

# Summary of Consolidated Financial Results

## for the Fiscal Year Ended December 31, 2024

### [Japanese GAAP]



February 14, 2025

Company name: ProjectHoldings, Inc.  
 Stock exchange listing: Tokyo Stock Exchange  
 Code number: 9246  
 URL: <https://phd.co.jp>  
 Representative: Yunosuke Doi, Representative Director, President and CEO  
 Contact: Ryo Matsumura, Managing Director and CFO  
 Phone: +81-3-6459-1025  
 Scheduled date of ordinary general meeting of shareholders: March 29<sup>th</sup>, 2025  
 Scheduled date of commencing dividend payments: -  
 Scheduled date of filming securities report: March 31<sup>st</sup>, 2025  
 Availability of supplementary explanatory materials on financial results: Yes  
 Schedule of financial results briefing session: Yes (for institutional investors and analysts)

(Amounts are rounded down to the nearest million yen.)

#### 1. Financial Results for the Fiscal Year Ended, December 31, 2024 (January 1, 2024 – December 31, 2024)

(1) Consolidated Operating Results (Cumulative) (Percentage figures represent year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
December 31, 2024	5,279	(16.0)	(187)	—	(229)	—	(393)	—
December 31, 2023	6,283	44.4	853	(11.0)	832	(12.2)	588	(13.0)

(Note) Comprehensive income: The fiscal year ended, December 31, 2024: ¥ (393)million[– %]

The fiscal year ended, December 31, 2023: ¥588 million [(13.1)%]

	Basic earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
December 31, 2024	(72.59)	—	(16.1)	(4.1)	(3.6)
December 31, 2023	102.32	99.52	21.7	16.7	13.6

(Reference) Share of profit(loss) of entities accounted for using equity method.

Fiscal year ended December 31, 2024: ¥ - million

Fiscal year ended December 31, 2023: ¥ - million

(Note) In the first two quarters ended June 30, 2024, the Company finalized the provisional accounting treatment for the business combination, and the consolidated financial position for the Fiscal Year Ended December 31, 2023 reflects the details of the finalization of the provisional accounting treatment.

#### (2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of December 31, 2024	5,540	2,241	40.5	413.58
As of December 31, 2023 (End of previous fiscal year)	5,712	2,653	46.4	489.39

(Reference) Equity: As of December 31, 2024: ¥2,241 million

As of December 31, 2023: ¥2,647 million

(Note) In the first two quarters ended June 30, 2024, the Company finalized the provisional accounting treatment for the business combination, and the consolidated financial position for the Fiscal Year Ended December 31, 2023 reflects the details of the finalization of the provisional accounting treatment.

(3) Consolidated Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Million yen	Million yen	Million yen	Million yen
December 31, 2024	(131)	6	(21)	2,624
December 31, 2023	452	(706)	730	2,772

**2. Dividends**

	Annual dividends					Total dividends (annual)	Payout ratio (consolidated)	Ratio of dividends to net assets (consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Million yen	%	%
December 31, 2023	–	0.00	–	0.00	0.00	–	–	–
December 31, 2024	–	0.00	–	0.00	0.00	–	–	–
Fiscal year ending December 31, 2025 (forecast)	–	0.00	–	0.00	0.00		–	

**3. Financial Results Forecast for the Fiscal Year Ending December 31, 2025 (January 1, 2025 - December 31, 2025)**

(% indicates year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
Full year	Million yen	%	Million yen	%	Million yen	%	Million yen	%	Yen
	5,400	2.3	10	–	0	–	(20)	–	(3.69)

**\* Notes:**

- (1) Significant changes in the scope of consolidation during the period: Yes  
Newly included: None, Excluded: ProjectHRsolutions Inc., DCXforce Inc.
- (2) Application of special accounting methods for preparation of consolidated financial statements
- 1) Changes in accounting policies due to the revision of accounting standards: None
  - 2) Changes in accounting policies other than 1) above: None
  - 3) Changes in accounting estimates: None
  - 4) Retrospective restatement: None
- (3) Total number of issued shares (common shares)
- 1) Total number of issued shares at the end of the period (including treasury shares):
    - As of December 31, 2024: 5,872,450 shares
    - As of December 31, 2023: 5,872,450 shares
  - 2) Total number of treasury shares at the end of the period:
    - As of December 31, 2024: 453,608 shares
    - As of December 31, 2023: 461,855 shares
  - 3) Average number of shares during the period:
    - Fiscal year ended December 31, 2024: 5,422,852 shares
    - Fiscal year ended December 31, 2023: 5,755,081 shares

(For Reference) Summary of Non-consolidated Financial Results

**1. Non-consolidated Financial Results for the Fiscal Year Ended December 31, 2024 (January 1, 2024, to December 31, 2024)**

(1) Non-consolidated Operating Results (Percentage figures represent year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Million yen	%	Million yen	%	Million yen	%	Million yen	%
December 31, 2024	752	(81.7)	43	(92.3)	(3)	—	(228)	—
December 31, 2023	4,111	16.9	564	(29.1)	688	(12.6)	530	(8.8)
	Basic earnings per share		Diluted earnings per share					
Fiscal year ended	Yen		Yen					
December 31, 2024	(42.22)		—					
December 31, 2023	92.26		89.73					

(2) Non-consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	Million yen	Million yen	%	Yen
As of December 31, 2024	4,935	2,240	45.4	413.31
As of December 31, 2023	5,100	2,487	48.7	458.69

(Reference)Equity: As of December 31, 2024: ¥2,239 million

As of December 31, 2023: ¥2,481 million

(Notes)

Due to the Company's transition to a holding company structure on January 1, 2024, there is a difference between the actual results for the previous fiscal year and the actual results for the current fiscal year.

\* Review of the accompanying consolidated financial results by a certified public accountant or auditing firm:

None

\* Explanation of the proper use of financial results forecast and other notes

The earnings forecasts and other forward-looking statements herein are based on information currently available to the Group and certain assumptions deemed reasonable, and the Group does not intend to promise the achievement of these forecasts. Actual results may differ significantly from these forecasts due to a wide range of factors.

\* Disclaimer

This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

2. Consolidated Financial Statements  
(1) Consolidated Balance Sheet

(Thousands of yen)

	As of December 31, 2023	As of December 31, 2024
<b>Assets</b>		
Current assets		
Cash and deposits	2,772,342	2,624,582
Notes and accounts receivable-trade	697,151	585,562
Allowance for doubtful accounts-notes and accounts receivable-trade	(6,865)	(2,850)
Notes and accounts receivable-trade, net	690,286	582,712
Other	133,868	475,766
Current assets	3,596,496	3,683,060
Non-current assets		
Property, plant and equipment		
Buildings, net	8,268	443,406
Vehicles, net	5,282	3,523
Tools, furniture and fixtures, net	42,046	132,662
Other	1,582	-
Property, plant and equipment	57,180	579,592
Intangible assets		
Goodwill	907,405	255,875
Other	213,059	192,099
Intangible assets	1,120,465	447,975
Investments and other assets		
Investment securities	55,797	18,050
Leasehold deposits	809,611	745,186
Deferred tax assets	69,885	66,449
Other	484	-
Investments and other assets	935,779	829,686
Non-current assets	2,113,425	1,857,253
Deferred assets	2,726	44
Assets	5,712,648	5,540,358

(Thousands of yen)

As of December 31, 2023 As of December 31, 2024

Liabilities		
Current liabilities		
Accounts payable-trade	299,534	194,693
Accounts payable-other	208,791	286,118
Current portion of bonds payable	20,000	5,000
Current portion of long-term borrowings	437,232	634,804
Income taxes payable	65,447	6,724
Provision for bonuses	2,200	112,610
Provision for shareholder benefit program	-	5,344
Provision for loss on sublease	-	8,191
Provision for bonuses for directors (and other officers)	21,600	-
Provision for share awards	-	14,912
Other	150,215	227,552
Current liabilities	1,205,021	1,495,950
Non-current liabilities		
Bonds payable	5,000	-
Long-term borrowings	1,775,652	1,590,812
Other	73,425	211,763
Non-current liabilities	1,854,077	1,802,575
Liabilities	3,059,099	3,298,525
Net assets		
Shareholders' equity		
Share capital	1,029,016	50,000
Capital surplus	633,216	1,571,195
Retained earnings	1,742,872	1,349,232
Treasury shares	(757,196)	(729,319)
Shareholders' equity	2,647,909	2,241,108
Share acquisition rights	5,639	725
Net assets	2,653,548	2,241,833
Liabilities and net assets	5,712,648	5,540,358

## (2) Consolidated Statements of Income and Comprehensive Income

## Consolidated Statement of Income

(Cumulative)

(Thousands of yen)

	January 1st-December 31st, 2023	January 1st-December 31st, 2024
Net sales	6,283,785	5,279,803
Cost of sales	3,869,605	3,522,967
Gross profit	2,414,179	1,756,835
Selling, general and administrative expenses	1,560,998	1,944,584
Operating profit (loss)	853,180	(187,748)
Non-operating income		
Interest income	28	247
Dividend income	3	-
Insurance claim income	-	5,905
Subsidy income	2,850	5,700
Commission income	-	1,855
Income from point cord	784	487
Other	730	1,261
Total non-operating income	4,396	15,457
Non-operating expenses		
Interest expenses	12,140	23,447
Amortization of share issuance costs	3,443	2,209
Provision for loss on sublease	-	8,191
Sublease loss	-	16,382
Special investigation expenses	7,380	-
Consumption tax difference	-	6,089
Other	2,091	805
Total non-operating expenses	25,055	57,125
Ordinary profit (loss)	832,522	(229,416)
Extraordinary income		
Gain on sale of investment securities	-	298,177
Gain on sale of shares of subsidiaries and associates	-	91,462
Gain on reversal of share acquisition rights	1,261	4,914
Gain on sale of non-current assets	1,674	-
Other	-	22
Total extraordinary income	2,935	394,576
Extraordinary losses		
Settlement payments	-	21,552
Loss on retirement of non-current assets	4,403	6,409
Impairment losses	-	423,233
Total extraordinary losses	4,403	451,195
Profit (loss) before income taxes	831,054	(286,035)
Income taxes - current	295,159	89,337
Income taxes - deferred	(52,975)	18,267
Total income taxes	242,184	107,605
Profit (loss)	588,869	(393,640)
Profit (loss) attributable to owners of parent	588,869	(393,640)

Consolidated Statement of Comprehensive Income

(Cumulative)

(Thousands of yen)

	January 1 <sup>st</sup> -December 31 <sup>st</sup> , 2023	January 1 <sup>st</sup> -December 31 <sup>st</sup> , 2024
Profit (loss)	588,869	(393,640)
Comprehensive income	588,869	(393,640)
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	588,869	(393,640)



## (3) Consolidated Statements of Changes in Equity

Previous Fiscal Year ended December 31, 2023 (from January 1, 2023, to December 31, 2023)

(Thousands of yen)

	Shareholders' equity [member]				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Shareholders' equity
Net assets	970,984	615,460	1,204,218	(226)	2,790,437
Changes during period					
Issuance of new shares	58,031	22,131			80,163
Profit (loss) attributable to owners of parent			588,869		588,869
Purchase of treasury shares				(833,950)	(833,950)
Disposal of treasury shares		(4,376)	(64,004)	76,980	8,600
Effect of changes in accounting period of subsidiaries			13,788		13,788
Net changes in items other than shareholders' equity					
Total changes during period	58,031	17,755	538,654	(756,970)	(142,528)
Net assets	1,029,016	633,216	1,742,872	(757,196)	2,647,909

	Share acquisition rights	Net assets
Net assets	15,366	2,805,803
Changes during period		
Issuance of new shares		80,163
Profit (loss) attributable to owners of parent		588,869
Purchase of treasury shares		(833,950)
Disposal of treasury shares		8,600
Effect of changes in accounting period of subsidiaries		13,788
Net changes in items other than shareholders' equity	(9,726)	(9,726)
Total changes during period	(9,726)	(152,254)
Net assets	5,639	2,653,548

Fiscal Year ended December 31, 2024 (from January 1, 2024, to December 31, 2024)

(Thousands of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Shareholders' equity
Net assets	1,029,016	633,216	1,742,872	(757,196)	2,647,909
Changes during period					
Capital reduction	(979,016)	979,016			-
Profit (loss) attributable to owners of parent			(393,640)		(393,640)
Purchase of treasury shares				(23,342)	(23,342)
Disposal of treasury shares		(41,037)		51,218	10,181
Net changes in items other than shareholders' equity					
Total changes during period	(979,016)	937,978	(393,640)	27,876	(406,801)
Net assets	50,000	1,571,195	1,349,232	(729,319)	2,241,108

	Share acquisition rights	Net assets
Net assets	5,639	2,653,548
Changes during period		
Capital reduction		-
Profit (loss) attributable to owners of parent		(393,640)
Purchase of treasury shares		(23,342)
Disposal of treasury shares		10,181
Net changes in items other than shareholders' equity	(4,914)	(4,914)
Total changes during period	(4,914)	(411,715)
Net assets	725	2,241,833

## (4) Consolidated Statements of Cash Flows

(Thousands of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
<b>Cash flows from operating activities</b>		
Profit (loss) before income taxes	831,054	(286,035)
Depreciation	178,774	211,818
Amortization of lease deposits	6,703	23,152
Share-based payment expenses	3,157	-
Impairment losses	-	423,233
Special investigation expenses	7,380	-
Settlement payments	-	21,552
Increase (decrease) in provision for share awards	-	14,912
Insurance claim income	-	(5,905)
Interest expenses on borrowings and bonds	12,383	23,456
Loss (gain) on sale and valuation of investment securities	-	(298,177)
Loss (gain) on sale of shares of subsidiaries and associates	-	(91,462)
Loss on retirement of non-current assets	4,403	6,409
Decrease (increase) in trade receivables	10,686	14,411
Increase (decrease) in trade payables	(51,782)	(83,261)
Increase (decrease) in accounts payable - other	(22,269)	260,957
Increase (decrease) in accrued consumption taxes	(106,214)	84,911
Decrease (increase) in consumption taxes refund receivable	-	(175,427)
Other, net	112,102	(153,071)
<b>Subtotal</b>	<b>986,380</b>	<b>(8,523)</b>
Interest and dividends received	32	247
Proceeds from insurance income	-	5,905
Interest paid	(12,146)	(24,114)
Payments for special investigation expenses	(7,380)	-
Settlement paid	-	(21,552)
Income taxes refund	-	10,617
Income taxes paid	(514,356)	(94,549)
<b>Net cash provided by (used in) operating activities</b>	<b>452,530</b>	<b>(131,970)</b>
<b>Cash flows from investing activities</b>		
Purchase of investment securities	(2,500)	-
Proceeds from sale of investment securities	-	335,924
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(506,510)	-
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	-	246,355
Purchase of property, plant and equipment	(25,420)	(600,095)
Payments of leasehold deposits	(229,530)	(26,534)
Proceeds from refund of leasehold deposits	52,968	41,591
Other, net	4,310	8,799
<b>Net cash provided by (used in) investing activities</b>	<b>(706,682)</b>	<b>6,040</b>

(Thousands of yen)

	Fiscal year ended December 31, 2023	Fiscal year ended December 31, 2024
Cash flows from financing activities		
Proceeds from long-term borrowings	1,740,000	500,000
Repayments of long-term borrowings	(205,908)	(487,268)
Redemption of bonds	(44,000)	(20,000)
Proceeds from issuance of shares resulting from exercise of share acquisition rights	68,540	-
Purchase of treasury shares	(833,950)	(23,342)
Proceeds from disposal of treasury shares	8,600	10,181
Other, net	(2,755)	(1,401)
Net cash provided by (used in) financing activities	730,526	(21,830)
Net increase (decrease) in cash and cash equivalents	476,374	(147,759)
Cash and cash equivalents at beginning of period	2,220,324	2,772,342
Increase (decrease) in cash and cash equivalents resulting from change in accounting period of consolidated subsidiaries	75,643	-
Cash and cash equivalents at end of period	2,772,342	2,624,582