A.D.Works Group Co., Ltd.

IR Briefing Materials: Third Quarter of Fiscal Year Ending December 31, 2026

November 12, 2026

TSE Prime, Code: 2982

Disclaimer

This document was prepared in English for convenience purposes only. The original Japanese document shall take precedence in the event of any discrepancies arising from the translations or interpretations contained in this document.



Contents

1. Highlights of Third Quarter of Fiscal Year Ending December 31, 2026 ---------- P 3
2. Progress with Growth Strategies ---------- P 10
3. Overview of Financial Results for Q3 of FY2026 ---------- P 14
4. Appendix ---------- P 23

- ► Growth Strategies to Enhance Corporate Value (Cites material released on February 12, 2026)
- ► Progress with Second Medium-Term Management Plan(Fiscal Years Ending December 31, 2024 - December 31, 2026)
- ► Sustainability
- ► Business Model
- ► Reference Materials (Company Profile / Shareholder Composition)

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01 Highlights of Third Quarter of Fiscal Year Ending December 31, 2026

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TOPIC 1: Full-year plan maintained in light of the status of sales activities

In the domestic single-building resale business, the execution of sales contracts and the settlement of properties for sale are expected to be concentrated in Q4.
Taking into comprehensive consideration the current status of sales activities, the full-year plan remains unchanged.

TOPIC 2: Domestic single-building resale business drove company-wide performance

Q3 cumulative gross profit of the domestic single-building resale business was 4.87 billion yen (up 5.1% YoY).
Reached a record high for Q3 cumulative results; the business will continue to drive company-wide performance in Q4.

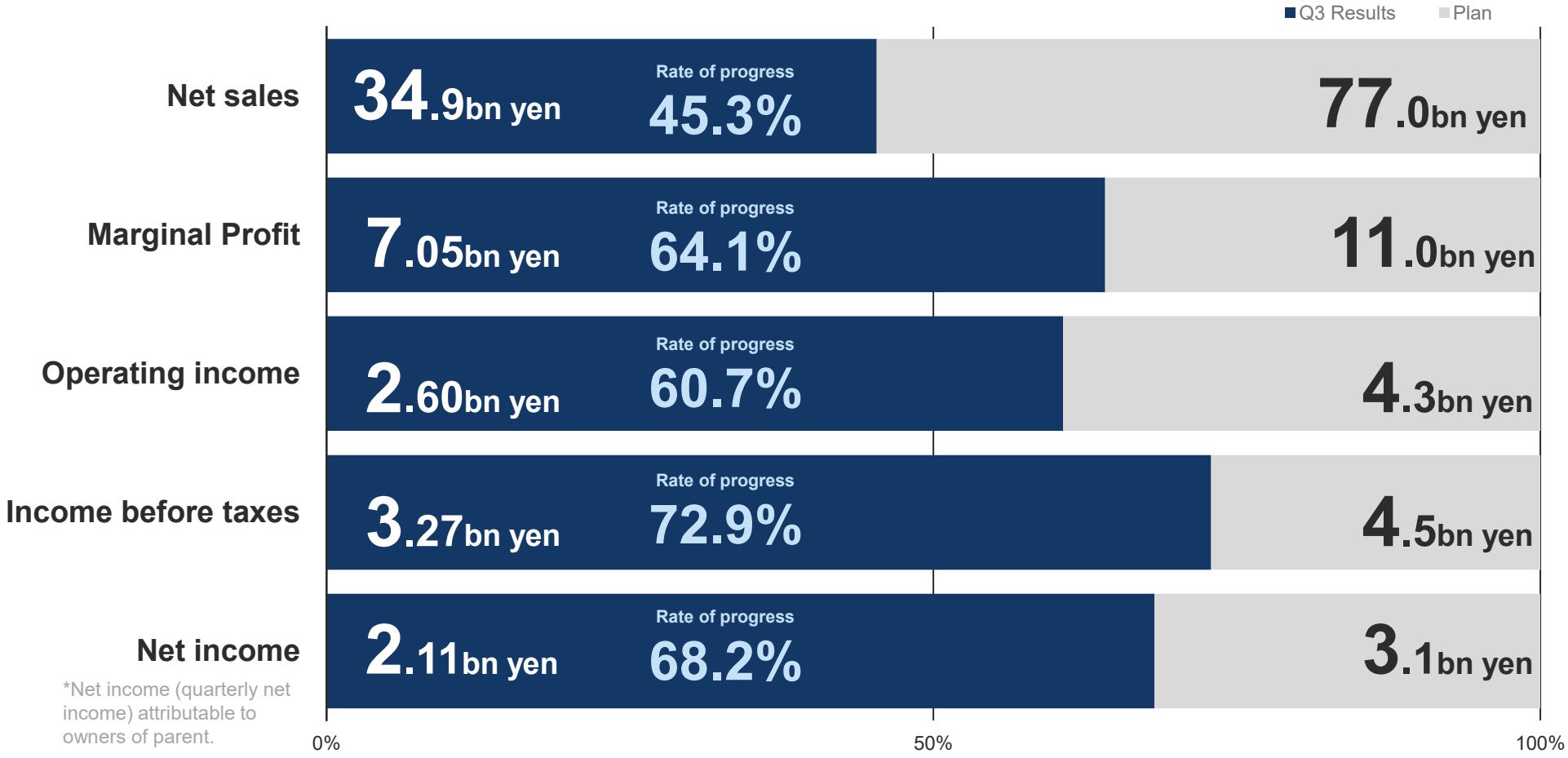
TOPIC 3: Enhanced shareholder returns (40% payout, dividend increase, benefit program reintroduced)

Changed the dividend policy to one based on a consolidated dividend payout ratio of approx. 40%.
Based on the new policy, raised the year-end dividend forecast to 16 yen (annual dividend forecast: 26 yen).
Reintroduced the shareholder benefit program to enhance the attractiveness of investing in the Company's shares.

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In light of the current status of sales activities, the full-year plan remains unchanged.

In the domestic single-building resale business, the execution of sales contracts and settlements is expected to be concentrated in Q4.



*Net income (quarterly net income) attributable to owners of parent.

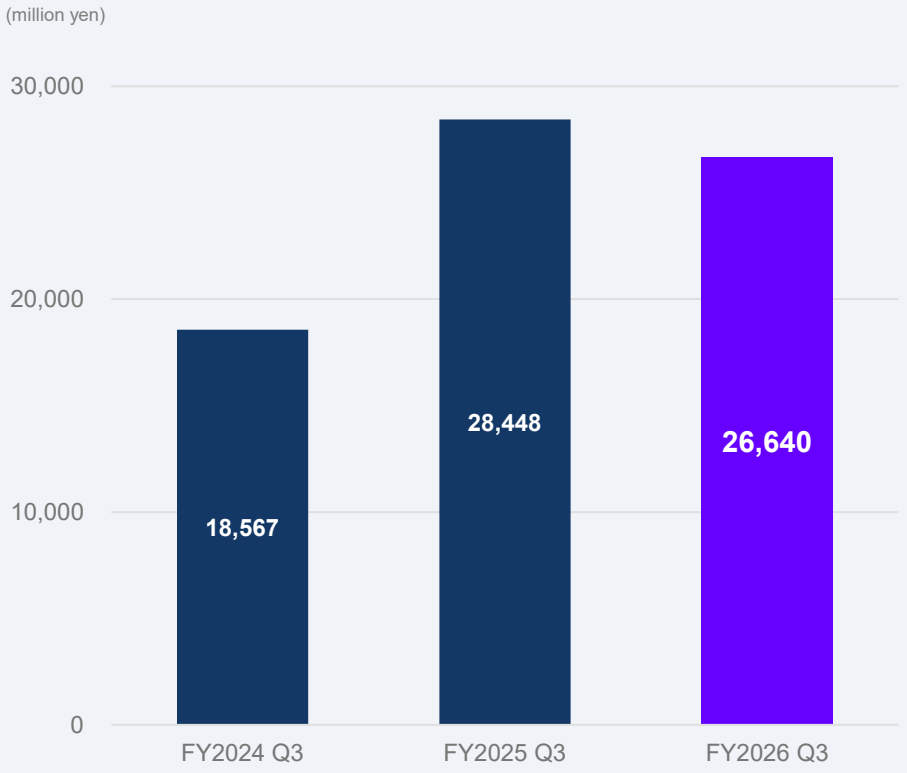
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Q3 cumulative gross profit of the domestic single-building resale business was 4.87 billion yen (up 5.1% YoY).

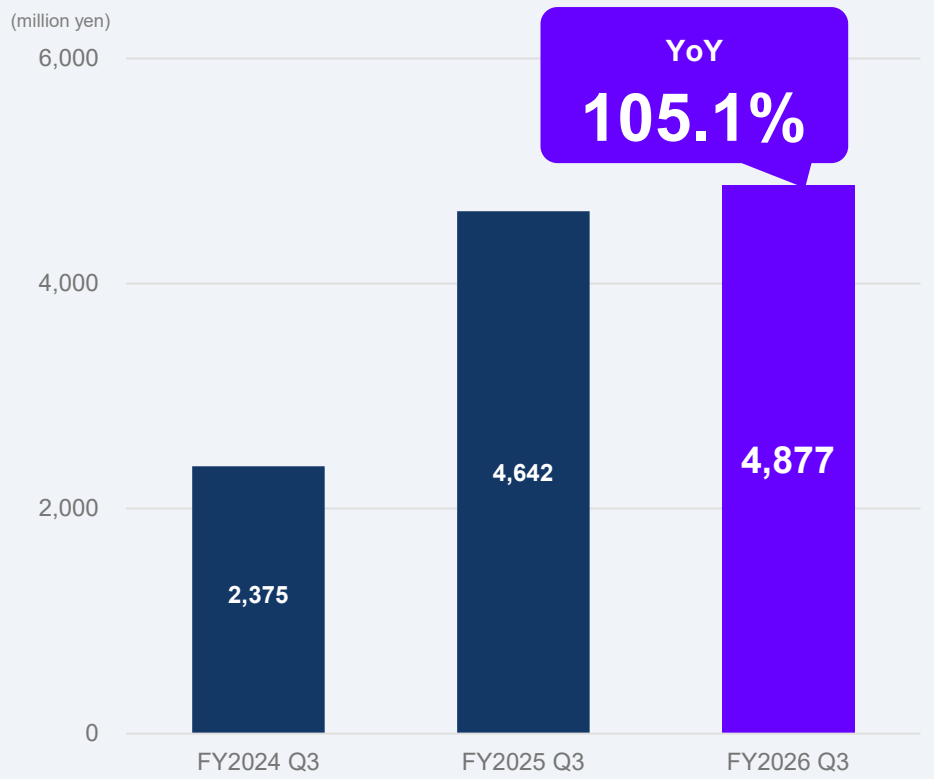
Reached a record high for Q3 cumulative results.

Toward achieving the full-year plan, the business will continue to drive company-wide performance in Q4.

Trend in net sales (domestic single-building income property sales)



Trend in gross profit (domestic single-building income property sales)



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Changed the dividend policy to one based on a consolidated dividend payout ratio of approximately 40%.

In light of the new dividend policy and the current status of sales, raised the year-end dividend forecast from 10 yen to 16 yen.

Details of and reasons for the change in dividend policy

Previous policy

Provided the forecast dividend payout ratio does not exceed 50%, dividends are set at a level yielding 4% or more

(Annual dividend per share ÷ average month-end share price, Jan.–Dec.)

New policy

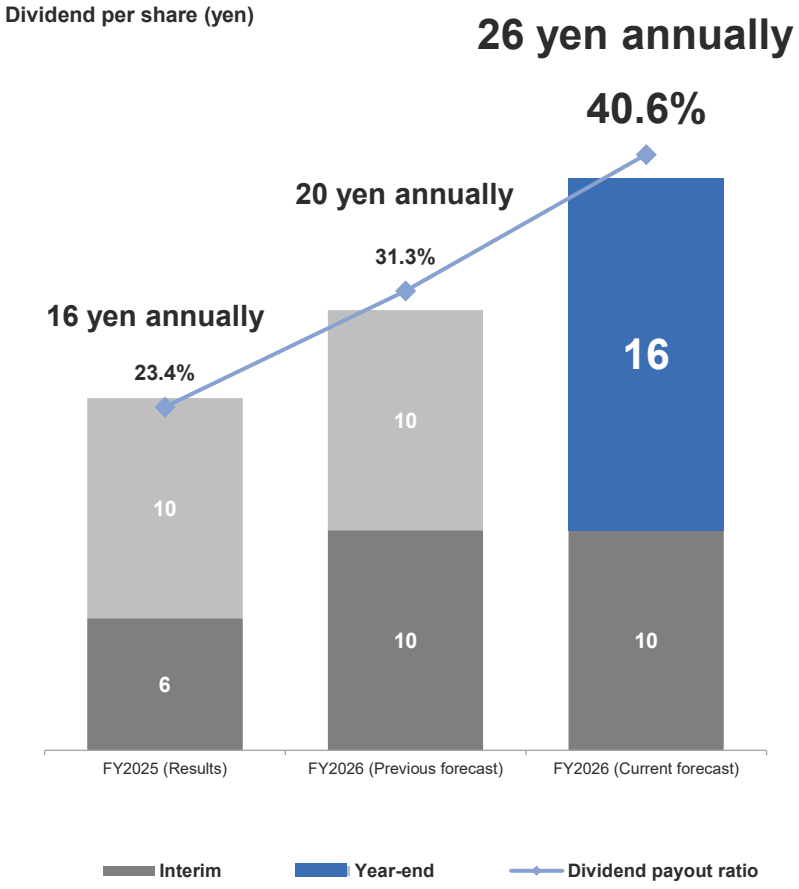
Consolidated dividend payout ratio of approx. 40%

Decided on the new dividend policy in light of the status of deliberations on the Third Medium-Term Management Plan and capital allocation currently being formulated.

- ✓ Ensuring consistency with appropriate capital allocation
- ✓ Improving the predictability of dividend amounts for shareholders

*The Third Medium-Term Management Plan and the new capital allocation framework are scheduled to be announced in February 2027.

Revision of FY2026 dividend forecast



*The FY2026 dividend payout ratio is a forecast dividend payout ratio calculated based on the published planned EPS of 64.01 yen.

Reference: "Notice Concerning Change in Dividend Policy (Consolidated Dividend Payout Ratio of Approximately 40%) and Revision of Year-End Dividend Forecast (Dividend Increase)" dated November 12, 2026

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Decided to reintroduce the shareholder benefit program.

Aiming to enhance the attractiveness of investing in the Company's shares, raise awareness of the Company's shares, and encourage medium- to long-term shareholding.

Overview of Shareholder Benefit Program *For details, please refer to "Notice Concerning Re-introduction of Shareholder Benefit Program" dated November 12, 2026.

Eligible shareholders	Shareholders holding 1,000 or more shares of the Company's common stock as of each record date and who meet the prescribed continuous holding requirement
Shareholder benefit	Digital Gift® in an amount based on the number of shares held (three tiers)
Record dates	**End of March and end of September of each year (twice a year) *For the first benefit only, the record date will be December 31, 2026.**
Continuous holding requirement	**Continuous holding for six months or more** *No continuous holding requirement for the first benefit (record date: December 31, 2026). *Continuous holding for three months or more for the second benefit (record date: March 31, 2027). *The benefit amount is determined based on the lowest number of shares held as of the record dates subject to assessment.

Number of shares held	Digital Gift® amount per benefit
1,000 to 2,999 shares	1,000 yen (2,000 yen annually)
3,000 to 4,999 shares	3,000 yen (6,000 yen annually)
5,000 shares or more	5,000 yen (10,000 yen annually)

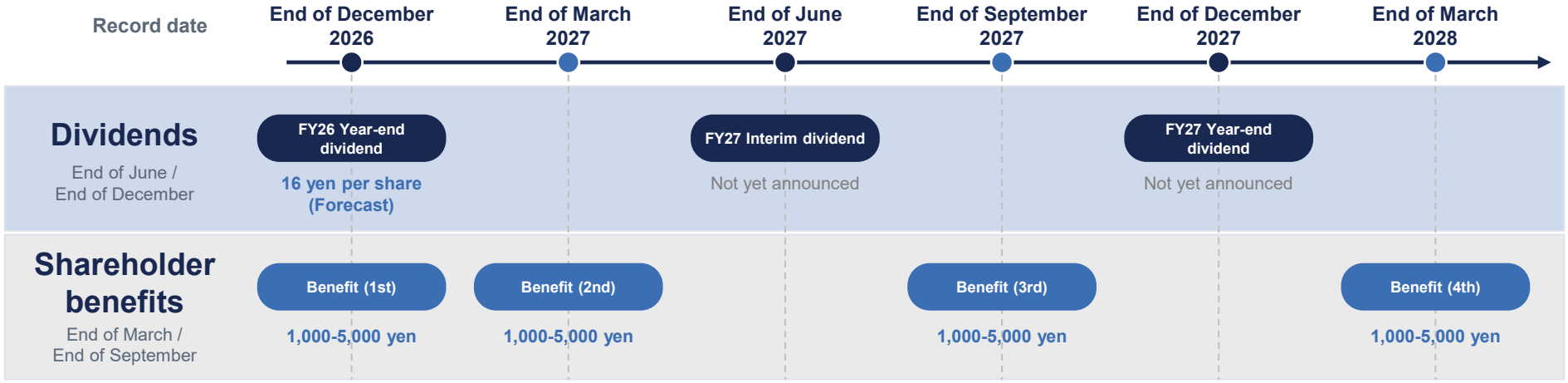
*The annual amount is the amount received when the shareholder remains in the same shareholding tier, meets the prescribed continuous holding requirement, and receives benefits twice a year.

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Record dates for dividends and shareholder benefits alternate, providing shareholder return opportunities every quarter.

As a transitional measure, the first benefit will be provided to shareholders of record as of December 31, 2026.

Image of record dates for dividends and shareholder benefits



*Benefit amounts are per-benefit amounts based on the number of shares held, etc. For details of the program, please refer to "Notice Concerning Re-introduction of Shareholder Benefit Program" dated November 12, 2026.
*The diagram shows record dates. There is no continuous holding requirement for the first benefit; the second benefit requires continuous holding for three months or more, and the third and subsequent benefits require six months or more.

Reference calculation: **Dividend and benefit yields for a holding of 1,000 shares**
***Assumptions: closing price on November 11 (369 yen), annual dividend forecast of 26 yen**

Dividend yield	+	Benefit yield	=	Reference combined value
7.05%		**0.54%**		**7.59%**
Annual dividend forecast: 26,000 yen ÷ Investment amount: 369,000 yen		Annual benefit: 2,000 yen ÷ Investment amount: 369,000 yen		Total dividends and benefits: 28,000 yen ÷ Investment amount: 369,000 yen

***This is a sum of reference values covering different periods and does not represent the yield to be received over the next year.**
*Pre-tax calculations. The dividend yield uses the FY2026 annual dividend forecast of 26 yen (interim dividend of 10 yen paid and year-end dividend forecast of 16 yen), and the benefit yield uses 2,000 yen per year in a normal year in which the holding requirements are met. The special first benefit is not included.
*Dividend forecasts for the next fiscal year onward have not been announced. Actual values may differ from those shown due to the acquisition price of shares, rounding, etc.

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02

Progress with Growth Strategies

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Fund No. 1 reached its total offering amount on the first day of the offering period.

Total applications ultimately reached 1.46 billion yen (316% of the total offering amount).

Membership exceeded 4,000 as of the end of October, and we aim to expand it further.

Overview of Fund No. 1 offering

REALE No. 1 Ebisu Single-Building Residence

A single-building residence in a prime location with access to two stations: Ebisu and Meguro.

After acquisition by the Company, value-up work was carried out on common areas such as the entrance.

Total offering amount	462 million yen
Expected yield (pre-tax)	6.5% (Capital 2.7% / Income 3.8%)
Scheduled investment period	6 months (October 13, 2026 – April 12, 2027)
Offering period / method	September 16–30 (lottery)
Offering unit	From 10,000 yen per unit

*The expected yield and investment period are assumptions at the time of the offering and are not final figures.



Number of members
(As of October 31, 2026)

Over 4,000

Reached the total offering amount of 462 million yen on the first day of the offering

Total applications	of total offering amount
1.46bn yen	316%

REALE リアレ

Official website here

https://reale-fund.jp/

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Concluded acquisition contracts for 11 sites against the target of securing 15 sites in 2026.

Of these, 3 sites have commenced operation, building an operational track record in multiple markets.

Steadily advancing toward revenue contribution from FY2027 onward.

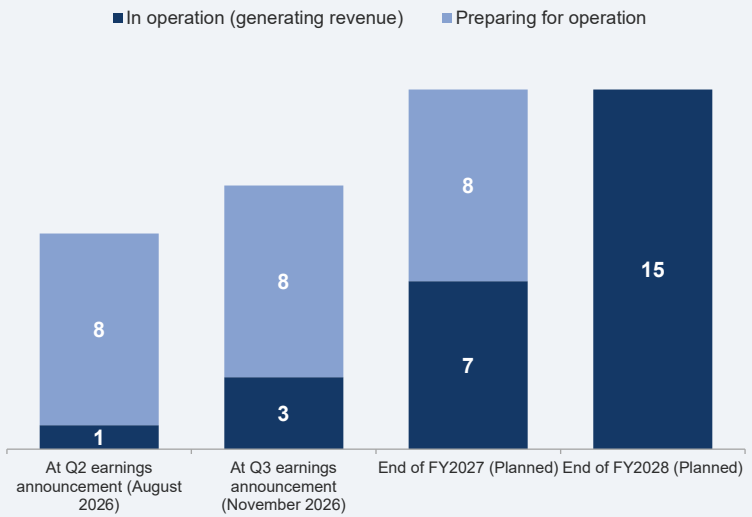
Image of trend in acquisition and operation status (planned)

Acquisition contracts (target: 15 sites)

Cumulative: 11 sites

In operation

Cumulative: 3 sites



*Figures for the end of FY2027 and the end of FY2028 include planned future acquisitions and operations.
*The start of operations may change depending on construction progress and other factors.

Concluded acquisition contracts for two new development sites (11 sites in total)

Location	Nikko City, Tochigi Prefecture
Start of operation	Scheduled for January 2028
Output Capacity	Approx. 2 MW / Approx. 8 MWh

Location	Matsumoto City, Nagano Prefecture
Start of operation	Scheduled for January 2028
Output/ Capacity	Approx. 2 MW / Approx. 8 MWh

Two new energy storage plants commenced operation (3 sites in total)

Second site to commence operation

ADW Kumamoto Mashiki Town Energy Storage Plant

Start of operation	August 31, 2026
Balancing market	Scheduled to enter in November 2026
Output/Capacity	Approx. 2 MW / Approx. 8 MWh



Third site to commence operation

ADW Miyazaki Nichinan City Energy Storage Plant

Start of operation	November 6, 2026
Balancing market	Scheduled to enter in February 2027
Output/Capacity	Approx. 2 MW / Approx. 8 MWh



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Hotel operation company "ADW Hotel Management Co., Ltd." has launched.

Entering the apartment hotel market, which is expected to expand, by leveraging the strengths of our existing businesses.

We aim to begin operating our own hotel around autumn 2027, while also promoting the contracted operation of hotels owned by external owners.

Apartment hotel market expected to grow over the medium to long term

Apartment hotel: A hotel with spacious guest rooms equipped with living functions such as a living room, kitchen, furniture and home appliances, suitable for group stays in the same room and medium- to long-term stays

1. **Increase in inbound foreign visitors**
   The number of foreign visitors to Japan in 2025 reached a record high of 42.68 million (up 33.9% vs. 2019 and 15.8% YoY).
2. **Accommodation demand in our main business areas (Tokyo, Osaka, Fukuoka)**
   Total guest nights in 2025 were approx. 107.9 million in Tokyo (No. 1 nationwide), approx. 58.77 million in Osaka (No. 2), and approx. 25.48 million in Fukuoka (No. 8), showing that domestic accommodation demand is concentrated in our business areas.
3. **Demand for hotels catering to long-term stays**
   Among foreign travelers who visited Tokyo in 2025, 41.8% stayed "4–6 nights" and 19.7% stayed "7 nights or more," indicating demand for long-term stays.
4. **Slowdown in the pace of hotel supply**
   The pace of increase in the number of guest rooms in Tokyo, Osaka and Fukuoka has slowed since FY2020. Supply shortages relative to growing demand and demand for the renovation of existing properties may increase.
5. **Government promotion of increased visitor numbers and longer stays**
   Under the Tourism Nation Promotion Basic Plan, the government has set a target of 60 million foreign visitors to Japan by 2030 and is promoting longer stays.

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Our strengths (high affinity with our existing business foundation and know-how)

Regional foundation in Tokyo, Osaka and Fukuoka
We operate our income property business in the Tokyo, Osaka and Fukuoka areas, where accommodation demand is high.
We have already built a network of business partners.

Ability to acquire and develop properties suitable for hotels
Through a nationwide network of approx. 6,700 companies, we collect information on approx. 14,000 real estate properties annually, including hotel properties, and carefully select those to acquire.

Know-how in revitalizing pre-owned single-building properties
We carry out appropriate product planning according to each property's characteristics and legal conditions. We improve property profitability in terms of both hardware and software.

Space design with living functions accommodating long-term stays
We develop products such as residences and offices tailored to area and tenant needs. In recent years, our know-how has deepened through value-up projects for private lodgings (minpaku) and existing hotels.

An experienced professional with a track record in hotel management and operation has been appointed as a director.
We have also assigned personnel well-versed in each field and established a structure for executing our strategy.

Management & operation | Construction & renovation | Revenue management | Customer acquisition & marketing

Sources: Japan National Tourism Organization (JNTO) "Visitor Arrivals Statistics"; Japan Tourism Agency "Overnight Travel Statistics Survey"; Tokyo Metropolitan Government Bureau of Industrial and Labor Affairs "2025 Survey on Behavioral Characteristics of Foreign Travelers by Country/Region"; Ministry of Health, Labour and Welfare "Report on Public Health Administration and Services"; Japan Tourism Agency "Tourism Nation Promotion Basic Plan"

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03

Overview of Consolidated Financial Results for Q3 of FY2026

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Progress Toward FY2026 Full-Year Plan

Income before taxes reached 72.9% of the full-year plan.

The full-year consolidated plan remains unchanged.

In the domestic single-building resale business, the execution of sales contracts and settlements is expected to be concentrated in Q4.

(Unit: million yen)

	FY2026 Q3 cumulative (Results)	FY2026 Initial plan (2/12)	
		Plan	Rate of progress
Net sales	34,895	77,000	45.3%
Operating income	2,609	4,300	60.7%
Income before taxes	3,279	4,500	72.9%
Net income*	2,114	3,100	68.2%

*Net income (quarterly net income) attributable to owners of parent

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Q3 cumulative results declined in both sales and profit YoY, due mainly to lower sales in the small-lot real estate product sales business.

(Unit: million yen)

	FY2026 Q3 cumulative (Results)	FY2025 Q3 cumulative		FY2024 Q3 cumulative	
			YoY		vs. 2YA
Net sales	34,895	52,278	66.7%	33,797	103.2%
Operating income	2,609	4,161	62.7%	2,293	113.8%
Income before taxes	3,279	3,706	88.5%	1,782	184.0%
Net income *	2,114	2,316	91.3%	1,105	191.2%

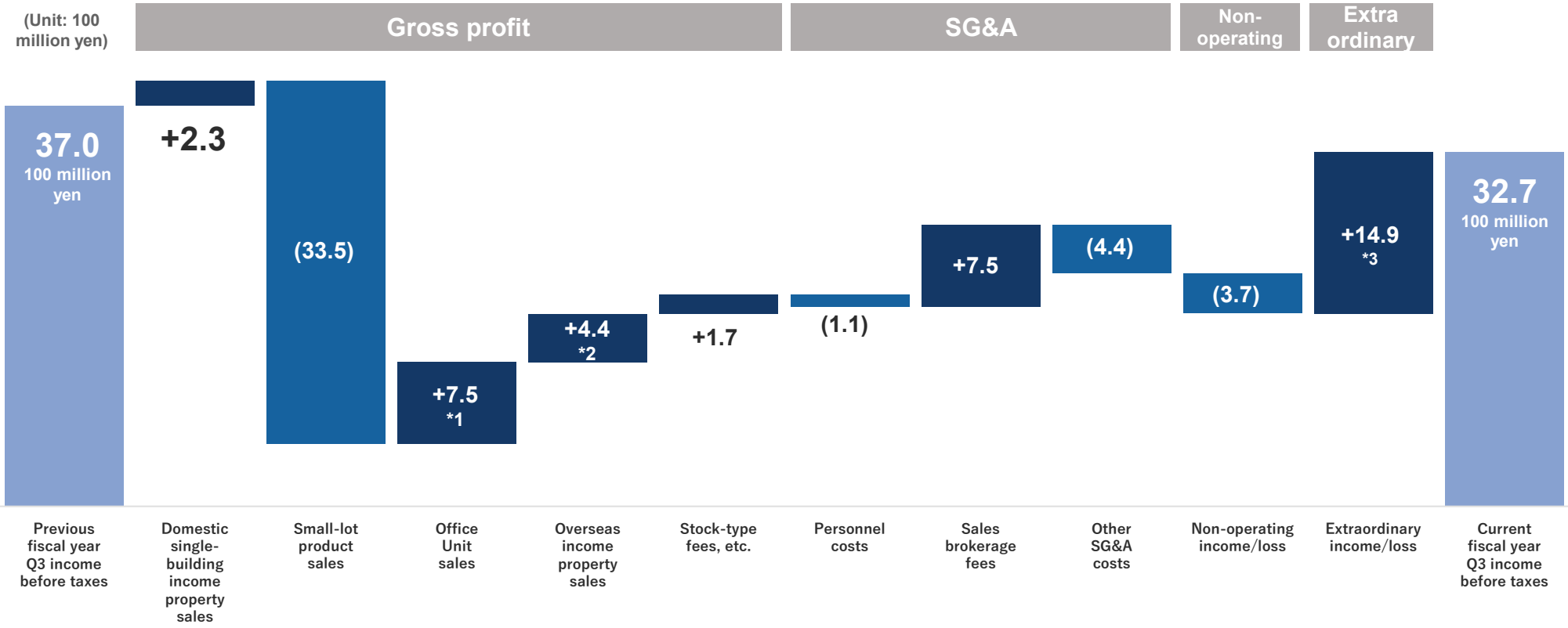
*Net income (quarterly net income) attributable to owners of parent

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YoY Analysis of Changes in Income Before Taxes

The increase in interest expenses (non-operating expenses) due to rising domestic interest rates was already factored into the plan.

Recorded a gain on business transfer (extraordinary income) of 1.74 billion yen from the divestiture of a subsidiary's business (PM business for external owners).



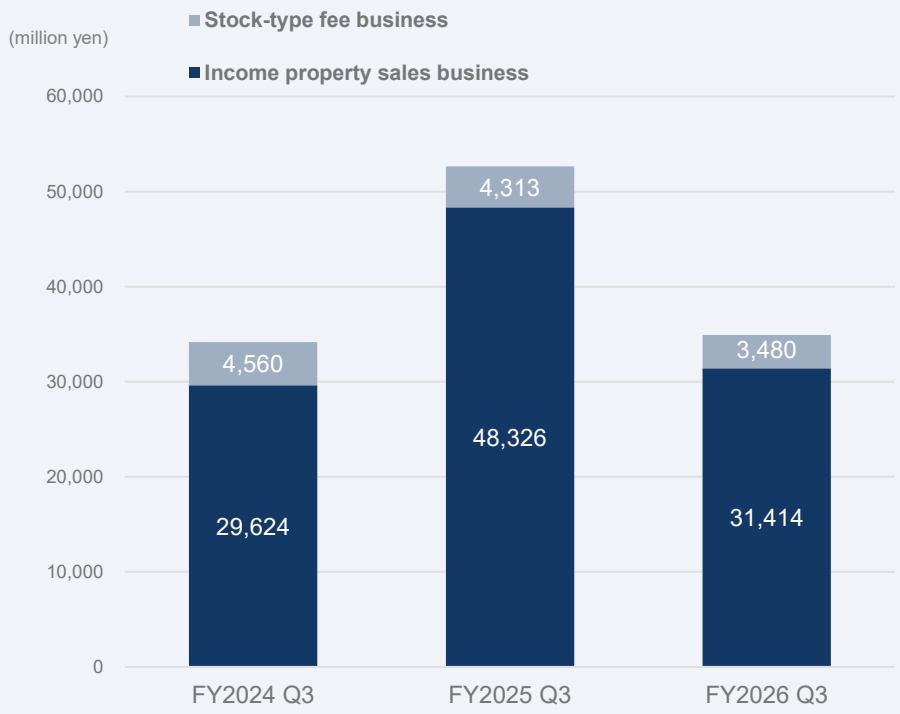
*1 Office unit sales: no sales results in Q3 cumulative of the previous fiscal year.
*2 Overseas property sales: gross profit for Q3 cumulative of the previous fiscal year was -0.49 billion yen (due to the recording of a write-down of inventories).
*3 Extraordinary income/loss includes extraordinary losses of 0.12 billion yen, such as loss on valuation of investment securities and impairment loss.
*Amounts are shown in units of 100 million yen, with figures below the first decimal place truncated; therefore, the sum of the changes in each item does not match the YoY difference in income before taxes.

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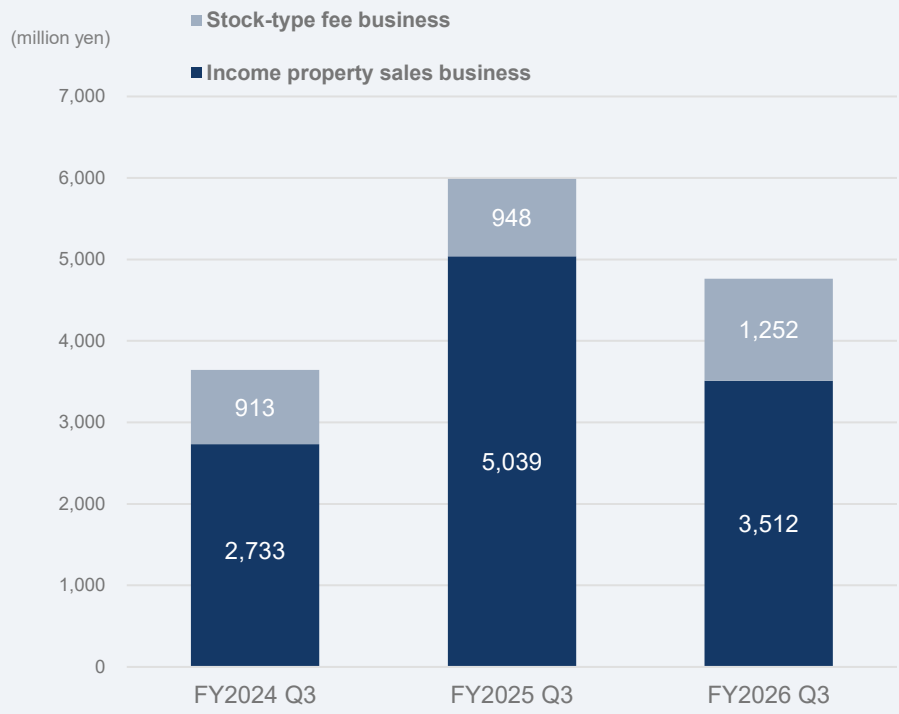
Income property sales business: sales and profit decreased for Q3 cumulative, mainly due to lower sales of small-lot real estate products.

Stock-type fee business: sales fell due to business sales (construction work / external PM), while profit rose as high-margin rental revenue increased with the expanded balance of income properties.

Fluctuations in net sales (by segment)



Fluctuations in operating income (by segment)



*The figures shown here include figures related to internal transactions

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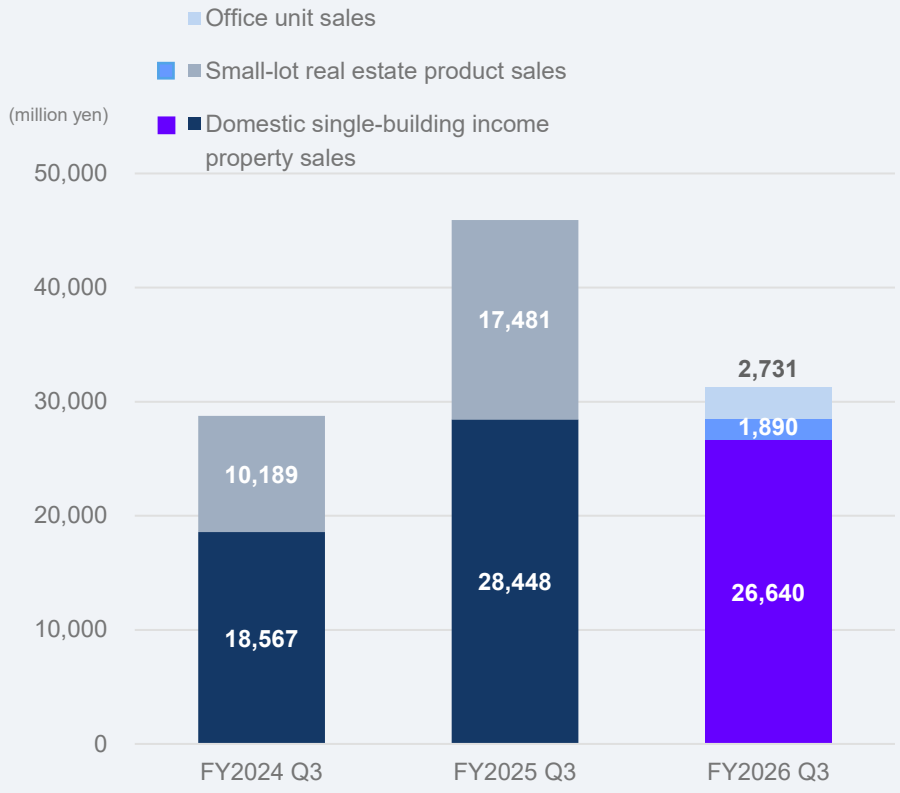
Earnings Trends

By segment | By region

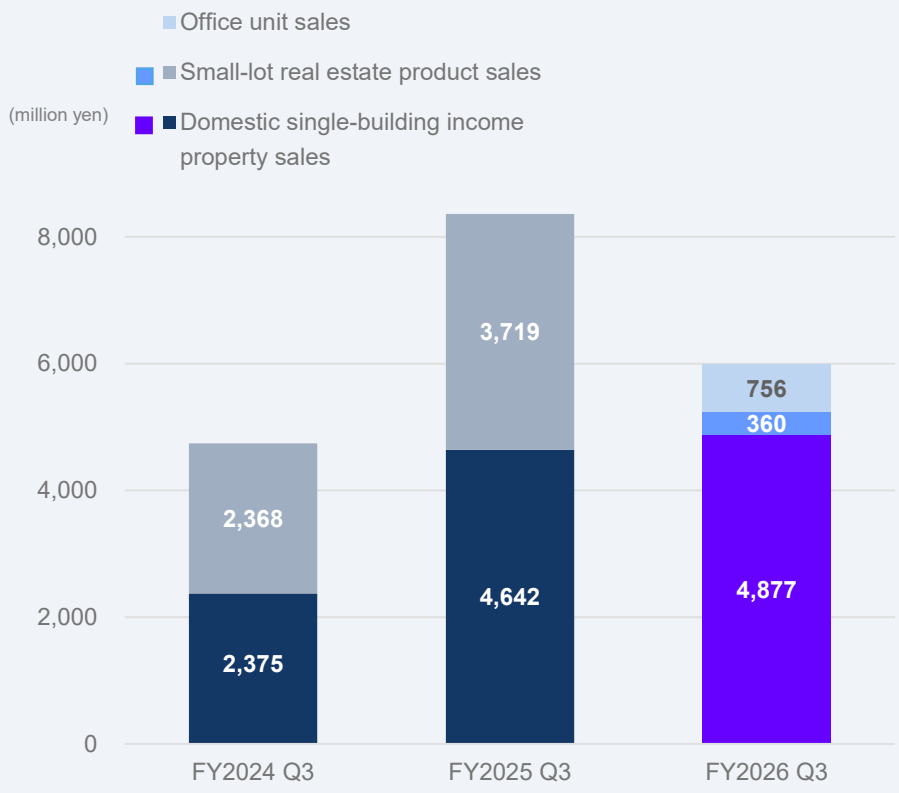
Gross profit of the domestic single-building resale business increased, and further profit contribution is expected from property sales in Q4.

While the small-lot real estate product sales business remains in an adjustment phase, the office unit sales business continued to build a sales track record.

Trend in net sales (breakdown of domestic income property sales)



Trend in gross profit (breakdown of domestic income property sales)



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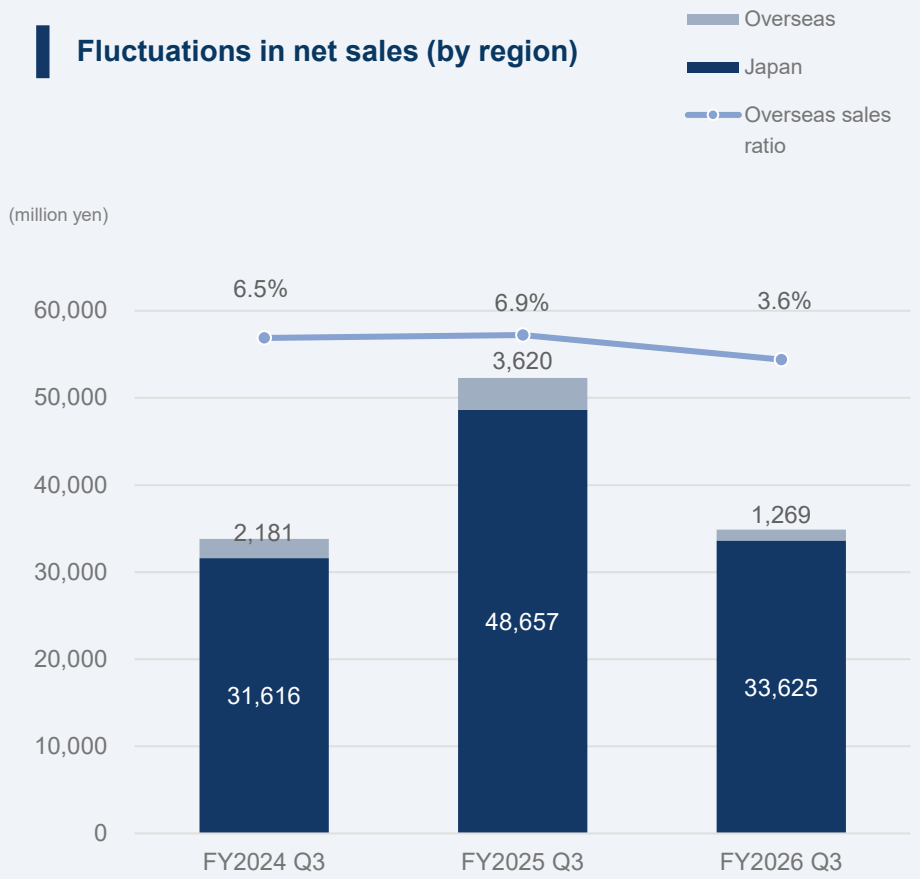
Earnings Trends

By segment | By region

Due to continued high interest rates in the U.S., the overseas business strategy is currently under review.

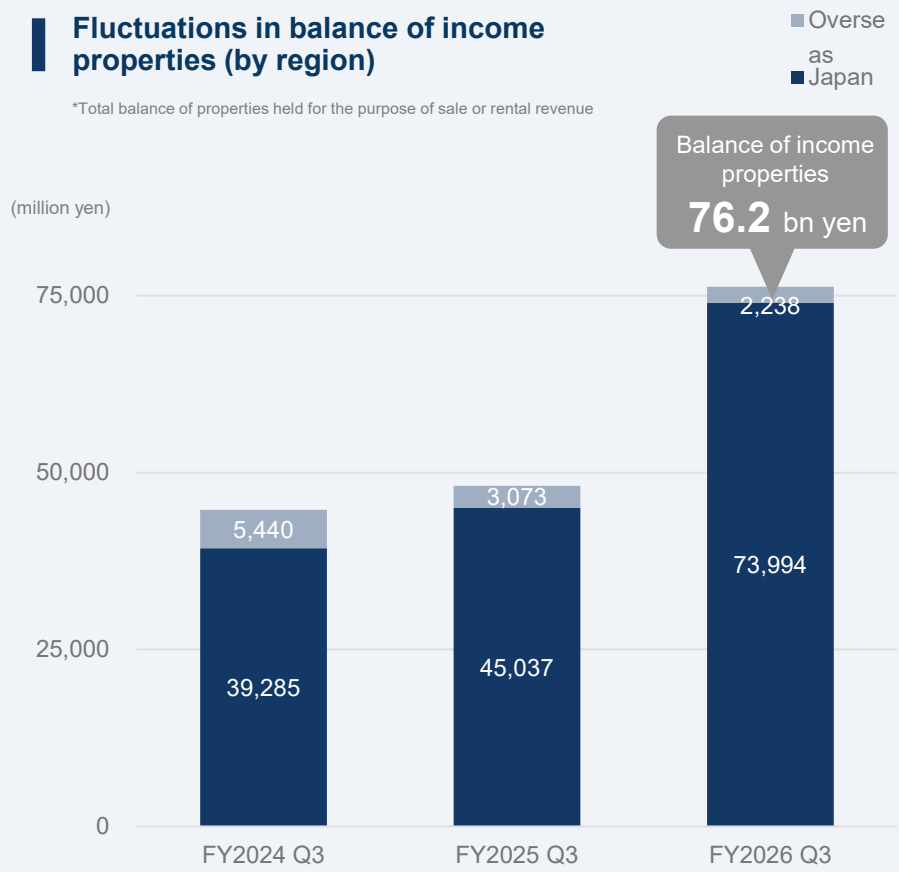
The domestic balance of income properties was 73.9 billion yen as of the end of Q3.
Revenue from property sales is expected to be recorded in Q4.

Fluctuations in net sales (by region)



Fluctuations in balance of income properties (by region)

*Total balance of properties held for the purpose of sale or rental revenue



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Overview of consolidated balance sheet

Due to increased borrowings associated with growth in acquisitions, the equity ratio was 24.3%.

The equity ratio at fiscal year-end is expected to improve through the promotion of property sales in Q4.

As of end-December 2025

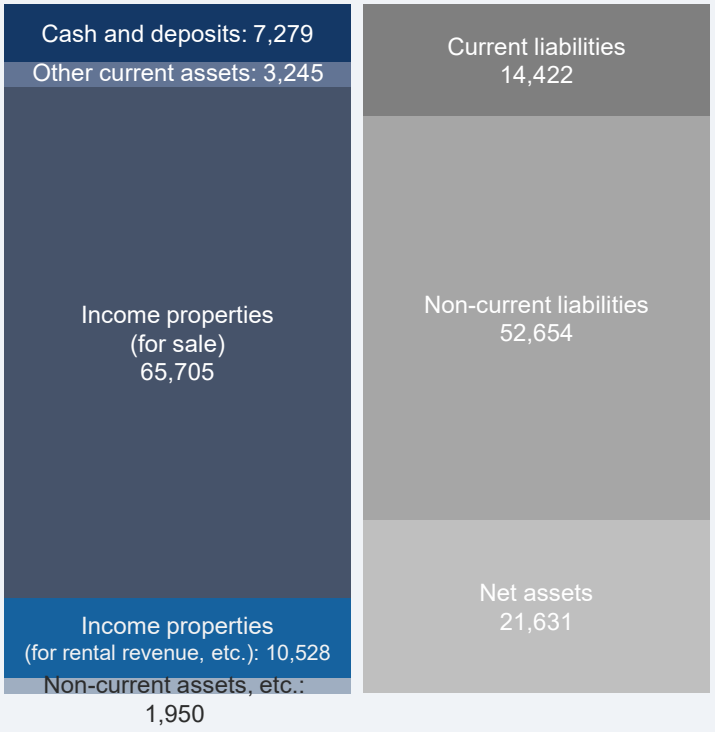
(Unit: million yen)



Total assets: 72,062 million yen

As of end-September 2026

(Unit: million yen)



Total assets: 88,708 million yen

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Trends in Consolidated Results

(Unit: million yen)

	FY2015 (Fiscal year ended March 31,2015)	FY2016 (Fiscal year ended March 31,2016)	FY2017 (Fiscal year ended March 31,2017)	FY2018 (Fiscal year ended March 31,2018)	FY2019 (Fiscal year ended March 31,2019)	FY2020 (Fiscal year ended March 31,2020)	FY2020 (Fiscal year ended December 31,2020)	FY2021 (Fiscal year ended December 31,2021)	FY2022 (Fiscal year ended December 31,2022)	FY2023 (Fiscal year ended December 31,2023)	FY2024 (Fiscal year ended December 31,2024)	FY2025 (Fiscal year ended December 31,2025)
Net sales	10,735	15,733	18,969	22,299	24,861	24,687	16,840	24,961	27,856	41,342	49,910	67,531
Income before taxes	539	650	835	924	1,043	933	432	650	910	2,066	2,547	5,190
Net income	333	426	540	584	663	625	264	312	527	1,419	1,610	3,315
Net assets	5,478	5,842	6,415	10,152	11,947	13,005	13,216	14,817	15,857	17,166	18,761	20,576
Total assets	16,681	17,925	25,832	30,801	30,625	35,468	35,850	42,047	53,359	58,854	59,809	72,062
Balance of income properties	12,931	14,551	20,318	22,376	21,229	23,118	24,682	28,914	41,476	44,798	45,461	54,586
ROE	6.1%	7.5%	8.8%	7.0%	5.9%	5.0%	2.7%	2.2%	3.5%	9.0%	9.5%	17.5%
ROIC	3.6%	3.8%	3.9%	3.1%	3.4%	3.1%	2.0%	1.8%	2.2%	4.0%	4.4%	7.0%
Number of employees	99	115	136	146	167	185	195	207	219	232	240	255

※1:ROE: Net income attributable to owners of parent / average shareholders' equity (Figures may differ from net income on equity.)
※2:ROIC: (Net income attributable to owners of parent + interest expenses + borrowing fee) / (balance of average shareholders' equity + balance of average interest-bearing liabilities)

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04

Appendix

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Growth Strategies to Enhance Corporate Value
(Cites material released on February 12, 2026)

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Growth Strategies to Enhance Corporate Value

A.D.Works Group Co., Ltd.

Hideo Tanaka, President and CEO

February 12, 2026

Code number: TSE Prime 2982

Inquiries: Hideo Goto, Senior Managing Director and CFO

Phone number: 03-5251-7641

Disclaimer

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Contents

01 Introduction
Background to Revision of Growth Strategies

CHAPTER 1
—FY2026 Growth Strategies （Business Plan）

02 Assessment of Impacts from the Tax Reform

03 Single-building resale business

04 Small-lot real estate product business

05 Office Unit Sales Business

06 Organization and human capital to enable growth strategies

CHAPTER 2
—Strategic investments for growth from FY2027 onwards

07 Business Portfolio Expansion

08 Promotion of non-asset businesses and other new businesses

09 Reinforcement of Management Foundations （Human Capital・Branding）



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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 (23.5 billion yen, incl. tax)

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.

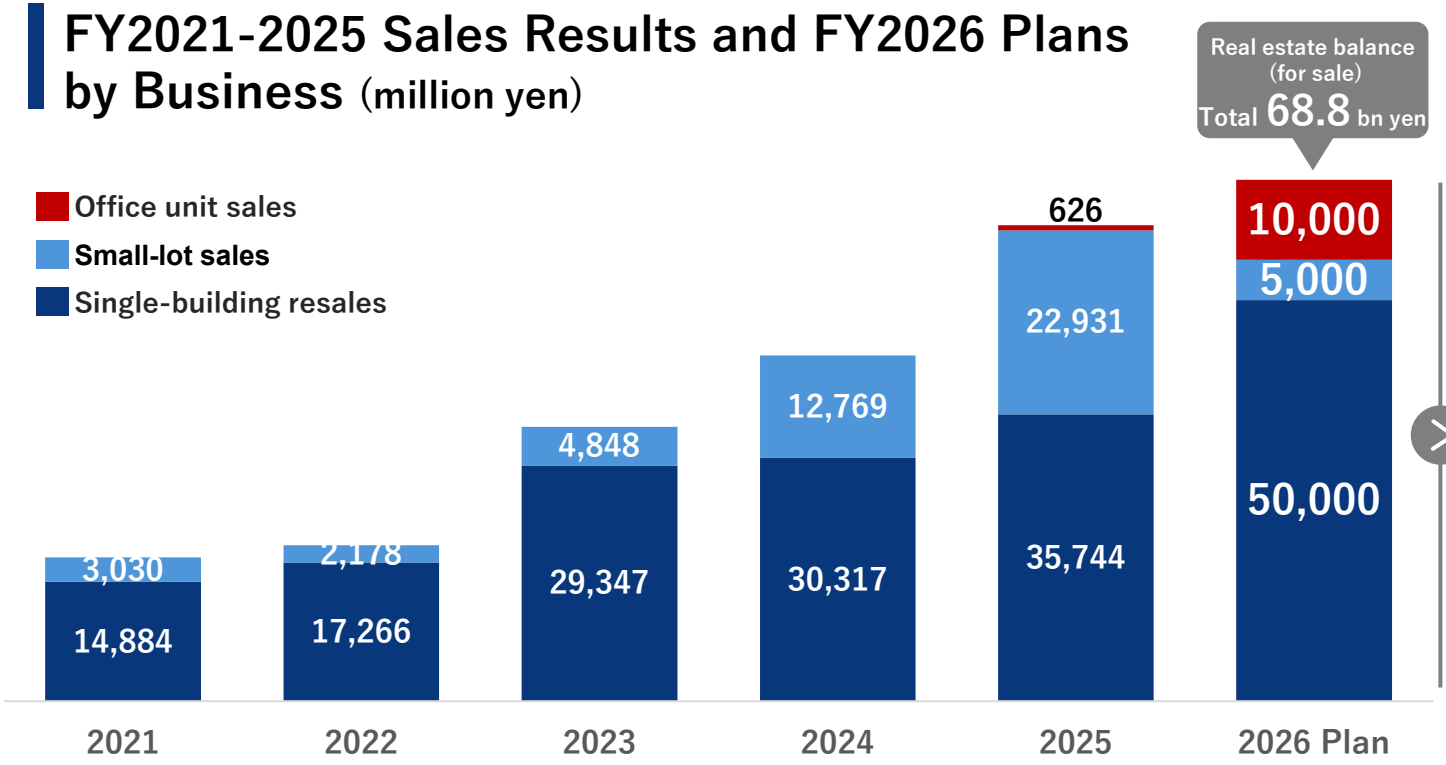
③ Strong growth in the single-building resale business

- 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

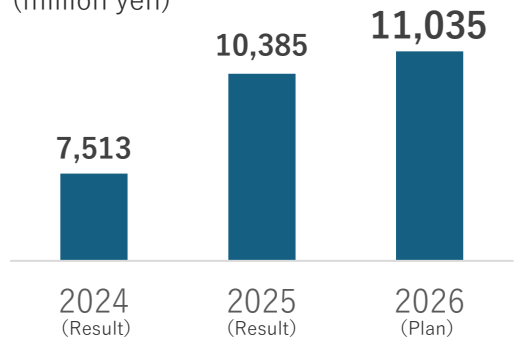
【Single-building : 50bn】
Continued strong growth through expansion in West Japan and increased staff

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)

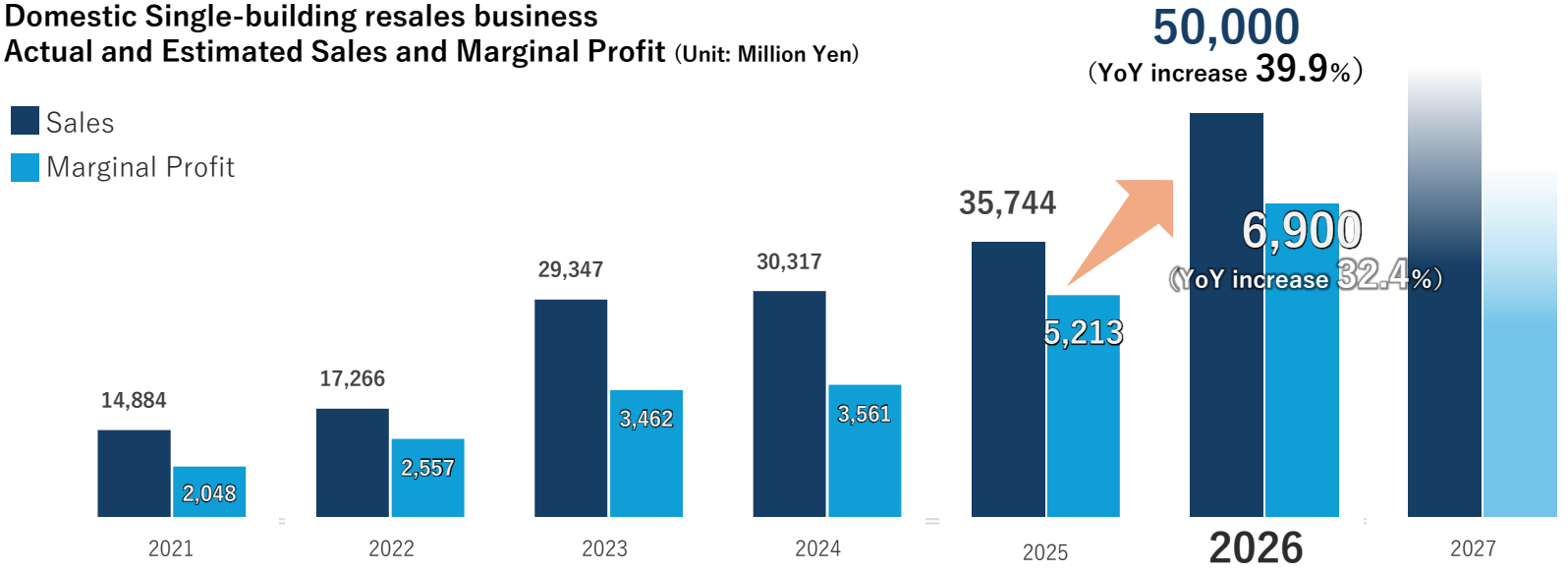


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03 Single-building resale business

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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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

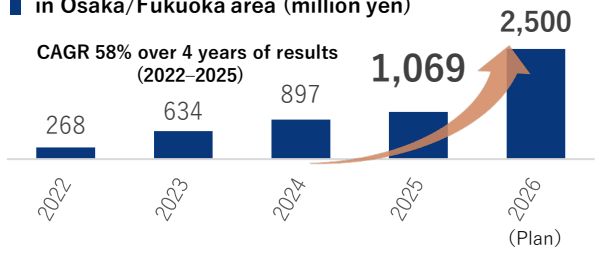
- Expanding revenue opportunities with the start of hotel operations.
- Acquired our first hotel asset in Fukuoka City's Chuo Ward, and will begin operations in October 2025 after undergoing major renovations and rebranding.
- Also promoting the development of hotel properties and the conversion of other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

Improvement in turnover period of the single-building resale business

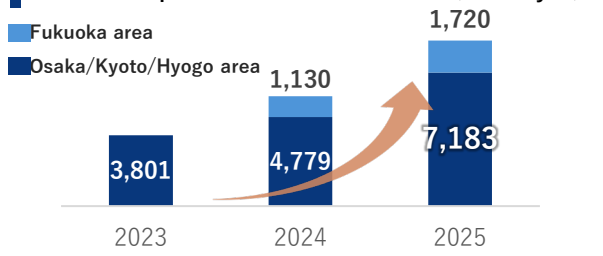


*Average holding period of properties sold annually, excluding development projects

Trend in Marginal Profit from Sales in Osaka/Fukuoka area (million yen)



Trend in acquisitions in the Kansai area (million yen)



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03 Single-building resale business

Market growth

1 Rising Demand for Real Assets in an Inflationary Environment

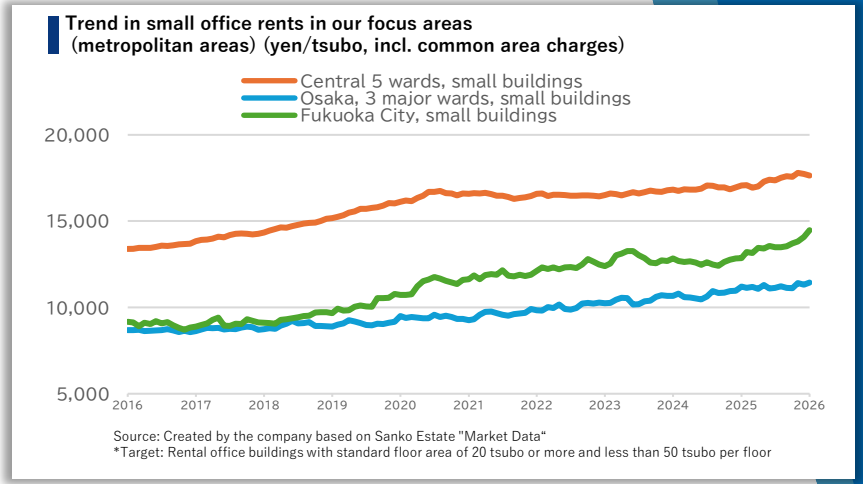
Investment activity focused on the inflation-resistance of real assets is expanding. This is also supported by a market environment that favors natural rent increases.

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.



Source: Created by the company based on Sanko Estate "Market Data"
*Target: Rental office buildings with standard floor area of 20 tsubo or more and less than 50 tsubo per floor

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Competitive Advantage

1 Building a strong and stable organizational structure

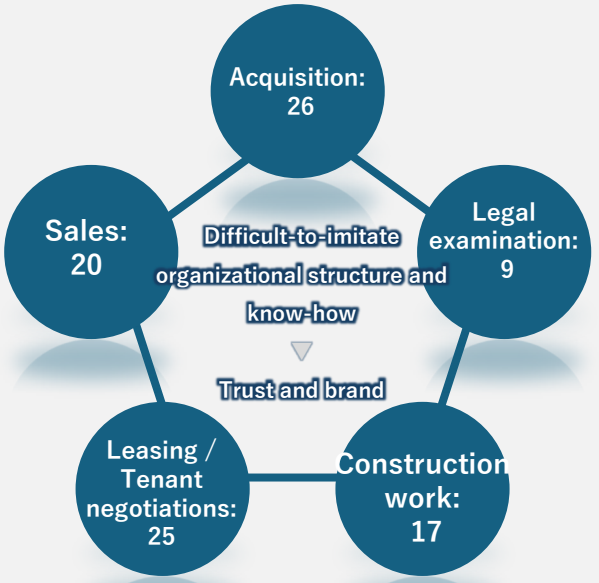
- We have a large team of specialized personnel who work closely together. Our robust system allows us to carry out the entire process of revitalizing used real estate, enabling us to promote our business continuously and stably.
- We acquire information on over 14,000 properties annually. Based on our 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.



Specialist organizational structure
(as of February 2026)

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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.

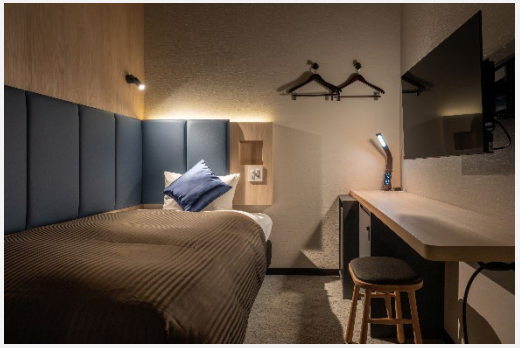
Case ① **Watanabedori, Fukuoka**

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.

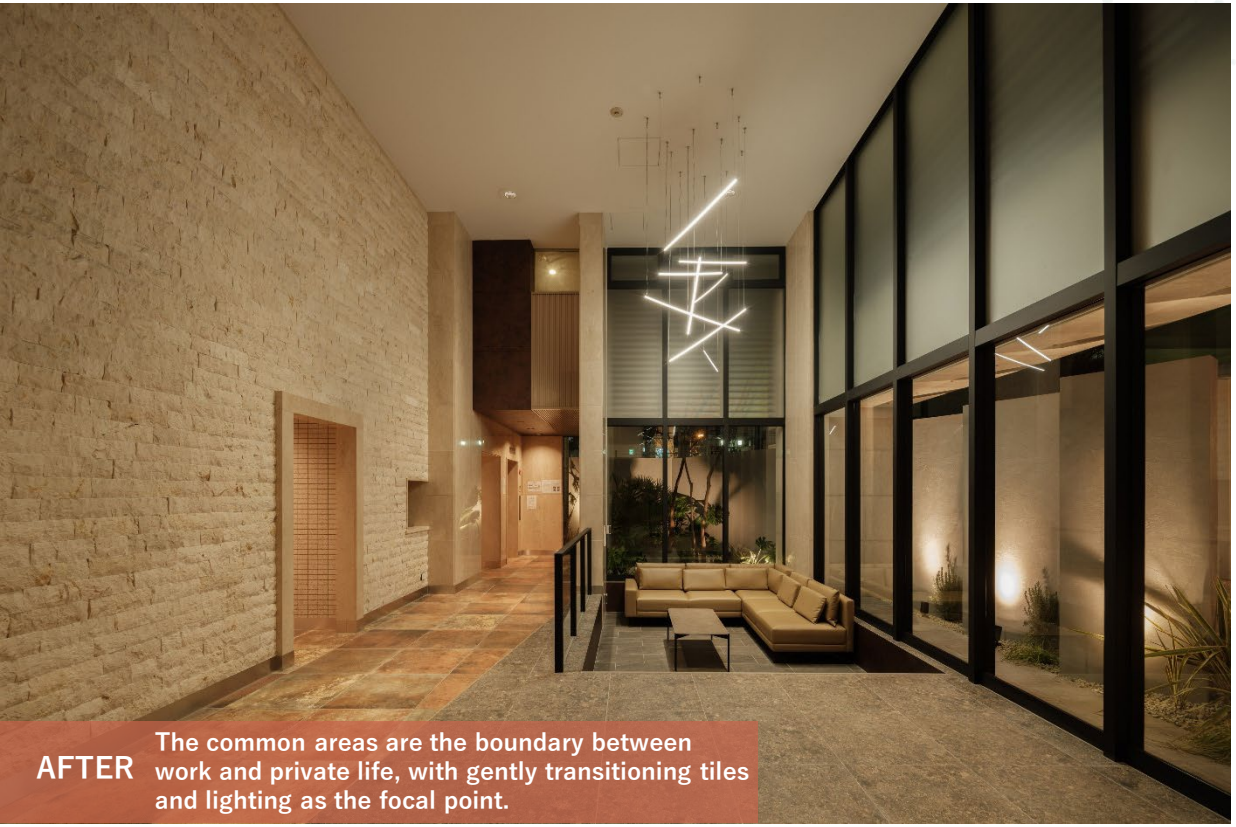
The large banquet hall on the third floor was abolished and cabin booths were installed for individual guests. This enabled the hotel to secure reasonable accommodation demand, which was only possible with a large public bath. Profits also improved.



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

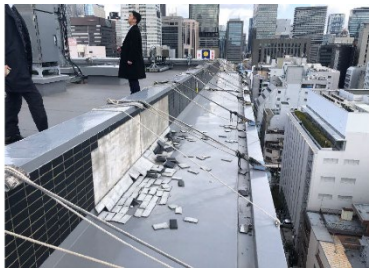
Yodoyabashi, Osaka

CASBEE® A rank

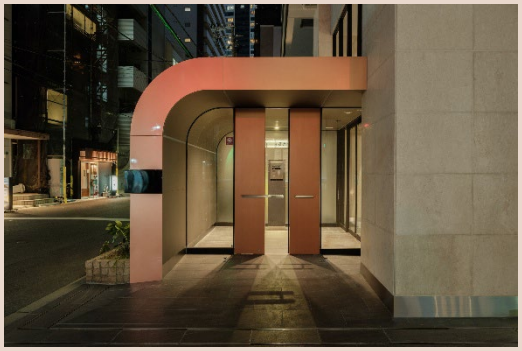
Large-scale renovation of apartment buildings

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 small-lot real estate products is expected to remain strong.

- The small-lot real estatebusiness has conservatively set a target of 5 billion yen 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

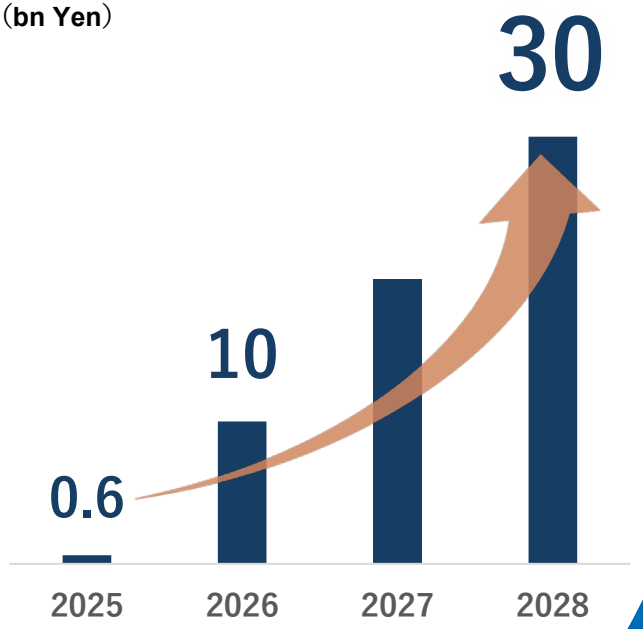
Accelerate growth to reach 10 billion yen in sales by FY2026, becoming a new growth driver
Strengthen sales capabilities by adding know-how and personnel to the management resources built in existing businesses

- 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 Small-lot real estate sales 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 Small-lot real estate sales 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 unit sales business

Office Unit business Sales personnel

Standardizing division sales know-how
Establishing a training system

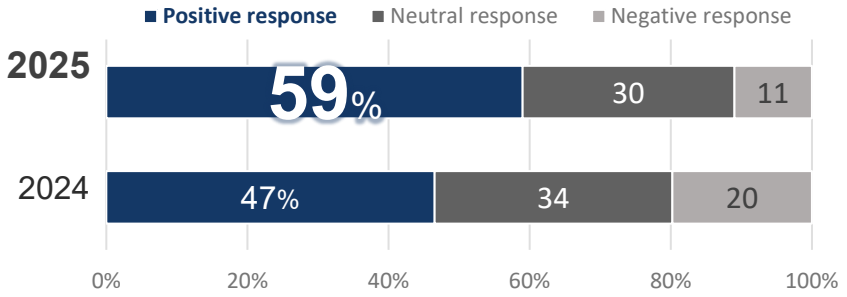
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Small-lot business Sales personnel

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 unit sales business. Preparing to enter the real estate crowdfunding and private placement 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
Investment amount	1 to 5 billion yen	5 million yen+	0.1 billion yen+	10,000 yen+	5 billion yen+
Customer profile	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
Customer needs	Active investment	Stable investment Asset succession	Stable investment Asset succession	Asset building	Active investment

Growth Strategy

Core Business (foundation for all businesses)	Core Business (Evolution of strategy)	Focus Business (Accelerating growth)	New Business (to be launched)	New Business (Preparing to enter)
(1)Further strengthen ability to increase property value (2)Diversify asset types	(1)Impact of tax reform will be assessed in FY2026 (2)Demand for this investment product will remain constant	(1)Leverage the strengths and channels of existing businesses (2) Shift personnel from small-lot business to accelerate sales	(1)Product development based on security and reliability (2)Supply products by leveraging the strengths of the resale business	(1)Leverage the strengths of existing businesses to create new business opportunities (2) Acquire non-asset revenue as asset manager

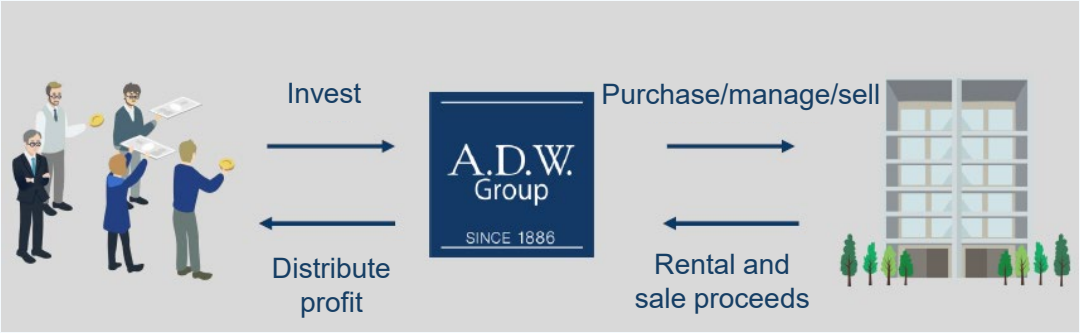
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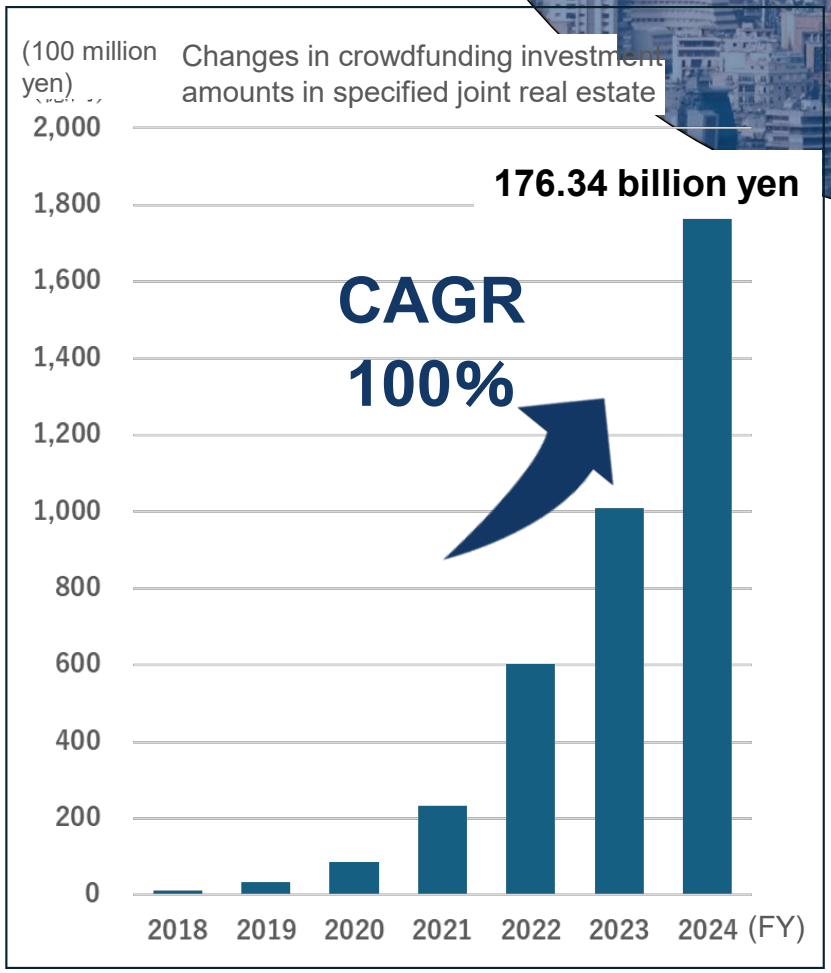
08 Real Estate Crowdfunding Business

Monetization | 2026 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 Venture (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

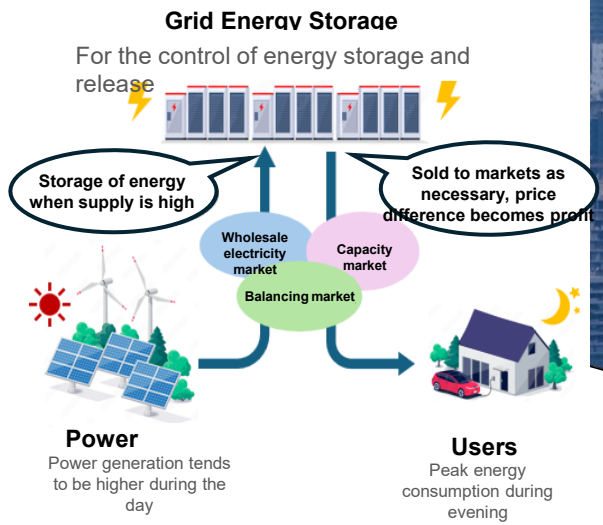
- The grid-connected energy storage business promises stable income from the sale of electricity. Entering a growth market based on the national Basic Energy Plan.
- By rapidly expanding, focusing on relatively small bases that can be ready for operation in about a year, the company aims to establish 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.



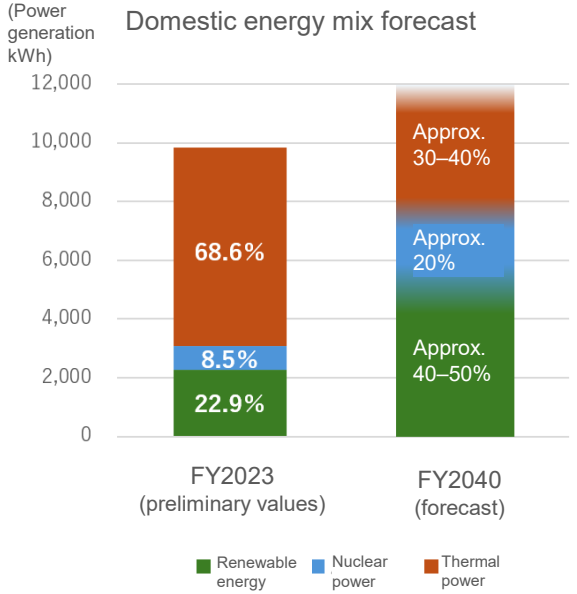
First site in Matsusaka City, Mie Prefecture
Construction completed in January 2026

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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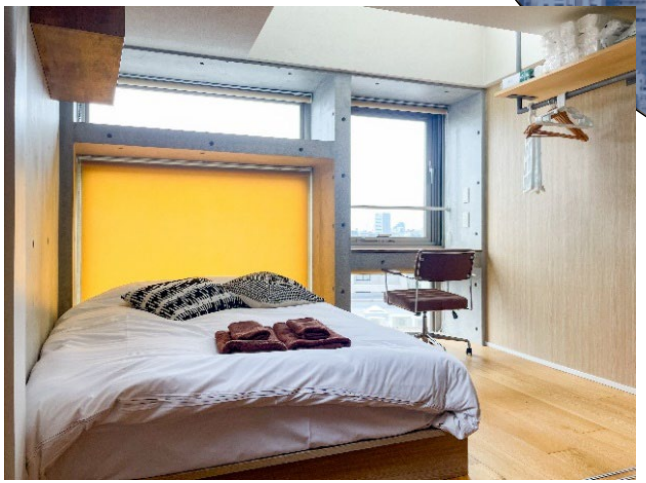
08 Hotel Operation Business

Monetization | 2027 onward

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

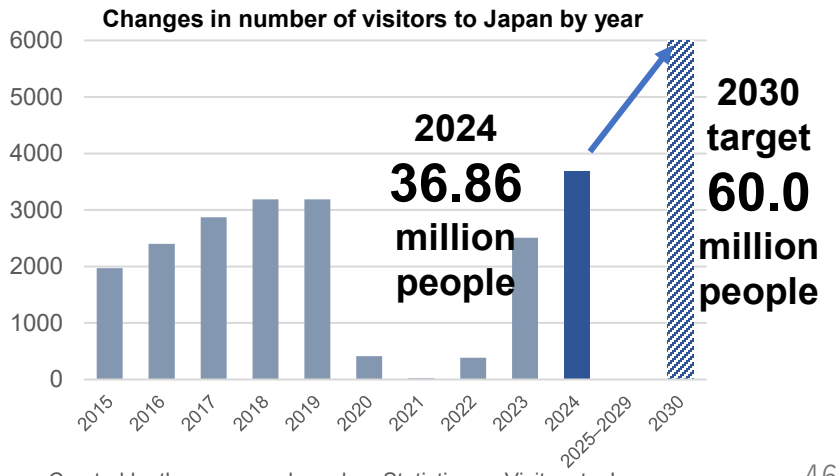
Create synergy with existing businesses and acquire non-asset income

- **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

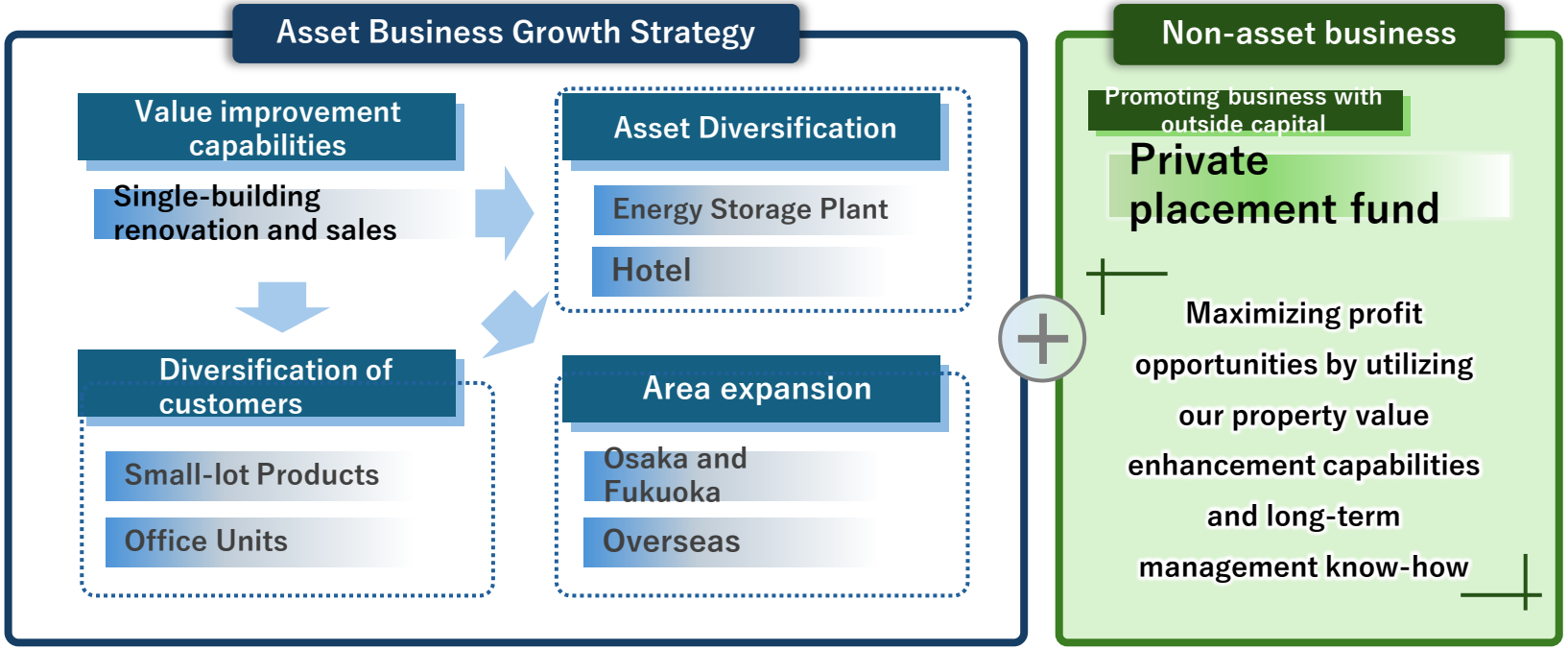
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08 Private placement fund business

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 becoming apparent
Continue to focus on human capital investment and enhance efficacy of growth strategies

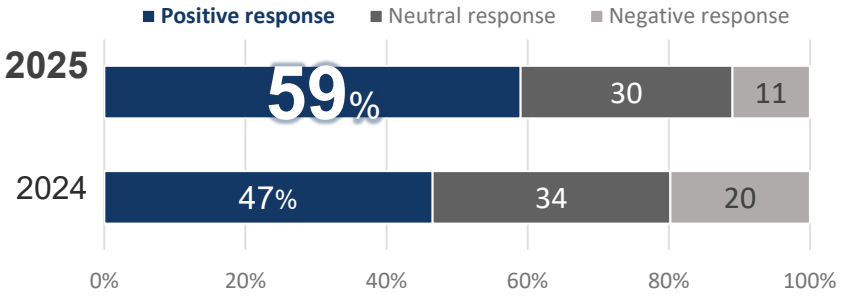
Measures implemented in FY2025

- **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

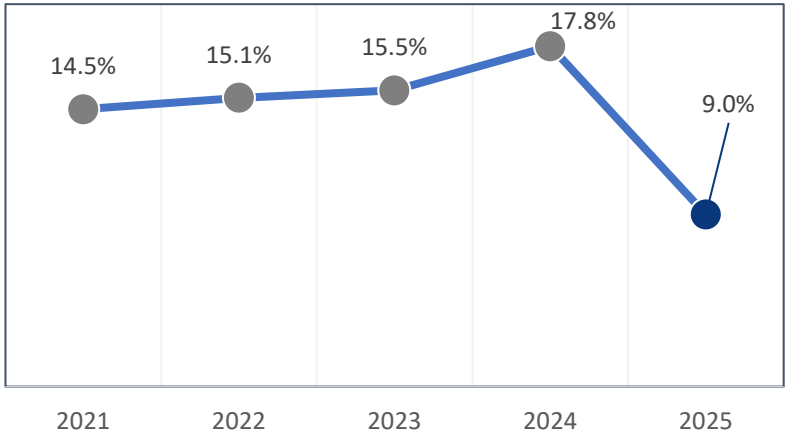
- **Improved engagement score (more than 20-point improvement in questions relating to promotion of management strategies and trust in management)**
- **Significant reduction in employee turnover rate as a result**

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 BtoC 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.

×

Increase customers/sales through marketing

- Strengthen product marketing, promote growth in BtoC businesses (small-lot real estate product sales, office unit sales, and real estate crowdfunding 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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Progress with Second Medium-Term Management Plan

(Fiscal Years Ending December 31, 2024- December 31, 2026)

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FY2026, the third year of the medium-term plan, is an update to the initial plan, with sales and profits expected to increase.

(Unit: billion yen)

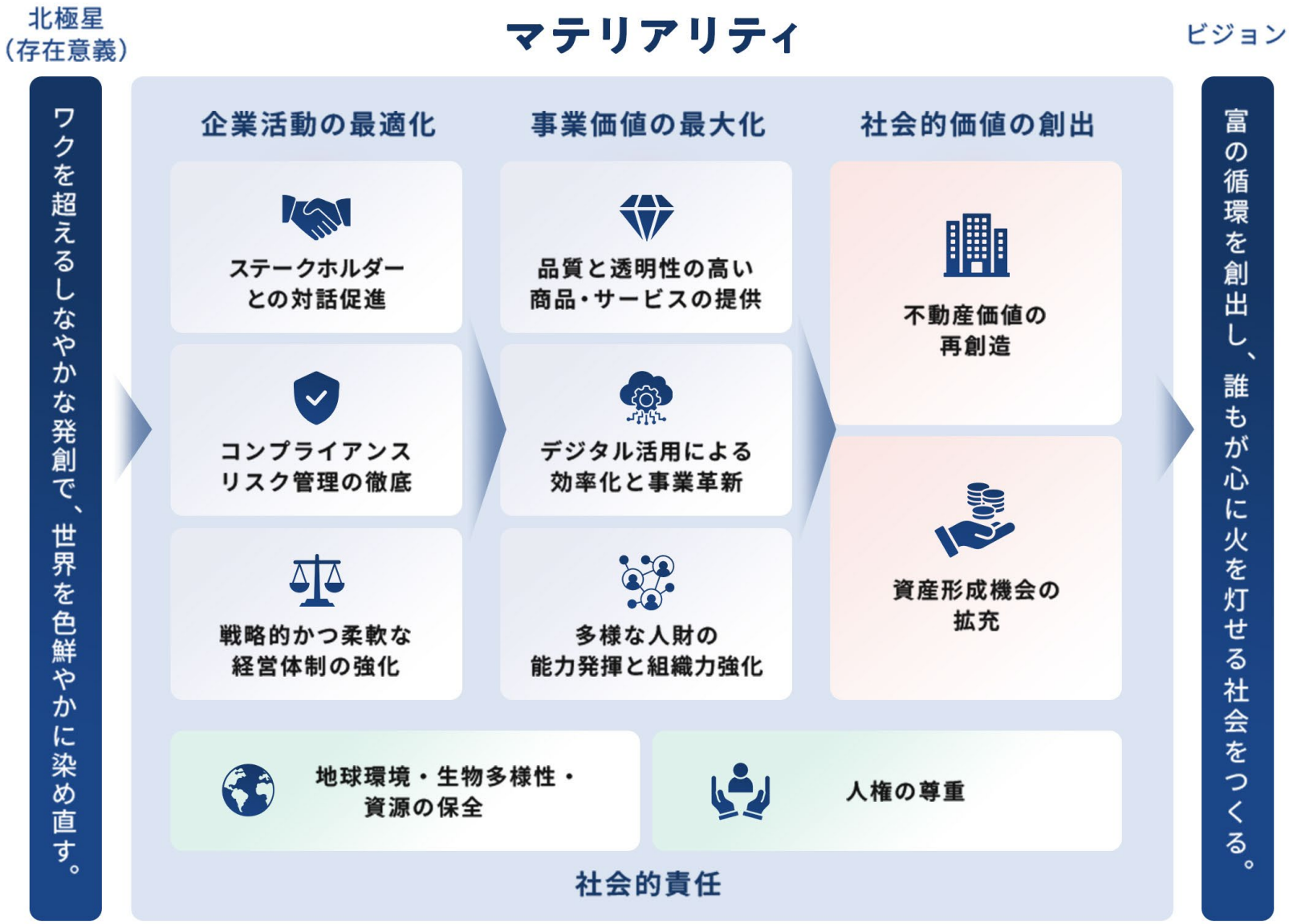
Consolidated	FY2024 (Fiscal year ended December 31, 2024) Results	FY2025 (Fiscal year ended December 31, 2024) Results	FY2026 (Fiscal year ending December 31, 2026) Initial Plan	FY2026 (Fiscal year ending December 31, 2026) Revised Plan (Announced 2/12)
Net sales	49.91	67.53	58.00	77.00
Operating income	3.21	4.98	3.70	4.30
Net income before income taxes	2.54	5.19	3.00	4.50
Balance of income properties	45.40	54.50	50.00	65.00
Shareholders' equity *1	17.51	20.30	20.00	22.40
ROE *2	9.5%	17.5%	10.4%	14.5%
ROIC *3	4.4%	7.0%	4.8%	6.4%
Human resource productivity "PH gross profit" *4	36 mil yen/person	48 mil yen/person	35 mil yen/person	44 mil yen/person
Financial soundness "Equity ratio"	31.3%	28.5%	Approx. 30%	Approx. 30%
Shareholder value "EPS" *5	33.50 yen	68.46 yen	41.76 yen	64.01 yen

*1 Balance of income properties: Total balance of properties held for sale or rental revenue
*2 ROE: Net income attributable to owners of parent / average shareholders' equity (Figures may differ from net income on equity.)
*3 ROIC: (Net income attributable to owners of parent + interest expenses + borrowing fee) / (balance of average shareholders' equity + balance of average interest-bearing liabilities)
*4 PH gross profit (gross profit per head): Gross profit / average number of employees
*5 EPS (earnings per share): Net income attributable to owners of parent / average number of shares during the period

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Sustainability

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Business Model

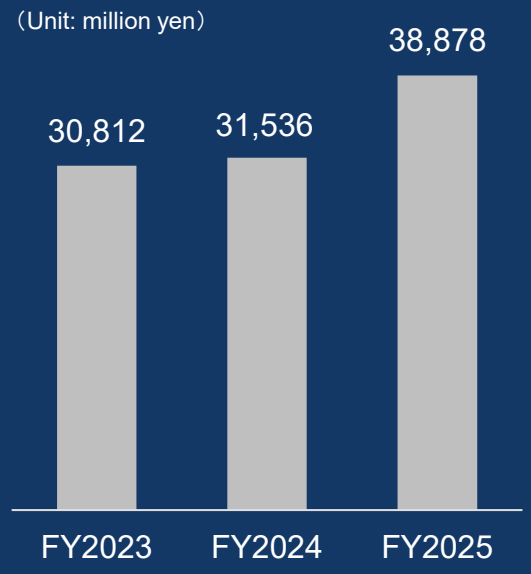
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1 Income Property Sales Business

In our business model, we purchase income properties in Japan and overseas based on extensive market research and legal examination, and then increase asset value by carrying out construction work to raise its value and attract tenants in order to generate income through their subsequent sale.

Business model: One-Time Sales-type

Fluctuations in sales



Three business characteristics

Properties handled

Focus on residences and offices

Areas of focus

Focus on the Tokyo metropolitan area, Kansai metropolitan area Fukuoka area and US

Strengths

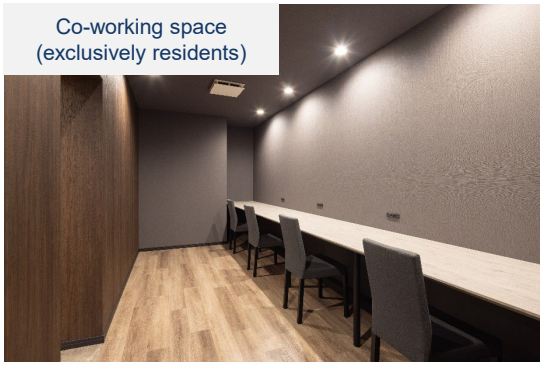
Value-Add Strategy

Example of value-added project : Saginuma Project(Residential real estate)

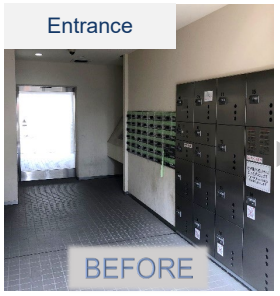
Exterior



Co-working space (exclusively residents)



Entrance





Plans tailored to characteristics of property and site and residents' needs

-Former trunk room turned into a co-working space
-Apartments suited for living together with pets

Other

- Large-scale repair work
- Interior decoration work on residents' rooms
- Steps taken to address legal infringements, etc.

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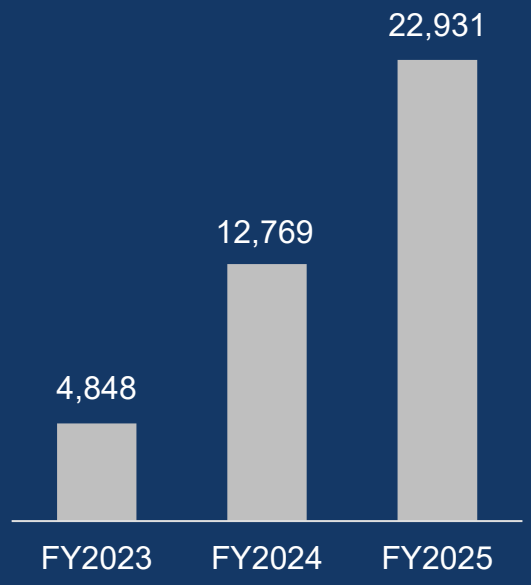
2 Small-lot real estate product sales

A business model that sells and generates profits on well-located prime real estate in small lots with a minimum investment of 5 million yen to investors nationwide through referrals from financial institutions, accounting firms and others.

Business model: Shot-type

Fluctuations in sales

(Unit: million yen)



Three points about small-lot real estate product ARISTO Series

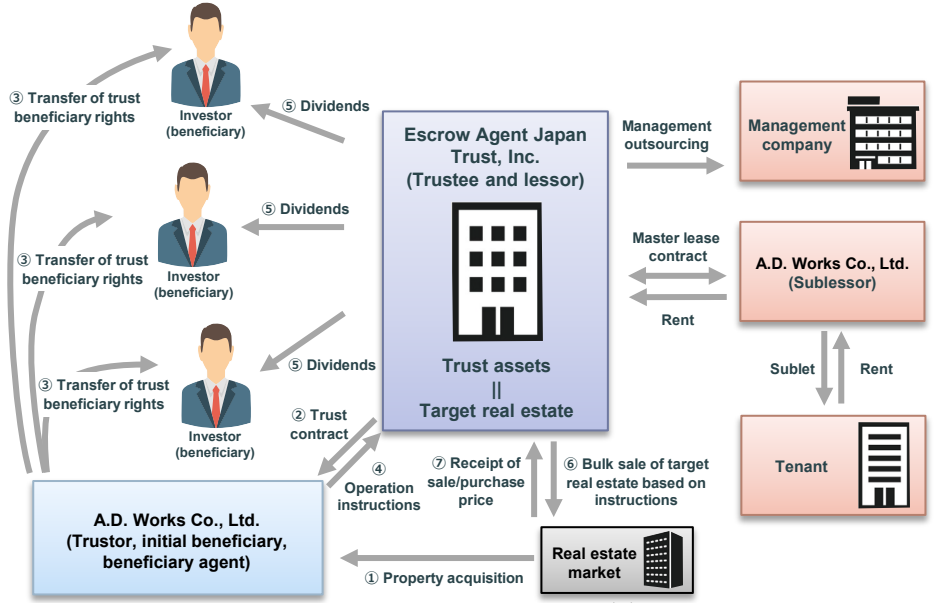
1 **Investments in well-located prime real estate from as little as 5 million yen**
(1 lot is 1 million yen)
*The minimum investment amount differs depending on the real estate property in question.

2 **None of the hassle of management and administration**

3 **Succeeding assets is efficient since the assets can be distributed per the number of shares**

Trust beneficiary rights

Under real estate trust beneficiary rights, the trustee (trust company) is entrusted with single-building real estate or other trust assets and placed in charge of their management and operation, and the trust company is granted rights to receive any profit (rental income, gains on sale, etc.) arising from operation of said assets. Through ARISTO, these rights can be held in small lots.



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3 Office Unit Sales

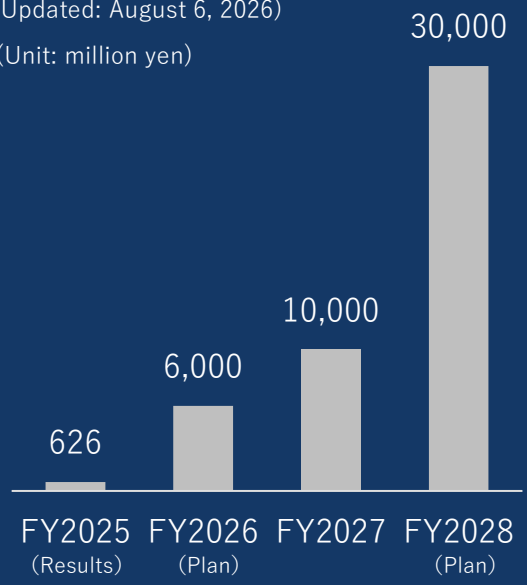
A business model that registers small office buildings in central areas as sectional ownership, divides them floor by floor into office unit products, and sells them to investors nationwide through referrals from financial institutions and others to generate revenue.

Business model: Shot-type

Sales results and future plans

(Updated: August 6, 2026)

(Unit: million yen)



Three points about office unit product ARISTO PLUS

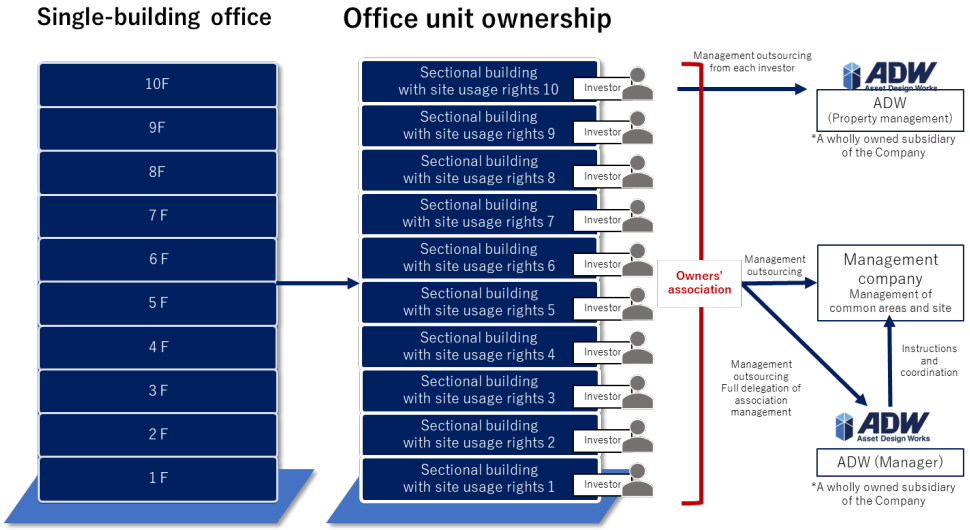
1 **Invest in one floor of an office building in central Tokyo**

2 **None of the hassle of management and administration**

3 **Leverage can be applied by utilizing borrowings**

Office Unit Sales Business Scheme

Each floor of the building is divided and registered as a sectional building with site usage rights as independent ownership, and sold individually. Investors can utilize borrowings secured by real estate, similar to a mortgage, enabling leveraged real estate investment.
While common areas such as elevators and corridors require management by an owners' association, our subsidiary handles operational execution, so investors have virtually no management burden.



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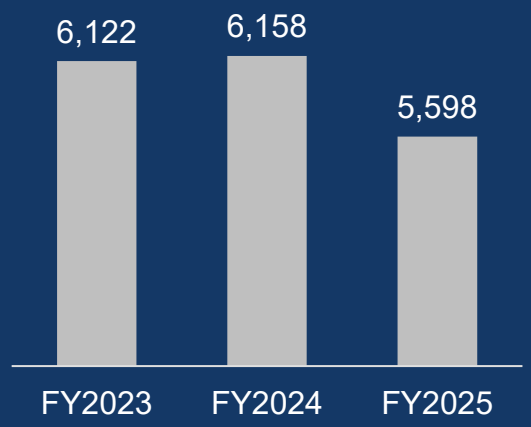
4 Stock-type Fee Business

This business model generates stable revenue through rent income from income properties held by the Group, property management support, and fee revenue from post-sale real estate management support.

Business model: Stock-type

Fluctuations in sales

（Unit: million yen）



Rental income from owned properties



Rent appraisal

Leasing

Rent collection

We carefully examine the market rental rates for properties we plan to purchase and own. We then lease and collect rent after commercialization, ensuring stable rental income during the ownership period.

Real estate management support



Small-lot product management

Office unit management

Overseas real estate management

We provide long-term support for real estate investments, including small-lot real estate products, office unit products, and overseas real estate, even after the sale to investors.

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Reference Materials
(Company profile / Shareholder Composition)

(C) 2026 A.D.Works Group Co., Ltd.

Company name	A.D. Works Group Co., Ltd.
Headquarters	Fifth Floor, Hibiya Kokusai Building, 2-2-3, Uchisaiwai-cho, Chiyoda-ku, Tokyo
Establishment	April 1, 2020 (A.D.Works Co., Ltd., the Company's predecessor, was founded in February 1886 and incorporated in May 1936.)
Capital	6,347 million yen（as of December 31, 2025）
Listing date	Moved to TSE Prime in April 2022, Listed in the First Section of the TSE in a technical listing in April 2020 (2982) (A.D. Works, the Group's predecessor, was moved to the first section of TSE in October 2015/ Listed on the JASDAQ Securities Exchange (3250) in October 2007)
Main subsidiaries	A.D.Works Co., Ltd. (real estate transactions, brokerage) Angel Torch Co., Ltd. (corporate venture capital business, finance arrangement business) ADW Hotel Management Co., Ltd. (hotel operation business) A.D.Works USA, Inc. (management of US subsidiaries) ADW Management USA, Inc. (US property income management business) ADW Hawaii LLC (property income business in Hawaii, USA)

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The Group, which started as the Aoki Dyeing Works in 1886, has changed with the times and now operates its business on the TSE's Prime Market

Founding

1886

A.D.Works, the Company's predecessor, was founded as Aoki Dyeing Works, a dyeing business, in 1886

Listing

October 2007

The Company's predecessor, A.D.Works, was listed on JASDAQ in October 2007 and the first section of TSE in October 2015; the Company was established through sole share transfer in April 2020

Market

TSE Prime

Number of employees (consolidated)

255 people

as of December 31, 2025

Number of Group companies

10 companies

as of December 31, 2025

Office

Tokyo・Osaka・Fukuoka

Los Angeles, USA

Operates business in Japan and overseas

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1 Number of issued shares **50,797,264 shares**

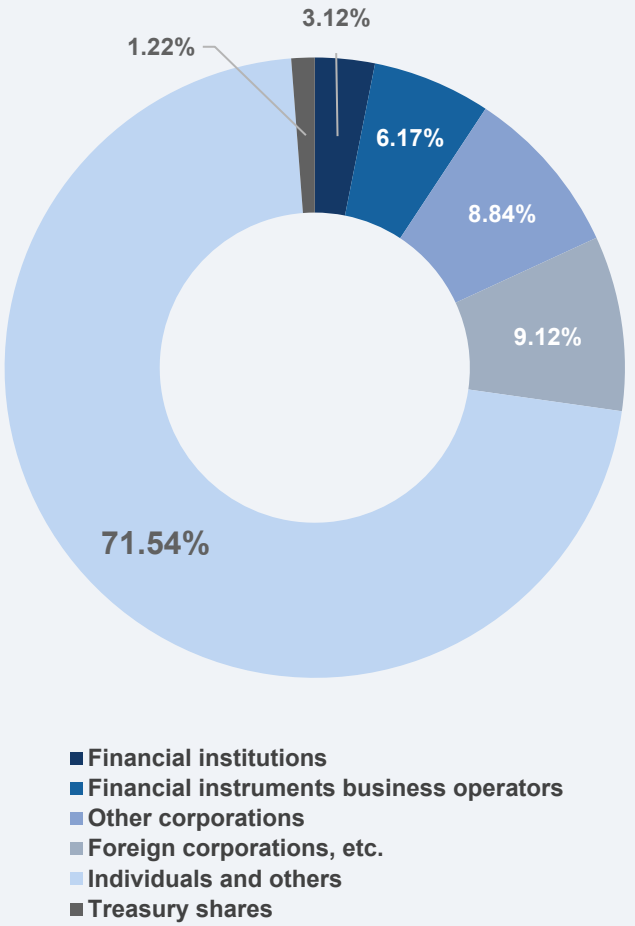
2 Number of shareholders **23,436** (Shareholders with voting rights: 15,849)

3 Major shareholders (as shown in table below)

No.	Shareholder name	Percentage of shareholdings
1	**Hideo Tanaka**	**10.78%**
2	**MURAKAMI TAKATERU**	**9.62%**
3	**Liberty House Co., Ltd.**	**3.93%**
4	**MI2 Co., Ltd.**	**3.81%**
5	**SBI SECURITIES Co., Ltd.**	**2.79%**
6	**Japan Securities Finance Co., Ltd.**	**1.65%**
7	**Rakuten Securities, Inc. (Joint Account)**	**1.58%**
8	**BOFAS INC SEGREGATION ACCOUNT**	**1.39%**
9	**BNYM SA/NV FOR BNYM FOR BNY GCM CLIENT ACCOUNTS M LSCB RD**	**1.35%**
10	**The Master Trust Bank of Japan, Ltd. (Executive Compensation Trust Account)**	**1.13%**

*Excludes treasury shares (617,479 shares). Shareholding ratios are calculated based on the total number of issued shares less treasury shares.

4 Allocation by owner (as shown in diagram below)



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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.

Inquiries

Corporate Strategy & IR Department, A.D.Works Group

ir@re-adworks.com 03-5251-7641

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