FINANCIAL REPORT FOR FISCAL YEAR MARCH 2025

Starts Corporation Inc.

Securities Code：8850

◆Table of contents

◆Group Organization Chart

STARTS

【Group Chart】

(Segment) (Main Business Activities)

Construction
- Construction of rental housing
- Construction and renovation of custom-built houses

Rental Brokerage
- Real estate rental brokerage

Real Estate Brokerage
- Real estate brokerage

Real Estate Management
- Housing management
- Integrated building management
- Rental of real estate
- Real estate management and operation
- Operation of commercial facilities
- Guarantee service
- Redevelopment project

Starts Corporation

- Starts CAM
- Starts Home
- (Overseas) Starts CAM(Cambodia)Corporation
- Starts Kyushu
- Starts Kansai
- Starts Tokai
- Starts Tohoku
- Starts Hokkaido
- Starts Okinawa
- Starts Hiroshima
- Starts Nagasaki ※1
- Starts Pitat House
- Starts Corporate Service
- (Overseas) Starts International Hawaii Inc.
- (Overseas) Starts Pacific Inc.
- (Overseas) Starts New York Realty,LLC.
- (Overseas) Starts Guam Golf Resort Inc.
- (Overseas) Starts(Cambodia)Corporation
- (Overseas) Starts Philippines Inc.
- Starts Amenity
- ST Maintenance
- Starts Facility Service
- Lift Management
- Starts Clean Partners
- (Overseas) Starts Facility Philippines Inc.
- Minamikoiwa Kankyo-Fudousan Project
  Nishikamata PPP Project
- Starts New Coast
- Chinju Hosho Service
- Fukuoka Chihaya Forest※2
  Toyohashi Next Park※2
  Kumagaya Kosodateshien Hokenkyoten-shisetsu
  Shinozaki Station West Exit Public Interest Complex
  Ningyocho Public Service
  Anjo Private Profit-making Service
  Narashino Okubo Mirai Project
  Higashiokazakieki Hokutogaiku Fukugo-shisetsu

Consolidated subsidiary 66 companies
Companies accounted for under the Equity method affiliate 1 company
Non-consolidated subsidiary 19 companies

(Segment) (Main Business Activities)

Real Estate Development
- Condominiums and detached houses: Starts Development; Higashikanagawa Kankyo-Fudousan Project; Sendaieki Higashiguchi Kankyo-Fudousan Project

Publishing
- Publishing: Starts Publishing

Hotel and Leisure
- Hotel and Resort: Starts Hotel Development; Starts Resort; Starts Naha Operations; (Overseas) Starts Hotel(Cambodia)Corporation; (Overseas) Starts Estate Management (Cambodia)Corporation
- Leisure: Starts Kasama Golf Club; Starts Golf Development
- Travel: Starts Tourist

Elderly Assistance and Childcare
- Elderly Assistance and Childcare: Starts Care Service

Finance
- Securities: Starts Securities
- Trust: Starts Trust
- Insurance: Starts S.S.I

Consulting
- Real Estate Network: Pitat House Network
- Investment Corporation Asset Management: Starts Asset Management
- Consulting: Starts Research Institute; Starts Partners Consulting; Starts Welfare contribution Infrastructure Fund; Starts Kankyo-Fudousan Development Fund; Starts Kankyo Development
- Advertising agency: Starts Agency
- Information: Weave
- Real Estate Tech: PHIL LIFE (Equity method affiliate)

Merchandising
- Merchandise Sales: Starts Commercial Firm

Culture
- Management of the museum: Mitsuo Aida Museum; Hirosaki Geijutsu Souzou Hirosaki Nigiwai Souzou

※1 Company name changed in April 2024 ※2 Newly consolidated company

◆Summary of Operating Results

STARTS

FY2024 (24/4-25/3) Operating Results Summary

✓ Net Sales（100 m yen)	2,329＜down 4 YOY＞
✓ Operating Profits（100 m yen)	326＜up 21 YOY＞
✓ Ordinary Profit（100 m yen)	334＜up 0 YOY＞
✓ Net Profit (100 m yen)	242＜up 21 YOY＞
✓ Cash dividends(yen)	Annual dividend 120＜Year-end dividend 65＞

FY2024 (24/4-25/3) Topics

- ✓ February 2025 Starts Group has launched a new commercial featuring MISIA’s latest song, “Be KIND”
- ✓ February 2025 Top partner co-sponsorship of “Japan Curling Championships Yokohama 2025,” the first event of its kind to be held in the Tokyo metropolitan area
- ✓ February 2025 Main sponsor contract with women's soccer club "Nankatsu SC WINGS”
- ✓ Net Profit Record profits for five consecutive fiscal years

FY2025 (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＞

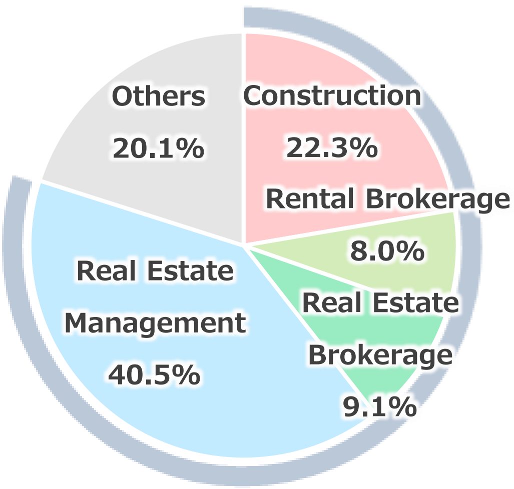
Business Strategy of

Starts Group

◆【Consolidation】Operating Profit by Key Business Segments

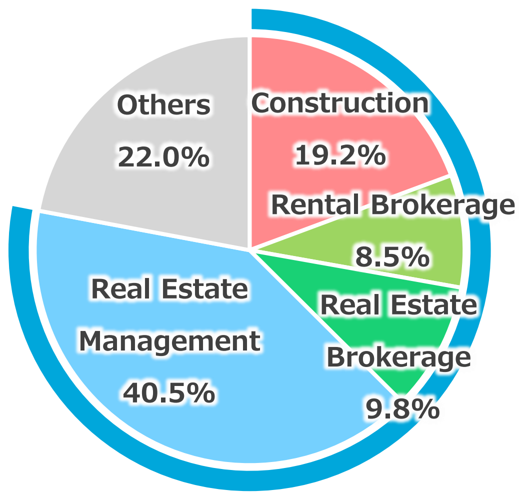
✓Stable Operating Profit form the Stock Businesses of Construction, Rental and Real Estate Brokerage, and Real Estate Management

FY24/3 Results



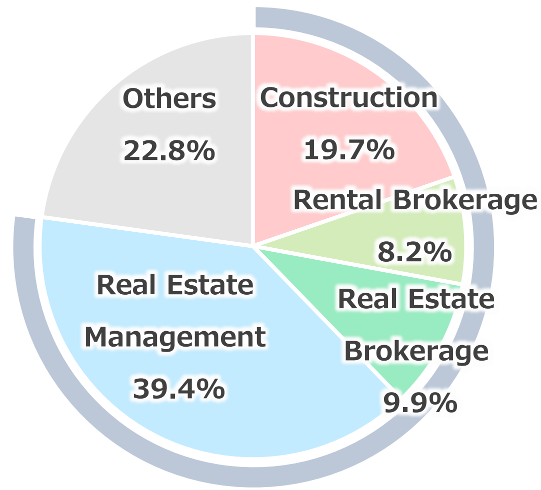
Total of four major Segments
<u>79.9%</u>

FY25/3 Results



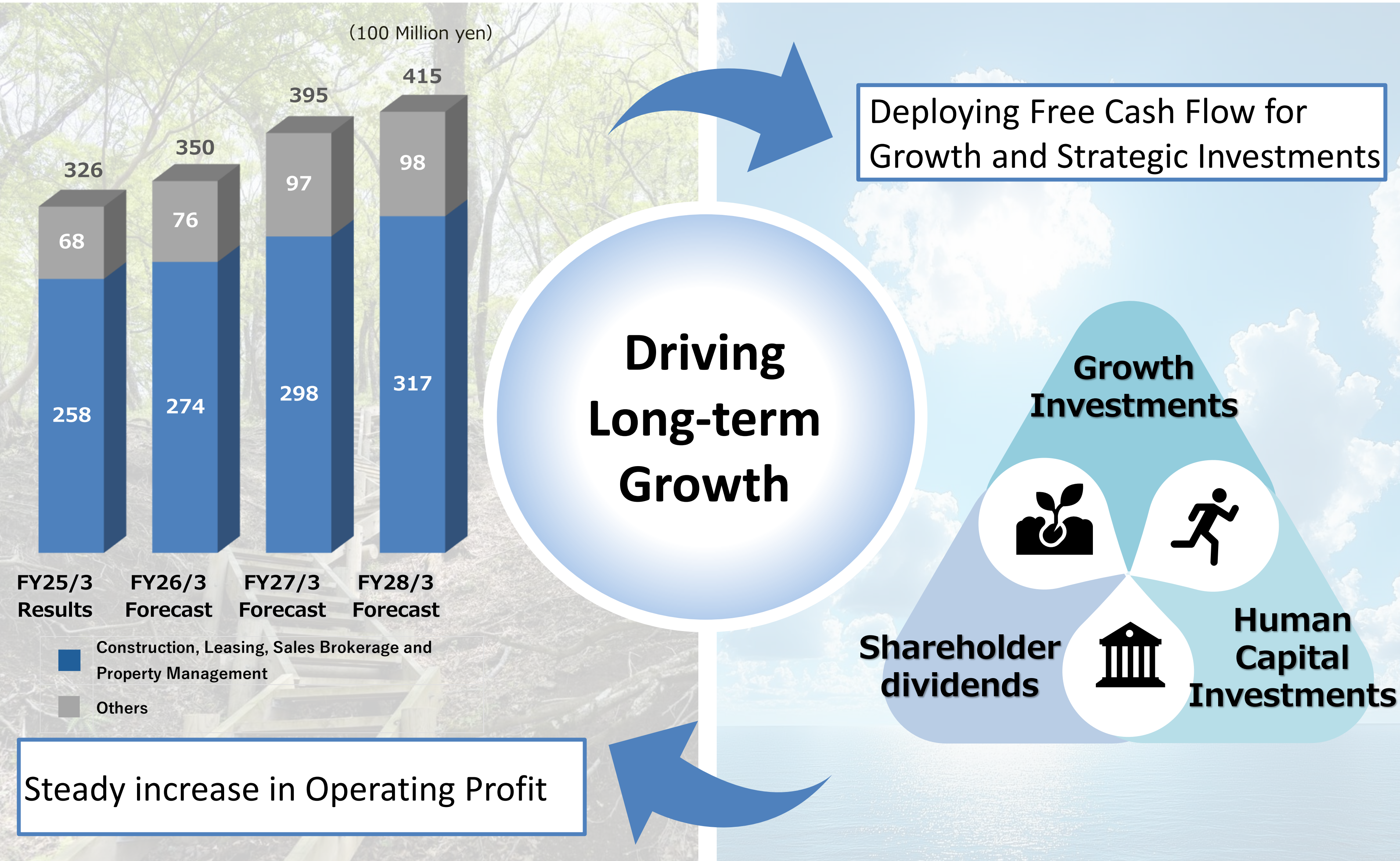
Total of four major segments
<u>78.0%</u>

FY26/3 Forecast



Total of four major Segments
<u>77.2%</u>

◆【Consolidation】Operating Profit Trend



◆Growth Investment of Starts Group　Expansion of Business Region

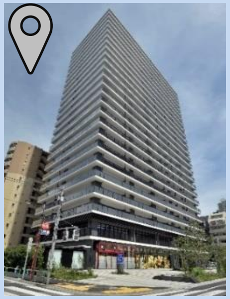
Yokohama Cultural Gymnasium reconstruction Project Private profit center
（Yokohama City , Kanagawa)

Nagareyama Otakanomori station Municipal Land Utilization Project
（Nagareyama City , Chiba)

HOTEL Emion TOKYO BAY ,
HOTEL Emion TOKYO BAY Emion SQUARE
（Urayasu City , Chiba)

NEW COAST SHIN-URAYASU
（Urayasu City , Chiba)

Fuchu Green Plaza Land Utilization Project
(Fuchu City , Tokyo)



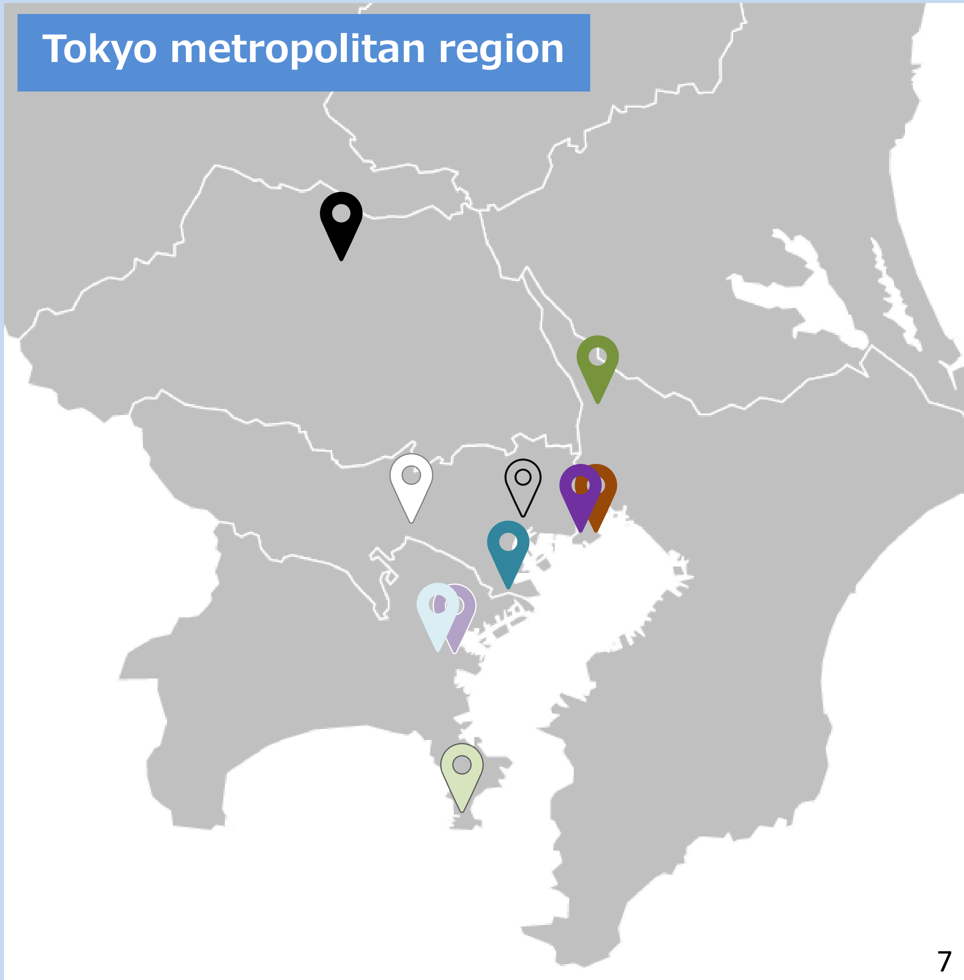
Alpha Grande Chizakura Tower
(Chiyoda Ward, Tokyo)

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

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

Miura City Citizens’ Interaction Site Project
(Miura City , Kanagawa)

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



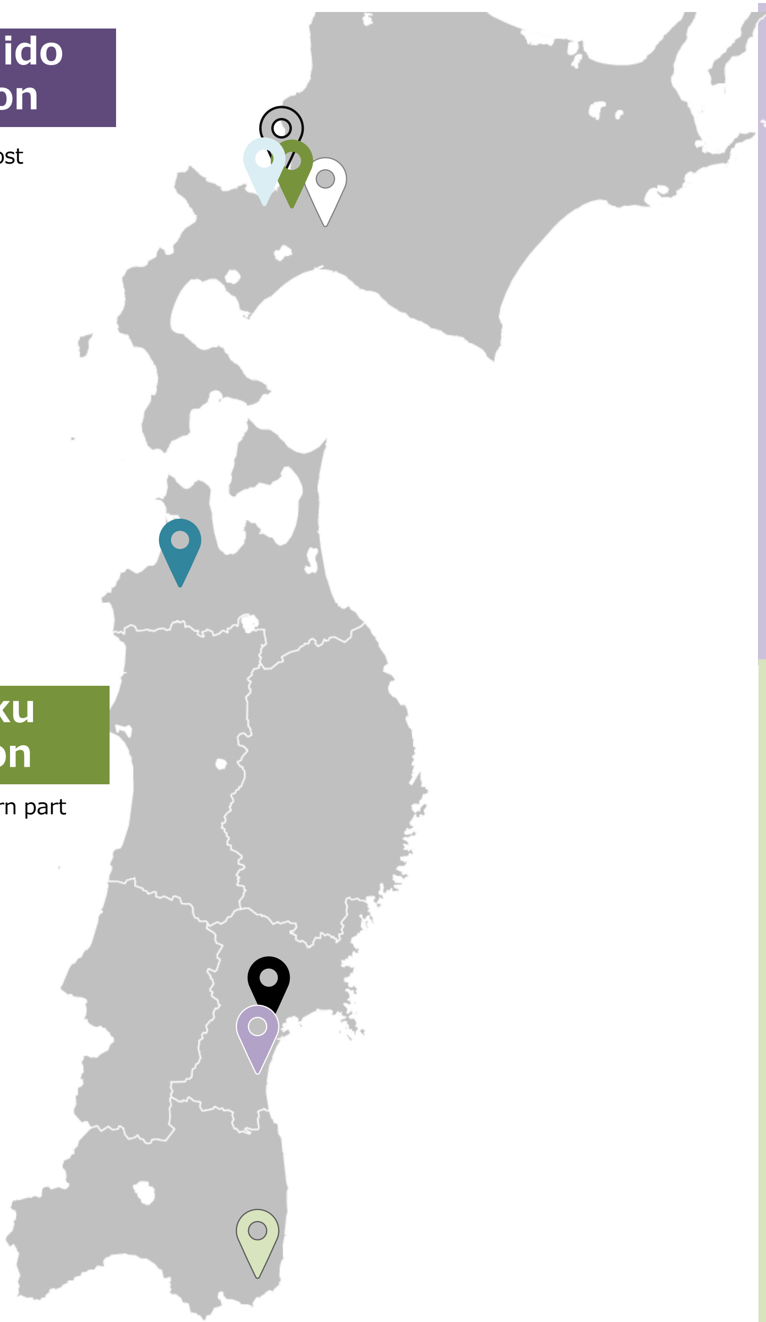
◆Growth Investment of Starts Group　Expansion of Business Region

Hokkaido Region

※Northernmost

Tohoku Region

※Northeastern part



Kita-8 Nishi-1 Area Type 1 Urban Area Redevelopment Project
(Sapporo City , Hokkaido)

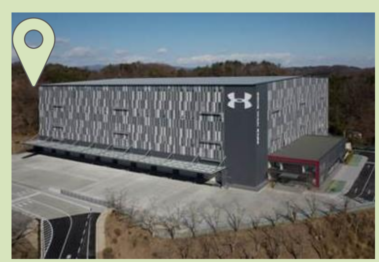
The first in-house construction project in Hokkaido in 20 years　(Sapporo City , Hokkaido)

April 2024　PITAT HOUSE Kitahiroshima Stationfront branch New Open
(Kitahirosima City , Hokkaido)

Real Estate Investment seminars
Increase in real estate transactions in Hokkaido

Yoshinocho, Hirosaki-shi, Aomori PFI projects such as the development of green areas
(Hirosaki City, Aomori)

Received an order to build the head office building With RC/Wooden mixed and seismic isolation structures
(Sendai City , Miyagi)



Construction of a Large distribution warehouse with seismic isolation structures
(Iwaki City , Hukushima)

Tohoku Area investment development Project
(Sendai City , Miyagi)

◆Growth Investment of Starts Group　Expansion of Business Region

The Hotei Station East Complex Public Facility Development Project
（Konan City, Aichi）

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

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

Northeast block in the Higashi Okazaki station area Utilization Project
（Okazaki City , Aichi)

Development of company-owned rental housing
（Land purchase→Construction
→Leasing and tenant sourcing
→ Management property
Completed within the Starts Group)

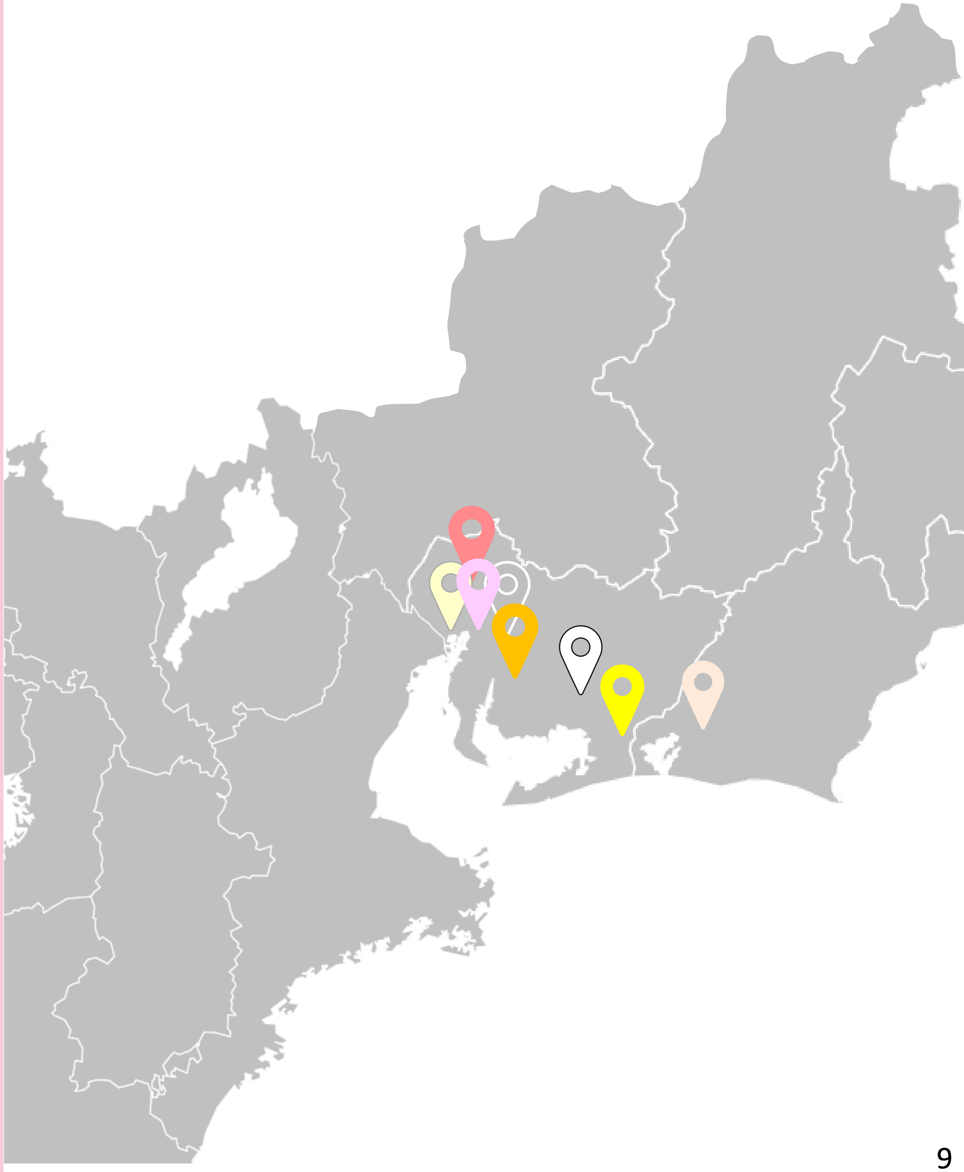
Left ： Nagoya City , Aichi
right： Hamamatsu City , Shizuoka

Utilization of former company dormitories for Financial Institution
(Nagoya City , Aichi)

Increase in management contracts for office buildings, commercial facilities

Tokai Region

※Central part



◆Growth Investment of Starts Group　Expansion of Business Region

Kyoto Central Wholesale Market
Project to utilize "Bustling Zone"
（Kyoto city, Kyoto）

Financial Institution ,
Reconstruction and utilization of Branch
（Kyoto City , Kyoto）

The first concept house construction completed in the Kansai area（Ibaraki City , Osaka）

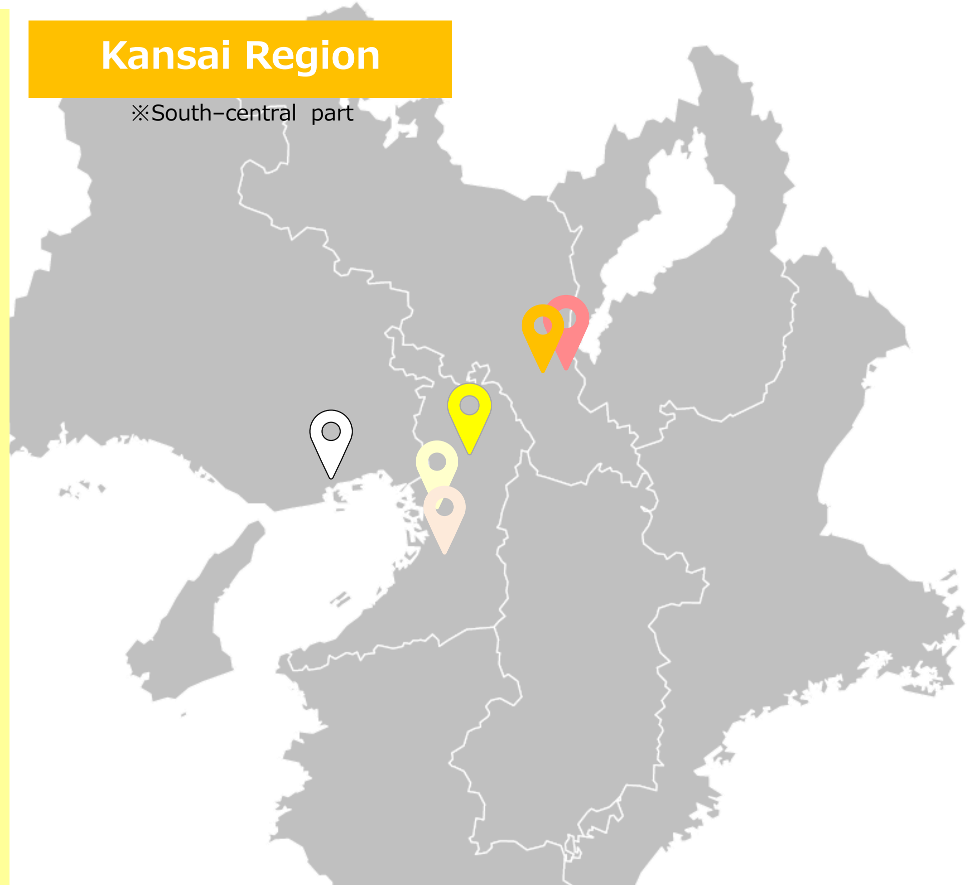
February,2025　PITAT HOUSE Kobe Sannomiya branch opened　(Kobe City , Hyogo)

Received an order to build an office building with seismic isolation structures for Corporate BCP measures
(Osaka City , Osaka)

Received 1st order of 「NEW MACHI-Ya WOOD」 in Kansai （Sakai City Osaka ）

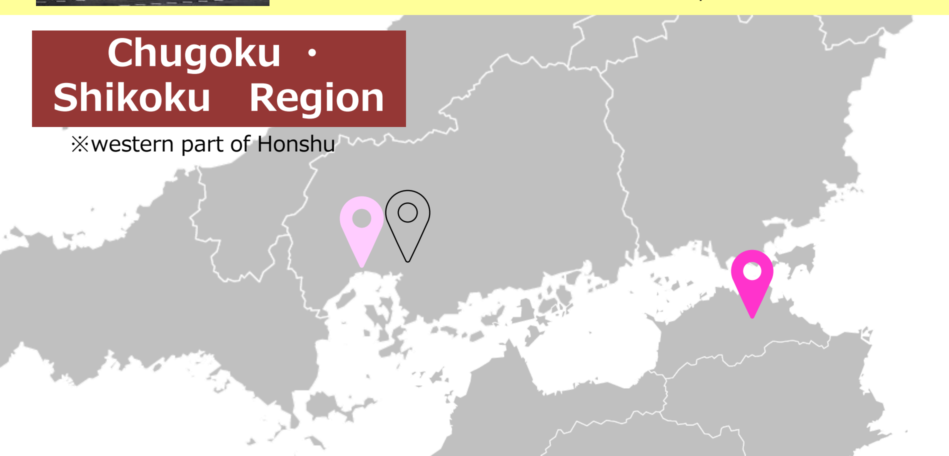
Kansai Region

※South–central　part

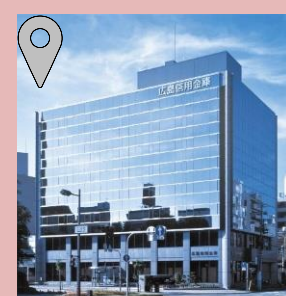


Chugoku ・ Shikoku　Region

※western part of Honshu



First construction work order received in the Chugoku area
（Hiroshima City , Hiroshima)



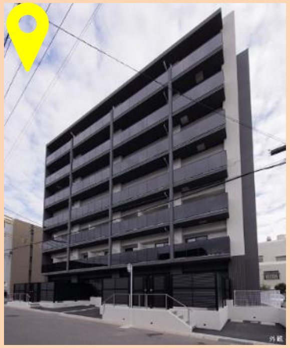
Business matching contract with financial institutions
（Hiroshima City , Hiroshima)

PITAT HOUSE
Takamatsu Kawaratyo Branch
【Starts directly managed branch】
(Takamatsu City , Kagawa)

Kyusyu Region

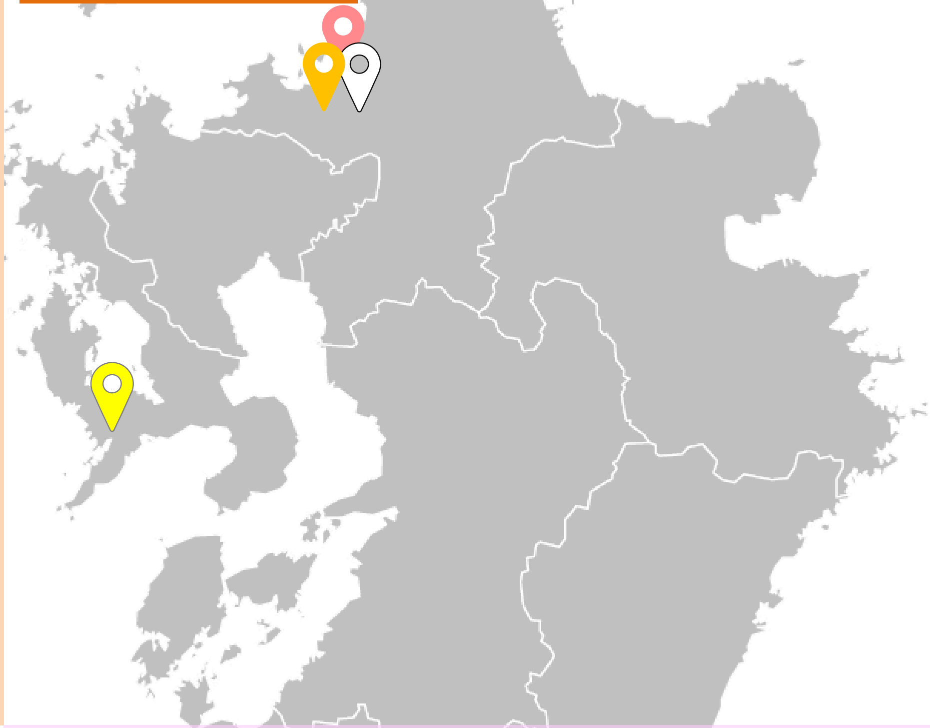
※Southwesternmost of Japan's four main islands

Former Fukuoka Technical High School Site Utilization Project (Fukuoka City, Fukuoka)



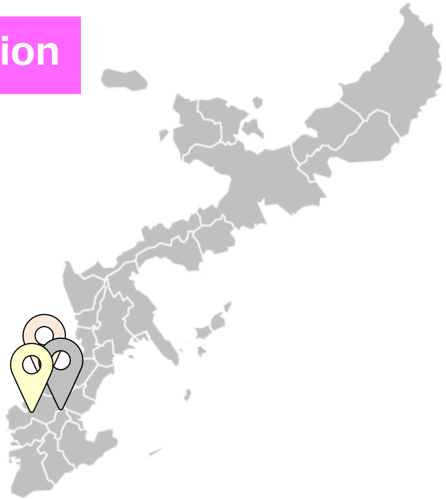
Expanding into the Nagasaki area from 2022. Strengthening management contract sales

First construction order received for seismic isolation and ZEB/ZEH in the Kyushu area (Fukuoka City , Fukuoka)



Okinawa Region

※South of Japan



OKINAWA NaHaNa HOTEL & SPA (Naha City , Okinawa)

Strengthening management contract sales, which will be the foundation of the stock business

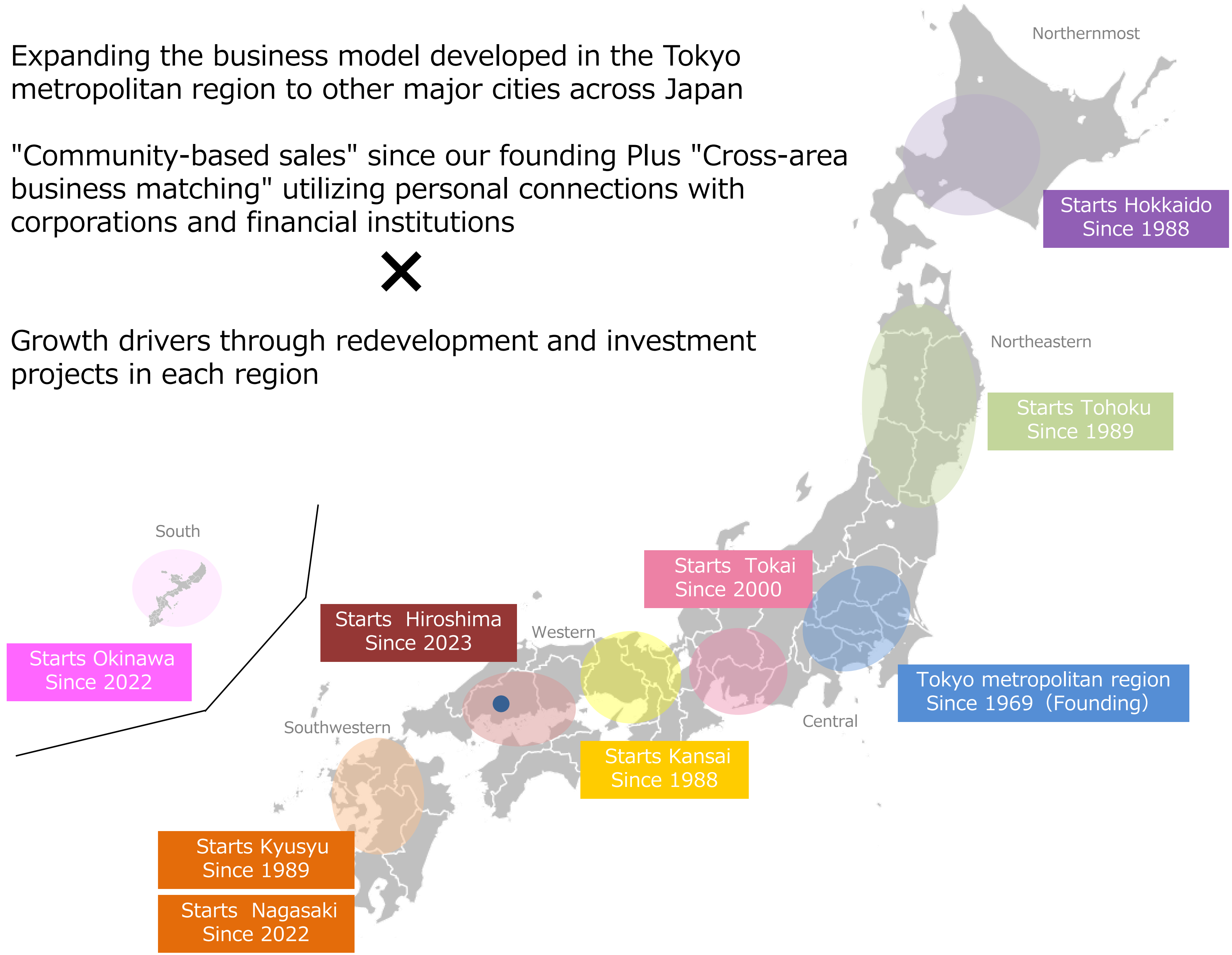
First construction order received in the Okinawa area (Naha City , Okinawa)

Expanding the business model developed in the Tokyo metropolitan region to other major cities across Japan

"Community-based sales" since our founding Plus "Cross-area business matching" utilizing personal connections with corporations and financial institutions

×

Growth drivers through redevelopment and investment projects in each region



◆Human Capital Investment of Starts Group

▶ Strengthening recruitment of personnel

・2025 New Graduate Recruitment: Starting Salary Increase

×

▶ 「Long-term」 「In various places」 Support for active participation

・Base Salary Increase
・Retirement Benefits System (DB・DC Used in combination)
・Career Advancement System
・Company-paid Medical Insurance System
・Life Event Allowance System
・Overseas Trainee Program
・Employee Stock Ownership Plan
・Training Program based on year of employment

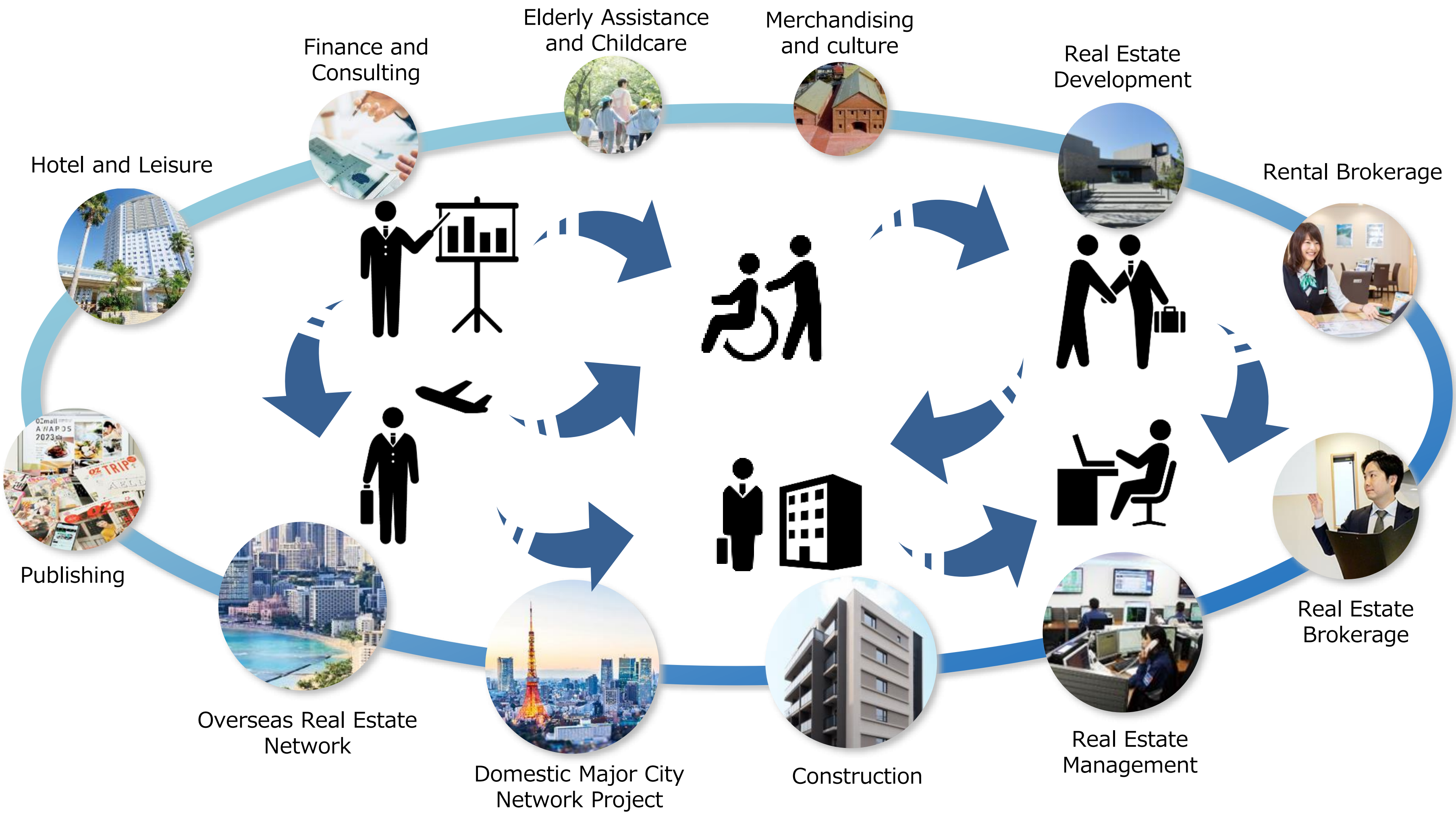
■The training center that embodies Starts' human resources philosophy

Starts General Training Center was born from the idea that “if we want to embody the saying 'a company is its people', we should invest more in human resource development.“
In 1987, with just 200 employees and of 1 billion yen in ordinary profits,
we invested 3 billion yen in construction.
It is still used for training and events today.

◆Human Capital Investment of Starts Group

▶Human resource development across the Group

・Career development in a variety of business fields
Human resource mobility also contributes to improving employee engagement



◆ Overseas Business

✓Our Policy

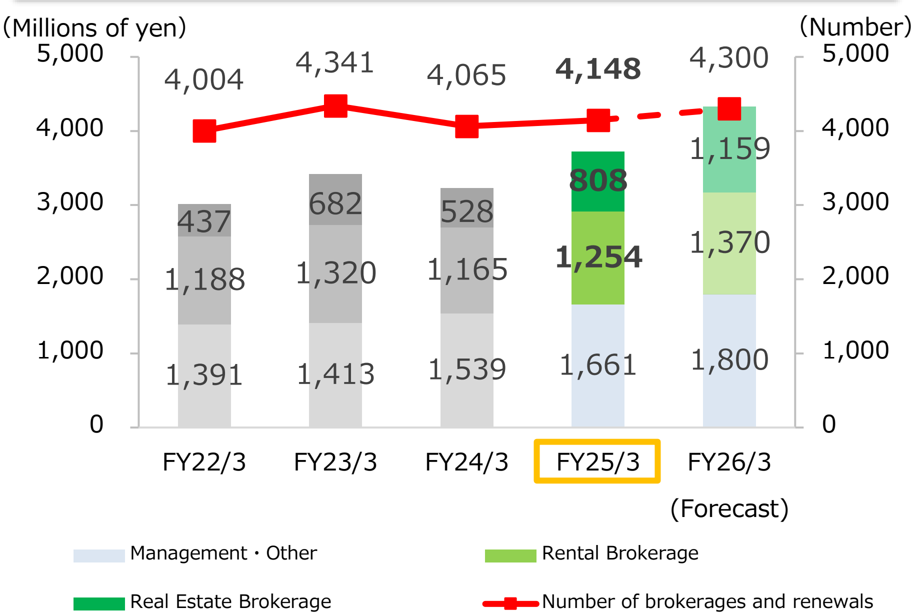
1 Real Estate Brokerage
Increasing volume of real estate transactions owned by Japanese companies

2 Rental Brokerage
Expanding share of transactions with Japanese companies in each city

3 Human Resources
Increasing personnel mobility while ensuring stable business continuity

4 Market expansion
Further intervention in local markets

✓Overseas Business Sales and brokerage/renewal numbers

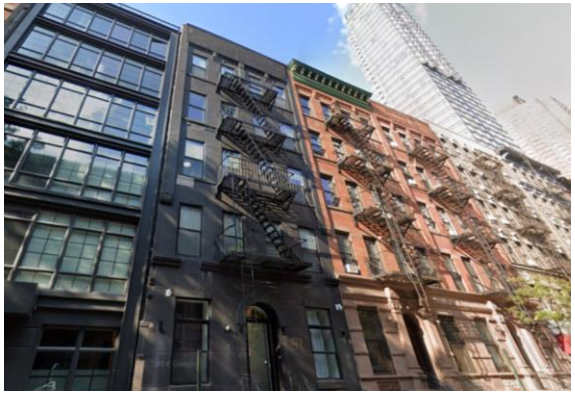


※Sales figures for each fiscal year are calculated based on the yen exchange rate at the end of March 2025.

✓Transaction Record Examples

【Country/City】 Philippines/Laguna
【Buyer】 Philippine company
【Seller】 Japanese company
【Property Type】 warehouse
【Transaction Type】 Real Estate Brokerage

【Country/City】 America/Guam
【Buyer】 Korean company
【Seller】 Japanese company
【Property Type】 Golf Course
【Transaction Type】 M&A



【Country/City】 America/New York
【Buyer】 Japanese company
【Seller】 US Developer
【Property Type】 Residential Building
【Transaction Type】 Real Estate Brokerage

Financial Results Summary

STARTS

Consolidated Financial Results for the Fiscal Year ended March 31 ,2025

(Millions of yen)

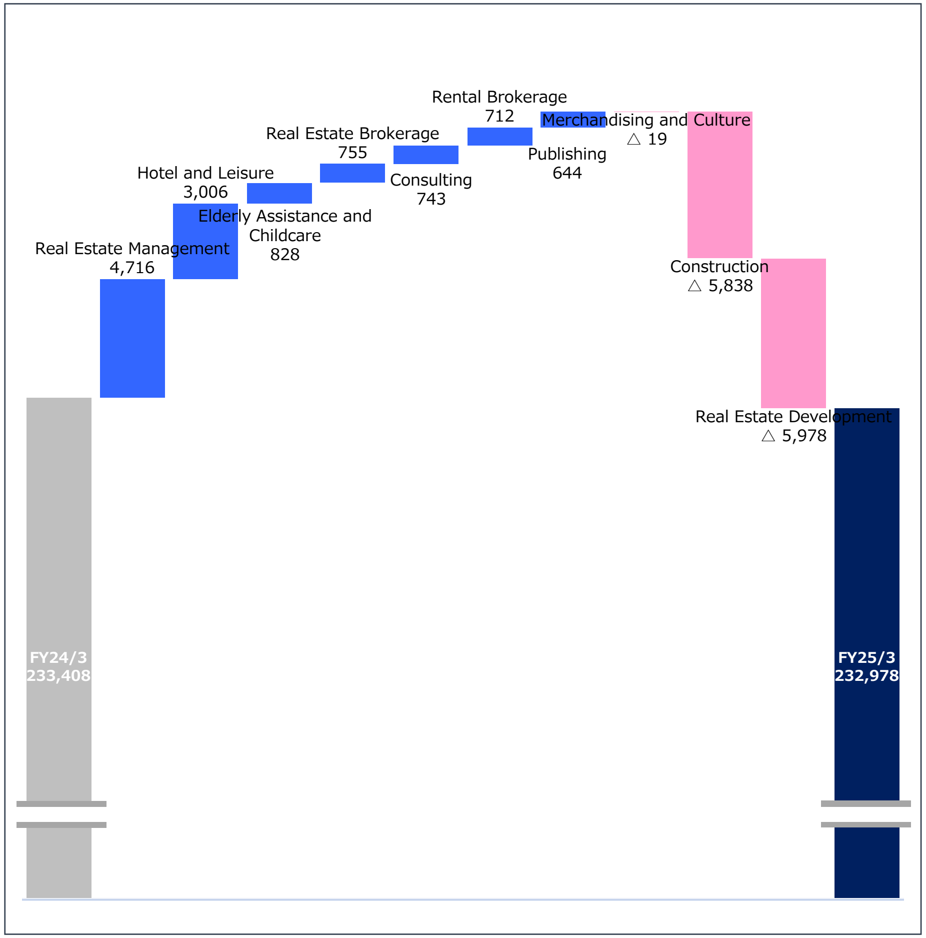
	FY2023 (23/4-24/3) Results	FY2024 (24/4-25/3) Results	YOY		FY2025 (25/4-26/3) Plan	vs . FY2024	
			Amounts	Change		Amounts	Change
Net Sales	233,408	**232,978**	(430)	(0.2%)	250,000	+17,022	+7.3%
Operating Profit	30,498	**32,622**	+2,124	+7.0%	35,000	+2,378	+7.3%
Ordinary Profit	33,396	**33,404**	+8	+0.0%	34,500	+1,096	+3.3%
Net Profit attributable to the parent	22,095	**24,274**	+2,178	+9.9%	23,500	(774)	(3.2%)
E P S (yen)	444.84	**492.15**	+47.31	+10.6%	476.45	(15.70)	(3.2%)

◆【Consolidation】Overview of Operating Results Ⅱ

(Millions of yen)

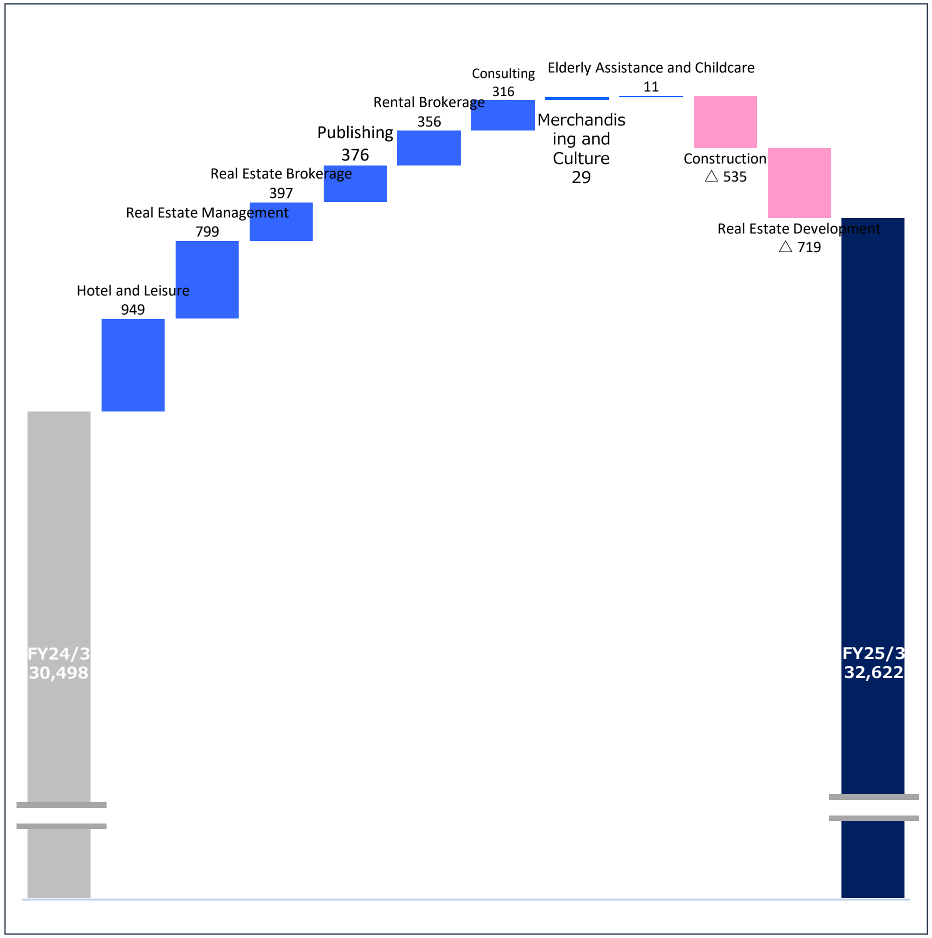
	Net Sales			Operating Profit		
	FY2023 (23/4-24/3) Results	FY2024 (24/4-25/3) Results	FY2025 (25/4-26/3) Plan	FY2023 (23/4-24/3) Results	FY2024 (24/4-25/3) Results	FY2025 (25/4-26/3) Plan
Construction	77,208	**71,369**	76,000	6,925	**6,389**	7,000
Rental Brokerage	7,879	**8,591**	9,200	2,495	**2,852**	2,900
Real Estate Borkerage	7,666	**8,422**	9,100	2,830	**3,227**	3,500
Real Estate Management	90,510	**95,226**	102,400	12,553	**13,353**	14,000
Real Estate Development	8,954	**2,975**	4,800	491	**(227)**	100
Hotel and Leisure	12,595	**15,601**	16,500	1,222	**2,171**	2,500
Elderly Assistance and Childcare	11,616	**12,444**	12,800	593	**605**	600
Finance and Consulting	8,179	**8,923**	9,800	1,709	**2,026**	2,300
Publishing	7,885	**8,530**	8,500	2,221	**2,598**	2,400
Merchandising and Culture	911	**892**	900	175	**205**	200
Elimination / Corporate	-	**-**	-	(721)	**(580)**	(500)
Total	233,408	**232,978**	250,000	30,498	**32,622**	35,000

✓ year on year　Net sales Change



✓ year on year　Operating profit Change

(100 m yen)



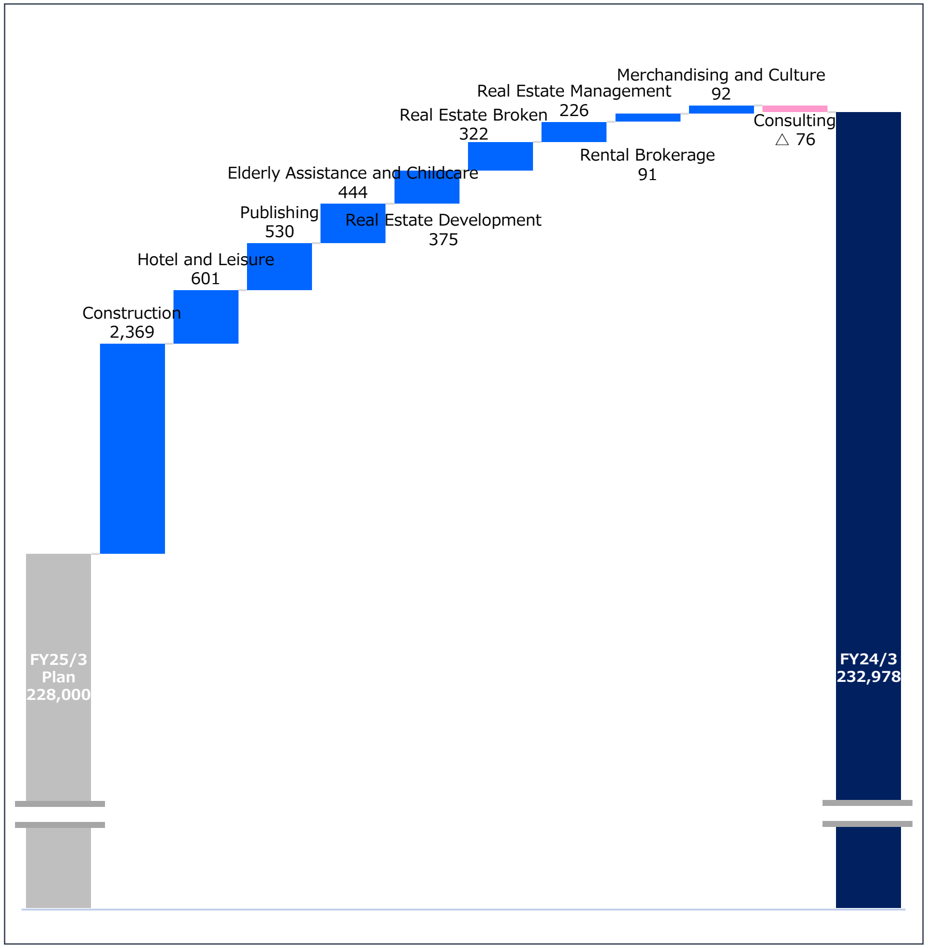
Adjustments not included

【Main factors of change】

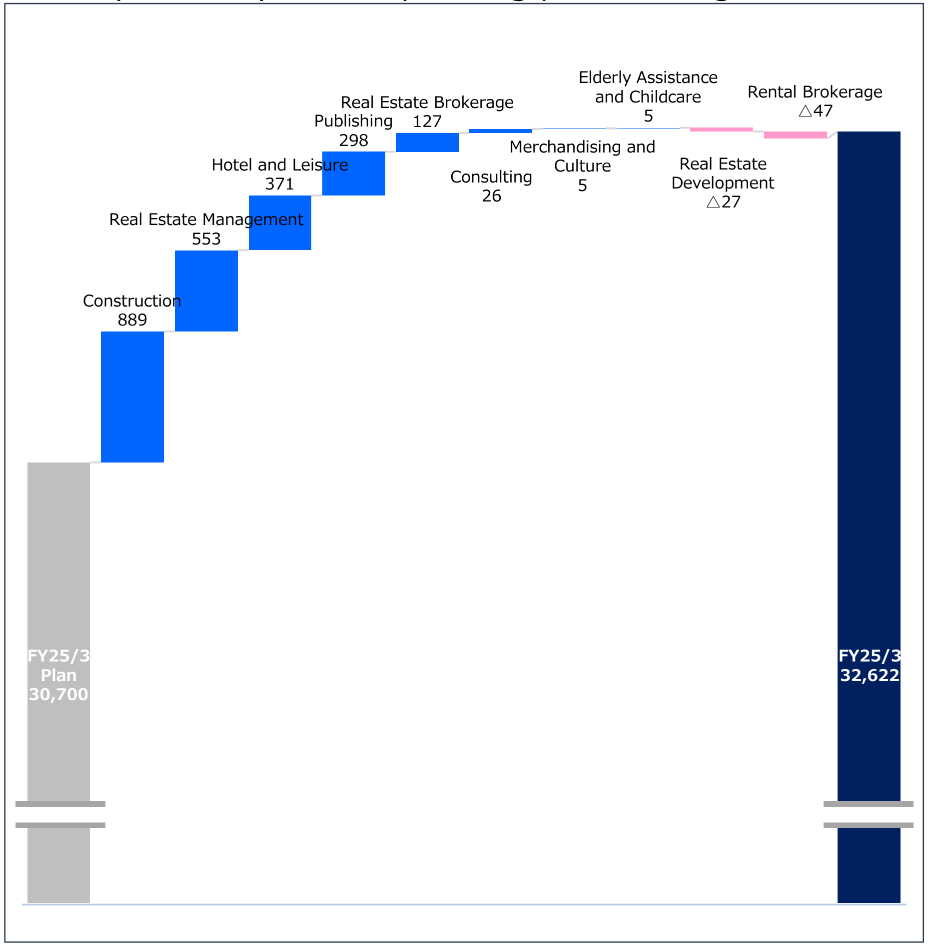
- ■Real Estate Management : Increase in management fee revenue, rental business revenue, and maintenance revenue from repair work due to an increase in the number of managed properties
- ■Hotel and Leisure : Sales increased due to new openings of HOTEL Emion SAPPORO・HOTEL comento YOKOHAMA KANNAI , and higher room rates and occupancy rates
- ■Construction : Sales based on percentage of completion decreased due to the impact of the decline in orders received in the first half of the previous fiscal year caused by rising construction costs.
- ■Real Estate Development : Transfer of 5 properties to Starts Proceed Investment Corporation in the PY, and reduction in sales sites

◆【Consolidation】Summary of Financial Results (Profit and loss) Ⅳ

✓ Compared to plan　Net sales Change



✓ Compared to plan　Operating profit Change　(100 m yen)



Adjustments not included

【Main factors of change】

■Construction　: The construction period was estimated conservatively in consideration of the impact of the "2024 Problem in the Construction Industry," but construction has been progressing smoothly compared to the initial plan

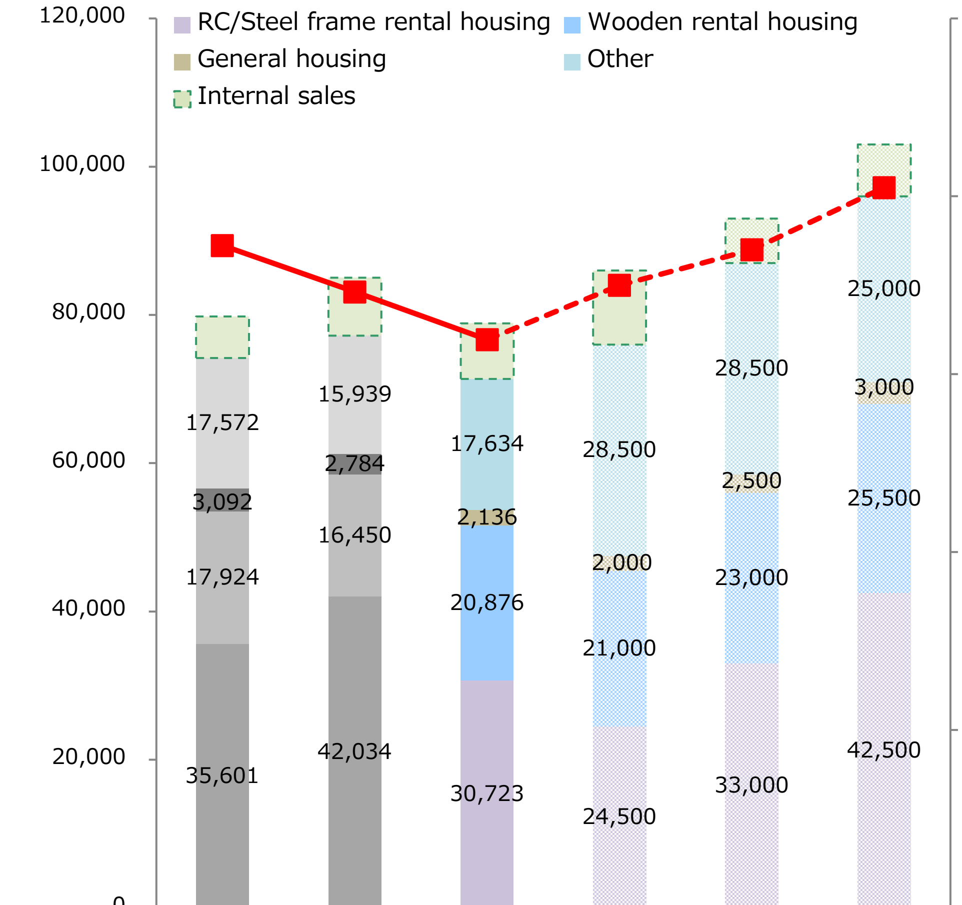
■Hotel and Leisure : Inbound demand leads to an increase in room prices and occupancy rates (HOTEL Emion KYOTO , HOTEL Emion SAPPORO)

■Publishing　: Dividend income from investment in the film "*Ano Hana ga Saku Oka de, Kimi to Mata Deaetara* " production committee

Overview by Segment

◆Overview by Segment【Construction Business Ⅰ】

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



	FY23/3	FY24/3	FY25/3	FY26/3 (Forecast)	FY27/3 (Forecast)	FY28/3 (Forecast)
Segment sales	**74,191**	**77,208**	**71,369**	**76,000**	**87,000**	**96,000**
Internal sales	5,608	7,819	7,497	10,000	6,000	7,000
Total sales	79,799	85,027	78,866	86,000	93,000	103,000
Operating profit	**7,449**	**6,925**	**6,389**	**7,000**	**7,400**	**8,100**
Operating profit ratio	9.3%	8.1%	8.1%	8.1%	8.0%	7.9%

※Internal sales…Intersegment sales within the consolidated group
※Operating profit ratio… Operating profit / Total Sales

FY2024(24/4-25/3)

- ✓ Construction has progressed smoothly in accordance with the initial plan
- ✓ Sales from RC and Steel-frame rental housing decreased by ¥11,311 million year-on-year
  - ➡Revenue based on the percentage-of-completion method declined, reflecting lower order intake in the first half of the previous fiscal year due to rising construction costs
- ✓ Sales from Wooden rental housing increased by ¥4,425 million year-on-year
  - ➡Driven by increased order volume in both the previous and current fiscal years, revenue from completed construction and revenue based on the percentage-of-completion method both increased

Business Activities

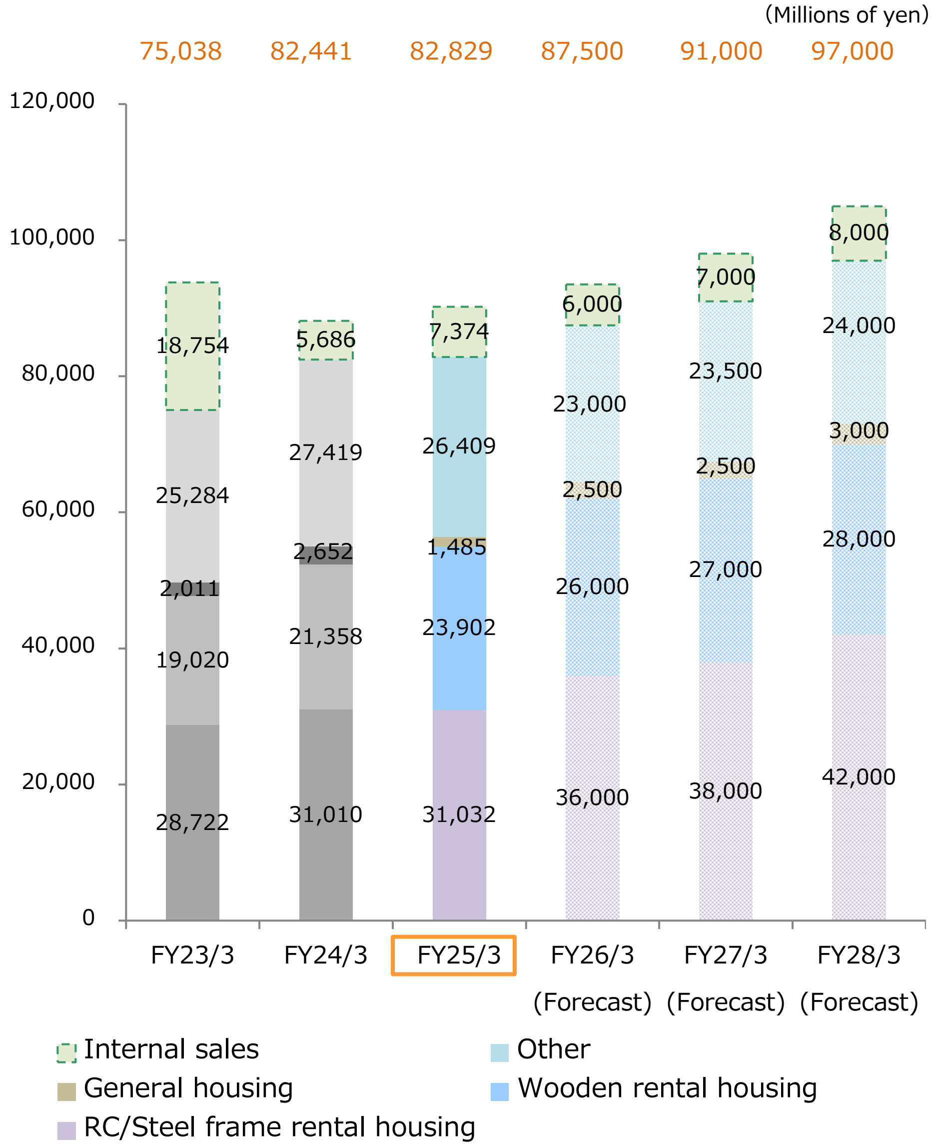
- ✓ We propose highly competitive concept-based rental housing, aiming to differentiate our products in the rental housing market and provide property owners with stable rental management

Updated our 'Galerie' rental housing with inner garages to feature layouts better suited for family living

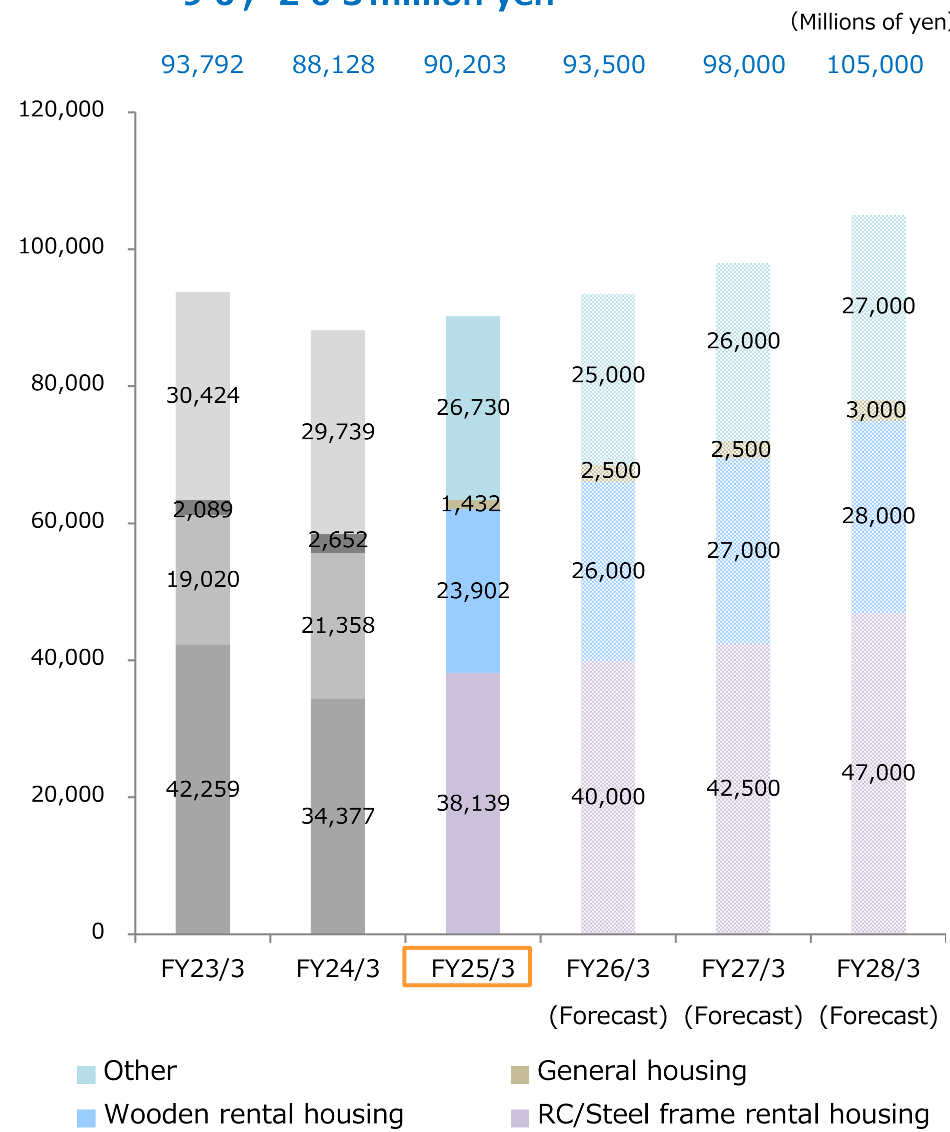
- ✓ Commercialized a short-term construction plan for wooden rental housing, using existing completed designs to enable faster builds on planned sites—combining the benefits of standardized and custom designs

◆Overview by Segment【Construction Business Ⅱ】

◆Orders Received
８２，８２９million yen



◆Order Received including internal sales
９０，２０３million yen

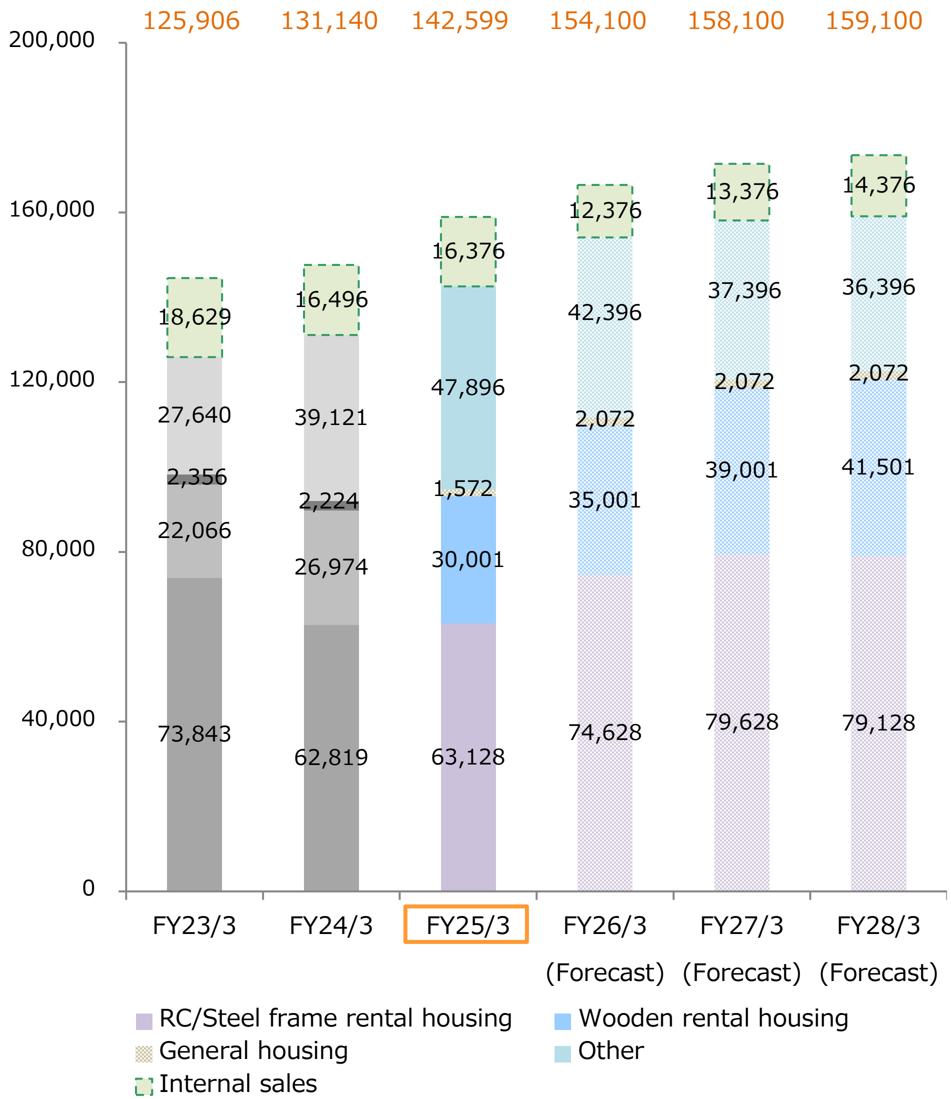


✓Order volume for Wooden-frame rental housing 23,902 million yen (UP 2,544 million yen YOY)

◆Overview by Segment【Construction Business Ⅲ】

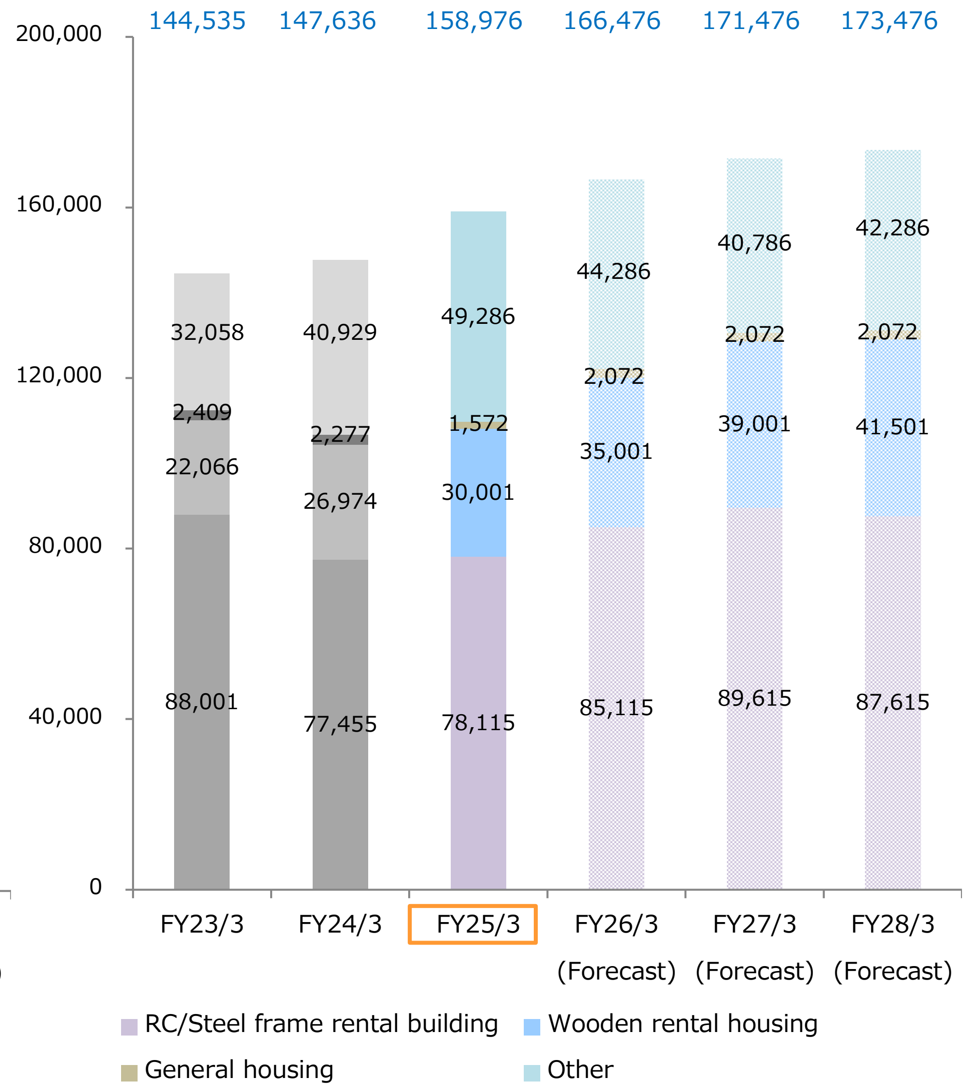
◆Order Backlog
１４２，５９９million yen

(Millions of yen)

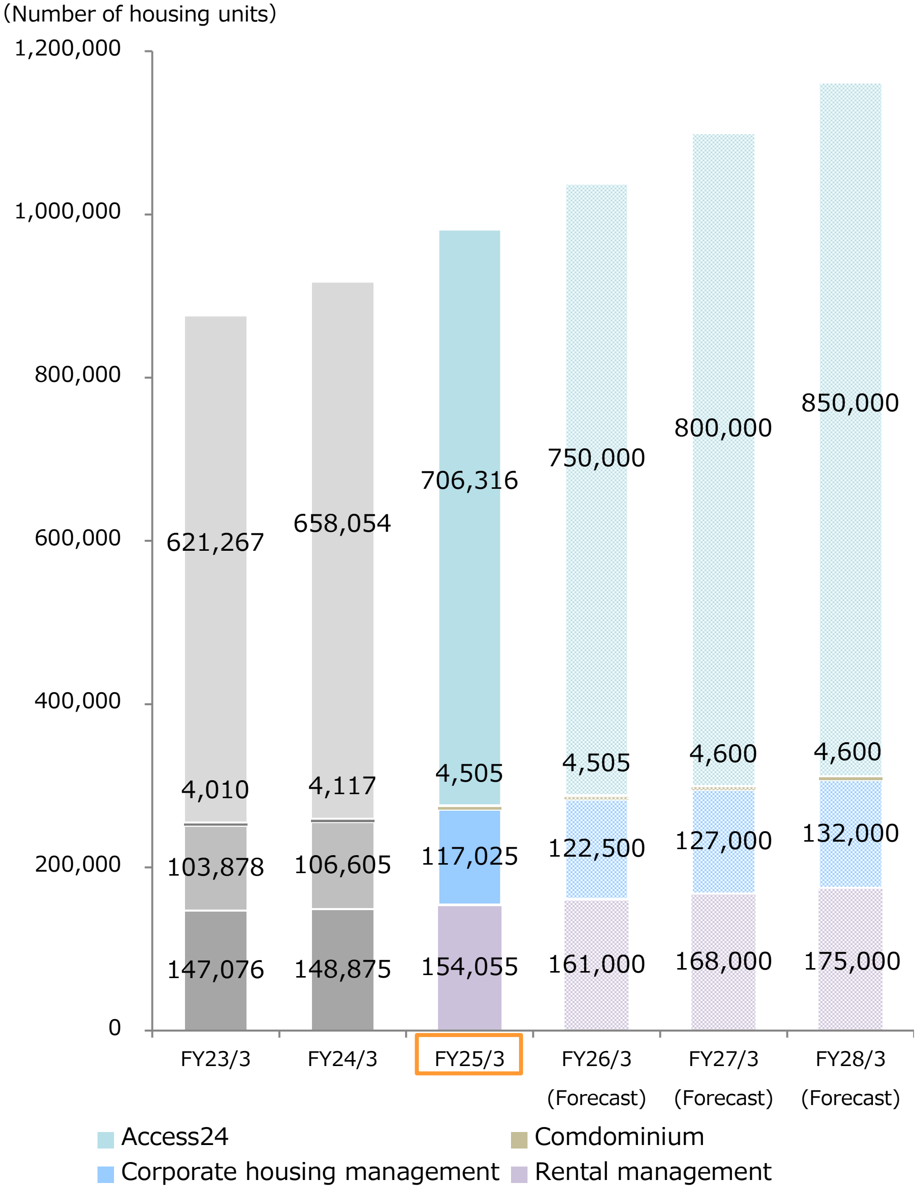


◆Order Backlog including internal sales
１５８，９７６million yen

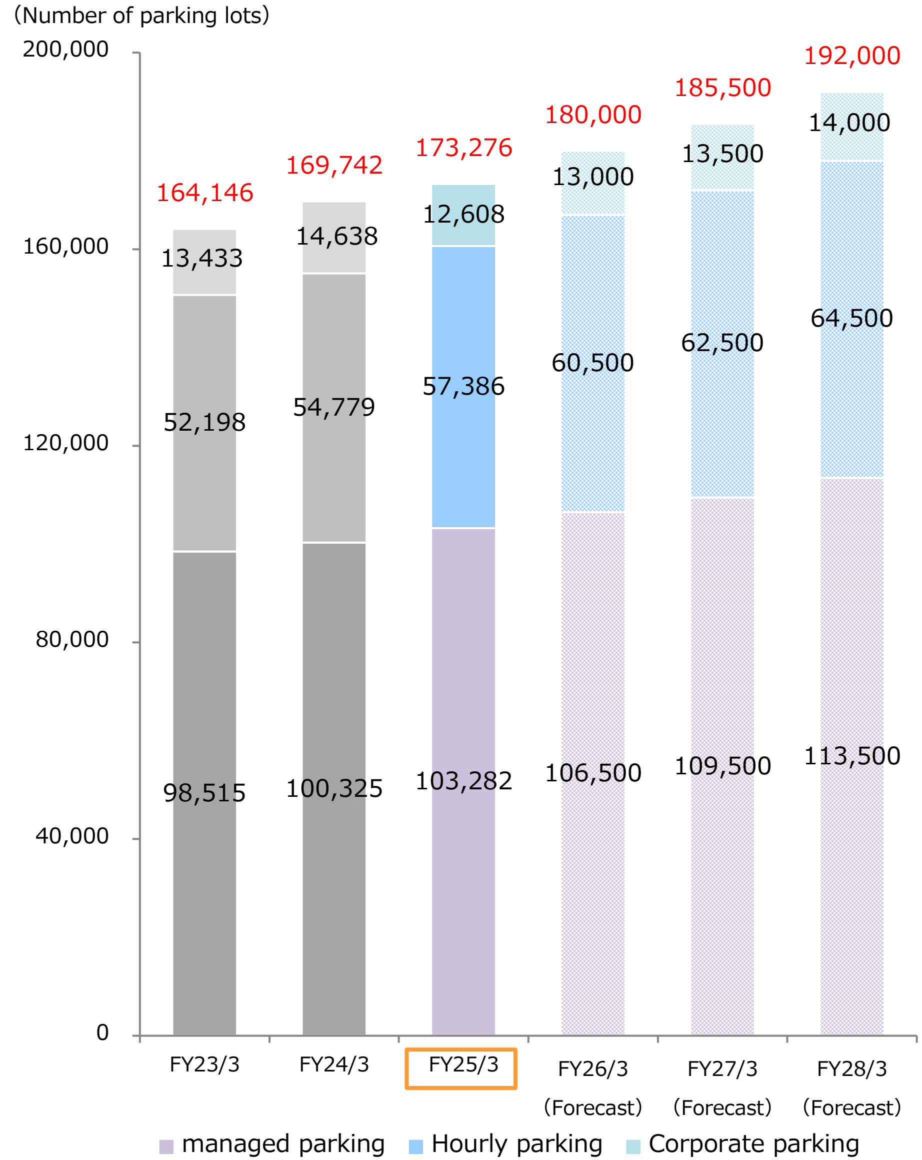
(Millions of yen)



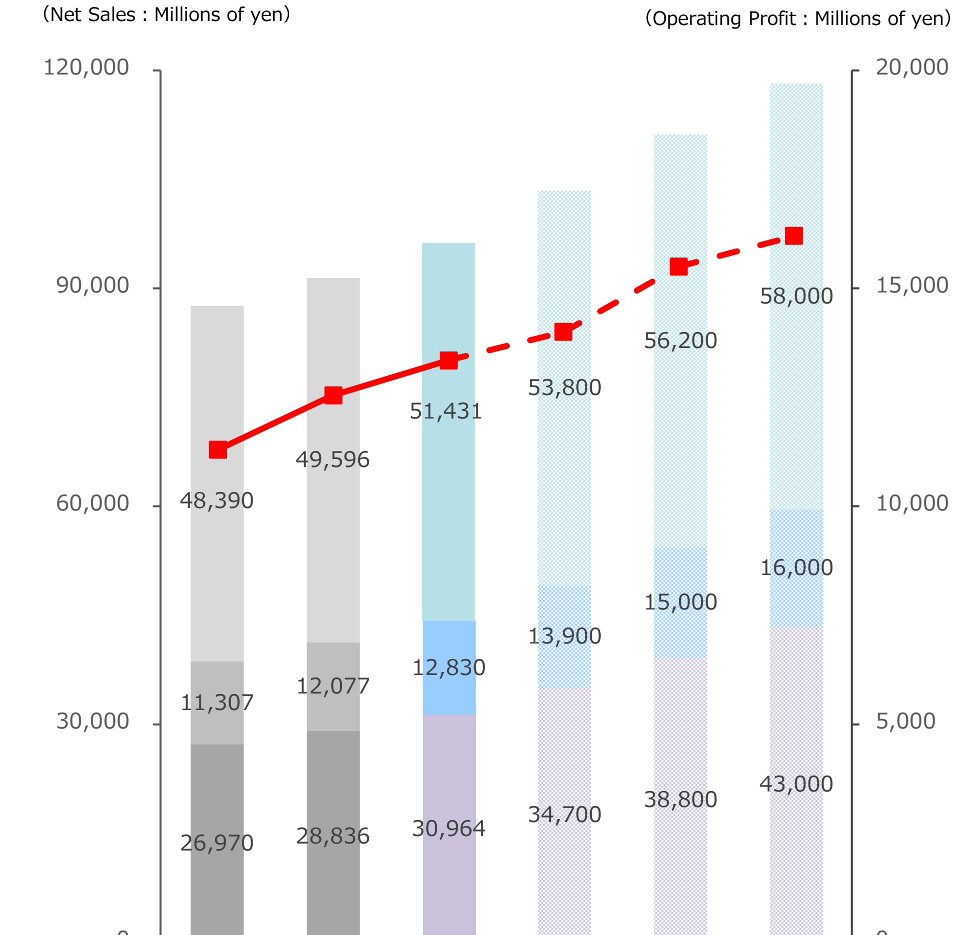
【Dwelling】



【Parking lot】



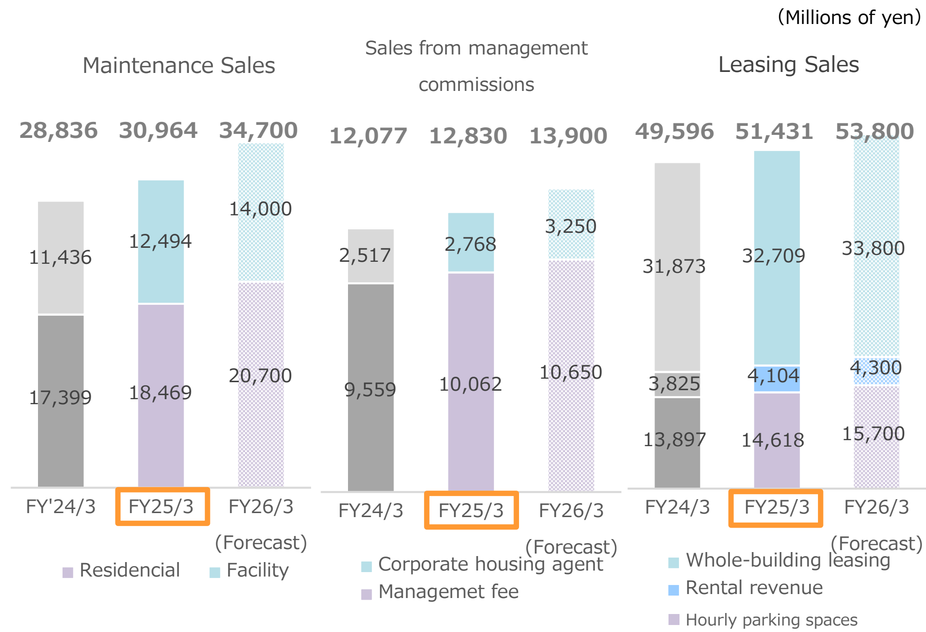
【Real estate management sales】



	FY23/3	FY24/3	FY25/3	FY26/3 (Forecast)	FY27/3 (Forecast)	FY28/3 (Forecast)
Net Sales	86,667	90,510	95,226	102,400	110,000	117,000
Operating Profit	11,303	12,553	13,353	14,000	15,500	16,200

Leasing sales　Sales from management commissions　Maintenance sales

【Real estate Management Business Sales by type】



Business Activities

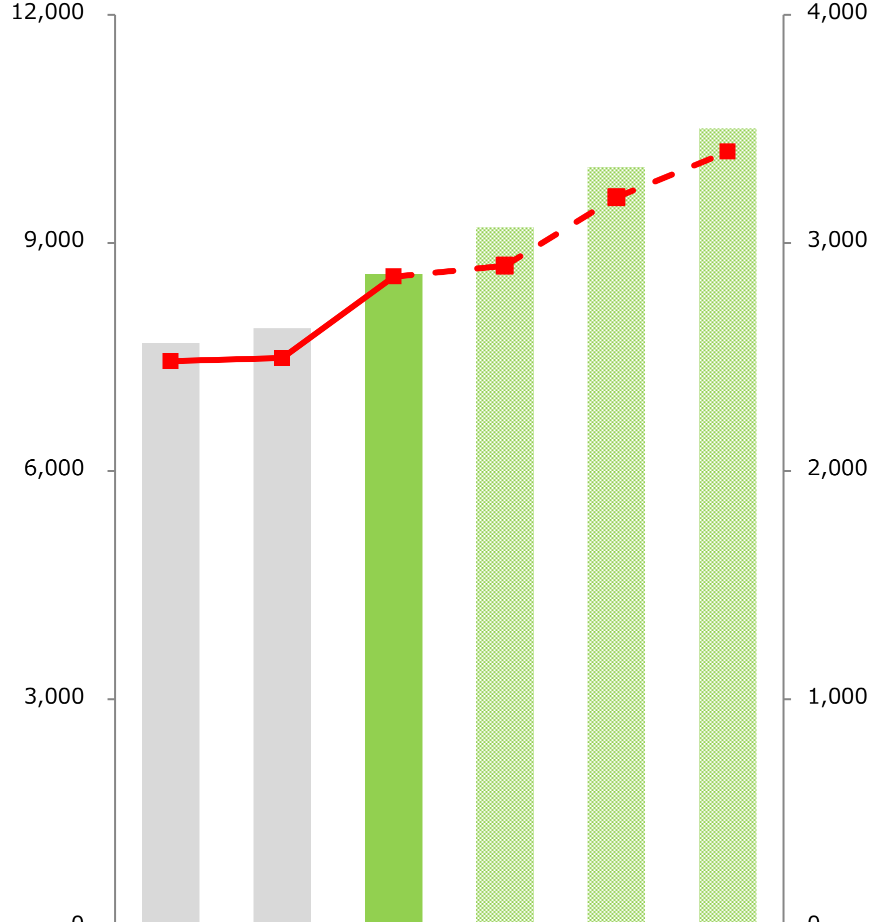
✓ Strengthening solution sales
➡Transfer of Move-out confirmation work and administrative work from the sales department to a specialized department. Shift to an organizational structure that can focus on customer consulting

✓ Strengthening Management contract in the city center
➡In addition to managing rental housing, we are also focusing on developing new hourly parking lots, "Navi Park"

✓ Customizing the entrance/exit management system for a tenant building to meet customer needs
➡Links with external systems other than regular card keys, such as QR codes, face recognition systems, and transportation IC cards

◆Overview by Segment【Rental Brokerage Business】

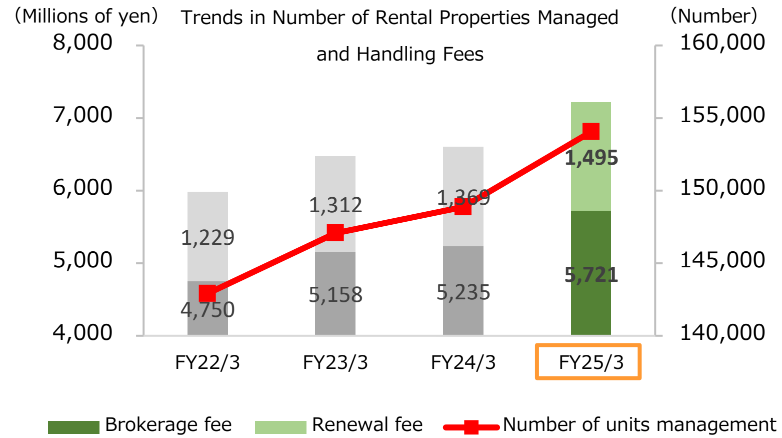
(Sales : Millions of yen) (Operating Profit : Millions of yen)



	FY23/3	FY24/3	FY25/3	FY26/3 (Forecast)	FY27/3 (Forecast)	FY28/3 (Forecast)
Net Sales	7,684	7,879	8,591	9,200	10,000	10,500
Operating Profit	2,482	2,495	2,852	2,900	3,200	3,400

FY2024(24/4-25/3) results

✓ Focused on increasing the number of managed rental units and proposing appropriate rent levels in line with the rental housing market conditions
➡Steady growth in Rental Brokerage and Lease Renewal Fees



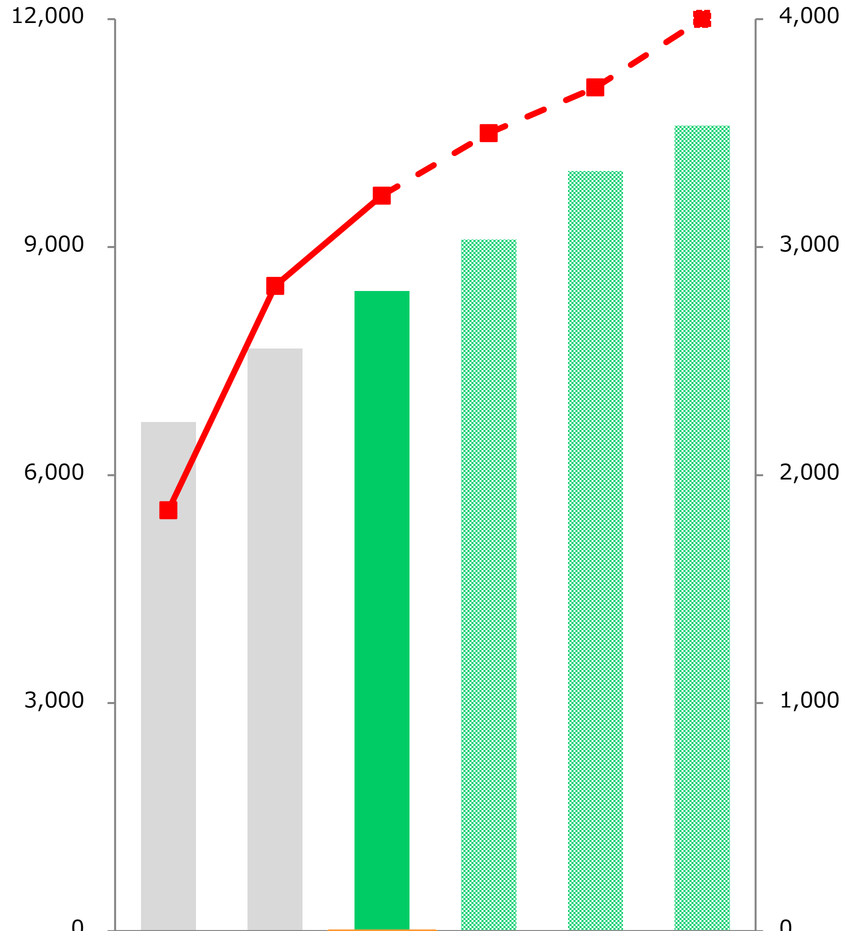
Business Activities

✓Supporting Corporate Talent Strategies by enhancing employee-friendly environments through real estate solutions, including office optimization and the provision of company housing and dormitories

March 27, 2025 The Nikkei Morning Edition Advertisement

◆Overview by Segment【Real Estate Brokerage Business】

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



	FY23/3	FY24/3	FY25/3	FY26/3 (Forecast)	FY27/3 (Forecast)	FY28/3 (Forecast)
Net Sales	6,701	7,666	8,422	9,100	10,000	10,600
Operating Profit	1,847	2,830	3,227	3,500	3,700	4,000

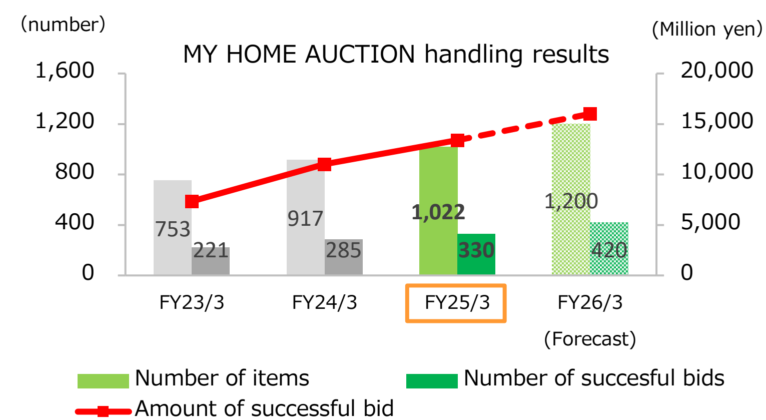
FY2024(24/4-25/3) results

✓ Increase in the number and value of real estate sales transactions
➡Brokerage Fee per transaction increased 6% YOY Due to the appreciation of real estate prices and the growth in CRE-related deals

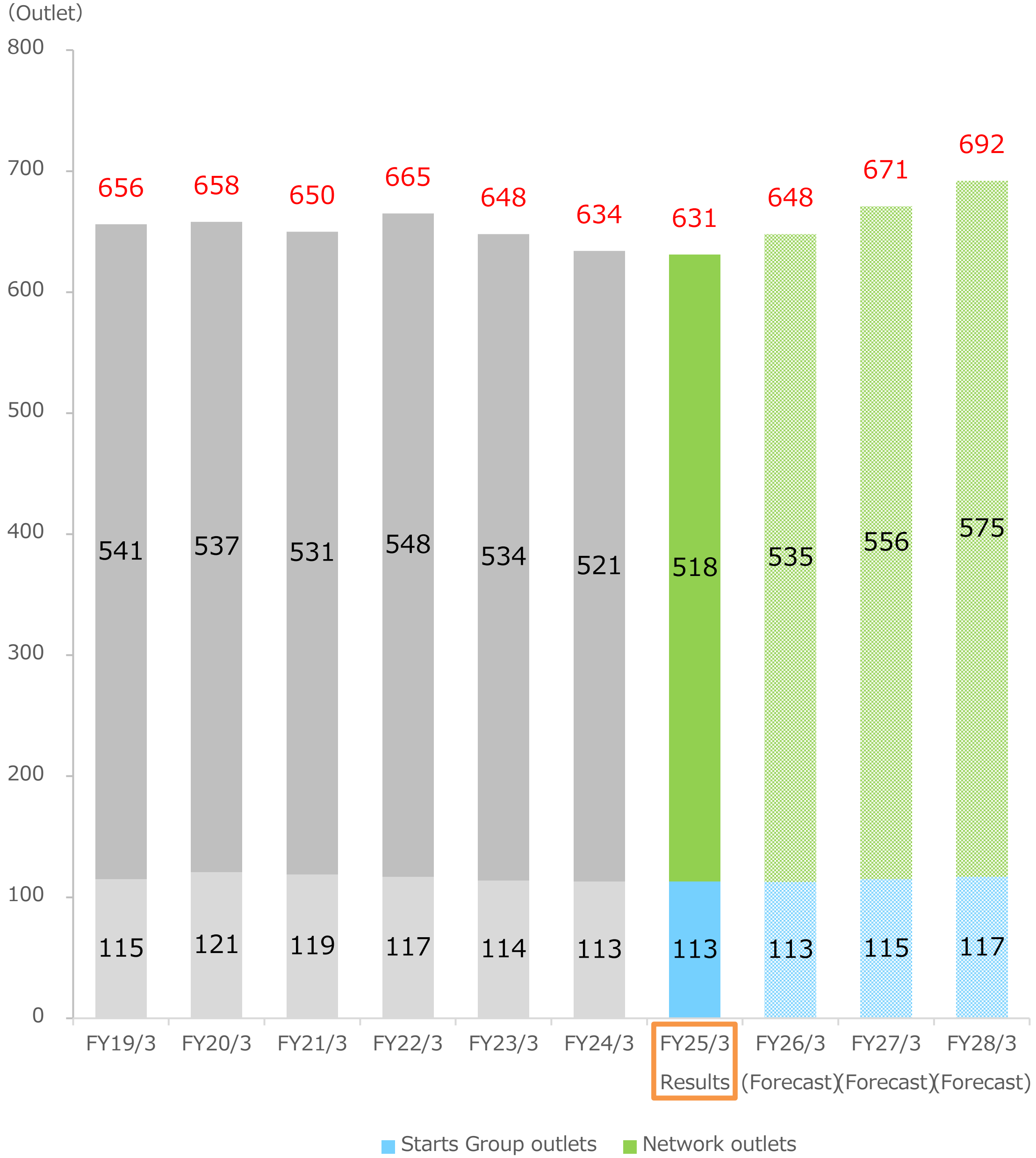
Business Activities

✓ Corporate Real Estate Strategy Support
➡Providing solution-oriented support by leveraging established corporate networks and facilitating strategic business-to-business matching

✓ Expansion of the MY HOME AUCTION
➡Promoting Fair, Transparent, and Secure Real Estate Transactions



◆Trend in the number of Pitat House outlets



Network outlets
(Finance and Consulting Business)

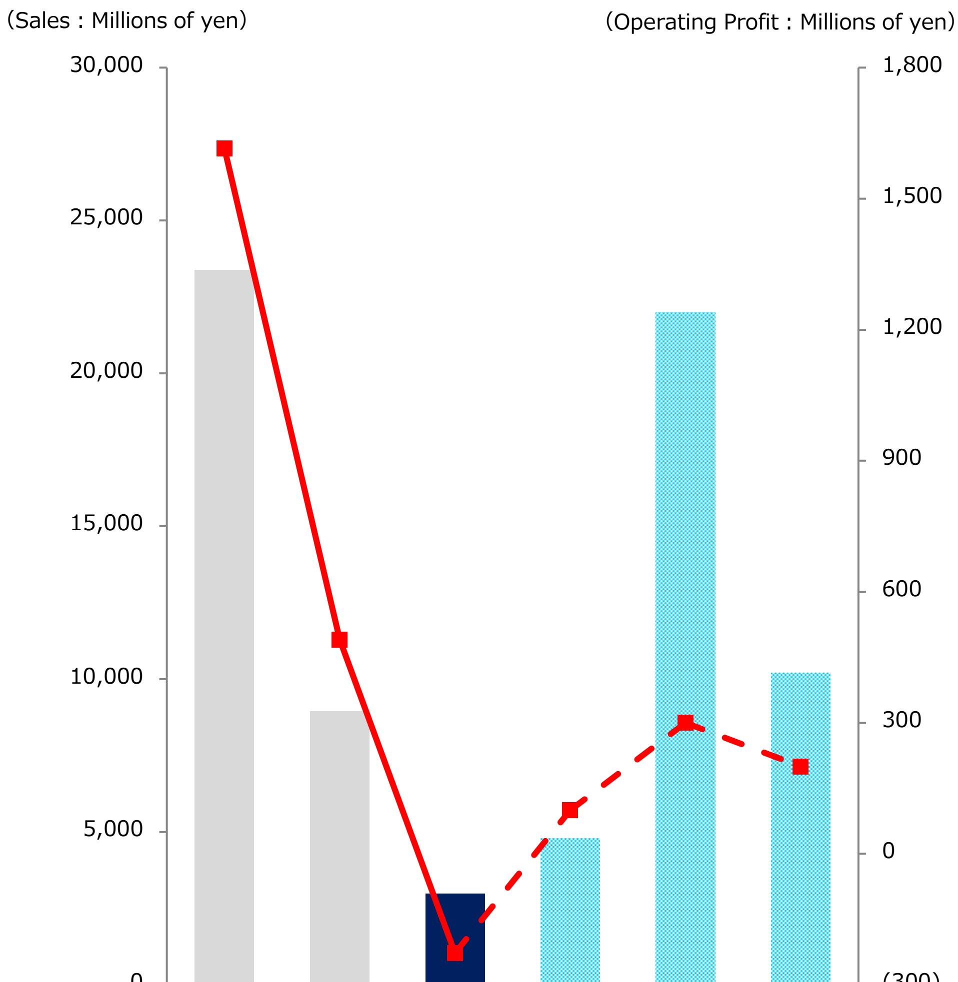
We expand our nationwide real estate network under the "Pitat House" brand. Leveraging the strengths of the Starts Group—particularly in human resource development and our comprehensive real estate support system "Pitat House Cloud"—we are committed to supporting the growth of our franchise partners 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.

【What's New】
Feb. 2025 Kobe-Sannomiya branch opened
(Starts Kansai operating)

◆Overview by Segment【Real Estate Development Business】



	FY23/3	FY24/3	FY25/3	FY26/3 (Forecast)	FY27/3 (Forecast)	FY28/3 (Forecast)
Net Sales	23,373	8,954	2,975	4,800	22,000	10,200
Operating Profit	1,615	491	(227)	100	300	200

FY2024(24/4-25/3) results

✓March 2025
Alpha Grande Koshigaya Lake Town Delivered

✓Development land acquired in Chuo and Setagaya wards of Tokyo, with a total scale of approximately ¥13 billion
➡Commercialization scheduled to begin sequentially from FY ending March 2027

Business Activities

✓QUWON GARDEN Bunkyo-Sendagi
➡Completed and sales commenced in May 2025

✓Condo projects underway in Yokohama and Edogawa
➡Sales and deliveries in Higashi-Kanagawa and Sendai projects are expected to drive revenue and profit growth in FY ending March 2027

✓Continued focus on land acquisition in central Tokyo

■Delivered Condo

Alpha Grande
Koshigaya Lake Town

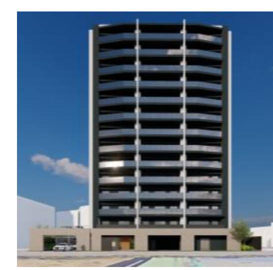
【Overview】
Koshigaya city, Saitama
14 floors
39 units

■Condo development in progress

Alpha Grande
Shinyokohama

【Overview(Planned)】
Yokohama city, Kanagawa
11 floors
80 units

Alpha Grande
Ichinoe 7th Avenue

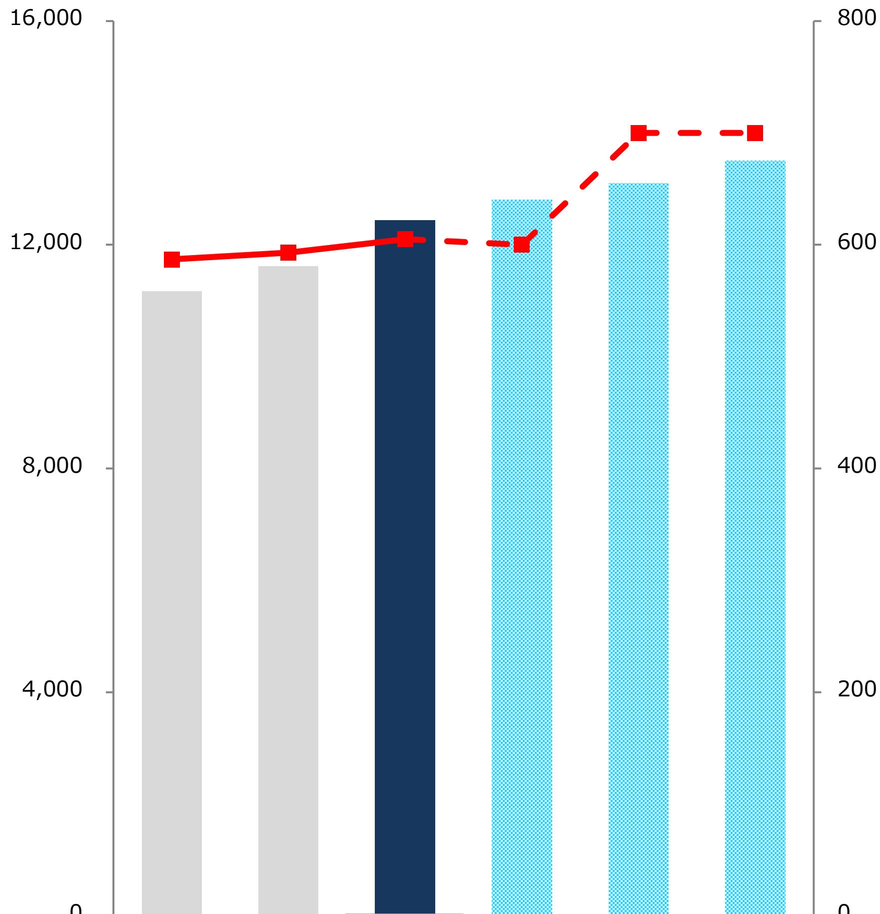


【Overview(Planned)】
Edogawa ward, Tokyo
14 floors(seismic isolation)
39 units

※Images are for illustration purposes only; property details are subject to change

◆Overview by Segment【Elderly Assistance and Childcare Business】

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



	FY23/3	FY24/3	FY25/3	FY26/3 (Forecast)	FY27/3 (Forecast)	FY28/3 (Forecast)
Net Sales	11,170	11,616	12,444	12,800	13,100	13,500
Operating Profit	587	593	605	600	700	700

FY2024(24/4-25/3) results

✓ Operating 126 business sites as of March 2025

✓ 77 overseas hires via Technical intern Training and Specified Skilled Worker programs

✓ Despite steady operations across all sites leading to revenue growth, operating profit remained on par with the previous fiscal year due to increased labor and material costs

Business Activities

✓ Five new business sites planned for launch

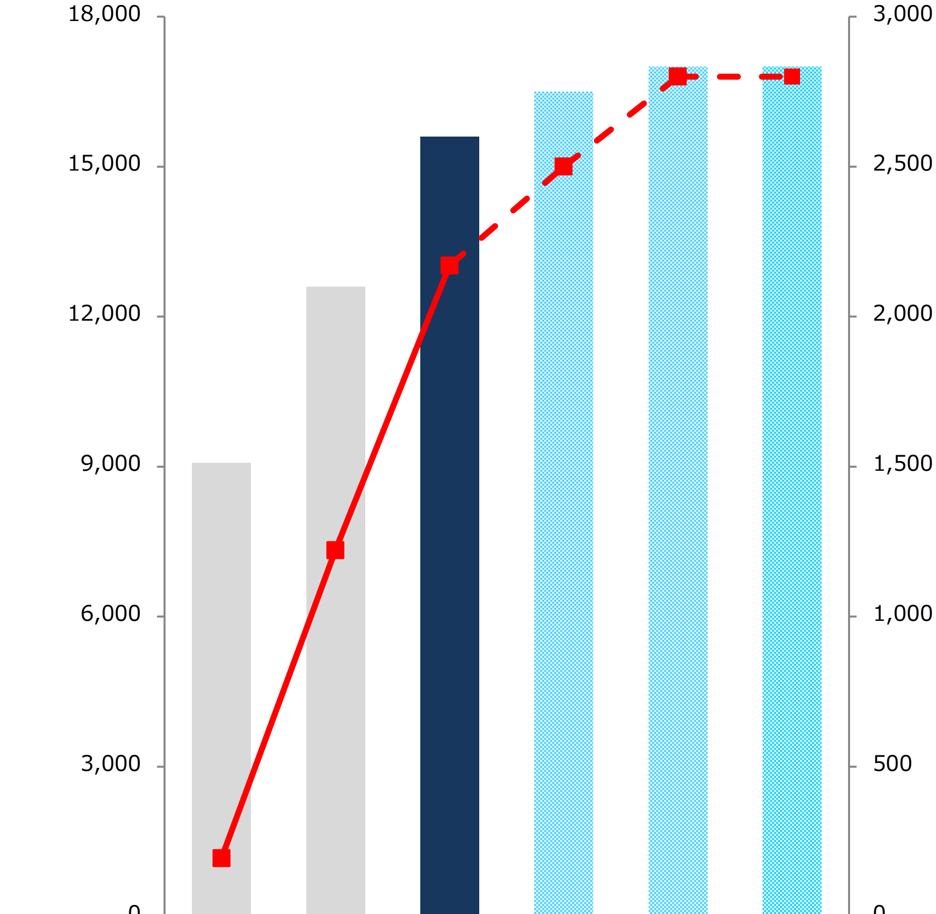
- Jul. 2025　Group Home Kirara Nishiogiminami
Small-scale multifunctional Kirara Nishiogiminami
- Dec.2025　Group Home Kirara Omori
Furusato-no-Hamabe Park
- Feb.2026　Group Home KiraraItabashi Tokumaru
Small-scale multifunctional KiraraItabashi Tokumaru

✓ Foreign talent hiring continues, targeting 100 members by fiscal year-end

✓ Improving care services quality by utilizing monitoring systems and information-sharing applications

◆Overview by Segment【Hotel and Leisure Business】

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



	FY23/3	FY24/3	FY25/3	FY26/3 (Forecast)	FY27/3 (Forecast)	FY28/3 (Forecast)
Net Sales	9,076	12,595	15,601	16,500	17,000	17,000
Operating Profit	195	1,222	2,171	2,500	2,800	2,800

FY2024(24/4-25/3) results

✓ Revenue increased by ¥1,729 million year-on-year driven by contributions from newly opened hotels
➡ HOTEL Emion SAPPORO (Opened Dec 2023)
HOTEL comento YOKOHAMAKANNAI
(Opened Apr 2024)

✓ HOTEL Emion KYOTO and SAPPORO benefited from strong inbound demand, leading to increased room rates and occupancy levels
➡Operating strategy focused on maximizing **RevPAR** (Revenue per Available Room)

Business Activities

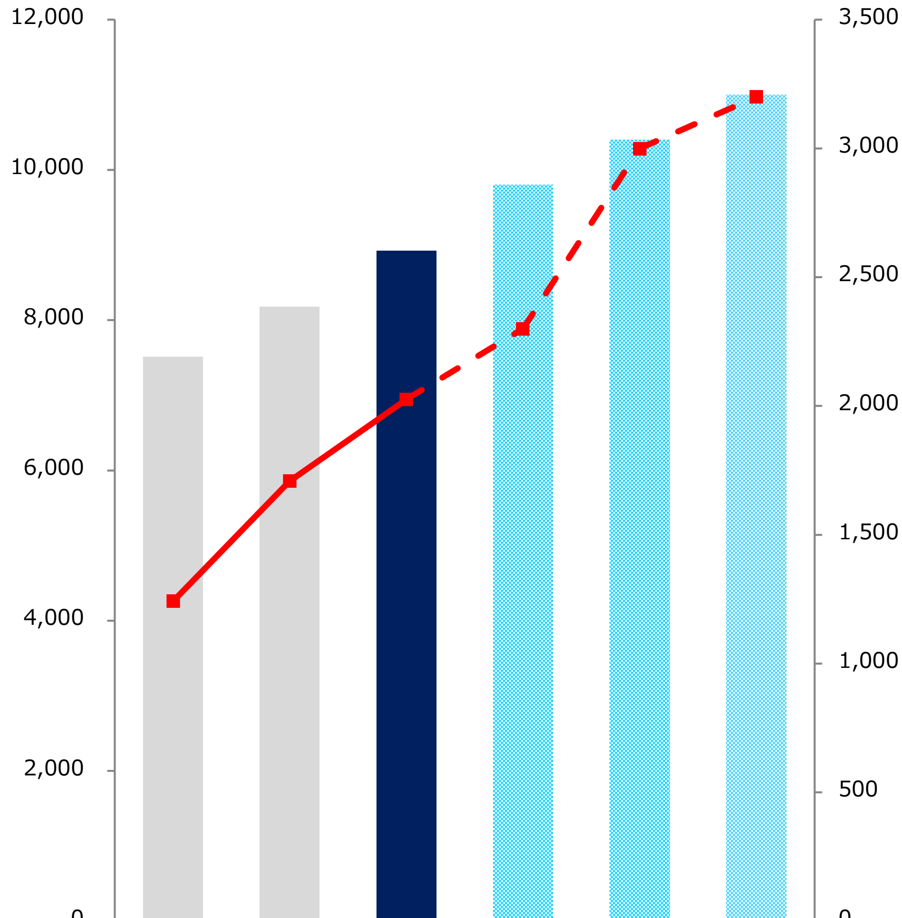
✓ HOTEL RUMIERE KASAI：Renovation begins in June, soft opening scheduled in September 2025

✓ HOTEL Emion TOKYO BAY
Winner of JTB Excellence Award in the Hotel Category for 14 consecutive years

✓ Providing high-quality service through both hospitality-driven customer care and customer-focused facility investments

◆Overview by Segment【Finance and Consulting Business】

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



	FY23/3	FY24/3	FY25/3	FY26/3 (Forecast)	FY27/3 (Forecast)	FY28/3 (Forecast)
Net Sales	7,512	8,179	8,923	9,800	10,400	11,000
Operating Profit	1,242	1,709	2,026	2,300	3,000	3,200

FY2024(24/4-25/3) results

✓ Life insurance commission increased by 26% YOY driven by rising demand for asset management and inheritance planning

✓ Trust fees increased by 28% YOY supported by an increase in entrusted properties

Business Activities

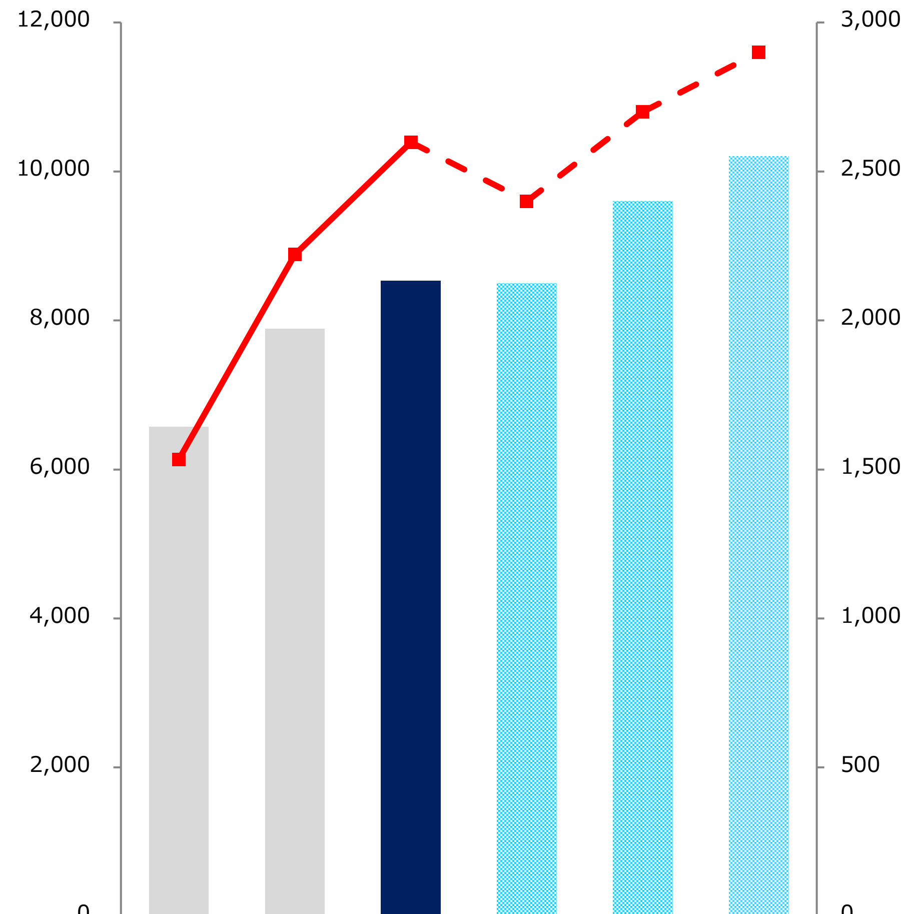
✓ Trust services expanding in major cities supporting inheritance and succession of rental assets

✓ Securities business: Customer portal renewed to enhance convenience and strengthen solution offerings

Business	Revenue base	FY24/3	FY25/3	FY26/3 Forecast
Pitat House Franchise Business	Pitat House Number of franchisees	**634**	**631**	**648**
Securities Business	Financial Management, Securities Insurance, etc. Agency income（100 m yen）	**21**	**24**	**26**
Investment Corporation asset Management business	"Starts Proceed Investment Corporation" Asset under management （100 m yen）	**1,015**	**953**	**947**
Insurance business	Number of small amount insurance policies handled	**89,516**	**94,857**	**99,500**
Trust business	Total number of assets under management Assets under management（100 m yen）	**341** **1,644**	**375** **1,781**	**420** **1,900**

◆Overview by Segment【Publishing Business】

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



	FY23/3	FY24/3	FY25/3	FY26/3 (Forecast)	FY27/3 (Forecast)	FY28/3 (Forecast)
Net Sales	6,572	7,885	8,530	8,500	9,600	10,200
Operating Profit	1,534	2,221	2,598	2,400	2,700	2,900

FY2024(24/4-25/3) results

✓ Expansion of listed stores and plans for OZ Premium Reservations

✓ Books and Comics Sales: Stable Performance Despite prior-year boost from film adaptations

✓ Dividends from film production investments Contributed to earnings
(“*Ano Hana ga Saku Oka de, Kimi to Mata Deaetara*”)

Business Activities

✓ Strategic IP Development to Maximize Revenue
➡ 15 titles to be adapted over the next 3 years, with expansion into film and anime production, as well as merchandising

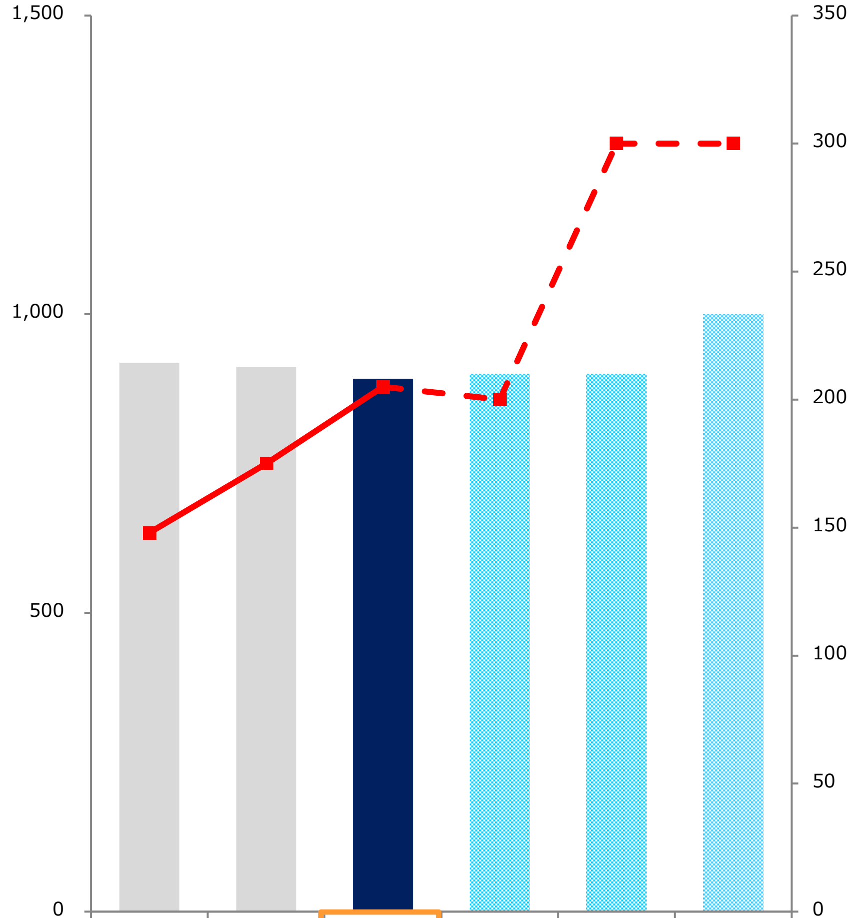
✓ Comic Shift and New Label Launches
➡ 8 new labels to be launched by March 2026

New Label Launches by Starts Publishing

OZ’s Private and Large Group Reservation Service

◆Overview by Segment【Merchandising and Culture Business】

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



	FY23/3	FY24/3	FY25/3	FY26/3 (Forecast)	FY27/3 (Forecast)	FY28/3 (Forecast)
Net Sales	919	911	892	900	900	1,000
Operating Profit	148	175	205	200	300	300

FY2024(24/4-25/3) results

✓ Mitsuo Aida Museum
➡Exhibition Planning and E-Commerce of Original Merchandise

✓ Hirosaki Museum of Contemporary Art
➡Hosting *NINAGAWA Mika with EiM: Where Humanity Meets Nature*
Exhibition Period: April 6 – September 1, 2024

Business Activities

✓Hirosaki Museum of Contemporary Art
➡5th Anniversary Exhibition
New Utopia – Ecosystems We Create
Exhibition Period: April 4 – November 16, 2025

■Hirosaki Museum of Contemporary Art

蜷川実花《花、瞬く光》
"Flowers, Flickering Light" (2022)
©mika ninagawa, Courtesy of Tomio Koyama Gallery

Financial Statements and Data

◆Consolidated Statements of Income

(Millions of yen)

	FY2024 (24/4-25/3) Results	FY2024 (24/4-25/3) Plan	Achievement rate for plan	FY2023 (23/4-24/3) Results	YOY
Net Sales	**232,978**	**228,000**	**102.2%**	**233,408**	**(430)**
Cost of sales	155,398	152,000	102.2%	159,889	(4,490)
Gross Profit	**77,579**	**76,000**	**102.1%**	**73,518**	**+4,060**
Expence	44,956	45,300	99.2%	43,020	+1,936
Operating Profit	**32,622**	**30,700**	**106.3%**	**30,498**	**+2,124**
Non-operating income	1,546	1,200	128.9%	3,317	(1,770)
Non-operating expenses	764	1,200	63.7%	419	+345
Ordinary Profit	**33,404**	**30,700**	**108.8%**	**33,396**	**+8**
Extraordinary income	3,039	2,700	112.6%	68	+2,971
Extraordinary losses	405	300	135.2%	184	+220
Profit before income taxes	**36,039**	**33,100**	**108.9%**	**33,280**	**+2,759**
Income taxes and other related items	11,764	10,700	110.0%	11,184	+580
Profit attributable to owners of parent	**24,274**	**22,400**	**108.4%**	**22,095**	**+2,178**

◆Non-operating income

Interest income	433
Dividend income	486
Subsidy income	347
Other	279
	1,546

◆Non-operating expenses

Interest expense	408
Foreign exchange losses ※1	232
Customer service expenses	30
Other	92
	764

◆Extraordinary gains

Gain on sales of fixed assets ※2	2,945
Gain on sales of investment securities	94
	3,039

◆Extraordinary losses

Loss on disposal of fixed assets	358
Other	46
	405

※1 Exchange rate

End of Mar. 2024 \$=151.41 → End of Mar. 2025 \$=149.52 (Expected rate 145.00)

※2 Sale of Guam Golf Facility Contributes 2,934 Million yen

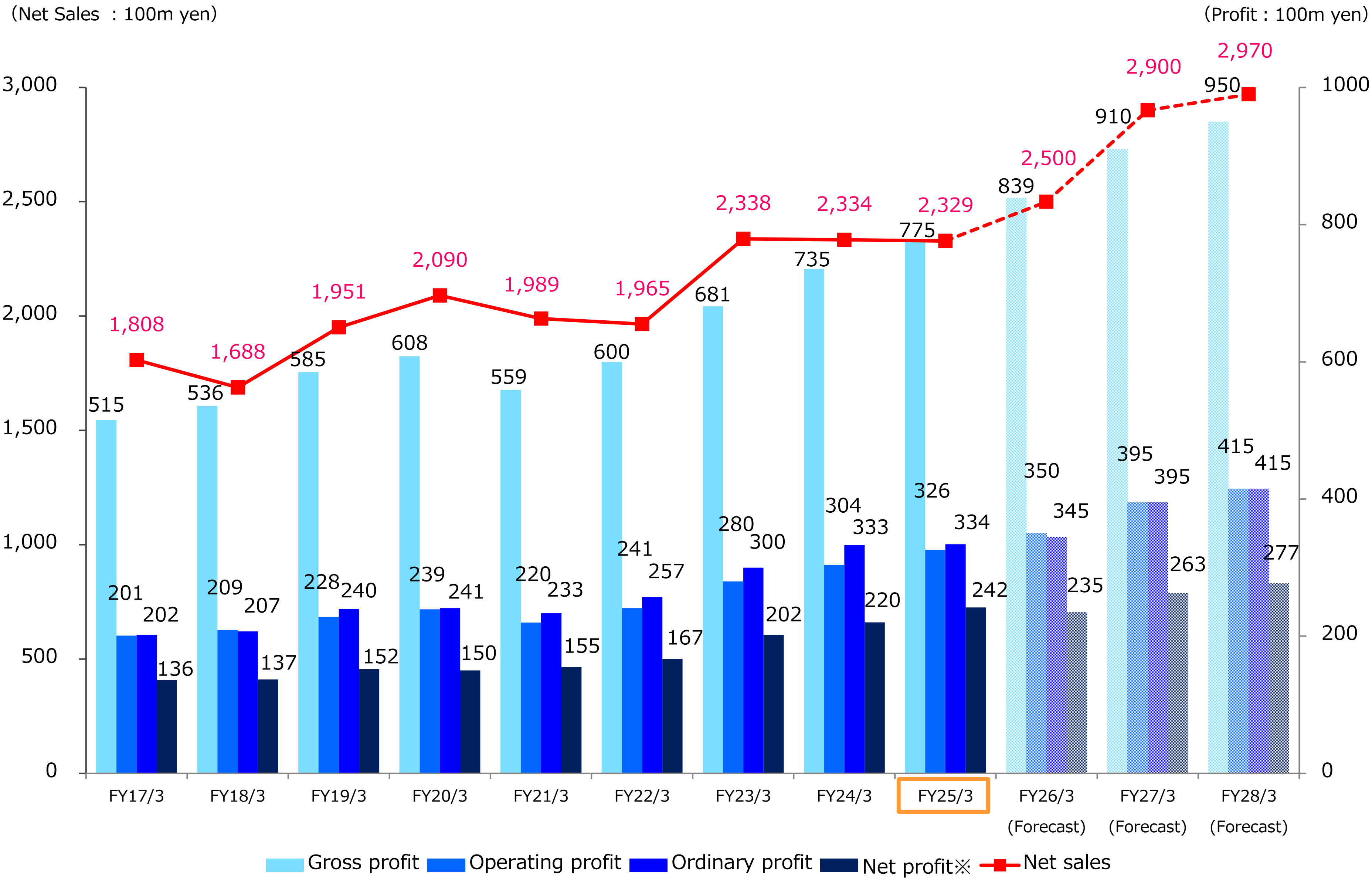
◆Consolidated Balance Sheets

(Millions of yen)

	FY2025/3 (Mar.31,2025)	FY2024/3 (Mar.31,2024)	Change
(Assets)			
Cash and cash equivalents	99,085	94,037	+5,047
Acconts receivable and contracts assets	14,930	20,410	(5,480)
Real estate for sale	8,464	3,563	+4,900
Real estate for sale in process	20,770	11,967	+8,802
Costs on construction	2,319	2,022	+296
Other	11,866	15,539	(3,672)
Total current assets	**157,435**	**147,540**	**+9,894**
Property, plant and eqipment	137,745	138,172	(427)
Intangible assets	5,551	5,038	+512
Investments and other assets	32,915	33,356	(441)
Tota non-current assets	**176,211**	**176,568**	**(356)**
Total assets	**333,647**	**324,109**	**+9,538**

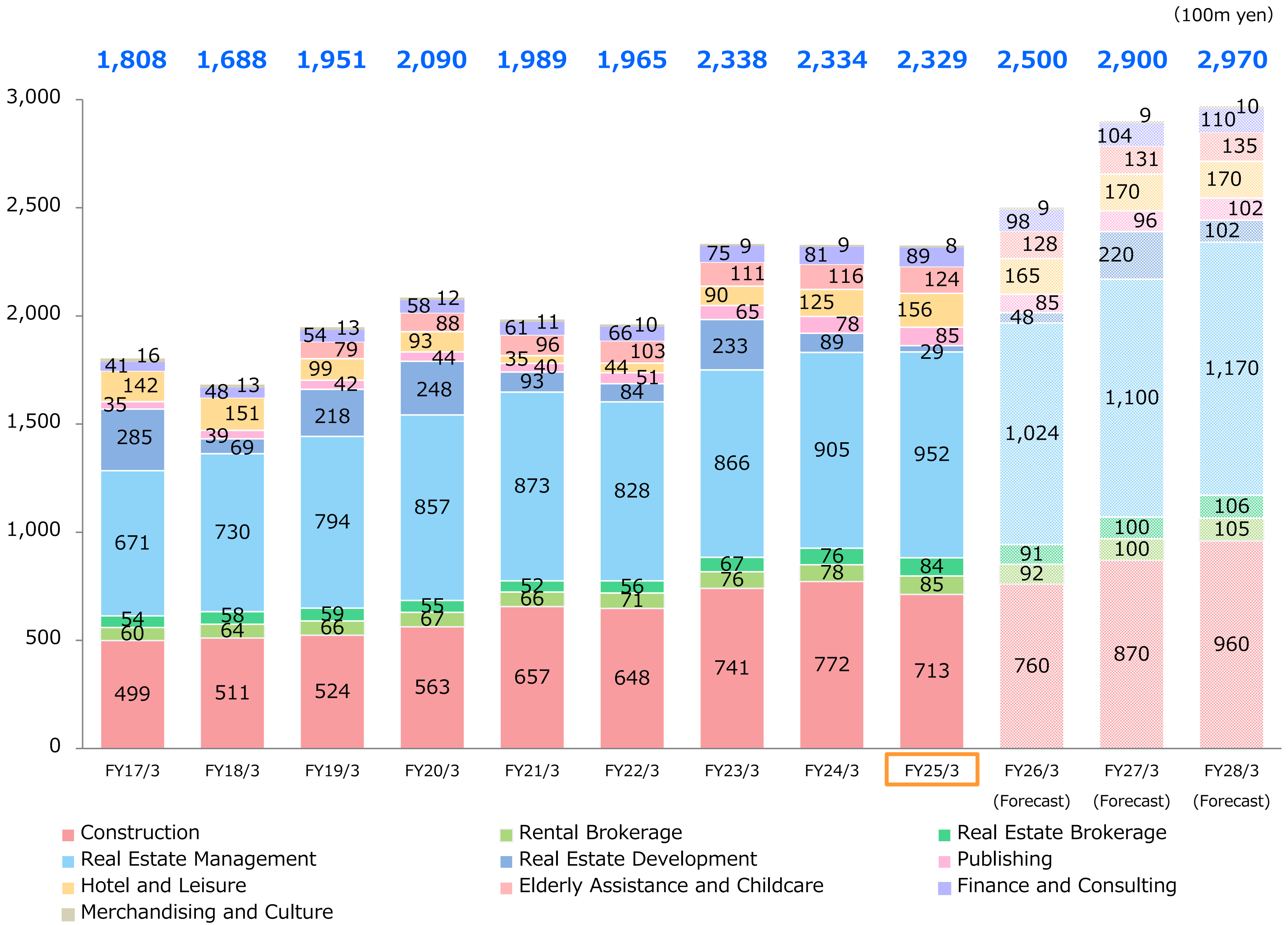
	FY2025/3 (Mar.31,2025)	FY2024/3 (Mar.31,2024)	Change
(Liabilities)			
Accounts payable - trade and accounts payable for constructions contracts	20,731	22,198	(1,466)
Short-term borrowings	23,420	22,635	+784
Other	51,363	48,781	+2,581
Total current liabilities	**95,514**	**93,615**	**+1,899**
Long-term borrowings	46,226	50,797	(4,571)
Other	13,667	14,377	(710)
Total non-current liabilities	**59,893**	**65,175**	**(5,281)**
Total liabilities	**155,408**	**158,790**	**(3,382)**
(Net assets)			
Common stock	11,039	11,039	-
Capital surplus	6,564	6,545	+18
Retained earnings	163,688	144,836	+18,852
Treasury shares	(13,081)	(8,173)	(4,907)
Other	10,028	11,071	(1,042)
Total net assets	**178,239**	**165,318**	**+12,920**
Total liabilities and net assets	**333,647**	**324,109**	**+9,538**

◆【Consolidation】Results transition

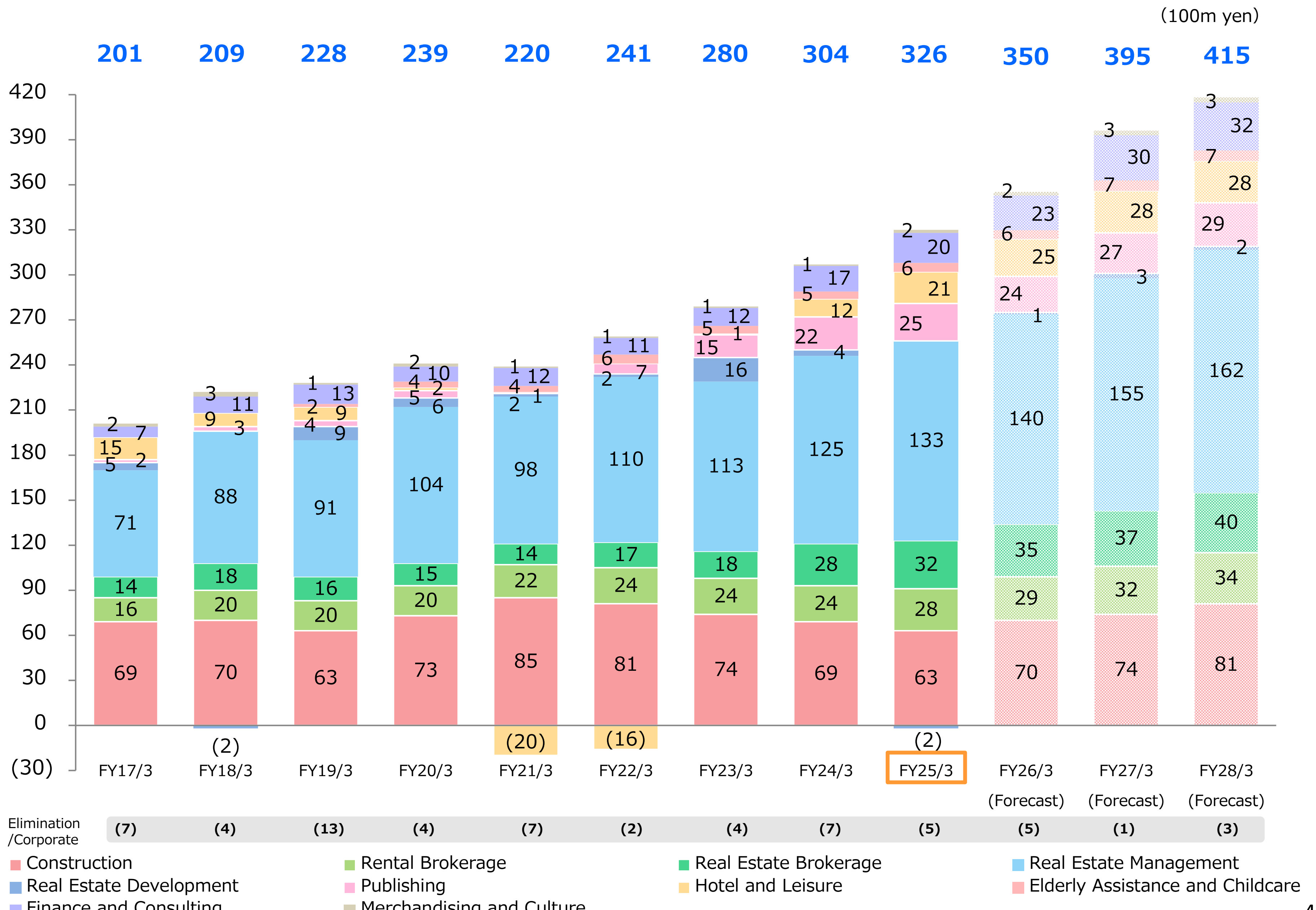


※Net Profit attributable to the parent

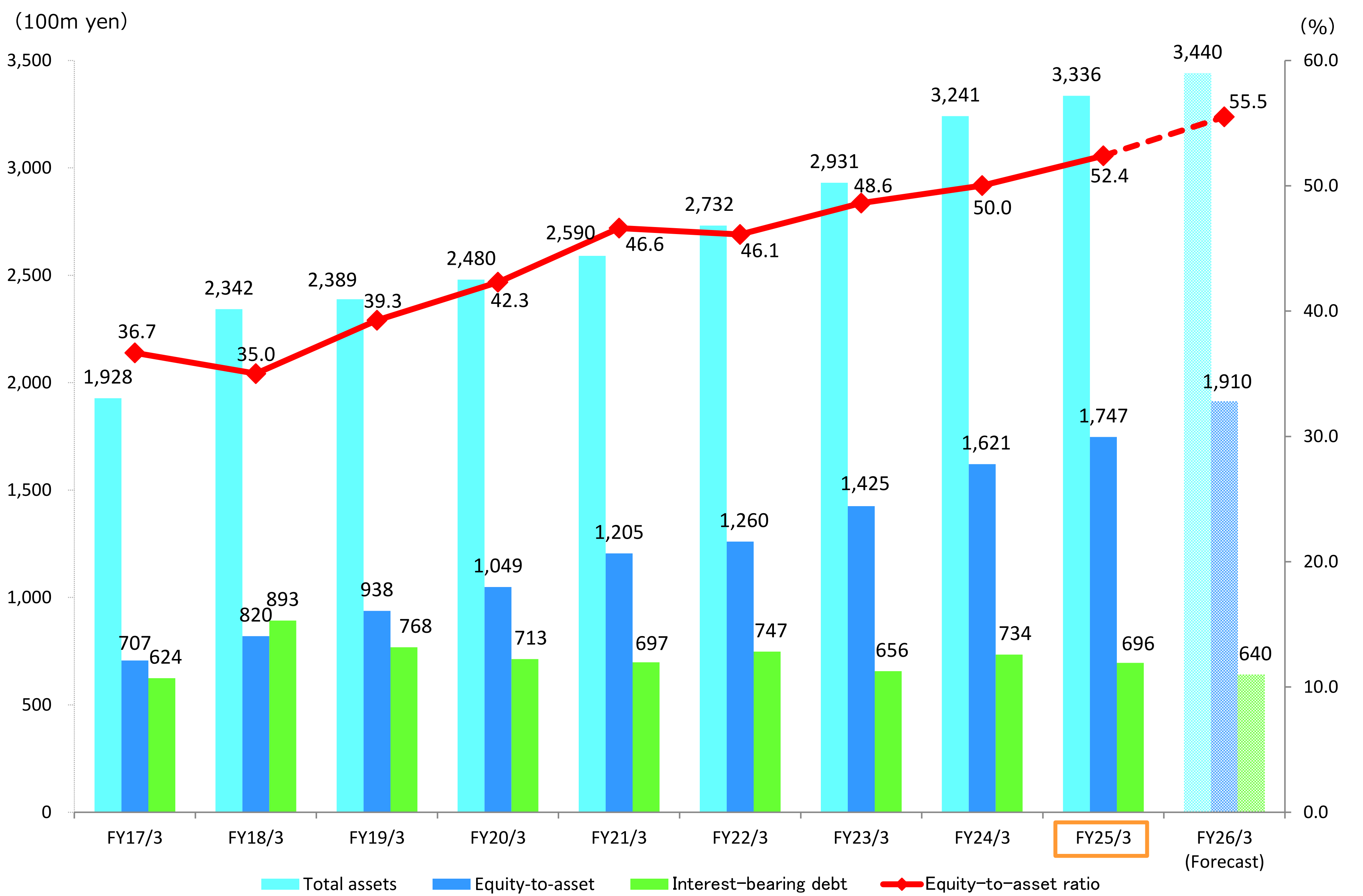
◆【Consolidation】Net Sales by Segment



◆【Consolidation】Operating Profit by Segment



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



◆【Consolidation】Financial Data

	FY16/3	FY17/3	FY18/3	FY19/3	FY20/3	FY21/3	FY22/3	FY23/3	FY24/3	FY25/3	FY26/3 (Forecast)
Operating Profit (100 m yen)	179	201	209	228	239	220	241	280	304	326	350
EBITDA (100 m yen)	214	238	243	270	285	268	293	335	319	393	419
Net Profit (100 m yen)	106	136	137	152	150	155	167	202	220	242	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)	47yen	55yen	60yen	69yen	65yen	62yen	73yen	93yen	105yen	120yen	130yen
Payout ratio	23.2%	21.2%	23.0%	23.8%	22.7%	20.9%	21.9%	22.8%	23.6%	24.4%	27.3%
D / E ratio	1.1	0.9	1.1	0.8	0.7	0.6	0.6	0.5	0.5	0.4	0.3
Net D / E ratio	0.32	0.14	0.55	0.32	0.11	(0.02)	0.00	(0.14)	(0.12)	(0.17)	(0.16)
Interest-bearing debt	3.1	2.6	3.7	2.8	2.5	2.6	2.5	2.0	2.0	1.8	1.5
Equity-to-asset ratio	33.6%	36.7%	35.0%	39.3%	42.3%	46.6%	46.1%	48.6%	50.0%	52.4%	55.5%
ROA	5.9%	7.0%	5.8%	6.4%	6.1%	6.0%	6.1%	6.9%	7.2%	7.4%	6.9%
ROE	18.7%	20.7%	17.9%	17.3%	15.2%	13.8%	13.6%	15.1%	14.5%	14.4%	12.9%
EPS	203.0yen	259.4yen	260.9yen	290.2yen	286.3yen	296.3yen	332.8yen	407.1yen	444.8yen	492.2yen	476.5yen
Stock price (End of period)	2,504yen	2,324yen	2,893yen	2,363yen	2,005yen	2,905yen	2,399yen	2,543yen	3,410yen	3,925yen	-

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

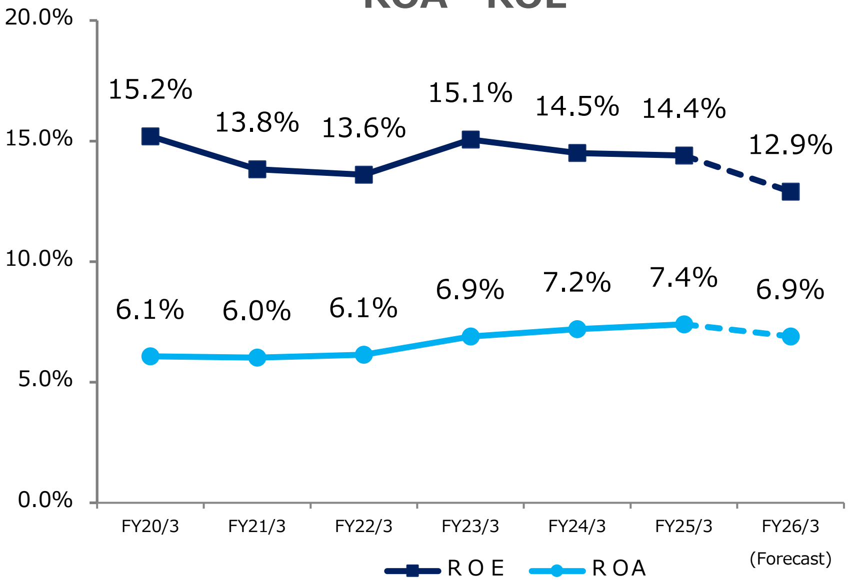
ROA ・・・ Return on Assets (Net Profit ÷ Total assets)

ROE ・・・ Return on Equity (Net Profit ÷ {(Shareholders' equity at the end of period + Shareholders' equity at end of period) ÷ 2 })

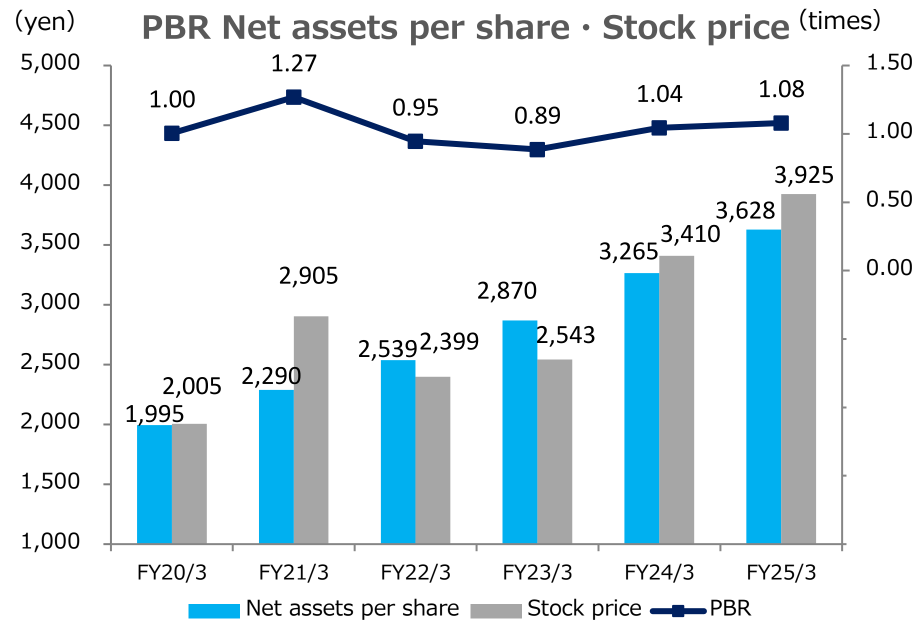
EPS ・・・ Earnings per Share (Net Profit ÷ Number of shares issued and outstanding excluding treasury stock)

◆【Consolidation 】Changes in Financial Indicators

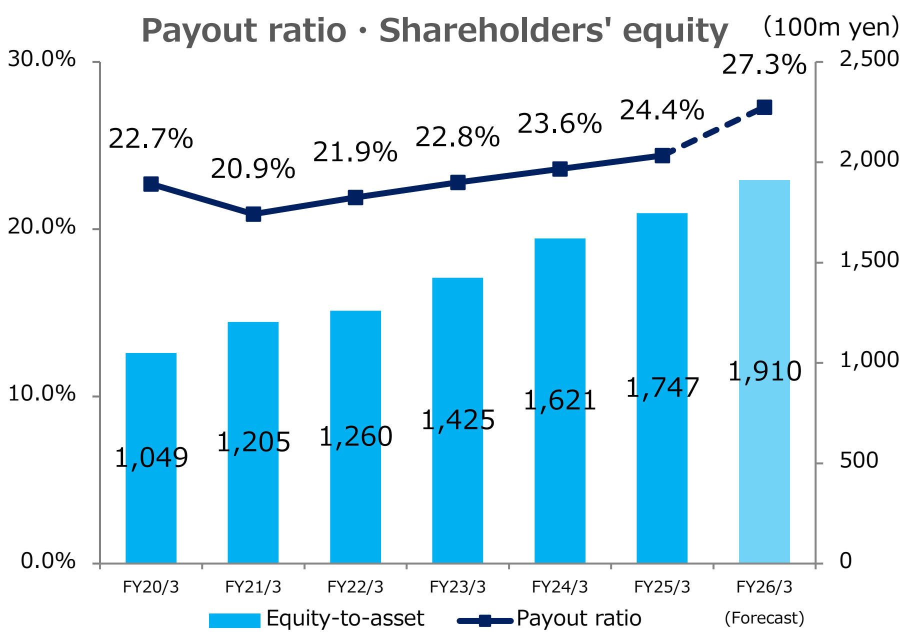
ROA・ROE



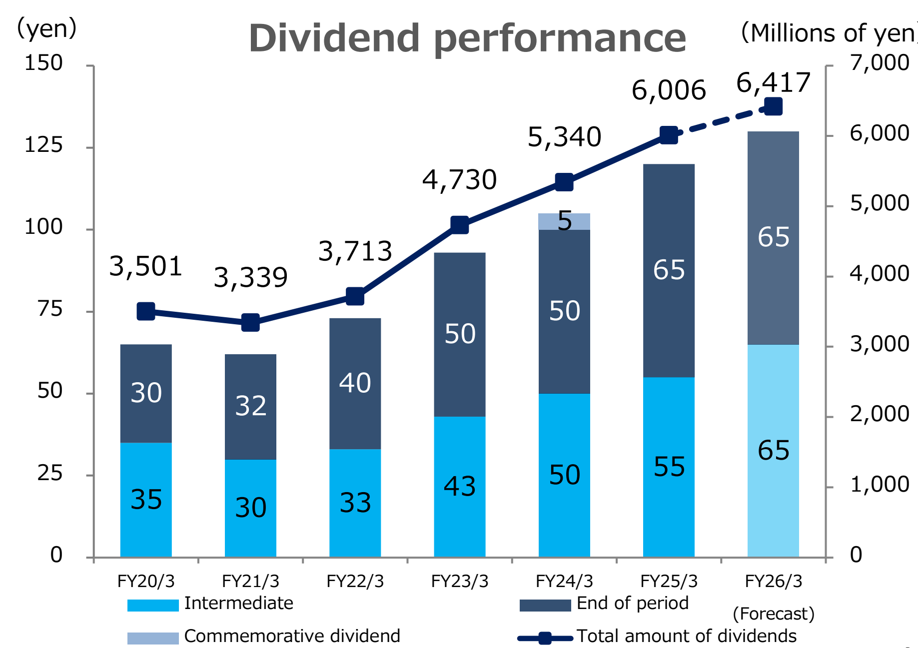
PBR Net assets per share・Stock price



Payout ratio・Shareholders' equity



Dividend performance



◆Corporate Philosophy

“People are everything, the heart is all”

Since its foundation 55 years ago, Starts has diligently created wide-ranging Businesses as <the Comprehensive Life and Culture Company> while striving to grow each customer interaction into lasting relationships.

We strongly believe in the power of people since that is the primary reason we, as a corporate group of 89 companies with more than 9,300 employees, have been able to energetically pursue a variety of Business opportunities without restructuring or streamlining.

We provide the finest hospitality through a personnel policy that avoids excessive cost-cutting in today’s competitive corporate environment, where staff reductions are common.
We place the right people in the right roles, enabling them to fully utilize their unique strengths, talents, and personal qualities.
This fundamental spirit of Starts has never and will never fade away.
As we conduct our Business, we are always hoping to be <people> who can produce a lasting impression in the hearts of our customers.

【Contact Us】
【Starts Corporation Inc.　Starts Group head office　In charge of IR】
【Telephone: +81-3-6202-0111（Great representative）】

PRIME
TOKYO
Securities
Code : 8850