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# FISCAL YEAR MARCH 2026 2ND QUARTER FINANCIAL REPORT

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(For the six months from April 1, 2025 to September 30,2025)

Starts Corporation Inc.

Securities Code :8850

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# **Business Highlights and Outlook**

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## FY26/3 2Q (25/4-9) Operating Results Summary

✓ Net Sales (100 m yen)	1,185 <up 97 YOY , down 39 VS. Plan>
✓ Operating Profits (100 m yen)	160 <up 9 YOY , up 3 VS. Plan>
✓ Ordinary Profit (100 m yen)	165 <up 16 YOY , up 8 VS. Plan>
✓ Net Profit (100 m yen)	108 <down 11 YOY , up 2 VS. Plan>

## FY26/3 2Q (25/4-9) Topics

✓ May 2025	Establishment of “Starts Career Management Co., Ltd.” as a permanent-employee staffing business
✓ July 2025	Decision to Resume the Project for the Development and Operation of the Multipurpose Indoor Facility and the East Side Area of Toyohashi Park
✓ August 2025	The land-utilization project “Proceed Ikegami” for the National University Corporation Tokyo Institute of Science was completed following construction

## FY26/3 (25/4-26/3) Earnings Forecast Summary

✓ Net Sales (100 m yen)	2,500 <up 7.3% YOY>
✓ Operating Profits (100 m yen)	350 <up 7.3% YOY>
✓ Ordinary Profit (100 m yen)	345 <up 3.3% YOY>
✓ Net Profit (100 m yen)	235 <down 3.2% YOY>
✓ Cash dividends (yen)	Annual dividend 130 <up 10 YOY>

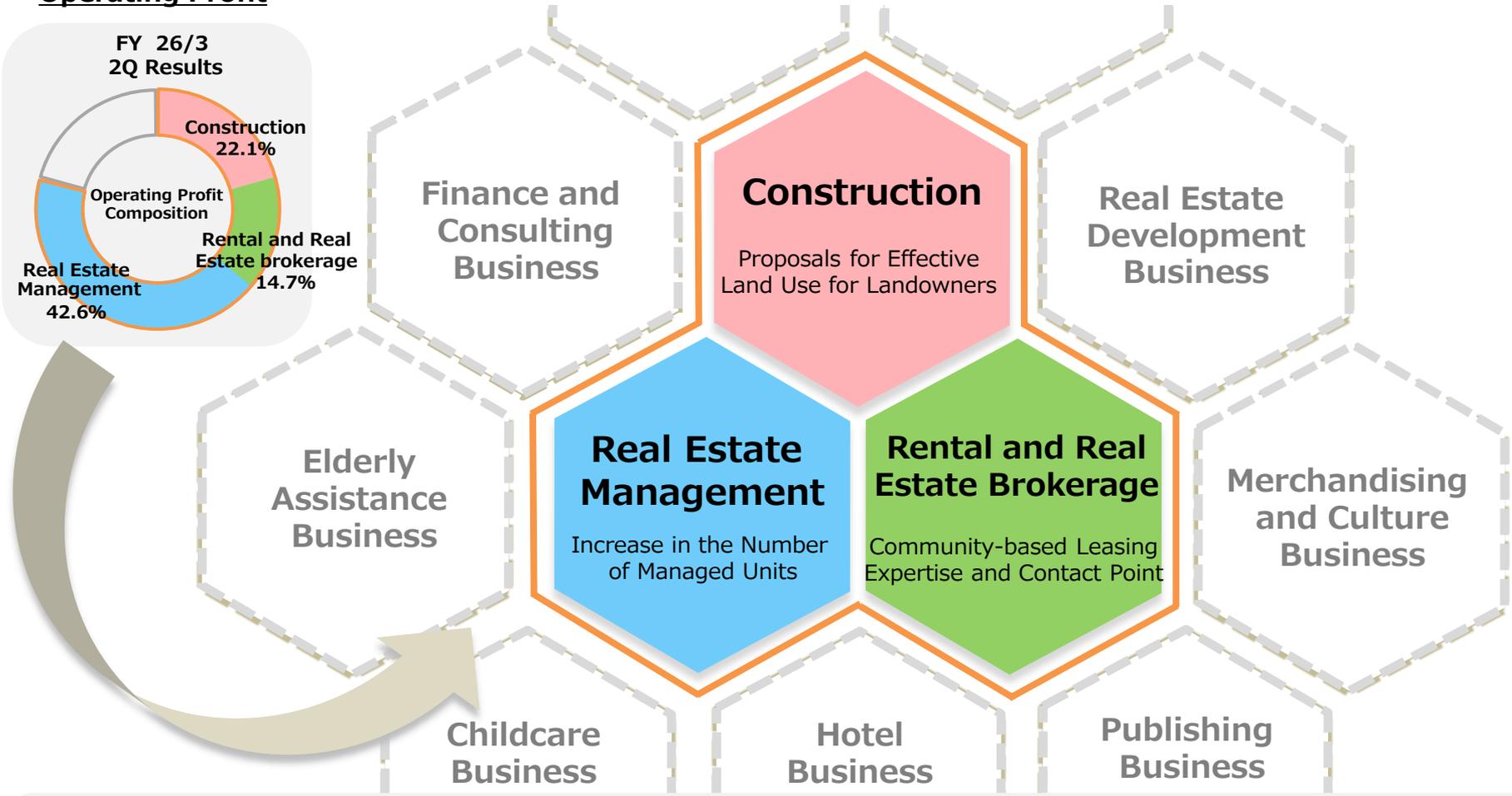


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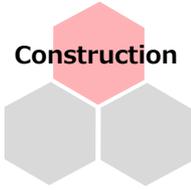
# Business Strategy of Starts Group

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**A Stable Revenue-Layered Business Model in which Stock Businesses such as “Construction,” “Real Estate Management,” and “Rental and Real Estate Brokerage” Account for approximately 80% of Operating Profit**



▶ **Strong relationships among the business will mutually and continuously strengthen the foundation of stock-type business and serve as the driving force for expanding flow-type businesses across the group**



## The Growth Drivers for the Construction Business

### Seismic Isolation Technology to protect lives and property

- ▶ In Japan, there is a strong demand for earthquake-resistant buildings. We contribute to the creation of disaster-resistant communities using patented construction methods such as “High-Floor Seismic Isolation.”
- ▶ In addition, we contribute to the preservation of cultural heritage through the “Seismic Isolation Retrofit Method,” an advanced seismic-resistance upgrade for existing buildings.

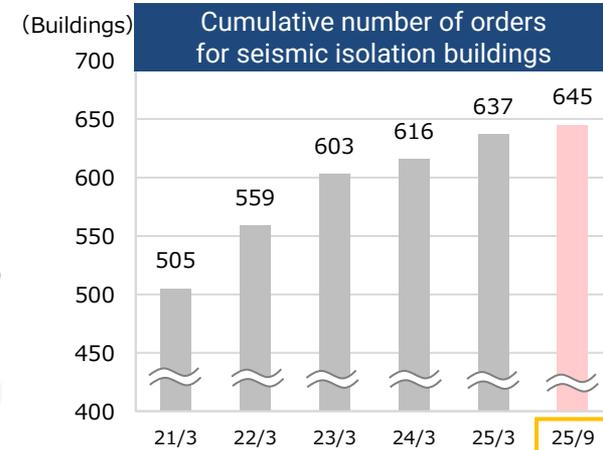


Ikegami Honmyoin Main Hall



Seismic isolation renovation

Cumulative orders  
**645**  
buildings



### Rental Housing Chosen by Tenants: Concept-Based Housing

- ▶ We propose rental housing with different concepts to suit a variety of lifestyles.
- ▶ We offer unique products such as “Mokumen,” a seismically isolated wood-RC hybrid structure, and “Otonowa,” our soundproof rental housing concept. This differentiation enables higher rents and occupancy rates. (See pages 23 and 24 for a list of products)

Products  
**20**  
types



Wooden and RC hybrid structure  
“Mokumen Residence”

## The Growth Drivers for the Real Estate Management Business

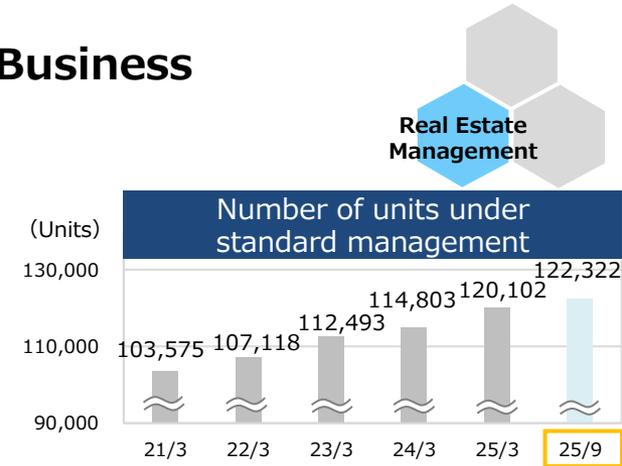
### Standard Property Management Option (Non-Master Lease)

- ▶ With 122,322 units under standard property management, we hold the No.1 position nationwide. (As of September 2025: according to our own research)

In a rental market with low vacancy rates, we support rental management through standard property management that reflects rent more directly to owners.

National Ranking

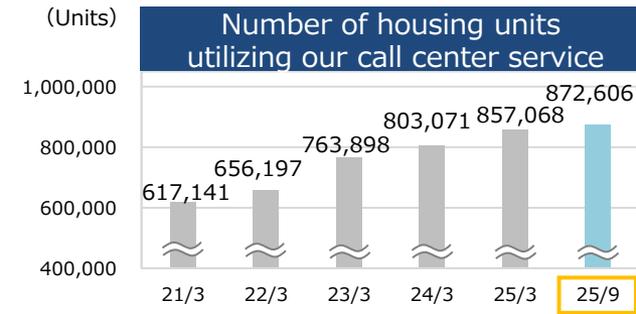
**1**  
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### Our In-House Call Center "Access 24"

- ▶ Leveraging our real estate management expertise, we operate a call center specialized in tenant support. With our 24/7 call center, we provide residents with peace of mind, and the number of households utilizing our services continues to grow.

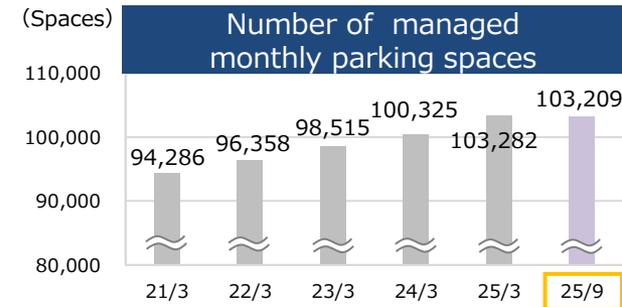
Serving over  
**870**  
thousand  
housing units



### The Largest Monthly Parking Lot Management Service in Japan

- ▶ Leveraging our long-cultivated land-use expertise to propose future solutions aligned with our customers' needs
- ▶ Operating the hourly parking service "Navi Park", with 57,000 parking spaces

Managing over  
**100**  
thousand  
parking spaces



## The Growth Drivers for the Real Estate Brokerage Business

### Development of the "PITAT HOUSE" Brand

- ▶ Our directly managed Pitat House outlets rank 7<sup>th</sup> nationwide in rental brokerage transaction volume. (Oct. 2023 to Sep. 2024 :National Rental Housing Newspaper survey)
- ▶ Offering optimal solutions—from rental home searches to residential purchases and asset building through commercial real estate—across 634 Pitat House locations nationwide (As of Sep. 2025, including network outlets)

National Ranking

7<sup>th</sup>



### Industry's First Real Estate Auction Service No. 1 in Cumulative Successful Bids (according to our own research)

- ▶ Since 1998, we have delivered fair, transparent, and highly satisfactory transactions for both sellers and buyers, with over 47,000 listings and more than 8,000 successful bids in total. (As of Sep. 2025)

Continuation of service

27 years

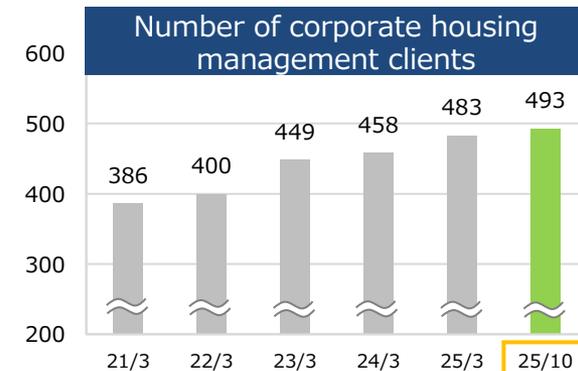


Winning with the highest bid

### Aiming to be the Best Partner for Companies

- ▶ We provide comprehensive support for corporate dormitories and company housing, and the number of client companies continues to grow.
- ▶ Long-term relationships expanding to consulting for headquarters relocation, factories, logistics facilities, and owned real estate

Client 493 companies



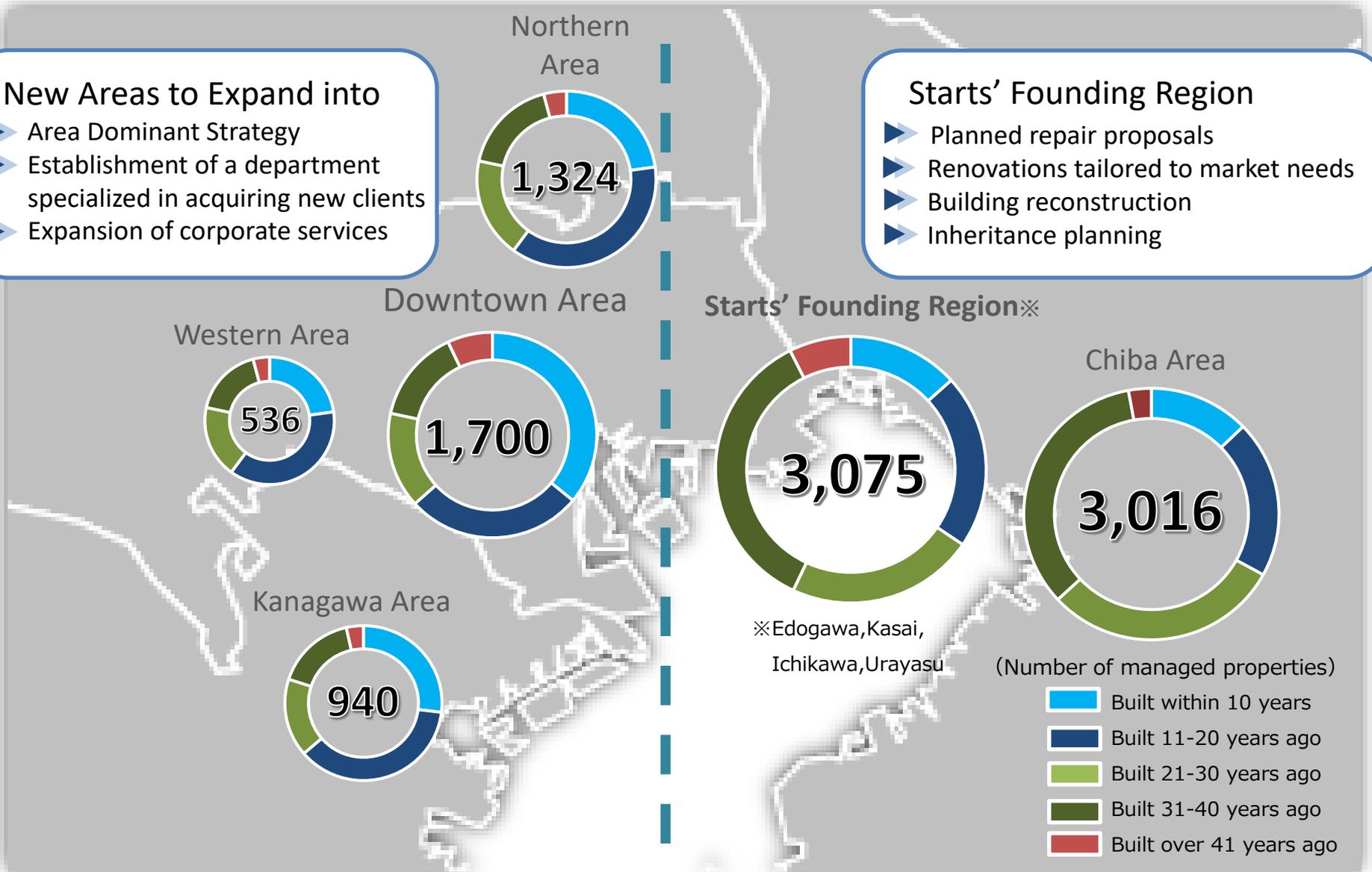
## Enhancing Our Presence through Two Community-Based Approaches

### New Areas to Expand into

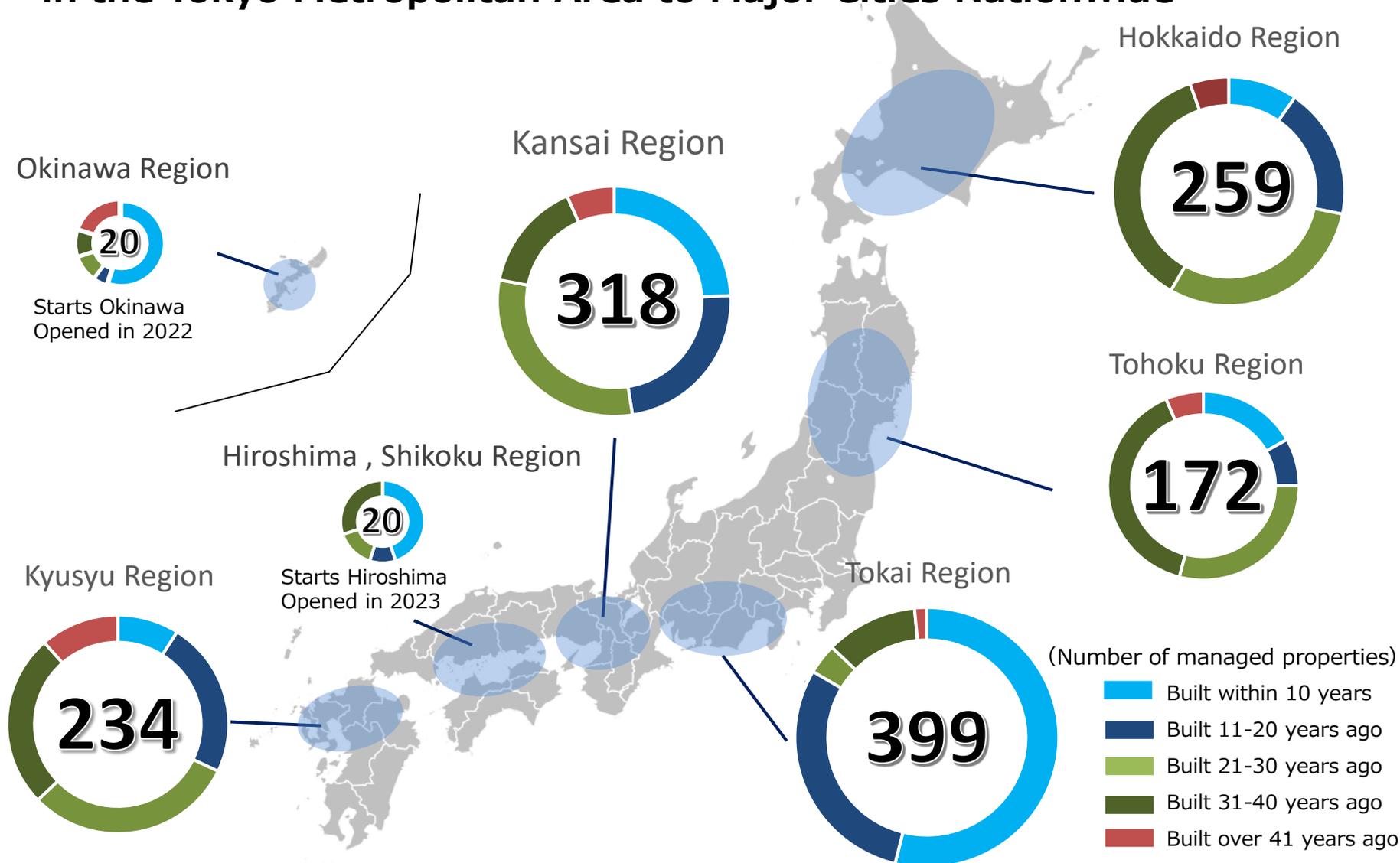
- ▶ Area Dominant Strategy
- ▶ Establishment of a department specialized in acquiring new clients
- ▶ Expansion of corporate services

### Starts' Founding Region

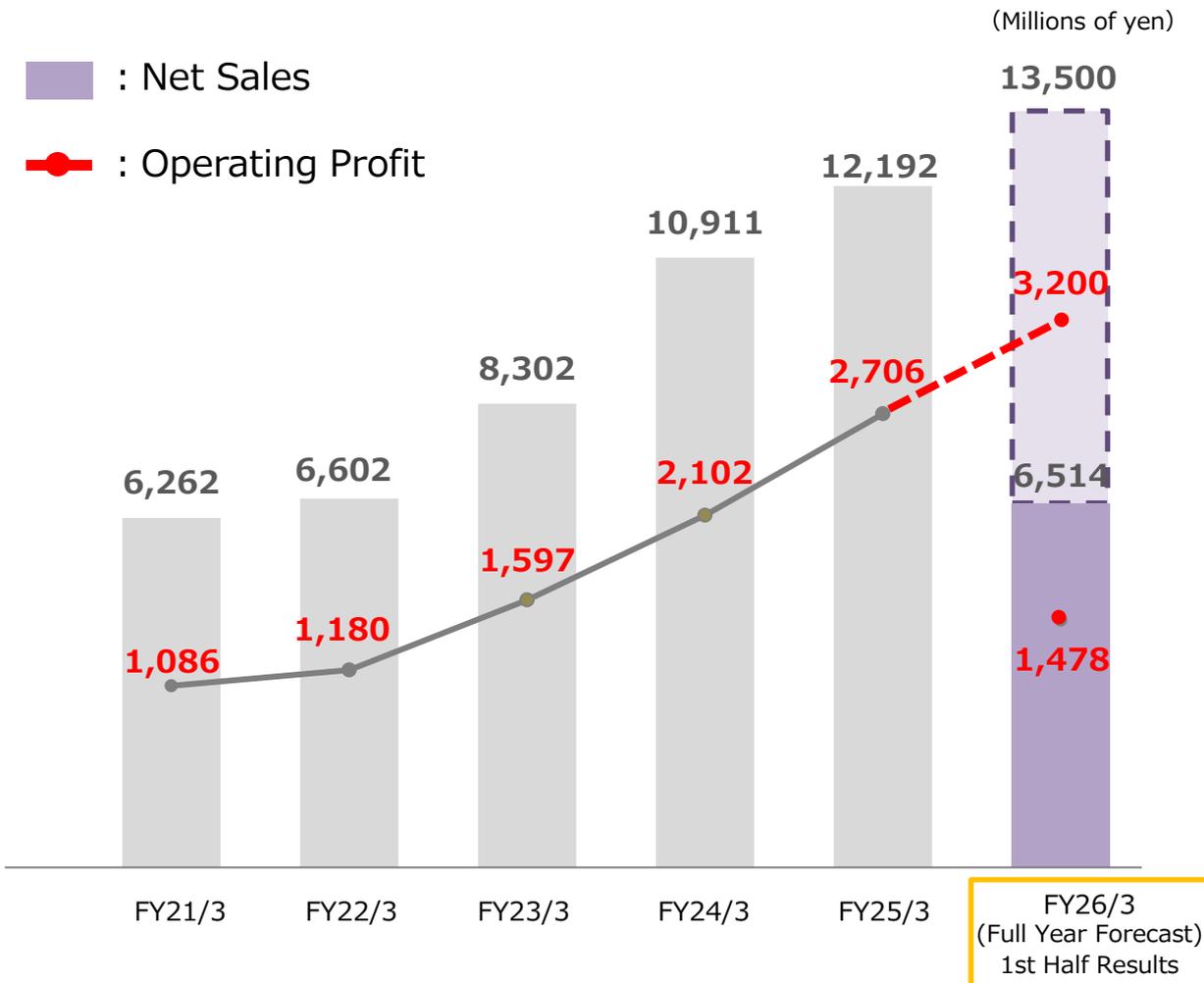
- ▶ Planned repair proposals
- ▶ Renovations tailored to market needs
- ▶ Building reconstruction
- ▶ Inheritance planning



## Expanding Community-Based Sales Practices Cultivated in the Tokyo Metropolitan Area to Major Cities Nationwide



## Performance Trends in Major Cities



### FY2026/3 1H Financial Highlights

#### Net Sales

6,514 million yen

Year on year 116.1%

Year on year +903 million

Full-year progress rate  
48.3%

#### Operating Profit

1,478 million yen

Year on year 161.6%

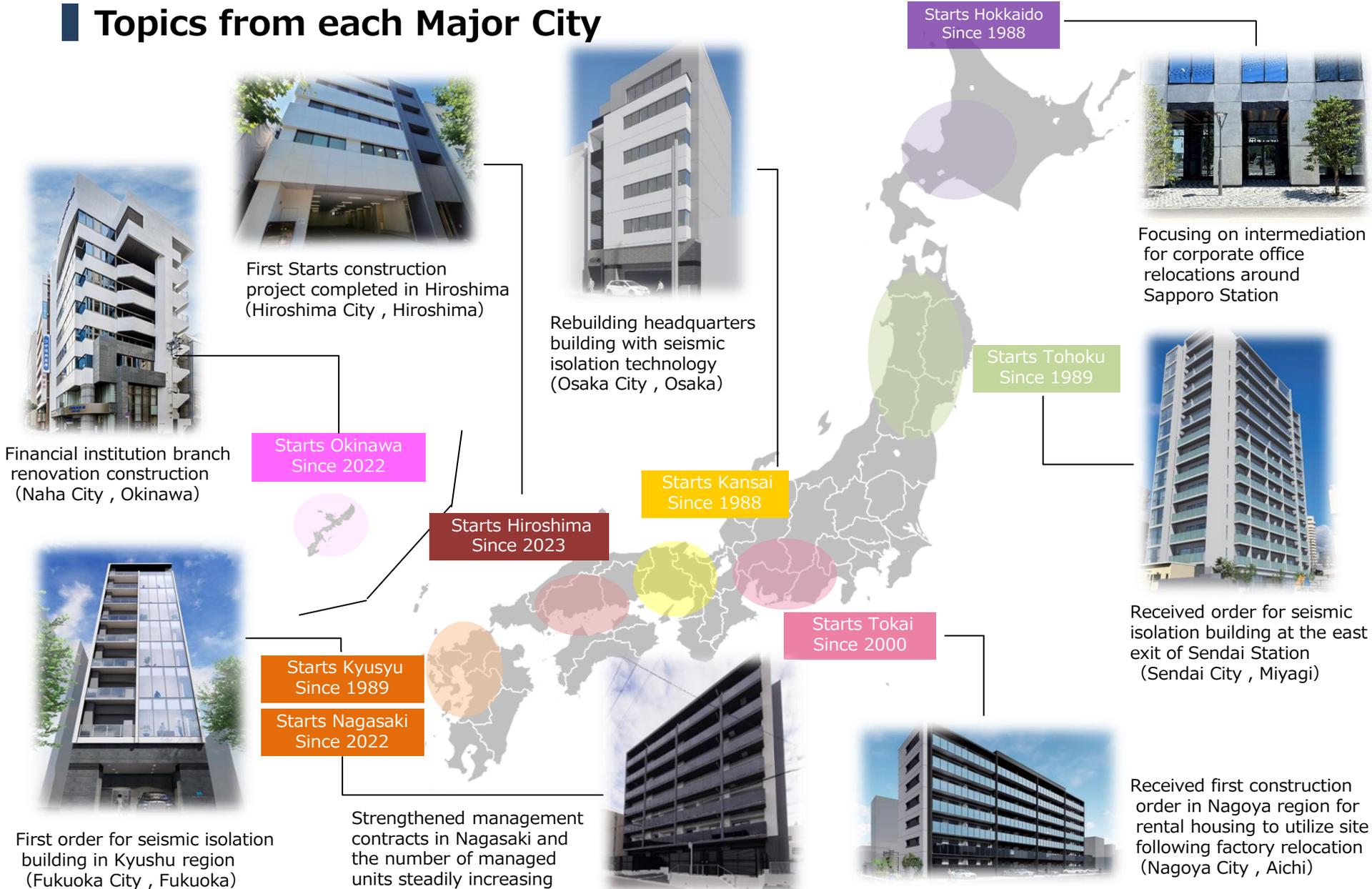
Year on year +563 million

Full-year progress rate  
46.2%

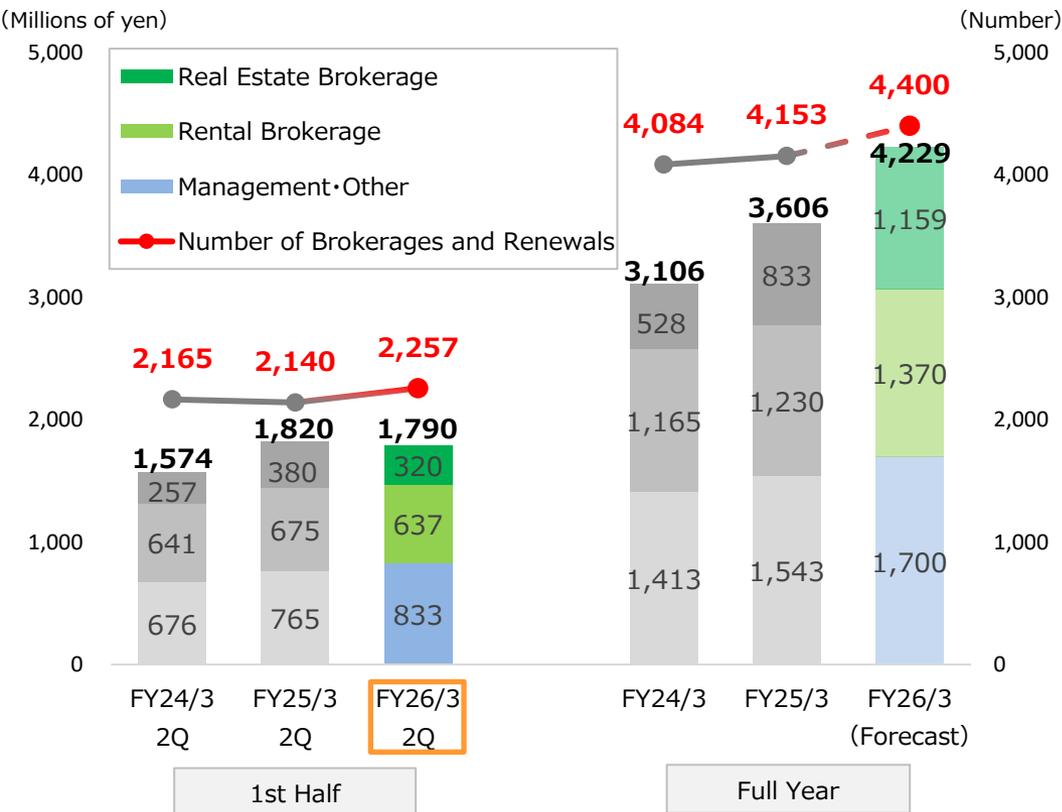
※Includes hotel business in major cities

▶ Sales and Operating Profit are steadily increasing as we expand service areas in Major Cities

## Topics from each Major City



## Trends in Overseas Business Revenue, Brokerage Transactions, and Lease Renewals



## Transaction Record Examples



【Country/City】  
America/Hawaii  
【Buyer】  
Japanese company  
【Seller】  
Existing Japanese customers, American individuals, etc.  
【Property Type】  
Hotel Condominium  
【Purpose】  
Employee benefits

【Hawaii / Condominium Brokerage of 4 buildings】



【Country/City】  
Thailand/Bangkok  
【Buyer】  
Japanese company  
【Seller】  
Japanese company  
【Property Type】  
factory  
【Purpose】  
Business expansion

【Bangkok / Factory sales and purchase brokerage】

## FY2026/3 1H Results

### 【Rental Brokerage】

Number of Rental Brokerages and Renewals  
Year on year +5.1%

➔ Rising rents have led to a trend of refraining from moving, resulting in an increase in lease renewals.

### 【Real Estate Brokerage】

Number of Real Estate Brokerages  
Year on year +11.9%

➔ The overall number of transactions increased due to an increase in sales and purchases with individuals.

## Future Initiatives

To facilitate our business expansion and to meet customer demand, we plan to open the following new locations:

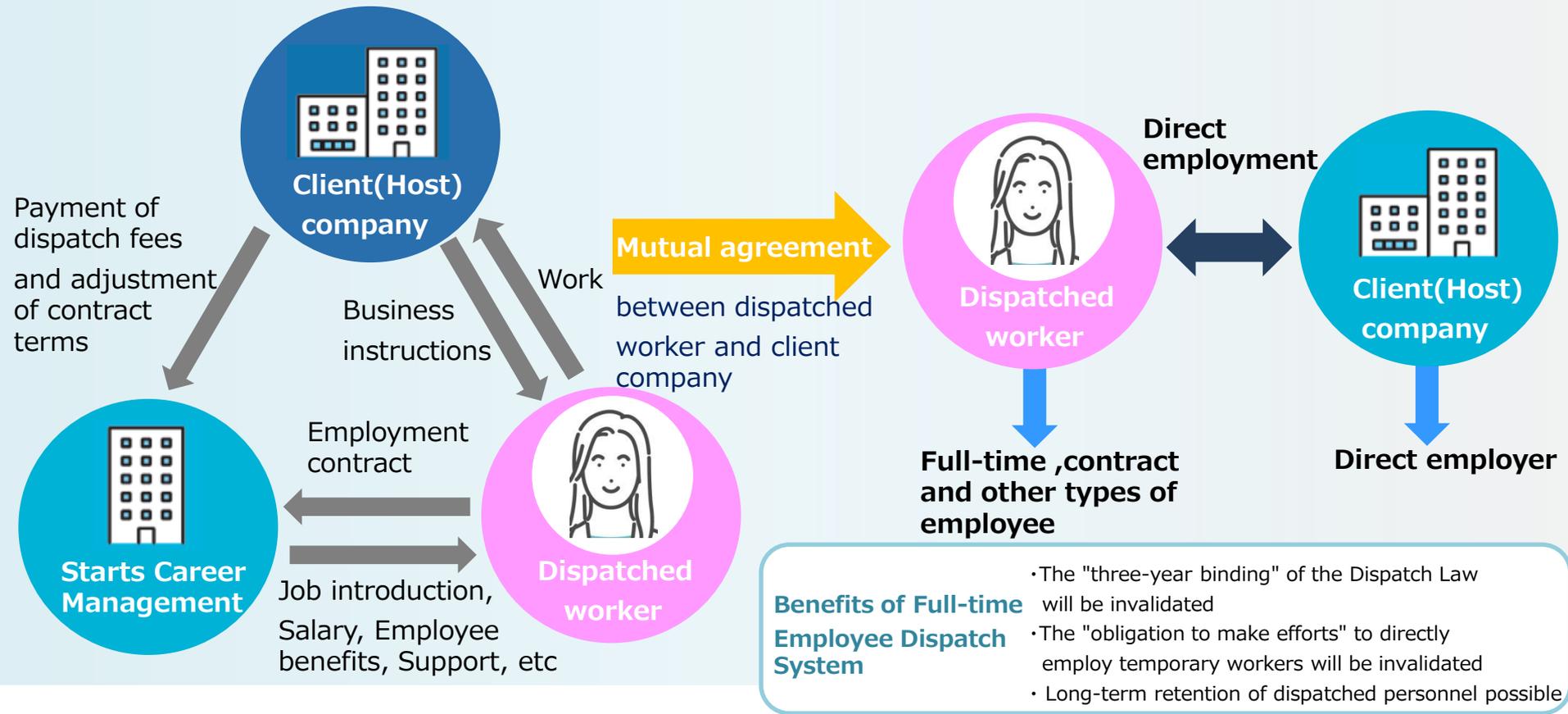
- New Jersey, USA
- Paris, France (Partner network)

# A new paid employment placement agency will commence operations on October 1, 2025

Targeting women aged 20 to 30, we have adopted a selection process that emphasizes personality and growth potential, hiring them as full-time employees. By dispatching these full-time employees, client companies can secure talent over the long term without being constrained by the "three-year rule" under the Temporary Work Agency Act. Employees, in turn, benefit from flexible working styles while enjoying Starts' welfare and benefits. Through this model, we contribute to expanding the labor force and supporting sustainable workforce development.



Official Website



Under construction



Scheduled to open in April 2026

Kumagaya City Child Care Support and Health Center Facility Improvement Project: Kumagaya City, Saitama

Site area: Approx. 27,000 m<sup>2</sup>  
 Total floor area: Approx. 7,640 m<sup>2</sup> (total of five functions, as indicated in the application guidelines)  
 Use: Child welfare facilities, nurseries, clinics, squares, parking lots, etc.  
 Project period: 15 years (designated management period)

Under construction



Scheduled for completion in Feb 2027

Former Fukuoka Technical High School Site Utilization Project :Fukuoka City, Fukuoka

Site area: Approx. 3,300 m<sup>2</sup>  
 Total floor area: Approx. 17,000 m<sup>2</sup>  
 Scale: 14 floors above ground  
 Use: Apartment Office, Meeting rooms and shops  
 Project period: 70 years

Planning



Scheduled for completion in FY2029

Kannai Station District Type 1 Urban Area Redevelopment Project: Yokohama City, Kanagawa

<North Exit District>  
 Site area: Approximately 2,700 m<sup>2</sup>  
 Total floor area: Approximately 33,810 m<sup>2</sup>  
 Scale: 21 floors above ground and 1 basement floor  
 Use: Office, Rental residence  
 Commercial facilities, Parking lots, etc.

<Port Town District>  
 Site area: Approx. 7,700 m<sup>2</sup>  
 Total floor area: Approx. 99,290 m<sup>2</sup>  
 Scale: 32 floors above ground and 2 basement floors  
 Application: Office, Rental House, Store, Nightlife bases, parking lots, etc.

FY2025  
(25/4-26/3)

FY2026  
(26/4-27/3)

FY2027  
(27/4-28/3)

FY2028  
(28/4-29/3)

FY2029  
(29/4-30/3)

Completed



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Tokyo Institute of Technology Staff Housing Development and Operation Project : Ota Ward, Tokyo

Site area: Approx. 3,750 m<sup>2</sup>  
 Total floor area: Approx. 8,580 m<sup>2</sup>  
 Scale: Eight floors above ground  
 Use: Apartment house (staff housing and rental apartment)  
 Business period: 50 years (fixed-term lease period)

Under construction



Scheduled for completion in Nov 2026

©スターツCAM・アール・アイ・エー 設計・建設共同企業体

Miura City Citizens' Interaction Site Project: Miura City, Kanagawa

Site area : Approx. 27,500 m<sup>2</sup>  
 Total floor area: Approx. 7,380 m<sup>2</sup>  
 Use: City Hall, Library, Welfare Facilities (Public) Private profit-making facilities, parking lots, etc.  
 Project period: Approx. 20 years

Planning



Scheduled for completion in FY2029

Chiryu Nishishinchi District Type 1 Urban Area Redevelopment Project :Chiryu City, Aichi

Site area: Approx. 9,450 m<sup>2</sup>  
 Gross floor area: Approx. 56,000 m<sup>2</sup>  
 Scale: 29 floors above ground (Condominiums) 12 floors above ground (Commercial, Public Interest, Rental Housing)  
 Use: condominiums, public utilities, commercial facilities, rental housing, parking lots, dashi warehouses, etc.

Planning



Multipurpose Indoor Facilities and Toyohashi Park East Area Development and Operation Project :Toyohashi City, Aichi

Site area: Approx. 14,049 m<sup>2</sup>  
 Total floor area: Approx. 21,188 m<sup>2</sup>  
 Use: Main Arena, Sub Arena, Martial Arts Field, Kyudo and Archery Field  
 Multipurpose ground, tennis court, Sumo wrestling area, parking lot, etc.  
 Business period: Approx. 30 years



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# **FY March 2026 First Half Financial Results Summary**

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## Consolidated Financial Results for the Six Months ended September 30 ,2025

(Millions of yen)

	FY2024 2Q (24/4-9) Results	FY2025 2Q (25/4-9) Results	YOY		FY2025 2Q (25/4-9) Plan	vs . Plan	
			Amounts	Change		Amounts	Change
Net Sales	108,851	<b>118,584</b>	+9,733	+8.9%	122,500	(3,915)	(3.2%)
Operating Profit	15,071	<b>16,019</b>	+947	+6.3%	15,700	+319	+2.0%
Ordinary Profit	14,857	<b>16,549</b>	+1,691	+11.4%	15,700	+849	+5.4%
Net Profit attributable to the parent	12,027	<b>10,836</b>	(1,190)	(9.9%)	10,600	+236	+2.2%
E P S (yen)	242.14	<b>224.96</b>	(17.18)	(7.1%)	220.04	+4.92	+2.2%

# Overview of Consolidated Operating Results II



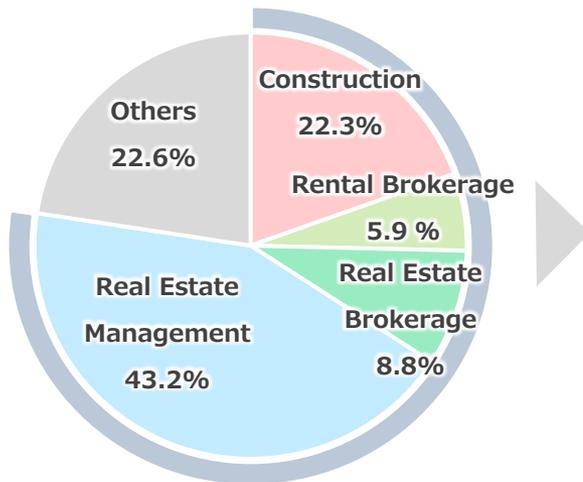
(Millions of yen)

	Net Sales		
	FY2024 2Q (24/4-9) Results	FY2025 2Q (25/4-9) Results	FY2025 2Q (25/4-9) Plan
Construction	31,904	<b>34,354</b>	37,500
Rental Brokerage	3,796	<b>3,803</b>	3,900
Real Estate Borkerage	3,832	<b>4,454</b>	4,500
Real Estate Management	46,370	<b>49,128</b>	49,200
Real Estate Development	555	<b>4,690</b>	4,400
Hotel and Leisure	7,206	<b>7,607</b>	7,700
Elderly Assistance and Childcare	6,054	<b>6,361</b>	6,300
Finance and Consulting	4,279	<b>4,149</b>	4,700
Publishing	4,461	<b>3,590</b>	3,900
Merchandising and Culture	390	<b>442</b>	400
Elimination / Corporate	-	-	-
<b>Total</b>	<b>108,851</b>	<b>118,584</b>	<b>122,500</b>

	Operating Profit		
	FY2024 2Q (24/4-9) Results	FY2025 2Q (25/4-9) Results	FY2025 2Q (25/4-9) Plan
	2,941	<b>3,528</b>	3,100
	880	<b>665</b>	800
	1,326	<b>1,683</b>	1,600
	6,512	<b>6,822</b>	6,700
	(163)	<b>256</b>	100
	746	<b>1,007</b>	900
	288	<b>285</b>	300
	1,039	<b>955</b>	1,100
	1,449	<b>715</b>	1,000
	35	<b>78</b>	100
	13	<b>20</b>	-
<b>Total</b>	<b>15,071</b>	<b>16,019</b>	<b>15,700</b>

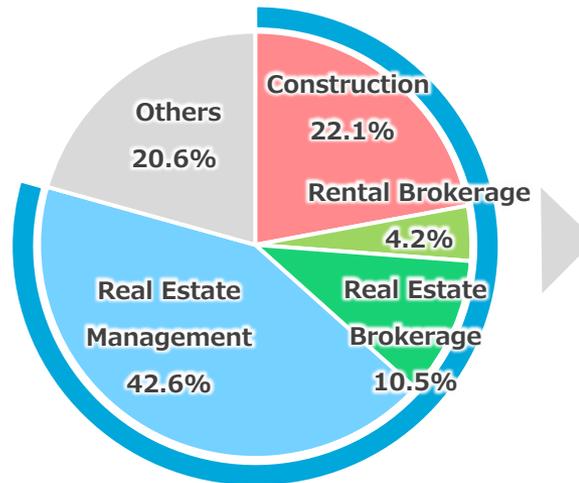
## Stable Operating Profit from the Stock Businesses of Construction, Rental and Real Estate Brokerage, and Real Estate Management

FY25/3 2Q Results



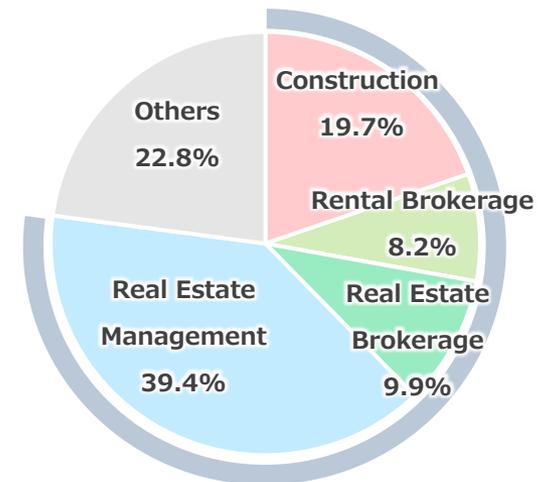
Total of four major Segments  
**77.4%**

FY26/3 2Q Results



Total of four major Segments  
**79.4%**

FY26/3 Forecast



Total of four major Segments  
**77.2%**

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# Overview by Segment

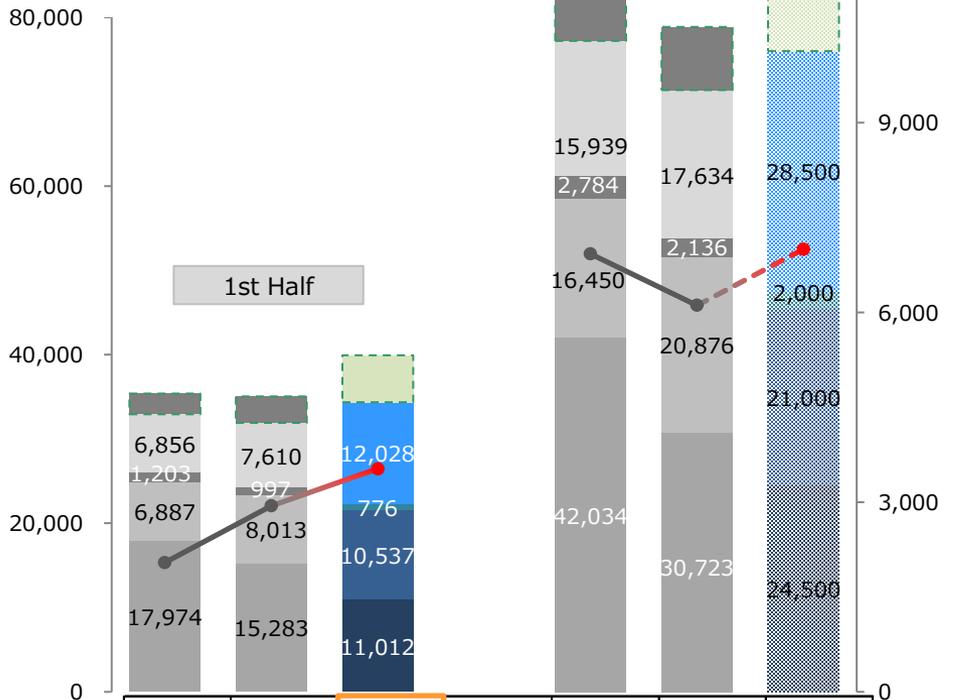
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22.1%

Operating Profit Composition (%)

- RC/Steel frame rental housing
- General housing
- Internal sales
- Wooden rental housing
- Other
- Operating profit

(Sales : Millions of yen)



(Operating Profit : Millions of yen)

Full Year

1st Half

	FY24/3 2Q	FY25/3 2Q	FY26/3 2Q	FY24/3	FY25/3	FY26/3 (Forecast)
Segment sales	32,922	31,904	34,354	77,208	71,369	76,000
Internal sales	2,462	3,141	5,565	7,819	7,497	10,000
Total sales	35,385	35,046	39,919	85,027	78,866	86,000
Operating profit	2,045	2,941	3,528	6,925	6,389	7,000
Operating profit ratio	5.8%	8.4%	8.8%	8.1%	8.1%	8.1%

## FY 2026/3 1H Financial Highlights

### Net Sales

34,354 million yen  
 Year-on-Year Change:  
 +7.7% / +¥2,450 million  
 Full-Year Progress Rate:  
 45.2%

### Operating Profit

3,528 million yen  
 Year-on-Year Change:  
 +20.0% / +¥586 million  
 Full-Year Progress Rate:  
 50.4%

## FY 2026/3 1H Summary of Results

- Increase in project scale has led to higher order volume per building
  - ▶ Total order amount increased by 16.0% YoY
- Orders received for RC/steel-frame rental housing also grew significantly, with RC/S order value rising by 45.2% YoY

## Key Topics

### FY2026/3 Full-Year Sales Outlook

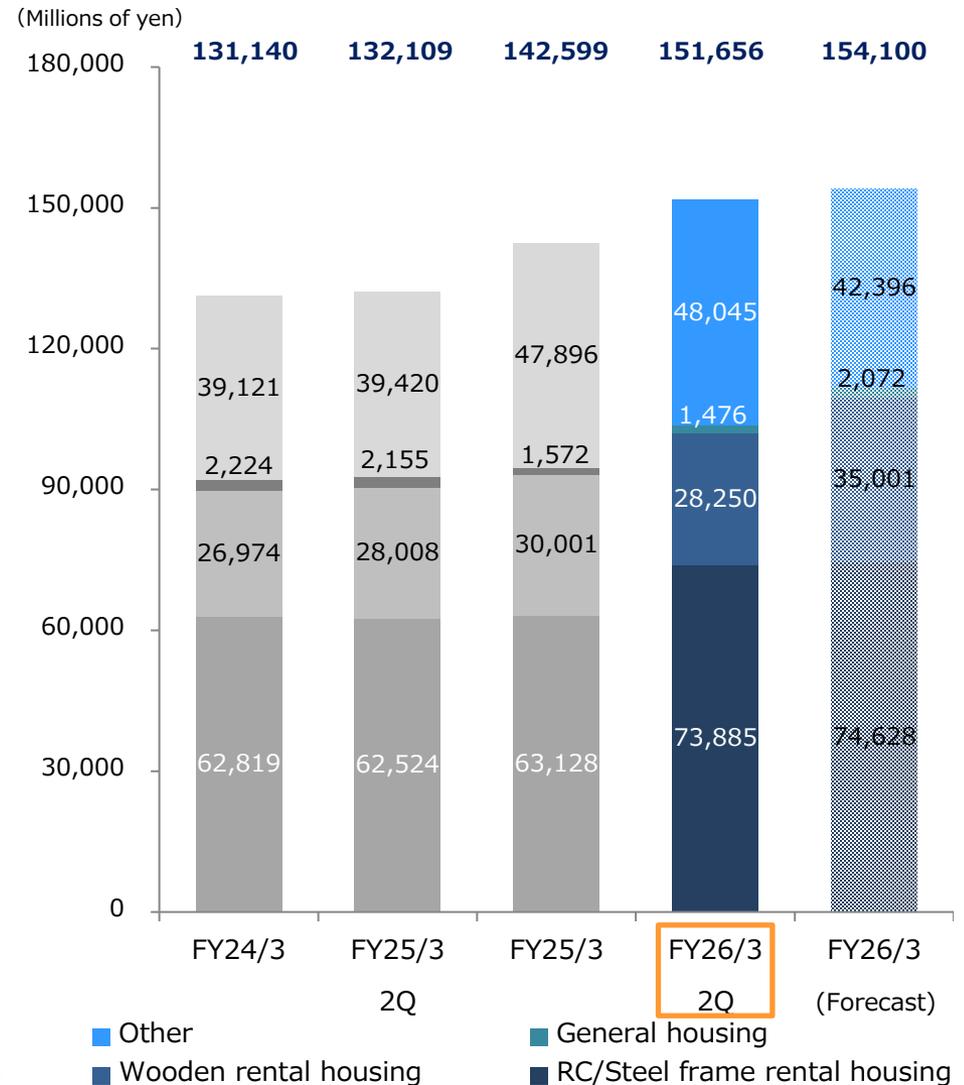
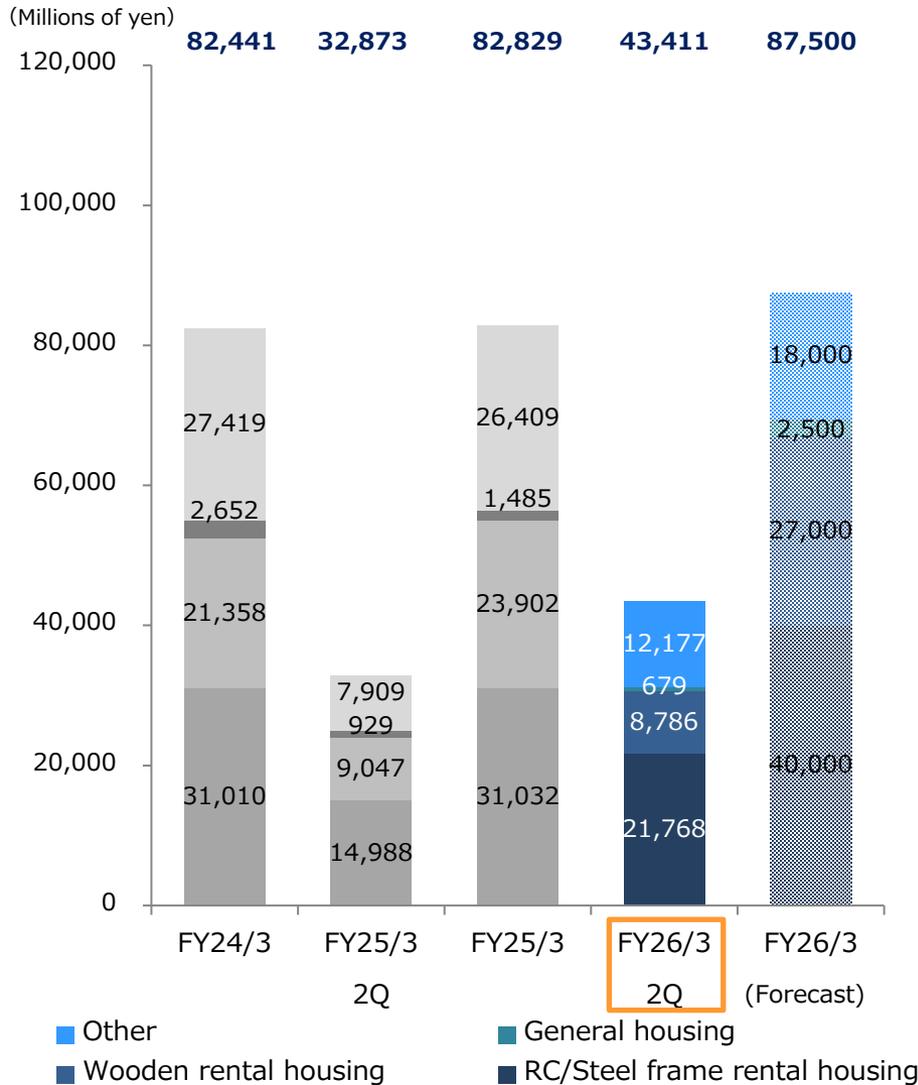
- ▶ Second-half sales are expected to exceed the planned amount, resulting in full-year sales of 76,000 million yen as forecast

### Strengthening Digital Media Advertising

- ▶ Driven by TV commercials and the renewal of the corporate website, inquiries related to asset management rose to 3.8 times the level of PY

## ◆Orders Received 4 3 , 4 1 1 million yen

## ◆Order Backlog 1 5 1 , 6 5 6 million yen



## Proposing Rental Housing Chosen by Residents

(RC stands for Reinforced Concrete)

Hybrid Structure	RC Construction (or Timber Construction)	RC Construction (or Timber Construction)	RC Construction	Timber Construction
<p> GOOD DESIGN AWARD 2022</p> <p>Upper Floors Timber Lower Floors RC</p> <p><b>Eco-Friendly Rental Apartment Featuring Hybrid Structure and Seismic Isolation Technology</b></p>	<p></p> <p><b>Rental Apartment with Well-Equipped Facilities for Harmonious Living with Pets</b></p>	<p></p> <p><b>Family-Friendly Rental Apartment with Enhanced Child-Rearing Facilities</b></p>	<p></p> <p><b>Differentiated Rental Apartment that Maximizes Vertical Space with a 1.5-Story Structure and Loft Design</b></p>	<p></p> <p><b>Wooden Housing with 1.5-Story Structure and Loft Design</b></p>
Soundproof RC Structure	RC Construction	Wall-Type RC Construction	RC Construction	Timber Construction
<p></p> <p>Music</p> <p>Sing</p> <p><b>Advanced Soundproof Walls and Floors Provide Exceptional Peace and Privacy, Enabling a Comfortable Lifestyle without the Worry of Disturbing Others</b></p>	<p></p> <p>Disaster Resilience</p> <p><b>Featuring Seismic Isolation and Gas-Powered Generator, Providing Continuous Electricity and Gas Supply</b></p>	<p></p> <p><b>Urban Rental Apartments Designed to Maximize Residential Space and Optimize Profitability within Height Restrictions</b></p>	<p></p> <p><b>Passive Design Housing Embraces Natural Light and Airflow to Create a Comfortable Living Environment</b></p>	<p></p> <p><b>Wooden Housing Featuring Passive Design</b></p>

## Proposing Rental Housing Chosen by Residents

Timber Construction



Providing Premium Four-Story Rental Apartments with Timber Construction Comparable to Reinforced Concrete and Steel

Timber Construction



Single-Family Rental Housing Offering Privacy and Comfortable Living for Families

Timber Construction



Even on Small Plots, Single-Family Rental Housing Offering Privacy and Comfortable Living for Families

Timber Construction



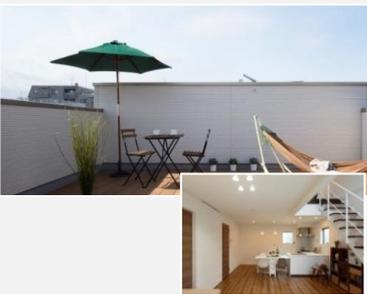
Providing a Comfortable Living Environment with High Ceilings and Tall Windows While Ensuring Privacy from Outside Views

Timber Construction



Three-Story Timber Apartments Designed to Avoid Flood Risks from Urban Water Disasters

Timber Construction



Maximizing the Use of the Rooftop as a Terrace to Create a Rich Lifestyle under the Open Sky

Timber Construction



Recreating Japan's Unique and Comforting Traditional Lifestyle for Modern Living

Gated Community Housing



Premium Design Prioritizing Safety and Social Connection Featuring Secure Building Layouts and Inviting Communal Spaces

Timber Construction

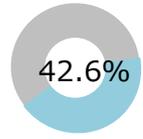


Premium Rental Housing Featuring an Inner Garage Creating a Unique Living Experience with Beloved Vehicles

Frame-Based Timber Structure



Timber Structures Designed for Large Openings and Wide Spans, Offering Exceptional Flexibility

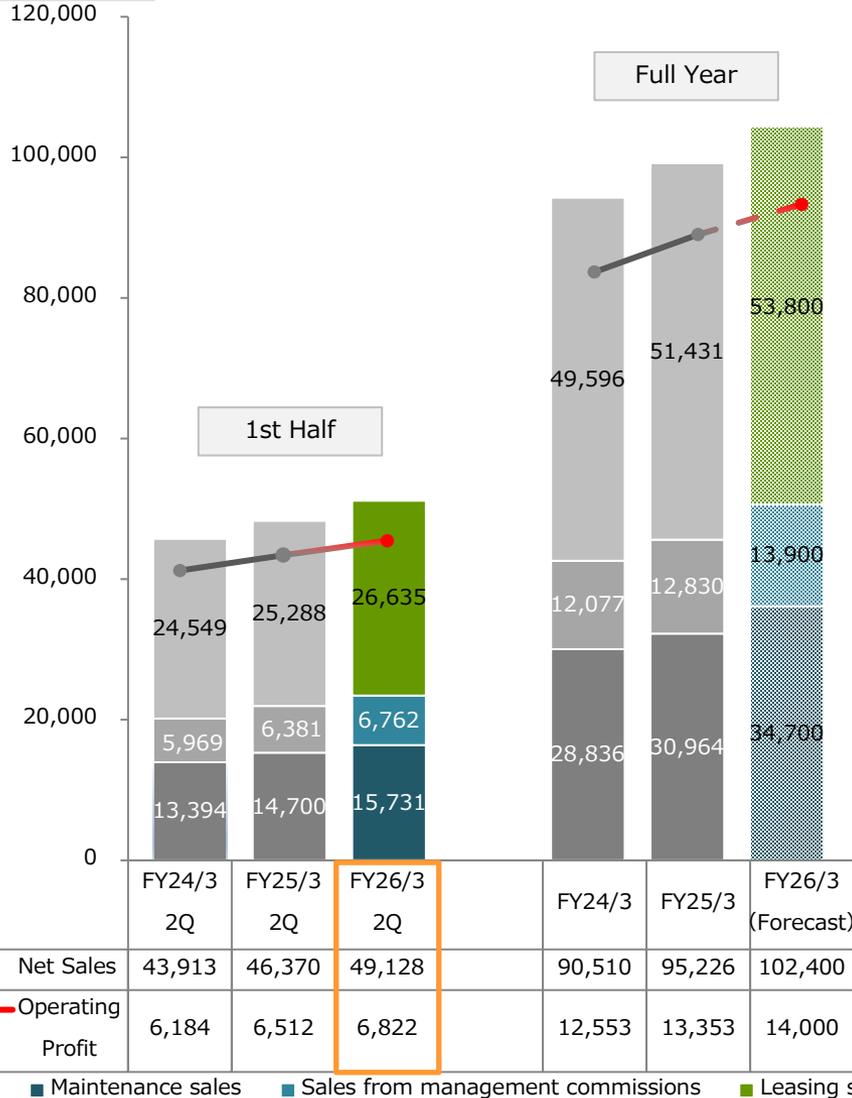


Operating Profit Composition (%)

## 【Real estate management sales】

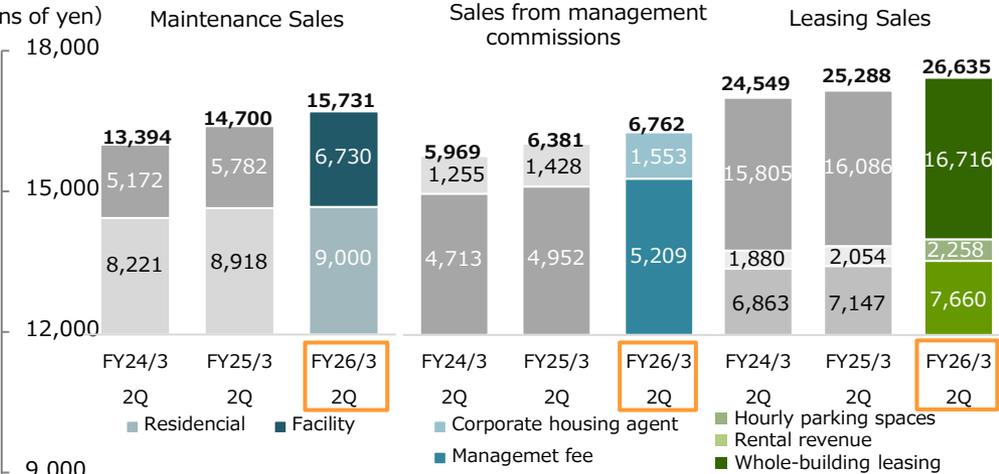
(Net Sales : Millions of yen)

(Operating Profit : Millions of yen)



## 【Real estate Management Business Sales by type】

(Millions of yen)



### FY 2026/3 1H Financial Highlights

#### Net Sales

49,128 million yen  
 Year-on-Year Change:  
 +5.9% / +¥2,758 million  
 Full-Year Progress Rate:  
 48.0%

#### Operating Profit

6,822 million yen  
 Year-on-Year Change:  
 +4.8% / +¥310 million  
 Full-Year Progress Rate:  
 48.7%

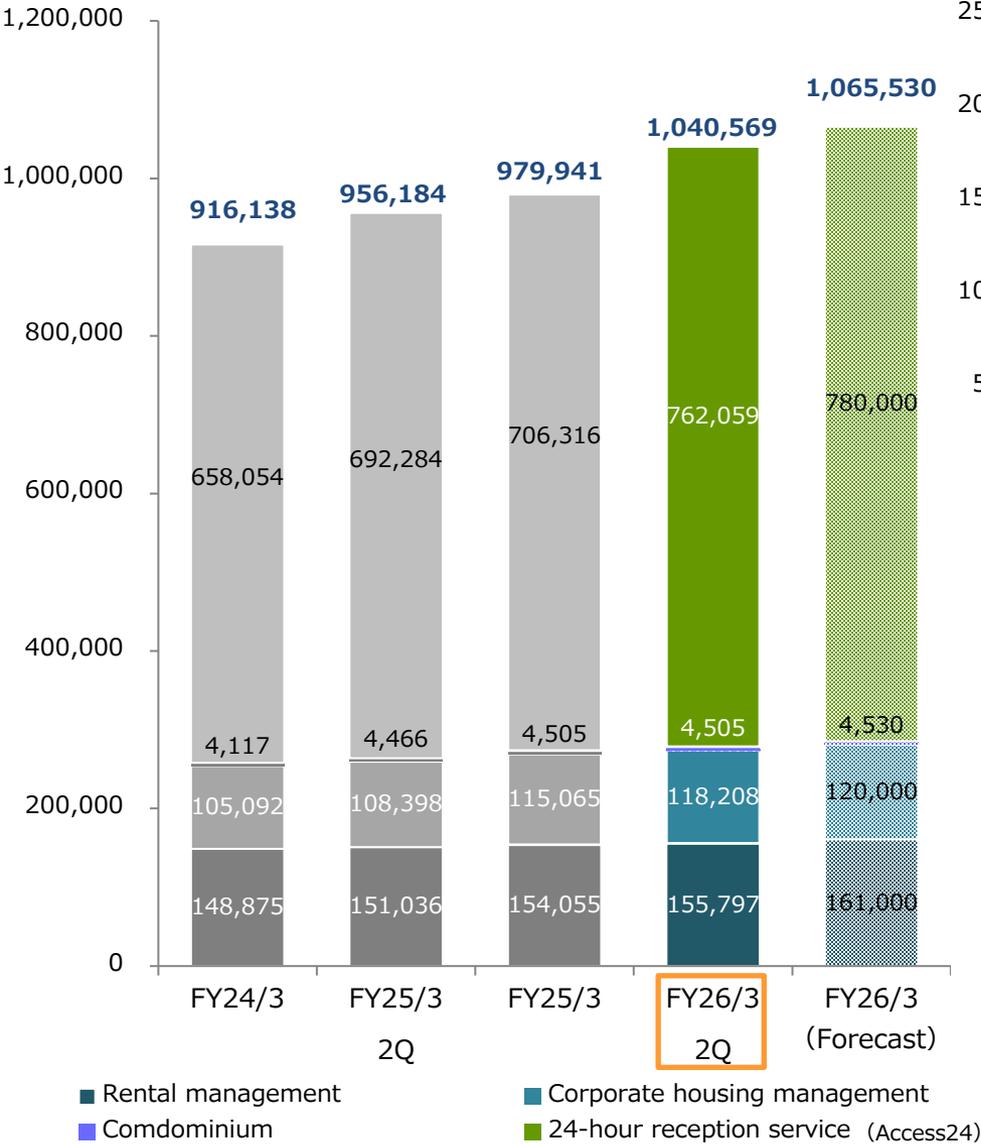
### FY 2026/3 1H Summary of Results

■ Maintenance sales increased by 16.4% YoY  
 driven by the larger scale of facility-related construction projects

■ Leasing sales increased by 3.9% YoY  
 driven by progress in revising tenant rents under the master lease

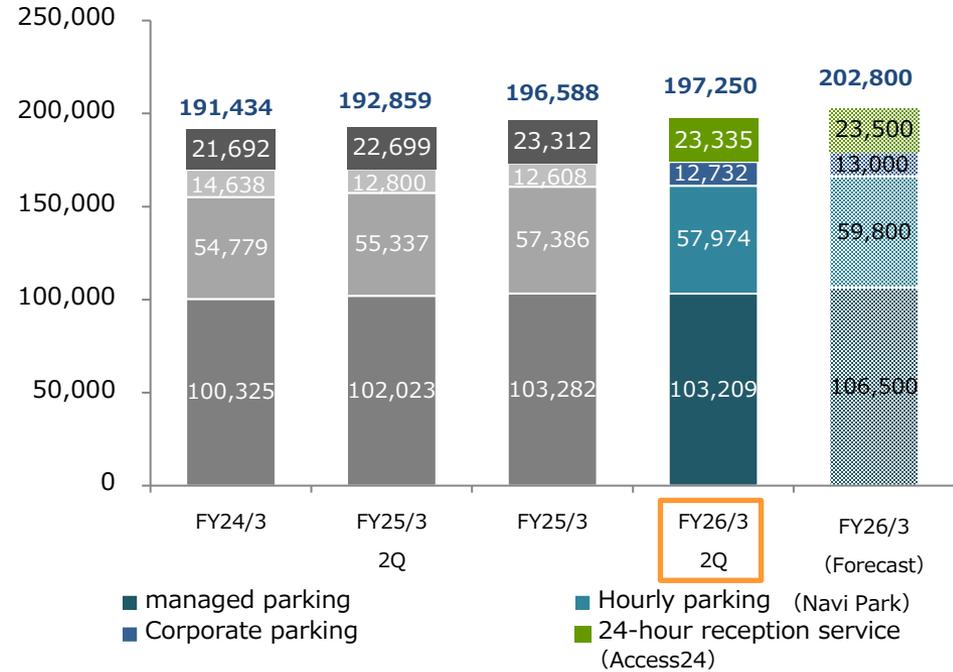
## 【Dwelling】

(Number of housing units)



## 【Parking lot】

(Number of parking lots)



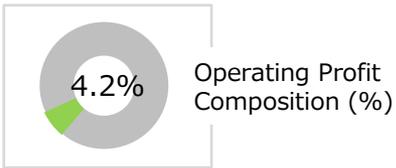
### Key Topics

- Secured New Facility Management Contract

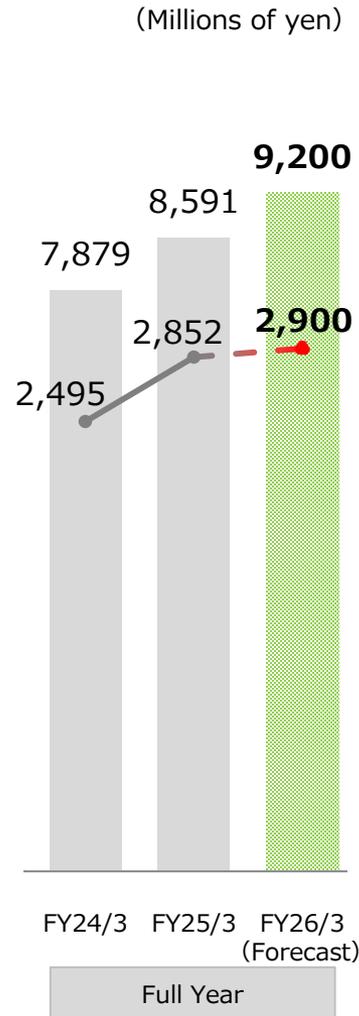
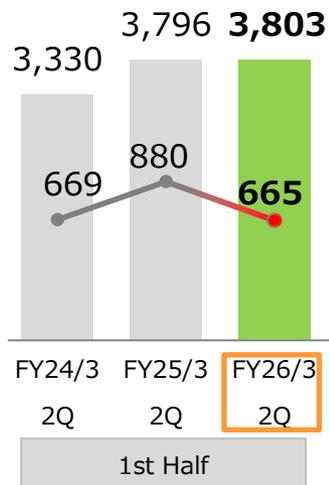
- ▶ College of Commerce, Nihon University Kinuta Campus • Okura Ground



- Established a dedicated department for new contract acquisition in the central Tokyo, starting operations in April 2025



■ : Net Sales  
 ● : Operating Profit



## FY 2026/3 1H Financial Highlights

### Net Sales

3,803 million yen  
 Year-on-Year Change:  
 +0.2% / +¥6 million  
 Full-Year Progress Rate:  
 41.3%

### Operating Profit

665 million yen  
 Year-on-Year Change:  
 (24.4%) / (¥215million)  
 Full-Year Progress Rate:  
 23.0%

## FY 2026/3 1H Summary of Results

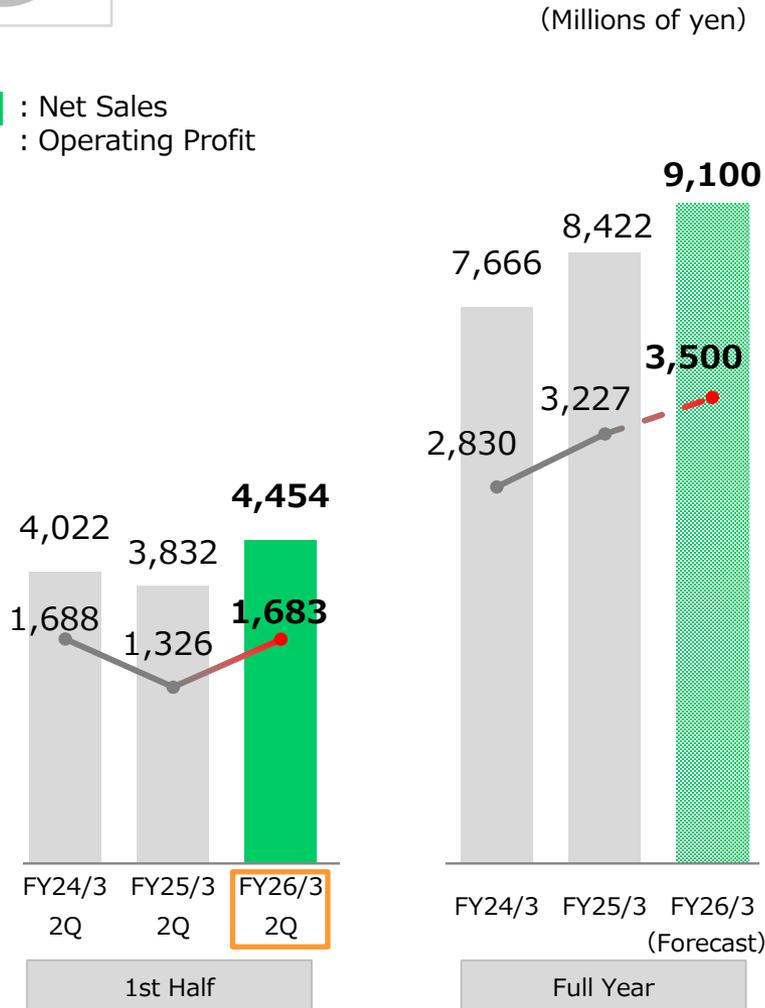
- Continuous Growth in the Number of Managed Units
  - ▶ The number of lease renewals has risen, leading to a solid increase in renewal fee revenue.
- Implemented planned increases in starting salaries and base pay, resulting in a decline in profits

## Key Topics

- Increase in Corporate Housing Outsourcing Contracts
  - ▶ Provision of high-satisfaction services through tailored proposals and long-term support
- Strengthening of the Corporate Client Support Division
  - ▶ Expanded dedicated teams across Kanagawa and Saitama to provide more localized and responsive services



■ : Net Sales  
 ● : Operating Profit



## FY 2026/3 1H Financial Highlights

### Net Sales

4,454 million yen  
 Year-on-Year Change:  
 +16.2% / +¥622 million  
 Full-Year Progress Rate:  
 48.9%

### Operating Profit

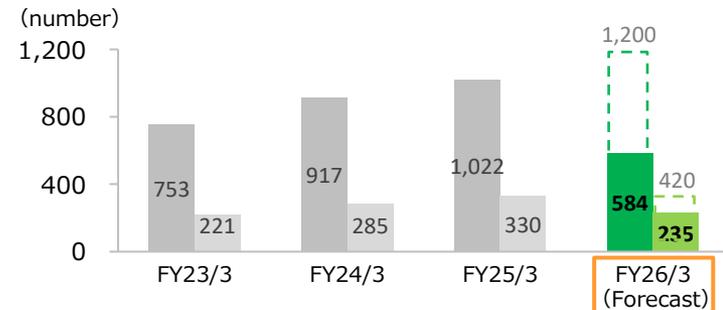
1,683 million yen  
 Year-on-Year Change:  
 +26.9% / +¥357million  
 Full-Year Progress Rate:  
 48.1%

## FY 2026/3 1H Summary of Results

- Increase in Real Estate Transaction Unit Price
  - ▶ Brokerage Fee per Transaction Up 13.7% YOY
- Growth in Commercial Property Brokerage Deals
  - ▶ Number of Corporate Brokerage Deals Up 10.7% YOY

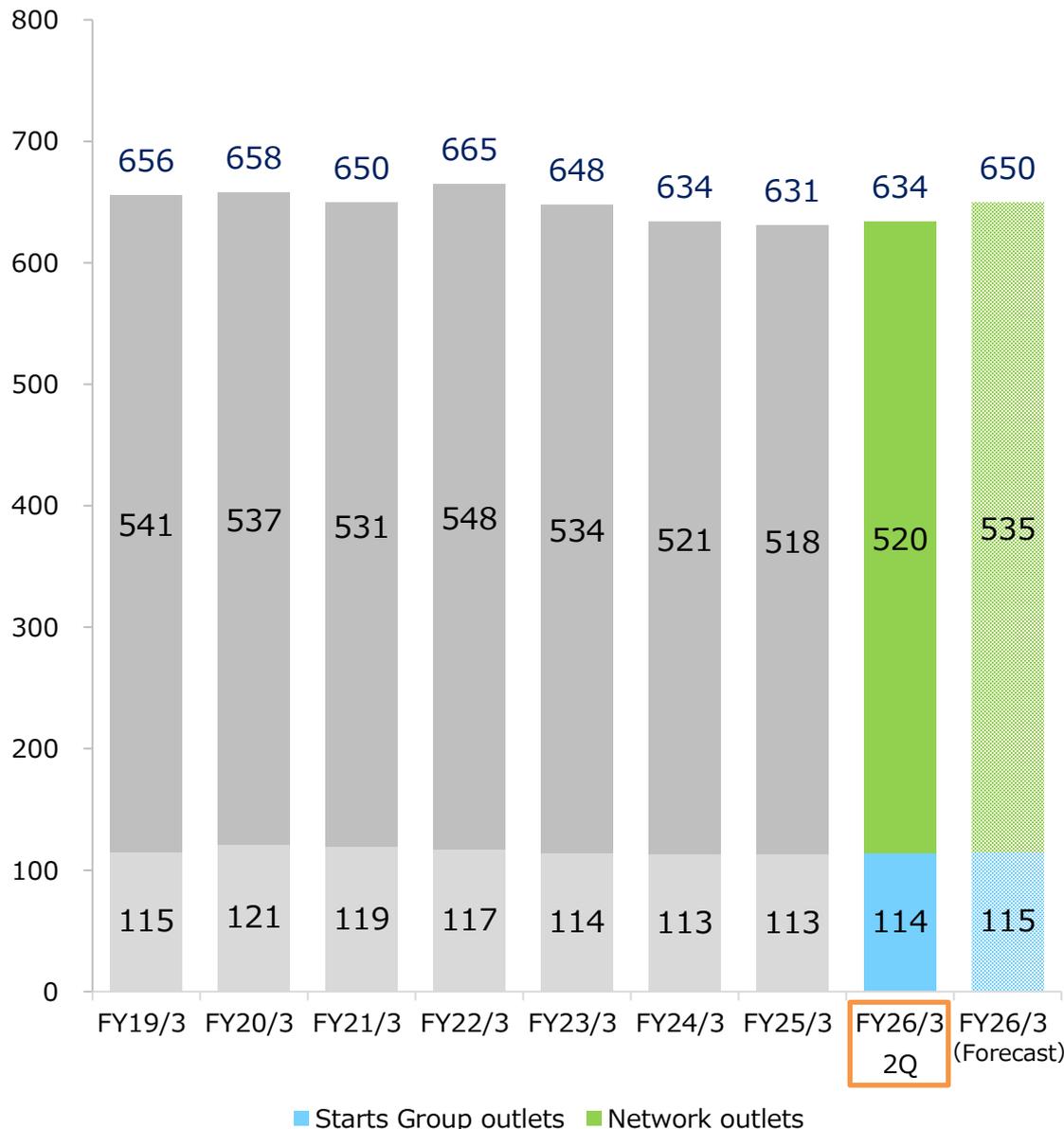
## Key Topics

### Promotion of the MY HOME AUCTION



■ Number of items ■ Number of succesful bids  
 (Note) Figures represent only Starts' directly managed outlets; for the March 2026 plan, progress reflects results up to September 2025

(Number of Outlets)



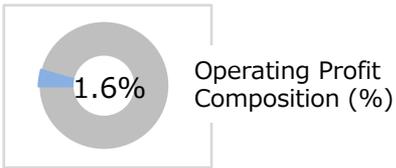
## Network outlets (Finance and Consulting Business)

We expand our nationwide real estate network under the “Pitat House” brand. Leveraging the strengths of the Starts Group—particularly in human resource development and our comprehensive real estate support system “Pitat House Cloud”—we are committed to supporting the growth of our franchise partners and enhancing the quality of service for our customers. Our goal is to build a high-quality real estate network that delivers both operational excellence and customer satisfaction.

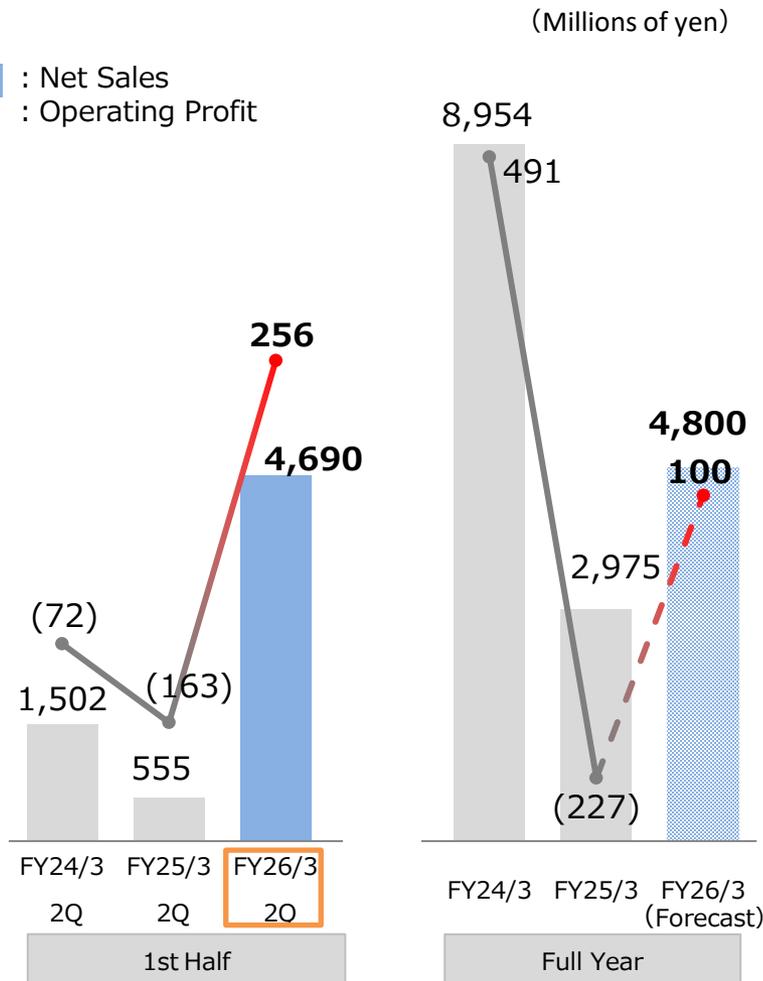
## Starts Group outlets (Rental and Real Estate Brokerage Business)

We are expanding our services nationwide, focusing on the Tokyo metropolitan area and major urban centers such as Sapporo, Sendai, Nagoya, Osaka, and Fukuoka. By leveraging the comprehensive capabilities of the Starts Group, we provide tailored proposals and high-quality services across Japan. In addition to opening new locations in central and key urban areas, we are also working to optimize our existing store network through strategic consolidation.

【What’s New】  
Dec. 2025 Hiroshima-Chuo branch opened  
(Starts Hiroshima operating)



■ : Net Sales  
 ● : Operating Profit



## FY 2026/3 1H Financial Highlights

### Net Sales

4,690 million yen  
 Year-on-Year Change:  
 +4,135 million yen  
 Full-Year Progress Rate:  
 97.7%

### Operating Profit

256 million yen  
 Year-on-Year Change:  
 +420 million yen  
 Full-Year Progress Rate:  
 256.8%

## FY 2026/3 1H Summary of Results

### QUWON GARDEN Bunkyo Sendagi

▶ Two Detached Buildings Sold Out  
 Sales Amount: 747 million yen

### Transfer of Five Income-Producing Properties

▶ Sales Amount: 3,570 million yen

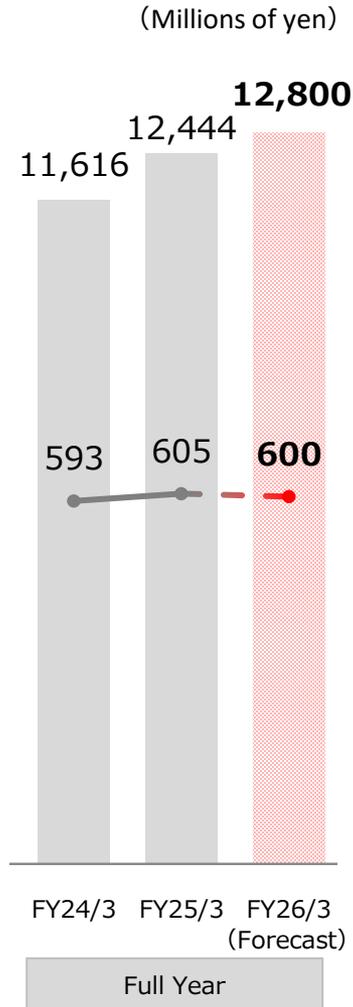
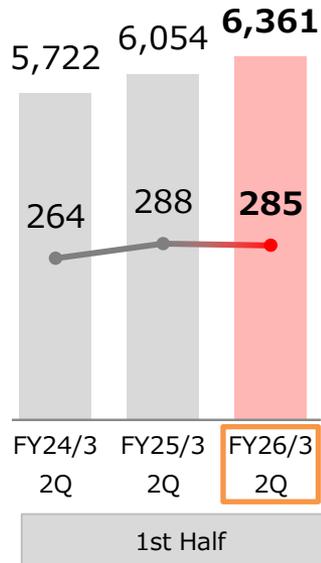
## Key Topics

### Scheduled Sales Launches

- ▶ QUWON GARDEN Sakurajosui (Phase 1)  
 Sales Scheduled to Begin in Spring 2026
- ▶ Alpha Grande Ichinoe 7th Avenue  
 Sales Scheduled to Begin in Spring 2026
- ▶ Alpha Grande Shin-Yokohama  
 Sales Scheduled to Begin in Summer 2026



■ : Net Sales  
● : Operating Profit



## FY 2026/3 1H Financial Highlights

### Net Sales

6,361 million yen  
 Year-on-Year Change:  
 +5.1% / +¥307 million  
 Full-Year Progress Rate:  
 49.7%

### Operating Profit

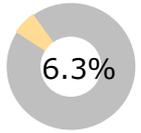
285 million yen  
 Year-on-Year Change:  
 (1.1)% / (¥3 million)  
 Full-Year Progress Rate:  
 47.6%

## FY 2026/3 1H Summary of Results

- Operating 128 facilities mainly in Tokyo and surrounding prefectures; Two New Offices Opened
- Revenue grew on steady operations, but operating profit stayed flat due to higher labor and material costs

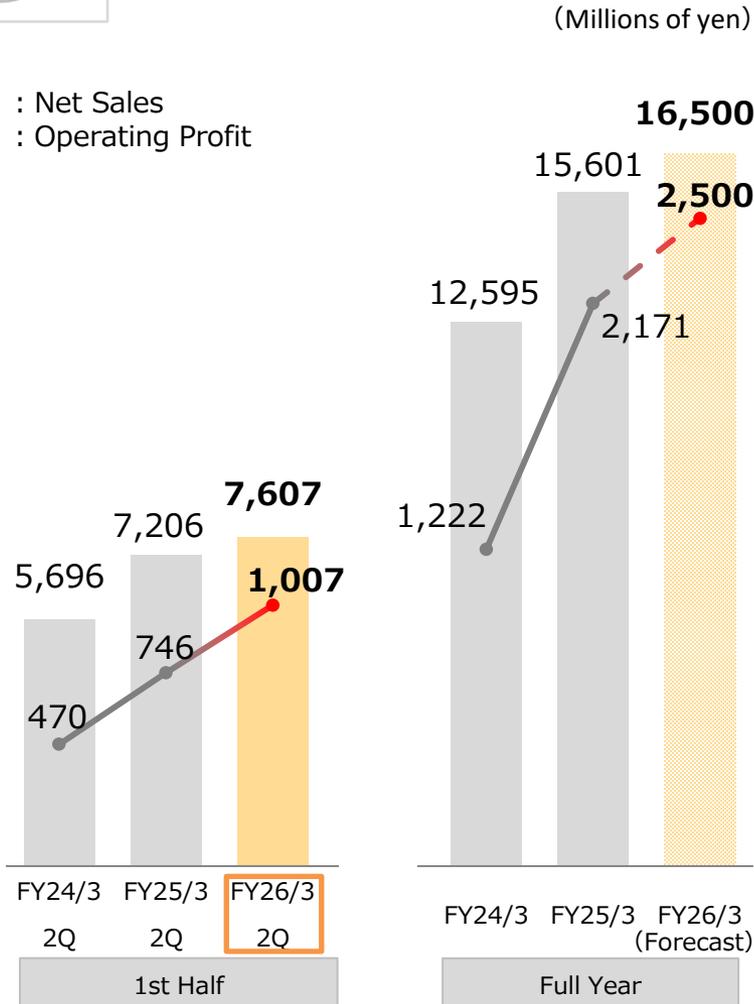
## Key Topics

- Four additional facilities scheduled to open
- Continued Hiring of Foreign Personnel
  - ▶ Recruiting technical interns and specified skilled workers from overseas, targeting 100 staff by fiscal year-end



Operating Profit  
Composition (%)

■ : Net Sales  
● : Operating Profit



## FY 2026/3 1H Financial Highlights

### Net Sales

7,607 million yen  
Year-on-Year Change:  
+5.6% / +¥401 million  
Full-Year Progress Rate:  
46.1%

### Operating Profit

1,007 million yen  
Year-on-Year Change:  
+35.0% / +¥261million  
Full-Year Progress Rate:  
40.3%

## FY 2026/3 1H Summary of Results

### Average Daily Rate (ADR) Increased

- ▶ Capturing inbound demand while maintaining high occupancy rates, with ADR continuing to show steady growth

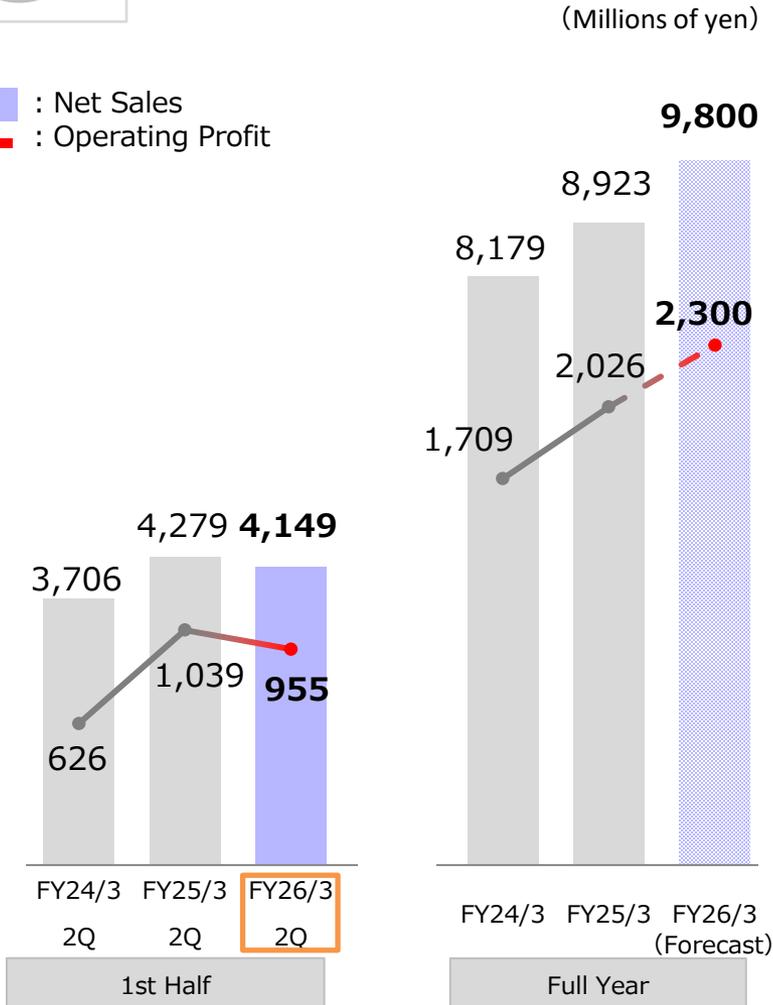
## Key Topics

- HOTEL Emion TOKYO BAY and HOTEL Emion SAPPORO have been awarded the Grand Prize in the Rakuten Travel "ANA Raku Pack Award 2025"
- HOTEL LUMIERE NISHIKASAI reopened on September 28, 2025 following renovations





■ : Net Sales  
● : Operating Profit



## FY 2026/3 1H Financial Highlights

### Net Sales

4,149 million yen  
Year-on-Year Change:  
(3.0)% / (¥129 million)  
Full-Year Progress Rate:  
42.3%

### Operating Profit

955 million yen  
Year-on-Year Change:  
(8.2)% / (¥84million)  
Full-Year Progress Rate:  
41.5%

## FY 2026/3 1H Summary of Results

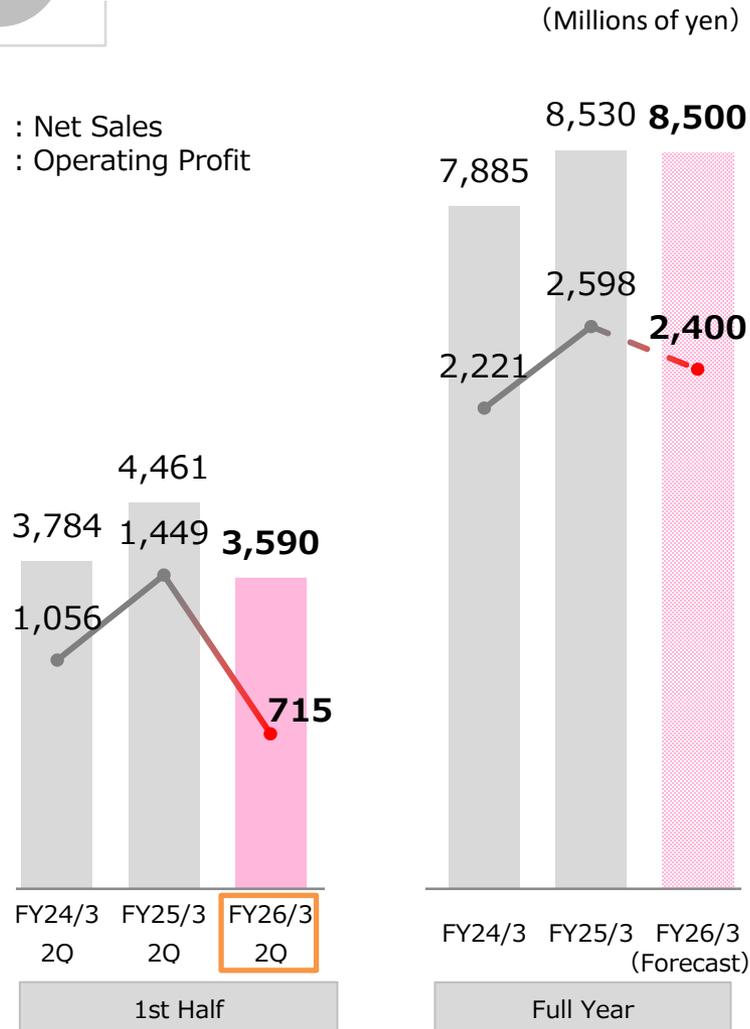
- Mortgage-Related Fee Income Decreased  
Due to Rising Interest Rates
- Increase in Trust Fees  
Volume of entrusted properties increased by 6.7% YoY
- Increase in Small-Amount, Short-Term Insurance  
Premium Income  
Number of insurance contracts increased by 8.5% YoY

## Breakdown of Business

Business	Revenue Base	FY25/3 2Q	FY26/3 2Q	FY26/3 (Forecast)
Franchise Business	Pitat House Number of franchisees	635	634	650
Securities Business	Financial Management, Securities Insurance, etc. Agency income (100 m yen)	13	9	23
Investment Corporation asset Management business	"Starts Proceed Investment Corporation" Asset under management (100 m yen)	979	965	961
Insurance business	Number of small amount insurance policies handled	44,873	48,689	100,000
Trust business	Total number of assets under management Assets under management (100 m yen)	355 1,704	379 1,852	400 1,880



■ : Net Sales  
● : Operating Profit



## FY 2026/3 1H Financial Highlights

### ■ Net Sales

3,590 million yen  
Year-on-Year Change:  
(19.5)% / (¥870 million)  
Full-Year Progress Rate:  
42.2%

### ■ Operating Profit

715 million yen  
Year-on-Year Change:  
(50.6)% / (¥734million)  
Full-Year Progress Rate:  
29.8%

## FY 2026/3 1H Summary of Results

- Revenue and profit declined, reflecting the absence of prior-year contributions from movie-related dividends and increased book and comic sales associated with the movie adaptation
- Restaurant reservations increased steadily, driven by the expansion of premium plans under “OZ Premium Reservations”

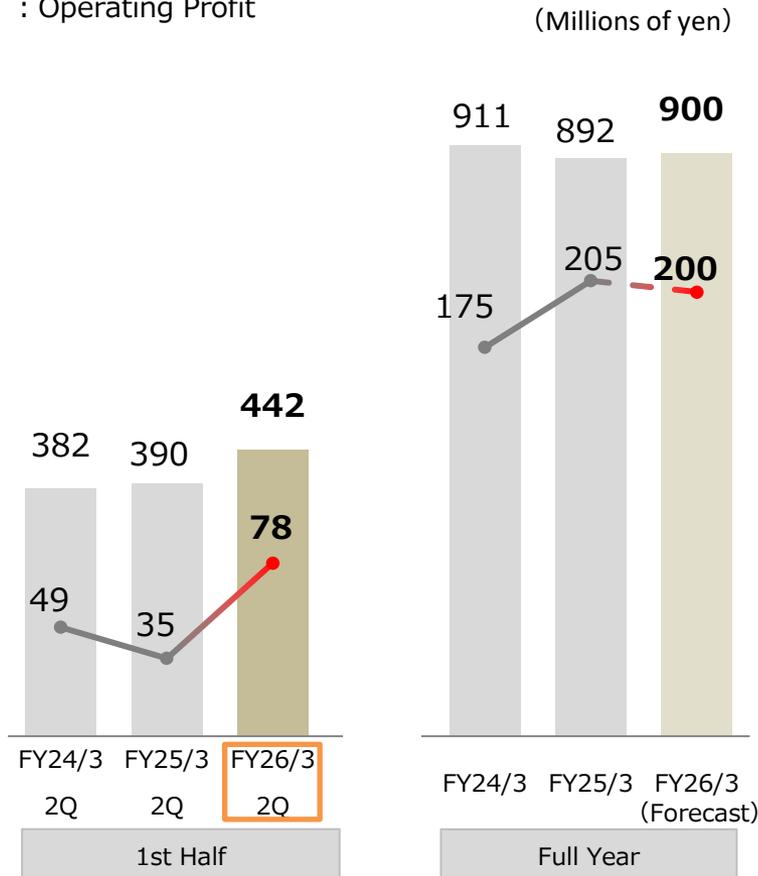
## Key Topics

- Multiple Book Titles Set for Film, Anime, and Drama Adaptations
- ▶ Promotional activities and overseas expansion of IP commenced





■ : Net Sales  
 ● : Operating Profit



## FY 2026/3 1H Financial Highlights

### Net Sales

442 million yen

Year-on-Year Change:

+13.1% / +¥51 million

Full-Year Progress Rate:

49.1%

### Operating Profit

78 million yen

Year-on-Year Change:

+119.7% / +¥42million

Full-Year Progress Rate:

39.1%

## Key Topics I

### Hirosaki Museum of Contemporary Art 5th Anniversary

Commemorative Exhibition: "New Utopia: Creating Our New Ecosystem" held, featuring a special screening of Mika Ninagawa's video work "Embracing Lights"

## Key Topics II

### Mitsuo Aida Museum

Kaneko Misuzu Memorial Museum Special Exhibition "Mitsuo and Misuzu – Devoting the Most Precious Life to What Matters Most" held

UNIQLO Asakusabashi Special wear the words of Mitsuo Aida with UTme!

Original T-shirts now on sale



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# **Financial Statements and Data**

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# Consolidated Statements of Income



(Millions of yen)

	FY2025 2Q (25/4-9) Results	FY2025 2Q (25/4-9) Plan	Achievement rate for plan	FY2024 2Q (24/4-9) Results	YOY
<b>Net Sales</b>	<b>118,584</b>	<b>122,500</b>	<b>96.8%</b>	<b>108,851</b>	<b>+9,733</b>
Cost of sales	79,827	83,200	95.9%	72,210	+7,617
<b>Gross Profit</b>	<b>38,757</b>	<b>39,300</b>	<b>98.6%</b>	<b>36,641</b>	<b>+2,116</b>
Expence	22,738	23,600	96.4%	21,569	+1,168
<b>Operating Profit</b>	<b>16,019</b>	<b>15,700</b>	<b>102.0%</b>	<b>15,071</b>	<b>+947</b>
Non-operating income	985	600	164.3%	871	+114
Non-operating expenses	455	600	76.0%	1,085	(629)
<b>Ordinary Profit</b>	<b>16,549</b>	<b>15,700</b>	<b>105.4%</b>	<b>14,857</b>	<b>+1,691</b>
Extraordinary gains	403	100	403.7%	3,090	(2,687)
Extraordinary losses	81	100	81.5%	128	(47)
<b>Profit before income taxes</b>	<b>16,871</b>	<b>15,700</b>	<b>107.5%</b>	<b>17,819</b>	<b>(947)</b>
Income taxes and other related items	6,034	5,100	118.3%	5,791	+242
<b>Profit attributable to owners of parent</b>	<b>10,836</b>	<b>10,600</b>	<b>102.2%</b>	<b>12,027</b>	<b>(1,190)</b>

◆Non-operating income

Dividend income	253
Interest income	250
Surrender value of insurance policies	225
Foreign exchange gain ※	53
Other	204
	<hr/> 985

◆Non-operating expenses

Interest expense	302
Customer service expenses	39
Other	114
	<hr/> 455

◆Extraordinary gains

Gain on sales of investment securities	325
Gain on sales of fixed assets	78
	<hr/> 403

◆Extraordinary losses

Loss on disposal of fixed assets	44
Other	37
	<hr/> 81

※1 Exchange rate

End of Mar. 2025 \$=149.52 → End of Sep. 2025 \$=148.88 (Expected rate 145.00)

(Millions of yen)

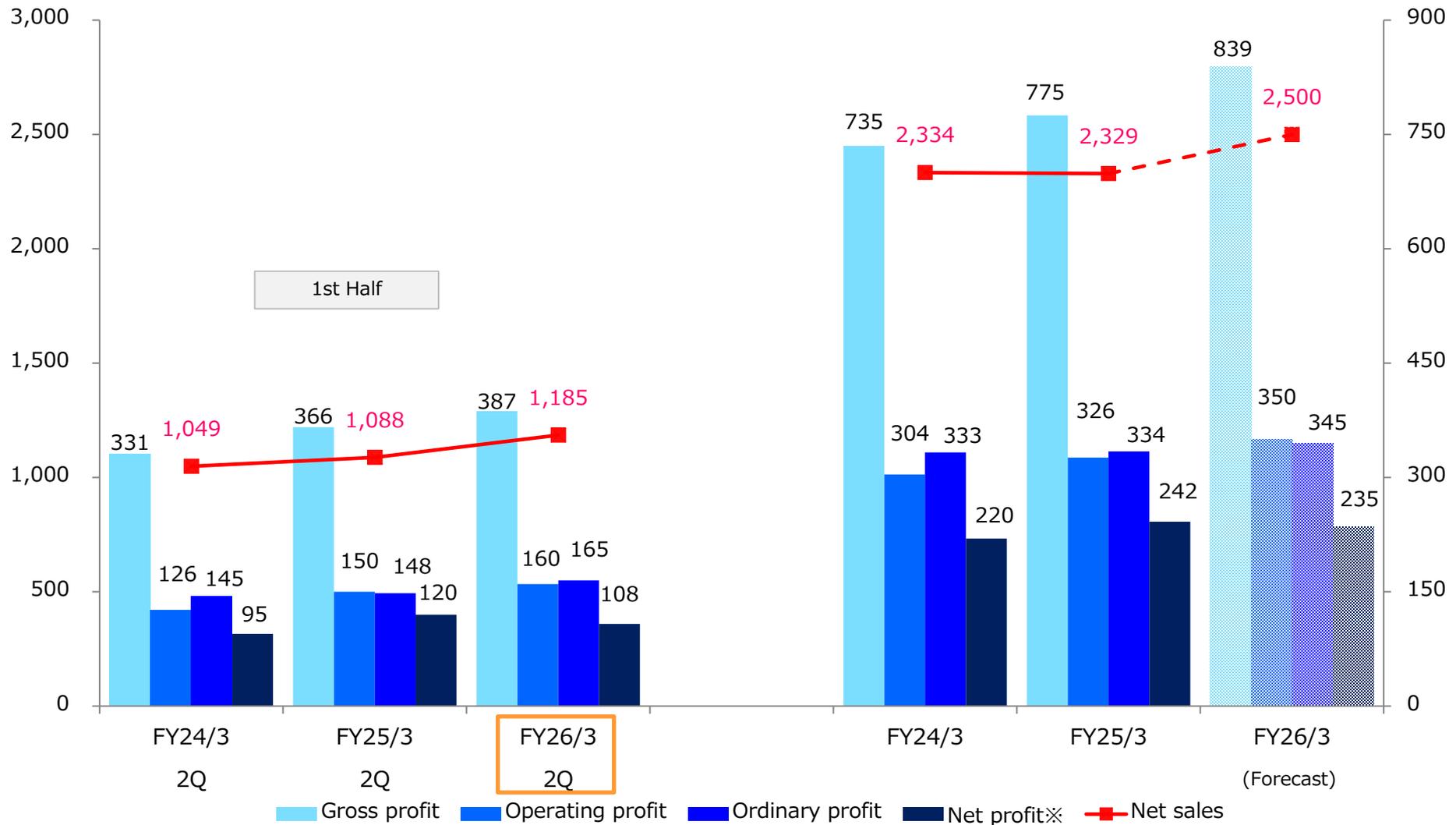
	FY2026/3 2Q (Sep.30,2025)	FY2025/3 (Mar.31,2025)	Change
<b>(Assets)</b>			
Cash and cash equivalents	93,413	99,085	(5,671)
Accounts receivable and contracts assets	17,737	14,930	+2,806
Real estate for sale	7,351	8,464	(1,113)
Real estate for sale in process	23,876	20,770	+3,106
Costs on construction contracts in progress	2,977	2,319	+658
Other	10,046	11,866	(1,820)
<b>Total current assets</b>	<b>155,402</b>	<b>157,435</b>	<b>(2,033)</b>
Property, plant and equipment	139,363	137,745	+1,618
Intangible assets	6,059	5,551	+507
Investments and other assets	35,056	32,915	+2,141
<b>Total non-current assets</b>	<b>180,479</b>	<b>176,211</b>	<b>+4,267</b>
<b>Total assets</b>	<b>335,881</b>	<b>333,647</b>	<b>+2,233</b>

	FY2026/3 2Q (Sep.30,2025)	FY2025/3 (Mar.31,2025)	Change
<b>(Liabilities)</b>			
Accounts payable - trade and accounts payable for constructions contracts	18,681	20,731	(2,049)
Short-term borrowings	22,044	23,420	(1,375)
Other	51,092	51,363	(271)
<b>Total current liabilities</b>	<b>91,817</b>	<b>95,514</b>	<b>(3,696)</b>
Long-term borrowings	44,399	46,226	(1,826)
Other	13,752	13,667	+84
<b>Total non-current liabilities</b>	<b>58,152</b>	<b>59,893</b>	<b>(1,741)</b>
<b>Total liabilities</b>	<b>149,969</b>	<b>155,408</b>	<b>(5,438)</b>
<b>(Net assets)</b>			
Common stock	11,039	11,039	-
Capital surplus	6,564	6,564	-
Retained earnings	171,398	163,688	+7,710
Treasury shares	(13,082)	(13,081)	(0)
Other	9,991	10,028	(37)
<b>Total net assets</b>	<b>185,911</b>	<b>178,239</b>	<b>+7,672</b>
<b>Total liabilities and net assets</b>	<b>335,881</b>	<b>333,647</b>	<b>+2,233</b>

(Net Sales : 100m yen)

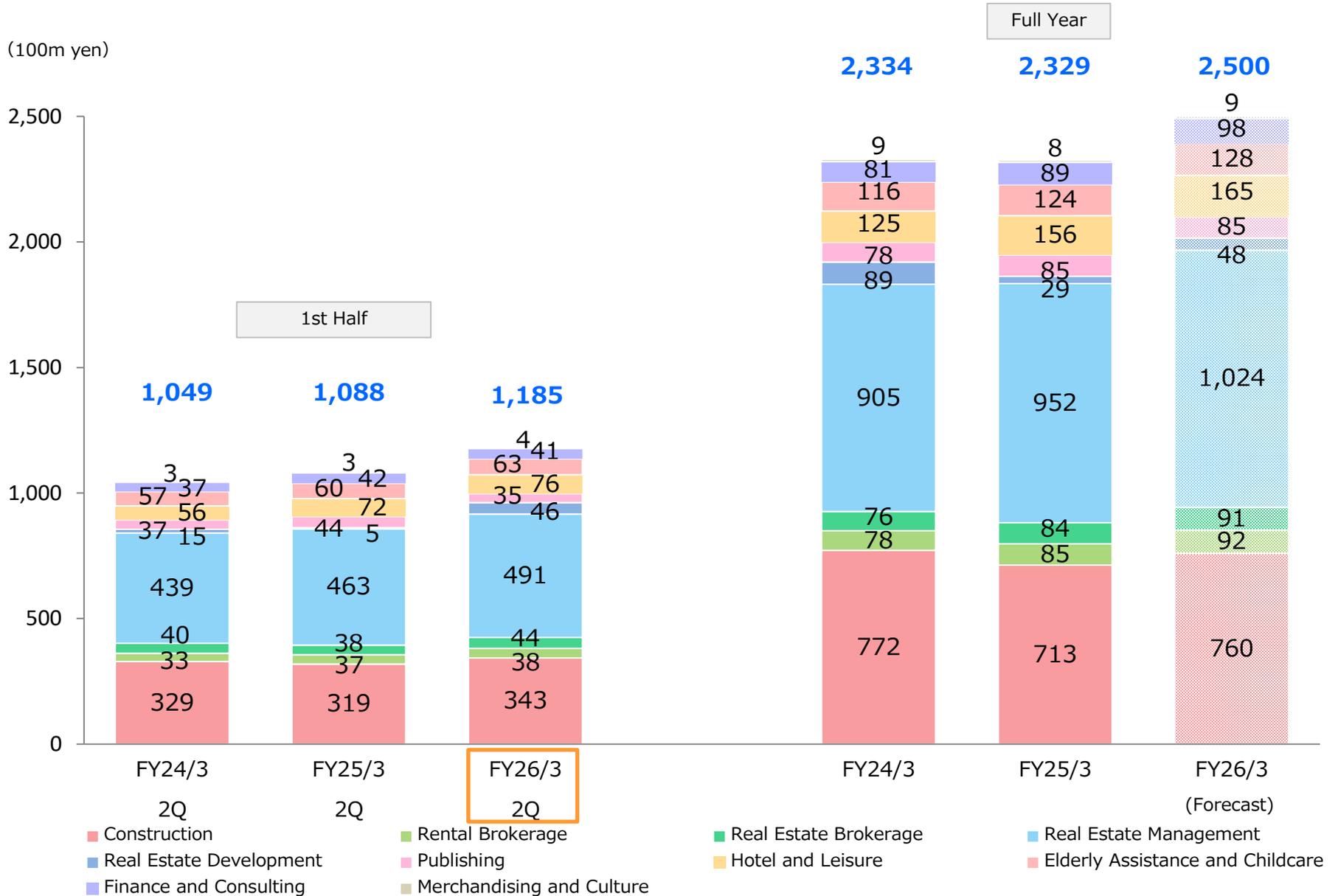
Full Year

(Profit : 100m yen)

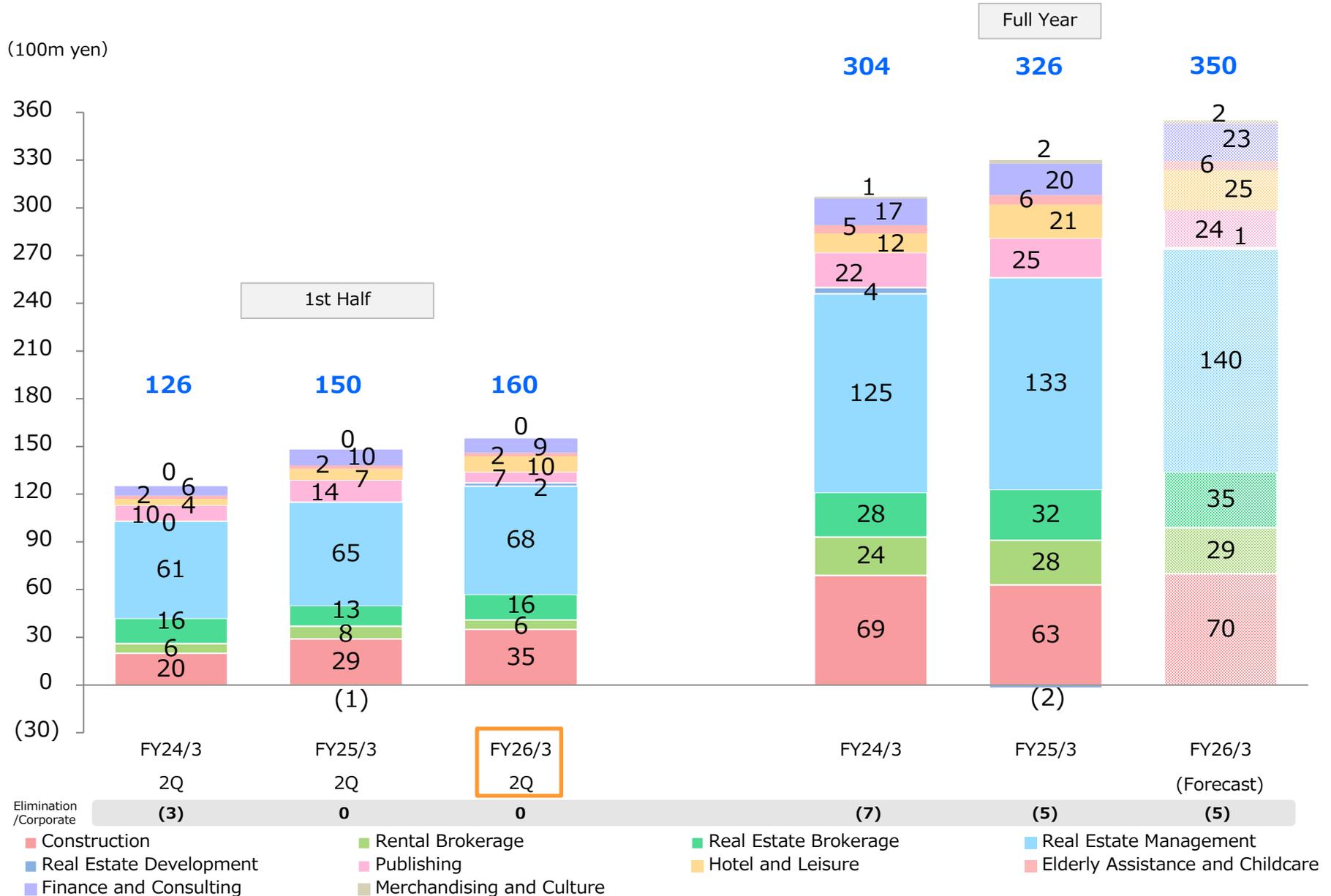


※Net Profit attributable to the parent

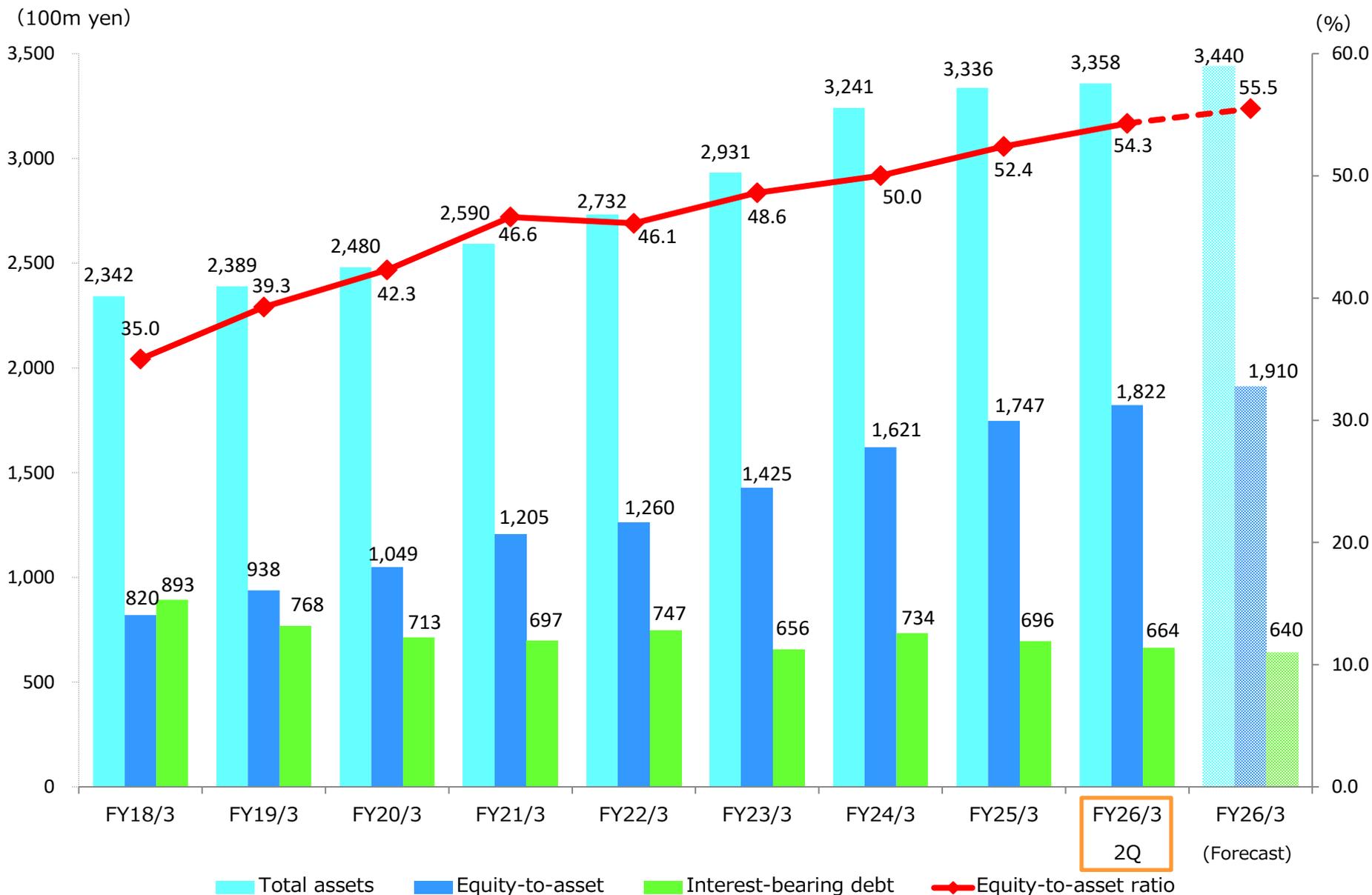
# 【Consolidation】 Net Sales by Segment



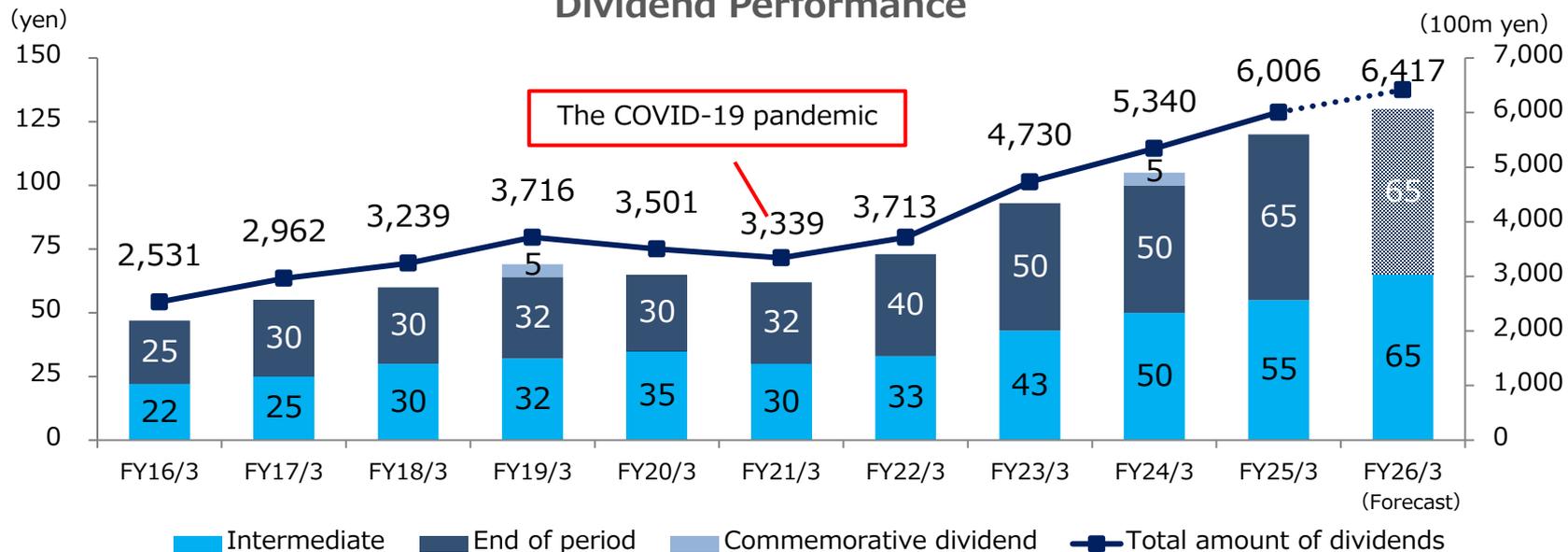
# 【Consolidation】 Operating Profit by Segment



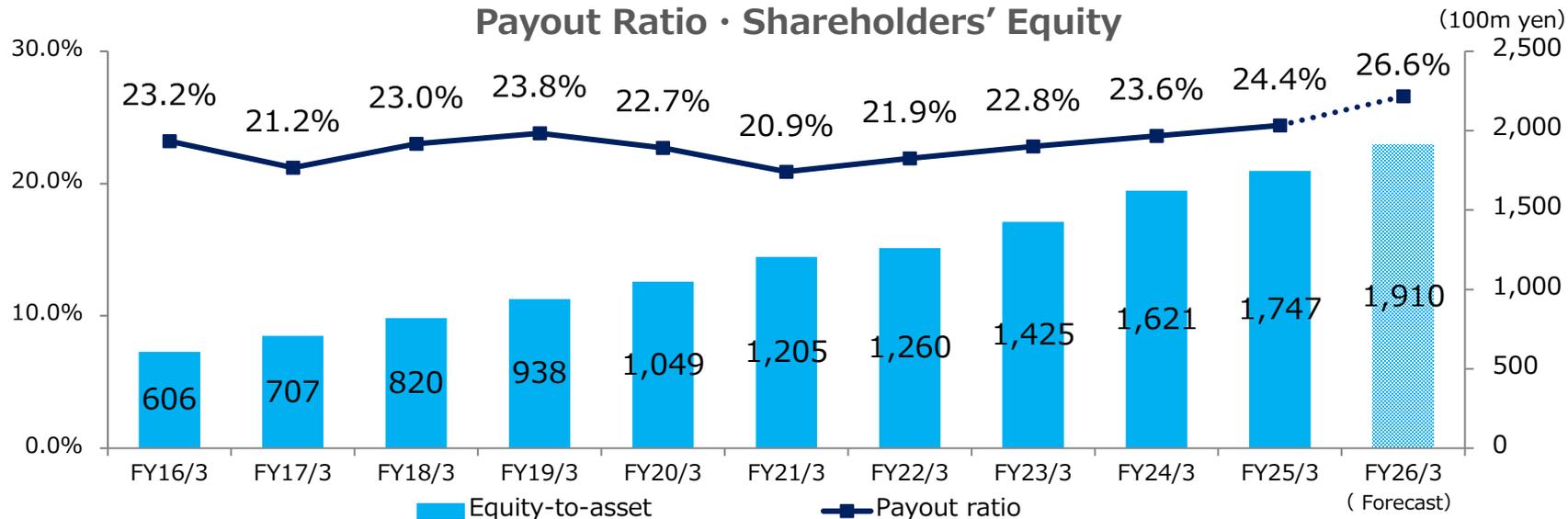
# 【Consolidation】 Total Assets, Shareholders' Equity and Interest-Bearing Debt



## Dividend Performance



## Payout Ratio · Shareholders' Equity



	FY17/3	FY18/3	FY19/3	FY20/3	FY21/3	FY22/3	FY23/3	FY24/3	FY25/3	FY26/3 2Q	FY26/3 (Forecast)
Operating Profit (100 m yen)	201	209	228	239	220	241	280	304	326	160	350
EBITDA (100 m yen)	238	243	270	285	268	293	335	365	393	193	419
Net Profit (100 m yen)	136	137	152	150	155	167	202	220	242	108	235
Number of shares issued	53,998,205	53,998,205	53,998,205	53,998,205	53,998,205	53,998,205	53,998,205	53,998,205	53,998,205	53,998,205	53,998,205
Dividend amount (Per share)	55yen	60yen	69yen	65yen	62yen	73yen	93yen	105yen	120yen	65yen	130yen
Payout ratio	21.2%	23.0%	23.8%	22.7%	20.9%	21.9%	22.8%	23.6%	24.4%	-	26.6%
D / E ratio	0.9	1.1	0.8	0.7	0.6	0.6	0.5	0.5	0.4	0.4	0.3
Net D / E ratio	0.14	0.55	0.32	0.11	(0.02)	0.00	(0.14)	(0.12)	(0.17)	(0.15)	(0.16)
Interest-bearing debt	2.6	3.7	2.8	2.5	2.6	2.5	2.0	2.0	1.8	-	1.5
Equity-to-asset ratio	36.7%	35.0%	39.3%	42.3%	46.6%	46.1%	48.6%	50.0%	52.4%	54.3%	55.5%
ROA	7.0%	5.8%	6.4%	6.1%	6.0%	6.1%	6.9%	7.2%	7.4%	-	6.9%
ROE	20.7%	17.9%	17.3%	15.2%	13.8%	13.6%	15.1%	14.5%	14.4%	-	12.9%
EPS	259.4yen	260.9yen	290.2yen	286.3yen	296.3yen	332.8yen	407.1yen	444.8yen	492.2yen	224.9yen	487.8yen
Stock price (End of period)	2,324yen	2,893yen	2,363yen	2,005yen	2,905yen	2,399yen	2,543yen	3,410yen	3,925yen	5,080yen	-
PBR	1.78	1.86	1.32	1.00	1.27	0.95	0.89	1.04	1.08	1.34	-

EBITDA	• • •	Operating Profit + Depreciation expense
Net Debt	• • •	Interest-bearing debt – Cash and cash equivalents (Actual amount of debt)
D / E ratio	• • •	Interest-bearing debt ÷ Equity capital ( Debt-to-equity ratio )
Net D / E ratio	• • •	( Interest-bearing debt – Cash and cash equivalents ) ÷ Equity capital
Interest-bearing debt / EBITDA	• • •	An indicator that shows how many times interest-bearing debt is EBITDA
ROA	• • •	Return on Assets ( Net Profit ÷ Total assets )
ROE	• • •	Return on Equity ( Net Profit ÷ { ( Shareholders' equity at the end of period + Shareholders' equity at end of period ) ÷ 2 } )
EPS	• • •	Earnings per Share ( Net Profit ÷ Number of shares issued and outstanding excluding treasury stock )
PBR	• • •	Price Book-value Ratio ( Stock Price ÷ Net Asset Value per Share )



## Forward-Looking Statements

The statements in this document regarding past or future forecasts are based on information currently available and analyzed and assessed by our company. These statements involve potential risks and uncertainties. Actual results may differ from the forecast figures due to various factors in the future.

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