



November 6, 2025

# Financial Updates 2Q FYE 2026

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

Some of the material is machine translated.



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





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# 1. Business Summary

## Mission

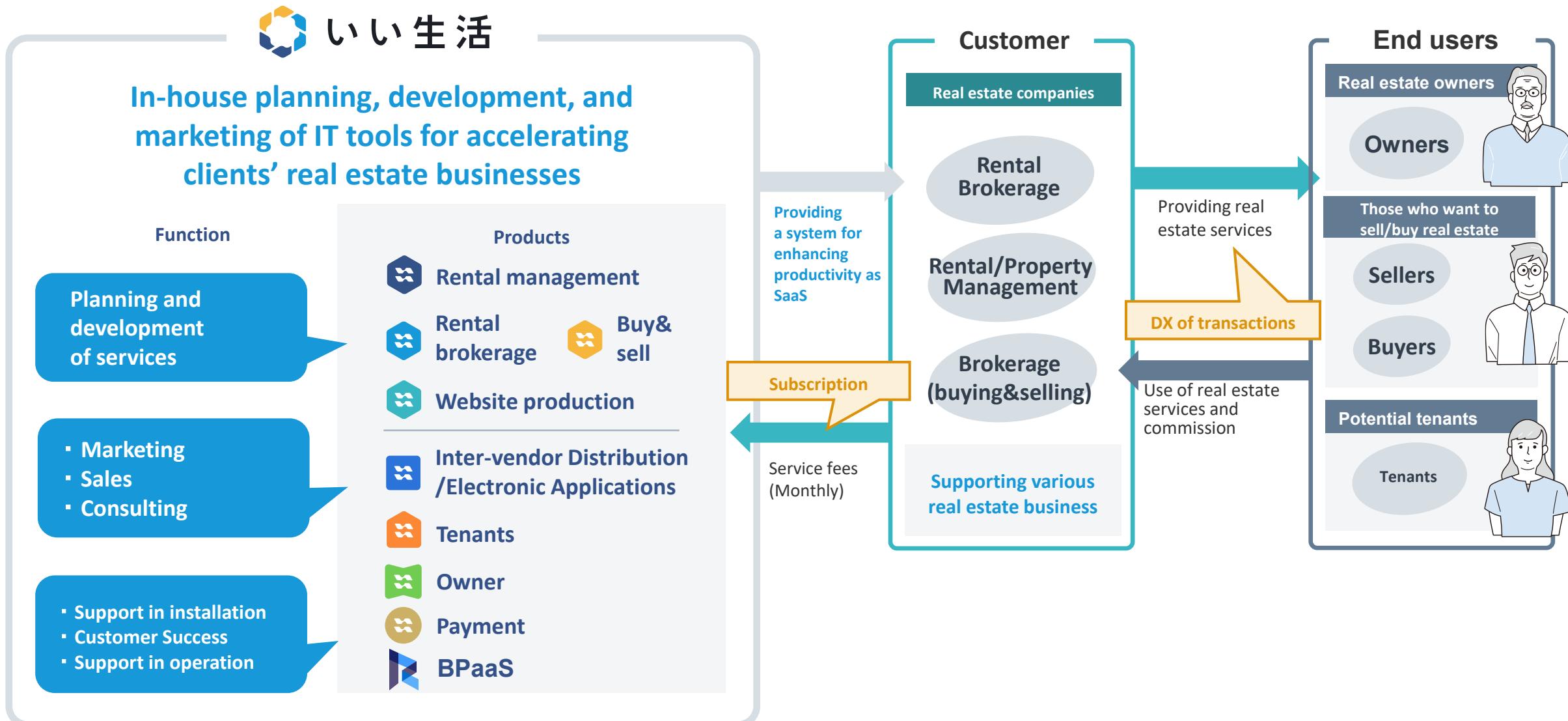
**Create many "good life" for others with technology and heart.**

## Vision

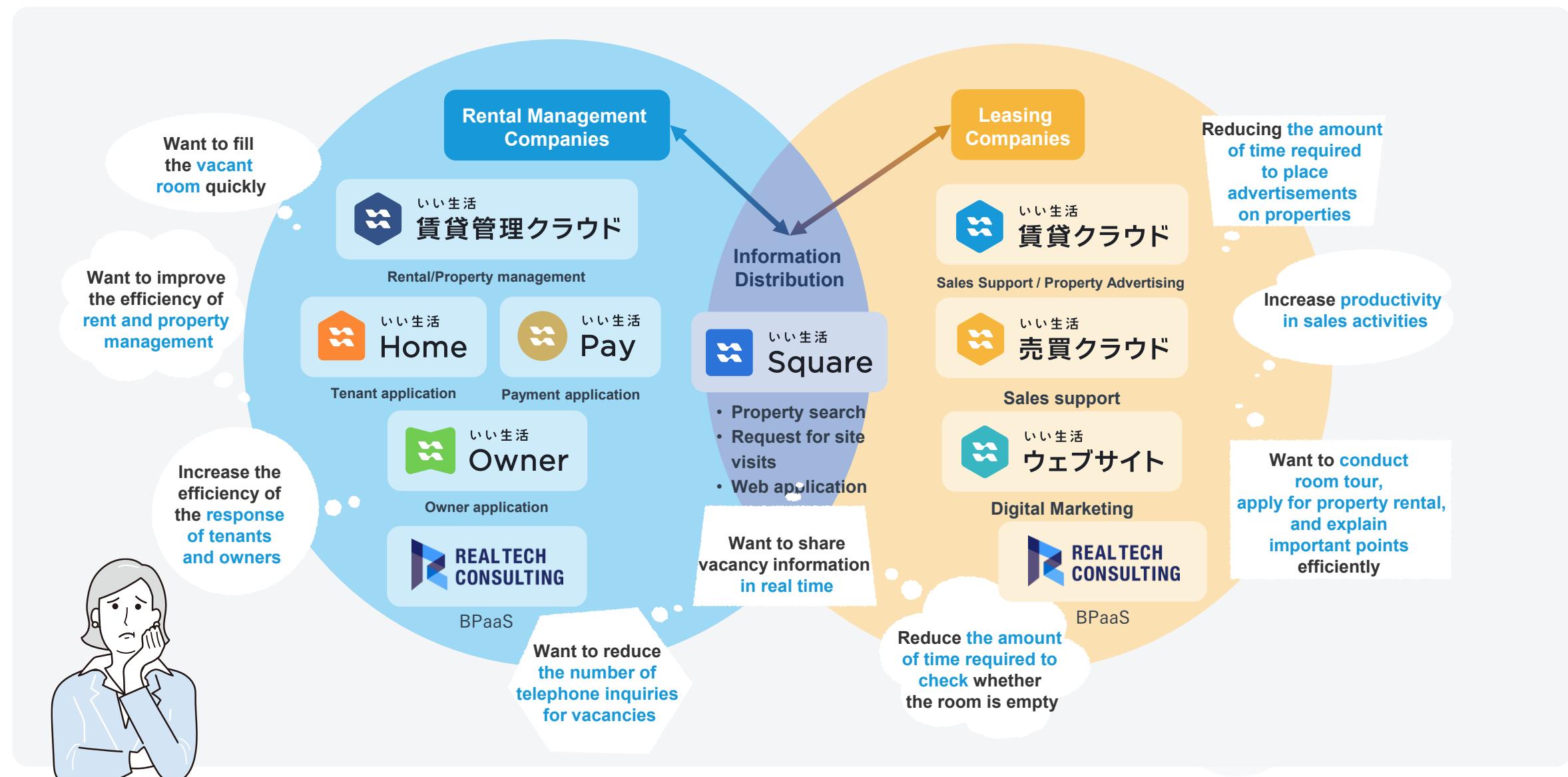
**Create society where comfortable life circulates.**



# Our Business Structure



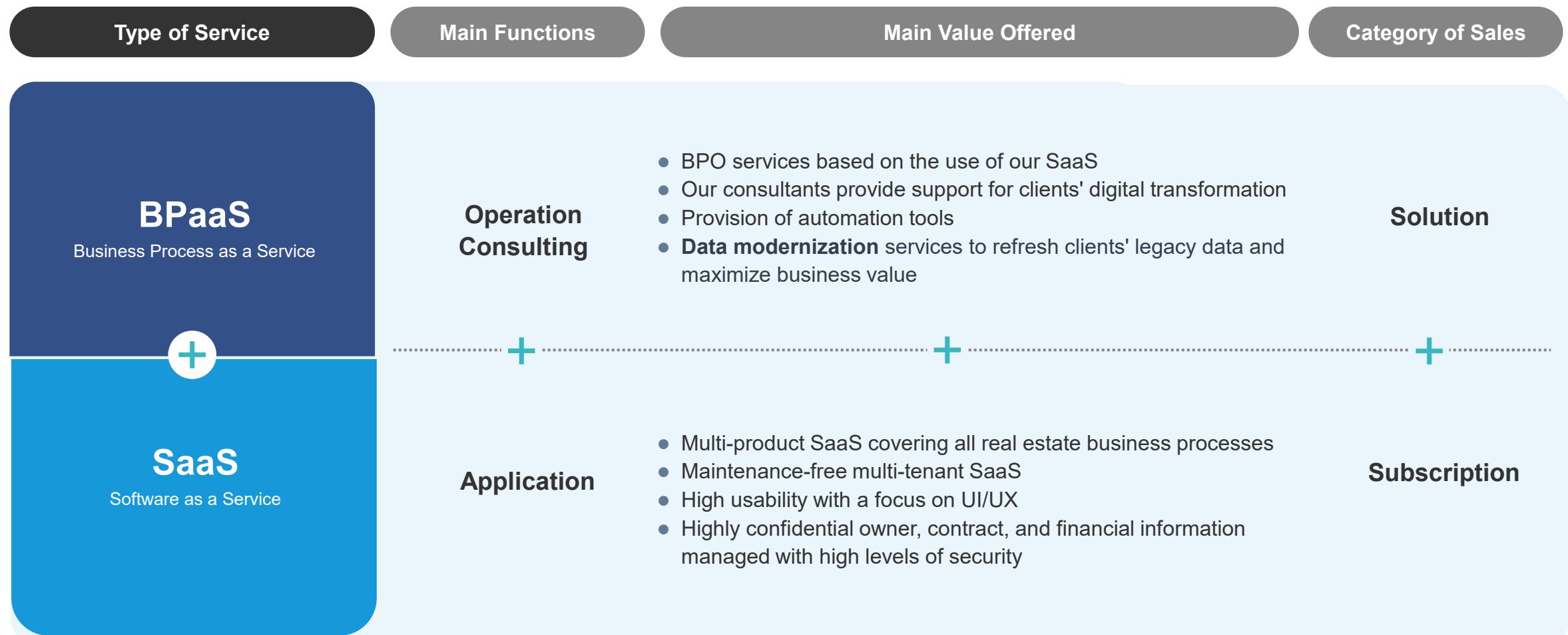
# Developing Multi-Products to Meet the Diverse Needs of the Real Estate Market



# Sales Synergies from Vertical SaaS + BPaaS

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

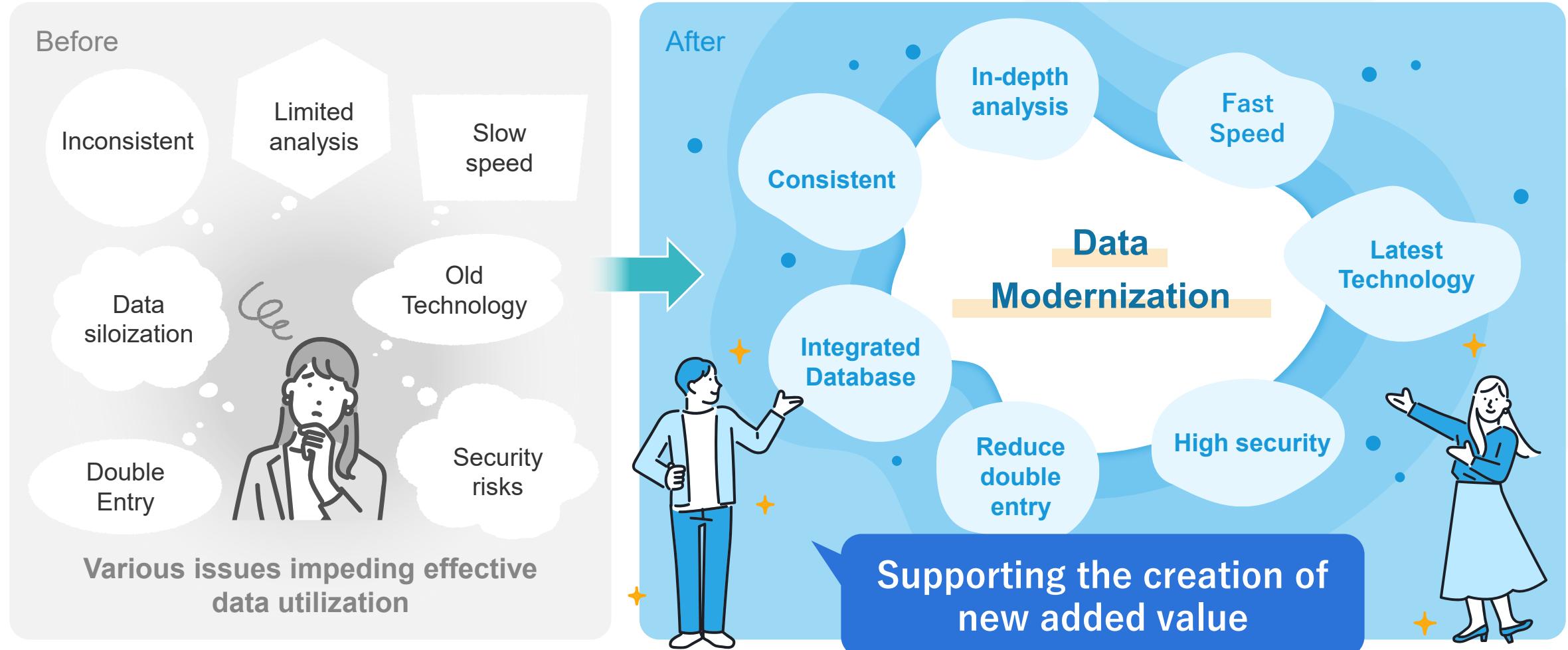
Increase sales through the synergistic effects of SaaS and BPaaS.



# New Added Value Brought by Data Modernization

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

Enhanced data utilization to extract meaningful insights and maximize business value

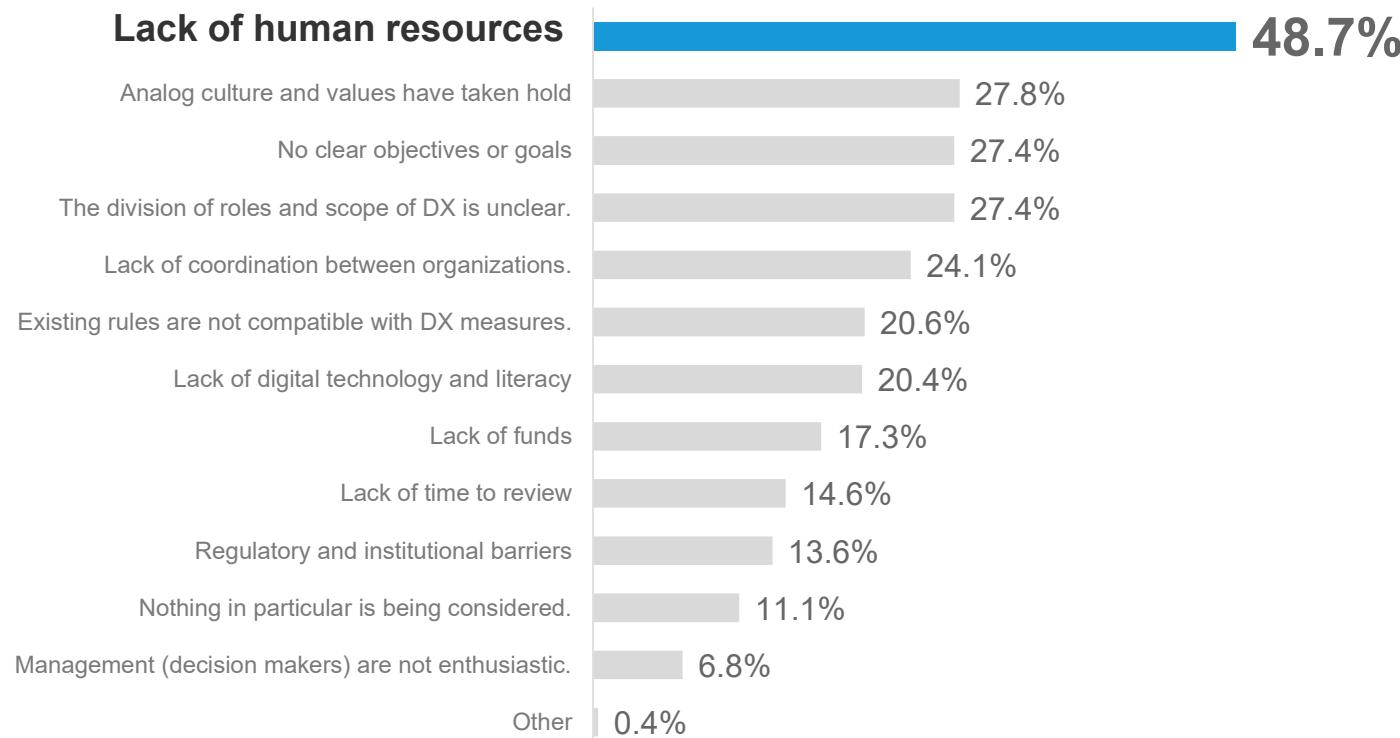


# Added Value Created by “SaaS + BPO = BPaaS”

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

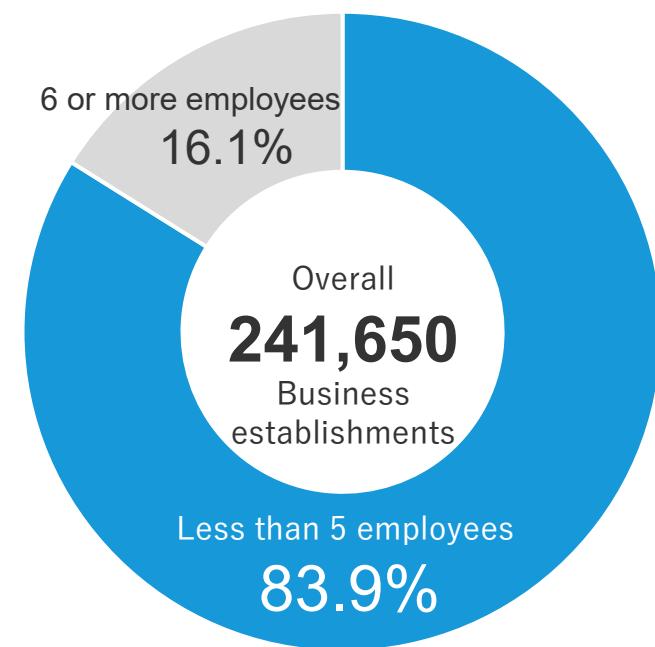
It will be possible to take proactive measures to deal with the worsening labor shortage in the future.

Challenges and barriers to digitization (n=515)



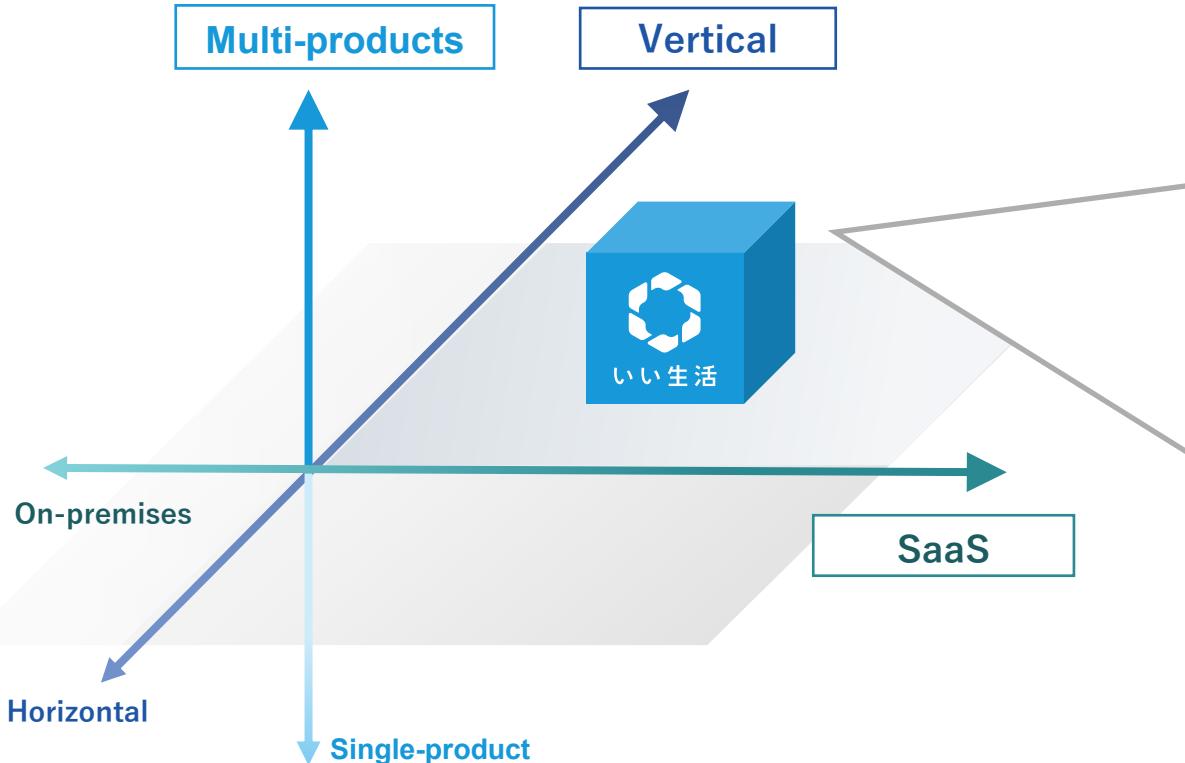
Source: "2025 White Paper Information and Communication in Japan", Ministry of Internal Affairs and Communications

Number of real estate establishments



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

# Competitive Advantage of e-Seikatsu



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

## Advantage of SaaS

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

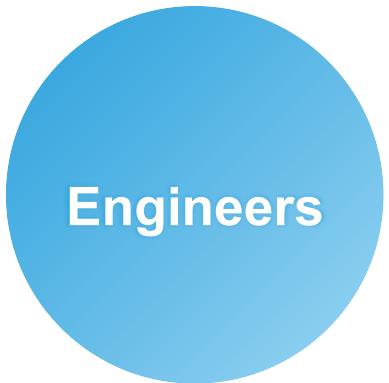
## Advantage of Vertical SaaS

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

## Advantage of Multi-products

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

# Our Team and Human Capital Advantages



**Familiar with real estate operations**, realizing multi-product development in large-scale multi-tenant properties



Acquire new customers and upsell/cross-sell through **highly specialized direct sales**



Achieving **business transformation through SaaS** implementation from implementation to start of operation

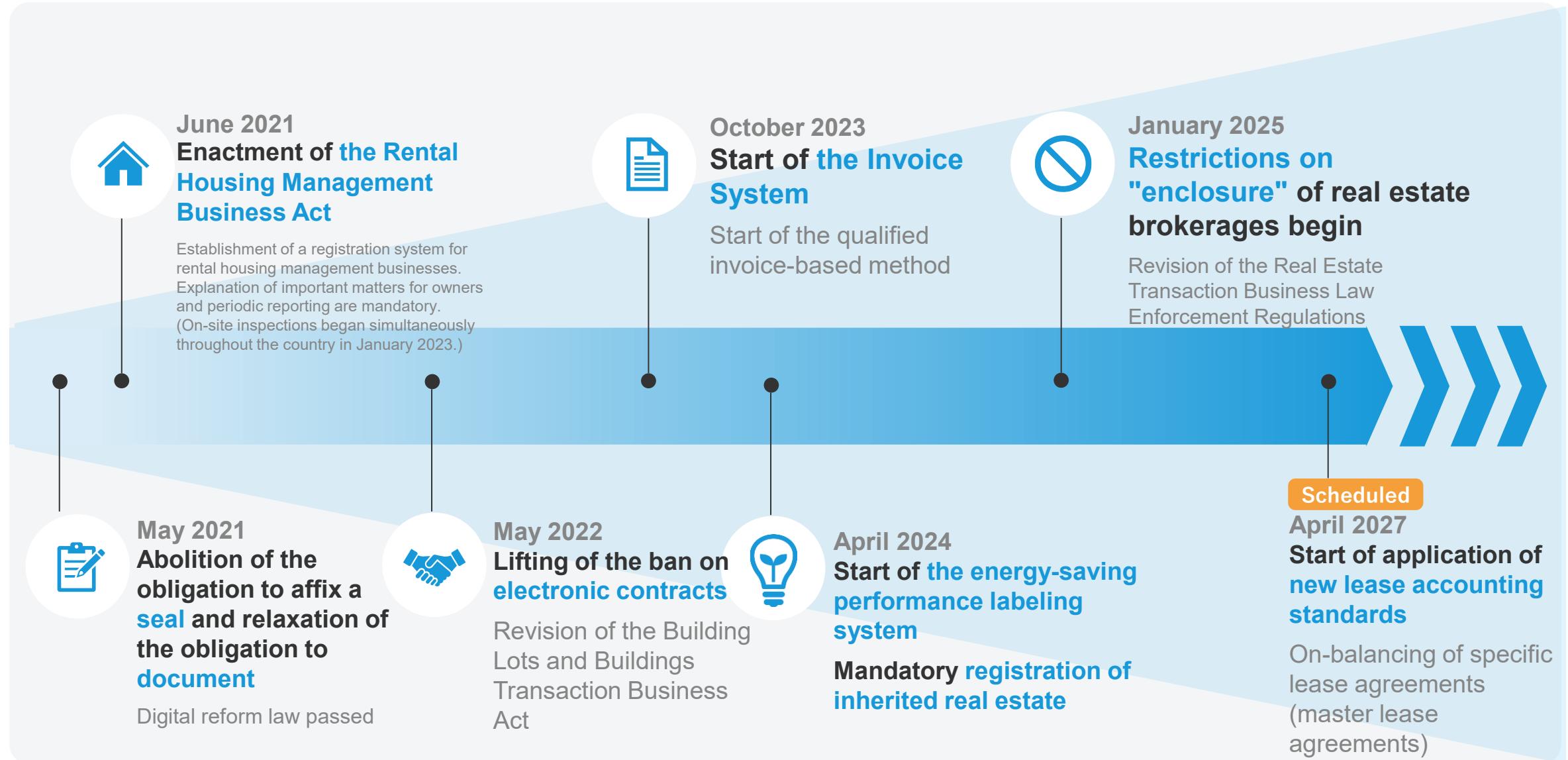


Supporting data modernization to transform clients' legacy data into **true information assets**



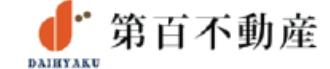
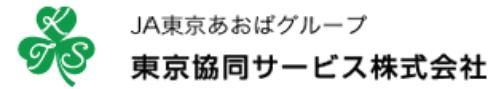
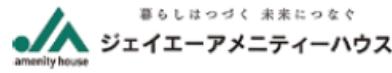
Providing support for utilization after operation begins, and boasting **high customer satisfaction**

# Major Legal Reforms Related to Digitalization of Real Estate Transactions



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

# Over 1,570 Companies and 4,800 Stores Nationwide are Using Our SaaS



## 2. 2Q Results

# FYE2026 2Q Highlights

## Net Sales

**1,562** million yen YoY (+7.9%)

## Subscription sales ratio

**84.8** % YoY (86.9%)

## ARR

**2,733** million yen YoY (+6.6%)

## EBITDA

**341** million yen YoY (+46.7%)

## EBITDA margin

**21.9** % YoY (+5.8 points)

## Operating Profit

**66** million yen YoY (—)

## ARPU

**Approx. 145** thousand yen

(Approx. 140 thousand yen in June of previous year)

## MRR churn rate

**△0.26** %

## Number of fee-paying client

Compared to March  
of the previous year

**1,570** companies (+53)

**4,848** stores (+130)

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

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

\*3 ARR is calculated based on MRR for September 2025 after deducting irregular sales.

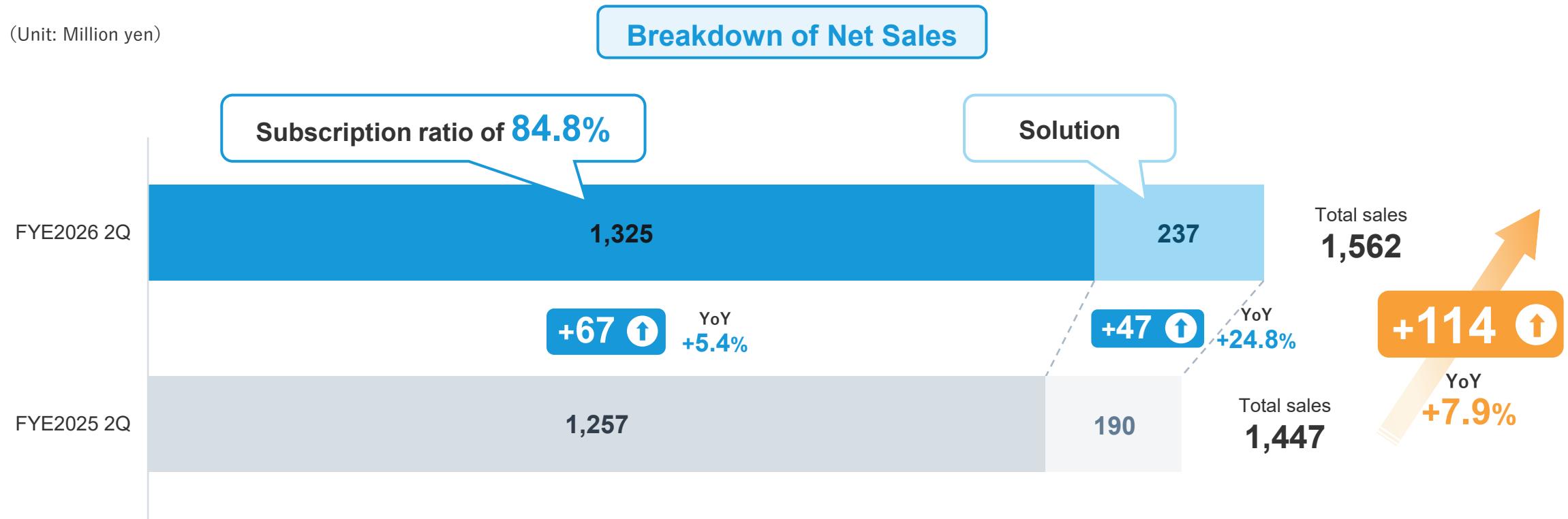
\*4 EBITDA = Operating profit + Depreciation

\*5 ARPU (average revenue per user) is calculated by dividing "subscription sales" in September 2025 by "the number of subscribed companies" in the same month and rounded down to the nearest thousand yen.

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

# Increased Sales from Both Subscriptions and Solutions

(Unit: Million yen)



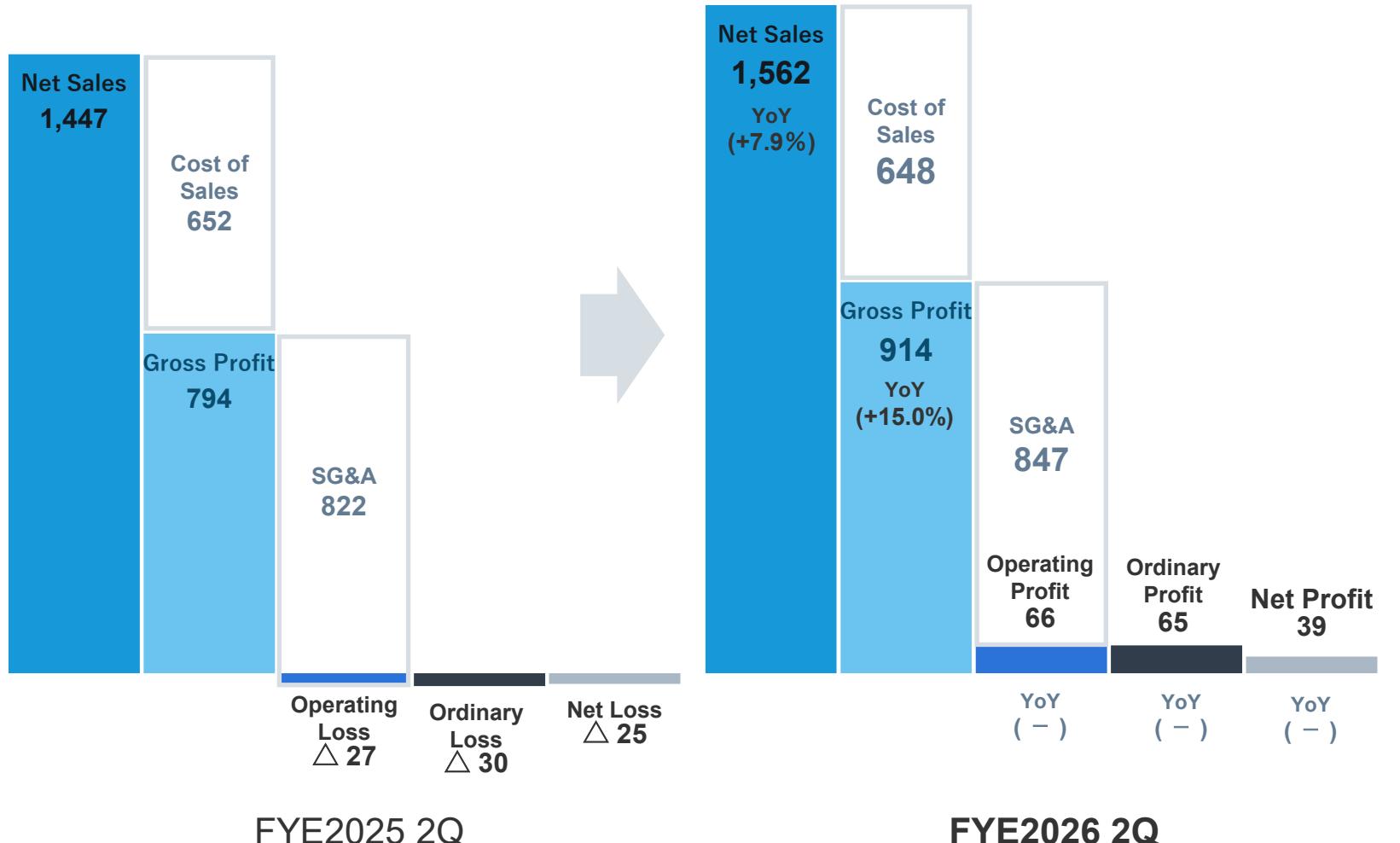
- **Subscription:** Revenue that accrues on an ongoing monthly basis unless cancellation is requested, such as monthly SaaS subscription fee revenue and recurring revenue based on an operational support (BPaaS) contract after SaaS implementation.
- **Solution:** Revenue related to other services such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

\* Figures rounded down to the nearest million yen.

# YoY Revenue Growth, Profit Growth, and a Return to Profitability

(Consolidated)

(Unit : Million yen)



Net Sales	+7.9 %
Gross Profit	+15.0 %
Operating Profit	—
Ordinary Profit	—
Net Profit (All YoY)	—

\*Figures rounded down to the nearest million yen

# Progress Towards Full-term Consolidated Forecast

(Unit : Million yen )

	FYE2026 Full-term Forecast	FYE2026 2Q Result	Progress rate		Dividend per share
Net Sales	3,196	1,562	48.9%	FYE2026 Forecast	5.00yen
Operating Profit	107	66	62.2%	FYE2025 Result	5.00yen
Ordinary Profit	106	65	61.2%		
Net Profit	72	36	50.6%		

\*Figures rounded down to the nearest million yen

# Key Takeaways of 2Q Results

## Sales Growth

### Growing at the expected pace

Solution sales were particularly strong due to the completion of large-scale projects that had been scheduled.

## Gross Profit

### Cost efficiency is effective

Mainly due to successful reviews of outsourcing costs, profits increased along with sales growth.

## MRR Churn Rate

### Negative churn trends

Increased revenue from upselling/cross-selling to existing customers continues to outweigh the decrease due to cancellations.

- Due to increased revenue and cost efficiency, profits increased year on year in the second quarter, returning to the black, and **steady progress was made toward the full-year forecast.**
- We have begun to launch new services into the market, including new services in the building management and tenant apps for the office building management.
- By launching new services, **we will steadily accelerate our growth pace from next fiscal year onwards.**

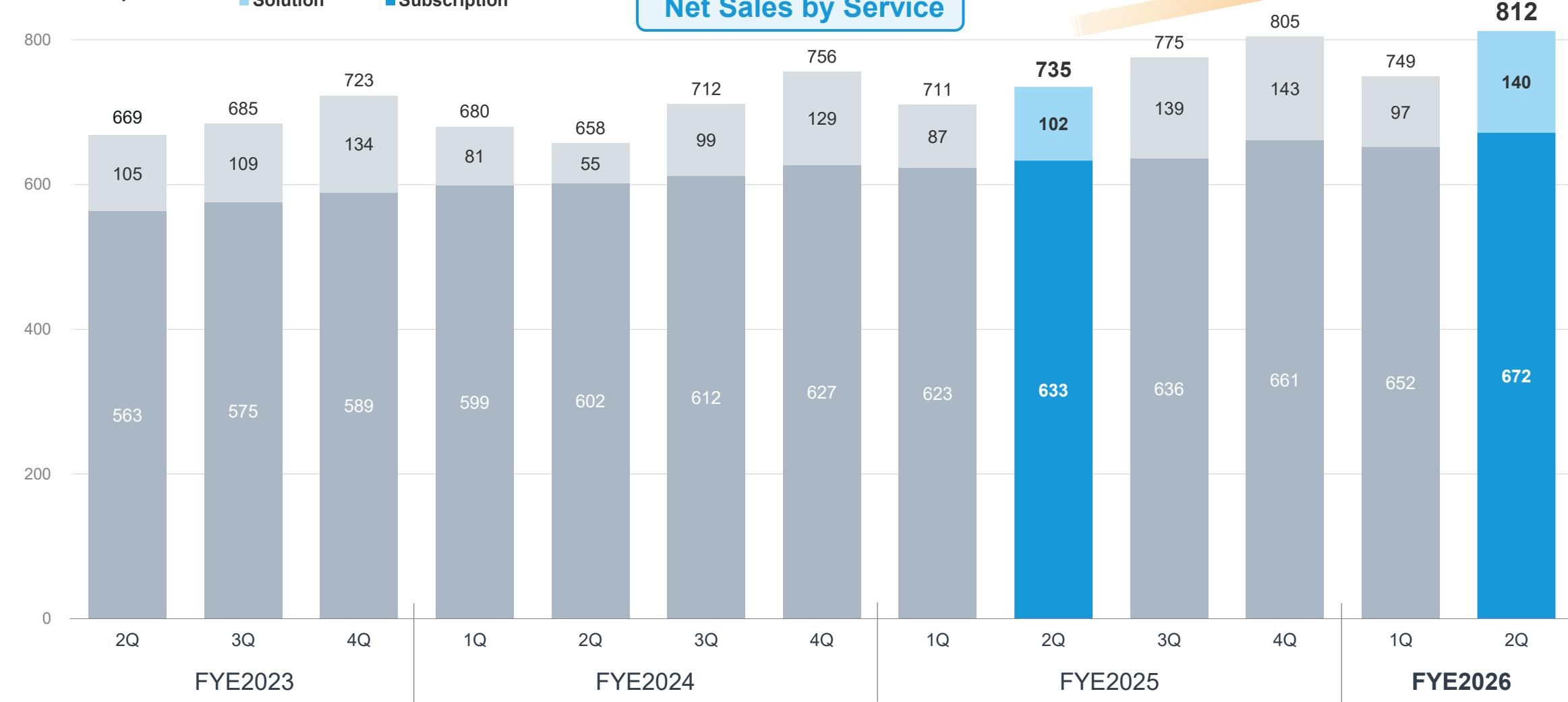
# Quarterly Sales Reach New Record High

(Unit : Million yen)

■ Solution ■ Subscription

Net Sales by Service

YonY  
+10.5%



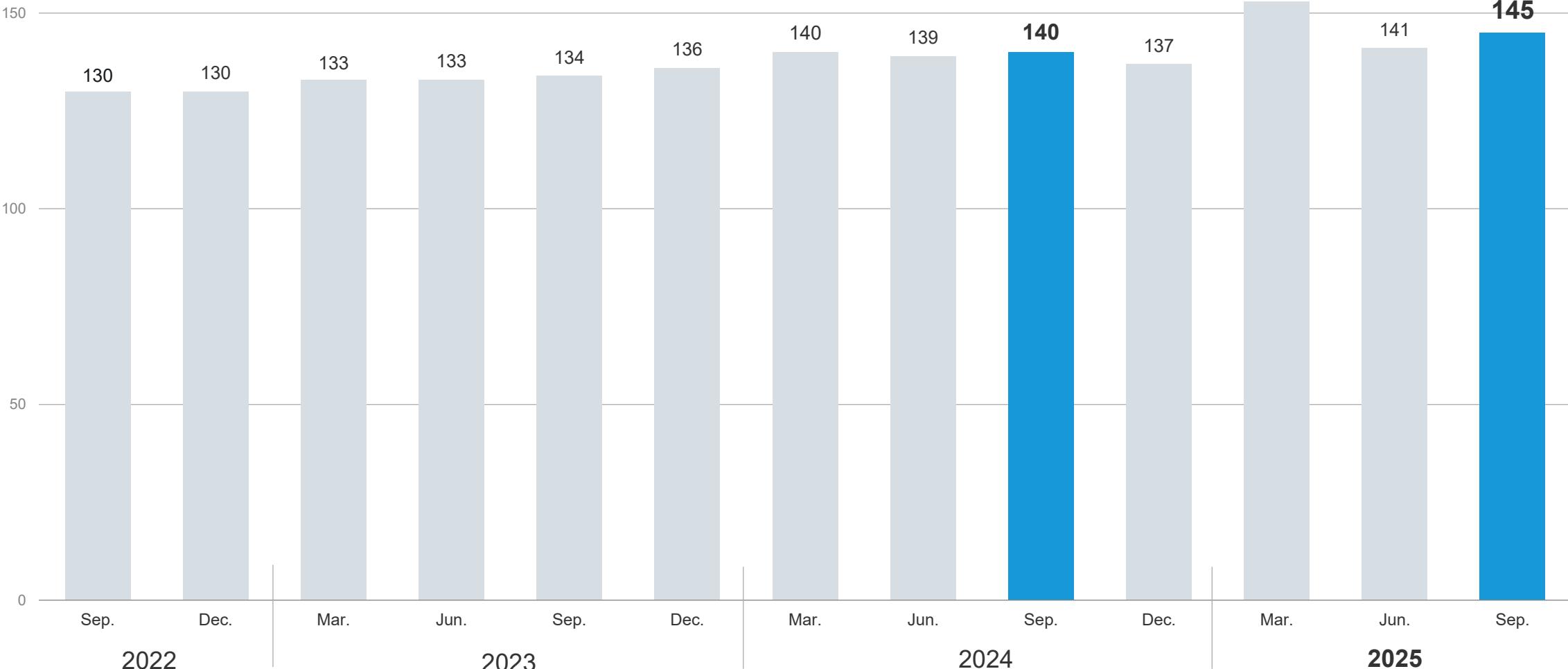
\*Figures rounded down to the nearest million yen

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

(Unit: Thousand yen)

## Monthly ARPU

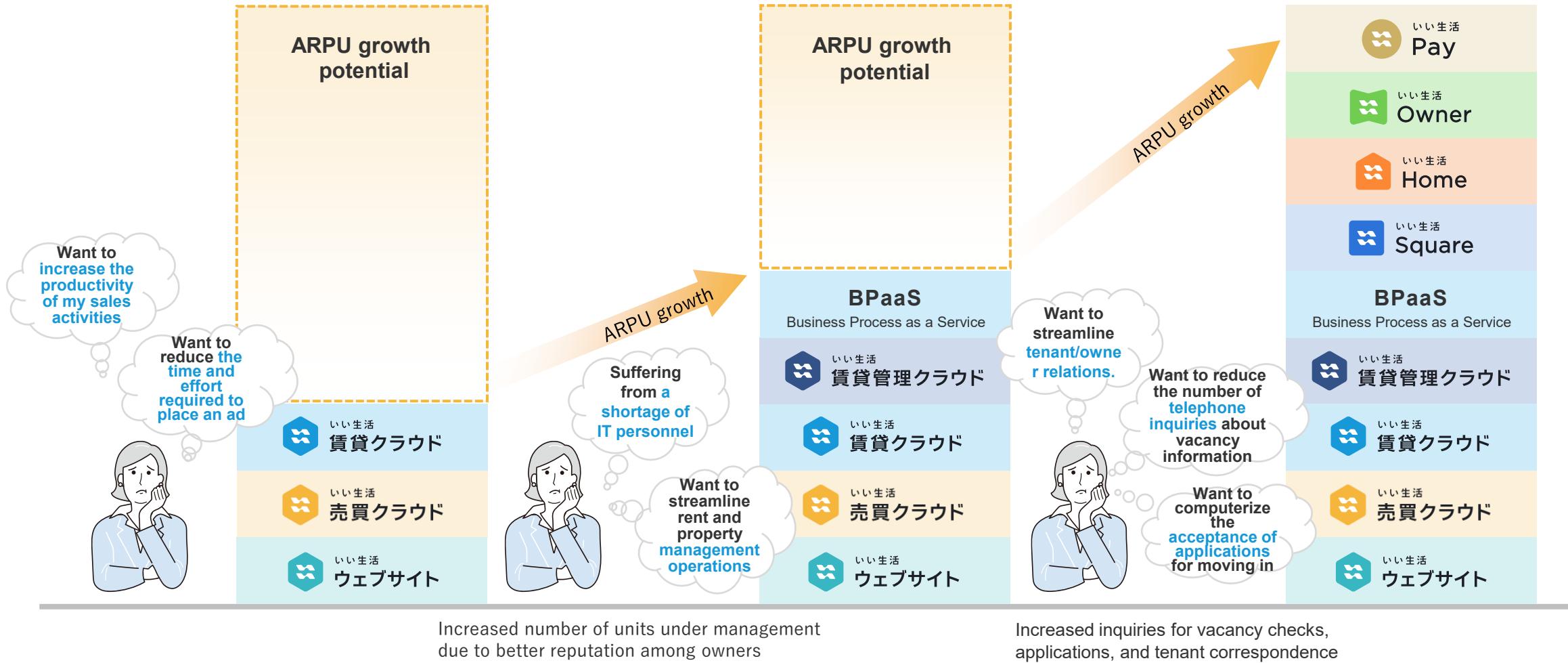
YonY  
+3.0%



\* Figures rounded down to the nearest million yen.

# Potential for ARPU Increase from Multi-Products

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



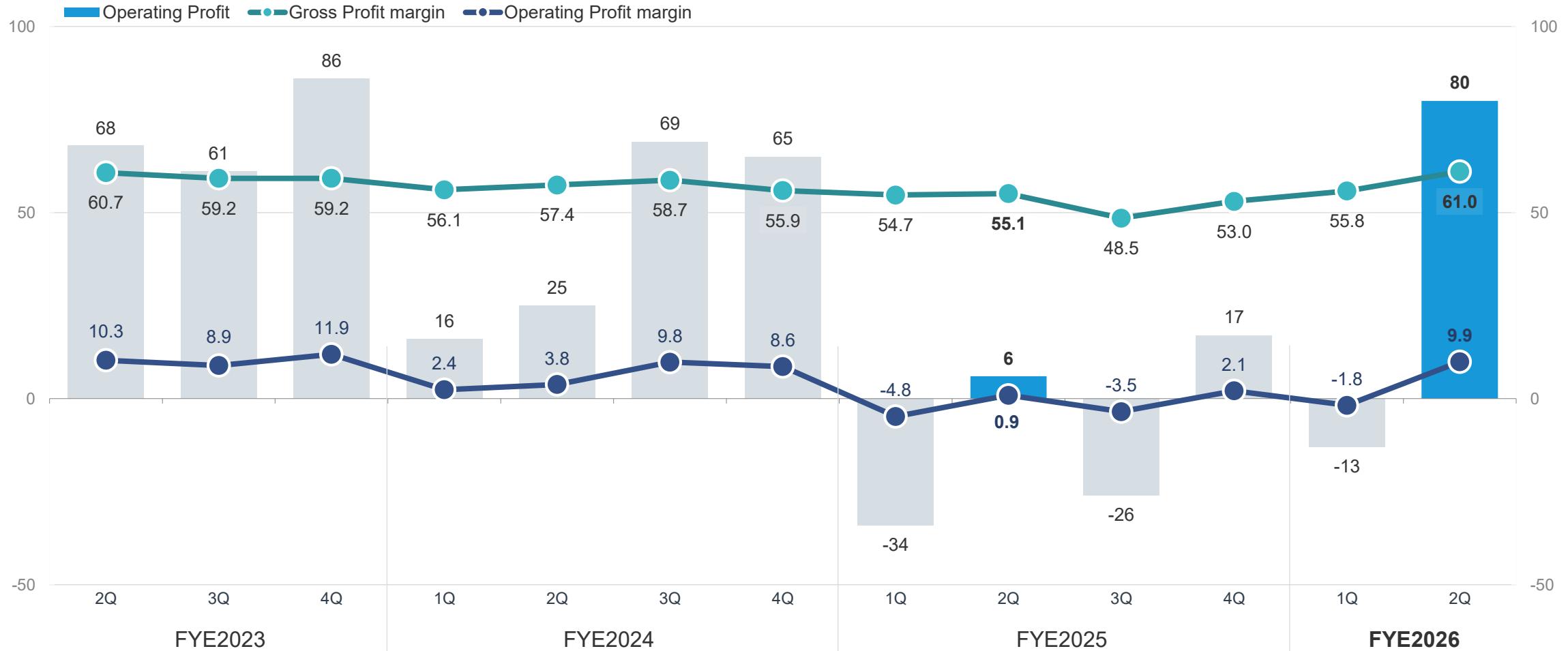
\* This is a partially modified image based on an actual customer case study.

# Profits Improved Significantly due to Sales Growth and Cost Efficiency

(Unit : Million yen)

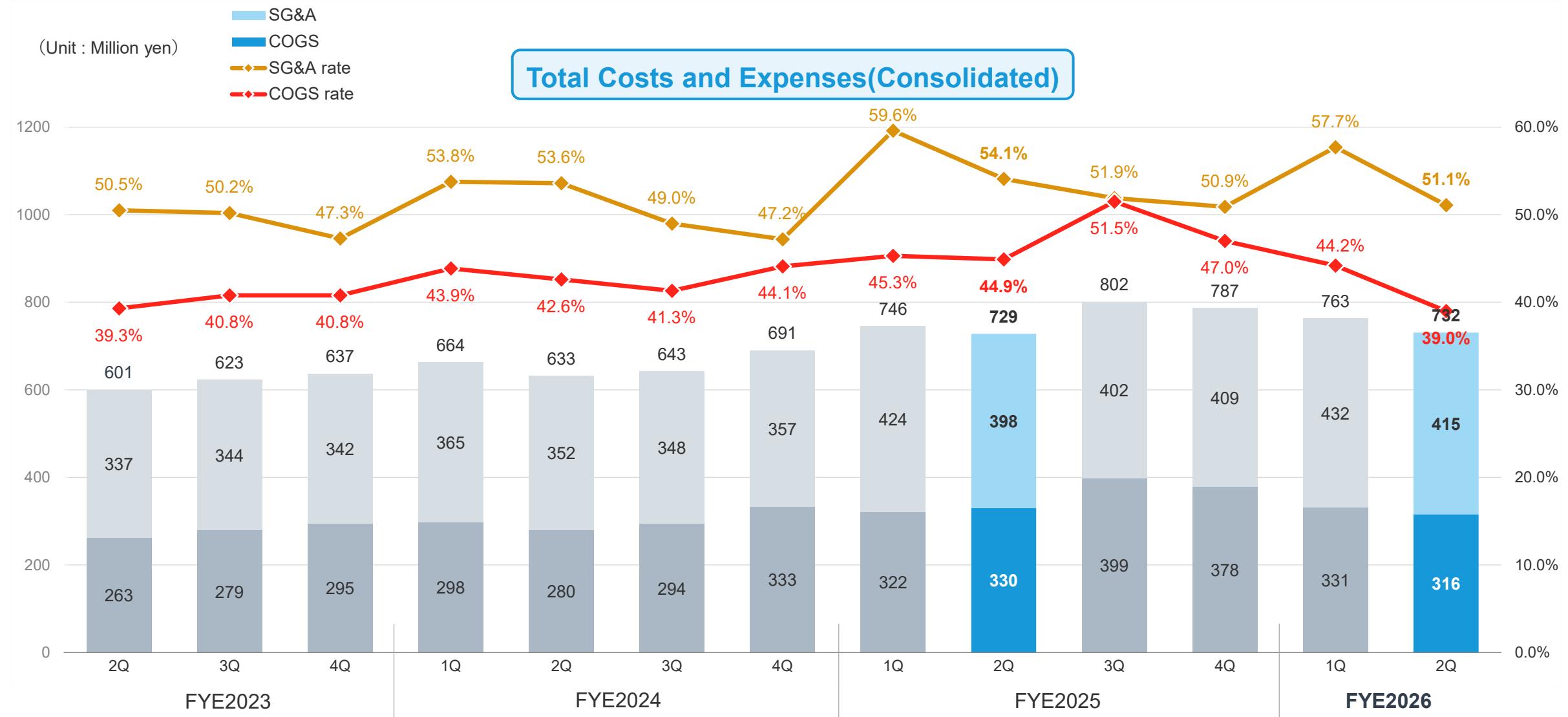
## Gross Profit Margin and Operating Profit (Consolidated)

(Unit : %)



\*Figures rounded down to the nearest million yen

# COGS and SG&A Ratios Improved YoY



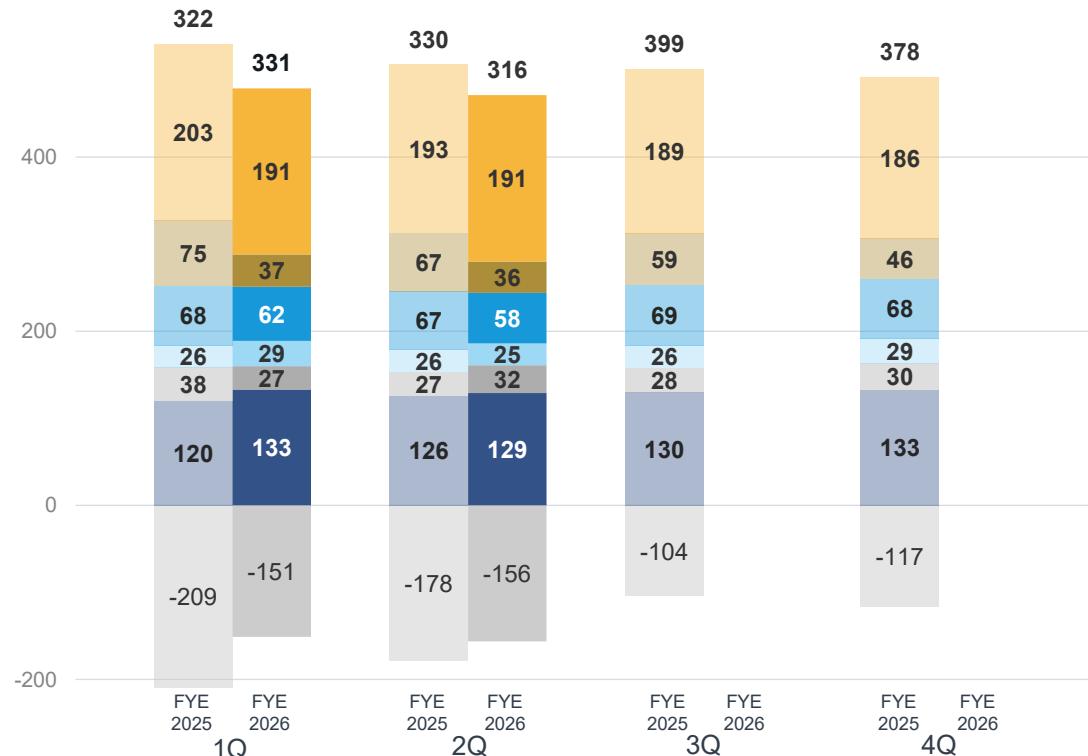
\*Figures rounded down to the nearest million yen

# Outsourcing Costs decreased YoY as Development Outsourcing were Shifted to In-house

## COGS (Consolidated)

Unit : Million yen

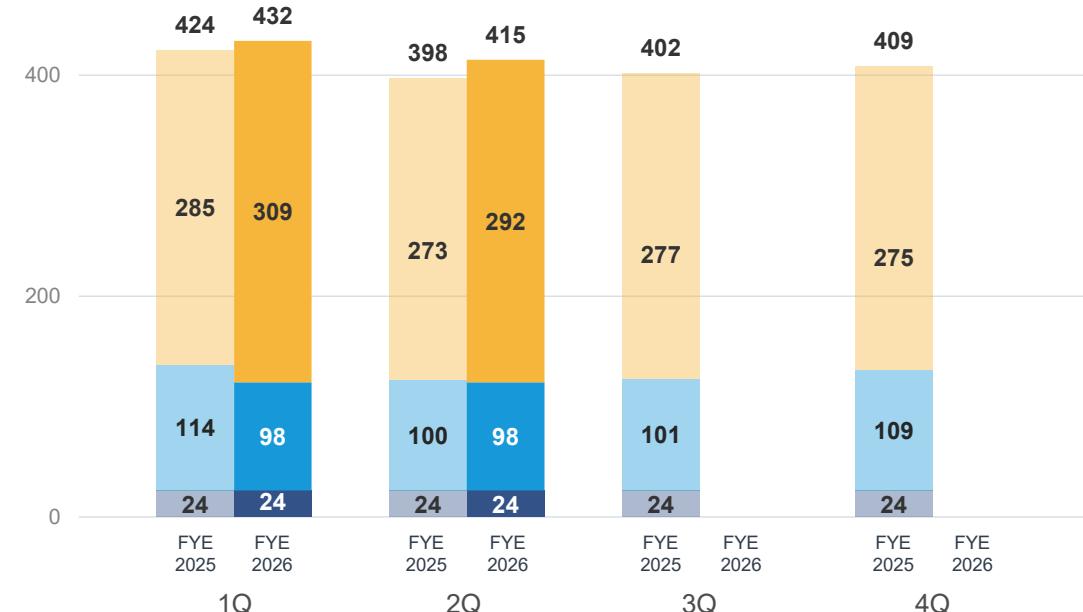
- Personnel expenses
- Outsourcing expenses
- Server/system costs(AWS)
- Server/system costs(others)
- Other expenses
- Depreciation expenses
- Temporary account of development investment



## SG&A (Consolidated)

Unit : Million yen

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



\*\*"Other expenses" in cost of sales include office rent, utilities, etc.. "Temporary account of development investment" consists of work in process under development, software in progress, etc.

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

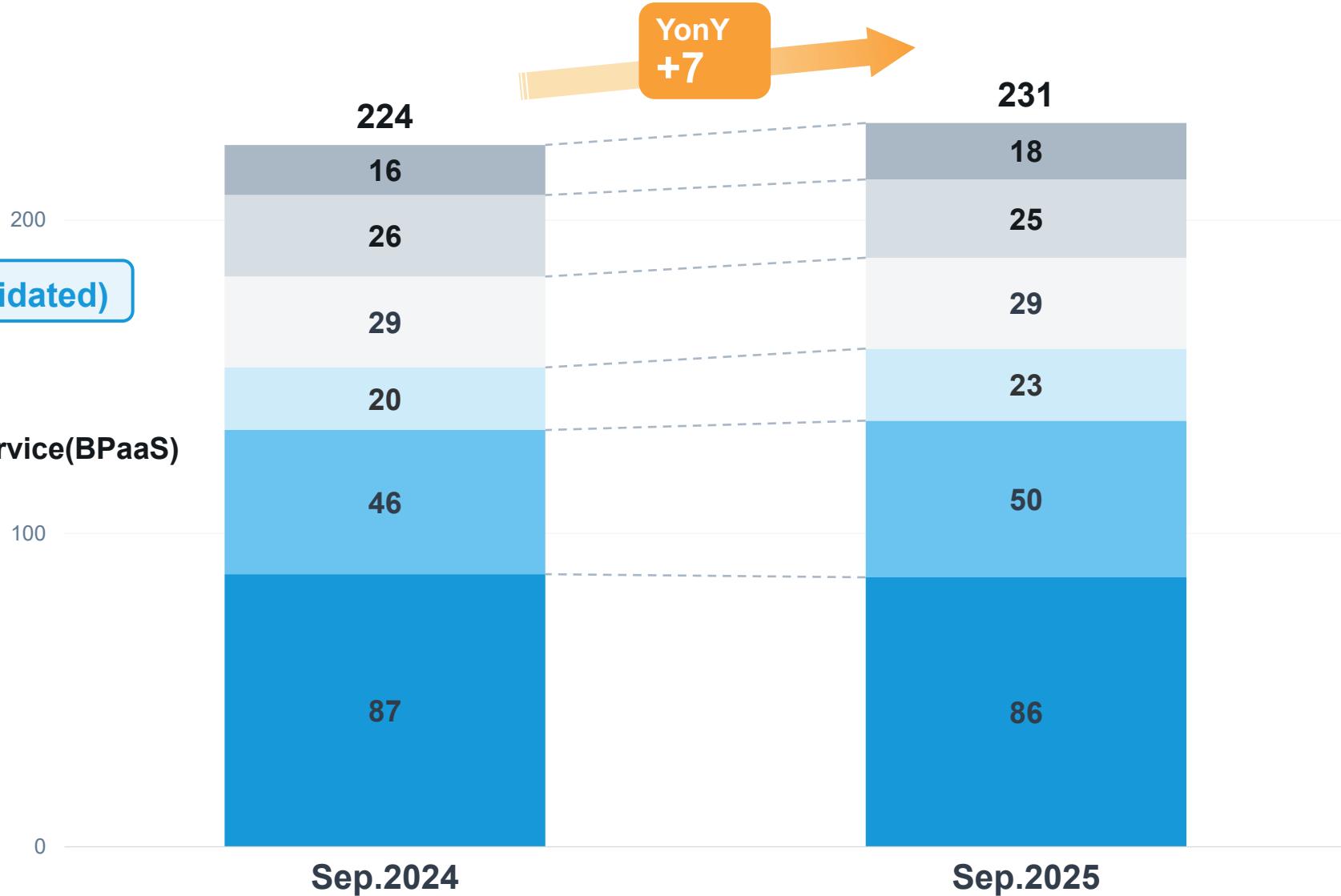
\* Other expenses" in SG&A expenses include expenses related to marketing, sales support, etc.

\* Figures rounded down to the nearest million yen.

# Number of Employees

## Number of employees (consolidated)

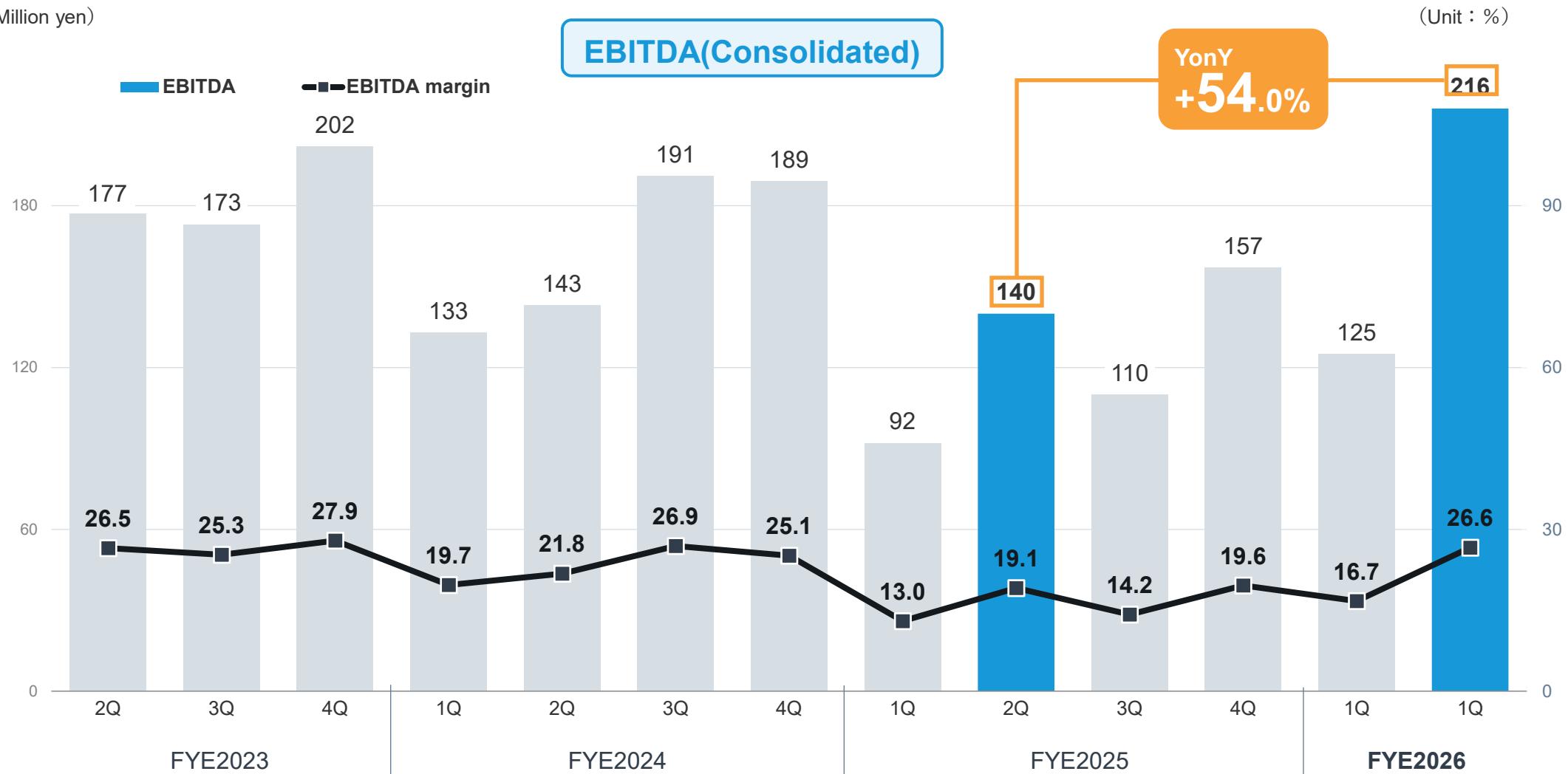
- Corporate
- Installation/operation support service(BPaaS)
- Customer success & support
- Consulting
- Sales & marketing
- Engineers



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

# EBITDA Reach New Record High, and EBITDA Margin also Improved Significantly

(Unit : Million yen)



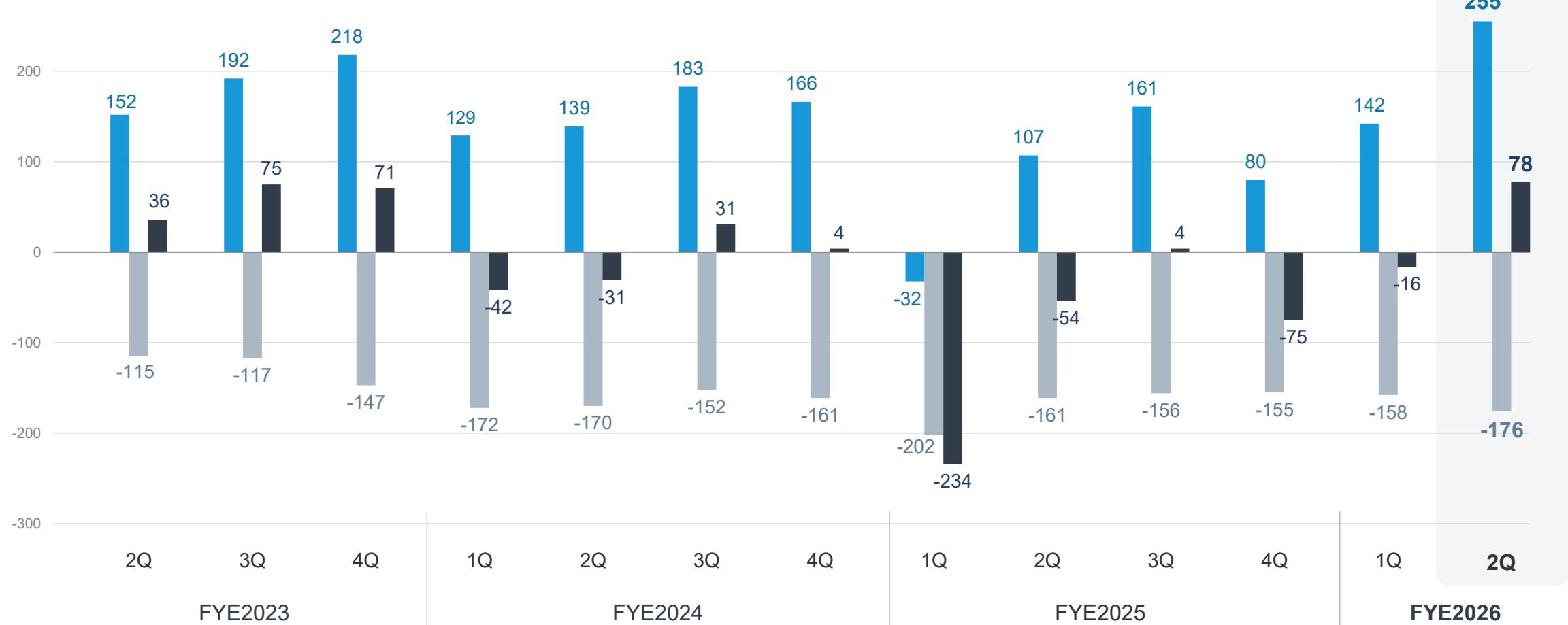
\*Figures rounded down to the nearest million yen

# Restoring the Balance between Operating and Investing CF

(Unit : Million yen)

■ Operating CF ■ Investing CF ■ FCF

## Free Cash Flow (Consolidated)

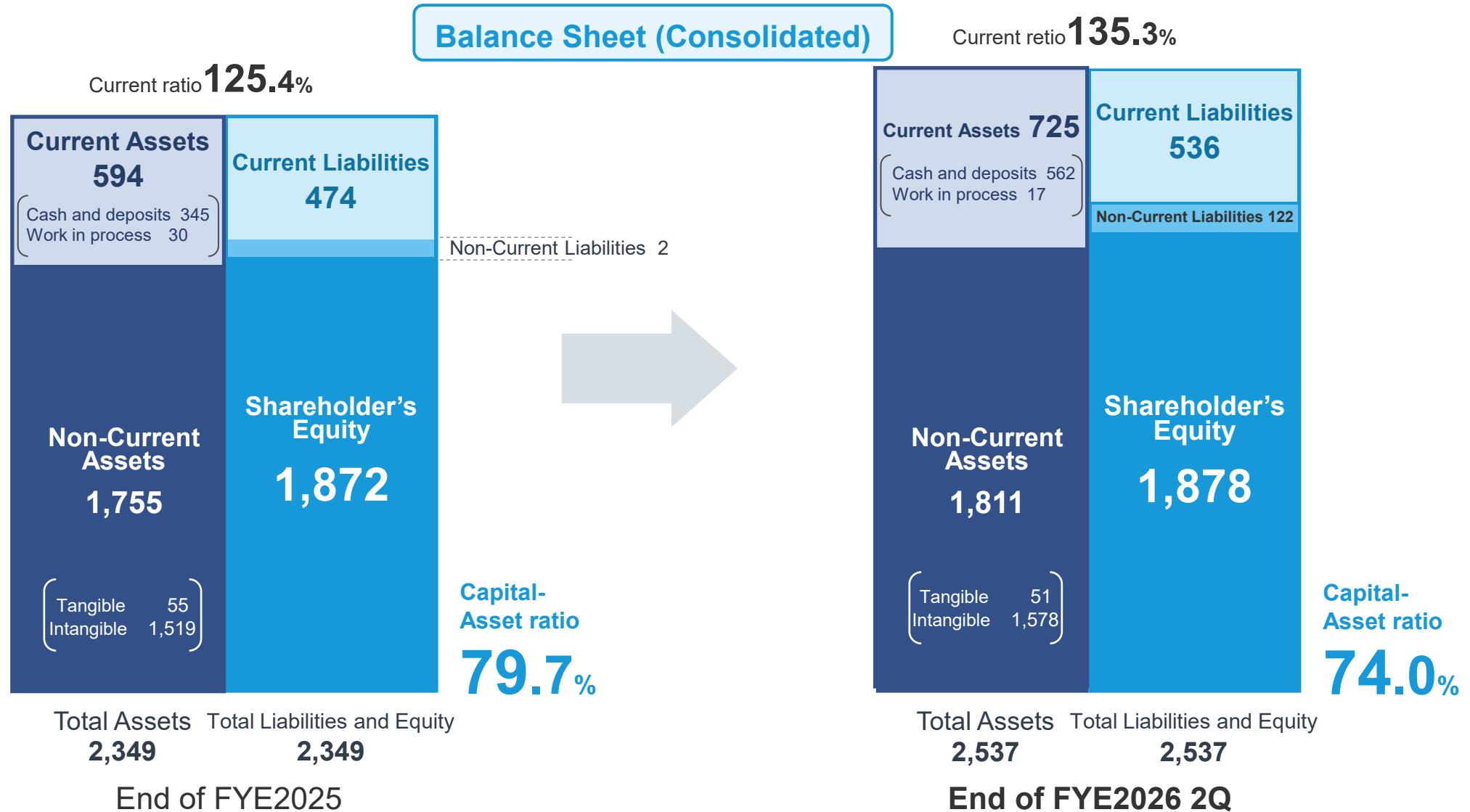


\* Free cash flow (FCF) = Operating cash flow (CF) + Investing cash flow (CF)

\* Figures rounded down to the nearest million yen.

# Secure Liquidity of Cash on Hand through Borrowing in Preparation for an Increase in Large-scale, Long-term Implementation Support Projects

(Unit : Million yen)



\* Figures rounded down to the nearest million yen.

# 2Q Implementation Results : Achieve **Centralized Management with a Full Lineup of SaaS**

## Aqua21,Inc

With a focus on community-based management, the company operates seven stores along the Tokyu Toyoko Line. In addition to real estate services such as rental management and rental brokerage, its in-house designed properties, such as step-floor designer rentals( <https://acuastage.com/> ) are also popular.

In addition to the "Rental Management Cloud" and "Website" that have been used up until now, "Rental Cloud Sales Support" and "Rental Cloud Property Advertising" have been introduced.

We support the promotion of services aimed at young users, such as streamlining property advertising operations, speedy responses to inquiries via smartphone, and smooth customer service using LINE.



## FUJITSU REALTY

Founded in 1978, we specialize in the Ogikubo area and provide a wide range of real estate services, including rental management and rental/sales brokerage.

We have comprehensively introduced the li Seikatsu Business Cloud series, including the Rental Management Cloud, to achieve centralized data management and significant improvements in business efficiency.

We support a focus on services for tenants and owners, such as preventing human error and providing speedy responses in a variety of tasks, including advertising on real estate portal sites, handling viewing reservations and tenant applications, and creating rental agreements.

( Case study interview :

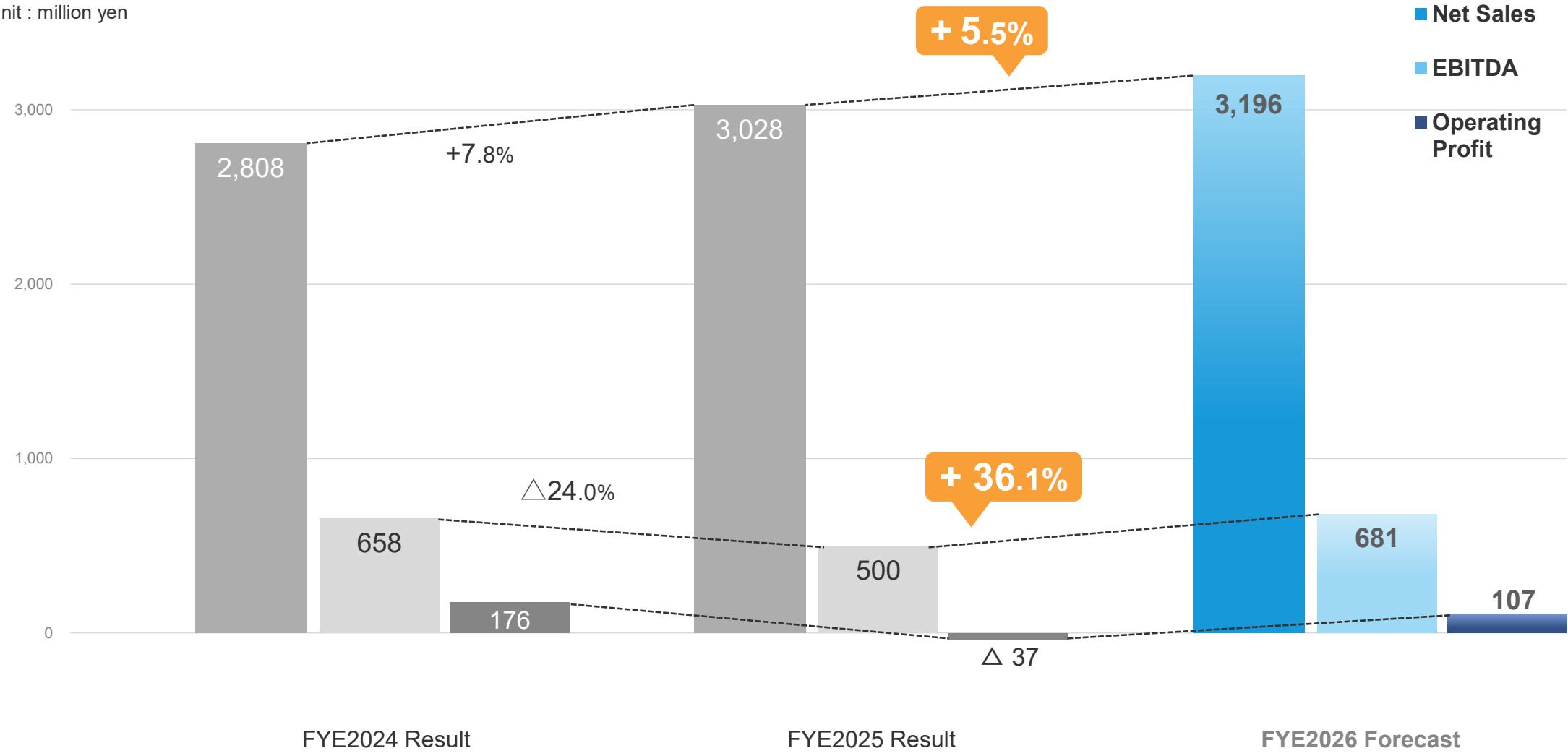
<https://www.es-service.net/example/fujitsu-fudousan/>)



# 3. Future Prospects

# Latest Results and FYE2026 Forecast (Consolidated)

Unit : million yen



(1,000)

# Basic Policy and Growth Strategy

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

Continue to focus on introducing SaaS to enterprise companies and regional core real estate companies. Solve problems with multiple products and **accompany them from data migration to operation.**

## 3 Aiming to increase transaction charges at いい生活 Square

As of the end of March 2025, approximately 23,000 companies have registered with "Good Life Square." The company aims to **expand transactions within the platform and increase pay-per-use charges.**

## 2 Strengthening multi-product strategies

We are preparing a **large-scale update in the sales and purchase area**, which is in high demand. We are also planning to release a building management function, further expanding our lineup for rental management companies.

## 4 Enhanced Data Modernization

Accelerate data migration from clients' old systems. **Redefine clients' legacy data as "information assets" and maximize their value with our SaaS.**

# Joint Development of an App for Office Building Tenants



Original app for tenant companies



- Jointly developed an app for office building tenants with Sun Frontier Fudousan Co. Ltd., promoting digital transformation in the area of communication between office building management companies and tenant companies.
- A specialized solution for office buildings that meets the diverse needs of tenant companies with a variety of uses and user numbers
- Based on this knowledge, We plans to develop services for the office building management market, aiming to become a platform for services for tenant companies and their employees.

# New Release of “e-Seikatsu Building Management Cloud”

**Oct 2025**  
New Service release

**contract management**



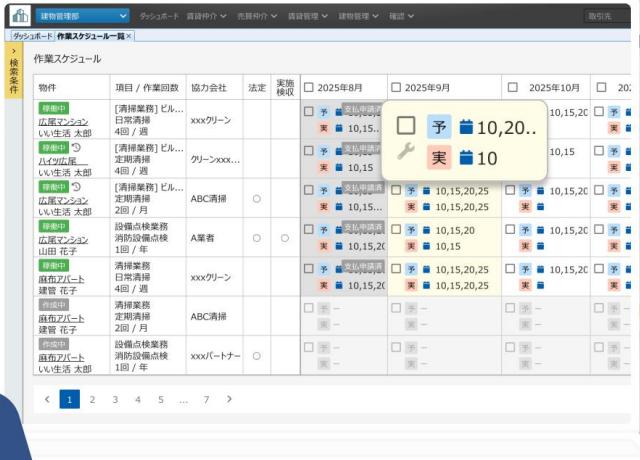
**One-Stop DX promotion**

いい生活  
賃貸管理クラウド 連携

**PM·BM**

## Visualize and optimize cost balance through **budget-actual management**

**Billing and Payment**



**Inspection**

**Repair**

- Promoting digital transformation in the building maintenance (PM/BM) field for rental management, improving operational efficiency
- Improve the efficiency of all building maintenance and preservation operations, including collaboration with maintenance and repair companies, computerization of contracts, billing, and payment procedures, and facility inspection management.
- Covering a wider range of business and diverse needs of rental property management, further enhancing the competitiveness of SaaS for rental property management

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

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

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

May 2025

Town-Housing Inc.

Nationwide



July 2025

Haga Inc.

Fukuoka



October 2025

TOEI HOUSING  
CORPORATION

Tokyo

JALUX Inc.

Tokyo



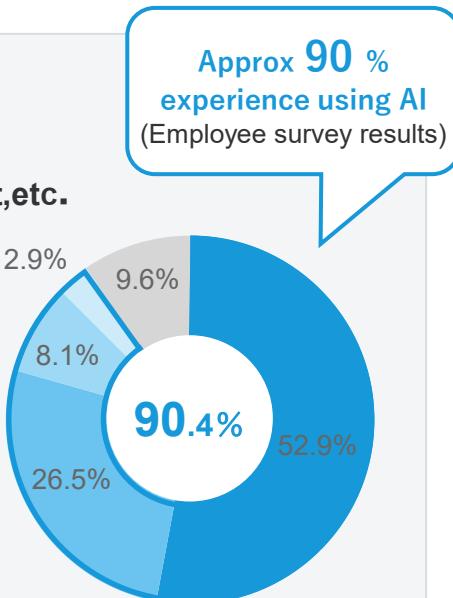
# Initiatives to Utilize Generative AI

## Stance toward AI

### Promoting in-house use in software development,etc.

#### Do you use generative AI in your work? (n=136)

- I use it almost every day
- I use it several times a week
- I use it a few times a month
- I've used it in the past, but I don't use it now
- Not used



### Utilizing various generative AI for various purpose across all internal operations

#### Generative AI used

- Gemini(CLI/DeepReserch)
- NotebookLM
- Copilot
- ChatGPT
- Claude Code etc.

#### Example of use

- Programming and Code Generation
- Email/chat document creation/correction
- Minutes and document summaries
- Idea generation and brainstorming
- Information gathering and research

Individuals and organizations continue to experiment while keeping up with the ever-advancing technological innovations

## Product installation status (partial excerpt)

- Sales support SaaS equipped with AI message generation function, responding quickly to inquiries from potential customers and supporting more efficient sales activities
- Bulk registration of images taken with a smartphone, automatic category determination and classification with high accuracy by AI, and on-site registration of photos taken at the property

New feature release

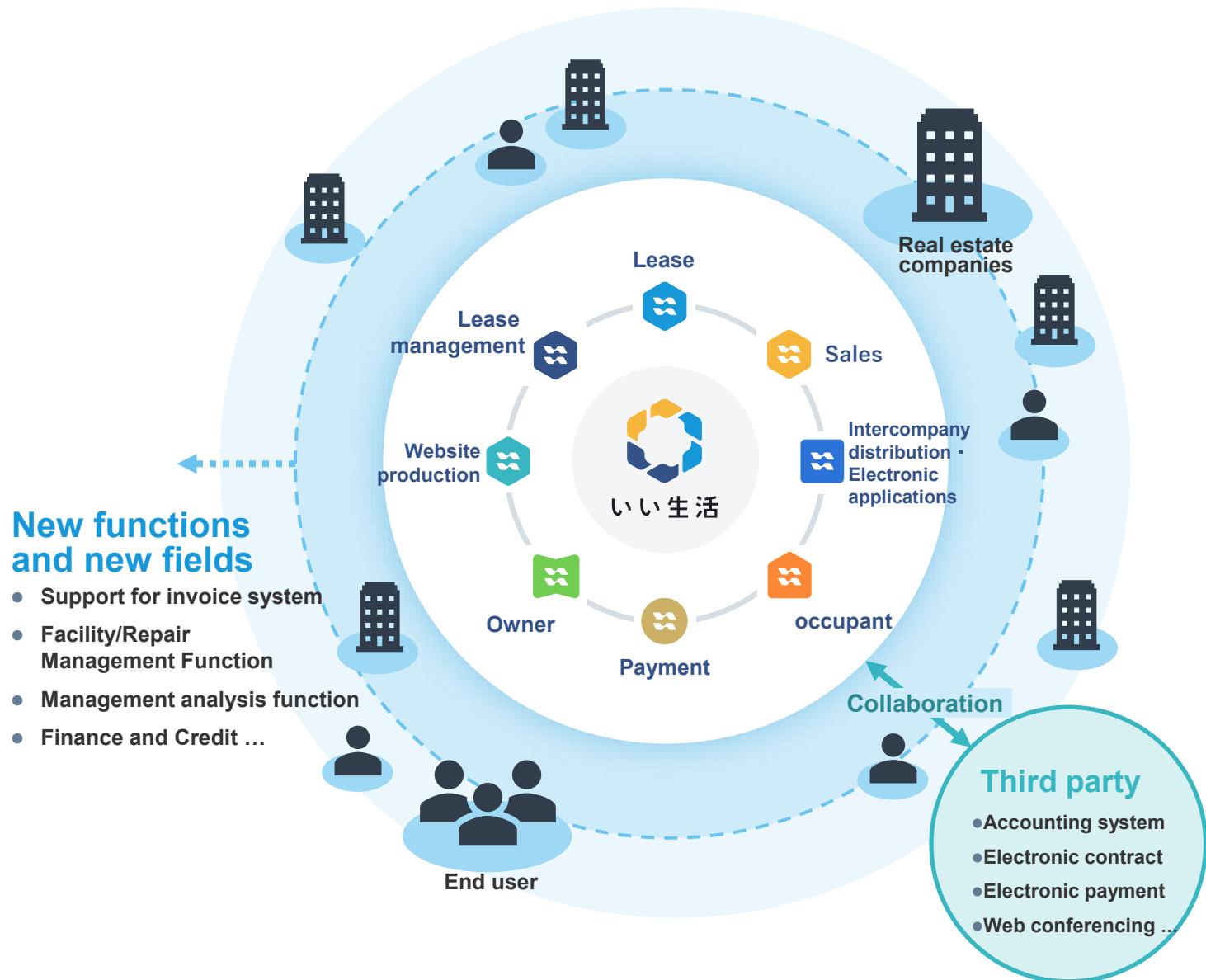
いい生活 賃貸クラウド 営業支援

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## AI message generation

AI-powered automated message generation contributes to significant improvements in sales efficiency

# Our Product Vision for DX in the Real Estate Market

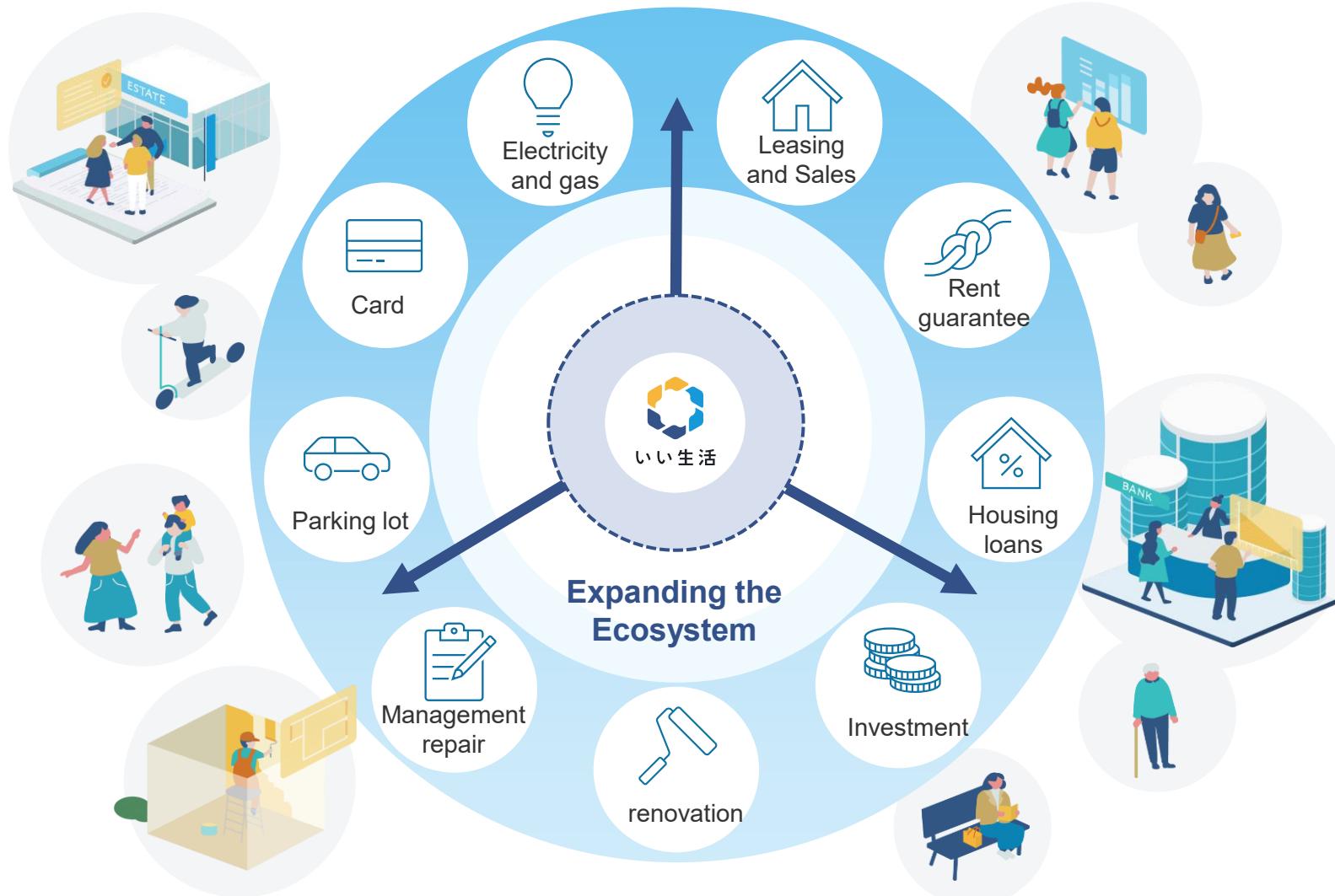


## Further promotion of multi-products in the real estate tech area

- Our SaaS covers all business areas, **real-time data collaboration** between tools without human intervention
- **Optimize the user's entire business** by integrating with a wide variety of third-party systems.
- Expanded new features for **wider DX of operations**

# Into a Platform that Gathers All Real Estate Related Data

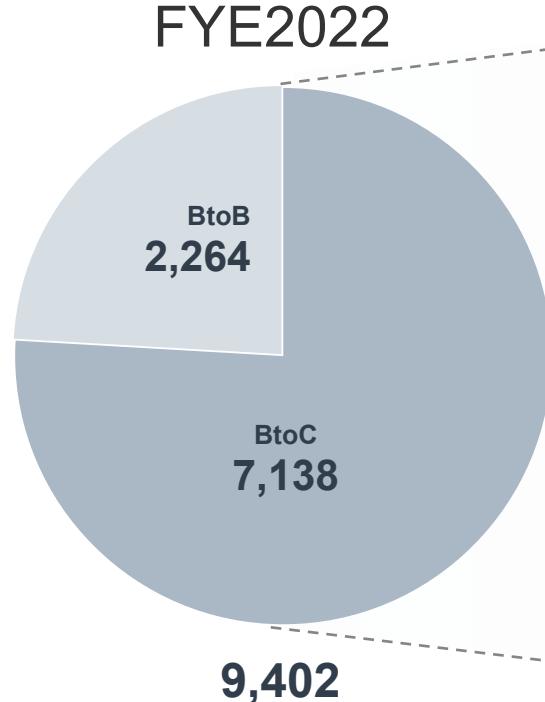
DXing the market to create platforms and marketplaces to expand the ecosystem



- **A platform** that gathers all kinds of data related to real estate using SaaS as a mediator
- **A marketplace** where a variety of transactions are actively developed based on a wealth of data
- Expanding the ecosystem in the proximity area through value creation brought about by the DX-ization of the real estate market

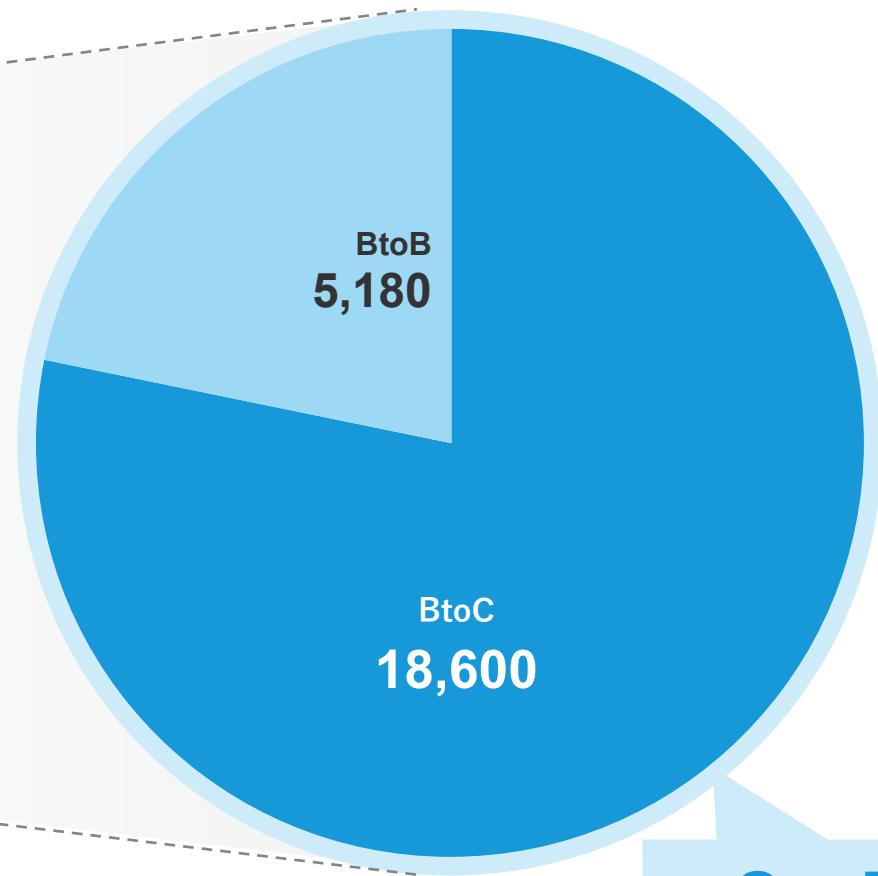
# Real Estate Tech Market Continues to Grow

(Unit: JPY100 million)



252.9%

FYE2030(Forecast)



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

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

Note: Operator Sales Basis

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

**Our TAM**  
Total Addressable Market

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

## Target Indicators

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

- Real estate: Number of business establishments in Japan (FY2021) : 315,666
- Average office unit price: approximately 40,000 yen

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

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

## SAM (Note 2)

Approximately  
**126.2 billion Yen/Fiscal Year**

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

## Market Size of Real Estate Tech as a whole (FY2030 Forecast)

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

## TAM (Note 3)

Approximately  
**2.3 trillion Yen/Fiscal Year**

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

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

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

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

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

Reference

# 1 Our Branding



不動産市場に、テクノロジーを  
**いい生活**

### Mission

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

### Vision

**Create society where  
comfortable life circulates.**

### Statement

More kindness.

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

More clarity.

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

More diversity.

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

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

and have accumulated a wealth of data and trust.

To create a new standard together with our customers.

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

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

When life changes, when life continues.

At every point of contact,

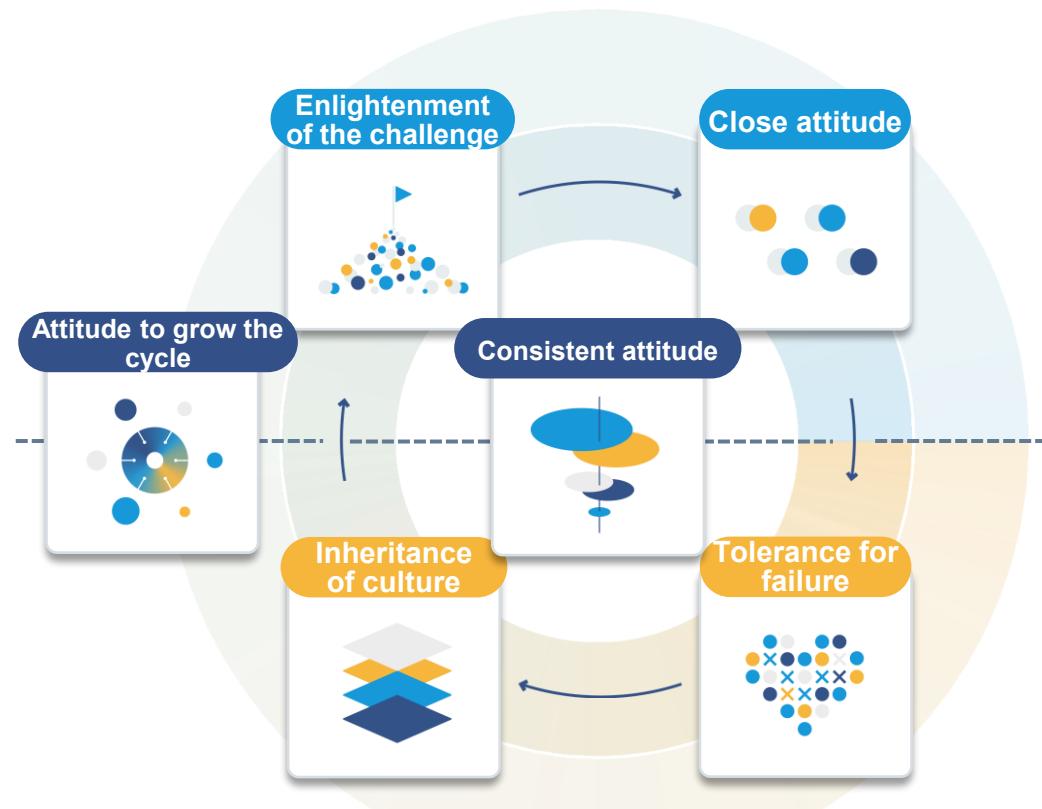
we want to provide rich and clear choices, and to connect people and their good lives by seamlessly linking data.

Create a social system in which a comfortable life circulates.

That is our mission.

# Unique Values That Support Our Growth

## Business (External)



## Organization (Internal)

### Enlightenment of the challenge

#### Keep setting a new standard.

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

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

### Close attitude

#### Advance forward with perspective just right.

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

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

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

### Consistent attitude

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

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

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

### Attitude to grow the cycle

#### Generate a chemical bond by various talents.

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

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

### Inheritance of culture

#### Make our history by accumulating trust from others.

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

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

### Tolerance for failure

#### Love challenges and failures we meet altogether.

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

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

# Product Branding



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

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

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

Reference

## ② Our Products

# e-Seikatsu Rental Brokerage Cloud

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

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



## [Sales Support]

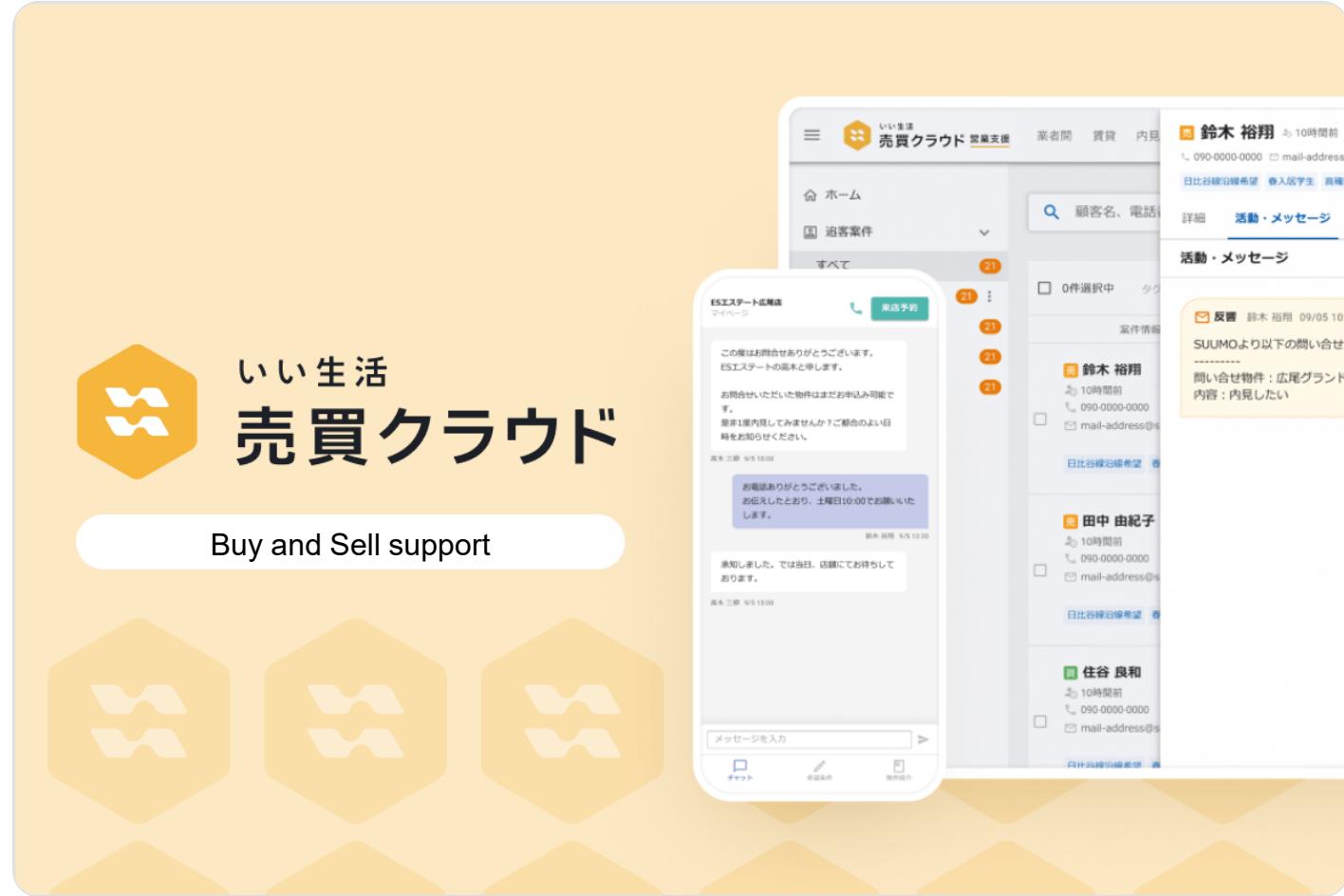
- Supports smartphones, tablets, and other devices, and manages a wide range of interactions such as LINE and web chat on a single screen
- Real-time linkage with e-Seikatsu database, and smooth transition to electronic applications and contracts
- Equipped with hot lead function that visualizes highly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

## [Properties Advertising]

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

# e-Seikatsu Sales Brokerage Cloud

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

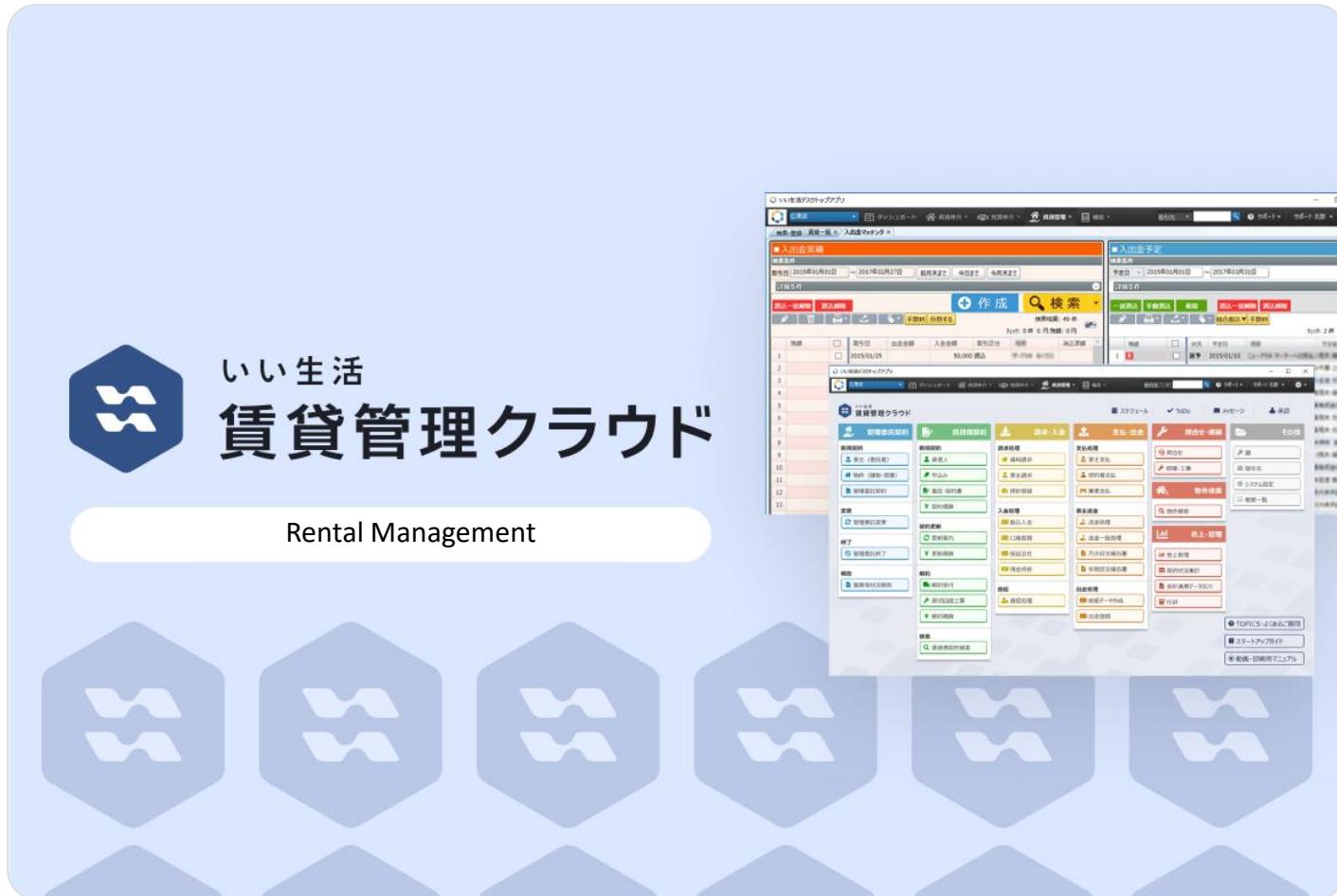


- Maximize opportunities to interact with management customers on a single screen for various types of communication, such as LINE and Web chat, for smartphones, tablets, and other devices.
- Complete My Page for Customers. Supporting sales activities by automatically responding to customer feedback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

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

# e-Seikatsu Rental Management Cloud

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



- Centralized management of all information relating to real estate leasing management
- Can share information in multiple stores by taking advantage of SaaS's advantages
  - ✓ Explanation of important matters for owners
  - ✓ Management consignment contract and lease contract management
  - ✓ Rent management, income and expenditure reports, and preparation of periodic reports
- Achieving greater operational efficiency and DX by combining and collaborating with other services, such as Web tenant applications

# e-Seikatsu Website

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

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



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

# e-Seikatsu Square

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

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



\* The number of corporations registered as of August 2025 as "e-Seikatsu accounts" that are free of charge between e-Seikatsu services.

## [e-Seikatsu Square]

- Direct real-time linkage of information from SaaS used by each management company
- Information on properties with abundant images and abundant contents
- Free accounts for rental brokerage firms

## [Reserving a viewing/Web application]

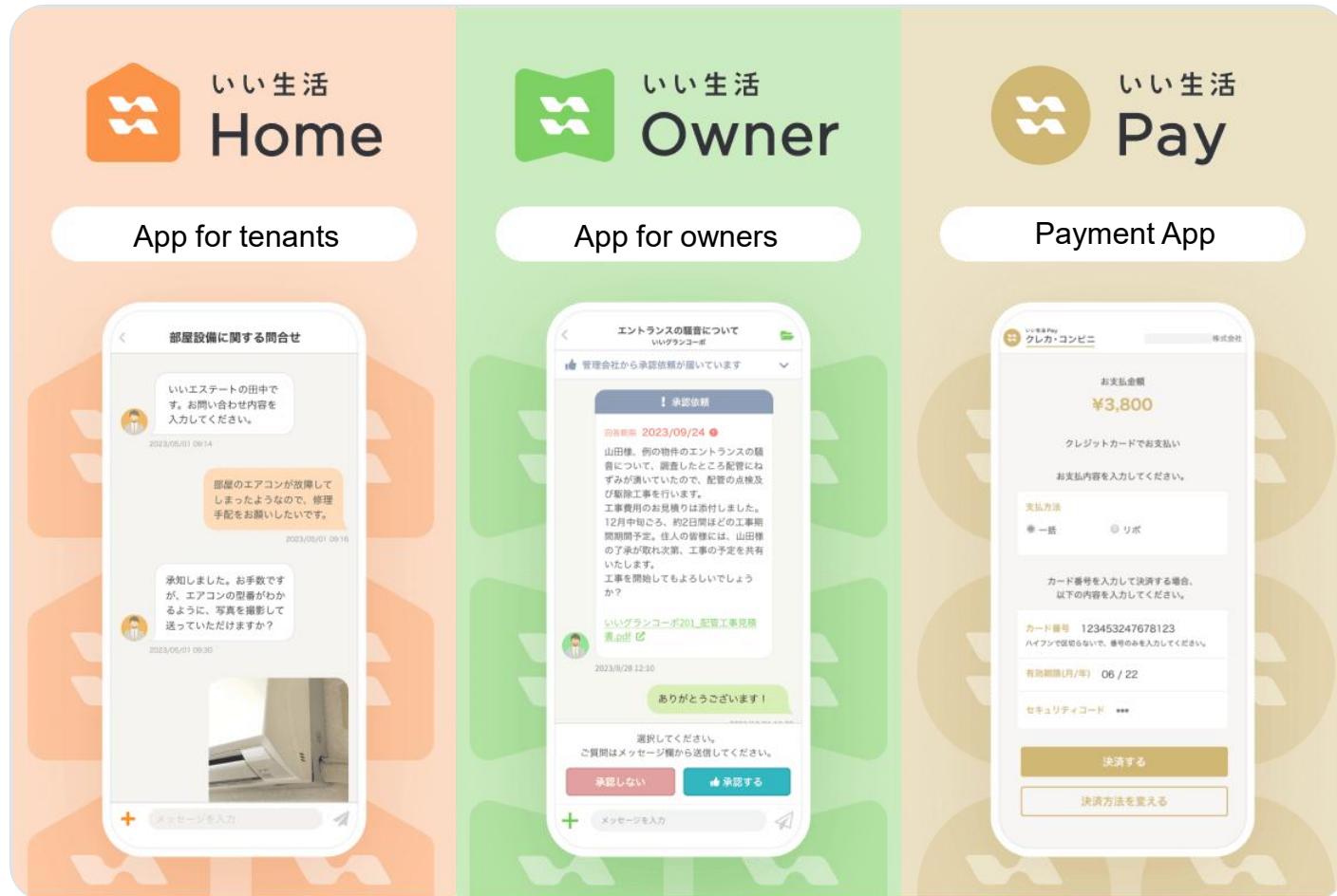
- Available 24 hours a day, 365 days a year for automation of application and acceptance between brokerage company and management company
- Applications can be submitted from a mobile phone, and applications are accepted and screened paperless.
- To collaborate with rent guarantee companies

## [e-Seikatsu Square]

Number of registered corporations  
**over 25,000 companies**

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

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



\* Cumulative number of valid resident IDs as of August 2025.

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

- The App for owners can send income and expenditure reports and send a repair estimate, etc.
- In App for tenants, equipment status can be communicated using photographs and videos, and payments and applications for withdrawal can also be made
- The Payment App provides a payment function that can be completed on a smartphone.

Valid occupant ID:

**More than 210,000**

Reference

# ③ Company Profile

# Our History

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

**2001**

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

**2006**

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

**2013**

Cloud for rental management was released.

**2019**

Web application feature released.

**2018**

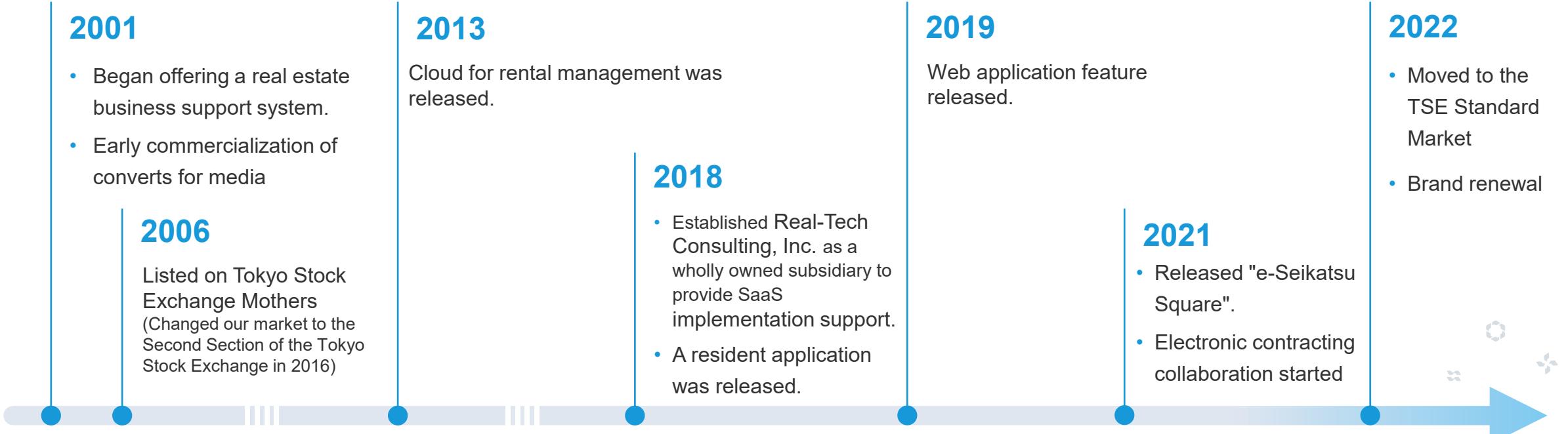
- Established Real-Tech Consulting, Inc. as a wholly owned subsidiary to provide SaaS implementation support.
- A resident application was released.

**2021**

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

**2022**

- Moved to the TSE Standard Market
- Brand renewal



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

# Measures to Realize Management that Takes into Account Capital Costs and Stock Prices

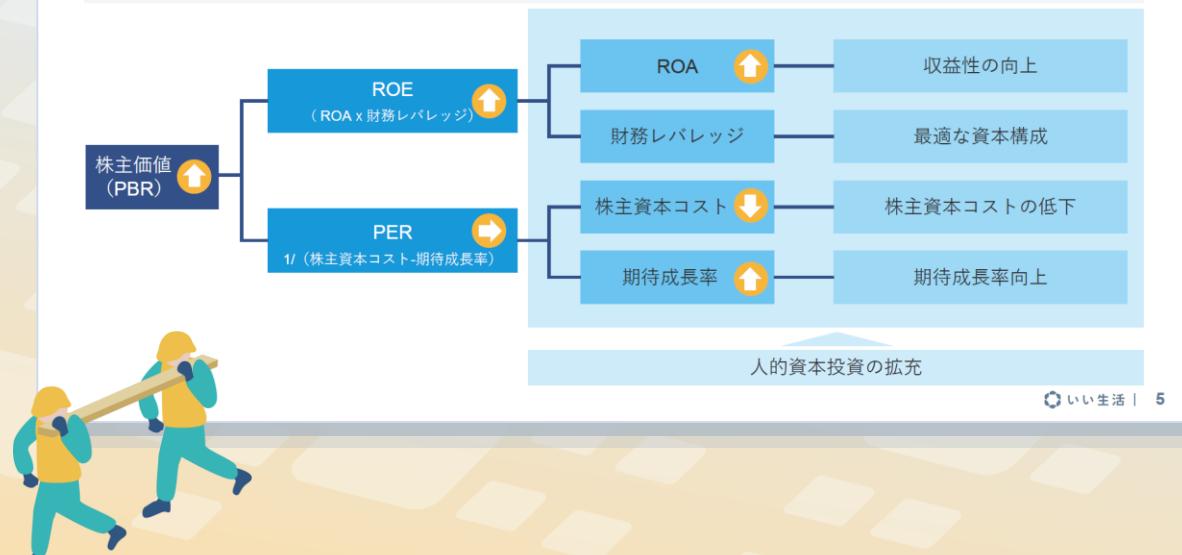
We disclose information regarding capital costs and return on capital with the aim of achieving sustainable growth and increasing our medium- to long-term corporate value.



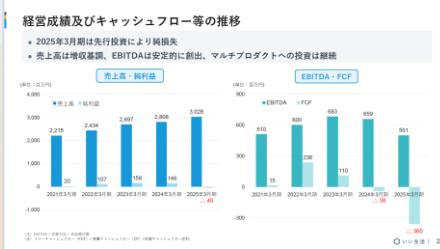
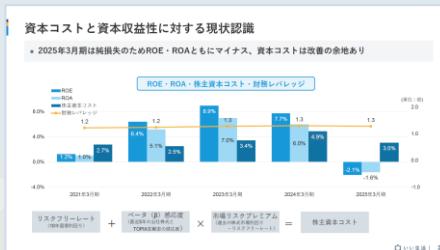
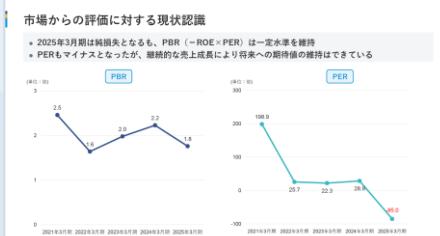
## Future action plans for improvement

### 資本コストや株価を意識した経営の実現に向けた取組みの全体像

- 無形資産（ソフトウェア）の価値向上を図りながら、SaaSサブスクリプションの売上を伸ばすことでも2026年3月期は黒字化、ROAを向上させROE・PBRの向上を目指す
- 丁寧なIRで株主資本コストを下げ、成長戦略の発信強化で市場の期待成長率向上、PERを維持する
- 人的資本など非財務資本への投資を通じ、ROE・PERの各要素に働きかける



## Analysis and evaluation



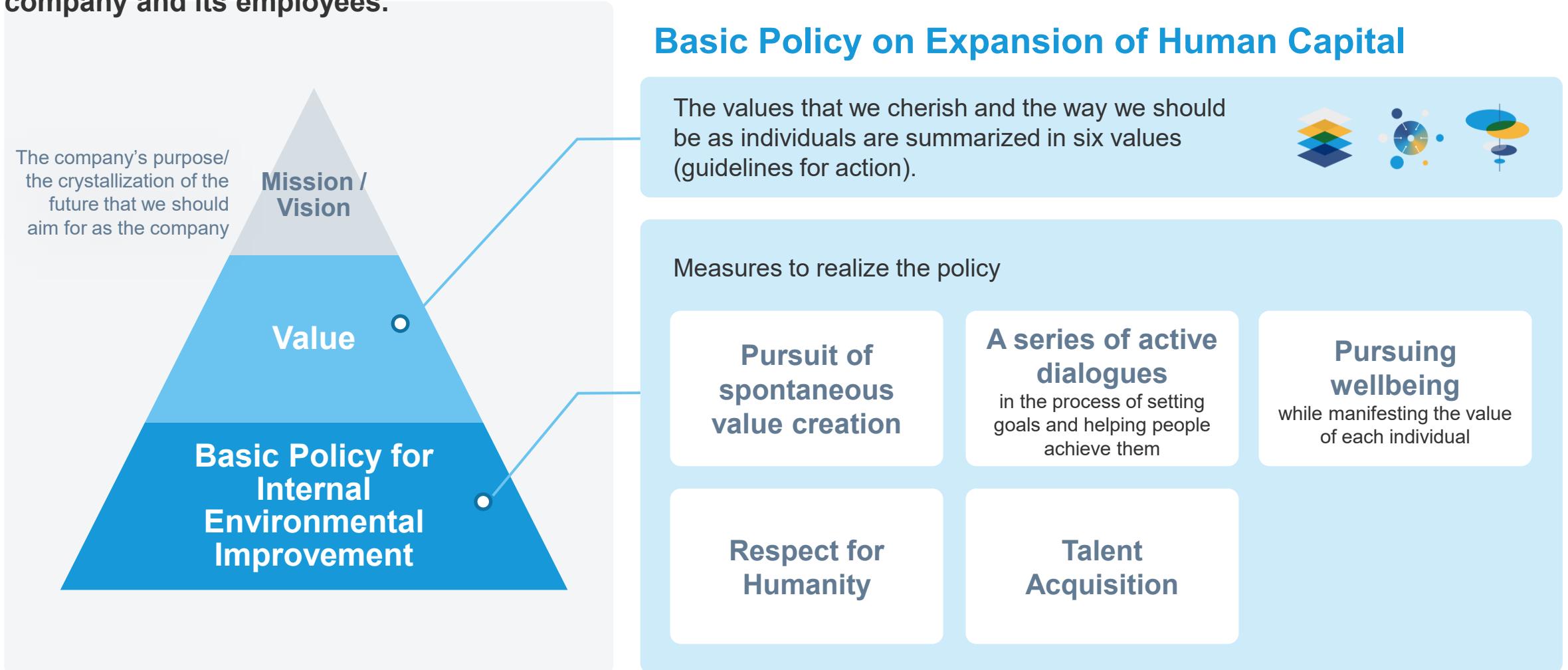
You can download the full version from the following URL:

[https://www.e-seikatsu.info/aboutUs/pdf/cost\\_of\\_capital\\_analysis.pdf](https://www.e-seikatsu.info/aboutUs/pdf/cost_of_capital_analysis.pdf)



# Basic Policy on Expansion of Human Capital

We aim for a win-win relationship between society and the company, and a win-win relationship between the company and its employees.



# Access to the Research Analyst Report

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

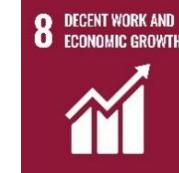


The image displays a collection of FISCO research reports and charts. The reports are titled 'COMPANY RESEARCH AND ANALYSIS REPORT' and are dated '2025年7月17日(木)'. The charts include a line graph titled 'MRO取引の推移' and a bar chart titled '人材紹介の推移'. A large blue circle in the top right corner contains the text 'July 2025 Updated'.

The full corporate research report (Japanese only) by FISCO Ltd. can be downloaded at the following URL;  
<https://www.fisco.co.jp/wordpress/wp-content/uploads/FISCO/e-seikatsu20250717.pdf>

# Sustainability : Our Action

We contribute to solving various social issues through our business. Our materiality is as follows.

Materiality of e-Seikatsu	Related goals
<b>Creating of personnel who would trigger changes</b> <ul style="list-style-type: none"><li>Creation of advanced IT personnel</li><li>Promotion of new workstyles</li><li>To provide a wide range of personnel with opportunities to flourish</li></ul>	 <b>4</b> QUALITY EDUCATION  <b>5</b> GENDER EQUALITY  <b>8</b> DECENT WORK AND ECONOMIC GROWTH
<b>Offering innovative, high-quality services that would bring added value to society</b> <ul style="list-style-type: none"><li>Creation of services with high added social value</li><li>Continuous improvement in quality</li><li>Emphasis on information security</li></ul>	 <b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE  <b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION
<b>Improving the residential environment through business</b> <ul style="list-style-type: none"><li>Formation of the appropriate real estate market by adopting IT</li><li>To secure the appropriate accessibility to the market for all people by rationalizing the market</li><li>To contribute to the development of the real estate market as a base for supporting people and society in cooperation with stakeholders</li></ul>	 <b>11</b> SUSTAINABLE CITIES AND COMMUNITIES
<b>Building an environmentally-friendly, affluent, sustainable society with IT and DX</b> <ul style="list-style-type: none"><li>To execute business operations with low environmental burdens</li><li>To contribute to the online market and the environmentally-friendly real estate industry in cooperation with stakeholders</li><li>To contribute to the sound development of local communities in cooperation with stakeholders throughout Japan</li></ul>	 <b>13</b> CLIMATE ACTION  <b>15</b> LIFE ON LAND  <b>17</b> PARTNERSHIPS FOR THE GOALS

\*\*SDGs" stands for Sustainable Development Goals. International goals for realizing a sustainable, better world by 2030, adopted at the UN Summit in Sep. 2015. Composed of 17 goals and 169 targets.

# Sustainability : Acquired Certification

e-Seikatsu has obtained various certifications to ensure the sustainable provision of reliable and secure services.

## Health & Productivity Management Outstanding Organizations 2025

(Large Enterprise Category)

The company was certified as a "Health & Productivity Management Outstanding Organizations 2025 (Large Enterprise Category)" by the Ministry of Economy, Trade and Industry, the Ministry of Health, Labour and Welfare, and the Nippon Kenko Kaigi.(We are certified for the fifth year in a row.)



## DX Certified Business Operators

We obtained certification under the DX certification system established by the Ministry of Economy, Trade and Industry.



## Partnership Construction Declaration

We endorse the Declaration on the Establishment of Partnerships issued by the Small and Medium Enterprise Agency.



## ISMS and ITSMS

- ISMS (ISO27001) International Standard for Information Security.
- International standard for ISMS (ISO 27017) cloud security.
- ITSMS (ISO 20000) International standard for IT service management.



## Security of cloud services Information Disclosure Certification System for Reliability

"ES e-Bukken One" has obtained certification under the "Information Disclosure Certification System for the Safety and Reliability of Cloud Services" as a cloud service for which information is appropriately disclosed based on guidelines published by the Ministry of Internal Affairs and Communications.



0183-1412

\* Health & Productivity Management Outstanding Organizations : The award system to honor Corporations such as large enterprises and SMEs that implement particularly good health management based on initiatives tailored to local health issues and health promotion initiatives promoted by the Nippon Kenko Kaigi.

\* DX Certified Business Operators : Based on the Act on Promotion of Information Processing, DX-certified businesses have already established visions, strategies, and systems to implement DX (DX-Ready). A system approved by the Minister of Economy, Trade and Industry.

\* Partnership Declaration : Enterprises of all sizes and sizes in the position of "orderer" declare "coexistence and co-prosperity of the entire supply chain and new partnerships (inter-enterprise partnerships, IT implementations support, matching specialists and green procurement, etc.,)" and "compliance with promotion standards", regardless of the size of the enterprise..

# Company Profile

<b>Established :</b>	January 21, 2000			
<b>Paid-in Capital :</b>	628,411,540 yen (As of the end of September 2025)			
<b>Listing :</b>	Tokyo Stock Exchange Standard Market (Code: 3796)			
<b>Banks :</b>	Resona Bank, Ltd., Mizuho Bank, Ltd., Sumitomo Mitsui Banking Corporation, MUFG Bank, Ltd., The Chiba Bank, Ltd., Sumitomo Mitsui Trust Bank, Ltd., Mitsubishi UFJ Trust and Banking Corporation			
<b># of Employees :</b>	231 (As of the end of September 2025)			
<b>Governance System :</b>	Company with Audit Committee			
<b>Officers :</b>	Chairman	Kiyotaka Nakamura	Outside Director (Independent Director), Audit and Supervisory Committee Member	Haruo Narimoto
	President, Representative Director & CEO	Zenichi Maeno	Outside Director (Independent Director), Audit and Supervisory Committee Member	Koichiro Ito
	Representative Director & CFO	Hiroyuki Shiokawa	Outside Director (Independent Director), Audit and Supervisory Committee Member	Daisuke Kamimura
	Representative Director & COO	Hiroyoshi Kitazawa		
	Managing Director, CTO	Akira Matsuzaki		
<b>Audit Corporation :</b>	Moore Mirai & Co.			
<b>Offices :</b>	Headquarters 〒106-0047 2-32, Minamiazabu 5-chome, Minato-ku, Tokyo			
	Osaka office 〒530-0011 4-20, Ofukacho, Kita-ku, Osaka-shi, Osaka			
	Fukuoka office 〒812-0011 25-21, Hakataeki Mae 3-chome, Hakata-ku, Fukuoka-shi, Fukuoka			
	Nagoya office 〒450-6419 28-12, Meieki 3-chome, Nakamura-ku, Nagoya-shi, Aichi			

# Disclaimer

- This document has been translated from Japanese original for reference purposes only. Some sentences have been machine translated. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.
- The material and information provided through this presentation are intended for helping you understand our group's management policy and financial information, and not for encouraging you to purchase or sell the shares of our company for investment.
- We are careful when handling information mentioned herein, but we will not guarantee its accuracy, recency, usefulness, or the like. If any information mentioned herein includes an error, data falsified by a third party or the like, our company will not assume any responsibility for damage caused by said matter.
- The information mentioned herein includes our current plans, strategies, and outlooks. They are based on the analysis of currently available information and the judgment of employers, including potential risks and uncertainties. The forecast may be different from actual results, due to the changes in the business environment, etc. The prospects will not be revised or updated according to the facts after the date of announcement, etc.



不動産市場に、テクノロジーを  
**い い 生 活**