

February 12, 2026

Financial Updates

3Q FYE 2026

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

Some of the material is machine translated.



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

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1. Business Summary

Mission

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

Vision

Create society where comfortable life circulates.



Our Business Structure



In-house planning, development, and marketing of IT tools for accelerating clients' real estate businesses

Function

Planning and development of services

- Marketing
- Sales
- Consulting

- Support in installation
- Customer Success
- Support in operation

Products

- Rental management
- Property management
- Rental brokerage Buy&sell
- Website production
- Inter-vendor Distribution /Electronic Applications
- Tenants (BtoC) Owner
- Tenants (BtoB) Payment
- BPaaS

Providing a system for enhancing productivity as SaaS

Subscription

Service fees (Monthly)

Customer

Real estate companies

Rental Brokerage

Rental/Property Management

Brokerage (buying&selling)

Supporting various real estate business

Providing real estate services

DX of transactions

Use of real estate services and commission

End users

Real estate owners

Owners

Those who want to sell/buy real estate

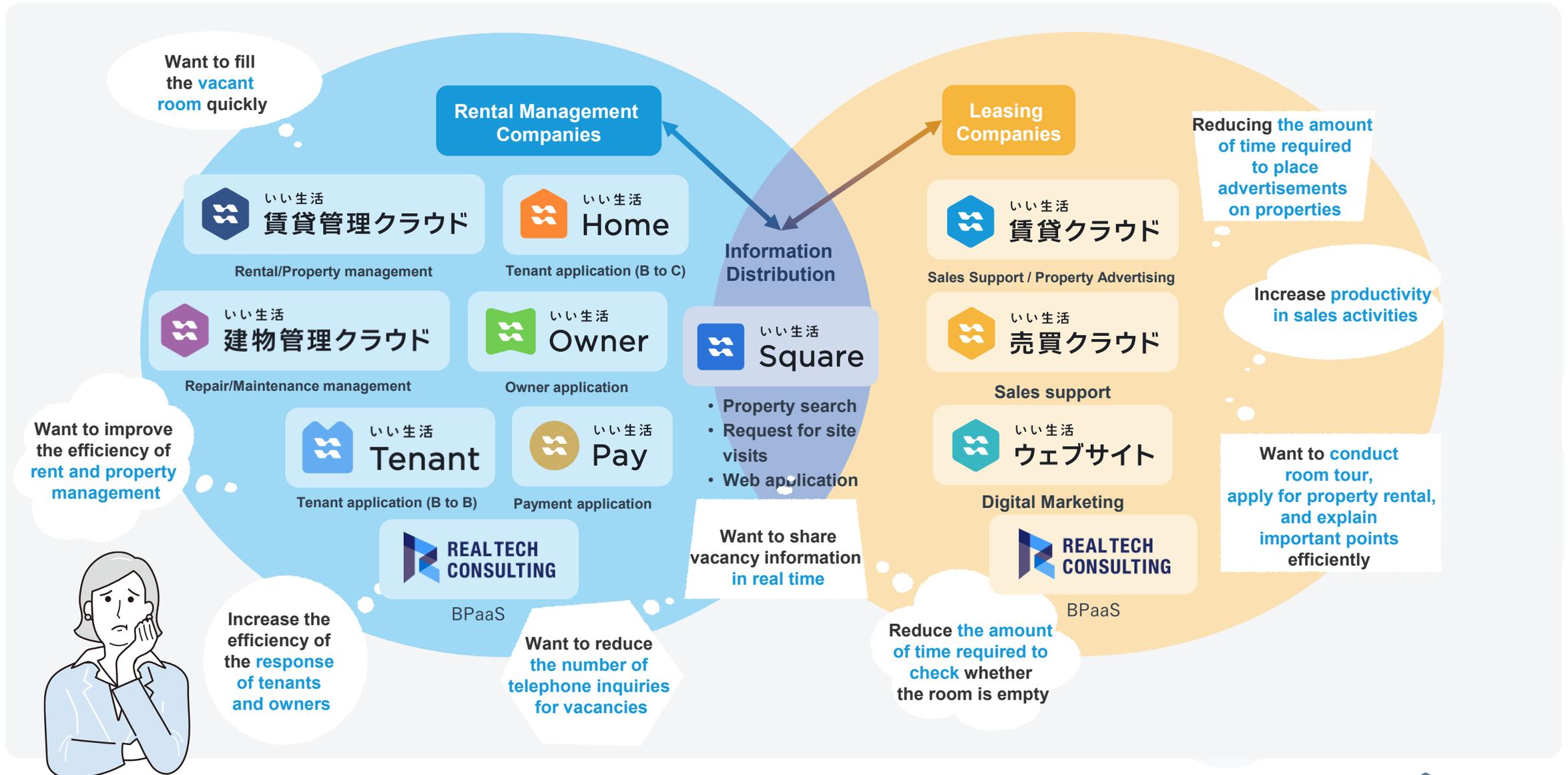
Sellers

Buyers

Potential tenants

Tenants

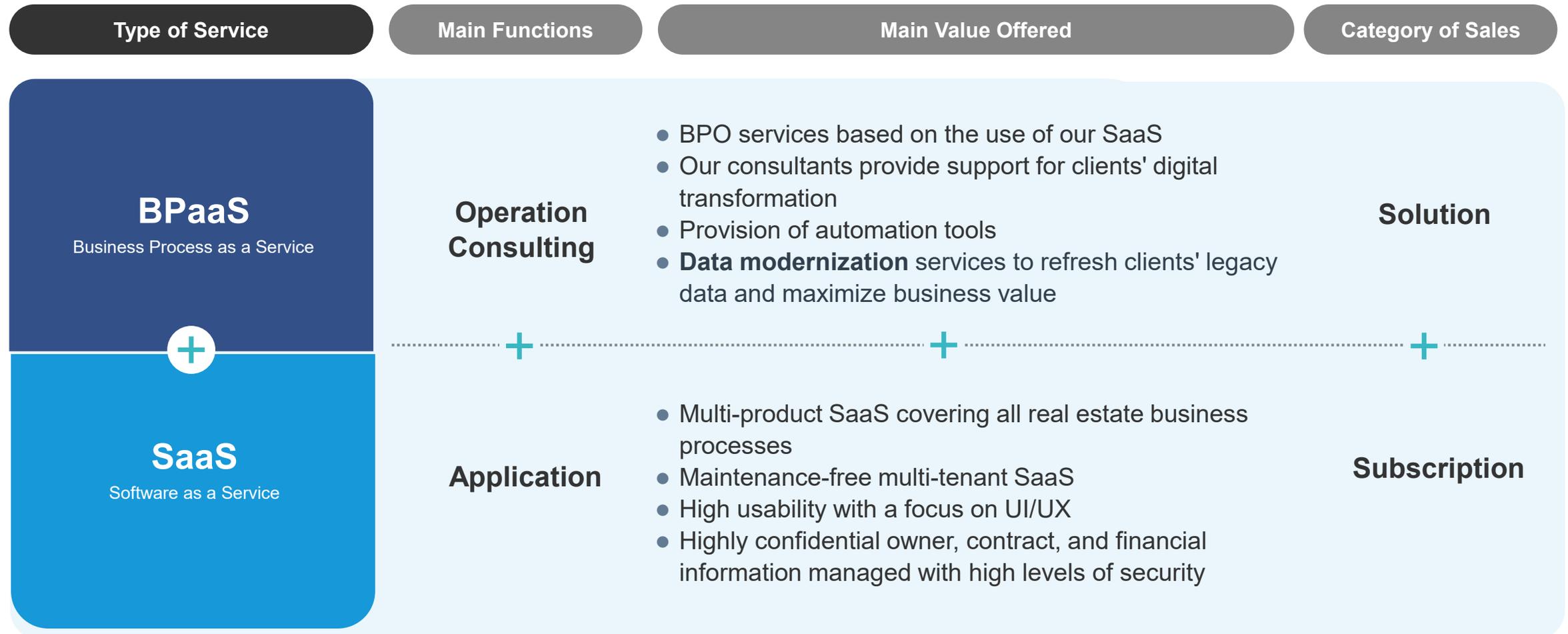
Developing Multi-Products to Meet the Diverse Needs of the Real Estate Market



Sales Synergies from Vertical SaaS + BPaaS

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

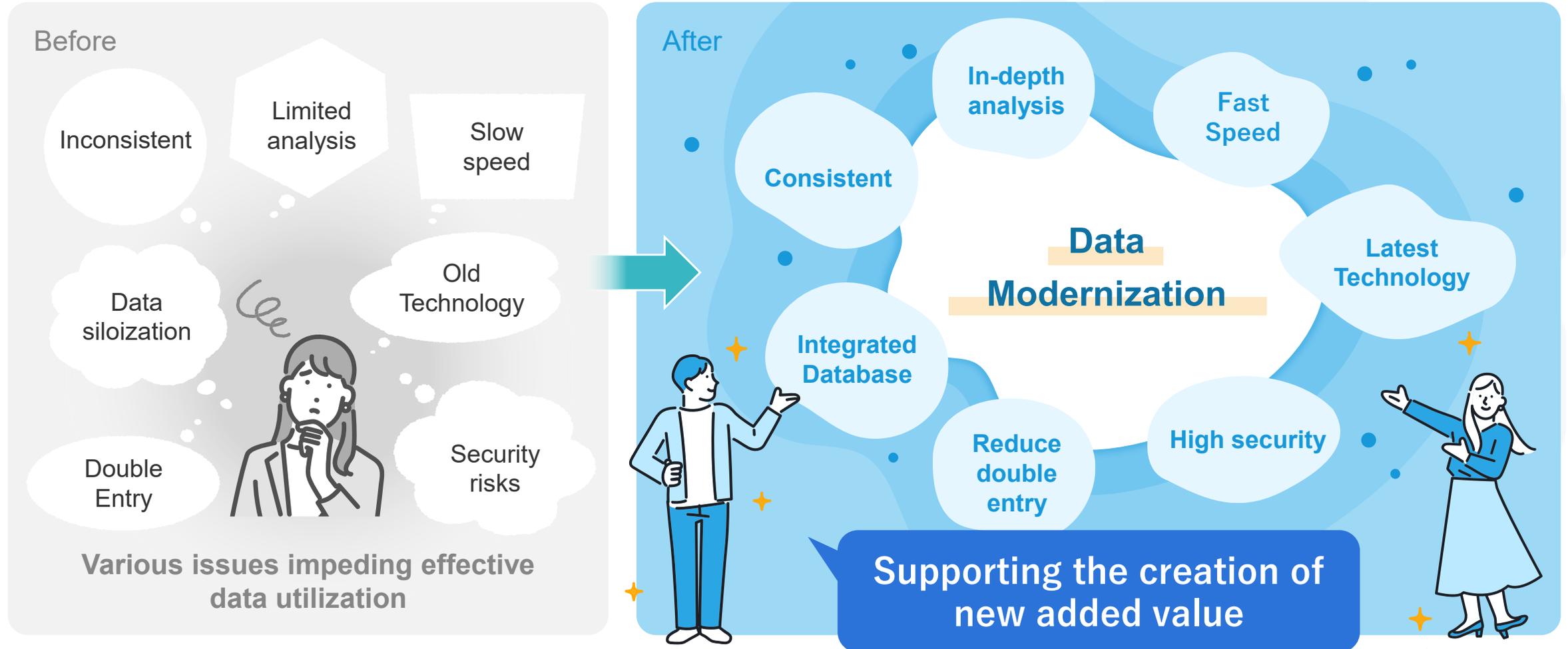
Increase sales through the synergistic effects of SaaS and BPaaS.



New Added Value Brought by Data Modernization

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

Enhanced data utilization to extract meaningful insights and maximize business value

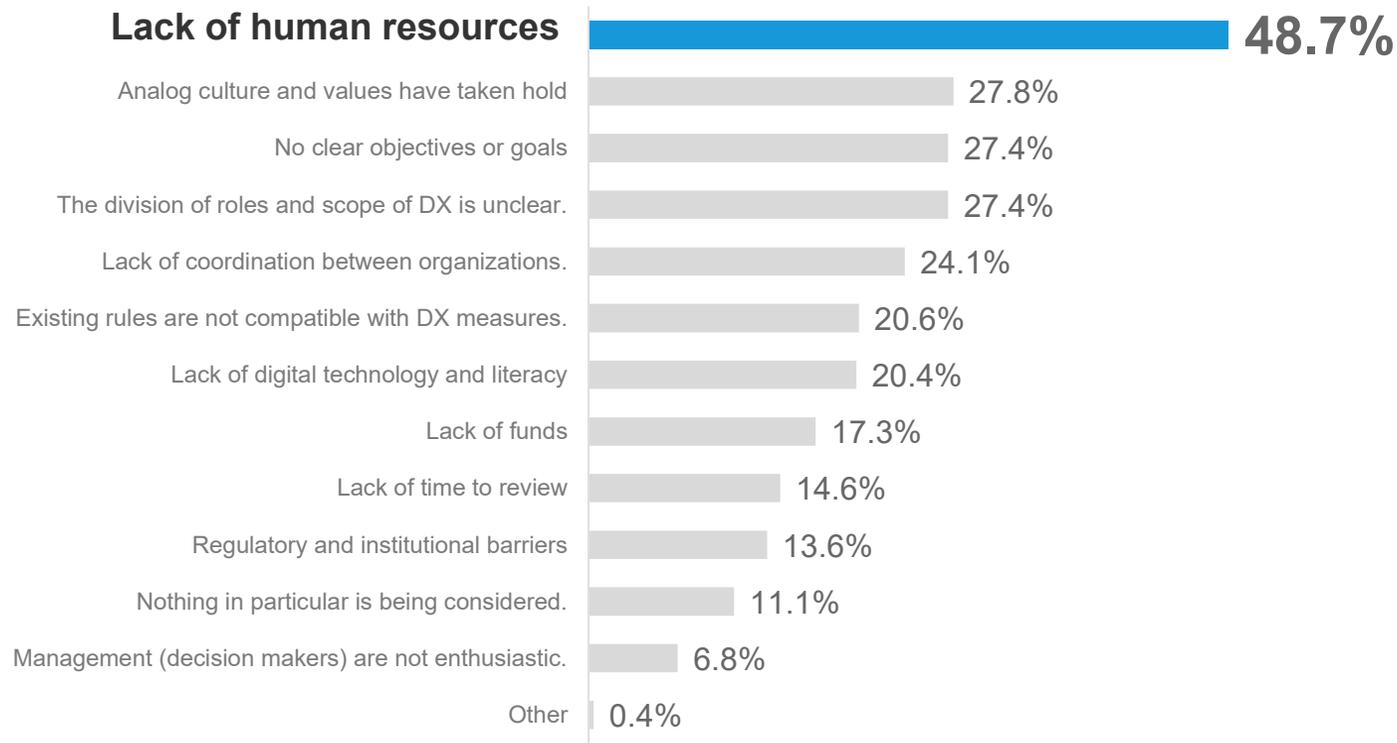


Solving Client Labor Shortages with “SaaS + BPO = BPaaS”

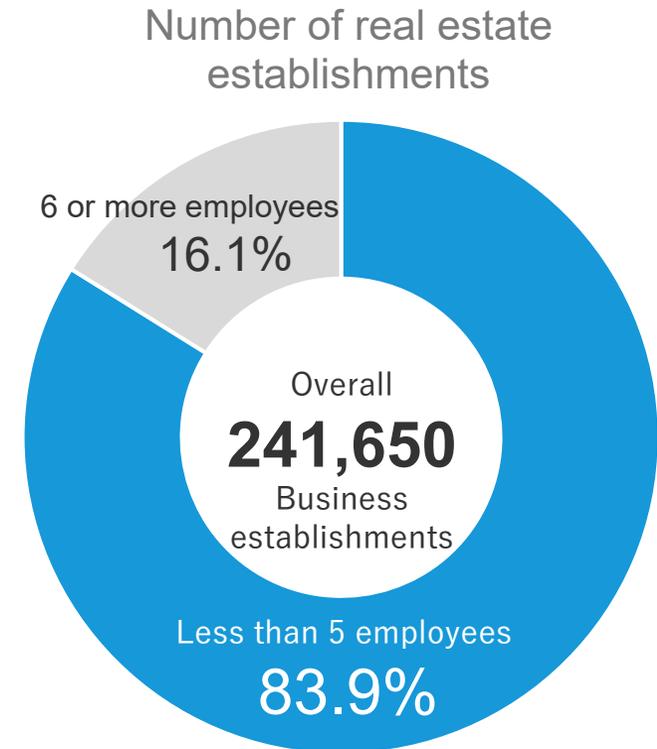
Flexible use of IT through outsourcing, even without in-house IT personnel.

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

Challenges and barriers to digitization (n=515)

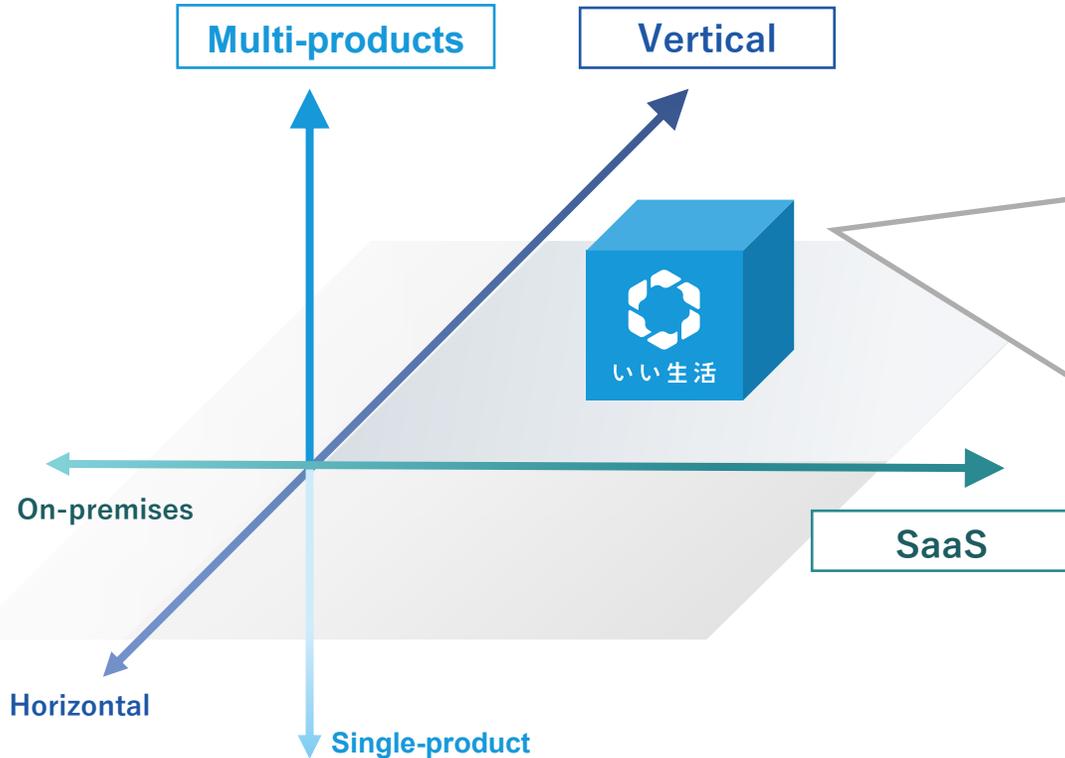


Source: "2025 White Paper Information and Communication in Japan", Ministry of Internal Affairs and Communications



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

Competitive Advantage of e-Seikatsu



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

Advantage of SaaS

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

Advantage of Vertical SaaS

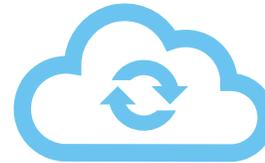
1. High LTV (customer Life-Time Value)
2. Differentiation based on the service itself
3. Positioned as the customer's core system

Advantage of Multi-products

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

Competitive Advantage of Our SaaS from a Security Perspective

Security architecture realized through Zero Trust and cloud-native principles, with rigorous service operations based on international standards.



Structural Isolation



Zero Trust



Cloud Native



External Certifications

"Structurally" isolating the internal network from the SaaS production environment.

Even in the unlikely event of a virus infection within our company, customer SaaS remains unaffected due to completely segregated network segments.

When our employees access customer SaaS, we bypass vulnerable VPNs and instead implement rigorous authentication processes equivalent to airport security.

Thorough identity verification is conducted via multi-factor authentication in addition to passwords.

Even if a user device (PC/smartphone) is infected, an independent cloud-based firewall blocks the infection from reaching the database.

We offer a high-level security structure at the fundamental design level, which is difficult to achieve with on-premises or IaaS hosting models.

Our series of SaaS operational frameworks have obtained security certifications from international third-party organizations.

In addition to structural defense against cyberattacks, we maintain a robust backup system and recovery manuals to provide comprehensive BCP

* VPN (Virtual Private Network) A communication technology that creates a virtual private connection over the internet. While a common method for perimeter defense, it has a structural vulnerability that allows unauthorized free movement once the perimeter is breached.

* BCP (Business Continuity Plan) A strategic plan outlining measures and procedures to be prepared in advance to prevent business disruption and ensure rapid recovery in the event of emergencies, such as earthquakes, infectious diseases, or cyberattacks.

Our Team and Human Capital Advantages

Engineers

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

Sales and marketing

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

Consulting

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

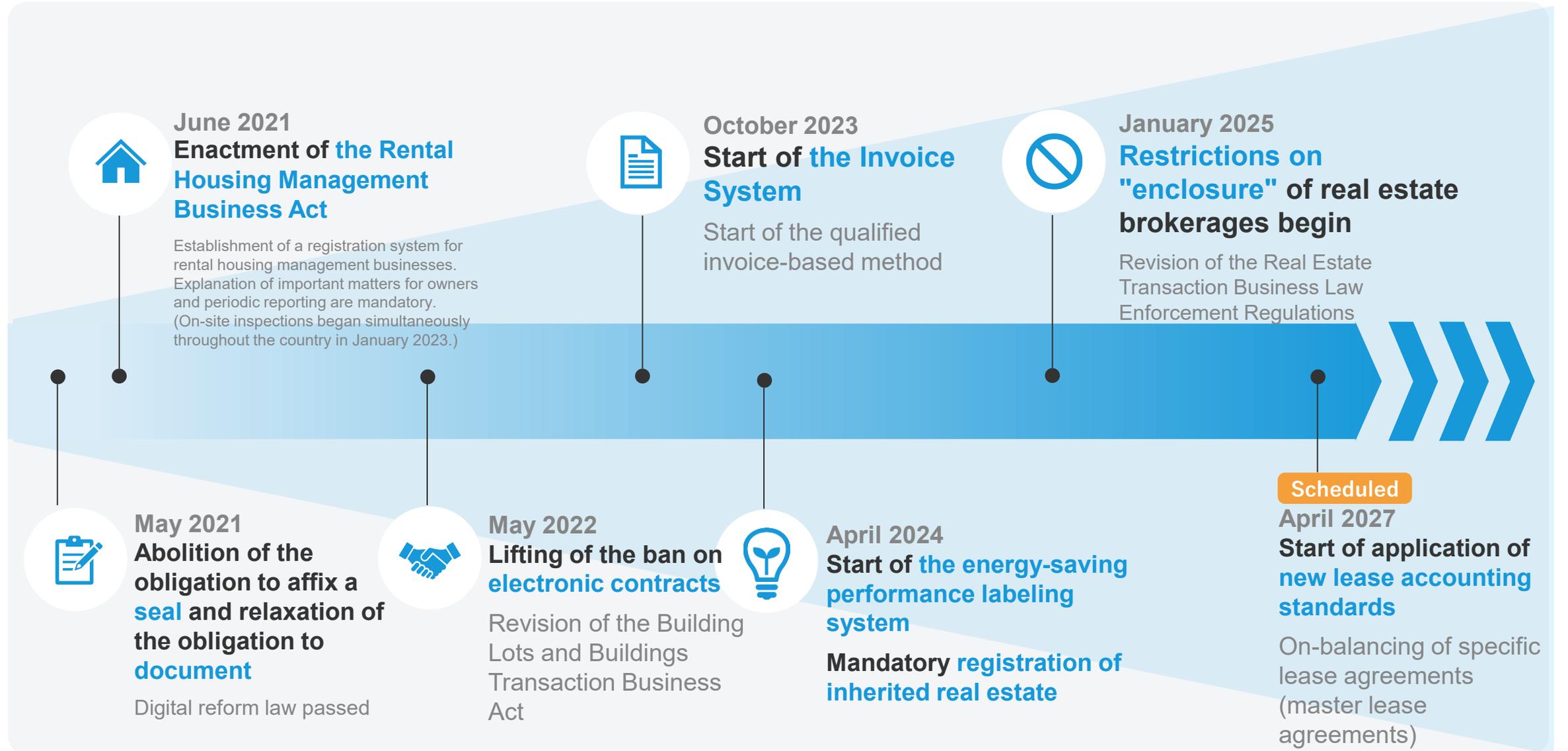
Installation support

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

Customer success

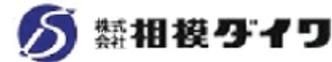
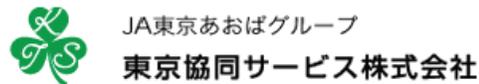
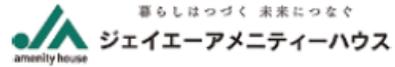
Providing support for utilization after operation begins, and boasting **high customer satisfaction**

Major Legal Reforms Related to Digitalization of Real Estate Transactions



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

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



2. 3Q Results

FYE2026 3Q Highlights

Net Sales

2,338 million yen ^{YoY} (+5.2%)

Subscription sales ratio

86.0 % ^{YoY} (85.2%)

EBITDA

519 million yen ^{YoY} (+51.5%)

EBITDA margin

22.2 % ^{YoY} (+6.8 points)

ARPU

Approx. **147** thousand yen
(Approx. 137 thousand yen in December of previous year)

MRR churn rate

△0.06 %

ARR

2,782 million yen ^{YoY} (+8.2%)

Operating Profit

104 million yen ^{YoY} (—)

Number of fee-paying client

1,575 companies ^{YoY} (+12)
4,850 stores ^{YoY} (+96)

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

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

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

*4 EBITDA = Operating profit + Depreciation

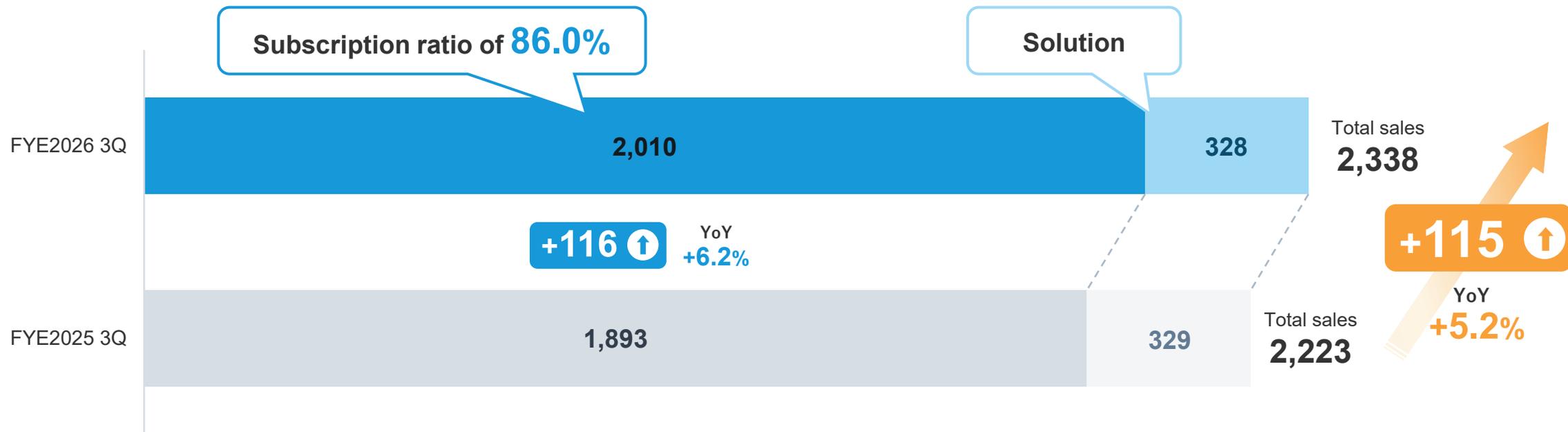
*5 ARPU (average revenue per user) is calculated by dividing "subscription sales" in December 2025 by "the number of subscribed companies" in the same month and rounded down to the nearest thousand yen.

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

Consistent Revenue Growth Led by Subscription Sales

(Unit: Million yen)

Breakdown of Net Sales



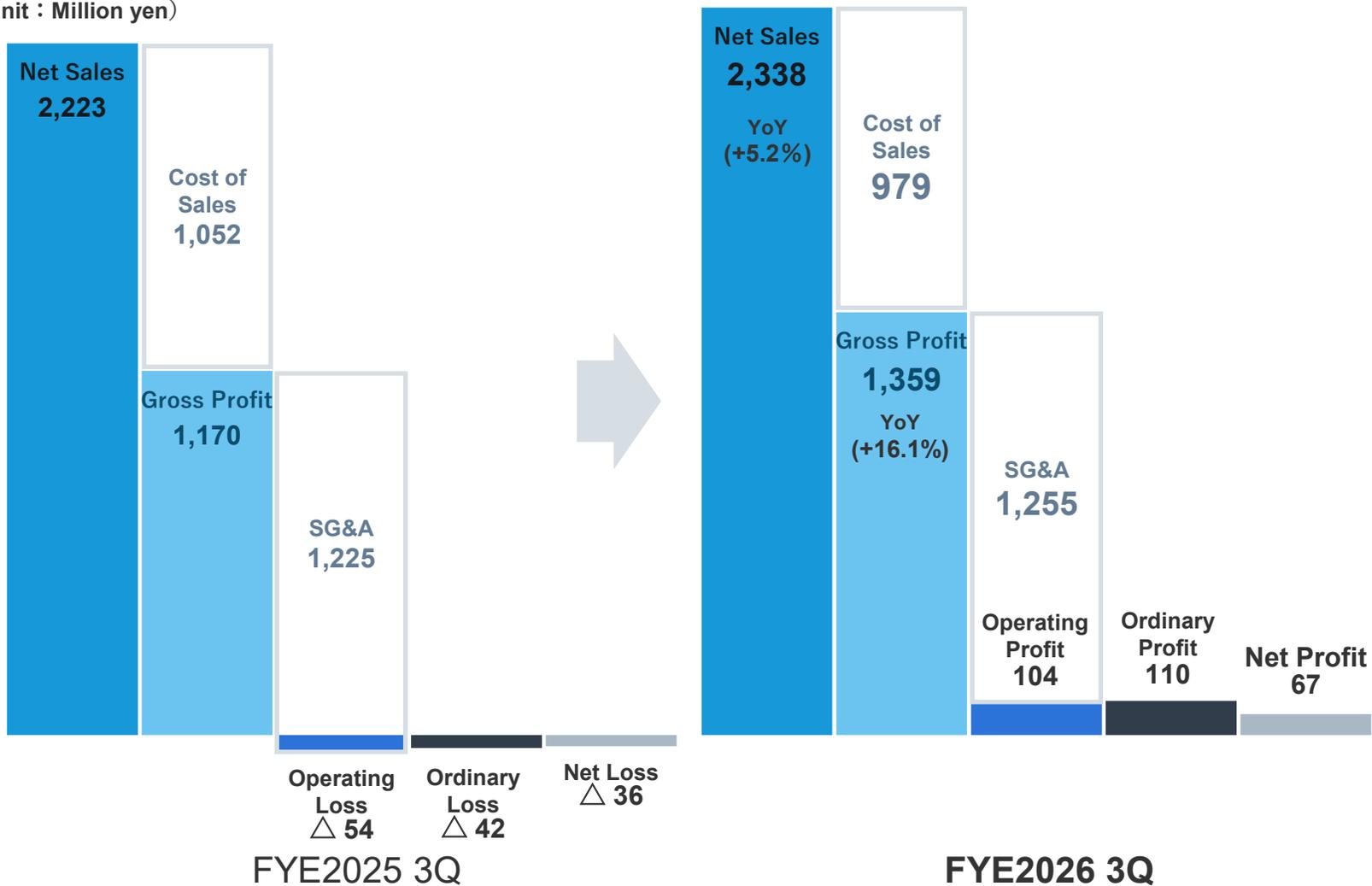
- **Subscription:** Revenue that accrues on an ongoing monthly basis unless cancellation is requested, such as monthly SaaS subscription fee revenue and recurring revenue based on an operational support (BPaaS) contract after SaaS implementation.
- **Solution:** Revenue related to other services such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

* Figures rounded down to the nearest million yen.

Year-on-Year Growth in both Revenue and Profit

(Consolidated)

(Unit : Million yen)



Net Sales	+5.2 %
Gross Profit	+16.1 %
Operating Profit	—
Ordinary Profit	—
Net Profit	—

(All YoY)

*Figures rounded down to the nearest million yen

Update of FYE2026 Full-Term Forecast

(Unit : Million yen)

	FYE2026 Full-term Forecast (initial)	FYE2026 Full-term Forecast (updated)	Change rate
Net Sales	3,196	3,200	+0.1%
Operating Profit	107	170	+59.3%
Ordinary Profit	106	176	+64.8%
Net Profit	72	113	+55.1%

	Dividend per share
FYE2026 Forecast	5.00yen
FYE2025 Result	5.00yen

*Figures rounded down to the nearest million yen

Key Takeaways of 3Q Results

Sales Growth

Progressing as planned.

ARPU increased (+7.3% YoY) and negative churn (-0.06%) trend continues. Subscription sales and solution sales are both progressing steadily.

Operating Profit Expansion

Achieved turnaround to profitability through revenue growth and total cost efficiency.

Realized productivity gains that directly link revenue growth to increased profit by suppressing total costs through speedy implementation, including the use of AI coding.

EBITDA & Operating CF Expansion

Improved cash generation capability.

In addition to a +51.5% YoY increase in EBITDA, Operating Cash Flow expanded by approx. 2.5x. Improved "earning power" has significantly expanded capacity to support large-scale strategic investments.

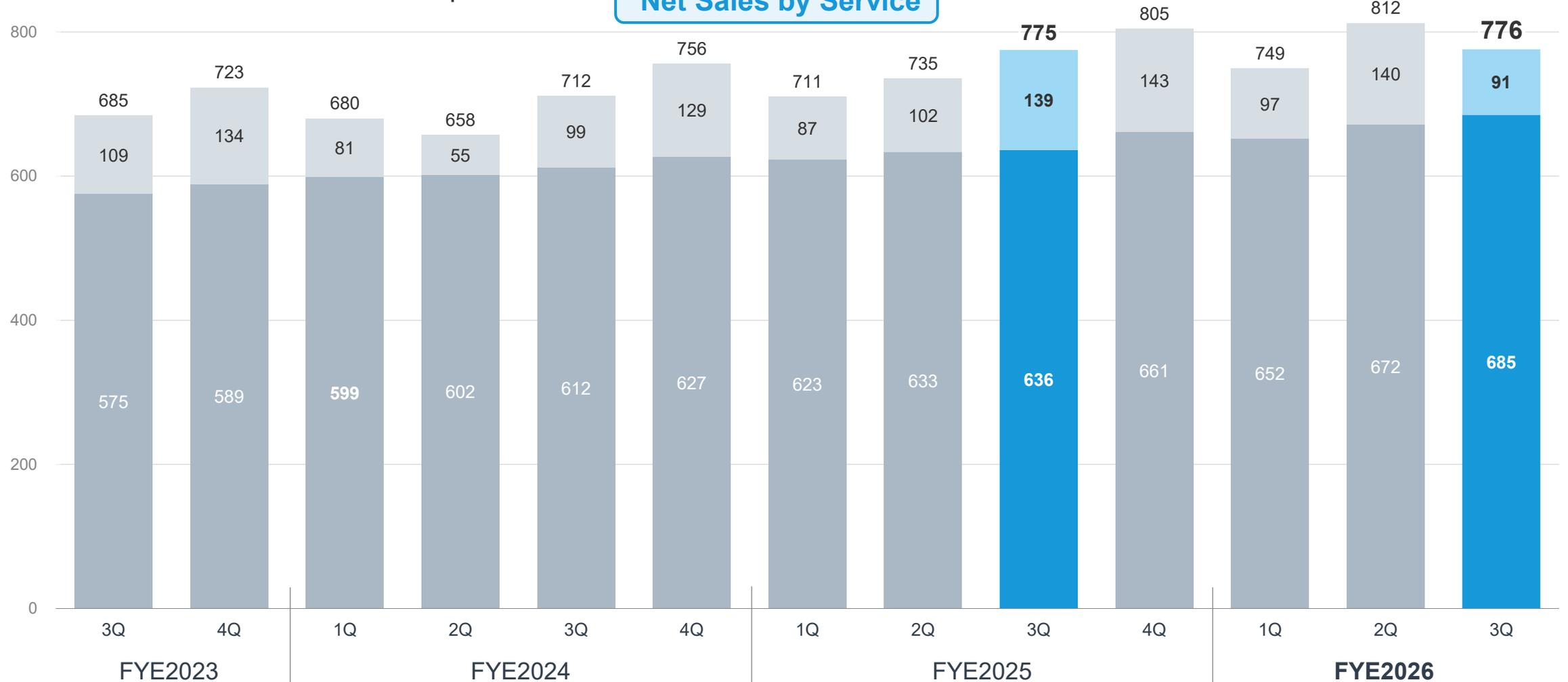
- Profitability exceeded the full-year forecast in 3Q, with a solid outlook for 4Q, we have **revised our full-year earnings forecast upward**.
- Promoting a **"radical transformation of the development system"** and **"strengthening management structures"** to establish an **"Autonomous Engineering Organization"** characterized by real-based communication, small-team formations, and expanded discretionary authority.
- Generated cash will be intensively invested in high-TAM (Total Addressable Market) areas such as the sales and purchase domain. We aim to **further accelerate growth from the next fiscal year** by expanding our product portfolio.

Quarterly Subscription Sales Reach New Record High

(Unit : Million yen)

■ Solution ■ Subscription

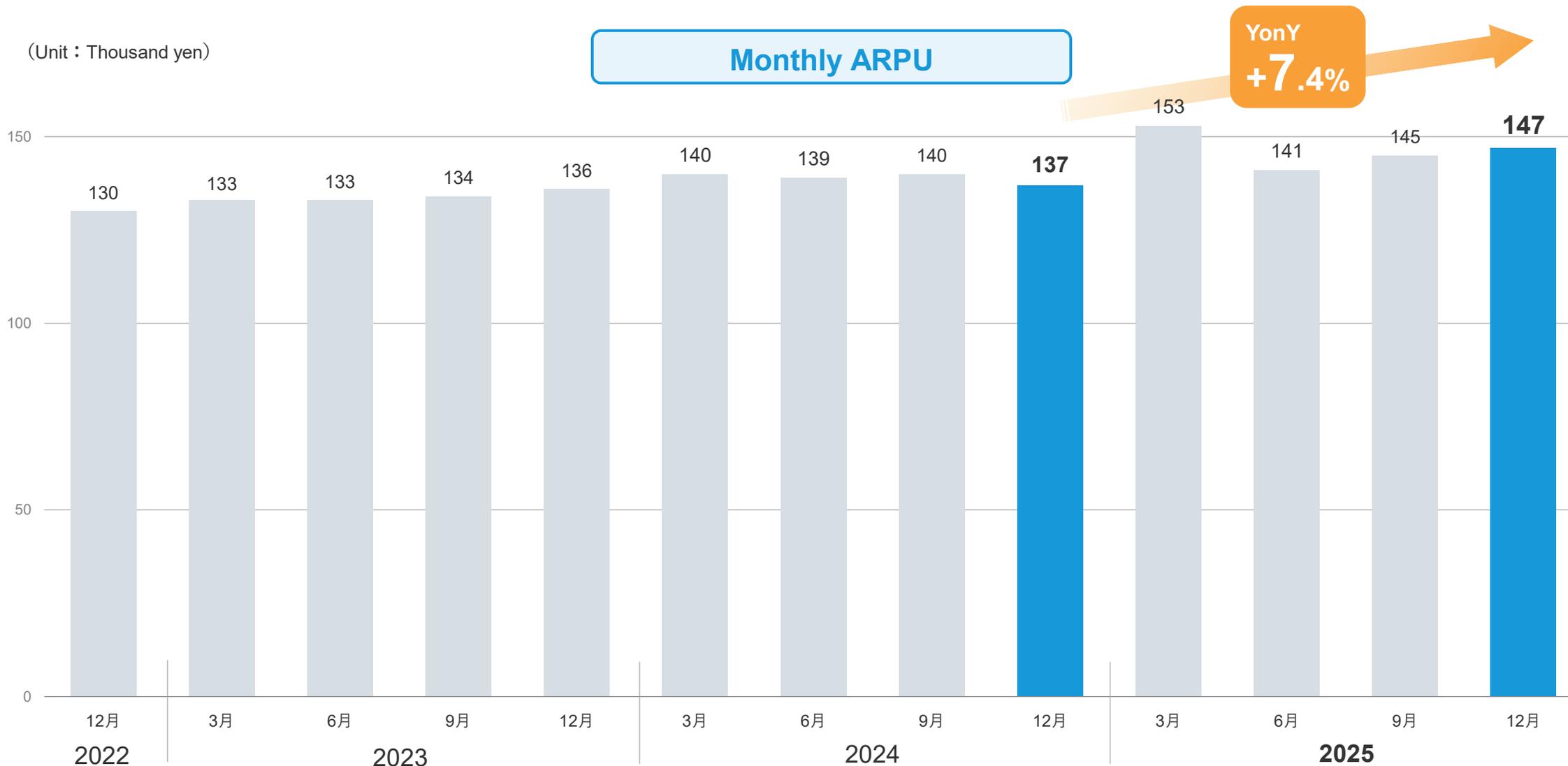
Net Sales by Service



*Figures rounded down to the nearest million yen

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

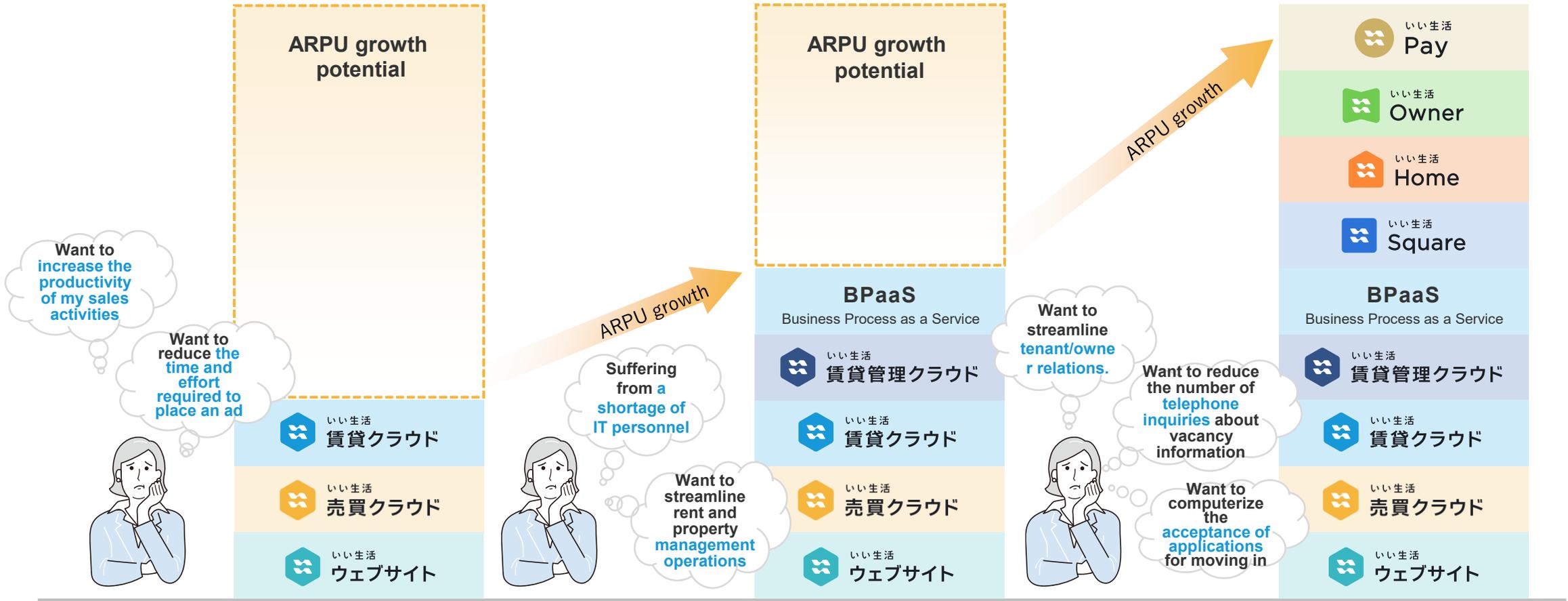
(Unit : Thousand yen)



* Figures rounded down to the nearest million yen.

Potential for ARPU Increase from Multi-Products

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



Increased number of units under management due to better reputation among owners

Increased inquiries for vacancy checks, applications, and tenant correspondence

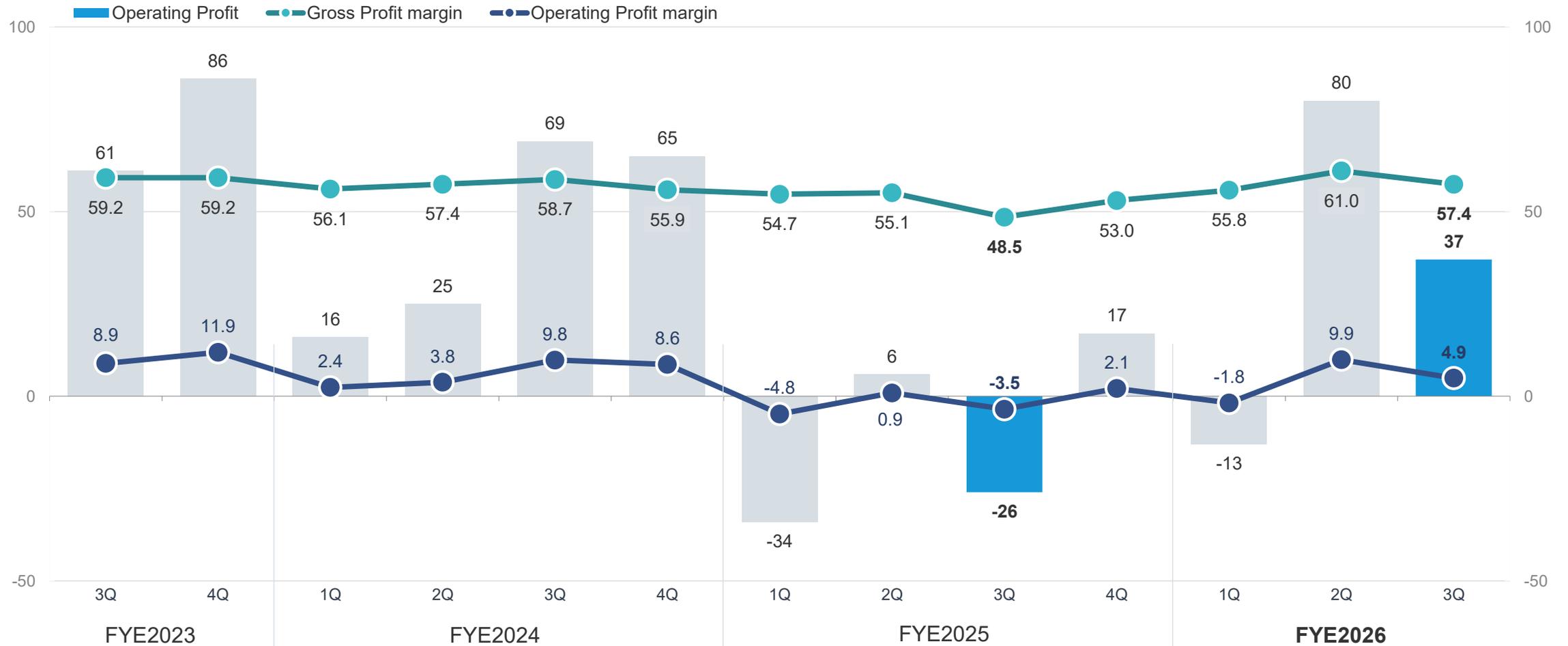
* This is a partially modified image based on an actual customer case study.

Strong Profit Growth via Revenue & Cost Efficiency

(Unit : Million yen)

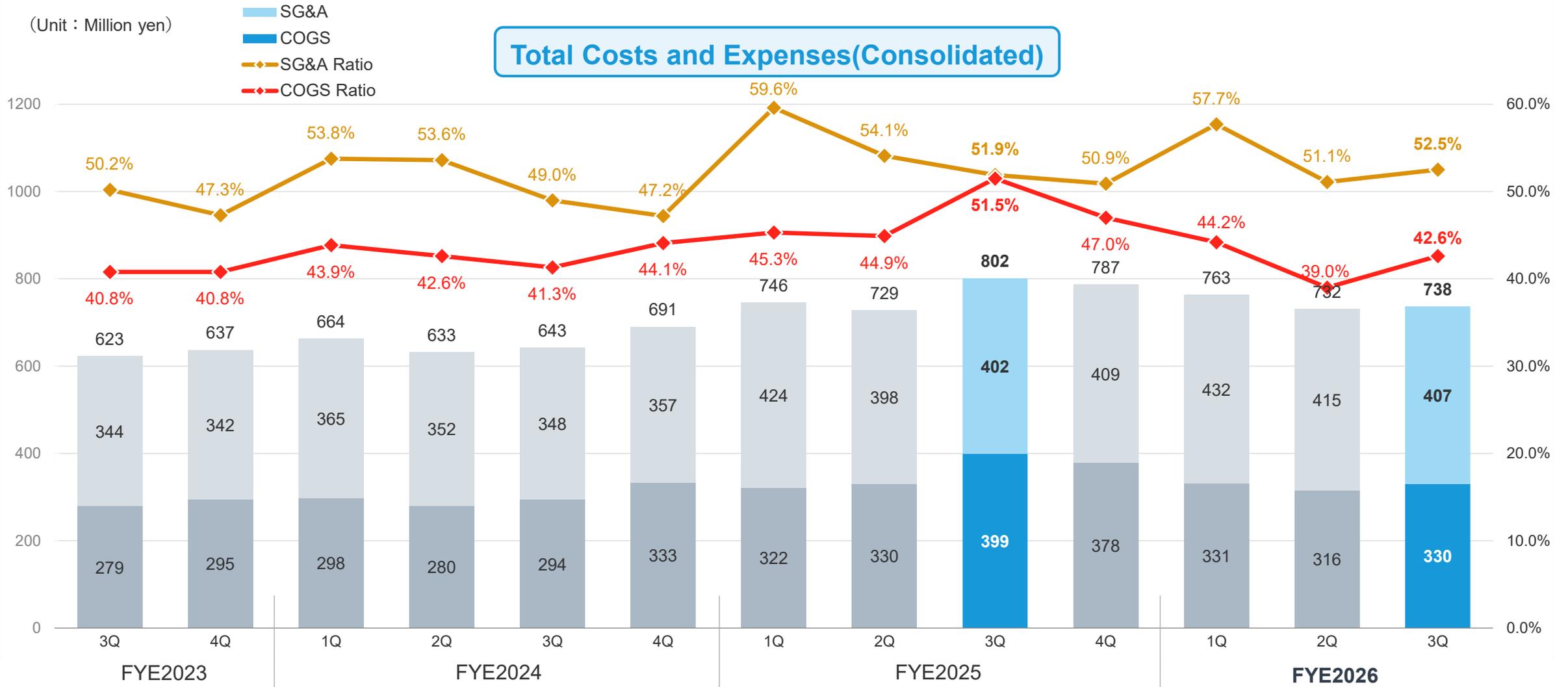
Gross Profit Margin and Operating Profit (Consolidated)

(Unit : %)



*Figures rounded down to the nearest million yen

YoY COGS Improvement: Cost Optimization



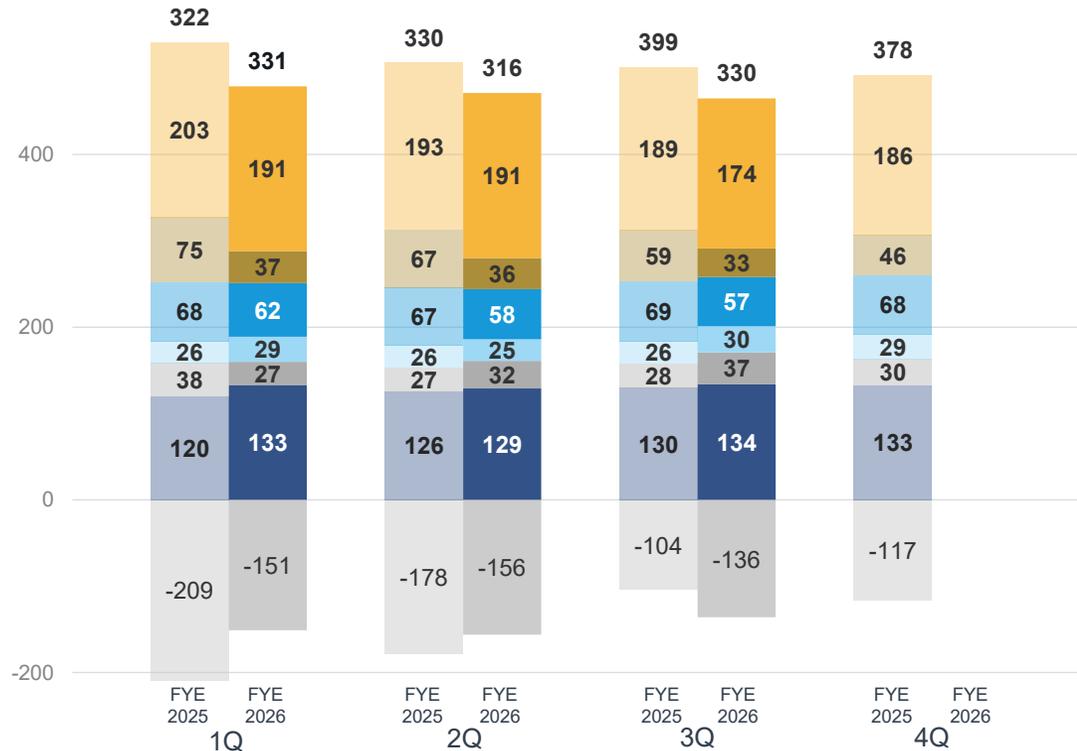
*Figures rounded down to the nearest million yen

Enhancing Productivity and Profitability through Cost Efficiency

COGS (Consolidated)

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

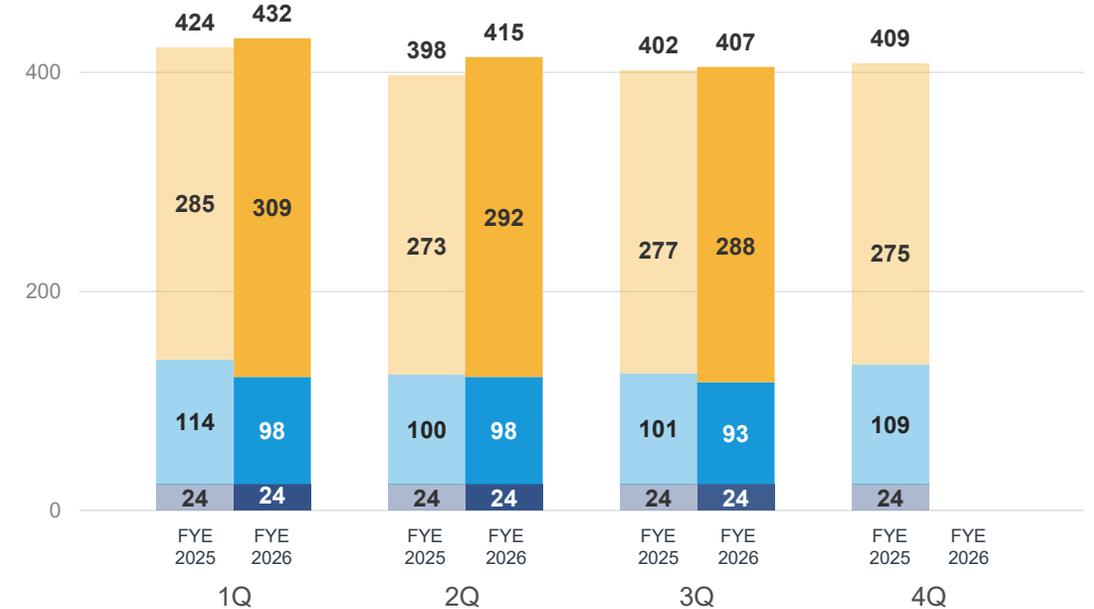
Unit : Million yen



SG&A (Consolidated)

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

Unit : Million yen



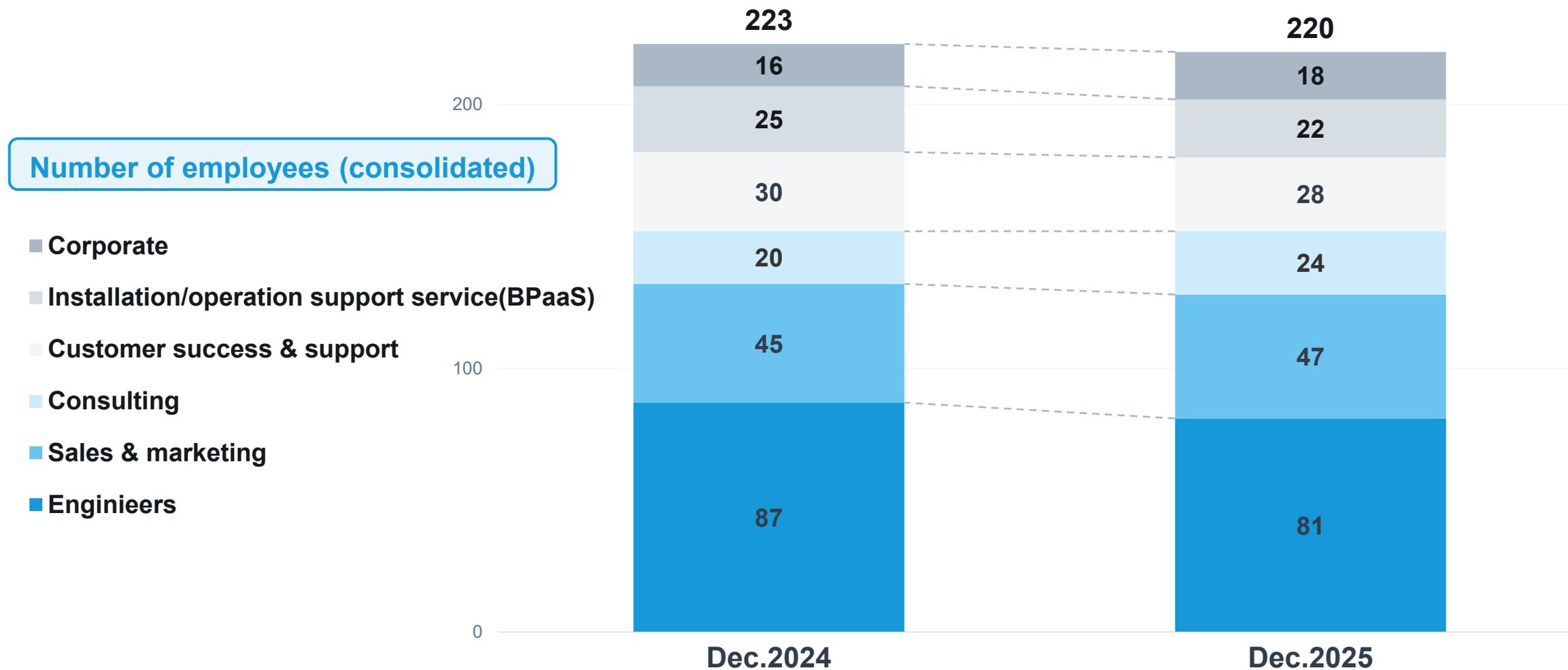
**"Other expenses" in cost of sales include office rent, utilities, etc.. "Temporary account of development investment" consists of work in process under development, software in progress, etc.

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

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

* Figures rounded down to the nearest million yen.

Number of Employees

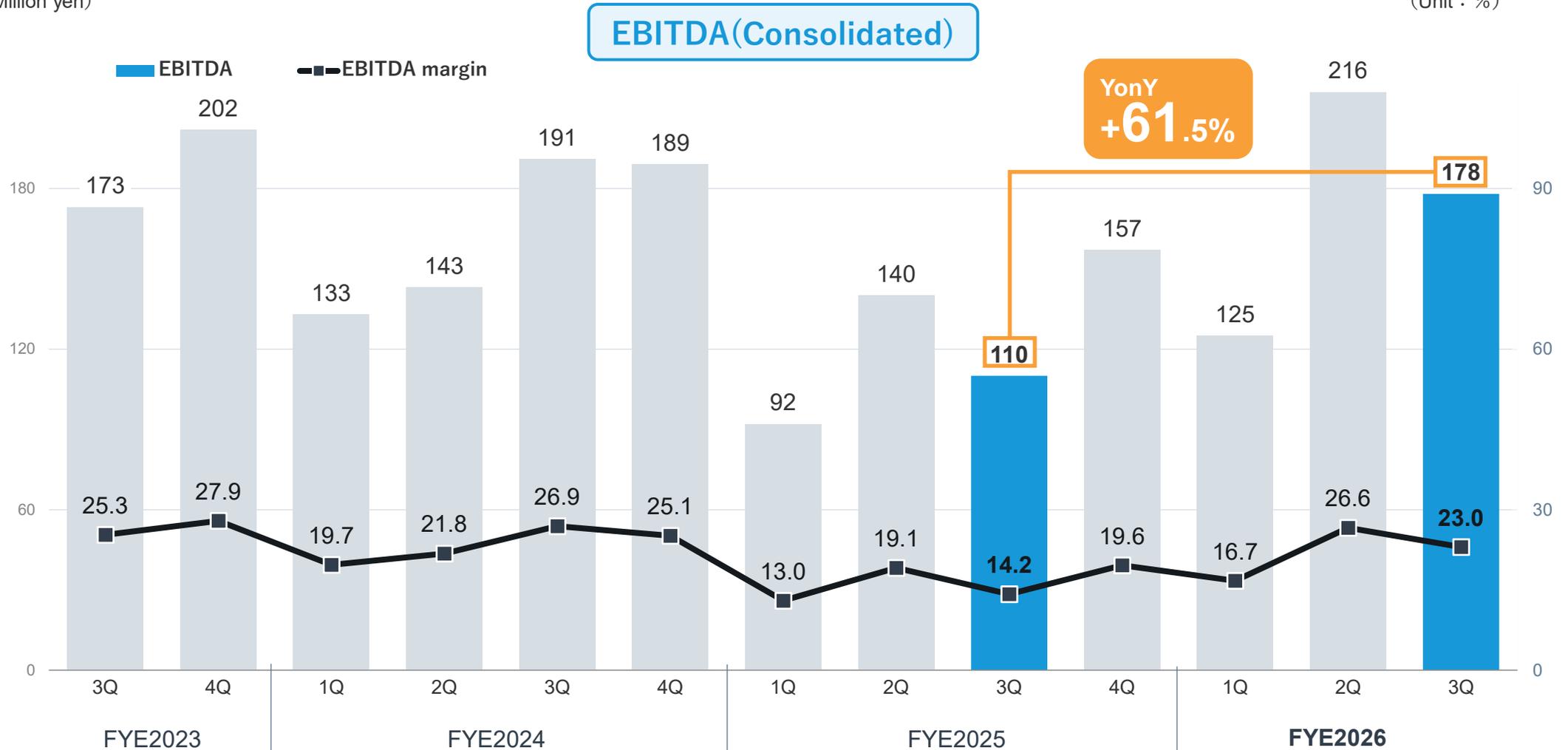


* Excluding directors, advisors, and part-time workers.

Significant Improvement in EBITDA and EBITDA Margin

(Unit : Million yen)

(Unit : %)



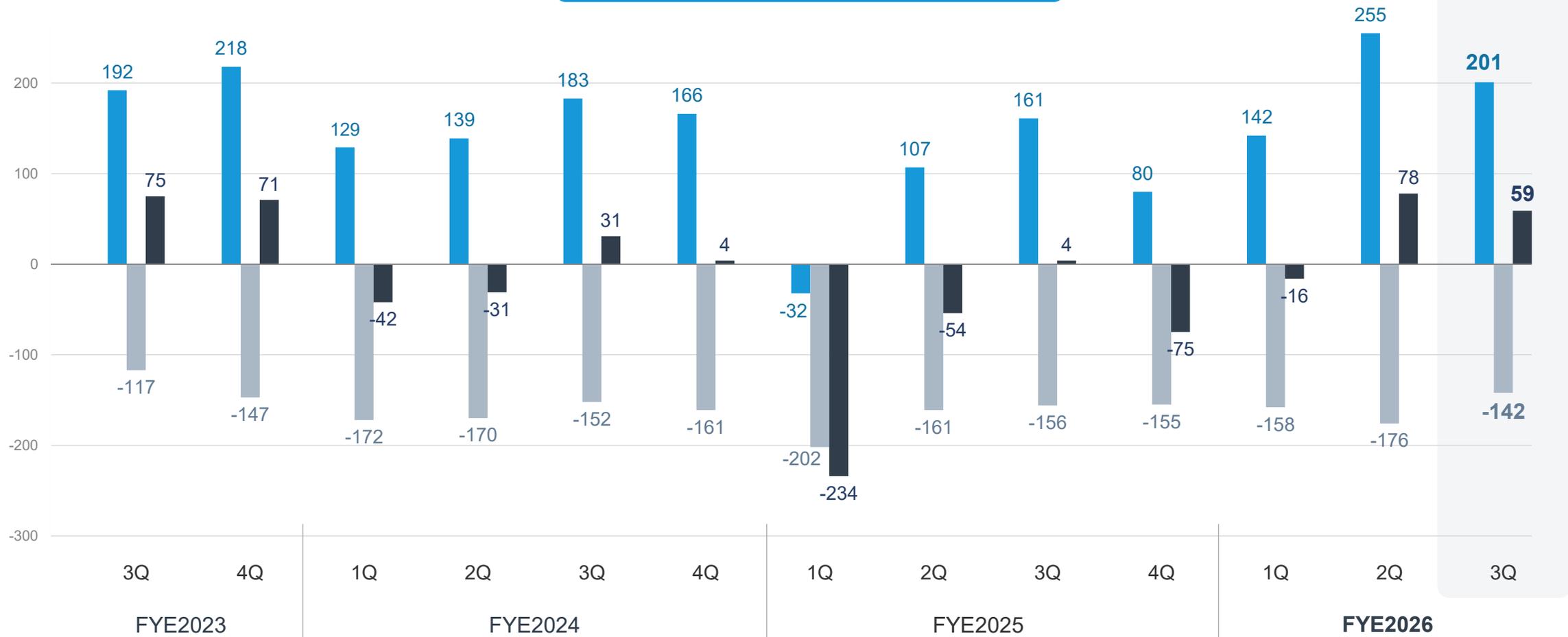
*Figures rounded down to the nearest million yen

Significant Improvement in Cash Generation Capability

(Unit : Million yen)

■ Operating CF ■ Investing CF ■ FCF

Free Cash Flow (Consolidated)



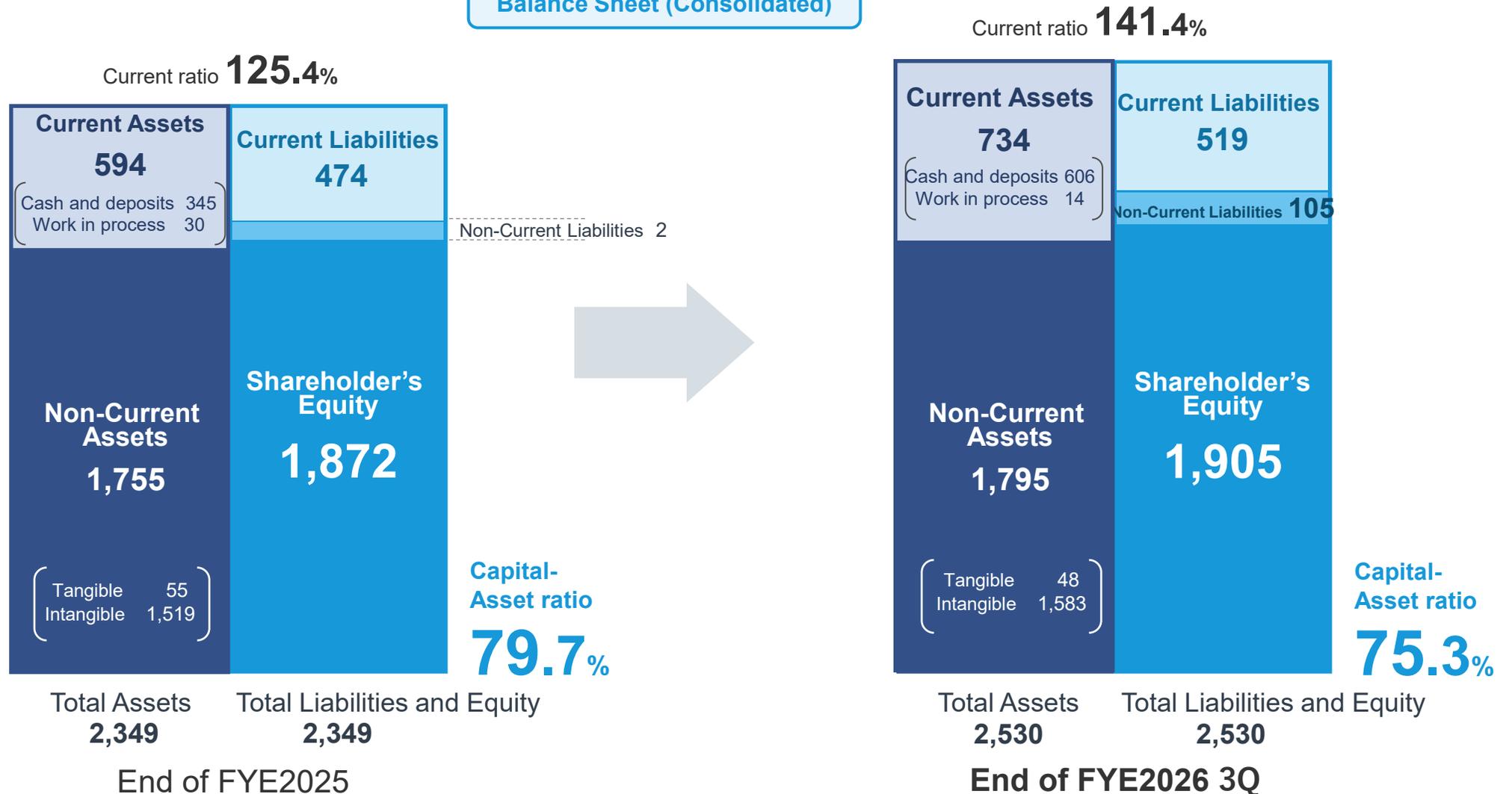
* Free cash flow (FCF) = Operating cash flow (CF) + Investing cash flow (CF)

* Figures rounded down to the nearest million yen.

Continuing Agile Investment in Growth Areas, Backed by a Solid Financial Base

(Unit : Million yen)

Balance Sheet (Consolidated)



* Figures rounded down to the nearest million yen

3Q Implementation Results : Leading Real Estate Company Implements Our SaaS Solution

Home Trade Center Co.,Ltd.

As the sole real estate sales specialist within the Iida Group Holdings (TSE Prime: 3291), the company leverages group synergies to operate 42 branches nationwide (as of March 2025). They provide comprehensive real estate services, ranging from newly built and pre-owned houses to condominium units and land brokerage.

To strengthen risk management and ensure business continuity (BCP), the company decided to migrate from their existing CRM to our SaaS. This decision followed a comprehensive evaluation of our system's stability, continuity, and robust support framework.

We provided full-scale support for the seamless migration of approximately 20,000 customer records to the new system. This ensured a smooth transition to live operations without any disruption to their daily business activities.

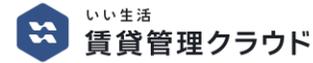
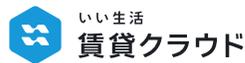


BRUNO Property Management .Inc

As the rental management arm of the BRUNO Real Estate Group, which operates 14 branches primarily in Okayama City, the company manages approximately 5,000 units, including residential and commercial buildings. They contribute to the revitalization of the local community through comprehensive real estate services.

The company implemented our SaaS to integrate their rental and maintenance management databases for seamless, end-to-end progress tracking. By doing so, they achieved a unified system covering everything from tenant recruitment and contract management to rent collection and maintenance, while eliminating the high update costs associated with their legacy on-premises system.

By leveraging our tenant app, they are not only improving operational efficiency but also enhancing communication with both tenants and property owners. We continue to support their business expansion in meeting diverse regional needs.

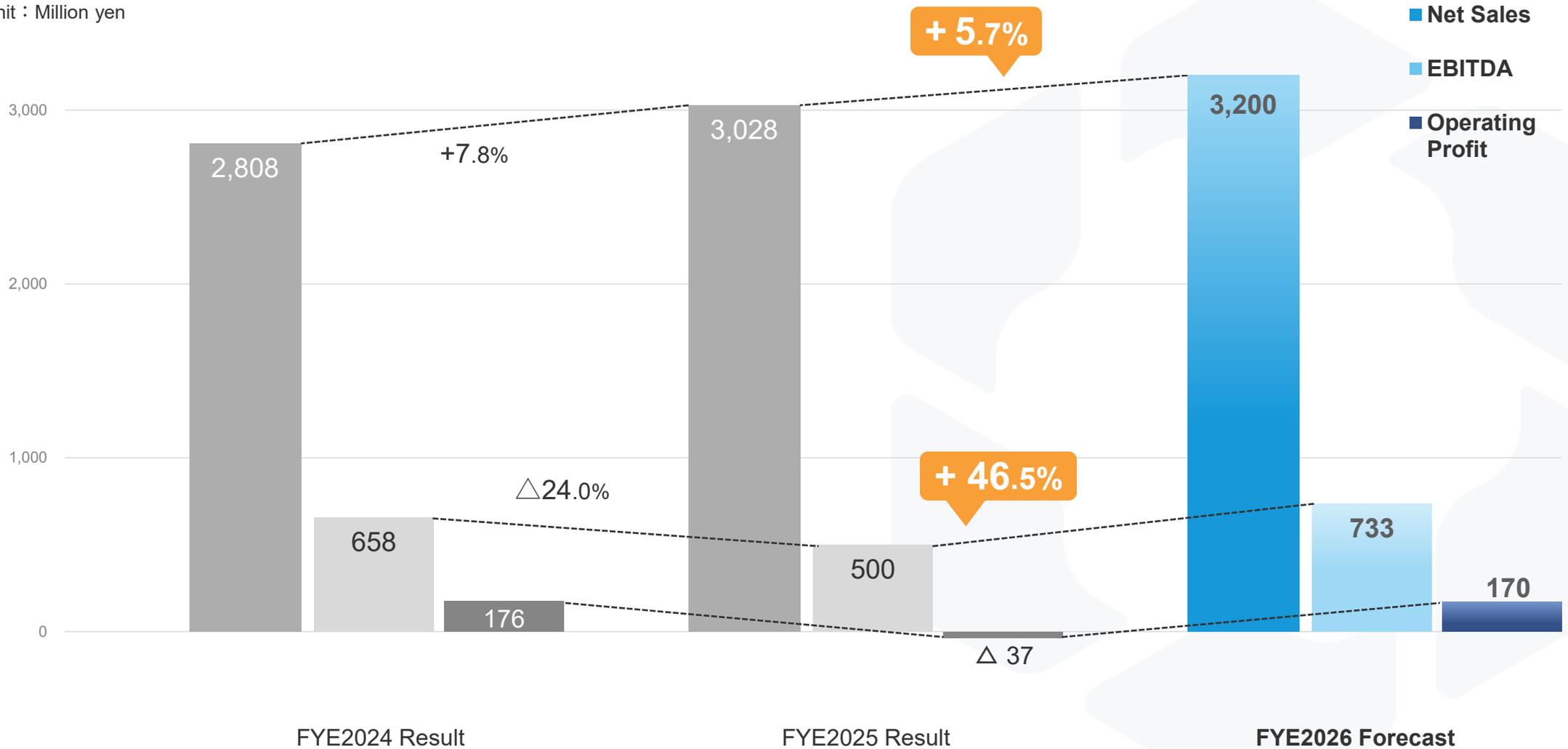


All your real estate needs are gathered here!

3. Future Prospects

Latest Results and FYE2026 Forecast (Consolidated)

Unit : Million yen



(1,000)

Basic Policy and Growth Strategy

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

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

3 Aiming to increase transaction charges at いい生活 Square

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

2 Strengthening multi-product strategies

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

4 Enhanced Data Modernization

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

【e-Seikatsu Rental/Sales Brokerage Cloud】 Enhanced Digital Marketing Features

October
2025

Web app New feature release !

いい生活
売買クラウド

Significant cuts in Listing Time!

Now Supporting
“Bulk Listing Sync”
with SUUMO!

List entire development sites easily using high-level project info and simplified lot details.



New feature release

いい生活
賃貸クラウド 営業支援

いい生活
売買クラウド 営業支

November
2025

Boost Sales with Online Engagement!

Now Supporting
Property Searches directly
from “Customer My Page”!



New feature release

いい生活
賃貸クラウド 営業支援

いい生活
売買クラウド 営業支援

NEVER Miss a Lead Again!

Now Supporting
Automated Assignment
of Sales Representatives



New feature release

いい生活
売買クラウド

いい生活
売買クラウド 営業支援

いい生活
ウェブサイト Flex

December
2025

Now Supporting
“Members-Only” Property
Listing in “Customer My Page”

- ✓ Drive Customer Registration for “My page” !
- ✓ Supporting Customer Retention and Loyalty !



- Enhanced digital marketing features specifically for real estate sales, including bulk listing of multiple sales units and automated assignment of sales representatives.
- Enriched "My Page" functionality on client websites to facilitate long-term follow-up for users seeking to purchase properties over an extended period.

【e-Seikatsu Square】 Launched Tenant Data Integration with JCOM Co., Ltd.

Partnership with JCOM: Commenced tenant data integration with Japan's top cable provider to streamline move-in procedures.

あたらしいを、あたりまえに

J:COM



いい生活

Streamlining Information Exchange with Real Estate Companies to Provide Safe and Comfortable Living ✦

- “e-Seikatsu Square” has integrated tenant data with J:COM, which provides essential lifeline services including internet connectivity to approximately 5.73 million households.
- This integration seamlessly connects tenants, real estate companies, and lifeline providers, supporting a speedy transition for tenants starting their new lives.

Case Study: Jointly Developing an Office Tenant App with Sun Frontier Fudousan Co., Ltd.



"Monthly Property Management" is a specialized monthly magazine dedicated to the real estate management and investment business. Since its launch in 2000, it has provided various insights for real estate professionals to maximize profitability for over 25 years.

- A user dialogue regarding our joint development project for the office tenant app was featured in the November 2025 issue of "Monthly Property Management," published by Sogo Unicom Co., Ltd.
- Read the web article: : <https://www.sogo-unicom.co.jp/pm/n202511/p05/>

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

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

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

October 2025

November 2025

Mirai Asset Co., Ltd.

Aichi



みらいアセット

Five Star Plus Co., Ltd.

Osaka

FIVE STAR



ADVANCE HOME Co., Ltd.

Saitama



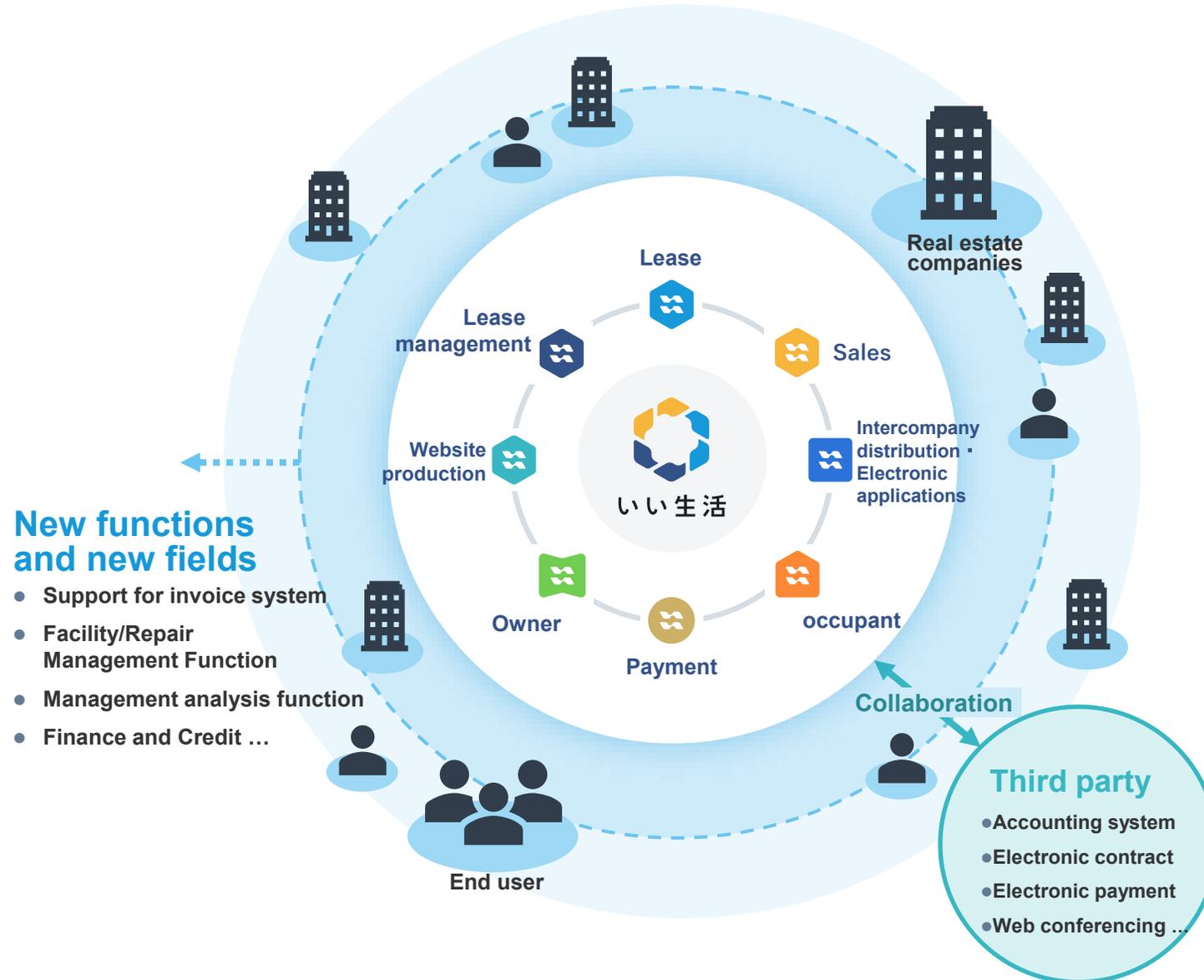
Answer Club Co., Ltd.

Fukuoka



アンサー倶楽部

Our Product Vision for DX in the Real Estate Market

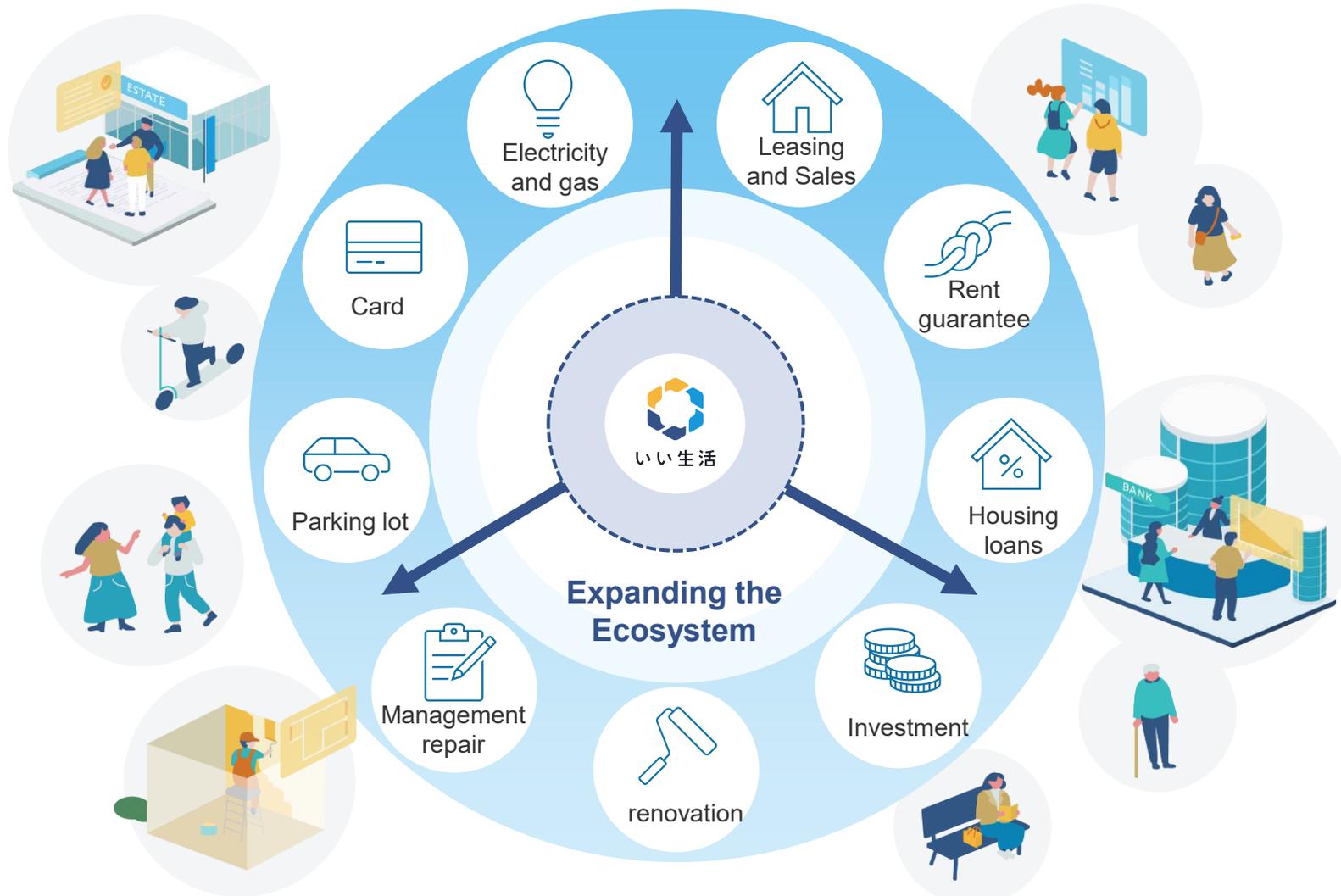


Further promotion of multi-products in the real estate tech area

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

Into a Platform that Gathers All Real Estate Related Data

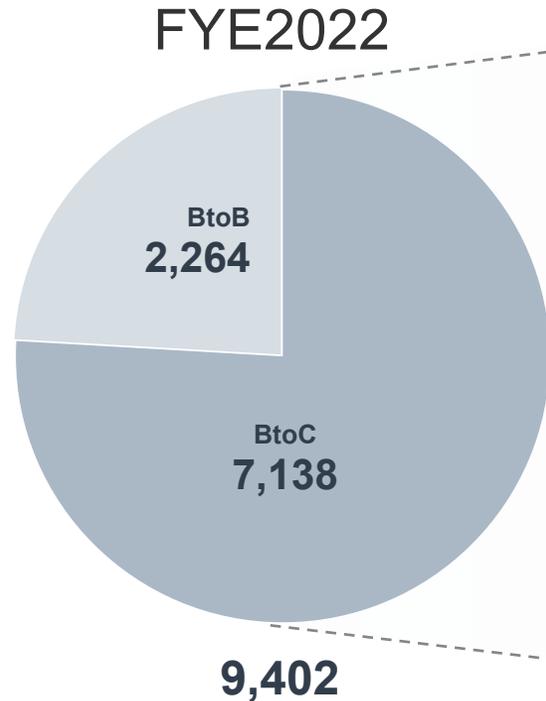
DXing the market to create platforms and marketplaces to expand the ecosystem



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

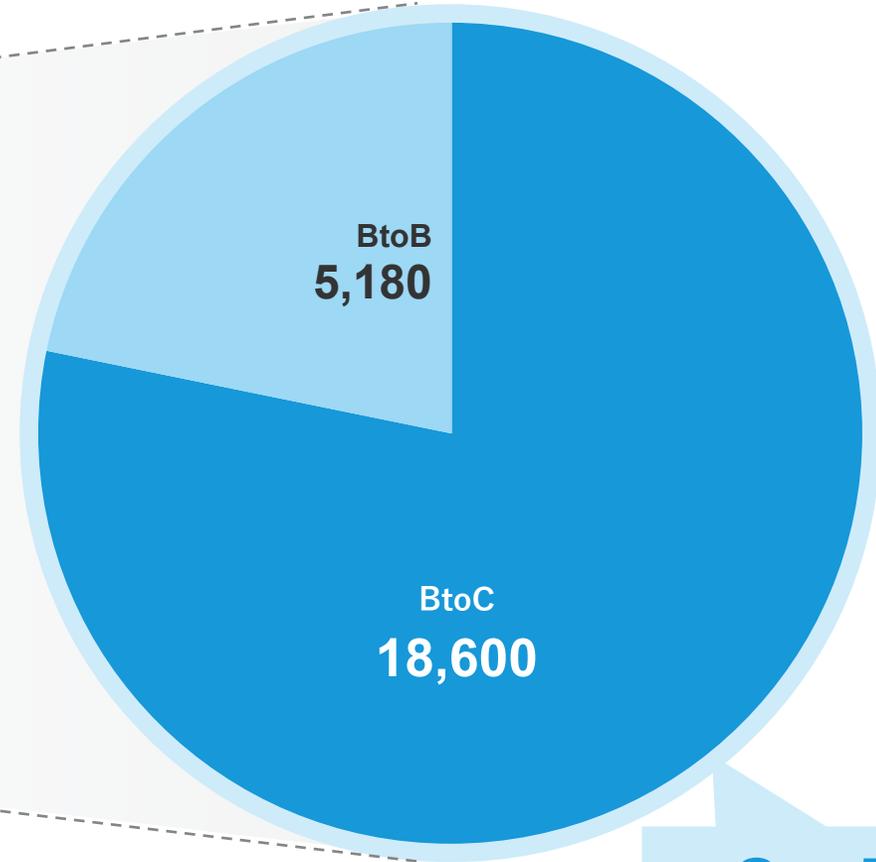
Real Estate Tech Market Continues to Grow

(Unit: JPY100 million)



252.9%

FYE2030(Forecast)



23,780

Our TAM
Total Addressable Market

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

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

Note: Operator Sales Basis

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

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

Target Indicators

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

- **Real estate: Number of business establishments in Japan (FYE2021) :** 315,666
- **Average office unit price:** approximately 40,000 yen

Market Size of Real Estate Tech as a whole
(FYE2030 Forecast)

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

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

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

SAM (Note 2)
Approximately
126.2 billion
Yen/Fiscal Year

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

TAM (Note 3)
Approximately
2.3 trillion
Yen/Fiscal Year

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

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

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

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

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

Reference

① Our Branding



不動産市場に、テクノロジーを

いい生活

Mission

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

Vision

**Create society where
comfortable life circulates.**

Statement

More kindness.

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

More clarity.

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

More diversity.

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

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

and have accumulated a wealth of data and trust.

To create a new standard together with our customers.

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

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

When life changes, when life continues.

At every point of contact,

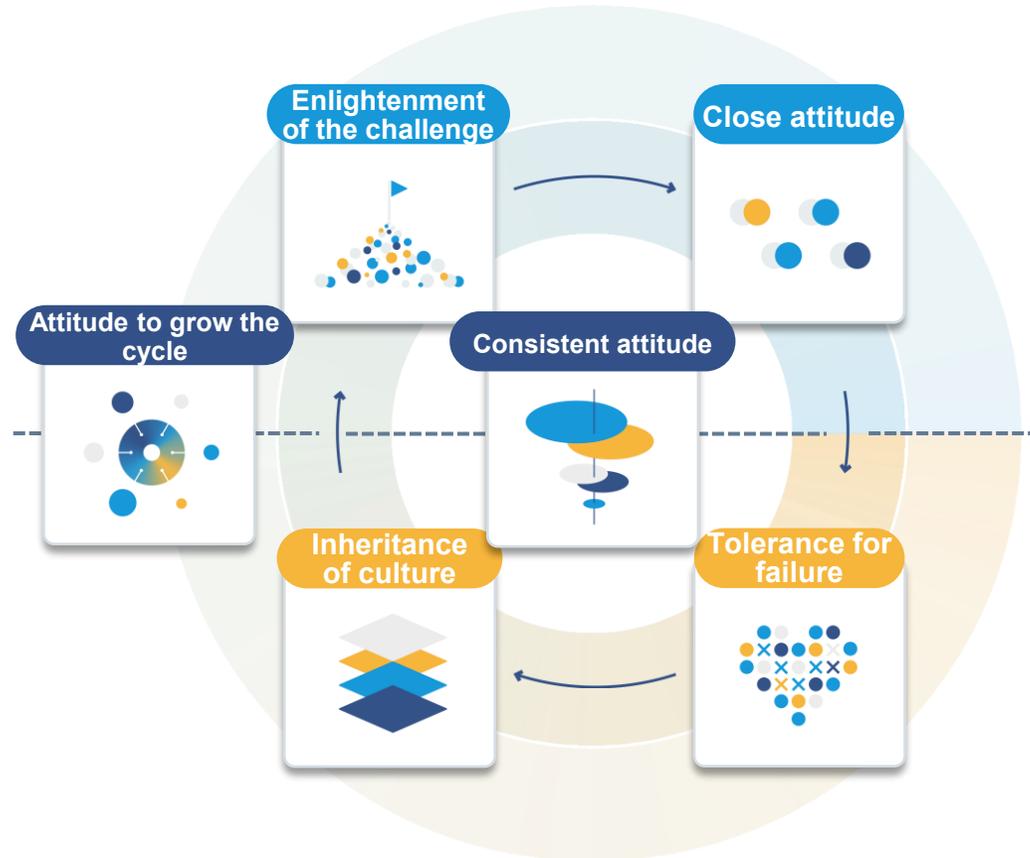
we want to provide rich and clear choices, and to connect people and their good lives by seamlessly linking data.

Create a social system in which a comfortable life circulates.

That is our mission.

Unique Values That Support Our Growth

Business (External)



Organization (Internal)

Enlightenment of the challenge

Keep setting a new standard.

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

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

Close attitude

Advance forward with perspective just right.

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

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

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

Consistent attitude

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

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

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

Attitude to grow the cycle

Generate a chemical bond by various talents.

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

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

Inheritance of culture

Make our history by accumulating trust from others.

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

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

Tolerance for failure

Love challenges and failures we meet altogether.

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

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

Product Branding



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

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

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

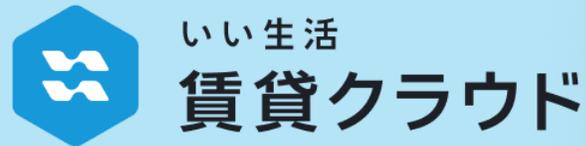
Reference

② Our Products

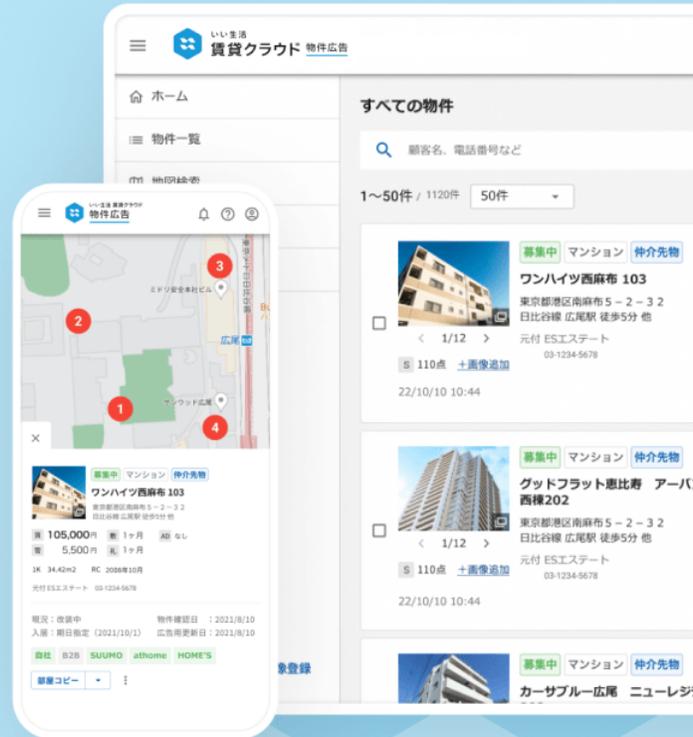
e-Seikatsu Rental Brokerage Cloud

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

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



Sales Support / Property Advertising



[Sales Support]

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

[Properties Advertising]

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

e-Seikatsu Sales Brokerage Cloud

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



The image displays the e-Seikatsu Sales Brokerage Cloud interface. On the left, there is a logo for "いい生活 売買クラウド" (Ii Seikatsu Baikai Cloud) with the text "Buy and Sell support" below it. The main part of the image shows a desktop and mobile app interface. The desktop interface includes a navigation menu with options like "ホーム" (Home), "追客案件" (Lead Cases), and "ESエステート店舗" (ES Estate Branch). The mobile app interface shows a chat conversation with a customer, with messages in Japanese. The chat messages include: "この度はお問合せありがとうございます。ESエステートの基本と申します。", "お問合せいただいた物件はまだお申込み可能です。", "是非1層内見してみませんか? ご都合のよい日時をお知らせください。", "お電話ありがとうございました。お伝えしたとおり、土曜日10:00でお伺いいたします。", and "承知しました。では当日、店舗にてお待ちしております。". The mobile app also shows a list of customer messages and a search bar for customer names and phone numbers.

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

e-Seikatsu Website

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

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



いい生活
ウェブサイト

Digital marketing



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

e-Seikatsu Rental Management Cloud

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



いい生活
賃貸管理クラウド

Rental Management



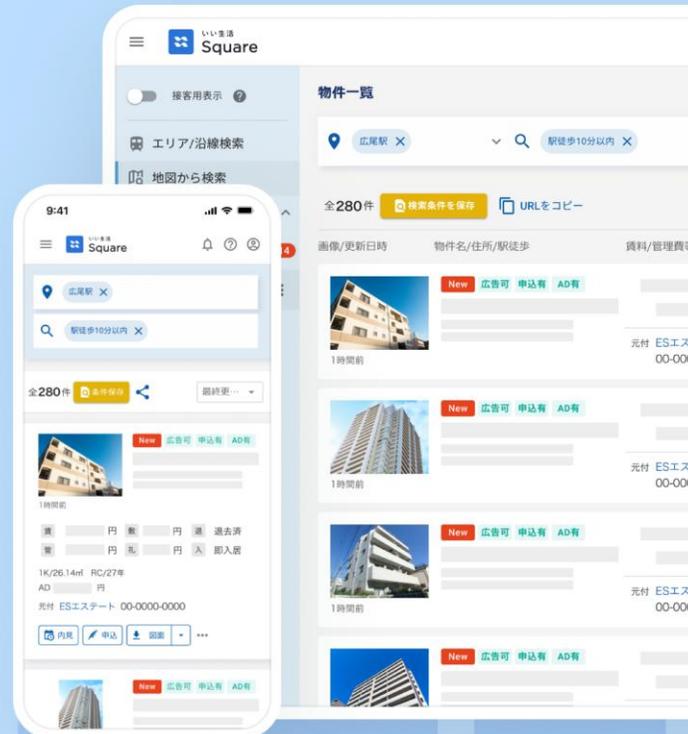
- Centralized management of all information relating to real estate leasing management
- Can share information in multiple stores by taking advantage of SaaS's advantages
 - ✓ Explanation of important matters for owners
 - ✓ Management consignment contract and lease contract management
 - ✓ Rent management,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

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

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



Search of property / Internal reception
/ Web application



[e-Seikatsu Square]

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

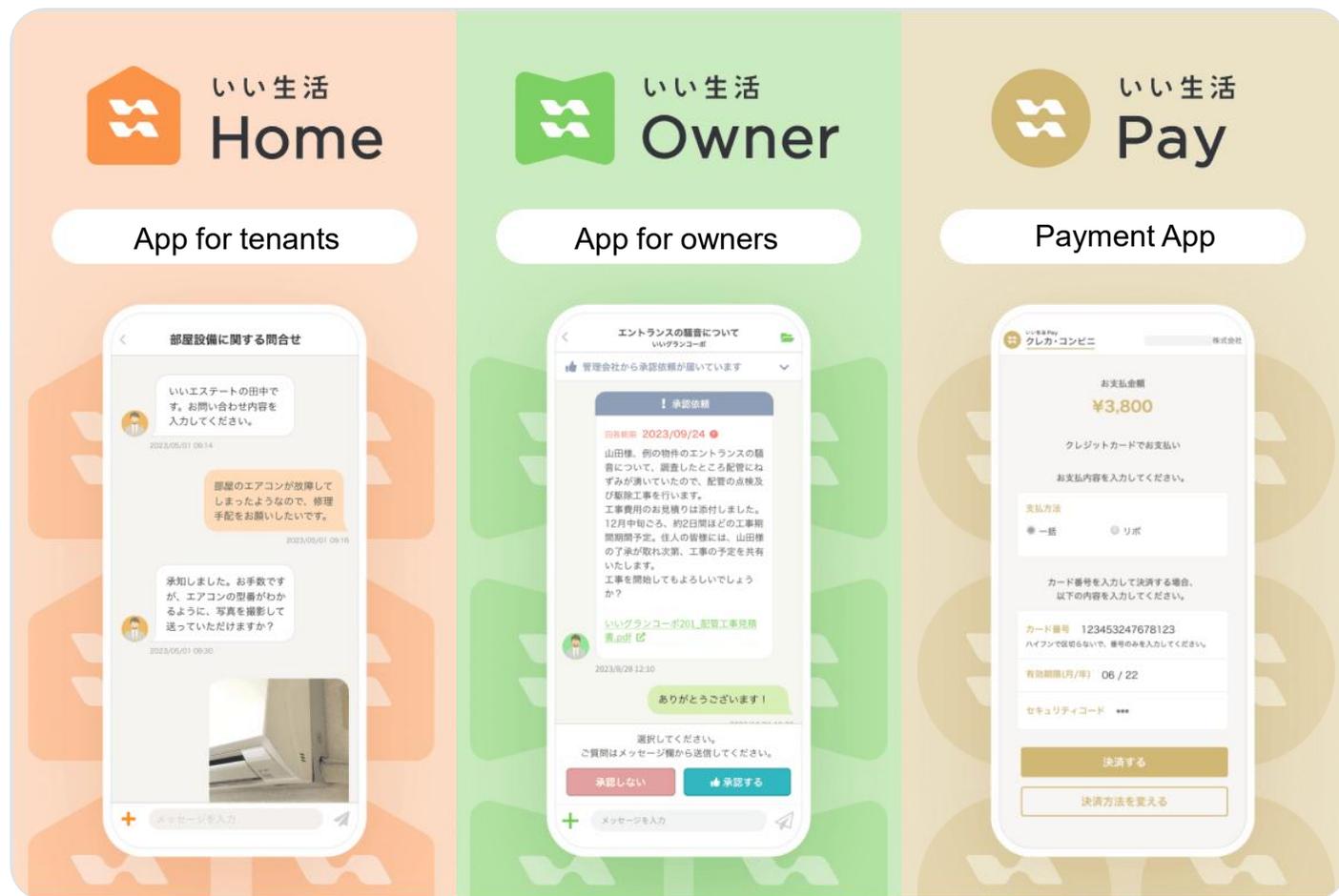
[Reserving a viewing/Web application]

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

[e-Seikatsu Square]

Number of registered corporations
over 25,000 companies

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



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

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

Valid occupant ID:

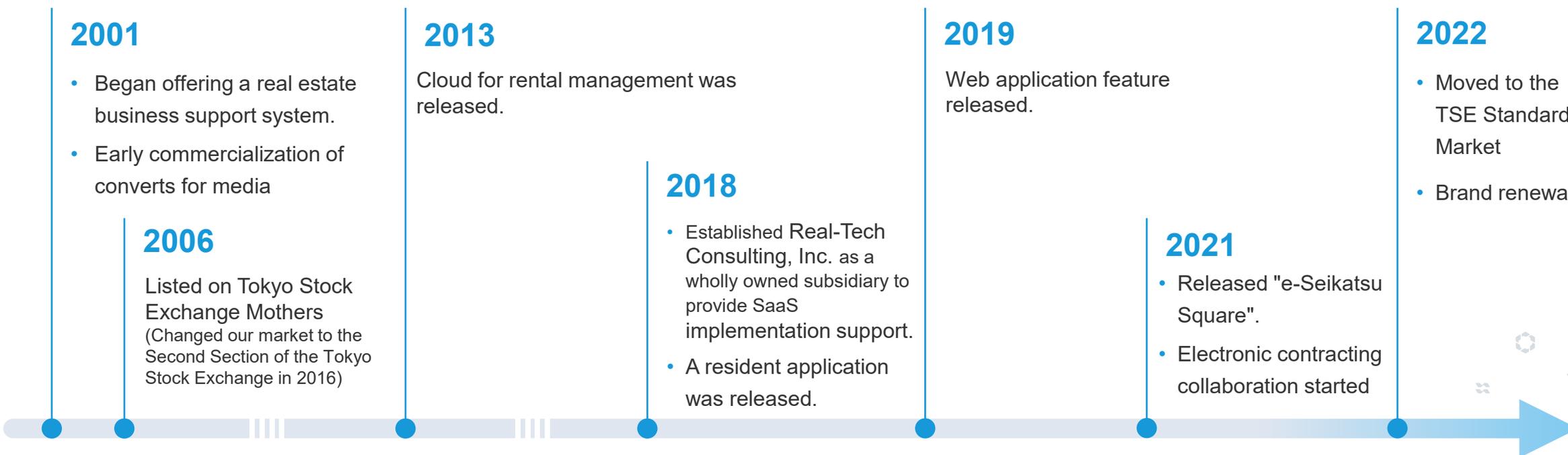
More than **220,000**

Reference

③ Company Profile

Our History

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



- Windows XP launched (2001)
- Listed on Google (2004)
- YouTube established (2005)
- Amazon Web Services started (2006)
- Twitter started (2006)
- The term "cloud computing" emerged (2006)

- The first iPhone is released (2007)
- **Lehman Shock (2008)**
- Android smartphone launched (2008)
- Microsoft Azure launched (2010)
- **The Great East Japan Earthquake (2011)**

- Government Adopts Cloud-by-Default Principle (2018)

- **First report on COVID-19** (2019)
- 5G service launched in Japan(2020)

- Digital reform law passed (2021)
- Tokyo 2020 Olympics (2021)
- Windows 11 Published. (2021)
- Starlink Started (2022)

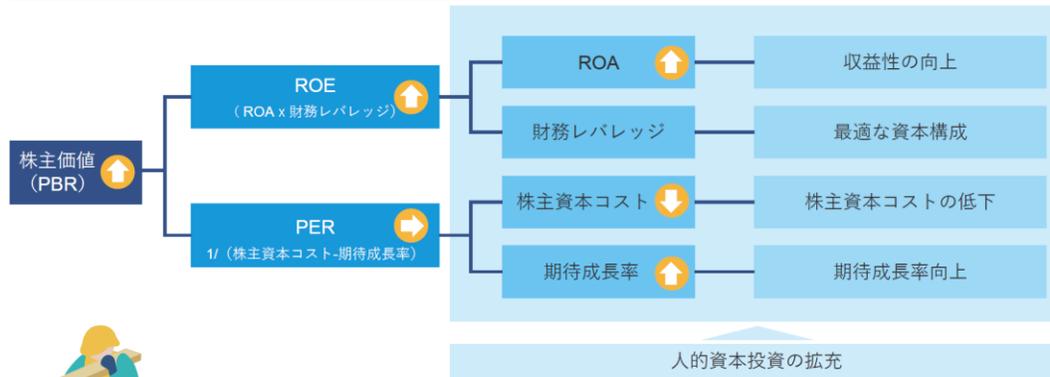
Measures to Realize Management that Takes into Account Capital Costs and Stock Prices

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

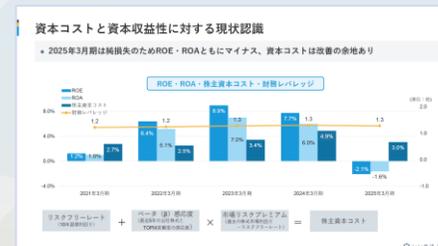
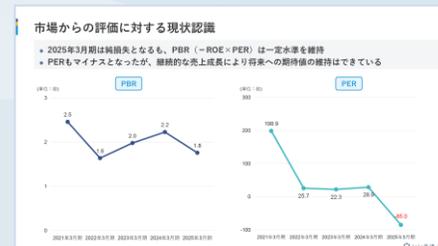
Future action plans for improvement

資本コストや株価を意識した経営の実現に向けた取組みの全体像

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



Analysis and evaluation



You can download the full version from the following URL:

https://www.e-seikatsu.info/aboutUs/pdf/cost_of_capital_analysis.pdf



Basic Policy on Expansion of Human Capital

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

Basic Policy on Expansion of Human Capital

The values that we cherish and the way we should be as individuals are summarized in six values (guidelines for action).



Measures to realize the policy

Pursuit of spontaneous value creation

A series of active dialogues

in the process of setting goals and helping people achieve them

Pursuing wellbeing

while manifesting the value of each individual

Respect for Humanity

Talent Acquisition

The company's purpose/
the crystallization of the
future that we should
aim for as the company

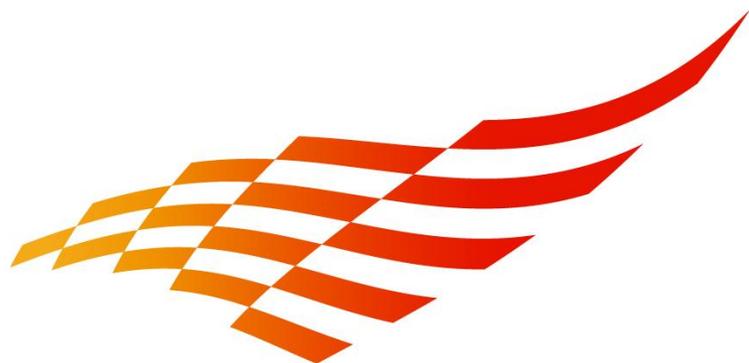
**Mission /
Vision**

Value

**Basic Policy for
Internal
Environmental
Improvement**

Initiatives for Health and Productivity Management

e-Seikatsu has been certified as a "Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category)" for six consecutive years.



2025

健康経営優良法人

KENKO Investment for Health

大規模法人部門

Certified
for 6
years

Health and Productivity Management Declaration

Objectives

Our goal is to ensure that every employee can work healthily and safely, both physically and mentally. By maintaining an environment where they can deliver their maximum performance, we aim to enhance employee vitality and productivity. This will lead to maximizing corporate results, improving business performance, and ultimately increasing corporate value.

Implementation Structure

The Representative Director and CFO (also serving as Corporate Group Leader) serves as the Chief Health Officer. The Corporate Group Human Resources Department acts as the primary department for promoting health management, coordinating with industrial physicians and health insurance associations to drive initiatives.

Strategy Map, Health Measures, and Implementation Status:

<https://www.e-seikatsu.info/sustainability/Healthmanagement.html>

Access to the Research Analyst Report

December
2025
Updated

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



The full corporate research report (Japanese only) by FISCO Ltd. can be downloaded at the following URL;
<https://www.fisco.co.jp/wordpress/wp-content/uploads/FISCO/e-seikatsu20251208.pdf>

Selected for the "All Listed Company Website Quality Ranking"



Selected as an "Excellent Website" in the 2025 Standard Market Category

Corporate Website (<https://www.e-seikatsu.info/>)

- ✓ Evaluation axes
- Easy to understand
 - Ease of use
 - Large amount of information

- The "All Listed Company Website Quality Ranking" is an authoritative award program conducted annually since FY2003 by Nikko Investor Relations Co., Ltd. In its 23rd year, the survey evaluated 3,937 listed companies based on 168 objective criteria across three perspectives.
- Our corporate website was selected as an "Excellent Website" in the 2025 Standard Market Category (limited to 30 companies).
- This marks our third consecutive recognition, following our selection as a "Best Website" (the highest rank) in the Standard Market Category for both FY2022 and FY2023.

* Nikko Investor Relations Co., Ltd., "All Japanese Listed Companies' Website Ranking" (<https://www.nikkoir.co.jp/rank/rank.html>)

Company Profile

Established : January 21, 2000

Paid-in Capital : 628,411,540 yen (As of the end of September 2025)

Listing : Tokyo Stock Exchange Standard Market (Code: 3796)

Banks : Resona Bank, Ltd., Mizuho Bank, Ltd., Sumitomo Mitsui Banking Corporation, MUFG Bank, Ltd., The Chiba Bank, Ltd., Sumitomo Mitsui Trust Bank, Ltd., Mitsubishi UFJ Trust and Banking Corporation

of Employees : 220 (As of the end of December 2025)

Governance System : Company with Audit Committee

Officers :

Chairman	Kiyotaka Nakamura	Outside Director (Independent Director), Audit and Supervisory Committee Member	Haruo Narimoto
President, Representative Director & CEO	Zenichi Maeno	Outside Director (Independent Director), Audit and Supervisory Committee Member	Koichiro Ito
Representative Director & CFO	Hiroyuki Shiokawa	Outside Director (Independent Director), Audit and Supervisory Committee Member	Daisuke Kamimura
Representative Director & COO	Hiroyoshi Kitazawa		
Managing Director, CTO	Akira Matsuzaki		

Audit Corporation : Moore Mirai & Co.

Offices :

Headquarters	〒106-0047	2-32, Minamiazabu 5-chome, Minato-ku, Tokyo
Osaka office	〒530-0011	4-20, Ofukacho, Kita-ku, Osaka-shi, Osaka
Fukuoka office	〒812-0011	25-21, Hakataeki Mae 3-chome, Hakata-ku, Fukuoka-shi, Fukuoka
Nagoya office	〒450-6419	28-12, Meieki 3-chome, Nakamura-ku, Nagoya-shi, Aichi

Disclaimer

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



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