



# Semi-Annual Report

## Fiscal Year Ending Dec.31,2021

### 【English Summary】

Disclaimer: This English summary is only for reference purpose.  
When there are any discrepancies between original Japanese version and English version, the original Japanese version always prevails.



 **B-Lot** Co.,Ltd.

(3452 TSE, First Section)

Sep.2,2021

# *I. Performance Review*

<i>I. Performance Review</i>	<i>P.02-08</i>
<i>II. Business Summary</i>	<i>P.09-28</i>
<i>III. Company Profile</i>	<i>P.29-42</i>

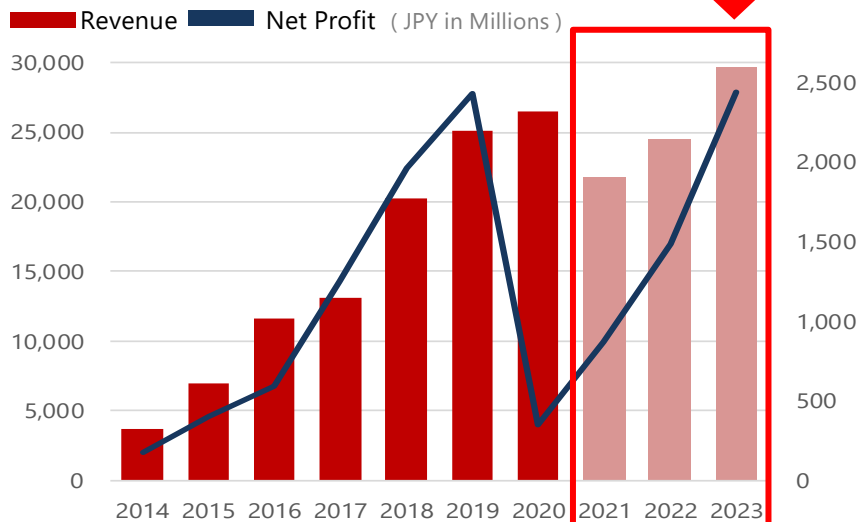
1. Initial fiscal year of the three-year medium-term management plan.  
Good progress made towards achieving the consolidated net income target for the full fiscal year of JPY 870 million.
2. With strong real estate market and skill development among young staff.  
Consulting Business profit up 100.7% year on year.
3. Real estate for sale (JPY 30.4 billion) steadily increased.  
Progress in acquisition in tandem with development of portfolios by region and by type.
4. Capital increased by procuring over JPY 1.6 billion in public offering.  
Aiming for real estate development triggering growth, REIT listing and contribution to crowdfunding.

# I-2. ~ Medium-Term Management Plan ~ Future Growth Concept...Q2 FY 12/21...

## ~ Stable long-term growth through 2023 ~

(JPY in Millions)

	Revenue	Ordinary Income	Net Profit
FY2020 (Actual)	26,481	1,033	344
FY2021	21,700	1,320	870
FY2022	24,500	2,240	1,490
FY2023	29,700	3,640	2,440



### Deep Plowing of Existing Businesses

Delve deep into customer needs and promote geometric growth of existing businesses

### B-LOT REIT IPO

Leverage our Group's information power to achieve JPY50bn AUM and ongoing business

### Steady 20% Earnings Growth

Aim for 20% yearly annualized growth in consulting and management

### Cultivate Future Leaders

Fortify business professionals  
Become a treasure trove of talented human resources

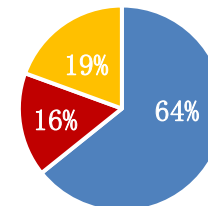
### 25% or Higher Equity Ratio

Take measures to build up capital and lay stable financial foundation

### Add More Corporate Partners

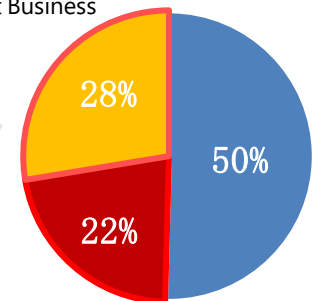
Find time to add to our number of corporate partners under principle of mutual prosperity

- Real Estate Investment and Development Business
- Real Estate Consulting Business
- Real Estate Management Business



2019

Gross profit breakdown results



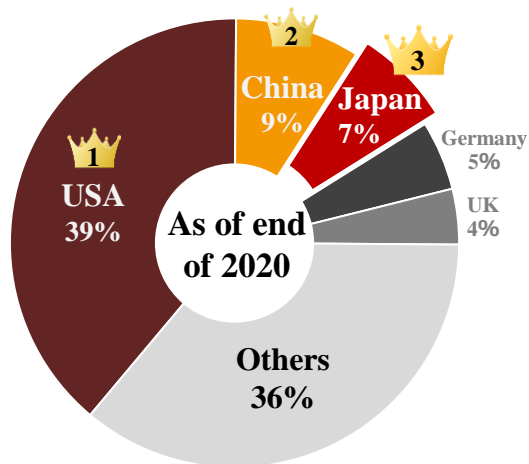
2023

Gross profit breakdown targets



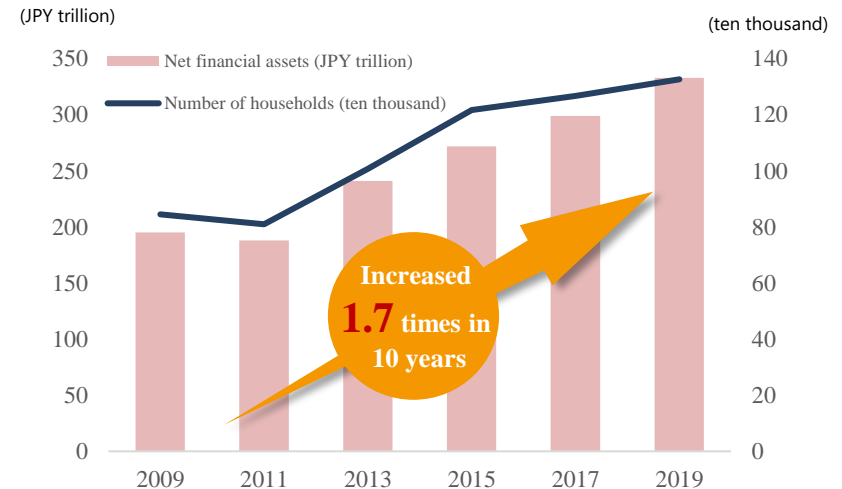
**The wealthy population in Japan is increasing. They have a problem on who they should consult regarding management.**

■ Distribution of millionaires worldwide



Source: Created by B-Lot on the basis of Credit Suisse: The Global Wealth Report 2021

■ Trend in wealthy households with assets of JPY 100 million or more in Japan



Source: Created by B-Lot on the basis of a news release from Nomura Research Institute in 2020

■ Change in views on management of personal assets under the pandemic (among wealthy and very wealthy business owners and managers)

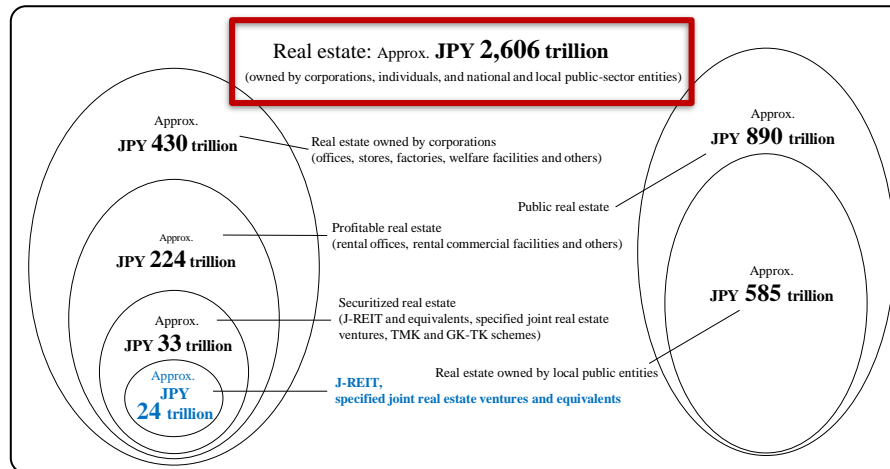


46% feel that asset management based on their own ideas has a limitation.

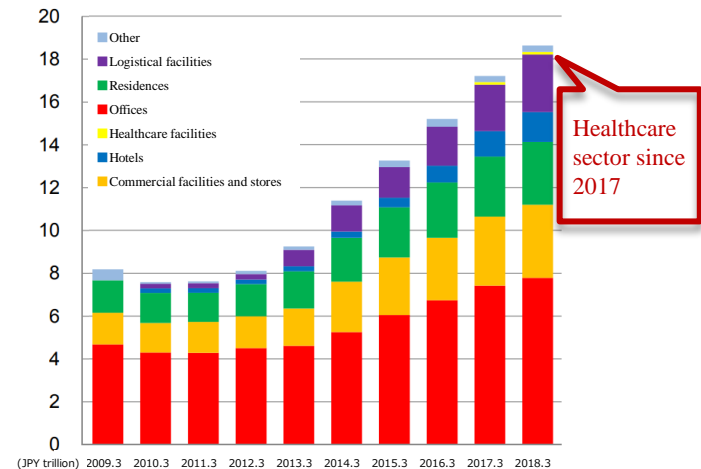
42% need reliable experts who they can seek advice on asset management from.

**The total stock of real estate in Japan amounts to approx. JPY 2,606 trillion.  
As assets diversify, expertise in real estate is of increasing significance.**

### Japan's real estate investment market \* Figure 1



### Assets invested in by J-REIT and asset scale \* Figure 2



### Economic ripple effect of sharing economy on real estate \* Figure 3

(JPY hundred million)

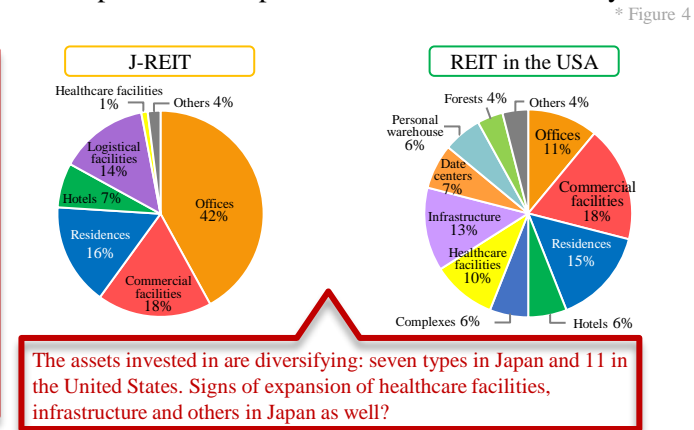
	FY2018	Base scenario for FY2030	Problem-solving scenario for FY2030
Manufacturing	3,138	8,946	18,087
Commerce	1,894	5,399	10,916
Finance & Insurance	815	2,322	4,694
<b>Real Estate</b>	<b>2,160</b>	<b>6,159</b>	<b>12,451</b>
Transport & Post	842	2,401	4,854
Telecommunications	886	2,526	5,107
Services	3,117	8,886	17,966
Other	1,268	3,613	7,306
Total	14,120	40,252	81,381

Tenant attributes are increasingly diversifying, such as shared offices, rental meeting rooms and vacation rental accommodations.

Hopes are laid on use of idle land.

The market size is expected to grow.

### Japan-U.S. comparison in assets invested in by REIT \* Figure 4

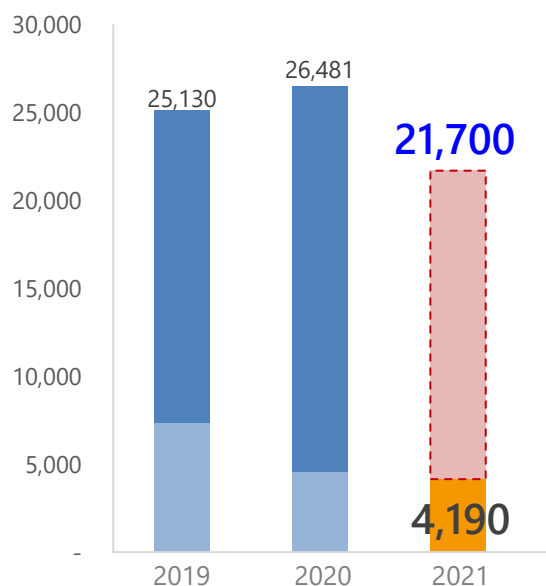


~ Net profit and other KPI shows a sound growth ~



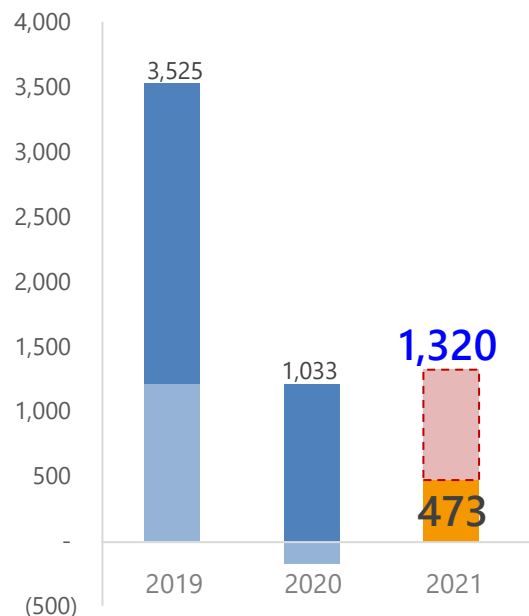
(JPY in Millions)

FY2021 Forecast  
2Q FY2021 Actual results



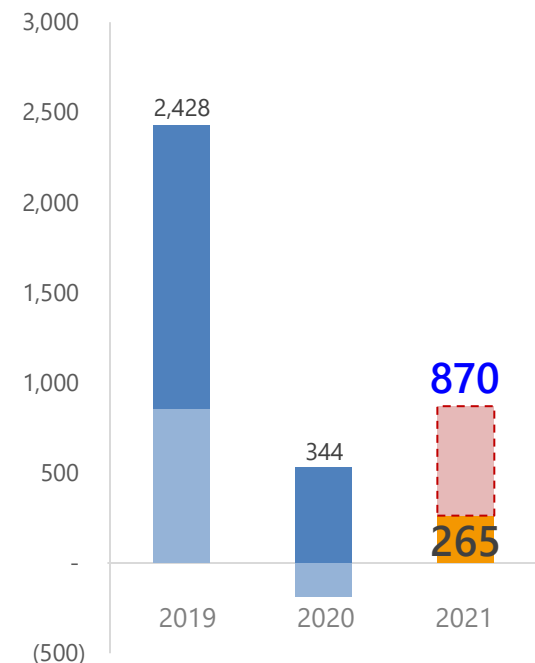
(JPY in Millions)

FY2021 Forecast  
2Q FY2021 Actual results



(JPY in Millions)

FY2021 Forecast  
2Q FY2021 Actual results



## I-4. Consolidated PL / BS Summary

...Q2 FY 12/21...

**Consulting Business doubled its profit year on year.**

**Equity ratio rose from 17.5% at the end of December 2020 to 20.2% through public offering.**

Consolidated P&L Summary		(JPY in Millions)	
	2020/6.	2021/6.	YoY change
<b>Revenue</b>	<b>4,603</b>	<b>4,190</b>	<b>△9.0%</b>
(1) Real Estate Investment and Development business	2,915	2,268	△22.2%
(2) Real Estate Consulting business	673	1,027	52.5%
(3) Real Estate Management business	1,014	894	△11.8%
<b>Gross profit</b>	<b>1,738</b>	<b>2,052</b>	<b>18.0%</b>
SG&A	1,519	1,345	△11.5%
<b>Operating income</b>	<b>218</b>	<b>707</b>	<b>223.0%</b>
(1) Real Estate Investment and Development business	191	344	79.5%
(2) Real Estate Consulting business	263	529	100.7%
(3) Real Estate Management business	320	285	△11.1%
Other (company-wide expenses)	△557	△451	△19.0%
<b>Ordinary income</b>	<b>△175</b>	<b>473</b>	<b>—</b>
<b>Net profit for the period</b>	<b>△186</b>	<b>265</b>	<b>—</b>

Consolidated BS Summary		(JPY in Millions)	
	2020/12.	2021/6.	YoY change
<b>Assets</b>	<b>45,961</b>	<b>47,543</b>	<b>3.4%</b>
Current assets	41,476	43,454	4.8%
Fixed assets	4,451	4,062	△8.7%
Deferred assets	34	26	△21.3%
<b>Liabilities</b>	<b>37,923</b>	<b>37,900</b>	<b>△0.1%</b>
Current liabilities	13,866	17,293	24.7%
Fixed liabilities	24,056	20,607	△14.3%
<b>Net assets</b>	<b>8,038</b>	<b>9,643</b>	<b>20.0%</b>
<b>Total liabilities and net assets</b>	<b>45,961</b>	<b>47,543</b>	<b>3.4%</b>

※The above revenue does not include internal transactions between segments.

## ***II. Business Summary***

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## II-1. Real Estate Investment Development Business

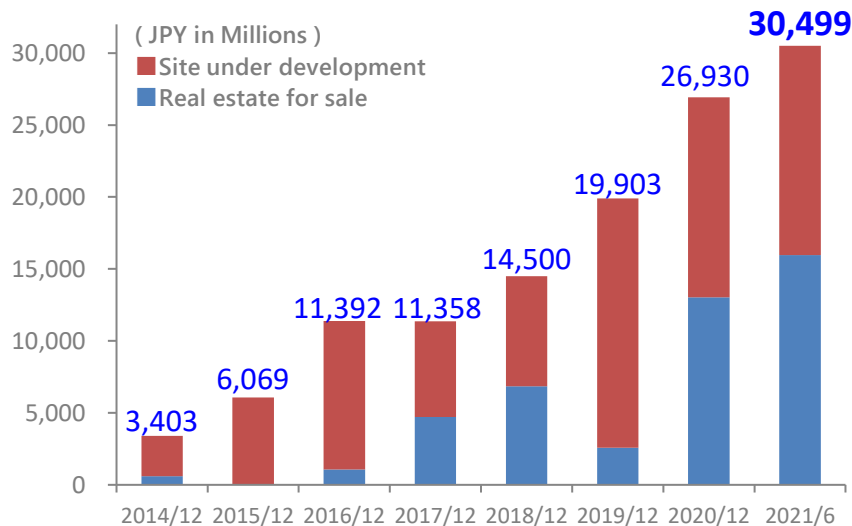
...Q2 FY 12/21...

Business profit was JPY344M (79.5% YoY)

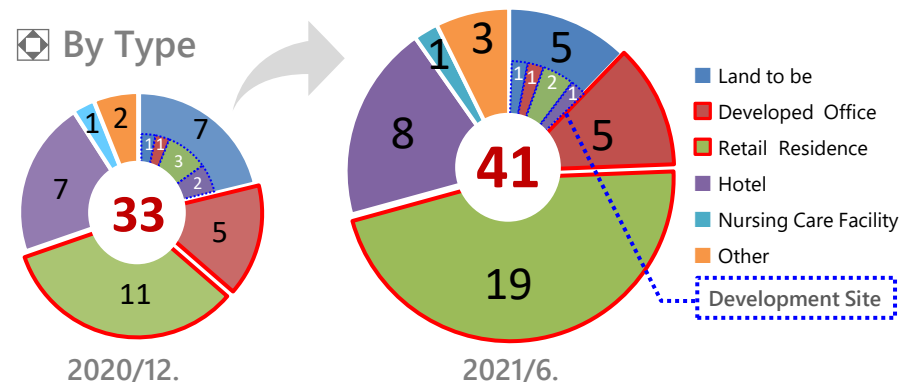
(JPY in Millions)

	2020/6.	2021/6.	YoY change
Revenue	2,915	2,268	△22.2%
Operating profit	191	344	79.5%

With smooth progress in acquisition, the balance of real estate for sale rose to JPY 30.4 billion.



Proactively purchase housing and offices, boosting the ratio to above 58%!



\*Bulk deal is calculated as one.(B-Lot Only)

Built residence

A series of B-LOT RESIDENCE



Aichi / Nagoya city, Sakurayama  
Completed sale !

Towards supplying high quality urban condominiums



# Upcoming Properties

## Revitalization

## Residence



Tokyo / Nishi-magome



Tokyo / Gakugei-daigaku



Tokyo / Shinjuku-sanchome



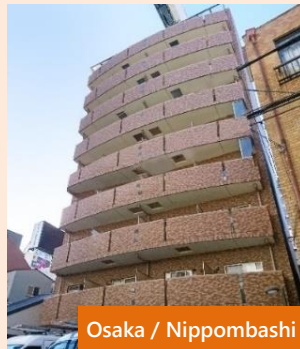
Tokyo / Shinjuku-sanchome



Tokyo / Hatanodai



Aichi / Aratama-bashi



Osaka / Nippombashi

## Revitalization

## Office Bldg.



Tokyo / Roppongi



Fukuoka / Hirao



Tokyo / Gakugei-daigaku

## Development

## New projects



Completed in  
March 2021



Aichi / Heian-dori  
*Residence*



Tokyo / Sendagi

Fukuoka / Hakata  
*Office Bldg.*

**Coming  
Soon**

Business profit was JPY529M (100.7% YoY)

(JPY in Millions)

	2020/6.	2021/6.	YoY change
Revenue	673	1,027	52.5%
Operating profit	263	529	100.7%

The number of contracts concluded increased four folds amid diversification of transaction projects.

Percentage of Brokerage / Consulting by area



Planning & Development

Project for effective use of idle land

Fukuoka / mihiro345



Supervision of building construction and consultation

Helping increase regional attraction

Asset consulting for the wealthy provides reassurance in the era with life expectancy of 100 years.

Yukkuri Fudosan on YouTube  
Presenting real properties to create a sensation

More than one million views



Scan this for details.

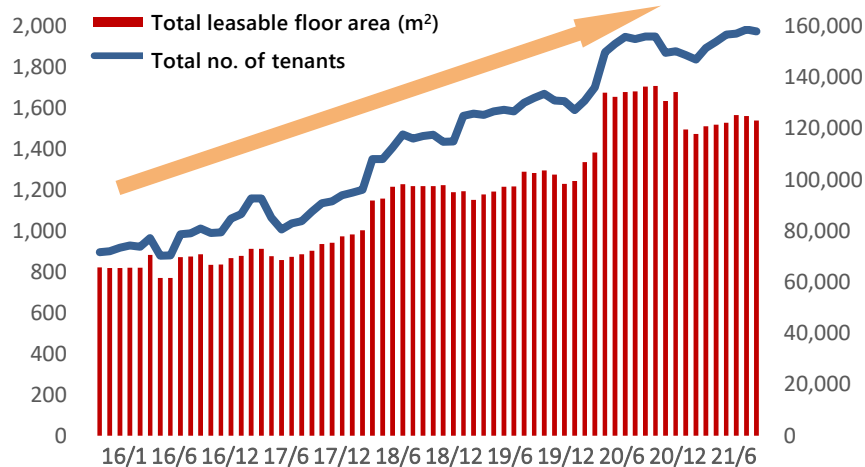


Business profit was JPY285M ( $\triangle 11.1\%$  YoY)

(JPY in Millions)

	2020/6.	2021/6.	YoY change
Revenue	1,014	894	$\triangle 11.8\%$
Operating profit	320	285	$\triangle 11.1\%$

Steady growth in commissioned management



### Evolution & Improvement

### Actions in SDGs-based management

#### Shift to electronic contracts



- ✓ Exceeding 700 contracts in cumulative total
- ✓ Encouraging the paperless shift

#### Push for LED lighting



- ✓ Slashing energy consumption
- ✓ Reducing maintenance and management costs

#### Installation of digital signage



- ✓ Communication in case of emergency
- ✓ Distribution of disaster control information

#### Promotion of unattended delivery



- ✓ Reducing redeliveries to cut CO2

**SUSTAINABLE  
DEVELOPMENT  
GOALS**



# Business portfolio

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Indoor cemetery and Funeral hall



# Indoor cemetery × Corporate revitalization

## Cemeteries in August 2021 Listed in Japan's Top 10

Japan's Top 10 Cemeteries is an award honoring the top ten cemeteries in terms of contracts obtained through the e-ohaka website in the period from February to July 2021 from among cemeteries across the country featured on the website.

We merged and acquired a company owning and running an ossuary and a funeral hall in 2019.

After large-scale renovation and extension, sales were started in August 2020. We are working on corporate revitalization.



Yokohama Seien  
website



Nov. 2020 issue of monthly  
*Funeral Business*



B-Lot Esaka Building  
in Osaka Prefecture



**REIT** × **Real estate  
revitalization**

**B-Lot REIT under management  
since November 2020**

The first REIT investing in B-Lot Esaka Building came under management with assets under management (AUM) of approximately JPY 13.0 billion. It is aimed at increasing the AUM to JPY 50.0 billion by 2023. It is managed by a subsidiary, B-Lot Asset Management Co., Ltd.

## Condominiums for subdivision × Commissioned sales

### The first case of outsourced sales in the Hokkaido region

#### - Branz Tower Sapporo Odori Koen -

Applications currently accepted on a first-come-first-served basis for a total of 179 units

We merged and acquired a sales agency for newly constructed condominiums for subdivision in April 2016.

In April 2021, an absorption-type merger was conducted to integrate the sales agency into B-Lot Co., Ltd.

We will capitalize on the expertise and synergy we developed in past sales operations to continuously expand our scope of business.



Branz Tower  
Sapporo Odori Koen  
website



Sales results  
in East Japan



Sales results  
in West Japan

**BRANZ** TOWER Sapporo Odori Koen



# GOLF × Corporate revitalization

## A much-awaited golf cart navigation system introduced in July 2021

In 2018, we merged and acquired a golf course in the city of Tsuruga in Fukui Prefecture. We have since been working on revitalizing it.

In 2020, it served a cumulative total of more than 35,000 visitors. We are making contribution to local communities in the Hokuriku region as well.



T&K website



Tsuruga Kokusai  
Golf Club website





Natural  
energy

×

SDGs

**30,000 m<sup>2</sup>** of solar panels  
installed and **in operation**

\* Total area of land lots in the two properties owned

The B-Lot Group will support the Sustainable Development Goals (SDGs).







**HOTEL** × **Regional  
vitality**

## **B-Lot Hospitality Management Co., Ltd.**

In January 2017, we merged and acquired a hotel operator to acquire the hotel it ran.

In July 2021, its company name was changed to make a fresh start.

We will engage in planning in the area of operation and in operation services as well.







# Close up!

Towards creating epoch-making projects



# Public offering for capital increase

~ Building up stable earnings and moving steadily forward as we aspire to build a 100-year corporate group ~

- ◆ Aggressive investment strategies in the Post-COVID-19
- ◆ Reinforcing business growth by expanding stable earnings
- ◆ Diversification of funding sources and sales techniques combining real estate and finance

## Overview of Offering

Dates	Resolution on June 11, 2021, terms determined on June 21, 2021
Number of shares offered	Total number of shares: 3.45 million (public offering: 3 million shares, OA: 450,000 shares)
Issuance price	JPY 573
Fund procurement value	JPY 1,856 million (including overallotment)

We planned to carry out a public offering for increasing capital in February 2020 but unavoidably decided to cancel it since it was difficult to foresee whether or not the move would unfailingly increase our corporate value during a period of market turmoil after the indications of the global spread of COVID-19.

Now we have decided to carry it out after estimating that our corporate value could be improved over the medium to long term by steadily allocating the funds for the purposes mentioned on the next page in a situation where the post-pandemic era was coming into sight.

# Public offering for capital increase

## < Funding >

### ① Projects funds for HakoneAshinoko Hotel Condominium

JPY 1 billion

We are advancing the biggest project since the founding of the B-Lot Group, in which a world-leading five-star luxury hotel operator wishes to launch.

### ② Purchase price of real estate asset for sale

JPY 356 million

We are planning to actively purchase real estate for sale with a focus on properties for residential purposes and to use the fund for warehousing by B-Lot REIT, Inc. inaugurated last year.

### ③ Investment in JV company and SPCs in the healthcare field

JPY 300 million

We have set up a joint venture with CARE TWENTYONE CORPORATION, a company listed on the JASDAQ section of the Tokyo Stock Exchange, with a view to creating healthcare facilities sought by society. We will invest in special purpose companies on a project-by-project basis in a bid to increase business opportunities.

### ④ Subordinated investment in B-Den (crowdfunding business)

JPY 200 million

We will use the fund for widening the product lineup in the real estate crowdfunding business launched in April 2021 in partnership with SBI Securities Co., Ltd. and for otherwise expanding this business.

\*Warehousing

When a property is acquired in a REIT from a third party, the sponsor company holds the property for a certain period of time, and then the investment corporation acquires the property at the opportune time.

# *Projects for Hakone Ashinoko Hotel Condominium*



Ashino-Lake

139° 01'13E

**SITE**

35° 11'19"N

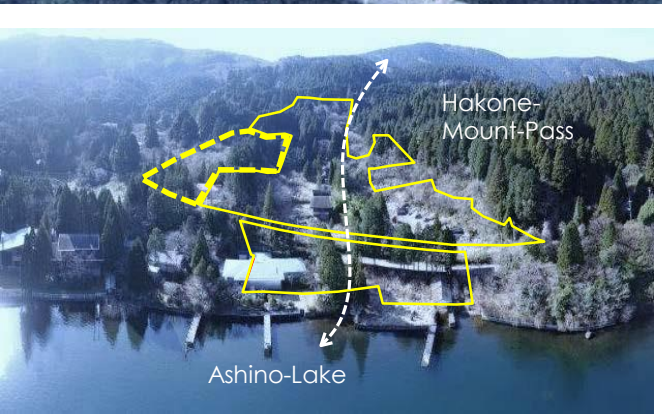
## Prime location

Right in front of Lake Ashinoko,  
Hakone with magnificent views and  
rich nature

**National park grounds**  
**Approx. 33,200 m<sup>2</sup>**

Hakone-Mount-Pass

- Facing the shore of Lake Ashinoko
- Elevation differences of 30m within the site



Hakone-Mount-Pass

Ashino-Lake

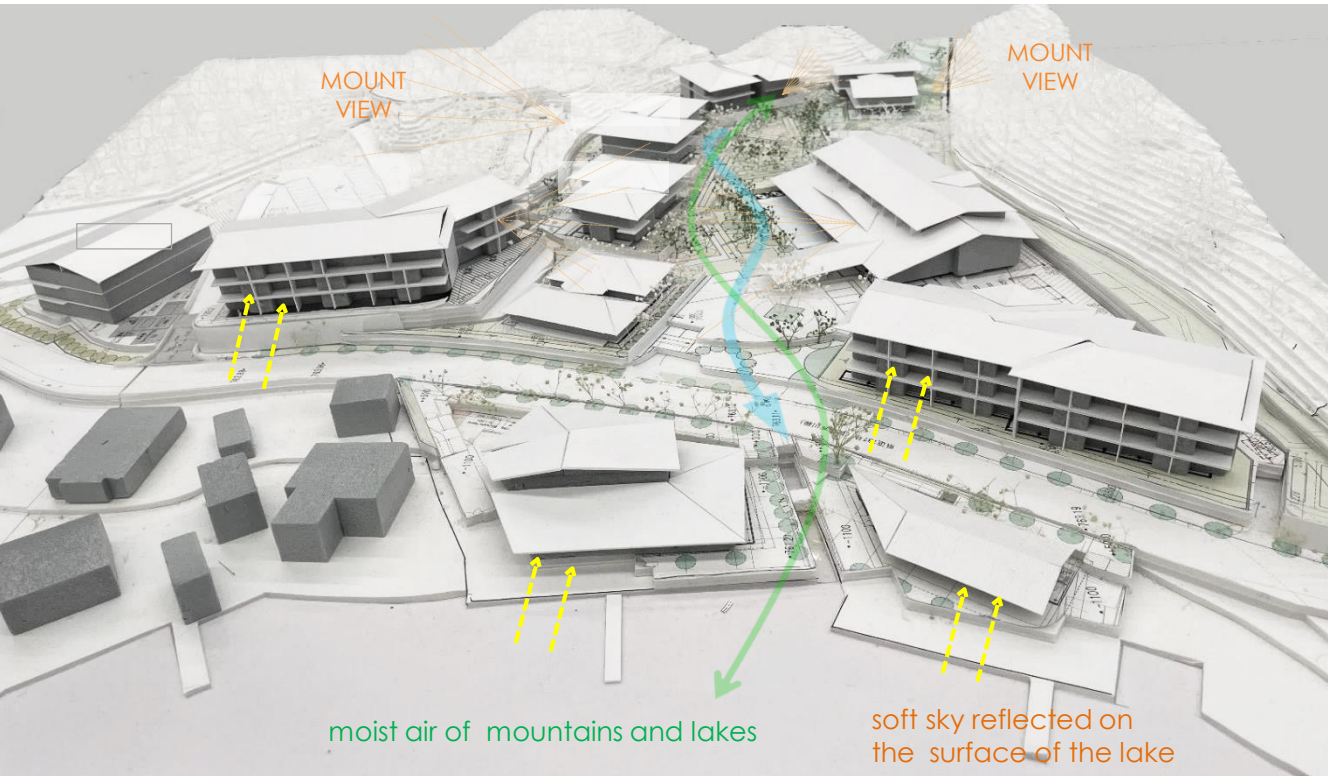
\*The information on this page is based on current plans and images, and is subject to change without notice.



# *Projects for Hakone Ashinoko Hotel Condominium*

## World-renowned luxury hotel operator

Would be their second project in Japan  
and first in resort



## Outline of hotel condominiums (projected)

Building area : Approx. **6,300**m<sup>2</sup>

Building floor area : Approx. **13,100**m<sup>2</sup>

Total no. of rooms : **74** rooms

Hotel (NAGAYA) × **53** rooms

VILLA × **21** rooms

\*The information on this page is based on current plans and images, and is subject to change without notice.

# Investment in JV company and SPCs in the healthcare field

## GK HEALTH CARE IP



株式会社 ケア21 &



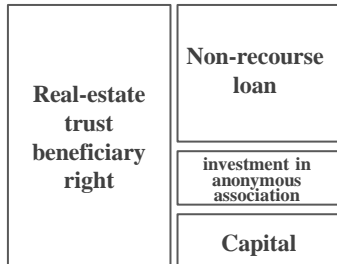
B-Lot

CARE TWENTYONE CORPORATION

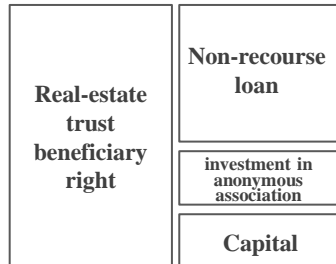
Project management for the development of healthcare facilities, etc., to make contributions to a super-aging society.

- Sourcing
- SPC formation
- Mid-term management
- Sales

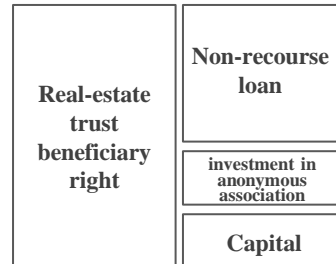
### SPC



### SPC



### SPC



Investors in REITs, funds, etc.

Aiming to provide consulting services for **6 facilities (SPC)** in **2 years**

***[Fintech]***



**B-Den**

*(crowdfunding business)*

## Our Vision

### **B-Den = Assets**

The name derives from the traditional Japanese word for *biden*, literally meaning "fertile rice paddies" and suggesting assets. B-Den aims to design products that will be assets for investors.

### **Attempt for new assets**

Attempt to revitalize new assets subsequent to the ossuary and the golf course and to open new markets.

### **Real estate x Direct finance**

Attempt to be a means of managing JPY 1,900 trillion worth of household financial asset balance.  
Creating a real estate investment market with high transparency.

### **Starting with a cumulative total value of JPY 5.0 billion**

Start with properties with a cumulative total value of JPY 5.0 billion to accumulate know-how Offering earnings opportunities to investors and maximizing the Group's profit.





## Product design

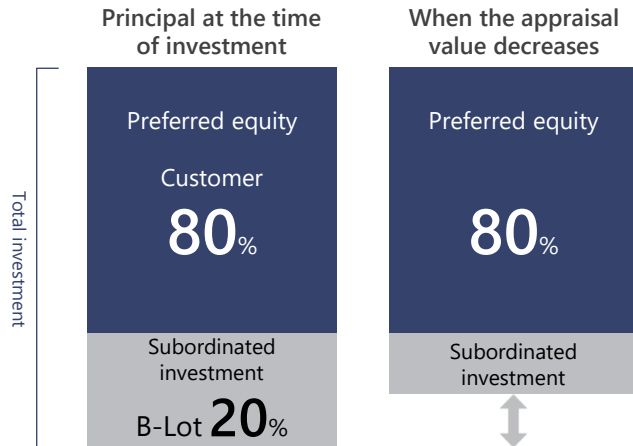
The fund acquires a property at a value equivalent to or lower than its appraised value.



We determine a subordinated investment ratio according to the property.



The risk of principal loss is reduced for preferred investors.



\*Actual share of equity varies by product. Percentages presented here are for descriptive purposes

\*The customer's principle is not affected (as long as the amount of devaluation is less than B-Lot's share of equity)

Expected Yield

2.0%~

Minimum Investment amount

JPY 100,000~

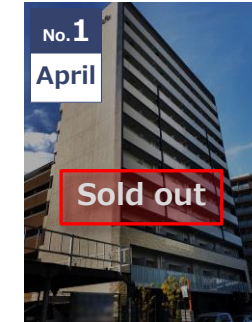
Tenor

6month

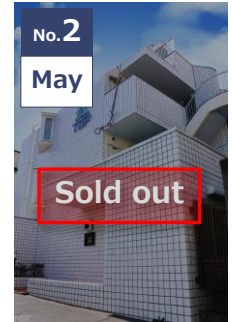
## Results in 2021



Tokyo / Minato-ku Condominiums  
10minutes walk from Omote-sando station on the Tokyo Metro Ginza Line



Osaka / Osaka city Condominiums



Tokyo / Meguro-ku Condominiums

## Fund No.3

Expected rate of return (annualized, pre-tax)	Expected management period
2.0%	Approx. 6 months
Target amount	Unit
JPY 50 million	JPY 100,000 per unit

Appraised at over JPY 150 million

Offering at JPY 50 million  
Sold out in 120 seconds

Investor registration currently accepted





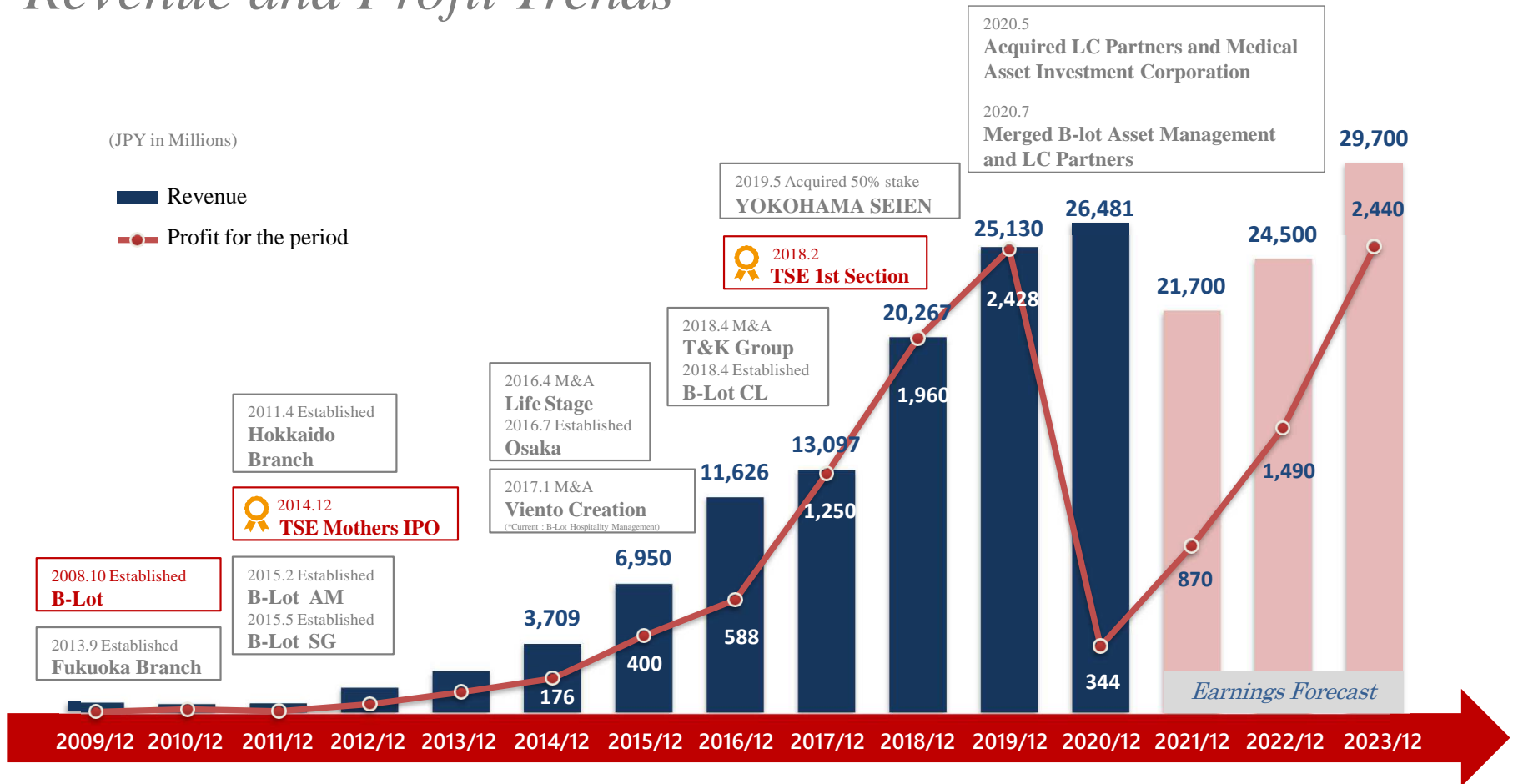
# *III. Company Profile*

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# Revenue and Profit Trends

(JPY in Millions)

■ Revenue  
—●— Profit for the period



***B-Lot Channel, Now Streaming!***



B-Lot YouTube

Search

「B-Lot Channel」

「History of B-Lot」



## Company Profile =as of June 30, 2021 =

### Company Name

B-Lot Company Limited

### Head Office

1-11-7, Shimbashi, Minato-ku, Tokyo,  
105-0041 Japan

### Establishment

October 10, 2008

### Capital

JPY 1,870,402,283

### President

Makoto Miyauchi

### Number of Employee

134 employees (182 as Consolidated)

### Listed Date

December 11, 2014 (TSE Mothers Market : 3452)  
February 02, 2018 (TSE 1st Section : 3452)

### Offices

Hokkaido, Nagoya, Osaka , Fukuoka

### Subsidiaries

B-Lot Asset Management Co., Ltd (100% Subsidiary)  
B-Lot Singapore Pte., Ltd. (100% Subsidiary)  
B-Lot Hospitality Management Co., Ltd. (100% Subsidiary)  
\*July 01, 2021: Changes in the name of a company.  
T&K Co.,Ltd.  
B-Lot Capital Link Co.,Ltd (100% Subsidiary)





## Makoto Miyauchi Representative Director and President (Born in February 1969)

Acquired BA in Political Science at Keio University, Tokyo and MBA at University of Washington, Seattle. A former banker (at Sanwa Bank - currently MUFG) with expertise in project financing, property loans, and securitization.

Established B-Lot to start new real estate and financial businesses in 2008. A well-known, influential business executive in Japan.



## Shinichi Hasegawa Director and Deputy President (Born in July 1972)

Acquired BA in Commercial Science at Sapporo Gakuin University.

Has been responsible mainly for purchase and sales real estate brokerage business.

Made tremendous contribution for Sun Frontier Fudousan Co., Ltd.(TSE first section 8934)

to be listed in the JASDAQ Stock Exchange in 5 years and in the Tokyo Stock Exchange in 8 years since its incorporation. Assumed the Deputy President of B-Lot in 2008.

Set up new branches in Singapore & Hokkaido by himself and creates new investment networks.



## Masahiro Mochizuki Director and Deputy President (Born in October 1972)

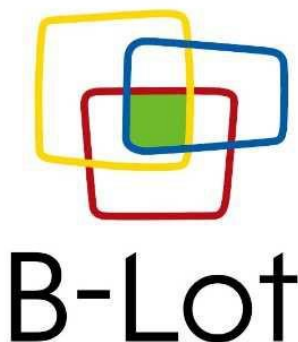
Acquired BA in Real Estate at Meikai University.

Established a new business field in real estate value-up called "Re-planning" in 2001, responsible for purchasing, improving value, selling, and securitizing properties.

Specialized in 'revitalization and conversion business on real estate'.

Has dealt more than 150 transactions, becoming a most recognized authority in the field of real estate value-up.

Held a number of seminars mainly about revitalization.



The logo is ...  
a symbol of our foundation.



The rounded corners of the squares express flexibility and balance.

The company was established in October 2008, and all three founders had different areas of expertise and networks.

President Makoto Miyauchi has a strong background in finance, Deputy President Shinichi Hasegawa is extensive expertise in consulting and customer development and Deputy President Masahiro Mochizuki is skilled in property revitalization (acquisition and sales). Previously, they managed a real estate company listed on the TSE 1st Section.

In December 2014, B-Lot listed on the TSE Mothers market with 27 employees, just six years and two months after its founding, which was faster than any other real estate company following the global financial crisis.

In February 2018, the company transferred its listing to the TSE 1st Section.

## Our Businesses

B-Lot is a real estate and financial consulting company providing one-stop service to our clients with profound experiences and networks.





## Real estate revitalization

We acquire real estate that has been undervalued for various reasons, including problems with profitability and legal compliance.

We improve asset value and profitability by utilizing the characteristics of each property and making full use of our own planning capabilities and revitalization expertise.



### Purchasing Advantages

#### Investment range:

Major cities, wide variety of uses, wide price range

#### Information collection:

Unique purchasing network developed over the years

#### Decision-making ability:

Ability to make decisions at a fast pace

#### Properties with issues:

Ascertain revitalization prospects and calculate optimal future price

### Adding value

#### Increased income:

Leasing, operators reforms

#### Reducing costs:

Reducing maintenance and management costs

#### Revising violations:

Consolidating rights and purchasing adjacent land

#### Appropriate use:

Renovations, conversions, repairs, new equipment

### < Revitalization >



MAISON MILANO NAKATSU [Osaka]



Terrace Ginza [Tokyo]

## Real estate development

By ourselves, we acquire lands and commit to design and functionality through our integrated system of planning, development, management, and operation.

We develop buildings as real estate that are familiar to local residents and tenants as well as generate long-term stable income.



- 1 We provide consulting services for your business success based on in-depth marketing.
- 2 We plan high value-added products that meet the needs of consumers according to the needs of business owners and clients.
- 3 We are involved in all aspects of planning for development projects, including construction schedules and sales plans.
- 4 We make designs with partner companies who have a wealth of experience.
- 5 We supervise the progress of projects to ensure that the construction schedule and costs remain as planned.
- 6 We provide full support for leasing, management, and subsequent operations.

### < Development >



B-LOT SAKURAYAMA RESIDENCE [Aichi]



Toranomon SE Building [Tokyo]

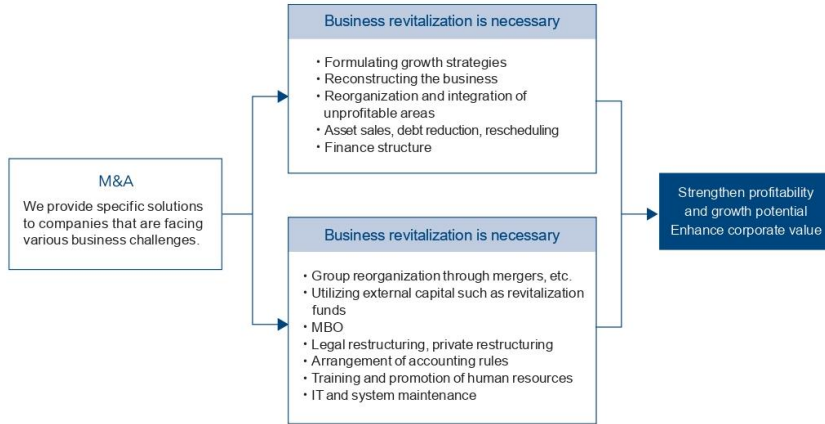
## I-2. Real Estate Investment Development Business

...Q2 FY 12/21...

### Corporate revitalization and business succession

B-Lot conducts M&A of companies and businesses that are facing issues such as lack of successors and shrinking markets.

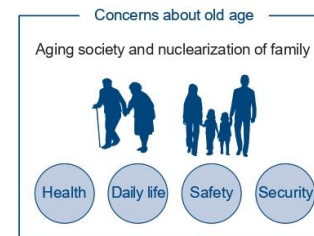
Through proper management and guidance, we are building an organization with a solid sense of unity and revitalizing our core businesses.



### Real estate for seniors

In recent years, services for seniors have been garnering attention due to social changes such as the increase in the elderly population.

We invest in real estate for seniors that meets the needs of society, and provide real estate in partnership with medical institutions and other organizations.

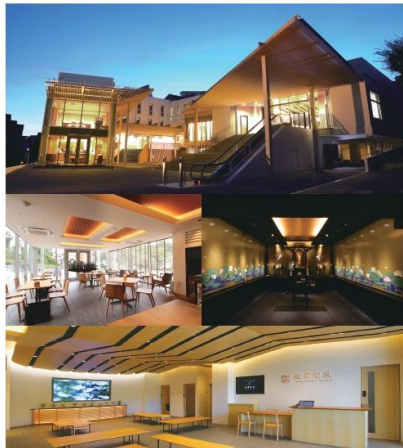


### Features of real estate for seniors

Peace of mind thanks to a variety of shared facilities and health support services

Restaurant for tenants	Hot spring facilities and large baths
Security	Concierge services
Group activities	Cooperation with medical institutions
Universal design	Staff available 24 hours a day

#### Company revitalization



Yokohama Seien  
Business details: Own and sell charnel house, operate adjoining restaurant



T&K  
Business details: Design and operate gold courses

#### Projects



Kamakura City Nursing Home New Construction Project  
[Kanagawa Prefecture]





# II-1. Real Estate Consulting Business

...Q2 FY 12/21...

## Real estate brokerage

We provide high quality real estate information by utilizing our extensive experience, knowledge, and network. Professionals who are well versed in the real estate investment market assist our clients in the purchase, sale, and operation of their properties.

### Sales support services

We offer real estate not often available to the public through referrals from lawyers, tax accountants and financial institutions as well as real estate which individual investors and listed companies can quickly sell with ease due to their circumstances.

### Purchasing support services

Our purchasing support services meet the needs of investors because we research the area characteristics and market along with analyzing profitability of the real estate.

### Leasing brokerage

Utilizing our own unique network, we provide leasing brokerage services for offices, stores and residences.

### Consulting

We also offer proposals for effective use of land, and conduct general negotiations related to real estate, such as rent and land rent revision.



### < Brokerage >



Shibuya Center Building [Tokyo]



Branche Hakata Sumiyoshi [Fukuoka]

## Asset consulting

Our specialized consultants formulate real estate management strategies based on multifaceted analysis and provide comprehensive asset management support, including effective use of land and asset reconfiguration, as well as inheritance measures and business succession for the next generation.

### Inheritance and business succession

We are building a real estate portfolio effective in formulating tax saving plans and inheritance measures through establishing an asset management company.

### Agency negotiation services

We provide general negotiation services for real estate such as rent and land rent revision.

### Exchange and effective use

We propose and achieve land exchange and effective utilization.



### < Effective usage and consulting >



mihiro345 [Fukuoka]



Naha Nishi 2-Chome Project [Okinawa]

## II-2. Real Estate Consulting Business

...Q2 FY 12/21...

### Consignment Sales

We provide marketing and planning support to developers while providing them with feedback on customer needs that we have obtained through past experience. We develop highly specialized condominium sales as a partner for developers and clients.



- 1 We receive requests from developers and conduct research on the potential of the development site through data and interviews.
- 2 We analyze various data to create and propose plans that predict market needs.
- 3 We offer integrated management of customer needs and desired life plans for visitors to the model rooms through a database of past proposals and negotiations.
- 4 A consistent follow-up system in place from contract to delivery to improve the contract rate.
- 5 After sales are completed, we compile and analyze the data and report it to the developer. These efforts are highly appreciated and lead to repeat business for the next development project.

#### < Consignment sales >



Livio City Mikunigaoka [Osaka]



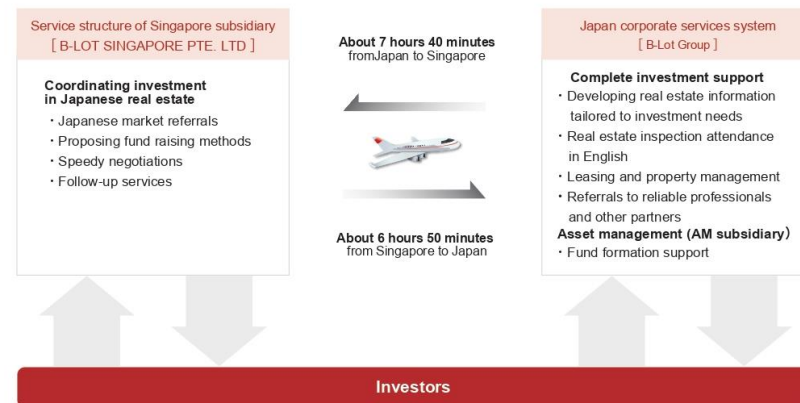
Branz Tower Toyosu [Tokyo]



Proud City Hiyoishi Residence | II III [KANagawa]

### Overseas investors support [B-LOT SINGAPORE PTE. LTD]

The B-Lot Group utilizes its own unique consulting capabilities to develop real estate information for inbound investment needs in Japan, and provides a one-stop services from purchase to operation and sale.



#### < Consulting >



Karuizawa Villa [Nagano]



KAMUI NISEKO [Hokkaido]

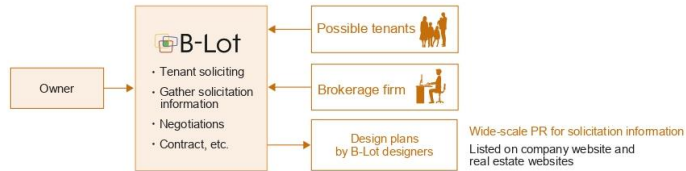


## III-2. Real Estate Management Business

...Q2 FY 12/21...

### Property management

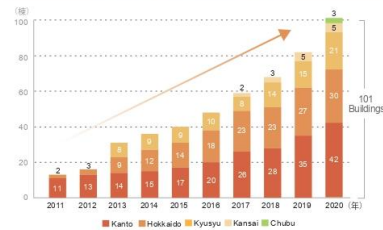
We provide contract-related management services such as tenant solicitation, tenant negotiation, contract work, renewal, and cancellation on behalf of owners to improve the profitability of properties owned by wealthy individuals and investors.



#### Monthly reports

Income and expenditure report	Formulation of operation rate table
Tenant status report	Repair history
Annual budget formulation	Building management schedule formulation
Market reports	etc...

#### PM consignment building trends



#### Consignment management



Navile Court Keigo [Fukuoka]



Crestage S6W12 Tower [Hokkaido]

### Ownership and operation of income-producing real estate

We own real estate that has value, and we handle all operations related to leasing.

We build relationships of trust with our tenants and clients, and we own and operate our properties with detailed services that give our tenants peace of mind.



Bay East [Kanagawa]



Keiun Building [Tokyo]

#### SDGs Initiatives

B-Lot is committed to supporting the Sustainable Development Goals (SDGs). We have entered the solar power generation business because we believe that it is our role to protect the environment and leave a beautiful earth for future generations by promoting renewable energy in the form of solar power.



Joso City Solar panels [Ibaraki]



Kasama City Solar panels [Ibaraki]

# B-LOT SINGAPORE PTE. LTD.

B-Lot Singapore Pte. Ltd. was established to provide a variety of investment solutions for Asian investors.

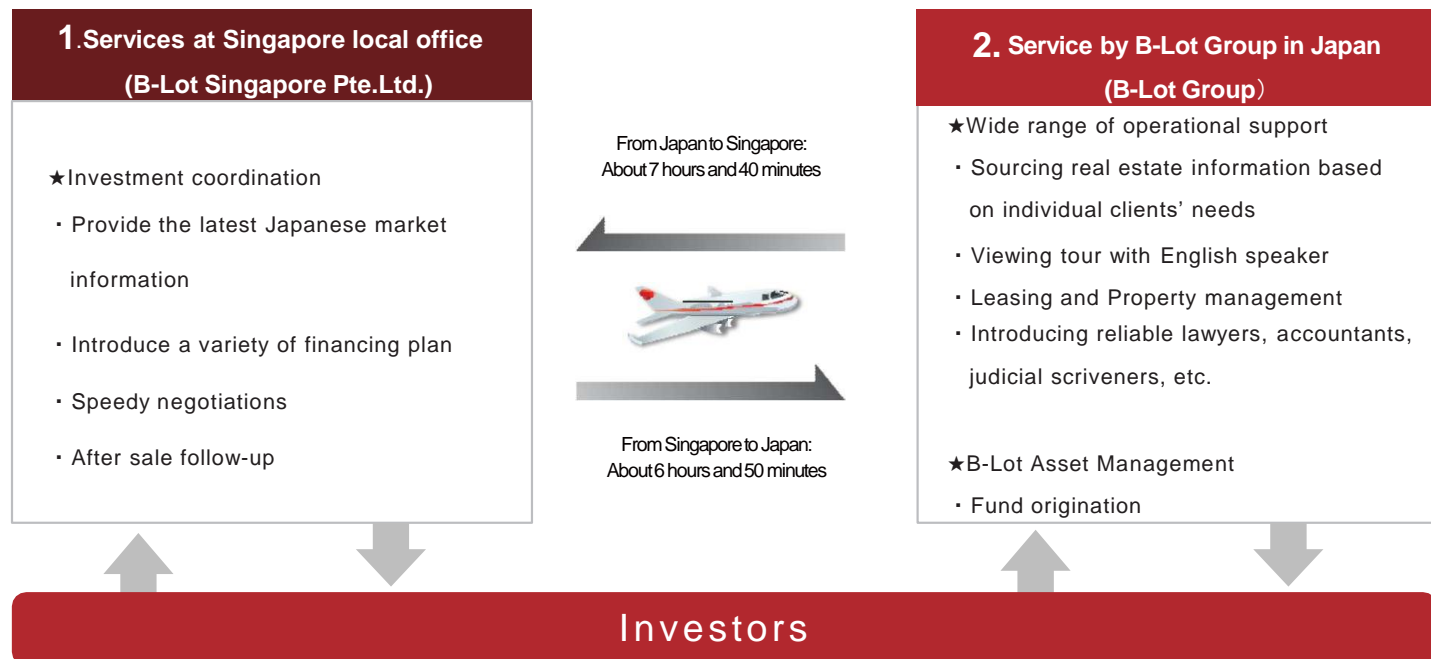
We are a one-stop service provider for real estate purchases, sales, property management and asset management in the part of the B-Lot Group that specializes in sourcing and consulting with real estate.

B-lot Singapore aims to meet the expectations of smooth asset operations for Asian investors regarding inbound investment needs in Japan.



Chief Customer Officer  
Shinichi Hasegawa

## — Business Model —





# B-Lot Asset Management Company Limited

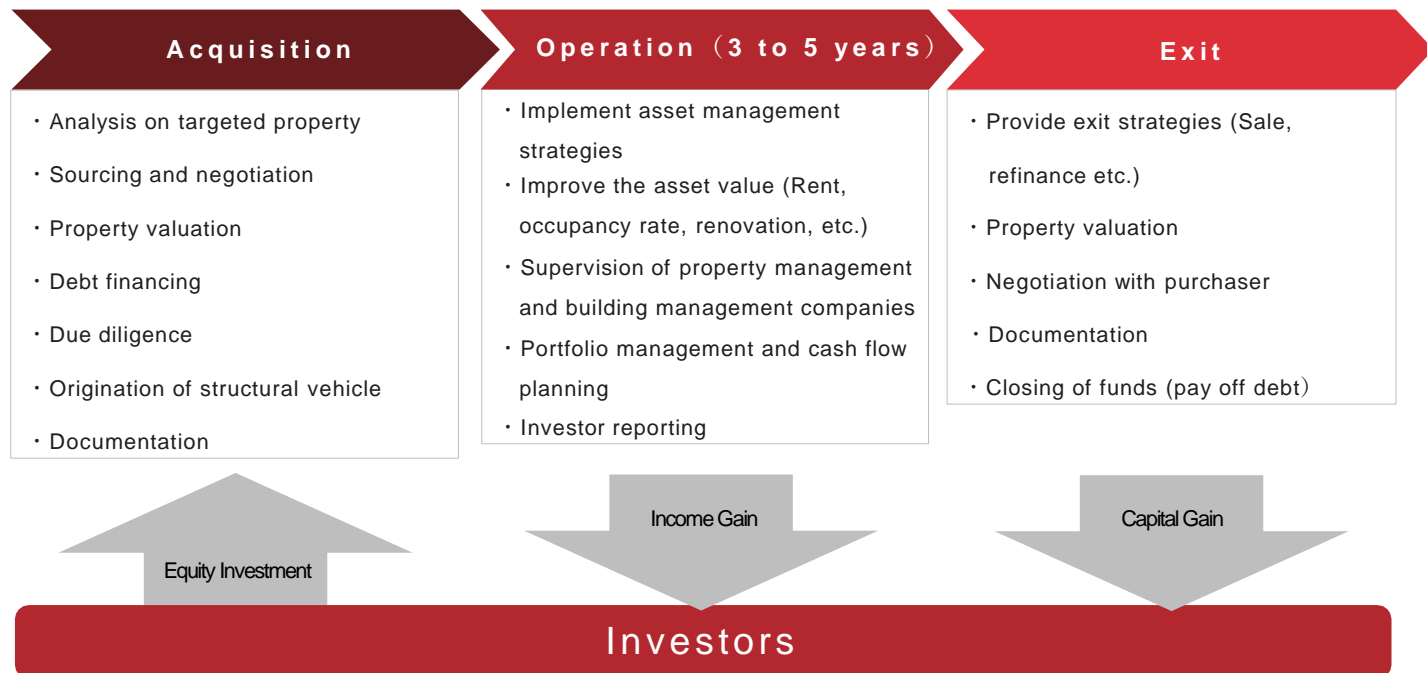
B-Lot Asset Management Co., Ltd. provides comprehensive real estate operational services such as asset management with financial schemes

We originate a wide variety of real estate funds to meet the investors' individual needs. As an asset manager with deep knowledge, B-Lot provides quality services and has cultivated sales/purchases, brokerage, valuation, and property management of investment properties along with experience, expertise, and our own network in asset finance.



President Taro Togawa

## — Business Model —





# T&K Co., Ltd.

T&K provides a range of services including outsourced golf course management, design and repair planning, and golf tournament plan proposal by harnessing its abundant experience and broad expertise related to golf.

T&K provides superior services with a focus on hospitality, and improves course maintenance to provide high-quality course conditions. By doing so, the company enhances player satisfaction and boosts course performance. The company leverages its strength in reflecting customers' voices into product planning and management, with the aim to increase the asset value of golf courses.



President Taizo Kawata

## — Business Model —

### Outsourced management

Outsourced management of golf courses

### Planning

Golf course design, renovation design, and supervision

### Plan proposal

Proposing plans for golf tournaments and events

### Consulting services

The management of a total of three courses, including contract as a designated course manager  
Comprehensive consulting services related to golf, including renovation and course maintenance

### Adviser services

Strategic planning and practical training to enhance the asset value of golf courses as profit-earning real estate  
Adviser services related to the purchase or sale of golf course assets

### Golf courses the company manages on an outsourced basis



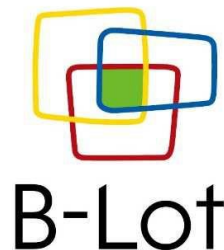
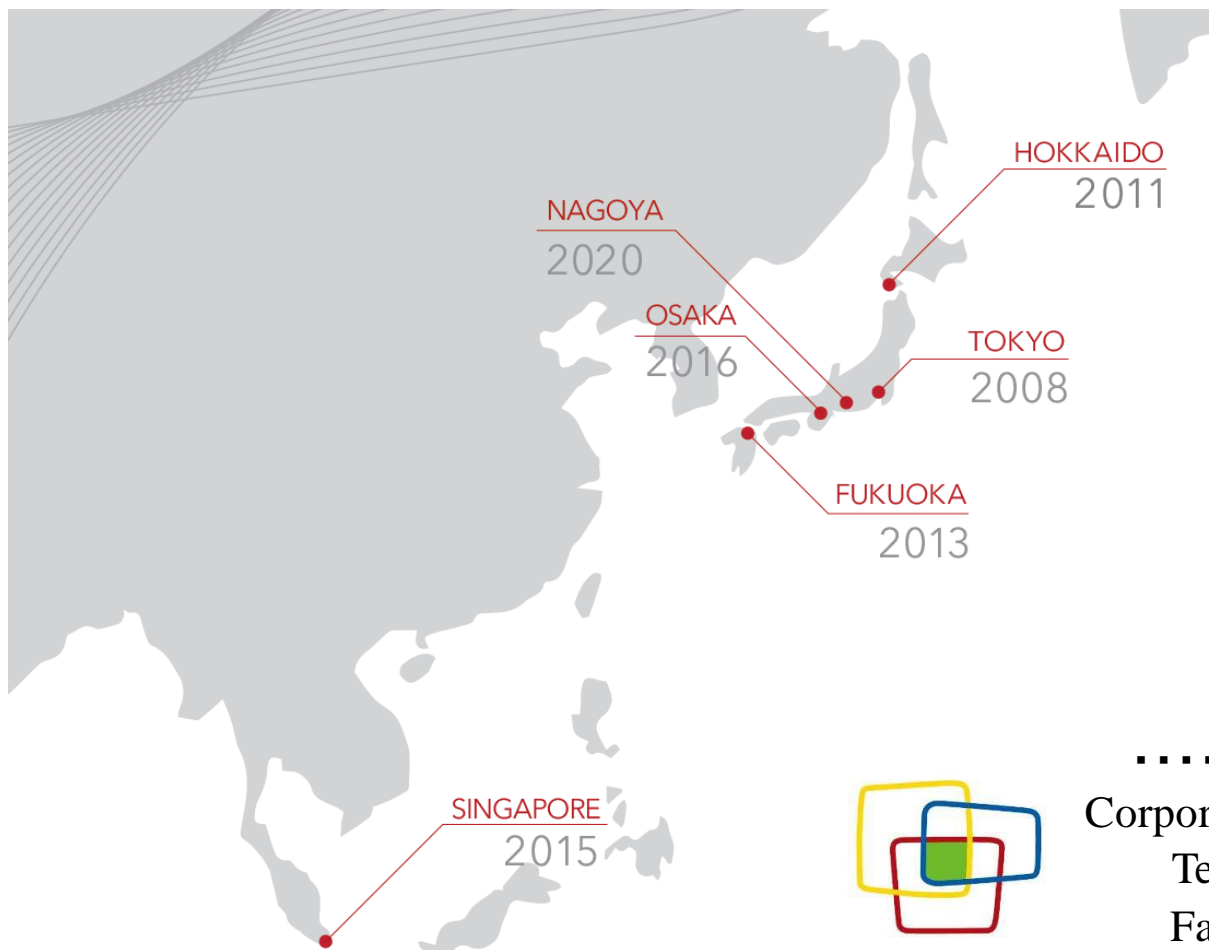
Wakasu Golf Links  
(Management business designated by the Tokyo Metropolitan Government)



North Shore Country Club



Tsuruga Kokusai Golf Club



..... **Contact us** .....

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