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May 9, 2025

To whom it may concern

Company name: ESLEAD CORPORATION
 Name of representative: Sugio Aramaki, Representative Director and President
 (Code No.: 8877 TSE Prime Market)
 Inquiries: Yuzo Inoue, Senior Managing Director and General Manager of Administrative Division
 (TEL. +81-6-6345-1880)

Matters Concerning Controlling Shareholders, etc.

1. The trade name, etc. of the parent company, controlling shareholders (excluding the parent company), or other affiliated company

(As of March 31, 2025)

Name	Attribute	Ratio of voting rights held (%)			The financial instruments exchange, etc. on which the share certificates to be issued are listed
		Voting rights directly held	Voting rights subject to aggregation	Total	
Mori Trust Co., Ltd.	Parent company	53.9	—	53.9	—
Mori Trust Holdings Inc.	Parent company	—	53.9	53.9	—

(Note) Mori Trust Holdings Inc. is the parent company of Mori Trust Co., Ltd.

2. Name of the company within the category of parent company, etc. that is recognized as having the greatest influence on the Company and reason for having such recognition

Name of Company Mori Trust Co., Ltd.

Reason It has concluded a capital and business alliance agreement with our company and directly owns 53.9% of our company's voting rights.

3. Positioning of the Company in the corporate group centering on the parent company, etc. and the relationships between other listed companies and the parent company, etc.

Mori Trust Co., Ltd. directly owns 53.9% of the total voting rights of our company, is a capital and business alliance partner, and, therefore, is positioned as the parent company, etc. of our company.

Loan relationships of money, etc., and guarantee and guaranteed relationships, etc. are as stated in "4. Matters concerning transactions with controlling shareholder, etc."

In terms of personnel relations, one employee of the parent company serves as a director of our company, purpose of which is only to gain an understanding of our group's management, and our company makes independent decisions regarding our company's business activities and management decisions, ensuring its independence as a listed company.

(Concurrent Positions of Officers)

Title	Name	Position in the parent company, etc.	Reason for the appointment
Director (Part-time)	Tomoyuki Handa	Mori Trust Co., Ltd. Managing Executive Officer, Branch Manager, Osaka Branch	As he has many years of experience and broad insight in the real estate business

4. Matters concerning transactions with controlling shareholder, etc.

Not applicable

5. Status of implementation of measures to protect minority shareholders in transactions, etc. with controlling shareholders

When conducting transactions, etc., with controlling shareholders, decisions are made based on the same implementation standards as for ordinary transactions, and appropriate measures are taken so as not to harm the interests of our group and its minority shareholders.

In addition, when significant transactions, etc. are conducted, which may create conflict of interests between controlling shareholders and minority shareholders, a special committee is held for the purpose of protecting minority shareholders to deliberate and examine the necessity, reasonableness and appropriateness of the details of such transactions, etc.