

## Financial Results for the Fiscal Year Ended March 31, 2018

May 2018







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## Consolidated Financial Results for FY3/18

## Consolidated Financial Results Highlights

### **Net Sales**

¥96,478 million (+4.3% YoY)

- Steadily renewed existing contracts and won new contracts
- Orders for repair work including large-scale projects increased

## **Operating Profit**

¥5,772 million (+4.5% YoY)

- Profitability improved through price revisions
- Construction orders for existing projects increased

## **Ordinary Profit**

¥6,379 million (+7.0% YoY)

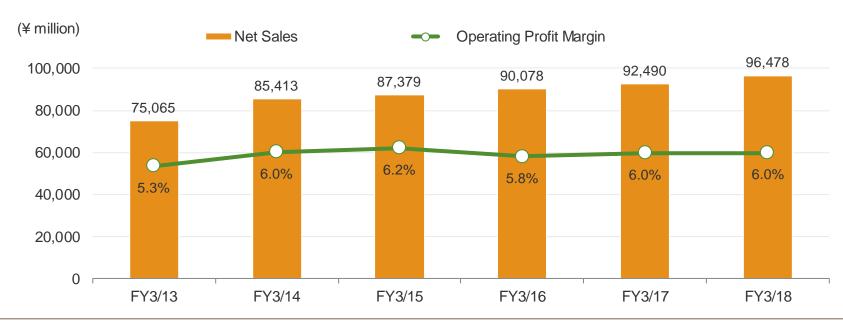
- Currency environment improved from the yen's depreciation etc.
- Share of profit of entities accounted for using equity method increased

#### **Profit Attributable to Owners of Parent**

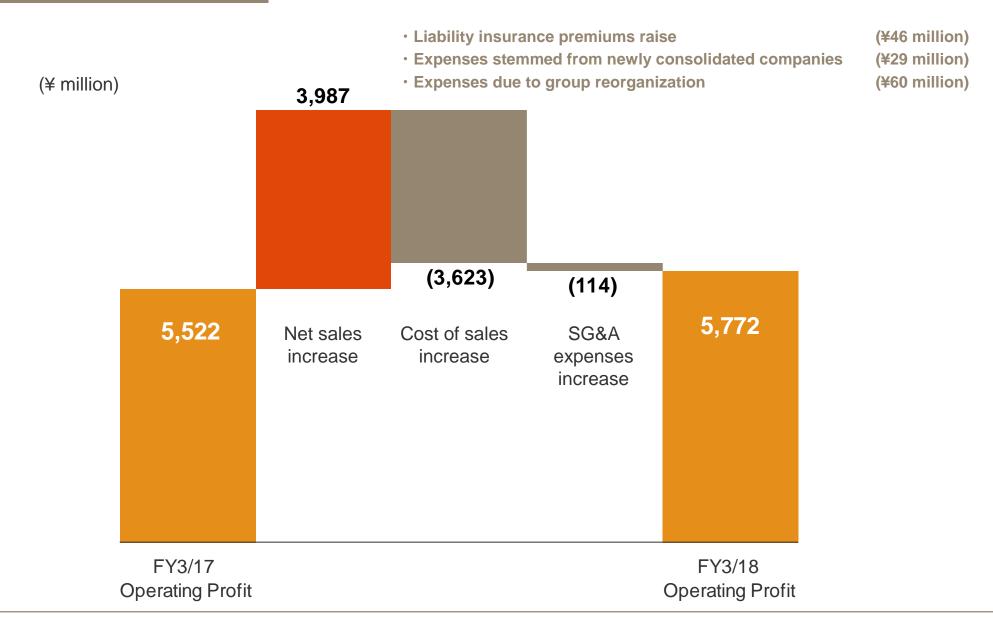
¥4,446 million (+5.2% YoY)

## Consolidated Financial Results Summary

Consolidated	FY3/17		FY3/1	8	YoY Changes		
(¥ million)	Actual	Ratio	Actual	Ratio	Amount	Ratio	
Net Sales	92,490	100.0%	96,478	100.0%	3,987	4.3%	
Gross Profit	18,469	20.0%	18,833	19.5%	363	2.0%	
SG&A Expenses	12,946	14.0%	13,061	13.5%	114	0.9%	
Operating Profit	5,522	6.0%	5,772	6.0%	249	4.5%	
Ordinary Profit	5,963	6.4%	6,379	6.6%	415	7.0%	
Profit Attributable to Owners of Parent	4,227	4.6%	4,446	4.6%	219	5.2%	



## Increases/Decreases in Consolidated Operating Profit



#### Overview of Consolidated Balance Sheets

Consolidated	FY3/17	'End	FY3/18	3 End	YoY Changes		
(¥ million)	Actual	Ratio	Actual	Ratio	Amount	%	
Total Assets	62,279	100.0%	68,873	100.0%	6,593	10.6%	
Current assets	35,858	57.6%	39,229	57.0%	3,370	9.4%	
Cash and deposits	21,583	34.7%	22,002	31.9%	419	1.9%	
Notes and accounts receivable – trade	11,721	18.8%	14,097	20.5%	2,375	20.3%	
Non-current assets	26,421	42.4%	29,644	43.0%	3,222	12.2%	
Property, plant and equipment	5,211	8.4%	5,251	7.6%	40	0.8%	
Intangible assets	2,593	4.2%	2,425	3.5%	(168)	-6.5%	
Investments and other assets	18,616	29.9%	21,967	31.9%	3,351	18.0%	
Total Liabilities	20,815	33.4%	23,670	34.4%	2,854	13.7%	
Current liabilities	13,648	21.9%	16,925	24.6%	3,277	24.0%	
Notes and accounts payable – trade	7,200	11.6%	8,607	12.5%	1,406	19.5%	
Income taxes payable	1,134	1.8%	949	1.4%	(185)	-16.3%	
Non-current liabilities	7,167	11.5%	6,744	9.8%	(422)	-5.9%	
Long-term loans payable	2,350	3.8%	-	0.0%	(2,350)	-100.0%	
Long-term guarantee deposited	1,690	2.7%	2,517	3.7%	827	49.0%	
Total Net Assets	41,464	66.6%	45,203	65.6%	3,738	9.0%	
Shareholders' equity	38,221	61.4%	41,251	59.9%	3,030	7.9%	
Capital stock	3,000	4.8%	3,000	4.4%	0	0.0%	
Retained earnings	39,564	63.5%	42,567	61.8%	3,002	7.6%	
Accumulated other comprehensive income	1,874	3.0%	2,933	4.3%	1,058	56.5%	
Non-controlling interests	1,368	2.2%	1,018	1.5%	(349)	-25.6%	
Total Liabilities and Net Assets	62,279	100.0%	68,873	100.0%	6,593	10.6%	

#### Main Factors for Increase/Decrease

(¥ million)

#### **Assets**

- Increase in notes and accounts receivable - trade 2,375
- Increase in investments and other assets 3,351

(Increase in investment securities 2,528)

#### Liabilities

- Increase in notes and accounts payable trade 1,406
- Increase in long-term guarantee deposited827

**Equity Ratio** 

64.2%

(-0.2pp YoY)



## Overview of Consolidated Statement of Cash Flows

Consolidated	FY3/17	FY3/18	YoY Changes	
(¥ million)	Actual	Actual	Amount	Main Factors for Increase/Decrease
Profit before income taxes	6,380	6,575	194	(¥ million)
Depreciation	606	604	(1)	
Decrease (increase) in notes and accounts receivable – trade	(73)	(2,355)	(2,281)	CF from Operating Activities (1,822)
Increase (decrease) in notes and accounts payable – trade	174	1,411	1,236	<ul> <li>Increase in notes and accounts receivable - trade</li> </ul>
Income taxes paid	(53)	143	197	(2,281)
Other, net	(2,177)	(3,344)	(1,166)	
Cash Flows from Operating Activities	4,856	3,034	(1,822)	
Purchase of property, plant and equipment, and intangible assets	(1,296)	(409)	886	
Purchase of investment securities	(1,271)	(1,061)	210	CF from Investing Activities 535
Proceeds from sales of investment securities	1,176	369	(807)	or non-investing Activities cos
Other, net	151	397	246	<ul><li>Decrease in purchase of property, plant and</li></ul>
Cash Flows from Investing Activities	(1,239)	(703)	535	equipment and intangible assets 886
Increase (decrease) in loans payable (incl. non-recourse loans)	(752)	115	867	
Cash dividends paid (incl. dividends paid to non-controlling interests)	(1,464)	(1,742)	(278)	
Other, net	43	(242)	(286)	CF from Financing Activities 302
Cash Flows from Financing Activities	(2,173)	(1,870)	302	<ul><li>Increase in loans payable 867</li></ul>
Net increase (decrease) in cash and cash equivalents	1,350	493	(857)	The second of th
Cash and cash equivalents at the beginning of current period	19,801	21,188	1,386	
Cash and cash equivalents at the end of current period	21,188	21,757	569	
Free Cash Flows	3,617	2,330	(1,286)	



## Business Segments and Major Group Companies

#### Facilities Management and Operation

¥66,988 mil

Building Maintenance and Property
Management (excl. Security Service)

¥47,384 mil

Nippon Kanzai Service Co., Ltd. Japan Property Solutions Co., Ltd. Japan Environmental Solutions Co., Ltd.

Security Service

¥19,604 mil

Three-S Co., Ltd.

#### Residential Management and Operation

¥16,987 mil

#### **Condominium Management**

NKJ Holding Co., Ltd. \*
Japan Housing Management Co.
NJK Staff Service Co., Ltd.

Nippon Kanzai Housing Management Co., Ltd.

(Former Strata Management Div. of NIPPON KANZAI Co., Ltd.)

Residential Management Administrative Dept. (NIPPON KANZAI Co., Ltd.)

Public Housing Management Div. (NIPPON KANZAI Co., Ltd.)

#### Environmental Facility Management

¥9,757 mil

#### **Environmental Facility Management**

Nippon Kanzai Environment Service Co., Ltd.



¥463 mil

#### **Asset Management**

Tokyo Capital Management Co., Ltd.

#### Other

¥2,282 mil

#### **Other Business**

NS Corporation Co., Ltd. (Advertisement, Sales Promotion, and Design Supervision)

<sup>\*</sup>Commercially registered name changed from NJK Holding Co., Ltd. On April 1, 2017



2.4% 0.5%

FY3/18

**Net Sales** 

¥96,478 mil

49.1%

10.1%

20.3%

17.6%

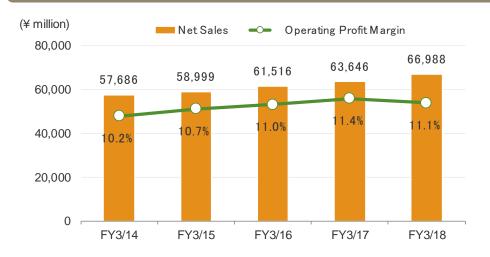
## Financial Results by Business Segment

Consolidated	FY3	/17	FY3	/18	YoY Changes		
(¥ million)	Actual	Ratio/Margin	Actual	Ratio/Margin	Amount	Ratio	
Net Sales	92,490	100.0%	96,478	100.0%	3,987	4.3%	
Facilities Management and Operation Business	63,647	68.8%	66,988	69.4%	3,340	5.2%	
Building Maintenance and Property Management	45,334	49.0%	47,384	49.1%	2,049	4.5%	
Security Service	18,312	19.8%	19,604	20.3%	1,291	7.1%	
Residential Management and Operation Business	17,358	18.8%	16,987	17.6%	(371)	-2.1%	
Environmental Facility Management Business	9,176	9.9%	9,757	10.1%	581	6.3%	
Real Estate Fund Management Business	577	0.6%	463	0.5%	(114)	-19.8%	
Other Businesses	1,731	1.9%	2,282	2.4%	550	31.8%	
Operating Profit	5,522	6.0%	5,772	6.0%	249	4.5%	
Facilities Management and Operation Business	7,232	11.4%	7,457	11.1%	224	3.1%	
Building Maintenance and Property Management	5,171	11.4%	5,304	11.2%	132	2.6%	
Security Service	2,061	11.3%	2,153	11.0%	91	4.4%	
Residential Management and Operation Business	1,280	7.4%	1,445	8.5%	164	12.9%	
Environmental Facility Management Business	1,062	11.6%	1,134	11.6%	71	6.7%	
Real Estate Fund Management Business	174	30.2%	84	18.3%	(89)	-51.4%	
Other Businesses	201	11.6%	343	15.0%	142	70.8%	
Adjustments	(4,427)	_	(4,692)	_	(264)	6.0%	

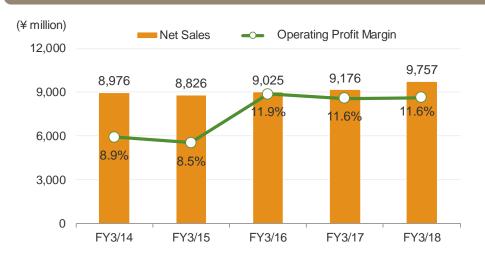


### Performance of Major Segments

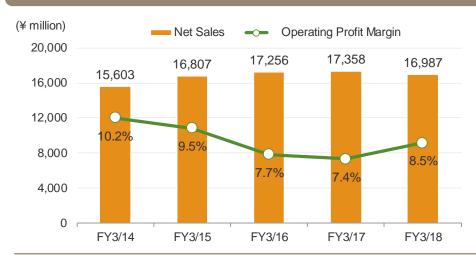
#### **Facilities Management & Operation Business**



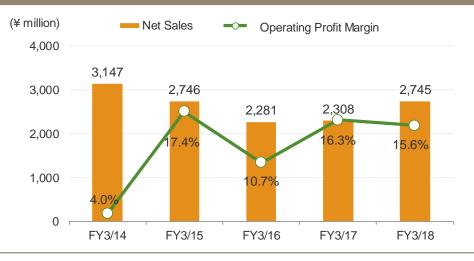
#### **Environmental Facility Management Business**



#### Residential Management & Operation Business



#### **Real Estate Fund Management & Other**





## Consolidated Financial Forecasts for FY3/19

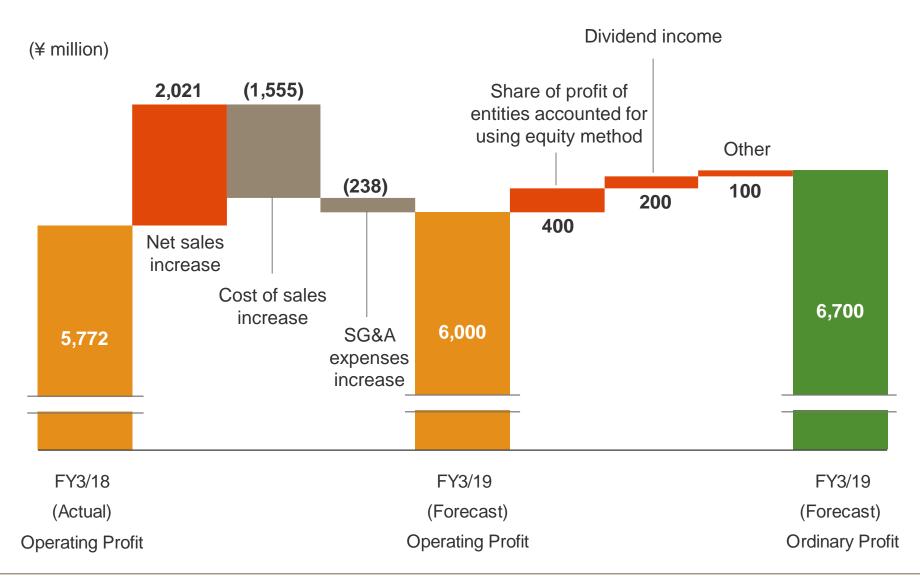
## Consolidated Financial Forecasts Summary

#### **Market Background**

- Large-scale developments are actively in progress mostly in central Tokyo.
- Developments of logistics for online shopping as well as retail facilities for international tourists visiting Japan continue in suburbs and regional areas.
- Our targets, medium- to large-size facilities, are expected to increase.
- Difficulties in securing on-site staff and rise in wages may cause concerns.
- Operating profit is expected to increase from business line expansion and cost restraints.
- For ordinary profit, share of profit of entities accounted for using equity method is expected to increase and non-operating expenses are expected to be controlled.
- No revision has been made on financial forecasts published on May 7, 2018.

Consolidated	Full-Year F	<sup>-</sup> Y3/18	1H FY3/19		2H FY3/19		Full-Year FY3/19		YoY Changes	
(¥ million)	Actual	Ratio	Forecast	Ratio	Forecast	Ratio	Forecast	Ratio	Amount	Ratio
Net Sales	96,478	100.0%	46,000	100.0%	52,500	100.0%	98,500	100.0%	2,021	2.1%
Gross Profit	18,833	19.5%	9,200	20.0%	10,100	19.2%	19,300	19.6%	466	2.5%
SG&A Expenses	13,061	13.5%	6,600	14.3%	6,700	12.8%	13,300	13.5%	238	1.8%
Operating Profit	5,772	6.0%	2,600	5.7%	3,400	6.5%	6,000	6.1%	227	3.9%
Ordinary Profit	6,379	6.6%	3,000	6.5%	3,700	7.0%	6,700	6.8%	320	5.0%
Profit Attributable to Owners of Parent	4,446	4.6%	2,000	4.3%	2,600	5.0%	4,600	4.7%	153	3.4%

## Increases/Decreases in Consolidated Ordinary Income Forecast



## Financial Forecasts by Business Segment

Consolidated	Full-Year FY3/18 1H FY3/19		FY3/19	2H FY3/19		Ful-Year FY3/19		YoY Changes		
(¥ million)	Actual	Ratio/Margin	Forecast	Ratio/Margin	Forecast	Ratio/Margin	Forecast	Ratio/Margin	Amount	Ratio
Net Sales	96,478	100.0%	46,000	100.0%	52,500	100.0%	98,500	100.0%	2,021	2.1%
Facilities Management and Operation Business	66,988	69.4%	32,404	70.4%	37,316	71.1%	69,720	70.8%	2,732	4.1%
Building Maintenance and Property Management	47,384	49.1%	23,004	50.0%	26,716	50.9%	49,720	50.5%	2,336	4.9%
Security Service	19,604	20.3%	9,400	20.4%	10,600	20.2%	20,000	20.3%	396	2.0%
Residential Management and Operation Business	16,987	17.6%	7,670	16.7%	8,830	16.8%	16,500	16.8%	(487)	-2.9%
Environmental Facility Management Business	9,757	10.1%	4,740	10.3%	5,160	9.8%	9,900	10.1%	142	1.5%
Real Estate Fund Management Business	463	0.5%	186	0.4%	344	0.7%	530	0.5%	66	14.5%
Other Businesses	2,282	2.4%	1,000	2.2%	850	1.6%	1,850	1.9%	(432)	-18.9%
Operating Profit	5,772	6.0%	2,600	5.7%	3,400	6.5%	6,000	6.1%	227	3.9%
Facilities Management and Operation Business	7,457	11.1%	3,780	11.7%	4,160	11.1%	7,940	11.4%	483	6.5%
Building Maintenance and Property Management	5,304	11.2%	2,850	12.4%	2,920	10.9%	5,770	11.6%	482	8.8%
Security Service	2,153	11.0%	930	9.9%	1,240	11.7%	2,170	10.9%	17	0.8%
Residential Management and Operation Business	1,445	8.5%	595	7.8%	865	9.8%	1,460	8.8%	15	1.0%
Environmental Facility Management Business	1,134	11.6%	554	11.7%	616	11.9%	1,170	11.8%	35	3.1%
Real Estate Fund Management Business	84	18.3%	(39)	-21.0%	119	34.6%	80	15.1%	(4)	-5.4%
Other Businesses	343	15.0%	170	17.0%	80	9.4%	250	13.5%	(93)	-27.2%
Adjustments	(4,692)	_	(2,460)	_	(2,440)	_	(4,900)	_	(207)	4.4%

## Corporate Governance Measures

## Promotion of Effective Asset Utilization in Accordance with the Corporate Governance Code (since April 2015)

Improving the portfolio of investment securities to enhance business development

Investment securities

FY3/18 End

¥16,143 mil.

Non-business purpose securities

Business purpose securities

Shares of affiliates ¥6,367 mil.

Replacing with business purpose securities

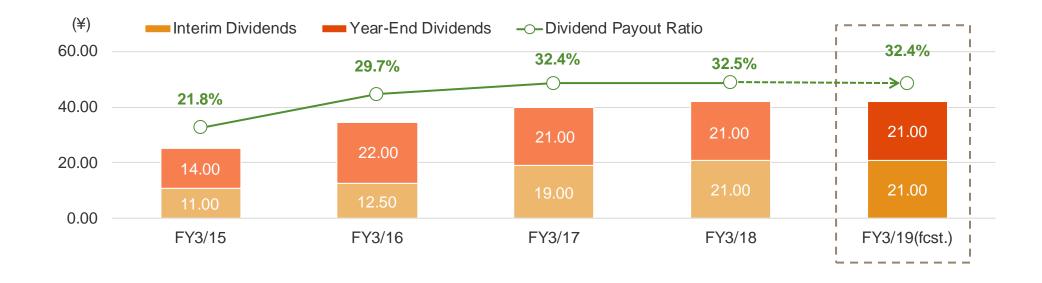
Our efficient use of assets led to better business performance and contributed to improving statement of income

#### Track record of sales

- In FY3/17, Nippon Kanzai sold non-business purpose investment securities of 6 companies worth roughly ¥660 million.
- During FY3/18, Nippon Kanzai also sold non-business purpose investment securities of 1 company for ¥143 million.
- Nippon Kanzai is discussing with several additional companies for further sale of non-business purpose securities.

### Shareholder Return Policy

- Nippon Kanzai implemented a 2-for-1 stock split (1:2 common shares) in October 2015.
- Shareholder return for FY3/18 has been comprehensively considered and the year-end dividends were decided to be ¥21 per share as originally planned (subject to approval at the AGM).
- The interim dividends for FY3/19 were decided to be ¥21. Nippon Kanzai is also planning year-end dividends of ¥21 which makes a total annual dividends of ¥42.
- We are continuously targeting at consolidated dividend payout ratio of 35% for the future.





## Medium-Term Growth Strategies

## **Business Opportunities**

Increase in demand for private sector's expertise in public sector

Global development of know-how accumulated through domestic businesses

Potential introduction of Al and RPA technologies

### **Growth Strategies**

 Enhance PRE\* related business such as PFI/PPP and designated administrator projects (P.20~P.24)

- Invest in overseas companies
- Reinforce our residential management business through cooperation with overseas group companies (P.25~P.26)
- Standardize service quality and improve ability to make proposals
- Reduce work load for better human resource allocation (P.27~P.29)

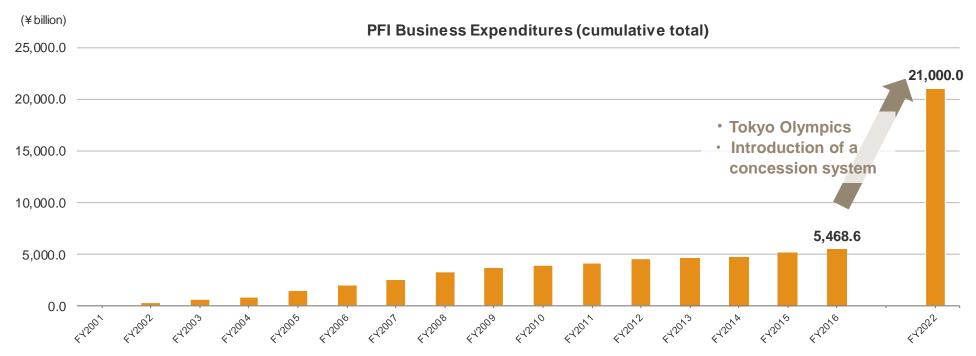


<sup>\*</sup> PRE is strategic management of public properties owned by national and local governments that enables economic revitalization and less financial burden. This promotes effective management and operations while sustaining the public interests.

## Business Opportunities (2): Private Finance Initiative (PFI) projects

■ PFI business expenditures are estimated to grow from ¥5,468.6 billion in 2016 to as much as ¥21,000.0 billion in 2022.

("Action Plan for Fundamental Reform of PFI/PPP" meeting resolution by the Cabinet Office PFI Promotion Council)



Source: The Cabinet Office PFI Promotion Council "Regarding the Current Situation of PFI"

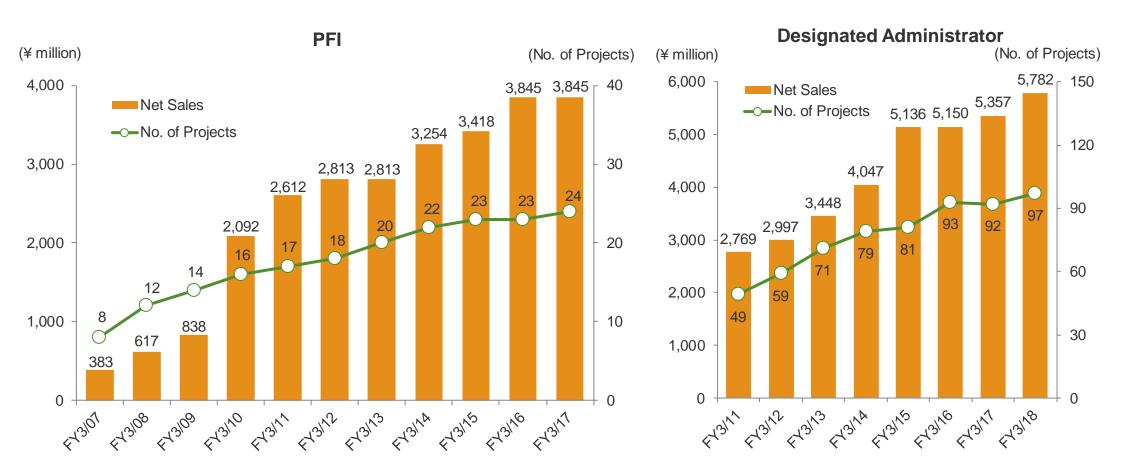
Notes: 1. As of March 31, 2018

2. Business expenditures are the original contract amounts for projects for which the amount to be incurred by governments were determined through selection of contractors, among annaunced projects. It is the total amount as ascertained by the Cabinet Office. Figures are rounded off to the nearest hundred million yen.

### Business Opportunities (1): Track Records for Public Sector Business

(excluding conventional general bidding)

#### **Continuous Efforts toward Expansion of Peripheral Business**



<sup>\*</sup>Results for FY3/18 will be updated at the next results briefing due to closing date of SPC's financial year.



## Business Opportunities (1): Public Facilities Management Business

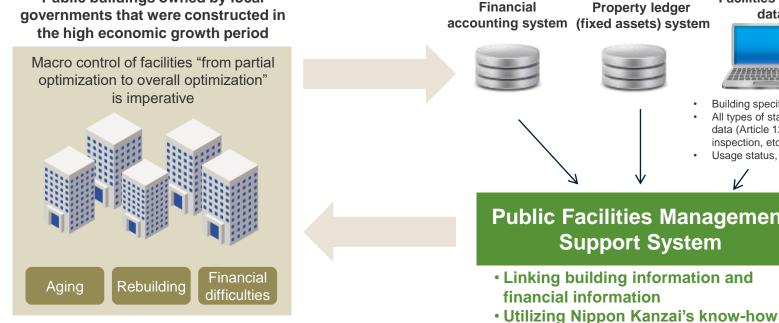
#### **Systems Related to Public Facilities Management Business**

Aiming to further differentiate ourselves in the field of public facilities management through adding unique perspectives as a maintenance specialist.

#### **Definition of PRE (Public Real Estate) Strategy**

Public buildings owned by local

PRE Strategy is strategic management of public properties owned by national and local governments that enables economic revitalization and less financial burden. This promotes effective management and operations while sustaining the public interests.



**Building specifications** All types of statutory inspection data (Article 12 inspection, fire inspection, etc.) Usage status, other Make forecasts for future repairs and rebuilding **Public Facilities Management** expenses **Support System** Simulate how many years Linking building information and facilities should be used

Facilities-related

data

## Business Opportunities (1): Comprehensive Management of Public Facilities

#### **Comprehensive Management of Public Facilities**

With the allocation and total quantity of public facilities becoming out of balance due to declining population, lower birthrate and aging society, in order to once again conduct a fundamental review of the allocation and size of public facilities, notification was given to all local governments to make comprehensive management plans for public facilities within 3 years from FY2014. Now local governments completed the plans. They are working on various initiatives to implement plans including reallocation plans, use of vacant homes and properties, extending the usable lifetime of buildings, making maintenance and management comprehensive (=comprehensive management) etc. One of their exit strategies is comprehensive management.

## Comprehensive management work (maintenance and inspections, cleaning and repairs) for "Akashi city-owned facilities(132 facilities)"

Location	Akashi city, Hyogo prefecture
Commencement Date	April, 2018
No. of Facilities	132 facilities
Use of Facilities	Elementary schools(28), Junior high schools(13), Special support school(1), Elementary school community centers(28), Junior high school community centers(16), Kindergartens(27), Nursery schools(11), Certified kindergarten(1), Northern government building (former health center)(1), Civic centers (3), Service counters (2), Zoning office(1)















subcontractors

### Business Opportunities (1): Track Records in Environmental Facilities

Overview and Historical Number of Facilities under Management



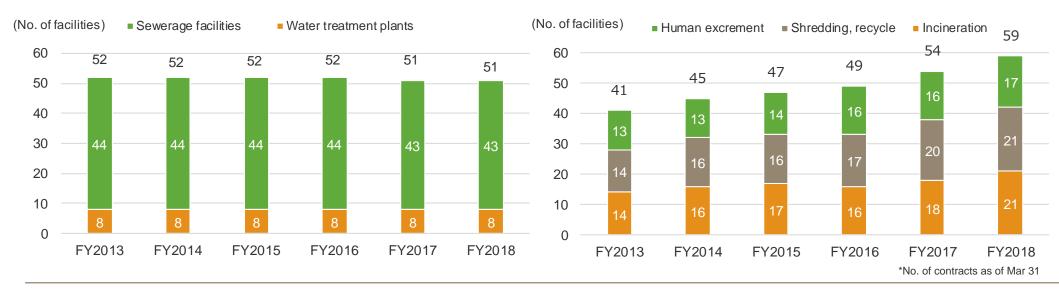






#### Number of water and sewerage facilities

#### Number of general waste treatment facilities



### Business Opportunities (2): Overseas Development (Overview of PICA Pty Ltd.)

#### **Company Overview**

PICA is the largest "Strata Manager" in Australia that acts as an agent for owners' associations.

Using multiple brand names, such as "BCS" (Body Corporate Services), PICA mainly provides services to support owners' associations as well as debt collection for delinquent levies.

With Nippon Kanzai's engineering abilities, PICA has introduced services related to physical aspects of buildings.

#### **Background**

Nippon Kanzai acquired 50% shares of PICA from Fexco, an Irish financial service company, in March 2013.

Now Nippon Kanzai and Fexco send directors to PICA and manage it jointly.

Fexco is a global company with more than 2,300 employees worldwide and operates in Ireland, UK, USA, Asia-Pacific area, Middle East and Australia.

Fexco website http://www.fexco.com/

Company Name Prudential Investment Company of Australia Pty Ltd.

**Establishment** October 4, 1948

Capital AUD28 million as of December 31, 2017

Strata management, Debt collection

**HQ** Sydney

Major Branches Major cities of East Coast, include Sydney, Melbourne, Brisbane, Cairns etc.

**Employees** Approx. 740 as of December 31, 2017

**No. of Lots under Management** Approx. 201,000 lots, 11,000 associations as of December 31, 2017

#### Reception



#### **Properties under Management**







**Main Business** 

## Business Opportunities (2): Overseas Development (Overview of KPPM, LLC)

#### **Company Overview**

Keystone Pacific Property Management, LLC (hereinafter "Keystone Pacific LLC") is a management company of gated communities which are developments consisting detached houses and high-end multi-unit housings in estates surrounded by walls.

Keystone Pacific provides home owners' associations with supporting services including holding annual general meeting, accounting and financial reporting and stationing on-site manager and has a reputation for offering high-quality and detailed services.

Other than subsidiaries and affiliates of major nationwide companies, Keystone Pacific ranked within the top ten companies in Southern California.

#### Background

Nippon Kanzai's subsidiary, Nippon Kanzai USA, Inc. acquired minority interests from Keystone Pacific Property Management Inc., the owner of the interests.

Keystone Pacific LLC became an equity-method affiliate of the Nippon Kanzai.

We will work to raise operations efficiency and expand services through renovation of the IT system, and target future growth through incorporating the Company's know-how and expanding properties under management to include high-rise condominiums etc.

Company Name Establishment Main Business HQ Major Branches

**Employees No. of Lots under Management** 

Keystone Pacific Property Management, LLC

September 15, 2016 Residential management

Irvine, California

Southern California, and especially in Orange County

Approx. 210 as of December 31, 2017

Approx. 70,000 lots, over 300 associations as of December 31, 2017

#### Office



#### Properties under Management







## Business Opportunities (3): Initiatives for AI and RPA Technologies

Toward the use of AI and RPA technologies, we launched a firmwide internal project that transcends age, position and the length of service. While facing daily work and searching for solutions, we are promoting the following initiatives.

#### **AI Technology**

- 1 Al technology for personnel in charge of customer contact
- All personnel in charge of customer contact benefit from know-how cultivated over 50 years since founding (tacit knowledge) to standardize service quality and to make optimal proposals promptly.
  - Al technology collects know-how and presents candidates for optimal solutions. Proposals will be made through the collaboration of support of people and Al technology.
- ② Al technology for planning division and procurement division
- By using our database based on management experience with a wide variety of buildings nationwide, we can easily check and verify quotes from subcontractors so that we can offer even more convincing proposals to customers.
   We will use AI technology to check price and produce a quote based on our database.

#### **RPA Technology**

- Raising productivity within limited time and labor force is an essential challenge for companies. Because RPA technology has great potential to raise productivity, we will target detailed labor saving and automation in customer contact, technology and back office sections.
- Raising productivity enables back office personnel to be placed frontline of customer contact, creating more time to interact with customers.

## Business Opportunities (3): Combining Digital and Analog Resources of **Building Management**

#### **Digital Business Base**

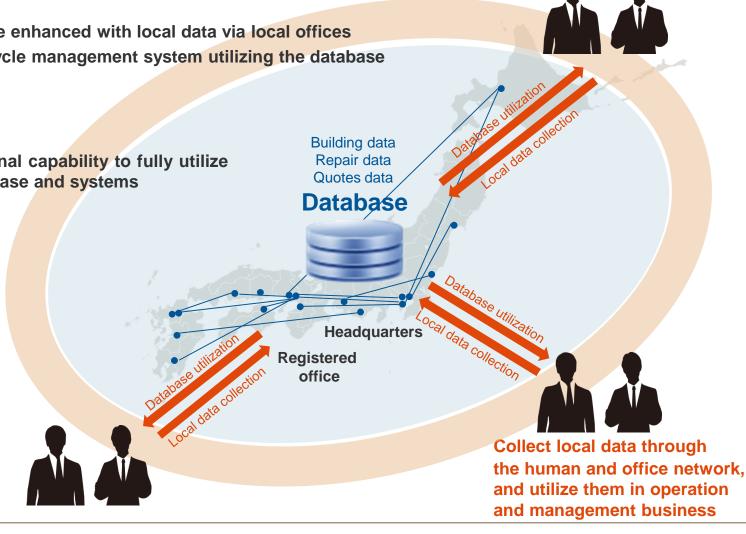
- Building management database enhanced with local data via local offices
- Independently developed lifecycle management system utilizing the database

#### **Analog Business Base**

Specialized expertise and operational capability to fully utilize the independently developed database and systems

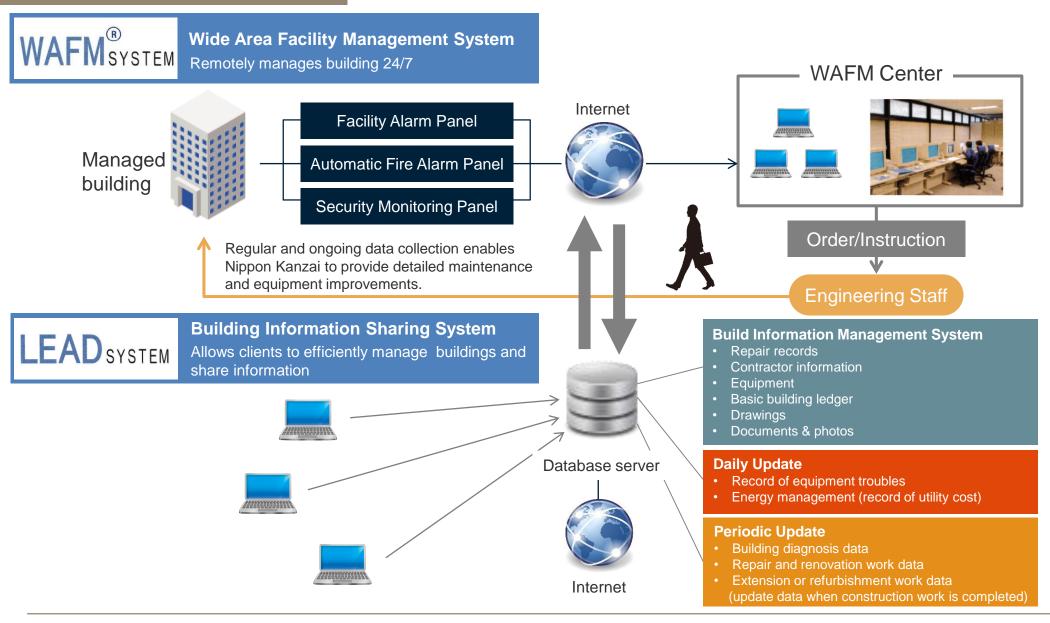
#### **BEST** system

- Building diagnosis
- Long-term repair plan
- Construction design/supervision
- Construction work
- Energy-saving diagnosis
- Design and supervision of facilities management
- Wide-area facility management system (WAFM® system)
- · Cloud service for building information (LEAD-Web system)





# Business Opportunities (3): Example of Combining Digital and Analog Resources of Building Management



## Priority Strategies of This Fiscal Year and Directions Ahead

#### **Building Management and Operation Business**

- Building Management and Operations (office buildings, retail facilities, public facilities, etc.)
  - Boosting marketing for total management needs based on our databases of lifecycle costs, etc.
  - · Reinforcing marketing for public facilities under PFIs, PPP and designated administrator system
  - Developing WAFM® (Wide Area Facility Management System) for suburban large-scale facilities including college campuses, large-scale shopping centers, logistics distribution facilities, factories, etc.
  - · Promoting labor-saving measures such as adopting maintenance-light materials and cleaning robots to adjust to a labor shortage period
  - Building management and operations (office buildings, retail facilities, public facilities, etc.)

### **Environmental Facility Management Business**

- Water and Sewerage Facilities
  - Enhancing marketing in Hokuriku and Tohoku areas where more privatization is likely to happen
  - Increasing new contracts for comprehensive management service
- Waste Incineration Facilities
  - Gaining orders for large-scale repair projects of incineration facilities
  - Entering to new areas including incineration/final processing of radioactive pollutants (examples: National Institute of Radiological Sciences, etc.)

## Residential Management and Operation Business

- Condominium Management
  - Raising ratio for total management contracts through undertaking more accounting and cashier works
  - Expanding resident service menus: fulfilling fringe services including shopping for residents and keeping eyes on seniors



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