



section4

Leopalace21 Data

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Consolidated Financial Data for the Last 11 Years

Statements of Income: (JPY million)	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales	483,247	511,513	520,488	530,840	505,223	433,553	408,959	398,366	406,449	422,671	431,831
Leasing Business	399,375	410,641	416,594	435,537	426,388	388,939	391,964	383,043	391,438	407,489	416,918
Development Business	61,312	74,160	74,566	76,587	58,992	23,806	–	–	–	–	–
Elderly Care Business	10,608	10,798	11,536	12,807	13,922	14,620	14,524	14,258	13,941	14,007	13,726
Other Businesses	11,950	15,913	17,791	5,908	5,919	6,186	2,469	1,064	1,069	1,175	1,186
Cost of sales	407,433	422,604	427,820	434,762	428,988	408,112	387,872	352,289	353,163	353,836	354,537
Gross profit	75,814	88,909	92,668	96,077	76,235	25,441	21,086	46,077	53,285	68,835	77,293
Gross profit ratio (%)	15.7	17.4	17.8	18.1	15.1	5.9	5.2	11.6	13.1	16.3	17.9
Selling, general and administrative expenses	60,992	67,823	69,769	73,147	68,844	61,915	50,269	44,302	43,406	45,521	48,062
Operating profit (loss)	14,822	21,085	22,898	22,930	7,390	-36,473	-29,182	1,774	9,879	23,313	29,231
Operating profit ratio (%)	3.1	4.1	4.4	4.3	1.5	-8.4	-7.1	0.4	2.4	5.5	6.8
Leasing Business	20,590	22,848	22,459	26,062	14,987	-20,828	-19,385	7,719	16,887	30,386	38,059
Development Business	211	3,340	5,051	3,663	-995	-5,181	–	–	–	–	–
Elderly Care Business	-606	-1,354	-1,650	-1,596	-846	-559	-720	-789	-1,208	-621	-803
Other Businesses	-1,257	-360	664	-846	-1,346	-1,000	-1,551	-1,668	-2,706	-2,391	-2,608
Adjustments	-4,116	-3,388	-3,626	-4,353	-4,407	-8,903	-7,524	-3,486	-3,092	-4,059	-5,416
EBITDA	22,558	30,700	32,235	34,656	20,336	-24,316	-18,766	11,127	16,449	27,974	32,734
Recurring profit (loss)	13,483	19,909	22,355	22,354	7,063	-36,341	-34,170	-2,151	6,526	19,476	26,936
Net income (loss)	15,175	19,631	20,401	14,819	-68,662	-80,224	-23,680	11,854	19,810	42,062	17,861
Balance Sheet: (JPY million)											
Total assets	308,882	327,609	337,828	337,257	291,790	196,953	161,708	145,430	166,548	205,000	216,625
Net assets	124,928	144,865	158,870	159,438	81,338	1,589	3,277	11,034	32,922	71,679	88,268
Cash and deposits balance	75,221	88,043	104,432	106,543	84,536	60,501	54,863	45,523	53,560	68,627	88,408
Interest-bearing debt	44,487	50,824	49,918	53,829	48,047	36,137	35,409	33,045	31,849	30,879	31,630

Cash Flow Statement: (JPY million)	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Cash flows from operating activities	15,715	22,104	27,504	27,338	-7,212	-51,639	-40,816	-4,460	10,545	21,422	25,899
Cash flows from investing activities	-17,550	-11,087	-8,653	-2,336	7,379	39,533	11,829	886	906	851	-604
Cash flows from financing activities	1,747	1,374	-14,048	-18,354	-15,181	-12,048	23,571	-5,886	-2,819	-7,119	-6,404
Free cash flows	-1,834	11,017	18,850	25,001	167	-12,106	-28,986	-3,574	11,452	22,273	25,295
Amounts per share: (JPY)											
Net assets (BPS)	475.17	550.94	603.76	630.84	331.87	5.34	-25.83	3.25	73.29	201.15	255.81
Net income (EPS)	57.73	74.68	77.61	58.02	-278.58	-328.77	-84.88	36.04	60.22	130.91	56.22
Cash dividend (DPS)	—	10.00	22.00	22.00	—	—	—	—	—	5.00	10.00
Management index: (%)											
Return on equity (ROE)	13.3	14.6	13.4	9.3	-57.2	-195.1	—	—	157.3	95.6	24.6
Return on invested capital (ROIC)	5.8	7.1	7.2	7.1	3.7	-64.1	-66.0	3.5	12.4	17.0	19.7
Return on assets (ROA)	4.5	6.3	6.7	6.6	2.2	-14.9	-19.1	-1.4	4.2	10.5	12.8
Debt Equity Ratio	0.4	0.4	0.3	0.3	0.6	22.7	10.8	3.0	1.0	0.4	0.4
Equity ratio	40.4	44.2	47.0	47.2	27.7	0.7	-5.3	0.7	14.5	31.2	37.5
Dividend payout ratio	—	13.4	28.3	37.9	—	—	—	—	—	3.8	17.8
Dividend-yield	0.0	1.5	3.8	2.5	0.0	0.0	0.0	0.0	0.0	1.0	1.7
Dividend on equity ratio (DOE)	0.0	1.9	3.8	3.5	0.0	0.0	—	—	0.0	3.7	4.4
Stock price index											
Market capitalization (JPY million)	168,222	181,861	153,780	224,129	54,119	65,138	50,396	66,536	117,592	170,294	192,363
Stock price (JPY)	629	680	575	887	221	266	153	202	357	517	584
Price earnings ratio (PER) (Times)	10.9	9.1	7.4	15.3	-0.8	-0.8	-1.8	5.6	5.9	3.9	10.4
Price book-value ratio (PBR) (Times)	1.3	1.2	1.0	1.4	0.7	49.8	-5.9	62.2	4.9	2.6	2.3

* Due to a change in accounting policy at a subsidiary in the fiscal year 2016, figures for prior periods are presented reflecting retroactive adjustments.

* Merged the Hotel, Resort Business with the Other Businesses in the fiscal year 2017. The figures for the fiscal years 2014 through 2015 show the sum of the Hotel, Resort Business and Other Businesses.

* Effective from the fiscal year 2020, the Development Business and the Leasing Business have been merged, and the Hotel, Resort and Other Businesses has been renamed to Other Businesses.

ESG Data

The Company engages in sustainable management initiatives under the leadership of the Sustainability Committee, which is chaired by the Director in charge of sustainability, in collaboration with departments and Group companies. The Sustainability Committee reports on the progress of initiatives in line with the five themes of the Basic Policies on Sustainability based on the quantitative targets set by each department and Group company, and moves initiatives to the next phase of the PDCA cycle. For fiscal year 2021, we updated the materiality issues identified for the previous fiscal year considering the current socioeconomic climate as well as the Company's own business conditions, and set KPIs for each materiality. Key topics and KPIs are reported to the Board of Directors on a quarterly basis, thereby conducting sustainability activities.

Environment

Environmental burden and reduction

(t-CO₂)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 1	5,467	5,518	5,218	3,473	3,285	3,134	4,289	6,390
Scope 2	13,719	12,558	11,578	8,089	7,233	8,206	7,458	46,966
Scope 1 and 2 total	19,186	18,076	16,796	11,562	10,518	11,340	11,747	53,355
Scope 3	864,448	786,510	692,463	693,388	748,745	540,558	491,433	575,237
Category 1 (Purchased materials)	44,810	31,263	10,898	5,850	83	122	61	38,446
Category 2 (Capital goods)	34,127	29,835	12,692	9,621	5,041	2,068	1,203	1,439
Category 3 (Fuel- and energy-related activities not included in Scope 1 or 2)	—	868	1,709	2,063	1,916	2,141	2,362	8,653
Category 4, 9 (Transportation and distribution)	—	—	—	—	—	353	497	807
Category 5 (Waste from business operations)	—	—	—	—	—	784	1,098	1,134
Category 6 (Business travel)	2,230	2,250	2,894	1,665	1,334	1,013	1,390	378
Category 7 (Employee commuting)	1,231	1,220	1,098	1,203	967	1,009	1,056	1,296
Category 8 (Upstream leased assets)	—	—	—	—	—	—	—	—
Category 10 (Processing of sold products)	—	—	—	—	—	—	—	—
Category 11 (Use of sold products)	—	—	—	—	—	—	—	—
Category 12 (Disposal of sold products)	—	—	—	—	—	—	—	—
Category 13 (Rental property electricity and gas usage)	781,102	724,543	663,171	672,987	739,403	533,067	483,766	522,681
Category 14 (Franchises)	—	—	—	—	—	—	—	403
Category 15 (Investments)	—	—	—	—	—	—	—	—
Scope 1, 2, 3 total	883,634	804,586	709,259	704,950	759,263	551,898	503,180	628,593
Scope 1, 2, 3 total YoY (%)	-1.1	-8.9	-11.8	-0.6	+7.7	-27.3	-8.8	+24.9
Scope 1, 2, 3 net sales intensity ratio (t-CO ₂ /JPY billion)	166.5	159.3	163.6	172.4	190.6	135.8	119.0	145.6

* The calculation method was partly changed starting from the results for fiscal year 2022. For FY2024, measurement scope was expended for Scope 1, 2 and Scope 3 (Category 1, 3) to present more accurate figures.

Industrial waste

(t)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Industrial waste	32,739	24,895	15,588	9,004	1,887	2,519	3,442	3,954
Disposal associated with demolition work	19,592	12,068	2,515	1,040	79	0	0	895
Disposal associated with new construction work	13,147	10,330	4,244	1,329	48	16	24	327
Disposal associated with repair work	—	2,497	8,828	6,635	1,760	2,504	3,418	2,732
YoY (%)	-14.6	-24.0	-37.4	-42.2	-79.0	+33.5	+36.0	+14.9

Paper consumption

(Equivalent A4 sheets in million sheets)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Paper consumption	113	111	58	44	37	31	40	23
YoY (%)	—	-1.8	-47.7	-24.1	-15.9	-16.2	+29.0	-42.5

Social

Employee composition (on a non-consolidated basis)

(people)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
No. of employees (consolidated)	7,690	7,600	7,043	5,082	4,356	3,991	3,853	3,909
No. of employees	6,494	6,331	5,820	4,172	3,589	2,804	2,690	2,723
No. of temporary hires (annual average)	1,559	1,544	1,517	1,241	1,233	1,209	1,002	1,034
Average age	36 years and 11 months	37 years and 7 months	38 years and 8 months	39 years and 0 months	40 years and 3 months	40 years and 11 months	41 years and 5 months	41 years and 7 months
Average cumulative years of service	8 years and 11 months	9 years and 7 months	10 years and 6 months	10 years and 6 months	11 years and 6 months	13 years and 4 months	13 years and 10 months	13 years and 10 months
No. of new graduate hires	275	164	18	0	0	0	67	138
No. of mid-career hires	129	104	65	18	28	54	105	174
Ratio of mid-career hires (%)	31.9	38.8	78.3	100.0	100.0	100.0	61.0	55.8
Rate of employee turnover (based on active employees) (%)	8.1	8.6	13.1	30.7	16.0	11.1	9.0	7.9

Work-life balance (on a non-consolidated basis)

(Hours)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Total working hours	176.7	173.0	166.3	160.3	165.3	166.8	169.2	163.6
Overtime hours	18.2	15.0	13.3	11.4	11.3	13.2	16.4	19.3
No. of employees with reduced working hours	188	199	277	216	228	231	236	218
No. of employees on childcare leave	304	262	298	149	191	117	81	74
Childcare leave acquisition rate (%)	51.3	55.7	55.0	87.3	67.0	79.5	88.0	86.0
Rate of male employees taking childcare leave or other leave for childcare purposes (%)	35.2	31.6	38.0	54.3	34.1	35.7	71.4	69.7
Engagement score	—	—	—	—	—	—	-71	-62
Annual paid leave usage rate (%)	74.1	76.8	84.3	90.5	81.7	81.2	80.5	82.0

* The no. of employees on childcare leave and the childcare leave acquisition rate are calculated using April as the starting month. Survey results using the survey tool Geppo (eNPS: employee satisfaction index, at the time of the survey, the average for general companies was -63)

Well-being management

(%)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Rate of smokers	40.0	39.4	38.7	36.4	34.9	31.9	29.3	25.8
Follow-up examination ratio after regular health checkups	—	27.2	23.1	35.1	45.4	27.1	74.8	85.3

Development of next-generation leaders

(people)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Time employees spent in training (hours)*1	20,296	15,581	3,738	9,838	4,265	4,096	8,159	18,816
No. of young leaders produced*2	—	—	—	—	—	—	85	82
No. of managers produced*3	499	578	613	613	638	686	758	842

*1 Total hours of employee participation in hierarchy-based training, selective training, 360-degree feedback training, and career development training. *2 Number of employees who completed the selective development program for young non-managerial employees (introduced from fiscal year 2023).

*3 Number of employees who completed management transition programs.

Training

(people)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
No. of participants in career training*1	—	—	—	213	327	—	92	119
360-degree evaluation	—	—	—	—	621	642	688	675
No. of E-Learning sessions	—	—	—	36	31	33	38	26
Career coaching training*2	—	—	—	427	617	60	59	—

*1 Total number of participants in career training by age group in a single fiscal year (temporarily suspended in fiscal year 2022). *2 The training was completed in fiscal year 2022 for those who were eligible, and further sessions were provided to only those who have not taken the course and newly appointed managers from fiscal year 2023 onwards.

Diversity (Consolidated, excluding Guam; data for employment of persons with disabilities includes Head Office + special subsidiary)

(people)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
No. of employees with disabilities (average in the period)	140.8	138.0	128.9	107.9	103.1	90.2	92.0	102.3
Ratio of employees with disabilities (average in the period) (%)	2.2	2.2	2.3	2.3	2.7	2.8	2.7	2.8
No. of mandatory retirees that have been rehired	19	26	18	16	15	12	10	13
No. of foreign national employees	207	220	213	171	144	116	118	109
No. of foreign national managers	15	18	18	16	13	11	10	8
Ratio of full-time female employees (%)	30.2	30.8	32.3	37.1	38.0	38.7	39.0	32.7
Ratio of female managers (%)	6.0	6.1	6.4	5.8	6.5	5.5	5.4	5.1

Composition of female leaders and managers (on a non-consolidated basis)

(people)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Assistant Manager	87	129	149	160	146	144	136	138
Manager	91	95	97	55	46	35	36	33
Department Manager	3	2	1	1	1	0	0	0
Director and Executive officer	1	2	2	1	1	2	2	2

Gender pay gap (non-consolidated)

(%)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Regular employee	—	—	—	—	—	69.1	68.3	69.0
Non-regular employee	—	—	—	—	—	63.6	45.0	47.6
Overall	—	—	—	—	—	55.4	50.1	50.7

* Disclosure began in fiscal year 2022 in accordance with the amendment to Japan's Act on Promotion of Women's Participation and Advancement in the Workplace. * The gender pay gap indicates the ratio of women's pay to men's pay. It reflects differences in personnel structure by grade, not differences in pay for equivalent work.

Gender bonus gap (non-consolidated)

(%)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Regular employee	73.8	73.1	99.2	135.6	134.1	86.1	73.1	69.5

* The gender pay gap indicates the ratio of women's pay to men's pay. It reflects differences in personnel structure by grade, not differences in pay for equivalent work.

Data related to social contribution activities

(people)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
No. of blood donors	544	284	124	61	72	77	68	93
Volunteer vendor donation amount (JPY)	1,736,986	1,824,728	1,966,138	1,553,215	1,041,085	699,189	979,693	1,058,554
"Honoring" crime victim support donation amount (JPY)	11,439	1,875	4,635	7,239	7,052	5,289	8,199	8,199

Communication with stakeholders

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
No. of owner briefing sessions held	424	517	381	87	0	88	169	141
Dialogue with institutional investors (institutions)	213	236	204	95	103	122	97	116

Labor safety and health

(cases)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
No. of labor accidents	44	55	56	46	33	36	50	35
Accidents requiring time off work	3	14	21	19	14	15	18	12
Accidents not requiring time off work	41	41	35	27	19	21	32	23

Key qualified personnel (consolidated)

(people)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Certified public accountant	2	2	2	1	1	1	0	3
Attorney-at-law	2	5	6	4	5	5	6	6
Real estate broker	747	846	899	655	587	567	543	511
Rental property manager*	375	506	537	408	413	89	108	135
Non-life insurance solicitor certification (basic, fire insurance)	632	575	542	525	461	690	1,308	1,495
Architect (first-class, second-class)	446	428	374	244	207	189	181	189
Building construction management engineer (1st grade, 2nd grade)	360	333	296	194	165	148	137	144
Certified skilled worker of financial planning (1st grade, 2nd grade)	224	271	283	204	190	212	207	211
Land surveyor, Assistant land surveyor	35	37	34	23	19	18	16	15
Care worker	556	690	705	720	687	695	654	613
Care support specialist	189	186	178	205	185	148	146	140
Home-visit care worker (1st grade, 2nd grade)	373	398	373	345	308	289	265	240

* Beginning in FY2023, the calculation method was revised to present the number of certified holders at each fiscal year-end, reflecting the introduction of the national qualification.

Governance

Governance-related data

(people)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
No. of directors	11	11	10	9	8	10	10	10
Of which, outside directors (independent outside directors)	3(3)	3(3)	5(4)	6(5)	5(3)	4(4)	4(4)	4(4)
Ratio of independence directors (%)	27.3	27.3	40.0	55.6	37.5	40.0	40.0	40.0
No. of female directors	1	1	2	1	1	1	1	1
No. of foreign national directors	—	—	—	—	1	1	1	1
No. of Audit & Supervisory Board members	4	4	4	4	4	4	4	4
Of which, outside Audit & Supervisory Board members (independent outside Audit & Supervisory Board members)	3(3)	3(3)	3(3)	2(2)	2(2)	2(2)	2(2)	2(2)
Ratio of independence Audit & Supervisory Board members (%)	75.0	75.0	75.0	50.0	50.0	50.0	50.0	50.0

(times)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
No. of Board of Directors meetings	25	24	41	28	26	25	19	17
No. of Nomination and Compensation Committee meetings	4	2	11	7	7	8	6	9

(JPY million)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Directors' compensation	655	595	228	170	162	180	202	300
Directors (excluding outside directors)	563	495	131	56	60	96	112	209
Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members)	19	19	13	16	18	18	20	21
Outside directors	71	80	83	97	82	65	69	70

Compliance-related data

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
No. of Compliance Committee meetings (times)	12	12	12	12	12	12	12	10
No. of incident reports received through the whistleblowing system (cases)	109	124	136	102	77	90	80	94
Rate of whistleblowing cases to the number of employees (%) *	1.4	1.6	1.9	2.0	1.8	2.3	2.1	2.4

* According to the May 9, 2020 edition of the Nihon Keizai Shimbun, "the figure of one whistleblower case per 100 employees per year is becoming established as a guideline for whistleblowing." Furthermore, according to Toyo Keizai Online, which has been collecting data on whistleblowing for its CSR Corporate Directory since 2011, one of the guidelines for a well-functioning whistleblowing compliance management system is that "one out of every 100 employees makes a report in a year" (i.e., 1% of all employees make a report).

Leasing Business Data

The number of managed rental housing units, which forms the revenue base of the Leasing Business, was 545,727 units at the end of fiscal year 2024. The occupancy rate at the end of a fiscal year has been on an upward trend since FY2020 when the rate was the lowest, and reached 87.57% at the end of fiscal year 2024. We disclose the trend of average unit rent for new contracts as an index, with April 2016 set as 100. Due to strengthened sales targeting corporations, which are expected to provide stable and long-term revenues, the average unit rent for new contracts in fiscal year 2024 has remained at a high level. In addition, as a result of reviewing short-term contract with a lump sum payment (Monthly contract) and adjusting to an appropriate price range, the ratio for short-term contract with a lump sum payment has decreased, while the ratio for long-term contract with monthly payment, which offers greater stability with no fixed contract period, has increased.

Number of managed units

(Units)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Hokkaido	13,932	13,909	13,866	13,550	13,390	13,209	13,142	13,100
Tohoku	35,434	35,652	35,623	35,327	35,099	34,878	34,528	33,690
Northern Kanto	40,321	40,494	40,494	40,437	40,260	39,959	39,446	38,323
Metropolitan Area	168,313	170,358	171,080	170,320	167,446	164,392	162,451	160,066
Hokuriku / Koushinetsu	40,095	40,003	39,981	39,943	39,793	39,593	39,139	38,597
Chubu	87,916	88,194	88,086	87,756	87,030	86,275	85,159	83,735
Kinki	80,362	80,861	81,011	80,859	79,796	79,123	77,751	76,645
Chugoku	38,945	39,208	39,415	39,390	39,010	38,700	38,431	38,046
Shikoku	14,671	14,691	14,736	14,736	14,714	14,644	14,546	14,424
Kyushu / Okinawa	50,683	51,428	51,506	51,355	50,776	50,458	49,780	49,101
Total	570,672	574,798	575,798	573,673	567,314	561,231	554,373	545,727

Occupancy rate by area at period end

(%)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Hokkaido	87.1	69.0	73.1	69.8	77.9	83.0	84.3	84.1
Tohoku	94.5	84.8	84.7	83.0	85.1	87.9	82.4	81.2
Northern Kanto	90.7	80.3	77.2	77.3	82.0	87.1	85.8	85.6
Metropolitan Area	94.2	86.0	84.9	81.8	85.3	91.2	91.7	93.6
Hokuriku / Koshinetsu	92.7	79.1	79.1	80.6	83.1	88.0	89.2	85.9
Chubu	94.5	85.1	81.9	80.3	84.8	85.8	84.6	83.1
Kinki	93.8	83.1	81.5	81.8	85.4	89.5	88.8	88.7
Chugoku	93.1	88.0	87.0	86.5	88.0	88.6	87.2	83.6
Shikoku	91.8	84.3	83.4	82.6	84.4	82.7	79.4	77.0
Kyushu / Okinawa	96.1	87.6	87.4	86.5	88.3	91.3	89.5	88.3
Nationwide (average in the period)	90.6	88.3	80.8	78.9	81.2	84.7	86.0	85.6

Number of contracts by attribute

	FY2017		FY2018		FY2019		FY2020		FY2021		FY2022		FY2023		FY2024	
	Units	%	Units	%	Units	%	Units	%	Units	%	Units	%	Units	%	Units	%
Corporate	309,062	57.8	280,643	57.9	272,566	57.0	266,814	56.9	280,811	58.2	296,301	59.4	300,482	61.6	308,613	64.6
Individual	178,643	33.4	163,318	33.7	165,594	34.6	164,441	35.1	167,380	34.7	165,168	33.1	152,984	31.3	137,731	28.8
Student	47,142	8.8	40,757	8.4	40,135	8.4	37,548	8.0	34,597	7.2	37,090	7.4	34,546	7.1	31,544	6.6
Total	534,847	100	484,718	100	478,295	100	468,803	100	482,788	100	498,559	100	488,012	100	477,888	100

Number of leasing sales offices and sales personnel

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
No. of Leasing sales offices	307	302	295	239	206	204	157	145
Directly managed	189	189	189	139	109	109	72	69
Partners	118	113	106	100	97	95	85	76
No. of Leasing sales personnel	1,546	1,494	1,339	1,047	1,064	1,103	1,006	1,314

Average unit rent for new contracts (index)

	April	May	June	July	August	September	October	November	December	January	February	March
FY2017	98	99	100	100	100	100	99	99	100	100	98	96
FY2018	98	96	98	99	99	100	100	100	101	102	100	100
FY2019	100	99	98	97	97	97	98	97	98	98	96	92
FY2020	91	92	93	95	96	94	93	94	96	98	98	93
FY2021	93	94	92	91	91	92	91	92	94	94	95	93
FY2022	94	95	96	96	95	95	93	94	97	97	97	96
FY2023	99	101	101	102	102	103	103	103	105	104	104	101
FY2024	102	103	106	107	108	108	109	109	111	111	111	107

*Apr 2016 set as 100

Monthly occupancy rates

(%)

	April	May	June	July	August	September	October	November	December	January	February	March
FY2017	90.51	90.28	90.55	89.75	89.88	90.21	89.73	89.69	89.44	90.83	92.43	93.72
FY2018	92.82	92.76	92.10	90.45	89.41	88.40	87.24	86.38	85.26	85.38	85.57	84.33
FY2019	82.35	81.95	81.40	80.67	80.21	80.07	79.49	79.21	78.91	80.19	81.82	83.07
FY2020	81.40	79.91	79.43	78.56	78.18	78.09	77.46	77.09	77.07	78.16	79.60	81.72
FY2021	80.65	80.32	80.91	80.59	80.53	81.13	80.70	80.58	80.45	81.14	82.62	85.10
FY2022	84.44	83.88	84.26	83.55	83.33	84.00	83.80	83.91	84.08	85.23	86.61	88.83
FY2023	87.46	86.82	86.82	85.86	85.39	85.62	85.07	84.81	84.46	85.00	86.60	88.03
FY2024	86.93	86.50	86.01	85.18	84.83	85.07	84.88	84.43	84.42	84.77	86.11	87.57

Ratio of long-term contracts with monthly payment / short-term contracts with a lump sum payment

(%)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Long-term contract with monthly payment	91.1	94.1	93.2	93.9	93.6	94.5	96.8	97.4
Short-term contract with a lump sum payment (monthly contract)	8.9	5.9	6.8	6.1	6.4	5.5	3.2	2.6

Elderly Care Business Data

As a business addressing the super-aged society, we operate Elderly Care Business. The number of facilities at the end of fiscal year 2024 was 85 in total. In the Elderly Care Business, we provide day care services, short-stay, fee-based nursing homes, and senior group homes. The usage rate for short-stay services is 88.1%, and occupancy rate for fee-based nursing homes and group homes is 82.4%, maintaining high levels of operation.

Number of facilities

(facilities)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Fee-based nursing homes	21	21	21	21	21	21	21	21
Day-care services, Short-stays	60	64	64	64	64	64	62	62
Group homes	2	2	2	2	2	2	2	2
Total	83	87	87	87	87	87	85	85

Usage rate

(%)

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Day-care services	72.8	72.6	72.8	67.1	65.9	62.5	66.7	65.9
Short-stays	90.2	93.6	95.6	92.1	91.1	87.5	88.2	88.1
Fee-based nursing homes, Group homes	88.8	91.6	92.4	93.0	89.4	84.9	84.1	82.4

Corporate Profile

Corporate Data (As of March 31, 2025)

Company Name:	Leopalace21 Corporation
Head Office:	2-54-11 Honcho, Nakano-ku, Tokyo 164-8622 TEL: +81-3-5350-0001 (Main phone number)
Established:	August 17, 1973
Capital:	JPY 100 million
Operations:	Construction, leasing and sale of apartments, condominiums, and residential housing; development and operation of resort facilities; broadband business; and elderly care business, etc.
Number of Employees:	3,909 (consolidated basis) 2,723 (non-consolidated basis)



Key Affiliated Companies

Leopalace Leasing Corporation
Plaza Guarantee Co., Ltd.
Leopalace Power Corporation
ASUKA SSI
Leopalace Green Energy Co., Ltd.
Leopalace21 Business Consulting (Shanghai) Co., Ltd.
Leopalace21 Singapore Pte. Ltd.
Azu Life Care Co., Ltd.
Leopalace Guam Corporation
Leopalace Smile Co., Ltd.

Corporate Website

<https://www.leopalace21.co.jp/english/index.html>



IR Site

<https://www.leopalace21.co.jp/english/ir/index.html>



External Evaluations Related to ESG

Awarded in "Gomez ESG Site Ranking 2024"

Selected as an Excellent Company in the "ESG Site Ranking 2024" by Broad Band Security Inc. Our company was selected for the first time in this ranking.



External Evaluations Related to IR

Received the "Daiwa Internet IR Award"

Received the Award for Excellence for the fourth consecutive year in the "Daiwa Internet IR Award 2024" by Daiwa Investor Relations Co. Ltd.



Received the "Gomez IR Site Ranking" Award

Received the Silver Award for the eighth consecutive year in the "Gomez IR Site Ranking 2024" by BroadBand Security Inc., which evaluates the usability and comprehensiveness of information on IR sites.



Selected as a AAA Grade Website in the Ranking of All Listed Companies

Selected as a AAA Grade Website for the second consecutive year in the ranking of all listed companies in terms of the quality of their websites FY2024 by Nikko Investor Relations Co., Ltd.



Basic Stock information (As of March 31, 2025)

Number of shares authorized:	750,000,000
Number of shares outstanding:	329,389,515
Number of shareholders:	36,860
Listing:	Prime Market of the Tokyo Stock Exchange
Administrator of shareholder registry:	Sumitomo Mitsui Trust Bank, Limited

Major Shareholders (Top 10) (As of March 31, 2025)

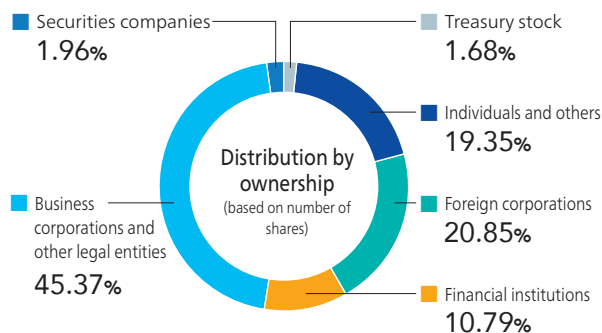
	Shareholder Name (honorific titles are omitted)	Number of Shares (thousands of shares)	Percentage of Outstanding Shares (%)
1	Chidori Godo Kaisha	84,507	26.09
2	UH Partners 2, Inc.	50,581	15.61
3	The Master Trust Bank of Japan, Ltd. (Trust Account)	21,190	6.54
4	MSIP CLIENT SECURITIES	12,146	3.75
5	Custody Bank of Japan, Ltd. (Trust Account)	11,787	3.63
6	HIKARI TSUSHIN, INC.	8,606	2.65
7	MLI FOR CLIENT GENERAL OMNI NON COLLATERAL NON TREATY-PB	7,554	2.33
8	Stockholding Association for Leopalace21's Apartment Owners	7,020	2.16
9	Stockholding Association for Leopalace21's Business Connection	5,543	1.71
10	JP MORGAN CHASE BANK 385781	3,233	0.99

*1 Of the shares held above, those held in trust accounts as part of trust bank operations are as follows.

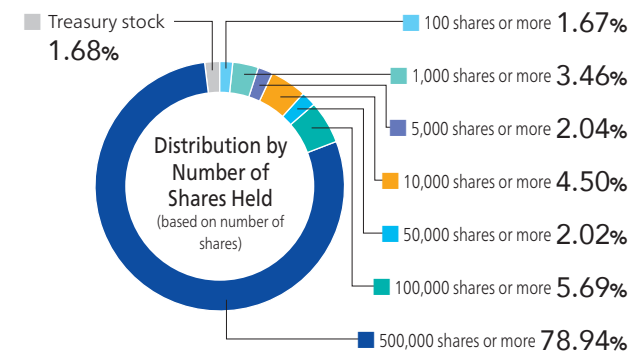
The Master Trust Bank of Japan, Ltd. (Trust Account) 9,563 thousand shares
(Including 9,370 thousand shares in investment trusts and 193 thousand shares in pension trusts)
Custody Bank of Japan, Ltd. (Trust Account) 3,517 thousand shares
(Including 3,243 thousand shares in investment trusts and 273 thousand shares in pension trusts)

*2 The above percentage of outstanding shares is calculated excluding treasury stock. Treasury stock does not include Company stock owned by the stock grant trust for the employees.

Shareholder Composition (As of March 31, 2025)



*Percentage figures have been adjusted.



*Percentage figures have been adjusted.

Share Price and Trading Volume

Trading Volume
(thousands of shares)

Trading Volume

Share Price
(JPY)

