

FY2025/5

Results Presentation

Securities code : 205A

July 15, 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 deliver high quality homes that can withstand the rigors of nature 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 homes is changing across the country, we need to create 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.

In order to realize the creation of houses that make not only the residents happy, but also the builders happy, we believe it is important to establish connections with builders throughout Japan who share our vision. 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.

In the fiscal year ended May 31, 2025, deliveries matched the adjusted forecast announced in April. Net sales were also nearly in line with the forecast. Personnel expenses and advertising expenses were lower than forecast, resulting in operating income surpassing the adjusted forecast. In the fiscal year ending May 31, 2026, the results of SAKAI CONSTRUCTION Co., Ltd. throughout the year will be reflected in the consolidated results. The Company aims to achieve a record income by opening new stores and revising its strategies.

Results for the Fiscal Year Ending 2025/5

Net sales

36,269 million yen

Year on Year

+ 4,554
million yen
(+ 14.4%)

Compared to plan*1

+ 796
million yen
(+ 2.2%)

Operating income

487 million yen

Year on Year

△ 904
million yen
(△ 65.0%)

Compared to plan*1

+ 236
million yen
(+ 94.3%)

Forecast for the Fiscal Year Ending 2026/5

Net sales

46,815 million yen

*For details on the year-on-year comparison, including the impact of SAKAI CONSTRUCTION's fiscal year-end change, please refer to page 5.

Operating income

1,500 million yen

*For details on the year-on-year comparison, including the impact of SAKAI CONSTRUCTION's fiscal year-end change, please refer to page 5.

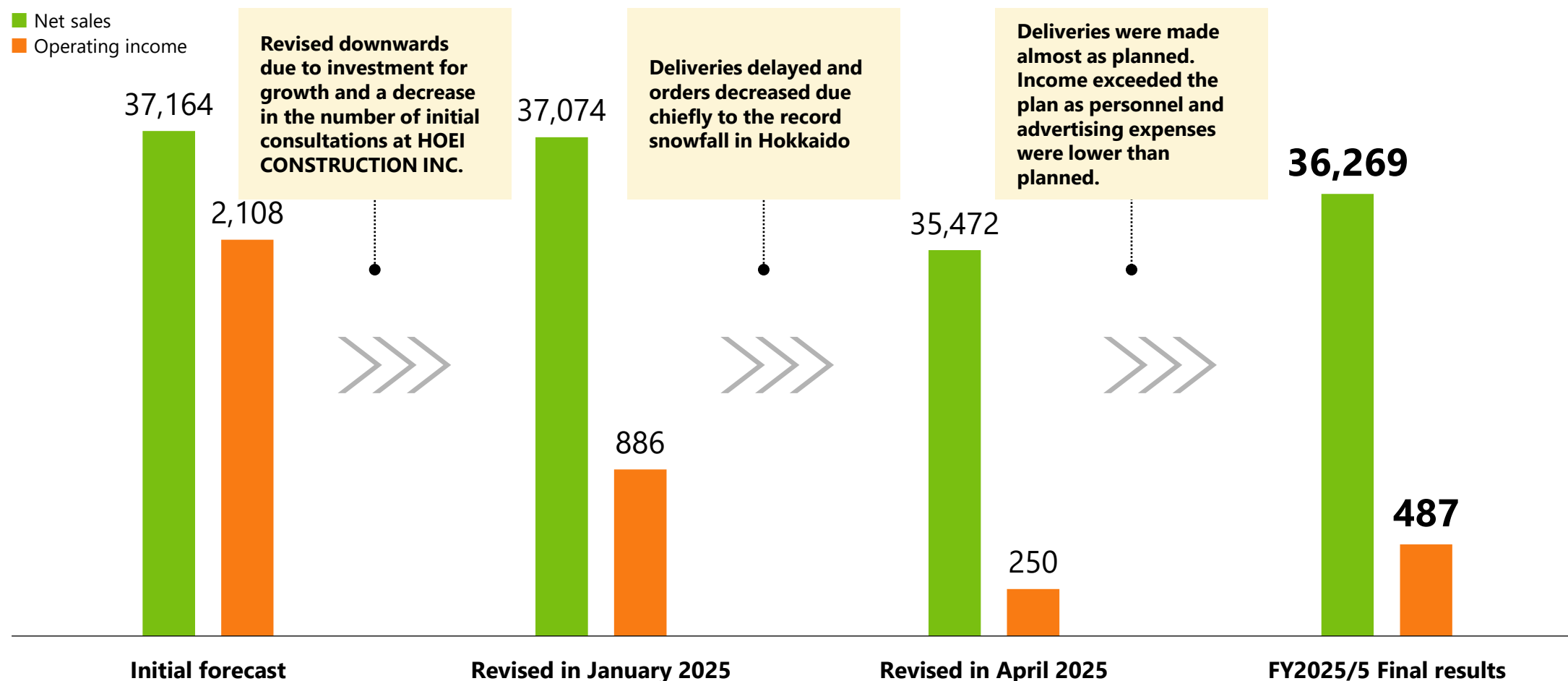
- ▶ The initial forecast was revised downward due to a decline in the number of initial customer consultations at HOEI CONSTRUCTION INC., combined with the subdued progress of marketing initiatives aimed at addressing this decline.
- ▶ The Company has revised its forecast for the second time due to delays in deliveries of orders caused by the record snowfall in Hokkaido in early February 2025.
- ▶ In December 2024, the Company made SAKAI CONSTRUCTION, a custom-built home builder based in Niigata Prefecture, a subsidiary.
- ▶ LOGOS HOME INC. has opened a sales office in Nagoya and commenced operations in the Tokai region. As of July 31, 2025, the number of business sites has risen to 40.

*1 Comparisons with the forecasts released on April 14, 2024.

Revision to the Forecast and Final Results for Fiscal Year Ended May 2025

Sales at HOEI CONSTRUCTION INC. fell short of the plan, as revenue was impacted by weather-related delays in orders and deliveries, resulting in the actual sales landing below the initial forecast.

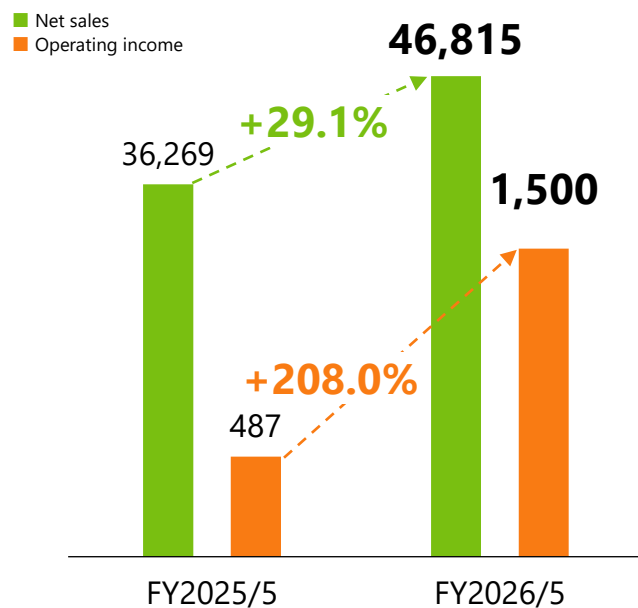
On the other hand, growth investments such as new store openings were executed largely in line with the plan, but the rise in fixed costs could not be absorbed, resulting in a net profit decline.



Details of Forecasts for Fiscal Year Ending May 31, 2026

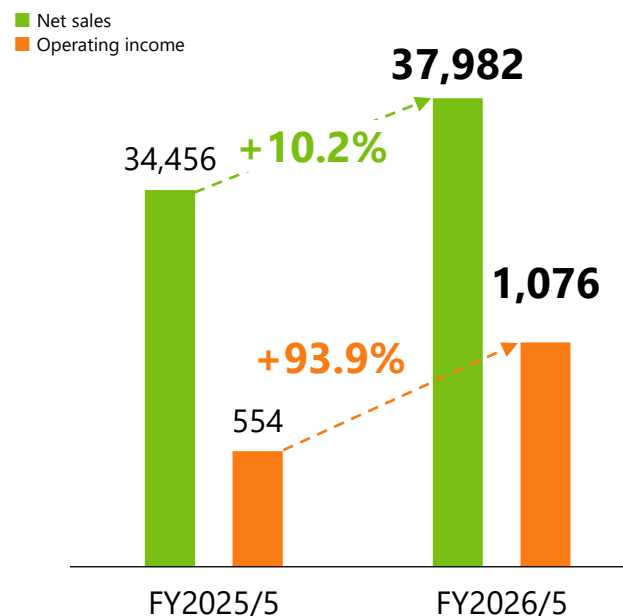
SAKAI CONSTRUCTION has changed its fiscal year-end from March 31 to May 31 to streamline the consolidated accounting. Consolidated net sales and operating income, which include contributions from SAKAI CONSTRUCTION throughout the fiscal year following its acquisition, increased 26.2% and 195.3% year on year, respectively. These figures do not account for adjustments related to the consolidation of SAKAI CONSTRUCTION.

Figures in disclosure materials



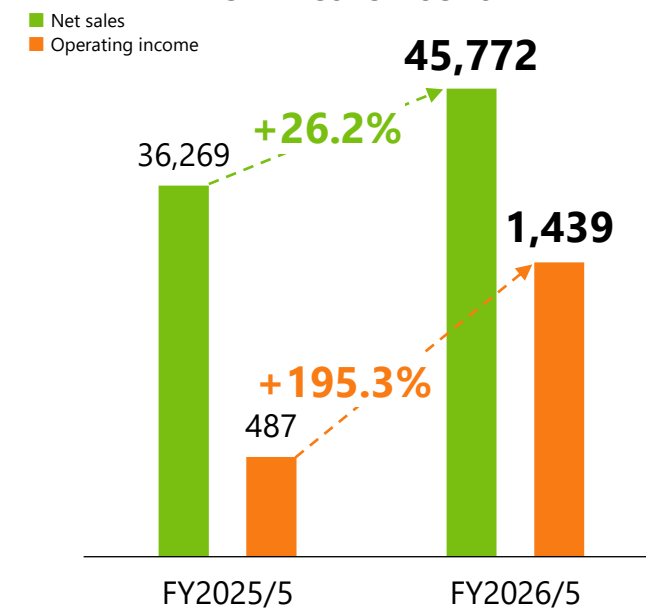
	FY2025/5	FY2026/5
Companies other than SAKAI CONSTRUCTION	June 2024 to May 2025	June 2025 to May 2026
SAKAI CONSTRUCTION	January through March 2025	April 2025 to May 2026 (14 months)

Year-on-year comparison, excluding SAKAI CONSTRUCTION



	FY2025/5	FY2026/5
Companies other than SAKAI CONSTRUCTION	June 2024 to May 2025	June 2025 to May 2026
SAKAI CONSTRUCTION	Not reflected	Not reflected

Year-on-year comparison, excluding any adjustments from consolidating SAKAI CONSTRUCTION



	FY2025/5	FY2026/5
Companies other than SAKAI CONSTRUCTION	June 2024 to May 2025	June 2025 to May 2026
SAKAI CONSTRUCTION	January through March 2025	June 2025 to May 2026 (12 months)

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Fiscal Year Ended 2025/5 Results

In the 2025/5, net sales grew 14.4% year on year, reflecting new store openings and the acquisition of SAKAI CONSTRUCTION Co., Ltd. However, operating income declined 65.0% year on year. The growth in net sales was more than offset by increased investments in growth and other fixed costs, primarily due to lower-than-expected sales at HOEI CONSTRUCTION INC., as well as the adverse effects of delays in orders and deliveries caused by heavy snow.

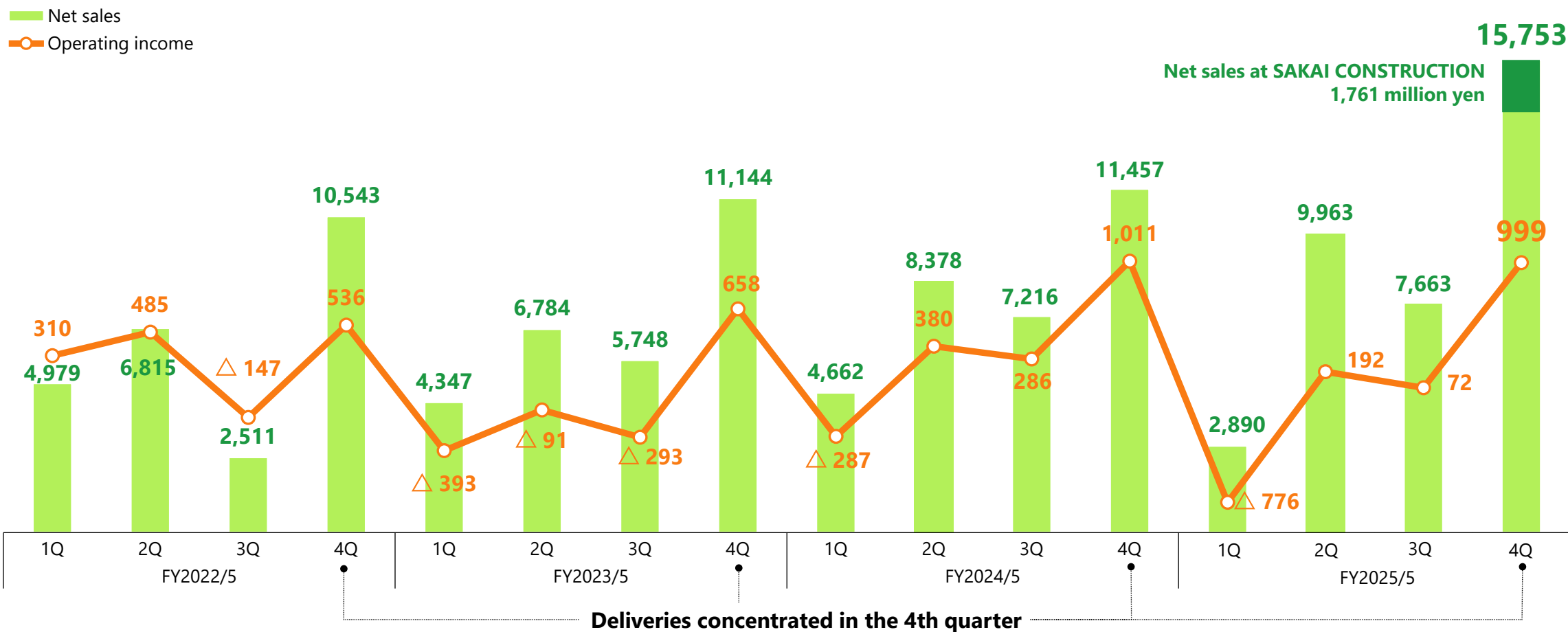
(¥:million)	FY2024/5 (Full year)	Net sales (%)	FY2025/5 (Full year)	Net sales (%)	Year on Year (%)	Compared to plan ^{*1} (%)
Net sales	31,714	100.0	36,269	100.0	+14.4	+2.2
Gross Profit	5,898	18.6	6,307	17.4	+6.9	+1.6
Operating income	1,391	4.4	487	1.9	△65.0	+94.3
Ordinary Income	1,358	4.3	404	1.1	△70.2	+144.5
Net Income Attributable to Owners of Parent	890	2.8	199	0.6	△85.1	+3030.8

*1 Figures are based on the revised forecast announced on April 14, 2024.

Changes in Net Sales and Operating Income

**Deliveries were concentrated in the fourth quarter as usual, and net sales hit a record high.
The total number of deliveries was almost as planned at 1,124, which was very close to the revised plan of 1,125.**

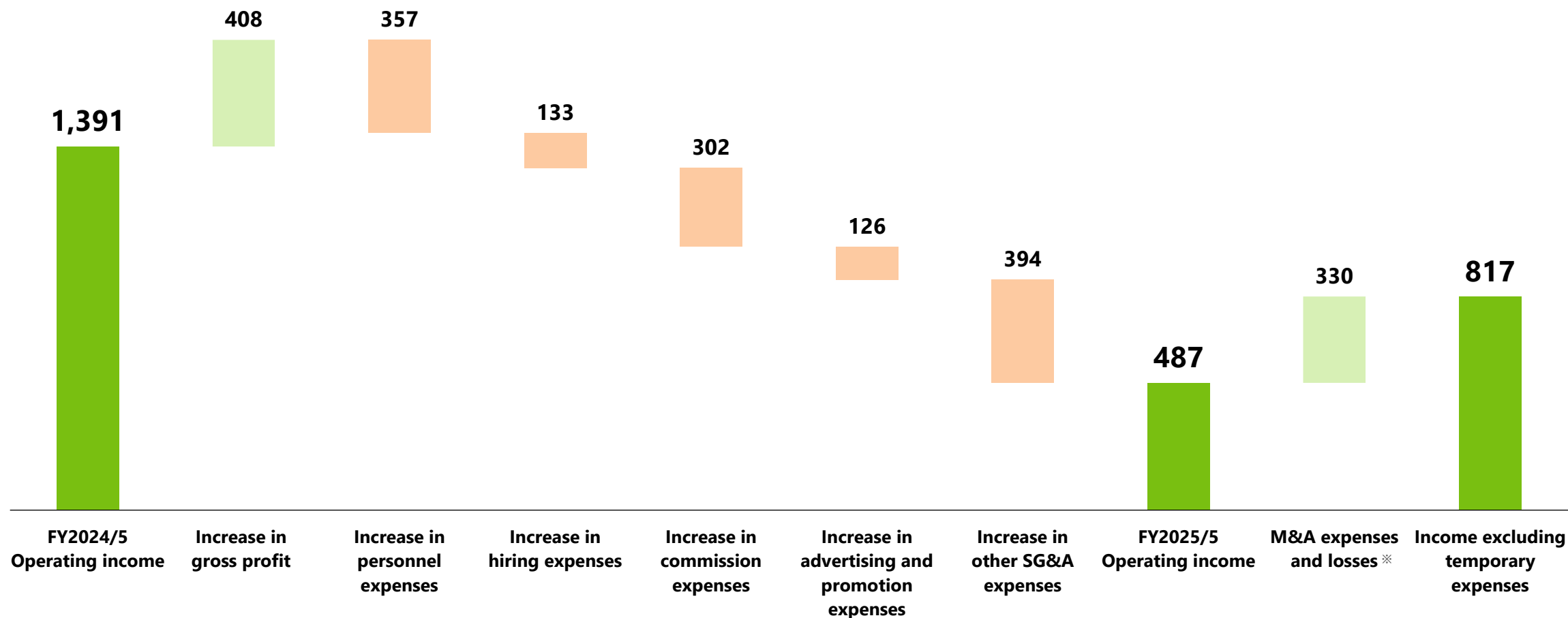
(¥: million)



Operating Income Change Factors

Operating income declined, as a rise in gross profit was more than offset by increased investments in growth, including personnel expenses and hiring expenses, as well as M&A expenses.

(¥: million)



* Total expenses and losses related to M&A brokerage fees and other expenses, as well as purchase price allocation (PPA).

(Reference value)

Balance Sheet

Cash and deposits and advances received on uncompleted construction contracts increased due to the consolidation of SAKAI CONSTRUCTION. Trade payables and cash on hand temporarily increased due to deliveries concentrated towards the end of the fiscal year.

(¥:million)	As of May 31, 2024	As of May 31, 2025	Increase / Decrease	Main factors
Current assets	9,517	14,351	+4,834	
Cash and deposits	4,484	7,161	+2,677	Increase in cash on hand due to the consolidation of SAKAI CONSTRUCTION and deliveries concentrated towards the end of the fiscal year
Real estate for sale (including work in process)	4,156	4,755	+599	
Costs on uncompleted construction contracts	563	1,473	+910	Increase due to the consolidation of SAKAI CONSTRUCTION
Noncurrent assets	3,872	6,770	+2,898	
Property, plant and equipment	2,375	3,088	+713	Increase due to new store buildings and land acquisition
Intangible assets	1,171	2,983	+1,812	Increase in goodwill following an M&A transaction
Investments and other assets	325	699	+374	
Total assets	13,390	21,122	+7,732	
Current liabilities	8,014	12,801	+4,787	
Accounts payable for construction contracts	2,297	4,022	+1,725	Increase in trade payables due to the concentration of deliveries towards the end of the fiscal year
Short-term loans payable	2,163	1,895	△268	
Advances received on uncompleted construction contracts	1,453	3,301	+1,848	Increase due to the consolidation of SAKAI CONSTRUCTION
Noncurrent liabilities	2,283	4,911	+2,628	
Long – term loans payable	2,122	4,712	+2,607	Increase in borrowings associated with the raising of M&A
Net assets	3,092	3,406	+314	
Total liabilities and net assets	13,390	21,122	+7,732	

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In the fiscal year ending May 31, 2026, the Group plans to increase its market share by opening new stores and renovating existing stores while expanding into new geographic areas. HOEI CONSTRUCTION faced challenges in the previous fiscal year. In the current fiscal year, the Group focuses on HOEI CONSTRUCTION INC. generating profits.

Initiatives aligned with the basic policy for the medium to long term

Hokkaido



LOGOS HOME Asahikawa
(Relocated and opened in new buildings
in June 2025)

**Increasing market share
in the Hokkaido area
by renovating current stores and
opening new stores**

Tokai



LOGOS HOME Nagoya
(to open in May 2025)

**Opening new stores
in the Tokai area
for future growth**

Special initiatives for this fiscal year

Improving HOEI CONSTRUCTION's profitability

**HOEI CONSTRUCTION, which
faced challenges in the previous
fiscal year, aims to generate
profits by streamlining its
business processes rather than
increasing deliveries.**

Store opening plan for this fiscal year

(Renovation)

LOGOS HOME Nakashibetsu (Hokkaido) July 2025 (1Q)
LOGOS HOME Chitose (Hokkaido) August 2025 (1Q)

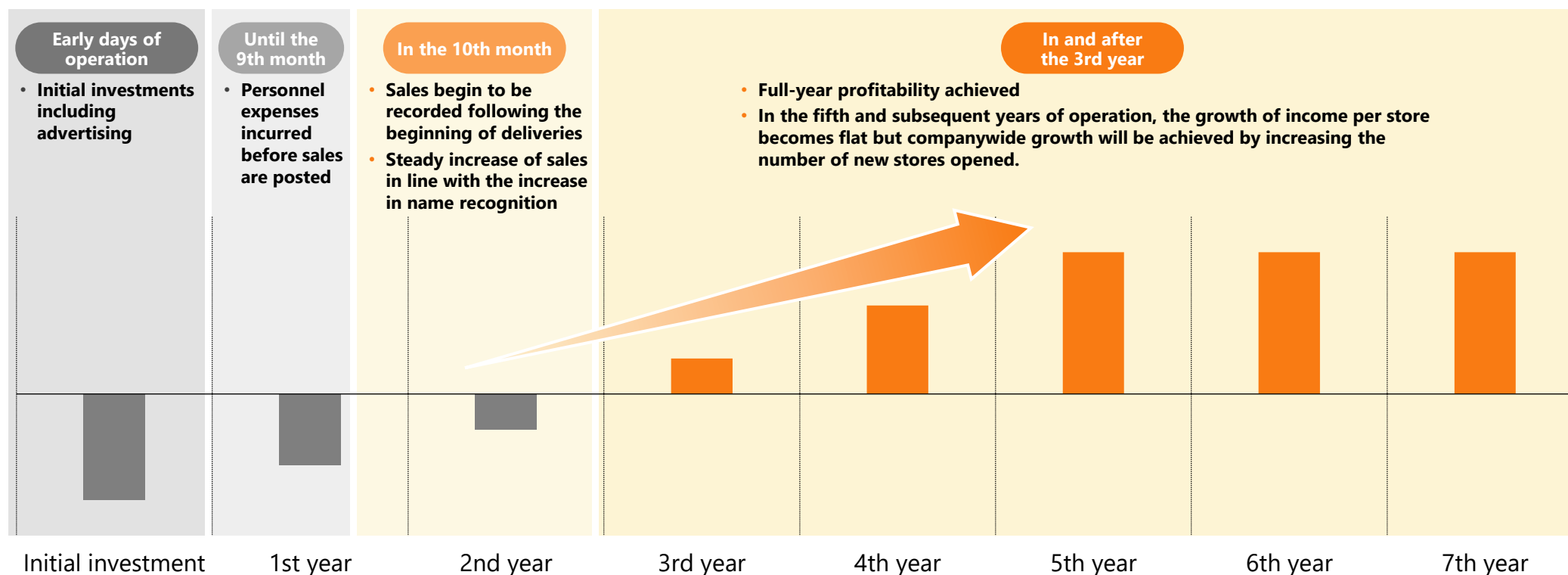
(New store openings)

LOGOS HOME Yokkaichi (Mie) October (2Q) 2025
LOGOS HOME Sapporo Nishi (Hokkaido) 2026/5 (second half)
LOGOS HOME Ogaki (Gifu) May 2026 (4Q)

Recovery of the Investment in the Opening of New Stores

In the custom-built house business, the time from receiving orders to recording profits is lengthy. The Group anticipates that it takes three years for a new store to become profitable, considering the time required to build recognition. The Group will continue to increase the number of new stores it opens in the coming fiscal years. Income is expected to grow slowly until the new stores get on track.

Change in the operating income of a newly opened store (general trend)



FY2026/5 Earnings Forecast

Results for the FY2026/5 are expected to increase significantly from the previous year due to contributions from SAKAI CONSTRUCTION throughout the year and consolidation adjustments resulting from the change to the fiscal year-end.
The next slide provides a detailed year-on-year comparison, excluding the effects of the consolidation.

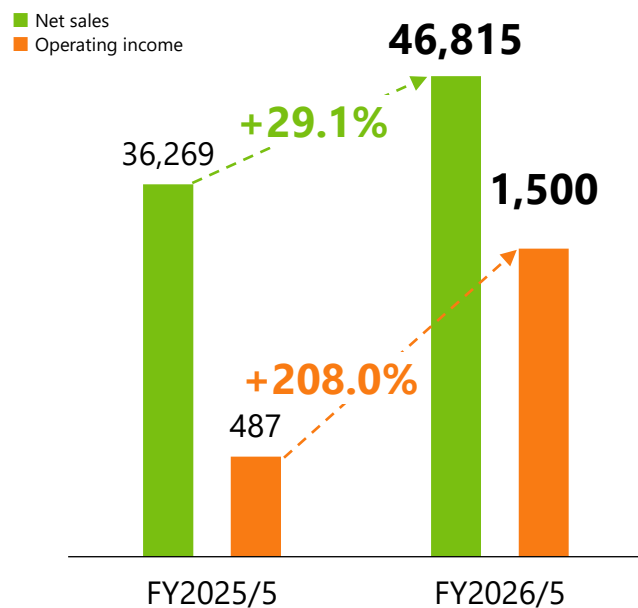
(¥:million)	FY2025/5	Net sales (%)	FY2026/5	Net sales (%)	Year on Year※ (%)
Net sales	36,269	100.0	46,815	100.0	+29.1
Gross Profit	6,307	17.4	8,793	18.8	+39.4
Operating income	487	1.9	1,500	3.2	+208.0
Ordinary Income	404	1.6	1,392	3.0	+244.2
Net Income Attributable to Owners of Parent	199	0.6	826	1.8	+313.8

* SAKAI CONSTRUCTION's results for a 14-month period are consolidated due to the change to the fiscal year-end.

Details of Forecasts for Fiscal Year Ending May 31, 2026

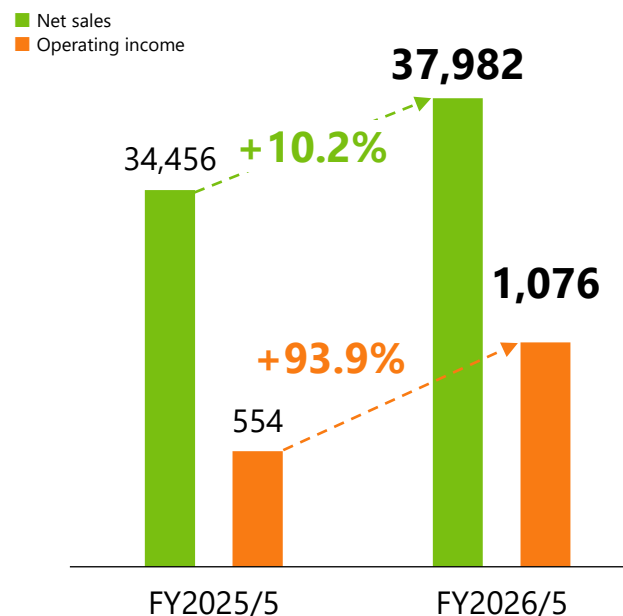
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Figures in disclosure materials



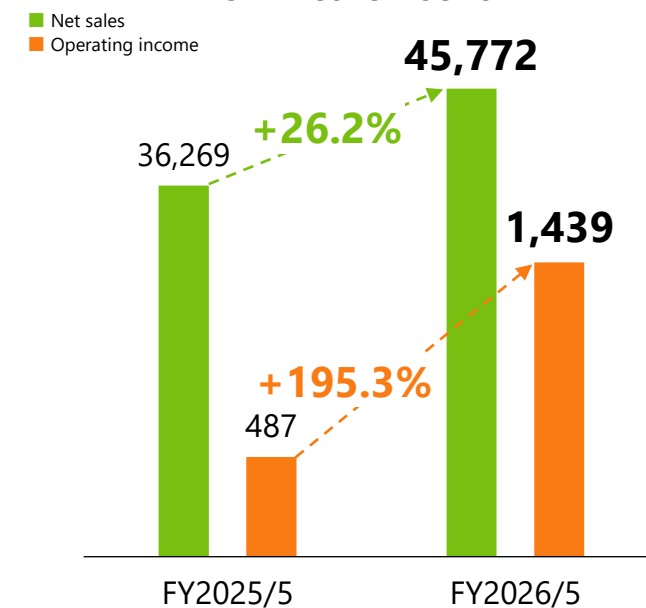
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Year-on-year comparison, excluding SAKAI CONSTRUCTION



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Year-on-year comparison, excluding any adjustments from consolidating SAKAI CONSTRUCTION



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Operating Income Change Factors for FY2026/5

The Group anticipates no temporary M&A expenses recorded in the previous fiscal year, income growth from increased sales, and contributions from SAKAI CONSTRUCTION throughout the fiscal year.

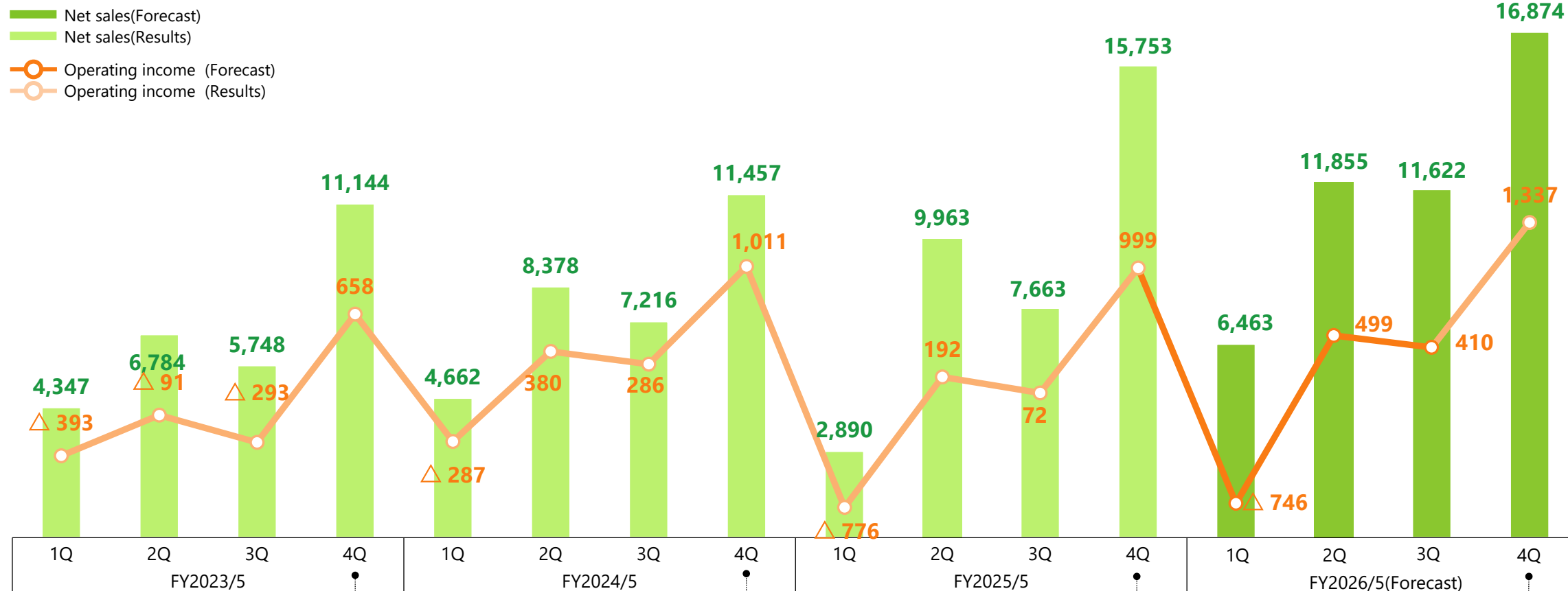
Personnel expenses are expected to increase due to new store openings and other factors. Higher advertising and promotion expenses are also expected.



FY2026/5 Quarterly Results Forecast

Deliveries are expected to be concentrated in the fourth quarter in the fiscal year ending May 31, 2026, as usual.
Consolidation adjustments for SAKAI CONSTRUCTION (for April and May) will be recorded in the first quarter.

(¥:million)



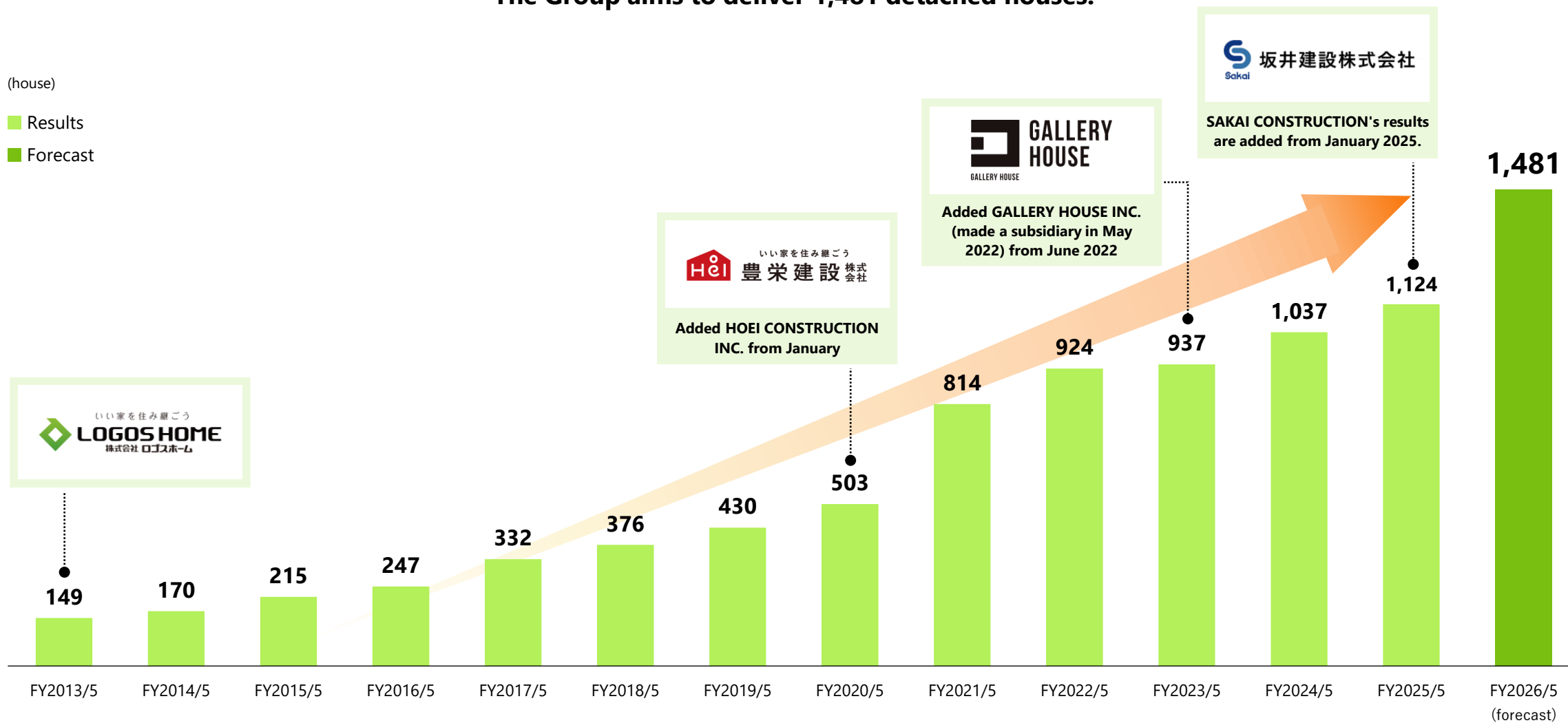
Deliveries concentrated in the 4th quarter

Number of Units Delivered

SAKAI CONSTRUCTION's number of units delivered will be reflected throughout the fiscal year ending May 31, 2026.
The Group aims to deliver 1,481 detached houses.

(house)

Results
Forecast



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

Store Opening Plans

The Group plans to open new stores in the Tokai area in the fiscal year ending May 31, 2026. It focuses primarily on Hokkaido and will open only two stores in other regions.

The Group aims to expand its areas from the fiscal year ending May 31, 2027.

Expansion of sales area

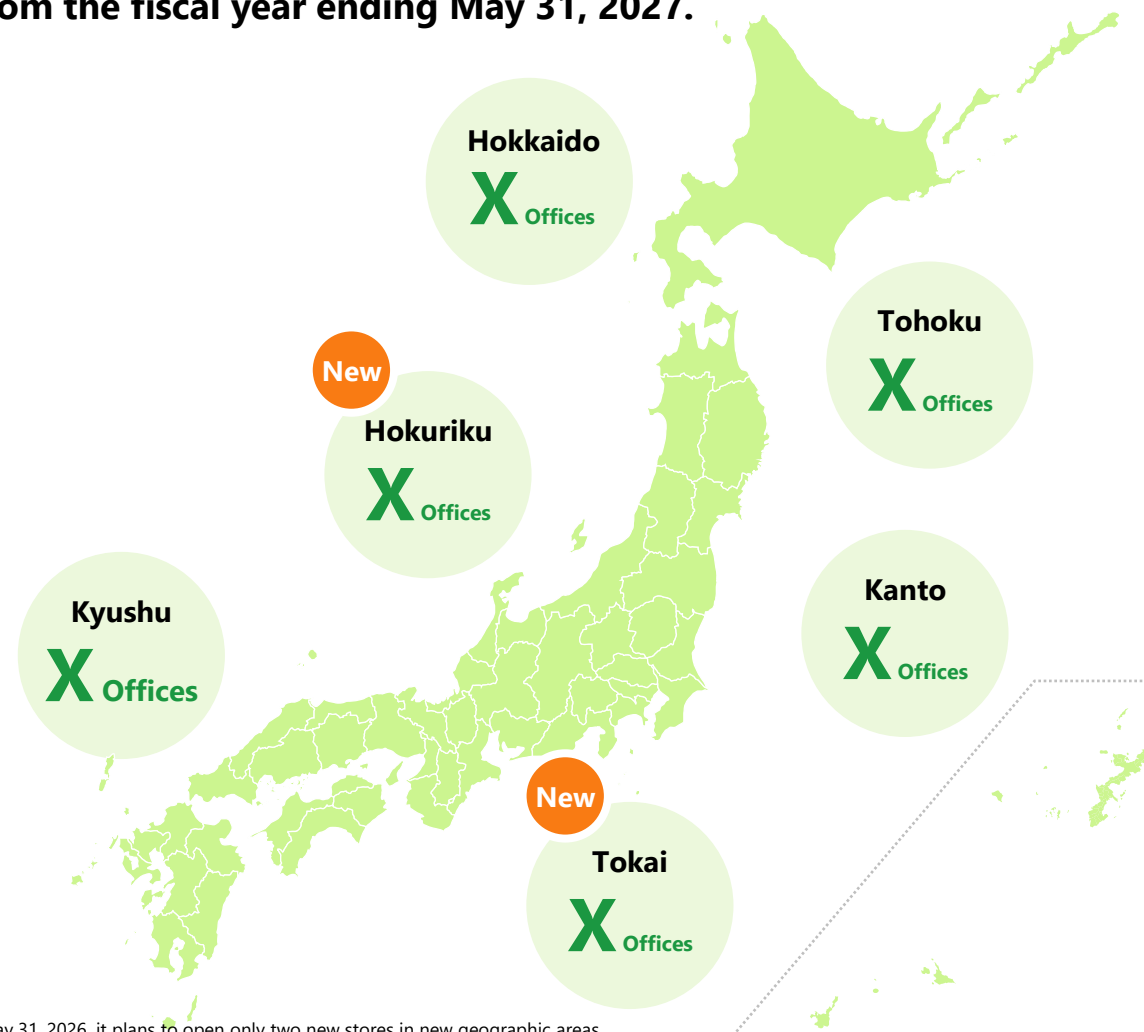
FY2026/5

- **Gifu Prefecture** — Opening a store in Ogaki
- **Mie Prefecture** — Opening a store in Yokkaichi

FY2027/5 and later

- **Kanto region**
 - **Tokai region**
 - **Hokuriku region**
- Plans to open four to five new stores per year

Aiming for **50** Offices



*The Group is focused on renovating stores and opening new stores to increase its market share in Hokkaido. In the fiscal year ending May 31, 2026, it plans to open only two new stores in new geographic areas.

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The Company has revised its dividend policy, considering its growth strategies including mergers and acquisitions and new store openings. The new policy aims to balance growth investments with stable shareholder returns. The targets are a minimum dividend on equity (DOE) of 5% and a dividend payout ratio of 30 %.

	FY2026/5(Forecast)
(Yen)	
Dividend per share	63.39yen
Dividend yield (based on the closing price on July 14)	4.39%

New dividend policy

Current policy: A payout ratio ranging from 30% to 50%



New return policy
Minimum dividends: A DOE of 5%
Dividend target: a payout ratio of 30%

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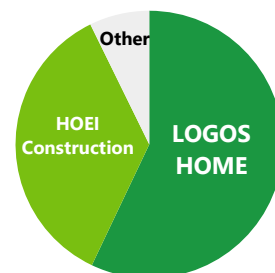
Appendix

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	93 *Total group: 690 (as of May 31, 2025)
Capital Stock	Approx. 99 million yen (as of May 31, 2025)



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

Custom-built house
Ready-built house
Residential land sales

HOEI CONSTRUCTION INC. (100.0)



Custom-built house
Ready-built house
Residential land sales

GALLERY HOUSE INC. (100.0)



Tochigi

Custom-built house
Ready-built house
Residential land sales
Renovation

ROOT LINK INC. (100.0)



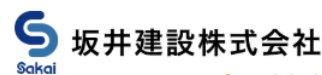
Builder support consulting*1
(DX consulting, etc.)

Logos Creative Office Philippines. Inc. 《99.9》



CAD Operation*2

SAKAI CONSTRUCTION Co., Ltd. (100.0)



From December 26, 2024

Niigata

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

History -Holdings and History of Major Operating Companies-



- **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.



- **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
- **2012** .01 • Acquired 100% shares of Qulios INC. for exclusive selling LIXIL super shell construction method buildings
- **2012** .01 • Acquired 100% shares of HOEI CHEMICAL INC. for performing preservative treatment work
- **2012** .08 • Acquired 100% shares of Scentic Inc. for the purpose of managing beauty salons
- **2012** .10 • Merged with Qulios Inc., HOEI CHEMICAL INC. and Scentic Inc.
- **2012** .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 HOEI CONSTRUCTION INC. from World Holdings Co., Ltd.
- **2020** .12 • HOEI HOLDINGS INC. merged with HOEI HOME INC.



- **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
- **2022** .05 • Acquired 100% shares of ROOT LINK INC. from LOGOS HOME INC.
- **2024** .06 • Listed on the Tokyo Stock Exchange Growth Market
- **2024** .12 • Acquired a 100% stake in SAKAI CONSTRUCTION Co., Ltd., a custom-home builder in Niigata

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

Major subsidiaries

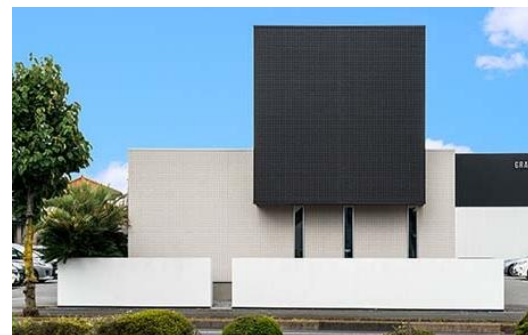
Each subsidiary has **its own distinctive product** and **develops business in various regions**



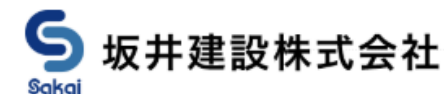
Head Office	Obihiro, Hokkaido
Sales areas	Hokkaido, Tohoku, and Northern Kanto
Sales areas*1	LOGOS HOME: 22 offices Housing Cafe: 5 offices
Main products	FORTAGE, GUUUS, e-Hikaria
Characteristics	Logos Home, which has stores in Hokkaido, Tohoku and North Kanto, and Housing Cafe, which has stores only 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.



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.



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.



From December 26, 2024



Head Office	Nagaoka, Niigata
Sales areas	Niigata
Sales areas*1	8 stores + office
Main products	Detail HOME, Detail Base, Hiraya Seikatsu
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.

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



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



イーヒカリア

Solar panel x design housing
More than 300 plans available



SAKAI CONSTRUCTION Co., Ltd.
(from December 26, 2024)



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.



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



GUUUS

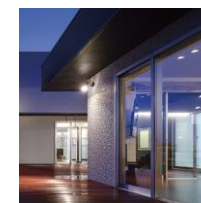
A low-cost and appealingly stylish net-zero energy house (ZEH) Equipped with solar panels standard, it can be improved in terms of design according to the customer's budget.



SAKAI CONSTRUCTION Co., Ltd.
(from December 26, 2024)

DETAIL BASE

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



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



VINJOY

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



SAKAI CONSTRUCTION Co., Ltd.
(from December 26, 2024)



It is a proposal for living in a simple single-story house composed of the really important and necessary things that have been selected.

Other (group home, builder support, offshore)



もっともっと明るい暮らしを

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.



Builder Support Consulting
(DX consulting, etc.)



CAD Operation
(Philippines)

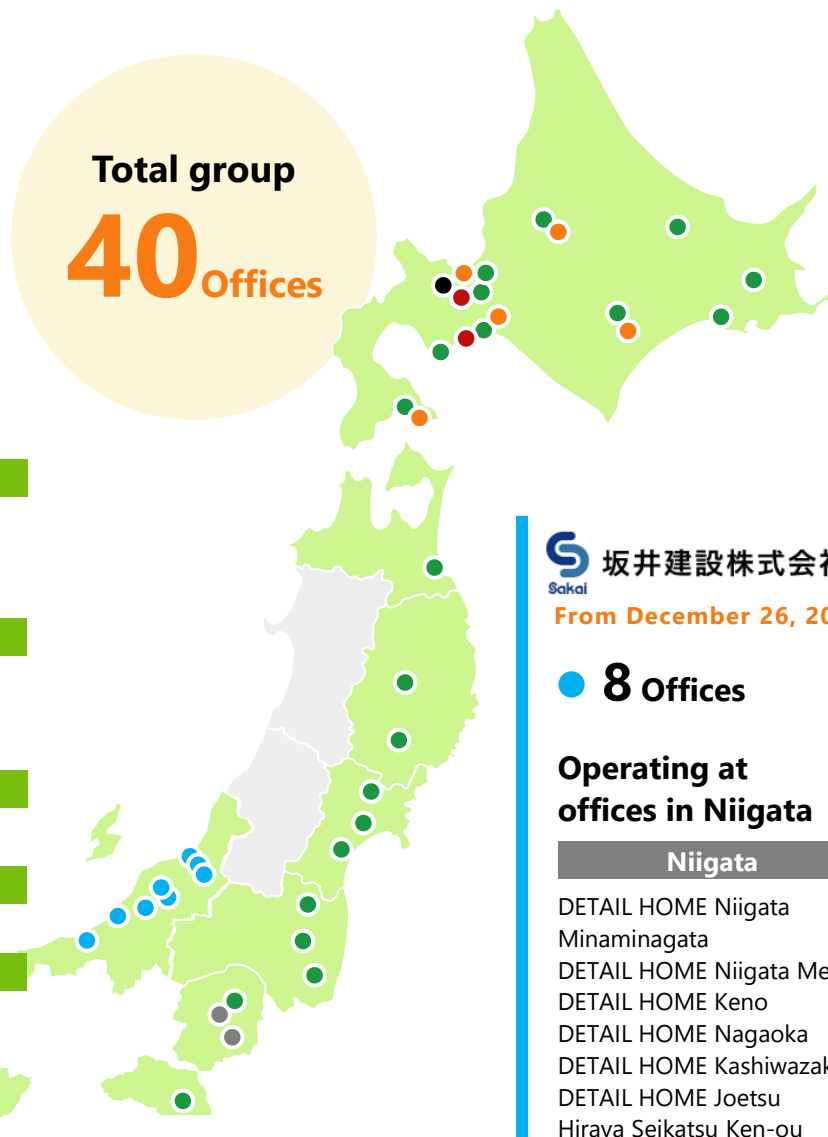
*ZEH, net zero energy houses, are houses that balances the energy used in the home with the energy generated by solar power generation, reducing the amount of energy consumed in one year to practically zero or less.



● **22 Offices**

Expanding offices from Hokkaido to Tohoku and North Kanto

Hokkaido	Miyagi
LOGOS HOME(LH) Obihiro	LH Sendai Izumi
LH North Sapporo	LH Osaki
LH South Sapporo	LH Natori
LH Hakodate	
LH Asahikawa	Fukushima
LH Kushiro	LH Koriyama
LH Tomakomai	LH Fukushima
LH Kitami	LH Iwaki
LH Noboribetsu, Muroran	Tochigi
LH Nakashibetsu	LH Utsunomiya
Aomori	Saitama
LH Hachinohe	LH Fujimino
Iwate	Aichi
LH North Morioka	LH Nagoya
LH Oshu	



Total group
40 Offices

坂井建設株式会社
From December 26, 2024

● **8 Offices**

Operating at offices in Niigata

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



● **2 Offices**

Laying the groundwork at two locations in Tochigi Prefecture

Tochigi
Tochigi Kenchikusha
Utsunomiya Head Office
Tochigi Kenchikusha
Moka



● **1 Offices**



● **5 Offices**

Expanding solar-powered homes exclusively in Hokkaido

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



● **2 Offices**

Maximize sales at one location, mainly in Sapporo

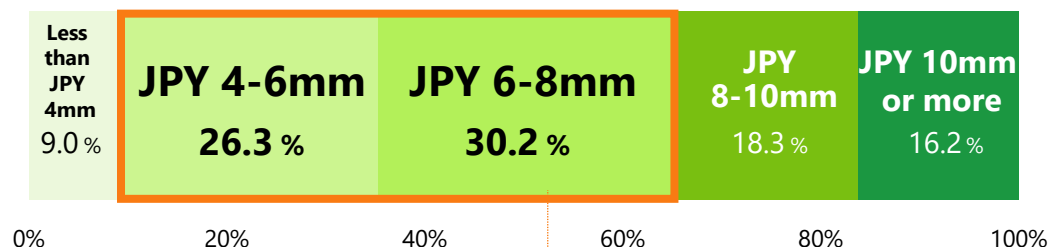
Hokkaido
Housing Lab Sapporo
Tomakomai Sales Office

* As of May 31, 2025

* LOGOS HOLDINGS INC., ROOTLINK Corporation, and Logos Creative Office Philippines. Inc. do not have sales offices

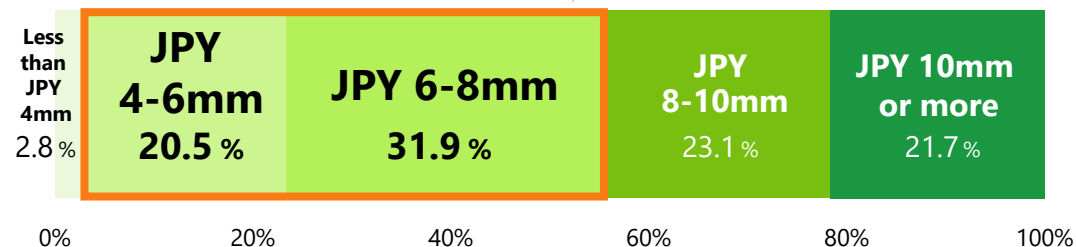
Providing housing that **can withstand Hokkaido's harsh environment at an affordable price**

Household income of custom-built house buyers



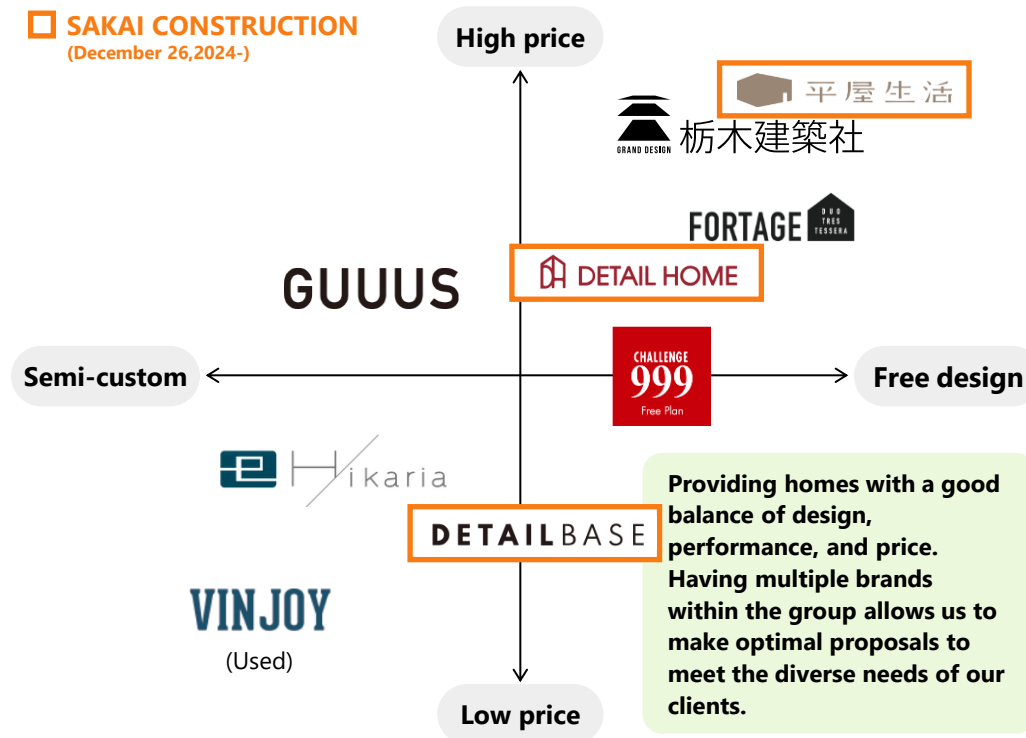
Volume zone = Our target

Household income of ready-built house buyers



Brand Development responding to diverse requests

SAKAI CONSTRUCTION
(December 26, 2024-)



*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.

Three Strengths for Continued Growth

1



**Product
Development
Capability**

2



**Digital
Marketing**

3



**Efficient
Operation
with DX**

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 CO₂



We continued development of homes that contribute to reduction of electric consumption and CO₂ 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 CO₂ 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, CO₂ reduction, and earthquake resistance, while meeting the diverse needs of the local community

2. Digital Marketing

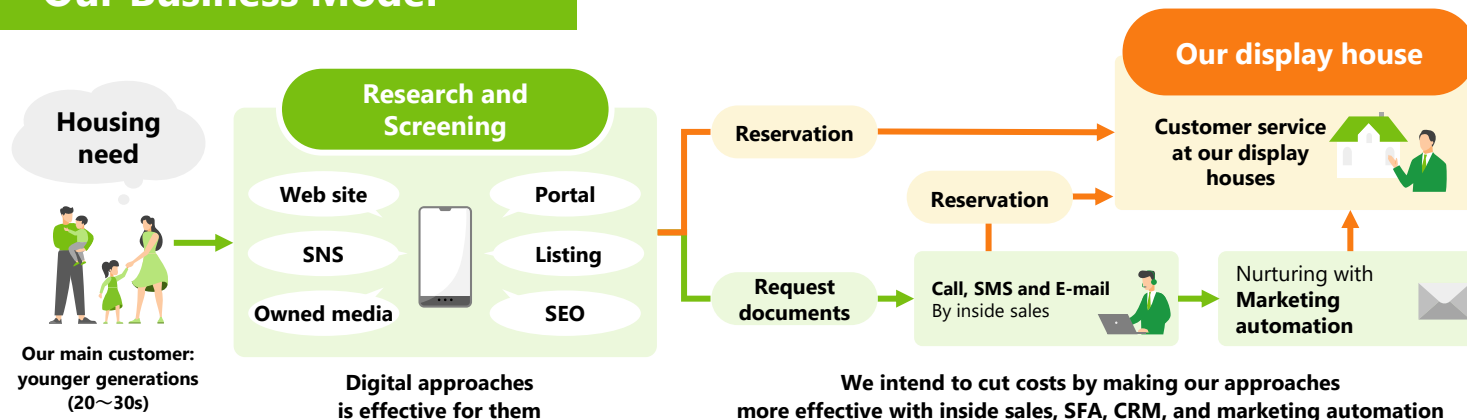
Strengthening **digital marketing**, which is effectively approachable to the younger generation, to keep the cost of attracting customers at a low level

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.

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 minimize travel time

1. Digital marketing



Efficient approaches with the web site, SNS, SEO, portals, and listing advertisement

2. Calling by inside sales



Sensible replies by specialist staffs

3. Online meeting if requested



Cutting travel time leads to more appointments and less overtime working

4. Construction management with application



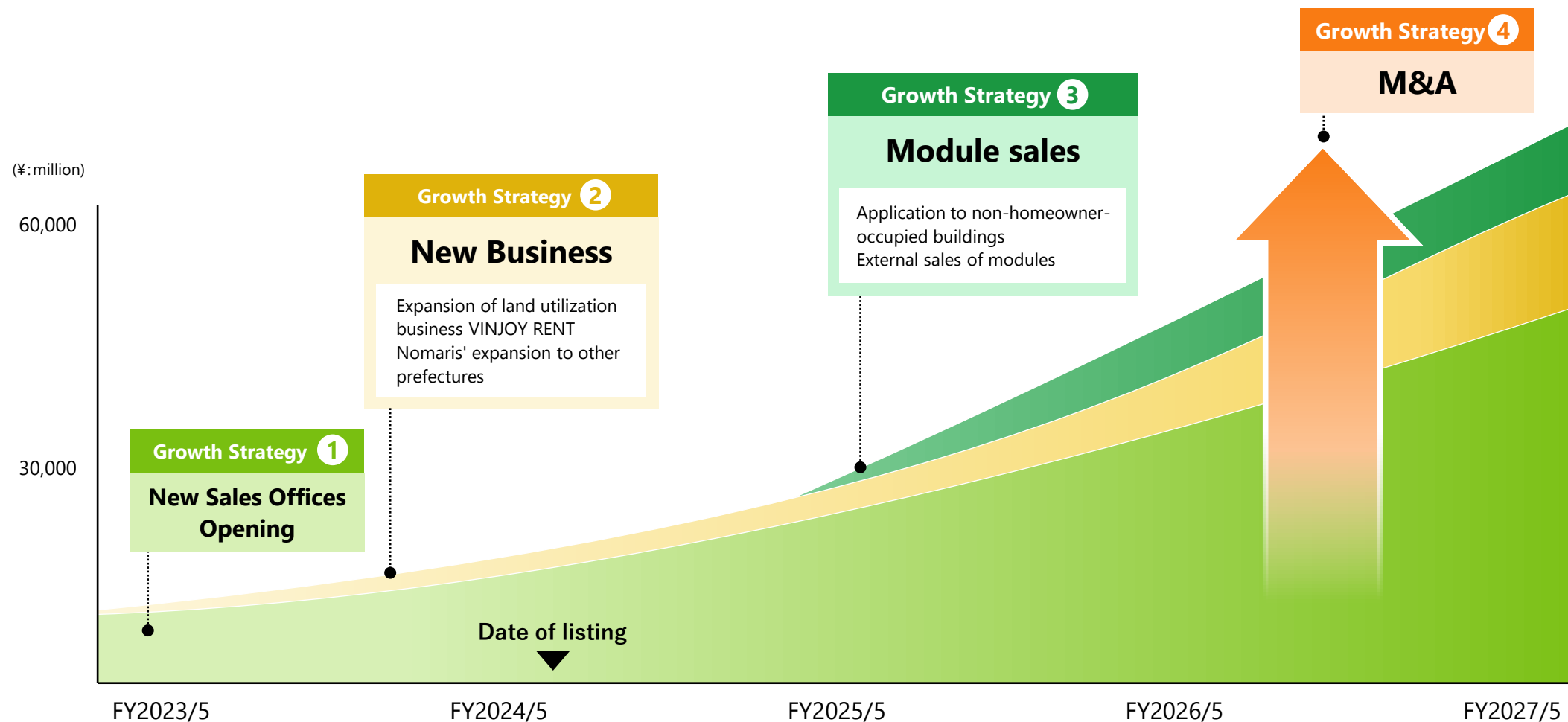
Cutting travel time leads to more appointments and less overtime working

5. Online inspection if requested



Dealing with social changes caused by the infections or thoughts on privacy

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.

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

Handling of this document

The information contained in this material is based on currently available information, but we make no representations or warranties as to its accuracy or completeness. Although this report may contain projections based on assumptions, forecasts, and plans related to the future as of the date of publication, these forward-looking statements are based on information currently available to the Company and certain assumptions that the Company deems reasonable, and the Company does not promise that it will achieve such results. There may be significant differences between such forecasts and actual results due to various factors in the future, including changes in economic conditions, customer needs and preferences, and changes in laws and regulations.

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