Presentation of Financial Results for the First Nine-Month Period of Fiscal 2026, Ending September 30, 2026

DEAR LIFE CO., LTD.

August 13, 2026

KPI Highlights

Consolidated ordinary profit (Q3 YTD)

¥2,695 million
(down 10.4% YoY)

Profit attributable to owners of parent

¥1,844 million
(down 9.7% YoY)

Property portfolio of acquired projects (Q3 YTD)

¥59.0 billion
(down 1.6% YoY)

Capital-to-assets ratio

48.2%
(down 11.1 pts vs. Sept. 30, 2025)

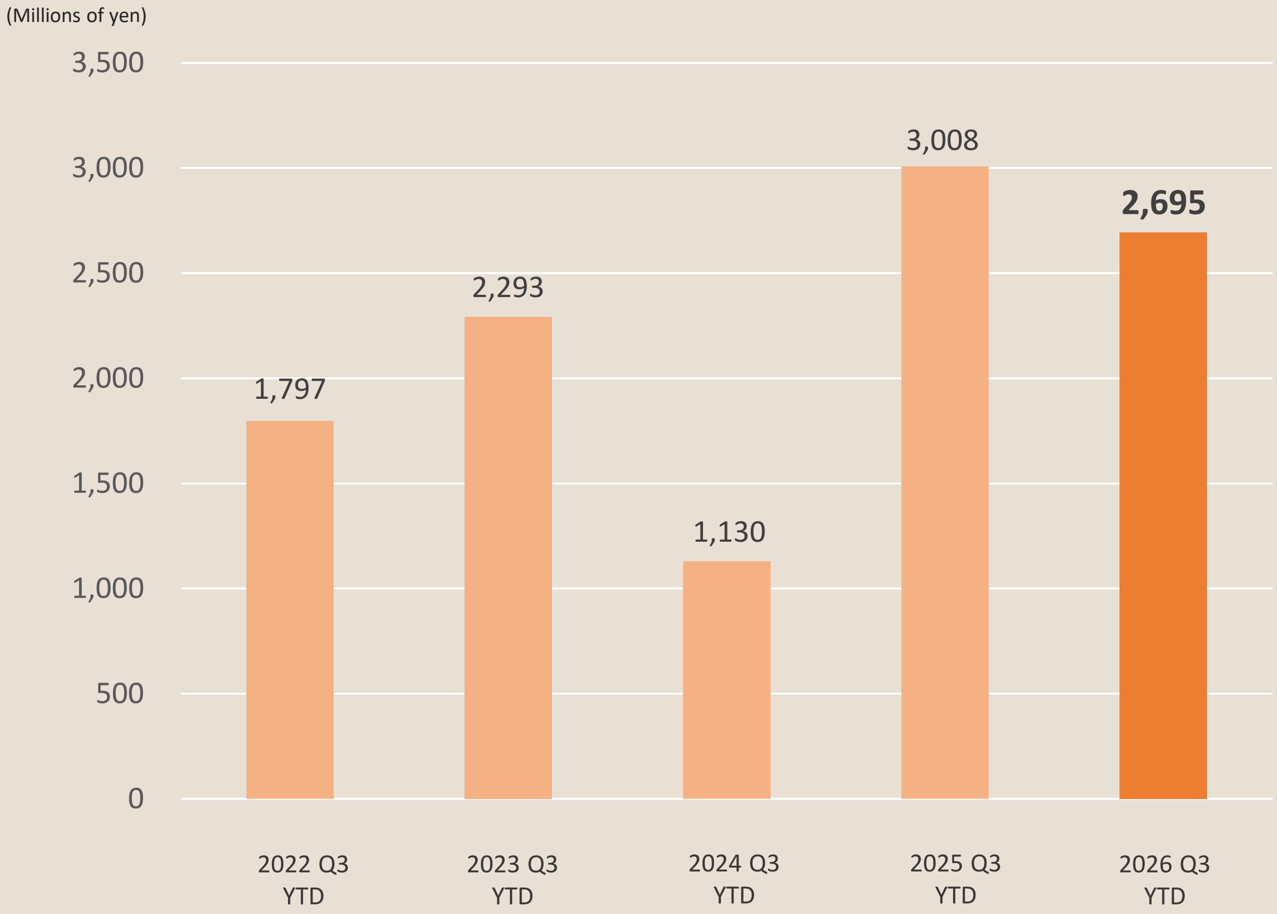
Earnings per share

¥38.01
(down 19.1% YoY)

01. Operating Results & Financial Status

Operating Results
—Q3 Ordinary Profit—

Ordinary profit ¥2.69 billion (down 10.4% YoY)



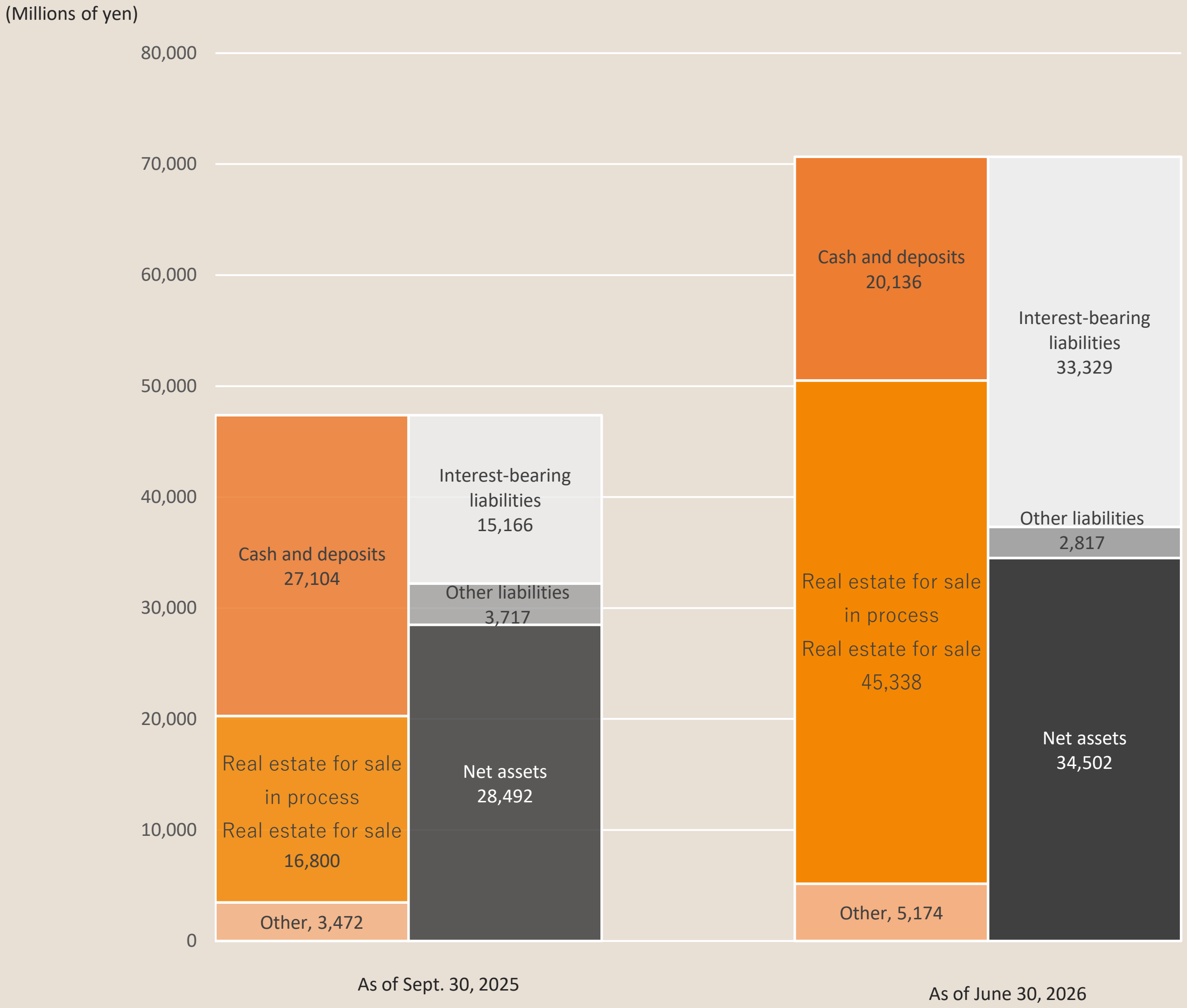
Financial Status
—Consolidated Balance Sheet—

✓ Focused on property acquisitions

→ <u>Steady increase in the balance of real estate for sale</u>

✓ Debt capacity also expanded as a result of the public offering

→ <u>Enabling proactive and swift investment execution</u>



02. Real Estate Business

Real Estate Business
—Segment Sales & Profit—

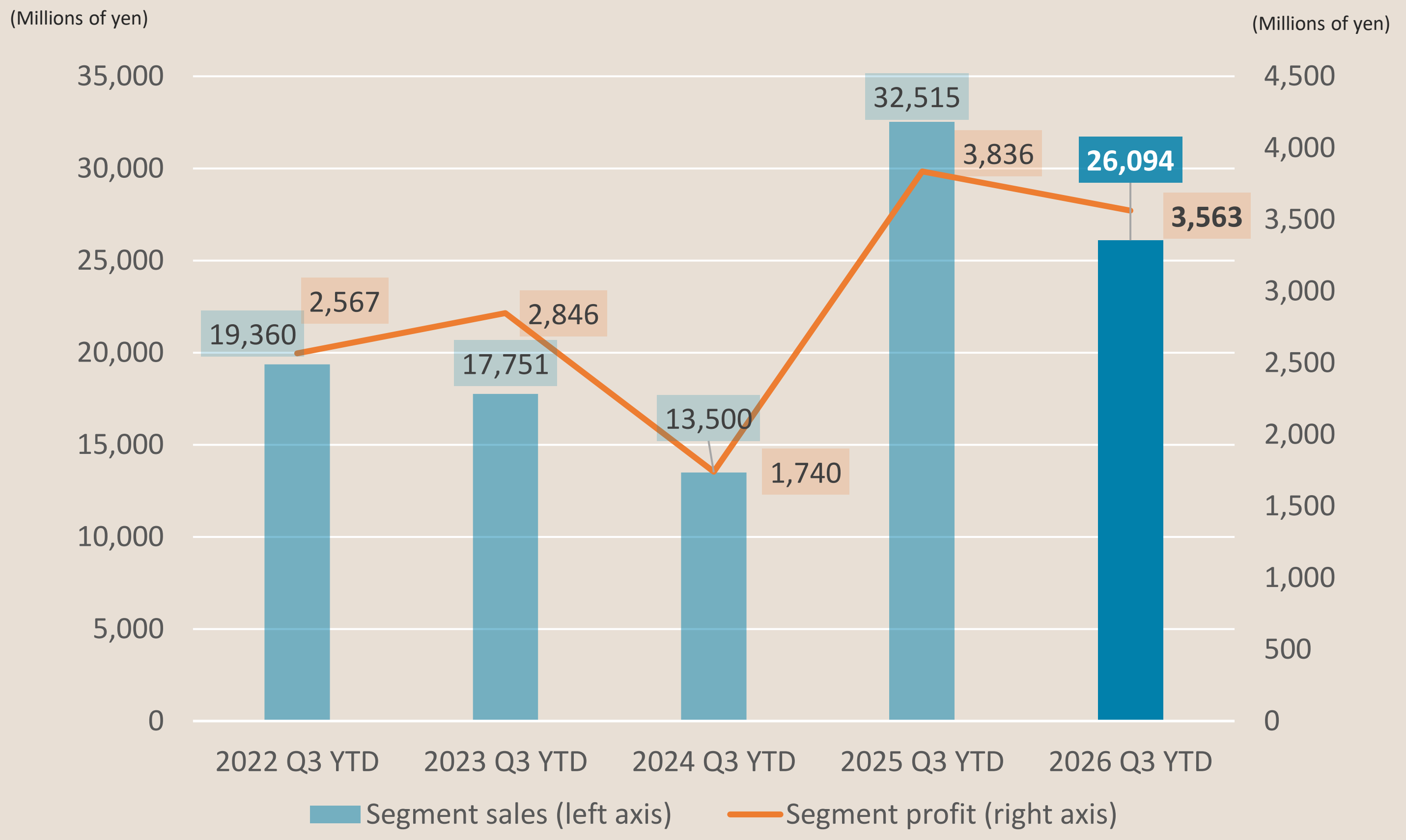
Segment sales

¥26,094 million

(down 19.7% YoY)

Segment profit ¥3,563 million

(down 7.1% YoY)



Real Estate Business
—Purchasing activities—

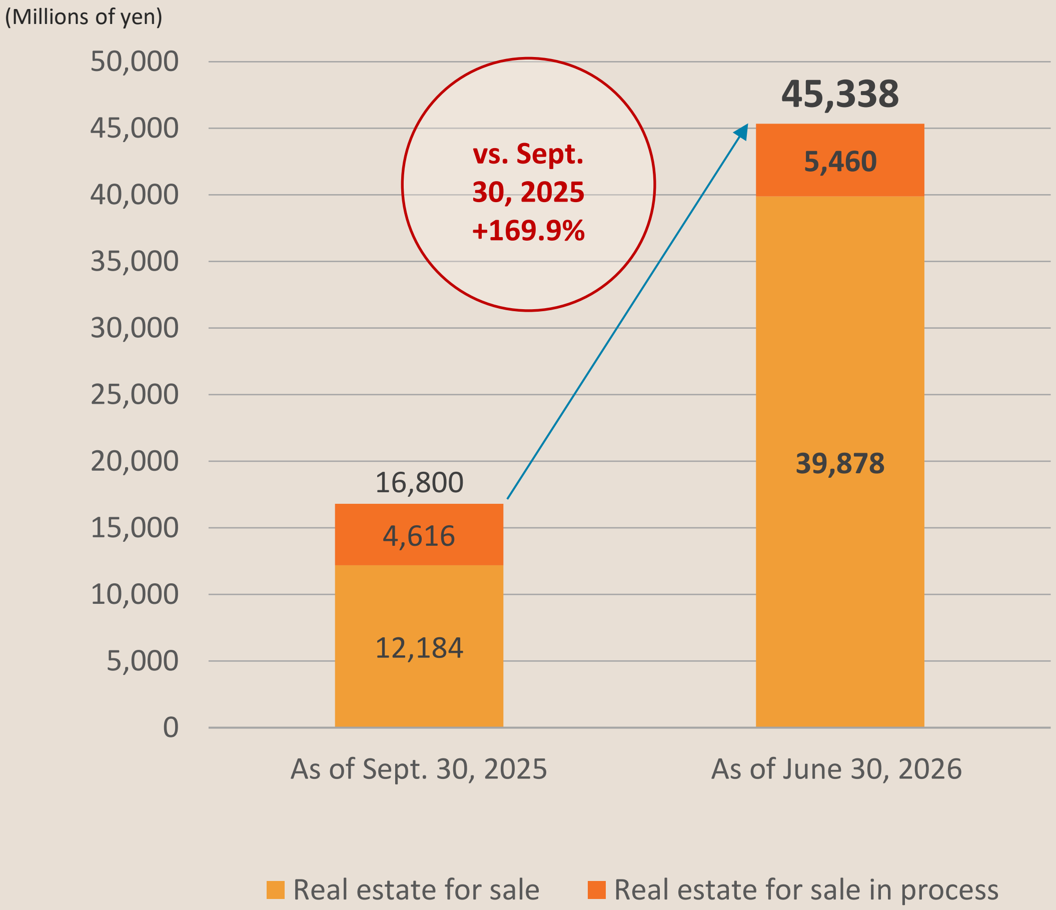
Inventory balance

¥45,338 million

(up 169.9% vs. Sept. 30, 2025)

✓ Pace of acquisitions reached a record high

While continuing to selectively acquire properties for development projects, property sales under the Asset Design & Resale Business* also progressed steadily

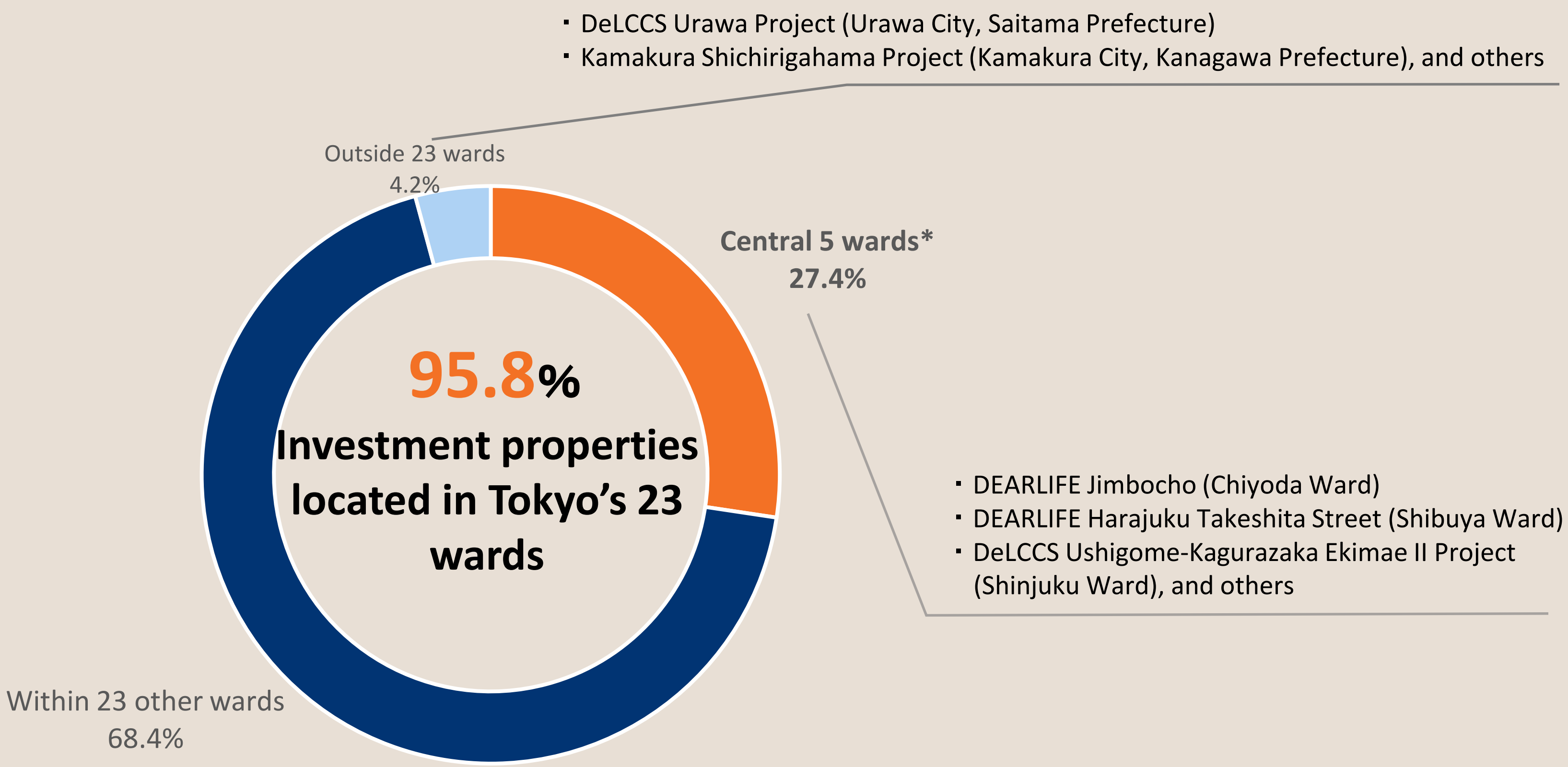


* Asset Design & Resale Business: Develops real estate for resale. It carries out any necessary demolition work, soil contamination surveys, settling of property rights, and obtains all the necessary permits and licenses, developing the site ready to be sold on.

Real Estate Business
—Purchasing activities—

Investment focused on Tokyo's 23 wards where demand is strong

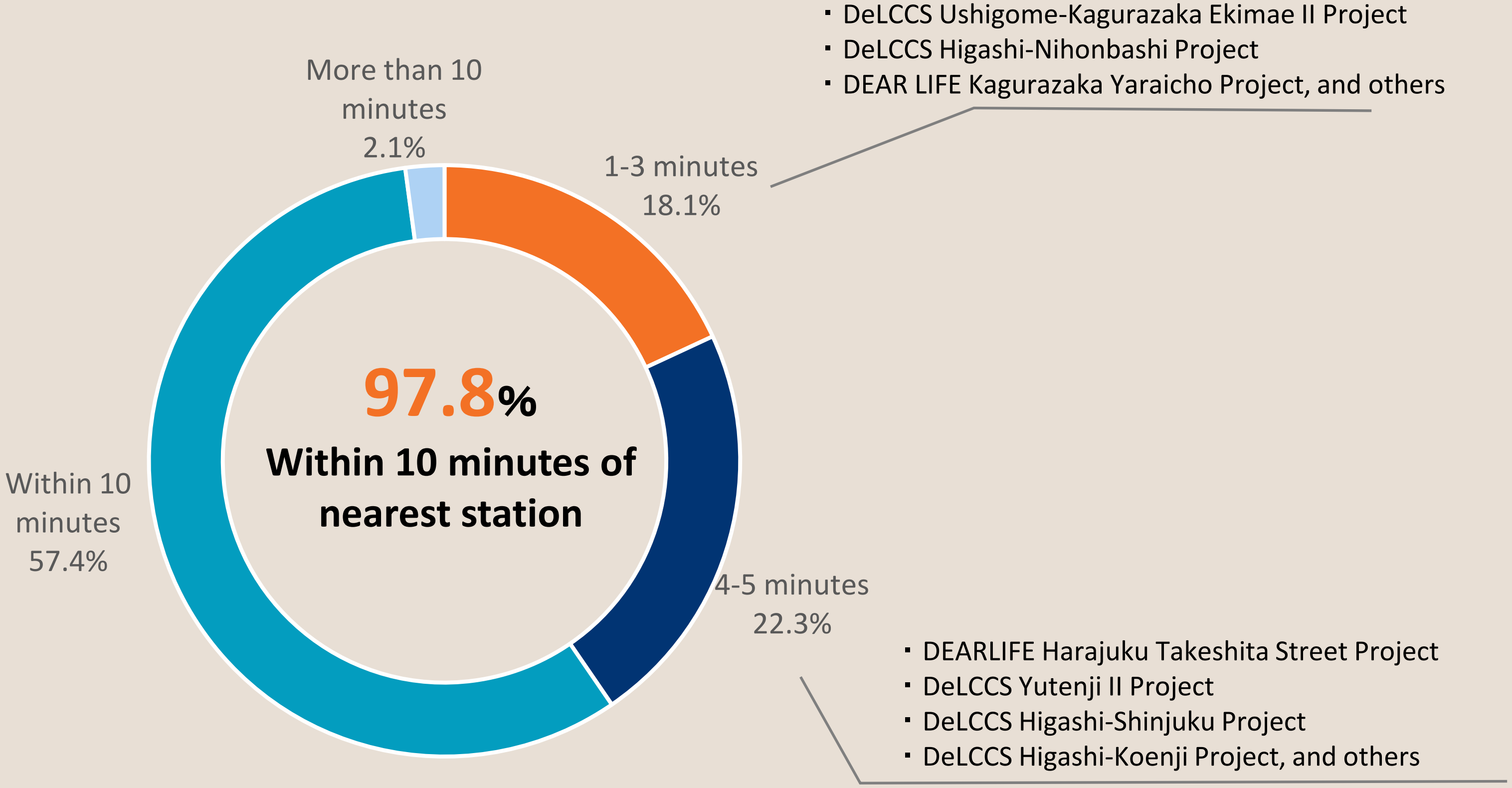
Business scope expanded with increased acquisitions of commercial properties and office buildings in central Tokyo



* Central 5 wards: Chiyoda, Chuo, Minato, Shibuya, and Shinjuku wards
The above figures exclude projects currently in progress within the hotel business.

Carefully selected investments in real estate located within 10 minute-walk of the nearest station

Capturing resilient rental demand



Note: The above figures exclude projects currently in progress within the hotel business.

Real Estate Business
—Purchasing activities (volume)—

DEARLIFE Harajuku Takeshita Street

DeLCCS Jimbocho

DeLCCS Suitengumae

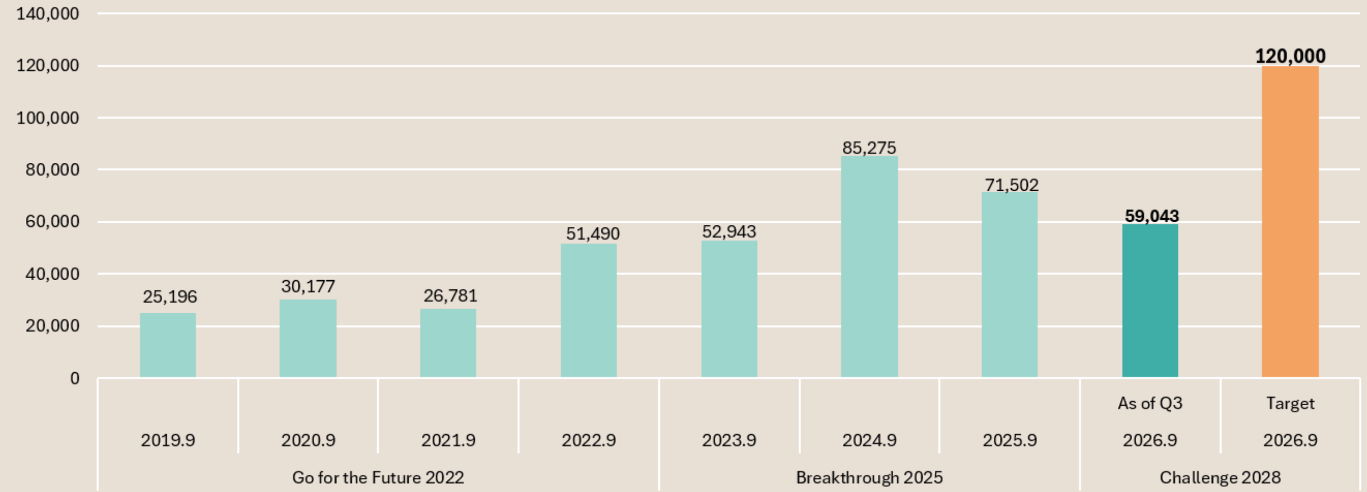
DeLCCS Shimokitazawa

Acquisitions of large-scale properties in prime locations are progressing toward the fiscal-year acquisition target of ¥120.0 billion in business scale

Diversification of asset types is building a more robust earnings base

(Millions of yen)

Steady expansion in acquisitions of commercial properties and office buildings in central Tokyo

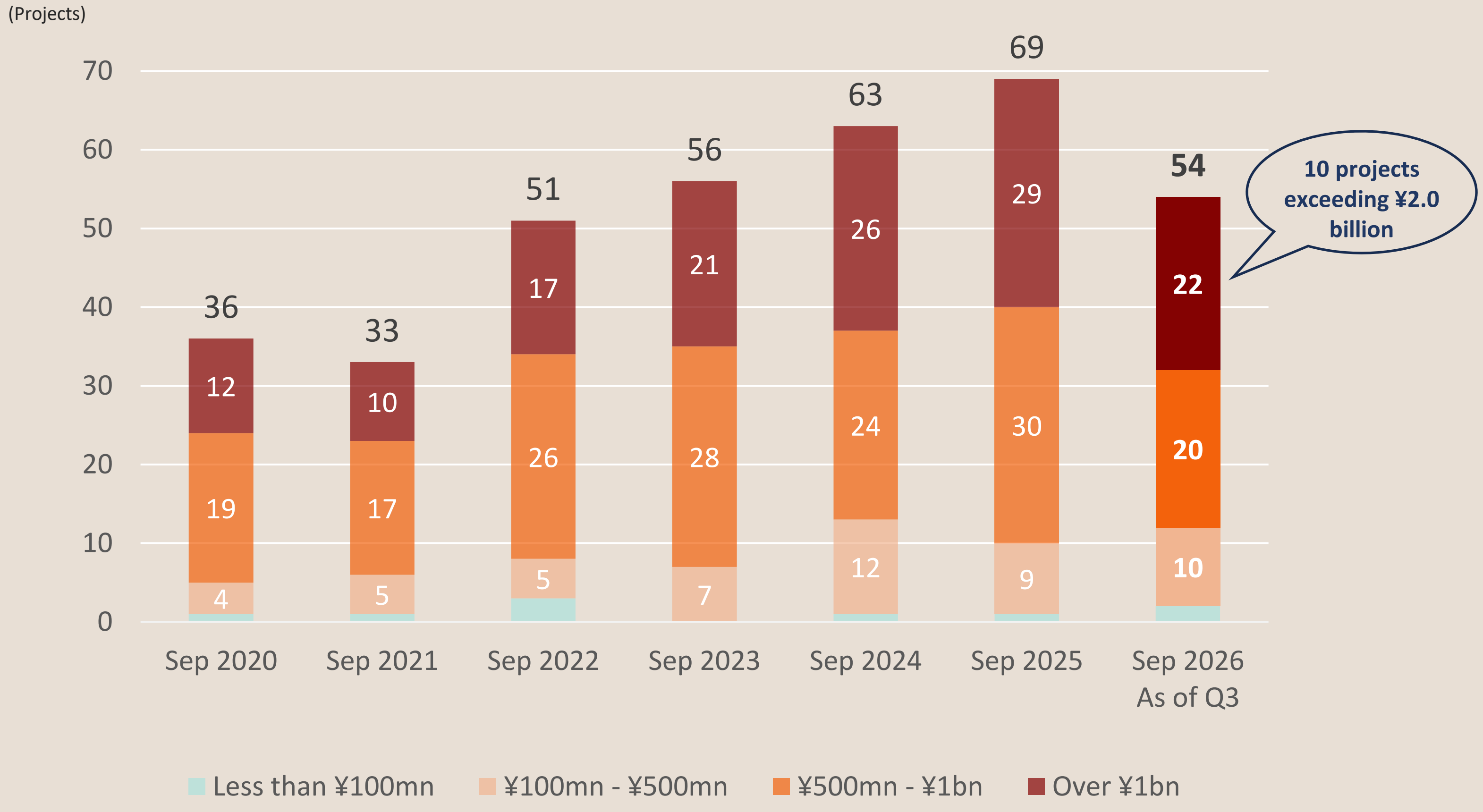


Notes: 1. Aggregated portfolio of projects acquired and settled in the Real Estate Business during the quarter
2. The property portfolio is the total amount invested at the time of acquiring real estate. The above property portfolio figures are comprised of the total invested in development projects and income-producing properties in the Real Estate Business.

Real Estate Business
—Purchasing activities (number of properties)—

Projects with a business scale exceeding ¥1.0 billion have become the Company's core business, driving a significant expansion in the overall scale of operations

Achieving growth through both larger projects and a higher number of projects



Notes: 1. Aggregated portfolio of projects acquired and settled in the Real Estate Business during the quarter
2. The property portfolio is the total amount invested at the time of acquiring real estate. The above property portfolio figures are comprised of the total invested in development projects and income-producing properties in the Real Estate Business.

Real Estate Business
—Main Properties under Development—

12 development projects underway

Kagurazaka Bentencho Project

Urban residential project with 24 units

5-minute walk from Waseda Station of Tokyo Metro Tozai Line

10-minute walk from Kagurazaka Station of Tokyo Metro Tozai Line

Meets a wide range of needs from students to working professionals — a quiet residential area located within Shinjuku Ward

Direct access to Otemachi, Kudanshita, and Nihombashi

Higashi-Nihonbashi Project

Office building development comprising 11 office units

1-minute walk from Higashi-Nihombashi Station of Toei Asakusa Line and Bakuro-Yokoyama Station of Toei Shinjuku Line

Excellent multi-line access, with JR Asakusabashi Station and Tokyo Metro Hibiya Line Kayabacho Station also within easy reach

Direct access to Tokyo, Shinjuku, and Haneda Airport

Kasai II Project

Urban residential project with 27 units

9-minute walk from Kasai Station of Tokyo Metro Tozai Line

Combining convenient access to central Tokyo with a green, waterfront living environment, including Kasai Rinkai Park

Direct access to Nihombashi, Otemachi, and Kayabacho

Real Estate Business
—Main Income-Producing Properties under Development—

48 income-producing properties underway

DEARLIFE Harajuku Takeshita Street Project

8 retail units

4-minute walk from Harajuku Station of JR Yamanote Line
4-minute walk from Meiji-jingumae Station of Tokyo Metro Chiyoda Line

A recently built building located in the heart of Takeshita Street, one of Japan's leading fashion and cultural destinations

DEARLIFE Jimbocho Project

7 office, retail, and medical clinic units

3-minute walk from Jimbocho Station of Tokyo Metro Hanzomon Line, Toei Mita Line, and Toei Shinjuku Line

A vibrant area where academic and cultural heritage coexists with a bustling commercial district, attracting students and business professionals alike

DeLCCS Ushigome-Kagurazaka Ekimae II Project

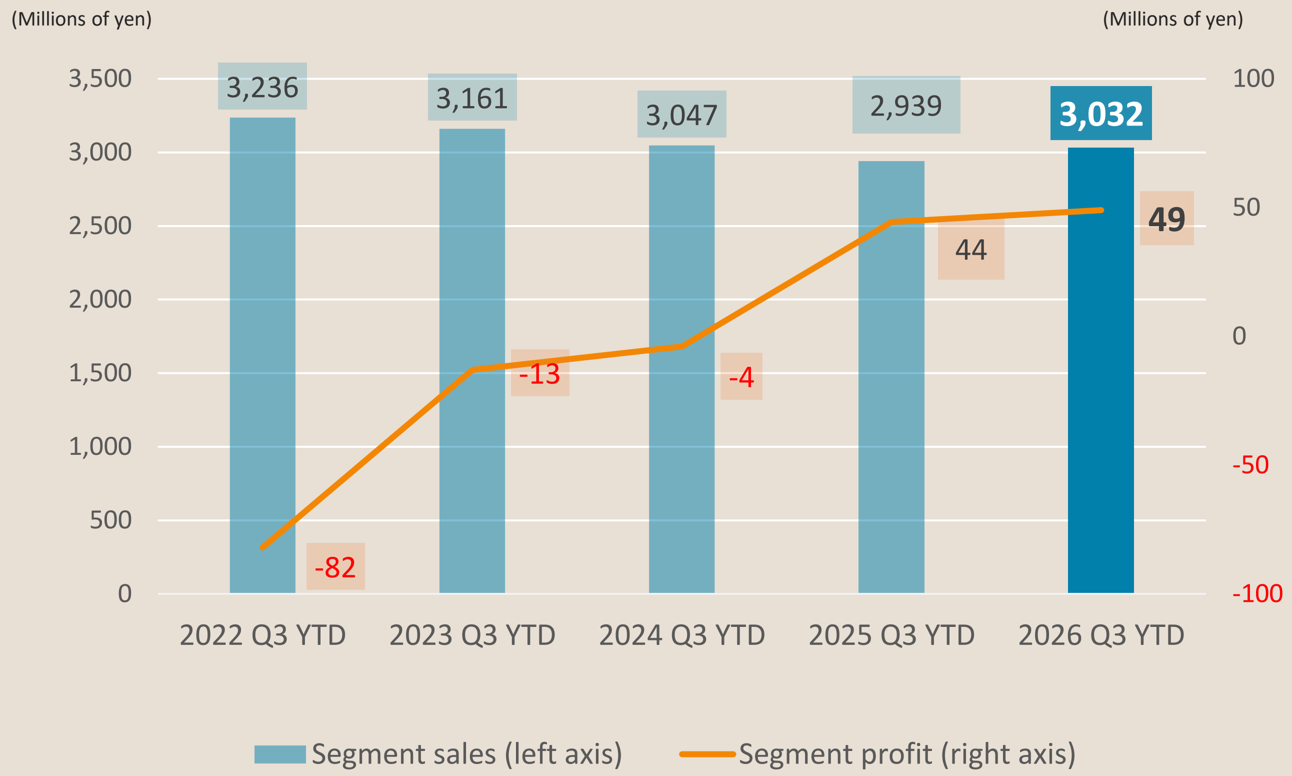
6 office and 26 residential units

1-minute walk from Ushigome-Kagurazaka Station of Toei Oedo Line
8-minute walk from Kagurazaka Station of Tokyo Metro Tozai Line

A rare location directly connected to Ushigome-Kagurazaka Station, combining the charm of Kagurazaka with outstanding convenience for both business and everyday living

03. Sales Promotion Business

Sales Promotion Business
—Segment Sales & Profit—



Net sales

The number of days temporary staff were on assignment increased, while the Company also expanded its client base and made progress in revising contract rates with existing customers

Sales growth accelerated, led primarily by temporary staffing services for the real estate industry

Segment profit

In addition to the increase in net sales driven by the above factors, profit increased as improved employee retention reduced recruitment costs

04. Shareholder Returns Policy

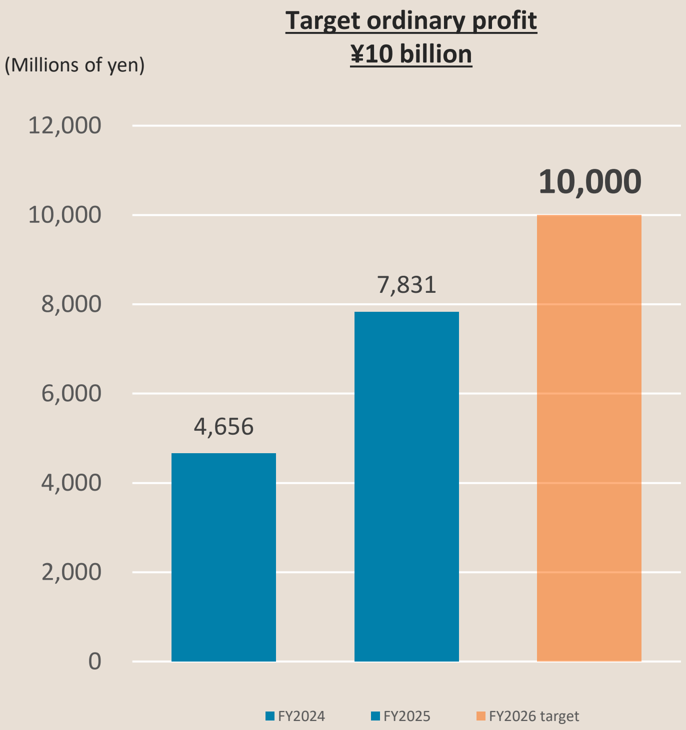
Challenge 2028
—Performance Targets for FY2026—

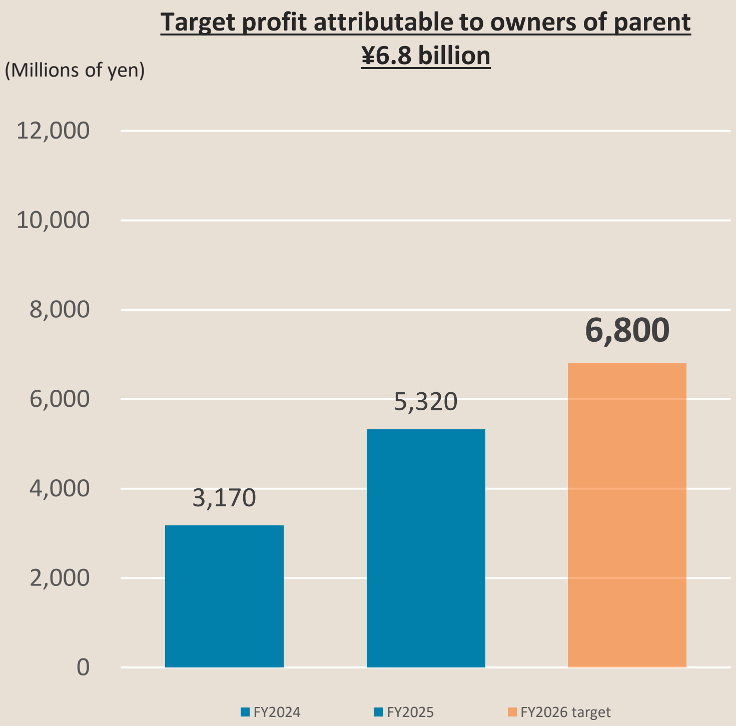
As first-year numerical targets under Challenge 2028

Target ordinary profit ¥10 billion

(+27.7% YoY)

ROE: over 20% / ROIC: 12% level

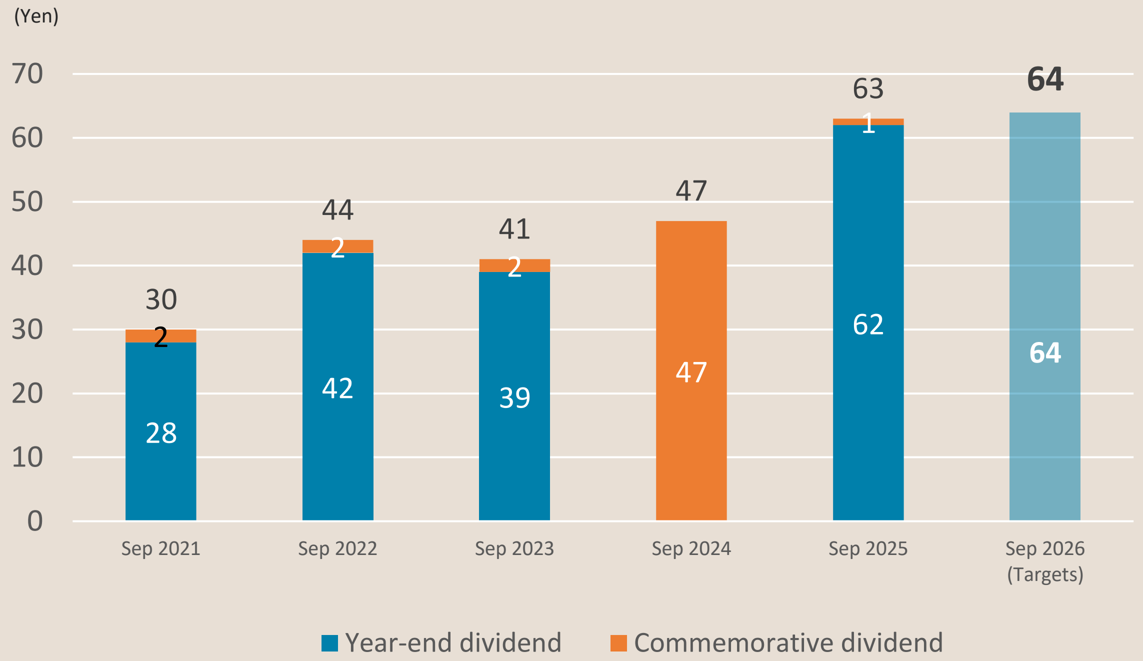




Shareholder Returns Policy
—Dividend targets and past implementation—

Providing stable dividends from FY2024 onward, taking into account DOE*.

Target of ¥64 per share for FY2026 dividend.



- Record-high profit commemorative dividend of ¥2 distributed in FY2021, FY2022, and FY2023
- Commemorative dividend of ¥47 distributed in FY2024 to commemorate the 20th anniversary of the Company's founding
- Record-high profit commemorative dividend of ¥1 distributed in FY2025

* DOE: Dividend on equity ratio (%)
Total dividends divided ÷ shareholders' equity

05. Appendix

Appendix
—Consolidated Income Statement—

Property sales on favorable terms led to an improved gross profit margin

The Sales Promotion Business also recorded higher revenue and profit as the number of personnel on assignment increased

(Millions of yen)	FY2025 Q3 YTD (1)	FY2026 Q3 YTD (2)	Change from 2025 (2)–(1)	Percentage change from 2025 {(2)–(1)}/(1)
Net sales	**35,454**	**29,127**	**-6,327**	**-17.8%**
Real Estate Business	32,515	26,094	-6,421	-19.7%
Sales Promotion Business	2,939	3,032	93	3.2%
Selling, general and administrative expenses	2,264	2,247	-17	-0.8%
Operating profit	**2,909**	**2,771**	**-138**	**-4.8%**
Non-operating income	353	288	-65	-18.4%
Non-operating expenses	254	363	109	42.9%
Ordinary profit	**3,008**	**2,695**	**-313**	**-10.4%**
Extraordinary gain	—	13	13	—
Profit attributable to owners of parent	**2,042**	**1,844**	**-198**	**-9.7%**

Appendix
—Consolidated Balance Sheet—

Capital-to-assets ratio **48.2%**

D/E ratio **0.98x**

(Millions of yen)	As of Sept. 30, 2025	As of June 30, 2026	Component ratio as of June 30, 2026	Percentage change compared to Sept. 30, 2025
Current assets	45,352	**68,694**	97.2%	51.5%
Cash and deposits	27,104	**20,136**	28.5%	-25.7%
Real estate for sale in process	4,616	**5,460**	7.7%	18.3%
Real estate for sale	12,184	**39,878**	56.4%	227.3%
Non-current assets	2,023	**1,954**	2.8%	-3.4%
Total assets	47,376	**70,648**	100.0%	49.1%
Current liabilities	6,184	**6,451**	9.1%	4.3%
(of which, interest-bearing liabilities)	2,631	**4,163**	5.9%	58.2%
Non-current liabilities	12,699	**29,694**	42.0%	133.8%
(of which, interest-bearing liabilities)	12,535	**29,166**	41.3%	132.7%
Net assets	28,492	**34,502**	48.8%	21.1%
Capital	4,125	**7,520**	10.6%	82.3%
Capital surplus	4,986	**8,425**	11.9%	69.0%
Retained earnings	19,763	**18,866**	26.7%	-4.5%
Treasury shares	(854)	**(794)**	-1.1%	7.0%
Total liabilities and net assets	47,376	**70,648**	100.0%	49.1%

Overview of the Dear Life Group’s Businesses

Overview of the Dear Life Group's Businesses

DEAR LIFE

Development and sale of real estate mainly in Tokyo

Development of urban residences and commercial buildings

Hotel ownership and management

Overview of the Dear Life Group's Businesses

アイディ株式会社
株式会社アイディプロパティ

Wide rollout of development of residences, apartments, and detached houses, design and construction, rental and sales brokerage, and management business mainly in Shinagawa and Ota wards

Overview of the Dear Life Group's Businesses

ARCIEL

Dispatches outbound-style call center staff to the finance/insurance sector, and sales/admin staff to the real estate industry

Overview of the Dear Life Group's Businesses

Palma

(Equity-method affiliate: 3461 TSE Growth Market)

Provides business process outsourcing (BPO) services for the self-storage market

Develops self-storage properties, etc.

DEAR LIFE

Contact details for inquiries regarding this presentation

Corporate Strategy Unit, DEAR LIFE CO., LTD.

Email : ir@dear-life.co.jp

The forecast results and forward-looking statements described in this presentation are expectations of the Company’s management deemed reasonable based on information available at the time of publication, and, therefore, are subject to potential risks and uncertainties. Accordingly, users of this presentation should be aware that results in the future may differ substantially from future expectations due to a variety of factors.