Financial Results
for the Fiscal Year Ended March 2026

ES-CON JAPAN Ltd.

(TSE Prime Market: 8892)

April 24, 2026

Contents

*Key to this document

<u>Group companies</u>

- Picasso Group: PICASSO CO., LTD., Yuki Sangyo Co., Ltd. And Picasso's group companies
- Shijo Omiya Building: Shijo Omiya Building Co., Ltd.
- EIP: ES-CON INVESTMENT PARTNERS Ltd.
- ESH: ES-CON HOME Ltd.
- EAM: ES-CON ASSET MANAGEMENT Ltd.
- ELS: ES-CON LIVING SERVICE Ltd.
- Shiba Real Estate: Shiba Real Estate Inc.

<u>Other/Proper nouns</u>

- EJR: ESCON JAPAN REIT Investment Corporation
- Chubu Electric Power (or Chuden): Chubu Electric Power Co., Inc.
- Chuden Real Estate: Chuden Real Estate Co., Inc.
- Other/Abbreviations, etc.
- AUM: Assets under management
- PJ: Project

1. Financial Highlights

Financial Results Summary

FY3/26 financial results	Net sales of 137,029 million yen (increased 23,426mn YoY), operating income of 26,101 million yen (increased 4,790mn YoY), ordinary income of 17,190 million yen (decreased 130mn YoY) and profit attributable to owners of parent of 12,191 million yen (increased 998mn YoY) - The sale of income-producing properties, supported by a strong pipeline, significantly surpassed the already high performance of the previous period, achieving record-high net sales and operating income. - Ordinary income landed at a 0.8% decrease YoY due to the impact of recoding an equity method investment loss. - Profit attributable to owners of parent increased by 8.9% YoY, including the effects of a decrease in income taxes - deferred resulting from the reversal of deferred tax liabilities associated with a change in the effective tax rate of consolidated subsidiaries.
FY3/27 consolidated earnings forecast	Record-high net sales of 145,000 million (increase 7,970mn YoY), operating income of 26,500 million (increase 398mn YoY), and profit attributable to owners of parent of 14,000 million (increase 1,808mn YoY) are forecast. - The operating income target of 25,000 million yen for the final year of the Medium-term Management Plan (MTMP) is expected to be exceeded. - Against the backdrop of increased revenue from condominium and continued growth in sales of income-producing properties, both net sales and operating income are expected to reach record highs.
Shareholder returns	While maintaining a progressive dividend policy and aiming to enhance shareholder returns in line with earnings growth, we plan a dividend increase of 5 yen for FY3/27. - FY3/26: Dividend per share (DPS) of 48 yen - FY3/27: Planned DPS of 53 yen, an increase of +5 yen YoY
Business growth through M&A	- Feb. 2026 (completed): Acquire shares of Montedio Football Park Co., Ltd. (made it a consolidated subsidiary) - Jul. 2026 (scheduled): Scheduled to acquire shares of Montedio Yamagata Ltd. (to make it a consolidated subsidiary) Football stadium development business - Oct. 2026 (scheduled): Scheduled to acquire income-producing properties primarily in the Kansai region by acquiring shares of ARK REAL ESTATE Co., Ltd.* (to make it a consolidated subsidiary) *Following the absorption-type split implemented by ARK REAL ESTATE, which will transfer personnel and certain assets, we plan to acquire all of the shares.

Have Started New Development Projects at Hokkaido Ballpark F Village

E/C S N

A mixed-use development project, consisting of a hotel, high-rise condominium, and retail/office facilities, will be sequentially initiated on the land adjacent to the baseball stadium "ES-CON Field". The new JR line station, located near the ballpark area, is scheduled to open in 2028. It is expected to generate new foot traffic and attract more visitors.

■ Completed

For-sale condominium
Le JADE Hokkaido Ballpark

118 units in total
Completed in Mar 2022

Senior residence
MASTERS VARUS
Hokkaido Ballpark

Admission started
in June 2024

■ **Under development** (Construction started in Nov-Dec 2025)

Hotel *DAHWA*
(Tentative) Hokkaido Ballpark
Hotel Project

182 rooms in total
Scheduled to open in fall 2027

High-rise condominium
ES CON FIELD TOWER

508 units in total
Handover scheduled in Dec 2028

■ **Under development**
(Construction started in Feb 2026)

(Tentative)
F Village Mixed-Use Project*

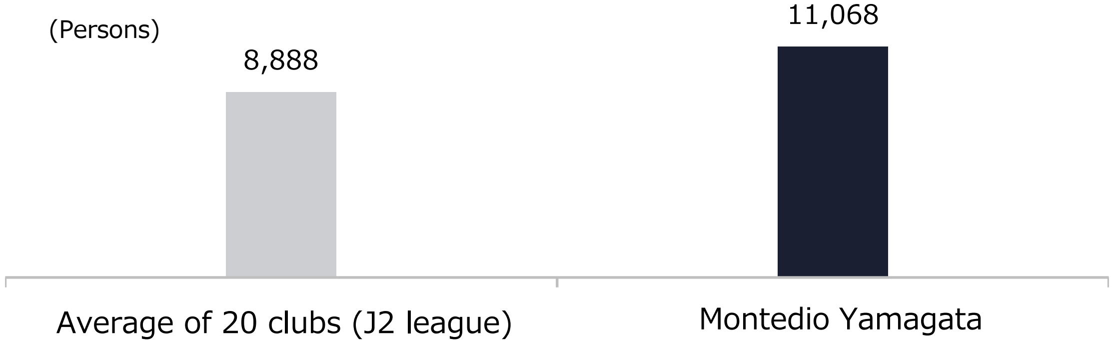
Scheduled to open in Spring 2028

*Project by ES-CON Sports & Entertainment, a consolidated subsidiary (51% equity stake)

New Urban Development Projects Centered on Sports

We have decided to **invest in the construction business of a new stadium of J.League Club "Montedio Yamagata" and make the club operator a consolidated subsidiary.** We will promote **sustainable urban development centered on sports in local community** by integrating stadium development (tangible aspect) and club operations (intangible aspect).

Strong ability to attract customers at existing stadiums



Comparison of average number of customers per game (FY2025)

Overview

ESCON

Montedio Football Park Co., Ltd.【Construction & ownership of a new stadium】

- ・Acquisition date: Feb. 27, 2026
- ・Acquisition price: 2,000 million yen*
- ・Shareholding ratio: 97.8%
- ・Completion: August 2028

*Plan to additionally invest up to 3,000 million yen upon completion

Montedio Yamagata Ltd.【J.League club operator】

- ・Scheduled acquisition: Jul. 1, 2026
- ・Acquisition price: 111 million yen
- ・Shareholding ratio: 98.0%

2. Financial Results

FY3/26 : Consolidated Statement of Income

Both net sales and operating income reached record highs.

- The core business, centered around real estate development, performed steadily, resulting in both net sales and operating income exceeding the previous period's performance and planned financial results.
- An equity-method investment loss was absorbed by increased profits from core operations and a reduced tax burden, resulting in net profit exceeding both the previous period's performance and the initial full-year plan.
- Profit includes a 1,224 million yen decrease in income taxes -deferred resulting from the reversal of deferred tax liabilities associated with a change in the effective tax rate of consolidated subsidiaries.

*Recording of Equity-Method Investment Loss:

Operations at *TSUNAGU Community Farm LLC's* (TCF) Fukuroi plant* (automated plant factory) commenced in January 2024. Following performance that fell below initial plans, the company re-evaluated the book value of its non-current assets and the recoverable amount based on future cash flows, writing down the assets and recognizing impairment losses. Consequently, 3,829 million yen was recorded as an equity-method investment loss (non-operating expense). *Ownership ratio: 31.1%

(JPY million)	FY3/25 Actual	FY3/26 Actual	% Change YoY	FY3/26 Full-Year Forecast	Progress vs. Full-Year Forecast (%)	Impact of recording losses at equity-method affiliates etc.,
Net sales	113,603	137,029	20.6%	133,000	103.0%	
Gross profit	36,469	41,008	12.4%	-	-	
Selling, general and administrative expenses	15,157	14,906	(1.7%)	-	-	
Operating income	21,311	26,101	22.5%	23,000	113.5%	
Non-operating income	309	809	161.1%	-	-	
Non-operating expenses	4,301	9,720	126.0%	-	-	3,829 *Equity-Method Investment Loss (TCF)
Ordinary income	17,320	17,190	(0.8%)	17,500	98.2%	
Extraordinary profit	0	557	-	-	-	
Extraordinary losses	159	12	-	-	-	
Profit attributable to owners of parent	11,193	12,191	8.9%	11,500	106.0%	*Decrease in deferred income taxes: Reversal of deferred tax liabilities due to a change in the effective tax rate following a consolidated subsidiary's capital increase.
Basic earnings per share (JPY)	117.18	127.31	-	120.20	-	

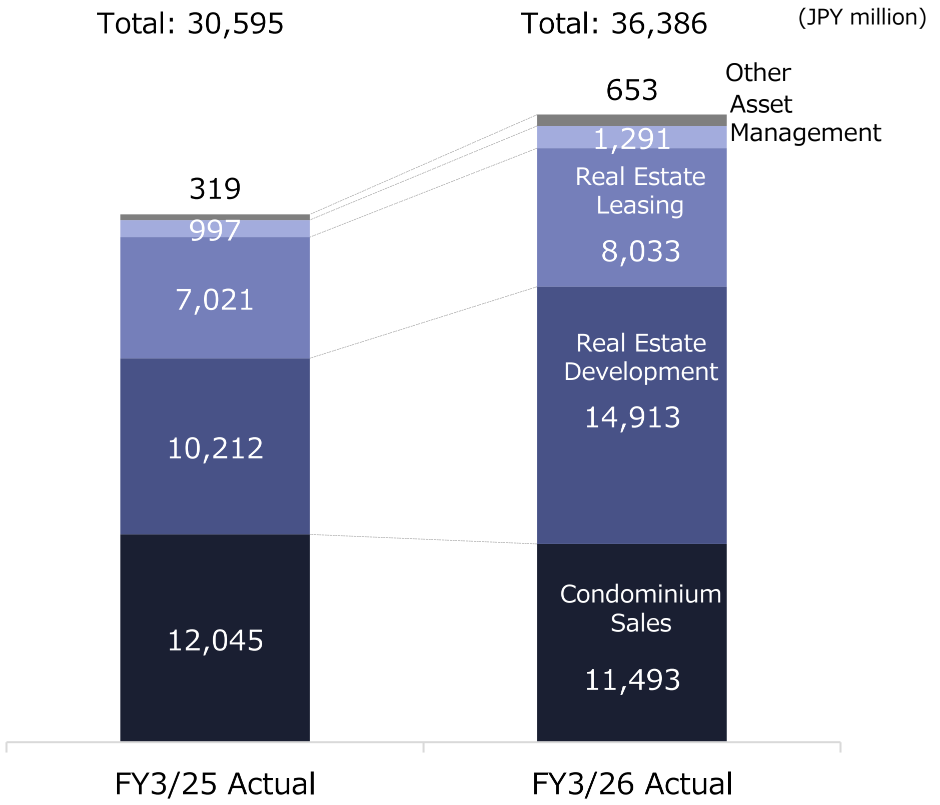
FY3/26 : Segment Overview

Condominium:	While sale prices per unit increased, the number of units handed over decreased, resulting in YoY declines in both sales and profit.
Real estate development:	Both sales and profit significantly increased YoY, driven by the revenue contribution of several large-scale project sales.
Real estate leasing:	Both sales and profit increased YoY, due to the opening of retail facilities and hotels in Kitahiroshima City in Hokkaido, the consolidation of Shiba Real Estate, and rent increases for existing assets.
Asset management:	AUM grew primarily as a result of asset replacement within the REIT and the formation of the first private real estate fund, which included self-developed properties. Increased AM fees, performance fees and PM fees led to higher sales and profit.

(JPY million)	FY3/25 Actual	FY3/26 Actual	YoY Change	YoY Change (%)
Net sales				
Condominium sales	66,908	63,630	(3,278)	(4.9%)
Real estate development	28,427	52,019	23,591	83.0%
Real estate leasing	15,600	17,262	1,661	10.7%
Asset management	1,645	2,207	562	34.2%
Other	1,020	1,909	888	87.1%
*Recurring business	17,246	19,470	2,223	12.9%
Segment profit				
Condominium sales	12,045	11,493	(551)	(4.6%)
Real estate development	10,212	14,913	4,701	46.0%
Real estate leasing	7,021	8,033	1,012	14.4%
Asset management	997	1,291	294	29.5%
Other	319	653	334	104.9%
*Recurring business	8,018	9,325	1,306	16.3%
*Recurring ratio	26.2%	25.6%	-	(0.6)pt
Profit margin				
Condominium sales	18.0%	18.1%	-	0.1pt
Real estate development	35.9%	28.7%	-	(7.3)pt
Real estate leasing	45.0%	46.5%	-	1.5pt
Asset management	60.6%	58.5%	-	(2.1)pt
Other	31.3%	34.3%	-	3.0pt
*Recurring business	46.5%	47.9%	-	1.4pt

*Recurring business: Real estate leasing business + Asset management business

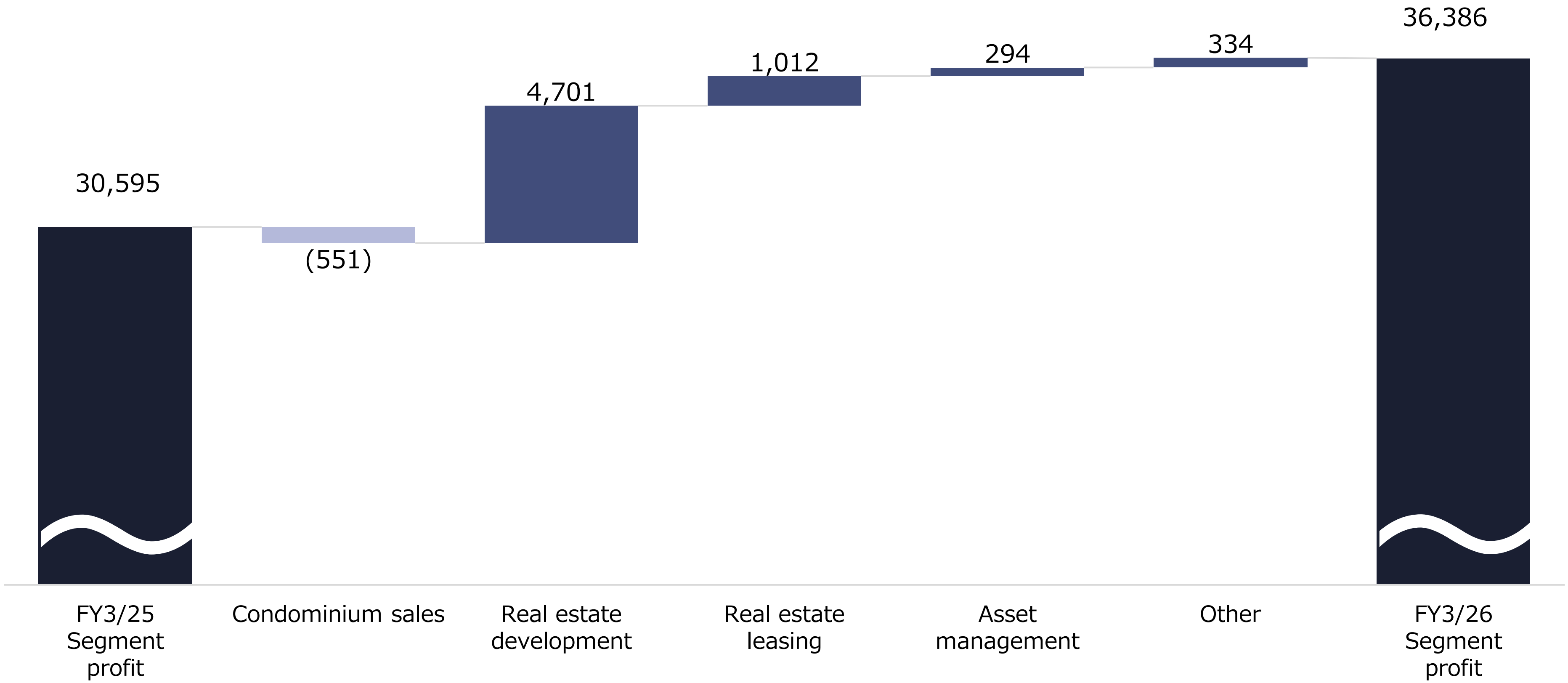
Segment profit breakdown (YoY comparison)



FY3/26: Segment Profit Change

The real estate development drove profit growth, while the recurring business of real estate leasing and asset management also contributed to higher profits.

Segment profit change (Actuals and YoY change)



FY3/26: Cash Flow Statement

Achieved a balance between agile cash management, aligned with the progress in property transfers and business cycles, and ongoing investments for mid- to long-term growth.
Cash and deposits increased by 16,000 million yen YoY to 62,000 million yen after allocating funds raised through bond issuances and other financing to growth investments such as property acquisitions and M&A, as well as to shareholder returns through dividends.

(JPY million)	FY3/25 Actual	FY3/26 Actual	Major Factors
Cash flows from operating activities	(24,765)	10,362	• Profit before income taxes: 17,735 • Depreciation: 2,017 • Share of loss of entities accounted for using equity method: 4,227 • Changes in inventories: (5,116) • Interest payment: (5,415) • Income taxes (paid) refund: (9,811)
Cash flows from investing activities	(17,293)	(12,164)	• Purchase of investment securities: (1,657) • Purchase of non-current assets: (1,380) • Purchase of shares of subsidiaries: (10,768)
Cash flows from financing activities	39,469	17,750	• Net proceeds from borrowings and repayments of long-term and short-term loans: 12,332 • Bond issuance: 9,946 • Cash dividends paid: (4,658)
Cash and cash equivalents at end of period	46,050	62,053	

FY3/26: Consolidated Balance Sheets - Assets

By increasing assets through property acquisitions and M&A, the company further strengthened its earnings base, which serves as a source of future profits.

- Real estate for sale [decrease] — Decreased due to condominium handovers and the sale of income-producing properties, including off-balance-sheet arrangements.
- Real estate for sale in process [increase] — Made steady progress in the acquisition of condominiums and income-producing real estate to support medium-to long-term growth.
- Property, plant and equipment [increase] — Increased stable income-producing assets due to the consolidation of subsidiaries, including Shiba Real Estate.

(JPY million)	FY3/25 Actual	FY3/26 Actual	% Change YoY
Current assets	335,103	372,134	11.1%
Cash and deposits	46,802	62,873	34.3%
Real estate for sale	8,072	2,791	(65.4%)
Real estate for sale in process	263,066	280,764	6.7%
Non-current assets	124,708	137,565	10.3%
Property, plant and equipment	83,719	95,508	14.1%
Intangible assets	15,277	14,464	(5.3%)
Investment and other assets	25,711	27,593	7.3%
Total assets	459,847	509,773	10.9%

FY3/26: Consolidated Balance Sheets - Liabilities

[Growth investment] Interest-bearing debt increased due to portfolio expansion through property acquisitions and M&A execution.

[Financial strategies] Leveraging a stable credit profile, the company aims to enhance corporate value over the medium- to long-term and optimize capital efficiency.

(JPY million)	FY3/25 Actual	FY3/26 Actual	% Change YoY
Current liabilities	95,654	91,890	(3.9%)
Short-term loans payable	4,735	12,002	153.5%
Current portion of long-term loans payable	66,387	48,760	(26.6%)
Non-current liabilities	285,512	331,761	16.2%
Bonds	7,400	17,400	135.1%
Long-term loans payable	257,872	291,606	13.1%
Total liabilities	381,166	423,651	11.1%
Total net assets	78,681	86,122	9.5%
Total liabilities and net assets	459,847	509,773	10.9%
Equity ratio	17.2%	17.0%	(0.2)pt

FY3/26 ： Status of Credit Rating, Inventories, and Interest-bearing Debt

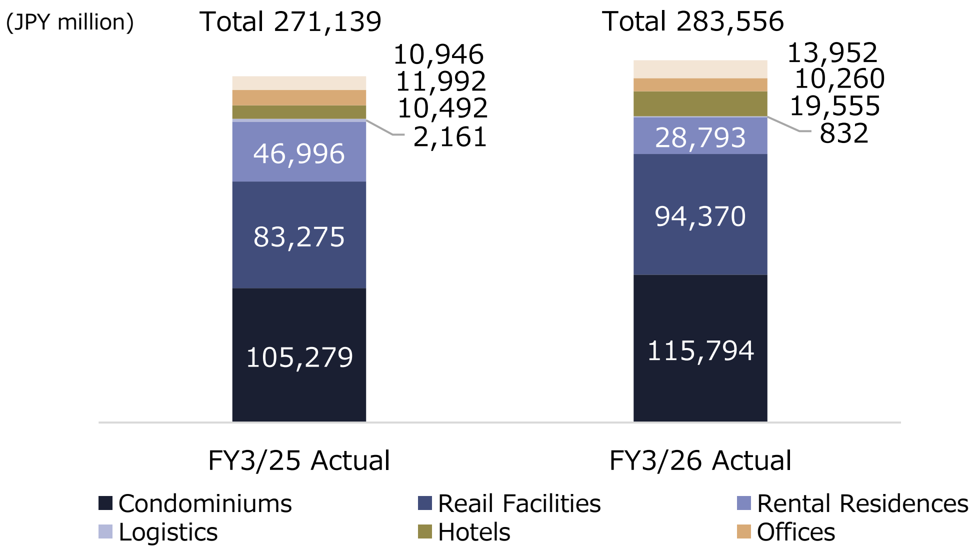
Corporate Credit Rating (High credit rating obtained)

Rating Agency	Rating Target	As of August 8, 2025
JCR (Japan Credit Rating Agency)	Long-term Issuer Rating (Rating Outlook)	**AA－ (Stable)**
	Shelf Registration Preliminary Rating	AA－

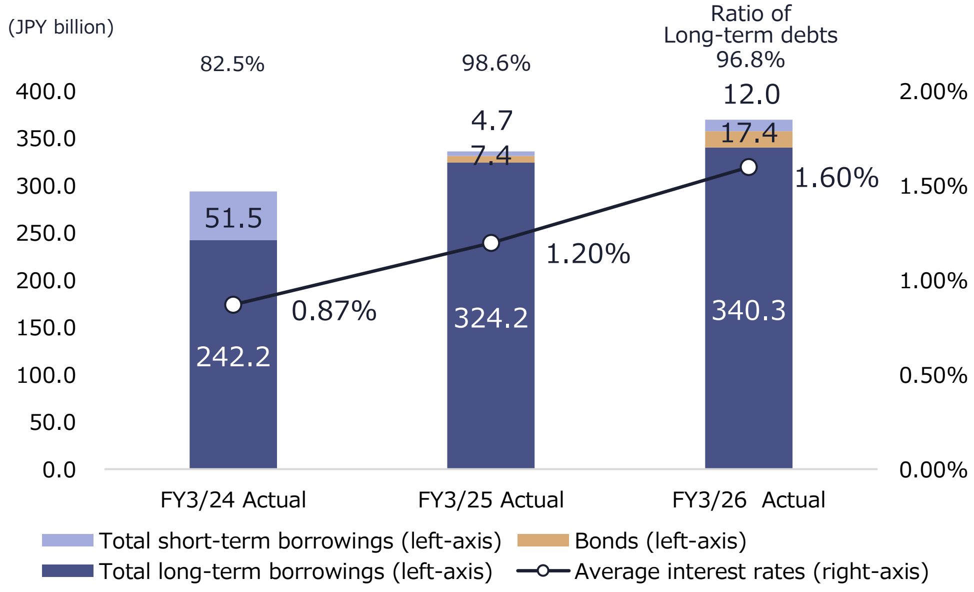
*For the full details and rationale concerning this rating action, please refer to the JCR website via the link provided below
https://www.jcr.co.jp/en/

Breakdown of inventories by asset type

Rental residences were reduced through off-balance-sheet arrangements and the promotion of sales by subsidiaries such as Shiba Real Estate.



Interest-bearing Debt



Sustainability: Initiatives in FY3/26

Made progress in our initiatives in line with the set material issue targets

(Key Issues) Material Issues	(Progress) FY3/26 actual	Achievement target	Achievement FY
Harnessing diverse human resources	30.8%	Female hiring ratio of 35% or higher	Each fiscal year
	Engagement survey (Groupwide) Rank: BB	Improve engagement survey. ⇒ Firm improvement once survey started in FY3/25	FY3/31
	Certified as Health & Productivity Management Outstanding Organization for 2026 (large corporation category)	Certified as Health & Productivity Management Outstanding Organization	Each fiscal year
Ensuring thorough compliance	Held training and seminars coordinated with Chubu Electric Power	Carry out compliance promotion measures in collaboration with Chubu Electric Power.	Each fiscal year
	Participation rate for all: 100%	Attendance at compliance training: 100%	Each fiscal year
Strengthening governance and risk management of the Company and Group companies	Conducted survey for Directors and evaluated the effectiveness of the Board of Directors	Raise the effectiveness of the Board of Directors and make continuous improvements	Each fiscal year
Promoting a decarbonized society	Under calculation	Reduce GHG emissions by 40% (vs. FY12/22) *Scope 1 and 2	FY3/31
Achieving a well-being society	[Omura City, Nagasaki Prefecture] Mix-used facility development Urban development project for regional revitalization [Kitahiroshima City, Hokkaido] Kitahiro Park renovation *West Exit Area Revitalization Project*	Contribute to regional revitalization and improved quality of life by promoting urban development that takes into account the environment and society	FY3/31

3. Earnings Forecast

FY3/27 Forecast: Overview

The company expects renewed record-high sales and profit by accelerating growth in both one-off revenue business and recurring-revenue business.

- The company is strategically promoting the sale of income-producing properties, continuing increases in condominium sales prices per unit, and strengthening its stable earnings base in recurring-revenue business.

(JPY million)	FY3/26 Actual	FY3/27 Forecast	YoY Change (%)	Margin
Net sales	137,029	145,000	5.8%	-
Operating income	26,101	26,500	1.5%	18.3%
Ordinary income	17,190	20,000	16.3%	13.8%
Profit attributable to owners of the parent	12,191	14,000	14.8%	9.7%
Basic earnings per share (JPY)	127.31	151.42	-	-

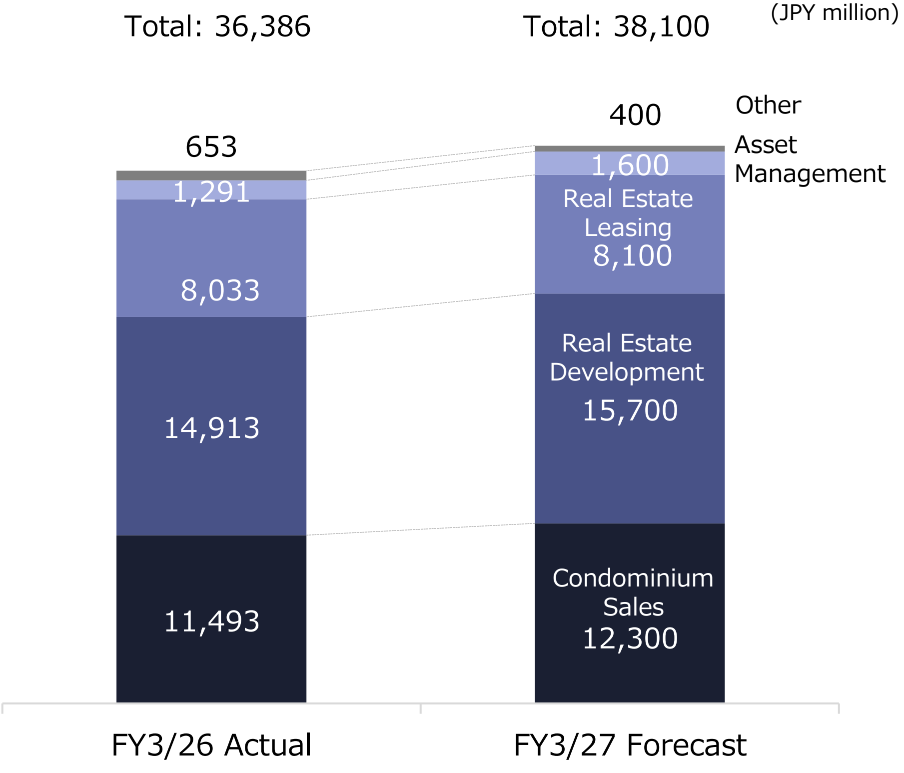
FY3/27 Forecast: Segment Overview

Condominium:	We anticipate higher average unit prices and a focus on high-value-added initiatives.
Real estate development:	We are planning strategic sales to maximize development profits, while also selectively identifying properties for sale and the properties for recurring revenue to optimize our portfolio.
Real estate leasing:	We will continue to revise rents for retail facilities and rental residences. In the hotel business, we aim to maintain high occupancy rates and high average daily rates (ADR).
Asset management:	We are planning an increase in management fees due to the expansion of entrusted properties in the REIT and AM companies. We will also continue to form private funds that include self-developed properties, accelerating the growth of AUM.

(JPY million)	FY3/26 Actual	FY3/27 Forecast	YoY Change	YoY Change (%)
Net sales				
Condominium sales	63,630	66,500	2,869	4.5%
Real estate development	52,019	55,800	3,780	7.3%
Real estate leasing	17,262	17,500	237	1.4%
Asset management	2,207	2,800	592	26.8%
Other	1,909	2,400	490	25.7%
*Recurring business	19,470	20,300	829	4.3%
Segment profit				
Condominium sales	11,493	12,300	806	7.0%
Real estate development	14,913	15,700	786	5.3%
Real estate leasing	8,033	8,100	66	0.8%
Asset management	1,291	1,600	308	23.9%
Other	653	400	(253)	(38.8%)
*Recurring business	9,325	9,700	374	4.0%
*Recurring ratio	25.6%	25.5%	-	(0.2)pt
Profit margin				
Condominium sales	18.1%	18.5%	-	0.4pt
Real estate development	28.7%	28.1%	-	(0.5)pt
Real estate leasing	46.5%	46.3%	-	(0.3)pt
Asset management	58.5%	57.1%	-	(1.3)pt
Other	34.3%	16.7%	-	(17.6)pt
*Recurring business	47.9%	47.8%	-	(0.1)pt

*Recurring business: Real estate leasing business and Asset management business

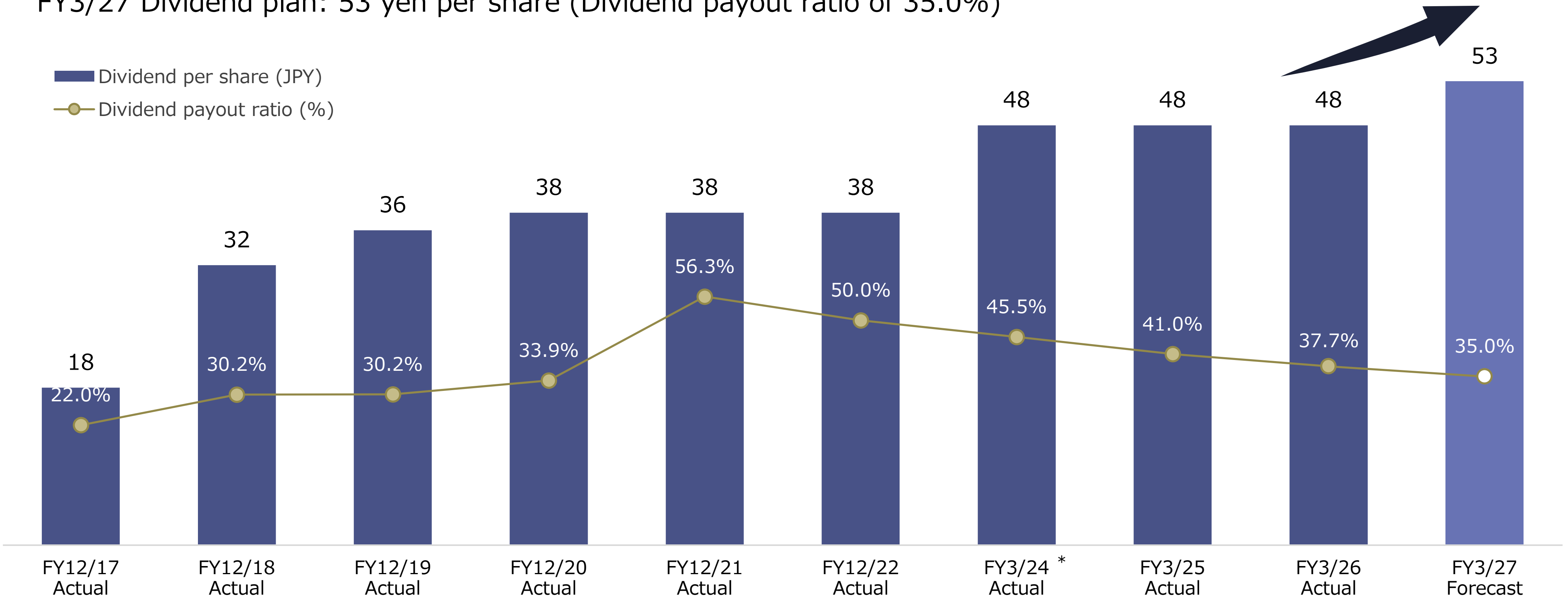
Segment profit breakdown (YoY comparison)



FY3/27 Forecast: Shareholder Returns

A **<u>5-yen dividend increase</u>** YoY (up 10.4%) is planned for FY3/27.

- Continue progressive dividend policy: Firmly maintain a progressive dividend policy, <u>which does not reduce dividend</u>. Pursue the maximization of shareholder profits through stable returns.
- Balance growth investments with shareholder returns: While promoting flexible investments to maximize corporate value, we seek to enhance shareholder returns in line with profit growth.
  - FY3/26 Dividend paid: 48 yen per share (Dividend payout ratio of 37.7%)
  - FY3/27 Dividend plan: 53 yen per share (Dividend payout ratio of 35.0%)



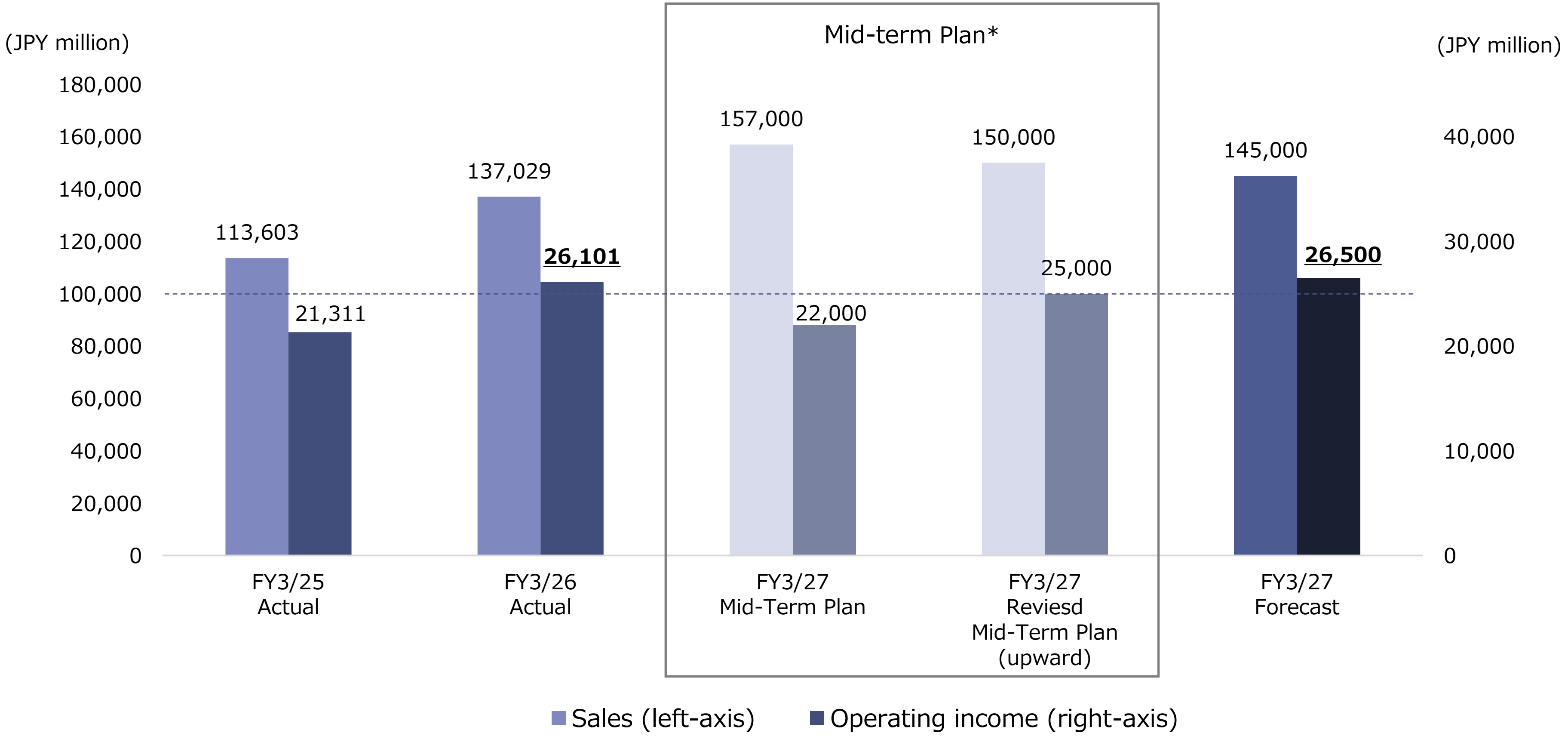
4. Progress

toward The 5th Medium-Term Management Plan

The 5th Mid-Term Plan: Trends in Business Results

Forecast continue to exceeding the operating income target for the final year of MTMP

The operating income target for FY3/27 is 26,500 million yen,
while the revised operating income target is 25,000 million yen (up 6.0% compared MTMP).
Compared to the initial target of 22,000 million yen set during the planning phase, an increase of 4,500 million yen (up 20.5%) is forecast.



*The operating income plans were revised upward at the time of announcement of FY3/25 financial results (FY3/26: 20,000 ⇒ JPY 23,000 million; FY3/27: 22,000 ⇒ JPY 25,000 million).

The 5th Mid-Term Plan: Investment Plan

69% progress toward the investment target for the Medium-term Management Plan
as of the beginning of FY3/27 (including contracted and pending)

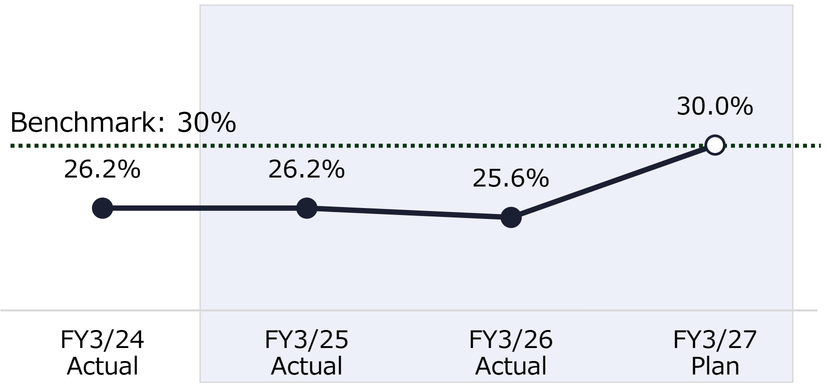
(JPY million)	FY3/25 Actual	FY3/26 Actual	FY27/3			Cumulative*		The 5th Mid- Term Management Plan
			Forecast	Contracted/ Pending	vs. FY27/3 Forecast	Actual/Contracted/Pending	vs. Mid-Term Plan	from FY3/25 to FY3/27
Total gross investment	**72,000**	**54,760**	**123,000**	**45,863**	**37.3%**	**172,623**	**69.0%**	**250,000**
Development of condominiums for sale	16,130	16,141	30,000	12,905	43.0%	45,177	73.9%	61,130
Development of income-producing properties	42,759	14,308	45,000	4,339	9.6%	61,407	54.5%	112,759
Acquisition of income-producing properties in operation	7,842	20,411	40,000	28,618	71.5%	56,871	98.3%	57,842
Overseas	5,448	1,155	5,000	0	0.0%	6,603	37.8%	17,448
Other	0	2,744	3,000	0	0.0%	2,744	274.4%	1,000
Divestment	**22,070**	**33,299**	**-**	**-**	**-**	**55,369**	**58.5%**	**94,570**
in which Income-producing properties	8,400	15,512	-	-	-	23,912	47.4%	50,500
Net Investment	**49,930**	**21,461**	**-**	**-**	**-**	**71,391**	**46.1%**	**155,500**

*FY3/25 – As of the beginning of FY3/27 (Includes contracted and pending investments scheduled for FY3/27))

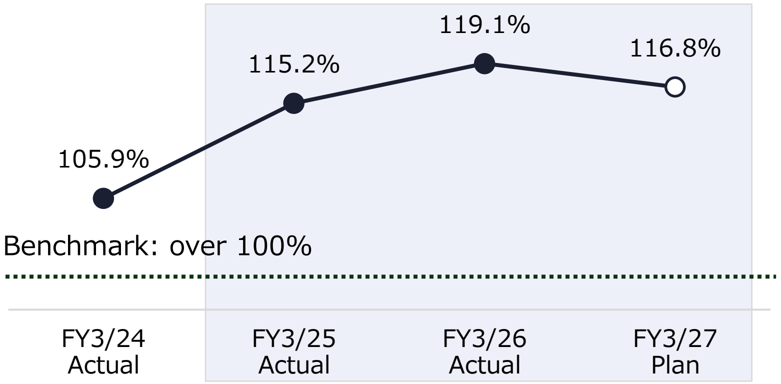
The 5th Mid-Term Plan: Management Targets -1

		FY3/25 Actual	FY3/26 Actual	FY3/27 Mid-Term Plan
Safety	Recurring revenue*1 ratio*2	26.2%	25.6%	30.0%
	Recurring revenue/general and administrative (G&A) expense coverage ratio (cash basis)*3	115.2%	119.1%	116.8%
	Equity ratio	17.2%	17.0%	17.5%
Capital Efficiency	ROE	14.8%	14.7%	14.0%
	ROIC *4	3.5%	3.2%	3.6%

Recurring revenue ratio



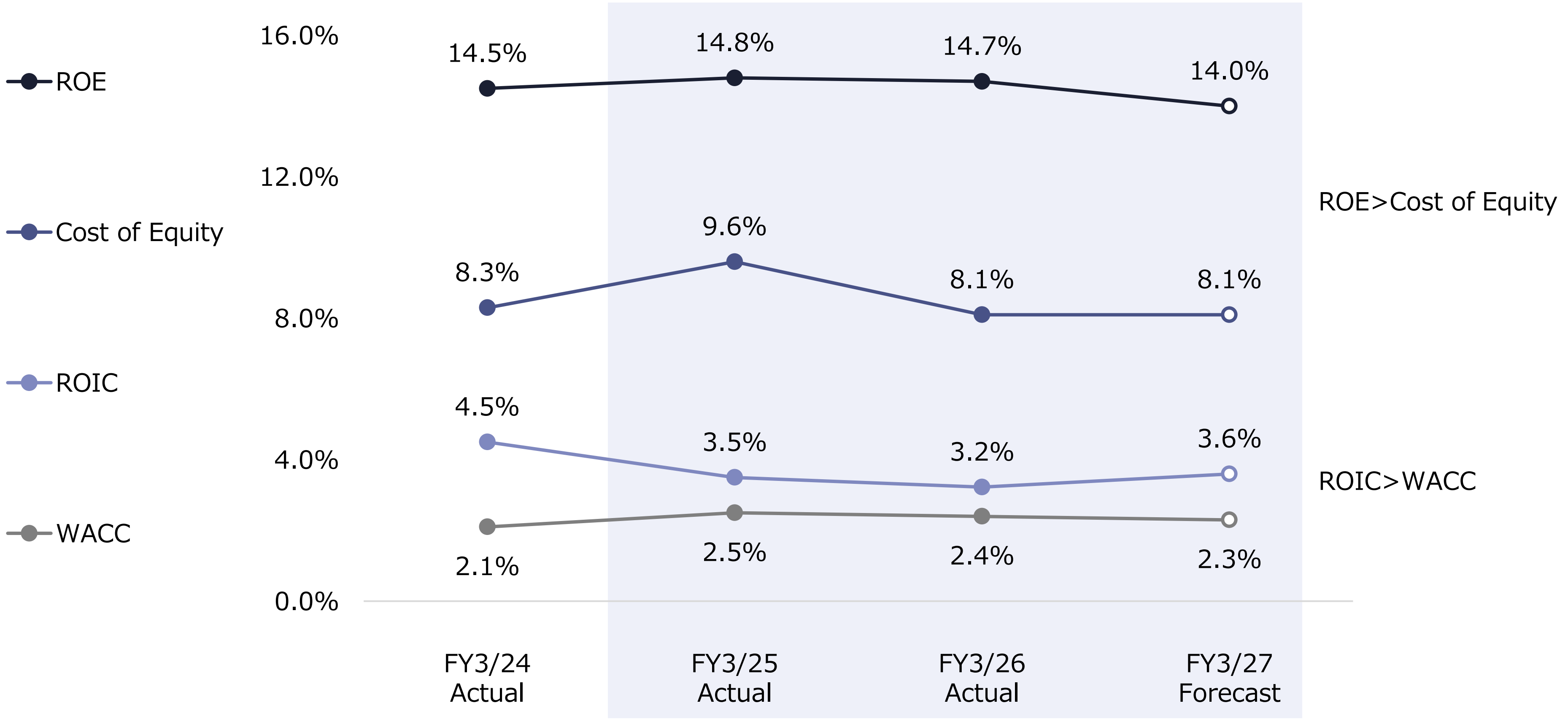
Recurring revenue/G&A expense coverage ratio (cash basis)



*1. Recurring revenue: Real estate leasing segment profit+Asset management segment profit
*2. Recurring revenue ratio: Recurring revenue/The sum of all segments' profits
*3 Recurring revenue/G&A expense coverage ratio: (Recurring revenue + Depreciation incurred by the real estate leasing segment + Amortization of goodwill incurred by the real estate leasing segment)/(G&A expenses − Depreciation in G&A expenses − Total amortization of goodwill)
*4. ROIC: (Consolidated ordinary income + Interest expenses − Interest income − Income taxes)/(Average of beginning and ending balances of "interest-bearing debt +net assets")

The 5th Mid-Term Plan: Management Targets -2

Key Indicators



*Cost of Equity: FY3/25: 15Y, FY3/26 onwards: 10Y

5. Segment Breakdown

Condominium Sales

FY3/26 Results: Decrease in Sales and Profit

- Sales and profit decreased primarily due to a YoY decline in the number of units handed over.

FY3/27 Forecast: Growth in Sales and Profit

- Higher sales and profit is forecast with increases in sales price per unit offsetting a decline in the number of condominium units handed over.

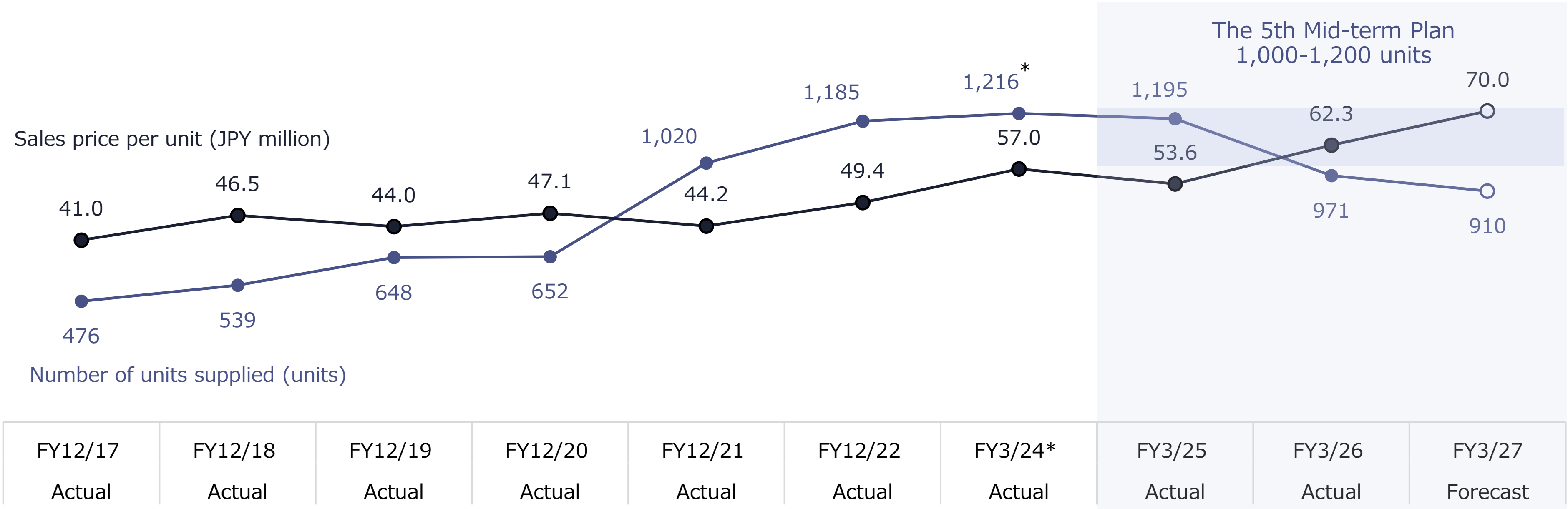
(JPY million)	FY3/25 Actual	FY3/26 Actual	YoY change (%)	FY3/27 Forecast	YoY Change	YoY Change (%)
Net Sales	66,908	63,630	(4.9%)	66,500	2,869	4.5%
Condominiums	64,063	60,514	(5.5%)	–	–	–
Detached houses	2,845	3116	9.5%	–	–	–
Segment profit	12,045	11,493	(4.6%)	12,300	806	7.0%
Segment profit margin	18.0%	18.1%	0.1pt	18.5%	–	0.4pt
Number of condominium units handover	1,195	971	(18.7%)	910	(61)	(6.3%)

Condominium Sales

Number of units scheduled to be handed over in FY3/27: total 910 units
(contract progress rate: 70.7% as of the end of March).
With a projected increase in sales price per unit, the increased sales outweighs the decrease in the number of units handed over, leading to an expected increase in segment profits.

Number of units scheduled to be handed over in FY3/27	Number of contracted units as of March 31, 2026*	Progress*
910 units	643 units	70.7%

Changes in the number of condominium units handed over and sales price per unit



*FY3/24 was an irregular fiscal period covering 15 months.

Condominium Sales

FY3/26 Completions

Property name	Total units	Location	Delivery
Le JADE Nagoya	125	Nakamura Ward, Nagoya City	Apr '25
LeJIAS Ohashi DUX	90	Minami Ward, Fukuoka City	Jun '25
DIAMAS Hayama	17	Miura District, Kanagawa	Jul '25
Le JADE Kumamoto Nisseki-dori	92	Higashi Ward, Kumamoto City	Nov '25
Le JADE Koshienguchi	60	Nishinomiya City, Hyogo	Dec '25
Le JADE Kasai East Avenue	78	Edogawa Ward, Tokyo	Feb '26
Le JADE Nishinomiya Koshien	124	Nishinomiya City, Hyogo	Mar '26
Le JADE Tezukayama	26	Osaka City, Osaka	Mar '26
Grand Le JADE Mishuku-dori	10	Setagaya Ward, Tokyo	Mar '26
Le JADE Senri-Fujishirodai Center Residence and West Residence	398	Suita City, Osaka	Mar '26

Le JADE City Senri-Fujishirodai (Suita City, Osaka)

Grand Le JADE Mishuku-dori (Setagaya Ward, Tokyo)

FY3/27 Plans

Property name	Total units	Location	Delivery
Le JADE Ibaraki	31	Ibaraki City, Osaka	Jun '26
Le JADE Nagoya Marunouti	39	Nagoya City, Aichi	Jul '26
Le JADE Nara Sanjo-dori	77	Nara City, Nara	Aug '26
Le JADE Sapporo Odori The Tower	80	Sapporo City, Hokkaido	Sep '26
Le JADE Nishinomiya Midplace	49	Nishinomiya City, Hyogo	Oct '26
Ost Garden Karuizawa (JV)	24	Kitasaku District, Nagano	Oct '26
Le JADE Hokkaido Kitahiroshima	197	Kitahiroshima City, Hokkaido	Nov '26
Le JADE Mino Senba THE HOUSE	27	Minoh City, Osaka	Dec '26
Le JADE Shinozaki	38	Edogawa Ward, Tokyo	Dec '26
Le JADE Osaka Umeda	145	Osaka City, Osaka	Dec '26
Central Park Morimina Shintosin (JV)	38	Morioka City, Iwate	Feb '27
Le JADE Sapporo Teine	56	Sapporo City, Hokkaido	Feb '27
Le JADE Tsurumai	70	Nagoya City, Aichi	Mar '27
Completed inventory	41		

* The scheduled month of delivery is based on information as of the end of December 2025 and subject to change

Le JADE Hokkaido Kitahiroshima (Kitahiroshima City, Hokkaido)

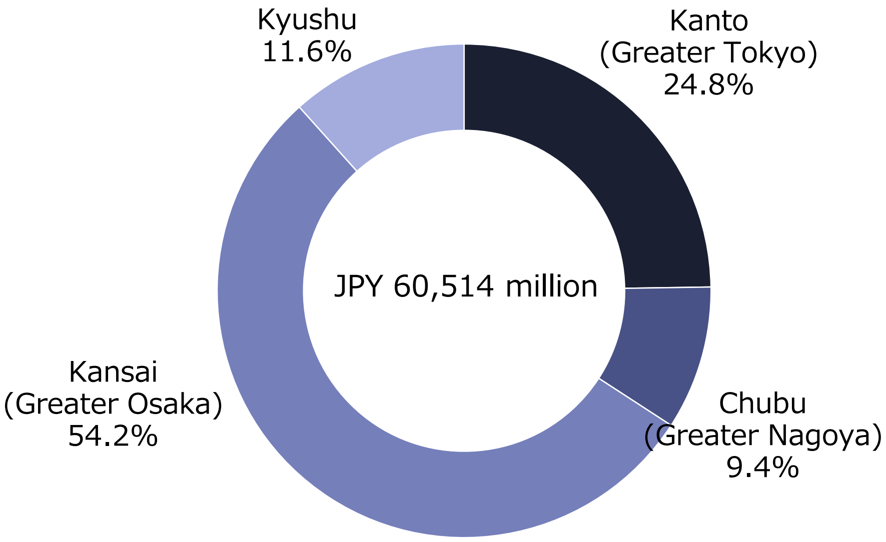
Ost Garden Karuizawa (Kitasaku District, Nagano)

Condominium Sales

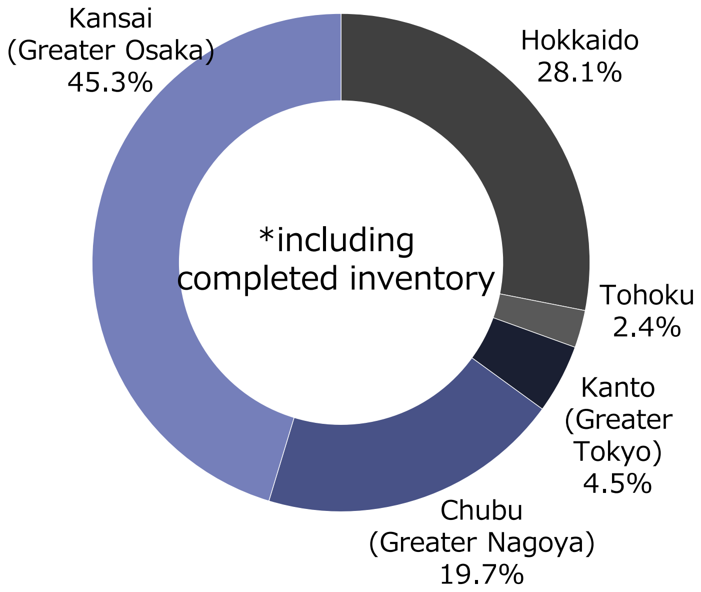
By selectively acquiring suitable condominium development sites in major urban areas where demand is strong, we aim to stabilize earnings.

Condominium Sales by Region

FY3/26 Results



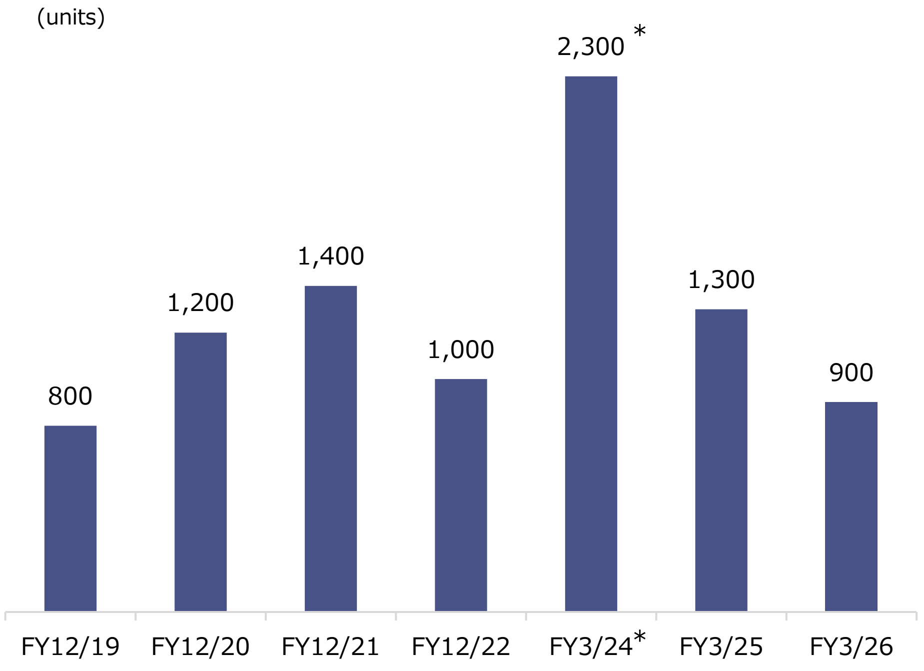
FY3/27 Completion Plan



Condominium Sales

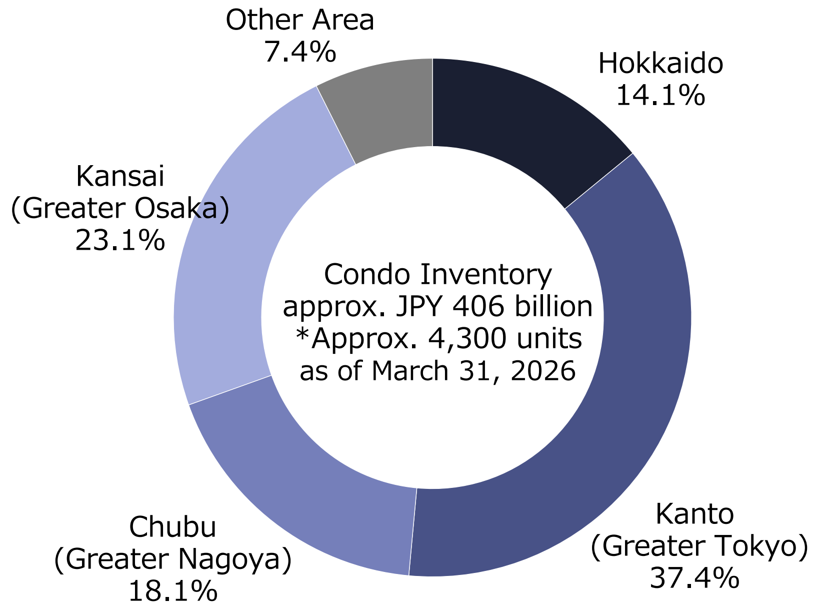
The acquisition of land for condominium development has been completed through FY3/31.
We have secured prime locations for condominiums in major cities across the country, aiming for geographic diversification and building a portfolio that is less susceptible to market fluctuations.

Trend of purchases of land for condominiums
(Based on the number of units; including pending contracts)



*FY3/24 covered 15 months due to the change of fiscal year end.
*The figures are subject to change as they include planned purchases at the time of purchase decision and are rounded up to the nearest hundred.

Land bank (condominiums) by region



* Based on planned project sales

Real Estate Development

FY3/26 Results: Significant growth in Profit

- Achieved profit growth exceeding the strong performance of the previous fiscal period, driven by contributions from the exits of multiple large-scale properties utilizing a diversified pipeline.
- We are promoting an asset cycle, including supply of properties to the Group's AM (ES-CON INVESTMENT PARTNERS Ltd.).

FY3/27 Forecast: Growth in Sales and Profit

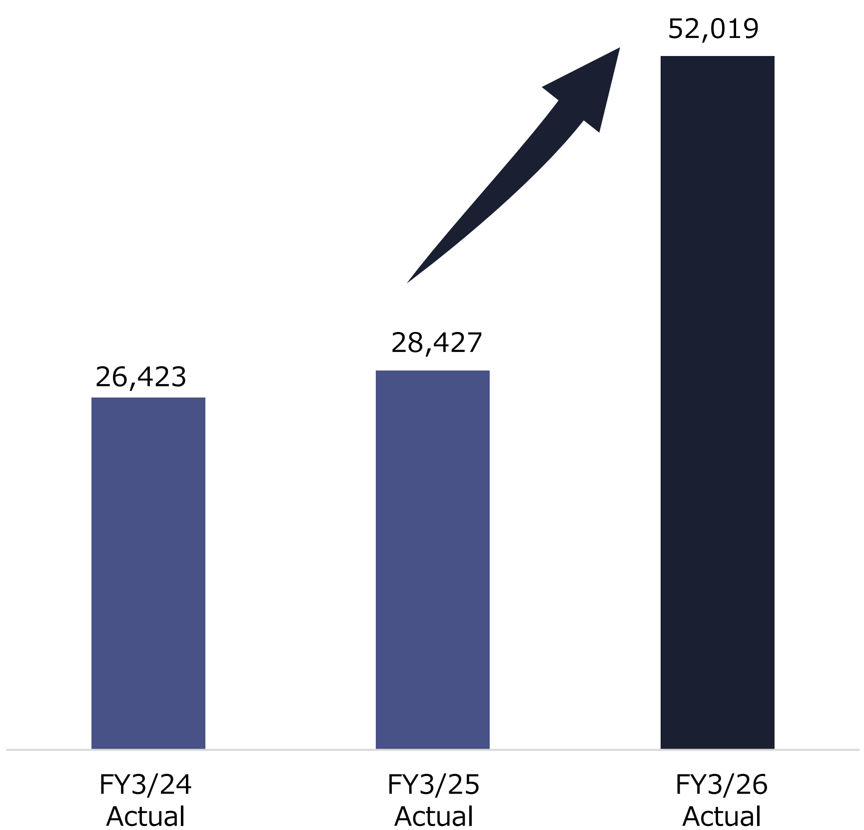
- As one of growth drivers, we will continue to strategically promote the sale of income-producing properties, including those held by group companies.

(JPY million)	FY3/25 Actual	FY3/26 Actual	YoY change (%)	FY3/27 Forecast	YoY Change	YoY Change (%)
Net Sales	28,427	52,019	83.0%	55,800	3,780	7.3%
Segment Profit	10,212	14,913	46.0%	15,700	786	5.3%
Segment Profit Margin	35.9%	28.7%	(7.3)pt	28.1%	–	(0.5)pt

Real Estate Development

Sales Growth in Real Estate Development

(JPY million)



- Figures have been disclosed from FY3/24 due to the application of the current segment classification from FY3/25.
- FY3/24 was an irregular fiscal period covering 15 months.

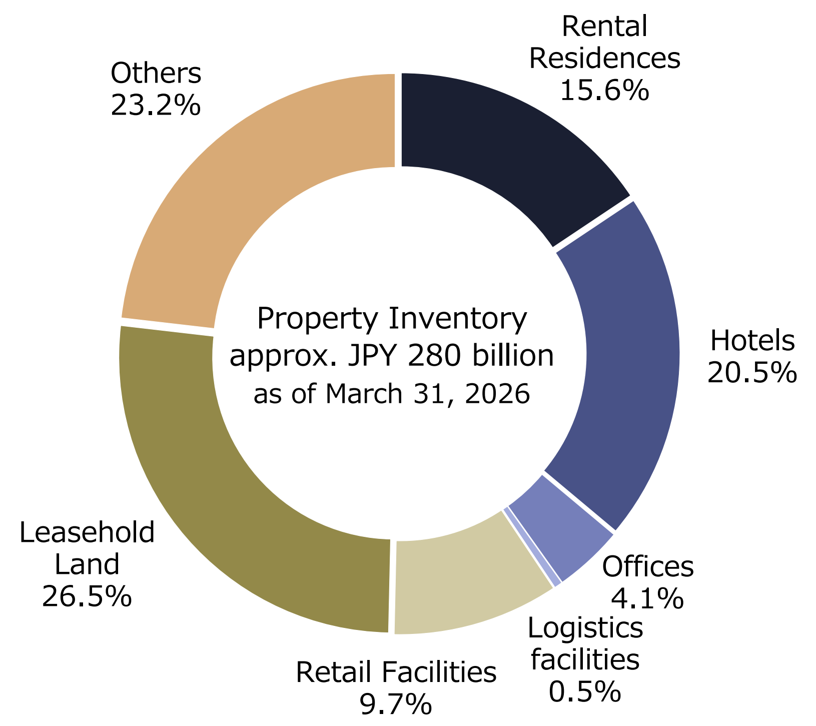
FY25/3	FY3/26
• tonarie Hoshida *(Retail)* • LOGITRES Sano *(Logistics)* • LOGITRES Narashino Shibazono *(Logistics)* • Kotobuki 4-chome, Taito Ward *(Rental residences)* • seven x seven Itoshima *(Hotel)* • ESCON Kudankita Building *(Office)* • Okubo-cho, Akashi City *(Other)* • Towa 5-chome, Adachi Ward *(Other)* • Properties owned by Picasso Group *(Total 3 properties incl. rental residences)*	• Kohnan tonarie Yamatotakada Store *(Leasehold land)* *<u>*Sold to ESCON JAPAN REIT*</u> • Nakano Ward, Tokyo *(Rental residences)* • Osaka City, Osaka *(Rental residences)* • 3 TOPAZ series properties *(Rental residences)* *<u>*Sold to ESCON Investment Partners*</u> • Chitose City, Hokkaido *(Logistics)* • Akashi City, Hyogo *(Other)* • Properties owned by Picasso Group and Shiba Real Estate *(Total 32 properties incl. rental residences)*

Real Estate Development

Major projects acquired

FY25/3	FY3/26
• Kita Ward, Tokyo *(Rental residences)* • Yokosuka City, Kanagawa *(Retail, Leasehold land)* • Kariya City, Aichi *(Leasehold land)* • Shinagawa Ward, Tokyo *(Rental residences)* • Sakai City, Osaka *(Leasehold land)* • Sapporo City, Hokkaido *(Hotel)* • Joto Ward, Osaka *(Rental residences)* • Kawanishi City, Hyogo *(Mixed-use development)* • Toyota City, Aichi *(Leasehold land, etc.)* • Osakasayama City, Osaka *(Retail facility)* • Katsushika Ward, Tokyo *(Retail)* • Sendai City, Miyagi *(Other)* • Hamamatsu City, Shizuoka *(Leasehold land)*	• Higashiosaka City, Osaka *(Rental residences)* • Ota Ward, Tokyo (Rental residences) • Tsukuba City, Ibaraki *(Retail, Leasehold land)* • Kariya City, Aichi *(Leasehold land, Other)* *Land adjacent to the leasehold land acquired in FY3/25 • Reserve Land B in "Sakai City Takakuradai Neighborhood Center Land Readjustment Project"*(Leasehold land)* • Reserve Land B in "Saito Eastern District Area C Land Readjustment Project" *(Other)* • Furano City, Hokkaido *(Hotel)* • Hakodate City, Hokkaido *(Hotel)*

Property pipeline (by asset type)



* The figure includes part of projects in the Chubu area: projects in Kariya City and Toyota City, and Former Nagoya Racecourse Site Development Project.

Real Estate Development

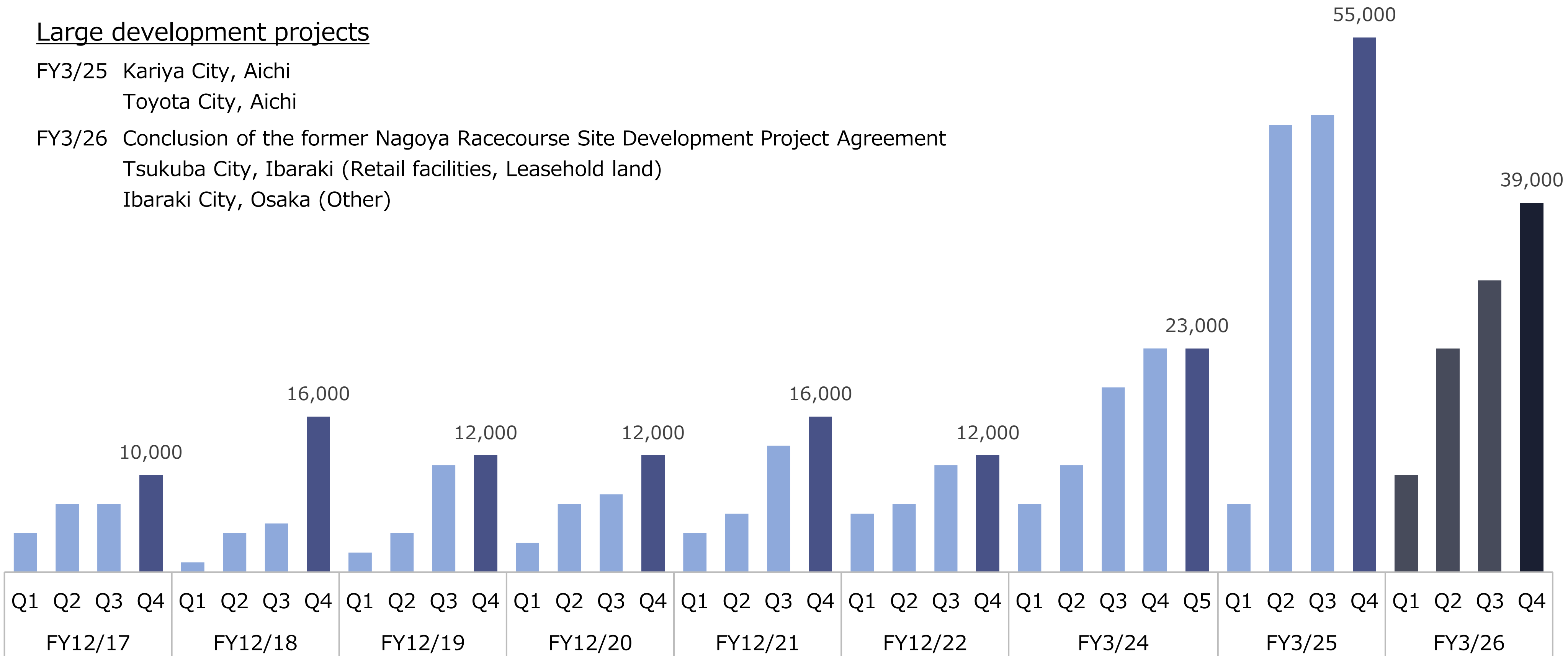
Quarterly changes in real estate purchases (cumulative)

(JPY million)

<u>Large development projects</u>

FY3/25 Kariya City, Aichi
Toyota City, Aichi

FY3/26 Conclusion of the former Nagoya Racecourse Site Development Project Agreement
Tsukuba City, Ibaraki (Retail facilities, Leasehold land)
Ibaraki City, Osaka (Other)



* The figures exclude those of subsidiaries.
* The figures are based on contract amounts and are rounded up to the nearest million yen.
* FY3/24 was an irregular fiscal period covering 15 months.

Real Estate Leasing

FY3/26 Results: Growth in Sales and Profit

- Opened commercial facility and hotel (a mixed-use interaction hub) as part of JR Kitahiroshima Station *West Exit Area Revitalization Project* in Kitahiroshima City, Hokkaido.
- Shiba Real Estate, which became a consolidated subsidiary on April 1, 2025, contributed to revenue.
- Rent increased, driven by tenant replacements in existing properties.

FY3/27 Forecast: Growth in Sales and Profit

- Expects continued rent growth, as well as sustained strength in the hotel business, with stable ADR and occupancy rates.
- Is scheduled to acquire income-producing properties primarily in the Kansai region by acquiring shares of ARK REAL ESTATE Co., Ltd. in October 2026.

(JPY million)	FY3/25 Actual	FY3/26 Actual	YoY change (%)	FY3/27 Forecast	YoY Change	YoY Change (%)
Net Sales	15,600	17,262	10.7%	17,500	237	1.4%
Segment Profit	7,021	8,033	14.4%	8,100	66	0.8%
Segment Profit Margin	45.0%	46.5%	1.5pt	46.3%	-	(0.3)pt

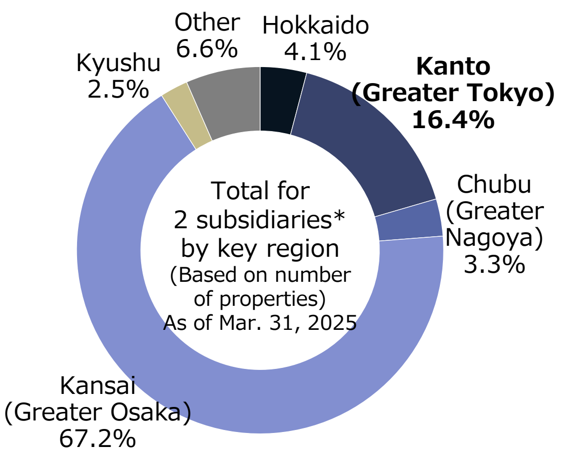
Real Estate Leasing

Portfolio Status and Vacancy Rate (as of March 31, 2026)

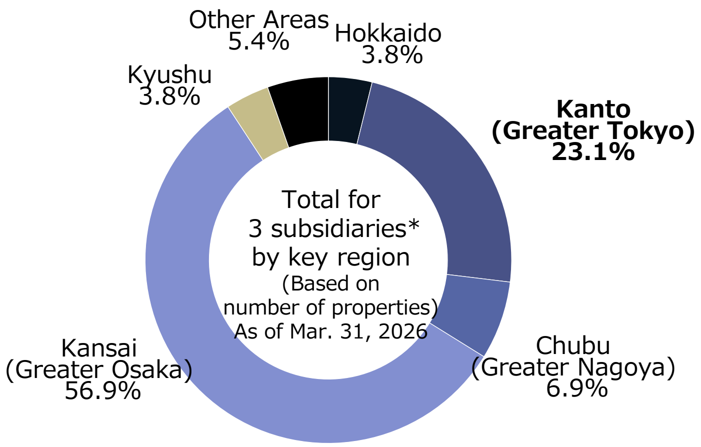
(JPY million)	Inventories	Non-current assets	Total assets	Vacancy Rate*1 Residential	Vacancy Rate*1 Retail
ES-CON JAPAN	283,555	94,528	378,083	0.6%	3.4% *2
Picasso Group	12,481	35,154	47,634	0.9%	1.7%
Shijyo Omiya Building	13,341	27,958	41,299	0.8%	0.2%
Shiba Real Estate	4,726	7,746	12,471	6.7%	5.7%

*1 The figures for residential and retail properties are based on the number of units and leasable area, respectively.
*2 Only commercial facilities

Properties owned by three property leasing subsidiaries by key region



*Picasso Group and Shijyo Omiya Building



*Picasso Group, Shijyo Omiya Building and Shiba Real Estate

Asset Management and Other

Asset Management

FY3/26 Results: Growth in Sales and Profit

- AUM exceeded 100 billion yen through initiatives such as asset replacement on listed REITs and the formation of the first private fund incorporating self-developed properties. As a result, higher AM fees, performance fees and PM fees led to increased sales and profit.

FY3/27 Forecast: Growth in Sales and Profit

- AM fees will increase due to the expansion of entrusted properties in the REIT and AM companies. We will also continue to form private funds that include self-developed properties, expecting an accelerated growth of AUM.

(JPY million)	FY3/25 Actual	FY3/26 Actual	YoY change (%)	FY3/27 Forecast	YoY Change	YoY Change (%)
Net Sales	1,645	2,207	34.2%	2,800	592	26.8%
Segment Profit	997	1,291	29.5%	1,600	308	23.9%
Segment Profit Margin	60.6%	58.5%	(2.1)pt	57.1%	–	(1.3)pt

Other

FY3/26 Results: Growth in Sales and Profit

- Both sales and profit increased, primarily driven by dividend income in the overseas business.

FY3/27 Forecast: Increase in Revenue and Decrease in Profit

- Revenue will increase, but profit will decrease, primarily due to a decrease in dividend income in the overseas business.

(JPY million)	FY3/25 Actual	FY3/26 Actual	YoY change (%)	FY3/27 Forecast	YoY Change	YoY Change (%)
Net Sales	1,020	1,909	87.1%	2,400	490	25.7%
Segment Profit	319	653	104.9%	400	(253)	(38.8%)
Segment Profit Margin	31.3%	34.3%	3.0pt	16.7%	–	(17.6)pt

Asset Management

Replacement of Assets on Listed REITs and Formation of Private Funds

Strengthening the portfolio through property contributions to the REIT and asset replacement

ESCON JAPAN REIT Investment Corporation

FY3/26

[Enhanced portfolio]

Acquired

- KOHNAN tonarie Yamato-Takada (leasehold land) **Seller: ES-CON*
- 9h Nine Hours Woman Shinjuku (hotel)
- Compass Hotel Nagoya (hotel) *A change in operator is scheduled Sold

Disposition

- Leasehold land: Total 4 transactions

As of March 31, 2026: AUM 76.4 billion yen

KOHNAN tonarie Yamato-Takada


9h nine hours woman Shinjuku


Compass Hotel Nagoya

Forming private funds based on our development pipeline

ES-CON INVESTMENT PARTNERS Ltd.

FY3/26

[Commenced the formation of funds, which incorporate self-developed properties]

Formed new funds

- Retail facility (Saitama)
- Rental residences TOPAZ series: total of 3 buildings (Tokyo, Kanagawa, Osaka) **Seller: ES-CON*

New AM contract

- Logistic facility (Shizuoka)

As of March 31, 2026: AUM 26.8 billion yen


TOPAZ Esaka


TOPAZ Honatsugi


TOPAZ Machida

6. Long-term Vision 2030

Long-Term Vision 2030 : Overview (announced in March 2024)

Various initiatives are underway with *Deepening* and *Evolution*
as directions we should head in toward FY2030.

Actively create additional capacity for investment in strengthening the management base and social contribution through achieving profit growth

Achieve further profit growth through the strengthened management base and social contribution

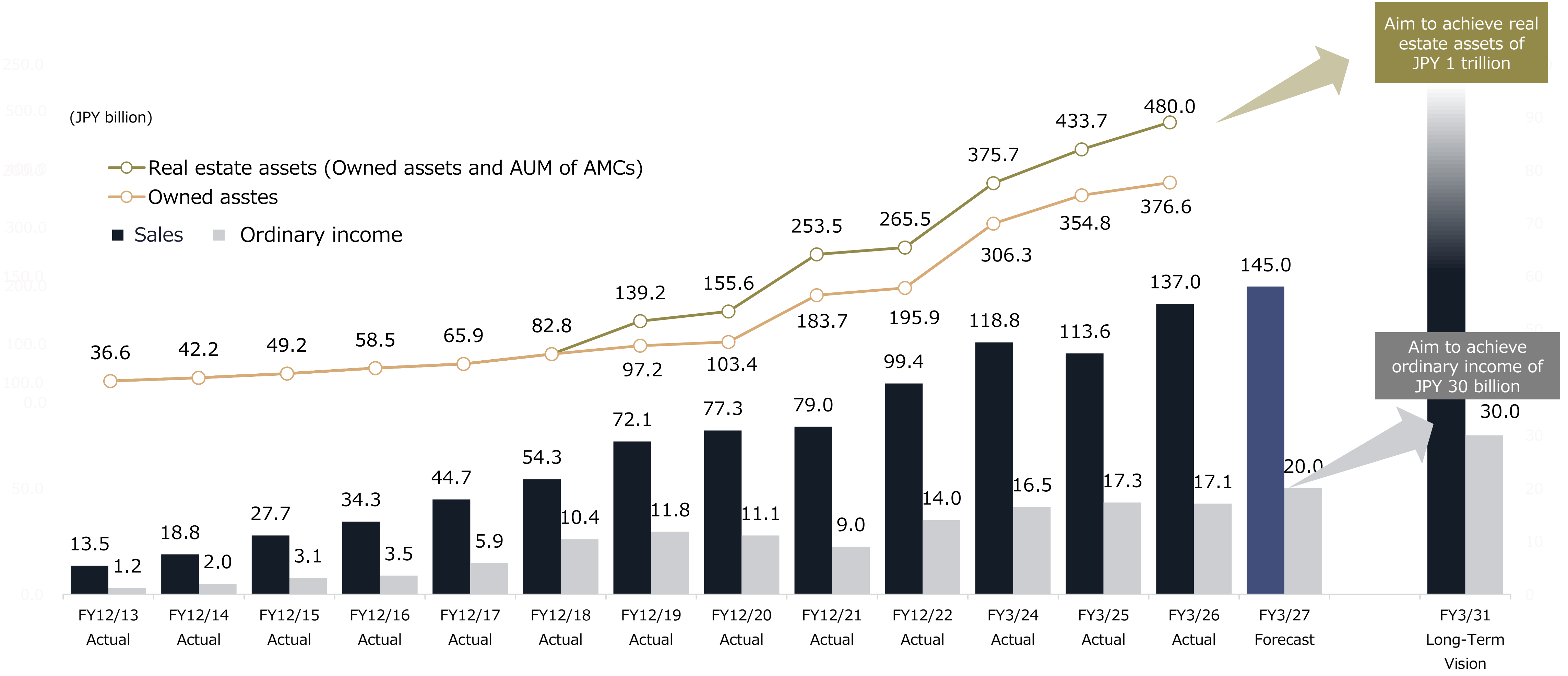
Deepening		Evolution	
Priority themes for business strategy			
Further growth of core businesses	Further stabilization of revenue structure	Diversification of development projects and asset/business types	Challenge of expanding into new business domains
Synergies with the Chubu Electric Power Group	Management that is conscious of cost of capital and stock price	Expansion of the area of domestic operations	New urban development and management
		Global expansion	Promotion of DX
Priority themes for sustainability management (Materiality issues)			
Harnessing diverse human resources	Strengthening governance and risk management of the Company and Group companies	Promoting a decarbonized society	Achieving a well-being society
Ensuring thorough compliance			

FY2030 KPIs: **Ordinary income** JPY 30.0 billion; **Real estate assets*** JPY 1 trillion

* Real estate assets: Assets owned by ES-CON JAPAN + Assets under management (AUM) of funds set up by ESCON JAPAN REIT Investment Corporation (EJR) and ES-CON Investment Partners (EIP) and other asset managers

Long-Term Vision 2030 : Financial Targets

The ES-CON Group has achieved steady and consistent sales growth since the 1st MTMP period.
We will continue working to steadily increase our corporate value under the Long-term Vision 2030.



7. Appendix-1

Urban Development Cases

Ongoing Projects: Urban Development in Aichi and Land Readjustment Projects

Acquired additional adjacent land for Karia project in January 2026.
Integrated development with the land already acquired to **further maximize synergies**.
Concluded the purchase agreement for the land at the Former Nagoya Racecourse Site Development Project in February 2026.
Promoting the development of mixed-use retail facilities and condominiums toward the planned town opening around 2029.

■ Kariya City, Aichi

Acquired approx. 10,000 tsubo additional adjacent land (Jan '26)

Land acquired in September 2024

Approx. 10.2 + 3.3 ha (additional acquisition)

■ Former Nagoya Racecourse Site Development Project

Participated in 2022

Approx. 20.7 ha (62,000 tsubo)

■ Toyota City, Aichi

Land acquired in January 2025

Approx. 4 ha (12,000 tsubo)

■ Ongoing land readjustment projects

Project	Region	Scheduled completion*
Land readjustment in Takakuradai, Sakai City, Osaka	Kansai	2026
Land readjustment in Saito East C Block, Ibaraki City, Osaka	Kansai	2027
Land readjustment in Uehara/Tako, Kawachinagano City, Osaka	Kansai	2029
Land readjustment in Takada, Hirakata City, Osaka	Kansai	2031
Urban development in the surrounding area of a medical university’s new campus in Kashihara City, Nara	Kansai	2031
Land readjustment in the surrounding area of Nakamizuno Station in Seto City, Aichi	Chubu	2033

Ongoing Projects: Urban Development in Hokkaido

Hokkaido JR Kitahiroshima Station *West Exit Area Revitalization Project*

The station is connected by pedestrian walkways to a retail facility, hotel, condominium, and park, increasing accessibility to bring vibrancy to the area. Development of Site A has been completed, and **further phased development is expected to continue.**

■Site A Completed

- ES-CON Field Hokkaido Hotel Kitahiroshimaekimae
- tonarie Kitahiroshima

Hotel and retail facility
Opened in March 2025

■**Site B** Expected to start contributing to revenue in Q3 FY3/27

Le JADE Hokkaido Kitahiroshima

197 units in total

Kitahiro Park

Development of the adjacent park

■**Planned development**

- Develop quality housing and community facilities for diverse generations
- Develop a public parking space

* Plan at the time of the announcement of *Kitahiro Hometown – BASE 2021–2029: Train Station West Exit Area Revitalization and Development Project* by Kitahiroshima City, Hokkaido in April 2021

Scheduled to complete in FY2029

Completed Projects: Urban Development Projects in Osaka

TSUNAGU GARDEN Senri-Fujishirodai (Suita City, Osaka) *Joint development with Chuden Real Estate (Chubu Electric Power Group)

An environment that connects multiple generations is created by enabling daily life needs
—from shopping to childcare and medical services—to be met within the area,
while also fostering community interaction and coordination in areas such as disaster preparedness and energy efficiency.

■Le JADE City Senri Fujishirodai Center/West Residence

Completed in March 2026

Total 398 units

■Le JADE City Senri Fujishirodai South/East Residence

Delivered in November 2024

Total 244 units

Completed Projects: Mixed-use Development and Redevelopment

■ The Kyushu region

Kasuga Forest City(Kasuga City, Fukuoka)

・Retail area *Sold to EJR
・Detached house development area, etc.

SAKURA MIRAI SHIN ŌMURA (Omura City, Nagasaki)

・Le Jade Shin Omura Station Front/Parkside (Condominium)
・Retail facilities

■ Conversion of aging retail facilities

Yamatotakada City, Nara

・Retail facility *Sold to EJR
・Le Jade Yamatotakada Station Front (Condominium)

Tsukuba City, Ibaraki

・Retail facility
・Le Jade Tsukuba Station Front (Condominium)

8. Appendix-2

ES-CON Group’s Businesses & Financial Trends

ES-CON Group’s Businesses

	Condominiums and detached houses	Income-producing properties	Urban development projects and overseas business
One-off revenue businesses	**Condominiums for sale** Le JADE Grand Le JADE DIAMAS **Detached houses** ES-CON Home ES-CON CRAFT	**Rental residences** TOPAZ **Community-based retail facilities** tonarie **Hotel** **Logistics facilities** LOGITRES **Offices etc.**	**Urban development/mixed-used development projects** ・Hokkaido Ballpark F Village ・JR Kitahiroshima Station West Exit area ・Tsukuba Station area, Ibaraki ・Fujishirodai, Suita City, Osaka ・Kariya City, Aichi ・Toyota City, Aichi ・Former Nagoya Racecourse site ・JR Shin-Omura Station area, Nagasaki ・Kasuga City, Fukuoka ・Montedeio Football Park Co., Ltd, etc. **Overseas business** Hawaii, United States Mainland Untied States Thailand
Recurring-revenue businesses	**Condominiums management** ES-CON LIVING SERVICE	**Real estate leasing** Picasso Group, Shijo Omiya Building, Shiba Real Estate, etc. **Property management** ES-CON PROPERTY **Asset management** (Listed REIT, private funds) ESCON JAPAN REIT Investment Corporation ES-CON INVESTMENT PARTNERS	

Condominiums for sale

Offer a wide range of properties from a flagship brand Le JADE to high-end residences with great scarcity value, targeting first-time buyers and other owner-occupiers as the primary segment. Provide unique condominiums based on our capability to conceptualize non-uniform properties that brings out the underlying value of property locations.

Le JADE Minoh-Semba South Residence
(Minoh City, Osaka)

Grand Le JADE Mishuku-dori
(Setagaya Ward, Tokyo)

■ High-end residences

DIAMAS Hayama
(Miura District, Kanagawa)

ØST Residence Karuizawa

SEVENS VILLA Karuizawa

ØST Garden Karuizawa

(Karuizawa Town, Kitasaku District, Nagano)

Rental Residences

Leverage expertise we have accumulated in the condominium sales business for the leasing business.
Launched a dedicated brand for rental residences TOPAZ that features architectural design in 2023.

TOPAZ Shin-Okachimachi (Taito Ward, Tokyo)* Already sold

■ **Sold to Group Private Fund (EIP)**

TOPAZ Esaka (Suita City, Osaka)

TOPAZ Hon-Atsugi (Atsgi City, Kanagawa)

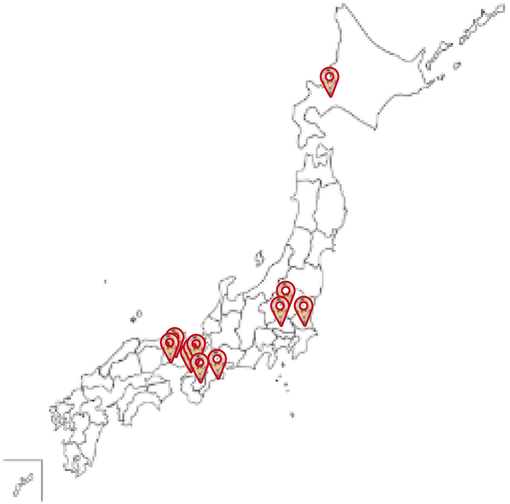
TOPAZ Machida (Machida City, Tokyo)

Neighborhood Retail Facilities

Develop and redevelop core Neighborhood Retail Facilities, primarily under the "tonarie" brand, to meet the needs of local communities. Engage in various mixed-use developments that integrate housing projects, enhancing daily convenience and revitalizing local communities.

tonarie Kitahiroshima
(Kitahiroshima City, Hokkaido)*Currently owned

tonarie Yamato-Takada
(Yamatotakada City, Nara)*Sold to EJR



■ Currently owned properties

tonarie Minamisenri Annex
(Suita City, Osaka)

tonarie Utsunomiya
(Utsunomiya City, Tochigi)

tonarie Tsukuba Square
(Tsukuba City, Ibaraki)

tonarie Yokkaichi
(Yokkaichi City, Mie)

tonarie Fujimino
(Fujimino City, Saitama)

tonarie medical
Himeji Yumesakigawa
(Himeji City, Hyogo)

■ Properties sold to ESCON JAPAN REIT

tonarie Minamisenri
(Suita City, Osaka)

tonarie Toga-Mikita
(Sakai City, Osaka)

tonarie Seiwadai
(Kawanishi City, Hyogo)

■外部売却

tonarie Hoshida
(Katano City, Osaka)

Hotels

Developments are currently underway, centered on projects in Hokkaido.
Ongoing hotel development projects include those in Sapporo City, in addition to projects in areas around Hokkaido Ballpark and JR Kitahiroshima Station.

Hotel *DAHWA*
(Tentative) Hokkaido Ballpark Hotel Project
(Kitahiroshima City, Hokkaido) *Under development

RANDOR HOTEL SAPPORO HERITAGE
(Sapporo City, Hokkaido)
*Under development

■ Currently owned properties and properties under development (Excerpt)

ES-CON Field Hokkaido Hotel Kitahiroshimaekimae
(Kitahiroshima City, Hokkaido)

Hotel LiVEMAX Hakata Nakasu
(Hakata Ward, Fukuoka City)

(Tentative) Chuo-ku Minami 6-Jo, Nishi 4-Chome Project
(Sapporo City, Hokkaido)

HIYORI HOTEL Flex
Osaka Doutonbori
(Chuo Ward, Osaka City)

■ Properties already sold (Excerpt)

Bespoke Hotel Shinsaibashi
(Chuo Ward, Osaka City)

Hotel LiVEMAX
Tokyo Bakurocho
(Chuo Ward, Tokyo)

HOTEL the M Kanazawa UAN
(Kanazawa City, Ishikawa)

Hotel WBF
Yodoyabashi Minami
(Chuo Ward, Osaka City)

Nest Hotel
Tokyo Hanzomon
(Chiyoda Ward, Tokyo)

seven x seven Itoshima
(Itoshima City, Fukuoka)

Logistics Facilities

Select facility locations with excellent regional characteristics and transportation access, placing LOGITRES at the core.
Develop logistics facilities with a focus on efficient design.

LOGITRES Tojo II
(Kato City, Nara)*Already sold

LOGITRES Narashino Shibazono
(Narashino City, Chiba)*Already sold

■ Properties already sold (Excerpt)

Chitose City Kamiosatsu Logistics Facility Development Project
(Chitose City, Hokkaido)

LOGITRES Sano
(Sano City, Tochigi)

LOGITRES Tojo
(Kato City, Hyogo)

Gifu Hashima City Logistics Facility Development Project
(Hashima City, Gifu)

LOGITRES Chiba Research Park
(Chiba City, Chiba)

LOGITRES Koga Gemboen
(Koga City, Fukuoka)

Overseas Business

Invested and participated in development projects in our regions of focus
—Hawaii and California, United States and Bangkok, Thailand.

■ United States (Excerpt)

Hawaii


Ālia


Kuilei Place

* Invested in condominium development projects and participated in projects as a sales and marketing partner.


Waikiki Galleria Tower

* Participated in a value-up project.

California


Tower 521 N.Orange


Tower 520 N.Central

*Participated in joint development projects for rental apartments.

■ Thailand


KNIGHTSBRIDGE SUKHUMVIT THEPHARAK

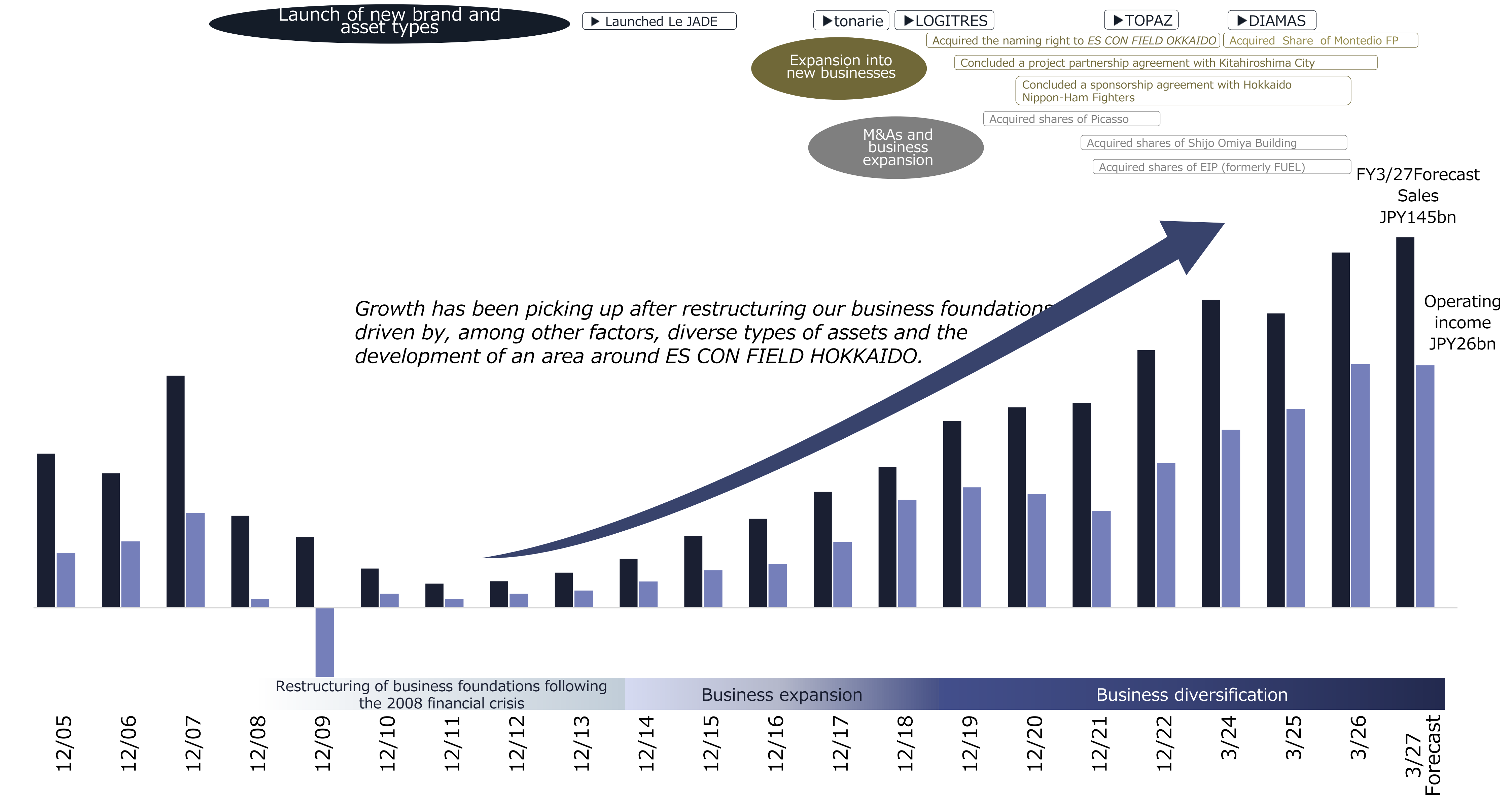

Origin Place Chaengwattana

*Participated in for-sale condominium development projects.


BRITANIA BANGNA KM.39

*Participated in a detached house development project.

Business Development and Financial Trends



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