000 houses, even assuming its primary target consumers consider buying a house for around 30 years.
- The number of properties sold by Katitas in FY2019 was 4,305, which is equivalent to around 10% of the estimated market and many potential customers still exist.

Customer Group by Annual Income and Macro Environment



Large Potential Customer Base

Number of households in Japan
52.4 million

Households in regional areas
24.2 million
Approx. 46% of nationwide households

Households with annual income of JPY 2-5 million
Approx. 9.02 million
Approx. 37% of households in regional areas

Households living in rental houses
Approx. 3.33 million
Approx. 37% of households with JPY2-5 million annual income are living in rental residence

Katitas' main target

Households with intention to own a house: Approx. 1.38 million

Approx. 42% of the households living in a rental house have the intention to own a house

Assuming, based on the company's primary target (consumers ages in their 30s, 40s and 50s), that consumers consider buying a house for around 30 years.

⇒The size of the market including potential demand is estimated at about 46,000 houses per year.

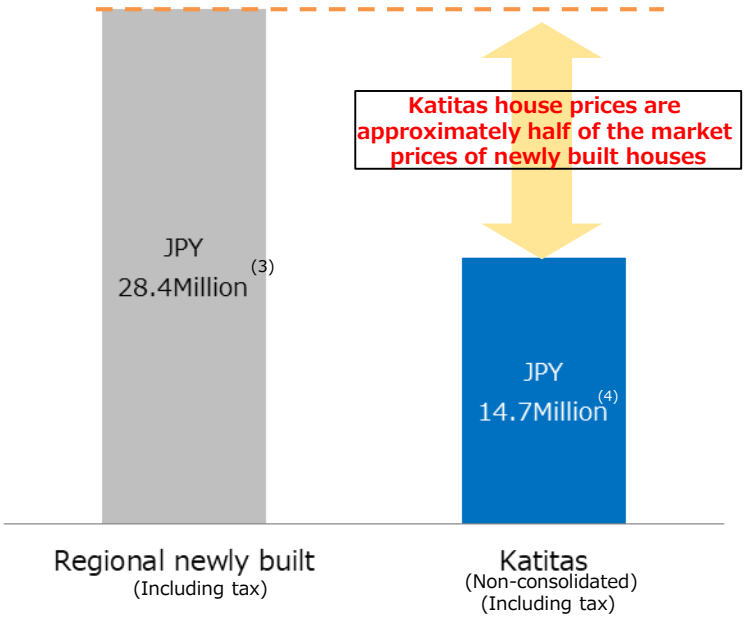
Annual number of houses sold by Katitas: 4,305 (around 10% of target)
⇒There are still many potential customers

Sources: Ministry of Health, Labour and Welfare "2015 Comprehensive Survey of Living Conditions", Ministry of Internal Affairs and Communications "2013 Housing and Land Survey (Revised Report)", National Institute of Population and Social Security Research "2014 Household Projections for Japan by Prefectures" and Ministry of Land, Infrastructure, Transport and Tourism "Outline of 'FY2015 Survey of Public Consciousness about Land Issues'"

4. Offering High-Quality Renovated Houses at Reasonable Prices

- Katitas offers high-quality renovated houses at reasonable prices, which provides customers a “Fourth Option” to either newly built, pre-owned (non-renovated) or rental houses
- Katitas is able to offer renovated houses at roughly half the price of comparable newly built houses, that also offer lower monthly mortgage payments compared to renting

Less Expensive than the Average Selling Price of Newly Built Houses

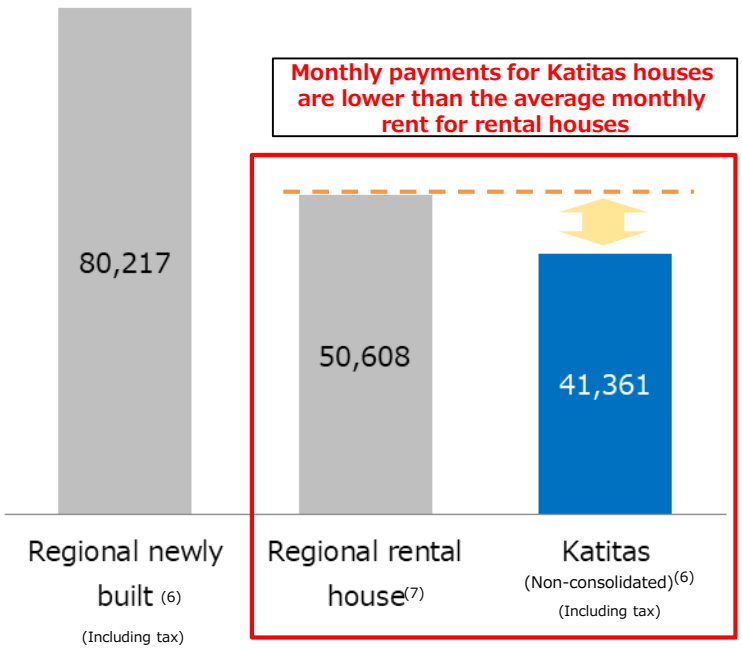


Timing of transaction	From April 2016 to March 2017
Timing of construction	In January 2016 and after
Type	Building lot (land and building)
Total floor area (m^2)	Between 50 and 200
Use of building	Housing

(3)Average prices (including tax) of newly built houses are surveyed under the following screening method, based on the “Integrated System of Land Information” operated by Ministry of Land, Infrastructure, Transport and Tourism

(4)The average sales price of Katitas is calculated based on the sale price of properties constructed during the period between April 2019 and March 2020.

Lower Payments than Rental Houses(5)



(1) The amounts used in the case above are estimates based on average amounts from Katitas (standalone) transactions in FY2018

(2) Mainly including real estate acquisition tax, registration license tax, registration fees and intermediary fees

(5) Monthly rent paid by households other than single-person households

(6) Payment amounts for Regional newly built (3) and Katitas (4) are calculated based on the premise assuming that a buyer pays the average sale price under a 35-year loan with no initial down payment or other incentive payments at a fixed interest rate of 1.0% for the life of the loan

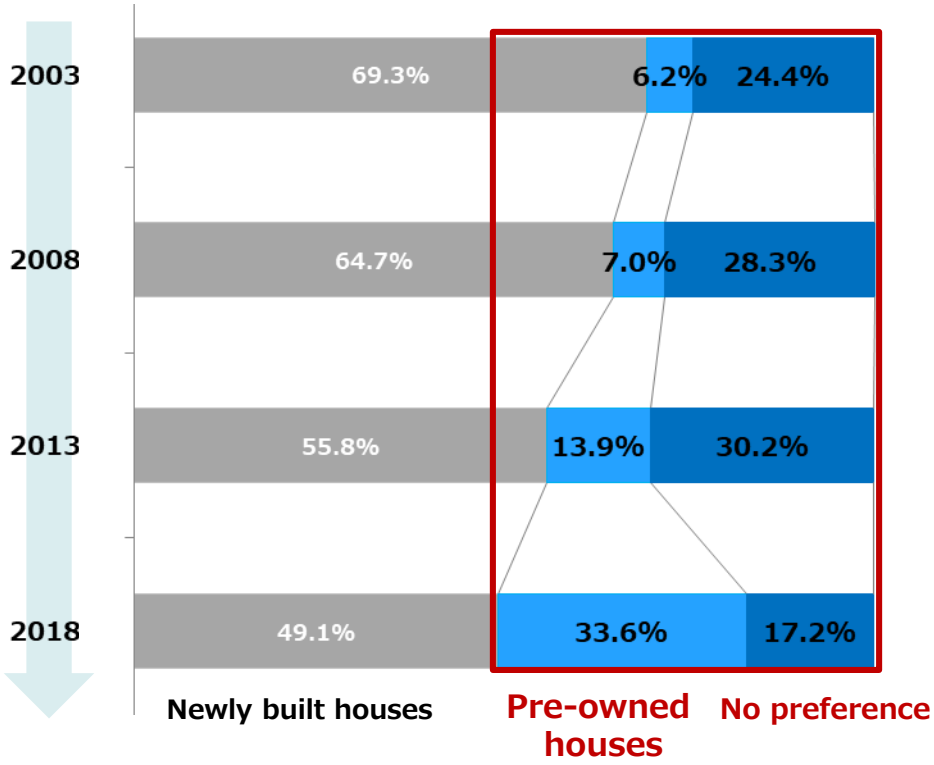
(7) Source: Ministry of Internal Affairs and Communications, “2018 Housing and Land Survey (Revised Report)”

4. Expanding Market for Procurement and Sale of Pre-owned Houses

- Increasing number of households with less preference for newly built houses and increasing preference for pre-owned houses even in the Japanese market where traditionally people tend to prefer newly built houses
- Expansion of the pre-owned housing market is expected to continue according to research by Nomura Research Institute, Ltd. (NRI)

Mindset Change toward Ownership of Pre-owned Houses

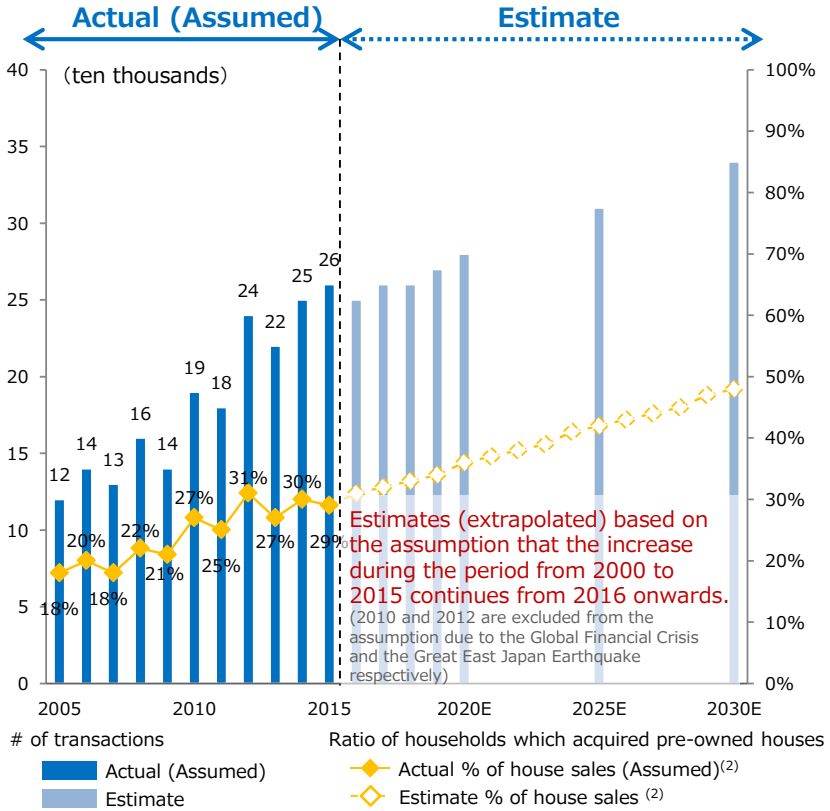
Survey of preference in moving to newly built or pre-owned houses from the current rental houses



Source: Housing Bureau of Ministry of Land, Infrastructure, Transport and Tourism, "Comprehensive Survey on Housing and Living Environments (2018)"

Increase in Transactions of Pre-owned Houses

Actual and estimated figures of transactions of pre-owned houses and ratio of households which acquired pre-owned houses from 2005 to 2015



Source: Produced by Katitas based on data in NRI's June 7, 2017 press release claiming that existing housing will increase to 340,000 houses by 2030 and unoccupied houses will double to more than 20 million houses by 2033.

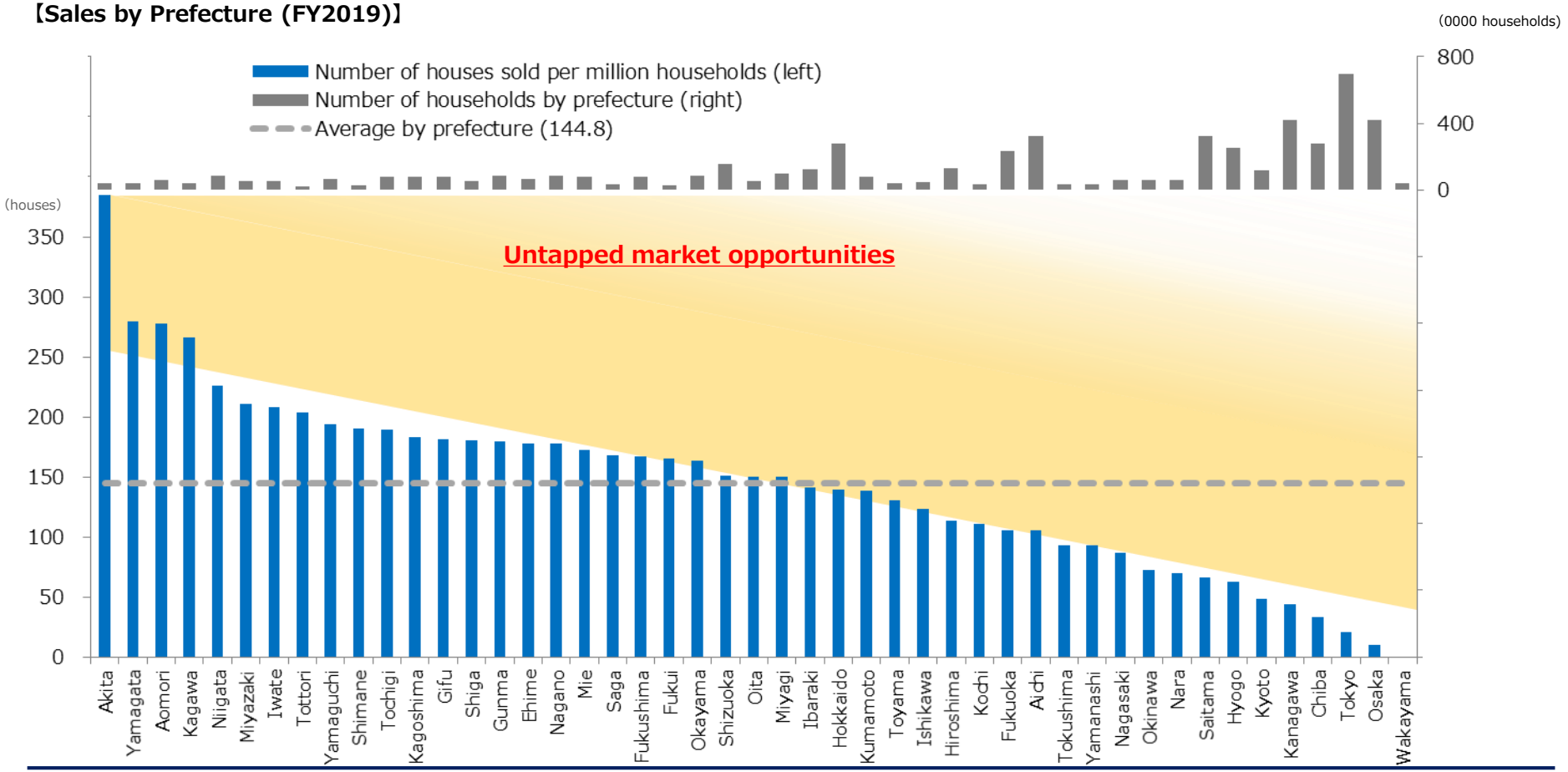
(1) NRI estimates / forecasts based on Census, Ministry of Internal Affairs and Communications "Population estimate", "Housing and Land survey", National Social Security and Population Research Institute "Forecast of number of Japan's households" and NRI Questionnaire on housing purchasers
(2) Questionnaire by NRI : Ratio of households which acquired pre-owned houses (excluding newly built houses) out of households which acquired a house

4. Untapped Market Opportunities

- Housing sales of Katitas vary by region, although the branch network finally covers all areas of Japan
- It is intended to expand the share in each sales area through quantitative and qualitative measures (recruit of salespersons and enhancement of salespersons' capabilities, respectively)

Gap in Market Share by Region

【Sales by Prefecture (FY2019)】



4. Katitas' Advantages in Supplying High-Quality Renovated Homes at Reasonable Prices

- Track record of dealing over 50,000 pre-owned single-family homes, leading to accumulation of know-how (Management of failure)
- Conducting efficient procurement and renovation by utilizing organized third parties such as builders and intermediaries
- Advantage in ability to procure vacant pre-owned homes that competitors are unable to acquire, utilizing our ability to judge, procure, plan and renovate

Accumulated Knowhow based on Track Record

Ability to assess property purchase risks

- ✓ Careful inspection and leverage track record to knowledgeably assess properties that on face might seem too risky for competitors to procure
- ✓ Purchase price determined with strong awareness of expected renovation costs and likely selling price

Ability to plan renovation work

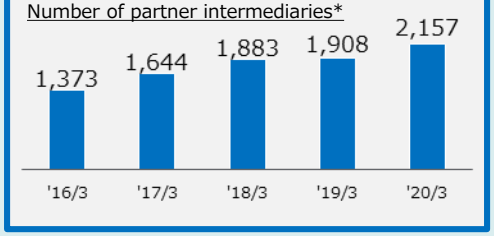
- ✓ Exploit renovation know-how to meet customer needs with a reasonable selling price
- ✓ Plan renovation to make purchased properties sellable, by addressing region specific needs
- ✓ Awarded by the Ministry of Economy, Trade and Industry as an Innovative Renovation Company in 2015(3)

Well-organized Third Parties

Ability to procure properties

- ✓ Form alliances with local brokers throughout Japan to gain strength of presence in local markets
- ✓ Stable procurement system

Number of partner intermediaries*

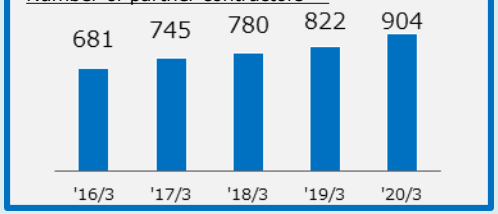


* Number of intermediary companies with which Katitas concluded one or more purchase transaction annually

Ability to implement renovation work

- ✓ Entrust renovation work to partner contractors that are knowledgeable about Katitas quality
- ✓ Efficiency and quality of renovation work

Number of partner contractors (1)



*Number of contractors to which Katitas placed one or more orders or which engaged in renovation work at one or more homes annually (except termite extermination)

(1) The number of contractors and intermediary companies are on a non-consolidated basis
(2) Starting in 2014, METI has been granting annual awards to companies that address a variety of needs of consumers with the strengths of their unique business models

4. Comparison: Detached Houses vs Condominium Units

- There are few companies which can accommodate renovations for regional older detached houses. Price competition rarely occurs at the procurement and selling stages
- Cost-effective promotion can be achieved because of limited numbers of competitors exist

	Detached house in regional area Regional detached housing stock(1): 14.6 (million units) 	City area condominium Three metropolitan areas condominiums stock(1): 4.34 (million units) 
Product	✓ Mainly wooden ✓ Interior + Exterior construction (parking extension etc.) ✓ Many properties **for which, without renovation, there are no buyer**	✓ Reinforced concrete ✓ Mainly interior renovations ✓ Many properties **can be sold without renovation**
Value-added points	✓ **Time-consuming and value-added** renovation (Need to deal with various aspects, such as area under flooring, termites and other structural issues so that the renovation needs skilled workers and experience)	✓ **Instant and low value-adding** renovation (Easy renovation such as interior renovation)
Distribution network	✓ Leading brokers have not entered the regional markets so that **bespoke procurement and selling networks need to be established**	✓ Brokerage network is well-established and there is **low need to newly establish procurement and selling network**
	Attractiveness of regional detached house market	
Competition environment	✓ Market entry is difficult and there are few competitors ⇒ **Price competition is less likely to occur (both in procurement and selling)**	✓ Market entry is easy and there are many competitors ⇒ **Significant price competition (both in procurement and selling)**
Promotion	✓ Promotional costs (Net advertisement and TV commercial) is relatively low ✓ Few competitors so **accumulated costs invested in advertising are likely to be recored**	✓ Promotion cost is high ✓ Many competitors so that **accumulated costs invested in advertisement are less likely to be realized**
Price volatility	✓ Procurement and selling prices are generally stable. **Resistant to fluctuations in real estate market condition**	✓ Procurement and selling prices are both **volatile against real estate market condition**

(1)Source: Ministry of Internal Affairs and Communications, "2013 Housing and Land Survey (Revised Report)"

4. (Ref) Shift from Auction Procurement to Direct Purchases (FY2016 Results)

■ Shift from procurement by auction to direct purchase has enabled us to alleviate difficulty in procurement, minimize price competition, reduce inventory turnover period, and minimize quality risk

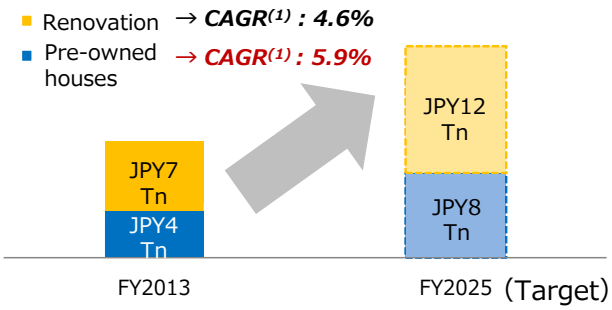
	Residential properties procured mainly through auction	Residential properties procured mainly through direct purchase
Targeted portfolios	✓ Residential properties subject to auction due to owners' inability to repay housing loans, etc. ✓ Sold through courts	✓ Residential properties purchased from house owners directly or through housing brokers
Difficulty in procurement	✓ Anyone can participate in auction process ✓ Purchasing team is not required for negotiations with house owners → **Entry barrier: Low**	✓ Procurement requires relationships with residential brokers and brand power ✓ Proposals and negotiations with house owners are required for sale (a strong purchasing team is essential) → **Entry barrier: High**
Price competition	✓ Supply volume is unstable and sensitive to economic circumstances ✓ Many participants in the market spurs price competition → **Gross margin ratio(2): Low (20.1%(1))**	✓ Stable supply volume backed by events such as inheritance and relocation of residence ✓ Negotiation-based transactions are less likely to cause price competition → **Gross margin ratio(2): High (25.7%(1))**
Inventory period	✓ Longer time for properties to be delivered after a successful bid → **Inventory period(3): Long (340 days(1))**	✓ Properties can be delivered shortly after purchase, which enables us to commence renovations promptly → **Inventory period(3): Short (177 days(1))**
Quality risk	✓ Preliminary inspection of properties prior to a bidding is not possible → **Risk related to quality of residence: High**	✓ Preliminary inspection of properties prior to purchase is possible → **Risk related to quality of residence: Low**

(1) Figures in brackets represent historical results of Katitas on a non-consolidated basis (averages with respect to properties procured through auctions or direct purchases (FY2017/3))
(2) Gross margin ratio (Management accounting base): Gross profit ÷ Net sales
(3) Inventory period: Simple average number of days from the date procured to the date sold of each property

4. Market Revitalization Backed by Governmental Policies (Reposted from FY2018 4Q)

- The Government of Japan is making efforts to build a society in which real estate stock is efficiently used by expanding the market of pre-owned houses and renovation projects, with an aim to solve problems related to the rapidly proliferating number of vacant houses
- Specifically, reduction in the real estate acquisition tax has decreased procurement costs (on a scaled basis according to building age)

Japanese Government's Plan to Expand Market Size of Pre-owned Houses and Renovation Market



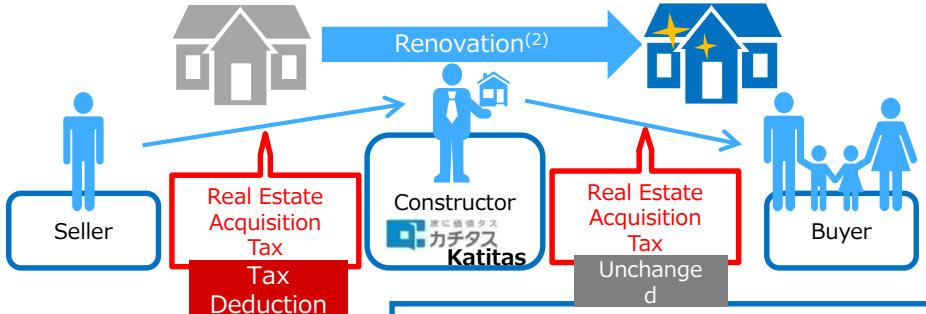
Source: Ministry of Land, Infrastructure, Transport and Tourism, Housing Bureau, Housing Policy Division "Housing Policy Basic Plan (Nationwide) (Overview)"

Government Plan

To accelerate residential stock utilization by promoting distribution of pre-owned houses and utilization of vacant houses

Important to support house resellers to effectively promote circulation of pre-owned houses

Specific Measures: Reduction in Real Estate Acquisition Tax Imposed on Resold Pre-owned Houses



Building
Tax relief according to building age(3)
→ To be reduced by 3% from tax base

Building Age (yy/mm/dd)	Deduction	Reduction
~Approx. 22 years (1997/4/1~)	JPY12MM	**JPY360k**
Approx. 22~30 years (1989/4/1~1997/3/31)	JPY10MM	**JPY300k**
Approx. 30~34 years (1985/7/1~1989/3/31)	JPY4.5MM	**JPY135k**
Approx. 34~38 years (1981/7/1~1985/6/30)	JPY4.2MM	**JPY126k**
Approx. 38~43 years (1976/1/1~1981/6/30)	JPY3.5MM	**JPY105k**
Approx. 43~46 years (1973/1/1~1975/12/31)	JPY2.3MM	**JPY69k**

FY2018 tax reform

Taxation on Land
・JPY45,000 per building
or
・Tax amount for the space of the doubled floor area (up to 200㎡)

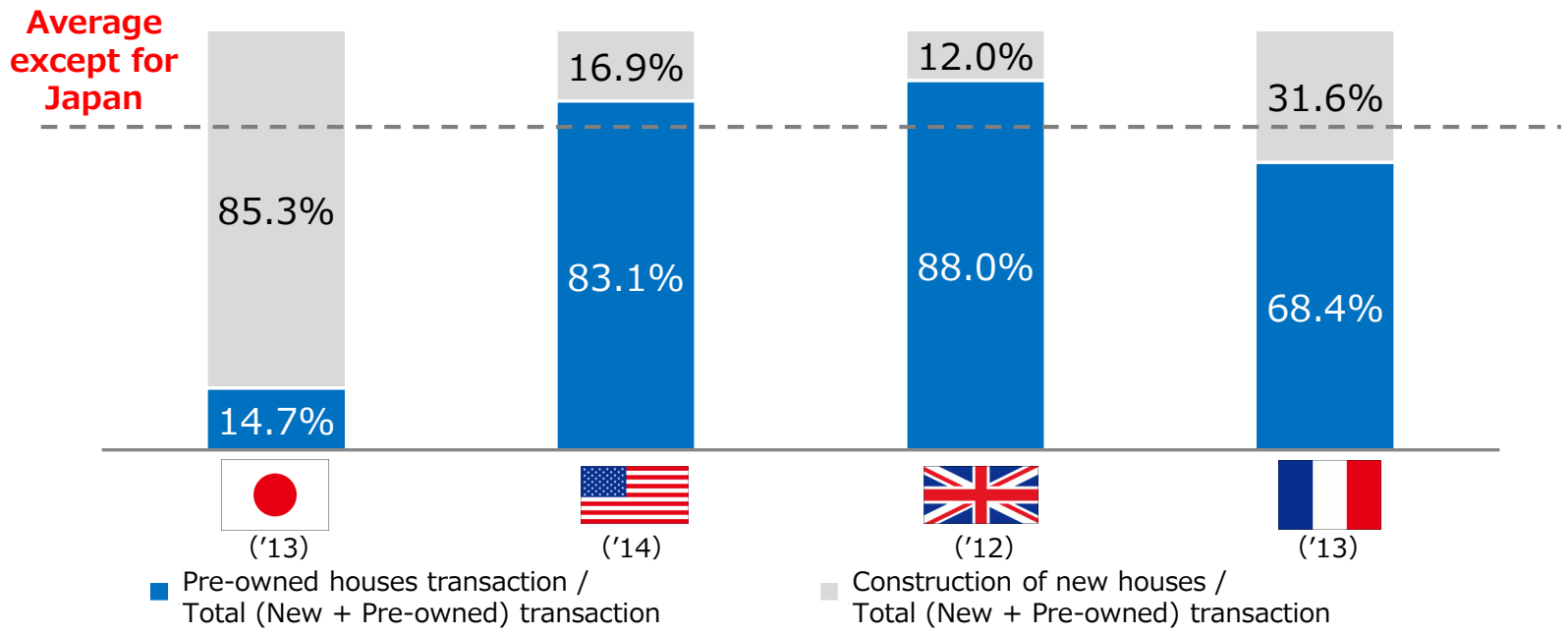
Tax burden reduction based on whichever is higher.
Enacted on April,2018.

(1) CAGR is an average annual growth rate of market size (estimate) from FY2013 to FY2025
(2) Quake-resistance, energy-saving, barrier-free, water facilities
(3) As of the time of preparation of this material

4. Pre-owned Houses Market Share of Each Country

■ Lower market share of pre-owned houses compared with United States and Europe

Pre-owned houses Market Share - Japan vs United States and Europe

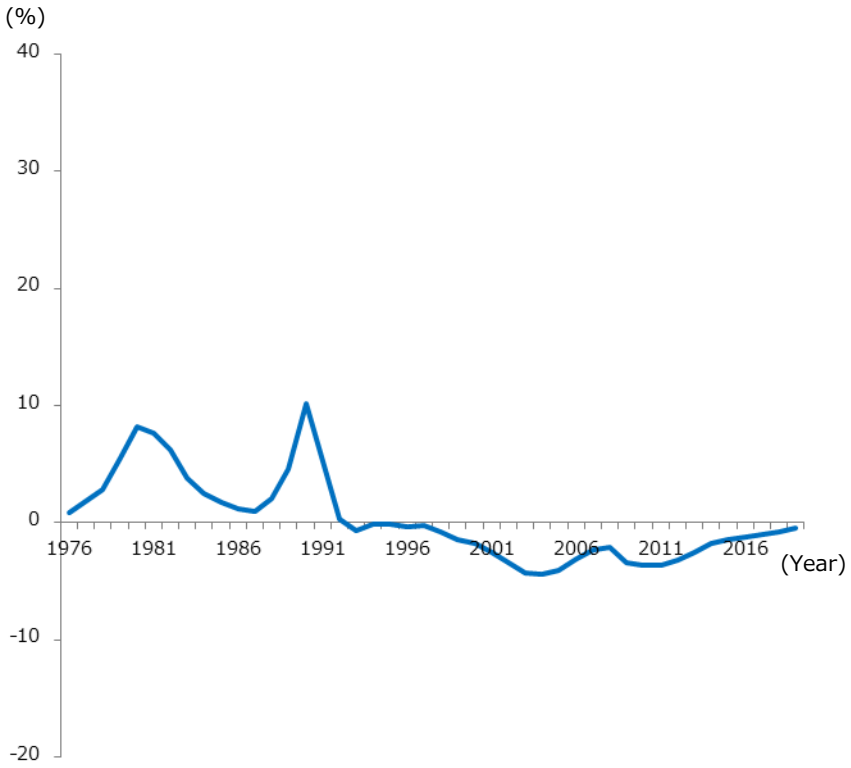


Source: Ministry of Land, Infrastructure, Transport and Tourism, "Revitalization of Pre-owned House Market, Promotion of Utilizing Vacant houses, Practice of Smoothing of Relocation of Residence"

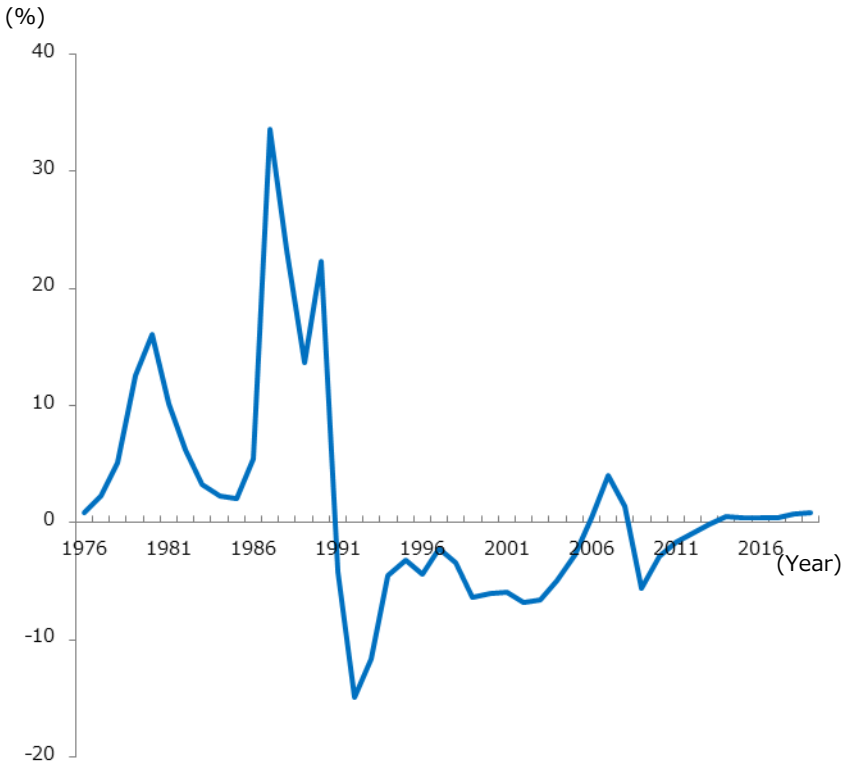
4. Trends in Land Prices - Regional Areas vs Three Metropolitan Areas

- As land prices in regional areas fluctuate based on actual demand, the level of volatility is lower than that in urban areas.
- In addition, with the trend of stable and low land prices, fluctuations in land prices have a limited influence on prices of residential properties in regional areas.
- As a result, buying and re-selling residential properties in regional areas is less subject to market volatility.

Trends in land prices of residential districts in regional areas, compared to the previous year



Trends in land prices of residential districts in the three metropolitan areas, compared to the previous year



Source: Ministry of Land, Infrastructure, Transport and Tourism, “Survey of Land Prices by Prefecture”

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Throughout this presentation, unless otherwise specified, FY refers to the fiscal year ended March 31 of the following year (for example, FY2019 refers to the fiscal year ended March 31, 2020).

In this presentation, unless otherwise specified, references to our “homes” include single-family detached houses and condominium units that Katitas acquires, renovates and resells as part of its business. Data presented for “homes” is on a gross basis, excluding home returns.

This is a partial English translations of the original Japanese version prepared only for the convenience of shareholders residing outside Japan. Should there be any inconsistency between the translation and the official Japanese text, the latter shall prevail.

On March 30, 2016, Katitas completed the acquisition of Reprice Co., Ltd. (“Reprice”) and its two wholly owned subsidiaries (Comprehensive Urban Development Corporation and Arctive Co., Ltd.), and Reprice became a wholly owned subsidiary of Katitas as of the same date. Because the date of the acquisition of Reprice was deemed to be March 31, 2016 for accounting purposes, the consolidated balance sheet of Katitas as of March 31, 2016 reflects the consolidation of Reprice but the consolidated results of operations of Reprice for the period from March 30, 2016 to March 31, 2016 are not reflected in Katitas’ consolidated statements of income, comprehensive income, changes in equity and cash flows for the fiscal year ended March 31, 2016. On September 2, 2016, Katitas sold all of the shares of Comprehensive Urban Development Corporation, and on September 30, 2016, Katitas sold all of the shares of Arctive Co., Ltd. to third parties. Due to the consolidation of the results of operations of Reprice and its subsidiaries in Katitas’ results of operations for the fiscal year ended March 31, 2017, Katitas’ results of operations for that fiscal year are not directly comparable to the results of operations for prior fiscal years. Further, prior to the completion of the acquisition of Reprice on March 30, 2016, Katitas did not have any subsidiaries.