

# Business Model (NOVEMBER 2024)



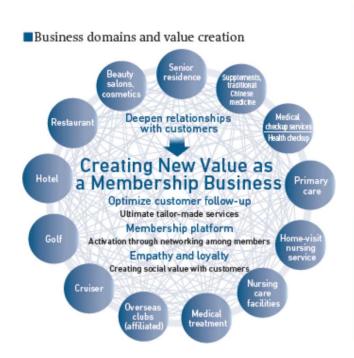
"SANCTUARY COURT BIWAKO VENETIAN MODERN RESORT" (Open in October 2024)

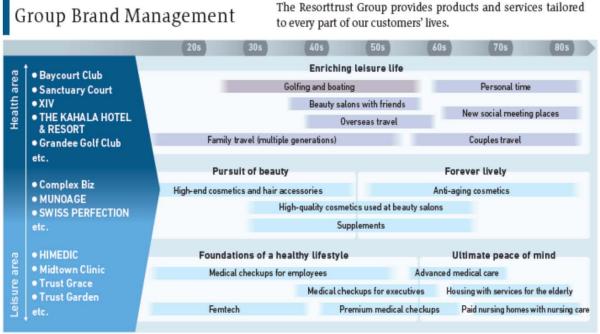
Resorttrust, Inc. (Securities code 4681)

# Only one company in the membership business (lifelong strategy)

RESORTTRUST GROUP

For 50 years since its establishment, Resorttrust has grown by focusing on the "membership" business. Today, we have more than 140,000 members, and if you include the spouses and parents of our members, we are the only "membership business company" in Japan with connections to more than 700,000 stakeholders. In order to enrich the lives of our members (stakeholder wellbeing), we provide not only resort business but also various contents such as medical care, nursing care, and sales of supplements and other products. We aim to achieve further growth by enhancing the value of the "Club," which is, so to speak, a platform for members (creation of economic and social value). In the membership business, if we can provide products that meet the needs of members, we will continue to increase the value of our offerings, as this will ensure that members will purchase our products. The Medical Club, in particular, has more than 30,000 members and, like the Membership Resort Club, is in the No. 1 positioning in Japan. We will continue to further expand our No. 1 field and provide products and services that will stay with our customers throughout their lives (Maximize Lifetime Value).

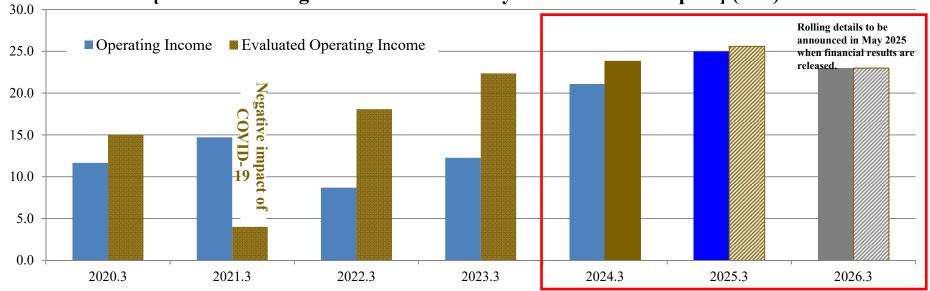




# Clear profit growth: 3 consecutive years of hotel openings

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[Results and targets for the new three-year medium-term plan] (¥bn)

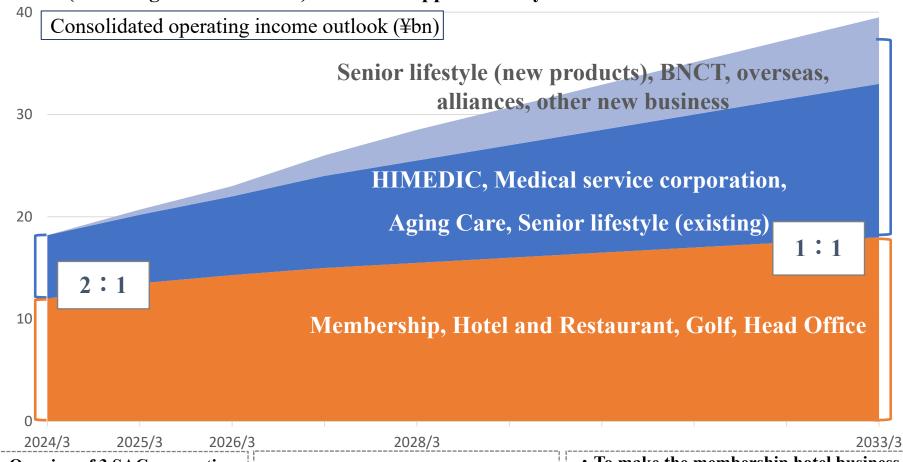


Evaluated Operating Income => Performance (operating valuation basis) with special accounting factors restated as actual values, adjusted for the impact of deferred real estate income from properties not yet opened (not recorded until opening) and the change in revenue recognition standards (evaluated using the previous method) from 2021.4 onward.

¥bn	2020.3	2021.3	2022.3	2023.3	2024.3	2025.3	2026.3
Index			Results			Target (As of Nov.)	Target
Net Sales	159.1	167.5	157.7	169.8	201.8	245.0	230.0
Operating Income	11.6	14.7	8.6	12.2	21.1	25.0	23.0
Net Income	7.1	(10.2)	5.7	16.9	15.8	17.0	15.0
ROE		-		15.4%	12.9 <b>%</b>	12.6%	Aim for 12%
Evaluated Operating Income	15.0	4.0	18.0	22.3	23.8	25.6	Same level as operating income

2

■Growth outlook for the next 10 years, ratio of (membership + operation of hotels, etc. + head office): medical (including new businesses) to become approximately 1:1



- Opening of 3 SAC properties.
- Strengthen profitability by raising selling prices
- •Strengthen investment in human capital and IT
- Strengthen investment in repair and maintenance
- Foster innovation

- Continued membership growth
- Start selling reinvestment properties
- Make innovation profitable
- Initiate the XIV rebuilding model
- Medical operations to exceed \u210 bn
- To make the membership hotel business more sustainable
- Number of members (units) to exceed 250,000
- HIMEDIC membership to exceed 42,000
- Number of senior residence members to exceed 2.000
- · Expand overseas business, innovation

# Business fields underpinned by distinctive "Membership"

\*Pie chart shows results for FY2024.

#### **Hotel Membership Sales (Membership Segment)**



#### **Development of membership resort hotels** and the sale of memberships.

- "XIV" (Suburban resorts)... Almost sold out (Resale)
- "Baycourt Club" (Urban resorts)... Sold out (Resale)
- · "Sanctuary Court" (Suburban resort)
- \*New brand and main product launched in June 2021
- Membership golf clubs
- "THE KAHALA CLUB Hawaii" (Oversees)

#### Hotel and related Facility Management (Hotel and Restaurant Segment)



·Hotel / Restaurant Management (41 domestic and 1 international locations)

(Membership)



BAYCOURT CLUB



**26** facilities

4 facilities

\*Construction of 2 facilities

Membership/non-membership) (Non-membership)



TRUSTY



7 facilities

3 facilities

2 facilities (including 1 overseas)

- Management of membership golf courses (13 facilities)
  - GRANDEE

- + Golf course only
- 4 facilities (Complex with hotels)
- 9 facilities

#### **Medical/Senior Life (Medical Segment)**

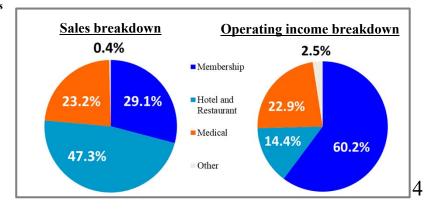




•Management of the "Comprehensive membershipbased medical club " and sale of membership rights

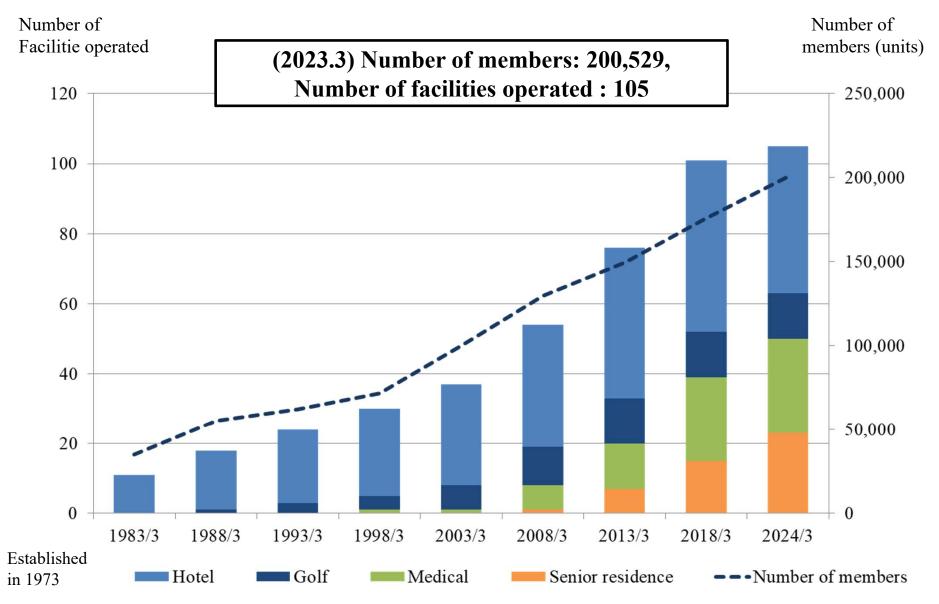
GRAND HIMEDIC ... 13 facilities 10 courses

- •Management support of medical facilities for the general public...20 facilities
- Development and sales of anti-ageing products
- •Research and development of cancer treatment and sales of equipment
- Management of paid nursing homes with nursing care and housing with support services for the elderly ... 23 facilities 2,093 root TRUST GRACE



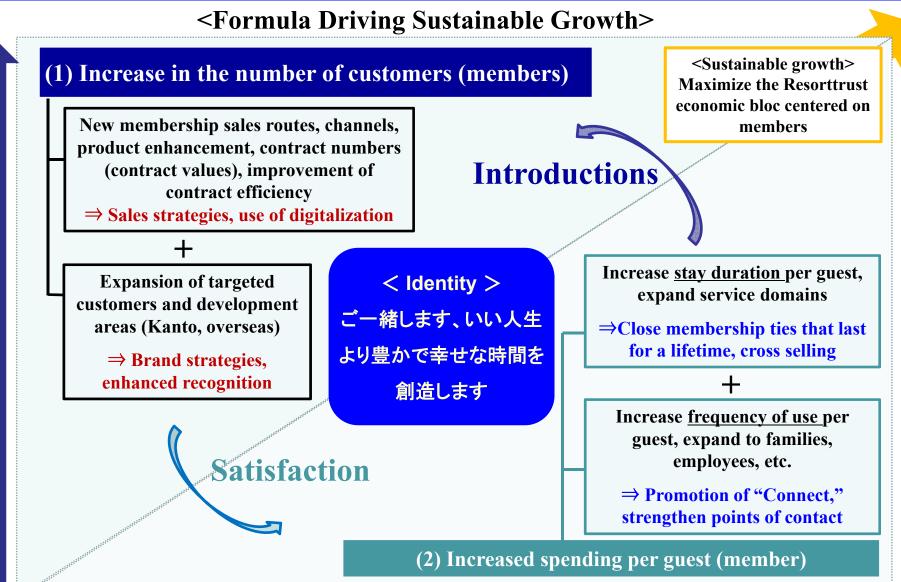
# More facilities operated and membership driving growth

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### Formula for maximizing the strength of "Membership" (1) X (2)

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# Expanding customer base/affluent base to support growth

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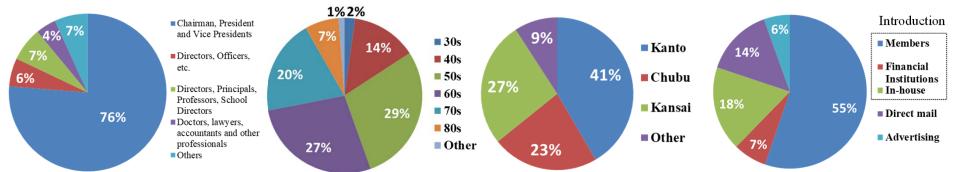
(Members)

### < Breakdown of group membership >

	0 1		1						(McHocis)
	SANCTUARY COURT	Baycourt	XIV	Sun Members	Golf	Medical	Cruiser	KAHALA	Total
2024/3	12,933	23,772	79,702	21,179	30,044	31,149	419	1,331	200,529

- •Of the approximately 200,529members, the actual number excluding duplicate holders is approximately 140,000 (based on households: 130,000)
- •Approximately 9% of the total number of households (1,485,000 households) in the number of high net worth segment and affluent segment

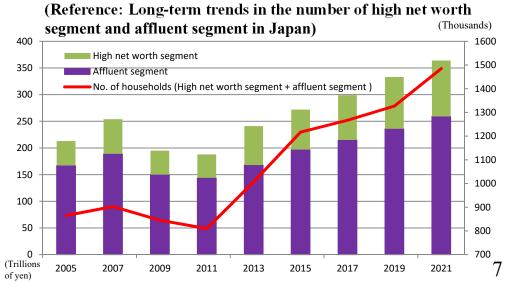
[Attributes] (Average of XIV and BCC) [By age] (Average of XIV and BCC) [Regions] (Average of XIV and BCC) [New membership route (Hotel Members)]



(Reference: Domestic affluent population)

`	1 1/				
		2015	2017	2019	2021
High net worth segment (net	S / / / / / / / / / / / / / / / / / / /	84	87	90	
financial assets ¥500 mn or more)	Financial assets (¥tr)	75	84	97	105
Affluent segment (net financial assets	No. of households (Thousands)	1,144	1,183	1,240	1,395
¥100 mn to less than ¥500 mn)	Financial assets (¥tr)	197	215	236	259
Mass affluent segment (net	No. of households (Thousands)	3,149	3,222	3,418	3,254
financial assets ¥50 mn to less than ¥100 mn)	Financial assets (¥tr)	245	247	255	258

Source: Nomura Research Institute, Ltd. website



# Expansion of member and user bases (Maximization of the group's economic bloc)

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Area	Affluent households	Current Members	Penetration rate (2023.3)	Estimate at 200,000 members
TZ 4	A1 4 (50 000	A1	,	
Kanto	About 650,000	About 50,000	8 %	<u>14%</u>
Chubu	About 230,000	About 40,000	17%	21%
Kansai	About 240,000	About 40,000	16%	20%
Other	About 370,000	About 10,000	2%	3%

Expansion of the group's economic bloc (user base)

#### **Group facility** user base

Family members and relatives of members. guest users, and service as a welfare program/health check-ups for corporate employees (approximately several million people)

**Foreigners** (mainly affluent)

#### Domestic affluent (2021) 1.49 million households (12% increase from 2019)

#### Net financial assets: ¥364 tr

\*Based on data estimated by Nomura Research Institute, Ltd.

App members

Approx. 400,000

LINE members

Approx. 350,000

#### **Expansion** of the group membership

base over the next 10-15 years. (Future) Group membership Introduction to reach 200,000 Introduction **Group membership** Approx. 110,000 RTTĞ app members, 20,000 core members ( multiownership, etc.) Introduction

Vitalize the economic bloc by promoting the use of digital tools among owners and their surrounding user base

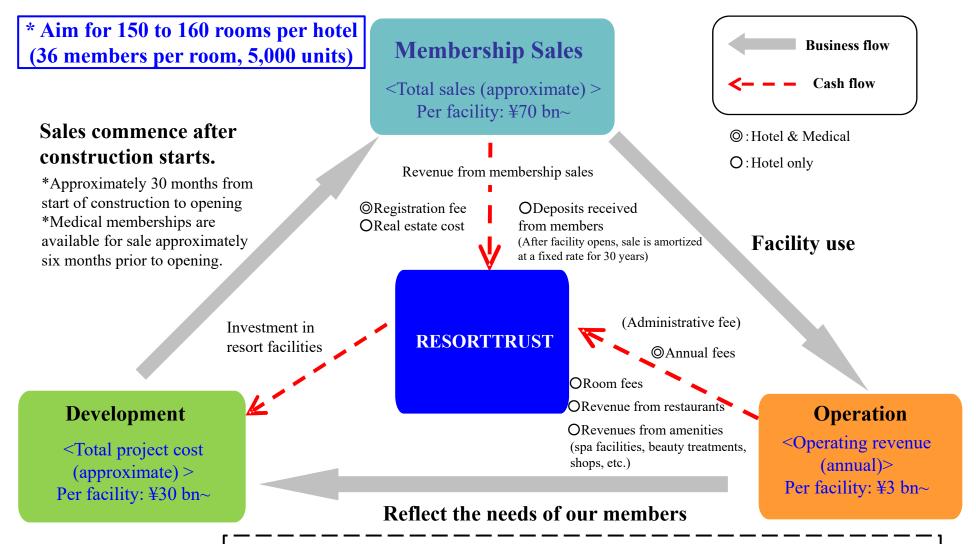
Number of small and medium business

owners: approximately 3.5 million companies (increase in corporate demand)

<sup>\*</sup>Affluent sector are households with net financial assets of ¥100 mn or more

### Business flow that generates stable cash flow

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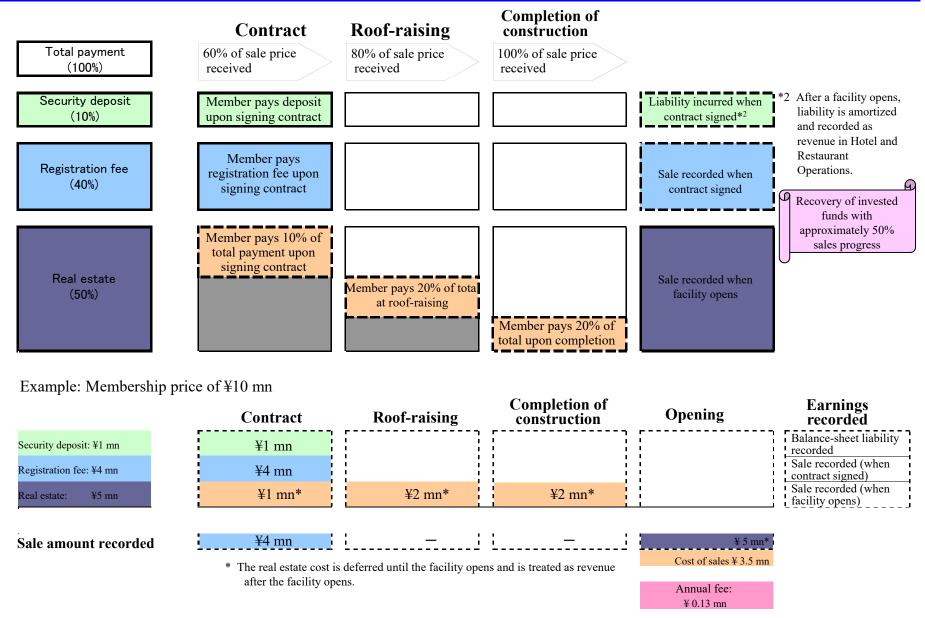


Stable cash flow through early collection

- •Total membership sales of around 2.2 to 2.3 times the total project cost.
- •Construction starts opening (approx. 30 months) with payback at about half the sales, sold out 2-3 years after opening.

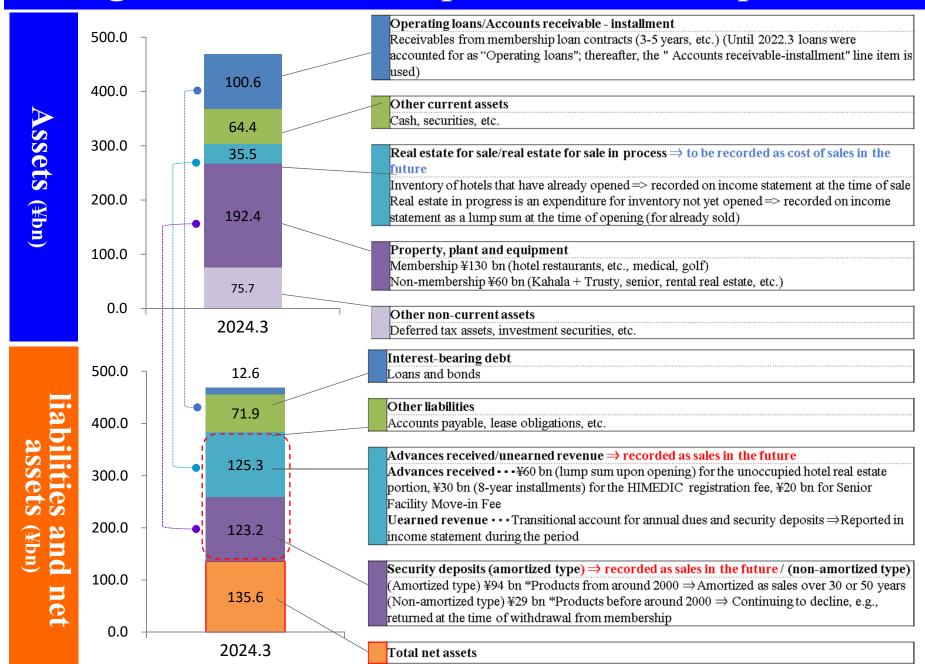
# Revenue and accounting for a core XIV facility (Before completion of construction)

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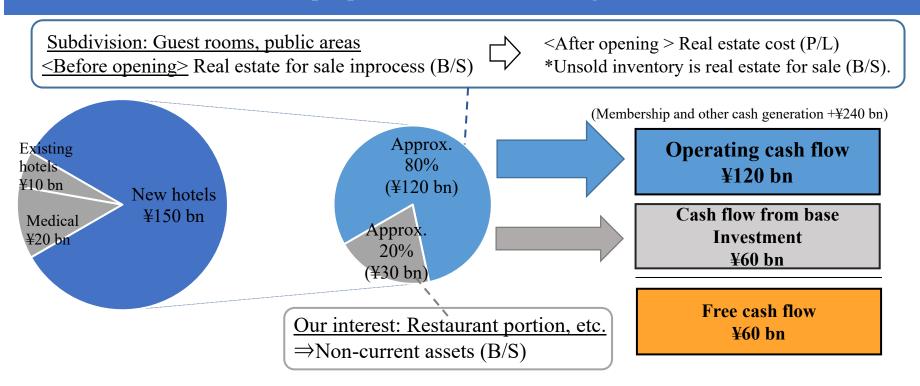
# Strong balance sheet unique to membership

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Expecting free cash flow of about \(\frac{4}{60}\) bn to be generated during the current five-year Medium-term Management Plan. (Investment amount: Expected to be in the order of \(\frac{4}{180}\) bn over five-years.)

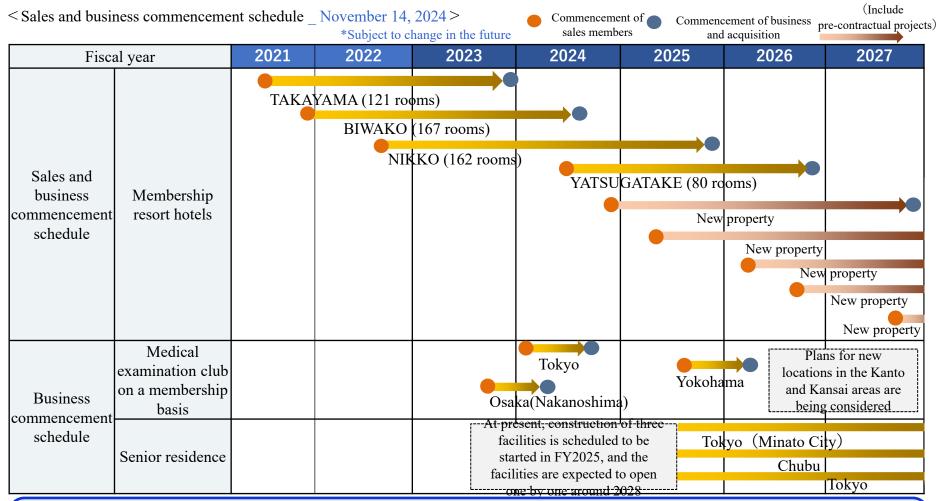
### Investment in new hotel properties \(\x\)150 bn scale (e.g. \(\x\)30 bn scale x 5 facilities)



See p. 39-40 of Integrated Report 2023 for details on the cash management cycle for property development (funds have been collected at the time of opening)

# Group's Development Schedule

- Following the three SANCTUARY COURT properties, hotel development is planned at <u>a pace of approximately 1~1.5 facility per year</u> from FY2024 onward.
- HIMEDIC is scheduled to open in two locations in FY2024 and one in FY2026, leading to the establishment of 42,000-unit structure.



At least seven new membership resort hotels are currently under consideration for development from FY2024 onward (including projects with land not yet acquired), and other potential sites are also under continued consideration. In parallel with them, reinvestment (renewal/rebuilding, etc.) in the former XIV properties will begin to be considered one by one, from this Mediumterm Management Plan period.

# New brand "SANCTUARY COURT" (NIKKO YATSUGATAKE)

membership launched RESORTTRUST GROUP

#### ●"SANCTUARY COURT NIKKO JAPANESE MODERN RESORT" Overview

Start of sales	20 October, 2022		
Scheduled date of opening	February 2026 (planned)		
Total number of rooms	162		
Related facilities	Japanese restaurant, Chinese restaurant, Lounge & Bar, Spa (indoor bath, outdoor bath, sauna), Treatment Salon, Executive Room, Boutique, Dog run, etc.		
Membership price	¥7.44 mn ~¥34.76 mn (annual 10 stay nights-type or annual 20 stay nights-type, 3 grades for each)		

# ◆ Contracts at end of september • Total membership sales target: 5,832 units (Assuming all 10-stay night products) • Units sold: 5,709 units (20 Oct, 2022 - 30 Sep, 2024.) <a href="mailto:spy region">Sep region (branch)</a> Sep membership type Legal entities # Vochstama # Nagoya # Osaka # Osaka # Individuals



Outdoor hot spring bath

Room(Royal Suite)

#### "SANCTUARY COURT" Overview (common)

Membership period/form of rights

- Membership is valid for 50 years from opening of the hotel
- Land: General fixed term land lease right, building: unit ownership (same as before)

Number of stay nights granted

- ·Annual 20 stay nights-type: 1 room/available to 18 members
- •Annual 10 stay nights-type: 1 room/available to 36 members

Use of assigned stay nights through exchange

•Exchange of stay nights is available between membership resort hotels XIV and Baycourt Club

Unused rights for stay nights when using the floating system (with upper • Use of a certain number of stay nights through using the floating system without losing rights is possible, only for use of facilities with membership. (annual 20 stay nights-type: 10 nights a month/ annual 10 stay nights-type: 5 nights a month)

#### ●"SANCTUARY COURT YATSUGATAKE RESIDENTIAL RESORT" Overview

Start of sales	22 August , 2024
Scheduled date of opening	March 2027 (planned)
Total number of rooms	80
Related facilities	Bistro, Teppanyaki, Barbecue site, Lounge&Bar, Boutique, Dog run, etc.
Membership price	¥8.2 mn ~¥37.58 mn (annual 10 stay nights-type or annual 20 stay nights-type, 3 grades for each)







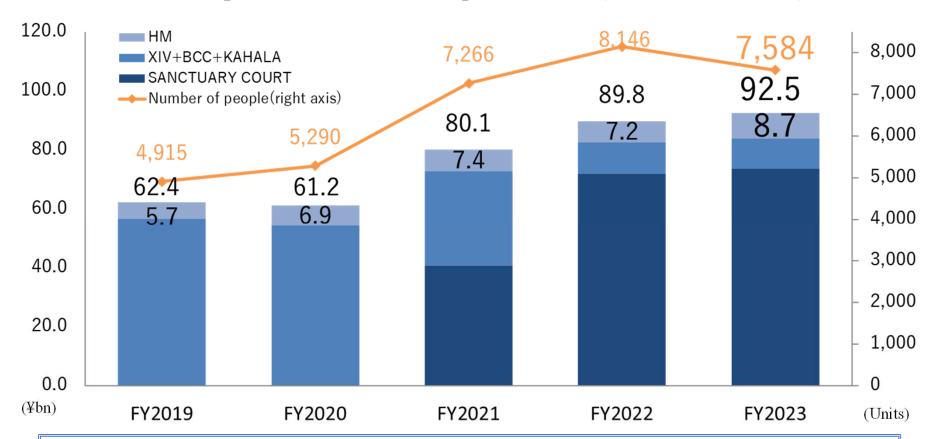
Panoramic view

Room(Royal Suite)

# Business performance (1): Value of membership contracts/Membership increases

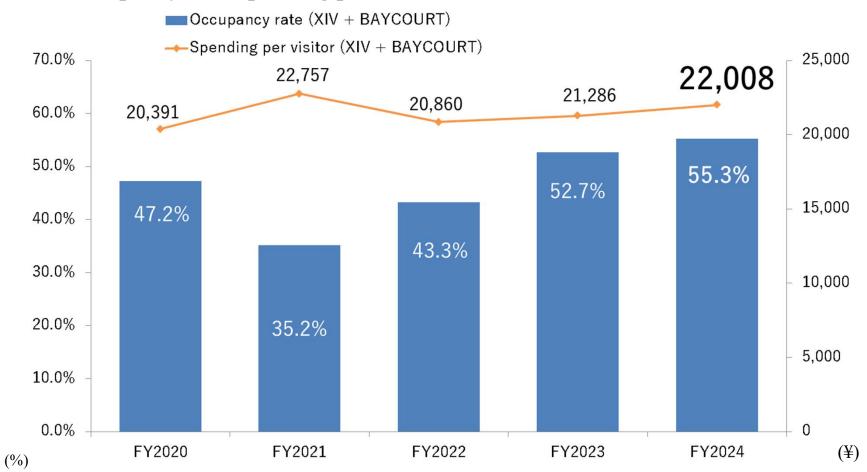
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### **[Value of membership contracts/Membership increases]** (Hotel + HIMEDIC)



- Hotel contract volume further exceeded the record contract volume of the previous fiscal year (FY2022), which included the effects of the sale of two properties of Biwako and Nikko. HM contract also maintained a record high sales pace, which accelerated particularly in the second half of the fiscal year.
- While growth in new members (number of units) is slightly down year on year, partly due to strategic switching in line with inventory progress by property and type, there was a solid increase of over 7,500 units.

### [ Occupancy rate/Spending per visitor ]

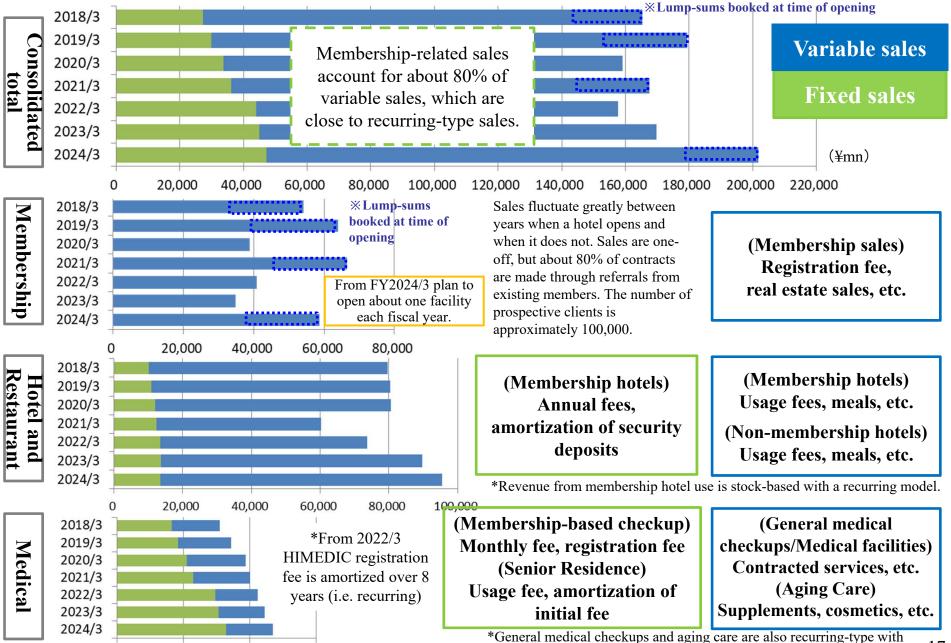


- The membership hotel occupancy rate further exceeded the level in the same period of the previous fiscal year, when it recovered significantly beyond pre-COVID-19 levels.
- The unit price also rose solidly year on year, due to the full-year contribution of the price revisions of November 2022. \*In FY2021.3, unit prices rose due in part to lower utilization rates at COVID-19.

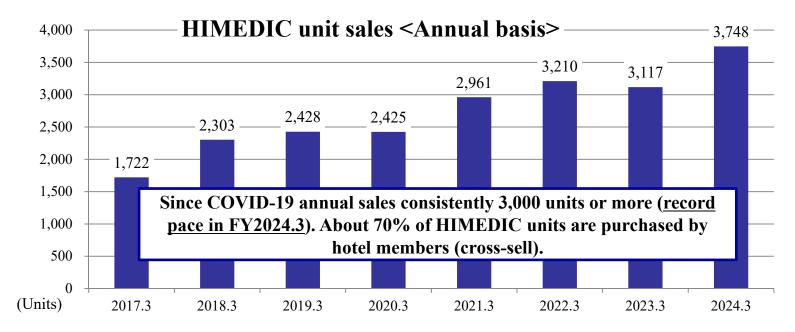
20.000

40.000

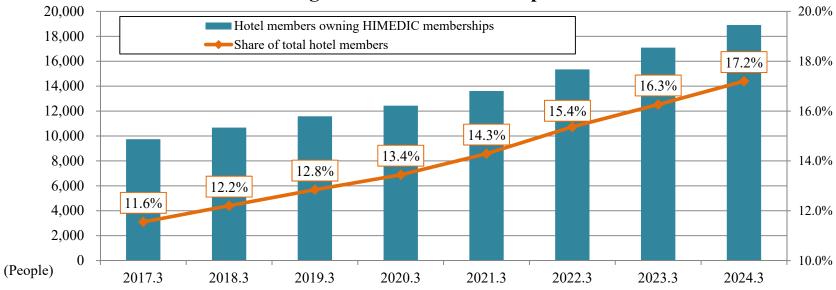
60.000



almost all sales coming from fixed customers.



#### Hotel members owning HIMEDIC memberships at the end of each FY



\*as of end March 2024

# **Medical Operations**

# **HIMEDIC Business**

### Membership facilities

### Members-only comprehensive medical support club

\*Medical examinations are consigned to medical corporations

# HIMEDIC, Inc. "Grand HIMEDIC Club"

diagnostic facilities (9 facilities)

Number of members:30,282\*

<Other consolidated subsidiaries>

# Cancer Intelligence Care Systems, Inc.

R&D on boron neutron capture therapy (BNCT) Clinical trial of BNCT started November 2019

# **Senior-life Business**

### Medical Service Corporation Business

### Non-membership facilities

# Private nursing homes for the elderly.

#### HIMEDIC, Inc.

"Trust Garden" series
12 facilities

# "Trust Grace" series 3 facilities<"Mikage" Independent

3 facilities<"Mikage" Independent Living, "Mikage" Assisted Living and "Shirakabe">

"Activa Biwa" 1 facility
2 other facilities

#### **Senior Life Company Ltd.**

"Felio Seijo" "Resius Momochi" and 5 other facilities, total 390 rooms

Total 23 facilities 2,093 rooms

# Operation support for general medical service business, etc.

# Advanced Medical Care Inc. "Midtown Clinic"

(2 clinics in Tokyo and Nagoya)

# Shinko medical support Co.,Ltd. "Shinkokai"

(9 clinics mainly in Tokyo)

# Cent-Medical Associates Inc. iMedical Inc.

A remote diagnosis support service

**Development of IT solutions for medical institutions** 

# **Aging Care Business**

# Development and sales of aging care products

# **Advanced Medical** Care Inc.

- **Doctor's supplement** "Plasmalogen", etc.
- \*Supporting management of Dermatology & Plastic Surgery Clinic"Noage"
  - •Doctor's cosmetics "MUNOAGE"
- •Gynecologist supervised, brand for women "est're"
- •Luxury HOTEL SPA's cosmetics "SWISS PERFECTION"

Contributing to society by leveraging our extensive network of medical institutions, innovation through joint research and a strong customer base

# **Development of new Senior Lifestyle Business**

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**◆**Current situation and strategic direction

#### **Group strengths**

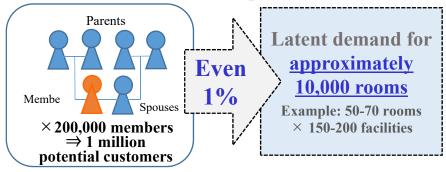
- Overwhelming customer base, which mainly consists of affluent sector, and sales capabilities
- Operational expertise in Medical Operations and Hotel and Restaurant Operations (Healthcare networks, hospitality)

#### **Outlook on future development**

- Balance healthy occupant type, nursing care type, and hospice care type, leveraging the strength of Medical Operations and aim to increase occupancy rates.
- By fully leveraging the Group's unique market (member base) achieve the <u>Group's unique product value</u>

Enhance QOL (Quality of life) andmaximize LTV (Life Time Value)

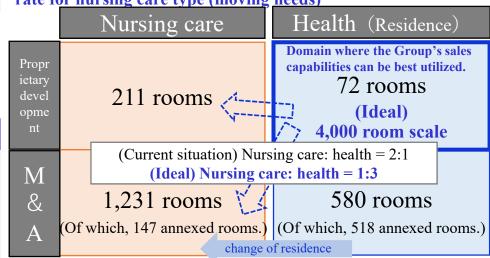
**◆** Market size within the Group's economic bloc



2022 questionnaire for members: 1 Interest in senior residences 25%

**◆** Improve balance of existing portfolio

⇒ Increased healthy occupant type leads to stable occupancy rate for nursing care type (moving needs)



Our existing 23 facilities of 2,094 rooms are mainly nursing care type. Facilities with "specified" authorization have been developed speedily by leveraging M&A.

# ◆Attractiveness and profitability of new product "Club-type Residence" (tentative name)

Residence	(tentative name)
Member needs	Prepare for future nursing care, inheritance, etc., stay healthy, second house, solving daily issues, asset utilization (high-yield financial products), and extraordinary experiences
Product value	Real estate value (inheritance value), facility use (hotel and medical), trade-in of membership, preferential treatment when moving into the Company's nursing care facilities, corporate use, investment yields, etc.
Earnings forecast	• Early payback model through revenue at the time of sale • Operating revenue margin higher than existing healthy occupant type facilities (Reduction in operating rent burden: buyer's yield ⇒ amount to be borne by the Company) Assuming that annual operating revenue per facility is approximately ¥0.5-1.0 bn.

# Provide stable returns to shareholders with a payout ratio target of 40% or more.



In order to achieve ROE target of 12%

management to place greater emphasis on capital efficiency

**⇒ Implemented share buyback of ¥3 bn from August to October 2023** 

# (Reference) Sales breakdown by segment

							Fixed sales	<u>  Vari</u>	iable sales
Classification				Amo	unt (millions o	f yen)			
	Ciussincation		2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
	Hotel Memberships	Registration fee Income Property	18,211	18,545	21,823	21,203	27,275	29,567	30,630
Membership		sales	29,631	39,765	11,962	38,541	10,723	2,586	23,77
·	Other income		6,272	5,719	5,163	6,779	2,946	2,791	4,29
	Subtotal		54,114	64,029	38,948	66,523	40,946	34,945	58,70
	Food and bevera	ge sales	26,861	27,364	26,604	21,020	25,070	31,601	34,22
	Accommodation	sales	20,204	20,522	20,197	13,367	15,986	19,473	22,87
	Facility incidenta	al revenue	5,376	5,382	5,487	4,310	3,740	4,440	3,02
Hotel and	Management fee		7,124	7,694	8,449	8,895	9,520	9,611	9,61
Restaurant	Income from am security deposits		2,993	3,189	3,544	3,511	4,052	4,061	3,88
	Overseas hotel sa	ales	8,207	8,260	7,998	2,484	5,646	9,631	10,85
	Other income		8,836	7,972	8,380	6,735	9,685	10,930	11,018
	Subtotal		79,601	80,383	80,659	60,322	73,699	89,747	95,492
	Registration fee i		3,866	4,314	4,735	5,848	4,540	4,293	4,82
	Annual members income	-	7,138	7,996	8,827	9,718	11,512	12,715	14,03
	Medical services income	corporate	5,120	6,093	6,275	5,905	7,648	7,913	8,16
Medical	Ageing Care Inco	ome	2,627	2,743	2,540	2,512	2,635	2,563	2,71
	Senior Residence	Income	9,319	10,399	12,299	13,304	13,579	13,622	14,09
	Other Income		2,920	2,933	4,191	2,735	2,518	3,316	3,08
	Subtotal		30,990	34,478	38,867	40,022	42,432	44,422	46,899
	Rental income		651	595	587	606	648	673	662
Other	Other Income		56	55	82	64	55	40	4
	Subtotal		707	651	670	670	704	714	710
Total			165,413	179,542	159,145	167,538	157,782	169,830	201,803

#### (Note)

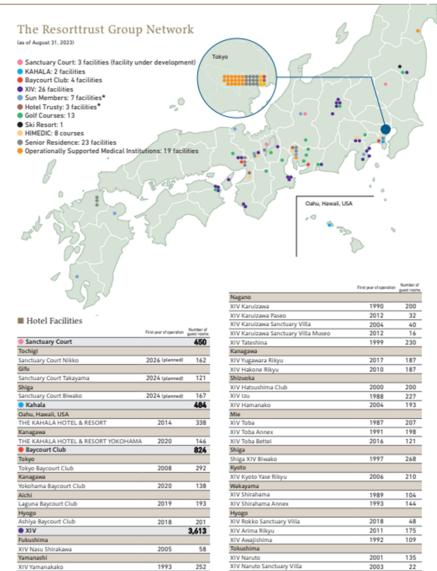
Fixed sales Variable sales

- 1. Membership business other income includes membership agreement cancellations and interest income on loans.
- 2 . Hotel and restaurant business other income includes sales of incidental sales of golf courses, directly managed restaurants, and restaurants outsourced to us, transfer fees, sales of the Wondernet business, mailorder sales, sales of the travel agency, sales of the cleaning business, sales of the manufacture and sale of hair accessories, and sales of the total beauty business.
- 3. Medical business other income includes income from the amortization of security deposits, membership agreements cancellation, interest income on loans and medical equipment rentals.
- 4. "Other" includes interest income on loans receivable and villa management fees.
- 5. The amounts shown on the left are after consolidation eliminations.
- 6. The amounts shown on the left do not include consumption tax.
- 7.(From April 2018) Due to organizational changes, "Golf course registration fee income" and "Golf course income", which were previously included in the membership business, are now included in "Other" in the hotel and restaurant business.
- 8. (from 4.2018) Following an organizational change, certain income (sales of cosmetics), previously included in the "Other" category of the Hotels and Restaurants business, is now included in the "Ageing Care income" category of the Medical business.

#### RESORTTRUST GROUP

# Resorttrust group network

#### Group Network



XIV Naruto Sanctuary Villa Due

2009

	First year of operation	Number of guest rooms
Sun Members		633*
Shizuoka		
Resorpia Atami	1983	206
Kyoto		
Resorpia Kumihama	1984	57
Sun Members Kyoto Saga	1980	67
Oita		
Resorpia Beppu	1984	57
Gifu		
Sun Members Hirugano	1974	36
Aichi		
Sun Members Nagoya Shirakawa	1974	105*
Kagoshima		
Sun Members Kagoshima	1980	105
Hotel Trusty		507
Tokyo		
Hotel Trusty Tokyo Bayside	2008	200
Aichi		
Hotel Trusty Nagoya Shirakawa	2016	105*
Osaka		
Hotel Trusty Osaka Abeno	2012	202

★ Includes Sun Members Nagoya Shirakawa (within the same space as Hotel Trusty Nagoya Shirakawa)

#### ■ Golf Courses and Ski Resorts

•		Number of holes
Fukushima	Grandee Nasu Shirakawa Golf Club	36
Yamanashi	Maple Point Golf Club	18
Nagano	Grandee Karuizawa Golf Club	18
Shizuoka	Grandee Hamanako Golf Club	18
Gifu	Springfield Golf Club	18
	Pines Golf Club	18
Aichi	St. Creek Golf Club	27
	The Tradition Golf Club	18
Mie	Grace Hills Country Club	18
Shiga	The Country Club	18
Hyogo	Kansal Golf Club	18
Nara	Oakmont Golf Club	27
Tokushima	Grandee Naruto Golf Club 36	3.6

•		First year of operation
Fukushima	Grandee Hatoriko Ski Resort	2004

#### ■ HIMEDIC (Medical Examination Courses)

•	Year opened
Yamanashi	
HIMEDIC Yamanakako Course	1994
Tokyo	
HIMEDIC Tokyo University Hospital Course	2006
HIMEDIC Midtown Course	2013
HIMEDIC Tokyo Bay Course	2015
HIMEDIC Tokyo Nihonbashi Course	2020
Aichi	
HIMEDIC Nagoya Course	2016
Kyoto	
HIMEDIC Kyoto University Hospital Course	2016
Osaka	
HIMEDIC Osaka Course	2005

■ Senior Residence Facilities	
•	Number of guest. rooms
	2,093
Tokyo	
Trust Garden Suginamimiyamae	99
Trust Garden Nanpeidal	41
Trust Garden Sakurashinmachi	86
Trust Garden Yoganomori	128
Trust Garden Todoroki	57
Trust Garden Higashiminemachi	32
Trust Garden Hongo	118
Trust Garden Tokiwamatsu	50
Classic Garden Bunkyo Nezu	51
Trust Garden Ogikubo	50
Felio Tamagawa	68
Felio Seljo	65
Kanagawa	
Trust Garden Yokohama Bay Bashamichi	73
Alchi	
Trust Grace Shirakabe	72
Morning Park Chikaramachi	41
Shiga	
Activa Biwa (Independent Living Facility/Assisted Living Facility)	384
Kyoto	
Trust Garden Shijo Karasuma	54
Hyogo	
Trust Garden Takarazuka	89
Trust Grace Mikage (Independent Living Facility)	217
Trust Grace Mikage (Assisted Living Facility)	63
Fukuoka	
Felio Tenjin	95
Felio Momochi	98
Bardon Maranachi	- 10

#### ■ Operationally Supported Medical Institutions

Miyagi	
Sendai Medica	l Clinic
Tokyo	
Tokyo Midtowr	Clinic
Tokyo Midtowr	Skin Aesthetic Clinic Noage
Tokyo Midtowr	n Dental Clinic
Tokyo Midtowr	Clinic Health Screening Center
Midtown Clinic	: Tokyo Bay
Midtown Clinic	: Ariake
Tokyo Midtowr	n Center for Advanced Medical Science and Technolog
Tokyo Daiya Bu	uilding Clinic
Hamamatsuch	o Hamasite Clinic
Shinko Clinic	
Shinko Clinic A	nnex
Ovalcourt Med	ical Clinic
C'est la vie Shir	nbashi Clinic
Tachikawa Kita	guchi Kenshinkan
Topra Medical	Clinic
Hamacho Koer	Clinic
Nihonbashi Mu	ıromachi Mitsui Tower Midtown Clinic
Aichi	
Midtown Clinic	: Meieki