JPMC Group Supplementary Materials for Financial Results for the Fiscal Period Ended Dec. 2025

February 12, 2026

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

Executive Summary

Business Overview for FY2025

- Sales were 58,498 million yen, a decrease of 0.8% period-on-period.
- Operating income was 2,635 million yen, a decrease of 3.2% period-on-period.
  ⇒ Excluding the impact of the decrease in real estate sales in FY2024 and one-off expenses in FY2025 (renovations aimed at enhancing the profitability of owned properties and core system development), both sales and operating income increased.

- The full-year operating income forecast of ¥2,550 million was achieved at 103.3%.
- By continuing a profitability-focused sales strategy, we have noted a slight decrease in the number of units in operation year-on-year but also recorded a greater gross profit due to the improvement of the quality of recurring business.
- Unit applications affecting performance from FY2026 onward totaled 9,218 units, up 29.6% period-on-period.

Outlook for FY2026

- While continuing a profitability-focused sales strategy, we will gradually shift toward expanding the number of units in operation.
- Based on our recurring revenue business, we aim to achieve record-high operating income of ¥2,900 million, up 10.0% period-on-period.

Shareholder Returns

- We adhere to our policy of continued increased dividends for FY2025 as well (progressive dividends).
- We have decided to increase the year-end dividend forecast by 2 yen to 31 yen per share, by comprehensively considering our financial position, growth investment, and capital efficiency. As a result, the annual dividend (forecast) will increase from 58 yen to 60 yen per share.
- Conducted a 1.0 billion yen purchase of our own shares in 1H of FY2025, thereby strengthening shareholder returns.
  We also cancelled 1,300,000 treasury shares, equivalent to 6.83% of the total number of shares issued.

Consolidated Accounts Highlights

(millions of yen)	FY2024	FY2025	Increase	Increase ratio	Full-year plan Achievement rate
Sales	**58,987**	**58,498**	**(489)**	**(0.8%)**	**60,000** **97.5%**
Operating Income	**2,722**	**2,635**	**(86)**	**(3.2%)**	**2,550** **103.3%**
Ordinary Income	**2,727**	**2,645**	**(81)**	**(3.0%)**	**2,550** **103.7%**
Net income attributable to owners of the parent	**1,831**	**1,800**	**(30)**	**(1.7%)**	**1,690** **106.6%**
Earnings per share (yen)	**103.28**	**107.24**	**3.96**	**+3.8%**	**96.33** **111.3%**
Number of units in operation	**108,563**	**107,922**	**(1,031)**	**(0.9%)**	**109,543** **98.5%**
Unit applications	**7,115**	**9,218**	**2,103**	**+29.6%**	**10,359** **89.0%**

- ✓ Sales decreased by 0.8% period-on-period, and operating income decreased by 3.2% period-on-period.
  - ⇒ Excluding the impact of the decrease in real estate sales in FY2024 and one-off expenses in FY2025 (renovations aimed at enhancing the profitability of owned properties and core system development), both sales and operating income increased.
- ✓ The full-year operating income forecast of ¥2,550 million was achieved at 103.3%.
  - ⇒ We have noted a slight decrease in the number of units in operation year-on-year, but also recorded a greater gross profit due to the improvement of the quality of recurring business.
- ✓ Unit applications fell short of the target but still rose significantly, increasing 29.6% period-on-period due to a phased shift toward expanding the number of units in operation.

FY2026 Consolidated Earnings Forecast

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

- ✓ Aiming for a record-high operating income of ¥2,900 million, based on our recurring revenue model.
- ✓ Initiatives to improve the quality of recurring business implemented during FY2024–FY2025 will be continued, maintaining and further improving profitability.
- ✓ Gradually shifting toward expanding the number of units, with an increase in the number of units in operation expected.
- ✓ Forecast dividend per share is ¥64, representing an increase of ¥4 (106.7%).
- ✓ Targeting a sustainable progressive dividend, with a payout ratio of 40% or higher and a DOE of around 10%.

(Ref.) Status of Sales by Broken Down Type

(millions of yen)	FY2024	FY2025	FY2026 (Planned)	Increase	Increase ratio
Property Management Income	**53,778**	**54,004**	**54,154**	**+149**	**+0.3%**
Property Management Ancillary Business Income	**2,593**	**2,727**	**2,794**	**+67**	**+2.5%**
Rent Guarantee	774	809	829	+20	+2.5%
Insurance Business	1,547	1,667	1,749	+81	+4.9%
JPMC Hikari	271	250	215	(35)	(14.0%)
Other Income	**2,616**	**1,766**	**2,550**	**+784**	**+44.4%**
*of which: Renovation Business	1,017	936	1,118	+181	19.4%
*of which: Sale of Real estate for sale	527	–	601	+601	–
Sales	**58,987**	**58,498**	**59,500**	**+1,001**	**+0.8%**

Recurring business

Increase ratio +0.4%

Flow

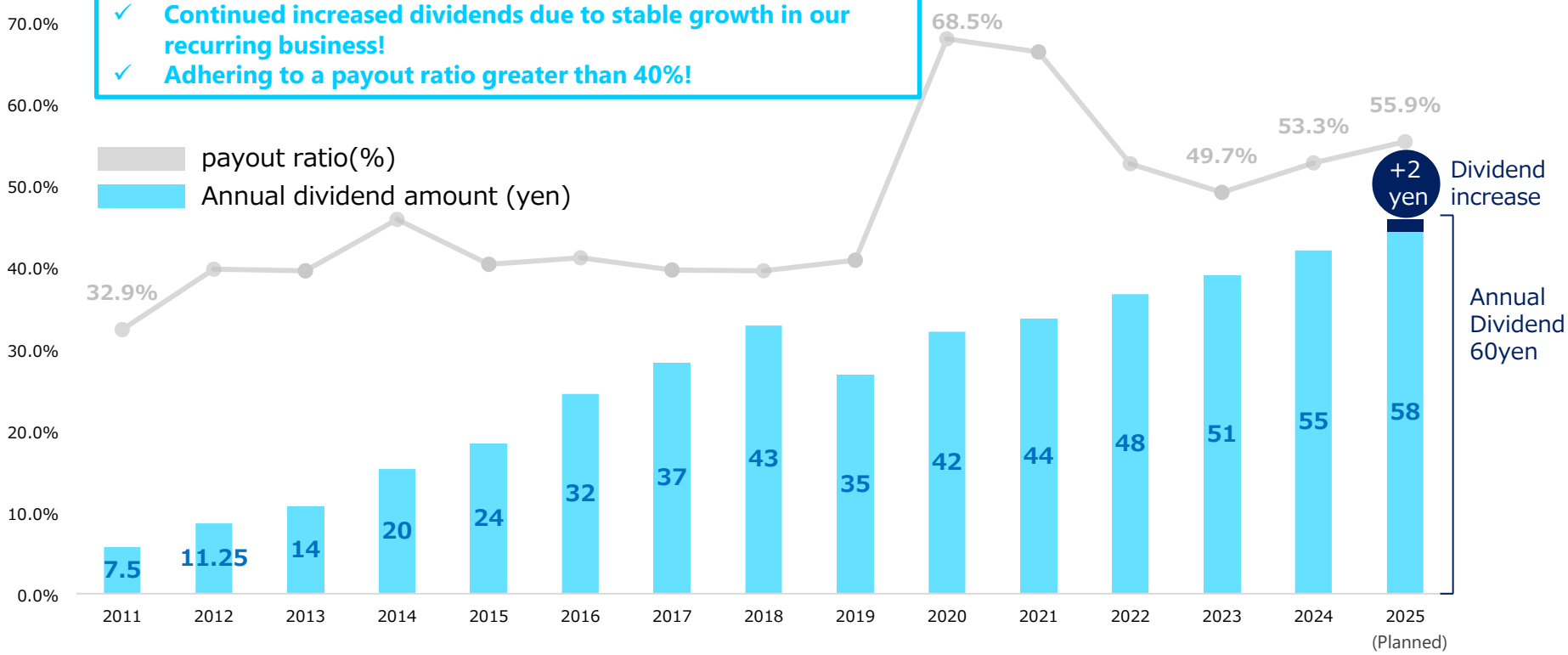
✓ Although gross profit from property management income is expected to grow steadily due to an increase in number of units in operation and improved profitability, sales are projected to rise only marginally. This is because the proportion of services presented on a net basis (offsetting sales for accounting purposes) is increasing.

Shareholder returns: Dividends per share

In 2025, We plan to increase dividends for the sixth consecutive fiscal year and increase the year-end dividend by 2 yen, for a total dividend of 60 yen per share.
Our shareholder return policy is to continuously increase dividends (progressive dividends) through our recurring revenue business.

Units increase → Growth through flow business → Returning to the roots of recurring revenue business

[Shareholder Returns Policy]
- ✓ **Continued increased dividends due to stable growth in our recurring business!**
- ✓ **Adhering to a payout ratio greater than 40%!**

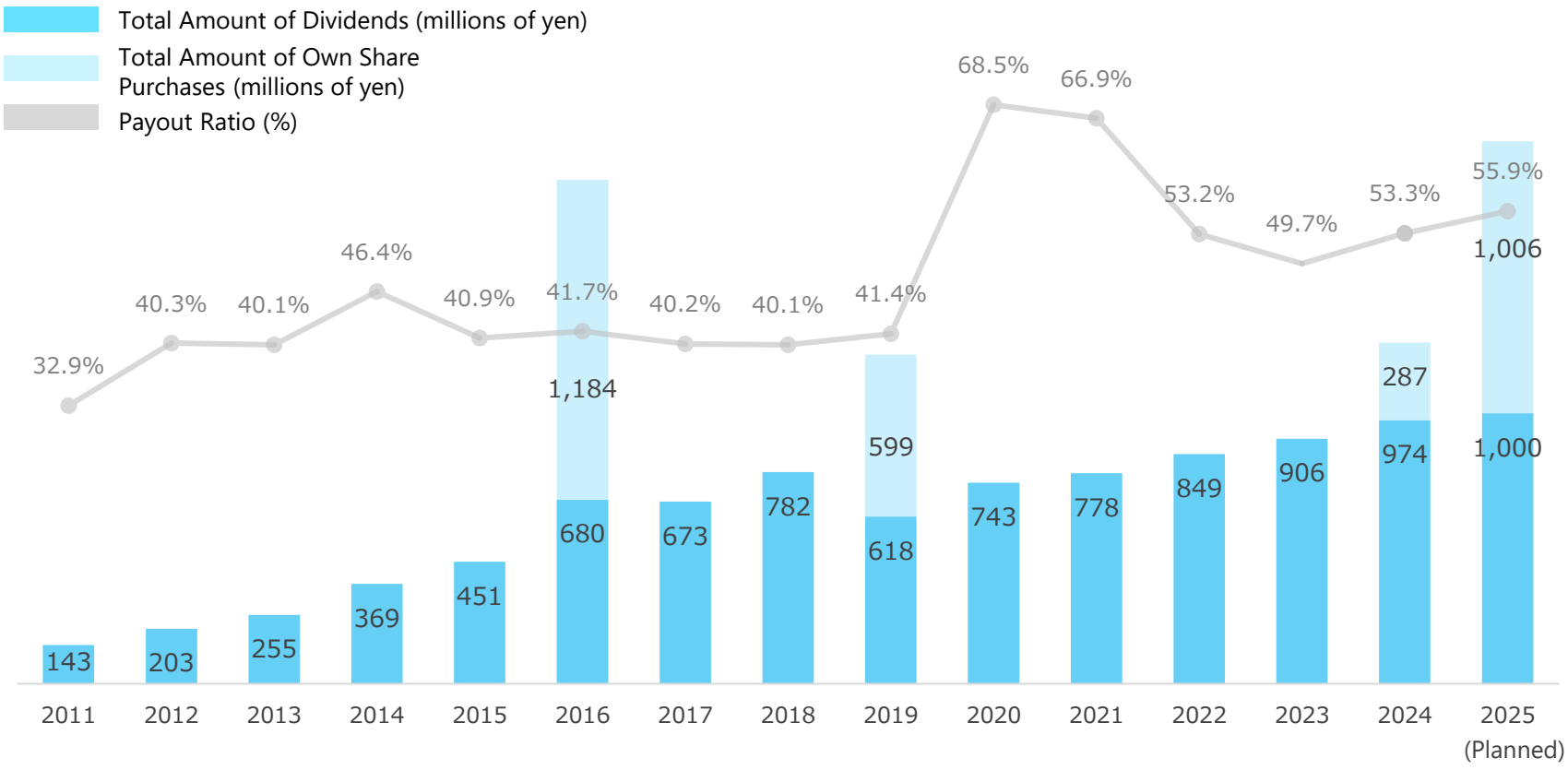


*Note 1: The company conducted a stock split on the dates listed below, and the values for Key Management Indicators listed above are a reflection of the split.
- April 1, 2012: 2-for-1 stock split of common stock.
- October 1, 2012: 2-for-1 stock split of common stock.
- April 1, 2013: 2-for-1 stock split of common stock.
- January 1, 2015: 2-for-1 stock split of common stock.

Shareholder Returns

[Shareholder Returns Policy]
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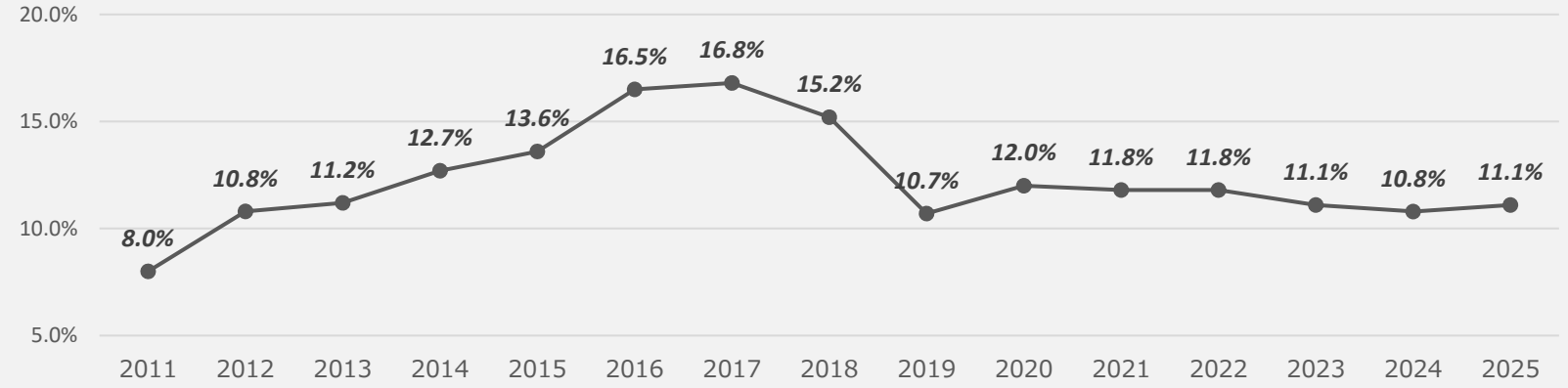
Reasoning for purchase of own shares:
We conduct flexible purchases of our own shares and pursue capital-efficient management that does not generate surplus funds by comprehensively considering our financial status, growth investment opportunities, stock price trends, and other factors.



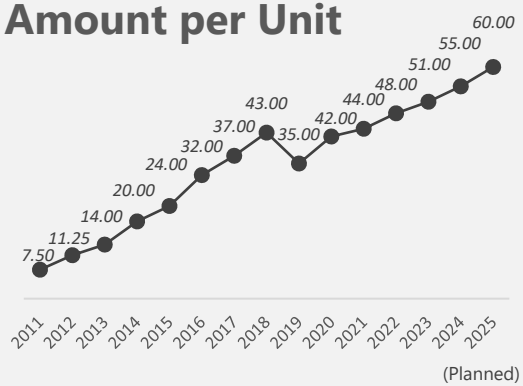
*The total dividend amount for 2025 (forecast) is calculated based on the share buyback conducted on February 18, 2025, and the increased year-end dividend announced on August 8, 2025.

Shareholder Returns

Change in DOE

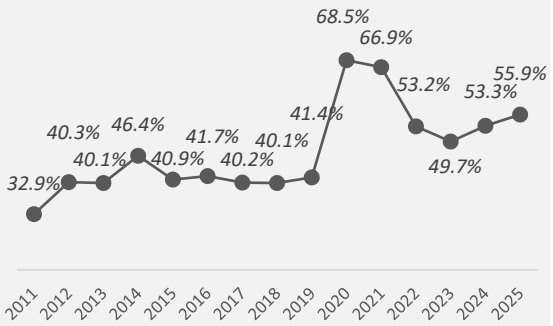


Change in Dividend Amount per Unit



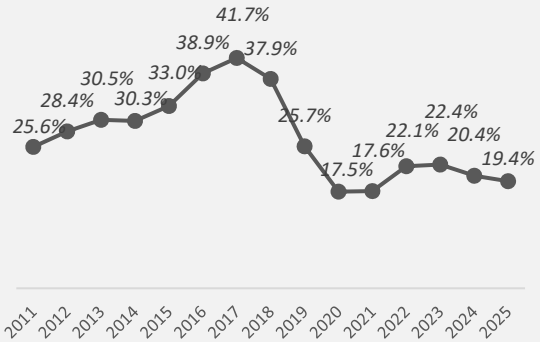
(Planned)

Change in Payout Ratio



(Planned)

Change in ROE



- ✓ Emphasizing DOE with indicator being shareholder returns
  Since 2012, we have achieved a DOE greater than 10% for 13 consecutive years.
  We aim for an appropriate standard by carefully controlling a responsible balance between capital efficiency and shareholder returns.
- ✓ Changing to a high-level ROE of around 20%.
- ✓ We will continue to emphasize capital efficiency while advancing active growth investment.

Appendix

1. **M&A**
2. Changes in Key Management Indicators
3. Actions for achieving equity cost and stock price-conscious management
4. FAQ on IR
5. Corporate Information
6. Social Challenges JPMC is addressing

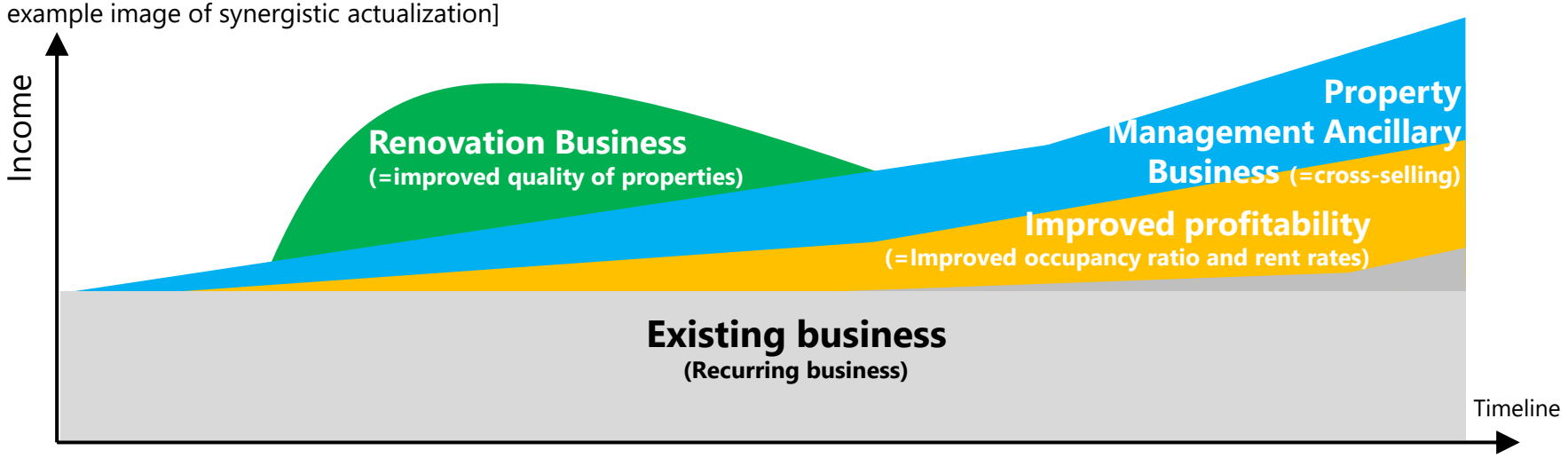
M&A (Requs Property Co., Ltd.)

Acquired Requs Property Co., Ltd., a JPMC partner business, via M&A in December 2024

[About Requs Property Co., Ltd.]
Location: Yokkaichi City, Mie Prefecture
Businesses: Entrustment and management and of rental housing, renovation business
Number of Units in operation: Approx. 1,600 units

[M&A Backdrop]
The following are expected synergies
(1) Reap benefits of economies of scale through expansion of number of units in operation.
(2) Improved profitability as part of the JPMC Group through the cross-selling of the renovation business, rent guarantees, and the insurance business.
(3) Greater collaboration with linked regional financial institutions. (Expansion of existing number of businesses)

[An example image of synergistic actualization]



✓ We acquired Requs Property Co., Ltd., a rental management property in Mie Prefecture, via M&A.
✓ This helps facilitate JPMC's rental management company M&A synergy creation method and achieve profit growth as a rental management company as planned.

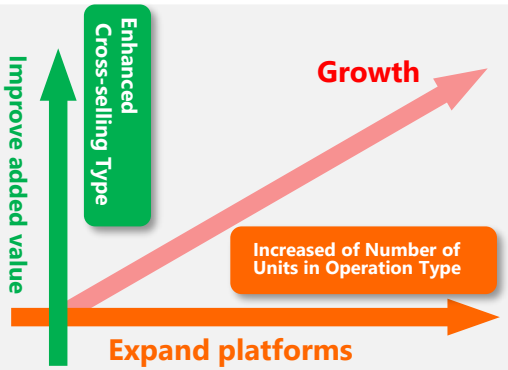
M&A Achievements

[M&A Types]

Increased of Number of Units in Operation Type … Rental management company, etc.

Enhanced Cross-selling Type … Self-manufacture ancillary products

▶ Emphasize & Accelerate



[M&A Achievements]

JPMC SHINEI Co., Ltd. (2021)

Increased of Number of Units in Operation Type

- A rental management company based in Tachikawa City in Tokyo Prefecture
- Number of Managed Units: approx. 9,000 units
- Operating income (after goodwill amortization)from 2022 to 2024 up 58.0% in three years.
- Improved occupancy rate by 11.2% from 81.3% to 92.5% (as of December 31, 2024).

Osaka Horo Co., Ltd.(2015)

Increased of Number of Units in Operation Type

- Acquired properties for leasing using the method for real estate M&A
- Beginning in 2016, enhanced profitability through improved occupancy rates and asking rents.
  Ceased operations following merger into JPMC in October 2024.

Requs Property Co., Ltd. (2024)

Increased of Number of Units in Operation Type

- A rental management company based in Yokkaichi City in Mie Prefecture
- Number of Managed Units: approx. 1,600 units
- Utilizing JPMC's rental management company post-M&A synergy creation method, (next page) we forecast profit growth beginning in FY 2025.

Mirai SS Insurance inc. Insurance services (2018)

Enhanced Cross-selling Type

- M&A conducted with goal of self-manufacturing personal property insurance business.
- Operating income (after goodwill amortization)from 2019 to 2021 up 159.5% in three years.
  Achieved business growth by utilizing JPMC Group's commercial distribution channels.
- Created self-manufactured products that meet tenant needs.
  Contributed to an increased occupancy rate for JPMC Group.

✓ Following JPMC's growth model, M&As are divided into either the Increased of Number of Units in operation Type or the Enhanced Cross-selling Type.
From the increase of business succession instances of rental management companies across the industry as a whole due to a lack of successors, human resources, and more,
JPMC's policy will be to accelerate future M&As that fall under the "Increased of Number of Units in operation Type" through utilizing our business network.

✓ Through our past four M&A achievements, we can tell that our synergy creation method for rental management companies is established.

M&A Synergy Creation Method for Rental Management Companies

[An example image of synergistic actualization]

Improved the quality of the recurring business through renovation



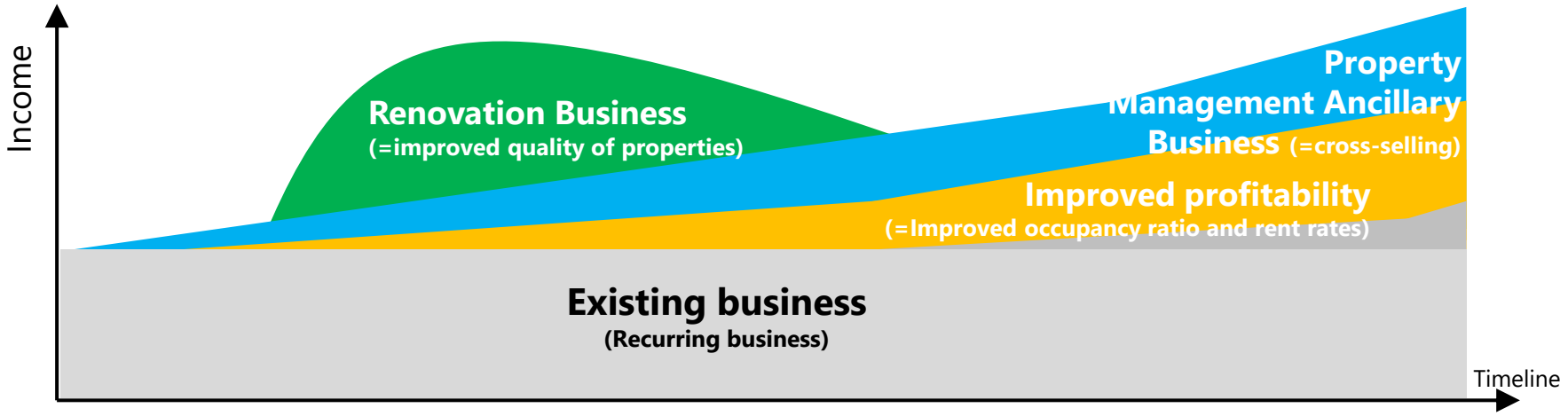


Cross-selling of ancillary products

- Rent guarantee business
- Personal property insurance
- Smart home

Improved occupancy rates Improved profitability

- Rental Management Professionals
- Corporate Tenants Support



- ✓ We are proposing renovations for managed buildings to owners while promoting improved quality of recurring business
- ✓ We are also promoting the cross-selling of ancillary products, thereby increasing profitability and operational efficiency.
- ✓ We've improved occupancy rates and asking rents through the applying of JPMC Group's rental management expertise.
- ✓ The JPMC Group is enhancing collaboration with linked regional financial institutions and promoting the expansion of the existing number of businesses.

3 million units across the nation are target units!

J's Partners

780 thousand units

Business Succession Needs

Non-partners



2.22million units

Strengthening our M&A System!

Source: Weekly National Rental Housing Newspaper
Based on calculations we conducted from the "Top 1083 Companies by Number of Units in operation for 2022" Ranking in the August 15, 2022 issue.

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Changes in Key Management Indicators

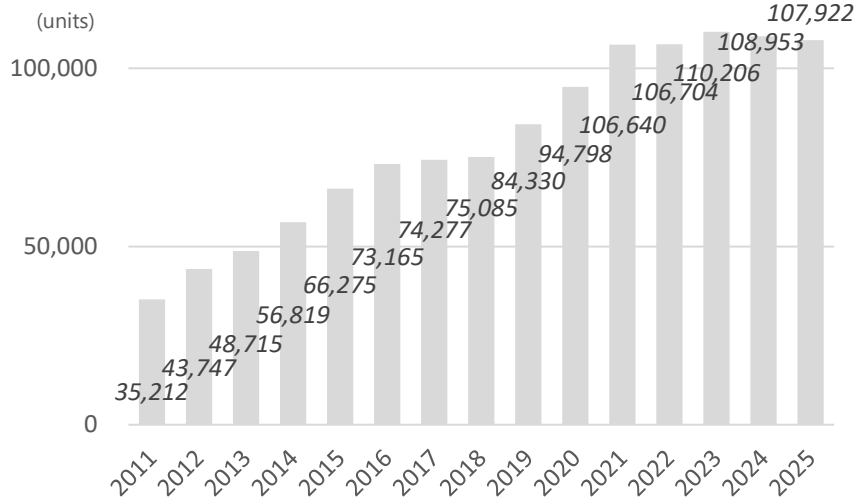
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Key Management Indicators															
Sales (millions of yen)	19,543	23,551	26,847	29,992	34,854	39,146	40,510	43,112	43,302	47,202	53,416	56,227	57,353	58,987	58,498
Gross Profit (millions of yen)	1,719	2,161	2,511	2,922	3,514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

*Note 1: The company conducted a stock split on the dates listed below, and the values for Key Management Indicators listed above are a reflection of the split.
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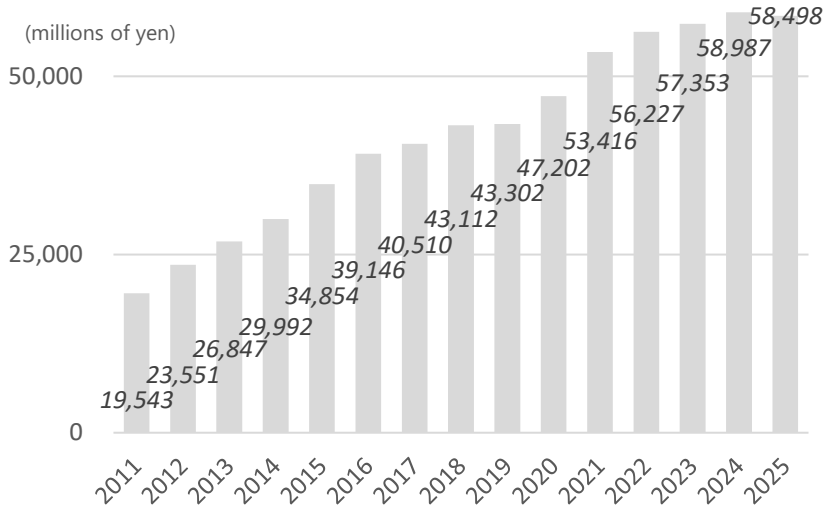
*Note 2: Dividend yield is calculated as follows: Dividend Amount ÷ Share price at end of period (closing price).

Changes in Key Management Indicators

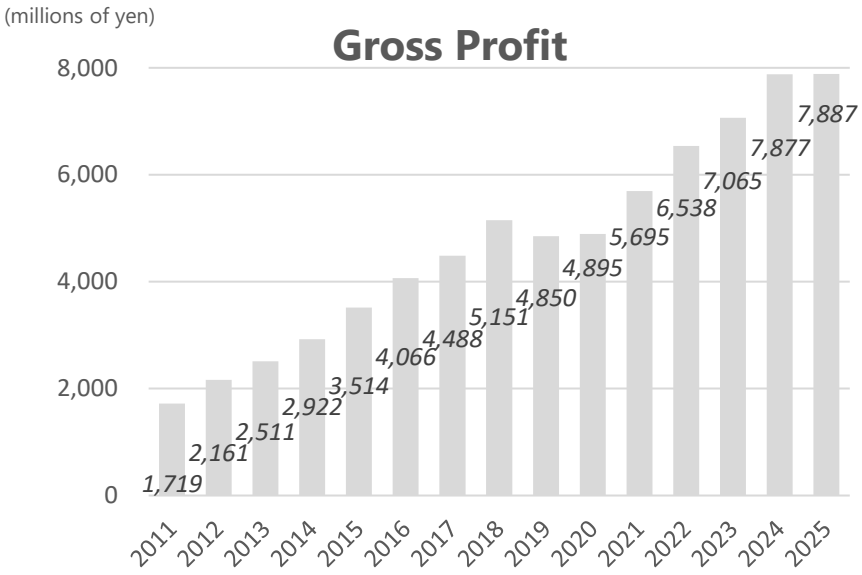
Number of Units In Operation



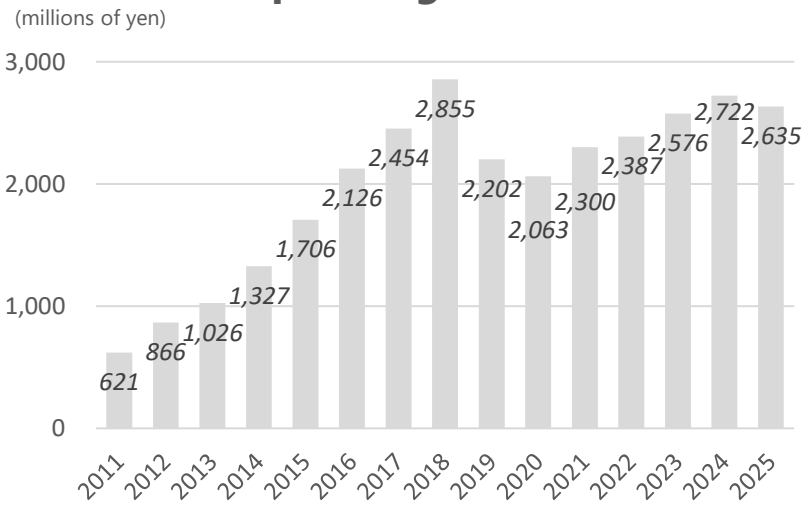
Sales



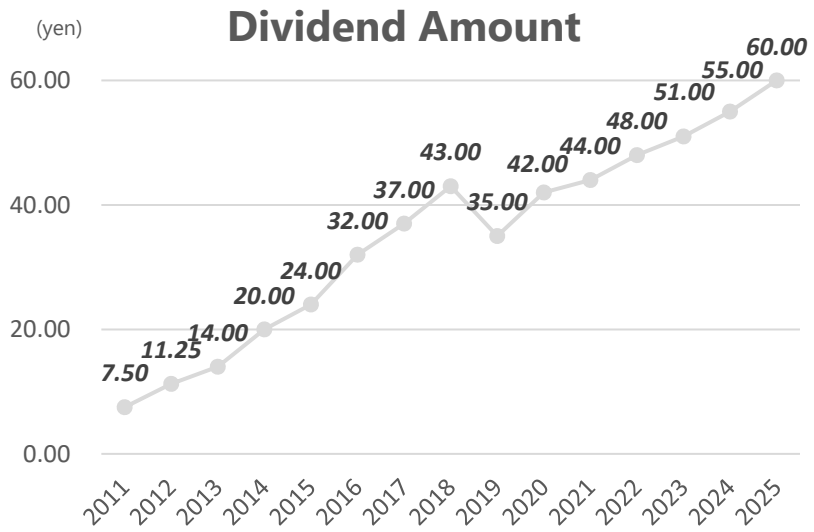
Gross Profit

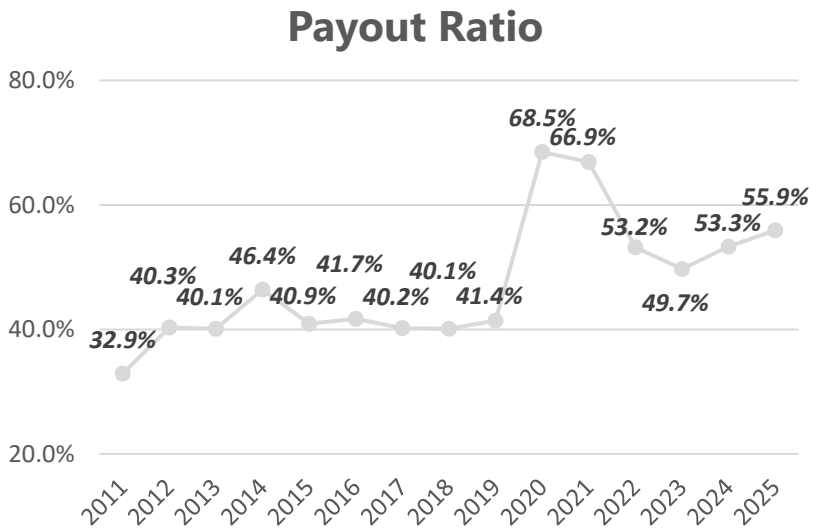


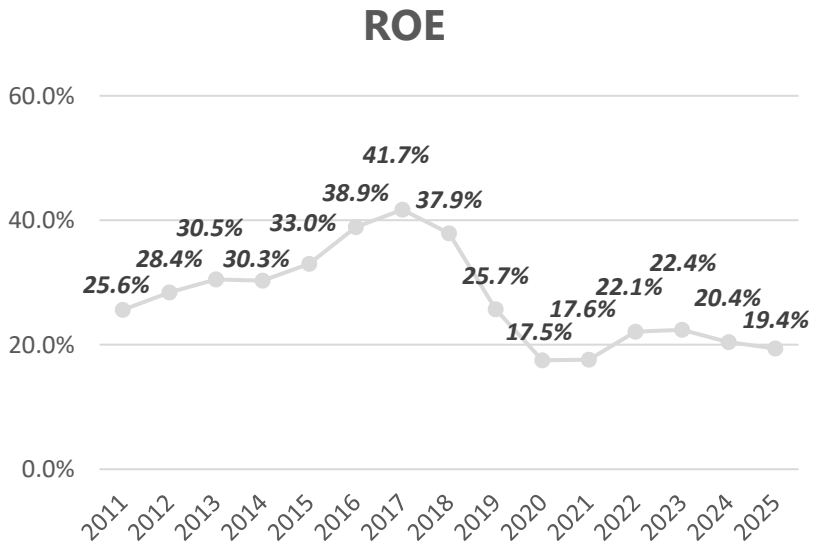
Operating Income

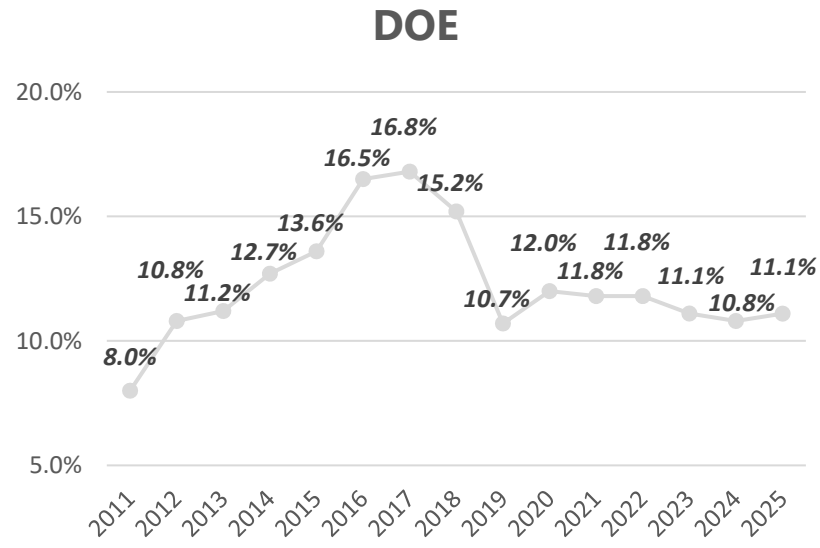


Changes in Key Management Indicators



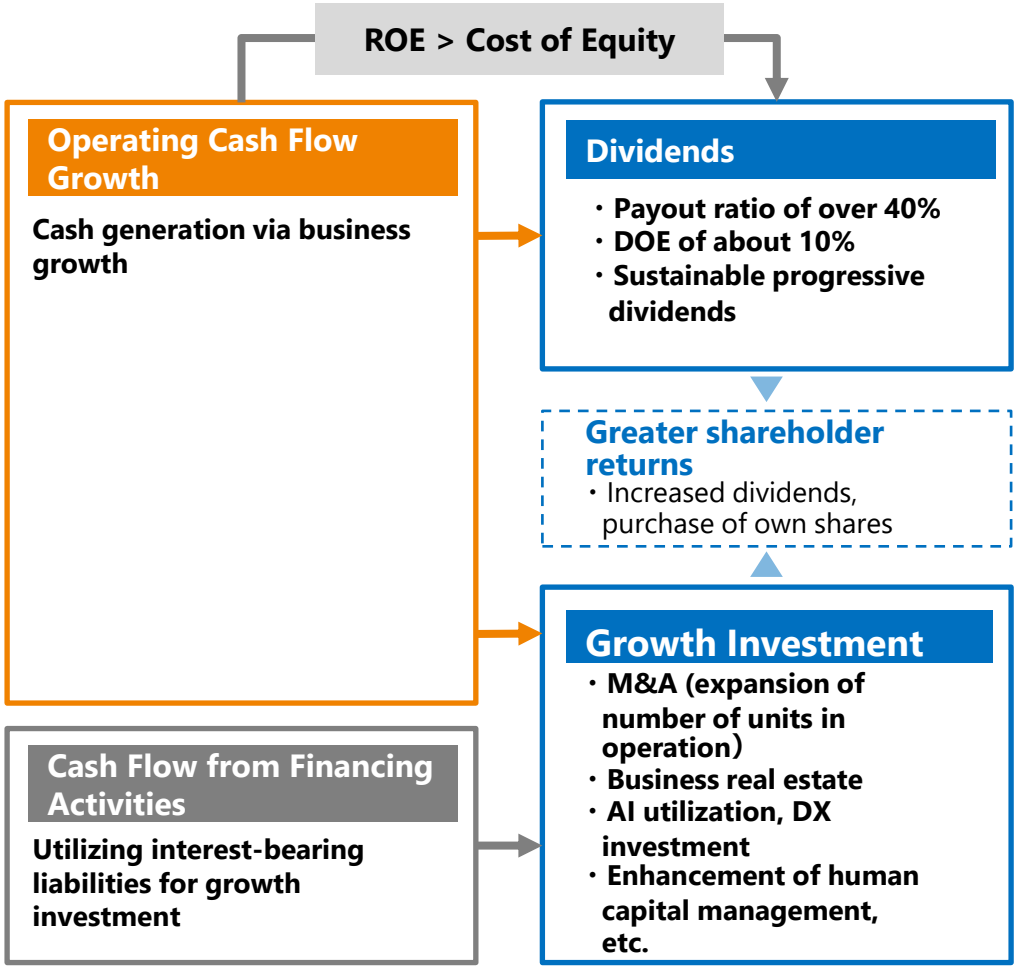






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Cash Flow Allocation



・Growth of operating cash flow via recurring business.

・Sustainable progressive dividend via profit growth.

・As ever, maintain and enhance management with high capital efficiency that will not generate surplus funds.

・We comprehensively consider growth investment opportunities, equity-to-asset ratio, stock price trends, and other factors, and will conduct greater shareholder returns as necessary if there is any surplus funds.

・Investment decision making that emphasizes capital efficiency

・Growth investment that actively utilizes interest-bearing liabilities within the scope of maintaining financial soundness.

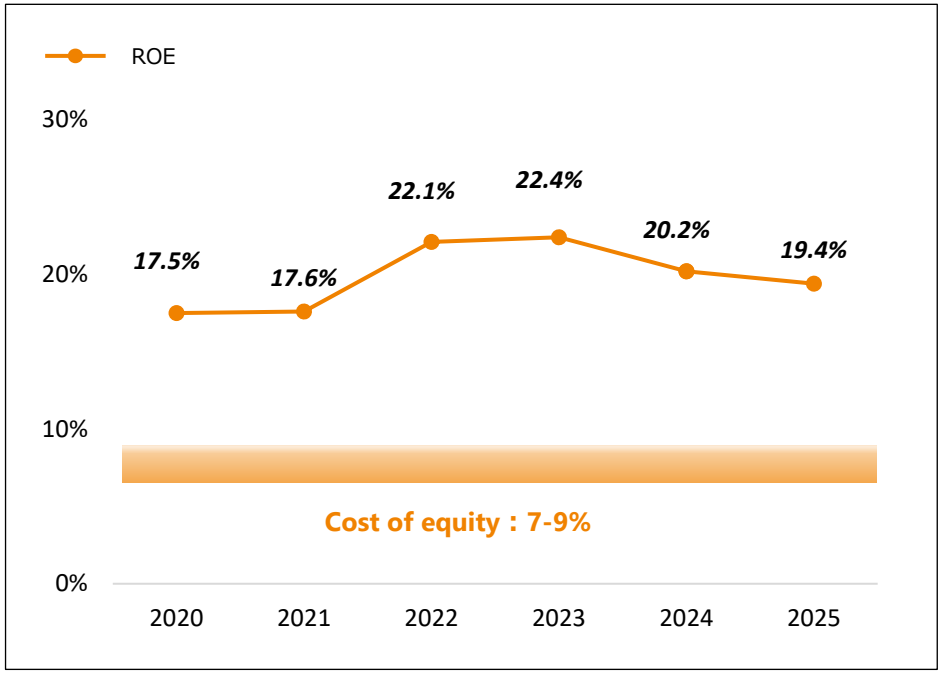
- ✓ Cash generated through business growth will be allocated to shareholder returns, with dividends guided by a payout ratio of 40% or higher and a DOE of around 10%.
- ✓ We will also utilize interest-bearing liabilities to pursue growth investments, including M&A, AI initiatives, and DX.
- ✓ In addition, while comprehensively considering factors such as the equity ratio and stock price trends, if surplus funds are generated, we will consider further shareholder returns—including increased dividends and purchase of our own shares—and aim to maintain a high level of capital efficiency (ROE).

Equity Cost and Stock Price-conscious Management

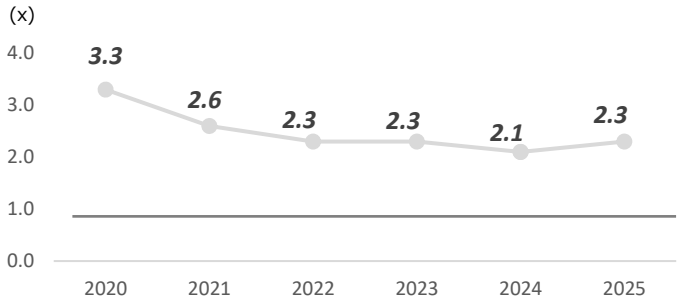
Change in ROE and cost of equity

Our understanding of the Company's cost of equity

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



Change in PBR



Calculation of cost of equity

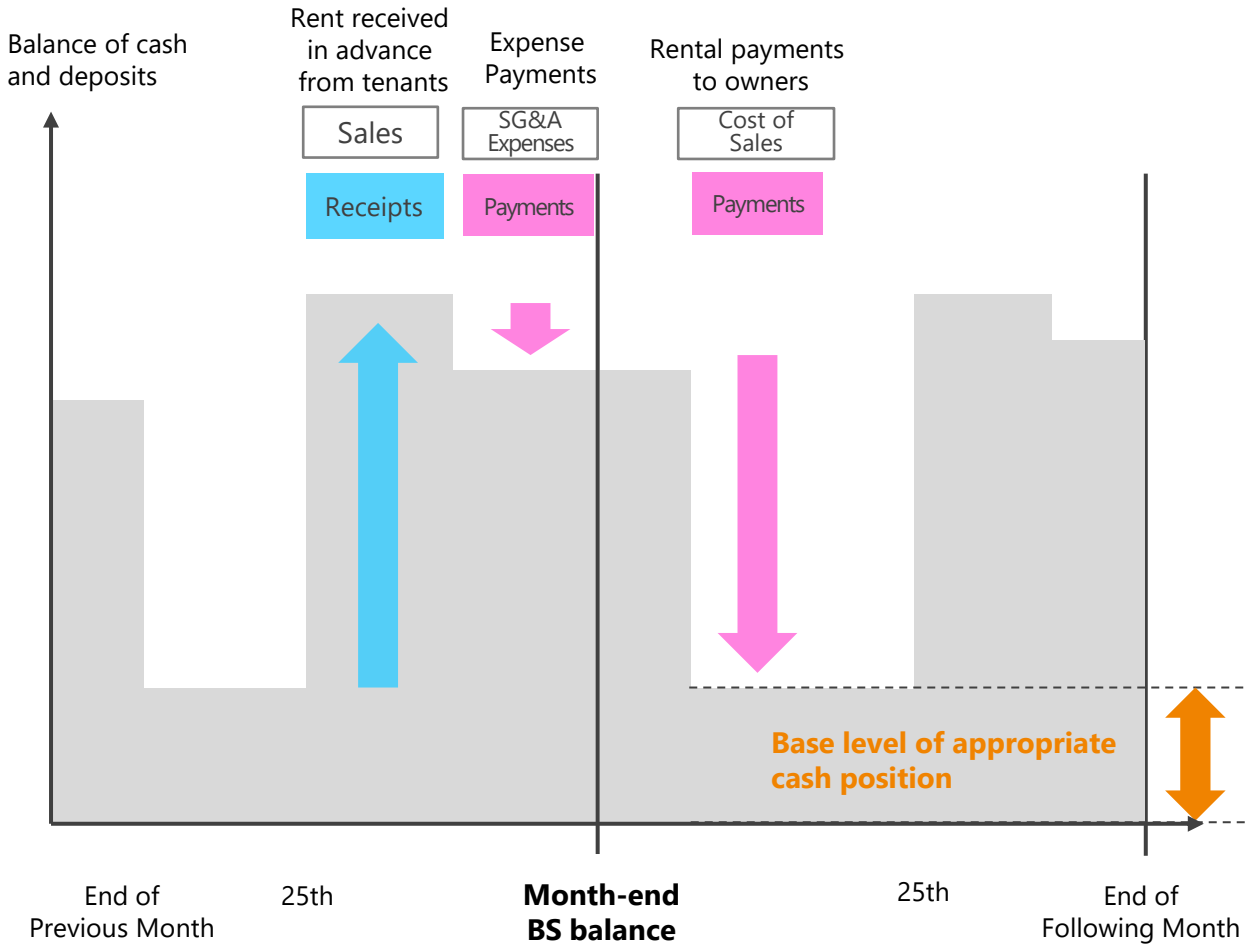
(As of December 31, 2025)

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

*1 10-year JGB yields as of December 31, 2025
*2 Measured against TOPIX over 60 months as of December 31, 2025
*3 Measured average return since 1976 using TOPIX return including dividends as of December 31, 2025
*4 Used 10-year JGB yields since 1987 as of December 31, 2025

- ✓ ROE has remained above the cost of equity, and PBR has not fallen below 1x.
- ✓ The cost of equity is currently recognized to be approximately 7–9%, considering factors such as profit margins and dialogue with shareholders and investors.
- ✓ DOE has also remained above 10% for 14 consecutive years, as a result of focusing on the balance between capital efficiency and shareholder returns.
- ✓ We will continue to pursue stable profit growth and high ROE based on our recurring revenue model, and promote initiatives to reduce the cost of equity by strengthening corporate governance, promoting sustainability management, and enhancing IR activities to increase our corporate value.

Approach to Cash Position



The following three items:
- **Rent received in advance from tenants (sales)**
- **Expense payments (SG&A expenses)**
- **Rental payments to owners (cost of sales)**

comprise our operating cash flow.

As they contribute to financial soundness, a feature of our business model's finances,

balances of cash and deposits at the end of the month temporarily exceed what we normally consider an appropriate cash position.

Appropriate cash position management

(1) Preservation of security deposits received from tenants
(2) Financial soundness and risk response
(3) Growth investment capital

Preventing generation of excessive surplus funds

1. M&A
2. Changes in Key Management Indicators
3. Actions for achieving equity cost and stock price-conscious management
4. **FAQ on IR**
5. Corporate Information
6. Social Challenges JPMC is addressing

FAQ on IR

項目	Q	A
Business model	What is JPMC's business model?	We provide a rental management agency service. We seek to maximize the asset value of rental condominium owners through our subleasing business based on a partner system of approximately 1,400 companies nationwide.
	What are the financial characteristics of JPMC's business model?	(1) Risk reduction through asset-light management (2) Stable growth in sales and profits through a recurring revenue model (3) Healthy cash flow through advanced receipt of rent income
	What is unique about JPMC's sublease products?	We offer our own revenue-sharing sublease product called "Super Sublease." This system is designed for the portion of rent income that exceeds the contracted rent to be additionally distributed to the owner of the rental condominium, thus aligning the interests of the owner and the Company.
	What are the characteristics of properties that JPMC subleases?	We mainly target existing properties throughout Japan. Since many other firms, such as housing manufacturers, only sublease newly constructed properties, our target properties differentiate us from other companies.
	Why is it possible to sublease existing properties throughout Japan?	By working with approximately 1,400 partners nationwide, including community-based rental management companies, we efficiently manage existing properties across the country through small organizations. Our partner network is highly difficult to imitate, which serves as one of the barriers to entry. In addition, our efficient operation is a source of price competitiveness.
	What is the "JPMC Leasing Method"?	The Company refers to its proprietary approach to tenant leasing as the "JPMC Leasing Method." Based on thorough demand analysis, this method aims to maximize revenue by optimizing both rental income and occupancy rates. Leveraging proprietary strengths developed through extensive operating experience, the JPMC Leasing Method has contributed to the improvement in gross profit margins in recent years.

FAQ on IR

Topics	Q	A
Business model	How is the P&L structured in JPMC's subleasing business?	Net sales in the subleasing business indicate rental income received from tenants, and the cost of sales includes rents paid to owners of rental condominiums and management commission fees paid to partners. Gains from the difference between these two are the gross profit. In addition, cross-selling of renovation, rent default guarantee, and home contents insurance, etc., which are essential to the rental housing management, contributes to the gross profit of the entire business.
	What is your product lineup other than subleasing?	We provide many agency services to manage rental housing (condominiums and apartments). ■ Services that lead to recurring revenue (1) General management of rental housing in urban areas (2) Rent collection agency and rent default guarantee (3) Small-amount short-term insurance for household goods, etc. (4) Provision of corporate housing (5) Management of housing for the elderly, etc. ■ Services that lead to one-time revenue (1) "Super Reuse" that combines renovation and subleasing (2) Sales of construction materials, etc. (3) Brokerage of sales and purchases of rental condominiums, etc.
	What is Super Reuse?	"Super Reuse," which combines renovation and subleasing, is a sustainable business model that contributes to sustainable rental management. By regenerating existing properties, it helps ease the financial burden on owners and reduce CO2 emissions compared to the scrap-and-build process. We expect this service to continue to grow as recurring and flow revenue businesses.

FAQ on IR

Topics	Q	A
Risks	What are the risks to the rental housing market?	Demographic change. The population is expected to decline over the long term. However, risks are limited as demand for rental housing is expected to remain stable due to an increase in the number of single-person households, the elderly, and foreigners.
	What are the risks of competition?	No other listed companies have the same business model (subleasing of existing properties throughout Japan). The difficulty in imitating our partner network has been one of the barriers to entry. Our partnerships with many financial institutions across the country, including both mega- and regional banks, have been another differentiator.
	What are the risks of subleasing?	Negative margin (the situation in which the rent paid to the rental condominium owner is higher than the rental income received from the tenants). We reduce the risk of negative margin by improving the appeal of properties through renovation, promoting occupancy by setting appropriate recruitment conditions, etc. and utilizing our know-how in appraisals.
	What are the risks of large-scale disasters, etc.?	The risk of impairment, etc. due to damage to properties is limited because our management policy is centered on off-balance-sheet financing through subleasing. Furthermore, should a natural disaster or other event make the property uninhabitable, the contract with the owner will be terminated. Therefore, the risk of material losses is limited.

FAQ on IR

Topics	Q	A
Risks	What are the risks of the recent rise in interest rates and the surge in material prices?	Since we mainly handle existing properties, the impact of the recent hike in interest rates and the surging material prices is significantly low. While a certain impact occurs when building new rental housing for the elderly or conducting large-scale renovations, it does not mean that we will lose our source of competitiveness because we can provide sufficient yields to owners by combining them with subleasing.
	What are the risks of recent inflation?	This is a positive factor for existing rental housing. While the prices of condominiums for sale have risen significantly in recent years, rents for rental condominiums have remained stable, leading to an increasing inflow into rental condominiums. On the other hand, there have also been rent increases at the time of contract renewal, as seen in data such as the Consumer Price Index of rents for rental housing, which rose by 0.6% year-on-year in 2025*. During deflationary periods, rising demand for rental housing leads to higher occupancy rates, while the number of units in operation tends to increase due to a cooling of owner sentiment. This contributes to stable performance for sublease business managing existing properties. *Source: Ministry of Internal Affairs and Communications, 2020-Base Consumer Price Index, All Japan, 2025 annual average
	What is the impact of the recent “Trump risk”?	Our business is composed of domestic demand, and since we mainly operate in the rental housing market, which is relatively immune to domestic economic trends, the impact of “Trump risk” is considered almost negligible.

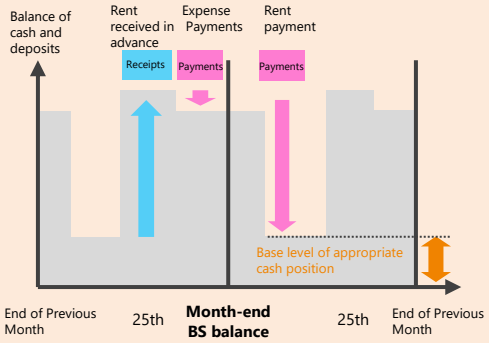
FAQ on IR

Topics	Q	A
Business performance-related	What KPIs do you focus on?	We aim to grow with a focus on the recurring revenue model. To this end, we place importance on “the number of units in operation,” which indicates the scale of the recurring business, and “unit applications applied for,” which is a leading indicator of an increase in the number of units in operation. Increasing profitability by improving the quality of the recurring business is also an important factor essential for sustainable growth.
	Is there a seasonal pattern in the unit applications applied for?	The number of new applications tends to decrease from January to April and increase from May to December. This is because generally, January through April is the season for moving to a new place to start a new life, and rental condominium owners expect an increase in the number of tenants.
	What does it mean to improve the quality of the recurring business?	It means increasing the profitability of each property by improving management accuracy and cross-selling ancillary products (such as renovation, rent default guarantee, and home contents insurance, etc.). This is an element for our sustainable growth, along with the growth in the number of units in operation, and we determine the focus of our sales strategy according to the market environment and resources.
	Why has the gross profit margin continued to rise in recent years?	This is mainly because of the increasing profitability of the property management business (the recurring business), including subleasing, and the improving quality of the recurring business through the promotion of cross-selling in the renovation, rent default guarantee, and insurance businesses.
	Why have SG&A expenses continued to increase in recent years?	This is mainly due to an increase in expenses associated with the enhancement of human capital. The aim is to increase the number of units in operation by strengthening the sales system, as well as to improve service quality and profitability by increasing the management accuracy of the property management business. In addition, in fiscal 2025, we recorded a one-off expense related to the development of our core system, aimed at controlling future fixed costs.

FAQ on IR

Topics	Q	A
Capital policy and shareholder returns	What is your approach to shareholder returns?	Our basic policy is to deliver stable and continuous dividend increases (progressive dividends). We also have a dividend policy of maintaining a payout ratio of 40% even when profits are growing. In addition, we consider flexibly increasing dividends or implementing share buybacks as measures to return profits to shareholders, after comprehensively taking into account factors such as our financial position, growth investment opportunities, and stock price trends.
	Do you ever cancel treasury stock?	We hold treasury stock as a reserve for stock-based compensation for directors and employees to promote human capital management and for M&A transactions such as share exchanges, etc., but we have a policy of canceling treasury stock as appropriate if it exceeds the level of our intended use. On May 21, 2025, we cancelled 1,300,000 shares (6.83% of the total number of shares issued prior to the cancellation).
	You have issued stock acquisition rights with an amended exercise price (moving strike warrants) in the past. What is your current thinking on this?	We have no plans at this time for a capital policy that would cause material dilution.
Cost of capital	What is your cost of equity?	The cost of equity is understood to be roughly 7-9% when considering profit margins and dialogue with shareholders and investors. We conduct business that is conscious of the cost of equity. As a result, ROE has remained at a high level and PBR has not fallen below 1x. We will continue to pursue stable profit growth and high ROE based on our recurring revenue model, and work to increase our corporate value.
	What measures are you taking to reduce the cost of capital?	We are taking the following initiatives: (1) Strengthening corporate governance (2) Promoting sustainability management (3) Enhancing IR activities

FAQ on IR

Topics	Q	A
Turnover of funds	Could it be that you have a lot of surplus funds?	Operating cash flow consists primarily of rent received in advance from tenants and rent paid to condominium owners. While this contributes to a healthy cash flow, the month-end balance of cash and deposits temporarily exceeds the appropriate cash position. We manage cash position in a way that no surplus funds are generated, taking into account the preservation of security deposits received from tenants, funds for growth investments, appropriate liquidity to prepare for risks, and other factors. 
	What is your view on cash flow allocation?	We allocate cash flow acquired through business growth according to the following priorities, pursuing capital-efficient management that does not generate surplus funds: (1) Shareholder returns through dividends (2) Growth investments through M&A, properties for business use, systems, human capital, etc. (3) Further shareholder returns through dividend increases and share buybacks For (2) and (3), we control the appropriate balance between them by comprehensively considering factors such as our financial position, growth investment opportunities, and stock price trends.
Shareholder information	Tell us about your largest shareholder, Mutoh Enterprise 2 Co., Ltd.	It is the asset management company owned by our company's founder, Hideaki Mutoh. Mutoh Enterprise 2 holds and acquires a certain percentage of shares to ensure management stability.

FAQ on IR

Topics	Q	A
M&A	What kind of companies would be the targets?	The main targets are rental management companies nationwide. We create synergies by benefitting from the economies of scale through the increased number of units in operation, improving occupancy rates using the Group's know-how in rental management, enhancing asset value through renovation, cross-selling of rent default guarantee, and home contents insurance, etc., and increasing efficiency through DX.
	What kind of system do you have in place for M&A?	For partner companies, we have a system in which our former managing director, who has a close relationship with partners, acts as the point of contact. For non-partner companies, dedicated M&A specialists are assigned for the role. This system allows for collaboration between the two teams to smoothly acquire companies and make them into subsidiaries.
	What is your track record in M&A?	■ 2024: Requs Property Co., Ltd. [Rental management company] • Intend to create synergies using the methods established at JPMC SHINEI ■ 2021: JPMC SHINEI Co., Ltd. [Rental management company] • Improved the quality of the recurring business through renovation • Improved operational efficiency and profitability through cross-selling of ancillary products • Improved occupancy rates and rents through the JPMC Group's know-how • Operating profit increased by 58% and occupancy rates rose by 11.2% in the three years after acquisition ■ 2018: Mirai Small Amount & Short Term Insurance inc. [Small-amount short-term insurance] • Internalized the home contents insurance business, utilizing the JPMC Group's commercial distribution • Developed products that meet the needs of tenants, contributing to higher occupancy rates • Operating profit increased by 159.5% in the three years after acquisition, and has been growing since then ■ 2015: Osaka Horo Co., Ltd. (Merged into JPMC in 2024) • Acquired properties for leasing using the method for real estate M&A • Increased profitability by improving occupancy rates and rents
	How do you finance M&A?	We will basically utilize cash on hand and debt. At the same time, we will also consider using treasury stock, through stock exchanges, etc.
	What is JPMC's strength when acquiring rental management companies?	Our strength lies in creating synergies by leveraging our proprietary operational know-how, the "JPMC Leasing Method." Backed by extensive nationwide experience, we drive profit growth by increasing occupancy rates, rent revisions, and cross-selling ancillary products.

FAQ on IR

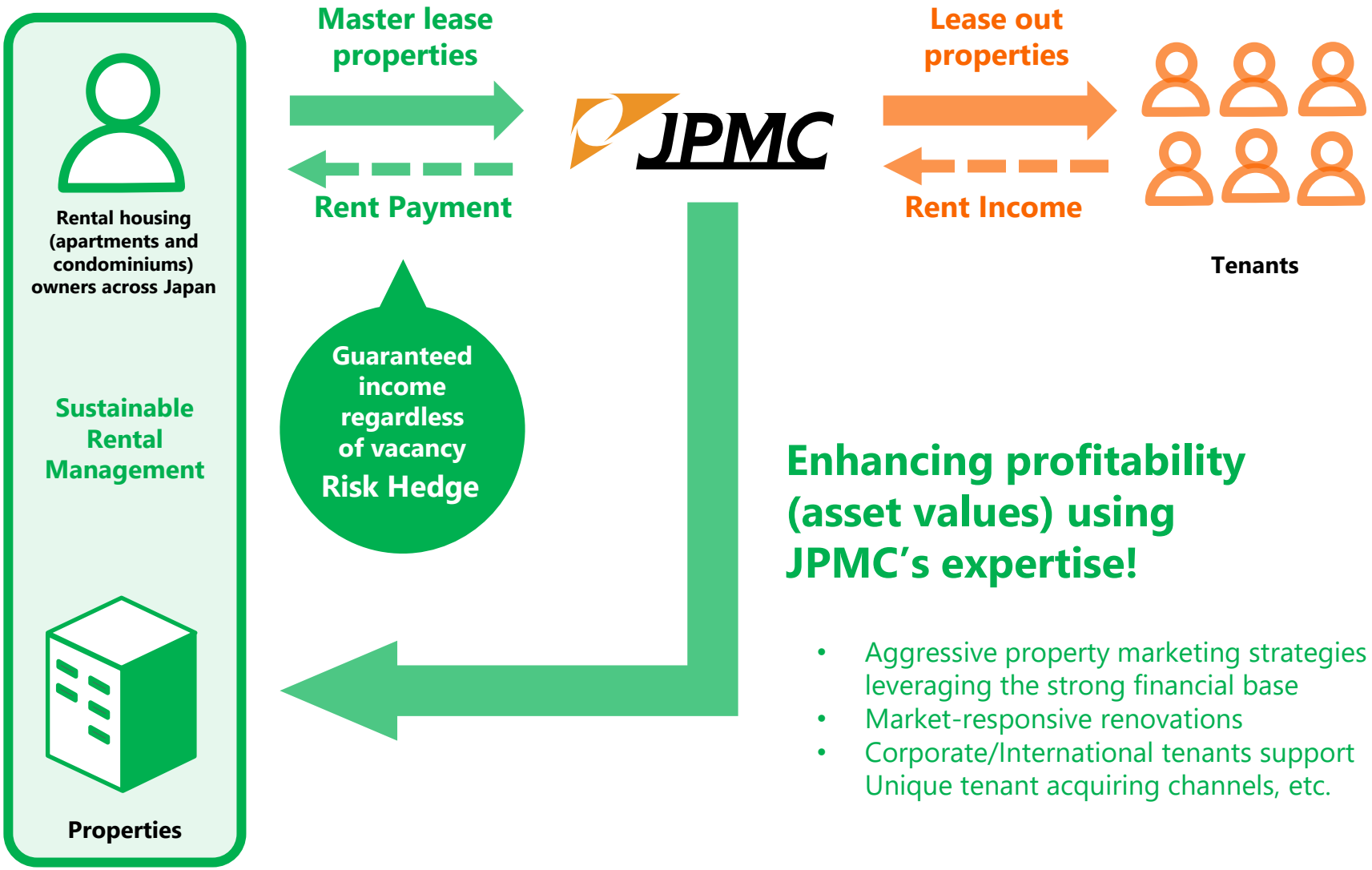
Topics	Q	A
Sustainability	What are your commitments to sustainability?	For details on our initiatives, please see the Sustainability page on our website: https://www.jpmc.jp/company/sdgs/
	What are the Company's material topics?	Our identified key material topics are: 1) reuse economy promotion, 2) demographics, and 3) climate change. For details, please see the Sustainability Policy and Material Topics page on our website: https://www.jpmc.jp/wp-content/uploads/2023/10/231002.pdf
	What are your policies on human capital?	Our HR strategies focus on diversity promotion, health and productivity management, engagement enhancement, and mindset and skills development. For more details, please see page 17 of our Annual Report for FY2024/12: https://ssl4.eir-parts.net/doc/3276/yuho_pdf/S100VGME/00.pdf

1. M&A
2. Changes in Key Management Indicators
3. Actions for achieving equity cost and stock price-conscious management
4. FAQ on IR
5. **Corporate Information**
6. Social Challenges JPMC is addressing

Corporate Information

Name	Japan Property Management Center Co., Ltd.
Representative	Hideaki Muto: CEO, President & Representative Director
Location	Shin Nisseki Building, 3-4-2 Marunouchi, Chiyoda-ku, Tokyo
Founding	June 7, 2002
Capital	¥465,803,500 (as of December 31, 2025)
Businesses	Property management services for rental housing owners: 1. Master lease for rental housing (subleasing) 2. Rental housing management 3. Rental management-related services Group companies: JPMC Works & Supply Co., Ltd.: Renovations, joint purchasing of materials JPMC Agency Co., Ltd.: Corporate housing solutions JPMC Finance Co., Ltd.: Rent guarantee and collection Mirai SS Insurance inc.: Insurance JPMC Shinei Co., Ltd.: Rental management Requs Property Co., Ltd.: Rental management JPMC Asset Management Co., Ltd.: Brokerage for investment properties
Branches	Hokkaido Branch: Pastoral Building N8, Kita 8-jo Nishi 4-1-1, Kita-ku, Sapporo-shi, Hokkaido Chubu Branch: RT Center Stage, 1-7-7 Shin-sakae, Naka-ku, Nagoya-shi, Aichi Kansai Branch: Honmachi Center Building, 2-6-10 Honmachi, Chuo-ku, Osaka-shi, Osaka Kyushu Branch: NEWNO/XYMAX Hakata Ekimae Building, 4-2-1 Hakata Ekimae, Hakata-ku, Fukuoka-shi, Fukuoka
Employees	450 (as of December 31, 2025, including temporary employees)
Fiscal Period	January to December

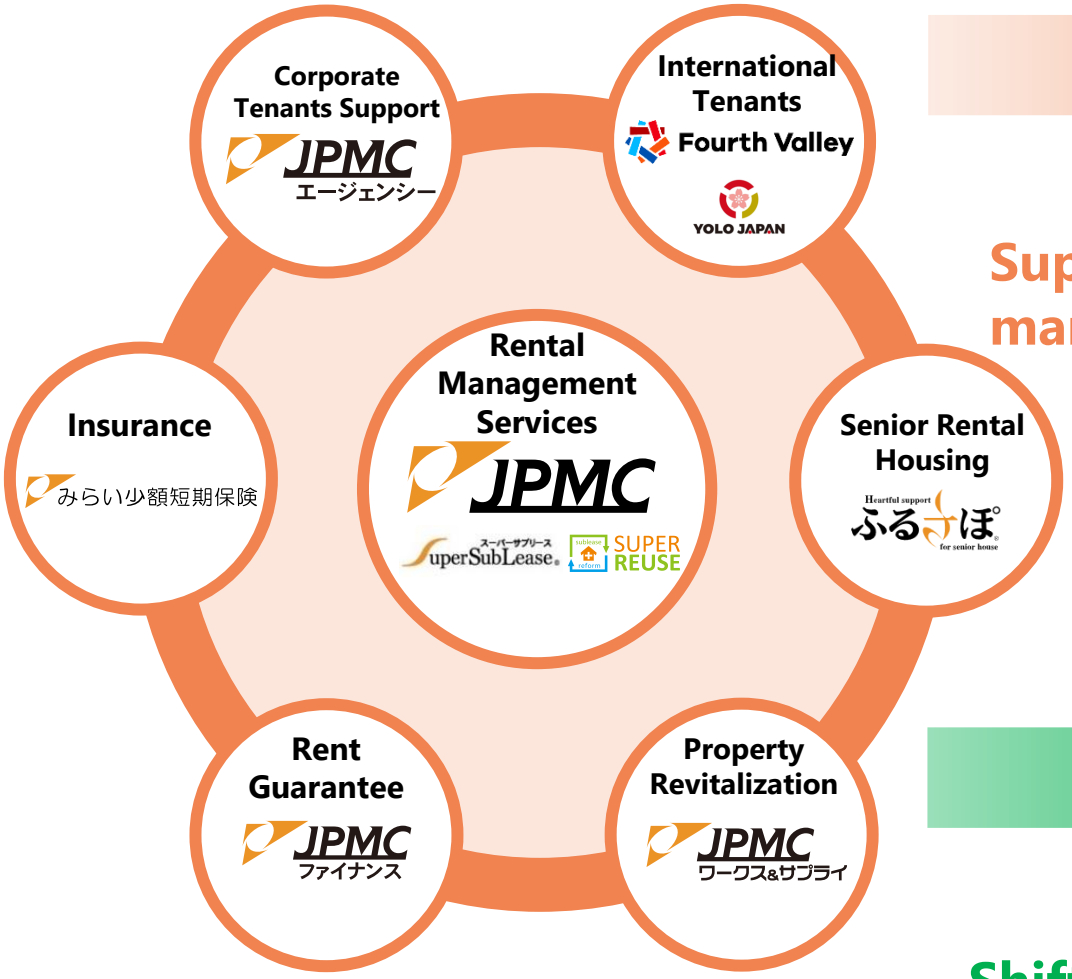
JPMC: Supporting Sustainable Rental Management



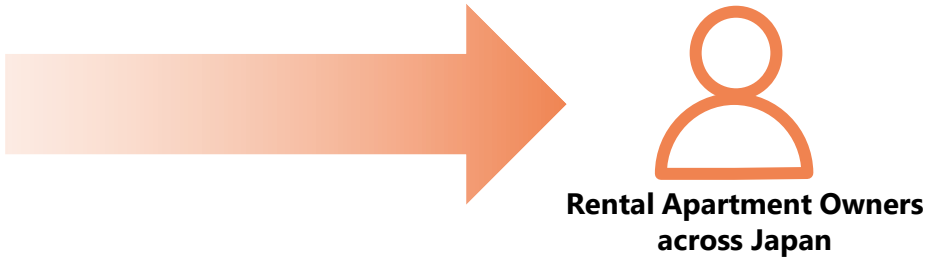
Enhancing profitability (asset values) using JPMC's expertise!

- Aggressive property marketing strategies leveraging the strong financial base
- Market-responsive renovations
- Corporate/International tenants support Unique tenant acquiring channels, etc.

JPMC: Supporting Sustainable Rental Management



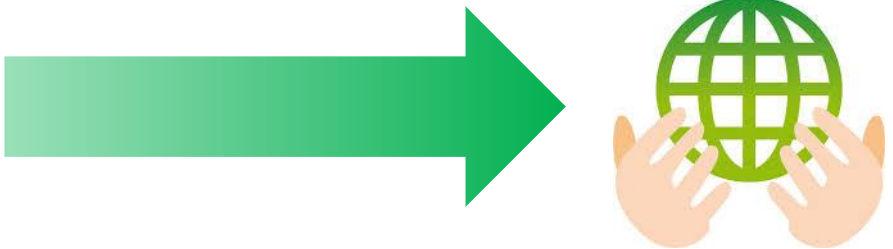
JPMC's One-Stop Service that Supports Sustainable Rental Management



Rental Apartment Owners across Japan

Supporting sustainable rental management





Shifting from "scrap-and-build" to promote reuse

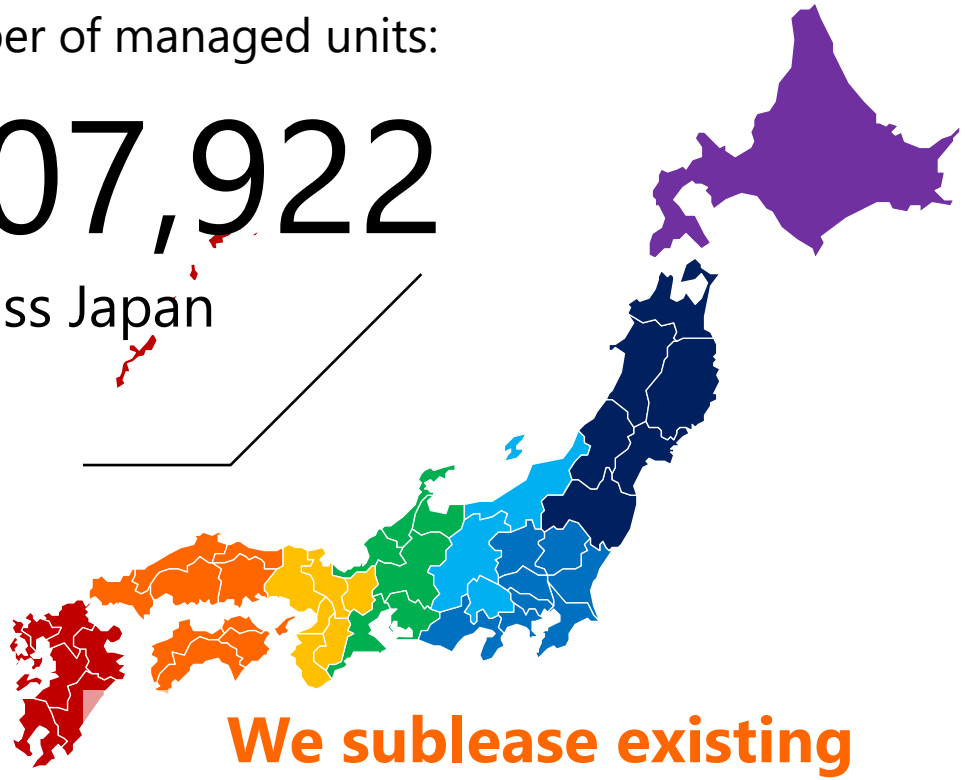


Our Strength 1: Nationwide Subleasing of Existing Properties

Number of managed units:

107,922

across Japan



We sublease existing properties across Japan!

Chubu/Hokuriku Area	Hokkaido Area
17,387	4,523
Kansai Area	**Tohoku Area**
15,704	7,047
Chugoku/Shikoku Area	**Kanto Area**
10,411	35,678
Kyushu/Okinawa Area	**Koshinetsu Area**
13,436	3,736

- ✓ Subleasing existing properties has high barriers to entry. In provincial cities, the business faces high rent fluctuation risks, requiring a solid financial base to operate successfully.
- ✓ Subleasing experiences less competition in rural areas. Rental housing manufacturers operate under a different business model where profits come primarily from building new properties, which offers high profitability. This reduces their incentive to sublease existing properties.
  JPMC has realized nationwide subleasing of existing properties through efficient management leveraging its Partner System (see next page).

Note: Results as of the end of December 2025

Our Strength 2: Efficient Management through Partner System

Real Estate Partners (Approx. 700 Companies)		Architectural Partners (Approx. 600 Companies)			Nursing Care Partners (Approx. 100 Companies)
JP J's Partners	EP Evest Partners	CP Construction Partners	RP Renovation Partners	SLP Silver Partners	FP Furusapo Partners
Management	Brokerage	Construction	Renovation	Senior Housing Construction	Senior Housing Management



Number of partners:

Approx. 1,400 across Japan

✓ JPMC has realized nationwide business using its partner network consisting of 1,400 companies across Japan, including leading local rental management companies and construction firms.
This is a key source of our competitive advantage, as imitating a similar business model by developing a network of this scale and quality is impossible for competitors.

Our Strength 3: Partnership with Financial Institutions

163 **Partner Financial Institutions across Japan**



三菱UFJ銀行
三井住友銀行
みずほ銀行
りそな銀行
セディナ
オリエントコーポレーション
長野県信用組合
しまなみ信用金庫
JACCS
北洋銀行
北海道信用金庫
釧路信用組合
青森みちのく銀行
青い森信用金庫
秋田銀行
北都銀行
岩手銀行
東北銀行
仙台銀行
杜の都信用金庫
七十七銀行
宮城第一信用金庫
山形銀行
荘内銀行

米沢信用金庫
きらやか銀行
東邦銀行
大東銀行
福島銀行
常陽銀行
筑波銀行
茨城県信用組合
栃木銀行
あかぎ信用組合
武蔵野銀行
埼玉縣信用金庫
千葉銀行
京葉銀行
千葉興業銀行
東日本銀行
城南信用金庫
朝日信用金庫
西武信用金庫
第一勧業信用組合
東信用組合
あすか信用組合
オリックス銀行
横浜銀行

横浜信用金庫
平塚信用金庫
第四北越銀行
大光銀行
はばたき信用組合
富山銀行
北陸銀行
高岡信用金庫
金沢中央信用組合
金沢信用金庫
のと共栄信用金庫
福井銀行
福邦銀行
福井信用金庫
小浜信用金庫
静岡銀行
清水銀行
静岡中央銀行
静清信用金庫
浜松いわた信用金庫
遠州信用金庫
愛知銀行
名古屋銀行
豊田信用金庫

半田信用金庫
豊川信用金庫
豊橋商工信用組合
愛知県中央信用組合
瀬戸信用金庫
尾西信用金庫
いちい信用金庫
十六銀行
大垣共立銀行
高山信用金庫
東濃信用金庫
飛騨信用組合
岐阜信用金庫
大垣西濃信用金庫
岐阜商工信用組合
益田信用組合
ぎふ農業協同組合
三十三銀行
百五銀行
北伊勢上野信用金庫
滋賀銀行
紀陽銀行
関西みらい銀行
池田泉州銀行

大阪シティ信用金庫
大阪信用金庫
大阪厚生信用金庫
枚方信用金庫
みなと銀行
但陽信用金庫
但馬信用金庫
姫路信用金庫
西兵庫信用金庫
大和信用金庫
奈良中央信用金庫
鳥取銀行
鳥取信用金庫
米子信用金庫
山陰合同銀行
島根銀行
島根中央信用金庫
中国銀行
トマト銀行
笠岡信用組合
もみじ銀行
呉信用金庫
信用組合広島商銀
山口銀行

西京銀行
西中国信用金庫
百十四銀行
香川銀行
高松信用金庫
香川県信用組合
伊予銀行
愛媛銀行
愛媛信用金庫
えひめ中央農業協同組合
えひめ未来農業協同組合
阿波銀行
徳島大正銀行
徳島信用金庫
高知銀行
四国銀行
北九州銀行
筑邦銀行
福岡ひびき信用金庫
福岡銀行
十八親和銀行
長崎銀行
たちばな信用金庫
佐賀銀行

佐賀共栄銀行
九州ひぜん信用金庫
佐賀信用金庫
大分銀行
べっぷ日出農業協同組合
豊和銀行
鹿児島銀行
南日本銀行
鹿児島相互信用金庫
鹿児島みらい農業協同組合
肥後銀行
熊本第一信用金庫
熊本信用金庫
熊本銀行
宮崎銀行
高鍋信用金庫
琉球銀行
沖縄銀行

JPMC's Approach to Sustainable Growth

Growth

Improve Added Value

SUPER REUSE (Renovation + Subleasing)
Enhancing property value for increased profitability

Smart Home
Improving tenant convenience and satisfaction for enhanced property added value

Corporate Tenants Support
Developing unique tenant acquiring channels for high occupancy rates

Rent Guarantee
Eliminating concerns about rent arrears for stable cash flow

Personal property insurance
Internalizing home insurance service

Expand Platforms

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Demographic Trends

National power shrinking as population declines in projections: urgent need for increased productivity

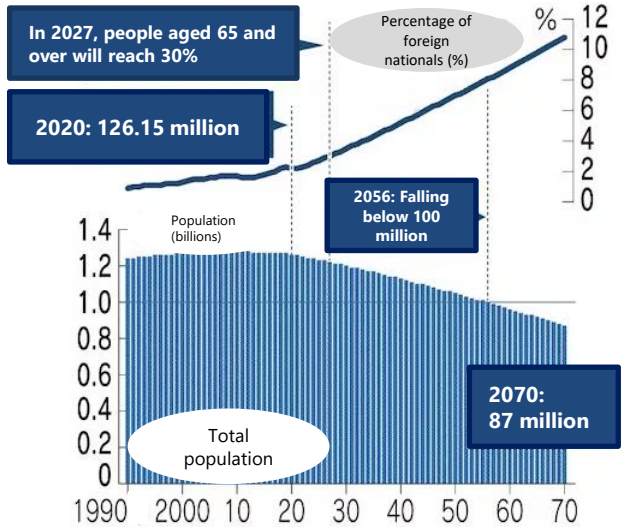
Population to fall by 30% to 87 million in 2070 and births to fall below 500,000 in 2059

April 27, 2023 2:00

Population continues to decline with increasing international population

Japan's population will fall below 100 million in 2056 and the number of births will fall below 500,000 in 2059, according to the long-term projection report, titled "Population Projections for Japan" (see Today's Word on page 2 of the General News section), published Wednesday by the National Institute of Population and Social Security Research. Japan may become weaker as a nation if the population shrinks. Policies to maintain economic growth in the face of a declining population will need to be implemented quickly to avoid that fate **(see related article on page 2 of the General News section).**

In 2070, over 10% of the total population will be foreign nationals

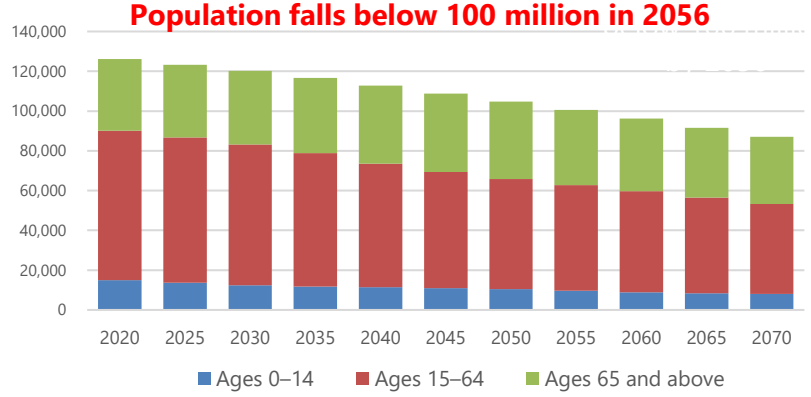


(Source) National Institute of Population and Social Security Research, etc.
Figures up to 2020 are actual results. Figures from 2021 onwards are estimates.

Population Trends by Age Group

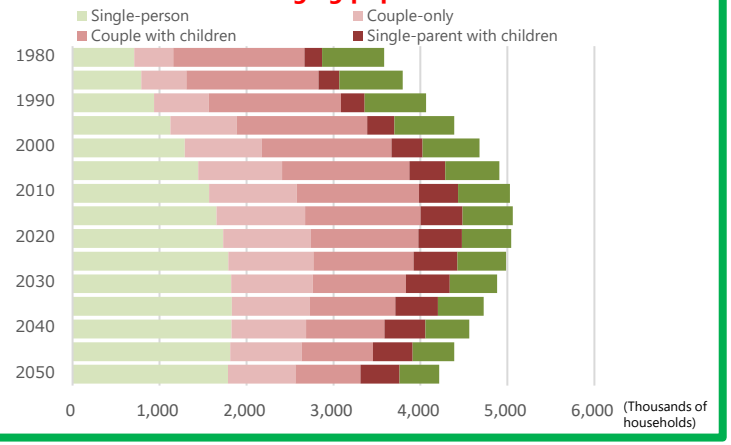
(Unit: thousands)

Population falls below 100 million in 2056



Changes in Family Structure

Single-person households increase due to declining birthrate and aging population



Japan's demographics will shift significantly, transforming housing needs dramatically!

Reference:
Article on left: Nikkei
Graph on top-right: Prepared by JPMC based on Summary of the Results of the Projected Population of Japan (2023 Estimate) by National Institute of Population and Social Security Research
Graph on bottom-right: Demographic Trends, Family Structure, and Other Changes in Social Structure by Ministry of Internal Affairs and Communications

JPMC's Logic of Living Approach: Addressing Social Challenges through Sustainable Rental Management



Moving beyond the era of standardized property development

In our increasingly diverse society, housing needs will also transform dramatically.
The future will no longer demand standardized units.

JPMC's Key Social Challenge 1: Vacancy Rate

Despite persistently high vacancy rates, new construction starts for rental properties are declining. Rising interest rates are changing the mindset of financial institutions and rental property owners.

Rental housing owners



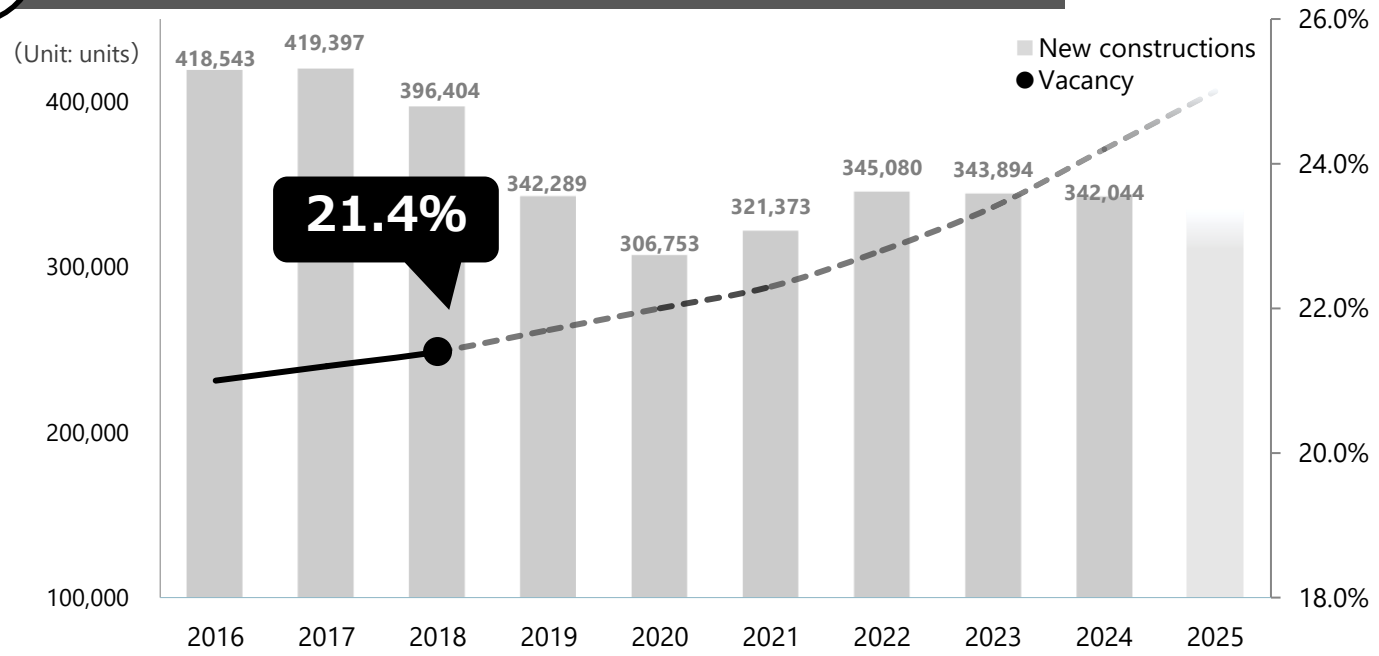
I want to build a home to prepare for inheritance, but with rising interest rates and construction costs, I'm worried about the return on a new home...

Financial institutions



I want to get an apartment loan, but I'm worried about the increased costs of building a new house...

Number of New Constructions and Vacancy Rates



Reference:
New constructions: number of new housing units by Ministry of Land, Infrastructure, Transport and Tourism
Vacancy rates: estimated values based on Housing and Land Survey

JPMC's Key Social Challenge 1:　Vacancy Rate





Rental Housing Manufactures

・New construction continues despite high vacancy rates.

・Compared to reuse, it places a greater burden on the environment and the owner's finances.

・Shift from the scrap and build approach!
Utilize limited resources efficiently!

・Pursue sustainability based on our Logic of Living approach!

JPMC's Key Social Challenge 2: Shifting from Scrap and Build Approach



SUPER REUSE

Renewal
Renovation
Remodeling

JPMC ワークス&サプライ

×

Rental Management Professionals

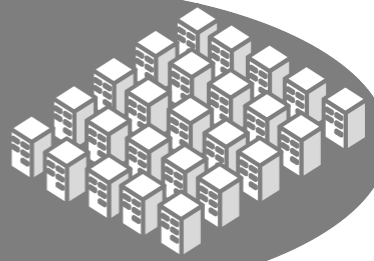
JPMC

Sustainable Rental Management

JPMC defines its Logical of Living approach as addressing social challenges through sustainable rental management.
The rental housing industry currently faces numerous social issues, including high vacancy rates due to excess supply of new properties and the need for comfortable housing for people with housing difficulties such as international residents.
We strive for sustainable rental management by resolving these social challenges by incorporating views of both rental management professionals and tenants into rental management.

JPMC's Key Social Challenge 2: Shifting from Scrap and Build Approach

Existing Properties: 23.89 million across Japan





JPMC ワークス&サプライ

Renovation



Innovative property marketing

JPMC エージェンシー

Corporate Tenants Support

Fourth Valley and more

International Tenants

New tenant acquisition

sublease SUPER REUSE reform

JPMC

Sustainable Rental Management!



For Owners



For Society



For Earth

Provide market-responsive housing through the reuse of existing properties

JPMC currently targets Japan's 23.89 million existing properties.
We support sustainable rental management by transforming underperforming properties into profitable assets through our SUPER REUSE service.
This service not only improves financial returns for owners but also addresses social challenges through an ESG-focused approach.

JPMC's Key Social Challenge 2: Shifting from Scrap and Build Approach



Rental Housing Manufactures

New Properties → **Management**

Construction profit via in-house construction

In-house management

- Rent setting
- occupancy rates
- Renovation proposals

Compared to reuse, it places a greater burden on the environment and the owner's finances.

Pursuing of Logic of Living

No in-house construction!

JPMC's Management

Strategic Renovations that Enhance Property Value

JPMC ワークス&サプライ **Internalizing renovation business!**



×

JPMC's Services that Support Rental Management:

- JPMC ファイナンス — Rent guarantee and collection
- Mirai Small Amount and Short Term Insurance Inc.
- JPMC エージェンシー — Corporate tenant housing

Shifting from the scrap and build approach! Reducing the financial burden of property owners!

→

Environmentally and economically sustainable!

Achieving growth through recurring and flow!

JPMC's Key Social Challenge 2: Shifting from Scrap and Build Approach

Before







After









Converting offices into rental properties to manage them with JPMC!

Furusapo Renaissance

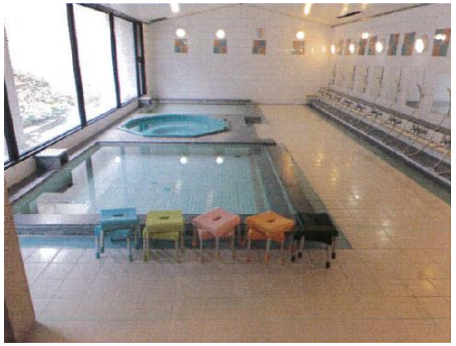
Converting vacant single-person dormitories into senior housing in Tokyo











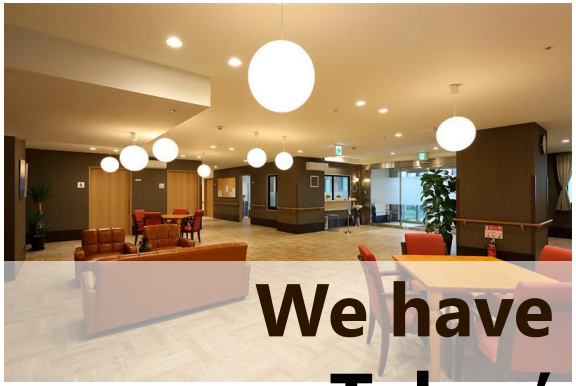


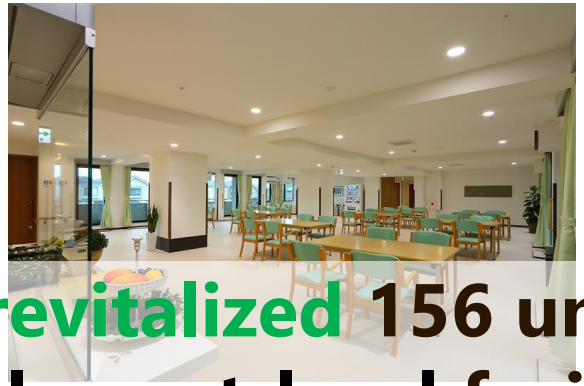
Furusapo Renaissance

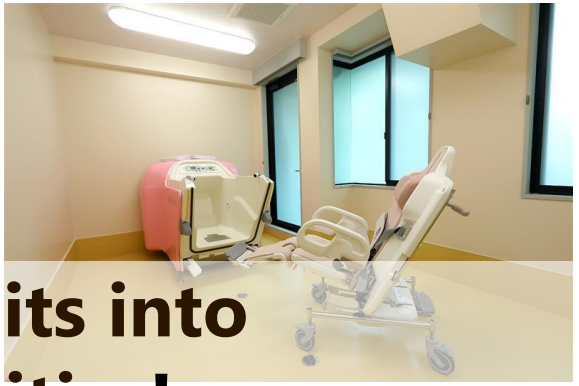
Converting vacant single-person dormitories into senior housing in Tokyo with the Furusapo Renaissance project





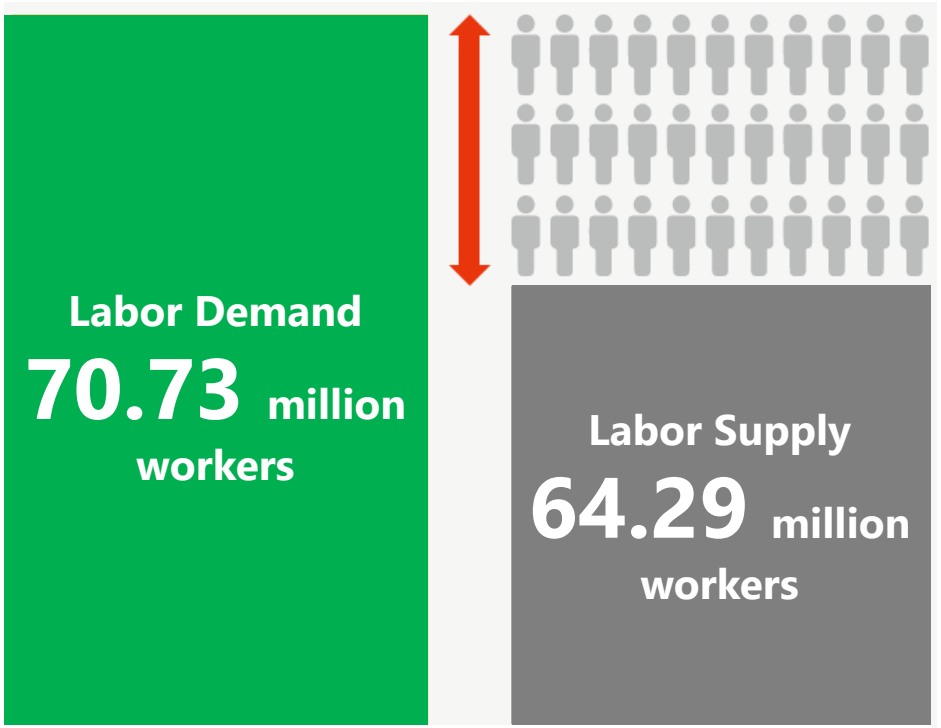






We have revitalized 156 units into Tokyo's largest-level facilities!

JPMC's Key Social Challenge 4: Housing for International Residents



By 2030, Japan will face a 6.44 million worker shortage

Declining workforce due to aging population and falling birthrate remains a critical national challenge

Reference:
Research by Person Research and Consulting

International workers will definitely become critical workforce

JPMC

Nationwide provision of fully furnished and equipped housing

×

Fourth Valley

- Talent development of international workers
- Employment support across Japan
- Largest-level service in Japan with 58,192 registered users

YOLO JAPAN

- A job platform for international residents
- A portal site with 230,000+ users across 226 countries and regions

Housing Solutions

Employment and Lifestyle Support

Emerging as an infrastructure provider for international workforce housing



Sustainable Rental Management

JPMC will create a sustainable society by pursuing its Logic of Living approach



1. Disclaimer

JPMC has prepared information for this material with the utmost attention. However, we make no warranties regarding the accuracy, reliability, or safety of such information. The forward-looking information and statements reflect our expectations at a specific point in time and should be understood as inherently uncertain.

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