

FY2025

Social Impact Report

robot home Inc. (TSE: 1435)

robot**home**

In technology, we are changing homes
and changing the world.

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Editorial Policy

This report communicates the value that the robot home Group provides to society, its business, financial information, and ESG information to deepen mutual understanding through dialogue with shareholders, investors, and other stakeholders and enhance corporate value.

Disclaimer regarding Forward-Looking Statements

The materials and information presented in this release include “forward-looking statements.” These statements are based on expectations, forecasts, and assumptions that are subject to risks at the time of release and include uncertainties that may cause outcomes to differ in substance from these statements. These risks and uncertainties include industries in general, market conditions, and general domestic and international economic conditions such as interest rate and foreign exchange fluctuations. robot home undertakes no obligation to update or revise the “forward-looking statements” included in this release, even in the event of new information, future events, or other circumstances.

Section 1

Vision for robot home

Resolving Social Issues with New Technologies to Realize a Sustainable Society

The robot home Group is pleased to announce the publication of FY2025 Social Impact Report, its second report thereof. Today, as emerging technologies such as AI continue to permeate every aspect of society, rapidly transforming industries and the way we live, companies are being called upon more than ever to fulfill their responsibilities. We view these changes as a significant opportunity to address social issues and have actively leveraged technology to that end.

While looking back to the starting point of our foundation, each of employees and officers of the robot home Group has once again gained a deeper understanding of what is needed to grow together with all stakeholders, including shareholders, customers, business partners, local communities, employees, and the global environment, as well as where we should head in the future. We look forward to your continued guidance and support for our further growth and development.

Daisaku Furuki, Representative Director/CEO



Mission

In technology,
we are changing homes and changing the world.

Vision

Be a leading world-class technology enterprise contributing to
a sustainable society through real estate investment.

Under our mission—"In technology, we are changing homes and changing the world."—and our vision—"Be a leading world-class technology enterprise contributing to a sustainable society through real estate investment"—we aim to resolve all social issues through real estate. We will continue to address issues and resolve them by growing our business and co-creating value with our partners and other stakeholders. We hope to contribute to the circle of change and progress for society through our services.

Values

Following the action guidelines consisting of values for achieving our Mission and Vision, we aim to enhance corporate value.

1. Always put owners first

2. Earn trust

3. Uphold high ethical standards in business

4. Delight in personal growth through work and pursue a fulfilling life

5. Achieve financial indicator targets to ensure stakeholders' peace of mind and enhance their confidence in us

5-1. Emphasize free cash flow

5-2. Achieve stable management with recurring income

5-3. Keep the equity ratio high

6. Pursue superiority in organizations, products & services, and business models, unrivaled by industry peers

7. In a changing world, always be an organization that embraces change and adapts to the era

Section 2

Value Creation Story

Identification of Three Materiality Items (Key Issues)

Materiality 1

Cultivating Uniqueness through Combination of People and Technology

Sub-materiality 1 Creating a working environment geared to continued personal growth

Sub-materiality 2 Establishing a resilient management foundation

Create a working environment that enables diverse people to fulfill their potential and achieve growth by leveraging the latest technology, and establish a stable financial base. That will cultivate uniqueness, which is the foundation of our management.

Materiality 2

Innovation for a Seamless Supply Chain

Sub-materiality 1 Streamlining the supply chain by leveraging technology

By integrating the supply chain on the proprietary platform we developed in house, we provide a new service experience and achieve smooth interactions with our suppliers. That will create value for both customers and partners.

Materiality 3

Making Social Infrastructure Sustainable

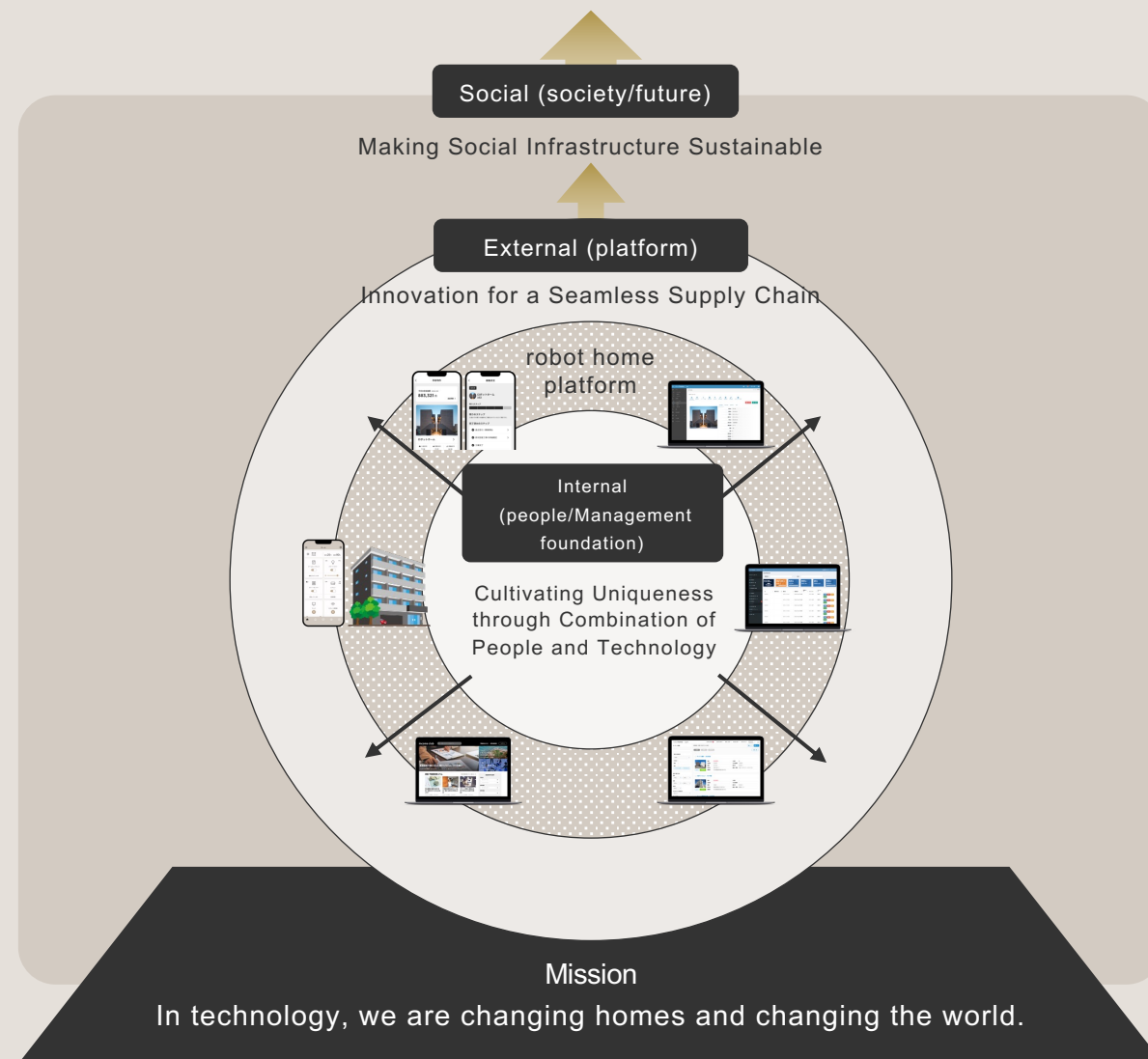
Sub-materiality 1 Planning and developing socially beneficial products in terms of both “soft” and “hard” aspects

Sub-materiality 2 Creating a mechanism for co-creation, considering the future of the industry that we should aim for

Aim to realize a society where everyone can live safely and securely through software updates leveraging AI, IoT, and other advanced technologies, while developing environmentally friendly real estate

Vision

Be a leading world-class technology enterprise contributing to a sustainable society through real estate investment.



robot home's business growth = Greater social impact

Key management issues

Materiality

1

Cultivating Uniqueness through Combination of People and Technology

2

Innovation for a Seamless Supply Chain

3

Making Social Infrastructure Sustainable

Sources of value creation Input

Financial capital
Sound financial position

Manufacturing capital
Investment in sustainable growth

Intellectual capital
Knowledge of platform development and operation

Human capital
Diverse human resources fulfilling their potential

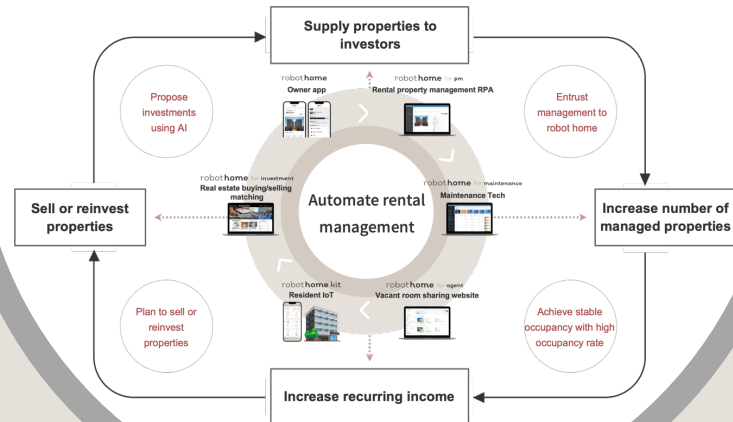
Social capital
Stakeholder engagement

Natural capital
Environmentally friendly real estate design

Business model

Circulation of flow revenue and recurring revenue

A virtuous growth cycle that involves supply of properties to real estate owners, increased recurring income through management contracts, sale and reinvestment (or additional purchase), and further growth of the circulation on the platform



Services created Output

robot home platform

Improving operational efficiency and asset building efficiency

robot home develop

Development of properties with superior energy-efficiency performance equipped with IoT

Environment

- CO₂ emissions reduction through operational improvement and DX
- CO₂ emissions reduction through development of energy-efficient real estate

Employees

- Productivity improvement
- Securing human resources / diverse human resources fulfilling their potential

Stakeholders

- Strengthening relationships with investors
- Improving efficiency of owners' asset building
- Increase resident satisfaction by improving LTV
- Improving suppliers' operational efficiency

Real estate value

- Enhancing real estate value through energy-efficient buildings and use of IoT

Financial value

- Realizing stable revenue based on recurring revenue

Vision

Be a leading world-class technology enterprise contributing to a sustainable society through real estate investment.

Mission: In technology, we are changing homes and changing the world.

robot home's input (Management capital)



Financial capital

Sound financial position

To promote a sustainable real estate business, financial strength is essential. We maintain a sound financial position that offers peace of mind and confidence to our stakeholders based on virtually debt-free operation and a high shareholders' equity ratio.



Manufacturing capital

DX investment in sustainable growth

We refine the technology that is our strength through continuous investment in the development and operation of our proprietary platform and in the creation of an office environment that stimulates internal communication, realizing our corporate philosophy.



Intellectual capital

Knowledge of platform development and operation

We have databases and knowledge on issues and improvements gained through development and operation of our proprietary platform. These assets are shared and utilized not only in house, but also by our partners in the real estate business and other companies in the industry, leading to the provision of higher-quality services and innovation of the industry.



Human capital

Diverse human resources fulfilling their potential

Mindful that human resources are vital assets, we are emphasizing creation of a comfortable working environment for a diverse workforce and human resources development to facilitate every employee's autonomous growth. Moreover, in order to realize our corporate philosophy that aims to transform the real estate industry by DX, we are emphasizing DX education as part of human resources development.



Social capital

Stakeholder engagement

We value our relationship with each stakeholder and are actively pursuing stakeholder engagement. Through industry-wide collaboration, we are working to realize supply chain innovation in the real estate industry.



Natural capital

Environmentally friendly real estate design

Efficient use of wood ensures retention of CO₂ absorbed by photosynthesis. Incorporating a sustainability perspective to mitigate global warming into product design, we are developing sustainable social infrastructure.

Materiality 1

Cultivating Uniqueness through Combination of People and Technology

Sub-materiality 1: Creating a working environment geared to continued personal growth

Value Created
Outcome

- Employees' productivity improvement
- Securing human resources / diverse human resources fulfilling their potential

We vigorously promote DX by leveraging the latest technology and business process improvement tools developed in house. We strive to improve employee productivity and create a comfortable working environment. We also create a working environment that enables diverse people to fulfill their potential and achieve growth so that every employee can innovate.

Key initiatives

- (1) Operational improvement by workplace DX
- (2) Creating a comfortable working environment
- (3) Promoting generative AI utilization

Workload reduction through efficient electronic contracts



Down 80.0%

Female employee ratio



47.0%

Number of training sessions



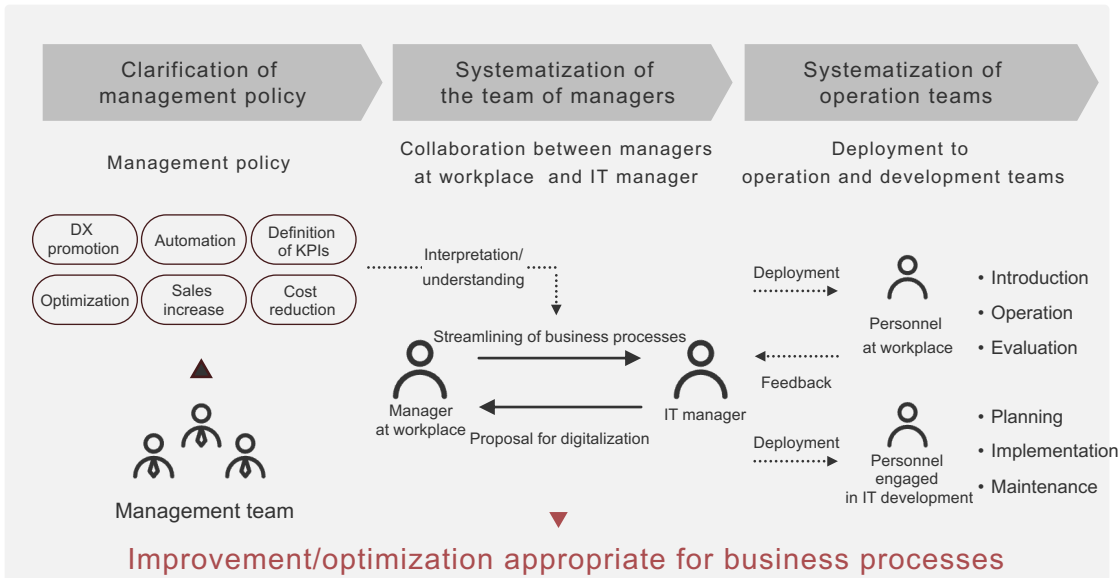
19 sessions

Key initiative (1) Operational improvement by workplace DX

We strive to create an environment that enables employees to fully demonstrate their creativity through operational improvement by leveraging technology. We are working to further improve service quality by DX, going beyond efficiency improvement, through close communication with employees.

Operational efficiency improvement and introduction of DX tools

Under the theme of DX for value creation, we are constructing an IT development structure that places importance on understanding the situation at the workplace. We emphasize DX to enable people to fully demonstrate their creativity, rather than just improving efficiency.



Improving operational efficiency by leveraging technology

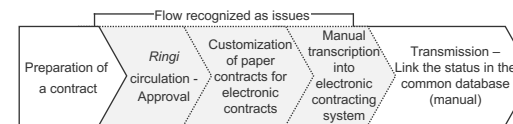
We apply knowledge of platform development in DX of various business processes. By effectively utilizing technology in business processes, we can construct a more streamlined and efficient workflow, rather than business processes that rely on legacy practices.



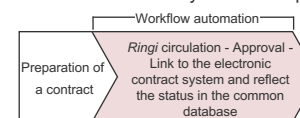
Developed and introduced an automation system for issuing electronic signatures after a ban on the use of electronic contracts was lifted in 2022

In 2022, when a ban on the use of electronic contracts for real estate transactions was lifted, we developed proprietary tools to improve the efficiency of contracting operations. Our proprietary system automatically links the normally required online signature-issuing input work with the internal ringi approval system, not only reducing working hours, but also eliminating input errors due to manual transcriptions.

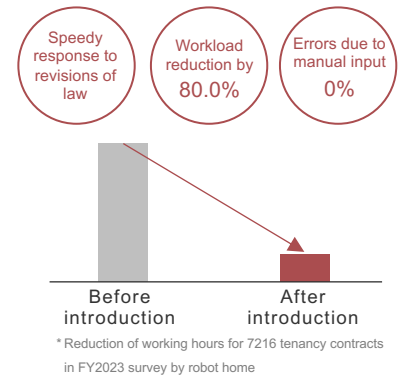
Conventional flow



Flow streamlined by DX at workplace



Streamline the flow by DX



Promoting essential DX through a fundamental workflow overhaul

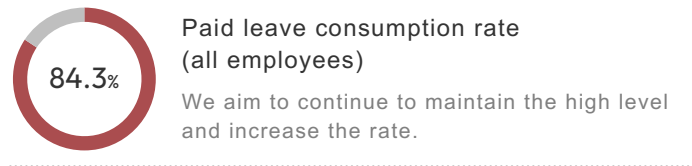
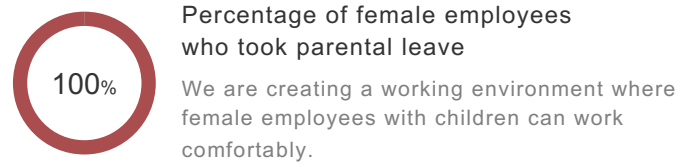
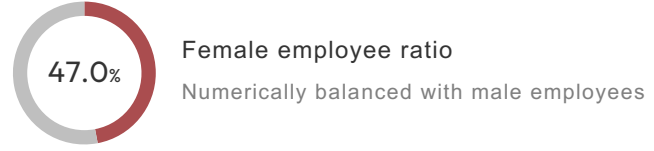
Our proprietary system streamlines the current workflow. As a result, not only the time spent on each business process is reduced but also tasks that do not require human intervention are automated.

Key initiative (2) Creating a comfortable working environment

To maximize the value of human capital and create better services, we believe it is important to maintain the mental and physical health of our employees and a high level of motivation to promote growth. To this end, we are committed to creating a comfortable working environment to meet the needs of each employee.

DEI management

We provide support so that diverse human resources can fulfill their potential and we strengthen human resources. We believe that the value we provide to our customers is maximized when employees recognize and enhance one another's characteristics and abilities and are encouraged to fulfill their potential.



Improvement of the internal working environment

A flextime system, remote work, and other measures are introduced, giving employees flexibility as to when and where they choose to work. It makes it easier to balance work and private life.

Flextime system	Hourly paid leave system
Special leave system for bereavement, condolence, etc.	Employee Stock Ownership Association
Office environment	Compensation design
Introduction of retirement benefit plan	Creating opportunities for employee interaction

Human resources development

We offer various training programs and an internal commendation system to ensure that our employees' daily actions and efforts are appropriately recognized, in an effort to increase employee motivation and engagement.

Training programs

Compliance training / Department manager training / Training on three types of financial statements / English conversation group lessons / TOEIC L&R course



Other systems

Internal and external training programs / Career support programs

Selected as one of Japan's Best Workplaces™ 2025



We were selected after evaluation by GPTW Japan, which conducts employee engagement surveys and workplace certification programs in approximately 170 countries and regions worldwide. In particular, we received high marks for the ease of taking leave and fair evaluation system regardless of gender.

Key Initiative (3) Promoting generative AI utilization

We regard generative AI as a key driver for enhancing service value and achieving sustainable growth. We established a company-wide environment for its utilization at an early stage and have promoted its use to improve operational efficiency. Going forward, we will also focus on development aimed at enhancing the value of our customers' experience.

Employee education and awareness

To promote company-wide AI utilization, we have established an organizational framework encompassing the formulation of guidelines, employee education, and information sharing. Through these initiatives, we have achieved a high level of AI adoption across our business operations.

Formulation of AI utilization guidelines

In anticipation of the rapid spread of AI, we promptly established guidelines covering the scope of available tools, usage workflows, and operational rules, thereby creating a framework that ensures security and enables employees to use AI with confidence.

Training programs for AI utilization

We provide instructor-led and hands-on training for all employees. Through regular information sharing and voluntary in-house study sessions, we are fostering an employee-driven culture of AI utilization..

AI utilization rate in business operations

85.6 %

Examples of AI applications in business operations

Document creation and editing

Summarizing information

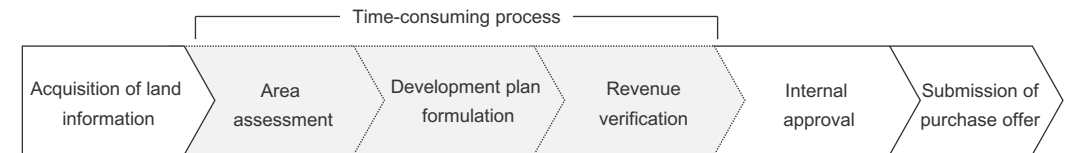
Mockup/UI creation

Business process automation

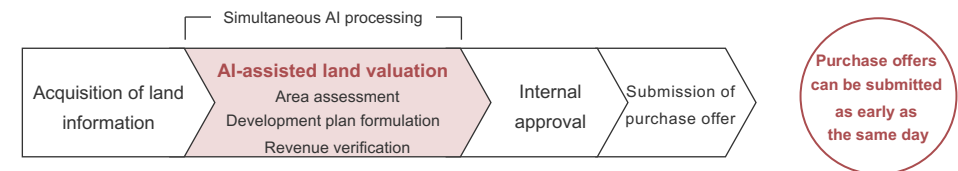
Improving operational efficiency by leveraging AI

By incorporating AI into the land valuation process, we have significantly shortened valuation lead times while maintaining quality, enabling faster decision-making. In land acquisitions, where speed is a key competitive factor, AI enables us to respond with greater agility.

●Conventional workflow



●Land acquisition workflow after AI implementation



AI-assisted valuation goes beyond improving operational efficiency. It reduces variations in valuation quality resulting from differences in employees' years of experience, enabling acquisition decisions that consistently meet a high standard across the organization. In addition, through the process of reviewing AI-assisted valuations, employees can learn the rationale and perspectives behind valuation decisions, contributing to the skill development of less experienced team members.

Sub-materiality 2: Establishing a resilient management foundation

Value Created
Outcome

● Realizing stable revenue based on recurring revenue

We emphasize a sound financial balance in order to promote sustainable business practices. By continuing virtually debt-free operation and securing recurring revenue, we establish a solid management foundation.

- Key initiatives
- (1) Establishing a strong financial base
 - (2) Realizing stable rental property management

Value Created
Outcome

● Strengthening relationships with investors

We aim to enhance our corporate governance system and its effectiveness, and we conduct corporate governance with integrity that earns society's trust through ongoing dialogue with our stakeholders.

- Key initiative
- (3) Enhancing corporate governance and ensuring effectiveness

Financial soundness

Virtually
debt-free
operation

Operating profit margin of
the recurring business

53.5%

Percentage of
Outside Directors



3/7

Number of meetings with
institutional investors



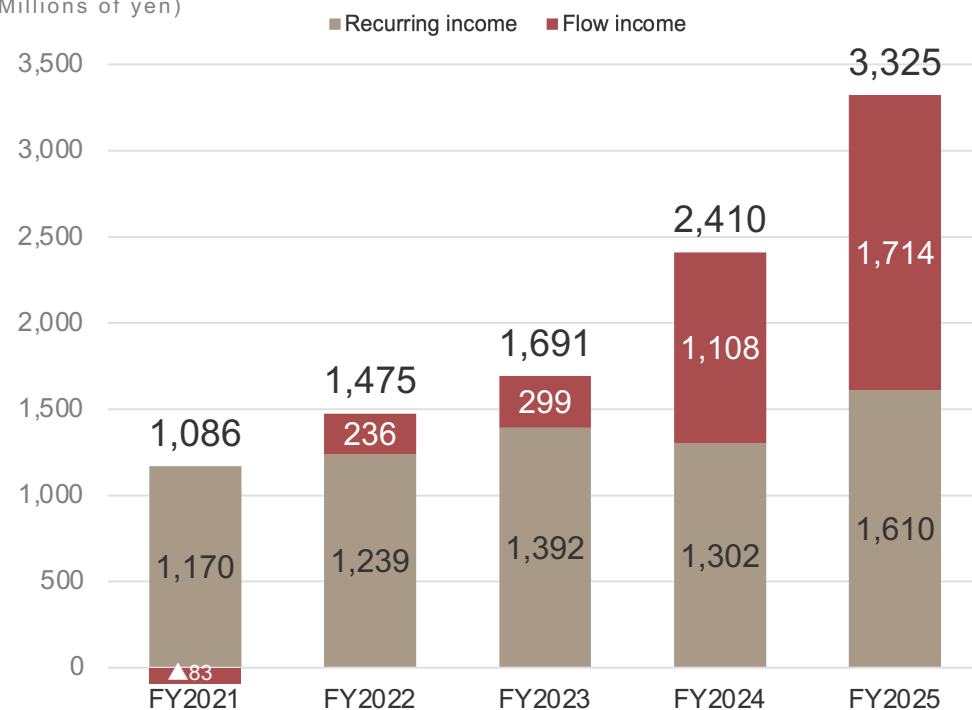
42meetings

Key initiative (1) Establishing a strong financial base

The strong financial base that has been established is attributable to the business model based on recurring business leveraging technology. This will lead to an environment where owners and other stakeholders can engage in transactions with confidence.

Operating profit

(Millions of yen)



Operating profit margin

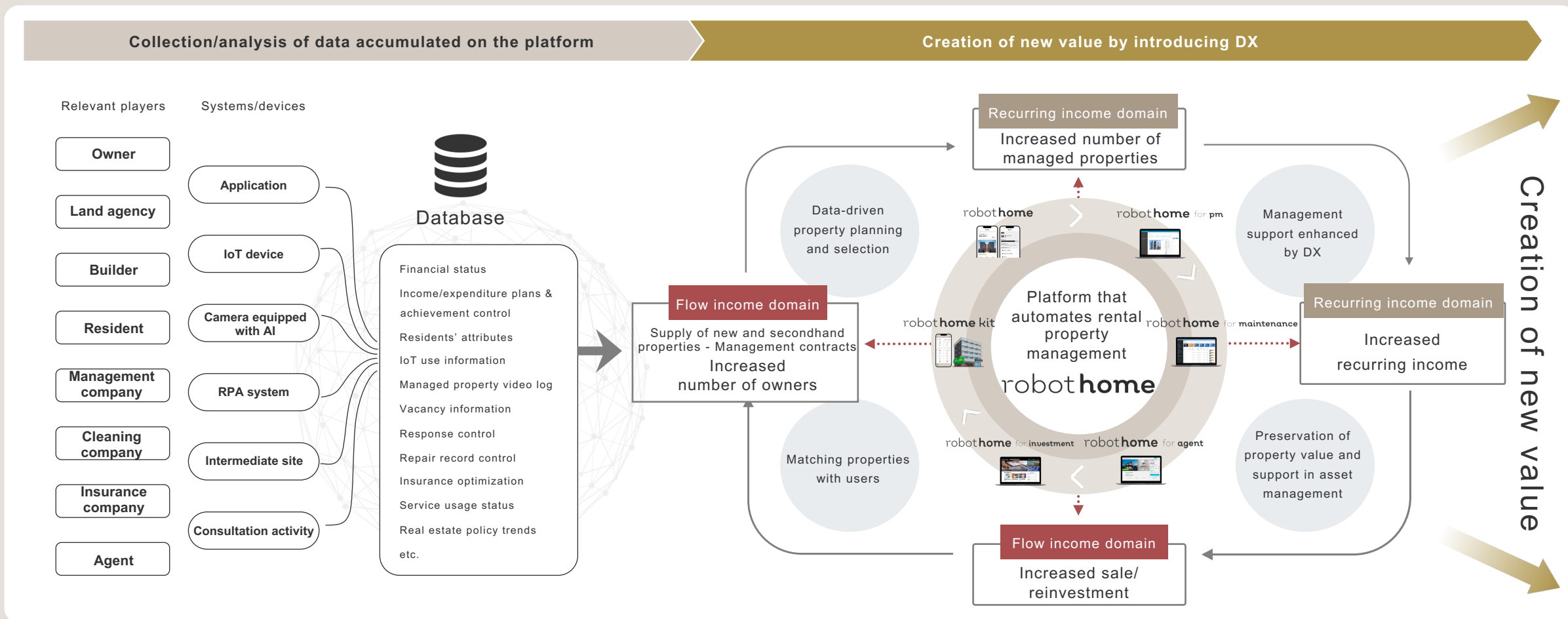
(%)



^{*1} Normal figure excluding effects due to sales of large-scale inventories / ^{*2} Normal figure excluding effects due to reversal of provision for loss on guarantees

Key initiative (2) Realizing stable rental property management

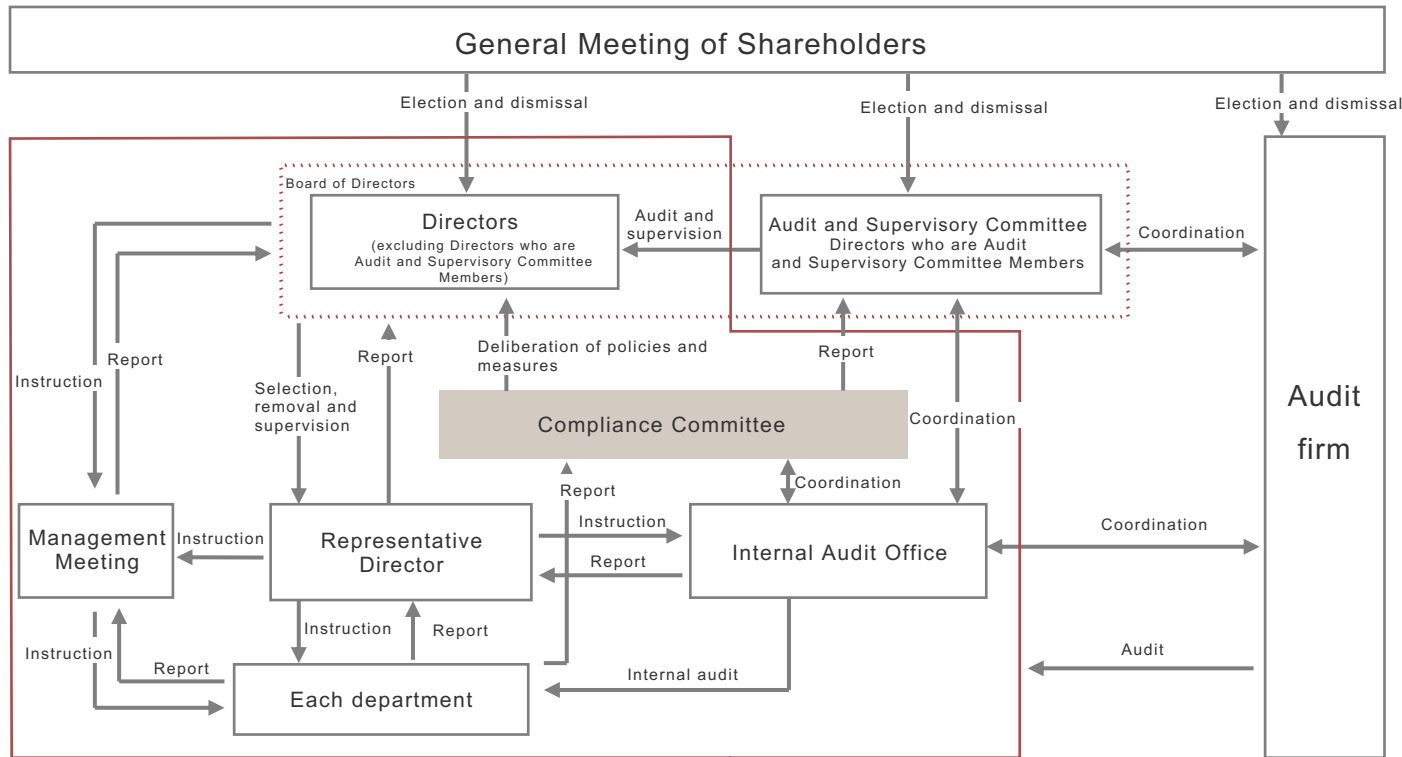
The proprietary platform developed by robot home allows owners to manage their rental properties at one place. A series of transactions run on the same platform, creating a virtuous cycle of flow revenue and recurring revenue. This will lead to the establishment of a stronger financial base.



Key initiative (3) Enhancing corporate governance and ensuring effectiveness

The basis of our corporate governance is to establish a management structure that ensures the efficiency, transparency, and soundness of management in order to secure the trust of shareholders and other stakeholders and to continuously enhance corporate value in compliance with laws and regulations.

Corporate Governance System



Basic concept

The basis of the Group's corporate governance is to establish a management structure that ensures the efficiency, transparency, and soundness of management in order to secure the trust of shareholders and other stakeholders and to continuously enhance corporate value in compliance with laws and regulations.

Board of Directors

Consisting of a total of seven members. Four of them are Directors. The three others are Directors who are Audit and Supervisory Committee Members, all of whom are Outside Directors. The Board of Directors deliberates on important matters such as management policy with emphasis on agility, efficiency and transparency.

Audit and Supervisory Committee

The Audit and Supervisory Committee performs monitoring and supervisory functions related to the execution of business by Directors, and conducts systematic audits based on reports on compliance through the internal control system.

Management Meeting

Consisting of the Representative Director and Executive Officers, etc., the Management Meeting grasps the status of business execution, thoroughly examines specific issues, and makes prompt decisions necessary for business execution.

Nomination and Compensation Committee

In order to enhance objectivity, appropriateness and transparency in decisions concerning the composition, nomination, compensation, etc. of Directors and Executive Officers, the committee is a voluntary advisory body to the Board of Directors, and the majority of the committee members are independent Outside Directors.

Materiality 2

Innovation for a Seamless Supply Chain

Sub-materiality: Streamlining the supply chain by leveraging technology

Value Created
Outcome

- Improving efficiency of owners' asset building

We provide a new investment experience using an app. Eliminating communication loss due to crossing of phone calls and emails, even busy owners can efficiently manage their rental properties via their smartphones.

Key initiative (1) Providing a new investment experience using an app

Value Created
Outcome

- Improving suppliers' operational efficiency

A supply chain integrated on the platform realizes smooth interactions among transaction parties and leads to improved operations of the suppliers who are platform users.

Key initiative (2) Operational improvement of suppliers by workplace DX

Number of property owners



2,327 persons

Number of units of properties whose transactions were made on the platform



372 units

(Number of new properties delivered: 116 units, number of secondhand properties intermediated: 256 units)

Number of uses of the maintenance app



68,955 times

Number of agents using the vacant room information sharing website



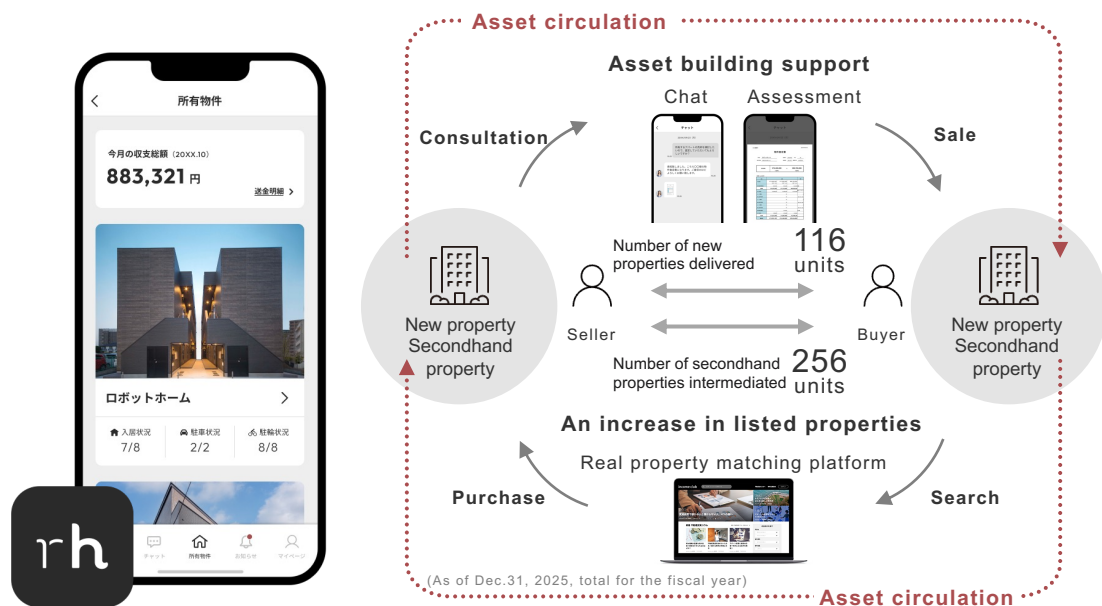
26 prefectures 9,248 agents

Key initiative (1) Providing a new investment experience using an app

By integrating the complex supply chain involving various players—from land purchase to property construction, and tenant placements, through to sale and reinvestment (or additional purchase)—the process of property distribution and tenant turnover becomes more seamless, leading to improved service quality for owners.

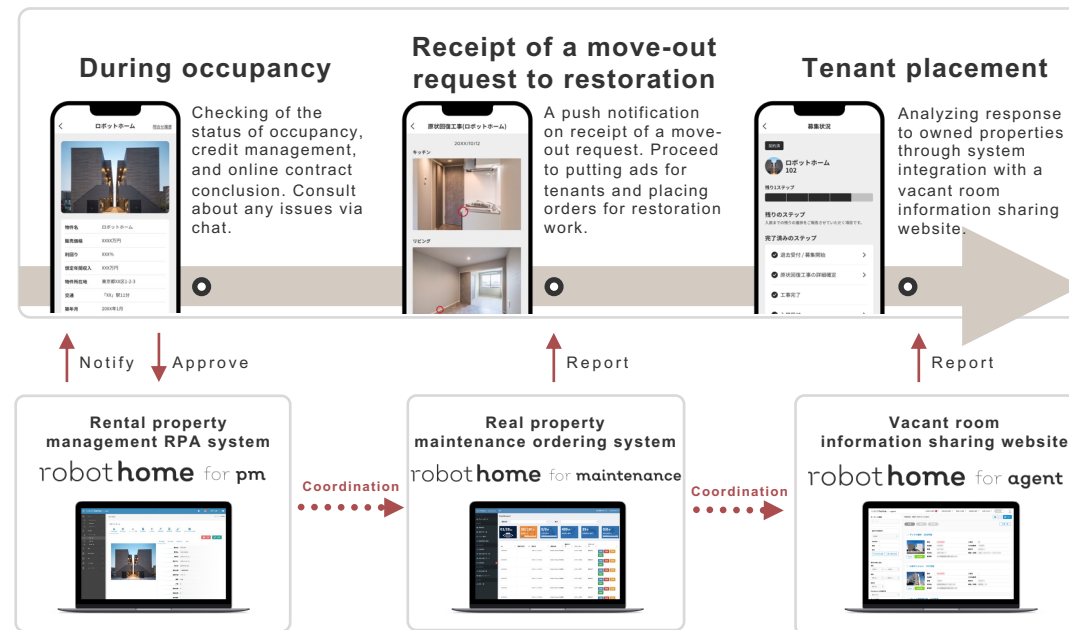
Support asset building by apps

Land selection, construction progress monitoring, property leasing management support, building management support, warranty and insurance support, property value enhancement proposals, property sales support, etc.



Maximizing investment returns leveraging technology

Significantly reduce the time from move-out to tenant placement by DX, thereby preventing opportunity loss due to vacancy and maximizing the owner's return on investment



Key initiative (2) Operational improvement of suppliers by workplace DX

Through utilization of software for streamlining at each step, we have achieved improvement of various operations by workplace DX, such as optimization of the routes for janitors in the maintenance field and nationwide utilization of the vacant room information sharing website by agents.

Efficiency improvement in cleaning, inspection, etc. using an app

robothome for maintenance

Improvement of operational efficiency and service quality of maintenance services realized through the in-house-developed cleaning app

Optimized routes

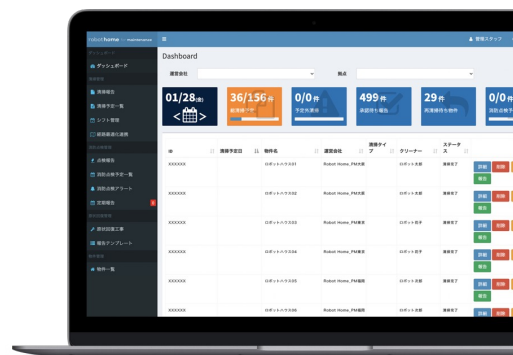
Optimally efficient routes are presented to janitors

Automatically generated reports

Quality is maintained through completion reports with images attached.

Management screen

The cleaning status can be confirmed at a glance.



Walk-around
cleaning
57,645 times

Fire-fighting
inspection
5,348 times

Restoration
work
5,962 times

Agents can find tenants more efficiently through the vacant room sharing website

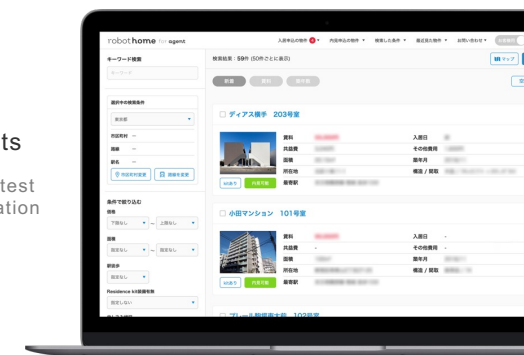
robothome for agent

Quick search of vacant rooms on the website allows agents to find tenants more efficiently.

Management
companies
Post and update
latest information

The vacant
room
information
sharing website

Agents
See latest
information



Number of registered agents

26 prefectures

9,248 agents

Materiality 3

Making Social Infrastructure Sustainable

Sub-materiality 1: Planning and developing socially beneficial products in terms of both “soft” and “hard” aspects

Value Created Outcome

- Increase resident satisfaction by improving LTV

Increase resident satisfaction by developing properties with floor plans and designs that meet the needs of the new era

Key initiative (1) Developing designer apartments with high resident satisfaction

Value Created Outcome

- Enhanced real estate value

Ongoing updating of services using IoT and other software

Key initiative (2) Adopting IoT as a standard feature for real estate developed by robot home

Value Created Outcome

- Environmental impact reduction through development of energy-efficient real estate
- CO₂ emissions reduction through operational improvement and DX

We aim to contribute to the reduction of environmental impacts through environmentally friendly development enabled by the platform.

Key initiatives (3) Developing BELS/ZEH-certified properties, obtaining Deterioration Countermeasure Grade certification
(4) Promoting paperless operation by DX and use of the rh platform

Occupancy rate



98.1%

Managed properties



28,311 units

Number of units that introduced IoT



12,861 units

Development of energy-efficient real estate and amount of CO₂ emissions reduced

Approx. 4,442t-CO₂/30 years

Approx. 148.1t-CO₂/year

Amount of paper consumption reduced by the use of our proprietary platform



Approx. 330,000 sheets

Key initiative (1) Developing designer apartments with high resident satisfaction

We develop floor plans that can realize lifestyles suited to the current era, provide stylish properties, and select facilities offering convenience. We endeavor to improve the local landscape and promote cultural innovation through the occupancy of younger generations.

Proposing new lifestyles through attention to design

IoT-enabled designer apartments for the next-generation new lifestyles, where you can feel relaxed anywhere while leveraging technology

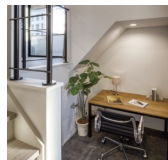
Floor plans designed to accommodate diverse lifestyles

- A wide range of floor plan options, from 1K units for single occupants to 2LDK units for families
- Designed to make great use of space and encourage use in accordance with lifestyles
- Large-capacity, lower-level storage space



Making urban living more accessible

- Conveniently located properties at more affordable prices than condominiums
- Versatile design that can be built on narrow sites in urban areas and fits a variety of lots
- Providing high-quality living environments in urban areas where rents continue to rise



Introduction of facilities designed for residents' convenience

- Popular facilities, such as delivery boxes, which have become indispensable in modern living, random ten-key locks that eliminate the need for physical keys, multiple hooks at the entrance, and a shampoo-dresser type washstand, are included as standard.



Developing properties that enhance the attractiveness of the community

Properties contribute to improving the local landscape by offering the latest facilities and well-designed products. Moreover, the relatively young age range of residents, many of whom are single adults, brings new energy to the community, stimulating the local economy and promoting cultural innovation.



Occupancy
rate

98.1%

Managed
properties

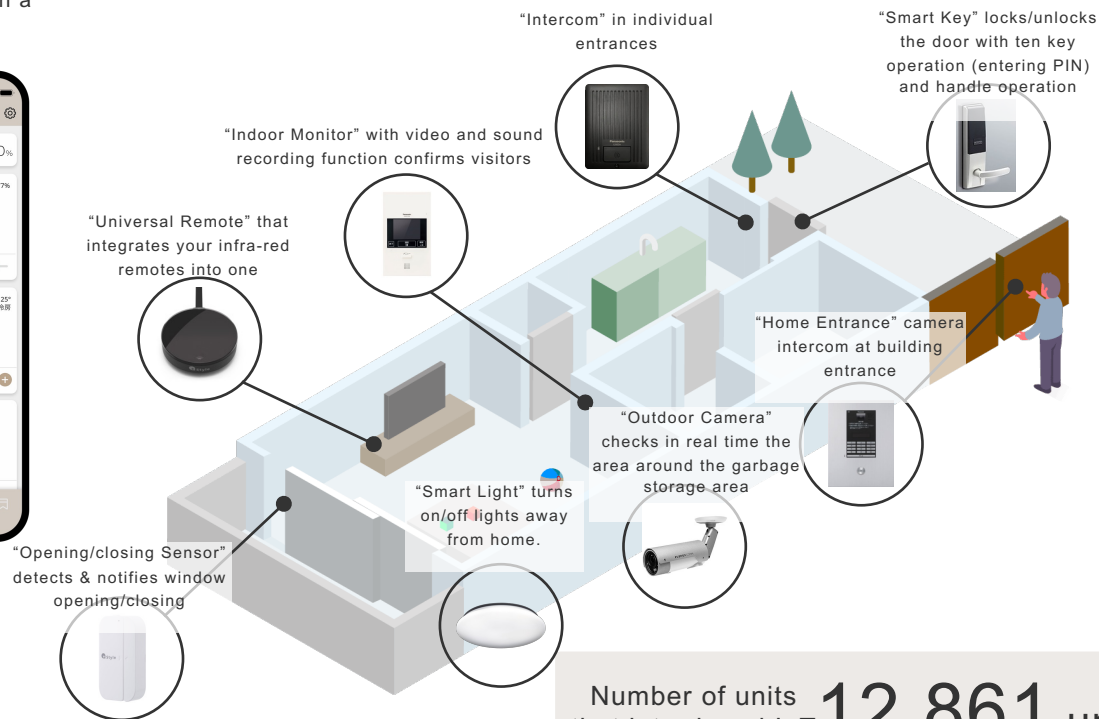
28,311 units

Key initiative (2) Adopting IoT as a standard feature for real estate developed by robot home

We provide rental housing equipped with IoT as a standard feature that can be controlled by an app. We offer an environmentally friendly, new living experience through the fusion of property (=hardware) and IoT (=software) by DX.

Various devices with IoT to enhance convenience are included as standard features.

Easy operation with a single app



Number of units that introduced IoT **12,861** units

Environmentally friendly IoT

Reduces redelivery-related losses

- Linking the app to the home entrance allows the user to respond and unlock the door while away from home. By using this system, when a courier arrives while the user is away from home, the user can instruct the courier to leave the package at the door or to place it in a delivery box, thereby reducing environmental impact, such as travel waste due to redelivery, and improving the working environment for couriers.



Improves security

- Deterrent effect on criminal acts
- Identifying suspicious persons and recording evidence videos
- Monitoring the garbage storage area, which is prone to complaints



Reducing wasteful electricity use

- For example, if a user forgets to turn off the air conditioner, lights, or appliances at home, the user can turn them on and off from their smartphone even when away from home. These are initiatives for environmental impact reduction that can be achieved in cooperation with tenants.



Key initiative (3) Developing BELS/ZEH-certified properties, obtaining Deterioration Countermeasure Grade certification

In order to reduce environmental impacts and contribute to a sustainable society, we carefully select building materials for the properties we develop based on the evaluation standards set by the Ministry of Land, Infrastructure, Transport and Tourism. We aim to obtain the highest level of energy efficiency performance rating for the properties we develop in the future.

Promoting the development of environmentally friendly rental properties

Track record of developments built to Nearly ZEH-M standards

Nearly ZEH-M refers to multifamily residential buildings designed to reduce primary energy consumption by more than 20% compared with the standard primary energy consumption level by enhancing the building's "high insulation" and "energy saving" performance, while aiming to achieve net zero energy through the use of "energy creation." We have promoted energy-efficient building design and have previously received high ratings under the Building-Housing Energy-efficiency Labeling System (BELS), in which third-party organizations evaluate buildings based on assessment standards established by the Ministry of Land, Infrastructure, Transport and Tourism. Going forward, we will continue to focus on energy creation and contribute to addressing environmental issues through the development of housing with a lower environmental impact.



■CO₂ emissions reduction amount

The Group's energy-efficient real estate, which has obtained BELS five-star rating, has energy efficiency performance superior to that of ordinary wooden houses, contributing significantly to the reduction of CO₂ emissions. The CO₂ emissions reduction amount is calculated as the difference between the CO₂ emissions from the construction/use stages of the energy-efficient real estate provided and the CO₂ emissions from a comparable product.

■ Calculation formula

CO₂ emissions reduction of energy-efficient real estate (t-CO₂) = {annual CO₂ emissions per unit in the construction/use stages of the comparative product (t-CO₂/unit/year) - annual CO₂ emissions per unit in the construction/use stages of robot home's energy-efficient real estate (t-CO₂/unit/year)} x period (years)

Number of buildings developed in FY2025

116 buildings

Contribution to greenhouse gas emissions reduction (30 years)

Approx. 4,442 tons

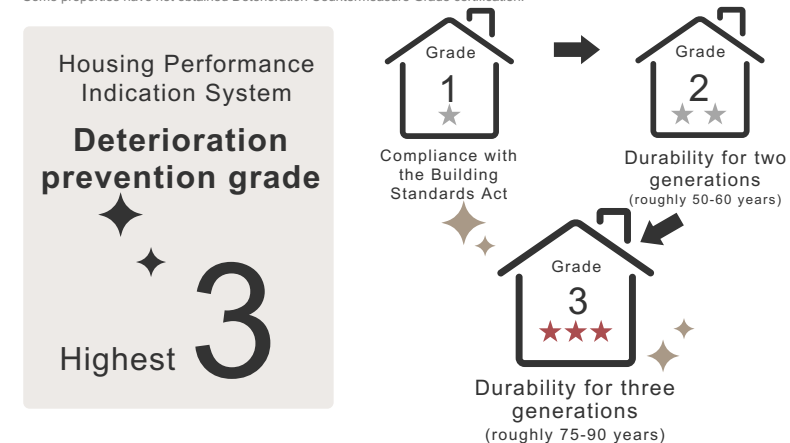
Obtained “grade 3,” the highest Deterioration Countermeasure Grade

Obtained the grade 3, the highest Deterioration Countermeasure Grade, based on the Housing Performance Indication System

Based on an application under the Housing Performance Indication System, the performance of a newly constructed building is evaluated by a registered housing performance evaluation institution according to uniform standards, and a Housing Performance Evaluation Certificate is issued.

By obtaining* a Deterioration Countermeasure Grade certification from a registered housing performance evaluation institution, the building's high durability is assured, helping to maintain its asset value over the long term.

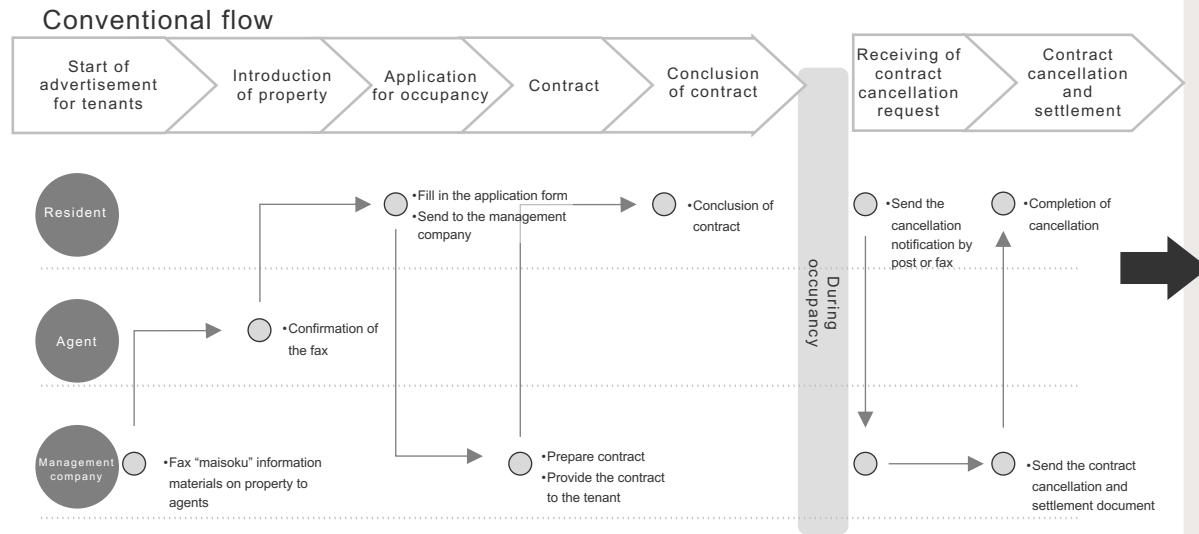
* Some properties have not obtained Deterioration Countermeasure Grade certification.



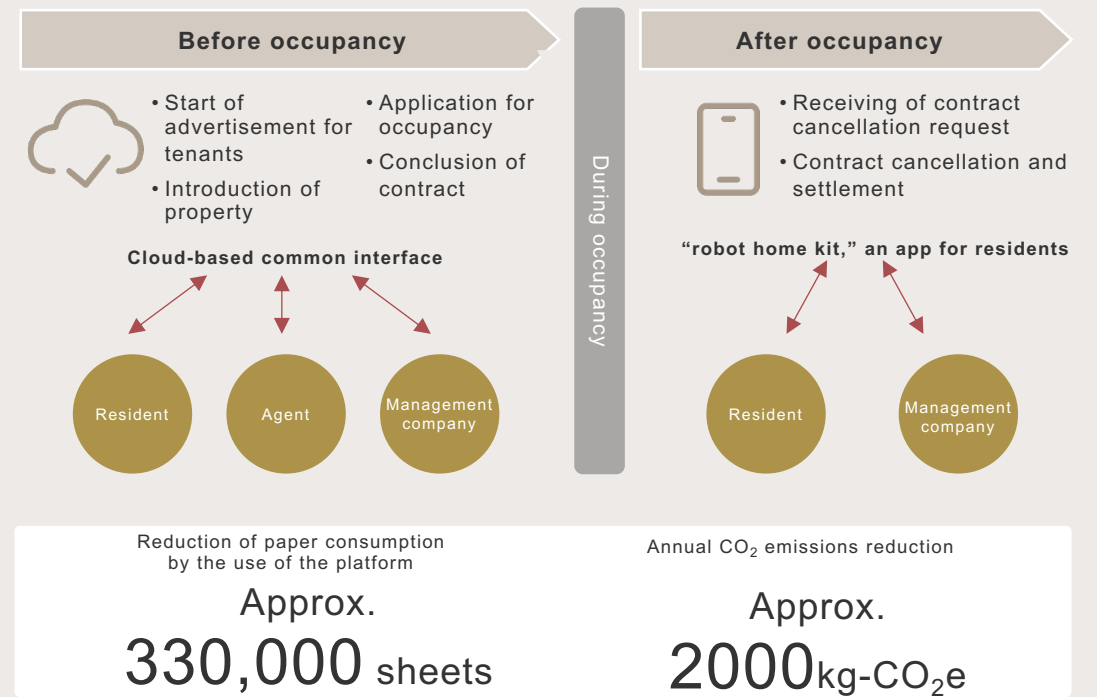
Key initiative (4) Promoting paperless operation by DX and use of the rh platform

We have achieved thorough DX of the workflow for contract conclusion, which traditionally involved high paper consumption, by leveraging technology. The flow has been streamlined through appropriate introduction of an app for tenants and a cloud-based common interface, contributing to reduction of paper consumption.

We provide support so that diverse human resources can fulfill their potential and strengthen human resources, so as to respond to customer needs. We believe that the value we can provide to our customers can be maximized when employees recognize and enhance one another’s characteristics and abilities and are encouraged to fulfill their potential more than ever.

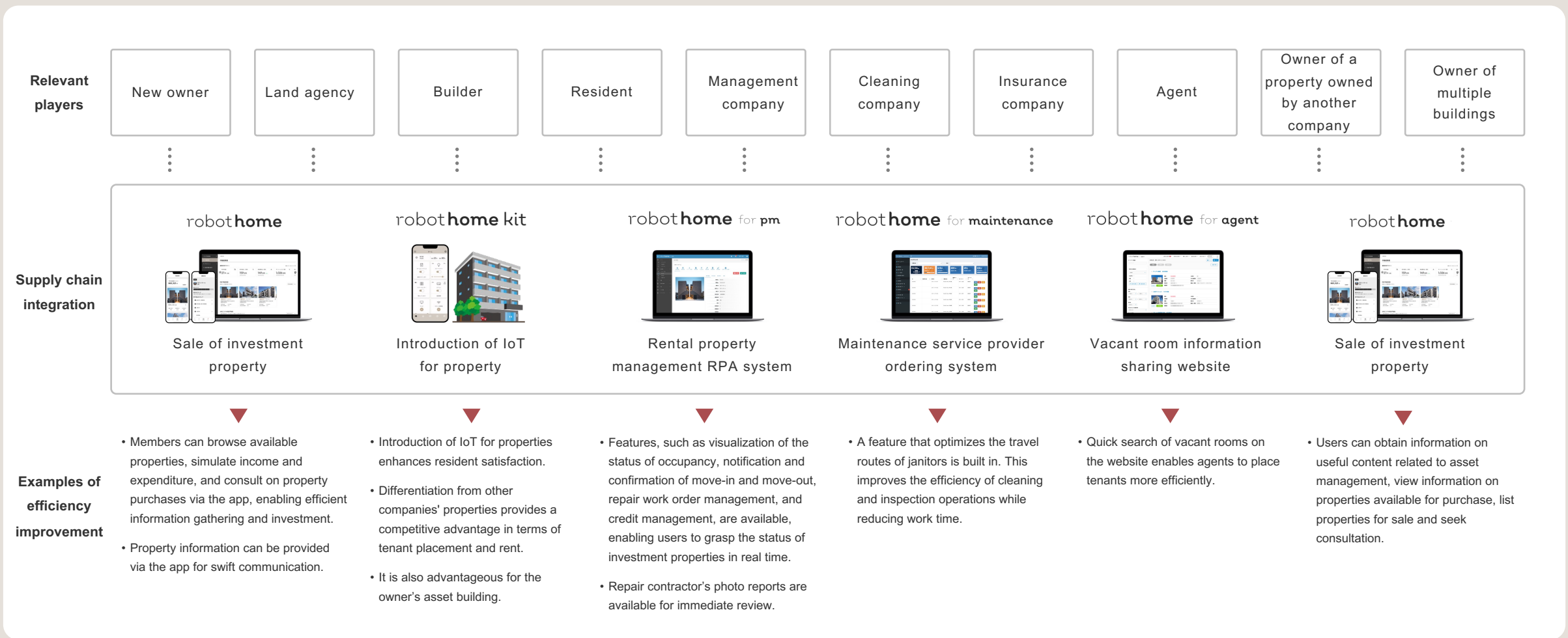


Flow of the robot home platform



Key initiative (4) Promoting paperless operation by DX and use of the rh platform

We have introduced appropriate software in all phases of the transaction. By linking these systems, the supply chain has been integrated and the workflow has been streamlined. Operational efficiency has enhanced for all players.



Sub-materiality 2: Creating a mechanism for co-creation, considering the future of the industry that we should aim for

Value Created
Outcome

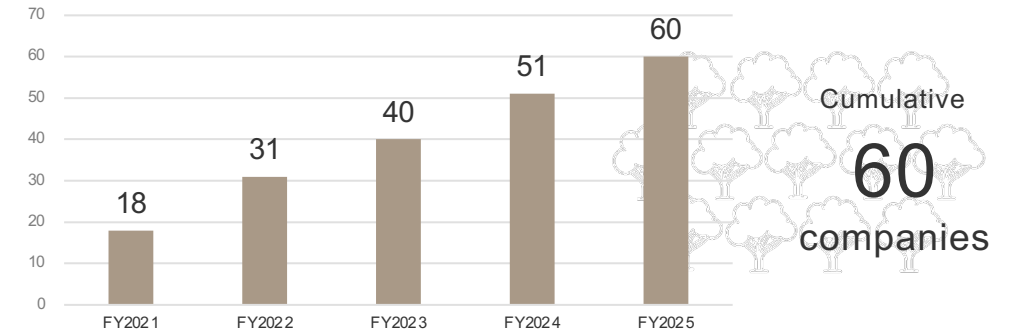
● Transformation of the real estate industry by DX

The technological expertise gained through the development and operation of the platform is leveraged for external consulting. By applying DX know-how not only in house but also to other companies, we aim to transform the entire industry.

Key initiatives

- (1) Providing DX consulting services to other companies
- (2) Establishment and operation of the AI Real Estate Promotion Association

Number of client companies to which robot home provides DX consulting services



Establishment of the AI Real Estate Promotion Association and awareness raising



We will actively make proposals to improve the quality of future real estate and the transaction process, contributing to market expansion, enhancement of the living environment, and convenience, thereby contributing to society.

Number of workshops held

14 workshops

Total number of participants

941 persons

Establishment

2022

robot**home**

In technology, we are changing homes
and changing the world.

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