

Semi-Annual Report

Fiscal Year Ending Dec.31,2024

Sep.4th.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



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**Our results have remained favorable, as the effects of inflation have been more than offset by the strong support of wealthy customers.
We have made progress in bolstering our management foundation by investing in human capital and the strategic sale of real estate.**

Thank you very much for continuing to support the B-Lot Group.

We have already entered the second half of 2024, and there have been political and economic developments in Japan and around the world. One of the most significant is inflation.

In particular, Japan is experiencing a degree of inflation that has not been seen since the economic bubble. In the real estate market, we need to look at the changes in the comparative superiority of real estate as a target for investment, in addition to rising costs, partly due to the effects of the inflation. In addition, construction costs have continued to rise.

In these difficult market conditions, the earnings of the B-Lot Group in the current fiscal year have been extremely favorable.

More attractive real estate with strengths that are apparent and distinctive increases people's willingness to invest.

The real estate we have selected with a highly discerning eye before bringing out its maximum added value generates an extremely large profit when sold.

Our higher-quality services are customized to ensure even highly demanding customers are very satisfied.

By providing these properties and services, we receive strong support from wealthy customers. The impact of their support more than offsets the effects of inflation.

On the management front, we have been steadily implementing measures under the Medium-term Management Plan.

We are working on initiatives described in the action plan: (1) secure and develop excellent human resources,

(2) deepen and expand networks and alliances, (3) diversify fund procurement methods,

(4) promote and accelerate DX, (5) establish new revenue models,

and (6) strengthen corporate governance and risk management systems.

We will continue to take full advantage of our strengths to fulfill the needs of wealthy customers and achieve the stable growth of our business.

In addition, we will strive to make new deals with wealthy customers and non-financial corporations and increase our assets under management while recognizing the expansion of the wealthy customer market and the high salability of real estate properties that enable us to respond to the fluctuation of financial markets, which are strategic elements.

We ask for your continued guidance and support for the B-Lot Group.



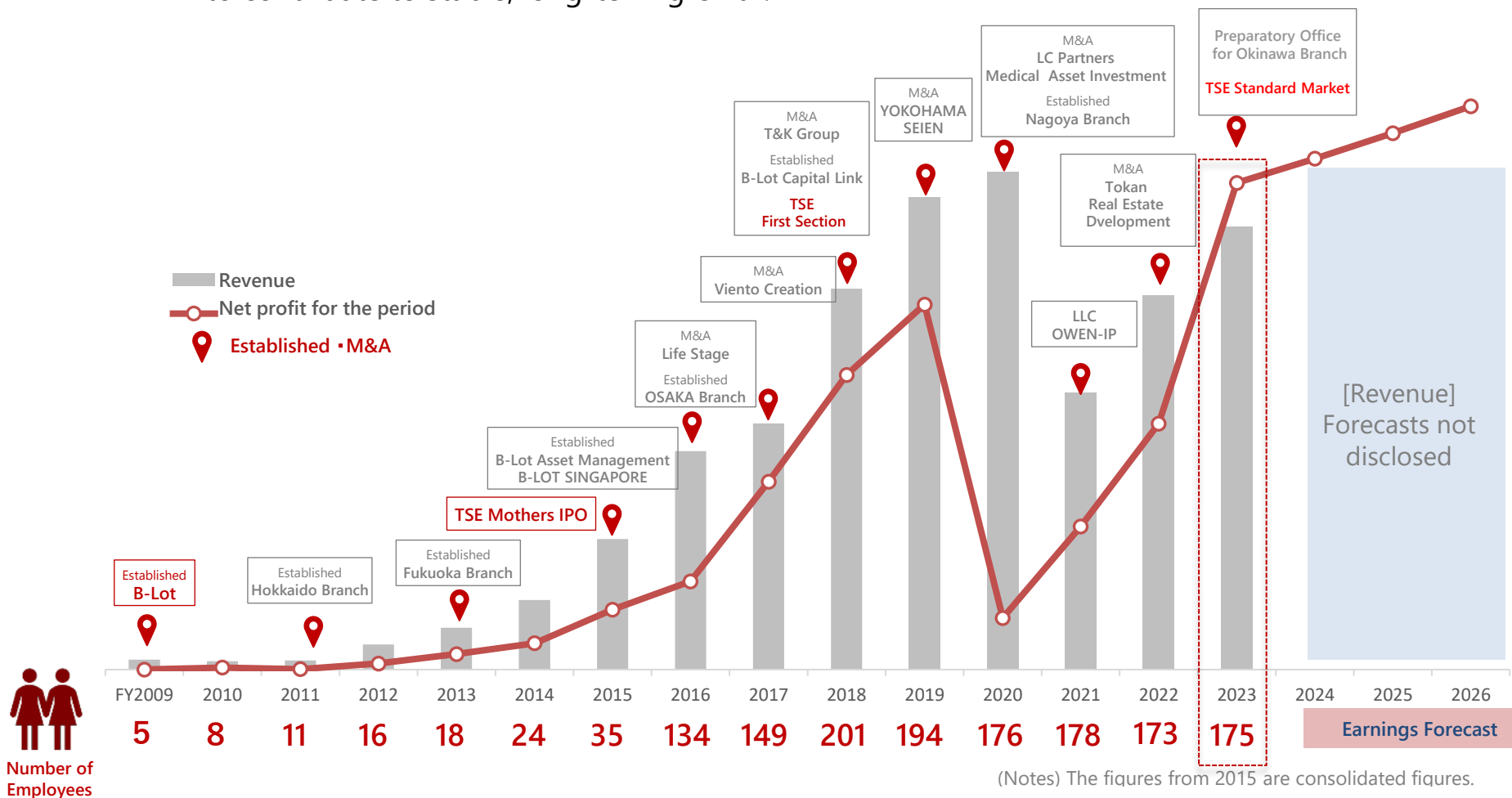
President
Masahiro Mochizuki

CEO
Makoto Miyauchi

B-Lot's History

... Q2 FY Dec. 31, 2024 ...

- 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.



(Notes) The figures from 2015 are consolidated figures.

*OWEN-IP LLC (formerly GK HEALTH CARE IP)

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Medium-Term Management Plan (2024-2026)

Review and Progress

Helping our stakeholders create wealth, assets, and networks

[Assets held and the number of households in each classification in terms of net financial assets held (2021)]

Super affluent

[JPY 500 million-]

90K households

Affluent

[JPY 100 million - 500 million]

1.395M households

Upper middle class
[JPY 50 million - 100 million]

3.254M households

Middle class
[JPY 30 million - 50 million]

7.263M households

Working class
[Less than JPY 30 million]

42.132M households

Main customers



The number of main customers that we have and their needs are increasing steadily every year.

- ◆ Asset management consulting
 - ◆ Establishing a company responsible for inheritance measures and asset management
- (Change from 2019: +158,000 households)

Potential customers



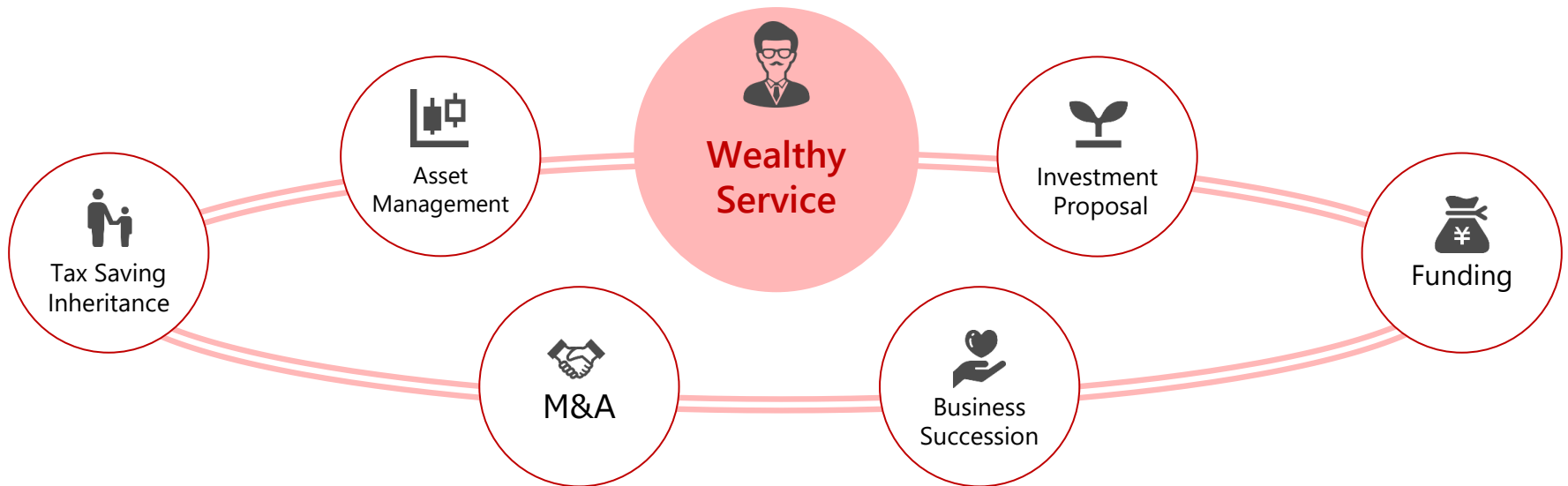
Creating many points of contact with potential customers and encouraging them to start managing their assets

- ◆ Sale of newly constructed condominiums for sale
 - ◆ Crowdfunding initiative (B-Den)
- (Change from 2019: -47,000 households)

Total 54.134M households

Created by B-Lot based on Nomura Research Institute's estimate that 1.49 million households are wealthy in Japan and their total net financial assets are 364 trillion yen

We operate the business carefully by valuing confidentiality and partnerships.



Our Strengths

① 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

② Network

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

③ 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

Donation activities aimed at contributing to the establishment of a sustainable society

Environmental initiatives

In 2024, we issued Aigin SDGs Private Placement Bond and donated a drone to Meikai University.



To be used to collect information for responding to natural disasters, whose severity and frequency are increasing

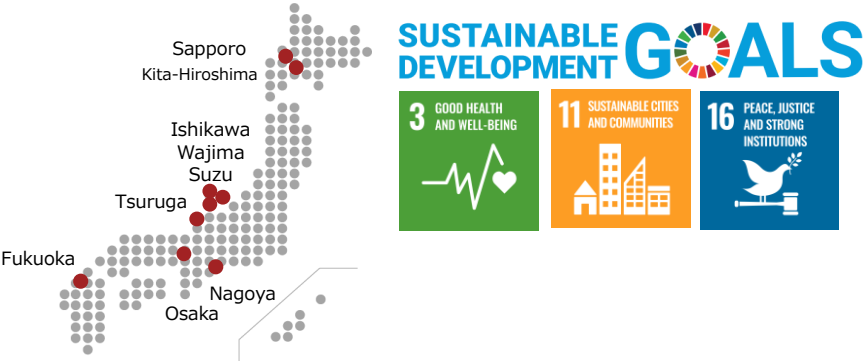


Aichi bank Tokyo brunch manager
Hiroshi Sugimoto

Meikai University Vice president
Hideo Ninomiya

Social initiatives

In 2024, we made donations to the local governments of ten cities, including cities where we have offices and cities which were affected by earthquakes, through the corporate version of the *furusato nozei* (hometown tax) donation program.



Mayor of Sapporo
Katsuhiro Akimoto



Chief Executive Housing & Urban
Planning Bureau of Fukuoka
Kenji Nakamura
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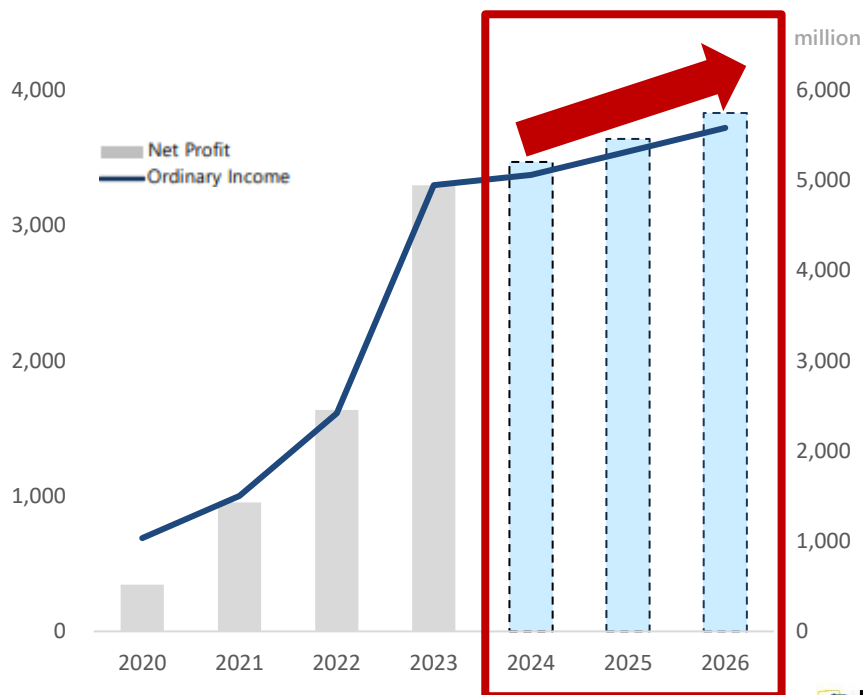
Medium-Term Management Plan (2024 - 2026)

... Q2 FY Dec. 31, 2024 ...

Three-Year Management Plan

Fiscal Year	Ordinary Income	Net Profit
FY2024	5,060 millions	3,470 millions
FY2025	5,320 millions	3,640 millions
FY2026	5,580 millions	3,830 millions

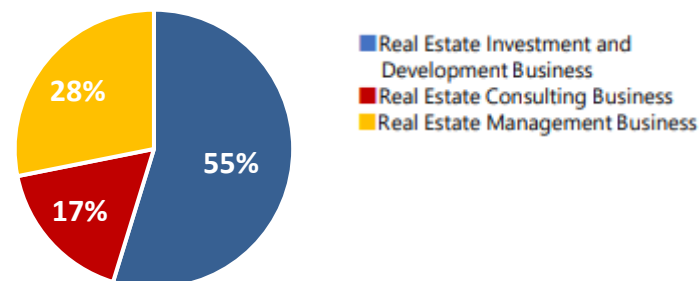
*Profit attributable to owners of parent is presented as "net profit."



KPI Goals

Dividend payout ratio	29.8% <small>FY Dec.31 2023 result</small>	Plan	30% or above Returning profits to shareholders
Fixed assets	8.57B <small>As of Jun 2024</small>	Plan	Increasing around JPY 2.0 billion every fiscal year
ROE	28.1% <small>As of Jun 2024</small>	Plan	Reinforcing the management foundation by targeting 30% or above

Reference: Breakdown of profit by segment for the first half of 2024



Pick up!

1

Hire and foster competent personnel



Develop human resources who deeply understand the Corporate Philosophy and business perspective of B-Lot and who achieve great results by fulfilling their missions

Pick up!

2

Deepen and expand networks and alliances



Enhance measures to expand networks by further solidifying our relationships with real-estate agents, partner companies, and wealthy private customers

3

Diversifying funding methods



Additionally, strengthen fund procurement through direct financing with B-Den, a real-estate crowdfunding initiative

4

Promote and accelerate DX



Dramatically increase the speed of management and work efficiency in existing businesses by using technologies as we work to improve per-capita productivity and information technology literacy

5

Establish new revenue models



Joint investments with partner companies and M&A activities

Increase our expertise in new business domains and in the field of corporate revitalization

6

Strengthen corporate governance and risk management systems



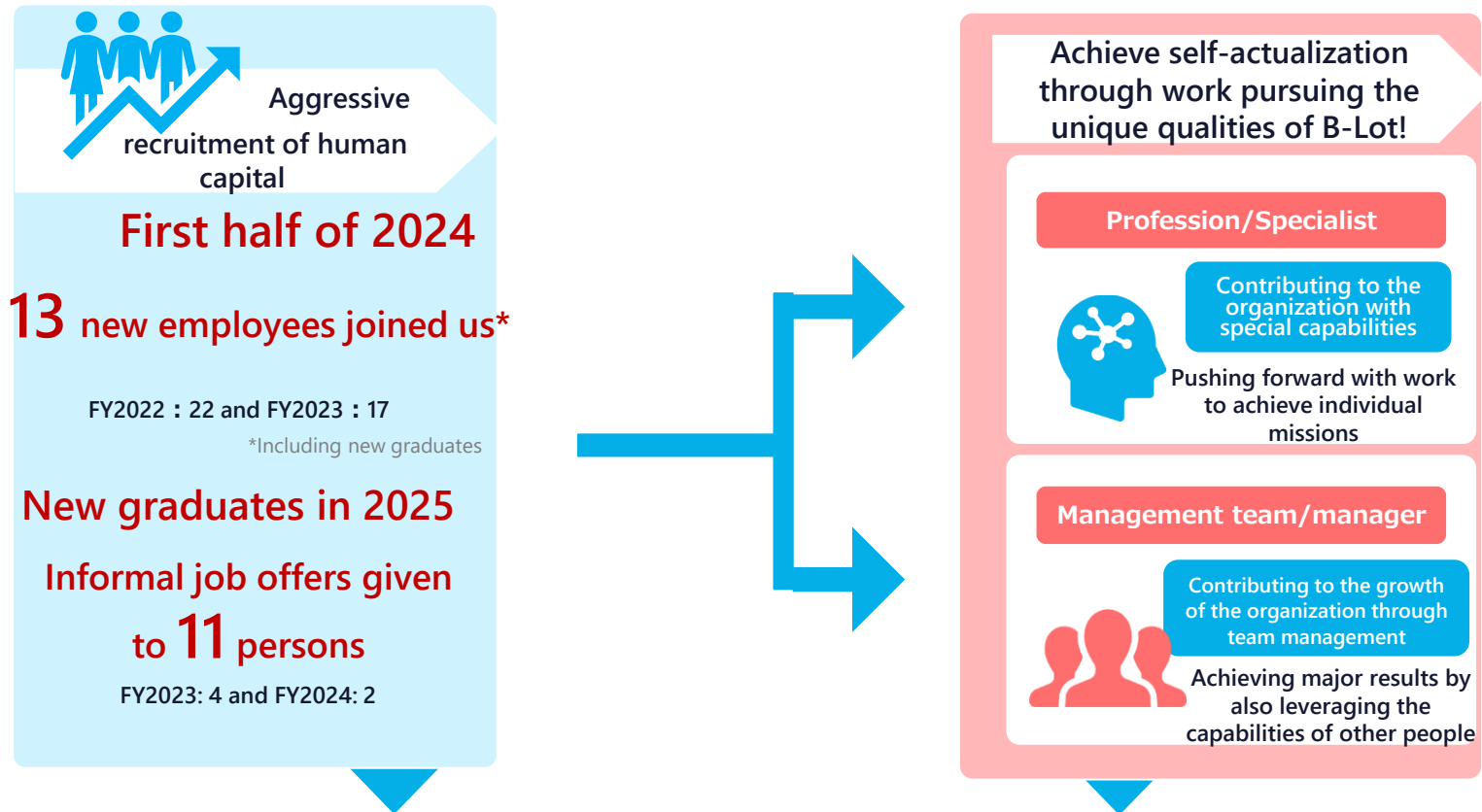
Continue to develop the risk management system

Enhance training programs, including programs on legal matters, mainly targeting managerial employees

1. Hire and foster competent personnel

... Q2 FY Dec. 31, 2024 ...

We will develop human resources who have a medium- to long-term perspective, deeply understand the Corporate Philosophy and business perspective of B-Lot, and achieve great results by fulfilling their missions.



A significant increase in staff is expected.

1. Hire and foster competent personnel

... Q2 FY Dec. 31, 2024 ...

The first half of the year Moving lively to growth!



Financial assistance for receiving qualifications
The number of users aiming to be qualified real estate transaction agents is increasing.



Ratio of employees who returned to work after childcare leave
100%



Diversification of work styles
Part-time employees working from home
4



Personnel expenses increased approx. JPY 100 million YoY.



Director training provided twice in the first half.



Number of award winners in the first half:
14



Increase in the number of users of the Tokyo Metropolitan area short-distance allowance



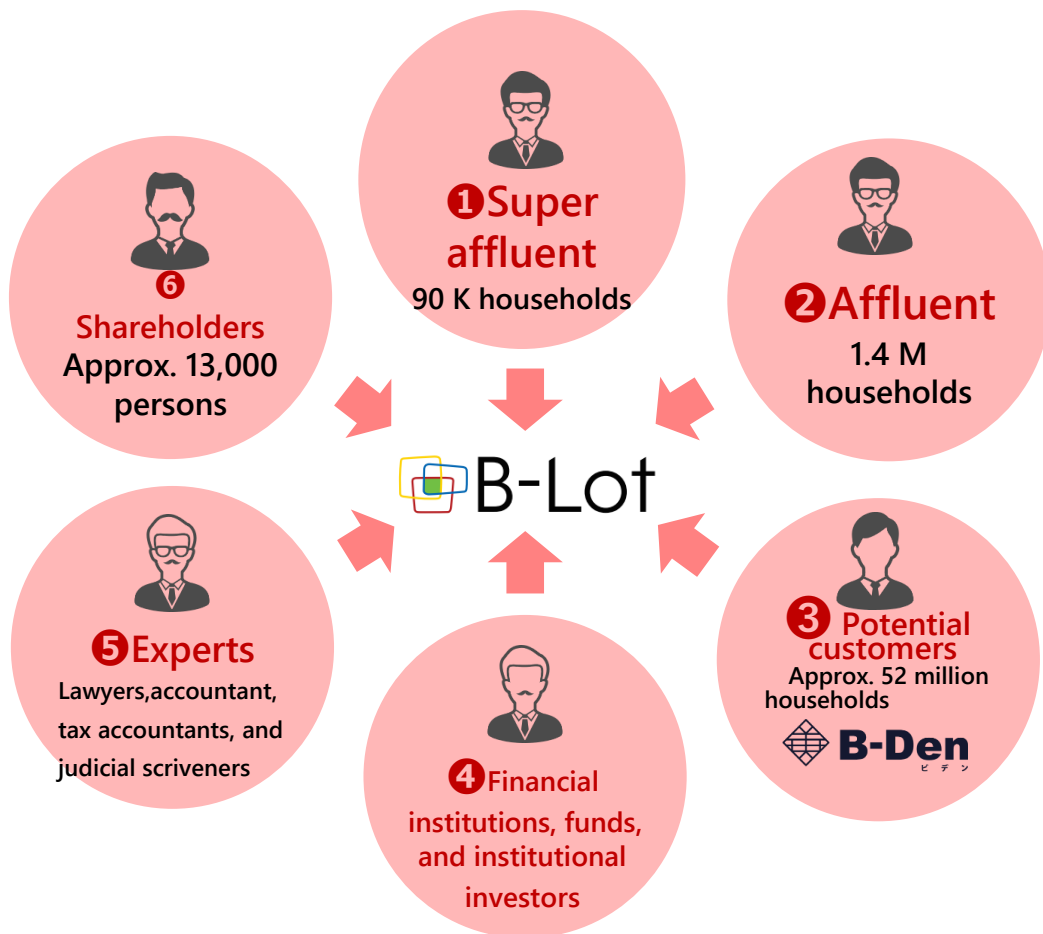
Preferential treatment in the use of owned facilities
The number of facilities increased by 2.



10% support the ownership association
Increase in members

2. Deepen and expand networks and alliances ... Q2 FY Dec. 31,2024 ...

We will enhance the measures to expand networks by further solidifying our relationships with real-estate agents, partner companies, and wealthy private customers, so that they provide good real-estate information and place orders.



Increasing the number of fans of our services

- (1) We will approach super-wealthy customers by fully leveraging the human networks of our officers. We will identify potential needs and gather information early on, drawing attention to our strengths using real-life examples, such as inheritance planning and business succession strategies.
- (2) We will expand alliances with IFA and PB and increase our visibility, thereby increasing the number of main customers.
- (3) We will increase our visibility by using advertising mass advertising, including B-Den videos that better use our touchpoints for condominium sales (approx. 60 salespeople).
- (4) We will find new customers and properties by taking advantage of our continuously being involved in transactions with approx. 55 banks nationwide over the long term. Strengthening relationships with institutional investors and funds using our track record in asset management transactions
- (5) Expert assistance is essential to more quickly achieve corporate growth. We will increase points of contact and transactions with excellent experts to buy time.
- (6) On B-Den, we will fund projects by raising money from only shareholders. We aim to build a system that offers a wider variety of coupons, etc. while enabling shareholders to participate in the projects.

*The number of salespeople and number of banks we transact business with are as of December 2023.

2. Deepen and expand networks and alliances ... Q2 FY Dec. 31, 2024 ...



Strengthening relationships with institutional investors and funds based on our track record in asset management transactions

Collaborations with Hokkaido Asset Management Co., Ltd.

An SPC managed by BAM* has sold two properties to Hokkaido REIT Investment Corporation., Ltd.



Hokkaido/ Iwamizawa / Limited proprietary right of land for commercial facility



Hokkaido/ Yurigahara /Commercial facility

Silent partnership investment

PM Entrusted

Diversifying revenue opportunities

- 1 Partnership agreement signed with Hokkaido Asset Management Co., Ltd.
- 2 Investment in a limited liability investment partnership in Hokkaido Reit Investment Corporation., Ltd.

Participation in a project to develop one of the largest refrigerated and cold-storage warehouses in Hokuriku

BAM will propose investment strategies and build schemes based on the needs of general corporations.



Toyama /refrigerated and cold-storage warehouse

Silent partnership investment

AM Entrusted

Planning investment strategies

- 1 Initiatives for a new type of asset (For realizing the cold chain concept)
- 2 Investment in SPC
Asset management commissioned to BAM

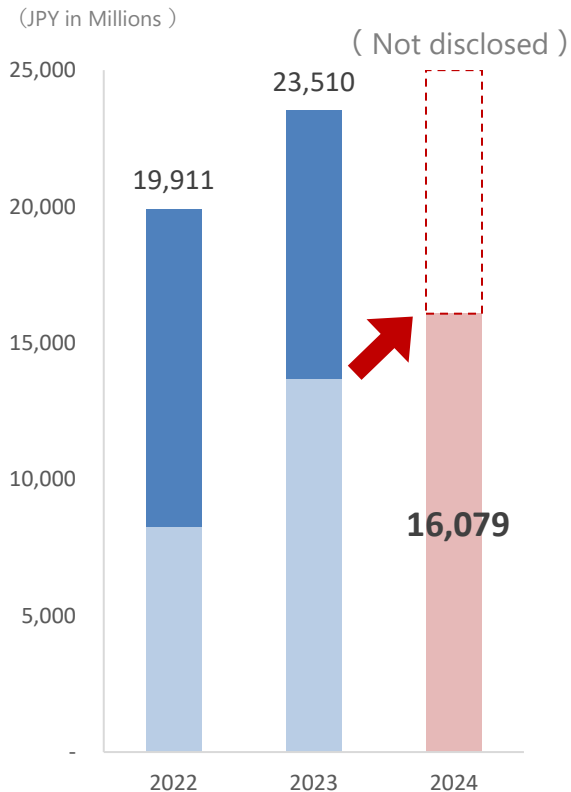
*BAM is B-Lot Asset Management Co., Ltd.

Financial Highlights

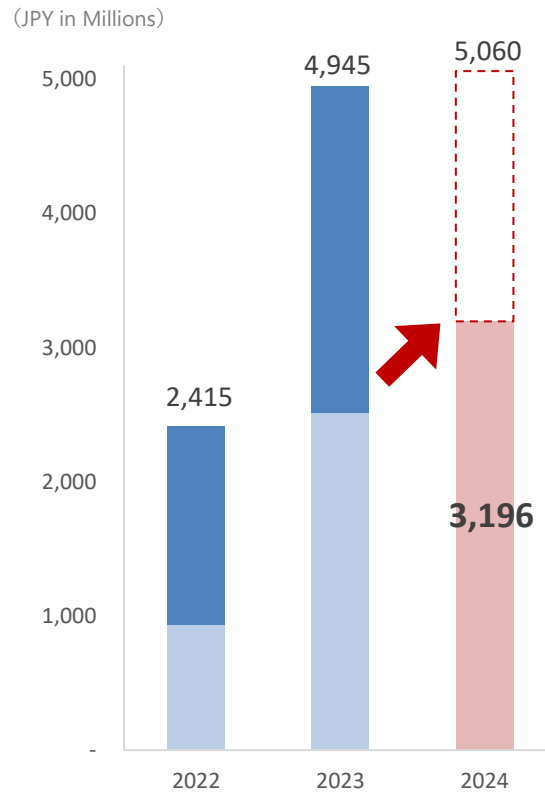
1. Progress has been good, with 67.3% of the full year consolidated profit budget achieved.
Year-on-year growth was achieved in all segments.
2. Adopted an aggressive stance towards diversification including joint ventures and investment projects while carefully selecting real estate for sale and sites under development (balance: JPY 34.1 billion) to purchase.
3. Achieved record-high first-half operating income in the Real Estate Consulting Business thanks to the development and active participation of future leaders.
4. Strengthened SDG initiatives using sustainable financing. Contribution to the realization of a sustainable society through business activities

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

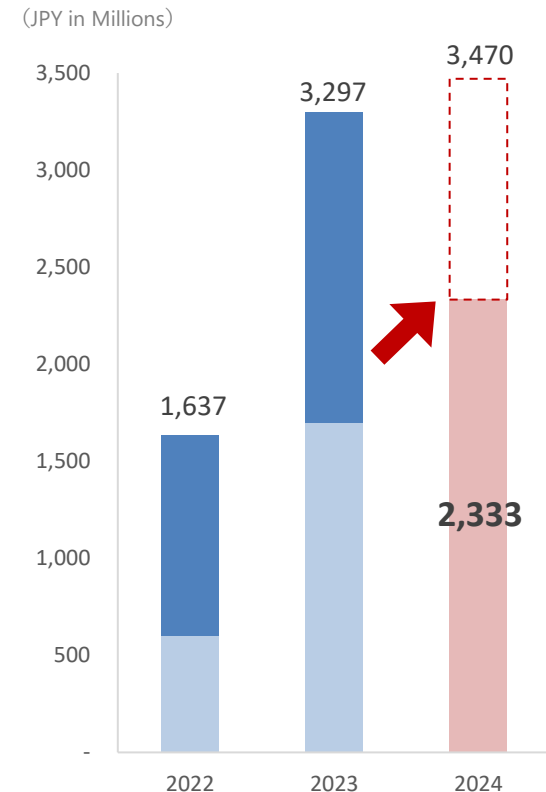
Revenue



Ordinary Income



Net Profit



Consolidated P&L Summary

... Q2 FY Dec. 31,2024 ...

(JPY in Millions)

	2023/6.	2024/6.	YoY change
Revenue	13,681	16,079	17.5%
(1) Real Estate Investment and Development business	10,734	12,621	17.6%
(2) Real Estate Consulting business	941	1,176	24.9%
(3) Real Estate Management business	2,005	2,281	13.8%
Gross profit	4,368	5,090	16.5%
SG&A	1,574	1,694	7.6%
Operating income	2,793	3,396	21.6%
(1) Real Estate Investment and Development business	2,113	2,270	7.4%
(2) Real Estate Consulting business	426	709	66.5%
(3) Real Estate Management business	990	1,166	17.7%
Other (company-wide expenses)	△737	△750	1.8%
Ordinary income	2,510	3,196	27.3%
Net profit for the period	1,697	2,333	37.5%

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

Revenue and Operating income

➤ Revenue increased JPY 2,398 million, up 17.5% year on year. Operating income rose JPY 602 million, up 21.6% year on year.

➤ **Record first-half operating income was achieved** in the Real Estate Consulting Business and Real Estate Management Business.

Operating income from the Real Estate Management Business accounts was 28.1% of the total, moving toward an increase in recurring revenue and a change in the revenue structure.

SG&A

➤ Personnel expanses increased approx. JPY 1.0 million, **in line with the aggressive investment in human capital.** Return of profit to high performers and investment in future leaders.

Net profit for the period

➤ Increased JPY 636 million. Rose 37.5% year on year.
Progress rate 67.3%

Consolidated P&L Summary

... Q2 FY Dec. 31,2024 ...

(JPY in Millions)

	2023/12.	2024/6.	YoY change
Assets	57,240	57,873	1.1%
Current assets	48,263	49,296	2.1%
Fixed assets	8,967	8,570	△4.4%
Deferred assets	9	6	△30.5%
Liabilities	42,200	41,254	△2.2%
Current liabilities	16,747	15,156	△9.5%
Fixed liabilities	25,452	26,097	2.5%
Net assets	15,040	16,619	10.5%
Total liabilities and net assets	57,240	57,873	1.1%

Asset

➤ Increased JPY 633 million.

Cash and deposits increased JPY 2,187million.

Real estate decreased JPY 1,504 million

Real estate for sale in process JPY 172 million

Liabilities

➤ Decraed JPY 945 million

Total interest-bearing debt declined JPY ▲451 million

There was progress in the repayment of borrowings due to the sale of real estate for sale.

Improved the financial balance with an awareness of capital efficiency.

Net assets

➤ Increased JPY 1,578 million.

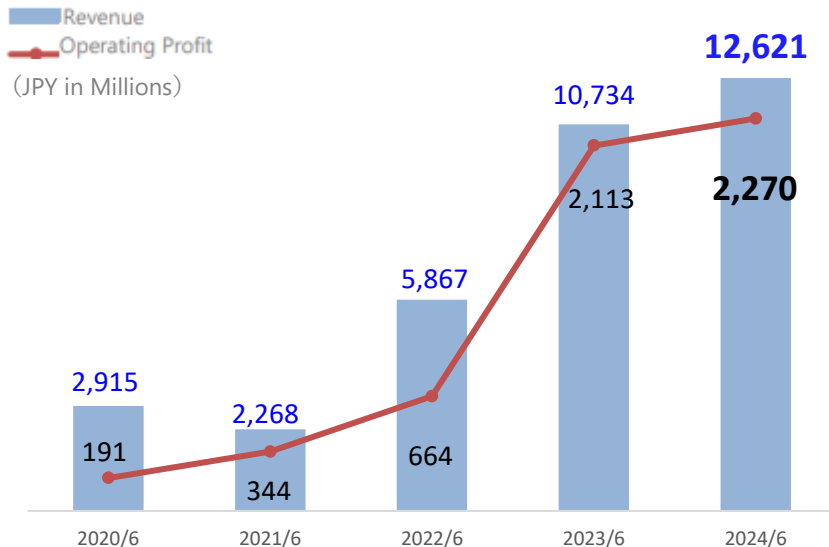
Retained earnings rose JPY1,357 million.

The equity ratio stood at 28.1%(25.6% 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 7.4%** year on year
Profit margin exceeded the initial forecast,
mainly for residential properties
- **23 properties were sold** (27 properties a year ago)
21 residential properties, 1 office and retail property, and 1 land lot.

Sale of the third building in the B-LOT RESIDENCE series



- **Full occupancy achieved early** after tenants began to be solicited
Pursued high-quality design and highly functional specifications
A co-working space created at the entrance
- Sold to a major real-estate company
- **Sale of the newly constructed condominiums was newly commissioned** by the company that designed and constructed the building



The Hokkaido Office sold four properties in Sapporo



Kita 1-jo



Maruyamakoen



Kita 3-jo



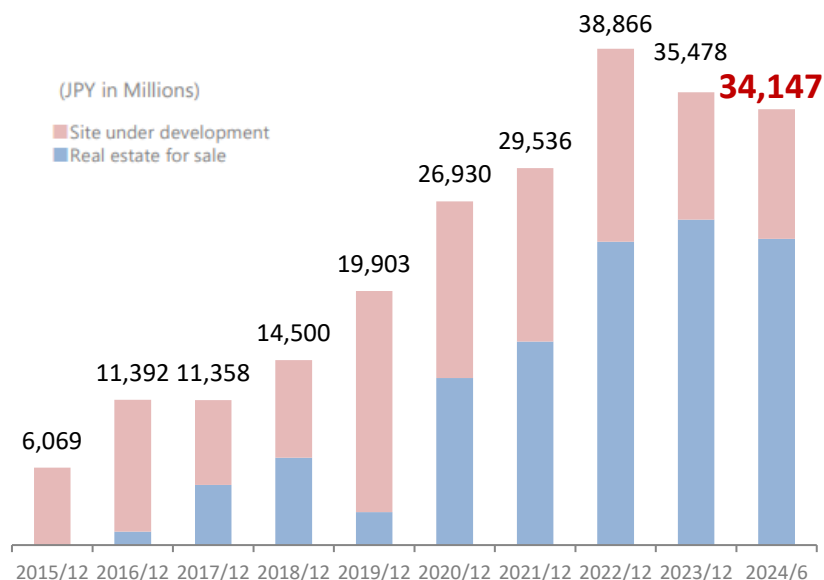
Kita 24-jo

Market Topics		The official land price <u>rose for the eighth consecutive year</u> in 2024.	
Residential districts	Average price (yen/sqm)	Average volatility	
2019	72,900	↑	4.0%
2020	78,800	↑	7.1%
2021	82,500	↑	4.3%
2022	89,700	↑	9.3%
2023	102,200	↑	15.0%
2024	110,800	↑	8.4%

*Created by B-Lot based on a document describing trends in official land prices in Sapporo published by the Sapporo city government in 2024

- Steadily completed the commercialization of the four buildings by identifying demand from wealthy customers and non-financial corporations
Both the total profit and total profit margin exceeded the initial plan
- 2019 to June 2024
Official land price: Increased more than 1.5-fold
Number of buildings for which property management has been commissioned to us: Increased more than 1.5-fold
We are also increasing our staff to expand business in Hokkaido.

Balance of real estate for sale

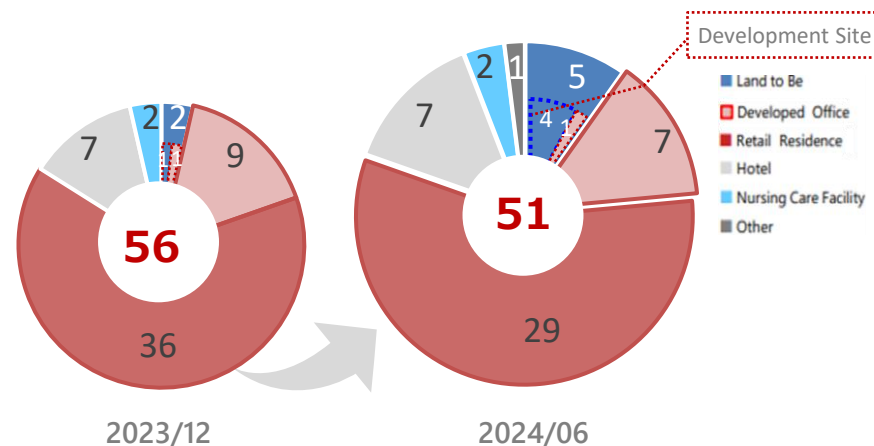


- **19 Properties acquired** (15 properties a year ago)
15 retail residence, and 4 land lots

- In FY2023, approx. JPY 4.9 billion (five properties) in real estate for sale was transferred to fixed assets.

Will adopt an aggressive attitude towards new acquisitions of fixed assets as well

Properties By Type



*Properties owned by B-Lot Co., Ltd. by type
(Bulk deals are calculated as one.)

- 29 properties for residential purposes were purchased, a decrease of 7 from the previous year.
7 office and retail properties were purchased, a decrease of 2 from the previous year.
In the first half, more properties were sold than acquired, mainly properties for residential purposes.
- In the second half, we expect to be aggressive in purchasing while being flexible about area and type, taking advantage of the broad range of investments.

Upcoming Properties

... Q2 FY Dec. 31, 2024 ...

Real estate restoration



Tokyo / Minami-shinagawa



Tokyo / Nihonbashi

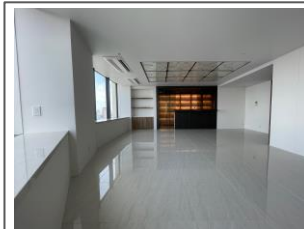
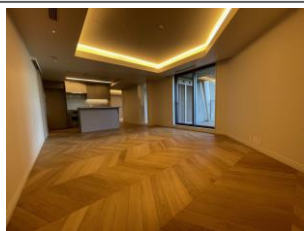


Nagoya / Takamine

High Rise Condominium



Tokyo / Motoazabu



Tokyo / Nakameguro

Business regeneration



Tsuruga Kokusai Golf Club

Real estate development



Development of a luxury hotel in Hakone

Projects are in progress although plans were changed significantly in response to COVID-19, which has had an ongoing impact and the rise of construction costs.

Hotel

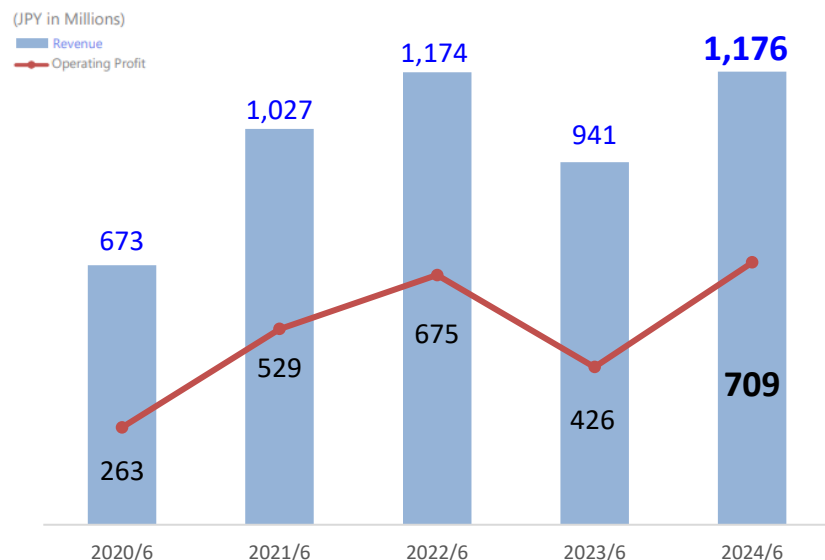


WISEOWL HOSTEL
Sapporo



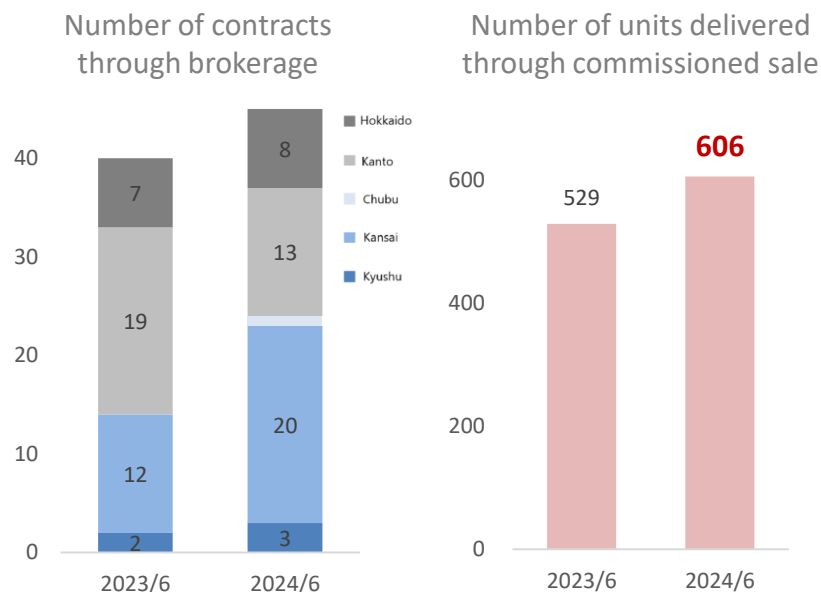
AND HOTEL
HAKATA

Revenue and Ordinary Income Trends



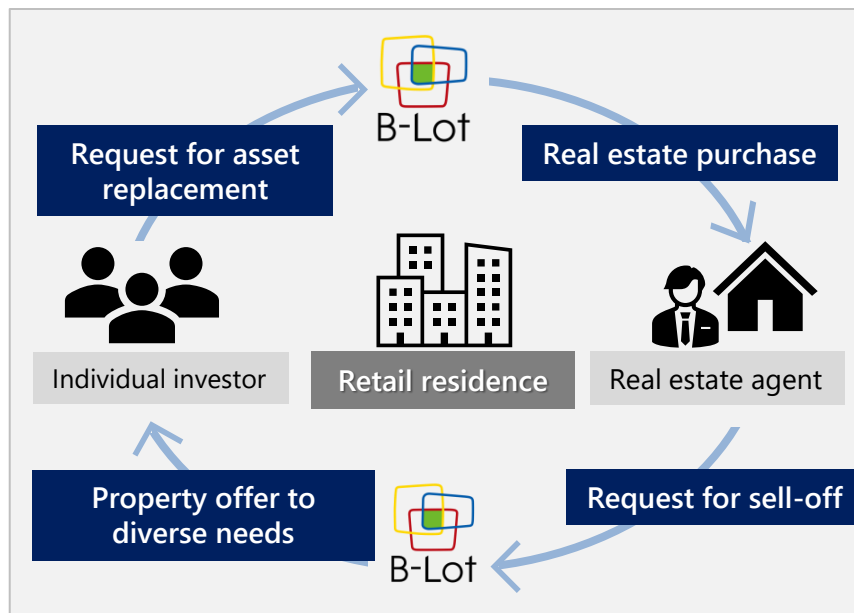
- > Business profit was 166.5%
Purchase desiring for commercial properties increased rapidly with a background of growth of affluent market
achieved new record for profit in the first half !
- > In addition to newly hiring staff, we transferred salespeople to positions where they would be in charge of brokerage.

Number of Contracts Trends



- > The number of contracts through brokerage was 45 (40 in the previous year)
Kanto 13, Hokkaido 8, Kyusyu 3, Kansai 20, Chubu 1
- > The number of newly constructed condominiums for sale that were delivered was 114.6% of the number in the previous year, progressing as planned.

Example of a contract with a sales agent



- Provided appropriate opportunities in response to the diverse needs of individual customers
Created multiple transactions for a single real estate property

- The average brokerage fee increased about twofold from the previous year* due to the increase in the real estate sales

*Excluding condominiums for senior citizens

Consignment sale



◀ **Total units: 135**
All units were sold before completion

[Business owner]

Osaka Metro Co., Ltd.

Kanden Realty & Development Co., Ltd.

[Features]

The commemorative first property in the Osaka Metro's condominiums for sale business

- Sold all of the units of ten properties in the first half (The sales share was 100% for 4 of the properties)
Our sales capabilities were evaluated highly by a major developer.

- Sold all of the units of three properties commissioned by Kanden Realty & Development Co., Ltd.
Aiming to sell all of the units of two properties which are entrusted to us at present as quickly as possible

Newly-built condominium Sale on consignment all over Japan !

... Q2 FY Dec. 31,2024 ...



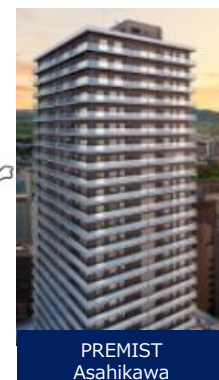
Wellith Kakuozan Hoocho



Aoi CROSS TOWER



PRESIS tower
Mishima Hirokoji



PREMIST
Asahikawa
the tower



BRANZ Tower
Sapporo Odorikoen



PROUD TOWER Okayama



GRANCIELO Kichijoji

Sales
information
here ▼



CIELIA CITY Akashi Okubo

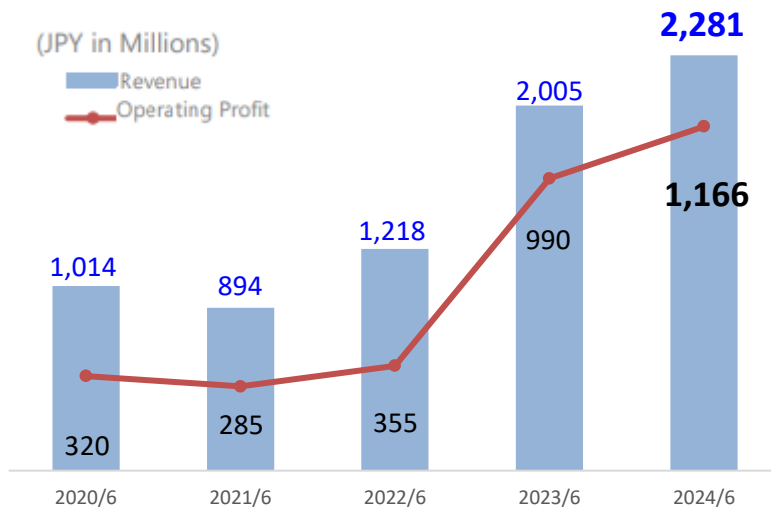


Laurel Court kitatanabe



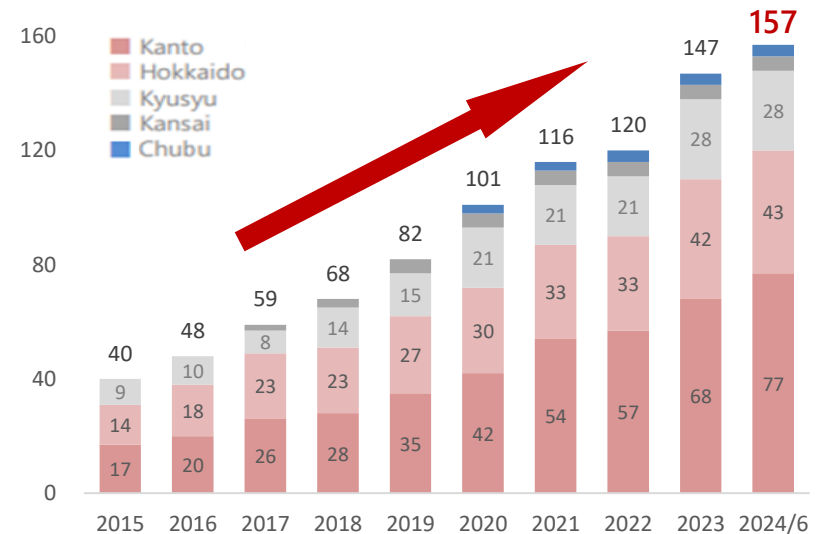
CIELIA azamino

Revenue and Ordinary Income Trends



- > Segment profit **increased 17.7%** year on year
Set new record for profit by a large margin
- > **The increase in rental income contributed to the increases in revenue and profit.**
Revenue from hotel assets increased 1.4-fold year on year.

PM consignment building trends



- > **The number of buildings was 157** (147 in the previous year)
The number increased by 10 from the same period in the previous fiscal year.
The earnings base expanded steadily due to the increase in the number of buildings managed.
- > Repeated transactions with real estate companies increased thanks to **outstanding property management.**

Assets under management increased at each property management base!

Property management segment in numbers

As of Jun 30, 2024



Number of buildings we
were consigned to manage

157



Owners of managed
properties

81 ※1



Percent of property management
consigned from other departments

54.8%

Cumulative period in FY 12/24

Rate of successful sales/brokerage contract with
the owners of managed properties



23.9% ※2

Company owning hotels: M&A project completed



- > After merger, the manager of the property management segment from B-Lot became the president.
Employees who were transferred to B-Lot continue to work with us at present (for more than five years). They have been promoted to management positions and they embody our corporate culture
- > Do-c Gotanda, an asset we own, was transferred to the owners of managed properties. We continue to manage the property.
> Multilateral transactions realized

*1 Both corporations and individuals were counted as one where the actual conditions were identical.

*2 Excluding condominiums for senior citizens for actual demand

Company Profile

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)

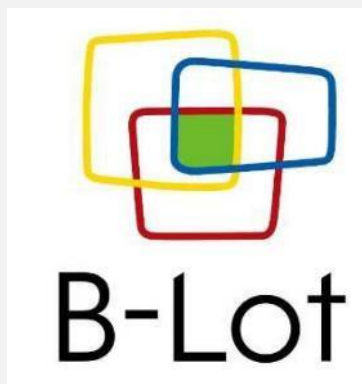
Acquired BA in Commercial Science at Sapporo Gakuin University.

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]



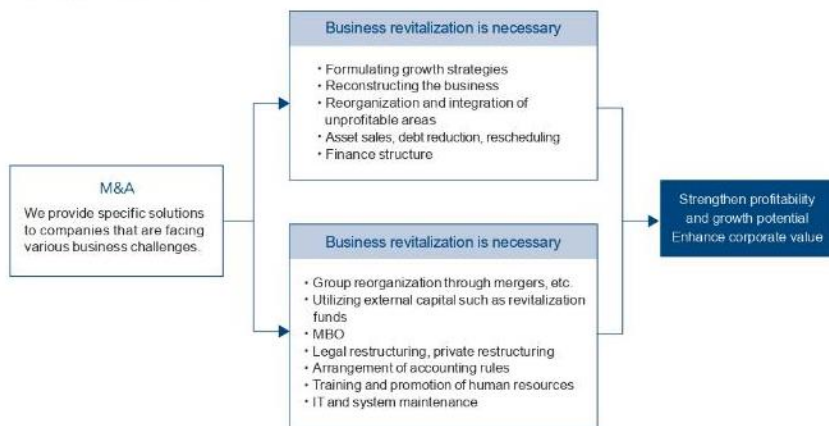
Toranomon SE Building [Tokyo]

Real Estate Investment Development Business · Q2 FY Dec. 31, 2024 ···

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.

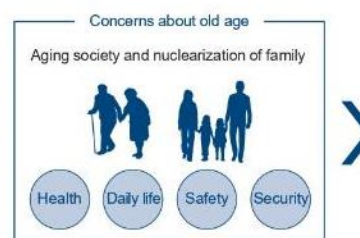
Through proper management and guidance, we are building an organization with a solid sense of unity and revitalizing our core businesses.



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 channel 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.



< 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]

Real Estate Consulting Business

... Q2 FY Dec. 31, 2024 ...

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]



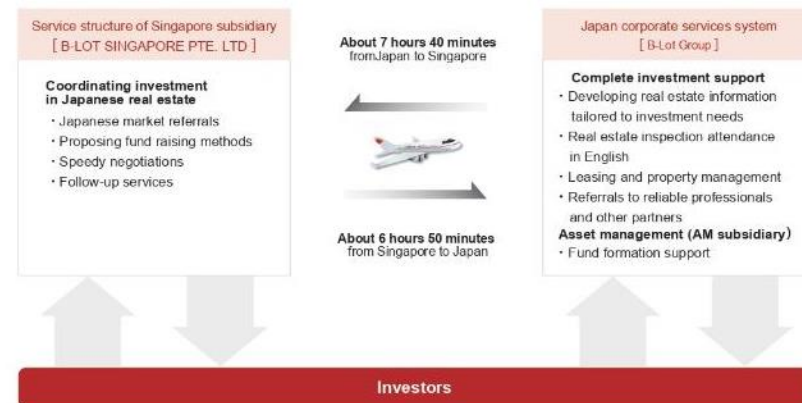
Branz Tower Toyosu [Tokyo]



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 >



Kanuzawa Villa [Nagano]



KAMUI NISEKO [Hokkaido]

Asset management [B-Lot Asset Management]

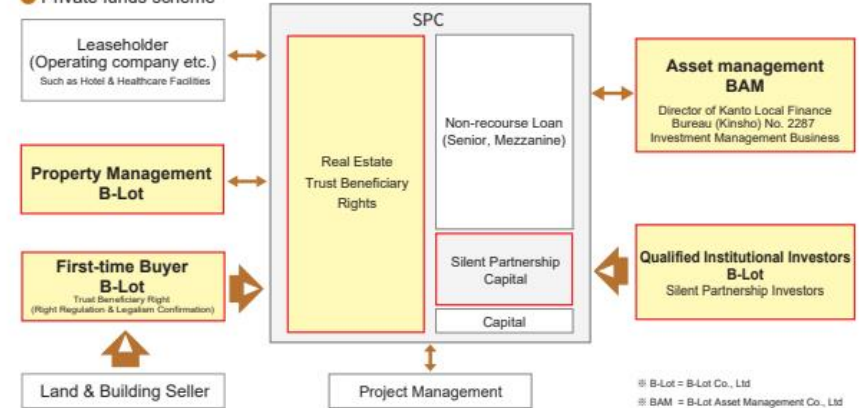
In addition to the expertise in corporate real estate that the B-Lot Group has developed, we utilize our expertise in asset finance and other areas, as well as our own unique network, to develop sophisticated management services as an asset manager.



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.

Private funds scheme



< Consignment sales >



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



HOTEL VISTA KANAZAWA [Ishikawa]

<Entrusted with a Healthcare Facility>



Seijo Healthcare Facility [Tokyo]

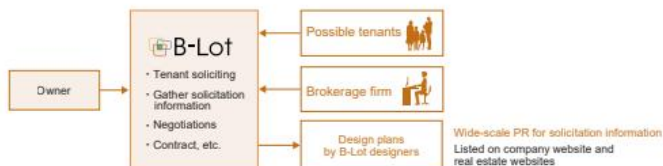
<Case of Hotel Management>



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 Asset Management Company Limited

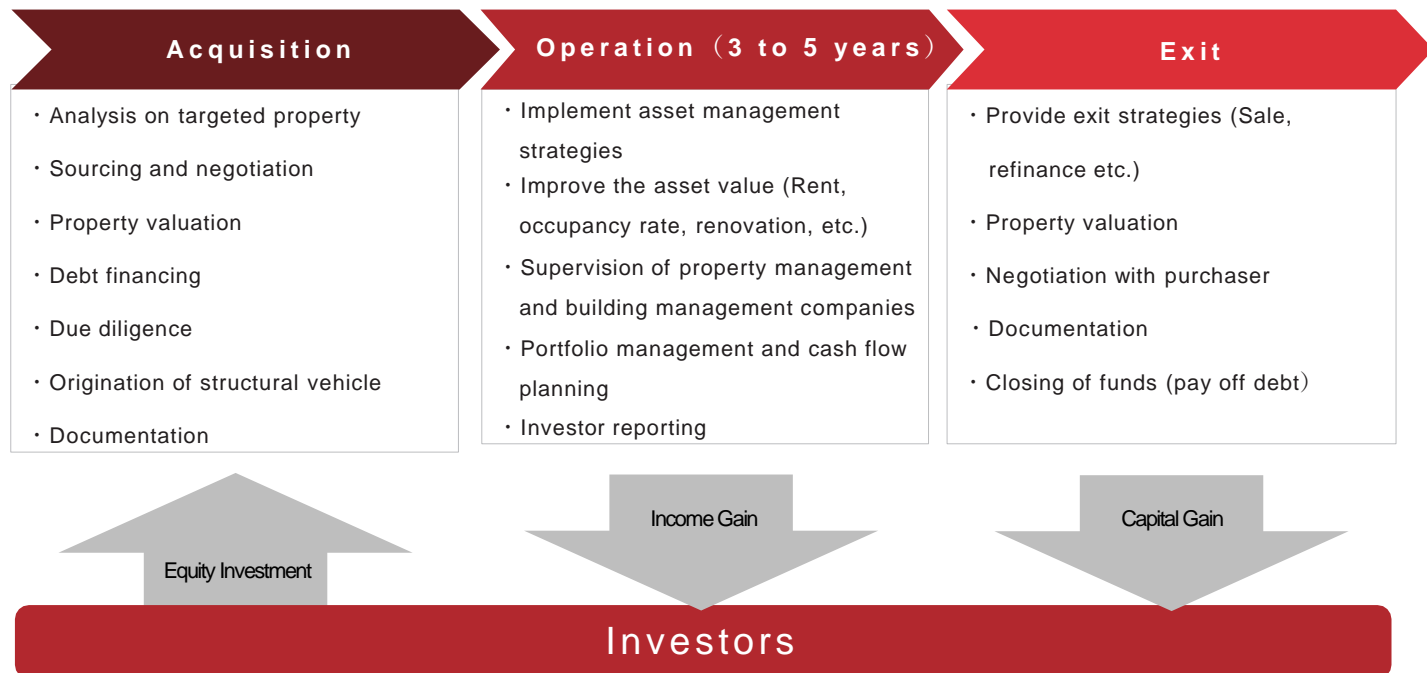
B-Lot Asset Management Co., Ltd. provides comprehensive real estate operational services such as asset management with financial schemes

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.



CEO 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

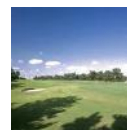
Consulting services

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



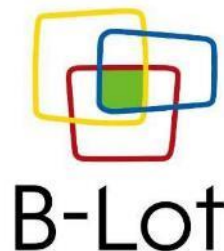
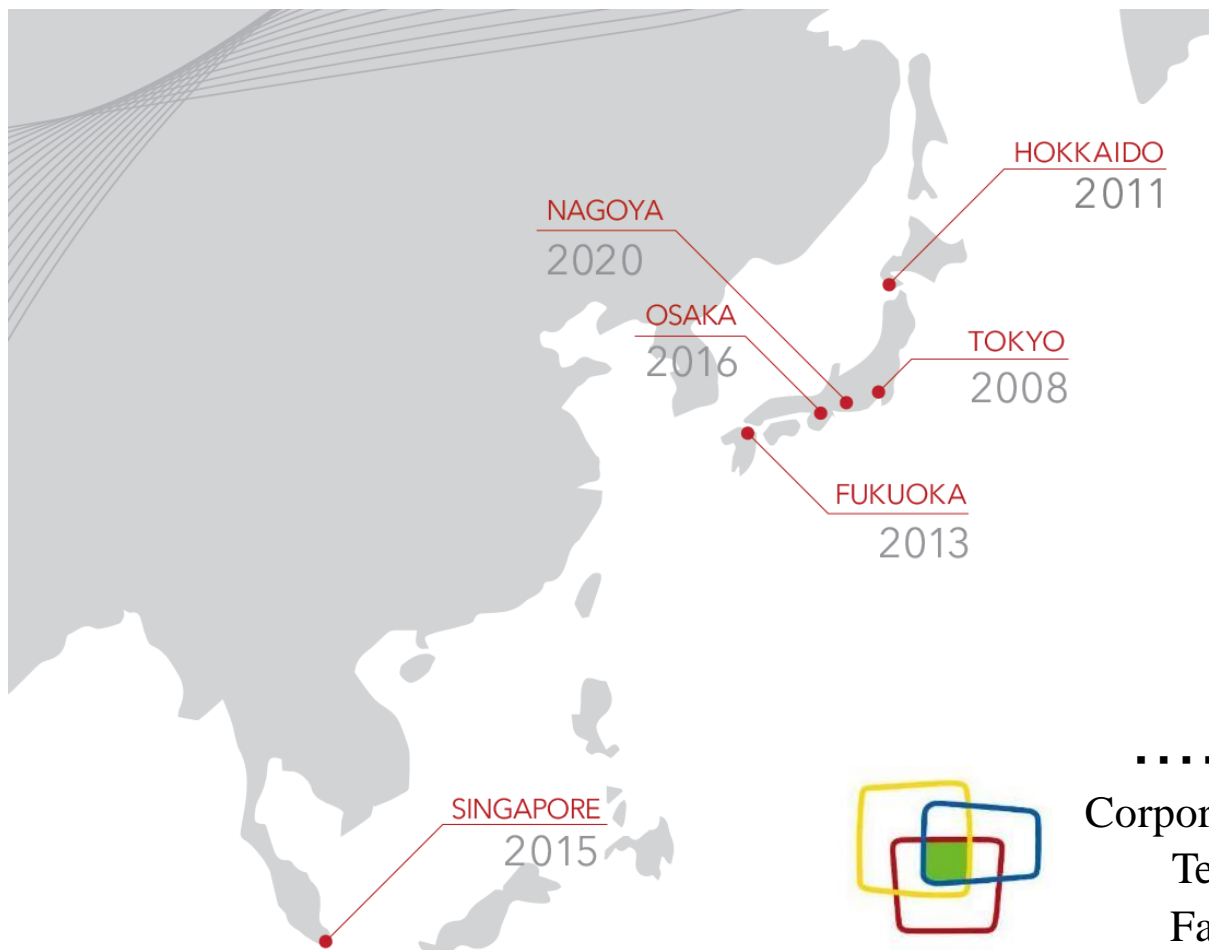
Wakasu Golf Links
(Management business designated by the Tokyo Metropolitan Government)



North Shore Country Club



Tsuruga Kokusai Golf Club



..... **Contact us**

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