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May 21,2026

To whom it may concern

Company Name ESLEAD CORPORATION

Name of representative: Representative Director and President Sugio Aramaki  
(Code No.8877 TSE Prime Market)

Inquiries: Senior Managing Director Yuzo Inoue  
(T E L 06-6345-1880)

Notice of Financial Results of Parent Company, etc.

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    - Statement of income
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- 2 Outline of Parent Company, etc.
  - Name: Mori Trust Co., Ltd.
  - Location: Minato-ku, Tokyo
  - Job title and name of representative: Miwako Date, Representative Director and President
  - Established: June 1970
  - Description of business: Real estate development, hotel management, and investment
  - Share capital: 30 billion yen

## Disclosed material

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### Scope of consolidation

#### Consolidated subsidiaries (44 companies)

Names of major consolidated subsidiaries  
Mori Trust Building Management Co., Ltd.  
Mori Trust Hotels & Resorts Co., Ltd.  
M T & Hilton Hotel Co., Ltd.  
ESLEAD CORPORATION  
MORI America LLC

#### Equity method affiliates (5 companies)

Name of affiliated company accounted for by the equity method  
Mori Trust Reit Inc.  
Aichi Road Concession Co., Ltd.  
ARE-MA Region No.74 LLC  
245 Park Holding LLC  
MM Residences One Co., Ltd.

## Consolidated Balance Sheet

As of March 31, 2026

MORI TRUST CO., LTD. and its consolidated subsidiaries

(¥ millions)

Item	Amount	Item	Amount
<b>(Assets)</b>		<b>(Liabilities)</b>	
<b>Current assets</b>	<b>548,195</b>	<b>Current liabilities</b>	<b>148,819</b>
Cash and deposits	66,652	Notes and accounts payable-trade	19,023
Notes and accounts receivable-trade	30,902	Short-term loans payable	46,382
Short-term investment securities	9,274	Current portion of long-term loans payable	35,093
Real estate for sale	271,295	Accounts payable-other	17,899
Real estate for sale in process	120,198	Income taxes payable	11,415
Real estate for development	618	Accrued expenses	1,788
Other inventories	2,691	Deposits received	2,139
Other	46,571	Provision for bonuses	1,811
Allowance for doubtful accounts	△ 10	Other	13,264
<b>Noncurrent assets</b>	<b>1,274,318</b>	<b>Noncurrent liabilities</b>	<b>986,390</b>
<b>Property, plant and equipment</b>	<b>1,018,718</b>	Long-term loans payable	856,530
Buildings and structures, net	409,845	Long-term lease deposited	69,508
Machinery, equipment and vehicles, net	6,519	Long-term guarantee deposited	43,643
Tools, furniture and fixtures, net	6,128	Long-term deposits received	561
Land	590,000	Deferred tax liabilities	6,912
Construction in progress	4,254	Net defined benefit liability	2,831
Other, net	1,968	Asset Retirement Obligation	4,071
<b>Intangible assets</b>	<b>26,033</b>	Other	2,330
Leasehold right	4,318		
Goodwill	1,598	<b>Total liabilities</b>	<b>1,135,209</b>
Other	20,115		
<b>Investments and other assets</b>	<b>229,567</b>	<b>(Net assets)</b>	
Investment securities	114,549	<b>Shareholders' equity</b>	<b>577,232</b>
Long-term loans receivable	86,509	Capital stock	30,000
Deferred tax assets	2,983	Capital surplus	10,463
Net Defined Benefit Asset	1,940	Retained earnings	536,768
Guarantee deposits	6,562	<b>Valuation and translation adjustments</b>	<b>68,688</b>
Other	17,039	Valuation difference on available-for-sale securities	7,016
Allowance for doubtful accounts	△ 18	Deferred hedge gains and losses	1
		Foreign currency translation adjustment	61,426
		Remeasurements of defined benefit plans	244
		<b>Non-controlling interests</b>	<b>41,382</b>
		<b>Total net assets</b>	<b>687,303</b>
<b>Total assets</b>	<b>1,822,513</b>	<b>Total liabilities and net assets</b>	<b>1,822,513</b>

Note: Figures less than one million yen are rounded down.

## Consolidated Statements of Income

(For the years ended March 31, 2026)

MORI TRUST CO., LTD. and its consolidated subsidiaries

(¥ millions)

Item	Amount	
<b>Operating revenue</b>		321,087
<b>Operating cost</b>		233,676
<b>Operating gross profit</b>		<b>87,411</b>
<b>Selling, general and administrative expenses</b>		26,849
<b>Operating income</b>		<b>60,562</b>
<b>Non-operating income</b>		
Interest and dividend income	8,727	
Gain on sale of securities	3,604	
Other	3,303	15,634
<b>Non-operating expenses</b>		
Interest expenses	10,324	
Other	1,272	11,596
<b>Ordinary income</b>		<b>64,599</b>
<b>Extraordinary income</b>		
Gain on sale of non-current assets	487	
Gain on sale of investment securities	762	
Other	37	1,288
<b>Extraordinary loss</b>		
Loss on retirement of non-current assets	123	
Loss on valuation of investment securities	166	
Other	39	328
<b>Profit before income taxes and other adjustments</b>		<b>65,559</b>
Income taxes - current		22,679
Income taxes - deferred		△ 1,709
<b>Profit</b>		<b>44,588</b>
Profit attributable to non-controlling interests		5,357
<b>Profit attributable to owners of parent</b>		<b>39,231</b>

Note: Figures less than one million yen are rounded down.

## Balance sheet

As of March 31,2026

MORI TRUST CO., LTD.

(¥ millions)

Item	Amount	Item	Amount
<b>(Assets)</b>		<b>(Liabilities)</b>	
<b>Current assets</b>	<b>212,568</b>	<b>Current liabilities</b>	<b>60,831</b>
Cash and deposits	22,023	Operating accounts payable	2,218
Operating accounts receivable	9,754	Short-term borrowings	35,000
Short-term investment securities	9,274	Current portion of long-term borrowings	500
Real estate for sale	159,916	Accounts payable - other	7,652
Real estate for development	618	Income taxes payable	4,886
Advance payments to suppliers	1,942	Accrued consumption taxes	3,381
Accounts receivable - other	1,331	Advances received	6,541
other	7,711	Provision for bonuses	407
Allowance for doubtful accounts	△ 4	other	244
<b>Noncurrent assets</b>	<b>1,198,452</b>	<b>Non-current liabilities</b>	<b>849,235</b>
<b>Property, plant and equipment</b>	<b>764,996</b>	Long-term borrowings	724,250
Buildings	208,808	Leasehold deposits received	68,434
Structures	5,383	Segregated deposits	43,643
Mechanical devices	1,795	Long-term deposits received	121
Tools and equipment	3,302	Deferred tax liabilities	7,303
Land	540,914	Provision for retirement benefits	1,417
Construction in progress	4,017	Asset retirement obligations	4,054
Other	775	other	10
<b>Intangible assets</b>	<b>5,463</b>		
Leasehold right	4,318	<b>Total liabilities</b>	<b>910,066</b>
Software	944	<b>(Net assets)</b>	
Other	210	<b>Shareholders' equity</b>	<b>494,179</b>
<b>Investments and other assets</b>	<b>427,992</b>	<b>Capital stock</b>	<b>30,000</b>
Investment securities	26,049	<b>Capital surplus</b>	<b>10,000</b>
Shares of subsidiaries and associates, etc.	375,683	Legal capital surplus	10,000
Guarantee deposits	5,558	<b>Retained earnings</b>	<b>454,179</b>
Other	20,719	Legal retained earnings	2,500
Allowance for doubtful accounts	△ 18	Other retained earnings	451,679
		Reserve for property replacement	42,879
		Open innovation promotion reserve	224
		Reserve for tax purpose reduction entry	750
		Reserve for special depreciation	1,410
		General reserve	379,828
		Retained earnings brought forward	26,586
		<b>Valuation and translation adjustments</b>	<b>6,774</b>
		Valuation difference on available-for-sale securities	6,774
		<b>Total net assets</b>	<b>500,954</b>
<b>Total assets</b>	<b>1,411,021</b>	<b>Total liabilities and net assets</b>	<b>1,411,021</b>

Note: Figures less than one million yen are rounded down.

**Statements of Income**  
(For the years ended March 31, 2026)

MORI TRUST CO., LTD.

(¥ millions)

Item	Amount	
Operating revenue		94,500
Operating cost		57,731
<b>Operating gross profit</b>		<b>36,769</b>
Selling, general and administrative expenses		9,701
<b>Operating income</b>		<b>27,068</b>
Non-operating income		
Interest and dividend income	8,615	
Gain on sale of securities	3,604	
Investment income from investment partnerships, etc.	1,350	
Other	765	14,335
Non-operating expenses		
Interest expenses	7,698	
Loss on investment in investment partnerships, etc.	756	
Other	146	8,601
<b>Ordinary income</b>		<b>32,802</b>
Extraordinary income		
Gain on sale of investment securities	762	
Gain on sale of non-current assets	486	1,249
Extraordinary losses		
Loss on valuation of investment securities	166	
Loss on retirement of non-current assets	119	
Other	20	306
<b>Profit before income taxes</b>		<b>33,745</b>
Income taxes - current		8,669
Income taxes - deferred		△ 1,094
<b>Profit</b>		<b>26,170</b>

Note: Figures less than one million yen are rounded down.

Mori Trust Co., Ltd.

**【Status of Each Shareholder】**

As of March 31,2026

Category	Status of shares							Total
	Government and local governments	Financial institution	Securities company	Other corporations	Foreign Corporations, etc.		Individuals and others	
					Non-individual	Individual		
Number of shareholders	—	—	—	1	—	—	-	1
Number of Stocks Owned	—	—	—	20,000,000	—	—	-	20,000,000
Ratio of the number of stocks held	—	—	—	100.00%	—	—	-	100.00%

**【Status of Major Shareholders】**

As of March 31,2026

Name	Address	Number of Stocks Owned (stocks)	Ratio of the number of shares held to the total number of issued shares (%)
Mori Trust Holdings, Inc.	4-1-1 Toranomom, Minato-ku, Tokyo	20,000,000	100.00%
Total		20,000,000	100.00%

## Mori Trust Co., Ltd. [Status of Officers]

Job Title	Name	Date of birth	Career summary	Term of office	Number of Stocks Owned
Representative Director and President	Miwako Date	May 7, 1971	<p>April 1996 Joined LTCB Research Institute, Ltd. (currently Value Research Institute, Ltd.)</p> <p>October 1998 Joined our Company</p> <p>June 1999 Director, Moritai Corporation (currently Mori Trust Holdings, Inc.)</p> <p>September 2000 Director, our company</p> <p>March 2003 Managing Director, our company</p> <p>June 2008 Senior Managing Director, our company</p> <p>June 2008 Senior Managing Director, Mori Tourism Trust Co., Ltd. (currently Mori Trust Hotels &amp; Resorts Co., Ltd.)</p> <p>June 2009 Chairperson and Representative Director of Manpei Hotel Co., Ltd. (to present)</p> <p>May 2010 Representative Senior Managing Director, Mori Tourism Trust Co., Ltd. (currently Mori Trust Hotels &amp; Resorts Co., Ltd.)</p> <p>June 2011 Representative Director and President (to present) of the company</p> <p>June 2016 Director, Mori Trust Building Management Co., Ltd. (to present)</p> <p>June 2016 Representative Director and President, our company (to present)</p> <p>June 2021 Representative Director, Mori Trust Holdings, Inc.</p> <p>November 2024 Representative Director and President (to present) of the company</p>	(Note1)	—
Senior Managing Director	Shin Takahashi	March 19, 1965	<p>April 1988 Joined Mori Building Co., Ltd.</p> <p>May 2011 Director, PARCO Co., Ltd.</p> <p>July 2011 General Manager Investment Business Division, our company</p> <p>June 2012 Director, Urban Life Co., Ltd.</p> <p>July 2012 Executive Officer, General Manager, Investment Business Division, our company</p> <p>June 2013 Director, our company</p> <p>June 2015 Managing Director, our company</p> <p>June 2017 Senior Managing Director, our company (to present)</p> <p>March 2018 Representative Director and President, MT &amp; Hilton Hotel Co., Ltd.</p> <p>June 2018 Representative Director and President, Foresaine Co., Ltd. (to present)</p> <p>May 2019 Representative Director and President, MT &amp; M Hotel Management Co., Ltd.</p>	(Note1)	—
Senior Managing Director	Kazuo Asano	June 29, 1967	<p>April 1990 Joined Mori Building Co., Ltd.</p> <p>May 2010 General Manager, Building Sales Dept. 2, Sales Division, our company</p> <p>July 2013 Executive Officer, General Manager, Building Sales Dept. 1, Sales Division, our company</p> <p>March 2015 Representative Director and President, MT &amp; Hilton Hotel Co., Ltd.</p> <p>June 2015 Director, our company</p> <p>June 2019 Managing Director, our company</p> <p>June 2023 Senior Managing Director, our company (to present)</p>	(Note1)	—

## Mori Trust Co., Ltd. [Status of Officers]

Job Title	Name	Date of birth	Career summary	Term of office	Number of Stocks Owned
Managing Director	Kazunao Maruyama	July 8, 1965	<p>April 1990 Joined Mori Building Co., Ltd.</p> <p>July 2011 General Manager, Ordering Department, our company</p> <p>July 2013 Executive Officer, General Manager, Ordering Department, our company</p> <p>June 2015 Director, our company</p> <p>June 2016 Director, Mori Trust Hotels &amp; Resorts Co., Ltd.</p> <p>June 2019 Managing Director, our company (to present)</p>	(Note1)	—
Managing Director	Yoshihiko Masunaga	August 12, 1966	<p>April 1989 Joined Daiwa House Industry Co., Ltd.</p> <p>September 2002 Joined our Company</p> <p>July 2013 General Manager, Construction Management Department, our company</p> <p>July 2015 Executive Officer, General Manager, Construction Management Department, our company</p> <p>August 2015 Executive Officer, General Manager, Asset Management Department and Construction Management Department, Real Estate Development Division, our company</p> <p>June 2016 Director, our company</p> <p>June 2019 Managing Director, our company (to present)</p>	(Note1)	—
Director	Eiji Funayama	November 2, 1964	<p>April 1988 Joined Mori Building Kanko Co., Ltd. (currently Mori Trust Co., Ltd. due to business merger)</p> <p>July 2007 Joined our Company</p> <p>July 2018 Executive Officer, General Manager, Accounting Department, our company</p> <p>June 2019 Director, our company (to present)</p> <p>June 2019 Managing Director, Mori Trust Building Management Co., Ltd. (to present)</p> <p>June 2019 Managing Director, Mori Trust Hotels &amp; Resorts Co., Ltd. (to present)</p> <p>March 2021 Representative Director and President, MT &amp; Hilton Hotel Co., Ltd. (to present)</p> <p>March 2021 Representative Director and President, MT &amp; M Hotel Management Co., Ltd. (to present)</p> <p>June 2022 Senior Managing Director, Mori Trust Hotels &amp; Resorts Co., Ltd. (to present)</p> <p>July 2022 Executive Officer, Mori Trust Holdings, Inc.</p> <p>June 2023 Director, Mori Trust Holdings, Inc. (to present)</p>	(Note1)	-

Mori Trust Co., Ltd. [Status of Officers]

Job Title	Name	Date of birth	Career summary	Term of office	Number of Stocks Owned
Director	Shinji Edayoshi	February 12, 1967	<p>April 1990 Joined Mori Building Co., Ltd.</p> <p>July 2015 Specialized General Manager, Finance Section, Finance Department, our company</p> <p>April 2016 Specialized General Manager, Corporate Administration Department, Mori Trust Holdings, Inc.</p> <p>July 2019 Executive Officer, General Manager, Corporate Administration Department of the company</p> <p>July 2019 Executive Officer, our company</p> <p>April 2021 Executive Officer, General Manager, Corporate Administration Dept., Mori Trust Holdings, Inc.</p> <p>June 2022 Director, our company (to present)</p> <p>July 2022 Director, General Manager, Business Administration Department, Mori Trust Holdings, Inc. (to present)</p>	(Note1)	-
Director	Kenosuke Soma	June 25, 1976	<p>April 1999 Joined Mori Building Co., Ltd.</p> <p>July 2017 General Manager, Personnel Department, General Affairs and Personnel Division, our company</p> <p>July 2019 General Manager, General Affairs and Personnel Department, General Affairs and Personnel Division, our company</p> <p>July 2021 Executive Officer, General Manager, General Affairs and Human Resources Department, our company</p> <p>July 2021 Executive Officer, General Manager, General Affairs and Personnel Department, Mori Trust Holdings, Inc. (to present)</p> <p>June 2023 Director, our company (to present)</p>	(Note1)	-
Audit & Supervisory Board Member	Takashi Akiba	September 9, 1957	<p>April 1981 Joined Mori Building Co., Ltd.</p> <p>July 2009 Executive Officer, General Manager, Personnel Department of the Company</p> <p>June 2011 Director, our company</p> <p>June 2013 Managing Director, our company</p> <p>June 2019 Representative Director and President, Shiroyama Heat Supply Co., Ltd.</p> <p>June 2025 Audit &amp; Supervisory Board Member, Mori Trust Holdings, Inc. (to present)</p> <p>June 2025 Audit &amp; Supervisory Board Member, our company (to present)</p>	(Note2)	-
Audit & Supervisory Board Member	Shigeo Yonei	September 18, 1959	<p>April 1983 Joined Mori Building Co., Ltd.</p> <p>August 2006 Deputy General Manager, Accounting Section, Finance Department, our company</p> <p>July 2012 Specialized General Manager, Accounting Section, Finance Department, our company</p> <p>June 2018 Audit &amp; Supervisory Board Member, Mori Trust Building Management Co., Ltd.</p> <p>June 2018 Audit &amp; Supervisory Board Member, Mori Trust Hotels &amp; Resorts Co., Ltd. (to present)</p> <p>June 2020 Audit &amp; Supervisory Board Member, our company (to present)</p> <p>June 2020 Audit &amp; Supervisory Board Member, Mori Trust Holdings, Inc. (to present)</p>	(Note3)	-
<b>Total</b>					-

(Note 1) From the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 2025 to the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 2026.

(Note 2) From the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 2025 to the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 2027.

(Note 3) From the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 2024 to the conclusion of the Ordinary General Meeting of Shareholders for the fiscal year ended March 2028.