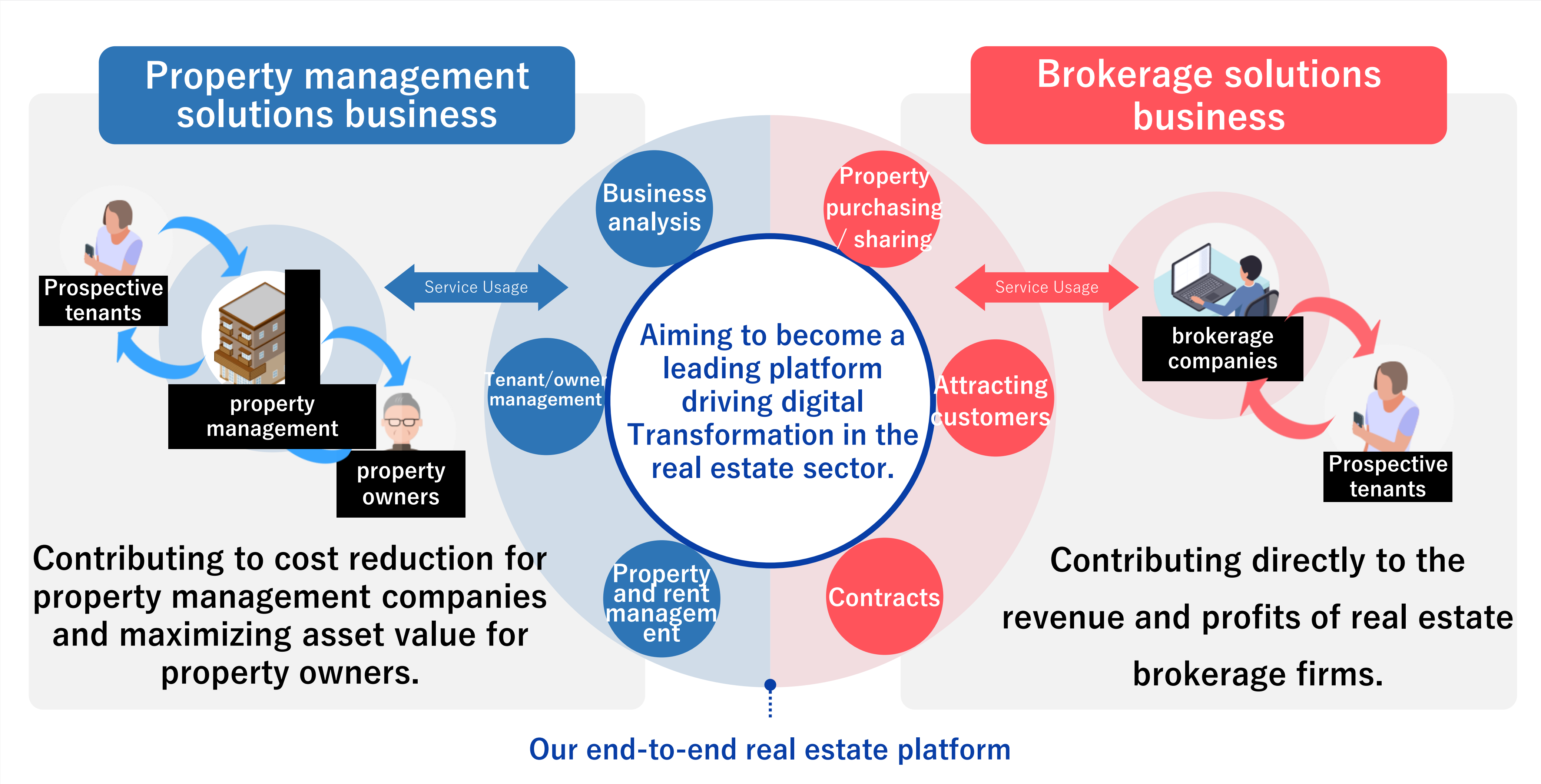
Results of Operations for the First Quarter of the Fiscal Year Ending June 30, 2026

Japan PropTech Co.,Ltd（Stock Code：4054）

November 13, 2025

Driving digital transformation in the real estate industry through our end-to-end support platform.



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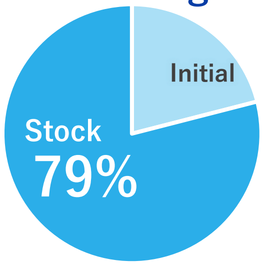
Accelerating Growth in Our Real Estate Tech Business by Leveraging a Stable Revenue Base and Favorable Market Tailwinds

Stable Revenue Base

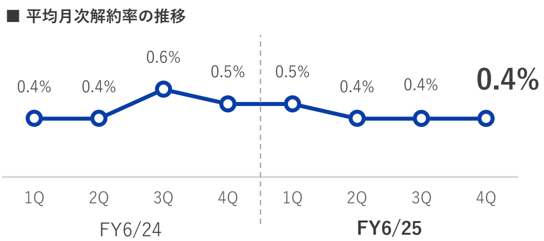
FY6/25 Results

Approximately 79% of revenue is recurring



FY6/25 Results

Low churn rate of 0.4%



High Market Share

as of June 2025

28 locations nationwide

in rental property management system installations

No.1 ※1

as of June 2025

5,557 cumulative installations

Growth Potential

Real estate tech market size

FY6/31 forecast

¥2.378 trillion※2

IT investment demand from new entrants

6,000–7,000 new real estate firms established annually※3

Labor productivity index in the real estate sector

Approximately 70~80% ※4

In contrast to over 100% for all industries

※1：WEB survey by the National Rental Property Management Business Association (conducted January 17–31 and February 14–20, 2020)
※2：Yano Research Institute, "Real Estate Tech Market: Current Status and Outlook, 2024 Edition" (April 2024)
※3：Real Estate Transaction Improvement Organization, FY6/24 year-end statistics on licensed real estate agents and firms" Trends in the Number of Real Estate Transaction Agents"
※4：Ministry of Internal Affairs and Communications, "FY2023 Study on Economic Analysis of ICT" Labor productivity index (real GDP per employee; 2000 = 100)

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Executive Summary – First Quarter of FY6/26

Point1

Q1 progressed as planned, with earnings expected to increase in the second half (p.5–).

Point2

Enhanced shareholder returns (dividend increase + expanded shareholder benefits) (p.20–).

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Executive Summary – First Quarter of FY6/26

Revenue remained nearly flat year-on-year excluding the impact of the corporate merger, with performance progressing in line with the initial plan and expecting stronger results in the second half.

(Millions of yen)

Net sales	Operating profit	Quarterly Net Income
1,219	92	75
YoY▲13.5%	YoY▲71.0%	YoY▲56.8%
excluding the impact of the corporate merge YoY▲0.7% (Previous year: ¥1,227 million)	excluding the impact of the corporate merge YoY▲63.5% (Previous year : ¥253 million)	excluding the impact of the corporate merge ※Customer support leveraging our nationwide network
Progress rate 21.0%	Progress rate 7.7%	Progress rate 10.3%

Recurring revenue remained stable

Due to the corporate merger, recurring revenue increased significantly in the prior-year Q1.
Excluding this impact, recurring revenue in the current Q1 remained solid.

FY6/26 Q1 stock revenue **¥1,025 million**

(YoY: ¥1,110 million)

Churn rate remained at a low and stable level

Continued to maintain a stable churn rate through nationwide customer support and strong customer success initiatives.。

FY6/26 Q1 churn rate **0.6 %**

※ Churn rate refers to the average monthly churn rate.

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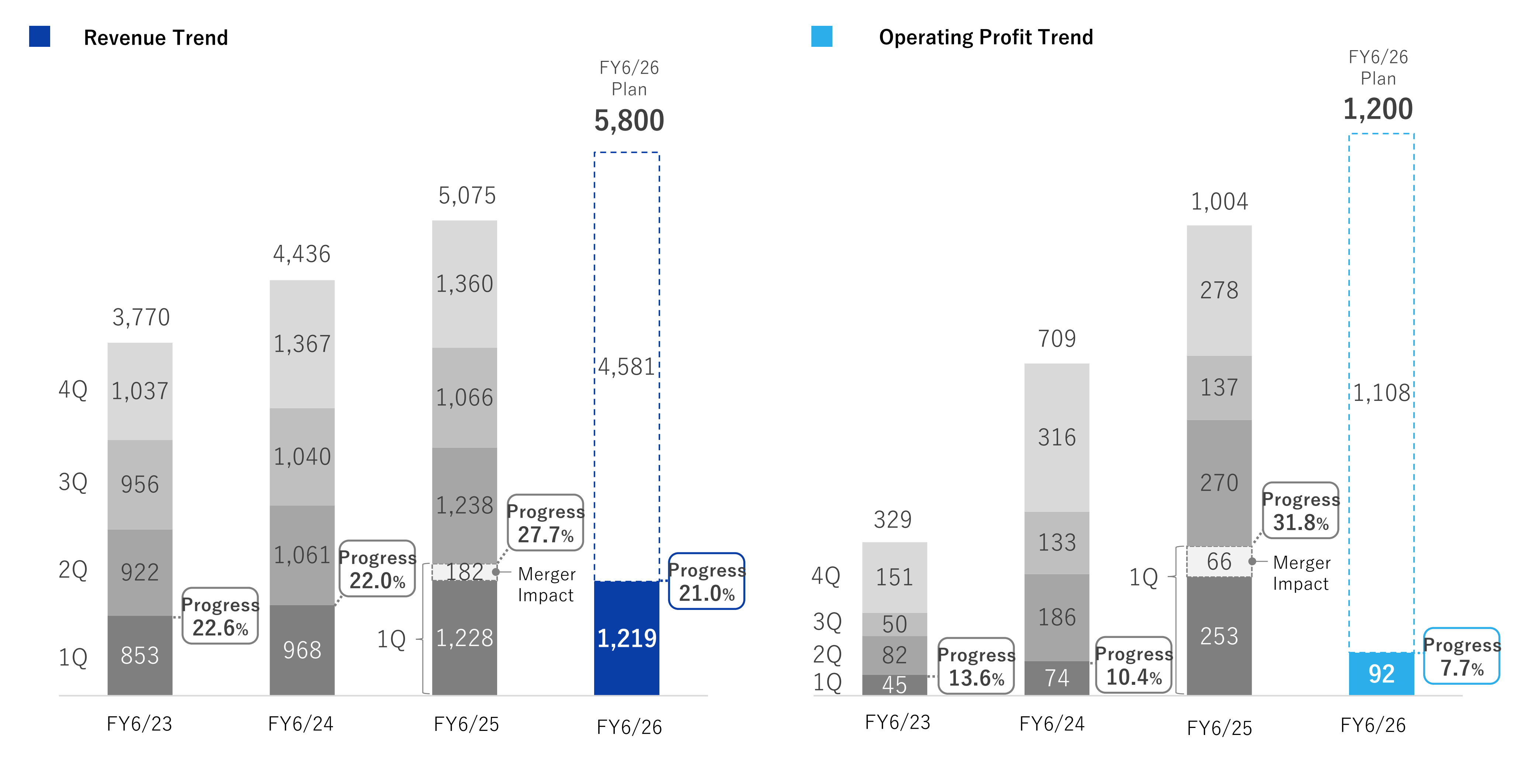
Revenue and Operating Profit — Quarterly Trends

Despite a plan weighted toward the second half, both revenue and operating profit in Q1 made a solid start toward the full-year targets.



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FY6/26 Q1 Financial Highlights | PL Summary

Brokerage solutions revenue increased by 2.7% year-on-year when excluding the impact of the prior Q1 merger-related additions. Operating profit declined as planned due to upfront investments aimed at future business growth.

(Millions of yen)	FY6/25 1Q	FY6/26 1Q	YoY	Full year plan	Explanation
Net sales	1,410	**1,219**	**▲13.5%**	5,800	**In the prior Q1, ¥182 million in revenue was added due to the corporate merger.**
Brokerage solutions	647	478	▲26.2%	-	Excluding the merger-related additions in the prior Q1, revenue **increased by 2.7%.**
Property management solutions	749	727	▲3.0%	-	New acquisitions and resale of Chintai Kakumei performed steadily.
Gross profit	1,015	**812**	**▲20.0%**	-	Gross margin declined due to lower revenue.
Gross profit margin	72.0%	66.6%	▲5.4pt	-	
Operating profit	319	**92**	**▲71.0%**	1,200	**In the prior Q1, ¥66 million in operating profit was added due to the corporate merger.**
Operating profit margin	22.6%	7.6%	▲15.0pt	20.6%	
EBITDA	435	**188**	**▲56.8%**	-	
EBITDA margin	30.9%	15.4%	▲15.5pt	-	
Ordinary profit	306	**108**	**▲64.7%**	1,210	
Profit attributable to owners of parent	173	**75**	**▲56.8%**	730	

Brokerage solutions is sales of brokerage support services provided to real estate brokers.
Property management solutions is sales of administration support services provided to rental management companies.

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FY6/26 Q1 Financial Highlights｜Quarterly Results

In the prior Q1, revenue and profit were both above normal levels due to the impact of the corporate merger.
The current Q1 progressed in line with the plan.

(Millions of yen)	FY6/24				FY6/25				FY6/26
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q
Net sales	**968**	1,061	1,040	1,366	**1,410**	1,238	1,066	1,360	**1,219**
Brokerage solutions	**385**	404	410	450	**647**	457	469	413	**478**
Property management solutions	**572**	646	619	903	**749**	768	583	931	**727**
Operating profit	**74**	186	133	316	**319**	270	137	278	**92**
Operating profit margin	**7.7%**	17.5%	12.9%	23.1%	**22.6%**	21.8%	12.9%	20.4%	**7.6%**
Ordinary profit	**73**	189	133	345	**306**	279	142	276	**108**
Profit attributable to owners of parent	**42**	123	77	186	**173**	201	94	160	**75**

Brokerage solutions is sales of brokerage support services provided to real estate brokers.
Property management solutions is sales of administration support services provided to rental management companies.

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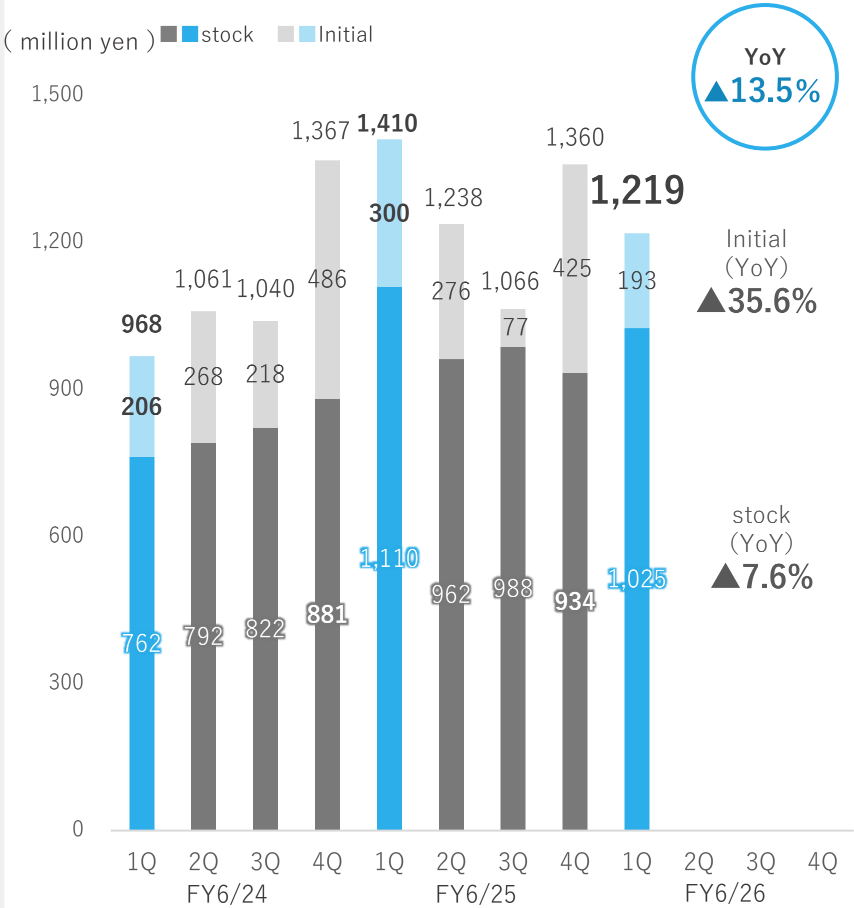
In 1Q of the previous fiscal year, stock revenue increased significantly due to the company merger. Excluding this effect, stock revenue in the current 1Q remained solid, and MRR continued to grow steadily.

Changes in stock and initial sales

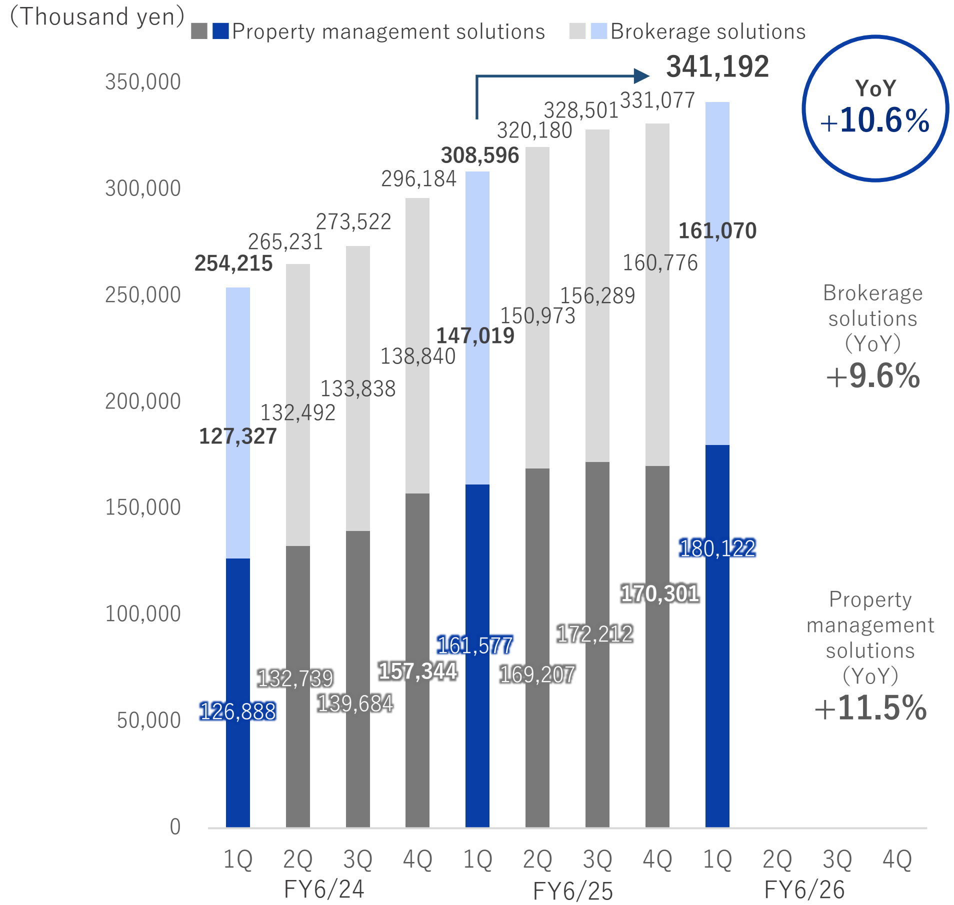
The performance contribution from the merger in the previous 1Q was mainly included in stock revenue. As a result, YoY revenue declined, but stock revenue has been on an upward trend since 2Q of the previous fiscal year.
Note: The temporary dip in 4Q was due to refund processing.



Growth of Monthly Recurring Revenue

Both Brokerage and Property Management Solutions continued to perform well, supported by ongoing sales expansion efforts.

※MRR・・・MRR stands for monthly recurring revenue earned repeatedly every month; monthly ordinary profit



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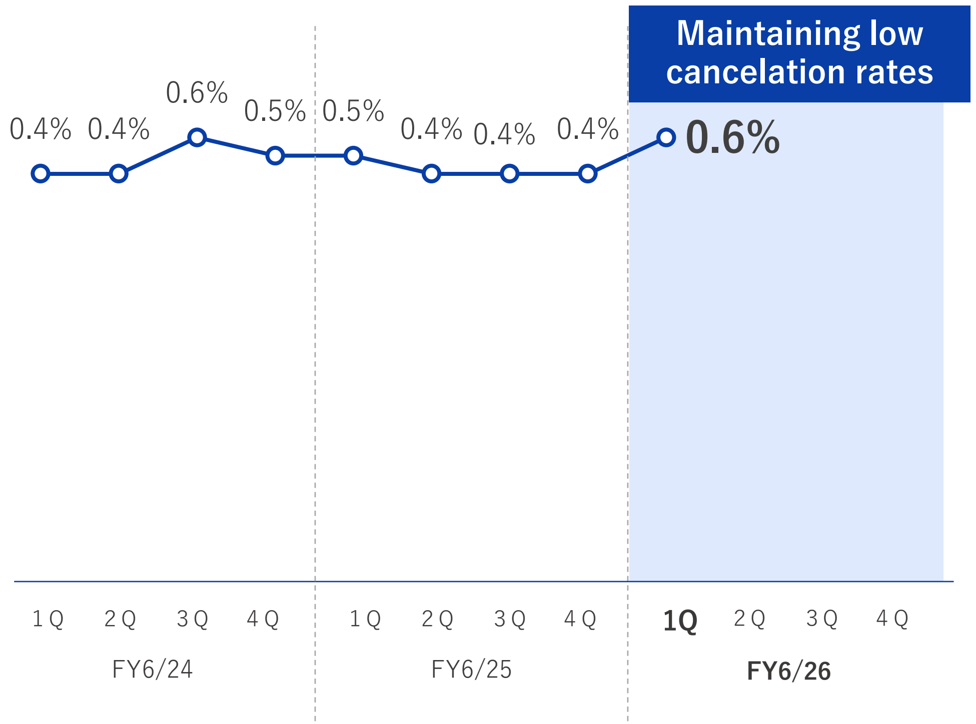
The churn rate remained at a low level.
Sales personnel increased steadily.

■Cancelation Rate
(average monthly cancelation rate)

※Monthly cancelation rate: Percentage of the monthly amount decreased due to cancelation in the monthly billings of existing contracts.

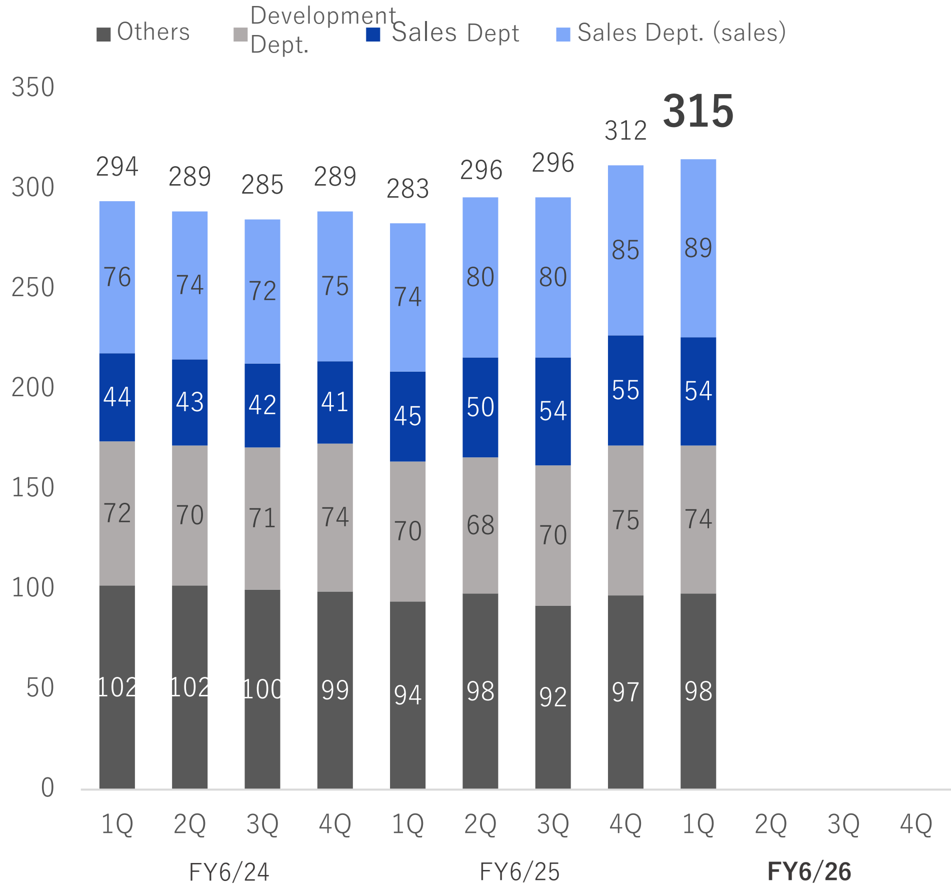
FY6/26

Q1 churn rate : **0.6%** (Average of previous period : 0.4%)



■Number of Full-time Employees

※Number of employees indicates the number of full-time employees



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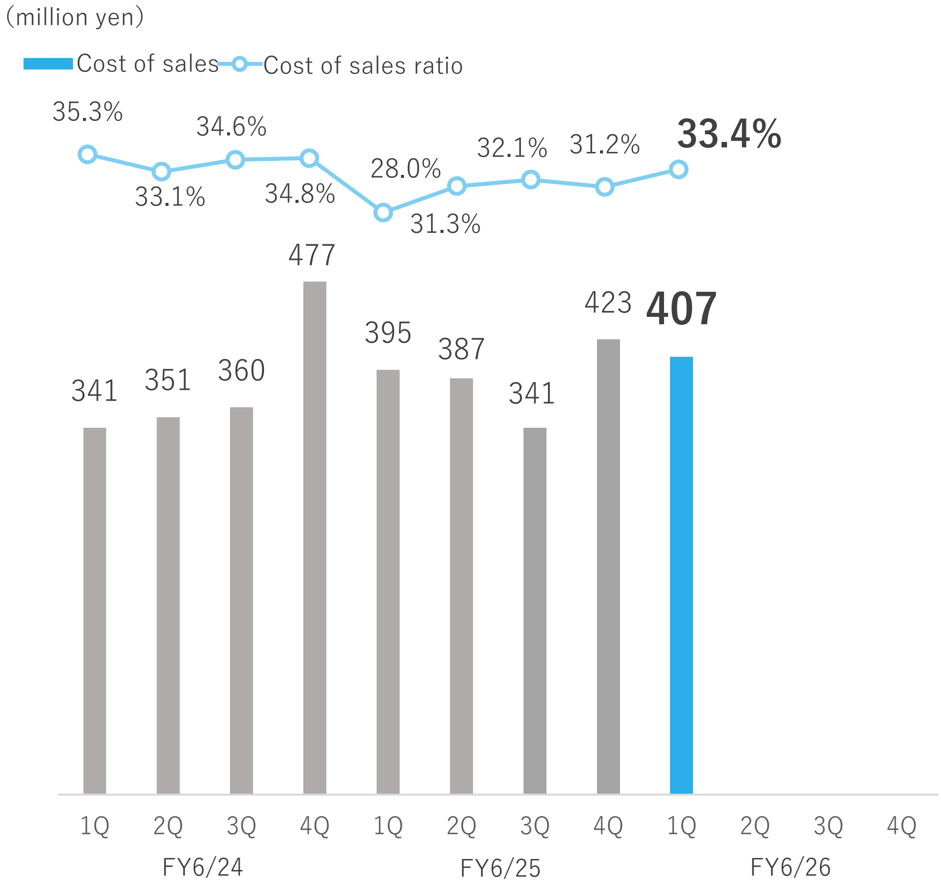
Cost of sales and SG&A expenses remained at stable levels.

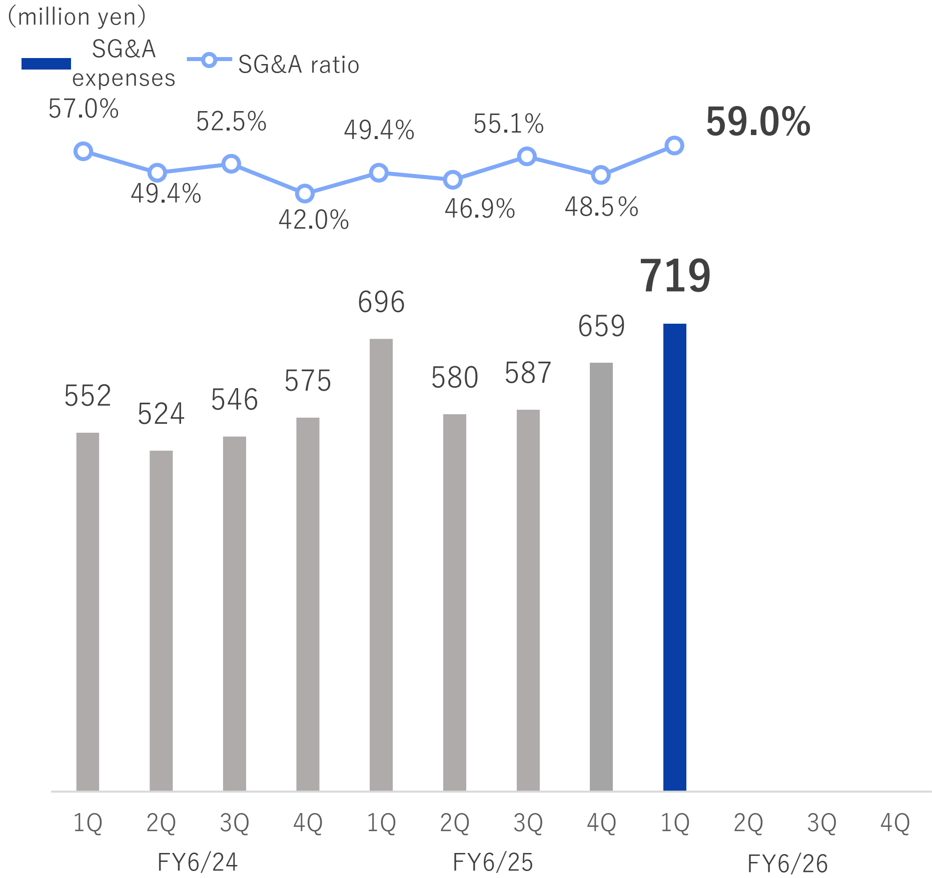
Cost of sales

Remained stable despite amortization associated with new product releases.



SG&A expenses

Stable overall; increased mainly due to salary revisions, expanded R&D spending, and temporary event-related costs.



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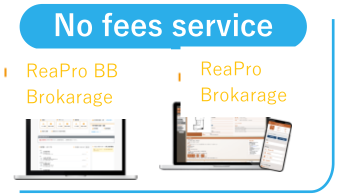
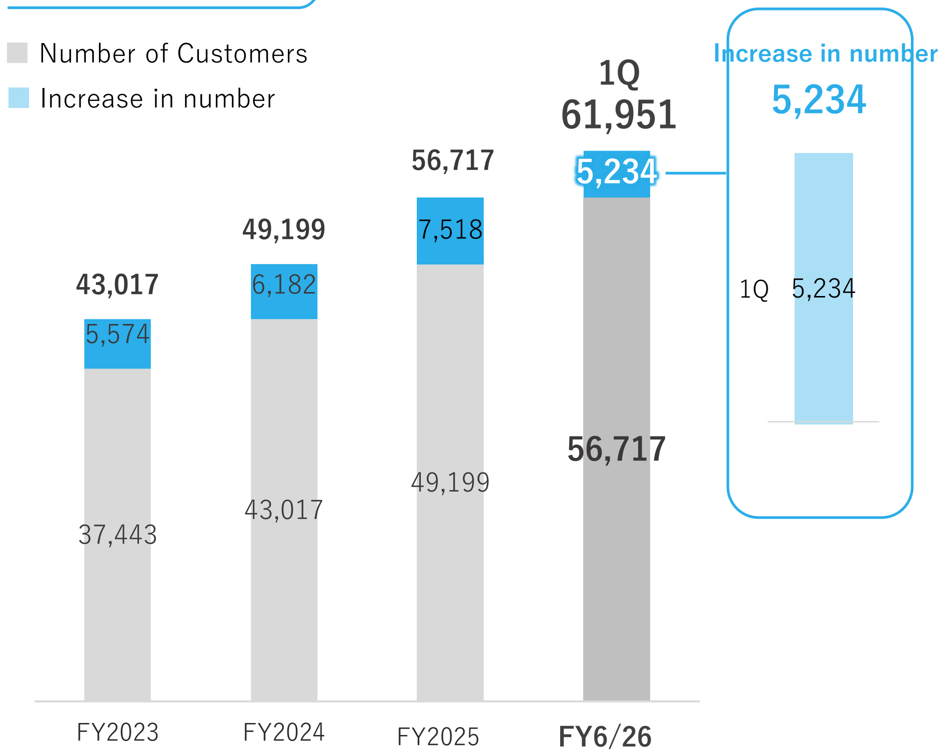
The base of free users continued to grow steadily, while the number of paying customers (excluding increases from resales) remained solid. Progress toward achieving the plan is expected from 2Q onward.

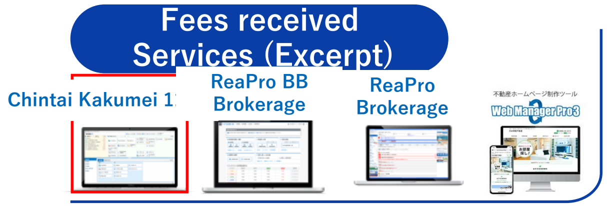
■ Number of clients of the B-to-B property listing service (No fees)

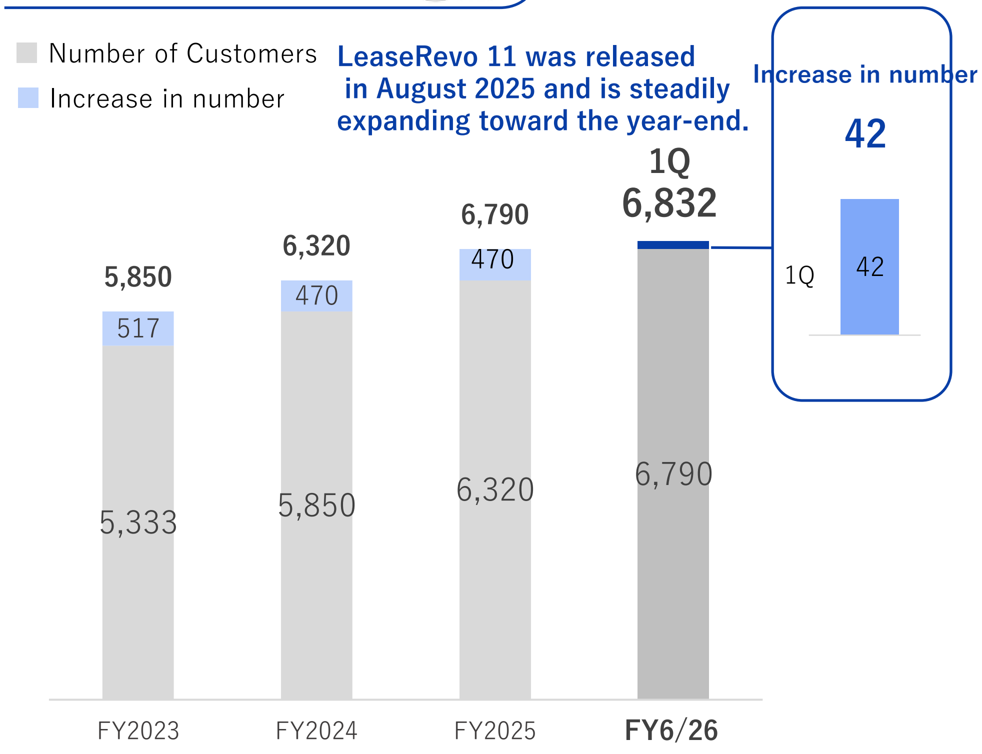


※ ReaProBB Brokerage and ReaPro Brokerage for brokerage companies are provided free of charge, with the aim of increasing revenue through cross-selling of paid options and other paid services.



■ Number of customers using monthly Fees received services (all products)





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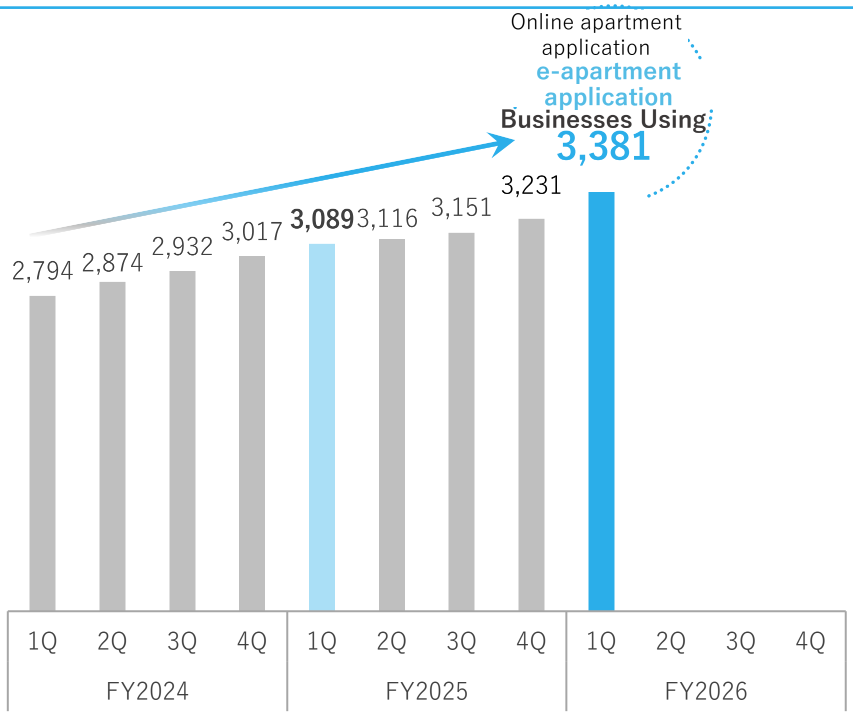
The number of customers using e-Apartment Application and e-contract service also remained stable.

Aim to further expand market share.

Businesses Using the e-Apartment Application Service (Cumulative)

Online apartment application
e-apartment application

The e-apartment application is a service for rental property management companies that allows the entire application process to be completed online, **a pre-contract step**. There is no need for handwritten applications, facsimile transmissions or telephone calls, which results in much higher productivity for these companies.

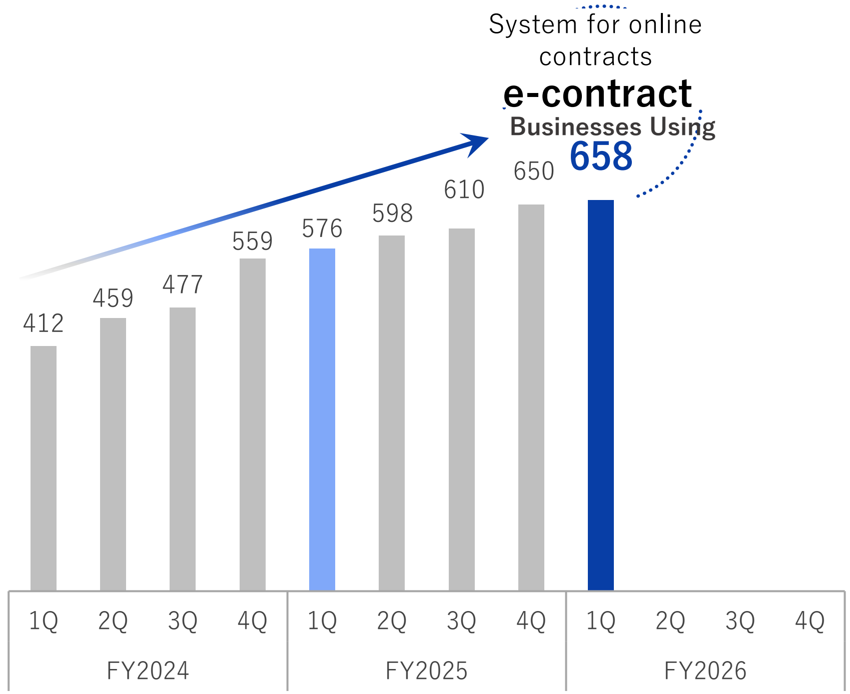


Businesses Using the the e-contract service (Cumulative)

System for online contracts
e-contract

Amended Law Enacted May 2022

Since May 2022, fully online real estate contracts are possible due to amendments to the Home Building Business Law. The e-contract service eliminates the need for face-to-face meetings and the use of postal mail to send contracts. All steps can be performed online.



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TOPICS

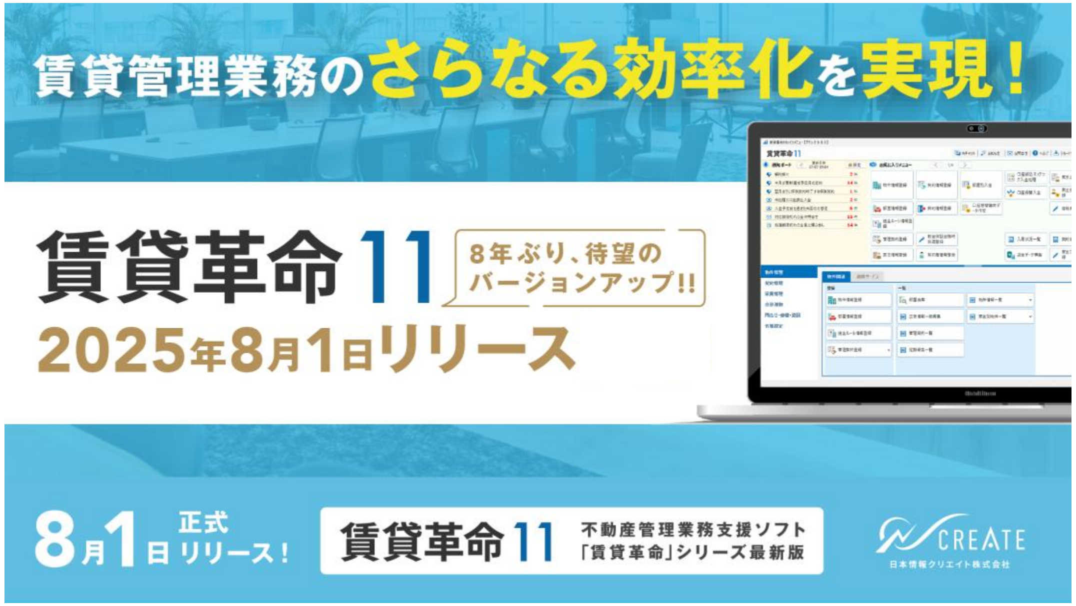
“Chintai Kakumei 11” to be Released on August 1, 2025

Featuring business automation functions with greatly improved usability

Aiming to Acquire New Customers and Expand Market Share

Service Overview

The latest version of our real estate management business support software, *Chintai Kakumei* series. Equipped with business automation features that significantly reduce the burden of complex tasks in rental property management.



Key New Features

- Functions to prevent operational errors and information-sharing oversights
- Automatic quotation data import using AI OCR
- Excel data import
- Incorporates numerous customer requests, such as saving list search conditions, handling pro-rata rent payments, simplifying image registration, and improving CSV export functions

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FY6/26 Earnings Forecast

Aim for steady revenue growth by expanding the share of the two solution businesses: brokerage and property management.

※The number of customers subscribing to paid services also grew steadily, excluding increases driven by resales.

	FY6/25	FY6/26 Plan	YoY
Net sales	5,075	5,800	+14.3%
Operating profit	1,004	1,200	+19.5%
Ordinary profit	1,003	1,210	+20.6%
Net Profit Attributable to Parent Company Shareholders	628	730	+16.2%
Profit per Share (Yen)	45.11	52.43	-

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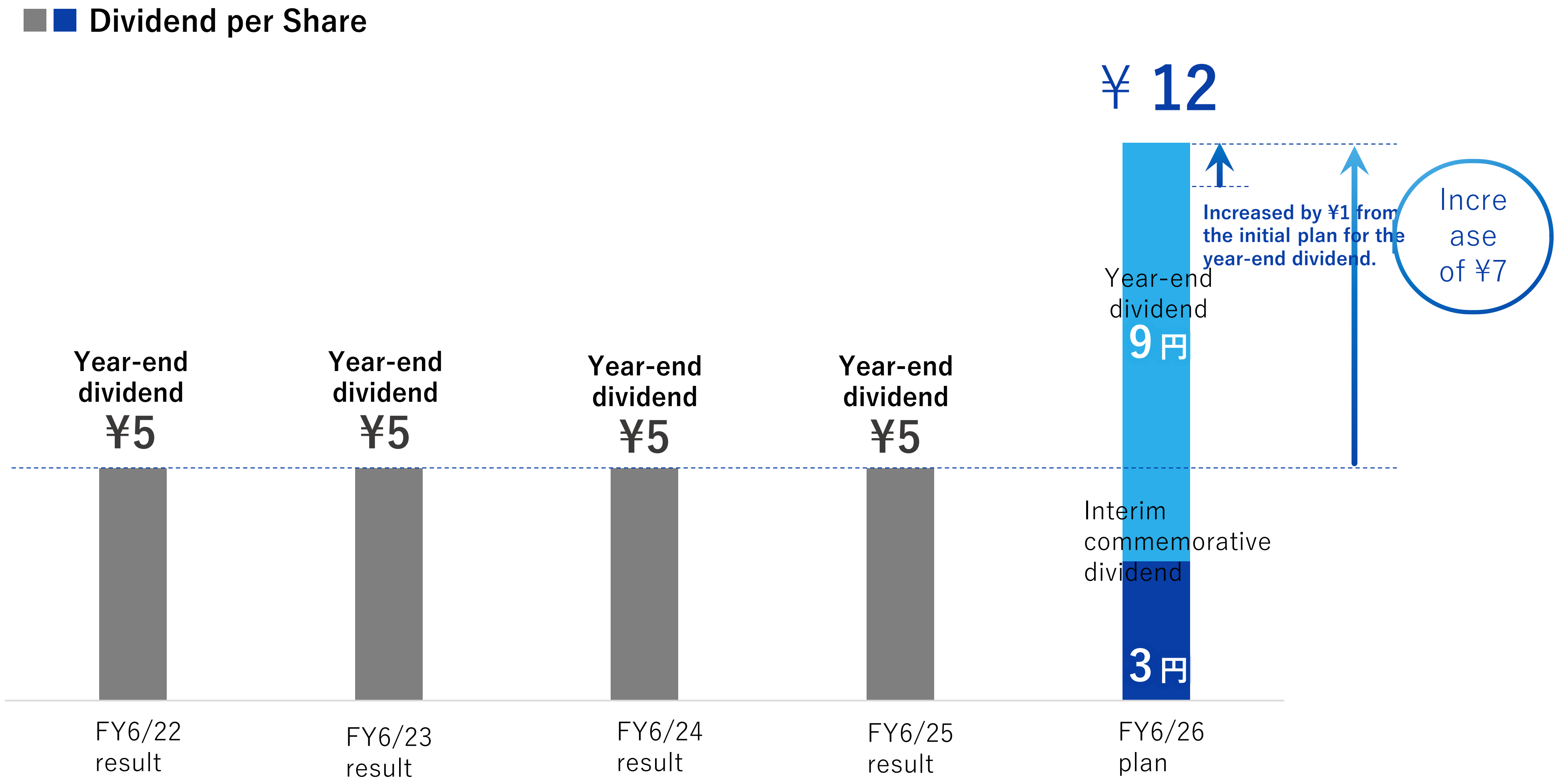
Shareholder Returns

The year-end dividend is planned at ¥12 per share, an increase of ¥1 from the initial plan of ¥8 and 2.4 times higher than the previous fiscal year. While prioritizing growth investments, we also remain committed to shareholder returns.



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Introduction of a Shareholder Benefits Program from the Interim Period of FY Ending June 2025 (Record Date: End of December)

Shareholder Benefits Interim (Record Date: End of December Each Year)

■Details

Before the Change

Number of Shares Held	Gift Items
100 shares or more	¥500 QUO card

Shareholders who have continuously held shares for over one year are eligible.

After the Change

Number of Shares Held	Gift Items
100 to 299 shares	¥1,000 digital gift
300 shares or more	¥5,000 digital gift

Although the program is generally intended for shareholders who have held shares continuously for one year or more, the shareholder benefit granted based on the record date at the end of December 2025—the first year after the program revision—will not require a continuous holding period.

Accordingly, shareholders listed on the record date at the end of December 2025 will receive a digital gift based on the number of shares held, regardless of their holding period.

■Scheduled Dispatch Date

Expected to be sent annually in March.

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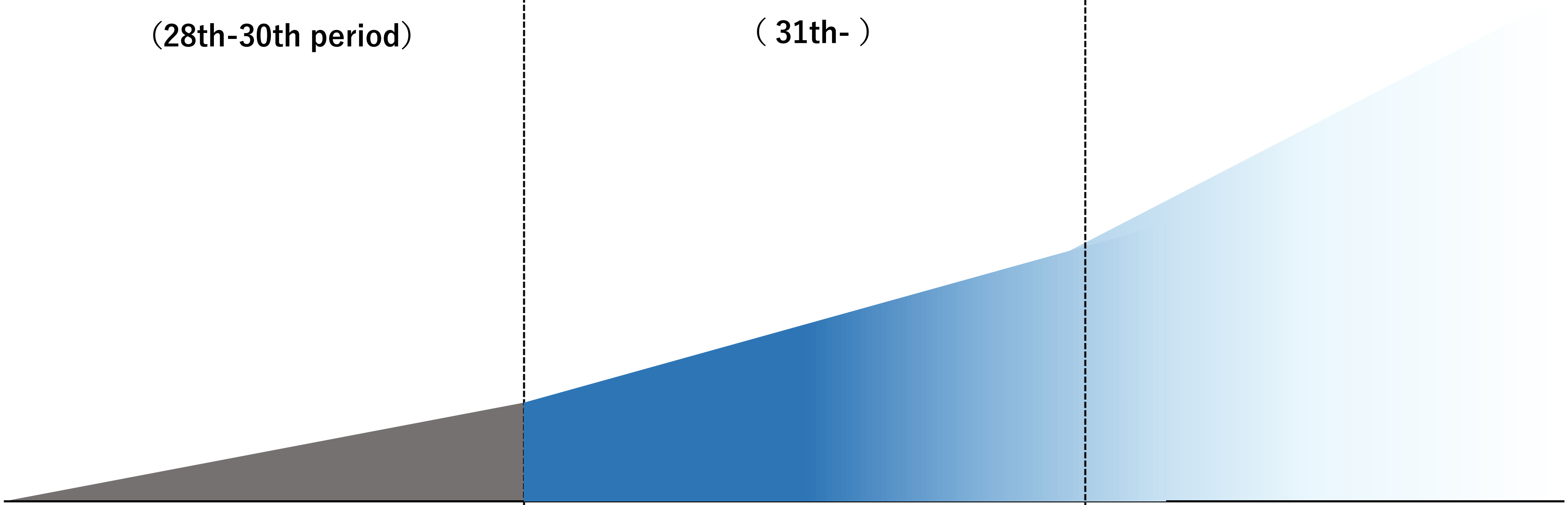
Medium- to Long-Term Growth Image

No change in the basic policy or direction for medium- to long-term growth

growth investment period	growth spurring period	growth and expansion period
FY6/22-FY6/24 (28th-30th period)	FY6/25-FY6/27 (31th-)	



growth investment period	growth spurring period	growth and expansion period
・Strengthening of sales personnel structure ・Expansion of locations ・Investment in product development ・Business integration with Real Net Pro, Inc	・ Expansion of industry-wide system share through **ReaProBB** and **ReaPro** ・ Release of *Chintai Kakumei 11* ・ Enhancing enhancement. ・Business seepage (upfront investment)	・Seeping out existing businesses ・data application ・measures to prevent vacancies ・maximizing owner asset value

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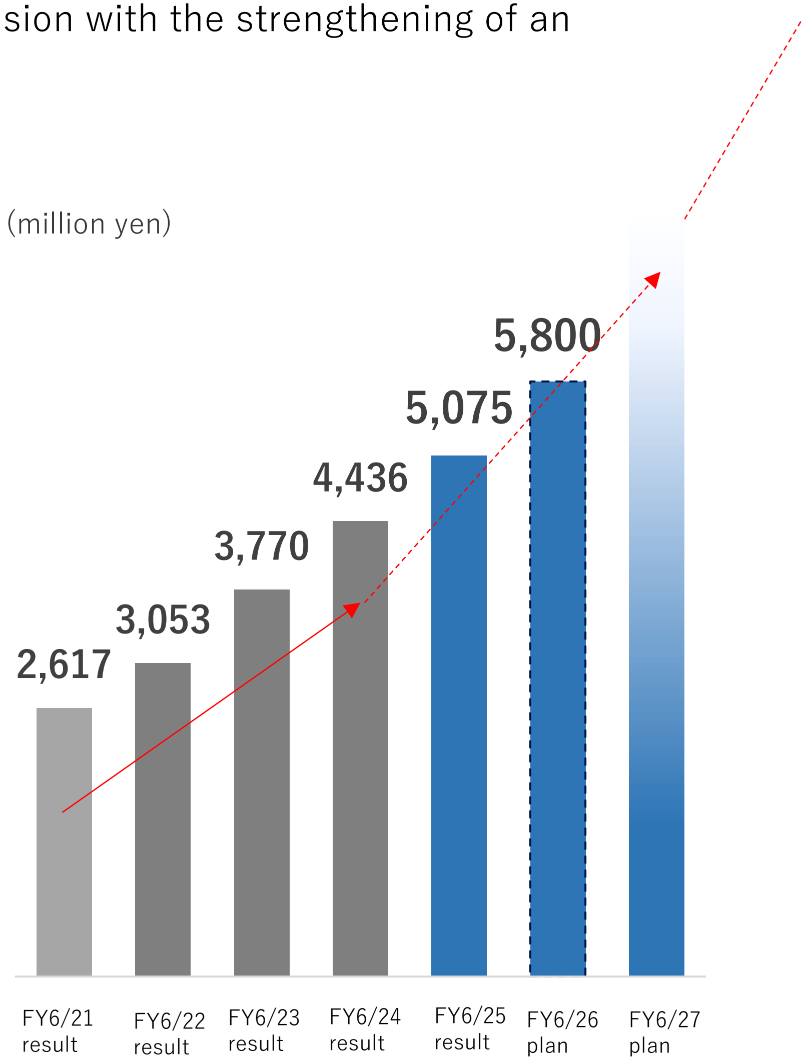
Regarding the Medium-Term Performance Outlook

We aim to achieve sustainable profit growth by balancing revenue expansion with the strengthening of an efficient operating foundation.

(million yen)	FY6/25		FY6/26	
	result	YoY	plan	YoY
Net sales	5,075	+14.4%	5,800	+14.3%
Operating profit	1,004	+41.4%	1,200	+19.5%
Operating profit margin	19.8%	-	20.6%	-



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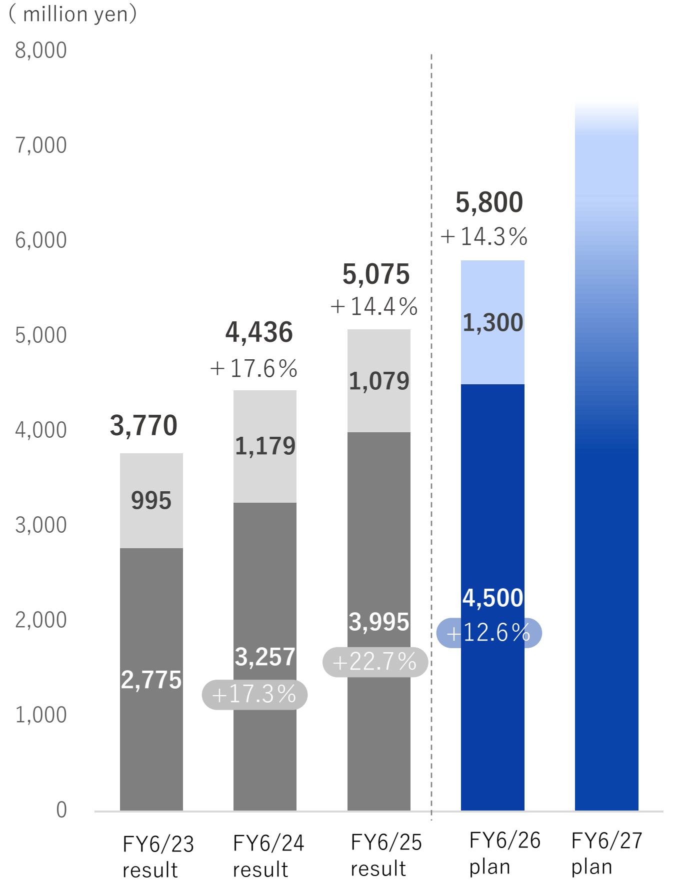
KPI Progress and Targets

We aim to achieve stable growth by expanding our stock-based revenue model, increasing MRR in both our property management solutions and brokerage solutions, and maintaining a low churn rate.

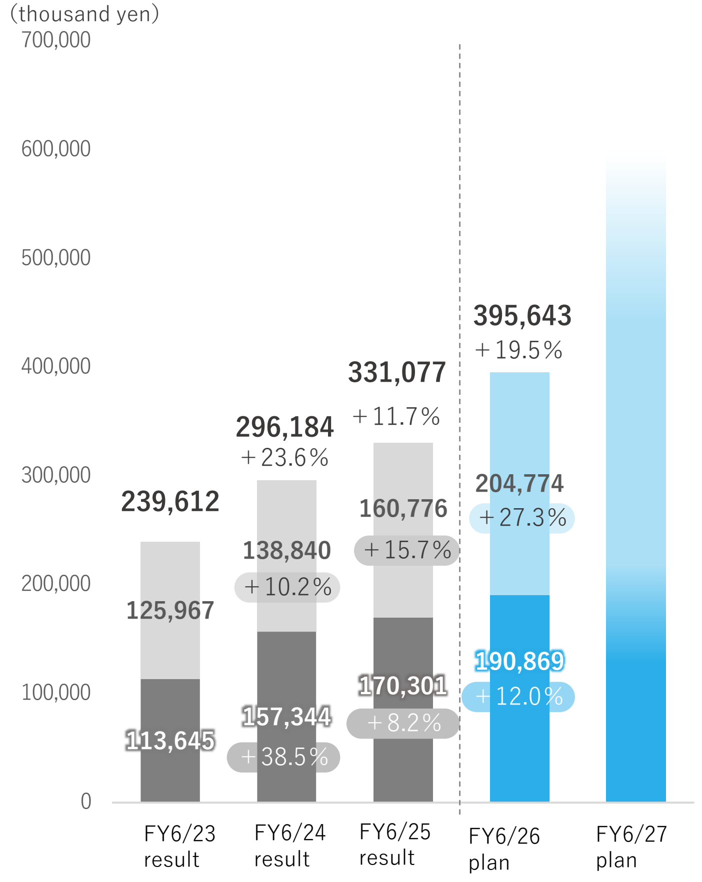
Initial and stock sales plan

Flat growth in Initial sales, increase Stock sales and expand growth.



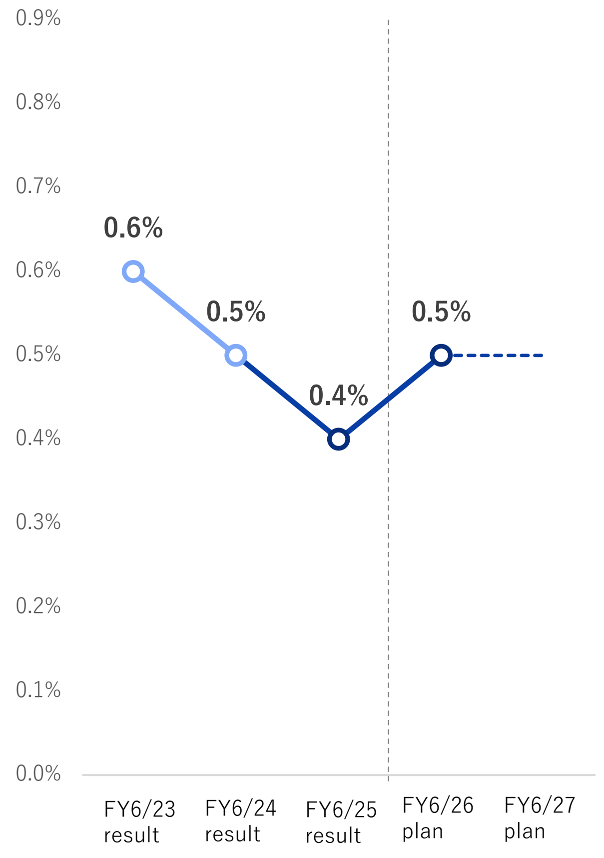
Plan for MRR at the end of the year

Accumulation of charges is important. Aggressive promotion of Brokerage solutions, with ReaPro BB as the mainstay.



Cancelation Rate

Maintain low cancelation rates while increasing performance.
Focus on supporting customer occupancy.



*MRR stands for monthly recurring revenue earned repeatedly every month; monthly ordinary profit.

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Organising the external and internal environment

external environment

- Real estate working environment：
  Continuing ageing and chronic workforce shortages
- Real estate DX market：
  Increased demand for digitization due to changes in legislation
- Number of real estate businesses：
  Increased demand for IT investment due to the entry of approximately 6,000 new businesses each year

internal environment

- Products and services：
  Expansion of industry-wide system share through ReaProBB and ReaPro
- sales productivity：
  Increased sales productivity due to customer segmentation and a strengthened structure
- Low cancellation rate：
  Maintain low churn rate of 0.4% despite continuous revenue growth

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Growth themes by market

For real estate brokerage companies

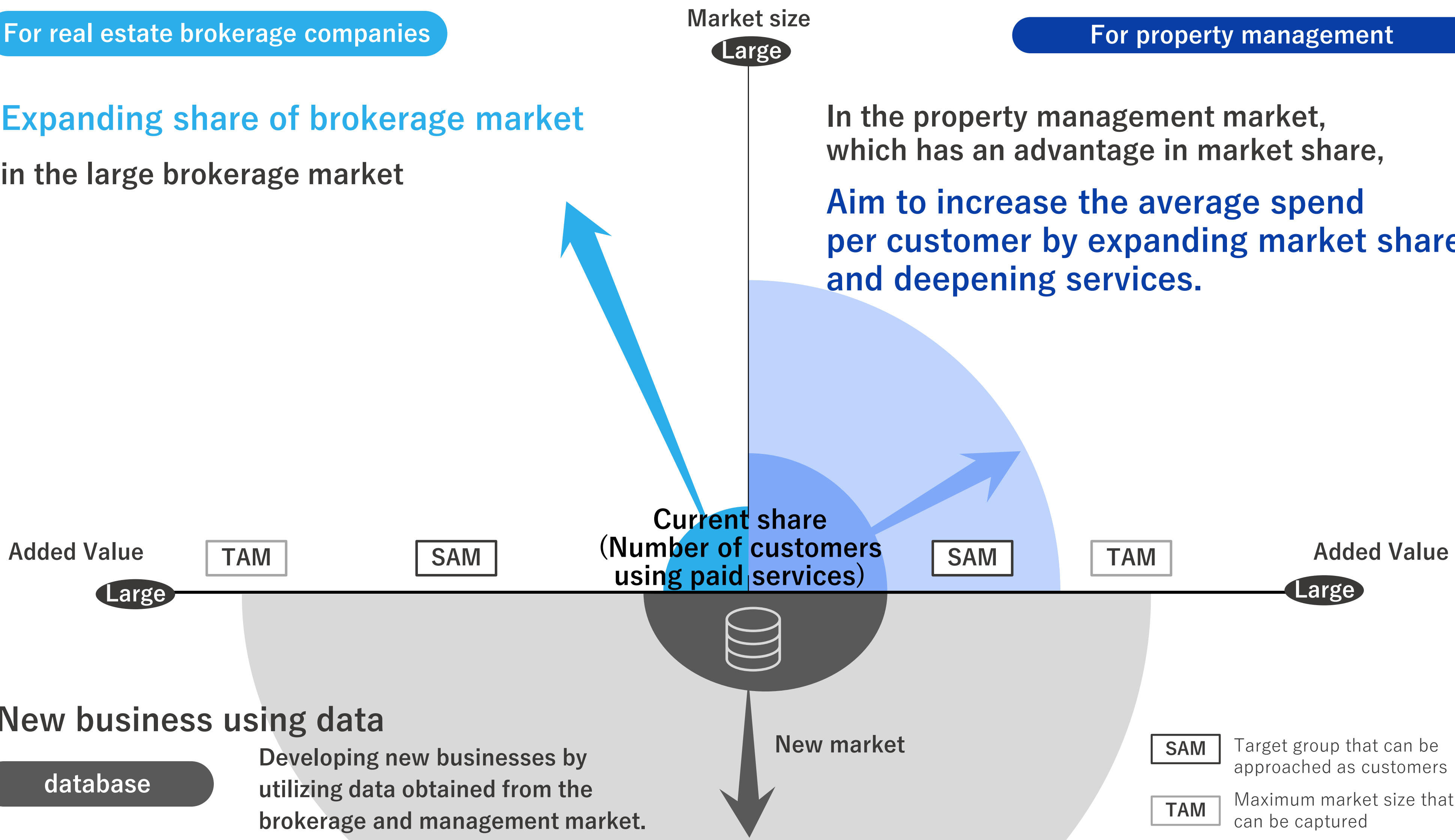
Expanding share of brokerage market

in the large brokerage market

For property management

In the property management market, which has an advantage in market share,

Aim to increase the average spend per customer by expanding market share and deepening services.



New business using data

database

Developing new businesses by utilizing data obtained from the brokerage and management market.

SAM	Target group that can be approached as customers
TAM	Maximum market size that can be captured

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Initiatives in the Brokerage Market

Accelerate through service integration

Fudosan BB＋ReaPro

Inter-company property distribution service

Promote share expansion and cross-selling of other services through the combined offerings of ReaProBB and ReaPro. Furthermore, aim to re-integrate the two services as soon as possible to establish the largest industry-wide property distribution service in Japan.

Fees received

ReaPro

Fees received

ReaPro

Brokerage solutions

Property purchasing/sharing｜ Attracting customers/follow-up｜ Contracts

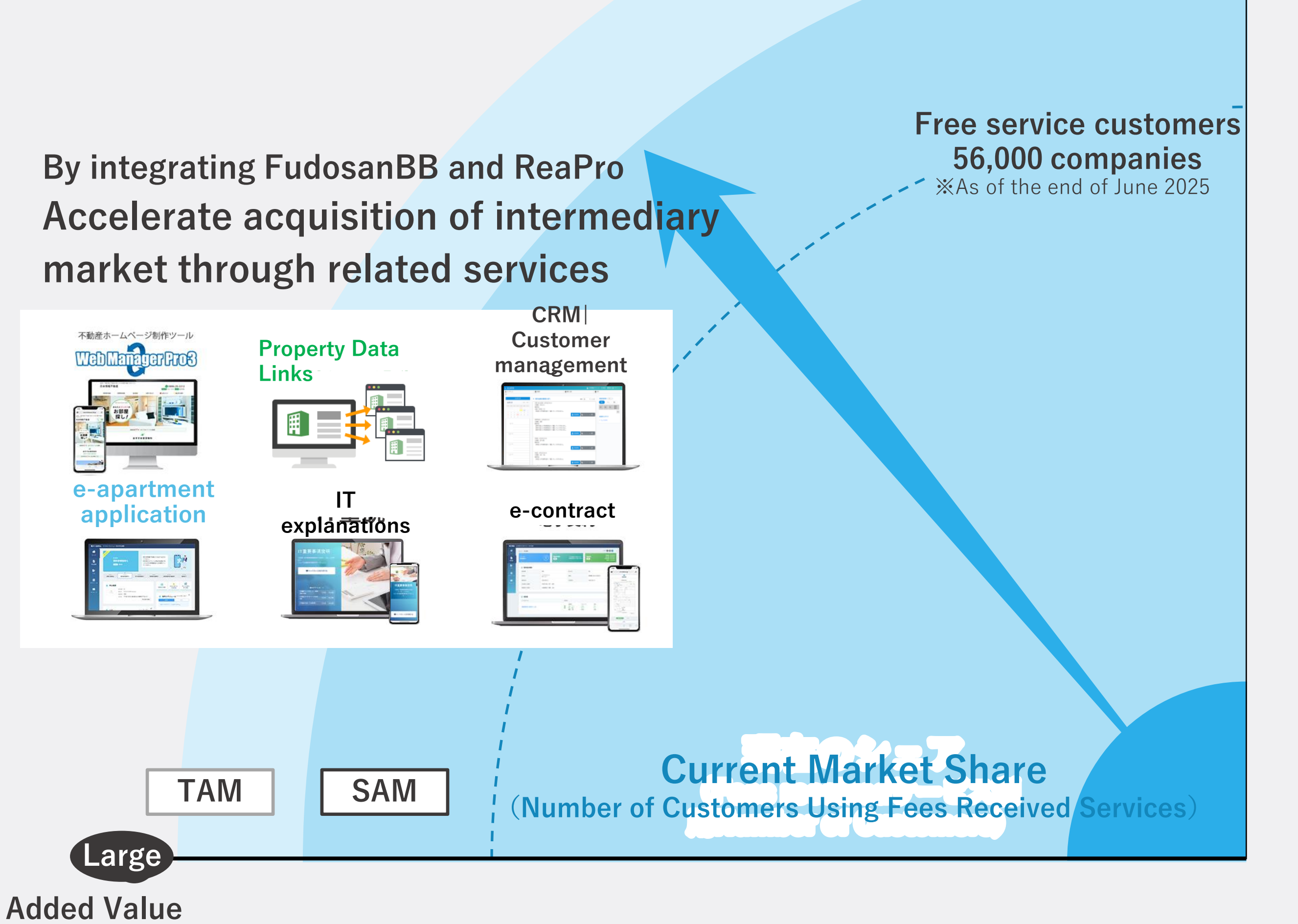
For real estate brokerage companies

Large

Expanding share of brokerage market

Focus on expanding share

in the large brokerage market



Initiatives in the Rental Property Management Market

Deepening existing businesses

In the management market where have a strong advantage, aim to increase the average spend per customer by providing new value.

Advantage in the rental management market

Since its founding, its main service, Chintai Kakumei, has enjoyed a high market share, and resales through version upgrades and option sales are also large. Aim to increase the unit price per customer through the main unit and related services.

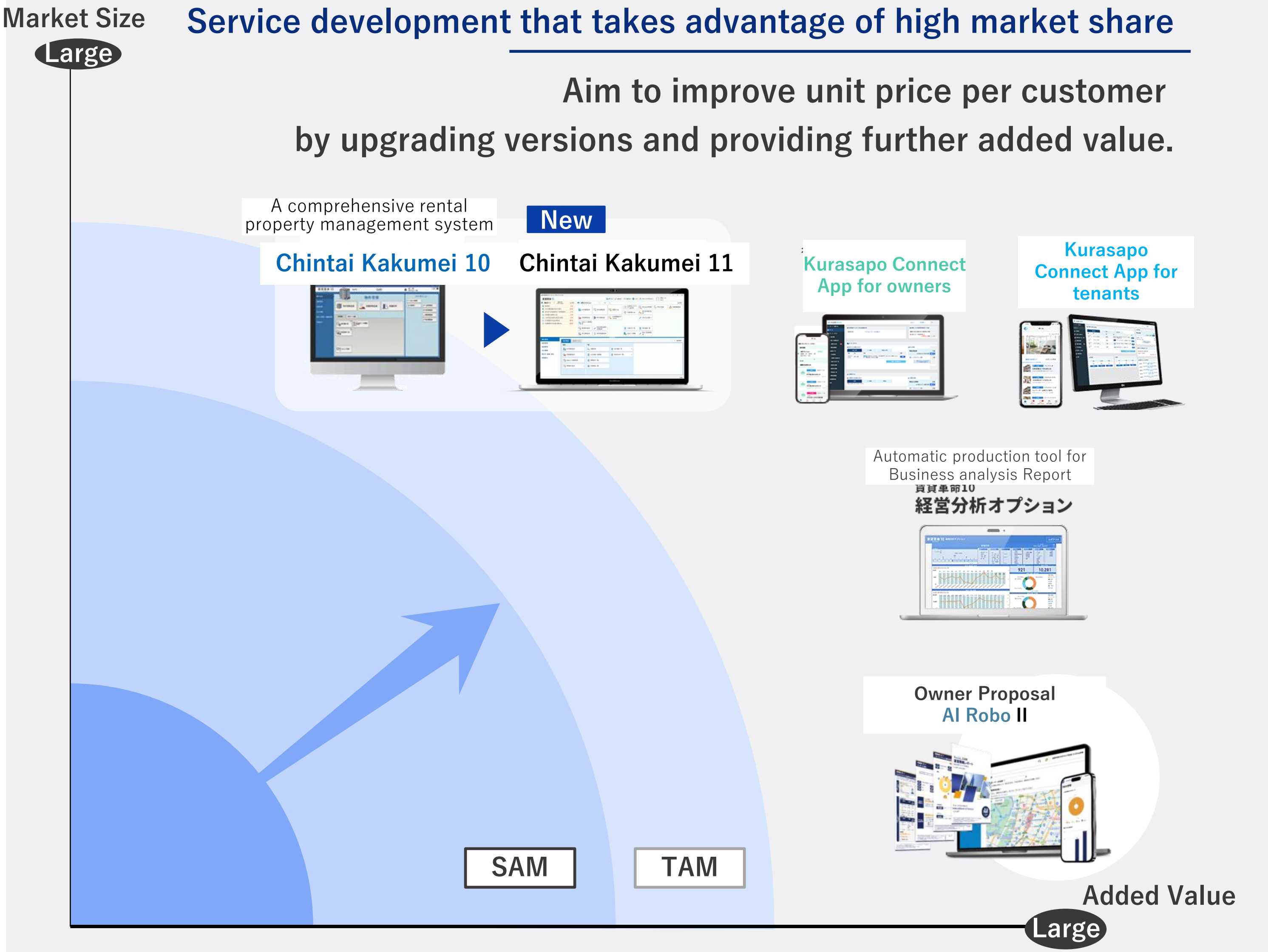
AI Robo II: An AI-powered valuation system for property owners

Leveraging the superiority of large data volumes, AI was utilized to develop a vacancy countermeasure tool for property management companies, which was launched in August 2023.Increase the added value of services by utilizing new technology.

Property management solutions

Rental property management | Tenant/owner management | Business Analysis

For property management



Market-Specific Growth Themes – Key Achievements and Future Initiatives

FY6/25 FY6/26

Growth Theme	Key Achievements by FY ending June 2025	Future Initiatives
market (for real estate brokerage firms)	- Number of businesses using the industry-wide property distribution services *FudosanBB* / *ReaPro* reached 55,257 (an increase of 6,058 from June 2024)	- Expand share as an industry-wide system through the *ReaProBB* and *ReaPro* industry-wide property distribution services. - Actively implement cross-selling of brokerage services to the growing customer base.
Expanding and deepening share in the rental property management market (for property management companies)	- Began sales in August 2023 of vacancy countermeasure reports for property management companies, utilizing AI to leverage the superiority of our data volume.	- Release and expand share of the comprehensive rental property management system *Chintai Kakumei 11* (released August 1). - Enhance services for property management companies and increase revenue per customer.
New businesses utilizing data	- Launched “AI Proposal Bot 2.0” for owners, enabling more precise rent price estimates. - Released AI chatbot for existing users to support property management operations.	- Continue research and development of AI-related products. - Improve operational efficiency through AI utilization.

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Basic strategy

Connecting customers through segmentation, area strategy, and two solutions

Customer segmentation

×

Area strategies

upsell
cross sell

ReaProBB
permeability

×

Linking brokerage and management

brokerage
small
medium
large

management
small
medium
large

Expanding domestic market share with an integrated service line-up linking brokerage and management

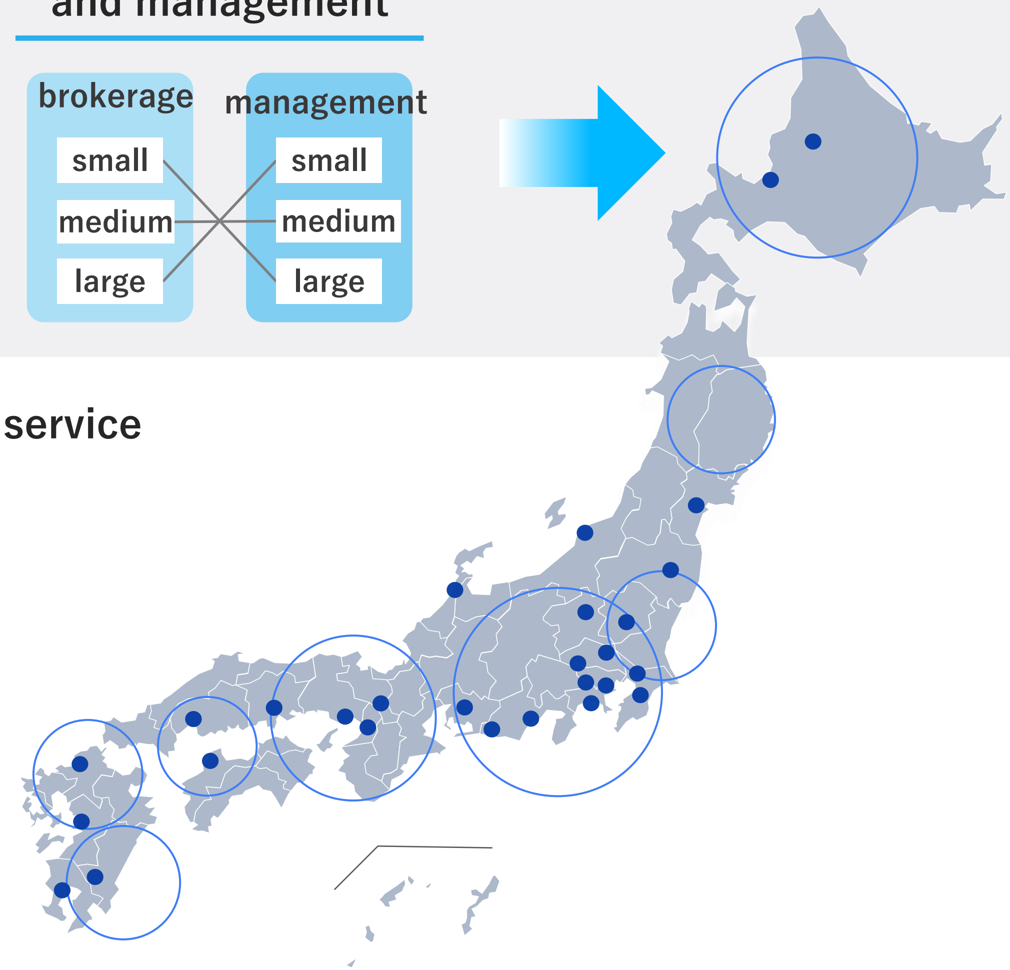
ReaPro
リアプロBB

不動産ホームページ制作ツール
Web Manager Pro3

Chintai Kakumei 11

Expanding products and developing new solutions

sales consultant



※　拠点は2025年6月期末時点

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Towards a new business using data

New business using data

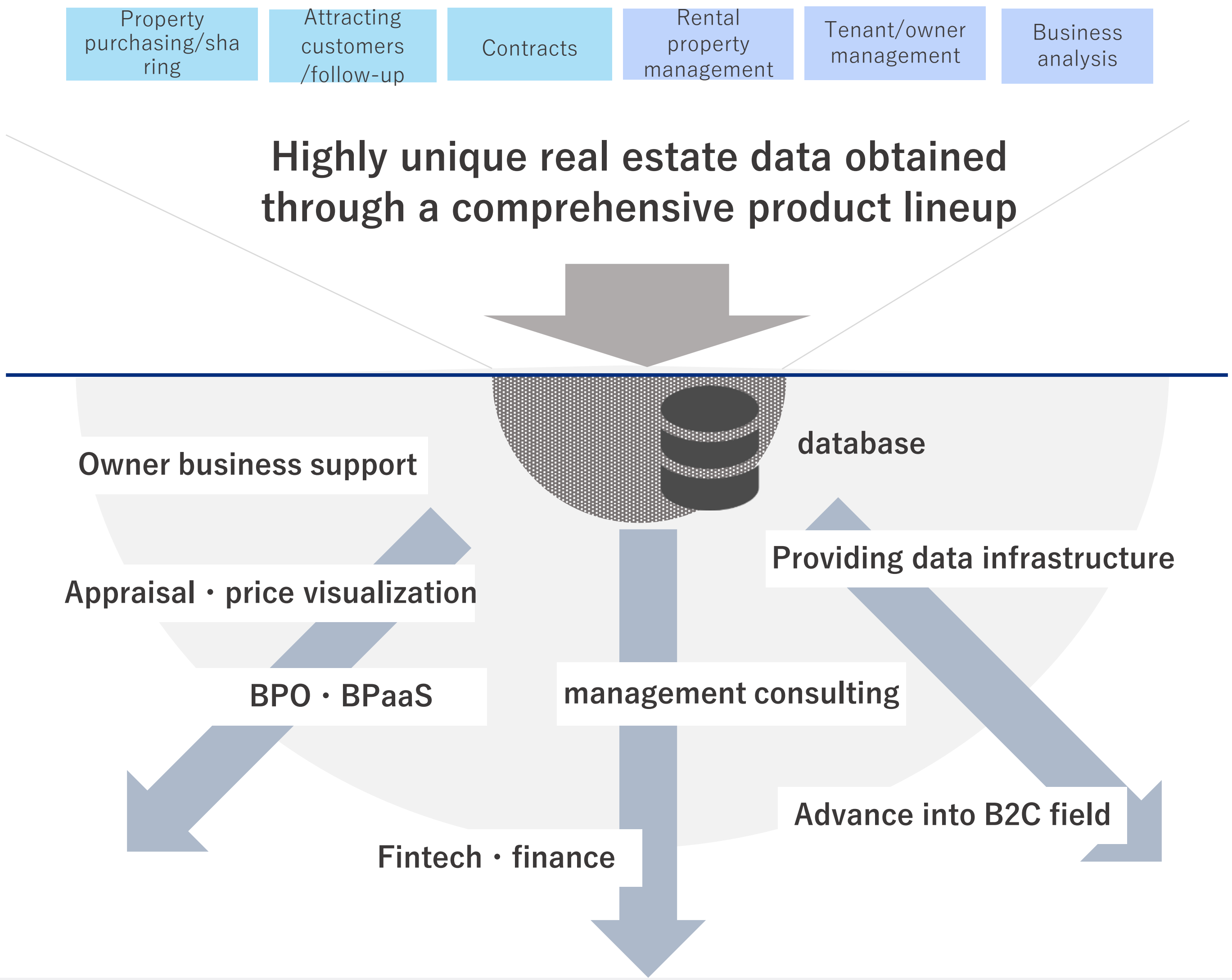
Continue to invest in new businesses that utilize highly unique real estate-related data

■ With medium- to long-term growth in mind

While expanding our share in the management and brokerage markets, continue to invest in new businesses that utilize data as our third arrow.

■ Highly unique real estate related data

Rather than general recruitment data on the web, we maintain real management data owned by rental management companies. Aim to grow new businesses by utilizing highly unique data obtained from integrated products.



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～ Aiming to create a society where real estate transactions bring smiles to many people～

Dedicated to the happiness of everyone we serve

Medium-Term Vision

Use technology to create innovative platforms for the real estate sector

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Become a platformer in the real estate domain

Our goal is to build platforms that transform dreams into reality and make many people happy.

Real estate transactions produce happiness and appreciation by fulfilling customers' dreams in the form of a property that precisely matches their requirements. This is our belief. Real estate companies are dedicated to achieving the simple goal of transforming customers' dreams into reality and making them happy. We play a role in this happiness by using the latest technologies to create extremely convenient platforms for real estate companies.

Yonetsu Kenichi, Representative Director, Chairman CEO

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Division of labor for strategy and execution to promote growth

Management Philosophy

Management Policy

medium- to long-term vision

Capital Management & M&A

management strategy

Execution Strategy

Execution Action

Two Representative Directors effective September 26, 2023

The purpose of the change (increase in the number of representative directors) is to more strongly promote the Company's sustainable growth and further enhancement of corporate value. Cooperation, sharing, and checks and balances in management to respond quickly to changes in business conditions and the business environment.

Representative Director Chairman CEO (Former: Representative Director, President)

Yonetsu Kenichi

brief personal record

Apr 1981 Joined Toyota Industries Corporation
Jan 1983 Joined Holp Co.
Jan 1985 Joined PM (sole proprietorship) (now Produce Media Co., Ltd.)
Aug 1994 Established our firm and became President and Representative Director
Sep 2023 Chairman and Representative Director of the Company (to present)

Representative Director, President COO (Former: Sales Headquarters General Manager)

Tsujimura Kunio

brief personal record

Apr 1991 Joined Recruit Co.
Apr 2008 Sales Executive Officer, Sales Management Department, Marriage Information Magazine Zexy Business Division
Apr 2015 Marriage & Family Business Executive Officer, General Manager of Business Division
Oct 2018 President and Representative Director of B.MARKETING Co. (currently Basketball Corporation K.K.)
Apr 2022 President and Representative Director of Meitec Fielders Inc.
July 2023 Joined our firm , General Manager of Sales Division
Sep 2023 President and Representative Director of our firm (current)

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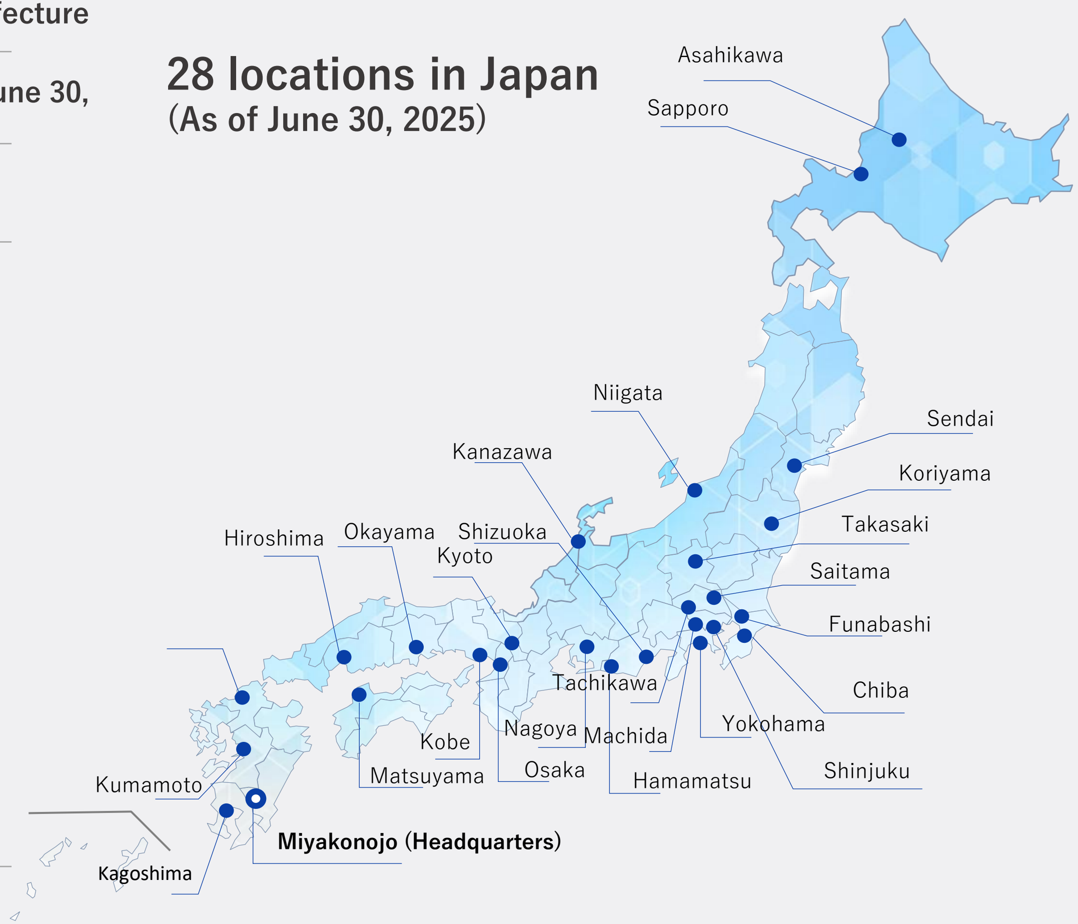
Company Profile

Company name	Japan PropTech Co., Ltd.
Establishment	August 1994
Location	13-18 Kanmachi, Miyakonojo-shi, Miyazaki prefecture
Number of employees	327 including 312 full-time employees (As of June 30, 2025)
Business activities and	Development and sales of application systems services for real estate industry
Management Team	Yonetsu Kenichi, Representative Director Chairman CEO Tsujimura Kunio, Representative Director, President COO Maruta Hideaki, Director, Chief of Staff, Head of Human Resources Senokuchi Naohiro, Director, Chief of Staff, Head of Administration Watanabe Ryo, Director, Chief of Operations, General Manager of Business Division Miyazaki Tomoaki, Director, Audit & Supervisory Committee member Miura Hiroshi, External Director, Audit & Supervisory Committee member Tomoko Furuse, External Director, Audit & Supervisory Committee member
Listed market	Tokyo Stock Exchange (Growth)　code: 4054

Offices Sapporo/Asahikawa/Sendai/Koriyama/Takasaki/Niigata
Shinjuku/Tachikawa/Saitama/Funabashi/Chiba/Utsunomiya/Yokohama/Machida
Osaka/Kyoto/Kobe/Kanazawa/Nagoya/Hamamatsu/Shizuoka
Hiroshima/Okayama/Matsuyama/
Fukuoka/Kitakyushu/Nagasaki/Kumamoto/Miyazaki (Headquarters)

28 locations in Japan
(As of June 30, 2025)



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Our Characteristics ｜ SaaS company specializing in real estate, aiming to be a platformer

Sales Transition

Sales increased for 31 consecutive terms

Business Overview

Promoting Real Estate DX

Aiming to be a platformer

Providing business solutions related to real estate leasing and sales through the use of technology

Rental Management SystemIntroduction Results

No.1 ※1

Number of offices (cumulative): 5,557

※As of June 30, 2025

Number of domestic offices

28 locations

※ As of June 30, 2025

Low cancelation rate

0.4%

Average monthly cancelation rate

※Results of FY6/25

MRR

331 million

Approximately 79% of sales are stock sales

※ As of June 30, 2025

※1 ：2020 National Rental Management Business Association Web Survey (January 17, 2020 - January 31, 2020 and February 14, 2020 - February 20, 2020)

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Expanding an Integrated Product Lineup in the SaaS x real estate tech area

For real estate brokers	For rental property managers
Brokerage solutions	Property management solutions

All-inclusive workflow solutions for the real estate industry

Property purchasing/sharing

Data sharing for real estate companies

Digitalization of the sharing of property info among real estate companies and of real estate purchasing procedures

Fudosan BB

ReaProBB

ReaPro

Attracting customers /follow-up

Sales/follow-up support

Support for using websites to attract customers and for placing listings on major portal sites

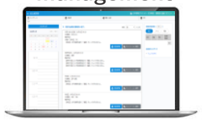
Website production tool

Web Manager Pro3

Real estate portal site registrations

Property Data Links

CRM | Customer management



Contracts

Contract support services

Support for online real estate transactions, allowing use of smartphones for every step from applications to explanations and signing contracts

Online apartment application

オンライン入居申込

e-apartment application

No fees

IT explanations

System for online contracts

e-contract

Rental property management

Rental management support

IT system for efficient activities for new tenants, lease renewals, invoices, payments from tenants and to property owners, renovations and many other rental property tasks

Chintai Kakumei 11

Owner Proposal AI Robo II

Robot to automatically generate full occupancy strategy reports for owners

Tenant/owner management

Support for communications

A dedicated smartphone app for sound and efficient communications between property owners and tenants; also helps prevent problems

Owner communication service

Kurasapo Connect App for owners

Communication service with tenants

Kurasapo Connect App for tenants

Business analysis

Support for business analysis

Data accumulated by Chintai Kakumei is automatically analyzed for the visualization of the current status of rental property operations. This service also improves the efficiency of analytic tasks.

Automatic production tool for Business analysis Report

Chintai Kakumei 10 Business Analysis Option

Create Rental Housing Index

Data provision service using an index for residential rental property rent and vacancies

CRIX create rental housing index

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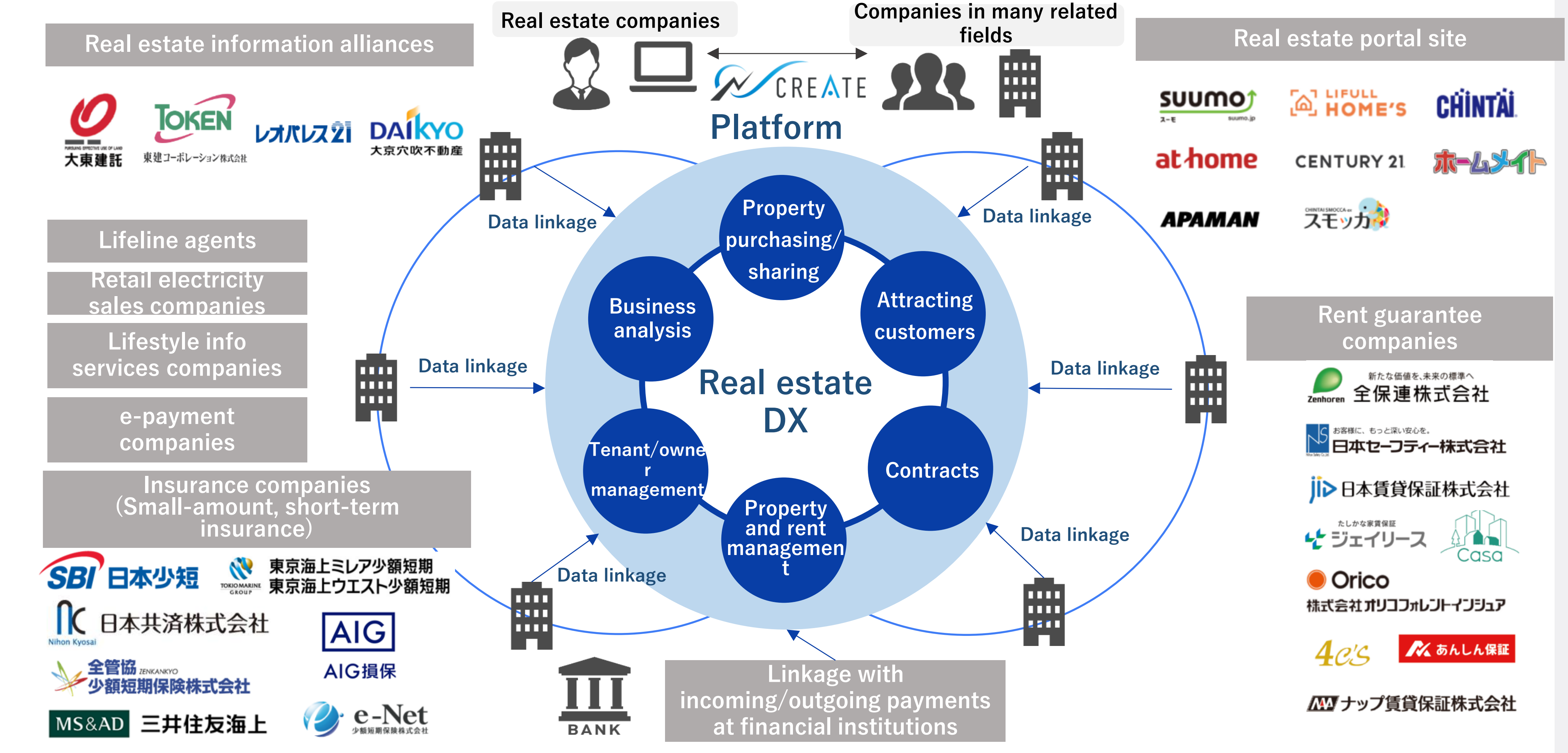
A broad range of services for real estate brokers and rental property managers using a platform

Application programming interface (API) linkage (data linkage) improves the efficiency of business processes of real estate companies



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Appendix： market environment

Growing market environment

Japan’s Growing Real Estate Technology Industry

Fiscal 2030 forecast

Market size: **¥2,378 billion**

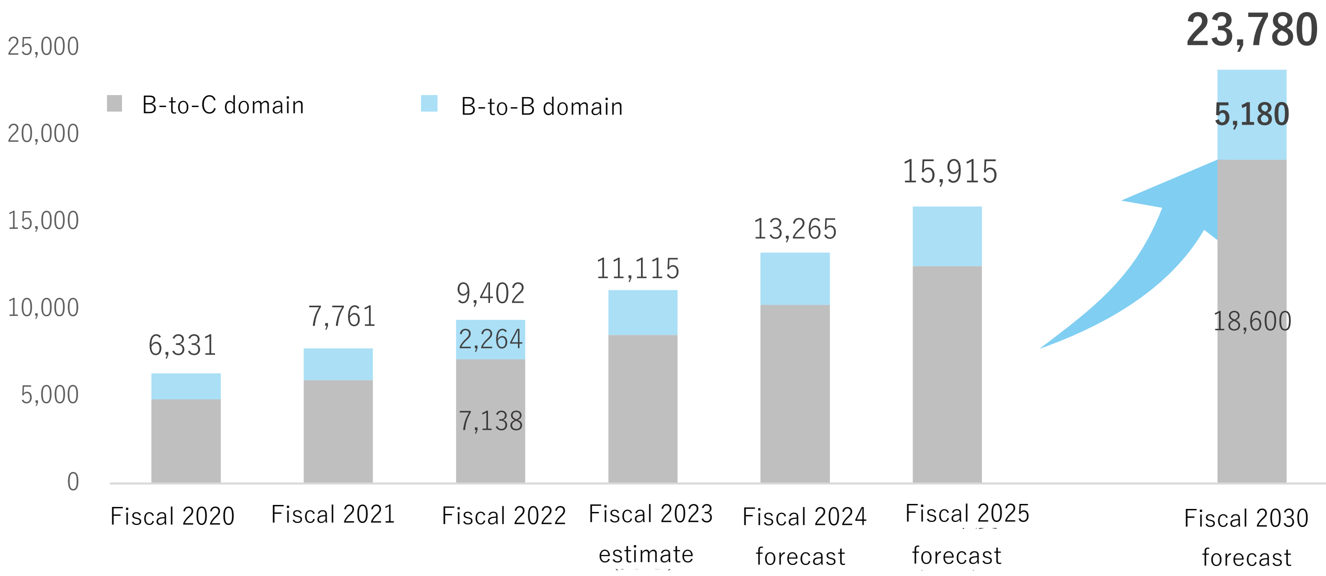
Rapid growth of Japan’s real estate technology industry is expected, which will increase the need for the products of Japan PropTech.

Homebuilders in Japan

The number of homebuilders has increased slightly, remaining generally **steady at about 130,000**

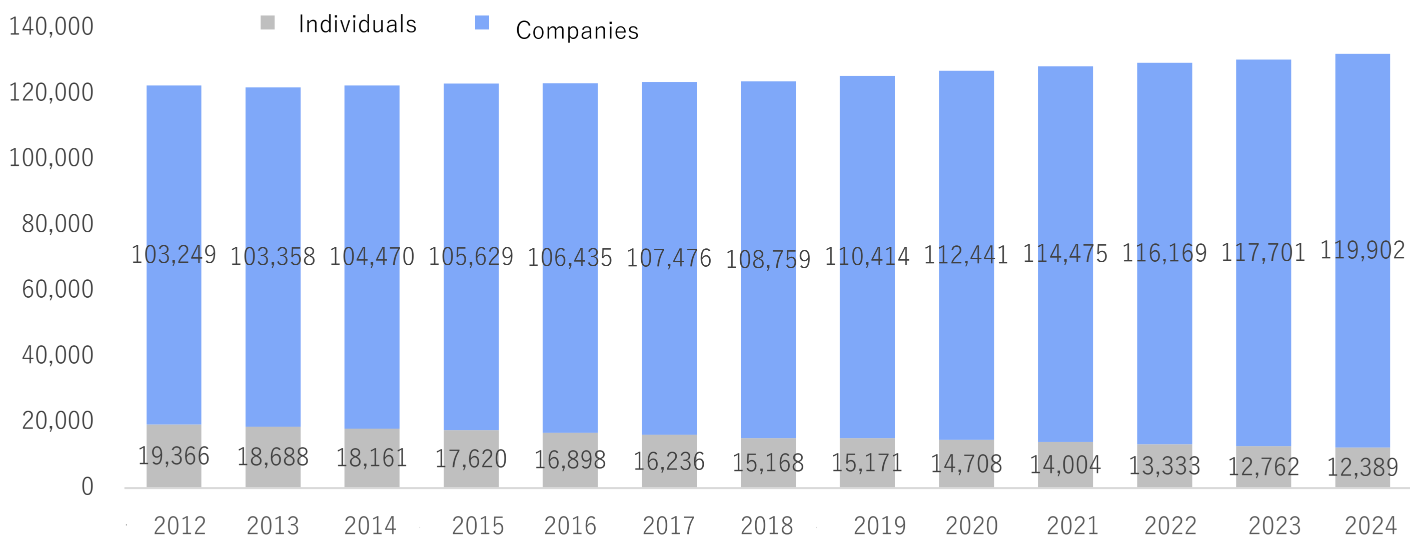
Corporate firms increased slightly, while individual firms decreased. Overall, the market environment remains stable, with turnover due to the opening and closing of real estate businesses, which has remained flat.

■2024 Real Estate Tech Market Facts and Outlook.



Source: Yano Research Institute Ltd., "2024 Edition: Current State and Outlook of the Real Estate Tech Market" (April 2024)

■Homebuilders in Japan（End of fiscal 2024）



Source: Statistics for Homebuilders and Residential Land and Building Transaction Brokers, Homebuilders in Japan, end of fiscal 2023, Real Estate Transaction Improvement Organization

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Growing market environment

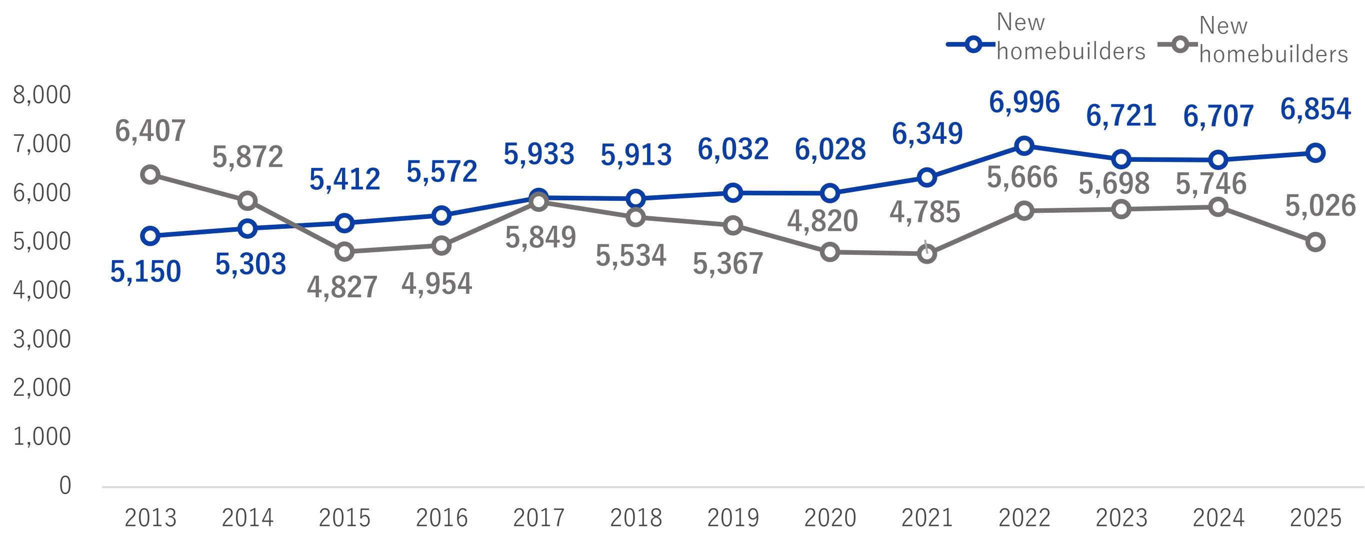
Due to new business openings IT capital investment demand

More than 6,000~7,000 businesses open every year, and the entry of the digital native generation is a tailwind for DX improvement.

Real estate DX for the industry improving labor productivity

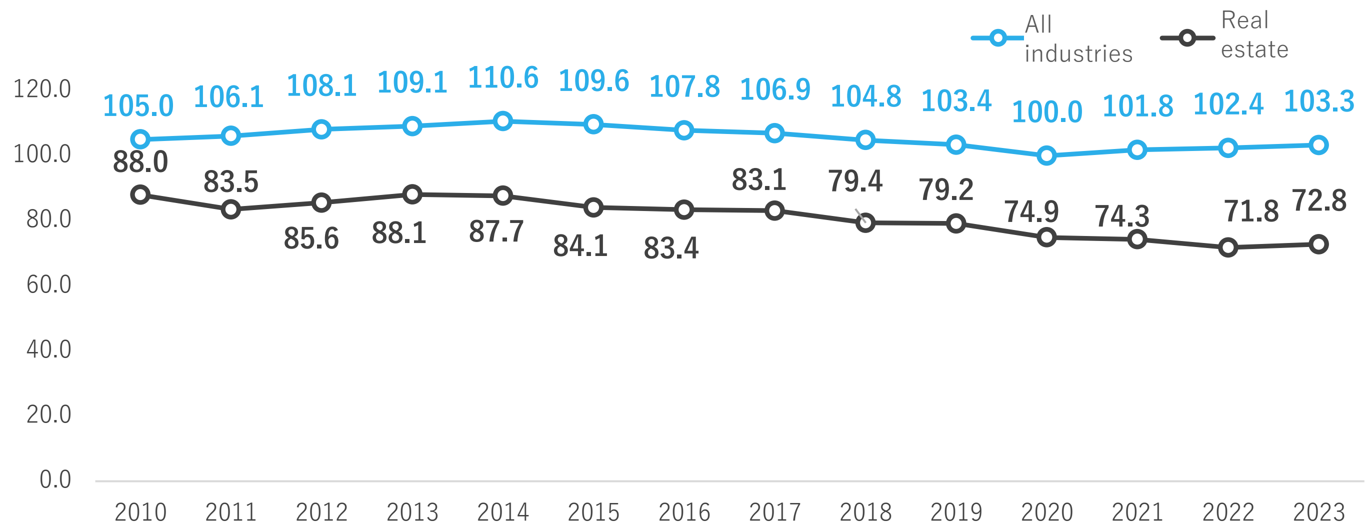
Labor productivity in the real estate industry is low and the demand for DX to improve it will continue to grow. We will support the improvement of labor productivity in the industry with our one-stop product lineup that covers a wide range of operations.

■Change in number of homebuilders in Japan



Source: Real Estate Transaction Improvement Organization, Report on Brokerage Activities, fiscal year 2023. Regarding the survey on the actual conditions of the real estate brokerage business, titled ‘Actual Conditions of Real Estate Brokerage Business.

■Labor productivity index



Source: Index (Year 2000=100) based on real GDP/Number of employees for real labor productivity, Survey for Economic Analysis of ICT in fiscal 2020 (2021), Ministry of Internal Affairs and Communications

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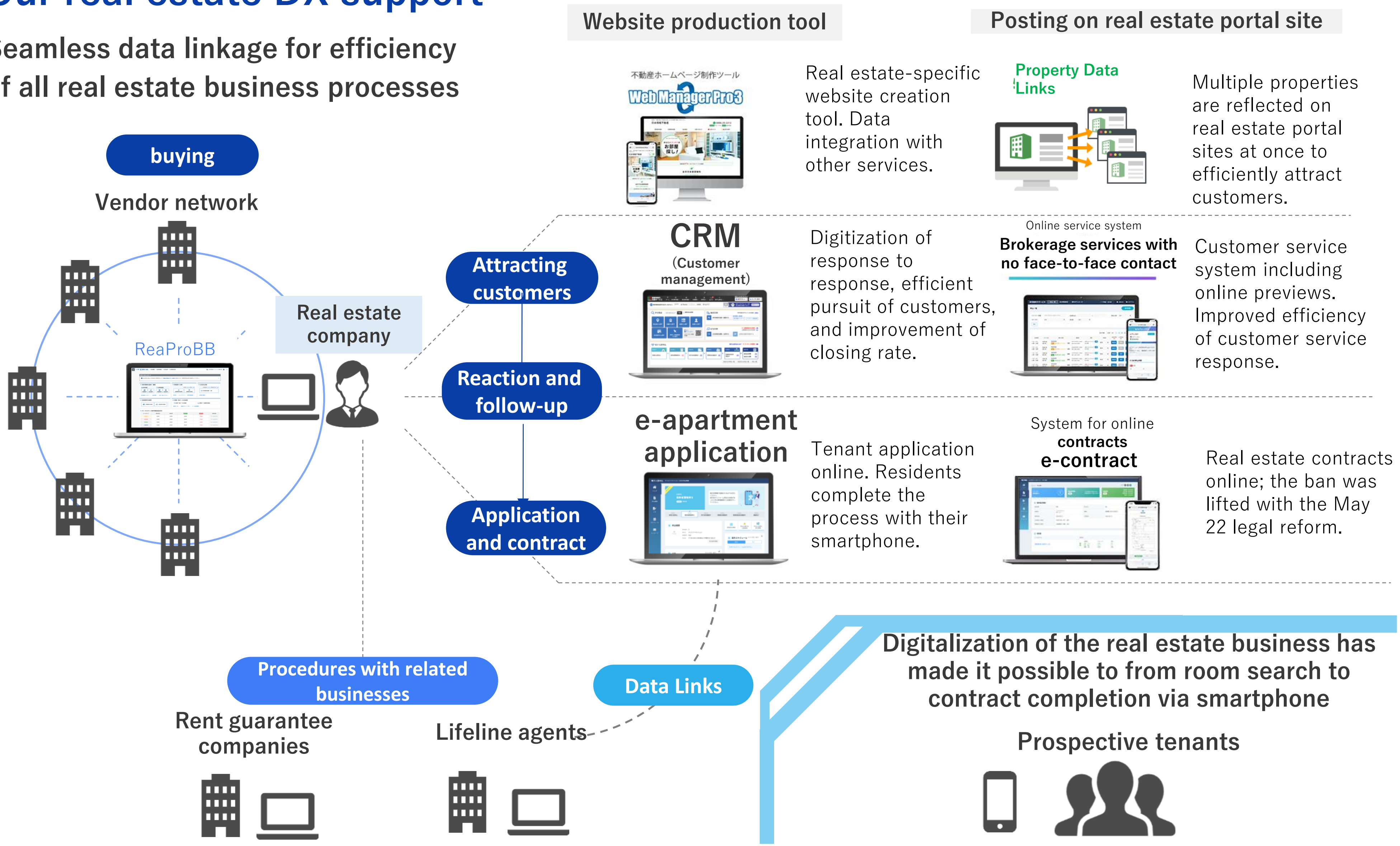
Our real estate DX support

Seamless data linkage for efficiency of all real estate business processes



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Our real estate DX support

Seamless data linkage for efficiency of all real estate business processes

Rental management

Move-in and move-out management

Application and contract

System for online contracts

e-contract

Contracts management

A comprehensive rental property management system

Chintai Kakumei 11

Maintenance and repair

Rent control

Owner

For owners

Owner communication service

Kurasapo Connect App for owners

Vacancy Countermeasure robot Ⅱ

For residents

Tenant communication service

Kurasapo Connect App for tenants

Complete communication with tenants on your smartphone. Renewal information is also available on your smartphone.

Management support

Business analysis tool

Check the profitability of managed properties. Digital support for business analysis.

Data linkage

Procedures with related businesses

Insurance companies

Financial institutions

BANK

Alternative data

Rental housing index indexing rent trends and vacancy rates

CRIX create rental housing index

Calculated from our huge database of data held and managed by us. Trends in rents and vacancy rates for rental housing in each region of Japan can be grasped and compared in chronological order.

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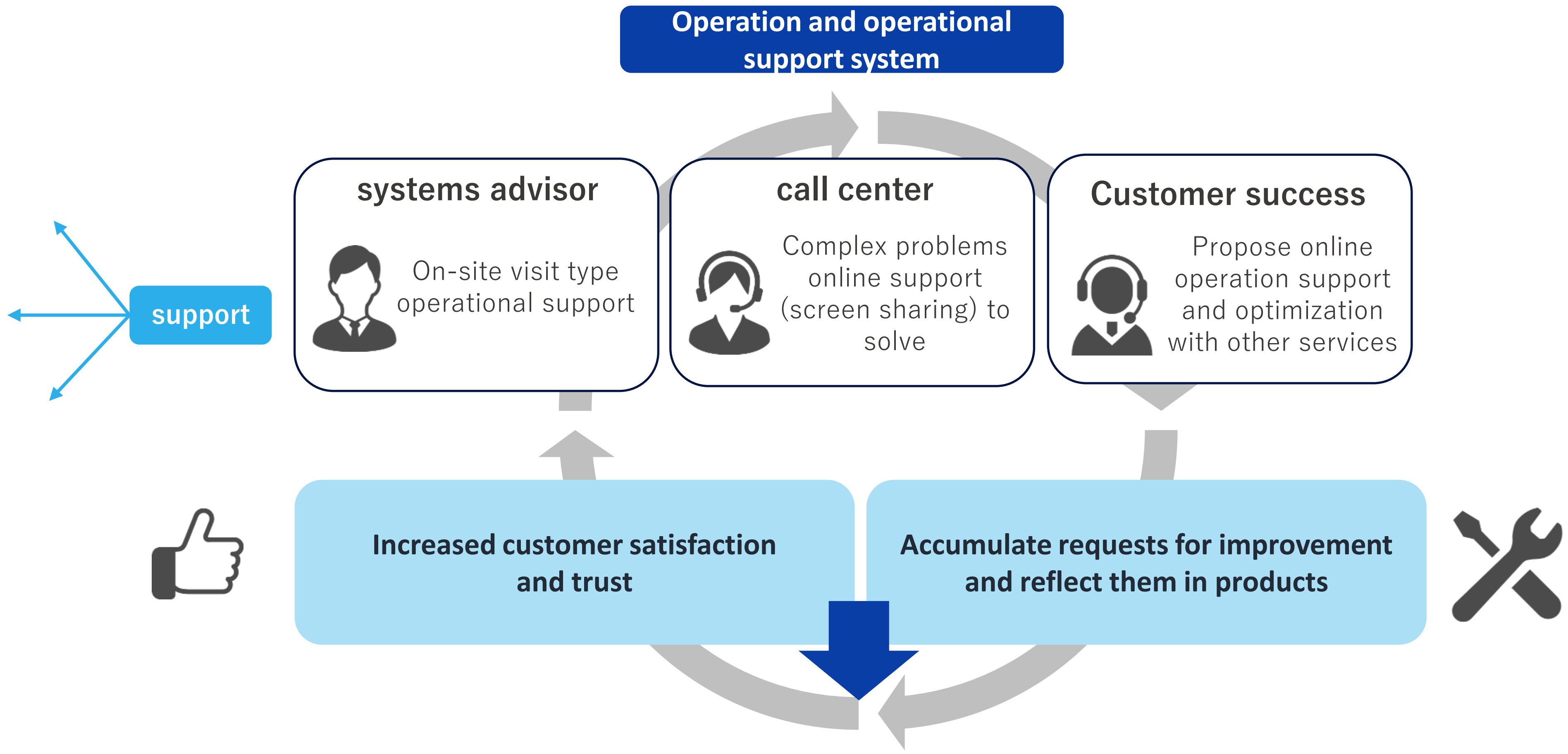
Long-term customer support through operational assistance support and product improvements to maintain low cancelation rates



Maintain long-term customer support and low cancelation rates

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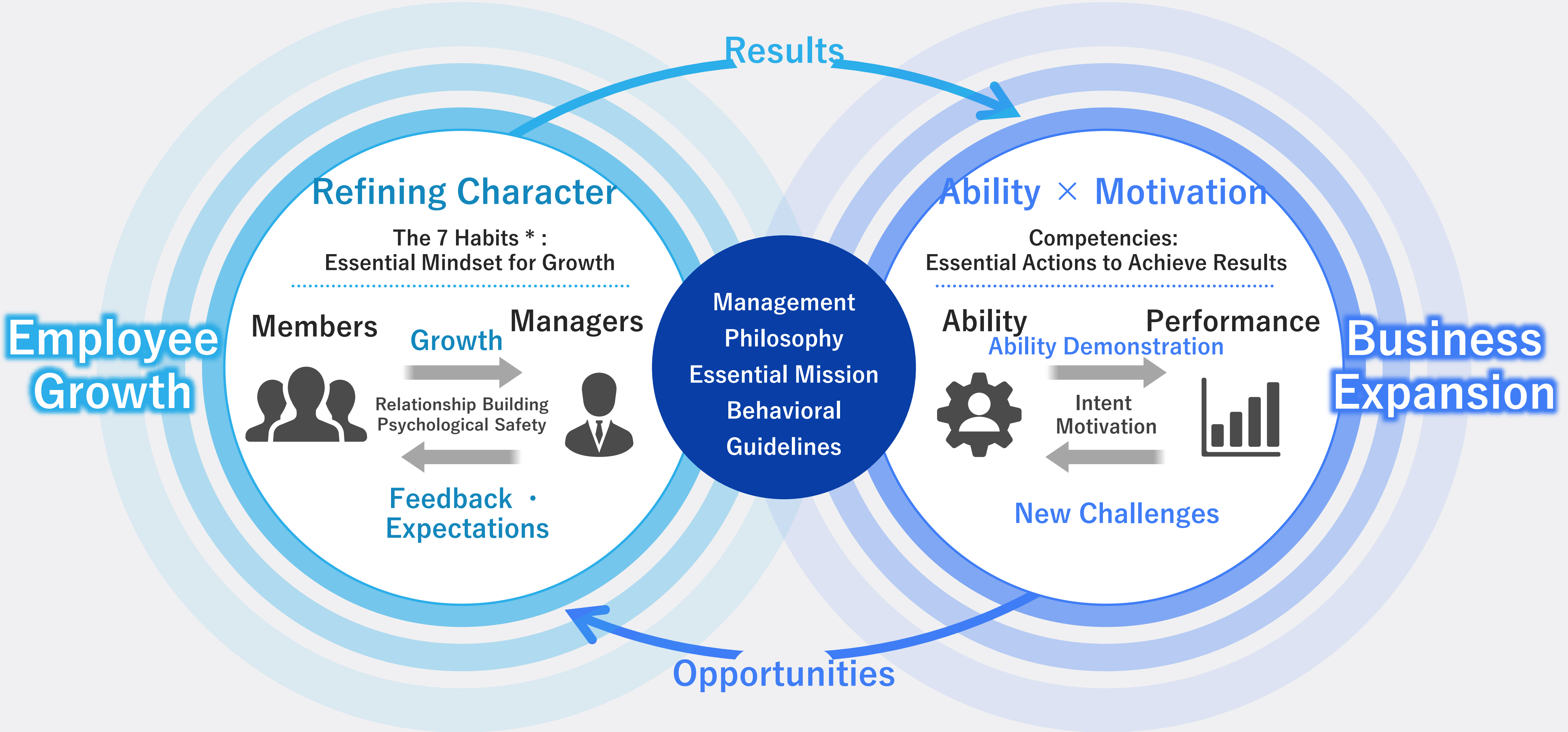
Human Resource Strategy

Strengthening the Training System to Foster Employee Growth and Expand Business Performance



※ A set of systematic habits for continued success, written by the American business theorist Daniel R. Covey.

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Human Capital

Launched a Three-Year Plan to Promote Full Employee Engagement
Enhancing Training Programs and Establishing a New HR System

New HR System

- **Promotion of New HR System**
  Revamped HR structure linking employee performance with evaluations to boost motivation.
- **Improvement of Employee Compensation and Benefits**

Training & Development Programs

- **Company-wide Training**“7 Habits” training for all employees to promote shared corporate values.
- Enhanced onboarding programs tailored to both **new graduates and mid-career hires.**
- **Onboarding Support** (First month after joining)
  Post-entry surveys and early-stage support to ensure a smooth transition and optimize performance.
- **Management Training**
  Management skills, goal setting, and feedback training, including external programs.
- **Next-Generation Leadership Development**
  Training programs to secure and develop future executive and leadership talent.

Improving Employee Performance

- **Organizational Restructuring for Talent Optimization**
  Reorganizing departments (e.g., creation of the System Development Planning Division) to better leverage employee capabilities.
- **Career Path Declaration System**
  Capturing individual career aspirations through formal declaration and structured dialogue.

Note: The above represents only a portion of our initiatives.

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