

Fuji Jutaku Co., Ltd.

Fiscal Year Ending March 2026
3rd Quarter Financial Results Presentation Materials

January 30, 2026

Note: This document has been translated by AI from a part of the Japanese original for reference purposes only.

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1. Overview of 3rd Quarter Financial Results for FY Ending March 2026 (*)

*In this document, "3rd Quarter" refers to the "3rd Quarter Cumulative Period."

3rd Quarter Financial Highlights for FY Ending March 2026 (April 2025 to December 2025)

- In the third quarter, net sales reached 105.2 billion yen, an increase of 19.2% compared to the same period of the previous fiscal year, and operating profit was 6.7 billion yen, up 16.8% year on year. Both net sales and profits at each level exceeded the results of the same period of the previous year, marking record highs for a third quarter.
- Net sales increased year on year across all segments. In the Residential Development segment, the delivery of large-scale condominiums and free design houses progressed strongly. In the Existing Housing segment as well, robust demand for used condominiums provided a tailwind, leading to an increase in deliveries and resulting in a significant rise in net sales. As a result, we were able to absorb the increase in selling, general and administrative expenses, primarily personnel costs, and profits at each level reached record highs for a third quarter.
- Although the order backlog amounted to 62.9 billion yen, slightly below the record high of the same period of the previous fiscal year, it has remained at a comparable level and continues to show steady progress. We believe that we also maintain sound figures for the equity ratio and the net D/E ratio, which are indicators of financial soundness.

(Millions of yen)	Third Quarter for the year ended 31 March, 2022 (April - December)		Third Quarter for the year ended 31 March, 2023 (April - December)		Third Quarter for the year ended 31 March, 2024 (April - December)		Third Quarter for the year ended 31 March, 2025 (April - December)		Third Quarter for the year ending 31 March, 2026 (April - December)		
	Actual	Ratio on sales	Actual	Ratio on sales	Change from previous year						
Net sales	81,800	100.0%	86,729	100.0%	84,283	100.0%	88,353	100.0%	105,277	100.0%	+19.2%
Gross profit	12,629	15.4%	12,859	14.8%	12,915	15.3%	14,434	16.3%	16,059	15.3%	+11.3%
Selling, general and administrative expenses	8,050	9.8%	7,967	9.2%	8,303	9.9%	8,638	9.8%	9,288	8.8%	+7.5%
Operating profit	4,579	5.6%	4,891	5.6%	4,612	5.5%	5,796	6.6%	6,770	6.4%	+16.8%
Ordinary profit	4,379	5.4%	4,546	5.2%	4,183	5.0%	5,080	5.7%	5,960	5.7%	+17.3%
Profit	3,038	3.7%	3,024	3.5%	2,790	3.3%	3,407	3.9%	3,991	3.8%	+17.1%
Order backlog	60,648	-	53,360	-	60,064	-	63,552	-	62,966	-	(0.9%)
Equity ratio	27.6%	-	30.2%	-	29.4%	-	29.6%	-	30.5%	-	Increase in 0.9Pt
Net D/E ratio	1.75 times	-	1.54 times	-	1.55 times	-	1.68 times	-	1.57 times	-	0.11Pt decrease

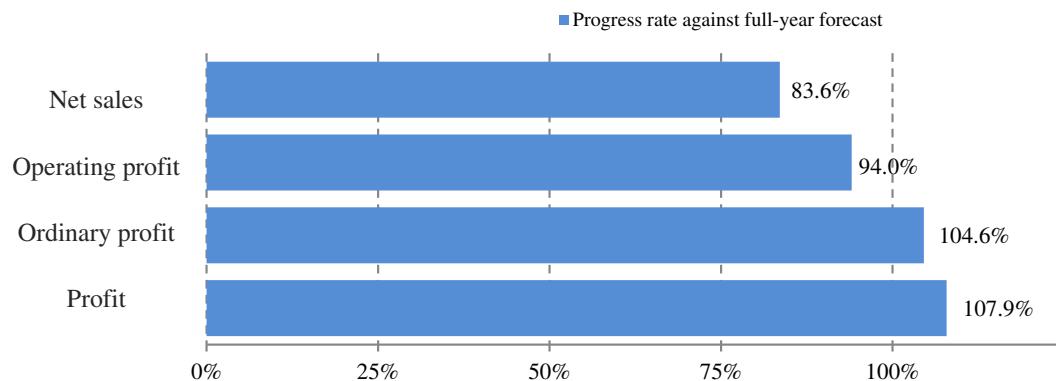
*Income from the insurance agency business had previously been recorded under "Non-operating income," but starting from the Fiscal Year ended March 2024, it has been reclassified and is now recorded under "Net sales." Accordingly, reclassifications have been made to "Net sales" for the year ended March 2023, but not for the year ended March 2022.

*Net D/E ratio (Interest-bearing debt-Cash and deposits (including time deposits) at end of period) ÷ Shareholders' equity)

Progress toward Consolidated Earnings Forecasts

- Consolidated financial results for the third quarter of the fiscal year under review were as follows, and the Group is making steady progress toward its full-year earnings forecasts.

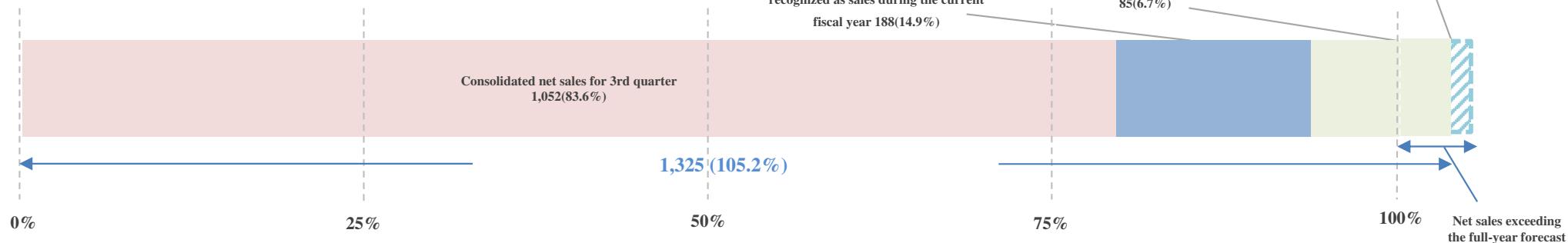
(Millions of yen)	Fiscal Year Ending March 2026 3 Q Actual	Forecast for the Fiscal Year Ending March 2026 (Announced on 2 May, 2025)	Progress rate against full-year forecast
Net sales	105,277	126,000	83.6%
Operating profit	6,770	7,200	94.0%
Ordinary profit	5,960	5,700	104.6%
Profit	3,991	3,700	107.9%



*In our Group's mainstay real estate sales business, we employ delivery standards, and in many years the timing of delivery of properties tends to be weighted toward a particular quarter.

FULL-YEAR SALES FORECAST EXPECTED TO BE ACHIEVED

(Unit: 100 million yen)



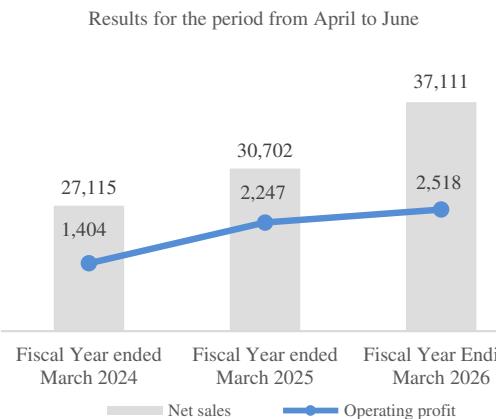
- Compared to the full-year forecast of net sales of 126 billion yen, net sales for the third quarter of the fiscal year under review were 105.2 billion yen, reaching 83.6% of the full-year forecast. To achieve the full-year forecast, 20.8 billion yen is still needed, but with the sales of already-ordered free design houses, used houses, and leasing apartments for individual investors in addition to sales from lease and management from January onward, we expect to exceed the full-year forecast.

Quarterly Trends in Consolidated Results

Results for the period from October 2025 to December 2025

- Net sales for the period amounted to 33.5 billion yen, and operating profit was 1.8 billion yen.
- In the period, as in the first half of the fiscal year, net sales were primarily driven by an increase in deliveries of used condominiums.

(Millions of yen)



(Millions of yen)	Fiscal Year ended March 2024					Fiscal Year ended March 2025					Fiscal Year Ending March 2026				
	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Total	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Total	Apr - Jun	Jul - Sep	Oct - Dec	Full Year Earnings forecast	
Net sales	27,115	25,533	31,634	36,105	120,388	30,702	29,255	28,394	35,573	123,927	37,111	34,611	33,554	126,000	
Operating profit	1,404	1,213	1,993	2,652	7,264	2,247	1,867	1,680	2,097	7,894	2,518	2,368	1,884	7,200	
Ratio on sales	5.2%	4.8%	6.3%	7.3%	6.0%	7.3%	6.4%	5.9%	5.9%	6.4%	6.8%	6.8%	5.6%	-	
Ordinary profit	1,234	1,074	1,874	2,459	6,643	2,081	1,597	1,401	1,907	6,987	2,379	2,034	1,545	5,700	
Ratio on sales	4.6%	4.2%	5.9%	6.8%	5.5%	6.8%	5.5%	4.9%	5.4%	5.6%	6.4%	5.9%	4.6%	-	
Profit	824	711	1,254	1,768	4,559	1,414	1,064	928	1,357	4,764	1,604	1,364	1,021	3,700	
Ratio on sales	3.0%	2.8%	4.0%	4.9%	3.8%	4.6%	3.6%	3.3%	3.8%	3.8%	4.3%	3.9%	3.0%	-	

Consolidated Net Sales (April 2025 to December 2025)

(Millions of yen)		Fiscal Year 2025 Third Quarter (April - December)		Fiscal Year 2026 Third Quarter (April - December)		Change from previous year
Residential Development	Free design house	312 Units	13,364	406 Units	17,059	+27.7%
	Condominiums	239 Units	9,836	326 Units	13,723	+39.5%
	Subdivision land sales	42 Units	1,195	34 Units	702	(41.3%)
	Raw land sales	1,270 m ²	768	32 m ²	3	(99.5%)
	Subtotal	593 Units 1,270 m²	25,164	766 Units 32 m²	31,489	+25.1%
Existing Housing	Used house (Detached house)	75 Units	1,893	89 Units	2,131	+12.6%
	Used house (Condominium)	615 Units	15,505	836 Units	22,385	+44.4%
	Other	-	6	-	7	+7.3%
	Subtotal	690 Units	17,405	925 Units	24,523	+40.9%
Real Estate Utilization	Lease housing construction contracting	27 projects	3,378	37 projects	5,119	+51.5%
	Housing with services for the elderly	12 projects	2,717	9 projects	2,765	+1.8%
	Leasing apartment for individual investors	101 buildings	15,746	97 buildings	14,929	(5.2%)
	Subtotal	39 projects 101 buildings	21,843	46 projects 97 buildings	22,815	+4.4%
Leasing and Property Management	Leasing income	-	16,607	-	18,270	+10.0%
	Business income from housing with services for the elderly	-	5,519	-	6,028	+9.2%
	Management fee income	-	805	-	832	+3.4%
	Subtotal	-	22,932	-	25,130	+9.6%
Business related to the construction		73 projects	881	50 projects	1,159	+31.6%
Other		-	126	-	159	+26.3%
Total		1,283 Units 1,270 m ² 112 projects 101 buildings	88,353	1,691 Units 32 m ² 96 projects 97 buildings	105,277	+19.2%

Performance by Segment (April 2025 to December 2025)

- Year-on-year changes in net sales and profit by segment for the third quarter are as follows.
- Overall, both net sales and profit significantly exceeded those of the same period last year. In terms of composition, flow-type businesses such as Residential Development and Existing Housing accounted for 53.2% of net sales (compared to 48.2% in the same period last year), showing their strong presence. Stock-type businesses such as Real Estate Utilization and Leasing and Property Management accounted for 67.1% of segment profit (compared to 67.9% last year), remaining a core part. Please refer to the following pages for more details on results by segment.

(Millions of yen)	Sales by Segment				Profit by Segment			
	Third Quarter for the Year Ended 31 March, 2025 (April to December)	Fiscal Year 2026 Third Quarter (April - December)			Third Quarter for the Year Ended 31 March, 2025 (April to December)	Fiscal Year 2026 Third Quarter (April - December)		
		Composition ratio	Change from previous year	Composition ratio		Change from previous year		
Residential Development	25,164	31,489	53.2% [29.9%] 23.3%	+25.1%	1,600	1,766	21.1%	+10.3%
Existing Housing	17,405	24,523		+40.9%	628	882	10.5%	+40.3%
Real Estate Utilization *	21,843	22,815	21.7%	+4.4%	1,980	2,200	67.1% [26.3%] 40.8%	+11.1%
Leasing and Property Management	22,932	25,130	23.9%	+9.6%	2,961	3,408		+15.1%
Business related to the construction *	881	1,159	1.1%	+31.6%	15	(11)	(0.1%)	-
Other	126	159	0.1%	+26.3%	90	117	1.4%	+29.8%
Total	88,353	105,277	100.0%	+19.2%	7,276	8,363	100.0%	+14.9%

*Net sales by segment are presented after eliminating inter-segment transactions, while profit by segment is shown before eliminating inter-segment transactions and general corporate expenses.

Elimination of inter-segment transactions	(111)	(139)
General corporate expenses	(1,369)	(1,453)
Operating profit	5,796	6,770

*General corporate expenses are mainly general and administrative expenses that do not belong to any particular segment.

Performance by Segment [Residential Development]

Results from April 2025 to December 2025

- In the Residential Development segment, both free design house and condominiums delivered increased significantly, resulting in year-on-year increases in both sales and profits.
- Net sales increased by 25.1% compared to the same period of the previous fiscal year, due to a significant rise in the number of condominium units delivered following the completion and handover of the large-scale project "Charmant Fuji Park & Links" shown on the right, as well as an increase in deliveries of free design houses.
- Segment profit increased by only 10.3% year-on-year, despite the aforementioned increase in sales. This was due to high-margin raw land sales recorded in the same period of the previous fiscal year, and excluding this, the segment has achieved a profit growth rate exceeding the sales growth rate compared to the same period of the previous fiscal year.

(Millions of yen)	Third Quarter for the Year Ended 31 March, 2025 (April to December)		Third Quarter for the Year Ending 31 March, 2026 (April to December)		Change from previous year
Free design house	312 Units	13,364	406 Units	17,059	+27.7%
Condominiums	239 Units	9,836	326 Units	13,723	+39.5%
Subdivision land sales	42 Units	1,195	34 Units	702	(41.3%)
Raw land sales	1,270m ²	768	32m ²	3	(99.5%)
Net sales	593 Units 1,270m ²	25,164	766 Units 32m ²	31,489	+25.1%
Segment profit		1,600		1,766	+10.3%

*Net sales are presented before eliminating inter-segment transactions, and segment profit is shown before eliminating inter-segment transactions and general corporate expenses.

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Large-scale detached house sales project delivered in the fiscal year ending March 2026

*The number of lots sold is the total planned number of lots at the time of the commencement of sales.

*Some images are included.



LEA-GRAN Fukiage (Wakayama-city, 36 units)



AFUJIR CITY Daito Fukono (Daito-city, Osaka 61 units)

Condominium Project for Delivery in Fiscal 2026 (Visual Image)



Charmant Fuji PARK & LINKS 14F 190 Residence completed and delivered on April 15, 2025



Branneed Hankyu Minase 13F 75 residence completed and delivered on August 22, 2025



Branneed Tsukamoto Station Front 15F 71 residence completed and delivered on December 12, 2025

Performance by Segment [Existing Housing]

Results from April 2025 to December 2025

- In the Existing Housing segment, the number of used condominiums delivered increased significantly, and the average selling price per unit also rose, resulting in substantial year-on-year growth in both sales and profits.
- Net sales increased significantly by 40.9% compared to the same period of the previous fiscal year. This was driven by the successful securing of inventory through enhanced procurement efforts since the previous fiscal year, growing demand for used housing perceived as more affordable compared to continuously rising prices of new residential properties, and tight supply of new condominiums. Segment profit increased significantly by 40.3% compared to the same period of the previous fiscal year, driven by the effect of higher net sales.

(Millions of yen)	Third Quarter for the Year Ended 31 March, 2025 (April to December)		Third Quarter for the Year Ending 31 March, 2026 (April to December)		Change from previous year
Used house (Detached house)	75 Units	1,893	89 Units	2,131	+12.6%
Used house (Condominium)	615 Units	15,505	836 Units	22,385	+44.4%
Other	-	6	-	7	+7.3%
Net sales	690 Units	17,405	925 Units	24,523	+40.9%
Segment profit		628		882	+40.3%

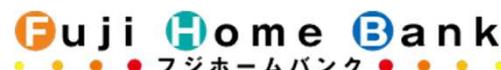
*Net sales are presented before eliminating inter-segment transactions, and segment profit is shown before eliminating inter-segment transactions and general corporate expenses.

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Ranking of Annual Retail Units Purchased and Resaled 2025 No. 8 nationwide

Source: Renovation Industry Shimbun Purchase and Resale Annual Sales Ranking 2025 (Published July 28, 2025)

The Existing Housing segment is primarily engaged in business activities between Osaka Prefecture and Hanshin, and it boasts the highest volume of purchase and resale transactions nationwide despite its limited business activities within a limited number of regions.



At Fuji Home Bank, we operate a highly competitive Used Assets business that involves the purchase and resale of used condominiums, as well as the acquisition of tenant-occupied, individually owned condominiums as income-generating properties. After tenant move-out, these properties are renovated and resold. As of the end of December 2025, we owned 963 units. For more details on the Used Assets business, please refer to page 30.

(Trends in used assets business)

	Fiscal Year ended March 2021	Fiscal Year ended March 2022	Fiscal Year ended March 2023	Fiscal Year ended March 2024	Fiscal Year ended March 2025
Number of units Held	946	891	845	848	989
Acquisition price (Million yen)	12,985	13,043	13,867	15,025	22,020
Annual Leasing Income (Million yen)	1,050	1,000	993	996	1,242



The main office of Ouchikan is a comprehensive housing exhibition site that constantly displays more than 1000 property information. Ouchikan is a facility that allows customers to easily search for properties they want, such as areas, new construction, and used house.



Performance by Segment [Real Estate Utilization]

Results from April 2025 to December 2025

- In the Real Estate Utilization segment, both net sales and segment profit increased year on year.
- Net sales increased by 1.5 percent compared to the same period of the previous fiscal year. Although the number of leasing apartments for individual investors delivered declined slightly year on year, new orders for lease housing construction contracting performed well, and construction work already ordered progressed steadily. Segment profit increased by 11.1% year on year due to improved profitability.

(Millions of yen)	Third Quarter for the Year Ended 31 March, 2025 (April to December)		Third Quarter for the Year Ending 31 March, 2026 (April to December)		Change from previous year
Lease housing construction contracting	27 projects	3,378	37 projects	5,119	+51.5%
Housing with services for the elderly	12 projects	2,717	9 projects	2,765	+1.8%
Leasing apartment for individual investors	101 buildings	15,746	97 buildings	14,929	(5.2%)
Subtotal (Sales to external customers)	39 projects 101 buildings	21,843	46 projects 97 buildings	22,815	+4.4%
Inter-segment net sales or transfers	-	1,513	-	886	(41.4%)
Net sales	39 projects 101 buildings	23,356	46 projects 97 buildings	23,701	+1.5%
Segment profit		1,980		2,200	+11.1%

*Net sales are presented before eliminating inter-segment transactions, and segment profit is shown before eliminating inter-segment transactions and general corporate expenses.

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Aiming to Become the Most Beloved Real Estate Utilization Department in Japan

For leasing apartment for individual investors, we leverage the extensive information network developed through our operations as a comprehensive real estate company to carefully select and acquire properties with high rarity and liquidity. As of the end of December, 2025, we have maintained a high occupancy rate of 97.6 percent, supported by the strong management capabilities and tenant acquisition strength of our group companies. In addition to our product development capabilities, thoughtful property management, and strong tenant acquisition capabilities, we have earned high praise for our contract terms that are tailored to the needs of property owners.

* Indicates the occupancy rate of managed properties under master lease agreements. Please note that housing with services for the elderly is excluded.

Fuji Palace Series Construction Examples



Fuji Palace Stairwell Type

Urban compact designers lease housing



Fuji Palace Senior

No.1 in the Number of Housing with Services for the Elderly Facilities Operated Nationwide

A new way of land utilization in an aging society
Housing with services for the elderly



Fuji Palace Detached Homes for Lease

A savior for suburban land utilization
Unlocking new potential for valuable assets once thought unusable



Fuji Palace Three Herbs

All-unit maisonette-type lease housing
achieving high occupancy and high profitability



Fuji Palace Loft Type

Loft type that explores new needs of the single-person segment

Performance by Segment [Leasing and Property Management]

Results from April 2025 to December 2025

- Net sales and segment profit exceeded the same period of the previous fiscal year, as initially expected, due to an increase in the number of managed properties following the delivery of leased properties in the Real Estate Utilization segment and progress in the operation of company-owned housing with services for the elderly.
- As of the end of December 2025, the number of units under management was 39,651, an increase of 1,621 units compared to the end of the previous fiscal year, and the number of housing with services for the elderly operated was 278 buildings, an increase of 8 buildings. As a result, the revenue base of our stock-type business has been further strengthened.

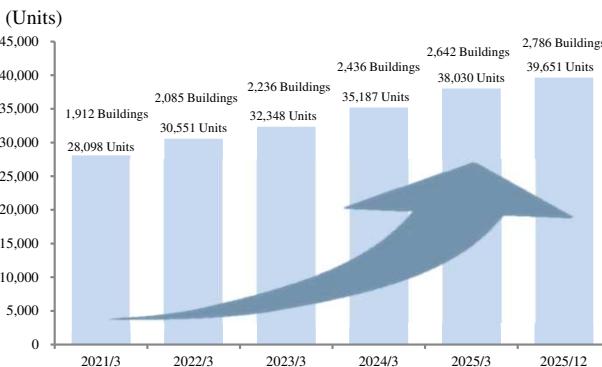
(Millions of yen)	Third Quarter for the Year Ended 31 March, 2025 (April to December)	Third Quarter for the Year Ending 31 March, 2026 (April to December)	Change from previous year
Leasing income	16,607	18,270	+10.0%
Business income from housing with services for the elderly	5,519	6,028	+9.2%
Management fee income	805	832	+3.4%
Net sales	22,932	25,130	+9.6%
Segment profit	2,961	3,408	+15.1%

*Net sales are presented before eliminating inter-segment transactions, and segment profit is shown before eliminating inter-segment transactions and general corporate expenses.

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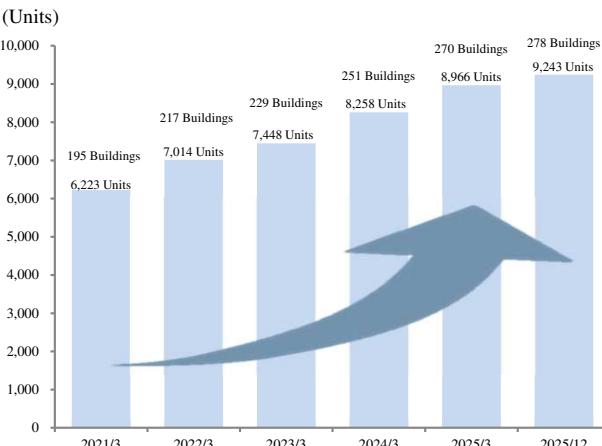
Number of Leasing Units Under Management

Since 2020, the number of managed units has been increasing at an average pace of over 2,000 units per year, while the occupancy rate has remained stable at around 97%.
(excluding housing with services for the elderly)



*Number of lease properties under management and number of lease units under management as of the end of December 2025 (including company-owned properties)

Trends in the Number of Housing with Services for the Elderly Operated and Units Managed



*Number of buildings under management and units under management as of the end of December 2025

Distribution Map of Leasing Properties Under Management



Housing with services for the elderly No. of buildings under management

全国
No.1

順位	事業者名	運営棟数
1	フジ・アメニティサービス	275
2	学研グループ	212
3	SOMPOケア	146
4	ヴァティー	121
5	NPO法人ラ・シャリテ	96
6	エクラシア	89
7	やまねメディカル	79
8	創生会グループ	62
9	パナソニック エイジフリー	61
10	ゴールドエイジ	54

*Calculated by us from the weekly release of the Housing Newspaper for the Elderly on August 20, 2025

Performance by Segment [Business related to the construction]

Results from April 2025 to December 2025

- In the Business related to the Construction segment, net sales remained almost flat year on year, and segment profit was negative.
- Sales to external customers increased by 31.6% year on year due to steady progress in construction subcontracting work, which was ordered in the previous fiscal year. On the other hand, internal sales decreased due to a decline in large-scale projects such as the renovation of housing with services for the elderly, which were recorded in the same period of the previous fiscal year. As a result, total net sales saw only a 0.8% increase compared to the same period of the previous fiscal year.
- Segment profit turned negative due to a decline in profitability in external sales caused by rising material costs, as well as a decrease in internal sales. However, compared to the second quarter of the current fiscal year, the deficit narrowed.

(Millions of yen)	Third Quarter for the Year Ended 31 March, 2025 (April to December)	Third Quarter for the Year Ending 31 March, 2026 (April to December)	Change from previous year
Business related to the construction (Sales to external customers)	881	1,159	+31.6%
Inter-segment net sales or transfers	1,111	848	(23.7%)
Net sales	1,992	2,007	+0.8%
Segment profit	15	(11)	-

*Net sales are presented before eliminating inter-segment transactions, and segment profit is shown before eliminating inter-segment transactions and general corporate expenses.

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In January 2020, we welcomed Yuken Kensetsu Kabushiki Kaisha, a company with a proven track record in steel-frame and reinforced concrete construction, as our partner. Since then, the scope of our collaboration has steadily expanded to include new construction of large-scale steel-frame housing with services for the elderly, renovation of housing with services for the elderly, construction of new condominiums sold by our Group, and large-scale renovation work for our own office buildings.

(Examples of construction within the Group) Projects implemented since fiscal year ended March 2022

Newly built housing with services for the elderly



Ikyu Esaka 68-room steel structure
(Completed on February 18, 2022)

Newly built condominiums



Branneed Kawachieiwai 13F 38 residence RC building
(Completed on May 17, 2024)



Housing with services for the elderly renovation work



Ikyu Nishinomiya 62 rooms
(former employee dormitory)
(Completed on January 26, 2023)



Woold's Dainichi 77 rooms
(former employee dormitory)
(Completed on January 27, 2025)



Hibio Sumiyoshi 78 rooms
(former hospital)
(Completed on February 3, 2025)

Order Contract Backlog by Segment (End of December 2025)

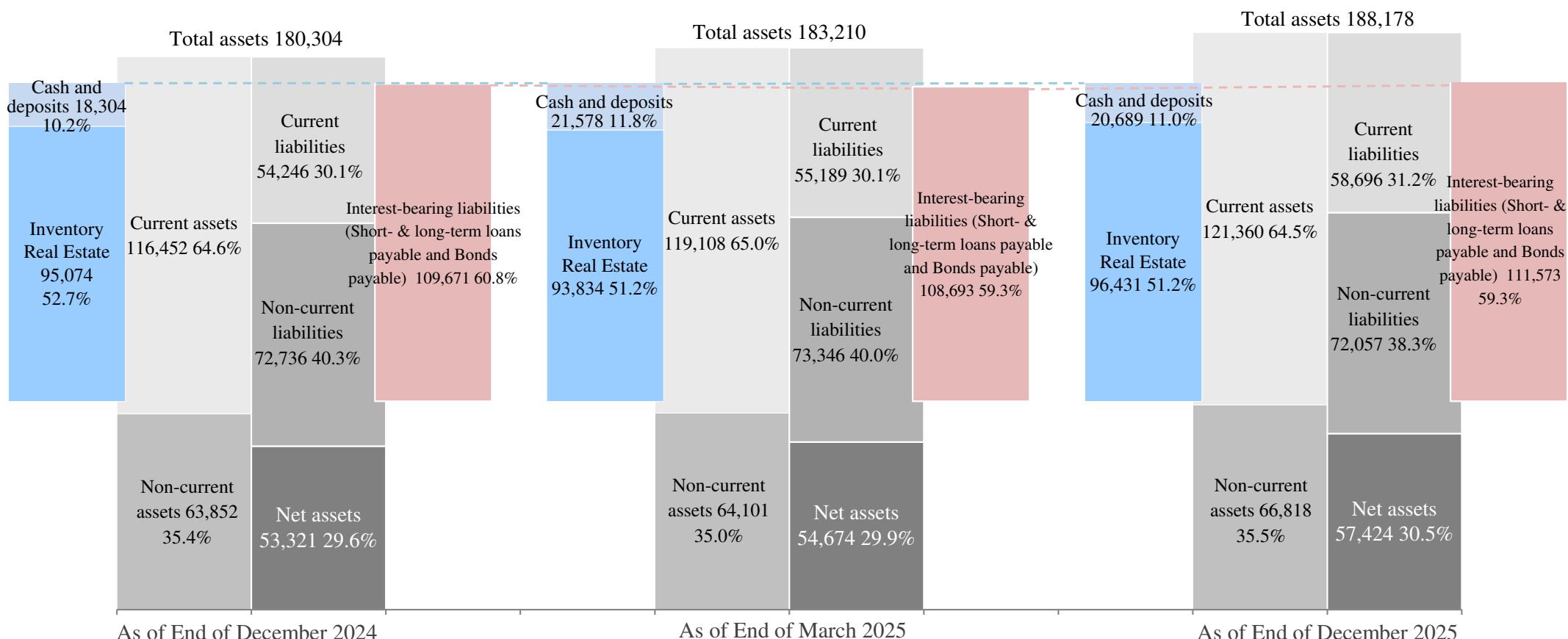
- The order contract backlog at the end of the third quarter was 62.9 billion yen, down 0.9% year on year. Orders for condominiums declined significantly, as contracts for a large-scale condominium project completed and delivered in April 2025 peaked in the same period of the previous fiscal year and were recorded as sales in the current period. On the other hand, the Existing Housing segment and the Real Estate Utilization segment continued to receive strong orders, resulting in only a slight overall decrease.
- In the Residential Development segment, for the reasons mentioned above, there was an 18.3% decrease year on year.
- In the Existing Housing segment, the number of orders for used condominiums slightly increased, maintaining a strong performance, and the average order price per unit rose significantly, leading to a substantial increase of 28.1% year on year for the segment overall.
- In the Real Estate Utilization segment, the demand for effective real estate utilization by asset owners remained robust, with increases in lease housing construction contracting and leasing apartments for individual investors, resulting in an 11.5% increase year on year.
- In the Business related to the Construction segment, while sales progressed due to steady construction progress, the accumulation of new orders led to a slight decline of 2.2% compared to the same period of the previous fiscal year.

(Millions of yen)	Third Quarter for the Year Ended 31 March, 2025 (End of December 2024)		Third Quarter for the Year Ending 31 March, 2026 (End of December 2025)		Change from previous year
Residential Development	Free design house	396 Units	17,064	388 Units	16,664
	Condominiums	263 Units	11,020	141 Units	6,299
	Subdivision land sales	14 Units	387	10 Units	289
Residential Development		673 Units	28,472	539 Units	23,253
Existing Housing	Used house (Detached house)	22 Units	581	16 Units	432
	Used house (Condominium)	168 Units	3,722	176 Units	5,081
		190 Units	4,304	192 Units	5,513
Real Estate Utilization	Lease housing construction contracting	87 projects	8,777	98 projects	10,424
	Housing with services for the elderly	26 projects	6,134	27 projects	6,334
	Leasing apartment for individual investors	99 buildings	14,943	103 buildings	16,539
Real Estate Utilization		113 projects/ 99 buildings	29,854	125 projects/ 103 buildings	33,298
Business related to the construction		28 projects	920	31 projects	900
Total			63,552		62,966
					(0.9%)

Consolidated Balance Sheet Trends

➤ From the end of the previous fiscal year (end of March 2025) to the end of the third quarter (end of December 2025), inventory real estate increased by 2.5 billion yen, non-current assets increased by 2.7 billion yen, and total assets increased by 4.9 billion yen. During this period, cash and deposits decreased by 800 million yen, of which 500 million yen was transferred from cash and deposits to non-current assets (long-term time deposits). In the liabilities and net assets section, interest-bearing liabilities increased by 2.8 billion yen due to the increase in inventory real estate and non-current assets, while net assets increased by 2.7 billion yen due to accumulated profits. For details, please refer to page 15 for the breakdown of inventory real estate and page 16 for the historical trends in property, plant and equipment.

(% of total assets)
(Millions of yen)



*Inventory real estate represents the total of real estate for sale, real estate for sale in process, and real estate under development, and does not include costs on uncompleted construction contracts.

Trends in Inventory Real Estate

- Inventory real estate increased by 2.5 billion yen compared to the end of the previous fiscal year. Detached houses for sale rose by 2.5 billion yen due to strong acquisition performance. Used houses increased by 3.9 billion yen as acquisition activities remained active under robust demand. In addition, in the Real Estate Utilization segment, the construction of leasing apartment buildings primarily intended for a certain period of ownership progressed, leading to an increase of 1.2 billion yen. On the other hand, condominiums decreased by 5.1 billion yen due to the completion and delivery of a large-scale project, which was the main factor of change.
- As of the end of the third quarter of the fiscal year under review, there were 2,641 units in inventory of detached houses and condominiums for sale (of which 2,108 units were unordered). As a result, we have secured an amount equivalent to approximately 2.5 years' worth of orders. The number of used house units in inventory, which we have strengthened our procurement, reached 708 units (of which 516 units have not been ordered), and we have secured an equivalent number of orders for approximately 6 months as the number of units in inventory that we have not received orders. The number of inventory buildings in the Real Estate Utilization segment was 272. Of these, 91 buildings are held for a certain period of time, while the remaining 181 buildings are for sale, with 77 of them not yet ordered. In terms of unordered inventory, we have secured an amount equivalent to approximately seven months' worth of orders, and all categories have maintained appropriate levels.

(Millions of yen)	End of December. 2024	January 2025 to March 2025		End of March 2025	April 2025 to December 2025		End of December. 2025	End of December. 2025
	Number/ (Lower) Book Value	Increase due to purchase, etc.	The decrease from sales	Number/ (Lower) Book Value	Increase due to purchase, etc.	The decrease from sales	Number/ (Lower) Book Value	Of which, no orders received
Detached houses	1,703 Units 37,038	191 Units 6,668	187 Units 6,628	1,707 Units 37,078	663 Units 17,397	444 Units 14,802	1,926 units 39,673	1,534 Units 29,873
Condominiums	940 Units 18,528	0 Units 1,344	45 Units 1,520	895 Units 18,352	146 Units 6,879	326 Units 12,062	715 Units 13,169	574 Units 10,253
Used house	652 Units 13,614	348 Units 8,086	390 Units 8,346	610 Units 13,353	1,023 Units 25,565	925 Units 21,625	708 Units 17,293	516 Units 12,482
Real Estate Utilization	282 buildings 25,892	25 buildings 3,984	36 buildings 4,828	271 buildings 25,049	100 buildings 14,389	99 buildings 13,144	272 buildings 26,294	166 buildings 16,080
(Temporary holdings)	69 buildings 8,807	1 buildings 576	0 buildings 35	70 buildings 9,347	26 buildings 2,686	5 buildings 903	91 buildings 11,131	89 buildings 10,963
Inventory Real Estate	3,295 Units 282 buildings	539 Units 25 buildings	622 Units 36 buildings	3,212 Units 271 buildings	1,832 Units 100 buildings	1,695 Units 99 buildings	3,349 Units 272 buildings	2,624 Units 166 buildings
Total	95,074	20,083	21,323	93,834	64,232	61,634	96,431	68,689

* Inventory real estate represents the total of real estate for sale, real estate for sale in process, and real estate under development, and does not include costs on uncompleted construction contracts.

* The increase from purchases, etc. includes not only new land acquisitions during each period but also land development and demolition costs, as well as construction and renovation costs.

* The decrease from sales, etc. includes not only property handovers but also land subdivision sales, unit count adjustments, and valuation losses on inventory real estate during each period.

* Detached house for sale are presented based on the initially planned number of units, which may result in discrepancies from the actual sales and order figures due to contracts involving multiple lots.

* Lease housing construction contracting in the Real Estate Utilization segment is excluded, as the percentage-of-completion method is applied.

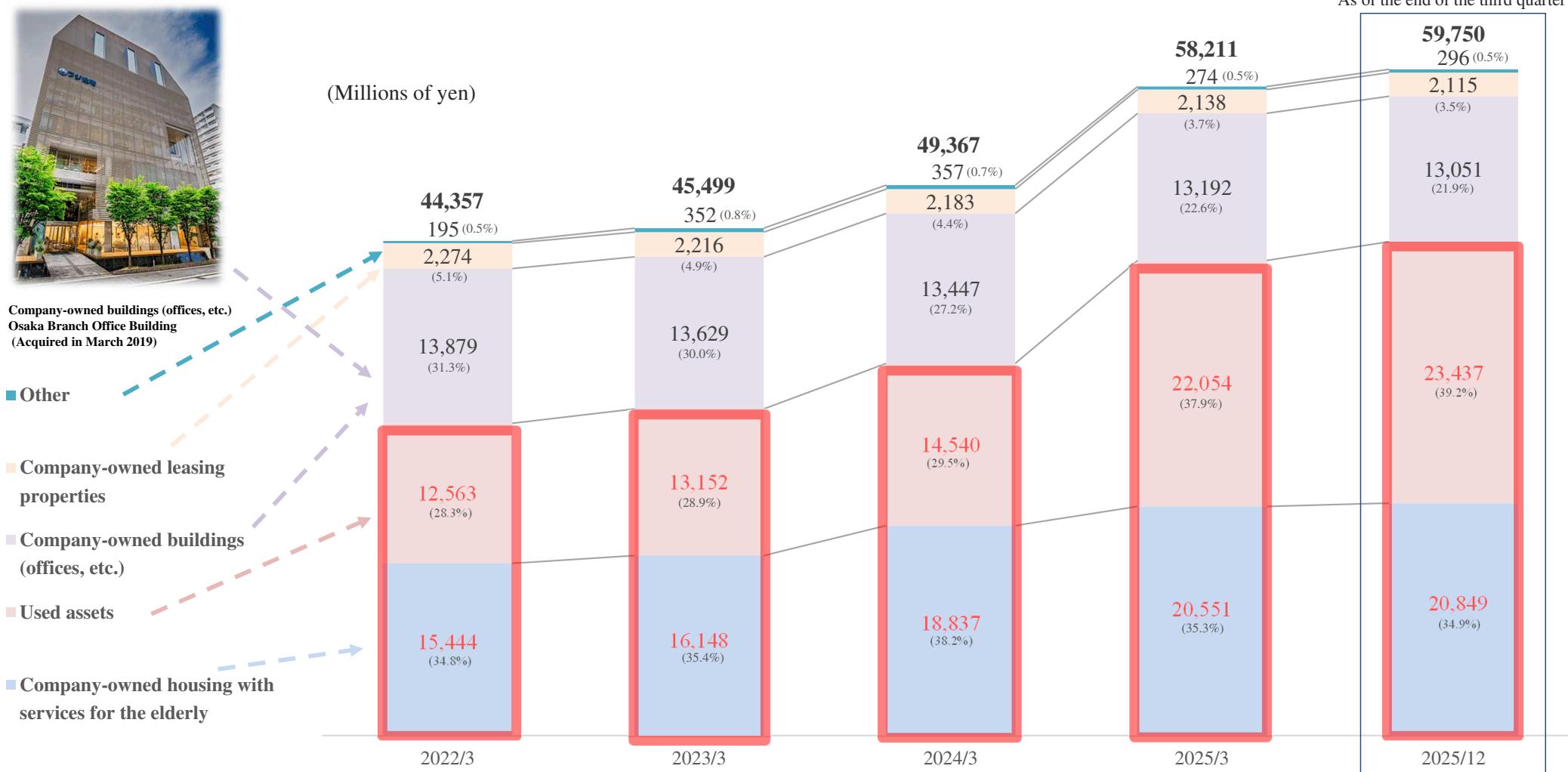
* Temporarily held properties under the Real Estate Utilization segment are recorded as inventory real estate, as they are intended for sale after a certain holding period. Accordingly, during the holding period, an amount equivalent to depreciation is recorded as a valuation loss on inventory real estate.

*1 In detached house for sale, custom-build housing (construction contracting) is not recorded as inventory real estate, but orders are included in the "free design house" category. In addition, *2 in the Real Estate Utilization segment, orders for housing with services for the elderly for land sales are calculated under "housing with services for the elderly" of construction contracting.

As a result, the sum of the number of units ordered and the number of units not yet ordered and the number of buildings does not equal the number of units and buildings of real estate inventories at the end of December.

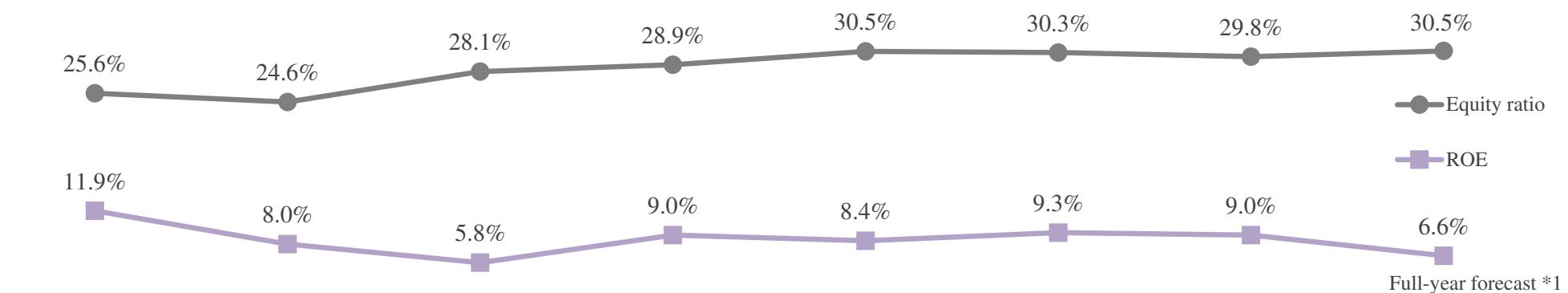
Trends of property, plant and equipment

- Changes in property, plant and equipment from the end of March 2022 to the end of the third quarter of the current fiscal year are presented. To build a stable earnings base, we are actively acquiring company-owned housing with services for the elderly and tenant-occupied used condominiums (Used Assets). Regarding used assets, we have reached our target number of owned units at the end of the previous fiscal year. Therefore, for the time being, we will maintain the current number of owned units while replacing properties as necessary. As for company-owned housing with services for the elderly, we will continue to increase the number of owned buildings going forward, while carefully selecting land suitable for the business.



*Property, plant and equipment represents the total of buildings and structures, machinery and transportation equipment, tools, furniture and fixtures, and land. It does not include leased assets or construction in progress.

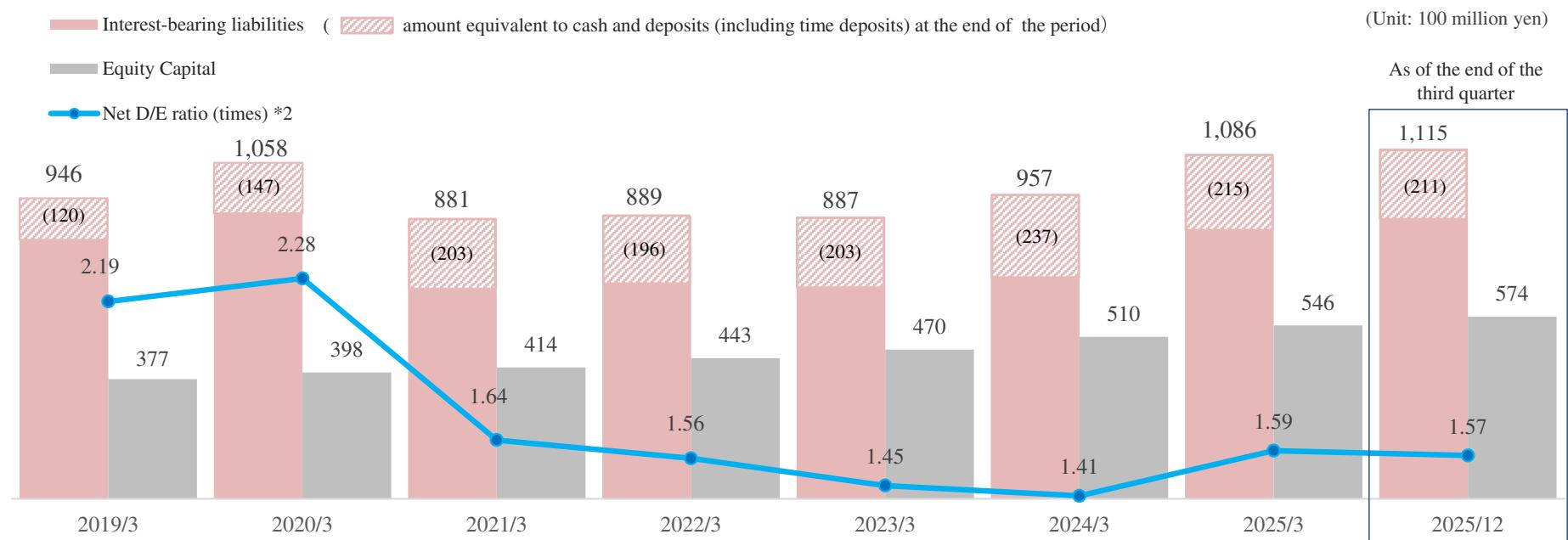
Management Indicators (Equity Ratio, ROE and Net D/E Ratio)



Securing inventory through active procurement
Proactive acquisition of company-owned properties

Selective land acquisition in response to soaring land prices
Inventory level review through flexible pricing strategies

Achieve stable growth by securing inventory with
financial discipline in mind



*1 The full-year ROE forecast for the year ending March 31, 2026 announced in the medium-term management plan dated May 2, 2025 is presented.

*2 Net D/E ratio (Interest-bearing liabilities - Cash and deposits (including time deposits) at end of period) ÷ Shareholders' equity)

Our thinking on the cost of capital and stock price

Our thinking on the cost of capital and stock price

Our management objective is to stably continue our business and continuously reward all stakeholders as stated in our management philosophy. For the real estate business, which is susceptible to changes in market conditions and for which financial leverage is essential, financial strategy is extremely important. Accordingly, we are more conscious of the cost of capital and share price than ever before, and are working to improve our financial soundness by reinforcing our equity capital through retained earnings and improving asset efficiency. At the same time, we are enhancing our IR activities more than ever to improve profitability by investing in growing fields, while at the same time raising expected values.

The content of this report is also disclosed in the Corporate Governance Report [Measures for Realizing Management with an Awareness of Capital Costs and Stock Prices].

①Current situation		②Issues		③Initiatives	
<ul style="list-style-type: none">• ROE for the year ended March 31, 2025 was 9.0%, exceeding the cost of equity (*1). However, PER was 5.27 times lower, and PBR (*2) was 0.47 times lower than 1.0 times.• We have been working to reduce the net D/E ratio in order to improve our financial soundness, but in the most recent fiscal year, we reversed the situation as a result of steady purchases in all segments.• We are firmly maintaining stable dividends, but with regard to the dividend payout ratio for the last 4 fiscal years at around 25%, we must say that it is slightly inferior to the average for TSE prime listed companies.		<ul style="list-style-type: none">• Whether the growth rate of EPS (*4) can be continuously maintained above the growth rate of BPS (*3).• Whether we can deepen investors' understanding of our solid and stable business model.• Whether we can ensure an optimal balance between maintaining and enhancing financial soundness, growth investments, and dividend policy. <p>*1 Capital cost refers to the cost of shareholders' equity (Risk-free rate + β value x market risk premium) *2 PBR (Price Book Value Ratio) (Including Treasury Shares) *3 BPS (Net Assets per Share) *4 EPS (Net Profit per share)</p>		<ul style="list-style-type: none">• We will strengthen investment in the highly capital-efficient Real Estate Utilization segment and the Leasing and Property Management segment, aiming to stabilize our earnings base and achieve steady growth.• In particular, housing with services for the elderly, which has the largest number of buildings in operation nationwide, is a business in which we can leverage our competitive edge, and it matches the ongoing needs of the aging society. Accordingly, we have positioned it as a focus business.• Our dividend policy is based on stable dividends, and we have maintained a record of no dividend reductions for 15 consecutive fiscal years up to the most recent period. Regardless of EPS, we have continued to pay an annual dividend of 27 yen per share since the fiscal year ended March 2018. However, in October 2023, we announced the adoption of a progressive dividend policy. In line with this policy, for the fiscal year ended March 2024, we paid a regular dividend of 27 yen plus a special dividend of 3 yen. For the fiscal year ended March 2025, we increased the regular dividend to 32 yen per share, clearly demonstrating our commitment to shareholder returns.• Since August 2025, the Company had been repurchasing up to 0.6 million shares of its common stock, but concluded the repurchase with 560,900 shares in October 2025.• We will invigorate IR activities and promote understanding of our unique business model that other companies do not.• With regard to the net D/E ratio, we will strive to secure sources of shareholders' equity and place greater emphasis on balancing equity capital with the scale of investment, as well as on balancing highly asset-efficient investments with investments that contribute to stable growth. Through these efforts, we aim to return the ratio to a declining trajectory.	
ROE	FYE March 2021 5.8%	FYE March 2022 9.0%	FYE March 2023 8.4%	FYE March 2024 9.3%	FYE March 2025 9.0%
PER	11.23 times	5.73 times	6.37 times	6.11 times	5.27 times
PBR	0.66 times	0.51 times	0.53 times	0.56 times	0.47 times
Equity Ratio	28.1%	28.9%	30.5%	30.3%	29.8%
Net D/E Ratio	1.64 times	1.56 times	1.45 times	1.41 times	1.59 times
Dividend payout ratio	40.9%	25.1%	25.3%	23.7%	24.3%
Total return ratio	40.9%	25.1%	29.2%	23.7%	30.0%

Dividends and Shareholder Benefits

Dividends

	Fiscal Year Ended March 2022 (Consolidated)	Fiscal Year Ended March 2023 (Consolidated)	Fiscal Year Ended March 2024 (Consolidated)	Fiscal Year Ended March 2025 (Consolidated)	Forecast for Fiscal Year Ending March 2026 (Consolidated)
Basic Earnings Per Share (Yen)	107.68	106.65	126.69	131.61	103.37
Dividend Per Share (Yen)	27.00	27.00	30.00	32.00	32.00
of which, Interim Dividend Per Share (Yen)	14.00	14.00	14.00	14.00	16.00
of which, Year-End Dividend Per Share (Yen) (of these Special Dividend)	13.00	13.00	16.00 3.00	18.00	16.00
Dividend Payout Ratio (%)	25.1%	25.3%	23.7%	24.3%	31.0%

*The dividend payout ratio for the fiscal year ending March 2026, based on an annual dividend of ¥32 (planned).

Shareholder Benefits

Eligible shareholders are those who hold 500 shares or more as recorded in the shareholder register as of March 31 each year.

Number of Shares Held as of the Record Date	Details of Shareholder Benefits
500 shares or more but less than 1,000 shares	QUO Card worth ¥1,000
1,000 shares or more but less than 5,000 shares	JCB Gift Card worth ¥3,000
5,000 shares or more but less than 10,000 shares	JCB Gift Card worth ¥4,000
10,000 shares or more	JCB Gift Card worth ¥5,000

2. Growth Strategies and Our Strengths

Balanced Management – Mutual Complementarity and Synergy

Balanced Management, where each business possesses unique expertise and complements other business divisions

⟨ Sales and Segment Profit Composition Ratio ⟩



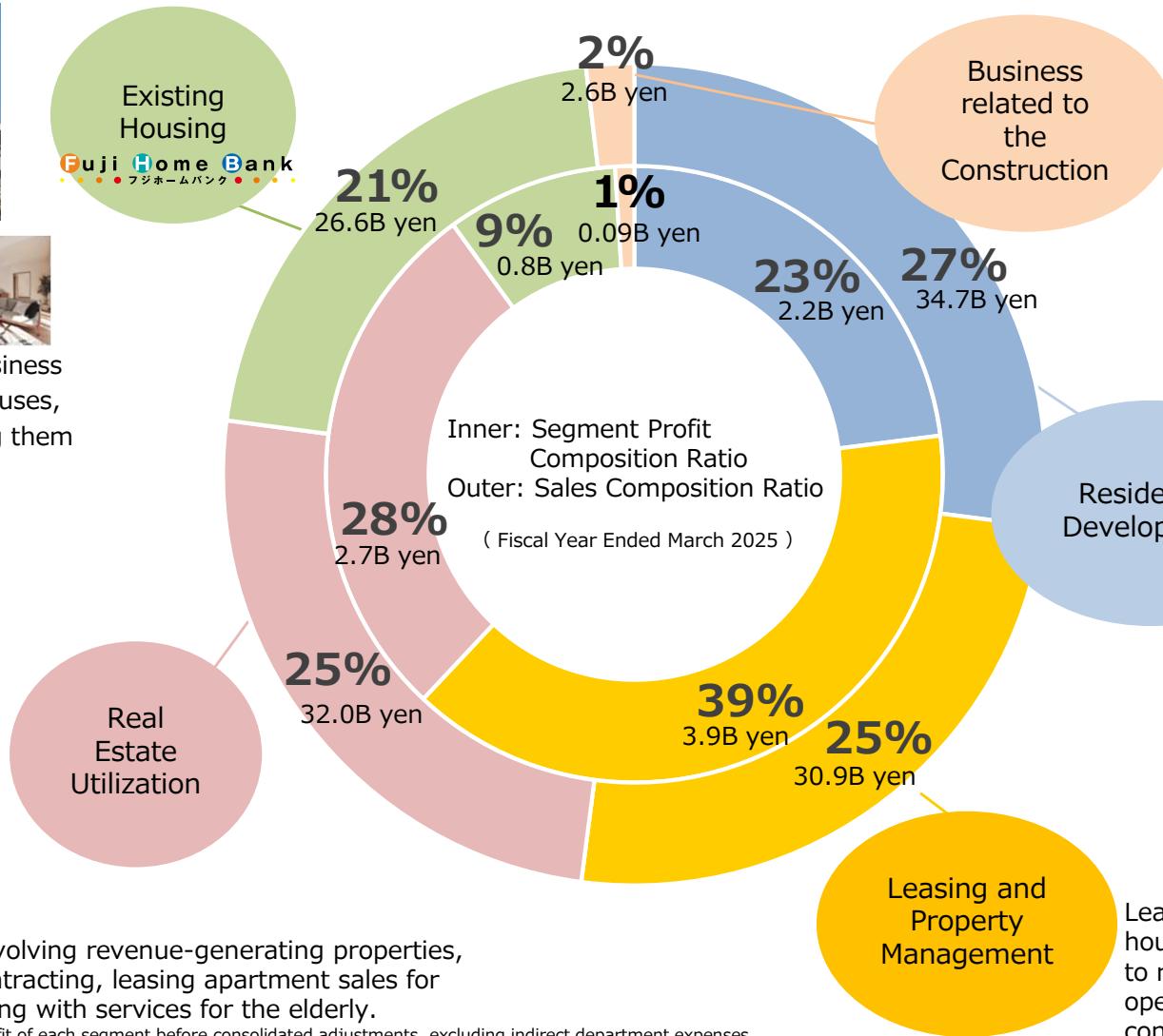
The used housing resale business involves purchasing used houses, renovating them, and selling them



Business for affluent clients involving revenue-generating properties, lease housing construction contracting, leasing apartment sales for individual investors, and housing with services for the elderly.

*Segment profit represents the operating profit of each segment before consolidated adjustments, excluding indirect department expenses.

*The above represents a graphical depiction of the reported segments.



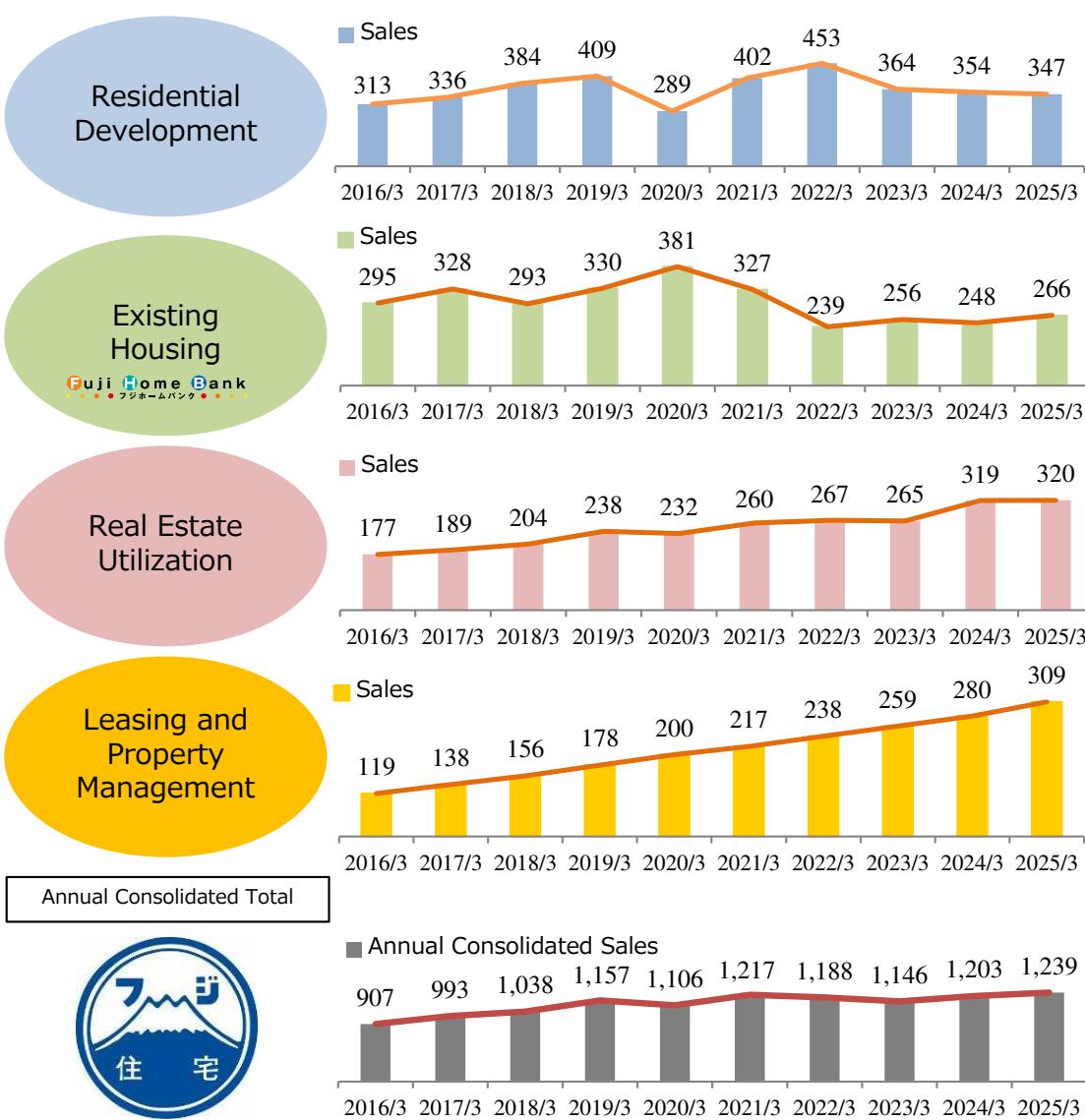
Contracted projects involving steel and reinforced concrete construction, civil engineering, and electrical facility construction for government agencies, aiming to meet the demand for real estate utilization projects.



A business specializing in the sale of new detached houses and condominiums with 50 to 200 units, featuring 'town development' and 'free design houses'.

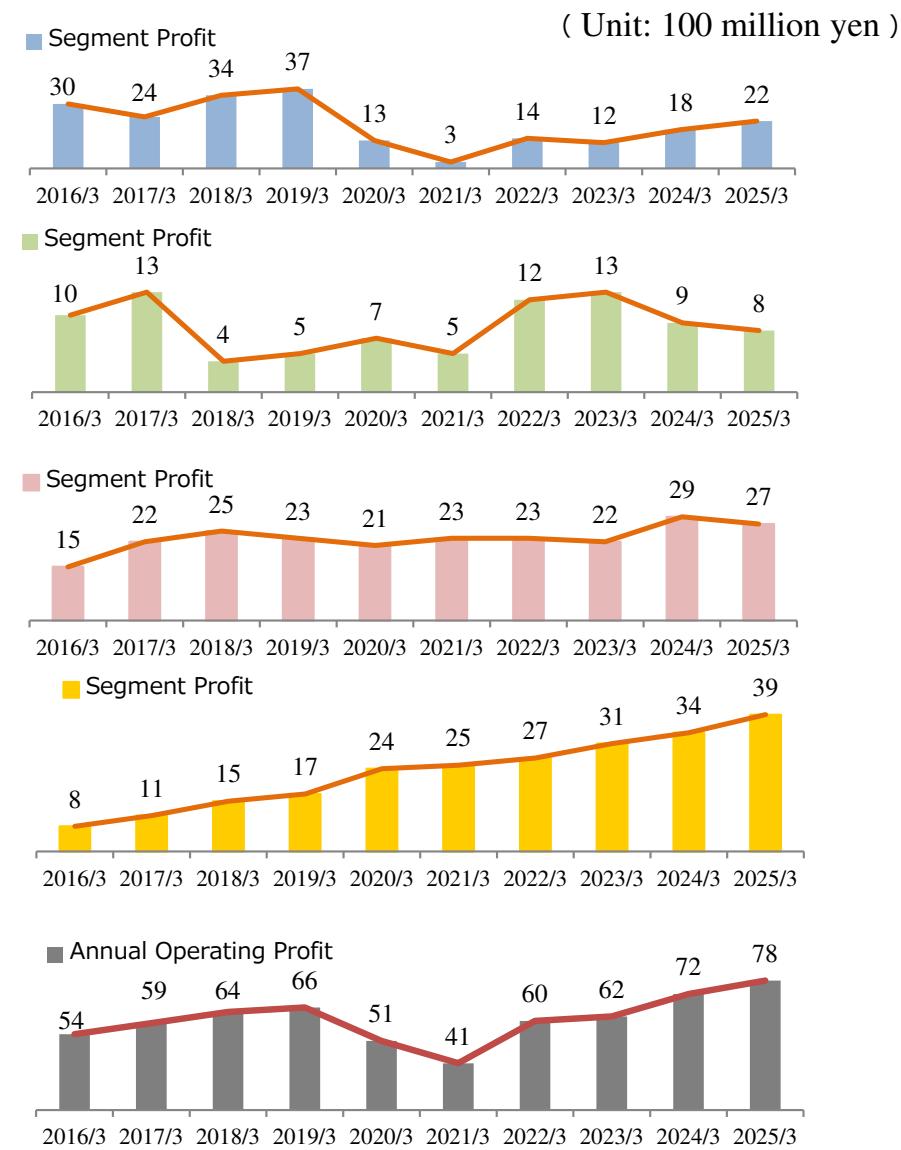
Leasing management of apartments and housing with services for the elderly linked to real estate utilization, as well as operational management commissioned by condominium management associations.

Trends in Segment Sales and Profit Over the Past 10 Years



*Business related to the Construction segment has been included as a reportable segment since the fiscal year ending March 2021, and it has been incorporated into the consolidated totals for each fiscal year from the fiscal year ending March 2021 onward.

*Since the fiscal year ending March 2020, revenue from the insurance agency business has been included in the consolidated totals for each fiscal year.

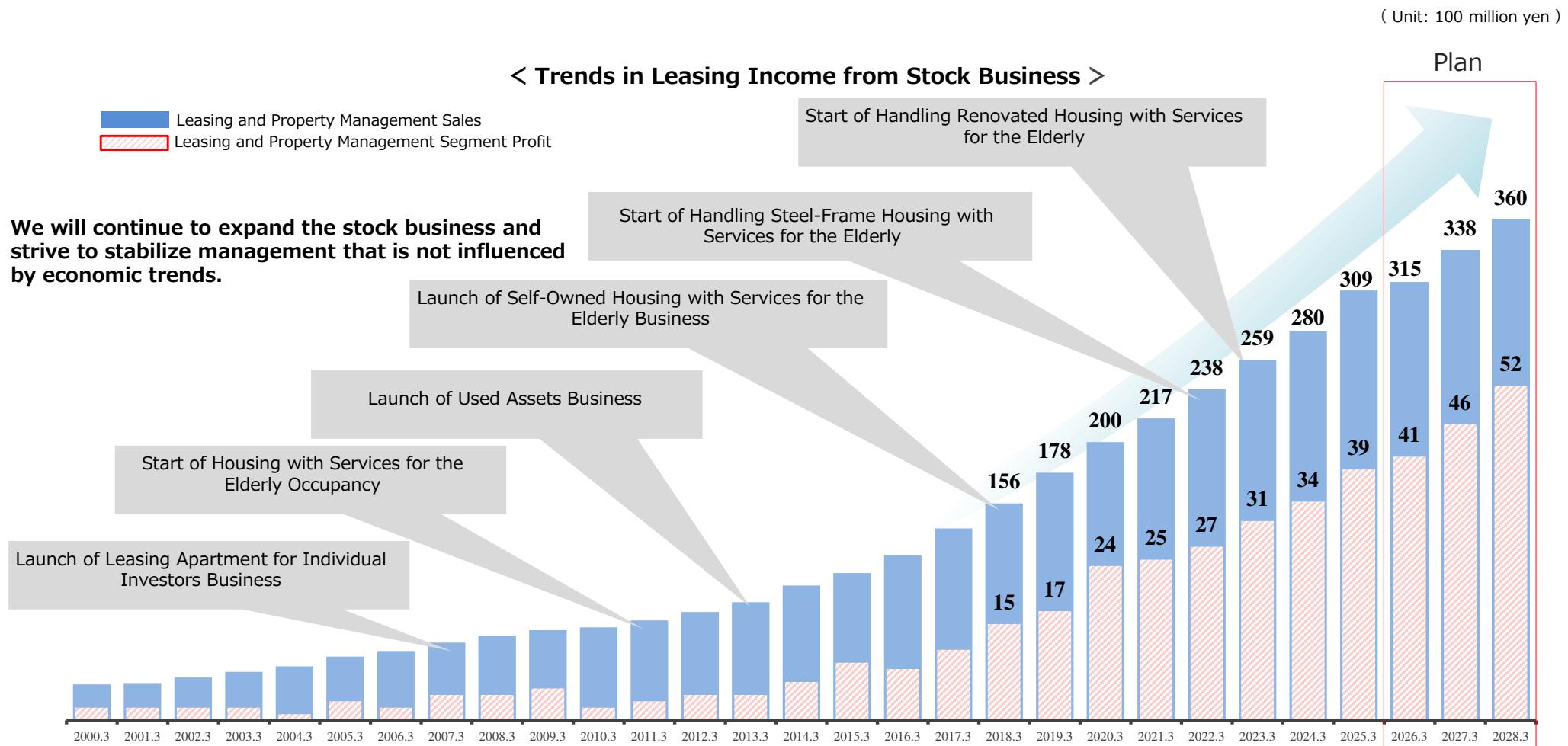


*Segment profit represents the operating profit for each division before consolidation adjustments, excluding indirect department expenses.

*The annual consolidated totals for each fiscal year are presented on a financial statement basis and differ from the total values of each segment.

Initiatives for Stock Business Aiming at Stable Growth in the Medium to Long Term

Our stock business leasing income has steadily grown and diversified, starting with the sublease business of Leasing Apartment for Individual Investors and Housing with Services for the Elderly, and expanding into the Used Assets business and self-owned Housing with Services for the Elderly business.



Our Strengths ①: Creating Homes with Responsibility Towards Our Customers

~ Meeting Customer Expectations and Trust ~

The name "Fuji Jutaku" was inspired by Mount Fuji, aiming to become "the most beloved company in Japan." Buying a home is one of the biggest purchases in life, and we believe that we must conduct our business in a way that ensures customer satisfaction to the very end. We strive to provide safe and heartfelt products and services, placing the utmost importance on meeting our customers' expectations and trust, so that every customer can say, "Fuji Jutaku delivers to the end, and I'm glad I bought a home from them." Since our founding, we have continued to create homes with responsibility towards our customers. As a result, a significant number of our Residential Development segment customers and business partners have introduced new clients to us, and in the Real Estate Utilization segment, we have also received a considerable number of second and third orders from existing property owners. In the 2025 ORICON Customer Satisfaction Survey, we achieved the top ranking in both the Kinki region and Osaka Prefecture, earning high praise from our customers.

« High Contract Rate and Repeat Contract Rate through Referrals »

« Residential Development segment (New Construction) »

In the Residential Development segment (New Construction) for the fiscal year ending March 2025, 30.0% of the order contracts were based on referrals from customers who have already purchased from us or individuals related to our company.

« Existing Housing segment (Used) »

In the Existing Housing segment (Used) for the fiscal year ending March 2025, 47.6% of the order contracts for properties sold directly without intermediaries were based on referrals from customers who have already purchased from us or individuals related to our company.

« Real Estate Utilization segment (Leasing Apartment for Individual Investors, Lease Housing Construction Contracting) »

In the Real Estate Utilization segment, repeat clients who have contracted for two or more buildings account for approximately 40 percent of all past property owners. We believe this is a testament to the high level of satisfaction with the quality of our leasing apartments for individual investors, as well as our leasing and property management services.

*The number of contracts through referrals for Residential Development (New Construction) is counted by adding up the number of lots purchased simultaneously. (Raw land sales are excluded.)

Our Strengths ②: Stable Business Structure through Balanced Management

~ Establishing a Structure Aimed at Stable Management through Business Diversification without Expanding Sales Areas ~

« Stable Business Structure through Balanced Management »

Our sales area is mainly limited to the entire Osaka Prefecture and parts of Hyogo and Wakayama Prefectures. However, each business division boasts a nationwide level or top share within the sales area. In the Residential Development segment, we ranked No. 1 in the Osaka Prefecture Housing Construction Volume Regional Builder Ranking for 17 consecutive years until FY2021 (although no certification was provided after FY2022 as the research by the source company was discontinued, we believe we have maintained our top share). In the Existing Housing segment, we ranked 8th nationwide in the number of used housing purchase and resale transactions. In the Real Estate Utilization segment, we are ranked No. 1 nationwide with 275 operational buildings of Housing with Services for the Elderly. These achievements have been cultivated through years of creativity and ingenuity within our community-based management approach, adhering to the principle of 'Not Just Selling or Building'."

« Strengths of Balanced Management »

• Ability to Meet a Wide Range of Customer Needs

The Residential Development segment caters to families, the Existing Housing segment targets investors and individuals who want to acquire a home more easily than purchasing a new one, and the Real Estate Utilization segment is for asset owners and investors. This allows us to conduct business with a wide range of customers.

• Expansion of Business Opportunities through Diverse Product Offerings

By accommodating a variety of products such as detached houses, condominiums, and leasing apartments, depending on the size, convenience, and locality of the land, we are able to expand the scope of land acquisitions, thereby increasing business opportunities.

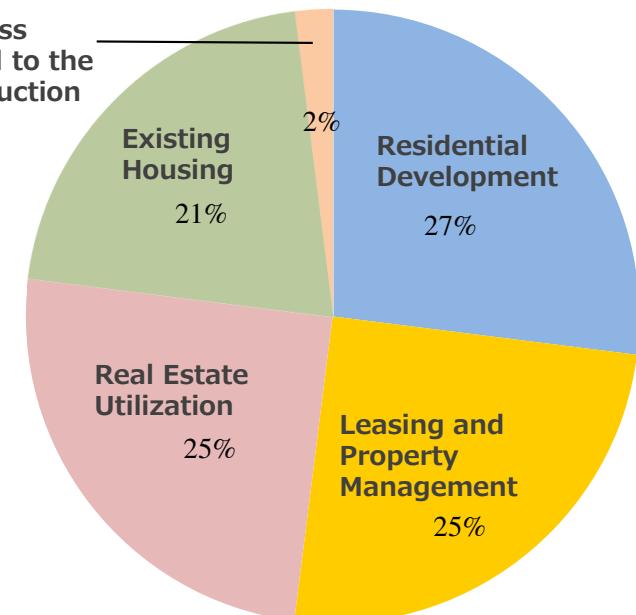
• High Resilience to Economic and Market Changes

The real estate industry is subject to fluctuations in economic conditions and land prices. However, our company is not reliant on a single specialized business; instead, our various business divisions complement each other, allowing us to respond flexibly to changes.

Source: The certification for No.1 in the Osaka Prefecture Housing Construction Volume Regional Builder Ranking is based on the combined total of areas excluding Osaka City (Osaka City is not included in the performance target). (Survey by Housing Industry Research Institute, from '23 No.1 Home Builder Comprehensive Collection).
Source: Reform Industry Newspaper, Purchase and Resale Annual Sales Ranking 2025 (Published on July 28, 2025),
Source: Senior Housing Newspaper 2025 Summer Special Edition (Published on August 20, 2025)

« Balanced Sales Composition Ratio by Business Segment »

Sales Composition Ratio for the Fiscal Year ended March 2025.



Our Strengths ③: House with Charcoal / Pure Air (1)

～ To Live Healthily, One Should Be Thoroughly Particular About Indoor Air Quality. ～

In addition to air pollution from exhaust gases, pollen, bacteria, and viruses have become significant issues. Our 'House with Charcoal / Pure Air' was born from the integration of the technologies we have cultivated so far, with a thorough focus on 'air' and 'quality.' We have obtained the rights to use the patented 'House with Charcoal' system within our group's sales area, providing homes that offer peace of mind as products that differentiate us from competitors and add value.

(Overview of House with Charcoal / Pure Air)

The 'Carbon Air Clean System' forcibly draws in outdoor air using a fan and blocks fine harmful particles with a 'fine particle filter.'

Furthermore, a double measure is implemented by laying charcoal under the floor and passing air through it, ensuring clean air is supplied to each room.



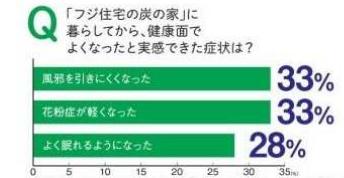
(Reference) For more details, please check the following.

<https://www.fuji-ie.com/kodawari/>

(お客様が実感された効果を一部ご紹介)

健康効果

暮らしはどう変わりましたか？



【その他】

- 寒冷性が改善された
- 便秘や下痢をしなくなった
- 食欲が旺盛になった
- 買りこりが楽になった
- イライラしなくなった
- 疲れが残らなくなった
- お肌の調子が良くなった
- 痒んぐが軽くなった
- アロビックが良くなった
- 集中力がアップした

などのコメントあり



消臭効果

「フジ住宅の炭の家／ピュアエア」にお住まいのお客様にアンケートデータ！

Q 以前と比べて生活臭はいかがですか？



Q 以前と比べてペットの臭いは気になりますか？



Q 習朝のタバコの臭いは消えていますか？



Q リビングで焼肉をした後の臭いはいかがですか？



Q 洗濯物を室内干した時の臭いはいかがですか？



※「炭の家」に1年以上お住まいのお客様にお聞きした内容を基に作成しております。

Our Strengths ③: House with Charcoal / Pure Air (2)

~ We Offer a 'House with Charcoal' Overnight Experience for Customers. ~

In some of our subdivisions, we offer a 'House with Charcoal' overnight experience. This experience has been available since 2019, and many people have participated in it.

For those considering purchasing a detached house and interested in the effects of charcoal, we provide an opportunity to stay overnight for free in our 'House with Charcoal' model house. By spending a day in the model house, customers can experience the benefits of charcoal and the latest home features firsthand.



Main Customer Feedback on the "House with Charcoal" Overnight Stay Experience

④ Reasons for Wanting to Participate in the Overnight Stay:

Ⓐ · To experience the spaciousness of the house and its layout in daily life
· It sounded fun after being introduced by the sales representative
· Currently living in an area with poor air quality and wanted to try Fuji Jutaku's "House with Charcoal"
· To see how much the symptoms of a chronic condition (rhinitis) would improve by staying in a "House with Charcoal"

④ Effects of the "House with Charcoal"

Health-related Feedback (pollen allergies, rhinitis, sleep quality, migraines, etc.):
Ⓐ · Even with the windows closed, the room doesn't feel stuffy at all, making it very comfortable.
· I felt that my itchiness subsided a little.
· Perhaps because of that, I felt I slept better.
· Normally, my eye drops don't help much, but during the stay, I felt one application was enough to relieve the itch.
· There was hardly any air stagnation, and I was able to sleep soundly through the night and wake up feeling refreshed.

Daily Life Aspects (Odors, Humidity, etc.):

Ⓐ · I cooked meat in a frying pan, but the smell seemed to disappear quickly.
· I was surprised that there was no lingering smell of food after dinner.
· After taking a bath, my body dried quickly, but it didn't feel dry or dehydrated.

Other Impressions (Air Purification and Additional Observations):

Ⓐ · I was surprised that there was no lingering odor even when food was left out.
· I was amazed that just one air conditioner could cool the entire house—perhaps due to the excellent design.
· Actually experiencing it led to many new discoveries and was more educational than expected. I'd like to use this as a reference in the future.

④ About the Layout and Design:

Ⓐ · Staying here helped me develop ideas and preferences for the layout I would want in my own home.
· The furnishings were stylish and full of great inspiration.
· I felt at ease knowing I could sense my family's presence no matter where I was in the house.

④ About the Facilities (Kitchen, Bathroom, Floor Heating, etc.):

Ⓐ · The kitchen-centered layout allowed me to do housework while watching over everyone, so I didn't feel isolated and was able to enjoy cooking.
· It was a lot of fun to experience the latest home equipment firsthand.

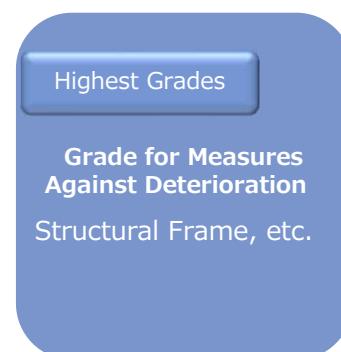
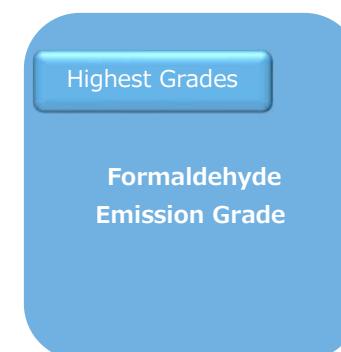
Our Strengths ④: Providing Homes with High Residential Performance

~ Earning Trust After Construction is the True Mission of Homebuilding. ~

【Items of the Housing Performance Indication System】



*The highest grade is Grade 7.



We believe that our mission is to provide high-quality homes where residents can enjoy a high level of satisfaction throughout their lives.

As part of this commitment, we obtain a housing performance evaluation report for all of free design house, ensuring they meet the top-level standards across all six categories of the housing performance indication system. Furthermore, we have introduced the 'TRC Damper' seismic control system, which helps reduce shaking caused by earthquakes and enhances the effectiveness of preventing wall damage and furniture from toppling over.

*The above information is as of March 31, 2025.

*Our company ensures that all of our homes meet insulation performance grade 5, which is the ZEH standard, and we also offer homes that meet grade 6 based on customer needs.

Moving forward, taking into account customer demands and market trends, if grade 7 is determined to be the optimal choice, we plan to provide homes that meet grade 7 as well.

Our Strengths ⑤: Creating High-Quality Homes with a Focus on the Local Community

～ Not Just Selling or Building ～

Our company upholds the founding spirit of 'Not Just Selling or Building.' We continue to engage in dense business activities within a range where we can see our customers' faces and have established a thorough after-sales support system. For this reason, we deliberately choose not to expand nationwide.

In line with our founding spirit, we are committed to creating high-quality homes with a focus on the local community, allowing us to build long-term relationships with our customers and provide them with homes they can continue to live in with peace of mind for decades.

Our 'After-Sales Support' is one of the founding principles of our company established by our current chairman, Imai. We have established a dedicated after-sales support department, which is rare in the industry, and all matters from the initial report by customers to resolution are handled entirely by our employees.

Additionally, regular after-sales services after handover are also carried out by our staff, ensuring a comprehensive support system that allows our customers to live with peace of mind while we continue to safeguard their homes.

From "The Reason Why Fuji Jutaku Was Established" — Comments from the Current Chairman, Mr. Imai

<Out of a Sense of Responsibility to Customers>

—What motivated you to go independent after being a top salesperson?

Mr. Imai

One of the responsibilities of a salesperson at a housing company was to handle customer complaints such as "there's a roof leak" or "the floor is creaking."

However, no matter how much I pleaded at the time, the company was reluctant to fix these issues.

Customers signed contracts because they trusted me or the company, so I believed it was my responsibility as the one who made the sale to see things through. That's why, if the company wouldn't make the repairs, I would sometimes pay for them myself out of my own salary.

However, while it was manageable to cover expenses of 10,000 or 20,000 yen, it became increasingly difficult when the cost exceeded 100,000 yen. Since I had an exceptionally strong sense of responsibility, I found it extremely frustrating and hard to accept.

That's why I decided to start my own company in January 1973. I believed that by doing so, I could take full responsibility for my customers and properly fulfill my obligations to them.

(Regular After-Sales Service in Action)



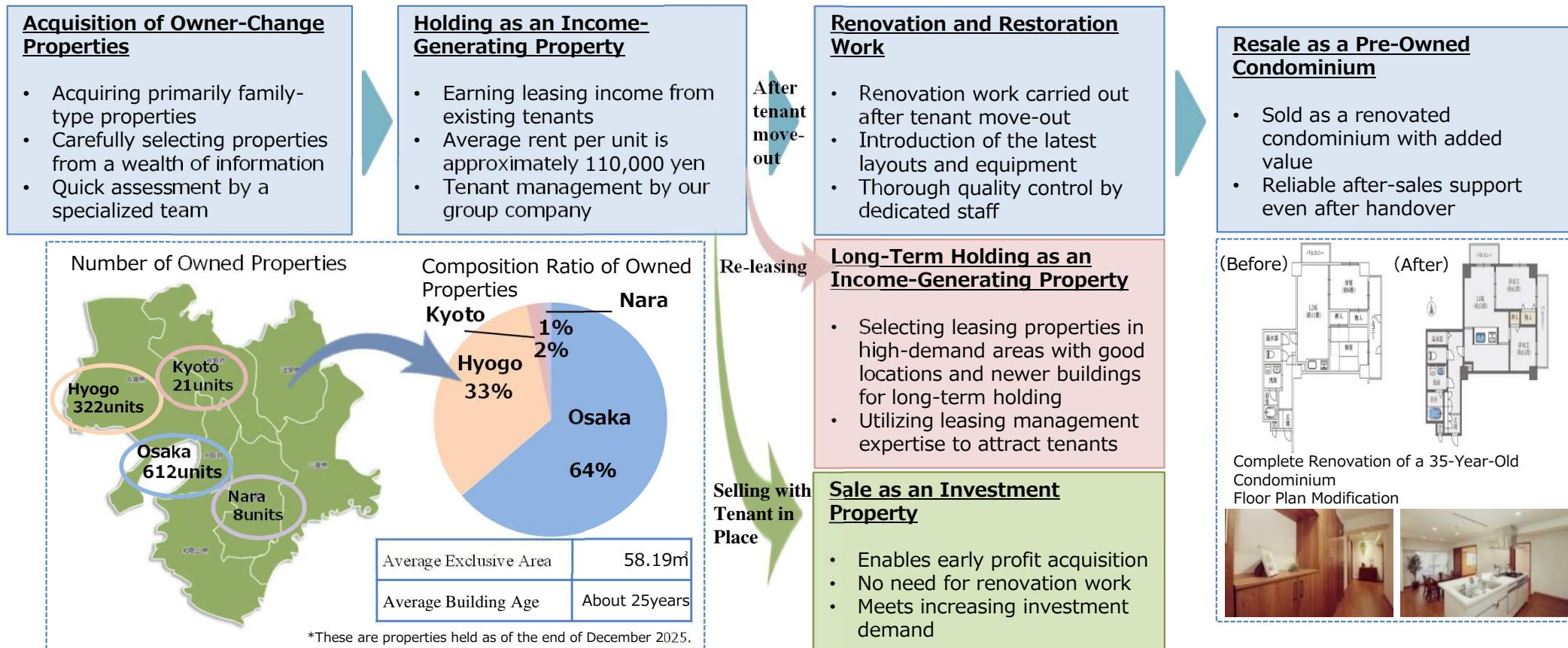
Our regular after-sales service is conducted by our dedicated after-sales department staff at 3 months, 1 year, 2 years, 5 years, and 10 years after handover.

Our Strengths ⑥: Used Assets Business in Collaboration with Leasing and Property Management

~ Establishment of Two Stable Revenue Sources: Leasing Income and Resale Profit ~

The used assets business involves acquiring pre-owned condominium units with existing tenants (owner-change properties), generating revenue through leasing income until the tenants vacate, and then renovating and reselling the units. This business model is closely linked to our leasing and property management operations. Our company ranks among the top nationwide in the buy-and-resell business by renovating and reselling vacant pre-owned homes. In this business model as well, we own 963 units in the Kinki region, maintaining a top-class position comparable to the largest competitors in the Kansai region.

Furthermore, as shown in the diagram below, we diversify our exit strategies by re-renting owner-change properties as income-generating assets and selling them with tenants in place as investment properties. By leveraging our group's leasing and property management division, we can flexibly manage properties according to their characteristics.



Our Strength ⑦: No Sales Commissioning at All. Handled Entirely by Our Employees.

~ Not Chasing Sales Scale, but Pursuing Customer Happiness. ~

We sell approximately 1,000 newly built subdivision houses annually, with all sales activities conducted by our employees at each sales site. In the real estate industry, it is common to outsource product sales to external parties, but we do not do this at all. Our company handles everything consistently with our employees, from land acquisition to sales, planning and design, construction site management, and after-sales support. We do not simply focus on sales to expand our business performance.

We always strive to conduct responsible and thorough sales activities within a range where we can directly see our customers' faces, aiming to achieve the highest customer satisfaction in Japan. The foundation of our sales activities is the pursuit of our customers' happiness. In our sales department, there are no individual performance graphs for employees; instead, we have customer feedback and report graphs. We place great importance on the positive feedback we receive from our customers and are committed to our founding philosophy of "Not Just Selling or Building" as our guiding principle in our sales activities.

In the sales department, by displaying reports and graphs, the awareness of bringing joy to customers will increase.



As a result, in terms of customer "satisfaction," which is difficult to objectively assess, we have received high evaluations from a third-party, impartial perspective.



1st Place in the Kinki region
in the ORICON Customer Satisfaction
Survey for Built-for-Sale Home Builder
from 2021 to 2025.



1st Place in Osaka Prefecture of the Kinki region in the ORICON Customer Satisfaction Survey for Built-for-Sale Home Builders from 2020 to 2025.

Our strengths ⑧: Aiming to become Japan's most loved management company

～The secret of high occupancy rates～

～ Leasing and property management maintaining a high occupancy rate of around 97% for five consecutive years ～

As of the end of December 2025, the number of units under management totaled 39,651 (number of facilities under management: 2786). The occupancy rate stood at 97.3 percent, and we have maintained a high occupancy level of around 97 percent over the past five years. This achievement is attributed to the company's meticulous property selection, ensuring long-term, stable leasing management for property owners. Key factors contributing to this success include:

1. Strong collaboration with brokerage firms to enhance customer acquisition.
2. High standards of property management.
3. A specialized management system that allows for quick and flexible operations.

We will continue our efforts to ensure that tenants can live for a long time with peace of mind, with the aim of becoming Japan's most loved management company.

*Housing with services for the elderly is excluded from the occupancy rate of managed properties.



*Number of leased units under management and leased buildings under management as of the end of December 2025 (including properties owned by the Company)

To a high utilization rate

①Ability to attract customers through strong cooperation with intermediary companies

- Each intermediary company has its own staff, and in close communication, the following measures to attract customers are implemented jointly.
- We have adopted measures to increase the speed of contracts, such as sharing vacancy status and drawings at all times through a dedicated website with an intermediary company, allowing us to provide an on-the-spot response 24 hours a day, 365 days a year, and without going through us.

② High level of property management

- Cleaning of common areas twice a week at all managed properties.
To ensure that the finish of cleaning for each property does not differ, we conduct cleaning checks and study meetings once a month with partner companies, and standardize the high level of cleaning for all properties.
- We have established a dedicated team capable of handling problems and problems 24 hours a day, 365 days a year, and operate it from the tenant's perspective.

③ Rapid and flexible management system based on the division of labor system

- By assigning specialized employees to specialize in facilities and attracting customers, and establishing a division of labor system, we are able to provide quick, high-quality responses compared to normal full-time operations.
- As a back office, we have established a structure that can respond quickly and flexibly to irregularities by forming detailed teams for dealing with contract-related issues and traveling.

Policies for careful selection of property locations for long-term reliable leasing management (Business of leasing apartment for individual investors)

Utilizing the abundant land information capabilities cultivated as a comprehensive real estate business, the Company carefully selects favorable location areas with little risk of rent declines near stations from among approximately 20000 land information sites per year.

Our Strengths ⑨: The Reasons Why We Can Provide High-Quality Housing

~ Stable Provision of High-Quality Housing Through Deep Trust with Partner Companies ~

To continuously provide high-quality housing in a stable manner, the cooperation of our partner contractors is indispensable. In order to ensure the delivery of high-quality housing, we hold monthly Safety and Health Council and an annual Site Cooperation Meeting to share our Management Philosophy and reinforce safety and quality control measures. At the 2025 Site Cooperation Meeting, approximately 850 partner contractors participated. Together with our company, they strive toward our goal of "bringing happiness to our customers." As part of this effort, we conducted an awards ceremony to recognize companies and workers who have contributed significantly to our shared mission.

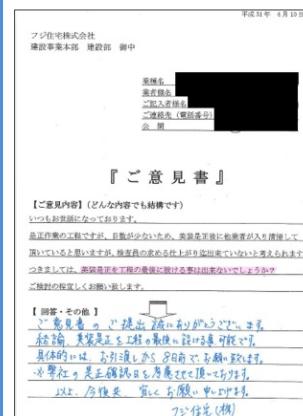
Furthermore, to express our gratitude to our dedicated partner contractors who work tirelessly for our customers, we hold appreciation certificate ceremonies three times a year. Our company and our partner contractors work as one to achieve the common goal of providing high-quality housing in a stable and reliable manner.

(Site Cleanliness Campaign (Mass Cleaning Activities))



Customers and nearby residents perceive our construction sites as clean, allowing workers to perform their tasks comfortably and ensuring accident-free operations. To achieve this, our cooperating contractors diligently carry out waste separation, organization, tidying up, and cleaning five times a day. Additionally, every Friday, all site workers participate in a 30-minute collective site cleaning. Furthermore, the organization publishes a ranking of cleanliness and tidiness for each site, striving to create even better work environments.

(Opinion Letter)



We have installed a 'Suggestion Box' at the Safety and Health Council to collect proposals and concerns from our cooperating partners. The opinion letters are reviewed by site supervisors and department heads, and we ensure that every opinion received is responded to and addressed, contributing to the creation of better work environments.

(Communication Card)



The communication card is a card that conveys words of appreciation from our company to the workers. It is not only addressed to the workers themselves but also communicated to the companies they belong to, so that the workers can receive recognition from their companies as well.

3. ESG and SDGs Initiatives

Overview of ESG and SDGs

Basic Sustainability Policy

Our group, under the Management Philosophy of 'To operate the Company for the sake of employees, their families, customers, business partners, shareholders, local communities, and ultimately the nation,' has been engaging in social contribution activities through our business operations since our founding. The importance of the role that companies play in addressing social issues, such as the United Nations-adopted SDGs (Sustainable Development Goals), is increasing. By being aware of the relationship between ESG (Environment, Society, Governance) and SDGs with our community-based business operations and engaging in social contribution, we aim to continue growing sustainably with society and strive to become a trusted corporate group.

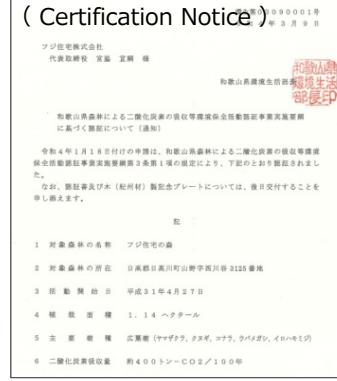


Environment	Our Group's Initiatives	SDGs
Business Activities Considerate of Environmental Conservation	<p>Efforts in the Used Housing Regeneration Business Renovation of used houses, compared to rebuilding projects, significantly reduces CO2 emissions and waste, directly contributing to resource conservation.</p> <p>Total Heat Exchange System with IAQ Control Our "House with Charcoal / Pure Air" adopts a "Total Heat Exchange System," which prevents heat energy loss during ventilation, making it an energy-efficient housing option.</p> <p>Pre-Cut Construction Method By adopting the pre-cut construction method, where wood materials are pre-processed in a factory and assembled on-site, we reduce waste materials and lessen environmental impact.</p> <p>Cellulose Fiber (Insulation Material) The cellulose fiber insulation material we use is made from recycled newspaper before shipment. Compared to manufacturing conventional glass wool insulation, the production process requires significantly less energy, thereby reducing environmental impact.</p> <p>Participation in the OSAKA Zero Carbon Smart City Foundation We are participating in the "OSAKA Zero Carbon Smart City Foundation," which aims to take a more ambitious and advanced approach to SDGs from Osaka, spreading these initiatives nationwide, and playing a leading role in realizing a decarbonized society by 2050.</p>	
Improvement of Office Environment with Consideration for Environmental Conservation	<p>Various In-House Initiatives for Environmental Conservation</p> <ul style="list-style-type: none"> - Introduction of hybrid vehicles for all company cars - Paperless documentation within the company through the introduction of electronic approval systems and electronic contract services (elimination of stamps) - LED conversion of office lighting and the headquarters building advertising tower - Promotion of Cool Biz to reduce air conditioning usage - Utilization of recycled paper by dissolving used paper within the company - Installation of demand monitoring equipment to monitor and control the office's maximum power demand 	

Environment

Our Group's Initiatives

SDGs

<p>Environmental conservation activities by employees</p>	<p>Tree-Planting Volunteer so called "Fuji Jutaku Forest" (Hidakagawa-cho, Hidaka-gun, Wakayama Prefecture)</p> <p>The 2.16-hectare forest in Hidakagawa-cho, Hidaka-gun, Wakayama Prefecture, has been named so called "Fuji Jutaku Forest" and certified by Wakayama Prefecture. Our company and the Fuji Jutaku Group employees and their families participate as volunteers in tree planting and forest cultivation activities.</p> <p>Through these activities, we are working to contribute to the conservation of the local natural environment as a member of the local community and to enhance environmental awareness.</p> <p>On Saturday, November 1, 2025, a total of 42 employees and their families participated as volunteers in the 7th tree-planting event of the "so called Fuji Jutaku Forest," planting 300 saplings and conducting undergrowth mowing.</p> 	 
<p>Establishment of TCFD Working Group</p>	<p>Promotion of Initiatives Considering the Relationship Between ESG, SDGs, and Our Community-Based Business Activities</p> <p>Since April 12, 2022, we have established the TCFD Working Group to assess the impact of climate change on our business operations. Based on the framework proposed by the TCFD recommendations, we analyze future changes in the external environment and promote initiatives aligned with our basic sustainability policy.</p>	

Social

Our Group's Initiatives

SDGs

<p>Establishing a Comfortable Work Environment①</p> <p>Initiatives for KENKO Investment for Health</p> <p>"A company is its people. Without the health and happiness of employees, customer satisfaction and company development cannot be achieved."</p> <p>Since its establishment, our company has upheld this belief. To ensure our customers experience genuine happiness, we believe it is essential that our employees, who work at our company, are both physically and mentally healthy, take pride in their work, find purpose and fulfillment, and lead rich and meaningful lives both professionally and personally. We approach employee health management from a managerial perspective, with a focus on creating workplace environments that contribute to long-term improvement in corporate value.</p> <p>The Ministry of Economy, Trade and Industry, in collaboration with the Tokyo Stock Exchange, has selected our company for the "KENKO Investment for Health Stock" designation in 2016, 2018, and 2019. In March 2025, we were certified for the eighth time under the "KENKO Investment for Health Outstanding Organization 2025 (Large Enterprise Category) [White 500]", a recognition jointly granted by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi. Additionally, we were honored for the third consecutive year as an Excellent Company for Cancer Control Promotion by the Ministry of Health, Labour and Welfare.</p> <p> 健康経営銘柄 2019 Health and Productivity</p> <p> 2025 健康経営優良法人 KENKO Investment for Health 大規模法人部門 ホワイト500</p> <p> DBJ健康格付 2021</p> <p>Certified for the eighth time under the "KENKO Investment for Health Outstanding Organization 2025 (Large Enterprise Category) [White 500]", a recognition jointly awarded by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi.</p> <p>Specific Initiatives for KENKO Investment for Health</p> <p>Our company has established policies for key initiatives related to health promotion, which are decided at the Board of Directors meetings. Regarding key initiatives, we have set goals and indicators for health management, positioning the health check-ups for all employees as a critical issue, and have achieved a 100% examination rate for over 10 years, including part-time employees. In the aforementioned health check-ups, we have added many items in addition to statutory examination items (tumor marker tests, Helicobacter pylori tests, breast cancer echo tests for all female employees, introduction of CA19-9 for pancreatic, bile duct, and gallbladder cancer from April 2022, and plans to introduce abdominal echo tests and expand fecal occult blood test subjects from April 2026). In addition to non-statutory health checkup items, we fully cover the costs of follow-up tests and re-examinations. We are committed to continuously implementing initiatives aimed at maintaining and improving employee health, with a long-term focus on enhancing corporate performance.</p>	 <p>1 貧困をなくす</p>  <p>3 すべての人に健康と福祉を</p>  <p>4 質の高い教育をみんなに</p>  <p>5 ジェンダー平等を実現しよう</p>  <p>8 働きがいも経済成長も</p>  <p>10 人や国の不平等をなくす</p>
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Social	Our Group's Initiatives	SDGs
Establishing a Comfortable Work Environment②	<p>Promoting Work Style Reform through Telework Implementation</p> <p>Utilizing ICT (Information and Communication Technology), we promote telework as a flexible work style that is not constrained by location or time. In 2018, we received the "Telework Pioneer 100 Selection Minister of Internal Affairs and Communications Award", in 2021 and 2022, the "Telework Promotion Award for Excellence", and in 2024, we were selected for the "25th Commemorative Telework Promotion Award Special Prize."</p> <p>The promotion of telework supports balancing work with childcare and caregiving, employment for people with disabilities who have difficulty commuting, securing talented personnel in regional areas, and establishing BCP (Business Continuity Planning), ultimately contributing to the enhancement of corporate value.</p> <p>Proactive Initiatives for Sports</p> <p>We support the fundamental value of sports in enabling people to lead a healthy and culturally enriched life throughout their lifetime. In line with this belief, our company has implemented various initiatives to promote sports. We have installed a box-type high-pressure oxygen chamber that can accommodate up to ten people, allowing employees to engage in stretching and training. Additionally, we organize walking events and encourage employees to commute in sneakers by providing incentives for walking.</p> <p>(We were certified as a "Sports Yell Company 2025" (Bronze) on January 31, 2025.)</p>	 <p>1 貧困をなくす 1.2 家庭と地域の開発 1.7 持続可能な産業の発展 8.4 生産的効率化</p> <p>3 すべての人に健康と福祉を 3.2 健康・福祉・安全 3.3 産業・経済の基盤 8.2 生産と効率化</p> <p>4 質の高い教育をみんなに 4.2 教育機会 4.4 教育の質</p> <p>5 ジェンダー平等を実現しよう 5.1 女性の社会参画 5.5 女性の健康と福祉</p>
Establishing a Comfortable Work Environment③	<p>Operation of the Shirahama Resort</p> <p>Our company owns a resort in Shirahama Town, Nishimuro District, Wakayama Prefecture, which is accessible to all employees, including part-time and temporary staff, as well as group company employees. This resort is conveniently located just a two-minute walk from Shirahama Beach. It features natural hot springs with water directly from the source and offers delicious meals made with local specialties at affordable prices. Operated with the intention of creating a space "for our employees and their families," the resort provides a relaxing environment where employees can enjoy quality time with their loved ones.</p>    	<p>8 働きがいも経済成長も 8.5 男女雇用機会均等 8.7 地域開発</p> <p>10 人や国の不平等をなくす 10.1 不平等の削減 10.7 地域開発</p>

Social	Our Group's Initiatives	SDGs
<p>Development of residential housing with a focus on safety, beautiful landscapes, and revitalization of local communities.</p>	<p>Safe and Secure Town Development To enhance both safety and aesthetics, we have adopted an open exterior design that provides a bright and beautiful impression while also ensuring visibility for crime prevention. This design makes it difficult for suspicious individuals to enter the area, enhancing security. Additionally, roads within the town feature gentle curves as their primary design element, naturally reducing vehicle speed and improving overall safety.</p> <p>Community Revitalization To create a space where people of all generations, from children to the elderly, can gather comfortably, we have established community spaces such as town parks and meeting halls. Our goal is to foster a "connected" town where residents can enjoy a lively and engaging community environment.</p>	
<p>Building Homes with a Focus on Health</p>	<p>Our House with Charcoal/ Pure Air Unlike conventional 24-hour ventilation systems that use "natural air intake + forced exhaust," our company has adopted a system with "fan-powered forced air intake + forced exhaust." During air intake, harmful substances are blocked using a "fine particle filter," and further purification is achieved by passing the air through charcoal installed beneath the floor. This dual approach removes harmful particles of 0.5µm or larger, including PM2.5, yellow dust, bacteria, and pollen, ensuring clean and fresh air throughout the home 24 hours a day. We are committed to building homes with a strong focus on health.</p>	
<p>Cooperation in Support Activities for Various Asian Countries</p>	<p>Support Activities Through Asia Child Support In January 2025, we received a letter of appreciation from "Asia Child Support." Our company has placed donation boxes in our headquarters building and business offices, where employees, visitors, and partner companies contribute donations. These collected funds are then sent to support the initiative. We will continue our modest but dedicated efforts to contribute to support activities.</p>	

Social	Our Group's Initiatives	SDGs																	
Initiatives for an Aging Society	<p>Expansion of Housing with Services for the Elderly</p> <p>In recent years, the rapid progression of an aging society has led to projections that by 2040, individuals aged 65 and older will make up more than 35% of the total population. Given this situation, the role of housing as a final residence and the enhancement of services such as caregiving and medical care are significant social issues.</p> <p>With the concept of "a home where people can entrust their parents with peace of mind," we provide affordable and high-quality housing with services for the elderly. Currently, we operate over 270 facilities, ranking first nationwide. Moving forward, we will continue striving to create homes where many elderly individuals can live with security, safety, and a rich and healthy lifestyle.</p>																		
	<p>Utilization of ESG Goal-Setting Special Loan "Try Now"</p> <p>On December 24, 2021, we received a loan of 500 millions yen from The Minato Bank, Ltd through the "ESG Goal-Setting Special Loan: Try Now."</p> <p>This loan was designed to contribute to the spread of safe and secure housing in an aging society. The primary objective is to increase the supply of housing with services for the elderly beyond a certain threshold, ensuring the provision of suitable living environments for seniors.</p>	 <p>3 すべての人に 健康と福祉を</p>																	
	<p>Utilization of "Sustainability-Linked Loan"</p> <p>Our company has been recognized for setting ambitious goals and proactively addressing environmental and social issues. As a result, we have secured financing through a "Sustainability-Linked Loan" as indicated on the right.</p> <p>By establishing the goal of increasing the supply of housing with services for the elderly by approximately 5% annually as a sustainability initiative contributing to the resolution of social issues, we aim to further enhance our sustainability-driven management approach.</p>	<table border="1"> <thead> <tr> <th data-bbox="1349 882 1455 937">Implementation Date</th><th data-bbox="1455 882 1814 937">Bank</th><th data-bbox="1814 882 1965 937">Amount</th></tr> </thead> <tbody> <tr> <td data-bbox="1349 937 1455 1009">2022/10/31</td><td data-bbox="1455 937 1814 1009">The Kiyo Bank, Ltd.</td><td data-bbox="1814 937 1965 1009">1B yen</td></tr> <tr> <td data-bbox="1349 1009 1455 1080">2023/4/3</td><td data-bbox="1455 1009 1814 1080">CHUGOKU bank Ltd.</td><td data-bbox="1814 1009 1965 1080">0.5B yen</td></tr> <tr> <td data-bbox="1349 1080 1455 1152">2024/3/29</td><td data-bbox="1455 1080 1814 1152">The Senshu Ikeda Bank, Ltd.</td><td data-bbox="1814 1080 1965 1152">0.5B yen</td></tr> <tr> <td data-bbox="1349 1152 1455 1223">2024/7/31</td><td data-bbox="1455 1152 1814 1223">Kansai Mirai Bank, Limited</td><td data-bbox="1814 1152 1965 1223">0.5B yen</td></tr> <tr> <td data-bbox="1349 1223 1455 1266">2024/12/25</td><td data-bbox="1455 1223 1814 1266">The 77 Bank, Ltd.</td><td data-bbox="1814 1223 1965 1266">0.5B yen</td></tr> </tbody> </table>	Implementation Date	Bank	Amount	2022/10/31	The Kiyo Bank, Ltd.	1B yen	2023/4/3	CHUGOKU bank Ltd.	0.5B yen	2024/3/29	The Senshu Ikeda Bank, Ltd.	0.5B yen	2024/7/31	Kansai Mirai Bank, Limited	0.5B yen	2024/12/25	The 77 Bank, Ltd.
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<p>Utilization of "Positive Impact Finance"</p> <p>On June 30, 2025, the Company received a loan of 1 billion from The Kiyo Bank, Ltd. in the form of "Kiyo Positive Impact Finance." We will utilize this loan to expand the positive impact that our business activities have on the environment, society, and economy, and to control the negative impact, thereby enhancing our sustainability management.</p>	 <p>11 住み続けられる まちづくり</p>																		

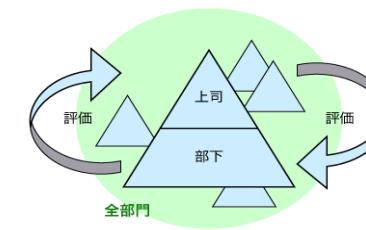
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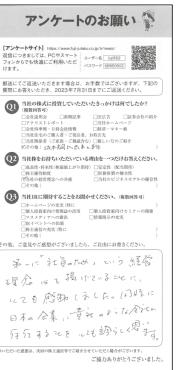
Our Group's Initiatives

SDGs

Contribution to the Local Community	<p>Blue Crime Prevention Patrol</p> <p>In collaboration with the Kishiwada Police Station, we have launched the "Fuji Jutaku Blue Crime Prevention Patrol Team" to ensure the safety of local children and eliminate street crime. As a company, we are actively involved in local crime prevention efforts along school routes within Kishiwada City. As part of this initiative, on September 30, 2023, we were recognized as a "Crime Prevention Contributor (Corporate Sector)" by the Chief of the Osaka Prefectural Police Headquarters and the Osaka Prefectural Crime Prevention Association Federation. Additionally, on June 17, 2024, we received a letter of appreciation signed by the Chief of the Kishiwada Police Station and the President of the Kishiwada Business Site Crime Prevention Association.</p>	 			
	<p>Donation to the Osaka Nursing Association</p> <p>To support measures against COVID-19, we made a donation as a token of our gratitude to the medical professionals engaged in treatment on the front lines and to those involved in maintaining the healthcare system.</p>				
	<p>Environmental Beautification Activities</p> <p>Our staff regularly clean the surrounding roads, including those in front of our Head Office Building, Higashi-Kishiwada Building, and Ouchi-kan Main Store. As a result, our contributions to road beautification and local cleanup activities have been recognized. The sidewalks surrounding the Higashi-Kishiwada Building have been certified as "Adopt Road Habu-cho 2-chome" by Osaka Prefecture and as "Family Road Fuji Jutaku" by Kishiwada City.</p>				
	<p>Promotion of e-Tax</p> <p>In line with the National Tax Agency's initiative to actively promote the use of "e-Tax," our Company has encouraged all executives and employees to utilize e-Tax when filing their final tax returns. As a result of these efforts, we received letters of appreciation from the Kishiwada Tax Office Director in May 2021 and May 2025.</p>				

Governance	Our Group's Initiatives	SDGs
Strengthening Governance Through Organizational Structure	<p>Board of Directors, Audit & Supervisory Board, and Other Organizational Structures for Strengthening Corporate Governance</p> <p>The Board of Directors consists of seven members, including two external directors, while the Audit & Supervisory Board comprises three members, including two external auditors. To reinforce corporate governance, we have established the Risk & Compliance Promotion Committee, the Internal Control Promotion Committee, and the TCFD Working Group. Additionally, we have implemented an internal whistleblowing system.</p>	 <p>4 質の高い教育をみんなに</p>
Strengthening Governance through Talent Development	<p>Management Philosophy and Policy Booklet</p> <p>As the saying goes, "A company is its people," we consider human resource development our most critical initiative. To ensure that all employees act with a unified mindset, without deviation from our shared goals and objectives, we require every employee to carry a copy of the Management Philosophy and Policy Booklet at all times. Through this practice, we strive to cultivate and increase the proportion of personnel within the Fuji Jutaku Group who fully understand and implement our Management Philosophy and Policies.</p> <p></p> <p>Direct Dialogue Between Top Management and Employees</p> <p>We regularly hold the "Q&A Session with the Chairman and President", providing employees with opportunities to engage in direct discussions with the Chairman or President. During these sessions, the Chairman or President personally conducts phone meetings with each employee, addressing not only work-related matters but also private concerns and personal challenges.</p> <p>This direct dialogue between employees and top management enhances mutual trust and fosters a stronger sense of belonging. We believe that such engagement is essential for reinforcing governance through a deeper understanding and practical implementation of our Management Philosophy and Policies.</p> <p>360-Degree Employee Evaluation System</p> <p>We have adopted the "360-Degree Employee Evaluation System," which incorporates feedback from not only direct supervisors but also colleagues, subordinates, and executives from other departments. This comprehensive evaluation approach ensures fairness and impartiality in personnel assessments. Through this system, we aim to develop employees with outstanding insight, judgment, and discernment, who actively embody our Management Philosophy and Policies. We believe that fostering such high-caliber personnel contributes to the long-term enhancement of corporate value.</p>	 <p>5 ジェンダー平等を実現しよう</p>  <p>8 働きがいも経済成長も</p>  <p>12 つくる責任つかう責任</p>  <p>16 平和と公正をすべての人に</p>



Governance	Our Group's Initiatives	SDGs
<p>Strengthening Governance through Improvement of Customer Satisfaction</p>	<p>Relentless Pursuit of Customer Satisfaction</p> <p>We receive words of joy and gratitude from our customers in the form of "Bravo Cards" and "Thank You Reports," while dissatisfaction and complaints are collected as "Yellow Cards." These valuable customer insights are shared across relevant departments within the company, utilized for problem-solving at the operational level, and incorporated into personnel evaluations. This approach enables us to uncover genuine customer needs and fundamental issues, directly contributing to the strengthening of our governance.</p>	 <p>1 st Place in the Kinki region in the ORICON Customer Satisfaction Survey for Built-for-Sale Home Builders from 2021 to 2025. 1 st Place in Osaka Prefecture of the Kinki region in the ORICON Customer Satisfaction Survey for Built-for-Sale Home Builders from 2020 to 2025.</p>
<p>Proactive Dialogue with Stakeholders</p>	<p>Implementation of IR Events and Dialogue with Shareholders and Institutional Investors</p> <p>We regularly hold company briefings for individual investors, securities analysts, and institutional investors in Osaka and Tokyo. Additionally, we conduct meetings and telephone interviews with institutional investors within reasonable limits and participate in online company briefings hosted by securities firms several times a year. For individual investor inquiries, we strive to provide clear and courteous explanations. We also conduct proactive dialogue through shareholder surveys enclosed in the biannual "Shareholder Communication" publication.</p> <p>We believe that constructive dialogue with shareholders and investors contributes to the enhancement of our medium- to long-term corporate value and sustainable growth.</p>	
<p>Strengthening Relationships with Business Partners and Cooperating Contractors</p>	<p>Holding Briefing Sessions on the Implementation of the Consumption Tax Invoice System</p> <p>With the revision of the Consumption Tax Act, the invoice system was introduced in October 2023. Prior to its implementation, we held a briefing session in September 2022 for our business partners and cooperating contractors, inviting representatives from the Kishiwada Tax Office. The session aimed to dispel concerns regarding the new system. Approximately 200 participants attended, further strengthening our ongoing cooperative relationship with our business partners and contractors.</p>	

DX Strategy ① (Digital Transformation)

We are promoting the Next-Generation System Development Project to eliminate redundant tasks through overall optimization and to significantly accelerate operational efficiency by facilitating rapid information sharing. Through this initiative, we aim to build a resilient system infrastructure that can swiftly adapt to changes. Examples of our initiatives are presented on the next page.

Three Realization Goals in the DX Strategy

- Company-Wide and Departmental Business Process Improvement (Revenue Growth and Cost Minimization)
- Establishing a System for Timely Information Provision to Support Managerial Decision-Making
- Building a Stable Development, Operation, and Maintenance Framework to Address Future Shortages of IT Talent

Specific Guidelines

Improvement of Cost Management

Promote the systemization of cost management operations to establish a framework that enables cost and profit analysis from various perspectives (forecast vs. actual) and flexible viewpoints (company-wide, product, property, process, etc.) whenever needed.

System Modernization

Transition to a system with superior usability and scalability to establish a robust development, operation, and maintenance framework while ensuring adaptability to changes in the external environment.

Data Utilization

Promote digitalization for data collection and accumulation, enabling evidence-based decision-making and AI utilization to create an environment where human resources can be focused on high-value-added operations.

Business Process Improvement for Each Department

Prioritize requests from departments that are expected to benefit from systemization and implement various tools and software to enhance operational efficiency across departments.

Data Centralization

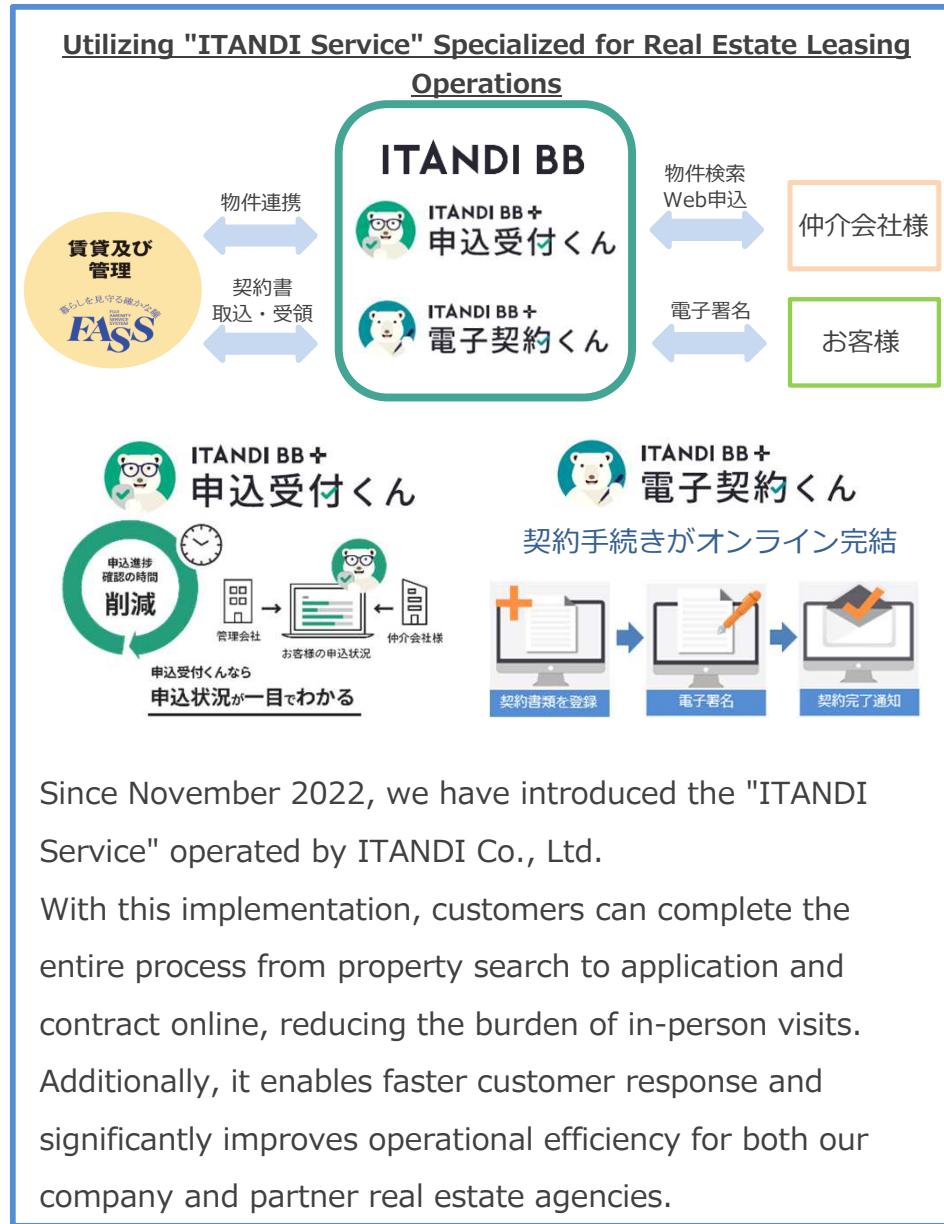
Integrate and manage information held redundantly by various departments across the company to establish a system that facilitates timely updates, reduces maintenance burdens, and enables swift data extraction and sharing.

Systemization of Process Management

Establish a system that allows company-wide sharing of process management progress, issues, and challenges, thereby enhancing communication efficiency and activation among relevant departments.

DX Strategy ② (Examples of DX Initiatives)

Example 1

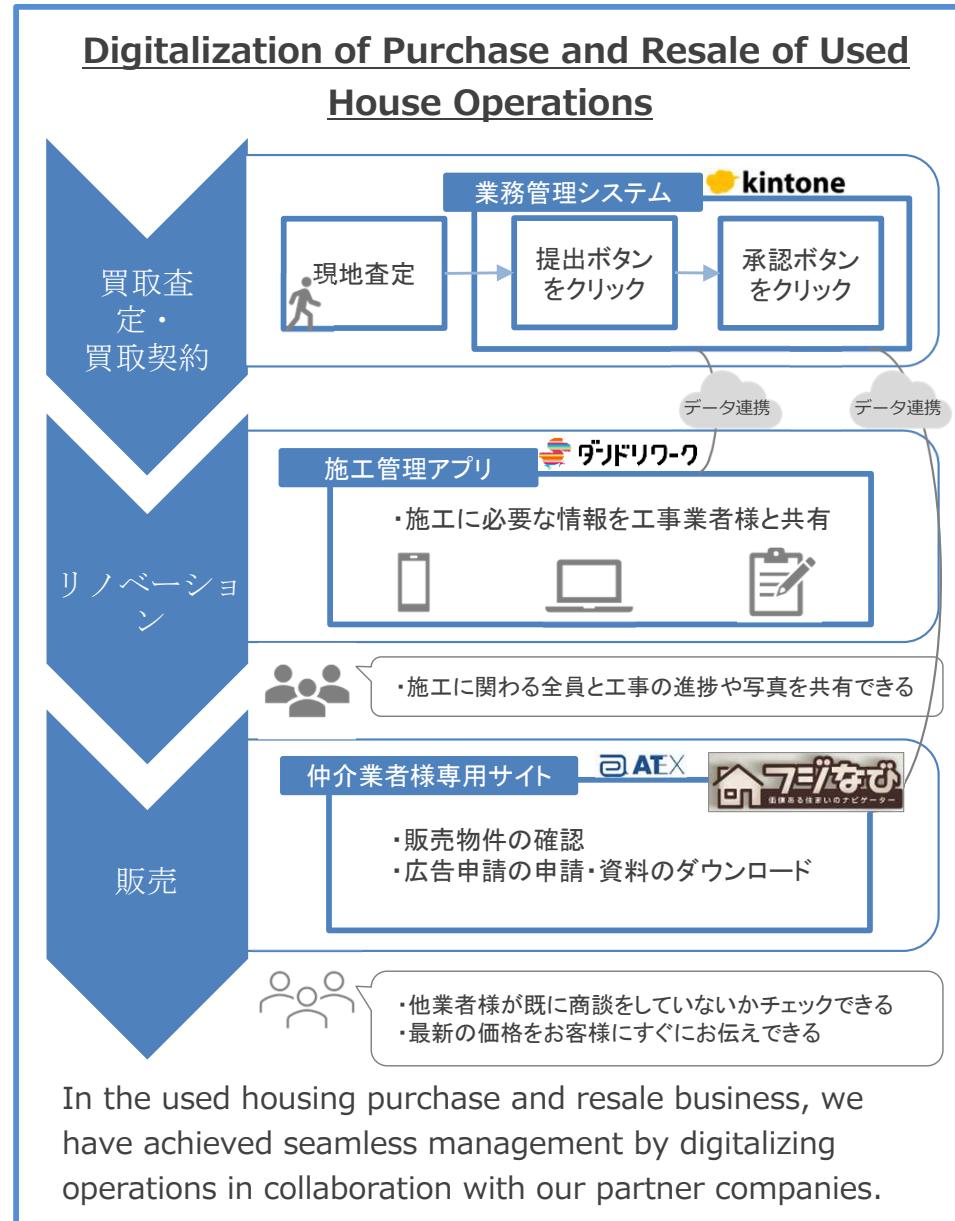


Example 2



DX Strategy ③ (Examples of DX Initiatives)

Example 3

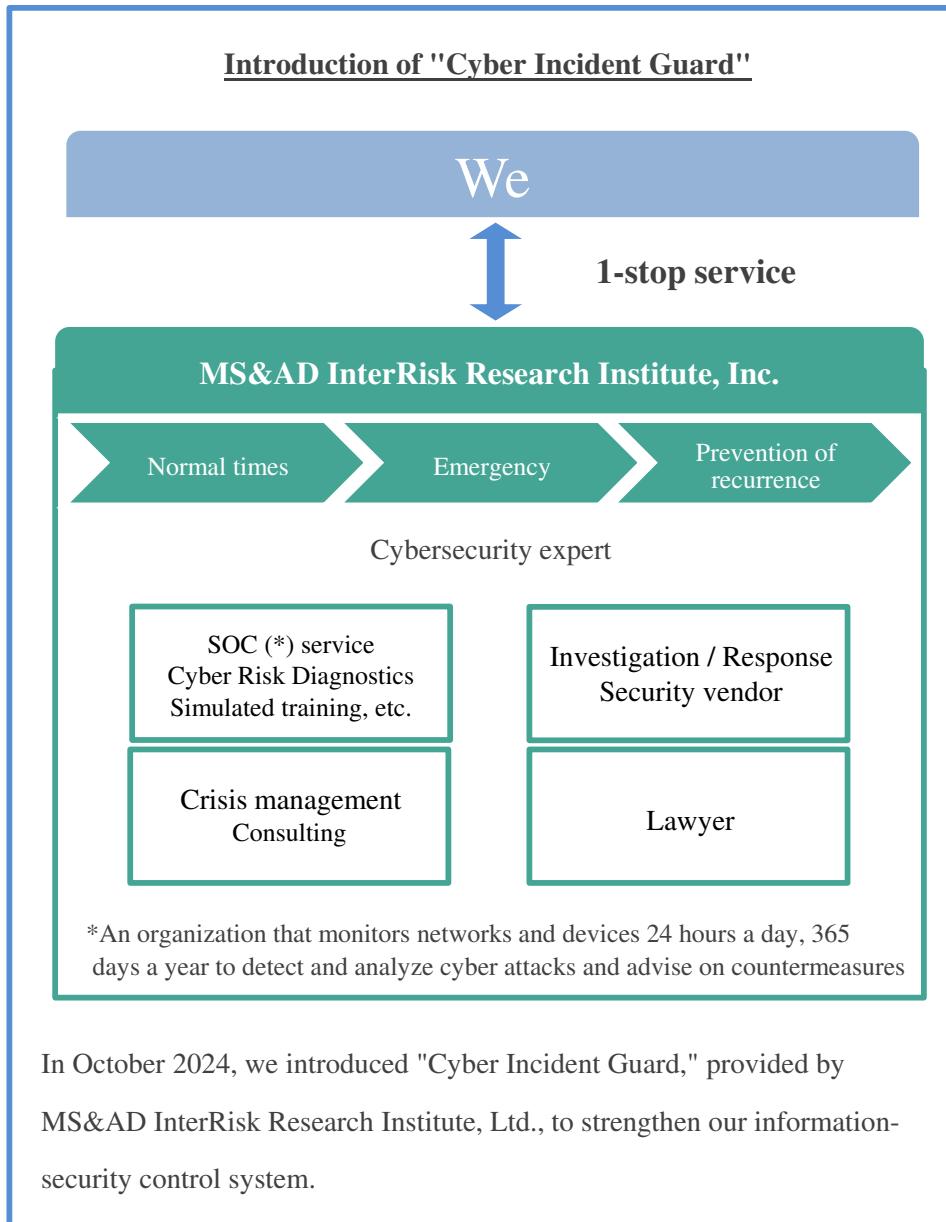


Example 4

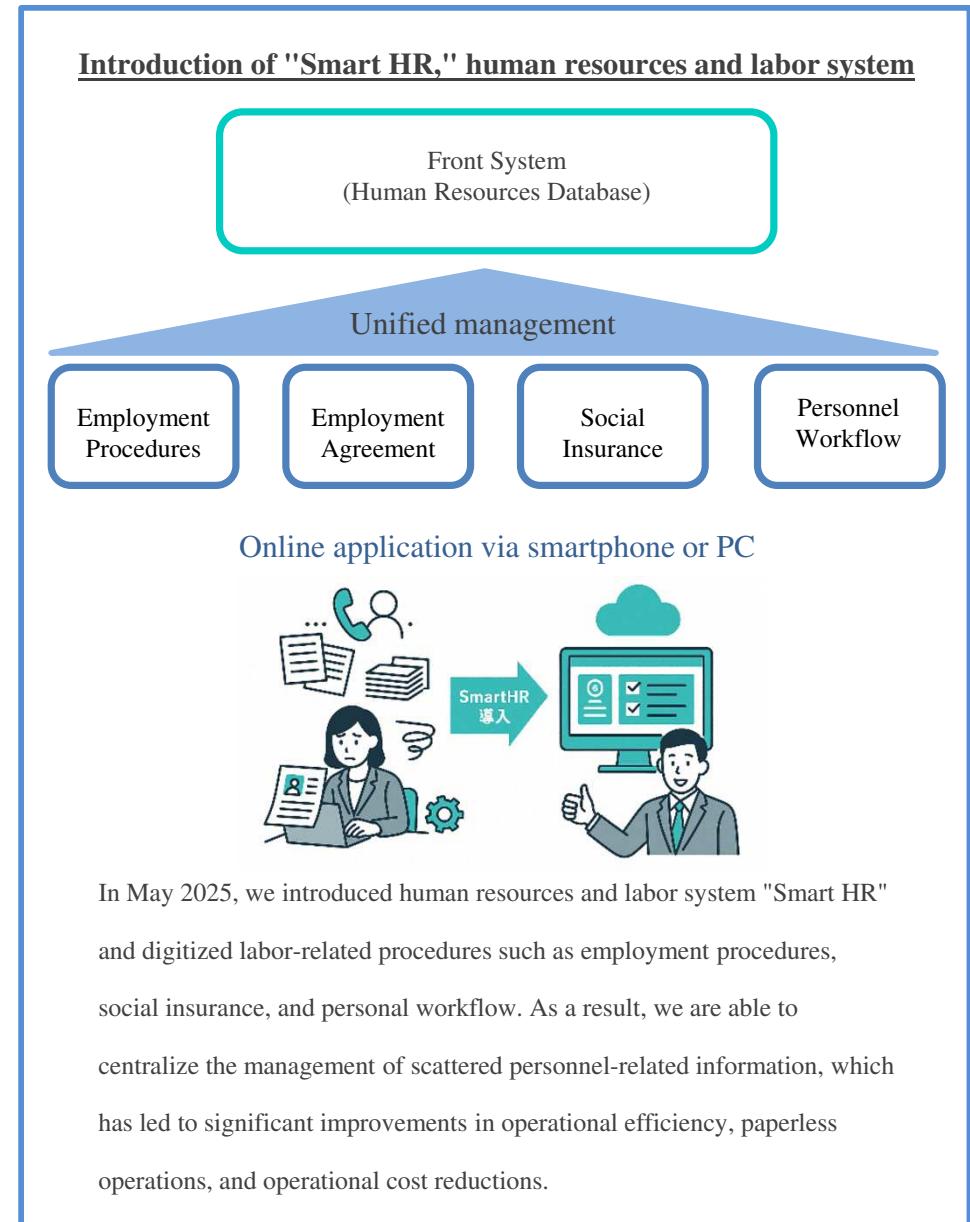


DX Strategy④ (Examples of DX Initiatives)

Example 5



Example 6



4. Management Philosophy

Management Philosophy

To operate the Company for the sake of

- **Employees**
- **their Families**
- **Customers, Business partners**
- **Shareholders**
- **Local communities**
- **and Ultimately the nation**

Our Management Philosophy begins with "For the sake of Employees" and "For the sake of their Families."

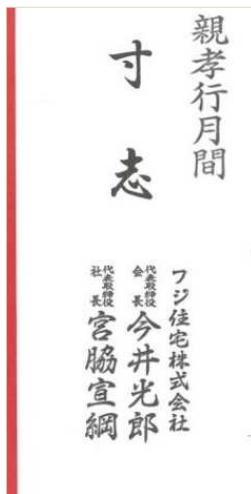
This is because we believe that if our employees and their families are not happy, they cannot truly provide work that brings joy to our customers.

By valuing our employees and their families, fostering gratitude, pride in their work, a sense of purpose, and fulfillment, our employees can genuinely care for our customers. As a result, this leads to the happiness of all stakeholders, including business partners, shareholders, the local community, and the nation.

Based on this belief, we would like to introduce some of the various initiatives we have implemented at our company.

Filial Piety Month and Anniversary Bouquet Presentation

"Filial Piety Month" – Feeling Happiness Through Gratitude



"Those who cannot cherish their closest parents cannot truly cherish their customers."

"By expressing gratitude to one's parents and practicing filial piety, one develops the ability to bring Joy to others, fostering a sense of appreciation and compassion toward customers as well."

Based on this philosophy of our founder (current chairman), Imai, we have implemented a unique initiative: Every year on April 1st, all employees receive a grant of 10,000 yen to carry out an act of filial piety. This system, which has been in place since 2004, must be used for acts of filial piety. Some employees submit a reflection essay based on their experiences of fulfilling filial pieties, and these essays are shared with all employees. Through them, staff members can learn about various touching episodes and different expressions of filial piety.

We believe that fostering gratitude toward those around us and appreciating everyday blessings not only enhances personal happiness but also contributes to individual growth as human beings.

"Anniversary Bouquet Presentation" – Expressing Gratitude to Families as Well

Once a year, all executives and employees are eligible to participate in the "Anniversary Bouquet Presentation" initiative. On their designated person's birthday or wedding anniversary, employees can choose from a bouquet of flowers, a potted plant, or an ornamental plant, which will be delivered as a token of appreciation.

The growth and success of the company today are undoubtedly the result of the continuous efforts of our executives and employees. However, we also recognize the invaluable support of their families. As a gesture of gratitude, each gift is accompanied by a personal letter from the Chairman and President.

Even during company-wide cost-cutting measures following the burst of the economic bubble, this initiative has remained uninterrupted, upheld by the strong commitment of our founder and current Chairman, Imai.



Bread Delivery

~ The True Relationship Begins After the Handover ~

We deliver "bread baked by Fuji Jutaku" to all customers who have purchased a home from us.

- Not Just Selling or Building.
- We always cherish our gratitude toward our customers and strive to deliver our bread to as many customers as possible, bringing them joy and peace of mind.
- We want Fuji Jutaku to always remain connected with our customers.

With this sentiment of our founder (current chairman) Imai, we purchased 11 bread baking machines, hired baking and delivery staff, and deliver "bread baked by Fuji Jutaku" every day to customers who have purchased a home from us. We have received numerous words of appreciation from our customers.



KENKO Investment for Health ①

~ A company is its people. Without the health and happiness of employees, customer satisfaction and company development cannot be achieved. ~

Building on the vision of our founder and current chairman, Imai, we are committed to safeguarding the irreplaceable health of each employee and supporting the health management of both our employees and their families.

Regular Health Checkups

- In addition to non-statutory items such as breast cancer echo, tumor markers, Helicobacter pylori tests, NT-proBNP tests, and the introduction of CA19-9 for pancreatic, bile duct, and gallbladder cancer from April 2022, there are plans to introduce abdominal echo tests and expand fecal occult blood test subjects from April 2026. (Examinations equivalent to a comprehensive medical checkup)
Maintaining a 100% examination rate. The costs for re-examinations and detailed examinations, including the eradication (treatment) costs for Helicobacter pylori, are fully covered by the company.
- Introduced brain dock subsidy programs and family health checkup referral programs (same menu as employees).

high-pressure oxygen chamber



Electrolyzed Hydrogen Water Purifier



Vascular Age Measurement Device



Utilization of Free Consultation Hotline (Available 24/7, 365 Days a Year)

- We promote the use of a free consultation hotline that is available 24/7, 365 days a year for employees and their families.
This service provides support not only for health-related concerns but also for a wide range of issues, including childcare, nursing care, and mental health, ensuring a comprehensive support system.

Establishment of a Mental Health Consultation Service

- We have established a third-party mental health consultation service that ensures confidentiality by utilizing telephone and video calls (such as Zoom) for consultations.

Initiatives for Workplace Environment Improvement

- Installed a high-pressure oxygen chamber, which is widely adopted in medical institutions, sports facilities, and various industries.
- Equipped all business locations with electrolyzed hydrogen water purifiers, recognized under the Pharmaceuticals and Medical Devices Act (formerly the Pharmaceutical Affairs Act) for improving gastrointestinal symptoms.
- Installed health measurement devices for vascular age, blood pressure, weight, and visceral fat assessment.
- Introduced Mozart BGM and Green Mate air purification systems, which use ultraviolet lamps to eliminate 99.9% of viruses and bacteria.

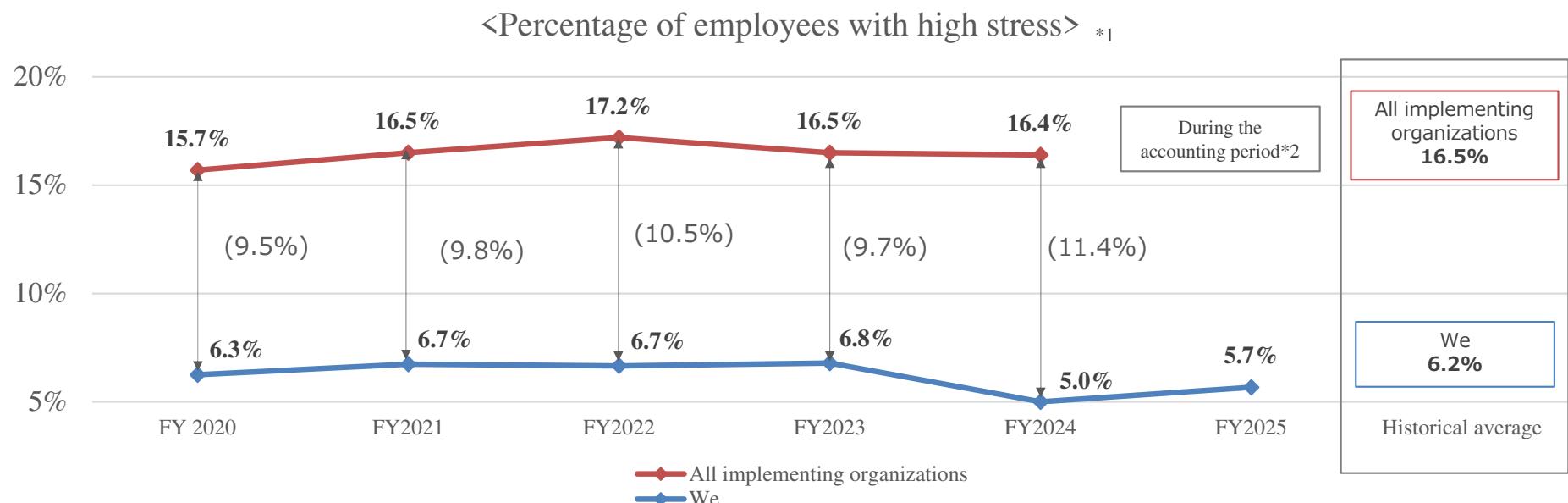
KENKO Investment for Health ②

~ We conduct stress checks for all employees ~

We conduct annual stress checks for all direct employees, including those who work shorter hours.

Compared with the historical average of 16.5% of all examinee persons who underwent examinations, our average was 6.2%, less than half, and 5.7% in fiscal 2025, which is lower than the overall average ratio in the past.

Moving forward, based on our philosophy of "honesty, directness, and straightforwardness" and "just ask, just say," we will continue striving to create a workplace environment where employees can work energetically, positively, and with enthusiasm.



Human Capital Management ①

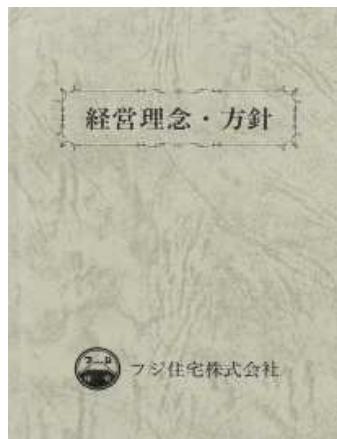
~ Our Management Philosophy begins with "For the sake of Employees." ~

Since the company's founding, our current Chairman, Imai, has believed that if employees themselves are not happy, they cannot truly care about the happiness of our customers. Reflecting this belief, our Management Philosophy is shared among all employees, and we have implemented a variety of unique initiatives to ensure a bright, energetic, and fulfilling work environment.

Visualization of Management Philosophy and Policies

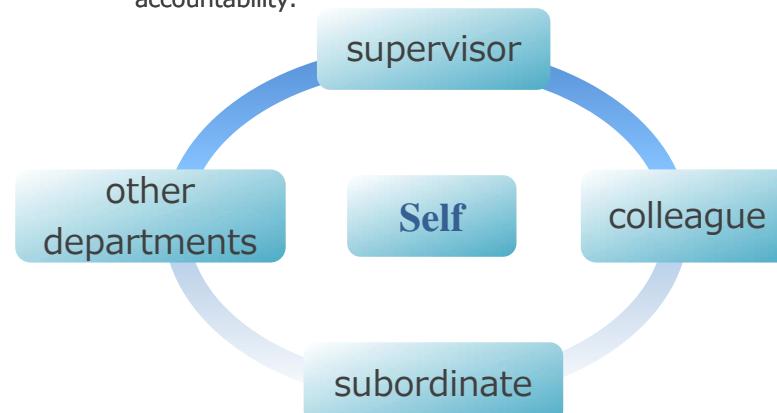
To ensure that all employees share the same goals and objectives and act without deviation in their mindset, the founder's desired behavioral guidelines are compiled in the "Management Philosophy and Policy Booklet."

This booklet, structured in a Q&A format for clarity, is carried by all employees as a reference for their behavioral guidelines.



360-Degree Employee Evaluation System

We have adopted a 360-Degree Employee Evaluation System, in which employees are evaluated not only by their direct supervisors but also by colleagues, subordinates, and executives from other departments. Through fair and impartial personnel evaluations, we recognize individuals with outstanding insight, courage, and discernment, as well as those who effectively embody our Management Philosophy and Policies. This system also fosters an environment where every employee develops a sense of ownership and accountability.



Direct Dialogue Between Top Management and Employees

We regularly hold "Q&A Sessions", where employees can engage in direct dialogue with the Chairman or President. During these sessions, the Chairman or President personally conducts one-on-one phone meetings with each participant.

The topics discussed are not limited to work-related matters but also include personal concerns and various challenges employees may face. This initiative is based on the belief that "Employees are not just workers; they are family and partners in creating value together."

Additionally, with the permission of the participants, questions and responses from the Chairman or President are indexed and shared, allowing other employees facing similar concerns to access and utilize this valuable resource.

Human Capital Management ②(1)

～ We distribute books useful for work and life to all employees ～

Our company believes that "a company is its people," and considers the development of human resources who can understand and implement our management philosophy and policies to be of utmost importance. By enhancing each employee's abilities and enthusiasm, we believe we can perform work that delights our customers even more.

At our company, Chairman Imai selects books that are beneficial for employees in terms of health, work, etc., purchases them at company expense, and distributes them to employees who are deemed to benefit from them. (The next page lists books distributed since the fiscal year ending March 2023)

During this term, we have distributed "Unlimited Power" (Japanese edition: "一瞬で自分を変える法") to all employees, including part-time and temporary staff, and have also been distributing useful books to sales staff and management on an ongoing basis.



Published by: Mikasa Shobo Co., Ltd.
Author: Anthony Robbins
9th printing issued on August 10, 2025

Human Capital Management ②(2)

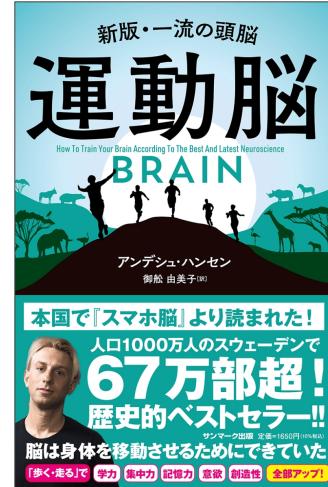
~ Books Useful for Maintaining Health ~



Published by: Sunmark Publishing Inc.
Author: Ichiro Tatsumi
18th printing issued on May 25, 2023



Published by: Sunmark Publishing Co., Ltd.
Author: Seiji Nishino
41st printing issued on June 10, 2022



Published by: Anders Hansen
blished by: Sunmark Publishing Inc.
17th printing issued on February 5, 2023

~ Books Useful for Work ~



Published by: FOREST Publishing Co., Ltd.
Author: Hiroaki Tsuda
2nd printing issued on July 11, 2024

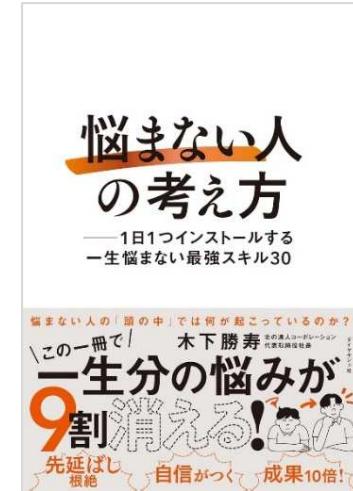


Published by: Kabushiki Kaisha Chichi Shuppansha
Author: Hideaki Fujio
19th printing issued on March 5, 2024

~ Books Useful for Mental Health ~



Published by: WANI BOOKS Co., Ltd.
Author: Bukko
2nd printing issued on May 20, 2024

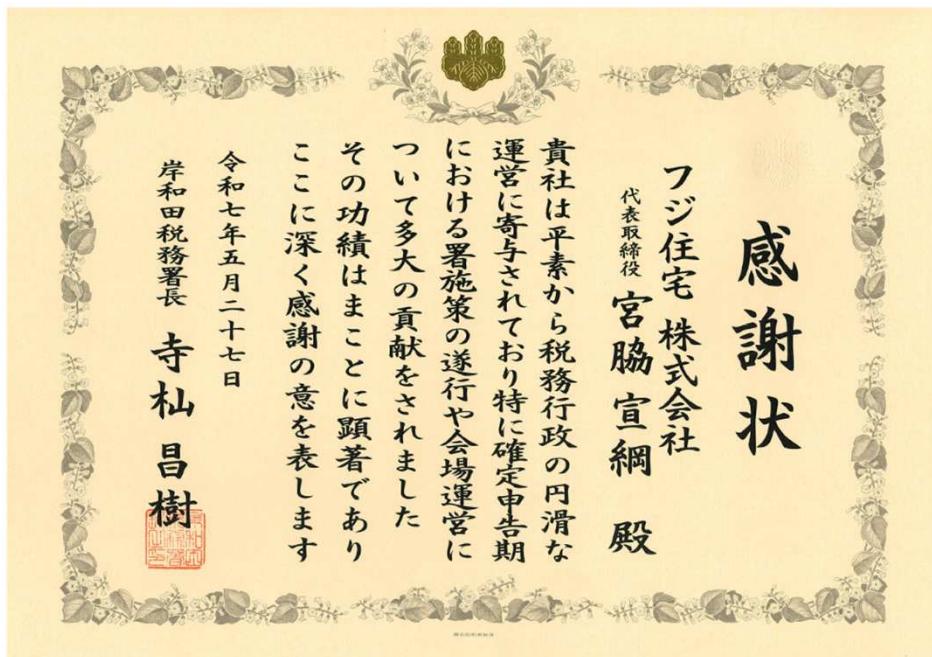


Published by: DIAMOND, Inc.
Author: Katsuhisa Kinoshita
5th printing issued on October 30, 2024

5. Topics

« Topics ① » We received a letter of appreciation from the director of Kishiwada Tax Office.

～We have been appreciated for our efforts in the smooth operation of daily tax administration～



At the annual meeting of the Kishiwada Tax Payment Association held at Kishiwada Grand Hall (Kishiwada City, Osaka) on May 27, 2025, companies received a letter of appreciation from the director of Kishiwada Tax Office.

This was in recognition of our ongoing efforts toward the smooth operation of daily tax administration. From the beginning of e-Tax system, we provided filing guidance to all Group companies during the filing period. We set up a dedicated personal computer within the company to create an environment where employees can report within their working hours. In this way, we worked to promote and recommend the system.

Furthermore, we believe that our multi-faceted cooperation has been evaluated, including the provision of information on tax payment to homebuyers, the rental of a portion of our office near the Tax Office during the filing period as a break room for short-term part-time workers at Tax Offices, and cooperation in the distribution of short-term part-time job offering leaflets to 13 condominium buildings for sale.

« Topics ② » Introduced GMO Rental DX, an application for owners

～ We will realize improved business speed and accuracy through the computerization of documents and workflow functions. ～

Our group, Fuji Amenity Service Co., Ltd., manages over 35 thousand leasing apartments in the Kansai region. Until now, transactions with property owners in the management of properties, such as bulk leased properties, have mainly been on a paper basis, and there have been challenges in promoting paperless operations and improving the efficiency of business processes. To address this issue, we began operating GMO Rental DX, an application for owners provided by GMO ReTech, Inc., on August 1, 2025, with our unique functions added. This has enabled the digitization of income and expenditure reports and other documents, as well as the completion of approval operations for various documents within the application and the unified management of materials. This has greatly improved the convenience for both owners and us. In the future, we will utilize this service to further improve customer satisfaction in preparation for the future expansion of the number of units under management.



(An example of what can be done with a proprietary application for owners)

① 各種書類の確認・承認

家賃のお支払い明細書や施設点検報告書などをご確認いただけます。
消火器やエアコン等の注文についても、アプリ上でご承認いただけます。

② 書類の保管不要

アプリにログインした以降の書類はアプリ上に保存されるため、
保管の必要はありません。必要な時にいつでもご確認いただけます。

③ チャット機能による連絡

当社からのお知らせやお問い合わせは、アプリ内の「チャット機能」を通じて行うことが可能です。

≪ Topics ③ ≫ An article on Fuji Palace Senior was published.

～ An interview article on Fuji Palace Senior was published in the Sankei Shimbun～

Published by: Sankei Shimbun Co., Ltd. Release Date: August 7, 2025



「自分の親を安心して預けられる住まい」を提供

超高齢化社会を説く中で、暮らしの自由度と介護などの生活サービスを兼ね備えた住まいとしてサービス付き高齢者向け住宅（サ高住）の需要が高まっています。独自の基盤・運営・リソースを強みにサ高住「フジパレスシニア」を構成展開するフジ住宅グループのフジ・アメニティサービスの社員3人、運営のコンセプトや入居者のサポート体制、日々の仕事を語り切っている思いについて語っていただきました。

サービス付き高齢者向け住宅 フジパレスシニア スタッフによる紙上ディスカッション

（非常勤）シニア事業統括責任者 松本 和也さん ハニアハウスサポート・竹内 俊太朗さん シニアハウスサポート・山崎 拓馬さん

社員寮や病院を
既存不動産の活用・リバーリング事業を新規展開

今年に入って守山市と大阪市で
2棟をオープン

サ高住のリーディングカンパニーとしての誇りを胸に

定期的
付ける
食事

約1万戸を運営

フジ・アメニティサービス株式会社 0120-170-280

フジ住宅株式会社 0120-37-9982

〒596-8508 大阪府守山市守山1丁目4番23号 <http://www.fujitaku.co.jp>

An interview article featuring our housing with services for the elderly was published in the August 7, 2025 issue of the Sankei Shimbun Osaka Head Office edition. In the published article, we discussed the operational concept of Fuji Palace Senior, our support system for residents and care service providers, as well as our passion for the work we do.

We are actively developing housing with services for the elderly based on the concept of "homes where people can entrust their parents with peace of mind." Each facility is equipped with a dedicated kitchen area to provide high-quality meals with well-balanced nutrition. In addition, we regularly conduct tastings and monitoring of meals—focusing on seasoning, presentation, and other elements from the residents' perspective—and provide feedback based on the results.

In addition, to support smooth facility operations, we provide high-quality services by holding training sessions for care service providers, where successful case studies and know-how are shared.

« Topics ④ » Our Group was featured in the Senior Housing Newspaper.

~ In the Weekly Senior Housing Newspaper rankings, we ranked 10th nationwide in terms of total capacity for welfare facilities and senior housing, and 1st nationwide in the number of housing with services for the elderly operated. ~

Published by: Senior Housing Newspaper Co., Ltd. Release Date: August 20, 2025

順位	事業者名	運営棟数	定員数
1	フジ・アメニティサービス	275	9,146
2	学研グループ	212	14,087
3	SOMPOケア	146	9,636
4	ヴァティー	121	4,150
5	NPO法人ラ・シャリテ	96	2,255
6	エクラシア	89	3,720
7	やまねメディカル	79	2,057
8	創生会グループ	62	1,851
9	パナソニックエイジフリー	61	1,261
10	ゴールドエイジ	54	2,454

(Ranking of number of housing with services for the elderly operated)

Source: Compiled by our Company based on data from Senior Housing Newspaper Co., Ltd.

In the rankings of total capacity for welfare facilities and senior housing published in the August 20, 2025 issue of the Senior Housing Newspaper, our Group was ranked 10th nationwide, and a featured interview was included in the article.

Although our Group provides housing with services for the elderly exclusively within the Kinki region (primarily in the Hanshin area), we proudly hold the top position nationwide in the number of facilities operated and rank third nationwide in total capacity. We will continue our efforts to aggressively expand our business.

In the pickup interview, we answered the outline of our group's senior business, the steady increase in the number of buildings under management, and the outlook for the future.

«Topics ⑤» Grand Opening of VIP Lounge Exclusively for Home Buyers

~ We have a special lounge for owners only ~



We have held the grand opening of a “VIP Lounge” exclusively for customers (property owners) who have purchased a home from us, at the Fuji Jutaku Izumi Branch. Reservations are not required and can be used at any time during business hours.

At the lounge, we offer complimentary bread freshly baked by our Company, along with beverages. In addition, guests are free to enjoy unlimited access to helpful books and magazines, as well as picture books in the kids' corner. The lounge is also equipped with free Wi-Fi, allowing visitors to spend their time comfortably without concern for the clock.

We aim for the lounge to serve as a “third place” — a comforting and relaxing space that is neither home nor workplace — for our customers and their families. We will continue to pursue initiatives that bring joy to our customers and remain committed to further enhancing customer satisfaction.

« Topics ⑥ » Accepted local junior high school students for work-experience learning

~ Conducted vocational experience learning for students of Kishiwada Municipal Kishiki Junior High School and Kishiwada Municipal Habu Junior High School ~



[Scene from the Preliminary Meeting]



[Scene from the Video Shooting Experience]



[Scene from the Camera Operation Training]



[Scene from the Camera Shooting Experience]

[The room tour video by students can be viewed at the URL below]

- ①: <https://www.instagram.com/p/DLmLTGyyDC9/> (Kishiki Junior High School)
- ②: <https://www.instagram.com/p/DLo2G8gzMBj/> (Kishiki Junior High School)
- ③: <https://www.instagram.com/p/DLrWui4T9bE/> (Kishiki Junior High School)
- ④: <https://www.instagram.com/p/DP53b65k6bw/> (Habu Junior High School)
- ⑤: <https://www.instagram.com/p/DQlZ71cEztr/> (Habu Junior High School)
- ⑥: <https://www.instagram.com/p/DQdtxreE3fj/> (Habu Junior High School)

In 2025, upon request from Kishiwada Municipal Kishiki Junior High School and Kishiwada Municipal Habu Junior High School in Kishiwada City, Osaka Prefecture, where our headquarters is located, we accepted second-year junior high school students for vocational experience learning.

As part of career guidance, students were given the opportunity to experience the importance of working and the pleasure of working. They were given the opportunity to take a video of Instagram and a photo of a model house, which are one of the tasks of the Sales Planning Section, Sales Department, Head Office of Residential Development segment.

Additionally, some students who participated in the vocational experience expressed sentiments such as "It became a lifelong memory." and "I want to work here (Fuji Jutaku) in the future."

Through our contributions to local communities, we will continue to strive to become Japan's most respected company and to increase our business performance and corporate value.

«Topics ⑦» Acquisition of Treasury Shares

~ Acquisition of 560,900 treasury shares has been completed ~

The acquisition of treasury shares based on the resolution of the Board of Directors held on August 5, 2025, was completed on October 28, 2025.

Details of Acquisition

- Type of acquired shares: Our common stock
- Acquisition period: August 6, 2025 to October 28, 2025 (trade basis)
- Total number of shares acquired: 560,900 shares
- Total purchase price of shares: 449,982,100 yen
- Acquisition method: Market purchase on the Tokyo Stock Exchange

NEW «Topics ⑧» Participated in Career Education Sponsorship Project for Elementary and Junior High School Students

~ Featured again this year in "Job Notebook for Elementary School Students" and "Job Book for Junior High School Students" ~

As part of our regional contribution initiatives, we again sponsored the supplementary textbook production project for career education in elementary and junior high schools this year, and were featured in the Wakayama City edition "Job Notebook for Elementary School Students" and the Wakayama Prefecture edition "Job Book for Junior High School Students." (This is the third time following fiscal years 2023 and 2024)

This project aims to increase children's interest in work and help them envision their future dreams and hopes through the introduction of local companies' professions, with typically one company featured per industry. Our company was approached as a real estate business particularly conscious of regional contribution, and we sponsored the project with the hope of aiding children's career education.

【Wakayama City Edition】 "Job Notebook for Elementary School Students"
Published by: CHUCO CO.,LTD.



【Wakayama Prefecture Edition】 "Job Book for Junior High School Students"
Published by: CHUCO CO.,LTD.



«Topics ⑨» Established Fuji Farm in Higashi-Osaka City

～ Started new initiatives for employment of people with disabilities at the facility in Mizuhai, Higashi-Osaka City ～

Since 1 May 2020, our company has been operating 'Fuji Farm Yao' in Kyuhouji, Yao City, Osaka Prefecture, which cultivates and processes herbs with the aim of creating employment opportunities for people with disabilities.

We have newly established "Fuji Farm Higashi-Osaka," a facility dedicated to the roasting and processing of coffee, effective October 1, 2025. Using high-quality coffee beans, the facility produces delicious drip bag coffee. These finished products are distributed in our company's break room, providing a moment of relaxation to refresh our staff.

Through our business activities, we fulfill our social responsibilities and continue to expand employment opportunities and social participation for people with disabilities, striving to create a diverse and inclusive organization.

(Herbal tea cultivated and processed at Fuji Farm Yao)



(Drip coffee bags made at Fuji Farm Higashi-Osaka)



«Topics ⑩» Held the Site Cooperation Meeting

～ Held the 29th Fuji Jutaku Co., Ltd. Site Cooperation Meeting ～

On November 29, 2025, the 29th Fuji Jutaku Co., Ltd. Site Cooperation Meeting was held at Nankai Namikiri Hall (Kishiwada City, Osaka Prefecture), with approximately 850 cooperating vendors participating. The Site Cooperation Meeting aims to unify intentions with cooperating vendors for better home building, featuring awards for vendors and special lectures by external speakers (this time, a lecture by Mr. Daisuke Muramatsu, Representative Director of General Incorporated Association Kaika GPE). This time, the event began with a reception expressing gratitude to cooperating vendors, followed by a safety talk aiming for zero labor accidents, and our employees expressed their daily gratitude to vendors. At the award ceremony, President Miyawaki presented certificates of appreciation to the vendors.

(Before the Opening)



(Award Ceremony)



(Reception)



(Lecture)



Lecturer: General Incorporated Association Kaika GPE
Representative Director Daisuke Muramatsu

"Visualizing Gratitude! Secrets to a Happier Life!"
～ Recommendations for a Quantum Mechanics Approach to Life ～

6. Supplementary material

Fuji Jutaku as seen in Market Data

About Residential Development segment

Although the number of new housing starts in Osaka Prefecture has significantly declined since the COVID-related demand surge, our company has remained adaptable to market fluctuations and maintained a stable market share of approximately 3%, consistent with pre-surge levels. Over the long term, the number of housing starts has been on a downward trend nationwide. However, we believe that it is not difficult to maintain the number of housing starts because we have absolute confidence in quality and after-sales service, as indicated by our long-standing name recognition based on community-based management and the 1st Place in Osaka Prefecture of the Kinki region in the ORICON Customer Satisfaction Survey for Built-for-Sale Home Builders for the sixth consecutive year.

About Existing Housing segment

Amid rising demand for used house nationwide due to increases in new construction prices, our company has consistently maintained an annual sales volume of over 1,000 units through an area-specific strategy—focusing on condominiums in urban centers and detached houses in suburban areas. While specializing in Osaka and its suburbs, the Company has maintained its top 10 nationwide ranking in terms of the number of purchased and resold units sold annually over the last 5 years, and most recently ranked eighth nationwide.

About housing with services for the elderly

In the face of a super-aging society and an increasing need for housing where elderly people can live with peace of mind, we have steadily expanded the number of houses we operate, mainly in Osaka Prefecture, based on the concept of "homes where people can entrust their parents with peace of mind." Consequently, in Osaka prefecture, we have maintained a market share for both the number of buildings and the number of units, and in the number of buildings we operate, we boast a track record of supplying No.1 nationwide.



*1 The number of new housing starts (including newly constructed for-sale detached houses and condominiums) in Osaka Prefecture is based on the monthly summary from the Ministry of Land, Infrastructure, Transport and Tourism's 'Building Construction Starts Statistics Report'.

[Housing] Our results are the number of units delivered in Osaka for the respective fiscal year (free design house + condominiums for sale).

*2 Our results are the number of deliveries in the Kinki region (used detached houses + used condominium) in the respective fiscal year.

Our company ranking is based on the positions listed in the Remodeling Industry Newspaper.

*3 The number of buildings operated in Osaka Prefecture is tabulated based on the "Housing with services for the elderly registration status" of the Aged Housing Association.

Our track record refers to the number of housing with services for the elderly facilities supplied in Osaka Prefecture for each fiscal year.

Disclaimer



フジ住宅株式会社

Fuji Jutaku Co., Ltd.

Department: Investor Relations Office (IR Office)
IR information is available on our company website.

<https://www.fuji-jutaku.co.jp/ir/>

- ◆ The information contained in this document includes future projections and performance forecasts related to our company. However, these projections involve potential risks and uncertainties and do not guarantee future performance. Please be aware that actual results may differ from these forecasts due to changes in the business environment and other factors.
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