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Financial results Presentation For the Year Ended March 31, 2021



“Yokohama Baycourt Club Hotel & Spa Resort” “THE KAHALA HOTEL & RESORT YOKOHAMA” opened on September 23, 2020

Resorttrust, Inc. (Securities code 4681)

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RESORTTRUST GROUP

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Financial Highlights FY2020

(April to March)

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(Million yen)

	2021/3 (results)	2021/3 (revision targets)	Revision targets difference	2020/3 (results)	YoY Difference
Net Sales	167,538	166,200	+0.8%	159,145	+5.3%
Operating Income	14,707	12,500	+17.7%	11,652	+26.2%
Ordinary Income	17,647	15,200	+16.1%	12,476	+41.5%
Net Income	(10,213)	(11,400)	+10.4%	7,135	—

<YoY Difference>

After the state of emergency was declared in April 2020 due to the spread of COVID-19, closure of facilities and a government instruction to stay home had a significant impact on our businesses, primarily in non-membership businesses, including hotel operations. However, our membership businesses, which are the core of our business, remained resilient even amid the COVID-19 crisis, and both hotel and medical membership sales have been performing well, particularly since the second quarter. Moreover, with the lump-sum booking of real estate profits in line with the September opening of YOKOHAMA BAYCOURT CLUB, net sales, operating income and ordinary income increased, but on the other hand, net income decreased due to the recording of impairment losses in the non-membership hotel businesses in Japan and overseas.

<Differences from the revision target> (Announced on March 16,2021)

Actual results exceeded forecasts mainly due to sales of hotel memberships and medical memberships exceeding expectations.

*Income attributable to owners of parent is labelled as “Net income” in this document.

Segment Sales and Operation Income FY2020 (April to March)

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<Sales>

(Million yen)

	Membership	Hotel and Restaurant	Medical	Other		Total
2021/3 (results)	66,523	60,322	40,022	670		167,538
2020/3 (results)	38,948	80,659	38,867	670		159,145
YoY Change	+70.8%	(25.2%)	+3.0%	+0.0%		+5.3%

<Operating Income>

(Million yen)

	Membership	Hotel and Restaurant	Medical	Other	Overhead expenses	Total
2021/3 (results)	22,951	(6,165)	6,341	531	(8,952)	14,707
2020/3 (results)	13,559	92	5,829	663	(8,491)	11,652
YoY Change	+69.3%	—	+8.8%	(19.9%)	(461)	+26.2%

"YoY Change" is the difference in the amount.

<Reference: EBITDA >

(Million yen)

	Membership	Hotel and Restaurant	Medical	Other	Overhead expenses	Total
2021/3 (results)	22,990	(43)	8,053	853	(7,029)	24,824
2020/3 (results)	13,608	6,504	7,526	996	(6,543)	22,092
YoY Change	+68.9%	—	+7.0%	(14.3%)	(486)	+12.4%

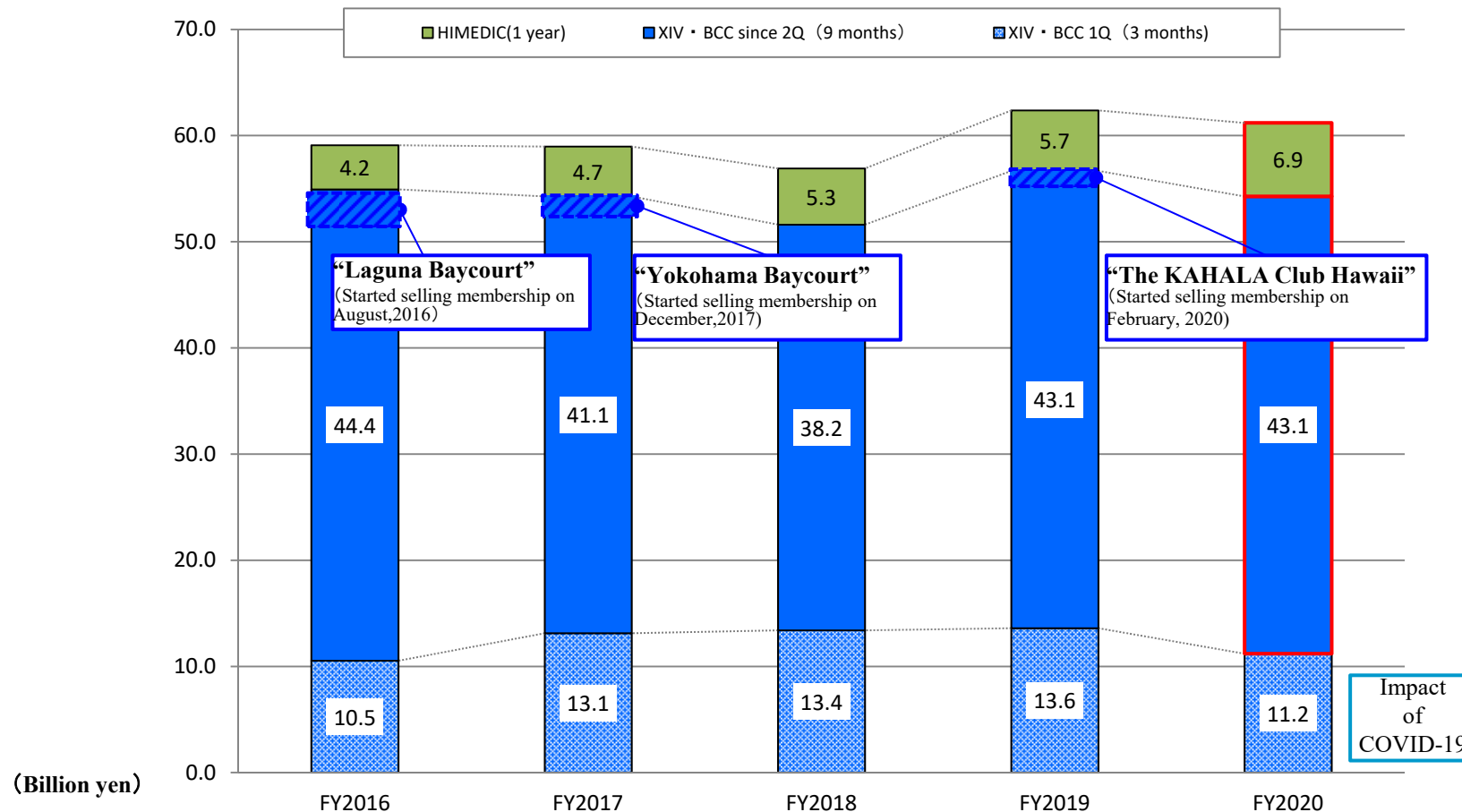
*Segment operating income before depreciation (=EBITDA) is calculated as the sum of operating income, depreciation and Amortization of goodwill.

"YoY Change" is the difference in the amount.

Progress of contract values for FY2020

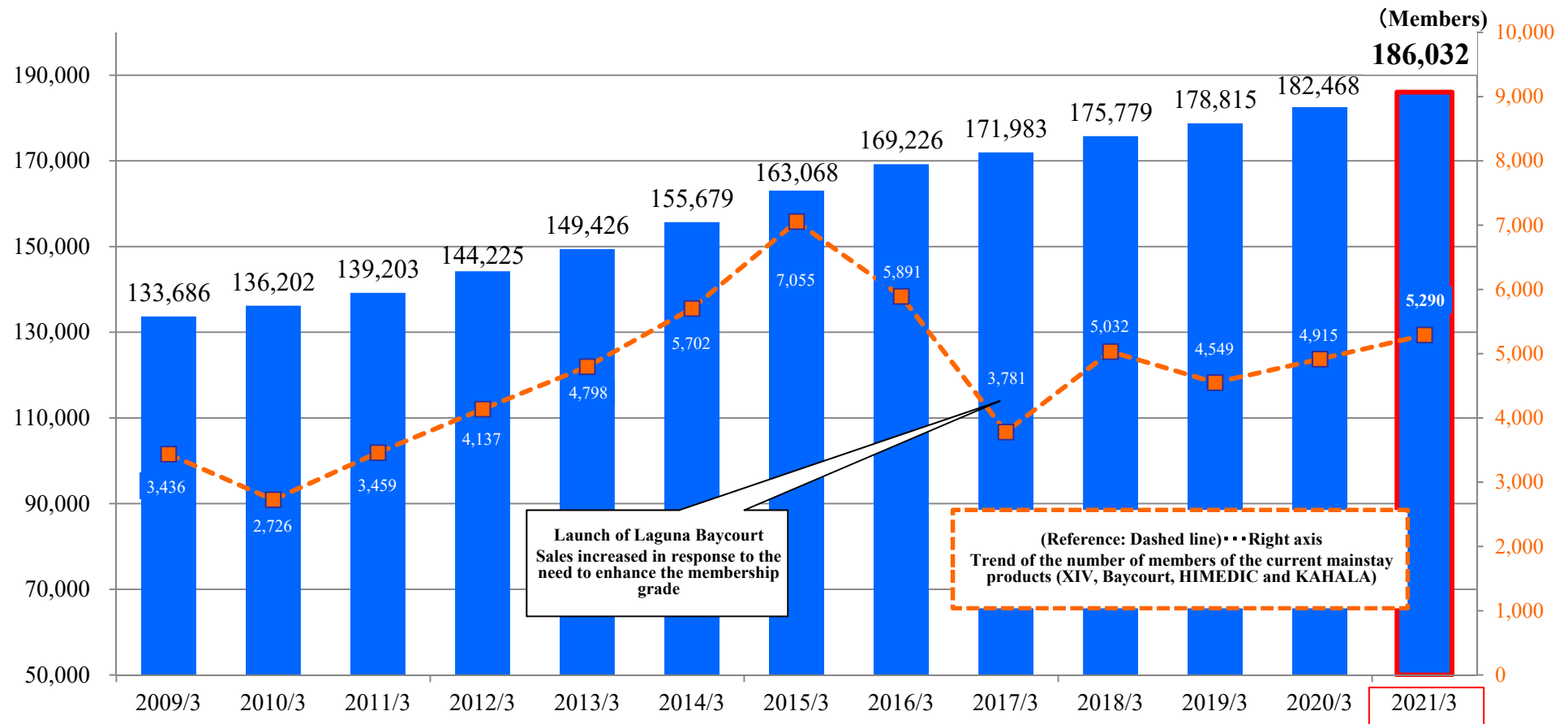
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- Contract values of hotel memberships declined during April-June from the previous year due to partially reduced sales activities following the declaration of a state of emergency. However, these values had grown steadily during the nine months after July, returning to almost the same level as in previous years, when an impact of the launch was present.
- Contract values of HIMEDIC memberships were at an even higher level than in the previous fiscal year, when it reached a record high for the full year, accelerating further in the fourth quarter in particular.



Number of Members

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	Baycourt	XIV	Sun Members	Golf	Medical	Cruiser	KAHALA	Total
2020/3	20,507	77,982	31,485	30,001	21,534	381	578	182,468
2021/3	23,553	77,789	29,789	29,960	23,818	392	731	186,032
Change FY2020	+3,046	(193)	(1,696)	(41)	+2,284	+11	+153	+3,564
Change FY2019	+2,252	+390	(993)	(259)	+1,695	(10)	+578	+3,653

XIV+BCC+HM+KAHALA
+5,290

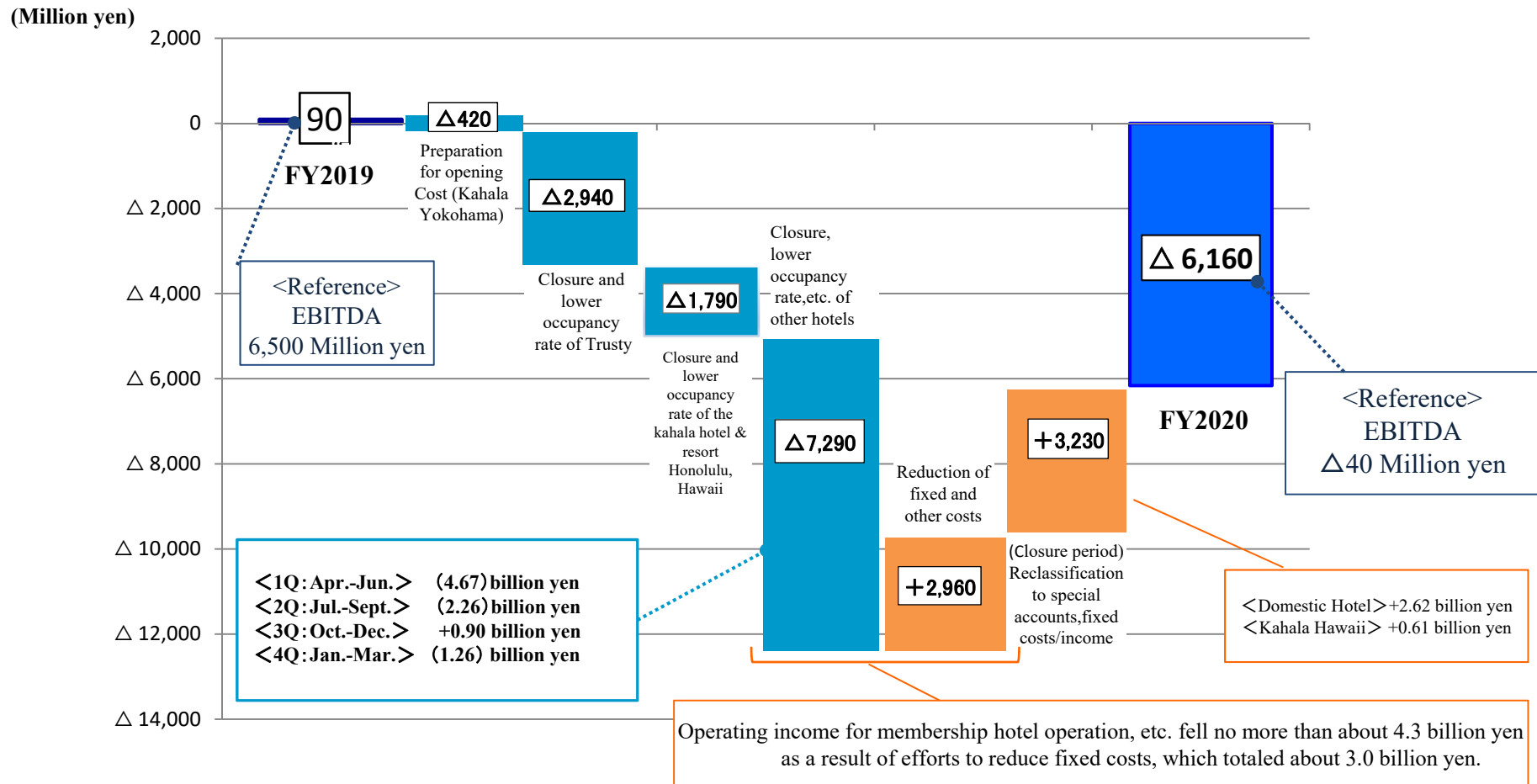
+4,915

*For cases in which members are in possession of multiple memberships, each of the memberships is counted as one member

Hotel and Restaurant Segment's Operating Income for FY2020 (compared with the same period of the previous FY)

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- In FY2020, operating income sharply declined due to the spread of COVID-19. Owing to the closure of facilities from the Golden Week to May/June (many reopened in June), applicable fixed costs (and income during the corresponding period: annual fees and income from amortization of deposits) were recorded under extraordinary losses/income. In addition, expenses centering on fixed costs were reduced.



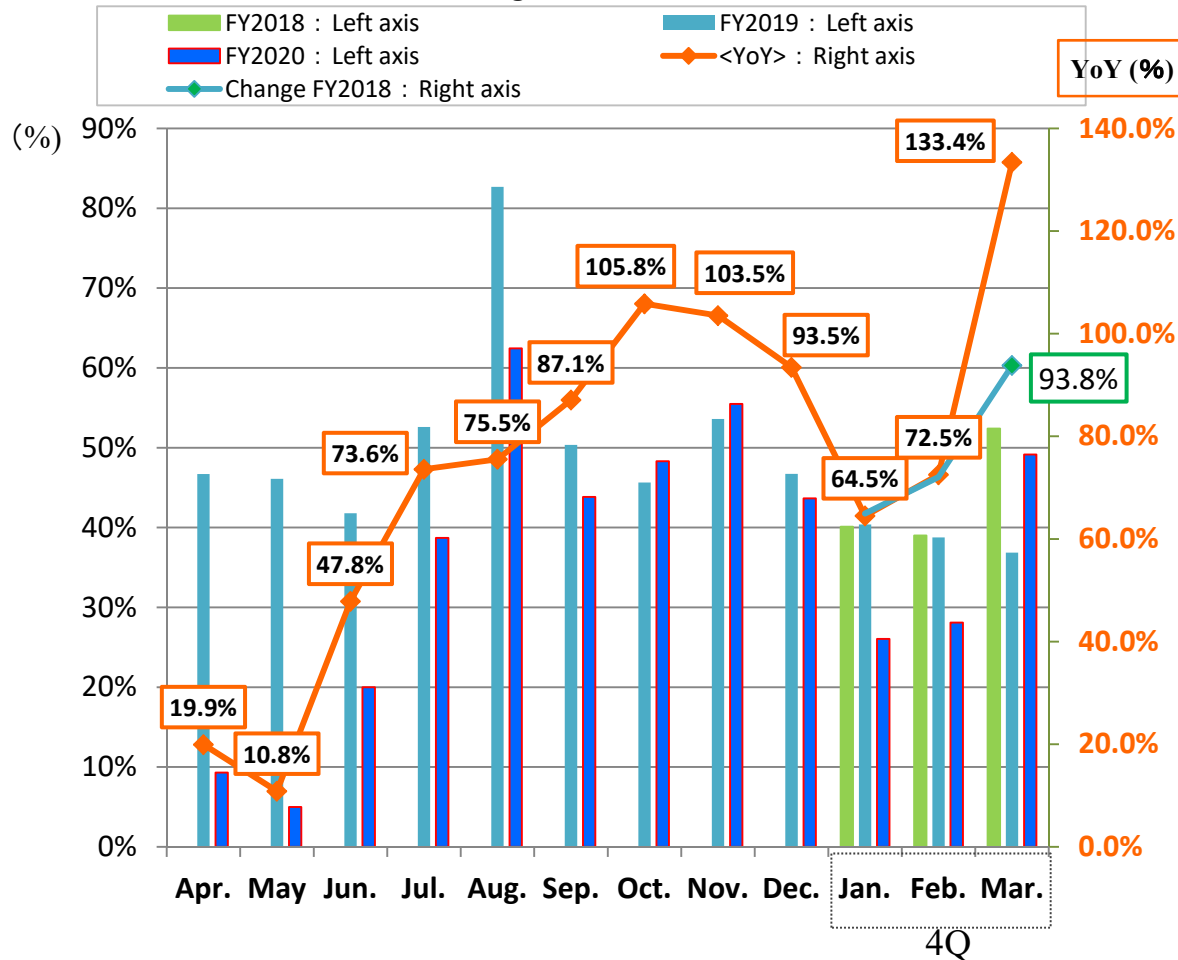
Trends in Hotel occupancy rate by months①

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Monthly occupancy rates of XIV, Baycourt, Trusty brands were compared. As the number of rooms during the closure period is included in the denominator, the occupancy rates saw the biggest drop in May when there were many days of business suspension (80 to 90% lower than the previous year). XIV's occupancy rate steadily improved since June, led mainly by a recovery in the use by members. However, as infections spread again from the second half of December and also with the most recent wave of infections, hotel and restaurant operations face difficult circumstances. The figures for January to March of 2019, in pre-COVID-19 times, are also included in this graph.

XIV occupancy rate

* The denominator includes the number of rooms at facilities during the closure



(Apr.~ Jun.)

The occupancy rate largely fell as most facilities were forced to shut operations after a state of emergency was declared in April.

(Jul.~Dec.)

Many facilities resumed operations in June. The occupancy rate recovered markedly, owing primarily to usage by owners. In the third quarter, in particular, the occupancy rate was boosted by the “Go to Travel Campaign” and temporarily exceeded the previous year.

(Jan.~Mar.)

After the emergence of the third wave of infections, the occupancy rate declined in January and February (60 to 70% of the previous year). There has been a significant impact, including the restrictions on restaurant opening hours, but the occupancy rate recovered in March to 90% of the same month in 2019.

(April 2021~ ※No graph)

Once again, the situation is dire, due to the fourth wave of infections, the declaration of a state of emergency, and other COVID-19 containment measures.

Occupancy rate (Apr,2021)

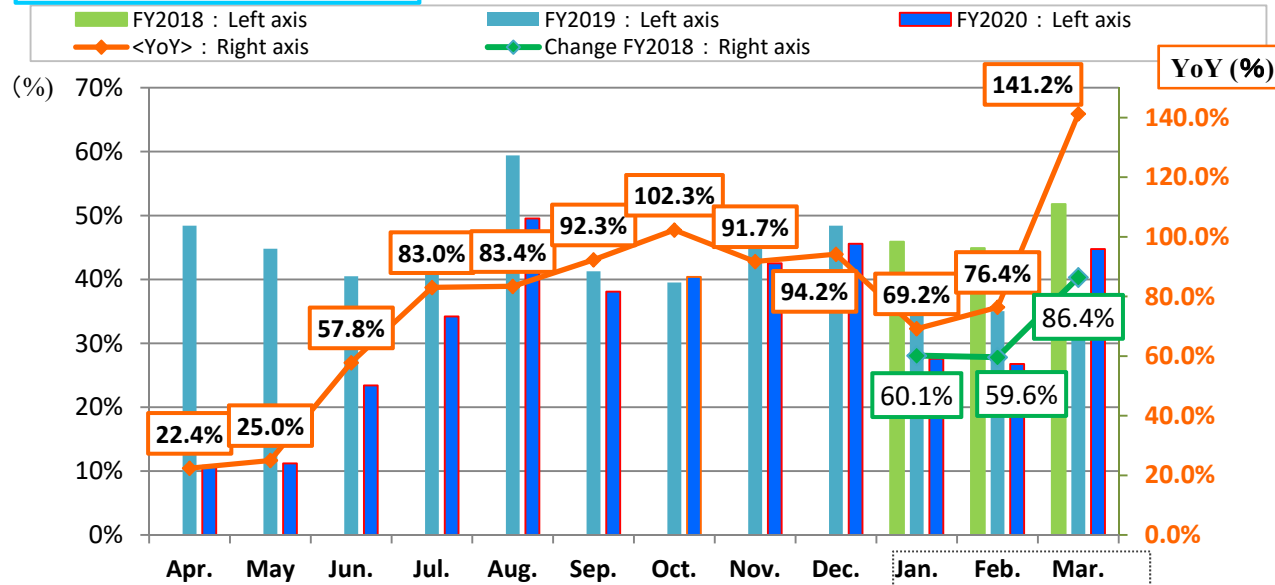
Change April,2019: about 76%

Trends in Hotel occupancy rate by months②

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Baycourt occupancy rate

* The denominator includes the number of rooms at facilities during the closure.



The occupancy rate followed a similar trajectory to XIV's, but was slightly higher than XIV's in January and February, at around 70 to 80% of the previous year. (This was partly because urban areas were affected by COVID-19 earlier in the previous year).

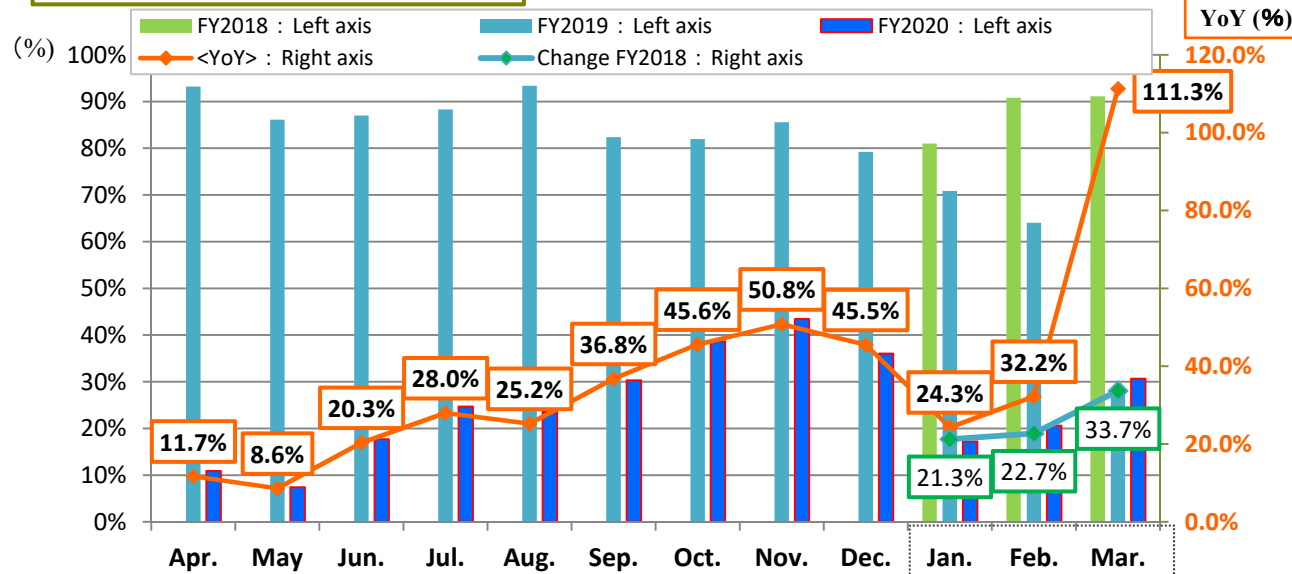
※ The figure to the left compares average occupancy rates including the figures for YOKOHAMA BAYCOURT CLUB from September 23 onward.

Occupancy rate (Apr,2021)

Change April,2019 : about 64%

Hotel Trusty occupancy rate

* The denominator includes the number of rooms at facilities during the closure.



The pace of recovery remained slow compared with membership hotels, but the occupancy rate rose gradually from June, reaching around 50% of the year earlier level in November.

The decline in January and February was significant, with business and inbound demand sluggish.

On the other hand, new efforts have been rolled out, such as long-term stay plans, and a trend toward improvement, albeit gradual, is seen in some of these areas.

Occupancy rate (Apr,2021)

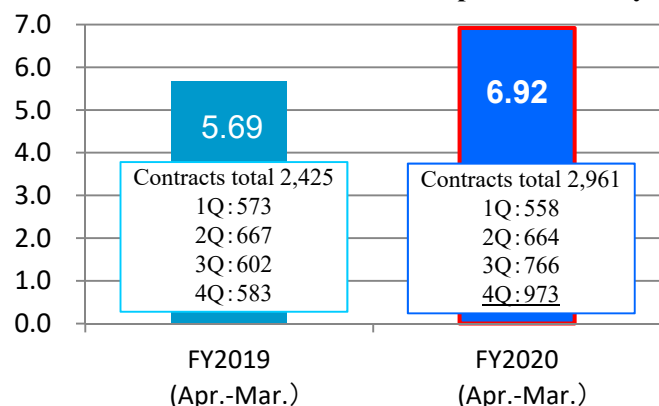
Change April,2019 : about 33%

Progress of Medical business

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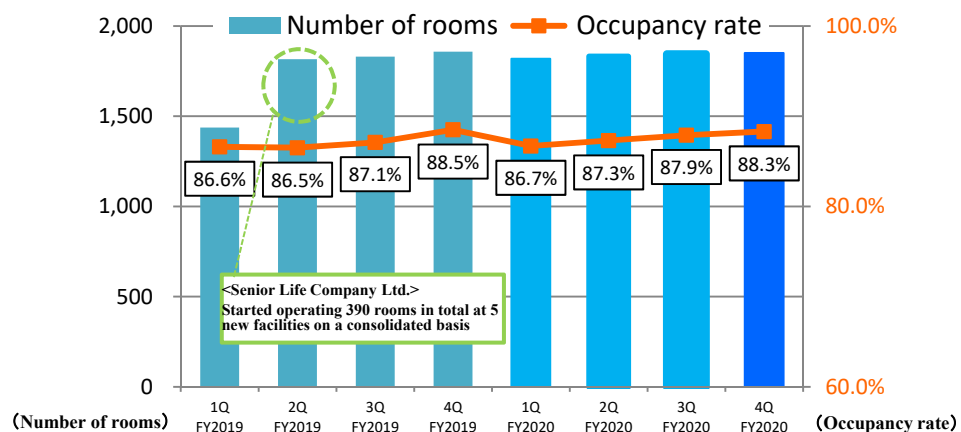
Sales of HIMEDIC memberships accelerated further in 4Q FY2020. The performance exceeds that in the previous year, when full-year contract values reached the all-time high. Performance of non-membership health check-ups was almost at the same level as the previous year due to the expansion of the check-ups capacity from August. Occupancy rates at facilities for the elderly were growing gradually, despite the impact of COVID-19.

◆ HIMEDIC sales <YoY> Contract unit price (Billion yen)



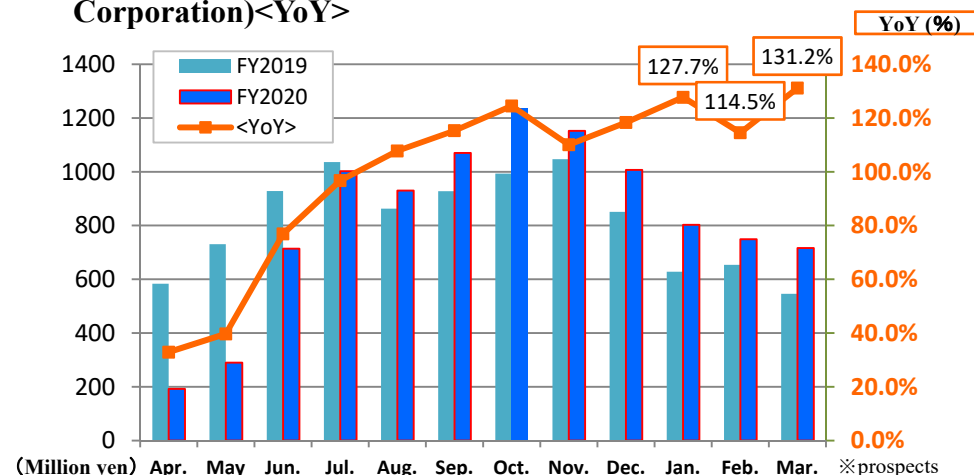
Needs expanded even during the COVID-19 crisis, with an increase in sales at HM's original sales organization.

◆ Quarterly trends of occupied rooms in Senior Lifestyle Business



The occupancy rate dropped during the period of April-June as the COVID-19 crisis made admission of new occupants and room renovations difficult. Figures remained on a gradual uptrend from July.

◆ Result of non-membership health check-ups (Shinkokai Medical Corporation) <YoY>



Income declined due to the facility closure during 1Q. Since August, however, figures showed a rebound and rose by 10 to 20 % year on year.

◆ Facilities for HIMEDIC and non-membership health check-ups are planned to be established at the International Hub for Healthcare Innovation in Nakanoshima, Osaka. (Since spring 2024)

Number of Members Final Target: 1,500 members
Conclusion of Basic Agreement: February 5, 2021

※The International Hub for Healthcare Innovation will be the first of its kind in Japan, featuring a concentration of medical institutions providing cutting-edge medical care including genomic medicine, artificial intelligence (AI), and the use of IoT based on regenerative medicine as well as companies engaged in the development of such medicine and support organizations, all under one roof.

◆ HIMEDIC Yamanakako Club Membership Sales

“HIMEDIC Yamanakako Club Double Course Neo”
(Membership Term: 15 years/10 years)
Start of sales: April 14, 2021
(Number of Members Final Target: Each 150 members)

Consolidated Balance Sheets

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(Million yen)

	2020/3	2021/3	Change		2020/3	2021/3	Change
Total current assets	125,296	152,856	+27,560	Total current liabilities	67,192	100,777	+33,584
Cash and deposits	21,164	48,367	+27,203	Notes and accounts payable-trade	1,117	1,335	+218
Notes and accounts receivable-trade	8,233	9,032	+798	Short-term loans payable	8,107	22,080	+13,972
Operating loans	53,549	58,268	+4,719	Current portion of bonds	150	150	-
Short-term investment securities	499	10,695	+10,196	Current portion of bonds with share acquisition rights	-	29,728	+29,728
Merchandise, raw materials and supplies	2,182	2,173	(8)	Accounts payable-other and accrued expenses	15,632	22,102	+6,469
Real estate for sale	22,077	15,668	(6,409)	Advance received	22,028	3,548	(18,480)
Real estate for sale in process	12,357	3,685	(8,671)	Other	20,155	21,831	+1,675
Other	5,231	4,964	(266)	Total noncurrent liabilities	200,649	185,673	(14,975)
Total noncurrent assets	275,537	254,386	(21,151)	Bonds payable and long-term loans payable	31,316	44,154	+12,838
Property, plant and equipment, net	193,748	176,366	(17,382)	Long-term guarantee deposited	101,768	103,950	+2,181
Intangible assets	10,580	9,218	(1,361)	Bonds with subscription rights to shares	29,770	-	(29,770)
Investments and other assets	71,208	68,801	(2,406)	Other	37,793	37,569	(224)
				Total liabilities	267,842	286,451	+18,609
				Net Assets	132,991	120,791	(12,200)
				Shareholders' equity	129,652	115,904	(13,747)
				Treasury shares	(1,802)	(1,787)	+14
				Accumulated Other Comprehensive Income	(50)	1,462	+1,513
				Subscription rights to shares	313	313	-
				Non-controlling interests	4,878	4,898	+19
Total assets	400,833	407,243	+6,409	Total liabilities and net assets	400,833	407,243	+6,409

Consolidated Cash Flows FY2020 (April to March)

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(Million yen)

	2020/3	2021/3
Cash flows from operating activities	19,096	22,981
Cash flows from investing activities	(8,247)	(13,577)
Cash flows from financing activities	(13,364)	22,012
Effect of exchange rate changes on cash and cash equivalents	(3)	(37)
Net increase (decrease) in cash and cash equivalents	(2,518)	31,379
Cash and cash equivalents at end of period	21,376	52,756

Initiatives and COVID-19 Countermeasures by Segment

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FY2020 (COVID-19 Countermeasures)

FY2021 (“Connect 50” Rolling Plan First Year)

Member
ship

- Temperature check and thorough implementation of other infection prevention measures during sales activities
- Securing of productivity of flexible workstyles including telework and partial leave
- Marketing according to the economic situation by industry sector amid the COVID-19 crisis

<Increase of contract value>

- Launch of new products
- Strengthening of existing properties (XIV) sales
- Improvement of productivity per hour through the promotion of flexible work arrangements and digitalization
- Vitalization of the organization, improvement of retention rate
- Promotion of the use of facilities, pursuit of synergy

Hotel and
Restaurant

<Infection prevention measures and social distancing measures>

- Health check by questionnaire upon arrival, “non-stop check-in/out”
- Use of V BLOCK Air, an airborne virus prevention product that contains ostrich antibodies
- In addition to in-room dining, we provide meals with thorough infection prevention measures.
- Thorough temperature check of employees, disinfection of public spaces, etc., every three hours

<Cost reduction/operational measures>

- Cost reduction centering on fixed costs (approx. 5.0 billion yen)
- Offering information and attracting customers by using LINE WORKS, loyalty program apps and other apps.

<Initiatives to enhance occupancy rate>

- Notifications using apps, social media, etc., strengthen communication
 - Vitalization of pleasure program (Customer Delight) and development of “brand employees”
 - Marketing strategy utilizing IT and data analysis
 - Development of potential customers from among corporations (and their employees)
 - Use of Group synergies for promotion of use and innovation of non-membership hotels
 - Improvement of revenue structure and promotion of work-style reform
- ⇒ Return to profit in both membership and non-membership hotel businesses

Medical

<Infection prevention measures and social distancing measures>

- Securing of goods for infection control (disinfectants, goggles, protective gear, etc.)
- Midtown Clinic: Cooperation with the Group’s hotels and other facilities, instructions on measures to be taken and strengthening of sanitation management
- Health check-ups/examinations: Adjustment of operation according to the situation
- Released “MUNOAGE V BLOCK SPAY” and distributed to employees
- Facilities for the elderly: Thorough disinfection, restrictions on visitors, access to facilities, and going out

<Enrichment of services for the Group’s customers>

- Telemedicine from the first consultation *Previously available only for return patients
- Group information dissemination to RTTG Point Club members. Consultation on infection countermeasures via telephone.

<Expansion of HIMEDIC membership sales>

- Launch of a new re-sale product at Yamanakako: “Double Course neo” Since April, 2024
- Enhancement and expansion of sales capacity (in Nagoya, etc.)

<Senior Lifestyle Business>

- Strengthening of human resources, hardware, sales foundations, etc.
- ⇒ Strengthening of brand
- Increase in occupancy rates (Aim for 95% within the fiscal year)
- ⇒ Improvement of profitability

<Medical service corporation Business and Aging Care Business>

- Proposal and permeation of new value through the launch of new brands
- Use of databases and AI to strengthen marketing

Head
Office

- Consideration of whether to apply for special loans (bank borrowings) to secure stable liquidity
- A commitment line of 85.0 billion yen has already been set up. *Including 30.0 billion yen for earthquake recovery and acquisition
- Reduction of various expenses including partial return of executive compensation (Apr.-Jun.) and reduction (Jul. onward)
- Payment of the salary to employees as compensation during closure (Compensate for the amount added to the minimum amount set by the government.)
- Performs PCR tests and antibody tests for employees.

<Digital Strategy and Human Capital Strategy>

- Promotion of diverse work styles to suit the times, strengthening of SDGs activities
- Amalgamation of Group human resources information and establishment of additional systems
- Improvement of labor efficiency and productivity through the promotion of obtaining multiple skills and jobs
- Strengthening of information security and revisiting thoroughness of information management

Closure/Operation of Facilities in Relation to COVID-19 in April - July 2020

(Under the first state of emergency declaration)

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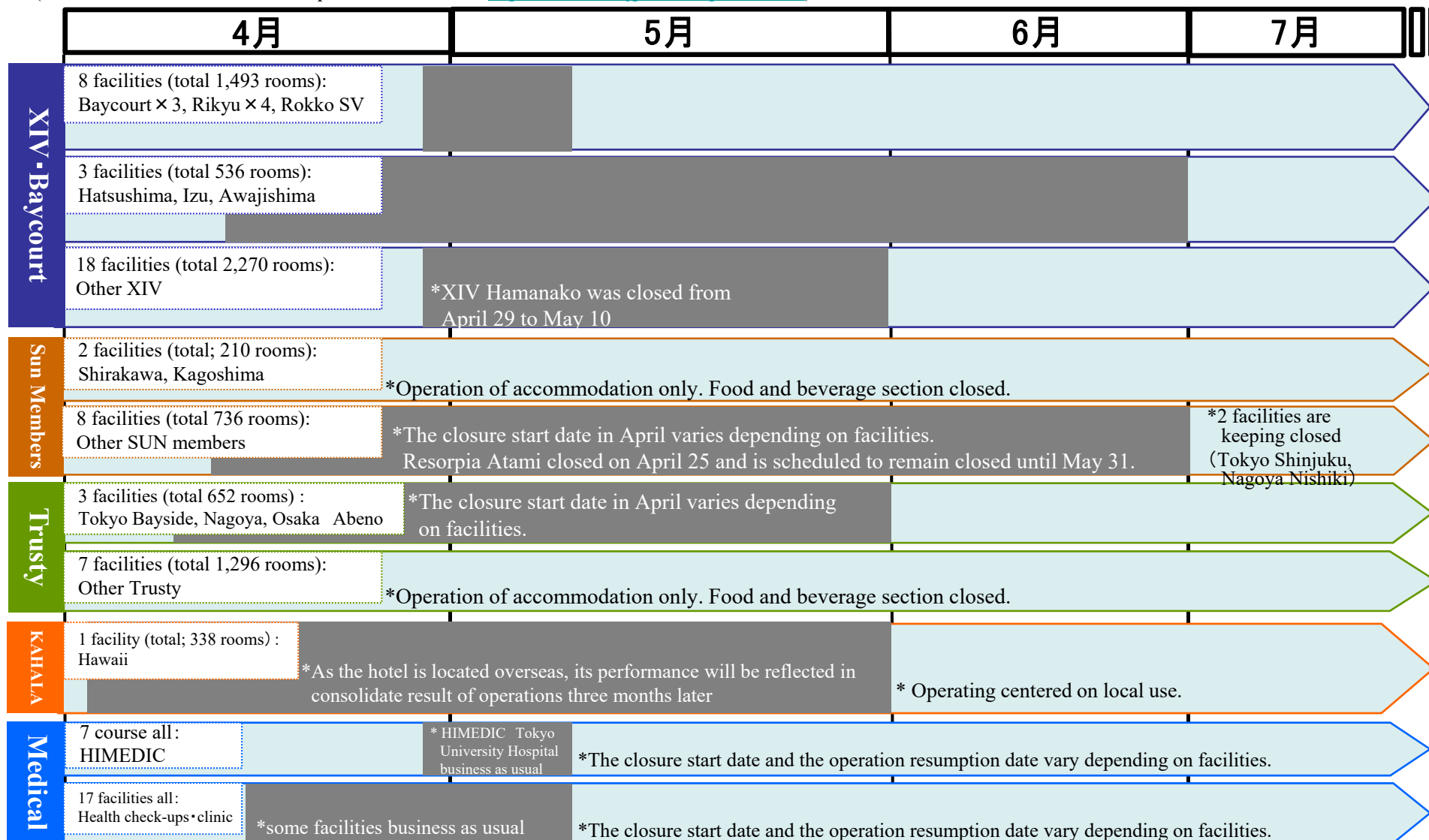
◆ Schedule for operation/closure of principal facilities of 1Q FY2020 (first state of emergency declaration)

*The schedule is subject to change. For the latest situations and detailed information, please refer to “Topics” on the Resorttrust official website.

*We are striving to enhance sanitation at our facilities in operation for the safety of our guests and employees.

(Reference: Resorttrust’s infection prevention measures <https://rt-clubnet.jp/hotels/sp/measures/>)

Operation Closed



* Not including unopened facilities as of May,1.

Operational Structure Under State of Emergency Declared Once Again in April 2021 (in Some Areas)

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◆ Areas subject to emergency measures

<Tokyo, Osaka, Kyoto, Hyogo(April 25 to May 31), Aichi, Fukuoka(May 12 to 31) >

- All drinking/eating establishments (those with operational license) in the prefectures subject to emergency measures are instructed to operate shorter hours, only 8 p.m. ※No alcoholic served.

◆ Areas subject to COVID-19 containment measures (Locations of Company facilities)

<Osaka, Kobe, Ashiya(April 5 to 24), Tokyo's 23 Wards, Kyoto(April 12 to 24), Yokohama(April 20~), Nagoya(April 20 to May 11) >

- All drinking/eating establishments (those with operational license) in the area subject to containment measures are instructed to operate shorter hours, only 8 p.m. ※alcohol served only 7 p.m.

	Target facility(Facilities subject to emergency measures)	Changes
XIV・Baycourt	Tokyo Baycourt , Yokohama Baycourt ※1, Laguna Baycourt , Ashiya Baycourt , XIV Hakone Rikyu※2, XIV Yugawara Rikyu※2, XIV Kyoto Yase Rikyu , XIV Arima Rikyu , XIV Rokko Sanctuary Villa , XIV Awajishima , XIV Naruto※2	●COVID-19 containment measures Closing time of restaurants, lounges and bars changed to 8 p.m. (alcohol served only 7 p.m.) ●Measures under the declaration of a state of emergency Closing time of restaurants, lounges and bars changed to 8 p.m. (No alcoholic served.) ※1 No alcoholic served.(April 28 to May 31) ※2 Requests by prefectural governments prioritized.
KAHALA	THE KAHALA HOTEL & RESORT YOKOHAMA※1	
Trusty	Nihonbashi Hamacho , Tokyo Bayside , Nagoya Sakae , Nagoya Shirakawa , Shinsaibashi , Osaka Abeno , Kobe Kyukyoryuchi , Kanazawa Korinbo ※2, Kumamoto ※2	
Sun Members	Kumihama , Kyoto Saga , Beppu ※2	
	Tokyo Shinjuku, Nagoya Nishiki	
Medical	No change	—

※The schedule is subject to change. For the latest situations and detailed information, please refer to “Topics” on the Resorttrust official website.

Business Forecast for FY2021

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<Consolidated Targets>

(Million yen)

	FY2020 results	FY2021 targets	Change
Net sales	167,538	158,200	(9,338)
Operating income	14,707	7,000	(7,707)
Ordinary income	17,647	6,700	(10,947)
Net income	(10,213)	4,700	+14,913
Net income per share (yen)	—	43.90	—
Annual Cash dividend (yen)	30	30	—

<Operating Income by Segment (before allocation)>

(Million yen)

		FY2020 results	FY2021 targets	Change
Membership	Sales	66,523	35,300	(31,223)
	Operating income	22,951	10,000	(12,951)
Hotel and Restaurant	Sales	60,322	79,880	+19,558
	Operating income	(6,165)	100	+6,265
Medical	Sales	40,022	42,260	+2,228
	Operating income	6,341	5,450	(891)
Other	Sales	670	760	+90
	Operating income	531	610	+79
head office costs	Operating income	(8,952)	(9,160)	(208)
Total	Sales	167,538	158,200	(9,338)
	Operating income	14,707	7,000	(7,707)

<Net Sales / Operating Income >

• Realization of revenue deferred in the previous year

(realization of the deferred revenue recorded upon opening of facilities, excluding revenue deferred during the year)

FY2020: Net sales of 20.1 billion yen and operating income of 7.1 billion yen for Yokohama Baycourt Club

FY2021: None

• Revenue deferred during the fiscal year (due to sales of unopened properties)

FY2020: None

FY2021: Net sales of 10.2 billion yen fall and operating income of 3.6 billion yen fall for Takayama

• Differences from start-up costs associated with the opening

FY2020: Yokohama Baycourt Club/KAHALA

FY2021: None

• Depreciation cost

Yokohama Baycourt Club/KAHALA (following the opening),

Decrease due to impairment loss, etc.

• Increase in membership fees and income from amortization of deposits

Yokohama Baycourt Club, increased membership of HM and XIV

• Impact of changes in profit recognition standards

HIMEDIC and Facilities for the elderly:

Net sales and operating income of 1.5 billion yen fall

• Fixed costs and other expenses incurred during the closure of the facilities will be recorded as extraordinary losses.

FY2020: 3.5 billion yen (facility fixed costs/fixed income including annual fees)

FY2021: None

<Non-operating and Extraordinary Items >

• FY2021: Subsidy income of 3.8 billion yen

FY2022: None

• FY2021: Fixed costs during closed periods, etc. 3.5 billion yen

FY2022: None

• FY2021: impairment loss of 22.0 billion yen

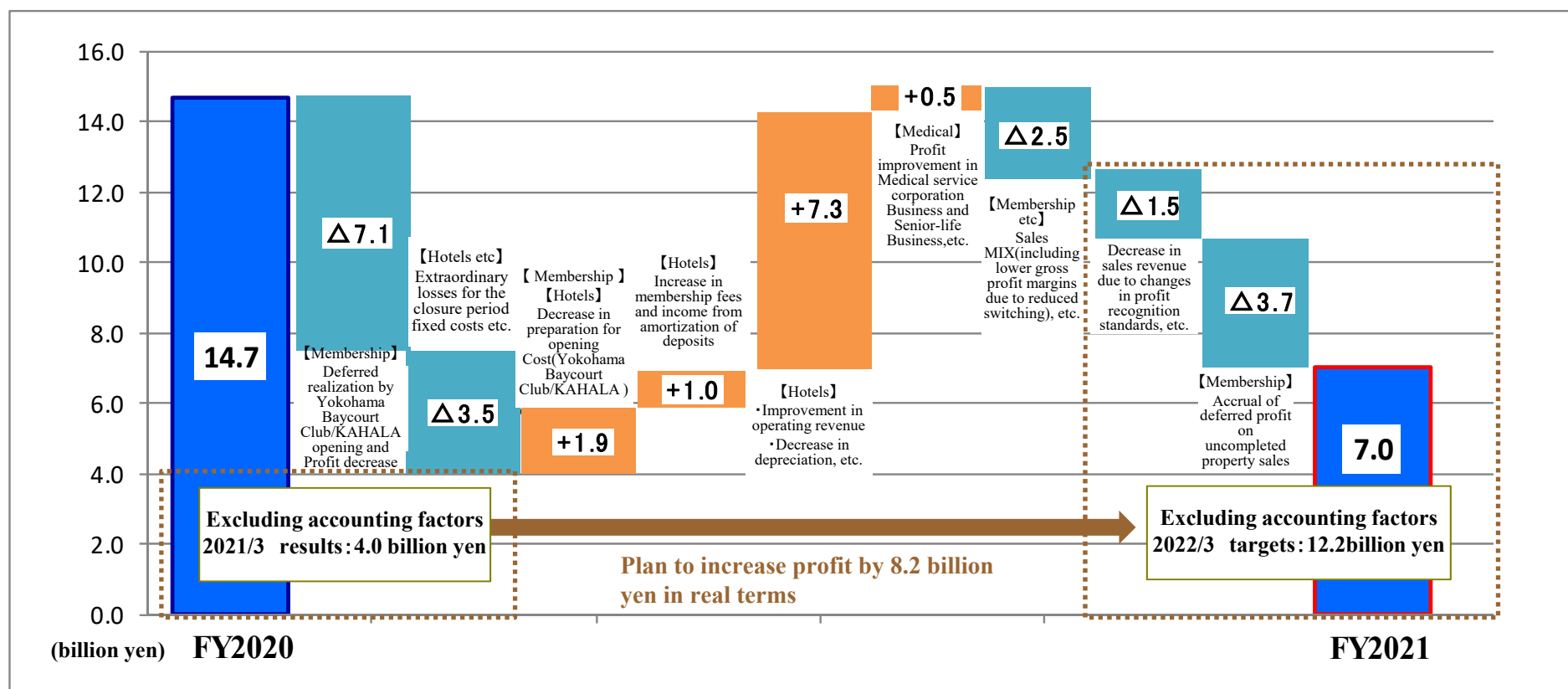
FY2022: None

Business Forecast for FY2021

Operating Income (Effects of deferred revenue)

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- Lower profit was mainly due to deferred realization. (Hotel opening in the previous FY : Yokohama Baycourt Club ⇒ In this FY:nothing,change in accounting in this FY, etc.)
- If not for the above reasons, the profit is expected to increase.



※ Recording of the real estate portion of revenue from pre-opening sales of hotel memberships is deferred until the hotel's opening. Please refer to p.30~31 for details.

Group's Development Schedule(~FY2023)

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(Membership resort hotel) In consideration of the inventory situation, properties for sale will be expanded in the Chubu, Kanto and Kansai regions between FY2021 and FY2023. While maintaining a constant development pace in line with sales plans, the scale of guest room numbers will be somewhat smaller than before on average. Aim to realize destination hotels, where guests can relax in hotel rooms and the hotel stay itself becomes the purpose of travel.
 (Medical examination club on a membership basis) Plan to expand the capacity of existing facilities through the extension of floors and other means at the Nagoya facility, and to open new facilities in Kansai and Kanto regions in 2024 and beyond

<Sales and business commencement schedule_May 14, 2021>

- Commencement of business and acquisition
- Commencement of sales

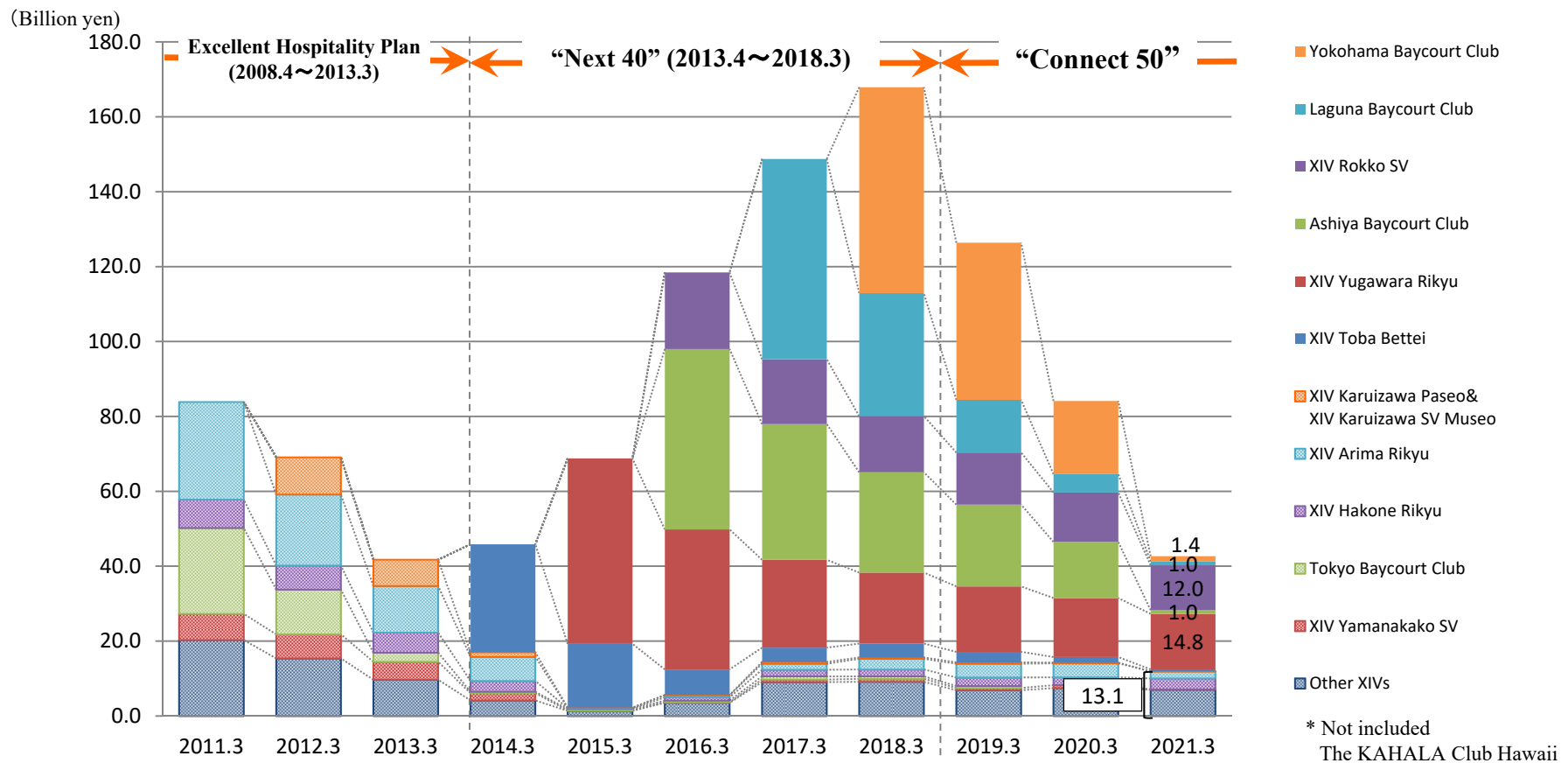
Medium-term management plan	Previous medium-term management plan Next40					Current medium-term management plan Connect 50			「Connect 50」Rolling plan				
	Fiscal year	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Sales and business commencement schedule	Membership resort hotels		● XIV Toba Bettei						● Yokohama Baycourt Club				
				● XIV Yugawara Rikyu									
					● Ashiya Baycourt Club								
						● XIV Rokko SV							
							● Laguna Baycourt Club						
Business commencement schedule	Luxury hotel (LH)		● THE KAHALA						● THE KAHALA Yokohama				
	Hotel Trusty (HT)		● Kahazawa			● Nagoya Shirakawa		● Nihonbashi Hamacho					
							● Kumamoto						
	Medical examination club on a membership basis		● HIMEDIC Mictown		● HIMEDIC Tokyo Bay	● HIMEDIC Kyoto University Hospital			● Tokyo Nihonbashi				
					● HIMEDIC Nagoya						● (Expansion of existing capacity)		
											● Kansai		
											● Kanto		
		● Mikage	● Todoroki	● Hongo	● Tokiwamatsu	● Aactiva Briva	● Shirakabe	● Bashamichi	● Ogikubo				
			● Higashiminemachi			● Shijo Karasuma			● 5 facilities*				

* Private Nursing Home “Felio Tamagawa” “Felio Seijyo” “Felio Tenjin” “Felio Momochi” & “Resius Momochi”

Trend of sales inventories (contract value basis)

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- During the period of the before the last medium-term management plan (April 2008 to March 2013) when the Group postponed development in view of the collapse of Lehman Brothers and the impact of the earthquake, inventories shrank.
- During the period of the previous medium-term management plan (April 2013 to March 2018), inventories temporarily increased to over 160 billion yen as the Group accelerated development and sales in response to the accumulated demand.
- Inventories decreased about 120.0 billion yen three years after the current medium-term management plan was launched. The Group has sales inventories amounting to over 40.0 billion yen as of March 31, 2021, which are sufficient for roughly less than a year. (Not included The KAHALA Club Hawaii)



*Acquired development site: Kinugawa, Chiba(Suzumejima・Hota), Karuizawa, Hakonegora, Atamiizusan, Hamanako, Takashima, Takayama, Land adjacent to Laguna Baycourt Club.

Initiatives to strengthen and entrench the Group brand

RESORTTRUST GROUP

“RTTG Point Club” was launched in April 2019 as part of initiatives to strengthen and entrench the Group brand under the Medium-term Management Plan “Connect 50”.

In addition to this measure, we will enhance the points of contact with customers to take initiatives with an aim to become a distinguished corporate group with its unique Group brand by fostering close membership ties that last for a lifetime, going beyond creation of value across individual businesses and product brands.

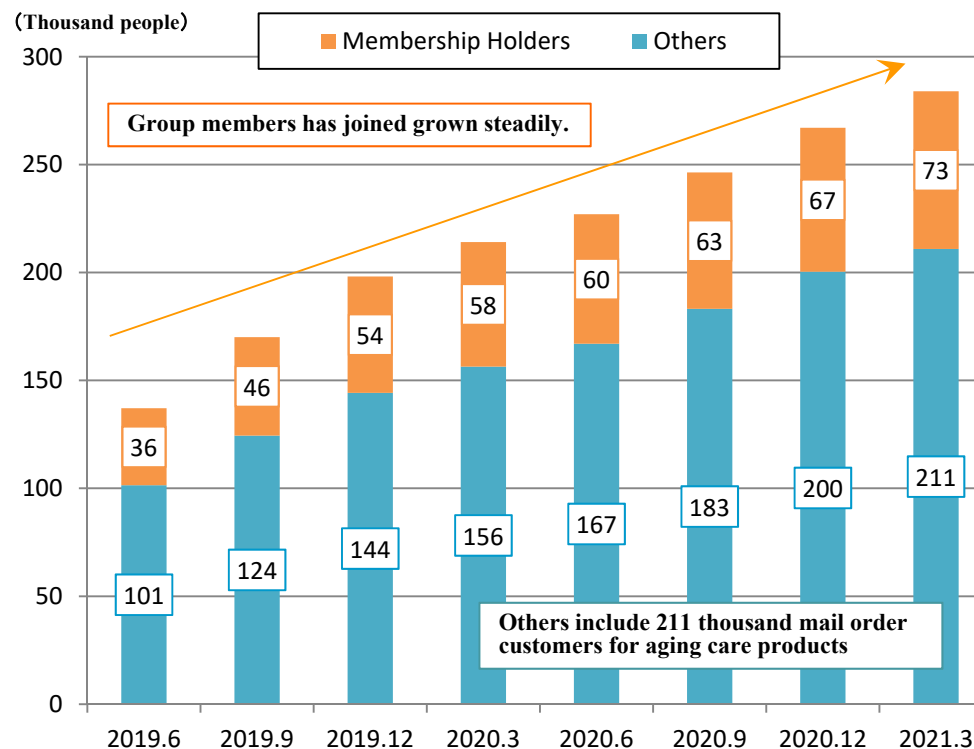
<Utilization of functions to create synergy>

- Push notifications → Announce the Group’s various plans, campaign information, etc. Disseminate information to stimulate use of the Group’s products and services in real time.
- Dissemination of information on the Group → Distribute information on enrichment of the Group’s various products and services, etc. to enhance membership holders’ recognition. Information on infection prevention was disseminated amid COVID-19 crisis.

Approximately 284,000 total point club members including the general public as of the end of 2021.3.

(Of these, membership holders increased to approximately 73,000.)

Progress of RTTG Point Club



ポイント獲得/利用対象



Our group's ESG Outline①

RESORTTRUST GROUP

Resorttrust Group Management Philosophy

Hospitality Charter [Code of Conduct]

medium-term management plan “Connect 50”

Materiality for the Group's business (risks and opportunities)

- Demand for stay and accommodation facilities for affluent people and general consumers (Japan & overseas)
- Tourism-oriented nation, regional revitalization, labor shortages, promotion of diversity
- Enrichment of high-quality and safe services and facilities for seniors
- Rising needs for health maintenance and preventative medical care through early detection
- R&D for highly advanced medical treatment and development of the aging care business.



Resolution of social issues
Sustainable enhancement
of corporate value






<Categorization based on ESG issues>

	Materiality for the Group's business (risks and opportunities)	Specific initiatives (examples)
E	<ul style="list-style-type: none"> • Harmony with the natural environment, conservation of the ecosystem • Reduction of environmental impacts during development, energy saving, resource saving, promotion of recycling, prevention of contamination <p><The beauty of nature is the most charming and irreplaceable asset for the resort business.></p> <p>Relevant policies: Environmental Policy (established in 2005)</p>	<ul style="list-style-type: none"> • Shift to LED, mega-solar, eco-stay • Use of eco-cars • Origami Action (biodiversity) • Use of coffee beans certified by Rainforest Alliance • Tree-planting during development, green campaign, etc.
S	<ul style="list-style-type: none"> • Response to labor shortages by enhancing productivity, such as through promotion of digitization • Active participation of women in the hospitality industry to promote leisure, health and beauty • “Diversity” of human resources to respond to rapid change in society <p><The Group's businesses share “hospitality” as a key concept and a source of strength.></p> <p>Medium-term target: Male employees taking childcare leave: 50%(March, 2024), ratio of female managers: 25%(April, 2025), number of holidays per year (hotel employees): 105 days→120 days (working hours: 2,085H→1,920H)</p>	<ul style="list-style-type: none"> • Enhancement of employment of persons with disabilities (received various awards) • Revision and reduction of working hours, increase of the number of holidays • Establishment of the Diversity Promotion Office, promotion of activities • Declaration of “Health and Productivity Enterprise,” White 500 • Kurumin certification obtained, enrichment of various internal plans • Promotion of workstyle reform by promoting systematization.
	<ul style="list-style-type: none"> • Contribution to regional vitalization and revitalization, enrichment of facilities corresponding to inbound demand • Joint research and technological innovation with medical institutions: To “create a society where cancer claims no precious lives” • Enrichment of nursing care facilities and services to create safe and affluent lifestyles <p><Through provision of a wide range of leisure, health, and medical services to society, help customers discover and celebrate the very finest that life has to offer></p> <p>During the period covered by the current medium-term management plan: Development of hotels based on requests from and cooperation with local governments, such as the cities of Ashiya, Kumamoto, and Yokohama Double the profit by expanding the Medical Business (senior lifestyle facilities: approx. 1,500 rooms→3,000 rooms)</p>	<ul style="list-style-type: none"> • Local recruitment (creation of employment in regions) • Local production for local consumption, dietary education and regional activities • Planning and participation in experiences in nature • Securing of safety and quality of facilities and products • Enhancement of facilities for health check-ups, enrichment of medical and nursing care facilities <p>Development of equipment for Boron Neutron Capture Therapy (BNCT) → Start of clinical trial in November 2019</p>
G	<ul style="list-style-type: none"> • Strong relationships of trust with stakeholders, management of various risks • Securing management transparency (enhancement of the ratio of outside directors, promotion of diversity) • Averting the risk of “galapagosization” of corporate management because of the distinctive nature of the Group's business <p><Losing trust is the greatest risk.></p>	<ul style="list-style-type: none"> • Structure: Company with Audit and Supervisory Committee • Voluntary committees: 2 (Remuneration Advisory Committee, Appointment Advisory Committee) • Ratio of outside directors: 35.3%, ratio of female directors: 11.8% • Establishment of the Risk Management Committee, enrichment of the structure

Our group's ESG Outline②

RESORTTRUST GROUP

<External evaluation associated with ESG>

	Selected as a constituent of the SOMPO Sustainability Index for FY2020 list for the second consecutive year (Sompo Japan Nipponkoa Asset Management)	June. 2020
	Selected as a constituent of the MSCI-japan-empowering-women-index(WIN)	June. 2020
	Certified as one of the enterprises in the “Health and Productivity Enterprises 2020 list for the fourth consecutive year (Ministry of Economy, Trade and Industry, Nippon Kenko Kaigi)	February. 2020
	Received “Ikumen Ikuboss Award” as part of the Aichi Prefecture Family Friendly Company Commendations for FY2018 (Aichi Prefecture)	February. 2020
	Reception of Encouragement Award (President of Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers Award) for “Fiscal Year 2019 Good Example of Workplace Improvement for Employment of Persons with Disabilities” (Sponsor: Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers (independent administrative organization); Benefactor: Ministry of Health, Labour and Welfare)	January. 2020
	Selected as an excellent company from among the “Aichi Shining Women Companies” for FY2019 (Aichi Prefecture)	October. 2019
	The Company’s 24 employee cafeterias received the highest recognition (three stars) under the Healthy Meal and Dietary Environment Consortium Smart Meal certification system.	October. 2019

	Obtained the Next-generation Certification Mark known as “Kurumin certification” for the second time in 2019 (Ministry of Health, Labour and Welfare) *Obtained Kurumin certification for the first time in 2016.	January. 2019																				
	Received the Excellent Company Award for Employment of Persons with Disabilities under Tokyo Metropolis’ program for commendation of excellent companies for employment of persons with disabilities for FY2017 (Tokyo Metropolis)	September. 2017																				
	Received the FY2015 Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers President’s Award for Effort (excellent site for employment of persons with disabilities) (Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers)	September. 2015																				
	Selected for inclusion in FY2014 Diversity Management Selection 100 (Ministry of Economy, Trade and Industry)	March. 2015																				
	Received the Minister of Health, Labour and Welfare Award (the highest award) for FY2013 for “Workplace improvement best practices for employment of persons with disabilities” (hosted by Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers under the auspices of the Ministry of Health, Labour and Welfare)	September. 2013																				
																						
	<p>Employee with disabilities</p>  <table border="1"> <caption>Employee with disabilities (%)</caption> <thead> <tr> <th>FY</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr><td>2012</td><td>1.96</td></tr> <tr><td>2013</td><td>2.16</td></tr> <tr><td>2014</td><td>2.20</td></tr> <tr><td>2015</td><td>2.29</td></tr> <tr><td>2016</td><td>2.82</td></tr> <tr><td>2017</td><td>3.04</td></tr> <tr><td>2018</td><td>3.25</td></tr> <tr><td>2019</td><td>3.40</td></tr> <tr><td>2020</td><td>3.36</td></tr> </tbody> </table>	FY	Percentage (%)	2012	1.96	2013	2.16	2014	2.20	2015	2.29	2016	2.82	2017	3.04	2018	3.25	2019	3.40	2020	3.36	
FY	Percentage (%)																					
2012	1.96																					
2013	2.16																					
2014	2.20																					
2015	2.29																					
2016	2.82																					
2017	3.04																					
2018	3.25																					
2019	3.40																					
2020	3.36																					
	The former Emperor and the Empress visited the Tokyo Head Office Clerical Work Support Center in connection with the Company’s receipt of the Minister of Health, Labour and Welfare Award																					

<Reference>

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<Reference> Topics for Fiscal Year 2020

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- (1) **Nihonbashi Muromachi Mitsui Tower Midtown Clinic opened. (Departments gradually started providing services.)**
 - **Health check-up/examination department: Service started on May 18, 2020.**
 - **Outpatient treatments: Service started on May 11, 2020.**
- (2) **GRAND HIMEDIC CLUB “HIMEDIC Tokyo Nihonbashi Course” service started (June 3, 2020)**
- (3) **Exclusive membership resorts, YOKOHAMA BAYCOURT CLUB HOTEL & SPA RESORT and THE KAHALA HOTEL & RESORT YOKOHAMA, to opened on September 23, 2020**
- (4) **Acquisition of Land for membership resort hotel development site [land: Takayama City, Gifu Prefecture] (September 28, 2020)**
- (5) **『Notice of Revision of the Financial Results Forecast, Payment of a Dividend of Surplus (Interim Dividend), and Revision of the Dividend Forecast』 released (November 10, 2020)**
- (6) **Announcement of Acquisition of Land for Hotel [Adjacent to Laguna Bay Court Club] (December 21,2020)**
- (7) **Notice of Acquisition of Shares of Dia Medical Net, Inc. via its consolidated subsidiary iMedical Inc. (December 22,2020)**
- (8) **The basic agreement was signed on leasing a space in the International Hub for Healthcare Innovation planned in the city of Osaka’s Nakanoshima 4-chome, where we plan to open a new facility for HIMEDIC health checkups, general corporate health checkup programs and “ningen dock” (human dock) comprehensive checkup service. (February 9, 2021)**
- (9) **Notice of Revision of Financial Results Forecast, Recording of Extraordinary Losses, and Upward Revision of Year-end Dividend Forecast for Fiscal Year Ending March 31, 2021 (March 16, 2021)**
- (10) **Midtown Clinic and Toshiba have signed a Joint Research Agreement on microRNA Detection Technology for Early Detection of Cancer in the Tokyo Nihonbashi Medical Examination Course of the Grand HIMEDIC Club Tokyo (March 16, 2021)**

<Reference> Topics for Fiscal Year 2021

RESORTTRUST GROUP

- (1) Establish a website on sustainability for the Resorttrust Group. Promote efforts toward SDGs and ESG management.(April 1, 2021)**
- (2) Announcement of Membership Sales Launch for New Courses of “HIMEDIC Yamanakako Club” (April 13, 2021)**
- (3) Notice Concerning Abolishment of Officers’ Retirement Benefits System and Introduction of a Restricted Share Compensation System (April 14, 2021)**
- (4) Notice Concerning Rollout of Medium-Term Management Plan “Connect 50” and establishment of the “Resort Trust Group Identity”(May 14, 2021)**
- (5) Held without spectators of the Resorttrust Ladies golf championship was held at St. Creek Golf Club.(from May 27 to May 30, 2021)**
- (6) The Dunlop Srixon Fukushima Open was held at Grandee Nasu Shirakawa Golf Club’s course. (from June 24 to June 27, 2021)**

<Reference> Contract Values of Membership FY2020

(April to March)

RESORTTRUST GROUP

(Billion yen)

	2021/3 results	2020/3 results	YoY Change	2021/3 Progress rate of contract (cumulative)	2022/3 targets
Takayama	—	—	—	—	22.0
The KAHALA Club Hawaii	0.6	1.9	(1.3)	—	0.5
Yokohama Baycourt Club	18.7	22.7	(3.9)	98.9%	2.0
Laguna Baycourt Club	5.5	10.9	(5.4)	—	1.5
XIV Rokko SV	1.4	0.8	+0.6	54.0%	5.0
Ashiya Baycourt Club	15.1	7.9	+7.2	—	1.5
XIV Yugawara Rikyu	2.1	2.4	(0.4)	81.0%	6.8
Other Hotels	11.0	10.2	+0.8	—	15.3
Hotel Membership Total	54.3	56.7	(2.3)	—	54.6
Golf	0.8	0.4	0.4	—	0.3
HIMEDIC	6.9	5.7	1.2	—	6.1
Total	62.1	62.8	(0.7)	—	61.1

* Progress rate of the total contract amount

<Reference> Sales of Membership Segment FY2020

(April to March)

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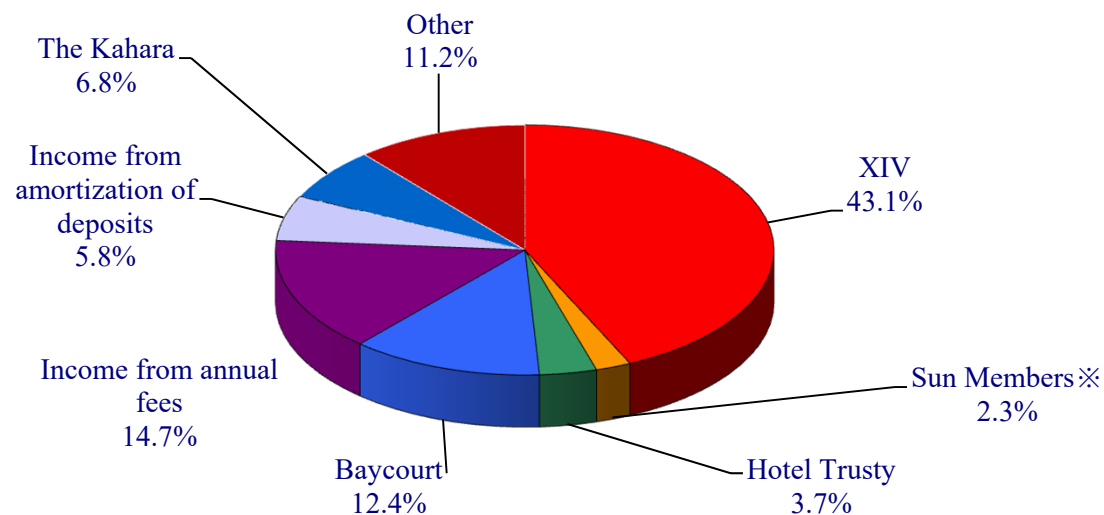
(Billion yen)

		2021/3 results	2020/3 results	YoY Change	2022/3 targets
Takayama		—	—	—	{ 18.7
The KAHALA Club Hawaii		0.3	0.8	(0.6)	0.2
Yokohama Baycourt Club		{ 16.2	{ 20.2	(4.0)	1.7
Laguna Baycourt Club		4.9	9.8	(4.9)	1.4
XIV Rokko SV		1.3	0.7	+0.5	4.6
Ashiya Baycourt Club		13.4	7.1	+6.3	1.4
XIV Yugawara Rikyū		1.7	2.0	(0.3)	6.3
Other Hotels		7.9	8.3	(0.5)	10.0
Hotel Membership Total		45.6	48.9	(3.3)	44.2
Deferred Sales	Yokohama Baycourt Club	{ 20.1	{ (10.7)	+30.8	—
Deferred Sales	Takayama	—	—	—	{ (10.2)
All Hotels		65.7	38.2	+27.5	34.0
Other		0.8	0.7	+0.1	1.3
Membership Operations Total		66.5	38.9	+27.6	35.3

<Reference> Sales of Hotel and Restaurant Segment FY2020

(April to March)

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(Million yen)

	2021/3 results	2020/3 results	2022/3 targets
XIV	25,987	32,626	30,849
Sun Members	1,379	4,117	2,072
Hotel Trusty	2,232	6,511	4,363
Baycourt	7,482	9,035	9,499
Income from annual fees	8,895	8,449	9,183
Income from amortization of deposits	3,511	3,544	4,178
The Kahala	4,101	7,998	9,466
Other	6,731	8,377	10,265
Total	60,322	80,659	79,880

※Sun Members Resorpia Hakone was closed on Nov.30,2019

※Reclassified under extraordinary losses/income as they represent income during the facility closure period(annual fees(887) million yen,amortization of deposits (360) million yen

<Reference> Operations by category FY2020

(April to March)

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<HOTEL>

Number of overnight visitors

(Thousands)

	2019/3 results	2020/3 results	2021/3 results	2022/3 targets
XIV	1,839	1,761	1,254	1,672
Sun Members	418	366	98	159
Hotel Trusty	689	685	240	500
Baycourt	217	281	234	333

Occupancy rates

(%)

	2019/3 results	2020/3 results	2021/3 results	2022/3 targets
XIV	50.2	48.0	35.5	46.0
Sun Members	60.4	57.5	16.6	43.5
Hotel Trusty	90.4	77.0	24.9	59.4
Baycourt	48.3	43.1	33.5	44.4

<Reference>

2021/3 results (operating only)
39.1
23.1
28.3
34.2

Spending per visitor

(yen)

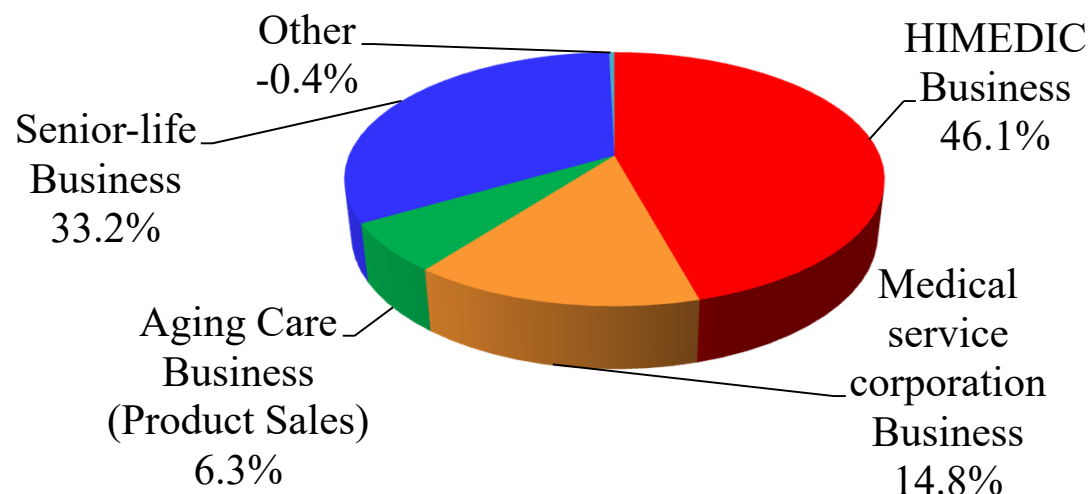
	2019/3 results	2020/3 results	2021/3 results	2022/3 targets
XIV	18,915	18,523	20,716	18,442
Sun Members	11,268	11,228	11,880	11,453
Hotel Trusty	9,612	9,492	9,267	8,721
Baycourt	32,671	32,098	33,695	30,798

* The denominator excludes the number of rooms at facilities during the closure.

<Reference> Sales of Medical Segment FY2020

(April to March)

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(Millions yen)

	2021/3 results	2020/3 results	2022/3 targets
HIMEDIC Business	18,457	16,479	18,063
Medical service corporation Business*	5,905	6,275	7,201
Aging Care Business(Product Sales)	2,512	2,540	2,762
Senior-life Business	13,304	12,299	14,140
Other	(157)	1,272	91
Total	40,022	38,867	42,260

※Operation support for general medical service business, etc.

<Senior residences and private nursing homes>

	2021/3 results	2020/3 results	2022/3 targets
Occupancy rates(%)	88.3	88.5	94.2
number of rooms	2,097	2,100	2,097

<Reference> Effects of Deferred Revenue from properties before hotel opening (FY)

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« Method of recording sales and income from property before hotel opening » P.31

Registration fee treated as Sales upon signing.

Sales or Cost of the real estate  deferred until the Hotel opens

*Discriminated "+" is in realized period. And discriminated "0" is in unrealized period.

Fiscal year	Results for FY2014 (2015/3)	Results for FY2015 (2016/3)	Results for FY2016 (2017/3)	Results for FY2017 (2018/3)	Results for FY2018 (2019/3)	Results for FY2019 (2020/3)	Results for FY2020 (2021/3)	Targets for FY2021 (2022/3)								
Contract amount of properties before completion of construction	(XIV Yugawara) 9.2 billion (XIV Toba Bettei) 11.8 billion	(XIV Rokko SV) 4.5 billion (Ashiya Baycourt) 30.1 billion (XIV Yugawara) 12.3 billion	(Laguna Baycourt) 20.0 billion (XIV Rokko SV) 3.2 billion (Ashiya Baycourt) 12.5 billion	(Yokohama Baycourt) 7.2 billion (Laguna Baycourt) 20.8 billion (XIV Rokko SV) 2.5 billion	(Yokohama Baycourt) 13.0 billion	(Yokohama Baycourt) 22.7 billion	None	(Takayama) 22.0 billion								
Deferred sales and income from properties	Sales	Income	Sales	Income	Sales	Income	Sales	Income	Sales	Income	Sales	Income	Sales	Income	Sales	Income
Takayama															(10.2)	(3.7)
Yokohama Baycourt					(3.5)	(1.2)	(6.2)	(2.1)	(10.5)	(3.4)					+20.1 *	+7.1
Laguna Baycourt				(10.2)	(3.2)	(10.4)	(3.4)				+20.5 *	+7.1				
XIV Rokko SV			(2.1)	(0.4)	(1.4)	(0.3)	(1.1)	(0.2)			+4.7 *	+1.1				
Ashiya Baycourt			(15.3)	(5.4)	(6.1)	(2.2)					+21.2 *	+8.2				
XIV Yugawara Rikyu	(4.7)	(1.3)	(5.5)	(1.7)												
XIV Toba Bettei (From FY 2013)	(6.3)	(1.7)														
Value affected(Single Year)	(11.0)	(3.0)	(13.2)	(4.6)	(7.5)	(2.3)	+6.2	+3.4	+18.9	+6.1	(10.5)	(3.4)	+20.1	+7.1	(10.2)	(3.7)

* Realized Value (Results) includes the difference between the preliminary cost and the fixed cost

Financial highlights of consolidated results	Results for FY2014 (2015/3)		Results for FY2015 (2016/3)		Results for FY2016 (2017/3)		Results for FY2017 (2018/3)		Results for FY2018 (2019/3)		Results for FY2019 (2020/3)		Results for FY2020 (2021/3)		Targets for FY2021 (2022/3)	
	Sales	Operating income	Sales	Operating income	Sales	Operating income	Sales	Operating income	Sales	Operating income	Sales	Operating income	Sales	Operating income	Sales	Operating income
Disclosed figures (Recorded value)	120.4	16.0	142.2	18.6	143.5	13.5	165.4	17.7	179.5	18.9	159.1	11.6	167.5	14.7	158.2	7.0
(For reference)① Value excluding effects of deferred values	131.4	19.1	155.4	23.2	151.0	15.8	159.2	14.3	160.7	12.8	169.7	15.0	147.4	7.6	168.4	10.7
(For reference)② ①+ Excluding effects of extra costs	131.4	19.1	155.4	23.8	151.0	17.0	159.2	15.8	160.7	14.4	169.7	16.0	147.4	8.5	168.4	10.7

<Reference> Income and Accounting for a Core XIV Facility

(Before completion of construction)

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	Contract	Framework	Completion of Construction	
Total payment (100%)	60% of sale price received	80% of sale price received	100% of sale price received	
Security deposit (10%)	Member pays deposit upon signing contract			Liability incurred when contract signed*2
Registration fee (40%)	Member pays registration fee upon signing contract			Sale recorded when contract signed
Real estate cost (50%)	Member pays 10% of total payment upon signing contract	Member pays 20% of total at framework raising	Member pays 20% of total upon completion	Sale recorded when facility opens

*2 After facility opens, sale is amortized.

Example: Membership price of 10 million yen

	Contract	Framework	Completion of Construction	At Opening	Earnings Recorded
Security deposit: 1 million yen	1 million yen				Balance-sheet liability recorded *2
Registration fee: 4 million yen	4 million yen				Sale recorded (when contract signed)
Real estate: 5 million yen	1 million yen*1	2 million yen*1	2 million yen*1		Sale recorded (when facility opens)
Total contract amount: 10 million yen	6 million yen	2 million yen	2 million yen		
Sale amount recorded	4 million yen	—	—	5 million yen*1	
				Cost of Sales 3.5 million yen	
				Annual fee: 0.13 million yen	

*1 The real estate cost is deferred until the facility opens and is treated as revenue after the facility opens.
 *2 After facility opens, sale is amortized.

<Reference> Effect of change in revenue recognition standard

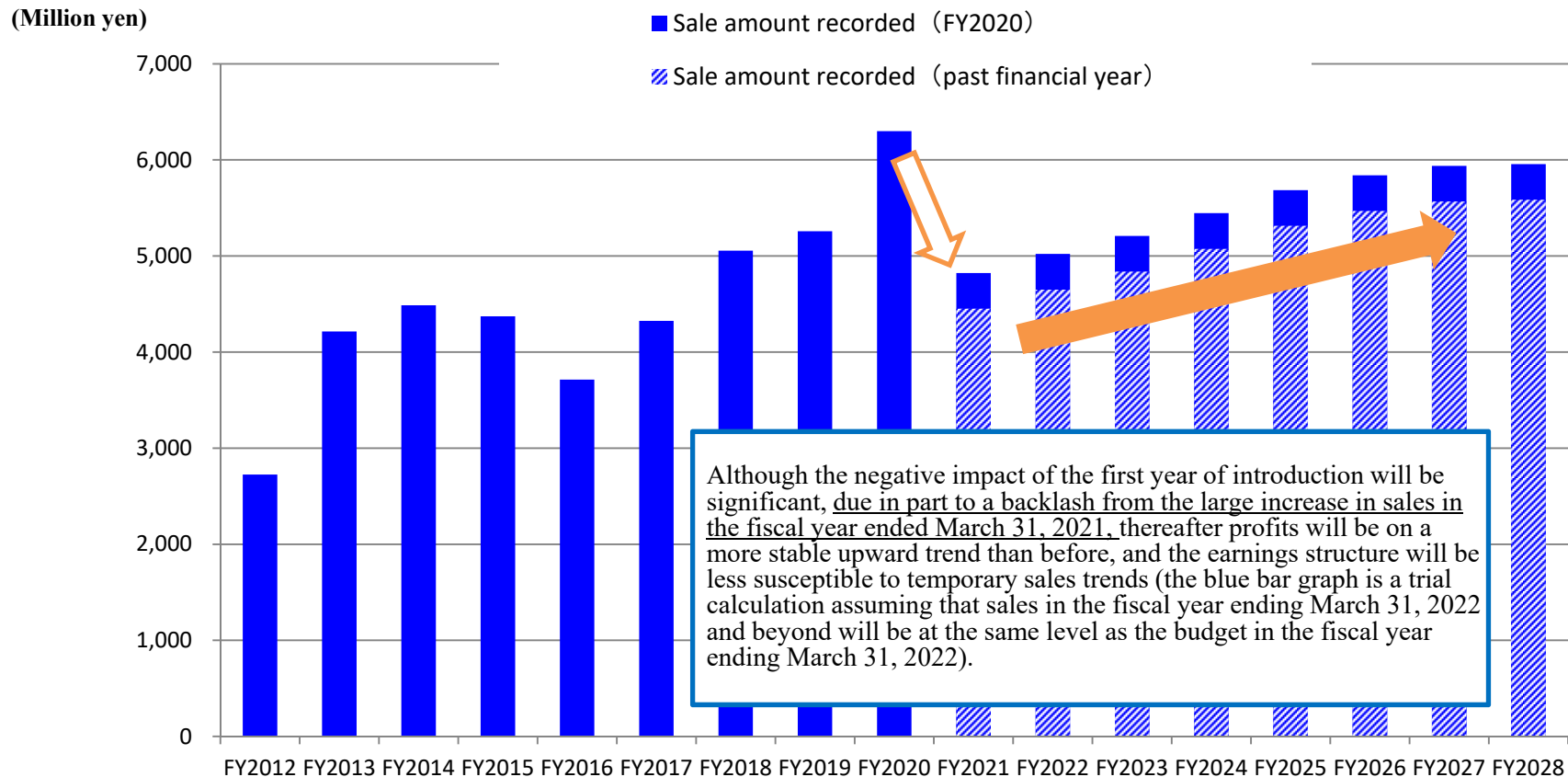
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<Effect of change in revenue recognition standard (HIMEDIC registration fees)>

From the fiscal year ending March 31, 2022 onward, registration fees associated with sales will be pro-rated over a period of 8 years.

⇒The amount recorded for the year is recalculated by taking into account past sales over the most recent 8 years.

(As a result, the amount recorded in the fiscal year ending March 31, 2022 will be at the same level as the average of the sales amount for each single year from the fiscal year ended March 31, 2013 to the fiscal year ending March 31, 2022.)



ご一緒にします、いい人生



RESORTTRUST
GROUP

Resorttrust, Inc. IR Division

<https://www.resorttrust.co.jp/english/ir/>

Disclaimer Regarding Forward-looking Statements

Any statements in this presentation document, other than those of historical fact, are forward-looking statements about the future performance of Resorttrust, Inc. and its group companies, which are based on management's assumptions and beliefs in light of information currently available, and involve risks and uncertainties. Actual results may differ materially from these forecasts.