FINANCIAL REPORT FOR FISCAL YEAR MARCH 2026

Starts Corporation Inc.

Securities Code ：8850

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Business Highlights and Outlook

STARTS

FY26/3 (25/4-26/3) Operating Results Summary

✓ Net Sales（100 m yen)	2,519	<up 189 YoY>
✓ Operating Profits（100 m yen)	362	<up 36 YoY>
✓ Ordinary Profit（100 m yen)	382	<up 48 YoY>
✓ Net Profit (100 m yen)	253	<up 10 YoY>
✓ Cash dividends (yen)	Annual dividend 140	<Year-End dividend 75>

FY26/3 (25/4-26/3) Topics

- ✓ July 2025 — Secured the preferred negotiating rights for the development of IWAKI FC's new stadium
- ✓ March 2026 — Live-action film adaptation of the Starts Publishing Bunko label " Oni no Hanayome " to be released nationwide
- ✓ April 2026 — "Kumakids", Opening of the Kumagaya City Childcare Support and Health Services Hub Facility

FY27/3 (26/4-27/3) Earnings Forecast Summary

✓ Net Sales（100 m yen)	2,900	<up 15.1% YoY>
✓ Operating Profits（100 m yen)	400	<up 10.3% YoY>
✓ Ordinary Profit（100 m yen)	390	<up 2.0% YoY>
✓ Net Profit (100 m yen)	260	<up 2.7% YoY>
✓ Cash dividends (yen)	Annual dividend 150	<up 10 YoY>

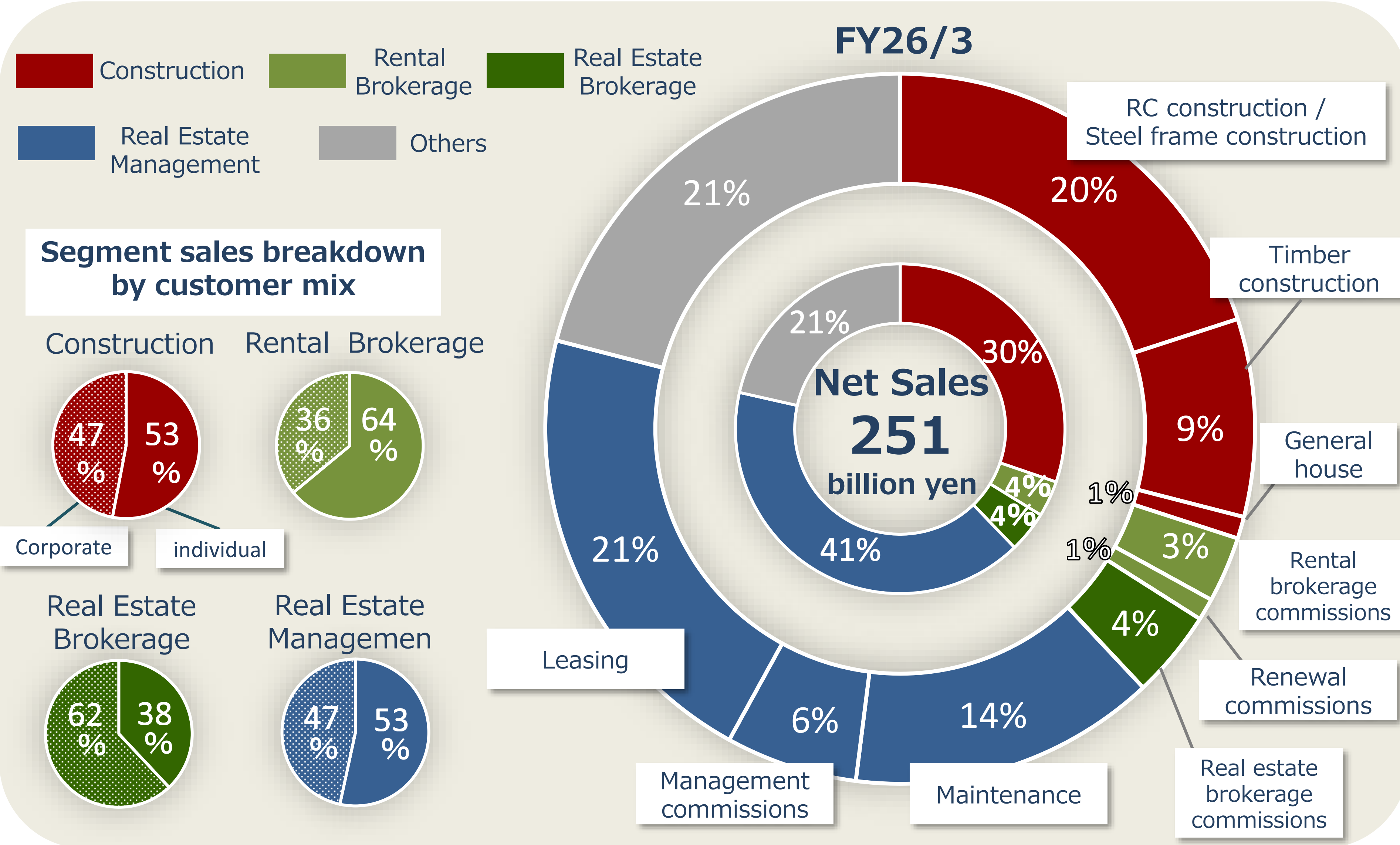
Business Strategy of Starts Group

<u>A Stable Revenue-Layered Business Model</u> in which Stock Businesses such as "Construction," "Real Estate Management," and "Rental and Real Estate Brokerage" <u>Account for approximately 80% of Operating Profit</u>

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

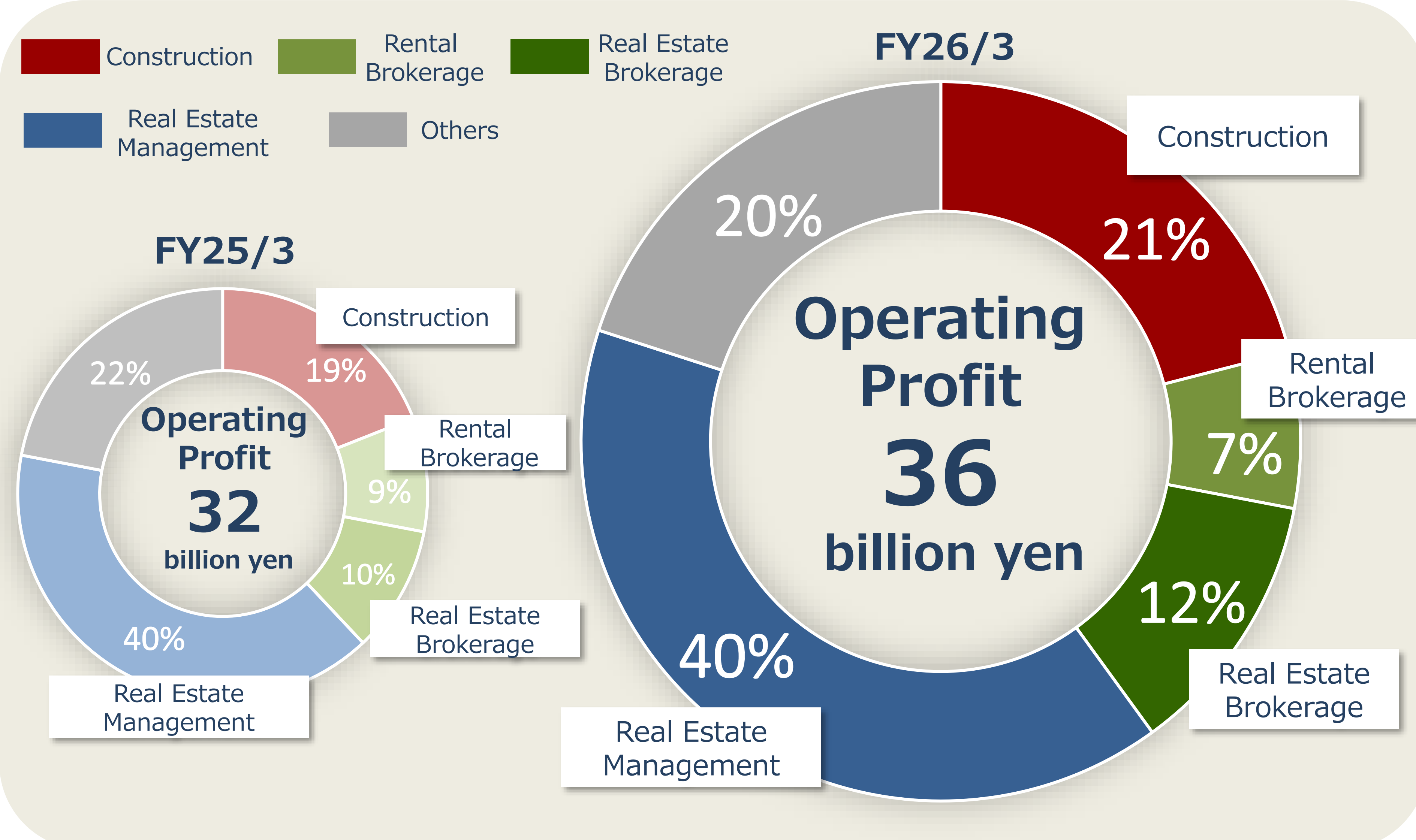
Customer Mix and Sales Breakdown by Segment

Subdividing sales in major segments and formulate an optimal growth strategy



Operating Profit Breakdown by Segment

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

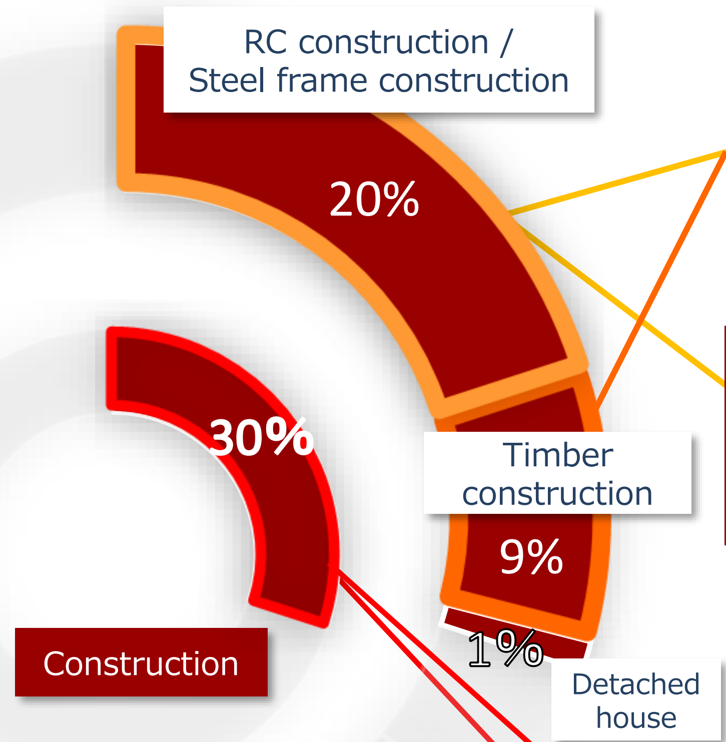


Management Policy and Positioning

Clarify Priority Goals, Medium-Term Strategies, and Earnings Improvement Plans for FY 2026

	Construction	Real Estate Brokerage	Real Estate Management	Growth Investment
Priority Goals ● Focus for FY 2026	RC / Timber Construction with Seismic Isolation Structures	Increase in the Number of Managed Real Estate Properties Approach to Residents		M & A
Medium-Term Strategies ● Moves toward Expanding the Base	Non-Residential Buildings New Product Development	Strengthening Relationships with corporate clients	Facilities Management in Major Cities Hourly Parking Spaces Business	Redevelopment Project
Business Model and Earning Improvement ● Improvement of Operating Profit ● Cost Reduction	Expansion of Standard Products	Branding Strategy	Improvement of Management Fees	Human Investment

Clarify the Strategy and Promote the Growth of Each Business



Priority Goals

- **Strengthening orders for RC and Four-Story Timber Construction with Seismic Isolation Structures**
  By differentiating properties through Seismic Isolation Structures and Concept-Based Housing, we achieve higher rental income and provide owners with stable rental management.

Medium-Term Strategies

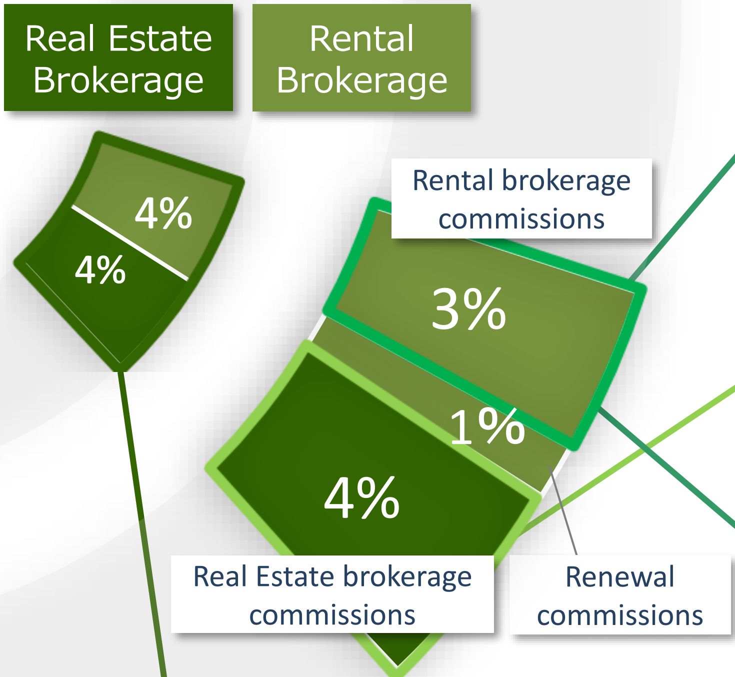
- **Promotion of Construction of Non-Residential Building**
  Position the Non-Residential Sector as a growth driver and promoting order acquisition.
  Proposing Seismic Isolation Structures for Office Buildings and Logistics Warehouses to Support Disaster Prevention.
- **New Product Development**
  We incorporate feedback from OZ Mall Users (operated by Starts Publishing Co., Ltd., with over 5 million members) to develop products that meet the needs of the times.

Revenue Improvement

- **'Earlywood' – Timber construction product that makes direct use of accumulated design drawings**
  By significantly reducing design work and shortening construction time, it becomes possible to build at a lower cost.

Growth Strategy Ⅱ : Rental and Real Estate Brokerage

Clarify the Strategy and Promote the Growth of Each Business



Priority Goals

- **【Rental Brokerage】: Increase in the Number of Managed Real Estate Properties**
  We will focus on securing Managed Real Estate Properties through our specialized departments, and anticipate a continued increase in rental brokerage and renewal fees.

- **【Real Estate Brokerage】: Approach to Residents**
  By utilizing our digital platform for tenants of rental properties, we create sales opportunities for residential real estate.

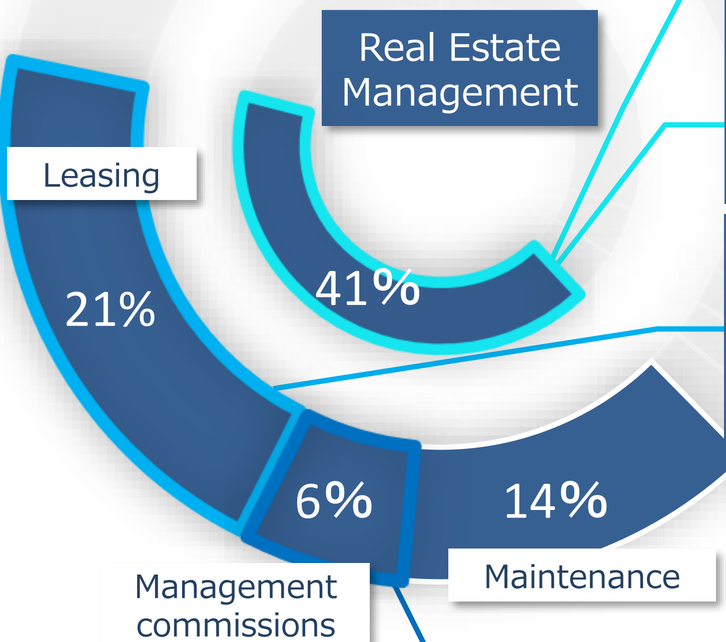
Medium-Term Strategies

- **Strengthening Relationships with Corporations**
  We will deepen our relationships of trust with existing corporate clients and strive to create large-scale projects such as the relocation of headquarters, factories, and logistics warehouses.

Business Model and Revenue Improvement

- **Branding Strategy**
  We will be opening new branch in urban areas and increasing our handling of high-priced properties.
  Promoting “ MY HOME AUCTION “ , we will enhance the value of the "PITAT HOUSE” Brand.

Clarify the Strategy and Promote the Growth of Each Business.



Priority Goals

Increase in the Number of Managed Real Estate Properties

Strengthening sales efforts to secure property management contracts from existing owners who have newly purchased properties.

Medium-Term Strategies

Promoting Building Management in major cities

With Sapporo, Kyoto, and Okinawa as new bases, we will promote the management of office buildings, hotels, and commercial facilities. We will also gradually promote the management of non-residential properties.

Expansion of Hourly Parking Spaces "Navi Park“

We are implementing an Area-Dominant Strategy, primarily in the city center, to increase the number of parking spaces.
We expect the effects to be reflected in revenue from FY 2027.

Revenue Improvement

Rent Optimization

Based on market trends and surrounding market rates,
we thoroughly set appropriate rents at the time of renewal and new listings. This leads to increased management fees along with increased owner income.

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Leveraging existing assets to pave the way for the group's next chapter

▶ M&A Strategy

Expansion of Existing Businesses
In existing businesses such as Construction and Real Estate management, we will utilize external growth strategies to strengthen competitiveness and accelerate growth.

Development of New Businesses
Developing new businesses as future growth drivers. Diversifying the portfolio and creating synergistic effects with existing businesses.

▶ Redevelopment Project

Redevelopment Project
Participating in redevelopment and land readjustment projects, including PPP and PFI, to enhance local value and create a sustainable town.

Acquisition of land for residential development
We plan to acquire land for sale mainly in the Tokyo Metropolitan Area and other major cities.

▶ Human Capital Investment

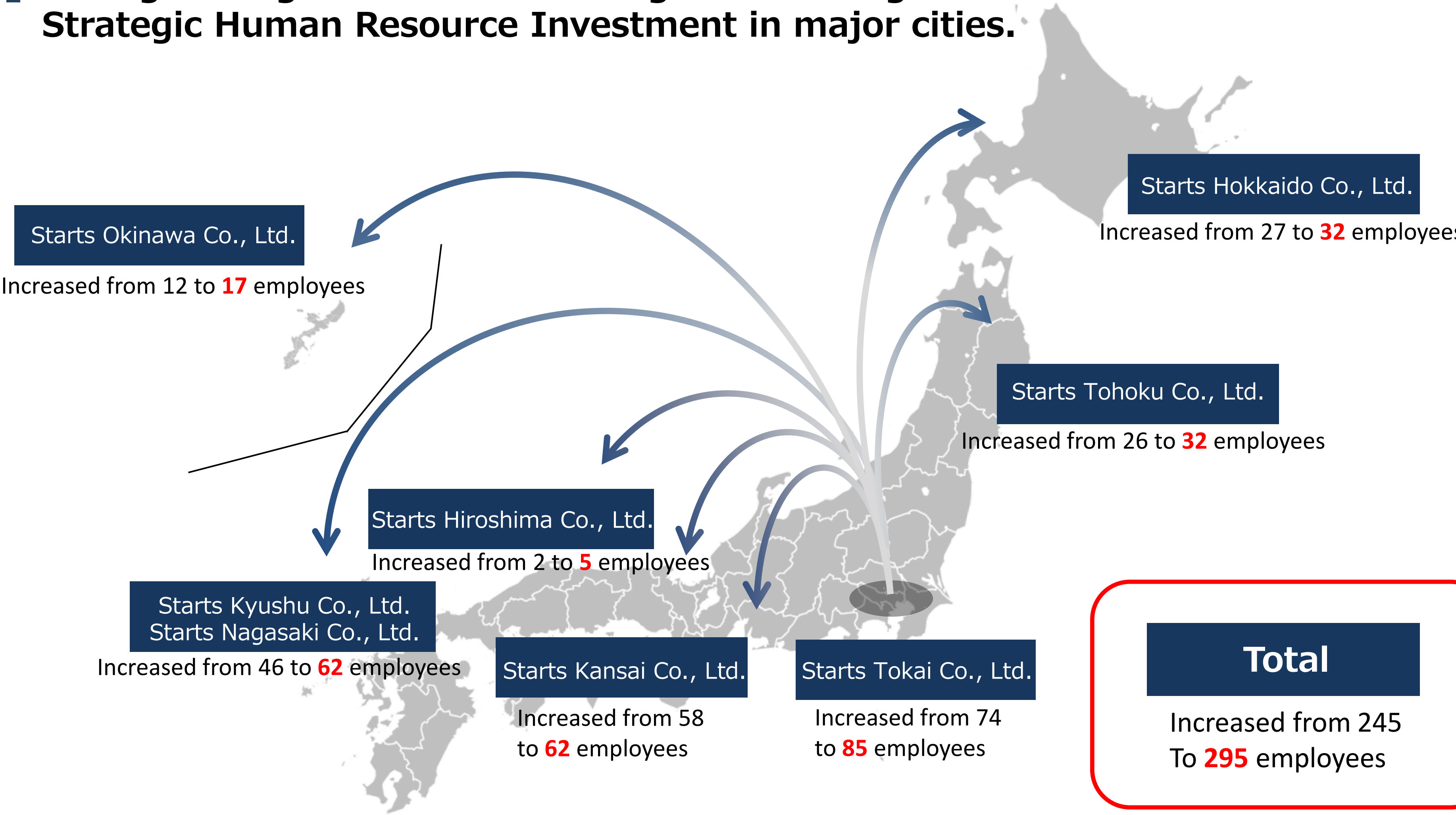
Group-Wide Talent Development
An internal job posting system was introduced to support autonomous career development among employees.

Introduction of a trust-based employee stock ownership incentive plan
Provide employees with incentives to improve the company's value in the medium to long term.

Starts Training Center
: Embodying Starts' Human Resources Philosophy

STARTS

Strengthening the foundation for growth through Strategic Human Resource Investment in major cities.



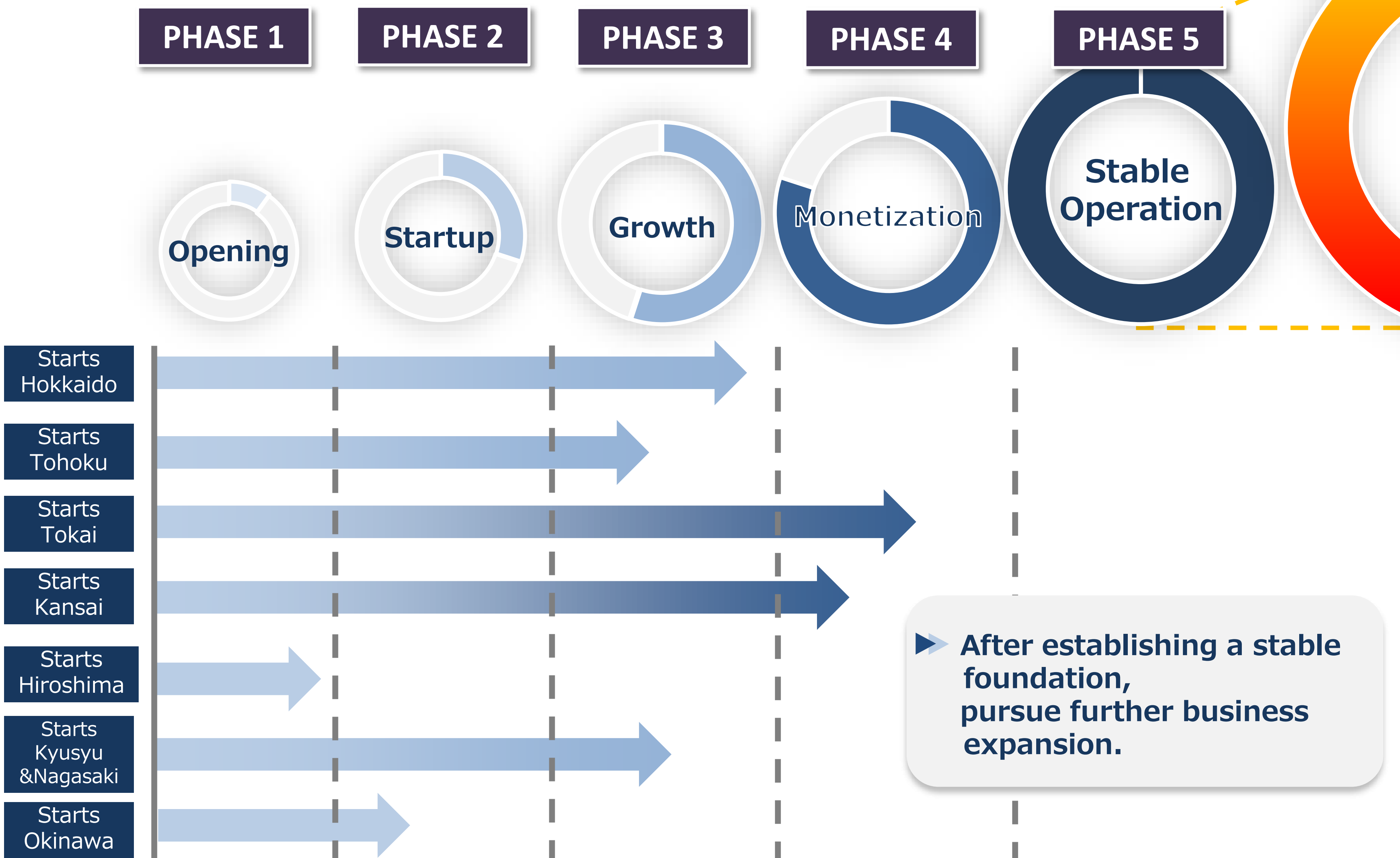
Total

Increased from 245 To **295** employees

▶ Strengthening sales in major cities and expanding our base through Community-based sales.

Business Strategies for Major Cities Ⅱ

The Tokyo metropolitan business model will be rolled out to other major cities in phases



After establishing a stable foundation, pursue further business expansion.

We are steadily expanding our business scale by conducting community-based sales in each area.

Starts Tokai

- Received a construction order for a school building from a school corporation in Nagoya City, Aichi Prefecture.
  Also focusing on securing orders for Non-Residential Buildings.

Starts Tohoku

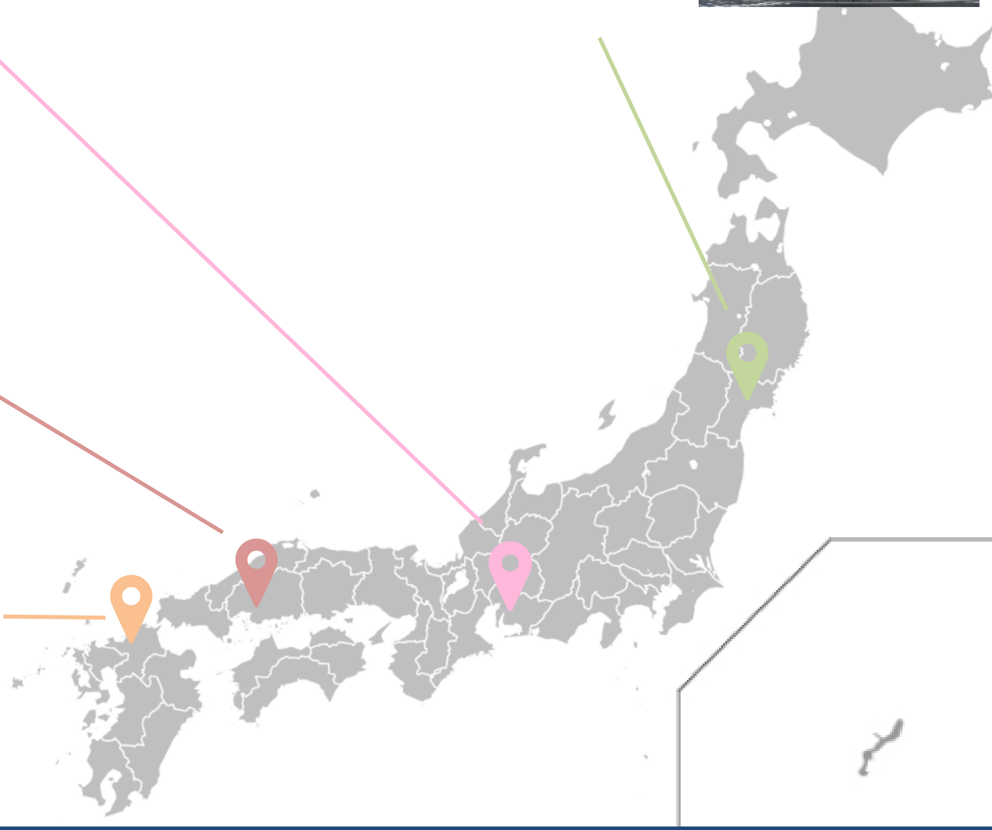
- We received an order for the construction of a Rental housing complex with a total of 122 units in Sendai City, Miyagi Prefecture.We have built a long-standing relationship with the client.

Starts Hiroshima

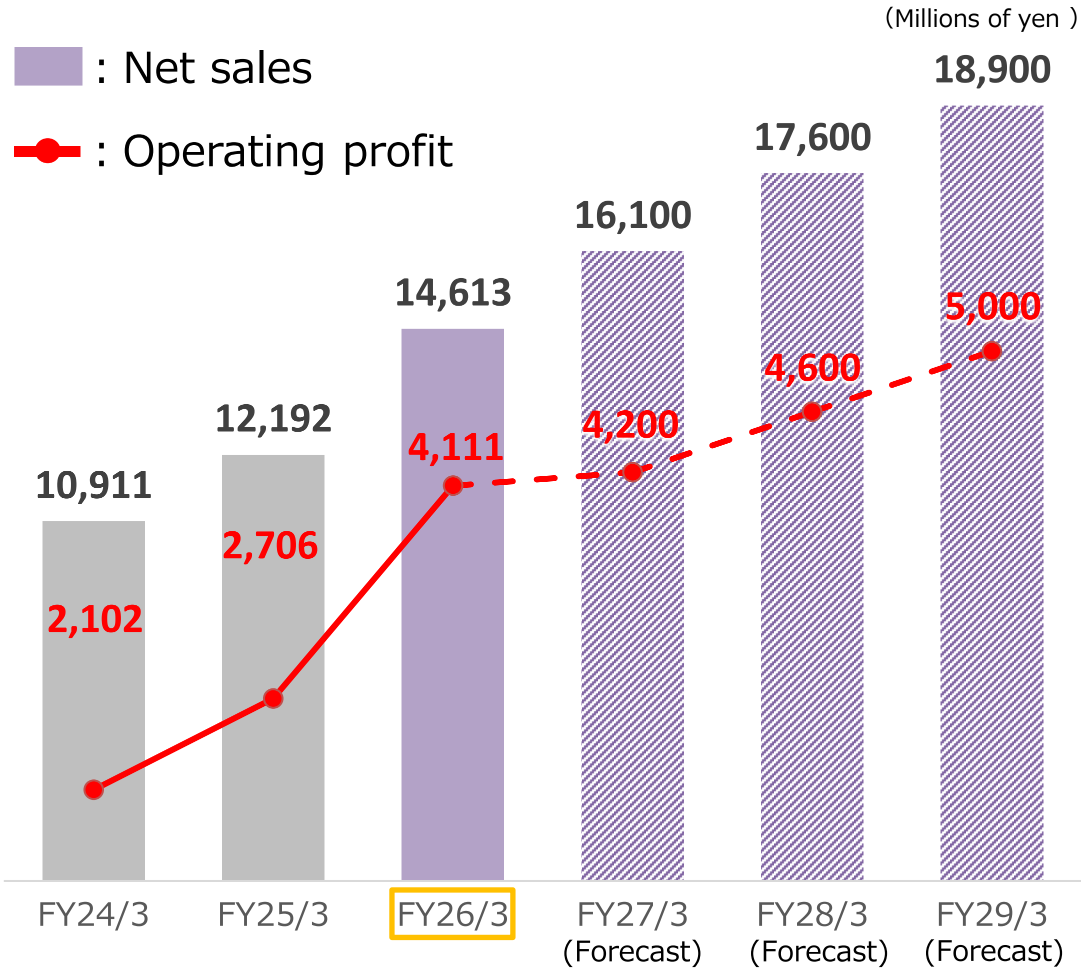
- December 2025 Starts' first directly managed branch in Hiroshima "PITATTO House Hiroshima Chuo bramch" opened. Extending community-based sales strategies cultivated in the Tokyo metropolitan area

Starts Kyusyu

- In Fukuoka City, Fukuoka Prefecture, we received an order for the reconstruction of an office building. By implementing seismic isolation measures, we will support companies' disaster prevention solutions.



Performance trends of major cities



FY2026/3 Performance Highlights
Net sales
14,613 million yen
YoY Change +19.8%
YoY Change +2,421 million yen
vs. Plan +5.1%
Operating profit
4,111 million yen
YoY Change +51.9%
YoY Change +1,405 million yen
vs. Plan +28.0%

※ Includes hotel operations in major cities

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

Our Policy

▶ Brokerage

① **International CRE**
・Expanding real estate transactions involving Japanese companies

② **Cross-border transaction**
・Expansion of trading targeting high-net-worth individuals nationwide

③ **Rental Housing and Office**
・Flexible sales strategies tailored to the market

④ **The Quality of Japanese Service**
・A Commitment to World-Class Japanese Service

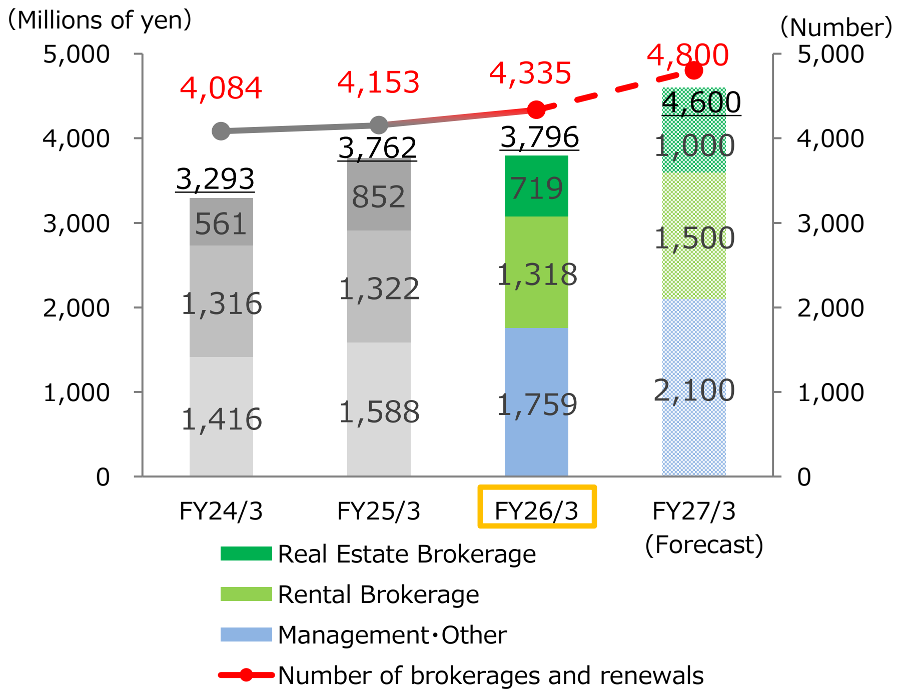
▶ Network

① **Global Network**
・Opening of new offices and sales offices
New Jersey (US)
Ho Chi Minh City (Vietnam)
Busan (Korea)

② **Expanding our presence in existing markets**
・Building local networks through community engagement

③ **Hiring International Talents**
・Building New Professional Networks

Overseas Business Sales and brokerage/renewal numbers



※Sales figures for each fiscal year are calculated based on the yen exchange rate at the end of March 2026.

Transaction Record Examples

【Employee Welfare Facilities 】

【Country/City】 United States/Hawaii
【Buyer】 Japanese company
【Seller】 US Developer
【Property Type】 Condominium
【Transaction Type】 Real Estate Brokerage

【Factory Expansion and Relocation】

【Country/City】 Thailand/Si Racha
【Buyer】 Japanese company
【Seller】 Japanese company
【Property Type】 Factory
【Transaction Type】 Real Estate Brokerage

【Second home】

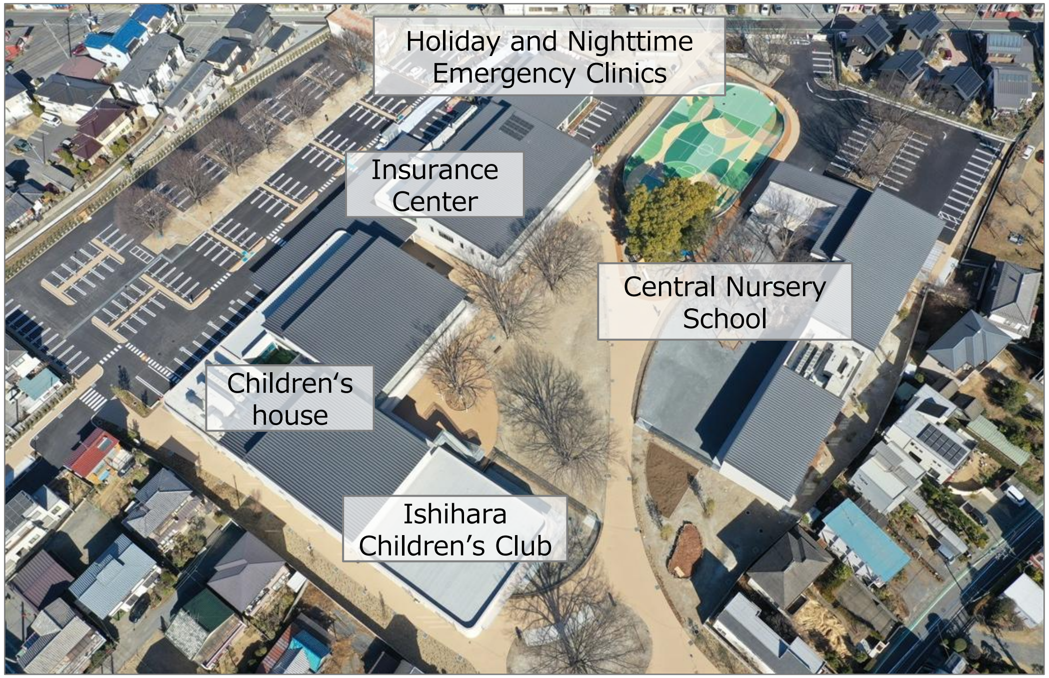
【Country/City】 Japan/Tokyo
【Buyer】 Individual investor (South Korea Nationality)
【Seller】 Individual investor (China Nationality)
【Property Type】 Condominium
【Transaction Type】 Real Estate Brokerage

Iwaki FC x Starts Group : Construction of a New Stadium is underway

Conceptual diagram

The Starts Group has acquired priority negotiation rights for the construction of a New Stadium for Iwaki FC, a team it sponsors as a top partner.

Kumagaya City Child Care Support and Health Center Facility Improvement Project "Kumakids" Opened in April 2026




【Children's house Entrance】


【Ishihara Children's Club】


【Central Nursery School】


【Insurance Center】


【Holiday and Nighttime Emergency Clinics】


【 Children's house Play Room】


【Childcare Plaza】


【Light Gym Room】

【Business Overview】

Business Method	PPP Project (DBO Method)
Site area	Approx. 27,000 ㎡
Total floor area	Approx. 7,640 ㎡
Scale	2 floors above ground
Structure	Reinforced Concrete Construction
Use	Child Welfare Facility Nursery School Clinic Square Parking

【Related Companies】

Representative company	Starts Corporation Inc
Constituent Companies	Starts CAM Co., Ltd.
	OKINAYA Co.,Ltd
	Starts Facility Service Co., Ltd.
	Comaam Co.,Ltd
Cooperating Companies	MATSUSHITA SEKKEI INC.
	HIBIYA AMENIS CORPORATION
	NPO Corporation Kosodate Net Kumagaya
	Regional Design Laboratory of Saitama Co., Ltd.
	BørneLund Corporation.
	Shogakukan-Shueisha Productions Co., Ltd.

Ongoing Projects

STARTS

Completed

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

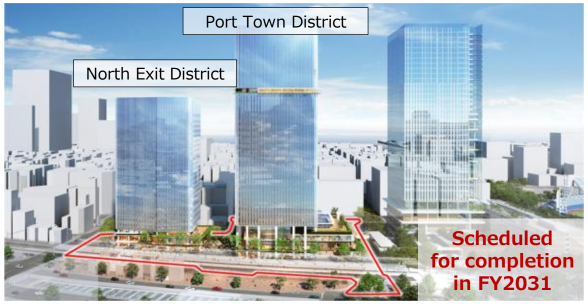
Site area: Approx. 27,000 ㎡
Total floor area: Approx. 7,640 ㎡ (total of five functions, as indicated in the application guidelines)
Use: Child welfare facilities, nurseries, clinics, squares, parking lots, etc.
Project period: 15 years (designated management period)

Under construction

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

Site area: Approx. 3,300 ㎡
Total floor area: Approx. 17,000 ㎡
Scale: 14 floors above ground
Use: Apartment Office, Meeting rooms and shops
Project period: 70 years

Planning



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

<North Exit District>
Site area: Approximately 2,700 ㎡
Total floor area: Approximately 34,150 ㎡
Scale: 20 floors above ground and 1 basement floor
Use: Office, Rental residence Commercial facilities, Parking lots, etc.

<Port Town District>
Site area: Approx. 7,700 ㎡
Total floor area: Approx. 98,840 ㎡
Scale: 32 floors above ground and 2 basement floors
Application: Office, Rental House, Store, Nightlife bases, parking lots, etc.

FY2026 (26/4-27/3) → FY2027 (27/4-28/3) → FY2028 (28/4-29/3) → FY2029 (29/4-30/3) → After 2030

Under construction

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

Site area : Approx. 15,800 ㎡
Total floor area: Approx. 9,800 ㎡
Use: City Hall, Library, Welfare Facilities (Public) Private profit-making facilities, parking lots, etc.
Project period: Approx. 20 years

Under construction

Kanda Nishikicho 3-chome Facility Development Project : Chiyoda Ward, Tokyo

Site area : Approx. 690 ㎡
Total floor area: Approx. 3,800 ㎡
Use: Support facilities for people with disabilities, Elderly facility, Common facilities, etc.
Project period: Approx. 10 years

Planning

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

Site area: Approx. 9,450 ㎡
Gross floor area: Approx. 56,000 ㎡
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. 14,040 ㎡
Total floor area: Approx. 21,180 ㎡
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

FY March 2026

Financial Results Summary

Consolidated Financial Results for the Fiscal Year ended March 31 ,2026

(Millions of yen)

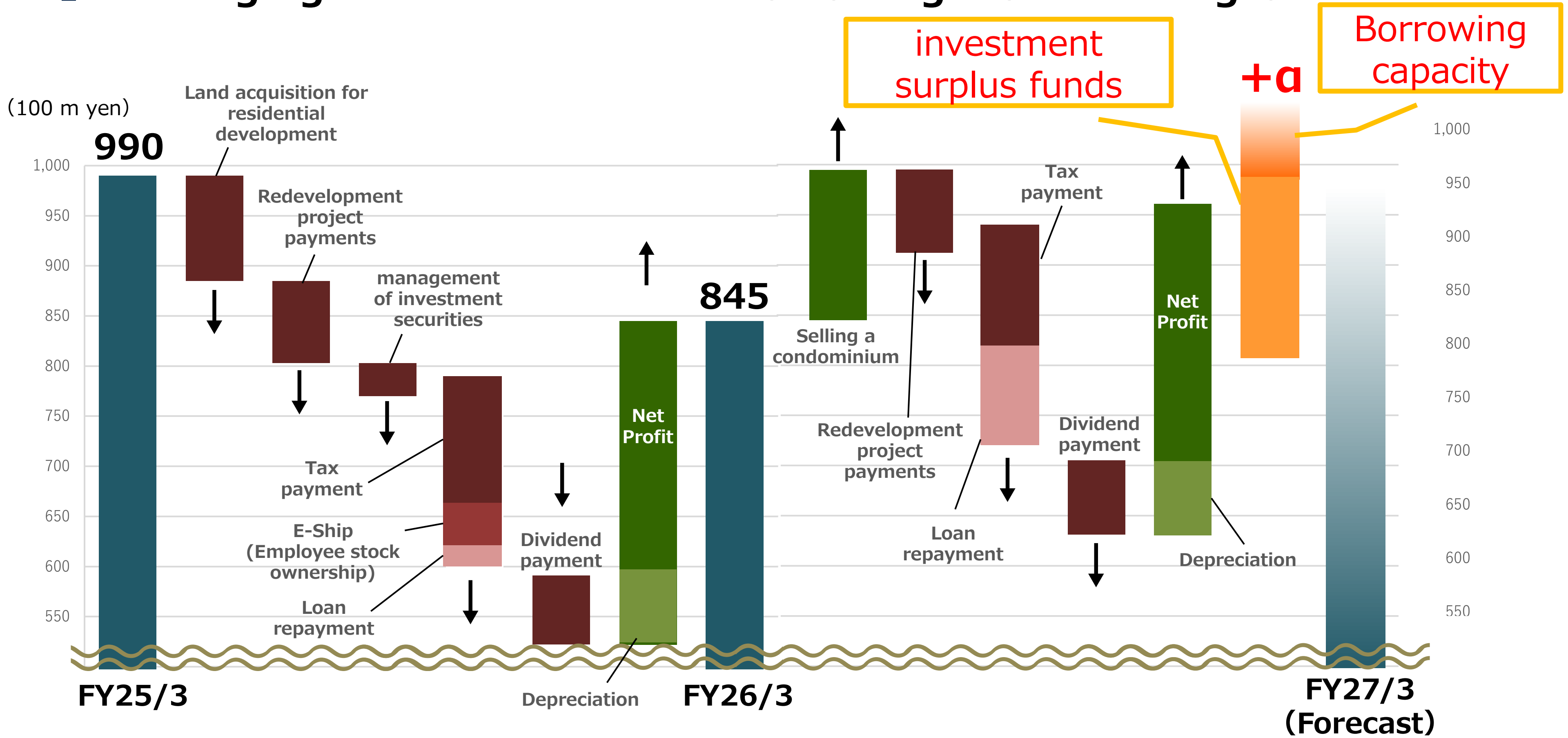
	FY25/3 Results	FY26/3 Results	YoY Amounts	YoY Change	FY27/3 Plan	vs . FY26/3 Amounts	vs . FY26/3 Change
Net Sales	232,978	**251,911**	+18,932	+8.1%	**290,000**	+38,088	+15.1%
Operating Profit	32,622	**36,272**	+3,649	+11.2%	**40,000**	+3,727	+10.3%
Ordinary Profit	33,404	**38,244**	+4,839	+14.5%	**39,000**	+755	+2.0%
Net Profit attributable to the parent	24,274	**25,311**	+1,037	+4.3%	**26,000**	+688	+2.7%
E P S (yen)	492.15	**526.61**	+34.46	+7.0%	**549.17**	+22.56	+4.3%

【Consolidation】Overview of Operating Results Ⅱ

STARTS

	Net Sales			Operating Profit		
	FY25/3 Results	FY26/3 Results	FY27/3 Plan	FY25/3 Results	FY26/3 Results	FY27/3 Plan
Construction	71,369	**76,168**	85,200	6,111	**7,746**	7,900
Rental Brokerage	8,591	**8,868**	9,500	2,702	**2,352**	2,600
Real Estate Borkerage	8,422	**10,203**	11,800	3,135	**4,252**	4,400
Real Estate Management	95,226	**102,591**	110,000	13,214	**14,643**	15,400
Real Estate Development	2,975	**7,043**	23,300	(235)	**86**	1,800
Hotel and Leisure	15,601	**16,392**	17,600	2,165	**2,571**	2,900
Elderly Assistance and Childcare	12,444	**13,082**	13,600	602	**615**	600
Finance and Consulting	8,923	**8,882**	9,500	2,400	**2,235**	2,400
Publishing	8,530	**7,720**	8,600	2,584	**1,683**	1,900
Merchandising and Culture	892	**957**	900	201	**249**	200
Elimination / Corporate	-	**-**	-	(260)	**(165)**	(100)
Total	232,978	**251,911**	290,000	32,622	**36,272**	40,000

Leveraging internal funds and borrowings for further growth



The balance at the end of the FY26/3 is 84.5 billion yen.

The difference from the previous period is -13.5 billion yen.

<Main factors>

(－) Acquisition of land for central-city condominium development

(－) Redevelopment project payments

The balance at the end of the FY27/3

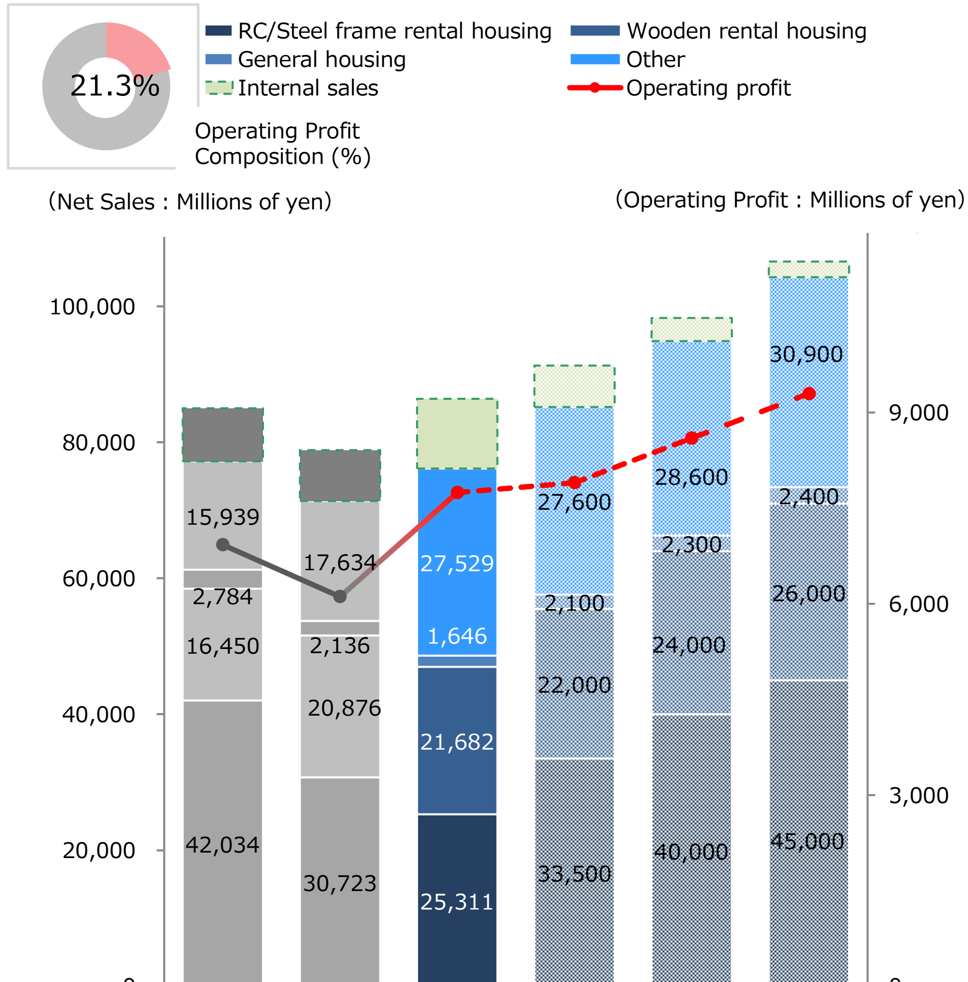
<Main factors>

(＋) Condominiums completed and for sale

(－) Former Fukuoka Technical High School Site Utilization project payments

Overview by Segment

STARTS



	FT24/3	FY25/3	FY26/3	FY27/3 (Forecast)	FY28/3 (Forecast)	FY29/3 (Forecast)
Segment sales	77,208	71,369	76,168	85,200	94,900	104,300
Internal sales	7,819	7,497	10,251	6,100	3,400	2,300
Total sales	85,027	78,866	86,419	91,300	98,300	106,600
Operating profit	6,925	6,111	7,746	7,900	8,600	9,300
Operating profit ratio	8.1%	7.7%	9.0%	8.7%	8.7%	8.7%

FY 2026/3 Financial Highlights

Net Sales
76,168 million yen
YoY Change
+6.7% / +¥4,798 million
vs. Plan
+0.2% / +168 million

Operating Profit
7,746 million yen
YoY Change
+26.7% / +¥1,634 million
vs. Plan:
+10.7% / +746 million

FY 2026/3 Summary of Results

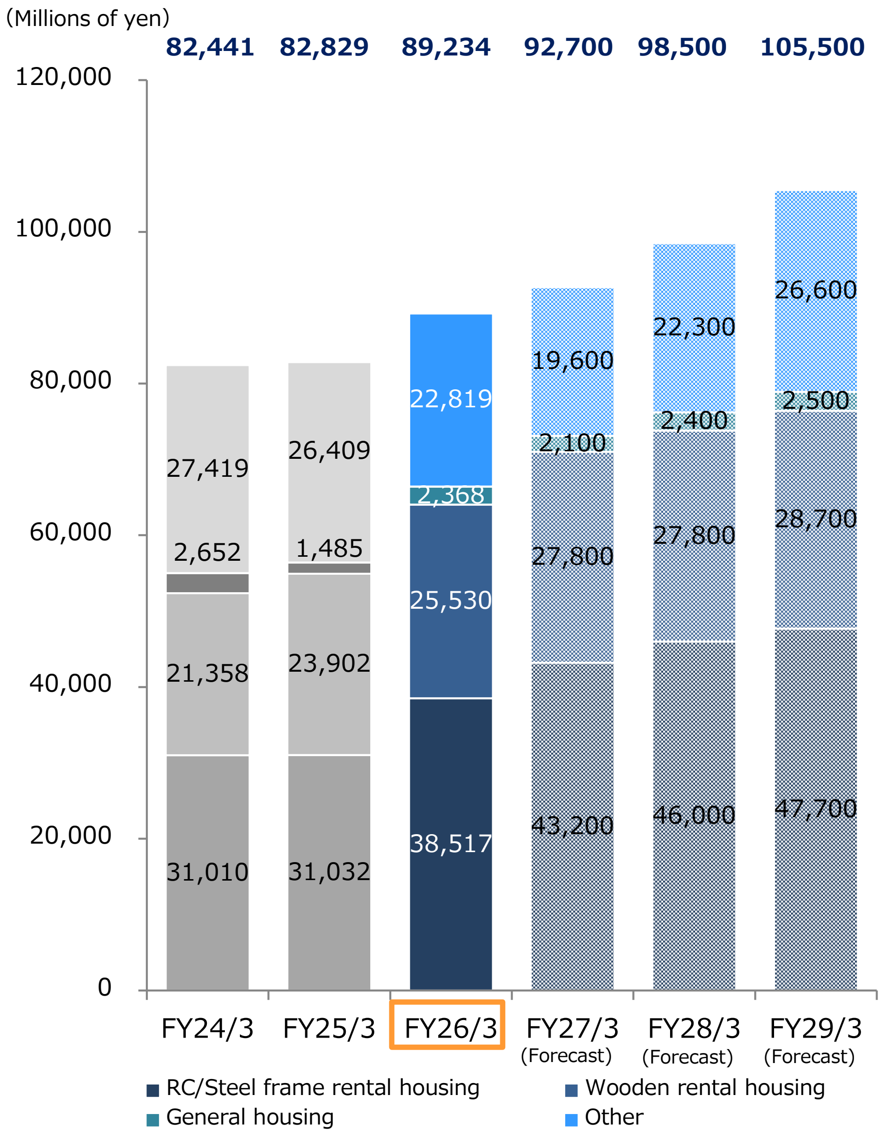
- **Increased orders due to larger project sizes**
  - Contract price per building YoY +7.2%
- **Increase in sales of Non-Residential properties**
  - Sales of non-residential properties YoY +64.7%

Key Topics

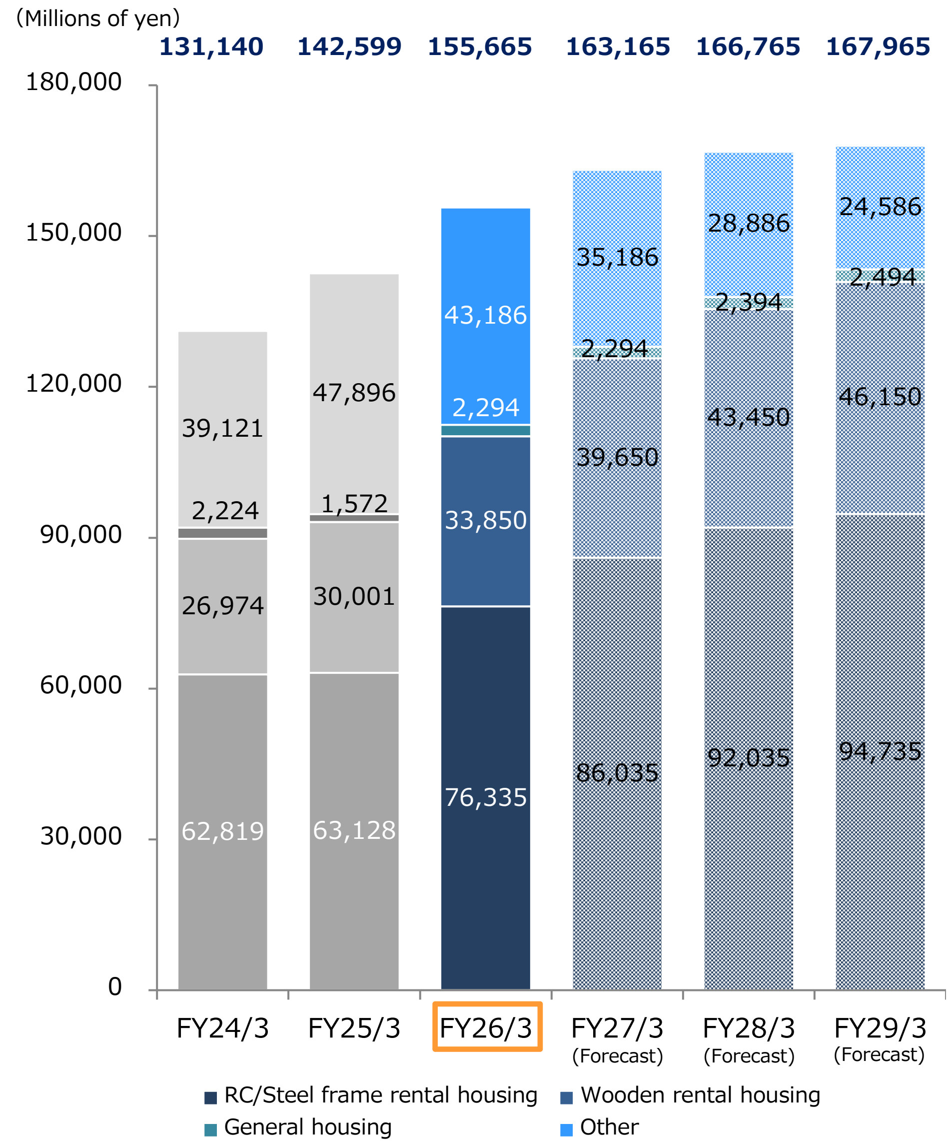
- **Differentiation through highly competitive Concept-Based Housing**
  - We offer a wide range of concept products, including the Soundproof RC Structure and the highly durable, high-quality Timber Construction. New products that meet the needs of the times are also currently being planned.
- **Strengthening Digital Media Strategy**
  - Aiming to diversify customer acquisition, we strengthen our web advertising. Inquiries from our corporate website doubled compared to the previous period.

Overview by Segment【Construction Business Ⅱ】

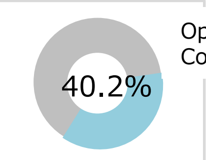
Orders Received 89,234 million yen



Order Backlog 155,665 million yen

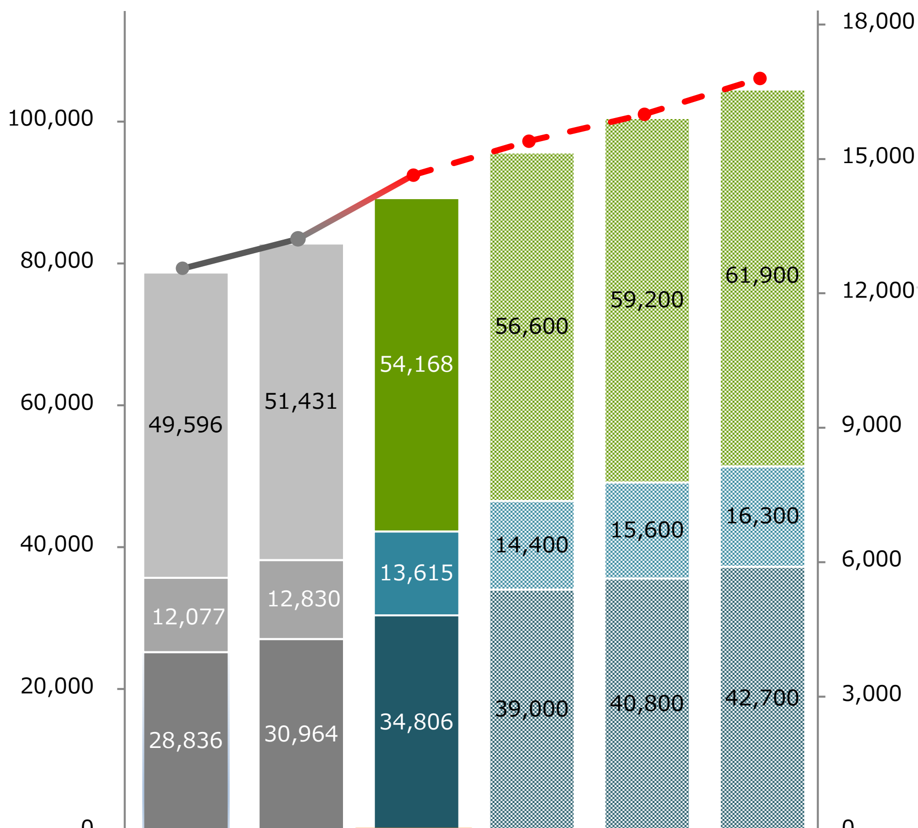


Overview by Segment 【Real Estate Management Business Ⅰ】



【Real estate management sales】

(Net Sales : Millions of yen) (Operating Profit : Millions of yen)

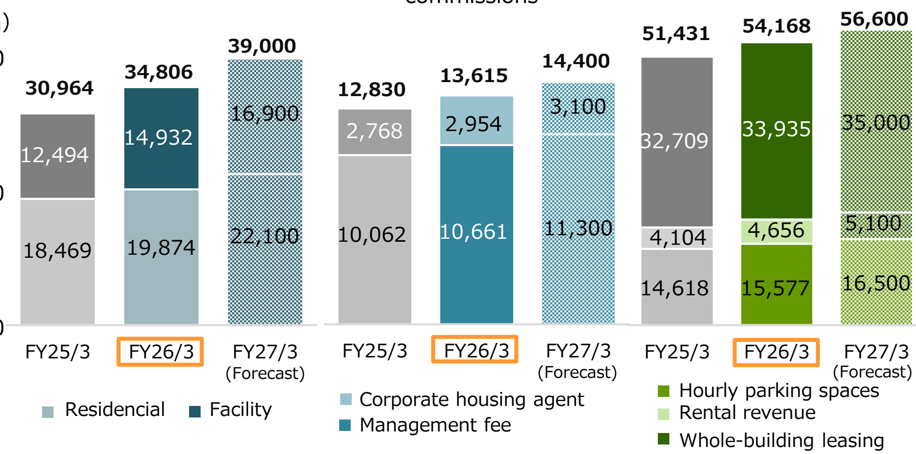


	FY24/3	FY25/3	FY26/3	FY27/3 (Forecast)	FY28/3 (Forecast)	FY29/3 (Forecast)
Net Sales	90,510	95,226	102,591	110,000	115,600	120,900
Operating Profit	12,553	13,214	14,643	15,400	16,000	16,800

■ Maintenance sales ■ Sales from management commissions ■ Leasing sales

【Real estate Management Business Sales by type】

(Millions of yen)



FY 2026/3 Financial Highlights

Net Sales
102,591 million yen
YoY change
+7.7% / +¥7,364 million
vs. Plan
+0.2% / +¥191 million

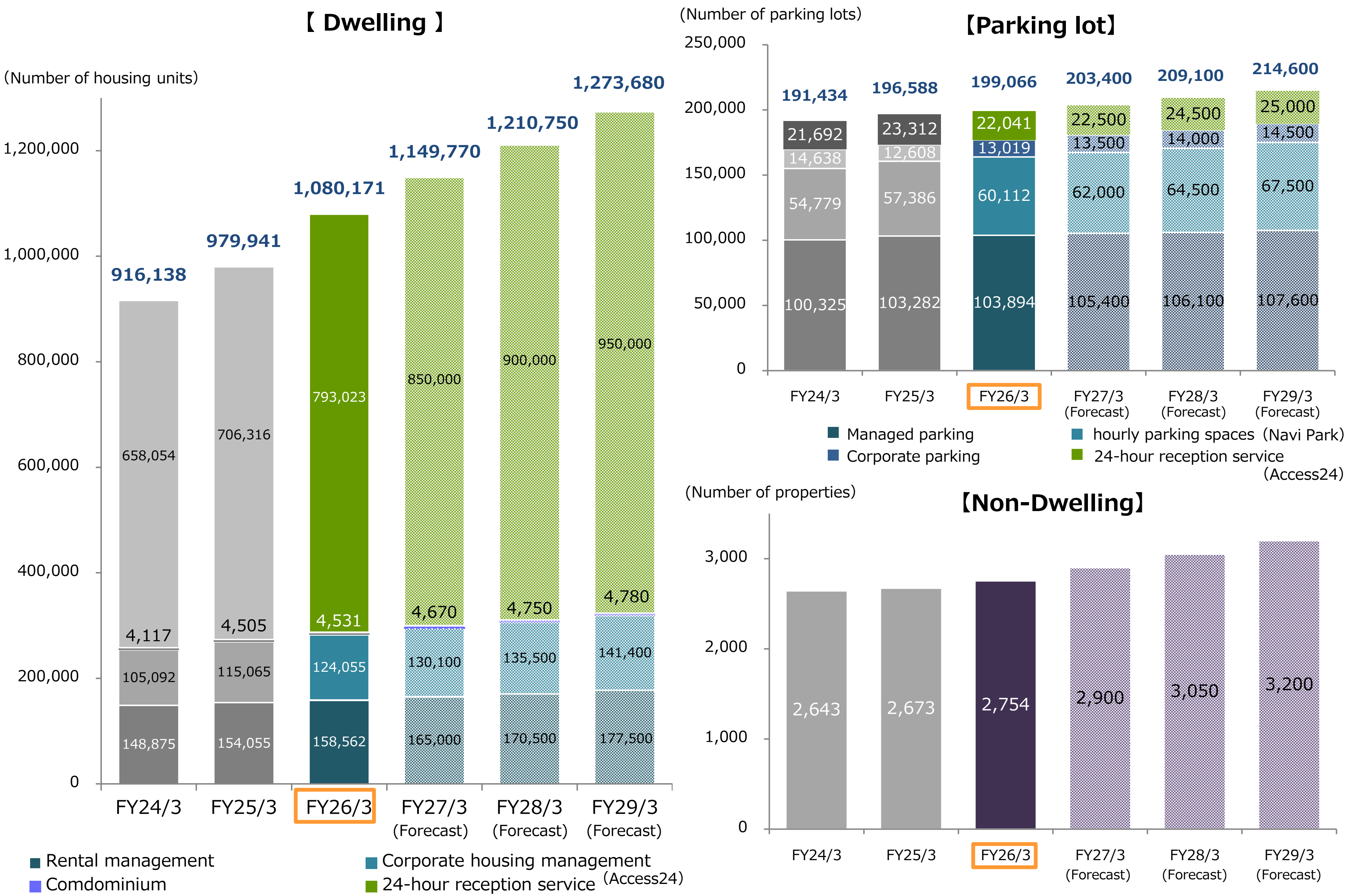
Operating Profit
14,643 million yen
YoY change
+10.8% / +¥1,429 million
vs. Plan
+4.6% / +¥643 million

FY 2026/3 Summary of Results

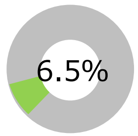
Maintenance sales increased by 19.5% YoY
driven by the larger scale of facility-related construction projects

Management fee increased by 5.9% YoY
driven by review of tenant rent

Overview by Segment【Real Estate Management Business Ⅱ】

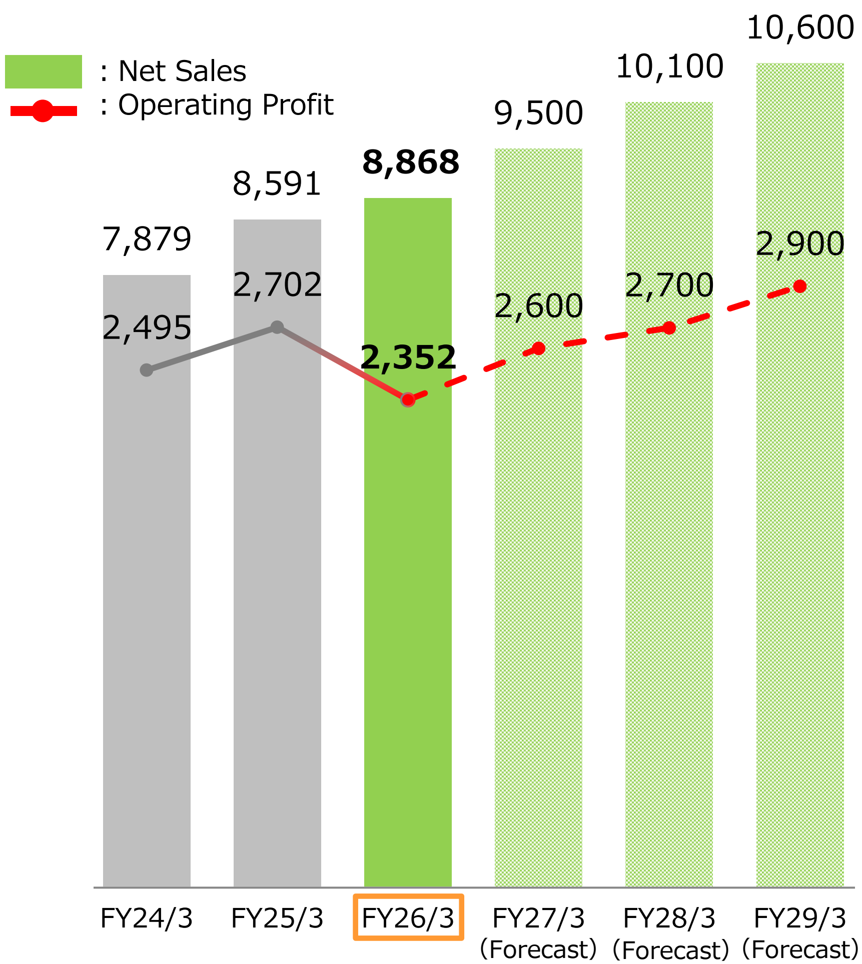


Overview by Segment【Rental Brokerage Business】



Operating Profit Composition (%)

(Millions of yen)



FY 2026/3 Financial Highlights

Net Sales

8,868 million yen

YoY change
+3.2% / +¥276 million

vs. Plan
(3.6%) / (¥331 million)

Operating Profit

2,352 million yen

YoY change
(13.0%) / (¥350 million)

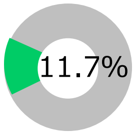
vs. Plan
(18.9%) / (¥547 million)

FY 2026/3 Summary of Results

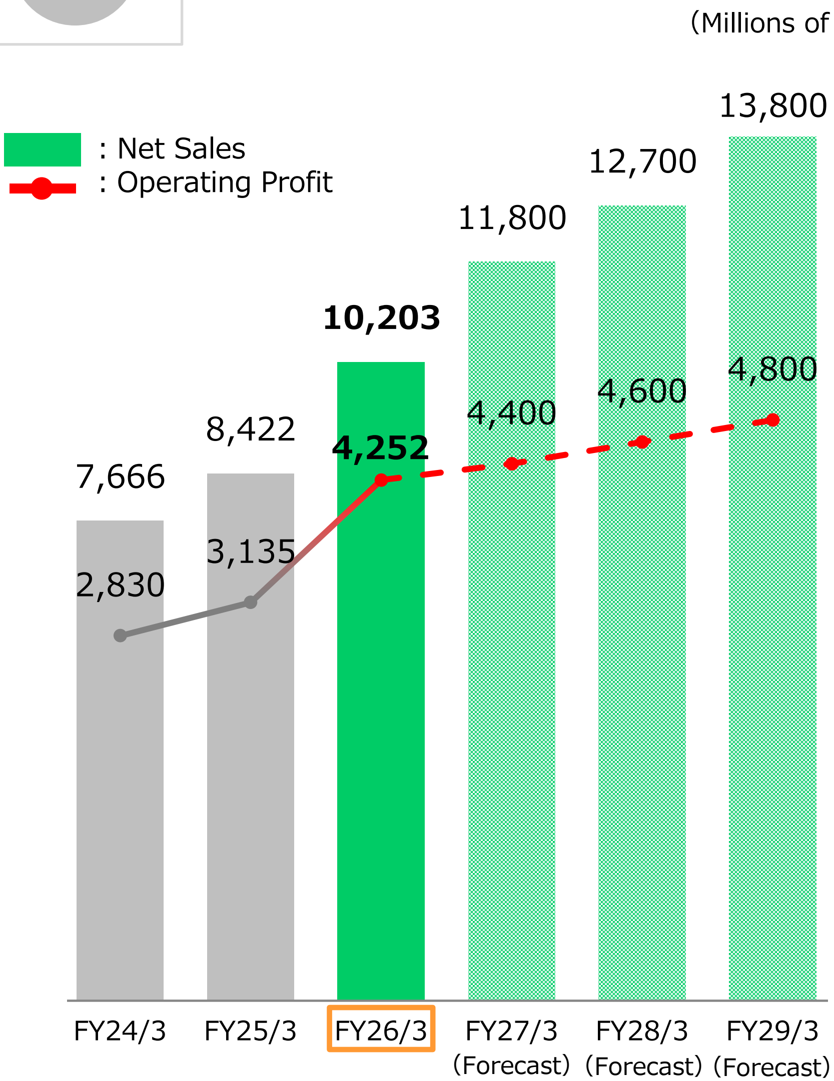
- Continuous Growth in Number of Managed Real Estate Properties
  - The number of lease renewals has risen, leading to a solid increase in renewal fee revenue.
- Upfront investment in human resources
  - Provide higher-quality services and improve customer satisfaction.

Key Topics

- Creation of corporate real estate consulting projects
  - Developing projects for corporate dormitories and headquarters relocation.
- Strengthening contracts in the city center
  - Aim to expand the portfolio of higher-priced properties beyond the current level.



Operating Profit Composition (%)



FY 2026/3 Financial Highlights

Net Sales
10,203 million yen
YoY change
+21.1% / +¥1,780 million
vs. Plan
+12.1% / +¥1,103 million

Operating Profit
4,252 million yen
YoY change
+35.6% / +¥1,117 million
vs. Plan
+21.5% / +¥752 million

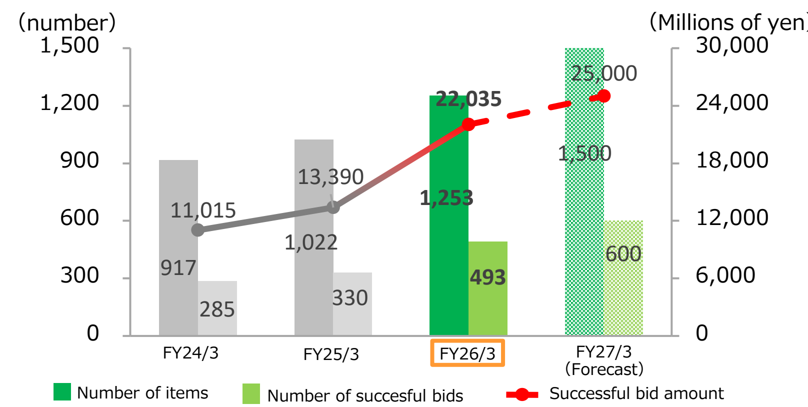
FY 2026/3 Summary of Results

Increase in the Average Real Estate Selling Price
- Brokerage Fee per Transaction Up 7.9% YoY

Growth in Commercial Property Brokerage Deals
- Number of Corporate Brokerage Deals Up 16.3% YoY

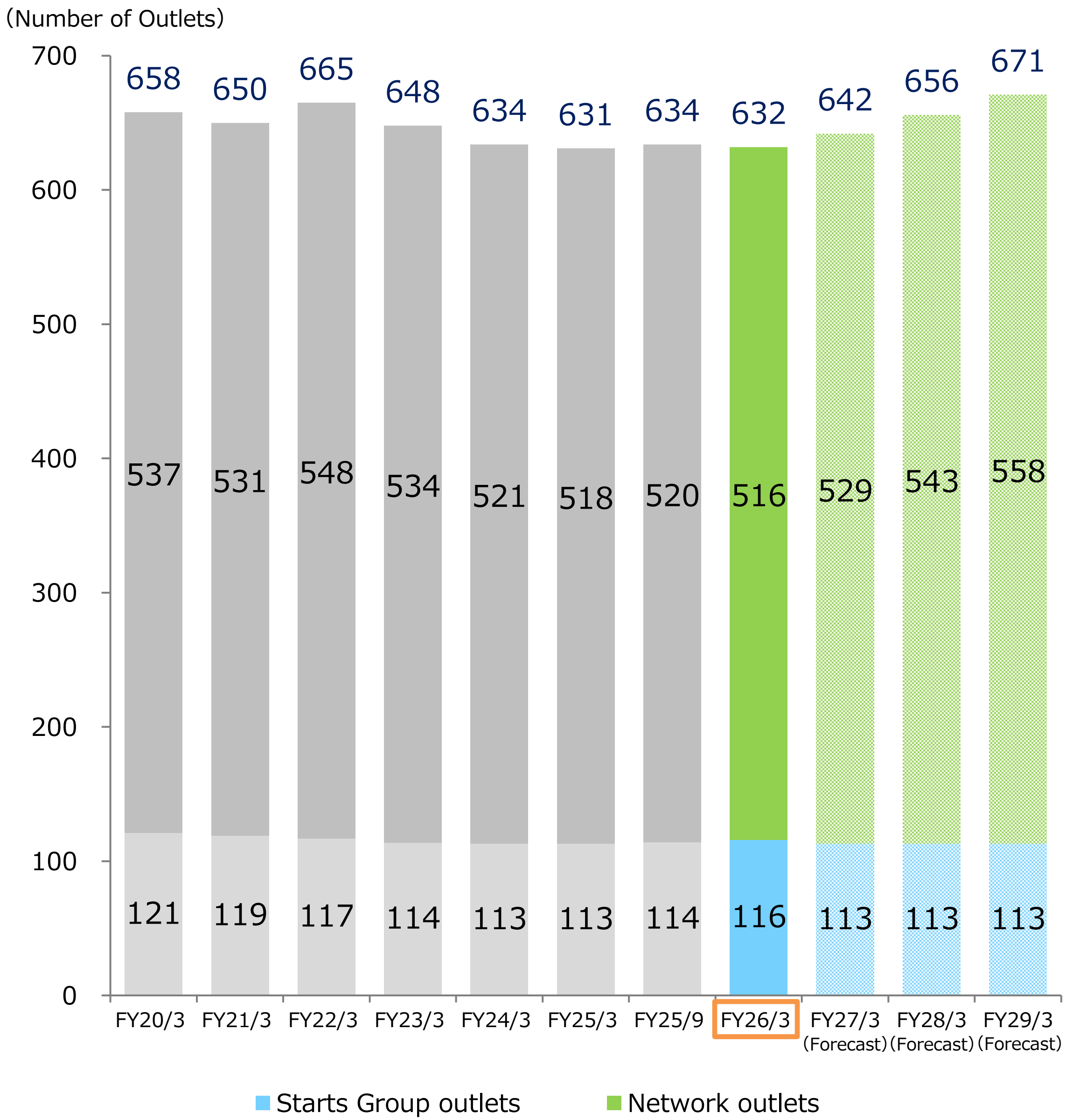
Key Topics

Promotion of the MY HOME AUCTION



※Aggregation of Starts Pitat House Co., Ltd. only

Trend in the Number of Pitat House Outlets



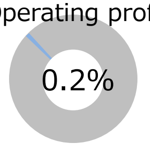
Network outlets
(Finance and Consulting Business)

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.

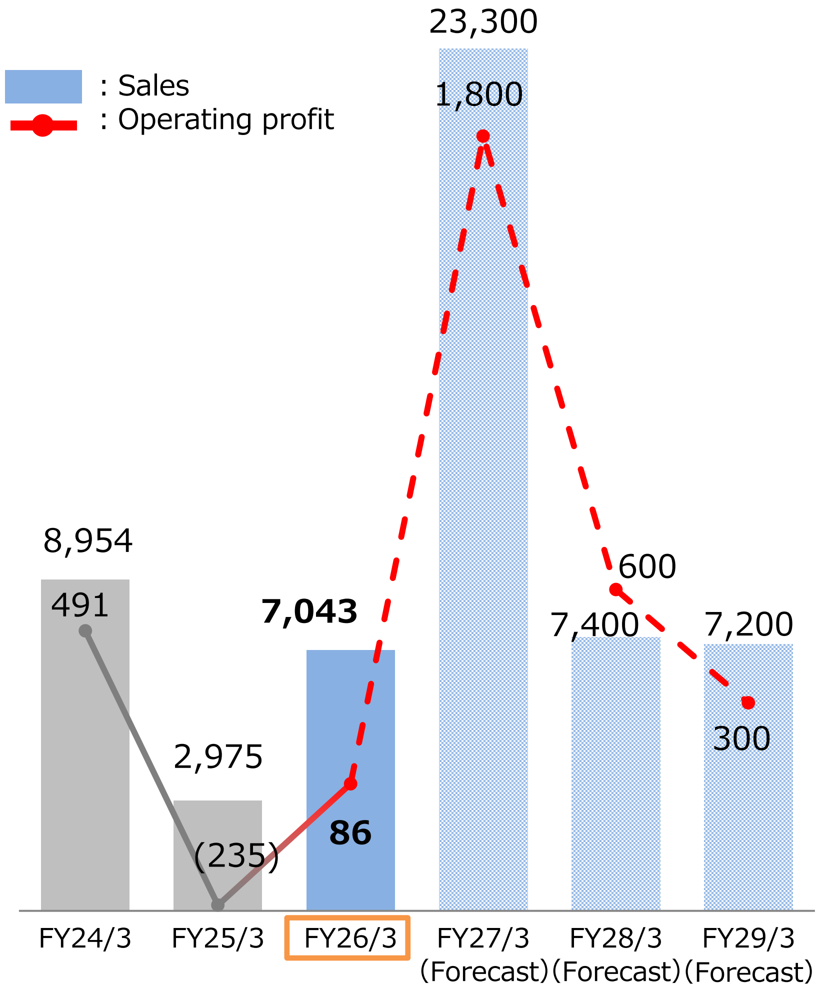
Starts Group outlets
(Rental and Real Estate Brokerage Business)

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.

Composition of Operating profit



(Millions of yen)



FY 2026/3 Financial Highlights

Net sales
7,043 million yen
YoY Change
+¥4,068 million
vs. Plan
+¥2,243 million

Operating profit
86 million yen
YoY Change
+¥321 million
vs. Plan
(¥13 million)

FY 2026/3 Summary of Results

Sale of Investment Properties

- Proceed Fuchu Miyanishi, Proceed Kasai 3, and others - 7 buildings in total
  Sales Amount 5,485 Million yen

Key Topix

Future Condominium Units for Sale

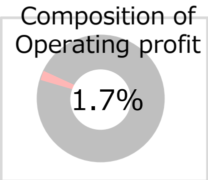
- Alpha Grande Ichinoe 7th Avenue
  Scheduled for Launch in spring 2026
- Alpha Grande Shinyokohama
  Scheduled for Launch in summer 2026
- QUWON GARDEN Sakurajyousui
  Scheduled for Launch in autumn 2026

Alpha Grande Shinyokohama

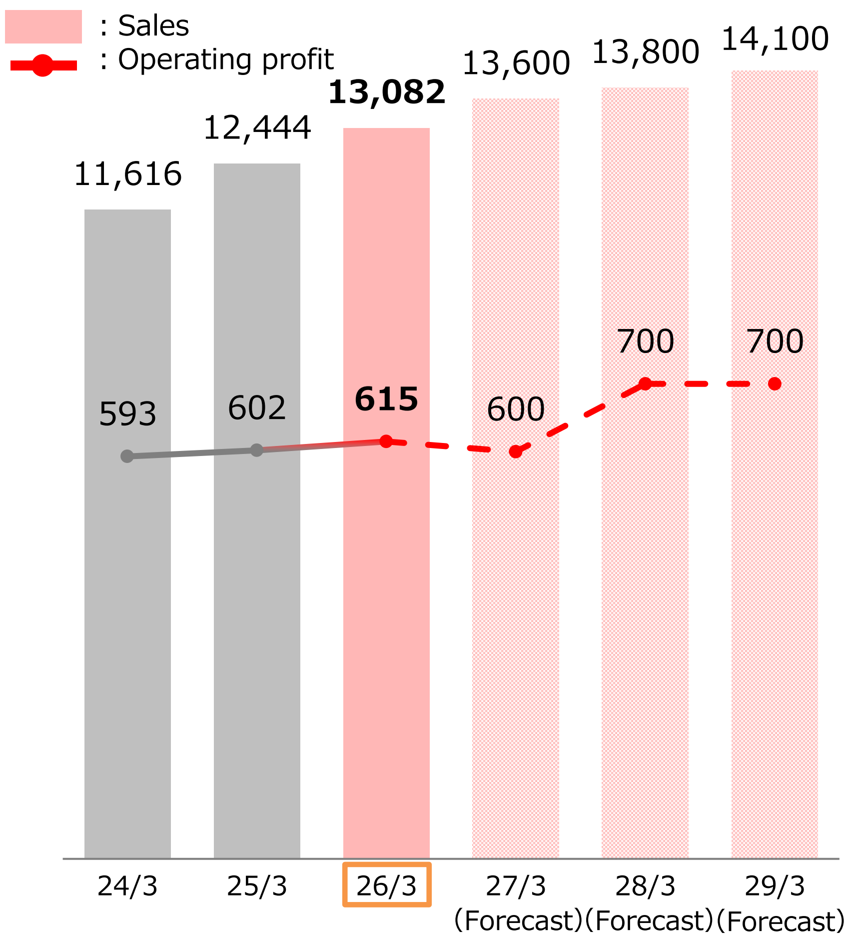
FY27/3 Large-scale Rental Housing for Sale

- Higashi-Kanagawa Project 7floors 121units
- Sendai Station East Exit Project 14floors 169units

Overview by Segment【Elderly Assistance and Childcare Business】



(Millions of yen)



FY 2026/3 Financial Highlights

Net sales

13,082 million yen
YoY Change
+5.1% / +¥637 million
vs. Plan
+2.2% / +¥282 million

Operating profit

615 million yen
YoY Change
+2.3% / +¥13 million
vs. Plan
+2.6% / +¥15 million

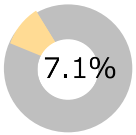
FY2026/3 Summary of Results

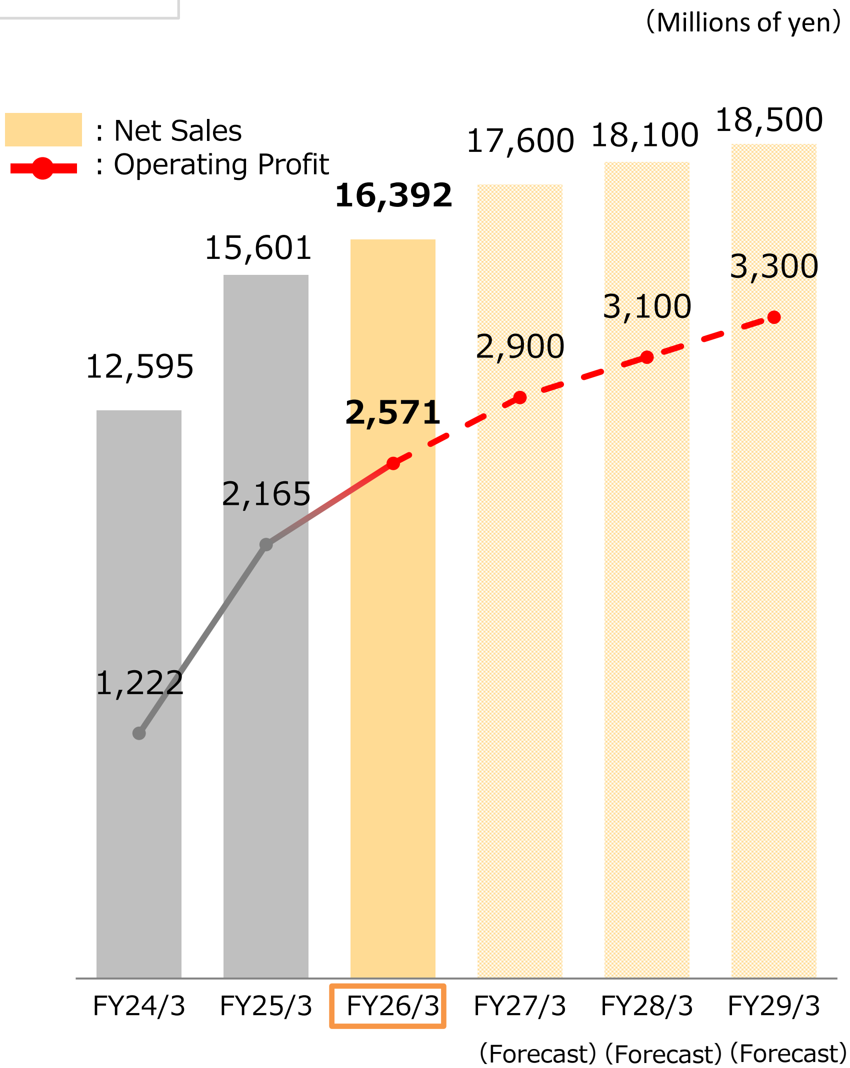
- Operates 131 locations, primarily in the Kanto region (Tokyo and three prefectures)
  - FY26/3 Opening of 5 Facilities
- Due to rising labor and raw material costs, operating income remained flat compared to the previous period

Key Topix

- Plan to open two new Facilities
  - 27/2 Group Home Kirara Fuchu Musashinodai
  - 27/10 Group Home Kirara Kugahara Garden
- Continued Recruitment of "International Talent"
  - Continuation of Hiring Technical Interns and Specific Skilled Workers from Overseas

Overview by Segment【Hotel and Leisure Business】





FY 2026/3 Financial Highlights

Net Sales

16,392 million yen
YoY change
+5.1% / +¥790 million
vs. Plan
(0.7%) / (¥107 million)

Operating Profit

¥2,571 million yen
YoY change
+18.7% / +¥405million
vs. Plan
+2.8% / +¥71million

FY2026/3 Summary of Results

Average Daily Rate (ADR) Increased

- HOTEL Emion SAPPORO
  YoY change ：+13.0% / +¥2,198
  HOTEL Emion KYOTO
  YoY change : +9.4% / +¥2,000
  Hotel Lumiere NISHIKASAI
  YoY Change : +15.4% / +¥1,758

Decrease in Occupancy Rate

- HOTEL Emion KYOTO
  vs. Plan: :(1.4%) / YoY Change : (0.4%)
  HOTEL Emion SAPPORO
  vs. Plan : (0.9%) / YoY Change : +1.3%

Key Topix

HOTEL Emion TOKYO BAY

- Winner of the Rakuten Travel
  "ANA Raku Pack Award 2025" Grand Prize

Overview by Segment【Hotel and Leisure Business】

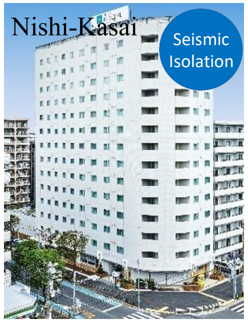
HOTEL Emion TOKYO BAY

HOTEL Emion KYOTO

HOTEL Emion SAPPORO

HOTEL comento YOKOHAMA KANNAI

Hotel Lumiere



Hotel Lumiere Grande Nagareyama Otakanomori

12 Facilities

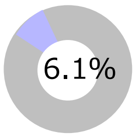
HOTEL KEYAKI GATE TOKYO FUCHU

OKINAWA NaHaNa HOTEL & SPA

HOTEL Emion PHNOM PENH

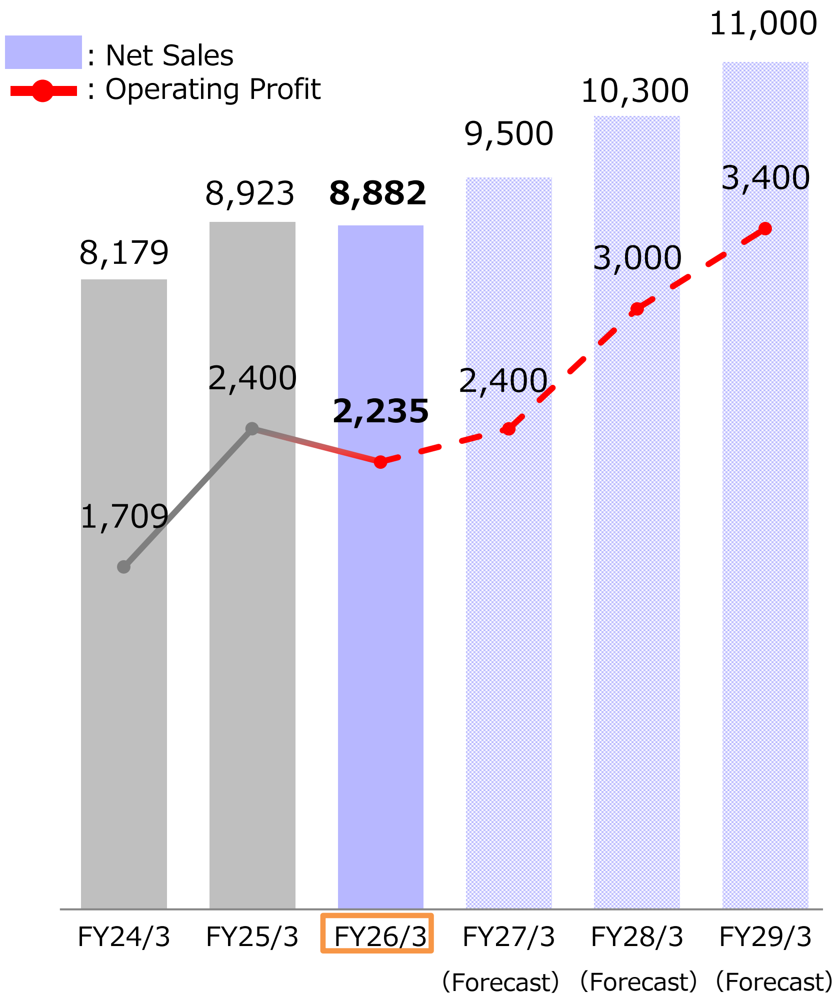
SEIFUEN

Yukemuri-no-Sato Kashiwaya Ryokan



Operating Profit Composition (%)

(Millions of yen)



FY 2026/3 Financial Highlights

Net Sales

8,882 million yen
YoY change
(0.5%) / (¥40 million)
vs. Plan
(9.4%) / (¥917 million)

Operating Profit

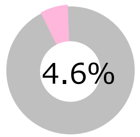
2,235 million yen
YoY change
(6.9%) / (¥165 million)
vs. Plan
(2.8%) / (¥64 million)

FY 2026/3 Summary of Results

- Decrease in housing loan origination fees
  - YoY change : (¥319 million)
- Increase in consulting and investment trust-related fees
  - YoY change : +¥185 million
- Increase in the number of small amount insurance policies handled
  - YoY change : +¥102 million

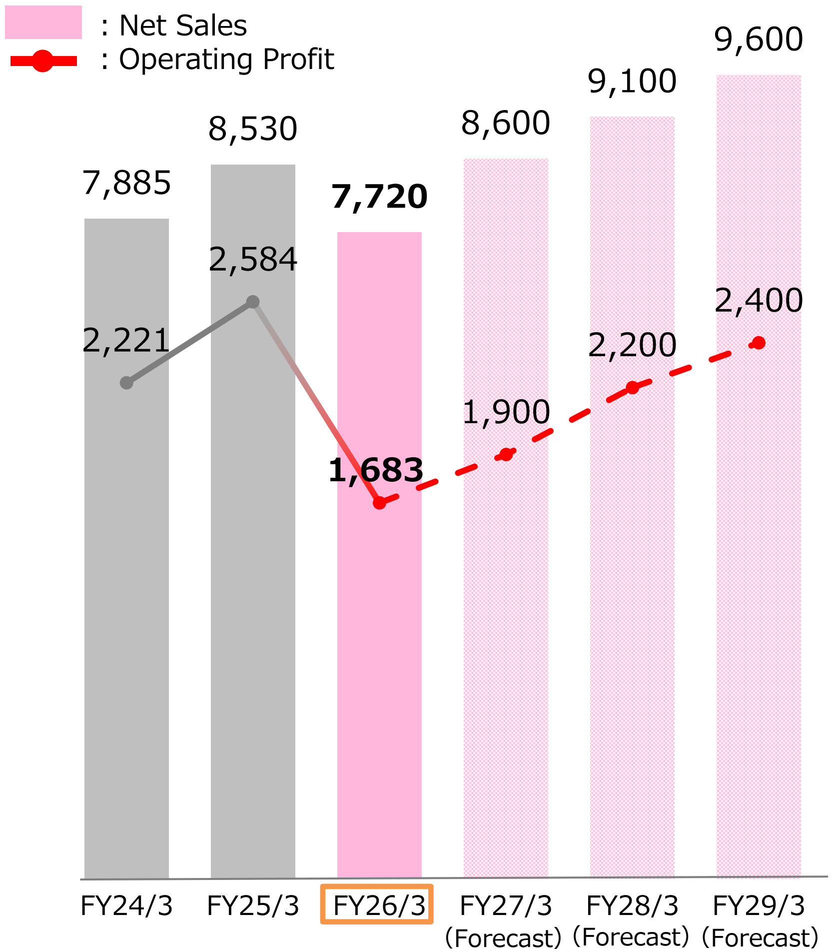
Key Topics

Business	Revenue Base	FY25/3	FY26/3	FY27/3 (Forecast)
Franchise Business	PITAT House Number of franchisees	631	632	642
Securities Business	Financial Management, Securities Insurance, etc. Agency income (100 m yen)	24	22	25
Investment Corporation asset Management business	"Starts Proceed Investment Corporation" Asset under management (100 m yen)	953	971	970
Insurance business	Number of small amount insurance policies handled	94,915	102,445	104,000
Trust business	Total number of assets under management Assets under management (100 m yen)	375 1,782	398 1,924	430 2,010



Operating Profit Composition (%)

(Millions of yen)



FY 2026/3 Financial Highlights

Net Sales
7,720 million yen
YoY change
(9.5%) / (¥809 million)
vs. Plan
(9.2%) / (¥779 million)

Operating Profit
1,683 million yen
YoY change
(34.9%) / (¥901 million)
vs. Plan
(29.8%) / (¥716 million)

FY 2026/3 Summary of Results

- " Ano Hana ga Saku Oka de Kimi to Mata Deaetara "
  Revenue and profit decreased due to dividend income from investments in the production committee, a decline in book sales following the film adaptation, and rising manufacturing costs.

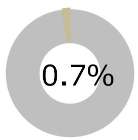
Key Topics

- Strengthening the IP development of in-house content (books and comics)
  Production is underway to adapt 17 titles—including "Oni no Hanayome" — into screen productions.
- OZ Mall 30th Anniversary Special Initiatives
  Throughout the year, OZ Mall is rolling out reader-participation events and limited anniversary collaboration plans. Membership has surpassed 5million

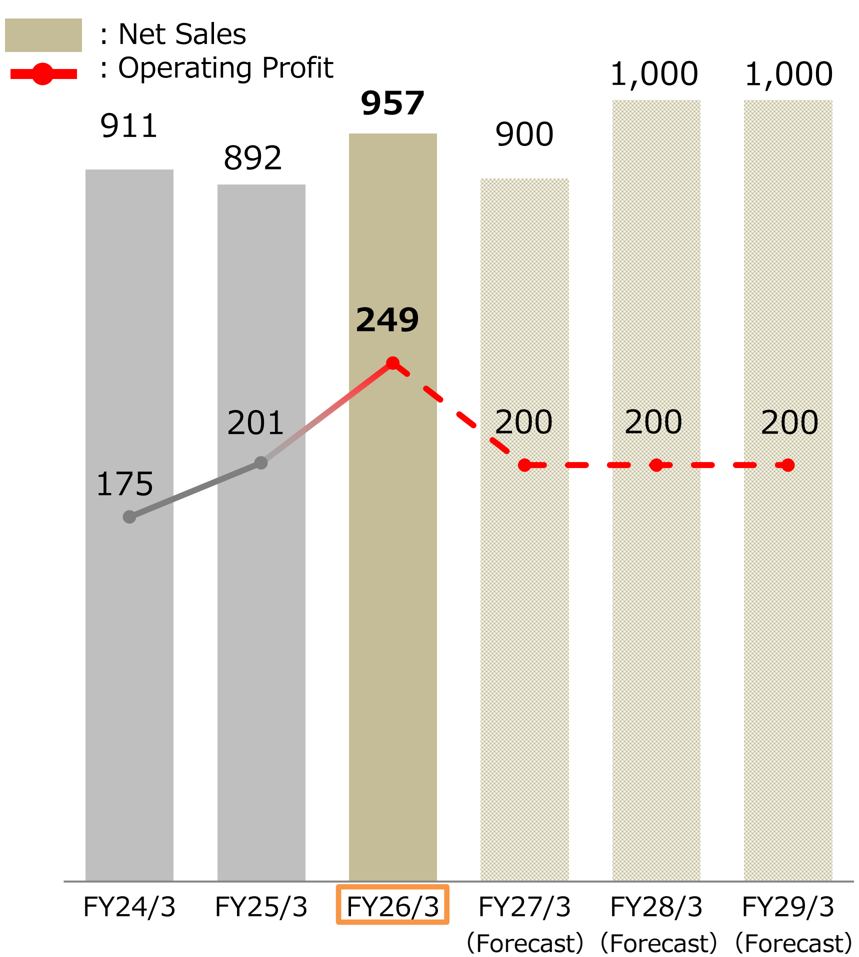
◀30th anniversary special website

Over 6.5 million copies in total circulation
TV anime series coming in July 2026

Sequel to " Ano Hana ga Saku Oka de Kimi to Mata Deaetara “
Premieres in theaters on Aug. 7, 2026



(Millions of yen)



FY 2026/3 Financial Highlights

Net Sales

957 million yen
YoY Change
+7.3% / +¥65 million
vs. Plan:
+6.4% / +¥57 million

Operating Profit

249 million yen
YoY Change
+24.2% / +¥48 million
vs. Plan
+25.0% / +¥49 million

Key Topics Ⅰ

Mitsuo Aida Museum

UNIQLO Expands Limited-Time UTme! Collaboration with Five New Designs, Including “Ima Koko”

Key Topics Ⅱ

Hirosaki Museum of Contemporary Art 5th Anniversary

Commemorative Exhibition: “Hiroshi Sugito: Eri to Heri - Flyleaf and Liner”
(Dates: December 5, 2025 - May 17, 2026)

Sachiko Kazama Exhibition
(Dates: June 5, 2026 – November 15, 2026)
A Night Museum event will be held for three limited days during the exhibition period.

Financial Statements and Data

【Consolidated】Financial Highlights: Income Statement

	FY26/3 Results	FY26/3 Plan	Achievement rate for plan	FY25/3 Results	Year on Year
Net Sales	**251,911**	**250,000**	**100.8%**	**232,978**	**+18,932**
Cost of sales	168,169	166,100	101.2%	155,398	+12,770
Gross Profit	**83,742**	**83,900**	**99.8%**	**77,579**	**+6,162**
Expence	47,469	48,900	97.1%	44,956	+2,513
Operating Profit	**36,272**	**35,000**	**103.6%**	**32,622**	**+3,649**
Non-operating income	2,862	1,100	260.3%	1,546	+1,315
Non-operating expenses	890	1,600	55.7%	764	+125
Ordinary Profit	**38,244**	**34,500**	**110.9%**	**33,404**	**+4,839**
Extraordinary income	630	100	630.4%	3,039	(2,409)
Extraordinary losses	994	300	331.3%	405	+588
Profit before income taxes	**37,880**	**34,300**	**110.4%**	**36,039**	**+1,841**
Income taxes and other related items	12,569	10,800	116.4%	11,764	+804
Profit attributable to owners of parent	**25,311**	**23,500**	**107.7%**	**24,274**	**+1,037**

◆Non-operating income

Foreign exchange gains	1,177 ※
Interest income	540
Dividend income	485
Other	659
	2,862

◆Non-operating expenses

Interest expenses	620
Other	270
	890

◆Extraordinary gains

Gain on sale of investment securities	340
Other	290
	630

◆Extraordinary losses

loss on devaluation of inventory	424
Loss on retirement of non-current assets	401
Other	169
	994

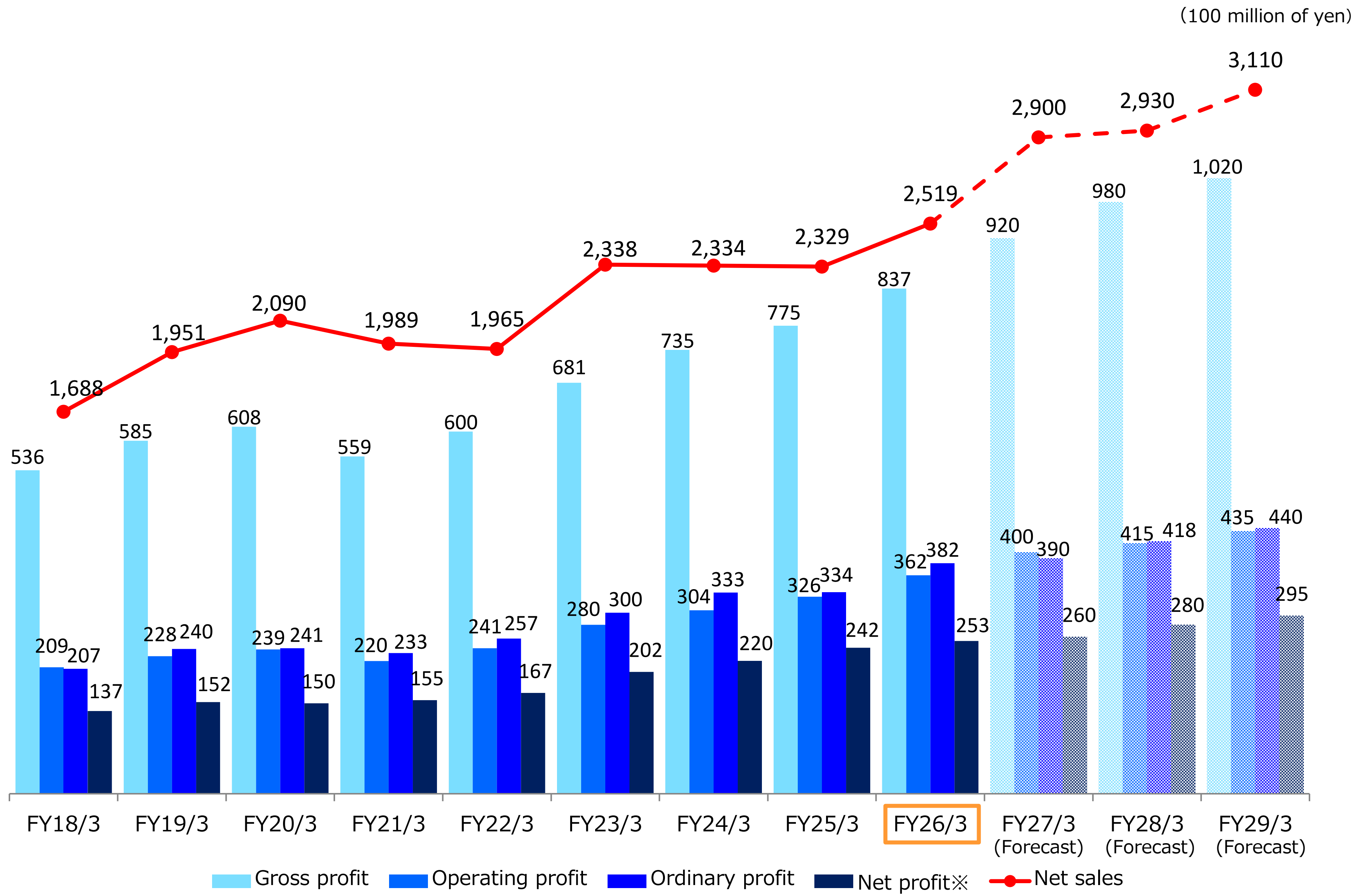
※Exchange rate
End of Mar. 2025 \$=149.52 → End of Mar. 2026 \$=159.88（Expected rate 140.00）

【Consolidated】Balance Sheets

(Millions of yen)

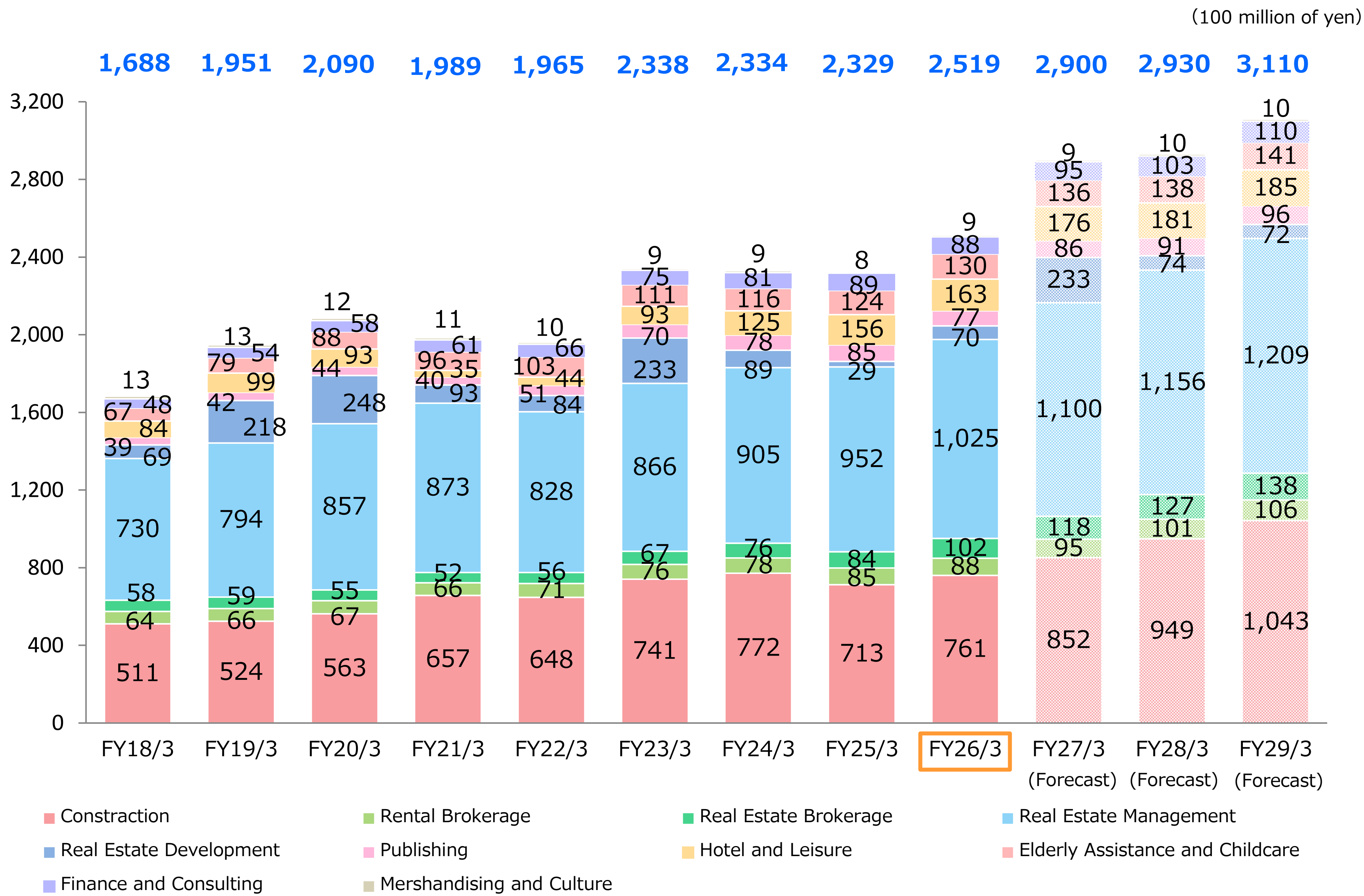
	As of March 31,2026	As of March 31,2025	Change
(Assets)			
Cash and cash equivalents	84,509	99,085	(14,575)
Accents receivable and contracts assets	22,392	14,930	+7,462
Real estate for sale	16,076	8,464	+7,611
Real estate for sale in process	25,080	20,770	+4,310
Costs on construction contracts in progress	2,424	2,319	+105
Other	12,508	11,866	+641
Total current assets	**162,992**	**157,435**	**+5,556**
Property, plant and eqipment	146,451	137,745	+8,706
Intangible assets	6,423	5,551	+871
Investments and other assets	36,879	32,915	+3,964
Total non-current assets	**189,754**	**176,211**	**+13,542**
Total assets	**352,746**	**333,647**	**+19,098**

	As of March 31,2026	As of March 31,2025	Change
(Liabilities)			
Accounts payable - trade and accounts payable for constractions contracts	21,457	20,731	+726
Short-term borrowings	23,139	23,420	(280)
Other	57,002	51,363	+5,639
Total current liablities	**101,599**	**95,514**	**+6,085**
Long-term borrowings	44,550	46,226	(1,675)
Other	14,024	13,667	+357
Total non-current liablities	**58,575**	**59,893**	**(1,318)**
Total liablities	**160,174**	**155,408**	**+4,766**
(Net assets)			
Common stock	11,039	11,039	-
Capital surplus	6,583	6,564	+18
Retained earnings	182,746	163,688	+19,057
Treasury shares	(17,095)	(13,081)	(4,014)
Other	9,298	10,028	(729)
Total net assets	**192,571**	**178,239**	**+14,332**
Total liabilities and net assets	**352,746**	**333,647**	**+19,098**

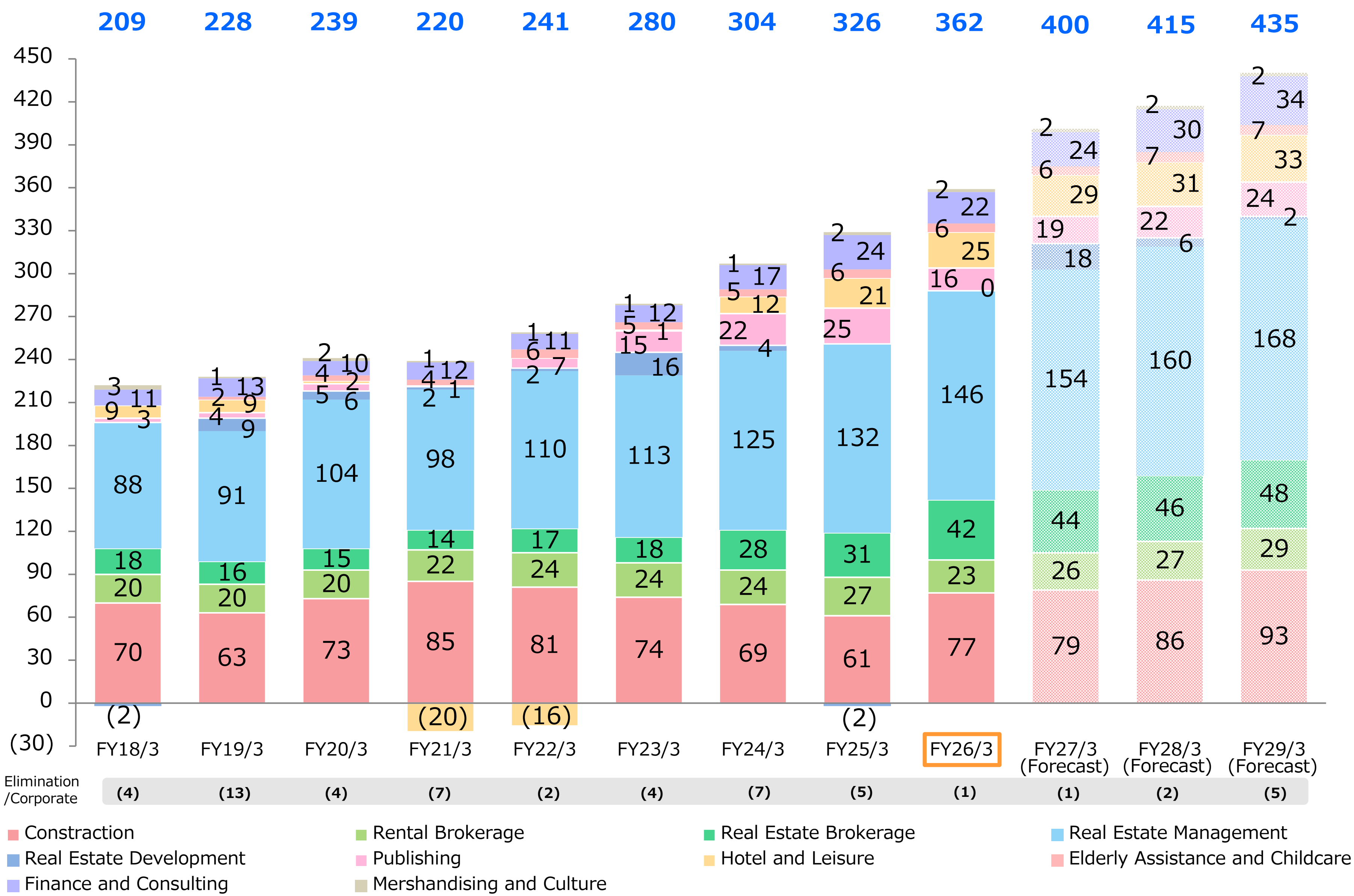


※Net income attributable to the parent company

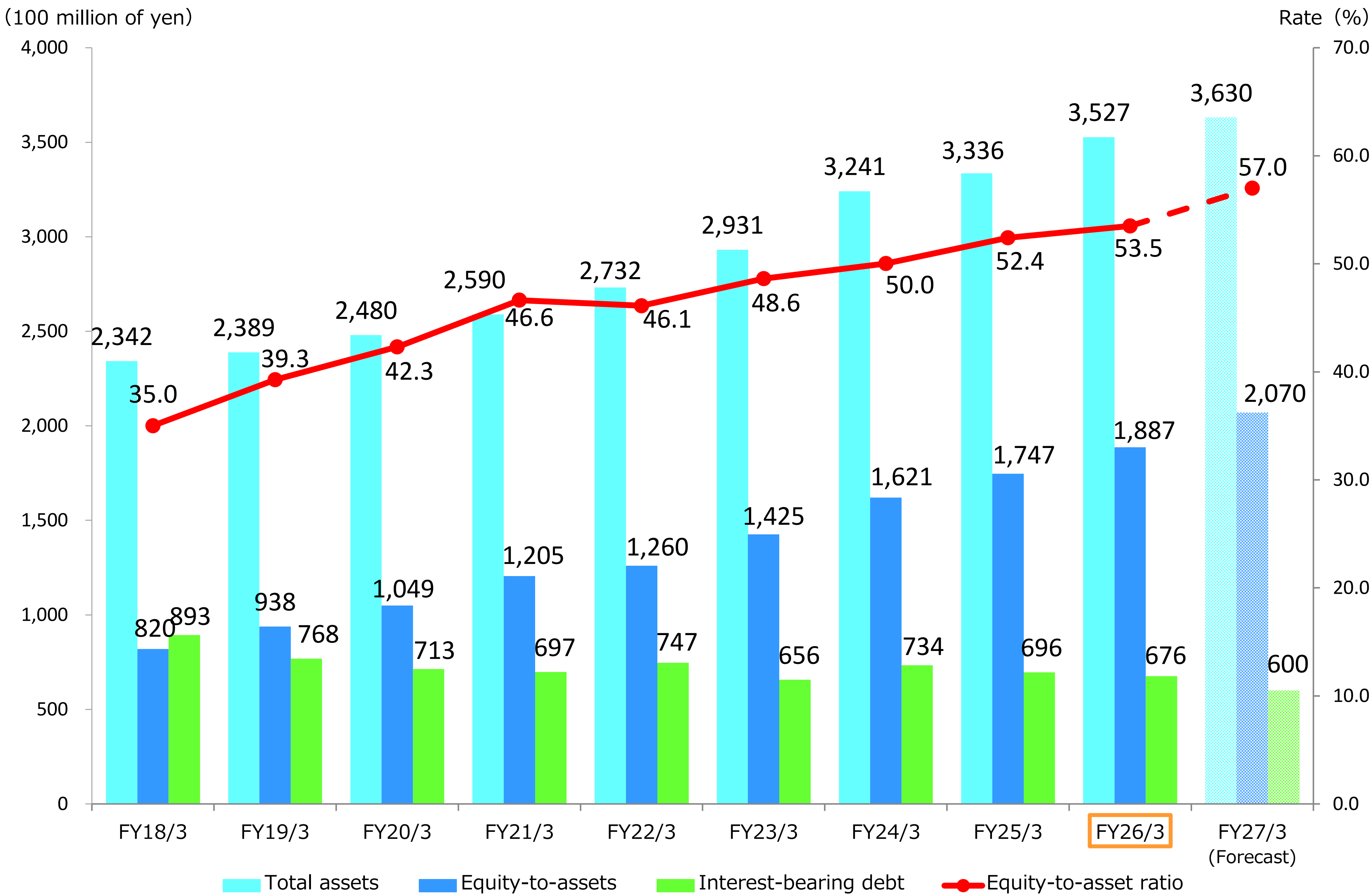
【Consolidation】Net Sales by Segment

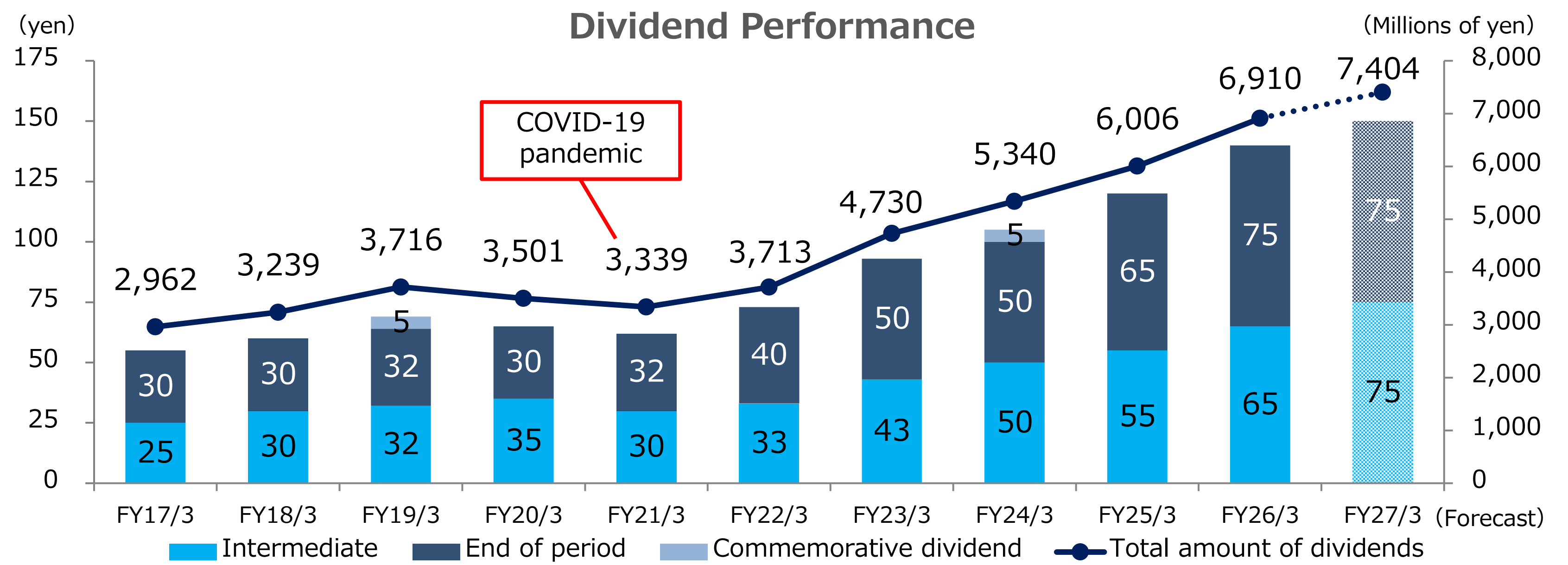


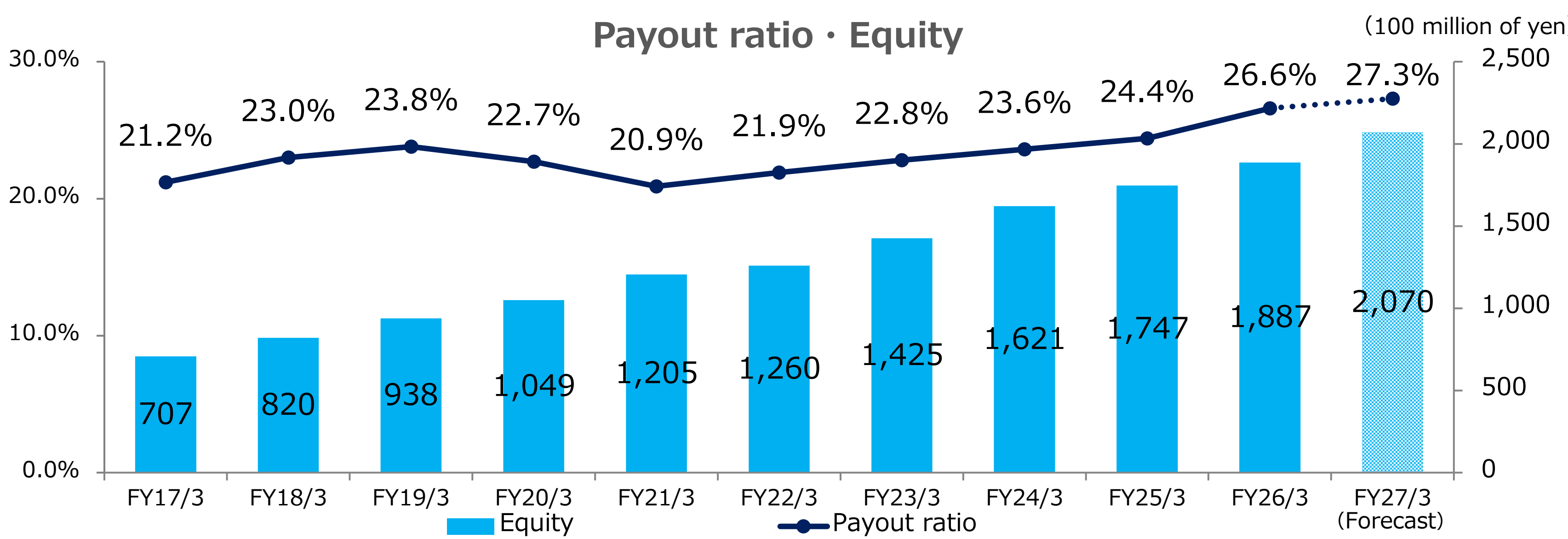
(100 million of yen)



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




Dividend Performance
(yen)
(Millions of yen)
175
150
125
100
75
50
25
0
8,000
7,000
6,000
5,000
4,000
3,000
2,000
1,000
0
COVID-19 pandemic
2,962
3,239
3,716
3,501
3,339
3,713
4,730
5,340
6,006
6,910
7,404
25 30
30 30
32 32 5
35 30
30 32
33 40
43 50
50 50 5
55 65
65 75
75 75
FY17/3
FY18/3
FY19/3
FY20/3
FY21/3
FY22/3
FY23/3
FY24/3
FY25/3
FY26/3
FY27/3 (Forecast)
Intermediate
End of period
Commemorative dividend
Total amount of dividends


Payout ratio・Equity
(100 million of yen)
30.0%
20.0%
10.0%
0.0%
2,500
2,000
1,500
1,000
500
0
21.2%
23.0%
23.8%
22.7%
20.9%
21.9%
22.8%
23.6%
24.4%
26.6%
27.3%
707
820
938
1,049
1,205
1,260
1,425
1,621
1,747
1,887
2,070
FY17/3
FY18/3
FY19/3
FY20/3
FY21/3
FY22/3
FY23/3
FY24/3
FY25/3
FY26/3
FY27/3 (Forecast)
Equity
Payout ratio

【Consolidation】Financial Data

	FY17/3	FY18/3	FY19/3	FY20/3	FY21/3	FY22/3	FY23/3	FY24/3	FY25/3	FY26/3	FY27/3 (Forecast)
Operating Profit (100 m yen)	201	209	228	239	220	241	280	304	326	362	400
EBITDA (100 m yen)	238	243	270	285	268	293	335	365	393	433	473
Net Profit (100 m yen)	136	137	152	150	155	167	202	220	242	253	260
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	140yen	150yen
Payout ratio	21.2%	23.0%	23.8%	22.7%	20.9%	21.9%	22.8%	23.6%	24.4%	26.7%	27.3%
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)	(0.09)	(0.17)
Interest-bearing debt	2.6	3.7	2.8	2.5	2.6	2.5	2.0	2.0	1.8	1.6	1.3
Equity-to-asset ratio	36.7%	35.0%	39.3%	42.3%	46.6%	46.1%	48.6%	50.0%	52.4%	53.5%	57.0%
ROA	7.0%	5.8%	6.4%	6.1%	6.0%	6.1%	6.9%	7.2%	7.4%	7.4%	7.3%
ROE	20.7%	17.9%	17.3%	15.2%	13.8%	13.6%	15.1%	14.5%	14.4%	13.9%	13.1%
EPS	259.4yen	260.9yen	290.2yen	286.3yen	296.3yen	332.8yen	407.1yen	444.8yen	492.2yen	526.6yen	549.2yen
Stock price (End of period)	2,324yen	2,893yen	2,363yen	2,005yen	2,905yen	2,399yen	2,543yen	3,410yen	3,925yen	4,750yen	-
PBR	1.78	1.86	1.32	1.00	1.27	0.95	0.89	1.04	1.08	1.19	-

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)
NetD / 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 ÷ {Shareholders'equity ÷ Total number of issued shares at the end of period} ）

Corporate Philosophy

“People are everything, the heart is all”

Since our founding, we have not pursued a purely rational approach of “cutting and discarding.” Instead, we have embraced the philosophy of “valuing and uplifting.” Guided by this belief, we strive to bring out the unique strengths and individuality of each employee, placing the highest priority on delivering genuine hospitality to our customers.

We are committed to building lasting relationships with every customer we encounter by providing services with sincerity and dedication. As <the Comprehensive Life and Culture Company>,we have continuously expanded our business fields—from construction, real estate brokerage and management to finance, publishing, hotels, and senior care—while remaining deeply rooted in the local community.

Building on the trust we have cultivated, we aim to continue as a company that endures alongside our local community and society.

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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