

Growth Strategies to Enhance Corporate Value

A.D.Works Group Co., Ltd.

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Disclaimer

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01 Introduction: Background to Revision of Growth Strategies

In February 2025, we announced our Growth Strategies to Enhance Corporate Value, and from then onward we promoted various measures to achieve ROE of between 13 and 14% by FY2027. In FY2025, however, business progress and profitability improvements exceeded our plans, and as a result, **we achieved ROE of 16.9% and hit our target ahead of schedule**.

Moreover, the **income before income taxes target of 3.0 billion yen** we set forth in the Second Medium-Term Management Plan (FY2024–FY2026) **was also achieved in FY2025**, and so we recognize the need to clearly state our next growth path to our shareholders and investors.

On the other hand, due to impacts from the FY2026 Tax Reform Proposals announced on December 19, 2025, there is the possibility that demand for small-lot real estate products, which we have positioned as a growth driver, could decline in the short term. In consideration of these impacts, we anticipate ROE of 14.5% in FY2026.
However, we will maintain the quantitative target in our long-term vision—20 billion yen in income before income taxes and a 40% BtoC market share by 2034—and plan for further growth from FY2027 onward.

In line with these circumstances, we have decided **to revise our existing growth strategies in FY2026, positioning the year as a phase for flexible adjustment to external environmental changes**. In addition, we will build the foundation for further corporate value improvements in the Third Medium-Term Management Plan (from FY2027 onward).

We look forward to your ongoing support as we aim to respond to the expectations of our stakeholders and society and take on the challenge of further improving our corporate value.



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CHAPTER 1

FY2026 Growth Strategies （Business Plan）

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02 Assessment of Impacts from the FY2026 Tax Reform Proposals

On December 19, 2025, we disclosed **"Notice Concerning 2026 Tax Reform and the Company's Growth Strategies."**Although we anticipate short-term impacts from the FY2026 Tax Reform Proposals, **we will steadily maintain and strengthen our medium- to long-term growth trajectory and aim for sustainable corporate value improvements.**

Impacts from tax reforms

- Planned changes to valuation methods under the Inheritance Tax Act in small-lot real estate products
- Potential for a certain decline in sales from the small-lot real estate business compared to FY2025 (235 billion yen)

Renewal of growth strategies

① Review of small-lot real estate business policy

- Although we expect a temporary decline in sales in FY2026, we expect **to maintain sound and stable demand**
- We anticipate a **recovery from FY2027 onward,** due to a clearer understanding of system details and progress in market understanding
- We plan to **update our medium-term plan for the business around the summer of 2026** in line with sales trends in 1H of FY2026 and a greater understanding of tax reforms

② Acceleration of growth in the office unit sales business

- We will accelerate growth in the office unit sales business that began in FY25 and **aim for 10.0 billion yen in sales in 2026 and 30.0 billion yen in 2028**
- We will **shift sales personnel from the small-lot real estate business** and eliminate the staff shortage that was a bottleneck for growth and aiming for expanded growth.

③ Strong growth in the single-building resale business

- In line with the sale of the property management business for external owners in January 2026, we will **shift around 15 employees with PM skills to product value improvement operations in the single-building resale business**. We plan to reinforce our competitive advantage and achieve stronger growth

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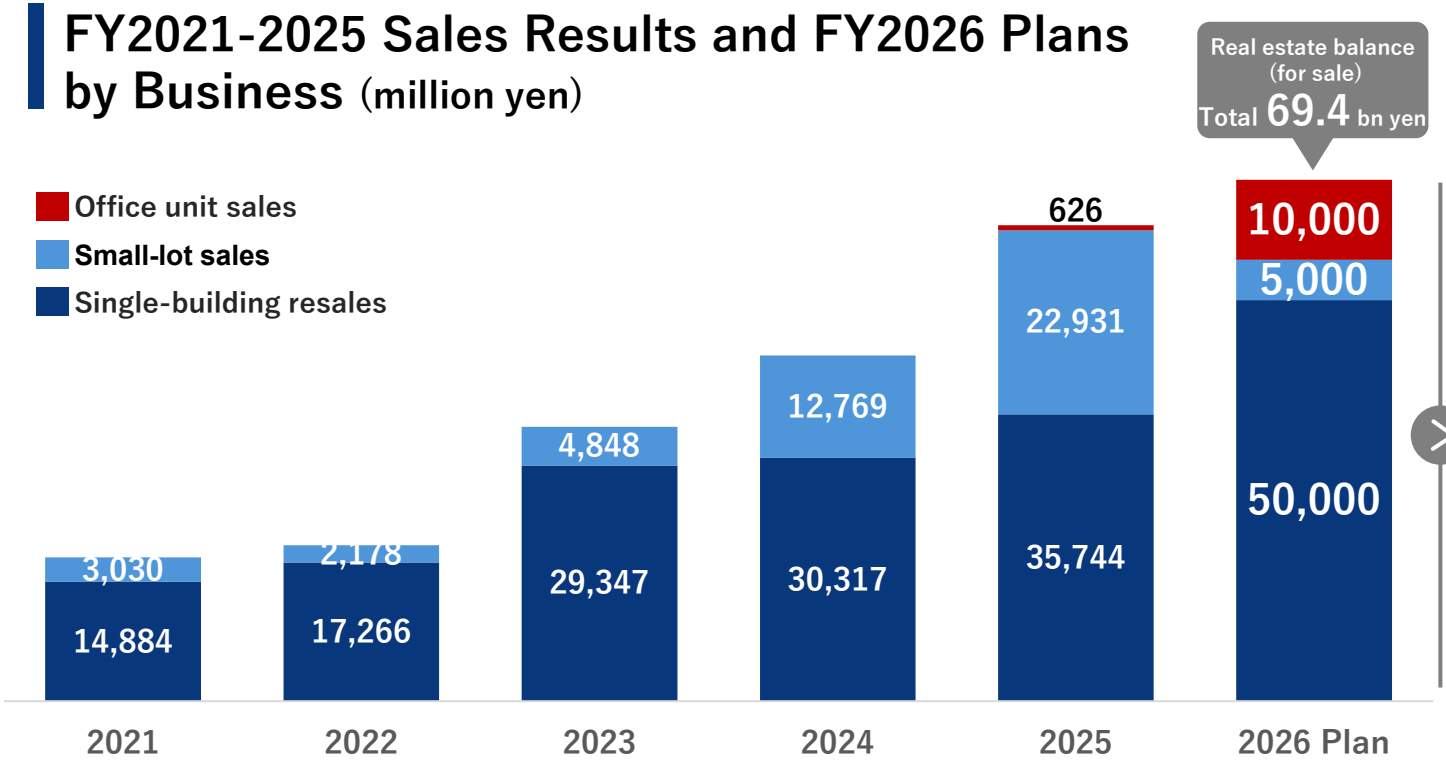
02 Reviewing growth strategies in light of tax reform

FY2021-2025 Sales Results and FY2026 Plans by Business (million yen)



*The balance of real estate for sale as of the end of December 2025 is added to the balance of real estate for sale that has been contracted or settled as of the end of January 2026, which is approximately 25.8 billion yen.

【Office unit sales : 10bn】
Aiming for dramatic growth through a shift in small-lot sales personnel

【Small-lot sales : 5bn】
Due to tax reform, FY2026 will be a period of adjustment

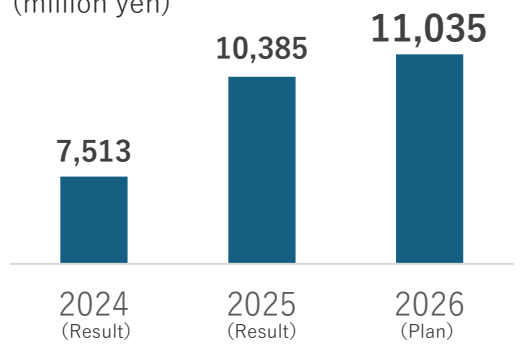
【Single-building : 50bn】
Continued strong growth through expansion in West Japan and increased staff

Upside scenario for FY2026

Small-lot sales has conservatively set a target of 5 billion yen for FY2026, taking into account the external environment (currently, customers resuming investment and financial institutions resuming customer introductions).

If the recovery in customer demand and the recovery in the operation of financial institution introductions proceeds ahead of schedule, we will consider revising the current fiscal year plan around summer 2026.

Consolidated marginal profit trend
(million yen)



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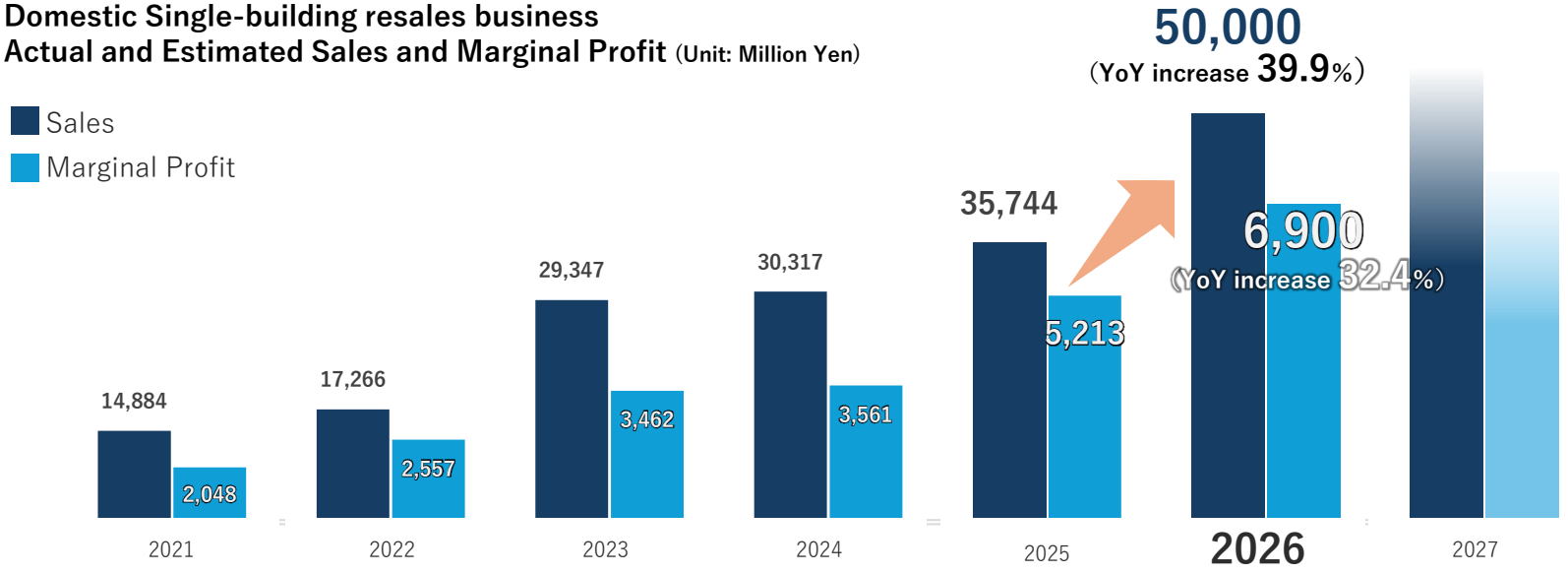
03 Single-building resale business

This core business will continue to drive our business performance and aim to improve profitability by deepening and applying core skills.

Domestic Single-building resales business
Actual and Estimated Sales and Marginal Profit (Unit: Million Yen)



- Based on our long-standing, end-to-end refurbishment sales model, we will continue to grow in FY2026.
- Expand growth through three pillars: improved capital turnover and profit margins, area expansion, and asset diversification (see page 8).
- Leveraging market tailwinds and our competitive advantages, we aim to expand our share in growing markets (see page 9).
- We have redeployed personnel following the sale of our business (PM business for external owners), improving the effectiveness of our strategy.

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Growth strategy details ～ asset business 1～

03 Single-building resale business

Significantly strengthening personnel to enhance property value
Expanding areas and diversifying assets will lead to significant growth beyond FY2026

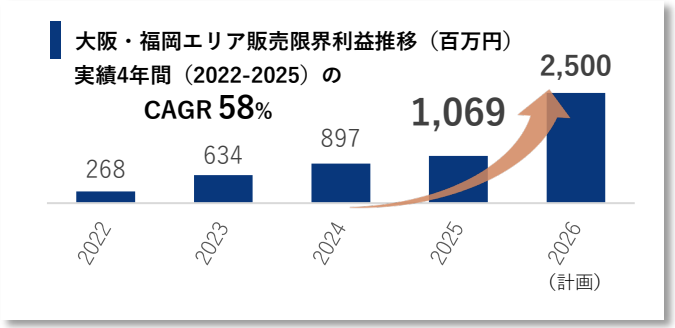
1 Improving capital turnover and profit margins

- Increase value-add speed and sales efficiency to maintain and improve capital turnover.
- Improve marginal profit margins by thoroughly implementing measures such as product planning that captures tenant needs (setup offices, etc.) and rent increase negotiations based on property value.
- Shift approximately 15 personnel with PM skills who were engaged in the "PM business for external owners," which was sold in January 2026, building an even stronger organizational foundation.



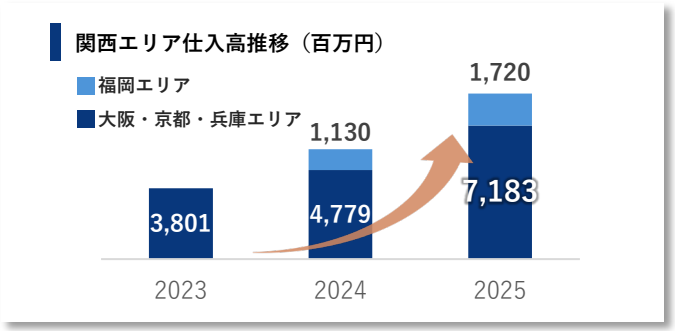
2 Area expansion

- We expanded our regeneration know-how cultivated in Tokyo to Osaka and Fukuoka, entering the market at its infancy.
- We are currently growing and expanding by gaining trust and a proven track record in our intermediary network.



3 Asset diversification

- Expanding revenue opportunities with the start of hotel operations.
- Acquired our first hotel asset in Fukuoka City's Chuo Ward, and will begin operations in October 2025 after undergoing major renovations and rebranding.
- Also promoting the development of hotel properties and the conversion of other asset properties.
- Contributing to the acceleration of new business (hotel management business).



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03 Single-building resale business

Market growth

1 Rising Demand for Real Assets in an Inflationary Environment

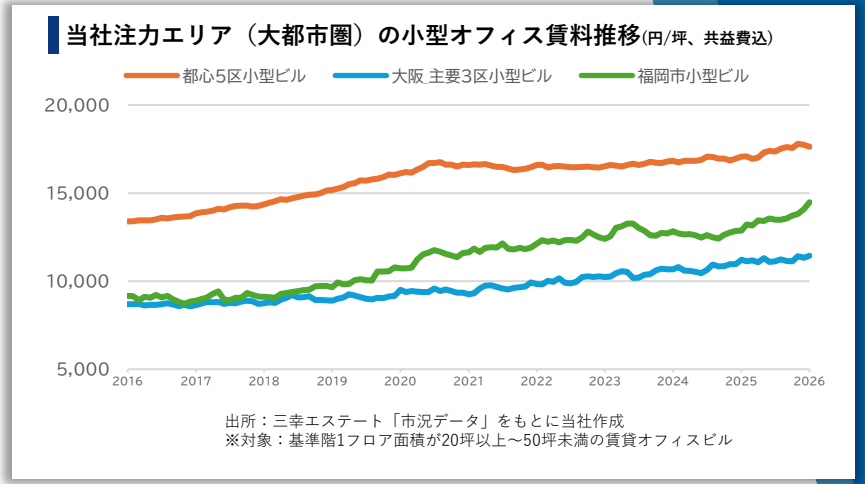
Investment activity focused on the inflation-resistance of real assets is expanding. This is also supported by a market environment that favors natural rent increases.

2 Rising Real Estate Prices Due to Rising Rents

Rising rents and property sales prices are trending upward, primarily in our focus areas (metropolitan areas), due to inflation and declining vacancy rates.

3 Demand is shifting from new construction to used real estate.

As new construction prices and supply continue to rise due to rising construction and labor costs, the used real estate market is becoming more attractive and is on an expansionary trend.



出所：三幸エステート「市況データ」をもとに当社作成
※対象：基準階1フロア面積が20坪以上～50坪未満の賃貸オフィスビル

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Competitive Advantage

1 Building a strong and stable organizational structure

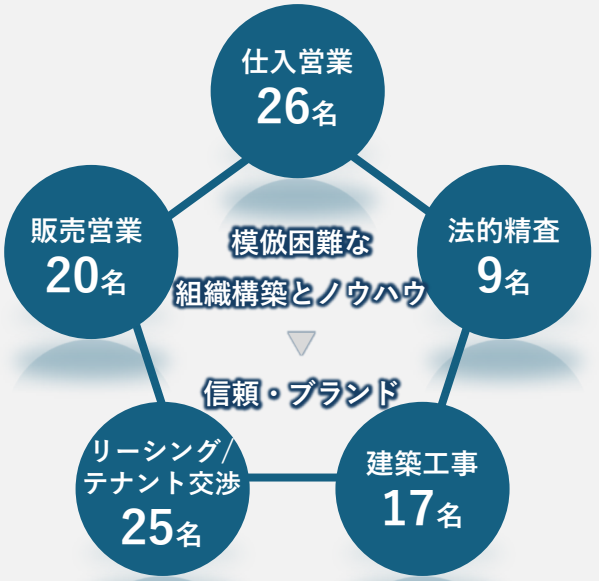
- We have a large team of specialized personnel who work closely together. Our robust system allows us to carry out the entire process of revitalizing used real estate, enabling us to promote our business continuously and stably.
- We acquire information on over 14,000 properties annually. Based on our extensive knowledge and a database of past property considerations, we quickly examine the potential value of properties.
- We verify legal defects specific to used properties and rents below market value, assuming they can be corrected, preventing lost opportunities.

2 Know-how to regenerate into high-quality investment products

- We develop optimal value-up strategies based on the property's condition and assets.
- We maximize property profitability by quickly correcting legal defects, carrying out renovations to create rent premiums, and implementing leasing and rent revisions that are in line with property value.

3 Trust and brand recognition from intermediary networks

- Our organizational strength in quickly verifying whether a transaction is feasible and then reliably executing it has built trust and a brand.
- We have ongoing business relationships with listed REITs, foreign real estate funds, and major real estate agents. We also receive many referrals from VIP clients who require transaction stability and trust.



専門組織体制（2026年2月時点）

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AFTER The common areas have been renovated to create a bright and comfortable atmosphere that is easy for individuals to use.

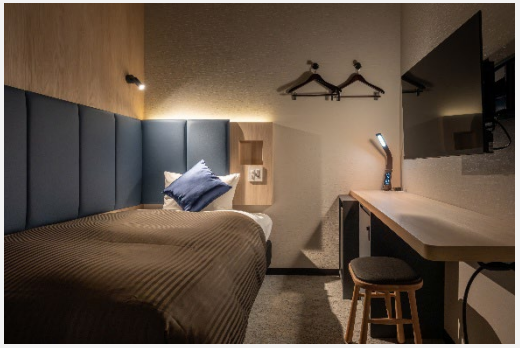
Case ① **Watanabedori, Fukuoka**

First hotel renovation in the new area

A challenge in the new area of Fukuoka. A large-scale renovation of a hotel located an eight-minute walk from Watanabedori Station, which is easily accessible from Hakata Station.The hotel, which was 15 years old and had an interior reminiscent of an old inn, underwent a major renovation to meet demand. It was rebranded as a modern hotel that is accessible to both domestic and international guests.



BEFORE The old-fashioned common area was becoming a dead space due to reduced use.



The unused hall was converted into a cabin booth.

The large banquet hall on the third floor was abolished and cabin booths were installed for individual guests. This enabled the hotel to secure reasonable accommodation demand, which was only possible with a large public bath. Profits also improved.



A new approach to the hotel makes it a comfortable place to stay

The approach and common space on the first floor have been decorated with art, making the facility an inviting place to take a peek.
A selection of comics is available, allowing guests to enjoy Japanese culture while staying here.

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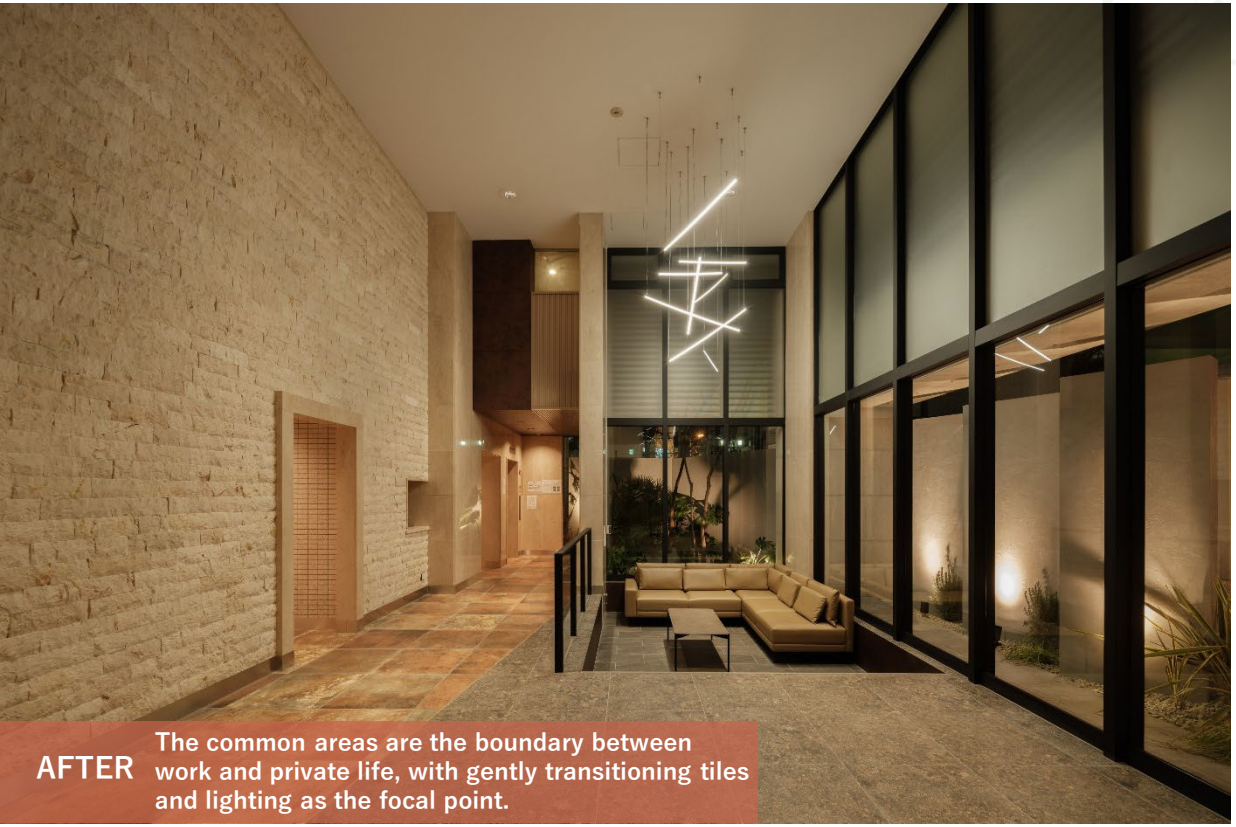


AFTER The common areas are the boundary between work and private life, with gently transitioning tiles and lighting as the focal point.

Case ②

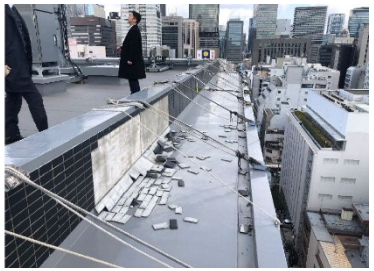
Yodoyabashi, Osaka

CASBEE® A rank

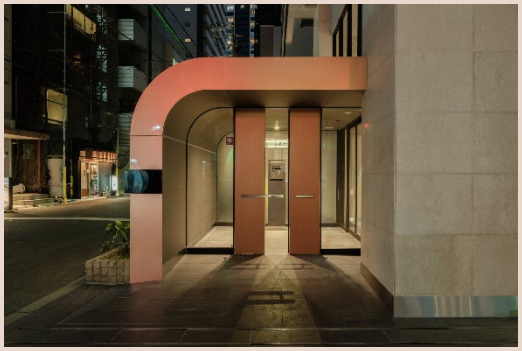
Large-scale renovation of apartment buildings

This was a large-scale renovation project for a condominium located a six-minute walk from Yodoyabashi Station in Osaka. At the time of acquisition, the property was in such a deteriorated state that it posed safety concerns, and 11 rooms were vacant. The approach and entrance were designed by TOPPAN Corporation, who significantly improved the design. The renovations were carried out with consideration for the history of the area and the fact that the property is for single residents. This was also our first CASBEE® property in the Osaka area.





BEFORE The building was 18 years old and the tiles were peeling off badly, so netting had to be installed on the exterior walls to prevent accidents.



A new approach based on the city's history and the theme of copper

The renovation was inspired by the history of Yodoyabashi, a place where copper trading was once active.
The value of the property as a residence has been greatly improved while respecting the history of both the property and the town.



The exterior walls are sprayed with a stone-like finish, shortening construction time and reducing CO_2 emissions.

Initially, a large number of tiles were planned to be fired to replace severely deteriorated tiles. However, the plan was changed to include treatment to prevent peeling and a stone-like paint on the exterior walls, giving the exterior a brighter impression.
This also led to a reduction of 80.5 tons of CO_2 emissions.

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Growth strategy details ～ asset business 2～

04 Small-lot real estate product business

FY2026 will be a correction period, but growth is expected to resume from FY2027 onwards. Investment demand for high-quality real estate fractionalization products is expected to remain strong.

- The Real Estate Fractionation business has conservatively set a target of ¥5 billion for the current fiscal year, reflecting the impact of tax reform.
- Currently, customers are reconsidering investments and introducing new products to the business, based on its reputation as a high-quality investment product.
- If customer demand and sales channel operations recover ahead of schedule, we will consider revising our current fiscal year target for around summer 2026.
- While a temporary decline in revenue is expected in FY2026, we believe that healthy and stable demand will be maintained with a high degree of certainty. With the clarification of the tax system and progress in market understanding, we expect the business to return to a recovery trajectory from FY2027 onward.

Investment benefits that remain unchanged even after tax reform

1. Invest in prime real estate in a good location starting from 5 million yen
2. No hassle in management and operation
3. Distribution is possible for each number of shares, streamlining asset succession

Why customers choose us

1. Over 20 years of business experience in income property
2. Good operational track record
3. Trust as a TSE listed company

Performance exceeding the expected return at the time of sale

FY2025 Actual dividend yield 2.94%

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05 Office Unit Sales Business Business Plan

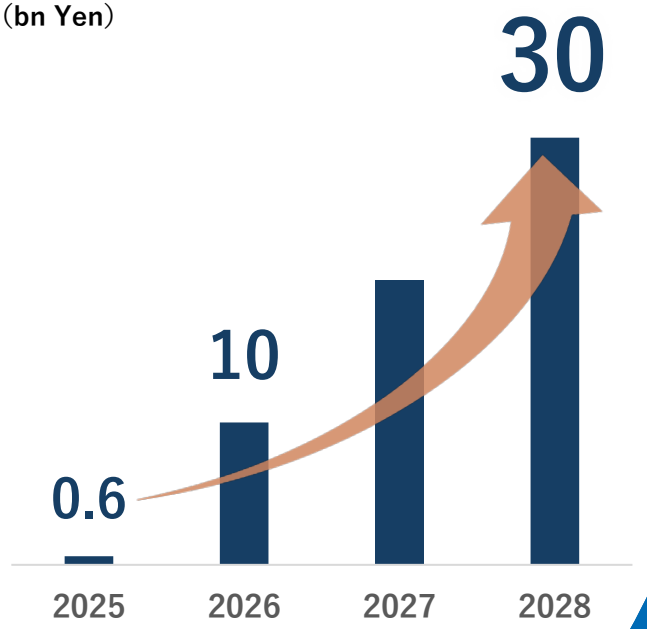
Accelerate growth to reach 10 billion yen in sales by FY2026, becoming a new growth driver Strengthen sales capabilities by adding know-how and personnel to the management resources built in existing businesses

- The company aims for rapid growth, reaching JPY 10 billion in sales revenue by 2026 and JPY 30 billion in sales revenue by 2028.
- After launching operations, sales know-how will be accumulated in the second half of 2025, accelerating sales. This know-how will be standardized and disseminated throughout the organization.
- Eight sales personnel who have developed financial product sales skills in the real estate fractionalization business will be shifted to strengthen sales capabilities.
- With growth bottlenecks eliminated, the company aims to enter an oligopolistic market and gain market share by leveraging the strengths of its existing businesses.

Growth bottleneck eliminated

	FY2025 Q4～	FY2026
Sales know-how	Acquire know-how in the second half of 2025 and accelerate sales. 600 million yen in sales in three months	Standardize acquired know-how Improve reproducibility by sharing within the organization
× Personnel ×	Struggling to recruit due to the new business and increasing staffing (3 personnel)	Shift sales personnel for the real estate fractionalization business (11 personnel)
Channel (Continued) ×	Trust based on a nationwide network of financial institutions and a proven track record built through our real estate fractionalization business	
Product Appeal (Continued)	Product creation capabilities as a company specializing in profitable real estate Operational capabilities proven through fractionalized real estate products	

Grow into a core business in three years (sales target)



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05 Office Unit Sales Business Entry barriers × Competitive advantage

Utilize existing strengths to acquire share of oligopolistic market

Office unit sales market: Barriers to entry

Certain barriers to entry have formed an oligopolistic market comprising two to three companies

- Capability to procure prime properties in a stable manner, and expertise in commercialization of office unit products
- Sales organizations for individual customers and stable sales channels

Our strengths in the market (competitive advantages)

1 Mature financial product sales channels and sales organizations

- We have created a **client referral channel via more than 500 financial institutions and accounting firms nationwide** through the small-lot real estate business.
- From 2026 onward, we will strategically shift sales personnel from the small-lot real estate business. More than 8 **personnel with expertise in the sales of financial products.**

2 Prime product creation capabilities as a company specializing in income properties

- **We have a highly specialist organization already in place** with more than 25 staff members specializing in property procurement and more than 20 staff members specializing in commercialization (seven first-class architects and two first-class construction management engineers [as of February, 2026]). We are able to supply high-quality products through an operation system that is difficult to imitate.

3 Trustworthiness as a listed company with a track record in managing small-lot real estate products

- We ensure thorough quality and compliance management as a company listed on the TSE Prime Market.
- We are able to build trust with customers and client referral channels based on **our track record of commercialization in the single-building resale business and excellent track record of management of small-lot real estate products.**

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06 Organization and human capital to enable growth strategies

FY2025 human capital investment measures will promote the adoption of management strategies and improve engagement. Evolve into an organization that can autonomously and flexibly respond to changes in the business environment.

Fostering a quality organizational culture that promotes business growth

- Various measures implemented since FY2025 have improved understanding and acceptance of our management policy.
- Employees' increased motivation to achieve goals and contribute has led to increased cross-organizational and challenging behavior.
- As a result, a positive organizational culture has been fostered in which employees proactively develop cross-sectional systems and development systems in line with our management policy.

Contributing to the realization of growth strategies for the office space division business

Office Unit business Sales personnel

Standardizing division sales know-how
Establishing a training system

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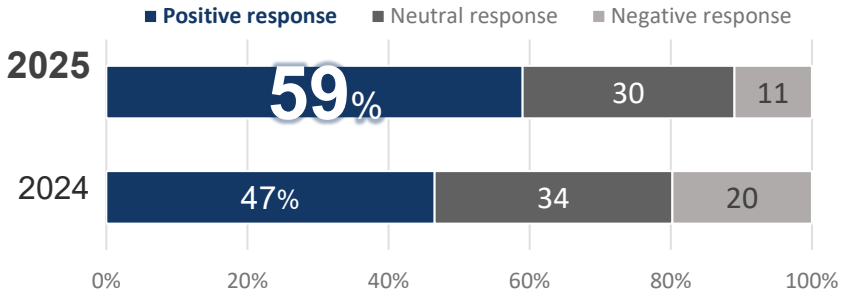
Small-lot business Sales personnel

Active learning of sales know-how
Development of small-lot sales channels

Even within different businesses, we will proactively share and learn from each other's knowledge and know-how, forming an organization that autonomously promotes business growth.

Changes in engagement score*



*Conducted companywide employee engagement survey provided by Qualtrics
*Analyzed responses to the following statements relating to engagement
"I feel a sense of individual achievement through my work"
"I would recommend my workplace to friends as an outstanding place to work"
"I feel that I would like to do more than what is required to get my work done"

-Excerpts from engagement survey results-

- **Questions regarding "dissemination of management strategy" and "trust in management" both improved by more than 20 points, contributing to improved organizational strength.**
- **At our company, I feel motivated to contribute more than what is required to get the job done (66%, up 12 points).**
  ➤Improved motivation to achieve results.
- **Even when we disagree, my colleagues treat each other with respect (87%, up 14 points).**
  ➤High psychological safety and improved synergy within the organization.

*Percentages are the percentage of positive responses

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CHAPTER 2

Strategic investments for growth from FY2027 onwards

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07 Business Portfolio Expansion Strategic Policy

Strengthening core skills will promote the evolution of asset businesses and the creation of non-asset businesses. Maximizing corporate value by prioritizing the allocation of management resources to "our strengths" and "growth markets."

Strengthening core skills (Asset business)

- With the whole-building revitalization and sales business at its core, we will strengthen, deepen, and expand our ability to increase property value.
- We will strengthen our financial productization and management capabilities and expand our customer base and investment targets.

Next Growth Phase (Non-Asset Business)

- In addition to evolving the asset business, we will promote the establishment and verification of the foundation for non-asset businesses, aiming to maximize capital efficiency and build a solid revenue base.

Portfolio optimization (concentration of management resources)

- We will identify growth markets where we can leverage our strengths and allocate management resources accordingly.
- We will select growth and withdrawal opportunities and reallocate resources, thoroughly scaling our business and creating new businesses.

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07 Business Portfolio Expansion – Details -

※Business Phase Progress：FY2025⇒FY2026

Asset businesses

Improvement to product commercialization capabilities

Single-building resale business

Development of proprietary core skills
A basic strength when promoting and reinforcing other businesses

Diversification of assets

Energy storage business

Investment phase
⇒Investment phase

Hotel business

Investment phase
⇒Monetization phase

Diversification of customers / Financial product sales channel

Small-lot business

⇒Evolution phase

Office unit sales business

Monetization phase
⇒Rapid growth phase

Area expansion

Osaka/Fukuoka

⇒Expansion Phase

Overseas

⇒Verification phase
(Planned policy decision for H1 of FY2026)

Non-asset businesses

Business promotion with borrowed capital

Real estate crowdfunding business

Business foundation investment phase
⇒ Monetization phase
＋Business foundation investment phase

Private placement fund business

Business foundation investment phase
⇒ Business foundation investment phase

Hotel operation business

Business foundation investment phase
⇒ Business foundation investment phase

Business portfolio optimization (FY2025 sold business)

- Construction business (Sumikawa ADD)
- PM business for external owners
- Part of the US business (LA)

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07 Business Portfolio Expansion
Reference: Diversification of products and customers

Accelerating growth in the office space segment. Preparing to enter the real estate cash flow and private equity fund businesses. Strategically expanding our business structure to leverage our strengths and provide services to a diverse range of customers.

ARISTO series

	Single-building renovation and sales	Small-lot real estate product ARISTO	Office unit sales product ARISTO PLUS	Real estate crowdfunding	Private placement fund
投資額	1 to 5 billion yen	5 million yen+	0.1 billion yen+	10,000 yen+	5 billion yen+
顧客属性	Business corporations Institutional investors Overseas investors	Affluent individuals (60s to 80s)	Affluent individuals (50s to 70s) Business corporations	Individual investors (20s to 50s)	Institutional investors
顧客ニーズ	Active investment	Stable investment Asset succession	Stable investment Asset succession	Asset building	Active investment
Growth Strategy	**Core Business (foundation for all businesses)** (1)Further strengthen ability to increase property value (2)Diversify asset types	**Core Business (Evolution of strategy)** (1)Impact of tax reform will be assessed in FY2026 (2)Demand for this investment product will remain constant	**Focus Business (Accelerating growth)** (1)Leverage the strengths and channels of existing businesses (2) Shift personnel from small-lot business to accelerate sales	**New Business (to be launched)** (1)Product development based on security and reliability (2)Supply products by leveraging the strengths of the resale business	**New Business (Preparing to enter)** (1)Leverage the strengths of existing businesses to create new business opportunities (2) Acquire non-asset revenue as asset manager

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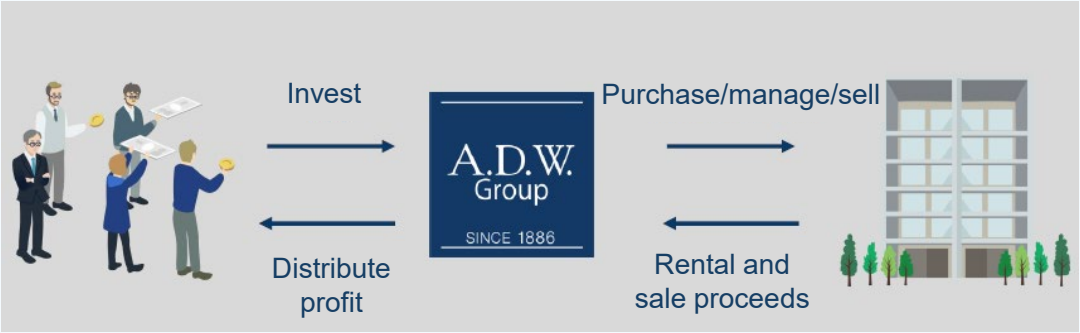
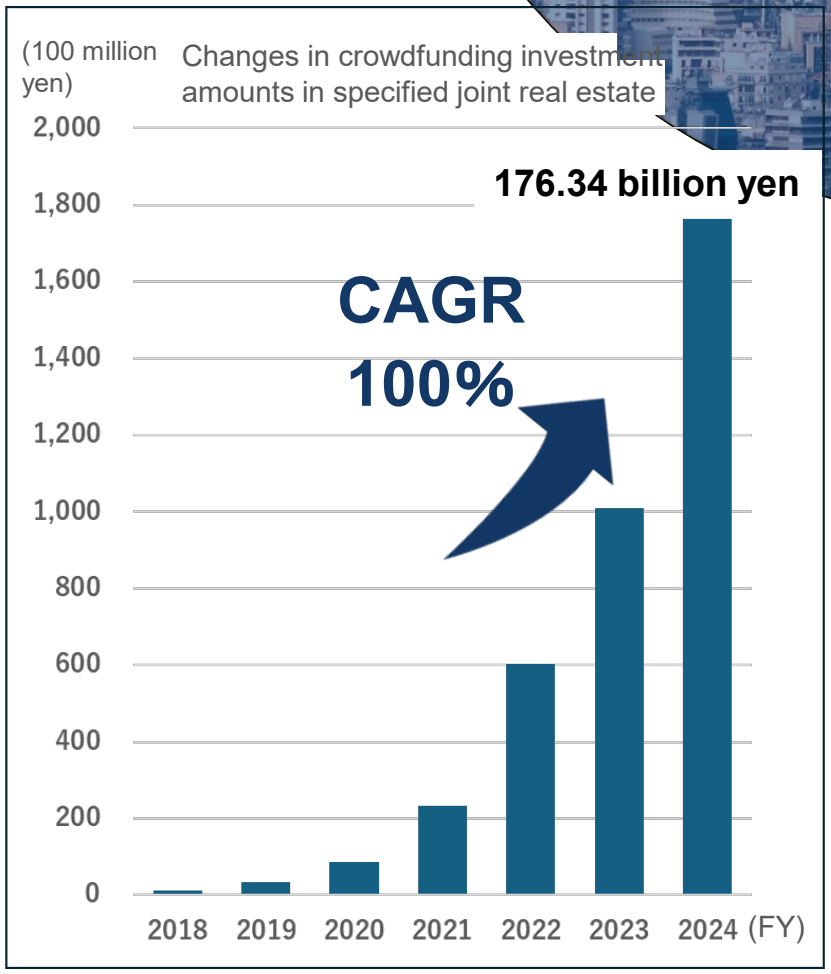
08 Real Estate Crowdfunding Business

Monetization | 2027 onward

Utilize strengths to increase share and convert to a non-asset business in an expanding market

- Real estate crowdfunding involves the recruitment of investors to the distribution of profits, entirely online. The target customer segment includes the mass market as investments can start from small amounts, and **the market is achieving rapid growth**
- **Currently, we are proceeding with approval and licensing procedures and working to acquire properties to be sold as products.** We have already acquired some properties
- **We are reexamining the ideal launch period** in line with the timing of our acquisition of approval and licensing and promotional strategies
- **Using the data and real estate identification capabilities** we have built up over more than 20 years in income property sales, we will aim to provide **high-quality and highly reliable management and services**
- Based on the strong branding and marketing foundation we will build from 2026 onward, we will showcase the **high quality of our products and services** and the sense of **security provided by a company listed on the TSE Prime Market**
- **We plan to convert the real estate crowdfunding business to a non-asset business** within several years with the acquisition of additional licenses





▲ Created by the company based on the Handbook for Promoting Use of Specified Joint Real Estate (July 2025)

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08 Grid Energy Storage Plant Business

Monetization | 2027 onward

Enhance profit opportunities in a growing market based on national policy
Accelerate acquisition of new sites while gradually beginning operation

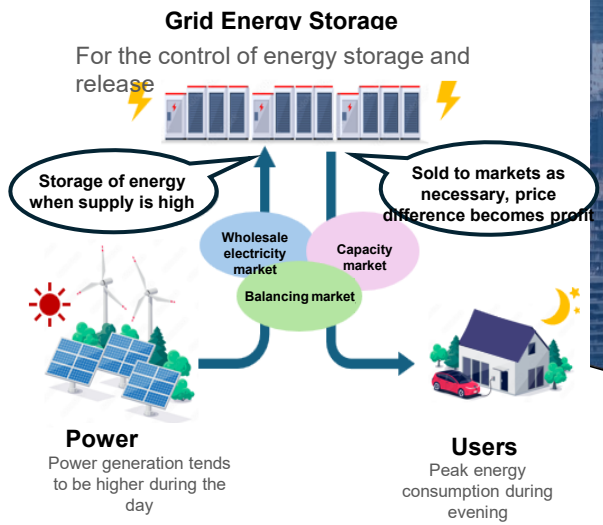
- The grid-connected energy storage business promises stable income from the sale of electricity. Entering a growth market based on the national Basic Energy Plan.
- By rapidly expanding, focusing on relatively small bases that can be ready for operation in about a year, the company aims to establish a presence and seize business opportunities by entering early-stage markets.
- Construction of the first project was completed in January 2026 (operational from March of the same year). The second and third bases, which have already been acquired, are also moving toward operational launch. (The company aims to secure a total of 10 bases by the end of the year.)
- The company also plans to expand into non-asset businesses through the creation of a fund in the future.



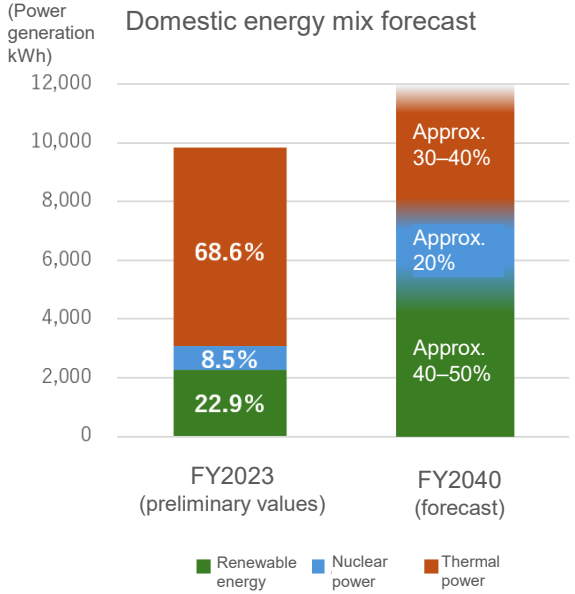
First site in Matsusaka City, Mie Prefecture
Started operations in January 2026

Second site in Mashiki Town, Kumamoto Prefecture
Planned start of operations in August 2026

Third site in Kagoshima City, Kagoshima Prefecture
Planned start of operations in December 2026



▲ Grid energy storage plant business mechanisms



▲ Created by the company based on the Agency for Natural Resources and Energy's Seventh Strategic Energy Plan (Outline)

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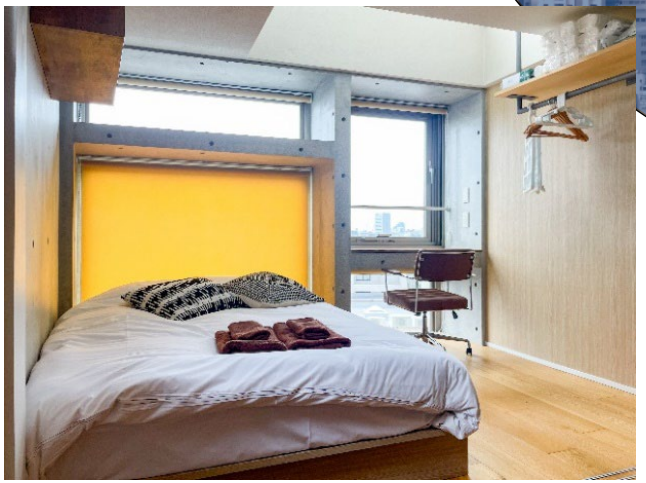
08 Hotel Operation Business

Monetization | 2027 onward

Investigate potential entry into hotel management in line with increase in inbound tourists

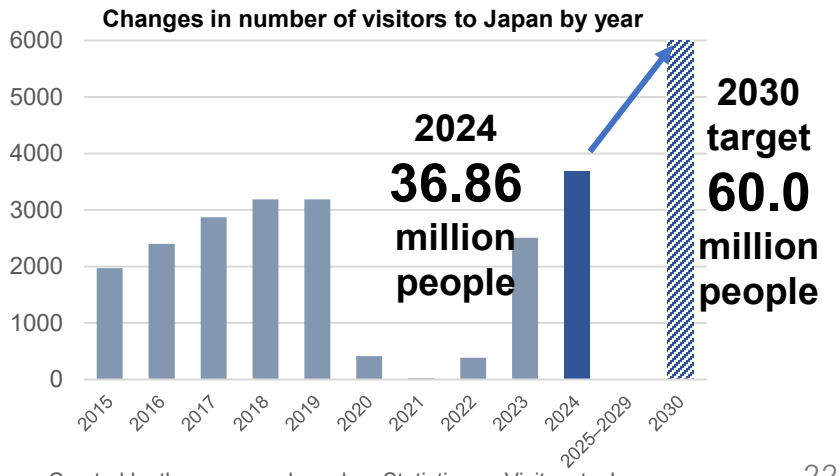
Create synergy with existing businesses and acquire non-asset income

- **By entering the inbound tourism market, which is expected to undergo continued growth due to the rise in the number of foreign visitors to Japan, we will aim to create synergy with the asset enhancement strategy in the single-building resale business and to create profit opportunities in the non-asset business**
- While the number of guest rooms in new hotels is stagnating due to construction costs and personnel shortages, demand for **serviced apartment (SA) hotels** for families visiting Japan, **private lodgings** for short-term stays, and **SAs for business trips** is growing
- In 2025, **we began business feasibility assessments for private lodgings and SAs** at our U Place Shimokitazawa property, and have **confirmed high occupancy rates and profitability**
- Based on the asset enhancement strategy in the single-building resale business, **we acquired our first hotel asset** in Chuo Ward, Fukuoka City, and began operations in October 2025, following large-scale renovation work and rebranding activities
- In addition to **planning in-house management of a company-developed hotel** scheduled for completion between summer and autumn 2027, from 2027 onward, we will acquire know-how and personnel to promote operation of external assets



▲Interior of "U place Shimokitazawa," currently operated as a private lodging

	Private lodging	Serviced apartment	Serviced apartment hotel
Target	Individuals/families visiting for tourism	Individuals staying for business/training	Suited to both tourists and businesspeople
Legal framework	Private Lodging Business Act (Stay within 180 days/year)	Rental agreements and Hotel Business Act	Hotel Business Act
Expected period of stay	Several days to several weeks	Several weeks to several months	Several days to several months
Income model	High unit-price income thanks to short-term use	Stable income thanks to medium- to long-term stays	Maximum income thanks to flexible price setting



Created by the company based on Statistics on Visitors to Japan by the JNTO

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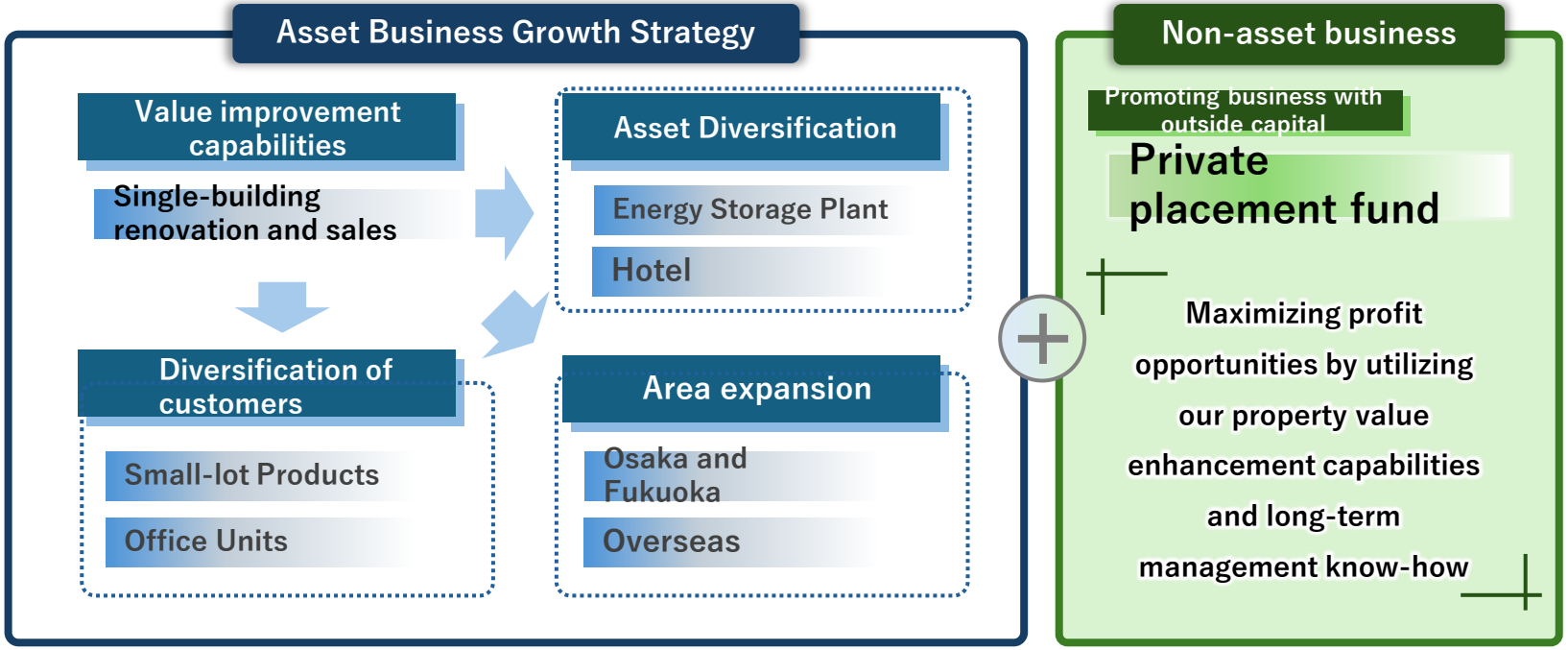
08 Private placement fund business

Monetization | 2027 onward

Circulate resale and development properties to funds and contribute to asset management as an asset manager.
As a non-asset business, we aim to maximize capital efficiency.

- Improved purchasing competitiveness in the building renovation and sales business. Utilizing fund schemes to contribute to property management as an asset manager.
- Maximizing business opportunities and revenue opportunities without being constrained by equity capital (expanding non-asset businesses).
- Participating in value-add funds and other ventures that leverage the strengths of existing businesses (property value enhancement capabilities and long-term management expertise).
- Aiming to launch its first fund in FY2026, the company is working to secure personnel and properties.



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09 Reinforcement of Management Foundations (1) Investment in Human Capital

Effects of measures to improve engagement and enhance productivity are being apparent
Continue to focus on human capital investment and enhance efficacy of growth strategies

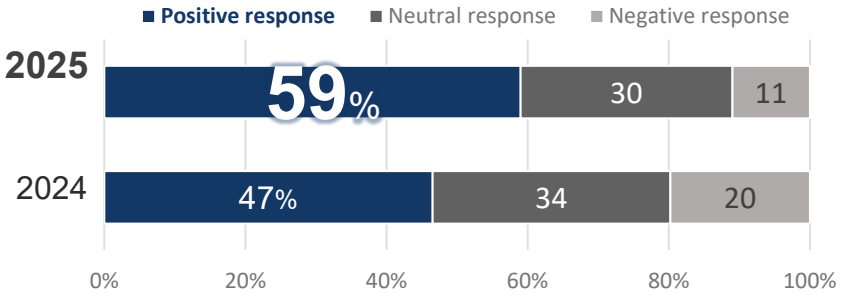
Measures implemented in FY2025

- **Implemented management training** (approx. 1,900 hours; 31 hours/person; approx. 60 participants). **Reinforced organizational capabilities through improved management capabilities**
- **Hosted retreats for management employees and next-generation management employees** (approx. 2,300 hours; 20 hours/person; approx. 115 participants). **Improved management execution capabilities through promotion of management strategies and discussions on management challenges**
- **Created opportunities for mutual communication between management and employees** (management policy announcements every six months and various other events)

Improvements in employee engagement

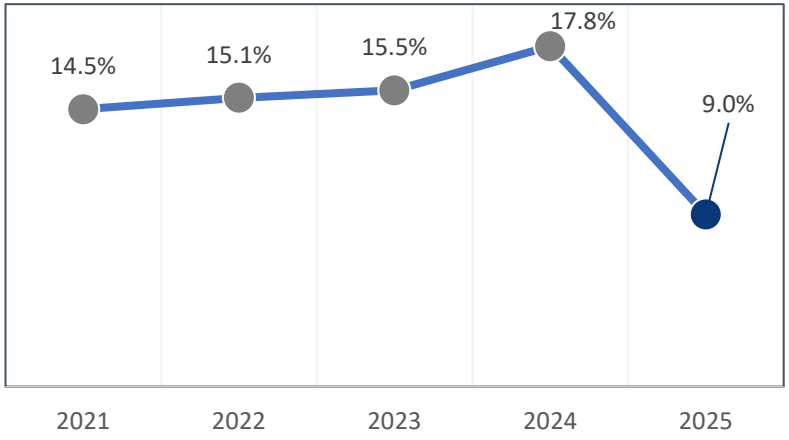
- **Improved engagement score (more than 20-point improvement in questions relating to promotion of management strategies and trust in management)**
- **Significant reduction in employee turnover rate as a result**

Changes in engagement score*



*Conducted companywide employee engagement survey provided by Qualtrics
*Analyzed responses to the following statements relating to engagement
"I feel a sense of individual achievement through my work"
"I would recommend my workplace to friends as an outstanding place to work"
"I feel that I would like to do more than what is required to get my work done"

Full-time employee turnover rate



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09 Reinforcement of Management Foundations (2) Strengthening branding

As an upfront investment for expanding the B2C business, we are fully implementing branding. We are maximizing the return on investment while verifying the effectiveness of our measures with specialized personnel.

Building a value base through branding

- Taking advantage of our 140th anniversary, we are promoting branding measures as an upfront investment to enhance our corporate value.
- We are increasing awareness, understanding, and empathy for our brand by strengthening communication and increasing exposure to each stakeholder.

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Increase customers/sales through marketing

- Strengthen product marketing, promote growth in BtoC businesses (franchisement, office space divisions, and cash flow businesses), and aim for a long-term vision (40% BtoC ratio).
- Develop a website strategy (SEO/AIO measures), strengthen customer acquisition channels for each business, and increase sales.

140th Anniversary Ceremony / TV Commercials

Outdoor and Transportation Advertising / Web Marketing

Increase awareness of the ADW brand

Acquire customers and increase sales

Recruit and retain talented personnel

Building a foundation for further increasing corporate value

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Notes on these Materials

These materials were created in order to provide an understanding of the A.D.Works Group. They are not intended to solicit investment in our company. The future forecasts contained in these materials were determined based on the information available at the present time, and include many uncertain elements. Please understand that actual results may differ from the forecasts here due to changes in a wide variety of factors.

The overall business objectives of the Group are announced in the form of plans. The plans of our company are targets for our business, and are different from "forecasts and predictions" that are calculated rationally based on highly accurate information.

The data contained in these materials contains publicly-available information that we judge to be trustworthy and accurate, however the A.D.Works Group does not guarantee the accuracy and correctness of this information.

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