

# Phil Company, Inc.

Financial results presentation material  
for the 3Q of the fiscal year  
ending November 30, 2024

Thursday, October 10, 2024



Phil Company, Inc.

TSE Standard  
Securities Cord : 3267

**I 3Q Highlights**

**II Company Profile and Business Overview**

**III 3Q Topics**

**IV 3Q Results**

**I 3Q Highlights**

**II Company Profile and Business Overview**

**III 3Q Topics**

**IV 3Q Results**

## ① Significant performance improvement

- The sales in the 3Q increased by 2.1 times compared to the same period last year.
- The operating profit for the cumulative 3Q period reached approximately 150 million yen, catching up on the delay in progress from the first half of the year. The outlook for achieving the performance forecast of 300 million yen has significantly improved.

## ② Accumulation of sales stock indicators is also solid

- Balance of orders contracted<sup>\*1</sup>: Approximately 4.5 billion yen – increased 2.5 times from the same period last year, reaching the highest level ever.
- Balance of development projects<sup>\*2</sup>: Approximately 3.4 billion yen - acquired 6 development sites in the current fiscal year.

## ③ The number of employees is steadily increasing

- The number of employees increased significantly from 73 in the 2Q to 82 in the 3Q.
- The company's recruitment activities are progressing smoothly, and employee retention rates are also showing signs of improvement.

1. Balance of orders contracted :  
Total balance of unrecorded amount of orders contracted at the end of the period (amount to be recognized as sales based on the progress of future projects)

2. Balance of development projects :  
Total estimated cost of completion for land and buildings at the end of the period



**I 3Q Highlights**

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**Company Name** Phil Company, Inc.

**Established** June 3, 2005

**Share Capital** 789,647,000 yen (as of November 30, 2023)

**Headquarters address** 1-12, 3-chome, Tsukiji, Chuo-ku, Tokyo, Japan

**Nature of business** The Space Solutions business, which includes Phil Park aerial shop and other businesses

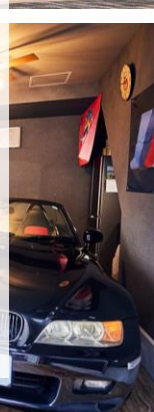
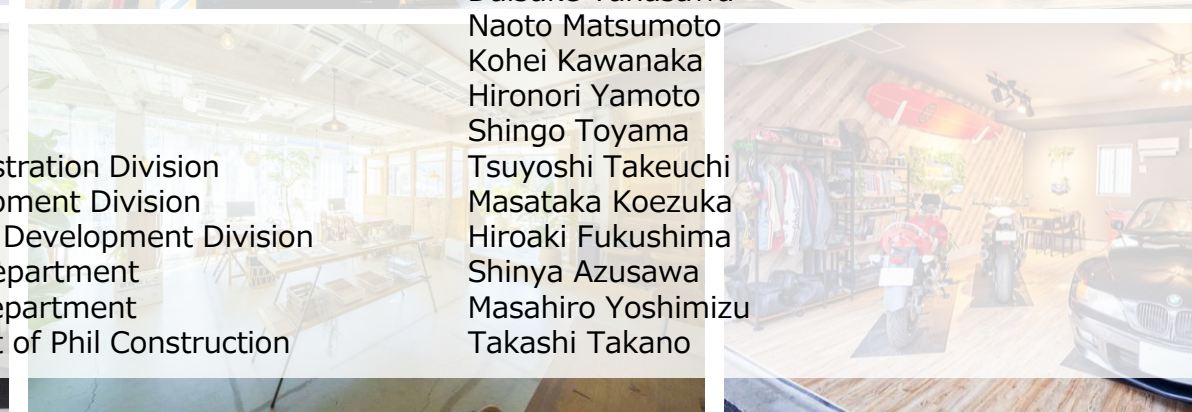
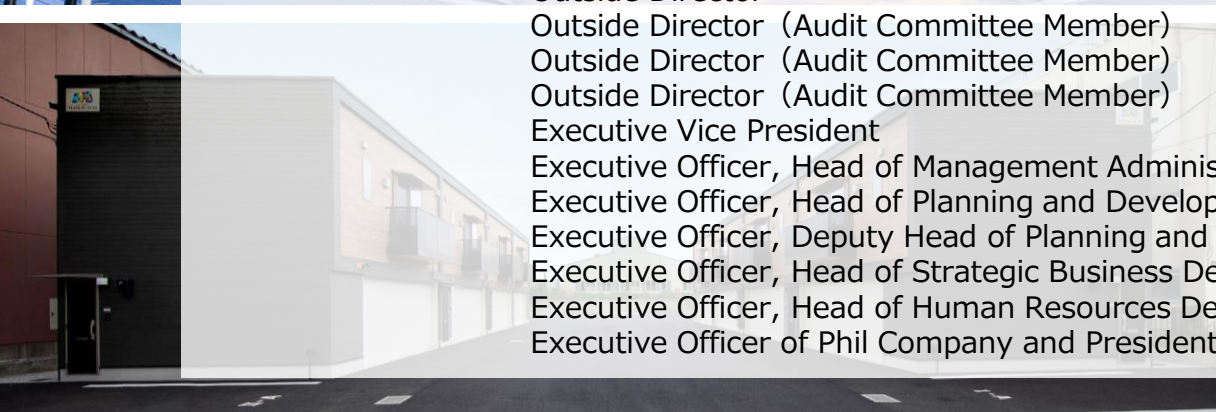
**Qualifications and Certifications** Real Estate Transaction Business License from the Governor of Tokyo(4) No.87090  
First-class Architectural Office Registration from the Governor of Tokyo No.55919  
Construction Business License from Governor of Tokyo(General-5) No.131403

**Listed market** Tokyo Stock Exchange Standard Market (Security Code : 3267)

**Executive**

Chairman and Representative Director  
 President and Representative Director  
 Outside Director  
 Outside Director (Audit Committee Member)  
 Outside Director (Audit Committee Member)  
 Outside Director (Audit Committee Member)  
 Executive Vice President  
 Executive Officer, Head of Management Administration Division  
 Executive Officer, Head of Planning and Development Division  
 Executive Officer, Deputy Head of Planning and Development Division  
 Executive Officer, Head of Strategic Business Department  
 Executive Officer, Head of Human Resources Department  
 Executive Officer of Phil Company and President of Phil Construction

Nobuaki Takahashi  
 Mari kaneko  
 Daisuke Yanasawa  
 Naoto Matsumoto  
 Kohei Kawanaka  
 Hironori Yamoto  
 Shingo Toyama  
 Tsuyoshi Takeuchi  
 Masataka Koezuka  
 Hiroaki Fukushima  
 Shinya Azusawa  
 Masahiro Yoshimizu  
 Takashi Takano



# “Phil Company” PURPOSE · VISION · VALUE

PURPOSE



Filling the “SUKIMA” in the town with “creation”.

VISION



“Community development” tailored to your needs.

VALUE



Dedicate all our efforts to the community and our customers.





## Creating vibrancy and revenue in underutilized spaces above parking lots—that's our 'Space Solution Services'.

"What is the best land utilization plan for landowners?"

"What type of building space is needed in this location right now?"

With our unique perspective and approach, we guide landowners, tenants, and local residents to optimal solutions, while also handling the entire process from planning, design, construction, tenant recruitment, to management, all under one roof."

※Key tenants: Food and beverage, beauty, clinics, offices, and more."





**Creating a wide range of lifestyles for residents while generating stable income even in suburban areas through our rental housing with garages business.**

Our rental housing with garages business is ideal for utilizing land in suburban areas that are far from stations and difficult to utilize with typical apartments or condominiums. With an occupancy rate of over 97% and a waiting list of more than 8,000 registrations, we offer high profitability based on strong<sup>\*1</sup> tenant demand, low investment hurdles, tax benefits, and numerous advantages.

※ Main purposes include residential use and second homes.

\*1 : As of the end of August 2024

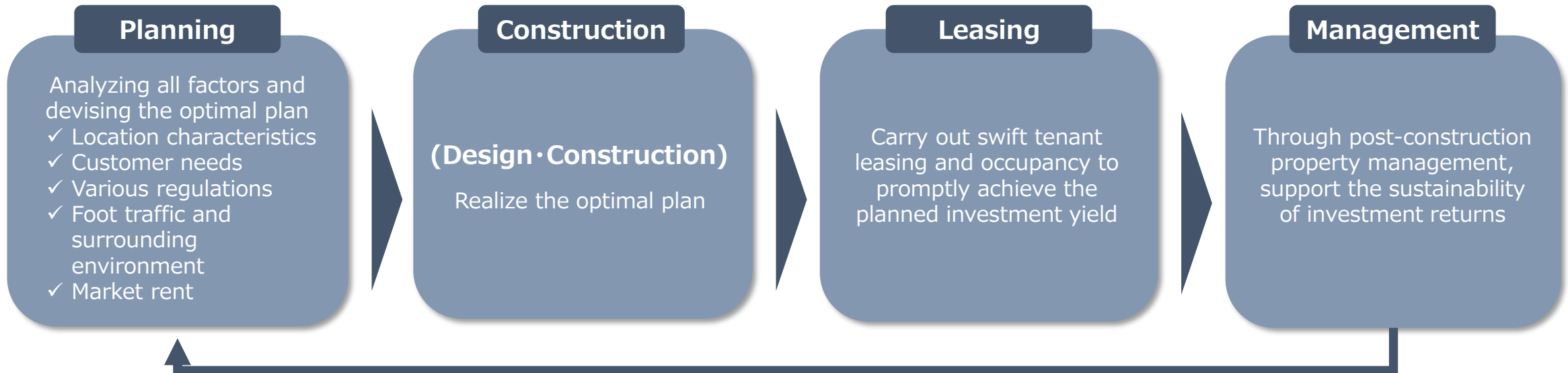
## Tailored **planning ability**

Designing optimal plans tailored to the characteristics of the space and the needs of landowners (“Space on Demand”)

## **Execution power to realize tailored planning**

From planning to property management, commitment to realizing the proposed solutions through one-stop services

### One-stop services





Contracted orders

- **Cumulative results: 230 buildings**
- **Main locations: Urban business districts of Tokyo, Kanagawa, Saitama, Aichi, Kyoto, Osaka, Fukuoka, etc.**

## Our Core Business

Land utilization products mainly in urban areas. Specializing in locations that are conventionally difficult to design for, such as spaces above parking lots, land along side streets, and narrow lots. We intend to continue to [assign human resources and allocate management resources](#) to this business.

- **Cumulative results: 106 buildings (excluding pre-acquisition results)**
- **Main locations: Suburbs of Tokyo, Kanagawa, Saitama, Chiba, Osaka, etc.**

## Innovative Land-Use Product in Suburbs

This is a land-use product that can provide high yields even on land in suburban areas far from train stations, and has a [unique system](#) called “waiting list registration” that [pools applicants](#) for PGH. Demand is expected to grow and we intend to [aggressively pursue](#) this product.

Development and sales

- **Cumulative results: 46 buildings**
- **Main locations: same as above**

## Positioned to Complement Phil Park

### Contracted Orders

We purchase the land and do the planning. This model lists buildings as inventory [on the balance sheet](#) until sales are made. Planning and designing is relatively easy because we carefully select and acquire the most suitable land for Phil Park. Also, since we can make proposals to investors other than landowners, this contributes to [expanding the base of who we sell to](#). We intend to [expand selectively](#) going forward.

- **Cumulative results: 11 buildings**
- **Main locations: Areas within the above prefectures where financing is available**

## A Style that can be Offered Under Limited Conditions

In general land in suburban areas is more [difficult to finance](#) than land in urban areas because it is more [difficult for financial institutions to evaluate](#) the value of the land. This means there might be a limited number of buyers. When acquiring land for PGH we do so only in [limited cases](#) where there is sufficient potential for tenants and sales.



■ The Phil Park aerial shop and Premium Garage House businesses each have significant potential markets.

Overall industry market size (TAM)<sup>\*1</sup>

Approximately 26.7 trillion yen

The annual total construction cost of buildings nationwide<sup>\*2</sup>

Target market size (SAM)<sup>\*3</sup>

 Phil Park

Approximately 2.9 trillion yen

<The method of calculation>  
Annual total construction cost of buildings in key areas  
× Percentage of plots based on PP standards (from 15 to 120 tsubo, within a 10-minute walk from the station) .  
<sup>\*4</sup>

 Premium Garage House

Approximately 2 trillion yen

<The method of calculation>  
Number of new construction starts for rental homes (row houses and apartment buildings) nationwide <sup>\*5</sup>  
× Proportion of plots meeting PGH standards (quadrilateral or larger, 50-300 tsubo) <sup>\*6</sup>  
× Unit price per PGH unit (22 million yen) .

- ※1 : TAM : Total Addressable Market
- ※2 : Using the Construction Starts Statistics Survey (Ministry of Land, Infrastructure, Transport and Tourism), the potential overall market size is calculated based on the total planned construction cost of buildings that commenced construction in Japan in 2022.
- ※3 : SAM : Serviceable Available Market
- ※4 : Using Miyagi, Tokyo, Saitama, Chiba, Kanagawa, Aichi, Kyoto, Hyogo, Osaka, and Fukuoka as the target areas, the proportion of PP standard plots is multiplied to calculate the result.  
(PP standard plots refer to the proportion of small-sized plots (15-120 tsubo) within a 10-minute walk from a train station (within a straight-line distance of up to 800m), using land data from G Space Information Center, and the estimation is expanded to other areas).
- ※5 : Using the 2022 Housing Starts Statistics Survey (Ministry of Land, Infrastructure, Transport and Tourism), the number of row houses and apartment units among newly constructed rental homes is calculated.
- ※6 : Using land data from G Space Information Center, the proportion of plots in the Tokyo Metropolitan Area and the three prefectures (Saitama, Chiba, and Kanagawa) that have a quadrilateral or larger shape and range in size from 50 to 300 tsubo is estimated and expanded to the entire country.

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- **Goal of the Mid-term Management Plan: ‘Establishing a foundation and framework for sustainable growth’**
  - **Scaling existing businesses through business process reform and organizational restructuring.**
  - **At the same time, laying the groundwork for the next stage of growth.**

**1<sup>st</sup> Reform**  
**Business Process Reform**  
 ~Scaling the Business Model

- Sales Reform
- Creating a mechanism to generate responses
- Efficiency improvement in cost management and estimation process
- Strengthening Property Management

**2<sup>nd</sup> Reform**  
**Organizational Restructuring**  
 ~Improving Employee Engagement

- Organizational Development
- Talent Development

**3<sup>rd</sup> Reform**  
**Business Portfolio Transformation**  
 ~Laying the Foundation for Further Growth

- Business Portfolio Transformation and Expansion
- Overview of New Business
- M&A and Alliance Strategy

**November 2026**  
**Fiscal Year**

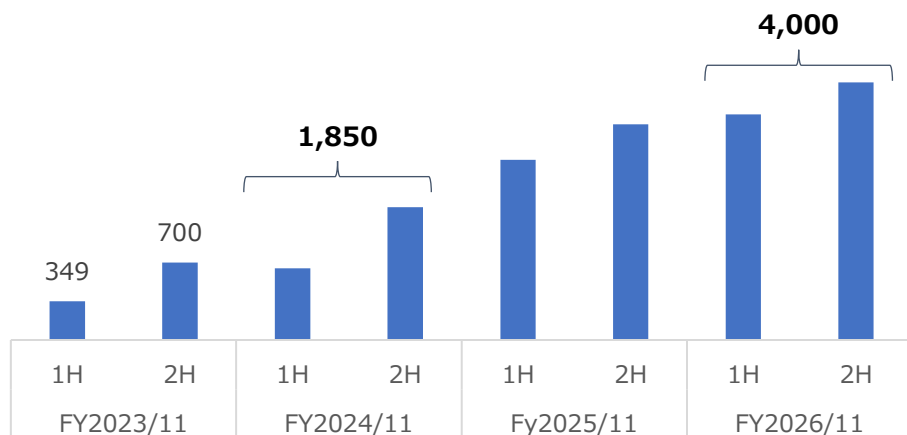
Revenue	15 billion yen
Operating profit	1.2 billion yen
ROE	20%
Number of inquiries	4,000
Number of proposals	450
Number of orders contracted	90
Number of employees	130

Improvement of Growth Potential  
 (Enhancement of Valuation)

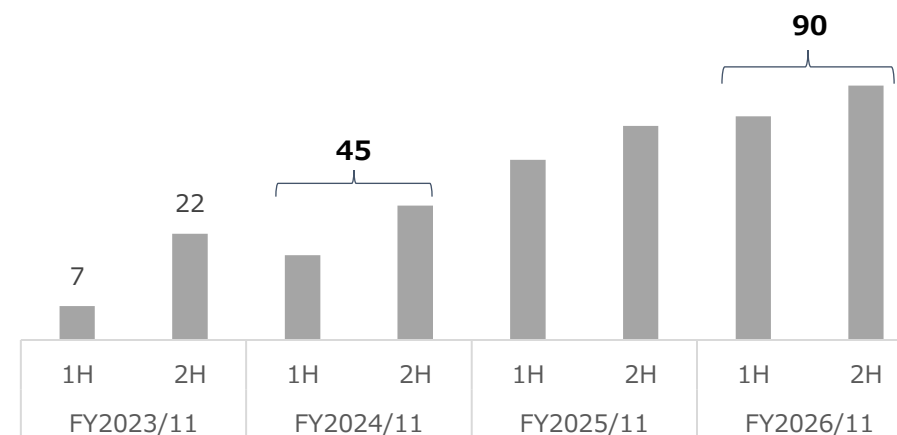
**Improvement of shareholder value**



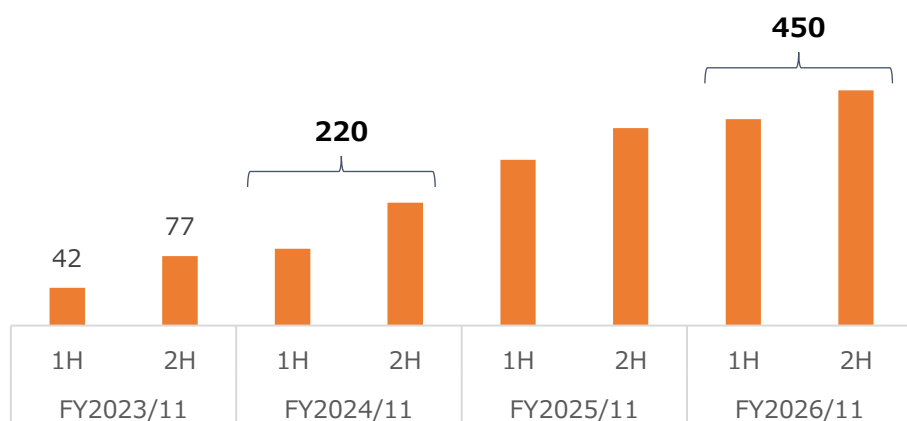
## Number of inquiries



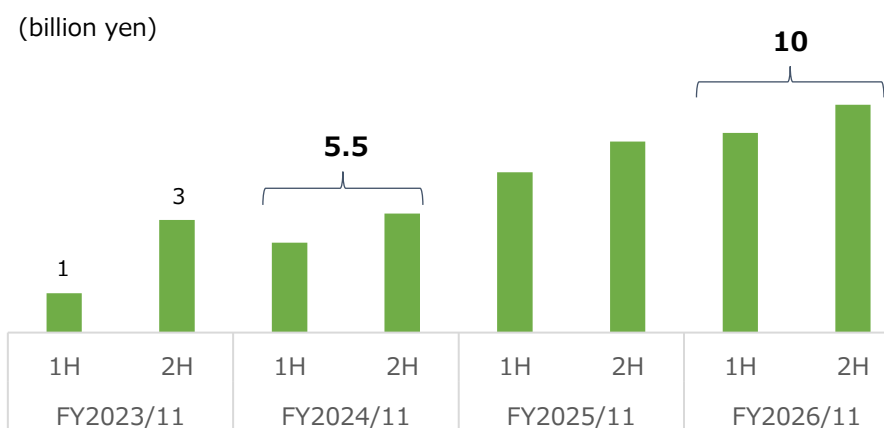
## Number of orders contracted



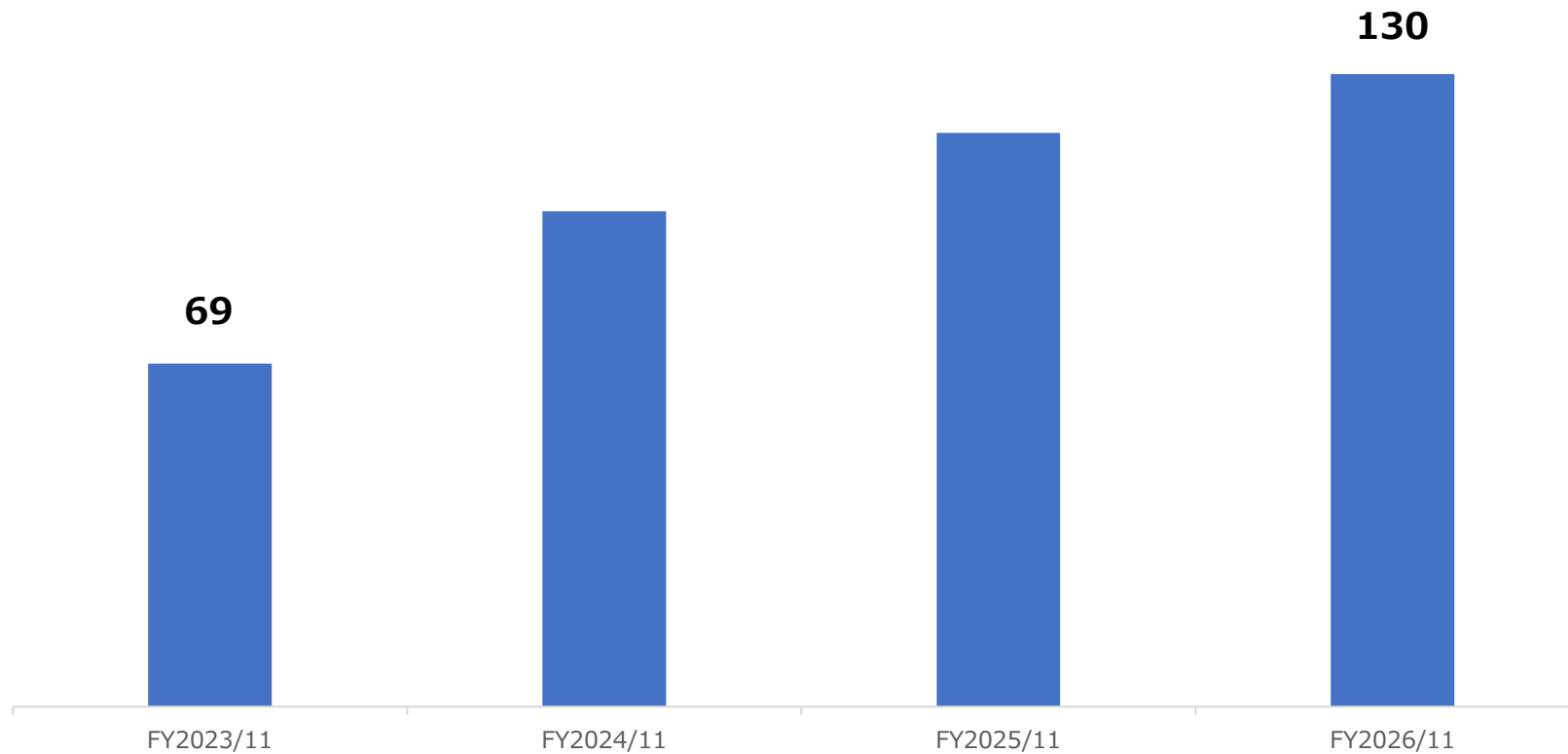
## Number of proposals



## Estimated amount of orders contracted (when KPI target is achieved)

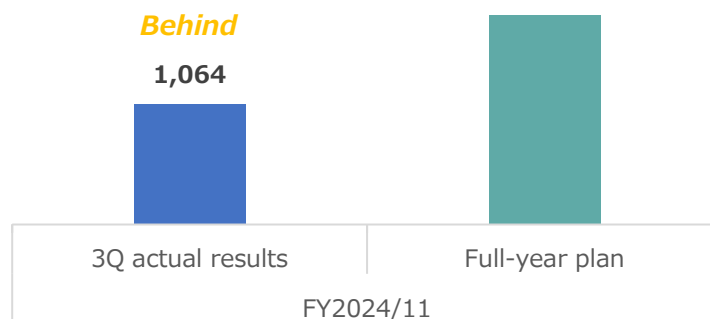


- Over the next 3 years, the number of employees will expand to 130.
- To strengthen recruitment and enhance employee engagement, reducing turnover rate.

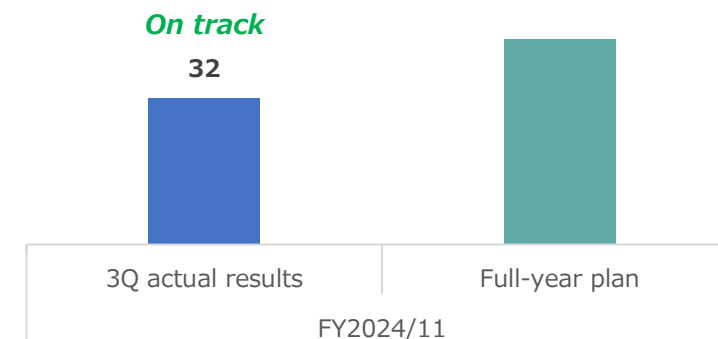


- While number of inquiries are behind the initial plan, the number of proposals and orders contracted are progressing smoothly.
  - Increase inquiries by strengthening our sales force and enhancing web marketing.
- The number of employees has caught up to a certain extent to the end-of-period plan, following the increase in employees in the 3Q (from 73 to 82).

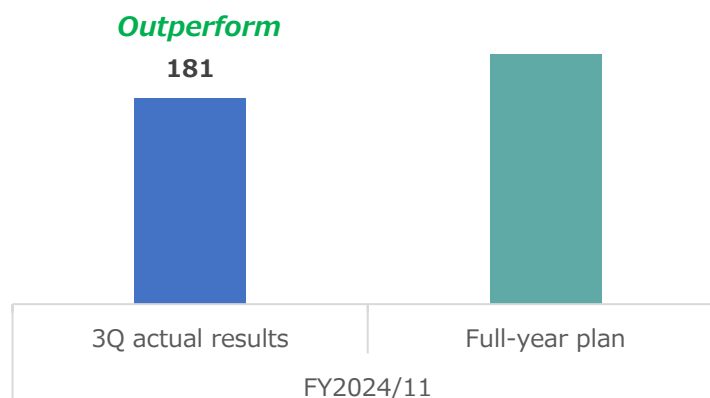
## Number of inquiries



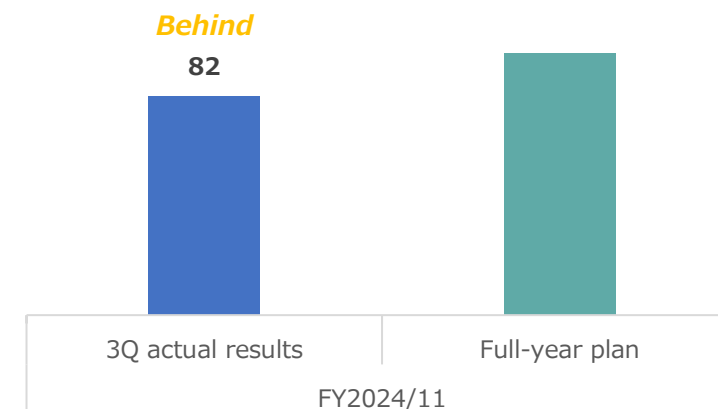
## Number of orders contracted



## Number of proposals



## Number of employees





- We conducted an employee engagement survey this year, following last year's initiative.
- While we were able to identify largely the same strengths as last year, new challenges have emerged as the organization has grown.

## Survey results

## Current situation analysis

## Action plan

### Strengths

- ✓ Strong alignment with the company's Purpose, Vision, and Values (PVV)
- ✓ Strong growth mindset
- ✓ High level of teamwork

### Culture integration

Establishing shared values (PVV) across the company has fostered a culture of teamwork and high aspirations.

### Challenges

- ✓ Lack of clarity in career paths
- ✓ Flexible work arrangements
- ✓ Communication efficiency

### Employee well-being Communication

The remote work policy's usability and communication flow require improvement.

### ① Human resources system review and improvement

- ✓ Performance evaluation system
- ✓ Alignment of performance and compensation
- ✓ Human resources training programs

### ② Delegation of authority

- ✓ Manager development and empowerment
- ✓ Internal approval processes

### ③ Internal infrastructure

- ✓ Cloud service review and implementation
- ✓ Security enhancement

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## 3Q Results

**Sales : 2,538 million yen**

**Gross profit : 703 million yen**

**Operating profit : 337 million yen**

### 3Q Highlights

- **Sales, gross profit, and operating profit all surged over 100% YoY.**
  - This growth was driven by contracted projects and development sales secured in the second half of the previous fiscal year.
  - Amount of orders contracted and number of orders contracted **reached record highs for the 3Q.**
  - Operating profit reached 330 million yen, **and the company achieved profitability for the cumulative 3Q period (150 million yen).**
- Selling, general, and administrative expenses increased by 21% YoY.
  - This increase was primarily due to a 68% YoY rise in outsourcing expenses, driven by organizational restructuring and operational improvements.
  - Advertising expenses jumped 155% YoY, reflecting investments in logo redesign and marketing initiatives.

### The contracted orders scheme – PP <sup>\*1</sup>

No. of orders contracted : 5 <sup>\*3</sup>  
 Amount of orders contracted :  
 1,418 million yen

### The contracted orders scheme – PGH <sup>\*2</sup>

No. of orders contracted : 6 <sup>\*3</sup>  
 Amount of orders contracted :  
 497 million yen

### The development and sales scheme

No. of units sold and delivered : 1  
 Balance of development projects <sup>\*4</sup> :  
 3,443 million yen

1. PP : PhilPark aerial shop  
 2. PGH : Premium Garage House

3. Amount of orders contracted : Total amount of newly contracted projects and additional works  
 4. Balance of development projects : Total estimated cost of completion for land and buildings at the end of the period



(Thousands of yen)	3Q Result (2024.6~2024.8)		Cumulative for 3Q (2023.12~2024.8)	
	Results	YoY	Results	YoY
Sales	2,538,831	+114%	3,865,540	+27%
Cost of sales	1,834,995	+105%	2,737,174	+17%
Gross profit	703,835	+143%	1,128,365	+57%
Gross profit margin	27.7%	—	29.2%	—
SG&A	365,878	+21%	974,423	+12%
—Personnel expenses	195,301	+13%	529,898	+10%
—Outsourcing expenses	46,872	+68%	125,504	+37%
—Advertising expenses	8,646	+155%	40,642	+73%
—Others	115,058	+18%	278,377	+2%
Operating profit	337,956	—	153,942	—
Ordinary profit	337,735	—	140,667	—
Profit	230,635	—	87,003	—

## Prior investment

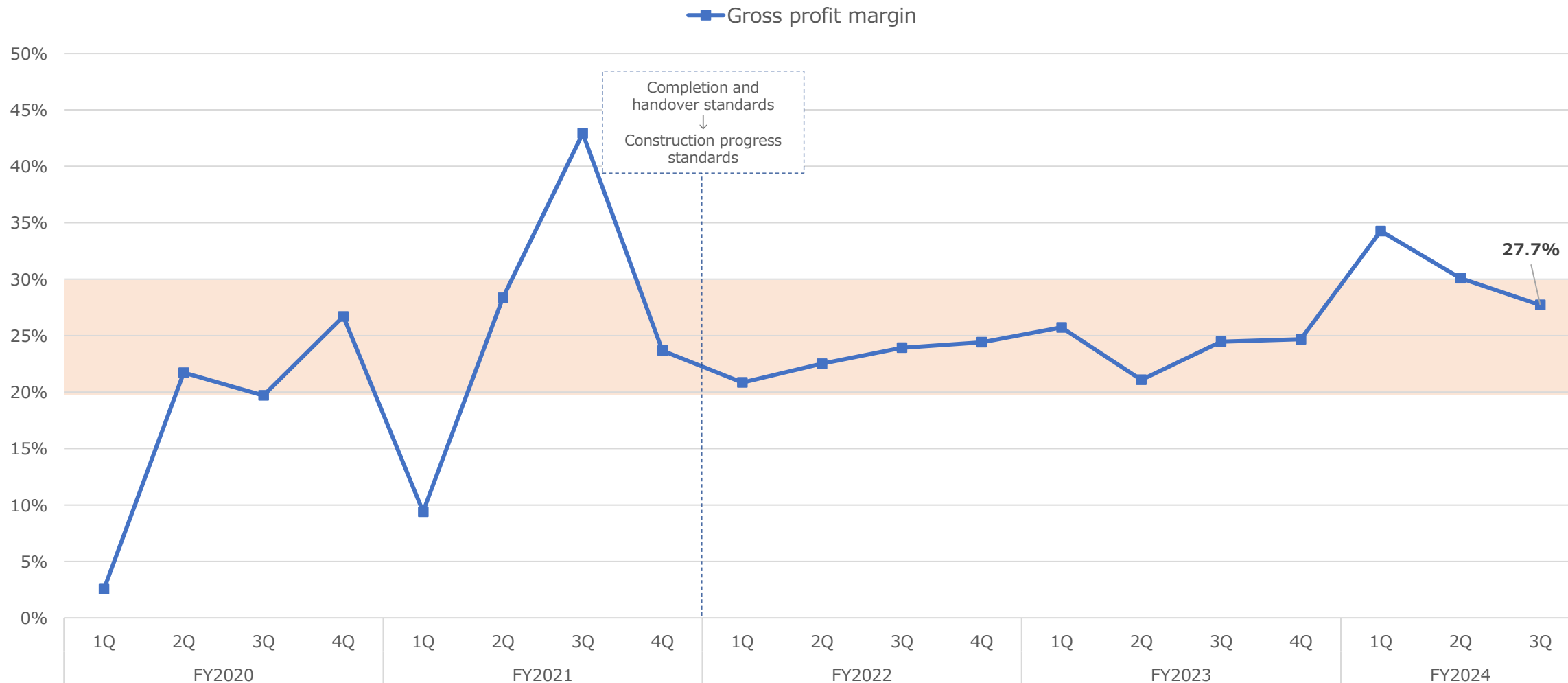
Employee reinforcement  
 ※Personnel expenses include recruitment costs.

Investment for promoting business process reform and organizational restructuring.

Corporate logo redesign and marketing expenses

Other SG&A remained at the same level as the same period of the previous year.

- The quarterly gross profit margin has generally been in the range of 20% to 30%.
- While profit margins temporarily increased in the first half, they have leveled off recently.

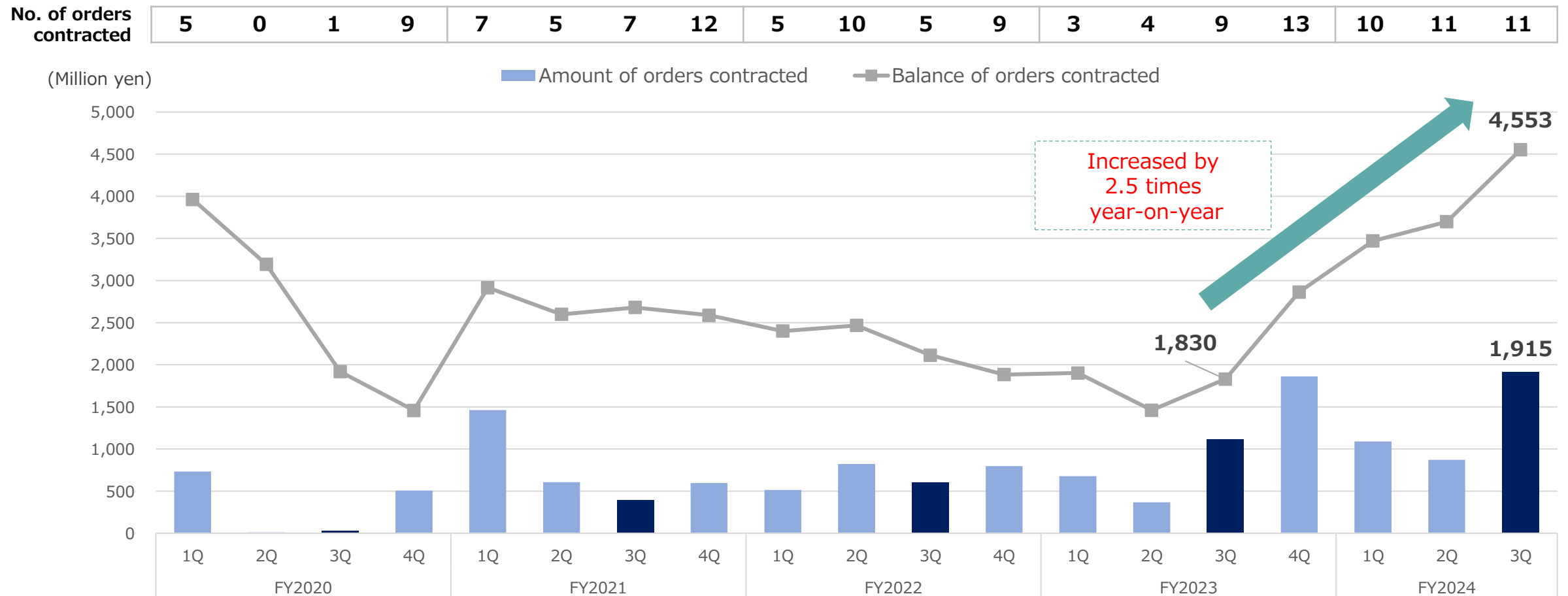


- Both contracted orders and development and sales saw significant year-on-year sales growth.
  - Contracted orders : Sales growth was driven by the recognition of sales from projects secured in the second half of the previous fiscal year.
  - Development sales : Sales was recognized due to the completion and delivery of a large-scale project.



# Sales stock indicator ① – status of contracted orders

- Both amount of orders contracted<sup>\*1</sup> and number of orders contracted **reached record highs for the 3Q.**
- Number of orders contracted has exceeded 10 units for four consecutive quarters.
- The balance of orders contracted<sup>\*2</sup> also **reached a record high, surpassing 4 billion yen for the first time.**



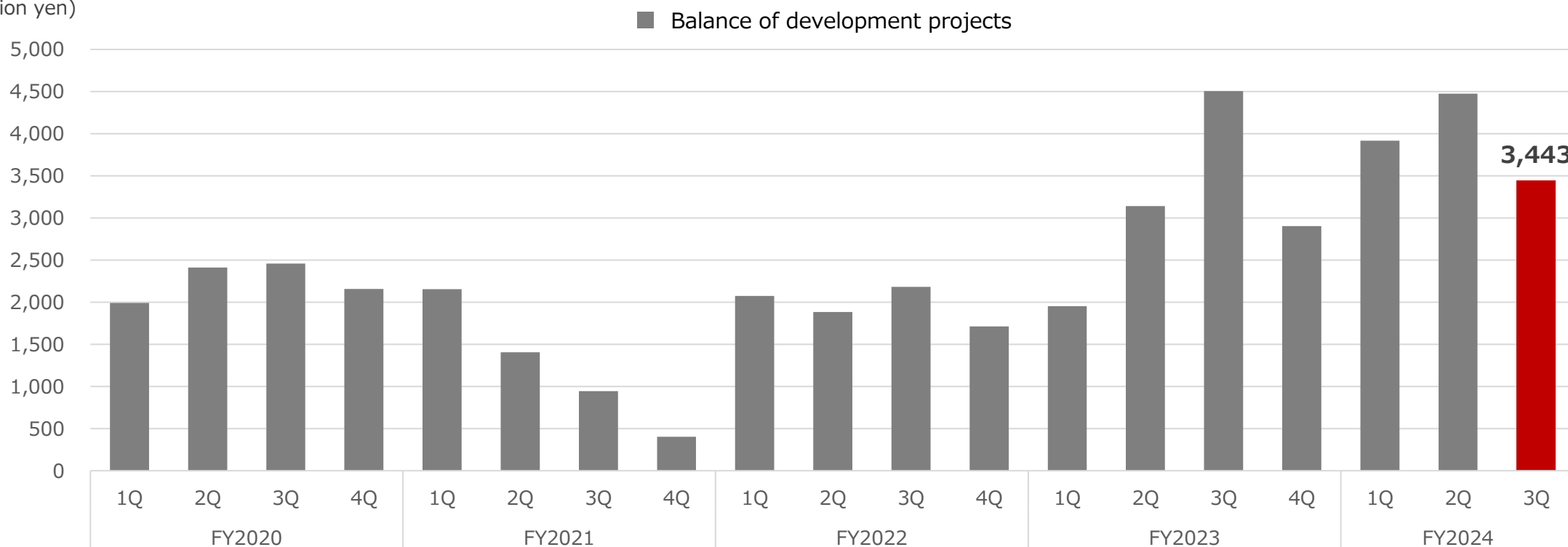
1. Amount of orders contracted : Total amount of newly contracted projects and additional works  
 2. Balance of orders contracted : Total balance of unrecorded amount of orders contracted at the end of the period (amount to be recognized as sales based on the progress of future projects)



- In the 3Q, we acquired one land properties and delivered one property, resulting in a balance of development projects of 3.4 billion yen.<sup>\*1</sup>
- We will continue to actively expand our development inventory.

Remaining no. of development projects	6	6	6	5	5	4	4	3	8	9	10	7	8	8	8	4	7	9	9
No. of units sold and delivered	0	0	0	1	0	1	1	1	0	0	0	4	0	1	1	5	0	0	1
No. of contracts to acquire land for development	1	1	0	0	0	0	1	0	5	1	1	1	1	1	2	1	3	2	1

(Million yen)

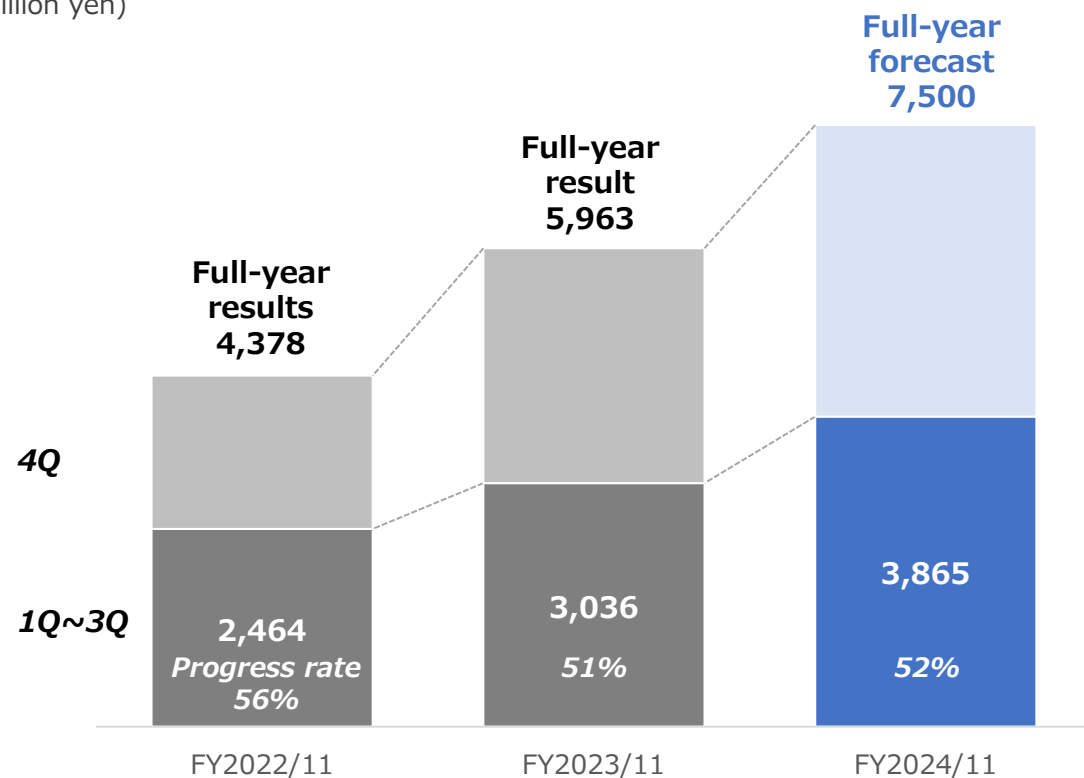


1. Balance of development projects : Total estimated cost of completion for land and buildings at the end of the period

- Sales are progressing at a rate of slightly over 50%, on par with the previous two periods.
- Operating profit turned black in the cumulative total for the first three quarters, and is progressing smoothly toward the full-year forecast.

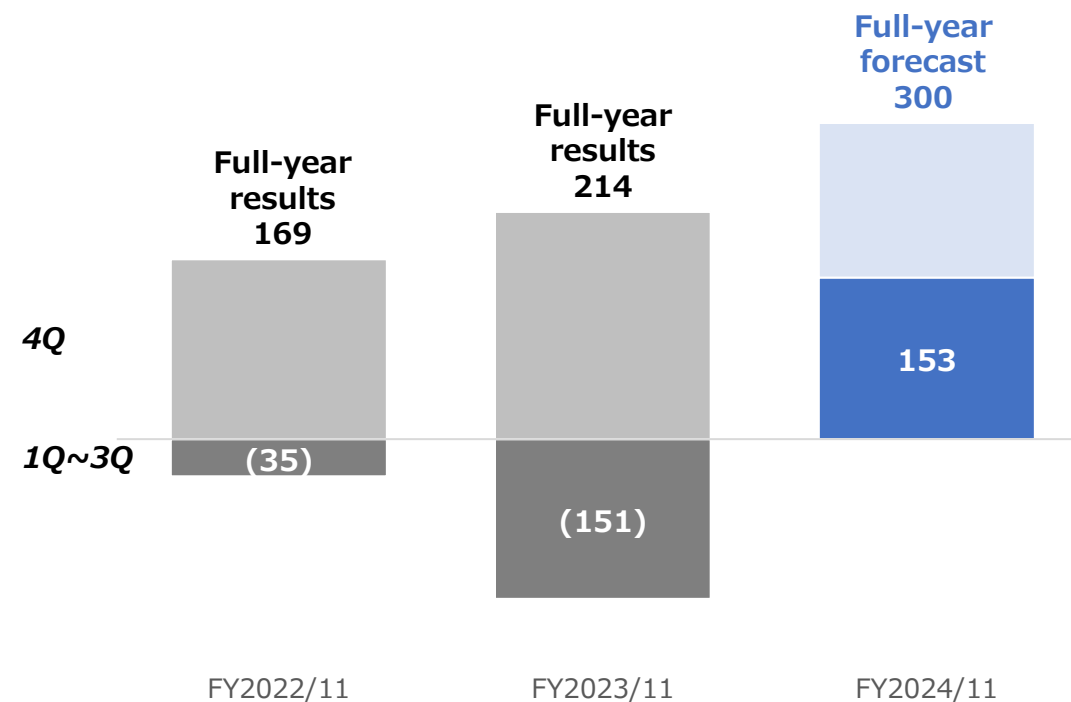
## Trend of sales

(Million yen)



## Trend of operating profit

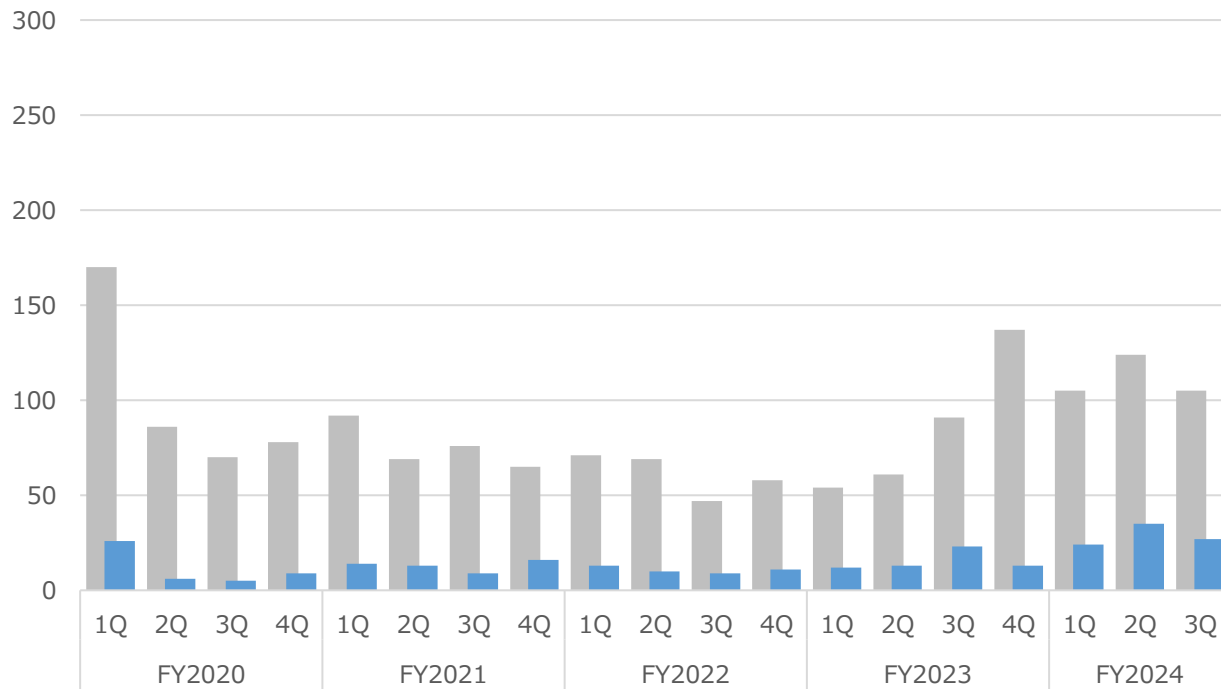
(Million yen)



- Both Phil Park and Premium Garage House **have recorded higher number of orders contracted than the previous period as of the 3Q.**
- While the number of proposals has decreased quarter-on-quarter, it is progressing smoothly compared to the initial budget.

## Phil Park

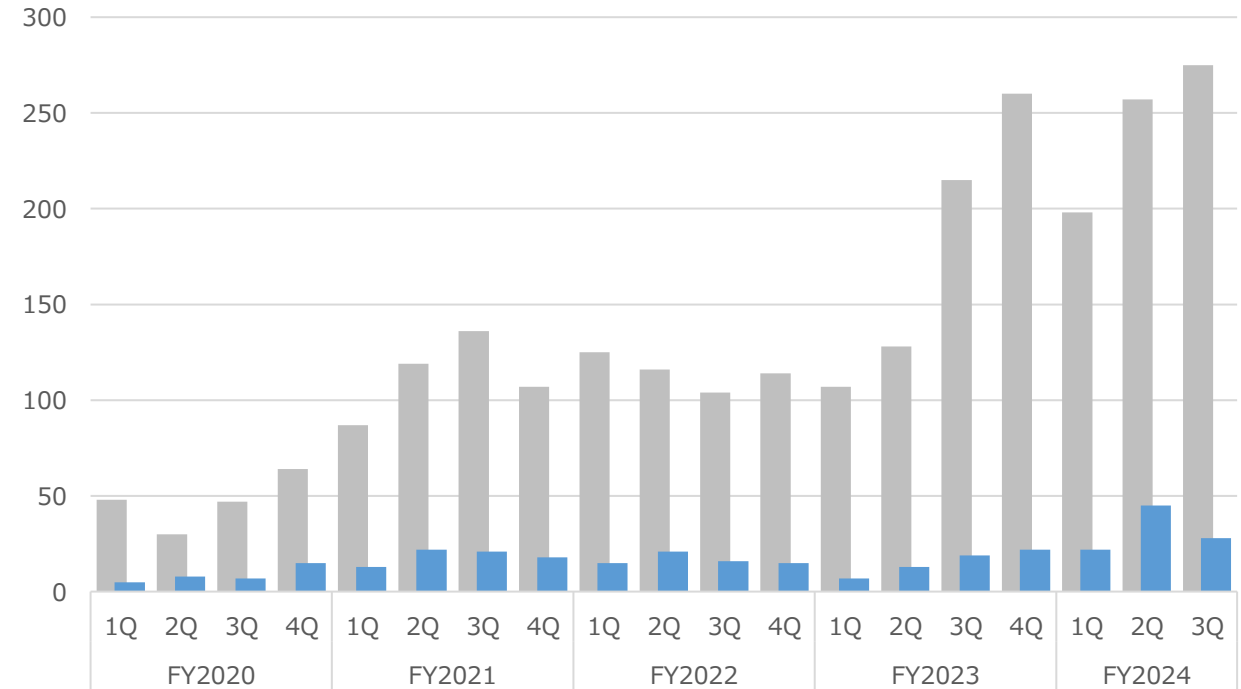
■ No. of inquiries ■ No. of proposals



No. of orders contracted	8	5	13	11	12
Proposal ⇒ Contracted	17%	10%	30%	19%	14%

## Premium Garage House

■ No. of inquiries ■ No. of proposals

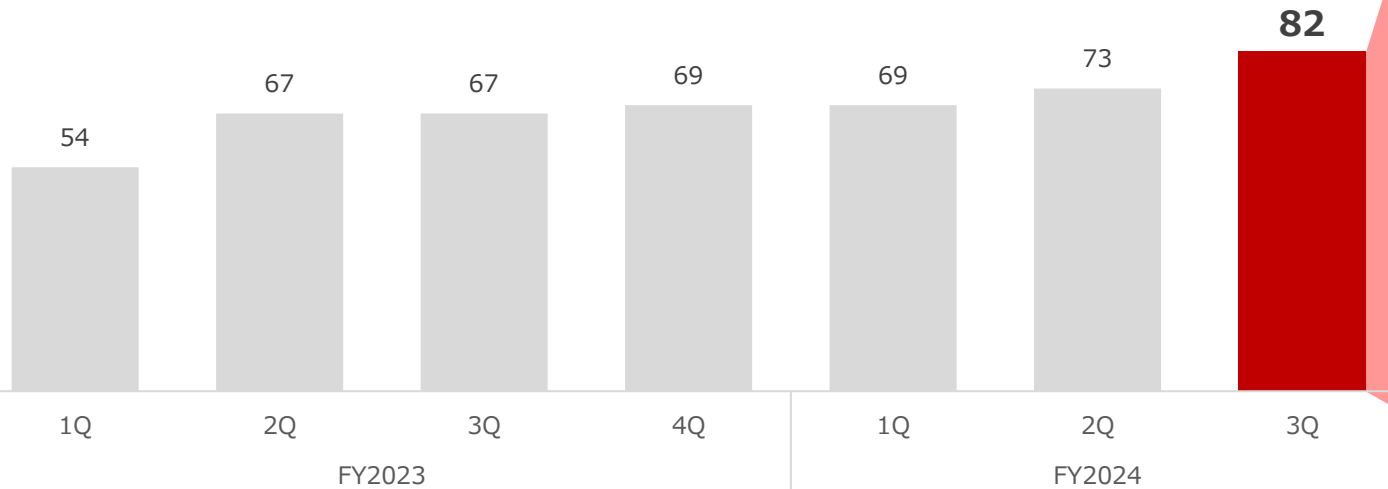


No. of orders contracted	7	22	16	18	20
Proposal ⇒ Contracted	20%	30%	24%	29%	21%

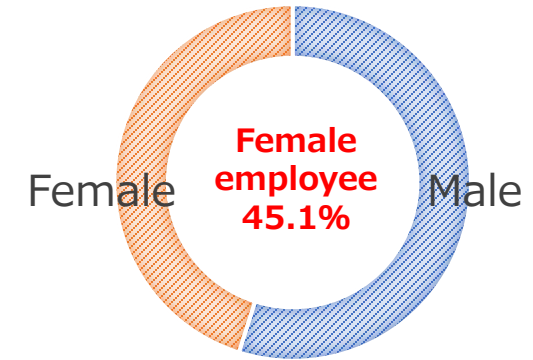
- We will continue to focus on mid-career recruitment, mainly in the sales.
- More than half of the employees are assigned to sales and construction, creating a stable Contracted Orders structure.

Employees	May 31, 2024	August 31, 2024
Sales*1	39 people	44 people ↑
Construction	15 people	18 people ↑

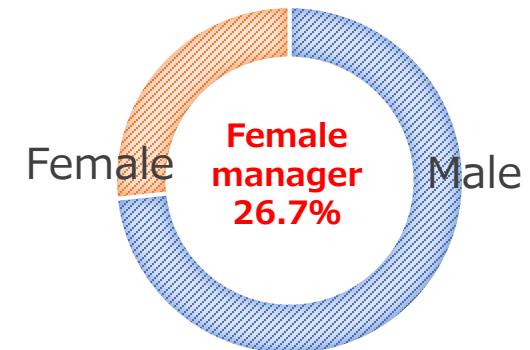
## Consolidated number of employees



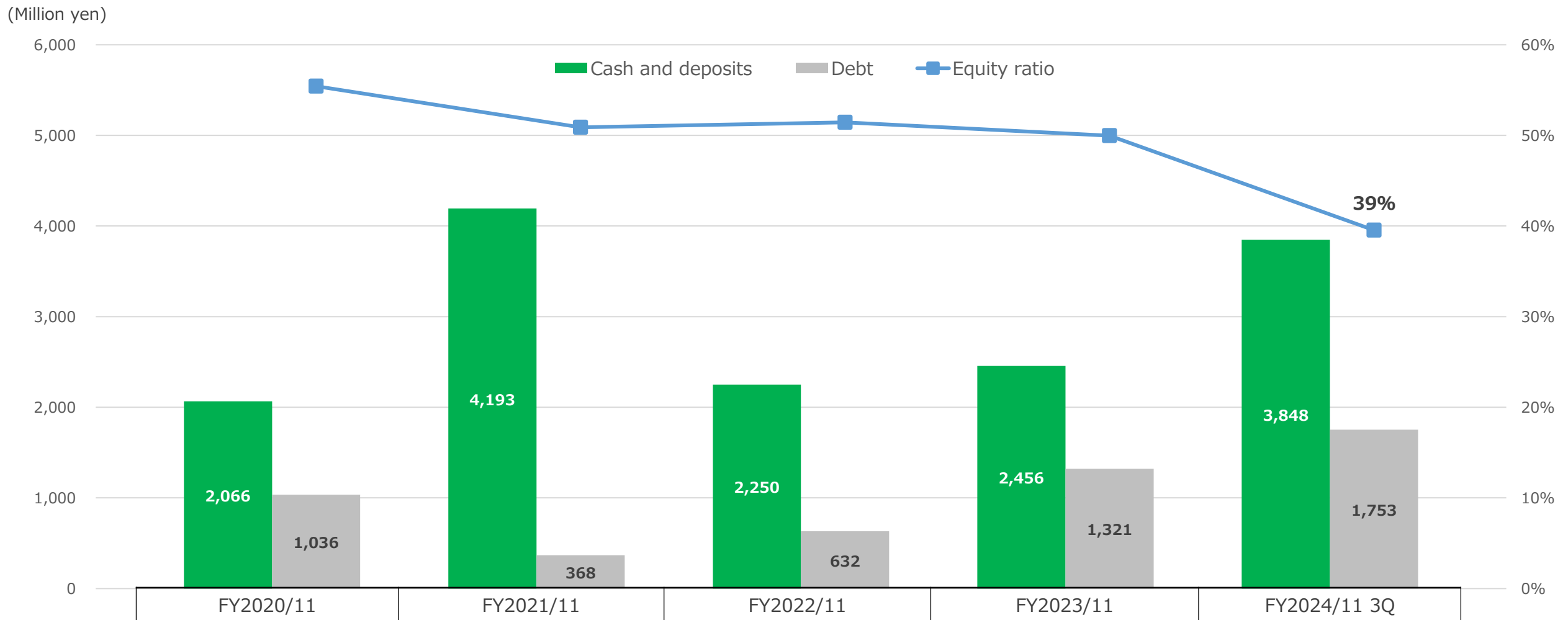
Percentage of male and female employees among all employees



Percentage of male and female managers

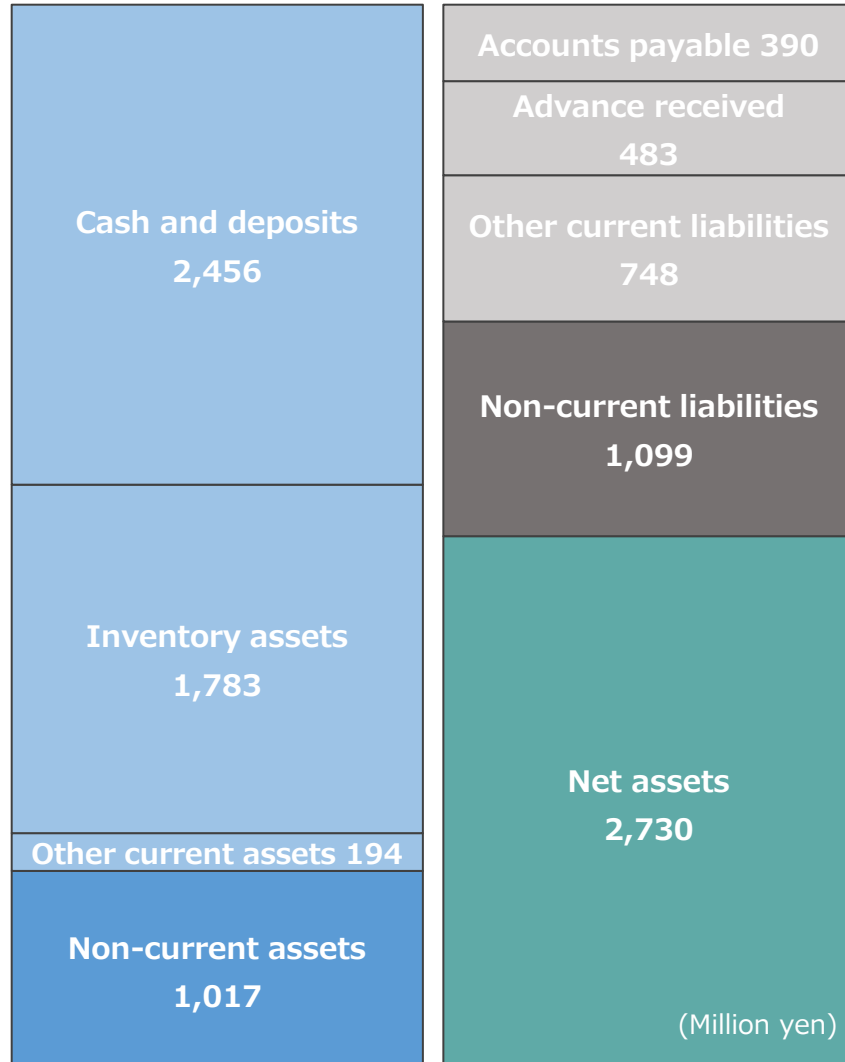






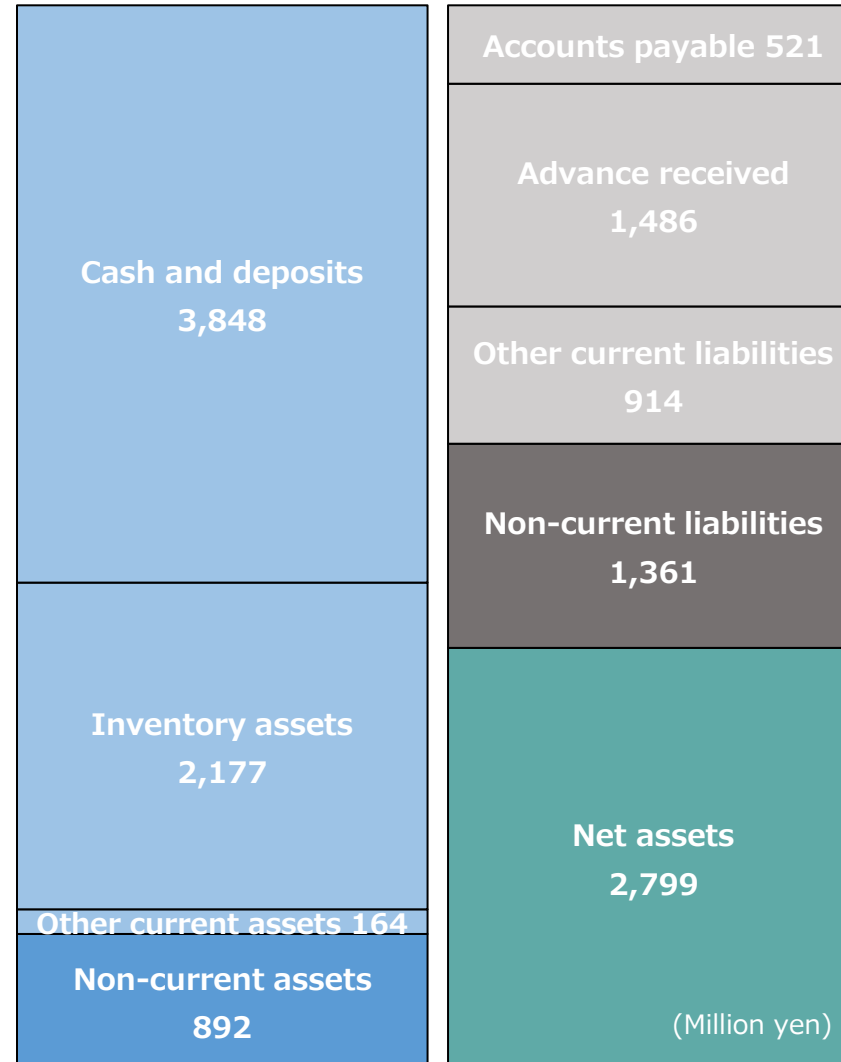
**November 30, 2023**

**Total assets : 5,450 million yen**



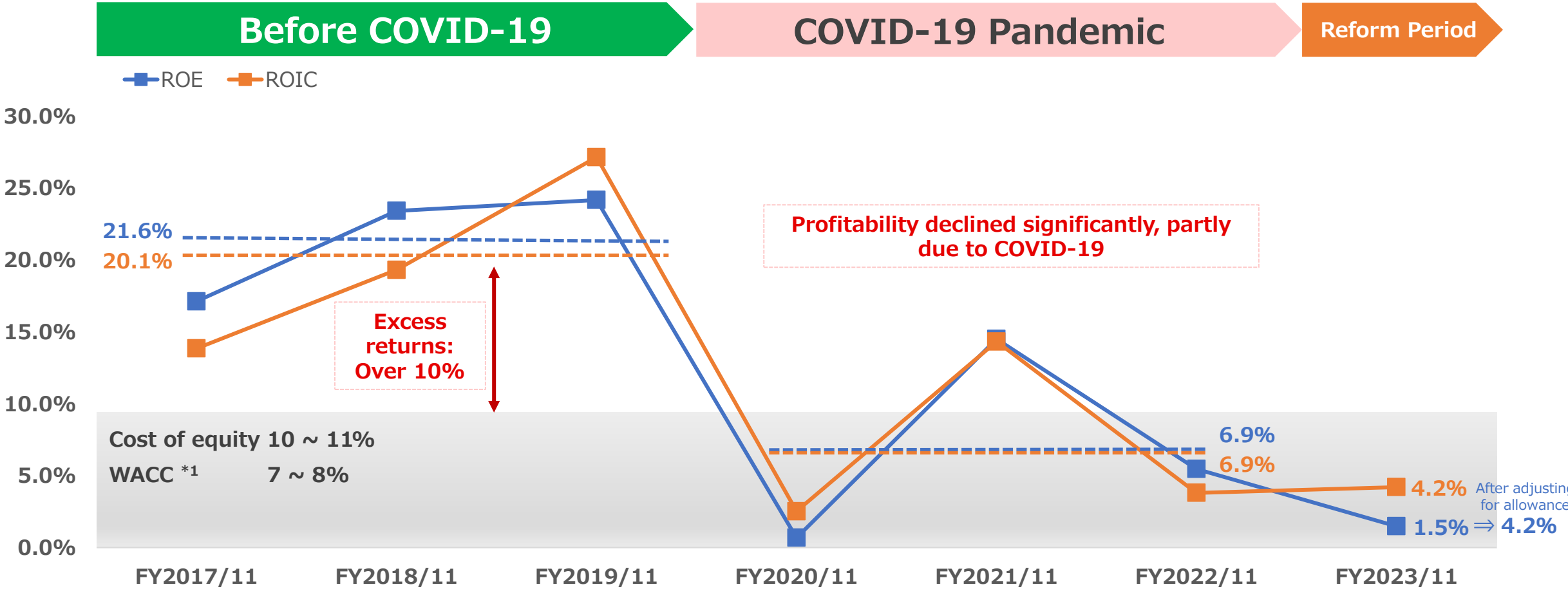
**August 31, 2024**

**Total assets : 7,081 million yen**



- ✓ With the increase in the number of orders contracted, cash and deposits and advance received have increased.
- ✓ The increase in development projects has led to an increase in inventory assets.
- ✓ The increase in interest-bearing debt resulting from the above has led to an increase in non-current liabilities and current liabilities.

Prior to COVID-19, the company generated returns well in excess of its cost of capital. Going forward, capital efficiency will be improved by improving profitability.



By improving performance (ROE), we aim to increase stock price (PBR) and enhance shareholder value (stock price) improvement.

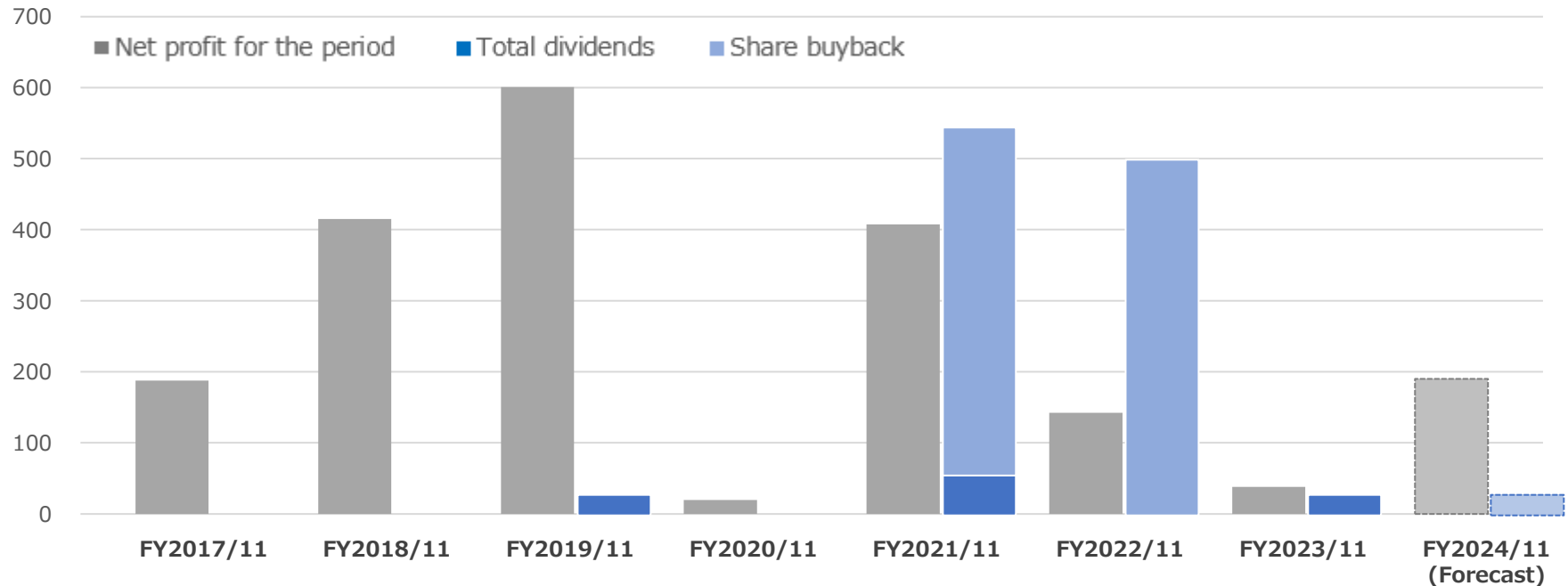




## Shareholder Return Policy

- Regarding dividends, we will strive to pay stable dividends while securing the capital necessary for financial soundness and growth.
- Share buybacks are determined on a case-by-case basis based on comprehensive consideration of business performance, business environment, and growth investment opportunities.
- Provide returns that contribute to sustainable enhancement of corporate value and maximization of shareholder returns over the medium to long term.

(Million yen)



## Seven-Year Period

Total cumulative amount of redemption Approx. 1.1 billion yen

Accumulated profit Approx. 1.8 billion yen



**Total return: 60%**

Dividend per share (yen)

0

0

5

0

10

0

5

5

(Commemorative dividend for being listed on the First Section of TSE)

(Appreciation dividend for support during COVID-19)

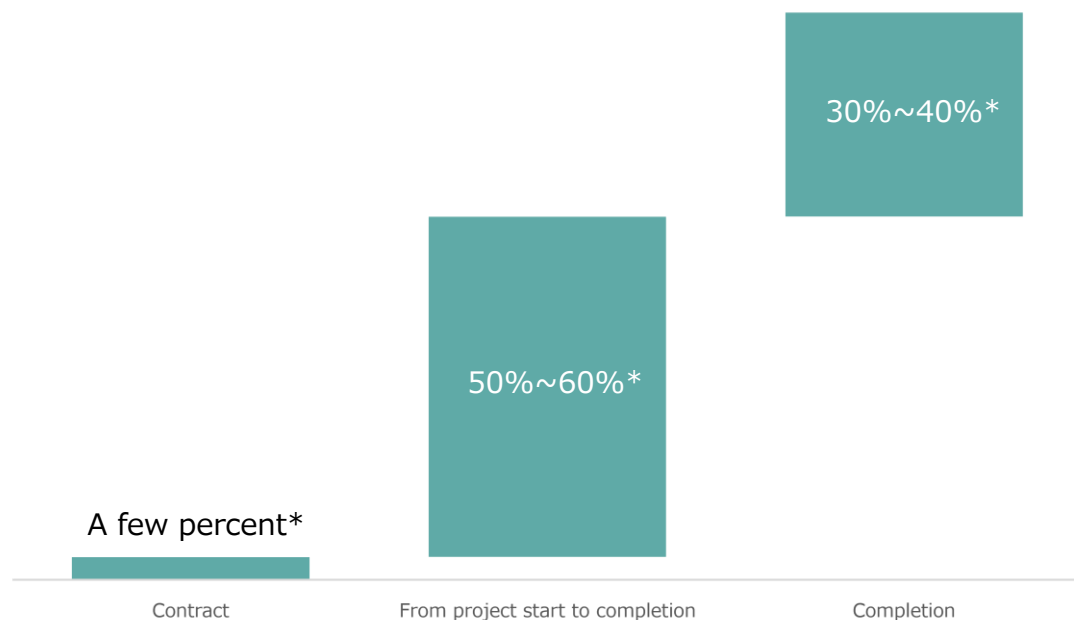
(Year-end dividend)

(Year-end dividend forecast)

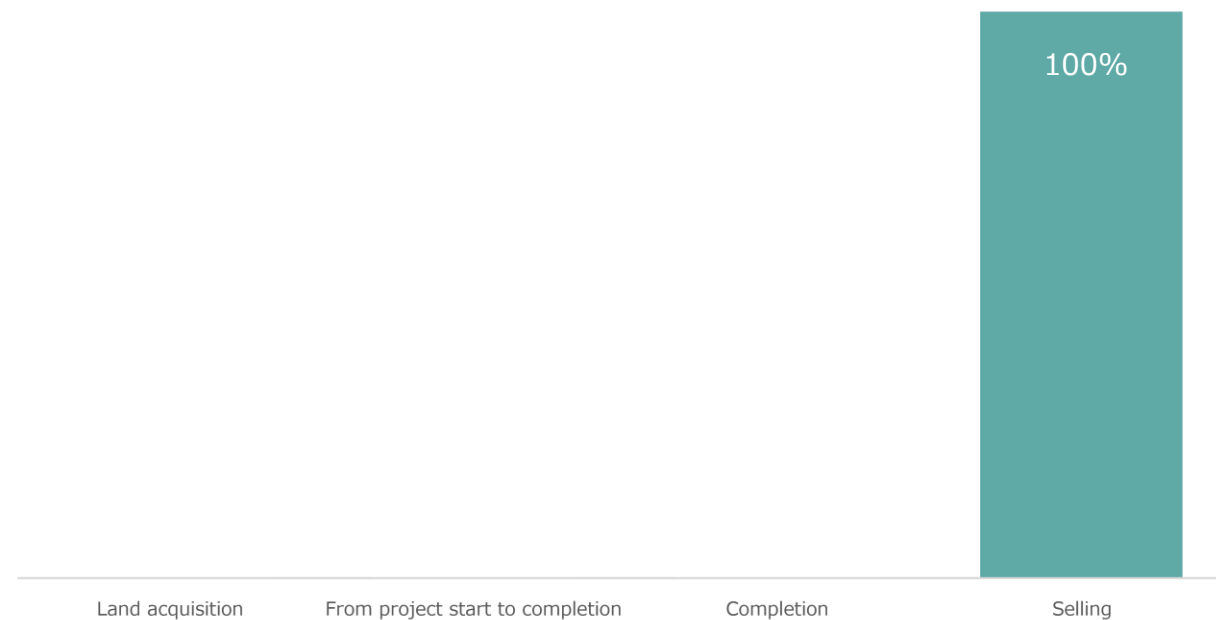
# Appendix

- **Contracted orders scheme** : sales is recognized in accordance with the project's progress (degree of fulfillment of performance obligations).
  - Profit margin for each stage: While the gross profit margin is low at the time of completion due to the accumulation of cost accounting, the gross profit margin at the time of contract signing is high.
- **Development and sales scheme**: sales is recognized in a lump sum at the time of sale and delivery.

## Contracted orders scheme

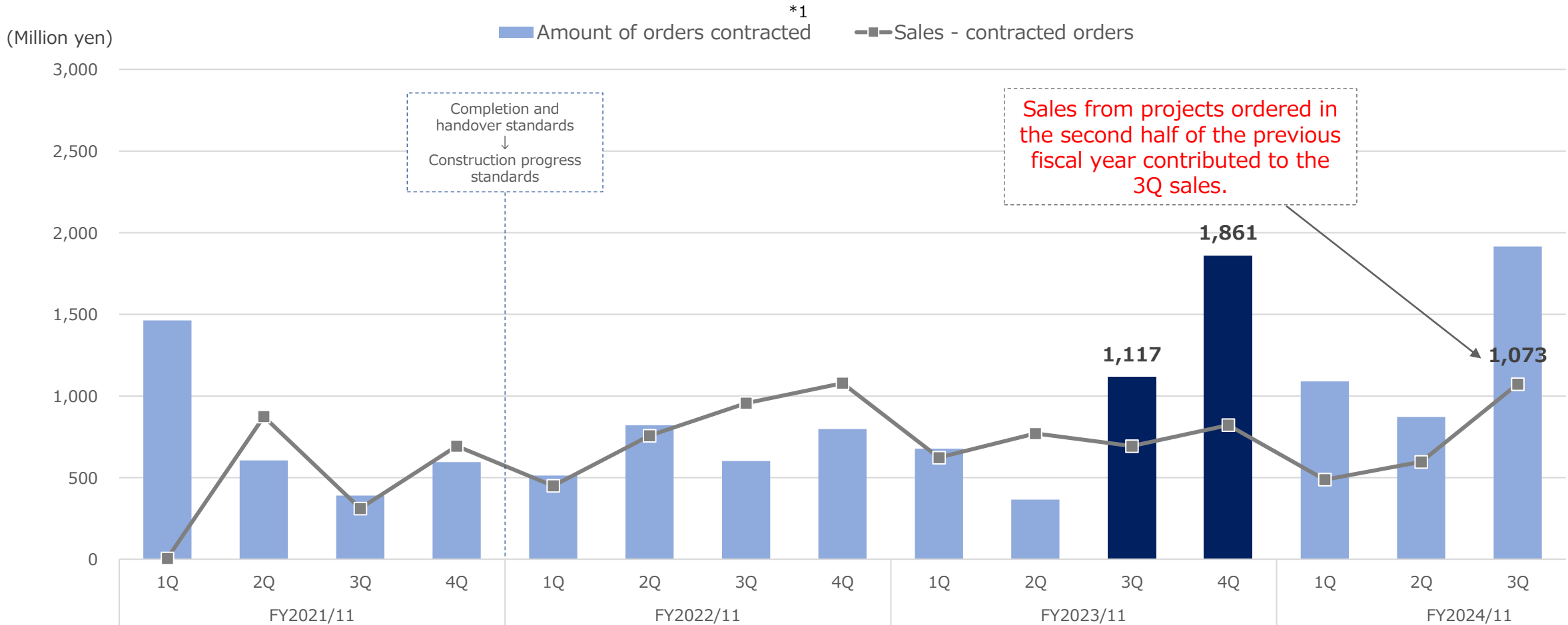


## Development and sales scheme



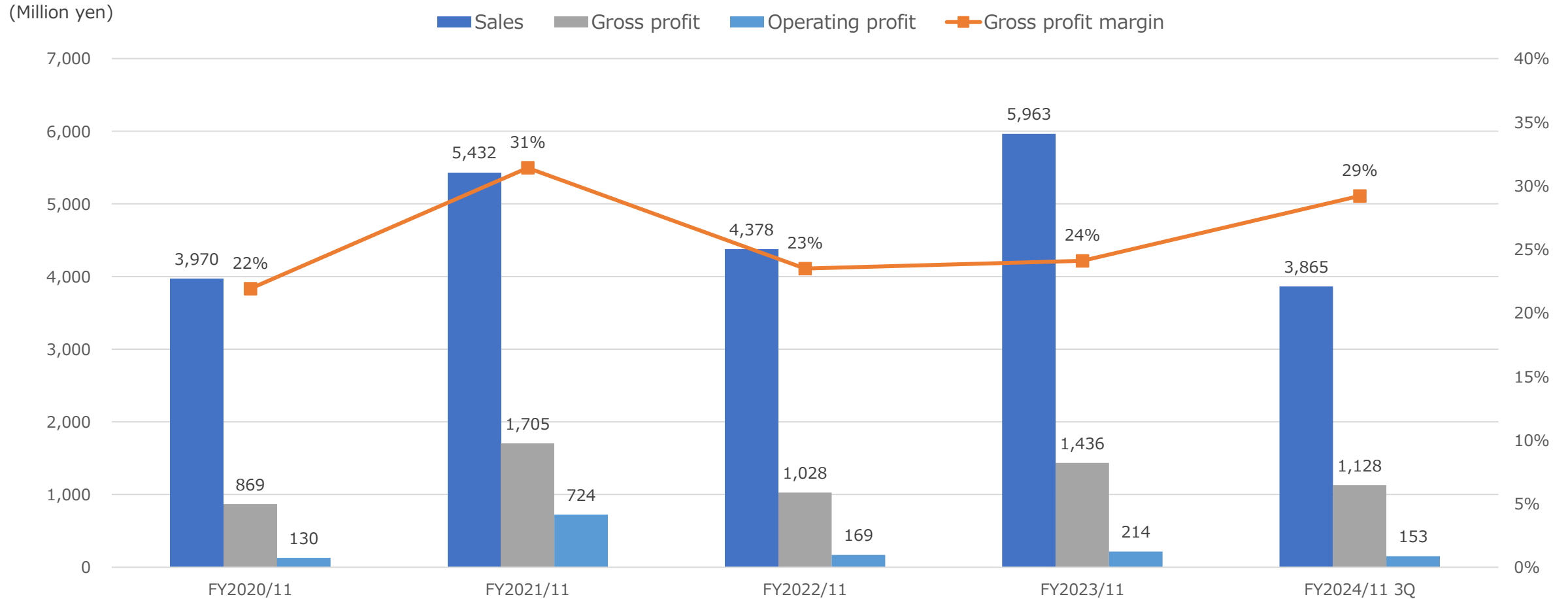
\* The accounting ratio for each stage varies depending on the project.

- Revenue from contracted orders is recognized as projects progress.
- In the 3Q of fiscal year 2024, sales from projects ordered in the second half of the previous fiscal year contributed to an increase in sales from contracted orders.



1. Amount of orders contracted : Total amount of newly contracted projects and additional works





		unit	FY2020/11				FY2021/11				FY2022/11				FY2023/11				FY2024/11		
			1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q
Financial performance	Contracted orders	Million yen	120	778	1,310	965	6	874	311	693	450	757	956	1,079	623	770	693	822	488	597	1,073
	Development and sales	Million yen	0.0	0.0	0.0	437	0.0	1,030	1,362	756	0.0	0.0	0.0	717	0.0	209	361	1,985	0.0	0.0	1,340
	Others	Million yen	84	84	91	97	98	102	96	99	95	96	108	116	109	141	125	118	117	123	125
	<b>Sales</b>	Million yen	<b>205</b>	<b>863</b>	<b>1,401</b>	<b>1,500</b>	<b>105</b>	<b>2,006</b>	<b>1,771</b>	<b>1,549</b>	<b>545</b>	<b>853</b>	<b>1,065</b>	<b>1,913</b>	<b>733</b>	<b>1,122</b>	<b>1,181</b>	<b>2,927</b>	<b>606</b>	<b>720</b>	<b>2,538</b>
	<b>Cost of sales</b>	Million yen	<b>200</b>	<b>675</b>	<b>1,125</b>	<b>1,099</b>	<b>95</b>	<b>1,437</b>	<b>1,010</b>	<b>1,183</b>	<b>431</b>	<b>661</b>	<b>810</b>	<b>1,446</b>	<b>544</b>	<b>885</b>	<b>892</b>	<b>2,204</b>	<b>398</b>	<b>503</b>	<b>1,834</b>
	<b>Gross profit</b>	Million yen	<b>5</b>	<b>187</b>	<b>276</b>	<b>400</b>	<b>9</b>	<b>568</b>	<b>760</b>	<b>366</b>	<b>113</b>	<b>192</b>	<b>255</b>	<b>467</b>	<b>188</b>	<b>236</b>	<b>289</b>	<b>722</b>	<b>207</b>	<b>216</b>	<b>703</b>
	<b>Gross profit margin</b>	Percent	<b>2.6%</b>	<b>21.7%</b>	<b>19.7%</b>	<b>26.7%</b>	<b>9.4%</b>	<b>28.3%</b>	<b>42.9%</b>	<b>23.7%</b>	<b>20.9%</b>	<b>22.5%</b>	<b>23.9%</b>	<b>24.4%</b>	<b>25.7%</b>	<b>21.1%</b>	<b>24.5%</b>	<b>24.7%</b>	<b>34.3%</b>	<b>30.1%</b>	<b>27.7%</b>
	Personnel	Million yen	106	107	106	99	94	104	104	345	112	133	129	170	145	161	172	188	162	172	195
	Outsourcing expenses	Million yen	49	15	12	11	19	12	11	23	20	16	28	17	35	27	27	31	42	36	46
	Advertising expenses	Million yen	6	2	2	3	0.9	0.5	0.7	20	1	1	1	1	9	10	3	8	6	25	8
	Others	Million yen	63	45	49	55	48	62	63	65	51	45	53	73	85	89	96	126	85	77	115
	<b>SG&amp;A</b>	Million yen	<b>226</b>	<b>170</b>	<b>171</b>	<b>170</b>	<b>164</b>	<b>179</b>	<b>180</b>	<b>456</b>	<b>185</b>	<b>197</b>	<b>213</b>	<b>262</b>	<b>276</b>	<b>289</b>	<b>300</b>	<b>355</b>	<b>296</b>	<b>312</b>	<b>365</b>
	<b>Operating Ordinary Profit</b>	Million yen	<b>-221</b>	<b>17</b>	<b>104</b>	<b>229</b>	<b>-154</b>	<b>389</b>	<b>579</b>	<b>-89</b>	<b>-72</b>	<b>-5</b>	<b>41</b>	<b>205</b>	<b>-88</b>	<b>-52</b>	<b>-11</b>	<b>366</b>	<b>-88</b>	<b>-95</b>	<b>337</b>
		Million yen	<b>-223</b>	<b>13</b>	<b>100</b>	<b>207</b>	<b>-157</b>	<b>385</b>	<b>576</b>	<b>-91</b>	<b>-75</b>	<b>-2</b>	<b>41</b>	<b>235</b>	<b>-90</b>	<b>-57</b>	<b>-76</b>	<b>360</b>	<b>-96</b>	<b>-100</b>	<b>337</b>
	Million yen	<b>-154</b>	<b>5</b>	<b>48</b>	<b>119</b>	<b>-109</b>	<b>256</b>	<b>388</b>	<b>-128</b>	<b>-46</b>	<b>-3</b>	<b>24</b>	<b>167</b>	<b>-67</b>	<b>-41</b>	<b>-75</b>	<b>222</b>	<b>-71</b>	<b>-72</b>	<b>230</b>	
KPI of Contracted Orders	Phil Park	Million yen	730	11	16	222	1,227	370	78	17	320	346	443	522	613	249	758	1,250	721	363	1,418
	Premium Garage House	Million yen	1	-1	12	282	236	234	311	577	193	474	158	274	64	116	358	611	368	509	497
	<b>Amount of orders contracted ※1</b>	Million yen	<b>731</b>	<b>9</b>	<b>28</b>	<b>505</b>	<b>1,463</b>	<b>605</b>	<b>390</b>	<b>595</b>	<b>513</b>	<b>821</b>	<b>602</b>	<b>797</b>	<b>677</b>	<b>366</b>	<b>1,117</b>	<b>1,861</b>	<b>1,090</b>	<b>872</b>	<b>1,915</b>
	Phil Park	No. of	5	0	0	3	2	2	1	0	3	2	3	5	2	2	3	4	5	2	5
	Premium Garage House	No. of	0	0	1	6	5	3	6	12	2	8	2	4	1	2	6	9	5	9	6
	<b>No. of orders contracted</b>	No. of	<b>5</b>	<b>0</b>	<b>1</b>	<b>9</b>	<b>7</b>	<b>5</b>	<b>7</b>	<b>12</b>	<b>5</b>	<b>10</b>	<b>5</b>	<b>9</b>	<b>3</b>	<b>4</b>	<b>9</b>	<b>13</b>	<b>10</b>	<b>11</b>	<b>11</b>
	<b>Balance of orders contracted ※2</b>	Million yen	<b>3,963</b>	<b>3,192</b>	<b>1,918</b>	<b>1,458</b>	<b>2,915</b>	<b>2,598</b>	<b>2,681</b>	<b>2,587</b>	<b>2,400</b>	<b>2,467</b>	<b>2,113</b>	<b>1,884</b>	<b>1,902</b>	<b>1,460</b>	<b>1,830</b>	<b>2,863</b>	<b>3,470</b>	<b>3,698</b>	<b>4,553</b>
KPI of Development and Sales	<b>No. of units sold and delivered</b>	No. of	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>
	<b>No. of contracts to acquire land for development ※3</b>	No. of	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>1</b>
	<b>Balance of development projects ※4</b>	Million yen	<b>1,991</b>	<b>2,412</b>	<b>2,413</b>	<b>2,155</b>	<b>2,155</b>	<b>1,405</b>	<b>945</b>	<b>403</b>	<b>2,073</b>	<b>1,883</b>	<b>2,183</b>	<b>1,711</b>	<b>1,953</b>	<b>3,139</b>	<b>4,504</b>	<b>2,903</b>	<b>3,916</b>	<b>4,475</b>	<b>3,443</b>
	<b>Remaining no. of development projects</b>	No. of	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>4</b>	<b>7</b>	<b>9</b>	<b>9</b>

1. Amount of orders contracted : Total amount of newly contracted projects and additional works
2. Balance of orders contracted : Total balance of unrecorded amount of orders contracted at the end of the period (amount to be recognized as sales based on the progress of future projects)
3. No. of contracts to acquire land for development : One contract is counted when a land acquisition contract is signed and a deposit is paid.
4. Balance of development projects : Total estimated cost of completion for land and buildings at the end of the period

	unit	FY2020/11	FY2021/11	FY2022/11	FY2023/11	FY2024/11 3Q YTD	
Financial performance	Contracted orders	Million yen	3,175	1,885	3,244	2,910	2,158
	Development and sales	Million yen	437	3,149	717	2,557	1,340
	Others	Million yen	357	397	416	495	366
	<b>Sales</b>	Million yen	<b>3,970</b>	<b>5,432</b>	<b>4,378</b>	<b>5,963</b>	<b>3,865</b>
	<b>Cost of sales</b>	Million yen	<b>3,101</b>	<b>3,726</b>	<b>3,350</b>	<b>4,526</b>	<b>2,737</b>
	<b>Gross profit</b>	Million yen	<b>869</b>	<b>1,705</b>	<b>1,028</b>	<b>1,436</b>	<b>1,128</b>
	<b>Gross profit margin</b>	Percent	<b>21.9%</b>	<b>31.4%</b>	<b>23.5%</b>	<b>24.1%</b>	<b>29.2%</b>
	Personnel	Million yen	420	649	545	667	529
	Outsourcing expenses	Million yen	89	67	83	122	125
	Advertising expenses	Million yen	15	23	4	32	40
	Others	Million yen	213	240	224	399	278
	<b>SG&amp;A</b>	Million yen	<b>739</b>	<b>980</b>	<b>858</b>	<b>1,221</b>	<b>974</b>
	<b>Operating Ordinary Profit</b>	Million yen	<b>130</b>	<b>724</b>	<b>169</b>	<b>214</b>	<b>153</b>
KPI of Contracted Orders	Phil Park	Million yen	981	1,693	1,632	2,872	2,503
	Premium Garage House	Million yen	294	1,360	1,101	1,151	1,375
	<b>Amount of orders contracted ※1</b>	Million yen	<b>1,275</b>	<b>3,054</b>	<b>2,734</b>	<b>4,023</b>	<b>3,878</b>
	Phil Park	No. of	8	5	13	11	12
	Premium Garage House	No. of	7	26	16	18	20
	<b>No. of orders contracted</b>	No. of	<b>15</b>	<b>31</b>	<b>29</b>	<b>29</b>	<b>32</b>
<b>Balance of orders contracted ※2</b>	Million yen	<b>1,458</b>	<b>2,587</b>	<b>1,884</b>	<b>2,863</b>	<b>4,553</b>	
KPI of Development and Sales	<b>No. of units sold and delivered</b>	No. of	<b>1</b>	<b>3</b>	<b>4</b>	<b>7</b>	<b>1</b>
	<b>No. of contracts to acquire land for development ※3</b>	No. of	<b>2</b>	<b>1</b>	<b>8</b>	<b>5</b>	<b>6</b>
	<b>Balance of development projects ※4</b>	Million yen	<b>2,155</b>	<b>403</b>	<b>1,711</b>	<b>2,903</b>	<b>3,443</b>
	<b>Remaining no. of development projects</b>	No. of	<b>5</b>	<b>3</b>	<b>7</b>	<b>4</b>	<b>9</b>

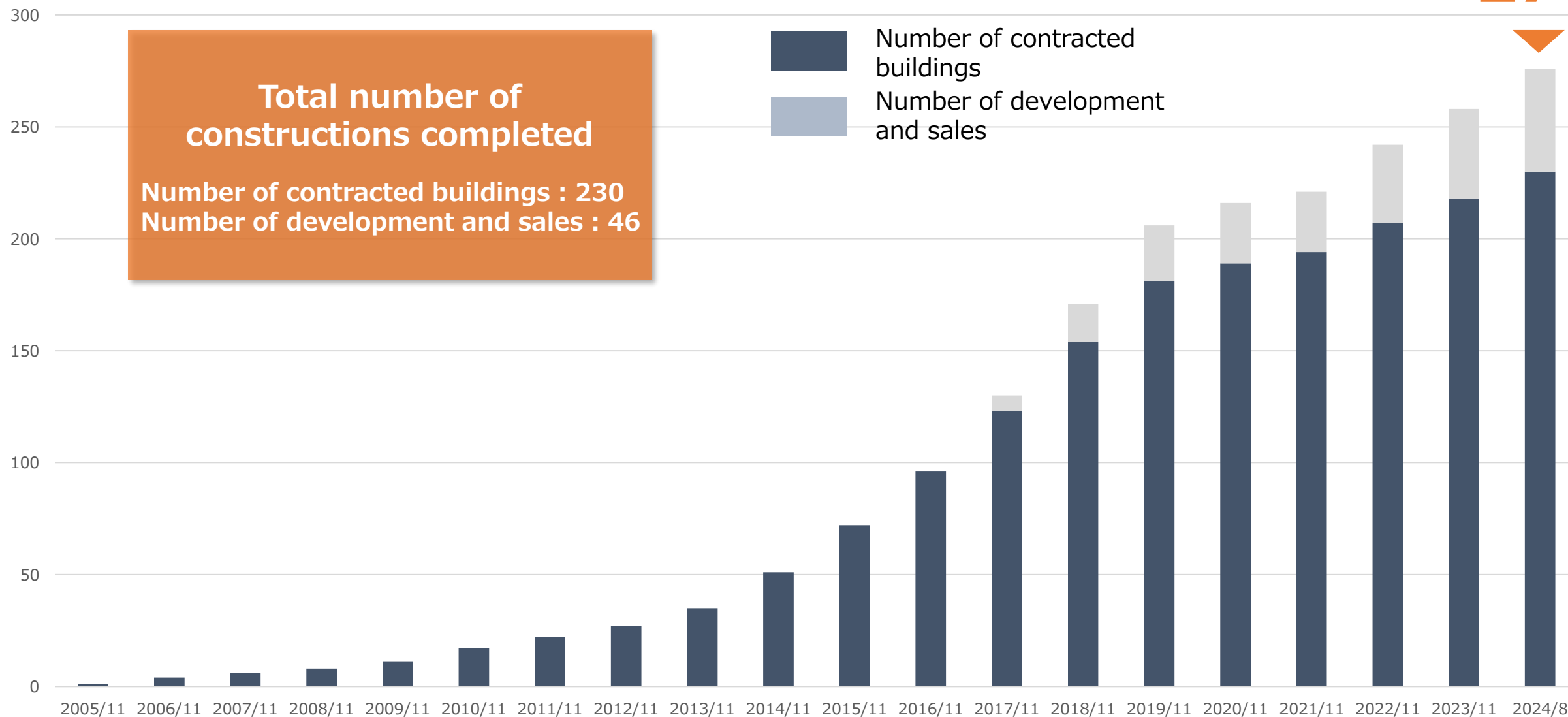
1. Amount of orders contracted : Total amount of newly contracted projects and additional works

2. Balance of orders contracted : Total balance of unrecorded amount of orders contracted at the end of the period (amount to be recognized as sales based on the progress of future projects)

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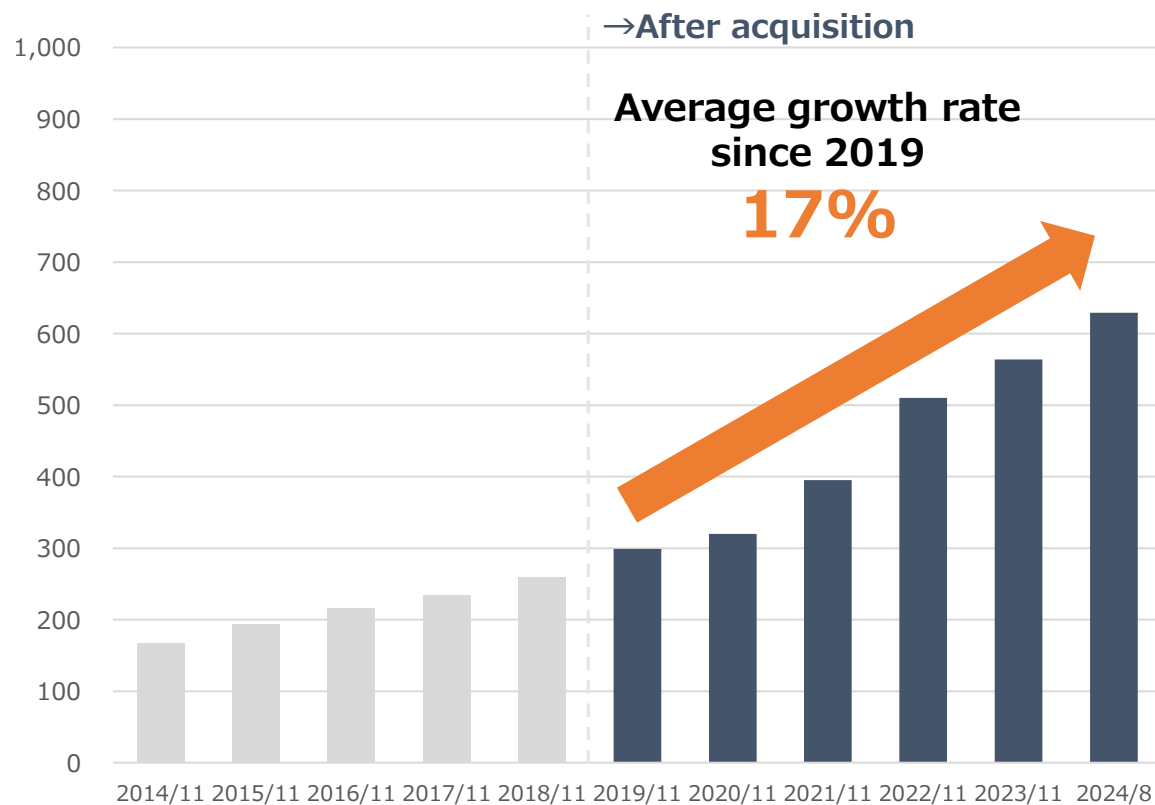
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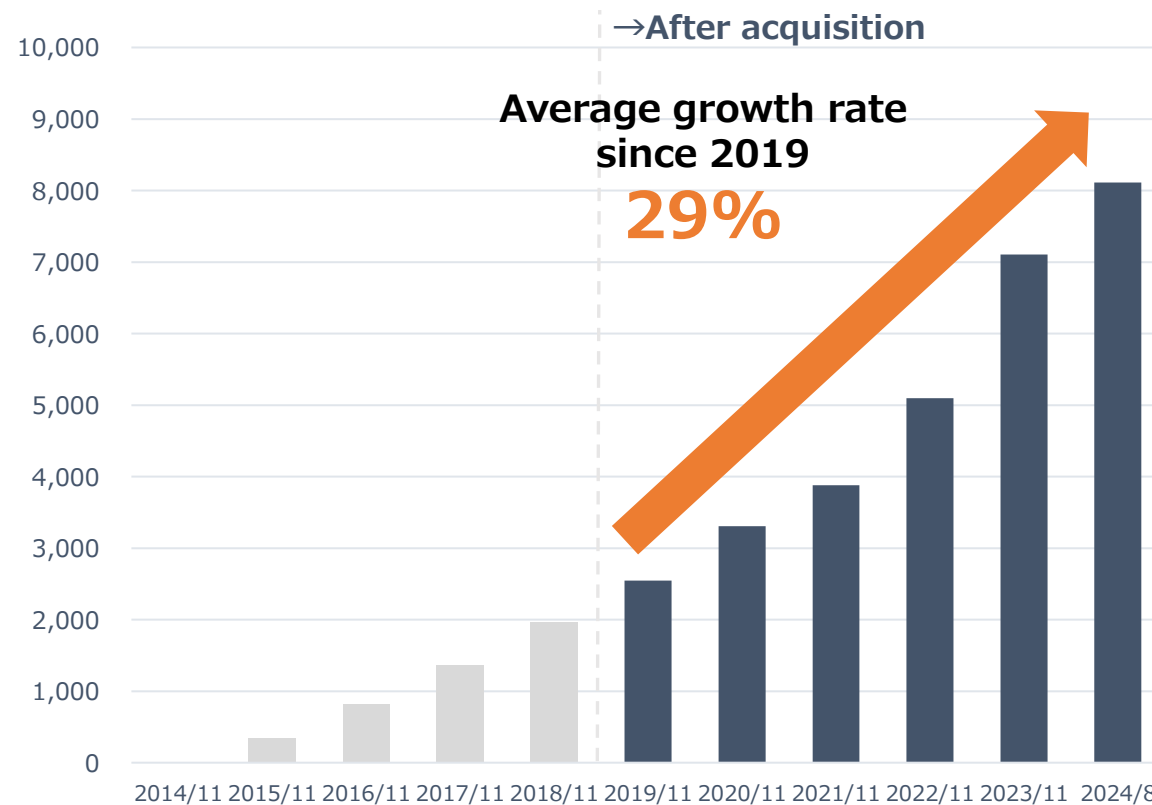
※Performance figures are as of the end of August 2024.

- The Premium Garage House brand has accelerated its growth rate since its acquisition in 2019.
- Despite the challenges posed by the COVID-19 pandemic, we have been growing steadily and plan to further expand our business in the future.

Number of completed Premium Garage House (cumulative)



Number of waiting list registration for Premium Garage House (cumulative)



※Performance figures are as of the end of August 2024.



These materials contain statements regarding the future prospects of industry trends and our company's business that are based on predictions, estimates, expectations, and forecasts which were created by our company at the current time.

Statements related to future prospects include a variety of risks and uncertainties. Actual outcomes may differ from future prospects listed in this documents as a result of known and unknown risks due to a variety of uncertainty and reasons in the future.

Our business and result may be different from what is written here.

All statements concerning future prospects in these materials were created by our company based on the available information.

The contents of any statements herein regarding future prospects will not be updated or revised based on future events and circumstances.

This is an English translation of the original Japanese report document that was prepared for your reference.