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FOR IMMEDIATE RELEASE

Company name	Resorttrust, Inc.
Representative	Ariyoshi Fushimi, President
Code	4681, First Section of the Tokyo and Nagoya Stock Exchanges

Formulation of the Resorttrust Group Five-Year Medium-Term Management Plan

The Resorttrust Group (Resorttrust, Inc., Ariyoshi Fushimi, President) hereby announces the outline of the new Medium-term Management Plan for the five-year period from April 2023 to March 2028.

The Resorttrust Group celebrated its 50th anniversary of foundation on April 2, 2023. Since its foundation in 1973, the Resorttrust Group has continued to grow in business areas spanning “leisure and healthcare,” from its core luxury membership resort business to golf, Medical and Senior Lifestyle operations, based on its management philosophy of earning trust, taking on challenges, and offering sophistication, high quality and excellent hospitality.

For the next five years, in addition to firmly “connecting,” each operation, which has been cultivated to date, through horizontal collaboration, which was the concept of the previous medium-term management plan, we will create an axis of sustainability in each operation to aim at achieving both social value and economic value, based on which we will pursue “stakeholder wellbeing” together with our members and employees to achieve a stronger Group brand as well as aim to become a Group which has close membership ties that last for a lifetime.

1. Fundamental strategy - "Sustainable Connect - To Wellbeing".

Under this Medium-term Management Plan, we will aim for “true Group management” through the practice of the Group’s identity “Together for a Wonderful Life ~Creating a more affluent, happy time,” based on contributing to a sustainable society together with our customers and local communities.

For the evolution of Group management, we will continue to work as one to take on the challenge of creating further added value and expanding operation domains under the founding spirit of blazing new trails, as well as expand our No.1 field, make each operation stronger through qualitative transformation in the management base and improvement of productivity and profitability, including human capital investment to maximize the potential of each employee, building a data platform for DX, utilizing IT technology, business portfolio reform, back office reform, and governance reform, thereby realizing long-term stable growth that is typical of the Resorttrust Group.

- (1) Promote sustainability management aiming at empathy and co-creation (realize “Together for a Wonderful Life”)
- (2) Improve productivity through customer-oriented corporate transformation activities (a spiral of “Smiles”)
- (3) Improve profitability and create a stable business portfolio through expansion of overseas and domestic affluent sectors and related customers, and creation of new products and services (a spiral of “Trust” through “Challenge”)

2. Management Indicators to Be Emphasized over the Next Five Years and Quantitative Plan for the Next Three Years

Aiming for long-term stable and sustainable growth, we will strive to improve **“ROE (10% or higher),”** by increasing **“operating income margin (10% or higher)”** and **“income growth rate (10% or higher per annum)”** through making our strengths stronger, innovation and improving productivity in each operation, creating added value, and transforming to a culture of challenge.

■ Quantitative plan (consolidated)

(Billion yen)

	FY2022 (Previous year results)	FY2023 (First year of the medium-term plan)	FY2024 (Second year of the medium-term plan)	FY2025 (Third year of the medium-term plan)
Net Sales	169.8	200.0	215.0	230.0
Operating Income	12.2	18.0	20.0	23.0
Operating income margin	7.2%	9.0%	9.3%	10.0%
Income growth rate	+41.2%	+46.7%	+11.1%	+15.0%
Ordinary Income	13.2	18.0	20.0	23.0
Net Income	16.9	12.0	13.0	15.0
ROE	15.4%	9.9%	10.1%	11.0%

*For more information, please refer to the Medium-Term Management Plan Explanatory Material disclosed today.