Refreshed our TV commercial in April 2025, featuring the Historic Centre of Prague in the Czech Republic.

May 19, 2026

Financial Results for the Fiscal Year Ended March 31, 2026

NIPPON KANZAI Holdings Co., Ltd. (Securities Code: 9347/TSE Prime)

Index

Overview of NIPPON KANZAI HOLDINGS

FY26

Corporate Message

What needs to be changed with times

What should not be changed though the time changes

Keeping this in mind, we consider it important always to provide customers with high-quality services while flexibly adapting to the changes of times and environment.

Under the Group mission of

"Enduring quality without compromise"

we will further pursue to enhance our mobility and expertise across all companies, and by harnessing the 'comprehensive strength' derived from group synergy, we aim to achieve further corporate growth.

Primary Business Model

The Group's core business is integrated building management services.

Basic Management Policy

We will continue to protect the value of our customers' buildings—their vital assets—by providing services that support "housing,"* one of life's necessities, alongside food and clothing.
* Places where people live, work, learn, rest, recuperate, and enjoy themselves.

- ➢ Recurring revenue business model enables reliable future forecasting
- ➢ Resilient to market downturns and economic fluctuations

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Strengths of NIPPON KANZAI Group

Broad Geographic Reach and Business Scope

We operate domestically and internationally across businesses spanning property management, operations, and ownership.
Within Japan, we serve a wide variety of facility types without limiting ourselves to specific use categories.

Stable Business Foundation

Leveraging our recurring revenue business model — which is largely insulated from economic cycles — we have built a consistent track record since our founding in 1965.

Investment in Growth Businesses and Strategies

We actively allocate resources to priority areas including new projects, M&A, and human capital development.

Overview of Consolidated Financial Results

FY26

Consolidated Financial Results Highlights

（Rounded down to the nearest ¥million）

Net Sales	**¥150,258 million**	**(+7.4% YoY)**

- Steady renewal of existing contracts
- EXPO 2025 Osaka, Kansai, Japan business

Operating Profit	**¥8,686 million**	**(+0.1% YoY)**

- Increase in gross profit due to price revisions and work efficiency
- Operating profit increased slightly due to rising SG&A expenses, mainly personnel costs

Ordinary Profit	**¥10,507 million**	**(+15.5% YoY)**

- Decrease in investment losses under the equity method
- Increase in subsidy income at overseas subsidiaries

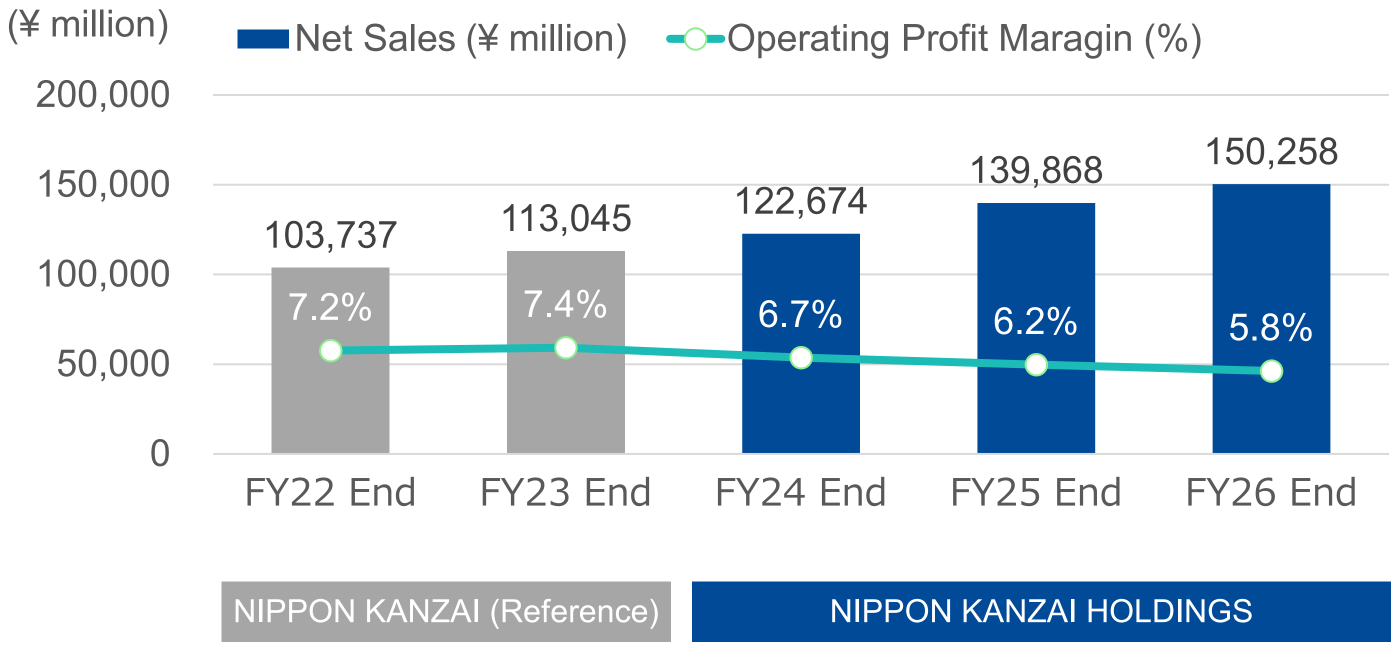
Profit Attributable to Owners of Parent	**¥7,119 million**	**(+22.1% YoY)**

- Decrease in gain on sale of investment securities
- Reversal of loss on litigation

Consolidated Financial Results Summary

[Consolidated] (¥ million)

	FY25		FY26		YoY Changes	
	Actual	Ratio	Actual	Ratio	Amount	Ratio
Net Sales	139,868	100.0%	150,258	100.0%	10,390	7.4%
Gross Profit	39,589	28.3%	43,426	28.9%	3,836	9.7%
SG&A Expenses	30,911	22.1%	34,739	23.1%	3,828	12.4%
Operating Profit	8,678	6.2%	8,686	5.8%	7	0.1%
Ordinary Profit	9,094	6.5%	10,507	7.0%	1,412	15.5%
Profit Attributable to Owners of Parent	5,829	4.2%	7,119	4.7%	1,290	22.1%



Business Segments and Main Group Companies

Building Management and Operations ¥94,668 mil.

Building Maintenance and Property Management (excl. Security Service) ¥67,338 mil.

Cleaning, facility maintenance, and construction-related services of buildings, hotels, public facilities, etc.

NIPPON KANZAI Co., Ltd.
NS Corporation Co., Ltd.
Japan Environmental Solutions.,ltd
OKINAWA NIPPON KANZAI Co., Ltd.

Security services ¥27,330 mil.

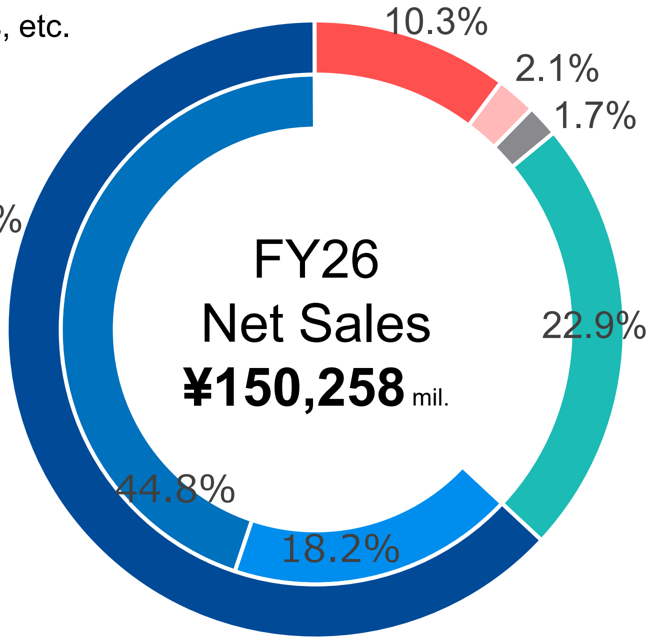
Security on duty all the time, machine security services

NIPPON KANZAI Co., Ltd.
Three-S Co., Ltd.

Residential Management and Operations ¥34,464 mil.

Management of condominiums and public housing

NIPPON KANZAI Co., Ltd.
NIPPON KANZAI HOUSING MANAGEMENT Co., Ltd.
JAPAN HOUSING MANAGEMENT Co., Ltd.
NJK Staff Service Co., Ltd.
Hawaiiana Group Incorporated
Keystone Pacific Property Management, LLC



Environmental Facilities Management ¥15,473 mil.

Public facilities management related to the living environment in general, such as water and sewerage treatment facilities

NIPPON KANZAI ENVIRONMENT SERVICE Co., Ltd.

Real Estate Fund Management ¥3,131 mil.

Asset management engaging in setting up real estate fund and fund management, and investment in anonymous cooperatives

Tokyo Capital Management Co., Ltd.

Other Businesses ¥2,520 mil.

Planning and operation of events, design creation, payroll accounting operation

NS Corporation Co., Ltd.
(Advertisement and event planning)
NEOTRUST Co., Ltd.
(Payroll and social insurance BPO)

Financial Results by Business Segment

[Consolidated] (¥ million)

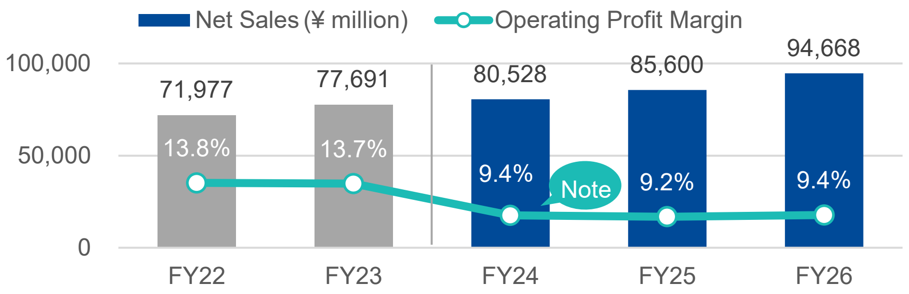
	FY25		FY26		YoY Changes	
	Actual	Ratio	Actual	Ratio	Amount	Ratio
Net Sales	139,868	100.0%	150,258	100.0%	10,390	7.4%
Building Management and Operations	85,600	61.2%	94,668	63.0%	9,068	10.6%
Building Maintenance and Property Management	60,902	43.5%	67,338	44.8%	6,436	10.6%
Security services	24,697	17.7%	27,330	18.2%	2,632	10.7%
Residential Management and Operations	32,182	23.0%	34,464	22.9%	2,282	7.1%
Environmental Facilities Management	14,819	10.6%	15,473	10.3%	653	4.4%
Real Estate Fund Management	5,003	3.6%	3,131	2.1%	(1,871)	-37.4%
Other Businesses	2,263	1.6%	2,520	1.7%	257	11.4%
	Actual	Margin	Actual	Margin	Amount	Ratio
Segment Profit	8,678	6.2%	8,686	5.8%	7	0.1%
Building Management and Operations	7,907	9.2%	8,929	9.4%	1,021	12.9%
Building Maintenance and Property Management	6,320	10.4%	7,228	10.7%	907	14.4%
Security services	1,586	6.4%	1,700	6.2%	113	7.2%
Residential Management and Operations	1,395	4.3%	1,360	3.9%	(34)	-2.5%
Environmental Facilities Management	2,049	13.8%	2,246	14.5%	197	9.7%
Real Estate Fund Management	1,407	28.1%	512	16.4%	(894)	-63.6%
Other Businesses*1	205	9.1%	201	8.0%	(4)	-2.3%
Adjustments*2	(4,286)	—	(4,563)	—	(277)	—

*1 Net sales in Other Businesses exclude internal sales between business segments.

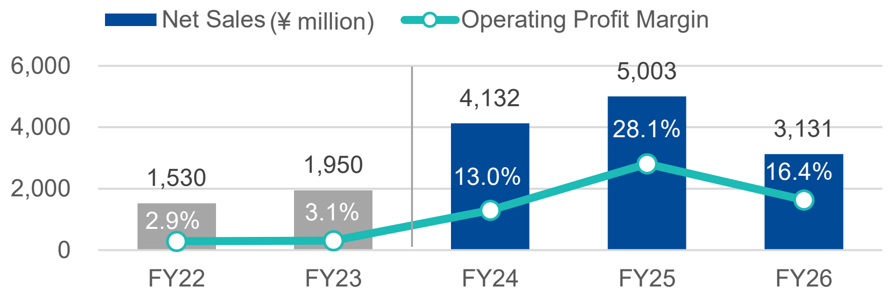
*2 The adjusted amount of segment profit includes the elimination of intersegment transactions as well as SG&A expenses which are not attributable to any particular segment.

Performance of Business Segments

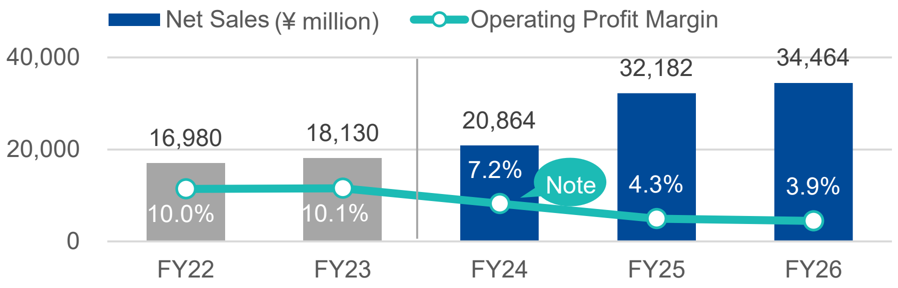
Building Management and Operations



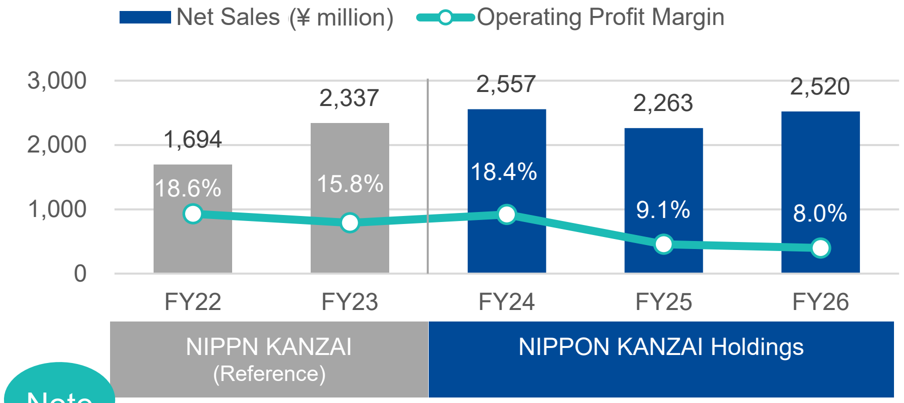
Real Estate Fund Management



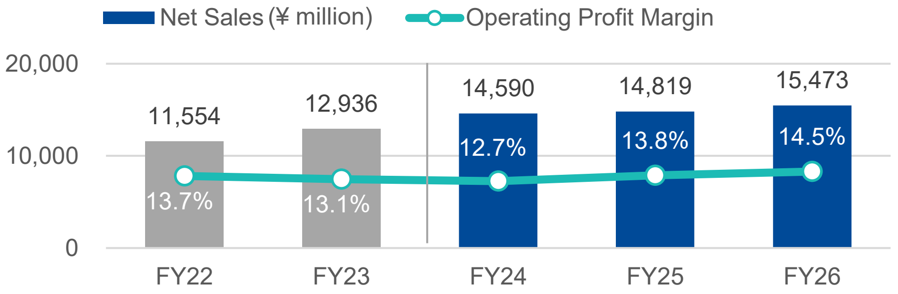
Residential Management and Operations



Other Businesses



Environmental Facilities Management



Note

- Starting from FY24, with the transition to a holding company structure, the general and administrative expenses of our subsidiary, NIPPON KANZAI Co., Ltd. have been incorporated into the expenses of the "Building Management and Operations" and "Residential Management and Operations."

Overview of Consolidated Balance Sheets

[Consolidated] (¥ million)

	FY25		FY26		vs. FY25 End	
	Actual	Ratio	Actual	Ratio	Amount	Ratio
Current assets	64,916	64.4%	69,463	64.9%	4,547	7.0%
Cash and deposits	33,395	33.1%	37,393	35.0%	3,997	12.0%
Notes and accounts receivable - trade, and contract assets	19,869	19.7%	20,140	18.8%	271	1.4%
Real estate for sale	5,805	5.8%	5,598	5.2%	(206)	-3.6%
Non-current assets	35,887	35.6%	37,523	35.1%	1,635	4.6%
Property, plant and equipment	7,899	7.8%	8,219	7.7%	320	4.1%
Intangible assets	9,306	9.2%	9,005	8.4%	(301)	-3.2%
Investments and other assets	18,681	18.5%	20,298	19.0%	1,617	8.7%
Total Assets	100,803	100.0%	106,987	100.0%	6,183	6.1%
Current liabilities	20,036	19.9%	21,379	20.0%	1,342	6.7%
Notes and accounts payable - trade	7,924	7.9%	9,101	8.5%	1,176	14.9%
Accrued expenses	2,563	2.5%	2,582	2.4%	18	0.7%
Income taxes payable	2,537	2.5%	1,742	1.6%	(794)	-31.3%
Non-current liabilities	10,728	10.6%	9,744	9.1%	(984)	-9.2%
Long-term non-recourse loans payable	4,064	4.0%	2,922	2.7%	(1,141)	-28.1%
Lease liabilities	1,617	1.6%	1,753	1.6%	135	8.4%
Long-term guarantee deposits	2,600	2.6%	2,741	2.6%	141	5.4%
Total Liabilities	30,765	30.5%	31,123	29.1%	357	1.2%
Shareholders' equity	65,644	65.1%	72,660	67.9%	7,015	10.7%
Share capital	3,000	3.0%	3,000	2.8%	—	—
Capital surplus	9,482	9.4%	11,339	10.6%	1,857	19.6%
Retained earnings	66,219	65.7%	71,378	66.7%	5,158	7.8%
Accumulated other comprehensive income	1,041	1.0%	2,158	2.0%	1,117	107.4%
Non-controlling interests	3,352	3.3%	1,044	1.0%	(2,307)	-68.8%
Total Net Assets	70,038	69.5%	75,863	70.9%	5,825	8.3%
Total Liabilities and Net Assets	100,803	100.0%	106,987	100.0%	6,183	6.1%

Main Factors for Increase/Decrease

(¥ million)

Assets	**6,183**
● Increase in cash and deposits	3,997
● Increase due to purchase of investment securities	998
Liabilities	**357**
● Increase in notes and accounts payable - trade	1,176
● Decrease in long-term non-recourse loans payable	(1,141)
Net Assets	**5,825**
● Increase in retained earnings	5,158
Equity Ratio	**69.9%**

(+3.7pp YoY)

Overview of Consolidated Statement of Cash Flows

[Consolidated] (¥ million)

	FY25 Actual	FY26 Actual	YoY Changes Amount
Profit before income taxes	9,634	10,567	932
Depreciation	1,189	1,296	107
Decrease (increase) in retirement benefit (asset) liability	(105)	(31)	73
Loss (gain) on sale of investment securities	(1,945)	(60)	1,884
Decrease (increase) in trade receivables	(722)	119	841
Increase (decrease) in trade payables	(179)	1,143	1,322
Decrease (increase) in inventories	(4,400)	173	4,573
Income taxes paid	(1,672)	(4,058)	(2,386)
Other, net	(98)	953	1,052
Cash Flows from Operating Activities	1,700	10,103	8,402
Purchase of property, plant and equipment, and intangible assets	(1,943)	(1,560)	382
Purchase of investment securities	(277)	(1,567)	(1,289)
Proceeds from sale of investment securities	2,759	1,026	(1,732)
Other, net	1,267	(273)	(1,540)
Cash Flows from Investing Activities	1,805	(2,375)	(4,180)
Increase (decrease) in borrowings (incl. non-recourse loans)	3,572	(1,121)	(4,694)
Purchase of treasury shares	(2,728)	―	2,727
Dividends paid (incl. dividends paid to non-controlling interests)	(2,381)	(2,344)	36
Other, net	(576)	(995)	(419)
Cash Flows from Financing Activities	(2,113)	(4,462)	(2,349)
Net increase (decrease) in cash and cash equivalents	1,673	3,328	1,654
Cash and cash equivalents at the beginning of current period	30,864	32,970	2,106
Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation	432	―	(432)
Cash and cash equivalents at the end of current period	32,970	36,299	3,328
Free Cash Flows	3,506	7,728	4,221

Main Factors for Increase/Decrease (¥ million)

CF from Operating Activities	8,402
● Decrease in inventories	4,573
● Decrease in gain on sale of investment securities	1,884

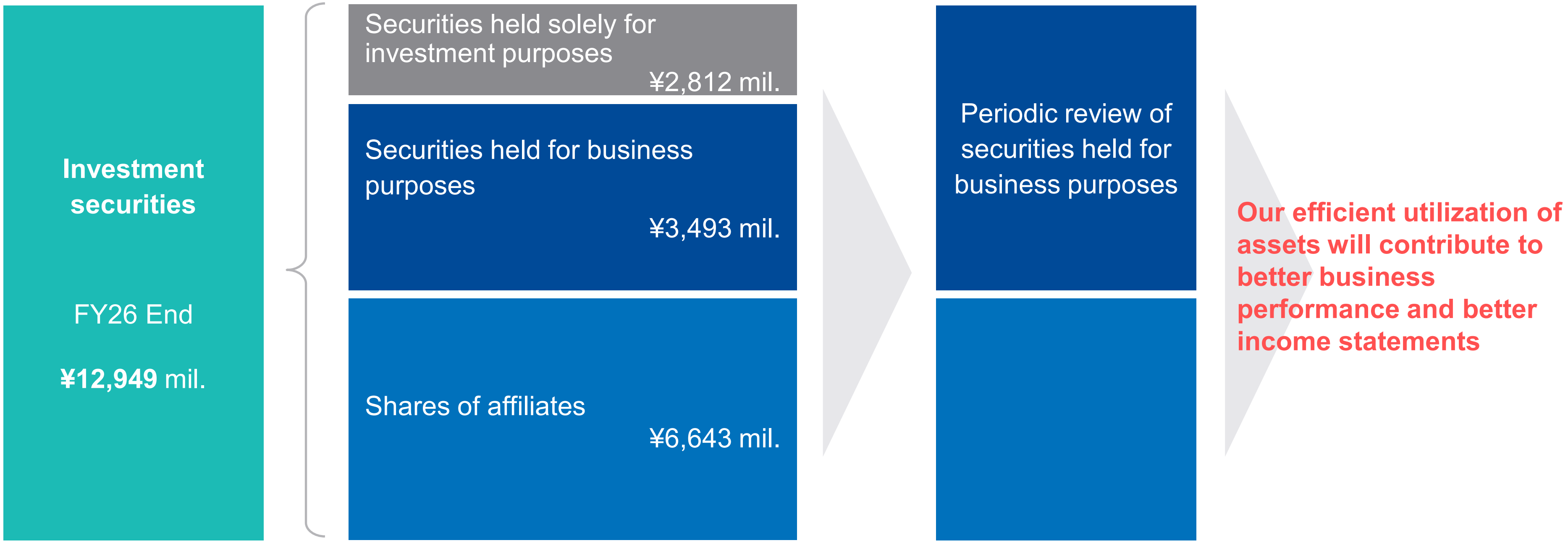
CF from Investing Activities	(4,180)
● Decrease in proceeds from sales of investment securities	(1,732)
● Increase in purchase of investment securities	(1,289)

CF from Financing Activities	(2,349)
● Decrease in proceeds from long-term non-recourse loans	(3,515)

Overview of Investment Securities Portfolio

Promotion of effective asset utilization in accordance with the corporate governance code

- Repositioning our portfolio of investment securities to enhance business development



Investment securities

FY26 End

¥12,949 mil.

Securities held solely for investment purposes ¥2,812 mil.

Securities held for business purposes ¥3,493 mil.

Shares of affiliates ¥6,643 mil.

Periodic review of securities held for business purposes

Our efficient utilization of assets will contribute to better business performance and better income statements

- Investment status is regularly reported to the Board of Directors.
- The portfolio is flexibly adjusted in response to market conditions and business activities.

Overview of Consolidated Financial Forecasts, Capital Policy and Shareholder Return Policy

FY27 Consolidated

Consolidated Financial Forecasts Summary

- Profit growth is expected, driven by higher revenue resulting from business expansion.
- Profit growth is expected, mainly driven by an increase in operating profit.

[Consolidated] (¥ million)

	Full-Year FY26		1H FY27		2H FY27		Full-Year FY27		YoY Changes	
	Actual	Ratio	Forecast	Ratio	Forecast	Ratio	Forecast	Ratio	Amount	Ratio
Net Sales	150,258	100.0%	75,500	100.0%	82,500	100.0%	158,000	100.0%	7,741	5.2%
Gross Profit	43,426	28.9%	22,000	29.1%	23,000	27.9%	45,000	28.5%	1,573	3.6%
SG&A Expenses	34,739	23.1%	17,800	23.6%	18,200	22.1%	36,000	22.8%	1,260	3.6%
Operating Profit	8,686	5.8%	4,200	5.6%	4,800	5.8%	9,000	5.7%	313	3.6%
Ordinary Profit	10,507	7.0%	5,100	6.8%	5,700	6.9%	10,800	6.8%	292	2.8%
Profit Attributable to Owners of Parent	7,119	4.7%	3,500	4.6%	3,800	4.6%	7,300	4.6%	180	2.5%

Market Background and Risks

- Increasing polarization driven by concentration of demand in prime locations and differences in building specifications
- Construction delays due to soaring raw material prices and supply shortages
- Impact on the global economy from U.S. trade policies and unstable international conditions
- Concerns over securing staff and rising labor costs

Financial Forecasts by Business Segment

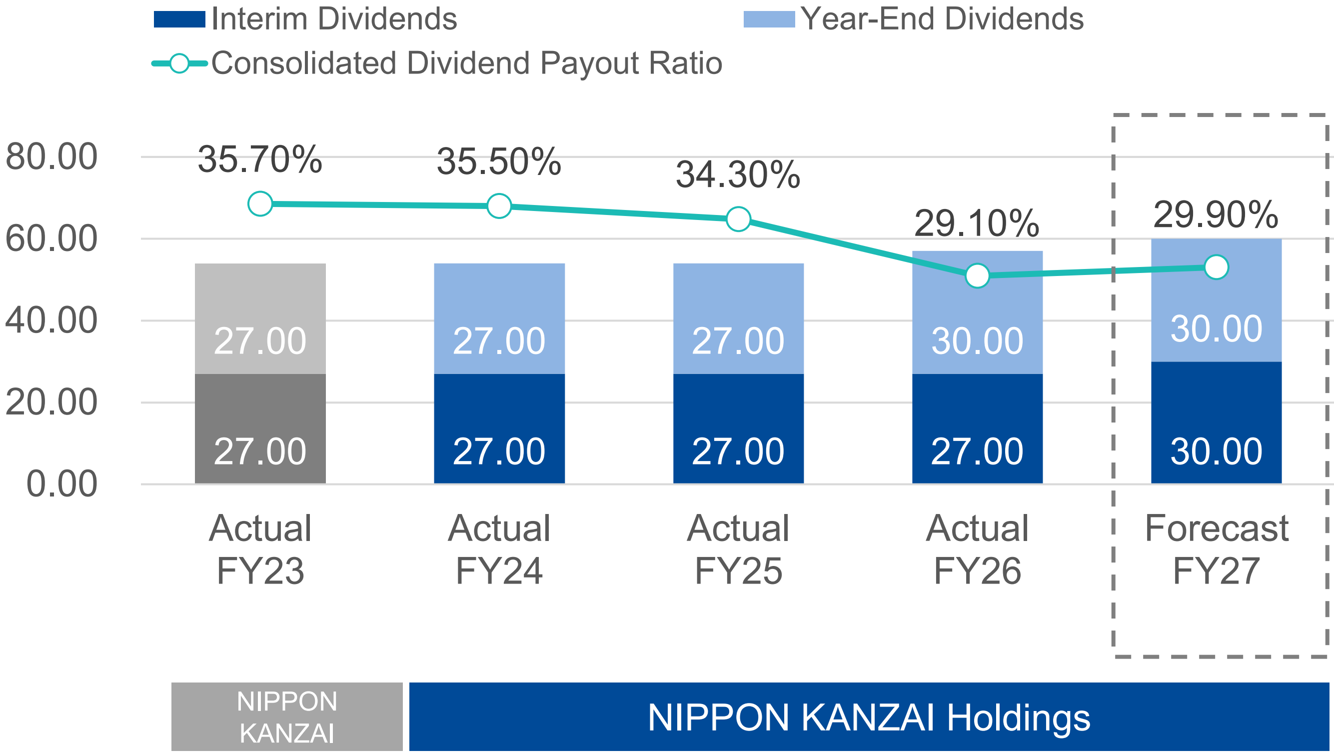
[Consolidated] (¥ million)

	Full-Year FY26		1H FY27		2H FY27		Full-Year FY27		YoY Changes	
	Actual	Ratio	Forecast	Ratio	Forecast	Ratio	Forecast	Ratio	Amount	Ratio
Net Sales	150,258	100.0%	75,500	100.0%	82,500	100.0%	158,000	100.0%	7,741	5.2%
Building Management and Operations	94,668	63.0%	47,297	62.7%	52,863	64.1%	100,160	63.4%	5,491	5.8%
Building Maintenance and Property Management	67,338	44.8%	32,797	43.4%	38,993	47.3%	71,790	45.4%	4,451	6.6%
Security Service	27,330	18.2%	14,500	19.2%	13,870	16.8%	28,370	18.0%	1,039	3.8%
Residential Management and Operations	34,464	22.9%	17,653	23.4%	18,277	22.2%	35,930	22.7%	1,465	4.3%
Environmental Facilities Management	15,473	10.3%	7,736	10.3%	8,164	9.9%	15,900	10.1%	426	2.8%
Real Estate Fund Management	3,131	2.1%	1,600	2.1%	1,800	2.2%	3,400	2.2%	268	8.6%
Other Businesses	2,520	1.7%	1,214	1.6%	1,396	1.7%	2,610	1.7%	89	3.5%
	Actual	Margin	Forecast	Margin	Forecast	Margin	Forecast	Margin	Amount	Ratio
Segment Profit	8,686	5.8%	4,200	5.6%	4,800	5.8%	9,000	5.7%	313	3.6%
Building Management and Operations	8,929	9.4%	4,232	9.0%	5,044	9.5%	9,276	9.3%	346	3.9%
Building Maintenance and Property Management	7,228	10.7%	3,307	10.1%	4,249	10.9%	7,556	10.5%	327	4.5%
Security Service	1,700	6.2%	925	6.4%	795	5.7%	1,720	6.1%	19	1.1%
Residential Management and Operations	1,360	3.9%	853	4.8%	647	3.5%	1,500	4.2%	139	10.3%
Environmental Facilities Management	2,246	14.5%	1,206	15.6%	1,064	13.0%	2,270	14.3%	23	1.0%
Real Estate Fund Management	512	16.4%	216	13.5%	284	15.8%	500	14.7%	(12)	-2.5%
Other Businesses[*1]	201	8.0%	89	7.3%	143	10.2%	232	8.9%	30	15.3%
Adjustments[*2]	(4,563)	—	(2,396)	—	(2,382)	—	(4,778)	—	(214)	—

*1 Net sales in Other Businesses exclude internal sales between business segments.
*2 The adjusted amount of segment profit includes the elimination of intersegment transactions as well as SG&A expenses which are not attributable to any particular segment.

Shareholder Returns

- Determining dividend policy is one of NIPPON KANZAI's most important tasks and we return profit by appropriate distribution of results according to performance.
- Based on full-year financial results for FY26, year-end dividends will be increased by ¥3 from the previous forecast to **¥30** per share.
- For FY27, interim and year-end dividends will be set at **¥30** per share each, with plans for total dividends of **¥60** per share.



	Actual FY23	Actual FY24	Actual FY25	Actual FY26	Forecast FY27
Interim Dividends	27.00	27.00	27.00	27.00	30.00
Year-End Dividends	27.00	27.00	27.00	30.00	30.00
Consolidated Dividend Payout Ratio	35.70%	35.50%	34.30%	29.10%	29.90%

Initiatives to Enhance Capital Efficiency

Current State Analysis

Cost of shareholders' equity

- Recognized at approximately 6%

*Average Listed companies: Approx. 6%
Service industry: Approx. 6%
Building maintenance industry: Approx. 5%

Targets

- Return on Equity (ROE): 10% or higher
- Return on Assets (ROA): 10% or higher

Current State Analysis

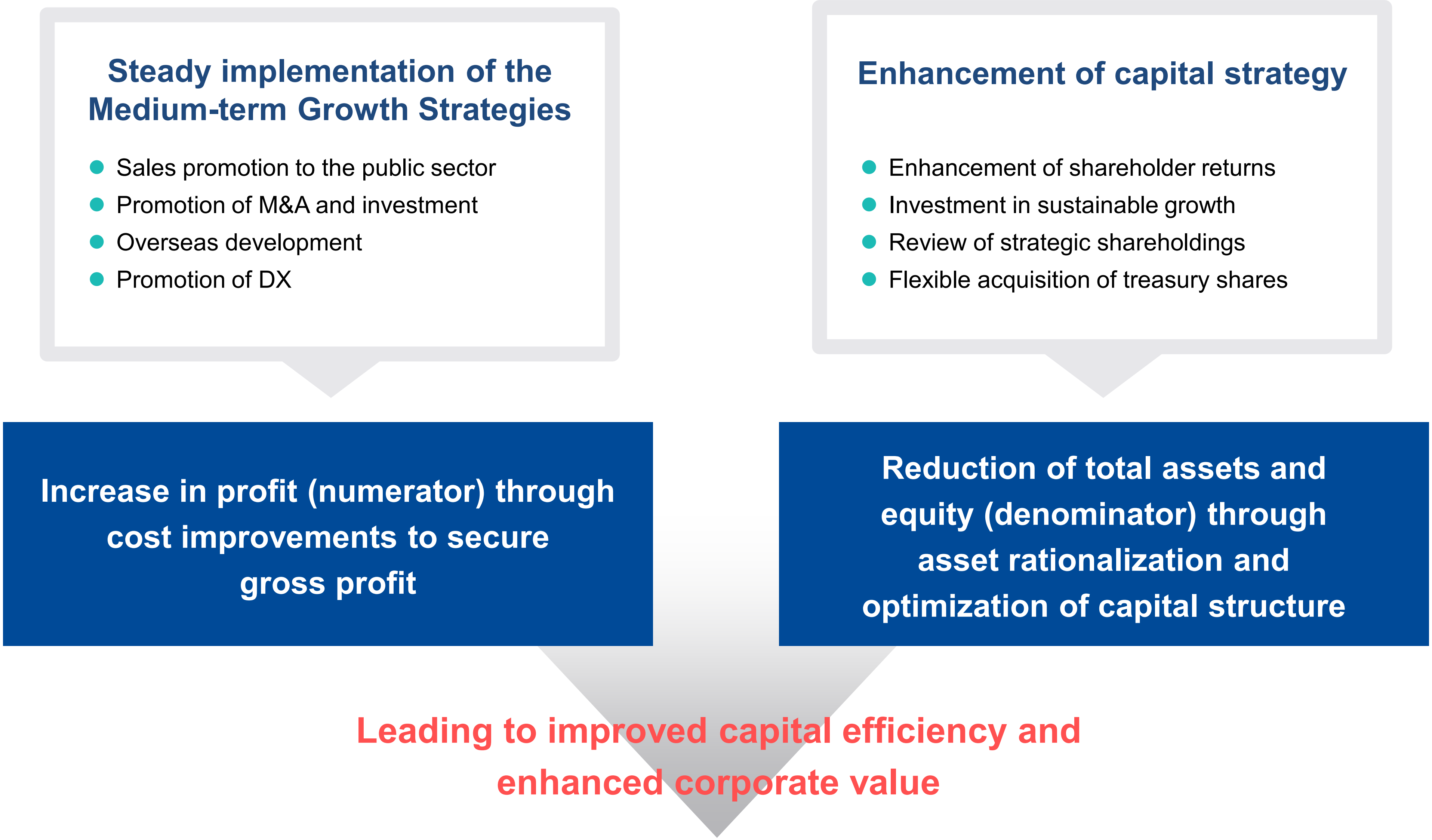
- For FY26, both ROE and ROA were 10.1%, exceeding our target of 10% or higher.
- Our PBR remains above 1x, which we believe reflects a certain level of recognition from investors.

	FY25	FY26
Return on Equity (ROE)	8.6%	10.1%
Return on Assets (ROA)	9.4%	10.1%
Year-end Share Price	2,655 yen	2,877 yen
Price-to-Book Ratio (PBR)	1.45 times	1.40 times
Price Earnings Ratio (PER)	16.84 times	14.68 times
Equity Ratio	66.2%	69.9%

The challenge is to achieve a target of over 10%

Initiatives to Enhance Capital Efficiency

- To continuously improve ROE and ROA, we will be working on the following:



Steady implementation of the Medium-term Growth Strategies

- Sales promotion to the public sector
- Promotion of M&A and investment
- Overseas development
- Promotion of DX

Enhancement of capital strategy

- Enhancement of shareholder returns
- Investment in sustainable growth
- Review of strategic shareholdings
- Flexible acquisition of treasury shares

Increase in profit (numerator) through cost improvements to secure gross profit

Reduction of total assets and equity (denominator) through asset rationalization and optimization of capital structure

Leading to improved capital efficiency and enhanced corporate value

Medium-term Growth Strategies

NIPPON KANZAI Group's Medium-to Long-term Management Vision

[Reposted] Basic Management Policy

We will continue to protect the value of our customers' buildings—their vital assets—by providing services that support "housing,"* one of life's necessities, alongside food and clothing.

* Places where people live, work, learn, rest, recuperate, and enjoy themselves.

Medium-term Initiatives

Promotion of growth businesses

Building Management and Operations	Leveraging our management track record and proposal capabilities, we aim to expand our portfolio of public-private partnership (PPP) projects, including PFI and comprehensive public facility management contracts.
Residential Management and Operations	Utilizing our expertise in condominium management cultivated in Japan, we aim to further expand the number of units under management by developing our business in overseas markets and gaining a deeper understanding of customer needs both domestically and internationally.
Environmental Facilities Management	As a specialized provider of public infrastructure facility services, we aim to increase the number of contracted projects by consistently delivering safe and stable operational management and differentiating the quality of our services.
Real Estate Fund Management	We aim for efficient growth through digital transformation in asset management services that enhance real estate securitization and value to meet investor needs, as well as in property management services that act as owner representatives in real estate management.

Vision

Enhancement of profitability and diversification of businesses

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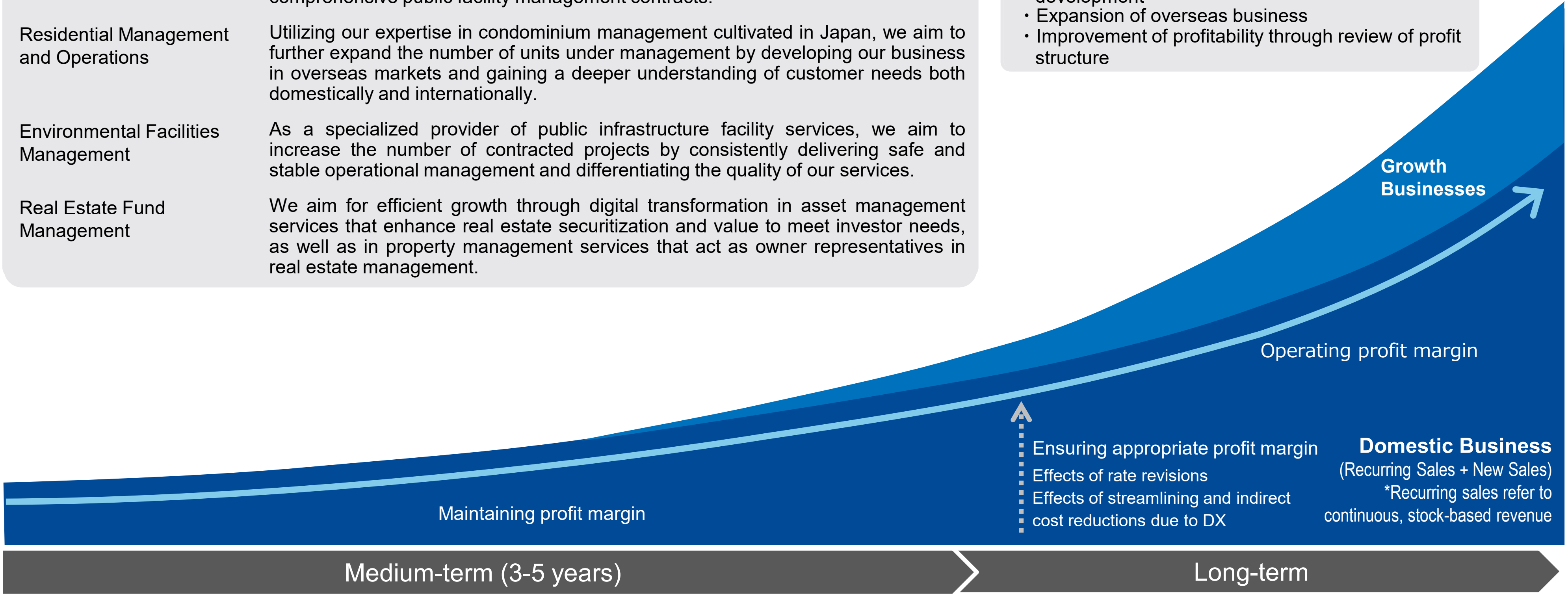
- Further market share expansion in the industry
- Development of new businesses and market development
- Expansion of overseas business
- Improvement of profitability through review of profit structure



Growth Businesses

Operating profit margin

Maintaining profit margin

Ensuring appropriate profit margin

Effects of rate revisions

Effects of streamlining and indirect cost reductions due to DX

Domestic Business

(Recurring Sales + New Sales)

*Recurring sales refer to continuous, stock-based revenue

Medium-term (3-5 years)

Long-term

Growth Strategies Based on the Medium-term Initiatives

Recognition of issues in business

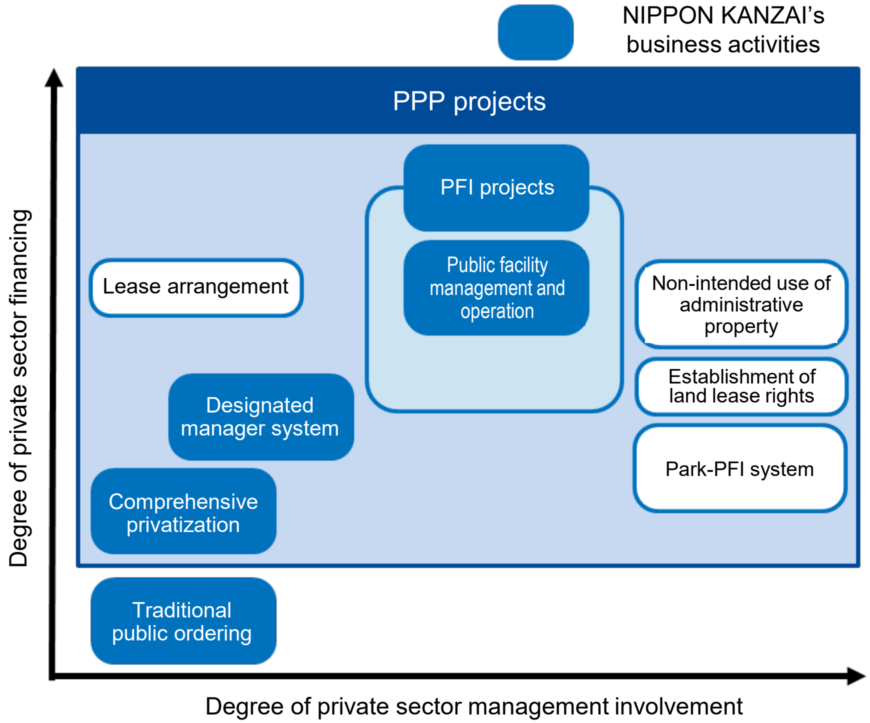
- **Shortage of labor** due to a decline in new talent entering the real estate-related services industry associated with the extension of retirement age by companies, as well as an outflow of human resources to other industries
- **Prices should reflect changes** in economic conditions such as a shift from deflation to inflation
- **Diversification and sophistication of customer needs** such as asset value enhancement and environmental issues including decarbonization
- Need to move away from being a labor-intensive industry, **IT adoption** of the entire industry, and **delay in DX adoption**

Growth Strategies

1	**Sales promotion to the public sector** Building Management and Operations Environmental Facilities Management	In the PPP (Public-Private Partnership) field, demand for maintenance and renewal of aging facilities and streamlining of operations is high. The market is expected to expand nationwide in the future. Taking advantage of the many track records and know-how we have built over many years, we will further strengthen the sales activities.
2	**Promotion of M&A and investment** Group Strategy	Taking advantage of the strength of an independent-type company which has no complicated relationship regarding the capital, we aim to create business opportunities by entering into partnerships on an equal footing with companies that fit the times and solve problems.
3	**Overseas development** Group Strategy (mainly overseas)	We will develop community-based services that respect local customs by deepening our understanding of local markets, demand, competitors, cultural backgrounds, and legal regulations. We aim to expand our scope of business in residential management, particularly in gated communities and condominiums.
4	**Promotion of Digital Transformation (DX)** Group Strategy	We will strive to reduce indirect costs by improving operational efficiency and the productivity of each employee, and to improve service quality and customer satisfaction by increasing contact with customers.

Growth Strategies 1: Sales Promotion to the Public Sector

- We are strengthening our sales efforts by pursuing various projects, including PFI projects and comprehensive management of public facilities.



NIPPON KANZAI's business activities

PPP projects

PFI projects

Public facility management and operation

Lease arrangement

Non-intended use of administrative property

Establishment of land lease rights

Designated manager system

Park-PFI system

Comprehensive privatization

Traditional public ordering

Degree of private sector financing

Degree of private sector management involvement

Source: Prepared by NIPPON KANZAI based on "*Overview of PFI Projects*" (Cabinet Office)

Major track record

PFI projects: 32 (FY26)

Designated manager systems: 133 (FY26)

Comprehensive management of public facilities: 43 (FY26)

TOPICS

- [EXPO 2025 Osaka, Kansai, Japan]
  Provided security and cleaning services for pavilions and security services for the Sakurajima Shuttle Bus Terminal, which served up to 19,000 visitors per day.

- [PFI Projects]
  Total management of Paloma Mizuho Stadium in Nagoya has begun. The stadium is scheduled to be the main venue for the 20th Asian Games Aichi-Nagoya 2026.
  (Completed in March 2026, with operations starting in April.)

©2021 MIZUHO LOOP-PFI, INC. *The image is for illustrative purposes only.

- [Comprehensive Management of Public Facilities]
  Seven projects were launched in April 2026.
  Market share: 45% (according to NIPPON KANZAI's research)

▶ P.59

Growth Strategies 2: Promotion of M&A and Investment

Japan

- Basic policy: M&A of and investment in blue-chip companies within strategic regions (expansion of domestic market and regional development)

<Recent track record>

- Aug. 2021 Acquired 100% share of NEOTRUST Co., Ltd., an outsourcing company that undertakes payroll and various clerical works.
- Jul. 2022 Acquired 40% share of JTB Asset Management Corp., a group company of JTB Corp. (*1)
- Dec. 2022 Acquired 100% share of Seiryu Maintenance Inc. from SEKISUI CHEMICAL CO., LTD., and absorbed it in Oct. 2023. (*2)

<Supplementary note> *1 Business alliance with JTB Corp. *2 NIPPON KANZAI Kankyo Service Co., Ltd., a subsidiary of NIPPON KANZAI, acquired the share. Strengths outside the company's sales area are expected.

Overseas

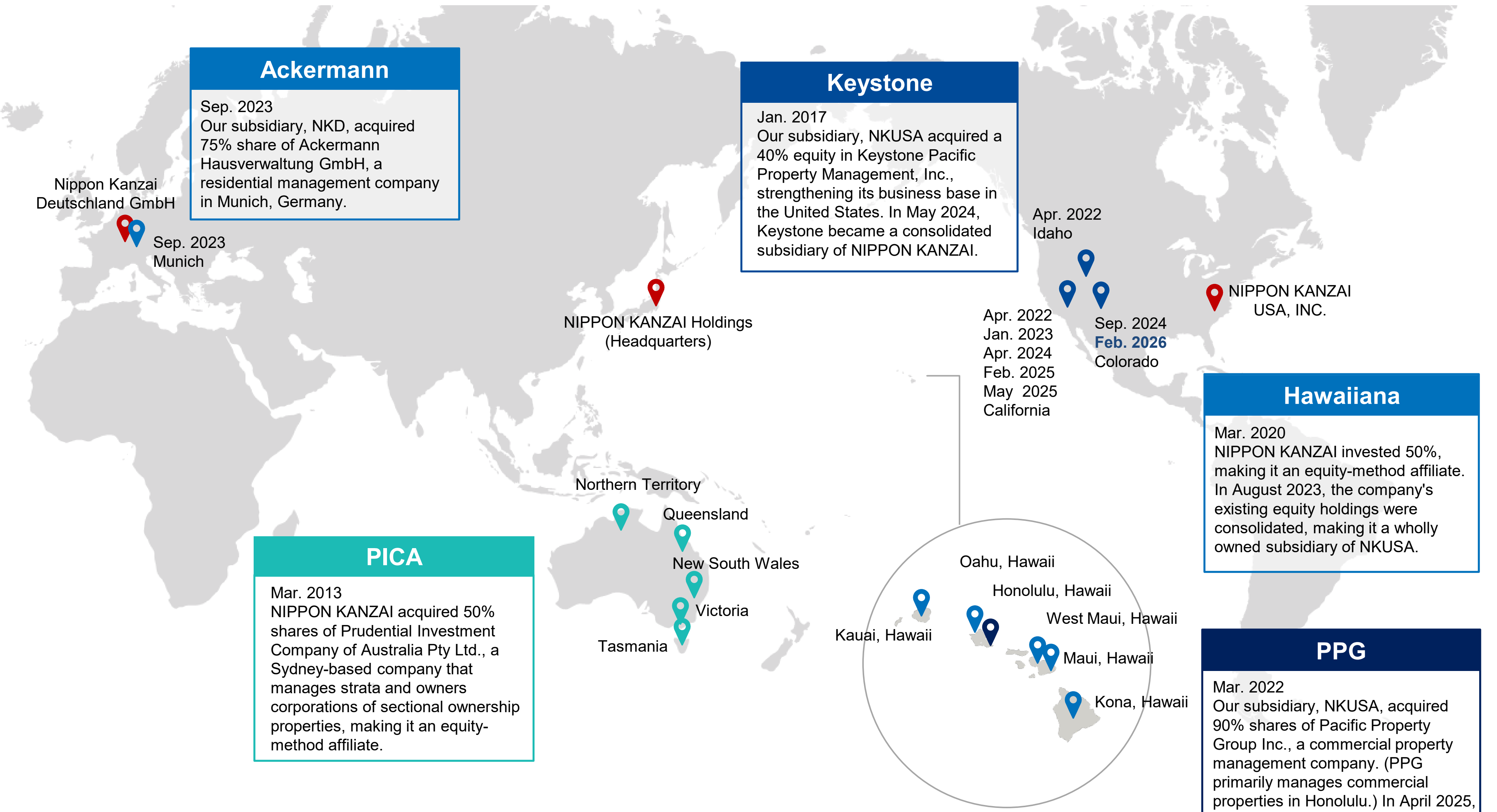
- Basic policy: M&A of and investment in the residential management and relevant businesses in Europe, the U.S., and Oceania (expansion into the overseas market)

<Recent track record>

- Aug. 2023 Acquired 50% share of and wholly owned Hawaiiana Holdings Incorporated, a residential management company based in Hawaii, the U.S.
- Sep. 2023 Acquired 75% share of Ackermann Hausverwaltung GmbH, a housing management company based in Munich, Germany.
- Apr. 2024, Sep. 2024, **Feb. 2025, May 2025, Feb. 2026**
  Keystone Pacific Property Management, LLC acquired the business rights for property management companies in California and Colorado.
- **Apr. 2025 Acquired 10% share and wholly owned PPG, a property management company in Hawaii, the U.S.**

▶ P.52

Growth Strategies 2: Promotion of M&A and Investment (Overseas)



Ackermann

Sep. 2023
Our subsidiary, NKD, acquired 75% share of Ackermann Hausverwaltung GmbH, a residential management company in Munich, Germany.

Keystone

Jan. 2017
Our subsidiary, NKUSA acquired a 40% equity in Keystone Pacific Property Management, Inc., strengthening its business base in the United States. In May 2024, Keystone became a consolidated subsidiary of NIPPON KANZAI.

Hawaiiana

Mar. 2020
NIPPON KANZAI invested 50%, making it an equity-method affiliate. In August 2023, the company's existing equity holdings were consolidated, making it a wholly owned subsidiary of NKUSA.

PICA

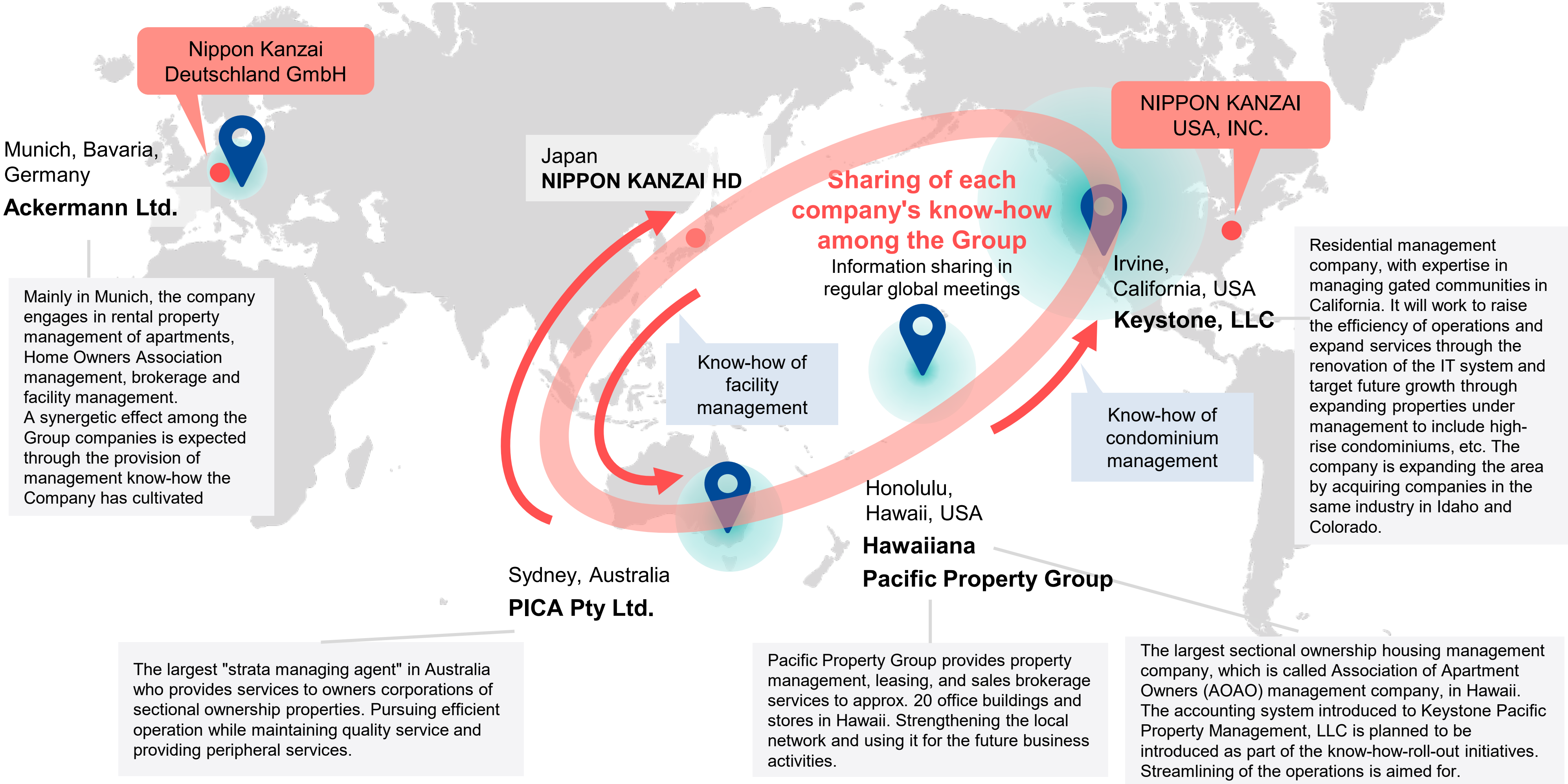
Mar. 2013
NIPPON KANZAI acquired 50% shares of Prudential Investment Company of Australia Pty Ltd., a Sydney-based company that manages strata and owners corporations of sectional ownership properties, making it an equity-method affiliate.

PPG

Mar. 2022
Our subsidiary, NKUSA, acquired 90% shares of Pacific Property Group Inc., a commercial property management company. (PPG primarily manages commercial properties in Honolulu.) In April 2025, PPG became a wholly owned subsidiary of NKUSA.

Growth Strategies 3: Overseas Development

- Aiming to improve the business quality and the growth of the entire company, by leveraging the know-how and strengths cultivated by each company. In the future, in particular, we will strengthen information sharing in IT and digital transformation fields, raise operational efficiency, and take other measures.



Nippon Kanzai Deutschland GmbH

Munich, Bavaria, Germany

Ackermann Ltd.

Mainly in Munich, the company engages in rental property management of apartments, Home Owners Association management, brokerage and facility management.
A synergetic effect among the Group companies is expected through the provision of management know-how the Company has cultivated

Japan
NIPPON KANZAI HD

Sharing of each company's know-how among the Group
Information sharing in regular global meetings

Know-how of facility management

NIPPON KANZAI USA, INC.

Irvine, California, USA

Keystone, LLC

Residential management company, with expertise in managing gated communities in California. It will work to raise the efficiency of operations and expand services through the renovation of the IT system and target future growth through expanding properties under management to include high-rise condominiums, etc. The company is expanding the area by acquiring companies in the same industry in Idaho and Colorado.

Know-how of condominium management

Honolulu, Hawaii, USA

Hawaiiana

Pacific Property Group

Sydney, Australia

PICA Pty Ltd.

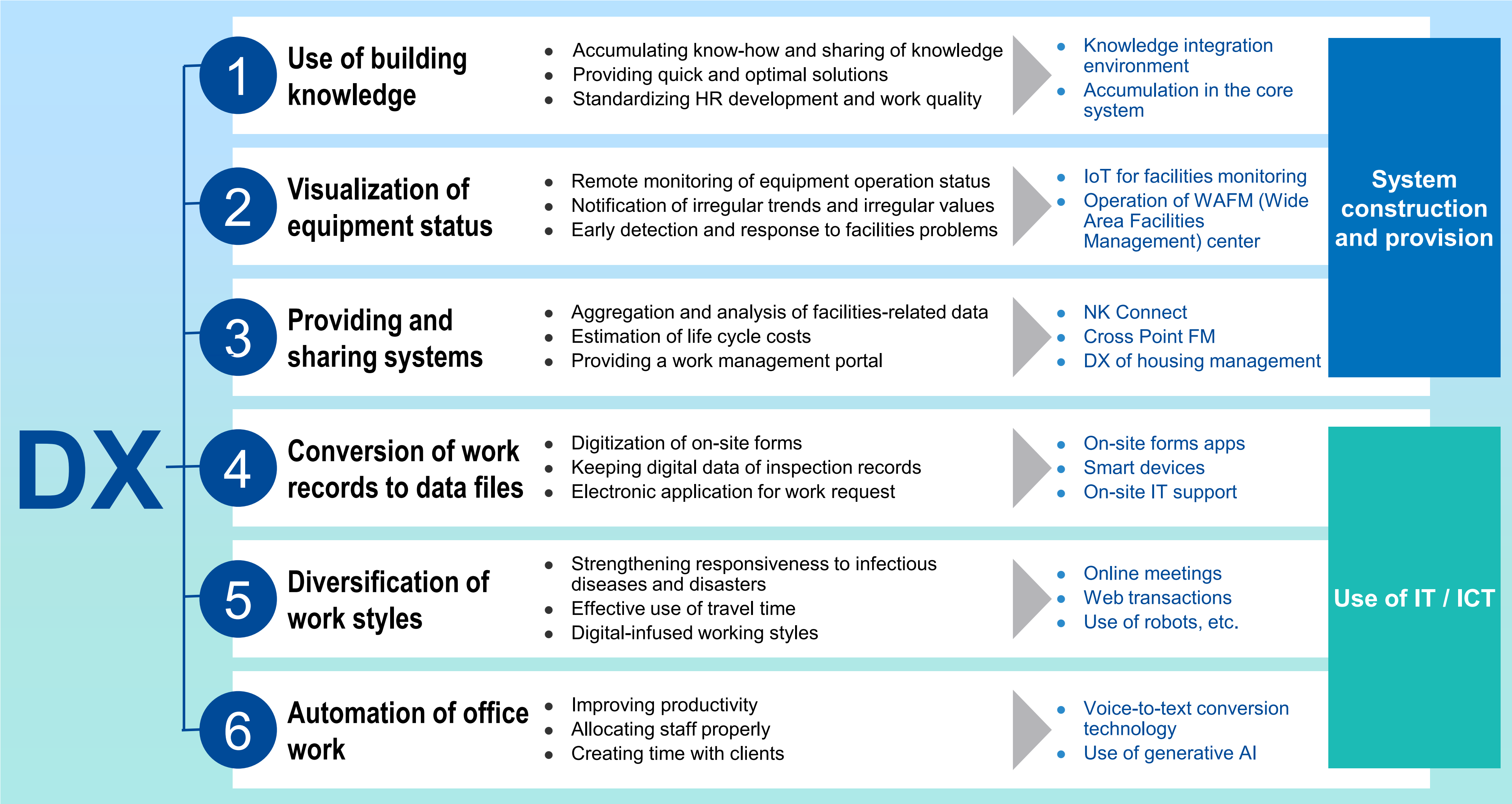
The largest "strata managing agent" in Australia who provides services to owners corporations of sectional ownership properties. Pursuing efficient operation while maintaining quality service and providing peripheral services.

Pacific Property Group provides property management, leasing, and sales brokerage services to approx. 20 office buildings and stores in Hawaii. Strengthening the local network and using it for the future business activities.

The largest sectional ownership housing management company, which is called Association of Apartment Owners (AOAO) management company, in Hawaii. The accounting system introduced to Keystone Pacific Property Management, LLC is planned to be introduced as part of the know-how-roll-out initiatives. Streamlining of the operations is aimed for.

Growth Strategies 4: Promotion of Digital Transformation (DX)

- Leveraging IT technology both externally and internally
  By integrating digital and analog approaches, we deliver optimal services to our customers.



DX

1	**Use of building knowledge**	Accumulating know-how and sharing of knowledge Providing quick and optimal solutions Standardizing HR development and work quality	Knowledge integration environment Accumulation in the core system	**System construction and provision**
2	**Visualization of equipment status**	Remote monitoring of equipment operation status Notification of irregular trends and irregular values Early detection and response to facilities problems	IoT for facilities monitoring Operation of WAFM (Wide Area Facilities Management) center	
3	**Providing and sharing systems**	Aggregation and analysis of facilities-related data Estimation of life cycle costs Providing a work management portal	NK Connect Cross Point FM DX of housing management	
4	**Conversion of work records to data files**	Digitization of on-site forms Keeping digital data of inspection records Electronic application for work request	On-site forms apps Smart devices On-site IT support	**Use of IT / ICT**
5	**Diversification of work styles**	Strengthening responsiveness to infectious diseases and disasters Effective use of travel time Digital-infused working styles	Online meetings Web transactions Use of robots, etc.	
6	**Automation of office work**	Improving productivity Allocating staff properly Creating time with clients	Voice-to-text conversion technology Use of generative AI	

Growth Strategies 4: Promotion of Digital Transformation (DX)
- Homeowners' Association Operation Service "N RemotE" -

■ To address time and location constraints in homeowners' association operations, we offer services that enable online board meetings and support administrative tasks, including contract management.

Background

- Traditionally, operating homeowners' associations required in-person, on-site meetings between association officers and management company representatives. However, these meetings were subject to time and location constraints, making efficient management difficult.

Overview of services

- Our group's condominium management companies*1 provide "NRemotE," a strata management*2 service for homeowners' associations.
- The service offers features such as online board meetings, electronic contracts, and monthly income and expense reports.

*1 Nippon Kanzai Housing Management Co., Ltd. and Japan Housing Management Co. Ltd.
*2 Homeowners' associations operation, and cashier works in the condominium management business in Japan.
This service was developed by the know-how rolled out by PICA, an affiliate in Australia.

Effects

- The online environment enables efficient management of homeowners' associations. The smooth operation of homeowners' associations is maintained, even when face-to-face meetings are difficult, reducing the burden on officers and improving convenience.

Our staff will support the internet settings

The staff in charge supports the operation of the Association online

Growth Strategies 4: Promotion of Digital Transformation (DX)
- “N-Life+”, a service for condominium residents -

- This service provides a multifunctional portal app that supports condominium residents in their daily lives, improving client satisfaction, and promoting DX in condominium management.

Overview

- “N-Life+” is an app designed to help condominium residents with their daily lives.
- It provides services, including various procedures and information requests.

Main functions

- Online inquiry of invoices for management or other fees
- Online reservations for facilities
- List of services for private units (Renovations, house cleaning, etc.)
- Sales of disaster preparedness supplies and household goods
- Local information notifications
- Contacts in case of problems
- 24-hour healthcare consultation

Purpose of providing the app

- To ensure a comfortable life for residents and improve customer satisfaction
- To control costs and improve operational efficiency through DX, and to strengthen competitive advantage over industry peers

専有部サービスのご紹介

ハウスクリーニングやリフォーム、家事代行などお部屋向けの便利なサービスをご紹介いたします。

物品の販売

お得なキャンペーンや季節商品を特別価格でご提供。オンラインでお買い物をお楽しみいただけます。

緊急時のご連絡

どこに相談すればいいのか分からない・・・お悩み別にダイレクトコールすることができます。

Growth Strategies 4: Promotion of Digital Transformation (DX) - Online Payment: "Smart Transfer Approval" -

Streamlining approval and transfer processes with our proprietary online payment service, which handles all payments from homeowners' associations.

Background

- In general, management companies paid homeowners' association expenses at bank counters and obtained the chairman's signature and seal by mail. This process was cumbersome and inefficient.

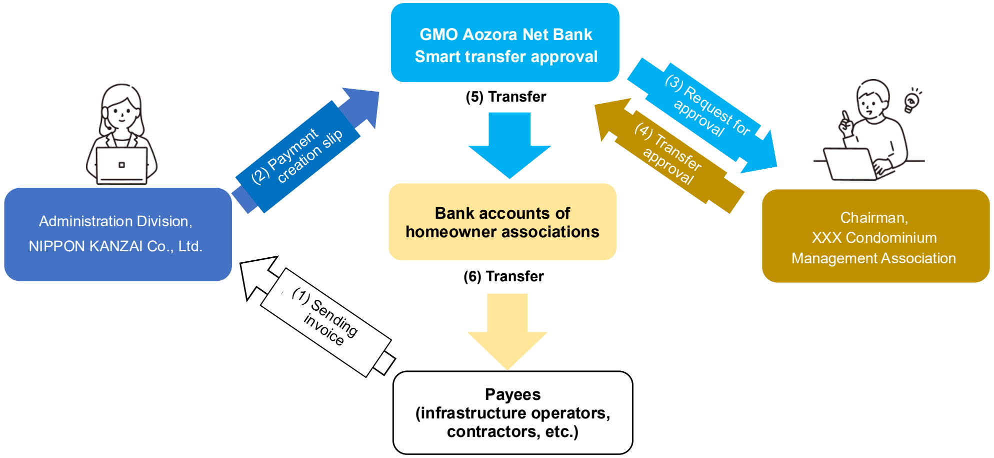
Overview of services

- This is a proprietary online payment service that uses GMO Aozora Net Bank's BaaS* and integrates with NIPPON KANZAI's administrative management system.

*1 BaaS（Banking as a Service）
A mechanism whereby banking functions and services traditionally provided by financial institutions are divided and made available to various companies to integrate into their own services.
*NIPPON KANZAI Group was the first company in the condominium management industry to adopt it.

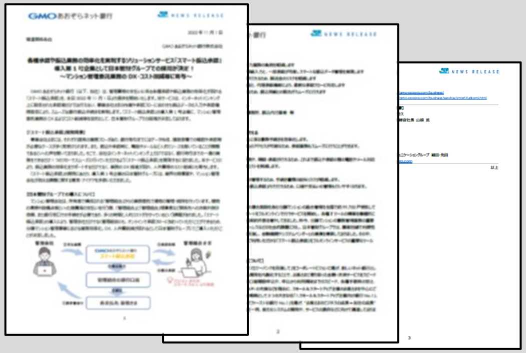
Effects

- Online approval and transfer processes have reduced the stamping tasks, shortened withdrawal wait times, and lowered mailing costs. Homeowners' associations that have adopted the service have praised it highly.



"Smart transfer approval," streamlining of approvals, and transfer works

First to introduce the service: NIPPON KANZAI Group



GMO Aozora Net Bank News release
"NIPPON KANZAI Group has decided to adopt "Smart Transfer Approval," a solution service that streamlines various approval and transfer processes, as the first company to implement it!"
(November 1, 2022)

Growth Strategies 4: Promotion of Digital Transformation (DX)
- Central Purchasing System -

- The Group's ten major companies have adopted this central purchasing system and standardized their procurement processes. This has reduced costs and improved operational efficiency.

Background

- Procuring equipment, materials, and consumables had been challenging, with cumbersome application processes, long lead times, manual accounting procedures, and discrepancies in unit prices across Group companies.

Benefits of introduction

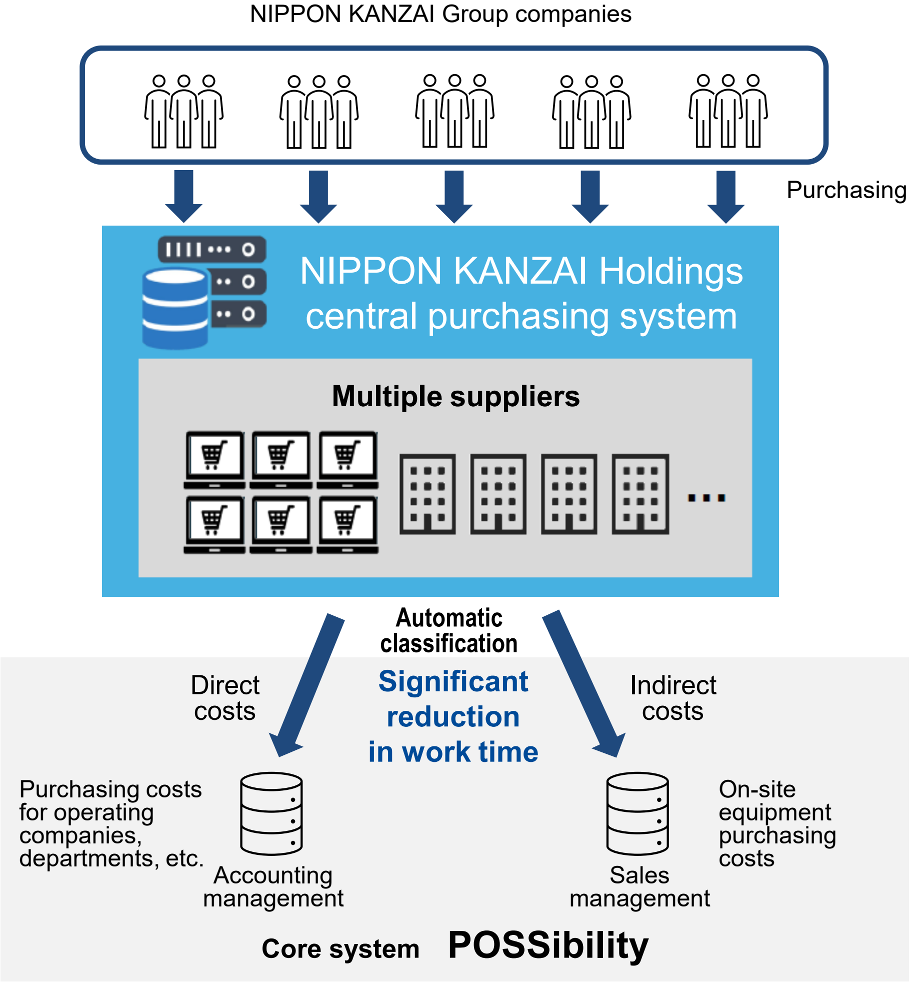
- **The maximum cost reduction** achieved was **35%**.
- By completing the application and approval process within the system, we have reduced lead times and achieved a paperless environment.
- By integrating with our core system, "POSSibility", and streamlining the process from accounting to the recording of individual income and expenses on a project-by-project basis, monthly work hours have been reduced by **up to 85 hours.**

Outlook

- We will **expand our service suppliers** and **enhance our service capabilities** to pursue additional cost advantages and productivity improvements.

<Recommendation of Green Products (Environmentally Friendly Products)>
We promote and raise awareness of product categories across the entire Group by tagging products as "in-house bestsellers," "green products (environmentally friendly products)," or "new arrivals" on the central purchasing system.

"Flow of the central purchasing system"



ESG and Sustainability

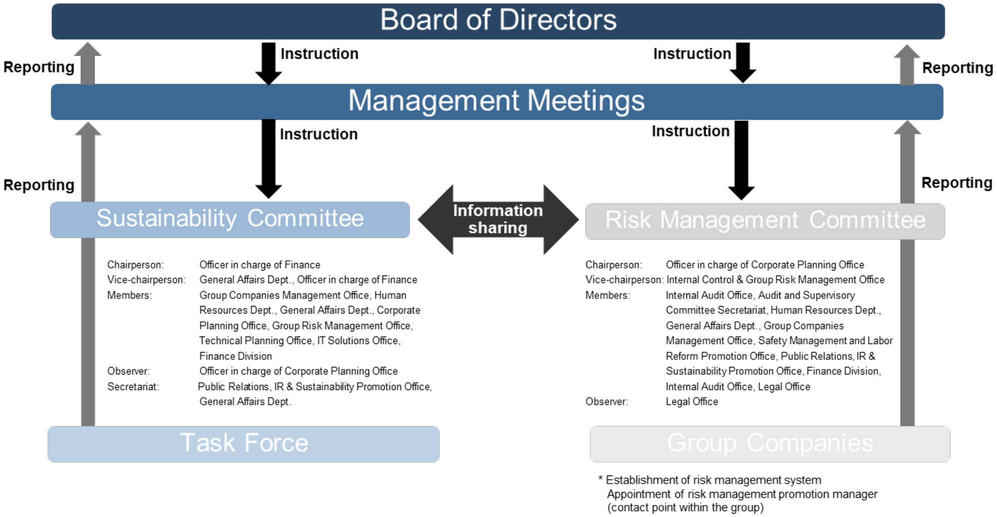
Sustainability Initiatives

Sustainability Policy

- Our basic policy is to address sustainability-related issues, including social and environmental challenges, from both "business opportunity" and "risk" perspectives, with the aim of enhancing corporate value over the medium to long term. We are committed to promote initiatives across environmental, social, and governance domains across the Group, and to building long-term relationships of trust with our stakeholders.

Sustainability Committee

- With the aim of promoting sustainability across the Group, we have established a Sustainability Committee since January 2024. The Committee is responsible for formulating and promoting the basic sustainability policy, as well as deliberating on disclosure policies. It convenes at least twice a year in principle, with its activities reported to the Board of Directors.

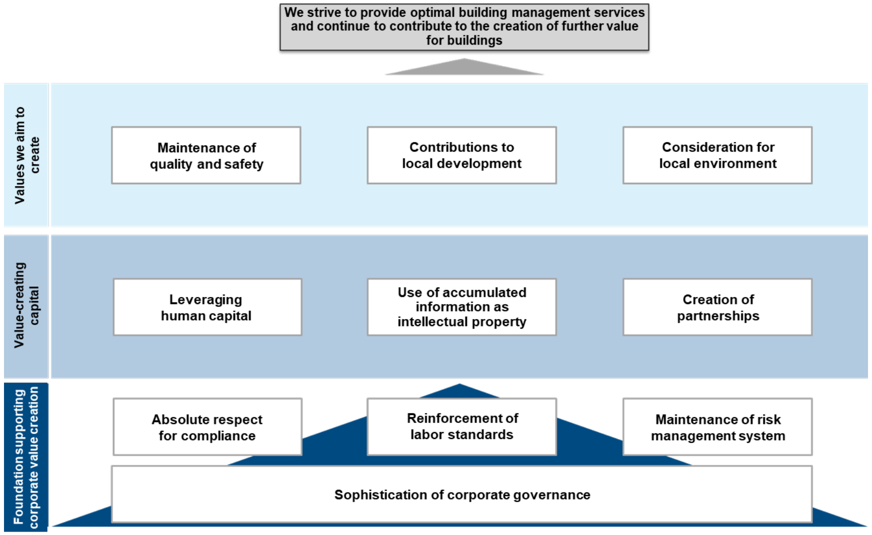


Chairperson: Officer in charge of Finance
Vice-chairperson: General Affairs Dept., Officer in charge of Finance
Members: Group Companies Management Office, Human Resources Dept., General Affairs Dept., Corporate Planning Office, Group Risk Management Office, Technical Planning Office, IT Solutions Office, Finance Division
Observer: Officer in charge of Corporate Planning Office
Secretariat: Public Relations, IR & Sustainability Promotion Office, General Affairs Dept.

Chairperson: Officer in charge of Corporate Planning Office
Vice-chairperson: Internal Control & Group Risk Management Office
Members: Internal Audit Office, Audit and Supervisory Committee Secretariat, Human Resources Dept., General Affairs Dept., Group Companies Management Office, Safety Management and Labor Reform Promotion Office, Public Relations, IR & Sustainability Promotion Office, Finance Division, Internal Audit Office, Legal Office
Observer: Legal Office

* Establishment of risk management system
Appointment of risk management promotion manager
(contact point within the group)

Committee structure



NIPPON KANZAI Group’s Materiality

[Reference] Definition of Each Materiality

Functional classification	Materiality	Definition	SDGs benefiting from completion
Values we aim to create	Maintenance of quality and safety	• Through building management, we provide a safe, secure, and comfortable environment for building owners, residents, and facility users. We contribute to the construction of a sustainable social infrastructure and also enhance asset value and profitability by optimizing building life cycle costs.	11 12
	Contributions to local development	• By accepting orders for the operation of aging public infrastructure and facilities using the PPP method, we contribute to the efficient management of these facilities and the creation of local employment. Additionally, we cooperate in creating new local attractions through the management of buildings where people gather and communicate.	6 9 11 12
	Consideration for local environment	• We contribute to a decarbonized society and beyond by assessing the environmental impact of building facilities throughout their life cycle. This includes improving maintainability and extending service life based on customer needs, as well as proposing replacement and reconstruction ideas.	7 12 13
Value-creating capital	Leveraging human capital	• As a comprehensive real estate service provider, the NIPPON KANZAI Group aims to be a reliable partner for customers and communities. We provide one-stop quality services backed by the expertise and public certification that the Group has cultivated.	4 12 17
	Use of accumulated information as intellectual property	• We will utilize the know-how we have accumulated through industry-leading PPP (public-private partnership) projects and integrated management operations to optimize the life cycle costs of our customers' buildings and add value to improve asset value. • We promote digital transformation (DX) to realize high-efficiency building management in response to the era of population decline. Our focus is on the effective use of databases and the introduction of cleaning robots and advanced technologies equipped with AI.	9 11 12
	Creation of partnerships	• We will leverage our independent and neutral perspective to create partnerships with business partners that are optimal for our customers. These partnerships are based on an equal relationship, without being bound by a capital relationship. • Together with our partner companies, we will contribute to regional revitalization and revitalization projects. Our aim is to work towards the goal of creating new businesses.	4 8 11 17
Foundation supporting corporate value creation	Absolute respect for compliance	• We will strive to maintain and improve the quality of our service to customers through multiple monitoring systems, including inspections and 'Customer Satisfaction Surveys'. • We will also work hard to ensure thorough compliance with relevant laws and regulations, the Information Security Policy, and the Basic Rules for the Protection of Personal Information.	3 5 4 8 10 12
	Reinforcement of labor standards	• We are expanding initiatives related to diversity and inclusion, as well as work-life balance, to foster a corporate culture that allows diverse human resources to play an active role and flourish. We aim to realize a work environment where women, the elderly, and foreigners can thrive, with mutual consideration and respect for each other.	
	Maintenance of risk management system	• The Risk Management Committee identifies, evaluates, and manages risks for the entire Group, while the Sustainability Committee does the same for sustainability-related risks. For significant risks, both committees verify the effectiveness of the countermeasures and report them to the Executive Committee and the Board of Directors.	
	Sophistication of corporate governance	• We strive to build a sound, highly transparent, and stable management foundation, and we actively disclose information in a timely manner.	

FY25 Topic: Renewal of the Sustainability Page

- In August 2025, NIPPON KANZAI Holdings website renewed its sustainability page.
- The page introduces NIPPON KANZAI Group’s philosophy, its policies for each area, and examples of initiatives undertaken by the Group companies.

Items included

Sustainability Policy

[Contents]
Sustainability policy
Initiatives for materiality

ESG data

[Contents]
Participation in initiatives and key external evaluations
Numerical information

Environmental

[Contents]
Environmental activities
Climate change
Pollution and resources
Water usage

Social

[Contents]
Human capital
Work-life balance
Contributing to society and local communities
Supply chain

Governance

[Contents]
Corporate governance
Compliance
Privacy policy

NIPPON KANZAI Holdings “Sustainability” page is available here.
https://www.nkanzaihd.co.jp/en/sustainability/

FY25 Topic: Start of full-scale operations at the HR development center “Growth Square”

- October 2024: Expansion and relocation of the training center;
  April 2025: Opening of the corporate museum
- The goal is to balance “HR development” and “improving job satisfaction and engagement.”

Initial results of the training center (April 16 to December 15, 2025; 8 months)

- ➢ Weekday utilization rate: 90.9%,
  with a total of 1,313 people using the facility for training
- ➢ Post-training survey:
  Average level of understanding: 4.3 points;
  Average level of satisfaction: 4.5 points (both on a scale of 5)
- ➢ In addition to new-hire training, we provide skills training for existing employees and courses to help them earn qualifications.
- ➢ **The training center serves as a hub that helps our employees enhance their expertise.**

Low-voltage electrical work:
specialized training

Building cleaning Technician:
hands-on training

HR development center “Growth Square”

Green Square (training center)

Blue Square (corporate museum)

Blue Square users: 572
(excluding observers of
training center users)
(Apr. 16, 2025 – Dec. 15, 2025)

E Environmental Initiatives

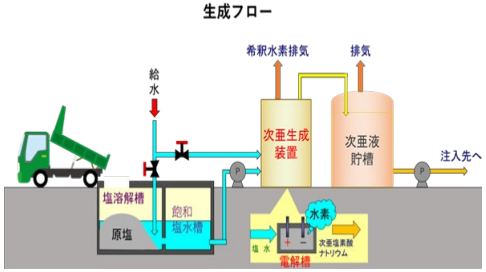
Development of environmental business

On-site PPA business

- In February 2026, an on-site PPA project was launched at the Ibaraki Western Medical Center.
- To promote the use of renewable energy among its customers, NIPPON KANZAI installs and owns carport-style photovoltaic facilities in parking lots and sells the generated electricity to hospitals.
  (Japan Environmental Solutions)

Sales of saltwater electrolysis sterilizers

- The company offers saltwater electrolysis sterilizers that produce sodium hypochlorite facilities by separating salt from water via electrolysis. Since it can operate during a disaster as long as there is electricity, we are promoting proposals targeting water and sewerage facilities that require water sterilization.
  (NIPPON KANZAI ENVIRONMENT SERVICE)



Forest conservation activities

- The company signed an agreement with Kochi Prefecture and Shimanto City to conserve forests through the “Collaborative Forest Creation Project.”
  (NIPPON KANZAI ENVIRONMENT SERVICE)

<FY2025 Activities>
・Renewed the “Collaborative Forest Partners Agreement.” (Phase 4: November 2025 – November 2030)
・**Attended a forest conservation seminar** led by officials from Kochi Prefecture.
・Conducted a **planting event for Hinoki cypress** in the “Seiryu no Mori,” the forest subject to the agreement.

Volunteer cleanup and beach cleanup

- In November 2025, the company participated in the “Chura Island Environmental Beautification Prefecture-Wide Simultaneous Cleanup” organized by the Okinawa Building Maintenance Association and conducted beautification activities in the vicinity of the Mihama district in Chatan-cho. These cleanup activities promote a comfortable environment.
  (OKINAWA NIPPON KANZAI)

- The company participated in the “SHISEIDO BLUE PROJECT 2025 Tateyama Beach Cleanup” in June 2025.
  (NS Corporation)

S Social Initiatives

Initiatives related to worker-friendliness

- NIPPON KANZAI supports work-life balance through its initiatives, such as no-overtime days, annual leave on an hourly basis, a short-time working system, and a subsidy for hiring a babysitter.
- In recognition of its initiatives to support the balance between work and child-rearing, the company received "*Kurumin* Certification" in September 2025.
- The company hosted "Workplace visits for the families of our employees" to invite employees' family members to the workplace. It promotes understanding of the workplace environment and job responsibilities. (NIPPON KANZAI)

<childcare leave utilization rate>
Women: 100%, Men: 100%
<Percentage of women in management positions>
Assistant Manager level: 55.0%,
Managerial position: 11.1%
(NIPPON KANZAI Holdings) (all as of June 17, 2025)

Receipt of the Company Culture Award

- In March 2026, Keystone Pacific Property Management, LLC, a U.S.-based company, received the "2026 CACM Vision Award" for Company Culture.
- The company was recognized for its efforts to foster a collaborative and supportive work environment, and for its commitment to continuous improvement based on clear performance metrics. (Keystone Pacific Property Management, LLC in the U.S.)

*CACM (California Association of Community Managers): California's largest professional association providing education, certification, and ethical guidelines in the fields of condominium management and gated community management.

Initiatives to support students

- In October 2025, the company hosted a work experience program for students with special needs from a local school at the city hall's cleaning department. (OKINAWA NIPPON KANZAI)
- The company supports the next generation of engineers through the National College of Technology's Nationwide Technology and Proposal Contest. (NIPPON KANZAI HD)

Introduction of robots

- The company promotes collaboration between people and cleaning robots in large facilities. Additionally, it collaborates with specialized companies to conduct pilot tests of AI cameras.
- It also verifies the characteristics, performance, and operating hours of various robots at the training center and the properties under management. (NIPPON KANZAI)

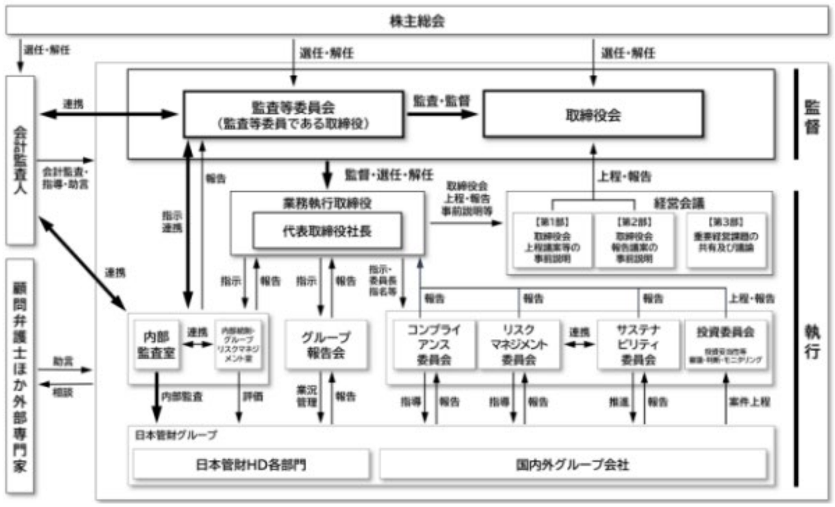
Concluded a disaster response cooperation agreement with a local government

- In July 2025, it signed a disaster response cooperation agreement with Chikusei City.
- The company is committed to providing personnel support and technical advice in the event of major disasters, such as earthquakes with a seismic intensity exceeding 6, as well as other emergencies. (NIPPON KANZAI)

G Governance Initiatives

Corporate governance systems

- NIPPON KANZAI has an audit and supervisory committee. The board of directors is recognized as the body responsible for making important decisions and overseeing business operations.
- The board of directors receives reports on each committee's activities and deliberations and oversees the Group's overall business operations.



External reporting channel

- NIPPON KANZAI Group has established two channels for reporting misconduct: an external channel operated by an outside law firm and an internal channel.

Initiatives to ensure safety

- In April 2026, NIPPON KANZAI HD established the "Safety Management and Labor Reform Promotion Office," which is responsible for developing safety management policies to be implemented across the entire Group.
- NIPPON KANZAI's Health and Safety Cooperation Association conducts safety training to provide health and safety support to its client companies.

<Fall 2025 Safety Conference>
・Period: September 4 - October 10, 2025
・Venues: 6 branches across Japan (hybrid conference combining in-person and online)
・Main Agenda: 1) Compilation, analysis, and sharing of 241 near-miss cases reported by 49 member companies. 2) Lectures by external speakers on topics such as preventing workplace accidents and raising safety awareness

Compliance training

- NIPPON KANZAI provides training for all employees across the Group.

<Compliance enhancement training>
・Nationwide annual training (in-person as a general rule, though online participation is possible if the training is rescheduled)
・2025 second half compliance training
  - A total of 15 training sessions at 12 locations
  - Eligible targets: All employees of NIPPON KANZAI HD, NIPPON KANZAI, and Japan Environmental Solutions
    *Recorded videos are distributed to the Group's employees at a later date.
  - Number of eligible targets: 830 Participation rate: 100%

<E-learning>
・Monthly training (lecture and mini-exam)
・Topics (case studies): Harassment, diversity, the blurring of the line between work and personal life, the Subcontracting Act, and more.

Legal Disclaimer

No information in this material is intended to solicit the purchase or sale of shares in NIPPON KANZAI Holdings.

Forward-looking statements contained in this material such as results forecasts and future prospects are forecasts and estimates made by NIPPON KANZAI Holdings based on information available at the time of the preparation of the material and are subject to potential risks and uncertainties.

Please note that actual results may differ from the statements contained in this material due to various factors.

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NIPPON KANZAI Holdings Co., Ltd.
Public Relations, IR & Sustainability Promotion Office
E-mail：kouhoirm@nkanzaihd.co.jp

Refreshed our TV commercial in April 2025, featuring the Historic Centre of Prague in the Czech Republic.

Financial Results for the Fiscal Year Ended March 31, 2026

Supplementary Materials

NIPPON KANZAI Holdings Co., Ltd. (Securities Code: 9347/TSE Prime)

Company Information

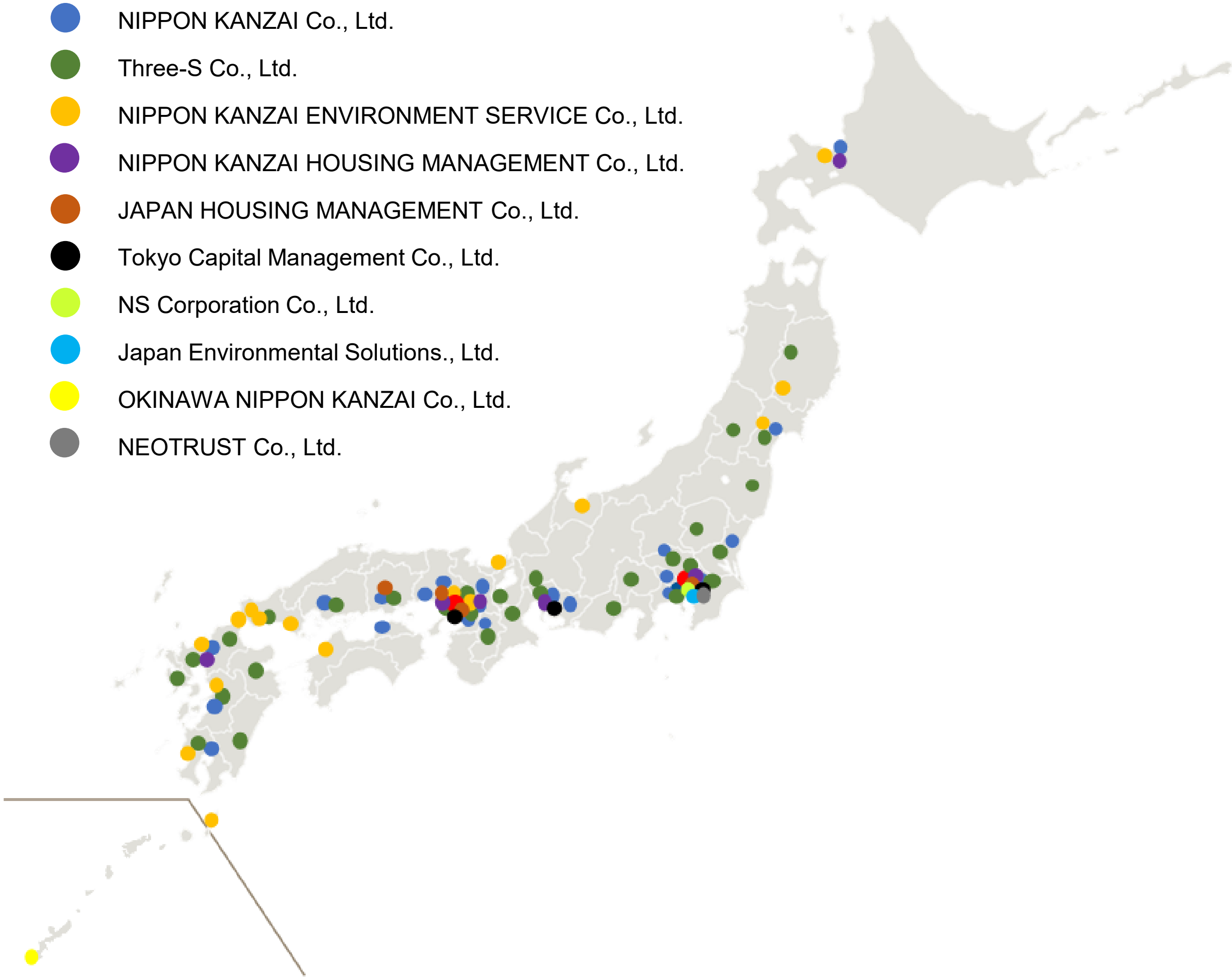
Basic Information

Business name	NIPPON KANZAI Holdings Co., Ltd.
Establishment	April 3, 2023 *Group founded in 1965
Share capital	¥3,000 million
Representative	Shintaro Fukuda, President and Representative Director
Address	Headquarters: 2-1-10 Nihombashi, Chuo-ku, Tokyo, Japan Registered office: 9-16 Rokutanji-cho, Nishinomiya City, Hyogo, Japan
Business Descriptions	The business management of the Group companies that operate office buildings, housing complexes, environmental facilities and real estate fund management business, and business incidental or related to this
No. of employees	11,658 (Consolidated) (as of March 31, 2026)
Listing market	Prime Market, Tokyo Stock Exchange
Securities code	9347
Fiscal year-end	31 March
Website	https://www.nkanzaihd.co.jp/en/

Business Site

Japan

- ● NIPPON KANZAI Holdings Co., Ltd.
- ● NIPPON KANZAI Co., Ltd.
- ● Three-S Co., Ltd.
- ● NIPPON KANZAI ENVIRONMENT SERVICE Co., Ltd.
- ● NIPPON KANZAI HOUSING MANAGEMENT Co., Ltd.
- ● JAPAN HOUSING MANAGEMENT Co., Ltd.
- ● Tokyo Capital Management Co., Ltd.
- ● NS Corporation Co., Ltd.
- ● Japan Environmental Solutions., Ltd.
- ● OKINAWA NIPPON KANZAI Co., Ltd.
- ● NEOTRUST Co., Ltd.



United States

Residential management company in California, United States, with expertise in managing gated communities

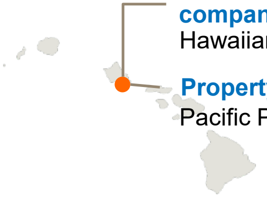
Keystone Pacific Property Management, LLC

The largest residential management company in Hawaii

Hawaiiana Group Incorporated

Property management company in Hawaii

Pacific Property Group, Inc.



Australia

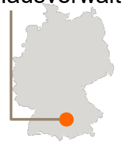
The largest residential management company in Australia

Prudential Investment Company of Australia Pty Ltd (PICA)

Germany

Residential management company in Munich, Germany

Ackermann Hausverwaltung GmbH



(as of March 31. 2026)

History of NIPPON KANZAI

Oct. 1965 Current Chairman Takeshi Fukuda founded NIPPON KANZAI Co., Ltd. in Kobe City

Mar. 1988 **Started total management business of high-rise intelligent buildings**

Feb. 1989 **Shares were traded at the Over-The-Counter Market of Japan Securities Dealers Association**

Apr. 2014 **Adopted a dual headquarters system, one in Tokyo and the other in Kansai**

Apr. 2018 **Started the first comprehensive management operations in Kansai area**

Jun. 2000 **Entrusted with PFI project and established a specific purpose company**

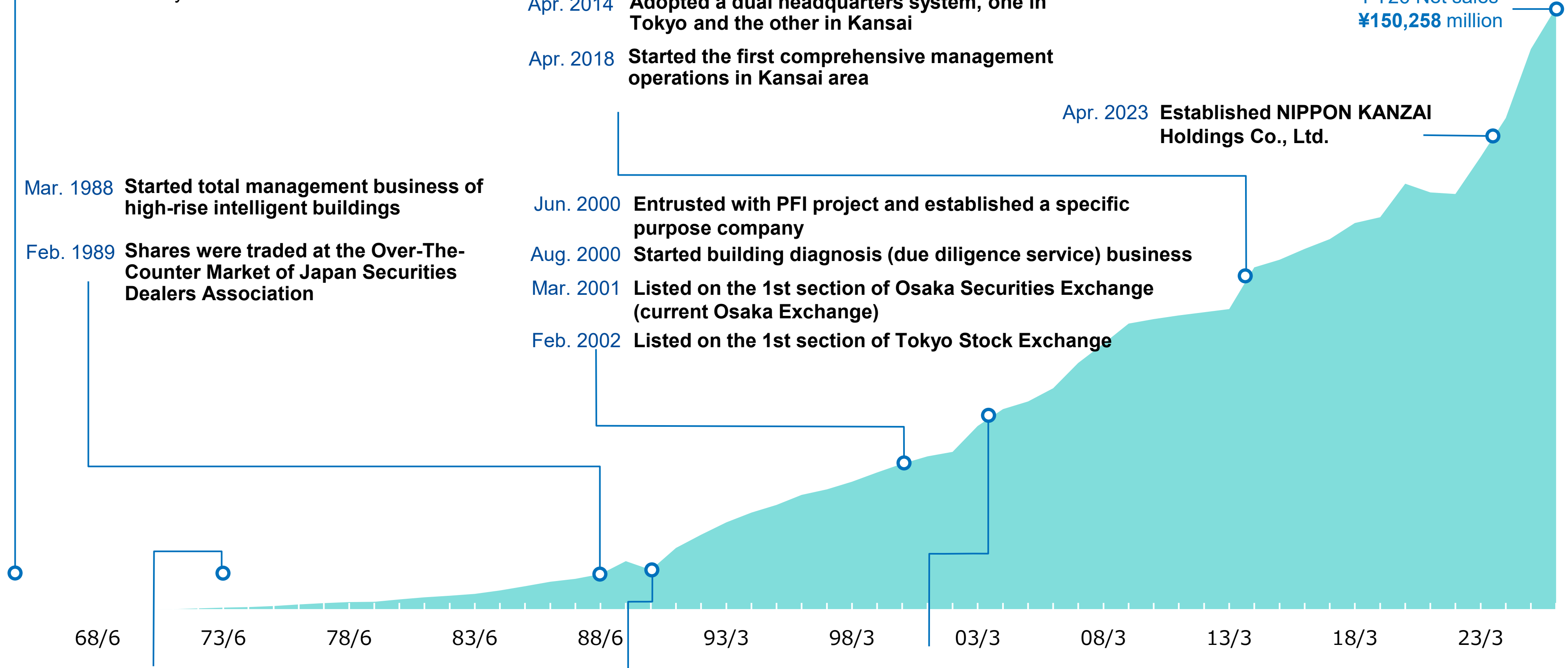
Aug. 2000 **Started building diagnosis (due diligence service) business**

Mar. 2001 **Listed on the 1st section of Osaka Securities Exchange (current Osaka Exchange)**

Feb. 2002 **Listed on the 1st section of Tokyo Stock Exchange**

NIPPON KANZAI Holdings
FY26 Net sales
¥150,258 million

Apr. 2023 **Established NIPPON KANZAI Holdings Co., Ltd.**



Aug. 1973 **Started total management business for condominiums**

Apr. 1976 Started operation and maintenance business for public sewerage plants

May 2003 **Started Asset Management Business**

Jul. 2004 Started establishing funds for institutional investors

Jul. 1990 Entrusted with **management of a land trust building** through a proposal-based competition

Nov. 1993 Listed on the 2nd section of Osaka Securities Exchange (current Osaka Exchange)

Aug. 1996 **BEST System, a life-long building management system to enhance property values, was introduced to the market**

Transition of Group companies (1965-2014)

	Domestic	Overseas
Oct. 1965	**NIPPON KANZAI Co., Ltd.**	
Dec. 1978	Security 🟦 **Three-S Co., Ltd.** Established jointly with SECOM CO., LTD. as part of the business partnership on manned guarding	
Aug. 1999	BM ⬜ **Casa Co., Ltd. (Current Japan Environmental Solutions, Ltd)** Acquired a condominium management company and operated energy-saving services afterward	
Jan. 2006	Environ-ment 🟩 **NIPPON KANZAI ENVIRONMENT SERVICE Co., Ltd** Spun off Environmental Engineering Business	
Apr. 2007	AM 🟩 **Tokyo Capital Management Co., Ltd.** Spun off Real Estate Fund Management Business	
Nov. 2008	Other 🟦 **NS Corporation Co., Ltd.** Acquired the shares of Shiseido Kaihatsu Co., Ltd.	
Mar. 2013		Overseas ⬜ **Prudential Investment Company of Australia Pty Ltd.** Acquired the shares of a condominium management company in Australia
Jun. 2013	Condo-minium ⬜ **JAPAN HOUSING MANAGEMENT Co. NJK Staff Service Co., Ltd** Became a subsidiary through the merger of NKJ Holdings Co., Ltd. in July 2021	

🟦 A company that was established in alliance with the other company

🟩 Spun off the business department

⬜ Other M&As

(as of March 31, 2026)

Transition of Group companies (2015-Present)

	Domestic	Overseas
Sep. 2015	BM **OKINAWA NIPPON KANZAI Co., Ltd.** Spun off the business because of the company split	
Jan. 2017		Overseas **Keystone Pacific Property Management, LLC** Acquired the equity of a residential management company in the United States
Jul. 2017	Condo-minium **NIPPON KANZAI HOUSING MANAGEMENT Co., Ltd.** Spun off the residential management business	
Apr. 2019		Overseas **Keystone Progressive, LLC** Acquired the equity of a residential management company in the United States
Mar. 2020		Overseas **Hawaiiana Holdings Incorporated** Acquired the shares of a residential management company in the United States
Aug. 2021	Other **NEOTRUST Co., Ltd.** Acquired the shares and made it a subsidiary	
Mar. 2022		Overseas **Pacific Property Group** Acquired the shares of a PM company in the United States
Sep. 2023		Overseas **Ackermann Hausverwaltung GmbH** Acquired the equity of a housing management company in Germany

🟦 A company that was established in alliance with the other company

🟩 Spun off the business department

▨ Other M&As

(as of March 31, 2026)

Alliance Strategy Taking Advantage of Independent Type (1965-2009)

Oct. 1965 Current Chairman Takeshi Fukuda founded NIPPON KANZAI Co., Ltd. in Kobe City

Aug. 1972 Separated the equipment maintenance work business and established **NIPPON KANZAI Service Co., Ltd**.

Dec. 1978 Concluded a business partnership on manned guarding with Nihon Keibi Hosho Co., Ltd. (current SECOM CO., LTD.) and jointly established **Three-S Co., Ltd.**

Jul. 1999 Established **KN Facilities Co., Ltd.**, a total building management company jointly funded with Kumagai Gumi Co., Ltd.

1960 1970 1980 1990 2000

Aug. 2002 Established **Japan Property Solutions Co., Ltd.**, a property management company jointly funded by with Mitsubishi Trust and Banking Corporation (current Mitsubishi UFJ Trust and Banking Corporation)

Jan. 2006 Spun off Environmental Engineering Business due to company split. **NIPPON KANZAI ENVIRONMENT SERVICE Co., Ltd.** started operations.

Sep. 2006 Acquired Lion Building Maintenance Co., Ltd., a group company of Lion Corporation and changed the business name to **Kanzai Facility Co., Ltd**.

Apr. 2007 Spun off Real Estate Fund Management Business due to company split. **Tokyo Capital Management Co., Ltd.** started operations.

Jan. 2008 Changed the business name of Casa Co., Ltd., a consolidated subsidiary, to **Japan Environmental Solutions.,ltd** and started the water filtration business.

Nov. 2008 Acquired the shares of Shiseido Kaihatsu Co., Ltd., a group company of Shiseido Company, Limited, and changed the business name to **NS Corporation Co., Ltd.**

Alliance Strategy Taking Advantage of Independent Type (2010-2019)

Apr. 2012 **Kanzai Facility Co., Ltd.**, a consolidated subsidiary absorbed KN Facilities Co., Ltd.

Mar. 2013 Acquired 50% share of **Prudential Investment Company of Australia Pty Ltd.**, a strata management company in Australia, and formed a capital alliance.

Jun. 2013 Acquired shares of **NJK Holding Co., Ltd.** and made it a wholly owned subsidiary.

Apr. 2014 NKS Co., Ltd. absorbed Kanzai Facility Co., Ltd. and changed the business name to **NIPPON KANZAI service Co., Ltd.**

2010

2015

Apr. 2019 Keystone Pacific Property Management, LLC, an affiliated company in the United States, acquired the business right of **Keystone Progressive, LLC**, a residential management company.

Sep. 2019 Acquired 100% share of **SANEI WORK Co., Ltd.**, a company newly established by a subsidiary of Nippon Television Work 24 Corporation.

Jan. 2017 Acquired 40% equity of **Keystone Pacific Property Management, LLC**, a gated community management company in the United States.

Jul. 2017 Spun off the condominium management business due to company split. **NIPPON KANZAI HOUSING MANAGEMENT Co., Ltd.** started operations.

Oct. 2017 Transferred the property management business to Japan Property Solutions Co., Ltd.

Dec. 2017 Absorbed NIPPON KANZAI Service Co., Ltd.
Parking lot operation business of NIPPON KANZAI Service Co., Ltd. was split and taken over by Japan Property Solutions Co., Ltd.

Alliance Strategy Taking Advantage of Independent Type (2020-Present)

Mar. 2020	Acquired 50% share of **Hawaiiana Holdings Incorporated**, a residential management company in Hawaii.
Apr. 2020	Absorbed SANEI WORK Co., Ltd.
Dec. 2020	Increased investment ratio to 50% after additionally acquiring the equity of **Keystone Pacific Property Management, LLC.**
Jul. 2021	Tokyo Capital Management Co., Ltd., a consolidated subsidiary, merged with Japan Property Solutions Co., Ltd.
	Following the merger of NKJ Holdings Co., Ltd., acquired 100% share of Japan Housing Management Co., Ltd., NIPPON KANZAI HOUSING MANAGEMENT Co., Ltd., and NJK Staff Service Co., Ltd. respectively to wholly own the companies.
Aug. 2021	Acquired 100% share of **NEOTRUST Co., Ltd.**, and made it a wholly subsidiary.

Mar. 2022	Acquired 90% share of **Pacific Property Group**, a PM company in Hawaii.
Jul. 2022	Acquired 40% share of JTB Asset Management Co., Ltd., a group company of JTB Corp.
Dec. 2022	NIPPON KANZAI ENVIRONMENT SERVICE Co., Ltd., a consolidated subsidiary, acquired 100% of Seiryu Maintenance Inc. from **Sekisui Chemical Co., Ltd.** (made it a sub-subsidiary)

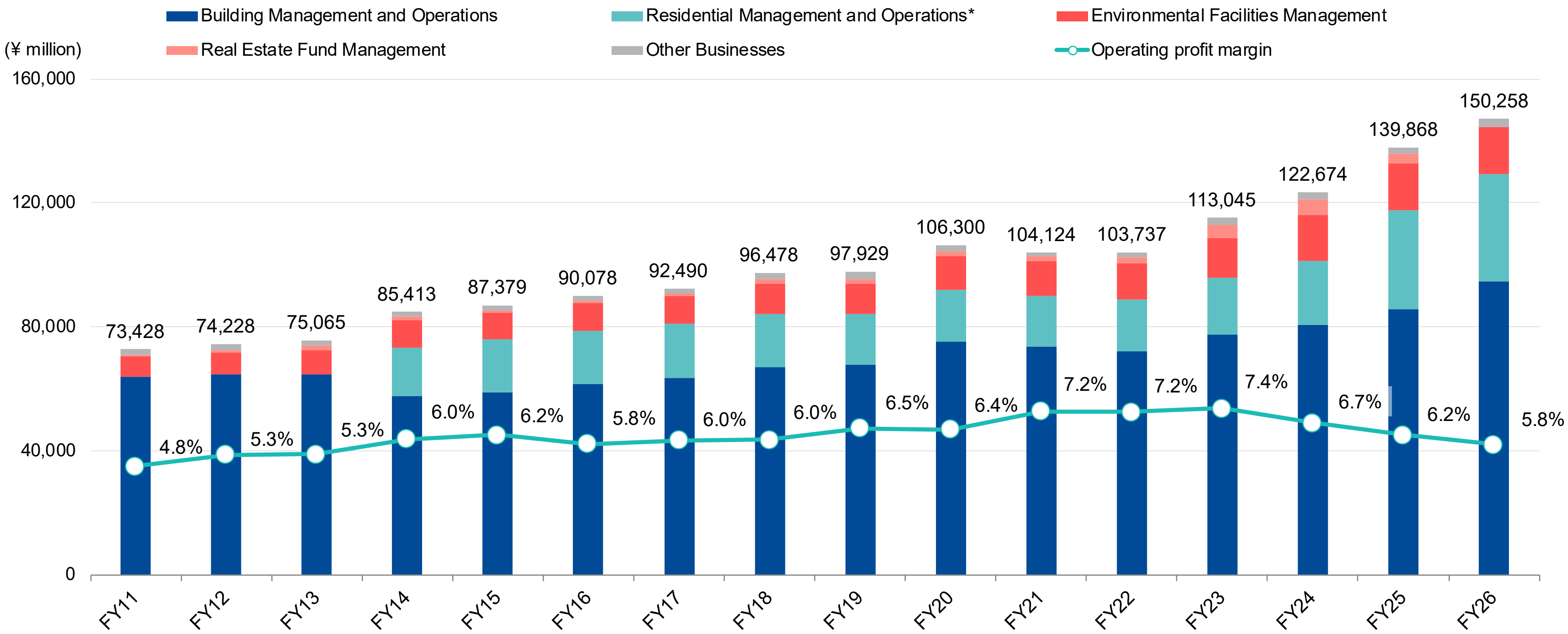
2020

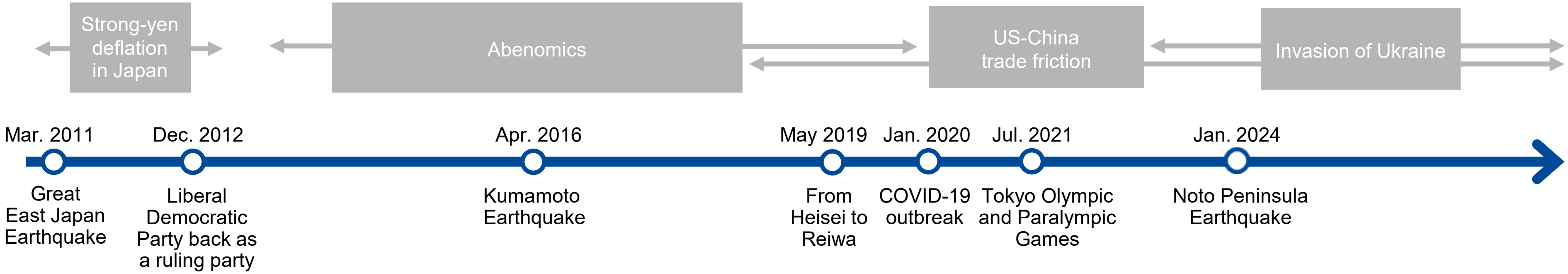
2025

Feb. 2025	**Keystone Pacific Property Management, LLC** acquired the business rights of Albert Management, a residential management company based in Southern California.
Apr. 2025	Acquired the remaining 10% shares of **Pacific Property Group**, a PM company in Hawaiian, and made it a wholly subsidiary.
May 2025	**Keystone Pacific Property Management, LLC** acquired the business rights of Cardinal Property Management, a residential management company based in Orange County, California.
Feb. 2026	**Keystone Pacific Property Management, LLC** acquired the business rights of Sopra Communities in Colorado.
Jan. 2026	**Hawaiiana Group Incorporated**, a consolidated subsidiary, merged with Hawaiiana Holdings Inc.

Apr. 2024	**Keystone Pacific Property Management, LLC** acquired the business rights of Manor Association, Inc., a residential management company based in Northern California.
Sep. 2024	**Keystone Pacific Property Management, LLC** acquired the business rights of Colorado Property Management Group, Inc., based in Aurora City, Colorado.
Aug. 2023	**NIPPON KANZAI USA, INC.** a consolidated subsidiary acquired 100% share of Hawaiiana Holdings Incorporated.
Sep. 2023	Acquired 75% of the equity of **Ackermann Hausverwaltung GmbH**, a housing management company in Germany.
Oct. 2023	NIPPON KANZAI ENVIRONMENT SERVICE Co., Ltd., a consolidated subsidiary absorbed **Seiryu Maintenance Inc.**

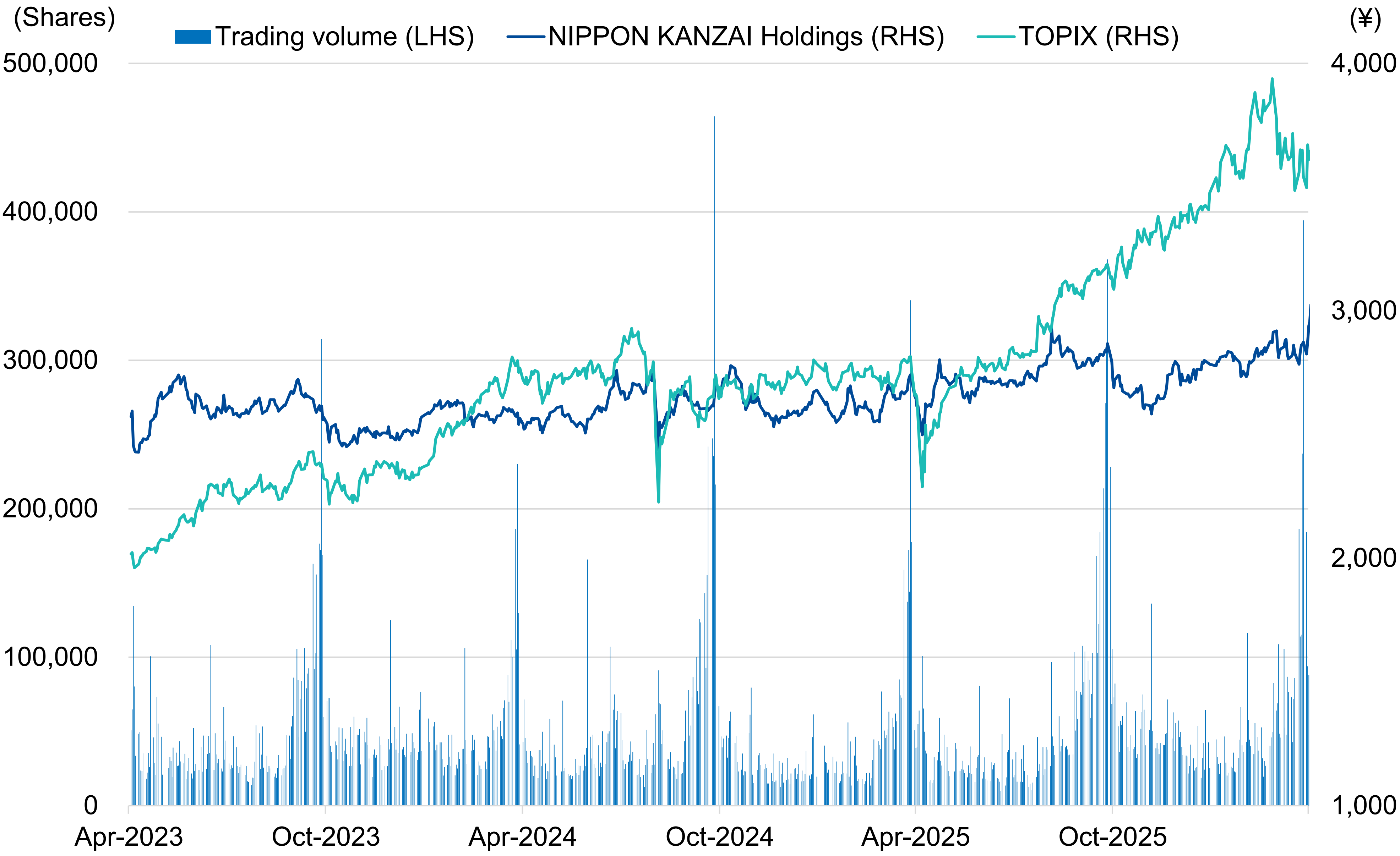
Mid-Term Transition of Business Performance





*Residential Management and Operations before FY14 is included in Building Management and Operations.

Share Price Trends

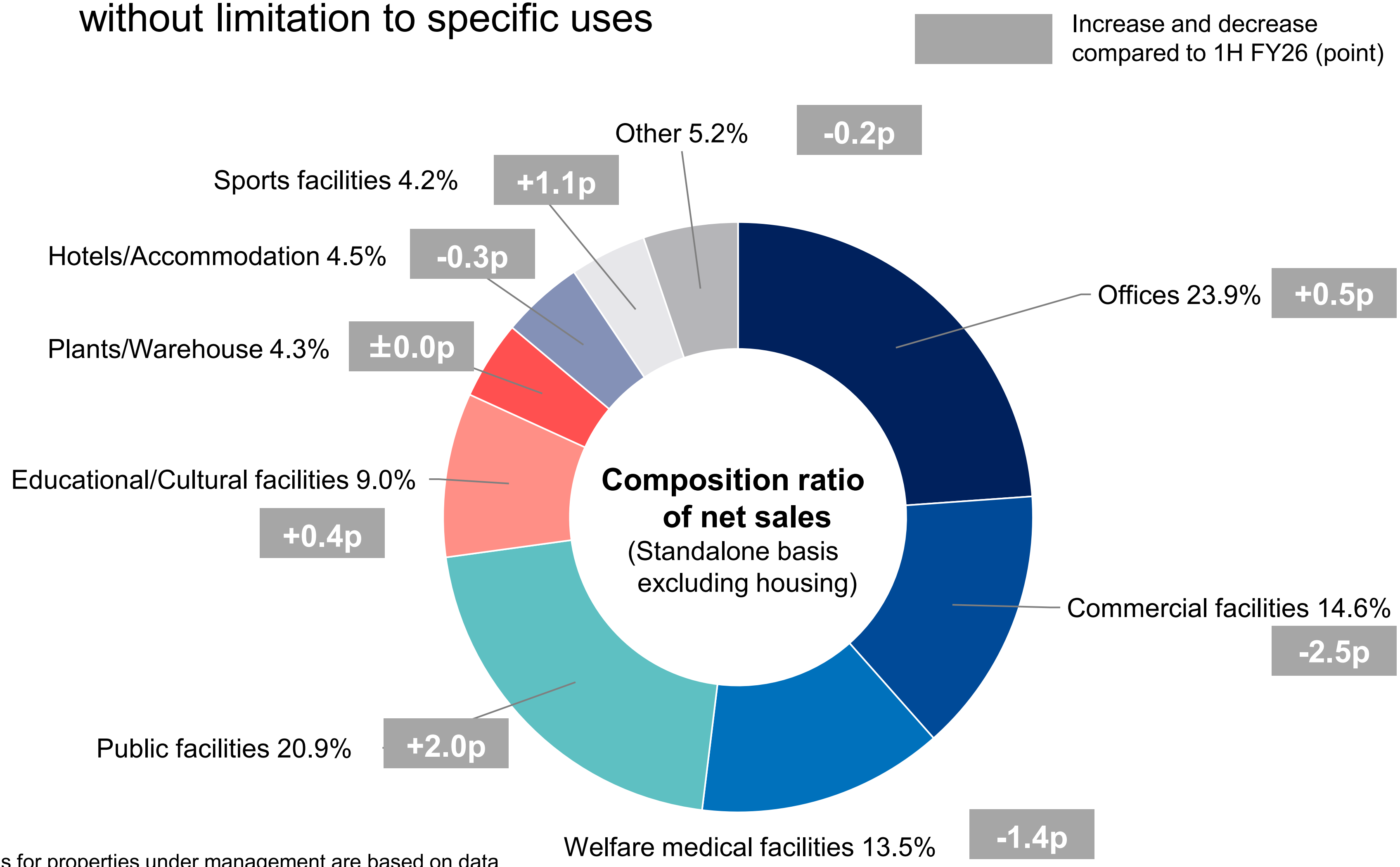


Diversity of Operation Management Facilities (Building Operation Management Business)

NIPPON KANZAI Co., Ltd.

■ Portfolio of operation management building

- ➢ Our Strength: Broad capabilities across a wide range of facility types, without limitation to specific uses



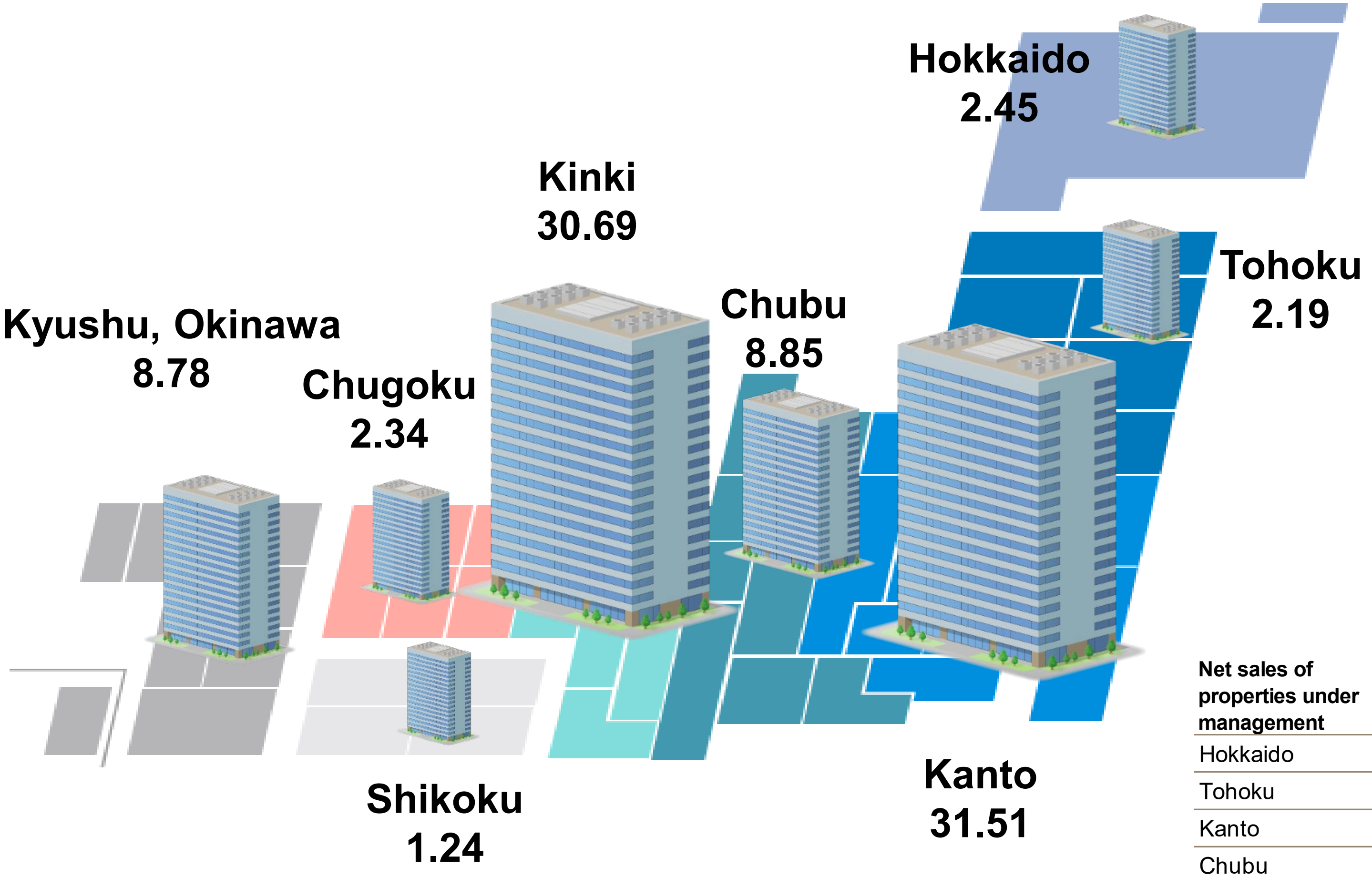
*Figures for properties under management are based on data in NIPPON KANZAI data base "Building charts"

(as of March 31, 2026)

Net Sales by Region (Building Management and Operations)

NIPPON KANZAI Co., Ltd., Three-S Co., Ltd., OKINAWA NIPPON KANZAI Co., Ltd.

(Unit: ¥ billion)



Net sales of properties under management	(¥ billion)	Composition ratio (%)	YoY Changes (%)
Hokkaido	2.45	2.8%	6.1%
Tohoku	2.19	2.5%	0.5%
Kanto	31.51	35.8%	8.7%
Chubu	8.85	10.1%	13.6%
Kinki	30.69	34.9%	6.3%
Chugoku	2.34	2.7%	52.9%
Shikoku	1.24	1.4%	-2.4%
Kyushu	8.78	10.0%	0.9%
Total	88.05	100.0%	7.8%

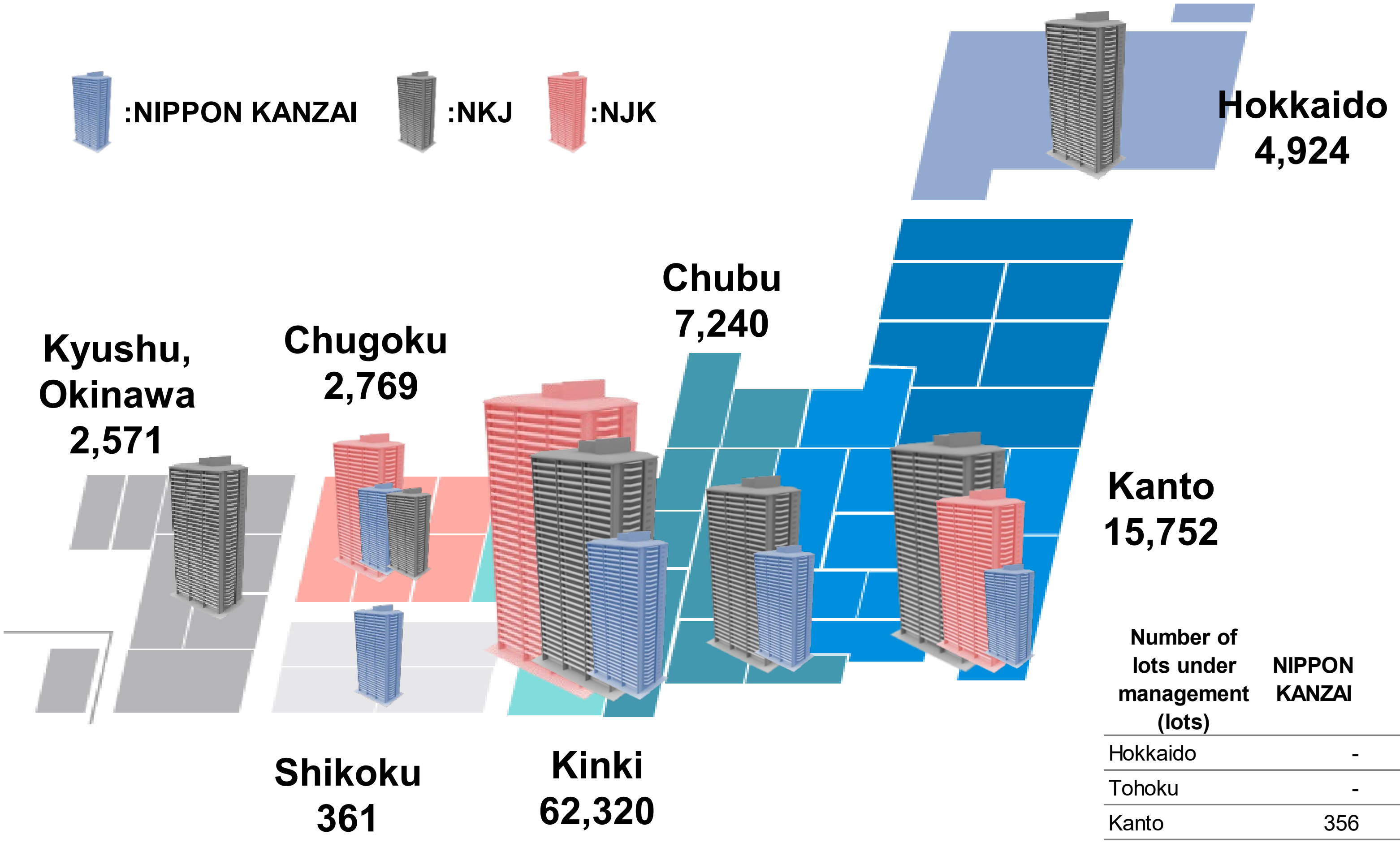
(as of March 31, 2026)

*Figures for properties under management are based on data in NIPPON KANZAI data base "Building charts"

Number of Lots under Management by Region (Residential Management and Operations)

NIPPON KANZAI Co., Ltd., NIPPON KANZAI HOUSING MANAGEMENT Co., Ltd., JAPAN HOUSING MANAGEMENT Co., Ltd.

(Unit: lots)



Number of lots under management (lots)	NIPPON KANZAI	NKJ	NJK	YoY Changes (%)
Hokkaido	-	4,924	-	-1.6%
Tohoku	-	-	-	-100.0%
Kanto	356	10,299	5,097	-14.5%
Chubu	735	6,505	-	3.5%
Kinki	2,895	21,445	37,980	-4.2%
Chugoku	266	195	2,308	-0.6%
Shikoku	361	-	-	-9.8%
Kyushu	-	2,571	-	-0.3%
Total	4,613	45,939	45,385	-5.4%

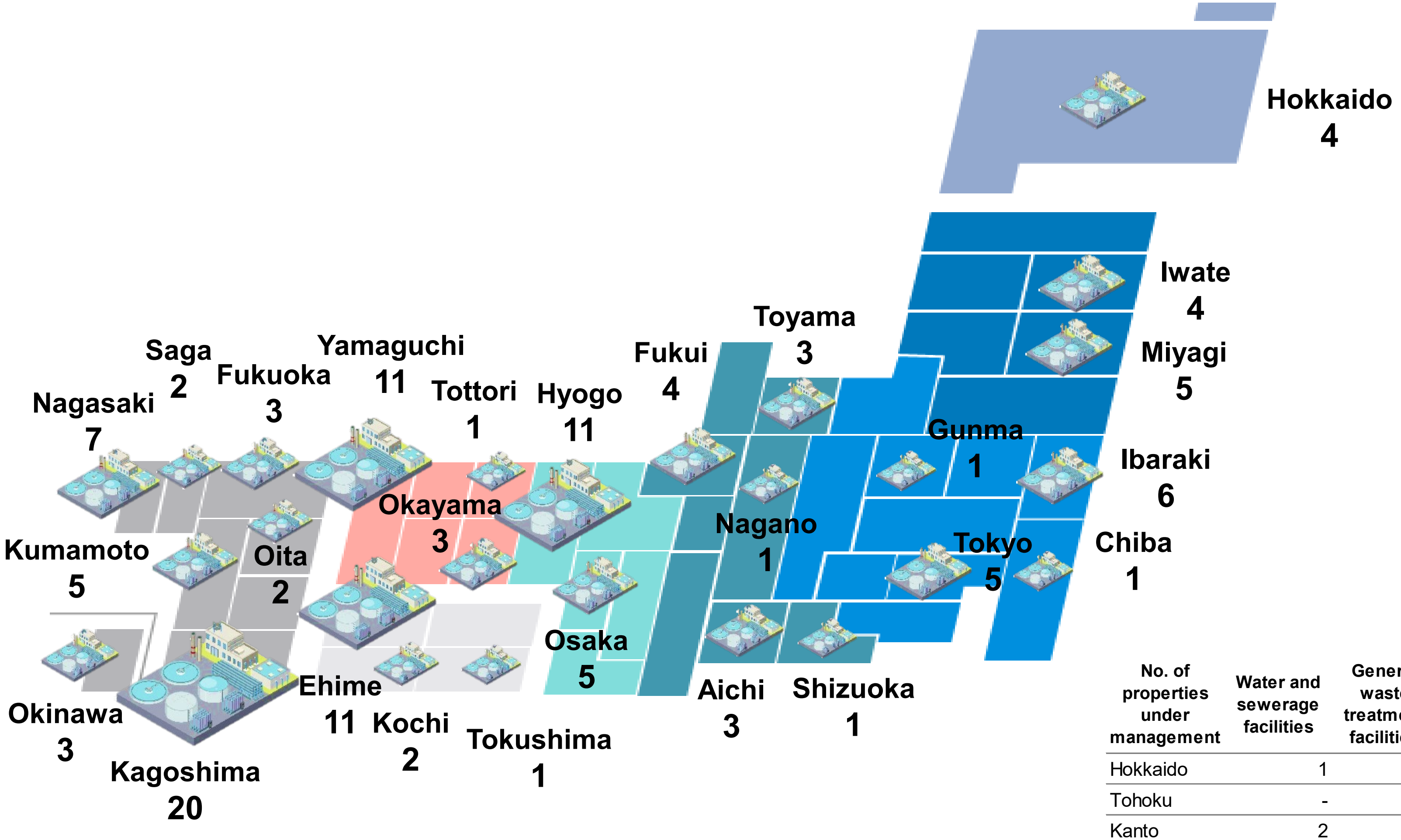
3 companies total: 95,937 (as of March 31, 2026)

*NKJ: NIPPON KANZAI HOUSING MANAGEMENT Co., Ltd.
NJK: JAPAN HOUSING MANAGEMENT Co., Ltd.
*Numerical value based on the data reported to "entrusted business records by prefecture" investigated by Condominium Management Companies Association.

Number of Facilities under Management by Region (Environmental Facilities Management)

NIPPON KANZAI ENVIRONMENT SERVICE Co., Ltd.

(Unit: cases)



No. of properties under management	Water and sewerage facilities	General waste treatment facilities	Biomass power generation facilities	Total	Composition ratio (%)
Hokkaido	1	3	-	**4**	3.1%
Tohoku	-	9	-	**9**	7.0%
Kanto	2	10	1	**13**	10.2%
Chubu	2	12	-	**14**	10.9%
Kinki	10	6	-	**16**	12.5%
Chugoku	7	8	-	**15**	11.7%
Shikoku	11	4	-	**15**	11.7%
Kyushu	16	25	1	**42**	32.8%
Total	49	77	2	**128**	100.0%

(as of March 31, 2026)

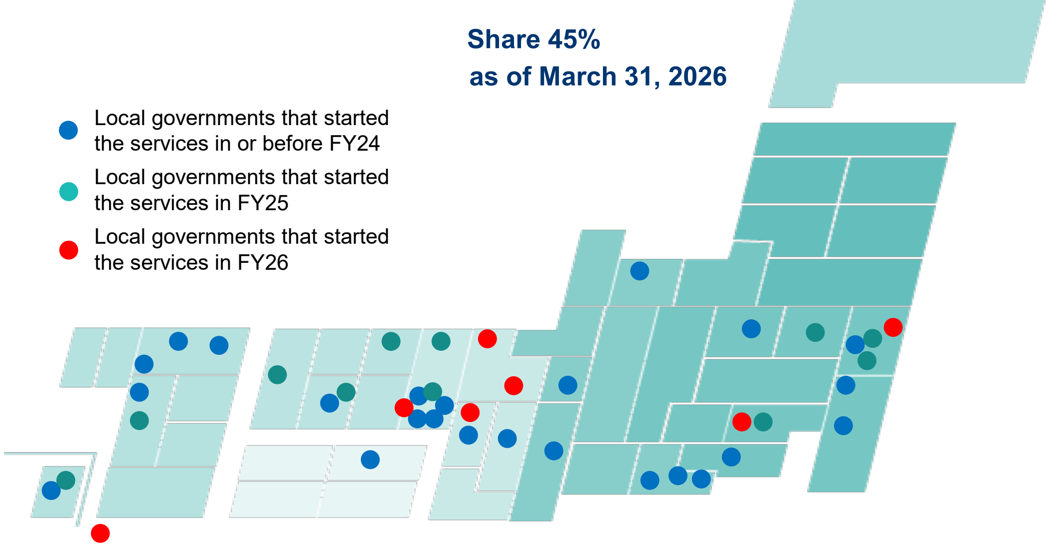
Growth Strategies 1: Sales Promotion to the Public Sector

- Comprehensive Management Services for Public Facilities -

- The Group's comprehensive management service track record currently stands at 43 projects nationwide, with a market share of approx. 45%, making us the industry leader. Starting in FY26, we began operations in 7 local government organizations. Given the expected nationwide expansion of the comprehensive management services market, we will strive for further market share expansion.

Comprehensive management services for public facilities are a form of contract for managerial work for multiple public facilities of local governments such as equipment inspection and cleaning.
Promoting comprehensive management has significant advantages such as "implementation of planned capital investment with prioritization," "regional revitalization through cooperation with local companies," and "workload reduction of local government staff," and we are deploying it nationwide as a measure of our public facilities management strategy.

Local governments implementing comprehensive management services for public facilities by NIPPON KANZAI Group



Started in FY26

No	Starting period	Local governments	No. of facilities
1	Apr. 2026	Hino-city, Tokyo	146
2	Apr. 2026	Toyonaka-city, Osaka	154
3	Apr. 2026	Amami-city, Kagoshima	170
4	Apr. 2026	Hitachinaka-city, Ibaraki	97
5	Apr. 2026	Maizuru-city, Kyoto	111
6	Apr. 2026	Himeji-city, Hyogo	137
7	Apr. 2026	Kizugawa-city, Kyoto	99

(as of March 31, 2026)

Growth Strategies 1: Sales Promotion to the Public Sector

- Environmental Facilities Management -

- In the Environmental Facilities Management, which deals with facilities such as water and sewerage treatment facilities and industrial waste treatment facilities, PPP-related new projects, including comprehensive privatization and DBO-method ordering, have recently increased. Proactive sales and marketing activities are conducted nationwide to win entrusted projects.

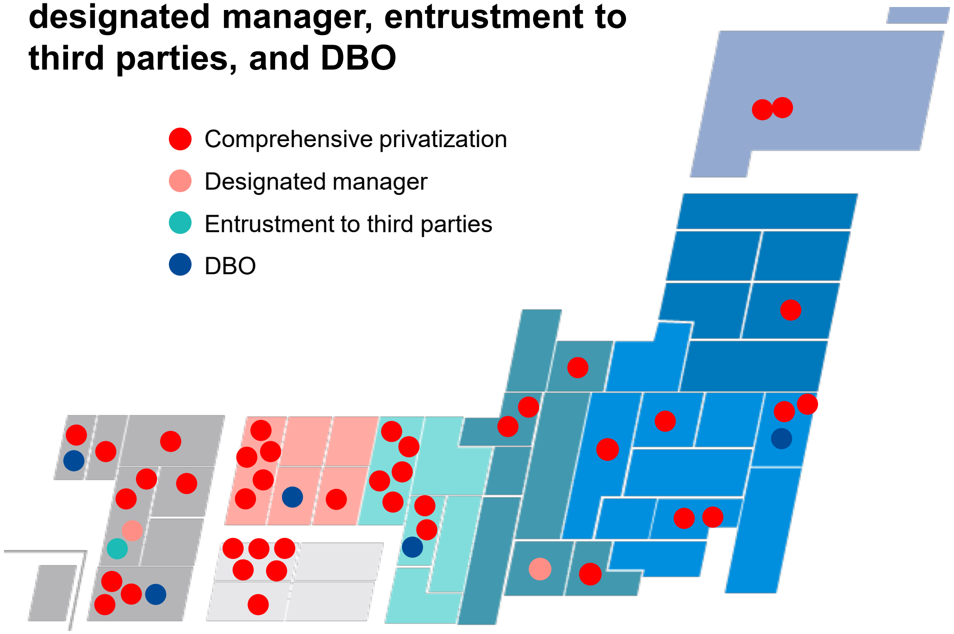
1. Promote sales of comprehensive privatization services

Comprehensive privatization is a system in which several operations and facilities are entrusted comprehensively so that a business operator entrusted with the business can operate the facilities more efficiently and effectively, making use of its knowledge and know-how. The introduction of the system is accelerated nationwide. Since the market expansion, especially in local areas, continues to be expected, we strengthen the promotional sales activities, development of professional human resources, etc.

2. Strengthen taking DBO-method ordering in the special-use facilities

DBO-method* has become a mainstream method for managing and operating environmental facilities. In particular, we strengthen the sales activities targeting the reconstruction timing of waste combustors, recycling-related facilities, night-soil treatment plants, etc. And, there have been an increasing number of newly established large-scale complex recycling facilities, which carry out all the processes, from incineration to recycling and disposal of the waste, all at once. So, we strengthen the sales activities for new order taking.

Record of comprehensive privatization, designated manager, entrustment to third parties, and DBO



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* A method in which a private entity executes design, construction work, maintenance and management, and operation with public funding.

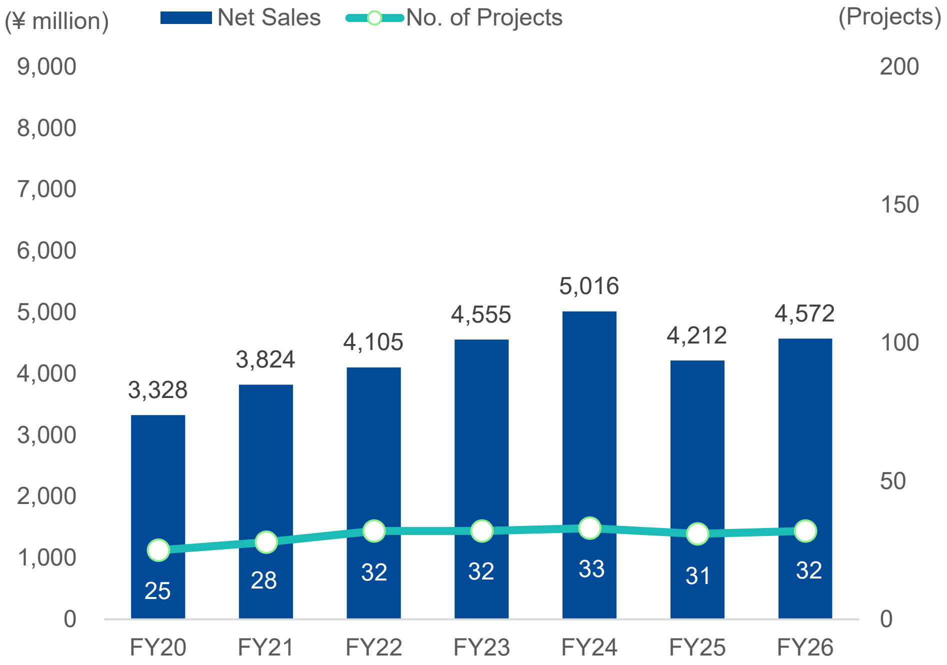
Growth Strategies 1: Sales Promotion to the Public Sector

- PFI Projects and Designated Manager Systems -

- Both PFI projects and businesses under the designated manager systems have proven track records throughout Japan.

PFI projects

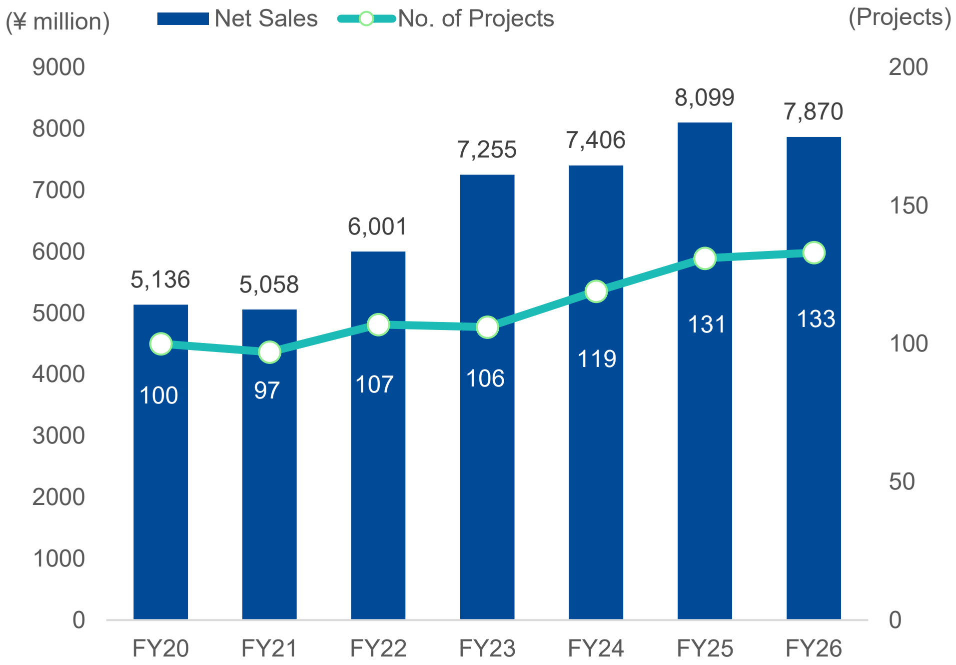
Key applications
Universities, government buildings, hospitals, cultural facilities, sports facilities and stadiums, MICE venues, markets, aquariums, and more



* NIPPON KANZAI will cease maintenance, management, and operation of any PFI project upon the expiration of the project term.
Subsequent maintenance, management, and operations will be transferred to other management systems, including the designated manager systems.

Businesses under designated manager systems

Key applications
Sports facilities, cultural and civic halls, local community centers, libraries, lifelong learning centers, public housing, and more



(as of March 31, 2026)

Overseas Development (Overview of Keystone, LLC)

Company Overview

A company that provides property management services, specializing in the management of high-end, multi-unit housing.
It provides homeowners' associations with operational support services, including holding annual general meetings, accounting and financial reporting, and stationing on-site managers. It has a reputation for offering high-quality and detailed services. It is expanding its operations to offer services in California, Colorado, and Idaho.

Most Recent Business Environment

Interest rates in the United States fell after the FRB decided to cut rates in 2025. However, amid the situation in Iran, inflation is accelerating again.
Despite these circumstances, Keystone is experiencing organic growth and expanding its business through M&A.
The company continues to increase its profit margins by improving operational efficiency through initiatives such as promoting digital transformation and standardizing its business operations.

Office

Properties under Management

Background

In January 2017, NIPPON KANZAI's subsidiary, NIPPON KANZAI USA, Inc. invested in the company, and as of May 2024, it became a consolidated subsidiary of NIPPON KANZAI Holdings Co., Ltd. NIPPON KANZAI will work to raise operational efficiencies and expand services through renovation of the IT system and targeted future growth through incorporating the Company's know-how while expanding communities under management to include high-rise condominiums etc. In addition, Keystone continues to acquire the management rights of multiple companies within the same industry while expanding into new markets.

Company Name	**Keystone Pacific Property Management, LLC**
Establishment	**September 15, 2016 (Founded in 1984)**
Main Business	**Residential community management**
Head Office	**Irvine, California**
Major Branches	**Southern California, Denver, Colorado, and Boise, Idaho**
No. of Employees	**Approx. 610 (including temporary staff, as of December 31 2025)**
No. of Units under Management	**Approx. 187,000 units, approx. 1,040 associations** **(as of December 31 2025, including the Company's subsidiary, Keystone Progressive)**

Overseas Development (Overview of Hawaiiana)

Properties under Management

Company Overview

Hawaiiana Holdings Incorporated (hereinafter "Hawaiiana") is the largest AOAO ("Association of Apartment Owners") management company in the State of Hawaii. Hawaiiana provides apartment owners' associations with support services including holding board meetings and annual general meetings, as well as providing accounting and financial reporting. Hawaiiana is a highly reputable yet locally operated company with a long history in the industry. It operates on six islands including Oahu (home to Honolulu), Maui, Hawaii and Kauai.

Most Recent Business Environment

Although interest rates have only risen moderately in recent years, condominium sales have remained sluggish due to inflation and persistently high real estate prices. The company’s real estate revenue has not returned to pre-COVID levels and has remained flat since 2022. Labor shortages persist, making recruiting talent a major issue. Meanwhile, management fees have remained stable. The company has a leading market share. Although acquisition opportunities are limited, they do exist.

Background

NIPPON KANZAI acquired a 50% share of Hawaiiana from the local real estate company Swell International (SI) in March 2020, making it an equity method affiliate. In August 2023, after transferring this share to our subsidiary company, NIPPON KANZAI USA, Inc., NKUSA completed the acquisition of the remaining shares from SI, making Hawaiiana a wholly-owned subsidiary of NKUSA. In January 2026, Hawaiiana Group Incorporated absorbed Hawaiiana Holdings Incorporated, resulting in the current structure.

Company Name	**Hawaiiana Group Incorporated**
Establishment	**September 24, 2008 (Founded in 1964)**
Main Business	**AOAO management**
Head Office	**Honolulu, Hawaii**
Major Branches	**Maui, West Maui, Kona, Kauai**
No. of Employees	**Approx. 240 (as of December 31, 2025)**
No. of Units under Management	**Approx. 105,000 units, 700 associations (as of December 31, 2025)**

Overseas Development (Overview of PPG, Inc.)

Company Overview

Located in Honolulu, Hawaii, Pacific Property Group (hereinafter "PPG") provides property management, leasing and sales brokerage services to over 20 commercial properties including a shopping center in Waikiki that has well-known shops and restaurants as tenants. PPG is a small-sized yet excellent local company that provides quality services. PPG values personal relationship in marketing and due to this philosophy, PPG has many long-time and repeat clients.

Most Recent Business Environment

Demand for high-quality properties remains strong in the brokerage division, and the deal pipeline is expanding due to the addition of full-commission brokers. As the company's net sales in its brokerage division increase, the number of property management contracts is steadily growing. The property management business is growing steadily, and the number of buildings the company manages has increased.

Background

Our resident officer in Hawaii was introduced to PPG and after due consideration, NIPPON KANZAI's subsidiary, NIPPON KANZAI USA, Inc., acquired 90% of shares from founder/president in March 2022. PPG is an equity-method non-consolidated subsidiary of NIPPON KANZAI. In April 2025, it acquired the remaining 10% and made it a 100% subsidiary. Going forward, we will leverage our stable financial foundation to work on long-term management strategies.

Company Name	**Pacific Property Group, Inc.**
Establishment	**February 27, 2007**
Capital	**USD1,000 (JPY160,000) *USD1=JPY156.53 (as of December 31, 2025)**
Main Business	**Commercial Property Management**
Head Office	**Honolulu, Hawaii**
No. of Employees	**16 (as of December 31, 2025)**
No. of Properties under Management	**27 (as of December 31, 2025)**

Overseas Development (Overview of Ackermann HV Ltd.)

Company Overview

Residential property management company, providing HOA, brokers for sale, rental and facilities management. While in the German market, which often specializes only HOA management, their business model has been established with focus on the 'stock business' of rental and HOA management, with a wide range of 'flow business' such as 'brokerage' and 'repairment' generated from stock businesses. It is counted as one of the three largest housing management companies in Munich.

Most Recent Business Environment

Although prices have stabilized somewhat after the sharp rise following Russia’s invasion of Ukraine in 2022, labor costs continue to rise. Both the EU and Germany are experiencing an economic downturn and structural issues in their industrial sectors. Passing on rising costs to sales and stabilizing revenue in the brokerage division remain key issues.

Office

Properties under Management

Background

In September 2023, Nippon Kanzai Deutschland GmbH, a subsidiary newly established in July 2023, acquired a 75% equity interest from the owner and Group CEO, making Ackermann a non-consolidated subsidiary under the equity method. From now and forward it will also work on longer-term strategies, utilizing the knowledge developed in Japan, Australia and the US, as well as our company's stable financial base.

Company Name	**Ackermann Hausverwaltung GmbH (Ackermann HV)**
Establishment	**14 May 2001 (founded in 1919)**
Main Business	**Mainly housing management**
Head Office	**Munich, Bavaria, Federal Republic of Germany**
Major Branch	**City of Munich**
No. Employees	**Approx. 61FTE (as of December 31, 2025)**
No. of Units under Management	**Rental management: approx. 5,446 units/plots;** **Management of condominium units: approx. 4,027 units (approx. 110 associations) (as of December 31, 2025)**

Overseas Development (Overview of PICA Pty Ltd.)

Reception

Properties under Management

Company Overview

PICA is the largest "Strata Management Company" in Australia and acts as an agent for Owners Corporations. Using multiple brand names, such as "BCS" (Body Corporate Services), PICA mainly provides services to support Owners Corporations which includes collecting delinquent management fees. Leveraging off NIPPON KANZAI's expertise, PICA has introduced facility management services.

Most Recent Business Environment

Triggered by media reports and other factors, regulations in the strata management industry are tightening. In New South Wales (NSW), for example, the Strata Schemes Legislation Amendment Act was enacted in 2025, and demand for improved governance and greater transparency across the industry has increased.

PICA is flexibly and appropriately adapting to these changes in the external business environment. The company is actively working to improve its business performance through its business strategy: “Simplification, Automation and Growth.”

Background

NIPPON KANZAI acquired 50% of PICA shares from Fexco, a global fintech organization, in March 2013. Currently Board oversight is provided by directors from NIPPON KANZAI and Fexco. Founded in 1981, Fexco employs over 2,950 people and now has operations in 29 countries across Europe, the Middle East, Asia-Pacific, North America and Latin America.

Fexco website: http://www.fexco.com/

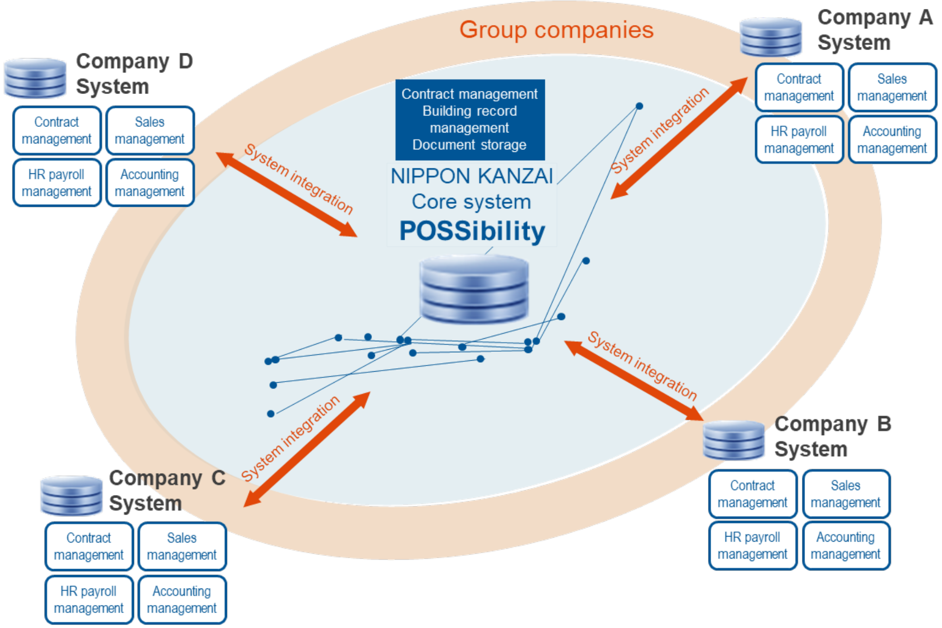
Company Name	**Prudential Investment Company of Australia Pty Ltd.**
Establishment	**October 4, 1948**
Main Business	**Strata management, debt collection**
Capital	**AUD28 million (JPY2,900 million) (as of December 31, 2025) *AUD1=JPY104.77**
Head Office	**Sydney**
No. of Employees	**Approx. 710 (as of December 31, 2025)**
No. of Lots under Management	**Approx. 182,000 lots, 10,600 Plans (Owners Corporations) (as of December 31, 2025)**

NIPPON KANZAI Group's DX Initiatives

- The Group is building systems based on the core system, POSSibility.
- To share information with customers, it uses the NK Connect, which is integrated with POSSibility.

Core system “POSSibility”

- This is NIPPON KANZAI Group’s proprietary, web-based core system for managing contracts and tracking work fulfillment status. It is also used to generate quotes and to implement procedures for placing and receiving orders with business partners.
- The Group is standardizing this core system to ensure consistent security levels and strengthen governance.



Facilities information sharing system app “NK Connect”

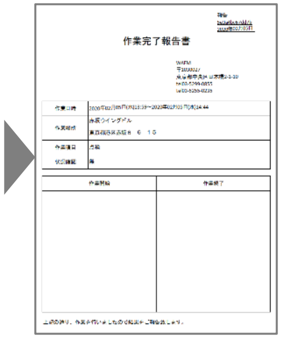
- It is an app that allows you to check the management status of facilities such as inspection information and history of repairs on your PC or smartphone.
- This app is useful for sharing information with customers, obtaining repair approvals, and submitting repair reports for projects that involve managing multiple locations.

- Sharing of information with customers and partner companies on the Cloud; centralized management of various building information, work plans, and repair plans

Work plan & repair plan management

▲Screen sample

Confirmation of work fulfillment



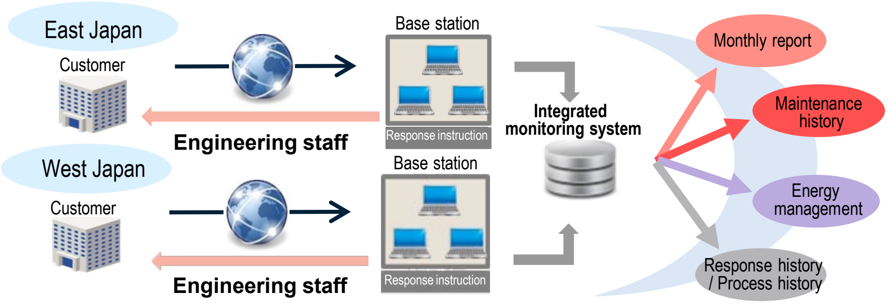
Detailed work report

NIPPON KANZAI Group's DX Initiatives

- Develops systems for remote facility monitoring utilizing IoT and data, as well as systems supporting the management and operation of public facilities.

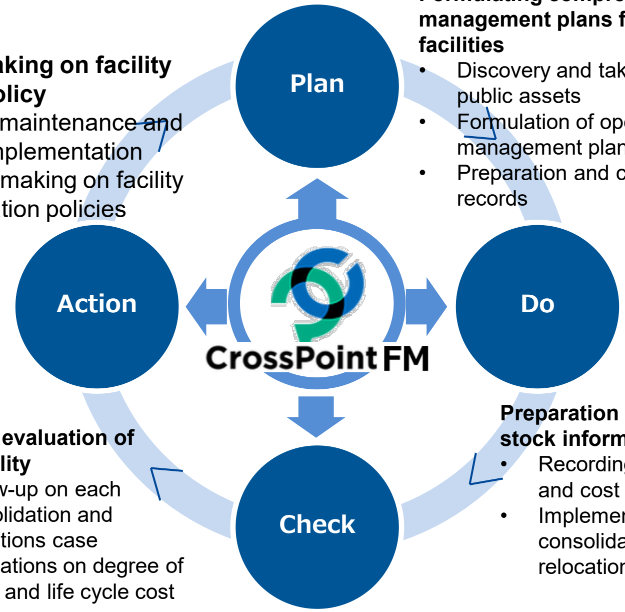
Operation of "WAFM (Wide-Area FM Center)"

- WAFM, with bases in the east and west, operates 24/7, conducting remote monitoring of facility management buildings, machinery security services, and call center operations.
- By monitoring abnormal trends and values, we can quickly detect problems in buildings and support their stable operation by responding promptly.



Public Facilities Management Systems "Cross Point FM"

- Cross Point FM supports the evaluation, layout planning, and operational management of public facilities.
- This system helps reduce the workload of public facility staff and maintain and improve services for residents.



Formulating comprehensive management plans for public facilities
- Discovery and taking inventory of public assets
- Formulation of operations management plans
- Preparation and creation of facility records

Preparation and recording of stock information
- Recording stock information and cost information
- Implementation plan for consolidation and relocations, etc.

Portfolio evaluation of each facility
- Follow-up on each consolidation and operations case
- Simulations on degree of aging and life cycle cost

Decision-making on facility operation policy
- Facilities maintenance and repairs implementation
- Decision-making on facility consolidation policies

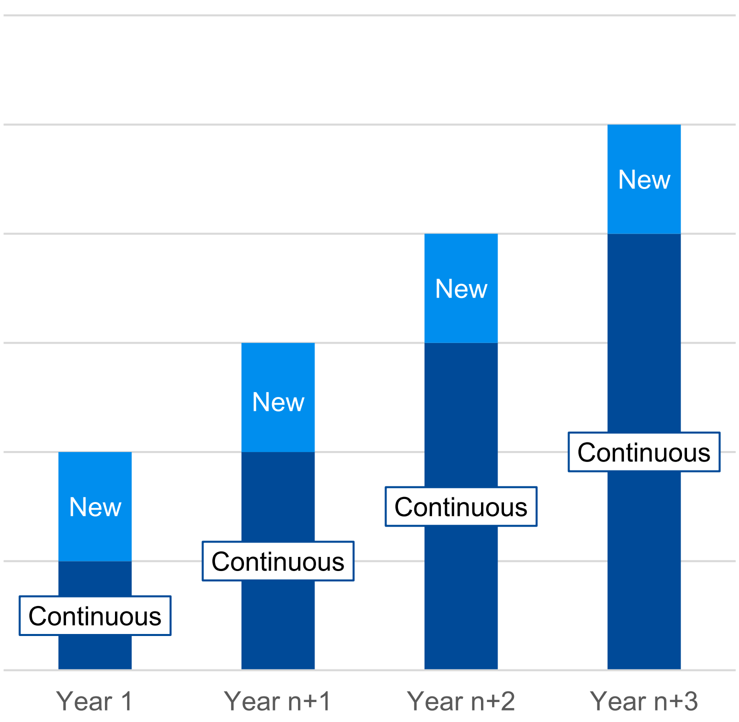
* Cross Point FM is a system developed by Cross Point Consulting Co., Ltd., in which NIPPON KANZAI has a stake, under a consigned R&D project of the Japan Science and Technology Agency (JST).

Positioning within the Industry

Stock-Based Business

- A stock-based business is characterized by long-term contracts. Examples include building management and operations, residential management and operations, and environmental facilities management.
- This type of business makes it easy to forecast sales several years in advance. Additionally, sales remain stable and are not significantly affected by adverse economic events, such as a global market downturn.

Concept of stock-based business



Contract partner and term

Private building owner (corporate, individual)

- Sectional ownership buildings
  - —One-year contract　Resolution by the General Meeting upon expiration of the term
- Office buildings, commercial facilities, factories, etc.
  - —One-year contract　The contract may be automatically renewed upon expiration.

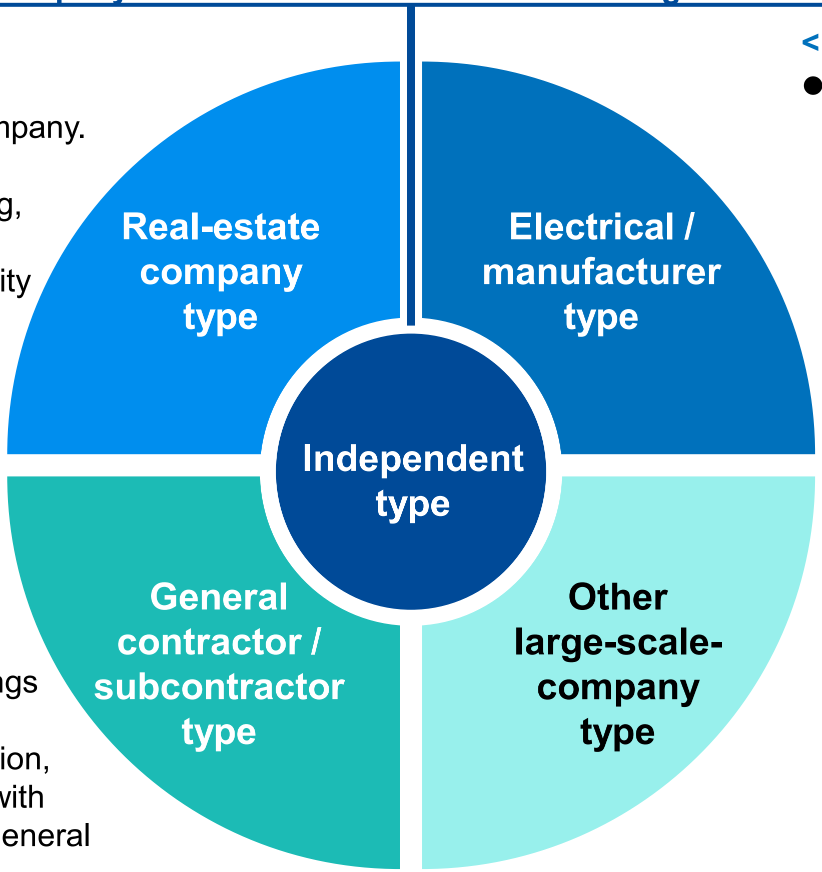
Government offices, public administration

- Each service of public facilities
  - —One-year contract　Bidding at the end of the term
- PPP (designated manager systems, comprehensive management, etc.)
  - —3–5 year contract　Additional public offerings (proposals, etc.) upon expiration of term
- PFI projects
  - —7-30 year contract　When the term expires, the transfer will occur to other management systems, such as designated manager systems.

Industry Structure of Building Maintenance

<Independent type>

- Organizer-like company that integrates functions of each business type
- **NIPPON KANZAI is an independent-type top-level company that is able to deal with total management**



<Real-estate company type>

- Main clients are the buildings owned/developed by their parent company.
- Advantage in building management businesses such as sales, accounting, clerical work, negotiations with other companies, and securing of profitability in cooperation with their parent company, in addition to general building management works.

Mitsubishi Jisho Property Management Co., Ltd.,
MITSUI FUDOSAN BUILDING MANAGEMENT CO.,LTD.,
TOKYU COMMUNITY CORP., etc.

<General contractor / subcontractor type>

- Main clients are owners of the buildings constructed by their parent company.
- Advantage in renovation, reconstruction, and extension works in cooperation with their parent company, in addition to general building management works.

Kajima Tatemono Sogo Kanri Co.,Ltd.,
TaiseiYuraku Real Estate Co.,Ltd.,
OBAYASHI FACILITIES CORPORATION, etc.

<Electrical / manufacturer type>

- Advantage in maintenance and repair, being familiar with products of their parent company (elevators, escalators, electric devices, air-conditioning equipment, etc.) in addition to general building management works.

Mitsubishi Electric Building Solutions Corporation,
Hitachi Building Systems Co., Ltd., etc.

<Other large-scale-company type>

- The parent company is the main client. Many companies were management departments spun off from their parent company. Recently, however, there are cases in which such departments are sold as non-core businesses.

Railway type: JR East Facility Management Co.,Ltd.,
Tobu Building Management Co., Ltd.
Insurance type: Taisay Building Management Co.,Ltd.,
Meiji Yasuda Real Estate Management Company Limited
Commerce type: AEON DELIGHT CO., LTD., etc.

Transition of Building Management Business and Move of NIPPON KANZAI Group (1965-1990)

1965

1970

1980

Society situation

First oil shock

Second oil shock

1982 Fire of Hotel New Japan

Laws and technologies related to maintenance security

1968 Kasumigaseki Building, the first high-rise building in Japan, was completed

1970 Act on Maintenance of Sanitation in Buildings was established

1978 Sunshine 60 was completed

1979 Act on Rationalizing Energy Use(Energy Conservation Act)

Around 1981 Multi-package unit for buildings

Around 1984 Decentralization control, concentration management method

From late 1980s to 1990s Intelligent buildings

Roles and functions of the maintenance management company

Expansion of comprehensive building maintenance

- Professional skills responding to increasing high-rise buildings

Building services that are becoming higher level and more complicated

- From total management to integrated management works

Major moves of NIPPON KANZAI

1965 Establishment of NIPPON KANZAI

1967 Started total building management of hospitals

1970 Started total building management of government office buildings

1973 Started total management of condominiums

1976 Established Osaka Branch

1980 Established Kyushu Branch

1981 Established Tokyo Branch

1984 Established Nagoya Branch

1988 Started integrated management business of intelligent buildings

1989 Established Tohoku Branch

Transition of Building Management Business and Move of NIPPON KANZAI Group (1990-Present)

1990

2000

2010

2020

Society situation

Bubble burst

1995 The Great Hanshin-Awaji Earthquake

2001 The World Trade Center attack (9-11)

2008 Lehman shock

2011 Great East Japan Earthquake

2016 Kumamoto Earthquake

2021 Tokyo Olympic and Paralympic Games

2022 Russian invasion of Ukraine

2024 Noto Peninsula Earthquake

Laws and technologies related to maintenance security

Around 1990 OA floor method

1997 Implementation of FMer qualification test

1998 Act on Securitization of Special Asset by Special Purpose Companies

1999 Act on Promotion of Development of Public Facilities, etc. by Utilizing Private Funds, etc.

2003 Revision of the Act on Rational Use of Energy

2009 Act on Securing Financial Soundness of Local Governments

Roles and functions of the maintenance management company

Building services that are becoming higher level and more complicated

- Response to land trust and redevelopment business
- Response to PFI and designated managers
- Response to ownership of real estate and separation of management (AM, PM)
- Response to CRE and PRE
- Energy/power saving
- SDGs, decarbonation
- Digitalization of management

Major moves of NIPPON KANZAI

1990 Entrusted with the management work of large-scale land trust building

1995 Entrusted with the redeveloped building management work in urban area

1996 Commercialized BEST, a production management system

2000 Commercialized WAFM system. Started remote monitoring of facilities
Entrusted with PFI business. Started building due diligence service business

2002 Established OS Department

2003 Entrusted with asset management work of real estate after setting up securitization of office buildings

2007 Entrusted with the management works of designated manager systems

2012 Joined FM expo held in Dubai, as a starting point of entering the overseas market

2014 To double-headquarters system

2017 Entrusted with facilities management during the construction period of Toyosu Fish Market

2018 Started comprehensive management operations of Akashi City

2023 Establishment of NIPPON KANZAI Holdings

2024 Oct. Relocation of Training Institute

Mechanism of Condominium Management Industry

Condominium management company in Japan	Approx. **2,541** companies
Member company of Condominium Management Companies Association	**332** companies
No. of lots under management of the member companies	Approx. **19,297** lots/company

(Source: Condominium Management Companies Association, 2025 Survey on condominium management commission)

NIPPON KANZAI Group

Only independent-type building management company dealing with condominium management that is listed on the Tokyo Stock Exchange Prime section

No.16 in the industry

(**101,384** lots) total lots of 3 Group companies

(Source: Mansion kanri Shimbun, calculated by NIPPON KANZAI by group company)

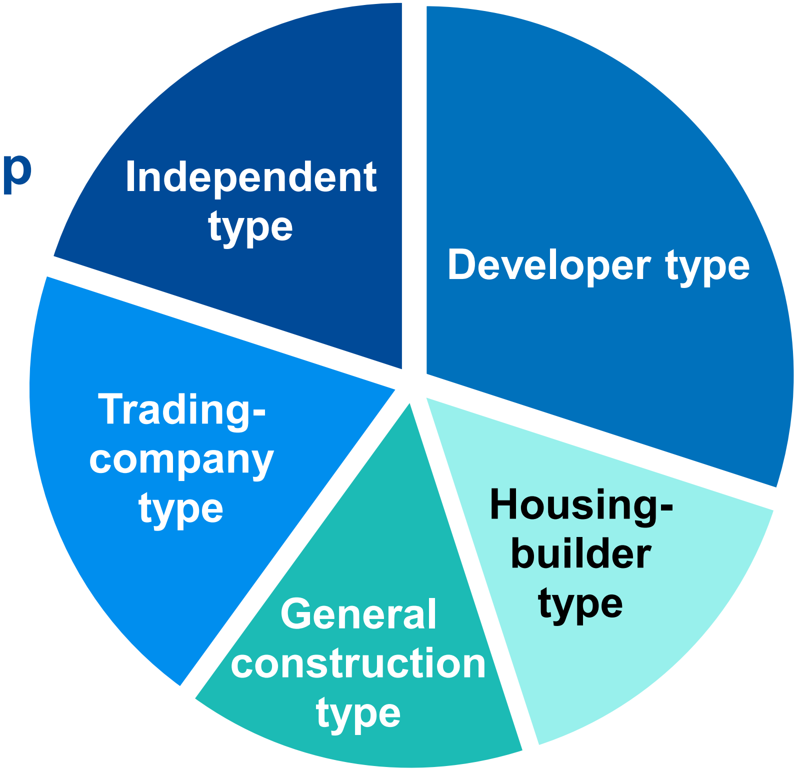
<Independent type>

NIPPON KANZAI Group

Nihon Housing Co., Ltd.
Gojinsha Planning Research Center

<Trading-company type>

ITOCHU Urban Community Ltd.
Sumisho Tatemono Co., Ltd
Sojitz LifeOne Corporation



<Developer type>

Mitsui Fudosan Residential Service Co., Ltd.
Mitsubishi Jisho Community Co., Ltd.
Sumitomo Fudosan Tatemono Service Co., Ltd
Nomura Real Estate Partners Co.,Ltd.
Tokyo Tatemono Amenity Support Co.,Ltd.
DAIKYO ASTAGE INCORPORATED
TOKYU COMMUNITY CORP.
Nippon Steel Community Service Co.Ltd
Anabuki Housing Service Co., Ltd

<Housing-builder type>

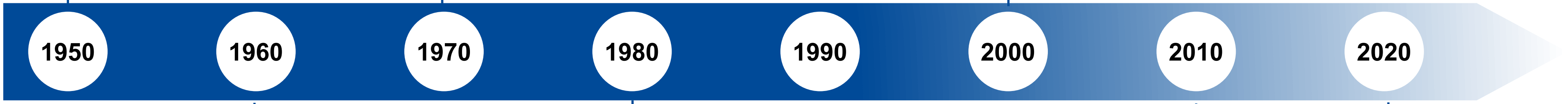
DAIWA LIFENEXT CO., LTD.
Global Community Co., Ltd.

<General construction type>

ex.) Haseko Community, Inc.
Taisei-Yuraku Real Estate Co.,Ltd.

Evolution of laws and forms in the Condominium Management Industry

Late1950s	Started offering high-end condominium for high-income people The main way of management was that a condominium company concludes a management contract individually with a unit owner
Late 1970s	Condominium took root in society as urban-type housing
2000	Establishment of Act on Advancement of Proper Condominium Management
2003	Revision to Condominium Standard Management Consignment Contract
2009	Condominium Standard Management Consignment Contract was revised associated with partial revision to Act on Advancement of Proper Condominium Management



1962	Establishment of laws concerning unit ownership of buildings, etc.
Late 1960s	Increase of popular-type condominium for moderate-income people Management company affiliated with a condominium company emerged and building maintenance companies entered the market Start of a management method: Unit owners establish a homeowner association; and the homeowner association and a management company conclude the management contract. Focus was placed on maintenance and inspections
1982	Formulation of the Condominium Standard Management Consignment Contract for Mid- to High-rise condominiums (Template of the contract in the case of outsourcing a business to a management company)
2014	Establishment of Revised Act on Facilitation of Reconstruction of Condominiums (Renamed the Act on Facilitation of Revitalization of Condominiums in 2026)
2021	Establishment of the regulations on explaining important matters via IT devices, associated with partial revision to Act on Advancement of Proper Condominium Management Establishment of the system in which local governments approve condominium with a proper management plan Revision to Condominium Standard Management Consignment Contract
2022	Revision of the Act on Proper Condominium Management
2026	The amended Condominium Act and related laws (an omnibus amendment including the amended Act on Condominium Management and the amended Act on Facilitation of Revitalization of Condominiums) came into effect

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