August 6, 2026

Financial Updates 1Q FYE 2027

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

Some of the material is machine translated.

いい生活

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

Table of Contents

1. Business Summary

Mission

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

Vision

Create society where comfortable life circulates.

Providing the Core Systems Behind Real Estate DX as SaaS

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Providing SaaS (with AI) that accelerates real estate and its related businesses

Powered with AI

Products

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

Function

- Planning and development of services
- Marketing, Sales, Consulting
- Support in installation, Customer Success, Support in operation

Business support cloud and service

\+

AI features

Monthly SaaS fees, Transaction usage-based fees

Customer

Real estate companies

- Rental management
- Rental brokerage
- Sales brokerage
- New home sales

Other companies

- University co-ops
- Commercial stores
- Building management
- CRE
- Company housing

Service providers

- Internet
- Electricity/Water
- Moving
- Broadcasting
- Rent guarantee

Real estate service

Use of real estate services and commission

End users

Real estate owners

Owners

Buyers and sellers

Sellers

Buyers

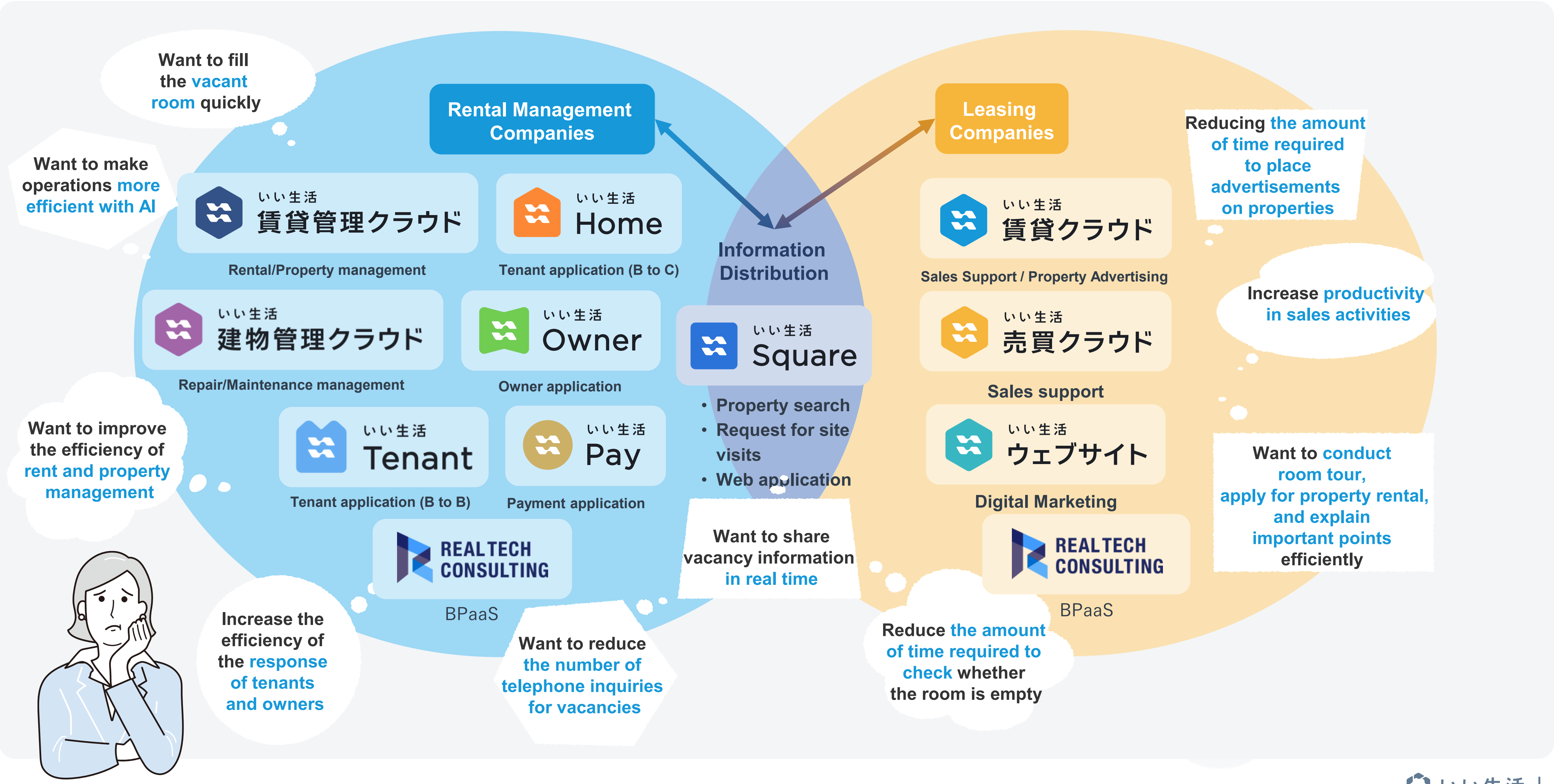
Potential tenants

Tenants

Business workers

Store, office staff

Developing Multi-Products to Issues Across the Entire Real Estate Business



Sustainable Growth through the Synergy of Vertical SaaS and BPaaS

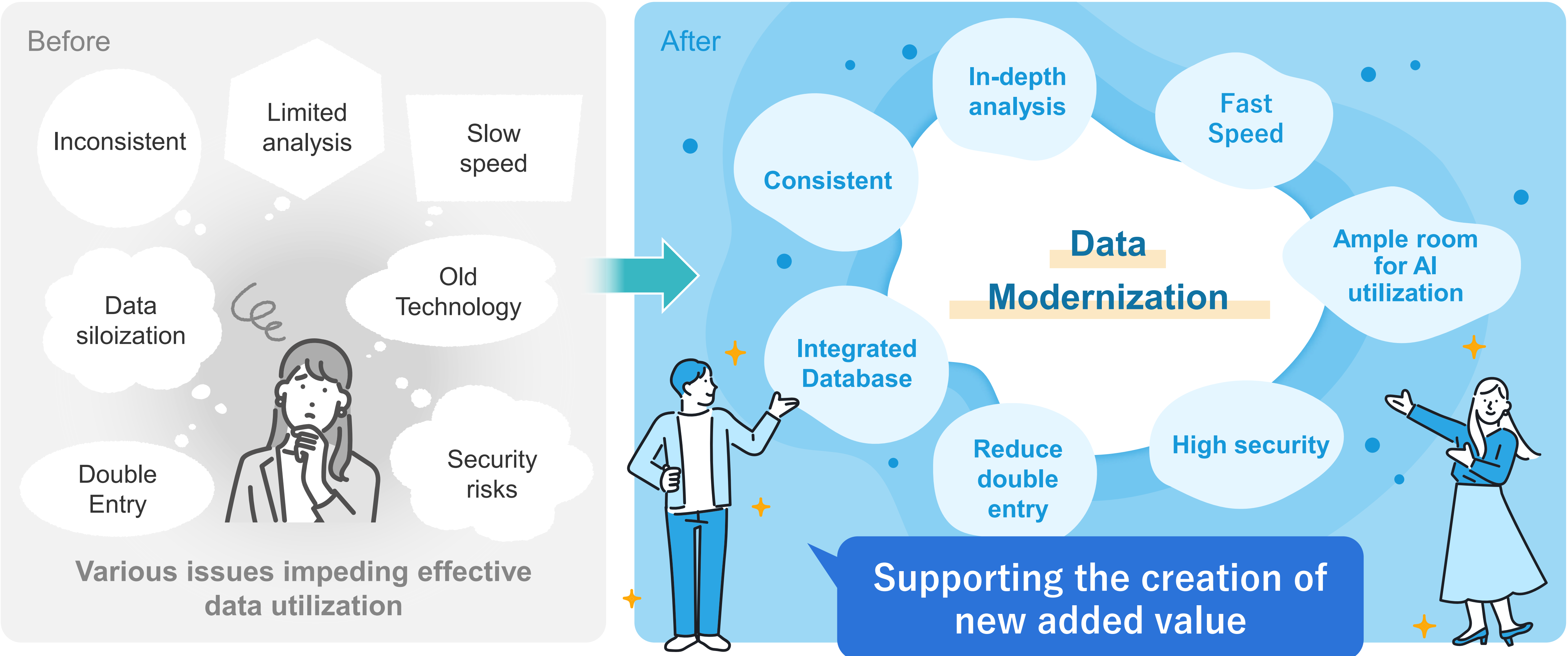
Providing BPaaS that supports clients from implementation through operation via Real Tech Consulting Co., Ltd.
Continuously enhancing customer value and corporate value through the synergy of SaaS (with AI) and BPaaS.

Type of Service	Main Functions	Main Value Offered	Category of Sales
BPaaS Business Process as a Service	Operation Consulting	• Integrated support from implementation to operation, enabling continuous DX even amid labor shortages • Specialist consultants provide ongoing support toward achieving DX and AX • Renewing legacy data into information assets through **data modernization**, building the foundation for AI utilization	Solution
+	+	+	+
SaaS Software as a Service	Application	• **Multi-product SaaS** supporting the entire real estate business • Always providing the latest environment through continuous updates • Delivering AI to all customers on an ongoing basis as **"AI on SaaS"** • Continuously protecting critical data with advanced cybersecurity	Subscription

Turning Legacy Data into Information Assets through Data Modernization

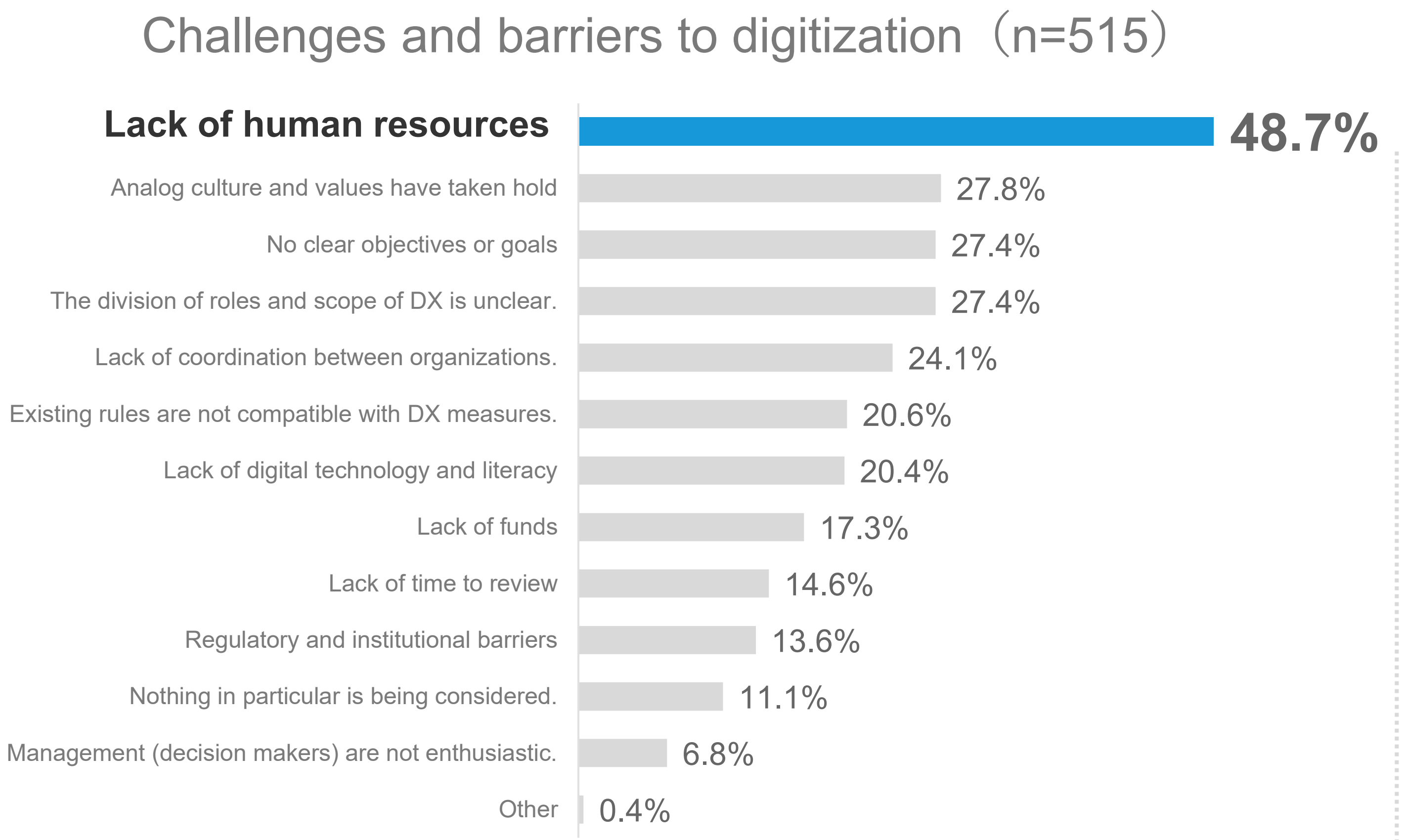
Transforming and optimizing legacy data into information assets that can be utilized by SaaS and AI

Advancing data utilization to maximize the value of SaaS and AI

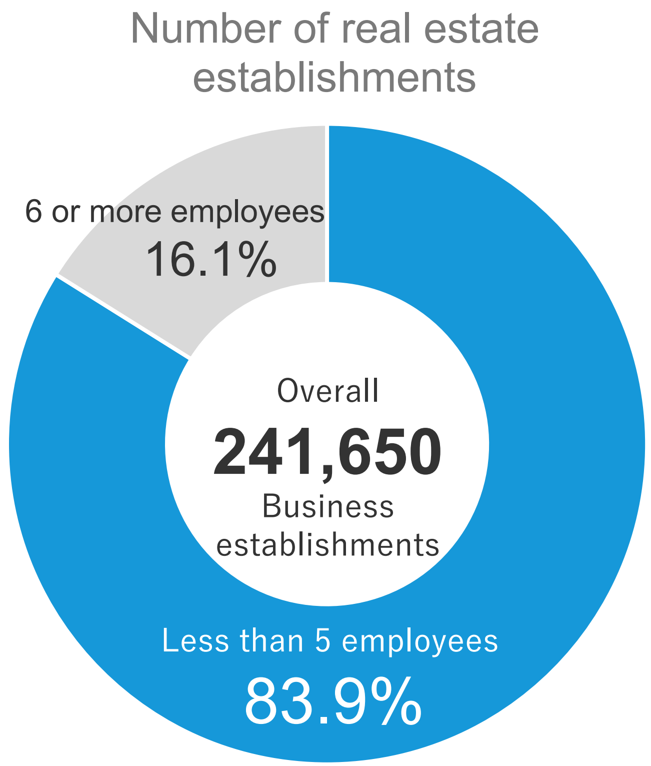


Removing the Hurdles to DX with SaaS + BPaaS

Integrated support from implementation to operation even without in-house IT personnel, delivering the value of SaaS to more customers

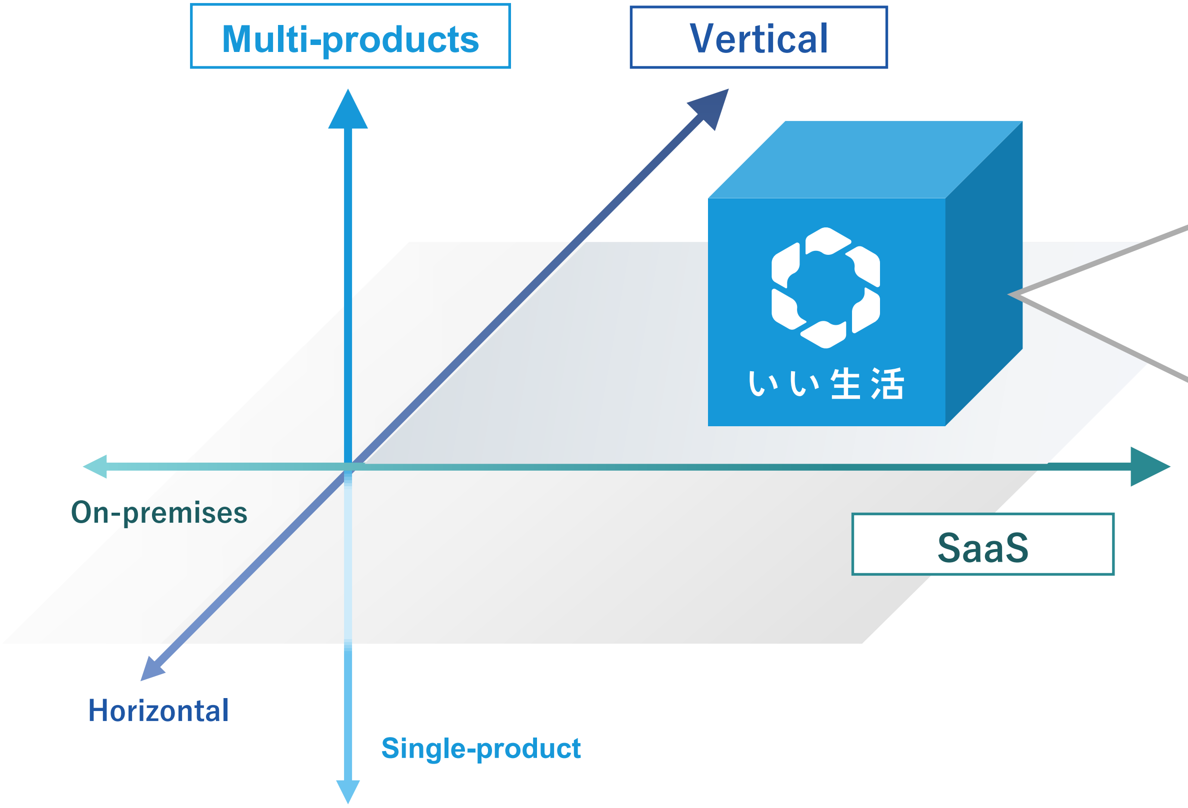


Source:"2025 White Paper Information and Communication in Japan", Ministry of Internal Affairs and Communications



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

Competitive Advantage in the AI Era by SaaS × Vertical × Multi-product



SaaS × Vertical × Multi-products × AI

＝ Sustainable Competitive Advantage

Center position of information distribution in the real estate market

Advantage of SaaS

1. Usable AI as "AI on SaaS"
2. Uniform updates in response to legal reforms
3. Easy management, utilization and integration of data
4. Advanced cybersecurity

Advantage of Vertical SaaS

1. High barriers to entry
2. Deeply embedded in workflows, low churn rate
3. Serving as the core system at the heart of customer DX

Advantage of Multi-products

1. Solving deeper customer issues
2. Ample room for ARPU expansion
3. Many touchpoints with other domains and ample room for TAM expansion

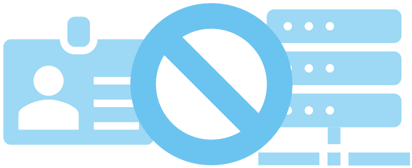
Advantage in the AI Era

1. Holding a large volume of industry-specific data that AI can utilize
2. Providing standardized workflows that AI can execute
3. Providing the platform on which AI can execute transactions

Competitive Advantage of Our SaaS from a Security Perspective

Structural Isolation

Structurally isolating the internal network from the SaaS production environment.

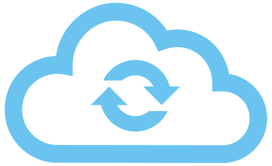


Zero Trust

As a SaaS company entrusted with our customers' critical data, we apply **a rigorous Zero Trust architecture** even to our own in-house system development members.

Cloud Native

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



External Certifications

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

ISO/IEC20000
ISO/IEC27001
ISO/IEC27017(JIP-ISMS517)

ISMS-AC ISMS ISR001 -CLS ITSMS ITR001

JQA-IT0109/IM1946/IC0087

Security architecture realized through Zero Trust and cloud-native principles

+

Rigorous service operation based on international standards

Major Legal Reforms Related to Digitalization of Real Estate Transactions

May 2021
Abolition of the obligation to affix a seal and relaxation of the obligation to document
Digital reform law passed

June 2021
Enactment of the Rental Housing Management Business Act
Establishment of a registration system for rental housing management businesses. Explanation of important matters for owners and periodic reporting are mandatory. (On-site inspections began simultaneously throughout the country in January 2023.)

May 2022
Lifting of the ban on electronic contracts
Revision of the Building Lots and Buildings Transaction Business Act

October 2023
Start of the Invoice System
Start of the qualified invoice-based method

April 2024
Start of the energy-saving performance labeling system
Mandatory registration of inherited real estate

January 2025
Restrictions on "enclosure" of real estate brokerages begin
Revision of the Real Estate Transaction Business Law Enforcement Regulations

Scheduled
April 2027
Start of application of new lease accounting standards
On-balancing of specific lease agreements (master lease agreements)

(Note) Measures concerning the rationalization of lease agreements between subleasers 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

- 三井住友信託銀行グループ 三井住友トラスト不動産
- FORTRESS
- 住商レジデンシャル
- VILLAGE HOUSE ビレッジハウス
- ALIWELL アリウェル株式会社

インフラ・エネルギー系

- 京王不動産
- SANCO 三交不動産
- TOKYO GAS
- 東急不動産 美しい時代へ―東急グループ
- 遠鉄グループ
- Ryobi
- TAKARA GROUP
- INPEX
- Jalux
- NTTアーバンバリューサポート
- 神鋼不動産株式会社
- ReBITA

- Daiwa Real Estate
- つなぐ。答えへ。未来へ。東急リバブル
- SEIWA CORPORATION
- NiCE
- SUN FRONTIER
- YAMADA HOMES
- OPEN HOUSE GROUP
- Nasic
- SRE HOLDINGS
- BLOOMING GARDEN
- エスリード賃貸
- ハウスコム
- Good Com
- Shoei
- AMBITION DX HOLDINGS
- Shinoken GROUP
- Hoosiers
- 株式会社エリッツ不動産販売 収益不動産センター
- アンサー倶楽部
- Sansei Landic
- House Mate ハウスメイト
- 住まい価値創造企業 POLUS ポラスグループ
- 株式会社青山メインランド
- vertex
- 日住サービス
- makes
- タウンハウジング
- 京都ライフ
- よい明日のために KYORITSU HOTELS & DORMITORIES
- AMK Aoyama Main Kikaku
- あなぶき興産
- 日神管財株式会社
- アパート・マンション探すなら… 川商ハウス
- 大東建託パートナーズ

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univ. CO-OP

Over 40 major universities nationwide,

including:

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

2. 1Q Results

FYE2027 1Q Highlights

Net Sales
767 million yen YoY (+2.3%)

Subscription sales ratio
93.0 % YoY (87.0%)

EBITDA
145 million yen YoY (+16.2%)

EBITDA margin
19.0 % YoY (+2.3 points)

ARPU
Approx. **150** thousand yen
(Approx. 141 thousand yen in June of previous year)

MRR churn rate
0.31 %

ARR
2,858 million yen YoY (+7.7%)

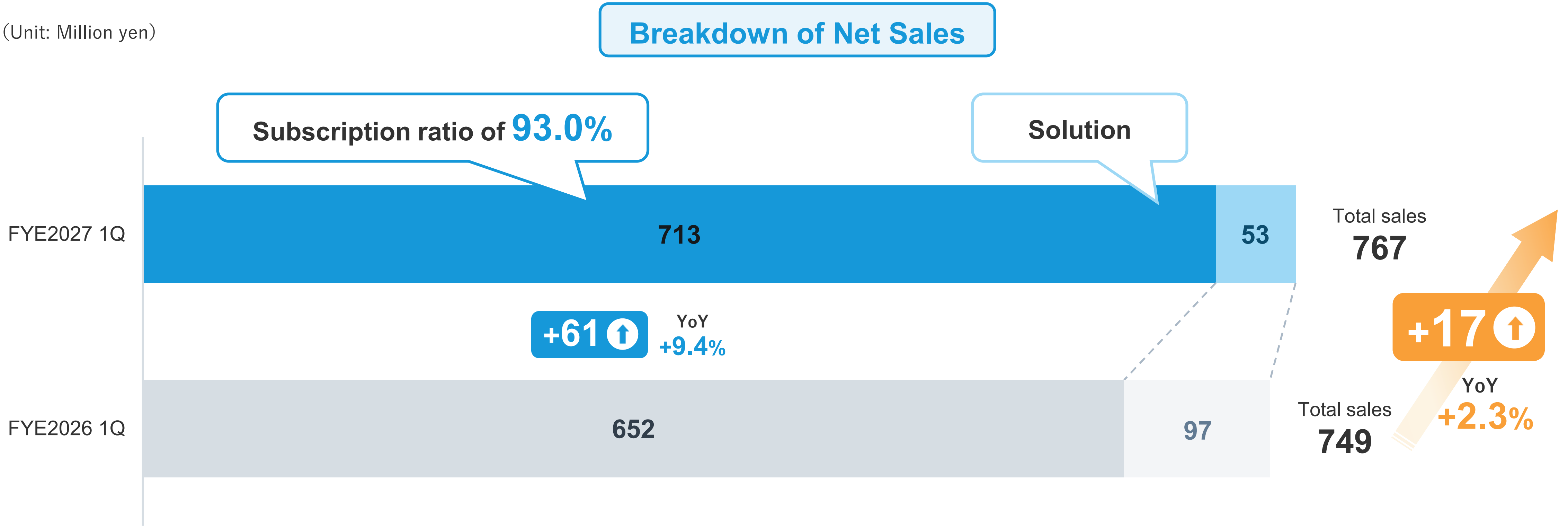
Operating Profit
3 million yen YoY (+16 million yen)

Number of fee-paying client
1,584 companies YoY (+18)
4,833 stores YoY (+17)

*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 by multiplying MRR for June 2026 by 12.
*4 EBITDA = Operating profit + Depreciation
*5 ARPU (average revenue per user) is calculated by dividing “subscription sales” in June 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 June 2026 (including existing increases and decreases) divided by the MRR in May 2026. 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).

Subscription Growth Absorbs the Decline in Solution Sales, Delivering YoY Revenue Growth

(Unit: Million yen)



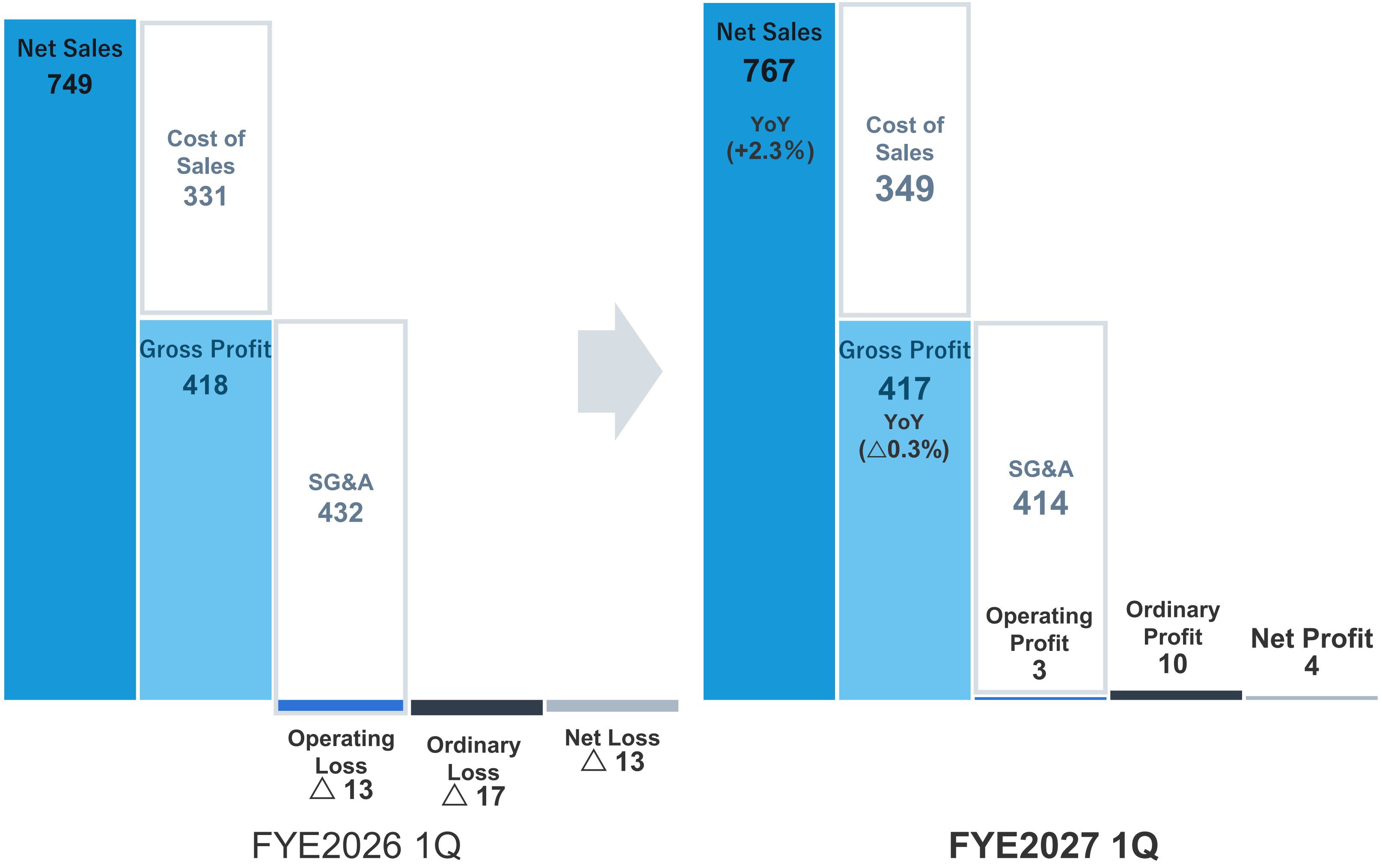
- **Subscription**: Revenue that accrues on an ongoing monthly basis unless cancellation is requested, such as monthly SaaS subscription fee revenue and recurring revenue based on an operational support (BPaaS) contract after SaaS implementation.
- **Solution**: Revenue related to other services such 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	+2.3 %
Gross Profit	△0.3 %
Operating Profit	—
Ordinary Profit	—
Net Profit	—

（All YoY）

*Figures rounded down to the nearest million yen

Progress Towards Full-term Consolidated Forecast

（Unit：Million yen）

	FYE2027 Full-Term Forecast	FYE2027 1Q Result	Progress rate
Net Sales	3,415	767	22.5%
Operating Profit	319	3	1.0%
Ordinary Profit	317	10	3.2%
Net Profit	195	4	2.2%

	Dividend per share
FYE2027 Forecast	3.00 yen (effectively unchanged; 6.00 yen on a pre-split basis)
FYE2026 Result	6.00 yen (3.00 yen on a post-split basis)

* Figures rounded down to the nearest million yen.

* A two-for-one split of the Company's common stock was carried out with an effective date of April 1, 2026.

Key Takeaways of 1Q Results

Sales Growth

On track as planned.

Solution sales declined against the large implementation support project recorded in the same period last year, but total sales exceeded the previous year thanks to growth in Subscription sales.

Operating Profit

Stable profit generation through revenue growth and cost efficiency.

Total costs were reduced YoY through productivity improvements including the use of AI. By containing cost growth, we have established a structure in which revenue growth reliably translates into profit growth.

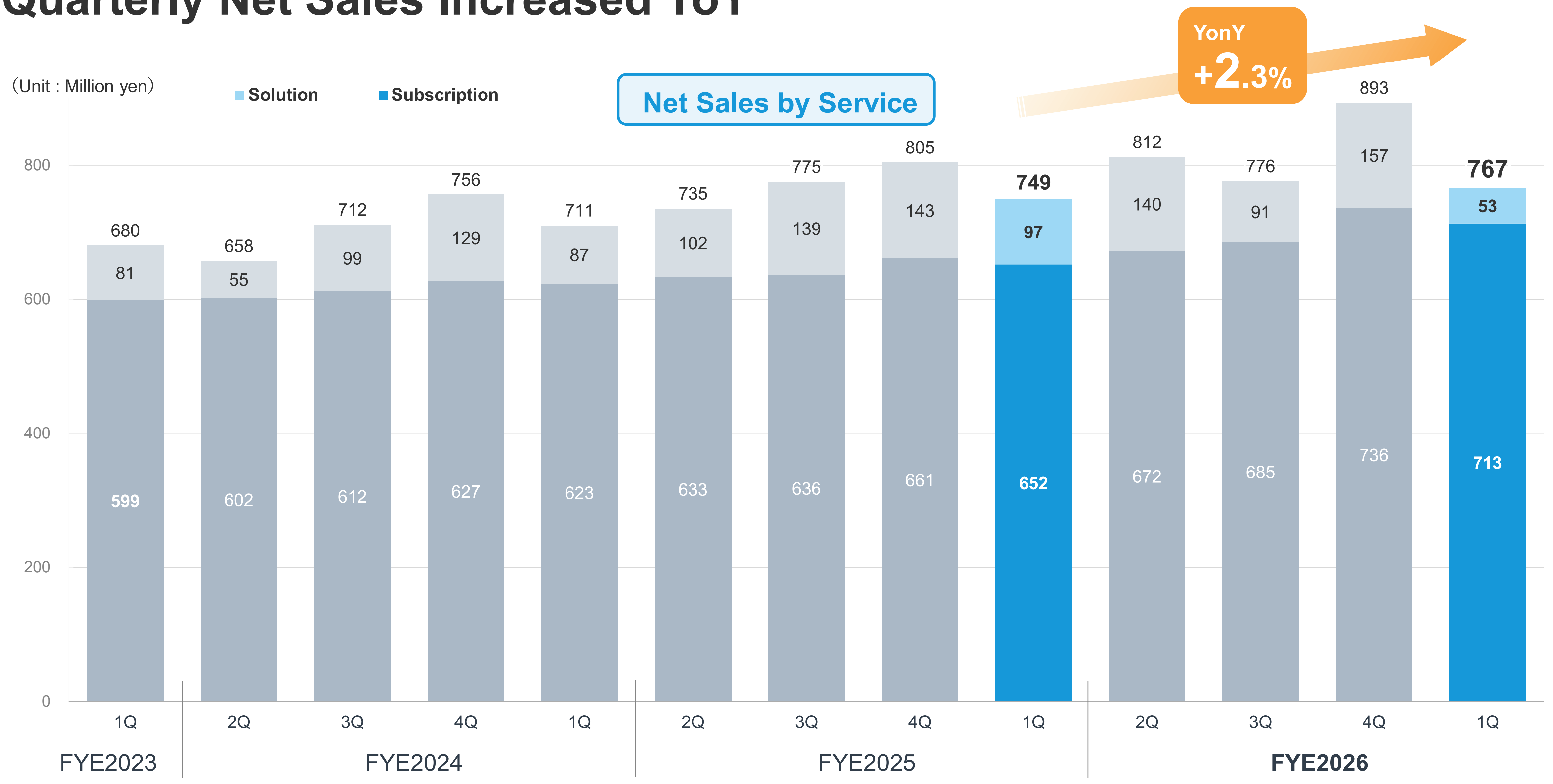
EBITDA & Operating CF

Stable cash generation capability.

EBITDA grew 16.2% YoY, and operating cash flow remained solid at approximately 78 million yen even after corporate tax payments of approximately 84 million yen. We continue to invest for growth, including in AI.

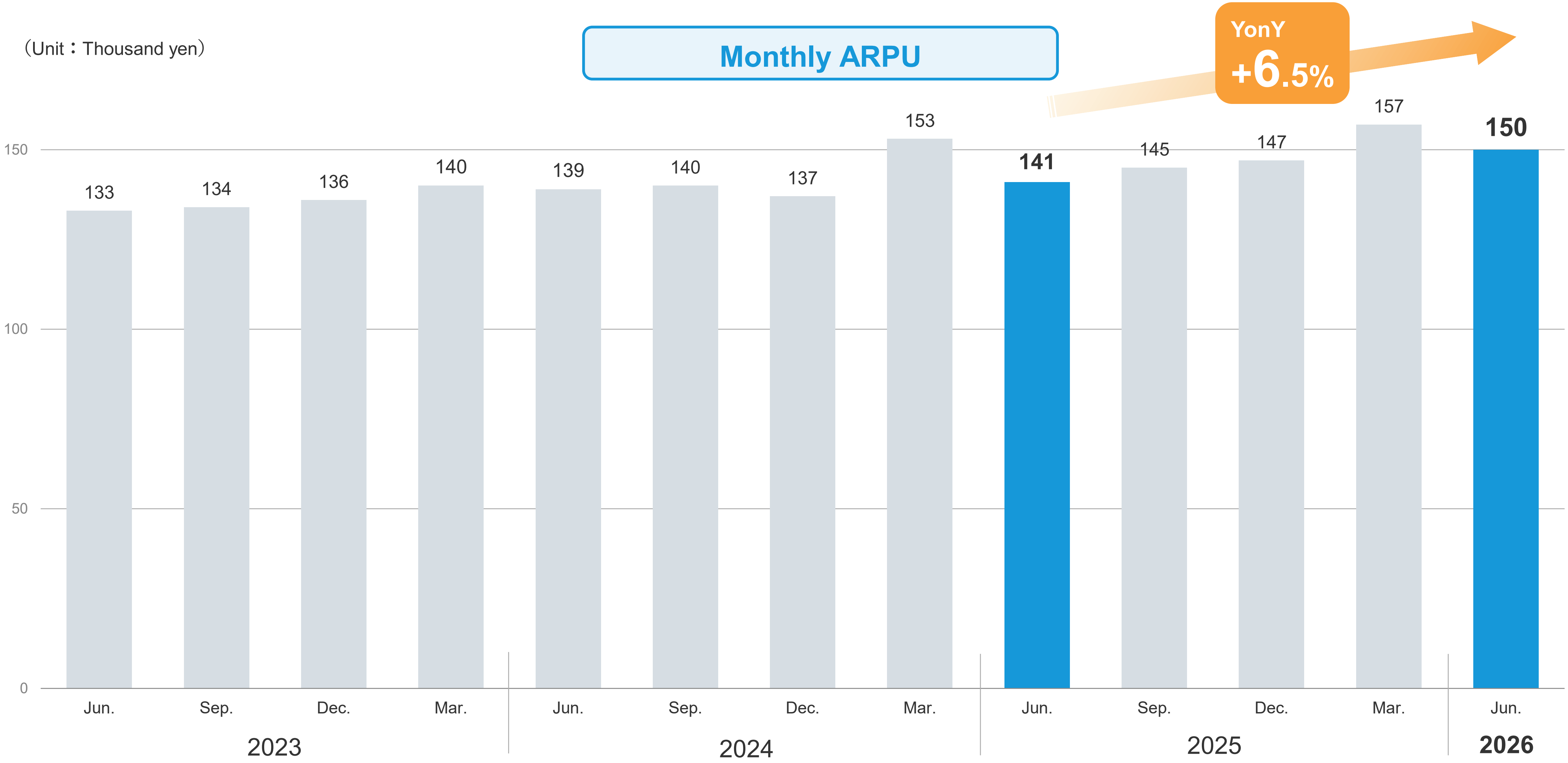
- Although Solution sales declined against a strong prior-year quarter, growth in Subscription sales covered the shortfall, **giving us a solid start against the full-year forecast**.
- **Solution sales are expected to grow YoY for the full year**. We will continue to sustain productivity gains in development and sales, including through the use of AI, and expect steady growth toward achieving the full-year forecast.
- Alongside maintaining stable dividend payments, **we will introduce a new shareholder benefit program**, aiming to broaden awareness among a diverse range of investors.

Quarterly Net Sales Increased YoY



*Figures rounded down to the nearest million yen

ARPU is on a Gradual Upward Trend



* Figures rounded down to the nearest million yen.

Potential for ARPU Increase from Multi-Products

	Introduction	Growth	Deepening
Issues	Limits of manual work such as ad placement and customer response → Increased workload due to growth in scale	More properties handled, together with growing paperwork and labor shortages → Increased workload due to growth in scale	Growing communication burden with owners, tenants and brokerage companies
Implementation & use	**Tenant acquisition / Sales support SaaS** (Rental / Sales Brokerage Cloud, Website)	+ **Rental Management SaaS / BPaaS**	+ **Smartphone apps and property platform** (Owner/Home/Pay/Square)
Effects	More inquiries and a higher closing rate	Winning the trust of owners Further expansion of scale	Higher satisfaction while reducing administrative workload
ARPU	ARPU growth		

Customer issues become more sophisticated as productivity rises, and ARPU grows naturally through the phased adoption of our products.

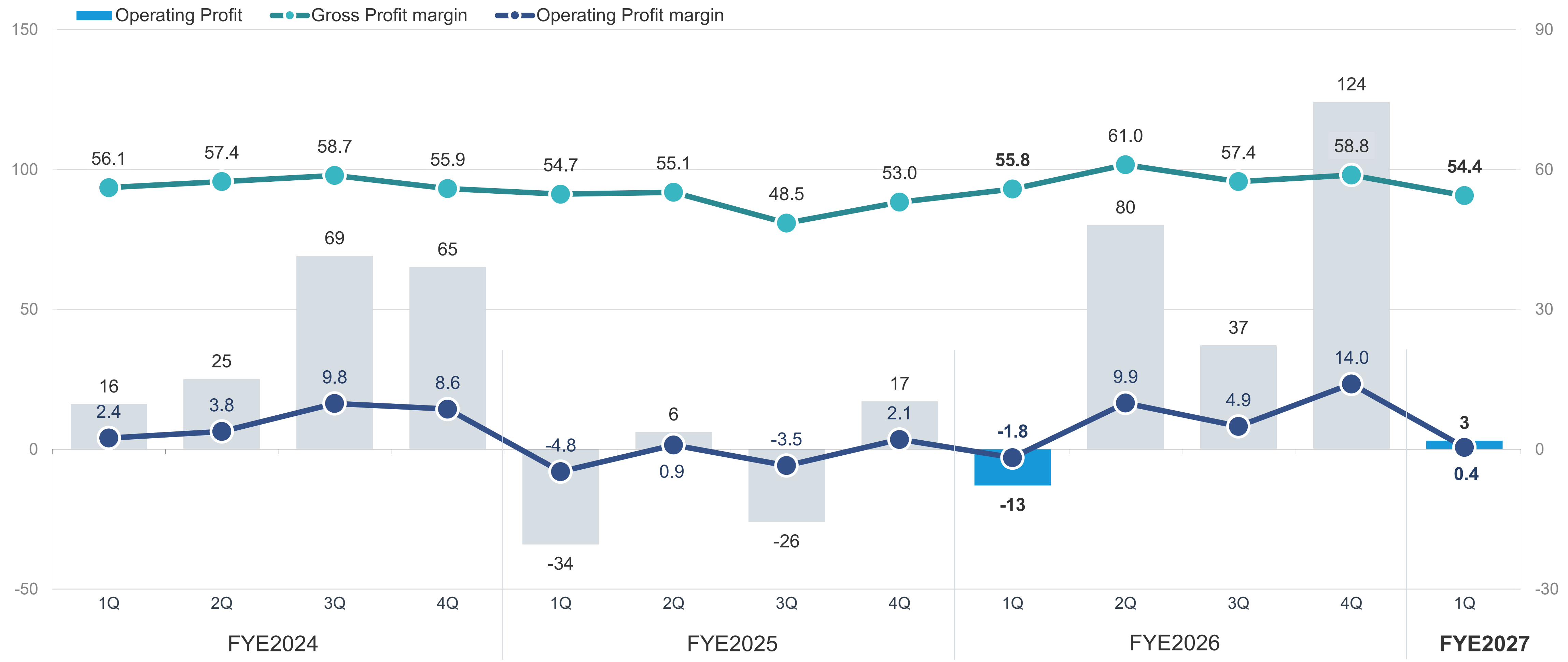
（注）実際の顧客の導入事例を元に一部を変更したイメージ図です。

Returning to Profitability on a Quarterly Basis

(Unit : Million yen)

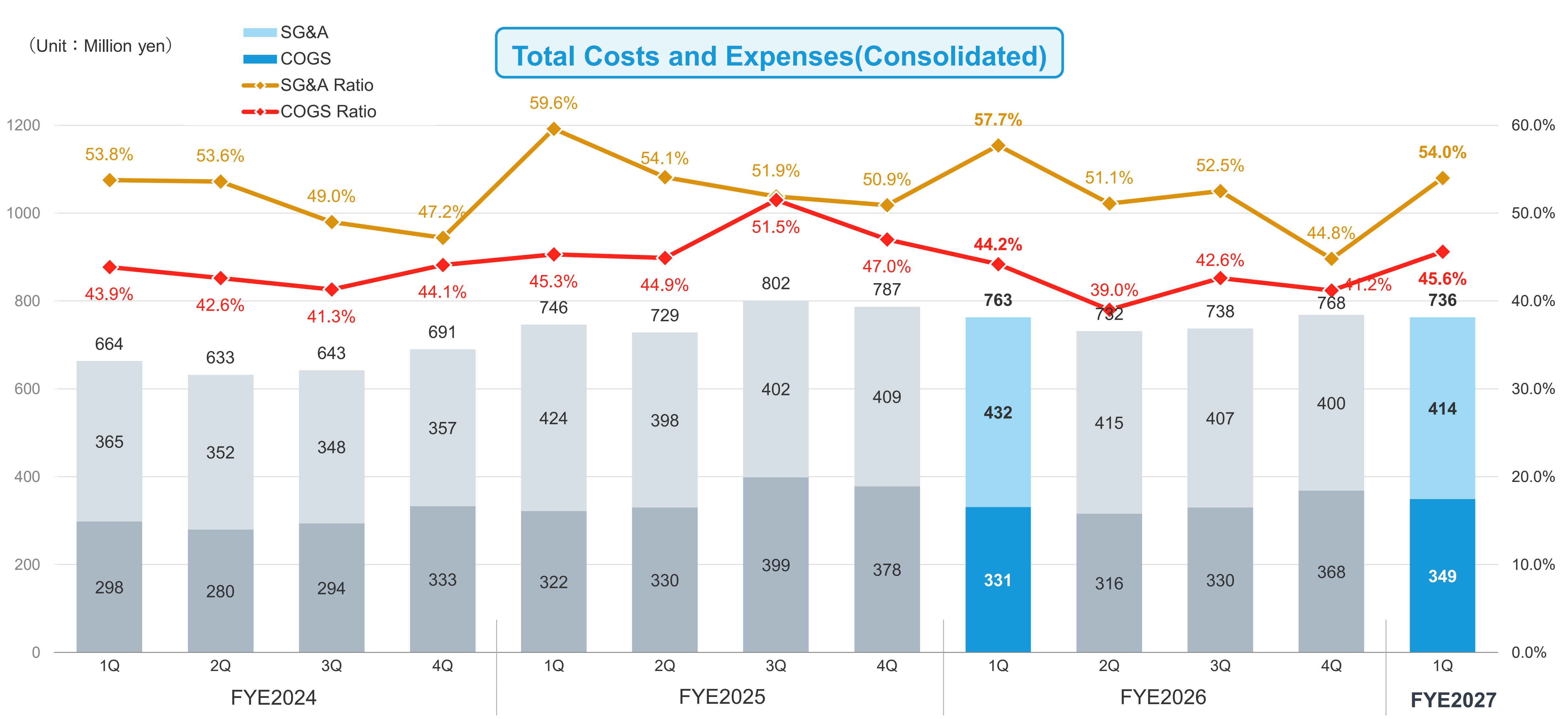
Gross Profit Margin and Operating Profit (Consolidated)

(Unit：%)



*Figures rounded down to the nearest million yen

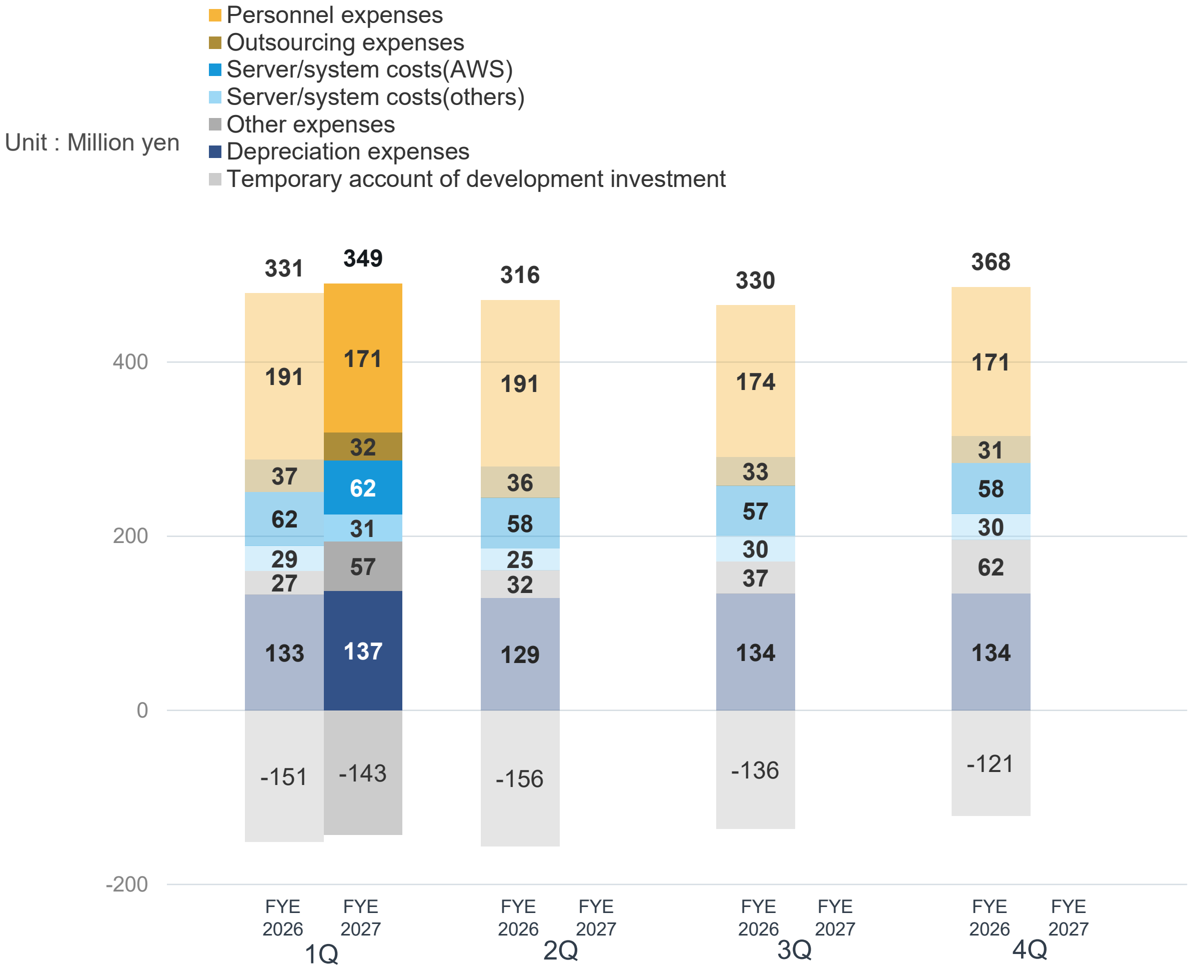
Total Costs Decreased YoY



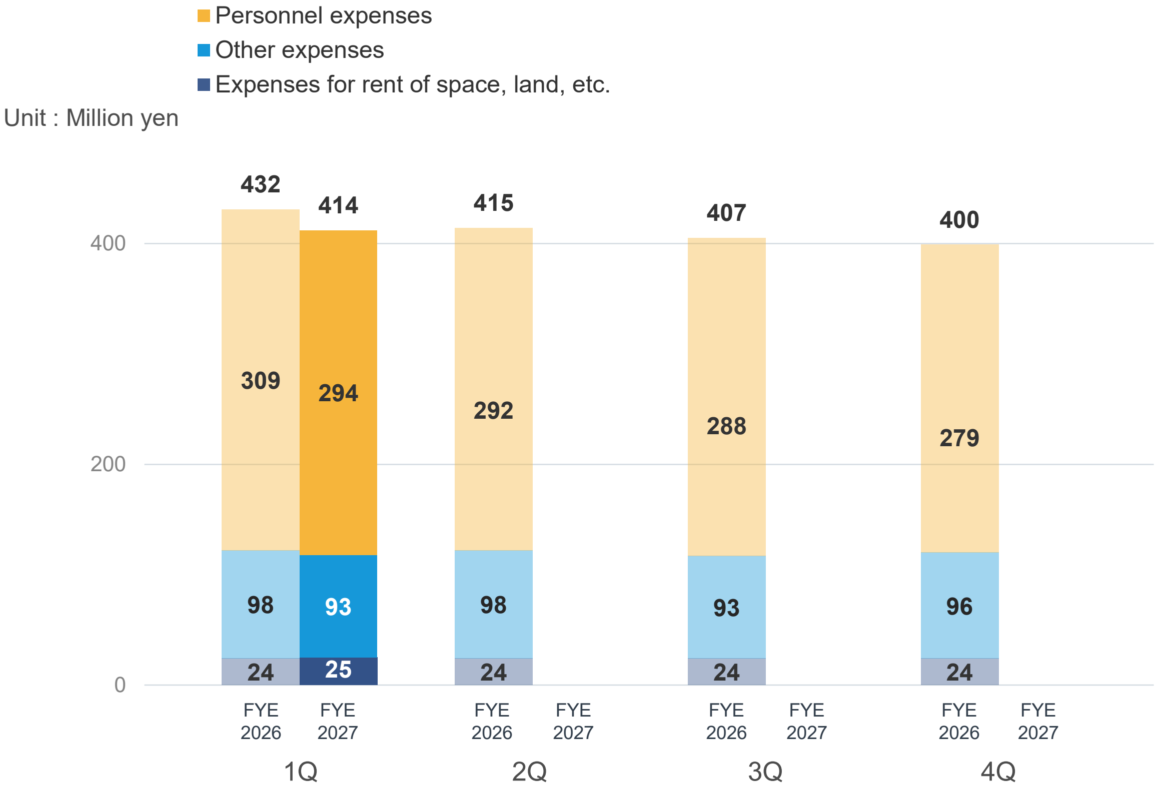
*Figures rounded down to the nearest million yen

Progress in Cost Structure Optimization

COGS (Consolidated)



SG&A (Consolidated)

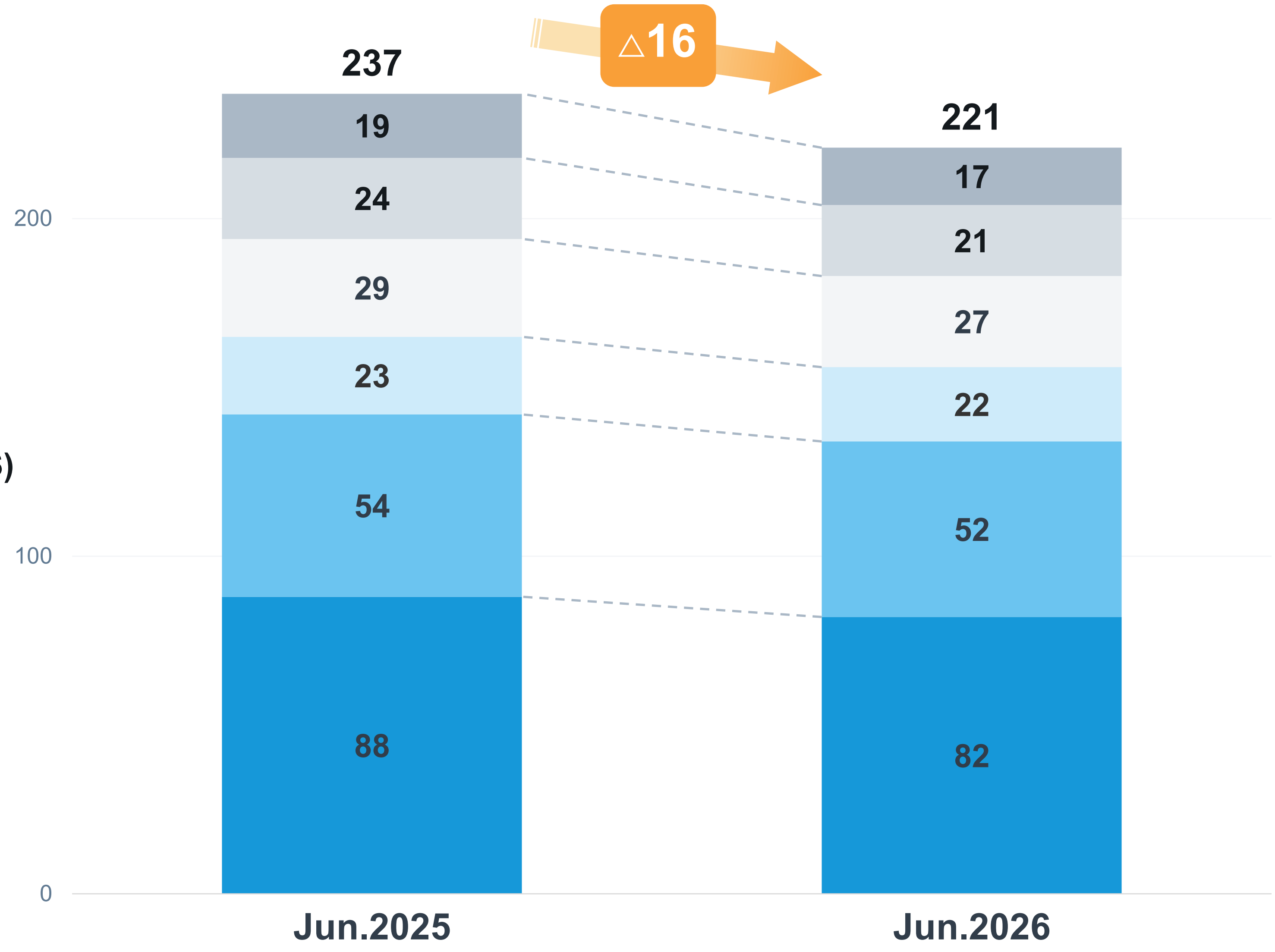


*"Other expenses" in cost of sales include transaction-based fee from "e-Seikatsu Square", office rent, etc.. " Temporary account of development investment" consists of work in process under development, software in progress, etc.
* Total Cost of sales is calculated by subtracting the temporary account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

Optimizing Our Workforce Composition Alongside AI Utilization

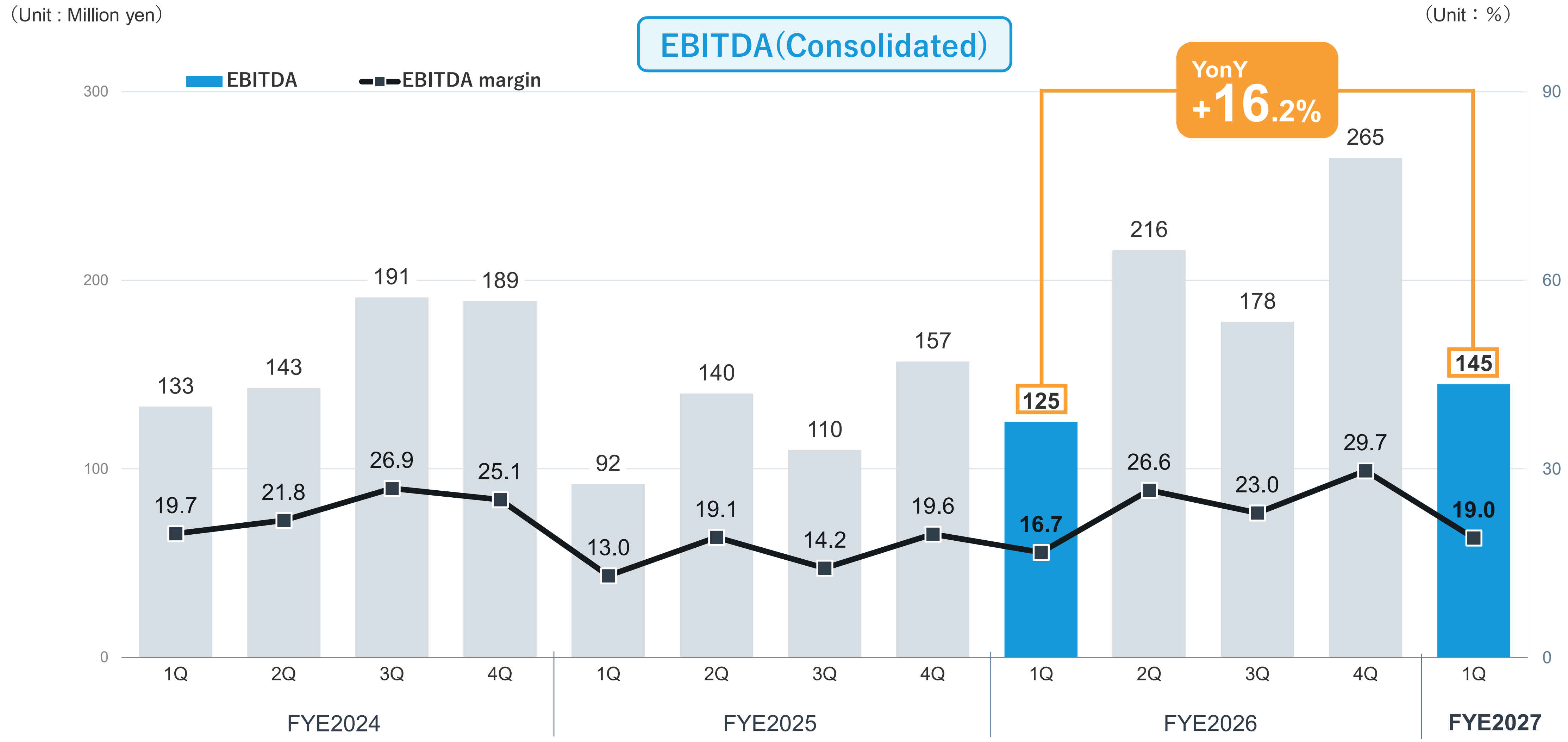
Number of employees (consolidated)

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



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

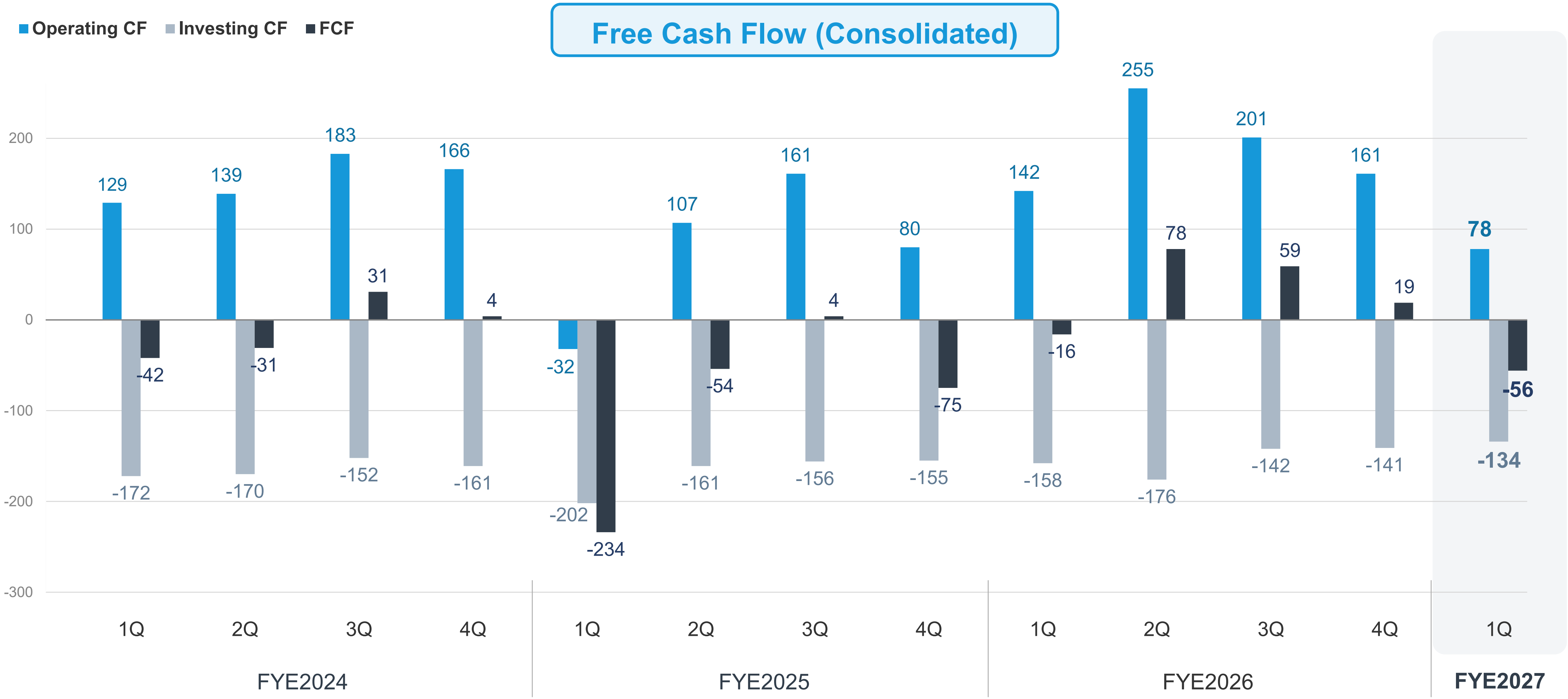
EBITDA and EBITDA Margin Improved



*Figures rounded down to the nearest million yen

Temporarily Negative Due to Corporate Tax Payments

(Unit：Million yen)

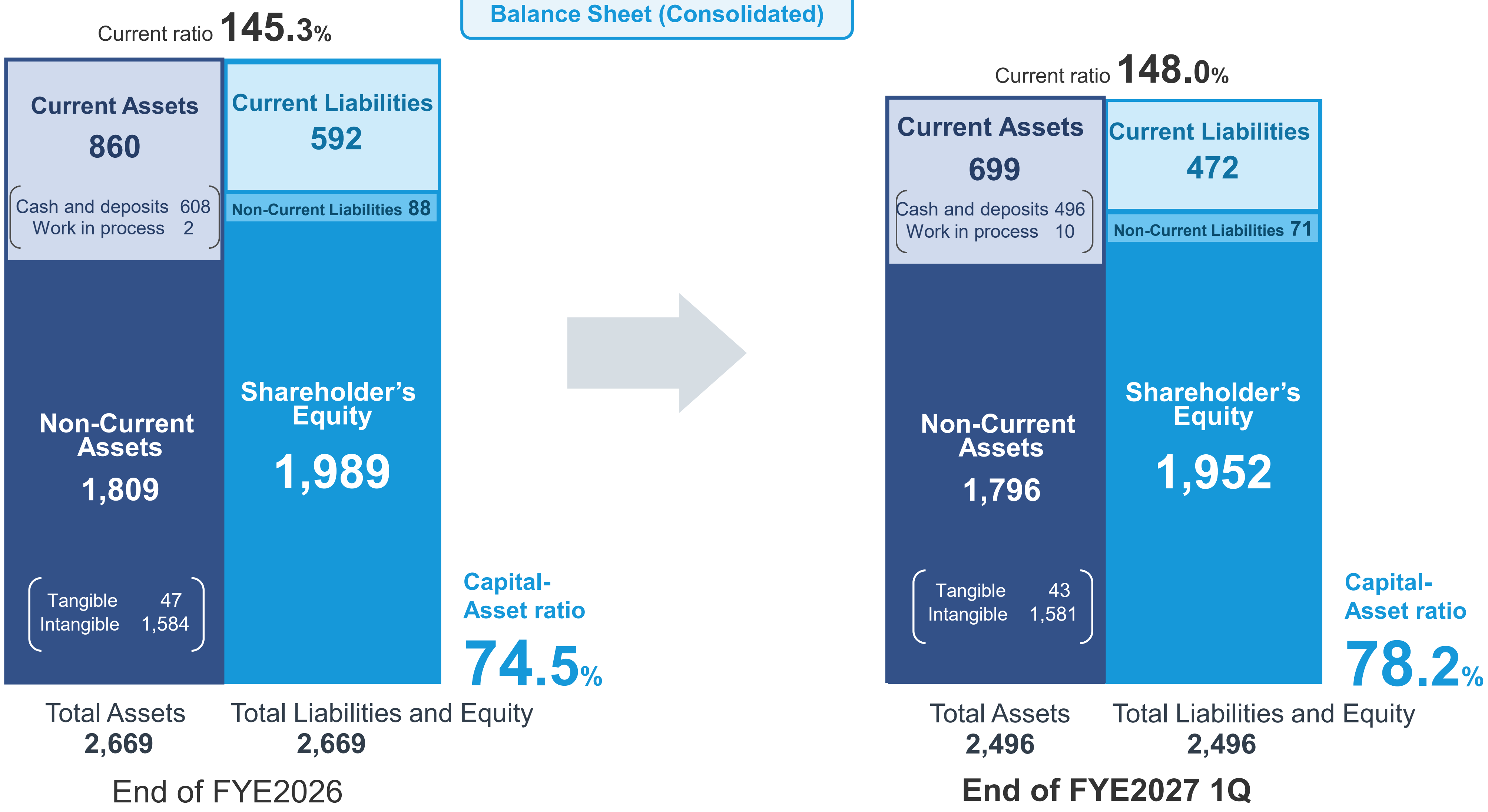


* Free cash flow (FCF) = Operating cash flow (CF) + Investing cash flow (CF)
* Figures rounded down to the nearest million yen.

Solid Financial Base to Support Continuous Investment in Growth Fields

(Unit：Million yen)

Balance Sheet (Consolidated)



* Figures rounded down to the nearest million yen

1Q Implementation Results：Centralized Management Realized with Our Full-Lineup SaaS

Kurosawa Corporation

Centered on its own "Hermit Club House" brand, the company provides comprehensive real estate services mainly in Yokohama. It supports stable rental management through a group-wide, one-stop structure covering construction, management and tenant acquisition, achieving a high occupancy rate across approximately 4,000 units.

In addition to "Rental Brokerage Cloud" and other products already in use, the company additionally adopted "Rental Management Cloud" and "e-Seikatsu Square".

All previously scattered information assets, including owner and tenant data, have been consolidated. Vacancy and other information is now centralized in a database updated in real time, supporting end-to-end rental management and helping the company further improve operational efficiency and owner satisfaction.

いい生活 賃貸管理クラウド　いい生活 賃貸クラウド
いい生活 売買クラウド　いい生活 Square　いい生活 ウェブサイト

Okada Housing Co., Ltd.

A community-based provider of comprehensive real estate services centered on Tsuzuki Ward, Yokohama. Founded 38 years ago, the company has built trust alongside the development of the local new town, and its strength lies in "total proposals" backed by attentive consulting covering everything from asset maintenance and management to inheritance.

Facing issues with fragmented information management and data utilization across construction, repairs and cash flows, the company decided to adopt our whole product, starting with "e-Seikatsu Rental Management Cloud".

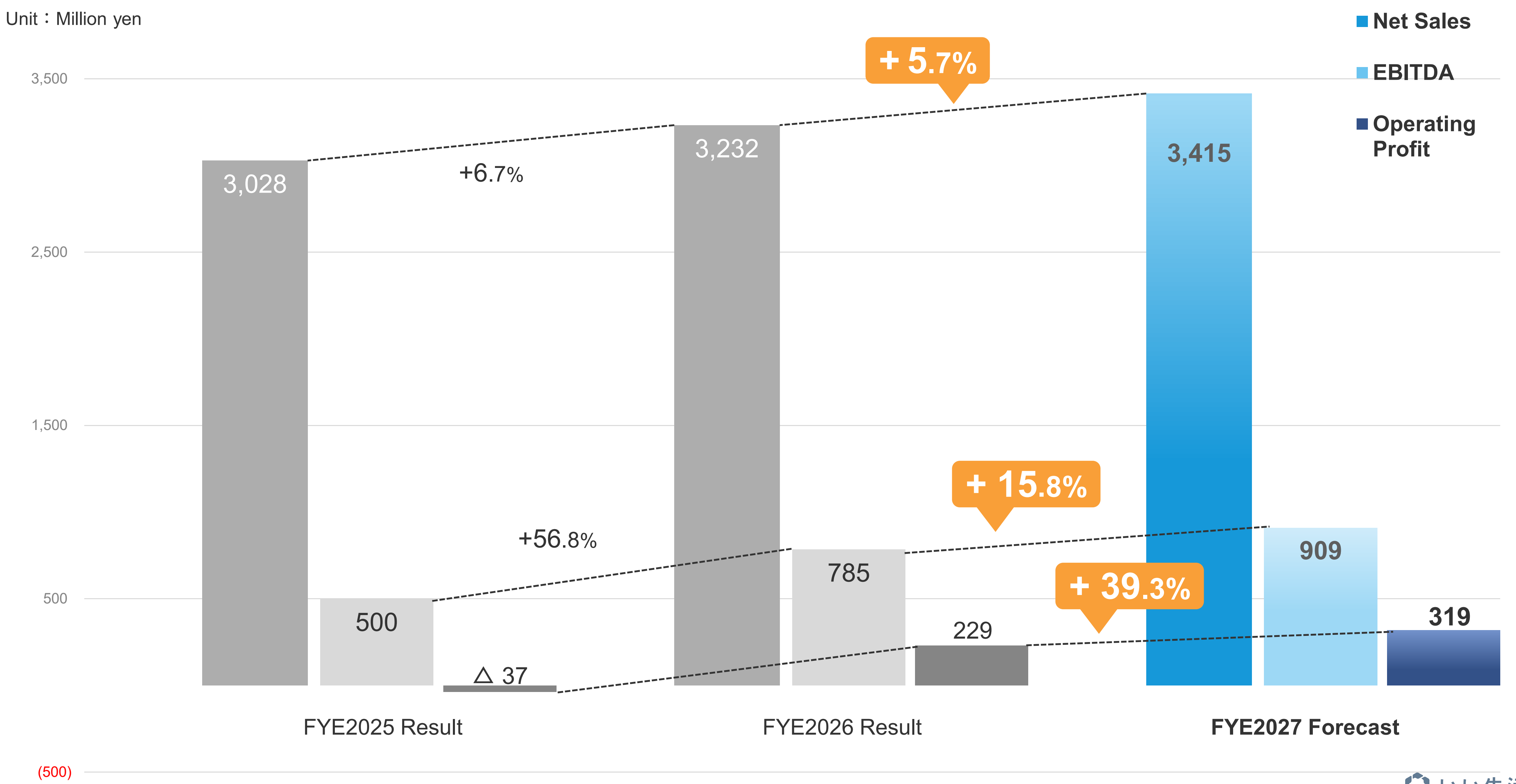
By consolidating and centrally managing all data, we support fast, data-driven "total proposals", helping the company protect local real estate value and revitalize the community.

いい生活 賃貸管理クラウド　いい生活 賃貸クラウド
いい生活 Square　いい生活 ウェブサイト　いい生活 Home

All your real estate needs are gathered here!

3. Future Prospects

Latest Results and FYE2027 Forecast (Consolidated)



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.**

Introduction of a Shareholder Benefit Program

Encouraging holders of less than one trading unit to become unit shareholders, while enhancing our recognition

Original e-Seikatsu QUO Cards will be presented according to the number of shares held

Eligible shareholders are those holding one trading unit (100 shares) or more who are listed or recorded in the Company's register of shareholders as of September 30 (the record date) each year.
First record date: September 30, 2026

Number of shares held	Benefit
100 shares or more, less than 300 shares	QUO Card worth 500 yen 
300 shares or more, less than 500 shares	QUO Card worth 1,500 yen  + 
500 shares or more	QUO Card worth 2,500 yen  + 

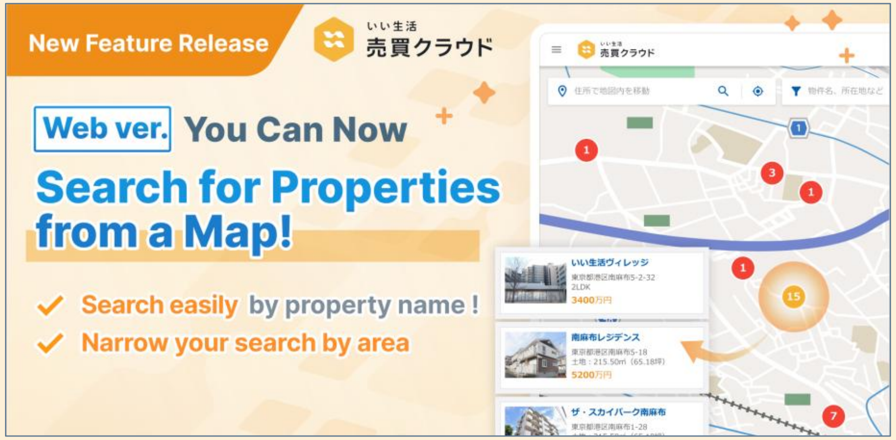
*A two-for-one split of the Company's common stock was carried out with an effective date of April 1, 2026.

Real Estate business solution

"e-Seikatsu Sales Brokerage Cloud" A Steady Stream of New Feature Releases

2026年4月

2026年4月



2026年6月

- Substantially enhanced functions for matching support in sales brokerage, helping streamline the sales process with AI and maximize revenue opportunities
- Assisting smooth matching that reflects the diverse needs and preferences of end users, with automation ensuring no opportunity is missed

"e-Seikatsu Website" AI Article Generation Feature Released

- Easily create attractive original content that draws in customers, supporting digital marketing that leverages each company's strengths
- Richer article content optimizes for SEO and AIO, expanding revenue opportunities through a website that is easier for customers to find
- Achieving a frequently updated website that is rich in both quality and quantity with minimal effort, converting administrative time into time spent "facing customers"

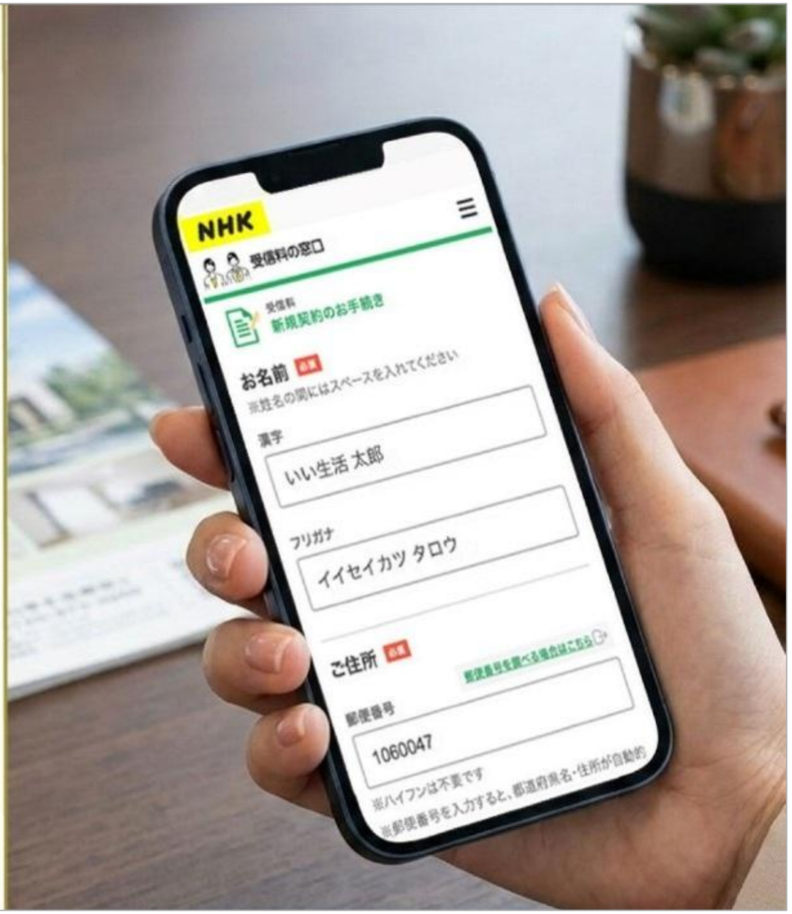
“e-Seikatsu Square” Data Integration with NHK Launched

NEW RELEASE 2026.07.14

Data Integration with NHK Launched

- Linked with tenant application data to enable smooth NHK contract procedures
- Reduces the burden of case-by-case handling and explanations for tenants, contributing to operational efficiency

いい生活 Square



- Tenant application data from "e-Seikatsu Square" is linked to NHK, so NHK contract changes on moving can be completed in one step
- Tenants, real estate companies and public broadcasting connect smoothly, supporting a speedy start to a new life

Creating Business Opportunities in Adjacent Domains through Alliances Built on Our Expertise

e-Seikatsu and NTT DATA Business Brains Begin Joint Development of a Package for the New Lease Accounting Standard

NTT DaTa
株式会社NTTデータビジネスブレインズ
×
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Combining real estate operational expertise with a flexible no-code cloud database to free mid-sized companies from the bind between costly ERP and spreadsheet-based management

City of Kodaira, Tokyo Adopts "e-Seikatsu Video Talk" to Drive DX in Administrative Procedures

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ビデオトーク

- Started joint development with NTT DATA Business Brains Co., Ltd. of a contract information management and journal entry generation support system compliant with the new lease accounting standard
- Targeting non-real-estate industries significantly affected by the new lease accounting standard, such as retail, restaurant and service businesses with numerous outlets, the system combines their no-code PaaS "Slopebase" with our real estate business expertise. Official release is scheduled for October 2026.
- Through our alliance with NTT DOCOMO Business X, Inc., the City of Kodaira has adopted our video call system "e-Seikatsu Video Talk"
- Combining the credibility of the NTT Group with e-Seikatsu's real estate tech expertise, we are reaching beyond the real estate industry while maximizing synergies, pursuing business growth with a flexible strategy that captures every revenue opportunity

Direct Payment Data Connectivity and AI Take Business Automation to Another Level

NEWS 2026.07.02

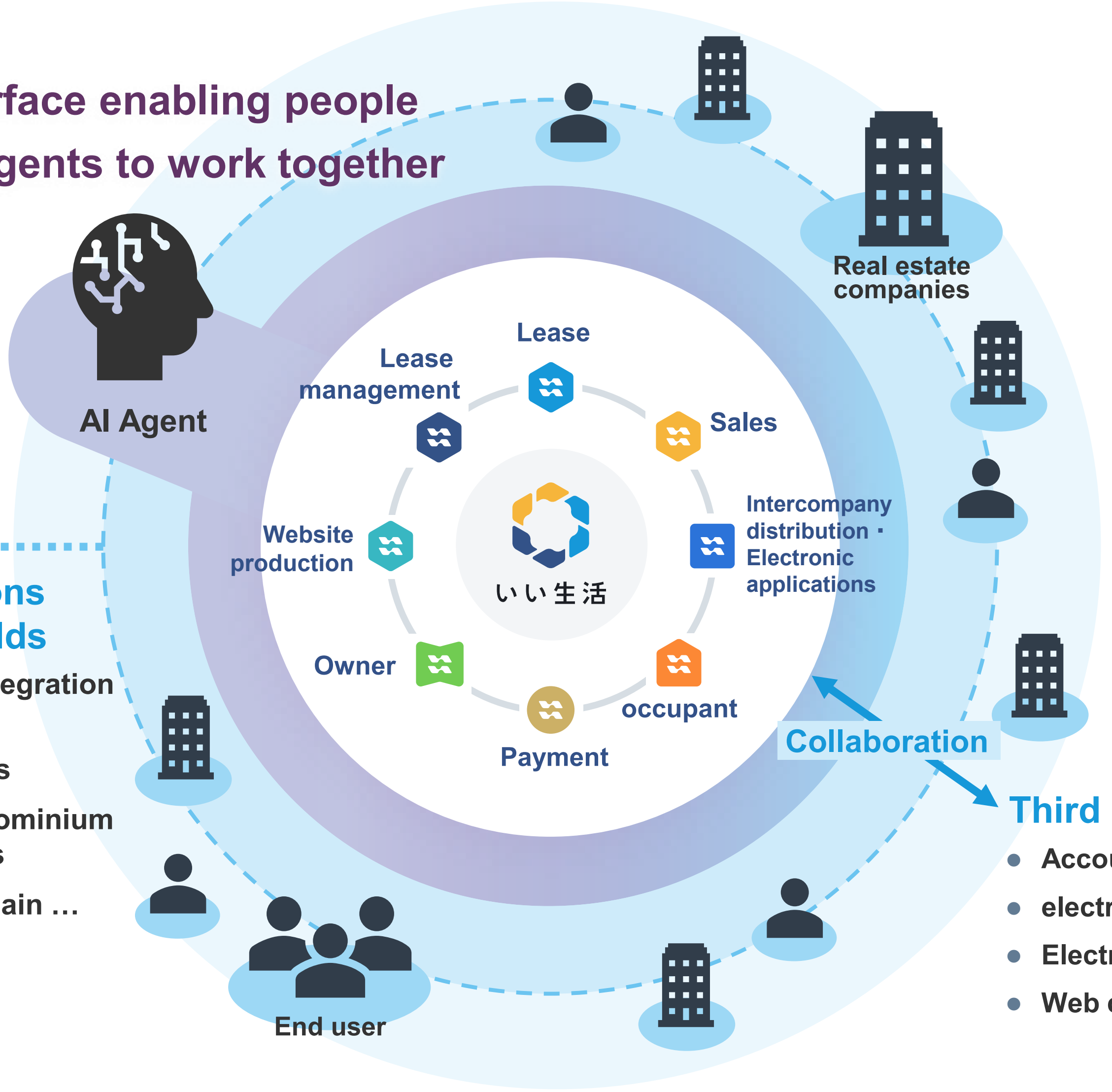
Registration Completed as an FSA-Designated Electronic Payment Intermediate Service Provider

- A first for a listed vertical SaaS company
- Bank APIs connected directly to a core business system for the real estate industry
- 20 years of structured real estate operational data, and a customer base of 1,589 companies and 4,849 stores nationwide
- Deep understanding of business processes specific to the industry

- Completed registration of the qualifications required for a direct connection to the Zengin Data Telecommunication System (Zengin System), which processes over 4,000 trillion yen annually
- Japan’s largest payment infrastructure, handling more than 90% of the country’s payment volume — this registration is the essential "passport" for direct data integration
- Having passed a rigorous review, we were approved for a direct connection to a payment system that "must never go down" — evidence of our robust security and stability

Product Vision: Further Driving Multi-Product × AI

An interface enabling people and AI agents to work together



New functions and new fields

- Bank API integration
- DX for local governments
- DX for condominium associations
- Fintech domain …

Third party

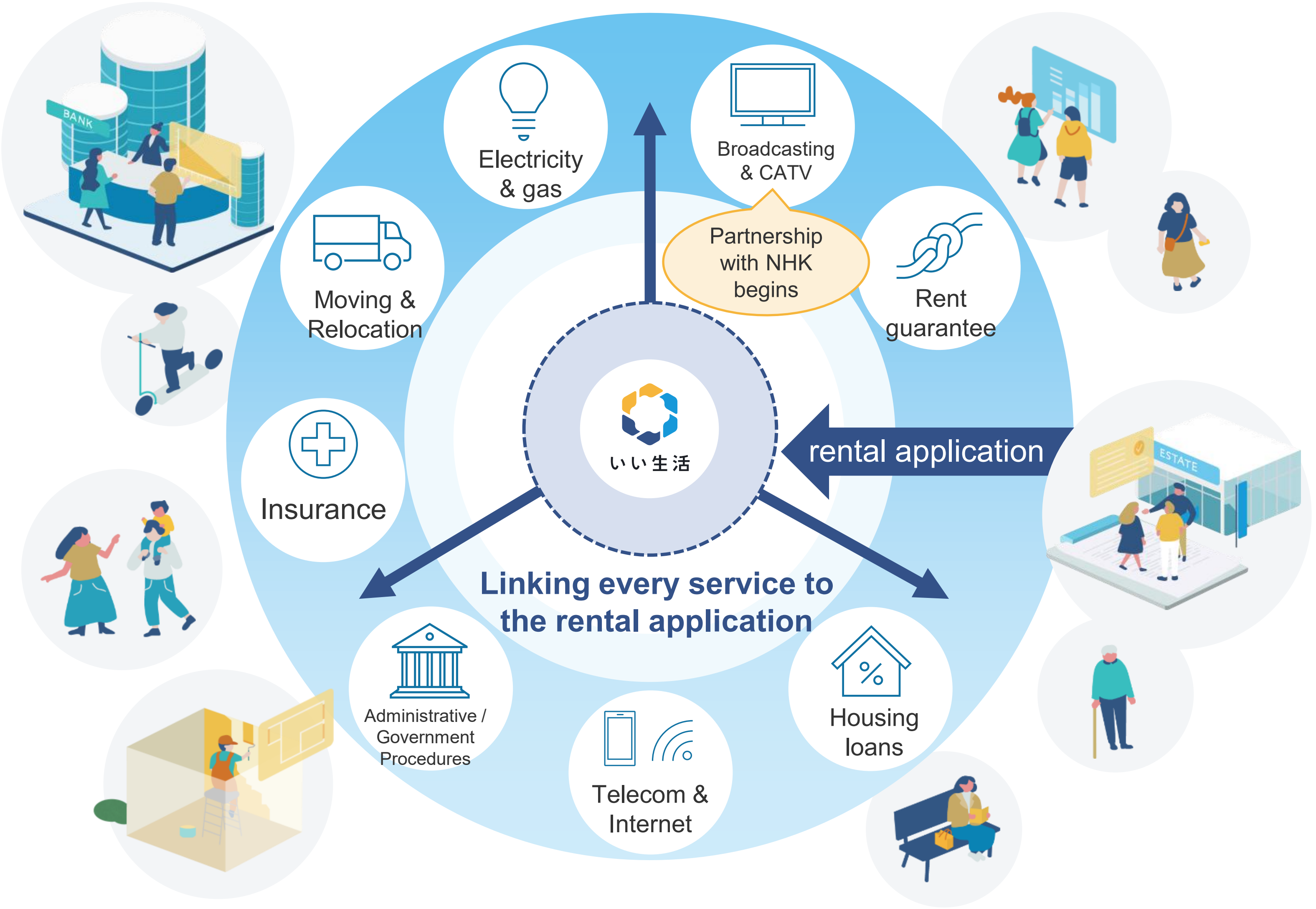
- Accounting system
- electronic contract
- Electronic payment
- Web conferencing …

Making all products AI-native and delivering AI to all customers on an ongoing basis

- Connecting the entire business to support transactions end to end
- From SaaS to a **transaction management platform**
- Leveraging the data generated by transactions to create **a data loop in which AI and our services evolve continuously**

Into a Platform Where All Real Estate Transactions and Data Come Together

Starting from the DX of the market, expanding the marketplace and enriching the ecosystem



- With SaaS as the starting point, becoming a platform where the real estate industry's transactions and data come together
- Seamlessly linking tenant applications with related services through "e-Seikatsu Square" (integration with NHK scheduled)
- Realizing a marketplace in which data and service value grow as transactions expand (**the data loop**)
- Starting from real estate DX, expanding the ecosystem into adjacent services

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

"SaaS Will Not Die" in the AI Era — Maximizing Data Gravity Accelerates Growth

By becoming AI-native, vertical SaaS can deliver results that are "cheaper, faster and more accurate"

Data is inseparable from business SaaS

- Vast real estate data is kept structured and up to date by the core business system
- Industry specialization enables highly accurate inference that understands the specific context

The trade-off between cost and accuracy

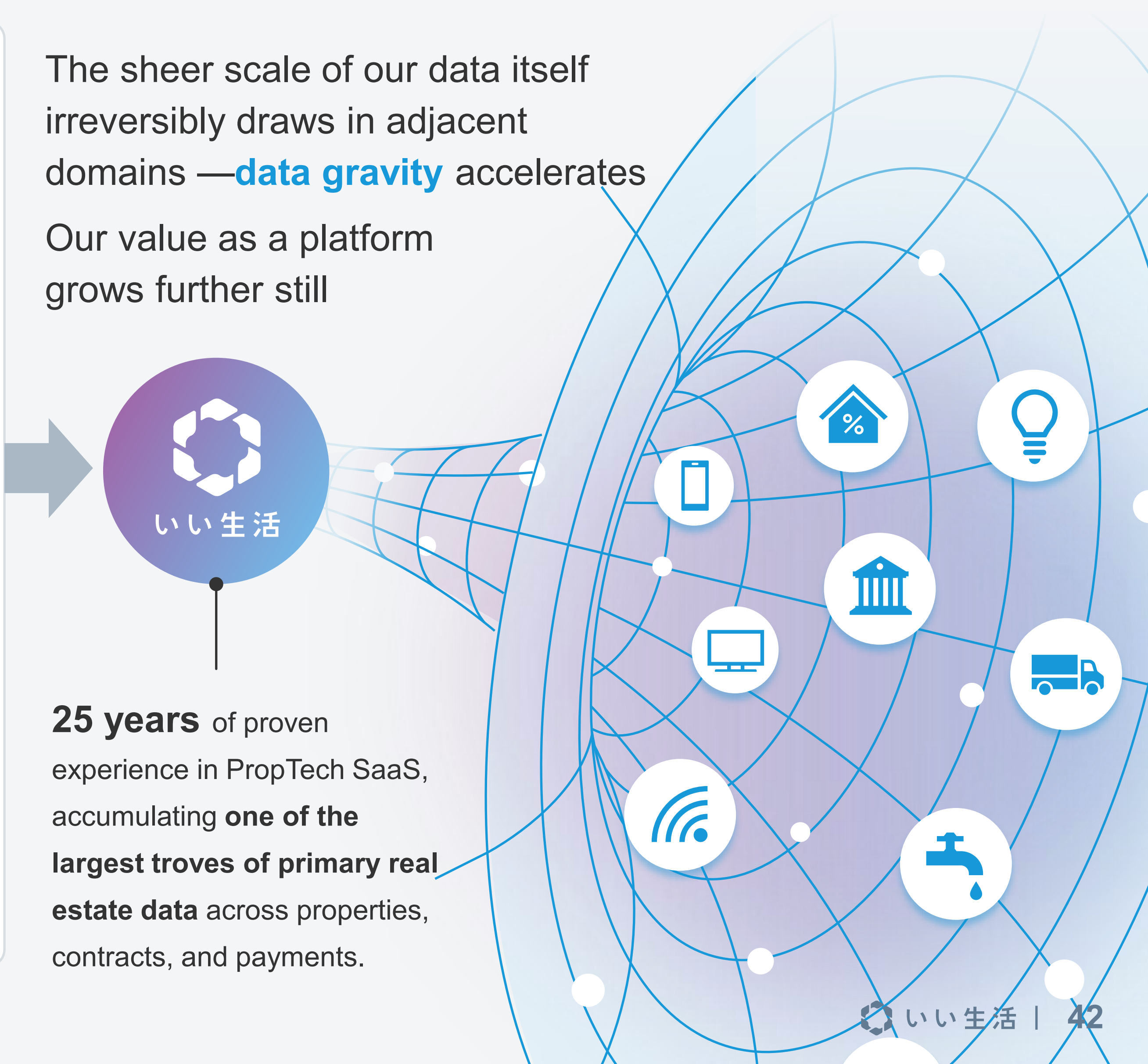
- The lower the data quality, the more computing resources AI wastes compensating for it through inference
- High-quality data curbs this waste, achieving both low cost and high accuracy

The "proximity to data" that AI requires

- Splitting or moving vast data is impractical in terms of both security and cost
- For AI that repeats searches and inference at ultra-high speed, even slight latency or errors are fatal

The sheer scale of our data itself irreversibly draws in adjacent domains —**data gravity** accelerates

Our value as a platform grows further still



25 years of proven experience in PropTech SaaS, accumulating **one of the largest troves of primary real estate data** across properties, contracts, and payments.

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

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.

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

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

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

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.

Summary

Result

1Q Result

On track as planned

Where we stand

Progress of the growth strategy

All progressing well

- ✓ Enterprise
- ✓ AI
- ✓ Transaction
- ✓ Data modernization

Vision

Progress

Strengthening our competitive advantage in the AI era

↓

Transaction management platform evolution

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.

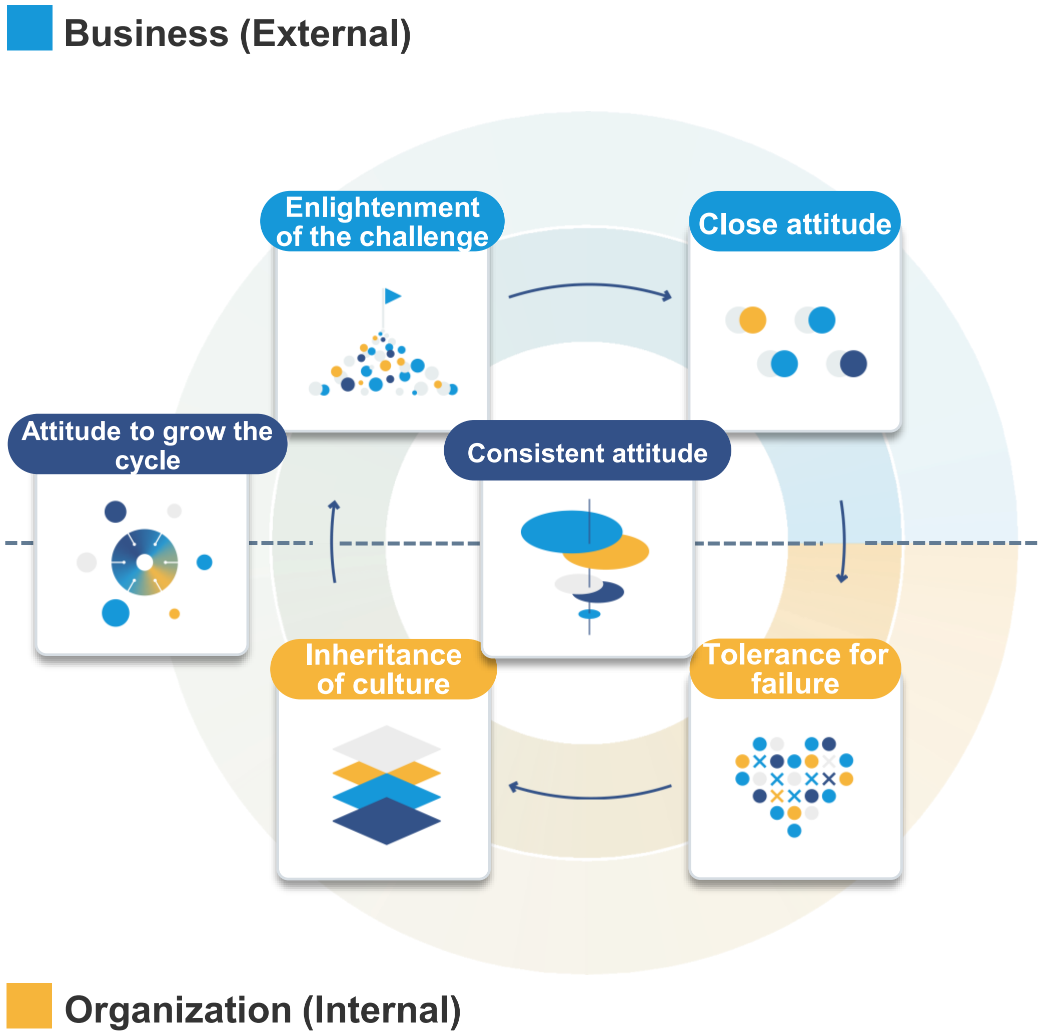
We have been contributing to the optimization of the real estate market from early on,
and have accumulated a wealth of data and trust.
To create a new standard together with our customers.

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



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

Real Estate business solution

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]

- 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.

*With respect to the client-installed “ES e-Bukken One Rental Brokerage," which is the former brand, we will continue to provide this service after the brand logo has been changed even after the renovation.

Real Estate business solution

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

*With respect to the client-installed type "ES e-Bukken One Sales" that is the old brand, we will continue to provide it after renovating the brand logo.

Real Estate business solution

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

Real Estate business solution

e-Seikatsu Rental Management Cloud

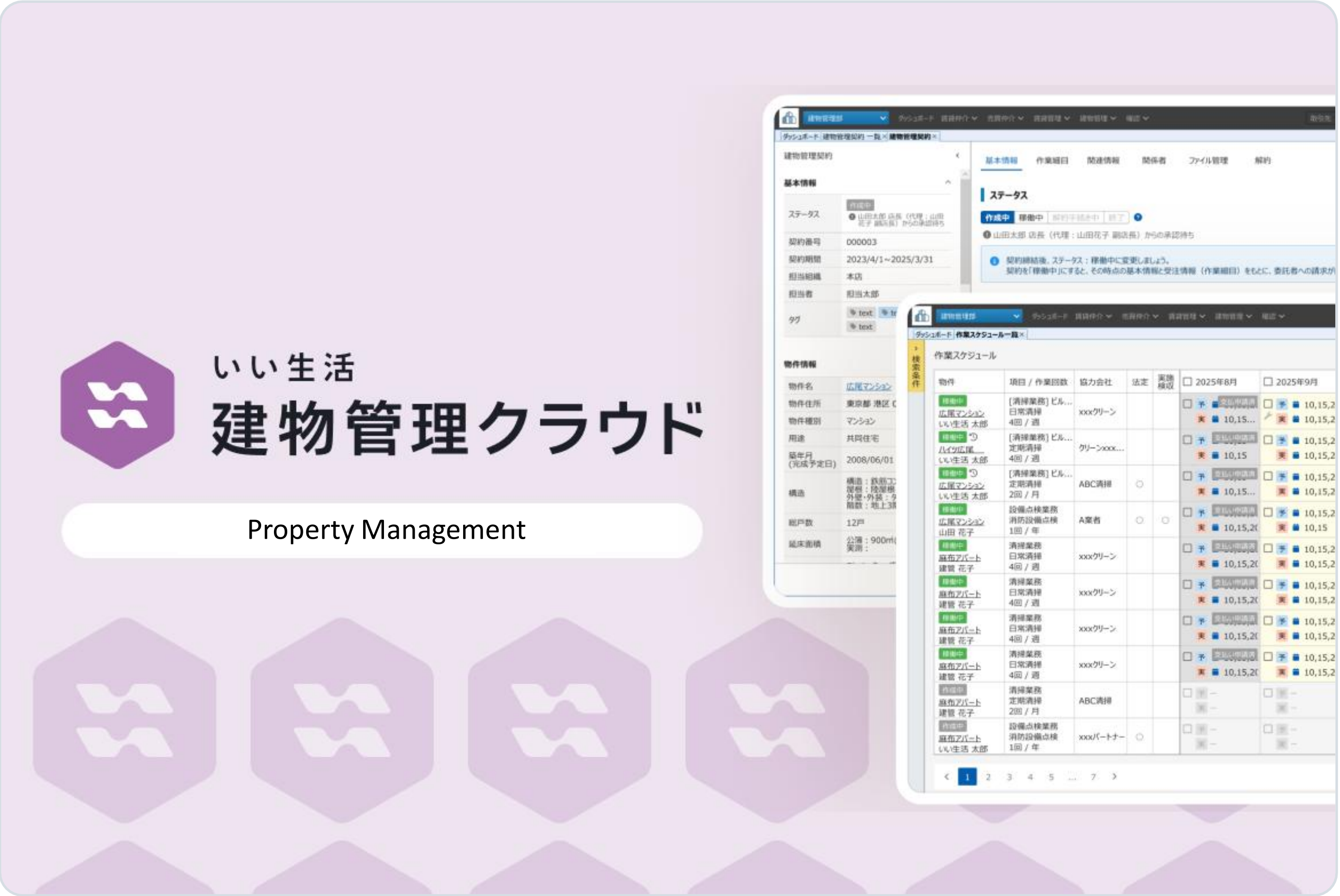
SaaS for rental management companies covering management contracts with owners, rent management, income and expenditure reporting, and accounting linkages

- 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
- Achieving greater operational efficiency and DX by combining and collaborating with other services, such as Web tenant applications

Real Estate business solution

e-Seikatsu Property Management Cloud

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



- 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.

Real Estate Platform

e-Seikatsu Square

[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

[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

over27,000companies

* The number of corporations registered as of June 2026 as "e-Seikatsu accounts" that are free of charge between e-Seikatsu services.

Communication Platform

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 move-out applications 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 240,000

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

Reference

3 Company Profile

Our History

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

2001
- Began offering a real estate business support system.
- Early commercialization of converts for media

2006
Listed on Tokyo Stock Exchange Mothers
(Changed our market to the Second Section of the Tokyo Stock Exchange in 2016)

2013
Cloud for rental management was released.

2018
- Established Real-Tech Consulting, Inc. as a wholly owned subsidiary to provide SaaS implementation support.
- A resident application was released.

2019
Web application feature released.

2021
- Released "e-Seikatsu Square".
- Electronic contracting collaboration started

2022
- Moved to the TSE Standard Market
- Brand renewal

- 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 7 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

June 2026 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-seikatsu20260615.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 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）

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 :	221 (As of the end of June 2026)
Governance System :	Company with Audit and Supervisory Committee

Officers :

Chairman	Kiyotaka Nakamura	Outside Director (Independent Director), Audit and Supervisory Committee Member	Koichiro Ito
President, Representative Director & CEO	Zenichi Maeno	Outside Director (Independent Director), Audit and Supervisory Committee Member	Daisuke Kamimura
Representative Director & CFO	Hiroyuki Shiokawa	Outside Director (Independent Director), Audit and Supervisory Committee Member	Masamitsu Ikezawa
Representative Director & COO	Hiroyoshi Kitazawa		
Senior 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

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- We are careful when handling information mentioned herein, but we will not guarantee its accuracy, recency, usefulness, or the like. If any information mentioned herein includes an error, data falsified by a third party or the like, our company will not assume any responsibility for damage caused by said matter.
- 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.

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