



JPMC Medium- to Long-Term Management Policy

February 12, 2026

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

Medium-to Long-Term Management Policy Summary

- This shows the long-term management policy, medium-term management strategy and shareholder return strategy aimed at improvement of sustainable corporate value.
- We will release one-year profit plan and shareholder return plan each fiscal year as a highly accurate forecast.

1. Initiative of sustainable corporate value creation

Long-term

Three-year
mid-term

- Refine our **recurring business** which can serve as a starting point through **purpose-driven management** aimed at sustainable corporate value improvement
- Evolution of market competitiveness using **intangible assets** which can serve as a source of corporate value
- Profit growth based on two axes: **expansion of number of units in operation** using also **M&A** and **added value improvement** as well as organic growth

2. Enhancement of equity cost and stock price-conscious management

Three-year
mid-term

- Aim for sustainable **progressive dividends** with a target of **payout ratio of over 40%** and **DOE of around 10%**
- We understand cost of equity to be 7-9%
- Maintain high capital efficiency (ROE) with growth investment and appropriate control of total shareholder return

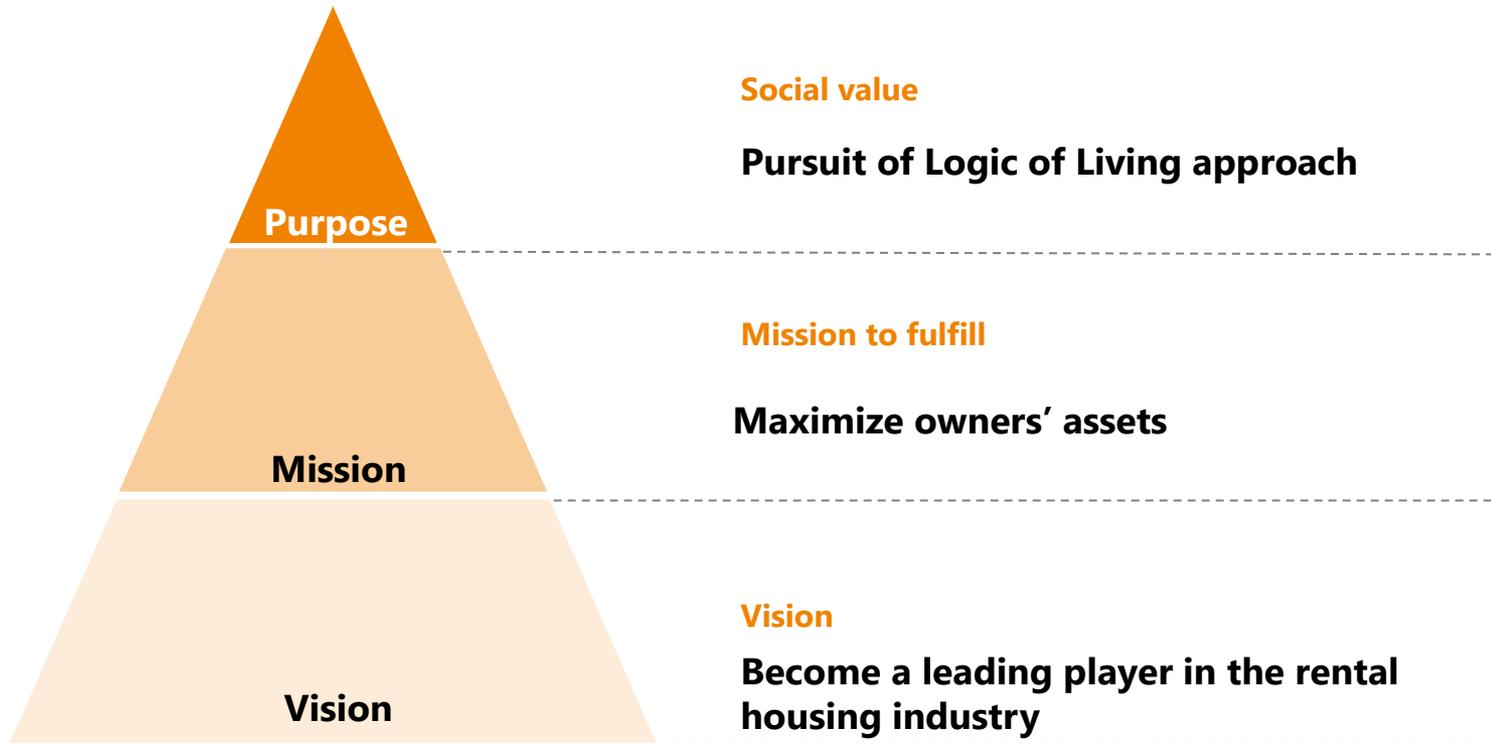
3. Promotion of sustainability management

Long-term

Three-year
mid-term

- E (Environment) Promote reuse economy and contribute to the decarbonized society
- S (Society) Further promote human capital management
- G (Governance) Secure diversity of directors and enhance risk management

The Group defines its Logic of Living approach as addressing social challenges through sustainable rental management. With pursuit of our Logic of Living approach upheld as a purpose, we have carried out our main business: rental management service business. Based on our mission: maximize owners' assets, we will aim for the improvement of corporate value.

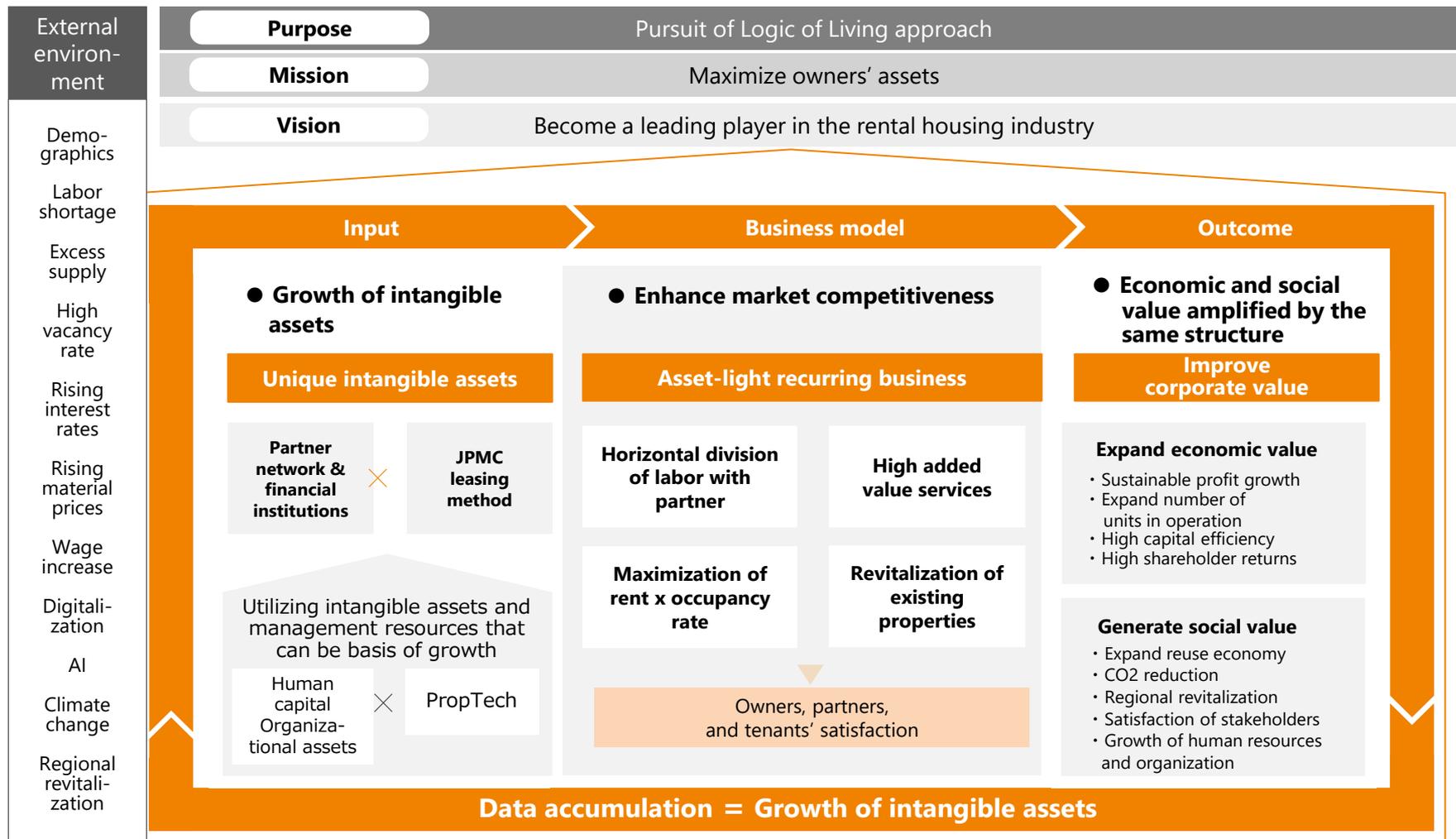


Corporate Value Creation Process

Long-term



- The sources of the Group's corporate value are intangible assets such as partner network and JPMC leasing method that systematizes know-how of rental housing management.
- It is the recycling-based corporate value creation process where data accumulated through the pursuit of rental management services will bring regrowth of intangible assets and generates market competitiveness, which will lead to economic value and social value.



Medium-to Long-Term Strategy

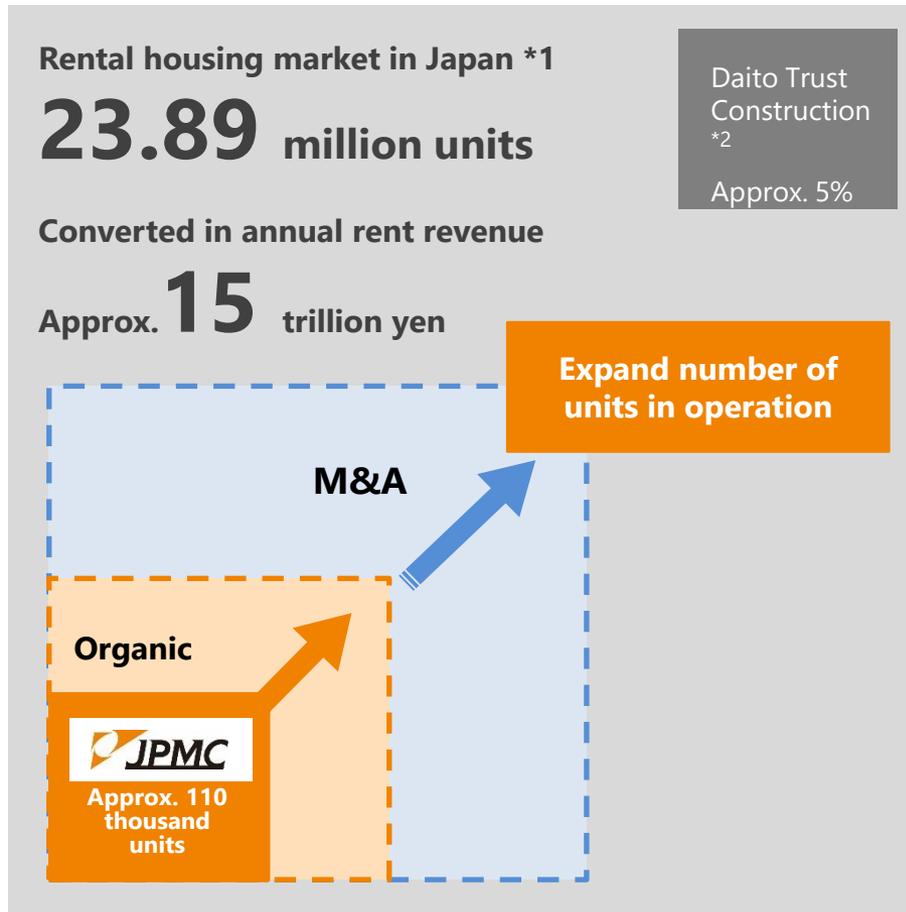
(1) Expand Number of Units in Operation

Long-term

Three-year
mid-term



The rental housing market has not become oligopolistic, leaving room for market share expansion through M&A. In addition to the organic expansion of number of units, we will promote M&A of rental management companies that captures the business succession needs.



Expand number of units in operation

Organic growth

Increase unit applications

- Partner, financial institutions

Maintain and improve contract renewal rate

- Maximize rent × occupancy rate
- Enhance relation

Growth through M&A

Target

- Rental management companies in major cities nationwide
- Business succession of partner companies

Synergies

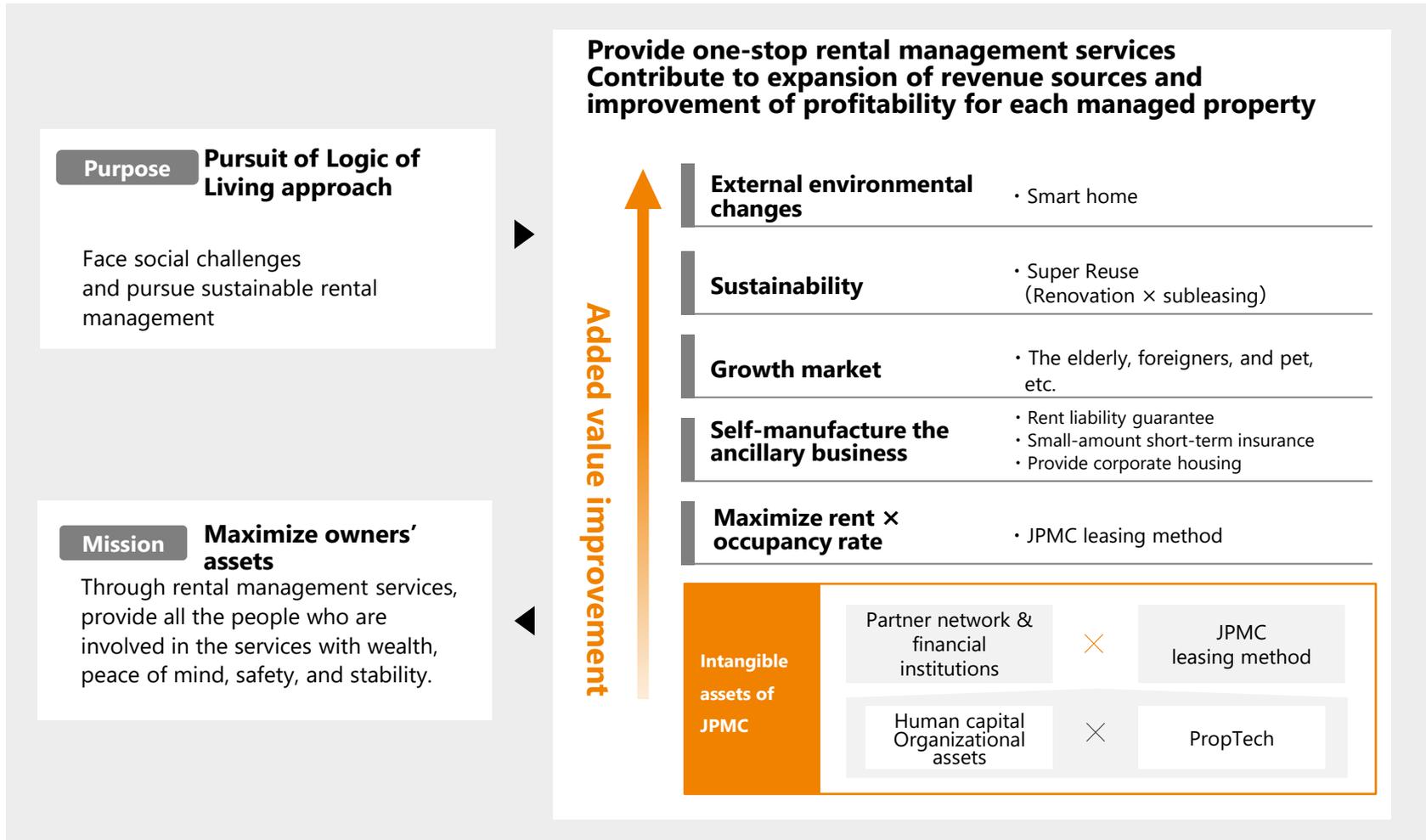
- JPMC leasing method
- Cross-selling of products and services
- Data-driven operation
- Corporate functions

*1. Independently calculated by the Company from "Survey Result of 2023 Housing and Land Survey" (Statistics Bureau of Japan)

*2. "2025 Property Management Units Ranking" (National Rental Housing Newspaper)

2) Improve Added Value

We will work on added value improvement with purpose as the starting point and promote realization of missions. We will aim for sustainable corporate value improvement through evolution of intangible assets along with profit growth.

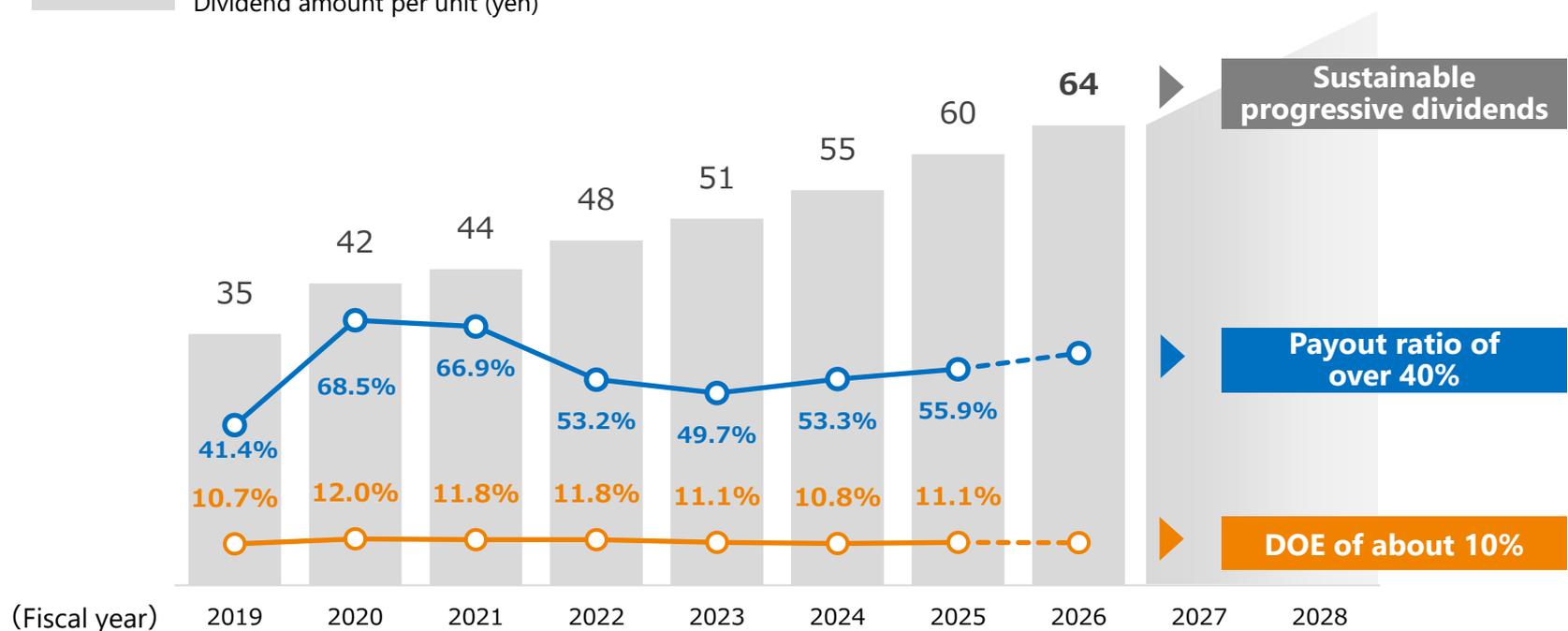
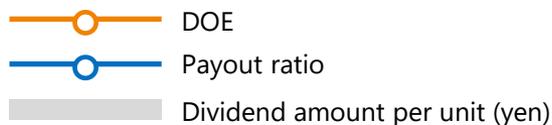


Medium-Term Strategy Shareholder Return Policy

Three-year mid-term



- We will aim for sustainable **progressive dividends** with a target of **payout ratio of over 40%** and **DOE of around 10%**.
- If there is any surplus funds, we will consider further flexible shareholder return measures (increased dividends, purchase of own shares) as needed.



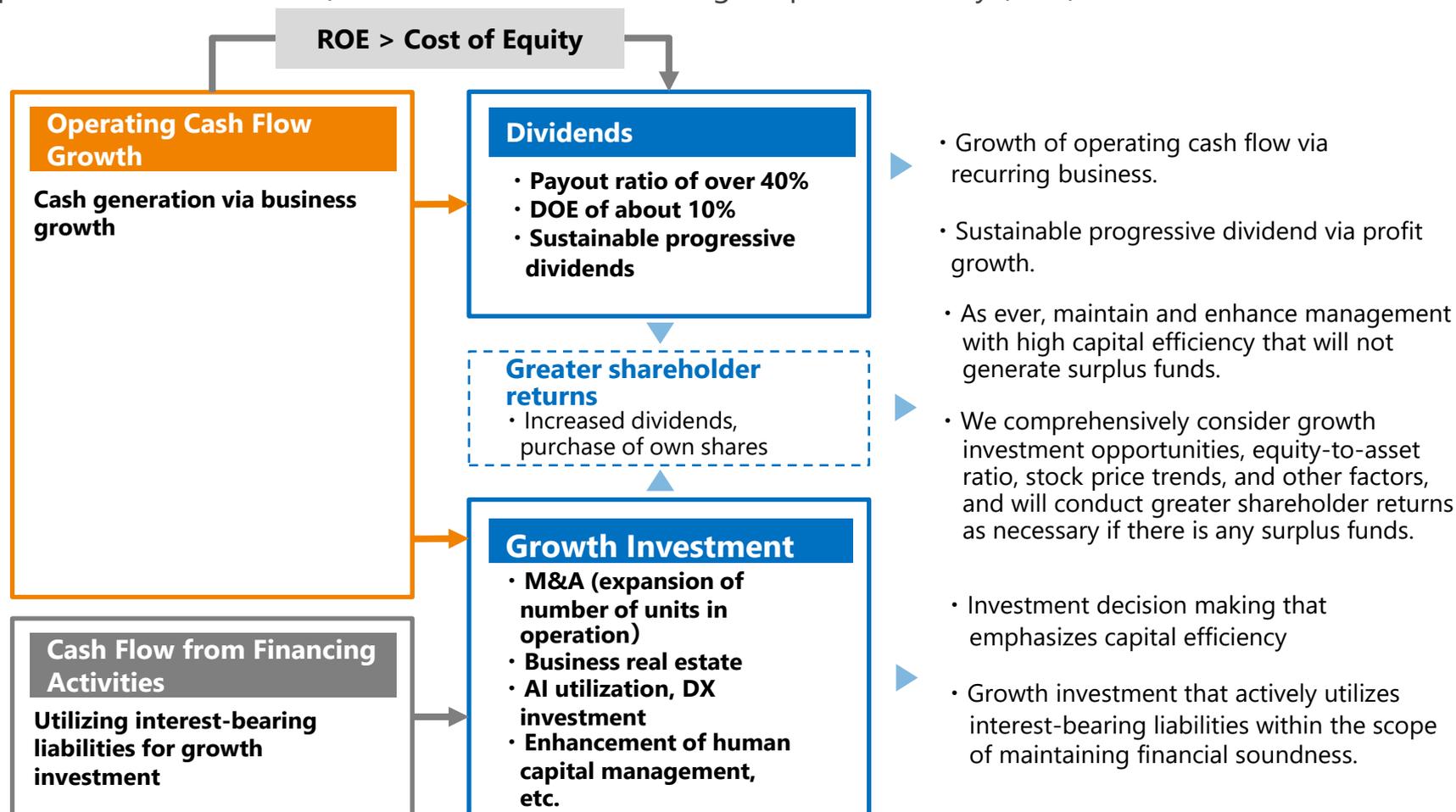
Amount of acquisition of own shares (billions of yen)	2019	2020	2021	2022	2023	2024	2025	2026
	0.59	—	—	—	—	0.28	1.0	Shareholder return measures as needed

Medium-Term Strategy Cash Flow Allocation

Three-year
mid-term



- Use cash generated via business growth to pay dividends with a target of payout ratio of over 40% and DOE of around 10%.
- Also utilize interest-bearing liabilities to carry out growth investments such as M&A, AI utilization, and DX, etc.
- On top of that, while comprehensively considering equity-to-asset ratio and stock price trends, etc., if there is any surplus funds, we will consider further shareholder returns (increased dividends and purchase of own shares) with an aim to maintain high capital efficiency (ROE).



Medium-Term Strategy

Equity Cost and Stock Price-Conscious Management

Three-year
mid-term

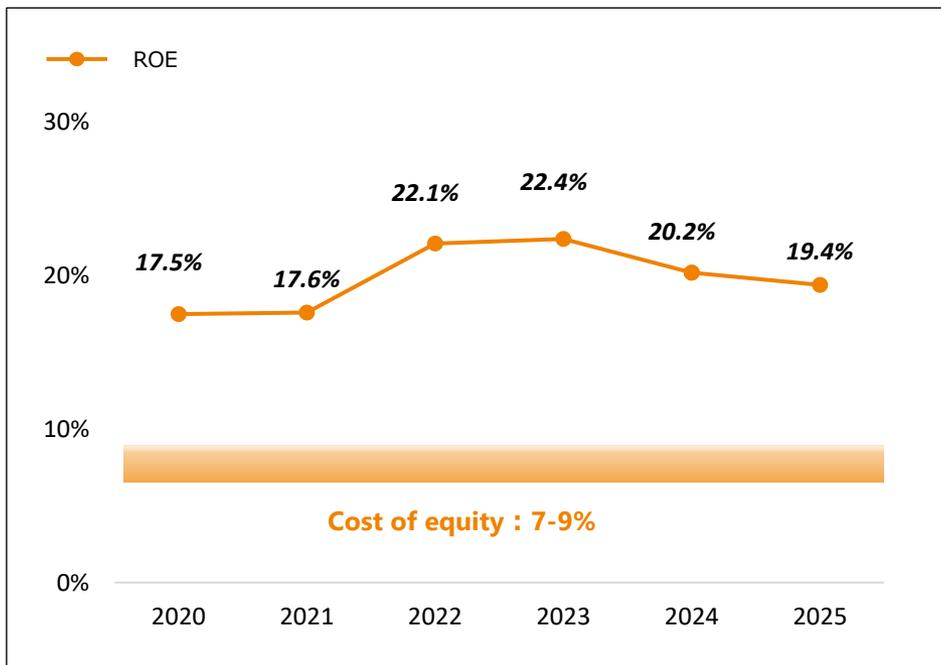


ROE has remained above the cost of equity, and PBR has not fallen below 1x. We understand the cost of equity to be approximately 7-9% when considering factors such as profit margins and dialogue with shareholders and investors.

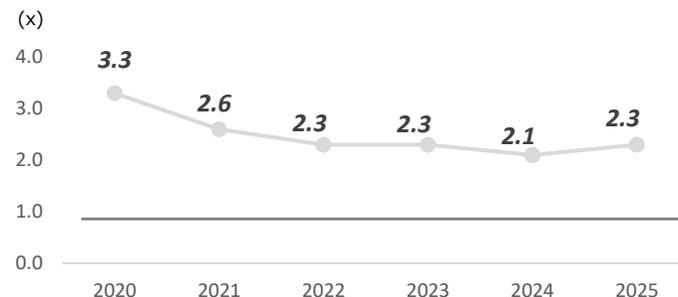
Change in ROE and cost of equity

Our understanding of the Company's cost of equity

- We understand the figure to be approximately **7-9%** when considering factors such as profit margins and dialogue with shareholders and investors



Change in PBR



Calculation of cost of equity

(As of December 31, 2025)

① Risk-free rate *1	2.1 %
② Beta *2	0.32
③ Market risk premium	6.7 %
The overall stock market yields *3	8.7 %
Risk-free rate (historical average) *4	2.0 %
Cost of equity (① + ②×③)	4.2 %

*1 10-year JGB yields as of December 31, 2025

*2 Measured against TOPIX over 60 months as of December 31, 2025

*3 Measured average return since 1976 using TOPIX return including dividends as of December 31, 2025

*4 Used 10-year JGB yields since 1987 as of December 31, 2025

Medium-Term Strategy

Initiative to Further Improve PBR

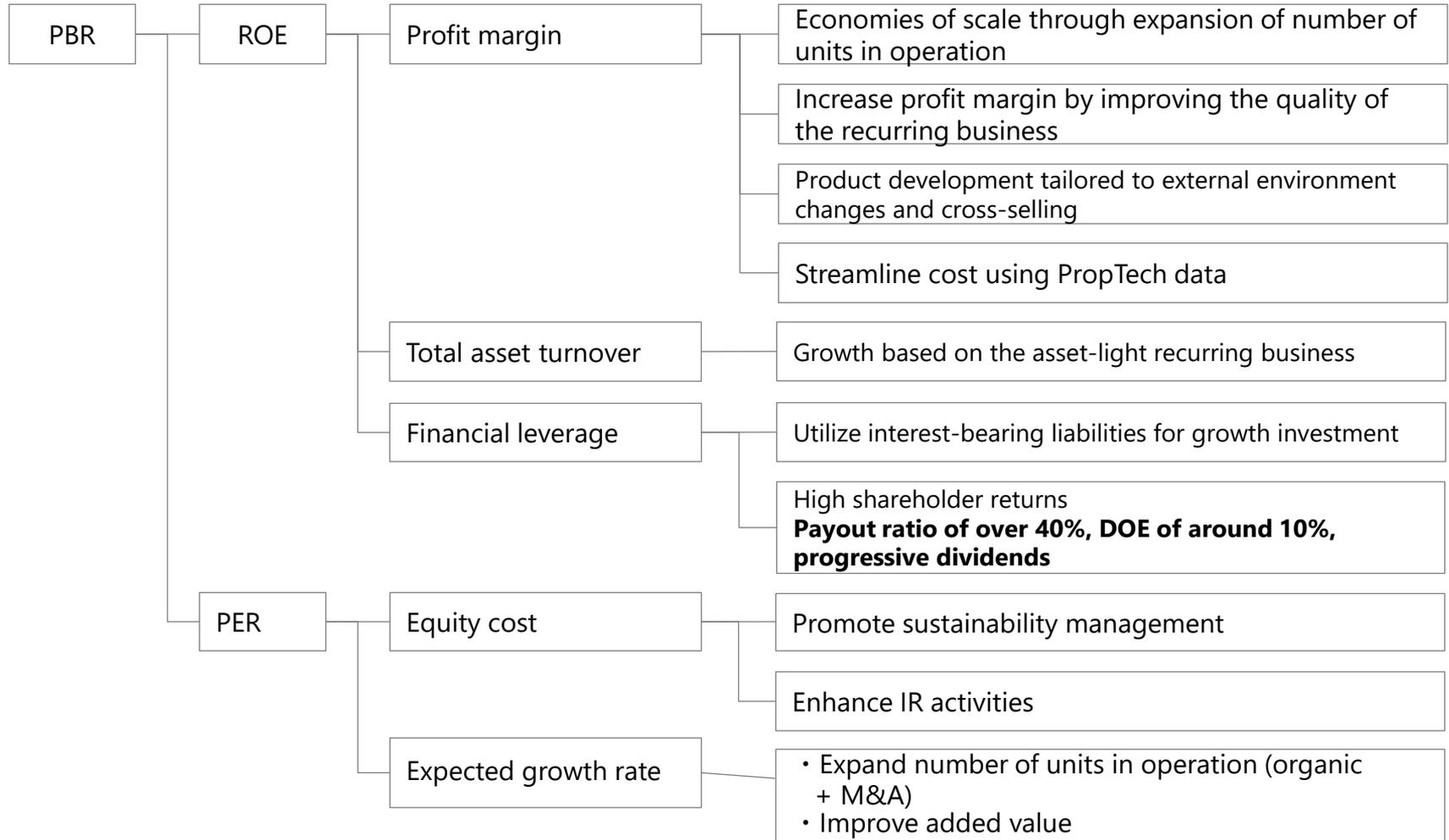
Three-year
mid-term



PBR has remained above 1x.

Thanks to the growth investment and proper management of shareholder returns, DOE has remained above 10% for 14 consecutive years.

While continuing stable profit growth and high capital efficiency (ROE) based on recurring business, we will aim for further corporate value improvement through initiatives to reduce cost of equity.



Medium-to Long-Term Strategy Sustainability

Long-term

Three-year mid-term



We will pursue sustainable rental management through maximization of owners' assets using recurring business. With this, we will promote reuse economy and contribute to reducing environmental impact to generate social value. In addition, we will aim for sustainable corporate value improvement through human capital management and enhancement of corporate governance.

Challenges	Material topics	Target / output																		
Actions on climate change	<ul style="list-style-type: none"> Promotion of reuse economy Contribution to decarbonized society 	<ul style="list-style-type: none"> CO2 emissions Scope1, 2 (vs. FY2020) <ul style="list-style-type: none"> <u>FY2030</u> 50% reduction <u>FY2050</u> Zero 																		
Promotion of human capital management	<ul style="list-style-type: none"> Human resource strategy linked to management strategy <ul style="list-style-type: none"> Clarify necessary skills Talent placement, development and acquisition Maximize productivity of organization 	<table border="1"> <thead> <tr> <th></th> <th><u>FY2028</u></th> <th><u>FY2030</u></th> </tr> </thead> <tbody> <tr> <td>Ratio of female managers</td> <td>–</td> <td>30%</td> </tr> <tr> <td>Real estate transaction agent</td> <td>over 110 people</td> <td>over 120 people</td> </tr> <tr> <td>Certified property manager</td> <td>over 125 people</td> <td>over 130 people</td> </tr> <tr> <td>Engagement score</td> <td>–</td> <td>over 62</td> </tr> <tr> <td>Stress check participation rate</td> <td>over 95%</td> <td>over 95%</td> </tr> </tbody> </table>		<u>FY2028</u>	<u>FY2030</u>	Ratio of female managers	–	30%	Real estate transaction agent	over 110 people	over 120 people	Certified property manager	over 125 people	over 130 people	Engagement score	–	over 62	Stress check participation rate	over 95%	over 95%
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Enhancement of corporate governance	<ul style="list-style-type: none"> Securing diversity of directors Creation of corporate value with a medium-to long-term view 	<ul style="list-style-type: none"> Female director ratio <u>FY2030</u> 30% Enhancement of function of the board of directors linked to the management strategy Enhancement of risk management and appropriate risk taking 																		

Consolidated Earnings Forecast for 2026

One-year
short-term



- Aim for record high operating income of 29 million yen based on recurring business.
- Continue the initiative to improve the quality of recurring business implemented from 2024 to 2025 and maintain and enhance the profitability.
- The number of units in operation expected to increase through gradual transitioning to the expansion of number of units.
- Dividend amount per unit (forecast) shall be 64 yen with an increase of 4 yen (106.7%) expected.
- Aim for sustainable progressive dividends with a target of payout ratio of over 40% and DOE of around 10%.

(millions of yen)	FY2025	FY2026	Increase	Increase ratio (%)
Sales	58,498	59,500	1,001	+1.7%
Operating Income	2,635	2,900	264	+10.0%
Ordinary Income	2,645	2,910	264	+10.0%
Net income attributable to owners of the parent	1,800	1,980	179	+10.0%
Earnings per share (yen)	107.24	118.00	10.76	+10.0%
Number of units in operation	107,922	109,000	1,078	+1.0%
Unit applications	9,218	9,300	82	+0.9%
Annual dividend amount (yen)	60.00	64.00	4.00	+6.7%
DOE (%)	11.1	11.0	—	—

Reference : Changes in Key Management Indicators



	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Key Management Indicators															
Sales (millions of yen)	19,543	23,551	26,847	29,992	34,854	39,146	40,510	43,112	43,302	47,202	53,416	56,227	57,353	58,987	58,498
Gross Profit (millions of yen)	1,719	2,161	2,511	2,922	3,514	4,066	4,488	5,151	4,850	4,895	5,695	6,538	7,065	7,877	7,887
Operating Income (millions of yen)	621	866	1,026	1,327	1,706	2,126	2,454	2,855	2,202	2,063	2,300	2,387	2,576	2,722	2,635
Ordinary Income (millions of yen)	611	854	1,038	1,311	1,709	2,110	2,453	2,854	2,213	2,063	2,305	2,401	2,583	2,727	2,645
Earnings for FP (millions of yen)	341	489	635	789	1,097	1,397	1,668	1,946	1,506	1,080	1,161	1,590	1,817	1,831	1,800
Earnings per share (yen)*Note 1	22.82	27.90	34.95	43.06	58.69	76.74	92.04	107.36	84.49	61.32	65.80	90.23	102.70	103.28	107.24
ROE (%)	25.6%	28.4%	30.5%	30.3%	33.0%	38.9%	41.7%	37.9%	25.7%	17.5%	17.6%	22.1%	22.4%	20.4%	19.4%
Net assets (millions of yen)	1,568	1,891	2,333	2,955	3,722	3,480	4,521	5,763	5,966	6,411	6,762	7,603	8,643	9,334	9,255
Number of Units in Operation:	35,212	43,747	48,715	56,819	66,275	73,165	74,277	75,085	84,330	94,798	106,640	106,704	110,206	108,953	107,922
Shareholder Returns															
Dividend Amount (yen) *Note 1	30.00	11.25	14.00	20.00	24.00	32.00	37.00	43.00	35.00	42.00	44.00	48.00	51.00	55.00	60.00
Payout Ratio (%)	32.9%	40.3%	40.1%	46.4%	40.9%	41.7%	40.2%	40.1%	41.4%	68.5%	66.9%	53.2%	49.7%	53.3%	55.9%
Dividend Yield (%) *Note 1, Note 2	2.8%	2.3%	2.7%	1.6%	1.6%	2.5%	2.3%	5.0%	2.7%	3.6%	4.4%	4.8%	4.6%	4.9%	4.7%
DOE (%)	8.0%	10.8%	11.2%	12.7%	13.6%	16.5%	16.8%	15.2%	10.7%	12.0%	11.8%	11.8%	11.1%	10.8%	11.1%

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

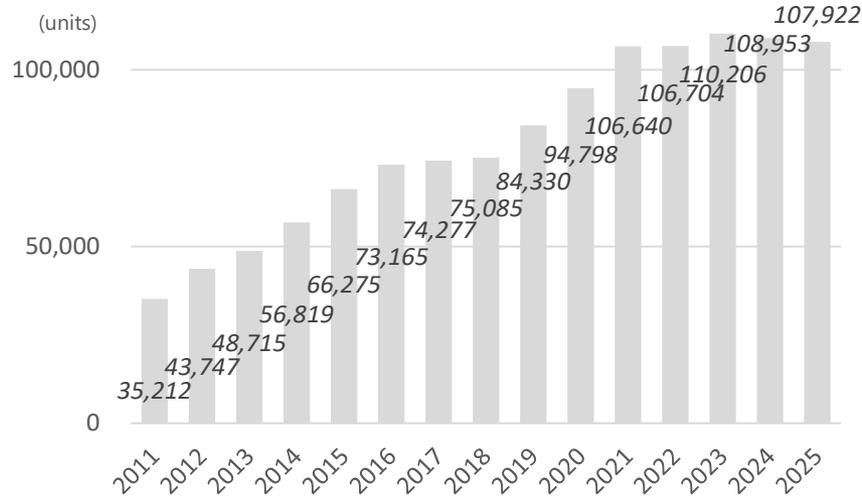
- April 1, 2012: 2-for-1 stock split of common stock.
- October 1, 2012: 2-for-1 stock split of common stock.
- April 1, 2013: 2-for-1 stock split of common stock.
- January 1, 2015: 2-for-1 stock split of common stock.

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

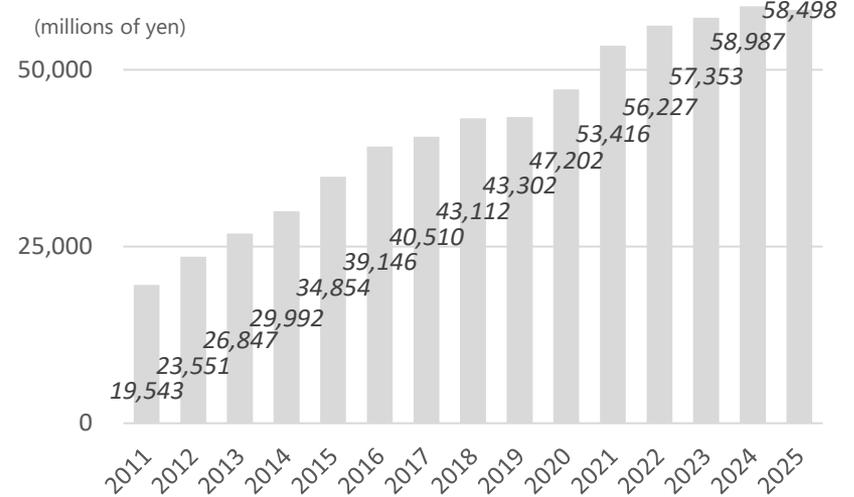
Reference : Changes in Key Management Indicators



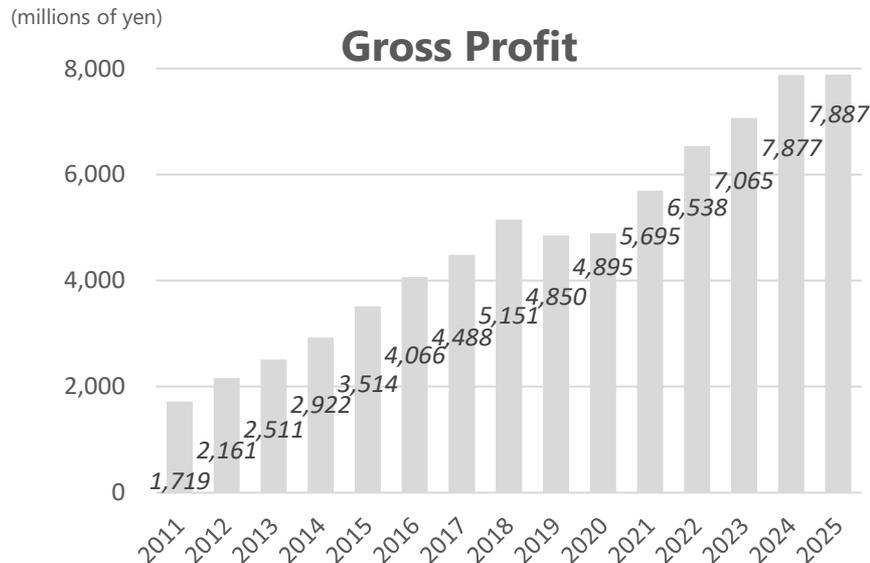
Number of Units In Operation



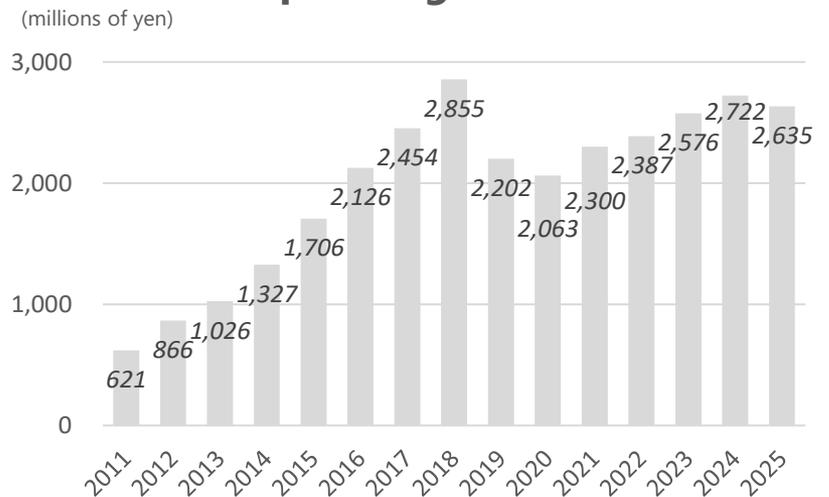
Sales



Gross Profit



Operating Income



Reference : Changes in Key Management Indicators

