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May 12, 2025

## Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 (Under Japanese GAAP)

Company name: Starts Corporation Inc.  
 Listing: Tokyo Stock Exchange  
 Securities code: 8850  
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 Scheduled date of annual general meeting of shareholders: June 27, 2025  
 Scheduled date to commence dividend payments: June 30, 2025  
 Scheduled date to file annual securities report: June 26, 2025  
 Preparation of supplementary material on financial results: Yes  
 Holding of financial results briefing: Yes (for institutional investors and analysts)

(Yen amounts are rounded down to millions, unless otherwise noted.)

### 1. Consolidated financial results for the fiscal year ended March 31, 2025

(from April 1, 2024 to March 31, 2025)

#### (1) Consolidated operating results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	232,978	(0.2)	32,622	7.0	33,404	0.0	24,274	9.9
March 31, 2024	233,408	(0.2)	30,498	8.6	33,396	11.3	22,095	9.3

Note: Comprehensive income For the fiscal year ended March 31, 2025: ¥23,534 million [(6.0)%]  
 For the fiscal year ended March 31, 2024: ¥25,026 million [20.8%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2025	492.15	—	14.4	10.2	14.0
March 31, 2024	444.84	—	14.5	10.8	13.1

Reference: Share of profit (loss) of entities accounted for using equity method  
 For the fiscal year ended March 31, 2025: ¥29 million  
 For the fiscal year ended March 31, 2024: ¥16 million

#### (2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	333,647	178,239	52.4	3,627.61
March 31, 2024	324,109	165,318	50.0	3,264.60

Reference: Equity  
 As of March 31, 2025: ¥174,749 million  
 As of March 31, 2024: ¥162,155 million

### (3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2025	25,915	(8,769)	(15,275)	88,782
March 31, 2024	25,730	(20,772)	3,027	86,878

### 2. Cash dividends

	Annual dividends per share					Total cash dividends (Total)	Payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Fiscal year ended March 31, 2024	—	50.00	—	55.00	105.00	5,340	23.6	3.4
Fiscal year ended March 31, 2025	—	55.00	—	65.00	120.00	6,006	24.4	3.5
Fiscal year ending March 31, 2026 (Forecast)	—	65.00	—	65.00	130.00		27.3	

Fiscal year ended March 31, 2024 Breakdown of year-end dividends  
Ordinary ¥50.00 , Commemorative dividend for 55th anniversary ¥5.00

### 3. Earnings Forecast of Consolidated financial results for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
First half	122,500	12.5	15,700	4.2	15,700	5.7	10,600	(11.9)	214.91
Full year	250,000	7.3	35,000	7.3	34,500	3.3	23,500	(3.2)	476.45

**\* Notes**

(1) Changes in significant subsidiaries during the period (changes in specified subsidiaries resulting in the change in scope of consolidation): None

(2) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: Yes

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(3) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2025	53,998,205 shares
As of March 31, 2024	53,998,205 shares

(ii) Number of treasury shares at the end of the period

As of March 31, 2025	5,826,051 shares
As of March 31, 2024	4,327,274 shares

(iii) Average number of shares outstanding during the period

Fiscal year ended March 31, 2025	49,323,075 shares
Fiscal year ended March 31, 2024	49,670,989 shares

\* Financial results reports are exempt from an audit conducted by certified public accountants or an audit corporation.

\* Proper use of earnings forecasts, and other special matters

The earnings forecasts and other forward-looking statements in this document are based on information available to the Company and on certain assumptions deemed reasonable by the Company. Actual results may differ significantly from these forecasts due to various factors. For assumptions underlying the forecasts and notes to the forecasts, refer to 1. Operating Results, (1) Analysis of Operating Results on page 2.

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## 1. Operating Results

### (1) Analysis of Operating Results

#### 1) Overview of Operating Results for the Current Fiscal Year

During the consolidated fiscal year under review, the domestic economy showed a moderate recovery overall thanks to an improved employment and income environment and an increase in inbound demand, although the situation remained uncertain due to rising prices of raw materials and energy and escalating geopolitical risks.

Under these circumstances, in the Tokyo metropolitan area and other major cities in Japan, the Group has aimed for stable and sustainable growth and business development together with its customers by providing one-stop services in real estate utilization, from construction, rental brokerage and real estate brokerage to real estate management, as well as by promoting cooperation among related businesses.

As a result, as of March 31, 2025, the number of managed real estate properties that provide a stable revenue base to the Group was as follows: 154,055 rental apartments, 103,282 monthly parking spaces, and 57,386 hourly parking spaces through the Navi Park service, and in the corporate housing management business, 117,025 housing units and 12,608 parking spaces (for 483 companies). By adding 4,505 condominium units and 706,316 units for the 24-hour emergency response service Access 24, we managed **981,901 housing units, 173,276 parking spaces and 2,673 buildings and facilities** in total.

As of March 31, 2025, the PITAT HOUSE **network of real estate brokerage outlets numbered 631 nationwide** (113 Starts Group outlets and 518 network outlets). As for elderly assistance and childcare facilities, we operated **126 facilities** as of March 31, 2025, and are preparing to open five facilities in the Tokyo metropolitan area.

As of March 31, 2025, in **33cities in 21 countries** (including countries and regions) around the world, our overseas offices have provided services tailored to the needs of each country, such as brokering offices and company housing for expatriates of Japanese companies seeking to expand overseas, brokering the purchase and sale of factories and other facilities, and managing rental offices, service apartments, and hotels.

As part of our initiatives in sports and cultural activities, we are proud to sponsor events and organizations such as the "Tokyo Marathon 2025," the "Japan National Table Tennis Team," and the children's invitational performance program "Kokoro no Gekijō." In addition, we actively support the activities of our affiliated athletes in sports such as table tennis, golf, canoeing, and skateboarding. We have also acquired the naming rights for the eye-level digital billboard at the Shibuya Scramble Crossing and launched its operation under the name "Starts Vision SHIBUYA." As a "Comprehensive Life and Culture Company," we are not only expanding our diverse business operations but also promoting advertising initiatives to communicate our corporate philosophy "People are everything, the heart is all," as well as our company culture and values.

As for the business results for the current fiscal year, the Construction Business was impacted by soaring construction material prices and rising labor costs. However, the Rental Brokerage Business, the Real Estate Brokerage Business, and the Real Estate Management Business experienced strong growth in brokerage and management income due to an increase in the number of properties under management.

In the Publishing Business, sales of related books have remained strong driven by the prolonged success of the movie "Ano Hana ga Saku Oka de Kimi to Mata Deaetara" based on the original work of Starts Publishing Bunko. Sales of books and e-books were also favorable, and the number of users of "Oz Premium Reservations" increased, primarily for use in restaurants. In the Finance and Consulting Business, the number of mortgage loans handled remained steady and real estate trust fees increased.

As a result of the above, net sales were 232,978 million yen (down 0.2% year-on-year), operating income was 32,622 million yen (up 7.0% year-on-year), ordinary income was 33,404 million yen (up 0.0% year-on-year), and net income attributable to owners of parent was 24,274 million yen (up 9.9% year-on-year).

## Overview by Segment

The following is a summary of business results by business segment.

### (i) Construction Business

In the Construction Business, we continue to provide consulting services for asset management and asset inheritance through our community-based sales activities, which have remained unchanged since the company's establishment, and we make proposals for effective land utilization with a wealth of content that leverages our comprehensive strengths, including rental housing, commercial buildings, hotels, senior assistance facilities, childcare facilities, and logistics warehouses.

In the field of "buildings with seismic isolation structures," which we are focusing on promoting as social infrastructure, we have proposed optimal land utilization for all land, owners, and tenants based on regional characteristics. As a result, we have received orders for a total of 637 properties as of March 31, 2025.

We will promote proposals that are environmentally friendly and in tune with tenant needs, such as "MACHI-YA WOOD," a concept rental housing that employs passive design techniques and provides a cozy interior space with a courtyard in each unit, in an effort to increase the asset value of owners.

As for the business results for the current fiscal year, despite steady order activity, as a result of soaring building material prices and labor cost, net sales were 71,369 million yen (down 7.6% year-on-year), operating income was 6,389 million yen (down 7.7% year-on-year), and the backlog of orders was 142,599 million yen (up 8.7% year-on-year).

### ■ Construction Business orders received and construction work completed

Item	Classification	Amount of construction carried from the previous period	Orders received	Total	Net sales of completed construction contracts	Amount of construction carried to the next period		Amount of construction in the current period
						Construction contracts on hand	Of which, completed amount	
Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	General housing	2,356	2,652	5,009	2,784	2,224	2	2,771
	Rental housing	95,910	52,369	148,279	58,484	89,794	843	58,704
	Other	27,640	27,419	55,060	15,939	39,121	677	15,630
	Total	125,906	82,441	208,348	77,208	131,140	1,523	77,106
Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)	General housing	2,224	1,485	3,709	2,136	1,572	24	2,150
	Rental housing	89,794	54,935	144,729	51,599	93,130	758	51,513
	Other	39,121	26,409	65,530	17,634	47,896	1,237	18,085
	Total	131,140	82,829	213,969	71,369	142,599	2,019	71,749

### (ii) Rental Brokerage Business

In the Rental Brokerage Business, brokerage commissions and renewal commissions remained steady as the number of properties under management increased. In addition, we have also focused on expanding corporate transactions through community-based sales by leveraging the Group's comprehensive strengths. As a result, net sales for the current fiscal year were 8,591 million yen (up 9.0% year-on-year) and operating income was 2,852 million yen (up 14.3% year-on-year).

## (iii) Real Estate Brokerage Business

In the Real Estate Brokerage Business, brokerage commissions and the number of transactions remained steady as we have actively utilized the MY HOME AUCTION, a real estate sales support service, to promote highly transparent transactions for both sellers and buyers, while working to strengthen corporate transactions by proposing CRE (corporate real estate) solutions in collaboration with Group companies. As a result, net sales for the current fiscal year were 8,422 million yen (up 9.9% year-on-year) and operating income was 3,227 million yen (up 14.0% year-on-year).

## (iv) Real Estate Management Business

In the Real Estate Management Business, sales of management commissions remained steady due to an increase in the number of properties under management and leasing sales, such as those from “Navi Park” hourly parking facilities, were also steady. In addition, as for maintenance sales we have focused on the promotion of LED lighting in properties under management and proposals for large-scale repair work, such as exterior refurbishment work. As a result, net sales for the current fiscal year were 95,226 million yen (up 5.2% year-on-year), and operating income was 13,353 million yen (up 6.4% year-on-year).

■ Real Estate Management Business Sales

(Millions of yen)

	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)	Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)
	Amount	Amount
Sales from management commissions	12,077	12,830
Maintenance sales	28,836	30,964
Leasing sales	49,596	51,431
Total	90,510	95,226

## (v) Real Estate Development Business

In the Real Estate Development Business, the completion and delivery of newly built condominium “Alpha Grande Koshigaya Laketown” (Koshigaya-shi, Saitama : 39 units) in March 2025 and the delivery of a newly built detached house, QUWON GARDEN Todoroki (Setagaya-ku, Tokyo) and the delivery of the remaining condominium units of Alpha Grande Narita Hachibangai (Narita-shi, Chiba) and Alpha Grande Nippori (Arakawa-ku, Tokyo) resulted in net sales of 2,975 million yen (down 66.8% year-on-year) and operating loss of 227 million yen (operating loss of 491 million yen in the same period of the previous year).

The contract balance amounted to 459million yen with 9 units resulted in net sales.

## ■ Contract for Real Estate Properties

(Millions of yen)

	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)				Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)			
	Contract volume		Contract balance		Contract volume		Contract balance	
	Volume	Amount	Volume	Amount	Volume	Amount	Volume	Amount
Detached house	9	870	-	-	3	649	-	-
Condominium	44	2,170	23	1,251	21	1,148	9	459
Rental housing	5	4,493	-	-	1	144	-	-
Land	1	38	-	-	1	208	-	-
Other revenue	-	11	-	-	-	33	-	-
Total	59	7,585	23	1,251	26	2,183	9	459

## ■ Sales for Real Estate Properties

(Millions of yen)

	Fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024)		Fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)	
	Volume	Amount	Volume	Amount
Detached house	9	870	3	649
Condominium	70	3,539	35	1,939
Rental housing	5	4,493	1	144
Land	1	38	1	208
Other revenue	-	11	-	33
Total	85	8,954	40	2,975

## (vi) Publishing Business

In the Publishing Business, sales of books, e-books and e-comics, including Starts Publishing Bunko, continued to be favorable due to sales promotion measures such as product development in line with readers' needs and development of visualization. In individual works, "Ano Hana ga Saku Oka de Kimi to Mata Deaetara," a novel with a movie adaptation released in December 2023, along with "Subete no Koi ga Owarutositemo," and "Oni no Hanayome," continue to contribute to our business performance. The number of users of OZ Premium Reservations, a contingency fee-based customer sending service of OZ Mall, a website for women with over 4.5 million members, increased user satisfaction by expanding the number of facilities available for reservations in the Meihan area and implementing coupon measures. In addition, increased mainly in restaurant reservations, including the launch of OZ's Private and Large Group Reservations, a new service that provides concierge support for large group dinner party reservations. Net sales for the current fiscal year were 8,530 million yen (up 8.2% year-on-year) and operating income was 2,598 million yen (up 16.9% year-on-year).



(vii) Hotel and Leisure Business

In the Hotel and Leisure Business, following the opening of HOTEL Emion SAPPORO (Kita-ku, Sapporo, Hokkaido; 295 guest rooms) in December 2023, HOTEL comento YOKOHAMA KANNAI (seven floors above ground, 116 guest rooms) opened on April 1, 2024, adjacent to “YOKOHAMA BUNTAI”, an arena facility resulting from the reconstruction of the Yokohama Culture and Sports Center. Demand for leisure activities remained strong. As a result, net sales for the current fiscal year were 15,601 million yen (up 23.9% year-on-year) and operating income was 2,171 million yen (up 77.7% year-on-year).

(viii) Elderly Assistance and Childcare Business

In the Elderly Assistance and Childcare Business, we opened a new group home, Kirara Funabashi Hasama (Funabashi City, Chiba). As a result of active efforts in recruiting human resources and training activities to improve quality, as well as steady operations of group homes, fee-based nursing homes, and nursery schools, net sales for the current fiscal year were 12,444 million yen (up 7.1% year-on-year), and operating income was 605 million yen (up 2.0% year-on-year).

(ix) Finance and Consulting Business

In the Finance and Consulting Business, we have launched a “wealth management” service for wealthy individuals and corporate owners. We propose various services of the Starts Group for complex issues such as inheritance and business succession through a “dedicated staff system”. In the current fiscal year, the number of mortgage loan fees, trust fees and small-amount short term insurance policies steadily increased, resulting in net sales of 8,923 million yen (up 9.1% year-on-year) and operating income of 2,026 million yen (up 18.5% year-on-year).

(x) Merchandising and Culture Business

In the Merchandising and Culture Business, we manufacture and sell the Sherlock series of card key systems and operate art museums. Net sales for the current fiscal year were 892 million yen (down 2.1% year-on-year) and operating income was 205 million yen (up 17.0% year-on-year).

## 2) Outlook for the Next Fiscal Year Ending March 31, 2026

In the fiscal year ending March 31, 2026, while there are concerns about rising prices and interest rates, it is expected that personal consumption will expand due to wage hikes and inbound demand will further increase. However, the outlook remains uncertain, mainly due to soaring energy prices caused by unstable overseas conditions and the risk of the U.S. administration's tariff policy impacting corporate earnings and personal consumption.

The Construction Business is expected to see a firm order backlog, and the Hotel and Leisure Business is also expected to see steady demand for travel. Moreover, in the Rental Brokerage Business, the Real Estate Brokerage Business and the Real Estate Management Business, commission income and maintenance sales are expected to remain stable as the number of properties under management increases, and other businesses are also expected to remain firm.

Under these circumstances, we forecast net sales of 250,000 million yen, operating income of 35,000 million yen, ordinary income of 34,500 million yen, and profit attributable to owners of the parent of 23,500 million yen for the next fiscal year.

The outlook by segment is as follows.

### ■ Construction Business

In the Construction Business, we will continue to focus on promoting “buildings with seismic isolation structures” as a countermeasure against earthquake disasters (BCP), promoting sales of concept rental housing, which boasts a high occupancy rate due to its differentiation, and refining construction of existing buildings while continuing to conduct community-based sales activities and cooperating with group companies and financial institutions. We will also promote proposals for environmentally friendly products, such as wooden rental housing complexes with solar power generation equipment as a standard specification as a carbon neutral initiative.

Despite the impact of surging raw material prices and labor cost, the order backlog has remained strong due to an increase in orders for concept rental housing and the larger size of the properties for which orders have been received. Taking into account the progress of construction in the next fiscal year, we forecast net sales of 76,000 million yen and operating income of 7,000 million yen for the fiscal year ending March 31, 2026.

### ■ Rental Brokerage Business and Real Estate Brokerage Business

In the Rental Brokerage Business, we will focus on expanding corporate transactions through community-based sales, and will also focus on human resource development, including training programs, to further improve customer satisfaction and promote new contracts for managed properties in the central Tokyo area in cooperation with group companies.

For the fiscal year ending March 31, 2026, we expect net sales of 9,200 million yen and operating income of 2,900 million yen.

In the Real Estate Brokerage Business, we will promote highly transparent transactions by utilizing the MY HOME AUCTION, a real estate sales support service, while strengthening corporate transactions in major cities.

For the fiscal year ending March 31, 2026, we expect net sales of 9,100 million yen and operating income of 3,500 million yen.

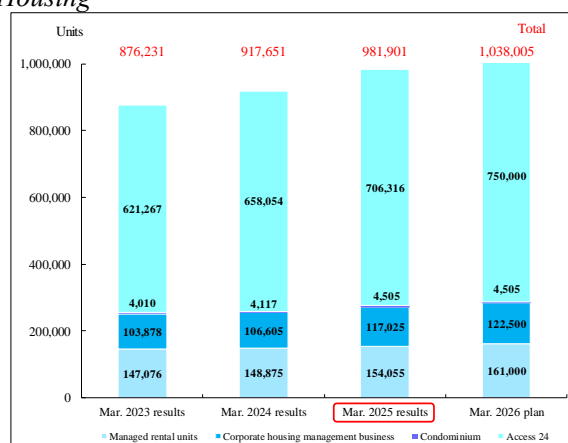
### ■ Real Estate Management Business

In the Real Estate Management Business, we will continue to promote new contracts for managed properties by leveraging group synergies. In addition, we aim to further improve the quality of management services and customer satisfaction by developing highly specialized human resources through bringing administrative operations in-house and providing solutions in line with customer needs.

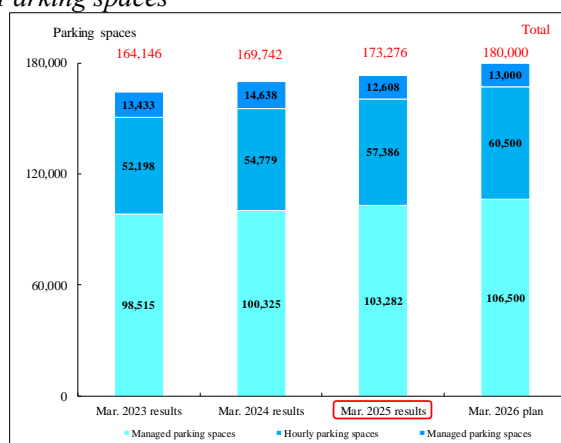
For the fiscal year ending March 31, 2026, we expect net sales of 102,400 million yen and operating income of 14,000 million yen.

## Number of properties under management

### Housing



### Parking spaces



## Real Estate Development Business

In the Real Estate Development Business, we plan to complete and deliver a new detached house, QUWON GARDEN Bunkyo Sendagi (Bunkyo-ku, Tokyo), and sell rental housing units and others. In addition, on land for development that we have already purchased, we will be preparing to sell the QUWON GARDEN series of detached houses and the QUWON and Alpha Grande series of new condominiums, and we will also focus on purchasing new land for development, mainly in the central Tokyo area.

For the fiscal year ending March 31, 2026, we expect net sales of 4,800 million yen and operating income of 100 million yen.

## Publishing Business

In the Publishing Business, we will promote adding multiple dimensions to the content strategy by focusing on developing IP such as through adaptation of novels and comics that are our original content into visual media, expanding the number of comics issued, launching new labels, and improving productivity by making use of generative AI.

For the fiscal year ending March 31, 2026, we expect net sales of 8,500 million yen and operating income of 2,400 million yen.

## Hotel and Leisure Business

In the Hotel and Leisure Business, to respond to the recovering domestic demand and inbound demand, we will promote renovation of facilities and recruitment and development of human resources at the hotels and inns under operation, and aim to provide higher quality, community-based services while pursuing customer satisfaction.

For the fiscal year ending March 31, 2026, we expect net sales of 16,500 million yen and operating income of 2,500 million yen.

## Elderly Assistance and Childcare Business

In the Elderly Assistance and Childcare Business, we will promote the provision of seamless comprehensive welfare services rooted in the community, aiming to establish a community-based total care system, and plan to open five new facilities in the next fiscal year while strengthening our personnel structure.

For the fiscal year ending March 31, 2026, we expect net sales of 12,800 million yen and operating income of 600 million yen.

## ■ Finance and Consulting Business

In the Finance and Consulting Business, we will continue to expand our network of PITAT HOUSE real estate outlets, provide consulting services for financial assets that arise from asset formation and inheritance, and engage in initiatives for the real estate trust business in major cities.

For the fiscal year ending March 31, 2026, we expect net sales of 9,800 million yen and operating income of 2,300 million yen.

## ■ Merchandising and Culture Business

In the Merchandising Business, we will propose the Sherlock card key system, which meets diversifying security needs in step with the changing times, from analog card keys to smart key systems that enable the use of smart phones to lock and unlock keys.

In the Culture Business, we will seek to improve the satisfaction of new and repeat visitors at each facility by disseminating information through social media, holding exhibitions, expanding e-commerce website sales, among other measures.

For the fiscal year ending March 31, 2026, we expect net sales of 900 million yen and operating income of 200 million yen.

## Forecast of business results by segment

(Millions of yen)

	The next fiscal year		The current fiscal year		Change	
	(Fiscal year ending March 31, 2026)		(Fiscal year ended March 31, 2025)			
	Net sales	Operating income	Net sales	Operating income	Net sales	Operating income
Construction Business	76,000	7,000	71,369	6,389	4,630	610
Rental Brokerage Business	9,200	2,900	8,591	2,852	608	47
Real Estate Brokerage Business	9,100	3,500	8,422	3,227	677	272
Real Estate Management Business	102,400	14,000	95,226	13,353	7,173	646
Real Estate Development Business	4,800	100	2,975	(227)	1,824	327
Publishing Business	8,500	2,400	8,530	2,598	(30)	(198)
Hotel and Leisure Business	16,500	2,500	15,601	2,171	898	328
Elderly Assistance and Childcare Business	12,800	600	12,444	605	355	(5)
Finance and Consulting Business	9,800	2,300	8,923	2,026	876	273
Merchandising and Culture Business	900	200	892	205	7	(5)
Elimination/Corporate	—	(500)	—	(580)	—	80
Total	250,000	35,000	232,978	32,622	17,021	2,377

**(2) Analysis of Financial Conditions****1) Assets, Liabilities and Net Assets**

(Millions of yen)

	As of March 31, 2025	As of March 31, 2024	Change
Total assets	333,647	324,109	9,538
Total liabilities	155,408	158,790	(3,382)
Of which, interest-bearing debt	69,646	73,433	(3,787)
Net assets	178,239	165,318	12,920
Of which, shareholders' equity	174,749	162,155	12,593
Interest-bearing debt ratio (times)	0.40	0.45	—

Note: Interest-bearing debt: Sum of short-term debt, current portion of long-term debt and long-term debt recorded in the consolidated balance sheets

Interest-bearing debt ratio = Interest-bearing debt / Shareholders' equity

Total assets at the end of the current fiscal year increased by 9,538 million yen from the end of the previous fiscal year to 333,647 million yen. This was mainly due to an increase in cash and deposits resulting from an increase in net income attributable to owners of the parent, as well as the acquisition of real estate for sale and real estate for sale in process.

Total liabilities amounted to 155,408 million yen, a decrease of 3,382 million yen from the end of the previous fiscal year. The balance of interest-bearing debt was 69,646 million yen, a decrease of 3,787 million yen from the end of the previous fiscal year.

**2) Cash Flows**

Cash and cash equivalents (hereinafter referred to as "cash") at the end of the current fiscal year totaled 88,782 million yen, an increase of 1,904 million yen from the end of the previous fiscal year.

The status of each cash flow category for the current fiscal year is as follows.

**(Cash flows from operating activities)**

Net cash provided by operating activities totaled 25,915 million yen (compared with 25,730 million yen provided in the previous fiscal year), which was mainly due to income before income taxes of 36,039 million yen, a decrease of 5,480 million yen in accounts receivable mainly related to construction, and depreciation and amortization of 6,740 million yen, despite an increase of 14,152 million yen in inventories due mainly to purchase of real estate for sale in process, and income taxes paid of 10,409 million yen.

**(Cash flows from investing activities)**

Net cash used in investing activities totaled 8,769 million yen (compared with 20,772 million yen used in the previous fiscal year) mainly due to the acquisition of rental properties.

**(Cash flows from financing activities)**

Net cash used in financing activities totaled 15,275 million yen (compared with 3,027 million yen provided in the previous fiscal year) mainly due to dividends of surplus, acquisition of treasury shares, and repayment of working capital.

## ■ Cash flow indicators

Item	Fiscal year ended March 31, 2021	Fiscal year ended March 31, 2022	Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Equity ratio	46.6%	46.1%	48.6%	50.0%	52.4%
Equity ratio based on market value	60.1%	45.4%	44.4%	47.8%	60.0%
Years of debt redemption	2.6 years	3.0 years	1.9 years	2.9 years	2.7 years
Interest coverage ratio	100.9	93.2	133.6	107.6	59.7

\* The basis for each indicator is as follows. All figures are calculated based on consolidated financial data.

Equity ratio: shareholders' equity/total assets

Equity ratio based on market value: market capitalization/total assets

Years of debt redemption: interest-bearing debt/operating cash flows

Interest coverage ratio: operating cash flows/interest payments

Market capitalization: average share price during the last month of the fiscal year x number of shares outstanding at the end of the fiscal year (after deduction of treasury stock)

Operating cash flows: cash flows from operating activities in the consolidated statements of cash flows

Interest payments: interest paid in the consolidated statements of cash flows

### (3) Basic Policy on Profit Distribution and Dividends for the Current and Next Fiscal Years

The Company's basic dividend policy is to pay continuous and stable dividends, while striving to increase the dividend payout ratio as well as to enhance the internal reserves needed for future business development and the strengthening and stabilization of the management base.

Based on this basic policy and taking into account recent performance trends, financial position and capital efficiency, the year-end dividend for the fiscal year ended March 31, 2025 will be 65 yen per share, an increase of 10 yen from 55 yen announced on February 13, 2025, and combined with the interim dividend of 55 yen per share, the annual dividend per share for the current fiscal year will be 120 yen.

### (4) Business and Other Risks

#### 1) Impact of Real Estate Market Conditions

- Land and buildings of property, plant and equipment

As of March 31, 2025, the Group held 127,195 million yen in book value of land and buildings in property, plant and equipment. However, depending on future trends in real estate prices and the profitability of rental properties, the application of impairment accounting may affect the Group's business performance.

- Real estate for sale (inventories)

As of March 31, 2025, the Group held 29,234 million yen in book value of real estate for sale (including real estate for sale in process) as inventories, but future trends in real estate prices and other factors may affect our business results by causing valuation losses and losses on sales.

#### 2) Interest-Bearing Debt

The balance of interest-bearing debt as of March 31, 2025 reduced 3,787 million yen from the end of the previous fiscal year to 69,646 million yen. Although we will continue our efforts to reduce interest-bearing debt, our future capital expenditures are financed by bank loans; thus, our business performance could be affected depending on future financial conditions.

### **3) Hotel Business**

In Urayasu City, Chiba Prefecture, approximately 20 years have passed since HOTEL Emion TOKYO BAY opened in June 2005. And in January 2018, HOTEL Emion TOKYO BAY Emion SQUARE opened as a Tokyo Disney Resort® partner hotel. In October 2018, HOTEL Emion PHNOM PENH opened in Phnom Penh, Cambodia, as the Group's first hotel built and operated by the Group overseas; in July 2020, HOTEL Emion KYOTO opened in Kyoto City, Kyoto Prefecture; in July 2021, HOTEL KEYAKI GATE TOKYO FUCHU opened in Fuchu City, Tokyo; in December 2023, HOTEL Emion SAPPORO opened in Sapporo City; and in April 2024, HOTEL comento YOKOHAMA KANNAI opened in Yokohama City. The financial position of the Company may be affected depending on future operating conditions.

### **4) Procurement of Building Materials**

If the Group is unable to reflect the price hikes in building materials and other items in its sales prices, its business results may be affected.

### **5) Changes in Real Estate-Related Legislation**

In the future, the Group's business may be affected by the revision or abolition of laws and regulations related to the execution of our businesses, including the Building Standards Act, the City Planning Act and other real estate-related laws and regulations, the Construction Business Act, the Act on Architects and Building Engineers and other construction-related laws and regulations, or the establishment of new legal regulations.

### **6) Changes in Real Estate-Related Taxation**

In the future, changes in real estate-related taxation systems, income taxation systems, and other taxation systems may affect the Group's business due to increased costs at the time of real estate acquisitions and sales, as well as a decrease in the willingness of home-buying customers and rental homeowners, etc., to purchase and conduct business.

### **7) Management of Personal Information**

In the business operations of the Group, we hold personal information about many of our customers. The Group has established a personal information protection policy and is working to strengthen and thoroughly implement personal information management through its company policy and operation manuals related to information management. However, if customer information held by the Group is leaked outside the company due to unforeseen circumstances, the Group's business performance may be affected due to a loss of trust of customers and costs incurred in resolving the problem.

### **8) Risks Due to Natural Disasters, Man-Made Disasters, Etc.**

Earthquakes, storms, floods, and other natural disasters as well as accidents, fires, wars, riots, terrorism, and other man-made disasters could affect the Group's performance and financial position.

## 2. Status of the Group

The Group consists of the Company, 85 subsidiaries, one equity method affiliate, and two affiliates. The major businesses and the positioning of subsidiaries, etc. within the Group are as follows.

### *Construction Business*

**Starts CAM Co., Ltd. (a consolidated subsidiary), Starts Tokai Co., Ltd. (a consolidated subsidiary), Starts Kansai Co., Ltd. (a consolidated subsidiary), Starts Hokkaido Co., Ltd. (a consolidated subsidiary), Starts Kyushu Co., Ltd. (a consolidated subsidiary), Starts Tohoku Co., Ltd. (a consolidated subsidiary), Starts Okinawa Co., Ltd. (a consolidated subsidiary), and Starts Hiroshima Co., Ltd. (a consolidated subsidiary)** are engaged in planning proposals, receiving construction orders, and design and construction associated with the effective use of idle land in the Tokyo metropolitan area and other major cities.

**Starts Home Corporation (a consolidated subsidiary)** is engaged in contracting for the construction and renovation of detached houses in mainly the Tokyo metropolitan area.

### *Rental Brokerage Business and Real Estate Brokerage Business*

**Starts Pitat House Co., Ltd. (a consolidated subsidiary), Starts Tokai Co., Ltd. (a consolidated subsidiary), Starts Kansai Co., Ltd. (a consolidated subsidiary), Starts Hokkaido Co., Ltd. (a consolidated subsidiary), Starts Kyushu Co., Ltd. (a consolidated subsidiary), Starts Tohoku Co., Ltd. (a consolidated subsidiary), Starts Okinawa Co., Ltd. (a consolidated subsidiary), Starts Hiroshima Co., Ltd. (a consolidated subsidiary) and Starts Nagasaki Co., Ltd. (a consolidated subsidiary)** operate 113 PITAT HOUSE real estate brokerage outlets in the Tokyo metropolitan area and other major cities as of March 31, 2024, and are engaged in brokering rental apartments and offices, brokering purchase and sale of housing and other properties, act as housing sales agents. **Starts Corporate Service Inc. (a consolidated subsidiary)** acts as a real estate broker for corporate clients and arranges company dormitories and housing.

### *Real Estate Management Business*

**Starts Tokai Co., Ltd. (a consolidated subsidiary), Starts Kansai Co., Ltd. (a consolidated subsidiary), Starts Hokkaido Co., Ltd. (a consolidated subsidiary), Starts Kyushu Co., Ltd. (a consolidated subsidiary), Starts Tohoku Co., Ltd. (a consolidated subsidiary), Starts Hiroshima Co., Ltd. (a consolidated subsidiary), Starts Okinawa Co., Ltd. (a consolidated subsidiary), and Starts Nagasaki Co., Ltd. (a consolidated subsidiary)** are engaged in the management of rental apartments and condominiums in major cities.

**Starts Corporate Service Inc. (a consolidated subsidiary)** provides company housing management services and other services.

**Starts Amenity Corporation (a consolidated subsidiary)** is engaged in the management of rental apartments, condominiums, and parking lots as well as related renovation and maintenance services, operation of the hourly parking facility Navi Park, and the leasing business, and **ST Maintenance Corporation (a consolidated subsidiary)** engages in maintenance and repair work mainly for rental housing. **Chinju Hoshō Service Co., Ltd. (a consolidated subsidiary)** provides guarantees for tenants of rental housing.

**Starts Facility Service Co., Ltd. (a consolidated subsidiary)** provides facility management services for 2,673 office buildings and other facilities, primarily in the three central wards of Tokyo (Chiyoda, Chuo, and Minato).

**Lift Management Co., Ltd. (a consolidated subsidiary)** is engaged in safety management and the operation of elevators and escalators in general. **Starts Clean Partners Co., Ltd. (a consolidated subsidiary)** provides cleaning services for office buildings, hotels and commercial facilities.

**Starts New Coast Co., Ltd. (a consolidated subsidiary)** operates and manages the facilities of the shopping center NEW COAST SHIN-URAYASU (Urayasu City, Chiba Prefecture).

**Shinozaki Station West Exit Public Interest Complex Corporation (a consolidated subsidiary)** provides facility management services for Shinozaki Twin Place, which was developed in front of Shinozaki Station, Edogawa-ku, Tokyo. **Ningyocho Public Service Co., Ltd. (a consolidated subsidiary)** provides facility management services for the Ningyocho nursery school and other complexes in Chuo-ku, Tokyo. **Anjo Private Profit-making Service Co., Ltd. (a consolidated subsidiary)** provides facility management services for private profit-making facilities in the central city area development project in Anjo City, Aichi Prefecture. **Narashino Okubo Mirai Project Co., Ltd. (a consolidated subsidiary)** provides facility management services for facilities in the public facility redevelopment project in the Okubo district of Narashino City, Chiba



Prefecture. **Higashiokazakieki Hokutogaiku Fukugo-shisetsu Co., Ltd. (a consolidated subsidiary)** operates facilities in the Higashiokazaki Station Area Northeast district effective utilization project in Aichi Prefecture. **Kumagaya Kosodateshien Hokenkyoten-shisetsu Co., Ltd. (a consolidated subsidiary)** will manage and maintain facilities in the Kumagaya City Child Rearing Support and Health Care Base Facility Development Project.

**Minamikoiwa kankyo-fudousan Project LLC (a consolidated subsidiary)** has developed energy-efficient rental housing in Minamikoiwa, Edogawa-ku, Tokyo. **Nishikamata PPP Project LLC (a consolidated subsidiary)** constructs and maintains facilities for the Tokyo Institute of Science (Nishikamata) Staff Dormitory Development and Management Project.

Our overseas subsidiaries are in 18 cities in 12 Asian countries, 8 cities in 3 North and Latin American countries, 4 cities in 3 European and Middle Eastern countries, and are engaged in real estate brokerage, rental brokerage, real estate management, rental office and serviced apartment management, etc.

#### *Real Estate Development Business*

**Starts Development Corporation (a consolidated subsidiary)** develops detached houses and medium- and high-rise residential properties in the Tokyo metropolitan area.

#### *Publishing Business*

**Starts Publishing Corporation (a consolidated subsidiary)** operates in the Media Business through platforms such as OZmall, a women's lifestyle website, and engages in the Publishing Business, producing OZmagazine, an information magazine; metromin., free publication; as well as books, e-books, and comics, primarily in the submitted novel category.

#### *Hotel and Leisure Business*

**Starts Hotel Development Corporation (a consolidated subsidiary)** operates HOTEL Emion TOKYO BAY, HOTEL Emion TOKYO BAY Emion SQUARE (Urayasu City, Chiba Prefecture), HOTEL Emion KYOTO (Shimogyo-ku, Kyoto City, Kyoto Prefecture), HOTEL Emion SAPPORO (Kita-ku, Sapporo City, Hokkaido Prefecture), HOTEL LUMIERE KASAI (Edogawa-ku, Tokyo), HOTEL LUMIERE NISHIKASAI (Edogawa-ku, Tokyo), HOTEL KEYAKI GATE TOKYO FUCHU (Fuchu City, Tokyo), HOTEL LUMIERE GRANDE NAGAREYAMA-OTAKANOMORI (Nagareyama-City, Chiba Prefecture), and HOTEL comento YOKOHAMA KANNAI (Naka-ku, Yokohama City, Kanagawa Prefecture). **Starts Naha Operations Co., Ltd. (a consolidated subsidiary)** operates OKINAWA NAHANA HOTEL & SPA (Naha-City, Okinawa Prefecture). **Starts Hotel (Cambodia) Corporation (a consolidated subsidiary)** operates HOTEL Emion PHNOM PENH in Phnom Penh, Cambodia.

**Starts Resort Co., Ltd. (a consolidated subsidiary)** operates two hot spring inns, SEIFUEN (Chikuma City, Nagano Prefecture) and Yukemuri-no-Sato Kashiwaya Ryokan (Nikko City, Tochigi Prefecture).

**Starts Kasama Golf Club Co., Ltd. (a consolidated subsidiary)** and **Starts Golf Development Co., Ltd. (a consolidated subsidiary)** operate STARTS KASAMA Golf Club (Kasama City, Ibaraki Prefecture).

**Starts Tourist Co., Ltd. (a consolidated subsidiary)** is engaged in the travel agency business.

**Starts Commercial Firm Ltd. (a consolidated subsidiary)** is engaged in the restaurant business.

#### *Elderly Assistance and Childcare Business*

**Starts Care Service Co., Ltd. (a consolidated subsidiary)** operates group homes and other facilities for the elderly and childcare facilities in mainly the Tokyo metropolitan area.

### *Finance and Consulting Business*

**Starts Securities Co., Ltd. (a consolidated subsidiary)** provides asset management consulting services, including the sale and purchase of stocks and other securities and the sale of insurance products, and **Starts Trust Co., Ltd. (a consolidated subsidiary)** is engaged in the trust business, such as land trusts and real estate trusts. **Starts S.S.I Co., Ltd. (a consolidated subsidiary)** is engaged in the insurance business.

**Pitat House Network Co., Ltd. (a consolidated subsidiary)** promotes the PITAT HOUSE franchise business and provides management guidance to 518 franchisees as of March 31, 2025, creating a network of 631 outlets, including 113 outlets directly managed by STARTS.

**Starts Asset Management Co., Ltd. (a consolidated subsidiary)** is engaged in asset management of Starts Proceed Investment Corporation, an investment corporation in real estate investment trust (listed on the Tokyo Stock Exchange), and in consulting services for PFI projects, etc.

**Starts Research Institute Inc. (a consolidated subsidiary), Starts Partners Consulting Co., Ltd. (a consolidated subsidiary), and Starts Kankyo-Fudousan Kaihatsu Fund (a consolidated subsidiary)** are engaged in consulting and other businesses.

**Starts Agency Co., Ltd. (a consolidated subsidiary)** is engaged in the advertising agency business.

**Weave Corporation (a consolidated subsidiary)** is engaged in the planning, development, operation and management of information systems, including websites, mainly within the Group.

### *Merchandising and Culture Business*

**Starts Facility Service Co., Ltd. (a consolidated subsidiary)** is engaged in the planning, manufacture, and sale of security systems for residences, including Sherlock, a card-operated entrance key.

**Starts Commercial Firm Ltd. (a consolidated subsidiary)** is engaged in the wholesaling and merchandising of housing equipment.

As for the Culture Business, **Mitsuo Aida Museum Co., Ltd. (a consolidated subsidiary)** promoting works through exhibitions and e-commerce sites, and **Hirosaki Geijutsu Souzou Co., Ltd. and Hirosaki nigiwai souzou Co., Ltd. (consolidated subsidiaries)** operate and manage Hirosaki Museum of Contemporary Art and ancillary facilities in the PFI project to develop the Yoshino-cho green space and surrounding area in Hirosaki City, Aomori Prefecture.

Among domestic consolidated subsidiaries, **Starts Publishing Corporation** is listed on the Tokyo Stock Exchange Standard Market.

The Company falls under the category of a specified listed company, etc. as stipulated in Article 49, paragraph (2) of the Cabinet Office Ordinance on Restrictions on Securities Transactions, etc. As a result, the Company will be judged based on consolidated figures with respect to the material facts of minor standard under the insider trading regulations.

## **3. Basic Approach to the Selection of Accounting Standards**

Most of the Group's stakeholders are shareholders, creditors, business partners, etc. in Japan, and there is little need for funding from overseas. Therefore, the Group has adopted Japanese accounting standards.

## 4. Consolidated Financial Statements

### (1) Consolidated Balance Sheets

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Assets</b>		
Current assets		
Cash and deposits	※ 2 94,037	※ 2 99,085
Accounts receivable - trade, and contract assets	※ 2 20,410	※ 2 14,930
Real estate for sale	※ 4 3,563	※ 4 8,464
Real estate for sale in process	※ 2 11,967	※ 2 20,770
Costs on construction contracts in progress	2,022	2,319
Prepaid expenses	2,414	2,314
Other	13,497	10,036
Allowance for doubtful accounts	(373)	(484)
Total current assets	147,540	157,435
Non-current assets		
Property, plant and equipment		
Buildings and structures	85,497	86,919
Accumulated depreciation	(28,353)	(30,640)
Buildings and structures, net	※ 2, ※ 4 57,143	※ 2, ※ 4 56,279
Machinery, equipment and vehicles	10,714	10,931
Accumulated depreciation	(8,729)	(8,834)
Machinery, equipment and vehicles, net	1,985	2,097
Land	※ 2, ※ 4 75,065	※ 4 73,831
Other	12,438	14,695
Accumulated depreciation	(8,460)	(9,158)
Other, net	3,978	5,537
Total property, plant and equipment	138,172	137,745
Intangible assets		
Software	2,259	2,767
Software in progress	2,061	2,324
Goodwill	652	393
Other	65	65
Total intangible assets	5,038	5,551
Investments and other assets		
Investment securities	※ 1, ※ 2 15,834	※ 1, ※ 2 13,920
Long-term loans receivable	※ 1 309	※ 1 307
Long-term prepaid expenses	929	792
Deferred tax assets	1,887	2,591
Other	14,733	15,637
Allowance for doubtful accounts	(194)	(192)
Allowance for investment loss	(143)	(143)
Total investments and other assets	33,356	32,915
Total non-current assets	176,568	176,211
Total assets	324,109	333,647

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
<b>Liabilities</b>		
Current liabilities		
Accounts payable-trade and accounts payable for construction contracts	22,198	20,731
Short-term borrowings	8,379	7,194
Current portion of long-term borrowings	※ 2 14,256	※ 2 16,226
Income taxes payable	6,157	6,820
Contract liabilities	13,259	14,523
Accrued expenses	1,728	1,324
Provision for bonuses	3,064	3,204
Provision for point card certificates	363	354
Deposits received from the tenant of an apartment	15,433	16,481
Other	8,774	8,653
Total current liabilities	93,615	95,514
Non-current liabilities		
Long-term borrowings	※ 2 50,797	※ 2 46,226
Provision for retirement benefits for directors (and other officers)	1,126	1,174
Provision for warranties for completed construction	1,176	700
Provision for loss on lease business	319	300
Deferred tax liabilities for land revaluation reserve	573	589
Retirement benefit liability	263	276
Asset retirement obligations	3,201	3,405
Other	7,716	7,220
Total non-current liabilities	65,175	59,893
Total liabilities	158,790	155,408
<b>Net assets</b>		
Shareholders' equity		
Share capital	11,039	11,039
Capital surplus	6,545	6,564
Retained earnings	144,836	163,688
Treasury shares	(8,173)	(13,081)
Total shareholders' equity	154,247	168,210
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	3,352	2,045
Revaluation reserve for land	※ 3 1,253	※ 3 1,237
Foreign currency translation adjustment	212	884
Remeasurements of defined benefit plans	3,089	2,371
Total accumulated other comprehensive income	7,908	6,538
Non-controlling interests	3,162	3,489
Total net assets	165,318	178,239
Total liabilities and net assets	324,109	333,647

**(2) Consolidated Statements of Income and Comprehensive Income**  
**Consolidated Statements of income**

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net sales	※ 1 233,408	※ 1 232,978
Cost of sales	159,889	155,398
Gross profit	73,518	77,579
Selling, general and administrative expenses	※ 2 43,020	※ 2 44,956
Operating profit	30,498	32,622
Non-operating income		
Interest income	185	433
Dividend income	494	486
Foreign exchange gains	1,741	—
Subsidy income	266	347
Other	628	279
Total non-operating income	3,317	1,546
Non-operating expenses		
Interest expenses	233	408
Provision of allowance for doubtful accounts	44	—
Foreign exchange losses	—	232
Other	140	123
Total non-operating expenses	419	764
Ordinary profit	33,396	33,404
Extraordinary income		
Gain on sale of non-current assets	※ 3 20	※ 3 2,945
Gain on sale of investment securities	31	94
Other	15	—
Total extraordinary income	68	3,039
Extraordinary losses		
Loss on sale of non-current assets	※ 4 2	※ 4 —
Loss on retirement of non-current assets	※ 5 154	※ 5 358
Impairment losses	※ 6 0	※ 6 0
Other	27	46
Total extraordinary losses	184	405
Profit before income taxes	33,280	36,039
Income taxes - current	10,752	11,025
Income taxes - deferred	(82)	104
Total income taxes	10,670	11,129
Profit	22,609	24,909
Profit attributable to non-controlling interests	513	634
Profit attributable to owners of parent	22,095	24,274

**Consolidated Statements of Comprehensive Income**

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit	22,609	24,909
Other comprehensive income		
Valuation difference on available-for-sale securities	(95)	(1,312)
Revaluation reserve for land	—	(16)
Foreign currency translation adjustment	(76)	671
Remeasurements of defined benefit plans, net of tax	2,589	(717)
Total other comprehensive income	2,417	(1,374)
Comprehensive income	25,026	23,534
Comprehensive income attributable to		
Owners of parent	24,468	22,903
Non-controlling interests	558	630

**(3) Consolidated Statements of Changes in Net Assets****Fiscal year ended March 31, 2024**

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	11,039	6,417	127,700	(8,173)	136,984
Changes during period					
Dividends of surplus			(4,960)		(4,960)
Profit attributable to owners of parent			22,095		22,095
Purchase of treasury shares				(0)	(0)
Disposal of treasury shares		0		0	0
Change in ownership interest of parent due to transactions with non-controlling interests		128			128
Increase in retained earnings due to exclusion of subsidiaries from consolidation					—
Reversal of revaluation reserve for land					—
Net changes in items other than shareholders' equity					—
Total changes during period	—	128	17,135	(0)	17,262
Balance at end of period	11,039	6,545	144,836	(8,173)	154,247

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	3,468	1,253	289	523	5,535	2,566	145,086
Changes during period							
Dividends of surplus					—		(4,960)
Profit attributable to owners of parent					—		22,095
Purchase of treasury shares					—		(0)
Disposal of treasury shares					—		0
Change in ownership interest of parent due to transactions with non-controlling interests					—		128
Increase in retained earnings due to exclusion of subsidiaries from consolidation					—		—
Reversal of revaluation reserve for land					—		—
Net changes in items other than shareholders' equity	(116)		(76)	2,565	2,372	596	2,969
Total changes during period	(116)	—	(76)	2,565	2,372	596	20,232
Balance at end of period	3,352	1,253	212	3,089	7,908	3,162	165,318

**Fiscal year ended March 31, 2025**

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	11,039	6,545	144,836	(8,173)	154,247
Changes during period					
Dividends of surplus			(5,456)		(5,456)
Profit attributable to owners of parent			24,274		24,274
Purchase of treasury shares				(4,907)	(4,907)
Disposal of treasury shares					—
Change in ownership interest of parent due to transactions with non-controlling interests		18			18
Increase in retained earnings due to exclusion of subsidiaries from consolidation			36		36
Reversal of revaluation reserve for land			(0)		(0)
Net changes in items other than shareholders' equity					—
Total changes during period	—	18	18,852	(4,907)	13,963
Balance at end of period	11,039	6,564	163,688	(13,081)	168,210

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	3,352	1,253	212	3,089	7,908	3,162	165,318
Changes during period							
Dividends of surplus					—		(5,456)
Profit attributable to owners of parent					—		24,274
Purchase of treasury shares					—		(4,907)
Disposal of treasury shares					—		—
Change in ownership interest of parent due to transactions with non-controlling interests					—		18
Increase in retained earnings due to exclusion of subsidiaries from consolidation					—		36
Reversal of revaluation reserve for land					—		(0)
Net changes in items other than shareholders' equity	(1,307)	(16)	671	(717)	(1,369)	326	(1,042)
Total changes during period	(1,307)	(16)	671	(717)	(1,369)	326	12,920
Balance at end of period	2,045	1,237	884	2,371	6,538	3,489	178,239



**(4) Consolidated Statements of Cash Flows**

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
<b>Cash flows from operating activities</b>		
Profit before income taxes	33,280	36,039
Depreciation	6,096	6,740
Impairment losses	0	0
Loss (gain) on sale and retirement of property, plant and equipment	136	(2,586)
Increase (decrease) in allowance for doubtful accounts	(40)	109
Increase (decrease) in provision for bonuses	74	140
Increase (decrease) in net defined benefit asset and liability	(3,764)	(130)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	75	47
Interest and dividend income	(680)	(919)
Interest expenses	233	408
Foreign exchange losses (gains)	(1,741)	232
Decrease (increase) in accounts receivable - trade, and contract assets	(4,235)	5,480
Decrease (increase) in inventories	(3,786)	(14,152)
Increase (decrease) in trade payables	3,306	(1,494)
Increase (decrease) in contract liabilities	499	1,065
Increase (decrease) in accrued consumption taxes	(458)	(273)
Decrease (increase) in other current assets	(3,176)	3,774
Increase (decrease) in other current liabilities	1,886	845
Other, net	7,454	598
<b>Subtotal</b>	<b>35,159</b>	<b>35,924</b>
Interest and dividends received	674	834
Interest paid	(237)	(434)
Income taxes paid	(9,866)	(10,409)
<b>Net cash provided by (used in) operating activities</b>	<b>25,730</b>	<b>25,915</b>
<b>Cash flows from investing activities</b>		
Payments into time deposits	(1,250)	(3,436)
Proceeds from withdrawal of time deposits	887	348
Purchase of property, plant and equipment	(16,019)	(7,401)
Proceeds from sale of property, plant and equipment	79	3,797
Purchase of intangible assets	(1,856)	(1,772)
Purchase of investment securities	(3,600)	(1,397)
Proceeds from sale of investment securities	1,398	1,413
Loan advances	(31)	(34)
Proceeds from collection of loans receivable	36	39
Purchase of insurance funds	(313)	(272)
Other, net	(101)	(55)
<b>Net cash provided by (used in) investing activities</b>	<b>(20,772)</b>	<b>(8,769)</b>

(Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	405	(1,000)
Proceeds from long-term borrowings	24,300	13,762
Repayments of long-term borrowings	(16,921)	(16,549)
Dividends paid	(4,952)	(5,457)
Dividends paid to non-controlling interests	(62)	(387)
Purchase of treasury shares	(0)	(4,907)
Payments from withdrawal of investments deposits in silent partnership	—	(848)
Other, net	259	112
Net cash provided by (used in) financing activities	3,027	(15,275)
Effect of exchange rate change on cash and cash equivalents	569	33
Net increase (decrease) in cash and cash equivalents	8,555	1,904
Cash and cash equivalents at beginning of period	78,485	86,878
Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation	(162)	—
Cash and cash equivalents at end of period	※ 86,878	※ 88,782

## 5. Notes to Consolidated Financial Statements

### Notes on Going Concern Assumptions

Not applicable.

### Notes on Changes in Accounting Policies

Application of the Accounting Standards for Current Income Tax and others

The Company has applied the Accounting Standard for Current Income Tax (ASBJ Statement No. 27, October 28, 2022; hereinafter referred to as the "Revised Accounting Standard 2022") and others since the beginning of the current fiscal year under review.

The revision of the classification of income taxes (taxation on other comprehensive income) is in accordance with the transitional treatment provided in the proviso to Paragraph 20-3 of the Revised Accounting Standard 2022 and the transitional treatment provided in the proviso to Paragraph 65-2 (2) of the "Implementation Guidance on Accounting Standard for Tax Effect Accounting" (ASBJ Guidance No. 28, October 28, 2022; hereinafter referred to as the "Revised Implementation Guidance 2022"). The change in accounting policy has no impact on the current consolidated financial statements.

In addition, the Company has applied the Revised Implementation Guidance 2022 from the beginning of the current fiscal year to the revision related to the review of the treatment in the consolidated financial statements in the case of deferring, for tax purposes, the gain or loss on the sale of shares of subsidiaries among consolidated companies. This change in accounting policy has been applied retroactively, and consolidated financial statements for the previous fiscal year have been prepared after the retrospective application.

The change in accounting policy had no impact on the consolidated financial statements for the previous fiscal year.

**Relationship of Consolidated Balance Sheets**

\*1 Investments in unconsolidated subsidiaries and affiliated companies are as follows. (Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Investment securities (stocks)	760	625
Long-term loans receivable	289	292

\*2 Collateralized assets and liabilities

Assets pledged as collateral are as follows. (Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Cash and deposits	187	209
Accounts receivable	1,030	938
Buildings and structures	1,449	599
Land	440	-
Investment securities	44	44
Total	3,151	1,790

Secured liabilities are as follows. (Millions of yen)

	As of March 31, 2024	As of March 31, 2025
Current portion of long-term borrowings	163	139
Long-term borrowings	2,414	1,306
Total	2,577	1,446

\*3 Based on the Act on Revaluation of Land (Act No. 34 promulgated on March 31, 1998), the Company revalues land for business use. The tax equivalent of the valuation difference is recorded as deferred tax liabilities for land revaluation in the liabilities section, and the amount obtained by deducting the tax equivalent is recorded as revaluation reserve for land in the net assets section.

- Method of revaluation... Land prices are calculated based on the street value provided for in Article 2, Item 4 of the Order for Enforcement of the Act on Revaluation of Land (Cabinet Order No. 119 issued on March 31, 1998) and the assessed value of fixed assets tax provided for in Article 2, Item 3 of the same Article, adjusted for the value in depth, adjusted at the time of appraisal, etc. In addition, land prices are calculated based on the appraisal by a real estate appraiser provided for in Article 2, Item 5 of the same Article, adjusted at the time of appraisal, etc.
- Date of revaluation: March 31, 2000

(Millions of yen)

	As of March 31, 2024	As of March 31, 2025
The difference between the market value of the revalued land at the end of the period and the book value after the revaluation	(1,345)	(1,230)
Rental properties of the above difference	(6)	(8)

**\*4 Property, plant, and equipment for which the purpose of holding has been changed****Previous consolidated fiscal year**

Of property, plant and equipment, the purpose of holding 1,793 million yen of buildings and structures (net), 3,439 million yen of land, and 3 million yen of other assets (net) had been changed to real estate for sale in the previous fiscal year.

Some of these assets had been sold in the previous fiscal year, the amount of which had been recorded as cost of sales.

**Current Consolidated Fiscal Year**

Of property, plant and equipment, the purpose of holding 256 million yen of buildings and structures (net), 487 million yen of land has been changed to real estate for sale in the current fiscal year.

**Relationship with Consolidated Statements of Income****\*1 Revenue from contracts with customers**

Net sales are not presented separately for revenue from contracts with customers and other revenue.

The amount of revenue from contracts with customers is presented in 4. Consolidated Financial Statements, (5) Notes to Consolidated Financial Statements (Segment Information), 3. Information on net sales, operating profit or loss, assets and other items by the reportable segments.

**\*2 The major items and amounts of selling, general and administrative expenses are as follows.**

(Millions of yen)

	Fiscal year ended March 31,2024	Fiscal year ended March 31,2025
Salary allowance	13,637	14,105
Advertising expenses	3,813	4,242
Depreciation	1,460	1,402
Provision of reserve for directors' retirement benefits	97	91
Provision of reserves for bonuses	1,925	2,050
Retirement benefit expenses	313	(547)

**\*3 The details of gain on sales of non-current assets are as follows.**

(Millions of yen)

	Fiscal year ended March 31,2024	Fiscal year ended March 31,2025
Buildings and structures	19	2,945
Machinery, equipment and vehicles	0	—
Other	—	0
Total	20	2,945

**\*4 The details of loss on sales of non-current assets are as follows.**

(Millions of yen)

	Fiscal year ended March 31,2023	Fiscal year ended March 31,2024
Buildings and structures	0	—
Machinery, equipment and vehicles	2	—
Other	0	—
Total	2	—

\*5 The details of loss on retirement of non-current assets are as follows. (Millions of yen)

	Fiscal year ended March 31,2024	Fiscal year ended March 31,2025
Buildings and structures	120	162
Machinery, equipment and vehicles	23	25
Other	10	171
Total	154	358

\*6 Impairment loss

The Group recorded impairment losses on the following asset groups.

As a rule, the Group's assets are grouped based on the smallest unit that generates cash flows that are largely independent of the cash flows of the asset groups. Idle assets are grouped by individual assets.

The fiscal year ended March 31, 2024

The book values of the following two real estate properties whose profitability significantly declined due to continuous declines in land prices and cash flows, such as long-held business land and idle land, were reduced to their recoverable values, and the amount of the reduction was recorded as an impairment loss (0 million yen) in extraordinary losses.

Region	Primary Use	Type	Impairment loss (Millions of yen)
Metropolitan area	One site of business	Land	0
Kansai	One site of business	Land	0

The recoverable amount of the asset group is measured by the net selling price, which is calculated based on certain appraised values and indicators that are considered to appropriately reflect market prices.

The fiscal year ended March 31, 2025

The book values of the following two real estate properties whose profitability significantly declined due to continuous declines in land prices and cash flows, such as long-held business land and idle land, were reduced to their recoverable values, and the amount of the reduction was recorded as an impairment loss (0 million yen) in extraordinary losses.

Region	Primary Use	Type	Impairment loss (Millions of yen)
Metropolitan area	One site of business	Land	0
Kansai	One site of business	Land	0

The recoverable amount of the asset group is measured by the net selling price, which is calculated based on certain appraised values and indicators that are considered to appropriately reflect market prices.

**Relationship with Consolidated Statements of Changes in Net Assets**

Fiscal year ended March 31, 2024

## 1. Class and total number of issued shares and class and total number of treasury shares

	Number of shares at the beginning of the fiscal year under review (shares)	Increase in number of shares during the fiscal year under review (shares)	Decrease in number of shares during the fiscal year under review (shares)	Number of shares at the end of the fiscal year under review (shares)
Outstanding shares				
Common stock	53,998,205	–	–	53,998,205
Total	53,998,205	–	–	53,998,205
Treasury stock				
Common stock (Note)	4,331,046	184	3,956	4,327,274
Total	4,331,046	184	3,956	4,327,274

Notes: 1. The increase of 184 shares of common stock in treasury stock was due to the purchase of 184 shares of less than one unit of common stock.

2. The decrease of 3,956 shares of treasury stock of common stock is due to the decrease of 3,949 shares attributable to the Company due to the change in the ownership of consolidated subsidiaries and the decrease of 7 shares due to the additional purchase of shares less than one unit.

2. Stock Acquisition Rights and Treasury Stock Acquisition Rights  
Not applicable

## 3. Matters Concerning Dividends

## (1) Dividends paid

(Resolutions)	Type of shares	Total amount of dividends (Millions of yen)	Cash dividends per share (yen)	Reference date	Effective Date
May 8, 2023 Board of directors	Common stock	2,543	50	March 31, 2023	June 30, 2023
November 2, 2023 Board of directors	Common stock	2,543	50	September 30, 2023	December 1, 2023

## (2) Dividends whose record date belongs to the current consolidated fiscal year and whose effective date belongs to the following consolidated fiscal year

(Resolutions)	Type of shares	Total amount of dividends (Millions of yen)	Source of dividends	Cash dividends per share (yen)	Reference date	Effective Date
May 10, 2024 Board of directors	Common stock	2,797	Retained earnings	55	March 31, 2024	June 27, 2024

(Note) The dividend per share includes a commemorative dividend of 5.00 yen per share for the 55th anniversary of the Company's founding.

The fiscal year ended March 31, 2025

1. Class and total number of issued shares and class and total number of treasury shares

	Number of shares at the beginning of the fiscal year under review (shares)	Increase in number of shares during the fiscal year under review (shares)	Decrease in number of shares during the fiscal year under review (shares)	Number of shares at the end of the fiscal year under review (shares)
Outstanding shares				
Common stock	53,998,205	–	–	53,998,205
Total	53,998,205	–	–	53,998,205
Treasury stock				
Common stock (Note)	4,327,274	1,500,390	1,613	5,826,051
Total	4,327,274	1,500,390	1,613	5,826,051

Notes: 1. The increase of 1,500,390 shares of common stock in treasury stock is due to the acquisition of 1,500,000 shares of treasury stock by resolution of the Board of Directors and the purchase of 390 shares of shares less than one unit.

2. The decrease of 1,613 shares in treasury stock of common stock is due to the decrease of 1,613 shares attributable to the Company due to the change in equity of consolidated subsidiaries.

2. Stock Acquisition Rights and Treasury Stock Acquisition Rights  
Not applicable

3. Matters Concerning Dividends

(1) Dividends paid

(Resolutions)	Type of shares	Total amount of dividends (Millions of yen)	Cash dividends per share (yen)	Reference date	Effective Date
May 10, 2024 Board of directors	Common stock	2,797	55	March 31, 2024	June 27, 2024
November 8, 2024 Board of directors	Common stock	2,797	55	September 30, 2024	December 2, 2024

(Note) The dividend per share resolved by the Board of Directors on May 10, 2024, includes a commemorative dividend of 5.00 yen per share for the 55th anniversary of the Company's founding.

(2) Dividends whose record date belongs to the current consolidated fiscal year and whose effective date belongs to the following consolidated fiscal year

(Resolutions)	Type of shares	Total amount of dividends (Millions of yen)	Source of dividends	Cash dividends per share (yen)	Reference date	Effective Date
May 8, 2025 Board of directors	Common stock	3,208	Retained earnings	65	March 31, 2025	June 30, 2025

**Relationship of Consolidated Statements of Cash Flows**

\* The relationship between the year-end balance of cash and cash equivalents and the amounts in the accounts listed on the consolidated balance sheet (Millions of yen)

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Cash and deposits account	94,037	99,085
Time deposits with maturity of more than three months	(7,159)	(10,302)
Cash and cash equivalents	86,878	88,782



## Segment Information

### *Segment Information*

#### 1. Overview of Reportable Segments

The Company's reportable segments are components of the Company for which separate financial information is available and which are subject to periodic review by the Board of Directors for the purpose of determining the allocation of management resources and evaluating performance.

As a holding company, the Company functions as the Group's headquarters and also supports the businesses of each company, and each operating company is responsible for the following businesses depending on the products and services it handles: Construction Business, Rental Brokerage Business, Real Estate Brokerage Business, Real Estate Management Business, Real Estate Development Business, Publishing Business, Hotel and Leisure Business, Elderly Assistance and Childcare Business, Finance and Consulting Business, and Merchandising and Culture Business.

Accordingly, the Company is composed of segments by the products and services handled and has 10 reportable segments: Construction Business, Rental Brokerage Business, Real Estate Brokerage Business, Real Estate Management Business, Real Estate Development Business, Publishing Business, Hotel and Leisure Business, Elderly Assistance and Childcare Business, Finance and Consulting Business, and Merchandising and Culture Business.

The Construction Business is engaged in construction of rental housing and custom-built detached houses on a build-to-order basis. The Rental Brokerage Business is engaged in real estate rental brokerage. The Real Estate Brokerage Business is engaged in real estate brokerage. The Real Estate Management Business manages and leases real estate. The Real Estate Development Business develops and sells houses and other properties. The Publishing Business is engaged in publishing and the Hotel and Leisure Business is engaged in the hotel and inn business, the travel agency business, and restaurant management. The Elderly Assistance and Childcare Business provides nursing care services, senior citizen assistance housing, and childcare services, and the Finance and Consulting Business provides real estate store management guidance, securities, investment corporation management, trust, insurance, consulting, and other services. The Merchandising and Culture Business is engaged in the sale of locks and keys for the security business and the operation of art museums for the Culture Business.

#### 2. Method for Calculating Amounts of Net Sales, Profit or Loss, Assets and Other Items by Reportable Segment

The accounting method of the business segments reported is in accordance with the accounting policies adopted to prepare consolidated financial statements, and income for a reported segment is operating income. Intersegment sales or transfers are mainly based on current market prices.

## 3. Information on net sales, operating profit or loss, assets and other items by the reportable segments

The fiscal year ended March 31, 2024

(Millions of yen)

	Construction Business	Rental Brokerage Business	Real Estate Brokerage Business	Real Estate Management Business	Real Estate Development Business	Publishing Business	Hotel and Leisure Business
Net sales							
Revenue from contracts with customers	77,208	7,879	7,666	54,811	8,954	7,885	12,595
Other income	—	—	—	35,699	—	—	—
Net sales to external customers	77,208	7,879	7,666	90,510	8,954	7,885	12,595
Intersegment of net sales and transfer	7,819	1,778	25	3,713	1,080	456	384
Total	85,027	9,658	7,692	94,223	10,034	8,341	12,980
Segment profit	6,925	2,495	2,830	12,553	491	2,221	1,222
Segment assets	43,324	8,271	4,136	123,362	16,572	10,028	59,295
Other items							
Depreciation expense	130	170	32	2,650	104	70	1,939
Amortization of goodwill	—	11	12	218	—	—	—
Investments in equity affiliates	—	—	—	—	—	—	—
Increase in property, plant and equipment and intangible assets	173	194	51	6,594	91	79	7,623

	Elderly Assistance and Childcare Business	Finance and Consulting Business	Merchandising and Culture Business	Total	Elimination /Corporate	Amount recorded in the consolidated financial statements (Note) 2
Net sales						
Revenue from contracts with customers	11,616	5,711	911	195,240	—	195,240
Other income	—	2,468	—	38,167	—	38,167
Net sales to external customers	11,616	8,179	911	233,408	—	233,408
Intersegment of net sales and transfer	4	3,692	7,501	26,458	(26,458)	—
Total	11,621	11,872	8,413	259,867	(26,458)	233,408
Segment profit	593	1,709	175	31,220	(721)	30,498
Segment assets	8,079	16,548	4,455	294,076	30,032	324,109
Other items						
Depreciation expense	223	448	36	5,808	288	6,096
Amortization of goodwill	—	—	15	259	—	259
Investments in equity affiliates	—	0	—	0	—	0
Increase in property, plant and equipment and intangible assets	456	1,602	24	16,892	(641)	16,251

(Notes) 1. The adjustments(Elimination/Corporate) are as follows.

- (1) Adjustments to segment profit are eliminations of inter-segment transactions.
- (2) Adjustments of segment assets are mainly assets related to management operations of the entire Group that are not attributable to any reporting segment.
- (3) Among the adjustments related to depreciation, the main one is depreciation of facilities related to management operations of the entire Group that are not attributable to any reportable segment.
- (4) Adjustments for increases in property, Plant and equipment and intangible assets mainly consist of capital expenditures for facilities related to management operations of the Group as a whole that are not attributable to reportable segments and the elimination of unrealized gains and losses on fixed assets.
- (5) Depreciation and amortization and the increase in property, plant and equipment and intangible assets include long-term prepaid expenses and related amortization expenses.

## 2. Segment profit is reconciled with operating income in the consolidated statements of income

The fiscal year ended March 31, 2025

(Millions of yen)

	Construction Business	Rental Brokerage Business	Real Estate Brokerage Business	Real Estate Management Business	Real Estate Development Business	Publishing Business	Hotel and Leisure Business
Net sales							
Revenue from contracts with customers	71,369	8,591	8,422	58,413	2,975	8,530	15,601
Other income	—	—	—	36,813	—	—	—
Net sales to external customers	71,369	8,591	8,422	95,226	2,975	8,530	15,601
Intersegment of net sales and transfer	7,497	1,840	80	4,245	52	438	440
Total	78,866	10,432	8,503	99,472	3,027	8,969	16,042
Segment profit(loss)	6,389	2,852	3,227	13,353	(227)	2,598	2,171
Segment assets	42,504	8,859	4,656	129,098	27,735	11,556	61,356
Other items							
Depreciation expense	140	236	38	2,475	113	68	2,559
Amortization of goodwill	—	9	14	218	—	—	—
Investments in equity affiliates	—	—	—	—	—	—	—
Increase in property, plant and equipment and intangible assets	228	291	171	6,782	6	57	684

	Elderly Assistance and Childcare Business	Finance and Consulting Business	Merchandising and Culture Business	Total	Elimination /Corporate	Amount recorded in the consolidated financial statements (Note) 2
Net sales						
Revenue from contracts with customers	12,444	6,326	892	193,567	—	193,567
Other income	—	2,596	—	39,410	—	39,410
Net sales to external customers	12,444	8,923	892	232,978	—	232,978
Intersegment of net sales and transfer	0	4,459	6,690	25,747	(25,747)	—
Total	12,445	13,382	7,582	258,725	(25,747)	232,978
Segment profit(loss)	605	2,026	205	33,202	(580)	32,622
Segment assets	8,597	16,956	4,148	315,468	18,178	333,647
Other items						
Depreciation expense	238	583	35	6,489	250	6,740
Amortization of goodwill	—	—	15	259	—	259
Investments in equity affiliates	—	0	—	0	—	0
Increase in property, plant and equipment and intangible assets	180	1,315	28	9,745	(240)	9,505

(Notes) 1. The adjustments(Elimination/Corporate) are as follows.

- (1) Adjustments to segment profit(loss) are eliminations of inter-segment transactions.
- (2) Adjustments of segment assets are mainly assets related to management operations of the entire Group that are not attributable to any reporting segment.
- (3) Among the adjustments related to depreciation, the main one is depreciation of facilities related to management operations of the entire Group that are not attributable to any reportable segment.
- (4) Adjustments for increases in property, Plant and equipment and intangible assets mainly consist of capital expenditures for facilities related to management operations of the Group as a whole that are not attributable to reportable segments and the elimination of unrealized gains and losses on fixed assets.
- (5) Depreciation and amortization and the increase in property, plant and equipment and intangible assets include long-term prepaid expenses and related amortization expenses.

2. Segment income(loss) is reconciled with operating income in the consolidated statements of income.

### Per share of common stock

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Net assets per share	3,264.60	3,627.61
Profit per share	444.84	492.15

Notes: 1. Fully diluted profit per share is not stated since the Company does not have residual securities.

2. The basis for calculation of net assets per share is as follows:

	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025
Profit per share		
Profit attributable to owners of parent(Millions of yen)	22,095	24,274
Profit not attributable to Common shareholders(Millions of yen)	—	—
Profit related to common stock attributable to owners of parent (Millions of yen)	22,095	24,274
Average number of shares of stock outstanding during the fiscal year(shares)	49,670,989	49,323,075

### Significant subsequent events

Not applicable.