

Annual Report

Fiscal Year Ending Dec.31,2023

Mar.13.2024

【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.



STANDARD Market : 3452



Impact of the 2024 Noto Peninsula Earthquake and Response by the B-Lot Group ...FY 12/23...

We wish to offer our heartfelt condolences to those who lost their lives in the 2024 Noto Peninsula Earthquake, which struck at around 16:00 on January 1, 2024 with its epicenter in the Noto region of Ishikawa Prefecture. We express our sincerest sympathy to all victims. Our hopes are for the safety of the affected people and the earliest possible reconstruction.

Facilities in Hokuriku area that are owned by the B-Lot Group are as follows. At present, while we have seen a minor impact on the land and buildings, which does not interfere with operations, we have received no report of injuries and do not expect any significant impact on our business performance.

At the B-Lot Group, we are aggressively expanding our businesses nationwide, with two guiding principles of corporate management: development of the Japanese economy and contribution to local communities.

In addition to initiatives on sustainable management and development of a tourism-oriented country and attractive towns, which we pursue during normal times, we will also continue to work on the creation of facilities that help ensure the safety and security of local residents, in preparation for disasters and other events.

If we anticipate anything that will have a material impact, we will disclose the information promptly.

All officers and employees from B-Lot Co., Ltd.

Facility Name	Relationship with the B-Lot Group	Response
HOTEL TORIFITO KANAZAWA	Held	This facility continues to operate despite the impact of the emergency stop of elevators and other equipment and the cancellation of some accommodation bookings. On the day of the earthquake, the staff immediately provided information about evacuation centers and others. They also prepared and provided food to local residents and guests.
Nagamachi Seseragi Building (Public bath, commercial space for rent, and residential complex)	Held	Recovery work is underway mainly to repair roof piping that was damaged. The public bath attached to the building, which was planned to be closed during January 3 to 5, operated on the days for local residents who could not use their own bathrooms.
Tsuruga International Golof Club	Operating and held	On the day of the earthquake, in response to the tsunami alert issued in Tsuruga City, we opened the clubhouse and car parking space to the public to provide them with waiting spaces and toilet facilities. They were used by around 300 people. Fortunately, the earthquake did not damage the buildings or cause other problems.

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Thank you very much for your continued support.

At the B-Lot Group, we achieved results exceeding the plan every fiscal year under the three-year Medium-term Management Plan that began in the fiscal year ended December 31, 2021. In addition, in the fiscal year ended December 31, 2023, the final fiscal year under the plan, we achieved the highest net profit in our history. In particular, our patient efforts in the business of operating hotels, golf courses, and indoor spaces for funeral urns, which we made toward the end of December 2023, proved effective and resulted in higher-than-expected growth in earnings.

We would like to express our gratitude again to all involved for their cooperation.

This year, 2024 will see numerous political events around the world, and it is extremely difficult to forecast trends for economies, including Japan's.

What direction will the Japanese real estate market take in these circumstances? We feel that there is a complex mix of positive and negative elements, and that it is difficult to determine the level of impact of macro trends on the real estate market.

We believe that the best thing for the B-Lot Group to do in these difficult market conditions is to remember the basics.

Since our founding, we have adhered to the management philosophy of pursuing profit and long-term growth as a company that creates businesses that offer value to society in the fields of real estate and real estate finance, and that is needed by society. We will continue to work on our businesses by positioning this management philosophy as the guiding principle of our activities.

Specifically, we will **(1) strive to improve the satisfaction of employees who play the leading role in supporting the company and secure and develop excellent human resources and attach importance to (2) growth in net profit and the maintenance and expansion of high profitability and (3) the growth of shareholder returns.**

In addition, we will **increase our awareness of building the B-Lot brand** and will seek to make company-wide efforts to link our strengths to further differentiation. We will expand the creation of high-grade products intended for wealthy customers and asset management professionals, customized, flexible, high-quality services, contributions to ESG through real estate restoration, and the application of new technologies such as crowdfunding, among others.

We are determined to fulfill our mission, that is, to continue growing steadily from the current fiscal year onward.

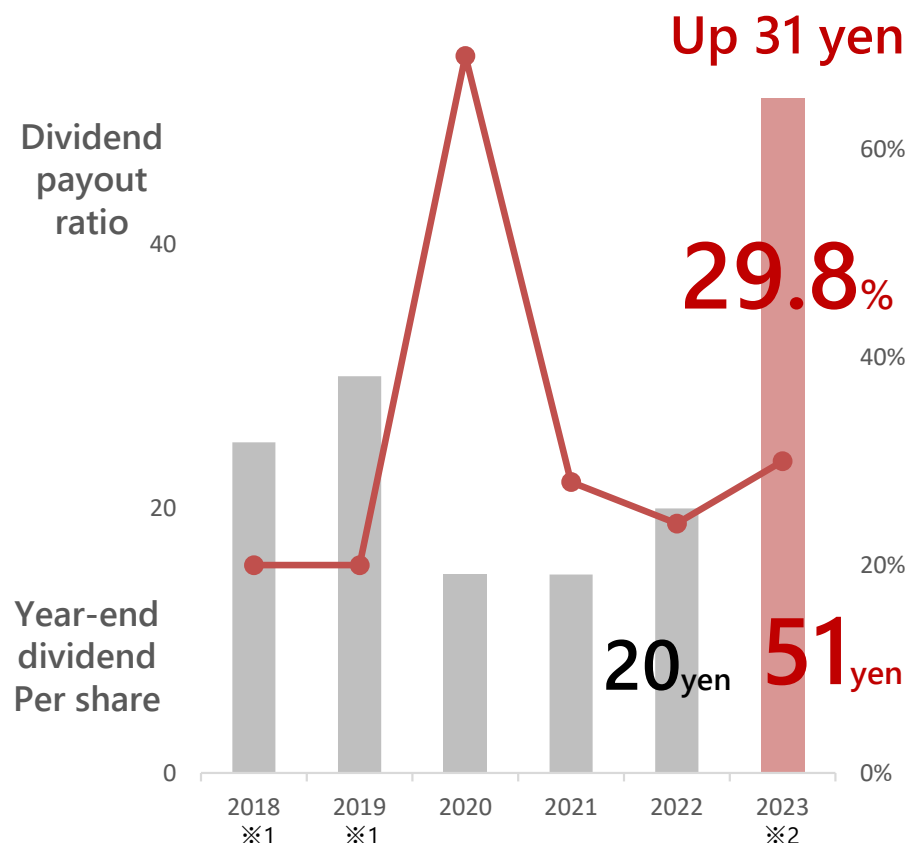
We look forward to your continued guidance and encouragement.



President
Masahiro Mochizuki

CEO
Makoto Miyauchi

Stock Dividend

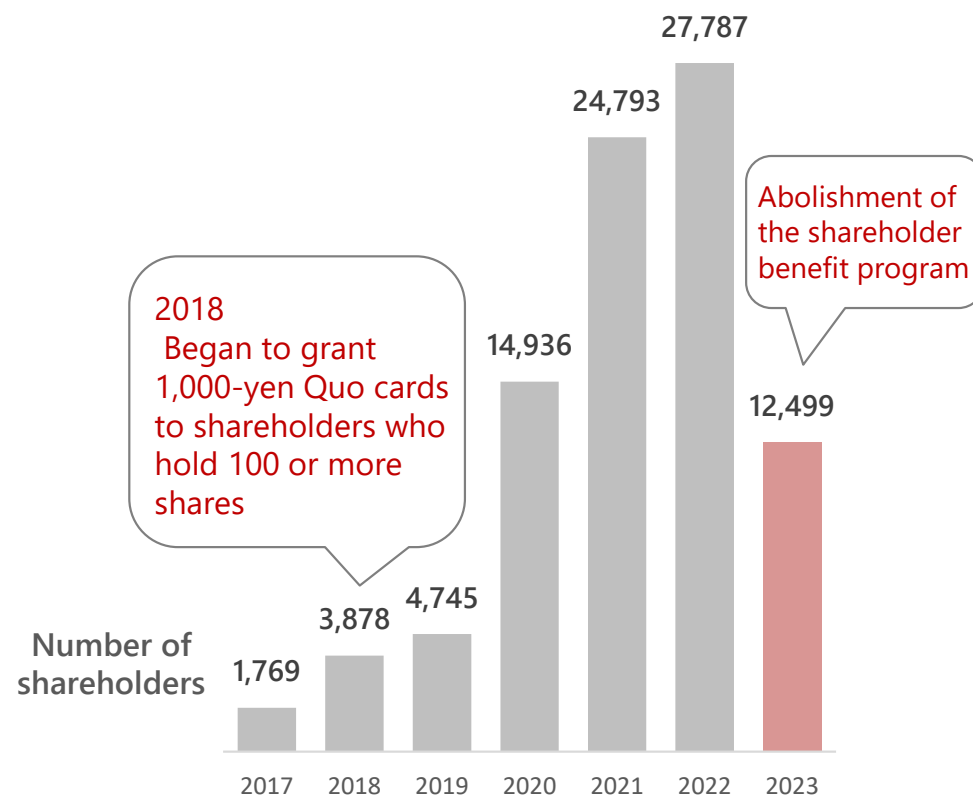


- Since 2023, the target dividend payout ratio has been: 30% or higher
Planning to increase the amount of dividend significantly, by 31 yen per share

*1: Dividends = Figures take into account stock splits in January 2018 and April 2020

*2: Total Yield = To be submitted to the Ordinary General Meeting of Shareholders scheduled in March 2024

Shareholder Benefits



- 2023: Quo card as a shareholder benefit was abolished.

2024: Planning shareholder benefits to be provided through our own services

Shareholder Returns (New Initiatives to be Launched in April 2024)···FY 12/23···



B-Den

Building a system under which shareholders participate in our projects and we can provide generous shareholder returns in accordance with the amount of investment

To be solicited Exclusive fund for shareholders!
Limit Dividend: 5%, Period: 3 months

Planned in April 2024

Shareholder-only fund
Planned yield: 5%

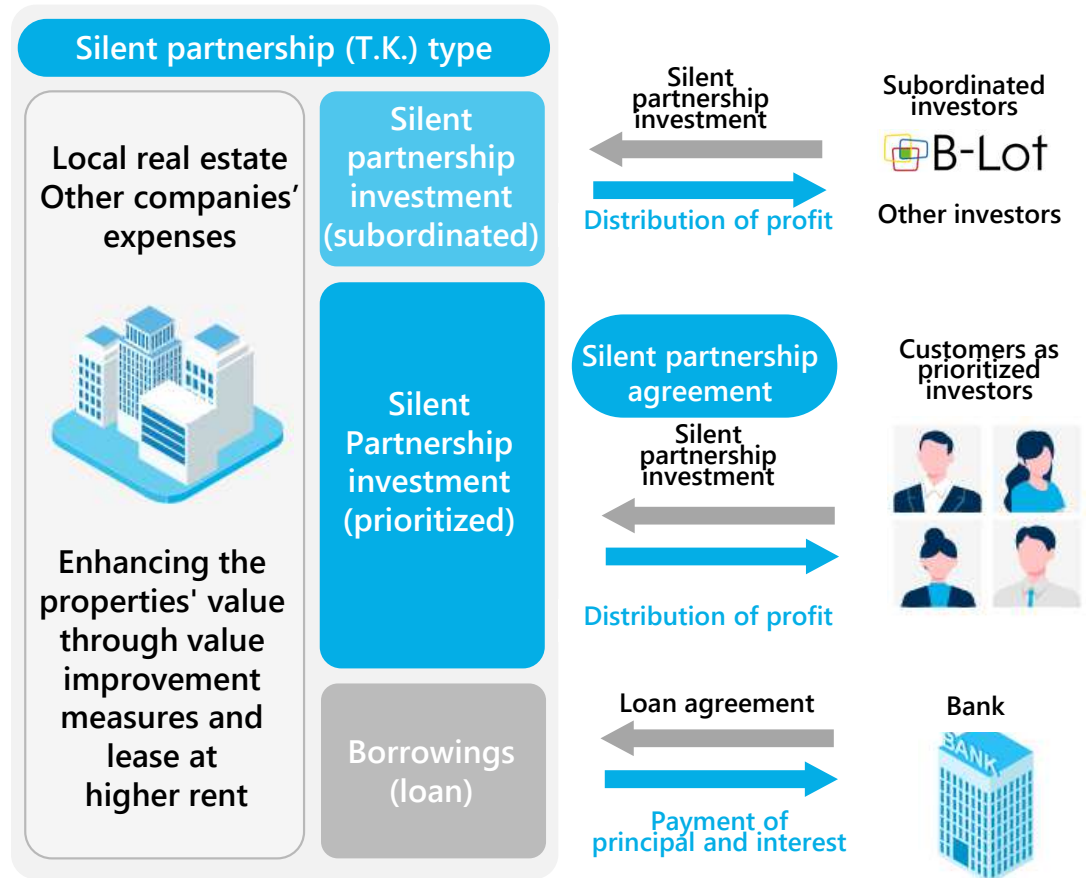
Family condominium in Okinawa

Building lots and buildings transaction business license: Minister of Land, Infrastructure, Transport and Tourism Permit (3) No. 8157
 [License as a specified joint real estate enterprise] Financial Services Agency Commissioner and Minister of Land, Infrastructure, Transport and Tourism Permit No. 125
 Operations manager: Shinji Okajima Operator of business referred to in item (i)/(ii)/(iii) of Article 2, paragraph (4) of the Act on Specified Joint Real Estate Ventures (Business referred to in item (i) includes electronic trading.)

Investors currently accepted



Video introducing the fund



- B-Den is a trademark of crowdfunding based on real estate investment.
- Our employee shareholders are also permitted to participate in the project.
- The above diagram of the scheme is for illustration purposes only, and a scheme may not involve borrowing from a bank.
- This product involves risks, including the risk of a loss of principal. For more details, please see the website, etc.

*The above is a plan and is therefore subject to change without notice.
 *The planned yield is an annualized rate.

 **B-Den**

Limited to shareholders of B-Lot

Register your shareholder number and **Get Amazon Gift worth 1,000 yen!**

Duration of campaign
Until Monday, **April 15**, 2024!


*We will send it to the e-mail address you have registered in B-Den.
*This campaign is hosted by B-Lot.
*The gift is offered only to shareholders who have completed registration of their shareholder numbers at the B-Den member registration page within the campaign period.


To be solicited

Limit

Exclusive fund for shareholders!
Dividend: 5%, Period: 3 months

 **Annual rate 5%**
(Before tax)

 **Leave the management to us.**

 **No foreign exchange risk**

Importance attached to relationship with shareholders
↓ Simulations ↓

STEP 1

Register your shareholder number at B-Den My Page!
Amazon Gift worth 1,000 yen

STEP 2

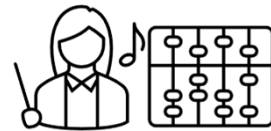
Exclusive fund for shareholders!
In the case of 200,000 yen and three months
Dividend: 1,990 yen
*After-tax earnings

Total 2,990 yen!

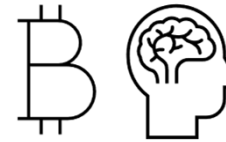
*The above is a plan and is therefore subject to change without notice.
*The above information is for the purpose of introducing the service, and is not a solicitation.
This product involves risk. Please be sure to confirm the pre-contract documents.



Asset Management



Investment Proposals



Funding



Tax Saving Inheritance



Business Succession



Specialist Expertise

It is 15 years since our founding!
We excel in the market for wealthy customers and have many officers with more than 20 years of experience in the real estate industry.

Network

We deeply explore content that will interest wealthy customers!
Reliability backed by a track record of transactions.

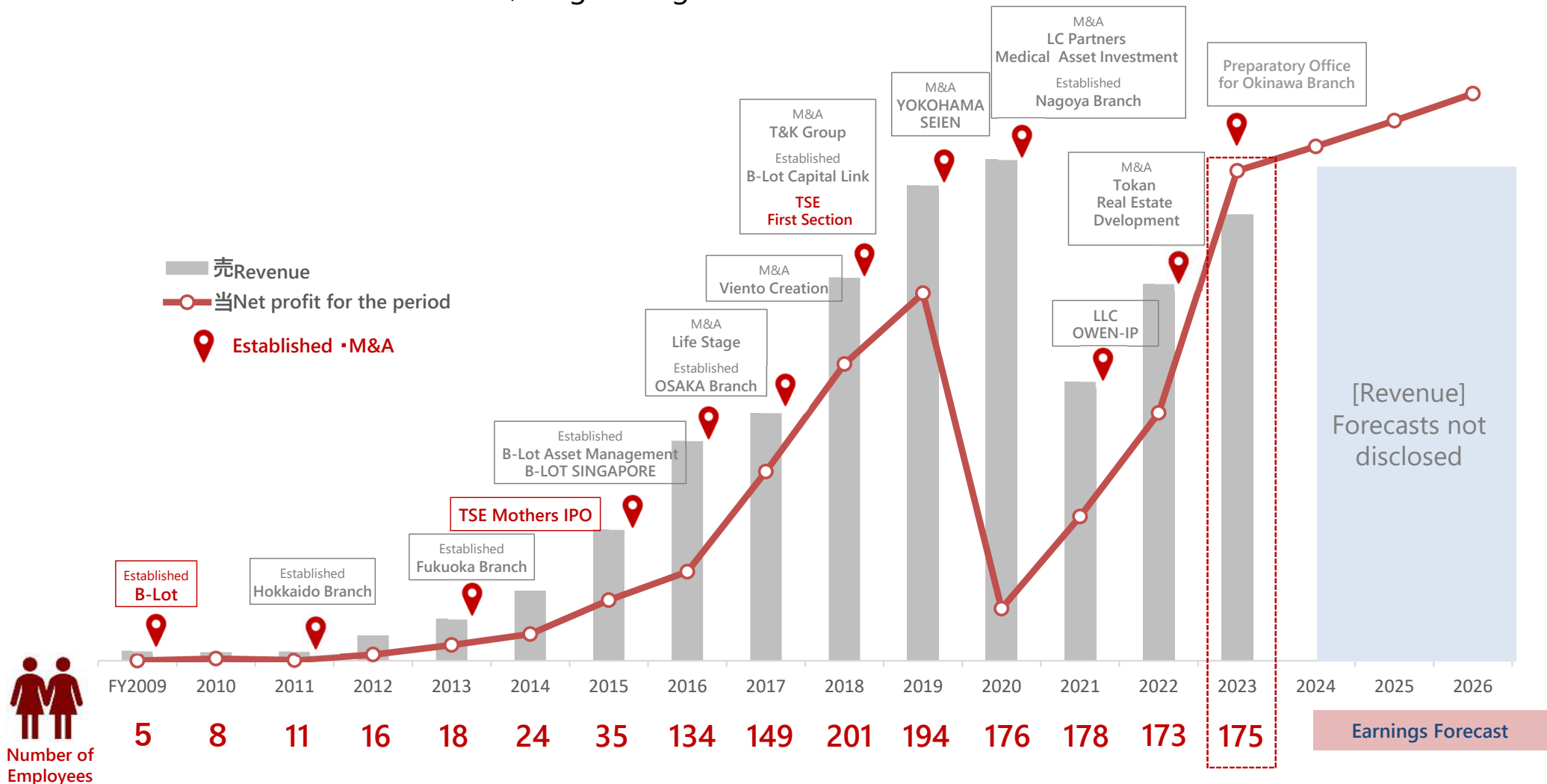
Planning ability

Providing real estate products that are a step ahead of others, with a pioneering spirit!
Developing businesses oriented to making a social contribution by attaching importance to creativity and a business perspective

B-Lot's History

...FY 12/23...





- > Since 2015, B-Lot has established a group company or carried out M&A activity every year.
- > Human resources development and the increasing number of partner companies are expected to contribute to stable, long-term growth.



Medium-Term Management Plan



**Results far exceeding the initial plan were achieved in all fiscal years.
Net profit reached a new record high in 2023.**

		FY2021	FY2022	FY2023	
Ordinary income	Actual	15.0 _B	24.1 _B	49.4 _B	
	Initial plan	13.2 _B	22.4 _B	36.4 _B	
Net profit for the period	Actual	950 _M	16.3 _B	32.9 _B	
	Initial plan	870 _M	14.9 _B	24.4 _B	
Dividend payout ratio	Actual	28.0%	23.8%	29.8%	
	Initial target	More than 20%	More than 20%	More than 30%	
ROE	Actual	10.2%	14.5%	24.8%	
	Industry average	6.7%	8.6%	10.5%	

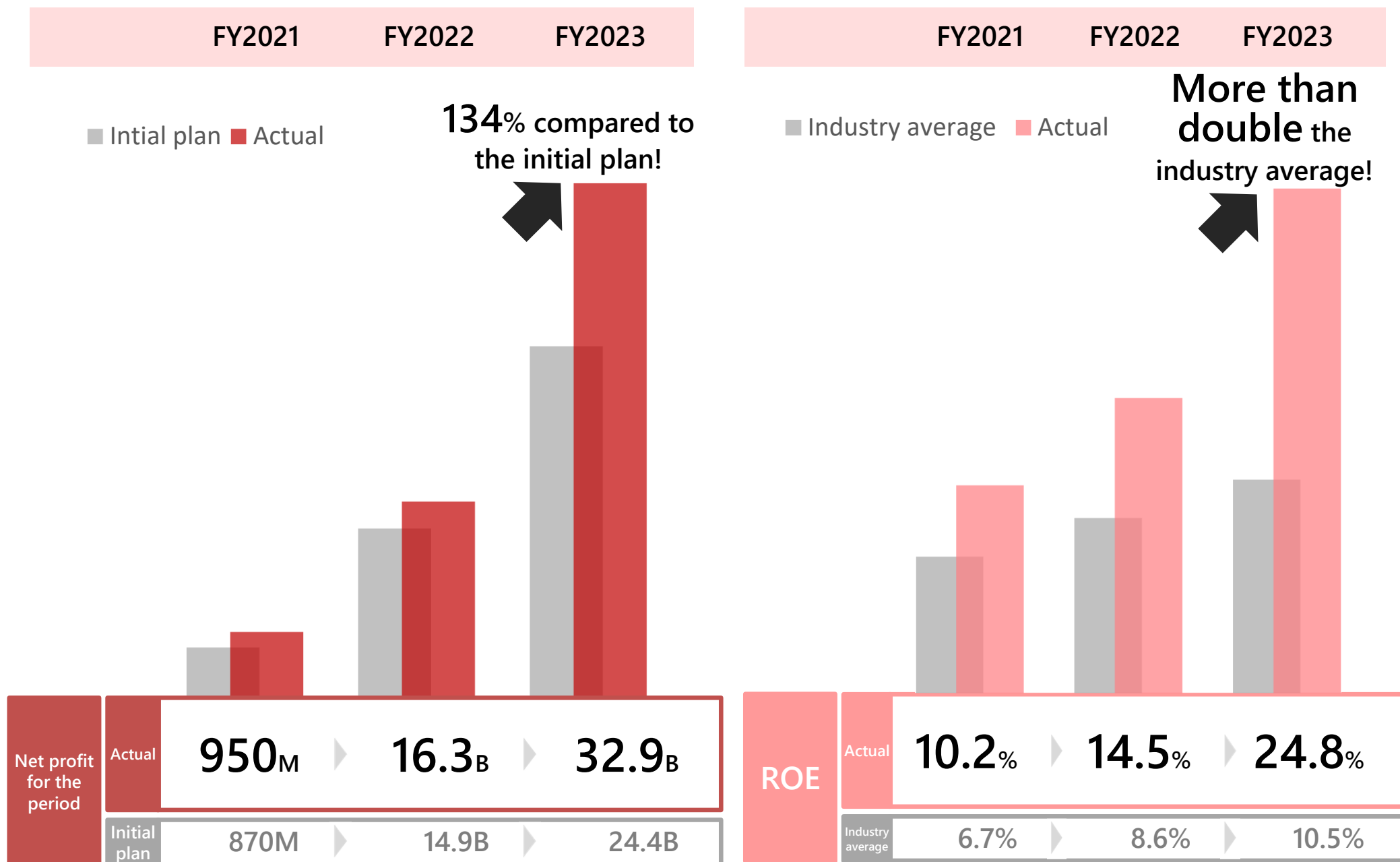
*Profit attributable to owners of parent is presented as "net profit."

*The values for return on equity (ROE) are from the summary of financial results disclosed by B-Lot.

*The values for the industry average were published by the Japan Exchange Group. The values for FY2021 and FY2022 are from the aggregation of financial results (consolidated) of real estate companies listed on the First Section of Tokyo Stock Exchange, and the value for the fiscal year ended March 31, 2023 is from the aggregation of financial results (consolidated) of real estate companies listed on the Standard Market.

Review of Medium-Term Management Plan (2021-2023)

...FY 12/23...



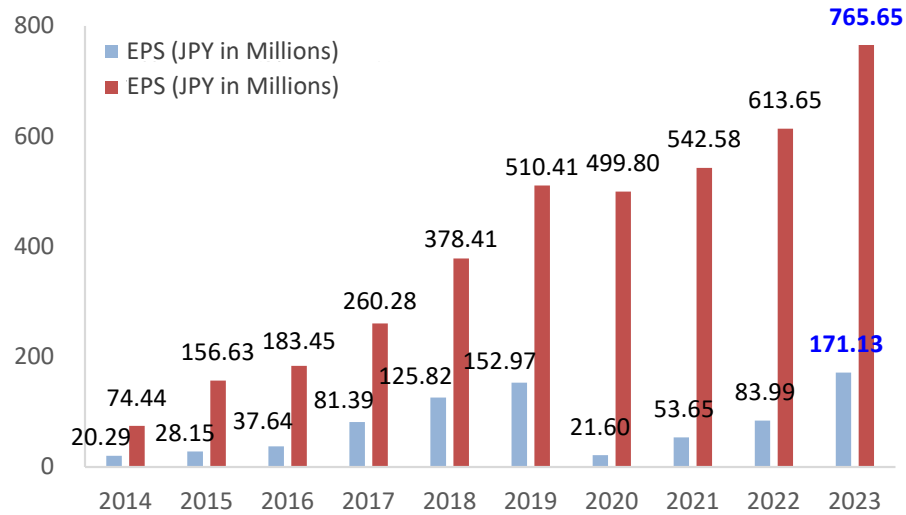
Three-Year Management Plan

Pursuing profit as a growth company
Shareholder Returns

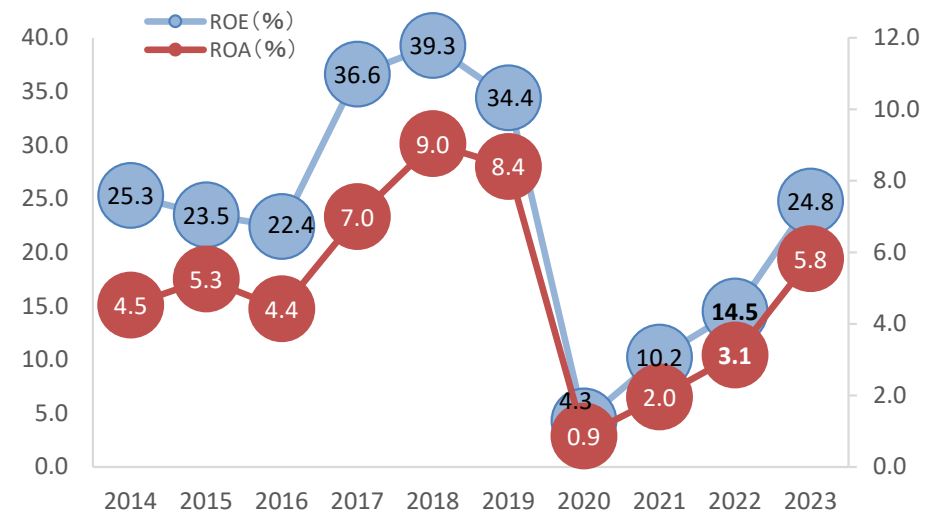
Diversifying funding methods
Lean management base

	FY2023(Actual)		FY2024		FY2025		FY2026
Ordinary income	49.4 _B	Plan	50.6 _B ▶		53.2 _B ▶		55.8 _B
Net profit for the period	32.9 _B	Plan	34.7 _B ▶		36.4 _B ▶		38.3 _B
Dividend payout ratio	29.8%	Plan	Realizing shareholder returns by targeting 30% or above				
Fixed assets	89.6 _B	Plan	Increasing around JPY 2.0 billion every fiscal year				
ROE	25.6%	Plan	Reinforcing the management foundation by targeting 30% or above				

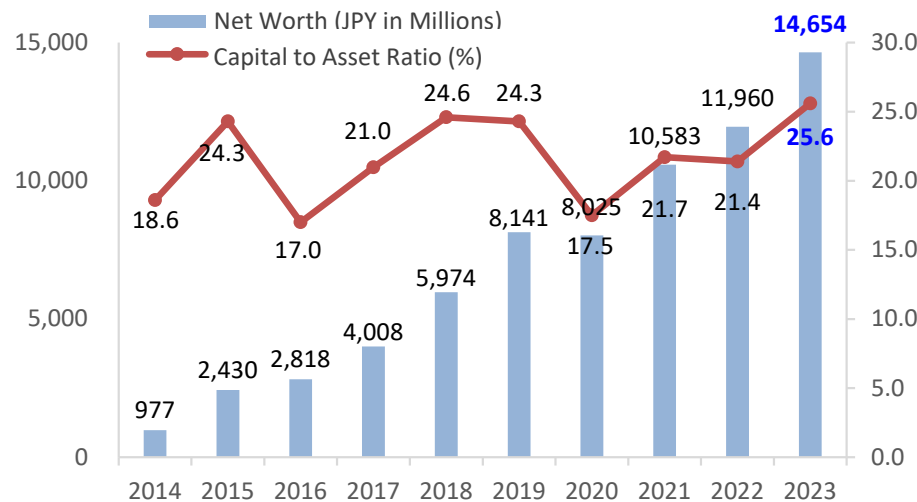
EPS & BPS



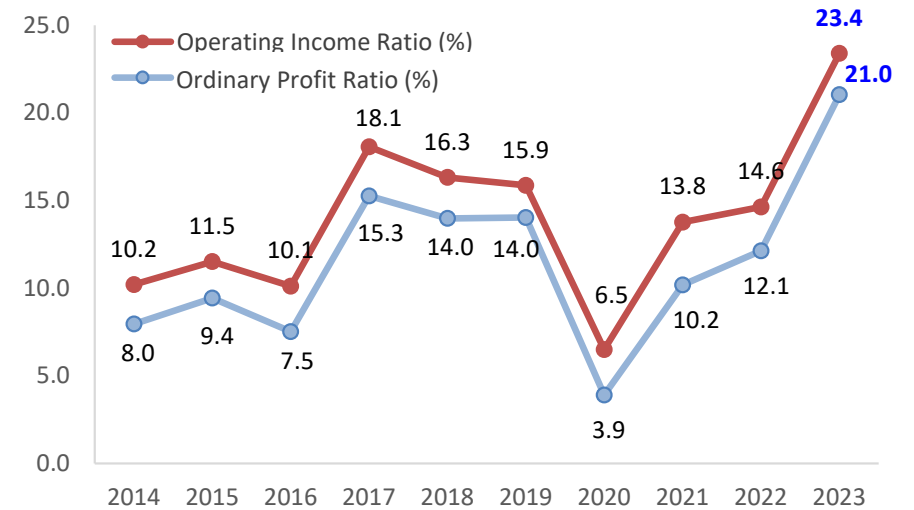
ROE/ROA



Capital to Asset Ratio



Profit Ratio



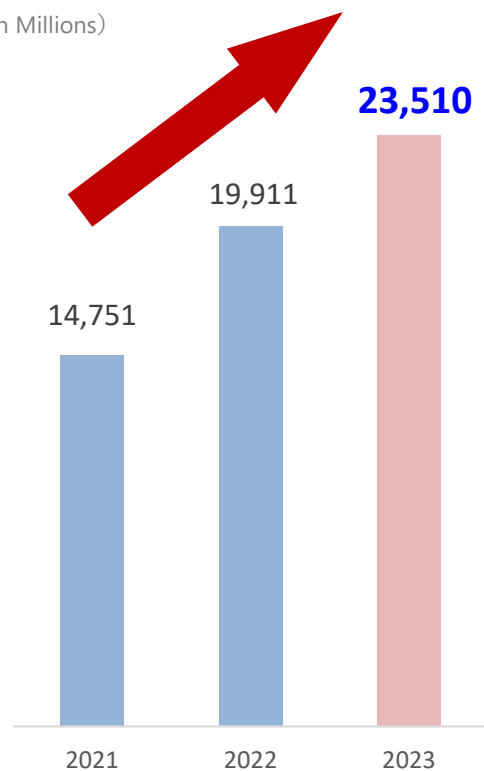
Financial Highlights

- Recorded consolidated net profit exceeding JPY 3.2 billion, thus achieving the initial plan (JPY 2.44 billion).
Achieved record-high profit in the final fiscal year of the three-year Medium-Term Management Plan.
- The balance of real estate for sale was JPY 35.4 billion (a decrease of approx. JPY 3.3 billion from the previous fiscal year) as a result of the transfer of approx. JPY 4.9 billion to long-held (fixed) assets.
Continued to make carefully selected purchases, aiming for stable, long-term growth.
- Adopted a positive attitude towards transfer of properties to fixed assets (rental real estate) and new acquisitions.
Aiming for long-term stable growth through expansion of recurring revenue.
- Made aggressive investments in human capital, including across-the-board pay increases, aiming to become a 100-year company. Also implemented shareholder return measures through the acquisition of treasury shares worth JPY 300 million.

Aiming for Steady Growth, Paying Particular Attention to Net Profit, a KPI

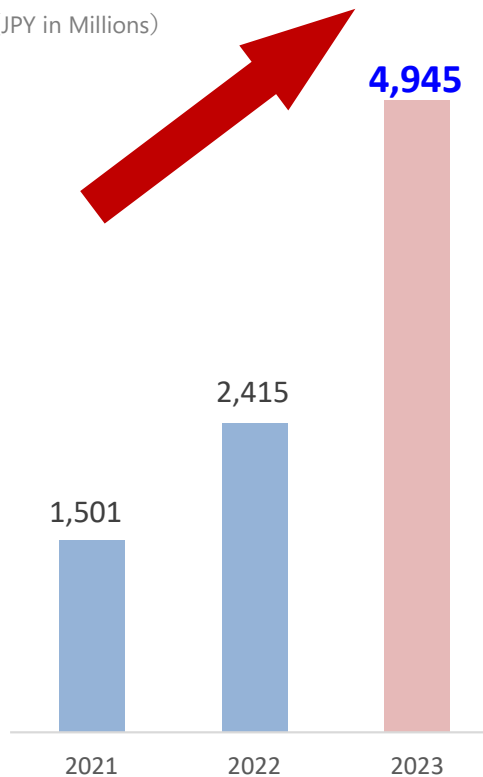
Revenue

(JPY in Millions)



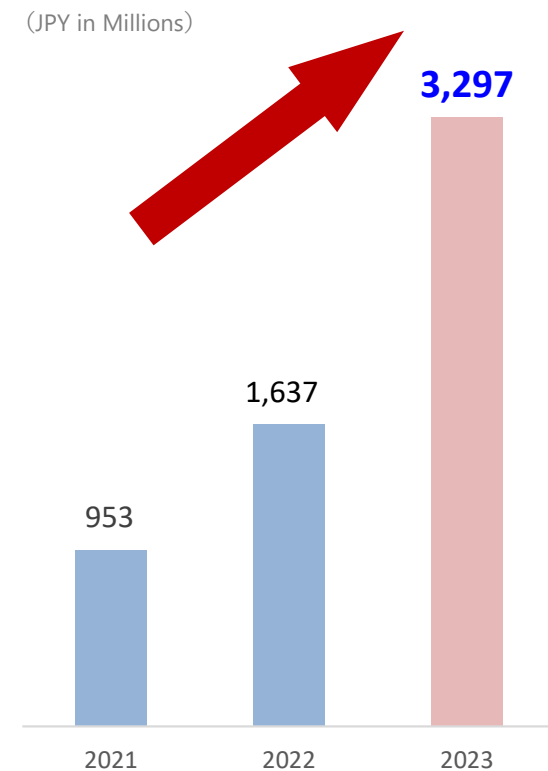
Ordinary Income

(JPY in Millions)



Net Profit

(JPY in Millions)



Note: In this presentation, net profit attributable to shareholders of parent is shown as net profit.

Consolidated P&L Summary

...FY 12/23...

(JPY in Millions)

	2022/12.	2022/12.	YoY change
Revenue	19,911	23,510	18.1%
(1) Real Estate Investment and Development business	14,597	17,557	20.3%
(2) Real Estate Consulting business	2,468	1,931	△21.7%
(3) Real Estate Management business	2,846	4,021	41.3%
Gross profit	5,929	8,651	45.9%
SG&A	3,016	3,152	4.5%
Operating income	2,913	5,498	88.7%
(1) Real Estate Investment and Development business	1,471	4,021	173.3%
(2) Real Estate Consulting business	1,365	845	△38.1%
(3) Real Estate Management business	1,096	1,921	75.2%
Other (company-wide expenses)	△1,019	△1,289	26.4%
Ordinary income	2,415	4,945	104.8%
Net profit for the period	1,637	3,297	101.3%

Revenue and Operating income

➤ Revenue increased JPY 3,599 million, up 18.1% year on year.

Operating income rose JPY 2,585 million, up 88.7% year on year.

Recorded JPY 163 million loss on valuation of real estate for sale

SG&A

➤ Increased JPY 136 million.

Increased only slightly, rising 4.5% year on year, **due to DX driven to improve productivity and business efficiency**

Net profit for the period

➤ **Increased JPY 1,660 million.**

Rose 101.3% year on year. The operating income ratio was 23.4%, and the ordinary income ratio was 21.0%, both record highs, due to sales of multiple properties at high profit rates.

(Note) Revenue does not include inter-segment transactions.

Consolidated P&L Summary

...FY 12/23...

(JPY in Millions)

	2022/12.	2023/12.	YoY change
Assets	56,005	57,240	2.2%
Current assets	51,781	48,263	△6.8%
Fixed assets	4,210	8,967	113.0%
Deferred assets	13	9	△28.1%
Liabilities	43,961	42,200	△4.0%
Current liabilities	17,018	16,747	△1.6%
Fixed liabilities	26,943	25,452	△5.5%
Net assets	12,043	15,040	24.9%
Total liabilities and net assets	56,005	57,240	2.2%

Assets

> Rose JPY 1,235 million.

Cash and deposits rose JPY 416 million.

Real estate for sale and site under development increased JPY 9,329 million.

Liabilities

> Decreased JPY 1,761 million.

Total interest bearing debt declined JPY 3,104 million.

Operated businesses with an awareness of capital efficiency by using borrowings from financial institutions.

Net assets

> Increased JPY 2,997 million.

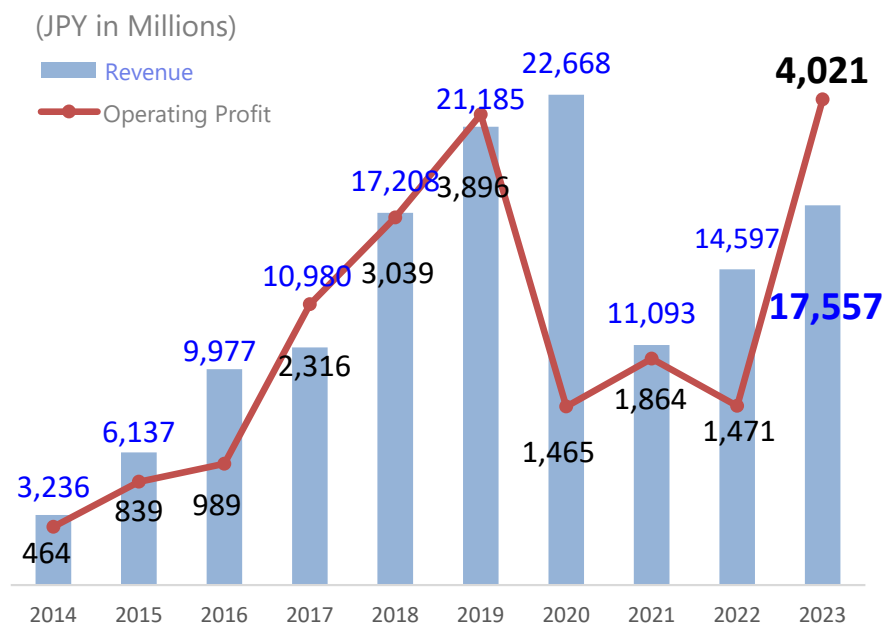
Retained earnings rose JPY 2,907 million.

The equity ratio stood at 25.6% (21.4% a year ago).

Target equity ratio of more than 30% to establish a stable financial base.

Business Summary

Revenue and Ordinary Income Trends



- > Segment profit **increased 173.3%** year on year.
Record high
Contribution of sales of properties at high profit
- > **39 properties were sold.** (31 properties a year ago)
29 residential properties, 6 office and retail properties,
3 land lots, 1 others.
Sales activities made steady progress throughout the fiscal year.

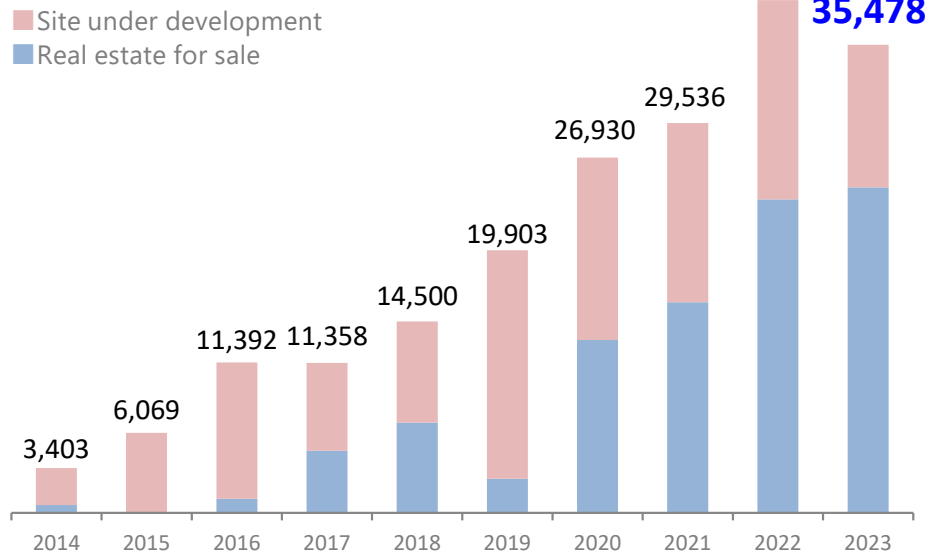
Properties



- > **Sold** a hostel in Kyoto, which had been closed, **to an overseas investor.**
The excellent building specifications and scarcity value of the location were highly evaluated.
A valuation loss attributed to the impact of the COVID-19 pandemic also contributed to the profit.
- > Established (Preparatory Office for) Okinawa Branch.
Opened a local office in an attempt to build a network and expand business opportunities in Okinawa Prefecture.

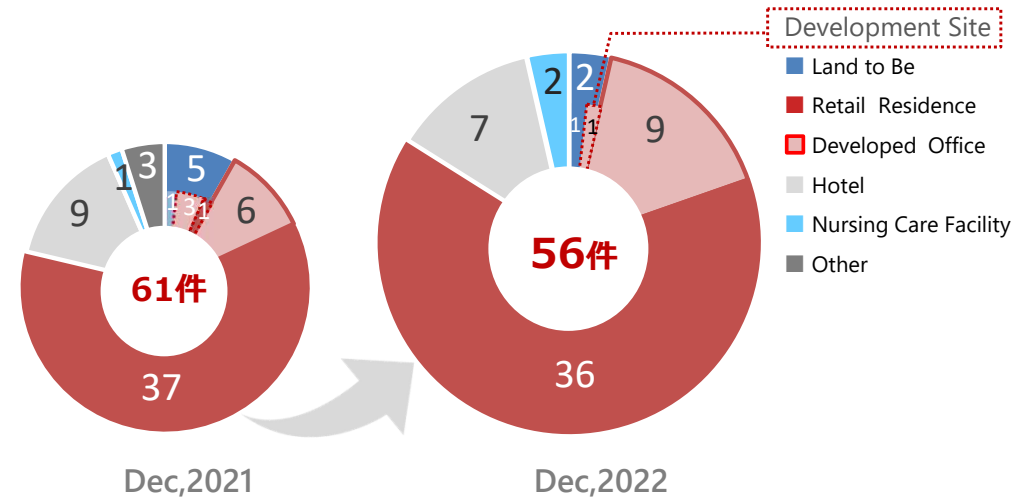
Balance of real estate for sale

(JPY in Millions)



- > **39 properties acquired** (51 properties a year ago)
More properties were sold than acquired due to the buildup of stocks in the previous fiscal year, but acquisition also made steady progress. Consequently, the balance declined 8.7% year on year.
- > In FY2023, approx. JPY 4.9 billion (five properties) in real estate for sale was transferred to fixed assets. Adopted a positive attitude towards new acquisitions of fixed assets.

Properties By Type



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

- > 36 properties for **residential purposes** were purchased, an increase of 1 from the previous year.
Nine **office and retail properties** were purchased, an increase of three from the previous year.
Most of the purchased properties were those from which rental income can be earned.
- > Acquisition of paid nursing homes
An initiative to solve social issues in the aging society

Upcoming Properties

...FY 12/23...

Real estate restoration



Tokyo / Nihombashi



Tokyo / Kudanshita



Yokohama / Totsuka



Kanagawa / Atsugi

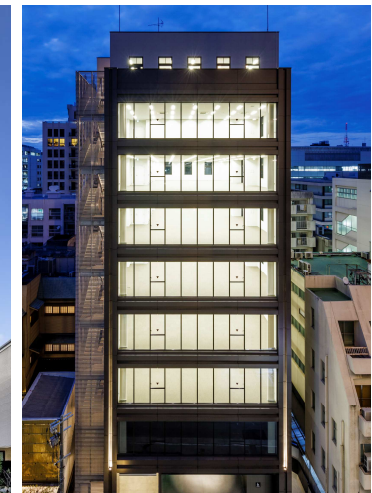


Sapporo / Chuo-ku

Development



Nagoya / Heian-dori



Fukuoka / Daimyo

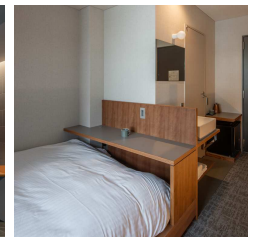
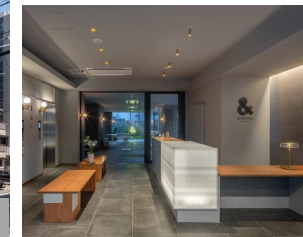


Fukuoka / Akasaka

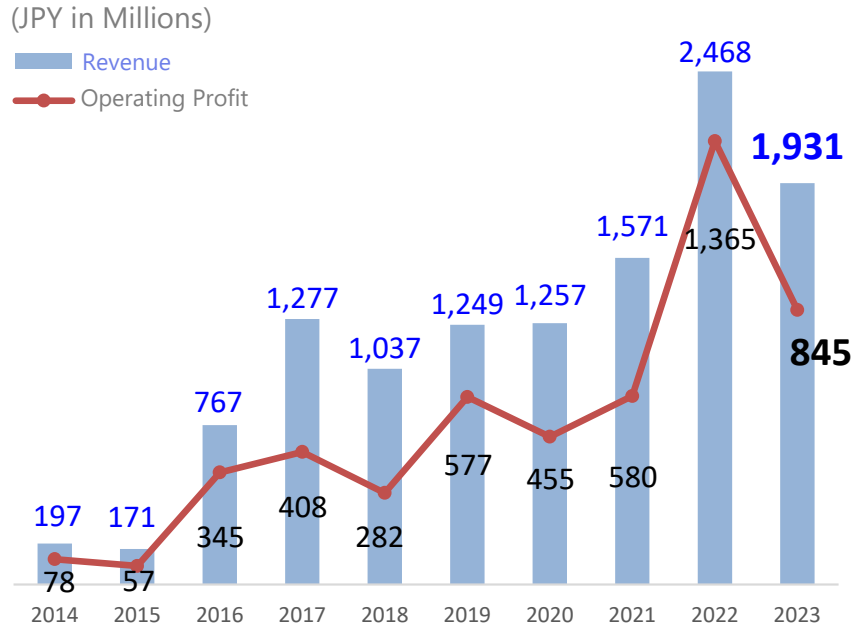


&HOTEL HAKATA

Hotel

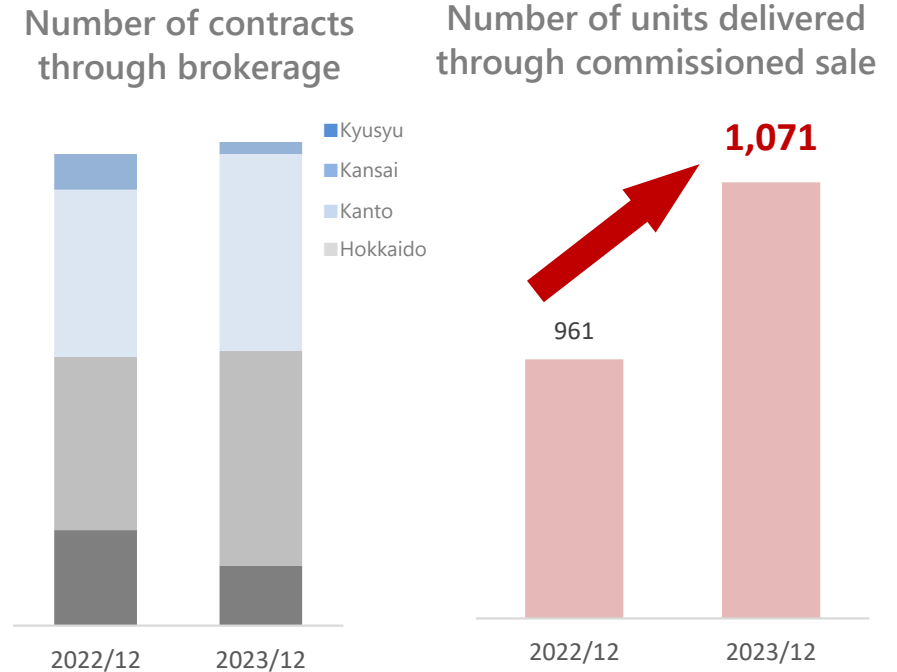


Revenue and Ordinary Income Trends



- > Business profit was **135.1%YoY**
Set new record for profit by a large margin
- > Because of the strong real estate market, **both the number of transactions and unit price remained steady.**
Commissioned sales also remained strong.

Number of Contracts Trends



- > The number of contracts through brokerage was 81 (79 in the previous year).
Kanto36、Hokkaido10、Kyusy2、Kansai33
- > The number of units delivered through commissioned sales **increased 11.4% year on year.**
The number of units sold increased, reflecting strong demand for homes.
All units of 10 properties (754 units in total) were sold.

Example of a contract with a sales agent



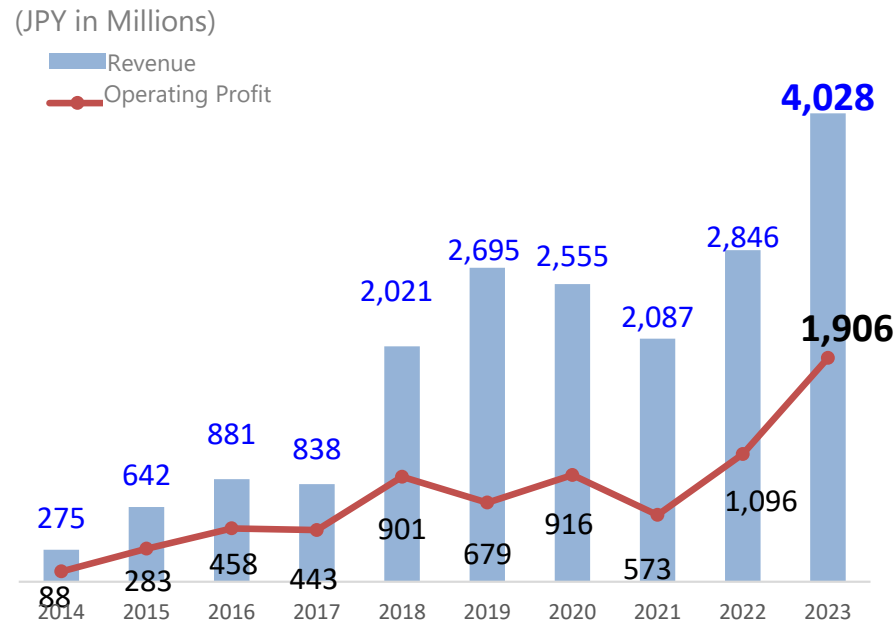
- > Was entrusted with management at the same time as brokerage.
Suggested a story of investment for improving profitability and realized it as a one-stop service.
- > More than half of all transactions were B-to-B transactions.
Realized repeated transactions for high-end projects. Young employees made the leap!

consignment sale (JV Project)



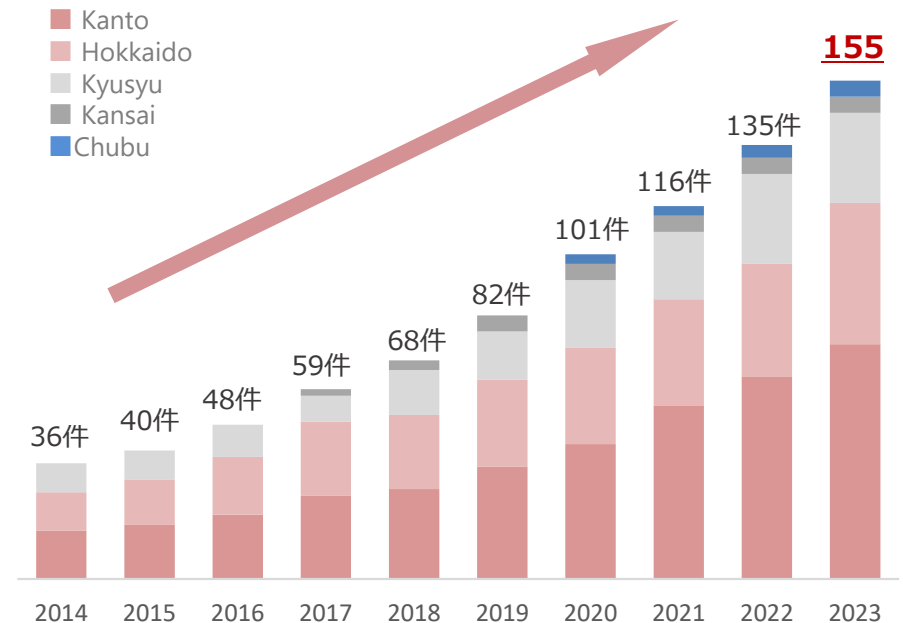
- > Began to sell the property as JV (32 units in total). Aim to sell all units early and receive repeat commissions.
Became proactive in participating in JVs as sourcing channels.
- > Began new sales => 6 properties (264 units in total)
The sales share was 100% for 3 of the properties (178 units in total).

Revenue and Ordinary Income Trends



- > Segment profit **increased 73.8%** year on year
Set new record for profit by a large margin
- > **Rental income improved significantly**, especially at accommodation-related real estate.
PM consignment fees increased markedly due to the rise in the number of properties we manage, and made a substantial contribution to earnings.

PM consignment building trends



- > **The number of buildings was 155** (up 20 from 135 in the previous year).
Repeat transactions took place for 19 of 28 buildings that we began to manage.
- > **New PM consignments from professional real estate owners increased**, with our expertise in the improvement of asset value highly evaluated.

Rent Revenue from Fixed Asset and Real Estate for Sale



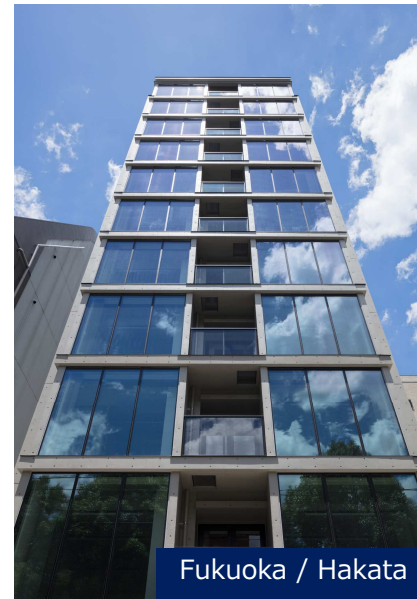
HOTEL TORIFIT HAKATA GION



HOTEL TORIFIT KANAZAWA

- Due to the rapid recovery in inbound and domestic demand, both OCC and ADR of the hotels have significantly increased, leading to a two and a half times rise in revenue over the past five years.
- Enhance long-term rental revenue. Strengthening the acquisition of new fixed assets(rental real estate).

PM Example of Consignment building



Fukuoka / Hakata



0 day 

The possession period after the building completed and hand over.

- Our development skills and property management have been high-valued. Sale and property management started before construction completion(with an 36% OCC upon handover).
- Successfully achieving a 100% OCC by promoting the leasing of the building Strengthening alliances with professional real estate owners.

Company Profile

Company Profile *—as of December 31, 2023—*

Company Name	B-Lot Company Limited
Head Office	1-11-7, Shimbashi, Minato-ku, Tokyo, 105-0041 Japan
Establishment	October 10, 2008
Capital	JPY 1,992,532,283
CEO	Makoto Miyauchi
Number of Employee	131 employees (175 as Consolidated)
Listed Date	December 11, 2014 (TSE Mothers Market : 3452) February 02, 2018 (TSE Standard : 3452)
Offices	Hokkaido, Nagoya, Osaka, Fukuoka, Okinawa(Preparatory Office for)
Subsidiaries	B-Lot Asset Management Co., Ltd (100% Subsidiary) B-Lot Singapore Pte., Ltd. (100% Subsidiary) B-Lot Hospitality Management Co., Ltd. (100% Subsidiary) T&K Co.,Ltd. B-Lot Capital Link Co.,Ltd (100% Subsidiary)





Makoto Miyauchi Chief Executive Officer (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.



Masahiro Mochizuki 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.



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

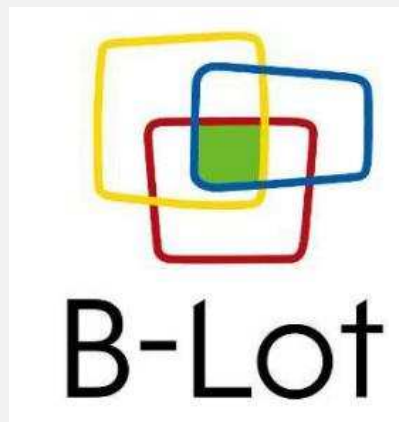
Acquired BA in Commercial Science at Sapporo Gakuin University.

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.



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]

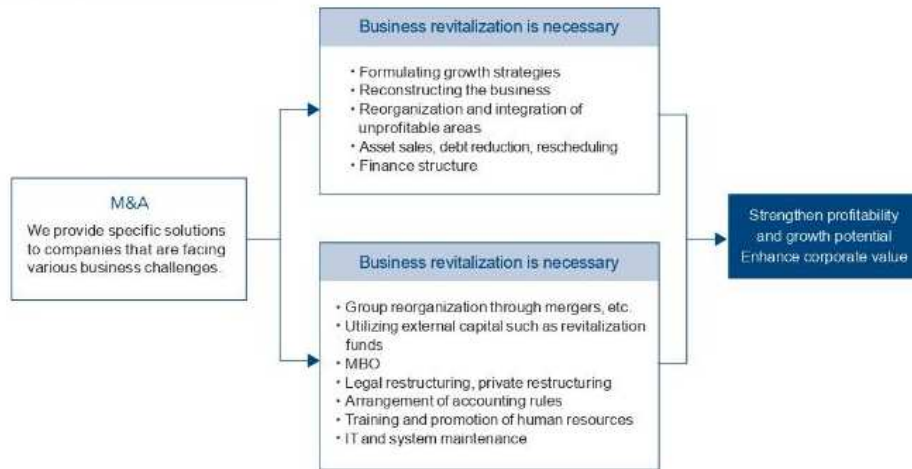


Toranomon SE Building [Tokyo]

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.

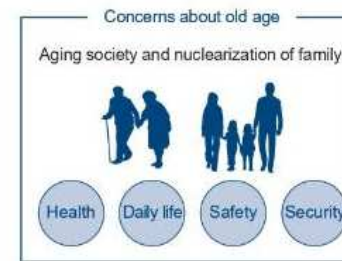
Through proper management and guidance, we are building an organization with a solid sense of unity and revitalizing our core businesses.



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]



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.

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.



< Brokerage >



Shibuya Center Building [Tokyo]



Branche Hakata Sumiyoshi [Fukuoka]

< Effective usage and consulting >



mihiro345 [Fukuoka]



Naha Nishi 2-Chome Project [Okinawa]

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]



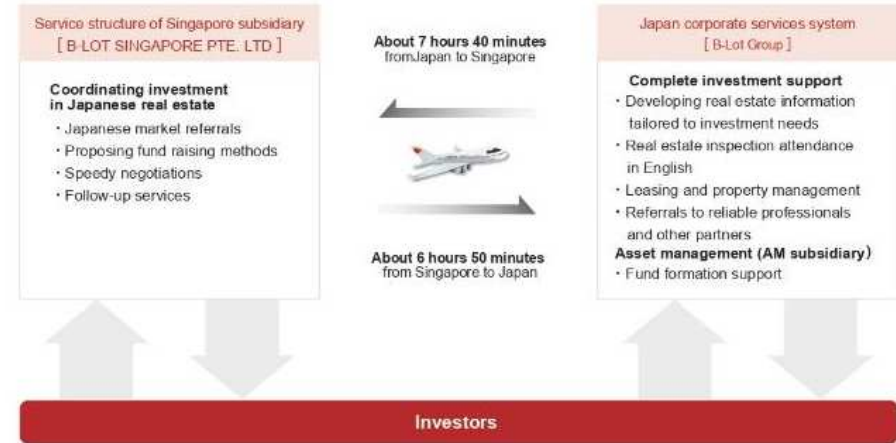
Branz Tower Toyosu [Tokyo]



Proud City Hiyoshi 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 >



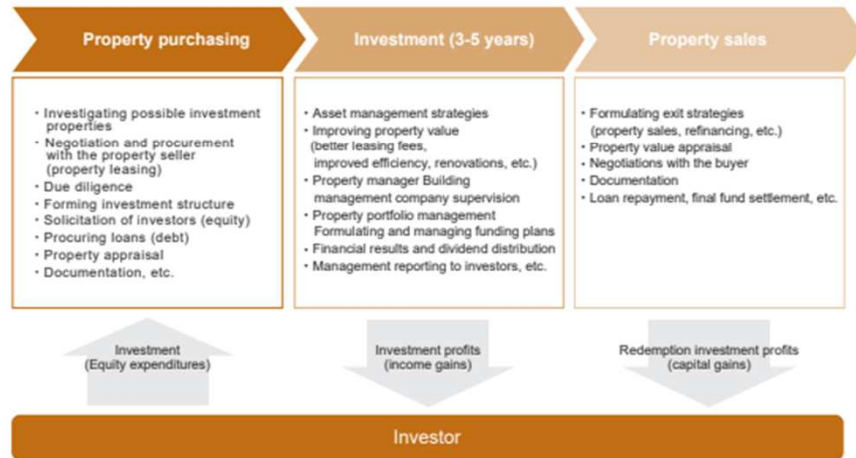
Karuzawa Villa [Nagano]



KAMUI NISEKO [Hokkaido]

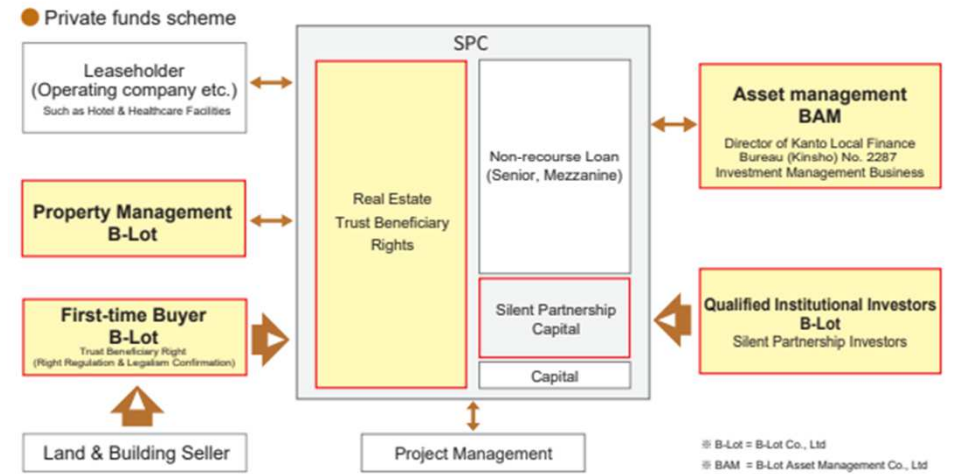
Asset management [B-Lot Asset Management]

In addition to the expertise in corporate real estate that the B-Lot Group has developed, we utilize our expertise in asset finance and other areas, as well as our own unique network, to develop sophisticated management services as an asset manager.



Group Synergy

By owning the license for investment management business, B-Lot can structure a private fund with investors' assets entrusted to our professionalism. Our strengths lie in comprehensive measures such as first-time purchases and equity investments made before the funds are launched.



< Consignment sales >



Top: Yurigahara commercial facility
Bottom: Setsu Niseko [Hokkaido]



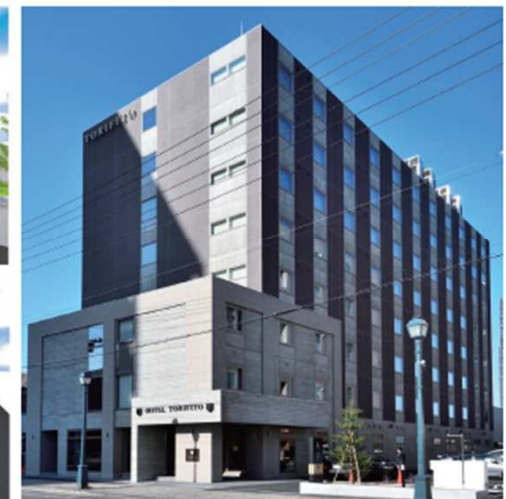
HOTEL VISTA KANAZAWA [Ishikawa]

<Entrusted with a Healthcare Facility>



Seijo Healthcare Facility [Tokyo]

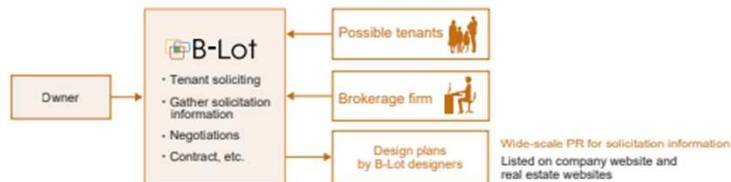
<Case of Hotel Management>



HOTEL TORIFITO OTARU CANAL [Hokkaido]

Property management

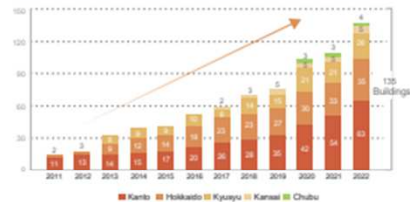
We provide contract-related management services such as tenant solicitation, tenant negotiation, contract work, renewal, and cancellation on behalf of owners to improve the profitability of properties owned by wealthy individuals and investors.



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)



B-LOT SENDAGI RESIDENCE [Tokyo]

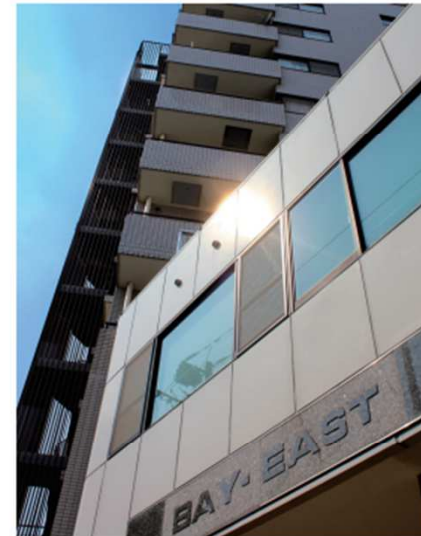


Navile Court Kego [Fukuoka]

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]



B-Lot Jimbocho 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.

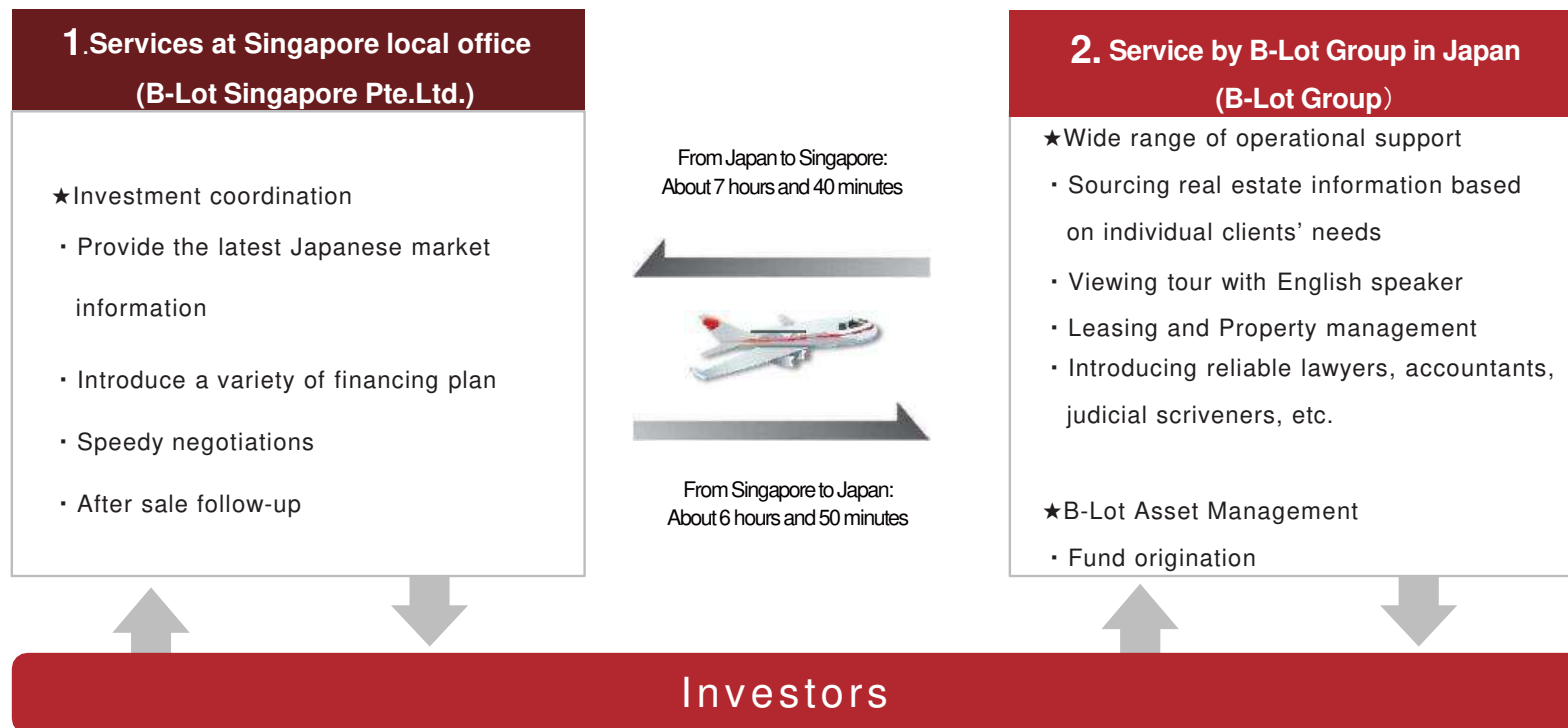
We are a one-stop service provider for real estate purchases, sales, property management and asset management in the part of the B-Lot Group that specializes in sourcing and consulting with real estate.

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

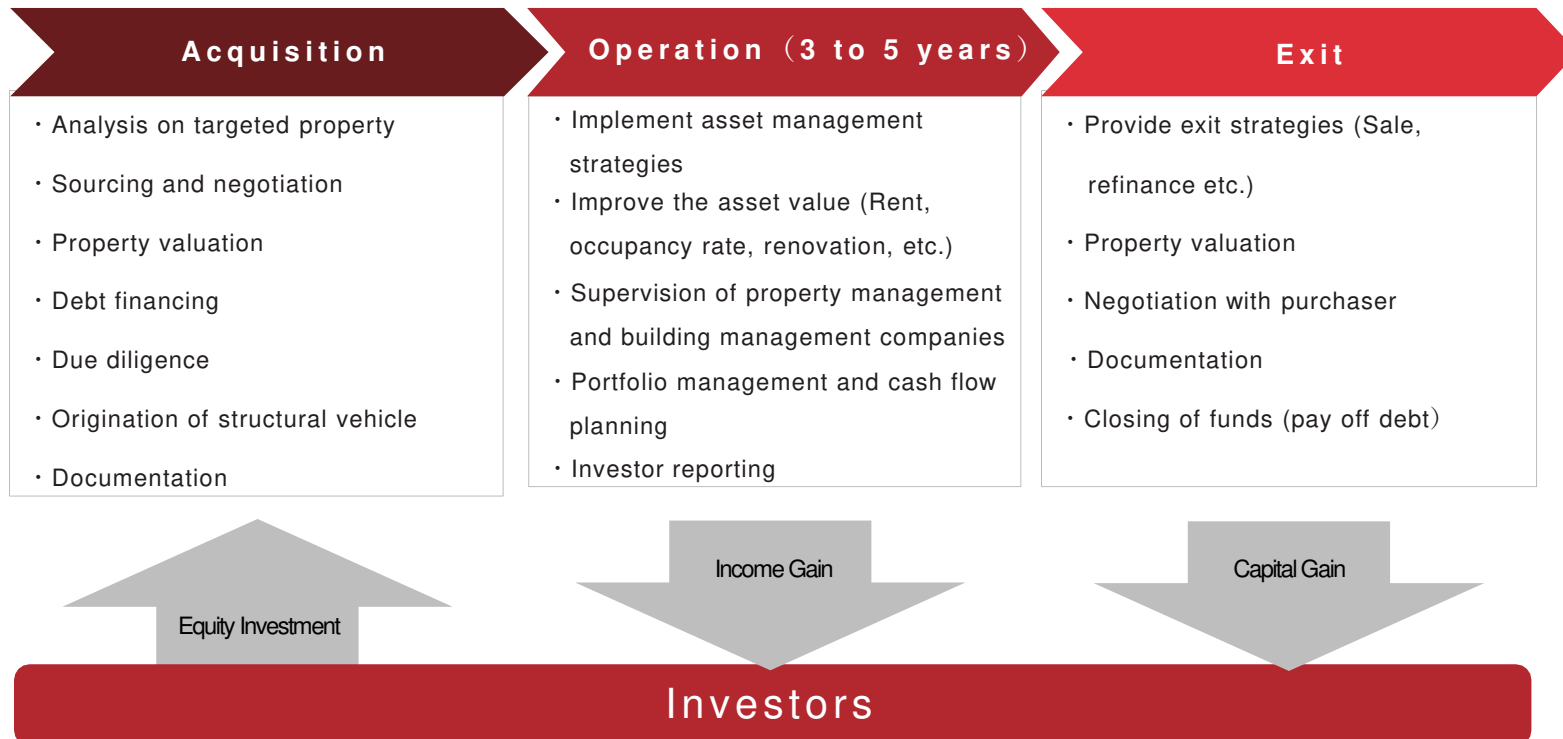
B-Lot Asset Management Co., Ltd. provides comprehensive real estate operational services such as asset management with financial schemes

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



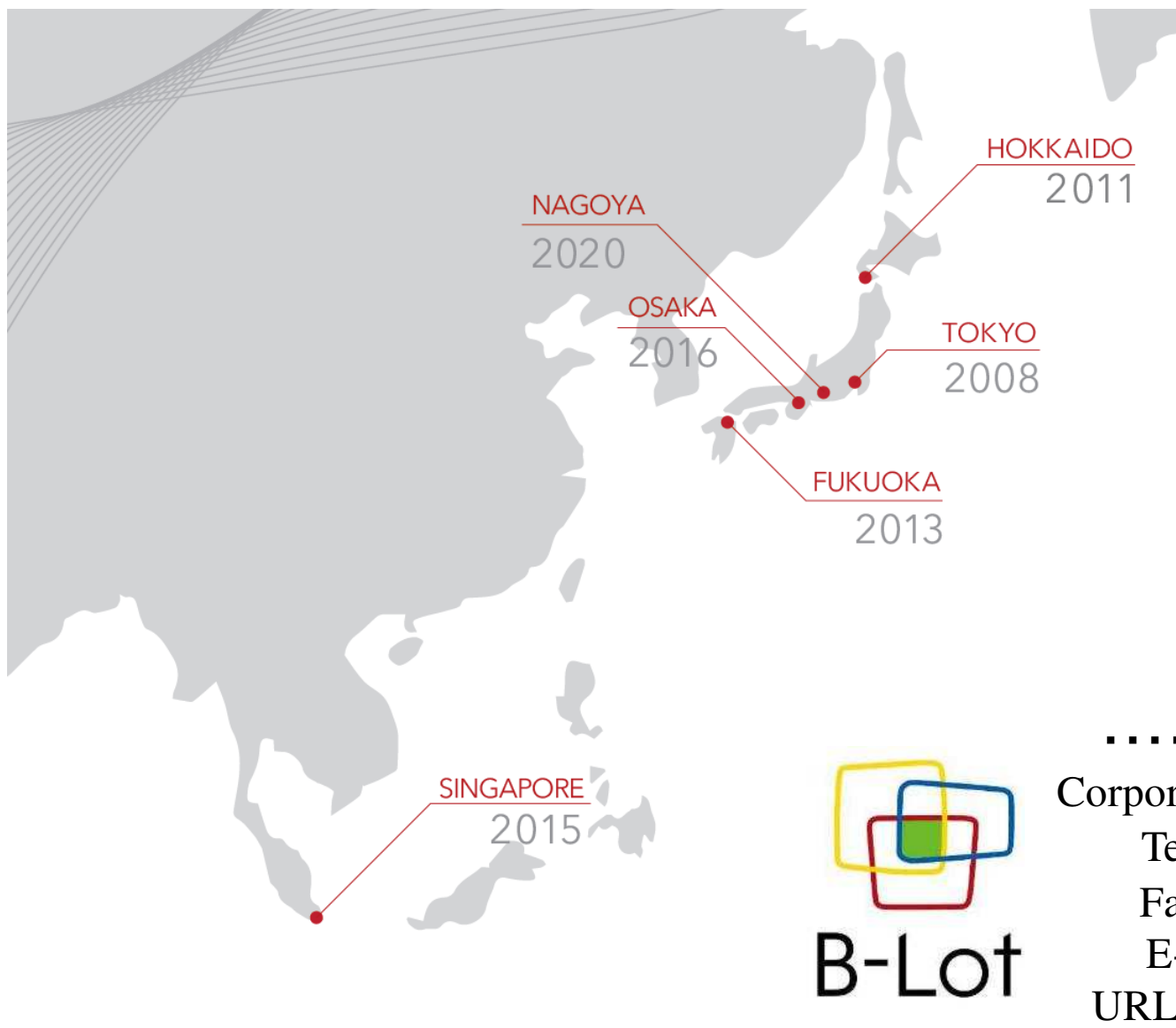
Wakasu Golf Links
(Management business designated by the Tokyo Metropolitan Government)



North Shore Country Club



Tsuruga Kokusai Golf Club



..... **Contact us**

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