Presentation Regarding Business Plan and Growth Potential

September 30, 2025

Lib Work Co., Ltd. (Securities Code: 1431)

Company Overview

Business Portfolio

Growth Strategy

Medium-Term Management Plan and Risk Information

Shareholder Returns and Financial Policies

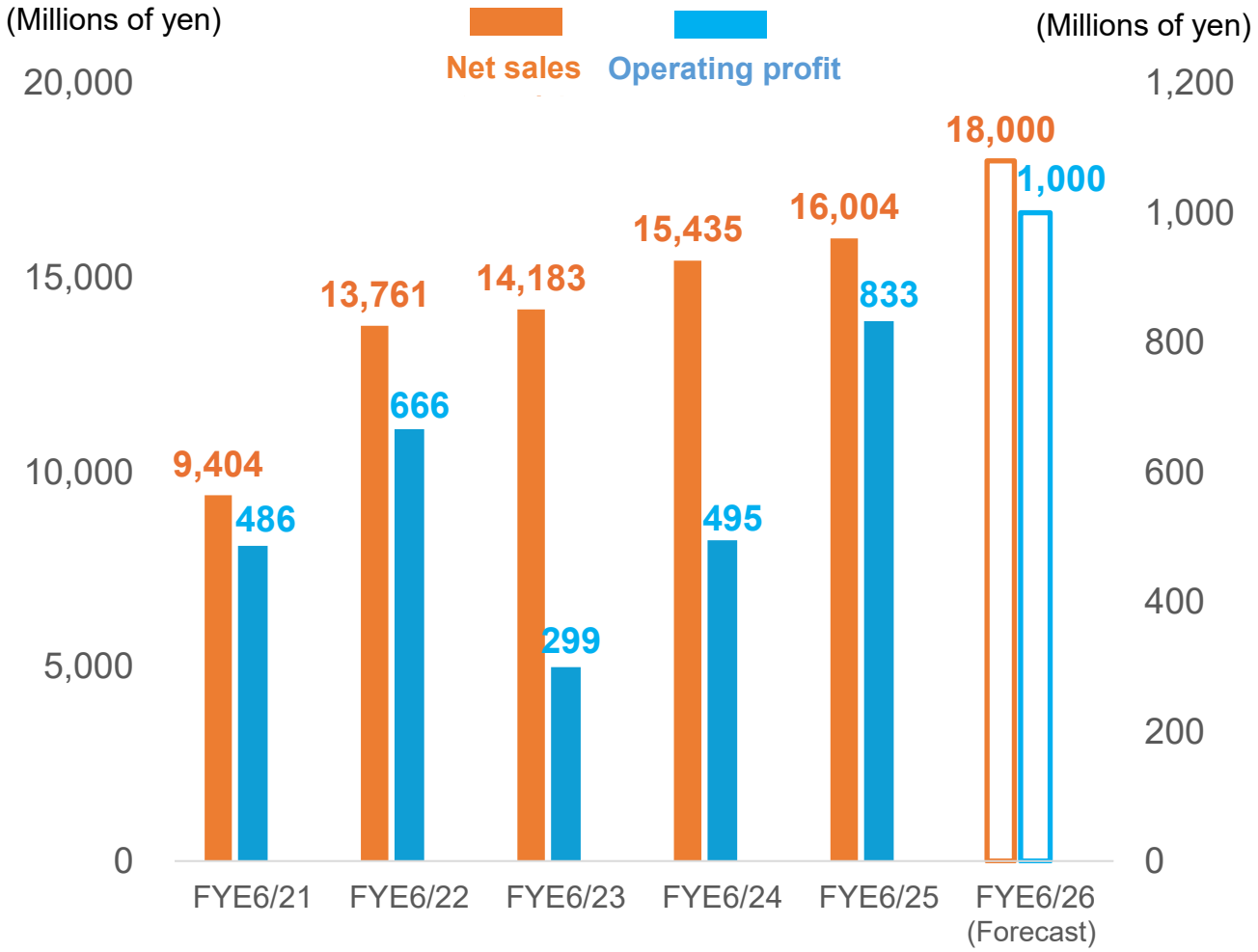
Company Overview

Name	Lib Work Co., Ltd. (securities code: 1431)
Representative	Chikara Seguchi Representative Director, President and CEO
Established	August 1, 1997
Share capital	¥1,321.5 million
Number of employees	355 (as of June 2025)
Net sales	¥16,004 million (for FYE6/2025)
Lines of business	Detached housing business, 3D-printed housing business, and platform business
Location of head office	178-1 Nabeta, Yamaga City, Kumamoto Prefecture

Financial Highlights

Net sales increased for the fifth consecutive year, reaching a record high of ¥16,004 million. Operating profit also rose for the second consecutive year to a record ¥833 million, while the operating profit margin improved to 5.2%, 2.5 times higher than the 2.1% recorded in FYE6/2023.

Trends in Net Sales and Operating Profit (Consolidated)



KPI Results for FYE6/2025

Operating Profit (Millions of yen)	Operating Cash Flow (Millions of yen)
833	1,384
(+68.1% YoY)	(+282 YoY)

YouTube Channel (Views in millions)	My Home Robo (Number of contracted companies)
93.03	141
(+45% YoY)	(2.8x YoY)

VISION

Aiming to become a housing platform provider as a house tech company

MISSION

Bringing innovation to housing based on sustainability and technology

SLOGAN

Changing lives, changing the world, and creating the future

Becoming a House Tech Company

Accelerating to Become a Provider of Detached House Platforms

We have turned our accumulated know-how and problem-solving expertise into services and are providing them to housing and construction companies nationwide on a subscription basis as a platform provider.

Labor shortages and increasing overtime

AI-powered Plan Proposal System

My Home Robo Business

AI reduces the time required for the initial proposal to **just 5 minutes**.

My Home Robo

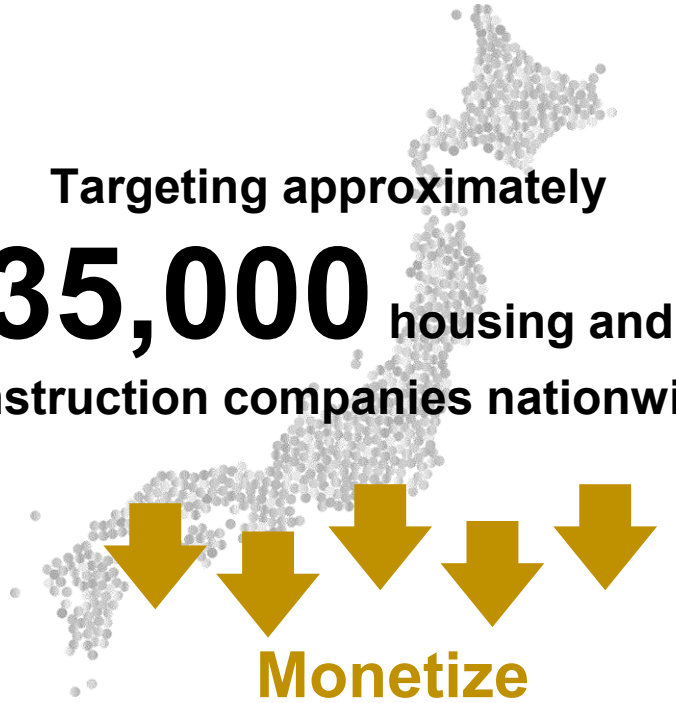
Declining customer acquisition Limitations in acquiring customers through in-house efforts

Powerful Customer Acquisition through Popular Brands

IP Licensing Business

The **industry's first** licensing service.

niko and ... EDIT HOUSE



Targeting approximately 35,000 housing and construction companies nationwide

Monetize

The results for FYE6/2025 are stated on pages 57 and 59.

As this is a subscription-based service, revenue increases proportionally with the number of subscribers, leading to stable and recurring income.

Changing Selling Methods with Technology

Web

Attracting customers through digital marketing enables us to significantly reduce advertising expenses and offer high-value-added housing.

YouTube

The number of subscribers to our YouTube channel exceeded 130 thousand. We aim to become the No. 1 channel in the detached housing market. The channel serves to convert video viewers into our fans and lead them to place orders.

Artificial intelligence (AI)

By utilizing AI technologies such as ChatGPT, we are improving operational efficiency and developing an initial proposal system. Going forward, we aim to realize the world's first "full-auto build," a fully automated housing construction system powered by AI.

Entry into the e-commerce business

Through an alliance with a mail-order company, we are the first in the industry to sell houses via the company's mail-order channel.

NFTs and Cryptocurrency

We are envisioning a scheme to tokenize design data as NFTs and enable sales using cryptocurrency (Bitcoin). Our goal is to establish a new system for housing distribution in the global market.

Redefining Houses with Technology

Concept of the Lib Earth House, a 3D-printed house

A residential version of Tesla

Tesla is not merely an electric car manufacturer, but a company that creates “cars of the future.” Similarly, we will develop **“houses of the future.”**

With the aim of creating innovative and unprecedented houses and lifestyles, we have developed “houses of the future” using a 3D printer for construction. We believe this will be an effective solution to social issues such as rising building material costs, price hikes, and worker shortages attributable to the aging skilled workforce. Our goal is to propose houses and lifestyles of the future.

As our **next innovation — creating “a new form of housing beyond common sense”** — **we aim to design 3D-printed houses powered by AI** and **achieve the world’s first fully automated housing construction (Full Auto Build).**

Becoming a Sustainable Company

Aiming to Achieve Carbon Neutrality

Calculate and disclose the carbon footprint* of all houses (the industry-first initiative)

We are working to identify the amount of CO_2 emitted throughout the life cycle of the houses we provide, from materials procurement to demolition. As mentioned above, we will disclose the carbon footprint of all the houses we construct and will actively work to reduce CO_2 emissions.

* It refers to a product carbon footprint, a system to convert the total GHG emissions generated throughout the life cycle of a product or service, from materials procurement to disposal and recycling, into CO_2 and label it on the product or service in an easy-to-understand manner.

Obtained SBTi (Science Based Targets initiative) certification

The SBTi provides standards for achieving the goals set forth in the Paris Agreement, an international framework on climate change.
We have set 2020 as the base year and aim to reduce GHG emissions by 42% in Scope 1 and 2 and to calculate and reduce GHG emissions in Scope 3 by 2030, the target year.

SCIENCE BASED TARGETS

Expressed support for the recommendations of TCFD*1 Joined the TCFD Consortium*2

Notes
1. TCFD (Task Force on Climate-related Financial Disclosures)
   The TCFD is a task force established to examine how organizations should disclose and respond to climate-related information. In its final report released in June 2017, the TCFD recommends that companies disclose information on climate-related risks and opportunities in four key areas: (1) Governance, (2) Strategy, (3) Risk Management, and (4) Metrics and Targets.
2. TCFD Consortium
   It was established in 2019 to serve as a platform for companies that endorse the TCFD recommendations to actively discuss effective information disclosure.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD Consortium

Declared our commitment to achieving carbon neutrality

We declared our commitment to achieving carbon neutrality by reducing CO_2 emissions from our business activities to net zero by 2030, aiming to improve the sustainability of the global environment and local communities.

Free Installation of Solar Panels on New Houses

Free solar panel installation for new houses

We are accelerating the introduction of smart houses for all buyers of our newly constructed houses. The service will install residential solar panel systems at no charge. Ownership of the panels will transfer to the buyers upon completion of a 15-year contract period. We also sell solar panels and storage batteries for existing houses, contributing to achieving SDGs and a decarbonized society by providing sustainable living environments.

Solar panel installation rate
(as of June 30, 2025, based on our installation results)

66.1%

	FY2023 (April 1, 2023 – March 31, 2024)	FY2024 (April 1, 2024 – March 31, 2025)
Scope 1	626.6	783.6
Scope 2	435.2	758.2
Scope 3	62,583.8	35,468.4
Total	63,645.5	37,010.1

40%+ reduction YoY

Scope 1 refers to greenhouse gases directly emitted by the company, while Scope 2 covers indirect emissions from the use of purchased energy such as electricity and heat. Scope 3 includes other indirect emissions generated throughout the entire supply chain, from raw material procurement to disposal. Regarding Scope 3, the Company has successfully achieved a significant reduction in GHG (Greenhouse Gas) emissions through proactive installation of solar panels and the promotion of ZEH (Net Zero Energy House) housing.

Actively Adopting Recycled and Upcycled Products

Standard adoption of cellulose fiber as an insulation material

We use an insulation material made from recycled newspapers, a material widely adopted in cold regions, like those found in North America, due to its high thermal insulation performance. However, high costs and other issues have slowed the widespread adoption of the material in Japan. As a solution, we have successfully reduced the cost of cellulose fiber by manufacturing the material in-house. Cellulose fiber has not only insulation performance but also excellent humidity control performance, making it a customer favorite.

Upcycled denim scraps for interior walls

A material for interior walls was developed as part of an initiative to utilize scraps from denim factories. The denim scraps are crushed and upcycled into a plaster material. When it becomes old, it can be used as a plaster material again by adding water and re-kneading it, as no adhesive is used in it. The material enables a green cycle of denim scraps ⇒ upcycling ⇒ reuse.

Doors and other room dividers made from upcycled wine corks

Doors and other room dividers are produced by collecting cork stoppers from wine and other beverage bottles consumed daily at restaurants and other food service businesses, rather than discarding them as waste, and upcycling them. Made from cork stoppers, doors, and other room dividers excel in thermal insulation, sound absorption, and humidification/dehumidification performance. They are not only environmentally friendly but also superior in terms of product performance.

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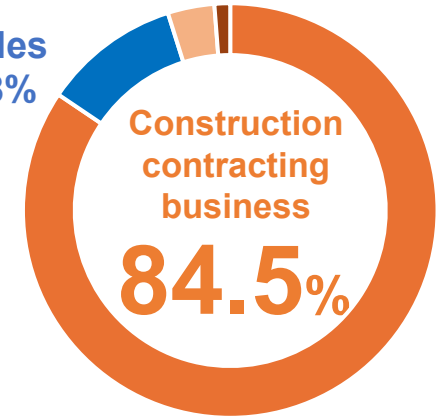
The Lib Work Group consists of five companies: Lib Work and its four consolidated subsidiaries. We engage in the detached housing business and the real estate sales business. We mainly use digital marketing to attract customers.

Sales composition and business flow chart

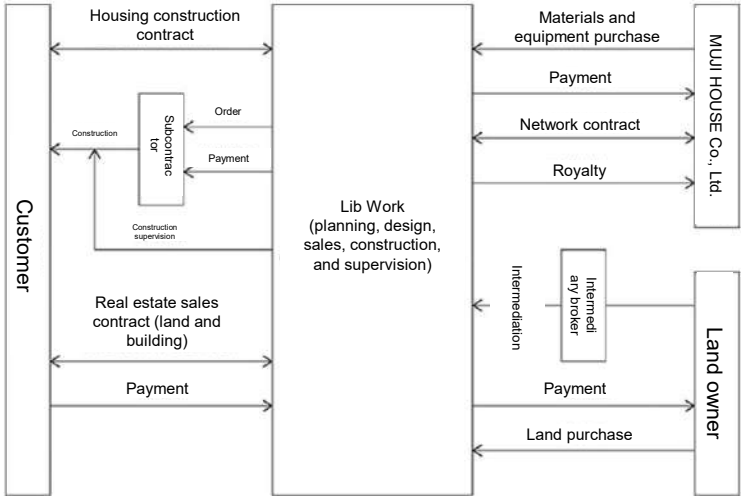
LibWork

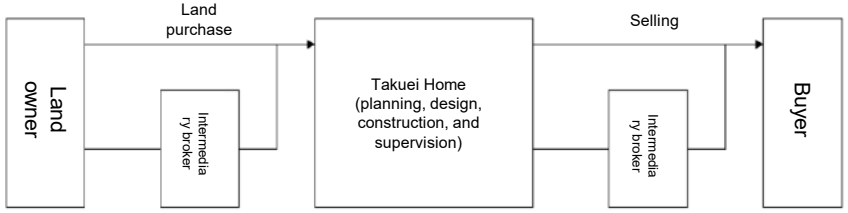


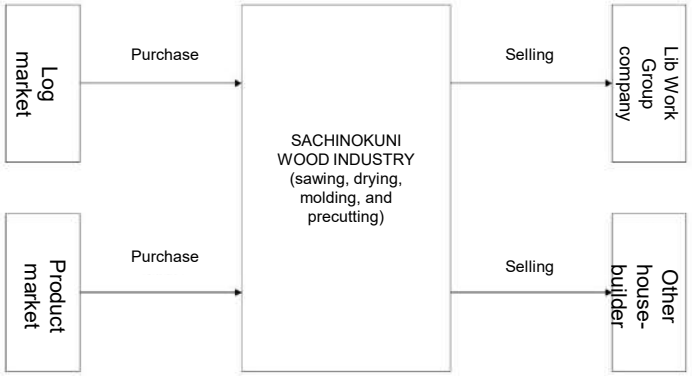
Lib Work Group

Takuei Home

SACHI no KUNI







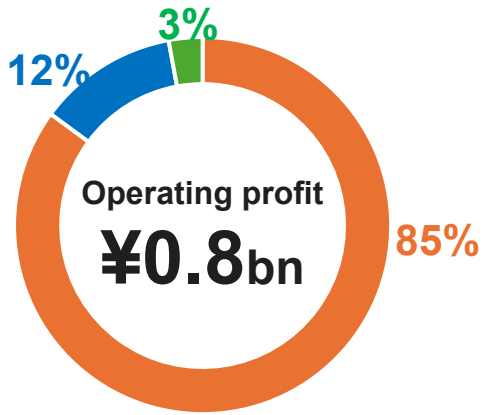
Business Overview

We engage in the detached housing business and the real estate sales business. We mainly use digital marketing to attract customers. Following the acquisition of SACHINOKUNI WOOD INDUSTRY Co., Ltd. as a group company, group synergies including cost reductions have been expanding.

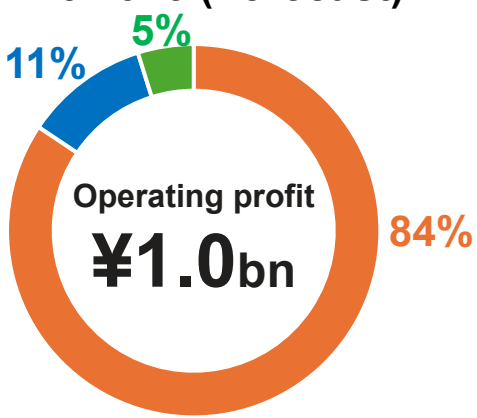
Operating Profit Margin

- Lib Work (including platform business)
- Takuei Home
- SACHINOKUNI WOOD INDUSTRY

FYE6/2025 (Results)



FYE6/2026 (Forecast)



Cost Structure / FYE3/2025 (Results)

(Millions of yen, unless otherwise stated)

Lib Work	
Net sales	12,120
Gross profit (margin)	3,726 (30.7%)
SG&A expenses	3,042
Personnel (% of total)	1,229 (40.3%)
Advertising (% of total)	537 (17.6%)
Commission (% of total)	278 (9.1%)
Depreciation (% of total)	180 (5.9%)

Takuei Home	
Net sales	3,535
Gross profit (margin)	440 (12.4%)
SG&A expenses	336
Personnel (% of total)	100 (29.9%)
Advertising (% of total)	13 (4.0%)
Commission (% of total)	114 (34.0%)
Depreciation (% of total)	3 (1.0%)

SACHINOKUNI WOOD INDUSTRY	
Net sales	1,106
Gross profit (margin)	163 (14.7%)
SG&A expenses	138
Personnel (% of total)	51 (36.8%)
Advertising (% of total)	42 (30.9%)
Commission (% of total)	6 (4.4%)
Depreciation (% of total)	5 (3.7%)

Custom Housing Business

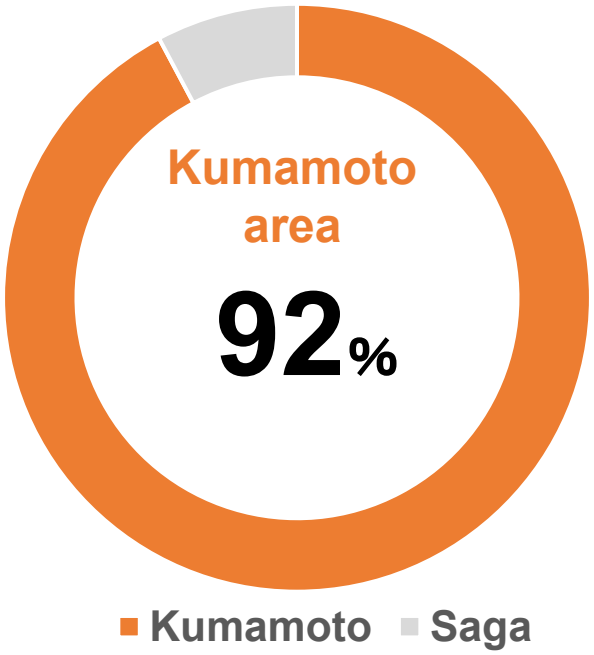
Custom Housing Business

(1) Sales composition

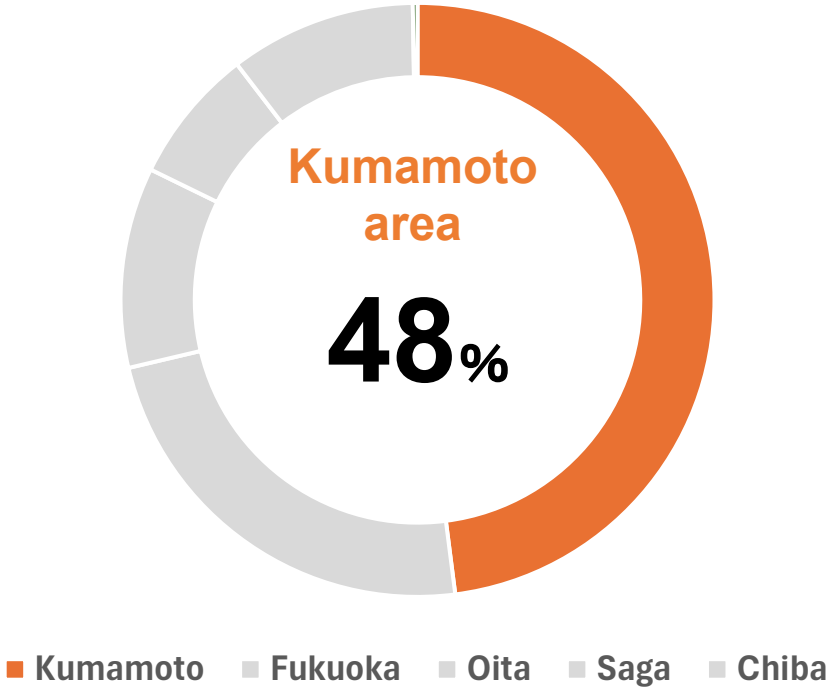
The tables below show the percentage of orders received at each sales office of Lib Work. Until seven years ago, our sales activities were limited to the prefectures of Kumamoto and Saga. Since then, we have expanded our sales offices to Oita, Fukuoka, and Chiba. We have already secured a majority market share other than Kumamoto.

Percentage of **orders received** per **sales office**

FYE6/2018



FYE6/2025



We shifted from a Kumamoto-centered business to a nationwide business.

Custom Housing Business

(2) Customer attraction model: **category-based websites to attract customers**

The number of customers attracted through digital marketing is steadily increasing. We are developing several highly specialized outlets on websites to attract customers. We are also enhancing several synergies mainly through video marketing and cross-industry collaborations.

Number of customers attracted though digital marketing

YoY **108%**

Number of visitors

YoY **177%**

Custom Housing Business

(2) Customer attraction model: model houses for shopping malls

We install full-size model houses in shopping malls to conduct sales activities. They are well-received by visitors for their easy accessibility.

sketch AEON MALL Fukuoka

sketch AEON MALL Kumamoto

sketch　PARK PLACE Oita

sketch AEON MALL Makuhari Shintoshin

Interior of the store (full-scale model house)

Custom Housing Business

(2) Customer attraction model: cross-industry collaboration model houses

Cross-industry collaborations serve as a strong differentiator and a powerful customer attraction tool. In addition, because these are high value-added products, they contribute to stable profit generation.

Afternoon Tea HOUSE

...ink... collaborate with niko and ...

無印良品の家

BELLE MAISON DAYS house

再春館製薬所の家
POSITIVE AGE HOUSE

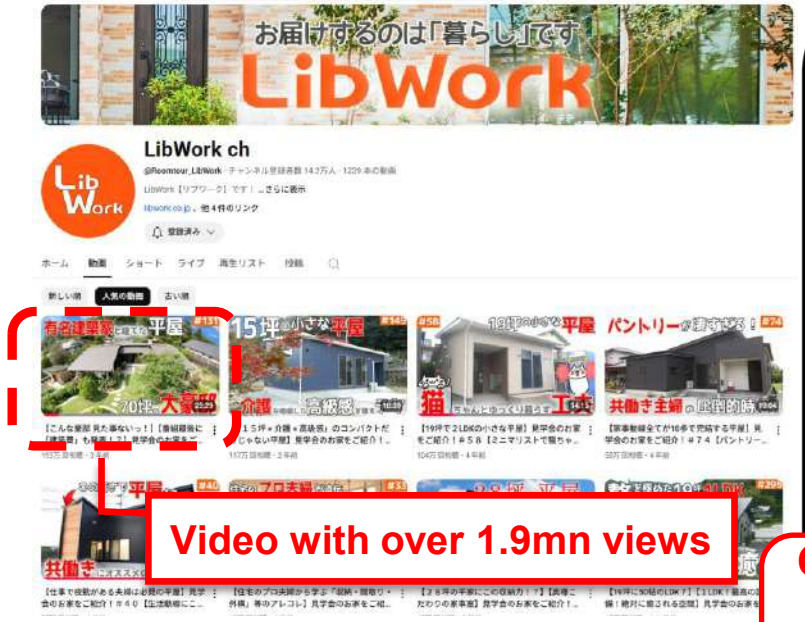
TEIJIN LIVELY VILLA Noki powered by TEIJIN

Custom Housing Business

(3) Fan conversion marketing

The number of views of short videos on our YouTube channel and TikTok account is increasing, bringing synergy effects. The number of subscribers has exceeded 130,000 and approaching 100 million total views. We aim to become the No.1 YouTube channel in the detached housing market.

Our YouTube channel “Lib Work ch”



Video with over 1.9mn views

Our TikTok videos help increase orders in the built-for-sale housing business

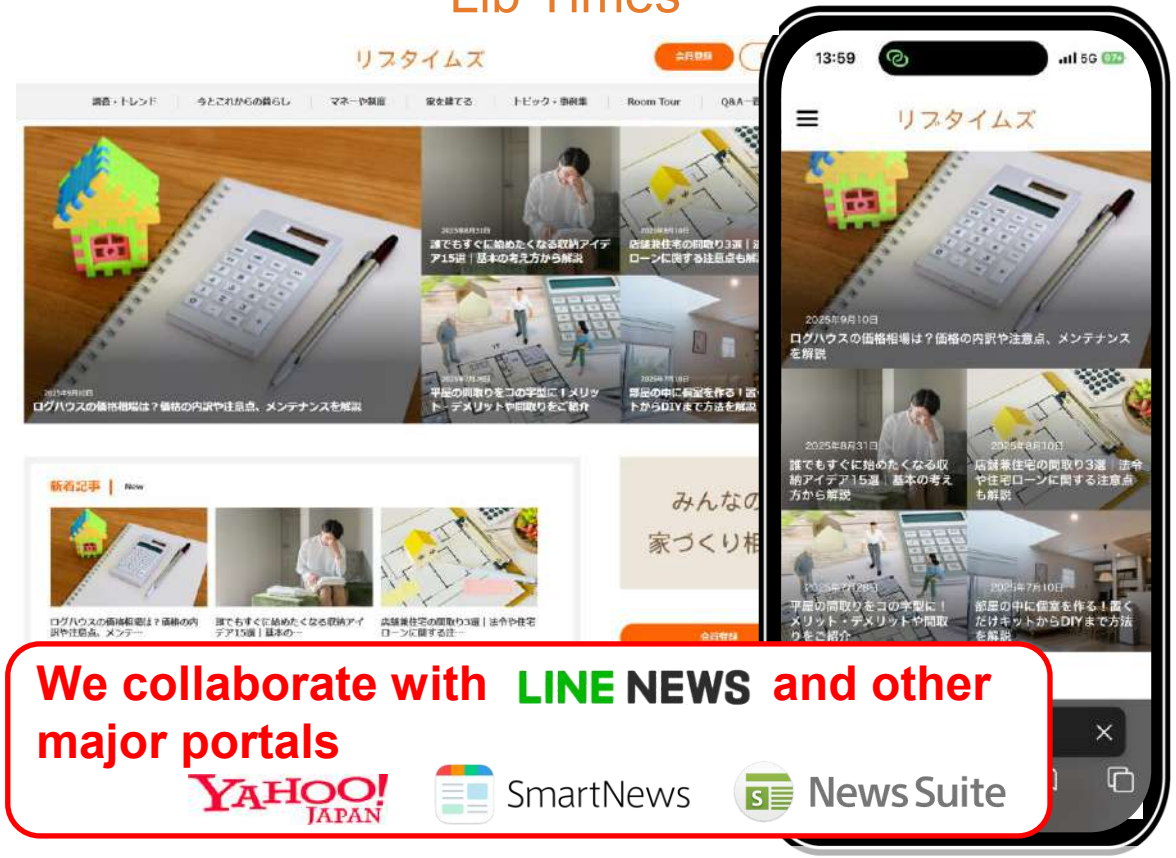
Subscribers: **130K**

Total Views: **93.03mn**

As of June 30, 2025

Q&A website by housing experts

Lib Times



We collaborate with LINE NEWS and other major portals

YAHOO! JAPAN SmartNews News Suite

Repeatedly navigating article viewers from these major portals to Lib Times nurtures potential buyers of new detached houses.

Custom Housing Business

(4) Housing SPA (measures to address the decline in subcontractors and increase gross profit margin)

We resumed the acceptance of foreign trainees, which had been delayed due to the pandemic. Accordingly, we shifted more types of construction work to in-house, namely foundation work, water supply/drainage work, and structural erection.

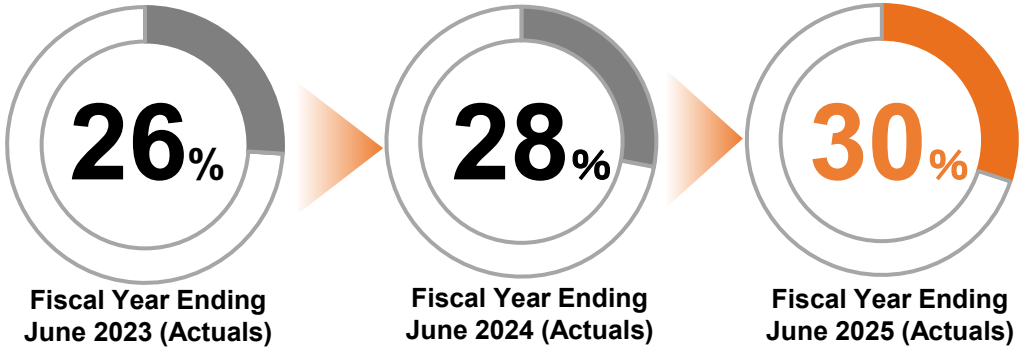
* SPA refers to a business model that vertically integrates the functions of fashion products, from planning to production to sales. Many clothing retailers such as ZARA, H&M, and UNIQLO are SPA businesses and are raising their business performance. We are pursuing our business model as the “residential version” of SPA.

Shifting five major types of construction work to in-house

- ☑ **Water supply/drainage facilities**
- ☑ **Foundation construction**
- ☑ **Structural erection**
- ☐ **Siding work**
- ☐ **Ground improvement work**

We succeeded in shifting three types of construction work to in-house

Trends in gross profit margin



Acquired a wood processing company

On July 3, 2023, we acquired all shares of SACHINOKUNI WOOD INDUSTRY Co. Ltd., a lumber processing and sales company whose main business is lumber supply and made it a subsidiary. The company helps reduce cost for our entire group.

The company saws raw logs and pre-cuts them to ship. Raw logs are mainly cedar trees, which represent Kumamoto Prefecture.

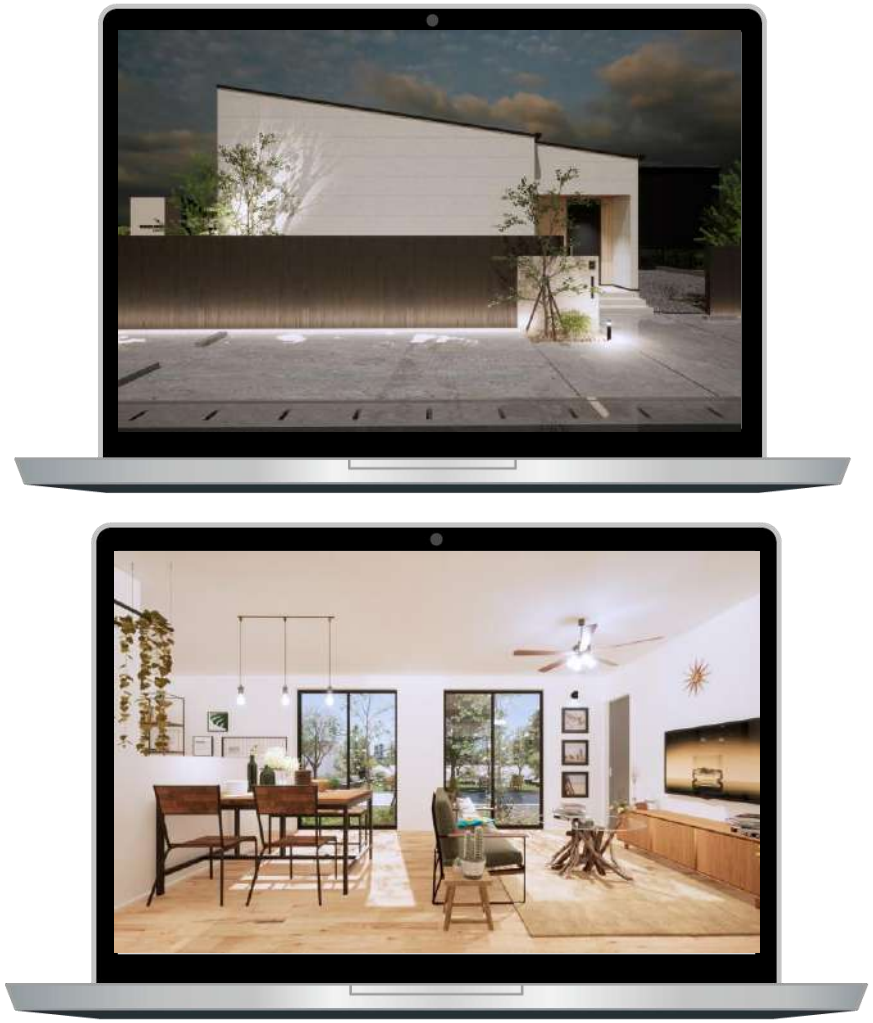
Gross profit margin improved by 4 percentage points compared with FYE6/2023. Although construction material prices remain high, cost reductions achieved through in-house production under the housing SPA strategy and the integration of a wood processing company into the Group have produced tangible results.

Custom Housing Business

(5) Proposing **all houses** using CG/VR (to improve customer satisfaction)

We propose a house plan with high-quality and high-resolution images, eliminating buyers' concerns of "not knowing what the house will actually look like until it is built" and enabling us to pursue customer satisfaction and give a better overall impression.

CG Image



VR Images

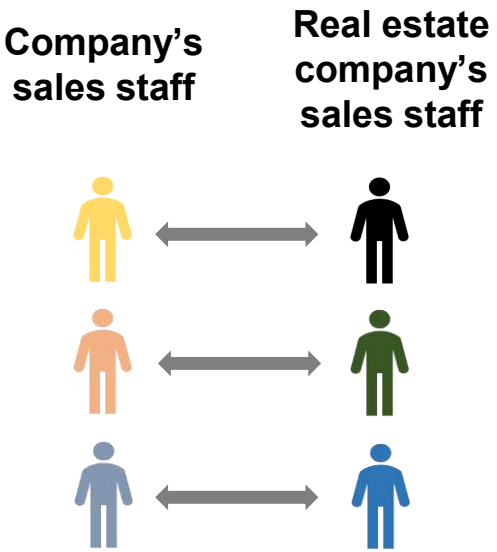
Built-for-Sale Housing Business

Built-for-Sale Housing Business

(1) Stable purchase and strategic sales

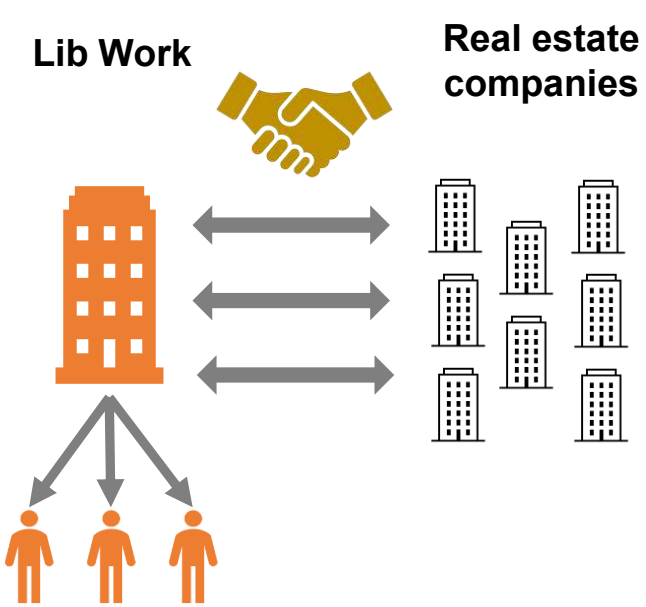
Shifting from information procurement by individual sales staff to systematic procurement based on organizations
⇒ Enables stable land procurement

Conventional company



The conventional purchasing method depends on personal skills.

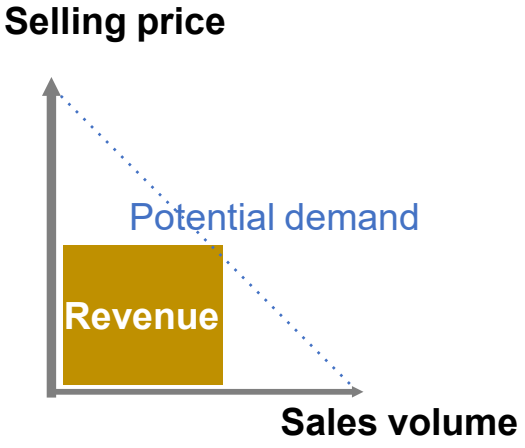
Lib Work Group



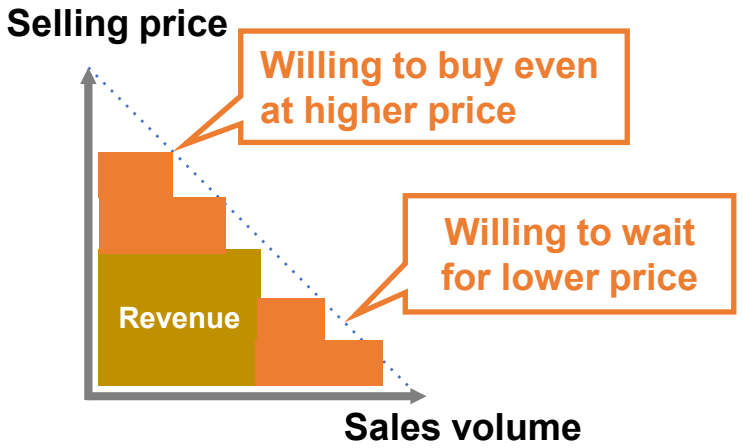
We have established stable systematic purchasing (including collecting information) by partnering with other organizations.

We have introduced dynamic pricing, whereby prices change according to demand, as with hotel room rates and airline tickets, to maximize profits and reduce inventories in line with supply and demand. This had improved gross profit

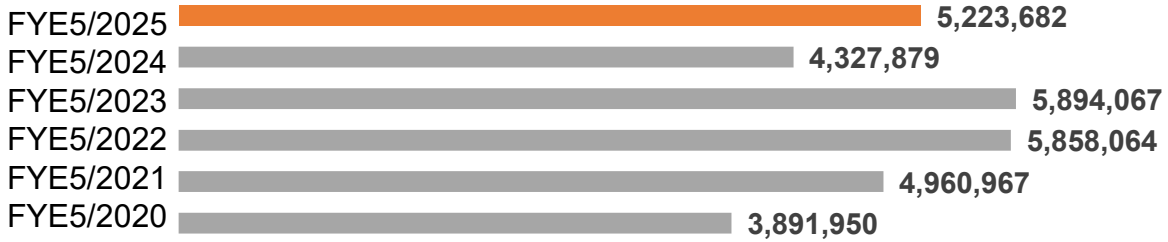
Conventional fixed price



Dynamic pricing



Trend in Average Gross Profit (Yen)



In FYE5/2024, profit declined due to significant price adjustments mainly among power builders. However, in FY2025/5, the Company shifted to sales at appropriate pricing levels, resulting in a recovery in profitability.

Built-for-Sale Housing Business

(2) Differentiation strategy (to expand customer base)

We are expanding the scope of cross-industry collaborations already implemented in the custom housing business to include them in the **built-for-sale housing business**.

We have started sales of ready-built homes fully produced by “niko and...”
Going forward, we will not only sell low-priced houses but also high-value-added houses by collaborating with brands to enhance group synergies.

niko and ... EDIT HOUSE

Promoting group synergies and differentiating our built-for-sale houses from competitors’

Platform Business

Platform Business

The Company has converted the know-how and problem-solving solutions it has cultivated in-house into marketable services, and provides them to housing and construction companies nationwide in a subscription-based format as a platform provider.

Labor shortages and increasing overtime

AI-powered Plan Proposal System

My Home Robo

Declining customer acquisition Limitations in acquiring customers through in-house efforts

Powerful customer attraction through popular brands

niko and ... EDIT HOUSE

Targeting approximately 35,000 housing and construction companies nationwide

Monetize

The results for FYE6/2025 are stated on pages 57 and 59.

As this is a subscription-based service, revenue increases proportionally with the number of subscribers, leading to stable and recurring income.

Platform Business

(1) My Home Robo Business

My Home Robo is an initial proposal system developed for local builders and construction businesses nationwide. With a monthly flat fee, **they can install the system at minimal cost**. It supports business owners struggling with salesperson shortages, architect shortages, and chronic overtime due to high employee turnover.

Floor Plan Diagnosis

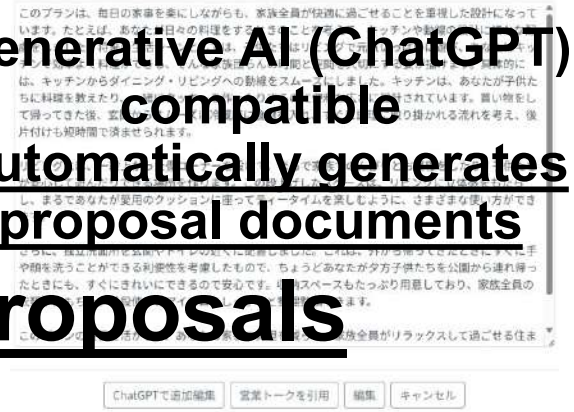
Customers only fill out a simple questionnaire

AI gives the answer

My Home Robo

Generative AI (ChatGPT) compatible

Automatically generates proposal documents



An innovative tool that enables initial proposals in just 5 minutes

Platform Business

(2) IP licensing business (EDIT HOUSE with niko and…)

Industry-first licensing service for housing companies

A platform with the overwhelming ability to attract customers developed jointly with niko and …, which boasts great popularity among men and women in their 20s and 30s. We provide the platform to housing companies nationwide struggling with attracting customers and differentiating themselves from their competitors.

Intellectual property		
Trademarks (registered trademarks)	**Designs** (architectural and interior designs)	**Copyrights** (promotional materials such as catalogs)
niko and … EDIT HOUSE		

The IP licensing business allows a certain degree of freedom compared to a housing franchise

	General housing franchise	IP licensing
Purchase of designated construction materials	Yes	None
Payment of royalties per house sold	Yes	None
Sales pricing of houses	Yes	None

Benefits for the licensee

Special construction methods	Not required
Fee borne by the licensee	Fixed
Plan	Free

General housing companies can adopt the service instantly regardless of their locations and still can use conventional construction methods. As the licensing fee is fixed, the licensee is not required to pay additional fees like the franchisee, allowing the licensee to expect **significant revenue growth potential**.

E-Commerce Business

(1) Detached housing sales via e-commerce and customer databases **(industry-first)**

We are collaborating with Belle Maison Days, an original brand of interior furniture and home goods of Belle Maison, a mail-order business operated by Senshukai, to jointly develop houses and use its sales channels to sell houses.
In addition, the Company is jointly developing products with Saishunkan Pharmaceutical Co., Ltd. By leveraging the extensive customer database accumulated over many years and conducting initiatives such as direct engagement and real-world events, the Company is working to expand new sales channels.

Customer DB of Senshukai

LibWork × BELLE MAISON DAYS

From joint product development to sales

BELLE MAISON DAYS house

Customer DB of Saishunkan Pharmaceutical

自己回復力を育む暮らし
再春館製薬所の家
Positive Age House
× LibWork

From joint product development to sales

Positive Age House

E-Commerce Business

(2) D2C marketing (product development through communication with members)

Through repeated dialogue with members of Senshukai and Saishunkan Pharmaceutical, the Company moved forward with product development, leading to the expansion of its business as a platform provider.

The Company, together with Senshukai and Saishunkan Pharmaceutical

Customers

D2C stands for Direct to Consumer, a sales method in which products planned and produced in-house are sold directly to consumers, without the need for advertising agencies or retailers. This enables communication with consumers and products sales through e-commerce sites and other direct management methods.

Main benefits of D2C

D2C allows us to

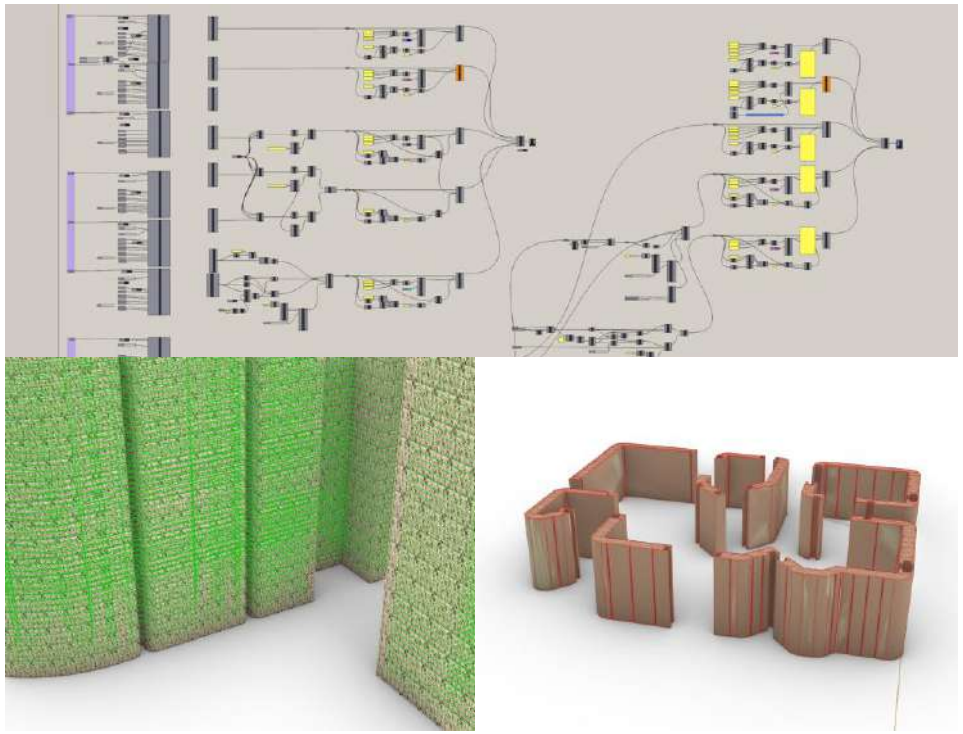
- **keep marketing costs low,**
- **establish direct channels to consumers,**
- **expect high profit margins,**
- **accumulate and analyze customer data, and**
- **directly obtain customer opinions for product development with high customer satisfaction**

Direct sales through platforms will lead to higher customer satisfaction and sales of products with higher gross profits

3D-Printed Housing Business

3D-Printed Housing Business

Create digital data using 3D CAD and other tools



Dynamic on-site construction with 3D printers

Unlike traditional construction methods, this method not only reduces material waste but also enables the rapid construction of complex-shaped components.

Construction Revolution

3D-Printed Housing Business

The Concept of the 3D-Printed House “Lib Earth House”

Residential version of Tesla

Tesla is not merely an electric vehicle manufacturer, but a company that creates the “car of the future.” Similarly, we will develop **“houses of the future,”** a completely new type of home that combines environmental sustainability with IoT technology.

Using “soil” as the primary ingredient

Soil is a naturally derived and easily accessible resource that can ultimately return to nature, making it a reusable material that minimizes waste. Compared to conventional construction methods, it can significantly reduce CO_2 emissions and enable environmentally friendly building practices. Such initiatives align with the principles of a **circular economy** that promotes the cyclical use of resources and contribute to the realization of a sustainable society.

Embodying our mission: “Bringing innovation to housing through sustainability and technology.”

Development Partner

ARUP

Arup is an engineering and consulting firm headquartered in London. With designers, advisors, and experts, it collaborates on sustainable development projects in 140 countries worldwide.

LibWork

LibWork

Completion of a 3D-printed House Made Primarily from Soil

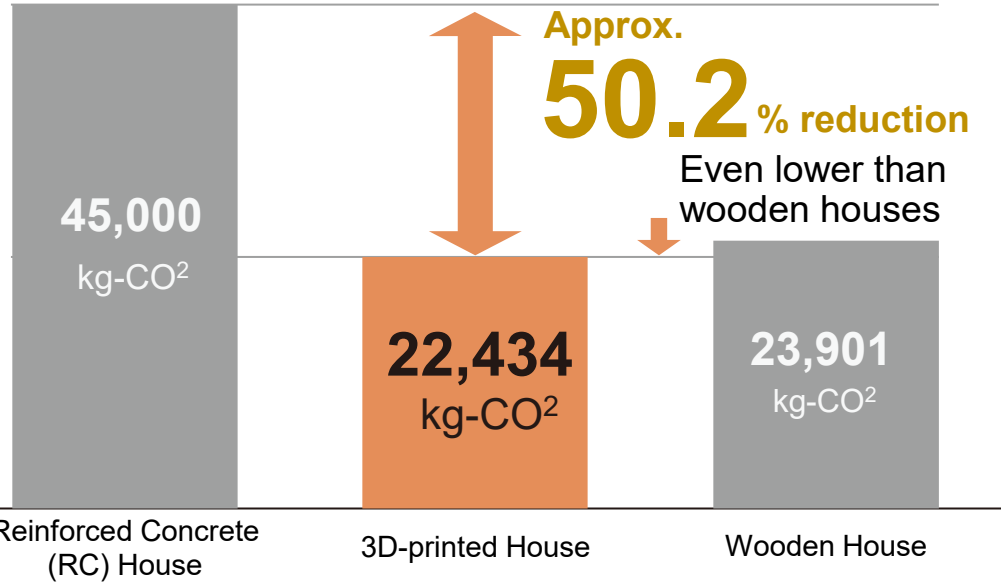
The “Lib Earth House model B,” Japan’s first 3D-printed home of approximately 100m² made primarily from soil, has been completed. The earthen walls were constructed entirely from natural materials without using any cement, which is typically an industrial waste product. This achievement marks the successful creation of a sustainable next-generation home.

Use of naturally derived soil, lime, and fiber materials as main components

By utilizing soil, lime, and natural fibers, which are materials abundantly available on Earth, the environmental impact is greatly reduced.

Significant reduction in CO_2 emissions

These materials are widely available in nature and can substantially reduce CO_2 emissions during production. According to estimates for a 100 m² house, construction with these materials produces approximately 50% **less CO_2 than reinforced concrete (RC) houses** and **even less than wooden houses**.



Company Overview

Business Portfolio

Growth Strategy

Medium-Term Management Plan and Risk Information

Shareholder Return and Financial Policies

Market Size and Growth Potential

The size of the housing market itself is not expected to grow significantly due mainly to the declining birthrate and population; however, there is sufficient potential for future growth in terms of expanding our market share. Furthermore, by accelerating platform businesses independent of the existing housing sales market and 3D-printed housing initiatives, our group's performance can be expanded.

3D-Printined Housing Market Size (Global)

Grow to USD 1,418.16bn by 2034

(approx. ¥208tn at ¥147 per USD)

[Source] 3D Printing Construction Market Size and Forecast 2025 to 2034
https://www.precedenceresearch.com/3d-printing-construction-market

Approx. ¥50.3tn — Domestic market size including non-residential

[Source] Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Policy Bureau
Excerpt from *FY2025 Construction Investment Outlook*
・Private non-residential building investment: ¥20.95tn

Approx. ¥29.4tn — Domestic Housing Market Size (New Construction and Renovation Projects)

[Source] Ministry of Land, Infrastructure, Transport and Tourism (MLIT), Policy Bureau
Excerpt from "FY2025 Construction Investment Outlook"
・Private residential building investment: ¥16.36 trillion
・Private building repair (renovation) investment: ¥13.05 trillion

¥16.0bn

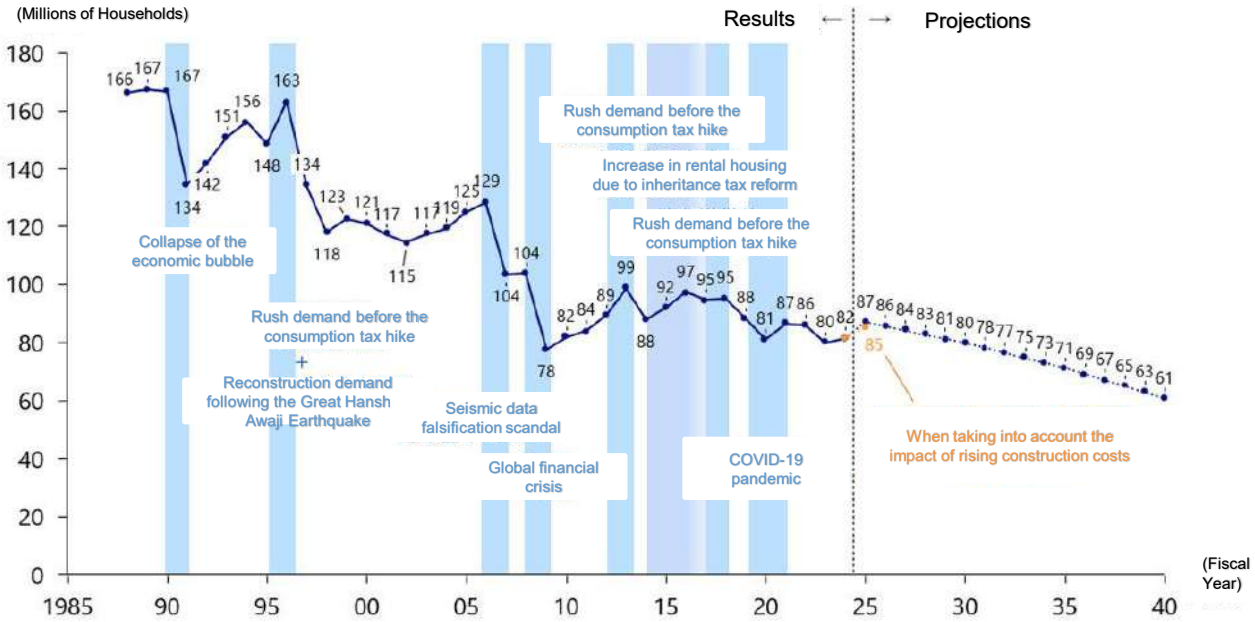
Consolidated Sales Results for FYE6/2025

Outlook and Opportunities for Japan's Detached Housing Market

The number of newly constructed housing units will gradually decline against the backdrop of a declining birthrate and shrinking population. Furthermore, rising costs for housing materials and labor due to global inflation will accelerate the elimination of small and medium-sized enterprises lacking financial resilience.

2024: 820,000 households ⇒ 2040: Decrease to 610,000 households

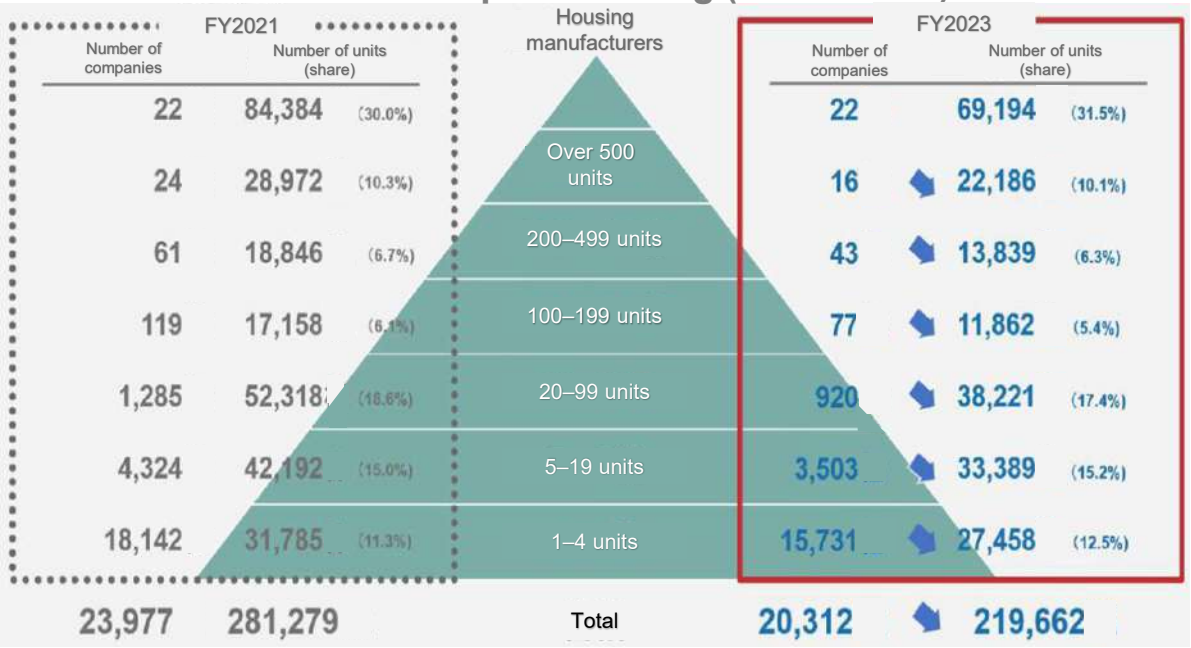
Actual and Forecast of New Housing Starts



[Source] Nomura Research Institute: "Actual and Forecast Number of New Housing Starts (Overall)", June 12, 2025

Decline across all categories

Trends in Housing Companies by Supply Scale of Owner-Occupied Housing (Breakdown)



[Source] JUTAKU SANGYO KENKYUSHO CO., LTD. - HM Competitiveness Analysis

Management challenges are rapidly increasing among construction firms nationwide.

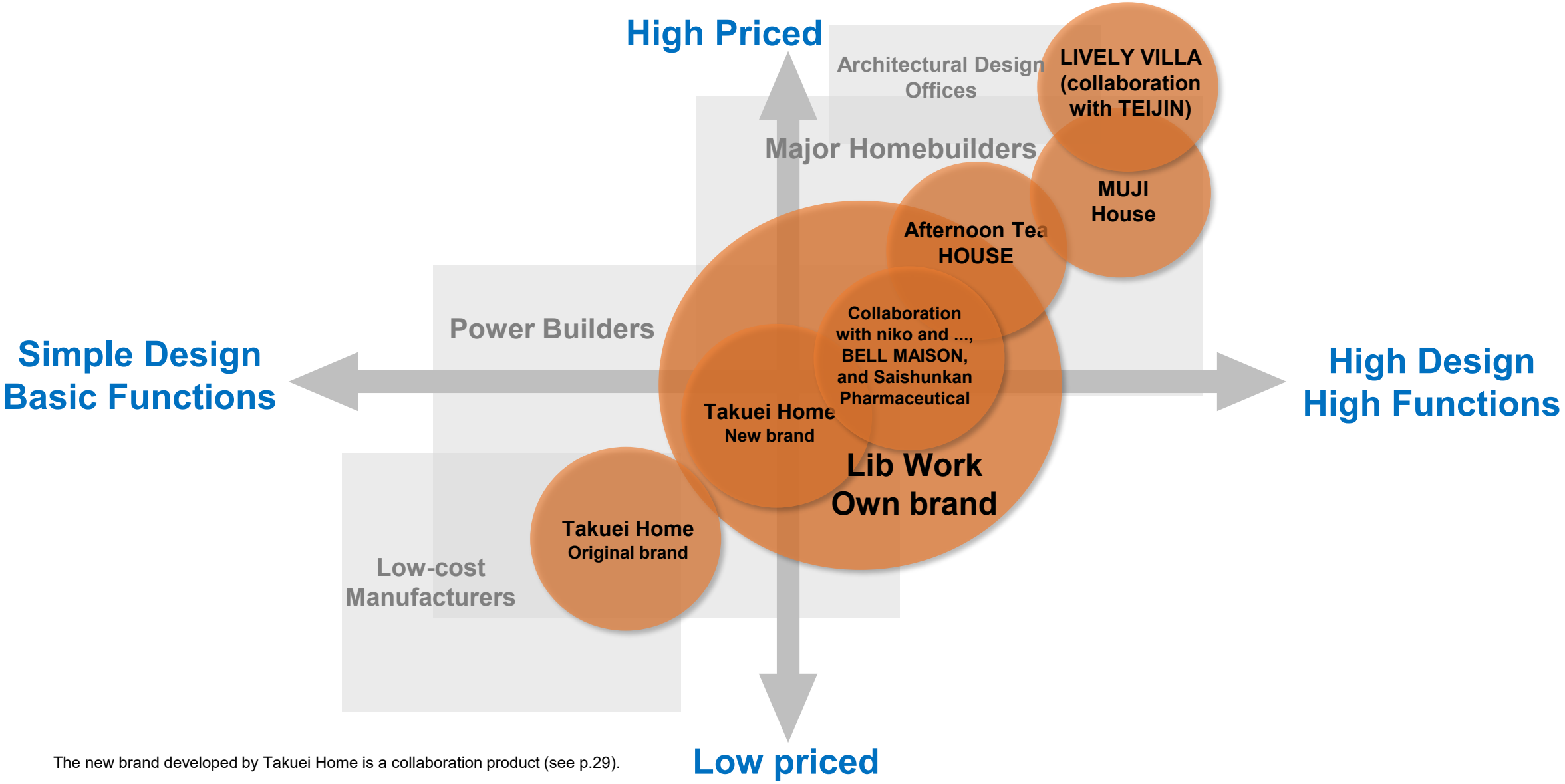
- Decline in customer acquisition
- Labor shortage
- Increase in overtime work, etc.

Intensified competition

Demand for our platform services (business efficiency tools and customer acquisition solutions) is growing. We solve those management challenges.

Competitive Environment (Domestic Detached Housing)

Through ongoing collaborations with companies in different industries, we will continue to capture diverse lifestyles (customer segments) while providing high-value-added housing unmatched by competitors, securing a competitive advantage.

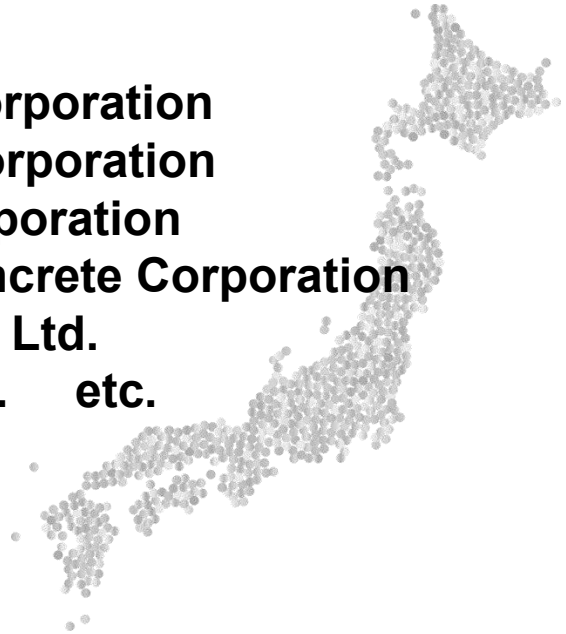


The new brand developed by Takuei Home is a collaboration product (see p.29).

Competitive Environment (3D-Printed Housing)

The market size for 3D-printed houses is expected to expand rapidly in the future, but the number of players remains limited. Furthermore, only a handful of players utilize “soil” as their primary raw material, which is a key feature of our company.

Domestic



- **Obayashi Corporation**
- **Takenaka Corporation**
- **Shimizu Corporation**
- **AIZAWA Concrete Corporation**
- **Polyuse Co., Ltd.**
- **Serendix Inc. etc.**

Mainly general contractors and venture companies.
We are the only detached housing manufacturer.

Overseas

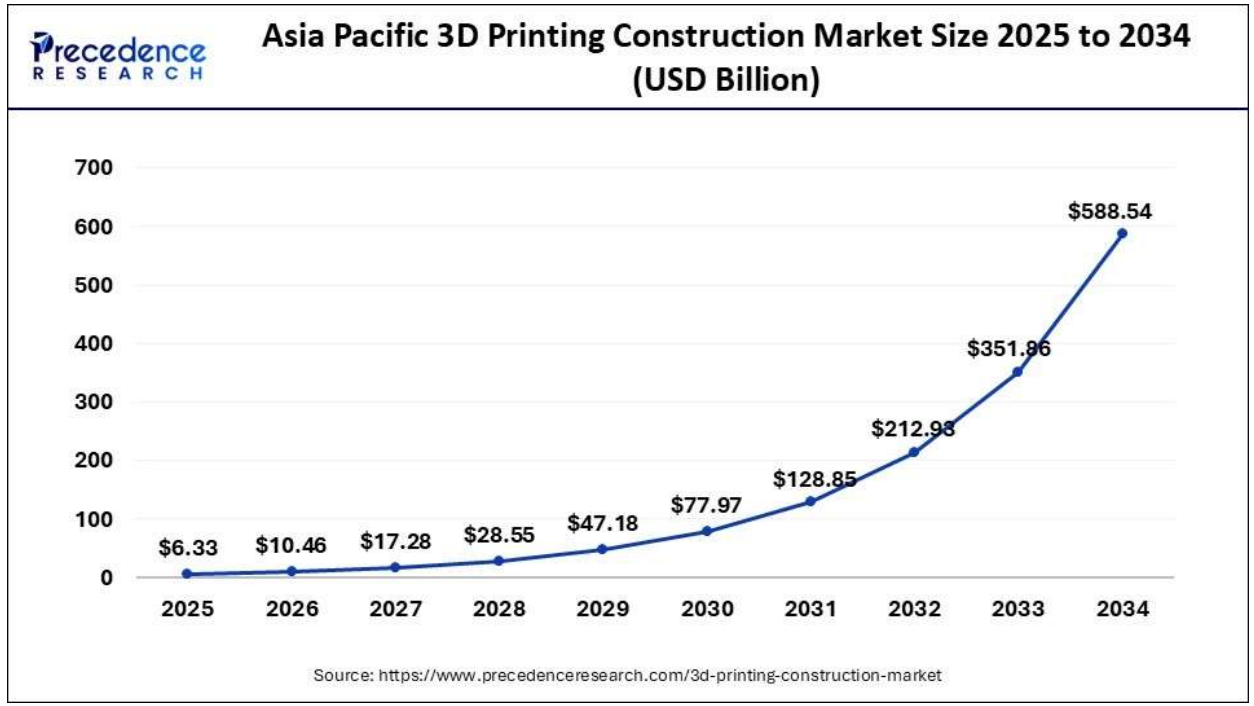
- **WASP srl**
- **3D Systems Corporation**
- **COBOD INTERNATIONAL**
- **ICON Technology, Inc.**
- **Yingchuang Building Technique (Shanghai) Co. Ltd.**
- **Contour Crafting Corporation**
- **Apis Cor Inc.**
- **Sika AG**
- **CyBe Construction B.V.**
- **Renishaw PLC**
- **Materialise NV etc.**

Even on a global scale, the number is still estimated to be less than 100 companies.

In global 3D printing construction, cement-based materials dominate. <u>Only a handful of companies, including ours,</u> have developed materials primarily from natural resources that can be used for on-site construction.

3D Printing Construction Market and Areas

The 3D-printed housing market is poised for rapid growth in the Asia-Pacific region. Growth drivers include rapid urbanization and population growth.

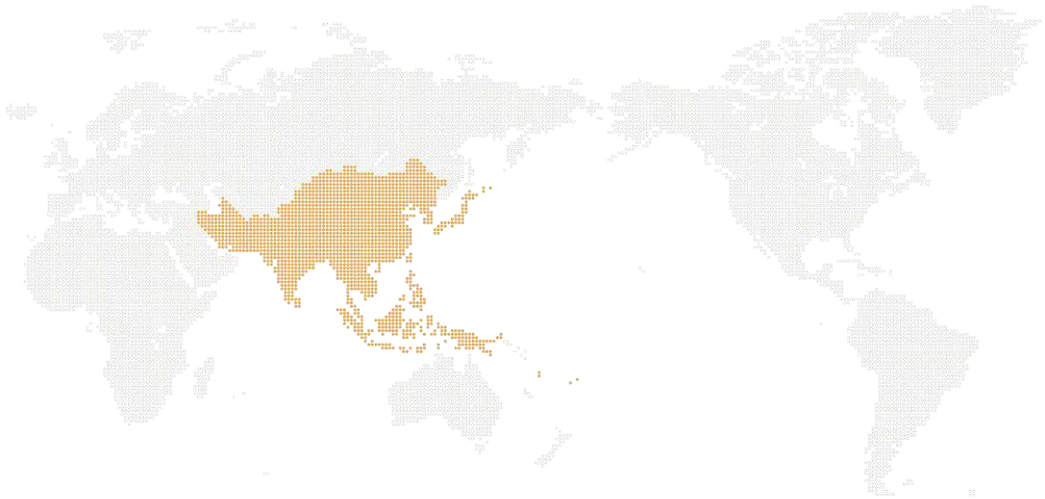


[Source] 3D Printing Construction Market Size to hit USD 1,418.16 Bn by 2034

https://www.precedenceresearch.com/3d-printing-construction-market

The 3D printing construction market is experiencing rapid growth.

Particularly in the Asia Pacific region, rapid market expansion is anticipated.



Housing Demand Cases in Asian Countries

- ✅ Indonesia, with the world's fourth-largest population of 280 million, has approximately 10 million households unable to afford housing. The Indonesian government under President Prabowo plans to supply 3 million affordable housing units annually.
- ✅ The Philippines, projected to experience steady population growth through 2062, faces a housing shortage of 6.5 million units.

Background of the 3D-Printed Housing Project

For over 50 years, the housing industry has seen little change in either structure or design.

While the automotive industry has advanced from engines to EVs and autonomous driving, the housing industry has kept the same basic structures for decades.

Now is the time for fundamental transformation.

1970s → 2020s

- CVCC* engine
- Electronic control
- Hybrid
- EV
- Autonomous driving

* Compound vortex controlled combustion

→ Auto industry: Successive technical innovation

- Conventional wooden construction method
- Prefabricated construction methods
- High airtightness High insulation
- ZEH*
- HEMS*

* Net zero energy house

* Home energy management system

→ Housing industry: Basically no change from 50 years ago
Main changes: Insulation, equipment, and certification systems

Background of 3D-Printed Housing Project

We will solve the housing challenges the world faces

Our 3D-printed housing will fundamentally solve serious issues in the construction industry.

Global housing shortage

More than 1 billion people worldwide are homeless.
It is said to increase further in the future.

Skilled labor shortage

Skilled workforces are rapidly declining, particularly in Japan.
Shifting away from labor-intensive construction approaches is an urgent issue.

Achieving a sustainable society

Circular, decarbonized construction is important to realize sustainable society.

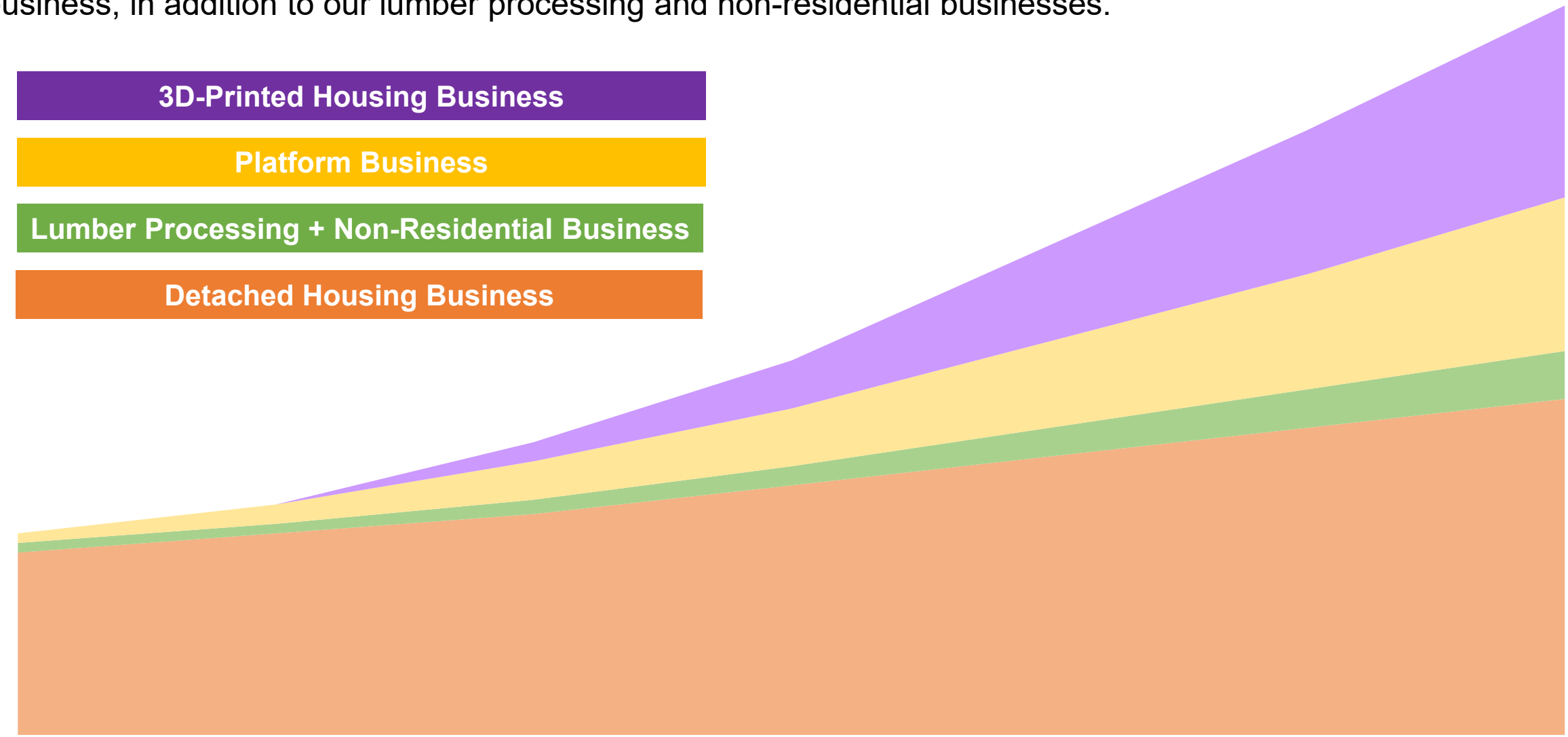
Construction revolution is indispensable

3D printing construction can potentially solve these globally common challenges.

Accelerate global market growth

Future Growth Strategy

The existing detached housing business (custom housing and built-for-sale housing) will continue to expand. Additionally, we will accelerate business growth by expanding our platform business and 3D-printed housing business, in addition to our lumber processing and non-residential businesses.



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Progress on the Mid-Term Management Plan *NEXSTAGE2026*

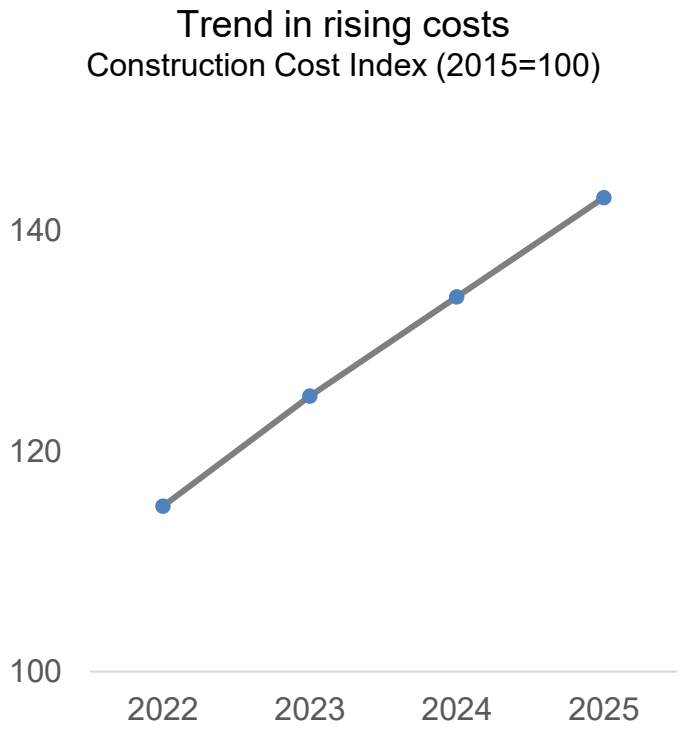
		FYE6/2024		FYE6/2025		FYE6/2026	
		Forecast	Results	Forecast	Results	Initial forecast	Revised forecast
Groupwide indicators	Net sales	¥17.0bn	¥15.4bn	¥18.0bn	¥16.0bn	¥28.5bn	¥18.0bn
	Operating profit	¥0.59bn	¥0.49bn	¥0.8bn	¥0.83bn	¥3.0bn	¥1.0bn
	ROE	11%	9.8%	9.3%	10.7%	30%	11.4%
Detached Housing Business	Web traffic	Up 30% per annum	Up 48% per annum	Up 30% per annum	Up 8% per annum	Up 30% per annum	Up 10% per annum
	Number of Instagram followers	Up 50% per annum	Up 40% per annum	Up 50% per annum	Up 100% per annum	Up 50% per annum	Up 100% per annum
	Visitor rate via inside sales	20.7%	22.4%	25%	21.9%	30%	25.5%
	Number of YouTube channel subscribers	100K	90K	140K	130K	200K	200K
	Number of YouTube channel views	26mn	50.47mn	80mn	93.03mn	100mn	160mn
	Number of sessions on Lib Times	3.28mn	8.68mn	14mn	14.91mn	20mn	15.41mn
Platform Business	Operating profit of My Home Robo	¥40.00mn	¥5.16mn	¥240mn	¥41.90mn	¥450mn	¥90mn
	Operating profit of IP licensing	¥10.00mn	¥10.99mn	¥40.00mn	¥45.87mn	¥100mn	¥60mn

Revision of the Medium-Term Management Plan *NEXSTAGE2026*

We had initially planned for an operating profit of ¥3.0bn for FY6/2026. The reasons for revising this plan are as follows:

Changes in the external environment

▼ Rising costs
The Building Construction Cost Index (BCCI) has continued to show monthly increases of around +4–5% year-on-year, driven by rising material and labor costs.
*Increases in construction costs directly lead to higher selling prices.
▼ Rising interest rates
On March 19, 2024, the Bank of Japan reviewed its monetary policy, ending the negative interest rate policy and revising its large-scale monetary easing measures, resulting in the first rate hike in 17 years.
Housing loan interest rates have followed this trend and are now rising.
*Higher interest rates have led to an increase in mortgage repayment amounts.



<Basic Data for Formulating the Medium-Term Management Plan (New Housing Starts)>
The plan was formulated based on 386,000 units (custom-built + ready-built) in 2020.
However, the number has declined to 330,000 units in 2024 and is estimated to further decrease to 320,000 units in 2025.

Other

Platform Business (My Home Robo) development delayed by ~1 year (now completed)
Lib Earth House model B development delay (Originally scheduled for completion in December 2024 ⇒ Completed in July 2025)

Basic Policies of the NEXT STAGE 2026

1. Accelerating our Momentum as a Provider of Detached House Platforms
   - My Home Robo Business
   - IP Licensing Business

2. Detached Housing Business
   - Customer Acquisition Through Digital Marketing
   - Expanding the Sales Channels
   - Expanding the Customer Base
   - Expanding the Areas
   - Expanding the Built-for-Sale Housing Business
   - Re-accelerating the Evolution into Housing SPA & Expanding into the Lumber Business
   - Membership-based Employment

3 . Redefining a “House”– Creating Houses of the Future –
   - Developing 3D-Printed Houses
   - Strategies for the Future

Ⅰ. Accelerating our Momentum as a Provider of Detached House Platforms

We are transitioning the housing platform business, which provides housing solution services such as the My Home Robo business and IP licensing business, from the development phase to the investment recovery phase.

My Home Robo Business

Developed for local builders and building contractors throughout Japan. A fixed monthly fee allows for minimal initial costs. Available on a monthly subscription basis starting at ¥68,000 (excluding tax) per license. OEM offerings through distributors have also commenced.

AI gives the answer

AI → VR → ChatGPT → Presentation board

My Home Robo

AI enables initial proposals in just 5 minutes.

(Millions of yen, unless otherwise stated)

	Net sales	Operating profit	Number of licenses
FYE6/2024 (Actual)	11.71	5.16	—
FYE6/2025 (Actual)	46.75	41.90	—
FYE6/2026 (Plan)	100 (Before revision: 520)	90 (Before revision: 450)	300 licenses (Before revision: 1,550)

Sales to housing companies and local builders across Japan

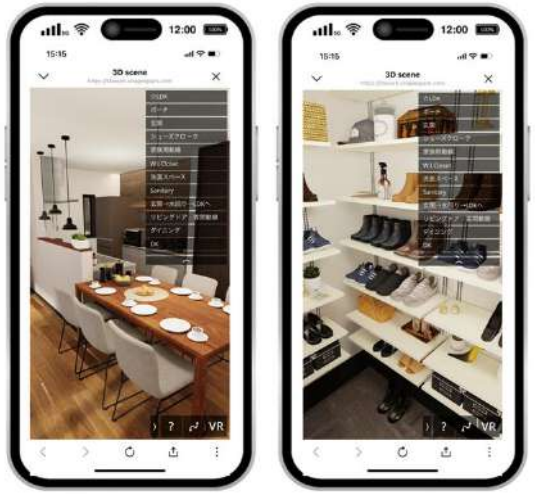
My Home Robo Business

The number of subscribers on My Home Robo, a platform for construction companies nationwide, has significantly expanded to 141 companies (paid users only), a 2.8-fold increase from the previous year. Furthermore, the number of plans is approaching 10,000.

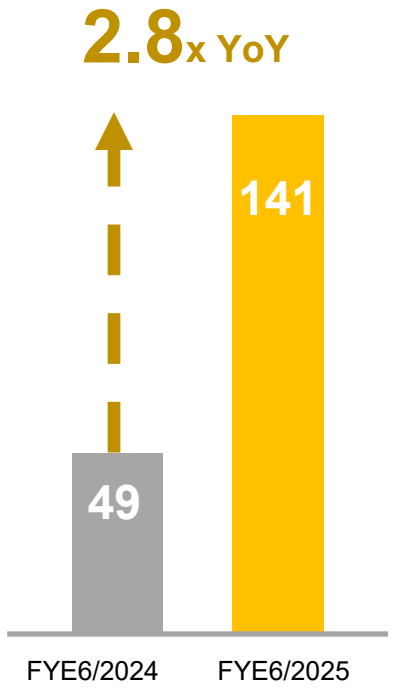
My Home Robo

Number of plans over **9,500**

All plans include CGz (3 exterior views + 1 interior view) + VR



Number of paying customers
***Paid users only**



My Home Robo Service (AI + Plan + CG + VR) →

← **Monthly Subscription Fee**

Our company

Housing companies nationwide (subscribers)

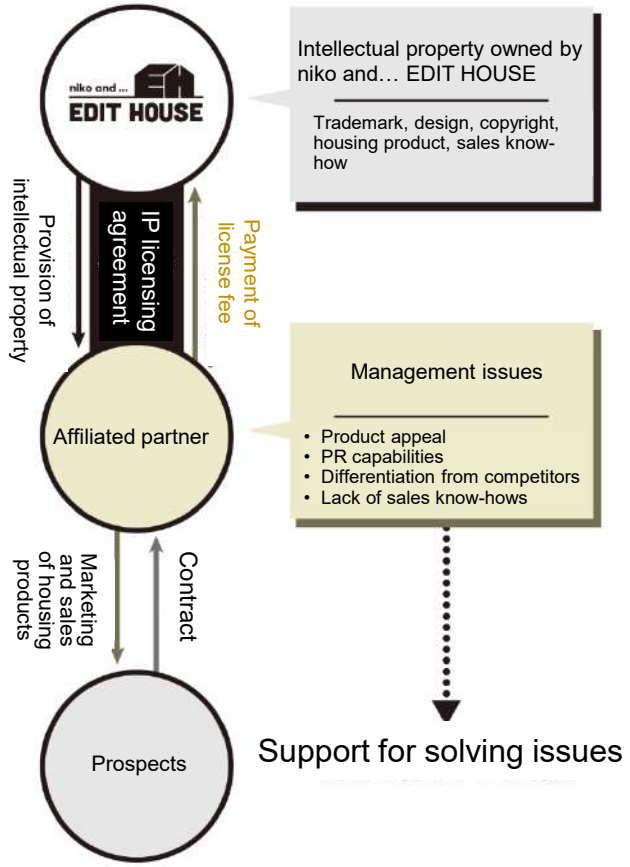
IP Licensing Business

We will develop new products in collaboration with a variety of corporate brands.

Industry-first licensing services

Unlike typical housing franchise systems, we define the basic design (exterior and interior), materials, and equipment as specifications. Franchisees are free to offer and accept orders at their own prices and build the houses, as long as those houses express the product's philosophy.

- ★ Differentiation and strong customer attraction through housing produced by popular brand niko and...
- ★ Expanding the company's "customer base" by attracting niko and... fans
- ★ Fixed monthly fee (no royalty charges per sold unit like franchise fees)



Supporting the Management of Local Detached Home Builders

(Millions of yen, unless otherwise stated)

	Net sales	Operating profit	Number of licenses (cumulative)
FYE6/2024 (Actual)	23.38	10.99	13 licenses
FYE6/2025 (Actual)	70.00	45.87	21 licenses
FYE6/2026 (Plan)	100 (Before revision: 120)	60 (Before revision: 100)	32 licenses (Before revision: 42)

Sales to housing companies and local builders across Japan

IP Licensing Business

Launched the housing industry-first IP licensing business. It has received a cumulative total of 21 licenses, showing steady growth. Achieved the operating profit targets for two consecutive years under the medium-term plan.

niko and ... Brand owners

ADASTRIA
Play fashion!

Joint product development and sales agreement

Service Sales
LibService
株式会社リブサービス

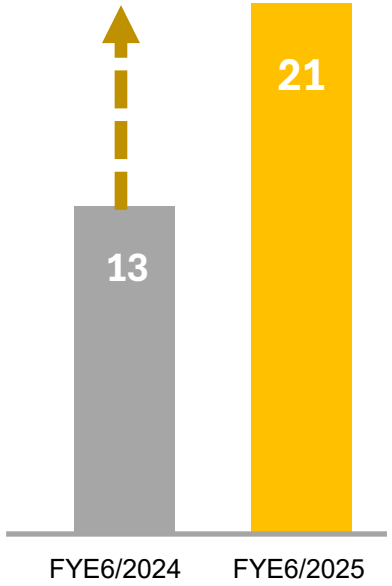
Lib Work 100% Subsidiary

Fully produced by the popular brand niko and....
Our customer attraction system that achieved 4 times more new leads and 45 orders in the first year.

Licensing available to housing companies and builders nationwide.

Number of licenses in use

1.6x YoY



Licensing (trademarks, designs, promotional materials,

Monthly Subscription Fee

Our company

Housing companies nationwide (franchisees)

IP Licensing Business

The housing industry-first IP licensing business is firmly being expanded. The expansion of sales to house builders and local builders nationwide is progressing, resulting in the successive release of model houses (MHs) of franchisees.

niko and ... EDIT HOUSE

Expanded to 16 stores nationwide

Franchisees' model houses newly opened up to the end of June 2025

Shizuoka (Yamada Komuten)

- Fujieda MH

Ishikawa (KURASHINO HOUSE)

- Nishi-Matto Station Front MH

Tochigi (MUGIKURA)

- Mibumachi MH

Aichi (ARCHITEX)

- Okazaki Minami House
- Toyokawa House

Hiroshima (Flower Home)

- Kairouen MH
- Kawakita MH
- Nukushina MH

Miyazaki (ALLIQ KENSETSU)

- Daiocho MH

Kagawa (NAKANIWA jyutaku)

- SETLA UTAZU
- Mikicho MH

Kagoshima (ALLIQ KENSETSU)

- Aira Exhibition
- Kanoya Exhibition

Chiba (Lib Work)

- MAKUHARI HOUSING PARK

Kagoshima (Minami Nihon House)

- Yoshino MH

Hiroshima (TANAKA Homes)

- Tomohigashi MH

Ⅱ. Detached Housing Business

(Expanding the Areas, Customer Base and Sales Channels)

- Digital Marketing Strategy
- Expanding the Sales Channels
- Expanding the Customer Base
- Expanding the Areas
- Expanding the Built-for-Sale Business

Customer Acquisition Through Digital Marketing

Digital Customer Acquisition

Enhance category sites

e-toti.net

Number of lead generation (KPI)

Expand our websites → **CAGR 10%**
Before revision: 30%

Expand our residential-related websites, aiming for a 30% annual growth in digital customer acquisition.

Number of digital customer acquisition (FYE6/2025 Actual)

YoY 108%

Lib Work Official Instagram account

Follower count (KPI)

Focus on attracting customers via social media → **CAGR 50%**

Focus on attracting customers through Instagram and other social media, aiming for a 50% annual growth in the follower count.

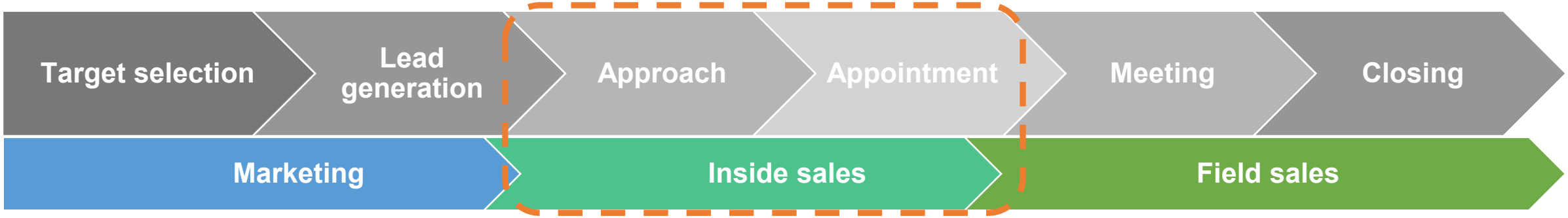
Follower count (FYE6/2025)

YoY 100% increase

Customer Acquisition Through Digital Marketing

Inside Sales

Priority shifting from lead generation to increasing visitors through online channels

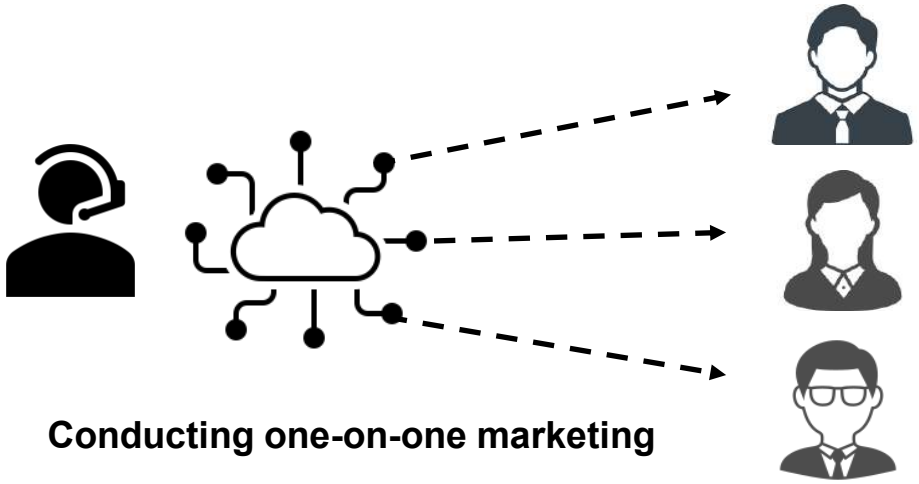


Nurturing customers by utilizing digital marketing tools and leveraging one-on-one marketing tailored to each individual customer.

Lead-to-visitor conversion rate (FYE6/2026 plan)

21% → **25.5%**

Before revision: 30%



Conducting one-on-one marketing

FYE6/2025 Actual

Customer Acquisition Through Digital Marketing

Customer Engagement

Enhancing customer engagement by effectively using YouTube and owned media

YouTube channel “Lib Work ch”

Number of subscribers (FYE6/2026 plan)

60K → 200K

Total views (FYE6/2026 plan)

26mn views → 160mn views

Before revision: 100mn

FYE6/2025 Actual

Subscribers 130K

Total views 93.03 mn views

Owned Media “Lib Times”

Number of sessions (FYE6/2026 plan)

3.28mn SS → 16mn SS

Before revision: 20mn SS

Our online free magazine for people just started consider buying a detached house. Provided through the following five media partners.

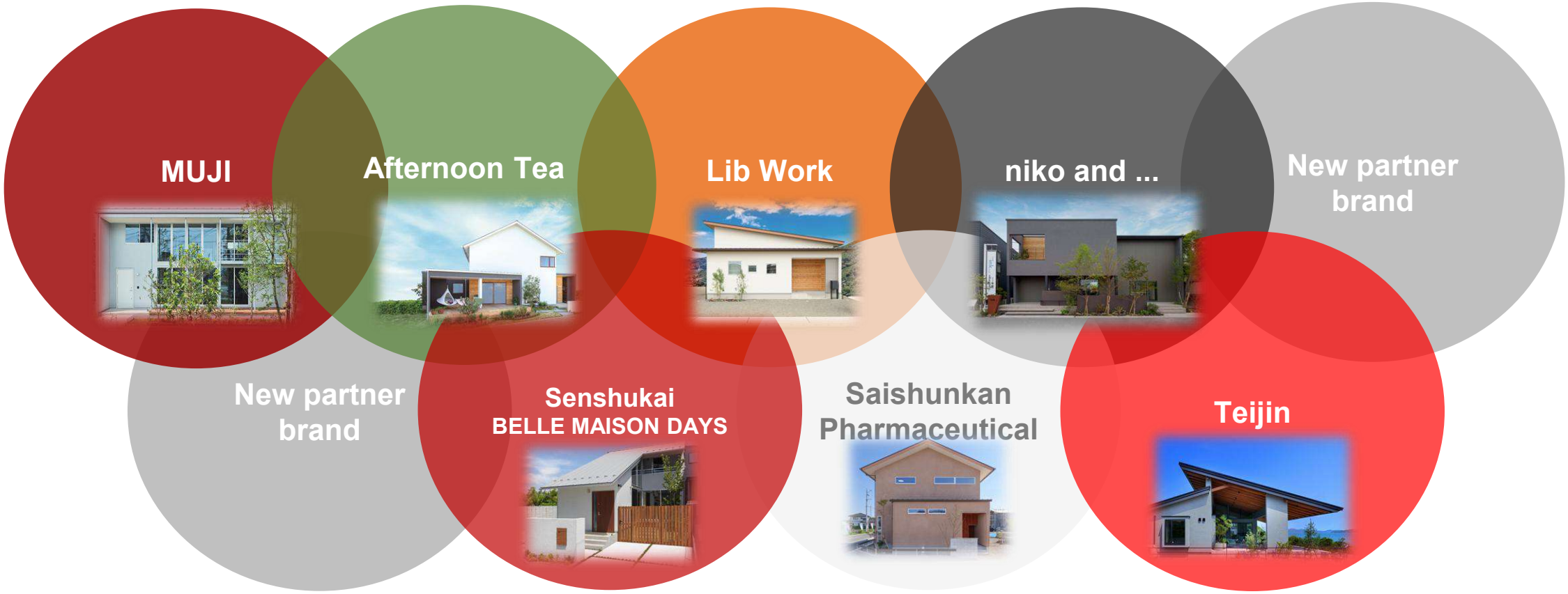
LINE NEWS, YAHOO! JAPAN, SmartNews, News Suite, Ranune

FYE6/2025 Actual

Number of sessions 14.91 mn SS

Expanding the Customer Base

We promote cross-industry collaborations, developing joint products with brands such as Afternoon Tea, niko and ... , MUJI, as well as BELLE MAISON DAYS, Saishunkan Pharmaceutical, and Teijin.
➡Appealing not only to our own customer base, but also to a wide range of customer segments. We will continue to seek alliances and create more collaboration brands.



Expanding the Areas

Model house opening policy

Accelerating the shift from general exhibition halls to built-for-sale model houses and model houses in shopping malls.

We reduce exhibitions at general exhibition centers, where the number of visitors has been declining every year, and accelerate the opening of model houses in shopping malls, which are attracting many visitors.

We also actively open built-for-sale model houses, which have high sales closing rates and low fixed costs.

We conduct marketing research in the Asian market in preparation for overseas expansion in the future.

Expanding the areas (FYE6/2026 plan)

- **Centered on Kyushu + part of Kanto**

- **Full-scale expansion to the Kanto area (Chiba, Saitama, Kanagawa)**
- **Conduct market research in Asia to prepare for future overseas expansion**

- **General exhibition halls**
- **Model houses in shopping malls**
- **Built-for-sale model houses**

- **Accelerate the rollout of model houses in shopping malls**
- **Actively utilize built-for-sale model houses**

▼Model houses in shopping malls

Model house at AEONMALL Makuhari Shintoshin (Chiba)

▼Built-for-sale model houses

Yotsukaido Store (Chiba)

Expanding the Built-for-Sale Housing Business

The market for built-for-sale houses tends to be highly price-competitive, but we pursue a strategy of clearly differentiating ourselves through collaborative house building.

Expanding the Built-for-Sale Housing Business

Focusing on custom houses

The built-for-sale business sells its own products only

→

Expanding the built-for-sale business through collaboration products (differentiation strategy)

Expanding the collaboration with Afternoon Tea and niko and... to the built-for-sale business

➞Promote differentiation of built-for-sale products

LibWorkグループ Takuei Home

Takuei Home Co., Ltd., our group company engaged in the built-for-sale housing business, has also started utilizing the niko and… EDIT HOUSE brand.

niko and ... EDIT HOUSE

ink... collaborate with niko and ...

Afternoon Tea HOUSE

BELLE MAISON DAYS house

再春館製薬所の家 POSITIVE AGE HOUSE

Ⅱ. Detached Housing Business (Improving & Increasing Profitability)

- Re-accelerating the Evolution into Housing SPA & Expanding into the Lumber Business
- Membership-based Employment

Housing SPA

Re-accelerating the Evolution into Housing SPA*

We resumed the acceptance of foreign trainees, which had been delayed due to the pandemic. Accordingly, we shifted more types of construction work to in-house, namely foundation work, water supply and drainage work, and structural erection work.

*SPA (specialty store retailer of private retail apparel) is a business model that vertically integrates the functions of planning, production, and sales of fashion products. Many clothing retailers such as ZARA, H&M, and UNIQLO are SPA business operators and are expanding their business performance. We are pursuing our business model as the “residential version” of SPA..

Expanding into the Lumber Business (acquired a lumber pre-cutting factory)

Aiming to substantially improving gross profit margin, which had stalled due to the wood shock.

On July 3, 2023, Lib Work acquired all shares of SACHINOKUNI WOOD INDUSTRY Co. Ltd., a lumber processing and sales company primarily engaged in the supply of lumber, and made it a subsidiary. Since the wood shock, the housing industry has been experiencing soaring material prices and unstable supply. This initiative will contribute to **reducing the overall cost** of the Group. In addition, we will accelerate the establishment of a housing SPA model and a vertically integrated model, which is one of our management visions, through **development of unique construction methods for contracted projects.**

- Cut costs and increase gross profit
- Ensure stable supply of lumber
- Consume locally produced materials in Kumamoto
- Newly develop unique construction methods

Progress of the Lumber Processing Business (SACHINOKUNI WOOD INDUSTRY)

SACHINOKUNI WOOD INDUSTRY, which joined the Group in July 2023, aims to increase sales through group synergies. We will aim to maximize the number of construction orders by expanding our service area.

SACHI no KUNI

- **Started offering pre-cut processing service to the entire Kyushu region**
- **Started shipping pre-cut materials to the Kanto region (Chiba Pref.)**
- **Improved productivity of the Group by seconding a Lib Work designer**

● Capable of producing lumber from logs

Higo cedar and cypress, grown in abundant nature, are the source of strong and high-quality lumber products that represent Kumamoto Prefecture. We are now able to stably supply lumber, which had been unstable since the wood shock.

● Pre-cutting factory

We provide high-quality, high-strength, and high-precision structural frames through computer-controlled high-precision pre-cut processing.

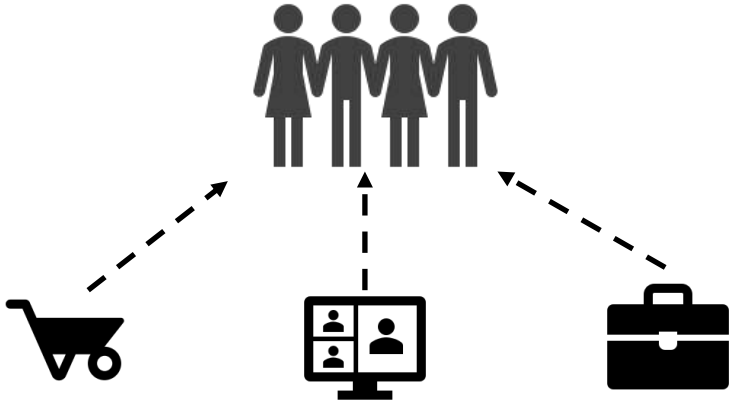
Shift to a Job-based Employment

From membership-based employment to job-based employment

We will continue to actively invest in human capital with a view to medium- to long-term growth. People are a vital management resource for the Group as we seek to take on new challenges beyond the conventional wisdom and respond quickly to the resulting changes. As part of our internal organization, we are promoting job-based employment and increasing mid-career hiring.

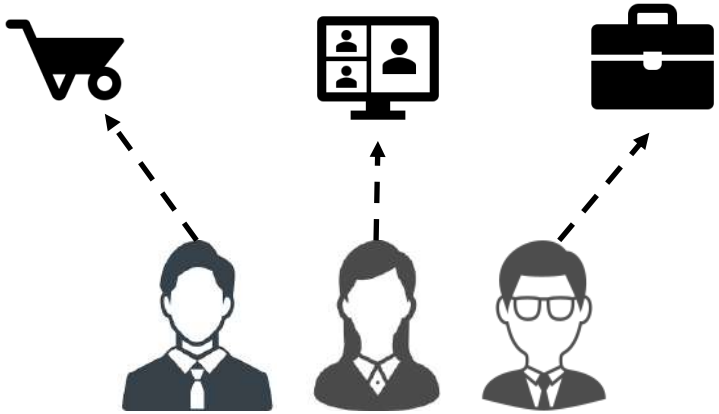
Membership-based employment

- Job is assigned to a person
- Mainstream work style in Japan
- Bulk hiring of new graduates
- Seniority system
- Lifetime employment system



Job-based employment

- A person in assigned to a job
- Mainstream work style in Europe and U.S.
- Clear description of duties
- Requires specialized skills
- Compensation based on skills

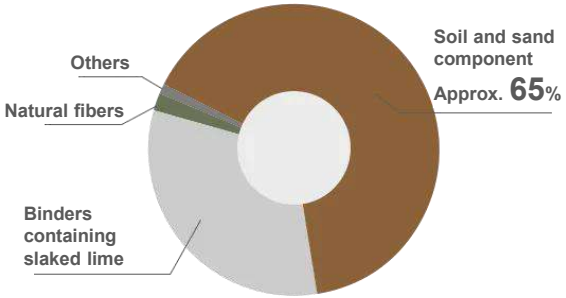


Ⅲ. Redefining a “House” – Creating Houses of the Future – 3D-Printed House

LibWork

Features of Lib Earth House Model B

The 3D-printed house "Lib Earth House Model B" is an innovative residence designed to shape next-generation living.



Redefining a house—"creating houses of the future" with sustainable materials and cutting-edge technologies (patent pending)

The walls of the completed Lib Earth House Model B use no cement (which becomes industrial waste), instead utilizing only naturally derived materials with soil as the primary component to create sustainable earthen walls. Compared to the previous model (Model A) that used some cement, **strength has improved approximately fivefold** while significantly reducing CO_2 emissions from the manufacturing process itself. The inventions from this development are patent pending, and we are working to protect our intellectual property and establish competitive advantages.

Next-generation housing management system using IoT technologies

The walls contain cutting-edge sensors as part of a wall condensation monitoring system that monitors in real-time the temperature and humidity inside the walls. This system enables the house to manage its own condition by detecting condensation and material deterioration in advance to maintain a long-lasting, comfortable living environment. Additionally, IoT devices are standard, enabling remote operation of air conditioning, lighting, and bath controls via smartphone or dedicated monitor, dramatically improving housing convenience and comfort. The smart entrance features facial recognition technology, providing secure and safe keyless living.

Self-sufficiency, contributing to a circular economy

The house features an off-grid power system that combines Tesla's Powerwall battery storage with solar panels. This creates an electrically independent, self-sufficient home that allows residents to live environmentally friendly, sustainable lives in line with circular economy principles.

Expand 3D-Printed Housing Business

10,000 units
by 2040

Franchising operation

Global expansion

3D-printed house construction in Japan

Our goal is construction of a total of 10,000 units by 2040. Research reports indicate very high growth in future demand for 3D-printed buildings, which we intend to provide for.
Pre-orders for Lib Earth House Model B will begin in August 2025, with orders beginning in January 2026.

3D-printed house construction franchising in Japan

We plan to expand our proprietary 3D-printed housing technologies nationwide to housing and construction companies through a franchise system. This will enable our partner companies nationwide to construct 3D-printed houses with the same quality as ours so we can scale throughout Japan. Main initiatives include support for 3D printer purchase/installation, creation of housing design data, technical training for franchisees, and building out operation and maintenance systems.

Expansion into commercial, hotel, and public facility sectors

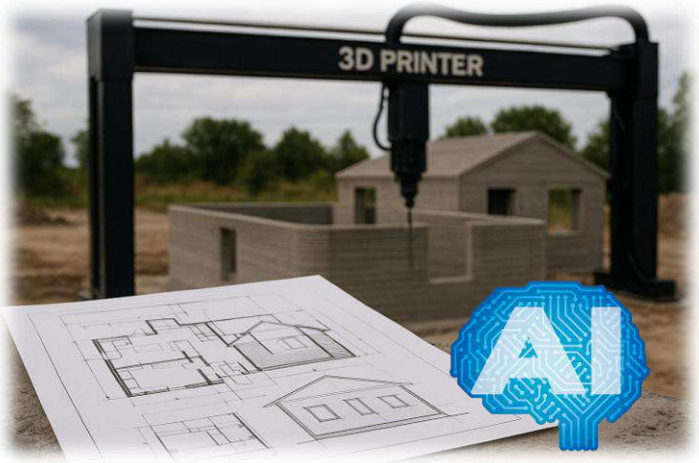
In addition to housing, we plan to expand our 3D printer construction technologies into a variety of fields, including commercial facilities and hotels. We will provide new architectural solutions for various use cases, including glamping facilities, saunas, hotels, facades, and commercial stores. The goal is to create unprecedented value in the tourism and commercial sectors.

Global business expansion

We are actively considering expansion into markets beyond Japan. We continue to develop our business globally, with a particular focus on areas such as those throughout Asia where we can contribute to solving societal issues like global housing shortages and temporary disaster relief housing.

Future Plans on 3D-Printed Housing Business

Our 3D-printed housing will move to the AI-powered 3D-printed housing design as the NEXT INNOVATION, "New housing style beyond conventional ideas." The 3D-printed houses will be sold by payment using crypto assets after creating their NFTs—To bring innovative value to housing.



Full-scale launch toward the world's first AI-powered "full auto build"

We will now begin a full-scale project aimed at **achieving the world's first artificial intelligence (AI)-powered "full auto build" (fully automated housing construction)**. In addition to the 3D printer housing construction technology, we will introduce generative AI in the design domain and develop the integrated system to automate everything from design to construction. With this approach, we will provide more sustainable and efficient housing to pioneer a new future for the housing industry.

Changing the digital design data to your assets Converting 3D-printed houses into NFTs with BTC payment option

In our new Lib Earth House, a revolutionary house that combines natural materials with 3D printing technology, we develop the concept of a selling scheme under which **the design data are converted into NFTs with crypto assets (Bitcoin, BTC) payment option**. We will build new housing distribution mechanisms in the global market while securing the transparency of design, ownership, and history.

Entering an era where unique houses circulate worldwide as assets

Purchase of Cryptocurrency (Bitcoin)

The company resolved at its board meeting to purchase 500 million yen worth of cryptocurrency (Bitcoin).

Reason for purchase

- Cryptocurrency (Bitcoin) has gained recognition as “digital gold” in recent years, with increasing corporate interest in long-term holdings
- Inflationary trends persist within Japan, raising concerns about the risks of holding assets solely in cash deposits
- Advancing a “Digital Asset Strategy” that includes linking with the NFT conversion project for 3D-printed houses and enabling Bitcoin payments for these homes to facilitate global transactions

Items	Details
Cryptocurrency to purchase	Bitcoin
Purchase amount	500 million yen
Purchase period	September 2025 to December 2025

Holding Policy

Our fundamental policy is to hold acquired Bitcoin over the medium to long term, not pursuing profits through short-term trading. Acquisitions will be made periodically and incrementally, considering available cash resources. Furthermore, we will strive to hold Bitcoin received as payment for 3D printer house sales for the medium to long term as a general rule. However, in the event of significant changes in market or business conditions, we may sell a portion for risk management purposes.

Regarding Bitcoin Holdings

Going forward, Bitcoin holdings will be marked to market quarterly, with the resulting valuation gains or losses recorded in the income statement.

Bitcoin Price Trends Over the Past Five Years (Japanese Yen)

Source: Googlefinance August 13, 2025, 8:10:24 UTC

Trading and management of cryptocurrency (Bitcoin)

Commencement of Collaboration with SBI VC Trade for Bitcoin Trading, Custody, and Management

SBI VC Trade × LibWork

We are advancing a “Digital Asset Strategy” that includes enabling global transactions through Bitcoin payments for 3D-printed homes. To enhance stable Bitcoin trading, storage, and management going forward, and to strengthen not only Bitcoin but also payments and international transactions using crypto assets like stablecoins, as well as NFT-related businesses, we have commenced collaboration with SBI VC Trade regarding crypto asset trading, storage, management, and Web3-related businesses.

Purpose of collaboration

- Strengthening Lib Work's Digital Asset Strategy
  - Acquisition, Holding, and Utilization of Bitcoin
  - 3D-Printed Houses × NFTs × Cryptocurrency Payments
- Establishing Foundations for Global Expansion

Reasons for partner selection

- Reliability & Stability: SBI Group's regulatory compliance & financial track record
- OTC Trading Advantage: Large-volume transaction support via UK-based B2C2
- Expertise & Experience: Proven handling of advanced crypto assets like USDC

Outlook

- Continuous acquisition and medium- to long-term holding of Bitcoin
- 3D-printed housing NFT business
- Utilization of NFT tokens for general housing, promoting payments via Bitcoin, stablecoins, etc.
- Global distribution expansion and establishment of new initiatives

Toward Building the World's First Residential Asset Digital Platform

Asteria Corporation and 3D-Printed Housing Partner on NFT Platform Development

Asteria × LibWork

Our company has entered into a business partnership with Asteria Corporation for NFT infrastructure development and will commence building a “Digital Housing Asset Platform” to prevent tampering with design data for 3D-printed homes. Furthermore, by adopting ASTERIA Warp, we plan to accept payments for homes constructed by our company, including 3D-printed homes, in the Japanese yen-pegged stablecoin “JPYC.”

Purpose of partnership and market potential

- Building the world's first residential NFT platform (Converting design, construction, and maintenance data into NFTs)
- By 2034, the 3D printing construction market is projected to rapidly expand to approximately 208 trillion yen in scale

Platform key features

- Prevention of design document tampering. Authenticity verification
- Transparency of repair history and asset valuation
- Housing asset circulation via serial numbers
- Data deployment utilizing the metaverse

Payment infrastructure innovation

- Plans to support JPYC, a Japanese yen-pegged stablecoin, using ASTERIA Warp
- Future global settlements using USDT and USDC also under consideration

Outlook

- Widespread adoption of NFT residential assets
- Establishing an international distribution model for residential assets through global expansion

Innovative Asset Value Creation Through Housing × Blockchain × Stablecoin

Future Development

3D-Printed Housing Business Model Expands into Franchise Operations

Sales reservations for the Lib Earth House model B **commenced** in July 2025 upon its completion. Subsequently, plans were made to launch a franchise business for 3D-printed homes targeting house builders and contractors nationwide.

Target of 10,000 cumulative buildings started by 2040

LibWork

3D-Printed House

After in-house sales and installation

Franchise business expansion to house manufacturers and construction companies nationwide (Conceptual stage)

Housing companies nationwide (Franchisees)

Our company (FC Headquarters)

3D printers/materials/design/printing technology, etc. →

← **Franchise Fee/Royalty, etc.**

4. Corporate Governance and Risk Information

Corporate Governance (Directors' Skills Matrix)

The items on the matrix represent areas defined as particularly important for the achievement of the medium-term management plan.
The members of the Board are allocated to ensure appropriate balance of skills among individuals.

Name			Corporate management /Management strategy	Sales/ Marketing	Finance & accounting/ M&A	Legal/ Risk management	Technology/ quality	DX Technology	ESG/ Sustainability
Directors	Inside	Chikara Seguchi	●	●		●	●	●	●
		Etsuko Seguchi	●	●	●		●		
		Yoshiyuki Nanke	●	●				●	●
		Noriyuki Tsukamoto	●				●		
		Kosuke Jo	●		●	●			●
	Outside	Shinya Matsumura	●		●	●		●	
		Nobuo Nishimura	●		●	●			
		Takashi Maeda	●	●	●	●			
		Hiroshi Sugiyama	●		●	●		●	●

Recognized Risks and Countermeasures

Recognized risk	Countermeasures
(1) Risks of fluctuations in operating results Increases in purchase prices for raw materials and supplies, resulting from increased demand or price hikes for raw materials and supplies, including soaring lumber prices (wood shock) due to rising global demand for lumber, may affect the Group's operating results.	We place the highest priority on stabilizing procurement and securing supply. To this end, we have diversified our purchasing channels to hedge against risks. In the case of lumber, addition of SACHINOKUNI WOOD INDUSTRY Co. Ltd. to our Group has helped us secure a stable supply and reduce costs. For other materials, we have adjusted selling prices to ensure appropriate gross profit margins.
(2) Risks related to business operations Contingencies arising from natural disasters, the spread of infectious diseases such as COVID-19, and other unforeseen events may affect the Group's operating results.	We have established internal policies on our response to COVID-19, placing the top priority on ensuring the health and safety of our employees. We have also taken measures to prevent infection when dealing with customers by promoting online meetings and requiring advance reservations for visiting model houses. Additionally, we have been swiftly advancing the shift to digital services to adapt to changes in lifestyles, thereby quickly and appropriately responding to the changing needs.
(3) Risks related to business structure The Group requires human resources with a wide range of expertise and qualifications. In order to expand the business, we need to secure talented people at the right time and develop their autonomous capabilities. Failures to do so may affect the Group's operating results.	We will gradually shift to job-based employment, striving to secure appropriate human resources. At the same time, we will continue with our efforts to enhance training and development, raising the level of each individual's job performance and fostering individuals who act with responsible autonomy based on an understanding of our management philosophy and code of conduct for officers and employees. In addition, we are promoting knowledge-sharing management by documenting job descriptions and turning them into shared knowledge, and are accelerating the development and training of human resources for nationwide expansion.

For information on other risks, please refer to the section of *Business Risks* in our Annual Securities Report.

Corporate Overview

Business Portfolio

Growth Strategy

Medium-Term Management Plan and Risk Information

Shareholder Returns & Financial Policies

Dividend Policy

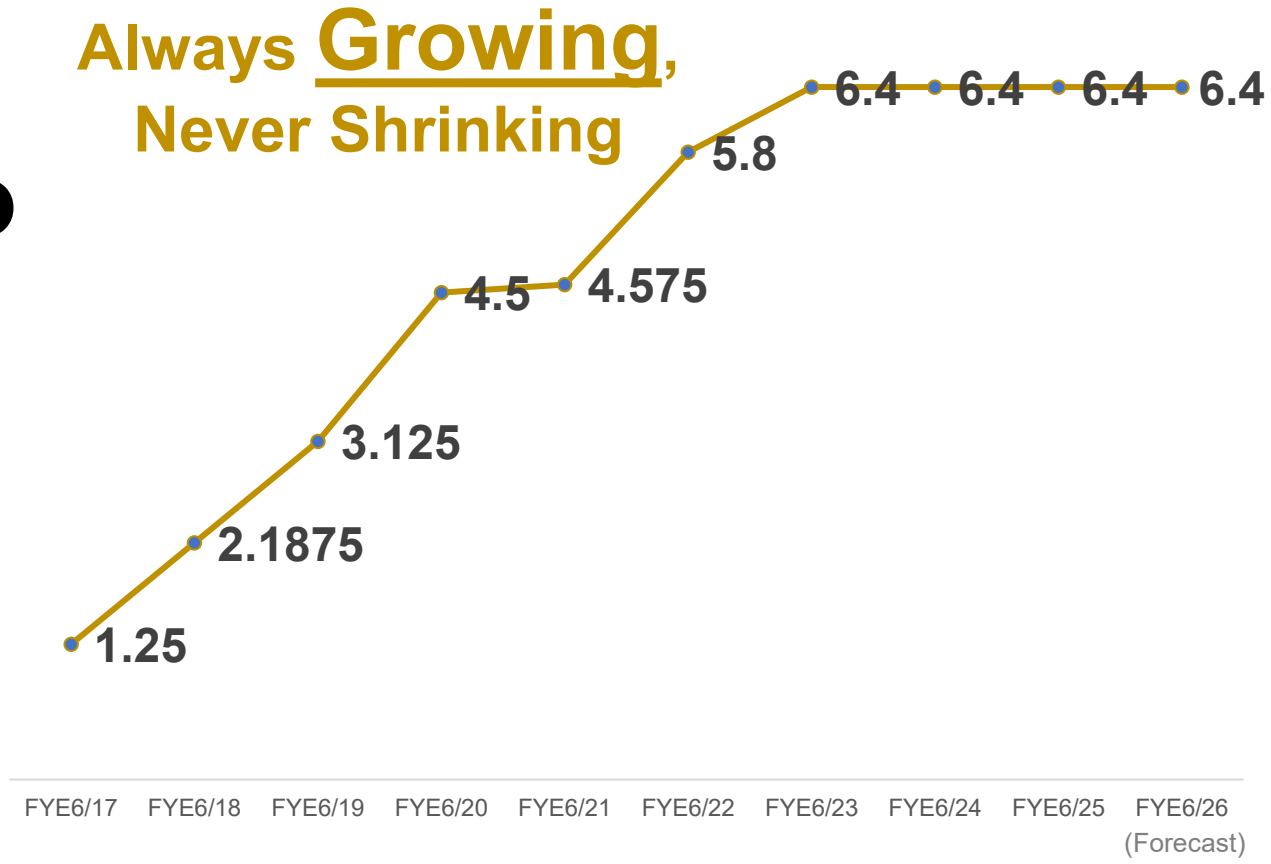
The target dividend payout ratio is set at 25% to 30%. We pay **quarterly dividends** to encourage long-term holding of our shares.

Dividend payout ratio

25% to 30%

With an emphasis on balancing growth and return

Effective annual dividend per share (Yen)



Shareholder Benefit Program (aiming at increasing loyal individual shareholders)

Shareholders holding 100 shares or more on the shareholder register as of June 30 will receive a standard benefit of a Quo Card worth ¥1,000. In addition, shareholders holding 1,000 shares or more will be granted **points on a quarterly basis that can be redeemed through the Premium Benefit Club (1 point = ¥1).**

100 shares or more	**Standard benefits: (once a year)**	**Quo Card worth ¥1,000**

Premium
Premium Benefit Club

* Food, alcohol, electronics, gifts, sundries, travel, experiences, and more—over 6,000 items available for exchange.

For holdings of 1,000 shares or more, Premium Benefit Club points will be awarded once every three months.

1,000–1,999 shares	**Benefit points: (once every 3 months)**	**5,000 points**
2,000–4,999 shares	**Benefit points: (once every 3 months)**	**12,000 points**
5,000 shares or more	**Benefit points: (once every 3 months)**	**35,000 points**

Four times a year

Jul– Sep	Oct–Dec	Jan–Mar	Apr–Jun

*** Shareholders holding 5,000 shares or more will receive 140,000 points (35,000 points × 4 times) per year.**

Expansion of Shareholder Benefits Program (Including Bitcoin Offerings)

To commemorate the completion of our 3D printer house “Lib Earth House Model B,” the NFT conversion plan, and the shift in our financial strategy toward a digital asset strategy, we will enhance shareholder returns for our shareholders in addition to the current shareholder benefits program.

In addition to the current benefits, the following benefits will be newly introduced. The total amount is equivalent to 30,000,000 yen worth of cryptocurrency (Bitcoin).

Number of shares held	Benefits	Number of winners
500 shares or more	Cryptocurrency (Bitcoin) worth 100,000 yen	100 shareholders
	Cryptocurrency (Bitcoin) worth 50,000 yen	200 shareholders
	Cryptocurrency (Bitcoin) worth 10,000 yen	1,000 shareholders

Special benefits website	https://www.sbivc.co.jp/vct_libwork_cp202606/ * Currently, only account opening with our company is available. Please confirm the information provided in the mailing we will send out around late September to early October 2026 and complete your entry. The entry page is scheduled to open in October 2026.

● Conditions for Implementing the Enhanced Shareholder Benefits Program

(i) Be listed under the same shareholder number in the shareholder registry for three consecutive times or more as of December 31, 2025, March 31, 2026, and June 30, 2026 (continuous holding for at least six months), and hold 500 shares or more in all of those registries.

(ii) Maintain an account with SBI VC Trade Co., Ltd. opened by November 30, 2026.
*Minors and non-resident shareholders cannot open an account with SBI VC Trade.

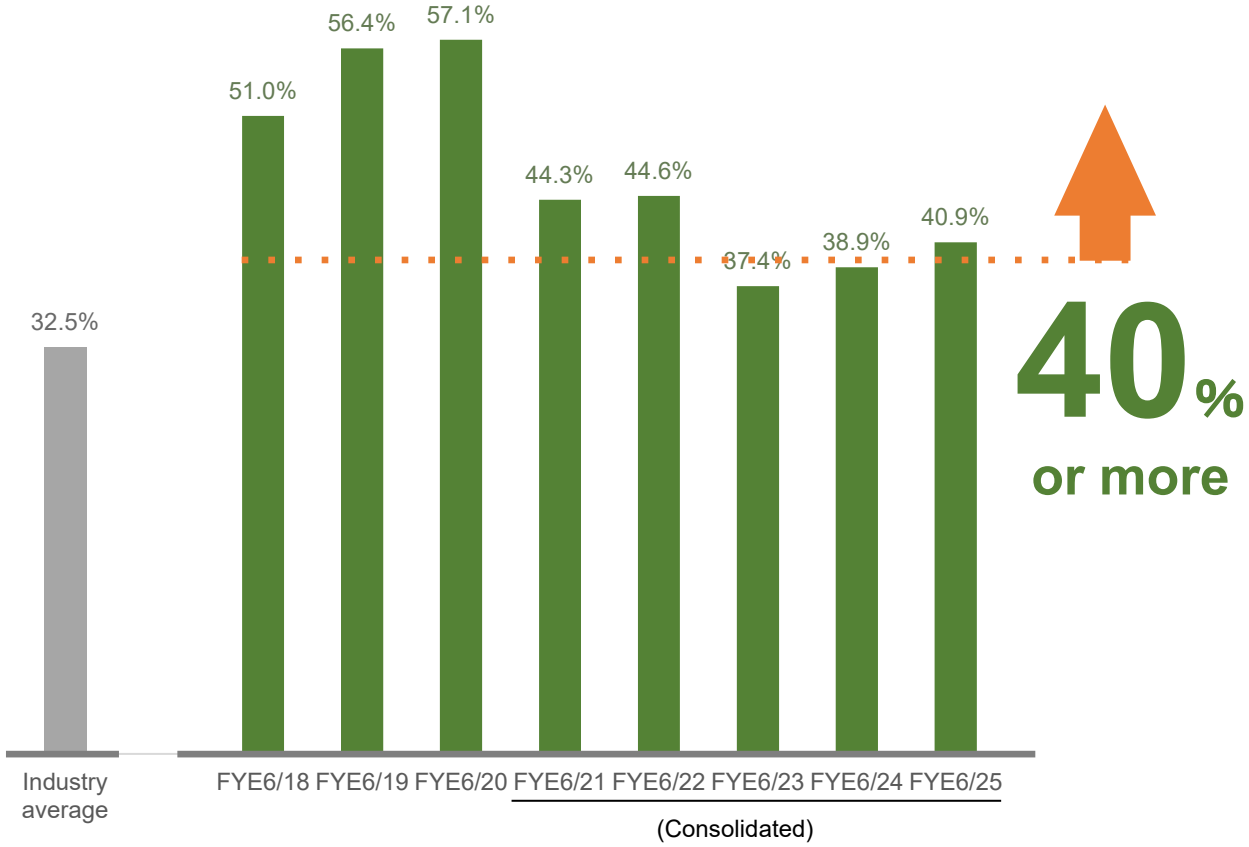
(iii) Complete entry via the special benefits website during the period from October 1 to November 30, 2026.
*The benefit will be credited to the SBI VC Trade account of selected shareholders by around the end of December 2026.

(Important Notice) In providing Bitcoin, we adhere to all relevant laws and regulations, and rules, and maintain appropriate operational practices. Please be advised that the price of cryptocurrency (Bitcoin) may fluctuate due to market conditions.

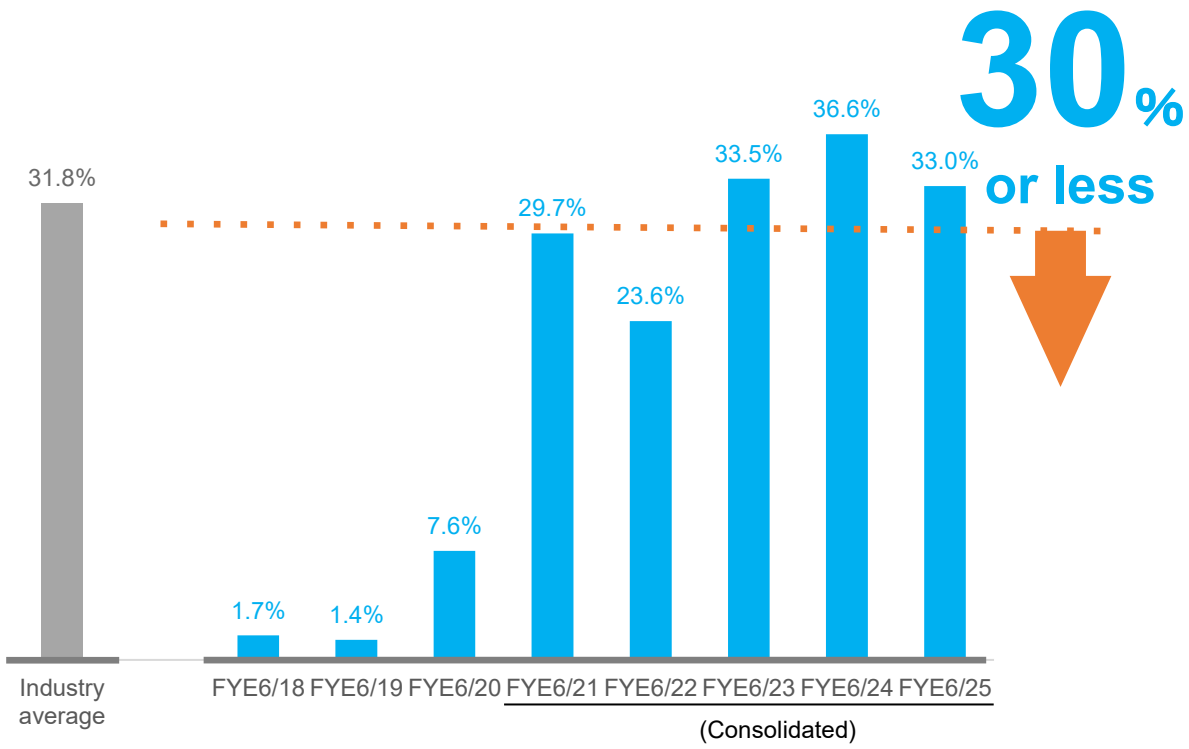
Financial Discipline

We aim for an equity ratio of 40% or more and a debt ratio of 30% or less.

Equity ratio (actual)



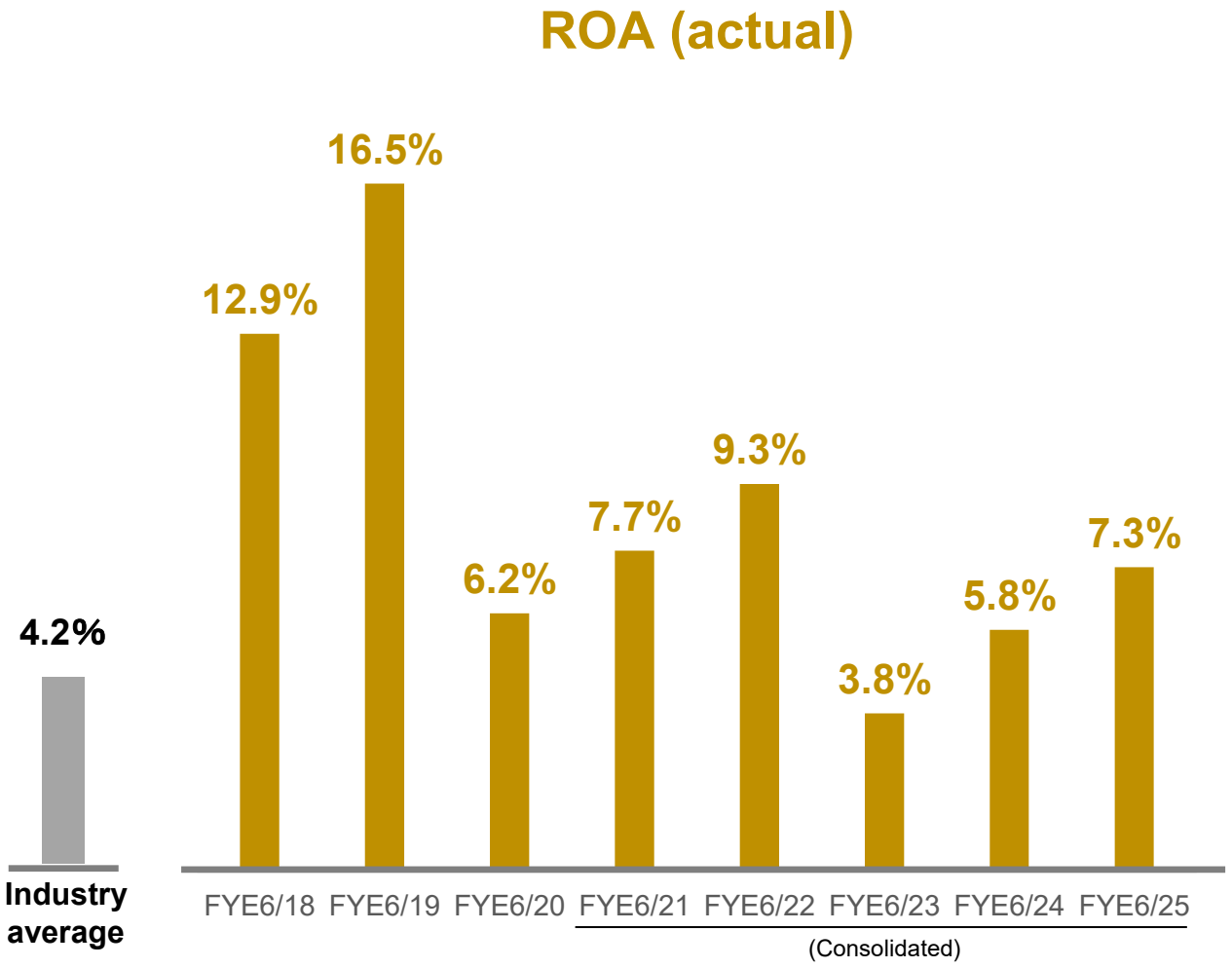
Debt ratio (actual)



The industry average figures provided by West Japan Construction Surety Co., Ltd. (data from 2019)

Target Management Indicators

Among financial indicators, we place importance on return on assets (ROA). We strive to efficiently generate profits by multifacetedly pursuing the efficient utilization of total assets (total asset turnover ratio) and improvement in comprehensive earning power (ordinary income margin).



ROA (target)	20%
ROE (target)	30%
Operating profit margin (target)	10%

The targets above are the management indicators we aim to achieve over the medium to long term.
(Refer to the Medium-term Management Plan for the current KPIs.)

The industry average figure provided by West Japan Construction Surety Co., Ltd. (data from 2019)

appendix

Strong Recruiting Power

Ranked among top companies in Kyushu & Okinawa in the Mynavi-Nikkei ranking of popular employers among new graduates of 2024

Rank	Company
1	IKK Holdings
2	Fukuoka Financial Group
3	The Nishi-Nippon City Bank
4	COSMOS Pharmaceutical
5	Nishi - Nippon Railroad (Nishitetsu)
6	Kyushu Electric Power
7	TOTO
8	ANA Fukuoka Airport
8	Kyushu Railway (JR Kyushu)
10	Nishihara Shokai
11	LEVEL5
12	Kyushu Financial Group
13	Qtnet
13	Fukuoka Toyota
15	KUBARAHONKE
16	Kyudenko
17	YASKAWA Electric
18	Fukuoka University
19	Fukuoka SoftBank HAWKS
19	**Lib Work**
21	Saibu Gas
22	ADAL
22	Huis Ten Bosch
24	ASO
24	Kirishima Shuzo/Kirishima Holdings
26	Q'SAI
26	Sogo Medical
26	TRIAL Holdings
26	Yazuya
30	HANDSMAN

In the Kyushu & Okinawa area (Overall)

In the Kyushu & Okinawa area (Housing/real estate sector)

Overview of survey of the Mynavi-Nikkei ranking of popular employers among new graduates of 2024

Period of survey: Thursday, December 1, 2022 to Sunday, March 26, 2023
Subject of survey: 3rd year undergraduate and 1st year graduate students (at the time of the survey) at universities in Japan who are graduating in March 2024
Number of valid responses: from 41,185 persons

2026 Graduate Applications to Lib Work

3,043

(As of March 31, 2025)

Planned number of hires

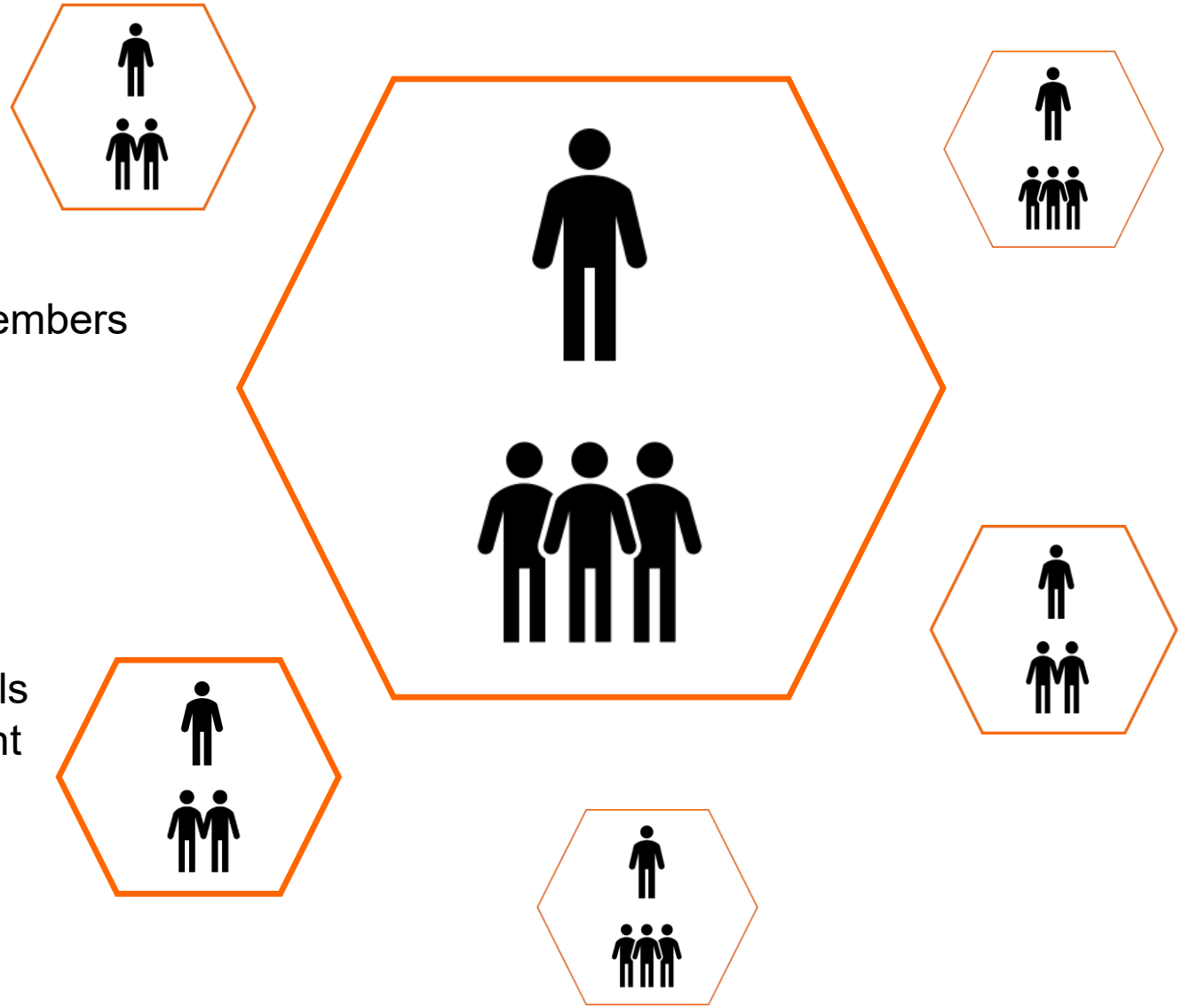
40

Lib Work’s Unit-based Management

- **Unit system**
  We operate the organization based on units of up to four members.

- **Aim**
  Make sure supervisors can keep an eye on members
  Clarify objectives for each unit
  Visualize the achievements of each member

- **Effect**
  High transparency
  Clear prioritization of tasks
  Increased individual motivation to achieve goals
  Responsiveness to changes in the environment



Knowledge-Sharing Management

Actively using manual creation tools
In-house know-hows are consolidated into tools, making it easy for everyone to create and share manuals through videos and other media. We use “shared knowledge” to accelerate employee training.

- **Accumulating knowledge in the organization**
  Centrally manage the knowledge of each individual. The more knowledge is accumulated, the more valuable it becomes as an asset.
- **Avoiding person-dependent knowledge**
  Avoid complete dependence on specific individuals’ knowledge and information, preventing situations where only certain people understand certain information.
- **Increasing operational efficiency**
  Aim to streamline all operations by establishing a system that allows the organization to utilize knowledge and experience under centralized management, enabling all members to perform tasks at the same level.

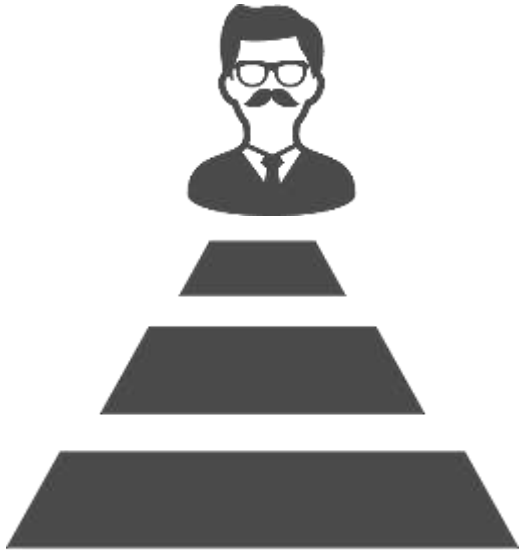
Digitally-accumulated knowledge can be shared across all areas

Ownership Management

In addition to the employee shareholding association and client shareholding association, we have introduced an ESOP to grant shares to all employees each year, thereby creating a culture where everyone acts with an owner's mindset.

Typical company

Management-led organization



Lib Work

Employee and client shareholding associations + ownership by ESOP(*)

(management by all members)

* ESOP stands for Employee Stock Ownership Plan. It refers to a corporate contribution-based system for granting company shares to employees upon retirement.

Diversity Management

Unlike many companies in the housing and real estate industry, women make up about half of our employees. We have been recognized as a company where women can thrive. We propose a line of housework flows and lifestyle ideas from the purchasing decision maker’s perspective.

We were chosen for inclusion in Diversity Management Selection 100 by the Ministry of Economy, Trade and Industry.

* Diversity management is the management practice of embracing a diverse human resources, enabling them to fully demonstrate their abilities, receive fair evaluation, and contribute to the enhancement of corporate value. We were the first company in Kumamoto Prefecture to be selected in the program. (Others selected in the same year included Fujitsu Limited, P&G, and Microsoft Japan.)

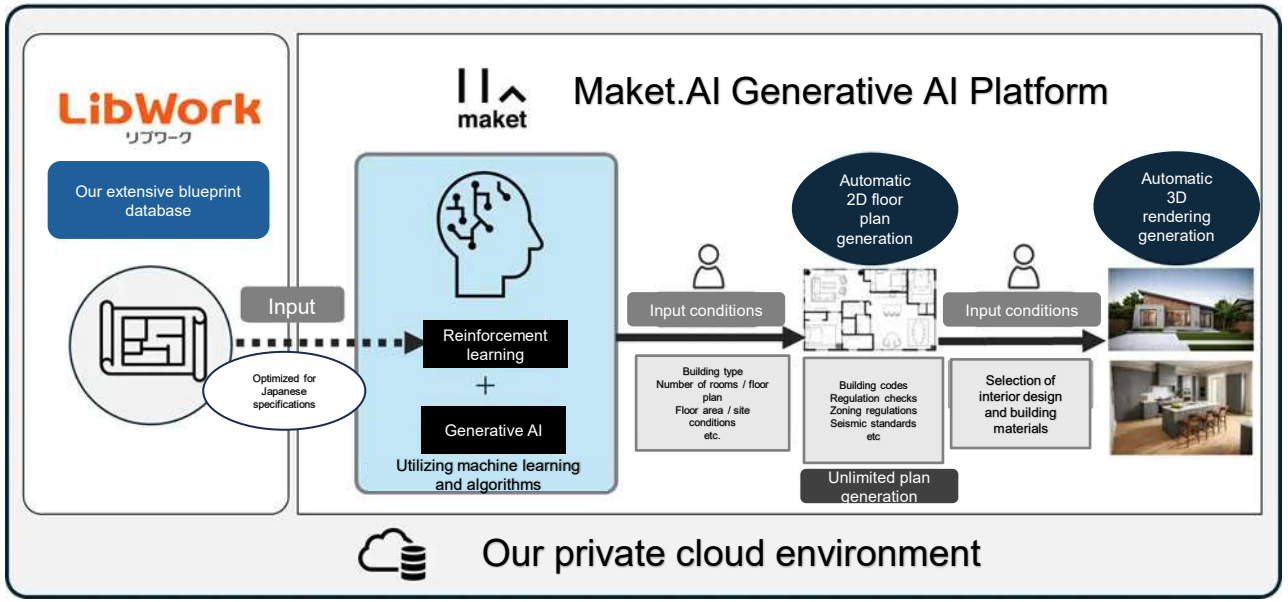
Japan's First Initiative Toward "Generative AI Housing"

The Company has launched a joint project with Maket Technologies Inc. (Headquarters: Montreal, Canada) to automate housing design using generative AI.
In this project, a large volume of residential floor plan data owned by the Company will be trained on an AI platform, with the goal of developing an automated floor plan generation system tailored to the Japanese housing market.

maket × LibWork

▼Reason for Collaboration with Maket Technologies
Maket Technologies develops and operates an AI platform specialized in architectural design for the North American market (https://maket.ai/). The company possesses advanced technological capabilities in AI-driven floor plan generation, 3D design, and cost estimation, and has an established track record of actual operations in North America.

Overview Diagram of the Japanese Generative AI Housing Platform



Photorealistic 3D renderings automatically generated by AI

Caution on the Use of This Document

This document is prepared based on information currently available to the Company and certain assumptions considered reasonable, and does not intend to guarantee their achievement. Actual results may differ materially from the information contained herein due to changes in management environment and other factors.

Future Disclosure Schedule

This document will be updated and disclosed at around September 2026.

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