GA technologies (3491 JP)

A Phase of Concurrent Earnings Growth and Capital Efficiency Improvements

Executive Summary

12th December 2025

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GA technologies Co., Ltd. (3491 JP)

Share Price (11th December 2025)	JPY1,960
Market Cap	US$ 516 million

FY (Oct-end)	F25E	F26E	F27E	F28E
EPS	86	153	231	334
P/E	23	13	8	6
EV/EBITDA	9	7	5	4
P/B	2.5	2.0	1.6	1.3
Dividend Yield	0%	1%	1%	2%
ROIC	9%	15%	21%	26%
ROE	12%	17%	21%	25%
FCF Conv.*	138%	76%	79%	78%
Incremental ROI**	56%	-1%	31%	37%

* FCF Conversion = FCF ÷ Net Profit

**Incremental ROI = Incremental Change in FCF ÷ Incremental Change in Invested Capital

GA technologies has delivered strong growth by digitalizing the traditionally analog real estate investment market and unlocking its vast potential. The company's growth runway remains substantial, and solid profit expansion is expected to continue. Moreover, its economic spread has turned positive and is entering a phase of notable expansion. CGS sees the company's EV/EBITDA multiple as clearly undervalued.

In this report, we will examine and explain the company's equity story from the following three points. Additionally, to help investors gain a deeper understanding of the equity story, we have included records of discussions with CEO Higuchi.

① **Enormous Growth Potential Driven by the Digitalization of Real Estate Investment:** The company's strong growth is underpinned by: (1) expansion of its customer base through digital-enabled convenience, (2) substantial opportunities from a vast addressable market, and (3) a broader product lineup and strategic M&A to capture these opportunities. By digitalizing the traditionally analog real estate investment market, the company is driving transformation, and the appeal of its value proposition is further amplified by network effects.

② **Entering a Phase of Strong Profit Growth and a Marked Rise in ROIC:** CGS forecasts a three-year CAGR of 27% for revenue and 50% for business profit through FY10/28. In addition to strong top-line growth, a gradual improvement in gross profit margin and a meaningful decline in SG&A ratio are expected to drive robust profit expansion. ROIC is projected to rise to above 20% over the next few years.

③ **Upside Potential in Valuation Multiples Supported by High-Quality Profit Growth:** CGS evaluated valuation per 1% profit growth through four drivers: capital efficiency, CF conversion, profit growth volatility, and capital allocation quality. Incremental ROI and ROIC are expected to keep improving, while profit growth volatility remains low and steady FCF generation is anticipated. Compared to domestic and global peers in FCF generation capability, CGS sees the company's valuation per 1% of expected EBITDA growth as significantly discounted, signaling further room for multiple expansion.

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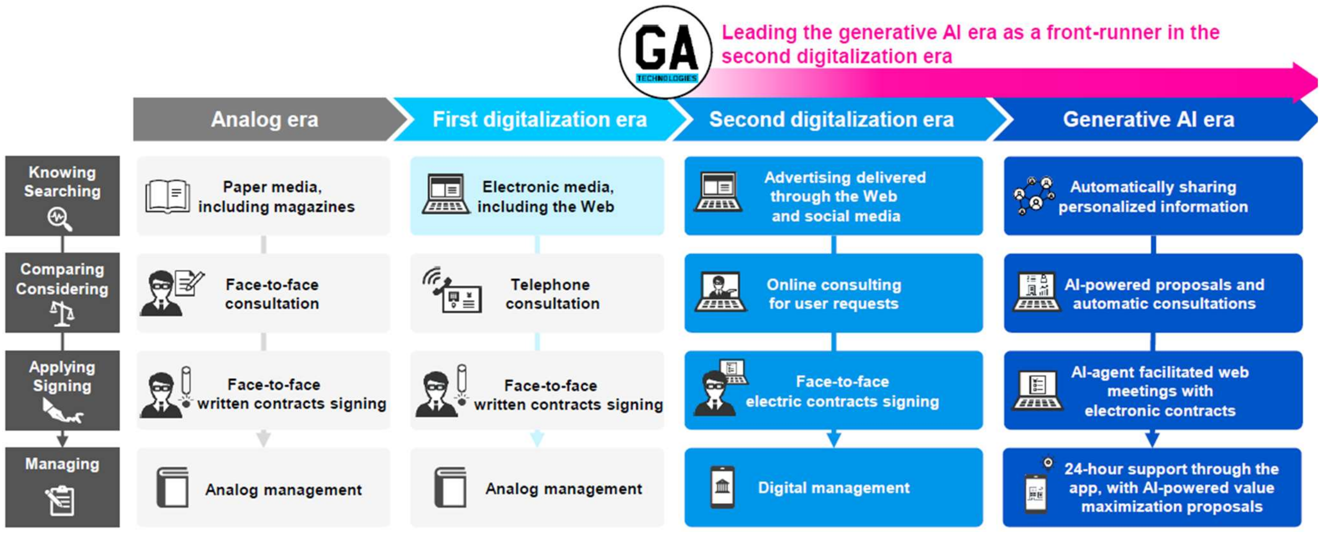
Equity Story 1: Enormous Growth Potential Driven by the Digitalization of Real Estate Investment

Summary: The company's strong growth is underpinned by: (1) expansion of its customer base through digital-enabled convenience, (2) substantial opportunities from a vast addressable market, and (3) a broader product lineup and strategic M&A to capture these opportunities. By digitalizing the traditionally analog real estate investment market, the company is driving transformation, and the appeal of its value proposition is further amplified by network effects.

A business model that transforms analog real estate investment through digitalization

○ GA technologies is unlocking a vast market by digitalizing analog real estate investment, enhancing convenience, transparency, and security in transactions, and making real estate investment more accessible. In traditional real estate transactions based on "paper and face-to-face" processes, investors need to spend substantial time and effort gathering information and handling procedures related to property search, comparison, contracting, and management. At the same time, issues related to information disclosure and explanation (e.g. insufficient explanation of important matters and misleading guidance), conflicts of interest and industry practices (e.g. dual agency and information hoarding), contract practices (e.g. documentation and contractual deficiencies and lack of accountability), and sales activities (e.g. persistent solicitation and excessive sales talk) tend to make potential real estate investors more cautious when dealing with certain intermediaries. GA technologies integrates real estate investment, management, and leasing into a single online platform, offering these processes in a transparent, simple, and convenient manner. By eliminating the legacy issues inherent in analog real estate investment, the company is unlocking a vast market and continues to deliver strong growth (see Figure 1).

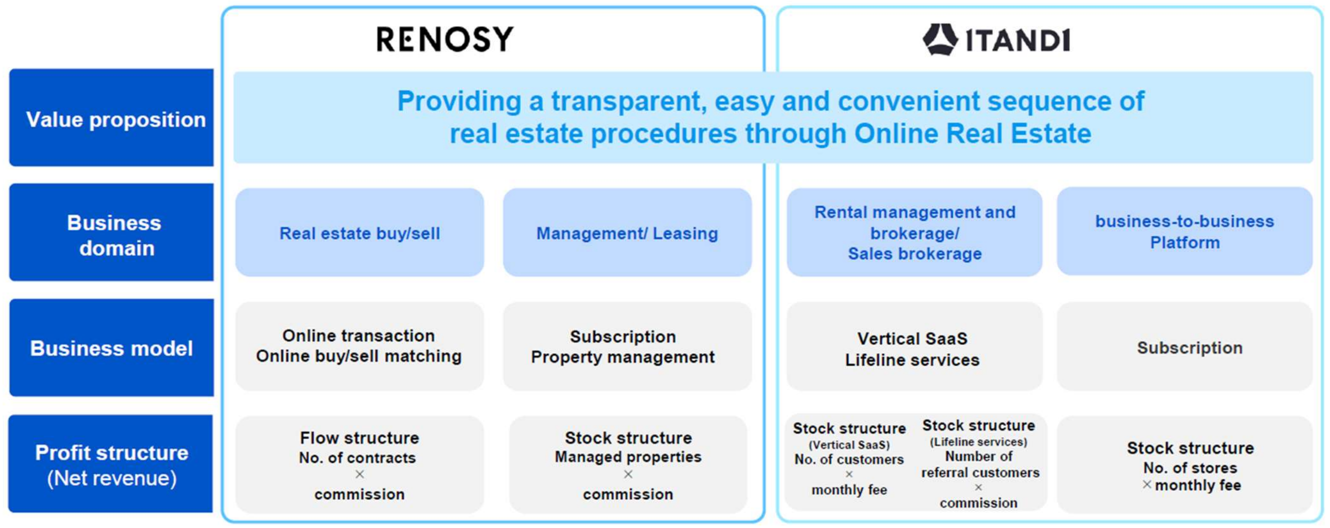
Figure 1: Digital Transformation of Real Estate Investment Led by GA technologies



Source: Company

○ GA technologies' business can be broadly classified into two segments (see Figure 2). The RENOSY Marketplace segment provides an online marketplace that enables real estate sellers and buyers to complete transactions entirely online. In addition, it offers property owners—who are buyers—rental management services that include tenant recruitment for acquired properties, rent collection and remittance, and handling of tenant claims. The ITANDI segment provides real estate agents and property management companies with systems that allow rental management, rental brokerage, and sales brokerage processes to be completed online, as well as research and analytics systems and data related to real estate.

Figure 2: Business Model and Profit Structure



	RENOSY		ITANDI	
Value proposition	Providing a transparent, easy and convenient sequence of real estate procedures through Online Real Estate			
Business domain	Real estate buy/sell	Management/ Leasing	Rental management and brokerage/ Sales brokerage	business-to-business Platform
Business model	Online transaction Online buy/sell matching	Subscription Property management	Vertical SaaS Lifeline services	Subscription
Profit structure (Net revenue)	Flow structure No. of contracts × commission	Stock structure Managed properties × commission	Stock structure (Vertical SaaS) No. of customers × monthly fee Stock structure (Lifeline services) Number of referral customers × commission	Stock structure No. of stores ×monthly fee

Source: Company

○ GA technologies' revenue model differs by business segment. In the RENOSY Marketplace segment, online transactions are flow-based (number of completed transactions × fees), while rental management services are stock-based (number of managed units × fees). In the ITANDI segment, the model consists of a combination of stock-based (number of client companies × monthly subscription fees) and recurring-based (number of referrals/downloads × fees). In FY10/24, online transactions account for roughly three-quarters of gross profit, with subscriptions and ITANDI each contributing slightly over 10%.

RENOSY's Remarkable Growth and Its Underlying Mechanisms

○ RENOSY's remarkable growth can be attributed to four key factors: (1) a virtuous cycle driven by network effects, (2) a mechanism that enables quick, fair-priced transactions of high-quality properties, (3) a vast database and its utilization, and (4) exceptionally high inventory turnover.

(1) Network Effects Driving a Virtuous Cycle

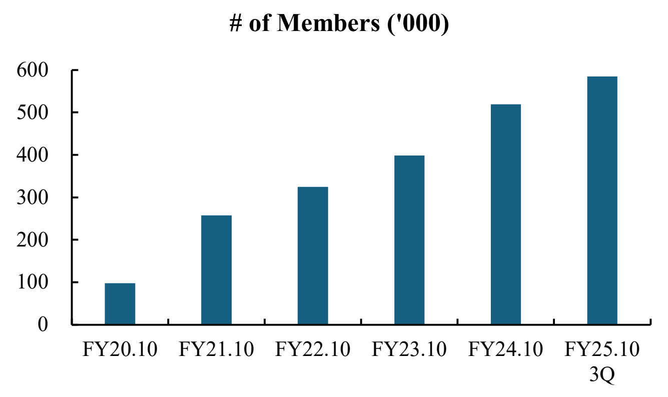
○ RENOSY Marketplace has experienced remarkable growth. In just over ten years since its establishment in 2013, GA technologies has secured a solid position as No.1 in both pre-owned condominium investment sales and matching volume for five consecutive years, and, including newly built condominiums and apartments which it entered later, No.1 for two consecutive years (based on Tokyo Shoko Research).

○ The expansion of RENOSY Marketplace's presence has created a virtuous cycle in which buyers attract sellers, and sellers attract buyers. The number of the company's members, which represents potential buyers, grew from approximately 98,000 at the end of October 2020 to over 580,000 in less than five years (as of the end of July 2025) (see Figure 3). CGS expects that membership could eventually grow to around 5 million, indicating substantial upside potential. Meanwhile, the total value of real estate property information brought in by corporate and individual sellers increased from approximately ¥0.9 trillion at the end of October 2010 to ¥3.8 trillion in July 2025 (see Figure 4). CGS expects RENOSY's presence, fueled by network effects, to continue expanding.

(2) A Mechanism That Enables Quick, Fair-Priced Transactions of High-Quality Properties

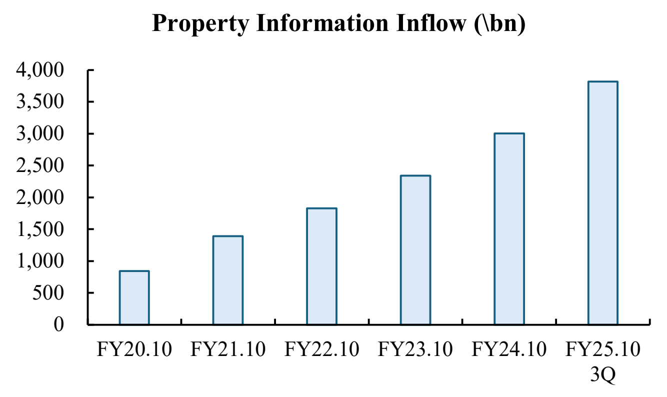
○ The appeal of RENOSY Marketplace lies not only in its high level of convenience. The ability to buy and sell high-quality properties quickly and at fair prices is one of the underlying drivers of its success. To achieve this, GA technologies does not merely act as an intermediary, but instead purchases properties at fair prices on its own account, temporarily holding them as inventory on its balance sheet, and then sells them while securing an appropriate margin. By participating directly as a counterparty in transactions, the company is able to carefully select high-quality properties while also shortening the time spent on price negotiations, thereby enabling fast and fair transactions.

Figure 3: Significant Potential for Membership Growth



Source: CGS based on company materials

Figure4: Accelerating Inflow of Property Information



Source: CGS based on company materials

(3) A Vast Database and Its Utilization

○ In property valuation for real estate transactions, GA technologies utilizes a large volume of contracted rent data from the rental market, which it has acquired through its ITANDI business. In Japan's real estate market, no public database exists that comprehensively collects contracted rent data. In addition to the sales data accumulated through the RENOSY Marketplace business, the use of unique data owned by the ITANDI business, which provides real-time insights into rental market trends, serves as a distinct differentiating factor for the company in ensuring fair pricing of investment properties. By leveraging extensive data to achieve fair pricing, the proportion of properties that are forced to be sold at a loss appears to be kept below 0.1% of the total.

(4) Exceptionally High Inventory Turnover

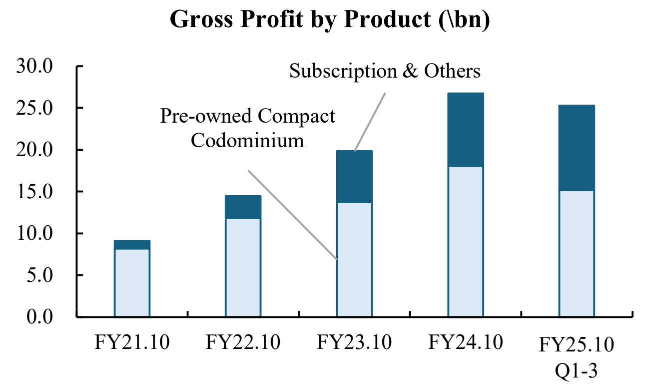
○ Speedy transactions play an important role in both capital efficiency and risk management. Holding properties as inventory on the balance sheet not only reduces capital efficiency but can also increase exposure to real estate price fluctuation risk. However, RENOSY Marketplace achieves exceptionally short matching days (the period from listing property information to receiving a purchase application), averaging four days, and a cash conversion cycle (CCC) of approximately 20 days based on FY10/24 results. Such exceptionally high inventory turnover, which is rare in the real estate industry, minimizes the burden of inventory on the balance sheet while enhancing flexibility against fluctuations in real estate market conditions. GA technologies manages inventory turnover period as a key KPI. CGS believes that this discipline will be maintained even as the business expands in the future.

○ The business model of RENOSY Marketplace, which conducts real estate transactions on its own account, inherently has potential risks associated with the sale of defective properties. To avoid such risks, when purchasing properties, GA technologies conducts on-site inspections by the responsible department. In the event that a defect is identified after the sale of a property, GA technologies bears contractual liability for nonconformity but is able to seek recourse for the same liability from the seller. For this reason, CGS believes that GA technologies is effectively not exposed to this risk.

Vast Growth Opportunities in the Large Real Estate Investment Market

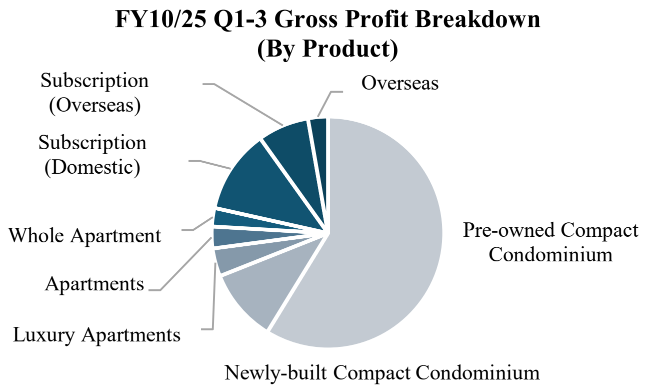
○ Despite the predominance of analog transactions and operational processes in Japan's real estate investment market, GA technologies has substantial growth potential by transforming real estate investment through digitalization. The SAM (Serviceable Available Market) for pre-owned condominiums in the Tokyo metropolitan area—RENOSY Marketplace's main property category—is estimated to be approximately ¥7 trillion (Tokyo Kantei). Considering that revenue from the RENOSY Marketplace segment is projected to reach approximately ¥240 billion in FY10/25, it is unlikely that the business will face growth constraints due to market size in the foreseeable future. Furthermore, the TAM (Total Addressable Market) for the domestic rental housing market, including newly built properties and single-family homes, is estimated to reach around ¥40 trillion (NLI Research Institute).

Figure 5: Growth Accelerated by Product Diversification



Source: CGS based on company materials

Figure 6: Profit Structure of the RENOSY Marketplace Business



Source: CGS based on company materials

Accelerated Growth Opportunities through Diversification of Property Categories

○ GA technologies is accelerating growth by diversifying the types of properties it handles, thereby enhancing access to Japan's vast rental housing market. Over the three-year period from FY10/21 to FY10/24, gross profit from the RENOSY Marketplace segment increased 2.9 times. Of this, while gross profit from pre-owned compact condominiums expanded 2.2 times, profit from subscription services and properties other than pre-owned compact condominiums expanded approximately 9.3 times (see Figure 5). As a result, the percentage of gross profit from non-compact pre-owned condominiums in the segment has been rising year by year, reaching 40% in the cumulative first to third quarters of FY10/25 (see Figure 6). By property type, pre-owned compact condominiums are followed by newly built condominiums (10%), luxury condominiums (4%), and apartments (3%). In addition, subscription revenue from property management services accounts for 12% and 7% of the segment gross profit in Japan and overseas, respectively.

Overseas Expansion with a Long-Term Perspective

○ GA technologies is also cautiously expanding its business domains overseas with a view toward future global expansion. Since around 2020, less than ten years after its founding, the company has entered China, Hong Kong, Taiwan, Thailand, the United States, and Malaysia through the establishment of local offices and M&A. While CGS believes that domestic business will continue to drive the company's growth in the near term due to the vast growth opportunities in Japan, GA technologies is, from a long-term perspective, sowing the seeds for future global expansion through accumulating expertise, building organizational infrastructure and fostering corporate culture.

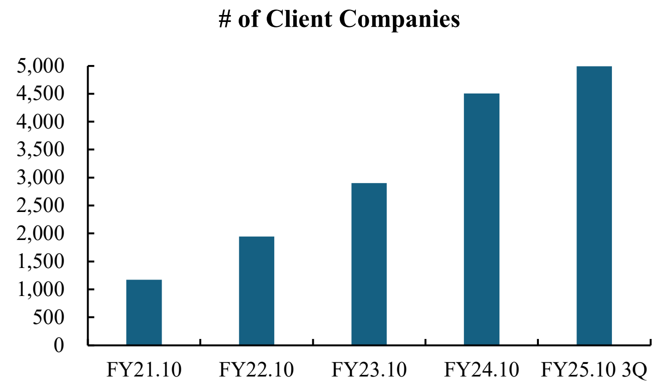
○ The core of its overseas business lies in the United States, the world's largest real estate market. In March 2024, GA technologies acquired RW OpCo, which operates property management and investment real estate marketplace businesses in the U.S., for approximately ¥1.66 billion. The online marketplace operated by its subsidiary Renters Warehouse is the second largest in the U.S. in the SFR (Single-Family Rental) segment. As in Japan, real estate transactions in the U.S. are not yet fully digitalized. The acquisition of RW OpCo represents the first step in deploying the company's story of transforming analog real estate investment markets through digitalization in the world's largest real estate market. Furthermore, synergies are beginning to emerge from matching U.S. properties with Japanese real estate investors. RW OpCo's net profit for FY12/22, immediately prior to the acquisition, was a deficit of approximately ¥840 million, but profitability appears to have improved significantly due to structural reforms and franchise M&A carried out after the acquisition. CGS expects that the U.S. business will turn profitable on a full-year basis in the near future and start contributing to the company's profit growth.

The Potential of ITANDI, a Leader in the Digitalization of Real Estate Brokerage and Property Management Companies

○ ITANDI is enhancing its presence as an information infrastructure provider leading the digitalization of real estate brokerage and property management companies. Its products are highly regarded for their convenience, having achieved No.1 usage among brokerage firms for property viewing reservations, tenant applications, and electronic contracts for three consecutive years, as well as No.1 in both "the inter-company distribution platform most desired by property management companies" and "brokerage firm usage" (based on Leasing Management Consulting and Sangyo Marketing Consulting). The current monthly churn rate remains in the 0.3% range, indicating a high level of customer satisfaction with ITANDI's products.

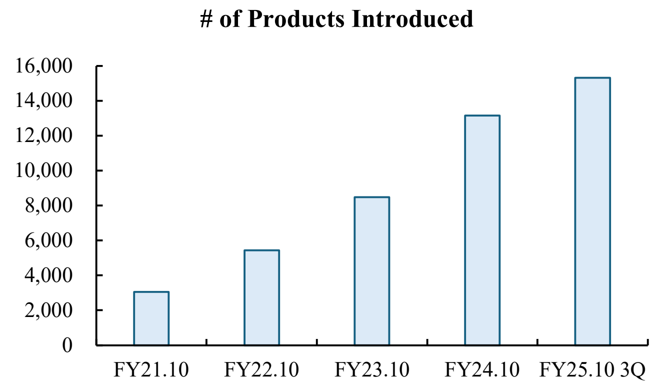
○ ITANDI's presence continues to grow through a virtuous cycle of increased number of client companies adopting its products, increased property information supplied by property management companies, increased access from brokerage firms, and further product adoption. As of the end of July 2025, the number of client companies adopting its products reached 4,994, representing a 2.9-fold increase over the past three years (see Figure 7). The number of products adopted reached 15,318 as of the end of July 2025, representing a 3.3-fold increase over the same period (see Figure 8). In addition to the increase in the number of client companies, the average number of products adopted per company increased from 2.7 to 3.1, reflecting that client companies value ITANDI's products and are purchasing additional products.

Figure 7: # of Client Companies Expanded 2.9× in Three Years



Source: CGS based on company materials

Figure 8: Client Base Expansion and Cross-Selling Drive Growth



Source: CGS based on company materials

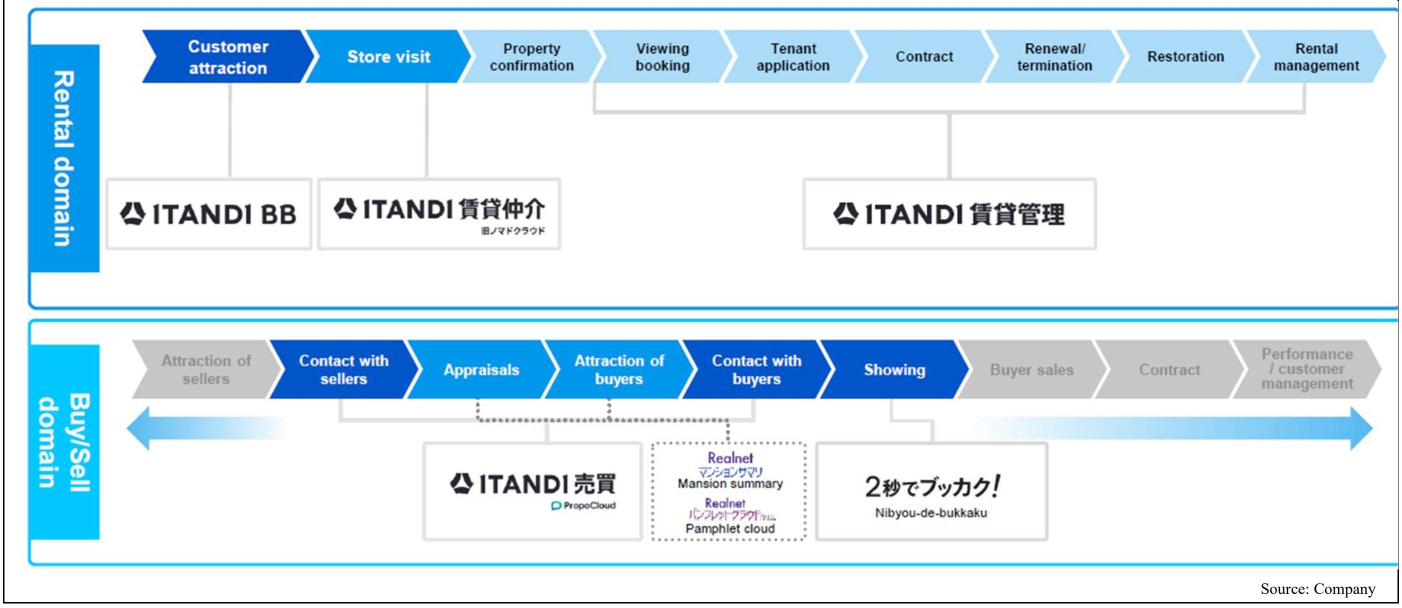
ITANDI's Unique Strengths Supporting Its Growth

○ In addition to the expansion of its presence through network effects, there are two major strengths unique to GA technologies that underpin ITANDI's rapid growth. The first is its extensive product lineup that covers a series of transaction processes (see Figure 9). In the rental domain, the company has products that correspond to the entire workflow from customer acquisition to rental management, establishing a system that can respond to all needs. No competitor offers this complete lineup. Meanwhile, in the sales domain, it does not yet cover all operational processes at this stage, which can be viewed as future upside potential. Many of the existing products are still relatively new and have room for further expansion. Going forward, CGS expects the company to both expand existing products and develop products that fill the gaps. The second strength is its outstanding UI/UX, as demonstrated by external evaluations. The ability to leverage the group's extensive experience and know-how in rental management in product development is a unique strength that competitors do not possess. Furthermore, the ability to use UI/UX superior products seamlessly across multiple operational domains makes the company's comprehensive product lineup even more compelling.

○ As with the RENOSY Marketplace segment, the growth potential of the ITANDI segment is also substantial. While the number of client companies adopting ITANDI's products stands at 4,994 (as of the end of July 2025), there are more than 110,000 licensed real estate brokerage corporations in Japan. GA technologies estimates the Serviceable Available Market (SAM) for the segment at ¥363 billion and the addressable customer market at ¥145 billion. Comparing this with projected revenue of approximately ¥6 billion for FY10/25 illustrates the size of the potential market.

○ As part of its approach to this potential market, ITANDI Inc., the core company of the ITANDI segment, has partnered with the All Japan Real Estate Association (Zennichi), a public interest incorporated association. Zennichi is an industry organization comprising approximately 35,000 real estate companies engaged in brokerage, leasing, management, and related services. Specifically, ITANDI's system was adopted for Zennichi's property information system for its members, released in April 2023. This has enabled mutual use between Zennichi's system and ITANDI's system. CGS believes that the partnership with Zennichi enhances ITANDI's presence and credibility in the real estate industry, while also strengthening network effects by taking a leading role in system standardization. Through this channel, ITANDI is able to acquire customers in a cost-efficient and stable manner.

Figure 9: Product Lineup in the ITANDI Business



Source: Company

○ Furthermore, starting in May 2025, GA technologies introduced a paid plan with enhanced optional features to ITANDI BB, a property search platform that had previously been provided free of charge to property management and brokerage companies. This plan offers strengthened search capabilities and includes the "Obikae" function (the replacement of the brokerage company's name, contact details, etc., shown at the bottom of the property listing sheet, with the user's own information), and is offered at a competitive price compared to peers. CGS understands this as indicating that the company has transitioned from a phase in which market share should be prioritized, to one in which it can pursue both share expansion and LTV growth through higher unit prices.

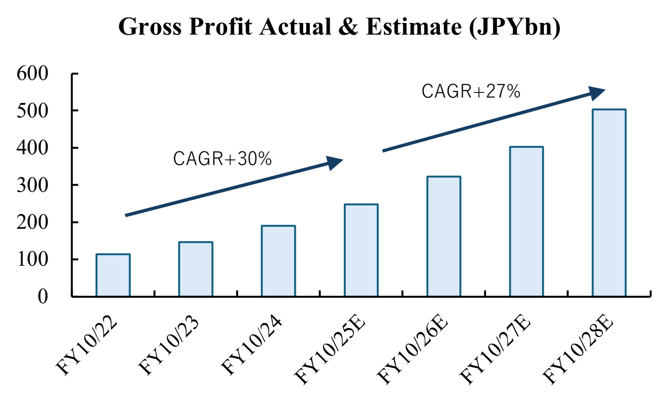
Equity Story 2: Entering a Phase of Strong Profit Growth and a Marked Rise in ROIC

Summary: CGS forecasts that GA technologies' revenue and business profit will achieve three-year CAGRs of 27% and 50%, respectively, from FY10/25 to FY10/28. In addition to strong top-line growth, a gradual improvement in gross profit margin and a meaningful decline in the SG&A ratio are expected to drive robust profit expansion. Furthermore, the company is entering a phase in which a significant rise in ROIC is anticipated. CGS expects the company's ROIC to exceed 20% over the next few years.

Strong Growth Expected in Top-Line and Profit

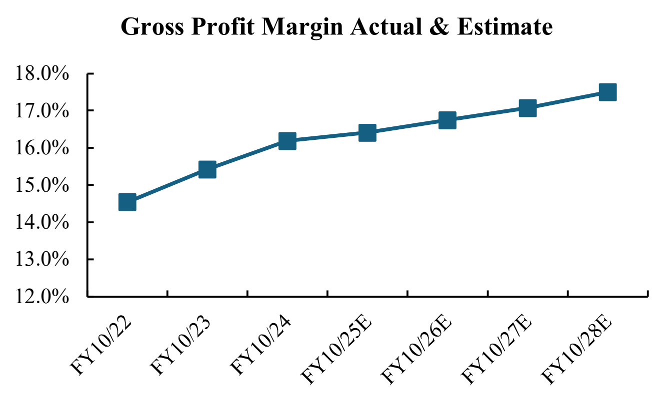
○ CGS expects GA technologies' revenue to grow at an average annual rate of 27% over the three-year period from FY10/25 to FY10/28 (see Figure 10). This implies that the company will continue to achieve the same level of high growth as in the past three years (average annual growth rate of 30%). There are substantial growth opportunities in the digitalization of the large real estate investment market. CGS believes that the company will successfully capture these opportunities through the expansion of relatively new products, further enhancement of its product lineup, strengthening of customer acquisition driven by network effects, and disciplined M&A (as discussed later).

Figure 10: Sustained High Top-Line Growth



Source: Company, CGS

Figure 11: Gross Profit Margin Continues to Improve Gradually

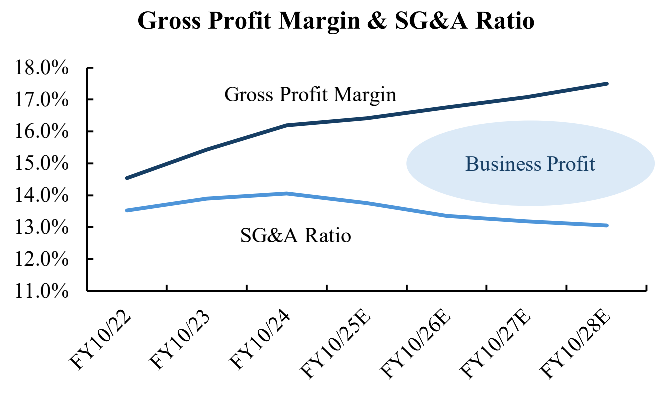


Source: Company, CGS

○ CGS expects the gross profit margin to continue its gradual improvement trend (see Figure 11). The main driver of this improvement is the enhanced mix resulting from the expansion of relatively high-margin new product categories, such as newly built properties, within the RENOSY Marketplace segment. The growing presence of RENOSY Marketplace implies increased pricing power for GA technologies in the real estate transaction market. However, the company does not appear to intend to use this pricing power to raise its take rate.

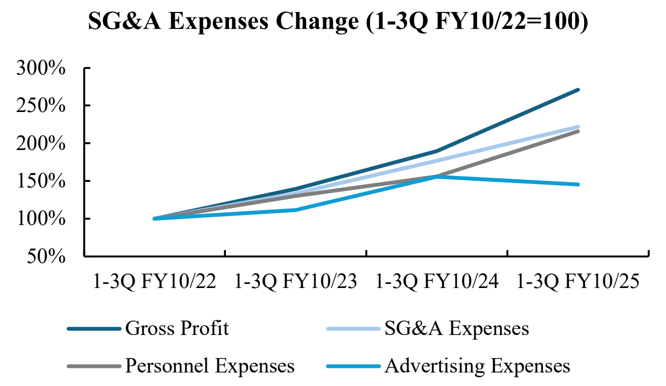
○ While the gross profit margin is expected to improve gradually, the SG&A ratio is expected to decline meaningfully, thereby lifting the business profit margin (see Figures 12 and 13). Cost efficiency improvements are already becoming evident. Over the three-year period through 1–3Q FY10/25, gross profit increased by 2.7 times, while SG&A expenses increased by only 2.2 times. This is because increases in personnel expenses, the largest cost item within SG&A expenses, and advertising expenses, the second largest, have been contained. Efficient operations leveraging digital technology and growing brand recognition in the real estate industry are driving the improvement in cost efficiency as the business scales.

Figure 12: Lower SG&A Ratio Boosts Profit Margin



Source: Company, CGS

Figure 13: Higher Recognition Reduces Advertisement Expenses



Source: Company, CGS

Figure 14: CGS Medium- to Long-Term Earnings Forecast

(JPYbn, Yen)	FY10/23	FY10/24	FY10/25E	FY10/26E	FY10/27E	FY10/28E	CAGR*
Revenue	146.6	189.9	248.0	322.1	402.3	502.6	27%
RENOSY Market Place	143.2	184.8	240.5	312.7	390.8	488.5	27%
ITANDI	3.2	4.5	6.5	8.3	10.3	12.9	26%
Others, net	0.3	0.6	1.0	1.2	1.2	1.2	6%
Business Profit	2.2	4.1	6.6	10.6	15.7	22.3	50%
RENOSY Marketplace	6.6	8.9	12.1	16.4	22.0	29.3	34%
ITANDI	0.7	1.3	1.2	1.6	2.2	2.6	28%
Others, net	-5.1	-6.1	-6.7	-7.5	-8.4	-9.5	13%
Net Profit	1.0	1.8	3.5	6.3	9.5	13.7	57%
EPS	27.0	49.6	85.6	152.8	230.9	334.1	57%

*CAGR from FY10/25 to FY10/28
Source: Company, CGS

○ As a result of strong revenue growth, gradual improvement in gross profit margin, and a meaningful decline in the SG&A ratio, CGS expects GA technologies' business profit to grow at an average annual rate of 50% over the three-year period from FY10/25 (see Figure 14).

Accelerating Growth through M&A

○ GA technologies is strategically utilizing M&A to accelerate the capture of substantial growth opportunities. To date, the company has conducted 14 M&A transactions (see Figure 15). The company's M&A activities can be broadly classified into two categories: (1) roll-up deals aimed at strengthening the business foundation, and (2) "new domain entry" deals aimed at expanding the product lineup, increasing market share and distribution channels, and entering new businesses. Of the 14 past transactions, two were roll-up deals in the investment real estate domain of the RENOSY Marketplace segment, three were new domain entry deals in the same domain, five were new domain entry deals in the real estate leasing and real estate SaaS domains of the ITANDI segment, three were new domain entry deals overseas, and one was in other domains.

○ M&A has contributed significantly to GA technologies' growth. Over the three-year period from FY10/21 to FY10/24, the company's gross profit increased by ¥20.5 billion. Of this amount, ¥9.6 billion was attributable to organic growth, while the remaining ¥10.9 billion resulted from acquisitions and the subsequent growth of acquired companies.

Figure 15: M&A Transaction Track Record

Date	Acquired Company	Business Domain	Type	Main Business Description
Nov 2018	Legal Rental Guarantee	Investment Real Estate	Roll-up	Rent debt guarantee services
Nov 2018	ITANDI	Real Estate SaaS	New Business	Real estate brokerage and SaaS property management
Aug 2019	Yes Renovation	Investment Real Estate	New Business	Renovation services for rental properties
Jan 2020	Modern Standard	Real Estate Leasing	New Business	Operation of luxury rental brokerage platform
Sep 2020	Kamui Myousan	Overseas	New Business	Sales of Japanese real estate to Chinese investors
Jun 2021	Partners	Investment Real Estate	New Business	Asset management advisory services
Mar 2022	Ricordi	Investment Real Estate	New Business	Real estate and wealth-building consulting
May 2022	DL Holdings	Overseas	New Business	Real estate leasing brokerage for foreigners in Thailand
Sep 2022	Dango-net	Real Estate SaaS	New Business	Real estate software packages for property agencies
Jul 2023	Spica Consulting	M&A Brokerage	New Business	M&A advisory and brokerage services
Nov 2023	Core Asset Management	Investment Real Estate	Roll-up	Property management services for real estate owners
Jan 2024	Housmart	Real Estate SaaS	New Business	SaaS solutions for real estate brokerage firms
Mar 2024	RW OpCo (U.S.)	Overseas	New Business	Property management and investment real estate marketplace
Aug 2024	Mercury Real Tech Innovator	Real Estate SaaS	New Business	Real estate database and analytics services

Source: Company, CGS

○ CGS expects GA technologies to continue pursuing strategic M&A under strong discipline. CGS understands that the company's focus areas are: (1) further expansion of the product lineup and acquisition of the customer base in the RENOSY Marketplace segment, (2) expansion of the product lineup in the ITANDI segment, and (3) expansion of overseas operations. Over the past several years, the company has conducted acquisitions averaging approximately ¥1.5 billion per year. In FY10/24, during which multiple relatively large acquisitions were made, the company invested approximately ¥3.0 billion in M&A. As GA technologies' M&A strategy is not driven by predetermined acquisition amounts, it is difficult to make reliable projections regarding the expected scale. Therefore, while CGS assumes an annual M&A cash outflow of ¥3.0 billion in its forecast, it has incorporated the earnings contribution conservatively.

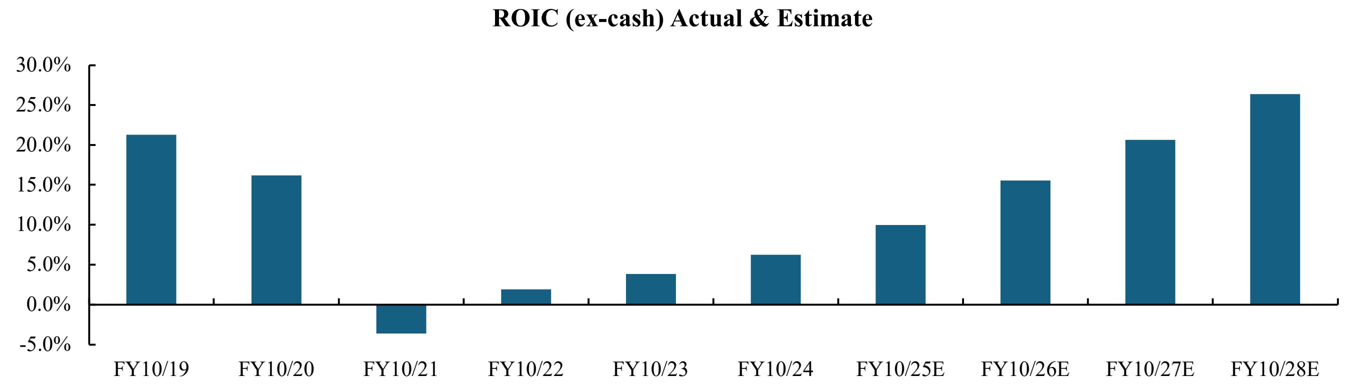
○ CGS assesses that GA technologies' M&A process is carried out with strong discipline. In selecting acquisition targets, the company creates its own long list based on identified needs aligned with its medium- to long-term strategy and directly approaches potential targets. In addition to business scale and domain expansion, the selection criteria for acquisition targets place strong emphasis on contributing to improvements in the company's ROIC over the medium- to long-term. Deal assessments and due diligence are conducted by the M&A team, followed by review and approval by the investment committee and the board of directors. At the board, experienced independent outside directors rigorously examine the expected synergies and the appropriateness of the acquisition price.

Entering a Phase of Significant ROIC Expansion

○ CGS believes that GA technologies is entering a phase in which, in addition to strong profit growth, a significant increase in ROIC is expected. While the company's ROIC (excluding cash) trended at a high level prior to FY10/20, it declined substantially in FY10/21. Since then, although it has remained at a lower level compared to historical levels, it has been on a steady improving trend (see Figure 16). CGS forecasts that the company's ROIC will rise to above 20% over the next few years.

○ The increase in ROIC will be driven by improvements in both NOPAT margin and invested capital turnover (see Figures 17 and 18). The improvement in NOPAT margin is primarily due to a mix shift in the RENOSY Marketplace segment driven by the expansion of relatively high-margin new product categories, as well as the containment of personnel and advertising expenses achieved through efficient operations leveraging digital technology and higher brand recognition in the real estate industry. The improvement in invested capital turnover is mainly attributable to reduced balance sheet burden stemming from the introduction of a new property management plan in November 2021, which has supported the expansion of the rental management business.

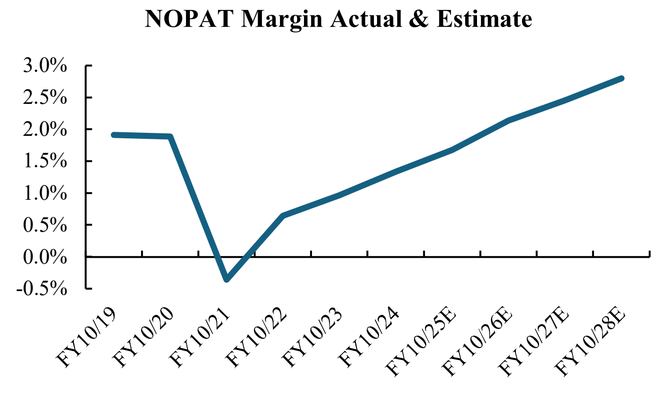
Figure 16: ROIC Expected to Exceed 20% Within the Next Three Years



Note: FY10/19 and FY10/20 are based on Japanese GAAP

Source: Company, CGS

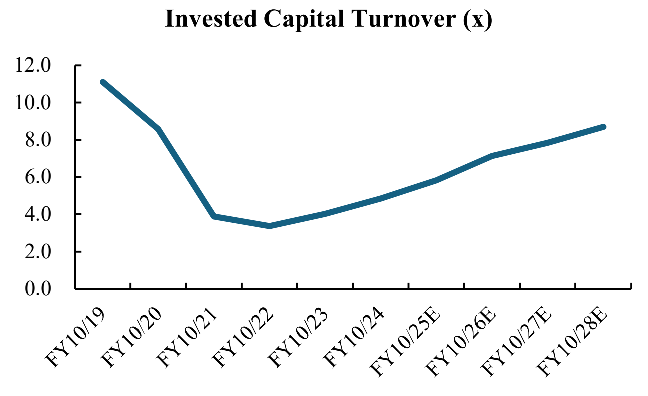
Figure 17: NOPAT Margin Reaching Well Above Historical Levels



Note: FY10/19 and FY10/20 are based on Japanese GAAP

Source: Company, CGS

Figure 18: Improved Capital Efficiency Raises Turnover



Note: FY10/19 and FY10/20 are based on Japanese GAAP

Source: Company, CGS

○ GA technologies, through its rental management business, provides services that perform a series of property management operations on behalf of owners of rental properties, including tenant recruitment, rent collection, and handling of equipment failures. Under the former "Master Plan," based on a master lease agreement, the owner leased the property to GA technologies, which, as the property management company, then subleased it to tenants. The Master Plan was a five-year contract, and GA technologies' balance sheet recognized the present value of the property usage rights for five years as right-of-use assets. In contrast, under the new rental management plan called "NEO Income," the owner and GA technologies enter into a property management outsourcing agreement and a future collective receivables transfer agreement. Because the contract is renewed at the beginning of each year, only two months' worth of outstanding rental receivables is recorded as financial assets on the company's balance sheet at fiscal year-end (end of October). Since November 2021, all of the company's rental management plans have transitioned to the new plan, significantly reducing the balance sheet burden associated with the growth of the rental management business. Furthermore, legacy Master Plans that have reached maturity are being replaced with the new plan, continuously improving invested capital turnover.

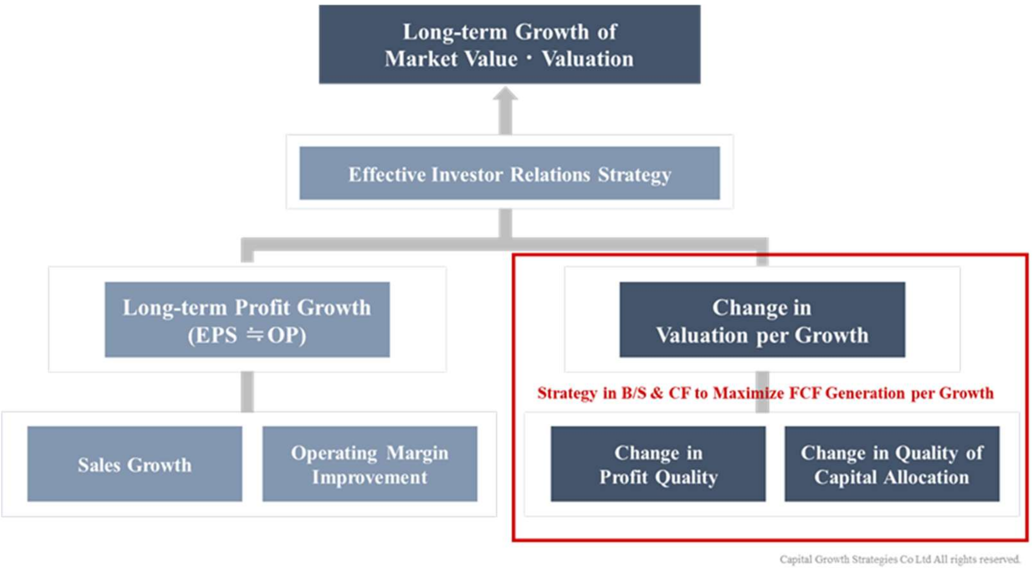
○ CGS expects GA technologies' CCC to remain short and continue to support a high working capital turnover ratio. The company's inventory turnover period is significantly shorter than that of its peers. Although it has become somewhat longer compared to a few years ago, mainly due to an increase in the handling of larger properties associated with the expansion of the product lineup, such effects are already beginning to taper off. Furthermore, the company appears to be considering, as necessary, the liquidation (off-balance sheet treatment) of larger properties with relatively longer inventory periods. As a result, CGS expects the CCC to remain well below the company's medium-term target of 30 days.

Equity Story 3: Upside Potential in Valuation Multiples Supported by High-Quality Profit Growth

Summary: CGS analyzed the valuation per 1% profit growth using four drivers: capital efficiency, CF conversion, profit growth volatility, and the quality of capital allocation. CGS expects that, through disciplined capital allocation, GA technologies' Incremental ROI will improve to an average of 38% in the coming years. At the same time, the company's ROIC (excluding cash) is expected to continue improving at a level above its WACC and reach over 20% within the next few years. Profit growth volatility is expected to remain low, supporting the continued generation of stable FCF over the medium to long term. CGS believes that, compared with global companies within the procurement platform industry that are delivering similar growth, the company's valuation multiple per 1% of expected EBITDA growth remains significantly discounted, leaving ample room for rerating.

○ From here, we examine the extent to which the equity market may be willing to assign valuation multiples to GA technologies' expected growth rate (as forecast by CGS) in the future. In considering this, what CGS management, based on years of professional investment experience, has long emphasized is the multiple that the equity market is willing to pay per 1% of the company's profit growth (see Figure 19).

Figure 19: CGS' approach to analyze long-term equity valuation



Source: CGS

○ Even among companies with an expected annual profit growth rate of 10% over the medium- to long-term, one company may be valued at 15x EV/EBITDA, while another may only receive a valuation of 7x EV/EBITDA. This discrepancy arises because the multiple stock market assigns per 1% of profit growth varies between companies and can fluctuate over time. If investment decisions are made solely based on expected profit growth rates, it becomes difficult to understand the logic behind stock valuation compared to historical levels or peers. This is primarily due to differences in the valuation assigned per 1% profit growth rate. Thus, we believe this metric is a critical analytical factor particularly for long-term investors.

○ CGS defines the drivers of valuation per 1% profit growth as shown in Figure 20. These drivers can also be viewed as the factors influencing the free cash flow (FCF) generation capacity per 1% profit growth. Even for companies with the same annual profit growth rate of 10%, those with higher and more stable FCF generation capacity are granted higher multiples by the stock market. CGS uses this approach to analyze the fair multiples that the stock market may be willing to pay for each target company's medium- to long-term growth within the current interest rate environment. It should be noted that this analysis is based solely on CGS' independent perspective with long-term investors' view, without input or influence from the management of the company analyzed on any of the valuation drivers or financial model.

Figure 20: Key criteria that CGS focuses on to analyze equity valuation per 1% of profit growth

Profit Quality

① Capital Efficiency
② Cash Flow Conversion
③ Volatility of Profit Growth

Quality of Capital Allocation

④ Change in Cash Usage & Change in Incremental ROI (Cash Flow Base)

Source: CGS

○ We now turn to analyzing the valuation drivers per 1% profit growth for GA technologies over the medium- to long-term.

1. Capital Efficiency

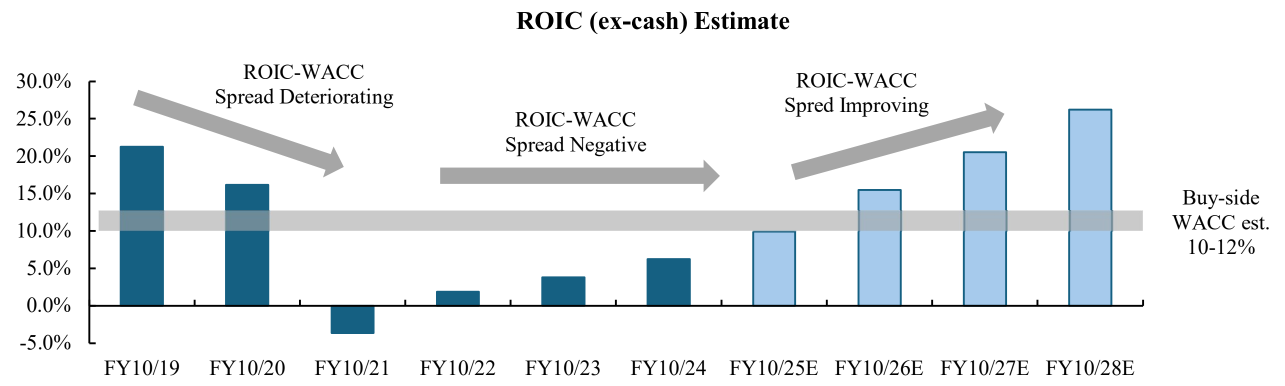
First, we examine capital efficiency. Among these, ROIC is particularly important as it evaluates how much of the projected operating cash flow (CF) needs to be reinvested into capital to generate expected profits—i.e. how much future free cash flow (FCF) can be retained. From the perspective of FCF generation per unit of profit growth, CGS places great importance on ROIC.

GA technologies' ROIC exceeded 20% in FY10/19 (Japanese GAAP), indicating strong cash generation and supporting high equity multiples per 1% of profit growth. However, ROIC declined to the single-digit range due to lower profits stemming from declining fees in the RENOSY Marketplace segment as well as a significant increase in invested capital, driven by factors such as an increase in CCC (although still extremely short), the recognition of goodwill associated with M&A, and the on-balance sheet treatment of lease assets and liabilities resulting from the transition to IFRS.

For long-term investors, what matters is not past evaluations, but the change from this point onward. GA technologies' ROIC has been on a recovery trend since bottoming out in FY10/21 (see Figure 21). According to CGS forecasts, the company's NOPAT is expected to grow at an annual rate of approximately 50%, reaching around ¥14 billion in FY10/28. Meanwhile, invested capital is projected to increase at an annual rate of only about 10% to ¥91.2 billion in FY10/28, driven by increases in working capital associated with business expansion and increases in goodwill through M&A, partially offset by reductions in fixed assets resulting from the transition to the new property management plan and the off-balance sheet treatment of certain assets. As a result, CGS expects the company's ROIC to continue to improve, reaching around 26% in FY10/28. While a direct comparison is difficult due to differences in accounting standards, this level exceeds the level recorded prior to FY10/21, when ROIC declined significantly.

The company's ROIC level of 26% can be regarded as a realistic improvement target, as it stands on par with the capital efficiency levels of the global peer companies that will be introduced later. More importantly, when considering the company's valuation, the key point is that its spread over WACC ("economic spread") is expected to improve over the medium- to long-term. Based on the current global interest rate environment, CGS estimates the company's buy-side WACC—defined not as the theoretical WACC calculated using Japanese interest rates, but as the rate that global investors would require for a Japanese company based on global interest rate benchmarks—to be approximately 10–12%. The company's ROIC–WACC spread, which represents the economic value added as a listed company, is shifting from negative to positive, and is expected to enter a phase of further expansion over the next several years. CGS believes that this will contribute to the increase in FCF generation per 1% of profit growth, i.e., an expansion in the equity multiple.

Figure 21: ROIC Forecast Based on CGS's Predictive Model



Source: CGS

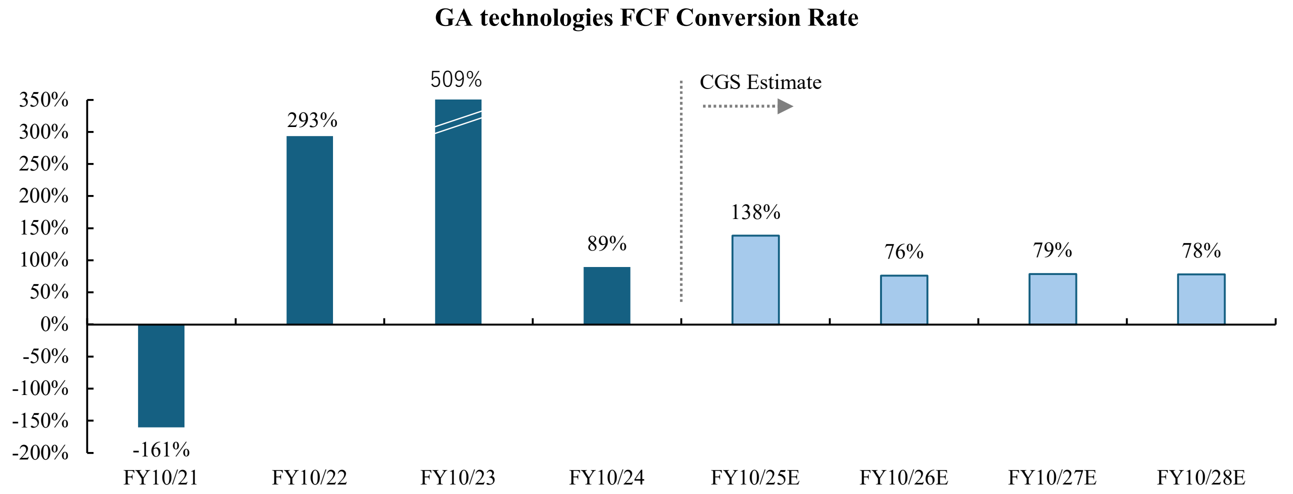
On the other hand, we consider that, for the company's ROIC, the primary risks lie more in the pace of expansion of the denominator than in the numerator, with the specific risk factors being the execution of large and expensive M&A transactions, a decline in acquisition ROI due to weak PMI performance at acquired companies, and the level of capital intensity of those consolidated entities, and furthermore, if the currently extremely short CCC were to lengthen, profit growth would be less likely to translate into an expansion of market capitalization. In response to these risks, the management team has established criteria for M&A-related investment, monitoring, and exit for each business and applies them rigorously. Moreover, CGS assesses management's awareness of the CCC as extremely strong.

2. Cash Flow Conversion

Profits reported on the income statement include many non-cash items and therefore do not equate to cash flow. The CF conversion rate is an indicator that evaluates how much of this accounting profit in the income statement can be converted into actual cash flow, which is particularly important for overseas medium- to long-term investors when measuring FCF generation capacity per profit growth. Specifically, investors evaluate the conversion ratio from EBITDA to operating cash flow (operating CF/EBITDA conversion ratio) and the conversion ratio from net profit to FCF (FCF conversion ratio), for which the primary driver is the CCC. In this analysis, FCF is defined as operating CF minus capital expenditures.

GA technologies' FCF conversion ratio averaged approximately 180% over the past four years on an IFRS-comparable basis, which is a high level (see Figure 22). The company's business model, which enables very rapid cash generation, supports this strong FCF conversion ratio. While the volatility of the FCF conversion ratio has been high in recent years, this is mainly attributable to the increase in inventories associated with business expansion and differences in the timing of cash conversion from year to year. Looking ahead, CGS forecasts that the company's FCF conversion ratio will average 78% over the three-year period through FY10/28. This forecast incorporates, on a conservative basis, a slight lengthening of the CCC and an increase in capital expenditures associated with business expansion. Conversely, a key risk to watch from an investor's perspective when assessing the company's future CF conversion ratio is whether future M&A might bring into businesses that significantly alter, beyond our assumptions, the company's capital expenditure requirements (including systems investment) or the speed of cash conversion, both of which affect the CCC. Based on discussions with the company's management to date, CGS understands that the M&A targets the company is focusing on are primarily those aimed at expanding the product lineup of the RENOSY Marketplace segment and the ITANDI segment, as well as strengthening the business foundation in the United States, and that at this point the likelihood of acquisitions that would sharply deteriorate capital expenditures or the CCC is low. Therefore, CGS expects that the company's high CF conversion ratio will be sustained as long as such risks do not materialize, and believes the impact on the valuation per 1% profit growth will remain largely neutral.

Figure 22: GA technologies' FCF Conversion Rate Based on CGS's Predictive Model



Source: CGS

3. Profit Growth Volatility

We now turn to profit growth volatility. Even if a company doubles its operating profit over five years, the total FCF generated during the period will clearly differ depending on whether operating profit increases linearly to achieve the doubling, or fluctuates up and down with the doubling occurring only in the fifth year (and these differences in earnings volatility affect the cost of capital). This is primarily why valuation in cyclical industries tends to be discounted compared to non-cyclical industries, even when the expected growth rates are the same. It is therefore a key factor in determining the FCF generation per 1% profit growth (valuation). CGS evaluates this aspect by examining the volatility of revenue and marginal profit margin.

In recent years, GA technologies' revenue has continued to grow steadily at a high annual rate of nearly 30%. Under a business model that transforms analog real estate investment through digitalization, the company has sustained strong growth through expansion of its customer base and product lineup. While the matching business in the RENOSY Marketplace segment may be affected by fluctuations in investor demand due to changes in real estate market conditions, the company's business scale remains relatively small compared to the potential market size, and is therefore considered relatively less susceptible to macroeconomic conditions. In addition, the expansion of recurring revenue streams—such as property management in the RENOSY Marketplace segment and SaaS businesses in the ITANDI segment—is contributing to the stabilization of revenue.

Furthermore, GA technologies' gross profit margin has remained stable at around 15%, with a gradual improvement. The stable profit margin reflects the company's discipline in the matching business of the RENOSY Marketplace segment, its strong capability in property valuation and pricing power in transactions, as well as the stability of recurring revenue. Meanwhile, the SG&A ratio is entering a declining phase due to improvements in cost efficiency. As a result, the business profit margin is expected to continue its gradual upward trend.

Based on these factors, CGS believes that the equity market is highly unlikely to perceive the company's earnings volatility as a risk, and therefore does not view it as a risk factor affecting the valuation per 1% profit growth.

4. Changes in Cash Usage & Change in Incremental ROI

Finally, we turn to the outlook for the quality of capital allocation. In assessing future capital allocation, CGS focuses on, first, how the company's use of cash is expected to change, and second, as a result of such changes, how much additional cash flow the company is likely to generate relative to incremental invested capital (Incremental ROI).

We begin by examining the change in the use of cash. For GA technologies, the primary uses of operating cash flow have been capital expenditures and M&A. Although the company has net debt on its balance sheet, this remains below 2x EBITDA and continues to trend downward. Therefore, CGS understands that debt repayment is not constraining the company's use of operating cash flow. Over the three years through FY10/24, the company allocated approximately 38% of its operating cash flow to capital expenditures and 36% to M&A. This confirms that the company has maintained a balanced investment approach between organic and inorganic growth with a focus on growth.

Looking ahead, at the time of its FY10/25 Q3 earnings announcement, the company outlined a policy to maximize FCF generation and, as part of this, improve the quality of capital allocation by (1) investing in AI system development with careful selection of investment areas, (2) executing disciplined M&As to achieve synergy with existing business, and (3) balancing growth investments and shareholder returns through meticulous cash management. In line with this policy, the company initiated dividends in FY10/25. The decision reflects the company's judgment that it has reached a stage where it can pursue both growth investment and shareholder return. The new shareholder return policy aims to deliver stable and sustainable dividends while balancing growth investment, with a focus on total shareholder return including share buybacks. CGS understands that this policy does not imply a shift from high growth to stable growth. The company continues to see substantial growth opportunities both domestically and internationally. CGS expects that, under a disciplined framework, capital allocation will continue to prioritize capital expenditures and M&A as the primary uses of operating cash flow.

With an understanding of the changes in capital allocation, what investors should focus on is the extent to which such investments can generate additional returns. To measure this, we analyze how the cash flow-based Incremental ROI on incremental invested capital may evolve from the past into the future.

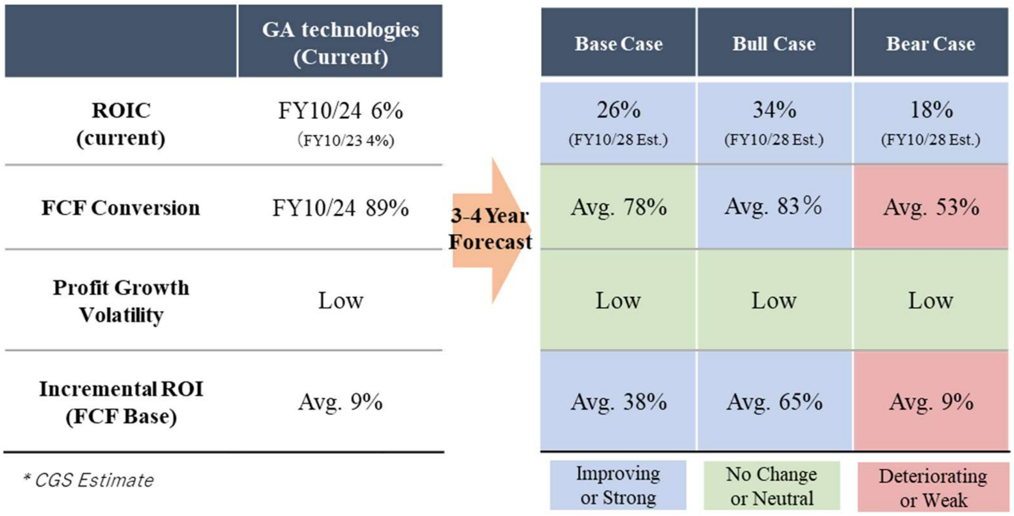
We first examine the historical trend in Incremental ROI. Over the three years from FY10/21 to FY10/24, GA technologies' invested capital increased by approximately ¥14 billion. During the same period, although FCF showed some volatility from year to year, it increased by an average of approximately ¥1.3 billion. Accordingly, the cash flow-based Incremental ROI for this period averaged approximately 9%. CGS understands that the increase in invested capital during this period was primarily attributable to the expansion of the product lineup in the RENOSY Marketplace segment, which involved handling larger properties with relatively longer inventory periods, and thus contributed to the lengthening of the CCC (although it remains short). These effects now appear largely behind.

Next, we look at the outlook for Incremental ROI. CGS estimates that over the three years through FY10/28, the company's invested capital (excluding cash) will increase by approximately ¥15.5 billion, mainly due to growth in inventories associated with business expansion. During the same period, the additional FCF generated is expected to increase by just under ¥6 billion, driven by top-line growth and margin improvement. This implies an Incremental ROI of over 30%, suggesting that the quality of capital allocation can sustainably drive the overall improvement in ROIC. The key risk factors that could prevent the company's Incremental ROI from reaching CGS's expected level are a significant lengthening of the CCC and the quality of M&A. With respect to the CCC, CGS expects that management will maintain disciplined control and, when necessary, pursue the monetization (off-balance-sheet treatment) of large properties with relatively longer inventory periods. Given that the company includes M&A targets in the IT sector—an industry characterized by growth—in its business portfolio strategy, large-scale and high-valuation acquisitions could pose a risk to Incremental ROI. Medium- to long-term investors should continue to monitor the execution of the company's capital allocation, including this aspect.

○ Based on the above analysis, CGS's projections regarding GA technologies' future FCF generation per unit of profit growth (i.e., valuation driver per 1% profit growth) are summarized in Figure 23. The concept behind the Base Case is as discussed earlier. The Bull Case assumes that both organic and inorganic top-line growth accelerates beyond the Base Case assumptions, margins improve, and the CCC further shortens. Conversely, in the Bear Case, improvements in both growth rate and margins are more modest, while reflecting a deterioration in the CCC.

○ Finally, we analyze the range of multiples the equity market may reasonably allow under the current interest rate environment, based on the company's FCF generation profile per unit of profit growth. We identify peer companies in similar industries that share common elements in their equity stories and exhibit growth rates and FCF generation per profit growth comparable to CGS's forecasts for GA technologies, and we derive a permissible valuation range from the multiples currently granted by the market to those peers.

Figure 23: Forecast of GA technologies' Valuation Driver (FCF Generation) per 1% Profit Growth



	GA technologies (Current)	Base Case	Bull Case	Bear Case
ROIC (current)	FY10/24 6% (FY10/23 4%)	🟦 26% (FY10/28 Est.)	🟦 34% (FY10/28 Est.)	🟦 18% (FY10/28 Est.)
FCF Conversion	FY10/24 89%	🟩 Avg. 78%	🟦 Avg. 83%	🟥 Avg. 53%
Profit Growth Volatility	Low	🟩 Low	🟩 Low	🟩 Low
Incremental ROI (FCF Base)	Avg. 9%	🟦 Avg. 38%	🟦 Avg. 65%	🟥 Avg. 9%

3-4 Year Forecast

** CGS Estimate*

🟦 Improving or Strong
🟩 No Change or Neutral
🟥 Deteriorating or Weak

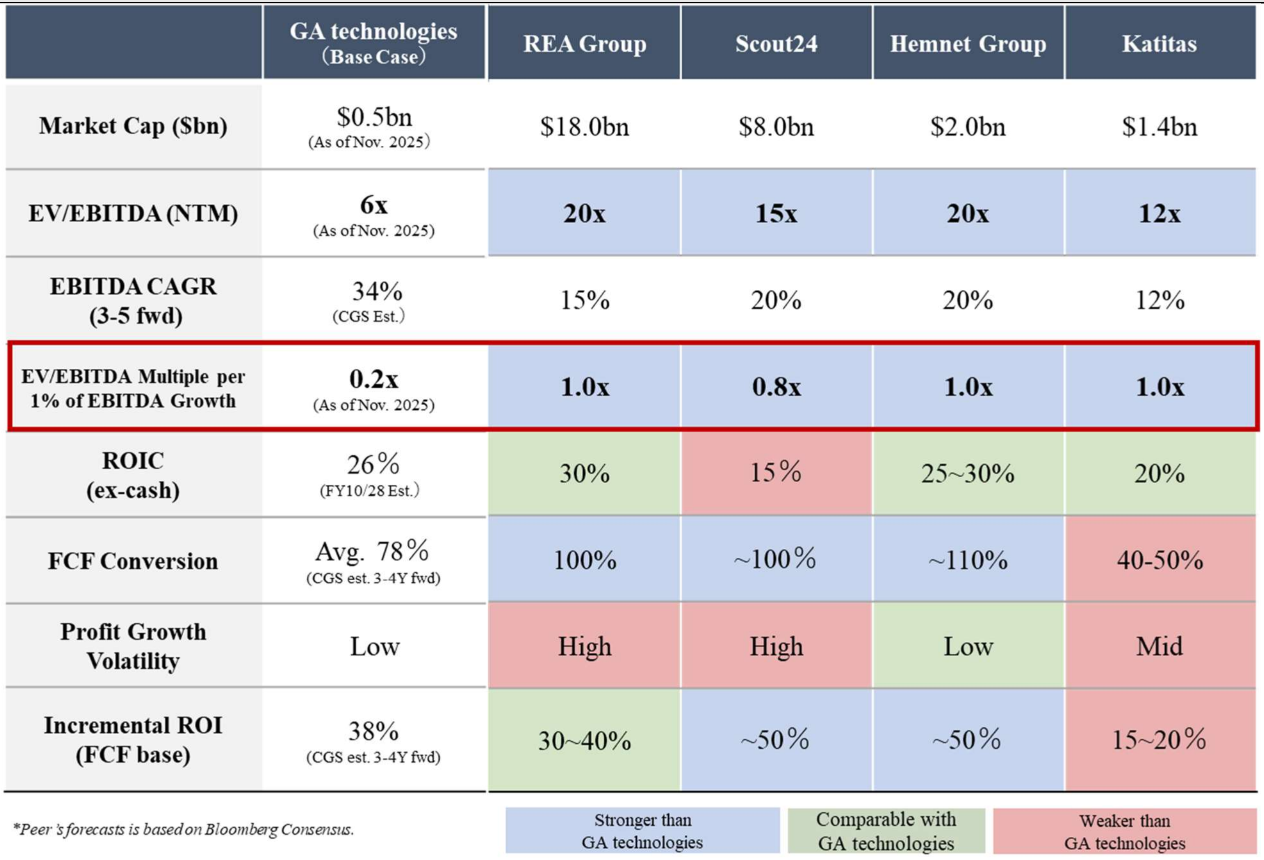
Source: CGS

○ As comparable companies for GA technologies, we have selected Australia's REA Group, Germany's Scout24, Sweden's Hemnet Group, and Japan's Katitas (see Figure 24). REA Group, Scout24, and Hemnet Group operate residential-focused real estate marketplaces, making their business models highly comparable to that of GA technologies. In addition, Katitas, one of the Japanese peers, acquires, refurbishes, and sells pre-owned residential properties as its core business, and, like GA technologies, is achieving high growth while maintaining an ROIC of over 20% by positioning real estate distribution as the source of value creation. We have summarized the current valuation drivers per 1% profit growth (FCF generation) of these comparable companies and compared them with CGS's forecast values for GA technologies.

○ Among the four comparable companies selected in this analysis, their medium- to long-term expected growth rates range widely from 12% to 20% per annum, and their EV/EBITDA multiples also vary significantly—from 20x for REA Group and Hemnet Group to 12x for Katitas. However, when viewed in terms of EV/EBITDA multiple per 1% of expected growth, the figures generally converge around 1x, and there is no significant disparity among the four peers. This suggests that the EV/EBITDA multiples of the comparable companies are broadly aligned with their respective expected growth rates. At the same time, when looking at the four key drivers that CGS prioritizes—capital efficiency, cash flow conversion, profit growth volatility, and CF-based incremental ROI relative to increases in invested capital—each company has both strengths and weaknesses. These factors may also contribute to the relatively narrow dispersion in EV/EBITDA multiple per 1% of expected growth among the peers.

○ In contrast, GA technologies, based on CGS's estimates, has an expected EBITDA growth rate of approximately 34% per annum and an EV/EBITDA multiple of around 6x, meaning that its multiple per 1% growth is significantly discounted relative to peers. Furthermore, as discussed earlier, the company is entering a phase of structural improvement in its FCF generation capability, driven by widening ROIC and incremental ROI. According to CGS's forecasts, GA technologies' capital efficiency is expected to rise to levels comparable with the peer group within the next three to four years. In addition, the company's FCF generation profile is projected to surpass that of the domestic peer and converge toward that of global peers. Profit growth volatility is also expected to remain relatively low. On the other hand, given that the company's free-float market capitalization is smaller than that of its peers, a liquidity discount should reasonably be taken into account. Nevertheless, even after factoring in such a discount, the current multiple of approximately 0.2x per 1% of EBITDA growth that the equity market is assigning to GA technologies appears undervalued. In light of the company's robust medium-term growth prospects, CGS believes that there is substantial upside potential to the current EV/EBITDA multiple.

Figure 24: Comps Analysis of GA technologies' FCF Generation and Valuation per 1% Profit Growth



	GA technologies (Base Case)	REA Group	Scout24	Hemnet Group	Katitas
Market Cap ($bn)	$0.5bn (As of Nov. 2025)	$18.0bn	$8.0bn	$2.0bn	$1.4bn
EV/EBITDA (NTM)	**6x** (As of Nov. 2025)	**20x**	**15x**	**20x**	**12x**
EBITDA CAGR (3-5 fwd)	34% (CGS Est.)	15%	20%	20%	12%
EV/EBITDA Multiple per 1% of EBITDA Growth	**0.2x** (As of Nov. 2025)	**1.0x**	**0.8x**	**1.0x**	**1.0x**
ROIC (ex-cash)	26% (FY10/28 Est.)	30%	15%	25~30%	20%
FCF Conversion	Avg. 78% (CGS est. 3-4Y fwd)	100%	~100%	~110%	40-50%
Profit Growth Volatility	Low	High	High	Low	Mid
Incremental ROI (FCF base)	38% (CGS est. 3-4Y fwd)	30~40%	~50%	~50%	15~20%

**Peer's forecasts is based on Bloomberg Consensus.*

Stronger than GA technologies | Comparable with GA technologies | Weaker than GA technologies

Source: CGS

Company Overview

Business Overview and History

○ GA technologies is a real estate technology company established in 2013. With the purpose/mission of "Spark excitement and inspiration by fusing technology with innovation to propel the world forward" the company is transforming analog real estate investment through digitalization. In 2016, three years after its establishment, it launched "RENOSY," its current core business, a distribution platform for pre-owned real estate. Since then, it has steadily expanded the range of properties handled, and now provides matching services for a wide variety of real estate asset types, including pre-owned compact condominiums, pre-owned apartment buildings, pre-owned entire condominium buildings, pre-owned single-family homes, newly built apartment buildings, and newly built entire condominium buildings.

○ At the same time, the company has expanded the scale and scope of its business through M&A, including the acquisition of ITANDI in 2018. Today, in addition to property management services for owners, it provides software and other digital solutions to real estate brokerage firms and management companies. Furthermore, the company entered overseas markets through the acquisition of "神居秒算," a Japan real estate platform targeting the Greater China region, in 2020, and entered the U.S. market through the acquisition of RW OpCo in 2024. Currently, it operates not only in Japan but also across six countries and regions: China, Hong Kong, Taiwan, Thailand, the United States, and Malaysia.

Revenue Structure

○ GA technologies' business segments are broadly classified into the RENOSY Marketplace business, the ITANDI business, and other businesses. The majority of revenue is generated by the RENOSY Marketplace business, which is the company's original core business (see Figure 25). In this business, property sales are recorded as revenue and property acquisitions as cost of sales, which results in a large reported revenue figure for the company. In FY10/24, approximately three-quarters of consolidated gross profit was generated by online transactions, while subscriptions and ITANDI each accounted for slightly over 10%. Because corporate expenses are not allocated to segment business profit, each business segment appears to represent a higher proportion of consolidated business profit than in substance.

Figure 25: Revenue and Profit Structure by Segment (FY10/24)

	Revenue		Gross Profit			Business Profit		
(JPYbn)		**% of Total**		**Margin**	**% of Total**		**Margin**	**% of Total**
RENOSY Marketplace	184.8	97.3%	26.7	14.5%	87.0%	8.9	4.8%	219.1%
Online Transaction	173.8	91.5%	22.6	13.0%	73.5%	8.3	4.8%	203.6%
Subscription	11.0	5.8%	4.2	37.8%	13.5%	0.6	5.7%	15.5%
Domestic	7.8	4.1%	2.5	32.5%	8.2%	1.4	17.9%	34.2%
Overseas	3.2	1.7%	1.6	50.5%	5.3%	-0.8	-23.5%	-18.7%
ITANDI	4.5	2.4%	3.6	80.8%	11.9%	1.3	29.2%	32.4%
Others	0.6	0.3%	0.4	61.6%	1.3%	0.0	4.2%	0.6%
Adustments	0.0	0.0%	0.0	110.3%	-0.1%	-6.2	-	-
Consolidated	189.9	**100.0%**	30.7	**16.2%**	**100.0%**	4.1	**2.1%**	**100.0%**

Source: CGS

Medium-Term Management Plan

○ GA technologies has formulated a three-year medium-term management plan (Medium-Term Business Plan 2026), with FY10/26 as the final year. The plan sets forth three strategic pillars: completion of the real estate DX ecosystem (strengthening of the core business), acceleration of globalization (overseas expansion of core business), and strengthening of technology strategy (creation of the third pillar of profit), accompanied by specific financial and non-financial targets. Figure 26 shows the company-wide financial targets, while Figure 27 outlines the main objectives by business segment, highlighting the company's commitment to high growth and its strategic efforts to build a robust business foundation to achieve it.

Figure 26: Financial Targets of Medium-Term Management Plan 2026

		FY10/26	Three Year Growth
Consolidated	Revenue	JPY323.0	2.2x (CAGR+30%)
	Gross Profit	JPY5401	2.4x (CAGR+34%)
	Business Profit	JPY10.0	4.6x (CAGR+66%)
	EPS	JPY13	5.0x (CAGR+70%)
RENOSY Marketplace	Revenue	JPY313.7	2.2x (CAGR+30%)
	Business Profit	JPY16.5	2.5x (CAGR+36%)
ITANDI	Revenue	JPY84.0	2.6x (CAGR+38%)
	Business Profit	JPY1.46	2.1x (CAGR+28%)

Source: Company, CGS

Figure 27: Key Business-Segment Targets under Medium-Term Business Plan 2026

	Key Initiatives	Key KPIs
RENOSY Marketplace		
Online Transaction	Expand market share in core pre-owned condominium market	Market share: 20%+
	Strengthen customer acquisition through digital marketing	Brand awareness: 70%+
	Strengthen property acquisition using AI-based valuation	Direct procurement ratio: 50%+
Subscription (Domestic)	Expand number of managed units, including via non-organic growth	Managed units: 50,000+
	Improve productivity through scale efficiency	Business profit margin: 25%+
ITANDI		
ITANDI	Expand market share of leasing management SaaS in focus areas	Nationwide share: 37% (approx. 7.2m managed units)
	Build platform power and realize cross-selling synergies	15,000+ implemented products
Brokerage (Housmart, etc.)	Expand market share of brokerage SaaS	National market share: approx. 10% (approx. 120,000 transactions)
	Achieve high growth through enhanced sales capabilities	Revenue CAGR: 50%+
Global Expansion		
North America/Europe	Accelerate profit growth of RW OpCo	Business profit margin: 10%
	Expand number of operating regions	From 1 country → 3 countries
Asia	Strengthen customer acquisition (cumulative brokerage transactions)	From approx. 20,000 → approx. 25,000
	Expand number of operating regions	From 5 → 8 countries/regions
Group Synergies	Strengthen cross-border real estate transactions	Overseas revenue: JPY10bn+
Technology Strategy		
Data Monetization	Accelerate data monetization initiatives	Data-driven business revenue: JPY2bn+
Technology Capabilities	Enhance customer proposals using AI	Conversion rate improvement: +20%
	Codify and automate individual operational know-how	Reduce routine tasks in property management: 90%+
Technology Investment	Strengthen recruitment and development of tech talent	Tech investment ratio: 10%+ (as % of net revenue)

Source: Company, CGS

Corporate Governance

○ GA technologies is a company with an Audit and Supervisory Committee. Its Board of Directors consists of nine members, of which a majority—five—are outside directors. The Board is chaired by CEO Higuchi. The Audit and Supervisory Committee is composed of three outside directors. The company has not established any voluntary committees equivalent to a nomination or compensation committee. The total compensation amount for directors is approved at the General Shareholders' Meeting, while the allocation to each director is delegated to CEO Higuchi. Compensation for Audit and Supervisory Committee members is determined by the committee itself.

○ CGS evaluates that both internal and external directors of GA technologies possess diverse expertise and backgrounds, particularly in fields closely related to the company's business, such as real estate and AI (see Figures 28 and 29). The three outside directors who serve as Audit and Supervisory Committee members each have extensive experience in legal affairs, finance, and taxation.

Figure 28: Board Members' Professional Profiles

		Key Profile
Representative Director, President Executive Officer, CEO	Ryo Higuchi	Founded GA technologies in 2013.
Director of the Board Strategic Advisor	Fumio Sakurai	Former Senior Executive Officer and Director, Mitsui Fudosan Realty. Joined GA technologies in 2021; appointed Director in 2022.
Director, Senior Managing Executive Officer	Dai Higuchi	Joined GA technologies in 2013 after working at a major real estate developer; appointed Director in 2014.
Director, Managing Executive Officer, CTO	Masanori Goto	Previously worked at Fujitsu Laboratories and later served as Head of Technology Development at Google. Joined the company in 2024 and appointed Director in 2025.
Outside Director	Ken Kutaragi	Former Executive Deputy President and COO of Sony Corporation. Appointed Outside Director in 2018.
Outside Director	Piotr Feliks Grzywacz	Entrepreneur, investor, management consultant, and author. Worked at Google in talent development, organizational transformation, and leadership development. Appointed Outside Director in 2022.
Outside Director, Audit & Supervisory Committee Member	Tomohisa Matsuba	Attorney. Engaged in corporate legal affairs, M&A, organizational restructuring, and financial regulation at the Financial Services Agency and law firms. Appointed Outside Director (Audit & Supervisory Committee Member) in 2020.
Outside Director, Audit & Supervisory Committee Member	Toshiro Kuwahara	Formerly at Sumitomo Mitsui Banking Corporation, and later Senior Managing Executive Officer at SMBC Finance Service. Appointed Outside Director (Audit & Supervisory Committee Member) in 2021.
Outside Director, Audit & Supervisory Committee Member	Ai Shoji	After working at a tax advisory firm and KJR Management, served as Head of Corporate Planning, Head of ESG, and Director at Acuity. Appointed Outside Director (Audit & Supervisory Committee Member) in 2025.

Source: Company, CGS

Figure 29: Board of Directors Skill Matrix

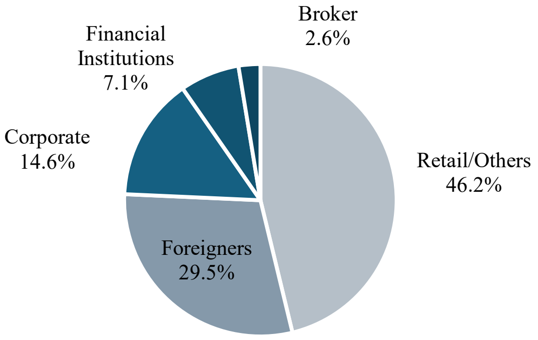
		Management	Industry	Finance	Legal	Tech/Innovation Product Dev	Marketing Communication	HR/Organization	New Biz & PMI	Global	ESG Sustainability
President, Representative Director, Executive Officer, CEO	Ryo Higuchi	○	○					○	○	○	○
Director of the Board Strategic Advisor	Fumio Sakurai	○	○	○		○	○	○	○		
Director, Senior Managing Executive Officer	Dai Higuchi	○	○					○			
Director, Managing Executive Officer, CTO	Masanori Goto					○	○	○	○	○	○
Outside Director	Ken Kutaragi	○		○		○			○	○	○
Outside Director	Piotr Feliks Grzywacz	○	○				○	○		○	
Outside Director, Audit & Supervisory Committee Member	Tomohisa Matsuba				○						
Outside Director, Audit & Supervisory Committee Member	Toshiro Kuwahara	○		○							
Outside Director, Audit & Supervisory Committee Member	Ai Shoji		○	○			○	○			○

Source: Company, CGS

Shareholder Structure

○ Approximately half of GA technologies' shares are held by retail investors and others, followed by foreigners, domestic corporations, and financial institutions (see Figure 30). The major shareholders consist of the company's directors and trust banks (see Figure 31). The second-largest shareholder, GGA LLC, is the asset management company of CEO Mr. Ryo Higuchi.

Figure 30: Shareholder Structure as of Oct 2025



Source: Company, CGS

Figure 31: Major Shareholders as of Oct 2025

Ryo Higuchi	29.1%
GGA LLC	13.1%
The Bank of New York (Account 133612)	5.7%
The Bank of New York (Account 133652)	4.2%
BNY GCM Client Account JPRD AC ISG (FE-AC)	4.1%
Japan Custody Bank (Trust Account)	2.3%
The Master Trust Bank of Japan (Trust Account)	2.2%
Toshitaka Fukuda	2.1%
Dai Higuchi	2.1%
Ken Kutaragi	2.1%

Source: Company, CGS

Risk Factors

The main risks to GA technologies' business and CGS's outlook are as follows:

○ **Risk of slower organic growth.** Given that GA technologies' current business scale remains small relative to the potential size of the market, the company is considered relatively less susceptible to macroeconomic conditions. The expansion of property management within the RENOSY Marketplace business and the growth of the SaaS business within the ITANDI segment also contribute to earnings stability. Furthermore, the high inventory turnover in the RENOSY Marketplace business minimizes balance sheet burden while enhancing flexibility against fluctuations in real estate market conditions. However, if the real estate market remains depressed for an extended period, the profit growth and improvements in capital efficiency projected by CGS may not be realized.

○ **Risk that large-scale M&A at expensive valuations may deteriorate capital efficiency, including ROIC.** While GA technologies maintains strict discipline and a structured decision-making process in executing M&A, depending on the nature of each transaction, there is potential for a significant impact on the company's capital efficiency. This represents a latent risk that cannot be disregarded.

○ **Risk of system failures.** System disruptions—whether caused by cyberattacks leading to leakage of personal information, system downtime, or other technical failures—may undermine the credibility of the company's platform and hinder the realization of the anticipated growth.

○ **Legal, political, and social risks associated with overseas operations.** Although overseas operations currently account for a limited share of GA technologies' revenue and profit, business growth and continuity may be affected by economic conditions, as well as differences in legal systems, business practices, labor relations, and political or social stability in the countries where it operates. Should such risks materialize in the form of goodwill impairment of overseas acquired subsidiaries or large litigation-related damages, they may negatively affect the company's financial performance.

Management Interview

Summary:

○ **Organic growth strategy:** Since its listing in 2018, GA technologies has consistently delivered strong revenue and profit growth in both of its core businesses, RENOSY and ITANDI. The business model has steadily evolved, supported by the expansion of recurring revenue. In addition to the expansion of market share driven by network effects, synergies across real estate investment, property management, and leasing operations—as well as the company's unique "online × offline" business model—have contributed to strong competitive advantages and robust barriers to entry. The U.S. group company acquired in 2024 achieved monthly profitability in FY10/25 and is expected to deliver full-year profitability in FY10/2026.

○ **ROIC improvement:** GA technologies is shifting from a phase focused on high growth and market share expansion to a phase that simultaneously pursues improvements in capital efficiency. Supported by revenue growth accompanied by margin improvement and strict management of the CCC, ROIC is expected to exceed 20% over the medium term.

○ **M&A and capital allocation strategy:** M&A will continue to focus primarily on expanding the domestic product lineup, prioritizing transactions that contribute to improvements in capital efficiency. While domestic opportunities remain the top priority, investment in the U.S. market is also an important option from the standpoint of medium- to long-term growth and capital efficiency. When attractive M&A opportunities are unavailable, free cash flow is ample, and the share price falls below what the company considers appropriate, share repurchases are also considered as an option.

CGS: Today, we are joined by Mr. Ryo Higuchi, Representative Director President Executive Officer CEO of GA technologies. In addition to our report, we would like to incorporate management's perspectives on topics that medium- to long-term investors are likely to focus on when considering an investment.

Photo of Mgmt. Meeting: From left, Higuchi (CEO, GA technologies), and Nobuzane (CEO, CGS)

CGS: Since your listing in 2018, GA technologies has achieved strong growth, with business profit increasing more than sixfold over the past three years, driven primarily by RENOSY, your online real estate investment marketplace. Looking ahead over the next three to five years, could you explain the key drivers of profit growth, how they will differ from the past, and what elements will need to evolve going forward?

Higuchi, GA technologies: To begin with, our company operates two businesses: RENOSY and ITANDI. RENOSY is an online real estate investment marketplace, while ITANDI provides SaaS products for real estate companies. Over the next several years, we expect both RENOSY and ITANDI to remain growth drivers. For both businesses, we aim to achieve annual growth of over 30% in net revenue—a key performance indicator—and close to 50% annual growth in business profit. We also expect our U.S. business, as a third pillar, to make a significant contribution to profit growth over the next three to five years.

As for what has changed since our listing, RENOSY Marketplace has seen an expansion in its stock-based revenue, namely property management services after matching, which we classify as subscription revenue. ITANDI, as a SaaS provider for real estate companies, is also a stock-based business. This fiscal year (FY10/25), which marks our 12th fiscal year, we expect stock business gross profit to exceed ¥10 billion. At the time of listing, subscription-type gross profit was virtually zero, so over the past seven years, we have made substantial progress in transforming our business model.

CGS: So, we can expect high-quality growth—such as a rising share of stock-based revenue and improvements in profitability—will continue going forward. One point which investors often pay particular attention to in considering an organic growth strategy is the risk of market entry by large-scale players with substantial capital. Could you explain the barriers to entry in ITANDI's SaaS business and your overseas business, as well as the factors that would allow your company to maintain high growth even if such competitors were to enter?

Higuchi, GA technologies: First of all, both RENOSY and ITANDI rely heavily on network effects. For this reason, since our listing, we have consistently focused on increasing market share. As a result, RENOSY's GMV (Gross Merchandise Value) is expected to reach approximately ¥250 billion, making it the largest real estate investment marketplace in Japan—even when compared with major real estate companies. RENOSY's brand recognition has also reached 50%. A virtuous cycle has emerged: a larger volume of properties attracts more buyers, and more buyers bring more property listings. This strong network effect is firmly in place, and even if major players were to enter the market, we believe our competitive advantage would be difficult to erode.

The same applies to ITANDI. It is said that Japan has roughly three million rental application transactions per year, and about one million of these are processed through our products. Japan also has roughly 20 million managed rental units, of which our SaaS products have been introduced in 5.5 million units. In both cases, strong network effects are at work, and we believe they have created high entry barriers.

Moreover, another strength of our company is that our business is not purely digital; rather, it combines "online and offline" in a unique model. Traditional real estate media merely posted listings, but we provide a one-stop experience from media to actual transactions—much like Amazon. Real operations are essential for property sourcing and matching, which makes this an area where pure IT companies cannot easily enter. A further strength lies in the fact that RENOSY operates its own property management business—ITANDI's largest customer—managing approximately 35,000 units. This on-the-ground expertise enables us to develop products that precisely address customer pain points, and this is a key reason why clients choose us, reinforcing the high barriers to entry.

CGS: To what extent have there actually been new entrants? And have they posed any threat to your company?

Higuchi, GA technologies: In the RENOSY domain, while there are roughly 120,000 real estate companies in Japan, most of them are small in scale. Major conglomerate companies primarily focus on owner-occupied properties and development, and they have not entered the real estate investment space. It was in this context that we built a new marketplace.

On the ITANDI side, property management has existed for decades, and core systems and CRMs have been provided for more than 20 years. However, there were no players using technology to streamline the leasing-related processes—property verification, viewing reservations, applications, and contracting—meaning it was truly a blue ocean. As we expanded this area, application volume reached one million per year in a short period. Many companies have since entered the market, but we have already secured a 30% market share, and they have not posed a threat.

CGS: How do you view competitive risk in your overseas business? What enables your company to sustain high growth outside Japan as well?

Higuchi, GA technologies: First, we intend to deploy the RENOSY and ITANDI models that we have built in Japan to the U.S. market. While Japanese consumers buy or sell real estate only about 1.5 times in their lifetime, data shows that Americans do so around seven times. Initially, we assumed that real estate investment was common in the U.S., but about a year and a half ago, during our on-the-ground M&A review process, we realized that the market is centered on buying and selling owner-occupied homes, and that real estate investment is not necessarily widespread. Conversely, this means there are no marketplace-type players in the space, leaving ample room for entry.

Our competitive advantage stems from our ability—just as in Japan—to provide an integrated service that seamlessly covers property management after matching investors with properties on the marketplace. In the U.S., we acquired Renters Warehouse, the second-largest company in the property management industry, and now manage approximately 10,000 units. By combining this strength with our RENOSY investor network of roughly 600,000 users, we are launching the business not from scratch, but by leveraging substantial existing assets. Although the company was loss-making at the time of acquisition, it has already turned profitable on a monthly basis, and we expect it to be profitable for the full year in FY10/26.

Looking ahead, beyond increasing the number of matching transactions, we plan to cultivate U.S.-based investors and, similar to Japan, expand horizontally to property management companies, thereby building the same business model in the U.S. market.

CGS: I would now like to ask about the quality of earnings, particularly capital efficiency. At our firm, we focus not only on profit growth but also on the efficiency of cash flow generation—namely, how effectively a company can convert profits into cash. In your FY10/25 3Q earnings presentation materials, you stated that improving ROIC is a key pillar of your policy to maximize free cash flow generation. Your current ROIC is in the mid-to-high single digits, but over the medium- to long-term, to what level do you believe ROIC can improve? Please also share the main drivers behind this improvement.

Higuchi, GA technologies: After our listing in 2018, we prioritized increasing market share and actively invested in M&A and new businesses. As a result, ROIC declined, but at that time it was not our primary management focus. Now that we have secured a certain level of market share, we believe we have entered a phase where we can concentrate on improving capital efficiency. We expect ROIC to exceed 10% for the first time in five years in FY10/25, to approach 15% in FY10/26, and potentially surpass 20% thereafter.

The reason is that, as mentioned earlier, the acquisition of meaningful market share and the steady expansion of stock-based revenue now allow us to grow both profit levels and margins. In addition, because RENOSY operates under a policy of keeping the CCC (cash conversion cycle) within 30 days even as the business scales, growth in invested capital can be contained. As a result, we believe achieving ROIC above 20% over the medium term is fully attainable.

CGS: I understand that you are aiming to improve ROIC from both the P&L side, through enhanced profitability, and the balance sheet side, through controlling the CCC. In connection with capital efficiency, I would like to ask about capital allocation. You announced your first dividend in FY10/25 3Q. Could you explain the background behind this decision and your capital allocation policy going forward?

Higuchi, GA technologies: Until now, M&A—our primary vehicle for investing in new businesses—was effectively the only capital allocation option. Today, however, we have established a certain level of market share and are able to generate free cash flow on a stable basis. As a result, we would like to pursue capital allocation that maximizes shareholder value by selecting from multiple options, including share buybacks, M&A, and dividends. Based on this approach, we disclosed our capital allocation policy for the first time in the third quarter.

CGS: Please tell us specifically about the prioritization and discipline around how you intend to use cash inflows, including future operating cash flow.

Higuchi, GA technologies: Our top priority is to carefully evaluate M&A opportunities that contribute to improving capital efficiency. As a growth company, we also place importance on P&L expansion. For that reason, share buybacks and dividends are not necessarily our first choices. If there are no attractive M&A opportunities and the share price is below what we consider its appropriate level, then share buybacks become an option. Our policy is to make decisions strictly from the perspective of maximizing shareholder value.

CGS: Related to what you mentioned earlier, could you elaborate on the types of synergies you prioritize in M&A and the characteristics you look for in acquisition targets?

Higuchi, GA technologies: Our basic policy has remained unchanged: we prioritize expanding our product lineup. By broadening the lineup, we focus on businesses that can improve P&L through enhanced advertising efficiency, higher conversion rates, and increased LTV. In the United States as well, we intend to expand our business through M&A that aligns with the strategy I just described.

CGS: Between the domestic and overseas businesses, where do you place the primary focus of your capital allocation?

Higuchi, GA technologies: At this point, our priority is higher for the domestic business. However, considering future growth potential and capital efficiency, the U.S. is naturally a strong candidate as well. Our policy is to make decisions with both the short-term and medium- to long-term in mind.

CGS: We have covered a wide range of topics that relate to the investment decisions of medium- to long-term investors. Finally, could you share a message with your investors?

Higuchi, GA technologies: In both the RENOSY and ITANDI businesses, we believe there is still ample room to further increase our domestic market share, and we intend to drive solid growth in both revenue and profit with a focus on Japan. Over the medium- to long-term, we will also actively invest in the large overseas markets, achieving strong growth while improving ROIC through capital-efficient management. By doing so, we aim to enhance shareholder value and realize our purpose and mission: “Spark excitement and inspiration by fusing technology with innovation to propel the world forward.”

CGS: Today, we had the opportunity to speak with Mr. Higuchi, Representative Director President Executive Officer CEO of GA technologies, about key points that medium- to long-term investors consider when making investment decisions. Thank you very much for your time today.

CGS Financial Model

								FY27E		
JPY mn	FY21	FY22	FY23	FY24E	FY25E	FY26E	FY27E	Base Case	Bull Case	Bear Case
Income Statement										
Sales	113,569	146,647	189,883	248,000	322,115	402,344	502,630	502,630	564,418	445,534
COGS	97,050	124,025	159,148	207,292	268,163	333,657	414,669	414,669	457,178	378,704
Gross Profit	16,519	22,622	30,735	40,708	53,952	68,686	87,960	87,960	107,239	66,830
SG&A	15,498	20,377	26,678	34,115	43,350	53,029	65,616	65,616	78,669	49,771
Operating Profit	1,014	2,211	3,878	6,593	10,602	15,657	22,344	22,344	28,571	17,059
Pretax Profit	542	1,585	3,143	5,870	9,948	15,032	21,747	21,747	27,974	16,462
Income Tax	92	566	1,288	2,348	3,681	5,562	8,046	8,046	10,350	6,091
Minority Interest	0	-7	-12	13	0	0	0	0	0	0
Net Income	384	1,010	1,841	3,509	6,267	9,470	13,701	13,701	17,624	10,371
EBIT	1,014	2,211	3,878	6,593	10,602	15,657	22,344	22,344	28,571	17,059
D&A	4,685	5,257	5,600	5,574	5,689	5,927	6,813	6,813	6,813	6,813
EBITDA	5,828	7,502	9,630	12,167	16,291	21,584	29,156	29,156	35,383	23,872
Diluted Shares Outstanding	37	37	37	41	41	41	41	41	40	41
GAAP EPS (Diluted)	11	27	50	86	153	231	334	334	438	253
DPS	0	0	0	8	15	23	33	33	88	0
Payout Ratio	0%	0%	0%	9%	10%	10%	10%	10%	20%	0%
COGS/Sales	85.5%	84.6%	83.8%	83.6%	83.3%	82.9%	82.5%	82.5%	81.0%	85.0%
Gross Margin	14.5%	15.4%	16.2%	16.4%	16.7%	17.1%	17.5%	17.5%	19.0%	15.0%
Other SG&A/Sales	13.6%	13.9%	14.0%	13.8%	13.5%	13.2%	13.1%	13.1%	13.9%	11.2%
OPM	0.9%	1.5%	2.0%	2.7%	3.3%	3.9%	4.4%	4.4%	5.1%	3.8%
EBITDA Margin	5.1%	5.1%	5.1%	4.9%	5.1%	5.4%	5.8%	5.8%	6.3%	5.4%
Cash Flow Statement										
Net Income	395	1,010	1,841	3,509	6,267	9,470	13,701	13,701	17,624	10,371
D&A	4,672	5,257	5,600	5,574	5,689	5,927	6,813	6,813	6,813	6,813
Changes in Working Capital	-4,080	-577	-3,608	-1,122	-3,864	-4,322	-5,475	-5,475	-3,546	-6,758
OCF	2,238	6,798	3,635	7,961	8,092	11,075	15,038	15,038	20,890	10,426
CAPEX	-1,111	-1,657	-1,990	-3,105	-3,300	-3,600	-4,300	-4,300	-4,300	-4,300
FCF	1,127	5,141	1,645	4,856	4,792	7,475	10,738	10,738	16,590	6,126
Acquisitions	-1,212	-449	-2,902	-1,700	-3,000	-3,000	-3,000	-3,000	-3,000	-3,000
Cash Dividends Paid	0	0	0	-328	-627	-947	-1,370	-1,370	-3,525	0
FCF III (OCF - ICF -Div)	-774	4,746	-1,158	2,828	1,166	3,528	6,368	6,368	10,065	3,126
Share Issuance (Repurchase)	0	0	198	5,057	0	0	0	0	0	0
Issuance (Reduction) of Debt - Net	-3,079	1,010	2,758	0	0	0	0	0	0	0
Net Change in Cash	-3,432	5,610	1,873	7,885	1,166	3,528	6,368	6,368	10,065	3,126
Conversion										
OCF/EBITDA	38.4%	90.6%	37.7%	65.4%	49.7%	51.3%	51.6%	51.6%	59.0%	43.7%
FCF/NI	293.5%	509.0%	89.4%	138.4%	76.5%	78.9%	78.4%	78.4%	94.1%	59.1%
Balance Sheet										
Cash & Cash Equivalents, ST Inv	11,842	17,452	19,325	27,210	28,376	31,903	34,744	34,744	39,875	29,974
Accounts Receivable	329	316	845	908	1,375	1,961	2,754	2,754	1,546	3,662
Inventories	8,055	10,183	13,949	15,904	20,819	26,206	32,946	32,946	31,314	34,239
Total Current Assets	22,863	31,141	38,702	48,606	55,152	64,654	75,027	75,027	77,318	72,458
Net PP&E	3,711	3,267	4,019	4,390	4,600	4,373	3,961	3,961	3,961	3,961
LT Investments	14,607	11,303	10,689	5,700	3,700	2,200	700	700	700	700
Intangible/Goodwill	11,172	12,237	20,202	21,562	23,962	26,362	28,762	28,762	28,762	28,762
Total LT Assets	32,289	30,211	38,445	35,187	35,797	36,470	36,958	36,958	36,958	36,958
Total Assets	55,152	61,352	77,147	83,792	90,949	101,124	111,985	111,985	114,276	109,415
ST Debt & Curr. Portion LT Debt	10,711	15,025	19,566	18,070	17,680	17,290	16,900	16,900	16,900	16,900
Accounts Payable	2,073	3,516	4,102	4,999	6,515	8,167	10,225	10,225	12,525	8,300
Other Current Liabilities	3,467	5,279	10,541	10,541	10,541	10,541	10,541	10,541	10,541	10,541
Total Current Liabilities	16,251	23,820	34,209	33,610	34,736	35,998	37,666	37,666	39,967	35,742
LT Debt	18,075	15,314	18,532	15,041	14,131	13,221	12,311	12,311	12,311	12,311
Total LT Liabilities	19,585	16,948	19,707	16,216	15,306	14,396	13,486	13,486	13,486	13,486
Total Liabilities	35,836	40,768	53,916	49,826	50,042	50,394	51,152	51,152	53,452	49,227
Total Equity	19,316	20,584	23,231	33,967	40,907	50,730	60,833	60,833	60,823	60,188
Total Liabilities & Shareholder's Equity	55,152	61,352	77,147	83,792	90,949	101,124	111,985	111,985	114,276	109,415
CCC										
Days of Sales Outstanding (DSO)	1	1	1	1	2	2	2	2	1	3
Days of Inventory Outstanding (DIO)	21	27	28	28	28	29	29	29	25	33
Days of Payables Outstanding (DPO)	7	8	9	9	9	9	9	9	10	8
Cash Conversion Cycle (Days)	14	19	20	21	21	22	22	22	16	28
ROE	2.1%	5.1%	8%	12%	17%	21%	25%	25%	32%	19%
ROIC	1.8%	2.8%	4%	6%	9%	13%	16%	16%	21%	12%
ROIC (ex. Cash)	2.5%	3.9%	6%	9%	15%	21%	26%	26%	36%	19%
Net Debt / EBITDA	2.4	2.0	1.6	1.0	0.3	0.0	-0.1	-0.1	-0.2	0.0
Net Cash per Share	-72.5	-63.0	-505.9	-143.9	-83.8	33.9	134.9	134.9	265.3	18.6

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