August 7, 2025

Financial Updates 1Q FYE 2026

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

Some of the material is machine translated.

いい生活

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

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1. Business Summary

Mission

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

Vision

Create society where comfortable life circulates.



Our Business Structure

いい生活

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

Function

- Planning and development of services
- ・Marketing
  ・Sales
  ・Consulting
- ・Support in installation
  ・Customer Success
  ・Support in operation

Products

- Rental management
- Rental brokerage
- Buy& sell
- Website production
- Inter-vendor Distribution /Electronic Applications
- Tenants
- Owner
- Payment
- BPaaS

Providing a system for enhancing productivity as SaaS

Subscription

Service fees (Monthly)

Customer

Real estate companies

- Rental Brokerage
- Rental/Property Management
- Brokerage (buying&selling)

Supporting various real estate business

Providing real estate services

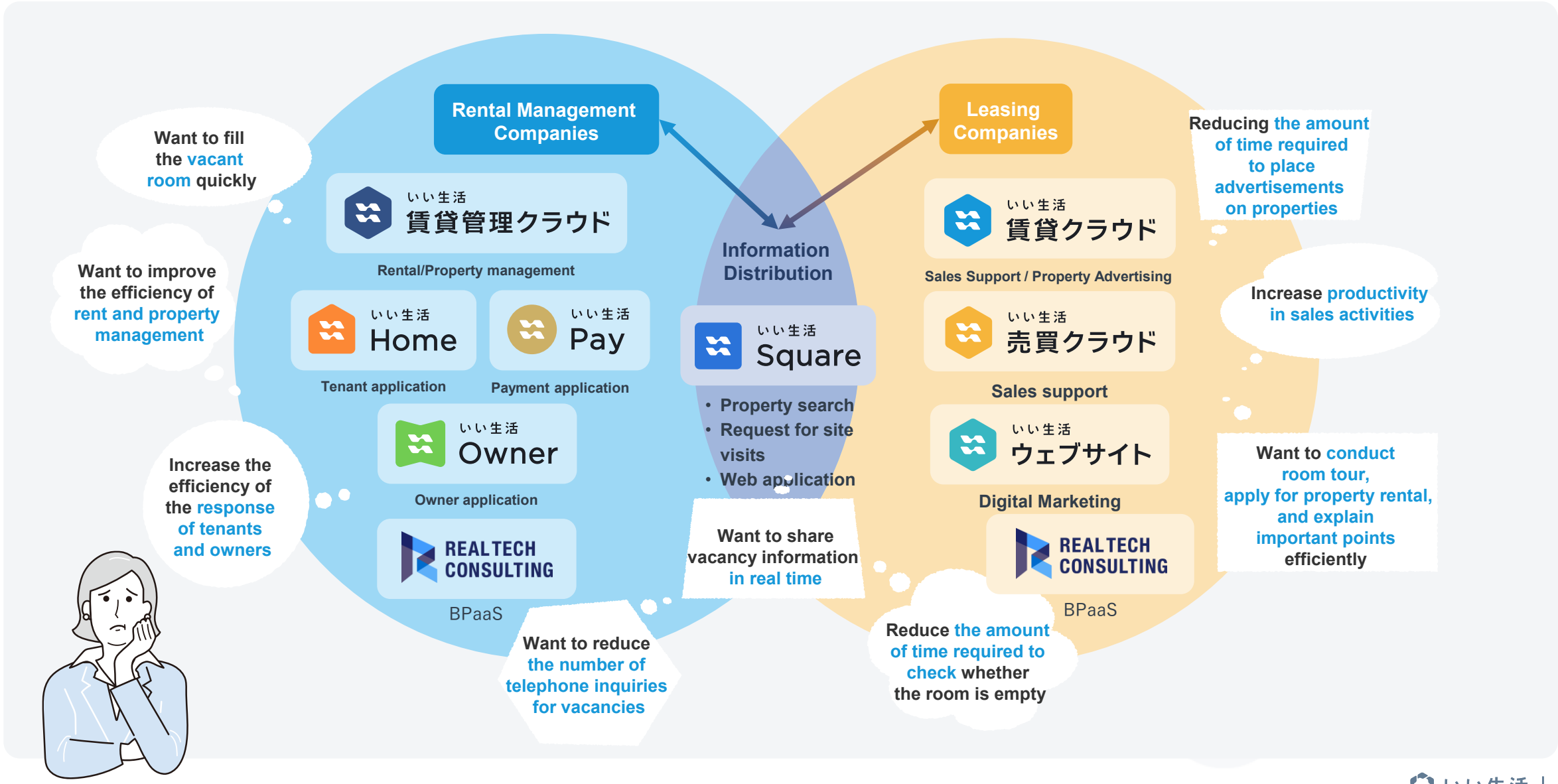
DX of transactions

Use of real estate services and commission

End users

- Real estate owners
  - Owners
- Those who want to sell/buy real estate
  - Sellers
  - Buyers
- Potential tenants
  - Tenants

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



Sales Synergies from Vertical SaaS + BPaaS

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

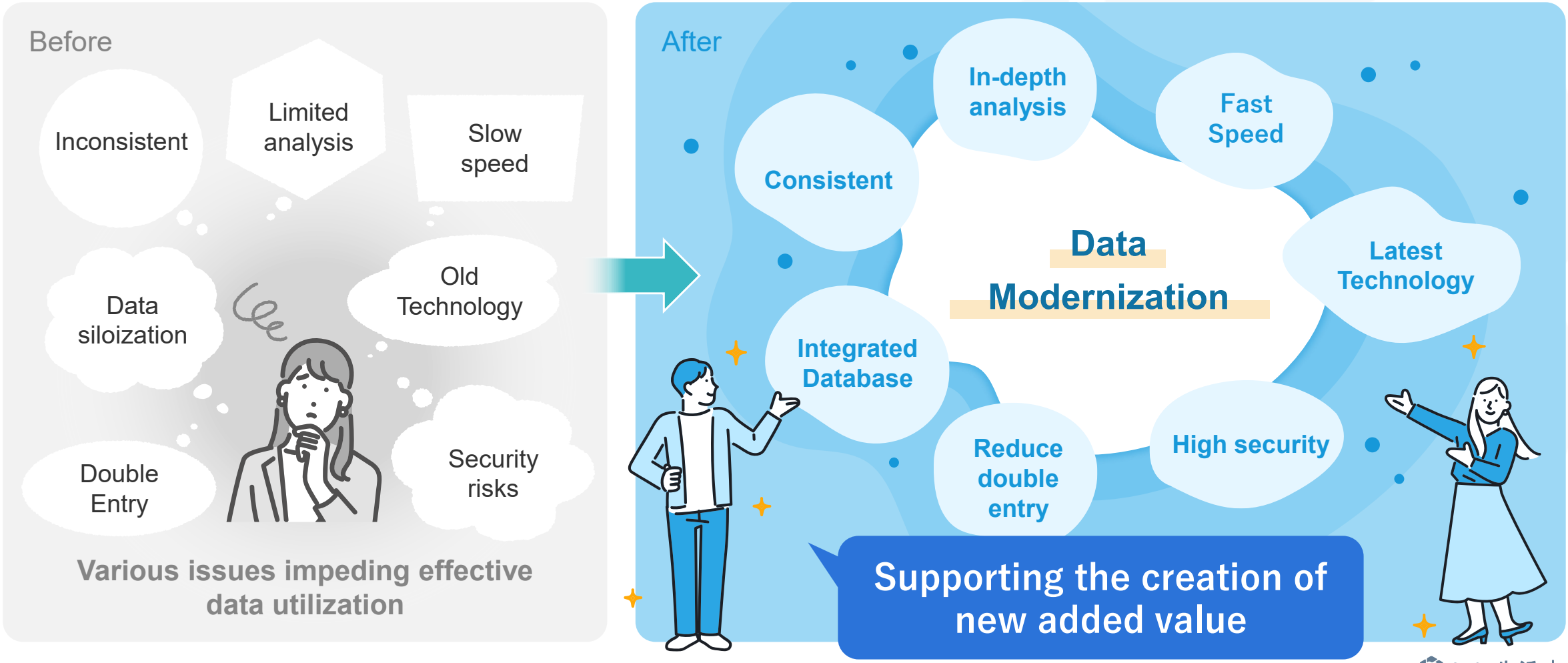
Increase sales through the synergistic effects of SaaS and BPaaS.

Type of Service	Main Functions	Main Value Offered	Category of Sales
BPaaS Business Process as a Service	**Operation Consulting**	• High value-added BPR/BPO services based on the use of our SaaS • Consulting on SaaS utilization such as low-code tool implementation • Our SaaS-savvy consultants work closely with customers on their DX • Provide **Data-modernization** to refresh clients' legacy data and maximize its business value	**Solution**
SaaS Software as a Service	**Application**	• Full lineup of SaaS that specializes in the real estate domain and covers all business processes • Maintenance free due to multi-tenant cloud • High usability in pursuit of UI and UX. High security with the latest IT • Highly confidential owner and contract information managed with high level of security	**Subscription**

New Added Value Brought by Data Modernization

Transform and optimize accumulated data into a more accessible, usable, and valuable format

Utilizing data to extract meaningful insights and maximize business value

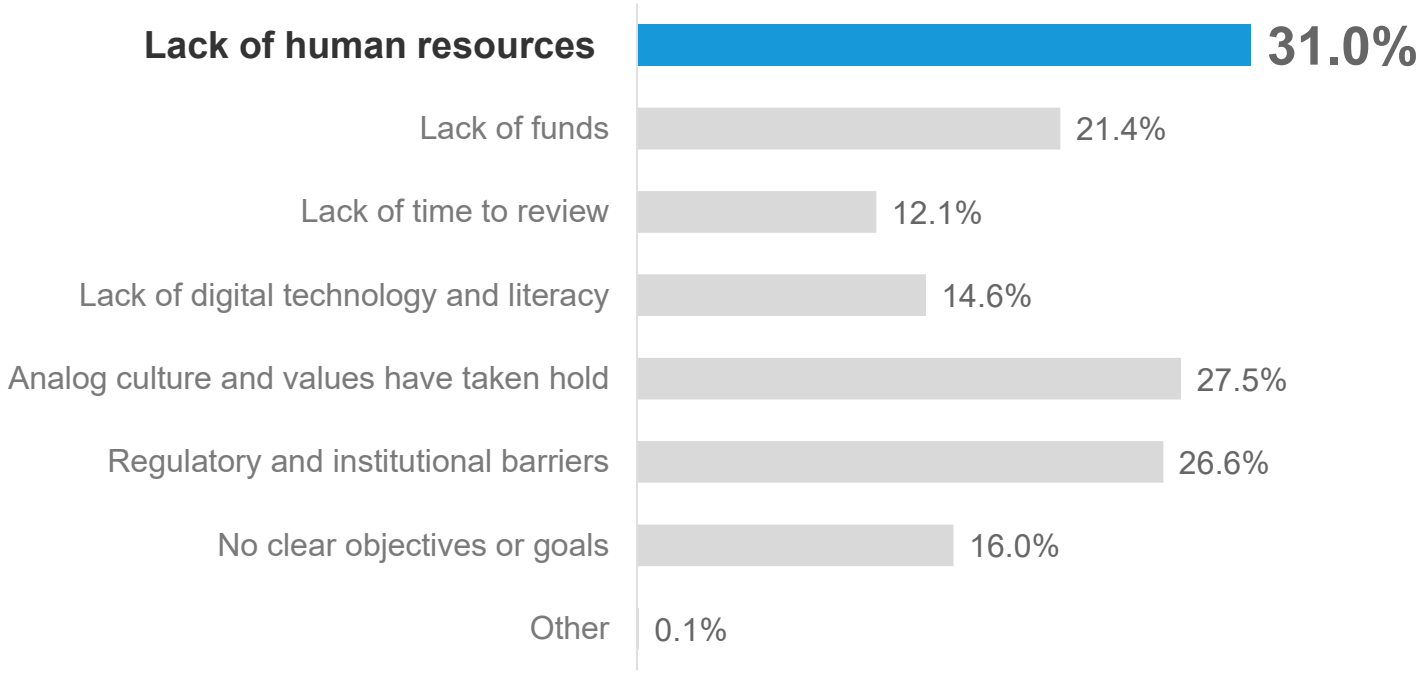


Added Value Created by “SaaS + BPO = BPaaS”

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

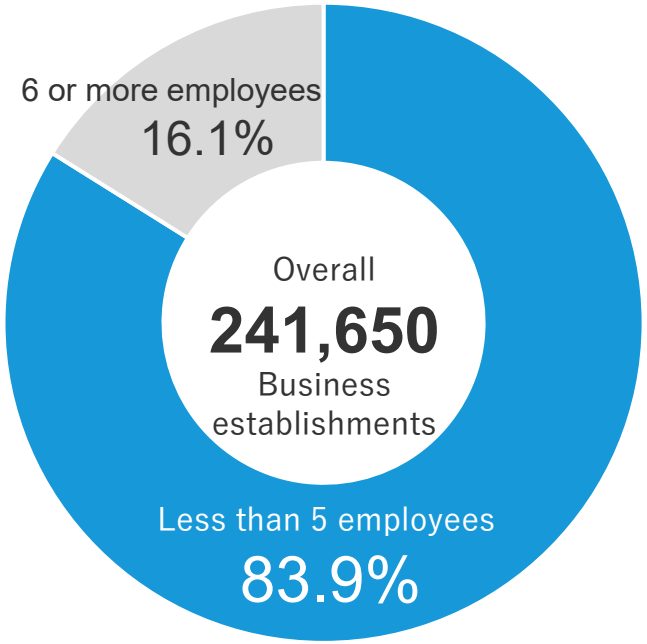
It will be possible to take proactive measures to deal with the worsening labor shortage in the future.

Challenges and barriers to digitization（n=1,442）



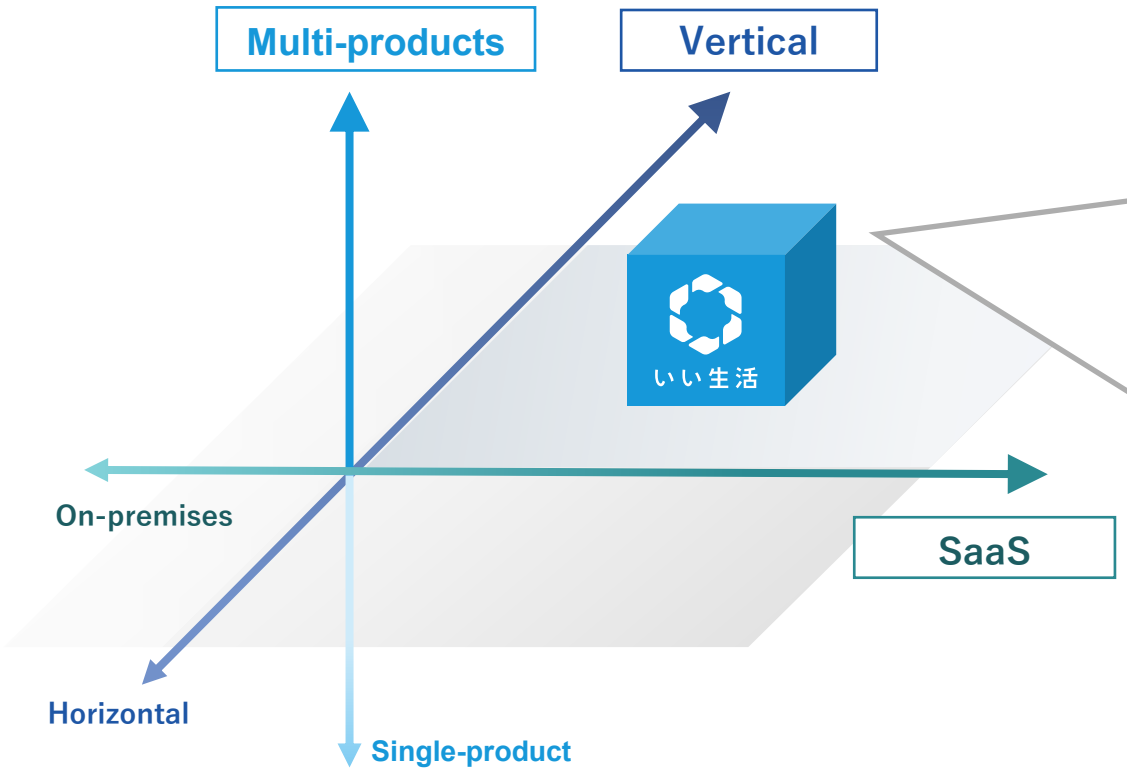
Source:”2024 White Paper Information and Communication in Japan”, Ministry of Internal Affairs and Communications

Number of real estate establishments



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

Competitive Advantage of e-Seikatsu



SaaS × Vertical × Multi-products
= Sustainable Competitive Advantage

Center position of information distribution in the real estate market

Advantage of SaaS

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

Advantage of Vertical SaaS

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

Advantage of Multi-products

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

Teams and Human Capital Advantages



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

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

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

Re-engineering your clients' legacy data into a **true information asset**

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

Major Legal Reforms and New Systems Related to Digitalization of Real Estate Transactions

June 2021
Enactment of the Rental Housing Management Business Act

Establishment of a registration system for rental housing management businesses. Explanation of important matters for owners and periodic reporting are mandatory. (On-site inspections began simultaneously throughout the country in January 2023.)

May 2021
Abolition of the obligation to affix a seal and relaxation of the obligation to document

Digital reform law passed

May 2022
Lifting of the ban on electronic contracts

Revision of the Building Lots and Buildings Transaction Business Act

October 2023
Start of the Invoice System

Start of the qualified invoice-based method

April 2024
Start of the energy-saving performance labeling system

Mandatory registration of inherited real estate

January 2025
Restrictions on "enclosure" of real estate brokerages begin

Revision of the Real Estate Transaction Business Law Enforcement Regulations

Scheduled

April 2027
Start of application of new lease accounting standards

On-balancing of specific lease agreements (master lease agreements)

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

2. 1Q Results

FYE2026 1Q Highlights

Net Sales

749 million yen YoY（+5.3%）

Subscription sales ratio

87.0 % YoY（87.6%）

EBITDA

125 million yen YoY（+35.7%）

EBITDA margin

16.7 % YoY（+3.7 points）

ARPU

Approx. **141** thousand yen

（Approx. 139 thousand yen in June of previous year）

MRR churn rate

0.01 %

ARR

2,653 million yen YoY（+4.6%）

Operating loss

△**13** million yen YoY（—）

Number of fee-paying client

Compared to March of the previous year

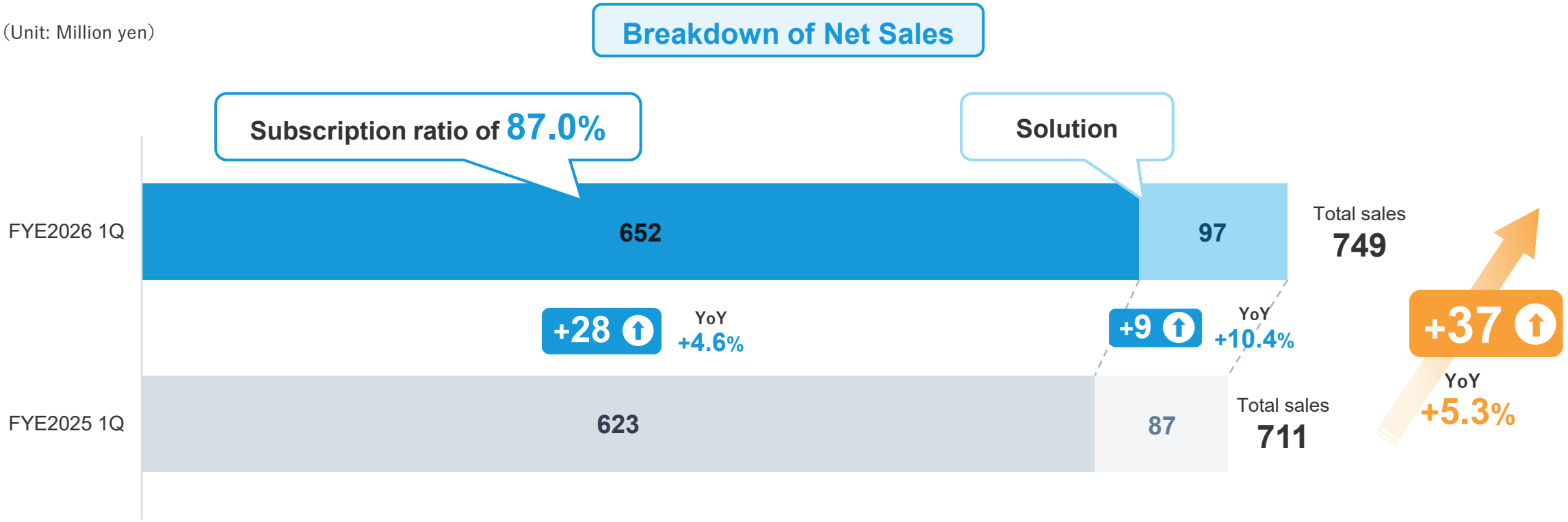
1,566 companies（+54）

4,816 stores（+231）

*1 Figures rounded down to the nearest million yen. Ratios rounded to the nearest decimal place.
*2 Subscription sales ratio is the ratio of “subscription sales”, which is recurrent revenue such as monthly charges for SaaS, to total sales.
*3 ARR is calculated based on MRR for June 2025 after deducting irregular sales.
*4 EBITDA = Operating profit + Depreciation
*5 ARPU (average revenue per user) is calculated by dividing “subscription sales” in June 2025 by “the number of subscribed companies” in the same month and rounded down to the nearest thousand yen.
*6 The MRR churn rate is the MRR lost in June 2025 (including existing increases and decreases) divided by the MRR in May 2025. The MRR churn rate will be a negative value if the MRR gained through existing upselling exceeds the MRR lost due to cancellations in that month (negative churn).

Increased Sales from Both Subscriptions and Solutions

(Unit: Million yen)



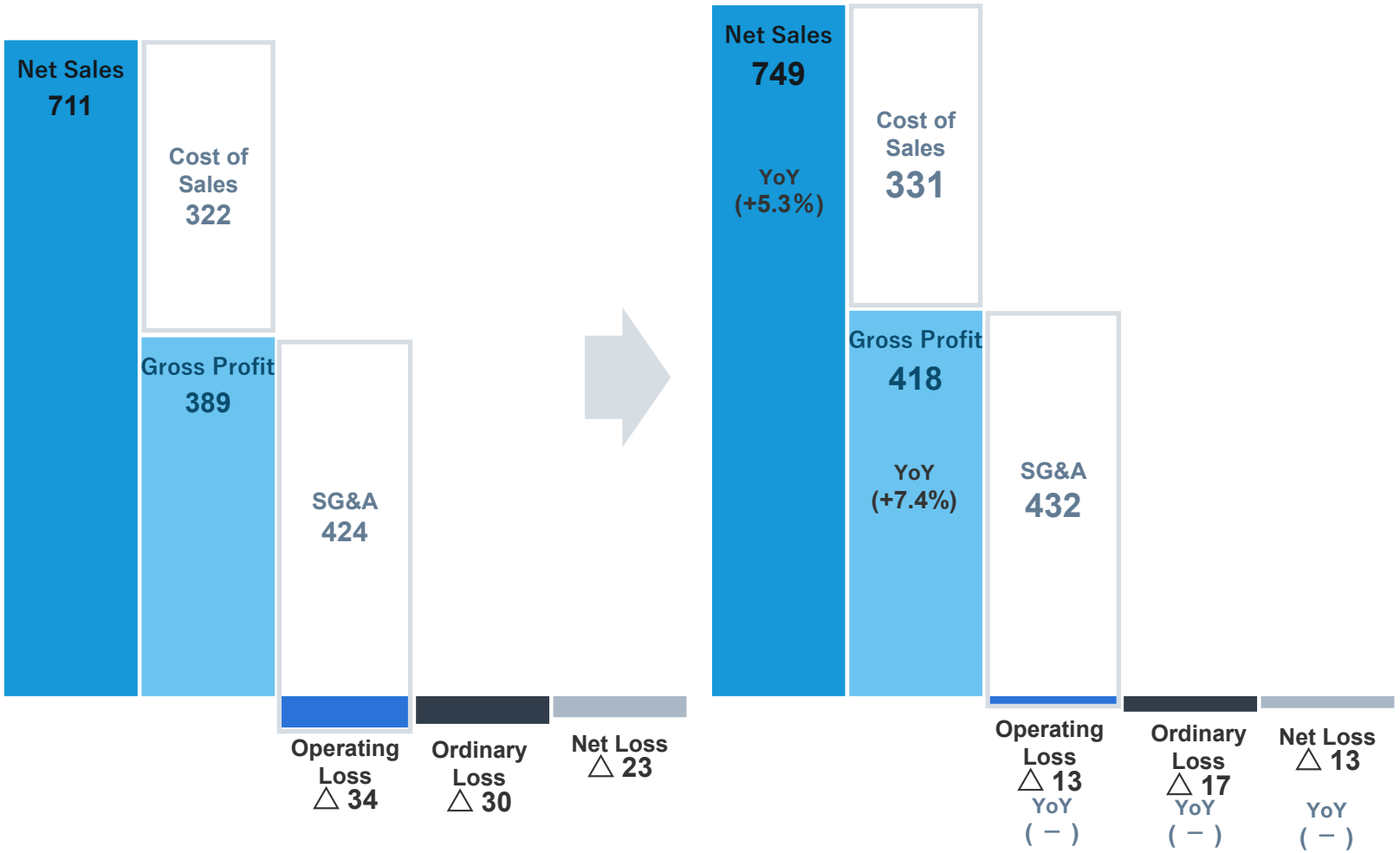
- **Subscription**: Revenue that accrues on an ongoing monthly basis unless cancellation is requested, such as monthly SaaS subscription fee revenue and recurring revenue based on an operational support (BPaaS) contract after SaaS implementation.
- **Solution**: Revenue related to other services such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

* Figures rounded down to the nearest million yen.

YoY Revenue Growth, Gross Profit Growth, and a Reduction in Operating Loss

（Consolidated）

（Unit：Million yen）



FYE2025 1Q

FYE2026 1Q

Net Sales	+5.3 %
Gross Profit	+7.4 %
Operating Loss	—
Ordinary Loss	—
Net Loss	—

（All YoY）

*Figures rounded down to the nearest million yen

Progress Towards Full-term Consolidated Forecast

（Unit：Million yen ）

	FYE2026 Full-term Forecast	FYE2026 1Q Result	Progress rate
Net Sales	3,196	749	23.5%
Operating Profit	107	△13	–
Ordinary Profit	106	△17	–
Net Profit	72	△13	–

	Dividend per share
FYE2026 Forecast	5.00yen
FYE2025 Result	5.00yen

*Figures rounded down to the nearest million yen

Key Points of 1Q Results

Sales Growth

Growing at the expected pace

Acquisition of new customers and up-selling/cross-selling to existing customers also remained strong

MRR churn rate

Continued to remain at a low level

Considering the seasonal factors specific to the real estate industry, progress is steady compared to the full-year forecast.

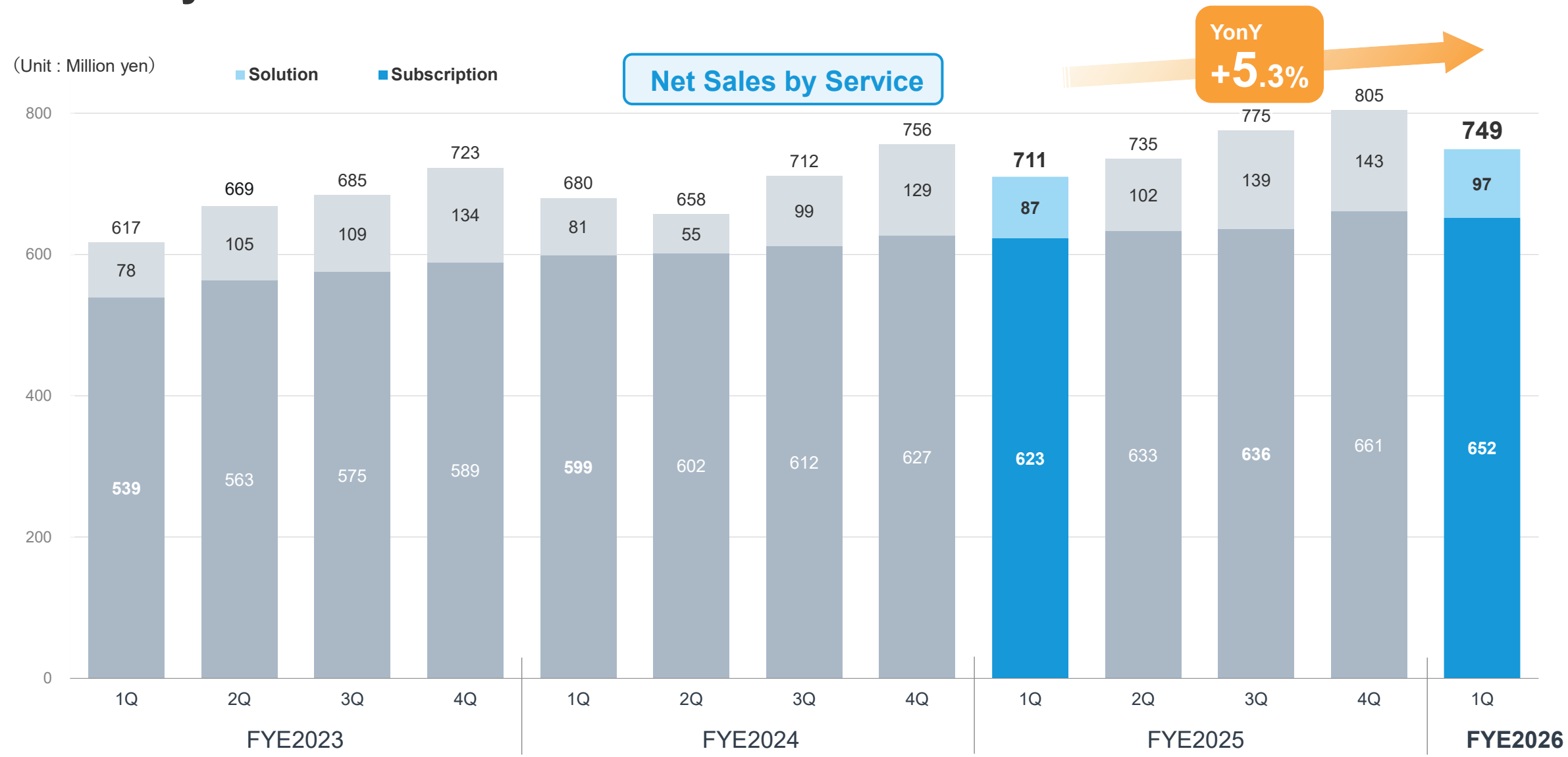
Cost

Same as previous year's trend

Due to the focus on new graduate recruitment, expenses tend to be higher in the first quarter and gradually decrease in the second half of the year

- Although there was an operating loss in the first quarter, the gross profit margin improved, **and we expect to achieve our full-year profit forecast.**
- New services in the building management field and major updates in the real estate sales field are planned.
- **Achieving the full-year forecast for this fiscal year is the bare minimum,**
  and by launching new services, **we will steadily accelerate our growth pace from next fiscal year onwards.**

Quarterly Sales Also Increased YoY



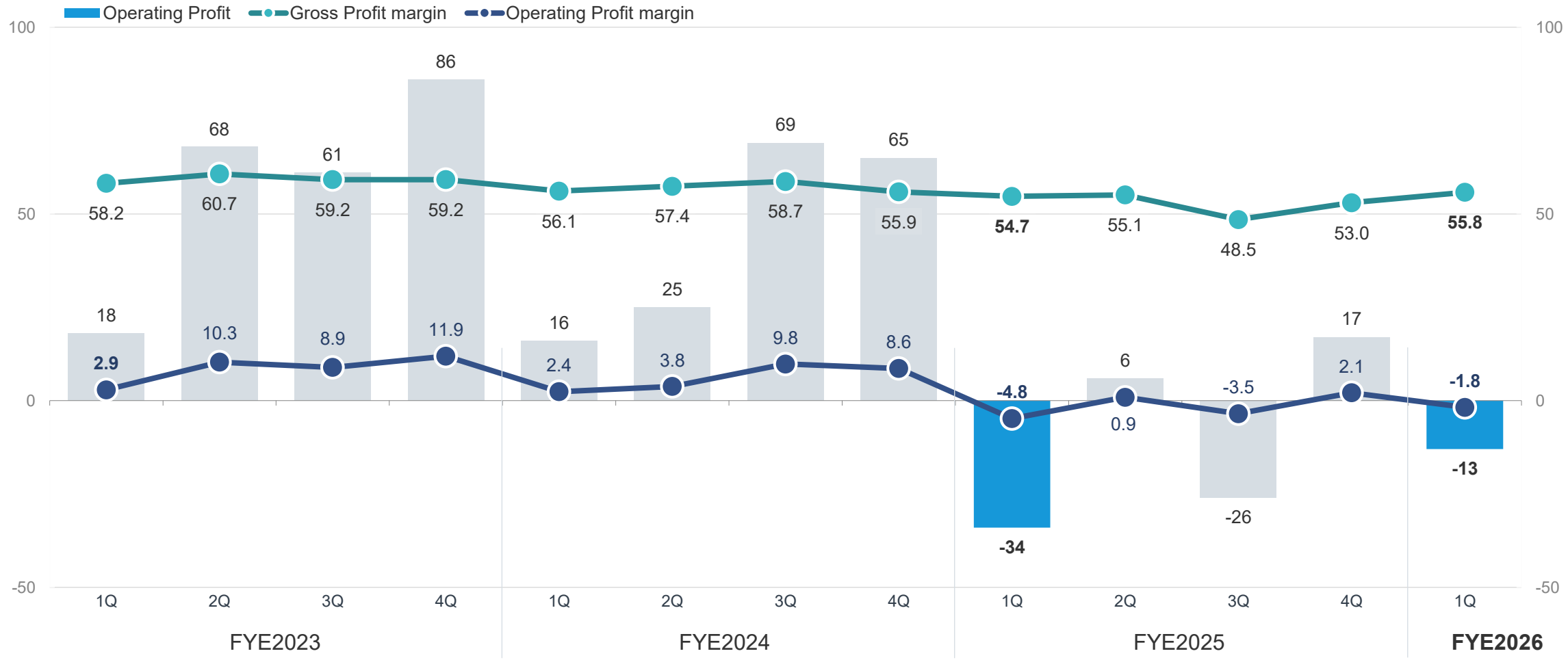
*Figures rounded down to the nearest million yen

Gross Profit Margin Improved YoY along with Sales Growth

（Unit : Million yen）

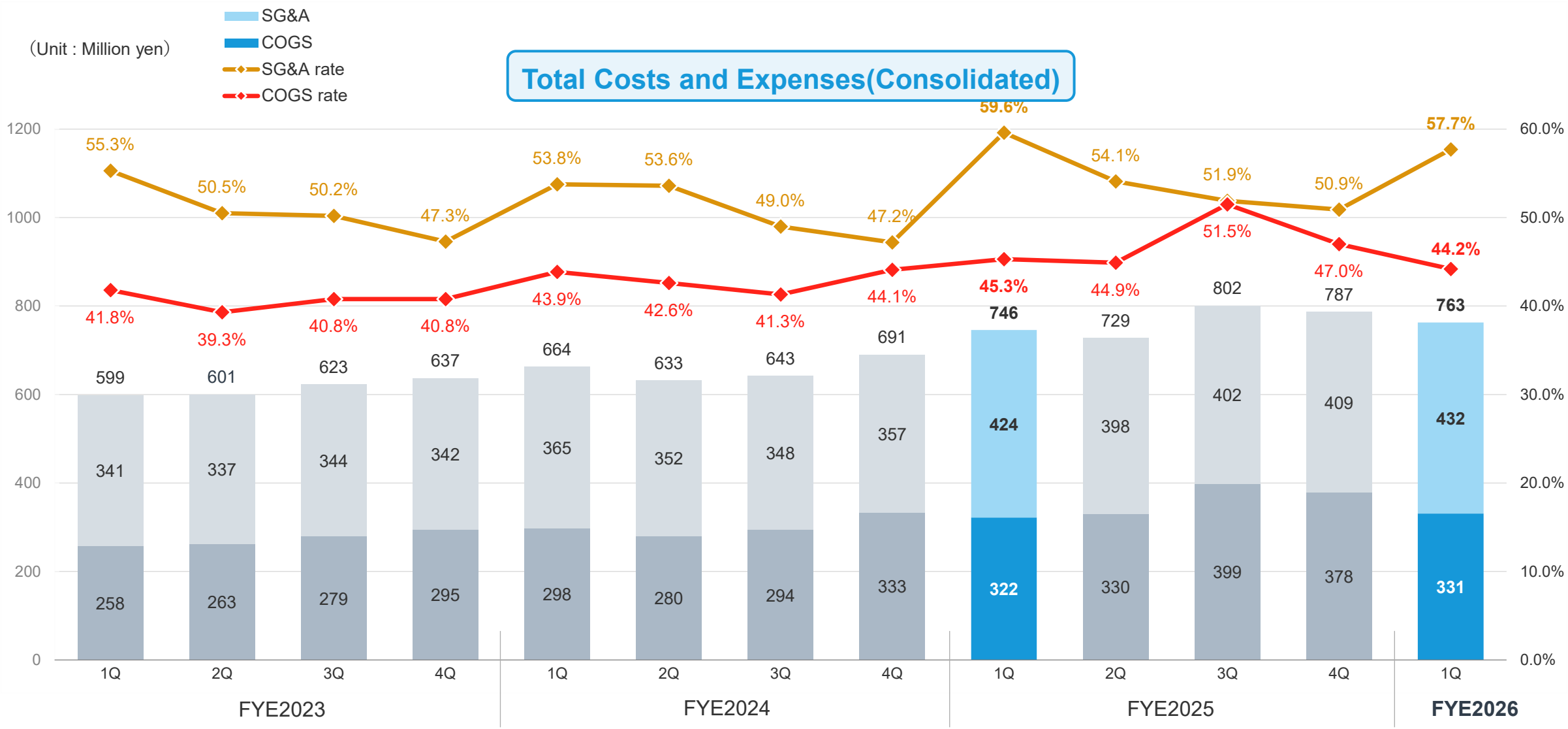
Gross Profit Margin and Operating Profit (Consolidated)

（Unit : %）



*Figures rounded down to the nearest million yen

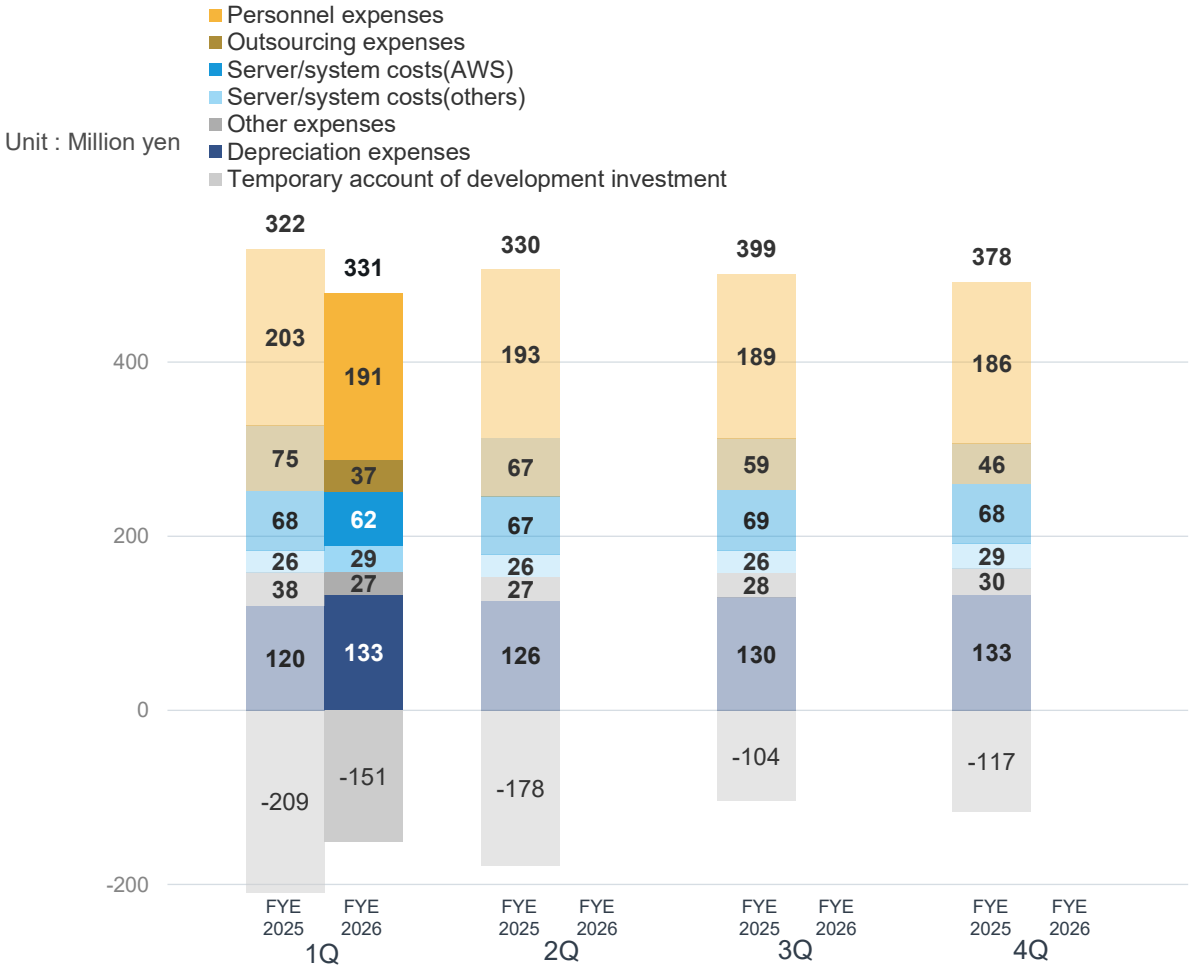
As Sales Increased, COGS and SG&A Ratios Improved YoY



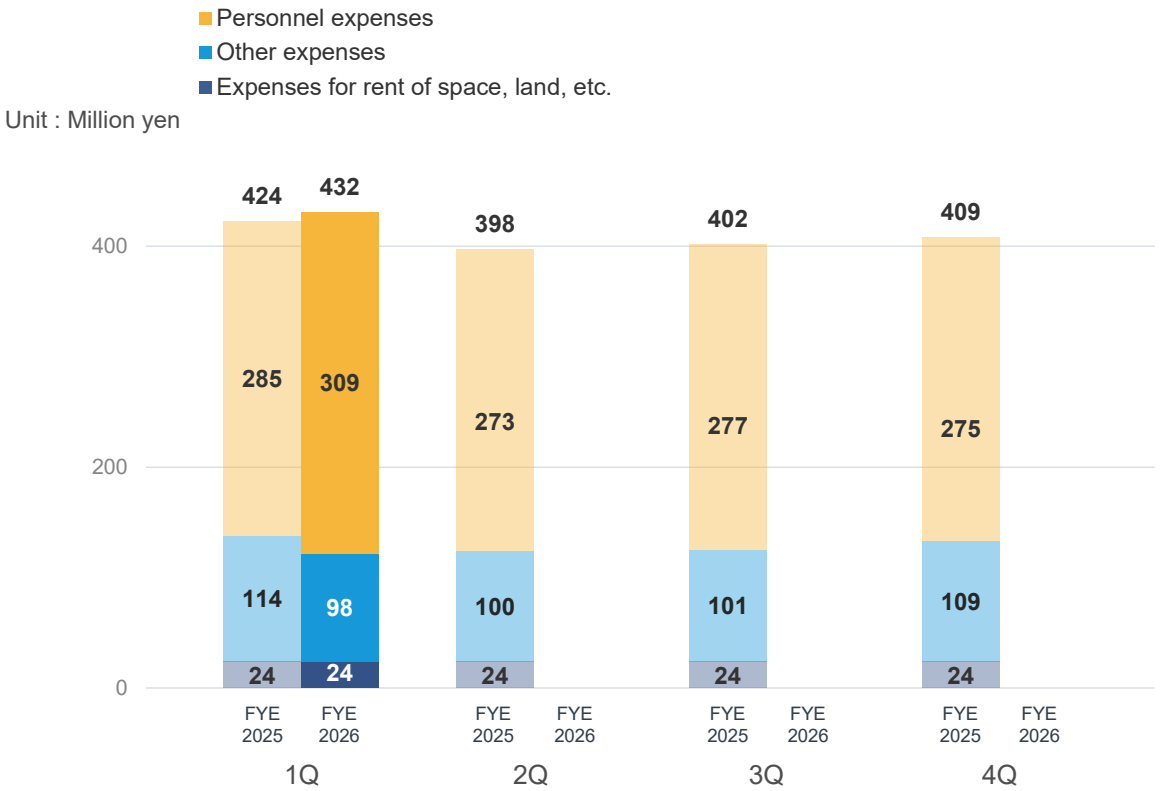
*Figures rounded down to the nearest million yen

Outsourcing Costs decreased YoY as Development Outsourcing were Shifted to In-house

COGS (Consolidated)



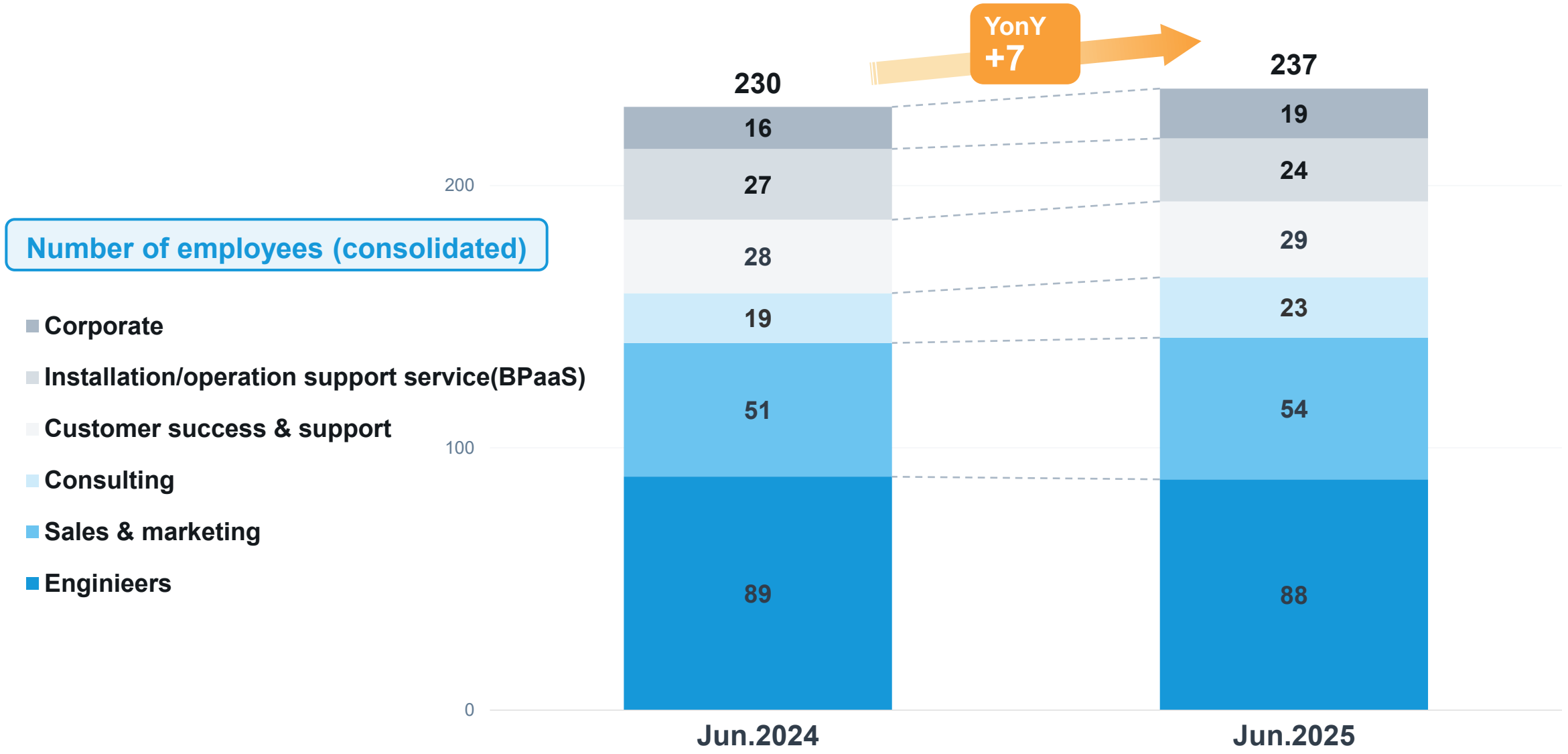
SG&A (Consolidated)



*"Other expenses" in cost of sales include office rent, utilities, etc.. " Temporary account of development investment" consists of work in process under development, software in progress, etc.
* Total Cost of sales is calculated by subtracting the temporary account of development investment from the sum of costs.
* Other expenses" in SG&A expenses include expenses related to marketing, sales support, etc.
* Figures rounded down to the nearest million yen.

Number of Employees

Number of employees (consolidated)

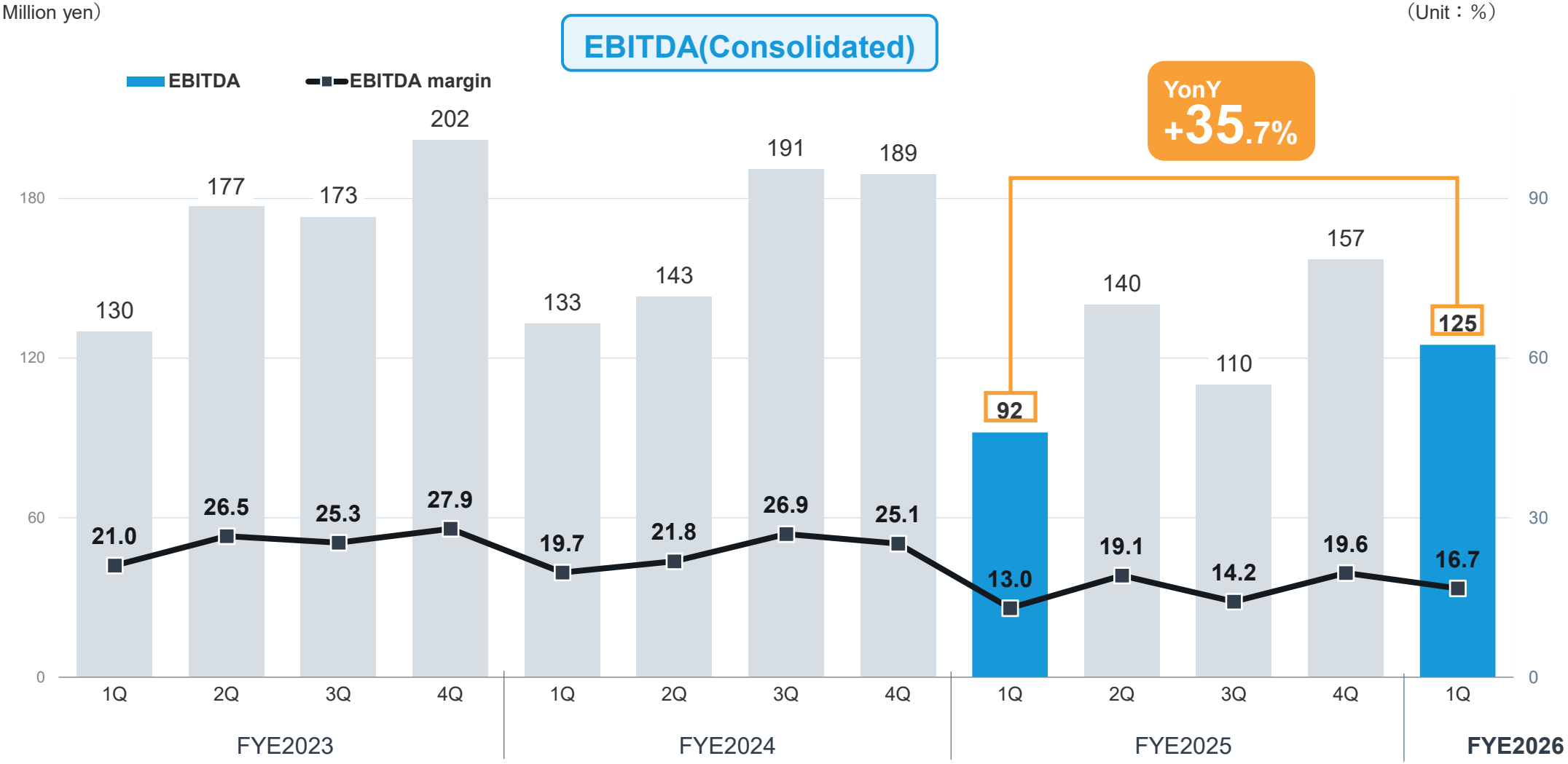


* Excluding directors, advisors, and part-time workers.

Both EBITDA and EBITDA Margin Improved YoY

（Unit : Million yen）

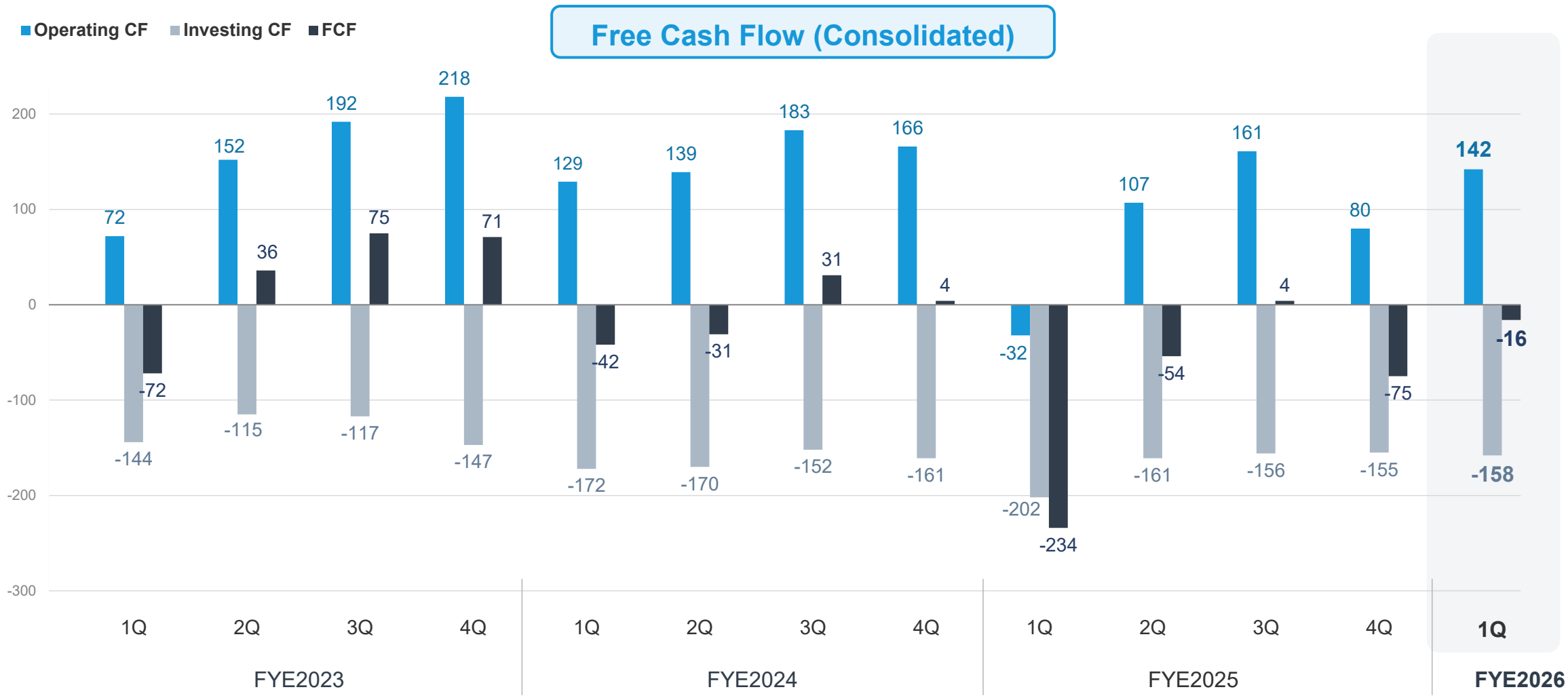
（Unit：%）



*Figures rounded down to the nearest million yen

Restoring the Balance between Operating and Investing CF

（Unit : Million yen）

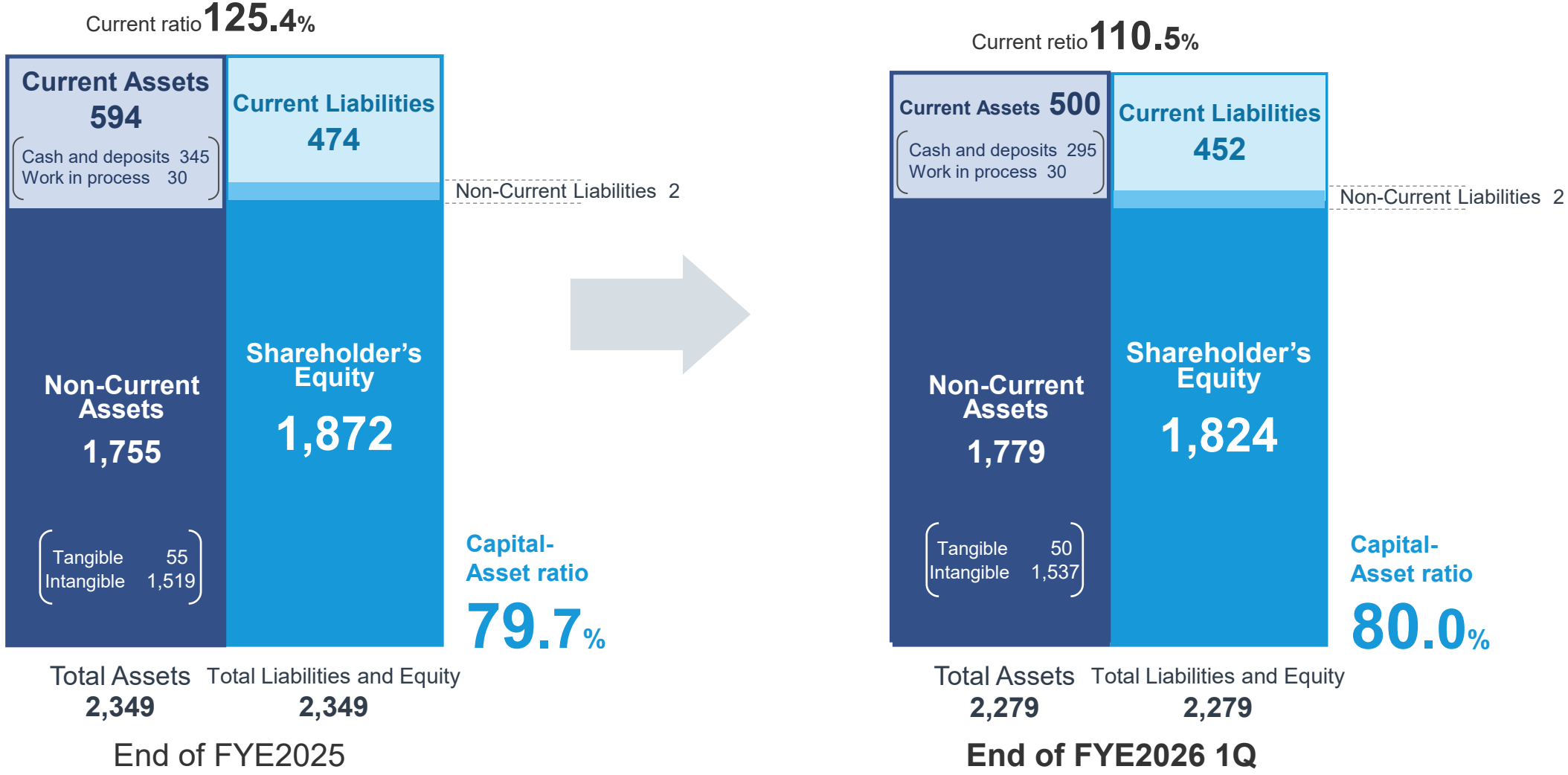


* Free cash flow (FCF) = Operating cash flow (CF) + Investing cash flow (CF)
* Figures rounded down to the nearest million yen.

Balancing Growth Investment (Service Development) with a Sound Financial Base

（Unit : Million yen）

Balance Sheet (Consolidated)



* Figures rounded down to the nearest million yen.

1Q Implementation Results: Our SaaS Was Implemented at Core Real Estate Companies in Each Region

TAIYO Estate Co.,Ltd.

Aomori

Founded 47 years ago, the company has a track record of managing rental properties for over 8,000 units, and operates a comprehensive real estate business rooted in the local community, mainly in Aomori Prefecture.

The core systems that were separated into different businesses, such as rental management/brokerage and sales brokerage, were gradually replaced with the “e-Seikatsu Business Cloud series”, achieving centralized management.

We leverage the strengths of our multi-product portfolio to help our customers solve their problems, including responding to legal reforms, streamlining overall operations, optimizing data utilization, and strengthening brand power.

- いい生活 賃貸管理クラウド
- いい生活 売買クラウド One
- いい生活 賃貸クラウド 物件広告
- いい生活 売買クラウド 営業支援
- いい生活 賃貸クラウド 営業支援
- いい生活 ウェブサイト
- いい生活 Home
- いい生活 Owner

Grand Vision .inc.

Osaka

The company handle the management, sales, and tenant leasing of investment properties in Osaka City.

Following the implementation of the "Rental Management Cloud" in 2021, They have additionally implemented the "e-Seikatsu Rental Brokerage Cloud Sales Support," streamlining tenant leasing operations by utilizing automatic follow-up functions such as email newsletters and step emails.

We will help them establish a growth foundation that leverages the strengths of SaaS, such as flexible scalability to accommodate future increases in the number of managed properties and robust security to protect property owner information.

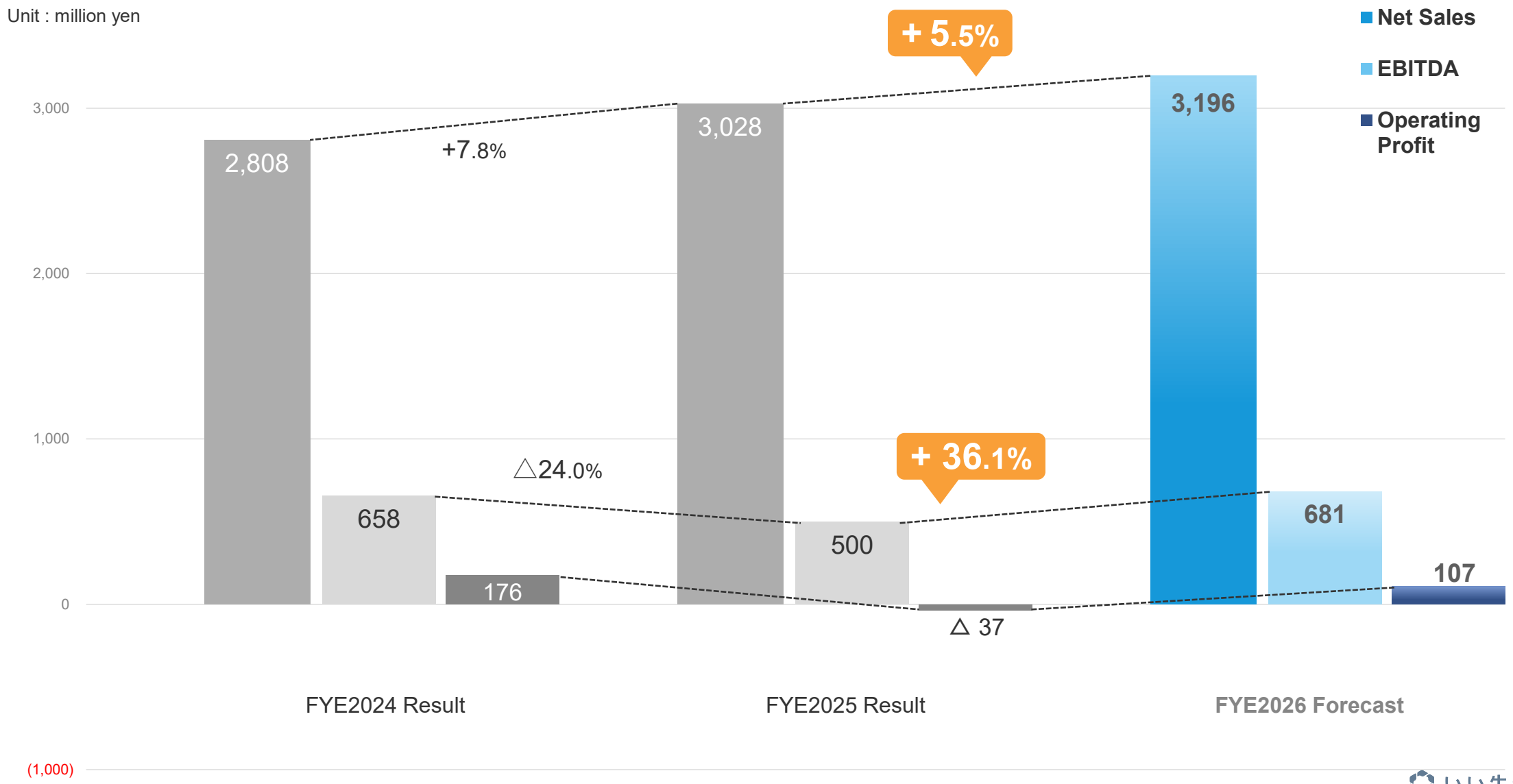
- いい生活 賃貸管理クラウド
- いい生活 賃貸クラウド 営業支援

Our services are expanding to real estate companies nationwide!



3. Future Prospects

Latest Results and FYE2026 Forecast (Consolidated)



Commentary on Earnings Forecasts

Sales

1. **Expect steady operation and sales from mid-sized and enterprise projects already ordered**
   There are active inquiries from mid-sized and enterprise companies, and we will steadily implement data modernization and increase the number of projects that have started operations.
2. **Expect steady revenue growth through new customer acquisition and cross-selling/upselling**
   Revenues are expected to increase by leveraging multiple products, including upgrades to SaaS for sales intermediation and transaction charges at “e-Seikatsu Square”.

Costs

1. **Investing in human capital to ensure sustainable growth**
   Recruit necessary personnel, mainly from new graduates, and continue to invest in education, etc.
2. **Onboarding of the development team, which was added in the previous fiscal year, is progressing smoothly**
   Steady progress in recruiting and training engineers, reduction in outsourcing of development-related work, and optimization of resource allocation
3. **Continue investing in in-house systems**
   As a company that provides multi-product SaaS, we will further promote internal system integration and improve productivity.

Basic Policy and Growth Strategy

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

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

2 Strengthening multi-product strategies

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

3 Aiming to increase transaction charges at いい生活 Square

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

4 Enhanced Data Modernization

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

Exhibited at "BREX, a Comprehensive Exhibition of Housing, Architecture and Real Estate“, Over 15,000 People Visited over the Three Days

Exhibision







Presentation



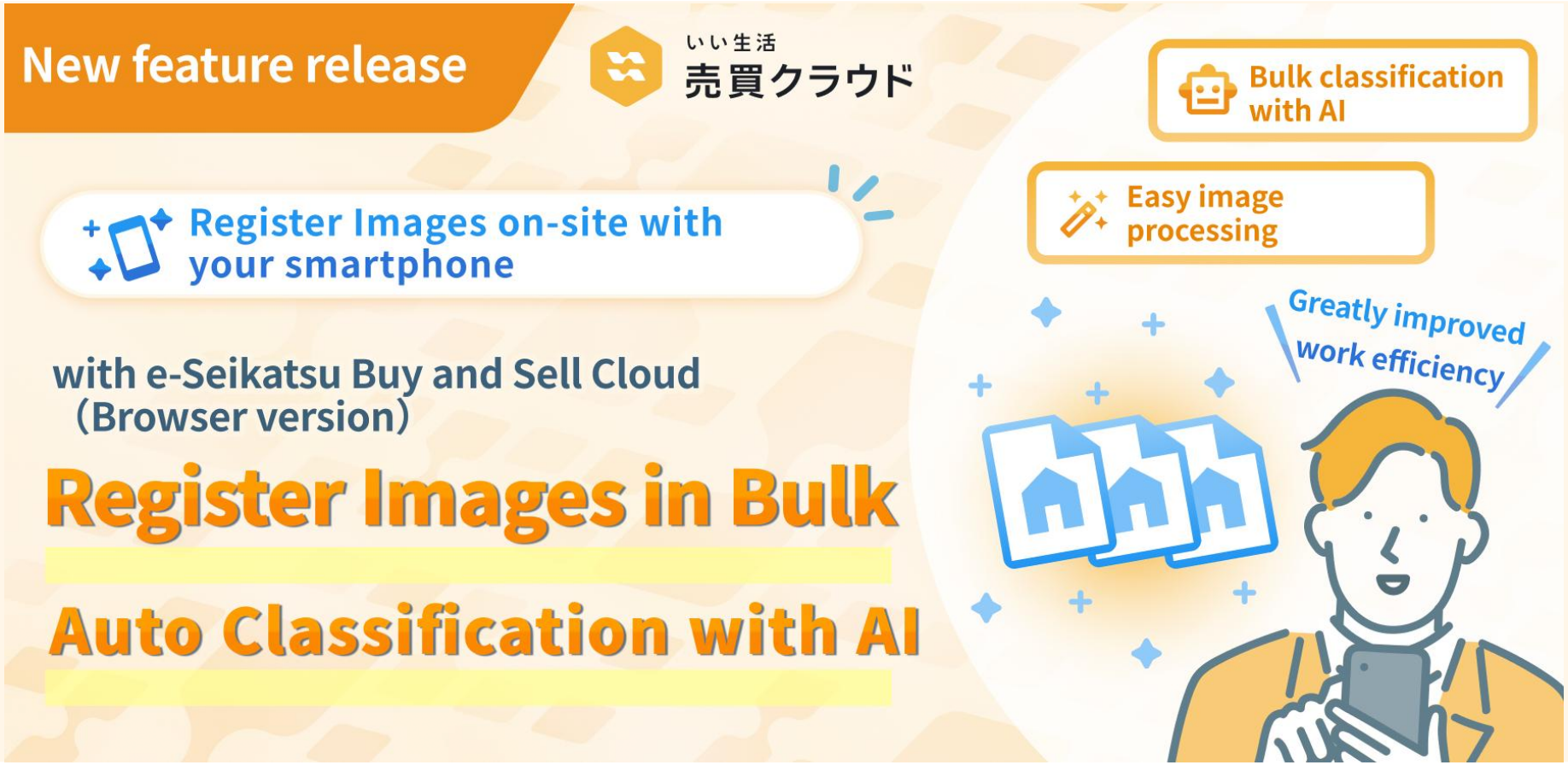
A large-scale exhibition featuring many real estate-related companies.

You can see the event venue on the official website below.

- "BREX, a comprehensive exhibition of housing, architecture and real estate“ https://housing-biz.jp
- e-Seikatsu official note https://note.e-seikatsu.info/n/n5a63d1494825



【e-Seikatsu Buy and Sell Cloud】Automatic Classification of Property Images Using AI



- Upload property photos in bulk from your smartphone, and AI will analyze them with high precision, automatically determining and classifying them into categories.
- Intuitive operation makes the entire process from taking property photos to registering them in the system smooth, speedy, and efficient.

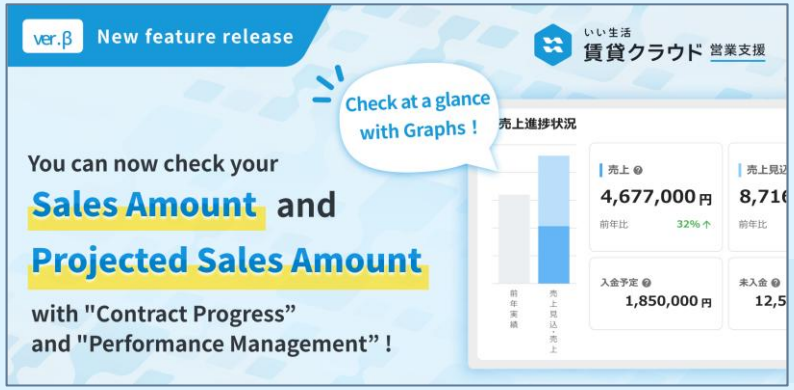
【e-Seikatsu Rental Brokerage/Buy and Sell Cloud 】Strengthening Sales Support Functions



Feb, 2024



Jan, 2025



Jun, 2025



Jul, 2025

- Automatically create analytical reports from various perspectives, such as web response, by person in charge, forecast/actual results, and target/actual results.
- A powerful BI (Business Intelligence) engine that updates information in real time with intuitive operation and helps with business decisions.

【e-Seikatsu Account】Increase the Number of Products that Support Multi-Factor Authentication (MFA)



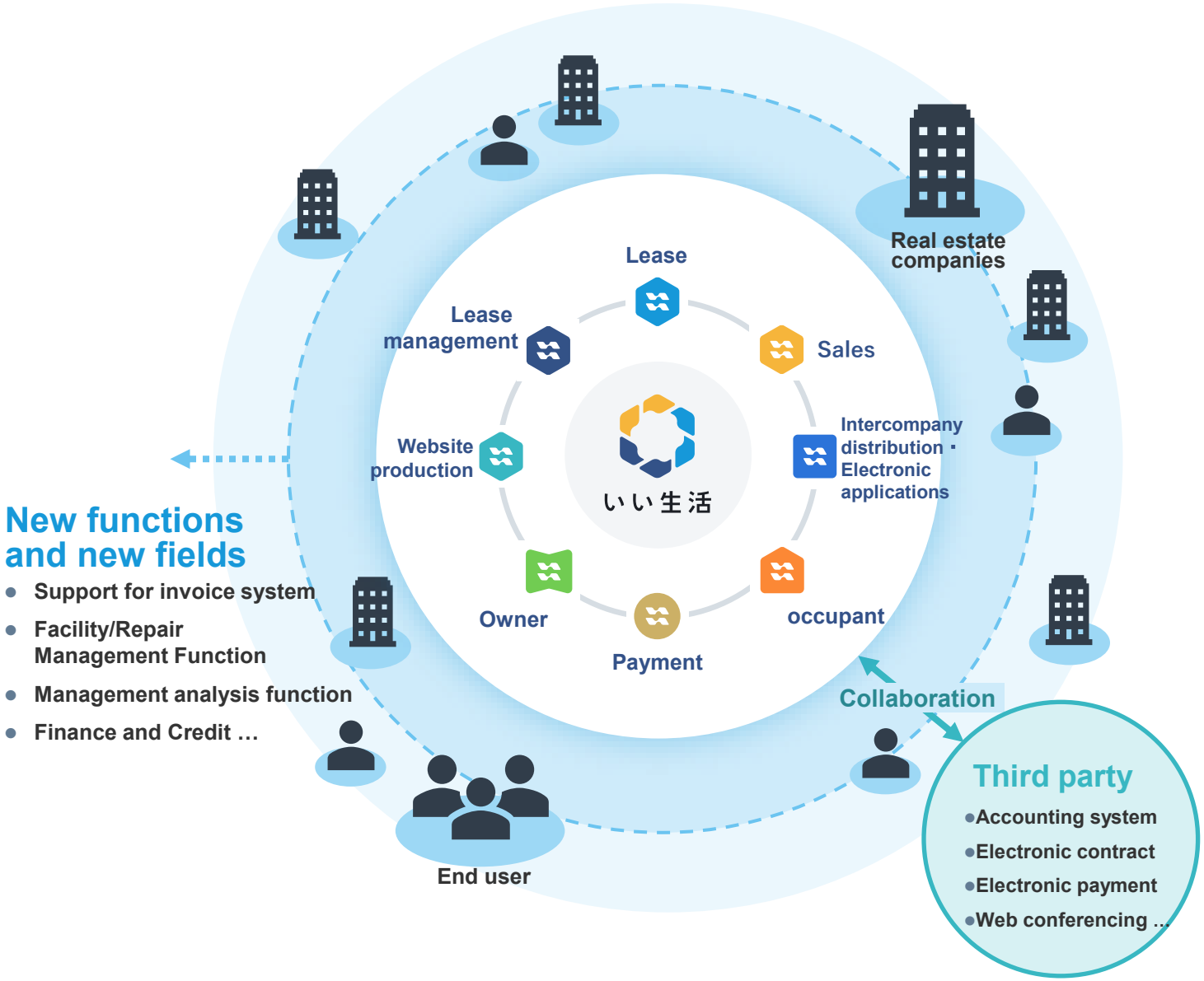
- Following the browser app version, the desktop app version now supports multi-factor authentication
- A single account allows you to use various products, providing both enhanced security and the convenience of single sign-on.

【e-Seikatsu Pay】Multi-Factor Authentication is also Supported for Smartphone Payments for Tenants



- In light of the recent increase in the cunningness of fraudulent methods, such as phishing sites, multi-factor authentication using one-time passwords is now supported.
- In addition to streamlining all payment collection operations in real estate management, it also improves UX and strengthens security.

Our Product Vision for DX in the Real Estate Market

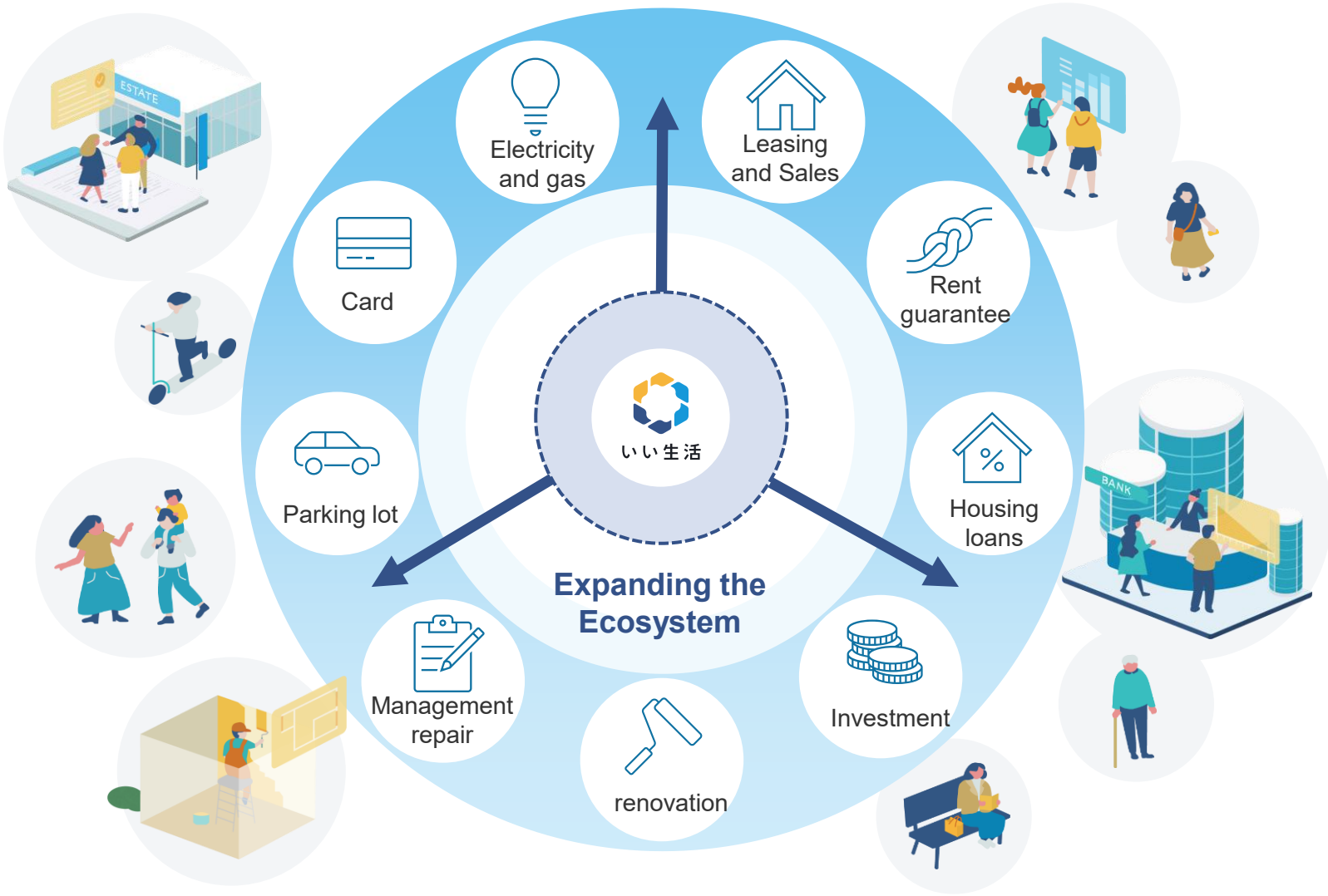


Further promotion of multi-products in the real estate tech area

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

Into a Platform that Gathers All Real Estate Related Data

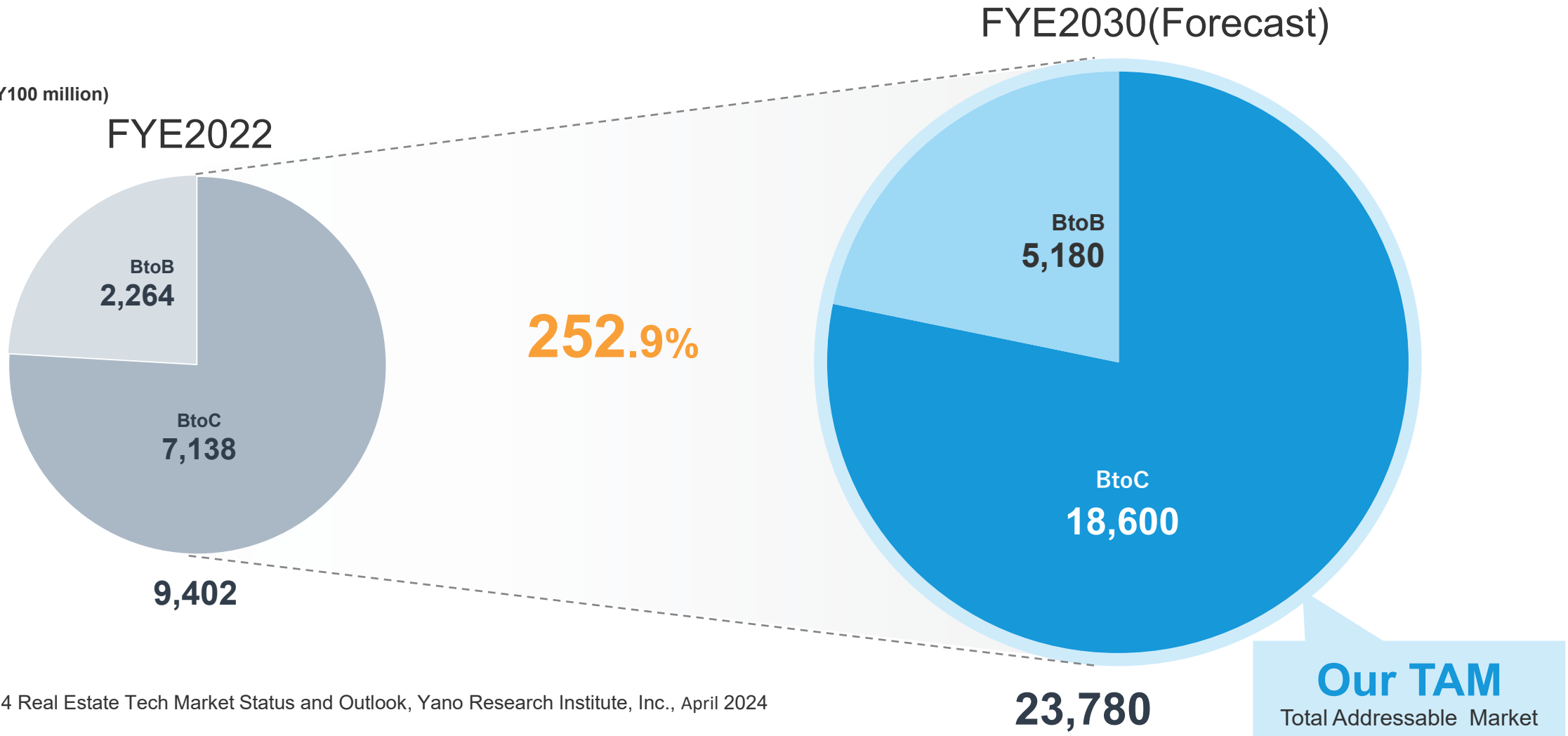
DXing the market to create platforms and marketplaces to expand the ecosystem



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

Real Estate Tech Market Continues to Grow

(Unit: JPY100 million)



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

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

Note: Operator Sales Basis

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

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

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

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

Target Indicators

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

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

TAM (Note 3)

Approximately 2.3 trillion
Yen/Fiscal Year

SAM (Note 2)

Approximately 126.2 billion
Yen/Fiscal Year

Through entry into new fields
Target market expansion

Financial and credit fields, Data business domain, etc.

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

To increase market share

On-premises scratch, etc. Replacement of the system

*1 Serviceable Obtainable Market (SOM): the actual market size that may actually be acquired in a market that is a direct target of a service.
*2 Serviceable Available Market (SAM) is the largest market theoretically able to capture in a market that is a direct target of a service.
*3 Total Addressable Market (TAM): The potential total market size, including the market for alternative services that meet the same customer needs, even if not directly targeted for a service.
*4 The number of domestic business establishments in the real estate industry is the sum of "Real estate transaction business" and "Real estate leasing and management business. "Source: "2021 Economic Census", Ministry of Internal Affairs and Communications, Ministry of Economy, Trade and Industry）
*5 The market size (SOM/SAM/TAM) is calculated by adding our own estimates based on statistical and public data, and does not guarantee scientific accuracy.

Reference

1 Our Brand

不動産市場に、テクノロジーを

いい生活

Mission

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

Vision

Create society where comfortable life circulates.

Statement

More kindness.
A life in harmony with life, snuggling up to the other person's heart and perspective.
More clarity.
A life that allows people to choose their own lifestyle comfortably without hesitation.
More diversity.
A life that is in tune with the times, with people, and with a variety of values.

We have been contributing to the optimization of the real estate market from early on,
and have accumulated a wealth of data and trust.
To create a new standard together with our customers.

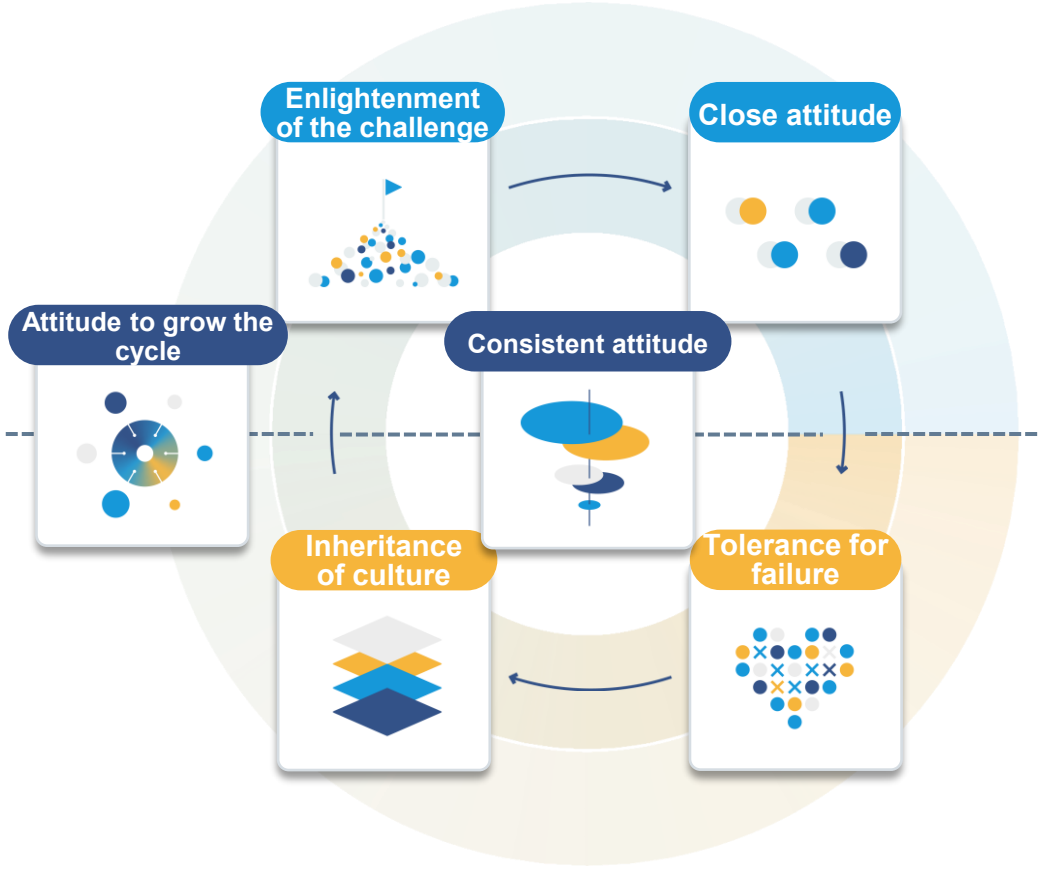
What only technology can do, what only people can do.
We want to build more and more "tools" to help people's lives,
"places" where people can exchange data with peace of mind,
and "experiences" where friendly communication can spread.

When life changes, when life continues.
At every point of contact,
we want to provide rich and clear choices, and to connect people and their good lives by seamlessly linking data.

Create a social system in which a comfortable life circulates.
That is our mission.

Unique Value That Supports Growth

Business (External)



Organization (Internal)

Enlightenment of the challenge **Keep setting a new standard.**

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

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

Close attitude **Advance forward with perspective just right.**

Think about innovations and improvements that will move the world forward by one step.
Not in the future, not so far, nor today, but from the distance of "TOMORROW".
Light the way forward proactively, not leaving anyone behind, and not stagnating.

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

Kindness = "friendly" and ease = "comfortable", but it is not a Yes-man.
We will be a dependable presence through clear communication and a system with a "principle".

Attitude to grow the cycle **Generate a chemical bond by various talents.**

Send out your own WILL and involve colleagues and partners who can fill in your lacking abilities.
When the DNA of specialist's fuse beyond differences in areas and ideas, new "chemical reactions" will be born.

Inheritance of culture **Make our history by accumulating trust from others.**

The past leads to today, and today leads to the future.
Accumulating trust with our customers step by step, becomes the foundation of "US" and our history.

Tolerance for failure **Love challenges and failures we meet altogether.**

Let's welcome the trials and errors with great love, for new challengers and that followers.
Whether it is a small challenge or a big failure, let us accumulate them while supporting each other.

Service Line-up



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

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

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

Reference

2 Our Products

Business Cloud Series

e-Seikatsu Rental Brokerage Cloud

[Sales Support] Customer management SaaS optimized for real estate rental brokerage. Support for the digitization of the real estate business
[Properties Advertising] Digital and efficient rental and intermediary real estate companies

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賃貸クラウド

Sales Support / Property Advertising



[Sales Support]

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

[Properties Advertising]

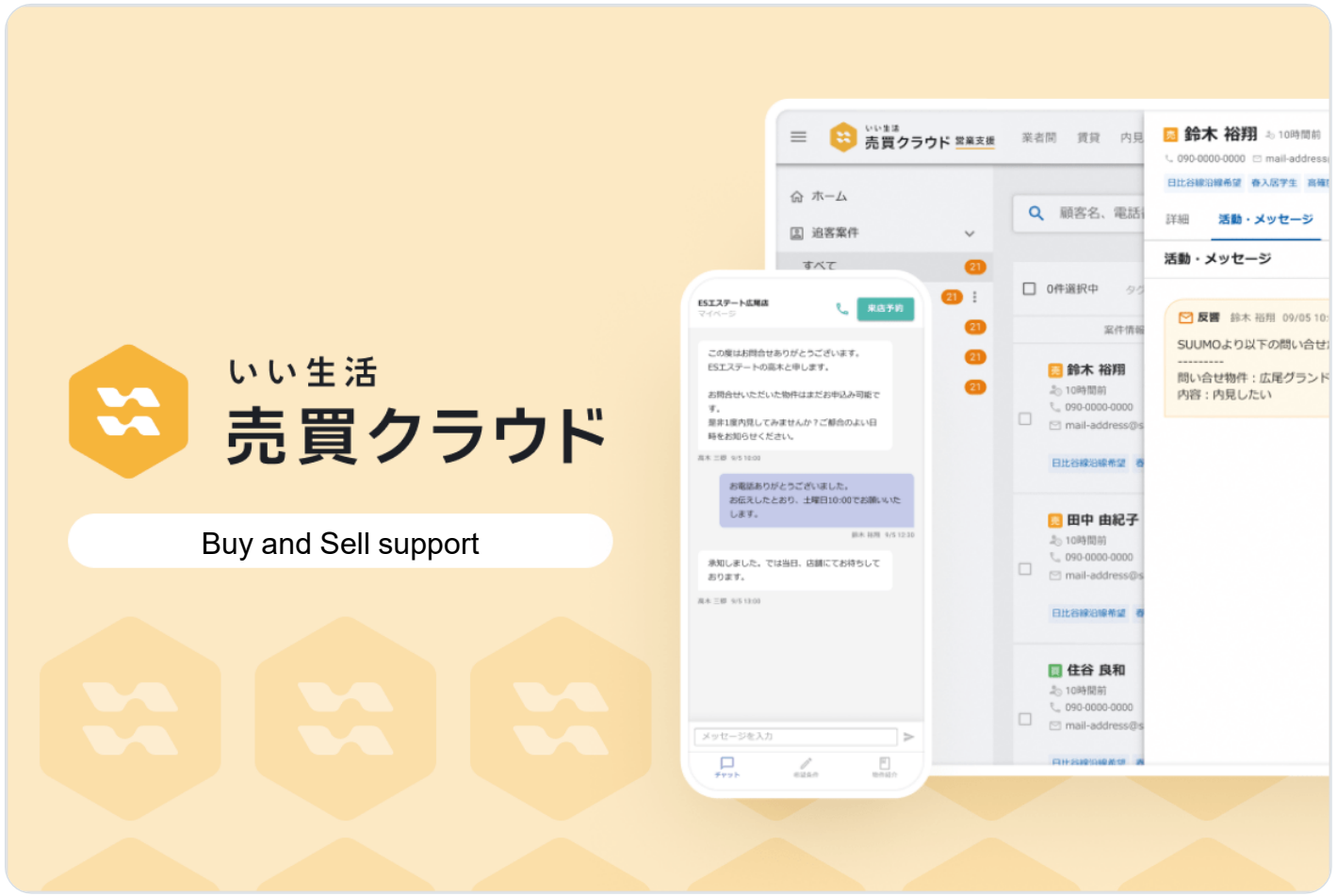
- Support for multi-device devices such as smartphones and tablets
- Support the business of a rental real estate agency that operates on the web with AI input support and assist functions.

*With respect to the client-installed “ES e-Bukken One Rental Brokerage," which is the former brand, we will continue to provide this service after the brand logo has been changed even after the renovation.

Business Cloud Series

e-Seikatsu Buy and Sell Cloud

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



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

*With respect to the client-installed type "ES e-Bukken One Sales" that is the old brand, we will continue to provide it after renovating the brand logo.

Business Cloud Series

e-Seikatsu Rental Management Cloud

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

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賃貸管理クラウド

Rental Management



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

Business Cloud Series

e-Seikatsu Website

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

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



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

Real Estate Platform

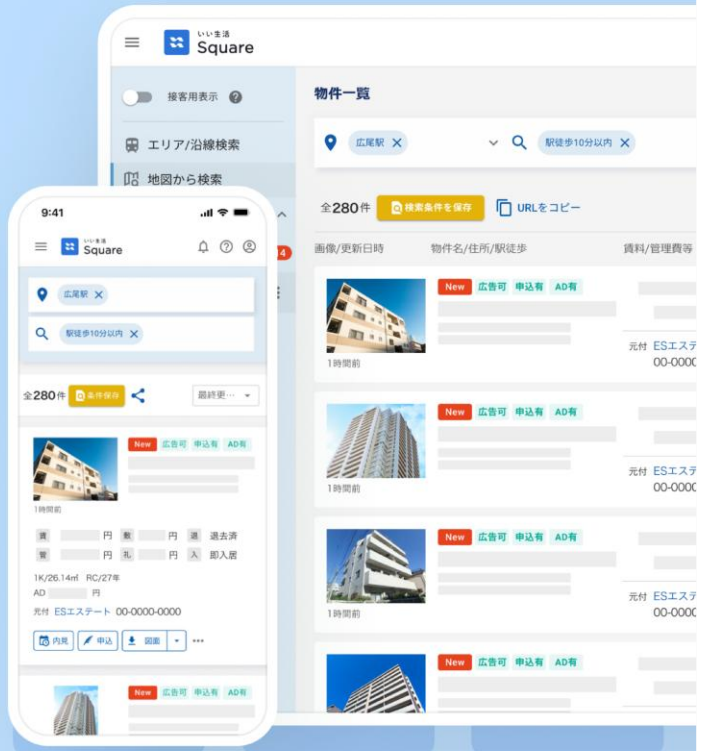
e-Seikatsu Square

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

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

いい生活 Square

Search of property / Internal reception / Web application



[e-Seikatsu Square]

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

[Reserving a viewing/Web application]

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

[e-Seikatsu Square]

Number of registered corporations

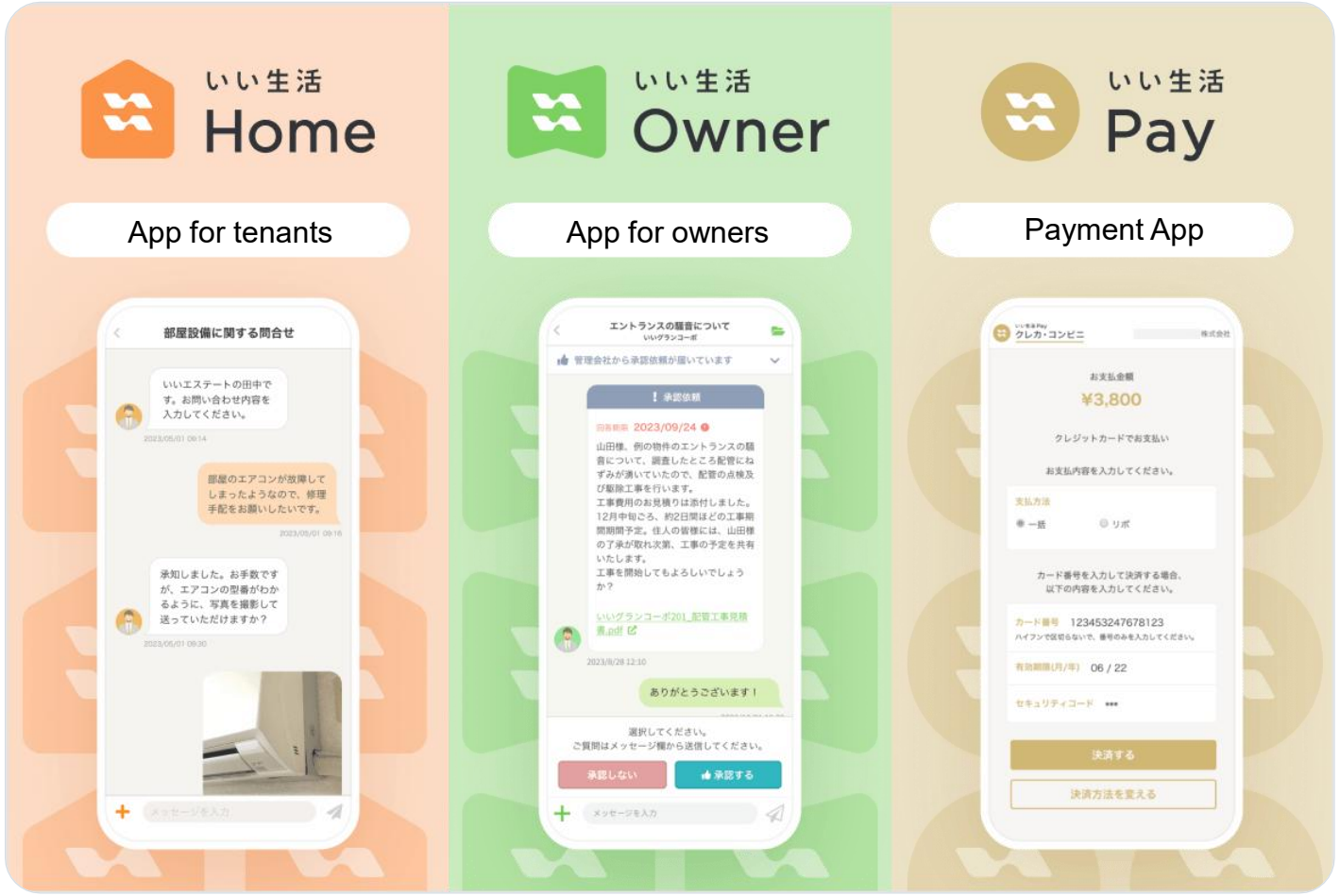
over25,000companies

* The number of corporations registered as of December 2024 as "e-Seikatsu accounts" that are free of charge between e-Seikatsu services.

Real Estate Platform

e-Seikatsu Home /e-Seikatsu Owner /e-Seikatsu Pay

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



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

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

Valid occupant ID:

More than 200,000

Reference

3 Company Profile

Our History

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

2001

- Began offering a real estate business support system.
- Early commercialization of converts for media

2006

Listed on Tokyo Stock Exchange Mothers
(Changed our market to the Second Section of the Tokyo Stock Exchange in 2016)

2013

Cloud for rental management was released.

2018

- Established Real-Tech Consulting, Inc. as a wholly owned subsidiary to provide SaaS implementation support.
- A resident application was released.

2019

Web application feature released.

2021

- Released "e-Seikatsu Square".
- Electronic contracting collaboration started

2022

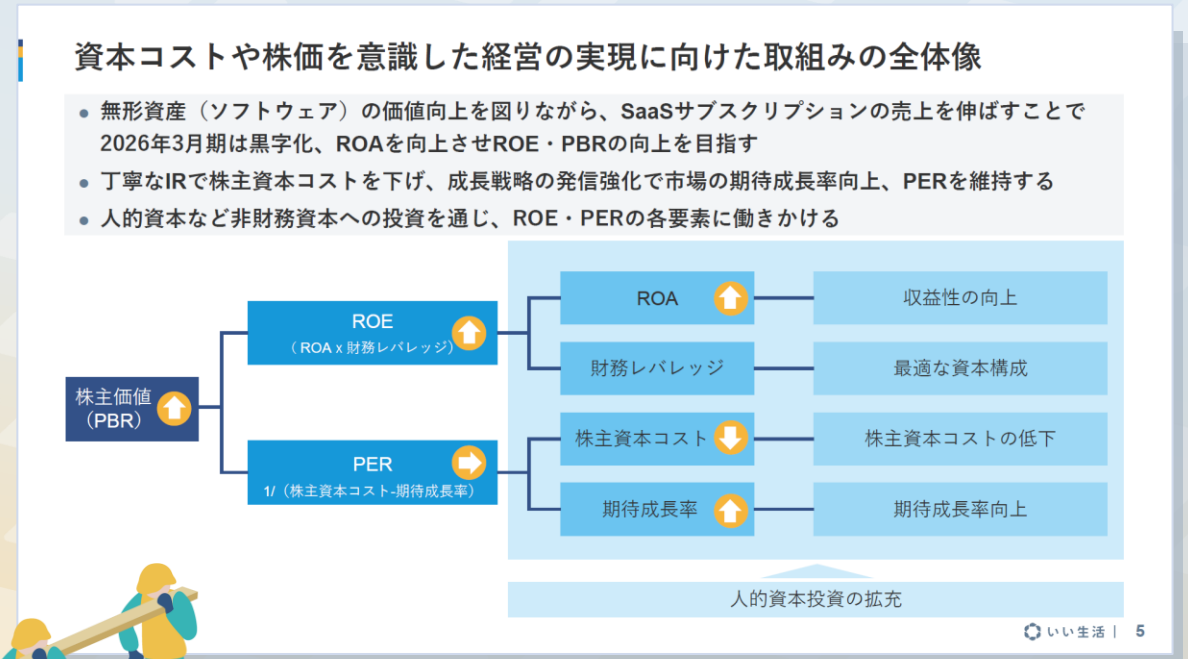
- Moved to the TSE Standard Market
- Brand renewal

- Windows XP launched (2001)
- Listed on Google (2004)
- YouTube established (2005)
- Amazon Web Services started (2006)
- Twitter started (2006)
- The term "cloud computing" emerged (2006)
- The first iPhone is released (2007)
- **Lehman Shock (2008)**
- Android smartphone launched (2008)
- Microsoft Azure launched (2010)
- **The Great East Japan Earthquake (2011)**
- Government Adopts Cloud-by-Default Principle (2018)
- **First report on COVID-19** (2019)
- 5G service launched in Japan(2020)
- Digital reform law passed（2021）
- Tokyo 2020 Olympics（2021）
- Windows 11 Published.（2021）
- Starlink Started（2022）

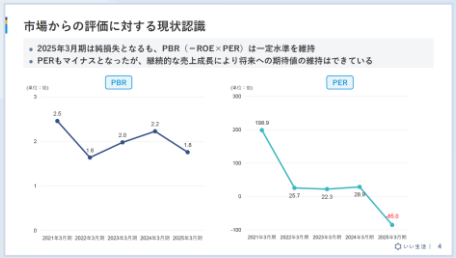
Regarding Measures to Realize Management that Takes into Account Capital Costs and Stock Prices

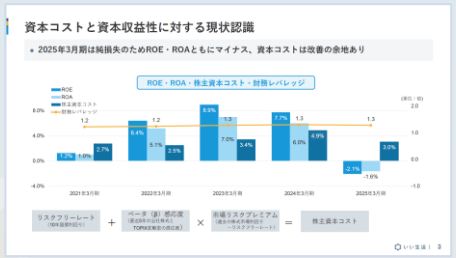
We disclose information regarding capital costs and return on capital with the aim of achieving sustainable growth and increasing our medium- to long-term corporate value.

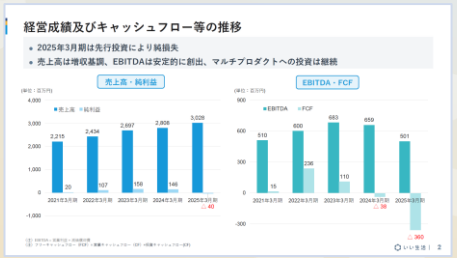
Future action plans for improvement



Analysis and evaluation





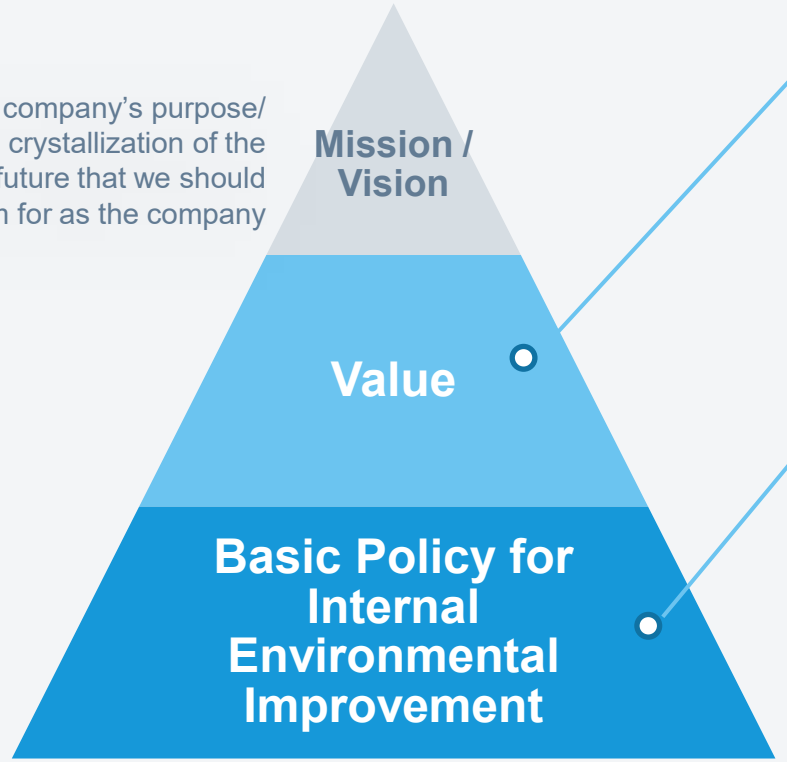


You can download the full version from the following URL:
https://www.e-seikatsu.info/aboutUs/pdf/cost_of_capital_analysis.pdf

Established "Basic Policy on Expansion of Human Capital"

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

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



Basic Policy on Expansion of Human Capital

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

Measures to realize the policy

Pursuit of spontaneous value creation

A series of active dialogues
in the process of setting goals and helping people achieve them

Pursuing wellbeing
while manifesting the value of each individual

Respect for Humanity

Talent Acquisition

Introduction to the Corporate Research Analyst Report

July 2025
Updated

For the first time As you know

You can comprehensively understand the business.



The full corporate research report (Japanese only) by FISCO Ltd. can be downloaded at the following URL;
https://www.fisco.co.jp/wordpress/wp-content/uploads/FISCO/e-seikatsu20250717.pdf

Sustainability : Our Action

We contribute to solving various social issues through our business. Our materiality is as follows.

Materiality of e-Seikatsu	Related goals
Creating of personnel who would trigger changes ・Creation of advanced IT personnel ・Promotion of new workstyles ・To provide a wide range of personnel with opportunities to flourish	
Offering innovative, high-quality services that would bring added value to society ・Creation of services with high added social value ・Continuous improvement in quality ・Emphasis on information security	
Improving the residential environment through business ・Formation of the appropriate real estate market by adopting IT ・To secure the appropriate accessibility to the market for all people by rationalizing the market ・To contribute to the development of the real estate market as a base for supporting people and society in cooperation with stakeholders	
Building an environmentally-friendly, affluent, sustainable society with IT and DX ・To execute business operations with low environmental burdens ・To contribute to the online market and the environmentally-friendly real estate industry in cooperation wit stakeholders ・To contribute to the sound development of local communities in cooperation with stakeholders throughout Japan	

*“SDGs” stands for Sustainable Development Goals. International goals for realizing a sustainable, better world by 2030, adopted at the UN Summit in Sep. 2015. Composed of 17 goals and 169 targets.

Sustainability : Acquired Certification

e-Seikatsu has obtained various certifications to ensure the sustainable provision of reliable and secure services.

Health & Productivity Management Outstanding Organizations 2025

(Large Enterprise Category)

The company was certified as a "Health & Productivity Management Outstanding Organizations 2025 (Large Enterprise Category)" by the Ministry of Economy, Trade and Industry, the Ministry of Health, Labour and Welfare, and the Nippon Kenko Kaigi.(We are certified for the fifth year in a row.)

DX Certified Business Operators

We obtained certification under the DX certification system established by the Ministry of Economy, Trade and Industry.

Partnership Construction Declaration

We endorse the Declaration on the Establishment of Partnerships issued by the Small and Medium Enterprise Agency.

ISMS and ITSMS

JQA-IT0109/IM1946/IC0087

- ISMS (ISO27001) International Standard for Information Security.
- International standard for ISMS (ISO 27017) cloud security.
- ITSMS (ISO 20000) International standard for IT service management.

Security of cloud services Information Disclosure Certification System for Reliability

0183-1412

"ES e-Bukken One" has obtained certification under the "Information Disclosure Certification System for the Safety and Reliability of Cloud Services" as a cloud service for which information is appropriately disclosed based on guidelines published by the Ministry of Internal Affairs and Communications.

* Health & Productivity Management Outstanding Organizations : The award system to honor Corporations such as large enterprises and SMEs that implement particularly good health management based on initiatives tailored to local health issues and health promotion initiatives promoted by the Nippon Kenko Kaigi.
* DX Certified Business Operators : Based on the Act on Promotion of Information Processing, DX-certified businesses have already established visions, strategies, and systems to implement DX (DX-Ready). A system approved by the Minister of Economy, Trade and Industry.
* Partnership Declaration : Enterprises of all sizes and sizes in the position of "orderer" declare “coexistence and co-prosperity of the entire supply chain and new partnerships (inter-enterprise partnerships, IT implementations support, matching specialists and green procurement, etc.,)” and “compliance with promotion standards“, regardless of the size of the enterprise..

Company Profile

Established :	January 21, 2000
Paid-in Capital :	628,411,540 yen (As of the end of March 2025)
Listing :	Tokyo Stock Exchange Standard Market (Code: 3796)
Banks :	MUFG Bank, Ltd., Mizuho Bank, Ltd., Resona Bank, Ltd., Sumitomo Mitsui Banking Corporation, Sumitomo Mitsui Trust Bank, Limited, Mitsubishi UFJ Trust and Banking Corporation
# of Employees :	237 (As of the end of June 2025)
Governance System :	Company with Audit Committee

Officers :

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

Audit Corporation : Moore Mirai & Co.

Offices :

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

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



不動産市場に、テクノロジーを

いい生活