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①	Question	Where can we find the specific details about each matters for reporting or resolution ?
	Answer	<p>The specific details of each proposal are described in the “Notice of Convocation of the General Meeting of Shareholders” and the “Reference Documents for the General Meeting of Shareholders.”</p> <p>These documents are provided electronically on our website in accordance with the law, under the “Electronic Provision of General Meeting of Shareholders Documents System.”</p> <p>If you would like to receive a paper copy of the notice of convocation as before, please request from the shareholder registry administrator or your securities company by the record date, and we will send it to you as before.</p>
②	Question	How does the company plan to raise the stock price?
	Answer	<p>With regard to measures to raise the stock price, we believe it is important to steadily implement various strategies outlined in our medium-term management plan and achieve sustainable growth and returns for our shareholders.</p> <p>We aim to raise the stock price while enhancing corporate value by growing each of our real estate, energy, and asset management businesses in their respective segments, improving the productivity of the entire group, and pursuing capital efficiency.</p>
③	Question	What are the strategies and goals for increasing operating income?
	Answer	<p>To increase operating income, we will focus on two indicators: operating income margin and invested capital turnover ratio.</p> <p>Specifically, we will strive to increase operating income by thoroughly controlling costs in the current inflationary environment and controlling SG&amp;A expenses by improving productivity.</p> <p>Additionally, we will advance the construction of a portfolio focused on capital turnover, including flexible asset reallocation and reduction of finished goods inventory.</p> <p>Furthermore, we will promote initiatives to enhance the top line across each segment, such as improving value-added services in the real estate business, developing new business models in the energy business, and expanding assets under management in the asset management business, implementing strategies from both productivity and profitability perspectives.</p> <p>Our target is to achieve operating profit of 16.6 billion yen by the fiscal year ending March 2028, with a ROE of 9% or higher.</p>

④	Question	There have been reports that the Japan Fair Trade Commission is investigating irregularities in the awarding of large-scale renovation contracts. Have the company or group companies been investigated? Have any companies with which the company have a business relationship been investigated?
	Answer	<p>Neither our company nor our group companies have been subject to on-site inspections or voluntary investigations by the Japan Fair Trade Commission regarding illegal contracting for large-scale renovation work.</p> <p>We have received reports that some of our group companies' business partners are included in the investigation, as many companies involved in large-scale renovations are being investigated, but no evidence of wrongdoing has been confirmed.</p>
⑤	Question	What are the strategies for differentiation from competitors and for improving the unit price?
	Answer	<p>Our strengths lie in our three core businesses: real estate, renewable energy, and asset management. We actively invest in growth in each of these segments to maximize our group synergies.</p> <p>We also believe that our diversified business expansion, including overseas operations and the hotel business, is a key differentiator from our competitors.</p> <p>Within our core real estate business, we are actively expanding our new built-for-sale condominium business beyond the Tokyo metropolitan area into regional cities, and strengthening our efforts in redevelopment and renovation projects.</p> <p>Furthermore, we are promoting sustainable product planning, such as the supply of ZEH (Zero Energy House) condominiums with high environmental performance, and our strong sales capabilities in marketing activities are also key differentiators from competitors.</p> <p>Regarding to “measures to increase unit prices”, we thoroughly analyze the supply-demand balance in land acquisition regions, conduct business in areas with high potential demand, and provide added value units such as energy cost savings and improved living comfort through the supply of environmentally friendly condominiums, thereby enhancing customer satisfaction and aiming to increase unit prices.</p>
⑥	Opinion	<p>The stock price fell sharply due to the reduction in dividends.</p> <p>I would like to question the responsibility of the directors.</p>
	Answer	<p>We also regret this situation with the recent stock price performance.</p> <p>As announced in our recently published medium-term management plan, we will actively invest in further growth, but returning profits to shareholders is also an important management issue of our group, and we will continue our policy of increasing the dividend payout ratio to 35% to 40% from this fiscal year and returning profits through stable dividends.</p> <p>We will continue to manage the company responsibly and strive to enhance corporate value. We kindly ask for your understanding and support.</p>

⑦	Opinion	Please do your best to improve the company's financial situation and help it grow.
	Answer	<p>We sincerely appreciate your continued support of our company.</p> <p>Based on our mid-term management plan, we are steadily advancing a variety of initiatives aimed at achieving sustainable growth and enhancing corporate value, including optimization of our business portfolio, promotion of digital transformation (DX), reinforcement of ESG management, and fostering talent.</p> <p>To fulfill the trust placed in us by our shareholders, we will strive to establish a stable financial foundation and enhance our profitability. Moving forward, we will continue to respond flexibly and swiftly to changes in society and the market while fulfilling our responsibilities as a corporation.</p> <p>We kindly ask for your continued warm support.</p>
⑧	Question	We would like to see a combination of traditional shareholder meetings, where shareholders meet face-to-face, and virtual shareholder meetings, rather than a virtual meeting only.
	Answer	<p>We have amended our articles of incorporation to enable us to hold virtual-only shareholders' meetings. We did so because we believe it is in the best interests of our shareholders, considering factors such as large-scale disasters, infectious diseases and natural disasters, as well as the progress of digitalization throughout society.</p> <p>We recognize that shareholders' rights to ask questions are important, even at virtual-only shareholders' meetings, and we will guarantee those rights.</p> <p>In addition to accepting questions in advance, we will also accept questions on the day of the shareholders' meeting through a dedicated system and will strive to respond to them as much as possible to ensure transparent operations.</p> <p>Furthermore, we will handle all questions fairly and, in principle, respond to them in the order they were received or by grouping related questions together.</p> <p>Whether to hold a virtual-only shareholders' meeting or to combine it with the traditional shareholders' meeting will be determined appropriately based on the circumstances at the time, with the interests of our shareholders in mind.</p>
⑨	Question	Management issues at the company's subsidiary, Leben Trust Co., Ltd.
	Answer	Leben Trust Co., Ltd will continue to serve as the point of contact for any administrative issues related to this matter. We appreciate your understanding.

⑩	Question	Looking at the new medium-term management plan, sales are expected to increase slightly, but profits are expected to remain largely unchanged. With the rise in SG&A expenses, it seems that future profit growth is unlikely. The company has been investing in renewable energy businesses for the past 10 years or so, but how will the company grow in the future?
	Answer	<p>Under the new medium-term management plan, we are targeting net sales of 245.2 billion yen, operating income of 16.6 billion yen, and net income of 9 billion yen for the fiscal year ending March, 2028.</p> <p>In addition to making solid progress in each business, we recognize the importance of controlling SG&amp;A expenses, and we will strive to achieve our profit plan by improving productivity per employee.</p> <p>In the energy business, we will strive for growth by strengthening businesses that do not depend on the FIT system, and by focusing on new fields such as wind power, biomass fuel, and storage batteries for the grid.</p> <p>In the asset management business, we will place the highest priority on increasing the balance of assets under management, and aim to achieve our goal of 700 billion yen in fiscal 2030 by supplying properties to J-REITs, etc., utilizing the Group's development capabilities, promoting the acquisition of properties from external sources, and diversifying assets under investment, etc.。</p>
⑪	Question	Despite the capital increase, the company has reduced the dividend from 30 yen to 21 yen. Can this be considered a stable dividend?
	Answer	<p>The current dividend plan was decided based on our medium-term management plan, which is currently being formulated and promoted, as a comprehensive judgment to achieve future corporate value enhancement and sustainable growth.</p> <p>Our dividend policy is determined by comprehensively considering current performance, future business development, and financial conditions, while recognizing shareholder returns as an important management issue.</p> <p>In this dividend, we have determined that prioritizing growth investments toward achieving the goals of the mid-term business plan will ultimately lead to the maximization of long-term shareholder value.</p> <p>Specifically, we are focusing on strategic investments in our core businesses- real estate, energy, and asset management- as well as strengthening our financial foundation.</p> <p>By steadily executing these plans, we aim to establish a stable revenue base in the future and connect it to sustainable growth and shareholder returns.</p>
⑫	Question	Are shareholder benefits being considered?
	Answer	We are not currently considering shareholder benefits.

⑬	Question	In the real estate business, have you been able to expand into regional cities?
	Answer	<p>In recent years, we have been expanding our supply area nationwide and actively entering regional cities.</p> <p>In particular, we are focusing on supplying apartments in the central business districts of regional cities with populations of around 100,000. In regional cities, there is a demand for relocation from suburban detached houses due to the promotion of compact city development, and our condominium sales are performing well.</p> <p>We believe this is because there has been pent-up demand in areas where condominium supply has been limited for many years. Going forward, we aim to achieve a 50-50 ratio between metropolitan areas and regional cities, and will continue to expand our business while carefully assessing the supply-demand balance.</p>
⑭	Question	What are your thoughts on the development and expansion of overseas business?
	Answer	<p>In our real estate business, we are developing condominium and detached house business mainly in the Southeast Asian market, and we are building up a track record in cooperation with local partners.</p> <p>Specifically, we have developed the condominium “THE MINATO RESIDENCE” in collaboration with Fujita Corporation in Haiphong, Vietnam, and four condominium projects are under development in Bangkok, Thailand, in collaboration with AssetWise Public Company Limited, a local company.</p> <p>We are also expanding into the detached house business, and are participating in a detached house sales business in San Pablo City, Philippines.</p> <p>In the energy business, we are developing a cashew nut business in Cambodia and are planning a biomass fuel business using cashew shells.</p> <p>In the future, we will strive to acquire prime sites and expand the scale of our business in our focus markets, aiming to build a stable earnings base.</p> <p>In addition, with an eye on new businesses in the future, we will pursue our expansion strategy while thoroughly managing risks through market research and collaboration with experts.</p>

⑮	Question	Please explain the impact of rising interest rates on the company's performance. Please also explain your views on measures to address the risk of future interest rate rises.
	Answer	<p>Due to changes in the Bank of Japan's monetary policy last year, the policy interest rate has been set at around 0.5%, up from negative interest rates.</p> <p>In this environment, the average borrowing rate for our group has risen by approximately 20 basis points (bp) compared to last year. Despite the policy interest rate having risen by approximately 0.6%, the increase in our borrowing rate has been limited to 20 basis points. This is attributed to the hedging effects achieved through measures such as interest rate risk hedging and diversification of funding sources, including fixed-rate borrowing, implemented in previous years.</p> <p>Going forward, we aim to control interest rates by rigorously managing profitability within project budgets.</p>
⑯	Question	There have been reports of losses due to cable theft and repairs in the power generation facilities. Are you taking any measures to address this issue?
	Answer	<p>As measures against cable theft, we are strengthening our surveillance system and introducing security equipment.</p> <p>In addition, we are working to reduce repair costs by conducting regular inspections and responding to problems early on, before major repairs become necessary.</p>
⑰	Question	Please tell us about the use of AI in your company and affiliated companies.
	Answer	<p>Since the establishment of the AI Promotion Section in 2019, we have expanded our IT Promotion Department, and in fiscal year 2023, we established the Group DX &amp; VX Strategy Department, which will serve as the core of our company-wide DX promotion. The Group DX &amp; VX Strategy Department, which will serve as the core of company-wide DX promotion, continues to examine how AI technology and data analysis can be applied to business operations and how digitalization can be promoted.</p> <p>Specific initiatives include the introduction of “Google Workspace” as a collaboration platform for group integration and the introduction of BI tools for data analysis.</p> <p>In fiscal year 2025, we will also launch an ERP replacement project to strengthen our accounting infrastructure, and are currently in the process of defining requirements.</p> <p>In addition to these measures, we will continue to aggressively promote the use of cutting-edge technologies and will continue to actively engage in DX.</p>

⑮	Question	Are you considering M&A in the future?
	Answer	<p>Our approach to M&amp;A is to determine whether we can expect synergies with our core businesses based on our medium- to long-term management strategy. We are currently examining M&amp;A from a variety of perspectives and intend to implement mergers and acquisitions when we determine that high synergies can be expected.</p> <p>For example, we also acquired shares in MIRARTH Energy Solutions Inc., which became a subsidiary in 2021, in the belief that it will help us build a business model that does not depend on FIT (Feed-in Tariff) and will further strengthen our group's energy business.</p>
⑯	Question	<p>The energy business is not growing as a business, as sales as well as profits are down. Please tell us about your future efforts to improve profits.</p>
	Answer	<p>The decrease in revenues and profits for the year ending March, 2025 is mainly due to the cancellation of the sale of power plant facilities and the incurrence of anti-theft and repair costs. We believe that the energy business is a field where we can expect continuous growth.</p> <p>Our plans to improve profits in the future include strengthening the non-FIT business, focusing on new fields (other than solar), and expanding power generation capacity. Through these measures, we expect net sales of 11.6 billion yen and operating income of 1.3 billion yen for the fiscal year ending March 31, 2026.</p>
⑰	Question	What is the percentage of metropolitan and regional cities in the real estate business?
	Answer	<p>In the new built-for-sale condominium business, we have been expanding our supply area in recent years, and the ratio of regional cities is increasing.</p> <p>Our goal is to achieve a 50-50 ratio of units sold in metropolitan areas to those sold in regional cities.</p> <p>In terms of units sold in the fiscal year ending March 31, 2025, the Tokyo metropolitan area will account for 27%, the Chubu area will account for 5%, and the Kinki area will account for 12%, bringing the total for metropolitan areas to approximately 44%. We intend to make progress in the business so that the ratio will be 50% to 50% within the term of the new medium-term management plan.</p> <p>In our land bank currently purchased, the ratio of metropolitan areas is 45.3%.</p>
⑱	Question	Will executive compensation also be reduced in line with the significant decrease in dividends this fiscal year?
	Answer	<p>Our executive compensation consists of a base salary (fixed portion) and performance-based compensation, which is comprised of cash bonuses and stock option-type stock awards (Class A and B). Performance-based compensation is determined based on indicators such as target profit achievement rate, year-on-year profit growth rate, medium-term management plan achievement rate, and ROE improvement rate.</p> <p>Therefore, similar to dividend reductions, the performance of the company is reflected in executive compensation.</p>

②②	Question	Please tell us about the investment status (current and planned) of the funds obtained from the capital increase.
	Answer	<p>Currently, we are planning to invest approximately 50 billion yen for growth, of which approximately 65% is expected to be financed externally (including public offerings). As investment targets, we have positioned real estate, hotel, and energy businesses as growth-driving businesses, and will allocate the funds to these businesses.</p> <p>In the hotel business, we consider purchasing HOTEL THE LEBEN OSAKA, which is located in Osaka, and plan to spend approximately 5.2 billion yen, depending on the timing of acquisition.</p> <p>In the energy business, we also expect to develop a solar power plant and invest in a cashew nut factory in Cambodia.</p>
②③	Question	We have been told that there are not a few kickbacks in the industry with respect to condominium repair and other services.
	Answer	We have confirmed that the current scheme for the preparation of estimates for large-scale repair work consulting services and the construction implementation plan at our group company, Leben Community Co., Ltd., is not such as to create collusion or price adjustments.
②④	Question	<p>Do you consider a capital increase as an option as a means of raising funds in the future?</p> <p>The share price fell when the company conducted a public offering last year, and as a shareholder, concerning about further dilution of the value of our shares.</p>
	Answer	<p>Currently, we are not considering a capital increase as a specific financing option.</p> <p>The public offering conducted last year was intended to fund growth investments to expand the energy business as a new business pillar following the real estate business, and we plan to make a significant contribution to this business as a stock business.</p> <p>We take your concerns about dilution of shareholder value seriously, but we will use the funds raised this time for investment in growth to enhance our corporate value.</p>
②⑤	Question	Does the company hold meetings with individual shareholders, especially institutional investors? If so, what kind of contents are discussed in the meeting?
	Answer	<p>We regularly hold dialogues with institutional investors in a variety of formats, and our top management, the president himself, has been taking the lead in IR activities.</p> <p>We have already conducted several IR activities in Japan and overseas this year, and will continue to respond to them in progress. In our meetings with institutional investors, we strive to deepen their understanding not only of our business but also of our growth and management strategies. In addition, we do not disclose special corporate information to only a few institutional investors, but disclose it equally to all investors.</p>



②6	Question	The company mentioned that the ratio of real estate business to regional cities will be 50 : 50. Are you thinking of expanding into the Kyushu region?
	Answer	<p>Our group company, Takara Leben Co., Ltd. is already supplying new built-for-sale condominiums in the Kyushu region, with the Kyushu and Shikoku Branch (Fukuoka City, Fukuoka Prefecture) as its sales base. Currently, we supplied new built-for-sale condominiums in eight prefectures, excluding Saga Prefecture. In the liquidation business, we are also engaged in office development, etc., mainly in Fukuoka City. Also, in the property management business, Leben Community Co., Ltd has established the Kyushu Branch.</p> <p>As you mentioned, we recognize that Kumamoto Prefecture is an area where the real estate market is expected to grow due to the opening of the Kyushu Shinkansen and the entry of semiconductor manufacturers. We will continue to fully investigate and study demand trends and regional characteristics, and promote appropriate area selection and supply.</p>
②7	Question	In the real estate business, the company mentioned that you plan to increase the ratio of units supplied in regional cities. How do you plan to expand your business? Are you considering business alliances or M&A?
	Answer	<p>To develop our business in regional cities, we have been supplying condominiums in “central urban areas” throughout Japan, targeting cities with 100,000 residents, and have experienced good sales even in areas where condominium supply has been low for many years. With regard to competition with local developers, we will strive to build a regional network with eight sales offices nationwide, and respond by refining our strength in products and developing and supplying highly competitive products with value that meets or exceeds price.</p> <p>We also intend to consider business alliances and M&amp;A, as appropriate, with companies that can generate synergies with our business. Although we do not have any specific plans at this time, we will consider business expansion measures from a multifaceted perspective as part of our future growth strategy.</p>

	Question	The stock price has plummeted since the earnings announcement on 5/12 and has been falling since then. What is your analysis of the stock price and what countermeasures are you considering?
	Answer	<p>We take stock price trends seriously.</p> <p>We believe that the recent decline in our stock price is due to the impact on market expectations of our earnings for the fiscal year ending March 31, 2025 and forecasts of dividend for the fiscal year ending March 31, 2026.</p> <p>As countermeasures, we place the highest priority on improving our corporate value and will strive to achieve the following</p> <p>Steady implementation of the new medium-term management plan: We will thoroughly manage the progress of each business and control SG&amp;A expenses to achieve our profit targets.</p> <p>Execution of growth investments and securing returns: We plan to invest approximately 50 billion yen in growth investments, which will be allocated to real estate, hotel, and energy businesses to drive growth and enhance corporate value.</p> <p>Proactive information disclosure and IR activities: We will strive to carefully disclose information to shareholders and investors about the progress of our business performance and efforts to enhance corporate value through IR activities.</p>
②⑨	Question	Why do you set the dividend payout ratio at 35% to 40% but set it at almost the lower end of the range of 35.7%?
	Answer	The dividend payout ratio of 35.7% for the fiscal year ending March 31, 2026 is within the range of our dividend payout ratio target of 35% to 40%, and is set based on our policy of maintaining a stable dividend based on our current earnings forecast. We aim to achieve its profit plan by making steady progress in each of its businesses and thoroughly controlling SG&A expenses. During the period of the new medium-term management plan (through the fiscal year ending March 31, 2028), We have a basic policy of paying a minimum dividend forecast of 21 yen per share for the fiscal year ending March 31, 2026, and will make every effort to achieve its performance targets and realize dividend returns based on a payout ratio of 35%-40%.

③⑩	Question	If the company can't grow earnings significantly, at least focus more on shareholder returns.
	Answer	<p>We regard shareholder returns as one of our highest management priorities, and have raised dividend payout ratio target to 35%-40% in our new medium-term management plan. This is an expression of our intention to provide more aggressive profit returns. Basically, we will continue to pay stable dividends and aim to increase dividends in line with improved business performance. We intend to pay a dividend of no less than 21 yen per share for the fiscal year ending March 31, 2026, and this will continue throughout the period of the new medium-term management plan (through the fiscal year ending March 31, 2028).</p> <p>On top of this, we plan to invest approximately 50 billion yen in growth, which will be used for solid expansion of the real estate business and expansion of the energy business, which is a growth driver. We believe that we can execute our growth strategy without compromising our financial soundness by executing approximately 50 billion yen of growth investment while maintaining financial discipline (LTV of less than 65% and D/E ratio of less than 3.0x). Placing the highest priority on improving our corporate value over the medium to long term, we will strive to meet the expectations of our shareholders by executing our strategies and carefully disclosing information.</p>