



First Quarter of FY3/26 Financial Results

KI-STAR REAL ESTATE CO., LTD.



Tokyo Stock Exchange,
Prime Market/ 3465

Our Purpose and Vision

Our Purpose

We are a “YU TA KA” creation company that delivers “enriching, enjoyable and pleasant” lifestyles in the world.

Our Vision

House ownership for everyone

1Q FY3/26 Financial Summary

- First quarter sales were up 25% to 84.5 billion JPY and more than 2,000 houses were sold. This is a strong start toward reaching the fiscal year goals.
- Regions for home sales have been shifted mainly to major urban areas and the gross profit margin is recovering steadily.
- Making investments actively in new businesses for optimization of the business portfolio

		<u>1Q FY3/26 Results</u>	<u>YoY change</u>
1Q FY3/26 Results	Net sales	¥84.5 billion	25.2%
	Operating profit	¥4.5 billion	71.0%
	Ordinary profit	¥3.9 billion	76.7%
	Profit attributable to owners of parent	¥2.3 billion	86.2%

1Q FY3/26 Financial Results

Consolidated Statement of Income (1Q)

As the focus of the areas where KEIAI is selling houses is now placed on urban areas, sales are growing steadily and the gross profit margin is recovering.

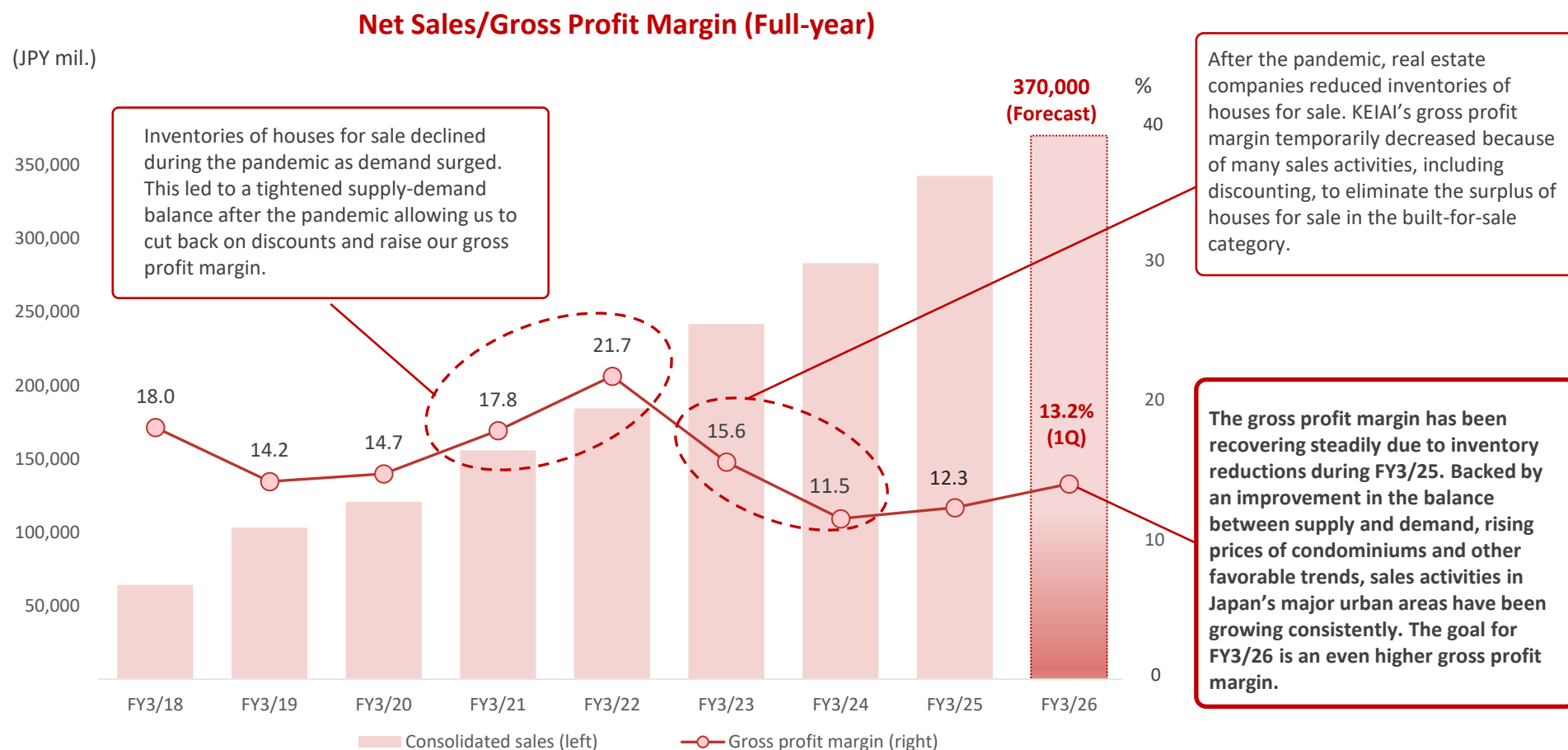
Net sales were 84.57 billion JPY (up 25.2% YoY), ordinary profit increased 76.7% to 3.93 billion JPY and profit attributable to owners of parent increased 86.2% to 2.39 billion JPY. A strong start toward reaching the fiscal year goals.

(JPY mil.)

	1Q (Apr-Jun) of FY3/25		1Q (Apr-Jun) of FY3/26		YoY change
	Amount	Proportion	Amount	Proportion	
Net sales	67,568	100.0%	84,574	100.0%	25.2%
Gross profit	8,298	12.3%	11,186	13.2%	34.8%
SG&A expenses	5,663	8.4%	6,679	7.9%	17.9%
Operating profit	2,635	3.9%	4,506	5.3%	71.0%
Ordinary profit	2,228	3.3%	3,937	4.7%	76.7%
Profit attributable to owners of parent	1,288	1.9%	2,399	2.8%	86.2%

Consolidated Results of Operations: Sales/Gross Profit Margin

Double-digit sales growth continued due to the finish of inventory adjustment during FY3/25 and the benefits of the shift of areas for home sales to major urban areas. The gross profit margin is recovering steadily. Overall, the first quarter was a good start for accomplishing the fiscal year goals. Continuing substantial investments in new businesses.



Performance of Main Reportable Segments

In the homebuilding and sales business, monetary sales and the number of houses sold have been increasing steadily following the inventory adjustment during FY3/25. Profit margins are also improving thanks to aggressive sales activities in urban areas.

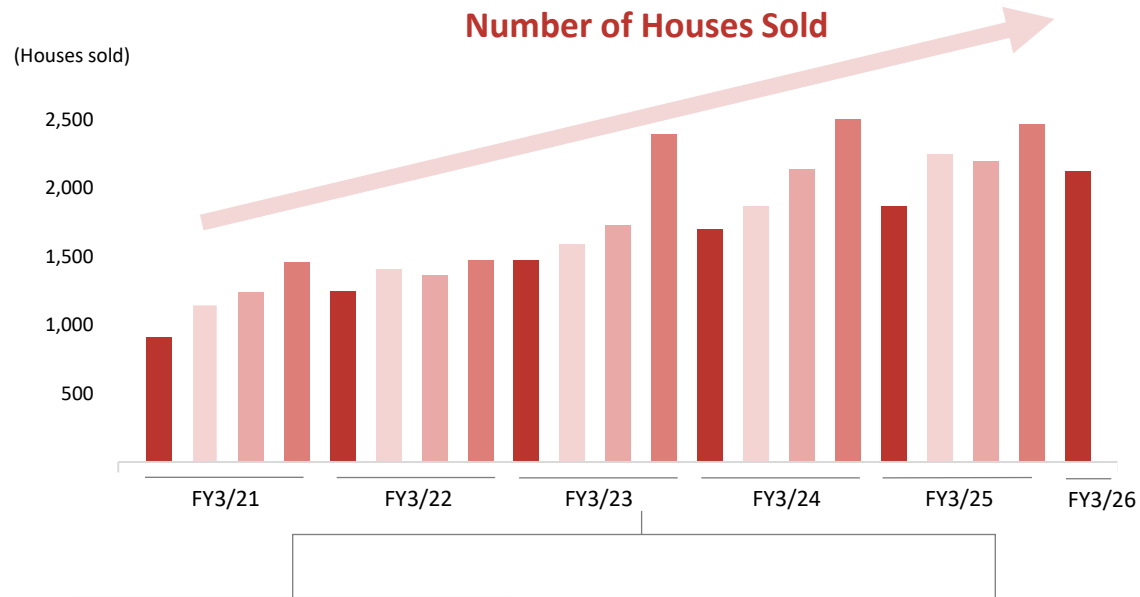
In the custom-built housing business, the goal is to increase the number of houses sold by using semi custom-built houses for sales activities that target middle and low-end customer segments.

(Unit of sales and profit: JPY mil.)

		1Q FY3/25	1Q FY3/26	YoY change
Homebuilding and sales (including land)	Houses sold	1,785	2,076	16.3%
	Sales	64,279	79,957	24.4%
	Operating profit	3,195	5,198	62.7%
Custom-built housing	Houses sold	80	44	-45.0%
	Sales	1,434	1,577	10.0%
	Operating profit	140	72	-48.1%

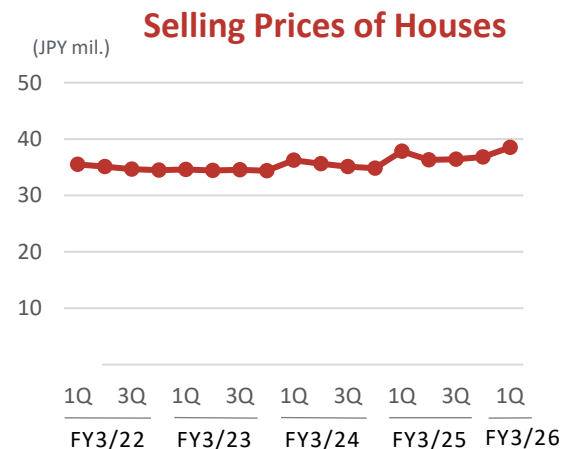
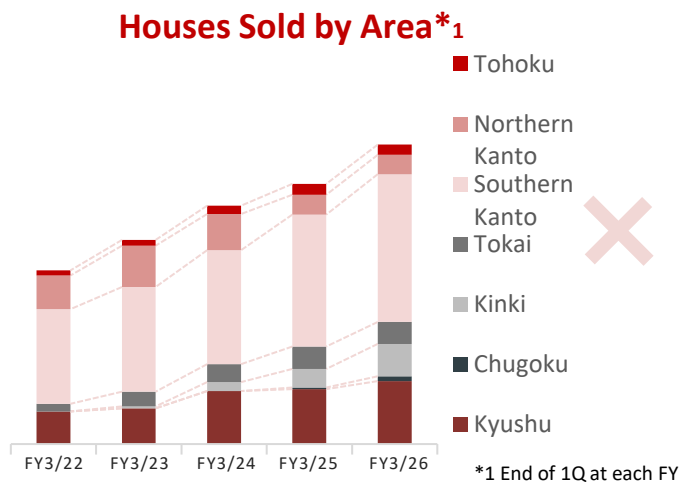
*Some figures for the first quarter of FY3/25 have been revised due to the retroactive application of the revised reportable segments

Houses Sold by Area



- KEIAI's market share is increasing in major urban areas nationwide, a category with consistently strong demand for houses. The number of houses sold is also growing steadily.

- Selling prices of houses continue to increase as the areas where KEIAI is selling houses change.
- Sales activities have started in Sapporo (Hokkaido) with the goal of increasing the number of houses sold.
- A branch office has been established in Osaka for the purpose of strengthening activities aimed at capturing a larger market share in the Kansai area.



- Continuing a proactive sales strategy of concentrating on major urban areas. In other regions of Japan and suburban areas, where demand for houses is not as strong, the plan is to use the new pre-owned home renovation business for market share growth.

SG&A Expenses

The SG&A to sales ratio decreased to 7.9%.

Activities to hold expenses at a suitable level will continue as expenses allocated to personnel and other categories are carefully determined.

(JPY mil.)

	1Q FY3/25		1Q FY3/26		YoY change
	Amount	Proportion	Amount	Proportion	
SG&A expenses	5,663	8.4%	6,679	7.9%	17.9%
Sales commission	1,556	2.3%	2,046	2.4%	31.5%
Advertising expenses	139	0.2%	136	0.2%	-2.5%
Salaries and allowances	1,356	2.0%	1,367	1.6%	0.8%
Provision for bonuses	126	0.2%	352	0.4%	178.9%
Other	2,484	3.7%	2,776	3.3%	11.8%

Consolidated Balance Sheet

Total assets were 300.41 billion JPY and net assets were 69.55 billion JPY.

(JPY mil.)

	March 31, 2025	June 30, 2025	Increase/decrease
Current assets	276,435	283,544	7,109
Non-current assets	18,117	16,866	-1,250
Total assets	294,552	300,411	5,858
Current liabilities	156,309	159,047	2,737
Non-current liabilities	69,440	71,811	2,370
Total liabilities	225,750	230,858	5,107
Net assets	68,801	69,552	750
Total liabilities and net assets	294,552	300,411	5,858

Inventories

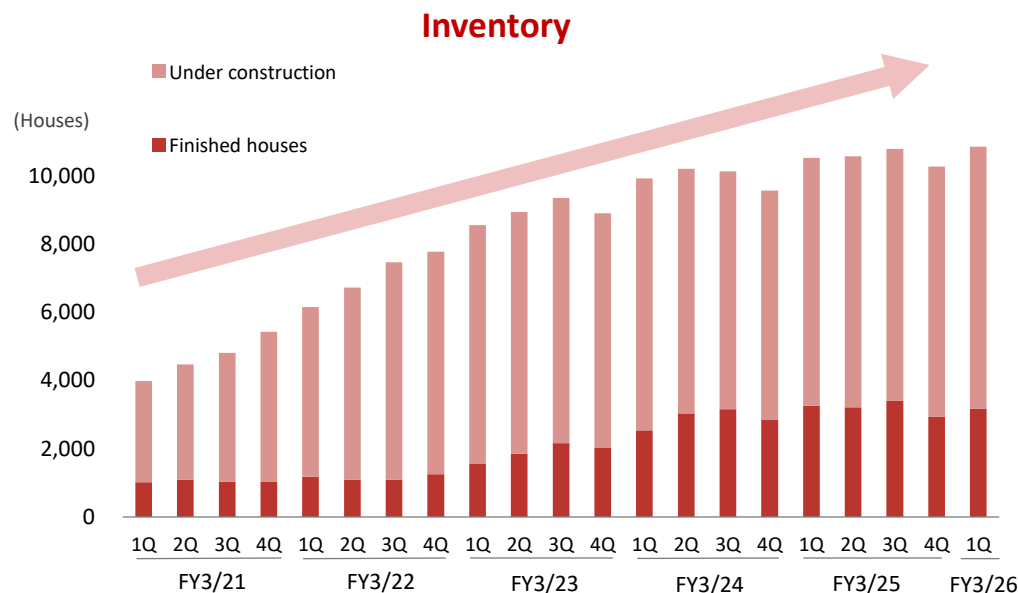
Inventories increased by 20.45 billion JPY from the end of March 2025.

Inventories of finished houses for sale continued to increase by more than 10,000. The volume of purchases, mainly in urban areas, will remain high to maintain a base for consistent growth.

(JPY mil.)

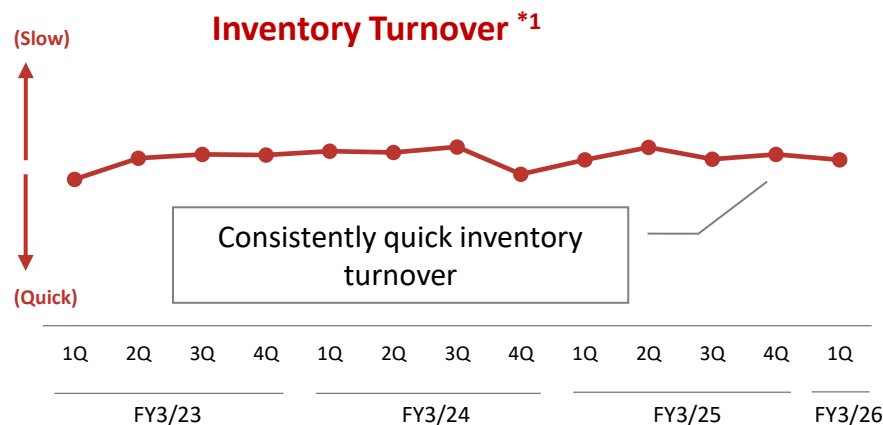
	March 31, 2025	June 30, 2025	Increase/decrease
Inventories	196,061	216,512	20,451
Real estate for sale	102,518	118,162	15,643
Real estate for sale in process	91,455	96,360	4,905
Costs on uncompleted construction contracts	2,087	1,990	-97

Inventory and Inventory Turnover



- Inventory houses are increasing steadily and now surpass 10,000 as steady progress continues to achieve the medium-term goal.

- Inventory reductions ended at the end of FY3/25.
- Continuing to purchase a large number of properties in carefully selected locations, primarily major urban areas.
- The inventory turnover is slowly declining.



- More actions for higher productivity and faster inventory turnover by utilizing the KEIAI platform for business operations with the rapid turnover of inventories.

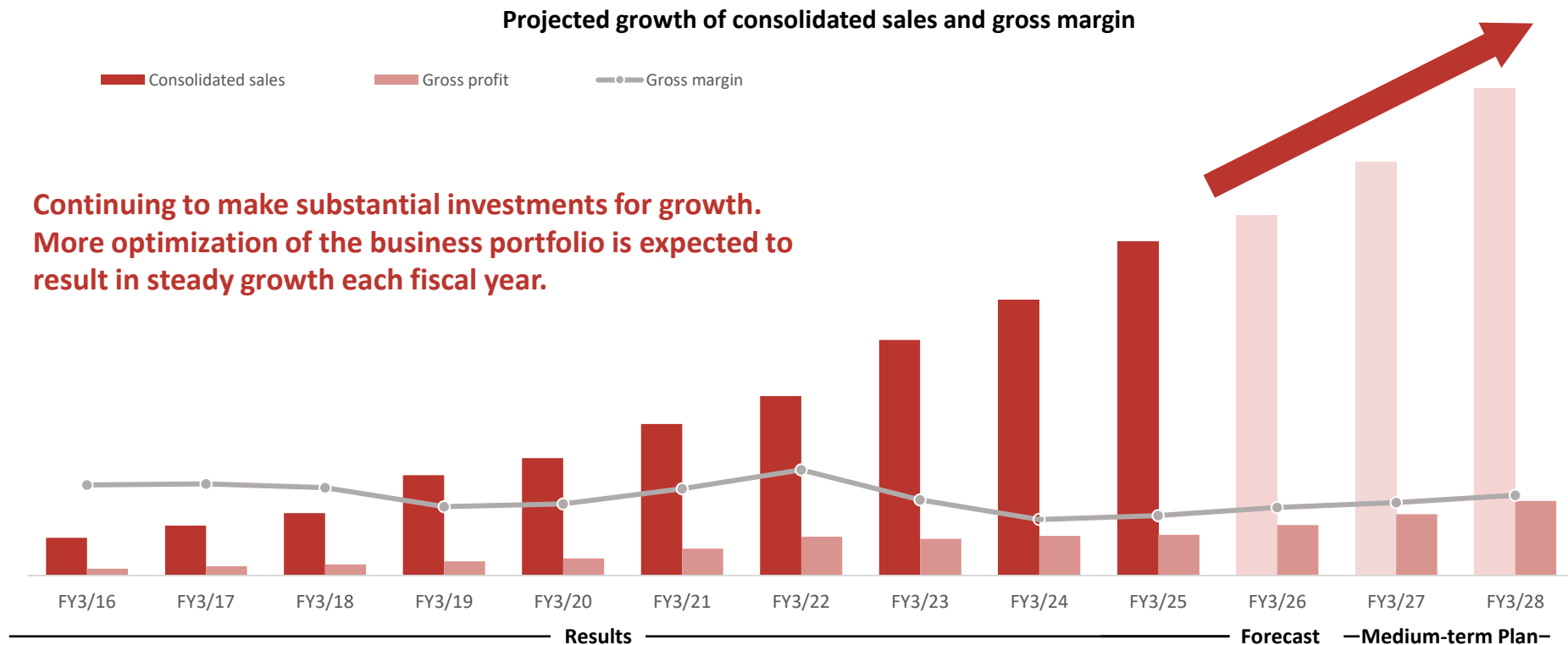
*1 Average turnover from purchase of land to closing of home sale (Group average excluding L Housing, Shinyamagata Homotech and TAKASUGI)

Business Policy/Forecast

Projected Business Growth

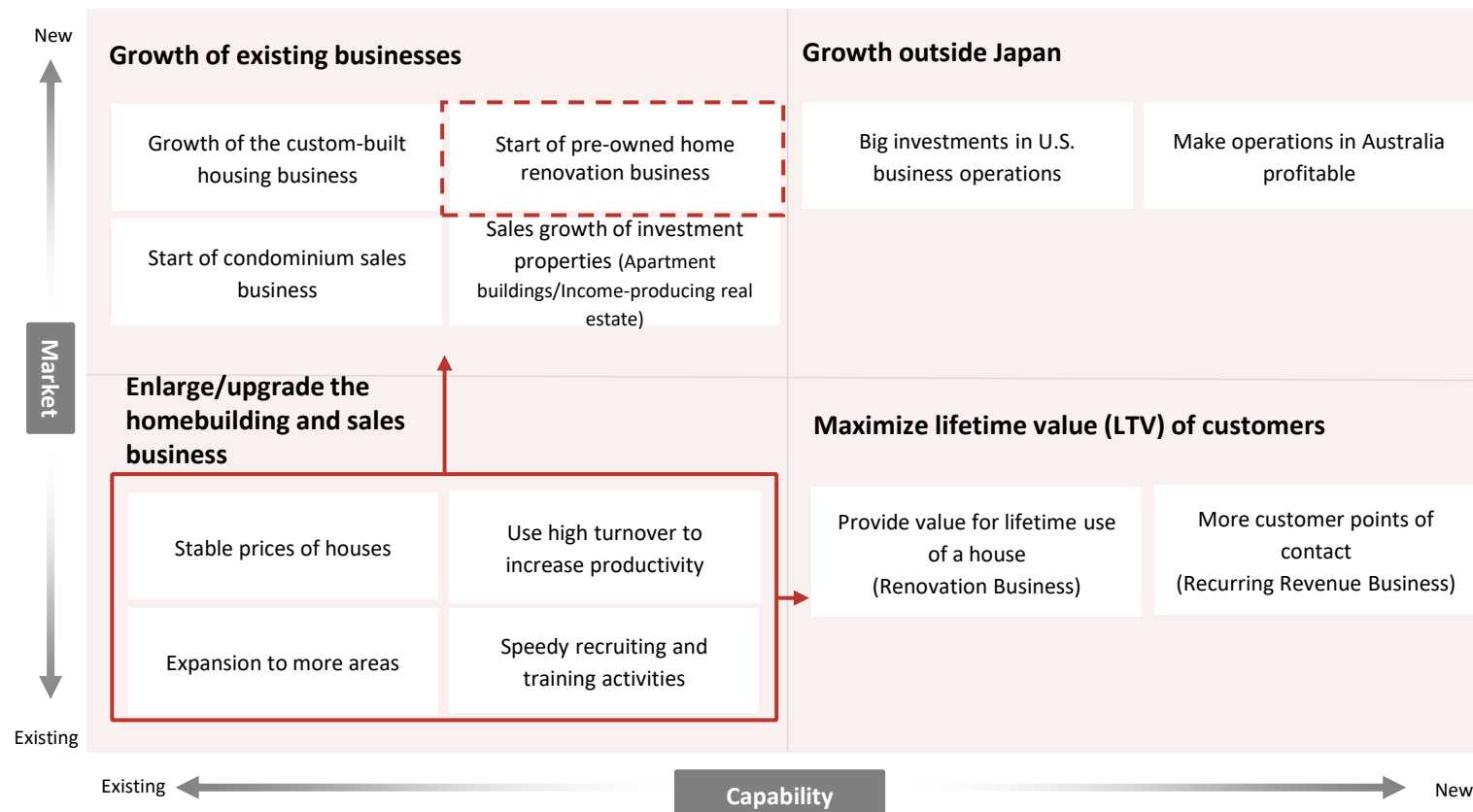
More growth of the homebuilding and sales business is expected with the support of strategic expansion of sales offices, purchasing a large volume of land and increasing homebuilding capacity.

Focusing on the custom-built housing business and pre-owned home renovation business, progress is backed by apartment buildings/income-producing real estate/condominium sales/overseas and other new businesses along with substantial investments for M&A and other actions for growth. These activities give KEIAI a sound base for accomplishing the goals of the medium-term plan.



Business Portfolio Optimization

Expand operations to new categories of the housing business by utilizing the strengths of the KEIAI Group, including synergies created by KEIAI Group management and the DX backed by the KEIAI Platform in the core homebuilding and sales business.

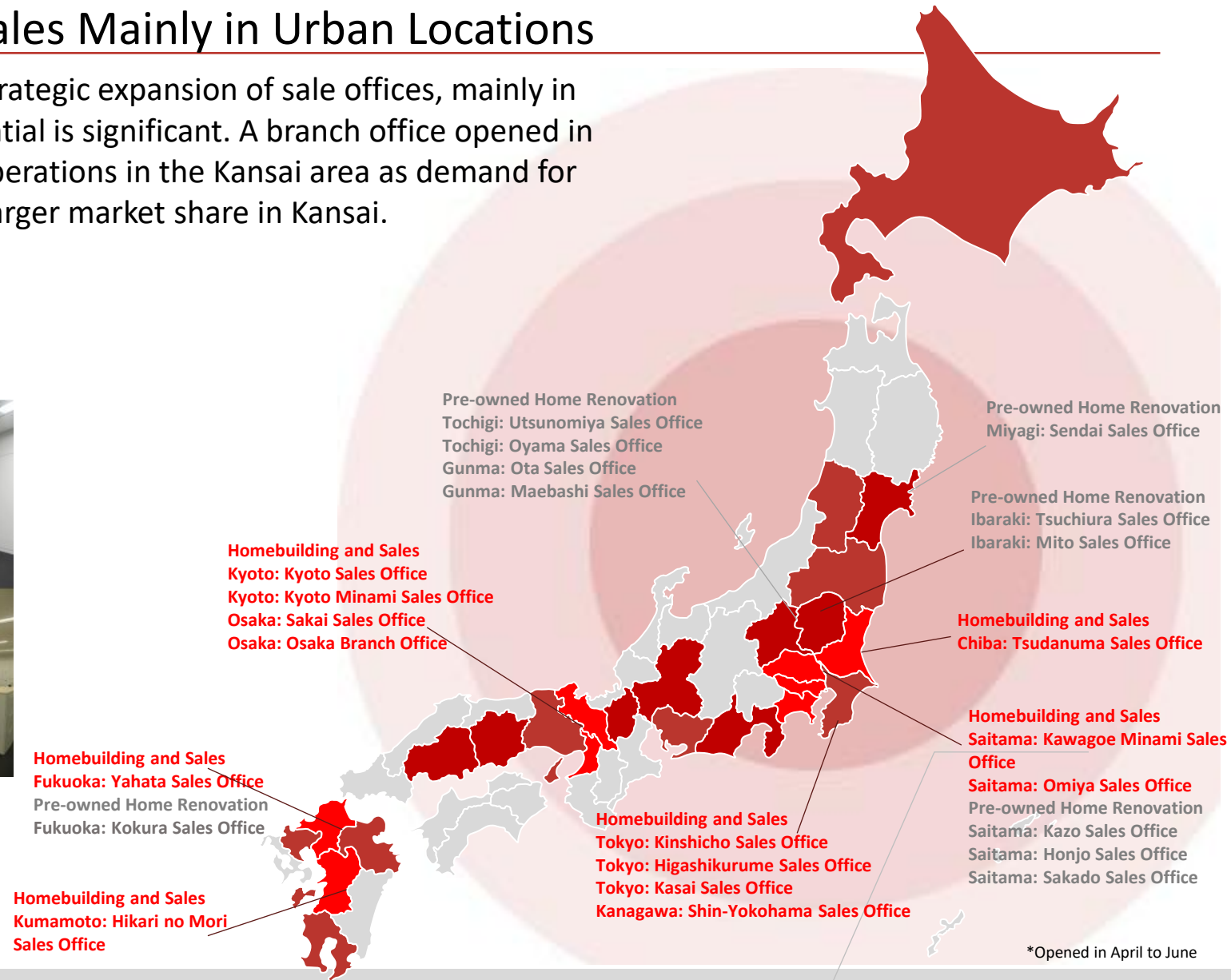


Homebuilding and Sales Business: More Purchases and Sales Mainly in Urban Locations

This business is continuing the strategic expansion of sale offices, mainly in urban areas where growth potential is significant. A branch office opened in Osaka in May 2025 to oversee operations in the Kansai area as demand for houses increases. One goal is a larger market share in Kansai.



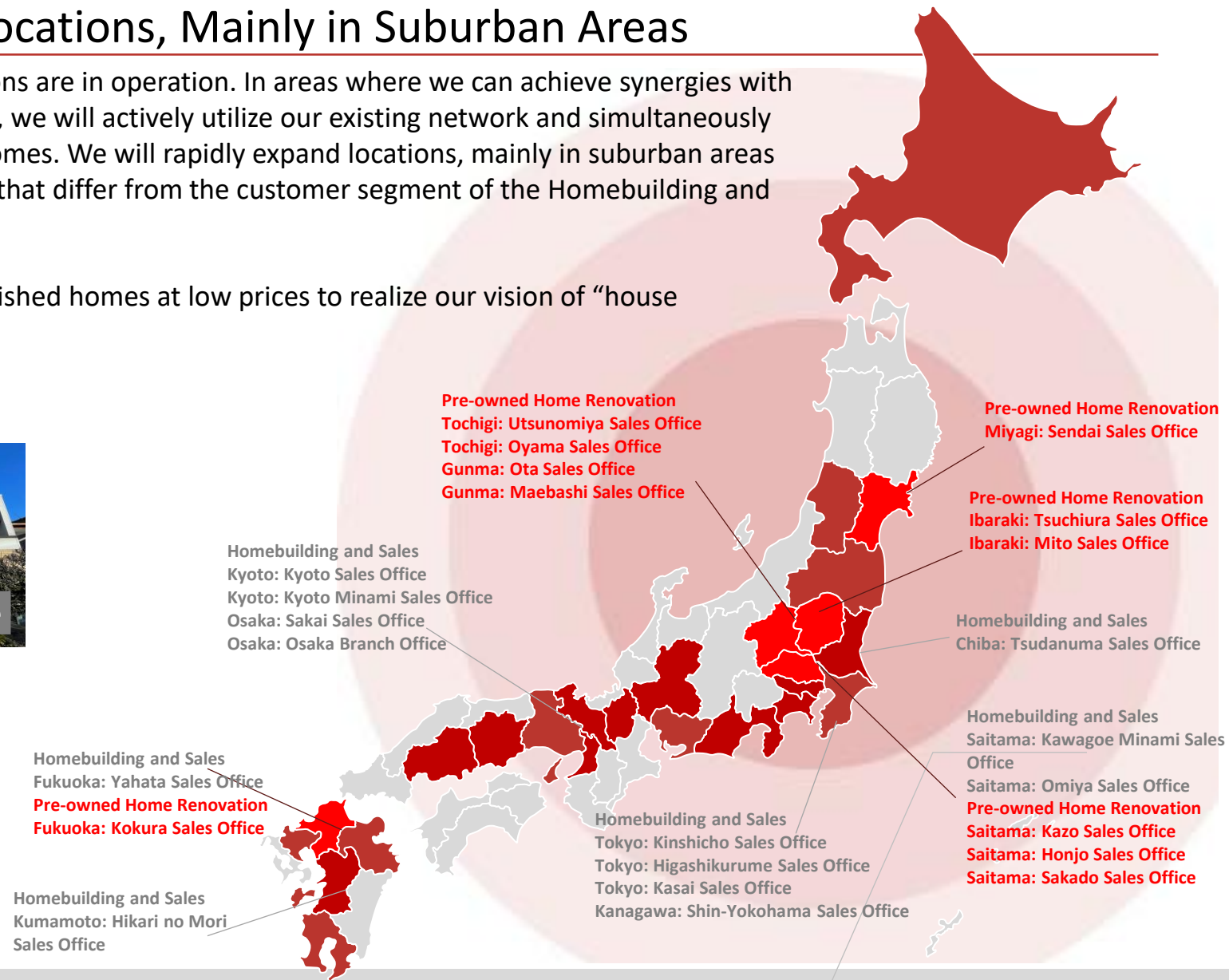
The Osaka branch office opened in May 2025



Pre-owned Home Renovation Business: Actively Adding New Locations, Mainly in Suburban Areas

As of the end of June 2025, 11 locations are in operation. In areas where we can achieve synergies with the Homebuilding and Sales Business, we will actively utilize our existing network and simultaneously acquire information on pre-owned homes. We will rapidly expand locations, mainly in suburban areas with populations of around 100,000, that differ from the customer segment of the Homebuilding and Sales Business.

We supply outstanding quality refurbished homes at low prices to realize our vision of “house ownership for everyone.”



Business Portfolio Optimization: Pre-owned Home Renovation Business



KEIAI renovation example in Tochigi prefecture

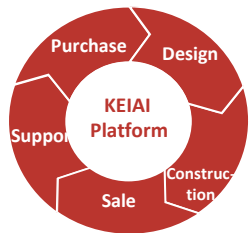
Business Portfolio Optimization: Custom-built Housing Business

Differentiation from competitors by using KEIAI's expertise involving home designs, land purchases and construction acquired over many years in the homebuilding and sales business

KEIAI Semi Custom-built Housing

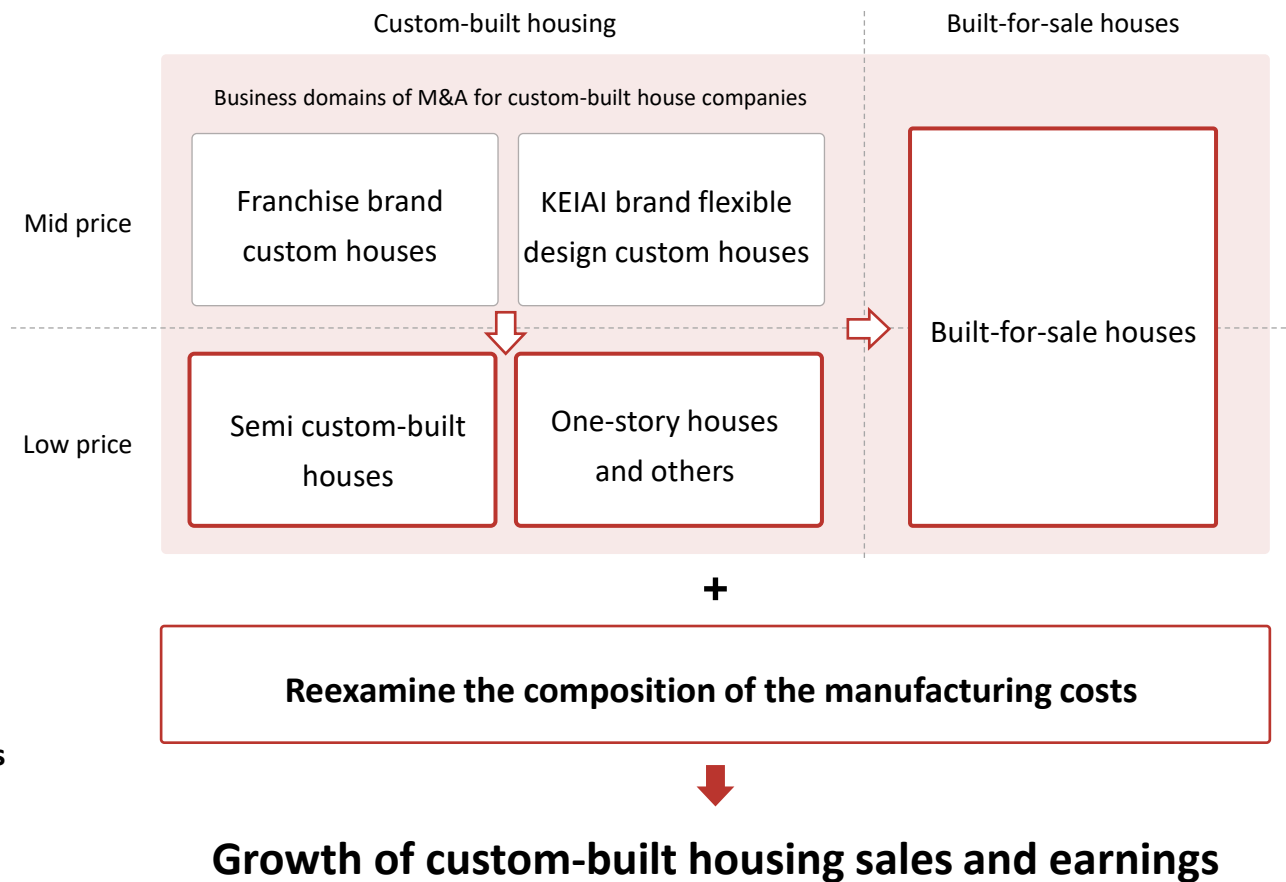
Companies acquired by the custom-built housing business will benefit from KEIAI's expertise involving the standardized design custom business.

In addition, the new Built-for-Sale House Business Division will create a framework capable of supplying houses to many customer segments.



- Synergies spanning the KEIAI Group and prominent local custom-built housing companies
- Aiming to increase the KEIAI Group's share of Japan's custom-built housing market too

A larger product lineup for coverage of more customer segments



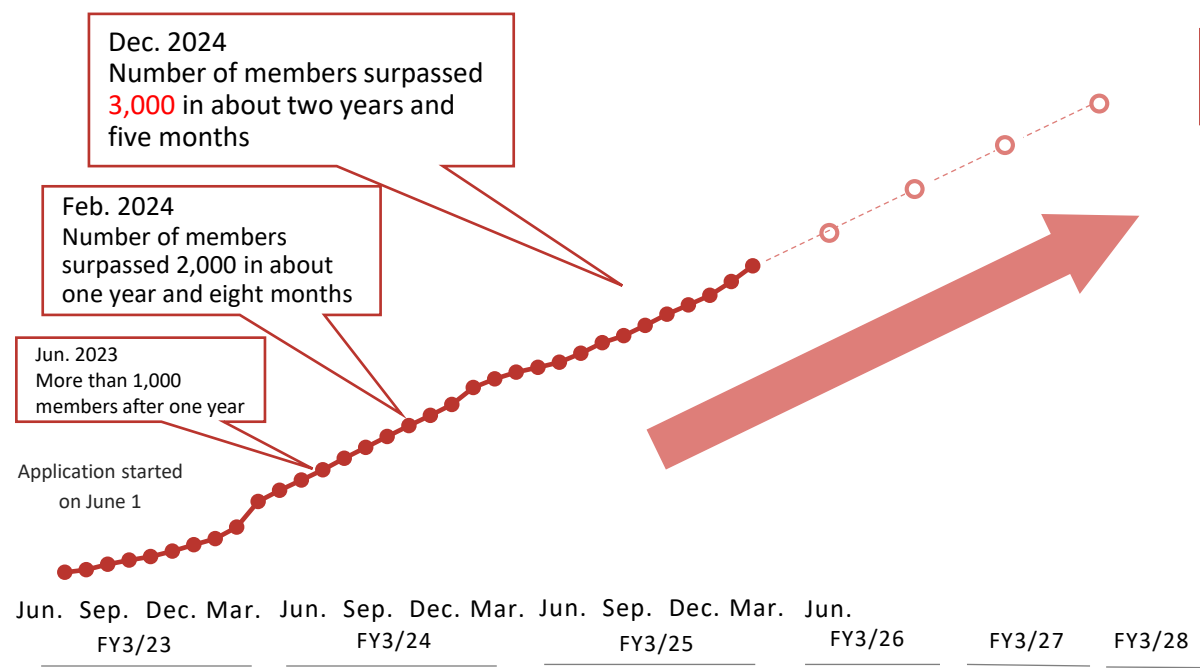
Recent acquisitions of the custom-built housing business



Business Portfolio Optimization: Recurring Revenue Business

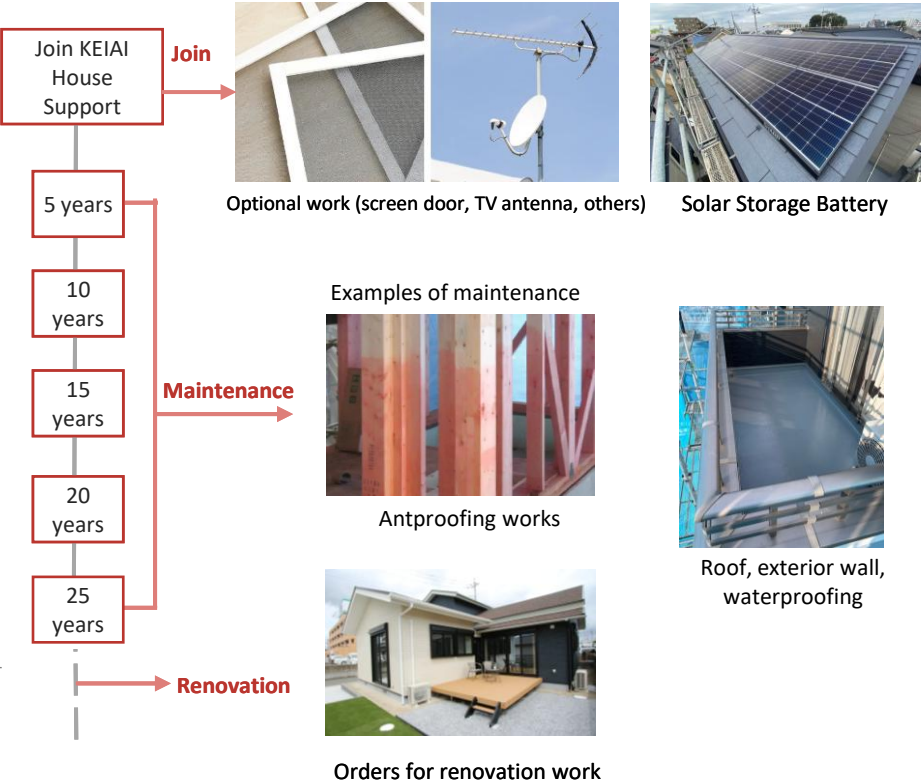
Customers who have purchased a KEIAI Group home or used the KEIAI Group to build a home are eligible to become a member of KEIAI House Support. The number of feepaying members has been increasing in proportion to the increase in the number of houses supplied by the KEIAI Group. The goal is to make the number of these members at least half of the total number of eligible customers by the end of FY3/28. KEIAI House Support is growing as a stable, long-term source of earnings with the growth of other services that generate recurring revenue.

Number of the KEIAI House Support paying members



* Calculated from the KEIAI House Support service start date.

Recurring Revenue Businesses (Mainly KEIAI House Support)



Business Portfolio Expansion: Apartment Business/Income-producing Real Estate Business

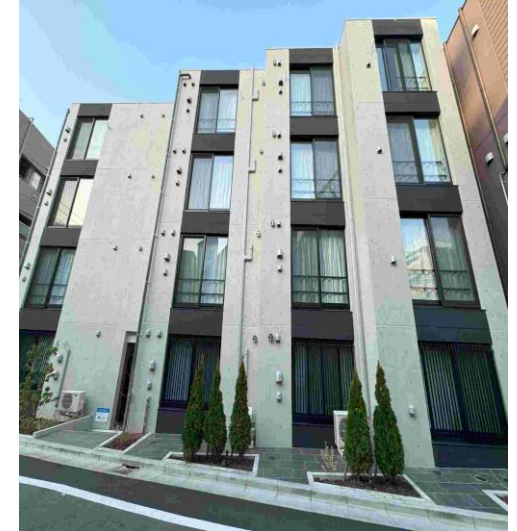
In the real estate investment category, the apartment business and income-producing real estate business are growing steadily. Sales of newly constructed apartment buildings to investors are strong, primarily in Tokyo and three neighboring prefectures. Orders received since starting this apartment business are now more than 10 billion JPY. There are also many purchases and sales of income-producing real estate, mainly in urban areas.



Example of an apartment building for investment: KLEIS Kobuchi II



Purchased property in Oshiage



Purchased property in Ogikubo

Business Portfolio Optimization: Condominium Sales Business

KEIAI started a condominium development business in September 2024. Land development takes place at carefully selected prime locations in Tokyo and three neighboring prefectures. Projects are now underway in Tokyo, Kanagawa and Saitama with the goal for sales launch in FY3/27.

At condominiums in urban locations, prices are climbing as demand remains firm. Substantial investments are planned to make this one of KEIAI's new businesses.



Under development
Perspective drawing of condominium project



Business Portfolio Optimization: Overseas (Australia)

There are currently 11 development projects underway in Melbourne, Victoria, including investment projects, with a total of more than 900 home lots. Sales of the first sector have been completed as business operations progress as planned.

We are actively purchasing and developing land to provide affordable housing and help solve the local social problem of housing shortages.

Project site currently under development by KEIAI



Muncorp No. 4 Deanside project



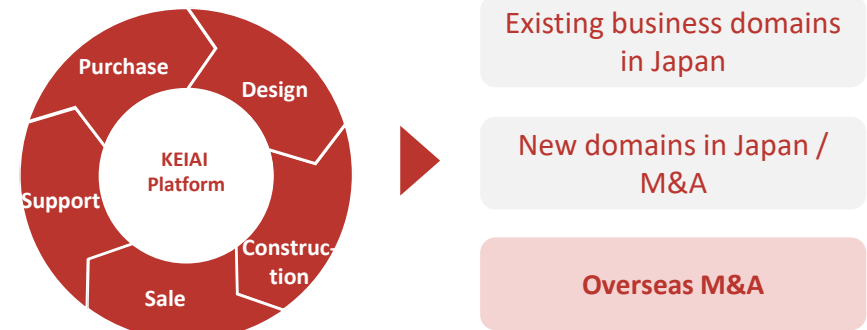
Muncorp No. 5 Cobblebank project

Business Portfolio Expansion: Overseas (U.S.)

Established KI-Star Real Estate America, Inc. in December 2023. The KEIAI Group now has bases of operations in Australia and the United States. The new company will perform studies for starting operations in the United States, mainly in Texas, and explore opportunities for alliances with U.S. companies as well as for investments and acquisitions.



Use of the KEIAI Platform to supply affordable, high-quality houses with outstanding designs in other countries



Shareholder Distributions

Dividends and Shareholder Benefits

Dividend (Started to pay an interim dividend in FY3/18)

	FY3/24 results (consolidated)	FY3/25 results (consolidated)	FY3/26 forecast (consolidated)
Net income per share (yen)	427.74	570.44	775.09
Dividend per share (yen)	180.00	151.00	200.00
Interim dividend per share (yen)	118.00	65.00	100.00
Payout ratio (%)	42.1%	26.5%	25.8%

Shareholder Benefits

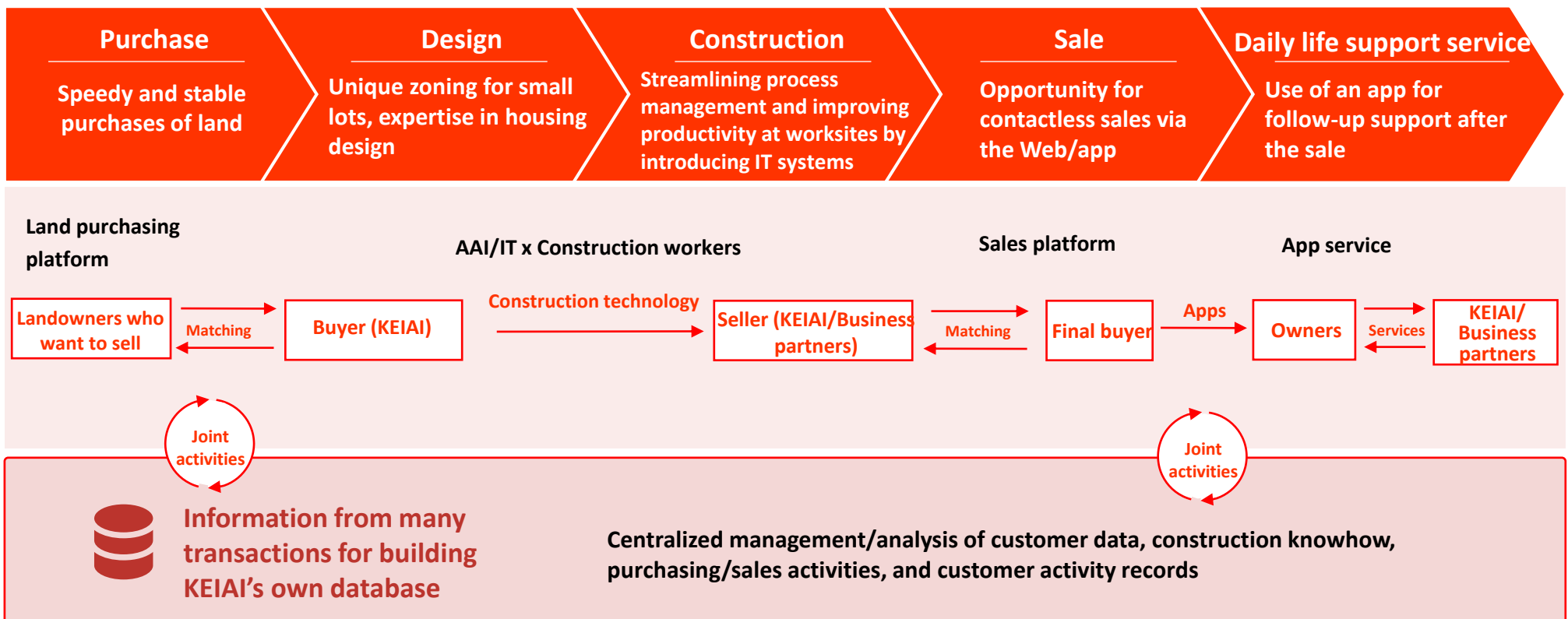
Number of shares held as of the record date (September 30)	Gift
100 shares to 499 shares	Quo card (1,000 yen)
500 shares and more	Quo card (3,000 yen)

Business Model

A Fully Integrated “Real x Technology” Platform

A “Real x Technology” supply model that revolutionizes the detached housing supply chain in Japan. KEIAI has developed an integrated technology platform extending from purchasing land, designing, constructing and selling houses, to support services.

● The “Real x Technology” KEIAI Platform

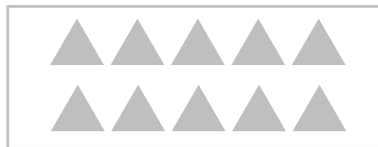


Advantages of Land Purchase through the Development of Compact Ready-built Houses

The development of KEIAI's distinctive compact ready-built houses makes it possible to accumulate a large volume of data quickly.

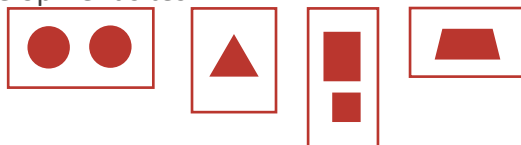
Conventional ready-built houses

Four to 10 houses for sale are constructed at once, resulting in similar houses
= Small number of house models on big development sites



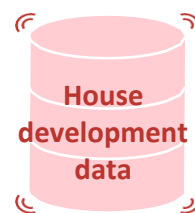
Compact ready-built houses

This business model targets sites for one or two houses, where conventional developers seeking larger sites normally do not operate, and supplies a large number of compact houses with outstanding designs.
= Large number of house models on small development sites

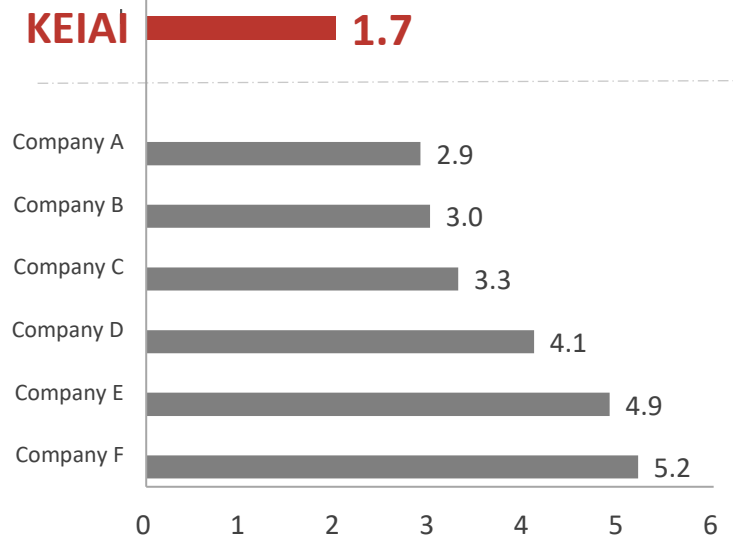


Increase in the number of land data entries

- Allows accumulating a large volume of information about experiences and other items about housing developments within a short time
- Data are stored in the KEIAI Platform for increasing the accuracy of land purchases and sales and marketing activities



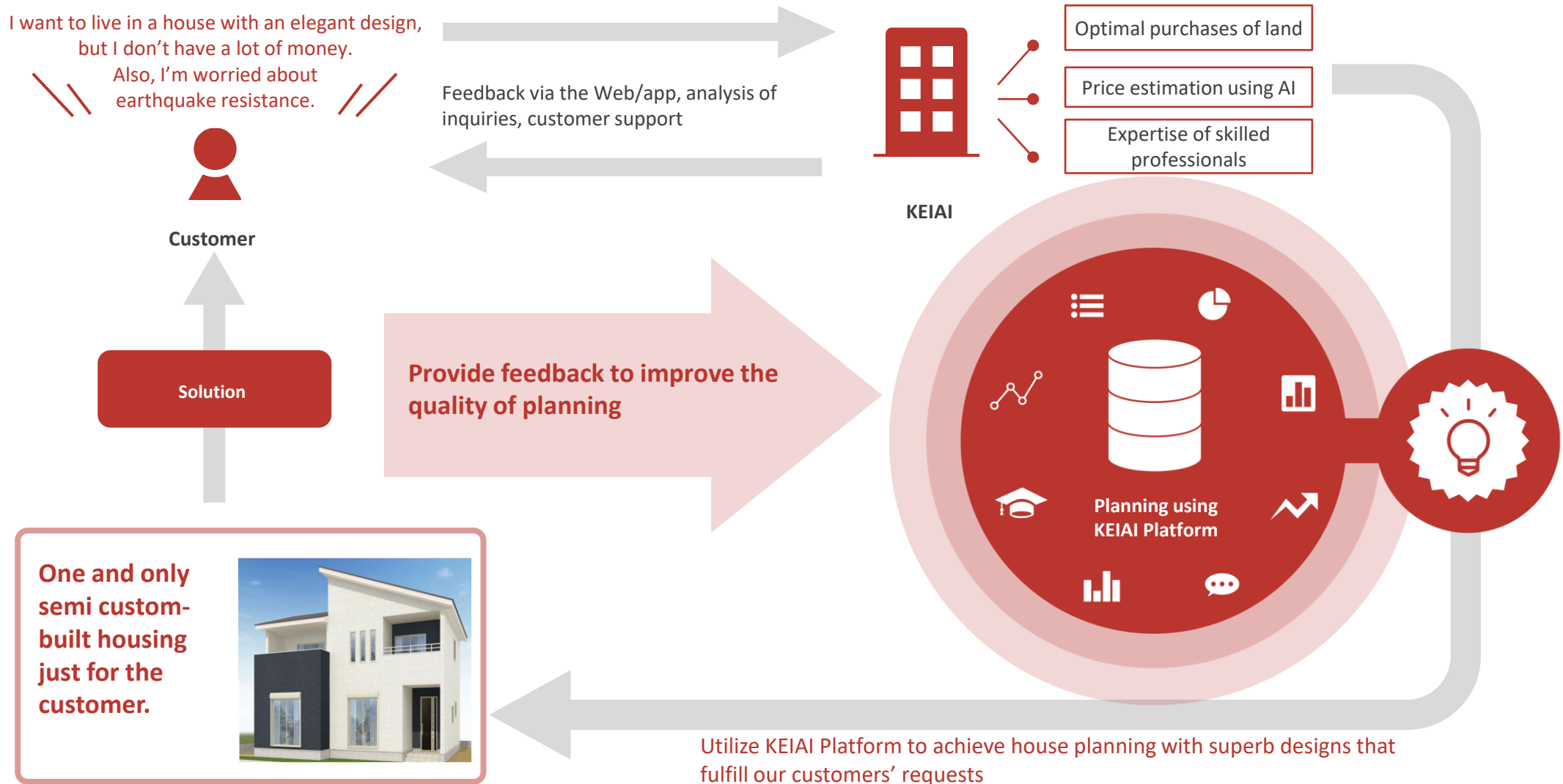
Avg. number of lots*1 in housing developments



KEIAI has much fewer lots per site than its industry competitors and is one of Japan's largest suppliers of compact ready-built houses

*1: KEIAI estimates (FY3/23 results) based on housing developments of KEIAI and other companies as of December 2020

Semi Custom-built Housing Using Compact Ready-built House Development



News Topics

Integrated Report 2024 – KEIAI’s First Integrated Report

KEIAI released its first Integrated Report on December 25, 2024. The publication explains the company’s strategies, business operations, and ESG (environment, society, governance) programs, which are all based on the corporate philosophy of operating as a “YU TA KA” creation company.



• Integrated Report 2024: <https://ssl4.eir-parts.net/doc/3465/announcement/99851/00.pdf>

Ranked Sixth Most Popular in the Real Estate Category

- KEIAI placed sixth in the real estate category of top 10 rankings of popular companies among 2026 college graduates seeking their first jobs*1.
 - KEIAI is hiring many young people who can play key roles in the growth strategy of using a diverse range of businesses and expanding operations to more areas of Japan.
 - The unique process KEIAI uses to hire new graduates includes internships and other measures to give students an understanding of the company's vision, culture and businesses.
 - On April 1, 2025, KEIAI raised the starting salary of new graduates in sales positions who meet certain requirements to a maximum of 300,000 JPY per month.

Mynavi-Nikkei 2026 New Graduate Job Seeking Popularity Ranking (Real Estate)

1st	Mitsui Fudosan Co., Ltd.	6th	KI-STAR REAL ESTATE CO., LTD.
2nd	Open House Group Co., Ltd.	7th	Nomura Real Estate Development Co., Ltd.
3rd	MITSUBISHI ESTATE CO., LTD.	8th	Sumitomo Realty & Development Co., Ltd.
4th	Mori Building Co., Ltd.	9th	NTT Urban Development Corporation
5th	Tokyu Livable, Inc.	10th	Sapporo Station General Development Co., Ltd. (APIA, Sapporo Stellar Place)

KEIAI press release: https://ki-group.co.jp/wp/wp-content/uploads/2025/05/2025.05.22_syuusyokuranking.pdf

*1: Announced by Nikkei Inc. and Mynavi Corporation

ESG/SDGs Initiatives

Establishment of the Sustainability Committee

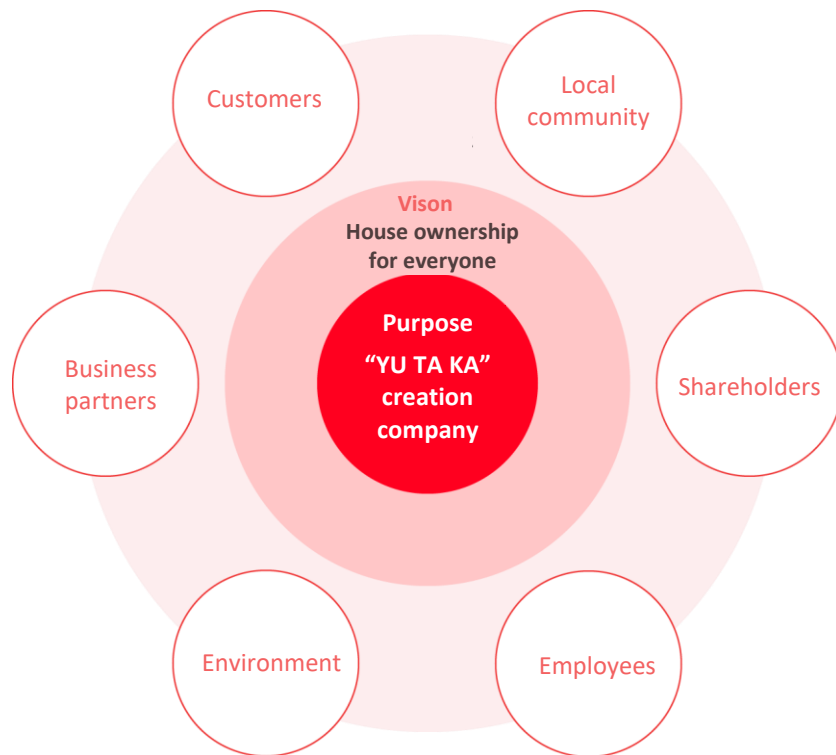
The KEIAI Group has many activities for helping solve social issues in Japan and other countries. By supplying homes where people can lead happy and fulfilling lives, we are dedicated to playing a role in creating a sustainable and affluent society. We believe these activities will contribute to the growth of our corporate value. One part of these activities is the Sustainability Committee, which is an important component of corporate governance. This committee conduct activities concerning social issues in Japan and other countries, protect the environment, ensure respect for human rights, and the maintenance and enhancement of rigorous compliance programs.



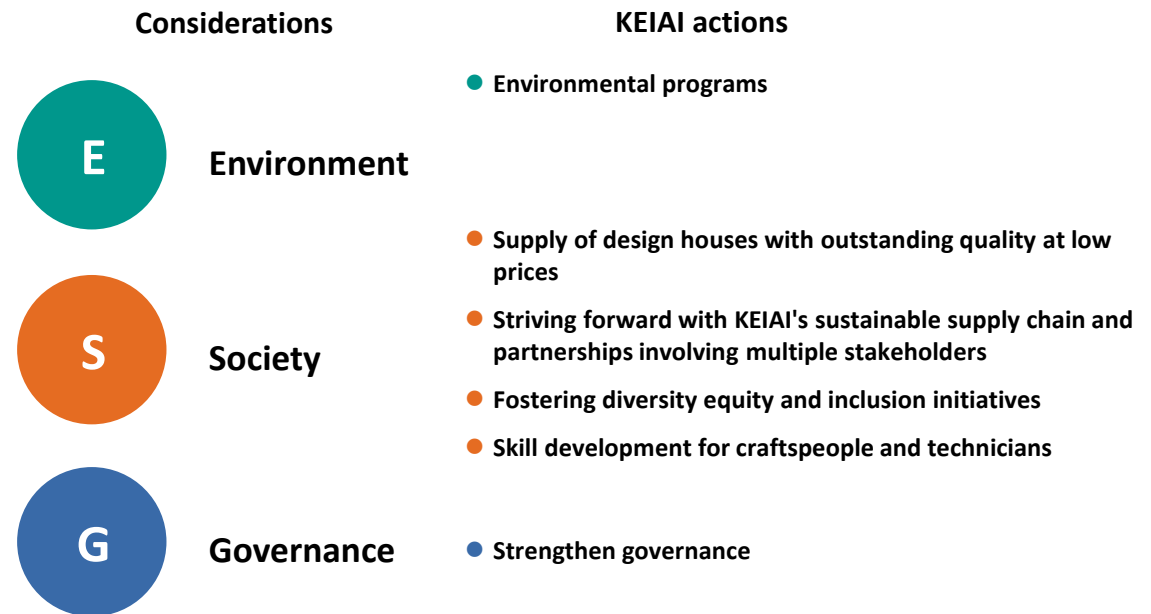
Sustainability Policy and Determination of ESG Materiality

The company is dedicated to elevating its corporate value by nurturing the growth of individuals, organizations, and business models rooted in its management philosophy of "YU TA KA" creation.

Striving forward with KEIAI's sustainable supply chain partnerships involving multiple stakeholders.



Determination of ESG Materiality



Sustainability Materiality

01 | Supply of design houses with outstanding quality at low prices

Society



03 | Fostering diversity, equity and inclusion initiatives

Society



05 | Environmental programs

Environment



02 | Striving forward with KEIAI's sustainable supply chain and partnerships involving multiple stakeholders.

Society



04 | Skill development for craftspeople and technicians

Society



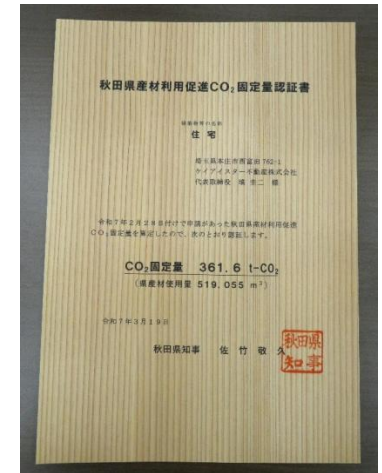
06 | Strengthen governance

Governance



Sustainability Activities and Accomplishments

- Received the Certificate of CO2 Fixation Volume Using Industrial Materials Made in Akita Prefecture from the prefecture's governor.
 - Used materials produced in Akita prefecture in 100 houses newly constructed by the KEIAI Group to contribute to the decarbonization of society.
 - Certification of fixation^{*2} of 361.6 tons of CO2 by using 519.055 cubic meters of materials produced in Akita prefecture^{*1}
-
- Held a tree planting event where people planted 50 cedar trees.
 - The event took place in Daigo-machi in Ibaraki prefecture as part of KEIAI's activities to protect the environment.
 - Planting trees is part of the cycle of forest resources and helps protect the environment of the surrounding area.
 - KEIAI is dedicated to working with local communities to play a role in creating a sustainable society.



Certificate of CO2 Fixation Volume Using Industrial Materials



Scene from the tree planting event

KEIAI press release:

- Receipt of Certificate of CO2 Fixation Volume Using Industrial Materials Made in Akita Prefecture from the prefecture's governor https://ki-group.co.jp/wp/wp-content/uploads/2025/04/2025.04.24_akitaken_CO2ninsyou.pdf
- Second Tree Planting Event Takes Place https://ki-group.co.jp/wp/wp-content/uploads/2025/07/2025.7.11_syokujyutaienkai_2nd.pdf

*1 April 5, 2024 to February 28, 2025

*2 CO2 fixation volume is the amount of CO2 that is absorbed by the trees as carbon as they grow, thereby preventing this CO2 from being released to the atmosphere.

Sustainable Finance Activities for Help Achieve a Sustainable Society

As one step for helping achieve a sustainable society, KEIAI has received Sustainability Link Loans and Positive Impact Finance loans since September 2023.

KEIAI will continue to reinforce its commitment to ESG and the SDGs in order to play a role in solving environmental and social issues.



- [September 2023] Information about Ashikaga Bank Positive Impact Finance:
https://ki-group.co.jp/wp/wp-content/uploads/2023/10/2023.10.02_ashikagaginkou.pdf
- [September 2023] Information about Saitama Resona Bank Sustainability Link Loan:
https://ki-group.co.jp/wp/wp-content/uploads/2023/10/2023.10.02_saitamarisona.pdf
- [February 2024] Information about SHIGA BANK Sustainability Link Loan:
https://ki-group.co.jp/wp/wp-content/uploads/2024/02/2024.2.29_sigabank_SSL.pdf
- [June 2024] Information about Ashikaga BANK Sustainability Link Loan:
https://ki-group.co.jp/wp/wp-content/uploads/2024/06/2024.06.27_asikagabank_SLL.pdf



- [September 2023] Information about Chiba Bank Sustainability Link Loan:
https://ki-group.co.jp/wp/wp-content/uploads/2023/10/2023.10.02_chibaginkou.pdf
- [November 2023] Information about Kagawa Bank Sustainability Link Loan:
https://ki-group.co.jp/wp/wp-content/uploads/2023/11/2023.11.30_kagawabank_SSL.pdf
- [March 2024] Information about Aozora Bank Positive Impact Finance:
https://ki-group.co.jp/wp/wp-content/uploads/2024/03/2024.3.25_aozorabank_PIF.pdf
- [September 2024] Information about Saitama Resona Bank Sustainability Link Loan:
https://ki-group.co.jp/wp/wp-content/uploads/2024/09/2024.09.27_saitamarisonabank_SLL.pdf
- [March 2025] Information about Gunma Bank Positive Impact Finance:
https://ki-group.co.jp/wp/wp-content/uploads/2025/03/2025.03.31_1530_gunnmabank_PIF.pdf

Building Energy Efficient Houses to Help Achieve a Sustainable Society

KEIAI changed to building entirely ZEH (Net Zero Energy House) in the homebuilding and sales business on all property purchased on or after January 1, 2024. Furthermore, all standard plans for the single-story IKI semi custom-built houses at KEIAI Group member Hanamaru House Co., Ltd.* were upgraded to ZEH on April 1, 2024. By supplying energy efficient houses to even more customers, we want to be a source of more eco-friendly options in the housing market.



*IKI Co., Ltd. and Hanamaru house Co., Ltd. were combined on September 1, 2024.

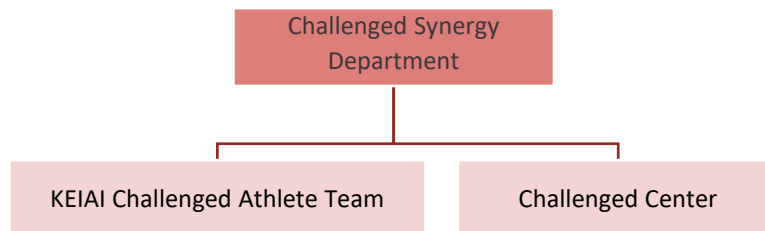
- Change to all-ZEH in the homebuilding and sales business: https://ki-group.co.jp/wp/wp-content/uploads/2024/04/2024.04.25_bunjyo_zehsuijyun.pdf
- Upgrade to ZEH of all plans for the single-story IKI semi custom-built houses: https://ki-group.co.jp/wp/wp-content/uploads/2024/04/2024.4.3_IKI_ZEH.pdf

Activities for Diversity; Employees with Disabilities 2.72% of Workforce

KEIAI maintains a diverse workforce based on a firm commitment to providing workplaces where people can perform fulfilling and enjoyable jobs irrespective of human rights, nationality, disabilities, age, gender and other characteristics. Currently, there are 40 employees with disabilities. Based on the disability employment report^{*1}, people with disabilities account for 2.72%^{*2} of the KEIAI workforce. KEIAI will continue to take actions for ensuring that workplaces are welcoming and productive for people of all kinds.

■ Activities

- **2015: Started hiring athletes with disabilities**
- **2019: Started the KEIAI Challenged Athlete Team** – currently has nine members
- **2023: Established the Challenged Center**
- **2024: Established the Challenged Synergy Department** – This department includes two teams responsible for the employment of people with disabilities



The KEIAI Athlete Team (left) and KEIAI Challenged Center (right)

^{*1} Ministry of Health, Labour and Welfare Employment Report for People with Intellectual Disabilities https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/koyou_roudou/koyou/shougaisha-koyou_00002.html

^{*2} As of June 1, 2024

• KEIAI press release: https://ki-group.co.jp/wp/wp-content/uploads/2024/07/2024.07.18_houteikoyouritsu.pdf

Activities of the KEIAI Challenged Athlete Team

Class Led by Tokyo 2025 Deaflympics Athletes

Participation in the Chofu Deaf Awareness Program

- A class was held at an elementary school in Chofu to give students an understanding of deaf sports.
- As part of the deaf awareness program of the city of Chofu, the class gave students an understanding of deaf and hard of hearing people, including sign language, and encouraged students to support the Tokyo 2025 Deaflympics.
- The event significantly raised the awareness of deaf sports and the Tokyo 2025 Deaflympics, which will take place in November 2025.
- Instructors: Nana Kawabata, Ai Iwabuchi, Kana Tokairin, Yoshiki Yamamoto



Students in the Chofu Deaf Awareness Program

KEIAI Challenged Athlete Team Member Masaki Sato

Selected as the Tokyo 2025 Deaflympics Representative

- Masaki Sato will be the representative of Tokyo 2025 Deaflympics, which will take place from November 15 to 26, 2025.
- His goal is another gold medal following his victory at the World Deaf Judo Championships 2024.
- Event: Deaf judo
- Class: Men 66kg
- Rank: Four



Activities of the KEIAI Challenged Center

Start of Physical and Intellectual Disability New Graduate Recruiting to Retain a More Diverse Workforce

- KEIAI's Challenged Synergy Department has started activities for hiring new graduates as one way to provide jobs for people with physical or intellectual challenges.
- The Challenged Synergy Department has 40 members: 13 with physical disabilities, including athletes, 13 with intellectual disabilities, and 14 with mental disabilities. These people assist with administrative tasks and perform cleaning and other tasks at many departments of KEIAI.



Using the Visualization of Jobs for People with Disabilities for a Coexisting Society

- KEIAI's Challenged Synergy Department, which is responsible for hiring people with disabilities, held a tour of selected KEIAI workplaces.
- The purpose was to give other KEIAI employees the opportunity to see people with disabilities at work.
- The goal of this event was to give employees a better understanding of the work people with challenges are doing at KEIAI as well as of the importance of diversity, equity and inclusion.



(Reference) Medium-term Plan 2028

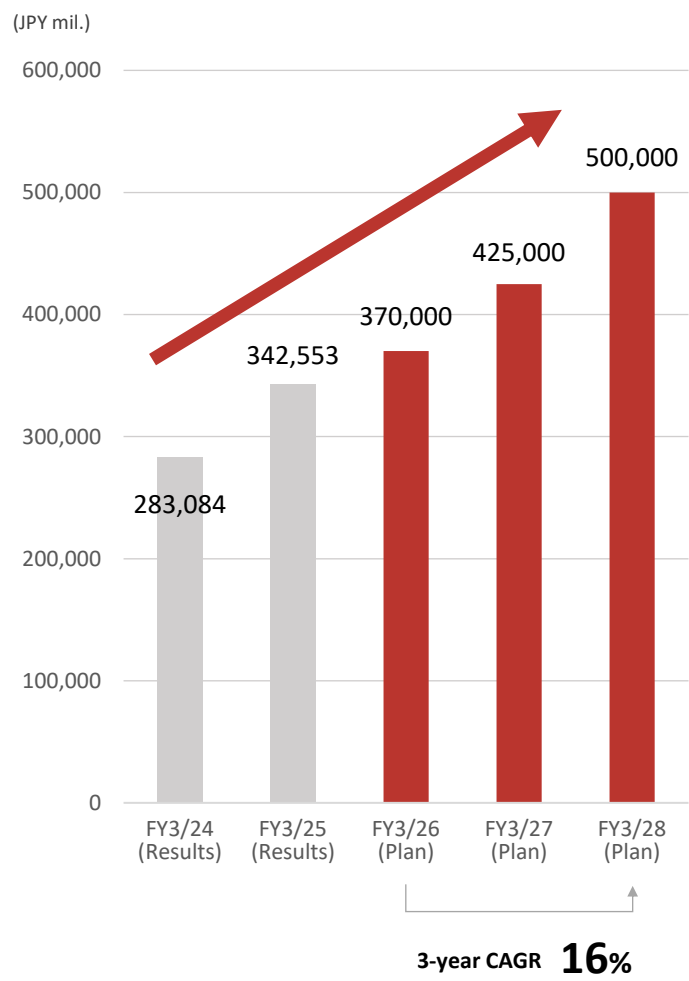
Medium-term Plan 2028

(JPY mil./% in parentheses represent YoY changes)

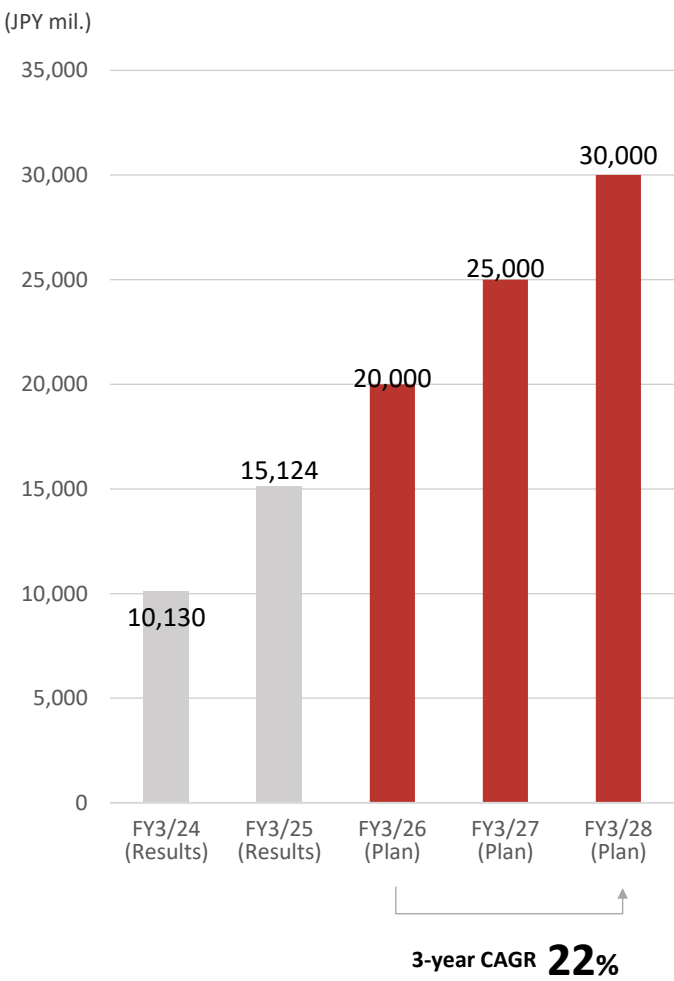
	FY3/24	FY3/25	FY3/26	FY3/27	FY3/28
	Results	Results	Plan	Plan	Plan
Net sales	283,084	342,553 (121%)	370,000 (108%)	425,000 (115%)	500,000 (118%)
Ordinary profit	10,130	15,124 (149%)	20,000 (132%)	25,000 (125%)	30,000 (120%)
Profit attributable to owners of parent	6,743	8,862 (131%)	12,000 (135%)	15,000 (125%)	18,000 (120%)
Net income per share (Yen)	427.74	570.44 (133%)	775.09 (135%)	968.86 (125%)	1,162.63 (120%)

Medium-term Plan 2028

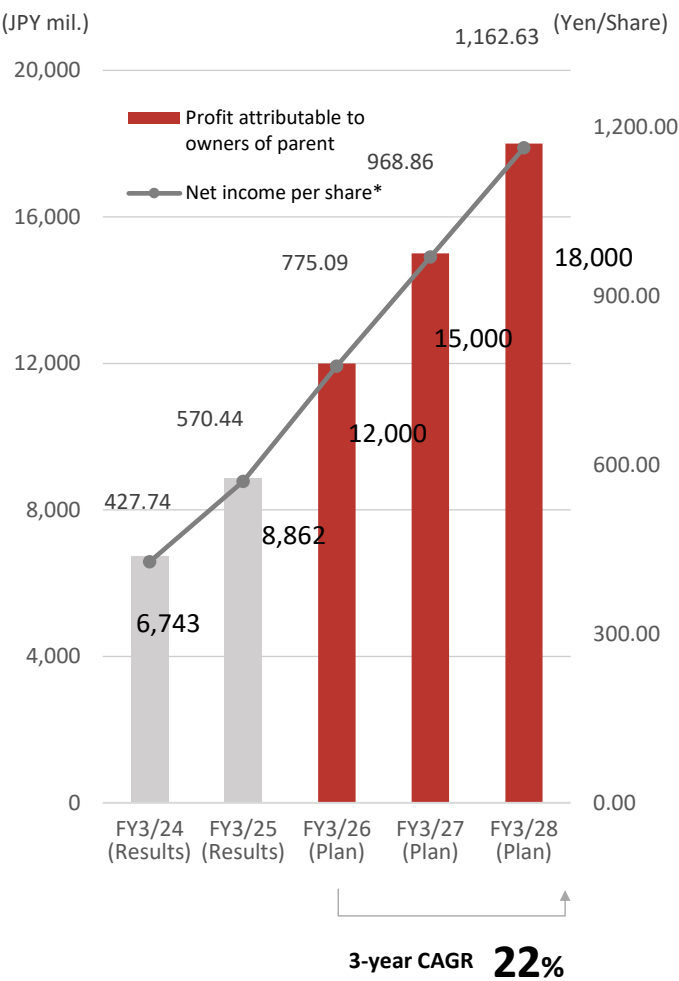
Net sales



Ordinary profit



Profit



*Total number of issued shares: 15,863,000 shares (as of Mar. 31, 2025)

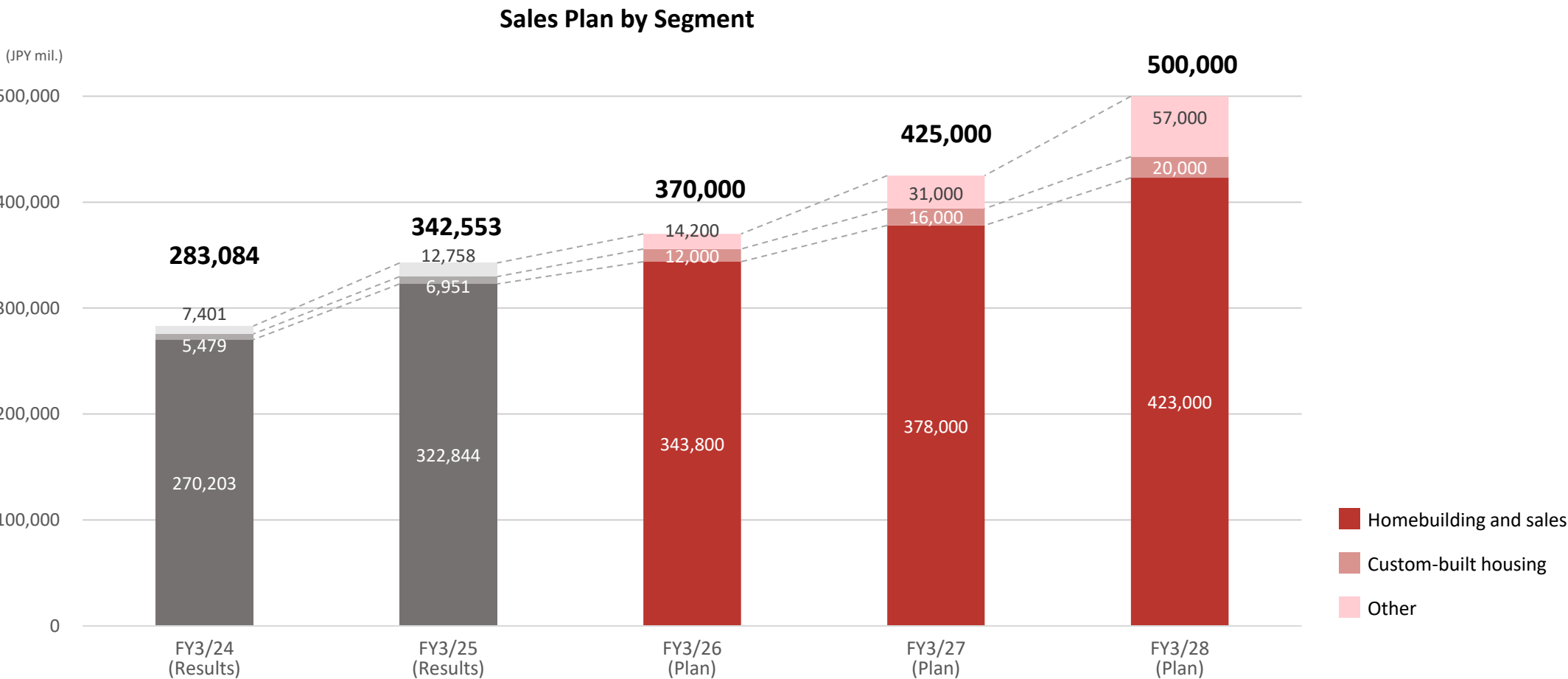
Sales Plan by Segment

(JPY mil./Figures in parentheses represent YoY changes)

	FY3/24	FY3/25	FY3/26	FY3/27	FY3/28
	Results	Results	Plan	Plan	Plan
Homebuilding and sales	270,203	322,844 (119%)	343,800 (106%)	378,000 (110%)	423,000 (111%)
Custom-built housing	5,479	6,951 (127%)	12,000 (173%)	16,000 (133%)	20,000 (125%)
Other *	7,401	12,758 (166%)	14,200 (111%)	31,000 (218%)	57,000 (183%)
Total sales	283,084	342,553 (121%)	370,000 (108%)	425,000 (114%)	500,000 (117%)

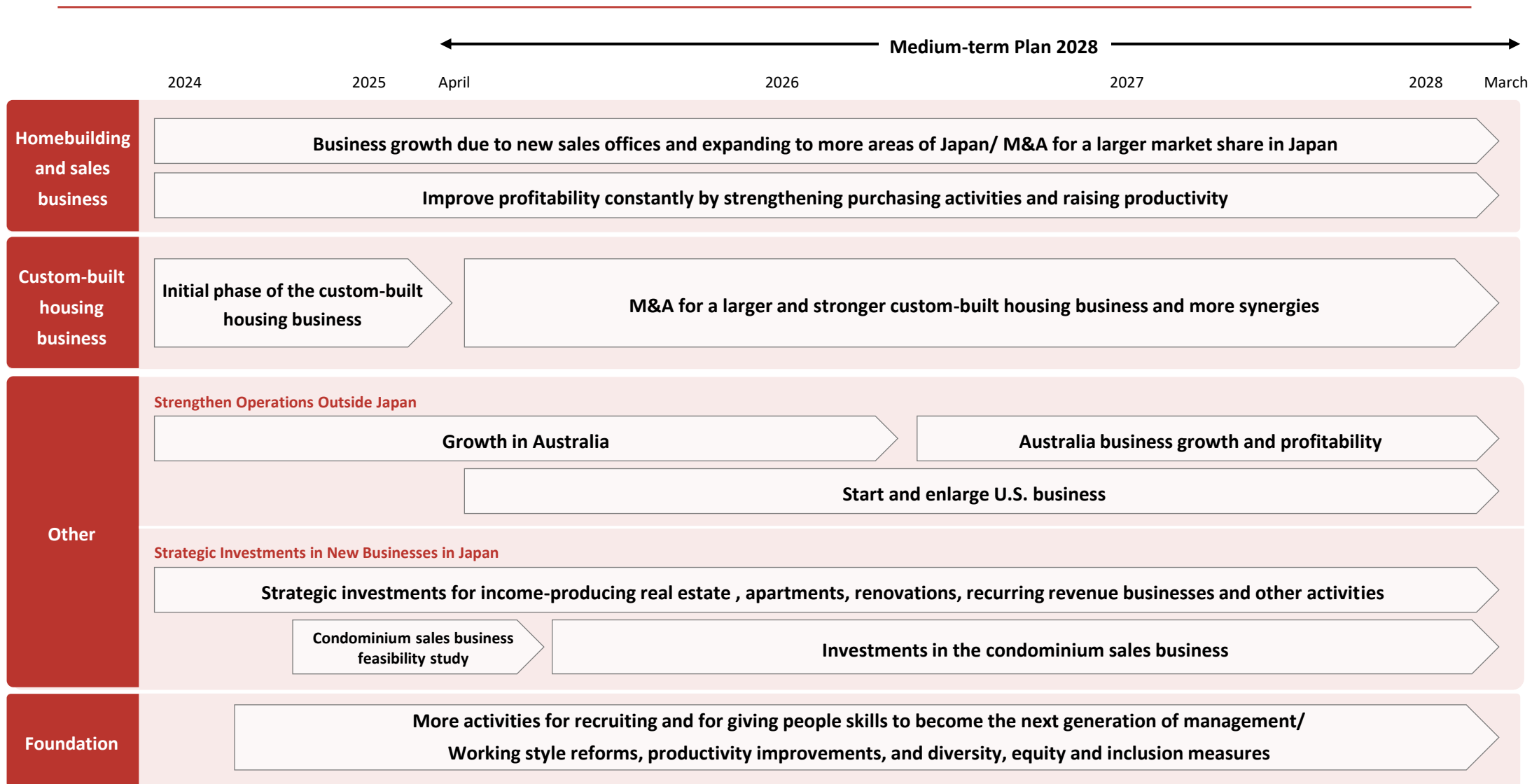
*Other includes overseas business, income-producing real estate business, recurring revenue business, apartment business, renovation business, condominium sales business and pre-owned home renovation business.

Sales Plan by Segment



*Other includes overseas business, income-producing real estate business, recurring revenue business, apartment business, renovation business, condominium sales business and pre-owned home renovation business.

Roadmap for Accomplishing the Medium-term Plan Goals



Human Resources Strategy

HR Strategy 1

More recruiting activities (new graduates and people with prior experience) and hiring and training of people who can become key members of management

- Give people skills to become the next senior executives and increase recruiting
- Step up skill development programs structured for specific job categories
- More hiring of people with prior experience who can be immediately productive
- Use performance-based evaluations for promotions to key positions
- Place the right people in the right jobs (including internal application system to fill open positions)
- Activities for the advancement of women

HR Strategy 2

Working style reforms, productivity improvements, and diversity, equity and inclusion measures

- Eliminate wasted time by closely managing working hours
- Use the digital transformation in a broad range of frontline operations
- Time off/reduced working hours for child care and caring for an elderly parent
- Recruit and train people from countries other than Japan (for diversity)
- Recruit and train people with disabilities (use many people throughout KEIAI's operations)
- Recruit older people (use many older people in frontline operations)
- Maintain a corporate culture with emphasis on fairness for everyone

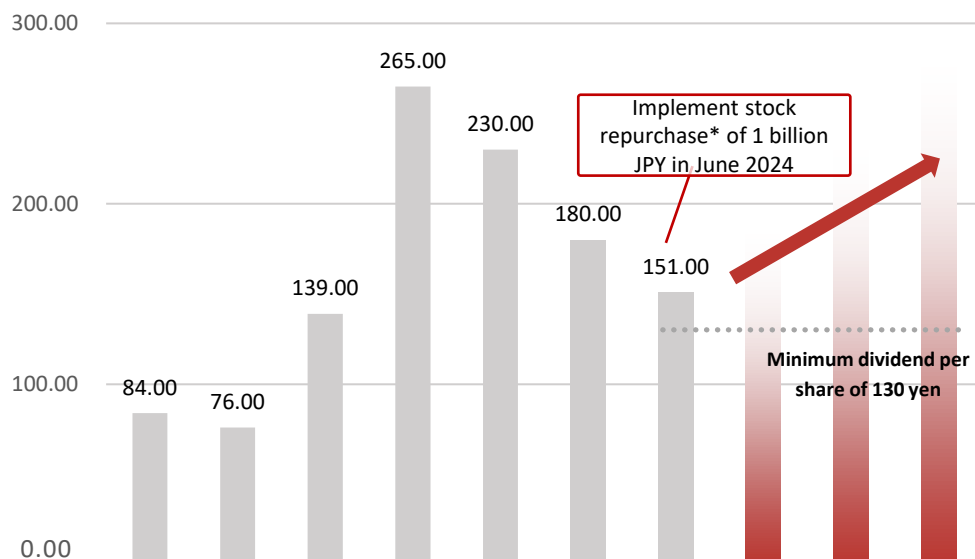
Policy for Capital

Shareholder Distributions

Going forward, in principle, we will pay a minimum* dividend of 130 yen per share in conjunction with stock repurchases for shareholder distributions, depending on business performance and financial conditions.

Dividend per Share

Dividends (yen)



	FY3/19	FY3/20	FY3/21	FY3/22	FY3/23	FY3/24	FY3/25	FY3/26 (forecast)	FY3/27 (plan)	FY3/28 (plan)
Payout ratio (incl. stock repurchases)	34.4%	30.1%	25.9%	27.1%	30.6%	42.1%	27.1%	27.1%	27.1%	27.1%

Implement stock repurchase* of 1 billion JPY in June 2024

Minimum dividend per share of 130 yen

Going forward, we will pay a minimum dividend of 130 yen per share in conjunction with stock repurchases for shareholder distributions, depending on business performance and financial conditions.

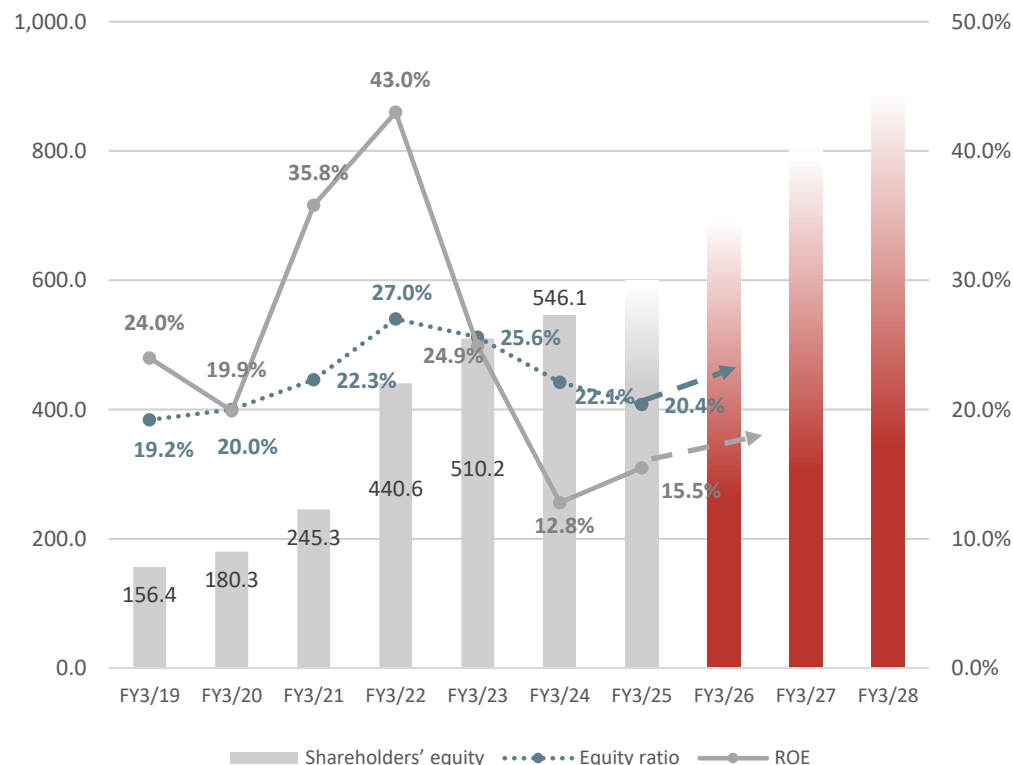
* Some figures for the previous fiscal year have been revised due to the retroactive application of the change in accounting policy.

* A part of the treasury share acquired will be used for the performance-linked stock compensation plan for directors and corporate auditors.

Capital Efficiency / Financial Soundness

- High capital efficiency ROE of at least 15% ▶ Maintain a high inventory turnover and use financial leverage
- Equity ratio of at least 20% ▶ Raise the equity ratio to 25%-30% by properly structuring the business portfolio and retaining a suitable amount of earnings

(JPY 100 mil.)



Appendix

Japan's Market for Houses Built for Sale and KEIAI's Market Share

The goal is a steady increase in market share by expanding to more areas of Japan in the core homebuilding and sales business, while fully utilizing strengths involving technologies and compact ready-built houses.



Medium-term goal

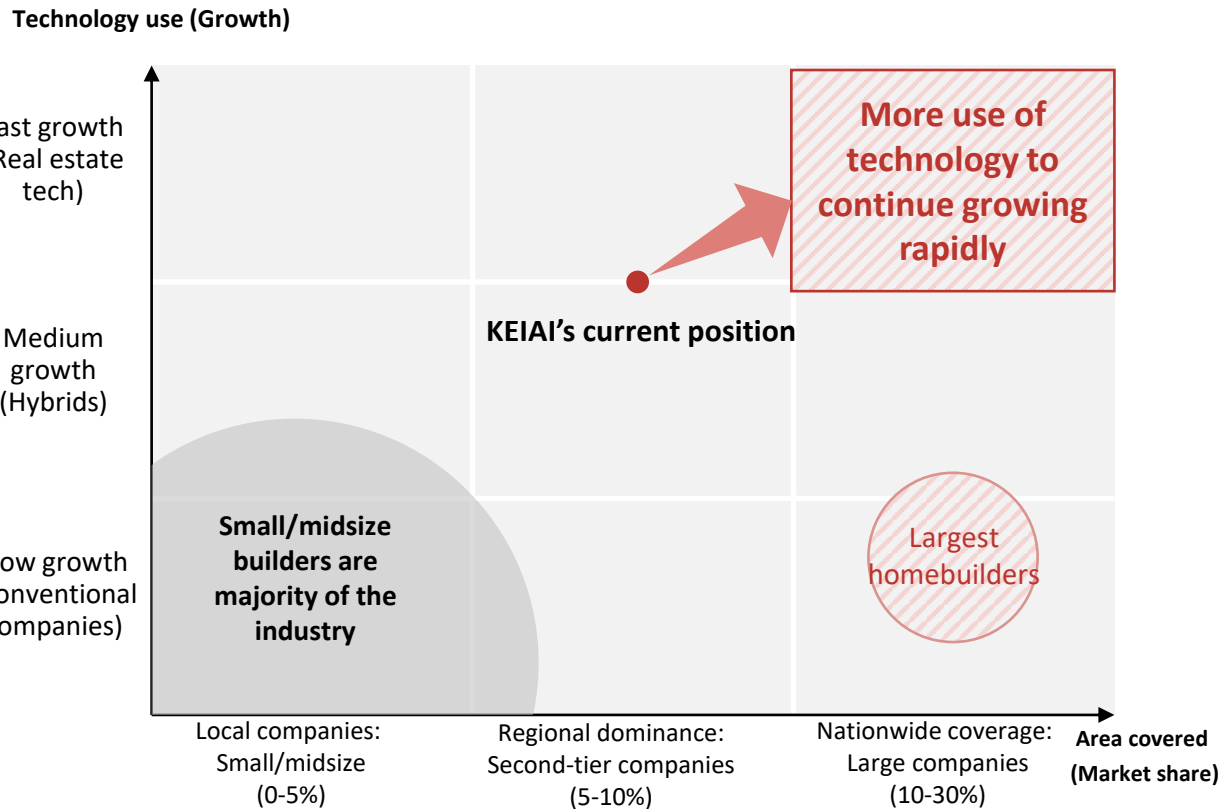
Increase our share of Japan's built-for-sale house market

*1: KEIAI estimates based on the number of new built-for sale wooden detached houses that have been constructed according to the Ministry of Land, Infrastructure, Transport and Tourism's "Housing Construction Statistics" through March 2025.

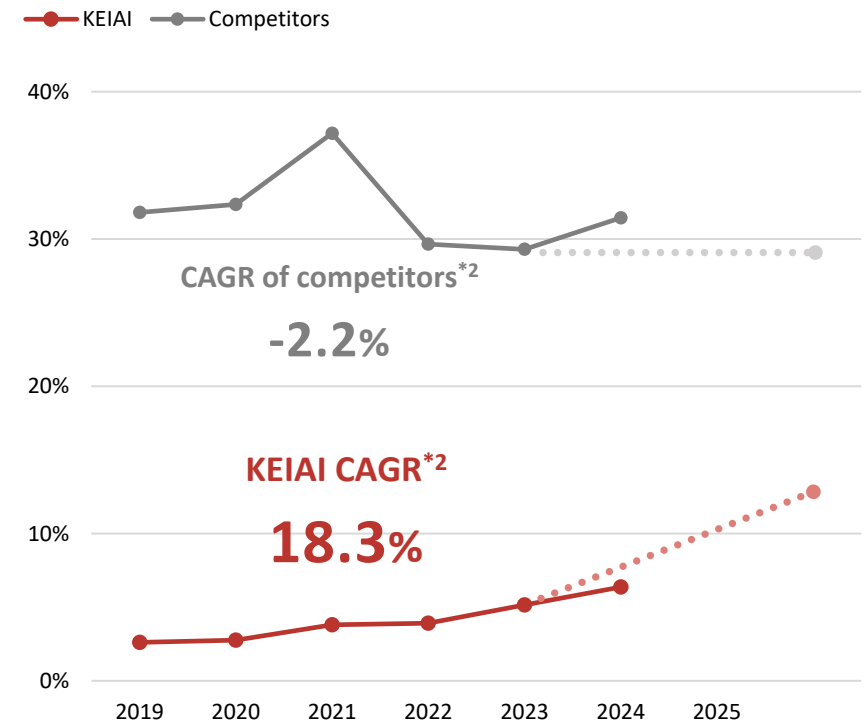
The Built-for Sale House Industry and KEIAI's Position

Japan has a large number of small companies that build houses for homebuyers. However, very few of these companies are skilled at using advanced technologies. KEIAI has the goal of continuing to increase its market share while growing rapidly by increasing its use of various technologies.

Market share and Growth Potential in the Built-for-Sale Housing Market Industry



Market Shares of Large Companies and KEIAI *1



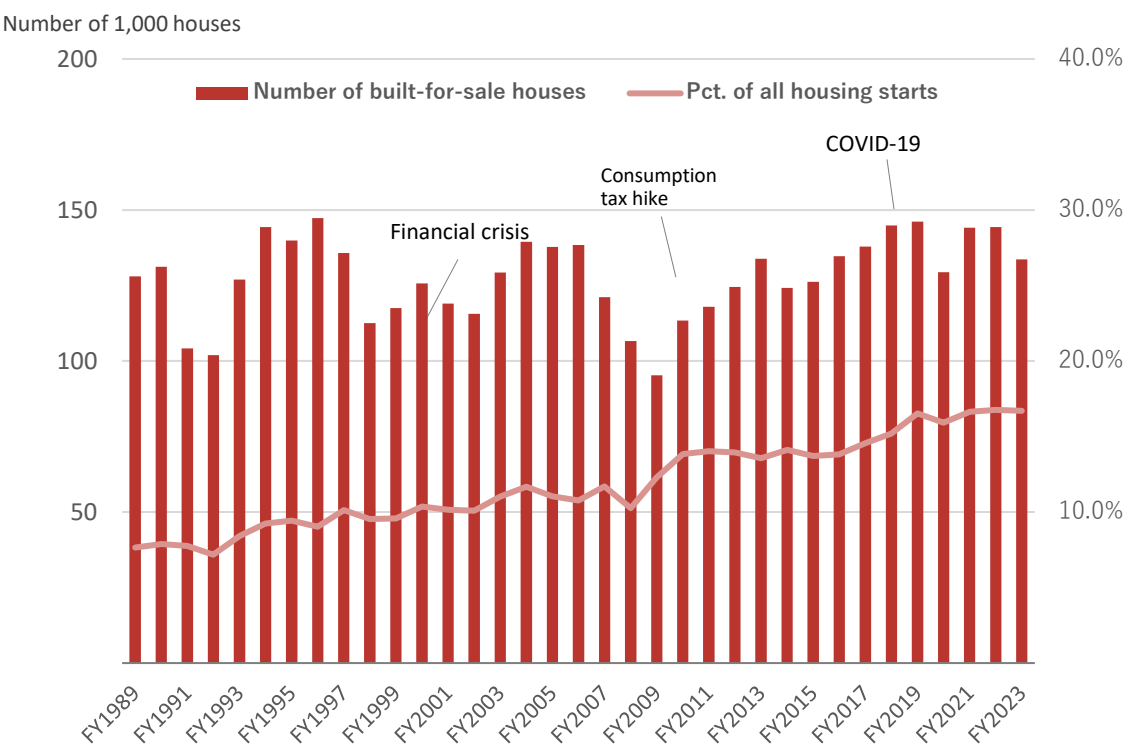
*1. Comparison of sales growth of largest companies and KEIAI

*2. CAGR : Compound Annual Growth Rate

KEIAI's Market – Built-for-Sale Houses

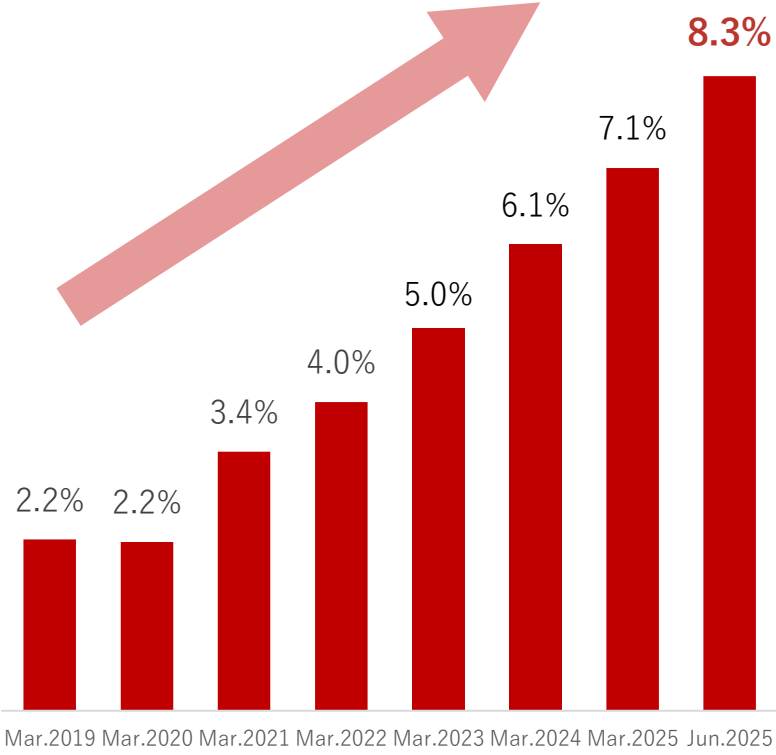
Japan's market for built-for-sale houses has been steady for many years, other than brief downturns because of the pandemic and other one-time events. KEIAI's share of Japan's enormous market for detached houses has been rising rapidly in recent years.

Construction Starts for Built-for-Sale Detached Houses



Source: Housing Start Statistics, Ministry of Land, Infrastructure, Transport and Tourism

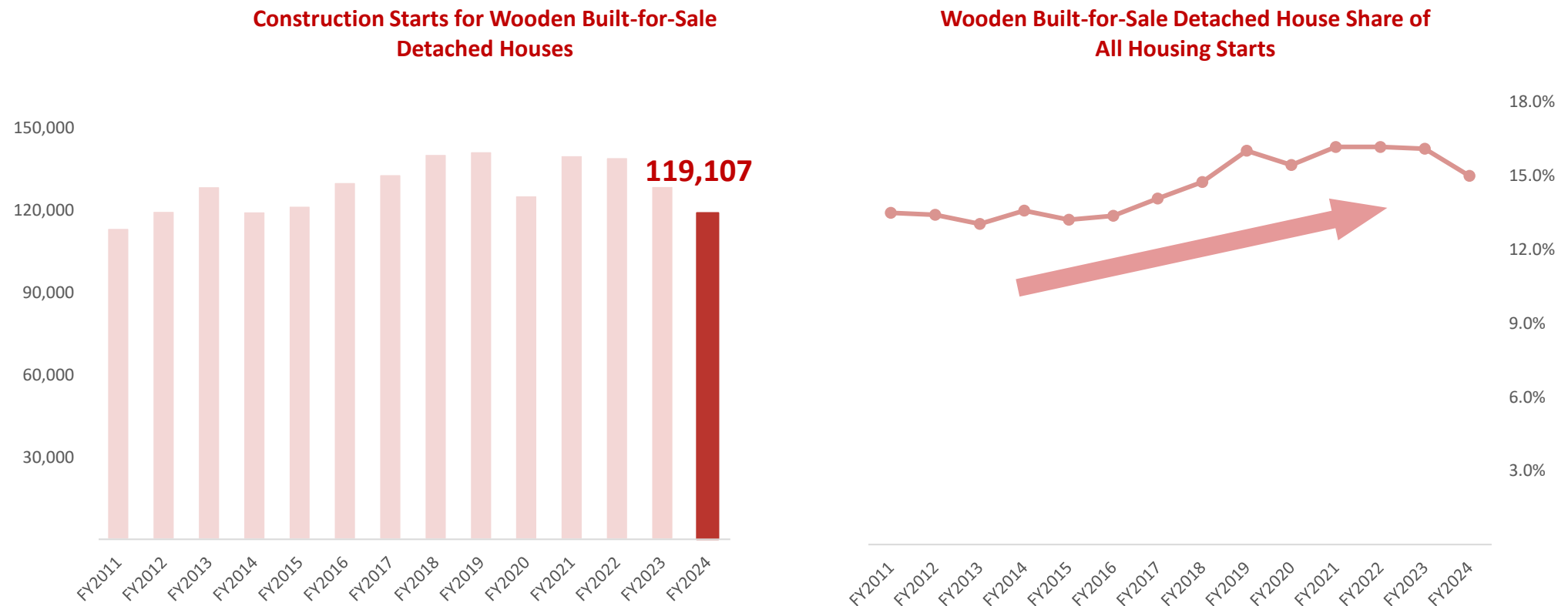
KEIAI Group's Nationwide Market Share



Market Growth:

The Steady Increase of the Popularity of Built-for-Sale Detached Houses

Construction starts for built-for-sale houses are declining because of inventory reductions following the end of the pandemic. The number of starts is expected to stay at about the current level as built-for-sale houses remain unchanged as a percentage of all housing starts.



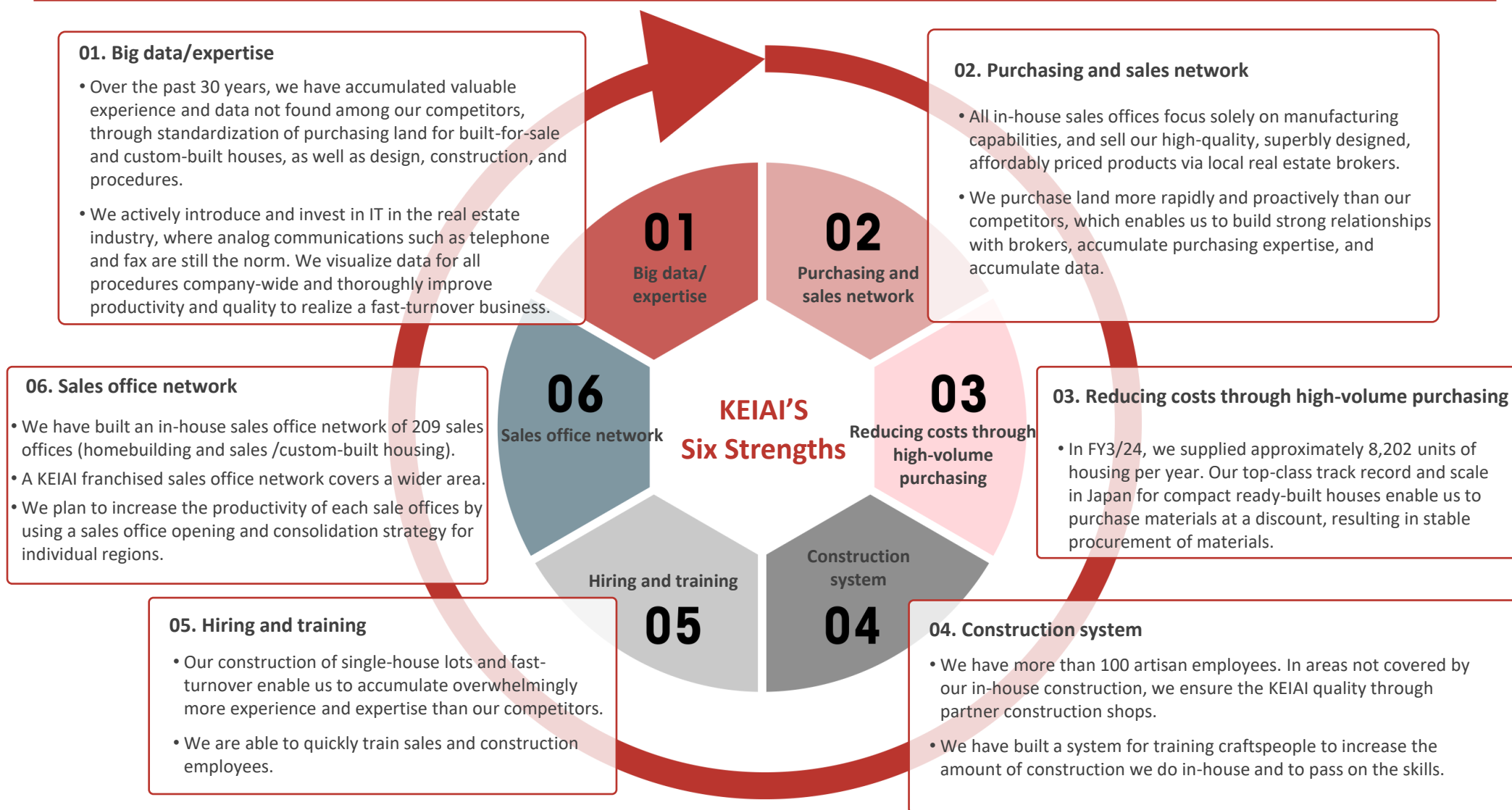
Source: Ministry of Land, Infrastructure, Transport and Tourism "Housing Construction Statistics"

Benefits of KEIAI's Semi Custom-Built Housing

Offers a “fourth choice” for detached houses combining the benefits of both built-for-sale and custom-built houses

Features / property type	Built-for-sale houses	Custom-built houses	Remodeled houses	Semi custom-built houses
Price	Low to mid price	High price	Low price (Partial remodeling)	Low price
Purchasing of land	Generally, 7 houses lots or more	A single house	Existing house	Possible from 1 house lot
Design	Uniform design	Entire house is fully customized	Only part of a house is remodeled	Superb design by semi custom-building each entire house
Earthquake resistance	Complies with new earthquake resistance standards	Complies with new earthquake resistance standards	Includes old earthquake resistance standards	Complies with new earthquake resistance standards
Time until move-in	Short	Long	Short	Short
Asset value	Low to mid value (Suburban locations, uniform designs)	Low to high value (Influenced by owner preferences)	Low to mid value (Structure remains old)	High value (Good location selected using KEIAI's proprietary database, superb design)
Sustainability	High (Latest materials and fixtures, easy to repair due to using standard materials)	Low to mid (Maintenance cost is high because it is custom-made)	Low to mid (In some cases, another remodeling or rebuilding may be required)	High (Latest materials and fixtures, easy to repair due to using standard materials)

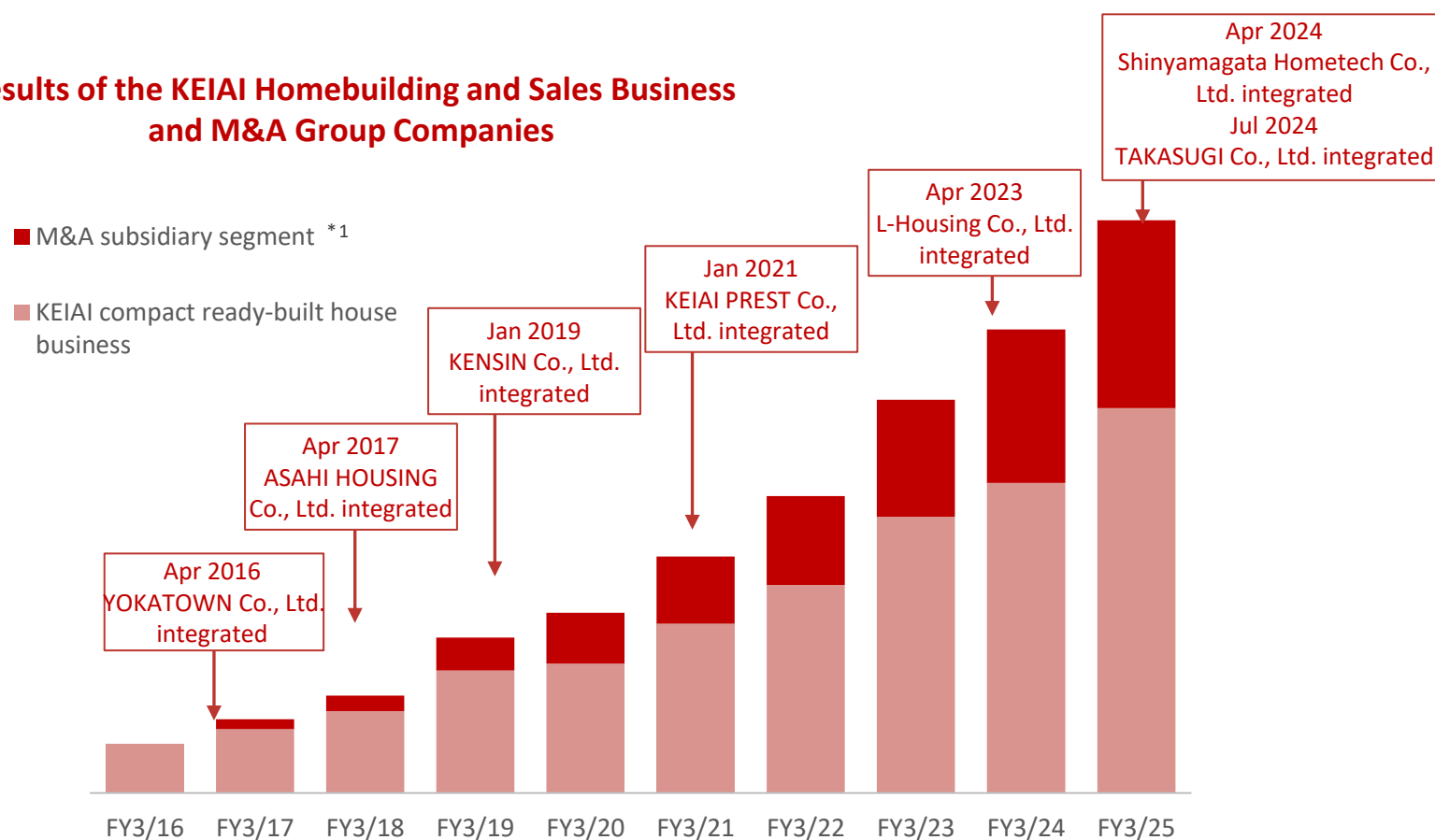
Six Strengths Backing the KEIAI Group's Growth



M&A –Sales of Subsidiaries after the Acquisition

Subsidiaries have achieved high sales growth after M&A, resulting in boosting group's total sales expansion. Shinyamagata Hometech and TAKASUGI also aim to increase sales by leveraging the synergies of joining the Group.

Results of the KEIAI Homebuilding and Sales Business and M&A Group Companies



*1: Results of M&A subsidiary segment includes YOKATOWN, ASAHI HOUSING, KENSIN, KEIAI Presto, L-Housing, Shinyamagata Hometech and TAKASUGI Co., Ltd.

Forward-looking Statements

This presentation includes information about future performance and other items that are not historical facts. This information was prepared by using certain assumptions at the time that this presentation was prepared. Actual performance may differ significantly from forward-looking statements due to a variety of uncertainties.

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