Relo Group Investor Presentation for Q2 FY3/2027

Nov 12, 2026

Relo Group,inc (Securities code: 8876)



Contents

01	**Consolidated Results**	Financial Highlights
02	**Results by Segment**	Outsourcing Business（Fringe Benefit Business・Leased Corporate Housing Management Business・Relocation Support Business）／Residential Property Management Business／Tourism Business
03	**FY2027/3　Consolidated Financial Plan**	Consolidated Financial Plan
04	**Appendix**	Capital Policy／Dividend Payout Ratio／Cross-selling Between Businesses／Business Outline, Etc.

Copyright © 2026 Relo Group Inc. All rights reserved

01 Consolidated Results

Financial Highlights

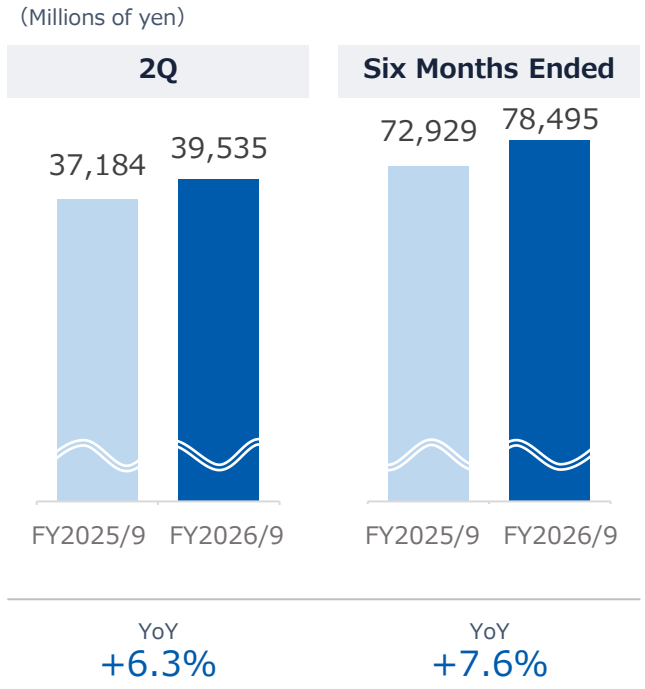
01 **Consolidated Results**
02 Results by Segment
03 Consolidated Financial Plan
04 Appendix

Consolidated Results

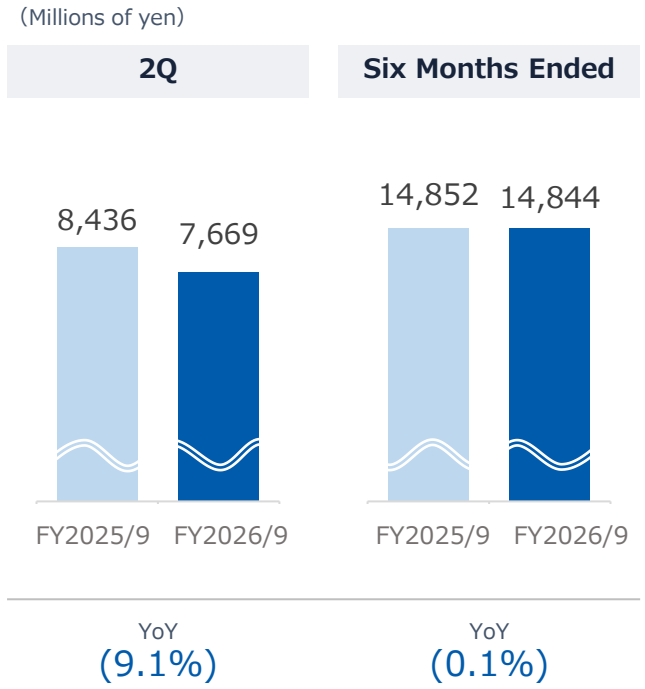
(Millions of yen)

	FY2025/9 Actual Results	FY2026/9 Actual Results	YoY
Revenue	72,929	**78,495**	+7.6%
Operating Profit	14,852	**14,844**	(0.1%)
Profit before Income Taxes	14,918	**15,187**	+1.8%
Profit attributable to owners of parent	10,166	**10,449**	+2.8%

Revenue



Operating Profit



- Revenue increased 7.6% year on year, reflecting a buildup of recurring revenue in each business.
- Operating profit rose 6.6% year on year, excluding the impact of asset sales in the Tourism Business the previous fiscal year.
- Both revenue and operating profit exceeded the plan and progress is mostly in line with expectations.

Copyright © 2026 Relo Group Inc. All rights reserved

02 Results by Segment

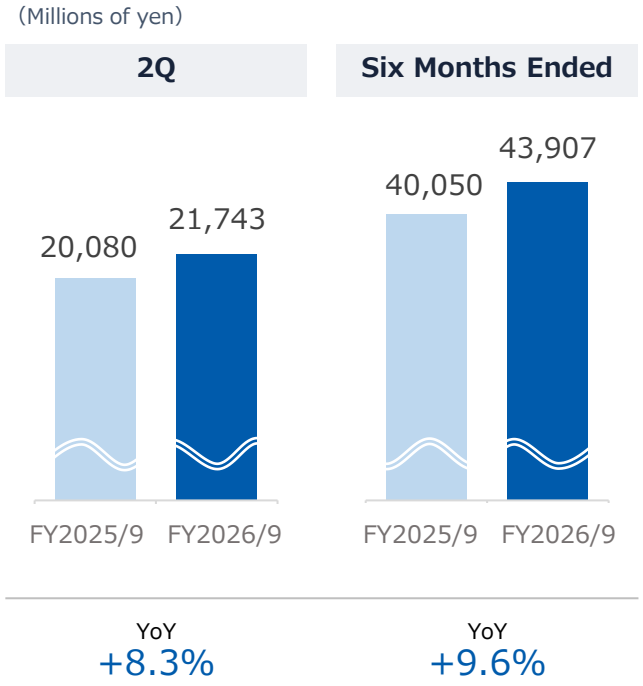
Outsourcing Business（Fringe Benefits Business・Leased Corporate Housing Management Business・Relocation Support Business）／Residential Property Management Business／Tourism Business

Outsourcing Business : Results

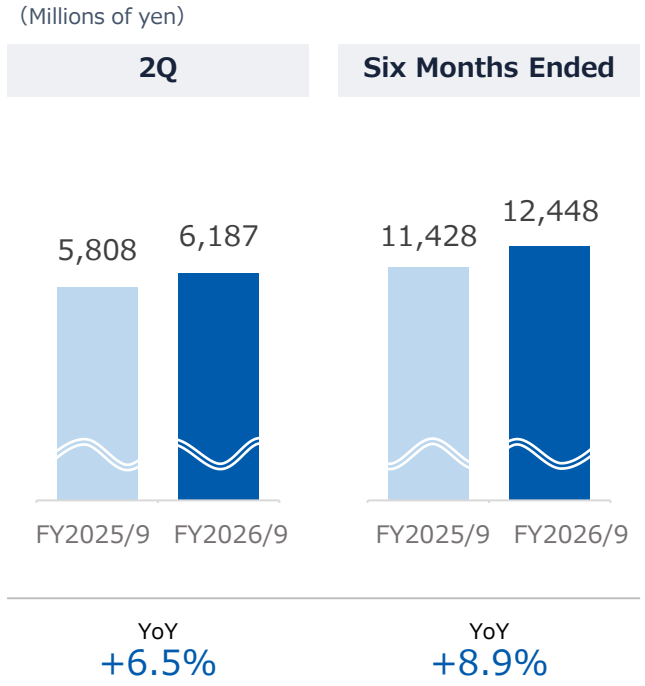
(Millions of yen)

	FY2025/9 Actual Results	FY2026/9 Actual Results	YoY
2Q (Jul–Sep)			
Revenue	20,080	**21,743**	+8.3%
Operating Profit	5,808	**6,187**	+6.5%
1H (Apr–Sep)			
Revenue	40,050	**43,907**	+9.6%
Operating Profit	11,428	**12,448**	+8.9%

Revenue



Operating Profit



- The segment achieved gains in revenue and profit, with revenue up 9.6% year on year and operating profit up 8.9% year on year.Outsourcing Business: Fringe Benefit Business, Leased Corporate Housing Management Business, and Relocation Support Business

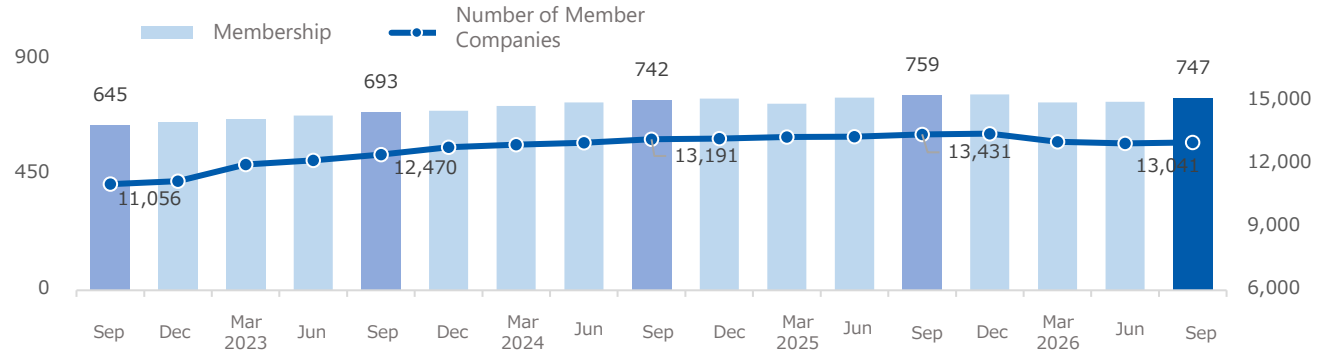
Copyright © 2026 Relo Group Inc. All rights reserved

Fringe Benefit Business : Summary

	FY2025/9 Actual Results	FY2026/9 Actual Results	YoY
Revenue (Millions of yen)	14,868	**16,124**	+8.4%
Operating Profit (Millions of yen)	6,182	**6,497**	+5.1%
Membership (million people)	759	**747**	(1.6%)
Number of Member Companies (companies)	13,431	**13,041**	(2.9%)

* The membership and the number of member companies in the Fringe Benefit Business do not include the numbers of individuals or companies related to OEM or CRM

KPI



Summary of FY2027/3 2Q Results

- Members' usage increased due to enhanced products and services, as well as improved convenience. This led to higher revenue.
- The number of members stood at 7.47 million. The number of members declined 1.6% year on year due to a significant number of members canceling their memberships towards the end of the previous fiscal year.
- In compliance with "equal pay for equal work" requirements, expansion of eligibility to non-regular employees was promoted at existing companies.

FY2027/3 Plan

Revenue	**32,500** Millions of yen	**+6.9%**
Operating Profit	**13,500** Millions of yen	**+6.1%**
Membership	**780** million people	**+6.6%**

Priority Measures

Enhance services and improve average spend

Gradually release products such as CAFETERIA PLUS+. Accelerate high-spend orders and membership cancellation prevention through proposals combining HR products and related services.

Strengthen alliances.

Expand customer contact points nationwide through cooperation with partners. Differentiate services through the development of regional menus and other offerings.

Improve engagement

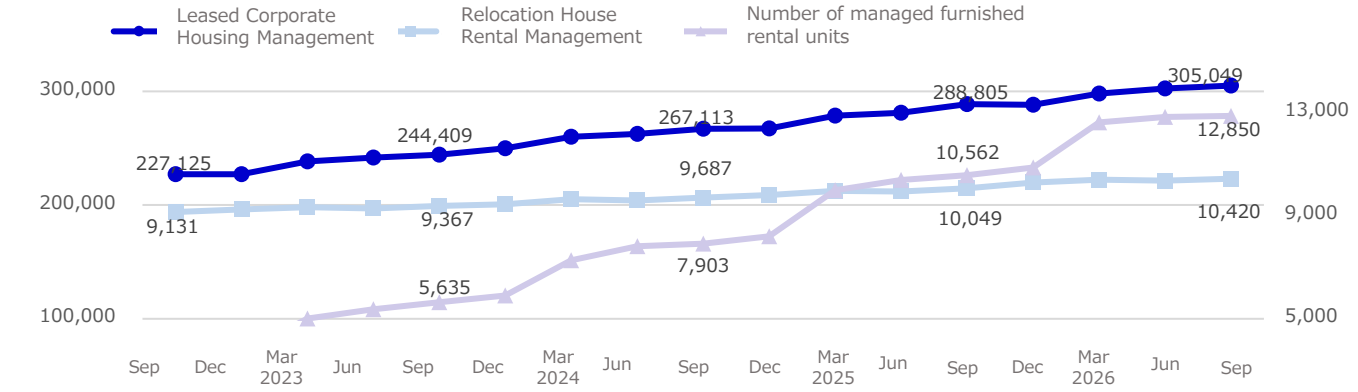
Create a differentiated menu by promoting menu development to increase use. Seek to increase revenue per member.

Copyright © 2026 Relo Group Inc. All rights reserved

Leased Corporate Housing Management Business : Summary

	FY2025/9 Actual Results	FY2026/9 Actual Results	YoY
Revenue (Millions of yen)	16,259	**17,666**	+8.7%
Operating Profit (Millions of yen)	3,644	**3,722**	+2.2%
Leased Corporate Housing Management (units)	288,805	**305,049**	+5.6%
Number of managed furnished rental units (units)	10,562	**12,850**	+21.7%
Number of managed furnished rental units (units)	10,049	**10,420**	+3.7%

KPI



Summary of FY2027/3 2Q Results

- Revenue rose 8.7% year on year, reflecting a steady increase in the number of units under management. There was increased upfront investment to strengthen the sales structure as well as higher personnel expenses, reflecting a heavier administrative workload associated with rising rents.
- Efforts were made to streamline operations through the rollout of AI use to all operations.
- ReLo No Fukuri Shataku, a new service for small and medium-sized businesses (SMEs), was developed.

FY2027/3 Plan

Revenue	**36,000** Millions of yen	**+10.0%**
Operating Profit	**7,800** Millions of yen	**+10.8%**
Leased Corporate Housing Management	**325,000** units	**+9.0%**

Priority Measures

Expand scale of revenue.

Achieve stable growth in recurring revenue by accumulating managed units, improving ReloNet's utilization rate, and expanding relocation-related revenue.

Improve profitability.

Start charging for dealing with administrative tasks associated with compliance with systems such as the My Number and Qualified Invoice systems, and revise charges in light of enhancement of system functions.

Accelerate growth.

Aim to maximize earning opportunities through increased sales of furnished rental units, rollout of new services, and expansion of services into related areas.

Copyright © 2026 Relo Group Inc. All rights reserved

Leased Corporate Housing Management Business : New Service

New Service

Relo No Fukuri Shataku

Cross-selling product combining fringe benefits and leased corporate housing management

Outline

01

New service aimed at SMEs with no corporate housing program

02

Provides a one-stop solution for the development and management of a corporate housing program

03

Combines corporate housing management services, including regulations and operating manuals, in a packaged product

Value Provided

Companies and Employees

- Attracting and retaining human resources
- Offering a product that is easy to introduce even for SMEs

Relo Group

- Developing a new customer base
- Leveraging the customer base of the Fringe Benefit Business to drive cross-selling

Promoting the introduction of corporate housing programs among SMEs

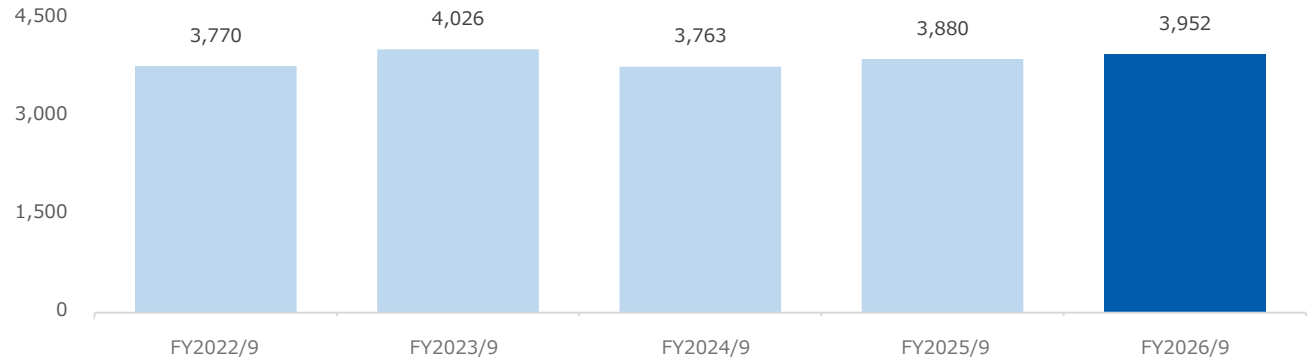
- Relo No Fukuri Shataku, a packaged product that is easy for SMEs to introduce, was developed to meet growing interest in leased corporate housing among SMEs as a means of attracting and retaining human resources.
- The service is being rolled out primarily to fringe benefit contracted companies and, in addition to projects where introduction has already been approved, numerous projects are currently in the pipeline.

Copyright © 2026 Relo Group Inc. All rights reserved

Relocation Support Business : Summary

	FY2025/9 Actual Results	FY2026/9 Actual Results	YoY
Revenue (Millions of yen)	8,923	**10,116**	+13.4%
Operating Profit (Millions of yen)	1,601	**2,228**	+39.1%
Number of Global Relocation Support (household)	3,880	**3,952**	+1.9%

KPI



Summary of FY2027/3 2Q Results

- In overseas locations, the rental brokerage business for transferees is performing strongly, and real estate services are also growing, driven by the growing interest of Japanese companies in investing in U.S. assets.
- An order for visa arrangements for a leading general trading company received the previous fiscal year grew significantly, contributing to profit.
- The domains in which relocation support services are provided to Japanese companies have expanded as a result of the acquisition of Security Support and ATIV Medical. A structure for end-to-end support - from before and during an international assignment, to repatriation - has been put in place.

FY2027/3 Plan

Revenue	**19,000** Millions of yen	**+7.9%**
Operating Profit	**3,500** Millions of yen	**+11.8%**
Number of Global Relocation Support	**8,000** household	**+13.4%**

Priority Measures

Enhance support for relocation and business trips.

Accelerate new customer acquisition. Capture growing support needs to expand service provision domains.

Strengthen inbound support structure.

Tap into tailwind of increased recruitment of foreign nationals through new services (self-relocation-type).

Drive service expansion.

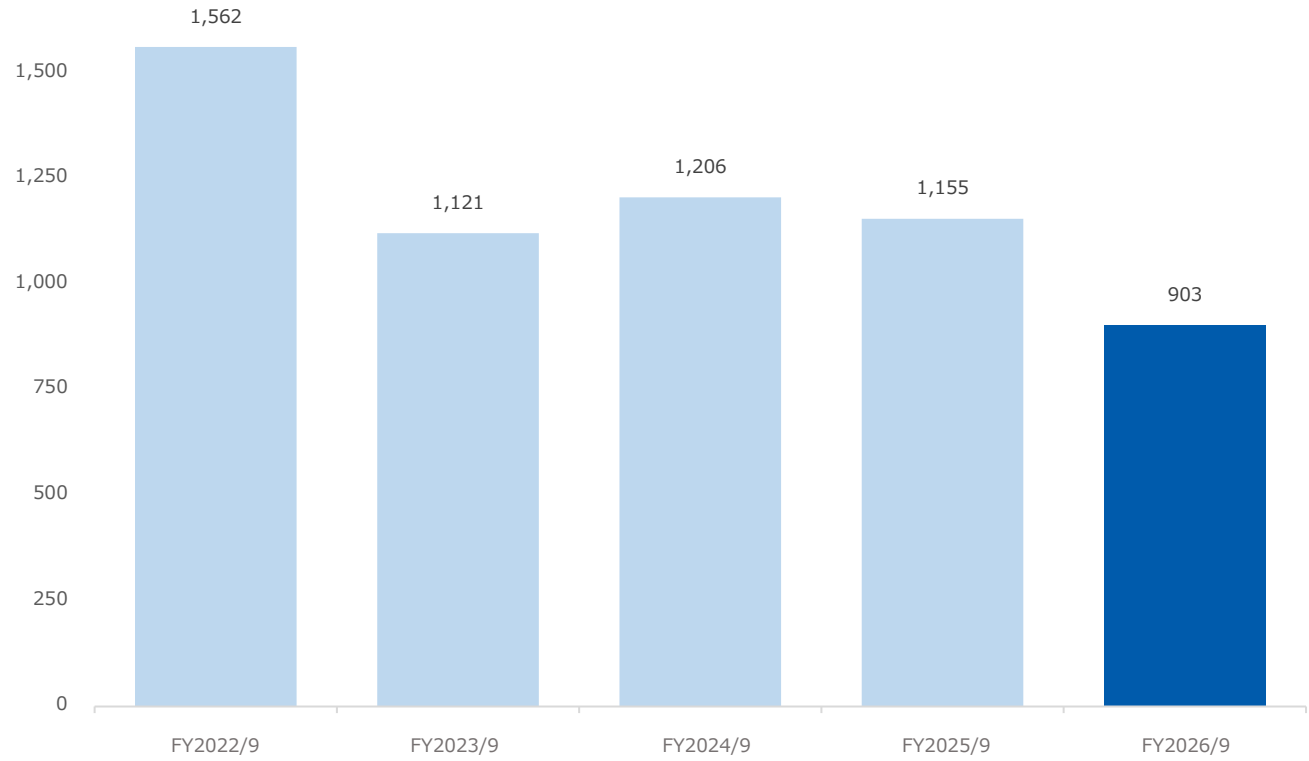
Support optimization of overseas HR and increased employee satisfaction in relocation through widespread use of CORE & FLEX.

Copyright © 2026 Relo Group Inc. All rights reserved

Relocation Support Business : KPI

household

	FY2025/9 Actual Results	**FY2026/9 Actual Results**	YoY
Inbound Relocation Support	1,115	**903**	(21.8%)



- The number of households provided with inbound relocation support decreased 21.8% year on year. Enhanced sales efforts to secure new orders.

Copyright © 2026 Relo Group Inc. All rights reserved

Residential Property Management Business : M&A

M&A

Security Support

Provides crisis management services to companies operating overseas

Service provision domains

- Travel and various procedures
- **Assignee training**
- Housing and living services
- Health and medical care
- **Crisis management**
- Repatriation support

Services provided

01

Support for development of crisis management framework
Helps companies operating overseas to develop a crisis management framework

02

Various types of training
Provides various types of training focused on security measures and also covering medical care and health management

03

Emergency response support
Provides emergency response support in emergency situations overseas

Details

- Providing comprehensive crisis management support for expatriate employees, covering every phase from everyday preparedness to emergency response
- Meeting growing demand fueled by heightened interest in overseas developments
- Recurring business with a low contract cancellation rate, aimed at ensuring safety

- Acquired Security Support, a company that specializes in providing overseas crisis management services.
- Put in place a structure for meeting growing crisis management needs among companies through the provision of support ranging from housing and living support for transferees to crisis management.

Copyright © 2026 Relo Group Inc. All rights reserved

Residential Property Management Business : M&A

M&A

ATIV Medical

Healthcare services for Japanese expatriate employees in Southeast Asia

Service provision domains

- Travel and various procedures
- Assignee training
- Housing and living services
- **Health and medical care**
- Crisis management
- Repatriation support

Services provided

01

Operation of clinics
Provides healthcare services to Japanese expatriate employees and their families

02

Online consultations
Provides online consultations in Japanese

03

Support for visits to local hospitals
Provides Japanese language support for communication during hospital visits

Details

- Enhanced support services by adding local healthcare function to global relocation support services
- Leveraging the customer bases of both companies to drive increased sales of existing services and expand service domains

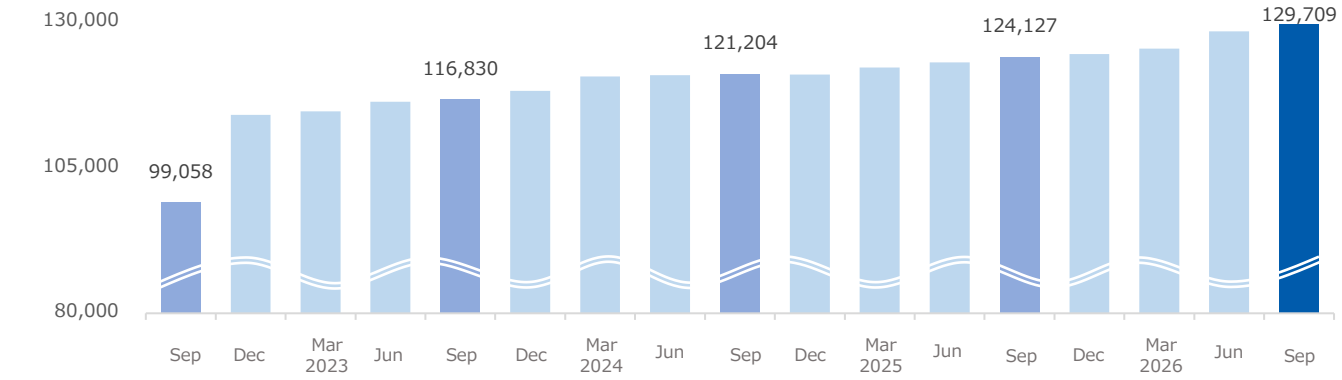
- Acquired ATIV Medical, a company which provides healthcare services for Japanese expatriate employees in Southeast Asia (announced on October 20).
- Put in place a service structure for supporting expatriate employees in aspects of local life such as referrals to medical institutions and support for hospital visits.

Copyright © 2026 Relo Group Inc. All rights reserved

Residential Property Management Business : Summary

	FY2025/9 Actual Results	FY2026/9 Actual Results	YoY
Revenue (Millions of yen)	24,336	**26,287**	+8.0%
Operating Profit (Millions of yen)	3,223	**3,367**	+4.5%
Number of rental units managed (units)	124,127	**129,709**	+4.5%

KPI



Summary of FY2027/3 2Q Results

- The number of rental units managed grew steadily, and revenue from construction work, brokerage and other services incidental to rental unit management expanded.
- The number of rental units managed increased by 5,582 units year on year, to 129,709 units. In 2Q, a rental management company was acquired in the Kyushu region.
- Gross profit on sales of real estate in the first half fell year on year but good progress was made purchasing properties to sell from the second half onwards.

FY2027/3 Plan

Revenue	**57,000** Millions of yen	**+7.6%**
Operating Profit	**8,900** Millions of yen	**+11.1%**
Number of rental units managed	**130,000** units	**+3.6%**

Priority Measures

Accelerate business succession.

Achieve expansion in the number of properties under management and further revenue accumulation through M&A and secondary management.

Enhance the value of properties.

Strengthen construction work proposals and also capture property replacement needs more quickly.

Improve the quality and quantity of proposals.

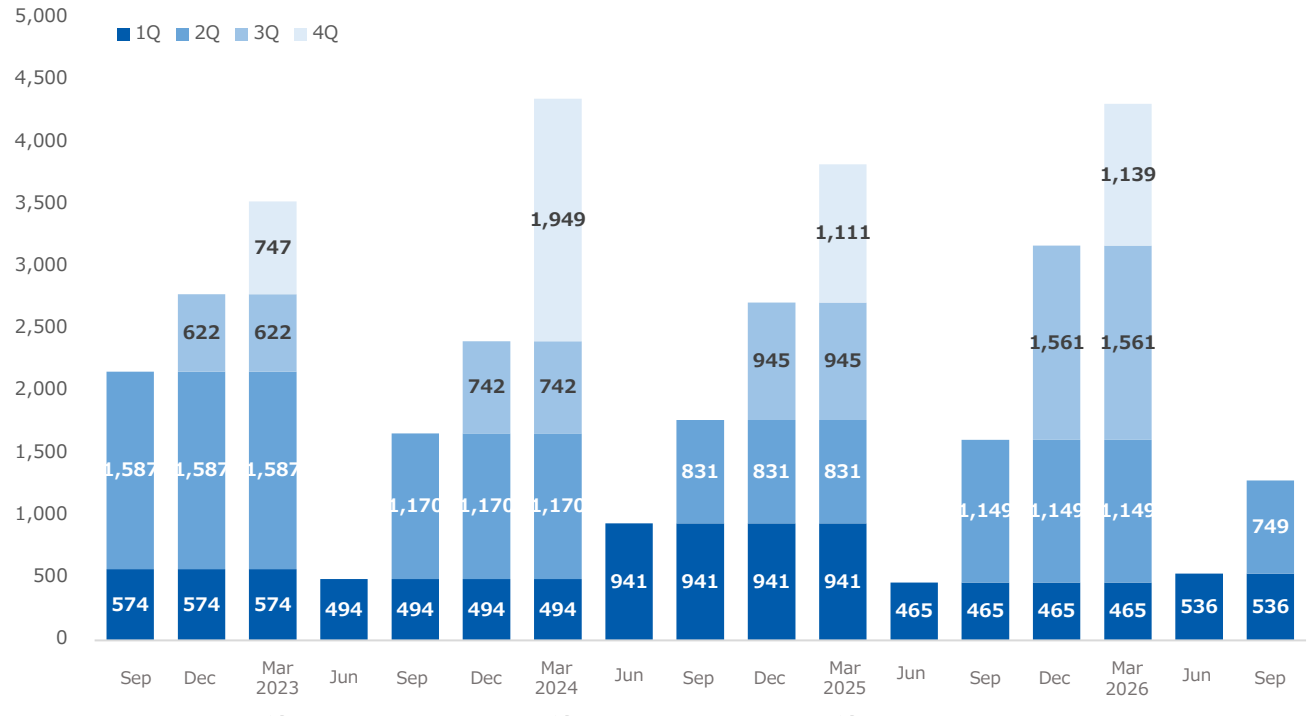
Actively use consulting tools to increase the quality and quantity of proposals to owners.

Copyright © 2026 Relo Group Inc. All rights reserved

Residential Property Management Business : KPI

(Millions of yen)

	FY2025/9 Actual Results	**FY2026/9 Actual Results**	YoY
Gross profit on sales of real estate	1,614	**1,285**	(20.3%)



※Gross Profit from Asset Sales is based on sales of real estate holdings. The figures are based on internal management figures (Non-GAAP) and may differ from the actual consolidated figures.

- Gross profit on sales of real estate in the first half fell year on year but good progress was made purchasing properties to sell from the second half onwards.
- Implement real estate sales and purchases as measures to tap into inheritance-related needs and prevent cancellation of management contracts.

Copyright © 2026 Relo Group Inc. All rights reserved

Tourism Business : Summary

	FY2025/9 Actual Results	FY2026/9 Actual Results	YoY
Revenue (Millions of yen)	7,959	**8,017**	0.7%
Operating Profit (Millions of yen)	2,291	**1,395**	(39.1%)

Summary of FY2027/3 2Q Results

- Revenue was nearly the same as the previous fiscal year, reflecting bad weather and other factors.
- Operating profit decreased 39.1% year on year, in the absence of a gain on the sale of large assets posted in 2Q of the previous fiscal year.
- Seek to make up lost ground in second half demand periods, especially year-end and New Year holidays.

FY2027/3 Plan

Revenue **19,500** Millions of yen **+18.9%**

Operating Profit **5,600** Millions of yen **+28.9%**

Priority Measures

Strengthen revenue base.	Improve profitability.	Stabilize costs.
Roll out the RELO STAY Villa model that leverages Group sites to accelerate growth, while curbing investment.	Aim to reduce OTA fees by strengthening self-customer generation at Relo Hotels & Resorts and introducing accommodation benefits for owners.	Acquired a temporary staffing agency the previous fiscal year and a cleaning company in the fiscal year under review.

Copyright © 2026 Relo Group Inc. All rights reserved

03 FY2027/3 Consolidated Financial Plan

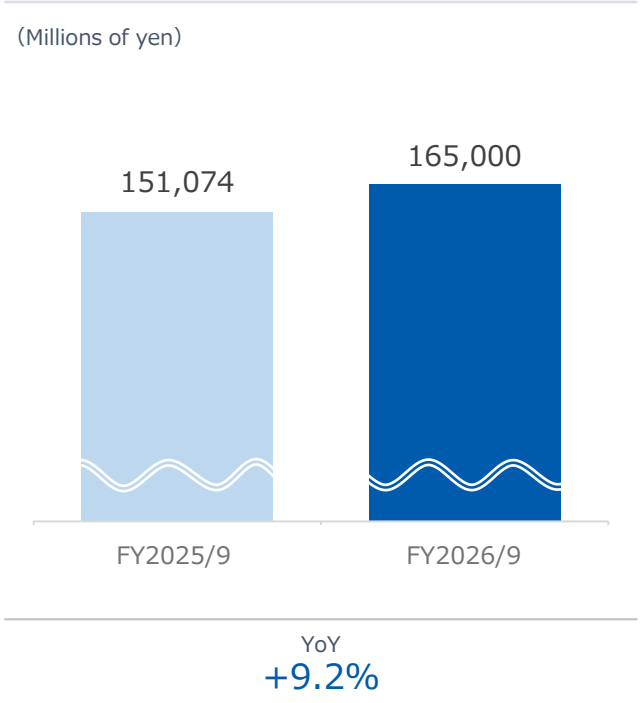
Consolidated Financial Plan

FY2027/3 Consolidated Financial Plan

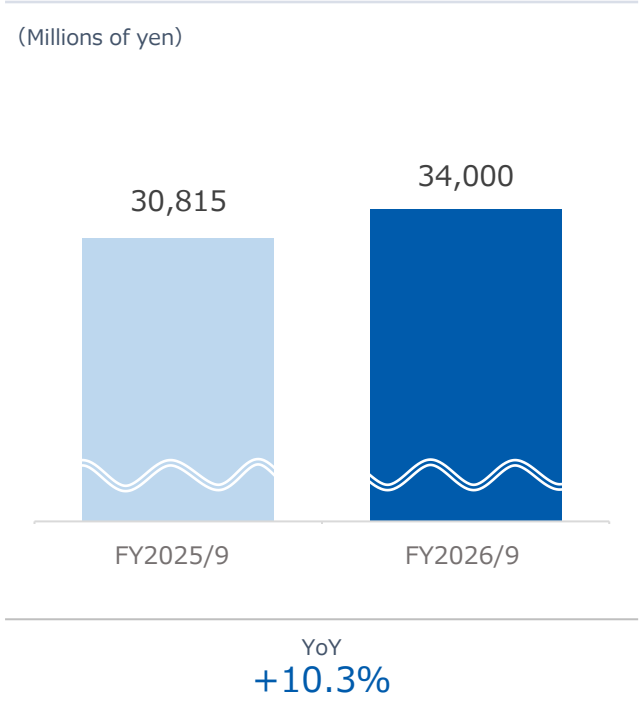
(Millions of yen)

	FY2026/3 Actual Results	FY2027/3 Plan	YoY
Revenue	151,074	**165,000**	+9.2%
Operating Profit	30,815	**34,000**	+10.3%
Profit before Income Taxes	30,943	**33,600**	+8.6%
Profit attributable to owners of parent	20,665	**22,500**	+8.9%

Revenue



Operating Profit



- The growth rate under the operating profit plan for the fiscal year ending March 31, 2026 is 10.3%.
- Shifting our axis away from upfront investment phase towards growth phase and using the stock base built up in the previous fiscal year as a starting point, we will aim for double-digit profit growth through the growth of existing businesses and the contribution of new products and services.

Copyright © 2026 Relo Group Inc. All rights reserved

FY2027/3 New Segment Business Plan

(Millions of yen)

	FY2026/3 Actual Results	FY2027/3 Plan	YoY	
Revenue	151,074	**165,000**	+13,926	+9.2%
Outsourcing Business	80,769	**87,500**	+6,731	+8.3%
Fringe Benefits Business	30,416	**32,500**	+2,084	+6.9%
Leased Corporate Housing Management Business	32,737	**36,000**	+3,263	+10.0%
Relocation Support Business	17,615	**19,000**	+1,385	+7.9%
Residential Property Management Business	52,956	**57,000**	+4,044	+7.6%
Tourism Business	16,399	**19,500**	+3,101	+18.9%
Operating Profit	30,815	**34,000**	+3,185	+10.3%
Outsourcing Business	22,899	**24,800**	+1,901	+8.3%
Fringe Benefits Business	12,726	**13,500**	+774	+6.1%
Leased Corporate Housing Management Business	7,042	**7,800**	+758	+10.8%
Relocation Support Business	3,131	**3,500**	+369	+11.8%
Residential Property Management Business	8,012	**8,900**	+888	+11.1%
Tourism Business	4,344	**5,600**	+1,256	+28.9%

Copyright © 2026 Relo Group Inc. All rights reserved

05 Appendix

Capital Policy／Dividend Payout Ratio／Cross-selling Between Businesses／Business Outline, Etc.

Capital Policy : Financial Targets under Medium-Term Management Plan and Progress

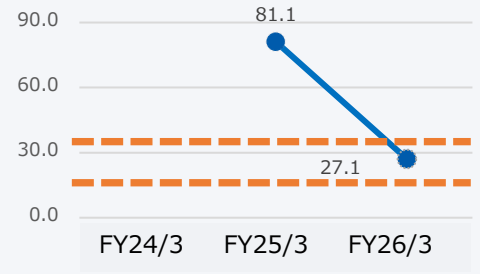
Financial Targets under Medium-Term Management Plan and Progress

— Actual - - Target under Medium-Term Management Plan

ROE

27.1 %

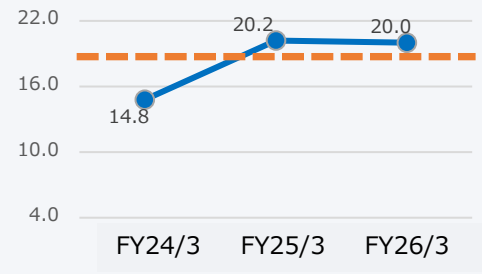
Target under Medium-Term Management Plan
25% - 30%



ROIC after adjustment

20.0 %

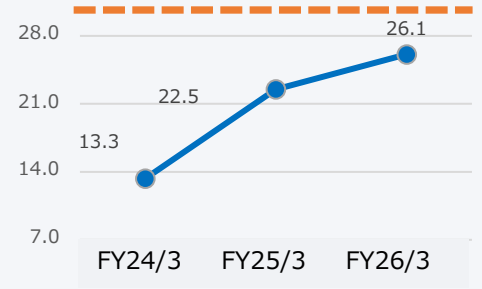
Target under Medium-Term Management Plan
15% or above



Capital Adequacy ratio

26.1 %

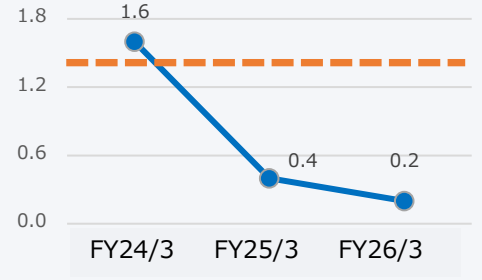
Target under Medium-Term Management Plan
30% or above



Debt Equity Ratio after adjustment

0.2 x

Target under Medium-Term Management Plan
1.0 or below



※ Adjusted net debt-to-equity ratio and adjusted ROIC are calculated using adjusted net debt adjusted for cash and cash equivalents.
※ ROE for FY2024/3 is blank due to the loss recorded.

Raising ROE target under the Fourth Olympic Medium-Term Management Plan

	Before change	After change
ROE	20% or more	**25～30%**

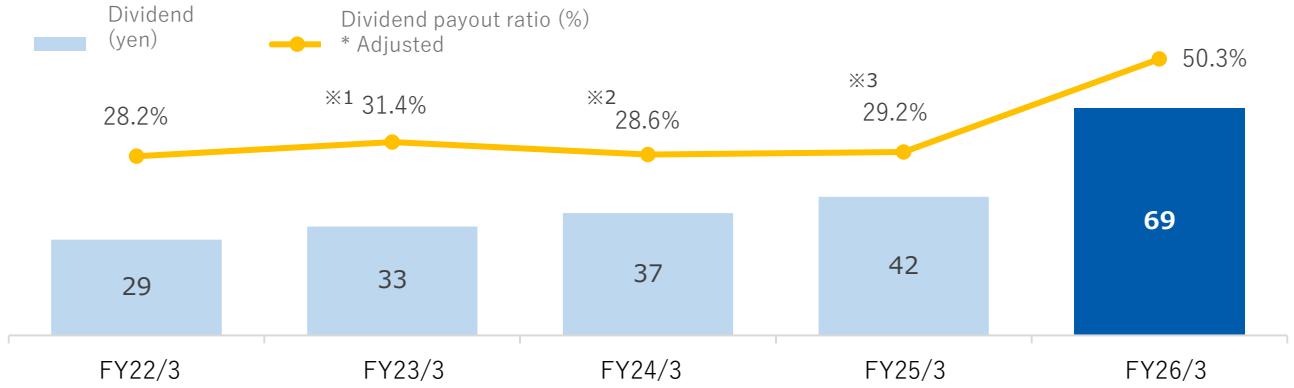
Setting a clear ROE target under the current Medium-Term Management Plan to send a clear indication to the market of a management stance with an emphasis on capital efficiency.

- Each indicator worsened temporarily because of the impairment loss related to SIRVA-BGRS in the fiscal year ended March 31, 2024, but has now recovered.
- ROE rose sharply due to the sale of shares of Nihon Housing Co., Ltd. in the fiscal year ended March 31, 2025.

Copyright © 2026 Relo Group Inc. All rights reserved

Shareholder Returns Policy under the New Fourth Olympic Medium-Term Management Plan

	FY26/3	FY27/3
Interim dividend (yen)	-	34.5
Year-end dividend (yen)	69.0	Forecast 40.5
Total (yen)	69.0	Forecast 75.0



Raising dividend payout ratio targeted under the Fourth Olympic Medium-Term Management Plan

	Before change		After change
Dividend Payout Ratio	35%	›	**50%**
Total return ratio (including share buybacks)	–	›	**60%**

Over the period of the Medium-Term Management Plan (FY2026/3 to FY2029/3), aiming for a dividend payout ratio of 50% and a total return ratio including share buybacks of 60%.

- Adopting a progressive dividend policy and committing to distributing dividends twice a year, interim dividends and year-end dividends. (Click here for details)
- Implemented share buybacks in September 2026 (for details, click here)

※1 : Adjusted for a net income of 4.9 billion yen from discontinued operations
※2 : Adjusted for an impairment loss of 47.6 billion yen
※3 : Adjusted for a post-tax profit of 18.7 billion yen from the sale of investments accounted for using equity method and a profit from investments accounted for using equity method of 3.1 billion yen

Copyright © 2026 Relo Group Inc. All rights reserved

Cash Allocation and Implementation Status of M&A and Strategic Investments

Cash Allocation(FY2026/3 to FY2029/3)

（単位：億円）

Cash inflows

Operating cash flow
(including turnover of
real estate inventory)
¥100 billion

+Utilization of interest-bearing debt

Cash outflows

Shareholder returns Dividend Payout Ratio/Total Return Ratio of 60%	**¥50 billion**
Growth investment	**¥50 billion**
M&A and strategic investments (existing areas and new areas)	**¥40 billion**
DX and human capital investments	**¥10 billion**
Increased working capital	**¥10 billion**

We will strive to increase operating cash flow through continuous growth, the improvement of profitability, cost reduction, and a reassessment of working capital.
We will utilize interest-bearing debt while maintaining financial soundness.

Copyright © 2026 Relo Group Inc. All rights reserved

Growth Drivers: Cross-Selling Between Businesses and New Services

Fringe Benefit Business × Leased Corporate Housing Management Business

Cross-selling

Relo No Fukuri Shataku

Provides comprehensive support to SMEs for the introduction and operation of a corporate housing program. Leverages customer base of Fringe Benefit Business to develop new customer base in Corporate Housing Management Business.

Fringe Benefit Business × Tourism Business

Cross-selling

Relo Club Vacations

Established as a joint venture between the Fringe Benefit Business and Tourism Business. Maximizes LTV in the untapped small and medium-sized business market through a hybrid strategy combining fringe benefit platform and members-only villas.

Global Relocation Support Business

New Service

CORE&FLEX

Relocation support package that both streamlines HR operations and improves employee satisfaction. Accelerate more widespread use and drive further enhancement.

Global Relocation Support Business

New Service

Self-guided relocation service

Affordable, efficient new service that taps into need to increase foreign national hires. Meets need for greater support for domestic and international relocation and business trips.

Tourism Business

New Service

RELO STAY VILLA

Roll out the RELO STAY Villa model that leverages Group sites to accelerate growth, while curbing investment.

Copyright © 2026 Relo Group Inc. All rights reserved

Growth Drivers: M&A

Fringe Benefit Business

Bellbride

Operates a membership-based marriage counselling agency. Achieved differentiation from other companies by offering marriage support as part of own services. Leveraging referrals from existing membership base to expand services in Fringe Benefit Business.

Global Relocation Support Business

Security Support

Provides overseas crisis management services for expatriate employees of Japanese global companies. Enhanced relocation support content aimed at ensuring security in response to heightened interest in overseas developments.

Global Relocation Support Business

ATIV Medical Group

Headquartered in Singapore, provides healthcare services specifically for Japanese expatriate employees and travelers in Southeast Asian countries. Enhanced relocation support content to meet the local healthcare needs of expatriate employees.

Tourism Business

Ms Concept

Cleaning company that cleans guest rooms at hotels and inns. Secured human resources and stabilized quality and costs by moving cleaning of Group operated facilities in-house. Aiming to increase productivity through the utilization of foreign staff and DX and to win more contracts for facilities outside the Group.

Property Management Business

3 M&A deals: Increased number of managed units by 3,894

Acquired 3 property management businesses in the Tokyo Metropolitan area and Kyushu region. Increasing number of managed units in key areas to realize economies of scale and tapping into business succession needs to achieve further business expansion.

Copyright © 2026 Relo Group Inc. All rights reserved

External Evaluation by Capital Markets and ESG Rating

Selected for key domestic and global indices based on evaluation of performance by capital markets and ESG rating

Selected for key domestic and global indices in recognition of performances in terms of capital efficiency, corporate value, human capital, diversity and the environment

Main evaluation perspectives	Indices for which selected				
Market and capital efficiency	TOPIX Being representative of the market	JPX Nikkei Index 400 Capital efficiency and profitability	JPX Prime Index 150 Value creation and capital profitability		
Corporate value and profitability Returns to stakeholders	Russell/Nomura Prime Market size and liquidity	Nomura Enterprise Value Allocation Index Profitability and returns to stakeholders			
Human capital and environment	JPX/S&P CAPEX and Human Capital Index Human capital investment	MSCI Japan Empowering Women Select Index Empowerment of women	S&P/JPX Carbon Efficient Index Environment	Morningstar Gender Diversity Gender diversity	

* The names of the indices and selection status are correct as of September 30, 2026.

Copyright © 2026 Relo Group Inc. All rights reserved

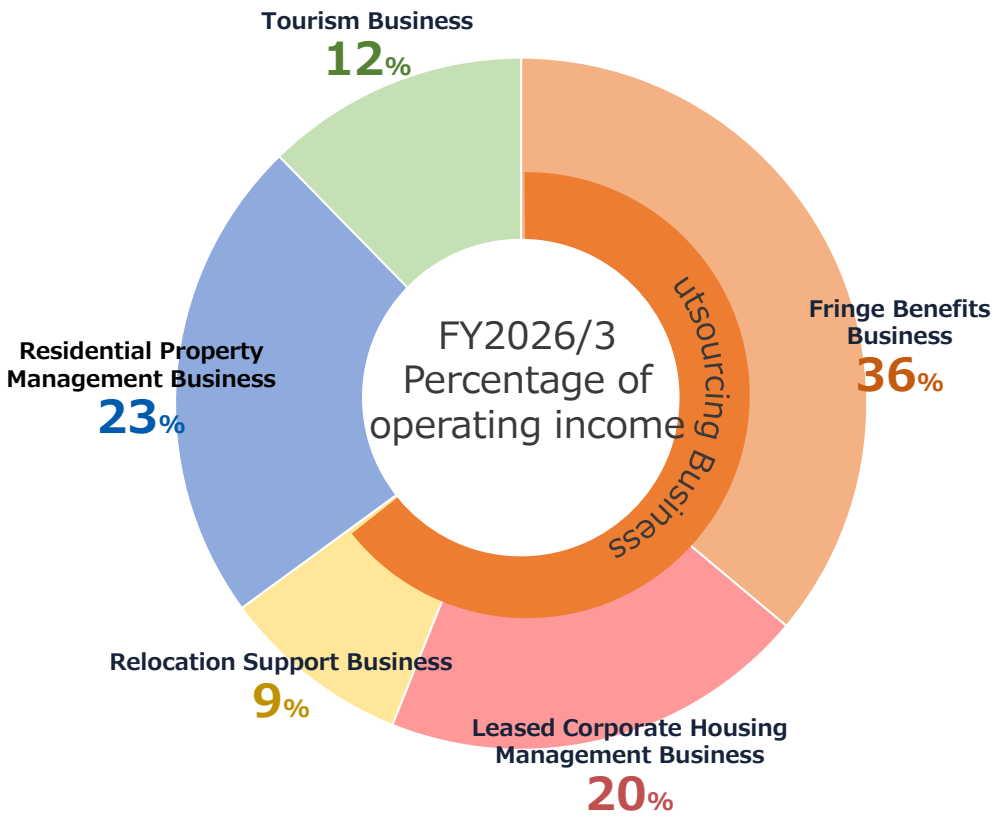
Communication with Shareholders and Investors

IR・SR実績		
Speakers	CEO・CFO・COO・Officer in charge of Corporate Planning Office・IR Representative	
Shareholders and Investors	Analysts (Sell-side, Buy-side)・Fund Managers (domestic and foreign)・Personnel in charge of exercising voting rights・ Stewardship Representative	
Main Themes	・Progress of Medium-Term Management Plan ・Business Portfolio Management ・Capital efficiency, Stock prices ・Disclosure details ・Corporate governance ・Addressing Environmental Issues	
Interviews and Events Achievements	**FY2025/3**	**FY2026/3**
Number of IR interviews	214	202
Number of SR interviews	10	12
Financial Results Briefing for Institutional Investors	4	4
Company Briefing for Institutional Investors	2	1
Company Briefing for Individual Investors	1	1

- Relo Group strives to disclose information to shareholders and institutional investors in Japan and overseas actively, fairly and in a timely manner. Major IR activities include regular events, such as results presentations, and more than 200 IR meetings a year. In addition, we will expand the content of our website and will continue to actively disclose information.

Copyright © 2026 Relo Group Inc. All rights reserved

Diversified portfolio of the Relo Group



utsourcing Business 65%

Fringe Benefits Business
36%

Through point-based timeshare resorts, we offer an irreplaceable time with families and friends. We provide a condominium-type members-only resort club that allows you to use just the facility, the time you need it.

Leased Corporate Housing Management Business
20%

With our unique full-outsourcing services that substantially reduce the workload of a company's relocation supervisor, problems associated with the management of leasing corporate housing are solved.
In addition, we support the various work involved with the housing field of corporate fringe benefit, that includes dispatching managers to company-owned dormitories and housing, housing mediation when transferring, and moving arrangements.

Relocation Support Business
9%

Starting from before a transfer, all the way until coming back home, we provide a one-stop total support service of the complicated procedures involved with overseas transfer, including in relation to working visa applications, medical examinations, vaccinations, and moving house overseas abroad. We also jointly provide a diverse range of related services such as providing a range of data related to overseas assignments, creating overseas transfer regulations, arranging tickets for business trips, and managing houses during a transfer.

Other Businesses 35%

Residential Property Management Business
23%

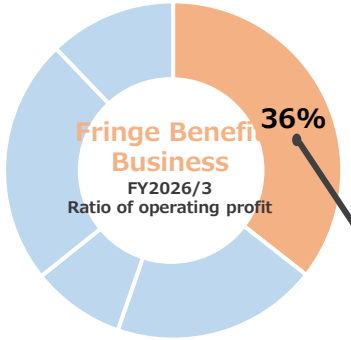
Commencing with the common brand "Relo no Chintai", we have expanded over 60 rental agents and management stores in major cities domestically, and are carrying out sales activities rooted in individual regions.
In addition, with an abundant amount of information that utilizes a nationwide network and various support services, we are supporting "living in its entirety" for companies and people of communities.

Tourism Business
12%

Through point-based timeshare resorts, we offer an irreplaceable time with families and friends. We provide a condominium-type members-only resort club that allows you to use just the facility, the time you need it.

Copyright © 2026 Relo Group Inc. All rights reserved

Fringe Benefit Business



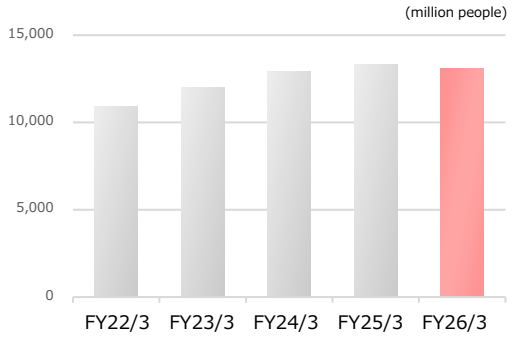
- Fringe benefit agency services
- Customer benefits services (CRM)
- Emergency home care services

etc…

Tailwind from the external environment

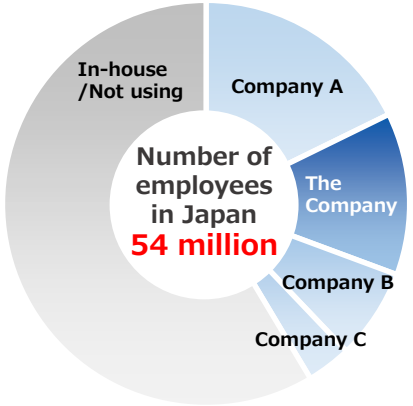
- The shrinking labor force is giving rise to growing needs for fringe benefits aimed at increasing employee satisfaction and securing human resources
- Against the backdrop of "equal pay for equal work," expansion of eligibility to non-regular employees is accelerating
- The number of companies currently using services has increased to around 13,000

Number of companies using fringe benefit agency services



Strengths of the business

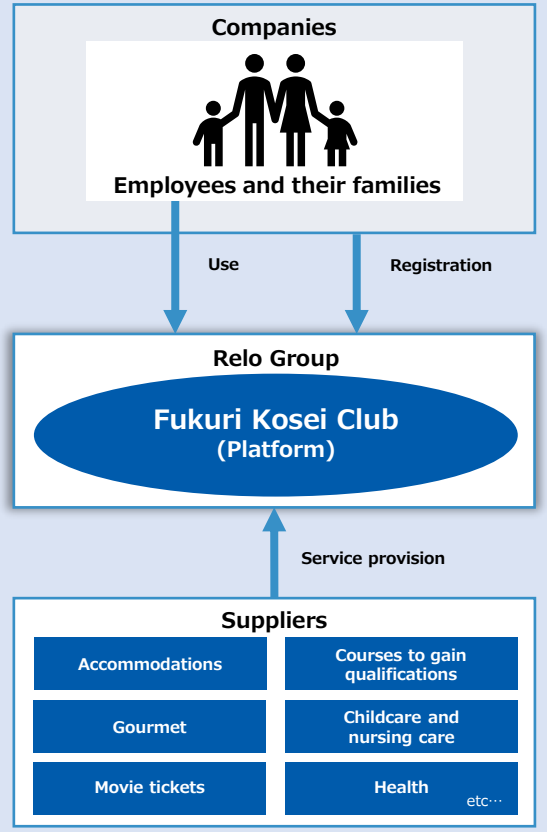
- Conducting proposal-based sales according to the issues and needs of individual companies
- Enhancing service menu to match the characteristics and needs of each region
- Achieving improvement in usability and increased business efficiency through continuous system investment and contributing to high investment efficiency



Business Overview

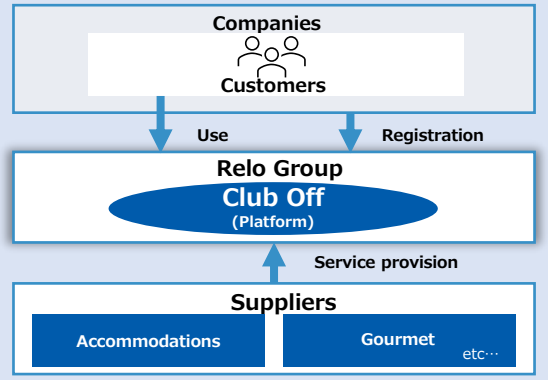
Fringe benefit agency services

Services offering employees working at companies low-cost access to an array of leisure and accommodation facilities and an array of other benefits to support their lives and workstyles such as skills improvement services, health checkups, and childcare and nursing care services



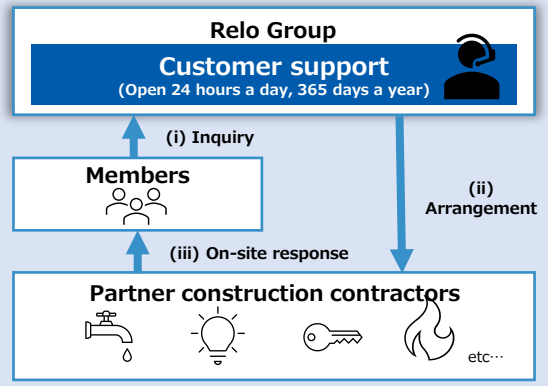
Customer benefits services (CRM)

Benefits services that grant access to facilities nationwide at special prices and can be flexibly tailored to meet the specific needs of membership organizations.



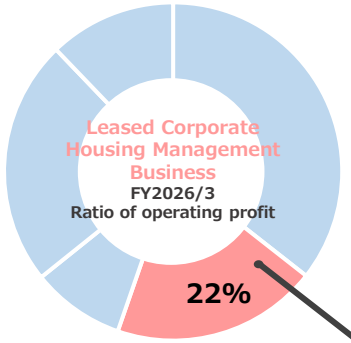
Emergency home care services

Membership-type customer support services for rapidly solving housing-related issues 24 hours a day, 365 days a year



Copyright © 2026 Relo Group Inc. All rights reserved

Leased Corporate Housing Management Business

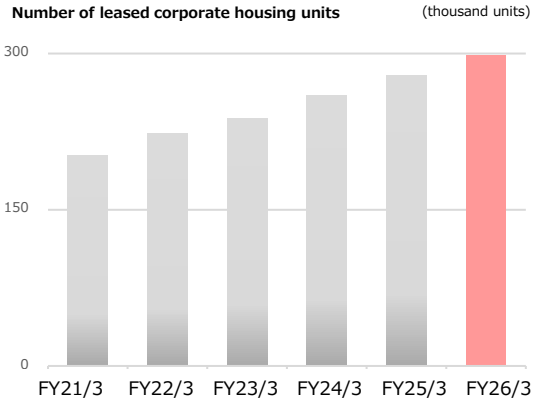


- Corporate housing management services
- Vacant property management services
- Relo Net (housing mediation and moving support on relocation)

etc…

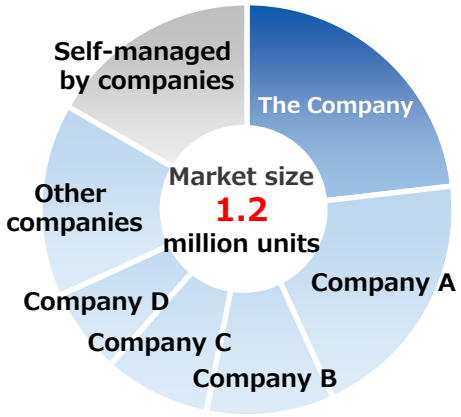
Tailwind from the external environment

- Labor shortages in Japan are becoming more serious
- The workload involved in managing corporate housing has increased as a result of the introduction of the My Number and Qualified Invoice systems
- Market leader based both on the number of leased corporate housing units and the scale of use



Strengths of the business

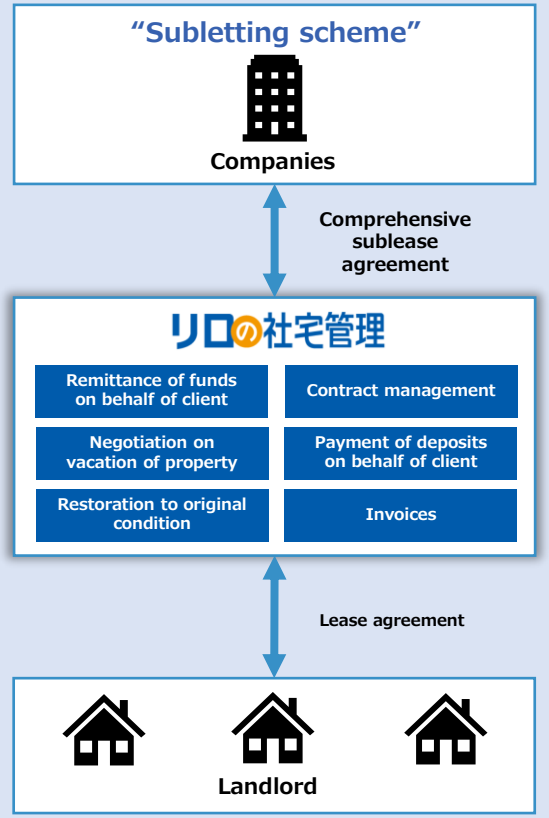
- Total support for corporate housing management through our own "subletting scheme"
- Rapid response to changes in the law, DX and other industry reforms
- Reliable services backed by track record as industry leader



Business Overview

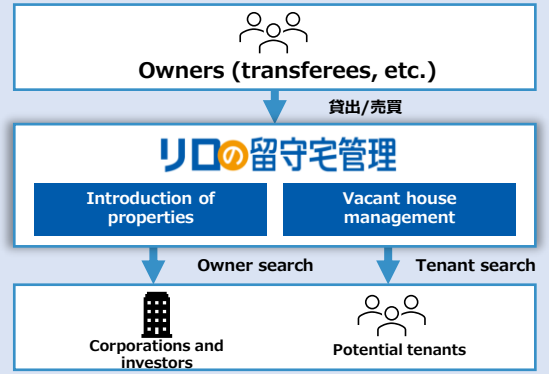
Corporate housing management services

Services consisting mainly of undertaking outsourced work related to leased corporate housing units managed by companies (including sending rent to landlords, managing contracts, negotiating on the vacation of properties, paying deposits on behalf of clients, dealing with problems, etc.)



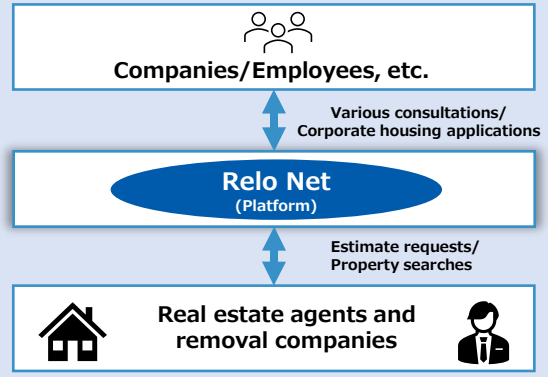
Vacant property management services

Services provided to transferred employees who own their own homes to find tenants for their properties and undertake other work on their behalf such as managing the collection of rent, etc. and managing contracts



Relo Net

System that meets transfer and relocation needs, allowing housing mediation, removal arrangements, etc. to be carried out online

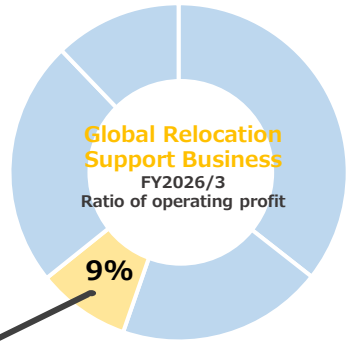


Copyright © 2026 Relo Group Inc. All rights reserved

Global Relocation Support Business

- Global relocation support service
- Inbound relocation support service
- Services for expatriate employees

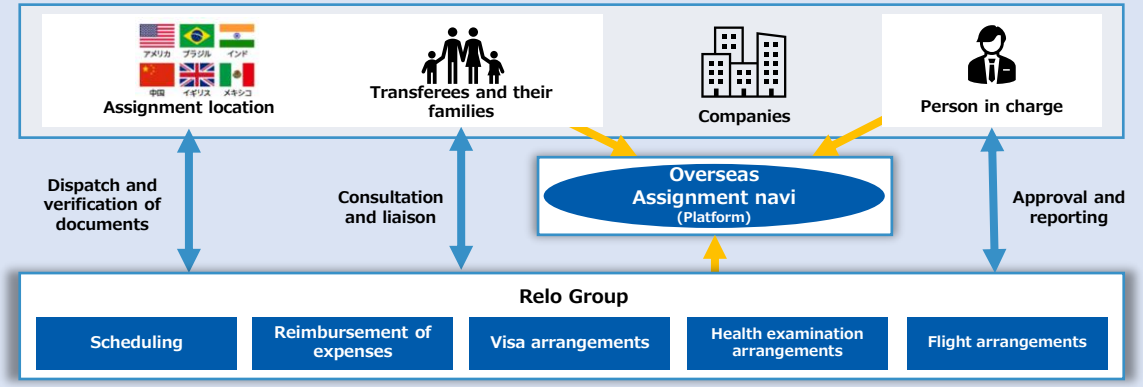
etc…



Business Overview

Global relocation support service

Services provide one-stop support for companies headquartered in Japan to help them with all the complicated work involved in assigning employees overseas from a transfer all the way until coming back to Japan, including working visa applications, health examinations, vaccinations and moving overseas



Overseas expansion

RIDAC リダック

Expanding total support services, including housing management, around-the-clock interpreting, insurance and car rental services, to expatriate employees of Japanese companies mainly in North America

AIRINC

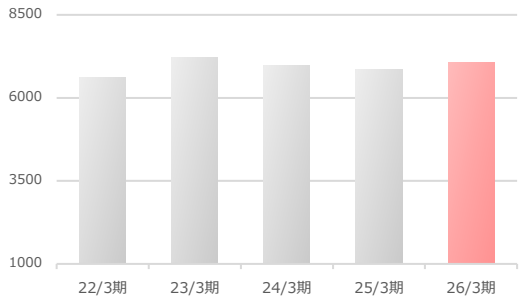
Researching and selling data such as the cost-of-living index used to determine the salaries of expatriate employees, and expanding overseas assignment-related consulting services



Tailwind from the external environment

- Driven by labor shortages, inflows of foreign workers to Japan have increased, and demand for the acceptance of foreign employees is growing
- The rising number of Japanese companies operating overseas is throwing up more challenges and putting a greater burden on staff
- With the diversification of workstyles and the return-to-office trend, demand for overseas assignments and business trips is recovering

Number of households supported through global relocation support (households)



Strengths of the business

- Industry leader, with an extensive track record and an outstanding support structure
- Services covering all arrangements associated with overseas assignments including visa applications and health examinations
- Overseas HR consulting services that improve business efficiency

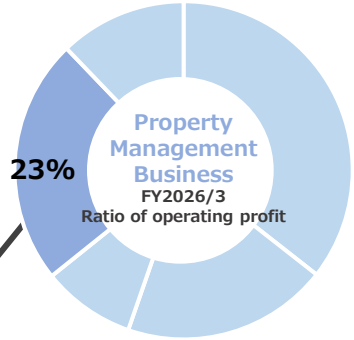
Annual overseas assignments	6,000 households
Number of cities covered by consulting data	3,000 cities
Number of households relocated in cities accepting foreign employees	3,000 households
Overseas and domestic business trip support structure	24 hours

Copyright © 2026 Relo Group Inc. All rights reserved

Property Management Business

- **Property management**
- **Rental brokerage**
- **Construction and renovation**

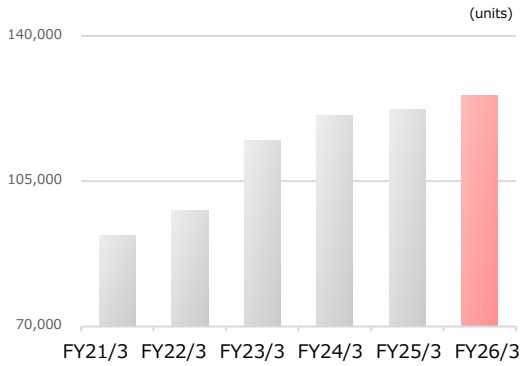
etc…



Tailwind from the external environment

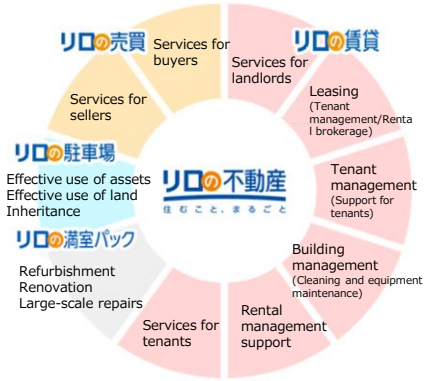
●A growing number of rental management companies are grappling with the issue of business succession due to the aging of their owners and inheritance measures
●The Company has established a model through which it acquires the business through M&A and grows together with the acquired company
●Concentration of the population in cities

Number of rental units managed



Strengths of the business

●Total support for problems related to rental management and real estate
●Not just tenant retention measures and brokerage capabilities but carefully tailored solutions to meet the needs of owners
●Rock-solid operations underpinned by the trust and structure of a long-standing business acquired via M&A

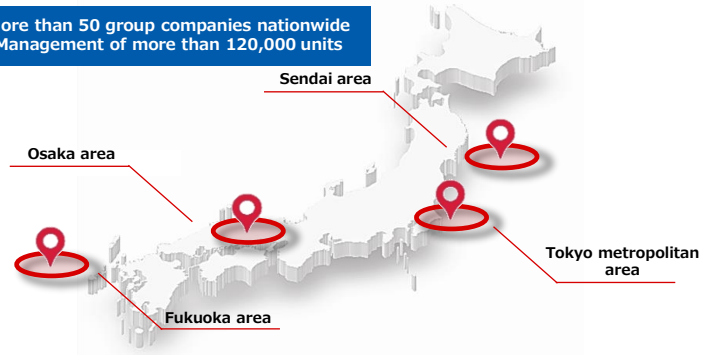


事業概要

Property management

Provision of rental management services to rental property owners across Japan, primarily in major cities. Services include managing the collection of rent, managing contracts, mediating with tenants, dealing with inquiries and dealing with problems.

More than 50 group companies nationwide
Management of more than 120,000 units



リロの賃貸 住むこと、まるごと
駅前不動産
VECS
RECREA
Stage Planner
SINWA
Kent Group
CFnet's
etc

Construction and renovation

Provision of optimal support during construction work and renovations that will significantly impact earnings from rental management earnings, to realize full occupancy management through improvement capabilities that meet customer needs



Other related services

リロの駐車場

Provision of optimal ways to use owned assets according to needs and requirements, such as improving idle land through parking facility management and a share house business that effectively uses corporate housing and dormitories

Effective use of assets | Effective use of land

リロの売買

Appraisal takinig nto account rental management data and area demand, and support for sale using the Relo Group's purchase and sale network

Purchase/Sale | Purchase

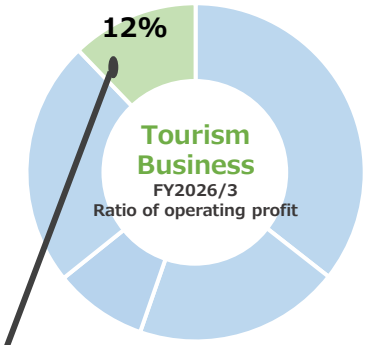
Asset succession | Inheritance measures

Copyright © 2026 Relo Group Inc. All rights reserved

Tourism Business

- **Hotel management**
- **Point system time share**

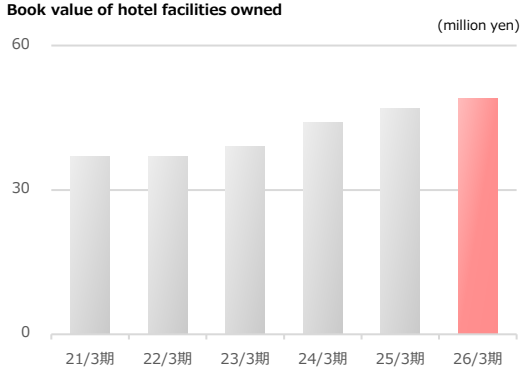
etc…



Tailwind from the external environment

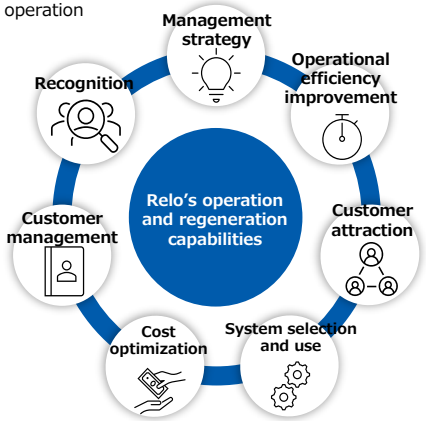
●A growing number of small and medium- sized regional hotels are grappling with the issue of business succession due to a lack of successors and aging facilities, among other issues.
●Demand from inbound tourists is growing and the number of tourists is increasing
●The Japanese government is taking steps to bolster the tourism industry and achieve regional revitalization

Book value of hotel facilities owned



Strengths of the business

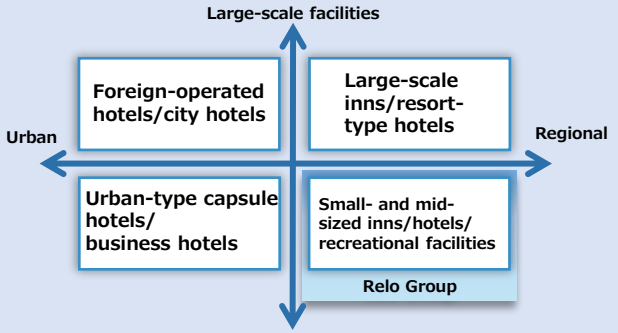
●Expertise in the operation and regeneration of small and medium-sized regional hotels and Japanese-style inns
●Maximization of business value through promotion of DX and BPO
●Realization of high investment efficiency and growth cycle through an asset sale scheme that covers every stage from purchase through to regeneration and post-sale operation



Business Overview

Hotel management

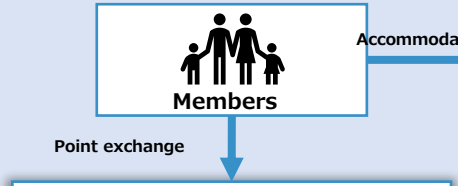
Provision of operation services based on specialist knowhow in the operation of small and medium-sized regional hotels and Japanese-style inns with around 30 rooms per facility. The asset sale scheme is Relo's own model, which consists of leveraging Relo's own knowhow in areas such as customer referrals and DX to improve cash flow and increase property value, and then selling the asset and undertaking operation after the sale

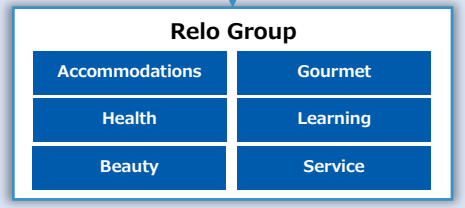


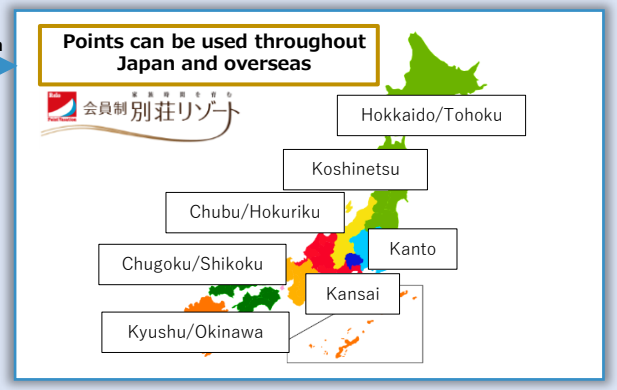


Point system time share

Provision of services that consist of selling memberships that give access through time share to more than 30 facilities nationwide. Points held can also be exchanged for overnight stays, gourmet dining experiences and workshops, among others







Copyright © 2026 Relo Group Inc. All rights reserved

Contact

Planning and IR Group, Relo Group, Inc.

TEL
03-5312-8704

E-Mail
ir@relo.jp

URL
https://www.relo.jp/

The information contained in this presentation is provided for information purposes only and should not be construed as a solicitation to invest in our securities.
This material has been prepared based on the currently available information as of September 2026 and they contain forward-looking statements that reflect Relo's plans and expectations as of the above date. Relo bears no responsibility or liability for the accuracy of the information, or for any actions arising from the use of the information in this presentation.
Moreover, the contents of this material are subject to change without notice.

Copyright © 2026 Relo Group Inc. All rights reserved