

Corporate Governance Report

Last Update: June 25, 2026

Leopalace21 Corporation

Bunya Miyao, Representative Director, President and CEO

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Securities Code: 8848

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

The corporate governance of Leopalace21 Corporation (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views Updated

The Company positions the development and strengthening of corporate governance as one of its most important management issues, and aims to achieve its Mission, accomplish its business plans, enhance corporate value over the medium to long term, and realize sustainable growth through strengthening corporate governance.

As a basic philosophy of its corporate activities, the Company strives to achieve efficient, fair, and transparent management in order to enhance corporate value for all stakeholders.

Based on this philosophy, the Company works to develop its management structure, organization, and systems by ensuring appropriate and timely decision-making, strengthening supervisory of decision-making, establishing a compliance system, enhancing its internal control systems, and building sound relationships with stakeholders.

[Disclosure Based on the Principles of the Corporate Governance Code] Updated

Principle 1-4 Cross-held shares

The Company has a basic policy of not acquiring cross-held shares and does not hold any shares of listed companies. However, if the acquisition of shares of business partners and business alliance partners is deemed useful for maintaining and strengthening relationships with such partners and if the medium- to long-term economic benefits from acquiring the shares are expected to be greater than the expenses for the acquisition, the Company may acquire the shares according to the procedures set forth in the internal regulations.

The Company verifies the economic rationality of each company at the Board of Directors, such as the propriety with the purpose of acquisition, dividends, and the effectiveness of the business relationship. If there is any doubt about the economic rationality as a result of the verification, the Company will examine the necessity of maintaining the holding of the shares.

With respect to the exercise of voting on the proposals, the Corporate Planning Department comprehensively takes into consideration the purpose of holding the shares as well as the governance system of the issuer and whether there is an improvement in shareholder value. The Department exercises voting rights after making decisions based on the Company’s Rules on Authority and Responsibilities.

Principle 1-7 Related party transactions

If the Company needs to conduct a transaction with its officers, affiliates, major shareholders, or other related parties, the Company will conduct the transaction based on the Regulations on Related Party Transactions, which set forth the scope of the covered transactions, approval procedures and post-transaction verification for the purpose of eliminating the impairment of the Company’s interest and common interest of the shareholders and avoiding the violation of laws and regulations that should be observed by the officers.

Based on the Regulations, the Board of Directors will make a prior approval for the transaction and make a post-transaction review to see whether the transaction is conducted with the approved content by receiving a confirmation letter from the related party on the details and obligations arising from the transaction.

Principle 2-3 Issues on sustainability from social and environmental aspects

The Company believes that the physical and mental health of its employees are the foundation for realizing the corporate mission to create new value and *imagineer* joyful living.

Since 2023, the Company has evolved its health and productivity management initiatives into well-being management, aiming to maximize the value of human capital and achieve sustainable growth. The Representative Director, President and CEO himself serves as the person in charge of these initiatives, and the Human Resources Department is positioned as the driving force of well-being promotion which implements various measures in cooperation with each office and the Health Committee.

The Company has been selected as a Health & Productivity Management Stock of 2026 and certified as an Outstanding Health & Productivity Management Organization (White 500).

<Well-being Management>

[Well-being Management | Sustainability | Leoplace21 Corporation](#)

Principle 2-4-1 Securing diversity including the promotion of the women's career advancement

The Company positions the promotion of diverse talent as the core of its human capital management and is advancing initiatives to incorporate a wide range of perspectives through dialogue and co-creation with external stakeholders, including hosting a forum on women's empowerment in collaboration with other companies.

In addition, to build a foundation that enables diverse employees to continue taking on challenges with confidence, the Company has established a DE&I Promotion Committee composed of both executives and frontline employees, and is promoting initiatives aimed at embedding human capital management through collaboration between the human resources function and business divisions. With regard to the promotion of female employees to key positions, the Company's basic policy is to ensure continuous talent development and fair evaluation and promotion. The Company sets targets for the ratio of female employees and female managers by department and monitors progress on a regular basis.

Through these initiatives, the Company will continue to promote the creation of an organization in which motivated and capable individuals can thrive, regardless of their attributes.

<Annual Securities Report> (Japanese language only)

[Annual Securities Report \(Japanese language only\)](#)

Principle 2-6 Roles of Corporate Pension Funds as an asset owner

The Company's Corporate Pension Fund is a defined contribution type pension plan, and employees have control over investment decisions. The Company provides employees with various investment products to choose from, as well as the opportunity to learn about asset management.

Principle 3-1 Enhancement of information disclosure

(1) What the Company aims for (corporate philosophy, etc.), management strategies and business plans

The Company's business philosophy is to create new value in its own unique way by keeping a close eye on modern-day needs, constantly work to improve the products, services and technologies and grow as a company, and provide new value throughout society to help create a more comfortable and affluent society.

The Company has formulated the medium-term management plan "New Growth 2028," covering the three-year period from the fiscal year ending March 31, 2026 to the fiscal year ending March 31, 2028. Under this plan, the Company has set forth as its foundational strategies the execution of area strategies and the development of a sustainable organizational structure through the promotion of DX and human capital management, and as its growth strategies the full-scale resumption of the

Development Business and contribution to a decarbonized society through the supply of ZEH apartments.

Based on these strategies, the Company will strengthen its business foundation centered on the Leasing Business and the Development Business, while also pursuing both economic and social value by developing a sustainable organizational structure through the promotion of DX and human capital management, optimizing its managed property portfolio, and promoting the supply of ZEH apartments, thereby working toward the long-term enhancement of corporate value.

(2) Fundamental view and policy of corporate governance

The Company regards the development and strengthening of corporate governance as one of the most important management issues. The Company aims to achieve its Mission, accomplish its business plans, enhance long-term corporate value, and ensure sustainable growth through strengthening corporate governance. The fundamental goal of corporate activities is to pursue efficient, fair and highly transparent management to attain greater corporate value for all the stakeholders.

To achieve the above goal, the Company endeavors to improve the management system and management organization mainly through appropriate and timely decision-making, strengthening oversight of decision-making, establishment of a compliance system, improvement and strengthening of an internal control system, and establishment of good relations with stakeholders.

(3) Policy and procedures for the Board of Directors to determine remuneration for management executives and Directors

Remuneration for Directors of the Company aims to promote the alignment of interests between Directors and shareholders, function as an incentive for increasing long-term corporate value, and enhance transparency and rationality in remuneration as a reward for job performance from the shareholders' perspective. The remuneration consists of three components: fixed remuneration, short-term incentives, and long-term incentives.

The remuneration will be determined through deliberations by the Nomination and Compensation Committee so that the remuneration for individual Directors should be appropriate. Please refer to the policy and procedures for determining the remuneration for Directors which are stated in "Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods" of this Report and the Annual Securities Report.

(4) Policy and procedures for the Board of Directors to appoint and dismiss management executives and nominate candidates for Directors and Audit & Supervisory Board Members

To achieve the business plans and enhance the corporate value in the medium to long term, the Company set a policy of structuring the Board of Directors by giving due consideration to securing the speediness of decision making and strengthening the management supervisory function.

Accordingly, the Board will nominate the candidates for Directors from talent pool with extensive knowledge of the Company's business and the business environment surrounding the Company as an executive Director, and at the same time, nominate persons with deep expert insight as Outside Directors to strengthen the management supervisory function. The Company adopted a policy of making one-third or more of Board of Directors consist of Outside Directors in order to emphasize the supervisory function.

With regard to candidates for Audit & Supervisory Board Members, the Board will nominate people with in-depth knowledge of finance and accounting to strengthen the management supervisory function. Particularly for outside Audit & Supervisory Board Members, the Board will nominate people with deep expert insight into an independent position.

To nominate candidates for Directors and Audit & Supervisory Board Members in accordance with these policies, the Board of Directors will determine through deliberations at the Nomination and Compensation Committee.

When a Director or an Audit & Supervisory Board Member is determined that they are not fulfilling their roles, a proposal for dismissing the subject Director and/or Audit & Supervisory Board Member will be brought up to the General Shareholders' Meeting, after deliberations at the Nomination and Compensation Committee and resolution of the Board of Directors with appropriate advice.

(5) Explanation of individual elections and nomination when management executives are elected and dismissed and when candidates for Directors and Audit & Supervisory Board Members are nominated

At the Ordinary General Shareholders' Meeting held on June 25, 2026, the election of nine (9) Directors was approved. The reasons for nominating them are disclosed in the reference materials for the General Shareholders' Meeting. Please refer to the reasons for the individual election and nominations stated on pages 7 through 15 of the Notice of the 53rd Ordinary General Shareholders' Meeting. For Outside Directors and outside Audit & Supervisory Board Members, please refer to the relevant sections of this Corporate Governance Report as well.

Principle 3-1-2 Greater information disclosure (English disclosure)

The Company discloses the information in English such as consolidated financial statements, notice of convocation of the General Shareholders' Meeting, corporate governance report, consolidated financial statement for fiscal year and independent auditor's report, and other IR materials through TDnet and on the Company website to promote constructive dialogue with global investors.

<Website in English language>

[Leopalace21 Corporate site \(ENG\)](#)

Principle 3-1-3 Greater Information disclosure (disclosure for sustainability)

Driven by the corporate mission to create new value and *imagineer* joyful living, the Company seeks to meet the expectations of all stakeholders by conducting activities aimed at fostering a sustainable society in line with the needs of the times. In accordance with this approach, the Company has identified the materiality issues as priority challenges in response to the changing needs of the stakeholders, social and environmental problems, and the requirements of various guidelines such as International Integrated Reporting Framework, ISO26000, and GRI Standards. For details, please refer to the Company website and integrated report.

<Basic Policies on Sustainability>

[Sustainability Policies | Sustainability | Leopalace21 Corporation](#)

<ESG Activities in the context of Sustainability>

[Sustainability Activities \(ESG\) | Sustainability | Leopalace21 Corporation](#)

<Integrated Report>

[Integrated Report / Annual Report | Information for Investors | Leopalace21 Corporation](#)

The Company expressed its support for the TCFD in October 2021, aiming to achieve both a sustainable global environment and business growth through decarbonation. As to the information disclosure on climate change based on TCFD, the Company has been trying to enhance the disclosure of the risks and opportunities based on the outcome of its scenario analysis. The risks include the Company's slow response to the required environmental countermeasures considering increased general environmental concerns and increased level of damage or flood on the properties under the Company's management and the effect of the Company's stakeholders as a more severe climate change impact. The opportunities include increased revenue and profit by developing environment-conscious apartment buildings.

The Sustainability Committee headed by a Director in charge of sustainability discusses the challenges concerning sustainability and reports to the Board of Directors in principle on a quarterly basis.

< Response to Climate Change >

[Response to Climate Change | Sustainability | Leopalace21 Corporation](#)

Principle 4-1-1 Roles and duties of the Board of Directors (1)

The Board of Directors Rules stipulate that the major roles of the Board of Directors of the Company are to make decisions on important matters for business operation, such as business plans, to resolve legally defined matters, and to monitor business activities.

However, certain judgment is delegated to the management to operate business promptly, and the Company's Rules on Authority and Responsibilities clearly define the scope of the delegation to management.

Principle 4-9 Independence criteria and qualifications for independent Outside Directors

To ensure the independence of outside officers, including Outside Directors, the Company developed independence criteria, taking into consideration issues for the business operation of the Company, with meeting the independence criteria of Tokyo Stock Exchange, Inc. as the minimum requirement. For details, please refer to the relevant sections of this Corporate Governance Report.

Principle 4-10-1 Employing voluntary structures

The Board of Directors consists of total nine (9) members, five (5) Inside Directors (female: one, non-Japanese: one) and four Independent Outside Directors (female: nil, non-Japanese: nil). Two (2) Inside Directors out of five (5) are non-executive.

The Board of Directors established the Nomination and Compensation Committee led by an Independent Outside Director to secure independent and objective decisions along with stronger accountability for Directors and Executive Officers. The Committee has been properly involved to provide advice to the Board of Directors. It consists of four (4) Independent Outside Directors and two (2) non-executive Director and one (1) executive Director. The Company believes that it enhanced independence and objectivity by having the Independent Outside Directors as the majority of the Committee.

Principle 4-11-1 Prior conditions for securing the effectiveness of the Board of Directors and the Audit & Supervisory Board

To achieve the medium-term management plan and enhance the corporate value in the medium to long term, the Company set a policy of structuring the Board of Directors by giving consideration to securing the speediness of decision making and strengthening the management supervisory function.

Accordingly, candidates for Directors will be nominated from persons who have extensive knowledge about the Company's business and the business environment surrounding the Company as an executive Director, and at the same time, persons with deep expert insight will be nominated as Outside Directors to strengthen the management supervisory function. The Company adopted a policy of making the majority of Board of Directors consist of Outside Directors in order to emphasize on the supervisory function.

The Company pays attention to structuring the Board of Directors to avoid extreme disparity in the length of service of the Directors in order to strike a balance between the enhancement of experience and knowledge and creativity from a new perspective.

With respect to the number of Directors on the Board, the Articles of Incorporation stipulate twenty (20) as the maximum number and the Company pays attention to setting a number that can secure fulfilling deliberations and is suited to the scale of business activities.

Principle 4-11-2 Prior conditions for securing the effectiveness of the Board of Directors and the Audit & Supervisory Board

The Company limits in principle the number of other listed companies to three where a Director or an Audit & Supervisory Board Member of the Company can concurrently serve as an officer, so as not to pose a problem for their execution of duty in the Company.

With respect to the Directors who are concurrently serving as officers in another listed company at present, Mr. Akira Watanabe, an Outside Director, serves as director of ASIA PILE HOLDINGS CORPORATION.

Principle 4-11-3 Prior conditions for securing the effectiveness of the Board of Directors and the Audit & Supervisory Board (Analysis and evaluation of the Board of Directors)

The Company conducts self-evaluation and analysis of the effectiveness of the Board of Directors with the aim of enhancing its functions and, consequently, increasing corporate value. From fiscal

year 2024 onward, in order to conduct a more transparent and objective effectiveness evaluation, the Company conducted a questionnaire survey utilizing an external service provider, and analyzed and evaluated the results after obtaining advice from the service provider.

Based on the aggregated results of the questionnaire survey provided by the external service provider, the Board of Directors analyzed, discussed, and evaluated the results at its regular meeting in June 2026. The Board of Directors received an overall positive evaluation following the fiscal year 2024, and the Company recognized that the effectiveness of the Board of Directors as a whole has been confirmed. Continuing from the previous year, outstanding issues identified include further enhancing discussions on medium- to long-term corporate value and growth strategies and matters related to human resource development plans, and the Company will continue to address these issues. Based on this effectiveness evaluation, the Company will continue its efforts to improve the functions of the Board of Directors by carefully considering and promptly addressing issues.

In addition, each Audit & Supervisory Board Member evaluated for the ninth time the effectiveness of the Audit & Supervisory Board and submitted a report in writing to the Representative Director, President and CEO and Corporate Planning Department.

For the fiscal year ended March 2026, the Company conducted audits with a focus on key audit matters including the execution of the foundational and regional strategies set forth in the Medium-term Management Plan “New Growth 2028”; the development of a sustainable organizational structure based on DX and human capital management policies, the advancement of growth strategies, the full-scale resumption of the Development Business; and the contribution to a decarbonized society through the supply of ZEH apartment buildings. The Audit & Supervisory Board concluded that it fulfilled the function with effective performance.

With regard to the establishment and operation of measures to prevent recurrence of the construction defects problem, namely, fundamental reform of the corporate culture, restructuring of the system for compliance and risk management, and revision of the construction business framework, the Company confirmed that all 50 items set forth as preventive measures as of March 2023 have been addressed and fully implemented. It has been more than seven years since the announcement on May 29, 2019.

Principle 4-14-2 Training of Directors and Audit & Supervisory Board Members (Training policy)

In the belief that facilitating the acquisition of the necessary knowledge by the Directors and the Audit & Supervisory Board Members will contribute to the execution of business operation and the enhancement of corporate value in the future, the Company provided and supported opportunities for acquiring knowledge.

Specifically, the Company provided training that will contribute to the resolution of management issues such as corporate governance, corporate finance and TCFD from a long-term sustainability perspective. The Company also provided training on legal responsibilities after the Directors and the Audit & Supervisory Board Members have taken office.

Principle 5-1 Policy for constructive dialogues with shareholders

To promote the sustainable growth of the Company and enhance its corporate value in the medium to long term, the Company runs a department specializing in IR headed by the Director in charge of IR to promote constructive dialogues (meetings) with shareholders. Specifically, the Company provides clear explanations about the Company’s management policies and others to stakeholders including shareholders by holding results briefings and Japanese and foreign institutional investors’ meetings.

With respect to the policy and efforts for the development of a system for promoting constructive dialogues with shareholders, the Company developed an IR Policy and disclosed it on its website. Please refer to it.

<IR Policy>

[IR Policy | Information for Investors | Leopalace21 Corporation](#)

Principle 5-2-1 formulating and announcing management strategy and plans

The Company has three businesses: the Leasing Business, the Elderly Care Business, and the Other Businesses which contain operating Guam resort facilities and financing business. Since the construction defects problem came to light in 2018, while formulating and implementing measures to prevent recurrence, the Company shifted to a strategy aimed at strengthening profitability in the Leasing Business through a drastic restructuring of its business strategy starting from the fiscal year ended March 2021. The Company is also promoting the transfer or withdrawal from non-core and unprofitable businesses. For the fiscal year ended March 2026, the Company performed the business with four sets of management policy: implement regional strategies, promote DX and human capital management as a part of the foundation strategies and resume development business and offer ZEH apartments as a part of the growth strategies.

<Medium-term Management Plan>

[Medium-term management plan | Information for Investors | Leoplace21 Corporation](#)

<Business Strategy>

[Business Strategy | Information for Investors | Leoplace21 Corporation](#)

[Action to Implement Management that is Conscious of Capital Costs and Stock Prices]

Description	<input type="checkbox"/> Updated	Disclosure of initiatives (update)
English Disclosure		YES
Date of Update	<input type="checkbox"/> Updated	May 15, 2026

Supplementary Explanation Updated

The Company is committed to managing its business with an awareness of capital costs and stock prices in order to enhance its corporate value over the medium to long term. In its efforts to optimize the allocation of management resources and improve capital efficiency, the Company is promoting the transformation of its business structure while emphasizing the optimal allocation of management resources and the improvement of capital efficiency in order to achieve sustainable growth, enhance corporate value, and meet stakeholder expectations. In pursuing corporate value enhancement, the Company positions ROIC, WACC, and PBR as key management indicators and utilizes them in its decision-making processes.

The Company recognizes that its WACC is approximately 5.0% and aims to maximize corporate value through efficient and strategic growth investments, on the premise of securing returns on capital that exceeds this level.

Furthermore, in seeking to improve PBR, the Company recognizes that enhancing indicators such as ROE and PER is critical, and is working on the key drivers of these improvements: increasing EBITDA, optimizing equity, raising expected growth rates, and reducing the cost of equity.

The Company also seeks to maximize shareholder value by promoting constructive dialogue with shareholders through enhanced IR activities, including the enhancement of integrated reports and financial results presentation materials, proactive disclosure of ESG information, and the holding of earnings briefings and IR events.

The specific policies and progress on cost-of-capital management are disclosed on the Implement Management that is Conscious of Capital Costs and Stock Prices page of the corporate website.

<Implement Management that is Conscious of Capital Costs and Stock Prices>

[Implement Management that is Conscious of Capital Costs and Stock Prices | Information for Investors | Leoplace21 Corporation](#)

2. Capital Structure

Foreign Shareholding Ratio <u>Updated</u>	Greater than or equal to 30%
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[Status of Major Shareholders] Updated

Name / Company Name	Number of Shares Owned	Percentage (%)
UH Partners 2 Investment Limited Partnership	50,581,700	15.47
Chidori Godo Kaisha	50,507,600	15.45
The Master Trust Bank of Japan, Ltd. (Trust Account)	20,852,700	6.38
Custody Bank of Japan, Ltd. (Trust Account)	16,022,900	4.90
MSIP CLIENT SECURITIES	14,315,596	4.38
MLI FOR CLIENT GENERAL OMNI NON COLLATERAL NON TREATY-PB	9,098,582	2.78
Stockholding Association for Leopalace21's Apartment Owners	6,957,100	2.12
GOLDMAN SACHS INTERNATIONAL	5,840,786	1.78
UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT	5,467,216	1.67
Stockholding Association for Leopalace21's Business Connection	5,206,800	1.59

Controlling Shareholder (excluding Parent Company)	–
Parent Company	None

Supplementary Explanation
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3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange Prime Market
Fiscal Year-End	March
Type of Business	Real Estate
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1,000
Sales (consolidated) as of the End of the Previous Fiscal Year	From JPY 100 billion to less than JPY 1 trillion

Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 10 to less than 50
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4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

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5. Other Special Circumstances which may have Material Impact on Corporate Governance

Updated

The Company set up on February 27, 2019 as a result of the construction defects problem, a third-party External Investigation Committee which is independent and does not hold any interest with the Company. The Company received an investigation report from the Committee and took special notice of the overall and fundamental causes of the problem which the Committee specified in the report.

The Company completed the recurrence preventing measures and maintaining some of them continuously. The Company has completed the investigations and repairs of all obvious defects where it was able to obtain the cooperation of the tenants and the apartment owners as of end of December 2024. For those apartments that have not yet been investigated and repaired due to various reasons, the Company will continue to earnestly discuss with the tenants and apartment owners for early resolution of the issues.

The Company continues its efforts to prevent recurrence by thoroughly instilling awareness among employees through ongoing initiatives centered on three pillars: the renewal of governance and reform of corporate culture, the restructuring and strengthening of compliance and risk management systems, and the rebuilding and embedding of quality control frameworks. Through these efforts, the Company strives to ensure that lessons from past incidents are not forgotten but are effectively reflected in its business operations.

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with Audit & Supervisory Board Member
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[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	20
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	Representative Director, President and CEO
Number of Directors <u>Updated</u>	9
Election of Outside Directors	Elected

Number of Outside Directors	4
Number of Independent Directors	4

Outside Directors' Relationship with the Company (1) Updated

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Akira Watanabe	From another company								○			
Yutaka Nakamura	From another company								△			
Takumi Shibata	From another company											
Kan Ishii	From another company								△			

Categories for "Relationship with the Company"

- when the director presently falls or has recently fallen under the category;
- △ when the director fell under the category in the past
- when a close relative of the director presently falls or has recently fallen under the category;
- ▲ when a close relative of the director fell under the category in the past

- a. Executive of the Company or its subsidiaries
- b. Non-executive director or executive of a parent company of the Company
- c. Executive of a fellow subsidiary company of the Company
- d. A party whose major client or supplier is the Company or an executive thereof
- e. Major client or supplier of the Company or an executive thereof
- f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a director/Audit & Supervisory Board Member
- g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
- h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the director themselves only)
- i. Executive of a company, between which and the Company outside directors/Audit & Supervisory Board Members are mutually appointed (the director themselves only)
- j. Executive of a company or organization that receives a donation from the Company (the director themselves only)
- k. Others

Outside Directors' Relationship with the Company (2) Updated

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons of Appointment
Akira Watanabe	Yes	Mr. Akira Watanabe served as an Outside Director of Maeda Road Construction Co., Ltd. and retired in June	Mr. Akira Watanabe possesses expertise as an attorney at law and he has built up a great track record in resolving legal affairs and compliance-related issues. Based on

		<p>2026. While there were business transactions between Maeda Road Construction Co., Ltd. and the Company, the transaction amount was insignificant (with transaction value to the Company in the previous fiscal year accounting for less than 2% of the counterpart's net sales or total revenue), and therefore it is determined that these transactions do not affect his independence.</p> <p>Important concurrent positions</p> <ul style="list-style-type: none"> • Director, ASIA PILE HOLDINGS CORPORATION • Outside Director, Maeda Road Construction Co., Ltd. • Partner, Comm & Path Law Office 	<p>this experience, the Company expects that he will fulfill an important role in supervising business execution from an independent and fair perspective, and so the Company has nominated him again as a candidate for Outside Director.</p> <p>The Company has designated Mr. Akira Watanabe as an independent director, as he satisfies the independence criteria set forth in the Tokyo Stock Exchange's "Guidelines Concerning Listing Management, etc." as well as the Company's own independence criteria for outside officers, and is deemed to have no risk of conflicts of interest with general shareholders.</p>
Yutaka Nakamura	Yes	<p>Mr. Yutaka Nakamura previously worked for Panasonic Homes Co., Ltd. and retired in March 2019. While there are business transactions between the Company and Panasonic Homes Co., Ltd., the amount of such transaction amount was insignificant (with transaction value to the Company in the previous fiscal year accounting for less than 2% of the counterpart's net sales or total revenue), and therefore it is determined that these transactions do not affect his independence.</p> <p>Important concurrent position</p> <ul style="list-style-type: none"> • Nothing in particular 	<p>Mr. Yutaka Nakamura has been involved in quality management and environmental management in the housing industry and has expert knowledge and experience in architectural engineering. Based on his track record of important roles in several organizational bodies, the Company expects that he will fulfill an important role in supervising business execution from an independent and fair perspective, and so the Company has nominated him again as a candidate for Outside Director.</p> <p>The Company has designated Mr. Yutaka Nakamura as an independent director, as he satisfies the independence criteria set forth in the Tokyo Stock Exchange's "Guidelines Concerning Listing Management, etc." as well as the Company's own independence criteria for outside officers, and is deemed to have no risk of conflicts of interest with general shareholders.</p>
Takumi Shibata	Yes	<p>Important concurrent positions</p> <ul style="list-style-type: none"> • Representative Director, Fiducia, Inc. • Director, Terra Foods Corporation 	<p>Mr. Takumi Shibata has extensive knowledge and experience in securities, asset management and finance. Based on his track record of having held key positions at securities firms and asset management companies, the Company has nominated him again as a candidate for outside</p>

		<ul style="list-style-type: none"> • Outside Director, Nano Summit Co., Ltd. • Outside Director, Seeds Co., Ltd. • Director, Sound Wave Innovation Co., Ltd. 	<p>director, expecting that he will continue to play a significant role in supervising and overseeing business execution from an independent and impartial standpoint.</p> <p>The Company has designated Mr. Takumi Shibata as an independent director, as he satisfies the independence criteria set forth in the Tokyo Stock Exchange's "Guidelines Concerning Listing Management, etc." as well as the Company's own independence criteria for outside officers, and is deemed to have no risk of conflicts of interest with general shareholders.</p>
Kan Ishii	Yes	<p>Mr. Kan Ishii served as a Director of The Nishinippon Shimbun and retired in June 2021.</p> <p>While the Company has a business relationship with The Nishinippon Shimbun, the transaction amount was insignificant (with the transaction value to the Company in the previous fiscal year accounting for less than 2% of the counterpart's net sales or total revenue), and therefore it is determined that these transactions do not affect his independence.</p> <p>Important concurrent positions</p> <ul style="list-style-type: none"> • Specially appointed Professor, The Graduate School of Project Design • Advisor, TERRACE Mile, Inc. • 	<p>Mr. Kan Ishii possesses extensive experience and broad knowledge in corporate investment and corporate rehabilitation accumulated through his career, which includes important positions at an investment bank and serving as Trustee Representative of an airline company.</p> <p>Based on these track records, the Company expects that he will fulfill an important role in supervising business execution from an independent and fair perspective, and so the Company has nominated him again as a candidate for Outside Director.</p> <p>The Company has designated Mr. Kan Ishii as an independent director, as he satisfies the independence criteria set forth in the Tokyo Stock Exchange's "Guidelines Concerning Listing Management, etc." as well as the Company's own independence criteria for outside officers, and is deemed to have no risk of conflicts of interest with general shareholders.</p>

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee	Established
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Committee's Name, Composition, and Attributes of Chairperson
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	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committee's Name	Nomination and Compensation Committee	Nomination and Compensation Committee
All Committee Members	7	7

Full-time Members	0	0
Internal Directors	3	3
Outside Directors	4	4
Outside Experts	0	0
Other	0	0
Chairperson	an Outside Director	an Outside Director

Supplementary Explanation Updated

The Company established policies for nominating candidates for Directors and Audit & Supervisory Board Members, and Executive Officers, as well as for the determination of their remuneration. In accordance with these policies, the Company has adopted procedures whereby the nomination of these officers, the performance evaluation of Executive Directors and Executive Officers, and the determination of remuneration are decided following deliberations by the Nomination and Compensation Committee, an advisory body to the Board of Directors. The Nomination and Compensation Committee was held five times in the fiscal year ended March 2026.

[Audit & Supervisory Board Members]

Establishment of Audit & Supervisory Board	Established
Maximum Number of Audit & Supervisory Board Members Stipulated in Articles of Incorporation	4
Number of Audit & Supervisory Board Members	4

Cooperation between Audit & Supervisory Board Members, Accounting Auditor and Internal Auditing Department Updated

The Audit & Supervisory Board Members and the Accounting Auditor exchange opinions by holding quarterly briefing meetings on the settlement of accounts four times a year, and ad-hoc meetings as required. The Company appointed Ernst & Young ShinNihon LLC. as the new Accounting Auditor for further strengthening of accounting audits, which was approved by the General Shareholders' Meeting held on June 27, 2024. The Company entered into an audit agreement regarding audits under the Companies Act and the Financial Instruments and Exchange Act. With regard to the Internal Audit organization, the Auditing Department, which is independent from the business departments, was established as a department under the direct control of the Representative Director, President and CEO and reports the audit results to the Executive Directors and the Audit & Supervisory Board Members at the monthly meetings of Auditing Council to share information.

Election of Outside Audit & Supervisory Board Members	Elected
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Number of Outside Audit & Supervisory Board Members	2
Number of Independent Audit & Supervisory Board Members	2

Outside Audit & Supervisory Board Member's Relationship with the Company (1) Updated

Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Jiro Yoshino	From another company													
Kazutaka Shimohigoshi	From another company													

Categories for "Relationship with the Company"

- when the director presently falls or has recently fallen under the category;
- △ when the director fell under the category in the past
- when a close relative of the director presently falls or has recently fallen under the category;
- ▲ when a close relative of the director fell under the category in the past

- a. Executive of the Company or its subsidiary
- b. Non-executive director or accounting advisor of the Company or its subsidiaries
- c. Non-executive director or executive of a parent company of the Company
- d. Audit & Supervisory Board Member of a parent company of the Company
- e. Executive of a fellow subsidiary company of the Company
- f. A party whose major client or supplier is the Company or an executive thereof
- g. Major client or supplier of the Company or an executive thereof
- h. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as an Audit & Supervisory Board Member
- i. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)
- j. Executive of a client or supplier company of the Company (which does not correspond to any of f, g, or h) (the Audit & Supervisory Board Member themselves only)
- k. Executive of a company, between which and the Company outside directors/Audit & Supervisory Board Members are mutually appointed (the Audit & Supervisory Board Member themselves only)
- l. Executive of a company or organization that receives a donation from the Company (the Audit & Supervisory Board Member themselves only)
- m. Others

Outside Audit & Supervisory Board Member's Relationship with the Company (2) Updated

Name	Designation as Independent Audit & Supervisory Board Member	Supplementary Explanation of the Relationship	Reasons of Appointment
Jiro Yoshino	Yes	Important concurrent position · Nothing in particular	Mr. Jiro Yoshino has held key positions at Aioi Nissay Dowa Insurance Co., Ltd. and

			<p>possesses deep insight and abundant experience accumulated as a business manager of a listed company. Moreover, he has served as a full-time Audit & Supervisory Board Member at MS&AD Insurance Group Holdings, Inc. and has abundant knowledge and experience as an Audit & Supervisory Board Member. It is judged that he will be best to appropriately audit the execution of duties by the Company's Directors, and the Company has therefore nominated him again as a candidate for Outside Audit & Supervisory Board Member.</p> <p>The Company has designated Mr. Jiro Yoshino as an independent officer, as he satisfies the independence criteria set forth in the Tokyo Stock Exchange's "Guidelines Concerning Listing Management, etc." as well as the Company's own independence criteria for outside officers, and is deemed to have no risk of conflicts of interest with general shareholders.</p>
Kazutaka Shimohigoshi	Yes	<p>Important concurrent position</p> <ul style="list-style-type: none"> • Head, Shimohigoshi Accounting Office • Representative Director, Pendel Management Institution Inc. • Representative Director, JP Consultant Group • Representative Director, Pendel Capital Management • Partner Certified Public Tax Accountant, Pendel Certified Public Tax Accountant Firm 	<p>Mr. Kazutaka Shimohigoshi has a high level of insight in accounting and taxation, which is required of an Outside Audit & Supervisory Board Member who is responsible for accounting audits. JP Consultants Group, of which he is Representative Director, is well versed in the field of asset succession and has been providing tax advice to the Company's property owners since around 2016, and is familiar with the Company's business model. Therefore, the Company has nominated him as an Outside Audit & Supervisory Board Member.</p> <p>The Company has designated Mr. Kazutaka Shimohigoshi as an</p>

			independent officer, as he satisfies the independence criteria set forth in the Tokyo Stock Exchange's "Guidelines Concerning Listing Management, etc." as well as the Company's own independence criteria for outside officers, and is deemed to have no risk of conflicts of interest with general shareholders.
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[Independent Directors/Audit & Supervisory Board Members]

Number of Independent Directors/Audit & Supervisory Board Members	6
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Other matters relating to Independent Directors/Audit & Supervisory Board Members

<p>The Company's criteria for independence at the time of appointing an Outside Director and an Outside Audit & Supervisory Board Member stipulate that they shall not fall under any of the following.</p> <p>(a) A person who executes business in the Group (a person who executes business such as a Director (excluding an Outside Director), an Executive Officer, an employee who executes business, an Administrative Officer or any other similar manager or employee of the Company or the Group)</p> <p>(b) A major shareholder of the Company (a shareholder who directly or indirectly holds 10% or more of the total voting rights) or a person who executes business at the major shareholder</p> <p>(c) A person who executes business in a corporation in which the Company is a significant investor (a person who directly or indirectly holds 10% or more of the total voting rights)</p> <p>(d) An entity of which the major business partner is the Company (a business partner which provides products or services to the Company and whose transactions with the Company in the immediately preceding fiscal year accounted for 2% or more of its net sales or total revenue) or a person who executes business at the entity</p> <p>(e) A major business partner of the Company (a business partner to whom the Company provides products or services and the Company's transactions with which, in the immediately preceding fiscal year, accounted for 2% or more of the Company's net sales) or a person who executes business at the major business partner</p> <p>(f) A person who executes business at a major financial institution of the Company (a financial institution from which the Company borrows and the amount of borrowings of the Company which, in the immediately preceding fiscal year, accounted for 2% or more of the Company's total assets)</p> <p>(g) A person who belongs to an audit firm that conducts statutory audits of the Company</p> <p>(h) A person who receives a fee of at least JPY 10 million a year, or 2% of net sales or total revenue of an accounting expert such as a certified public accountant, a tax expert such as a certified tax accountant, a legal expert such as a lawyer or other consultant (hereinafter collectively referred to the "Consultant and the like"), whichever is higher, from the Company in the immediately preceding fiscal year, except for their officer's remuneration, or a person who belongs to a group in cases where the Consultant and the like is the group, such as a corporation and an association</p>
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(i) A person who executes business in the Company, if they serve as an outside officer at present or within the past three years at some other company

(j) An entity which received a donation of JPY 10 million a year or 2% of the entity's net sales or total revenue, whichever is higher, from the Company in the immediately preceding fiscal year, or a person who executes business at the entity

(k) An entity which or a person who has fallen under any of (a) through (j) in the past three years

(l) A relative within second degree of kinship of any of the persons listed in (a) through (j) above or a person who depends on any of the persons listed in (a) through (j) above (however, in the "person who executes business" listed in (b) through (f), (i) and (j) above, this is limited to a director (excluding an outside director), an executive officer, an employee who executes business, an executive board member or a person who executes important business such as a responsible person of a department, and in the "person who belongs to" listed in (g) and (h) above, this is limited to a person who has a professional qualification such as a certified public accountant or a lawyer)

(m) A person who is reasonably judged to give rise to conflicts of interest with shareholders who is equivalent to that in (a) through (l) above

[Incentives]

Incentive Policies for Directors	Adoption of Performance-linked Remuneration and Others
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Supplementary Explanation

At the meeting of the Board of Directors held on April 25, 2025, the Company resolved to reform the Directors' remuneration system. It is to abolish the conventional remuneration scheme of the stock compensation-type stock options and replace it by the remuneration scheme of the performance-linked share-based remuneration using a trust (hereinafter the "Plan"), increasing the ratio of non-monetary remuneration. The Plan aims to promote the sharing of profits between Directors and shareholders, to make remuneration function as an incentive to increase corporate value over the medium to long term, and to increase the transparency of remuneration from shareholders' viewpoint and the rationality of remuneration for the performance of duties.

These measures were approved and passed at the Ordinary General Shareholders' Meeting held on June 26, 2025.

The indicators related to the Plan and the method for determining the amount of remuneration are as described in "Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods" below.

Recipients of Stock Options	Other
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Supplementary Explanation Updated

The Company adopted the performance-linked share-based remuneration in the fiscal year ending March 31, 2026. The Company allows the Directors subject to the performance-linked share-based remuneration scheme to transfer the stock acquisition rights already granted as stock compensation-type stock options but have not yet been exercised, to the new scheme and receive the Company's common shares in place of the stock options.

The Directors who are no longer eligible for the performance-linked share-based remuneration scheme at the time of its starting the operation, will keep valid the unexercised part of stock compensation-type stock options.

[Director Remuneration]

Disclosure of Individual Directors' Remuneration	No Individual Disclosure
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Supplementary Explanation <u>Updated</u>
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<p>Content of Directors' and Audit & Supervisory Board Members' remuneration (the payment amounts in the most recent fiscal year)</p> <p>The payment amounts to six (6) Directors, two (2) Audit & Supervisory Board Members and six (6) outside Officers for fourteen (14) in total, aggregated to JPY 529 million.</p> <p>The Annual Securities Report and the Business Report in which the above content is stated are posted on the Company's website.</p>
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Policy on Determining Remuneration Amounts and Calculation Methods	Established
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Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods <u>Updated</u>

<p>The Company resolved, at the meeting of the Board of Directors held on August 8, 2025, the policy for determining the content of individual remuneration, etc. for directors. In making such resolution, the matters to be resolved were referred in advance to the Nomination and Compensation Committee, and the Board received its report.</p> <p>Furthermore, the Board of Directors has confirmed, with respect to individual remuneration for directors for the current fiscal year, that the method for determining remuneration and the details of the remuneration determined are consistent with the policy resolved by the Board of Directors and that the recommendations from the Nomination and Compensation Committee have been duly respected, and has therefore determined that such remuneration is in line with the said policy.</p> <p>The details of the policy for determining the content of individual remuneration, etc. for directors are as follows:</p> <p>(1) Basic Policy</p> <p>The remuneration for Directors who are driving the realization of the corporate philosophy and the Medium-term Management Plan is determined based on the following rationale:</p> <ul style="list-style-type: none">(a) The level of remuneration should be competitive and commensurate with the Company's profitability(b) The level of remuneration should correspond to the officer's assigned responsibilities, and it should function as compensation for the expected roles(c) The Plan must reflect an emphasis on sharing profit with shareholders(d) The Plan should function as healthy incentive for enhancing corporate value over the medium to long term(e) The Plan must be fair and just and encourage the utmost efforts regarding compliance(f) The remuneration system and decision-making process must ensure transparency and rationality <p>The remuneration for Executive Directors consists of the base remuneration determined according to position, as well as short-term and long-term incentives that vary based on single fiscal year performance and individual evaluation. Short-term incentive is provided as monetary remuneration, while long-term incentive is provided through a share delivery trust. To non-executive Directors, only the basic remuneration shall be paid as a fixed remuneration, in light of their duties. In the development of the remuneration system, the Company creates a remuneration table in light of each Director's duties and related risk, taking into account other companies' remuneration level, the Company's business performance and employees' salary level, and determines the system based on this table.</p>
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(2) Policy for determining the amount of monetary remuneration (annual performance-based remuneration and incentive remuneration)

The amount of base remuneration is determined based on the level of responsibility associated with each position and the individual evaluation for the previous fiscal year.

The amount of short-term incentive is determined based on a base amount set in accordance with the remuneration table established in consideration of the nature and scope of operations of the department in charge for each position, and a payment rate based on EBITDA, net income, departmental KPIs, and individual performance for the current fiscal year.

(3) Policy for determining the content and amount or the method for numerical calculation of non-monetary remuneration and others (incentive remuneration)

Long-term incentive shall be the performance-linked share-based remuneration. Long-term incentive, as compensation intended to promote medium- to long-term corporate growth, shall be granted in the form of points based on the amount calculated by multiplying the number determined according to position, etc., by (i) a payment ratio based on ROE, TSR, and employee engagement for the current fiscal year and (ii) a payment ratio based on individual performance evaluations and other factors.

The granted points shall, at the prescribed time set forth in the service agreement entered into between each Director and the Company, be delivered in the form of the Company's shares and cash corresponding to the number of points through a trust established by the Company, in accordance with the stock granting regulations for officers.

(4) Policy for determining the timing or conditions for providing remuneration and others to Directors
For the base remuneration or basic remuneration, the annual amount shall be determined and this remuneration amount shall be prorated by the number of months in office and paid as monthly remuneration.

Upon the payment of short-term incentive remuneration, the annual amount shall be determined and this remuneration amount shall be paid at a certain timing. When long-term incentive is to be granted, the annual amount is determined, and points are granted according to the amount of such remuneration.

(5) Matters regarding determination of the content of individual remuneration for Directors and others

For the amount of individual remuneration, determination of the specific content shall be delegated to Representative Director, President and CEO based on resolution of the Board of Directors.

The content of delegated authority shall be determination of assessment based on the performance of the business of which the Executive Director is in charge, and each remuneration amount shall be determined based on the remuneration table by type of remuneration in accordance with the outcome of assessment.

To ensure that the authority is appropriately exercised by Representative Director, President and CEO, the Board of Directors shall make the Nomination and Compensation Committee deliberate the specific content of individual remuneration that is prepared by Representative Director, President and CEO, and receive a report from the Committee. The above delegated Representative Director, President and CEO must make the determination based on the content of the report.

The Nomination and Compensation Committee has been set up as an advisory organization for the Board of Directors in order to ensure appropriateness of the amount of individual remuneration. The Nomination and Compensation Committee shall be operated in accordance with the provisions of the Nomination and Compensation Committee Rules.

The Nomination and Compensation Committee assesses reasonableness of the board members' remuneration system and submits a report to the Board of Directors. In addition, the committee objectively assesses the examination process for determination of individual remuneration by Representative Director, President and CEO to which authority for the individual remuneration amount was delegated based on a resolution of the Board of Directors, and submits a report to the

Board of Directors. This way the Company ensures reasonableness, objectivity and transparency of individual assessment and remuneration amount for board members.

The Company has established a malus and clawback provision that enables the Company to take action to reduce, forfeit, demand return of share-based remuneration when the following cases apply: fraudulent preparation of financial statements or erroneous entry, restatement, or altering of records, grave violation of laws and regulations, misconduct, or violation of internal rules or the Corporate Ethics Charter.

The remuneration subject to return under the malus and clawback provision may include part or all of the share-based remuneration granted or delivered during the fiscal year in which any of above-mentioned cases occurred or the three preceding fiscal years.

	Fixed Remuneration	Short-term Incentive	Long-term Incentive
Representative Director, President and CEO	42%	13%	45%
Director and Managing Executive Officer	52%	13%	35%
Director and Executive Officer	57%	13%	30%

The resolution date for the Directors' remuneration was June 29, 2017 at the ordinary general shareholders' meeting. The annual remuneration for Directors is capped at JPY 800 million which excludes employee-portion of salaries and that for Outside Directors is limited to JPY 100 million. The General Shareholders' Meeting approved the resolution regarding the stock delivery trust for Directors (excluding Outside Directors) on June 26, 2025, with a total of JPY 900 million. (JPY 300 million per fiscal year), with a total of 2,250,000 points (750,000 points per fiscal year) to be awarded to eligible individuals during the trust period.

The specific remuneration amounts are to be determined by the Board of Directors. The General Shareholders' Meeting also decided upon leaving the individual amount of remuneration with the Board of Directors. The maximum number of Directors are stipulated as 20 in the Articles of Incorporation.

The Board of Directors has the authority of determining the calculation method and individual amount of remuneration, accordingly the Board approves the respective Directors' amount of remuneration in accordance with the internal regulations.

The Nomination and Compensation Committee, a voluntary organ, submits the proposal to the Board of Directors for approval. The General Shareholders' Meeting determined on June 29, 2004, the maximum amount of remuneration for the Audit & Supervisory Board Members as JPY 60 million and the individual amount is discussed and mutually agreed in the Audit & Supervisory Board.

[Support for Outside Directors and/or Outside Audit & Supervisory Board Members]

The Corporate Planning Department provides support for the activities of the Outside Directors. As a measure to realize the properly informed decision making, the Department Manager of the Corporate Planning Department and others provide information on changes in important business environment and prior explanation on the individual agenda items as and when necessary. An employee who belongs to the Audit & Supervisory Board provides support for the activities of the Outside Audit & Supervisory Board Members. The Company established an Outside Officers Meeting in which the Outside Officers participate so that the Meeting can invigorate the activities of the Outside Officers and promote mutual cooperation in terms of exchanging necessary information and sharing mutual understanding.

2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System) Updated

The Company has the Board of Directors which has the authority to decide important matters concerning business operations such as the decision of business plans, and resolutions set out by the laws, regulations and the Articles of Incorporation, and to monitor the business activities with the objective of improving corporate value by responding dynamically to the changes in the business and management environment.

The Board of Directors consults before the meeting of the Board of Directors the Corporate Management Council for which the screening process for the agenda items is put in place to facilitate sufficient discussion for smaller number of agenda items since October 2023. In addition, the Board of Executive Officers meeting is held to share information about company management to aim at smooth business operation and further organizational cooperation.

The Board of Directors set up various committees as its advisory bodies to discuss the major management challenges of the Company and make recommendations back to the Board. Specifically, the Company set up the Nomination and Compensation Committee for nominating Director candidates and for preparing a proposal for Directors' remuneration, the Risk Management Committee to manage risks in the business operation, the Compliance Committee to maintain and manage the compliance structure, the IT Committee to manage IT investment and promote DX, the Sustainability Committee to work on sustainability challenges.

The Company has established the Human Resources Committee, Procurement Management Committee, and Affiliated Company Officers Advisory Committee, all chaired by the Representative Director, President and CEO, as well as the DE&I Promotion Committee, which serves as an advisory body to the Representative Director, President and CEO.

The Human Resources Committee deliberates on matters related to the utilization of human resources, while the Procurement Management Committee deliberates and makes decisions on important procurement-related matters. In addition, the Advisory Committee on Directors of Subsidiaries and Affiliates reviews the appropriateness of nominations, compensation, and disciplinary actions, including those related to misconduct, concerning officers of affiliated companies. The DE&I Promotion Committee deliberates on matters related to the development of a workplace environment in which diverse talent can thrive.

In the business operation structure, the Company holds three headquarters organizations: the Leasing Business Sales Headquarters, which oversees the Property Management Division East Japan Region and the Property Management Division West Japan Region, the Corporate Sales Division and the Leasing Business Promotion Division, is responsible for formulating and executing regional strategies to improve profitability; planning and executing sales initiatives, and strengthening business promotion functions.. The Development Business Headquarters oversees two divisions, the Development Sales Division and the Arthitecural Engineering Division, and is responsible for strengthening the Development Business as a foundation for the Company's growth and for providing living environments that meet the needs of tenants and apartment owners; the Corporate Management Headquarters strengthens collaboration and coordination with company-wide organizations, and is responsible for enhancing corporate value and reinforcing governance and compliance.

The Company also recognize that improving our capabilities to oversee business operations is a key management issue. That is why the Company has in place the Audit & Supervisory Board to monitor business execution of Directors, appointed Outside Directors, and in addition set up the Auditing Department to perform internal audits, through which the Company strive to enhance management oversight functions.

Under these systems, the Company is taking steps to clarify the scope of responsibilities and authority and make every effort to further strengthen its corporate governance.

The Board of Directors, composed of nine (9) Directors including four (4) Outside Directors, emphasizes both securing speediness of decision-making process and improving supervisory function. The Company thinks appropriate election of Directors is important to improve the corporate value and therefore incorporate in the decision process the deliberation at Nomination and Compensation Committee which has Outside Directors as committee members, with respect to both the appointment of Directors and the determination of their remuneration. The Board of Directors holds monthly regular meetings and extraordinary meetings at any time as required, to make timely decisions on critical management matters as well as to monitor business operations and Directors' performance of duties.

The Director in charge of the Corporate Management Headquarters is responsible for supervising the management of Leopalace21 and its affiliates in order to achieve thorough governance throughout the Group. The Company holds a regular affiliates conference to facilitate smooth information exchange and to align all group activities. In addition, Directors of each affiliate are in charge of establishing Sustainability promoting framework, compliance system, and risk management system, in line with policies based on business plan and efficient business operation.

To strengthen the compliance system, the Company established the Compliance Committee as an advisory body to the Board of Directors, in addition to implementing the Corporate Ethics Charter and the whistle-blowing hotline. With one of the Outside Directors serving as chair, the Compliance Committee consists of the members which include lawyers and other external experts. In the efforts to bolster governance, the Committee develops various measures relating to compliance such as enhancing training and reinforcing the information management system as well as strengthening monitoring systems and identifying problems for improvement. The Company established a Compliance Working Group as a subordinate organization of the Compliance Committee in October 2024 to strengthen the functions of the Compliance Committee and efficiently address compliance issues, and to discuss important matters and matters requiring consultation. Each department assigns a compliance manager and coordinator to ensure promoting compliance-related measures in the respective workplaces.

The Company established Compliance Management Department (now Risk Management and Compliance Department) in response to the construction defects problem in order to fundamentally review and rebuild a solid compliance and risk management framework for the Group in January 2019, which directly reported to Representative Director, President and CEO. The Risk Management and Compliance Department plans and drafts the construction of new systems, and verifies the legal compliance of the Group's new businesses, services, products, etc. The Risk Management and Compliance Department takes the lead in sharing information with the design, construction, and other departments as well as subsidiaries and affiliates, reconstructing systems for sharing risk information in the field throughout the Group, and actively carrying out training and other initiatives aimed at providing knowledge and raising awareness of compliance. In this way, the Headquarters strives to foster an organizational culture defined by the compliance-first policy, thereby setting the stage for successful management.

To reinforce risk management, the Company established the Risk Management Committee as an advisory body to the Board of Directors to comprehensively identify and manage the risks facing the entire Company. With Representative Director, President and CEO serving as chair, the Risk Management Committee membership includes lawyers and other external experts. The Committee not only examines risk management conditions but also plans and implements training and other measures in its efforts to reduce risk and increase preparedness and prevention. In response to the recent increase in risks due to changes in the external environment, the Company is enhancing its risk management system by strengthening preventive measures before risks become incidents and preparedness for responding to risks once they become apparent. Specifically, the Company has established six new subcommittees under the Risk Management Committee. Each subcommittee is tasked with identifying specific risks and has set up a framework for discussing risk assessments and actual incidents from a specialized perspective. Additionally, the Company has created regional meetings as cross-departmental bodies at each of the seven regional sites nationwide. These meetings share information on high-risk incidents (events or accidents) and complaints at the regional level with the subcommittees to ensure swift dissemination of such information across the country. Each department extracts and analyzes risks concerning their operations, establishes and supervises risk countermeasures, and reports these efforts to the Risk Management Committee. The Committee ensures the proper management of risks in each department through consultation and guidance.

The Company controls and maintains the proper operations of its subsidiaries by adhering to the management rules of the affiliated companies and by holding a regular affiliates conference to facilitate the smooth information exchange and to align all group activities. The decision on each subsidiary's management issues requires prior approval by and subsequent reporting to the Company's Board of Directors, or Corporate Management Council, or responsible Board member

in accordance with the decision rules. Furthermore, the Chief of the Corporate Management Headquarters is responsible for supervising the Company's affiliates and he performs his overseeing duty by receiving reports by the relevant subsidiaries at the affiliates conference.

The respective Directors are responsible for overseeing each subsidiary's business while respecting its autonomy, ensuring its business activities aligned with the corporate business plans, and implementing the Group's compliance system and risk management system to support the efficient operations.

Such Directors collect relevant information through regular and ad-hoc meetings with the relevant subsidiaries and report the state of managing subsidiaries to the Board of Directors and the Corporate Management Council.

Our Group's basic policy of the internal control system is to base our corporate activities on legal compliance and compliance with social ethics. Specifically, the Audit & Supervisory Board, the Compliance Committee, the Risk Management and Compliance Department, the Human Resources Department, and the Auditing Department supervise and check if all departments comply with relevant laws and regulations, with the Corporate Ethics Charter as a fundamental reference. Additionally, the Company established the Auditing Council to prepare proper financial statements while aiming to comply with relevant laws and regulations, to safeguard the company's assets, and to carry out efficient business activities. The Company also created the Risk Management Committee, which operates a system to investigate in advance all management risks within the company group to sort them into categories of significance. The Company set up a function of internal hotlines to collect and grasp various risk issues and others to further improve and reinforce the internal control system.

2. Internal Audit and Audit by the Audit & Supervisory Board Members

The Auditing Department, directly reporting to the Representative Director, President and CEO, oversees the internal control and internal audit functions and conducts audits not only for the Company but for affiliated companies as well. The Auditing Council was set up to maintain sound internal control such as monitoring management activities and risk management and thereby strengthen governance. The Auditing Department reports the results of audits to the Directors and the Audit & Supervisory Board Members at monthly meetings of the Auditing Council and also to the Accounting Auditor for information sharing.

The Audit & Supervisory Board, composed of four (4) Members including two (2) Outside Members, makes audit plans, and the Members attend important meetings, including meetings of the Board of Directors, according to the audit plans to monitor important decision-making processes and the Directors' performance of their duties. They also conduct operational status investigations and regularly exchange opinions with the Representative Director, President and CEO to enhance the effectiveness of audits. All of the four Members have considerable knowledge of finance and accounting, for Jiro Yoshino having experience of an executive officer and an audit & supervisory board member of a listed company, for Kenichiro Samejima for his experience in the Leasing Business of the Company, for Kazutaka Shimohigoshi being a certified public accountant and tax accountant, and Yoshitaka Murakami with his experience of serving as a director of a listed company and as an audit & supervisory board member of a listed company. The Audit & Supervisory Board Members and the Accounting Auditor exchange their opinions at quarterly briefing sessions on closing of accounts and hold other meetings as needed.

As described above, the Auditing Department, the Audit & Supervisory Board Members, and the Accounting Auditor work together to carry out efficient internal audits and auditor's audits.

3. Outside Directors and Outside Audit & Supervisory Board Members

The Company has four (4) Outside Directors: Akira Watanabe, Yutaka Nakamura, Takumi Shibata and Kan Ishii; and two (2) Outside Audit & Supervisory Board Members: Jiro Yoshino and Kazutaka Shimohigoshi.

The Company expects that the appointment of the Outside Directors and the Outside Audit & Supervisory Board Members will help secure the transparency and fairness of management by strengthening the function of making proposals and of supervision from an objective standpoint based on the considerable knowledge and experience and deep insight as corporate executives they cultivated through their careers.

There is no personal, capital or business relationship or any other interest between the Company and the Outside Directors and the Outside Audit & Supervisory Board Members, except for their holding of the Company's shares by Akira Watanabe, Yutaka Nakamura, Takumi Shibata, Jiro Yoshino and Kazutaka Shimohigoshi.

Mr. Akira Watanabe is an Outside Director, Maeda Road Construction Co., Ltd. While the Company has a business relationship with Maeda Road Construction Co., Ltd., the amount was less than 2% of the past consolidated net sales of the Company and Maeda Road Construction Co., Ltd respectively. There is no relationship between the Company and Maeda Road Construction Co., Ltd. requiring disclosure. Other than that, there is no personal, capital or business relationship or any other interest between the Company and the companies where the Outside Directors and the Outside Audit & Supervisory Board Members have a concurrent post.

The Company notified Tokyo Stock Exchange, Inc. of Akira Watanabe, Yutaka Nakamura, Takumi Shibata and Kan Ishii of the Outside Directors as Independent Directors, and of Jiro Yoshino and Kazutaka Shimohigoshi, Outside Audit & Supervisory Board Members as independent.

With respect to their independence at the time of appointing them as Outside Directors or Outside Audit & Supervisory Board Members, they have independence based on the independence criteria for Outside Officers established by the Company on its own and the independence criteria set forth by the Tokyo Stock Exchange in its Guidelines Concerning Listing Examination, etc.

For the details, please refer to the relevant part of this Corporate Governance Report.

The Company believes that the objective and neutral management supervision is duly in place because nine (9) members of the Board of Directors consists of four (4) Independent Outside Directors as exceeding one third of the total.

The reference is made to the supervision by the Outside Directors and mutually coordinated audits between audits by the Outside Audit & Supervisory Board Members, internal audits, audits by the Audit & Supervisory Board and financial audits as well as the status of control by the departments responsible for the internal control. The Outside Directors fulfill their duty of supervision by attending the Board of Directors meetings and Auditing Council meetings to receive reports on the findings by the internal audits, audits by the Audit & Supervisory Board and financial audits as well as the things raised by the responsible departments for internal control, for making relevant proposals and recommendations as needed. The Outside Audit & Supervisory Board Members strive to perform efficient audits in mutual coordination between internal audits, audits by the Audit & Supervisory Board Members and the financial audits by receiving reports on the findings of these audits and the status of control by the departments responsible for internal control at the Board of Directors meetings and the Audit & Supervisory Board meetings.

3. Reasons for Adoption of Current Corporate Governance System Updated

The Company adopted the current corporate governance system to strengthen the supervisory function over decision-making, to establish the compliance system, to enhance and strengthen the internal control system, and to build good relationships with stakeholders and so on.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholders' Meetings and Smooth Exercise of Voting Rights

	Supplementary Explanations
Electromagnetic Means of Exercising Voting Rights	The Company developed and has been utilizing the voting environment by using the electronic voting platform for institutional investors operated by ICJ, Inc.
Participation in Electronic Voting Platform and Other Initiatives to Improve the Environment for Exercising Voting Rights by Institutional Investors	The Company developed and has been utilizing the voting environment by using the electronic voting platform for institutional investors operated by ICJ, Inc.
Providing Convocation Notice in English	The Company has been preparing an English convocation notice (summary version).

2. IR Activities Updated

	Supplementary Explanations	Explanation by the Representative in Person
Preparation and Publication of Disclosure Policy	The Company makes disclosure in Information for Investors on the website.	—
Organize Regular Investor Briefings for Analysts and Institutional Investors	The Company holds, in principle, an online results briefing on the business day of the announcement of the quarterly results and the annual results. The Company releases on the IR part of the website the presentation materials and transcription of the meeting.	Yes
Posting of IR Materials on Website	The URL of the IR site is https://www.leopalace21.co.jp/english/ir/index.html , which contains the materials including monthly data, materials for timely disclosure, financial statements, Investor Meeting presentations, Integrated Reports, the medium-term management plans.	—
Dedicated Organization or Personnel Handling IR Matters	Department in charge of IR: IR Promotion Section, Corporate Communication Department Officer in charge of IR: Shinji Takekura, Director, Executive Officer and Chief of the Corporate Management Headquarters	—

Other	Deliver monthly result of major indicators (occupancy rates and the like) to institutional and individual investors in Japan and overseas by email. Participate in events aimed at individual investors and hold tours of newly built apartments for security firms and institutional investors.	—
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3. Measures to Demonstrate Respect for Stakeholders Updated

	Supplementary Explanations
Stipulate Stakeholder-related Clauses in Internal Rules or other things	The Corporate Ethics Charter prescribes relationships with all stakeholders including customers, business partners, shareholders, investors and employees. It is disclosed on the website.
Implement Environmental Activities, Sustainability Activities etc.	<p>As the basic policy on Sustainability activities, the Company sets the following five themes: 1. Providing high-quality services and supporting affluent living, 2. Contributing to local communities, 3. Creating pleasant work environments and developing diverse human resources, 4. Creating an environmentally friendly society and 5. Engaging in sound, constructive communication with stakeholders. The Company continues its Sustainability activities based on this policy.</p> <p>Specifically, the Company works to propose and provide a living environment tailored to customers' lifestyles by capturing their needs, and to increase their satisfaction through the technology enabled by IoT such as promotion of smart apartments and the electronic contract services.</p> <p>In addition, for apartments under management nationwide, the Company is working to reduce environmental impact by providing Leopalace Green LP Gas, which offsets greenhouse gas emissions generated over the lifecycle of LP gas through carbon credits derived from various domestic and international reduction and absorption projects, as well as Leopalace Green Electricity, which is effectively CO₂-free at the point of generation through the use of non-fossil certificates.</p> <p>The Company places emphasis on work-life balance for the creation of pleasant workplace environments and the development of human resources. It works to ensure that the work-life balance prevail in practice with understanding the management policy focusing on diversity, including promoting female employees' career development and harnessing the capability of global human resources. For communications with stakeholders, the Company built a careful follow-up system for customers.</p> <p>The Company also provides opportunities to actively share information on the Company's business and performance by regularly holding events and seminars to enhance our IR activities. In addition, the Company publishes the Integrated Report annually for the purpose of comprehensively reporting our efforts through business activities for the fiscal year.</p>
Develop Policies on Information Provision to Stakeholders	The Corporate Ethics Charter stipulates that officers and employees shall maintain appropriate and harmonious relationships with customers, shareholders, investors and other stakeholders, make every effort to disclose management information fairly, timely and adequately, and ensure that management is transparent and sound. According to the Charter, the Company set the IR basic policy and established the IR Promotion Section, Corporate Communication Department to provide information promptly to all stakeholders.

IV. Matters Related to the Internal Control System

1. Basic Views on the Internal Control System and the Progress of System Development

Updated

1. Systems for execution of duties by Directors and employees of the Company as well as its subsidiaries to ensure compliance with laws and regulations and the Articles of Incorporation

- (1) The Company and its subsidiaries (“the Group”) aim to conduct business based on the Corporate Ethics Charter, in line with the newly established corporate philosophy system of “MVVC (Mission, Vision, Value and Credo).” The Representative Director, President and CEO of the Company, together with the person generally responsible for compliance (the Chief of the Corporate Management Headquarters), who is responsible for promoting compliance across the Group, shall continuously communicate the spirit of this system to all officers and employees of the Group, thereby ensuring that compliance with laws and regulations and social ethics is established as the most important policy (compliance- first) in the business execution and as the cornerstone of the Group’s corporate activities.
- (2) The Company’s Board of Directors, of which independent Outside Directors should consist of at least one-third, develops the control environment including compliance system and enhances the function for overseeing the legality of the decision-making and the execution of business of the Board of Directors to ensure the transparency and fairness of management.
- (3) The Company established the Compliance Committee as an advisory body to the Board of Directors and ensured a system related to compliance. The Committee is composed of one of the Outside Directors as the chairman and members including the external experts such as attorneys at law. The Compliance Committee, as a part of the Group’s efforts of strengthening governance, plans and implements the measures regarding the Group’s compliance framework including reinforcing the training and information management system, and monitors the corporate activities in accordance with the compliance regulations to identify the issues for improvement. In cases of suspected violations of laws and regulations, the Compliance Committee will have the authority to suspend operations.
- (4) As a subcommittee of the Compliance Committee, the Company has established a Compliance Working Group, which shall deliberate on the identification of issues and improvement measures in cases where it determines that a clear compliance violation has occurred in the business operations executed by the Group, or that there is a risk of such violation.
- (5) The Risk Management and Compliance Department as a part of the compliance system, is responsible for planning and implementing the Group’s compliance system and making further improvement, and works to develop the autonomous corporate culture.

The Department is also responsible for planning and drafting functions related to compliance promotion as well as the function of checking the legal compliance, independently from business departments, particularly for verifying the products such as buildings comply with related laws and regulations.

Furthermore, the department is entrusted with the support,, progress management and monitoring functions of the compliance-related operations conducted by business departments, as well as legal functions such as confirming contracts and handling lawsuits.

- (6) For the system that proactively implements compliance-related measures, the Group appoint a compliance managers and coordinators and assigns them to business sites. For the system that ensures compliance concerns are not overlooked, in the event that a violation or Group compliance or possibility of such a violation is discovered, the compliance managers and coordinators are to take the initiative and implement necessary measures.

- (7) The internal reporting system has been established and whistle-blowing hotlines have been set up both inside and outside the Company to instruct officers and employees of the Group to immediately consult about or report any compliance violations.
The Group conducts periodic surveys on the employees' awareness with a view to grasp risks at an early stage and to gauge the degree of compliance awareness.
The Group provides a clause about the protection of whistleblowers in the Internal Report Regulations to the effect that, if its officers and employees recognized an act and others, which is questionable based on laws and regulations and the Articles of Incorporation, the Company shall prohibit treating that whistleblower unfavorably on the grounds of consulting about or reporting the violation.
- (8) The Auditing Department, which oversees the internal control function and the internal audit function, shall be established as a department under the direct supervision of the Company's Representative Director, President and CEO. The Auditing Department shall examine the business audit items and implementation methods. In addition, the Auditing Department shall perform monitoring and risk management of business activities in the Group, as well as to implement governance strengthening and promote creation of the appropriate financial statements and compliance with regulations, enabling the Group to conserve assets and efficiently carry out its business activities.
The Company holds Auditing Council meetings to increase the effectiveness of the auditing system.
- (9) The Company works continuously to develop the compliance regulations, related individual regulations, guidelines, manuals, etc. and to periodically organize the compliance-centered training programs according to job level and job duties so that the Company can enhance the compliance awareness by officers and employees in the Group. In addition, in order to instill the concept that promoting compliance enhances corporate value, the Company evaluates compliance-promoting initiatives and gives multi-directional feedback on a regular basis within the framework of the performance appraisal system.
- (10) The Company promotes the active dialogues between the management team and all the stakeholders so that it leads the development of a customer-oriented corporate culture by increasing the transparency of management and fostering mutual understanding.
- (11) Through the establishment of these systems, the Group has positioned at its core the development of a corporate culture that respects the importance of compliance. The Group pursues the concept of "compliance-first" by mutually integrating a structure that ensures systematic compliance with laws and regulations spearheaded by the Risk Management and Compliance Department and a structure that uses the Auditing Department's audits and internal reporting system to ensure that illegalities are not overlooked.

2. Systems for retention and management of information on execution of duties by Directors

The Representative Director, President and CEO of the Company shall appoint the Chief of the Corporate Management Headquarters of the Company as the person generally responsible for the retention and management of information on the execution of the duties of Directors. As to the retention and management of information on the execution of the duties of Directors, the information, which is recorded in documents or electromagnetic record media, shall be organized and retained based on Document Handling Regulations and Information Management Regulations.

The Company conducts training with the aim of strengthening the information management system and strictly manages information.

3. Regulations and other systems concerning management of risk of loss by the Company as well as its subsidiaries

- (1) The Company shall establish a Risk Management Committee as an advisory organ of its Board of Directors to comprehensively identify and manage the Group's various risk. The Risk Management Committee is composed of the Company's Representative Director, President and CEO as the chairman and members including outside experts, such as attorneys at law.
- (2) The Risk Management Committee shall confirm the development and operational status of the Risk Management Regulations, related individual regulations, guidelines, manuals, etc. for the risk management of the Group, and conduct training for officers and employees of the Group. The Chief of the Corporate Management Headquarters of the Company (the officer in charge of risk management) shall report the status of risk management in the Group to the Company's Board of Directors on a semiannual basis.
- (3) The Company's Auditing Department shall audit the conditions for the execution of business for each department of the Group. If an act with a risk of loss is found in business operations, the Auditing Department shall immediately notify the Company's Representative Director, President and CEO, as well as the department in charge, of the details of the risk and level of loss that could be incurred.

4. Systems to ensure the efficient fulfillment of duties by Directors

- (1) The Company shall set up the Board of Directors to enhance business performance through appropriate and rapid decision-making, responding flexibly to changes in the business and management environment. The Board of Directors shall be composed of members with diverse background, and composed of an appropriate number of members and considers the enhancement of monitoring functions. The Board of Directors shall hold regular meetings once a month, while extraordinary meetings can be called at any time as required, in order to make decisions on critical management matters as well as to monitor the status of business performance.
- (2) As a prior deliberative organ of the Board of Directors, the Corporate Management Council shall meet regularly to discuss business operation policies and their implementation and to consider measures to be taken.
- (3) The Company shall formulate a Medium-term Management Plan for the Group, and determine the priority objectives and budgetary allocation of the whole group every fiscal year to materialize the relevant plan.
- (4) The progress of income and expenditure plans and other important business plans of each department and subsidiary shall be reviewed monthly or appropriately by the Board of Directors and other bodies, where problems will be identified and countermeasures will be executed.

5. Systems for reporting of matters concerning execution of duties of Directors of the Company's subsidiaries, and other systems to ensure appropriate business operations in the Group

- (1) The Affiliated Companies Management Regulations shall be applied to subsidiaries of the Company. Each subsidiary shall obtain approval of the Board of Directors or the officers of the Company in charge of the respective subsidiary for important matters of corporate management in accordance with the decision-making standards of the Company and ensure the appropriateness of business operations.
- (2) The Chief of the Corporate Management Headquarters shall supervise the management of subsidiaries of the Company. The Company's Chief of the Corporate Management Headquarters shall periodically hold a meeting with the affiliated companies liaison committee to smoothly exchange information and promote group activities, and mutually receive reports between the Company and its subsidiaries as necessary.
- (3) The chief of the responsible department shall supervise and manage business conducted by subsidiaries to establish a compliance system, and a risk management system in line with

measures based on management plans and efficient business execution while respecting the independency of subsidiaries. The chief of the responsible department shall exchange information with subsidiaries on a regular basis and as needed and make regular reports on the progress in the management of subsidiaries to the Board of Directors and the Corporate Management Council.

- (4) The Company's Auditing Department and Audit & Supervisory Board Members shall conduct a regular or special audit of each subsidiary while cooperating with Audit & Supervisory Board Members of subsidiaries and then report to the Company's Representative Director, President and CEO and the Auditing Council.

6. Matters concerning employees when Audit & Supervisory Board Members request the secondment of employees to assist with duties, matters concerning the independence of those employees from Directors and matters for securing effective direction of Audit & Supervisory Board Members

- (1) When a Company's Audit & Supervisory Board Member requests to assign an employee to assist with the duties of the Audit & Supervisory Board Member, the Company's Board of Directors shall designate an employee assisting the Audit & Supervisory Board Member from the members of the Company's Auditing Department after consultation with the Company's Audit & Supervisory Board Member.
- (2) In regards to the assistance in the duties of Audit & Supervisory Board Members of the Company, the right of command over the designated employee shall be transferred to the Company's Audit & Supervisory Board Members to ensure independence from the Company's Board of Directors. The designated employee shall submit to the orders of the Audit & Supervisory Board Members when supporting their duties. The Company's Audit & Supervisory Board shall conduct a performance evaluation of the designated employee on their support work of Audit & Supervisory Board Members' duties. The Company's Audit & Supervisory Board Members and the Department Manager of the Human Resources Department shall confer about personnel changes and treatment.

7. Systems for Directors and employees, as well as Directors, Audit & Supervisory Board Members, and employees, etc. of the subsidiaries to report to Audit & Supervisory Board Members, other systems of reporting to Audit & Supervisory Board Members, and other systems to secure effective conduct of audits by Audit & Supervisory Board Members

- (1) Officers and employees of the Group shall make reports on matters possibly causing serious damage and losses to the Group, illegal acts and other necessary important matters to the Company's Audit & Supervisory Board Members as necessary based on laws and regulations, and internal regulations such as the Audit & Supervisory Board Regulations and the Auditing Standards for the Audit & Supervisory Board Members. In order to ensure thorough reporting to the Audit & Supervisory Board Members, officer and employees shall be made aware of the relevant system and reminded on a regular basis. The Company's Audit & Supervisory Board Members may always require officers and employees to report at any time as necessary.
- (2) The Company's Audit & Supervisory Board Members shall attend the meetings of important committees such as the Board of Directors, the Corporate Management Council, the Compliance Committee, the Risk Management Committee and affiliates companies liaison committee to understand the process of important decision-making and the conditions of the execution of the duties by Directors of the Group, and may peruse important documents about the fulfillment of such duties, such as circular memos for approval. The Company's Audit & Supervisory Board Members shall periodically exchange opinions with the Company's Representative Director, President and CEO, and carry out monitoring and inspections through periodic interviews and on-site audits of each department of the Group and Audit & Supervisory Board Members of subsidiaries.
- (3) The Company's Audit & Supervisory Board Members, based on the independence and authority granted according to the Audit & Supervisory Board Regulations and the Auditing Standards for

the Audit & Supervisory Board Members, shall ensure the effectiveness of the audit, and maintain close cooperation with the Auditing Department and the Accounting Auditors to promote the achievement of their outcomes by receiving audit status reports of each group section from the Auditing Department.

- (4) The Group shall prohibit unfavorable treatment of officers and employees of the Group who have reported to the Company's Audit & Supervisory Board Members on the grounds of having made the report, and fully enforce this rule.
- (5) In the case where an Audit & Supervisory Board Member demands payment in advance or reimbursement of expenses incurred for duties executed, the subject expenses or liabilities shall immediately be paid or reimbursed, excluding the case where such expenses or the liabilities are not necessary for the execution of the duties of the Audit & Supervisory Board Member.

8. Systems to ensure reliable financial reporting

For the purpose of securing reliable financial reporting of the Company and effective and proper submission of internal control reports by the Company as provided in the Financial Instruments and Exchange Act, the Group shall set up a structure to establish and apply a proper internal control system under the command of the Company's Representative Director, President and CEO, continue to evaluate whether or not the structure will function properly, make necessary corrections, and ensure conformity with the Financial Instruments and Exchange Act and other applicable laws and regulations.

2. Basic Views on Eliminating Anti-Social Forces and the Progress of System Development

Updated

1. Development of a system to eliminate anti-social forces

- (1) The Group's Corporate Ethics Charter shall clearly set out the Group's determination to "oppose all antisocial forces." The Group is committed to eliminating any possible ties, and dealing resolutely, with any antisocial forces or organizations posing a threat to public order or safety.
- (2) The Group shall enact regulations for opposing antisocial forces and establish a system that will not yield to unlawful demands from antisocial forces by designating a person responsible for preventing unlawful demands in all offices and places of business. The General Affairs and Purchasing Department and the Risk Management and Compliance Department of the Company shall be generally responsible for establishing the system, and the cases shall be established by consulting with the Compliance Committee, the Risk Management Committee, related departments and external professional organizations.

V. Other

1. Adoption of Anti-Takeover Measures

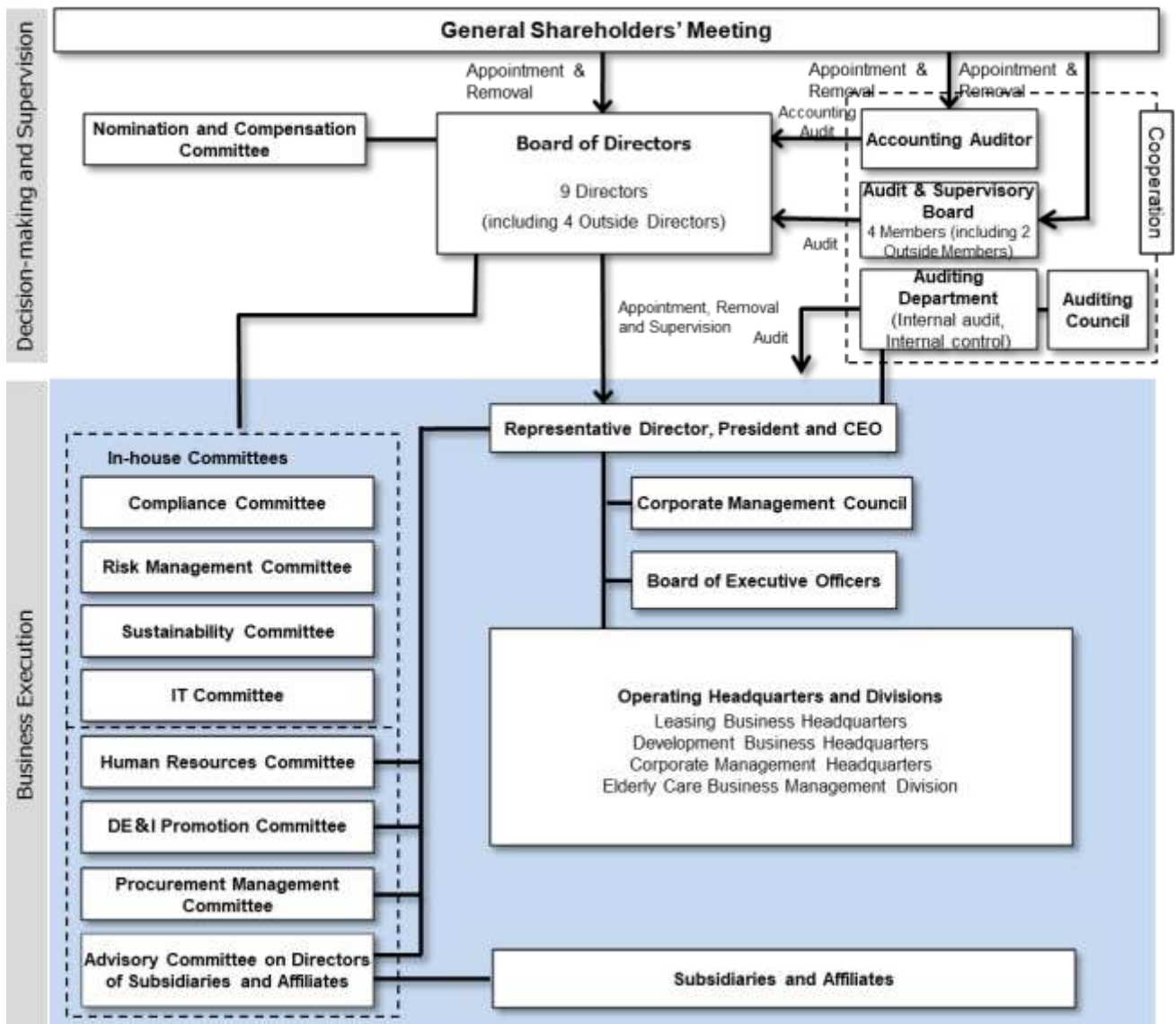
Adoption of Anti-Takeover Measures	Not Adopted
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Supplementary Explanation

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2. Other Matters Concerning the Corporate Governance System

Corporate Governance Diagram



Information Disclosure System

