LOGOS HOLDINGS

株式会社ロゴスホールディングス

FY2025/5 2Q
Results Presentation

Securities code : 205A

January 14, 2025

PHILOSOPHY

Shaping the Future of Japanese Home Building

New connections and values throughout the country.

Since the establishment of LOGOS HOME INC. in 2003, we have sought to provide high quality homes that can withstand harsh natural environment at reasonable prices. We take pride in the fact that we have increased the number of happy families in Hokkaido.

And as the way we live, work, and think about home is changing across the country, we need to draw a vision for home building with a new set of values. We also need to think about the inheritance of brands that are rooted in the local community and excellent techniques.

We believe it is important to establish connections with builders throughout Japan who share our vision, so that we can make not only the residents happy, but also the builders. If we work hand in hand, we can create a new standard for house building in Japan. There will always be happiness in a house. We believe so.

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Executive Summary

The results forecast has been revised, mainly reflecting the current status of sales activities.
While full-year net sales are expected to remain above the previous year, operating income is expected to decline due to M&A activities and other growth investments.

Financial Results for the First half of the Fiscal Year Ending 2025/5

Net sales

12,854 million yen

Year on Year

-186 million yen
(-1.4%)

Operating income

-583 million yen

Year on Year

-677 million yen
(－)

Forecast for the Fiscal Year Ending 2025/5

Net sales

37,074 million yen

Year on Year

+5,360 million yen
(+16.9%)

Operating income

886 million yen

Year on Year

-505 million yen
(-36.3%)

- While the number of first customer contacts decreased temporarily (It has now recovered.) at some Group companies, net sales are expected to increase 16.9% year on year with the increase in sales at existing businesses and the acquisition of Sakai Construction, a new Group company.
- Operating income is expected to decline year on year, reflecting growth investments including M&A activities and the opening of new sales offices.

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1. Company Profile
2. Our Strengths
3. Financial Results for the First half of the Fiscal Year Ending 2025/5
4. Forecast for the Fiscal Year Ending 2025/5
5. Growth Strategy

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5 Growth Strategy

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Company Profile and Group Structure

Company Name	LOGOS HOLDINGS INC.
Representative	Yuichi Ikeda President and Representative Director
Head Office Address	2-2-1, Higashi Sanjo Minami 13-chome, Obihiro, Hokkaido
Establishment	July 9, 2020
Business	custom-built housing sales business, using digital marketing to attract customers and efficient operations with DX
Number of Employees	85 *Total group: 494 (as of May 31, 2024)
Capital Stock	Approx. 99 million yen (as of November 30, 2024)

LOGOS HOLDINGS
株式会社ロゴスホールディングス

Breakdown of net sales by subsidiary (FY 2024/5)



*All are consolidated subsidiaries,Figures in ( ) is the percentage of voting rights held.
The Figure in 《 》 are percentages of indirect voting rights held in parentheses.

LOGOS HOME INC. (100.0) — Hokkaido, Tohoku, North Kanto
いい家を住み継ごう LOGOS HOME 株式会社 ロゴスホーム
Custom-built house
Ready-built house
Residential land sales

HOEI CONSTRUCTION INC. (100.0) — Sapporo/Tomakomai
いい家を住み継ごう 豊栄建設株式会社
Custom-built house
Ready-built house
Residential land sales

GALLERY HOUSE INC. (100.0) — Tochigi
GALLERY HOUSE
Custom-built house
Ready-built house
Residential land sales
Renovation

ROOT LINK INC. (100.0)
ROOTLINK
Builder support consulting*1
(DX consulting, etc.)

Logos Creative Office Philippines. Inc. 《99.9》
LOGOS CREATIVE OFFICE PHILS INC.
CAD Operation*2

Sakai Construction Co., Ltd. (100.0) — Niigata
Sakai 坂井建設株式会社
From December 26, 2024
Custom-built house
Renovation
Civil engineering

*1 Builder support consulting mainly provides support for the introduction and operation of sales support software and CAD (drawing and perspective creation) services.
*2 Providing CAD drawing and perspective creation services (CAD operations) in Philippines

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History -Holdings and History of Major Operating Companies-

LOGOS HOLDINGS

LOGOS HOME 株式会社ロゴスホーム

- **2003** .06 • LOGOS HOME INC. was established in Obihiro, Hokkaido, for selling houses
- **2006** .09 • Anesis INC.was established in Obihiro, Hokkaido, for operating a showroom to exhibit houses
- **2008** .09 • Manshitsu Keikaku HA-I-RU INC. was established in Kato-gun, Hokkaido for the purpose of remodeling houses business
- **2009** .04 • Manshitsu Keikaku HA-I-RU INC. changed its name to LOGOS FACTORY INC.
- **2013** .04 • Anesis INC. changed its name to Housing Cafe INC.
- **2014** .05 • Housing Cafe INC. merged with LOGOS FACTORY INC.
- **2015** .02 • Logos Creative Office Philippines. Inc. was established in Philippine, for providing architectural design drawing agency services
- **2016** .09 • PLAPRO INC. (current ROOT LINK INC.) was established in Kato-gun, Hokkaido for the purpose of offshore business
- **2019** .06 • Endeavor United II Investment Business Limited Partnership established (former) LOGOS HOLDINGS INC., and acquired 100% of the shares of LOGOS HOME INC.

豊栄建設株式会社

- **1989** .05 • Established HOEI CONSTRUCTION INC. in Sapporo, Hokkaido, for the purpose of selling houses
- **2011** .05 • Alivio INC. was established in Sapporo, Hokkaido, for the purpose of franchise development business with Eyeful Home Inc.
- **2012** .01 • Acquired 100% shares of Remix INC. for starting remodeling houses business
  • Acquired 100% shares of Qulios INC. for exclusive selling LIXIL super shell construction method buildings
  • Acquired 100% shares of HOEI CHEMICAL INC. for performing preservative treatment work
- .08 • Acquired 100% shares of Scentic Inc. for the purpose of managing beauty salons
- .10 • Merged with Qulios Inc., HOEI CHEMICAL INC. and Sentic Inc.
- .12 • Acquired 100% shares of Land Vision Inc. for building lease management and real estate transactions
- **2015** .01 • Merged with Remix Inc.
- **2016** .01 • Merged with Alivio Inc. and Land Vision Inc.
- **2017** .01 • WORLD HOLDINGS CO., LTD. acquired 100% shares of HOEI CONSTRUCTION INC.
- **2018** .05 • HOEI HOME INC. (Eyeful Home Housing franchise business) was established
- **2020** .03 • Endeavor United II Investment Business Limited Partnership acquired 100% shares of to HOEI CONSTRUCTION INC. from World Holdings Co., Ltd.
- .12 • HOEI HOLDINGS INC. merged with HOEI HOME INC.

LOGOS HOLDINGS 株式会社ロゴスホールディングス

- **2020** .07 • HOEI CONSTRUCTION INC. established **HOEI HOLDINGS INC.** (current LOGOS HOLDINGS INC.)
- **2021** .01 • HOEI HOLDINGS INC. merged with **the former LOGOS HOLDINGS INC.** Company name changed to new **"LOGOS HOLDINGS INC."**
- **2022** .05 • Acquired 100% shares of GALLERY HOUSE INC. a custom-built housing company in Tochigi Prefecture
  • Acquired 100% shares of ROOT LINK INC. from LOGOS HOME INC.
- **2024** .06 • Listed on the Tokyo Stock Exchange Growth Market
- .12 • Acquired a 100% stake in Sakai Construction Co., Ltd., a custom-home builder in Niigata

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Business Flow

The Company operates housing and real estate-related businesses in the Hokkaido, Tohoku, and North Kanto areas.
In December 2024, the Company acquired new Group Company Sakai Construction based in Niigata to expand into the Hokuriku area.



*1 Builder support consulting mainly provides support for the introduction and operation of sales support software and CAD (drawing and perspective creation) services.
*2 Providing CAD drawing and perspective creation services (CAD operations) in the Philippines

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Major subsidiaries

Each subsidiary has its own distinctive product and develops business in various regions

LOGOS HOME 株式会社ロゴスホーム



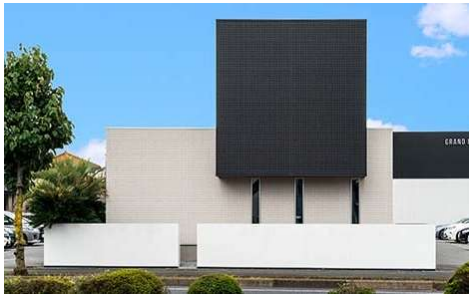
Head Office	Obihiro, Hokkaido
Sales areas	Hokkaido, Tohoku, and Northern Kanto
Sales areas*1	LOGOS HOME: 19 offices Housing Cafe: 5 offices
Main products	FORTAGE, ECOXIA, e-Hikaria
Characteristics	Logos Home, which has stores in Hokkaido, Tohoku and North Kanto, and Housing Cafe, which has stores only in Hokkaido. Focusing on high energy-saving performance and reasonable prices, we offer a house with Hokkaido quality*2 that allows you to stay comfortably in any area.

豊栄建設株式会社



Head Office	Sapporo, Hokkaido
Sales areas	Hokkaido (Sapporo, Tomakomai)
Sales areas*1	2 stores
Main products	Challenge 999
Characteristics	The company has its head office in Sapporo, and is developing businesses such as building houses and housing land sales in Sapporo and Tomakomai, focusing on custom-built houses. We offer a house that focuses on price, quality and support.

GALLERY HOUSE



Head Office	Utsunomiya, Tochigi
Sales areas	Tochigi Prefecture
Sales areas*1	2 stores
Main products	Tochigi Kenchikusha, VINJOY, Nomaris
Characteristics	The company operates under the brand of Tochigi Kenchikusha, which sells custom-built and ready-built houses in Tochigi Prefecture, VINJOY, which is engaged in renovating existing houses, and Nomaris, which is engaged in the construction of group homes for people with disabilities.

坂井建設株式会社

From December 26, 2024



Head Office	Nagaoka, Niigata
Sales areas	Niigata
Sales areas*1	8 stores + office
Main products	Detail HOME, Detail Base, 4D studio
Characteristics	This company operates businesses with its core products being cattleya, custom homes guided by the Designing life in Niigata concept. In addition to selling custom-built homes with special emphasis on design aesthetics, the company builds one-story houses, engages in planning and renovates homes.

*1 In addition to the sales offices, there is one "HOKKAIDO CLASSIUM" operated by LOGOS HOME INC. and HOEI CONSTRUCTION INC.
*2 "Hokkaido Quality" housing is defined as housing that is resistant to severe temperature differences in Hokkaido, earthquakes, strong winds, etc.

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Product Lineup

Custom-built houses, Ready-built house, Residential land sales



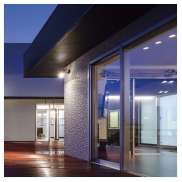
FORTAGE
フォルテージ デュオ・トレス・テセラ

Completely free design based on proposal and technical capabilities
DUO: the standard model
TRES: the cost-effective model
TESSERA: the more comfortable and environmental friendly model



CHALLENGE 999 Free Plan

Custom-built housing with emphasis on price, quality, and support
Custom-built housing with a clear pricing structure composed of the building cost, additional construction, and options



栃木建築社

Completely free-design custom-built housing with an emphasis on design
Housing performance suitable for Tochigi Prefecture
Design buildings and "enjoyable living"



Hikaria
イーヒカリア

Solar panel x design housing
More than 300 plans available



ECOXIA
エコシア

ZEH*1-type custom-built house
Reduced utility costs
Flexibility in interior design
Reasonable prices



VINJOY

Design renovation based on the concept of "existing house, design, and quality assurance"



Sakai Construction Co., Ltd.
(from December 26, 2024)

DETAIL HOME

It is a brand of homes that designs life in Niigata. Houses with timeless designs are built by looking 100 years into the future, unaffected by momentary fads.



Sakai Construction Co., Ltd.
(from December 26, 2024)

DETAILBASE

Compact houses that can be built with customized floor plans for as little as 10 million yen



Sakai Construction Co., Ltd.
(from December 26, 2024)

4D//STUDIO.NIIGATA

A brand of homes that creates affluent spaces that integrate timeless architectural beauty and functionality.

Other (group home, builder support, offshore)



もっともっと明るい暮らしを
NOMARIS

Construction of a group home for the disabled

Group homes for people with disabilities are a form of communal living for people with disabilities in a house or apartment with a maximum capacity of 10 people or less. Staff called "caretakers" or "support staff" provide assistance in daily living, such as preparing meals, bathing, and using the toilet.

ROOTLINK — **Builder Support Consulting (DX consulting, etc.)**

LOGOS CREATIVE OFFICE PHILS INC. — **CAD Operation (Philippines)**

*ZEH, net zero energy houses, are houses that balances the energy used in the home with the energy generated by solar power generation, reducing the amount of energy consumed in one year to practically zero or less.

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Sales Offices

LOGOS HOLDINGS

いい家を住み継ごう LOGOS HOME 株式会社ロゴスホーム

● **21 Offices**

Expanding offices from Hokkaido to Tohoku and North Kanto

Hokkaido
LOGOS HOME(LH) Obihiro
LH North Sapporo
LH South Sapporo
LH Hakodate
LH Asahikawa
LH Kushiro
LH Tomakomai
LH Kitami
LH Noboribetsu, Muroran
LH Nakashibetsu

Aomori
LH Hachinohe

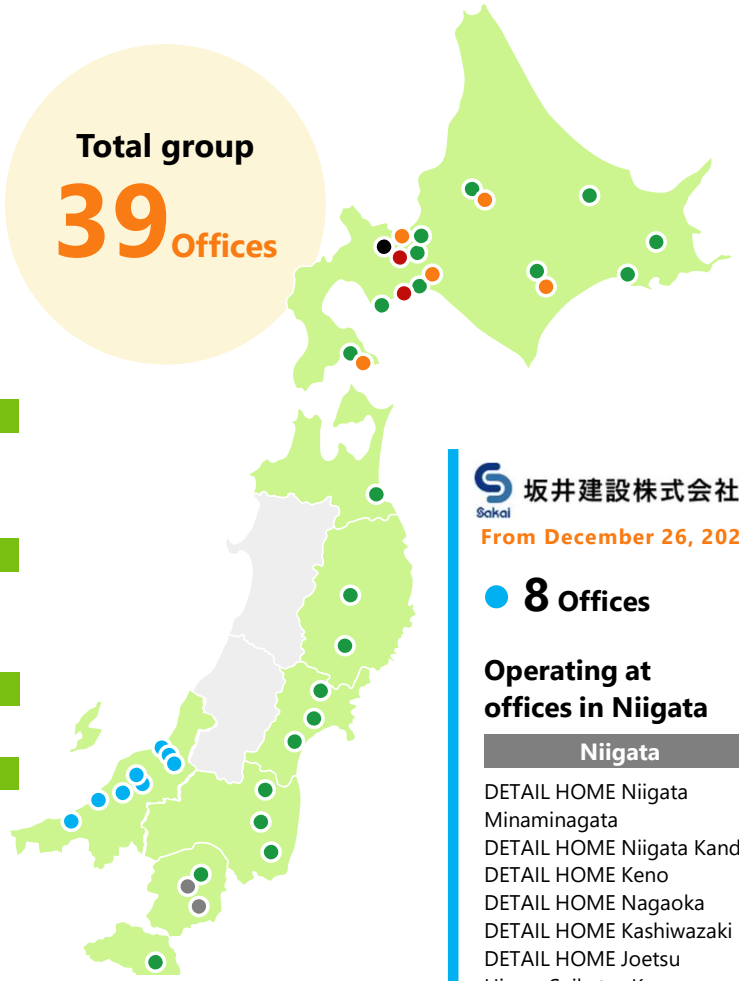
Iwate
LH North Morioka
LH Oshu

Miyagi
LH Sendai Izumi
LH Osaki
LH Natori

Fukushima
LH Koriyama
LH Fukushima
LH Iwaki

Tochigi
LH Utsunomiya

Saitama
LH Fujimino



坂井建設株式会社 Sakai

From December 26, 2024

● **8 Offices**

Operating at offices in Niigata

Niigata
DETAIL HOME Niigata Minaminagata
DETAIL HOME Niigata Kandoji
DETAIL HOME Keno
DETAIL HOME Nagaoka
DETAIL HOME Kashiwazaki
DETAIL HOME Joetsu
Hiraya Seikatsu Ken-ou
DETAIL BASE Niigata

GALLERY HOUSE

● **2 Offices**

Laying the groundwork at two locations in Tochigi Prefecture

Tochigi
Tochigi Kenchikusha Utsunomiya Head Office
Tochigi Kenchikusha Moka

宿泊型ハウジングミュージアム HOKKAIDO CLASSIUM 北海道クラシアム

● **1 Offices**

いい家を住み継ごう HOUSING CAFE ハウジングカフェ

● **5 Offices**

Expanding solar-powered homes exclusively in Hokkaido

Hokkaido
Housing Café(HC) Obihiro
HC Sapporo
HC Hakodate
HC Asahikawa
HC Chitose

いい家を住み継ごう 豊栄建設株式会社

● **2 Offices**

Maximize sales at one location, mainly in Sapporo

Hokkaido
Housing Lab Sapporo
Tomakomai Sales Office

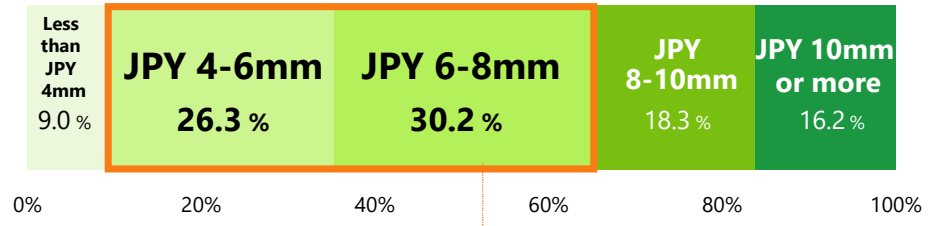
* As of January 14, 2025
* LOGOS HOLDINGS INC, ROOTLINK Corporation, and Logos Creative Office Philippines. Inc. do not have sales offices

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Target Demographic

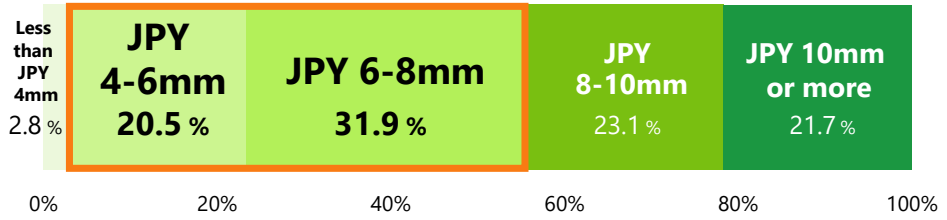
Providing housing that can withstand Hokkaido's harsh environment at an affordable price

Household income of custom-built house buyers

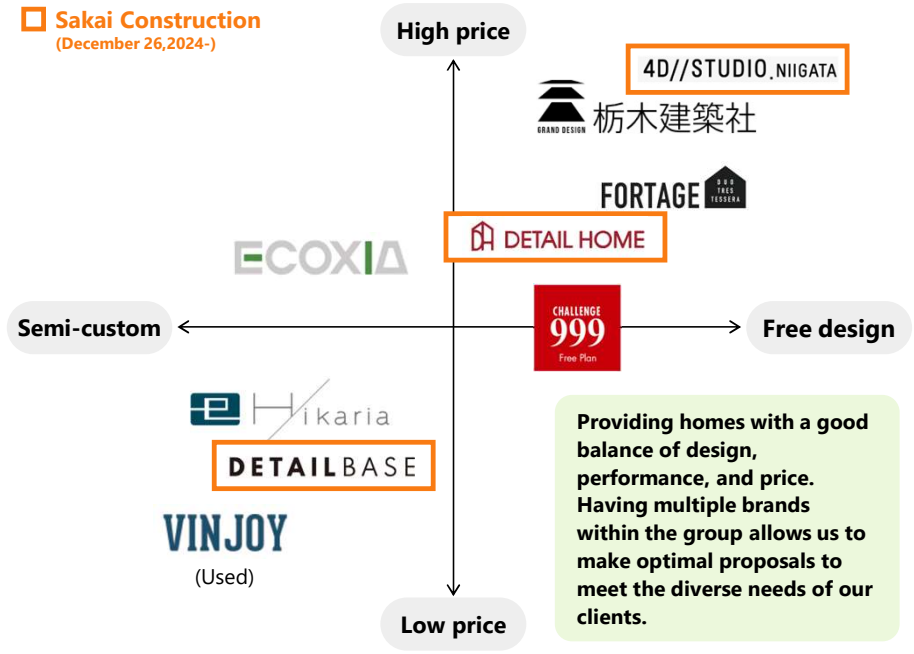


Volume zone = Our target

Household income of ready-built house buyers



Brand Development responding to diverse requests



*In the diagram above, “Semi-custom” refers to products that are cost-effective because the client chooses from a predetermined floor plan, specifications, etc. “Free design” refers to products that have a highly flexible design based on the client's requests.

Source: Ministry of Land, Infrastructure, Transport and Tourism, “Housing Market Trends Survey Report (FY 2022),” Percentage of primary acquirers by household income

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Three Strengths for Continued Growth

1



Product Development Capability

2



Digital Marketing

3



Efficient Operation with DX

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1. Product Development Capability

Our group is working to cut costs and address the shortage of skilled workers by reviewing our procurement and subcontracting partners, and utilizing modular factories.
At the same time, we are establishing a system to support the development of new products by each subsidiary.

Energy saving, Reduction of CO_2



We continued development of homes that contribute to reduction of electric consumption and CO_2 emissions. In the award system "House of the Year in Energy", LOGOS HOME's housing was again selected for the "Award of Excellence" in FY2023. In addition, LOGOS HOME received the "Award for Excellence Energy-Saving Housing builder" for three or more consecutive years.

*The "House of the Year in Energy" award system is a system by the Japan Center for Regional Development to recognize outstanding homes that contribute to reduction of electric consumption and CO_2 emissions.

compatible with solar panels



In the Hokkaido Iburi East Earthquake in 2018, it took "about 64 hours" for the Hokkaido Electric Power Company to declare restoration, but power was available while the solar panels were generating electricity. As a disaster preparedness measure, we support the installation of household storage batteries along with solar power generation systems. We can also accommodate installation after the delivery of the house.

Highest grade earthquake resistance



All buildings are rated as equivalent to the highest earthquake resistance grade 3 in preparation for the frequent earthquake disasters that occur throughout the country.

Earthquake resistance grade 1	Levels that meet Building Standards Act
Earthquake resistance grade 2	1.25 times more earthquake resistant than Earthquake resistance grade 1
Earthquake resistance grade 3	**1.5times** more earthquake Resistant than Earthquake resistance grade 1

*Source: "Outline of the Housing Performance Indication System (revised December 2023)," Ministry of Land, Infrastructure, Transport and Tourism.

Development of homes with high performance in terms of energy efficiency, CO_2 reduction, and earthquake resistance, while meeting the diverse needs of the local community

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2. Digital Marketing

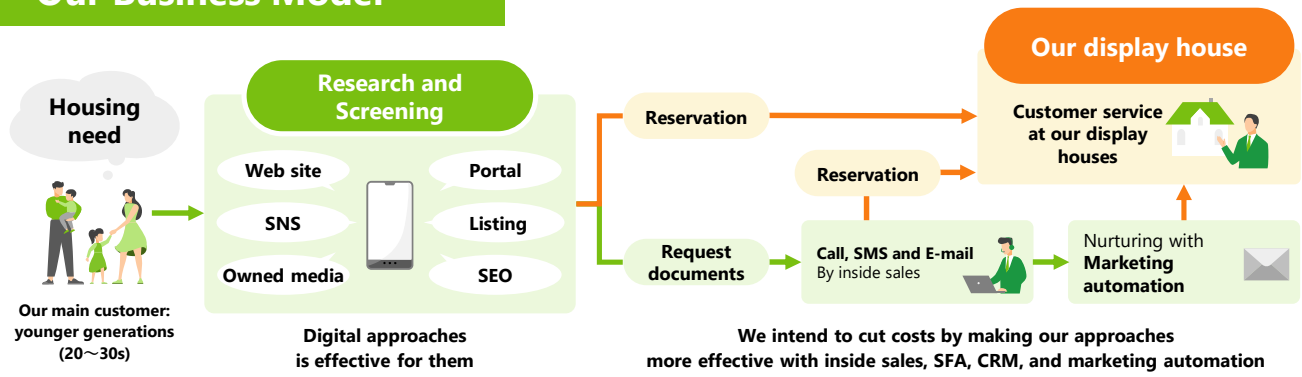
Strengthening digital marketing, which is effectively approachable to the younger generation, to keep the cost of attracting customers at a low level

Business model of a typical "comprehensive housing exhibition hall"



A common sales method for housing companies is to "exhibit at comprehensive housing exhibition halls. In order to exhibit, housing companies must pay for the construction of luxurious model houses that are not inferior to those of other companies, land lease fees, and expenses for operating and advertising them. The exhibition halls attract visitors through character shows and gift distribution events, and each company competes for visitors. The costs of the exhibition halls are passed on to prices.

Our Business Model



One of our greatest advantages is our ability to efficiently attract customers to our showrooms and model homes through digital marketing and our official SNS ambassador system. Since no competition enters the market, we have a higher closing rate than a typical type of "General housing exhibition hall" attraction, and we are able to set our prices lower because we are able to keep the cost of attracting customers low.

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3. Efficient Operation with DX

Since our headquarter locates in the vast island of Hokkaido, reducing travel costs is an important management issue for the company. We have long been promoting digital transformation (DX) and online operations under the theme of "building houses that require zero travel time," thereby reducing costs and improving productivity.

Typical operation

1. Sending leaflets and DMs	2. Calling and sending documents by sales	3. Visiting potential customers	4. On-site construction management everyday	5. On-site inspection
				

Our operation

▶ **Building a house to minimalize travel time**

1. Digital marketing	2. Calling by inside sales	3. Online meeting if requested	4. Construction management with application	5. Online inspection if requested
				
Efficient approaches with the web site, SNS, SEO, portals, and listing advertisement	Sensible replies by specialist staffs	Cutting travel time leads to more appointments and less overtime working	Cutting travel time leads to more appointments and less overtime working	Dealing with social changes caused by the infections or thoughts on privacy

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FY2025/5 Q2 Results

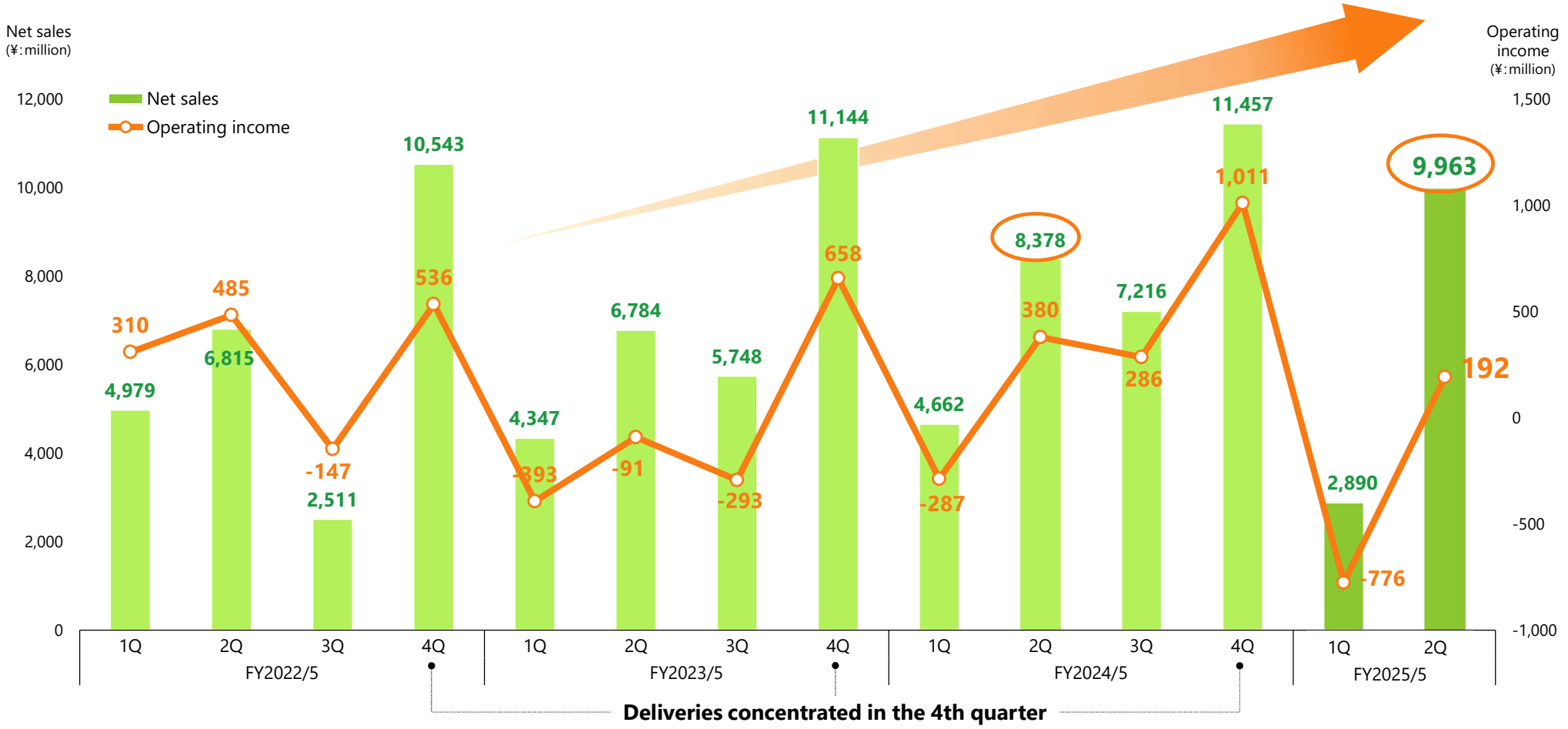
In the first six months of the fiscal year under review, net sales were on par with the previous year and operating income declined due to the impact of the 1st-quarter results.

(¥:million)	FY2024/5 Q2	Net sales (%)	FY2025/5 Q2	Net sales (%)	Year on Year (%)
Net sales	13,041	100.0	**12,854**	100.0	-1.4
Gross Profit	2,320	17.8	**2,027**	15.8	-12.6
Operating income	93	0.7	**-583**	–	–
Ordinary Income	75	0.6	**-626**	–	–
Net Income Attributable to Owners of Parent	19	0.1	**-433**	–	–

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Changes in Net Sales and Operating Income

In the 2nd quarter, net sales increased year on year, and operating income was also secured.

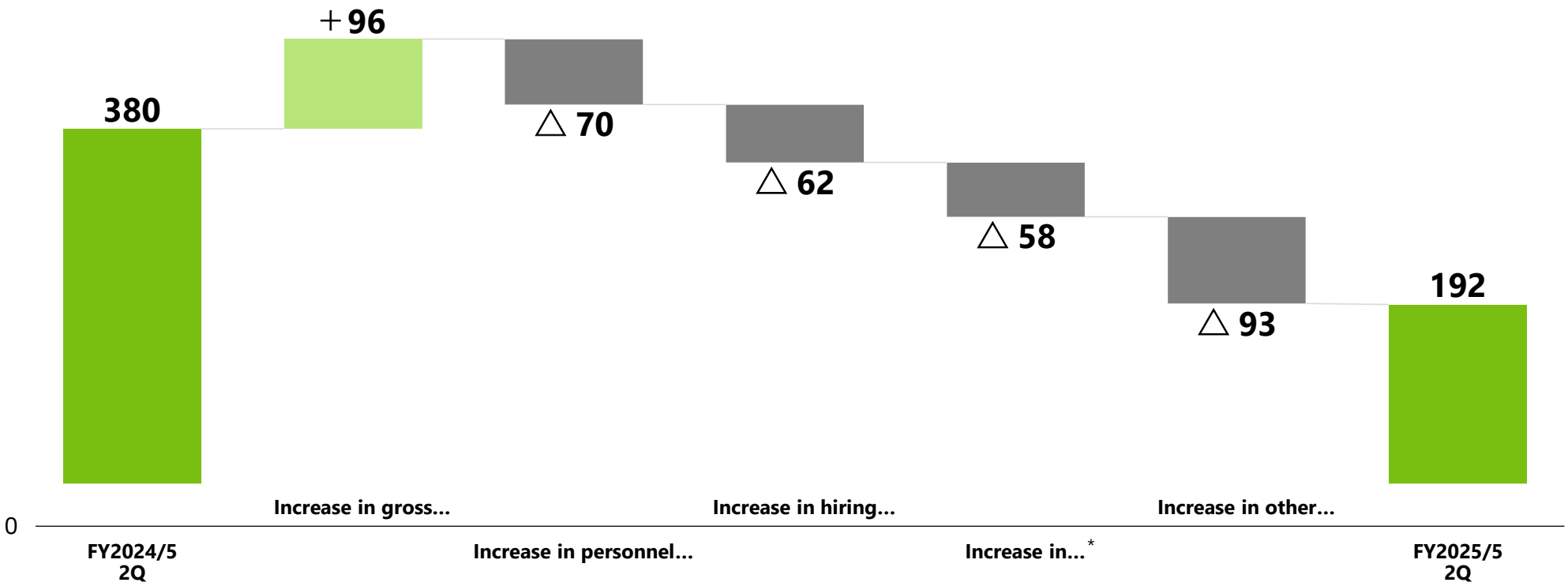


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Operating Income Change Factors

While gross profit increased, operating income for the 2nd quarter declined year on year mainly reflecting an increase in hiring expenses and other expenses for growth.

(¥:million)



* Including expenses for M&A activities

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Balance Sheet

**Current assets grew due to an increase in costs on uncompleted construction contracts, which resulted from an increase in housing starts.
In addition, current liabilities increased due to an increase in advances received on uncompleted construction contracts.
It is expected that the current increase in housing starts will be reflected in profit in and after the second half.**

(¥:million)	As of May 31, 2024	As of November 30, 2024	Increase / Decrease	Main factors
Current assets	**9,517**	**10,986**	**＋1,468**	
Cash and deposits	**4,484**	**4,414**	**△69**	
Real estate for sale (including work in process)	**4,156**	**4,359**	**＋203**	**Increase due to construction of model houses and acquisition of real estate for sale**
Costs on uncompleted construction contracts	**563**	**1,747**	**＋1,184**	**Increase in new housing starts**
Noncurrent assets	**3,872**	**4,101**	**＋228**	
Property, plant and equipment	**2,375**	**2,429**	**＋53**	
Intangible assets	**1,171**	**1,117**	**△54**	
Investments and other assets	**325**	**554**	**＋229**	**Increase in deferred tax assets**
Total assets	**13,390**	**15,087**	**＋1,696**	
Current liabilities	**8,014**	**9,922**	**＋1,908**	
Accounts payable for construction contracts	**2,297**	**2,355**	**＋58**	
Short-term loans payable	**2,163**	**2,207**	**＋43**	**Increase in borrowings due to acquisition of real estate for sale**
Advances received on uncompleted construction contracts	**1,453**	**3,525**	**＋2,071**	**Increase in new housing starts**
Noncurrent liabilities	**2,283**	**2,392**	**＋109**	
Long－term loans payable	**2,122**	**2,239**	**＋117**	**Increase in borrowings associated with the raising of working capital**
Net assets	**3,092**	**2,771**	**△320**	
Total liabilities and net assets	**13,390**	**15,087**	**＋1,696**	

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FY2025/5 Earnings Forecast

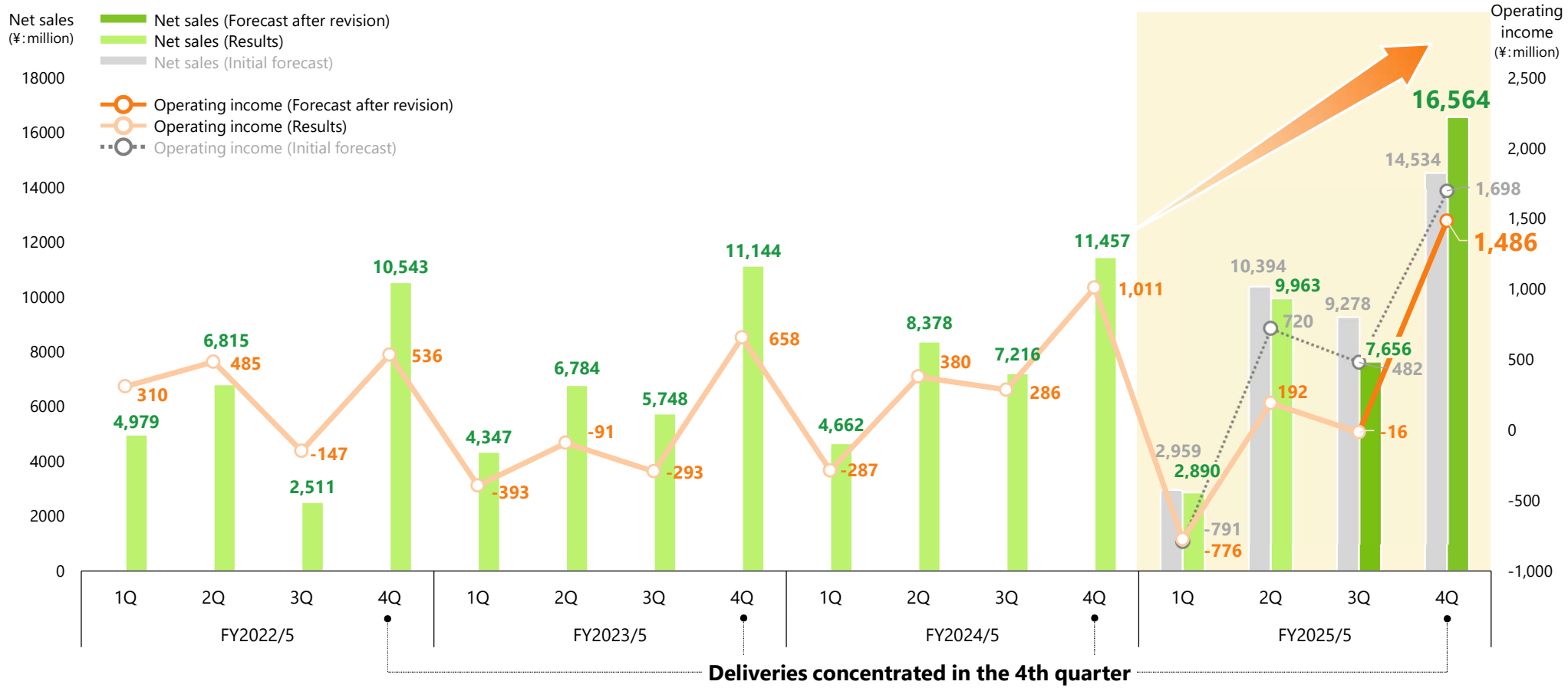
Net sales are expected to increase year on year, reflecting an increase in sales in existing businesses and the acquisition of new Group company Sakai Construction.
Operating income is forecast to decrease year on year due to growth investments, including M&A activities and the opening of new sales offices.

(¥:million)	FY2024/5	Net sales (%)	FY2025/5	Net sales (%)	Year on Year (%)
Net sales	31,714	100.0	**37,074**	100.0	+16.9
Gross Profit	5,898	18.6	**6,777**	18.3	+14.9
Operating income	1,391	4.4	**886**	2.4	△36.3
Ordinary Income	1,358	4.3	**820**	2.2	△39.6
Net Income Attributable to Owners of Parent	890	2.8	**442**	1.2	△50.3

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FY2025/5 Quarterly Results Forecast

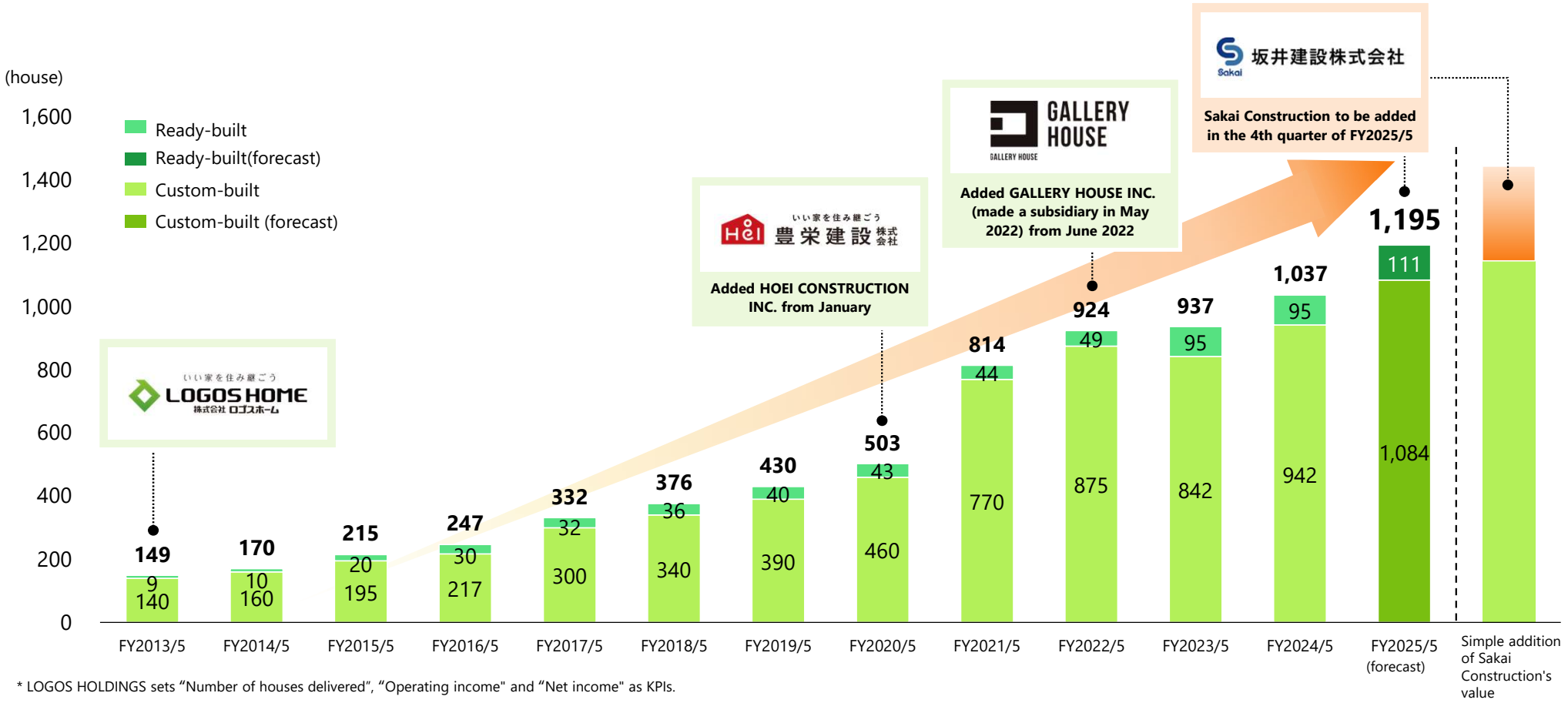
Both sales and profit are expected to grow year on year in the second half, even though they were revised downward.
In particular, in the 4th quarter, sales and profit are forecast to increase significantly year on year, reflecting the acquisition of new Group company Sakai Construction.



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Number of Units Delivered

The Company aims to deliver 1,195 detached houses in FY2025/5.
The plan is that the full-year FY2026/5 results will reflect the number of houses to be delivered by new Group company Sakai Construction.



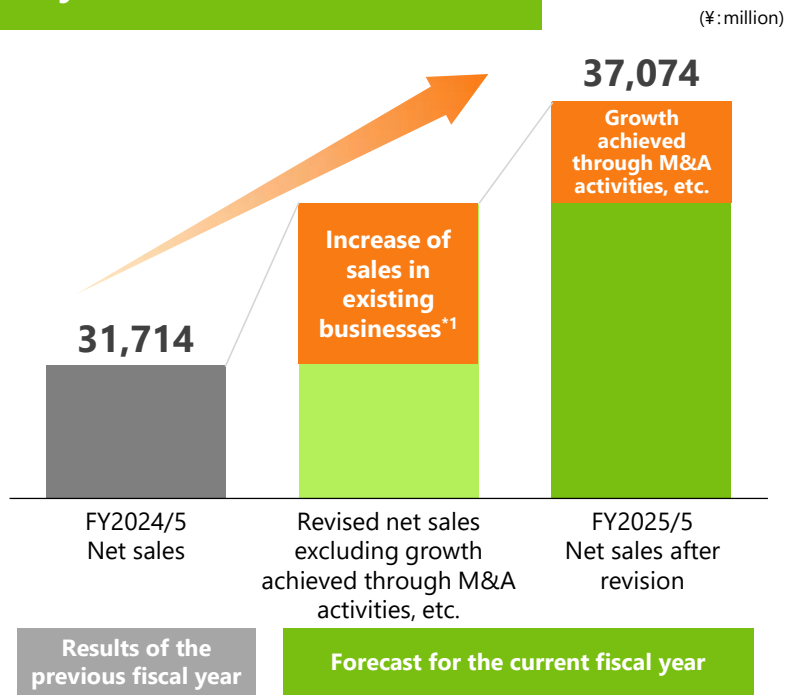
* LOGOS HOLDINGS sets “Number of houses delivered”, “Operating income" and “Net income" as KPIs.

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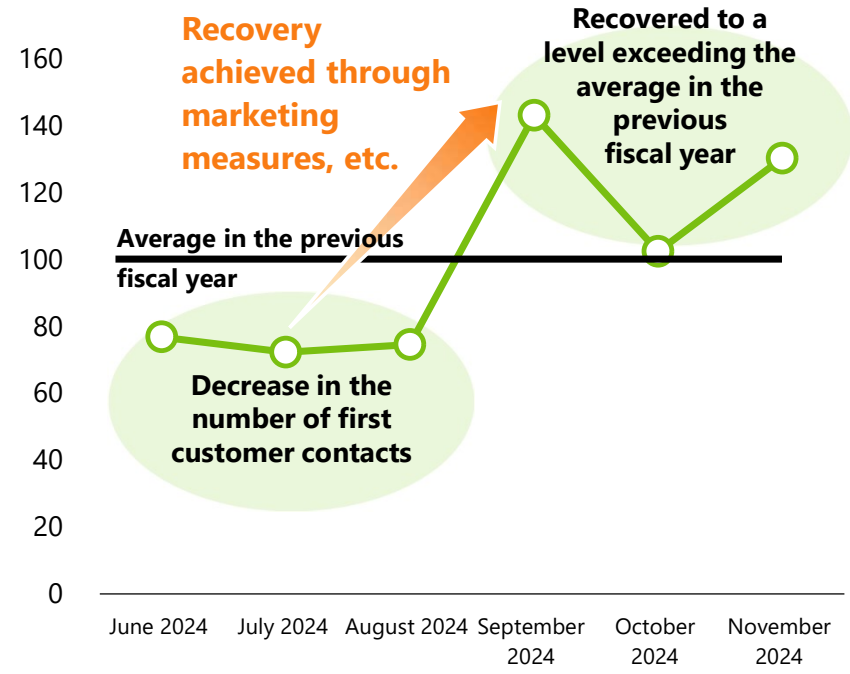
Factors in the Revision of Results Forecasts (1/2)

The revised full-year net sales forecast for the current fiscal year is 37,074 million yen.
Net sales are expected to increase from the previous year, reflecting an increase in sales in existing businesses and growth achieved through M&A activities, etc., more than offsetting the temporary slump of HOEI CONSTRUCTION.

Full-year net sales forecast



Number of first customer contacts of HOEI CONSTRUCTION*2



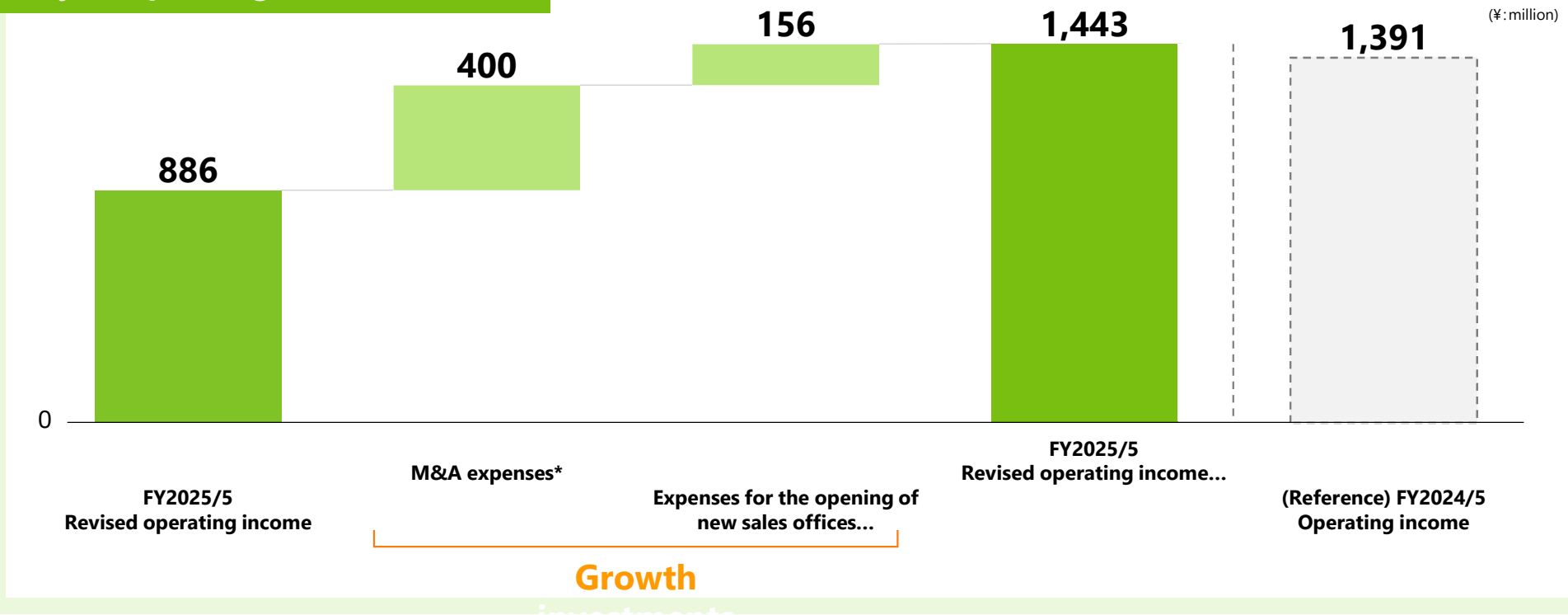
*1 Including the temporary slump of HOEI CONSTRUCTION
*2 Based on the assumption that the average monthly number of first customer contacts for June 2023 to May 2024 is 100

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Factors in the Revision of Results Forecasts (2/2)

While the revised full-year operating income forecast for the current fiscal year is 886 million yen, operating income excluding growth investments made to accelerate plans for M&A activities, opening of new sales offices, etc. is expected to exceed the previous year.

Full-year operating income forecast



*Including valuation difference reflecting the PPA of Sakai Construction

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Store Opening Plans

The Group's target areas are expected to expand significantly, as can be seen in the Group's first store-opening in the Tokai Region in the second half of the fiscal year. The Group is also ready for the opening of Rapidus Semiconductor Plant in Hokkaido.

Expansion of sales area

FY2025/5

- **Saitama** ---- Opening in Fujimino
- **Fukushima** ---- Opening in Fukushima,Iwaki
- **Aichi** ---- Plan to open in Nagoya

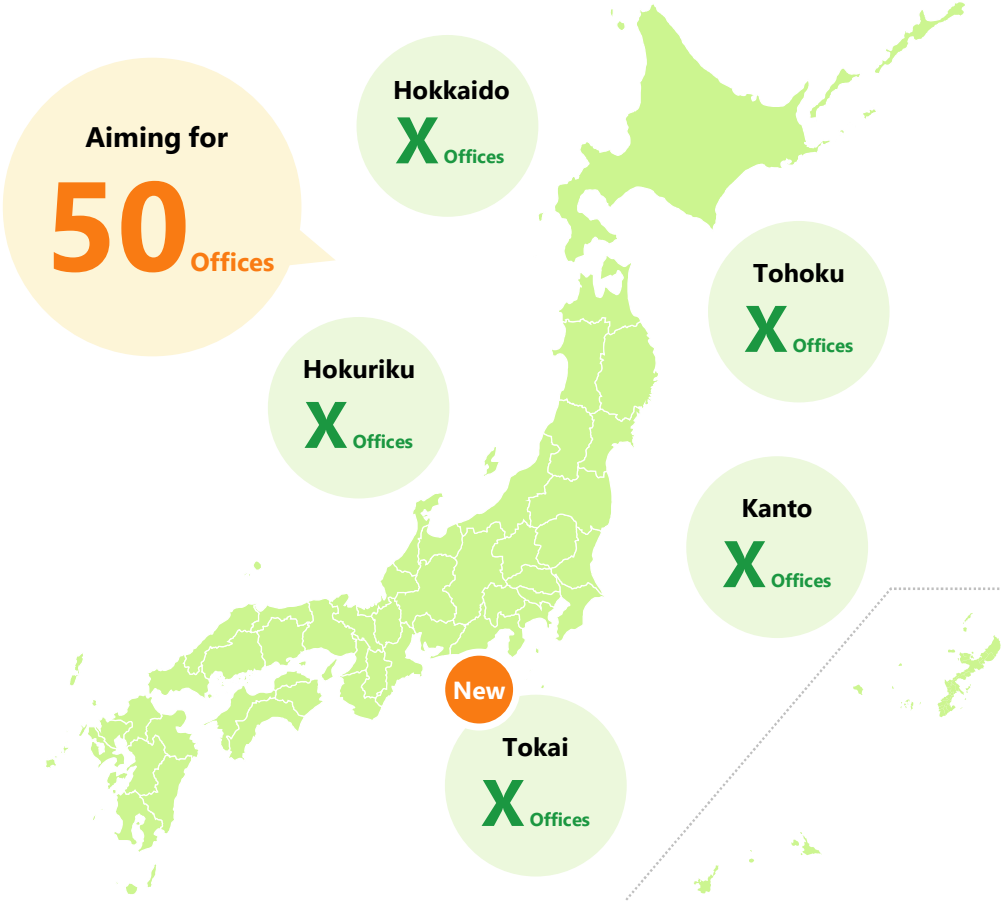
FY2026/5

- **Kanto region**
- **Tokai region**
- **Hokuriku region**

Plans to open multiple stores

Expansion of Rapidus semiconductor plant

- **Land development has begun in Chitose City, Hokkaido, is scheduled to be completed as a large-scale subdivision in the summer of 2025**



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Shareholder Returns

**Valuing the return of profits to shareholders, the Company's basic policy is to ensure shareholder returns at a payout ratio of 30% to 50%.
While the amount of dividend will decrease in the current fiscal year due to the revision of results forecasts,
the Company will maintain its dividend policy.**

(Yen)	Year ending May 31, 2025 (Forecast)
Profit per share	113.32 yen
Dividend per share	45.33 yen
Payout ratio	40.0%

Dividend policy

The Company will maintain its shareholder return policy of

ensuring a payout ratio of 30% to 50%.

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AGENDA

1 Company Profile

2 Our Strengths

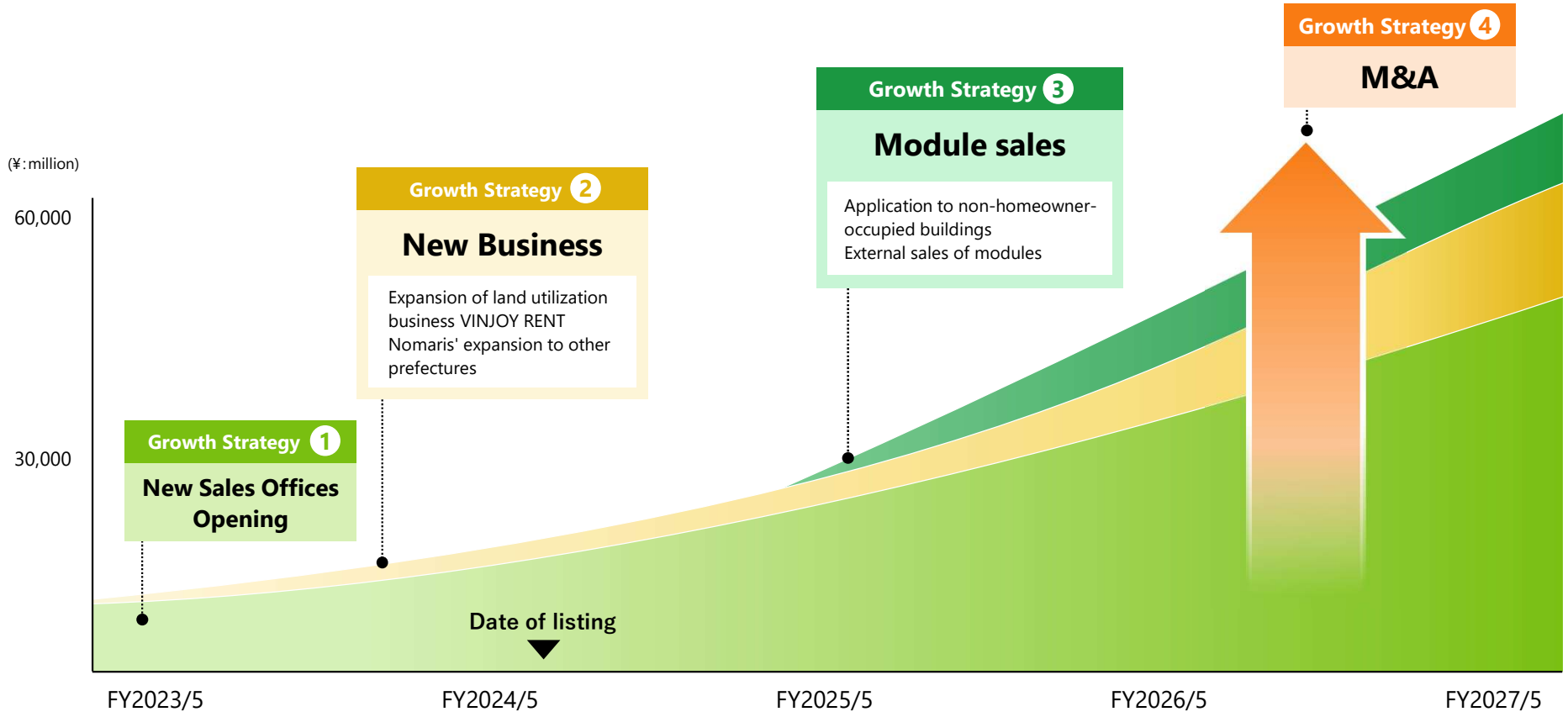
3 Financial Results for the First half of the Fiscal Year Ending 2025/5

4 Forecast for the Fiscal Year Ending 2025/5

5 **Growth Strategy**

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Growth Strategy(Image)



① New Sales Offices Opening, ② New Business, ③ Module sales, and ④ M&A

*The above figures are intended to illustrate an image of the contribution of each strategy. There is no guarantee that actual sales growth will match the above image.

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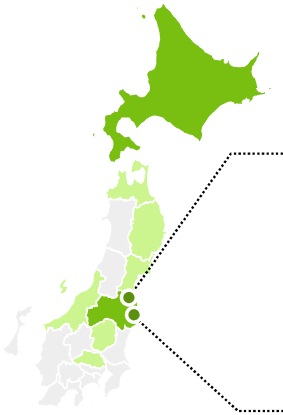
Initiatives for Future Growth

The Company continues to implement initiatives for growth. Recently, it opened new sales offices and conducted M&A activities.

Growth Strategy (i): Opening of New Sales Offices

Recent initiatives

- **Opening of new sales offices in Fukushima City and Iwaki City in Fukushima**





LOGOS HOME Fukushima

Address	1-1, Aza Izumikawa, Izumi, Fukushima
Area it serves	• Fukushima • Date • Nihonmatsu • Ori-cho and more



LOGOS HOME Iwaki

Address	**20-5, Aza Sorimachi Kubo, Kashima-machi, Iwaki**
Area it serves	• Iwaki • Hirono-machi • Hirata-mura • Kitaibaraki, Ibaraki and more

Growth Strategy (iv) : M&A Activities

Recent initiatives

- **On December 26, 2024, the Company made Sakai Construction Co., Ltd. a Group company.**
- **Sakai Construction has thus become the Company's first base in Niigata.**



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M&A: Acquisition of Group Company Sakai Construction Co., Ltd. (1/2)

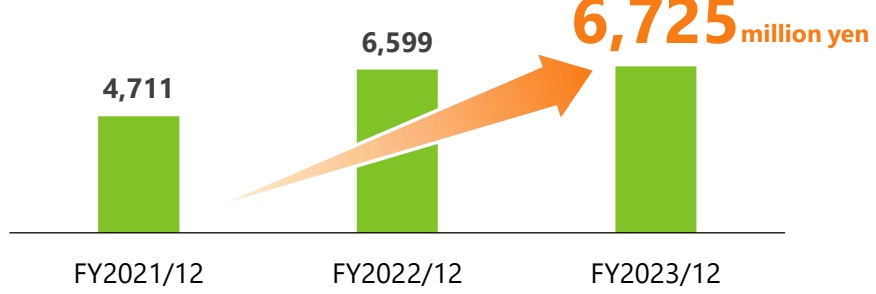
**The Company made Sakai Construction Co., Ltd. a Group company.
It is a highly visible leading company among house builders in Niigata in terms of its construction track record.
Sakai Construction also boasts a high growth rate. Its most recent net sales and operating income figures were approx.
6.7 billion yen and approx. 0.3 billion yen, respectively.**

Company Profile

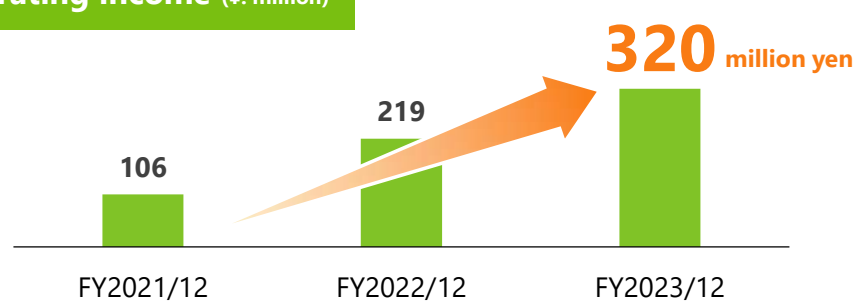
坂井建設株式会社

Name	Sakai Construction Co., Ltd.
WEB	https://sakaikensetsu.jp/
Head Office Address	1400-3, Kamishio, Nagaoka, Niigata
Establishement	August 29, 1964 (founded in April 1948)
Representative	Shigeei Sakai, Representative Director and President
Business	• Design and construction of custom-built homes • Housing renovation and condominium renovation • Real estate brokerage and sales • Civil engineering • Marketing support
Net assets	1,046 million yen (FY2023/12)
Interest-bearing debt	- million yen (FY2023/12)
Cash and deposits	1,230 million yen (FY2023/12)

Net sales (¥: million)



Operating income (¥: million)

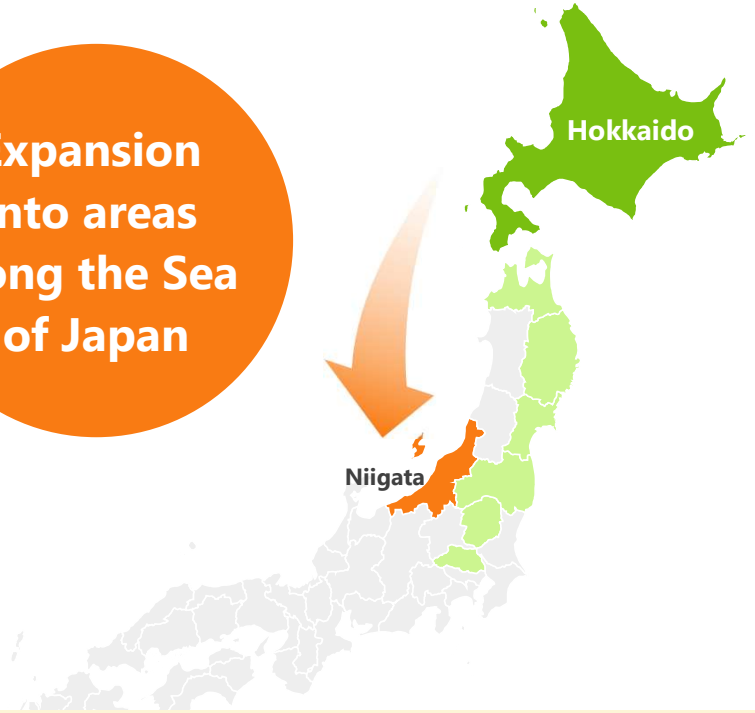


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M&A: Acquisition of Group Company Sakai Construction Co., Ltd. (2/2)

With the acquisition of new Group company Sakai Construction, the Company plans to enter Hokuriku area from its new base in Niigata. It has become possible to take advantage of residential design know-how in the areas along the Sea of Japan and in the areas on the Pacific side, which differ from each other, in the creation of proposals to acquire new customers.

Expansion into areas along the Sea of Japan



Planning to enter Hokuriku area from Niigata as a hub

Synergy created by acquiring Group company Sakai Construction

① Expansion of know-how

Housing construction know-how in the areas along the Sea of Japan is different from in areas on the Pacific side. This means that the acquisition of Group company Sakai Construction expands the Company's know-how, with the addition of know-how in the areas along the Sea of Japan.

② Expansion of area

Strengthening operations in areas along the Sea of Japan, with Niigata as the starting point

③ Cost reduction

Reducing costs through centralized procurement, leveraging economies of scale

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M&A: Next Strategy

With the market expected to shrink over the medium to long term, the Company will not only open new sales offices, but also expand the scale of its business through M&A of local construction companies nationwide.
The Company will absorb the features of its subsidiaries, including Sakai Construction which has newly joined the Group, and convert these features into know-how. Additionally, through ROOTLINK's builder support platform, the Company will promote alliances with housing companies nationwide, and develop future M&A candidates.



*Builder support consulting mainly provides support for the introduction and operation of sales support software and CAD (drawing and perspective creation) services. Providing CAD drawing and perspective creation services (CAD operations) in Philippines

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