



# **JPMC Group Supplementary Materials for Financial Results for the Second Quarter of the Fiscal Period Ending Dec. 2025**

**August 8, 2025**

**Japan Property Management Co., Ltd (Prime Market: 3276)**

# Executive Summary

## Business Overview for Q2 FY2025

- ▶
  - Sales reached 29,221 million yen, a new record high
  - Operating Income was 1,444 million yen, a 16.8% increase period-on-period
  - Steady progress of 56.6% against the full-year earnings forecast
- ▶
  - Through developing a sales strategy with a continued focus on improving the quality of recurring business(\*) and emphasizing profitability, we have noted a slight decrease in the number of units in operation year-on-year but also recorded a greater gross profit amount due to an increased gross profit margin.

\*Improving the quality of recurring business

Increasing the profitability of each property by improving management accuracy through increased occupancy rates, rent revisions, and cross-selling ancillary products.

This is an element for our sustainable growth, along with sustainable growth in the number of units in operation, and we determine the focus of our sales strategy according to the market environment and resources.

## Shareholder Return

- ▶
  - We adhere to our policy of continued increased dividends for FY 2025 as well (progressive dividends)
  - The performance is progressing steadily. Although the earnings forecast remains unchanged, we have decided to increase the year-end dividend by 2 yen to 31 yen after considering the financial condition, capital efficiency, growth investment opportunities, and other factors. As a result, the planned annual dividends increases from 58 yen to 60 yen accordingly.
- ▶
  - Conducted a 1.0 billion yen purchase of our own shares, thereby strengthening shareholder returns
  - On May 21, we cancelled 1,300,000 treasury shares, equivalent to 6.83% of the total number of shares issued prior to the cancellation.

# Consolidated Accounts Highlights



(millions of yen)	FY 2024 Q2	FY 2025 Q2	Increase	Increase ratio	Full-year plan Progress rate
Sales	<b>29,155</b>	<b>29,211</b>	<b>65</b>	<b>+0.2%</b>	<b>60,000</b> <b>48.7%</b>
Operating Income	<b>1,236</b>	<b>1,444</b>	<b>207</b>	<b>+16.8%</b>	<b>2,550</b> <b>56.6%</b>
Ordinary Income	<b>1,238</b>	<b>1,445</b>	<b>206</b>	<b>+16.7%</b>	<b>2,550</b> <b>56.7%</b>
Net income attributable to owners of the parent	<b>819</b>	<b>966</b>	<b>146</b>	<b>+17.9%</b>	<b>1,690</b> <b>57.2%</b>
Earnings per share (yen)	<b>46.21</b>	<b>57.23</b>	<b>11.02</b>	<b>+23.8%</b>	<b>96.33</b> <b>59.4%</b>
Number of units in operation	<b>110,164</b>	<b>107,905</b>	<b>(2,259)</b>	<b>(2.1%)</b>	<b>109,543</b> <b>98.5%</b>
Unit applications	<b>3,264</b>	<b>4,052</b>	<b>788</b>	<b>+24.1%</b>	<b>10,359</b> <b>39.1%</b>

- ✓ Sales increased by 0.2% period-on-period
- ✓ Operating income increased by 16.8% period-on-period
  - A focus on improving the quality of existing and new recurring business
  - Our sales strategy of emphasizing profitability was a success. While there was a period-on-period decrease for KPIs in the number of units in operation, gross profit grew period-on-period due to increased profitability from advancement of improving the quality of recurring business.

# (Ref.) Status of Sales by Broken Down Type



(millions of yen)	FY 2024 Q2	FY 2025 Q2	FY 2025 (Planned)	Period-on-period Increase ratio	Progress rate
Property Management Income	<b>26,961</b>	<b>27,010</b>	<b>54,072</b>	<b>+0.2%</b>	<b>50.0%</b>
Property Management Ancillary Business Income	<b>1,343</b>	<b>1,385</b>	<b>2,681</b>	<b>+3.2%</b>	<b>51.7%</b>
Rent Guarantee	382	396	823	+3.7%	48.1%
Insurance Business	821	862	1,613	+5.0%	53.4%
JPMC Hikari	139	127	244	(8.8%)	52.1%
Other Income	<b>850</b>	<b>825</b>	<b>3,245</b>	<b>(3.0%)</b>	<b>25.4%</b>
*Includes Renovation Business	361	424	1,433	+17.4%	29.6%
<b>Sales</b>	<b>29,155</b>	<b>29,221</b>	<b>60,000</b>	<b>+0.2%</b>	<b>48.7%</b>

Recurring business  
Increase ratio  
+0.3%

Flow

- ✓ Recurring business income increased due to improved quality of recurring business.
- ✓ Additional increased revenue from renovation business for boosting value of recurring business.

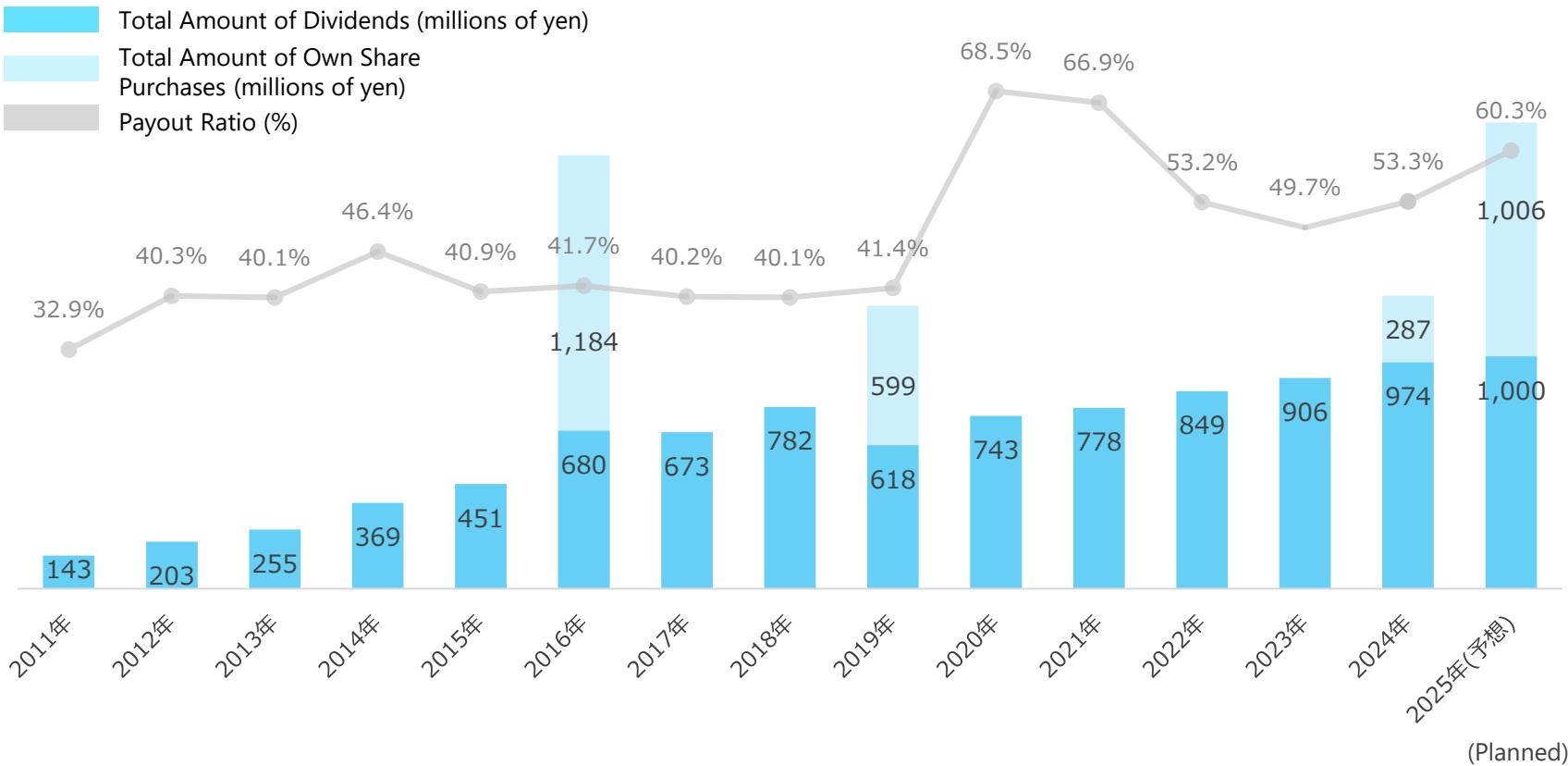
# Shareholder Returns

## [Shareholder Returns Policy]

- ✓ **Continued increased dividends due to stable growth in our recurring business!**
- ✓ **Adhering to a payout ratio greater than 40%!**

## Reasoning for purchase of own shares:

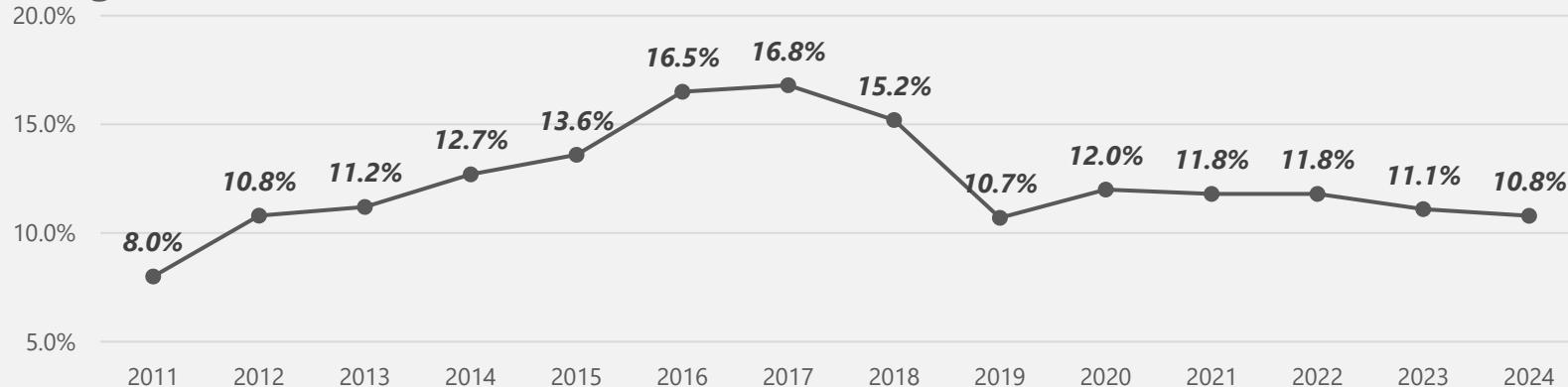
We conduct flexible purchases of our own shares and pursue capital-efficient management that does not generate surplus funds by comprehensively considering our financial status, growth investment opportunities, stock price trends, and other factors.



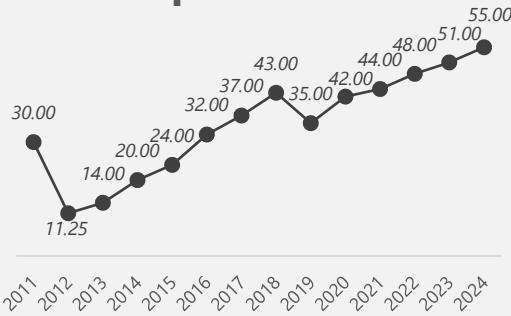
\*The total dividend amount for 2025 (forecast) is calculated based on the share buyback conducted on February 18, 2025, and the increased year-end dividend announced on August 8, 2025.

# Shareholder Returns

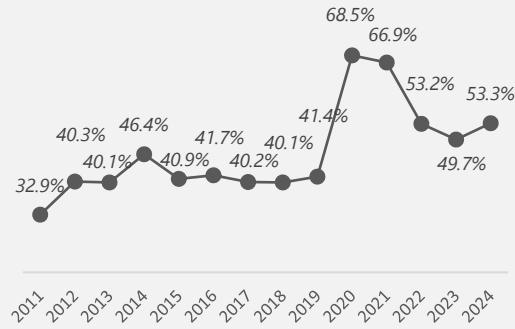
## Change in DOE



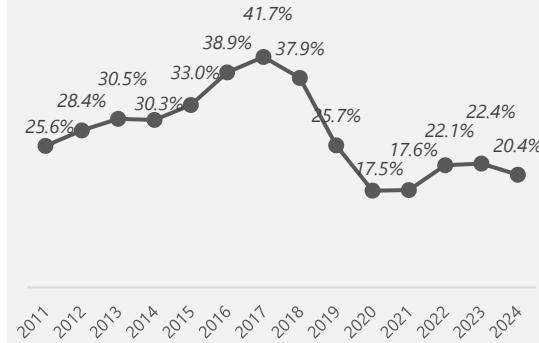
## Change in Dividend Amount per Unit



## Change in Payout Ratio



## Change in ROE



- ✓ Emphasizing DOE with indicator being shareholder returns  
Since 2012, we have achieved a DOE greater than 10% for 13 consecutive years.
- ✓ We aim for an appropriate standard by carefully controlling a responsible balance between capital efficiency and shareholder returns.
- ✓ Changing to a high-level ROE of around 20%.
- ✓ We will continue to emphasize capital efficiency while advancing active growth investment.

# Appendix

- 1. M&A**
- 2. Changes in Key Management Indicators**
- 3. Actions for achieving equity cost and stock price-conscious management**
- 4. FAQ on IR**
- 5. Corporate Information**
- 6. Social Challenges JPMC is addressing**

## Acquired Requs Property Co., Ltd., a JPMC partner business, via M&A in December 2024

[About Requs Property Co., Ltd.]

Location: Yokkaichi City, Mie Prefecture

Businesses: Entrustment and management and of rental housing, renovation business

Number of Units in operation: Approx. 1,600 units

[M&A Backdrop]

The following are expected synergies

- (1) Reap benefits of economies of scale through expansion of number of units in operation.
- (2) Improved profitability as part of the JPMC Group through the cross-selling of the renovation business, rent guarantees, and the insurance business.
- (3) Greater collaboration with linked regional financial institutions. (Expansion of existing number of businesses)

[An example image of synergistic actualization]



- ✓ We acquired Requs Property Co., Ltd., a rental management property in Mie Prefecture, via M&A.
- ✓ This helps facilitate JPMC's rental management company M&A synergy creation method and achieve profit growth as a rental management company as planned.

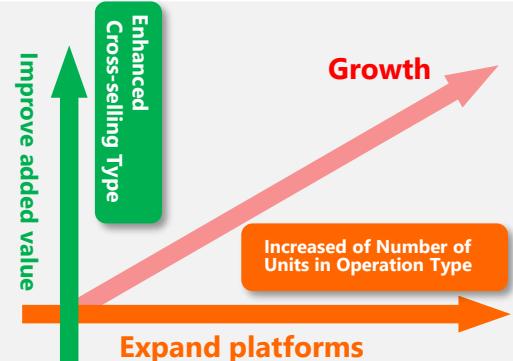
# M&A Achievements

## [M&A Types]

Increased of Number of Units in Operation Type ...  
Rental management company, etc.

Enhanced Cross-selling Type ... Self-manufacture  
ancillary products

► Emphasize  
& Accelerate



## [M&A Achievements]

### JPMC SHINEI Co., Ltd. (2021)

Increased of Number of  
Units in Operation Type

- A rental management company based in Tachikawa City in Tokyo Prefecture
- Number of Managed Units: approx. 9,000 units
- Operating income (after goodwill amortization) from 2022 to 2024 up 58.0% in three years.
- Improved occupancy rate by 11.2% from 81.3% to 92.5% (as of December 31, 2024).

### Osaka Horo Co., Ltd. (2015)

Increased of Number of  
Units in Operation Type

- Acquired properties for leasing using the method for real estate M&A
- Beginning in 2016, enhanced profitability through improved occupancy rates and asking rents.

Ceased operations following merger into JPMC in October 2024.

### Requs Property Co., Ltd. (2024)

Increased of Number of  
Units in Operation Type

- A rental management company based in Yokkaichi City in Mie Prefecture
- Number of Managed Units: approx. 1,600 units
- Utilizing JPMC's rental management company post-M&A synergy creation method, we forecast profit growth beginning in FY 2025.

### Mirai SS Insurance inc. Insurance services (2018)

Enhanced Cross-selling  
Type

- M&A conducted with goal of self-manufacturing personal property insurance business.
- Operating income (after goodwill amortization) from 2019 to 2021 up 159.5% in three years.
- Achieved business growth by utilizing JPMC Group's commercial distribution channels.
- Created self-manufactured products that meet tenant needs.

Contributed to an increased occupancy rate for JPMC Group.

- Following JPMC's growth model, M&As are divided into either the Increased of Number of Units in operation Type or the Enhanced Cross-selling Type. From the increase of business succession instances of rental management companies across the industry as a whole due to a lack of successors, human resources, and more, JPMC's policy will be to accelerate future M&As that fall under the "Increased of Number of Units in operation Type" through utilizing our business network.
- Through our past four M&A achievements, we can tell that our synergy creation method for rental management companies is established.

# M&A Synergy Creation Method for Rental Management Companies

[An example image of synergistic actualization]



- ✓ We are proposing renovations for managed buildings to owners while promoting improved quality of recurring business
- ✓ We are also promoting the cross-selling of ancillary products, thereby increasing profitability and operational efficiency.
- ✓ We've improved occupancy rates and asking rents through the applying of JPMC Group's rental management expertise.
- ✓ The JPMC Group is enhancing collaboration with linked regional financial institutions and promoting the expansion of the existing number of businesses.

**3 million units across the nation  
are target units!**



**780 thousand units**

Business Succession  
Needs

**Non-partners**



**2.22 million units**

**Strengthening our M&A System!**

Through connecting the relationship of our former managing directors with the expertise of M&A specialists, it's now easier to smoothly incorporate companies into the Group!

1. M&A
2. **Changes in Key Management Indicators**
3. Actions for achieving equity cost and stock price-conscious management
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# Changes in Key Management Indicators



	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>Key Management Indicators</b>														
Sales (millions of yen)	19,543	23,551	26,847	29,992	34,854	39,146	40,510	43,112	43,302	47,202	53,416	56,227	57,353	58,987
Gross Profit (millions of yen)	1,719	2,161	2,511	2,922	3,514	4,066	4,488	5,151	4,850	4,895	5,695	6,538	7,065	7,877
Operating Income (millions of yen)	621	866	1,026	1,327	1,706	2,126	2,454	2,855	2,202	2,063	2,300	2,387	2,576	2,722
Ordinary Income (millions of yen)	611	854	1,038	1,311	1,709	2,110	2,453	2,854	2,213	2,063	2,305	2,401	2,583	2,727
Earnings for FP (millions of yen)	341	489	635	789	1,097	1,397	1,668	1,946	1,506	1,080	1,161	1,590	1,817	1,831
Earnings per share (yen)*Note 1	22.82	27.90	34.95	43.06	58.69	76.74	92.04	107.36	84.49	61.32	65.80	90.23	102.70	103.28
ROE (%)	25.6%	28.4%	30.5%	30.3%	33.0%	38.9%	41.7%	37.9%	25.7%	17.5%	17.6%	22.1%	22.4%	20.4%
Net assets (millions of yen)	1,568	1,891	2,333	2,955	3,722	3,480	4,521	5,763	5,966	6,411	6,762	7,603	8,643	9,334
Number of Units in Operation:	35,212	43,747	48,715	56,819	66,275	73,165	74,277	75,085	84,330	94,798	106,640	106,704	110,206	108,953
<b>Shareholder Returns</b>														
Dividend Amount (yen) *Note 1	30.00	11.25	14.00	20.00	24.00	32.00	37.00	43.00	35.00	42.00	44.00	48.00	51.00	55.00
Payout Ratio (%)	32.9%	40.3%	40.1%	46.4%	40.9%	41.7%	40.2%	40.1%	41.4%	68.5%	66.9%	53.2%	49.7%	53.3%
Dividend Yield (%) *Note 1, Note 2	2.8%	2.3%	2.7%	1.6%	1.6%	2.5%	2.3%	5.0%	2.7%	3.6%	4.4%	4.8%	4.6%	4.9%
DOE (%)	8.0%	10.8%	11.2%	12.7%	13.6%	16.5%	16.8%	15.2%	10.7%	12.0%	11.8%	11.1%	10.8%	

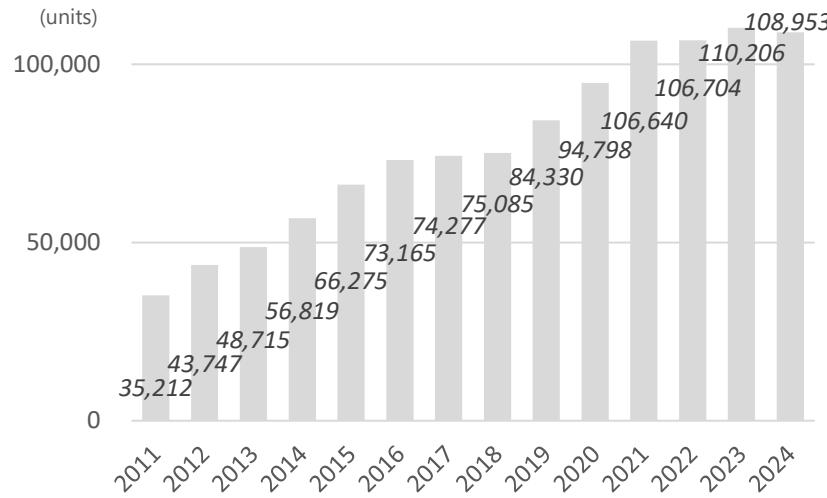
\*Note 1: The company conducted a stock split on the dates listed below, and the values for Key Management Indicators listed above are a reflection of the split.

- April 1, 2012: 2-for-1 stock split of common stock.
- October 1, 2012: 2-for-1 stock split of common stock.
- April 1, 2013: 2-for-1 stock split of common stock.
- January 1, 2015: 2-for-1 stock split of common stock.

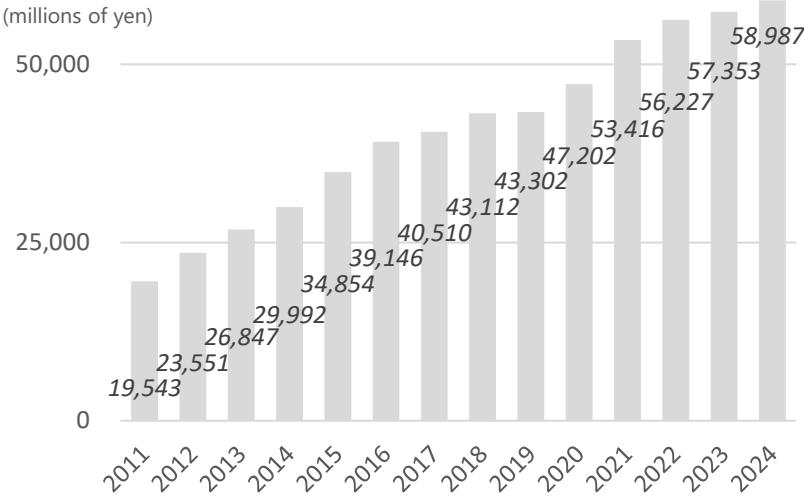
\*Note 2: Dividend yield is calculated as follows: Dividend Amount ÷ Share price at end of period (closing price).

# Changes in Key Management Indicators

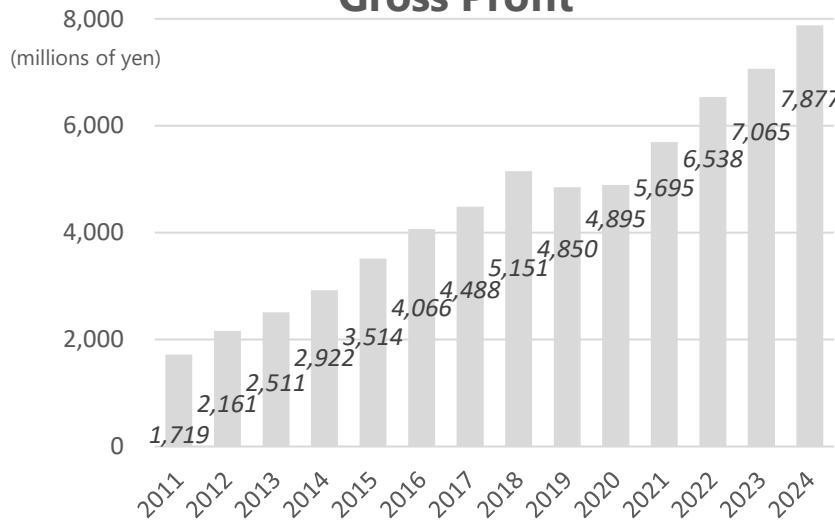
## Number of Units In Operation



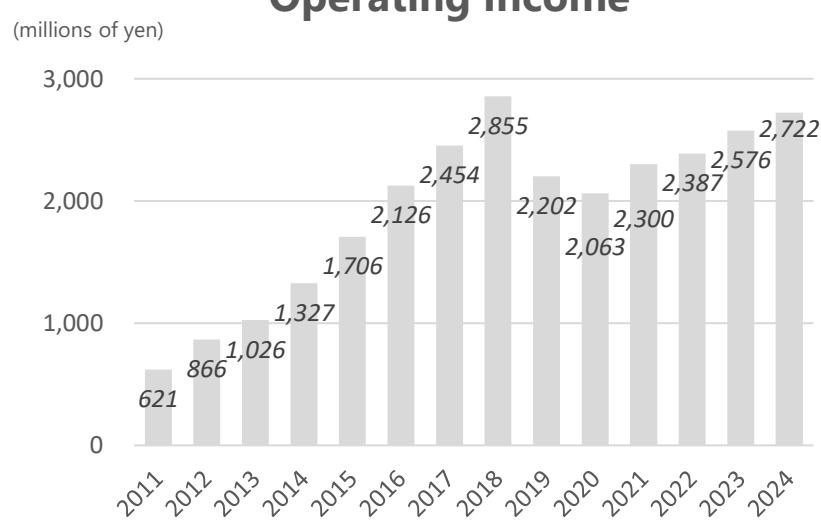
## Sales



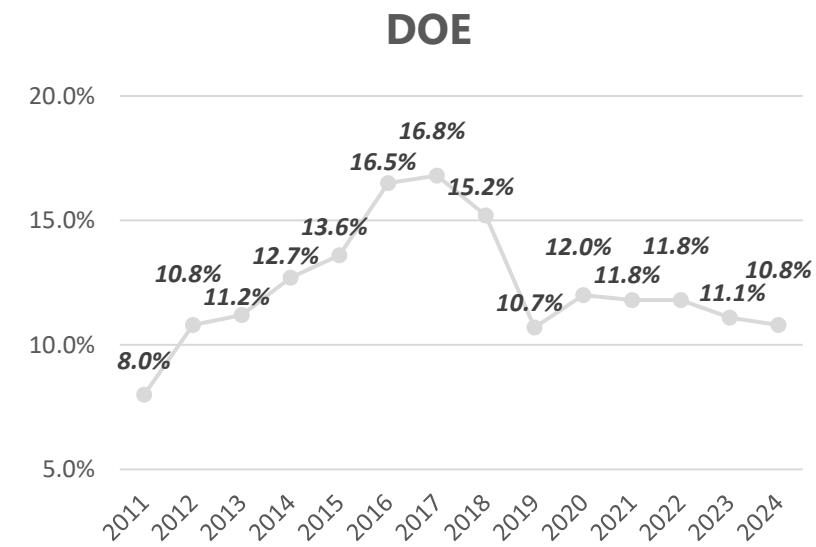
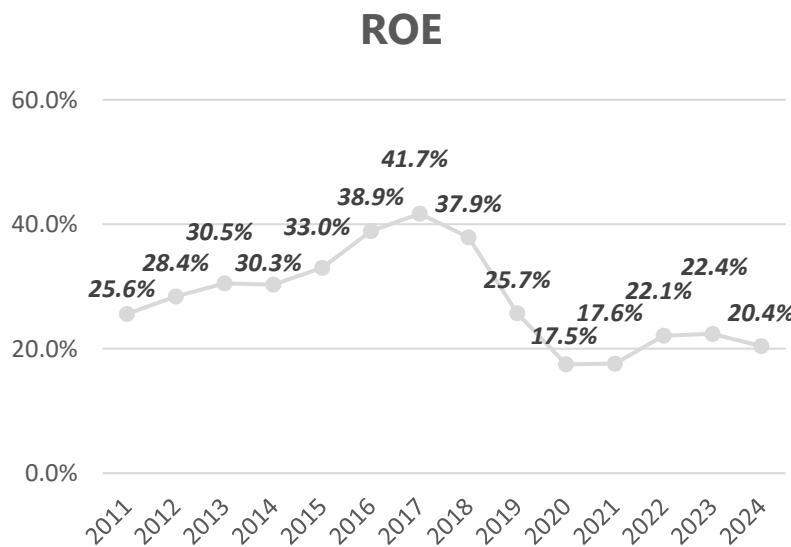
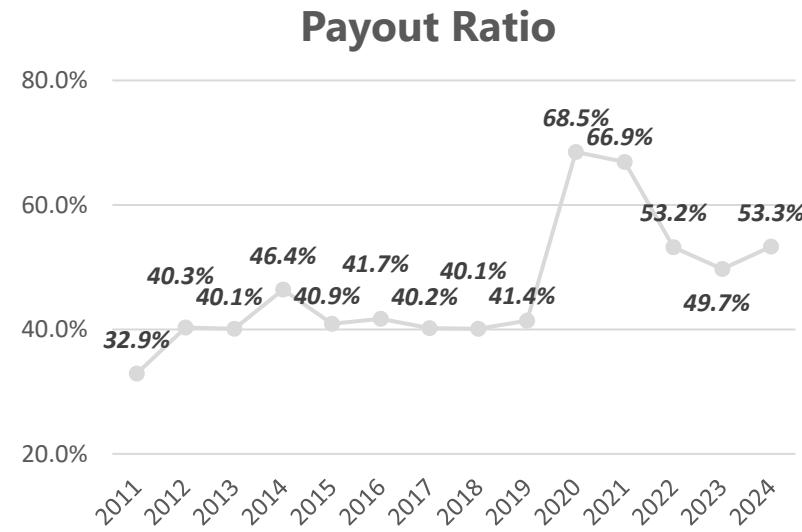
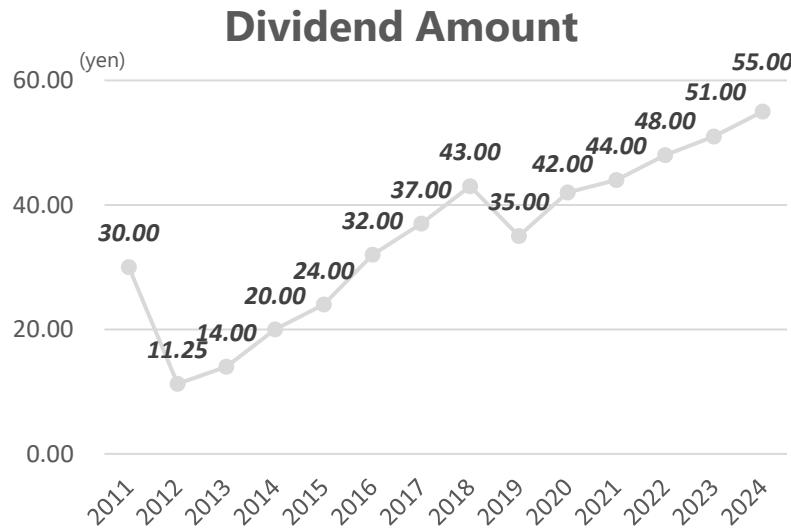
## Gross Profit



## Operating Income



# Changes in Key Management Indicators



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## ■ Cost of Equity As of Dec. 31, 2024

Calculated based on the Capital Asset Pricing Model (CAPM)

① Risk-free rate *1	1.1 %
② Beta *2	0.51
(Reference) Unlevered beta of the property management and development business	0.59
③ Market risk premium	6.3 %
The overall stock market yields *3	8.3 %
Risk-free rate (historical average) *4	2.0 %
<b>Cost of equity (① + ② x ③)</b>	<b>4.3 %</b>

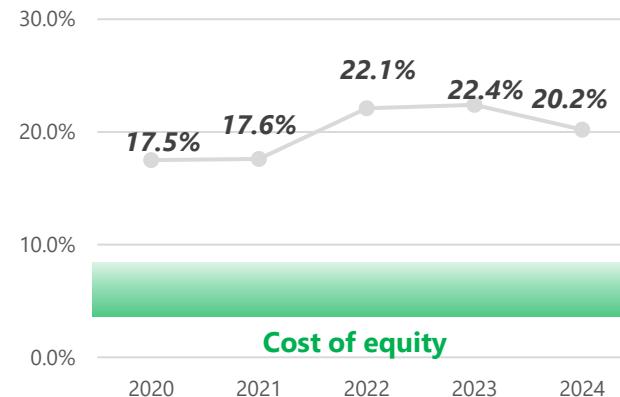
\*1 10-year JGB yields as of December 31, 2024

\*2 Measured against TOPIX over 60 months as of December 31, 2024

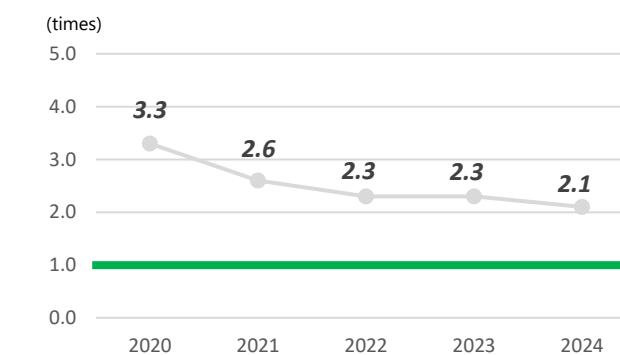
\*3 Measured average return since 1976 using TOPIX return including dividends as of December 31, 2024

\*4 Used 10-year JGB yields since 1987 as of December 31, 2024

## ■ ROE & Cost of Equity

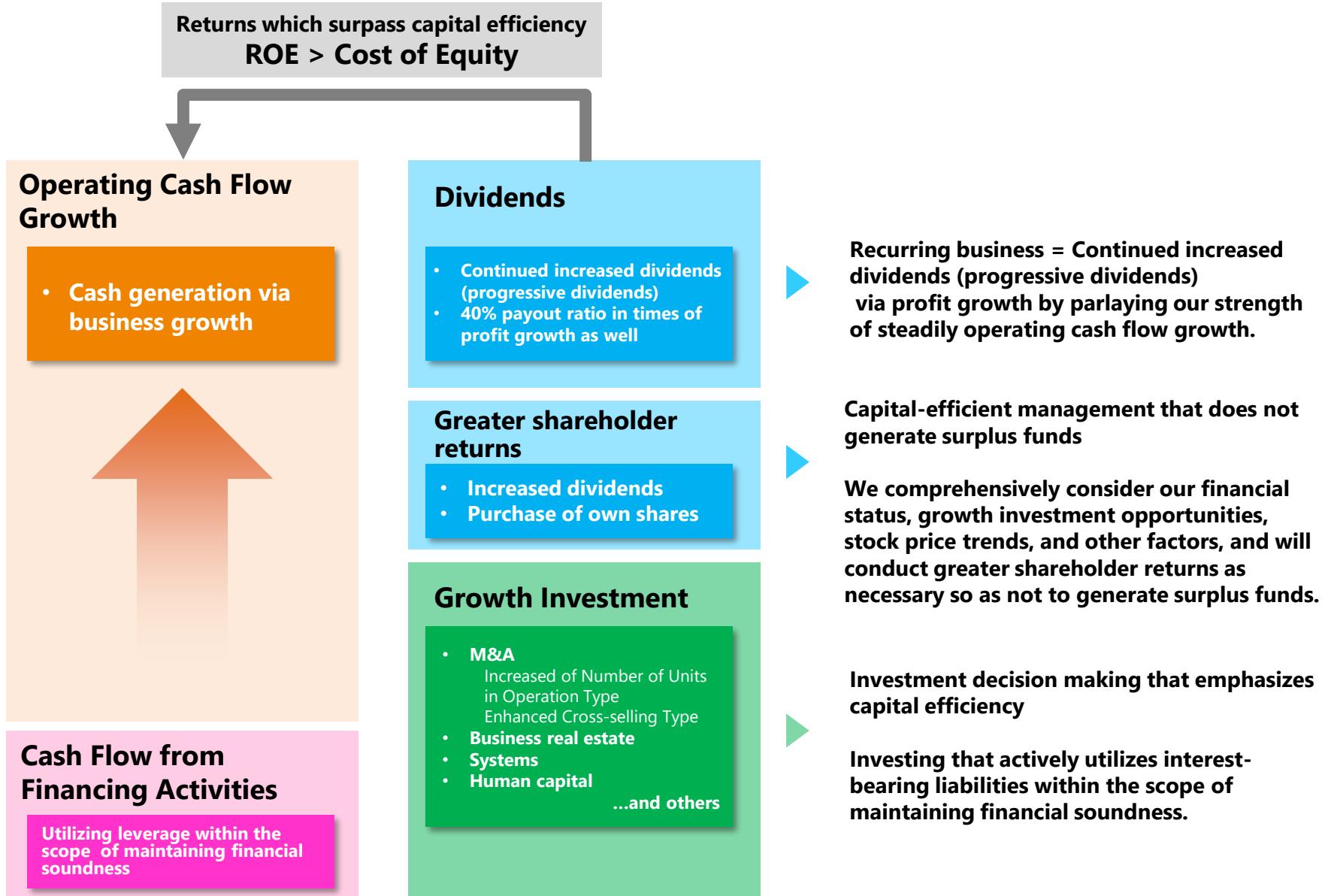


## ■ PBR

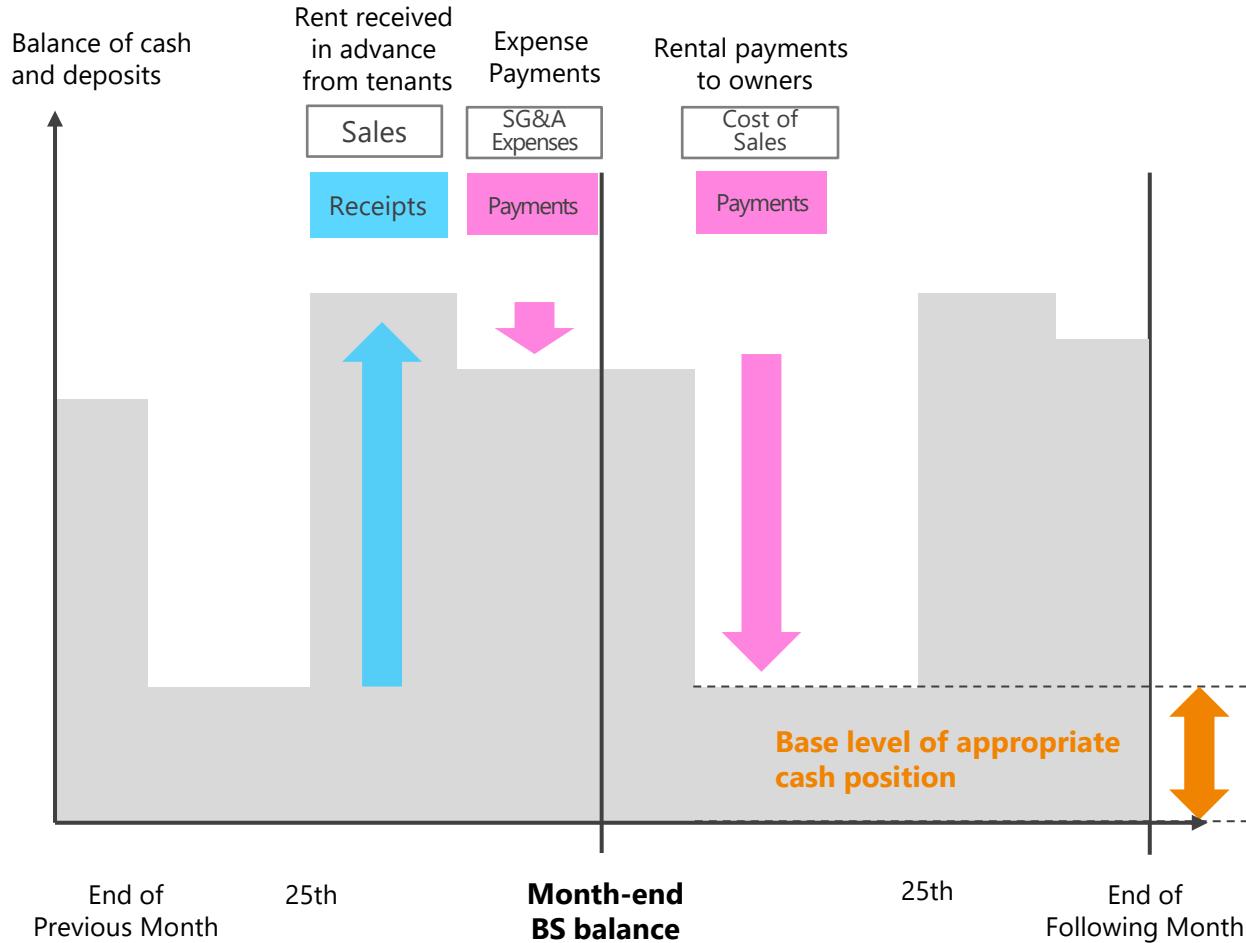


- ✓ ROE has remained above the cost of equity, and PBR has not fallen below 1x
- ✓ DOE has also remained above 10% for 13 consecutive years, as a result of focusing on the balance between capital efficiency and shareholder returns
- ✓ We will continue to pursue stable profit growth and high ROE based on our recurring revenue model, and promote initiatives to reduce the cost of equity by strengthening corporate governance, promoting sustainability management, and enhancing IR activities to increase our corporate value

# Approach to Cash Flow Allocation



# Approach to Cash Position



**The following three items:**

- **Rent received in advance from tenants (sales)**
- **Expense payments (SG&A expenses)**
- **Rental payments to owners (cost of sales)**

**comprise our operating cash flow.**

**As they contribute to financial soundness, a feature of our business model's finances,**

**balances of cash and deposits at the end of the month temporarily exceed what we normally consider an appropriate cash position.**

## **Appropriate cash position management**

- (1) Preservation of security deposits received from tenants
- (2) Financial soundness and risk response
- (3) Growth investment capital

**Preventing generation of excessive surplus funds**

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Topics	Q	A
Business model	What is JPMC's business model?	We provide a rental management agency service. We seek to maximize the asset value of rental condominium owners through our subleasing business based on a partner system of approximately 1,400 companies nationwide.
	What are the financial characteristics of JPMC's business model?	(1) Risk reduction through asset-light management (2) Stable growth in sales and profits through a recurring revenue model (3) Healthy cash flow through advanced receipt of rent income
	What is unique about JPMC's sublease products?	We offer our own revenue-sharing sublease product called "Super Sublease." This system is designed for the portion of rent income that exceeds the contracted rent to be additionally distributed to the owner of the rental condominium, thus aligning the interests of the owner and the Company.
	What are the characteristics of properties that JPMC subleases?	We mainly target existing properties throughout Japan. Since many other firms, such as housing manufacturers, only sublease newly constructed properties, our target properties differentiate us from other companies.
	Why is it possible to sublease existing properties throughout Japan?	By working with approximately 1,400 partners nationwide, including community-based rental management companies, we efficiently manage existing properties across the country through small organizations. Our partner network is highly difficult to imitate, which serves as one of the barriers to entry. In addition, our efficient operation is a source of price competitiveness.

Topics	Q	A
Business model	How is the P&L structured in JPMC's subleasing business?	Net sales in the subleasing business indicate rental income received from tenants, and the cost of sales includes rents paid to owners of rental condominiums and management commission fees paid to partners. Gains from the difference between these two are the gross profit. In addition, cross-selling of renovation, rent default guarantee, and home contents insurance, etc., which are essential to the rental housing management, contributes to the gross profit of the entire business.
	What is your product lineup other than subleasing?	<p>We provide many agency services to manage rental housing (condominiums and apartments).</p> <ul style="list-style-type: none"> <li>■ Services that lead to recurring revenue           <ul style="list-style-type: none"> <li>(1) General management of rental housing in urban areas</li> <li>(2) Rent collection agency and rent default guarantee</li> <li>(3) Small-amount short-term insurance for household goods, etc.</li> <li>(4) Provision of corporate housing</li> <li>(5) Management of housing for the elderly, etc.</li> </ul> </li> <li>■ Services that lead to one-time revenue           <ul style="list-style-type: none"> <li>(1) "Super Reuse" that combines renovation and subleasing</li> <li>(2) Sales of construction materials, etc.</li> <li>(3) Brokerage of sales and purchases of rental condominiums, etc.</li> </ul> </li> </ul>
	What is Super Reuse?	<p>"Super Reuse," which combines renovation and subleasing, is a sustainable business model that contributes to sustainable rental management. By regenerating existing properties, it helps ease the financial burden on owners and reduce CO2 emissions compared to the scrap-and-build process. We expect this service to continue to grow as recurring and flow revenue businesses.</p>

Topics	Q	A
Risks	What are the risks to the rental housing market?	Demographic change. The population is expected to decline over the long term. However, risks are limited as demand for rental housing is expected to remain stable due to an increase in the number of single-person households, the elderly, and foreigners.
	What are the risks of competition?	No other listed companies have the same business model (subleasing of existing properties throughout Japan). The difficulty in imitating our partner network has been one of the barriers to entry. Our partnerships with many financial institutions across the country, including both mega- and regional banks, have been another differentiator.
	What are the risks of subleasing?	Negative margin (the situation in which the rent paid to the rental condominium owner is higher than the rental income received from the tenants). We reduce the risk of negative margin by improving the appeal of properties through renovation, promoting occupancy by setting appropriate recruitment conditions, etc. and utilizing our know-how in appraisals.
	What are the risks of large-scale disasters, etc.?	The risk of impairment, etc. due to damage to properties is limited because our management policy is centered on off-balance-sheet financing through subleasing. Furthermore, should a natural disaster or other event make the property uninhabitable, the contract with the owner will be terminated. Therefore, the risk of material losses is limited.

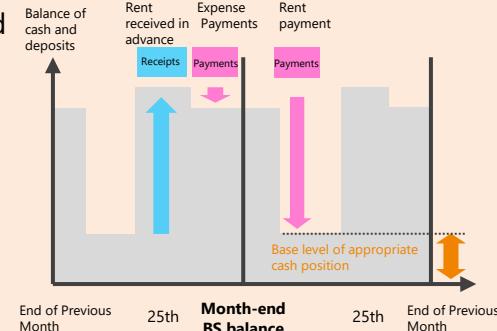
Topics	Q	A
Risks	What are the risks of the recent rise in interest rates and the surge in material prices?	Since we mainly handle existing properties, the impact of the recent hike in interest rates and the surging material prices is significantly low. While a certain impact occurs when building new rental housing for the elderly or conducting large-scale renovations, it does not mean that we will lose our source of competitiveness because we can provide sufficient yields to owners by combining them with subleasing.
	What are the risks of recent inflation?	<p>This is a positive factor for existing rental housing. While the prices of condominiums for sale have risen significantly in recent years, rents for rental condominiums have remained stable, leading to an increasing inflow into rental condominiums. On the other hand, there have also been rent increases at the time of contract renewal, as seen in data such as the Consumer Price Index of rents for rental housing, which rose by 0.1% in 2023 for the first time in 25 years*.</p> <p>During deflationary periods, rising demand for rental housing leads to higher occupancy rates, while the number of units in operation tends to increase due to a cooling of owner sentiment. This contributes to stable performance for sublease business managing existing properties.</p>
	What is the impact of the recent "Trump risk"?	Our business is composed of domestic demand, and since we mainly operate in the rental housing market, which is relatively immune to domestic economic trends, the impact of "Trump risk" is considered almost negligible.

\*Source: 2023 Average Consumer Price Index trends, Ministry of Internal Affairs and Communications

Topics	Q	A
Business performance-related	What KPIs do you focus on?	We aim to grow with a focus on the recurring revenue model. To this end, we place importance on "the number of units in operation," which indicates the scale of the recurring business, and "unit applications applied for," which is a leading indicator of an increase in the number of units in operation. Increasing profitability by improving the quality of the recurring business is also an important factor essential for sustainable growth.
	Is there a seasonal pattern in the unit applications applied for?	The number of new applications tends to decrease from January to April and increase from May to December. This is because generally, January through April is the season for moving to a new place to start a new life, and rental condominium owners expect an increase in the number of tenants.
	What does it mean to improve the quality of the recurring business?	It means increasing the profitability of each property by improving management accuracy and cross-selling ancillary products (such as renovation, rent default guarantee, and home contents insurance, etc.). This is an element for our sustainable growth, along with the growth in the number of units in operation, and we determine the focus of our sales strategy according to the market environment and resources.
	Why has the gross profit margin continued to rise in recent years?	This is mainly because of the increasing profitability of the property management business (the recurring business), including subleasing, and the improving quality of the recurring business through the promotion of cross-selling in the renovation, rent default guarantee, and insurance businesses.
	Why have SG&A expenses continued to increase in recent years?	This is mainly due to an increase in expenses associated with the enhancement of human capital. The aim is to increase the number of units in operation by strengthening the sales system, as well as to improve service quality and profitability by increasing the management accuracy of the property management business. In addition, we expect to incur one-off expenses in fiscal 2025 due to the complete renewal of our core system.

Topics	Q	A
Capital policy and shareholder returns	What is your approach to shareholder returns?	Our basic policy is to deliver stable and continuous dividend increases (progressive dividends). We also have a dividend policy of maintaining a payout ratio of 40% even when profits are growing. In addition, we consider flexibly increasing dividends or implementing share buybacks as measures to return profits to shareholders, after comprehensively taking into account factors such as our financial position, growth investment opportunities, and stock price trends.
	Do you ever cancel treasury stock?	We hold treasury stock as a reserve for stock-based compensation for directors and employees to promote human capital management and for M&A transactions such as share exchanges, etc., but we have a policy of canceling treasury stock as appropriate if it exceeds the level of our intended use. On May 21, 2025, we cancelled 1,300,000 shares (6.83% of the total number of shares issued prior to the cancellation).
	You have issued stock acquisition rights with an amended exercise price (moving strike warrants) in the past. What is your current thinking on this?	We have no plans at this time for a capital policy that would cause material dilution.
Cost of capital	What is your cost of equity?	As of December 31, 2024, our cost of equity is 4.3%. We conduct business that is conscious of the cost of equity. As a result, ROE has remained at a high level and PBR has not fallen below 1x. We will continue to pursue stable profit growth and high ROE based on our recurring revenue model, and work to increase our corporate value.
	What measures are you taking to reduce the cost of capital?	We are taking the following initiatives: (1) Strengthening corporate governance (2) Promoting sustainability management (3) Enhancing IR activities

Topics	Q	A
Turnover of funds	Could it be that you have a lot of surplus funds?	<p>Operating cash flow consists primarily of rent received in advance from tenants and rent paid to condominium owners.</p> <p>While this contributes to a healthy cash flow, the month-end balance of cash and deposits temporarily exceeds the appropriate cash position.</p> <p>We manage cash position in a way that no surplus funds are generated, taking into account the preservation of security deposits received from tenants, funds for growth investments, appropriate liquidity to prepare for risks, and other factors.</p>
	What is your view on cash flow allocation?	<p>We allocate cash flow acquired through business growth according to the following priorities, pursuing capital-efficient management that does not generate surplus funds:</p> <ul style="list-style-type: none"> <li>(1) Shareholder returns through dividends</li> <li>(2) Growth investments through M&amp;A, properties for business use, systems, human capital, etc.</li> <li>(3) Further shareholder returns through dividend increases and share buybacks</li> </ul> <p>For (2) and (3), we control the appropriate balance between them by comprehensively considering factors such as our financial position, growth investment opportunities, and stock price trends.</p>
Shareholder information	Tell us about your largest shareholder, Mutoh Enterprise 2 Co., Ltd.	It is the asset management company owned by our company's founder, Hideaki Mutoh. Mutoh Enterprise 2 holds and acquires a certain percentage of shares to ensure management stability.



Topics	Q	A
M&A	What kind of companies would be the targets?	The main targets are rental management companies nationwide. We create synergies by benefitting from the economies of scale through the increased number of units in operation, improving occupancy rates using the Group's know-how in rental management, enhancing asset value through renovation, cross-selling of rent default guarantee, and home contents insurance, etc., and increasing efficiency through DX.
	What kind of system do you have in place for M&A?	For partner companies, we have a system in which our former managing director, who has a close relationship with partners, acts as the point of contact. For non-partner companies, dedicated M&A specialists are assigned for the role. This system allows for collaboration between the two teams to smoothly acquire companies and make them into subsidiaries.
	What is your track record in M&A?	<ul style="list-style-type: none"> <li>■ 2024: Requs Property Co., Ltd. [Rental management company] <ul style="list-style-type: none"> <li>• Intend to create synergies using the methods established at JPMC SHINEI</li> </ul> </li> <li>■ 2021: JPMC SHINEI Co., Ltd. [Rental management company] <ul style="list-style-type: none"> <li>• Improved the quality of the recurring business through renovation</li> <li>• Improved operational efficiency and profitability through cross-selling of ancillary products</li> <li>• Improved occupancy rates and rents through the JPMC Group's know-how</li> <li>• Operating profit increased by 58% and occupancy rates rose by 11.2% in the three years after acquisition</li> </ul> </li> <li>■ 2018: Mirai Small Amount &amp; Short Term Insurance inc. [Small-amount short-term insurance] <ul style="list-style-type: none"> <li>• Internalized the home contents insurance business, utilizing the JPMC Group's commercial distribution</li> <li>• Developed products that meet the needs of tenants, contributing to higher occupancy rates</li> <li>• Operating profit increased by 159.5% in the three years after acquisition, and has been growing since then</li> </ul> </li> <li>■ 2015: Osaka Horo Co., Ltd. (Merged into JPMC in 2024) <ul style="list-style-type: none"> <li>• Acquired properties for leasing using the method for real estate M&amp;A</li> <li>• Increased profitability by improving occupancy rates and rents</li> </ul> </li> </ul>
	How do you finance M&A?	We will basically utilize cash on hand and debt. At the same time, we will also consider using treasury stock, through stock exchanges, etc.

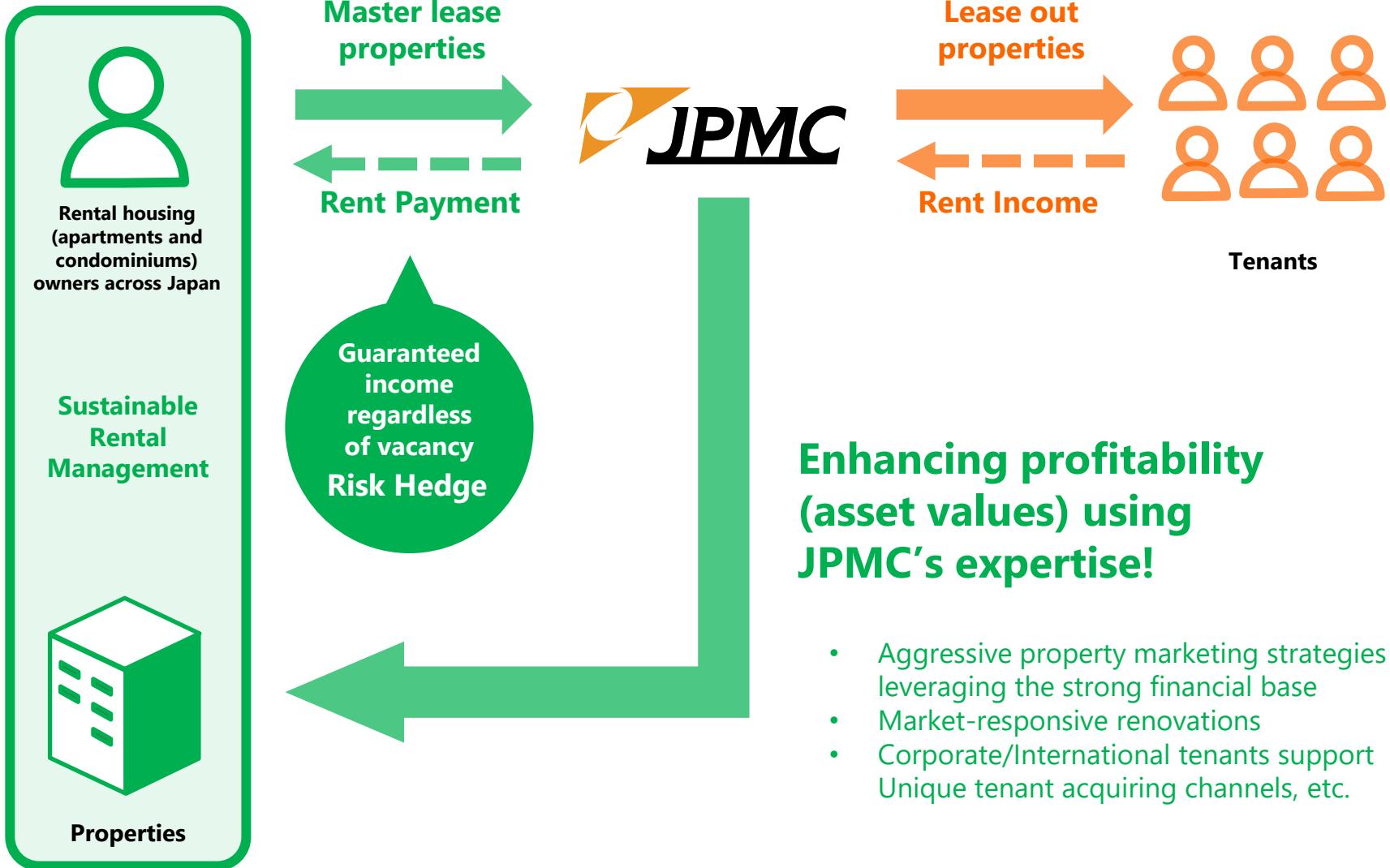
Topics	Q	A
Sustainability	What are your commitments to sustainability?	For details on our initiatives, please see the Sustainability page on our website: <a href="https://www.jpmc.jp/company/sdgs/">https://www.jpmc.jp/company/sdgs/</a>
	What are the Company's material topics?	Our identified key material topics are: 1) reuse economy promotion, 2) demographics, and 3) climate change. For details, please see the Sustainability Policy and Material Topics page on our website: <a href="https://www.jpmc.jp/wp-content/uploads/2023/10/231002.pdf">https://www.jpmc.jp/wp-content/uploads/2023/10/231002.pdf</a>
	What are your policies on human capital?	Our HR strategies focus on diversity promotion, health and productivity management, engagement enhancement, and mindset and skills development. For more details, please see page 18 of our Annual Report for FY2023/12: <a href="https://ssl4.eir-parts.net/doc/3276/yuho_pdf/S100T4GY/00.pdf">https://ssl4.eir-parts.net/doc/3276/yuho_pdf/S100T4GY/00.pdf</a>

1. M&A
2. Changes in Key Management Indicators
3. Actions for achieving equity cost and stock price-conscious management
4. FAQ on IR
5. **Corporate Information**
6. Social Challenges JPMC is addressing

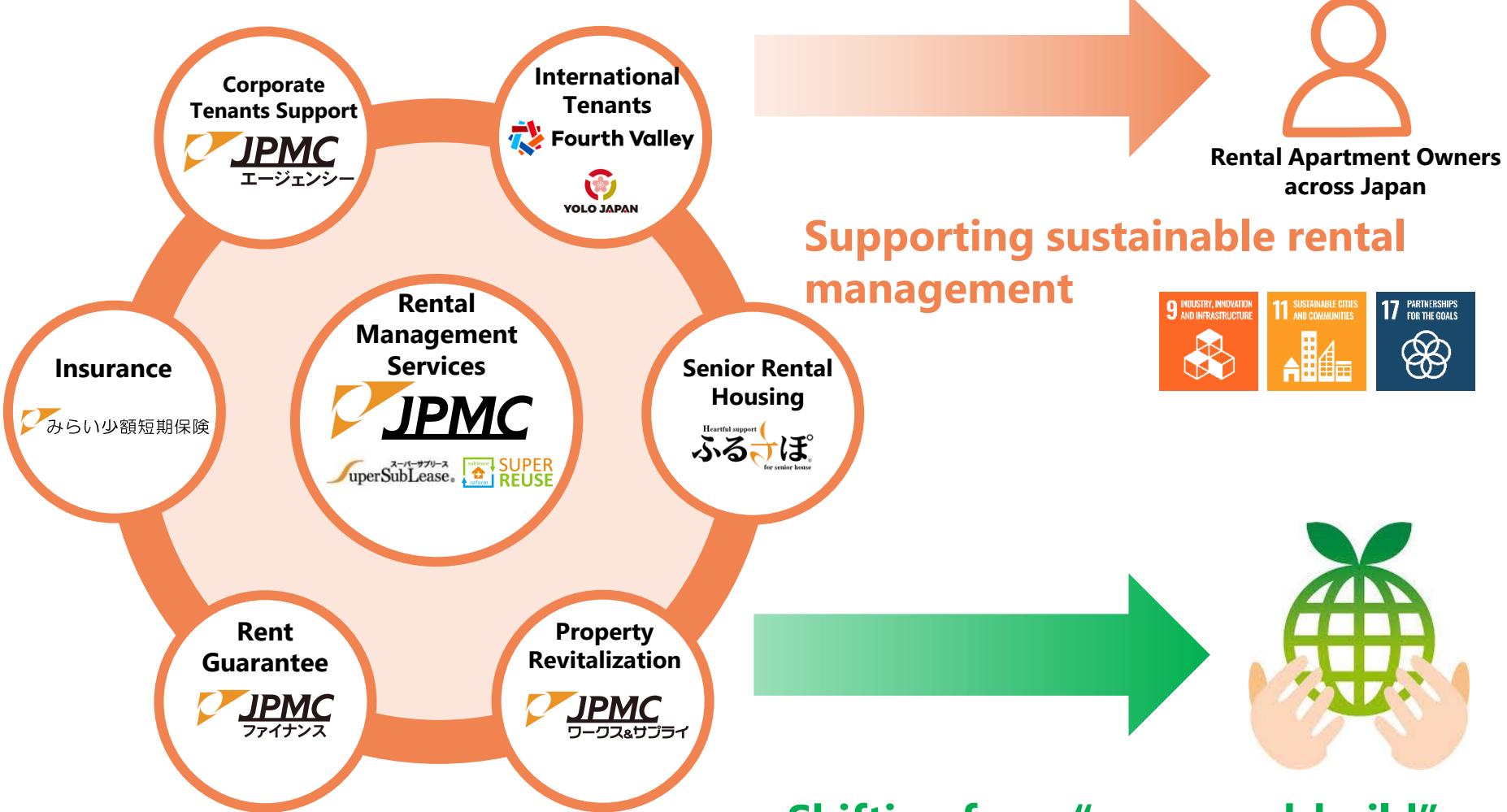
# Corporate Information

■ Name	Japan Property Management Center Co., Ltd.
■ Representative	Hideaki Muto: CEO, President & Representative Director
■ Location	Shin Nisseki Building, 3-4-2 Marunouchi, Chiyoda-ku, Tokyo
■ Founding	June 7, 2002
■ Capital	¥465,803,500 (as of June 30, 2025)
■ Businesses	<p>Property management services for rental housing owners:</p> <ol style="list-style-type: none"> <li>1. Master lease for rental housing (subleasing)</li> <li>2. Rental housing management</li> <li>3. Rental management-related services</li> </ol> <p>Group companies:</p> <ul style="list-style-type: none"> <li>JPMC Works &amp; Supply Co., Ltd.: Renovations, joint purchasing of materials</li> <li>JPMC Agency Co., Ltd.: Corporate housing solutions</li> <li>JPMC Finance Co., Ltd.: Rent guarantee and collection</li> <li>Mirai SS Insurance inc.: Insurance</li> <li>JPMC Shinei Co., Ltd.: Rental management</li> <li>Requs Property Co., Ltd.: Rental management</li> <li>JPMC Asset Management Co., Ltd.: Brokerage for investment properties</li> </ul>
■ Branches	<p>Hokkaido Branch: Pastoral Building N8, Kita 8-jo Nishi 4-1-1, Kita-ku, Sapporo-shi, Hokkaido</p> <p>Chubu Branch: RT Center Stage, 1-7-7 Shin-sakae, Naka-ku, Nagoya-shi, Aichi</p> <p>Kansai Branch: Honmachi Center Building, 2-6-10 Honmachi, Chuo-ku, Osaka-shi, Osaka</p> <p>Kyushu Branch: NEWNO/XYMAX Hakata Ekimae Building, 4-2-1 Hakata Ekimae, Hakata-ku, Fukuoka-shi, Fukuoka</p>
■ Employees	454 (as of June 30, 2025, including temporary employees)
■ Fiscal Period	January to December

# JPMC: Supporting Sustainable Rental Management



# JPMC: Supporting Sustainable Rental Management



**JPMC's One-Stop Service that Supports Sustainable Rental Management**

**Shifting from “scrap-and-build” to promote reuse**

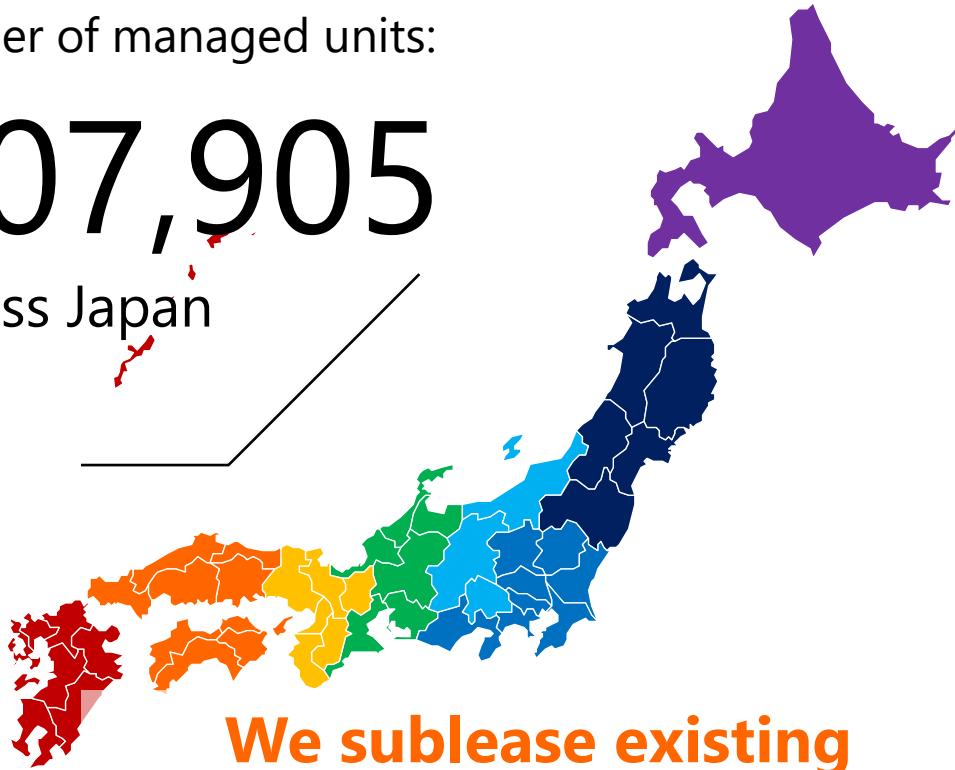
# Our Strength 1: Nationwide Subleasing of Existing Properties



Number of managed units:

**107,905**

across Japan



**We sublease existing properties across Japan!**

Chubu/Hokuriku Area	17,703
Hokkaido Area	4,359
Kansai Area	15,174
Tohoku Area	7,057
Chugoku/Shikoku Area	10,660
Kanto Area	35,539
Kyushu/Okinawa Area	13,640
Koshinetsu Area	3,773

- ✓ Subleasing existing properties has high barriers to entry. In provincial cities, the business faces high rent fluctuation risks, requiring a solid financial base to operate successfully.
- ✓ Subleasing experiences less competition in rural areas. Rental housing manufacturers operate under a different business model where profits come primarily from building new properties, which offers high profitability. This reduces their incentive to sublease existing properties.

JPMC has realized nationwide subleasing of existing properties through efficient management leveraging its Partner System (see next page).

## Our Strength 2: Efficient Management through Partner System



### Real Estate Partners (Approx. 700 Companies)



J's Partners

Management



Evest Partners

Brokerage

### Architectural Partners (Approx. 600 Companies)



Construction  
Partners

Construction



Renovation  
Partners

Renovation



Silver Partners

Senior Housing  
Construction

### Nursing Care Partners (Approx. 100 Companies)



Furusapo Partners

Senior Housing  
Management

Number of partners:  
1,400 across Japan

- ✓ JPMC has realized nationwide business using its partner network consisting of 1,400 companies across Japan, including leading local rental management companies and construction firms. This is a key source of our competitive advantage, as imitating a similar business model by developing a network of this scale and quality is impossible for competitors.

# Our Strength 3: Partnership with Financial Institutions

**163** Partner Financial Institutions  
across Japan

三菱UFJ銀行

米沢信用金庫

横浜信用金庫

半田信用金庫

大阪シティ信用金庫

佐賀共栄銀行

三井住友銀行

きらやか銀行

平塚信用金庫

豊川信用金庫

大阪信用金庫

九州ひぜん信用金庫

みずほ銀行

東邦銀行

第四北越銀行

豊橋商工信用組合

大阪厚生信用金庫

佐賀信用金庫

りそな銀行

大東銀行

大光銀行

愛知県中央信用組合

枚方信用金庫

大分銀行

セディナ

いわき信用組合

はばたき信用組合

瀬戸信用金庫

みなし銀行

べっぷ日出農業協同組合

オリエントコーポレーション

福島銀行

富山銀行

尾西信用金庫

但陽信用金庫

豊銀行

長野県信用組合

常陽銀行

北陸銀行

いちい信用金庫

但馬信用金庫

鹿児島銀行

しまなみ信用金庫

茨城県信用組合

高岡信用金庫

十六銀行

姫路信用金庫

鹿児島相互信用金庫

JACCS

栃木銀行

金沢中央信用組合

大垣共立銀行

西兵庫信用金庫

えひめ中央農業協同組合

北洋銀行

あかぎ信用組合

金沢信用金庫

高山信用金庫

伊豆信用金庫

鹿児島みらい農業協同組合

北海道信用金庫

武藏野銀行

のと共栄信用金庫

東濃信用金庫

えひめ未来農業協同組合

肥後銀行

釧路信用組合

埼玉県信用金庫

福井銀行

飛騨日濃信用金庫

阿波銀行

熊本第一信用金庫

青森みちのく銀行

千葉銀行

新潟銀行

飛騨日濃信用金庫

徳島大正銀行

熊本信用金庫

青い森信用金庫

京葉銀行

福井銀行

飛騨日濃信用金庫

徳島信用金庫

熊本銀行

秋田銀行

千葉興業銀行

小笠原銀行

飛騨日濃信用金庫

高知銀行

宮崎銀行

北都銀行

東邦銀行

有水鉢

益田銀行

四国銀行

高鍋信用金庫

岩手銀行

城南信用金庫

有水鉢

ぎふ農業協同組合

北九州銀行

琉球銀行

東北銀行

朝日銀行

静岡中央銀行

三十三銀行

中国銀行

福岡ひびき信用金庫

仙台銀行

西武銀行

静清信用金庫

百五銀行

トマト銀行

福岡銀行

杜の都信用金庫

第一勧業信用組合

浜松いわた信用金庫

北伊勢上野信用金庫

笠岡信用組合

長崎銀行

七十七銀行

東信用組合

遠州信用金庫

滋賀銀行

もみじ銀行

十八親和銀行

宮城第一信用金庫

あすか信用組合

愛知銀行

紀陽銀行

吳信用金庫

たちばな信用金庫

山形銀行

オリックス銀行

名古屋銀行

関西みらい銀行

信用組合広島商銀

佐賀銀行

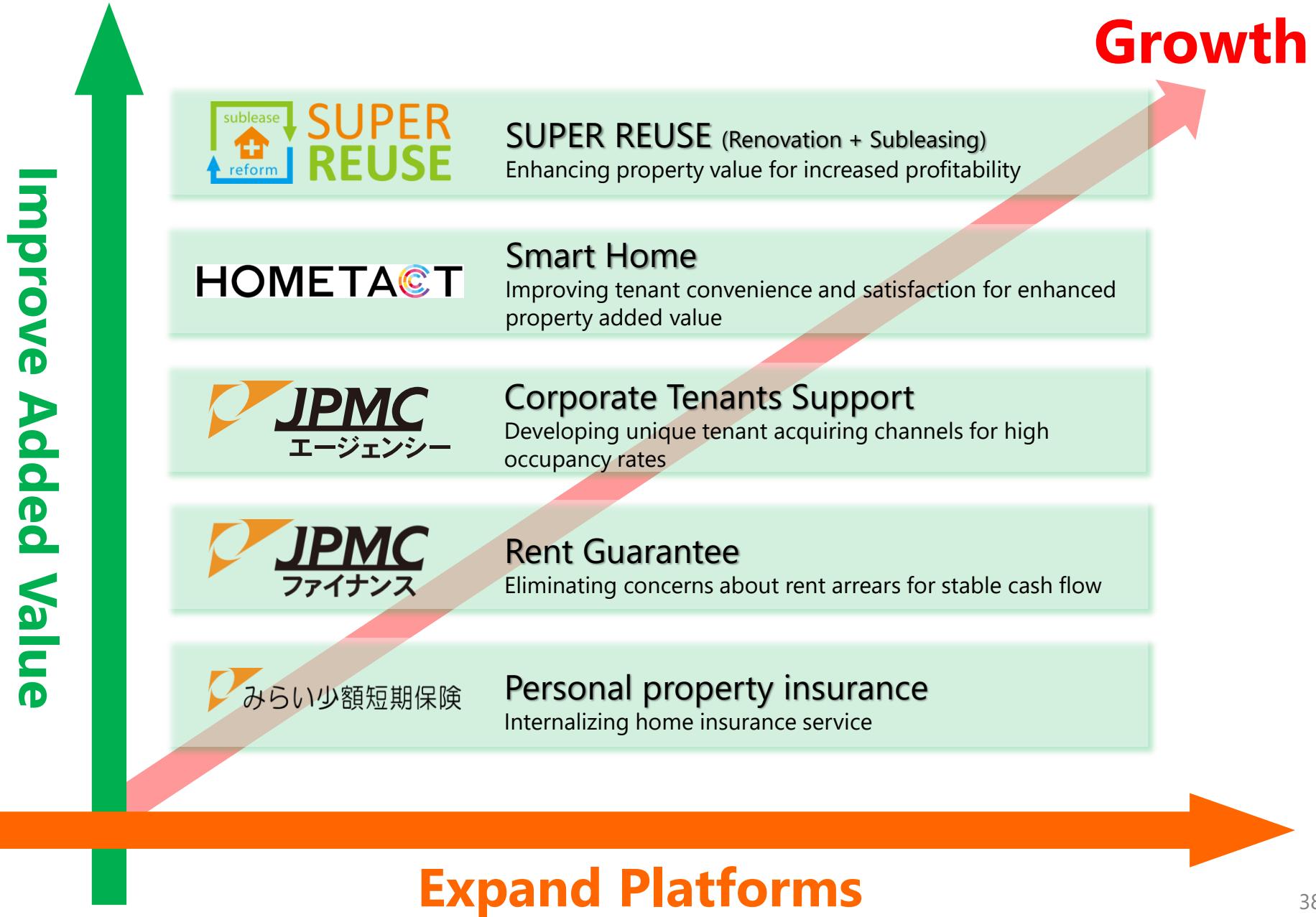
莊内銀行

横浜銀行

豊田信用金庫

池田泉州銀行

山口銀行



1. M&A
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# Demographic Trends

## National power shrinking as population declines in projections: urgent need for increased productivity

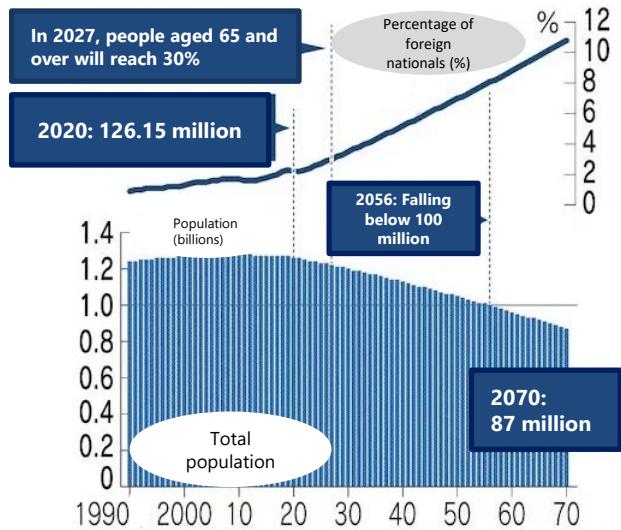
Population to fall by 30% to 87 million in 2070 and births to fall below 500,000 in 2059

April 27, 2023 2:00

## Population continues to decline with increasing international population

Japan's population will fall below 100 million in 2056 and the number of births will fall below 500,000 in 2059, according to the long-term projection report, titled "Population Projections for Japan" (see Today's Word on page 2 of the General News section), published Wednesday by the National Institute of Population and Social Security Research. Japan may become weaker as a nation if the population shrinks. Policies to maintain economic growth in the face of a declining population will need to be implemented quickly to avoid that fate (see related article on page 2 of the General News section).

### In 2070, over 10% of the total population will be foreign nationals

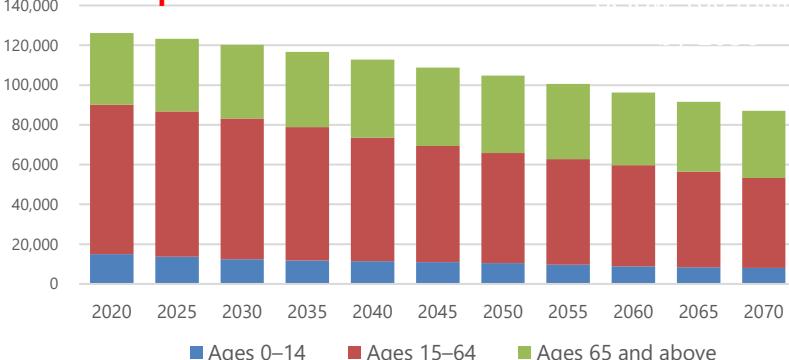


(Source) National Institute of Population and Social Security Research, etc.  
Figures up to 2020 are actual results. Figures from 2021 onwards are estimates.

## Population Trends by Age Group

(Unit: thousands)

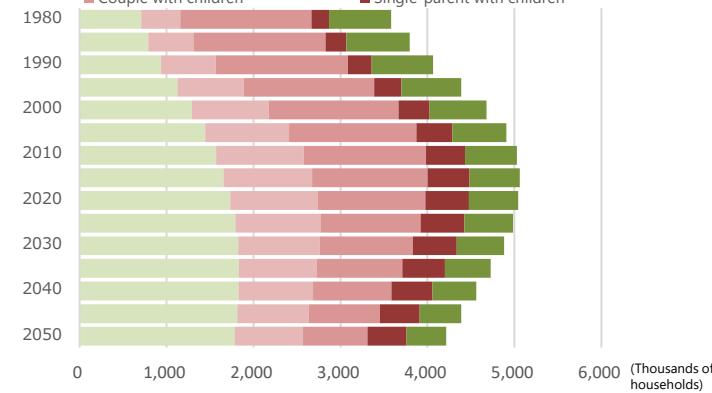
Population falls below 100 million in 2056



## Changes in Family Structure

Single-person households increase due to declining birthrate and aging population

Single-person      Couple-only  
Couple with children      Single-parent with children



**Japan's demographics will shift significantly,  
transforming housing needs dramatically!**

Reference:

Article on left: Nikkei

Graph on top-right: Prepared by JPMC based on Summary of the Results of the Projected Population of Japan (2023 Estimate) by National Institute of Population and Social Security Research

Graph on bottom-right: Demographic Trends, Family Structure, and Other Changes in Social Structure by Ministry of Internal Affairs and Communications

# JPMC's Logic of Living Approach: Addressing Social Challenges through Sustainable Rental Management



**Moving beyond the era of  
standardized property development**

In our increasingly diverse society, housing needs will also transform dramatically.  
The future will no longer demand standardized units.



**Signs of a slowdown in rental housing manufacturers who have continued to build new homes despite rising vacancy rates...!**  
**Rising interest rates cause a shift in the mindset of financial institutions and rental housing owners.**

Rental  
housing  
owners



I would like to build a house as part of my inheritance strategy, but manufacturer properties have low yields, so I can't...

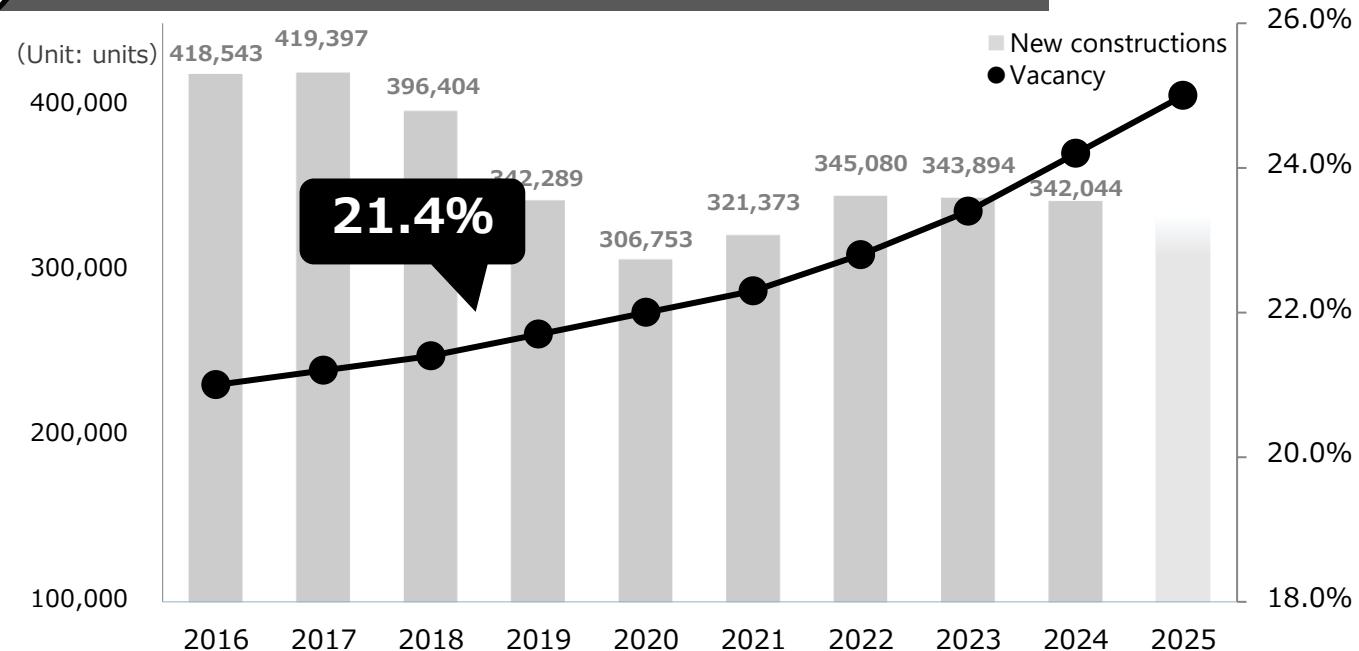
Financial  
institutions



We would like to provide loans, but the yields of manufacturer properties are too low, so we can't...



## Number of New Constructions and Vacancy Rates



Reference:

New constructions: number of new housing units by Ministry of Land, Infrastructure, Transport and Tourism

Vacancy rates: estimated values based on Housing and Land Survey

# JPMC's Key Social Challenge 1: Vacancy Rate



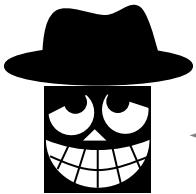
New constructions



Reused existing properties



**Reduce CO2 emissions!**



Rental Housing  
Manufacturers

Despite the high environmental impact...  
Despite the high nationwide vacancy rates...

**We maximize our profit by  
building highly profitable new  
houses!**



Shift from the scrap and build approach!  
Utilize limited resources efficiently!

Pursue sustainability based on  
our Logic of Living approach!

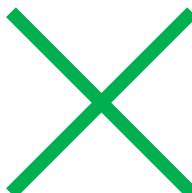
Profits from the new housing business and profits from the reuse business, which contributes to social challenges,

**differ in value!**



# SUPER REUSE

Renewal  
Renovation  
Remodeling



Rental Management  
Professionals



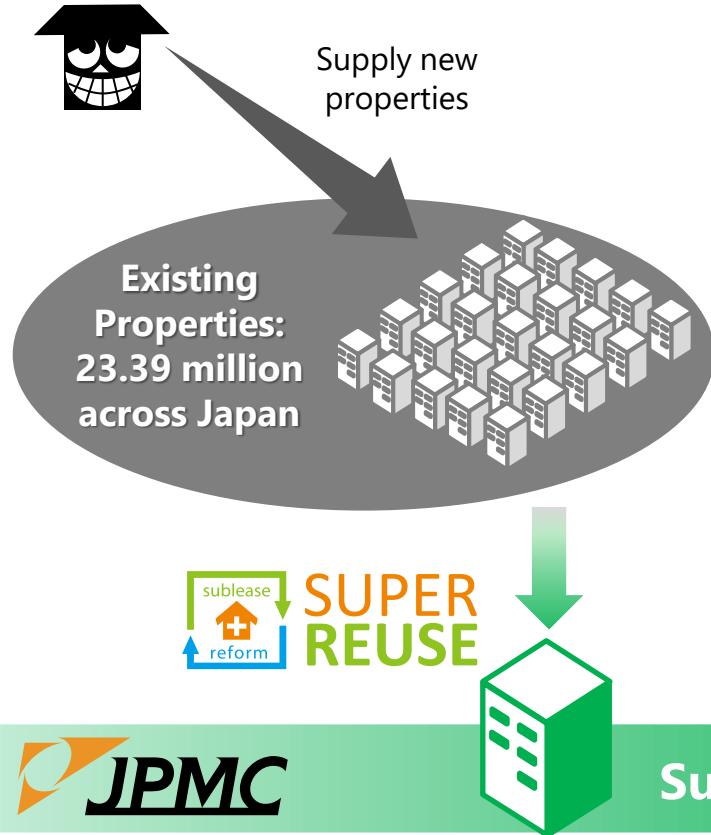
## Sustainable Rental Management

JPMC defines its Logical of Living approach as addressing social challenges through sustainable rental management. The rental housing industry currently faces numerous social issues, including high vacancy rates due to excess supply of new properties and the need for comfortable housing for people with housing difficulties such as international residents. We strive for sustainable rental management by resolving these social challenges by incorporating views of both rental management professionals and tenants into rental management.

# JPMC's Key Social Challenge 2: Shifting from Scrap and Build Approach



Rental Housing  
Manufactures



For Owners



For Society



For Earth

**Provide market-responsive housing  
through the reuse of existing properties**

JPMC currently targets Japan's 23.39 million existing properties.

We support sustainable rental management by transforming underperforming properties into profitable assets through our SUPER REUSE service. This service not only improves financial returns for owners but also addresses social challenges through an ESG-focused approach.

# JPMC's Key Social Challenge 2: Shifting from Scrap and Build Approach



Logic of Building:  
Rental Housing  
Manufactures

## New Properties

**Construction profit via in-house construction**

**Building despite excess supply and large environmental impact!**

## Management

In-house management

High rents calculated backward from target yields

Low occupancy rates

Extravagant large-scale renovations or significant price reductions

**Logic of building: environmentally and economically unsustainable**



Pursuing of  
Logic of Living



## JPMC's Management

**Strategic Renovations that Enhance Property Value**



ワーカーズ&サプライ

**Internalizing renovation business!**



7 AFFORDABLE AND CLEAN ENERGY



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

**JPMC's Services that Support Rental Management:**



Rent guarantee and collection



みらい少額短期保険



Corporate tenant housing

**Shifting from the scrap and build approach!  
Reducing the financial burden of property owners!**

**Environmentally and economically sustainable!**  
Achieving growth through recurring and flow!

- ✓ **JPMC does not pursue in-house construction.**  
Instead, we pursue **strategic renovations that enhance property profitability based on our Logic of Living approach.**
- ✓ **We create environmental and economic sustainability.**
- ✓ We achieve further growth through our unique business model that combines rental management with renovation services (**recurring and flow**).

**Before**



**After**



**Converting offices into rental properties to manage them with JPMC!**

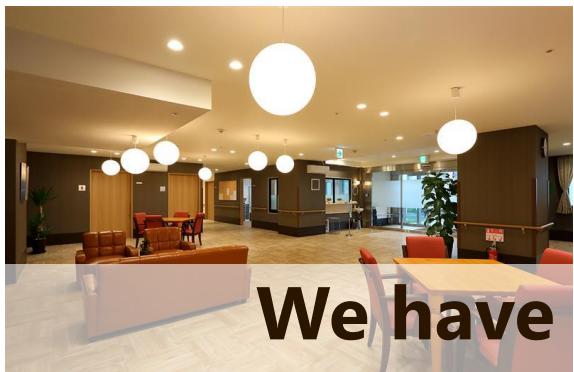
## Furusapo Renaissance

**Converting vacant single-person dormitories into senior housing in Tokyo**

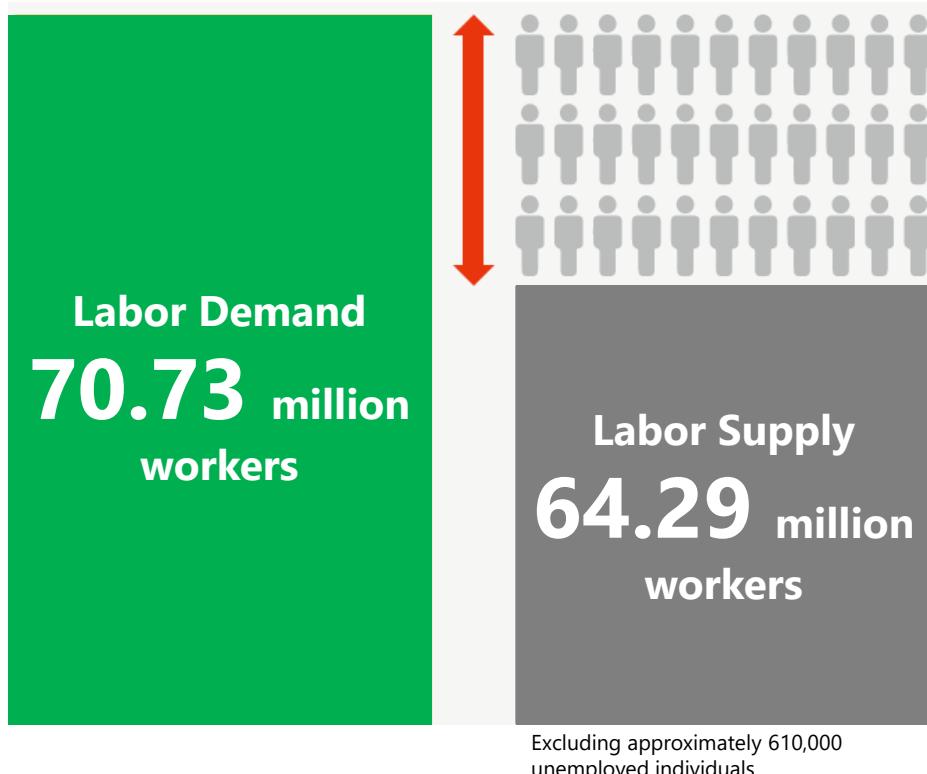


## Furusapo Renaissance

Converting vacant single-person dormitories into senior housing in Tokyo  
with the **Furusapo Renaissance** project



We have **revitalized** 156 units into  
Tokyo's largest-level facilities!



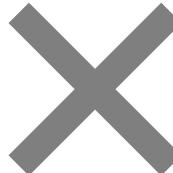
**By 2030,  
Japan will face a  
6.44 million  
worker shortage**

**Declining workforce due to aging population and falling birthrate remains a critical national challenge**

# International workers will definitely become critical workforce



Nationwide provision of fully furnished and equipped housing



## Housing Solutions



**Fourth Valley**

- Talent development of international workers
- Employment support across Japan
- Largest-level service in Japan with 58,192 registered users



**YOLO JAPAN**

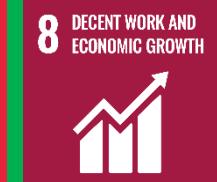
- A job platform for international residents
- A portal site with 230,000+ users across 226 countries and regions

## Employment and Lifestyle Support

Emerging as an infrastructure provider for international workforce housing



**1** NO  
POVERTY



**8** DECENT WORK AND  
ECONOMIC GROWTH



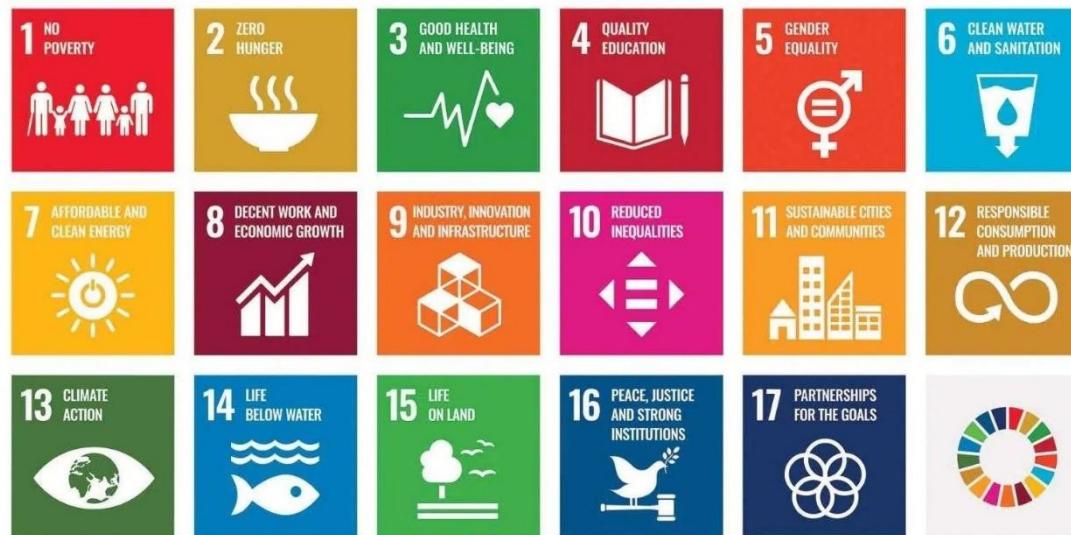
**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



## Sustainable Rental Management

**JPMC will create a sustainable society by pursuing its Logic of Living approach**

### SUSTAINABLE DEVELOPMENT GOALS



**1. Disclaimer**

JPMC has prepared information for this material with the utmost attention. However, we make no warranties regarding the accuracy, reliability, or safety of such information. The forward-looking information and statements reflect our expectations at a specific point in time and should be understood as inherently uncertain.

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