

Section 4

Leopalace21 Data

This section includes a variety of quantitative data, such as consolidated financial data for the past 11 years, ESG data, and performance results for our Leasing Business.

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Consolidated Financial Data for the Last 11 Years

Fact Sheet

Statements of Income: (JPY million)	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales	511,513	520,488	530,840	505,223	433,553	408,959	398,366	406,449	422,671	431,831	**444,820**
Leasing Business	410,641	416,594	435,537	426,388	388,939	391,964	383,043	391,438	407,489	416,918	**429,623**
Development Business	74,160	74,566	76,587	58,992	23,806	–	–	–	–	–	**—**
Elderly Care Business	10,798	11,536	12,807	13,922	14,620	14,524	14,258	13,941	14,007	13,726	**13,652**
Other Businesses	15,913	17,791	5,908	5,919	6,186	2,469	1,064	1,069	1,175	1,186	**1,544**
Cost of sales	422,604	427,820	434,762	428,988	408,112	387,872	352,289	353,163	353,836	354,537	**355,611**
Gross profit	88,909	92,668	96,077	76,235	25,441	21,086	46,077	53,285	68,835	77,293	**89,208**
Gross profit ratio (%)	17.4	17.8	18.1	15.1	5.9	5.2	11.6	13.1	16.3	17.9	**20.1**
Selling, general and administrative expenses	67,823	69,769	73,147	68,844	61,915	50,269	44,302	43,406	45,521	48,062	**53,242**
Operating profit (loss)	21,085	22,898	22,930	7,390	-36,473	-29,182	1,774	9,879	23,313	29,231	**35,966**
Operating profit ratio (%)	4.1	4.4	4.3	1.5	-8.4	-7.1	0.4	2.4	5.5	6.8	**8.1**
Leasing Business	22,848	22,459	26,062	14,987	-20,828	-19,385	7,719	16,887	30,386	38,059	**44,295**
Development Business	3,340	5,051	3,663	-995	-5,181	–	–	–	–	–	**—**
Elderly Care Business	-1,354	-1,650	-1,596	-846	-559	-720	-789	-1,208	-621	- 803	**-1,062**
Other Businesses	-360	664	-846	-1,346	-1,000	-1,551	-1,668	-2,706	-2,391	- 2,608	**-2,677**
Adjustments	-3,388	-3,626	-4,353	-4,407	-8,903	-7,524	-3,486	-3,092	-4,059	-5,416	**-4,589**
EBITDA	30,700	32,235	34,656	20,336	-24,316	-18,766	11,127	16,449	27,974	32,734	**39,211**
Recurring profit (loss)	19,909	22,355	22,354	7,063	-36,341	-34,170	-2,151	6,526	19,476	26,936	**34,842**
Net income (loss)	19,631	20,401	14,819	-68,662	-80,224	-23,680	11,854	19,810	42,062	17,861	**14,933**
Balance Sheet: (JPY million)											
Total assets	327,609	337,828	337,257	291,790	196,953	161,708	145,430	166,548	205,000	216,625	**176,574**
Total net assets	144,865	158,870	159,438	81,338	1,589	3,277	11,034	32,922	71,679	88,268	**46,393**
Cash and deposits	88,043	104,432	106,543	84,536	60,501	54,863	45,523	53,560	68,627	88,408	**57,908**
Interest-bearing debt	50,824	49,918	53,829	48,047	36,137	35,409	33,045	31,849	30,879	31,630	**32,600**

Cash Flow Statement: (JPY million)	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Cash flows from operating activities	22,104	27,504	27,338	-7,212	-51,639	-40,816	-4,460	10,545	21,422	25,899	**38,467**
Cash flows from investing activities	-11,087	-8,653	-2,336	7,379	39,533	11,829	886	906	851	- 604	**-815**
Cash flows from financing activities	1,374	-14,048	-18,354	-15,181	-12,048	23,571	-5,886	-2,819	-7,119	- 6,404	**-68,794**
Free cash flows	11,017	18,850	25,001	167	-12,106	-28,986	-3,574	11,452	22,273	25,295	**37,652**
Amounts per share: (JPY)											
Net assets (BPS)	550.94	603.76	630.84	331.87	5.34	-25.83	3.25	73.29	201.15	255.81	**127.98**
Net income (EPS)	74.68	77.61	58.02	-278.58	-328.77	-84.88	36.04	60.22	130.91	56.22	**45.14**
Cash dividend (DPS)	10.00	22.00	22.00	–	–	–	–	–	5.00	10.00	**10.00**
Management index: (%)											
Return on equity (ROE)	14.6	13.4	9.3	-57.2	-195.1	–	–	157.3	95.6	24.6	**24.5**
Return on invested capital (ROIC)	7.1	7.2	7.1	3.7	-64.1	-66.0	3.5	12.4	17.0	19.7	**27.6**
Return on assets (ROA)	6.3	6.7	6.6	2.2	-14.9	-19.1	-1.4	4.2	10.5	12.8	**17.7**
Debt Equity Ratio (Times)	0.4	0.3	0.3	0.6	22.7	10.8	3.0	1.0	0.4	0.4	**0.7**
Equity ratio	44.2	47.0	47.2	27.7	0.7	-5.3	0.7	14.5	31.2	37.5	**23.0**
Dividend payout ratio	13.4	28.3	37.9	–	–	–	–	–	3.8	17.8	**22.2**
Dividend on equity ratio (DOE)	1.9	3.8	3.5	–	–	–	–	–	3.7	4.4	**5.4**
Stock price index											
Market capitalization (JPY million)	181,861	153,780	224,129	54,119	65,138	50,396	66,536	117,592	170,294	192,363	**212,353**
Stock price (JPY)	680	575	887	221	266	153	202	357	517	584	**635**
Price earnings ratio (PER) (Times)	9.1	7.4	15.3	-0.8	-0.8	-1.8	5.6	5.9	3.9	10.4	**14.1**
Price book-value ratio (PBR) (Times)	1.2	1.0	1.4	0.7	49.8	-5.9	62.2	4.9	2.6	2.3	**5.0**
Total number of outstanding shares at term end (including treasury stock)	267,443,915	267,443,915	252,682,515	244,882,515	244,882,515	329,389,515	329,389,515	329,389,515	329,389,515	329,389,515	**334,415,678**
Average number of outstanding shares during the term	262,874,470	262,874,243	255,412,984	246,473,624	244,011,285	279,003,996	328,888,640	328,995,828	321,303,270	317,695,021	**330,842,410**

* 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 fiscal year 2017. The figures for fiscal year 2015 show the sum of the Hotel, Resort Business and Other Businesses.
* Effective from fiscal year 2020, the Development Business and the Leasing Business have been merged, and the Hotel, Resort and Other Businesses segment has been renamed the Other Businesses segment.

ESG Data

ESG data

Environment (Consolidated [Excluding Guam])

Efforts to Reduce Environmental Impact

(t-CO_2)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Scope 1	5,518	5,218	3,473	3,285	6,182	6,247	6,390	**5,673**
Scope 2	12,558	11,578	8,089	7,233	26,489	36,862	46,966	**62,411**
Scope 1 and 2 total	18,076	16,796	11,562	10,518	32,671	43,108	53,355	**68,084**
Scope 3	786,510	692,463	693,388	748,745	544,248	496,536	575,237	**529,040**
Category 1 (Purchased materials)	31,263	10,898	5,850	83	122	61	38,446	**33,759**
Category 2 (Capital goods)	29,835	12,692	9,621	5,041	2,068	1,203	1,439	**3,482**
Category 3 (Fuel- and energy-related activities not included in Scope 1 or 2)	868	1,709	2,063	1,916	5,832	7,465	8,653	**11,302**
Category 4, 9 (Transportation and distribution)	–	–	–	–	353	497	807	**915**
Category 5 (Waste from business operations)	–	–	–	–	784	1,098	1,134	**882**
Category 6 (Business travel)	2,250	2,894	1,665	1,334	1,013	1,390	378	**453**
Category 7 (Employee commuting)	1,220	1,098	1,203	967	1,009	1,056	1,296	**1,451**
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)	724,543	663,171	672,987	739,403	533,067	483,766	522,681	**476,412**
Category 14 (Franchises)	–	–	–	–	–	–	403	**385**
Category 15 (Investments)	–	–	–	–	–	–	–	**–**
Scope 1, 2, 3 total	804,586	709,259	704,950	759,263	576,919	539,644	628,593	**597,124**
Scope 1, 2, 3 total YoY (%)	-8.9	-11.8	-0.6	+7.7	-24.0	-6.5	+16.5	**-5.0**
Scope 1, 2, 3 intensity ratio (t-CO_2/JPY billion)	15.93	16.36	17.24	19.06	14.19	12.77	14.56	**13.42**

Note: The calculation method was partly changed starting from the results for fiscal year 2022. Starting with fiscal year 2024, we expanded the scope of calculation for Scope 1, 2, and Scope 3 (Category 1, 3) and recalculated the figures retroactively through fiscal year 2022, for which data is available.

Industrial waste

(t)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Industrial waste	24,895	15,588	9,004	1,887	2,519	3,442	3,954	**3,662**
Disposal associated with demolition work	12,068	2,515	1,040	79	0	0	895	**2,218**
Disposal associated with new construction work	10,330	4,244	1,329	48	16	24	327	**660**
Disposal associated with repair work	2,497	8,828	6,635	1,760	2,504	3,418	2,732	**783**
YoY (%)	-24.0	-37.4	-42.2	-79.0	+33.5	+36.0	+14.9	**-7.4**

Paper consumption

(Equivalent A4 sheets in million sheets)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Paper consumption	111	58	44	37	31	40	23	**17**
YoY (%)	-1.8	-47.7	-24.1	-15.9	-16.2	+29.0	-42.5	**-26.6**

Social

Employee composition (non-consolidated)

(people)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
No. of employees (consolidated)	7,600	7,043	5,082	4,356	3,991	3,853	3,909	**4,150**
No. of employees	6,331	5,820	4,172	3,589	2,804	2,690	2,723	**2,952**
Average age	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	**41 years and 2 months**
Average years of service	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	**13 years and 2 months**
No. of new graduate hires	164	18	0	0	0	67	138	**111**
No. of mid-career hires	104	65	18	28	54	105	174	**264**
Rate of employee turnover (based on active employees) (%)	8.6	13.1	30.7	16.0	11.1	9.0	7.9	**7.1**

Work-life balance (non-consolidated)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Total working hours per month	173.0	166.3	160.3	165.3	166.8	169.2	163.6	**157.7**
Overtime hours per month	15.0	13.3	11.4	11.3	13.2	16.4	19.3	**18.1**
No. of employees with reduced working hours	199	277	216	228	231	236	218	**151**
Rate of male employees taking childcare leave or other leave for childcare purposes (%)*	31.6	38.0	54.3	34.1	35.7	71.4	69.7	**66.7**
Engagement score**	–	–	–	–	–	-71	-62	**-54**
Annual paid leave usage rate (%)	76.8	84.3	90.5	81.7	81.2	80.5	82.0	**81.6**

* The childcare leave acquisition rate is calculated using April as the starting month. ** Survey results using the survey tool Geppo (eNPS: Employee Net Promoter Score. The average score for general companies at the time of the survey was -54.)

Development of next-generation leaders (consolidated)

(hours)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Time employees spent in education and training*	15,581	3,738	9,838	4,265	4,096	8,159	18,816	**35,385**

* Total hours of employee participation in hierarchy-based training, selective training, 360-degree feedback training, and career development training.

Diversity (non-consolidated basis; data on employees with disabilities includes its special subsidiary)

(%)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
No. of employees with disabilities (average in the period)	138.0	128.9	107.9	103.1	90.2	107.0	102.3	**97.9**
Rate of employees with disabilities (average in the period)	2.2	2.3	2.3	2.7	2.8	2.7	2.8	**2.5**
Percentage of full-time female employees	30.8	32.3	37.1	38.0	38.7	39.0	32.7	**31.8**
Percentage of female managers	6.1	6.4	5.8	6.5	5.5	5.4	5.1	**5.9**

Gender pay gap (non-consolidated)

(%)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Regular employees	–	–	–	–	69.1	68.3	69.0	**66.8**
Non-regular employees	–	–	–	–	63.6	45.0	47.6	**45.9**
Overall	–	–	–	–	55.4	50.1	50.7	**57.5**

Note: 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.

Data related to social contribution activities (non-consolidated)

(JPY)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Volunteer vending machine donation amount	1,824,728	1,966,138	1,553,215	1,041,085	699,189	979,693	1,058,554	**678,565**

Communication with stakeholders (non-consolidated)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
No. of owner briefing sessions held	517	381	87	0	88	169	141	**139**
Dialogue with institutional investors (firms)	236	204	95	103	122	97	116	**138**

Key qualified employees (consolidated)

(people)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Certified public accountant	2	2	1	1	1	0	3	**3**
Attorney-at-law	5	6	4	5	5	6	6	**6**
Real estate transaction specialists	846	899	655	587	567	543	511	**523**
Rental property management specialists	506	537	408	413	89	108	135	**247**
Licensed architects (first class / second class)	428	374	244	207	189	181	189	**203**
Construction management engineers (first class / second class)	333	296	194	165	148	137	144	**184**
Care worker	690	705	720	687	695	654	613	**591**
Care support specialist	186	178	205	185	148	146	140	**112**
Home-visit care worker (first grade, second grade)	398	373	345	308	289	265	240	**210**

Note: Starting with fiscal year 2022, the calculation criteria have been revised to reflect the number of qualified employees as of the end of the fiscal year following national qualification acquisition.

Governance

Governance-related data

(people)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
No. of Directors	11	10	9	8	10	10	10	**10**
Of which, Outside Directors (Independent Outside Directors)	3(3)	5(4)	6(5)	5(3)	4(4)	4(4)	4(4)	**4(4)**
Ratio of Independence Directors (%)	27.3	40.0	55.6	37.5	40.0	40.0	40.0	**40.0**
No. of female Directors	1	2	1	1	1	1	1	**1**
No. of foreign national Directors	–	–	–	1	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)	2(2)	2(2)	2(2)	2(2)	2(2)	**2(2)**
Ratio of Independent Audit & Supervisory Board Members (%)	75.0	75.0	50.0	50.0	50.0	50.0	50.0	**50.0**

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
No. of Board of Directors Meetings	24	41	28	26	25	19	17	**19**
No. of Nomination and Compensation Committee meetings	2	11	7	7	8	6	9	**5**

(JPY million)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Directors' compensation	595	228	170	162	180	202	300	**529**
Directors (excluding Outside Directors)	495	131	56	60	96	112	209	**418**
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	19	13	16	18	18	20	21	**26**
Outside Directors	80	83	97	82	65	69	70	**84**

Compliance-related data

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
No. of Compliance Committee meetings	12	12	12	12	12	12	10	**4**
Rate of whistleblowing cases to the number of employees (%)*	1.6	1.9	2.0	1.8	2.3	2.1	2.4	**1.4**

* 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 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

Fact Sheet

Occupied units by customer segment

	FY2018		FY2019		FY2020		FY2021		FY2022		FY2023		FY2024		FY2025	
	Units	%	Units	%	Units	%	Units	%	Units	%	Units	%	Units	%	Units	%
Corporate	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	**318,956**	**66.5**
Individual	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	**130,177**	**27.1**
Student	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	**30,390**	**6.3**
Total	484,718	100	478,295	100	468,803	100	482,788	100	498,559	100	488,012	100	477,888	100	**479,523**	**100**

Average unit rent for new contracts (index)

	April	May	June	July	August	September	October	November	December	January	February	March	Full-year average
FY2018	98	96	98	99	99	100	100	100	101	102	100	100	99
FY2019	100	99	98	97	97	97	98	97	98	98	96	92	97
FY2020	91	92	93	95	96	94	93	94	96	98	98	93	95
FY2021	93	94	92	91	91	92	91	92	94	94	95	93	93
FY2022	94	95	96	96	95	95	93	94	97	97	97	96	96
FY2023	99	101	101	102	102	103	103	103	105	104	104	101	102
FY2024	102	103	106	107	108	108	109	109	111	111	111	107	108
FY2025	**107**	**108**	**112**	**113**	**113**	**114**	**115**	**116**	**118**	**119**	**117**	**111**	**114**

*April 2016 set as 100

Monthly occupancy rates

(%)

	April	May	June	July	August	September	October	November	December	January	February	March	Full-year average
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	88.34
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	80.78
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	78.89
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	81.22
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	84.66
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	85.99
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	85.56
FY2025	**86.49**	**86.20**	**86.06**	**85.51**	**84.87**	**85.38**	**85.11**	**84.47**	**84.14**	**85.41**	**86.94**	**88.78**	**85.78**

Number of units used by corporate industry type

(units)

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Construction	52,920	58,013	58,238	63,095	67,682	70,694	71,807	**72,903**
Staffing & outsourcing services	44,771	42,991	46,984	58,257	65,392	67,012	68,086	**69,889**
Wholesale & retail	40,973	39,054	39,396	39,640	40,264	39,247	40,313	**41,705**
Manufacturing	44,518	41,644	38,412	36,810	37,826	37,013	36,179	**35,980**
Service	35,462	32,566	29,093	28,434	28,825	28,423	29,273	**29,630**
Food service and hospitality	16,676	15,704	14,826	14,966	15,541	17,453	21,112	**24,176**
Transportation	11,745	11,175	11,035	10,963	11,108	10,873	10,912	**11,312**
Other	33,578	31,419	28,830	28,646	29,663	29,767	30,931	**33,361**
Total	280,643	272,566	266,814	280,811	296,301	300,482	308,613	**318,956**

Corporate Profile

Corporate Data (As of March 31, 2026)

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 and condominiums; development and operation of resort facilities; broadband business; and elderly care business, etc.
Number of Employees:	4,150 (consolidated basis) 2,952 (non-consolidated basis)
Independent Auditor:	Ernst & Young ShinNihon LLC

Basic Stock Information (As of March 31, 2026)

Number of Shares Authorized:	750,000,000
Number of Shares Outstanding:	334,415,678
Number of Shareholders:	32,047
Listing:	Prime Market of the Tokyo Stock Exchange
Administrator of Shareholder Registry:	Sumitomo Mitsui Trust Bank, Limited

Key Affiliated Companies

Leasing Business

- **Leopalace Leasing Corporation**
  Company housing management and real estate brokerage
- **Plaza Guarantee Co., Ltd.**
  Rent payment guarantee
- **Leopalace Power Corporation**
  Solar power generation
- **ASUKA SSI**
  Small-amount and short-term insurance
- **Leopalace Green Energy Corporation**
  Environmental contribution
- **Leopalace21 Business Consulting (Shanghai) Co., Ltd.**
  Consulting

International Business*

- **Leopalace21 Singapore Pte. Ltd.**
  Investment consulting

Elderly Care Business

- **Azu Life Care Co., Ltd.**
- **Azu Residence Co., Ltd.**
  Elderly Care Business

Other Businesses

- **Leopalace Guam Corporation**
  Resort Business
- **Leopalace Smile Co., Ltd.**
  Administrative services (special subsidiary)

*The International Business results are included in the Leasing Business segment.

External Evaluation

Selected as a Health & Productivity Stock

The Health & Productivity Stocks designation is a program that selects from among Tokyo Stock Exchange-listed companies that promote employee health management from a managerial perspective. The Company was selected as a Health & Productivity Stock for the first time in 2026.

Certified as a Top 500 Outstanding Health & Productivity Management Organization

Under the Outstanding Health & Productivity Management Organization Recognition Program, implemented by the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi, the Company has been recognized as one of the top 500 companies implementing particularly outstanding health management initiatives—for the first time in six years.

Certified as Platinum Kurumin

The special Platinum Kurumin program recognizes companies that are particularly outstanding in their efforts to support work and childcare balance. The Company was certified Platinum Kurumin in October 2017 as a company that has met all the criteria in the action plan and has implemented a higher level of initiatives.

Awarded in Gomez ESG Site Ranking 2025

Selected as an Excellent Company in the "ESG Site Ranking 2025" by Broad Band Security Inc. The Company won the award for the second consecutive year and was ranked 14th in the overall evaluation.

Received the Daiwa Internet IR Award

Received the Award for Excellence for the fifth consecutive year in the "Daiwa Internet IR Award 2025" by Daiwa Investor Relations Co.Ltd.

Received the Gomez IR Site Ranking Award Gold 2025

The Company received its first Gold Award in the Gomez IR Site Ranking 2025 by Broadband Security Inc, which evaluates usability of IR websites and the quality of information they provide.

Selected as an AAA-rated Website in the Ranking of All Listed Companies

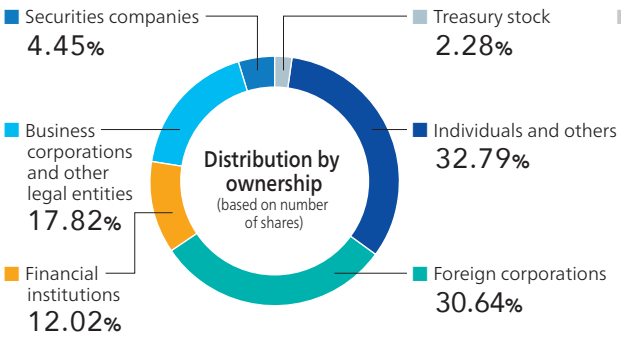
The Company was selected as an AAA-rated Website for the third consecutive year in the 2025 Nikko Investor Relations Co., Ltd. All Markets Ranking in Japan.

Major Shareholders (Top 10) (As of March, 31, 2026)

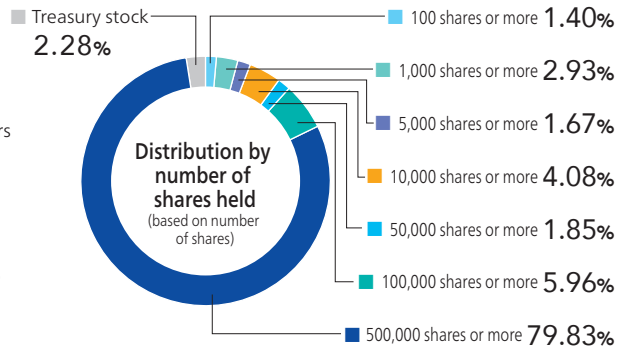
	Shareholder Name	Number of Shares (thousands of shares)	Percentage of Outstanding Shares (%)
1	UH Partners 2 Investment Limited Partnership	50,581	15.47
2	Chidori Godo Kaisha	50,507	15.45
3	The Master Trust Bank of Japan, Ltd. (Trust Account)	20,852	6.38
4	Custody Bank of Japan, Ltd. (Trust Account)	16,022	4.90
5	MSIP CLIENT SECURITIES	14,315	4.38
6	MLI FOR CLIENT GENERAL OMNI NON COLLATERAL NON TREATY-PB	9,098	2.78
7	Stockholding Association for Leopalace21's Apartment Owners	6,957	2.12
8	GOLDMAN SACHS INTERNATIONAL	5,840	1.78
9	UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT	5,467	1.67
10	Stockholding Association for Leopalace21's Business Connection	5,206	1.59

Note: 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) 10,007 thousand shares (including 9,904 thousand shares in investment trusts and 103 thousand shares in pension trusts) Custody Bank of Japan, Ltd. (Trust Account) 5,040 thousand shares (including 4,801 thousand shares in investment trusts and 238 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 trust for the share-based remuneration system for the Directors or the stock grant trust for the employees.

Shareholder Composition (As of March 31, 2026)



*Percentage figures have been adjusted.



*Percentage figures have been adjusted.

Share Price

