FY2025 FINANCIAL RESULTS

robot home Inc. (TSE: 1435)

robot home

In technology, we are changing homes
and changing the world.

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2. robot home Group Growth Strategy

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1. FY2025 Financial Results Overview

Company overview

Name	robot home Inc.
Head office	6-10-1 GINZA SIX 9F Ginza, Chuo-ku, Tokyo
Established	January 23, 2006
Representative	Daisaku Furuki, Representative Director/CEO
Capital	7,470 million yen (Including capital surplus)
Employees	244 persons (consolidated basis / full-time employees / as of December 31, 2025)

Businesses	AI / IoT business robot home business
Subsidiaries	rh labo Inc. rh investment Inc. rh maintenance Inc. rh warranty Inc. IDC Inc. Next Relation, Inc.

FY2025 Highlights

- Released new features for land and design selection and construction progress tracking on the robot home app
- Consolidated net sales of ¥24,068 million, up 82.9% year on year
- Consolidated operating profit of ¥1,766 million, down 69.2% year on year

Notice regarding the launch of new features that enhance the robot home app

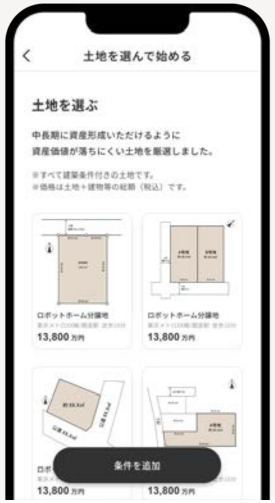
On December 24, 2025, we released app features that improve owners' real estate management experience.

Apartment management starting from land selection

Involved in real estate business from the initial stages

Land selection

Providing land that achieves both asset value and stable yield


土地を選んで始める

土地を選ぶ

中長期に資産形成いただけるように
資産価値が落ちにくい土地を厳選しました。

※すべて建築条件付きの土地です。
※価格は土地＋建物等の総額（税込）です。

ロボットホーム分譲地
13,800 万円

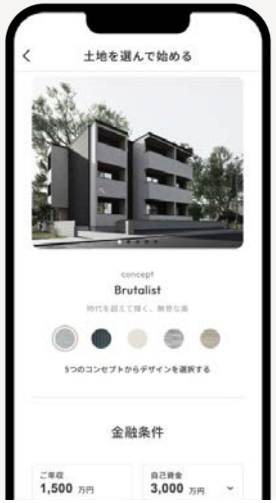
ロボットホーム分譲地
13,800 万円

13,800 万円

13,800 万円

Design selection

Select a preferred design from five sophisticated design concepts


土地を選んで始める

concept
Brutalist

5つのコンセプトからデザインを選択する

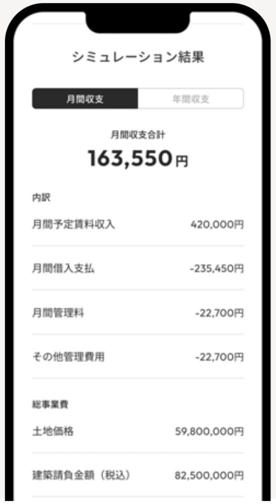
金融条件

ご年収 1,500 万円

自己資金 3,000 万円

Simulation

Enabling apartment management that satisfies location, design, and profitability


シミュレーション結果

月間収支合計
163,550円

内訳

月間予定賃料収入	420,000円
月間借入支払	-235,450円
月間管理料	-22,700円
その他管理費用	-22,700円

総事業費

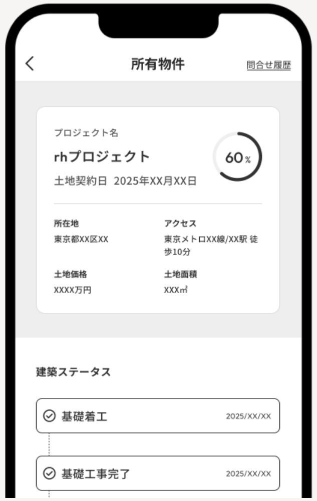
土地価格	59,800,000円
建築請負金額（税込）	82,500,000円

Real-time visualization of construction progress

Ensuring transparency in the construction process leading up to the start of real estate management

Real-time notification

Receive notifications in chronological order for each process, from the start of construction to delivery


所有物件

プロジェクト名
rhプロジェクト
土地契約日 2025年XX月XX日

60%

所在地
東京都XX区XX

アクセス
東京メトロXX線/XX駅 徒歩10分

土地価格
XXXX万円

土地面積
XXX㎡

建築ステータス

- 基礎着工 2025/XX/XX
- 基礎工事完了 2025/XX/XX

Checking made unnecessary

Keep track of the project's status on the app anytime, anywhere

Reportable segment

AI/IoT business

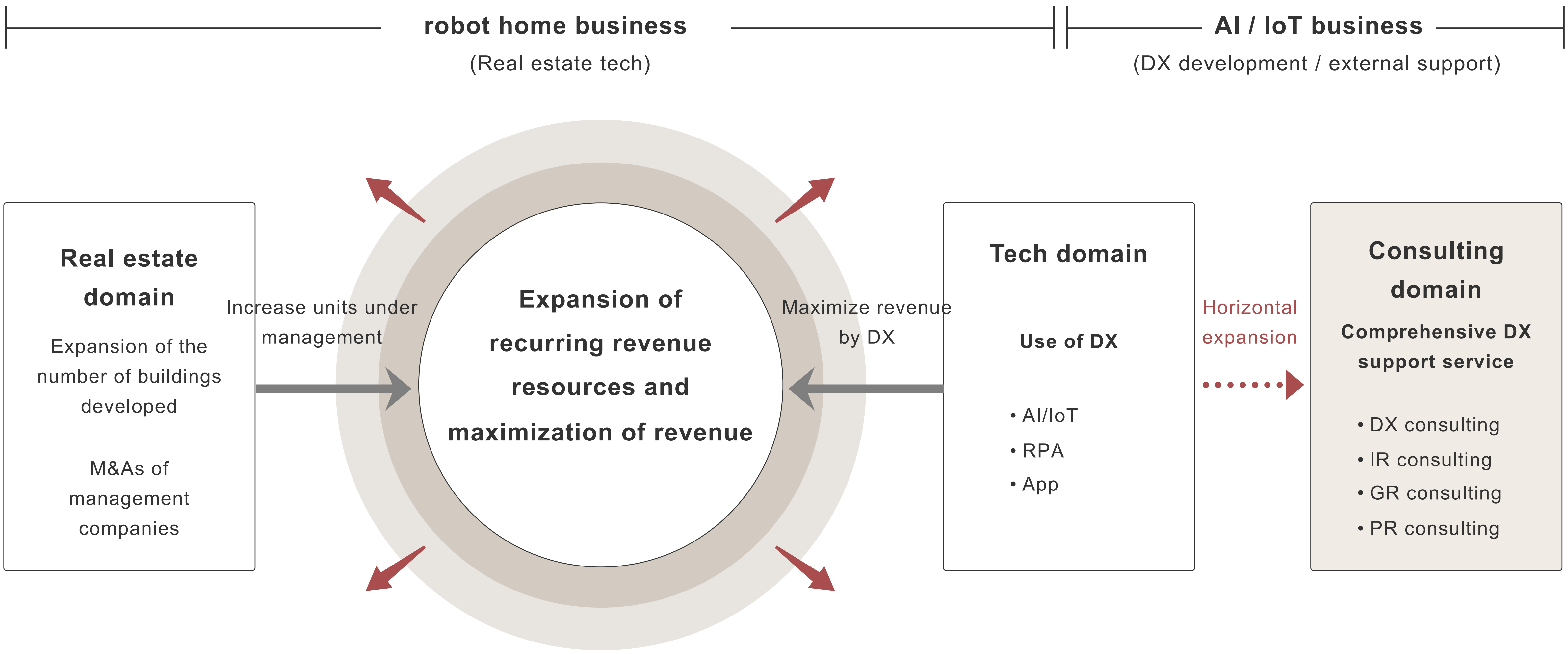
Service to support development, sale, and installation of AI and IoT

Comprehensive DX support service

robot home business

Operation of the “robot home” for apartment management starting from land selection

Expansion of knowledge in the real estate and technology domains to the DX domain



robot home business

(Real estate tech)

AI / IoT business

(DX development / external support)

Real estate domain

Expansion of the number of buildings developed

M&As of management companies

Increase units under management

Expansion of recurring revenue resources and maximization of revenue

Maximize revenue by DX

Tech domain

Use of DX

- AI/IoT
- RPA
- App

Horizontal expansion

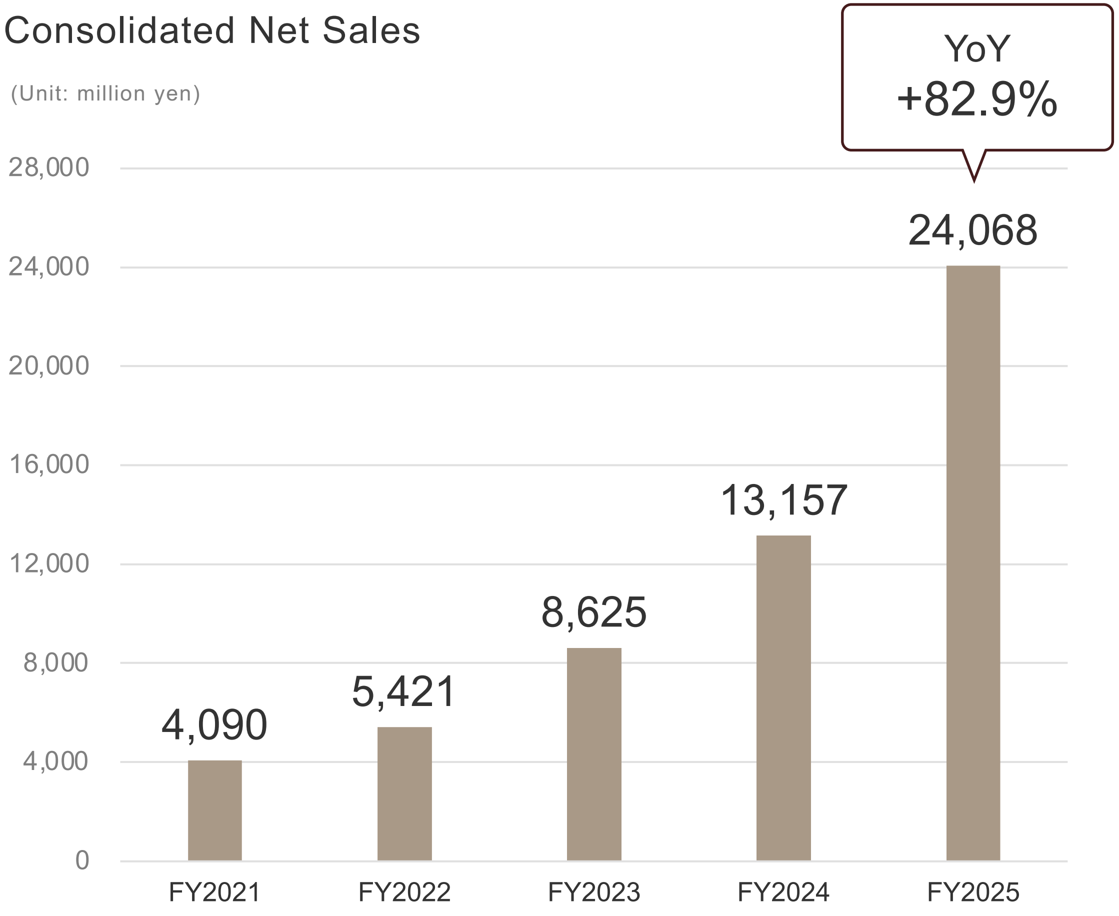
Consulting domain

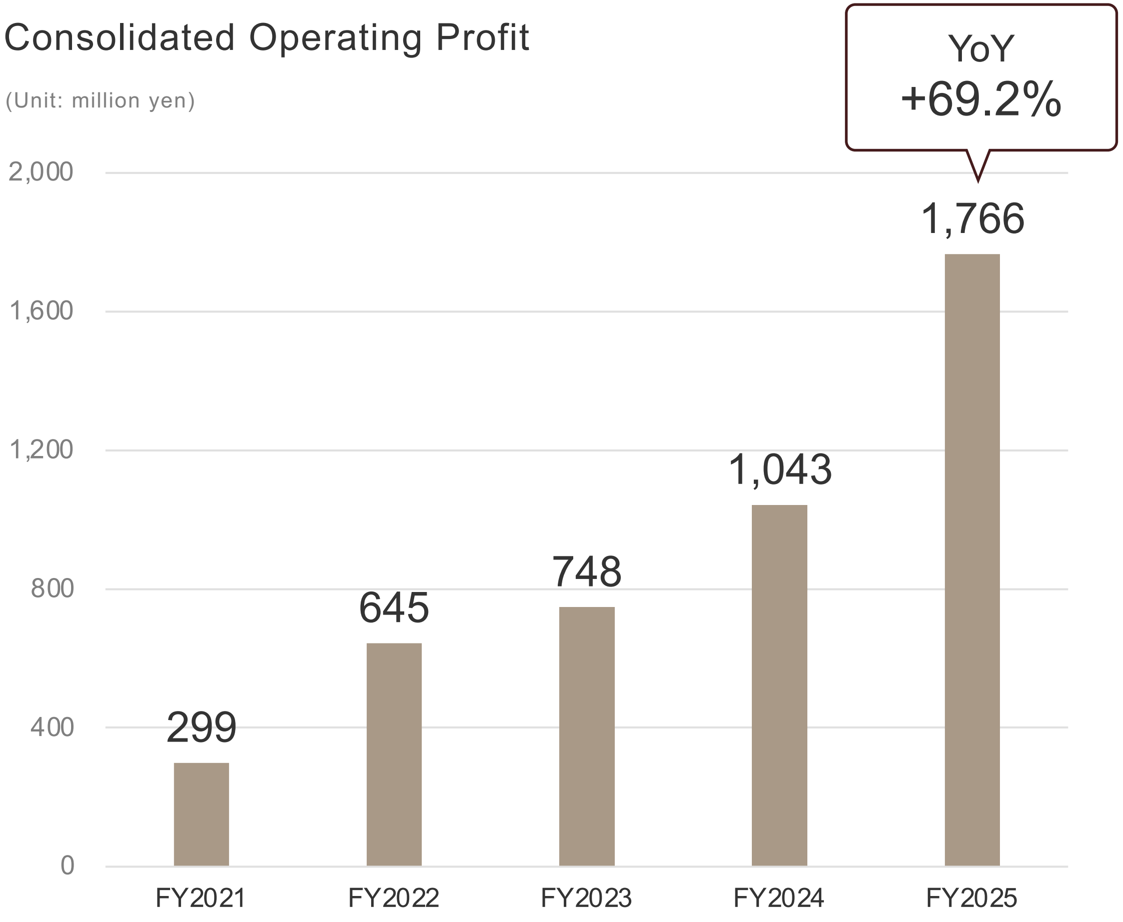
Comprehensive DX support service

- DX consulting
- IR consulting
- GR consulting
- PR consulting

Trend in Financial Results of the robot home Group

Consolidated net sales and operating profit of the robot home Group for FY2025 were ¥ 24,068 million (up 82.9% year on year), and ¥1,766 million (up 69.2% year on year), respectively.


Consolidated Net Sales


Consolidated Operating Profit

* Figures for FY2022 and onward have been prepared in accordance with a new revenue recognition standard.

Consolidated statements of income

Consolidated net sales and operating profit of the robot home Group for FY2025 were ¥ 24,068 million (up 82.9% year on year), and ¥1,766 million (up 69.2% year on year), respectively.

(Unit: million yen)

	Cumulative period			Three-month period		
	FY2024	FY2025	YoY Change(%)	FY2024 4Q	FY2025 4Q	YoY Change(%)
Net sales	13,157	24,068	82.9%	5,201	ⓐ 13,141	152.6%
AI/IoT business	714	936	31.1%	251	429	71.0%
robot home business	12,469	23,161	85.8%	4,957	12,721	156.6%
Gross profit	4,432	5,646	27.4%	1,159	2,561	120.9%
AI/IoT business	500	634	26.7%	162	276	70.3%
robot home business	3,943	5,042	27.9%	996	2,295	130.2%
Selling, general and administrative expenses	3,388	3,880	14.5%	822	1,104	34.3%
Operating profit	1,043	1,766	69.2%	337	ⓑ 1,456	332.1%
AI/IoT business	262	436	66.1%	98	227	130.6%
robot home business	2,410	3,325	37.9%	652	1,852	184.0%
Ordinary profit	1,018	1,787	75.5%	328	1,418	331.8%
Profit attributable to owners of parent	912	1,989	118.0%	251	1,661	561.3%

ⓐ Net sales (three-month period)
Increased by 52.6% year on year. Growth was driven by the delivery of 63 buildings, and 52 properties to be completed in 2026 with advance land settlement, in the flow income domain, as well as the accumulation of properties under management and an increase in sales per property in the recurring income domain.

ⓑ Operating profit (three-month period)
Increased substantially by 332.1% year on year. Profit increased through advance land settlement and higher profit per property in the recurring income domain, while continuing strategic investments in DX and human resources. Profit still increased based on normal figures excluding the 291 million yen effect of the reversal of provision for loss on guarantees.

Consolidated balance sheets

The financial position remains robust while utilizing cash and deposits and interest-bearing debt corresponding to an increase in the number of buildings developed. Effectively debt-free management with an equity ratio of 70.1%.

(Unit: million yen)	FY2024	FY2025	YoY Change (¥)
Current assets	9,823	11,519	1,696
Cash and deposits	6,501	7,505	1,003
Inventories	2,755	1,667	▲1,087
Non-current assets	3,409	4,405	995
Total assets	13,233	15,925	2,692
Liabilities	3,922	4,758	835
Interest-bearing debt	1,321	1,322	1
Net assets	9,310	11,167	1,856
Total liabilities and net assets	13,233	15,925	2,692

FY2025 Financial Results vs. Forecast

The results exceeded the initial plan.

(Unit: million yen)

	FY2025		
	Forecast	Result	Achievement rate
Net sales	24,000	ⓐ 24,068	100.3%
Operating profit	1,400	ⓑ 1,766	126.1%
Ordinary profit	1,350	1,787	132.4%
Profit attributable to owners of parent	1,100	ⓒ 1,989	180.9%

ⓐ **Net sales**

The number of developed buildings reached 116. Furthermore, the delivery of land for 52 buildings scheduled for completion in 2026 was completed in advance within the year, leading to the achievement of the full-year earnings forecast.

ⓑ **Operating profit**

Profit reached 1,474 million yen, exceeding the target even based on normal figures excluding the 291 million yen effect of the reversal of provision for loss on guarantees (see p.36).

We will continue to optimize Selling, general and administrative expenses through the promotion of internal DX.

ⓒ **Profit attributable to owners of parent**

In addition, Profit attributable to owners of parent exceeded the initial plan as income taxes – deferred decreased due to the recording of deferred tax assets.

FY2026 Financial Results Forecast

We expect to see top-line growth and a continued increase in recurring income domain.

(Unit: million yen)

	FY2025 (Result)	FY2026 (Forecast)	YoY Change (%)
Net sales	24,068	35,000	45.4%
Operating profit	1,766	2,400	35.9%
Ordinary profit	1,787	2,200	23.1%
Profit attributable to owners of parent	1,989	2,000	0.5%

2. robot home Group Growth Strategy

AI / IoT Business

Overview of the AI / IoT Business

Develop and operate IoT that turns rental housing into smart homes, and provide consulting services.

IoT smart home service

We develop AI and IoT that turn rental housing into smart homes. The dedicated app not only enables remote operation of IoT devices but also includes a tool to communicate with rental management companies, offering features achievable only by a real estate development company. We also engage in R&D with the aim of using AI in business.

Number of units with IoT **12,861**

Comprehensive DX support service

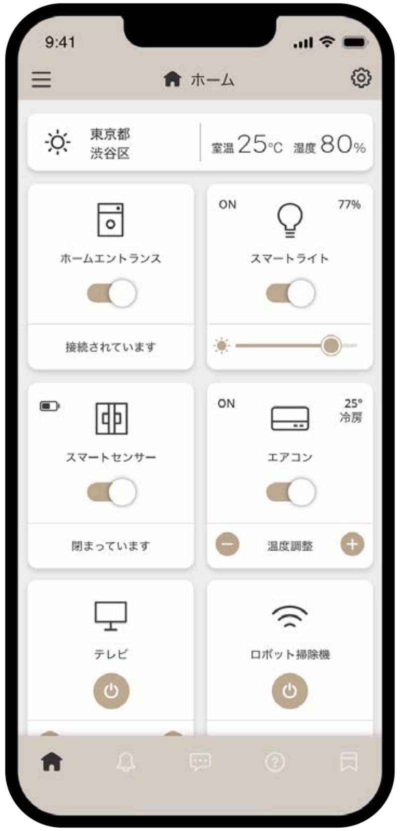
We provide a comprehenvise DX support service through corporate consulting, drawing on our track record and know-how of developing and running various in-house products combining AI / IoT and real estate. Solutions are provided from various angles to improve corporate value. The service adoption is expanding steadily, with a cumulative total of over 60 client companies.

Number of client companies **60**

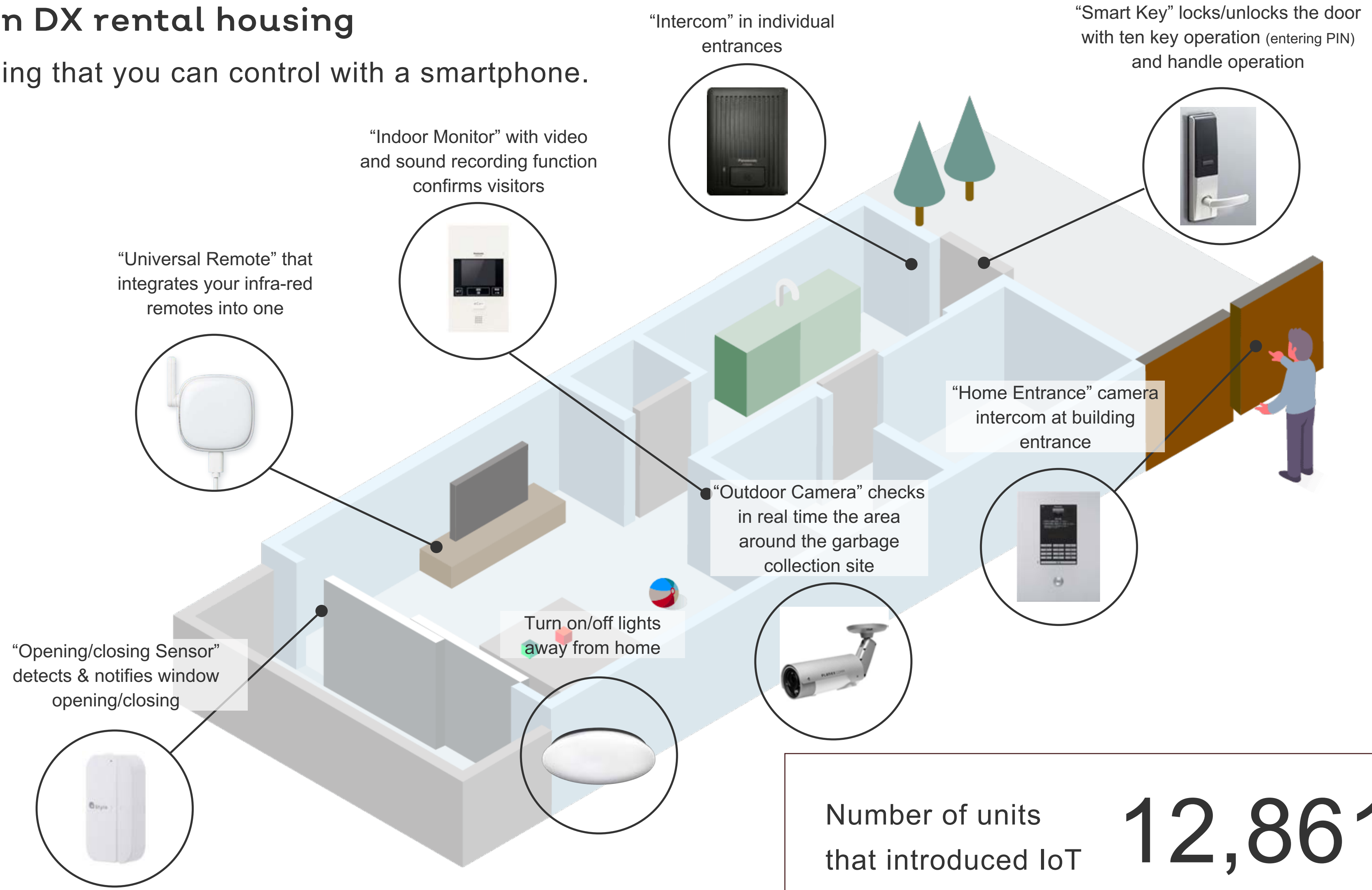
Provide next-generation DX rental housing

Smart life in an IoT rental housing that you can control with a smartphone.

robot home kit


9:41
ホーム
東京都
渋谷区
室温 25℃ 湿度 80%
ホームエントランス
接続されています
ON
77%
スマートライト
スマートセンサー
閉まっています
ON
25°
冷房
エアコン
温度調整
テレビ
ロボット掃除機

*The apartment layout is a sample.



"Universal Remote" that integrates your infra-red remotes into one

"Indoor Monitor" with video and sound recording function confirms visitors

"Intercom" in individual entrances

"Smart Key" locks/unlocks the door with ten key operation (entering PIN) and handle operation

"Home Entrance" camera intercom at building entrance

"Outdoor Camera" checks in real time the area around the garbage collection site

Turn on/off lights away from home

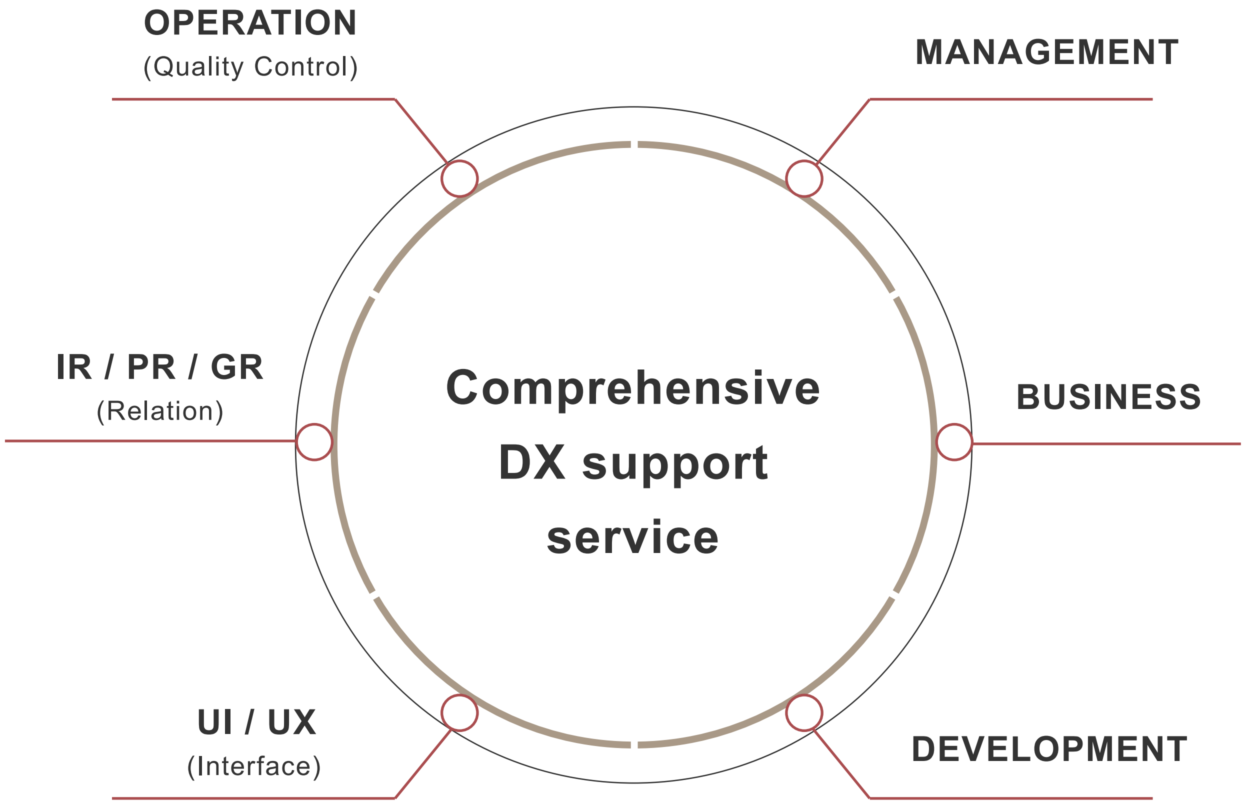
"Opening/closing Sensor" detects & notifies window opening/closing

Number of units that introduced IoT	12,861

(as of December 31, 2025)

Overview of comprehensive DX support service

Launched a comprehensive DX support service drawing on our experience of developing and running various in-house products combining AI / IoT and real estate.


OPERATION
(Quality Control)
MANAGEMENT
IR / PR / GR
(Relation)
Comprehensive DX support service
BUSINESS
UI / UX
(Interface)
DEVELOPMENT

提供企業一覧

KEIAI デザインのケイアイ
ATSUMARU
SYLA Technologies
Ro Facilities Inc.
NEXUS AGENT
TsunaGod
Keeyls
STELLAR FORCE
FANTAS technology
BYWILL
drive communications

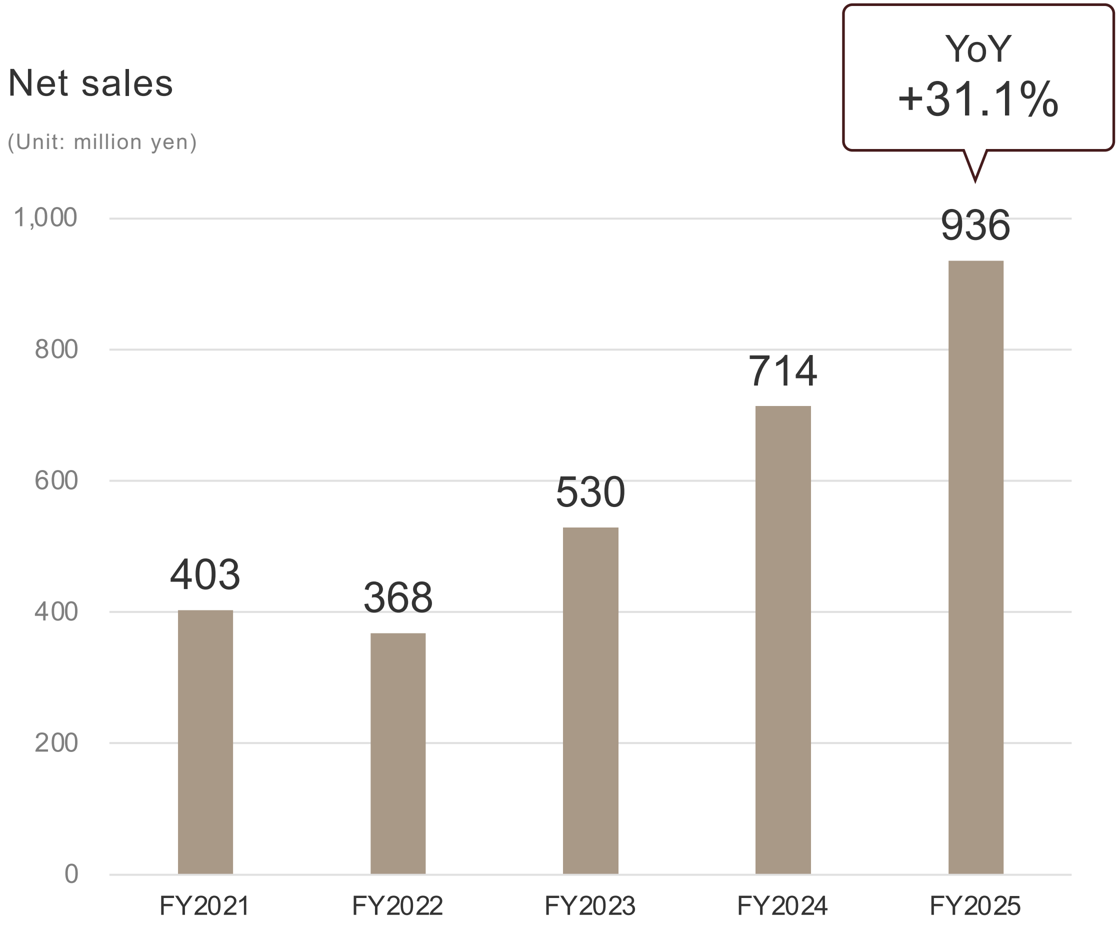
Number of client companies of the services **60社**

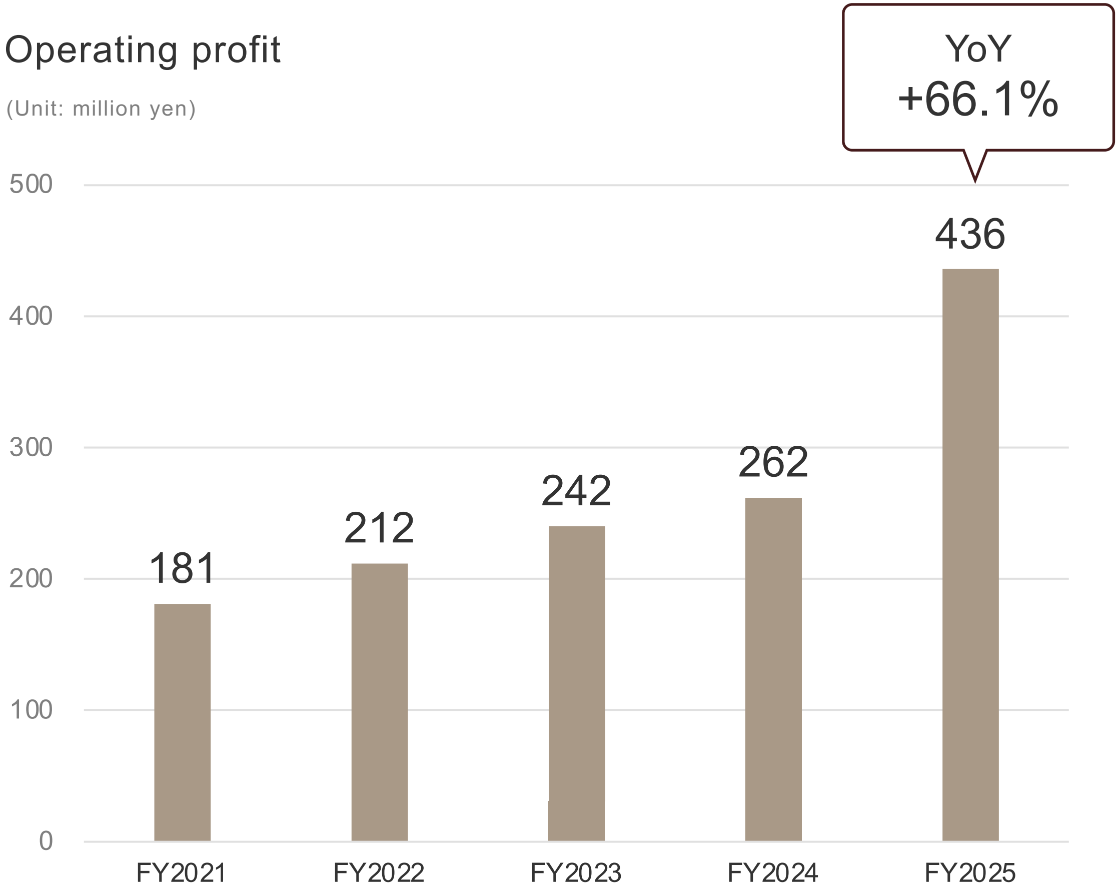
(as of December 31, 2025)

*Shown above are clients that gave permission to be named.

Trend in Financial Results of the AI / IoT Business

Net sales and operating profit of the AI/IoT Business for FY2025 were ¥936 million (up 31.1% year on year), and ¥436 million (up 66.1% year on year), respectively.





* Figures for FY2022 and onward have been prepared in accordance with a new revenue recognition standard.

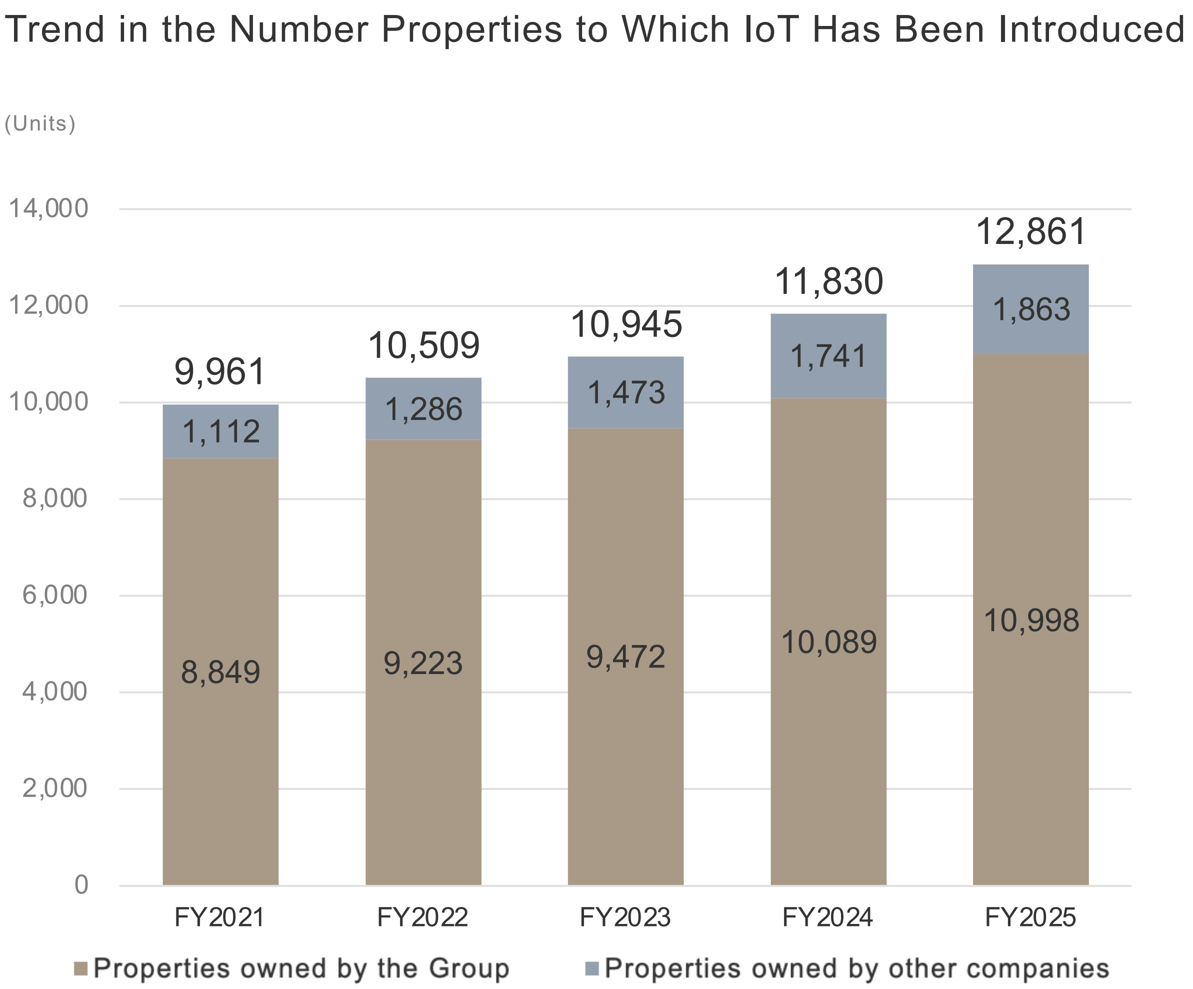
Financial Results of the AI / IoT Business

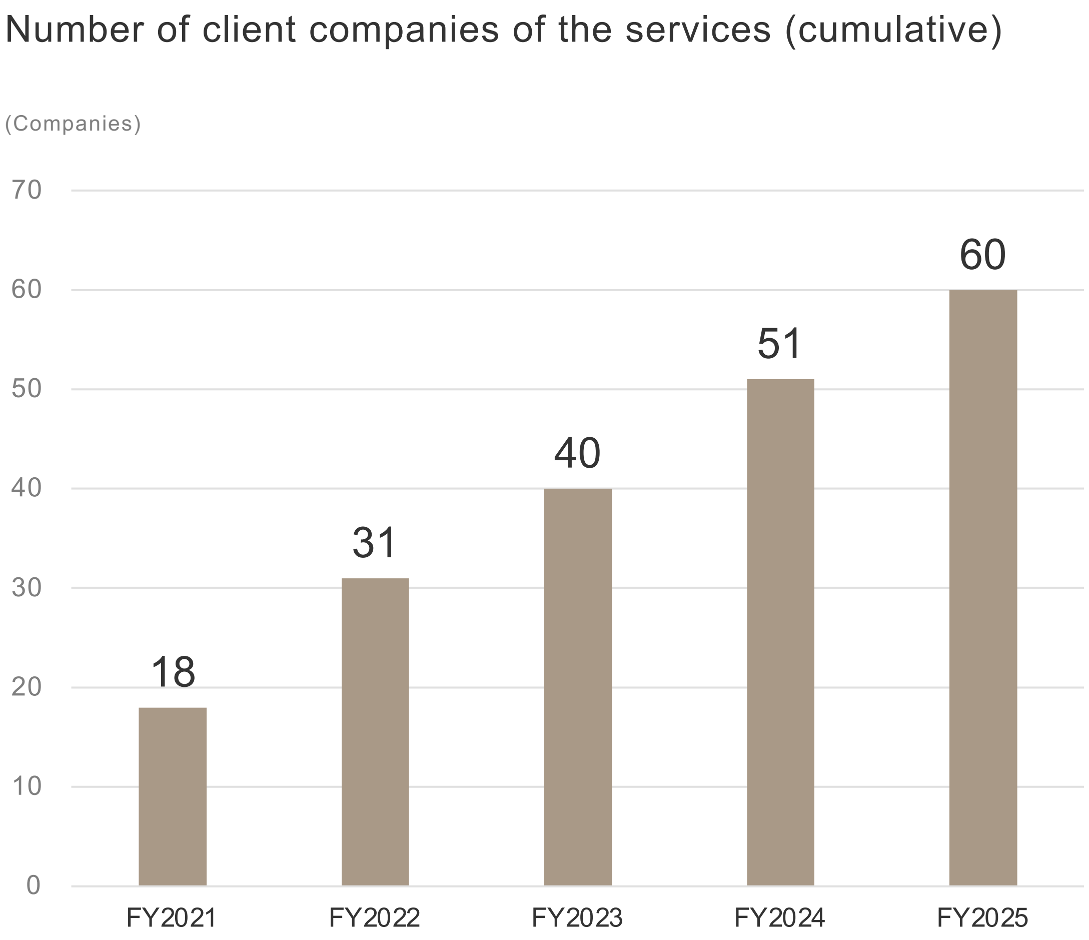
Net sales and operating profit of the AI/IoT Business for FY2025 were ¥936 million (up 31.1% year on year), and ¥436 million (up 66.1% year on year), respectively. Operating profit margin of 46.6%, contributing to improved profitability for the entire group.

(Unit: million yen)

	Cumulative period			Three-month period		
	FY2024	FY2025	YoY Change (%)	FY2024 4Q	FY2025 4Q	YoY Change (%)
Net sales	714	936	31.1%	251	429	71.0%
Gross profit	500	634	26.7%	162	276	70.3%
Selling, general and administrative expenses	237	197	▲16.8%	63	49	▲22.8%
Operating profit	262	436	66.1%	98	227	130.6%

KPIs for AI / IoT Business





robot home Business

Provide the “robot home” for apartment management starting from land selection

Support smooth real estate business for owners, while enabling centralized management of owned properties regardless of management companies or asset types.

robot home

Provide one-stop service from land selection to management and sale

Support the entire process seamlessly from land and design selection to construction check after purchase, rental management, and sale.

Manage rental documents in the cloud

Store monthly income and expenditure reports and contract documents in the cloud to enable paperless and smart real estate business.

Use chat function to support asset building

Enable users to consult their representatives instantly via chat for any questions related to asset building or real estate business.

Manage real estate assets overall

Centrally manage real estate assets owned regardless of management companies and types of assets. In addition, real estate professionals provide personalized support for each customer’s asset-building needs.

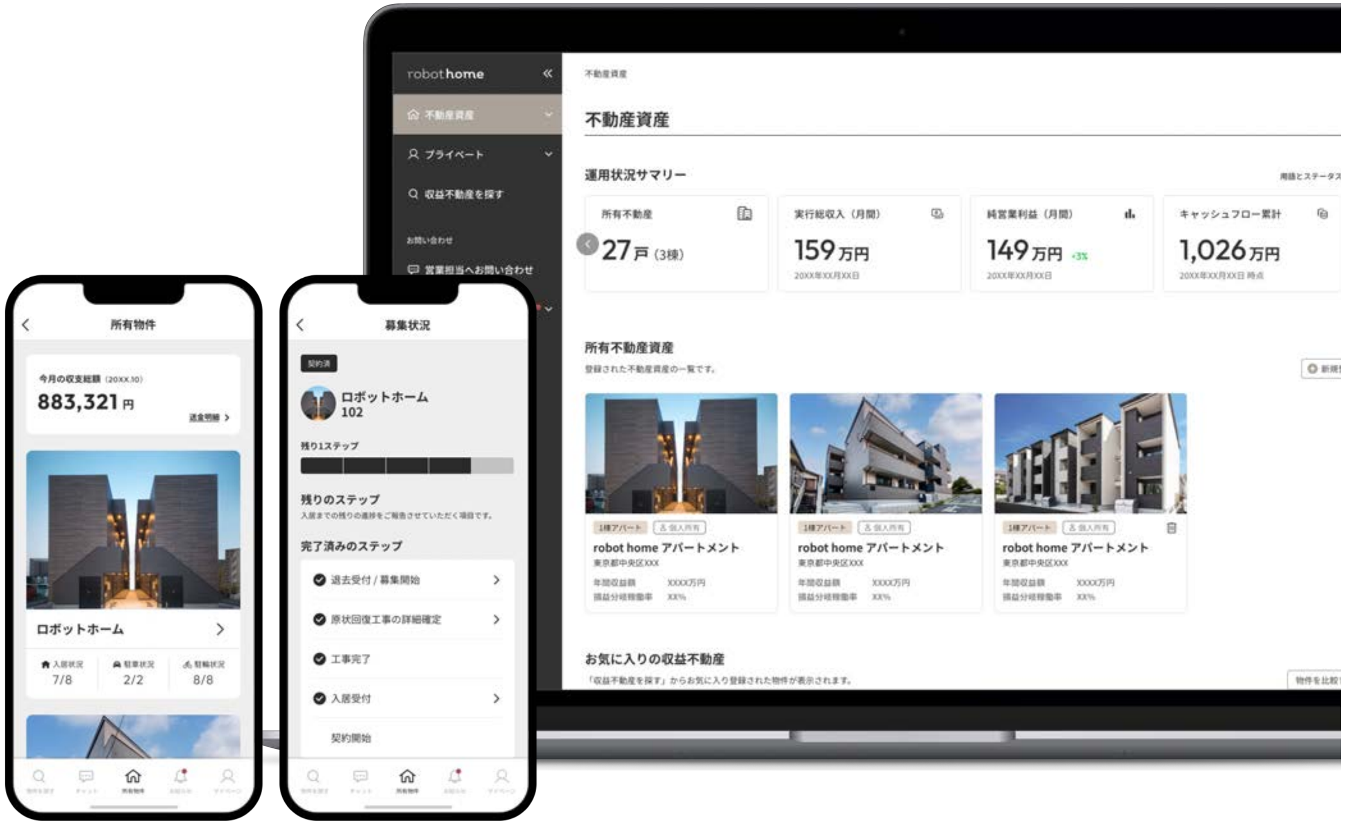
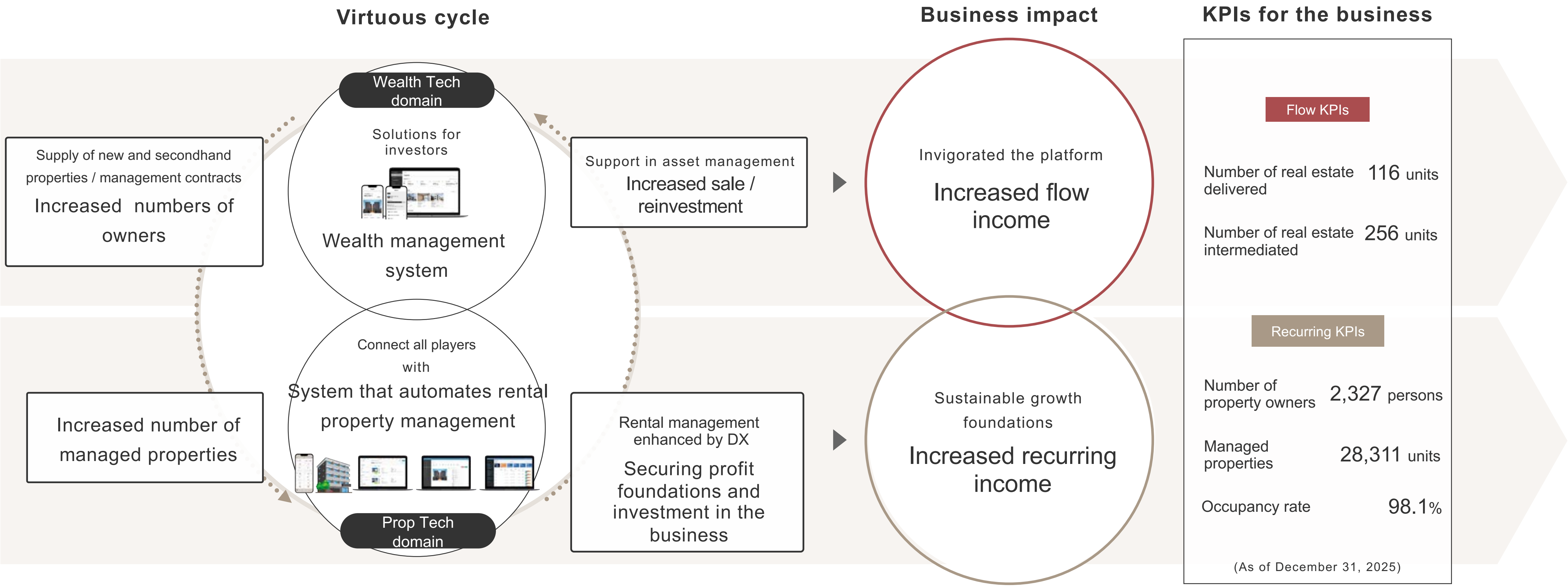

robot home
不動産資産
プライベート
収益不動産を探す
お問い合わせ
営業担当へお問い合わせ
不動産資産
運用状況サマリー
所有不動産
27戸 (3棟)
実行総収入（月間）
159万円
純営業利益（月間）
149万円
キャッシュフロー累計
1,026万円
所有不動産資産
登録された不動産資産の一覧です。
robot home アパートメント
robot home アパートメント
robot home アパートメント
お気に入りの収益不動産
「収益不動産を探す」からお気に入り登録された物件が表示されます。
所有物件
今月の収支総額
883,321円
ロボットホーム
入居状況 7/8
駐車状況 2/2
駐輪状況 8/8
募集状況
契約済
ロボットホーム
102
残り1ステップ
残りのステップ
完了済みのステップ
退去受付 / 募集開始
原状回復工事の詳細確定
工事完了
入居受付
契約開始

Diagram to Summarize the robot home Business

The Company's growth cycle is a virtuous one that involves increased recurring income through providing asset building solutions for investors, sale and reinvestment (or additional purchase), and further growth of the circulation on the platform.



Virtuous cycle

Wealth Tech domain

Solutions for investors

Wealth management system

Supply of new and secondhand properties / management contracts

Increased numbers of owners

Support in asset management

Increased sale / reinvestment

Connect all players with

System that automates rental property management

Prop Tech domain

Increased number of managed properties

Rental management enhanced by DX

Securing profit foundations and investment in the business

Business impact

Invigorated the platform

Increased flow income

Sustainable growth foundations

Increased recurring income

KPIs for the business

Flow KPIs

Number of real estate delivered	116 units
Number of real estate intermediated	256 units

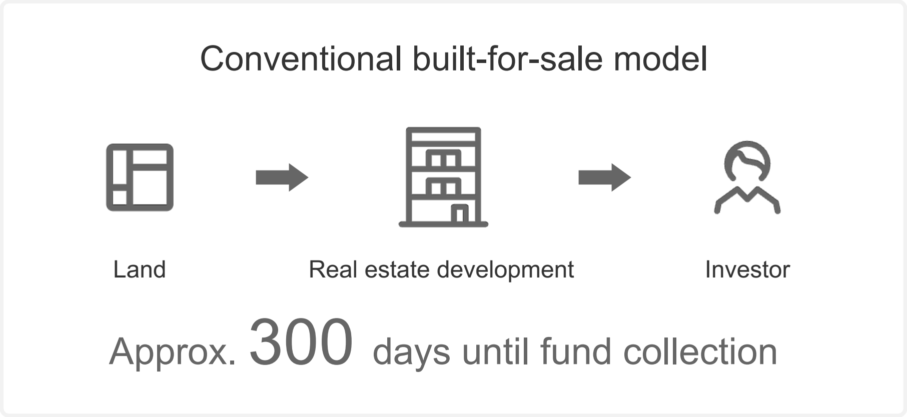
Recurring KPIs

Number of property owners	2,327 persons
Managed properties	28,311 units
Occupancy rate	98.1%

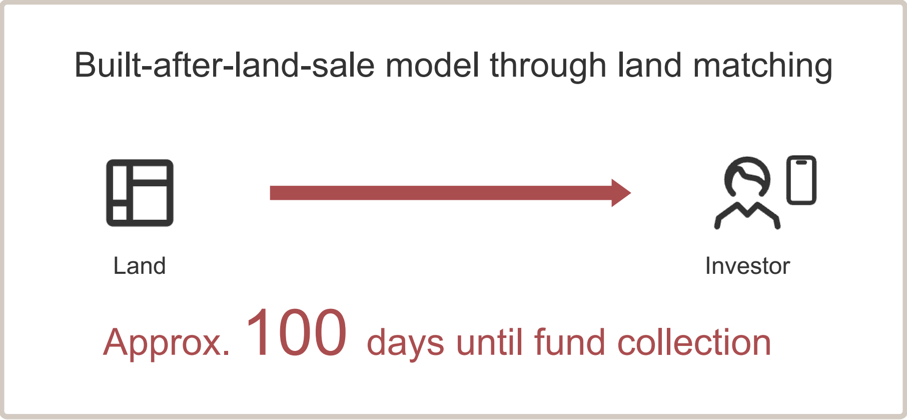
(As of December 31, 2025)

Continuous supply of real estate through an asset-light model free of financing constraints

Achieve sustained high growth with an asset-light real estate supply model and real estate sales at high unit prices, made possible by a stable management foundation and technology.

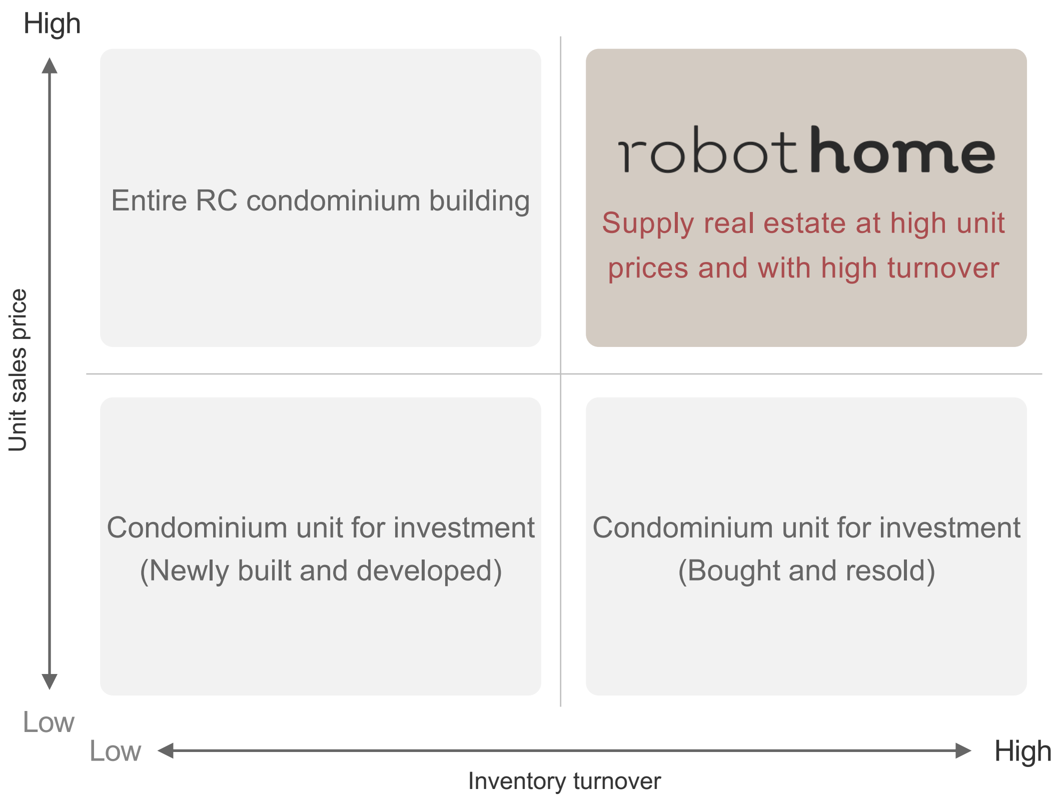

Conventional built-for-sale model
Land
Real estate development
Investor

Approx. 300 days until fund collection


Built-after-land-sale model through land matching
Land
Investor

Approx. 100 days until fund collection

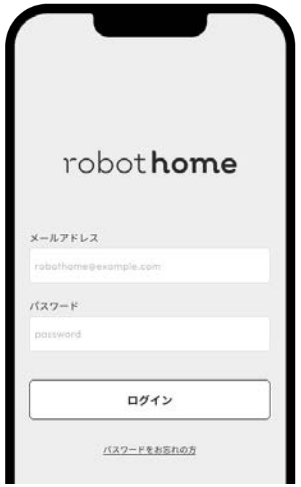
Positioning of our business that enables sustained high growth


High
Low
Unit sales price
Entire RC condominium building
robot home
Supply real estate at high unit prices and with high turnover
Condominium unit for investment (Newly built and developed)
Condominium unit for investment (Bought and resold)
Low
High
Inventory turnover

Develop a platform leveraging technology for real estate management owners

STEP 1

Register as a member



robothome

メールアドレス

robothome@example.com

パスワード

password

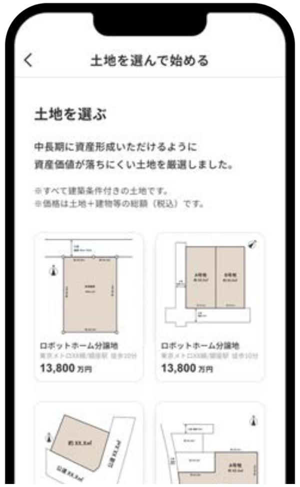
ログイン

パスワードをお忘れの方

Inflow into the platform with member registration through various marketing measures.

STEP 2

Select land



土地を選んで始める

土地を選ぶ

中長期に資産形成いただけるように
資産価値が落ちにくい土地を厳選しました。

※すべて建築条件付きの土地です。
※価格は土地＋建物等の総額（税込）です。

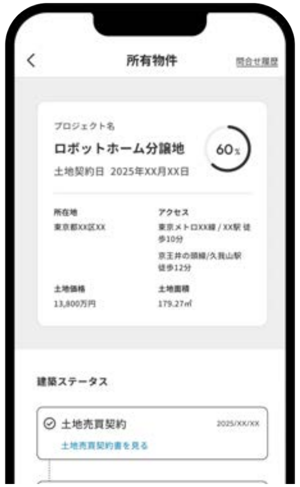
ロボットホーム分譲地
13,800 万円

ロボットホーム分譲地
13,800 万円

Land and design selection and revenue simulation

STEP 3

Build



所有物件

問合せ履歴

プロジェクト名
ロボットホーム分譲地
土地契約日 2025年XX月XX日
60%

所在地
東京都XX区XX

アクセス
東京メトロXX線 / XX駅 徒歩10分
京王井の頭線/久我山駅 徒歩12分

土地価格
13,800万円

土地面積
179.27㎡

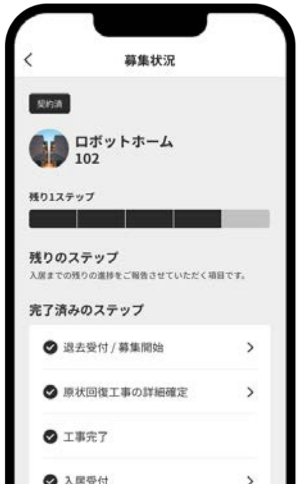
建築ステータス

土地売買契約 2025/XX/XX
土地売買契約書を見る

Construction progress tracking until the completion of the apartment, with photos provided at each step

STEP 4

Manage



募集状況

契約済

ロボットホーム
102

残り1ステップ

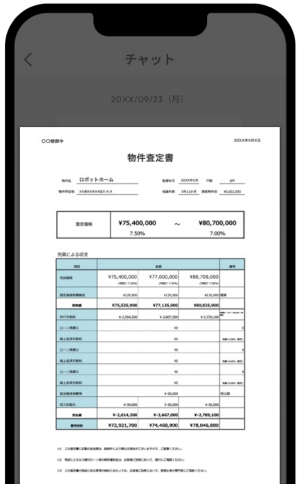
残りのステップ
入居までの残りの進捗をご報告させていただく項目です。

完了済みのステップ
- 退去受付 / 募集開始
- 原状回復工事の詳細確定
- 工事完了
- 入居受付

Visualization of the status of occupancy / notification and confirmation of move-in and move-out / repair work order management / credit management

STEP 5

Sell / Reinvest



チャット

20XX/09/23（月）

〇〇様御中 20XX年X月X日

物件査定書

物件名 ロボットホーム

査定価格 ¥75,400,000 ～ ¥80,700,000
7.50% 7.00%

売買による収支

¥75,400,000	¥77,000,000	¥80,700,000	
¥135,900	¥135,900	¥135,900	
¥75,535,900	¥77,135,900	¥80,835,900	
¥-2,554,200	¥-2,607,000	¥-2,729,100	
¥-2,614,200	¥-2,667,000	¥-2,789,100	
¥72,921,700	¥74,468,900	¥78,046,800	

Asset management concierge service / sale simulation / purchase of a new property

Inflow into the platform

Increase members through inflow into the platform by using various marketing measures.
Develop them using the lead approach.

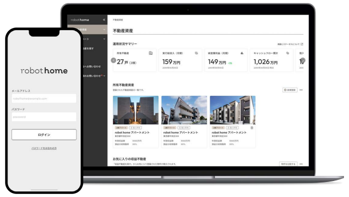
By utilizing collected data

Create many touchpoints

Web marketing / Web advertising strategy

Appearance on media / Owner seminar

Inflow into the platform



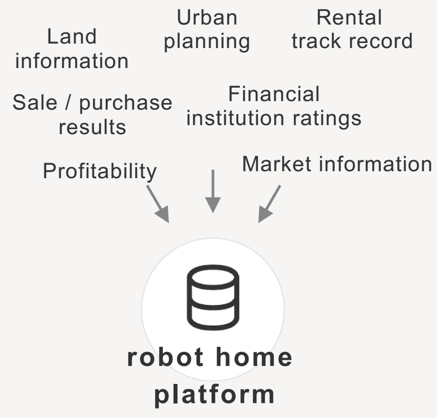
User considering investment / Owner of other company's property
New Owner / Owner of multiple buildings

Identify potential customers

One-stop Asset Building

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Register as a member	Select land	Build	Manage	Sell / Reinvest

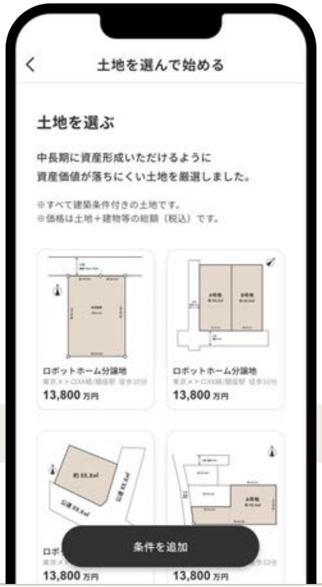
One-stop online service from land selection to simulation and purchase


Land information
Urban planning
Rental track record
Sale / purchase results
Financial institution ratings
Profitability
Market information
robot home platform

Carefully select high-quality real estate

Land selection

Select real estate that aligns with your investment style, choosing from carefully selected land information in pursuit of high asset quality


土地を選んで始める

土地を選ぶ

中長期に資産形成いただけるように
資産価値が落ちにくい土地を厳選しました。

※すべて建築条件付きの土地です。
※価格は土地＋建物等の総額（税込）です。

ロボットホーム分譲地
13,800 万円

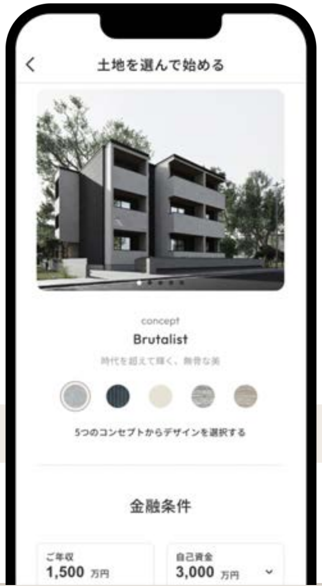
ロボットホーム分譲地
13,800 万円

13,800 万円

13,800 万円

Design selection

Select a preferred design from five sophisticated design concepts


土地を選んで始める

concept
Brutalist
時代を超えて輝く、無骨な美

5つのコンセプトからデザインを選択する

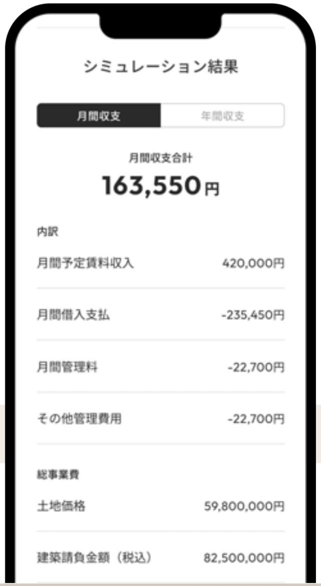
金融条件

ご年収
1,500 万円

自己資金
3,000 万円

Simulation

Enter information on own funds and loans for an easy investment simulation


シミュレーション結果

月間収支合計
163,550円

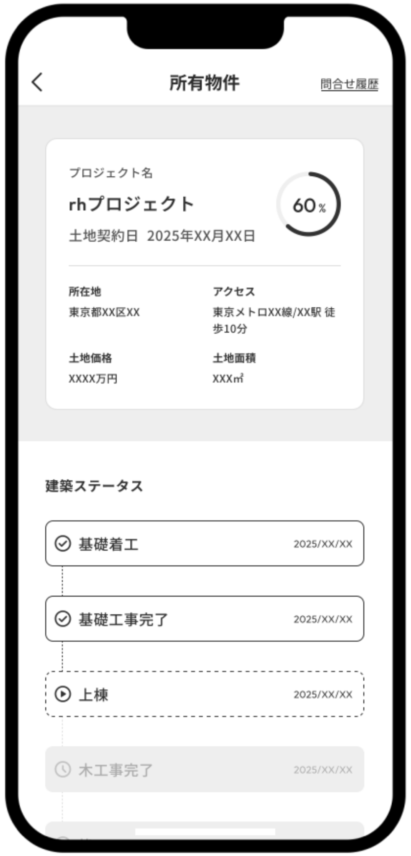
内訳

月間予定賃料収入	420,000円
月間借入支払	-235,450円
月間管理料	-22,700円
その他管理費用	-22,700円

総事業費

土地価格	59,800,000円
建築請負金額（税込）	82,500,000円

Keep track of progress until the apartment is complete



所有物件 問合せ履歴

プロジェクト名

rhプロジェクト

土地契約日 2025年XX月XX日

60%

所在地 東京都XX区XX

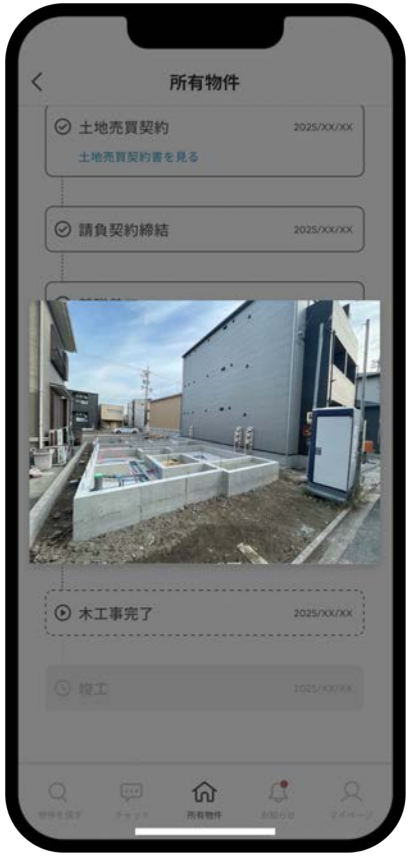
アクセス 東京メトロXX線/XX駅 徒歩10分

土地価格 XXXX万円

土地面積 XXX㎡

建築ステータス

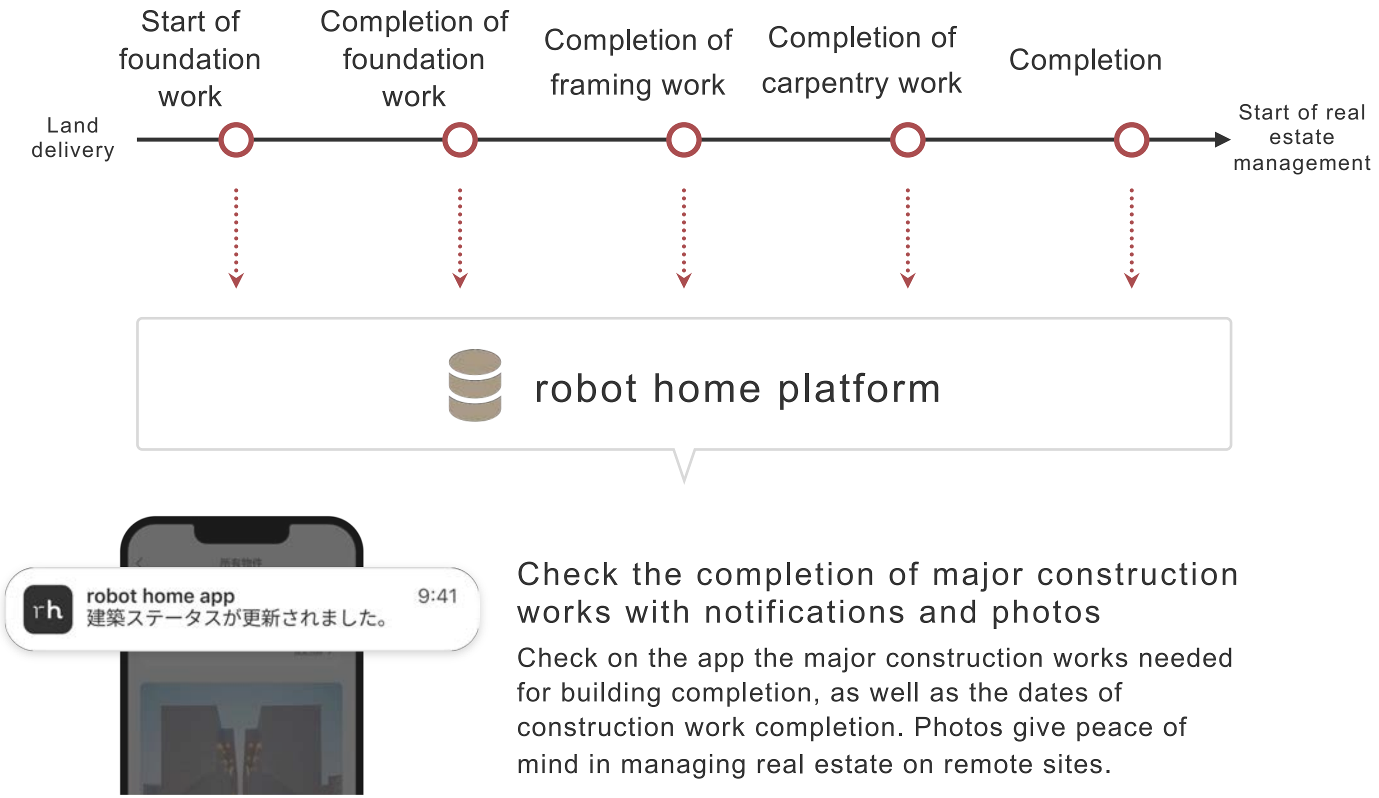
- 基礎着工 2025/XX/XX
- 基礎工事完了 2025/XX/XX
- 上棟 2025/XX/XX
- 木工事完了 2025/XX/XX



所有物件

- 土地売買契約 2025/XX/XX
  土地売買契約書を見る
- 請負契約締結 2025/XX/XX
- 木工事完了 2025/XX/XX
- 竣工 2025/XX/XX

Notify construction progress on the app integrated with the system



Land delivery
Start of foundation work
Completion of foundation work
Completion of framing work
Completion of carpentry work
Completion
Start of real estate management
robot home platform

robot home app 9:41
建築ステータスが更新されました。

Check the completion of major construction works with notifications and photos

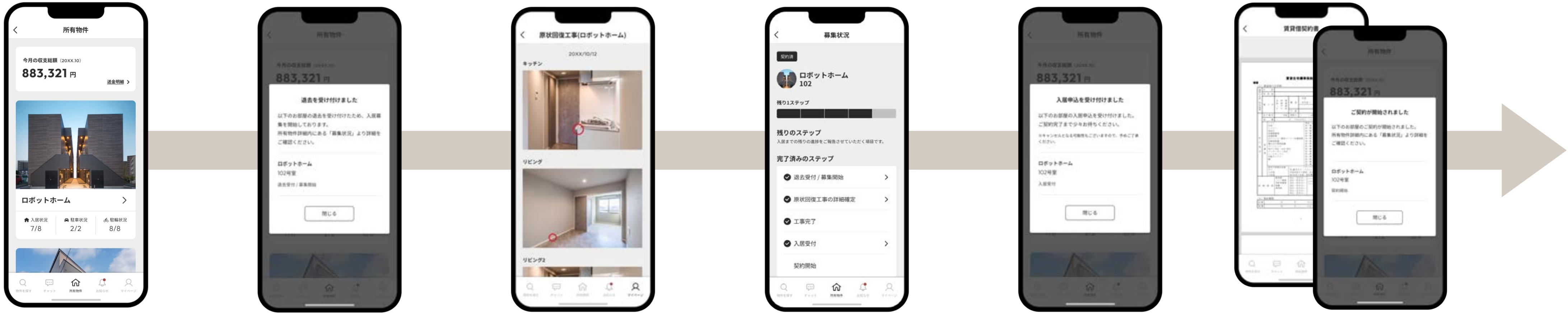
Check on the app the major construction works needed for building completion, as well as the dates of construction work completion. Photos give peace of mind in managing real estate on remote sites.

Manage real estate business operations with the app

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Register as a member	Select land	Build	**Manage**	Sell / Reinvest

App helps owners manage their rental properties

Move-in and move-out flow	Currently occupied	Move-out	Restoration work	Recruitment of tenants	Confirmation of move-in	Conclusion of contract
Functions of the robot home app	Manage occupancy	Receipt of a move-out request	Confirmation of work details	Preview status	Receipt of move-in request	Online contract signing



Number of property owners	Managed properties	Occupancy rate
2,327	28,311	98.1 %

(as of December 31, 2025)

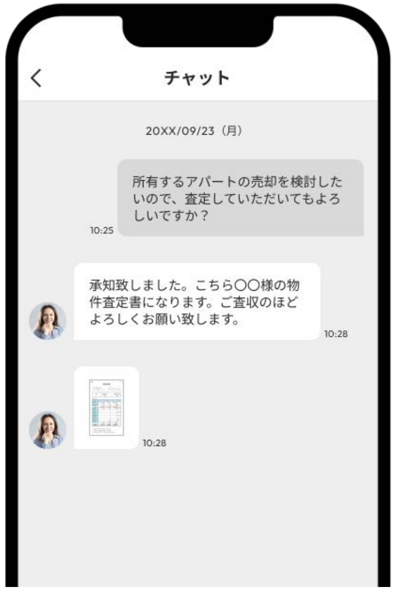
*The apartment layout is a sample.

Support for sale and reinvestment

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Register as a member	Select land	Build	Manage	Sell / Reinvest

Support owners’ asset building, and promote distribution within the platform

Consultation using the chat



チャット

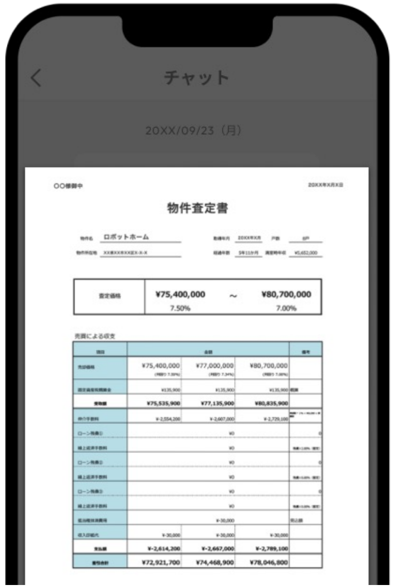
20XX/09/23（月）

所有するアパートの売却を検討したいので、査定していただいてもよろしいですか？ 10:25

承知致しました。こちら〇〇様の物件査定書になります。ご査収のほどよろしくお願い致します。 10:28

10:28

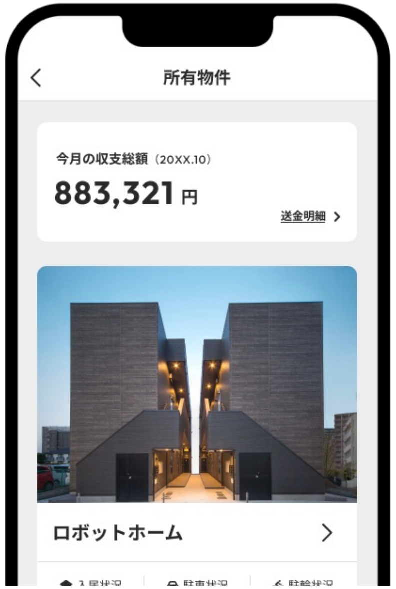
Prompt appraisal



物件査定書

¥75,400,000 ～ ¥80,700,000

Sale / Reinvestment



所有物件

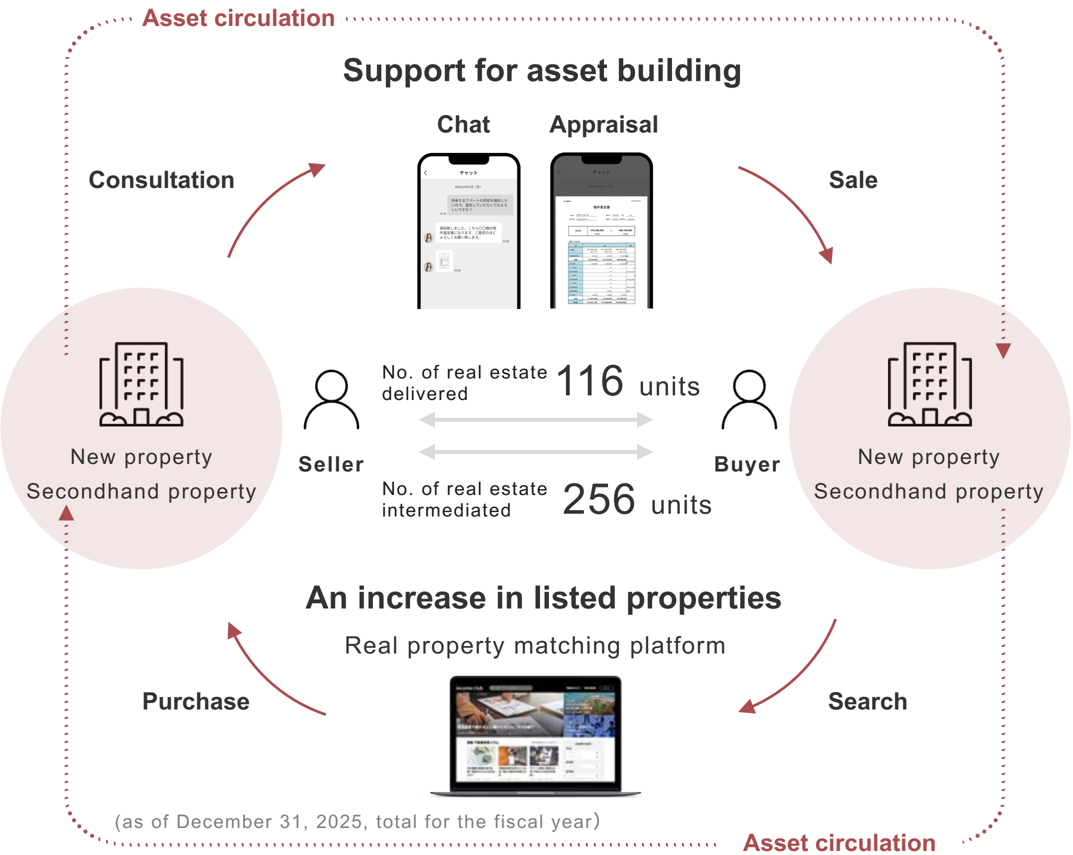
今月の収支総額（20XX.10）

883,321 円

送金明細 >

ロボットホーム >

Further expansion of flow and recurring revenue resources


Asset circulation
Support for asset building
Chat
Appraisal
Consultation
Sale
New property
Secondhand property
Seller
Buyer
No. of real estate delivered 116 units
No. of real estate intermediated 256 units
New property
Secondhand property
An increase in listed properties
Real property matching platform
Purchase
Search
Asset circulation

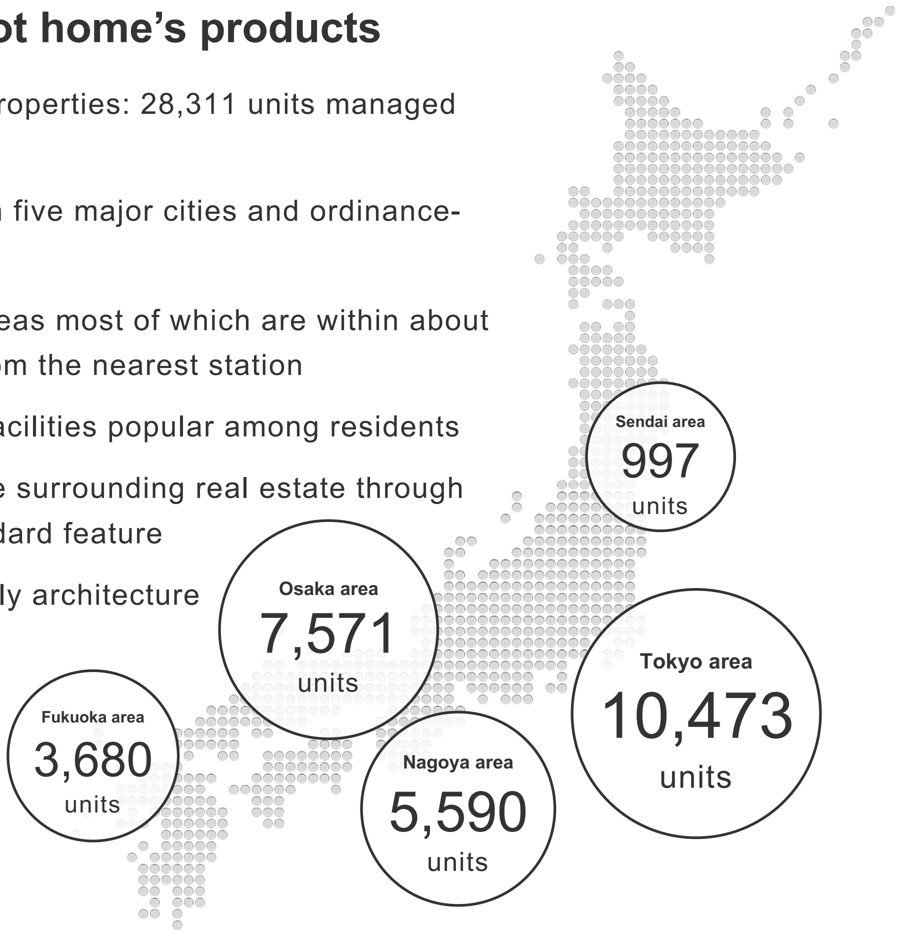
(as of December 31, 2025, total for the fiscal year)

Deployment on a nationwide scale, careful selection of areas in high demand

Leveraging technology to develop high-quality financial products

Strengths of robot home's products

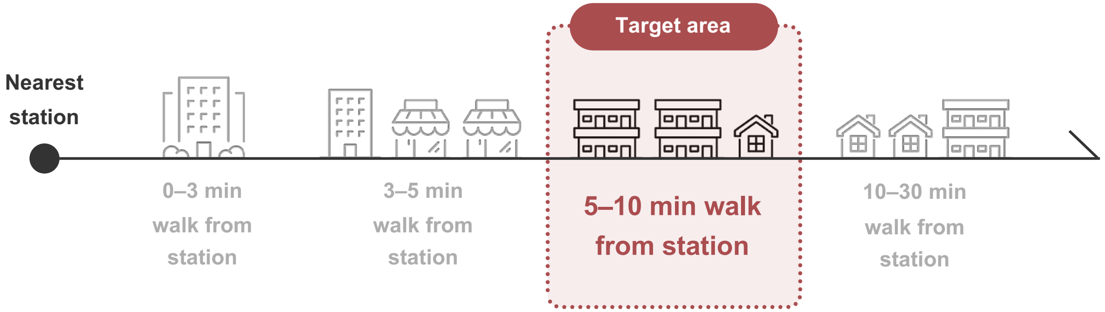
- Number of managed properties: 28,311 units managed nationwide
- Development mainly in five major cities and ordinance-designated cities
- Careful selection of areas most of which are within about a 5–10 minute walk from the nearest station
- Introduction of many facilities popular among residents
- Differentiation from the surrounding real estate through IoT adopted as a standard feature
- Environmentally friendly architecture


Sendai area
997
units
Osaka area
7,571
units
Tokyo area
10,473
units
Fukuoka area
3,680
units
Nagoya area
5,590
units

(as of December 31, 2025)

Development in carefully selected locations

Convenient and profitable locations are carefully selected with the target of areas within a 5–10 minute walk from the station.



Target area

Nearest station

0–3 min walk from station

3–5 min walk from station

5–10 min walk from station

10–30 min walk from station

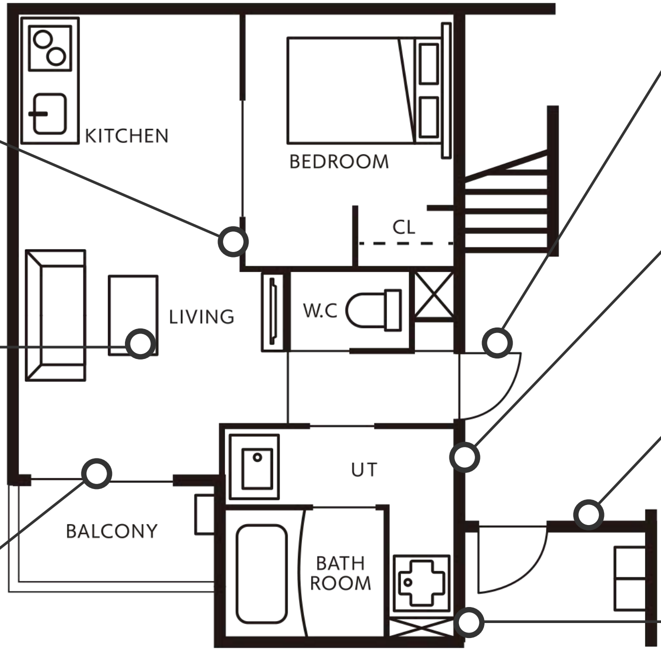
Environmentally friendly architecture

We are also engaged in environmentally conscious real estate development, including receiving a five-star rating in the Building-Housing Energy-efficiency Labeling System (BELS) and developing properties that comply with Nearly ZEH-M standards.

環境負荷の少ない住宅づくり
Nearly ZEH-M
住宅(住棟)
再エネ設備あり
建築物省エネ法に基づく
省エネ性能ラベル
エネルギー消費性能
断熱性能
1 2 3 4 5 6 7
ZEH水準
ネット・ゼロ・エネルギー
第三者評価 BELS

Rental housing differentiated through IoT

Real properties are equipped with, as standard features, various IoT devices that improve residents’ convenience. They can be easily operated with a single app.


KITCHEN
BEDROOM
CL
LIVING
W.C
UT
BALCONY
BATH ROOM

Indoor Monitor

with video and sound recording function confirms visitors

Universal Remote

that integrates your infra-red remotes into one

Opening/closing Sensor

detects & notifies window opening/closing

Smart Key

locks/unlocks the door with ten key operation (entering PIN) and handle operation

Intercom

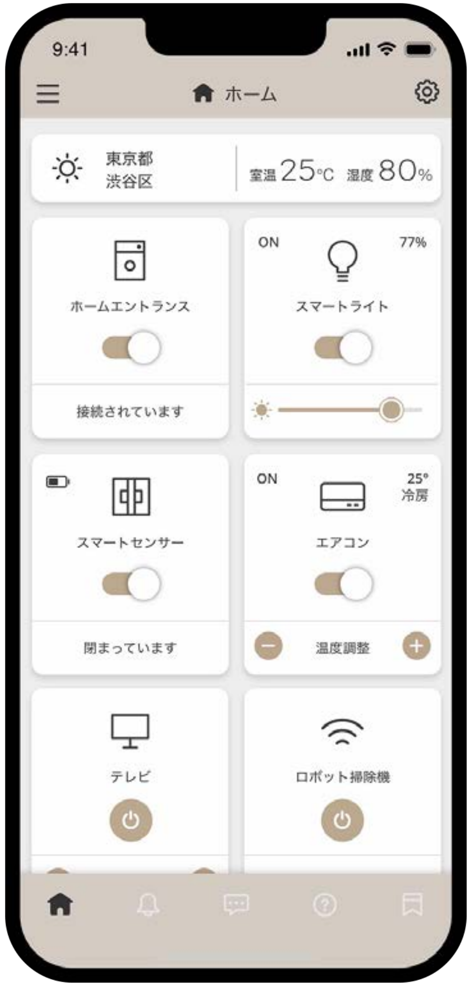
in individual entrances

Home Entrance

camera intercom at building entrance

Outdoor Camera

checks in real time the area around the garbage collection site


9:41
ホーム
東京都
渋谷区
室温 25°C 湿度 80%
ホームエントランス
接続されています
ON
77%
スマートライト
スマートセンサー
閉まっています
ON
25°
冷房
エアコン
温度調整
テレビ
ロボット掃除機

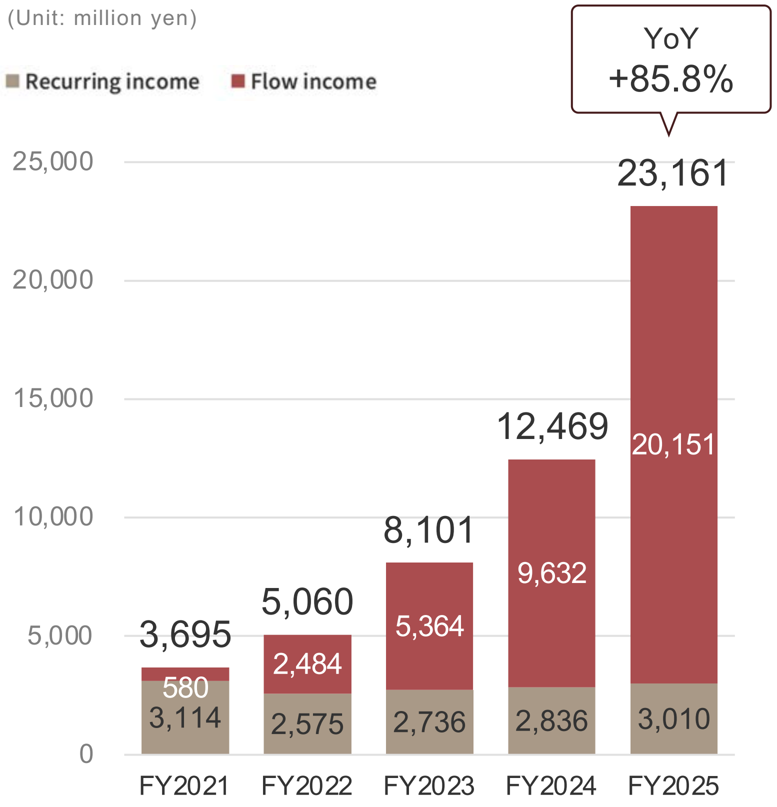
Rental housing differentiated through IoT

Trend in Financial Results of the robot home Business

Net sales and operating profit of the robot home Business for FY2025 were ¥ 23,161 million (up 85.8% year on year), and ¥3,325 million (up 37.9% year on year), respectively. Refer to the description on the page 36 for the impact of one-time special factors.

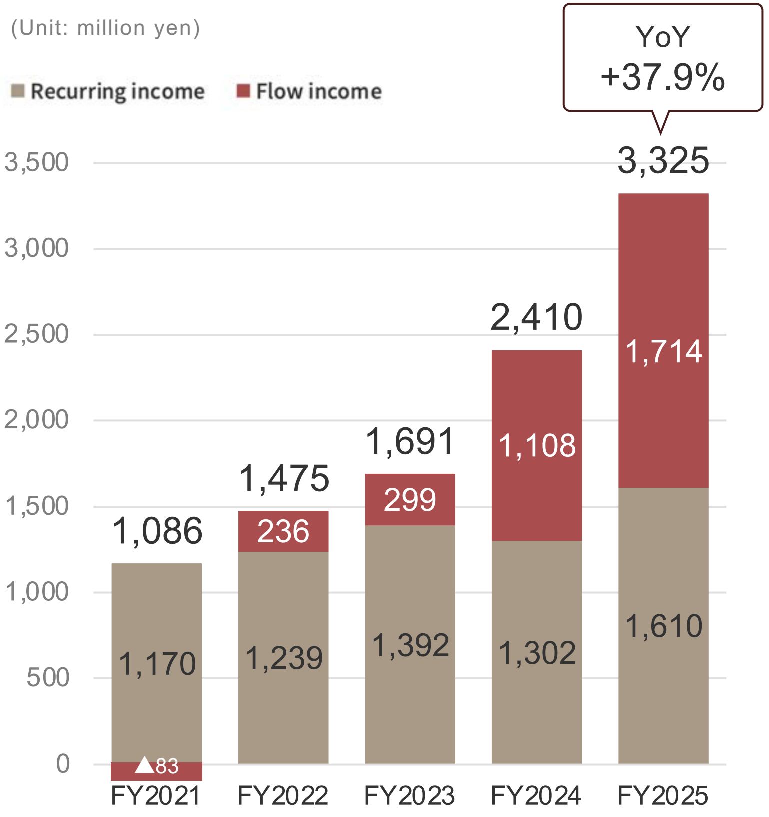
Net sales

(Unit: million yen)



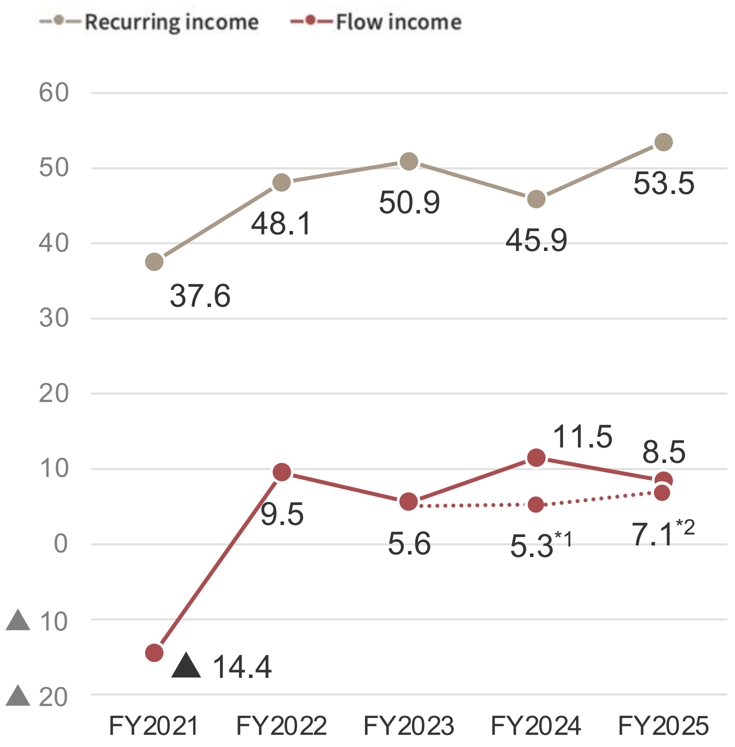
Operating profit

(Unit: million yen)



Operating profit margin

(%)



* Figures for FY2022 and onward have been prepared in accordance with a new revenue recognition standard.

* Excluding effects due to sales of large-scale inventories / * Excluding effects due to reversal of provision for loss on guarantees (see page 36)

Financial Results of the robot home Business

Net sales and operating profit of the robot home Business for FY2025 were ¥ 23,161 million (up 85.8% year on year), and ¥3,325 million (up 37.9% year on year), respectively. Refer to the description on the page 36 for the impact of one-time special factors.

(Unit: million yen)

	Cumulative period			Three-month period		
	FY2024	FY2025	YoY Change (%)	FY2024 4Q	FY2025 4Q	YoY Change (%)
Net sales	12,469	23,161	85.8%	4,957	12,721	156.6%
Flow income	9,632	20,151	109.2%	4,238	11,987	182.8%
Recurring income	2,836	3,010	6.1%	718	734	2.3%
Gross profit	3,943	5,042	27.9%	996	2,295	130.2%
Flow income	1,573	2,543	61.7%	400	1,690	322.6%
Recurring income	2,370	2,498	5.4%	596	604	1.3%
Selling, general and administrative expenses	1,532	1,716	12.0%	344	442	28.4%
Flow income	464	828	78.4%	90	226	148.9%
Recurring income	1,068	887	▲16.9%	253	216	▲14.8%
Ordinary profit	2,410	3,325	37.9%	652	1,852	184.0%
Flow income	1,108	1,714	54.7%	309	1,464	373.6%
Recurring income	1,302	1,610	23.7%	343	388	13.2%

Comparison of robot home business performance excluding the effects of one-time special factors

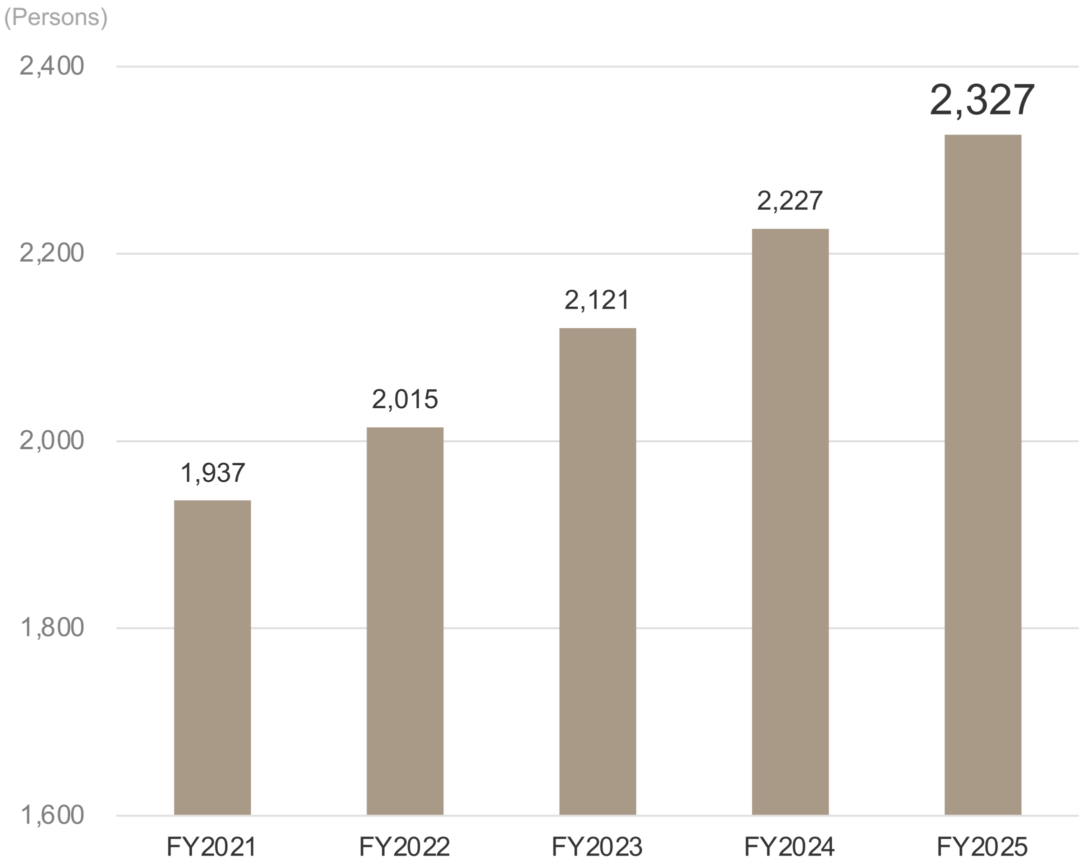
The following shows the performance of the robot home business excluding effects due to the sale of large-scale inventories in FY2024 and reversal of provision for loss on guarantees in FY2025. Profit still increased based on normal figures excluding the effects of the one-time special factors, with an increase in operating profit by 73.2% year on year.

(Unit: million yen)	① FY2024	② Large-scale inventories	①-② FY2024 *Excluding effects due to sales of ②	③ FY2025	④ Reversal of provision for loss on guarantees	③-④ FY2025 *Excluding effects due to reversal of ④	YoY Change (%) Comparison between normal figures
Net sales	12,469	1,137	11,331	23,161	-	23,161	104.4%
Flow income	9,632	1,137	8,495	20,151	-	20,151	137.2%
Recurring income	2,836	-	2,836	3,010	-	3,010	6.1%
Operating profit	2,410	659	1,751	3,325	291	3,033	73.2%
Flow income	1,108	659	449	1,714	291	1,423	216.8%
Recurring income	1,302	-	1,302	1,610	-	1,610	23.7%

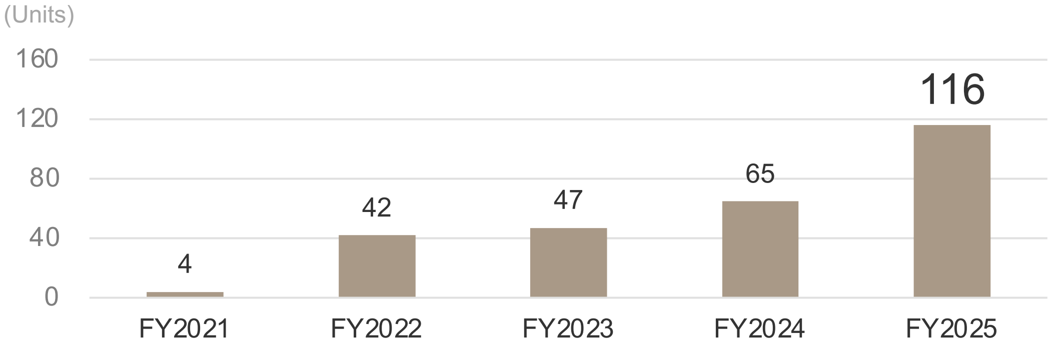
KPIs Related to Flow Income

Boosting the circulation on the platform through the steady rise in the number of property owners

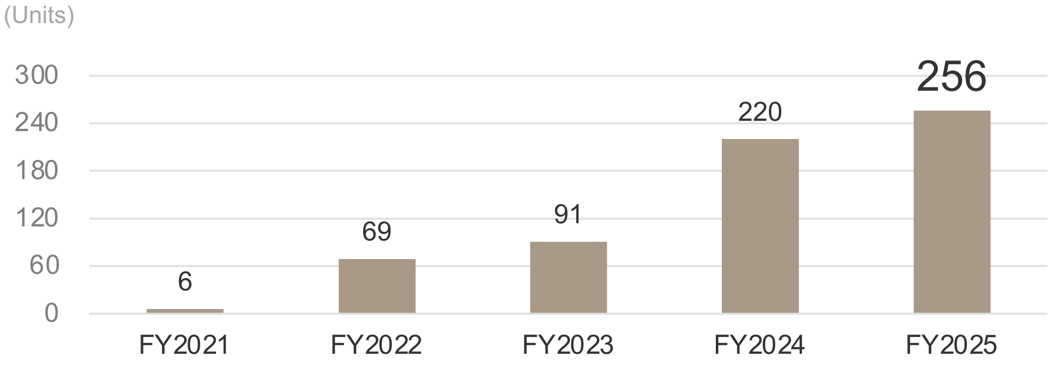
Number of property owners



Number of real estate delivered



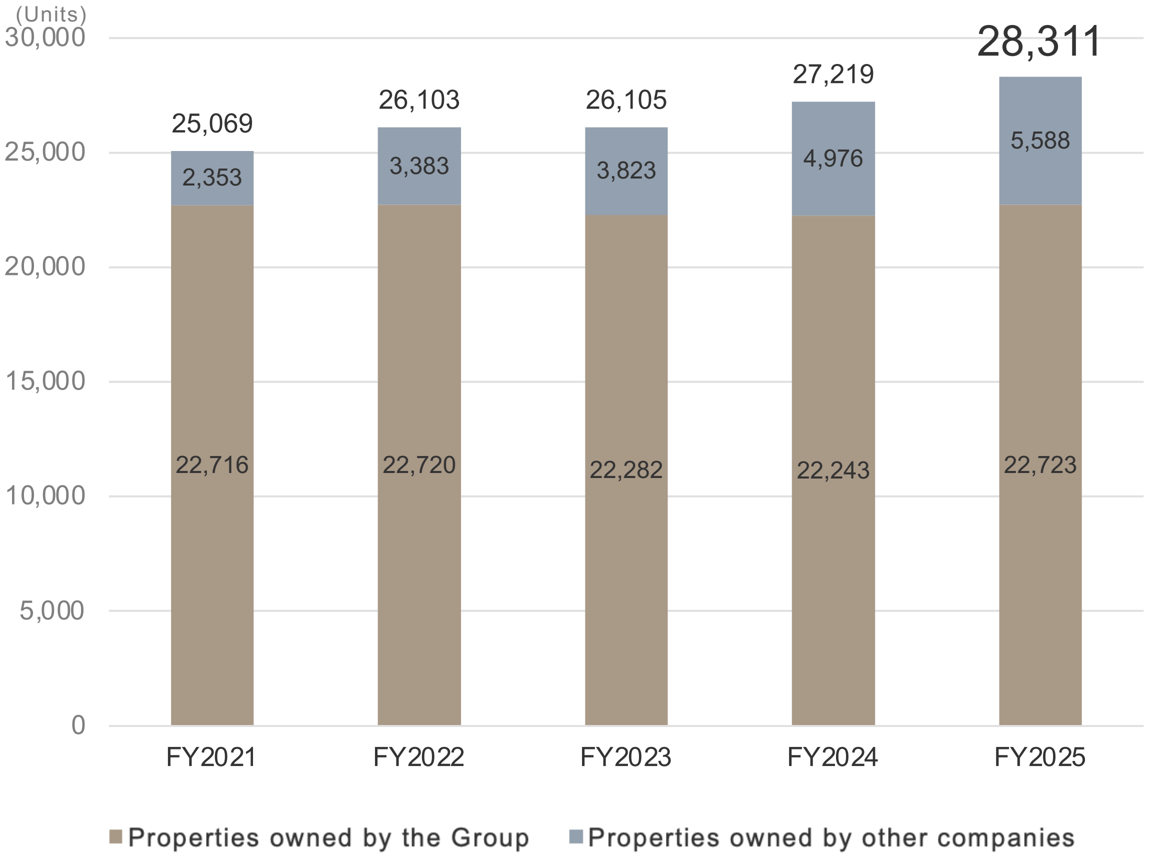
Number of real estate intermediated



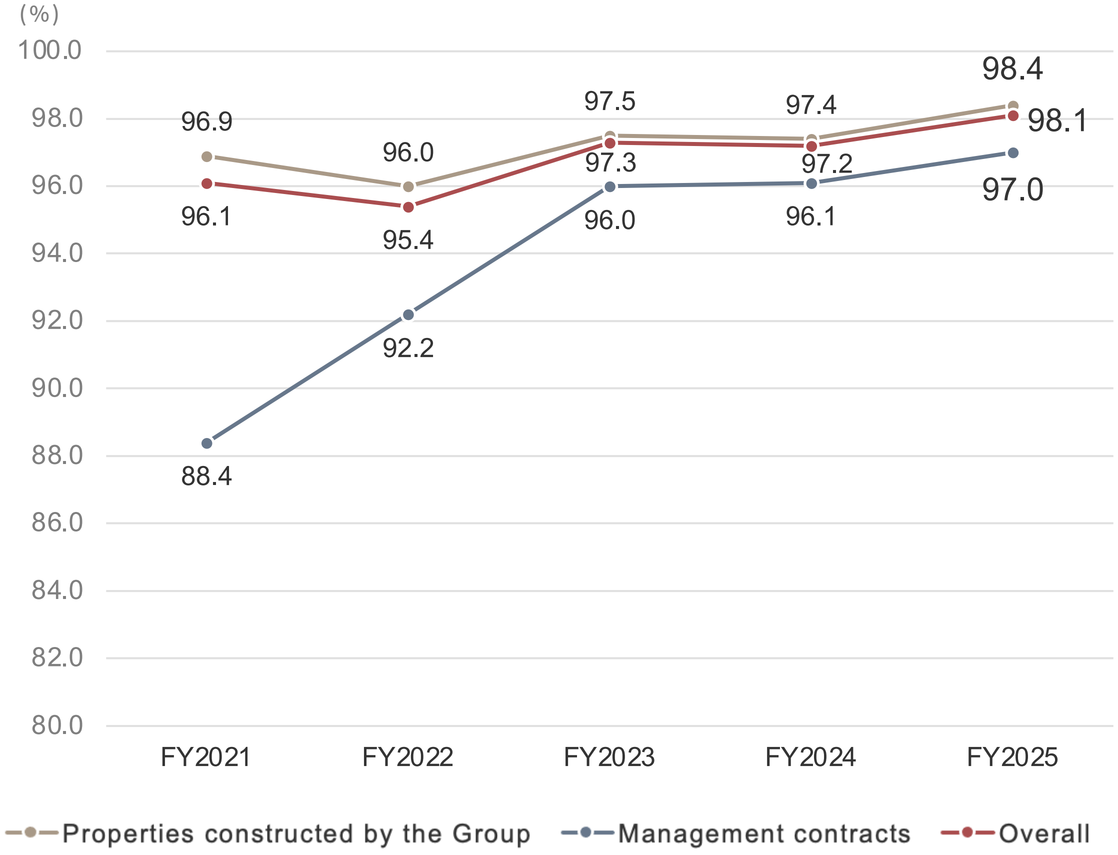
KPIs Related to Recurring Income

The occupancy rate for properties under management contracts has been trending upward. The platform is functioning effectively, maintaining a high occupancy rate.

Managed properties



Occupancy rate



3. robot home Next 2028

FY2028 Medium-Term Management Plan

Enhance the business foundation and create market value in real estate management of an AI era.

FY2025

Enhance lean financial and organizational foundations and promote active M&A

AI / IoT business

Enhance growth foundation

Make R&D investments in AI and technology fields

Improve application features that will serve as the growth foundation

robot home business

Expand platform

Apartment management starting from land selection

Improve the experience value of robot home

Pursue high levels of cash creation potential

FY2028

Targets for FY2028

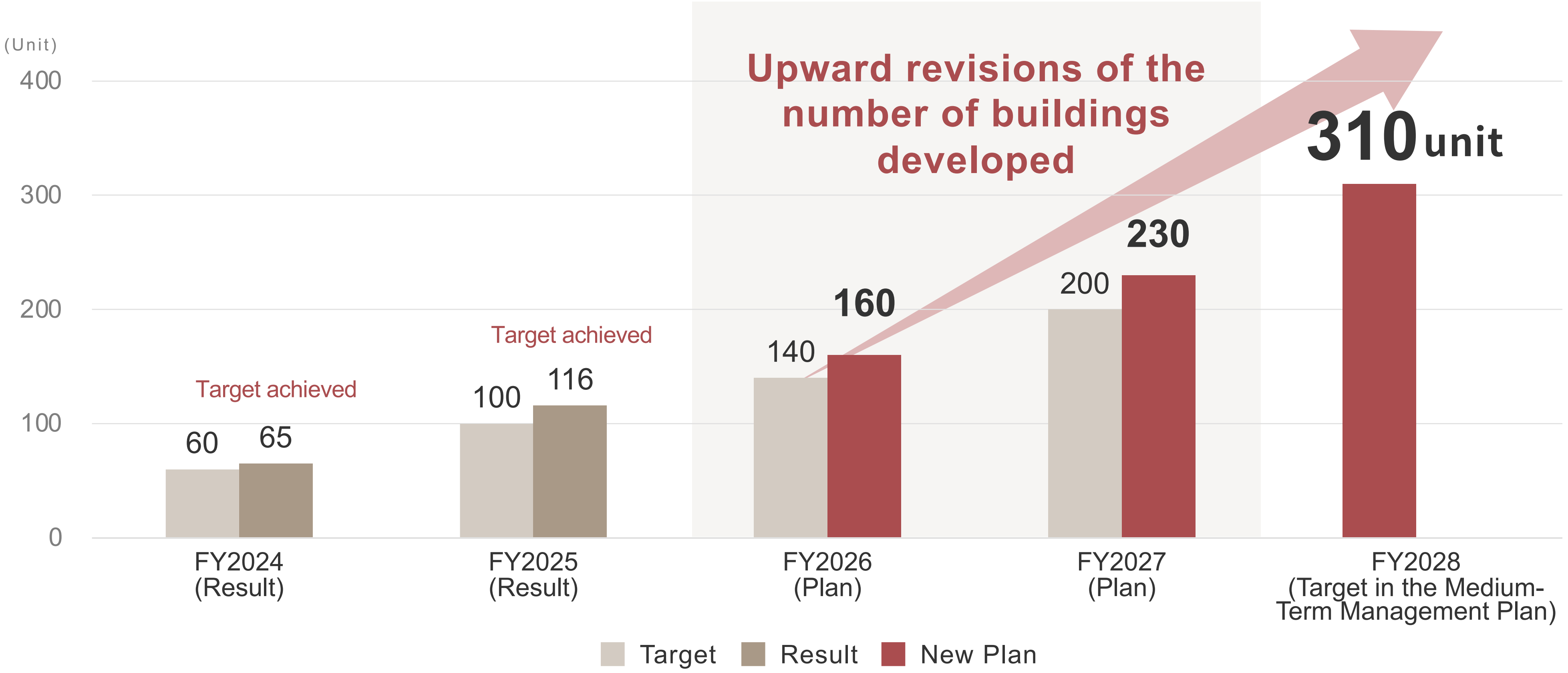
Consolidated net sales	¥60,000 million	CAGR +35.5%
Consolidated operating profit	¥4,100 million	CAGR +32.4%
Number of buildings developed	310	+194
Number of units under management	35,300	+6,989

*CAGR refers to the annual average growth rate from FY2025 through FY2028

Medium-Term Management Policy - results and upward revisions

We are making steady progress under the Medium-Term Management Policy announced on February 14, 2024. Targets for the number of buildings developed have been revised for FY2026 onward, with the target set at 310 for FY2028.

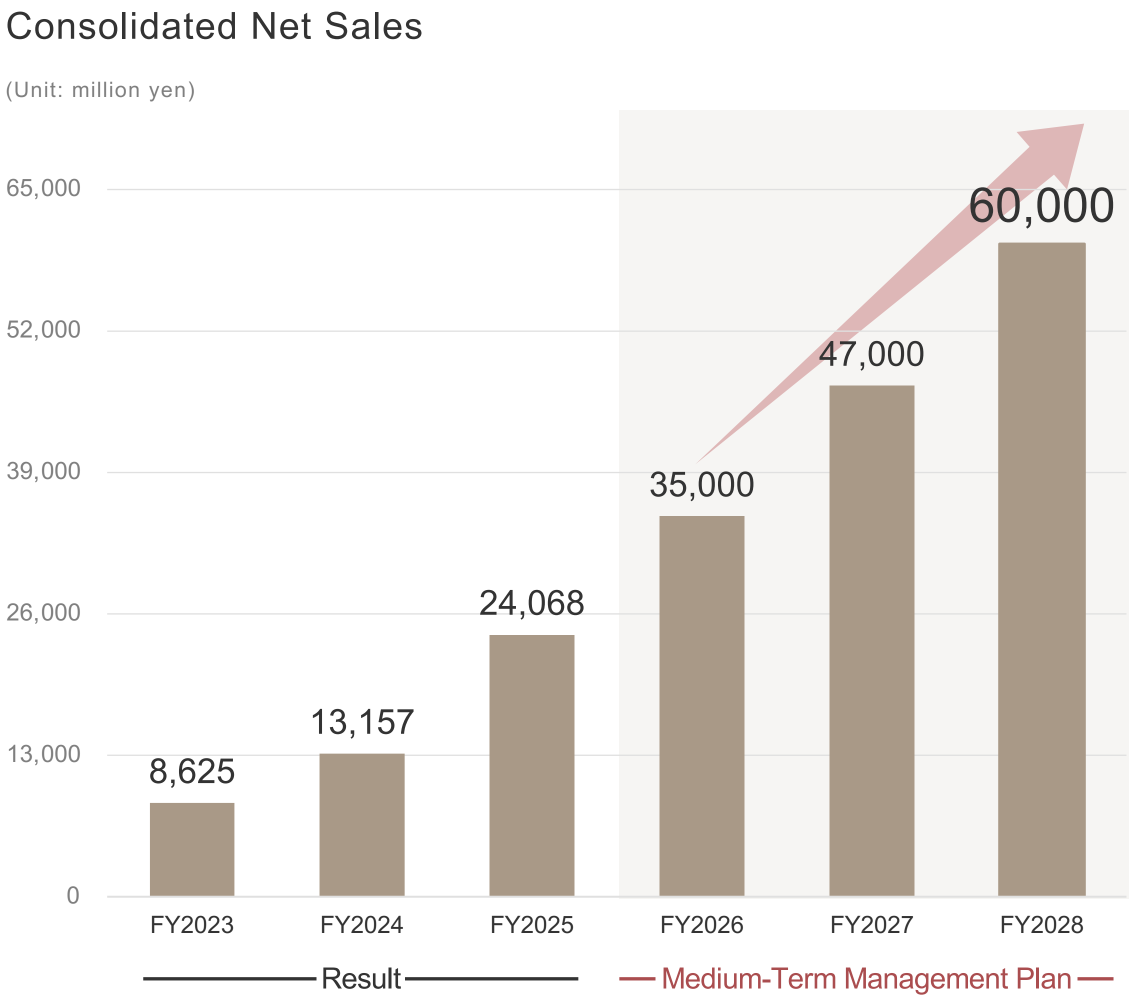
Number of buildings developed under the Medium-Term Management Plan

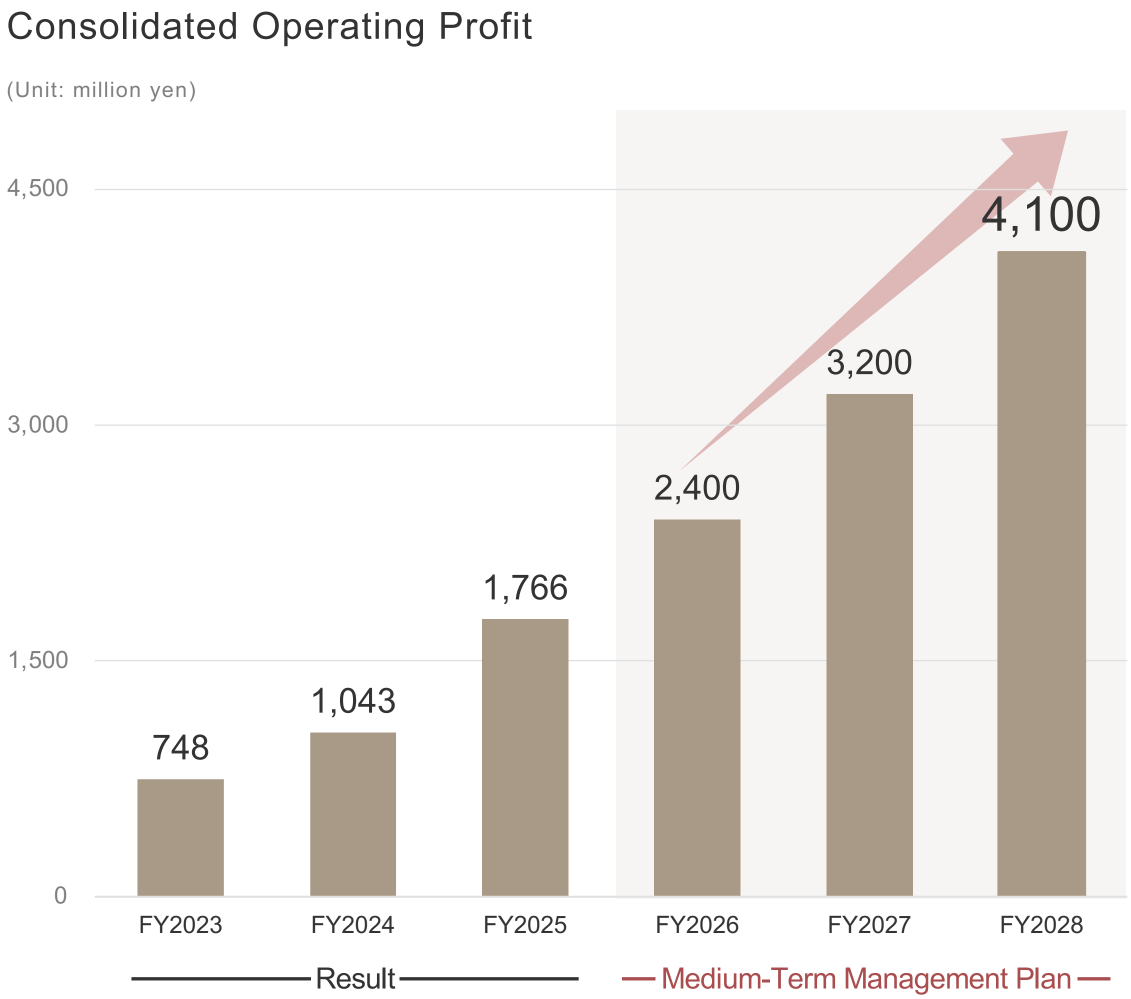


Reference: "Notice Regarding the Formulation of a Medium-Term Management Policy" disclosed on February 14, 2024.

FY2028 Medium-Term Management Plan

Aim for further growth with the expansion of the platform.





4. Appendix

Trend in Financial Indicators (Quarterly Basis)

	FY2023				FY2024				FY2025			
(unit: million yen)	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	2,171	1,592	1,919	2,942	2,758	2,000	3,196	5,201	1,633	3,380	5,912	13,141
AI/IoT business	89	104	115	220	128	161	173	251	81	143	282	429
robot home business	2,082	1,488	1,804	2,724	2,637	1,846	3,028	4,957	1,558	3,243	5,637	12,721
Flow income	1,333	806	1,140	2,084	1,899	1,165	2,329	4,238	748	2,483	4,932	11,987
Recurring income	749	681	664	640	738	681	698	718	810	760	704	734
Gross profit	870	810	774	980	1,466	812	993	1,159	907	978	1,200	2,561
AI/IoT business	69	80	92	175	104	108	125	162	63	104	189	276
robot home business	802	730	682	826	1,366	707	871	996	847	877	1,021	2,295
Selling, general and administrative expenses	635	619	697	735	867	847	851	822	901	910	964	1,104
Operating profit	235	191	77	244	599	▲34	142	337	5	67	236	1,456
AI/IoT business	31	39	41	129	54	52	56	98	11	54	143	227
robot home business	481	397	340	472	967	316	473	652	431	463	577	1,852
Flow income	55	49	29	164	613	4	181	309	▲10	35	224	1,464
Recurring income	425	347	310	308	354	311	292	343	441	427	353	388
Ordinary profit	228	192	73	243	594	▲33	129	328	171	34	162	1,418
Profit attributable to owners of parent	351	201	59	273	563	▲33	130	251	167	10	149	1,661

Trend in Financial Indicators (Cumulative Basis)

(unit: million yen)	FY2023				FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net sales	2,171	3,763	5,682	8,625	2,758	4,759	7,956	13,157	1,633	5,014	10,926	24,068
AI/IoT business	89	193	309	530	128	289	463	714	81	224	506	936
robot home business	2,082	3,571	5,376	8,101	2,637	4,483	7,511	12,469	1,558	4,802	10,439	23,161
Flow income	1,333	2,139	3,280	5,364	1,899	3,064	5,393	9,632	748	3,231	8,164	20,151
Recurring income	749	1,431	2,096	2,736	738	1,419	2,117	2,836	810	1,570	2,275	3,010
Gross profit	870	1,681	2,455	3,435	1,466	2,278	3,272	4,432	907	1,885	3,085	5,646
AI/IoT business	69	149	242	418	104	213	338	500	63	168	357	634
robot home business	802	1,532	2,214	3,041	1,366	2,074	2,946	3,943	847	1,724	2,746	5,042
Selling, general and administrative expenses	635	1,254	1,951	2,686	867	1,714	2,565	3,388	901	1,811	2,776	3,880
Operating profit	235	426	503	748	599	564	706	1,043	5	73	309	1,766
AI/IoT business	31	71	113	242	54	107	164	262	11	66	209	436
robot home business	481	878	1,218	1,691	967	1,284	1,758	2,410	431	894	1,472	3,325
Flow income	55	105	134	299	613	618	799	1,108	▲10	25	250	1,714
Recurring income	425	773	1,084	1,392	354	666	958	1,302	441	869	1,222	1,610
Ordinary profit	228	420	494	737	594	560	689	1,018	171	206	368	1,787
Profit attributable to owners of parent	351	553	613	886	563	530	661	912	167	177	327	1,989

Trend in Business KPIs

	FY2023				FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
AI • IoT business												
Number of properties provided with IoT (Total)	10,659	10,735	10,807	10,945	11,244	11,311	11,550	11,830	12,022	12,183	12,462	12,861
Properties owned by the Group	9,313	9,361	9,394	9,472	9,691	9,692	9,849	10,089	10,232	10,356	10,623	10,998
Properties owned by other companies	1,346	1,374	1,413	1,473	1,553	1,619	1,701	1,741	1,790	1,827	1,839	1,863
Number of client companies of our DX services	33	37	39	40	43	46	48	51	52	56	59	60
robot home business												
Number of property owners	2,075	2,087	2,099	2,121	2,148	2,172	2,205	2,227	2,263	2,270	2,280	2,327
Number of real estate delivered (Cumulative period)	12	20	30	47	8	17	33	65	3	16	53	116
Number of real estate intermediated (Cumulative period)	20	52	68	91	36	91	164	220	56	110	180	256
Managed properties (Total)	26,160	26,066	26,080	26,105	26,319	26,504	26,883	27,219	27,298	27,515	27,627	28,311
Properties owned by the Group	22,591	22,499	22,381	22,282	22,290	22,172	22,216	22,243	22,239	22,252	22,451	22,723
Properties owned by other companies	3,569	3,567	3,699	3,823	4,029	4,332	4,667	4,976	5,059	5,263	5,176	5,588
Occupancy rate (Overall)	97.4%	96.7%	96.7%	97.3%	98.0%	97.4%	97.1%	97.2%	98.4%	98.0%	97.8%	98.1%
Properties constructed by the Group	97.7%	96.9%	96.9%	97.5%	98.3%	97.8%	97.4%	97.4%	98.6%	98.3%	98.0%	98.4%
Management contract	94.9%	94.4%	95.2%	96.0%	96.4%	96.0%	95.6%	96.1%	97.4%	96.8%	97.1%	97.0%

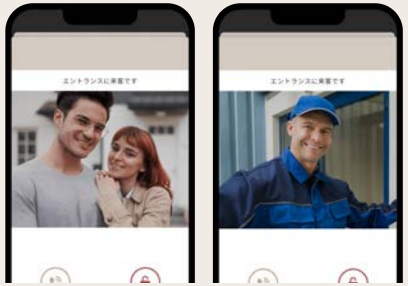
Providing next-generation DX rental housing

CASE 01 | HOME ENTRANCE

Allows users to confirm a visitor and unlock the door with the smartphone even from outside the home

Unexpected visitor	In front of multiple dwelling entrance	In front of individual entrance	Before entry		
	 Intercom for multiple dwelling	 Intercom for individual entrance	 Smart key		
Friend / family member	✓	✓	✓	**Requires no real key**	Open multiple dwelling entrance
Courier	✓	✓	✗	**Reduces redelivery risk**	Open only multiple dwelling entrance
Stranger	✓	✗	✗	**Improves security**	Not open as the visitor is a stranger

Remote open/close control



It is reassuring to be able to see the visitor's image on the monitor even from outside the home

Providing next-generation DX rental housing

CASE 02 | OPEN / CLOSE SENSOR

Install security measures at windows, a major route of intrusion → Instant notification to the app improves security

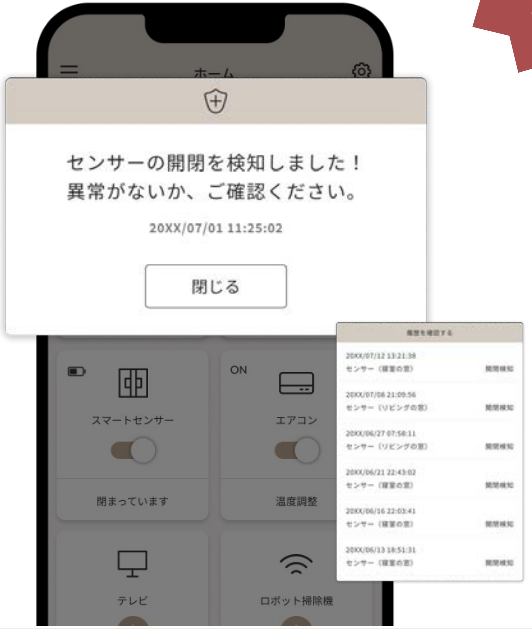
Enables an instant response, including notifying the police

Someone is entering the house from the window

Open or close the window

Sensor detects opening or closing of the window

Send notification to the app



センサーの開閉を検知しました！
異常がないか、ご確認ください。

20XX/07/01 11:25:02

Supplemental information

The most common burglars' entry points at apartment houses (third and lower floors) in FY2024 were “front entrances at 47.6%, followed by windows at 38.4%.”

* Source: Data published by the Metropolitan Police Department

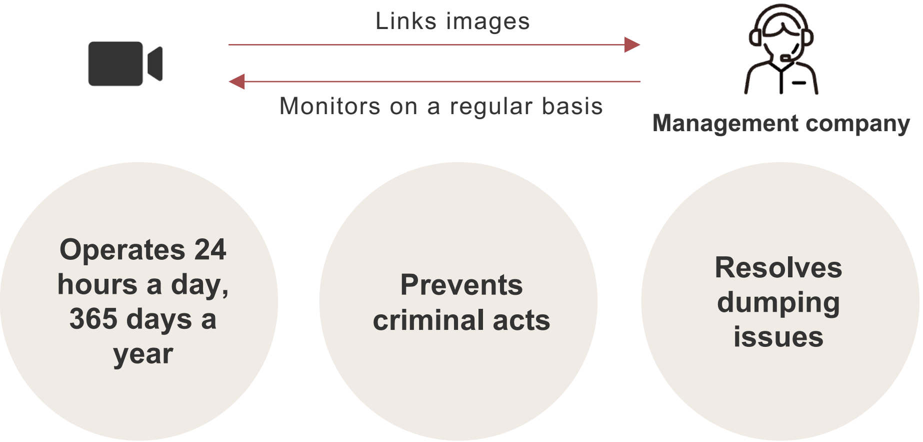
Providing next-generation DX rental housing

CASE 03 | OUTDOOR CAMERA

Outdoor security camera effective for crime prevention

- **Deterrent effect on criminal acts**
  The installation of a security camera scares away potential intruders, which is expected to prevent criminal acts from occurring.
- **Identifying suspicious persons and recording evidence videos**
  In the event that a suspicious person or intruder is detected within the premises, recorded images and videos can be submitted to the police as evidence.
- **Monitoring the garbage collection site, which is likely to lead to a complaint**
  Action can be taken before issues, such as violation of garbage collection rules and dumping of garbage by non-residents, develop into a claim.

* Sample of an actual image



Links images

Monitors on a regular basis

Management company

Operates 24 hours a day, 365 days a year

Prevents criminal acts

Resolves dumping issues

* Whether a security camera is installed or not varies depending on the development timing.

Providing next-generation DX rental housing

CASE 04 | UNIVERSAL REMOTE

Allows users to operate various appliances with a single app

Operation of lights

Not only operations in the room, turning on lights on the way home will prevent the identification of the room, serving as a deterrent to intrusion.

Operation of TV

Users can operate TV while watching the smartphone. In addition to switching channels and adjusting the volume, checking channel guides is also possible.

Enables operations with the app

Integrates nature sensor remotes in the house into one

Operation of a robot cleaner

Enables operation of a robot cleaner equipped with a nature sensor remote, without starting multiple apps.

Operation of an air conditioner

The app enables users to check room temperature and humidity and make the room comfortable before arriving at home.

Providing next-generation DX rental housing

CASE 05 | CHAT

Making inquiries to the management company becomes stress-free

● Even busy people can make inquiries using the chat

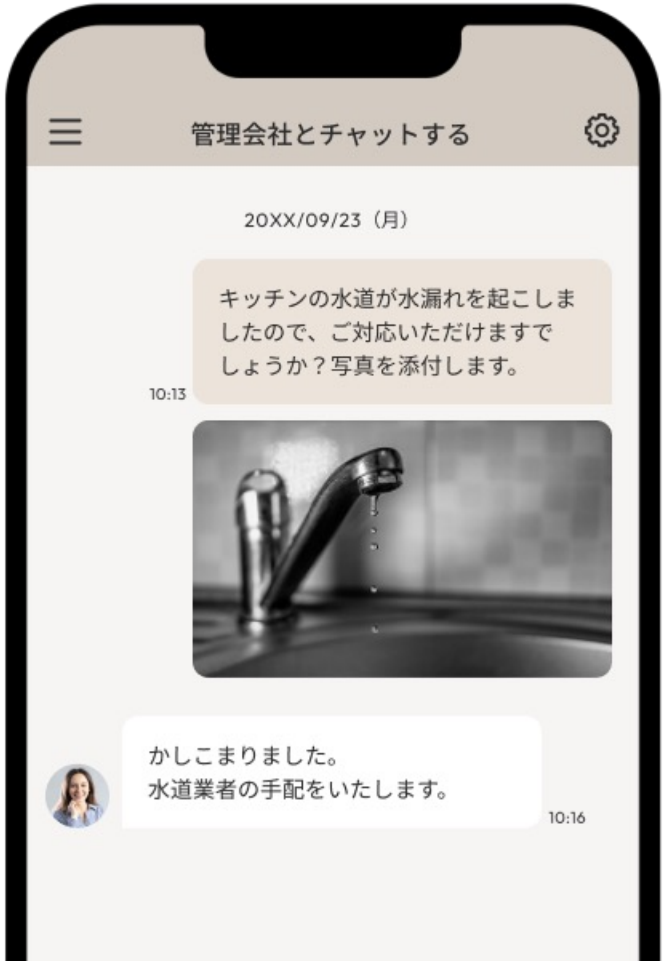
Even those who work in the daytime and cannot make a phone call can use the chat to make inquiries to the management company.

● Image sharing that better reports the situation

It also allows image transmission and is more convenient than the phone when reporting the situation.

● Paperless communication

The management company can also send messages to residents using the chat instead of conventional printed matter.



管理会社とチャットする

20XX/09/23（月）

10:13 キッチンの水道が水漏れを起こしましたので、ご対応いただけますでしょうか？写真を添付します。

かしこまりました。
水道業者の手配をいたします。 10:16

Providing next-generation DX rental housing

CASE 06 | BENEFITS TO RESIDENTS

Benefits make daily life more comfortable

As lifestyle contents for residents, we provide services with privileges that make daily life more comfortable.

Lifestyle contents helpful for daily life

first call
ログイン
メニュー
first call 会員登録
医師へのチャット相談とTV電話相談が
いつでも使い放題に
相談科目は全12科目
チャットもTV電話も医師が直接実名で対応
月額550円で、いつでも何度でもご利用可能
初月無料
今すぐ初月無料で
first call 会員登録を行う
※初月無料は2ヶ月以上のご利用の場合に限ります
クーポンコードをお持ちの方はこちら

Medical consultation with a doctor

A medical consultation service that residents can receive easily using the chat any time.

kit
会員様限定特典
お部屋の「荷物」
預けてスッキリ!
サマリーポケット

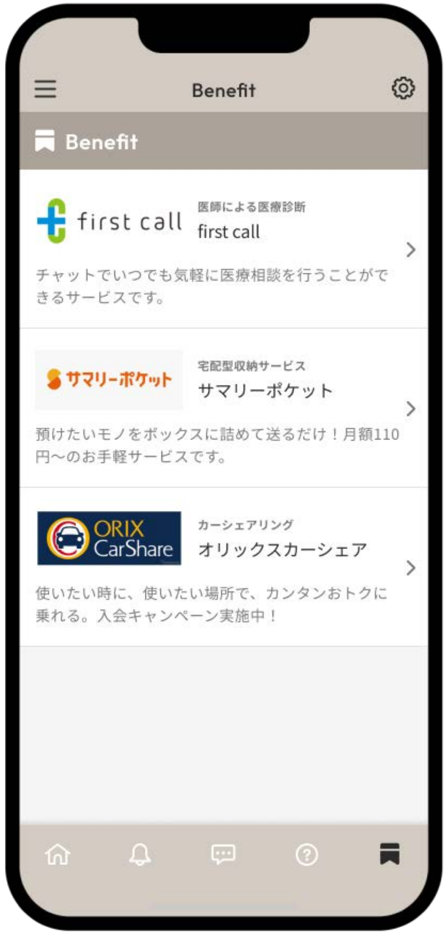
Delivery type storage service

Residents just pack stuff they want to deposit in a box and send it! An easy storage service starting at 110 yen per month.

ORIX CarShare
ご入居者さま
入会無料特別ご優待
ICカード発行手数料 1,650円/枚
2ヶ月分 最大 月額基本料 1,760円
が無料!!
時間料金
2,200円分 × 2ヶ月間プレゼント!

Car sharing

Residents can easily and economically use a car at the place and time they want. A sign-up campaign is underway!



Benefit

Benefit

医師による医療診断
first call
チャットでいつでも気軽に医療相談を行うことができるサービスです。

宅配型収納サービス
サマリーポケット
預けたいモノをボックスに詰めて送るだけ！月額110円～のお手軽サービスです。

カーシェアリング
オリックスカーシェア
使いたい時に、使いたい場所で、カンタンおトクに乗れる。入会キャンペーン実施中！

Providing next-generation DX rental housing

Toward DX rental housing that is not only convenient but also chosen

In addition to providing new life experiences through DX rental housing, robot home has many facilities conducive to finding tenants. We will strive to develop real properties, which allow owners to conduct real property business without anxiety, by offering services that meet universal demand like security and fit a new lifestyle using technology.

Universal demand for security

Fitness for a new lifestyle

Possibility of DX rental housing

Rankings of popular facilities for real properties designed for single persons

Ranking (ranking in the previous survey)	Facility	robot home property specifications
1(4)	High-speed internet	○
2(3)	Entrance that locks automatically	○
3(1)	Free internet connection	○
4(2)	Delivery box	○
5(7)	Independent washstand	○
6(5)	Bathroom ventilating and drying device	○
7(8)	Garage	△
8(-)	24-hour waste disposal area	—
9(-)	City gas	○
10(-)	Air conditioner	○

* Source: *Zenkoku Chintai Jutaku Shinbun* (Nationwide Rental Housing Newspaper) (Oct. 2025)
* Some properties do not have all of the above facilities.

Providing next-generation DX rental housing

Pursuant to Article 31 of the Act on Facilitation of Information Processing, robot home Inc. has been selected by the Minister of Economy, Trade and Industry as a DX-certified operator under the DX Certification Initiative

- **DX Certification Initiative** (From the information released by IPA: Information-technology Promotion Agency, Japan)

The DX Certification Initiative is based on the Act on the Partial Revision of the Act on Facilitation of Information Processing that came into effect on May 15, 2020. The initiative certifies operators that undertake excellent DX initiatives, based on the application by the operator, in light of guidelines established by the Japanese government (*1).

(*1) The guidelines present a vision for the strategic use of systems in company management. These guidelines were established based on the Act on Facilitation of Information Processing. For details, visit the website of IPA: Information-technology Promotion Agency, Japan.
https://www.ipa.go.jp/ikc/info/dxcp.html (in Japanese)

List of DX-certified operators (in Japanese)

https://www.ipa.go.jp/ikc/info/dxcp-list-202103.html

Our SDGs initiatives

Contribute to building comfortable cities through rental housing management services that take advantage of RPA and human resources

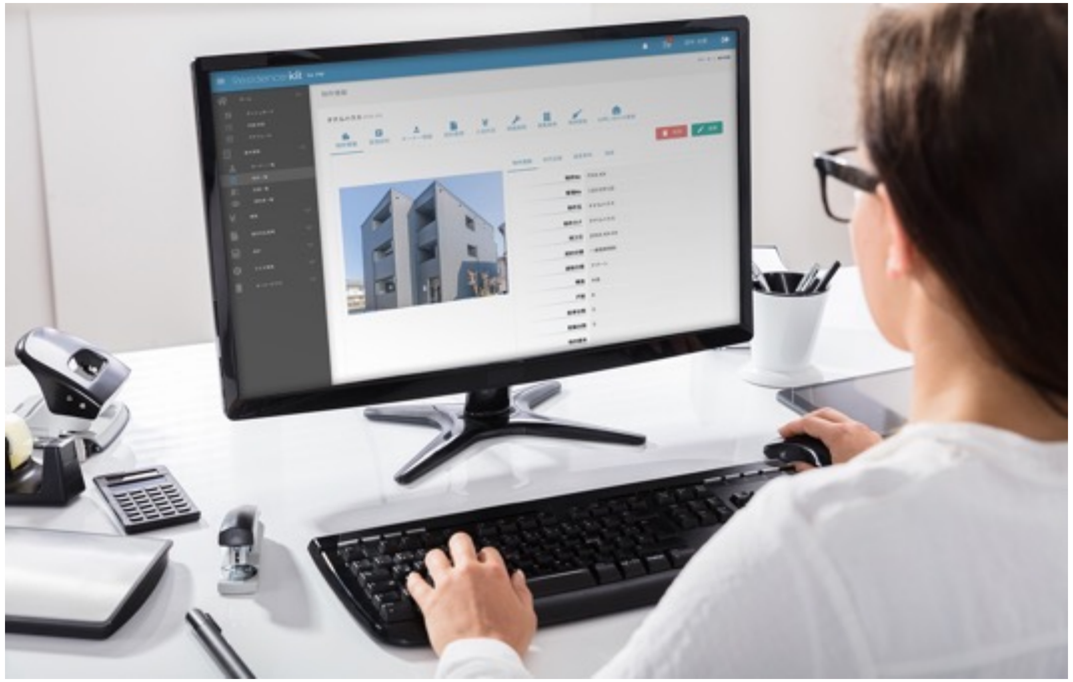
4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

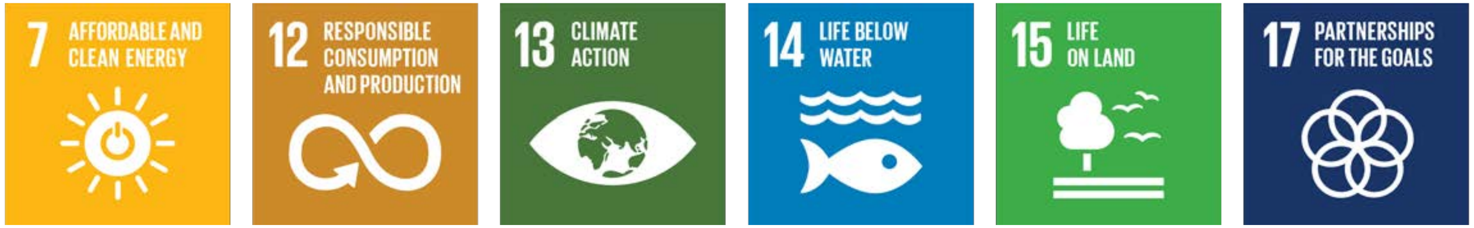
11 SUSTAINABLE CITIES AND COMMUNITIES

Contribute to building comfortable cities by streamlining operations with RPA and providing high-quality services. Take a tenant-first approach to enhance readiness for responding to requests by further expanding the rental housing management domain and developing a total support structure for rental management.

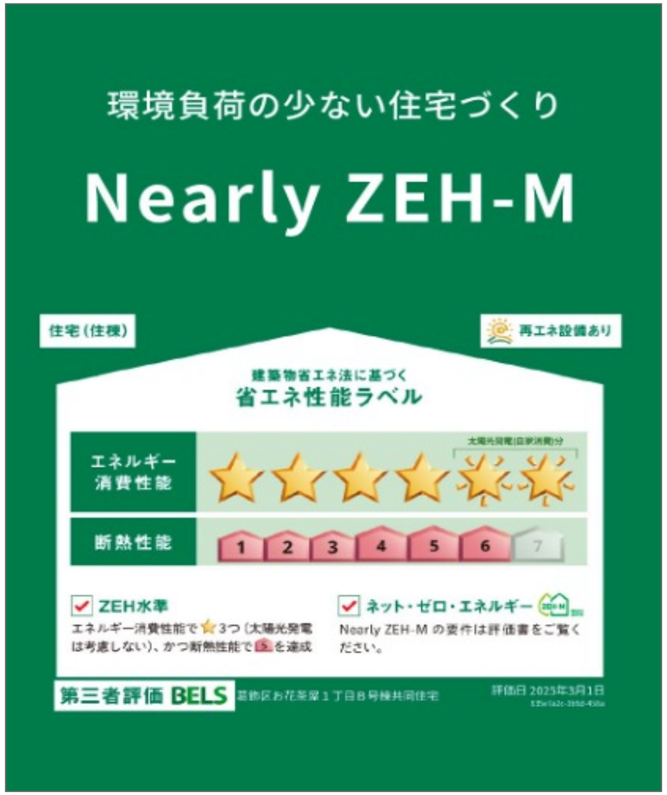


Our SDGs initiatives

Development of environment-friendly properties, including those certified under an energy-efficiency labeling system and built to Nearly ZEH-M standards


7 AFFORDABLE AND CLEAN ENERGY
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND
17 PARTNERSHIPS FOR THE GOALS

The Company is also engaged in the development of environmentally conscious properties, including those that meet high standards in the Building-Housing Energy-efficiency Labeling System (BELS) under which a third-party organization evaluates the energy-efficiency performance of buildings in accordance with evaluation standards provided by the MLIT, as well as properties built to Nearly ZEH-M standards.


環境負荷の少ない住宅づくり

Nearly ZEH-M

住宅（住棟）

再エネ設備あり

建築物省エネ法に基づく

省エネ性能ラベル

エネルギー消費性能	★★★★★★ 太陽光発電（自家消費）分
断熱性能	1 2 3 4 5 6 7

☑ ZEH水準

エネルギー消費性能で★3つ（太陽光発電は考慮しない）、かつ断熱性能で5を達成

☑ ネット・ゼロ・エネルギー

Nearly ZEH-M の要件は評価書をご覧ください。

第三者評価 BELS 葛飾区お花茶屋1丁目B号棟共同住宅

評価日 2025年3月1日

BELS is a public certification system that evaluates buildings' energy-efficiency performance on a five-scale rating (in cases where renewable energy equipment is not installed) that real estate agents and certain other parties are required to make efforts to label under the Act on the Improvement of Energy Consumption Performance of Buildings (Building Energy Efficiency Act) enforced in April 2016.

Our SDGs initiatives

Promote diversity management that values diversity and creativity

5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

Maintains sound diversity management: 47.0% female employees ratio, 100% parental leave taken by female employees, and 84.3% paid leave taken (as of December 31, 2025). We have employees with other jobs and those who are from other countries. We value diversity and creativity of our employees and promote the creation of workplaces where employees can work at ease while respecting their individual life plans.

Disclaimer regarding forward-looking statements

The materials and information presented in this release include “forward-looking statements.” These statements are based on expectations, forecasts, and assumptions that are subject to risks at the time of release, and include uncertainties that may cause outcomes to differ in substance from these statements.

These risks and uncertainties include industries in general, market conditions, and general domestic and international economic conditions such as interest rate and foreign exchange fluctuations.

robot home undertakes no obligation to update or revise the “forward-looking statements” included in this release, even in the event of new information, future events, or other circumstances.