

May 14, 2026

Financial Updates FYE 2026

e-Seikatsu Co., Ltd. (Securities code: 3796)

Some of the material is machine translated.



Create many "good life"
for others with technology
and heart.

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1. Business Summary

Mission

Create many "good life" for others with technology and heart.

Vision

Create society where comfortable life circulates.



Our Business Structure



In-house planning, development, and marketing of IT tools for accelerating clients' real estate businesses

Function

Planning and development of services

- Marketing
- Sales
- Consulting

- Support in installation
- Customer Success
- Support in operation

Products

- Rental management
- Property management
- Rental brokerage Buy&sell
- Website production
- Inter-vendor Distribution /Electronic Applications
- Tenants (BtoC) Owner
- Tenants (BtoB) Payment
- BPaaS

Providing a system for enhancing productivity as SaaS

Subscription

Service fees (Monthly)

Customer

Real estate companies

Rental Brokerage

Rental/Property Management

Brokerage (buying&selling)

Supporting various real estate business

Providing real estate services

DX of transactions

Use of real estate services and commission

End users

Real estate owners

Owners

Those who want to sell/buy real estate

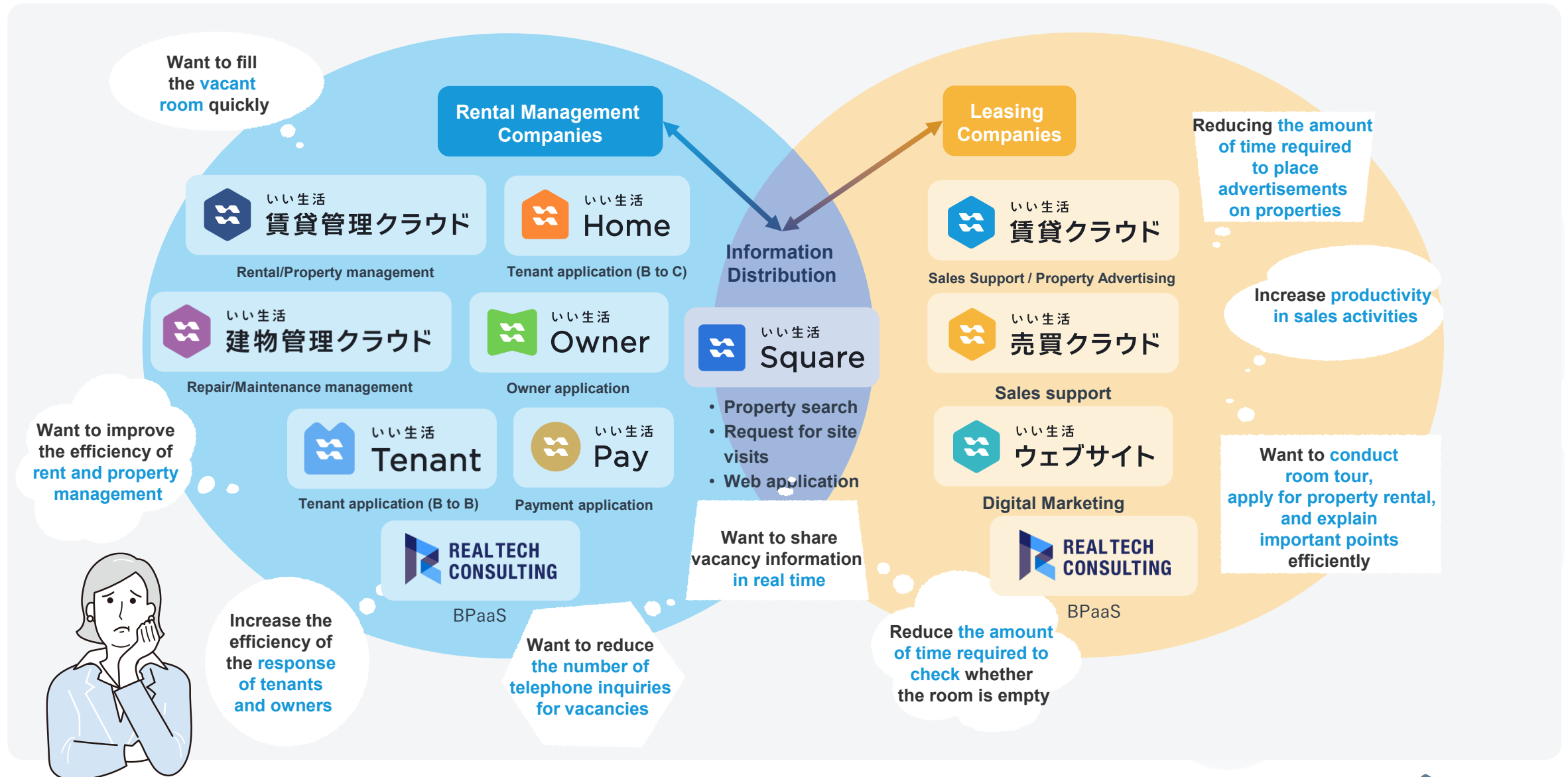
Sellers

Buyers

Potential tenants

Tenants

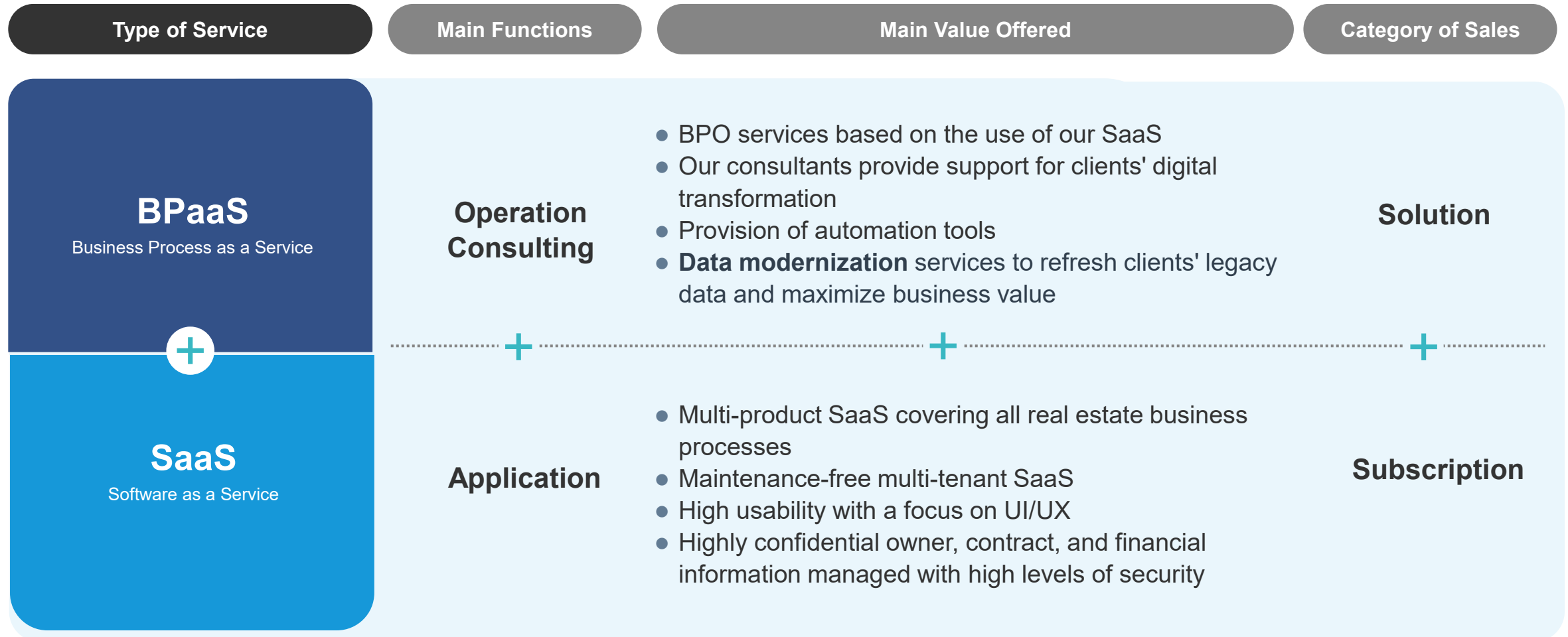
Developing Multi-Products to Meet the Diverse Needs of the Real Estate Market



Sales Synergies from Vertical SaaS + BPaaS

Providing BPaaS that addresses deeper customer issues through our subsidiary (Real Tech Consulting Co.,Ltd.).

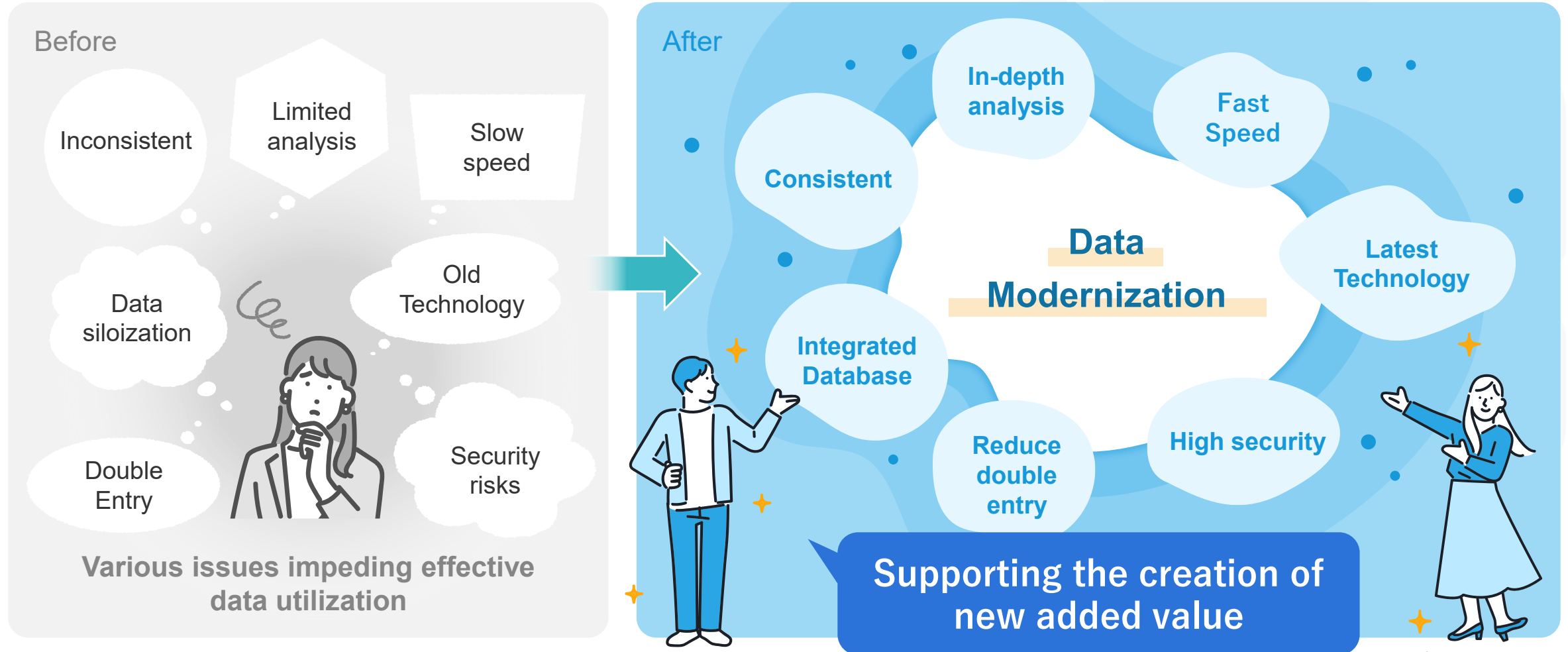
Increase sales through the synergistic effects of SaaS and BPaaS.



New Added Value Brought by Data Modernization

Transform and optimize legacy data into a more usable and valuable format

Enhanced data utilization to extract meaningful insights and maximize business value

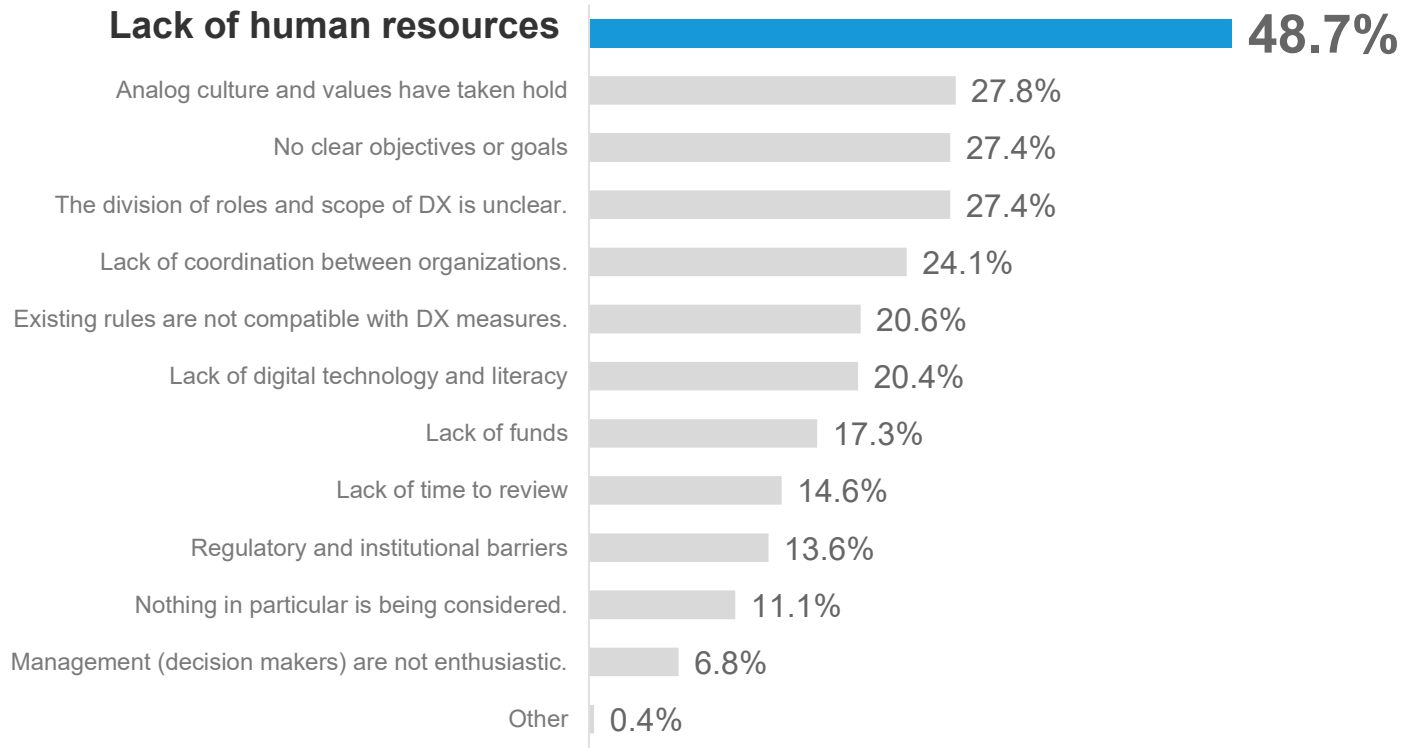


Solving Client Labor Shortages with “SaaS + BPO = BPaaS”

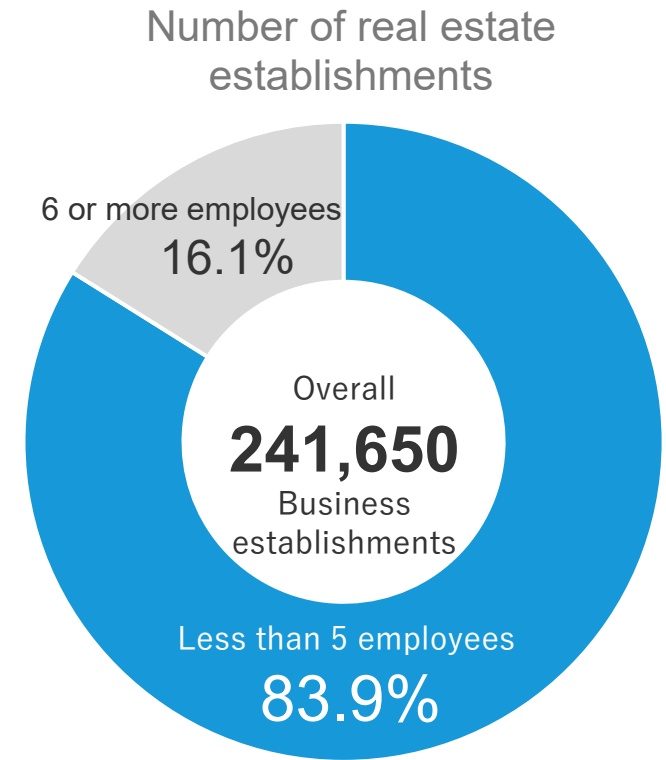
Flexible use of IT through outsourcing, even without in-house IT personnel.

It will be possible to take proactive measures to deal with the worsening labor shortage in the future.

Challenges and barriers to digitization (n=515)

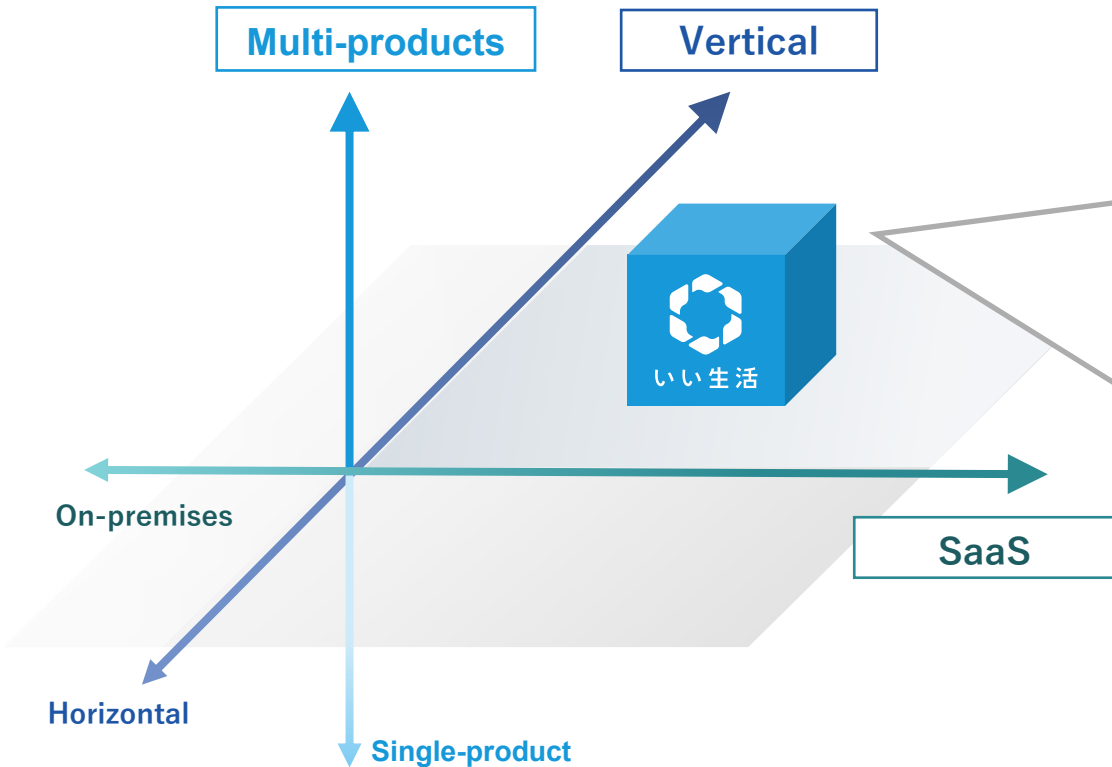


Source: "2025 White Paper Information and Communication in Japan", Ministry of Internal Affairs and Communications



Source: "2023 Economic Census", Ministry of Internal Affairs and Communications, Ministry of Economy, Trade and Industry

Competitive Advantage of e-Seikatsu



SaaS × Vertical × Multi-products
= **Sustainable Competitive Advantage**
Center position of information distribution in the real estate market

Advantage of SaaS

1. Compliant with legal changes with major updates
2. Easy data sharing between systems
3. Good for remote work
4. High leveled security
5. Well suited for AI technology

Advantage of Vertical SaaS

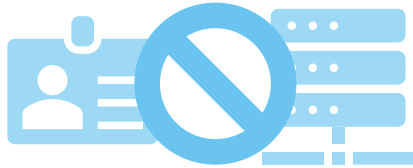
1. High LTV (customer Life-Time Value)
2. Differentiation based on the service itself
3. Positioned as the customer's core system

Advantage of Multi-products

1. Resistant to short-term changes in market conditions
2. Room for improvement in ARPU
3. Optimal value through data sharing
4. A lot of room for TAM expansion

Competitive Advantage of Our SaaS from a Security Perspective

Security architecture realized through Zero Trust and cloud-native principles, with rigorous service operations based on international standards.



Structural Isolation



Zero Trust



Cloud Native



External Certifications

"Structurally" isolating the internal network from the SaaS production environment.

Even in the unlikely event of a virus infection within our company, customer SaaS remains unaffected due to completely segregated network segments.

When our employees access customer SaaS, we bypass vulnerable VPNs and instead implement rigorous authentication processes equivalent to airport security.

Thorough identity verification is conducted via multi-factor authentication in addition to passwords.

Even if a user device (PC/smartphone) is infected, an independent cloud-based firewall blocks the infection from reaching the database.

We offer a high-level security structure at the fundamental design level, which is difficult to achieve with on-premises or IaaS hosting models.

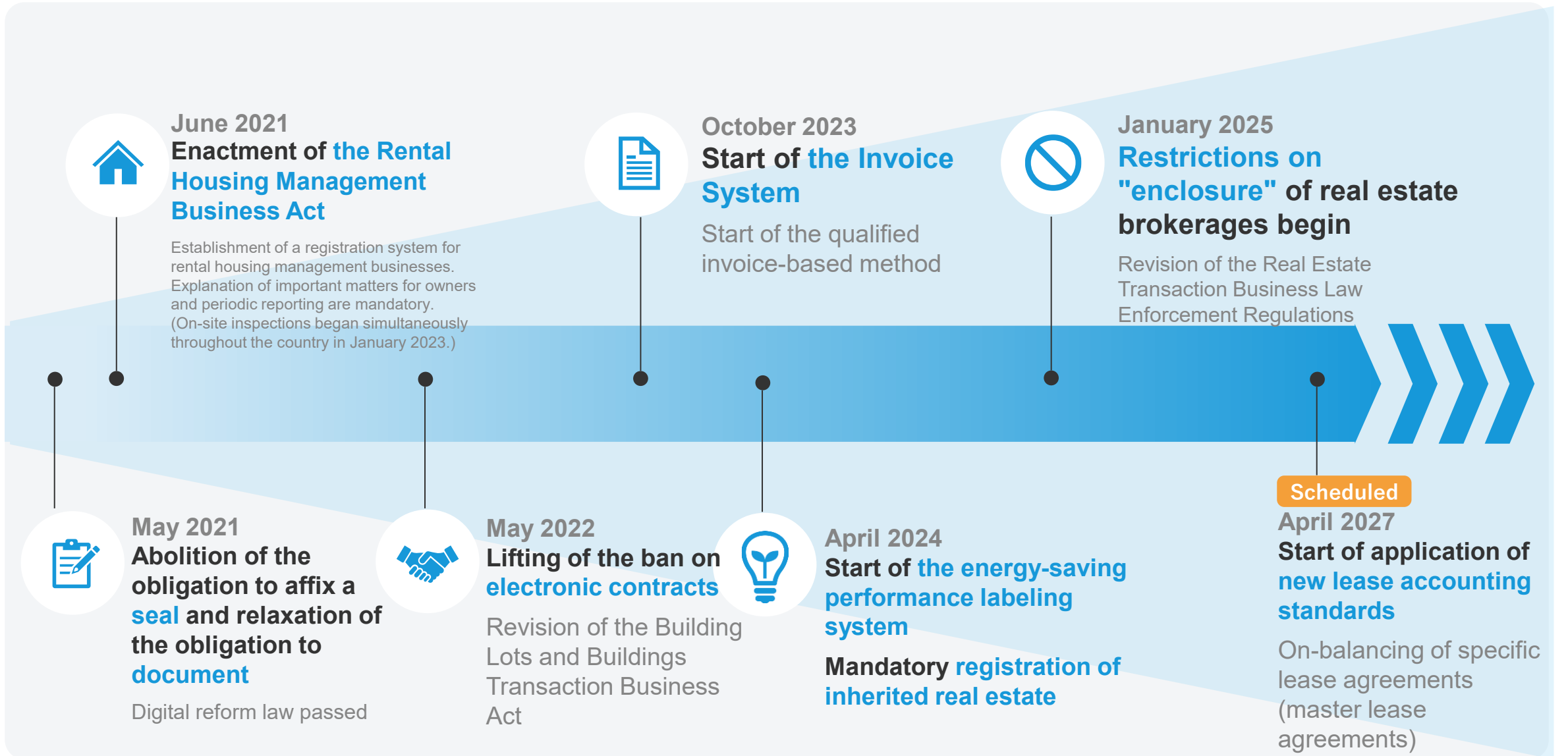
Our series of SaaS operational frameworks have obtained security certifications from international third-party organizations.

In addition to structural defense against cyberattacks, we maintain a robust backup system and recovery manuals to provide comprehensive BCP

* VPN (Virtual Private Network) A communication technology that creates a virtual private connection over the internet. While a common method for perimeter defense, it has a structural vulnerability that allows unauthorized free movement once the perimeter is breached.

* BCP (Business Continuity Plan) A strategic plan outlining measures and procedures to be prepared in advance to prevent business disruption and ensure rapid recovery in the event of emergencies, such as earthquakes, infectious diseases, or cyberattacks.

Major Legal Reforms Related to Digitalization of Real Estate Transactions



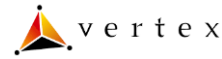
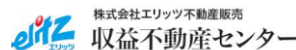
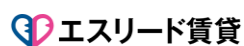
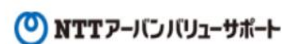
(Note) Measures concerning the rationalization of lease agreements between sublessees and owners entered into force on December 15, 2020.

A diverse customer base of all sizes, including listed company groups

金融・ファンド・商社系



インフラ・エネルギー系



Over 40 major universities nationwide, including:

- National: U of Tokyo, Kyoto U, Nagoya U, Osaka U, etc.
- Private: Waseda U, Keio U, Kwansai Gakuin U, etc.
- Public & Regional: Yokohama City U, Nagoya City U, and others.

2. FY Results

FYE2026 Highlights

Net Sales

3,232 million yen ^{YoY} (+6.7%)

Subscription sales ratio

85.0 % ^{YoY} (84.4%)

EBITDA

785 million yen ^{YoY} (+56.8%)

EBITDA margin

24.3 % ^{YoY} (+7.8 points)

ARPU

Approx. **157** thousand yen
(Approx. 153 thousand yen in December of previous year)

MRR churn rate

0.11 %

ARR

3,012 million yen ^{YoY} (+8.3%)

Operating Profit

229 million yen ^{YoY} (—)

Number of fee-paying client

1,589 companies ^{YoY} (+40)
4,849 stores ^{YoY} (+87)

*1 Figures rounded down to the nearest million yen. Ratios rounded to the nearest decimal place.

*2 Subscription sales ratio is the ratio of "subscription sales", which is recurrent revenue such as monthly charges for SaaS, to total sales.

*3 ARR is calculated based on MRR for March 2026 after deducting irregular sales.

*4 EBITDA = Operating profit + Depreciation

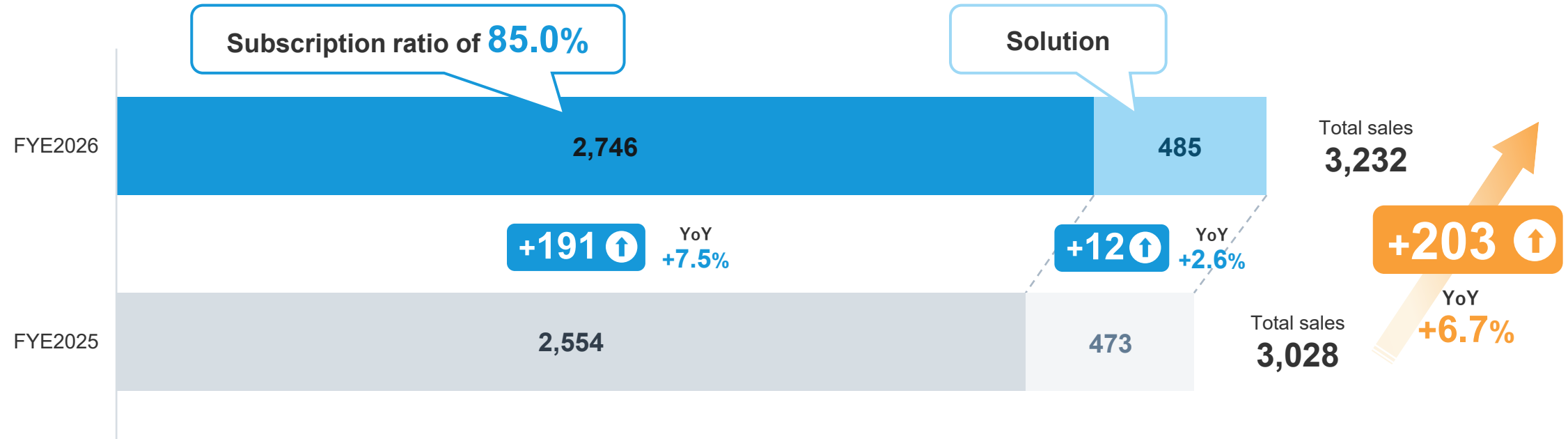
*5 ARPU (average revenue per user) is calculated by dividing "subscription sales" in March 2026 by "the number of subscribed companies" in the same month and rounded down to the nearest thousand yen.

*6 The MRR churn rate is the MRR lost in March 2026 (including existing increases and decreases) divided by the MRR in February 2025. The MRR churn rate will be a negative value if the MRR gained through existing upselling exceeds the MRR lost due to cancellations in that month (negative churn).

Consistent Revenue Growth Led by Subscription Sales

(Unit: Million yen)

Breakdown of Net Sales



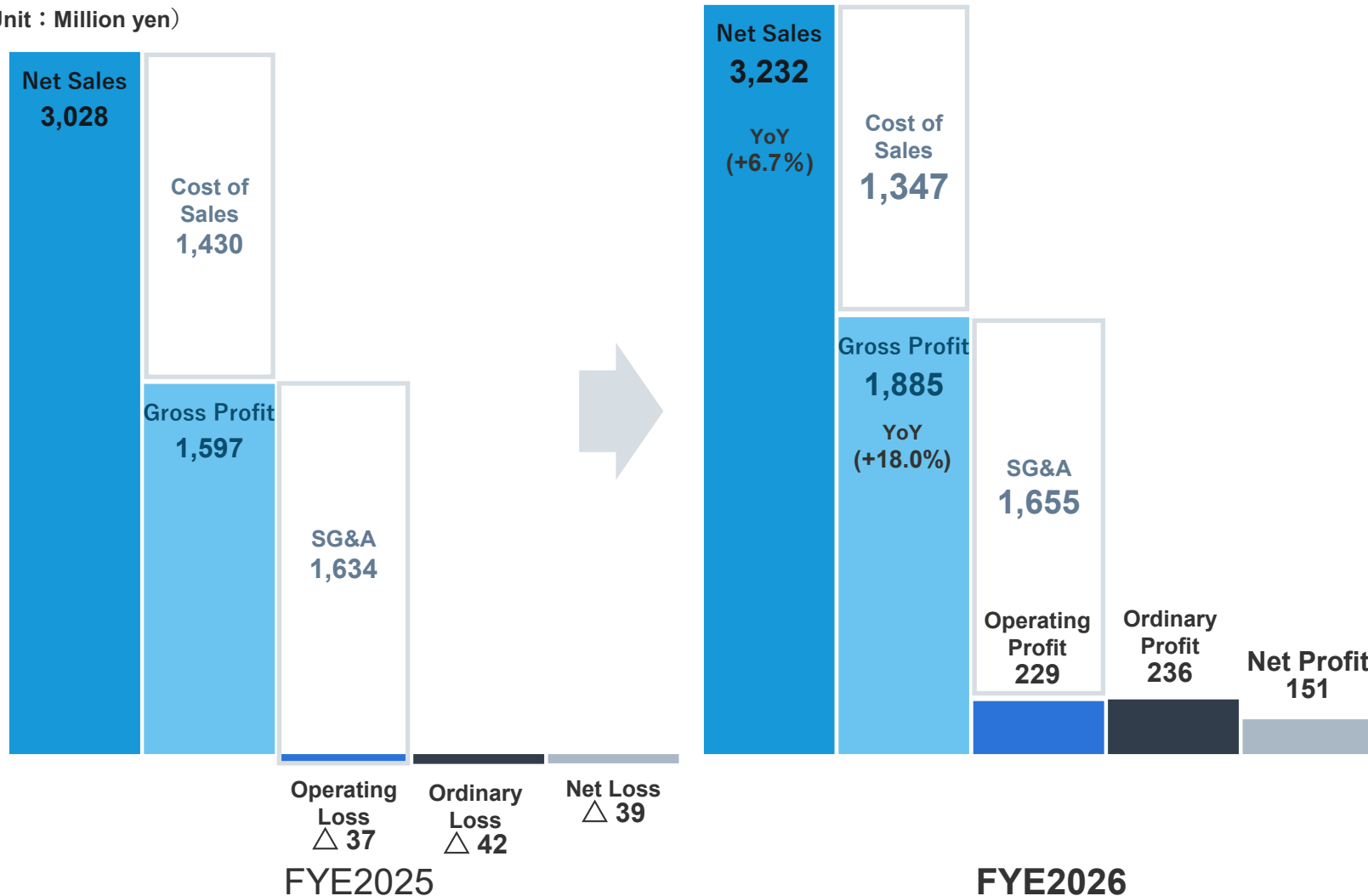
- **Subscription:** Revenue that accrues on an ongoing monthly basis unless cancellation is requested, such as monthly SaaS subscription fee revenue and recurring revenue based on an operational support (BPaaS) contract after SaaS implementation.
- **Solution:** Revenue related to other services such as initial setup of SaaS, spot system installation and operation support (BPaaS), contracted system development, and agency sales and referral fees for other companies' services.

* Figures rounded down to the nearest million yen.

Year-on-Year Growth in Revenue and Profit, Turning Profitable

(Consolidated)

(Unit : Million yen)



Net Sales	+6.7 %
Gross Profit	+18.0 %
Operating Profit	—
Ordinary Profit	—
Net Profit	—

(All YoY)

*Figures rounded down to the nearest million yen

Key Takeaways of FY Results

Sales Growth

Outperformed Expectations.

Revenue from "e-Seikatsu Square" significantly surpassed the previous year's performance. All large-scale implementation support projects were completed on schedule.

Operating Profit Expansion

Swung to Profitability via Top-Line Growth and Total Cost Efficiency.

Resolved client pain points through rapid implementation leveraging AI-assisted coding. Realized productivity enhancements that directly translate revenue growth into profit expansion while controlling overall expenses.

EBITDA & Operating CF Expansion

Improved cash generation capability.

In addition to a +56.8% YoY increase in EBITDA, Operating Cash Flow expanded by approx. 2.4x. Leveraging this stable cash flow foundation to sustain growth investments while simultaneously driving stronger shareholder returns.

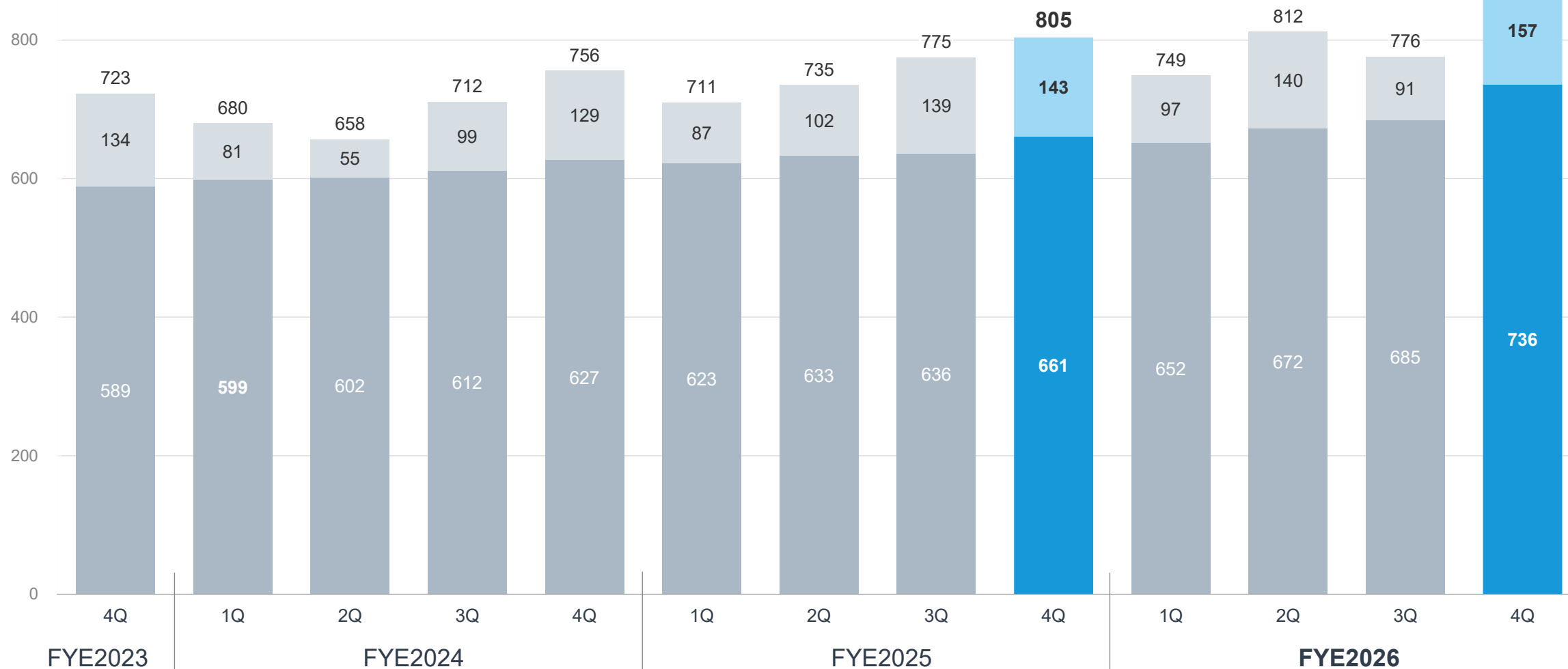
- Promoted a radical transformation of our development framework and strengthened management to establish an **autonomous engineering organization**. Enhanced productivity enabled **both revenue and operating profit to exceed our revised forecasts**.
- Will continue strategic investments in the next fiscal year to capture expanding needs such as cybersecurity risk mitigation and AI utilization, **forecasting steady growth in both revenue and profit**.
- Alongside maintaining stable dividend payments, **we will introduce a new shareholder benefit program**, aiming to broaden awareness among a diverse range of investors.

Quarterly Sales Reach New Record High

(Unit : Million yen)

■ Solution ■ Subscription

Net Sales by Service

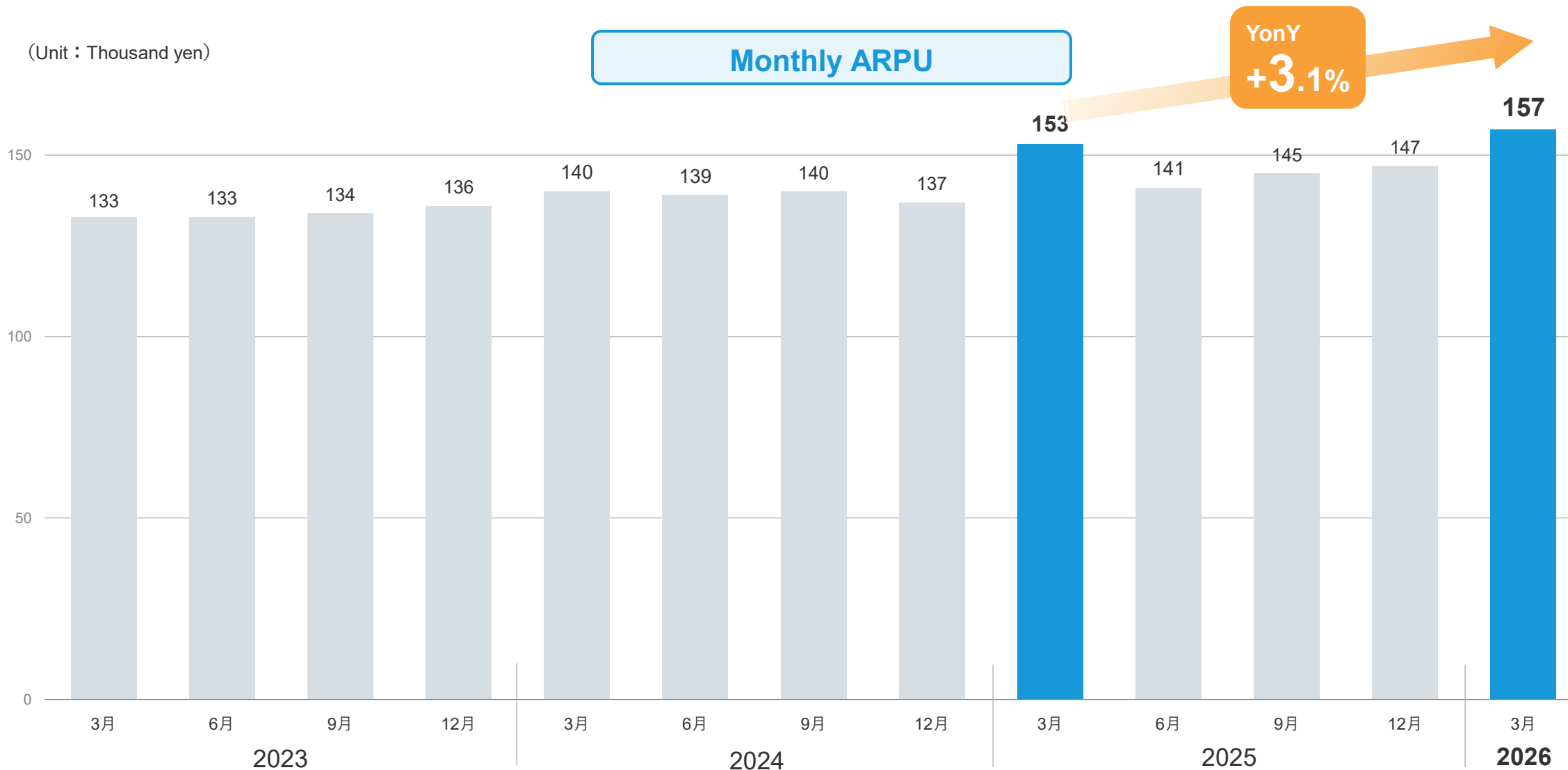


YoY
+11.0%

*Figures rounded down to the nearest million yen

ARPU is on a Gradual Upward Trend (impacted by a temporary increase in sales in March 2025)

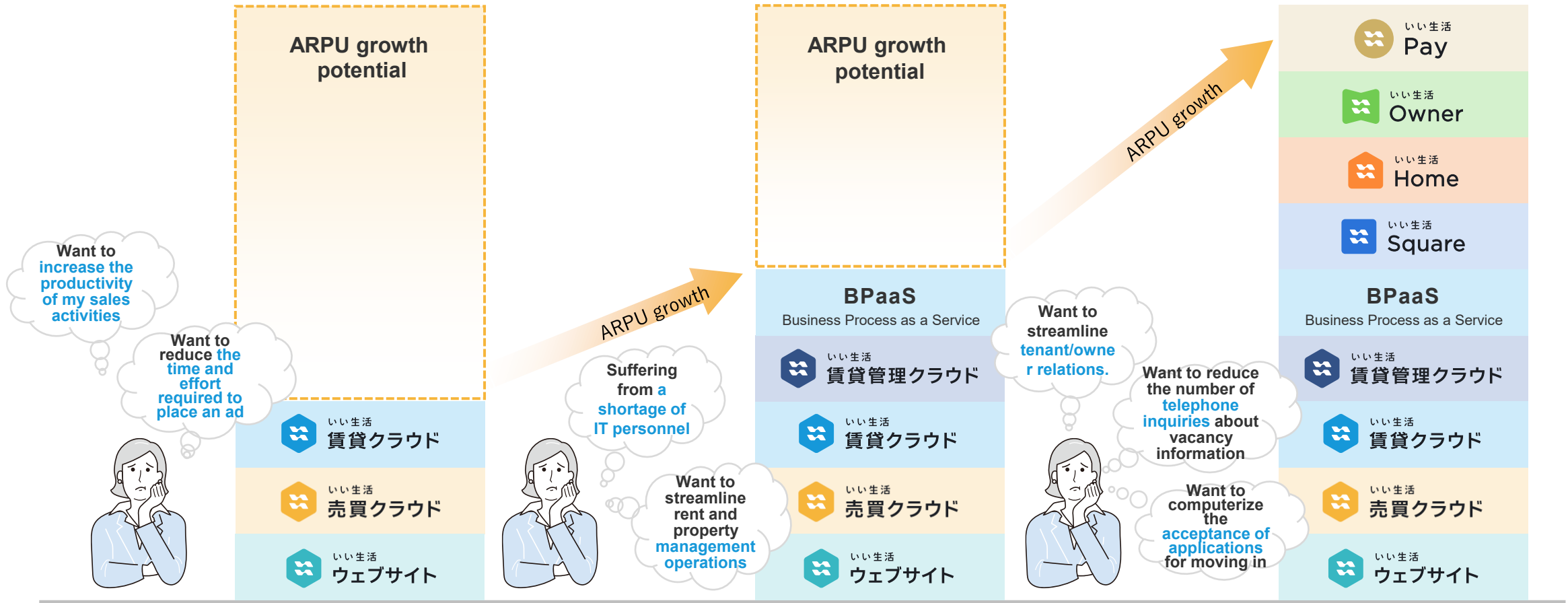
(Unit : Thousand yen)



* Figures rounded down to the nearest million yen.

Potential for ARPU Increase from Multi-Products

Sustained increase in ARPU (average monthly price per unit) through deepening of customer issues and step-by-step cross-selling



Increased number of units under management due to better reputation among owners

Increased inquiries for vacancy checks, applications, and tenant correspondence

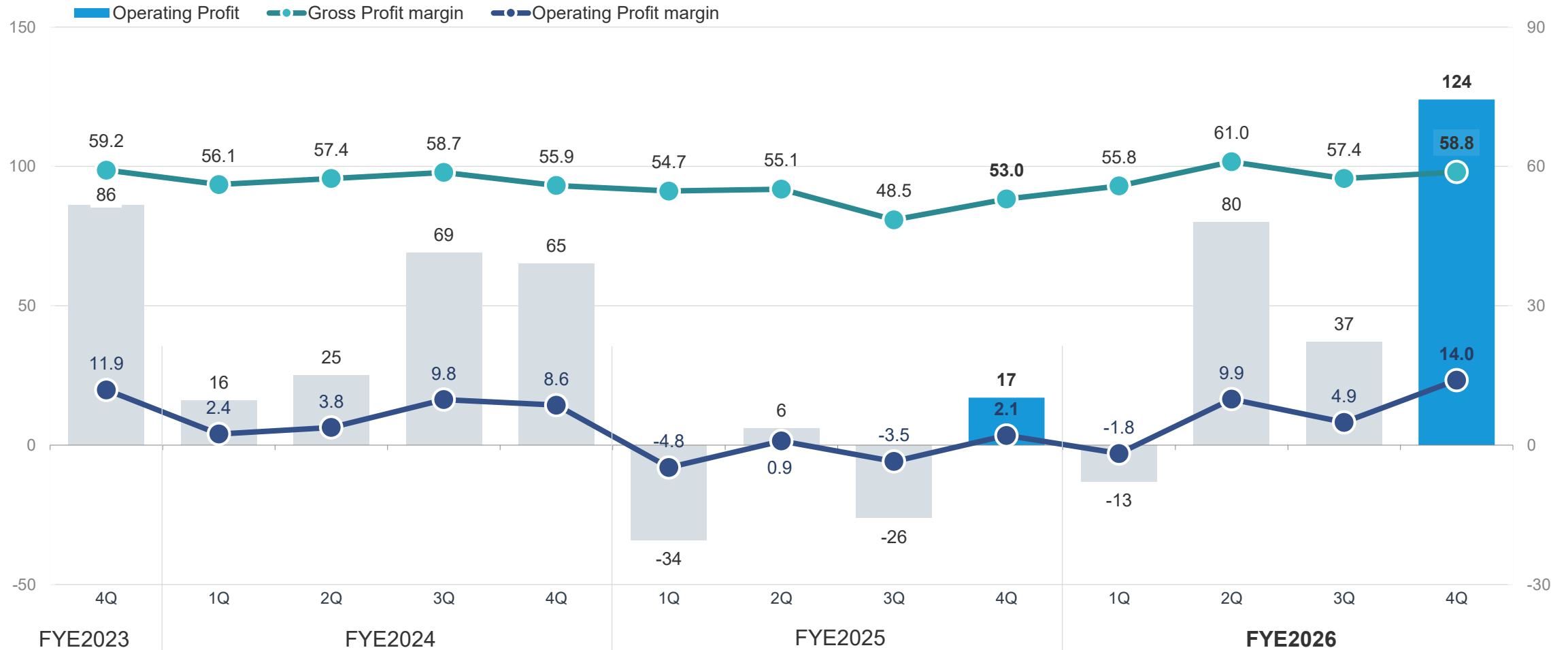
* This is a partially modified image based on an actual customer case study.

Strong Profit Growth via Revenue & Cost Efficiency

(Unit : Million yen)

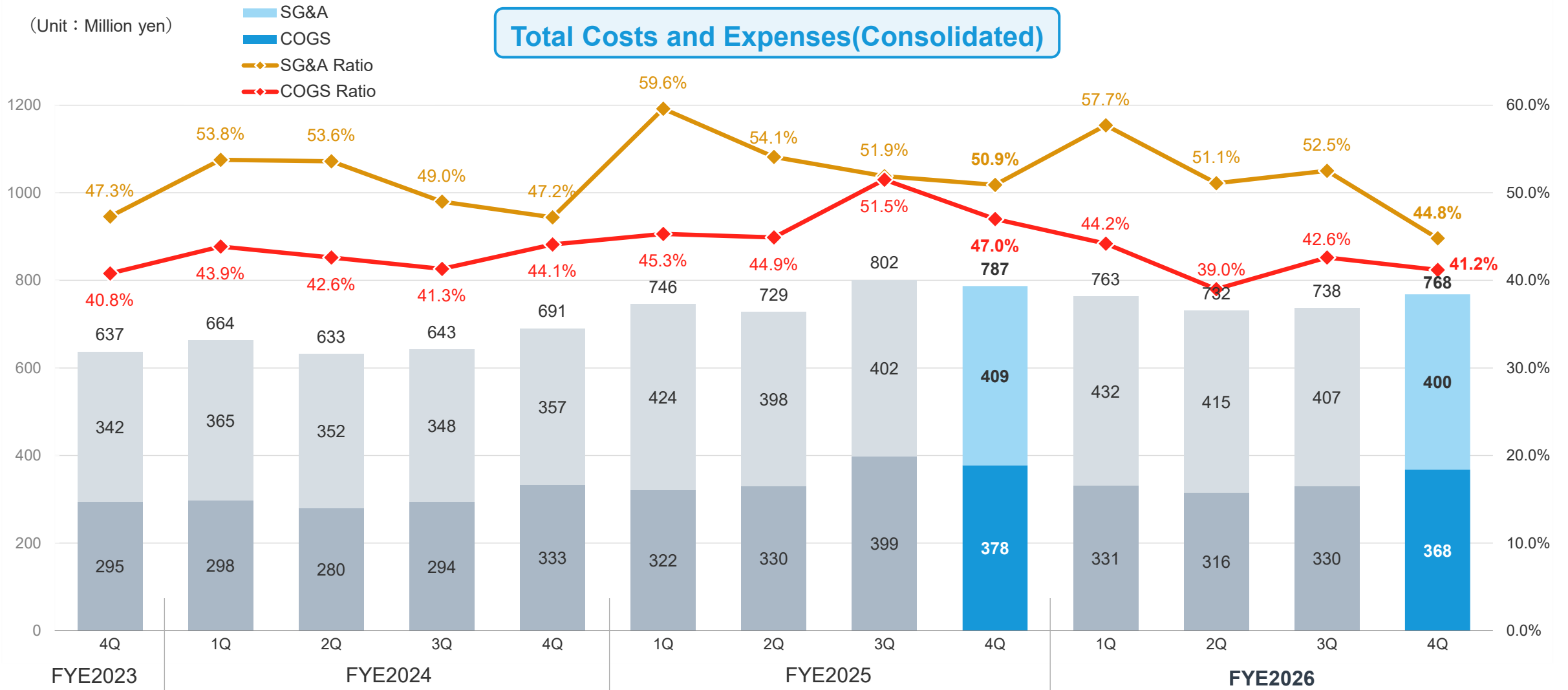
Gross Profit Margin and Operating Profit (Consolidated)

(Unit : %)



*Figures rounded down to the nearest million yen

Significant Improvement in Both COGS and SG&A Ratios



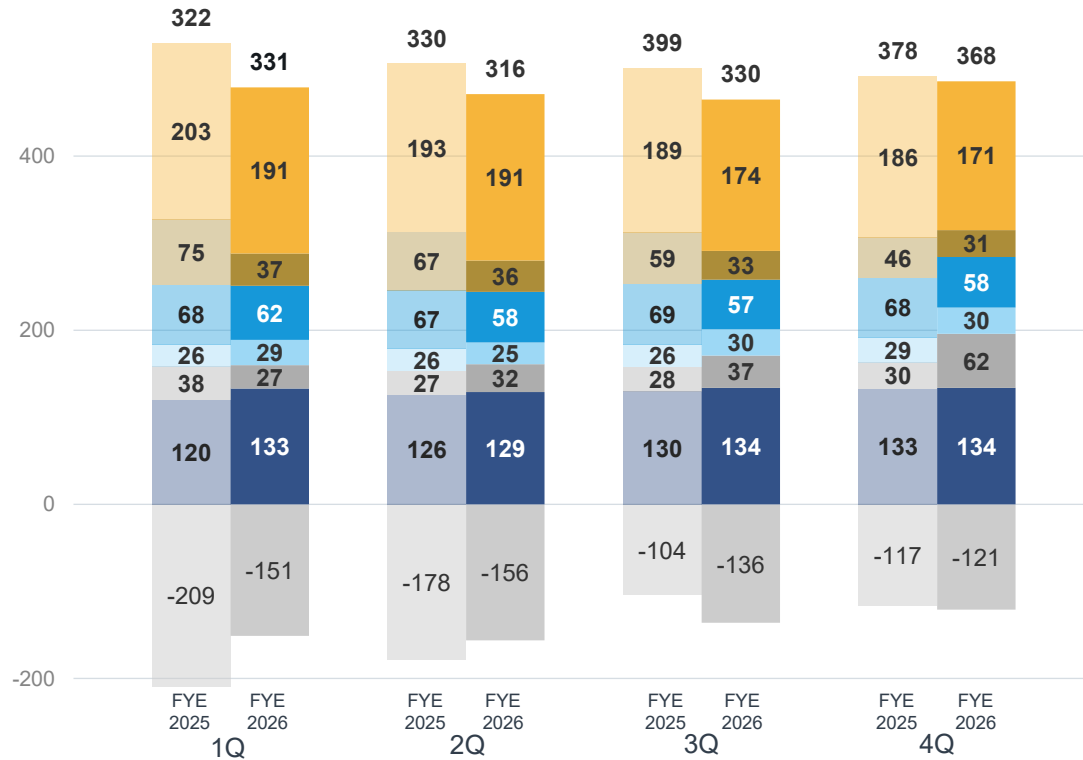
*Figures rounded down to the nearest million yen

Progress in Cost Structure Optimization

COGS (Consolidated)

- Personnel expenses
- Outsourcing expenses
- Server/system costs(AWS)
- Server/system costs(others)
- Other expenses
- Depreciation expenses
- Temporary account of development investment

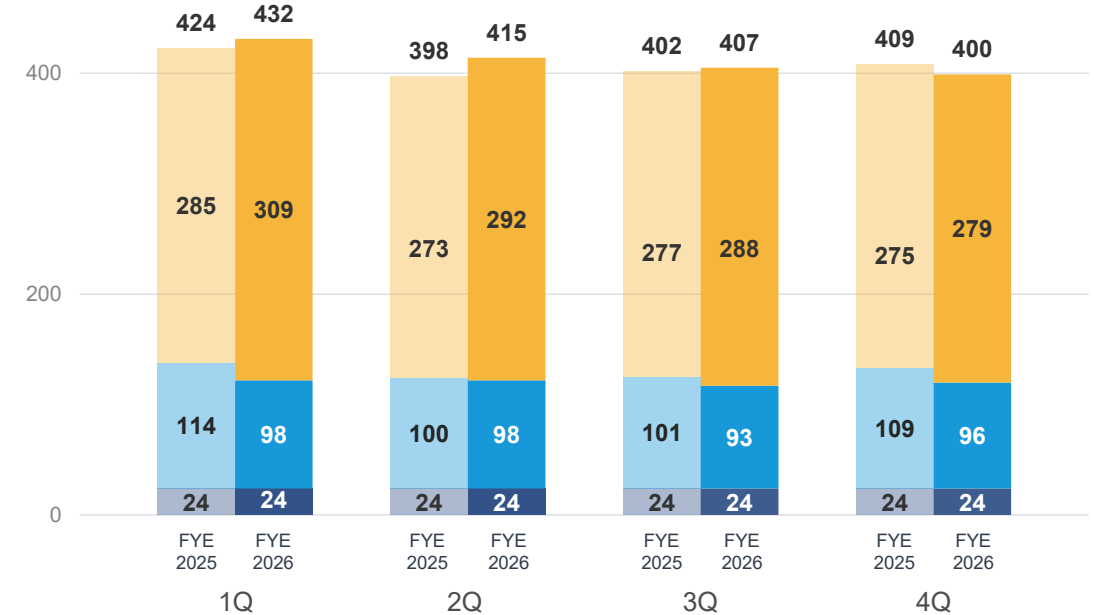
Unit : Million yen



SG&A (Consolidated)

- Personnel expenses
- Other expenses
- Expenses for rent of space, land, etc.

Unit : Million yen



**Other expenses" in cost of sales include transaction-based fee from "e-Seikatsu Square", office rent, etc.. " Temporary account of development investment" consists of work in process under development, software in progress, etc.

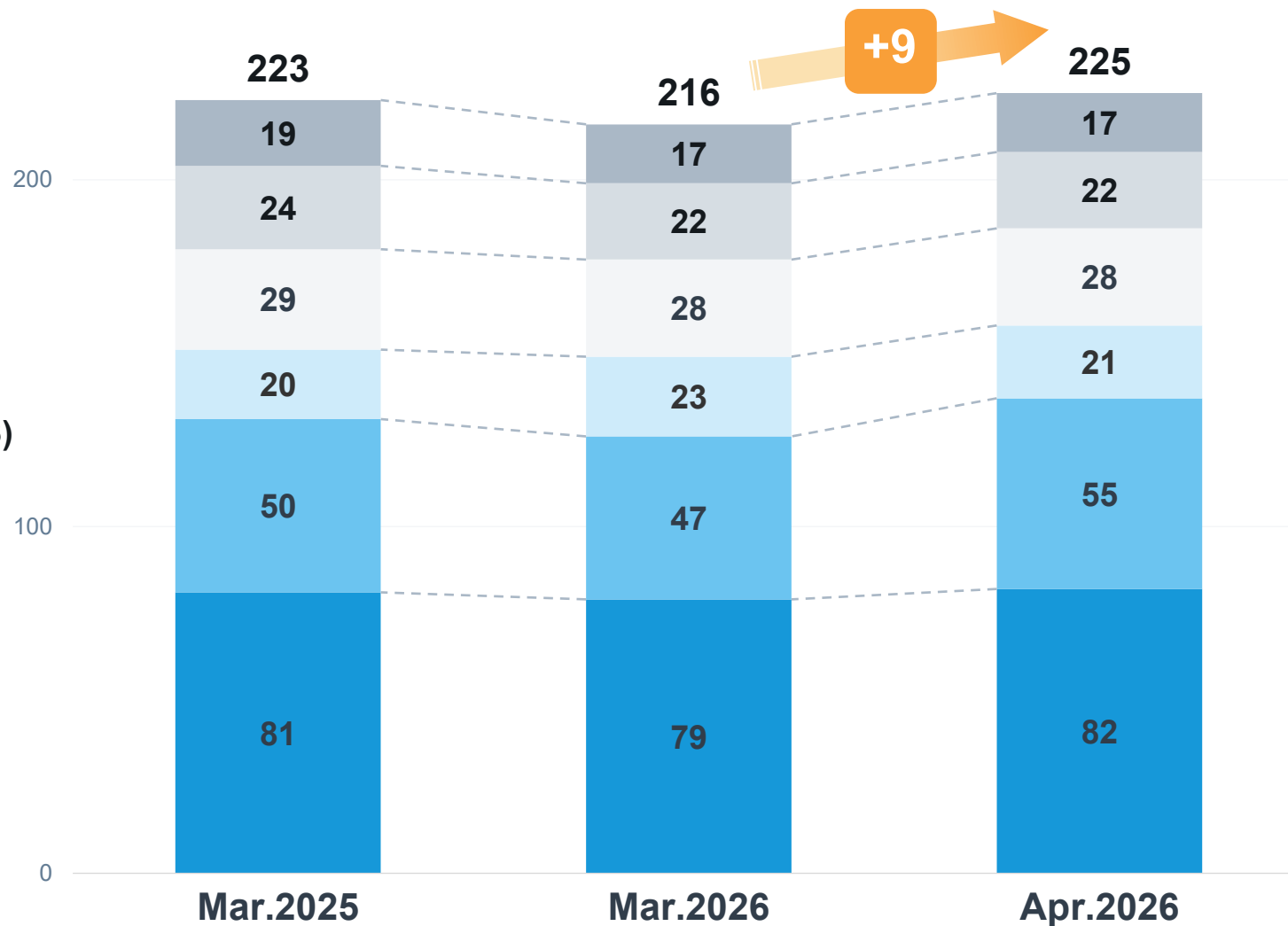
* Total Cost of sales is calculated by subtracting the temporary account of development investment from the sum of costs.

* Other expenses" in SG&A expenses include expenses related to marketing, sales support, etc. * Figures rounded down to the nearest million yen.

Number of Employees

Number of employees (consolidated)

- Corporate
- Installation/operation support service(BPaaS)
- Customer success & support
- Consulting
- Sales & marketing
- Engineers

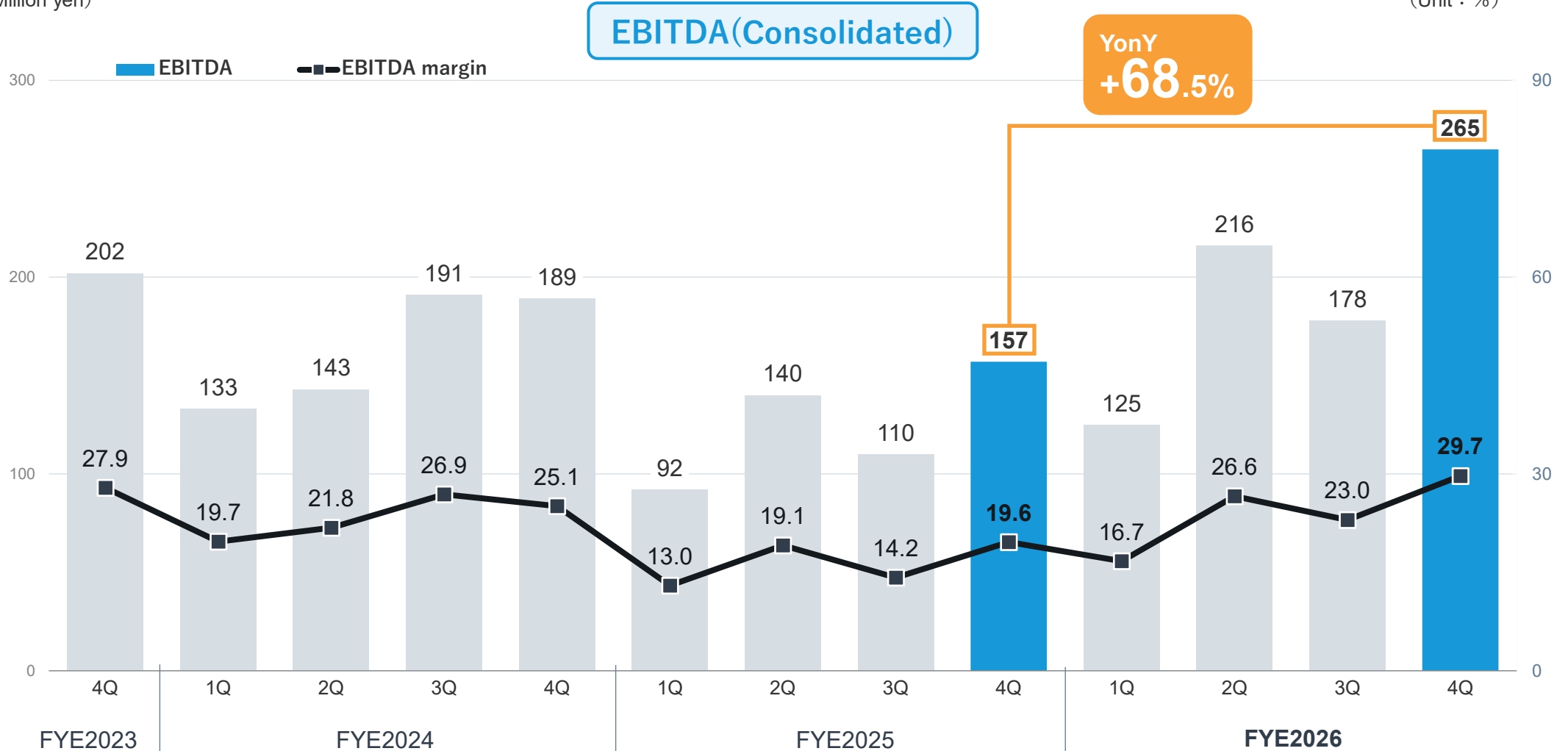


* Excluding directors, advisors, and part-time workers.

Significant Improvement in EBITDA and EBITDA Margin

(Unit : Million yen)

(Unit : %)



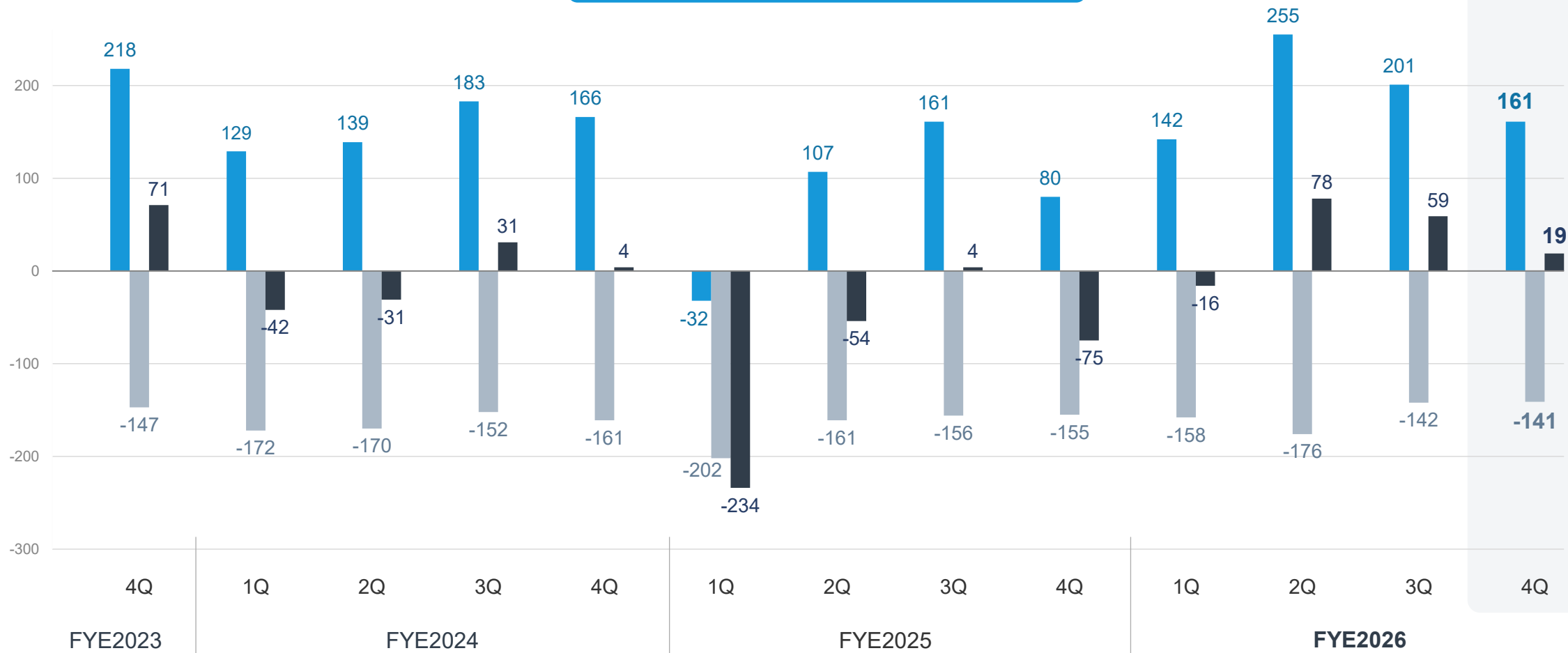
*Figures rounded down to the nearest million yen

Significant Improvement in Cash Generation Capability

(Unit : Million yen)

■ Operating CF ■ Investing CF ■ FCF

Free Cash Flow (Consolidated)



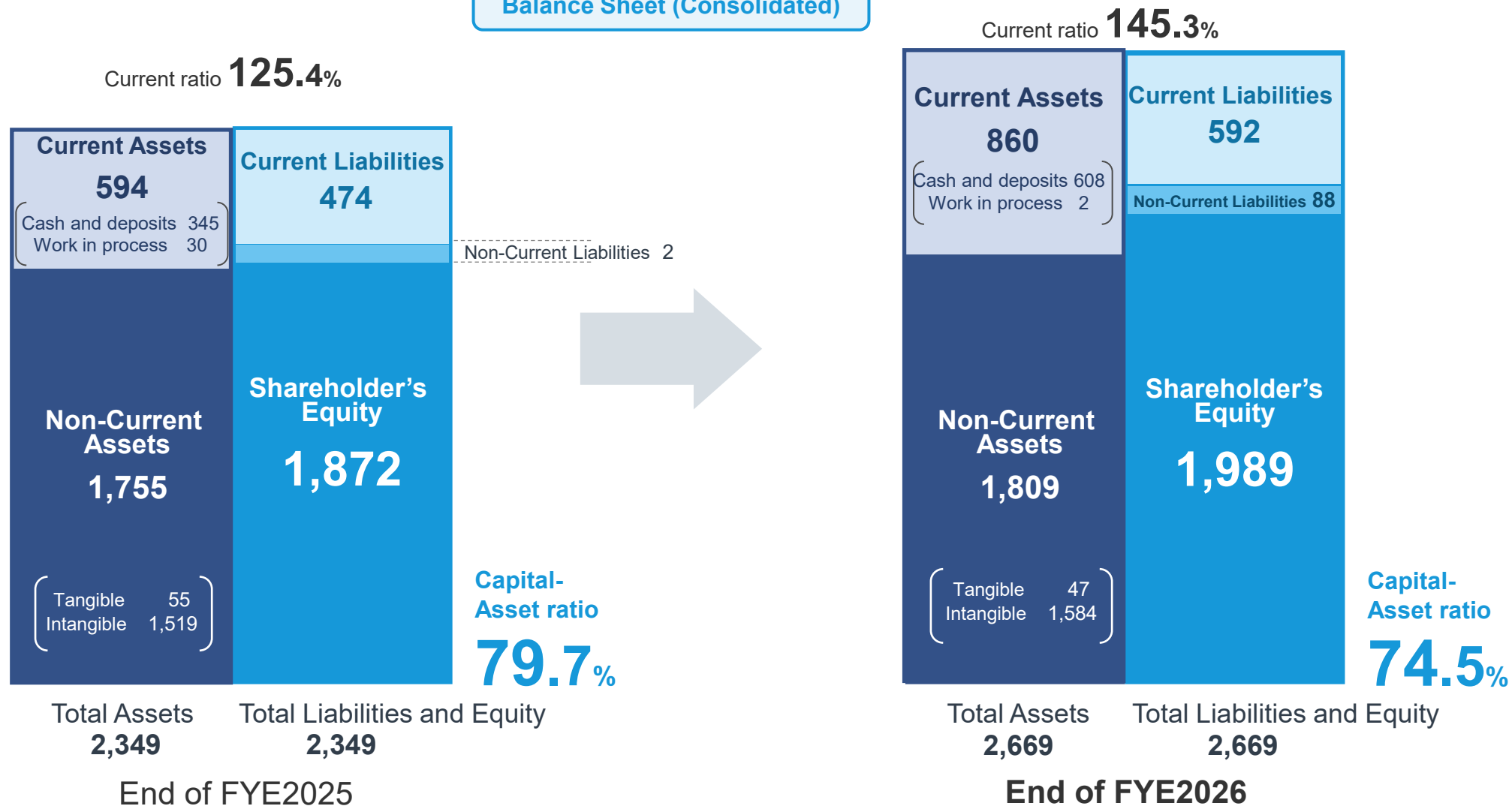
* Free cash flow (FCF) = Operating cash flow (CF) + Investing cash flow (CF)

* Figures rounded down to the nearest million yen.

Solid Financial Base to Support Continuous Investment in Growth Fields

(Unit : Million yen)

Balance Sheet (Consolidated)



* Figures rounded down to the nearest million yen

4Q Implementation Results : Adoption of Our SaaS by **Leading Regional Real Estate Companies**

Kawasho House

Kagoshima

50 Years of Excellence, A community-oriented, comprehensive real estate business centered in Kagoshima Prefecture, spanning rental brokerage, property management, and sales brokerage.
Managing approximately 22,000 units.
Unified all core management workflows, including property data, contracts, and payment processing.
Replaced legacy in-house systems to eliminate reliance on individual skills (siloe operations).
Successfully achieved enhanced security and comprehensive digital transformation (DX).

 いい生活 賃貸管理クラウド  いい生活 賃貸クラウド and others.

CLC corporation

Tokyo area

Delivering comprehensive real estate services centered in the eastern Tokyo metropolitan area through a deeply rooted local network.
Managing approximately 15,000 units.
Unified scattered property data and person-dependent Excel financial tracking into a single platform.
Achieved real-time information insights while successfully strengthening management control across all operations.

 いい生活 賃貸管理クラウド  いい生活 賃貸クラウド and others.

Chuo Building Management

Saitama

Delivering comprehensive real estate services centered in Saitama Prefecture as a member of the Polus Group.
Seamlessly handling everything from rental leasing and management to property sales and renovations.
Significantly upgraded the quality and speed of lead follow-up operations through online visit bookings and LINE integration.
Achieved higher customer satisfaction by providing rapid, tailored proposals backed by precise data.

 いい生活 賃貸クラウド  いい生活 売買クラウド and others.

TonTon Inc.

Tokyo area

Japan's exclusive "Forbes Global Properties" partner, showcasing domestic luxury real estate to the global market.
Operating a comprehensive real estate business focused on high-end properties.
Met the rigid security standards required for high-net-worth individual (HNWI) services.
Replaced fragmented workflows with fully centralized management from leasing to property management.

 いい生活 賃貸管理クラウド  いい生活 賃貸クラウド and others.

Expanding to
Real Estate Companies
Nationwide!



3. Future Prospects

FYE2027 Forecast(Consolidated)

(Unit: Million yen)

	FYE2026 Result	FYE2027 Forecast	Change(%)
Net Sales	3,232	3,415	+5.7%
Operating Profit	229	319	+39.3%
Ordinary Profit	236	317	+34.1%
Net Profit	151	195	+29.6%

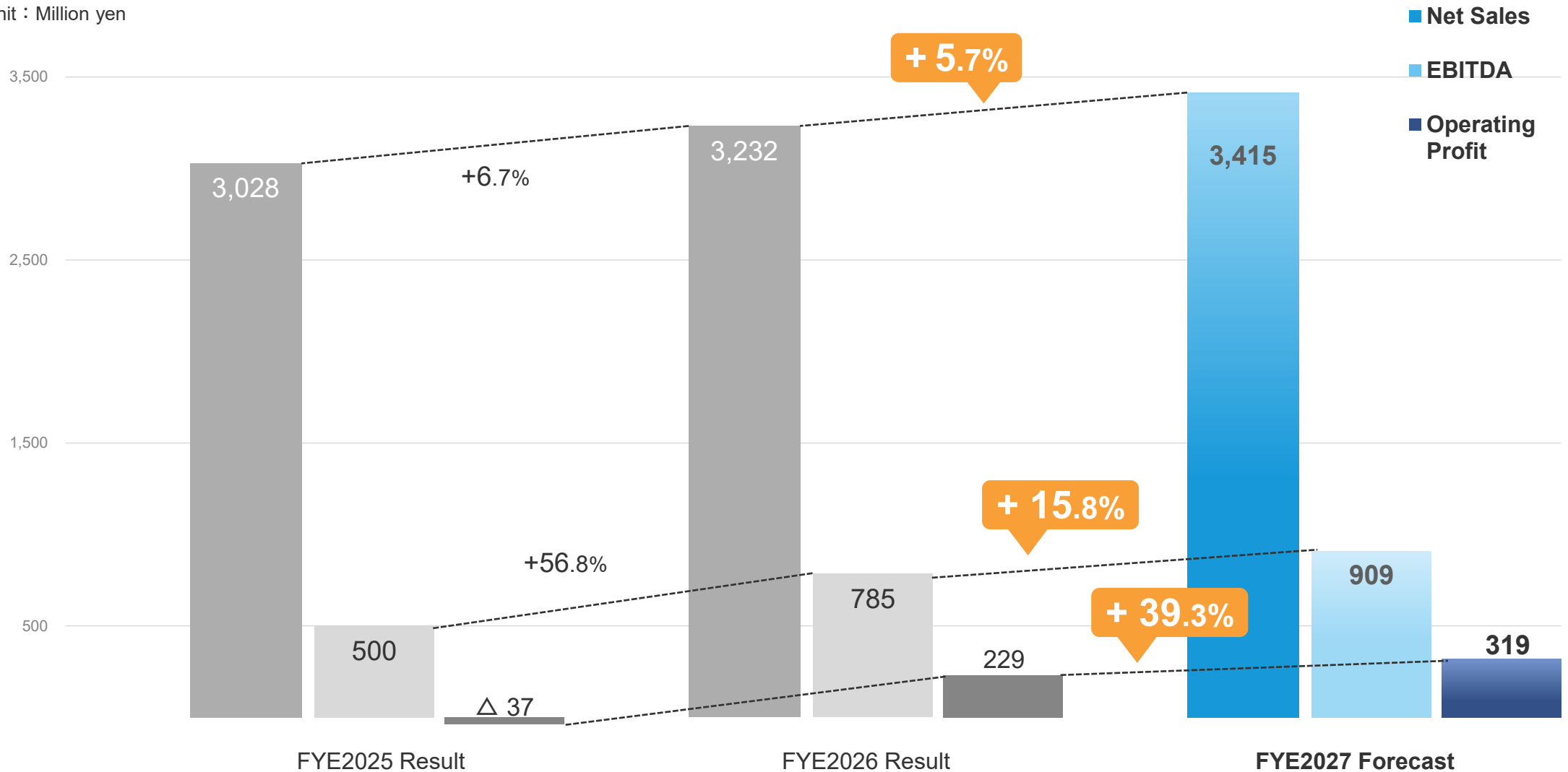
	Devidend per share
FYE2027 Forecast	3.00 yen (6.00 yen on a pre-split basis)
FYE2026 Result	6.00 yen

*Figures rounded down to the nearest million yen.

*A 2-for-1 stock split of common stock was executed, effective April 1, 2026.

Latest Results and FYE2027 Forecast (Consolidated)

Unit : Million yen



(500)

Basic Policy and Growth Strategy

1 Supporting the SaaS shift for enterprise companies and regional core real estate companies



Continued focus on driving SaaS adoption among enterprise clients and leading regional real estate companies.


Contributing to problem-solving as a core operational system that addresses ever-escalating **cybersecurity risks**.

2 Accelerating Multi-Product Strategy with AI



Accelerating AI implementation across our entire product lineup, including AI-generated messages/comments and AI-assisted payment reconciliation. Promoting AI-driven efficiency across all business scenarios to unlock new, high-margin added value.

3 Expanding いい生活 Square third-party partnerships to drive transaction revenue



Promoting seamless data integration with a diverse range of third parties, including rent guarantee companies, public services, and NHK. **Expanding trading volume within our ecosystem to target further growth in usage-based fees.**

4 Accelerating Data Modernization

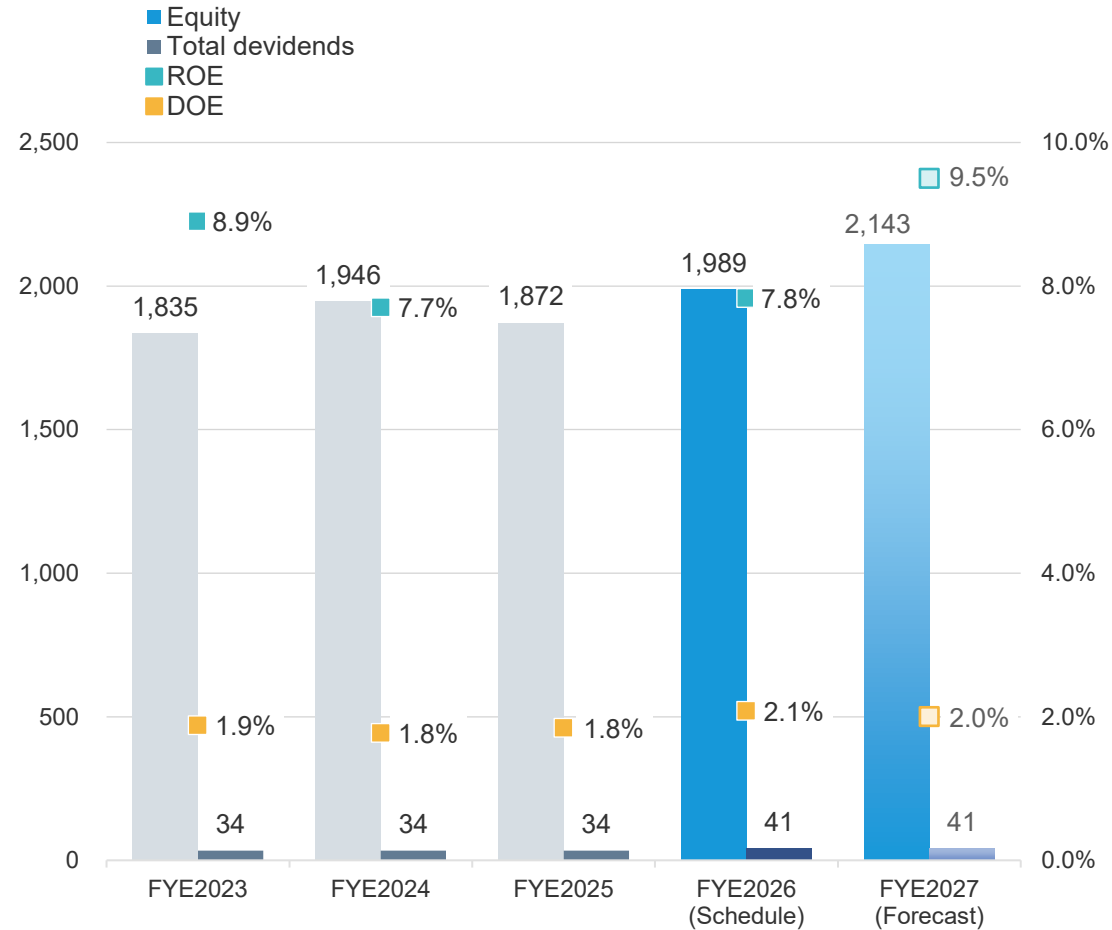


Further strengthening data migration workflows, which have already been streamlined through AI, advanced IT tools, and process standardization. **Accommodating a wide range of legacy systems with varying vendor specifications to fast-track market growth.**

Dividend Increase Scheduled for FYE2026, Maintaining Stable Payouts Going Forward

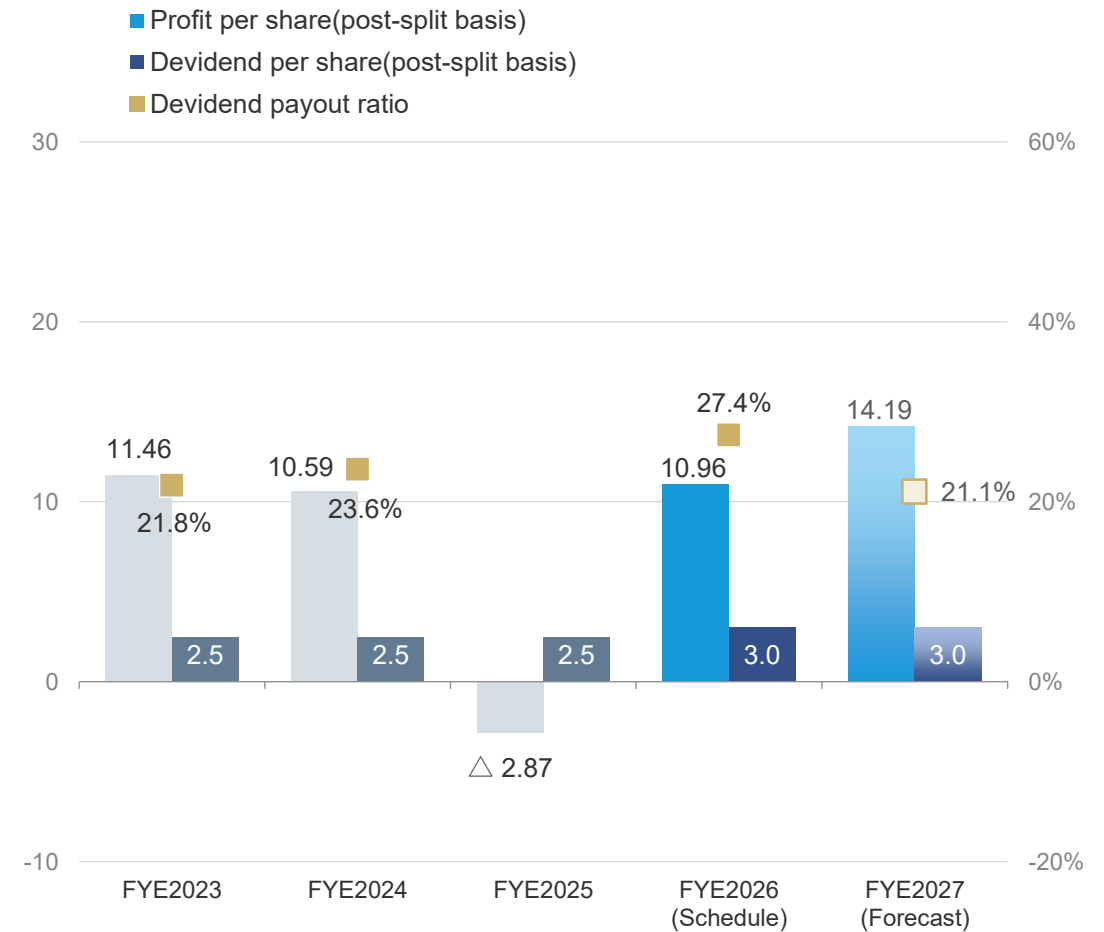
(Unit: Million yen)

DOE(Devidend on Equity)



(Unit: yen)

Per share information



*Figures rounded down to the nearest million yen.

* 2-for-1 stock split of common stock was executed, effective April 1, 2026.

Profit per share and dividend per share are calculated on the assumption that the stock split was executed at the beginning of the fiscal year ended March 31, 2023.

“e-Seikatsu Tenant” New Release

Feb 2026
New release

NEW

いい生活
Tenant

Boosting Office
Tenant Satisfaction
& Unlocking
Business
Opportunities

Office Building
Communication App
for Property Managers

- A mobile application designed to drive digital transformation (DX) in communications between office building managers and tenant companies.
- Digitalizes tenant management operations—traditionally reliant on phone, fax, and paper posters—significantly reducing administrative burdens for both parties.
- Empowers high-essential property management that enhances asset value through seamless, premium-quality communication.

Major Update



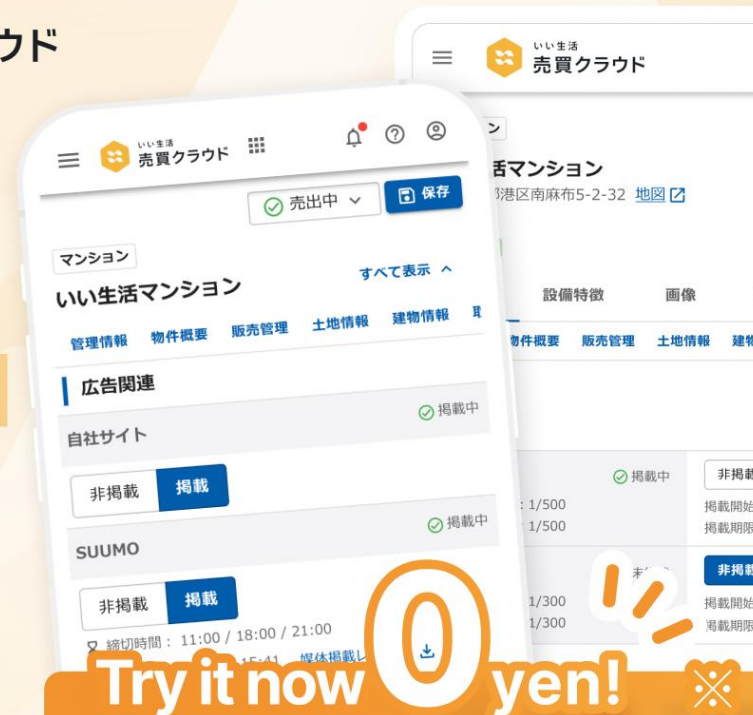
Mobile version

Property listing

capabilities are now available
on Sales brokerage Cloud!

 Even more editable fields **expanded!**

 Now supporting **Multi-device access!**



Try it now  **0 yen!**

*Please check the support site for terms and conditions.

- Feature update enabling users to publish real estate advertisements to major property portals directly from their smartphones.
- Seamlessly complete the entire operational workflow—from site inspections and property photography to ad creation and listing deployment—fully on a single smartphone.
- Optimized for mobile with features like AI-powered automatic image categorization, allowing stress-free operations on the go to drastically accelerate sales activities.

New Feature Release!



いい生活
ウェブサイト Flex

“Multi-Unit listing” now live on your website!

- ✓ Sync to SUUMO with No Double Entry
- ✓ Showcase Properties Attractively with Premium Standard Templates

Run Ads even
before price
are set!



- Eliminates the hassle of manually updating individual plots of subdivided land, allowing users to publish and update entire developments collectively on their own website.
- Any updates made on the company website automatically sync with major real estate portals (such as SUUMO), completely eliminating the need for double data entry.
- Offers a rich selection of website templates designed to showcase multi-plot developments attractively, pursuing both ultimate operational efficiency and high-quality presentation.

Feature Update



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賃貸クラウド 営業支援



いい生活
売買クラウド 営業支援

Major Update to AI Message Generation Feature !

- ✓ Improved accuracy for inquiry responses
- ✓ Providing real-time property availability status
- ✓ Automatically recommending properties with tailored comments



- AI directly accesses the latest customer and property updates, referencing real-time data to generate highly optimized AI messages.
- By leveraging rich database insights—including customer preferences, attributes, and search criteria—the quality of generated content improves drastically.
- Beyond simply streamlining day-to-day sales activities, highly personalized communication directly drives higher closing (conversion) rates.

【e-Seikatsu Square】 Property Information Distribution from Core Real Estate Companies in Various Regions Begins One After Another

- A real estate information distribution platform that gathers high-quality property information from leading real estate rental management companies across the country
- Enhanced the quality, quantity, and freshness of listed properties, stimulating transactions within the platform (electronic applications for occupancy, etc.)

Major examples of new information distribution that began this fiscal year, with more planned for the future

January 2026

Kawasho House Co., Ltd.

Kagoshima



February 2026

Nanyo Housing Co., Ltd.

Chofu



February 2026

RYOBI HOLDINGS Co.,Ltd.

Okayama



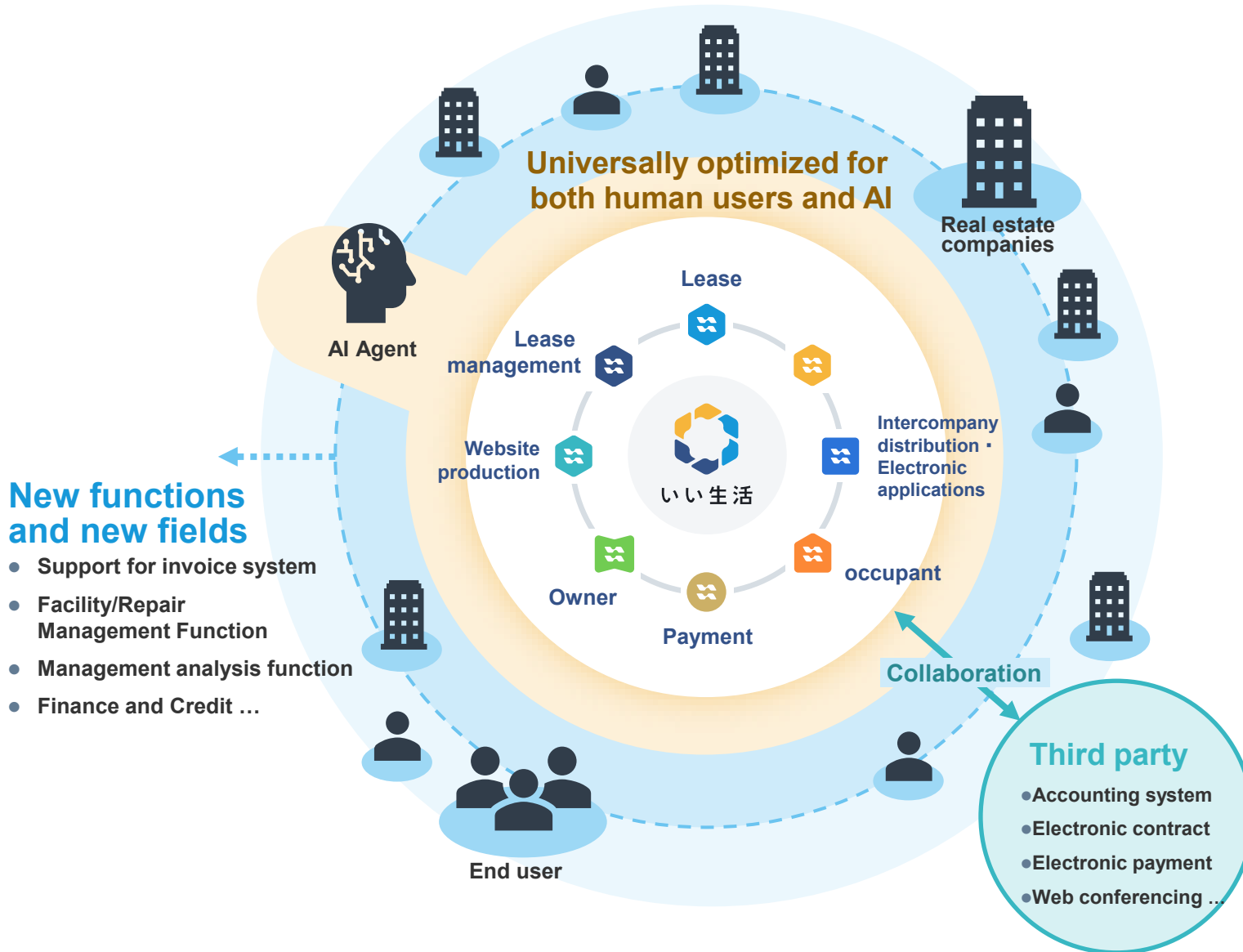
March 2026

FOOTWORK Co., Ltd.

Machida



Our Product Vision for DX in the Real Estate Market

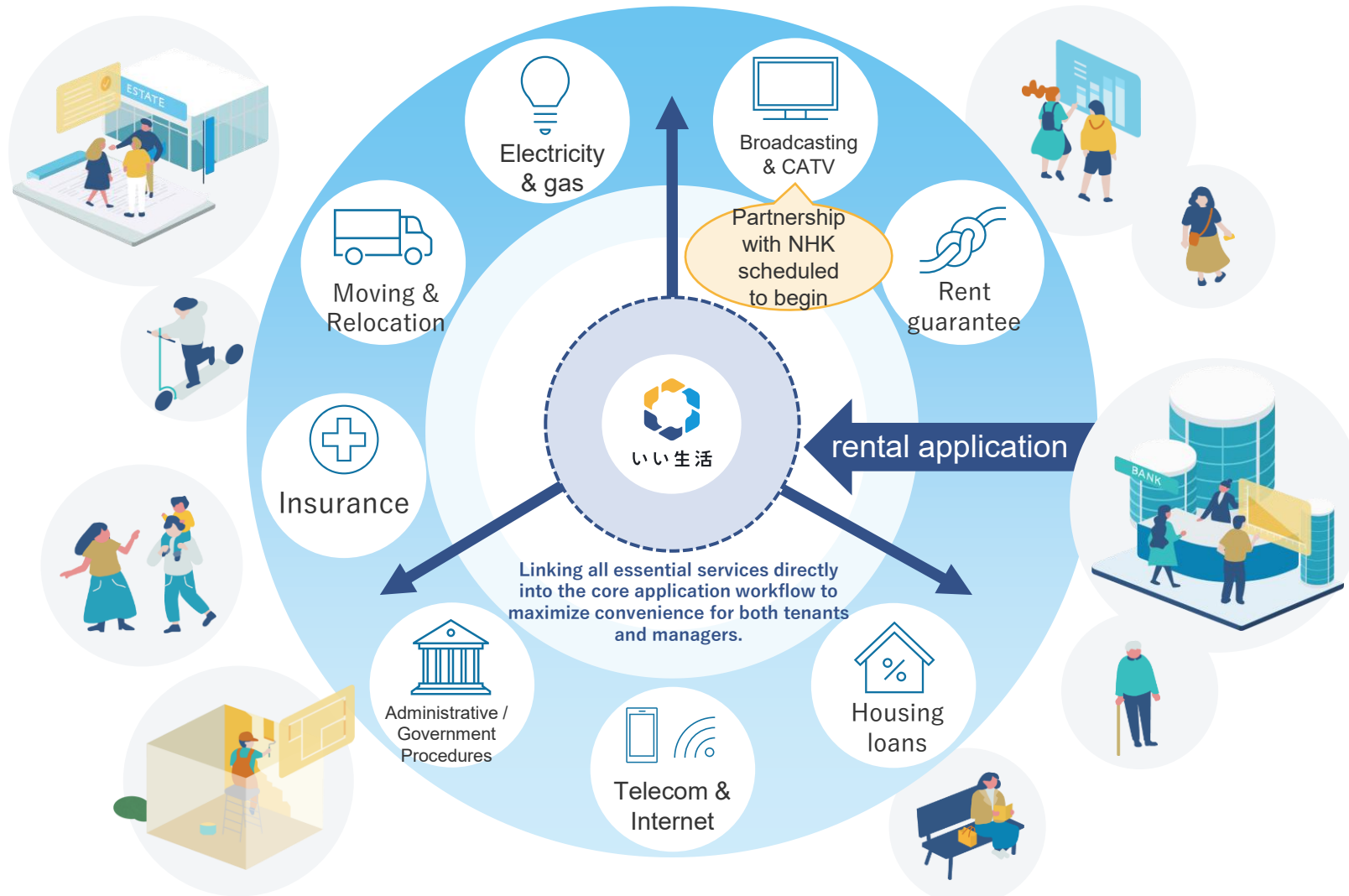


Further Driving **Multi-Product** × **AI Strategy** in PropTech

- Our SaaS covers all business areas, **real-time data collaboration** between tools without human intervention
- **Optimize the user's entire business** by integrating with a wide variety of third-party systems.
- Expanded new features for **wider DX of operations**
- **Implementing AI capabilities across our entire product lineup** to evolve into a truly AI-native platform.

Into a Platform that Gathers All Real Estate Related Data

DXing the market to create platforms and marketplaces to expand the ecosystem

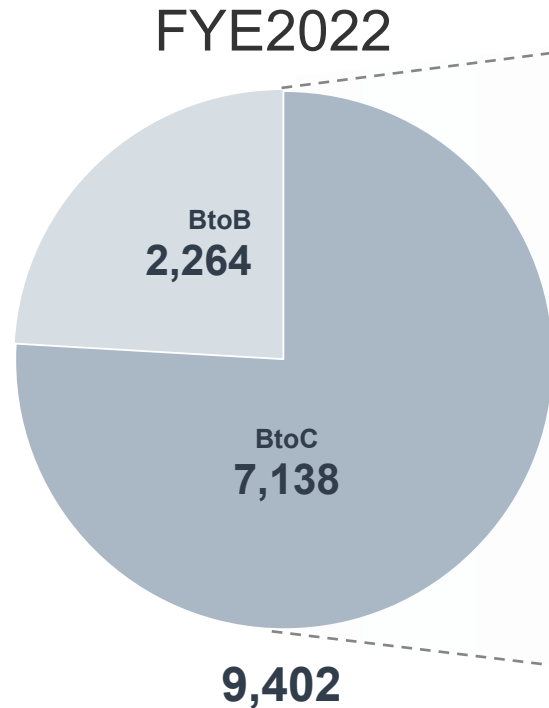


- **A platform** that gathers all kinds of data related to real estate using SaaS as a mediator
- **"e-Seikatsu Square"** seamlessly links various property-related services with the rental application, enabling hassle-free, unified processing. Connecting data across diverse lifestyle categories to streamline tenant onboarding. (NHK Partnership Coming Soon)
- **A marketplace** where a variety of transactions are actively developed based on a wealth of data
- Expanding **the ecosystem** in the proximity area through value creation brought about by the DX-ization of the real estate market

*This represents a future vision and includes some services scheduled for future integration.

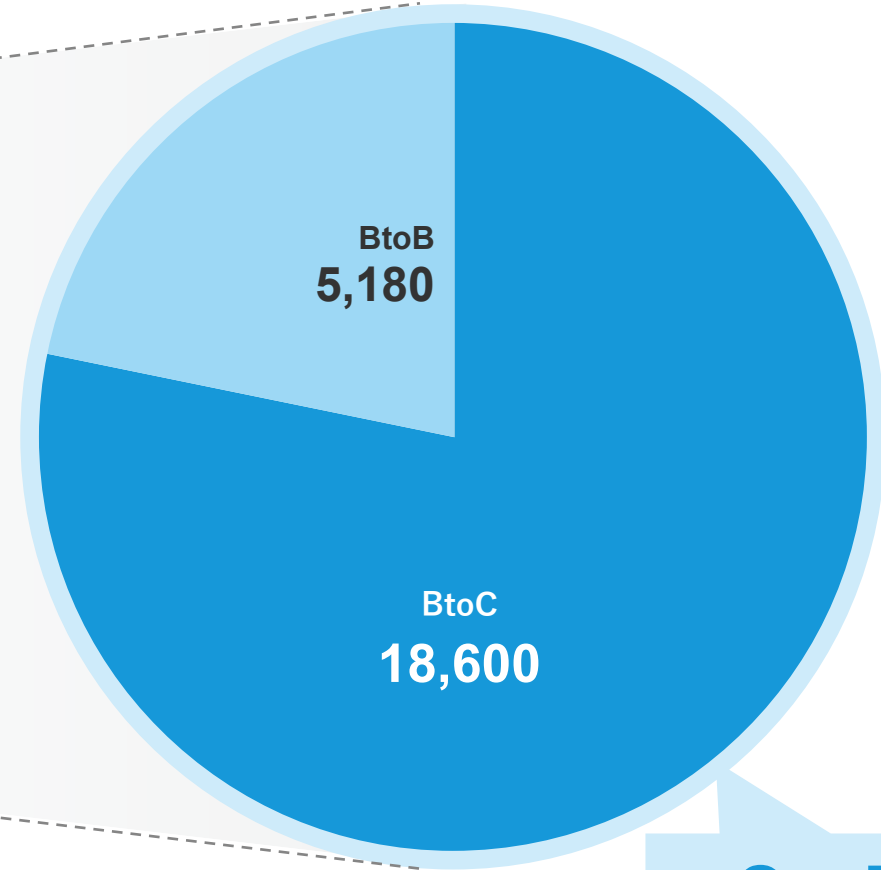
Real Estate Tech Market Continues to Grow

(Unit: JPY100 million)



252.9%

FYE2030(Forecast)



Our TAM
Total Addressable Market

Source: 2024 Real Estate Tech Market Status and Outlook, Yano Research Institute, Inc., April 2024

Note: Yano Economic Research Institute Co., Ltd. is a market research company of the Kyodo Telecommunications Group, and the above data are based on the company's own research.

Note: Operator Sales Basis

- The areas of BtoC for consumers are "media such as property search," "matching services," "design and construction services," "crowdfunding (real estate type)," and "property utilization (sharing brokerage)."
- Business-to-business services include real estate information services, real estate brokerage and management support and pricing systems, support services using VR (virtual reality) and AR (extended reality) technologies, and IoT (cloud-based surveillance cameras and image analysis).

Achieve Growth through Market Expansion as a Major Player in the Real Estate Tech Market

Target Indicators

- **5,000** client companies
- Average customer unit price (monthly amount/corporation) **100,000yen**

- **Real estate: Number of business establishments in Japan (FYE2021) :** 315,666
- **Average office unit price:** approximately 40,000 yen

Market Size of Real Estate Tech as a whole
(FYE2030 Forecast)

Source: 2024 Real Estate Tech Market Status and Outlook, Yano Research Institute, Inc., April 2024

SOM (Note 1)
Approximately
6 billion
Yen/Fiscal Year

To increase market share
On-premises scratch, etc.
Replacement of the system

SAM (Note 2)
Approximately
126.2 billion
Yen/Fiscal Year

Through entry into new fields
Target market expansion
Financial and credit fields,
Data business domain, etc.

TAM (Note 3)
Approximately
2.3 trillion
Yen/Fiscal Year

*1 Serviceable Obtainable Market (SOM): the actual market size that may actually be acquired in a market that is a direct target of a service.

*2 Serviceable Available Market (SAM) is the largest market theoretically able to capture in a market that is a direct target of a service.

*3 Total Addressable Market (TAM): The potential total market size, including the market for alternative services that meet the same customer needs, even if not directly targeted for a service.

*4 The number of domestic business establishments in the real estate industry is the sum of "Real estate transaction business" and "Real estate leasing and management business." (Source: "2021 Economic Census", Ministry of Internal Affairs and Communications, Ministry of Economy, Trade and Industry)

*5 The market size (SOM/SAM/TAM) is calculated by adding our own estimates based on statistical and public data, and does not guarantee scientific accuracy.

Reference

① Our Branding



不動産市場に、テクノロジーを

いい生活

Mission

**Create many "good life"
for others with technology
and heart.**

Vision

**Create society where
comfortable life circulates.**

Statement

More kindness.

A life in harmony with life, snuggling up to the other person's heart and perspective.

More clarity.

A life that allows people to choose their own lifestyle comfortably without hesitation.

More diversity.

A life that is in tune with the times, with people, and with a variety of values.

We have been contributing to the optimization of the real estate market from early on,

and have accumulated a wealth of data and trust.

To create a new standard together with our customers.

What only technology can do, what only people can do.

We want to build more and more "tools" to help people's lives, "places" where people can exchange data with peace of mind, and "experiences" where friendly communication can spread.

When life changes, when life continues.

At every point of contact,

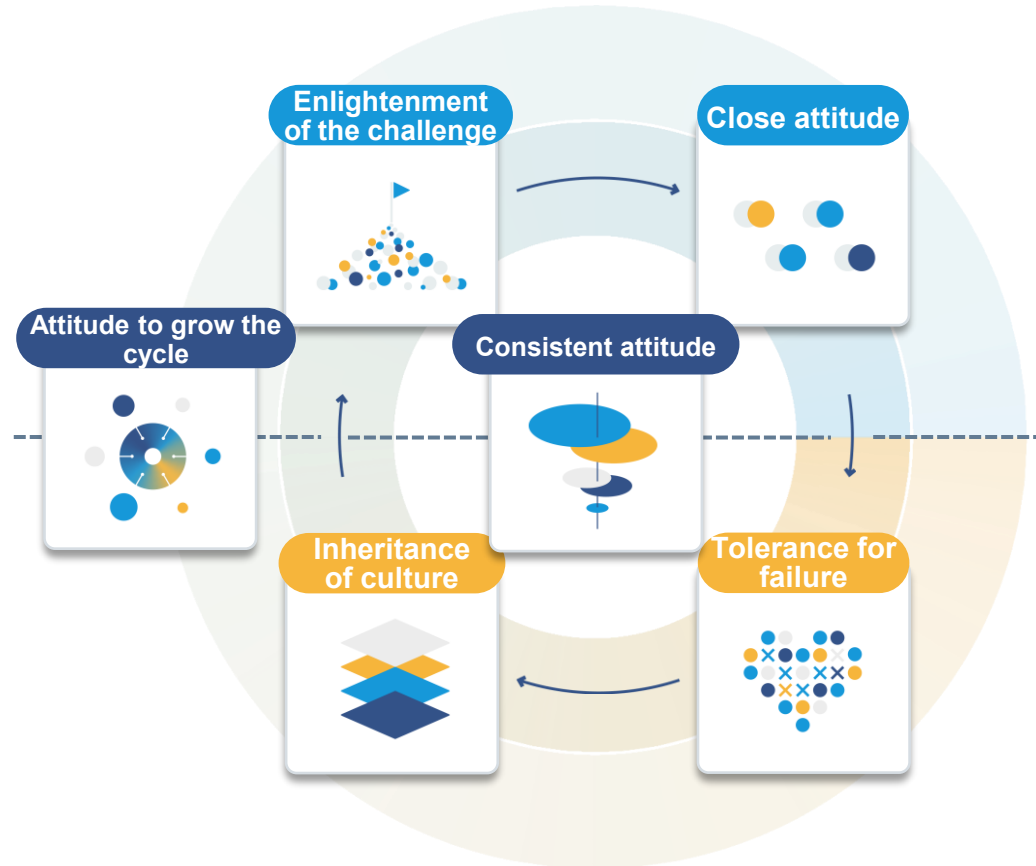
we want to provide rich and clear choices, and to connect people and their good lives by seamlessly linking data.

Create a social system in which a comfortable life circulates.

That is our mission.

Unique Values That Support Our Growth

Business (External)



Organization (Internal)

Enlightenment of the challenge

Keep setting a new standard.

Always question the "norm," learn and unlearn, and formalize the path we have taken.

Be curious, enjoy exploring the unexplored as pioneers, introduce and expand new insights into our organization.

Close attitude

Advance forward with perspective just right.

Think about innovations and improvements that will move the world forward by one step.

Not in the future, not so far, nor today, but from the distance of "TOMORROW".

Light the way forward proactively, not leaving anyone behind, and not stagnating.

Consistent attitude

Be gentle and kind, but with firm determination in heart.

Kindness = "friendly" and ease = "comfortable", but it is not a Yes-man.

We will be a dependable presence through clear communication and a system with a "principle".

Attitude to grow the cycle

Generate a chemical bond by various talents.

Send out your own WILL and involve colleagues and partners who can fill in your lacking abilities.

When the DNA of specialist's fuse beyond differences in areas and ideas, new "chemical reactions" will be born.

Inheritance of culture

Make our history by accumulating trust from others.

The past leads to today, and today leads to the future.

Accumulating trust with our customers step by step, becomes the foundation of "US" and our history.

Tolerance for failure

Love challenges and failures we meet altogether.

Let's welcome the trials and errors with great love, for new challengers and that followers.

Whether it is a small challenge or a big failure, let us accumulate them while supporting each other.

Product Branding



This is the structure of each service that embodies e-Seikatsu's mission.

It consists of a central service line-up for all areas and a leasing, leasing, management, and trading service specializing in each area.

Each service is not interrupted by its domain or business, but it connects all real estate-related operations and circulates lifestyle and data.

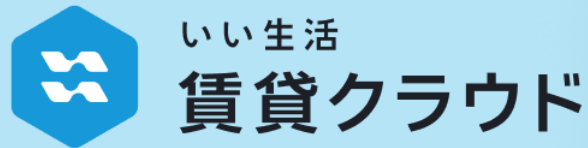
Reference

② Our Products

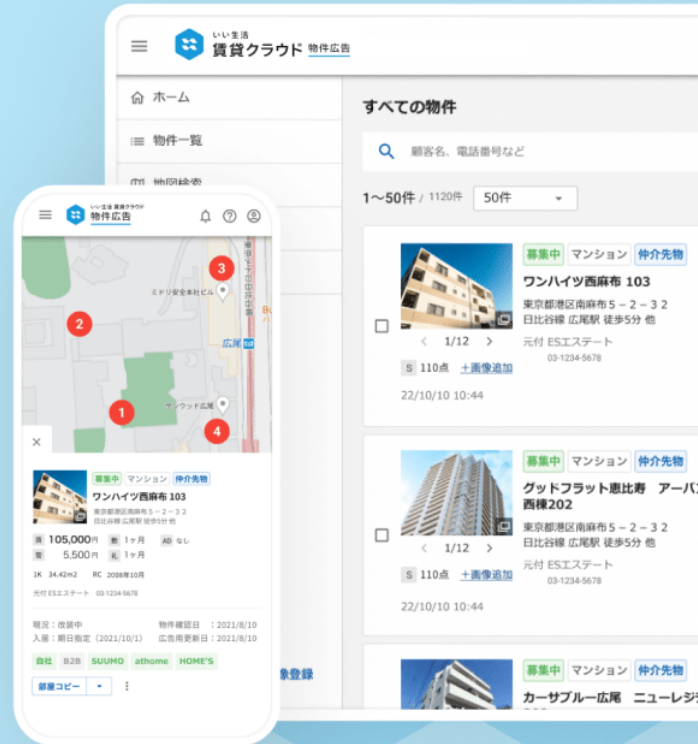
e-Seikatsu Rental Brokerage Cloud

[Sales Support] Customer management SaaS optimized for real estate rental brokerage. Support for the digitization of the real estate business

[Properties Advertising] Digital and efficient rental and intermediary real estate companies



Sales Support / Property Advertising



[Sales Support]

- Supports smartphones, tablets, and other devices, and manages a wide range of interactions such as LINE and web chat on a single screen
- Real-time linkage with e-Seikatsu database, and smooth transition to electronic applications and contracts
- Equipped with hot lead function that visualizes highly likely customers, accelerating sales activities with AI-powered message generation

[Properties Advertising]

- Support for multi-device devices such as smartphones and tablets
- Support the business of a rental real estate agency that operates on the web with AI input support and assist functions.

e-Seikatsu Sales Brokerage Cloud

SaaS customer management optimized for real estate sales brokerage. Support for digitization of real estate sales



- Maximize opportunities to interact with management customers on a single screen for various types of communication, such as LINE and Web chat, for smartphones, tablets, and other devices.
- Complete My Page for Customers. Supporting sales activities by automatically responding to customer feedback and introducing new properties
- Equipped with hot lead function that visualizes highly likely customers, accelerating sales activities with AI-powered message generation
- Corresponding to key operations such as sales assessment, explanations of important matters, sales contracts, and preparation of transaction ledgers
- Real-time linkage with e-Seikatsu database, and smooth transition to electronic applications and contracts

e-Seikatsu Website

SaaS for creating your own website and web media optimized exclusively for real estate companies.

It is also linked to our property database product, enabling a variety of search options and property introductions.



- It is possible to produce a company's website optimized for introducing real estate in a fully responsive manner, to support the digital marketing of real estate firms
- It is possible to produce a practical company's website with plentiful templates and simple operation, change its designs, and update its contents in house

e-Seikatsu Rental Management Cloud

SaaS for rental management companies covering management contracts with owners, rent management, income and expenditure reporting, and accounting linkages



いい生活
賃貸管理クラウド

Rental Management



- Centralized management of all information relating to real estate leasing management
- Can share information in multiple stores by taking advantage of SaaS's advantages
 - ✓ Explanation of important matters for owners
 - ✓ Management consignment contract and lease contract management
 - ✓ Rent management, income and expenditure reports, and preparation of periodic reports
 - ✓ Cash In/Out, Revenue, and Unapplied Cash Management
 - ✓ ERP / Accounting Integration
 - ✓ AI-Assisted Payment Reconciliation (Planned)
- Achieving greater operational efficiency and DX by combining and collaborating with other services, such as Web tenant applications

e-Seikatsu Property Management Cloud

SaaS for Building Management: Covering management contracts, statutory inspections, periodic inspections, and regulatory reporting.



いい生活

建物管理クラウド

Property Management



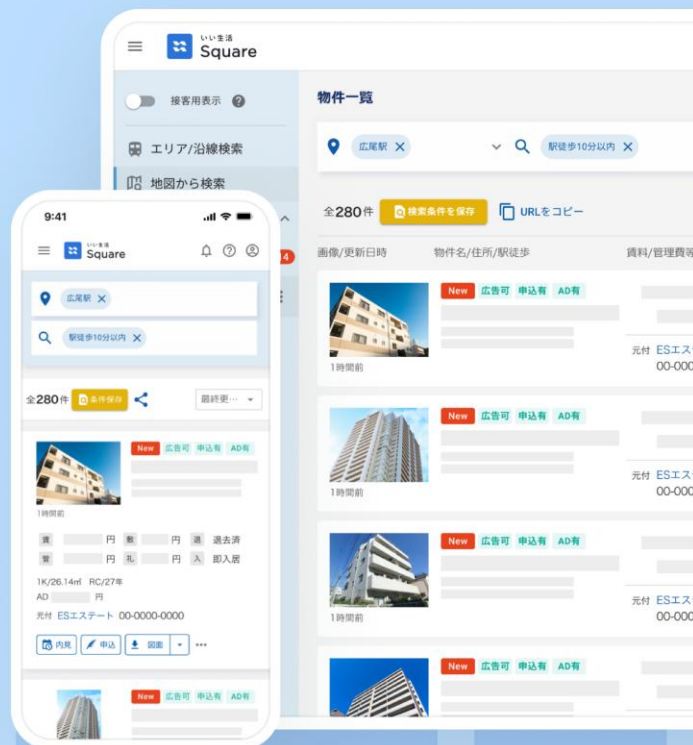
- Contract Management: Digitalizes management contracts while automating renewals, cancellations, and deadline tracking. Dramatically improves searchability and data accessibility.
- Task & Progress Management: Consolidates scheduling for daily repairs, inspections, and maintenance into a single dashboard. Realizes efficient task management and prevents omissions through robust progress tracking.
- Billing & Payment Management: Minimizes errors in amounts, dates, and names to prevent missed payments. Integrates with Rental Management SaaS to enable seamless tracking of the overall building's consolidated balance.

[e-Seikatsu Square]An inter-dealer property information distribution platform that connects rental management companies and rental brokerage firms with ready-to-introduce property information

[Reserving a viewing/Web application] Digitization of the rental application process with automatic linkage between consumers, rental agencies/rental management companies, and rent guarantee companies



Search of property / Internal reception
/ Web application



[e-Seikatsu Square]

- Direct real-time linkage of information from SaaS used by each management company
- Information on properties with abundant images and abundant contents
- Free accounts for rental brokerage firms
- Custom Member Portals: Property managers can optionally launch their own exclusive, member-only websites.

[Reserving a viewing/Web application]

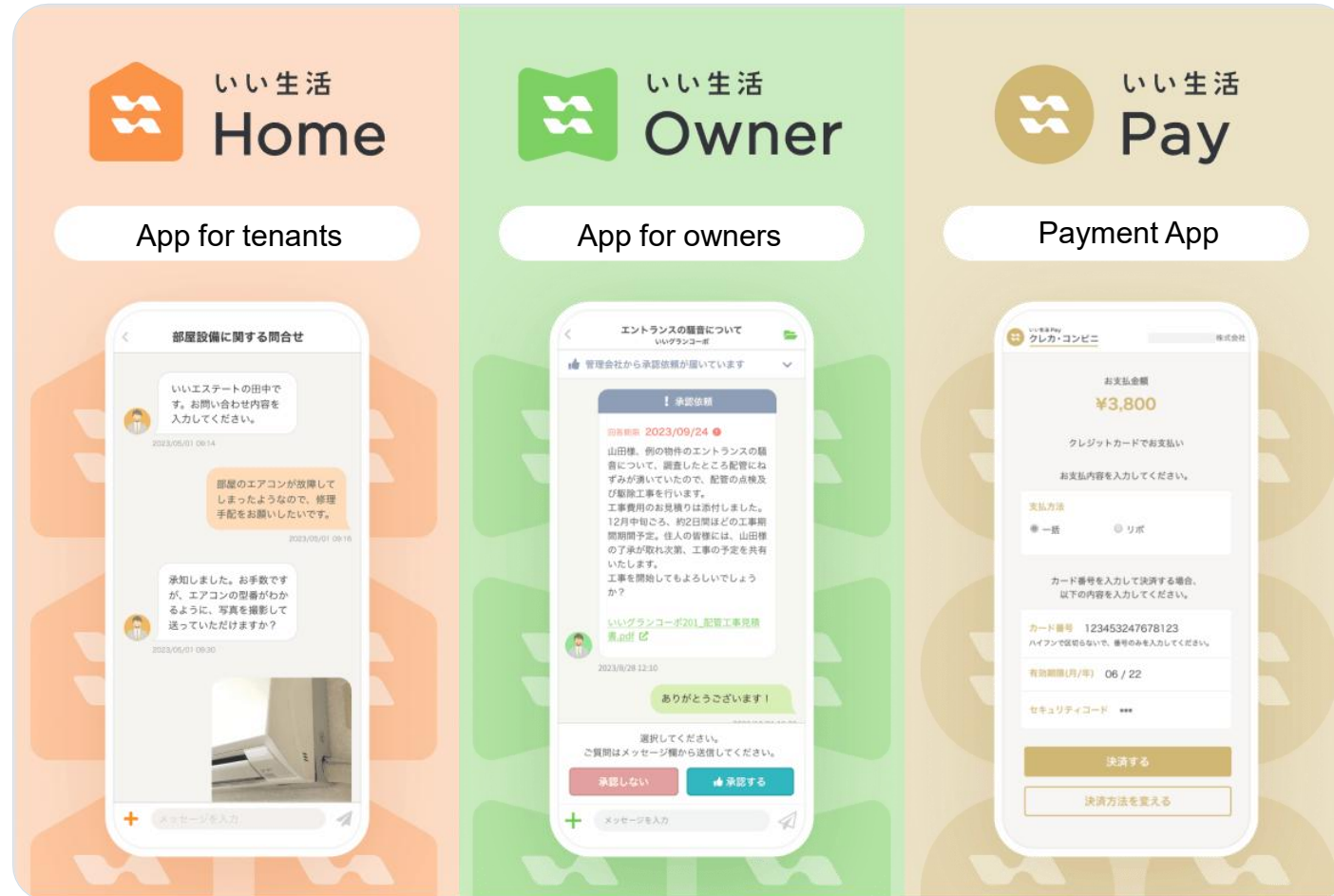
- Available 24 hours a day, 365 days a year for automation of application and acceptance between brokerage company and management company
- Applications can be submitted from a mobile phone, and applications are accepted and screened paperless.
- To collaborate with rent guarantee companies

[e-Seikatsu Square]

Number of registered corporations
over 27,000 companies

e-Seikatsu Home /e-Seikatsu Owner /e-Seikatsu Pay

SaaS for property management companies to centrally manage and digitize their services and communications to tenants (e-Seikatsu Home) and reporting and communication to owners (e-Seikatsu Owners).



A communication application that replaces phone calls, mailings, and bulletin boards for property management companies, tenants, and owners

- The App for owners can send income and expenditure reports and send a repair estimate, etc.
- In App for tenants, equipment status can be communicated using photographs and videos, and payments and applications for withdrawal can also be made
- Multilingual Support: The communication app supports multiple languages to accommodate diverse users.
- The Payment App provides a payment function that can be completed on a smartphone.

Valid occupant ID:

More than **230,000**

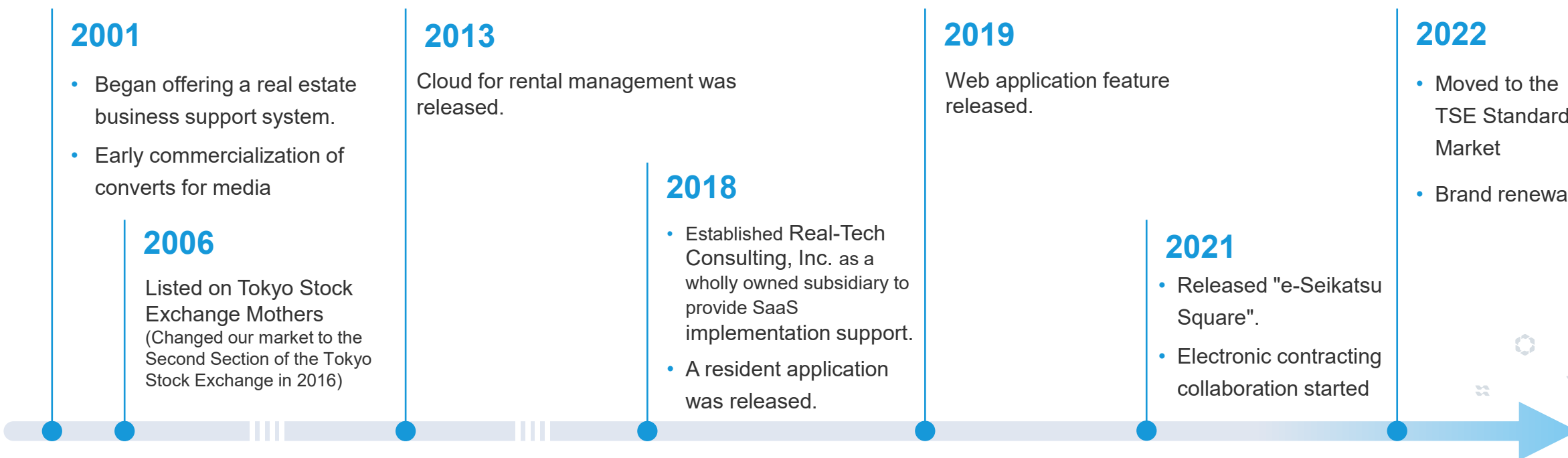
* Cumulative number of valid resident IDs as of February 2026.

Reference

③ Company Profile

Our History

20 years since the dawn of the Internet, with the growth of the market



- Windows XP launched (2001)
- Listed on Google (2004)
- YouTube established (2005)
- Amazon Web Services started (2006)
- Twitter started (2006)
- The term "cloud computing" emerged (2006)
- The first iPhone is released (2007)
- **Lehman Shock (2008)**
- Android smartphone launched (2008)
- Microsoft Azure launched (2010)
- **The Great East Japan Earthquake (2011)**
- Government Adopts Cloud-by-Default Principle (2018)
- **First report on COVID-19 (2019)**
- 5G service launched in Japan(2020)
- Digital reform law passed (2021)
- Tokyo 2020 Olympics (2021)
- Windows 11 Published. (2021)
- Starlink Started (2022)

Initiatives for Health and Productivity Management

e-Seikatsu has been certified as a "Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category)" for seven consecutive years.



2026
健康経営優良法人
KENKO Investment for Health

大規模法人部門

Certified
for 6
years

Health and Productivity Management Declaration

Objectives

Our goal is to ensure that every employee can work healthily and safely, both physically and mentally. By maintaining an environment where they can deliver their maximum performance, we aim to enhance employee vitality and productivity. This will lead to maximizing corporate results, improving business performance, and ultimately increasing corporate value.

Implementation Structure

The Representative Director and CFO (also serving as Corporate Group Leader) serves as the Chief Health Officer. The Corporate Group Human Resources Department acts as the primary department for promoting health management, coordinating with industrial physicians and health insurance associations to drive initiatives.

Strategy Map, Health Measures, and Implementation Status:

<https://www.e-seikatsu.info/sustainability/Healthmanagement.html>

Access to the Research Analyst Report

December
2025
Updated

This report will help you
gain a comprehensive
understanding of
our business



The full corporate research report (Japanese only) by FISCO Ltd. can be downloaded at the following URL;
<https://www.fisco.co.jp/wordpress/wp-content/uploads/FISCO/e-seikatsu20251208.pdf>

Selected for the "All Listed Company Website Quality Ranking"



Selected as an
"Excellent Website" in
the 2025 Standard
Market Category

Corporate Website (<https://www.e-seikatsu.info/>)

✓ Evaluation axes

Easy to understand

Ease of use

Large amount of information

- The "All Listed Company Website Quality Ranking" is an authoritative award program conducted annually since FY2003 by Nikko Investor Relations Co., Ltd. In its 23rd year, the survey evaluated 3,937 listed companies based on 168 objective criteria across three perspectives.
- Our corporate website was selected as an "Excellent Website" in the 2025 Standard Market Category (limited to 30 companies).
- This marks our third consecutive recognition, following our selection as a "Best Website" (the highest rank) in the Standard Market Category for both FY2022 and FY2023.

* Nikko Investor Relations Co., Ltd., "All Japanese Listed Companies' Website Ranking" (<https://www.nikkoir.co.jp/rank/rank.html>)

Selected as a "DX Noteworthy Company 2026"

First-time selection recognizing outstanding DX initiatives among listed companies



Noteworthy
DX Companies 2026
Digital Transformation

First-time
Selection
2026

- **Prestigious Tri-Partite Recognition:** Jointly selected by METI (Ministry of Economy, Trade and Industry), TSE (Tokyo Stock Exchange), and IPA (Information-technology Promotion Agency). The 2026 cohort comprises **30 "DX Stocks" (including 3 Grand Prix), 17 "DX Noteworthy Companies," and 2 "DX Platinum Companies."**
- **Core Management Overhaul:** Recognized for **fundamental transformations in business models and corporate management built** around **AI and digital technologies**—moving far beyond mere IT tool adoption or data utilization.
- **Strategic Shift to AIX:** In light of the enactment of the "AI Act" (Act on the Promotion of R&D and Utilization of AI-Related Technologies) last May, the 2026 selection specifically prioritized corporate **AI Transformation (AIX)** initiatives.

Company Profile

Established : January 21, 2000

Paid-in Capital : 628,411,540 yen (As of the end of March 2026)

Listing : Tokyo Stock Exchange Standard Market (Code: 3796)

Banks : Resona Bank, Ltd., Mizuho Bank, Ltd., Sumitomo Mitsui Banking Corporation, MUFG Bank, Ltd., The Chiba Bank, Ltd., Sumitomo Mitsui Trust Bank, Ltd., Mitsubishi UFJ Trust and Banking Corporation

of Employees : 216 (As of the end of March 2026)

Governance System : Company with Audit Committee

Officers :

Chairman	Kiyotaka Nakamura	Outside Director (Independent Director), Audit and Supervisory Committee Member	Haruo Narimoto
President, Representative Director & CEO	Zenichi Maeno	Outside Director (Independent Director), Audit and Supervisory Committee Member	Koichiro Ito
Representative Director & CFO	Hiroyuki Shiokawa	Outside Director (Independent Director), Audit and Supervisory Committee Member	Daisuke Kamimura
Representative Director & COO	Hiroyoshi Kitazawa		
Managing Director, CTO	Akira Matsuzaki		

Audit Corporation : Moore Mirai & Co.

Offices :

Headquarters 〒106-0047 2-32, Minamiazabu 5-chome, Minato-ku, Tokyo

Osaka office 〒530-0011 4-20, Ofukacho, Kita-ku, Osaka-shi, Osaka

Fukuoka office 〒812-0011 25-21, Hakataeki Mae 3-chome, Hakata-ku, Fukuoka-shi, Fukuoka

Nagoya office 〒450-6419 28-12, Meieki 3-chome, Nakamura-ku, Nagoya-shi, Aichi

Disclaimer

- This document has been translated from Japanese original for reference purposes only. Some sentences have been machine translated. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.
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- The information mentioned herein includes our current plans, strategies, and outlooks. They are based on the analysis of currently available information and the judgment of employers, including potential risks and uncertainties. The forecast may be different from actual results, due to the changes in the business environment, etc. The prospects will not be revised or updated according to the facts after the date of announcement, etc.



不動産市場に、テクノロジーを

いい生活