A New Era for Real Estate Business,
Evolving with AI and the Cloud.

November 12, 2026

Financial Updates
2Q FYE 2027

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

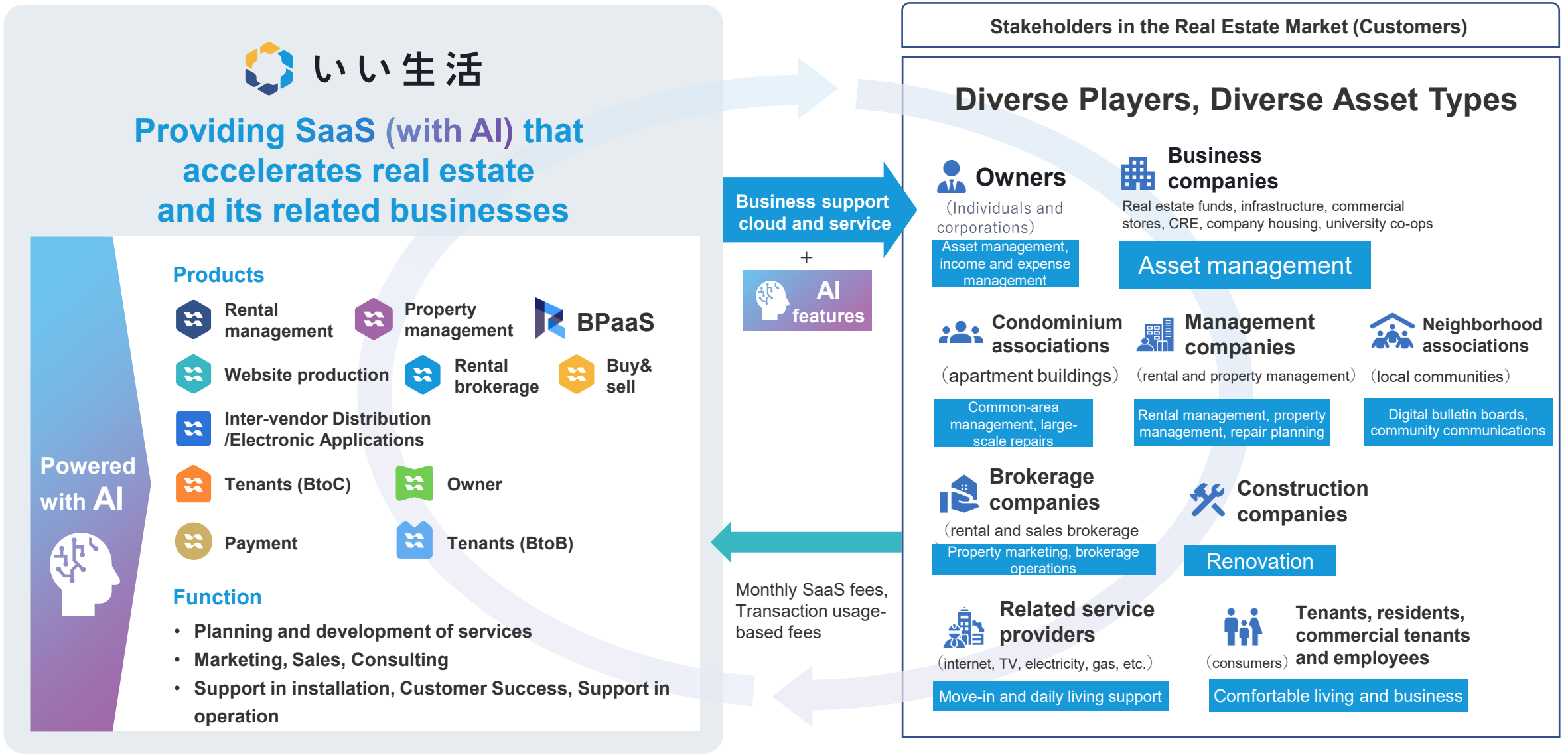
Create many "good life" for others with technology and heart.

Vision

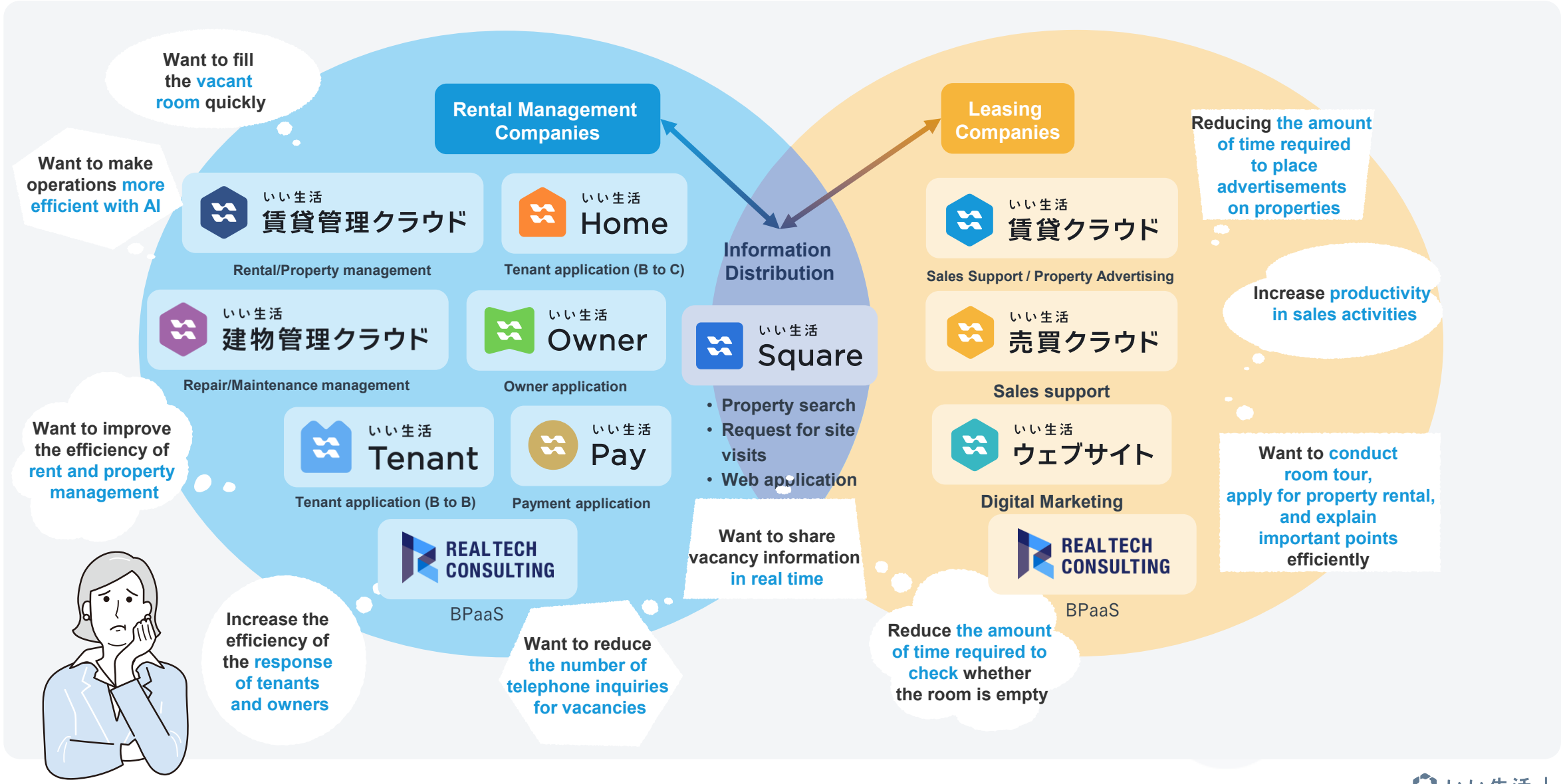
Create society where comfortable life circulates.



Providing a Digital Platform Centered on Real Estate, Where Every Participant Gains Continuing Value



Developing Multi-Products to Address Issues Across the Entire Real Estate Business



Sustainable Growth through the Synergy of Vertical SaaS and BPaaS

Providing BPaaS that supports clients from implementation through operation via Realtech Consulting Co., Ltd.

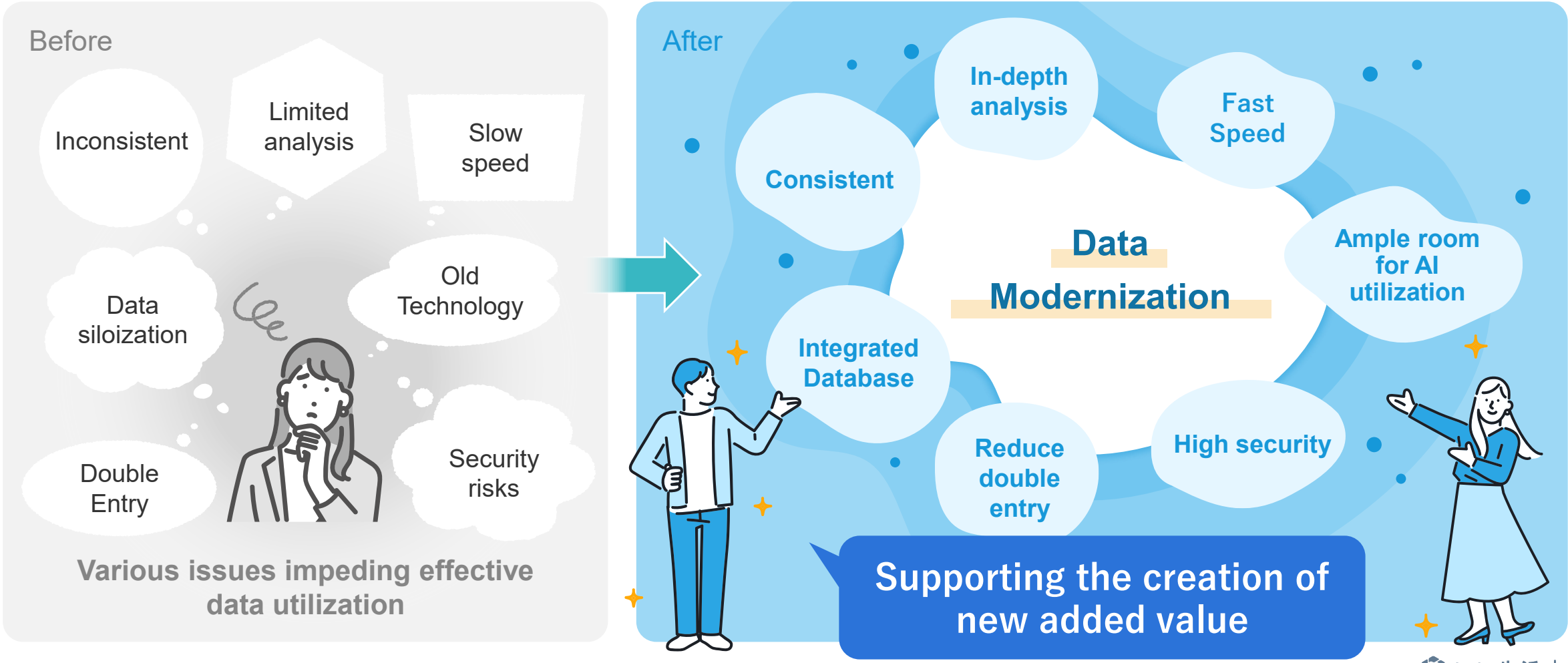
Continuously enhancing customer value and corporate value through the synergy of SaaS (with AI) and BPaaS.

Type of Service	Main Functions	Main Value Offered	Category of Sales
BPaaS Business Process as a Service	**Operation Consulting**	• Integrated support from implementation to operation, enabling continuous DX even amid labor shortages • Specialist consultants provide ongoing support toward achieving DX and AX • Renewing legacy data into information assets through **data modernization**, building the foundation for AI utilization	**Solution**
SaaS Software as a Service	**Application**	• **Multi-product SaaS** supporting the entire real estate business • Always providing the latest environment through continuous updates • Delivering AI to all customers on an ongoing basis as **"AI on SaaS"** • Continuously protecting critical data with advanced cybersecurity	**Subscription**

Turning Legacy Data into Information Assets through Data Modernization

Transforming and optimizing legacy data into information assets that can be utilized by SaaS and AI

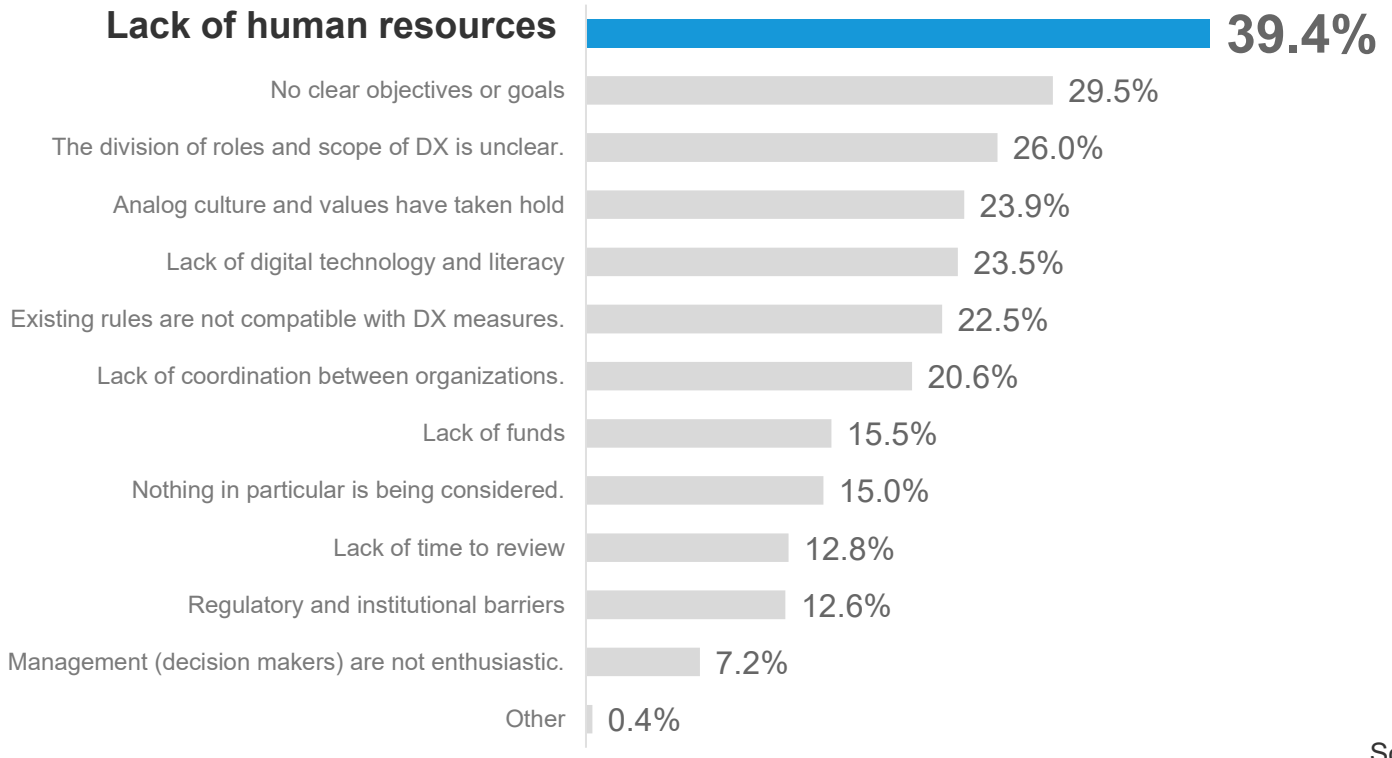
Advancing data utilization to maximize the value of SaaS and AI



Removing the Hurdles to DX with SaaS + BPaaS

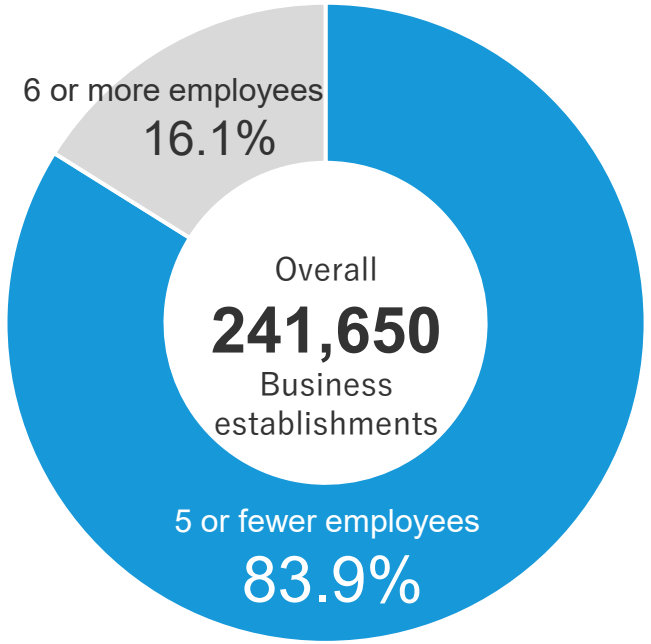
Integrated support from implementation to operation even without in-house IT personnel, delivering the value of SaaS to more customers

Challenges and barriers to digitization（n=515）



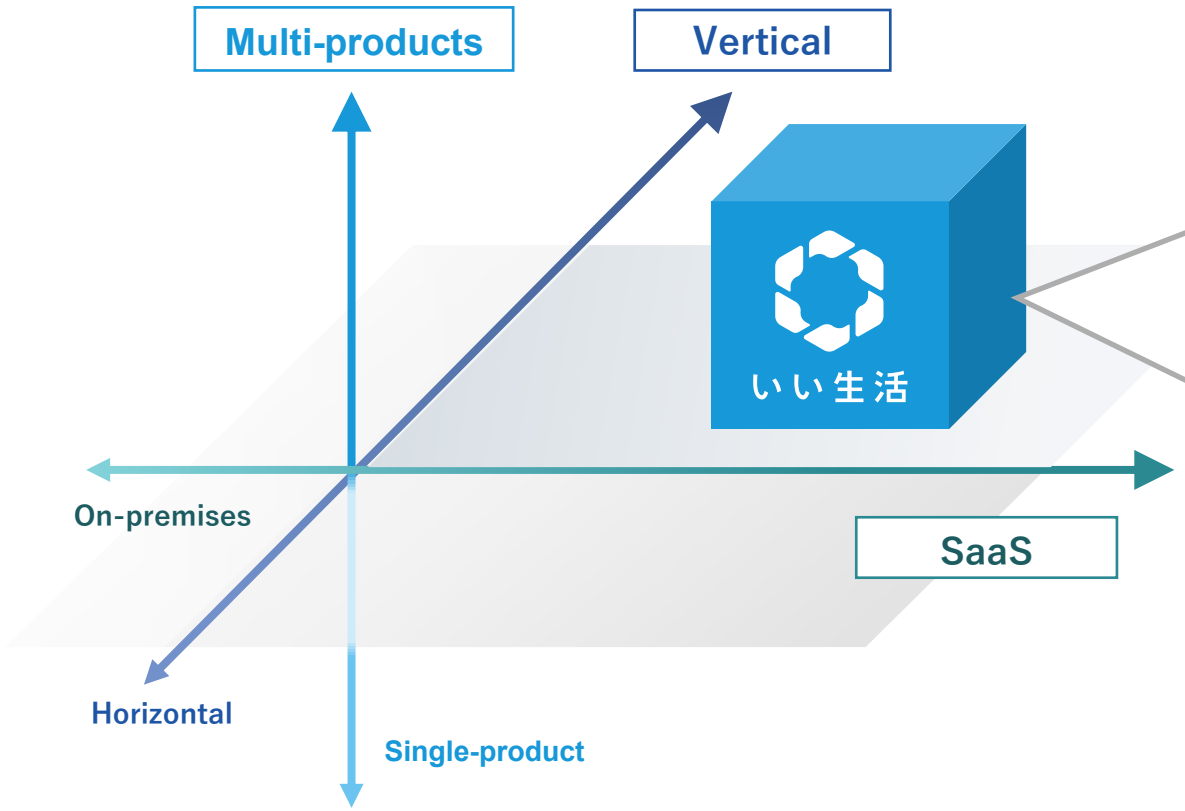
Source:”2026 White Paper Information and Communication in Japan”, Ministry of Internal Affairs and Communications

Number of real estate establishments(corporations only)



Source: Compiled by us from the Ministry of Internal Affairs and Communications / Ministry of Economy, Trade and Industry, “2021 Economic Census for Business Activity” (2023), cross-industry tabulation, Table 5-1 (real estate industry, organizational form: corporations)

Competitive Advantage in the AI Era by SaaS × Vertical × Multi-product



SaaS × Vertical × Multi-products × AI

= Sustainable Competitive Advantage

Center position of information distribution in the real estate market

Advantage of SaaS

1. Usable AI as "AI on SaaS"
2. Uniform updates in response to legal reforms
3. Easy management, utilization and integration of data
4. Advanced cybersecurity

Advantage of Vertical SaaS

1. High barriers to entry
2. Deeply embedded in workflows, low churn rate
3. Serving as the core system at the heart of customer DX

Advantage of Multi-products

1. Solving deeper customer issues
2. Ample room for ARPU expansion
3. Many touchpoints with other domains and ample room for TAM expansion

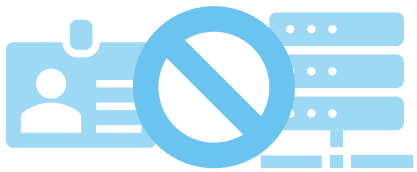
Advantage in the AI Era

1. Holding a large volume of industry-specific data that AI can utilize
2. Providing standardized workflows that AI can execute
3. Providing the platform on which AI can execute transactions

Competitive Advantage of Our SaaS from a Security Perspective

Structural Isolation

Structurally isolating the internal network from the SaaS production environment.



Zero Trust

As a SaaS company entrusted with our customers' critical data, we apply **a rigorous Zero Trust architecture** even to our own in-house system development members.

Cloud Native

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



External Certifications

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

JQA-IT0109/IM1946/IC0087

Security architecture realized through Zero Trust and cloud-native principles

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Rigorous service operation based on international standards

Major Legal Reforms Related to Digitalization of Real Estate Transactions

June 2021
Enforcement of the Rental Housing Management Business Act (note)

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.

A Single-Database, Multi-Tenant SaaS Used Across Sectors and Scales

Financial institutions, funds and trading companies

三井住友トラスト不動産 · FORTRESS · ALIWELL アリウェル 株式会社 · 住商レジデンシャル · VILLAGE HOUSE · ITOCHU 伊藤忠アーバンコミュニティ

Infrastructure and energy

NTTアーバンバリューサポート · ANA ANA FACILITIES CO.,LTD. · Jalux · TOKYO GAS · J:COM · JR東日本不動産ハウジング · Ryobi · SANCO 三交不動産 · TAKARA GROUP · INPEX · 遠鉄グループ · 静鉄不動産 · 京王不動産 · ReBITA · Nishitetsu Group · Kanachu · TC神鋼不動産グループ TC神鋼不動産株式会社 · 名古屋市住宅供給公社

Franchises and homebuilders

TOKEN · ホームメイト · ハウスメイト · 大東建託パートナーズ · ハウスコム · YAMADA HOMES · RENDO! HOUSE DO

Multi-store retailers

VISIONARY HOLDINGS · TAKARA BELMONT · RDC

Daiwa Real Estate · SUN FRONTIER · 三菱地所ハウスネット · 三井の森 · KYORITSU HOTELS & DORMITORIES · SEIWA CORPORATION · あなぶき興産 · hoken GROUP · 信義房屋 SINYI REALTY Inc.,Japan · 東急コミュニティー · ホームトレードセンター · BLOOMING GARDEN · 東京建物不動産販売 · Hoosiers · MIRARTH HOLDINGS, Inc. · エスリード賃貸 · 日神管財株式会社 · OPEN HOUSE GROUP · GLOBAL LINK MANAGEMENT · NICE · セキスイハイム九州 · CLC · タウンハウジング · 富士通不動産 · Panasonic Homes パナソニックホームズ株式会社 · SRE HOLDINGS · 青山メインランド · Aoyama Main Kikaku · makes · 明和地所 · TonTon · Forbes · Stage Planner · vertex · リベスト · NEW GAEA · PDM · Balleggs · 首都圏ホーム株式会社 · LENZ DX · TFD Estate · TAIYO 太陽地所 · アンサー倶楽部 · KOTO HOUSE · オンテック · POLUS · OKADA · NISHIDA · STK · BRUNO Real Estate Company · ニッショー · エコロシティ株式会社 · hoei · 京都ライフ · 取益不動産センター · nasic · 日住サービス · SENDEN · アクア21 · 川商ハウス · AMBITION DX HOLDINGS · 明和不動産 · アパートナー · CITY·HOUSING · 山万株式会社 · 小平市 · グリーン在宅クリニック

univ. CO-OP

Over 40 major universities nationwide,
including:

- National: U of Tokyo, Kyoto U, Nagoya U, Osaka U, etc.
- Private: Waseda U, Keio U, Kwansei Gakuin U, etc.
- Public & Regional: Yokohama City U, Nagoya City U, and others.

2. 2Q Results

FYE2027 2Q Highlights

Net Sales

1,548 million yen YoY（△0.9%）

Subscription sales ratio

92.2 % YoY（84.8%）

EBITDA

316 million yen YoY（△7.4%）

EBITDA margin

20.4 % YoY（△1.4 points）

ARPU

Approx. **152** thousand yen

（Approx. 145 thousand yen in September of previous year ）

MRR churn rate

△0.63 %

ARR

2,895 million yen YoY（+5.9% ）

Operating Profit

30 million yen YoY（△54.3%）

Number of fee-paying client

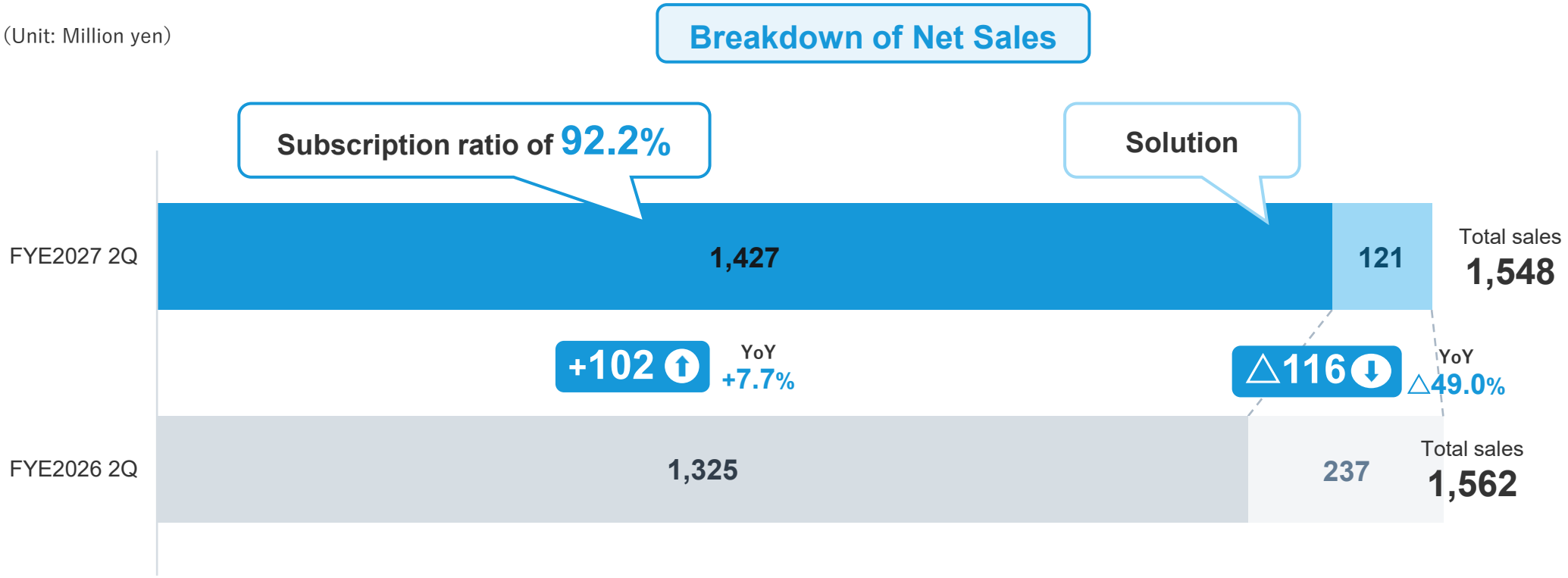
1,580 companies YoY（+10）

4,828 stores YoY（△20）

*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 by multiplying MRR for September 2026 by 12.
*4 EBITDA = Operating profit + Depreciation
*5 ARPU (average revenue per user) is calculated by dividing “subscription sales” in September 2026 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 September 2026 (including existing increases and decreases) divided by the MRR in August 2026. 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).

Subscription Revenue Up 7.7%, Nearly Offsetting the Drop from Last Year's Large Solution Projects

(Unit: Million yen)



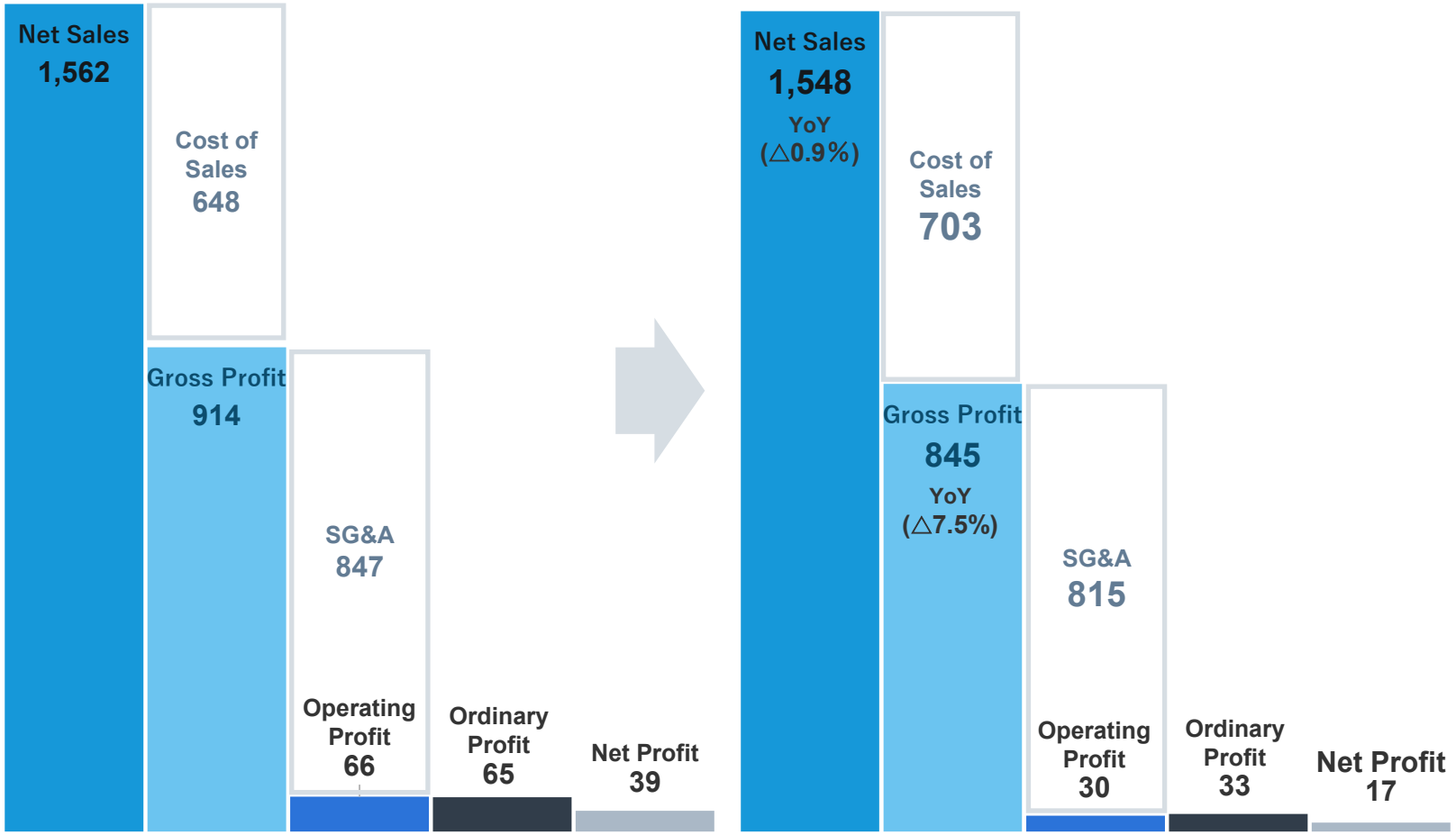
- **Subscription**: Revenue that accrues on an ongoing monthly basis unless cancellation is requested, such as monthly SaaS subscription fee revenue and recurring revenue based on an operational support (BPaaS) contract after SaaS implementation.
- **Solution**: Revenue related to other services such 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.

Revenue and Profit Declined in the First Half, but Subscription Growth Is Expected to Drive Full-Year Growth in Both

（Consolidated）

（Unit：Million yen）



Net Sales	△0.9 %
Gross Profit	△7.5 %
Operating Profit	△54.3 %
Ordinary Profit	△48.5 %
Net Profit	△57.2 %

（All YoY）

*Figures rounded down to the nearest million yen

Progress Towards Full-term Consolidated Forecast

（Unit：Million yen）

	FYE2027 Full-Term Forecast	FYE2027 2Q Result	Progress rate
Net Sales	3,415	1,548	45.3%
Operating Profit	319	30	9.5%
Ordinary Profit	317	33	10.6%
Net Profit	195	17	8.7%

	Dividend per share
FYE2027 Forecast	3.00 yen (effectively unchanged; 6.00 yen on a pre-split basis)
FYE2026 Result	6.00 yen (3.00 yen on a post-split basis)

* Figures rounded down to the nearest million yen.
* A two-for-one split of the Company's common stock was carried out with an effective date of April 1, 2026.

Key Takeaways of 2Q Results

Sales Growth

Subscription up 7.7%, Solution down against last year's large projects.

Net sales were 1,548 million yen (-0.9%). Solution sales declined in reaction to the large projects recorded last year, but Subscription sales grew to 1,427 million yen (+7.7%), helped by price revisions and other factors.

Operating Profit

Cost optimization progressed despite the impact of lower sales.

Operating profit was 30 million yen (-54.3%). Profit declined on lower Solution sales, but total costs were broadly flat thanks to productivity gains including the use of AI.

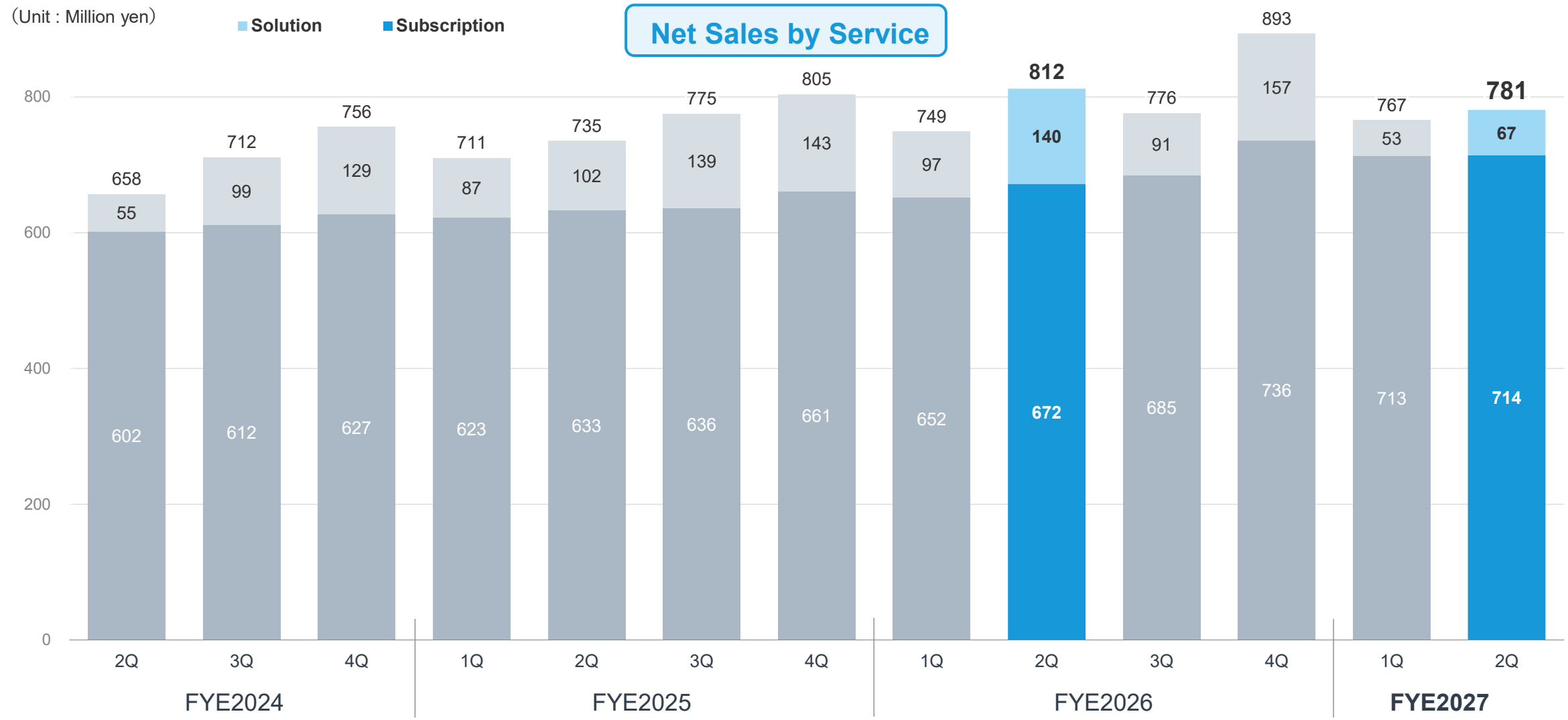
EBITDA & Operating CF

Operating CF of 282 million yen covered growth investment, keeping FCF positive.

EBITDA was 316 million yen (margin of 20.4%), operating cash flow was 282 million yen and investing cash flow was -270 million yen, leaving free cash flow at 11 million yen. We continue to invest for growth, including in AI.

- Solution sales declined YoY in reaction to last year's large projects, but are expected to land roughly in line with the previous year for the full year. Subscription sales are growing steadily, and **our outlook for achieving the full-year forecast is unchanged**.
- While driving productivity gains and cost optimization through the use of AI, we will expand AI features and external integrations to raise ARPU and grow transactions.
- **Announced a business and capital alliance with J:COM**, accelerating new customer acquisition by leveraging their sales network.

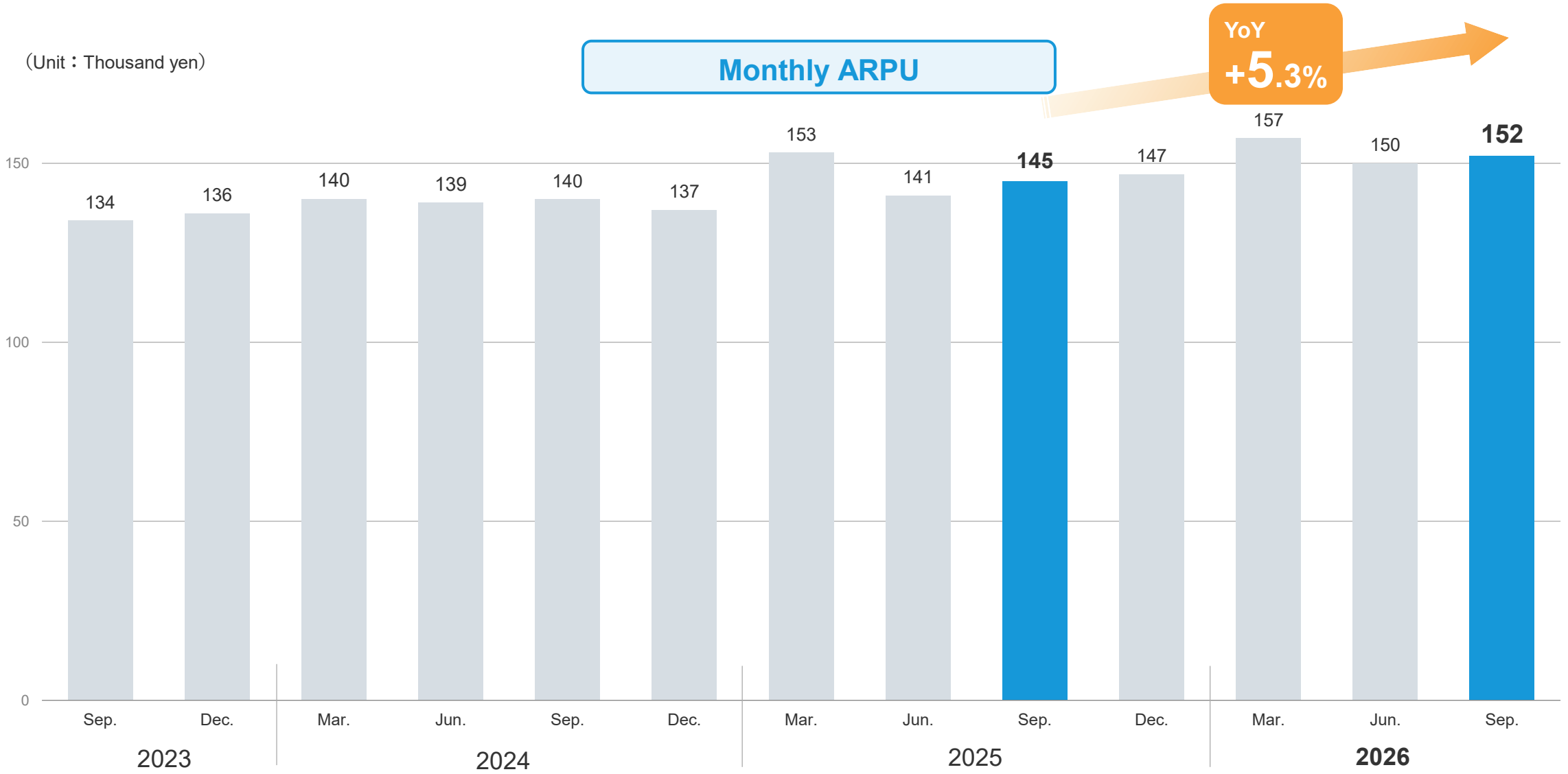
Subscription Revenue Keeps Growing YoY, While Solution Sales Tend to Concentrate in 4Q



*Figures rounded down to the nearest million yen

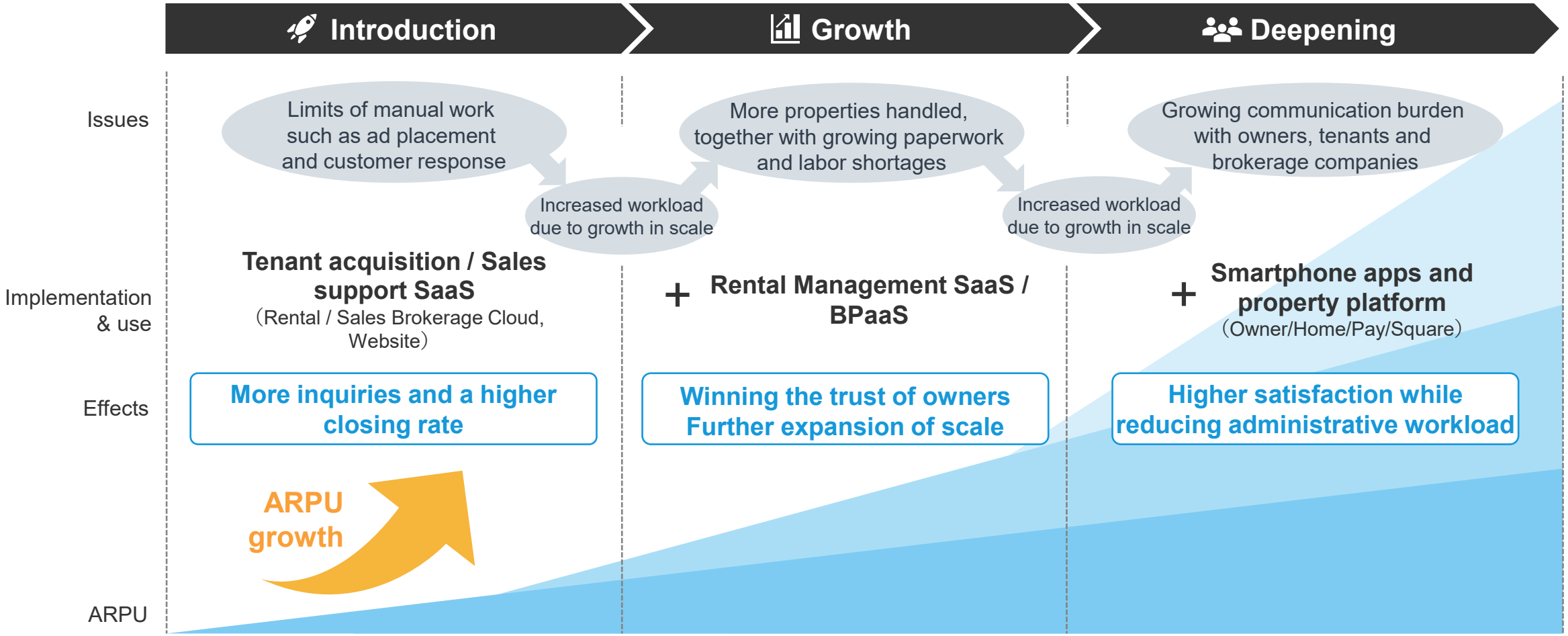
ARPU Up 5.3% YoY, Driven by Price Revisions and Multi-Product Expansion

（Unit：Thousand yen）



* Figures rounded down to the nearest thousand yen.
* Usage-based fees tend to increase in March, the peak season for the real estate industry.

Potential for ARPU Increase from Multi-Products



Customer issues become more sophisticated as productivity rises,
and ARPU grows naturally through the phased adoption of our products.

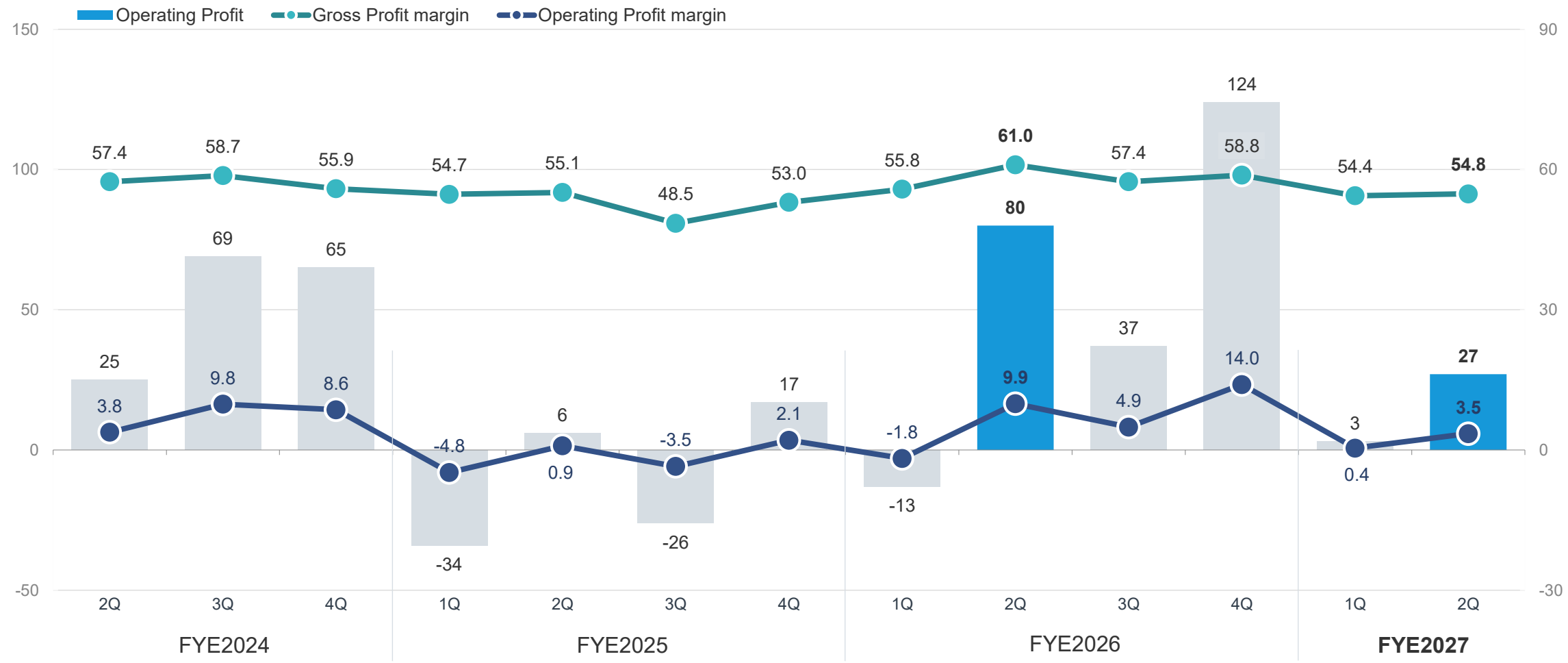
* This is a partially modified image based on an actual customer case study.

Operating Profit Tends to Be Weighted Toward the Second Half, Reflecting Subscription Build-Up and Second-Half Solution Projects

(Unit : Million yen)

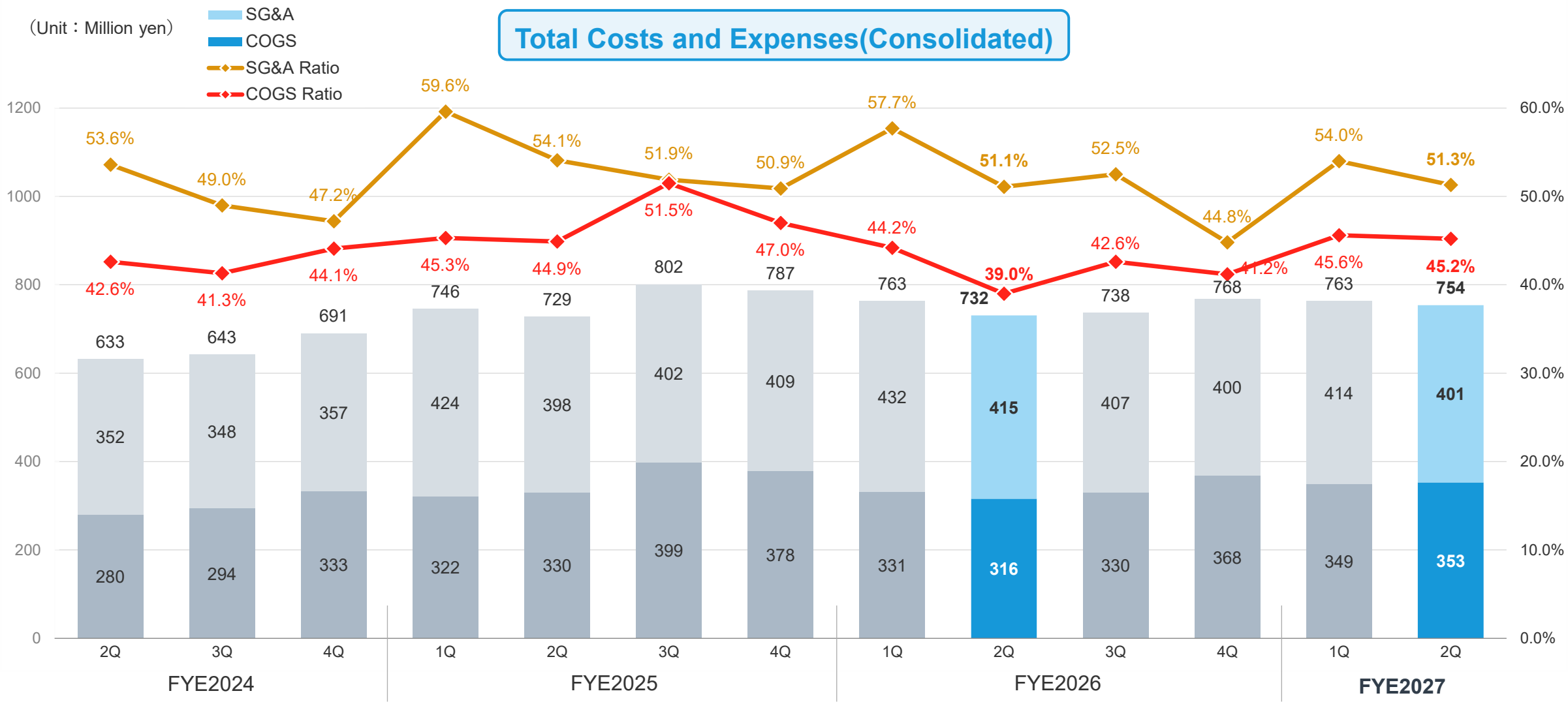
Gross Profit Margin and Operating Profit (Consolidated)

(Unit：%)



*Figures rounded down to the nearest million yen

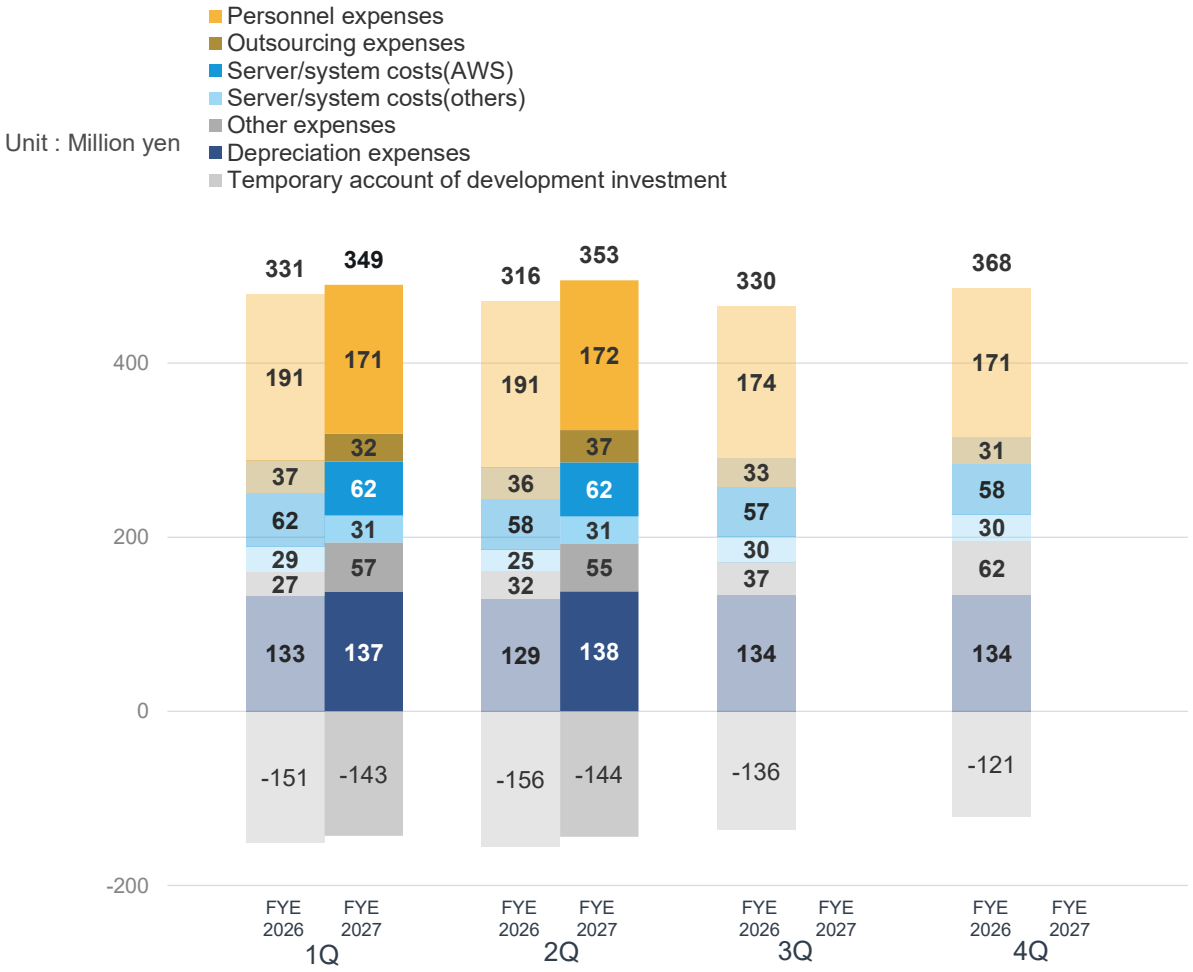
Total Costs Remained Broadly Flat While Growth Investment Continued



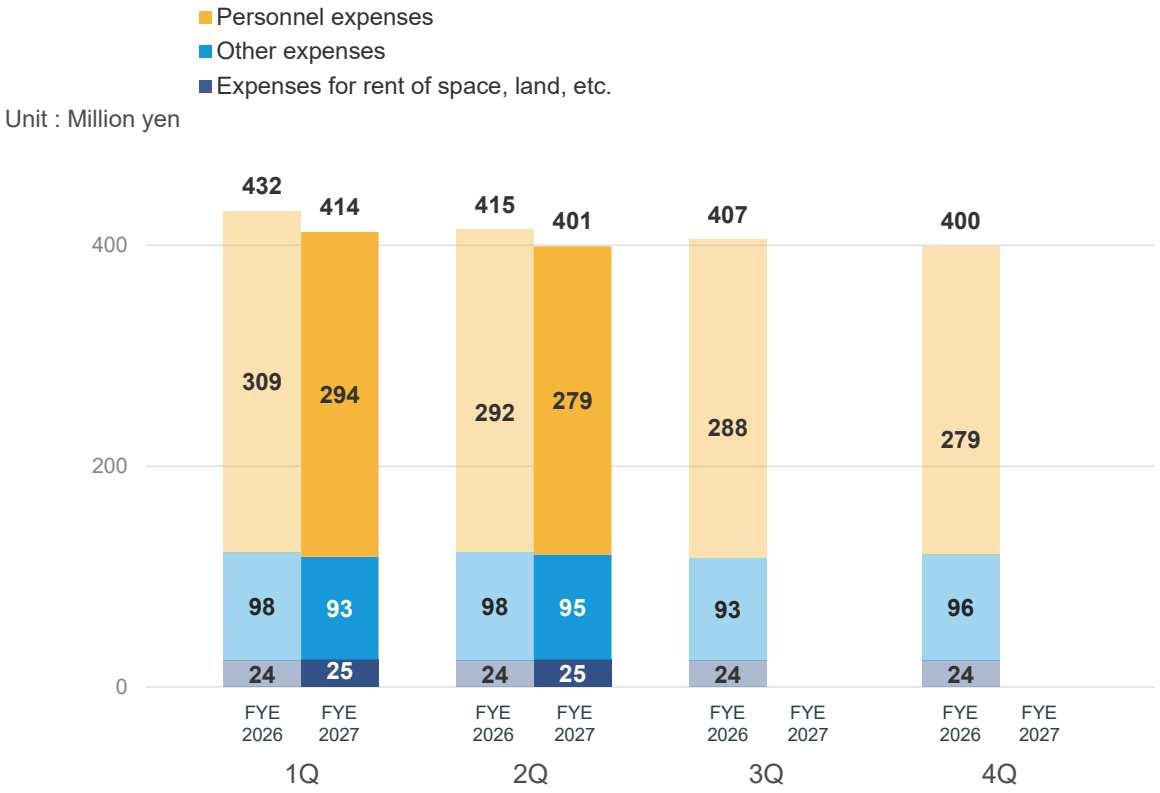
*Figures rounded down to the nearest million yen

Cost Structure Optimization Progressing Through the Use of AI

COGS (Consolidated)



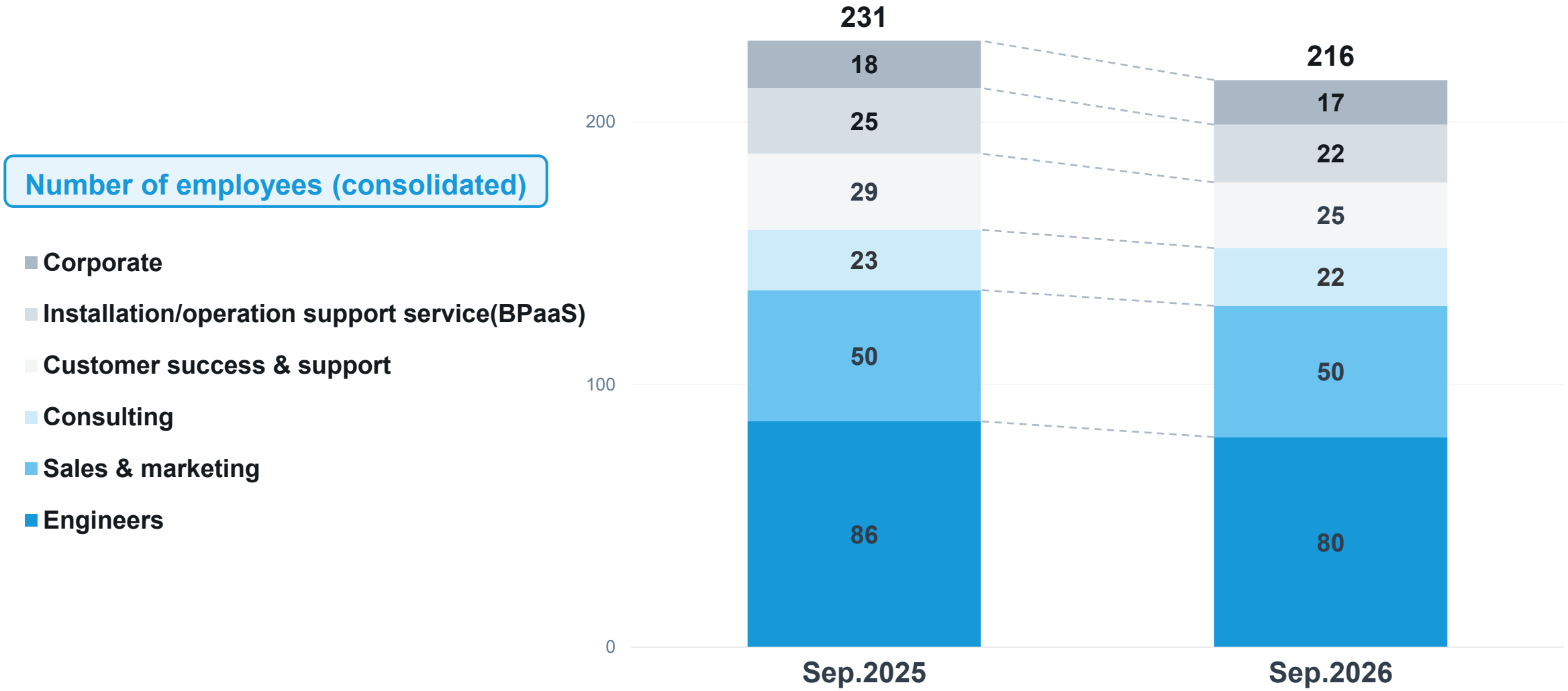
SG&A (Consolidated)



*"Other expenses" in cost of sales include transaction-based fee from "e-Seikatsu Square", office rent, 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.

Optimizing Our Workforce Composition Alongside AI Utilization

Number of employees (consolidated)

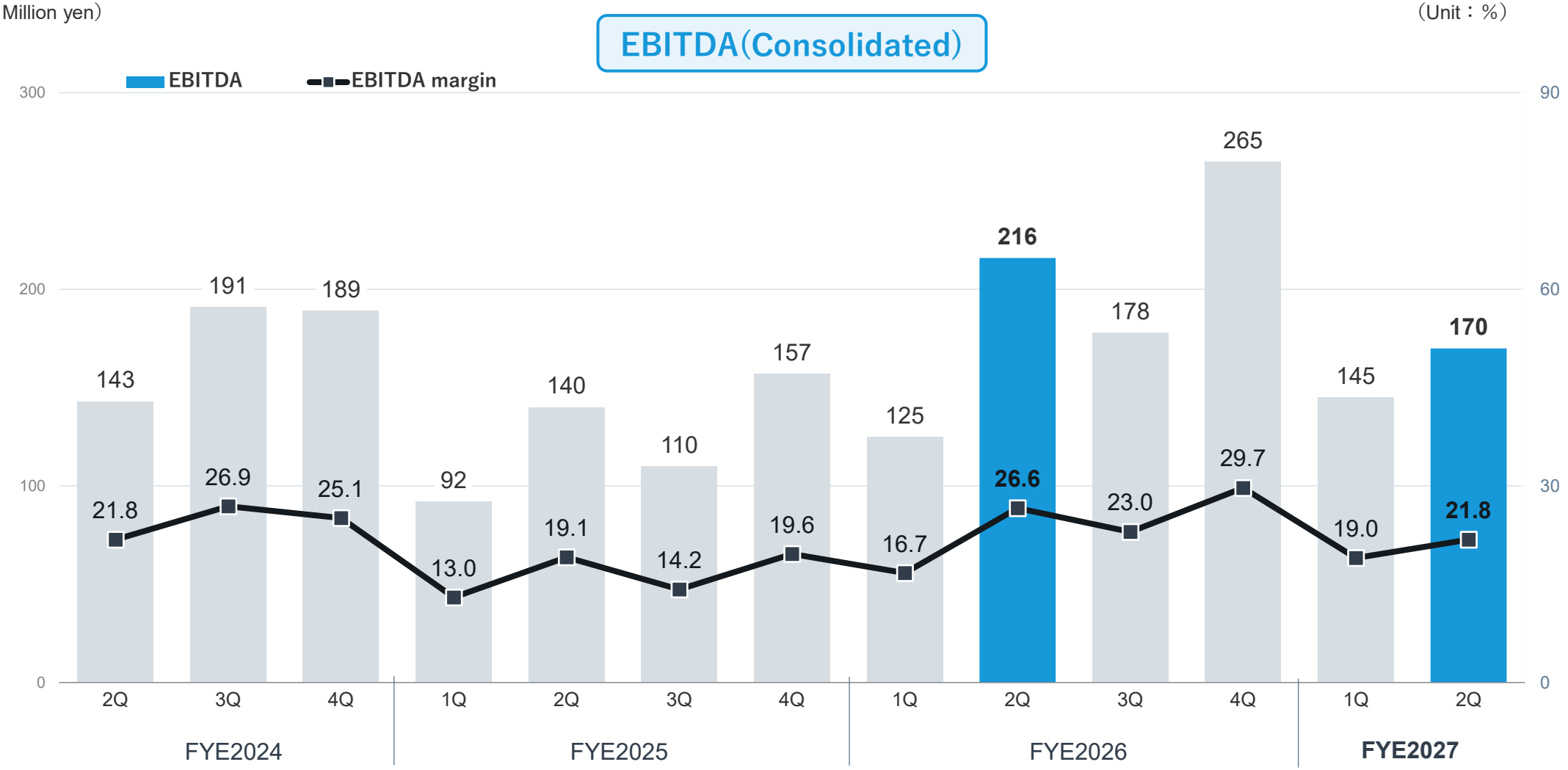


* Excluding directors, advisors, and part-time workers.

Steady EBITDA Generation, Underpinned by the Build-Up of Recurring Revenue

（Unit : Million yen）

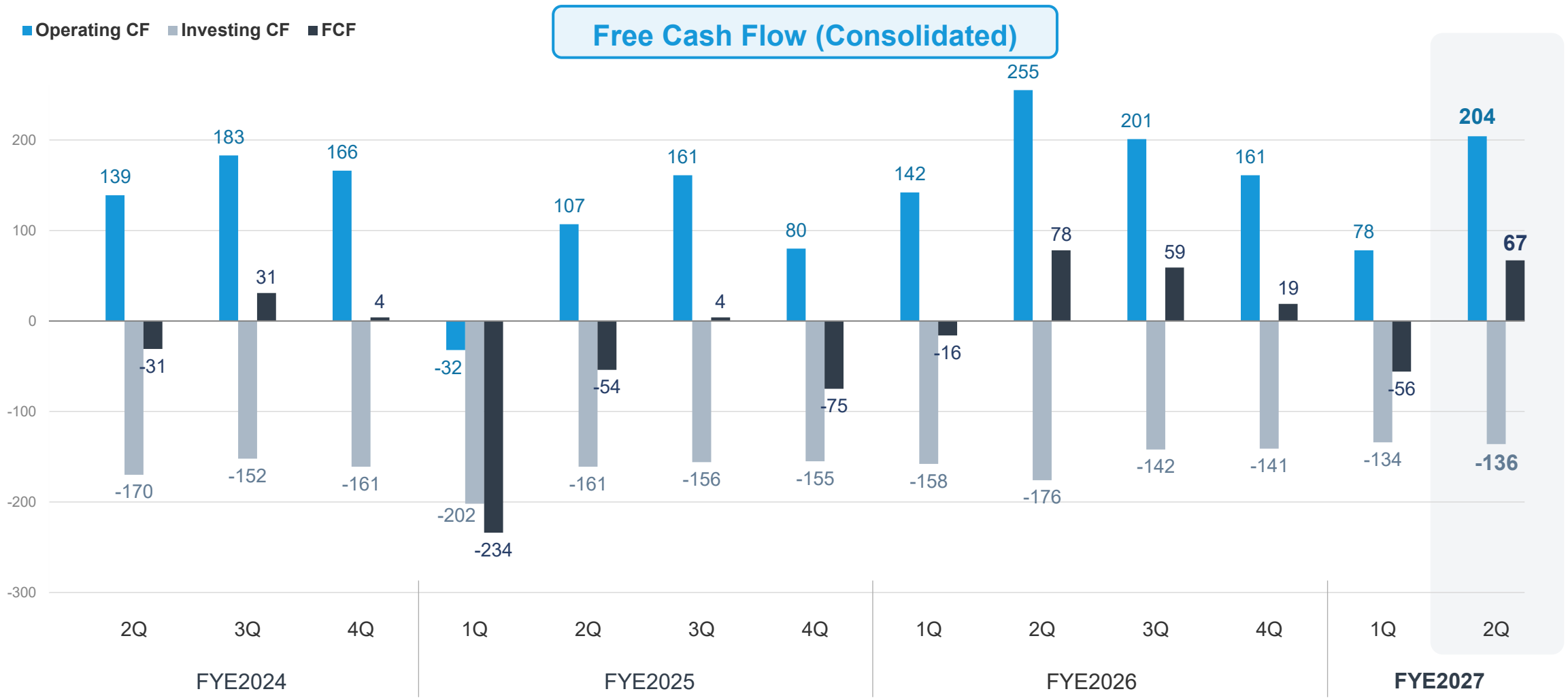
（Unit：%）



*Figures rounded down to the nearest million yen　* EBITDA = Operating profit + Depreciation

1H FCF Secured in Positive Territory, Generating Cash While Funding Growth Investment

（Unit：Million yen）

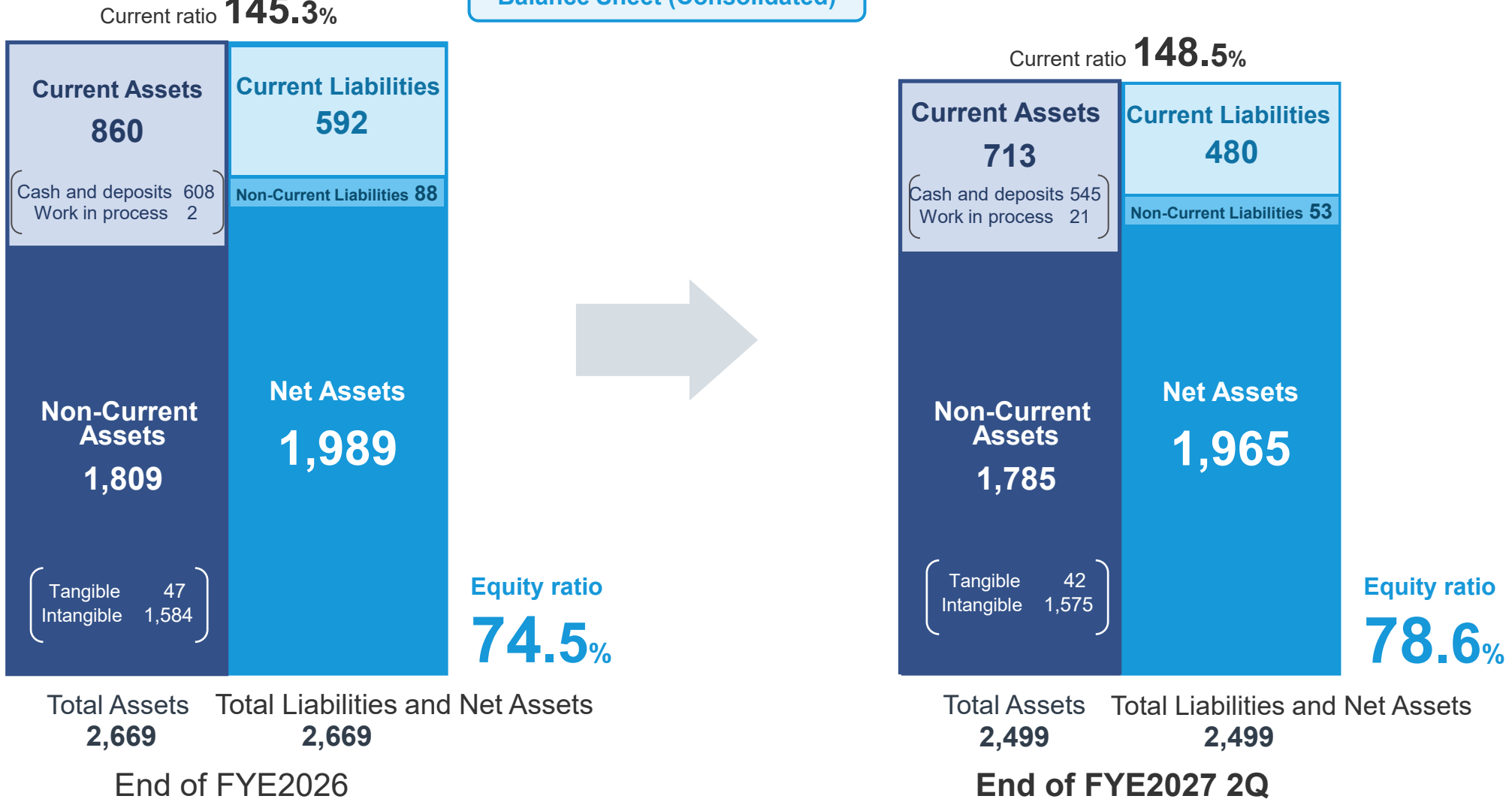


* Free cash flow (FCF) = Operating cash flow (CF) + Investing cash flow (CF)
* Figures rounded down to the nearest million yen.

Solid Financial Base to Support Continuous Investment in Growth Fields

（Unit：Million yen）

Balance Sheet (Consolidated)



* Figures rounded down to the nearest million yen

2Q Implementation Results：New Business Opportunities Created by Diverse Real Estate Needs

Takara Belmont Corporation

■A Leading Company in the Beauty and Barber Industry

- Develops and manufactures specialized equipment, such as dedicated chairs, for salons, dental clinics and medical institutions
- Provides end-to-end services, including opening support, interior design and construction, and maintenance
- Actively expanding overseas, with bases in 13 countries and regions and business in more than 120 countries

■Real Estate Needs Specific to Salons

- **Opening a salon involves stricter requirements than typical commercial properties**
- Large hot-water supply for shampooing, and high-capacity electrical infrastructure to run multiple hair dryers and other devices at once
- Properties that meet these specific conditions are hard to find on general real estate portal sites

■Launched a Real Estate Business as a New Venture

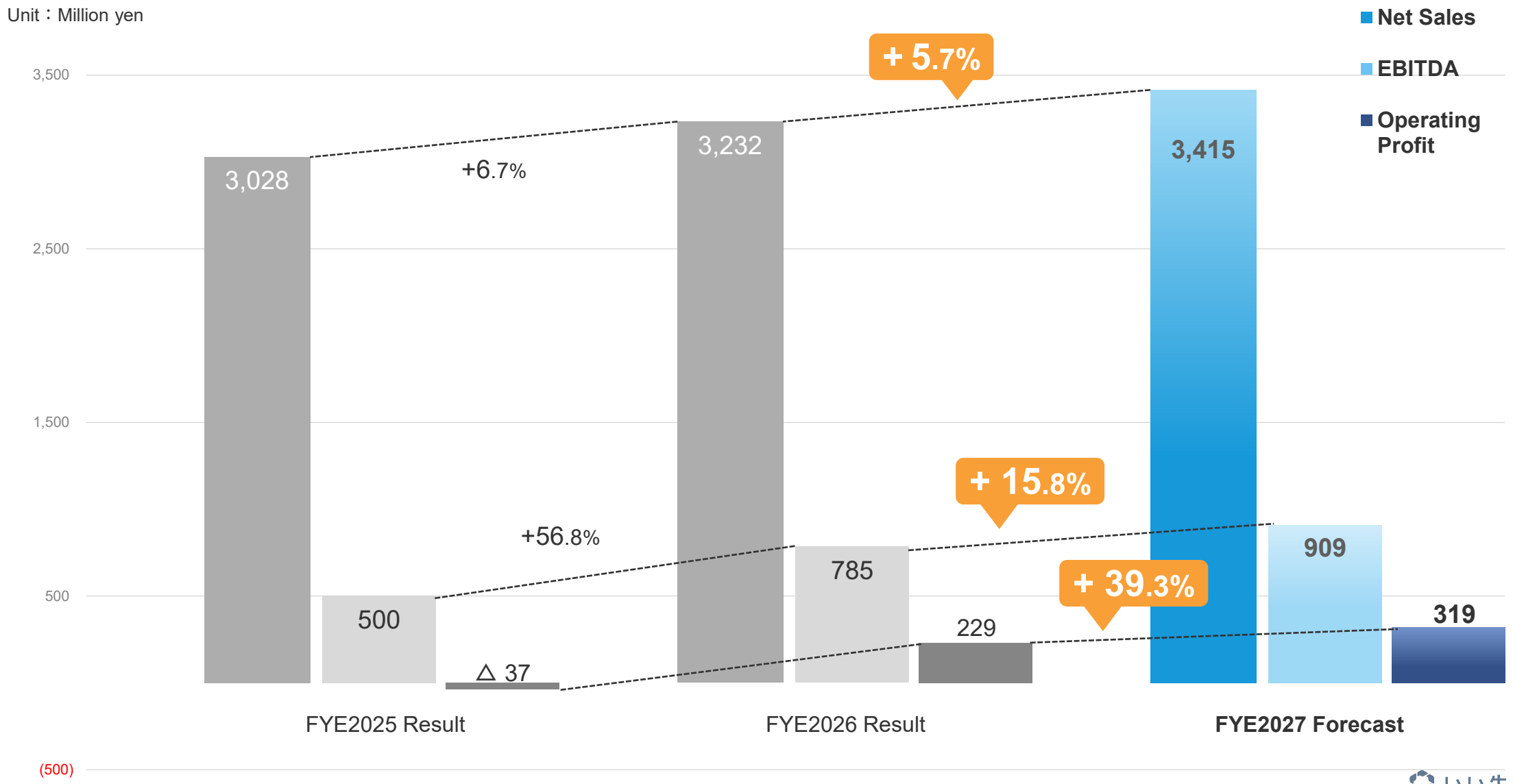
- Adopted our real-estate-specific SaaS as the system platform for its new service, the “Salon Property Support Site”
- An advanced real estate database and platform supporting its professional expertise in salon openings
- Enables prospective salon owners to smoothly search for and inquire about properties that meet their requirements

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3. Future Prospects

Latest Results and FYE2027 Forecast (Consolidated)



Basic Policy and Growth Strategy

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

Contributing to problem-solving as a core operational system that addresses **cybersecurity risks**, while transforming legacy data into information assets that can be utilized by SaaS and AI through data modernization.

2 Raising Added Value with Multi-Product × AI, and Lifting ARPU Through Price Revisions

Accelerating AI implementation across our entire product lineup. Promoting AI-driven efficiency across all business scenarios to unlock new added value, while also revising our pricing to achieve sustained ARPU growth.

3 Accelerating New Customer Acquisition Through Our Business and Capital Alliance with J:COM

With strong backing from J:COM, which operates a nationwide sales and support network built on its cable TV business, we are extending our reach to real estate companies in regions and of sizes that would be difficult for us to reach on our own.

4 Expanding third-party partnerships to drive transaction revenue

いい生活 Square

Promoting seamless data integration with a diverse range of third parties, including rent guarantee companies, public services, and NHK. **Expanding transaction volume within our platform to target further growth in usage-based fees**.

Business and Capital Alliance with J:COM

Business Alliance

Combining the two companies' strengths
to expand our service offerings

■Creating synergies by combining the strengths of both companies

- Leveraging J:COM's community-based sales network and customer base to jointly approach real estate companies in regions and of sizes that are difficult for us to reach on our own
- Linking electronic tenant applications with utility contracts to drive DX in move-in procedures

■Strengthening the momentum of the partnership with a capital alliance in addition to the business alliance

- Sharing returns through equity participation to maximize the results of the alliance

■Growth strategies aligned, building on a track record of collaboration

- Collaborating since 2024 on a digital bulletin board service, already adopted by more than 124 neighborhood associations across Japan
- Based on the effectiveness confirmed through this collaboration, we expect the alliance to accelerate the growth of both companies

Capital Alliance

Establishing a medium- to long-term commitment
through the capital alliance

Overview of the third-party allotment	Details
Number of shares to be allotted Dilution ratio (based on total issued shares)	**2,435,800** shares / **16.73** % Breakdown: 1,677,600 newly issued shares + 758,200 treasury shares disposed of. J:COM is expected to become our largest shareholder (shareholding ratio after allotment: 15.00%).
Issue Price Total amount to be paid in	**270** yen / **657** million yen Average closing price over the most recent month. Use of proceeds: building a dedicated organizational structure, promotion, additional service development, etc.
Alliance term (planned) Shareholding policy	Initial **5** years / **Long-term and stable** Both companies have agreed on business targets for the initial term. Transfer of shares restricted during the term; no additional acquisition(Automatically renewed annually after expiry, with restrictions continuing).

Business and Capital Alliance with J:COM



Contributing to DX Across the Entire Real Estate Industry

Leveraging the e-Seikatsu–J:COM partnership to help small and mid-sized real estate companies work more efficiently.
We aim to deliver greater value to property owners and tenants.

By bringing together the strengths of both companies to support local real estate businesses,
we will contribute to regional development and to richer, more fulfilling lives.

Introduction of a Shareholder Benefit Program

Encouraging holders of less than one trading unit to become unit shareholders, while enhancing our recognition and investment appeal in the stock market.

Original e-Seikatsu QUO Cards will be presented according to the number of shares held

Eligible shareholders are those holding one trading unit (100 shares) or more who are listed or recorded in the Company's register of shareholders as of September 30 (the record date) each year.
First record date: September 30, 2026

Number of shares held	Benefit
100 shares or more, less than 300 shares	QUO Card worth 500 yen 
300 shares or more, less than 500 shares	QUO Card worth 1,500 yen 
500 shares or more	QUO Card worth 2,500 yen 

*A two-for-one split of the Company's common stock was carried out with an effective date of April 1, 2026.

Real Estate Platform

【e-Seikatsu Square】Expanding Integration Partners for Tenant Application Data

NEW RELEASE 2026.07.14

Data Integration with NHK Launched

- Linked with tenant application data to enable smooth NHK contract procedures
- Reduces the burden of case-by-case handling and explanations for tenants, contributing to operational efficiency

いい生活 Square



NEWS

System Integration Launched with docomo's Anshin Rental Guarantee

- Drives DX in move-in procedures, contributing to work-style reform, greater operational efficiency and the creation of new revenue opportunities

NTT docomo × 不動産市場に、テクノロジーを いい生活

NEWS

Service Agreement Signed with Tokyo Gas

- Integrates with tenant application data, enabling smooth utility contract procedures
- Reduces the burden of individual support and explanations for tenants regarding procedures

いい生活 Square

TOKYO GAS × 不動産市場に、テクノロジーを いい生活

NEWS

Partnership Launched with Tokio Marine Group's Tokio Marine Millea SAST Insurance and Tokio Marine West SAST Insurance

- Integrates with tenant application data to streamline contract procedures

いい生活 Square

東京海上ミレア少額短期 東京海上ウエスト少額短期 × 不動産市場に、テクノロジーを いい生活

- Data integration with a wide range of real estate-related services, including broadcasting, utilities and rent guarantees, is rolling out one after another
- Security and service quality that meet the stringent requirements of **public institutions and listed companies**, aiming to grow revenue as transactions increase

Communication Platform

【e-Seikatsu Owner】AI-Assisted Communication with Property Owners

NEW RELEASE

AI Message Polishing

Officially Released

- Generative AI polishes messages to property owners, saving time
- Just enter the key points as a draft, and AI writes a courteous message that reflects the context and conversation history.

いい生活 Owner



- AI assists with day-to-day communication with property owners, including monthly reports, complaint handling and repair issues
- Understanding context and nuance, AI quickly drafts messages in appropriate Japanese suited to the situation, enabling fast responses
- Combined with a major renewal of the app UI, it delivers communication that satisfies both real estate companies and property owners

Real Estate business solution

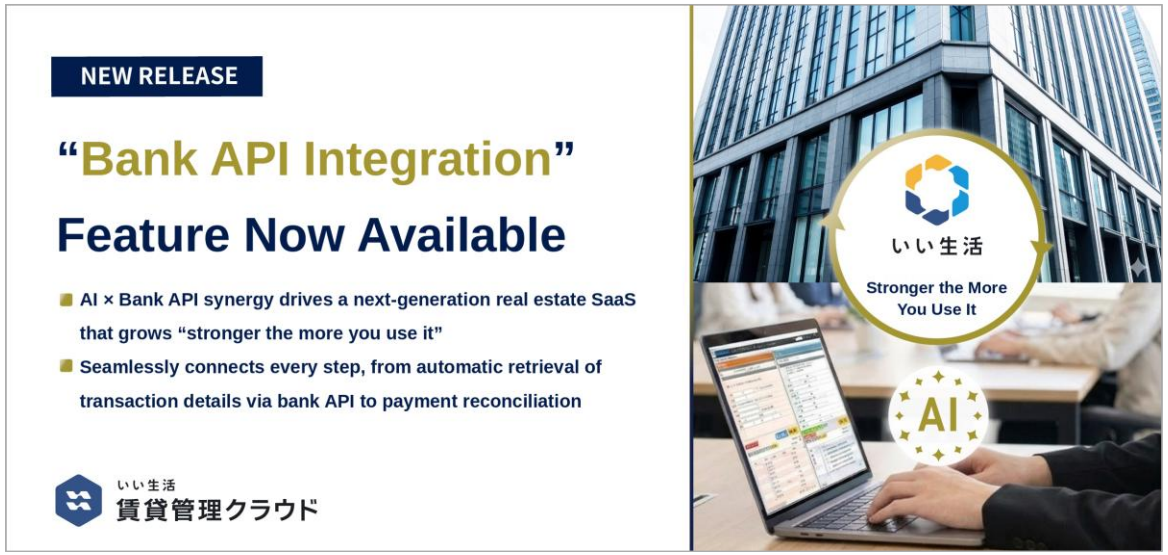
【e-Seikatsu Rental Management Cloud】Bringing AI to the Core of Accounting Operations



- Real estate businesses handle a wide variety of incoming payments every day, from large volumes of monthly rent to renewal fees, move-in costs, and payments for unexpected issues and repairs
- Even in complex cases, such as inconsistent payer names or a single transfer covering multiple items, high-precision AI correctly infers the details and assists with reconciliation
- By learning from past reconciliations, **the AI becomes more accurate the more the feature is used**, reducing reliance on specific staff and saving time

Real Estate business solution

【e-Seikatsu Rental Management Cloud】Automatic Integration of Deposit and Withdrawal Data





- Signed a bank API connection service agreement with Sumitomo Mitsui Banking Corporation (SMBC) and launched the bank API integration feature in e-Seikatsu Rental Management Cloud
- Thousands to tens of thousands of transaction records that concentrate around the turn of each month are automatically imported into the core system via bank API data integration
- Automatic retrieval eliminates missed and duplicate imports from manual work, and together with AI Reconciliation Assist, connects every step from retrieval to reconciliation seamlessly
- “Trunk,” a comprehensive digital financial service for SMEs, is also supported, so the feature can be used right away even without an SMBC account
- **By leaving routine tasks to AI, people can focus on exceptions and work that requires judgment. We aim to fully automate incoming payment operations through “Finance × Real Estate × AI”**

【e-Seikatsu Account】Robust Security to Protect Critical Data

NEWS

Common Authentication Platform Security Features Significantly Enhanced

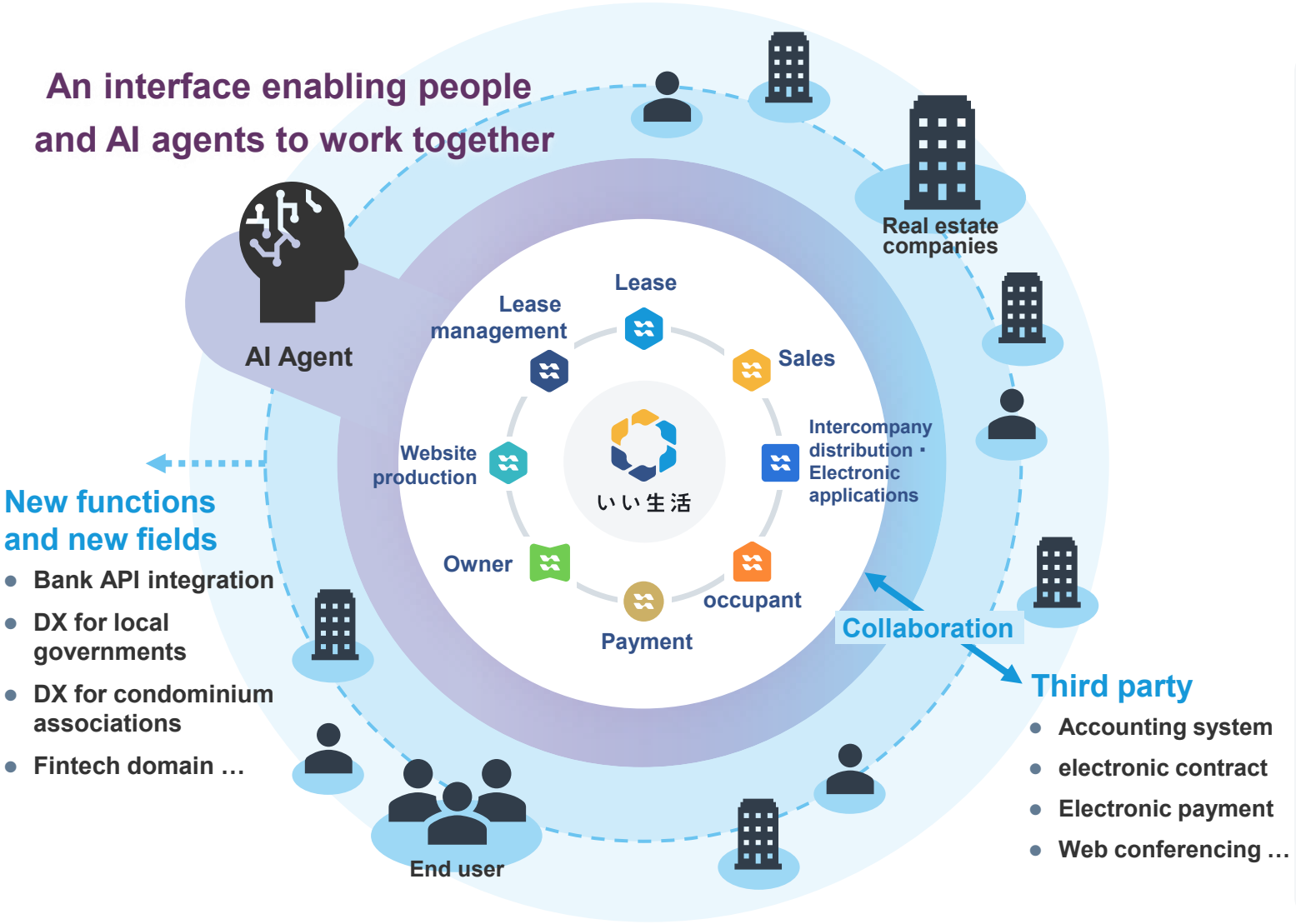
- Multi-factor authentication (MFA) now standard for all paying corporate customers, with passwordless “Passkeys” to follow

いい生活
アカウント



- Multi-factor authentication (MFA) is now built in as standard for “e-Seikatsu Account,” the common login ID across our services, and rollout to customers has begun
- We also plan to introduce phishing-resistant “Passkeys,” enabling users to log in with fingerprint or facial recognition on their devices instead of a password
- Further strengthening the security that has been approved for API connections to banking systems, firmly protecting the critical data gathered in the real estate industry

Product Vision: Further Driving Multi-Product × AI

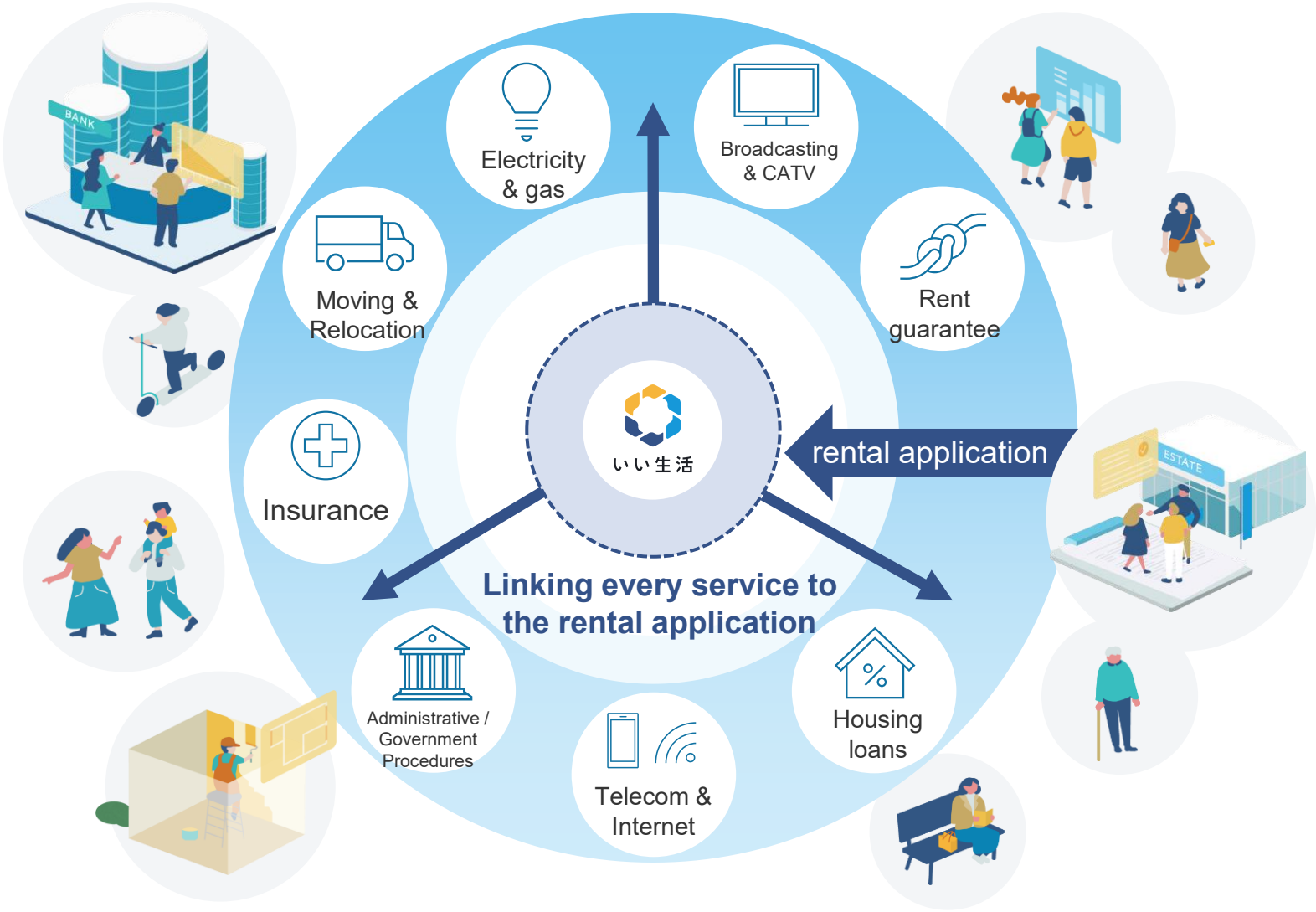


Making all products AI-native and delivering AI to all customers on an ongoing basis

- Connecting the entire business to support transactions end to end
- From SaaS to a **transaction management platform**
- Leveraging the data generated by transactions to create **a data loop in which AI and our services evolve continuously**

Into a Platform Where All Real Estate Transactions and Data Come Together

Starting from the DX of the market, expanding the marketplace and enriching the ecosystem



- With SaaS as the starting point, becoming a platform where the real estate industry's transactions and data come together
- Seamlessly linking tenant applications with related services through "e-Seikatsu Square"
- Realizing a marketplace in which data and service value grow as transactions expand (**the data loop**)
- Starting from real estate DX, expanding the ecosystem into adjacent services

*This represents a future vision and includes some services scheduled for future integration.

“SaaS Will Not Die” in the AI Era — Maximizing Data Gravity Accelerates Growth

By becoming AI-native, vertical SaaS can deliver results that are "cheaper, faster and more accurate"

Data is inseparable from business SaaS

- Vast real estate data is kept structured and up to date by the core business system
- Industry specialization enables highly accurate inference that understands the specific context

The trade-off between cost and accuracy

- The lower the data quality, the more computing resources AI wastes compensating for it through inference
- High-quality data curbs this waste, achieving both low cost and high accuracy

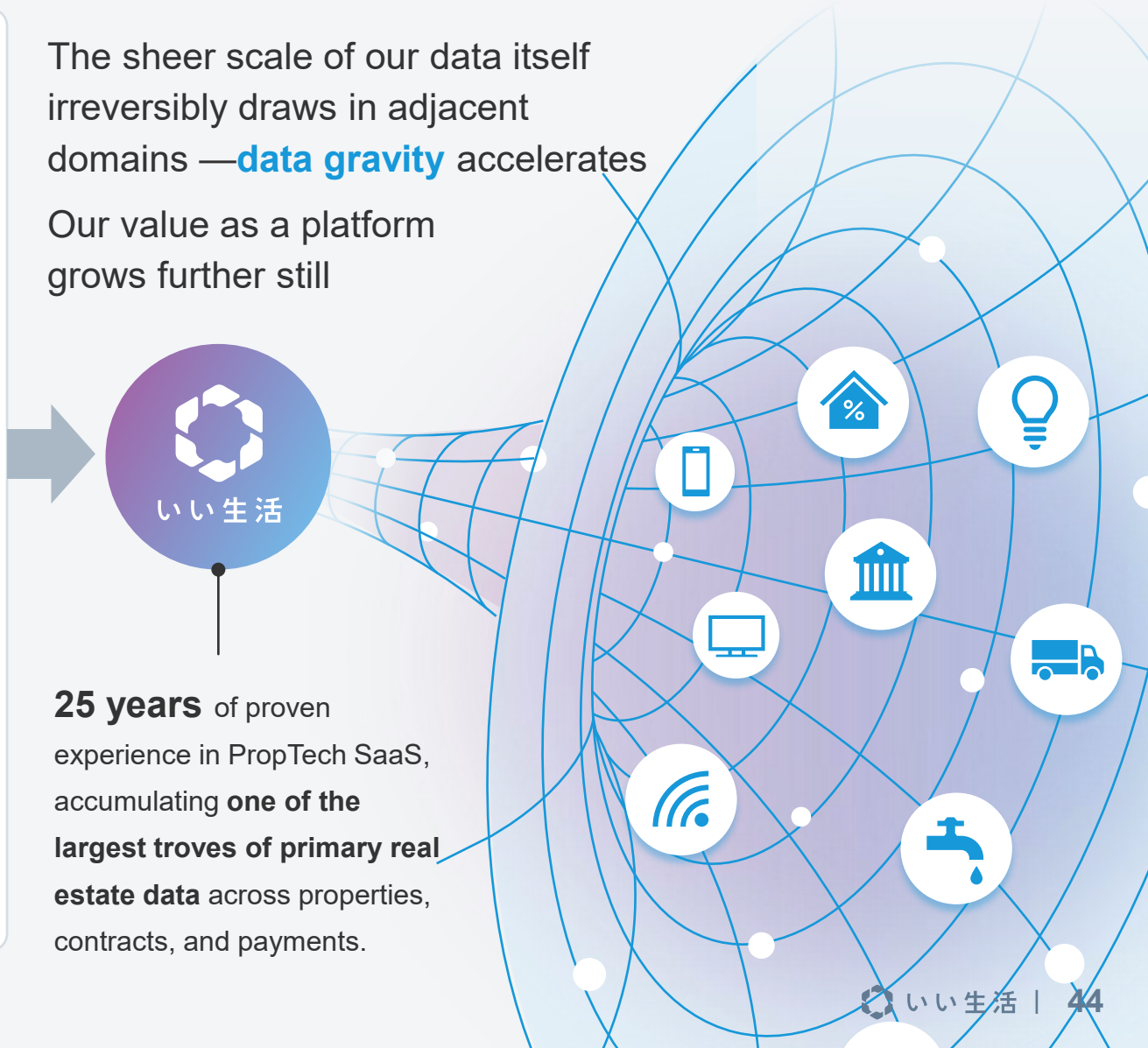
The "proximity to data" that AI requires

- Splitting or moving vast data is impractical in terms of both security and cost
- For AI that repeats searches and inference at ultra-high speed, even slight latency or errors are fatal

*This represents a future vision and includes some services scheduled for future integration.

The sheer scale of our data itself irreversibly draws in adjacent domains —**data gravity** accelerates

Our value as a platform grows further still



25 years of proven experience in PropTech SaaS, accumulating **one of the largest troves of primary real estate data** across properties, contracts, and payments.

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: “2026 Real Estate Tech Market Status and Outlook,” Yano Research Institute, September 2026

Target Indicators

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

- Number of real estate establishments in Japan (corporations only): 241,650 (2021) (Note 5)
- Average revenue per establishment(monthly): approx. 40,000 yen

TAM (Note 3)

Approx.
3.2 trillion
Yen/Fiscal Year

(Note 4)

SAM (Note 2)

Approx. **116 billion**
Yen/Fiscal Year

Through entry into new fields
Target market expansion

Financial and credit fields, Data business domain, etc.

SOM (Note 1)
Approx.
6 billion
Yen/Fiscal Year

To increase market share

Replacement of custom-built on-premise systems

*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 market sizes (SOM / SAM / TAM) are calculated by the Company with its own estimates based on statistical and publicly available data, and are not guaranteed to be scientifically accurate.
*5 Source: Compiled from the Ministry of Internal Affairs and Communications / Ministry of Economy, Trade and Industry, “2021 Economic Census for Business Activity” (2023), cross-industry tabulation, Table 5-1 (real estate industry, organizational form: corporations)

Summary

Result

2Q Result

Progressing as planned

Where we stand

Progress of the growth strategy

All progressing well

- ✓ Enterprise
- ✓ Multi-Product × AI
- ✓ Transaction
- ✓ Business and capital alliance with J:COM

Vision

Where we aim to be

Strengthening our competitive advantage in the AI era

Transaction management platform evolution

Reference

1 Our Branding

不動産市場に、テクノロジーを

いい生活

Mission

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

Vision

Create society where comfortable life circulates.

Statement

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

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

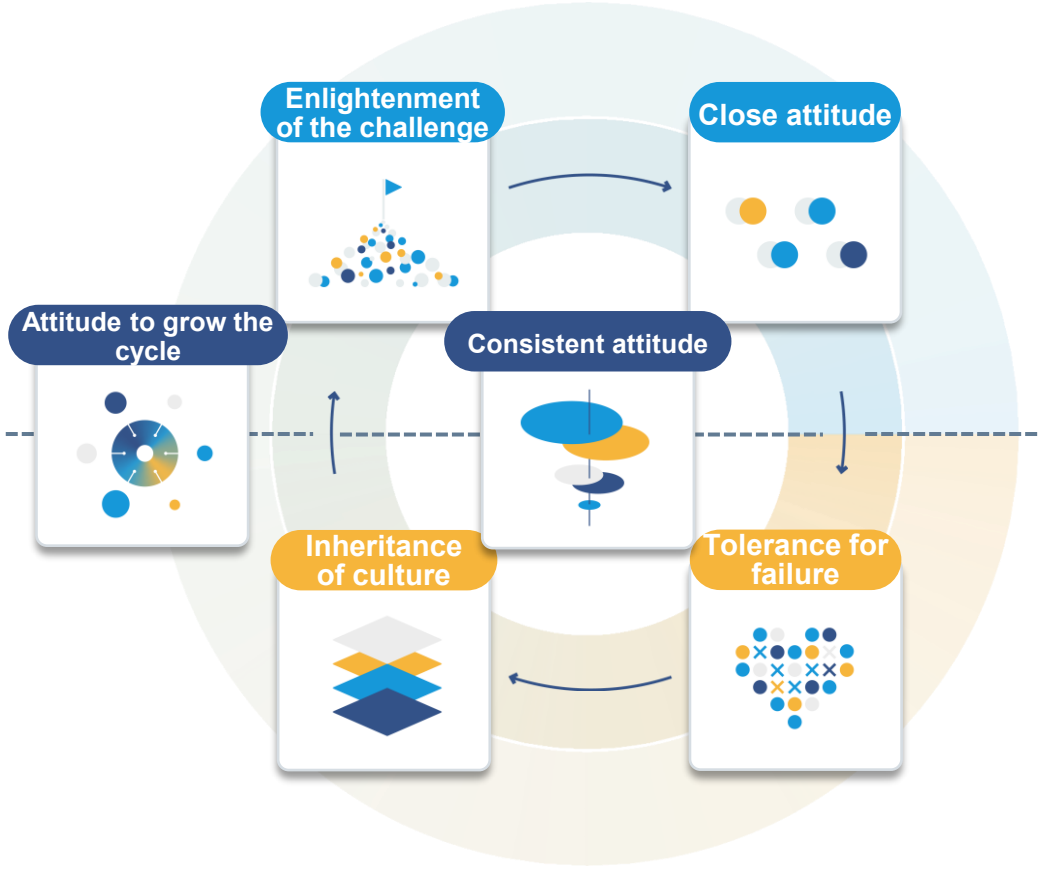
What only technology can do, what only people can do.
We want to build more and more "tools" to help people's lives,
"places" where people can exchange data with peace of mind,
and "experiences" where friendly communication can spread.

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

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

Unique Values That Support Our Growth

Business (External)



Organization (Internal)

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

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

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

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

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

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

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

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

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

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

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

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

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

Product Branding



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

It consists of a central service line-up for all areas and services specialized for each business: rental brokerage, rental management / property management, and sales brokerage.

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

Real Estate business solution

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, web chat and two-way SMS on a single screen
- Real-time linkage with e-Seikatsu database, and smooth transition to electronic applications and contracts
- Equipped with hot lead function that visualizes highly likely customers, accelerating sales activities with AI-powered message generation

[Properties Advertising]

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

Real Estate business solution

e-Seikatsu Sales Brokerage Cloud

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

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売買クラウド

Buy and Sell support



- Supports smartphones, tablets and other devices, and manages a wide range of interactions such as LINE, web chat and SMS on a single screen
- Complete with a customer My Page and property search. Supports sales activities with automatic replies to inquiries, automatic buyer matching, automatic emails to sellers and more
- Equipped with hot lead function that visualizes highly likely customers, accelerating sales activities with AI-powered message generation
- 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

Real Estate business solution

e-Seikatsu Website

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

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

いい生活
ウェブサイト

Digital marketing



- It is possible to produce a company's website optimized for introducing real estate in a fully responsive manner, to support the digital marketing of real estate firms
- It is possible to produce a practical company's website with plentiful templates and simple operation, change its designs, and update its contents in house
- Just enter keywords and AI automatically creates content, reducing the burden of website updates and supporting continuous information sharing
- Equipped with a members-only property listing feature that smoothly passes hot leads acquired through member registration to Sales Support

Real Estate business solution

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

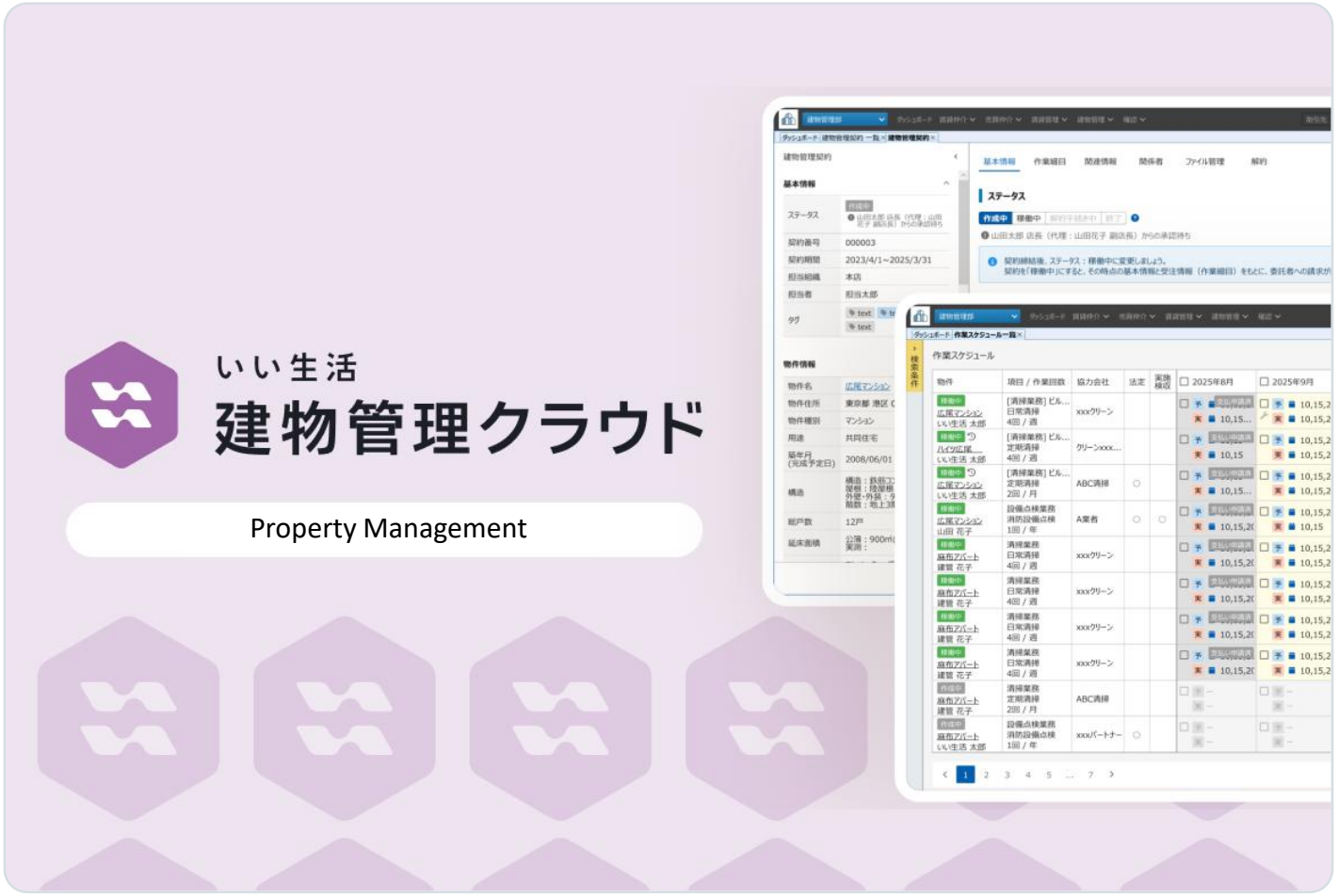


- Centralized management of all information relating to real estate leasing management
- Can share information in multiple stores by taking advantage of SaaS's advantages
  - ✓ Explanation of important matters for owners
  - ✓ Management consignment contract and lease contract management
  - ✓ Rent management,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

Real Estate business solution

e-Seikatsu Property Management Cloud

SaaS for Building Management: Covering management contracts, statutory inspections, periodic inspections, and regulatory reporting.



- Contract Management: Digitalizes management contracts while automating renewals, cancellations, and deadline tracking. Dramatically improves searchability and data accessibility.
- Task & Progress Management: Consolidates scheduling for daily repairs, inspections, and maintenance into a single dashboard. Realizes efficient task management and prevents omissions through robust progress tracking.
- Billing & Payment Management: Minimizes errors in amounts, dates, and names to prevent missed payments. Integrates with Rental Management SaaS to enable seamless tracking of the overall building's consolidated balance.

Real Estate Platform

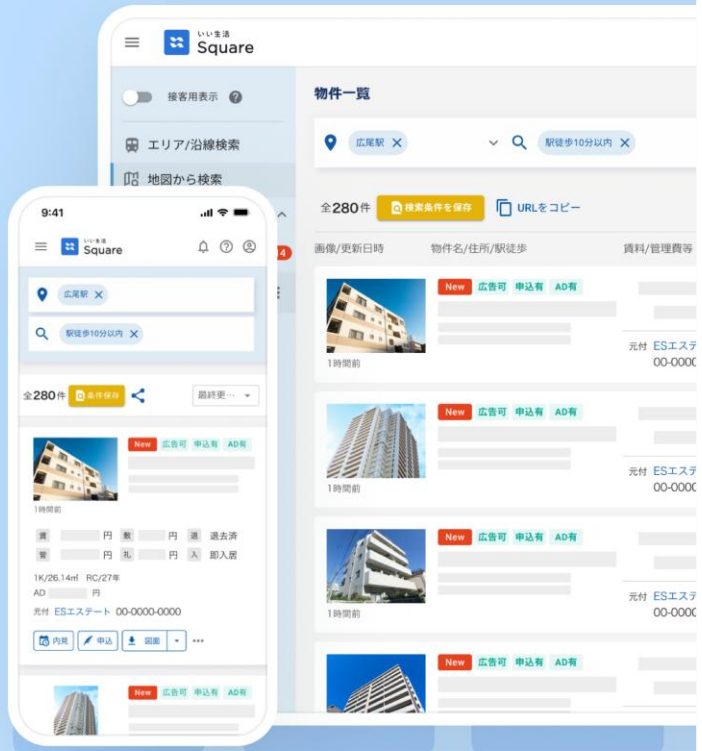
e-Seikatsu Square

[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 / Viewing requests / 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
- Custom Member Portals: Property managers can optionally launch their own exclusive, member-only websites.

[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

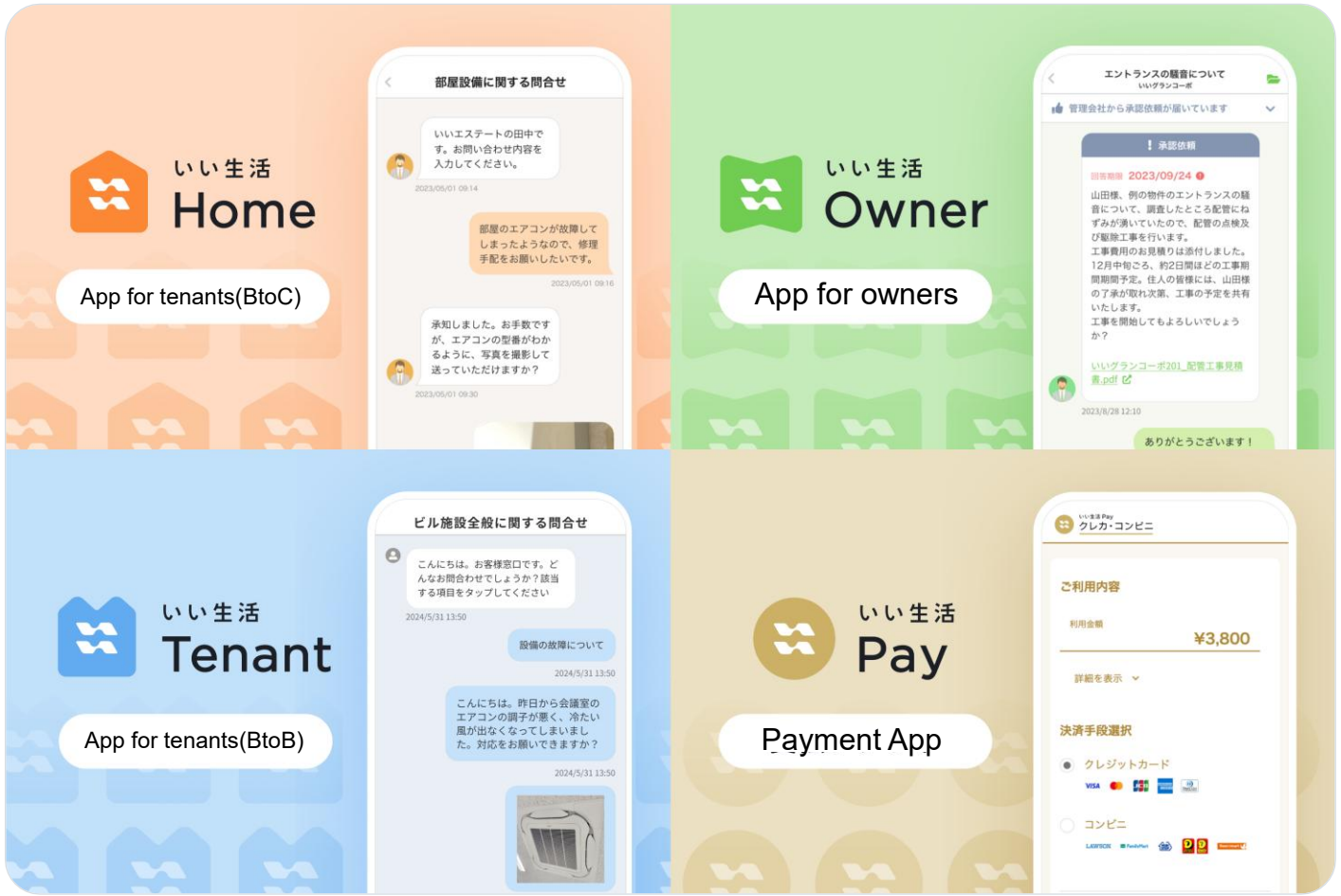
Approx 27,000companies

* The number of corporations registered as of September 2026 as "e-Seikatsu accounts" that are free of charge between e-Seikatsu services.

Communication Platform

e-Seikatsu Home / Owner / Tenant / Pay

SaaS that connects property management companies with residents, owners and commercial tenants' staff, digitizing communication and payments.



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

- In App for tenants(BtoC), equipment status can be communicated using photographs and videos, and payments and move-out applications can also be made
- The App for owners can send income and expenditure reports and send a repair estimate, etc.
- The Tenant App enables communication with the staff of companies occupying commercial properties, such as facility inquiries and announcements
- Multilingual Support: The communication app supports multiple languages to accommodate diverse users.
- The Payment App provides a payment function that can be completed on a smartphone.

Valid occupant ID:

More than 260,000

* Cumulative number of valid resident IDs as of September 2026.

Reference

3 Company Profile

Our History

25 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 data conversion for listing portals

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 Realtech Consulting Co., Ltd., 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)
- Google goes public (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）

Selected as a "DX Noteworthy Company 2026"

First-time selection recognizing outstanding DX initiatives among listed companies



- **Prestigious Tri-Partite Recognition**: Jointly selected by METI (Ministry of Economy, Trade and Industry), TSE (Tokyo Stock Exchange), and IPA (Information-technology Promotion Agency). The 2026 cohort comprises **30 "DX Stocks", 17 "DX Noteworthy Companies," and 2 "DX Platinum Companies(2026-2028)."**
- **Core Management Overhaul**: Recognized for **fundamental transformations in business models and corporate management built** around **AI and digital technologies**—moving far beyond mere IT tool adoption or data utilization.
- **Strategic Shift to AX**: In light of the enactment of the "AI Act" (Act on the Promotion of R&D and Utilization of AI-Related Technologies) , the 2026 selection specifically prioritized corporate **AI Transformation (AX)** initiatives.

Initiatives for Health and Productivity Management

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



Certified for 7 years

Health and Productivity Management Declaration

Objectives

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

Implementation Structure

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

Strategy Map, Health Measures, and Implementation Status:

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

Access to the Research Analyst Report

June 2026 Updated

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



The full corporate research report (Japanese only) by FISCO Ltd. can be downloaded at the following URL;
https://www.fisco.co.jp/wordpress/wp-content/uploads/FISCO/e-seikatsu20260615.pdf

Selected for the "All Listed Company Website Quality Ranking"



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

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

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

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

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

Company Profile

Established :	January 21, 2000
Paid-in Capital :	628,411,540 yen (As of the end of September 2026)
Listing :	Tokyo Stock Exchange Standard Market (Code: 3796)
Banks :	Resona Bank, Ltd., Mizuho Bank, Ltd., Sumitomo Mitsui Banking Corporation, MUFG Bank, Ltd., The Chiba Bank, Ltd., Sumitomo Mitsui Trust Bank, Ltd., Mitsubishi UFJ Trust and Banking Corporation
# of Employees :	216 (As of the end of September 2026)
Governance System :	Company with Audit and Supervisory Committee

Officers :

Chairman	Kiyotaka Nakamura	Outside Director (Independent Director), Audit and Supervisory Committee Member	Koichiro Ito
President, Representative Director & CEO	Zenichi Maeno	Outside Director (Independent Director), Audit and Supervisory Committee Member	Daisuke Kamimura
Representative Director & CFO	Hiroyuki Shiokawa	Outside Director (Independent Director), Audit and Supervisory Committee Member	Masamitsu Ikezawa
Representative Director & COO	Hiroyoshi Kitazawa		
Senior 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 management, 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