



February 21, 2025

To Whom It May Concern,

Listed company name: MUGEN ESTATE Co., Ltd.
Representative: Shinichi Fujita, President
(Code : 3299, TSE Standard Market)
Contact: Norihito Hosokawa, Senior Executive
Officer, Department Manager of Corporate
Planning & Strategy Department
Email: info_e@mugen-estate.co.jp

Notice of Salary Adjustment and Increase in Starting Salaries

In an effort to foster employee development, strengthen our business structure, and address the impact of recent rising costs so that employees can live with peace of mind, the Group is pleased to announce a salary increase for fiscal 2025. Please see the details below.

Specifically, we will implement a salary increase of 8.2% by raising the starting salary for new graduates (Bachelor's degree: to 250,000 yen from 240,000 yen; Master's degree: to 290,000 yen from 250,000 yen), conducting regular salary increase and base pay increase, and introducing Purchase & Resale Sales Allowance of 20,000 yen for employees engaged in sales activities of Purchase & Resale Business.

As a model case, for new graduates (non-smokers) hired in fiscal 2025 who work as a salesperson in the Purchase & Resale Business and hold a Real Estate Transaction Specialist qualification, the monthly salary will be 310,000 yen for university graduates and 350,000 yen for graduate school graduates after a three-month probationary period.

Through these initiatives, we aim to further embed our corporate philosophy, foster employee autonomy, enhance our competitiveness in recruiting and employee retention, and drive group-wide efforts to improve business productivity and expand into new business areas.

1. Details of salary adjustment

The average salary increase will be 8.2%, consisting of a 3.2% average regular salary increase and 5.0% average base pay increase.

2. Eligible employees

Full-time employees (excluding non-regular employees and part-time employees)

3. Timing of the salary increase

April 2025