

Annual Report

Fiscal Year Ending Dec.31,2024

Apr.15.2025

【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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We strengthened the foundations of our corporation and achieved growth in our financial results. At the same time, we announced a large M&A transaction. Our results for FY2025 will be significant, enabling you to stay confident in us.

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

Since the start of 2025, the political and economic situation has been increasingly unpredictable in Japan and in the world. While the United States pursues aggressive economic policies, Japan is experiencing an inflationary trend. Future economic trends, including trends regarding foreign exchange rates, are quite concerning. In the Japanese real estate industry, both revenue and expenses are rising. Construction costs continue to increase. Investors' views on these factors continue to change. Under these conditions, the B-Lot Group has thrived as its financial results for FY2024 were far higher than the targets in the three-year Medium-Term Management Plan.

Guided by the Medium-Term Management Plan, we are working energetically to secure and develop personnel and otherwise strengthen the foundations of our corporation, with a view toward long-term growth in particular. These activities are backed by the fact that the post-pandemic recovery of performance during the period up to FY2023 was faster than expected and that it reached a level that surpassed the forecast.

In FY2024, we succeeded in achieving results that were far higher than our targets while we were engaged in the process of strengthening the foundation of our corporation. We proudly believe that these positive results were due to our purchase and renovation of real estate with distinctive appeal that stimulated customers' appetite for investment and our provision of high quality customized services to demanding customers who were very satisfied.

Our fresh start after the COVID-19 pandemic was very good. In addition, we concluded a large M&A deal. Our expectations that FY2025 will be a second start for us are very high. We will continue working to strengthen the foundation of our corporation and improve the performance of our business. The large M&A activity is key to the acceleration of growth.

We will enjoy changes in the business environment, make full use of our conventional strengths, pursue group synergy and implement a range of measures including the bold promotion of human resources.

We ask that you continue to provide guidance to and support the B-Lot Group in 2025 and beyond.



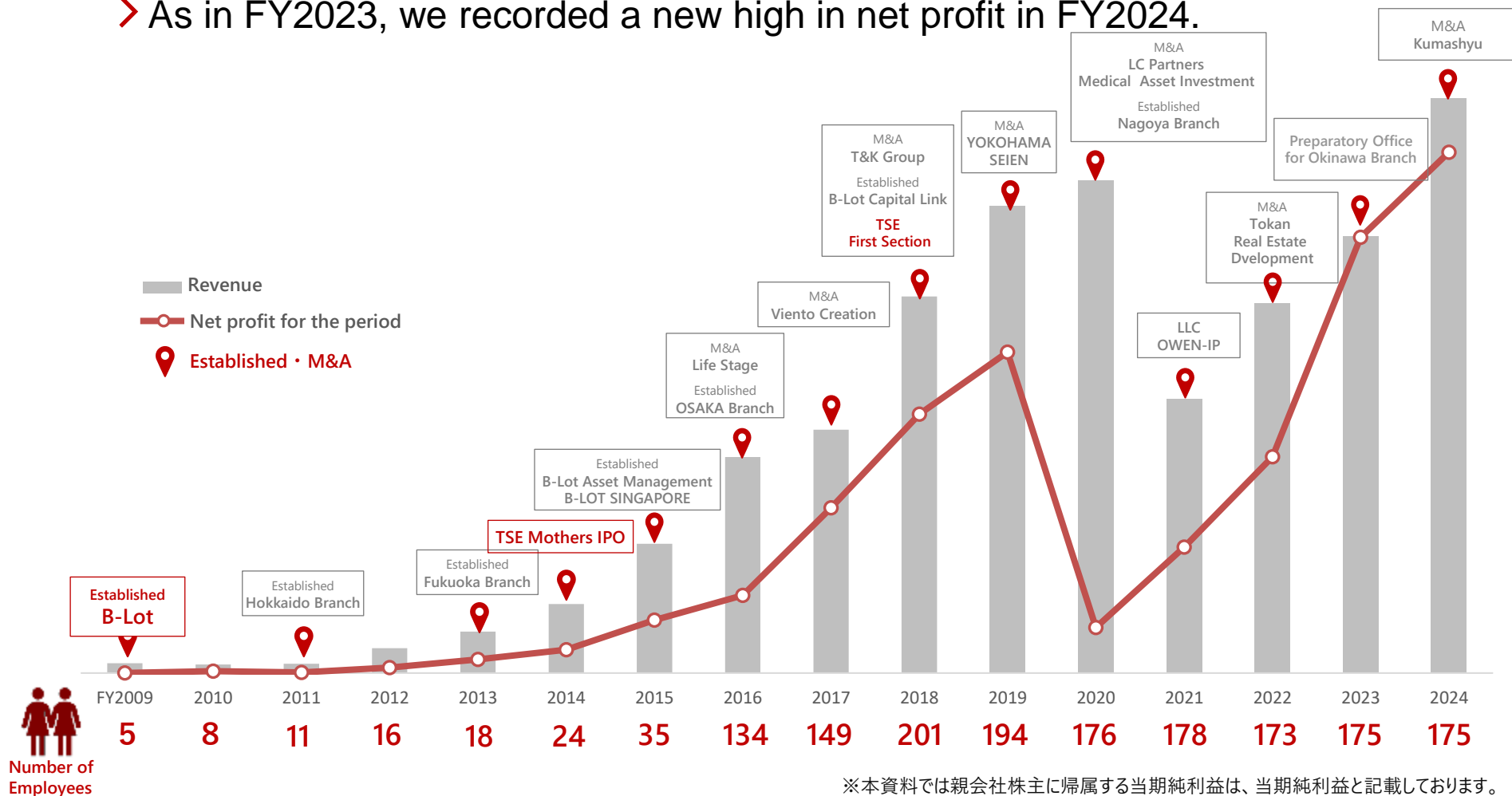
President
Masahiro Mochizuki

CEO
Makoto Miyauchi

B-Lot's History

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

- > We conducted M&A transactions, established group companies and opened branches with a view toward becoming a corporate group that will survive for 100 years.
- > As in FY2023, we recorded a new high in net profit in FY2024.

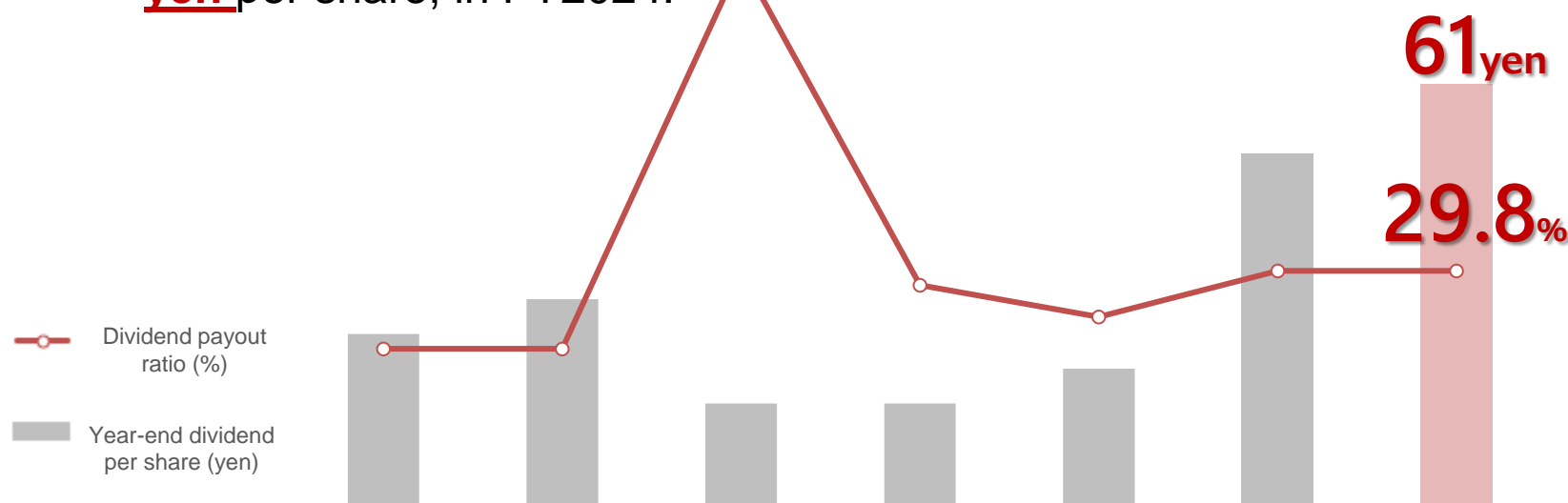


※本資料では親会社株主に帰属する当期純利益は、当期純利益と記載しております。

Shareholder Returns

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

- > The company's stable long-term growth has also allowed us to provide long-term shareholders with high dividends
- > We expect to **increase** the year-end dividend **considerably, by 10 yen** per share, in FY2024.



FY	2018	2019	2020	2021	2022	2023	2024
Closing stock price at fiscal year end	561 ※1	1,016 ※1	645	529	543	954	1,288
Year-end dividend per year	25 ※1	30 ※1	15	15	20	51	61 ※2
Dividend payout ratio	20%	20%	69%	28%	24%	29.8%	29.8%
Number of shareholders	3,878	4,745	14,936	24,793	27,787	12,499	14,030

*1 Year-end dividends adjusted for the stock splits in January 2018 and in April 2020.

*2 The amount of the dividend will be submitted to the Ordinary General Meeting of Shareholders scheduled to be held in March 2025.



Examples of Past Performance

Since the service launch in 2021, 27 management funds selected by real estate professionals have attained a **100% return on the principal.**

Repayment of the principal is not guaranteed.



3rd Fand



11th Fand



22nd Fand



23rd Fand



27th Fand



28th Fand

What is B-Den (B-Lot Crowd Funding)?

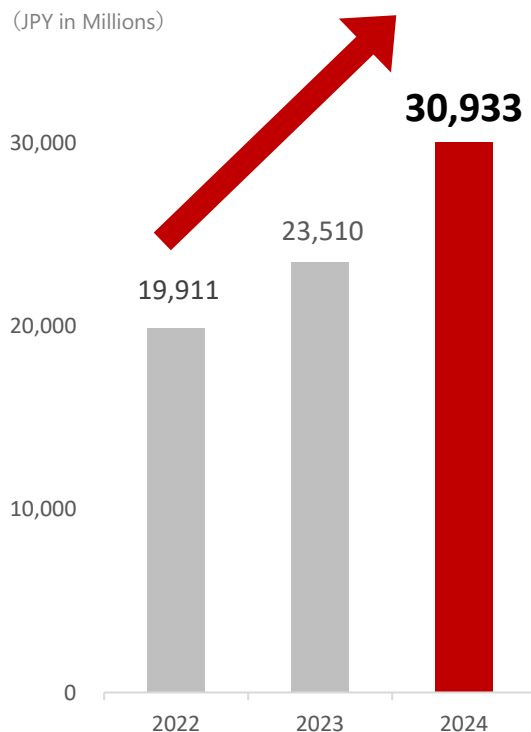
B-Den is the name of anonymous partnership-type real estate crowd funding planned and managed by B-Lot Co., Ltd. as a specified joint real estate enterprise for business referred to in item (i) under the Act on Specified Joint Real Estate Ventures. The name derives from the Japanese word biden, which means a fertile rice paddy. This word is traditionally synonymous with an asset. B-Lot Crowd Funding B-Den, is a service that makes opportunities of investing in biden, or assets, we produce by combining our collective experience and knowledge as professionals, bringing investment opportunities closer to you.

Financial Highlights

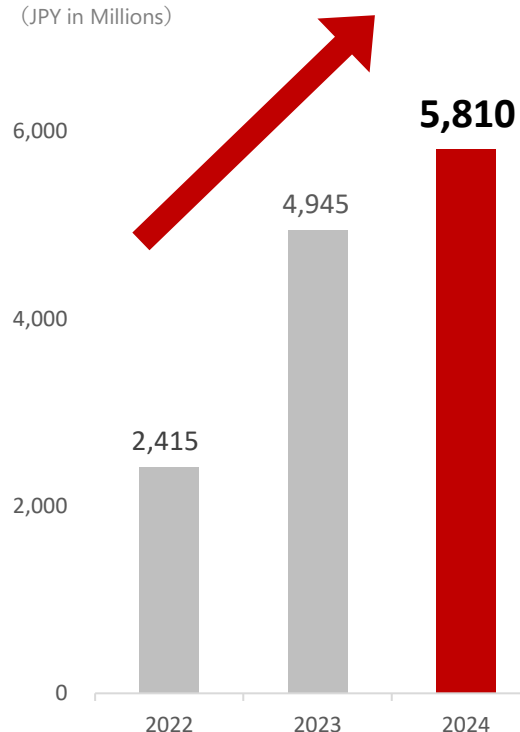
1. Net profit surpassed JPY 3.9 billion, a new record high.
Sales of large projects (accommodation-related real estate and others) positively impacted results.
2. The balance of real estate for sale and sites under development is JPY 33.1 billion
There has been a good response to the commercialization of properties that appeal greatly to motivated investors
3. Active investment in and quick promotion of human resources with a view toward increasing the number of high performers, core personnel that are competent in the administration of business and next-generation leaders.
4. Share transfer contract signed with the highest price ever (JPY 8.77 billion)
Capitalize on synergy to expand business domains and continuously increase corporate value

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

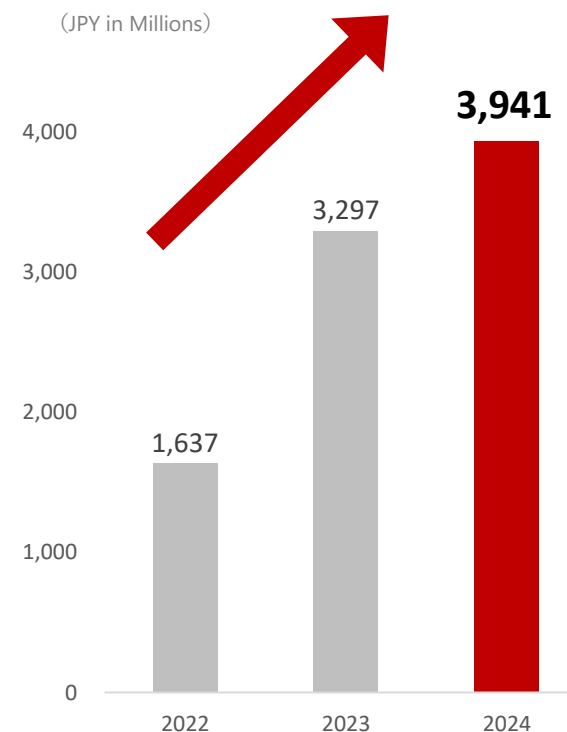
Revenue



Ordinary Income



Net Profit



Consolidated P&L Summary

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

(JPY in Millions)

	2023/12.	2024/12.	YoY change
Revenue	23,510	30,933	31.6%
(1) Real Estate Investment and Development business	17,557	24,492	39.5%
(2) Real Estate Consulting business	1,924	2,044	6.2%
(3) Real Estate Management business	4,028	4,396	9.1%
Gross profit	8,651	10,048	16.2%
SG&A	3,152	3,708	17.6%
Operating income	5,498	6,340	15.3%
(1) Real Estate Investment and Development business	4,021	4,692	16.7%
(2) Real Estate Consulting business	840	1,055	25.5%
(3) Real Estate Management business	1,906	2,206	15.7%
Other (company-wide expenses)	△1,269	△1,614	27.1%
Ordinary income	4,945	5,810	17.5%
Net profit for the period	3,297	3,941	19.5%

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

Revenue and Operating income

+JPY 7,422million

➤ Revenue crossed the JPY 30.0 billion mark, hitting a record high.

SG&A

+JPY 556million

➤ Major increase in personnel expenses
- up JPY 265 million

Active investment in human capital, including in the recruitment of high-level job seekers and an increase in restricted stock bonuses

M&A-related expenses +279 million yen

Operating income

+JPY 841million

➤ JPY 525 million posted as loss on valuation of real estate for sale in real estate investment and development

Net profit for the period

+JPY 644million

➤ Absorbing the increase in SG&A expenses and far exceeding the initial target

Consolidated BS Summary

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

(JPY in Millions)

	2023/12.	2024/12.	YoY change
Assets	57,240	56,900	(0.6%)
Current assets	48,263	48,171	(0.2%)
Fixed assets	8,967	8,722	(2.7%)
Deferred assets	9	7	(27.2%)
Liabilities	42,200	39,230	(7.0%)
Current liabilities	16,747	16,144	(3.6%)
Fixed liabilities	25,452	23,085	(9.3%)
Net assets	15,040	17,670	17.5%
Total liabilities and net assets	57,240	56,900	(0.6%)

Assets (JPY 339 million)

- > **Cash and deposits +JPY1,905 million**
Real estate for sale (JPY 5,848million)
Site under development +JPY 3,524million

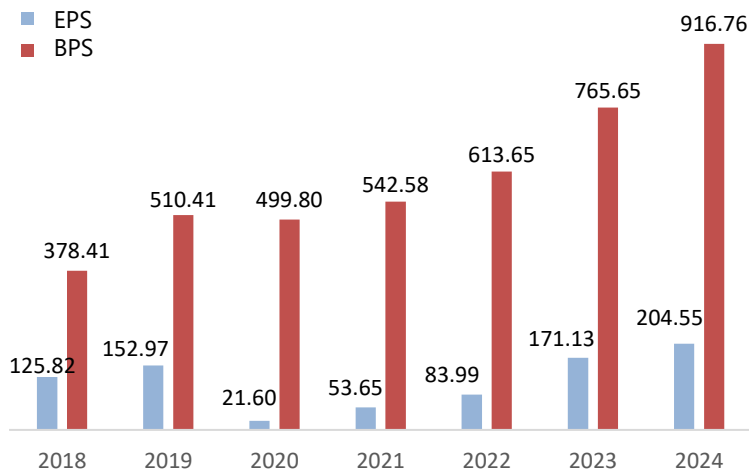
Liabilities (JPY 2,969 million)

- > Total interest bearing debt (JPY2,763 million)
Loan repayments are in progress due to the sale of real estate for sale
Improvement of financial balance with focusing on capital efficiency is planned

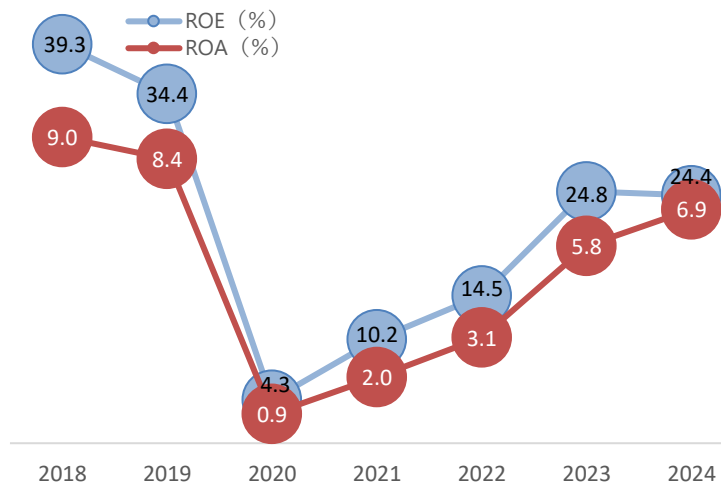
Net assets +JPY 2,630 million

- > Retained earnings +JPY 2,965million
The equity ratio stood at 31.0% (25.6% a year ago)

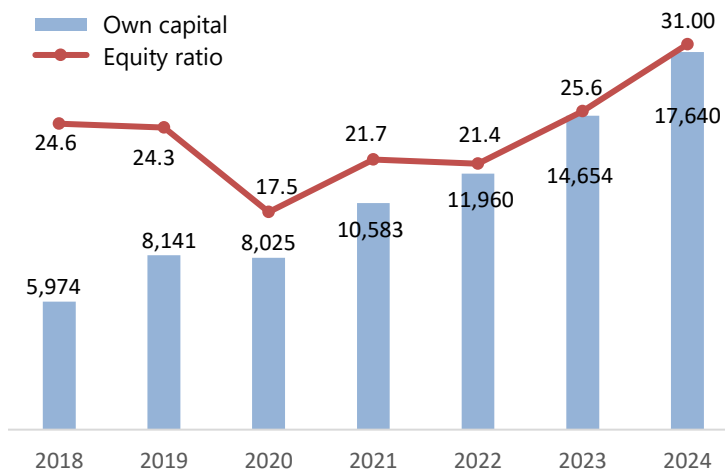
EPS & BPS



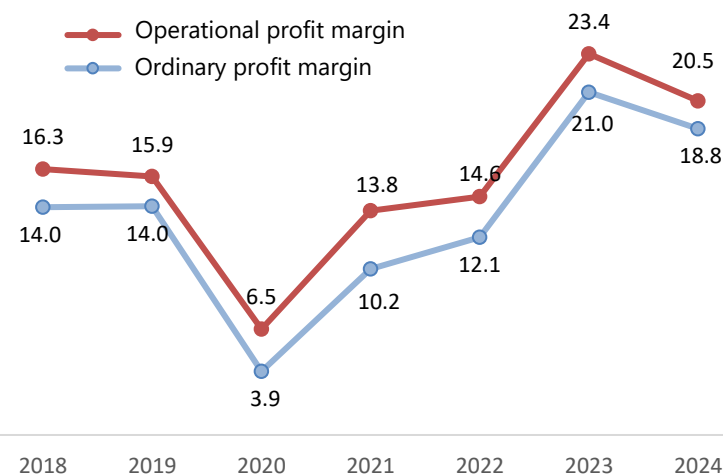
ROE/ROA



Equity ratio



Profit margin



An aerial photograph of the Tokyo skyline, featuring the prominent red and white Tokyo Tower on the left. The city is densely packed with skyscrapers and buildings, extending to the water's edge. The sky is a clear, vibrant blue. A large white diagonal shape cuts across the right side of the image, serving as a background for the text.

Medium-Term Management Plan (2024-2026)

Review and Progress

Medium-Term Management Plan (2024 - 2026)

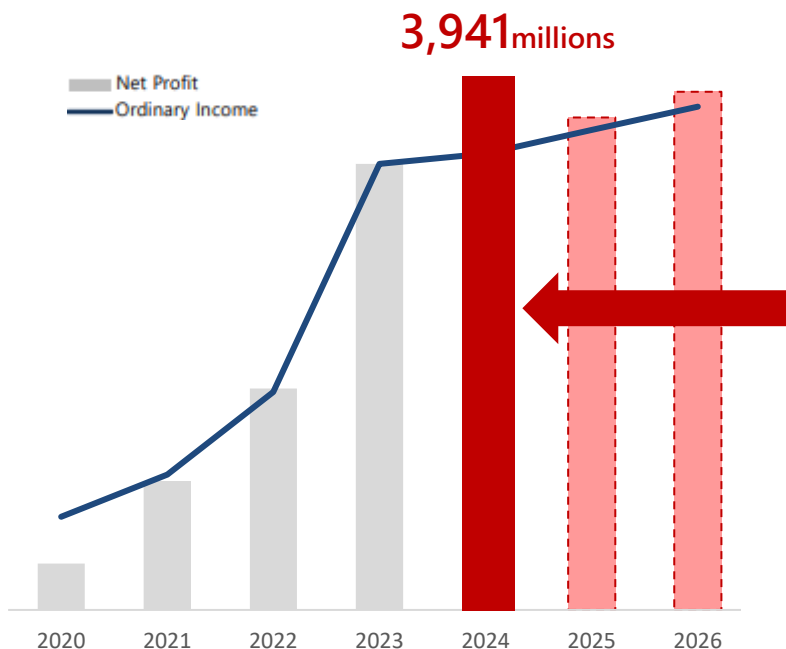
...FY Dec.31,2024...

Three-Year Management Plan

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

KPI Goals

Plan	30% or above Returning profits to shareholders	Dividend payout ratio	29.8% FY Dec.31 2024 result
Plan	Increasing around JPY 2.0 billion every fiscal year	Fixed assets	87.2 億円 As of Dec 2024
Plan	Reinforcing the management foundation by targeting 30% or above	ROE	31.0% As of Dec 2024



Profit target reached ahead of schedule

Medium-Term Management Plan to be reformulated and announced by the end of April 2025

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

3

Diversifying funding methods

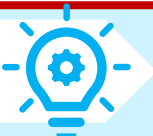


Additionally, strengthen fund procurement through direct financing with B-Den, a real-estate crowdfunding initiative

Pick up!

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

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

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

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

2024
Nov**A large M&A contract with a transfer price of JPY 8.77 billion**

KUMASYU

Number of
employees

48

As of Dec 2024

Revenue

13,435 millions

As of Feb 2024

Net profit for the
period

1,226 millions

As of Feb 2024

Total assets

33,485 millions

As of Feb 2024

*The statement of income for FY2025 will present consolidated figures for the period from March to September only due to the change in the fiscal year period.
The balance sheet will present consolidated figures beginning with the first quarter of the Company's FY2025.

Forming a group of professionals with strengths in the coordination of the rights of landowners and other rights to leased land, and rights to buildings compliant with the old earthquake resistance standards and wooden multi-unit buildings.



B-Lot

Strength

Development of real estate products for the wealthy and for investors



KUMASYU

Strength

Coordination of rights to aged properties or properties with negative factors



A single residential building

A single building

Building development

Hotels

**Increase channels of purchase and market share
Maximize synergy**

Leased land
(land with potential for value increase)

Leasehold interests in land

Buildings compliant with the old earthquake resistance standards

Disputes related to properties with former tenants' fittings and equipment



Total assets 90 billion yen

*The figure presented above represents a combination of the total assets of Kumasyu Co., Ltd. for the fiscal year ended February 29, 2024 and the total assets of the B-Lot Group for the fiscal year ended December 31, 2024.

In quake-prone Japan, it is imperative to reinforce or reconstruct the buildings that comply with the old earthquake resistance standards.

In *The Current Status and Targets in Ensuring the Earthquake Resistance of Residential and Other Buildings* published by the Ministry of Land, Infrastructure, Transport and Tourism in December 2022, the ministry set the target of almost completely eliminating residential buildings with insufficient earthquake resistance by 2030.

Revisions to earthquake resistance standards

Earthquake resistance standards	Law amendment	Concept of earthquake resistance	Seismic strength
Old earthquake resistance standards	1950 Building Standards Act enacted 1971 Order for Enforcement of the Building Standards Act revised	Buildings should withstand earthquakes of an approximate seismic intensity of 5 on the JMA scale. <i>From the present perspective, hardly any design for earthquake resistance was done.</i>	Danger Buildings are likely to collapse in the event of a major earthquake.
New earthquake resistance standards	1981 <u>Major revision made to the Building Standards Act</u> 1995 Act on Promotion of Seismic Retrofitting of Buildings enacted	Buildings should not collapse after an earthquake with a seismic intensity of 6 Upper to 7. ◎ Revision to the wall quantity regulations <i>Although its provision increased earthquake resistance, it was not legally binding.</i>	Requires special attention Buildings may collapse in the event of a major earthquake.
2000 standards (New new earthquake resistance standards)	2000 <u>Major revision made to the Building Standards Act</u> 2005 Building Standards Act revised 2006 Act on Promotion of Seismic Retrofitting of Buildings revised	Buildings should not collapse after an earthquake with a seismic intensity of 6 Upper to 7. ◎ Balance of wall layout ◎ Foundations ◎ Use of designated metal joint fittings, etc.	Feeling secure for the time being

Damage to residential building caused by the 2016 Kumamoto Earthquakes

	Residential buildings compliant with the old earthquake resistance standards	Residential buildings compliant with the new earthquake resistance standards	Residential buildings compliant with the 2000 standards
Catastrophic damage/ destruction	28.2%	8.7%	2.2%
Serious damage	17.5%	9.7%	3.8%
Slight, light or moderate damage	49.1%	61.2%	32.6%
No damage	5.1%	20.4%	61.4%

Cited from materials created by the Zentakuren (National Federation of Residential Land and Building Transaction Associations) and from the research data of Mokutaikyo (Japan Cooperative of Operators of Seismic Reinforcement for Wooden Houses)

Kumasyu will celebrate its 20th anniversary in July 2025.



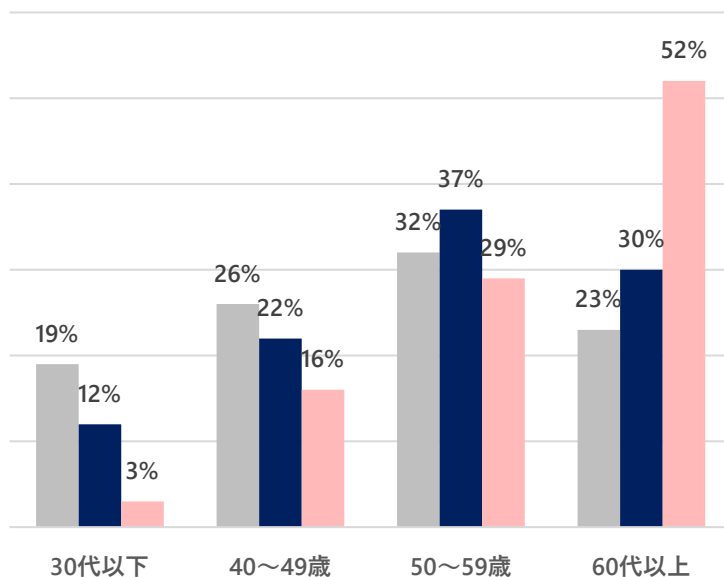
Strengths in acquisitions and the coordination of rights regarding buildings compliant with the old earthquake resistance standards
Helping increase high-safety buildings

**Japan has a limited number of young business managers and successors.
This gives the B-Lot Group opportunities to receive orders.**

Corporate issues identified by business managers (313 respondents)

No. 1: Successors' management capabilities

International comparison of age of business managers



Cited from the Small and Medium Enterprise Agency's
Analysis of Current Status of Business Succession and
M&A and Direction of Future Initiatives, June 28, 2024

[M&A]

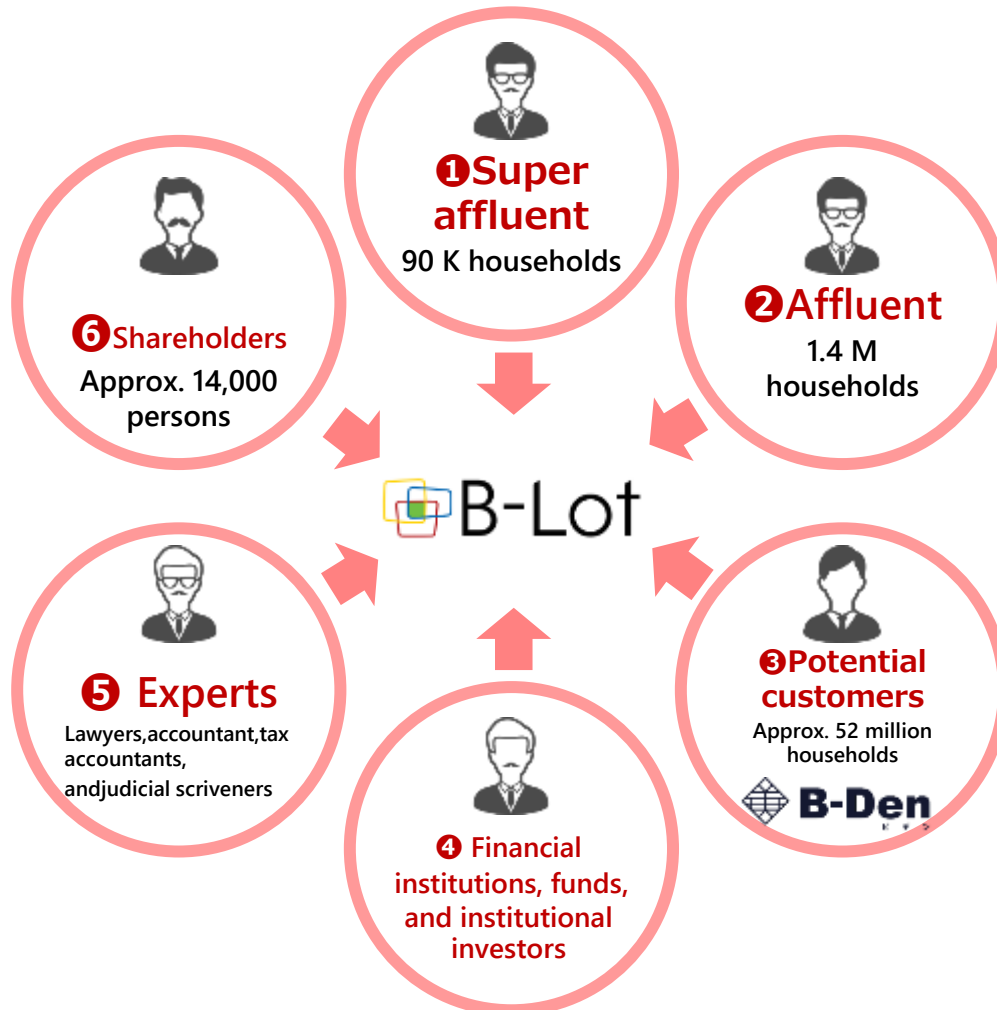
Reasons for selection of B-LOT

An independent stock-listed company	Corporate culture of prudence and attention to detail	Respect for founders and business managers	A well-balanced workforce
Growth potential	Full enforcement of information management	Active participation of female employees	Many word-of-mouth referrals
Established track record in non-hostile M&A transactions	Support for self-realization	A large number of closed negotiated transactions	and more



Emphasizing trust and harmony

M&A measures are an effective method of expanding the Company's network of supporters.



- 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.

»» Kumasyu Co., Ltd. receives personnel with a great deal of work experience in the real estate industry.

- 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

»» New transactions have been started with seven financial institutions.
Kumasyu now transacts with 48 banks.
It has thus strengthened its network.

It is urgent that the Company develop core personnel who are familiar with the administration of business. ⇒ Improve treatment of prospective business managers



Joined by Kumasyu, the B-Lot Group saw its sales staff grow to an approximate total of 130 personnel. The Group will work as one to increase the value per transaction and to enhance the quality of services.

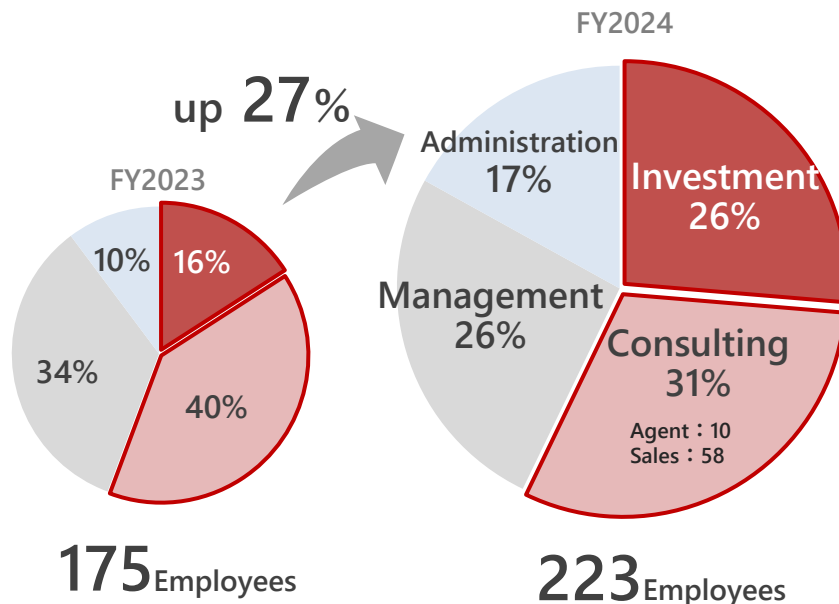


Develop personnel that will play active roles and aim to be business managers.

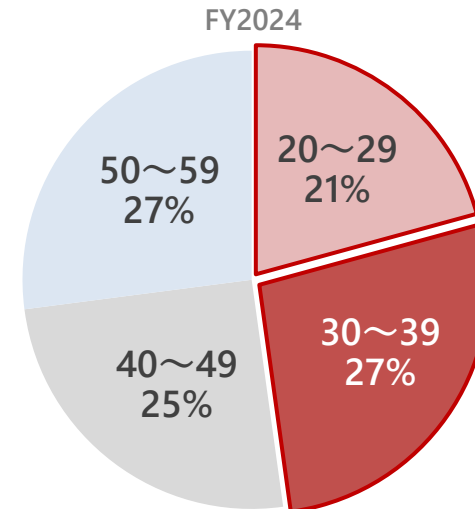
Evaluate personnel's abilities irrespective of age or gender.

A policy of revitalizing personnel transfers between internal departments and accelerating pay increases and the promotion of people playing active roles in the Company

【Group employees by function】



【Group employees by age group】



*The figures are based on the total number of personnel in the Group on a consolidated basis and in Kumasyu.

Reinforcement for new graduate recruitment! Starting salary increased to 300,000 yen

Treatment for new graduates

Starting salary

300,000yen

Increased by 20,000 yen from April 2025

Employee benefit

- Short distance housing allowance
- Incentive for employee stock ownership
- Referral recruitment reward
- Certification bonus
- Company facility discount
- Long-term employee awards
- Quarterly awards Etc....

Number of new hire

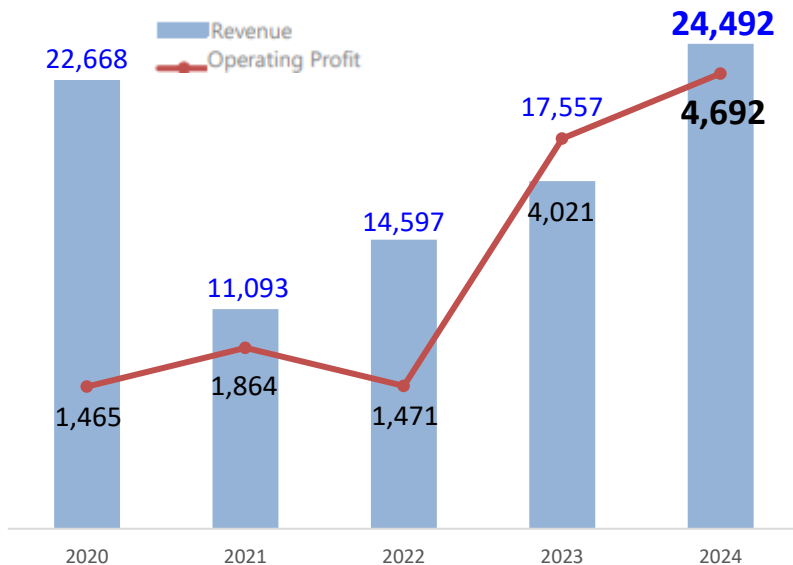
10

(2025:The male to female ratio is 7:3)



Business Summary

Revenue and Ordinary Income Trends



- > Segment profit **increased 16.7%** year on year
Segment profit hit a new high following the sale of properties at high profit ratios.
- > **43 properties were sold** (39 properties a year ago)
30 residential properties, 5 office and retail properties,
5 land lots, 2 hotels, and 1 nursing home

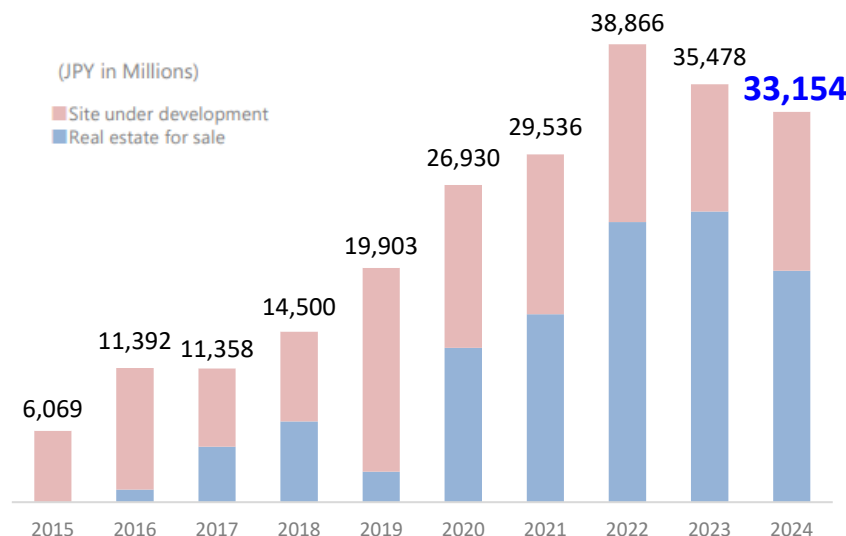
*The above figure represents the number of properties sold by B-Lot Co., Ltd. alone.

Real estate for sale

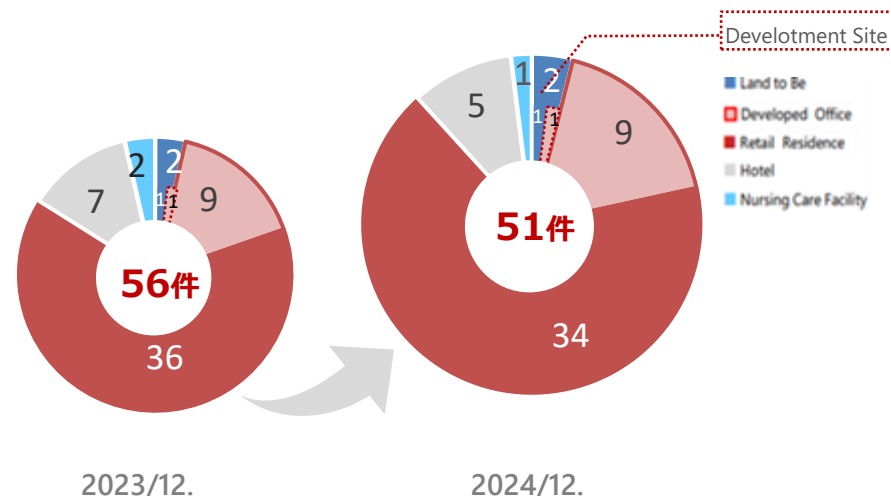


- > While losses on valuation (devaluation of acquisition costs) were posted in past fiscal years due to the negative impact of the COVID-19 pandemic, sales exceeded the initial target.
- > Strong appetite for investment in hotels
Attention is being paid to existing hotels increased amid the rise in construction expenses and the lengthening of construction periods.
Hopes have been laid on the future sale of hotels in stock

Balance of real estate for sale



Properties By Type



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

*Five properties were transferred from real estate for sale to fixed assets in fiscal 2023.

- **38 Properties acquired** (39properties a year ago)
Sales of large properties progressed, the balance decreasing 6.6% YoY
Steady progress in the commercialization of properties expected to be sold

- Properties regarding which agreements were signed for acquisition in 2025 (as of February 14, 2025)
Eight properties worth over JPY 9.5 billion => Purchase agreements signed

- **Residential building**⇒34 cases decrease of 2 from the previous year
Office building ⇒ One office building completed in Fukuoka
Hotel and accommodation ⇒ Five properties (down two YoY)

- **Investments made flexibly in diverse areas and applications** leveraging the breadth of the scope of the investments while carefully selecting the properties to be purchased

Upcoming Properties

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

Real estate restoration



Tokyo / Ookayama



Tokyo/ Ebisu



Osaka / Esaka

Real estate development

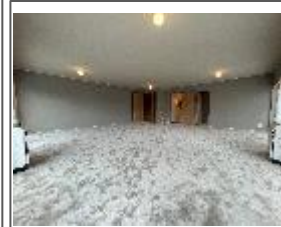


Fukuoka/ Akasaka

High Rise Condominium



Tokyo / motoazabu



Tokyo/ Mita

Business regeneration



Tsuruga Kokusai Golf

Hotel

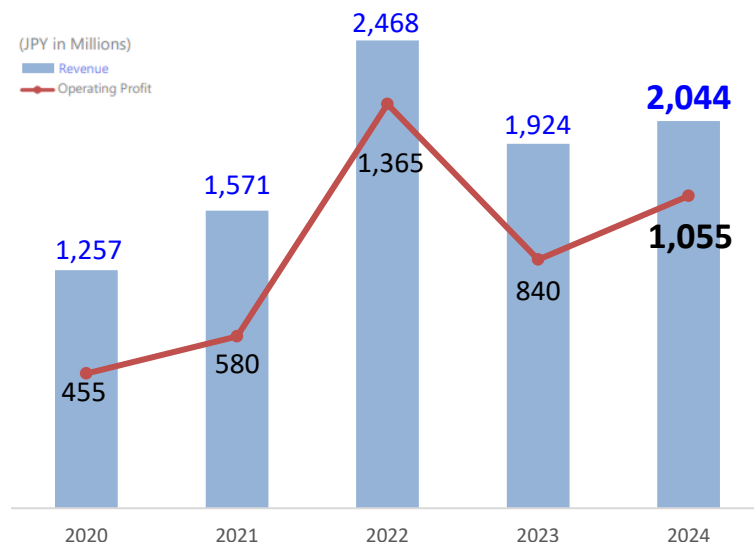


WISEOWL HOSTEL
Shibuya



& HOTEL
HAKATA

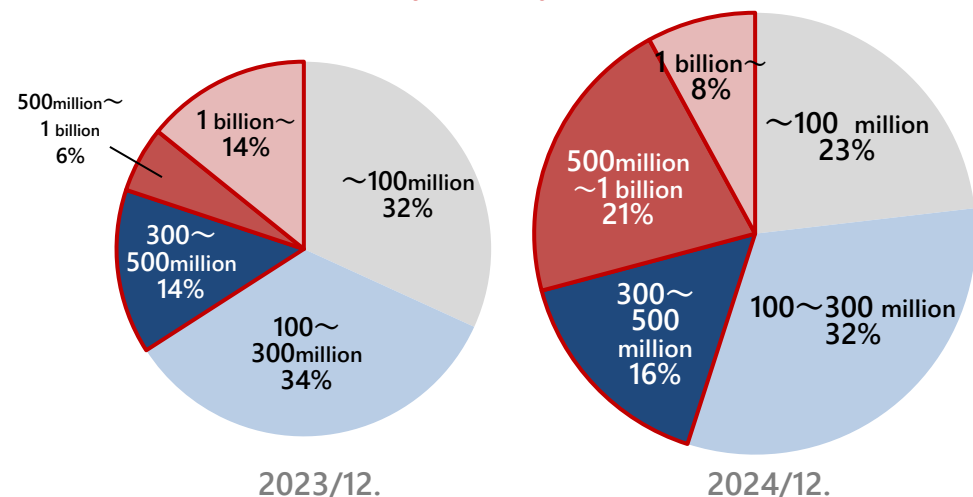
Revenue and Ordinary Income Trends



- > Business profit was **125.5%** YoY
Collaboration among the different bases and group companies positively affecting brokerage projects.
This helped increase profit.
- > The number of units delivered through commissioned sales decreased 15.9% year on year.
All units of 19 properties (901 units in total) were sold.

Transaction price trends

Over 300 million yen project 34% ⇒ 45% !



*Excluding condominiums priced at 50 million yen or less

- > **The number of contracts through brokerage was 72** (81 in the previous year)
Kanto 27, Hokkaido 10, Kyusyu 4, Kansai 30, Chubu 1
- > **Close attention paid to increasing clients' satisfaction**
Commission rates rose considerably in large projects.

Real estate brokerage



2019
Sold to a
private fund

HOTEL TORIFITO OTARU CANAL(developed 2018)

- > A group company has been commissioned to conduct asset management since 2019.
A contract was signed through brokerage in 2024. It was sold to a Japan-based financial corporation.
Creation of a long-term and continuous point of business was achieved.
- > **Young employees in their twenties dealt with more than 80% of the large projects.**
Extensive experience helped develop different skills.
The quick development of personnel will be continued.

Consignment sales: All units sold out

Developer



CIELIA CITY Akashi Okubo

- > **810 units sold out early**
Our sales capabilities were evaluated highly by a major developer.
- > New sales of 11 properties (with a total of 629 units) were started.
100% sales share for 6 Properties (329 units)
Aiming for early sellout.

Newly-built condominium Sale on consignment all over Japan !

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



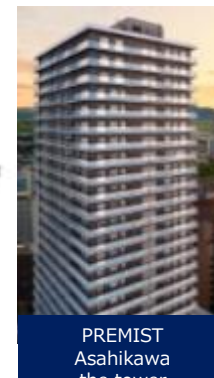
Wellith Kakuozan Hoocho



Aoi CROSS TOWER



PRESIS tower
Mishima Hirokoji



PREMIST
Asahikawa
the tower

Sales
information
here ▼



PROUD TOWER okayama



BRANZ CITY Higashi Kishiwada



INITIA Minami Ibaraki



GRANCIELO kichijoji



PREDEAR Mizue

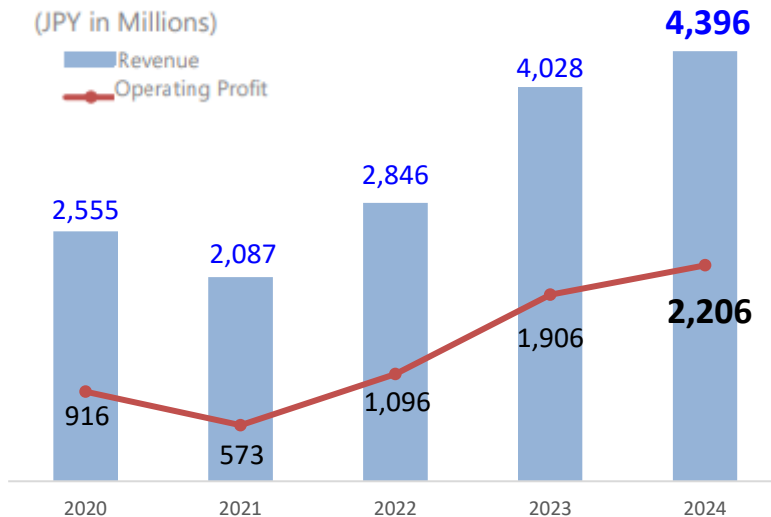


CIELIA Azamino



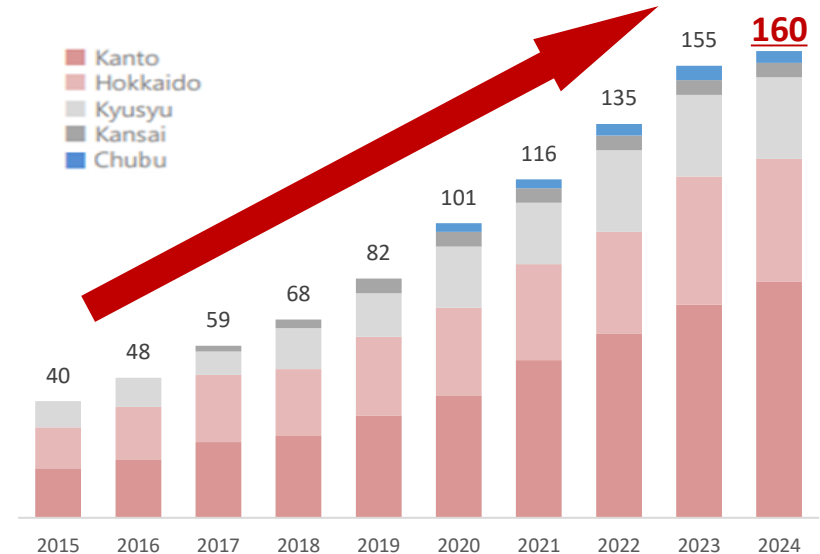
ANESIA Shikihoncho

Revenue and Ordinary Income Trends



- Segment profit **Increased 15.7%** year on year
This is a new high.
- Rent revenue from hotels and other fixed assets increased.
This significantly aided financial results. **Stable revenue growth is anticipated.**

PM consignment building trends



- **The number of buildings was 160** (155 in the previous year)
Repeat transactions took place for 13 of 18 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.

Example of PM consignment



- > We had been commissioned by an overseas investor to manage the property since 2017.
The transaction in 2024 resulted in a change in owner.
We continue to be commissioned by the new owner to manage the property.

- > We offer excellent property management services that can be trusted by real estate companies and overseas investors.

Acquisition of sites for hotels in Okinawa(fixed assets)



*The image above is of Living Inn Asahibashi Ekimae Premier, owned by the company set to operate it, and is for presentation purposes only.

- > We acquired sites for hotels in the central part of Naha in Okinawa, where demand from people in Japan and abroad for accommodation is high for sightseeing and business purposes.
- > We will accelerate the new acquisition of fixed assets (real estate for rent) with a view toward the long-term and constant expansion of rent revenues.

Company Profile

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



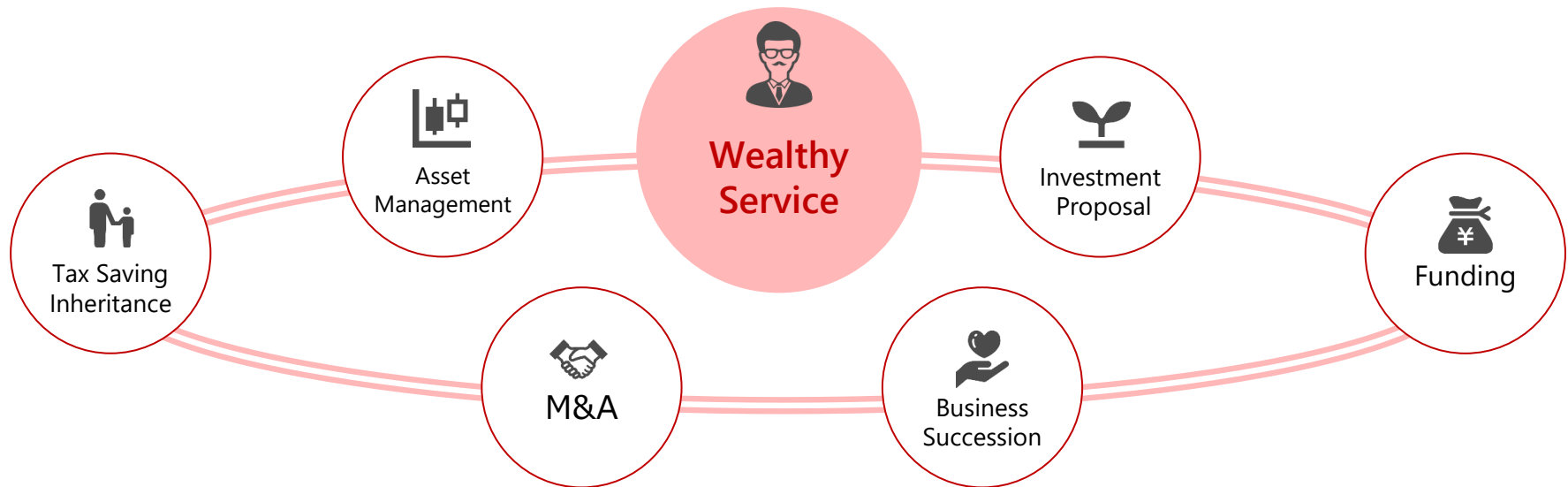
Creating many points of contact with potential customers and encouraging them to start managing their assets

- ◆ 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

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)

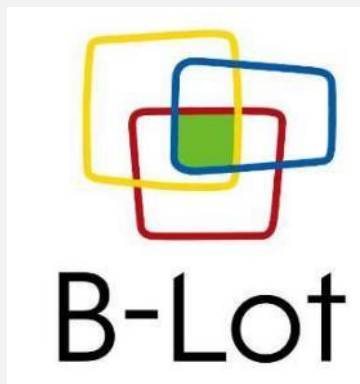
Offices

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)





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]



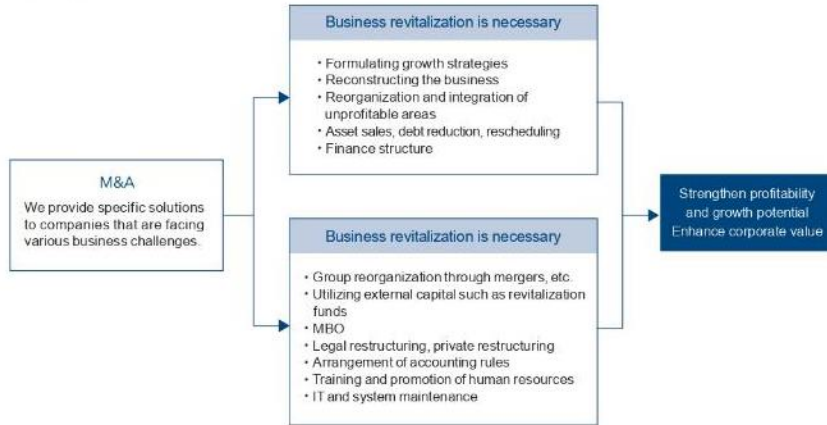
Toranomon SE Building [Tokyo]

Real Estate Investment Development Business...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.

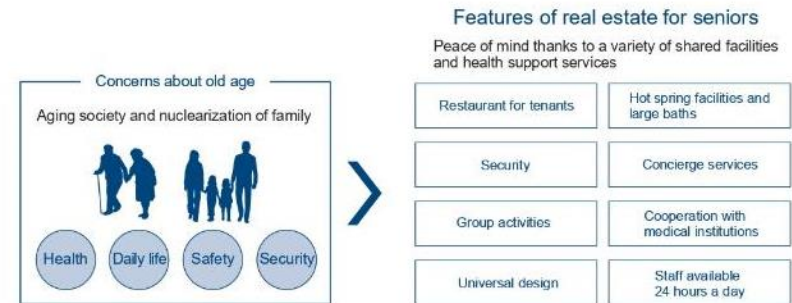
Through proper management and guidance, we are building an organization with a solid sense of unity and revitalizing our core businesses.



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.



< 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

...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]

Real Estate Management Business

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

Asset management [B-Lot Asset Management]

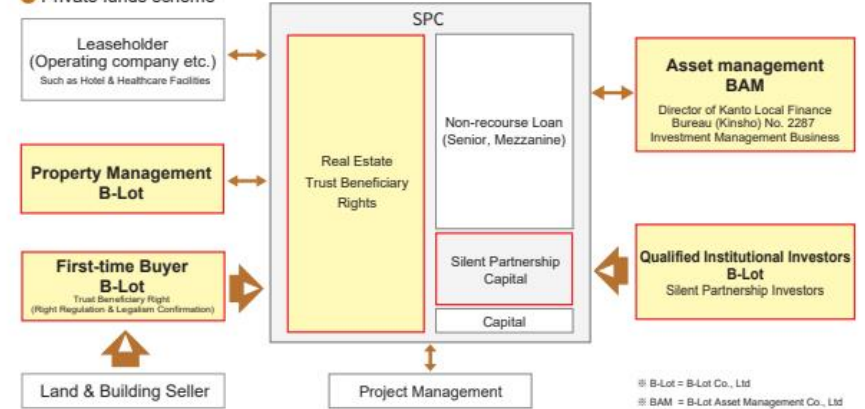
In addition to the expertise in corporate real estate that the B-Lot Group has developed, we utilize our expertise in asset finance and other areas, as well as our own unique network, to develop sophisticated management services as an asset manager.



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]

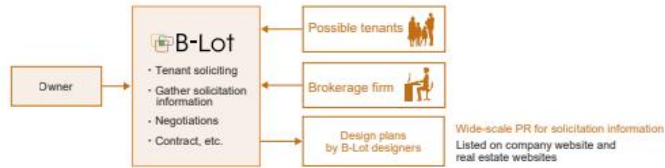
<Case of Hotel Management>



HOTEL TORIFITO OTARU CANAL [Hokkaido]

Property management

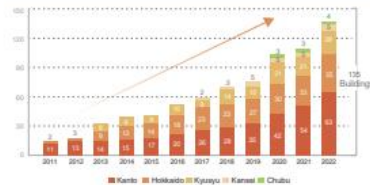
We provide contract-related management services such as tenant solicitation, tenant negotiation, contract work, renewal, and cancellation on behalf of owners to improve the profitability of properties owned by wealthy individuals and investors.



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

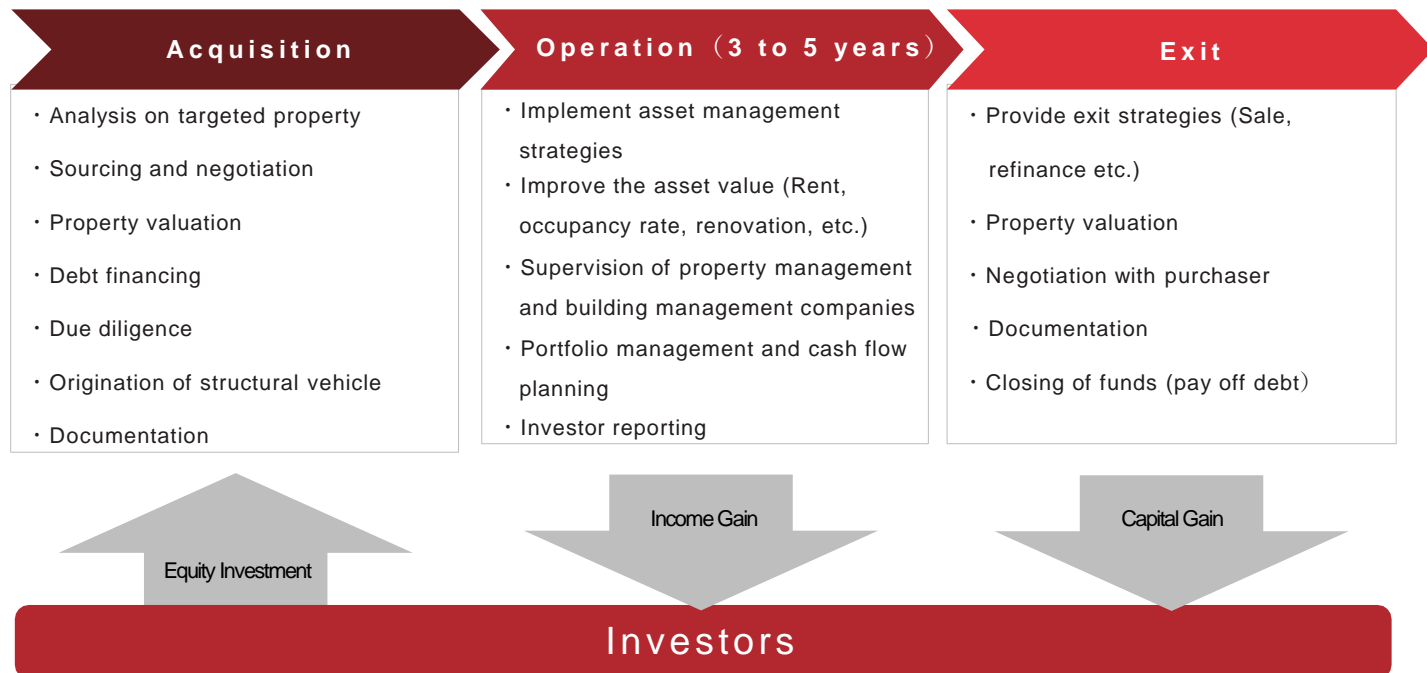
B-Lot Asset Management Co., Ltd. provides comprehensive real estate operational services such as asset management with financial schemes

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 —



B-LOT SINGAPORE PTE. LTD.

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

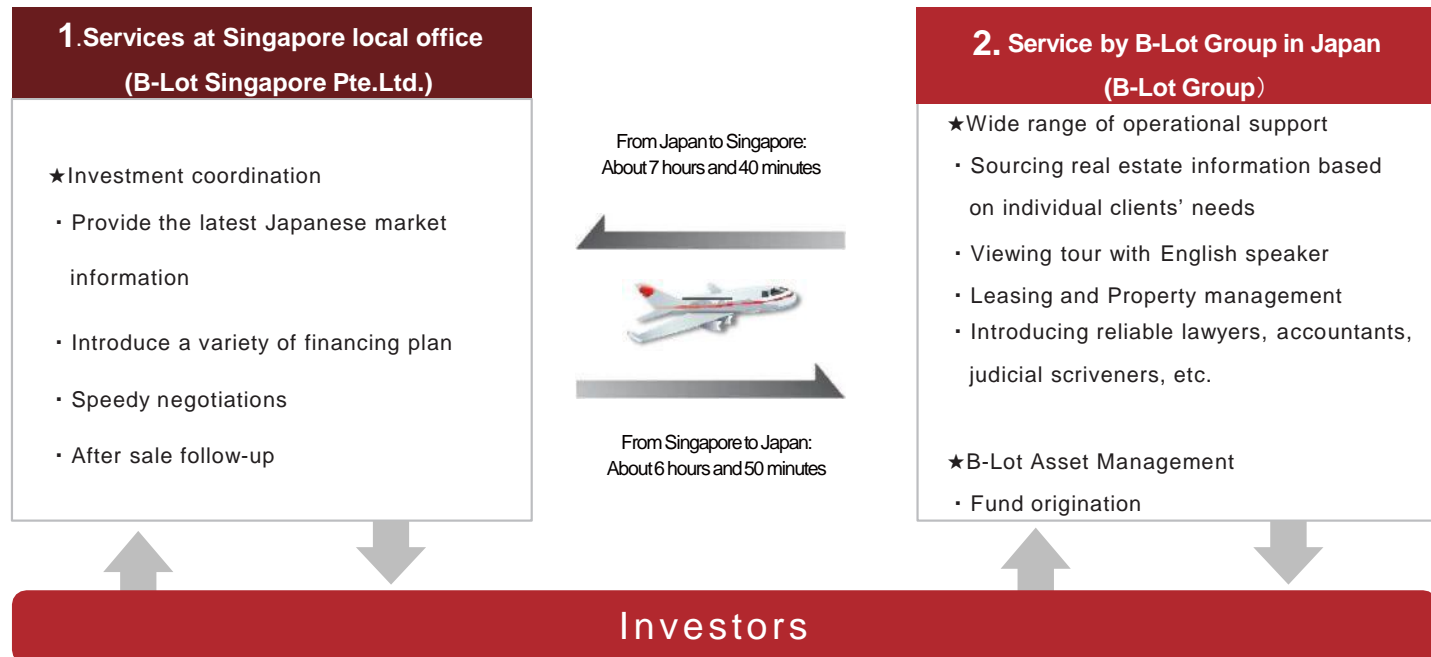
We are a one-stop service provider for real estate purchases, sales, property management and asset management in the part of the B-Lot Group that specializes in sourcing and consulting with real estate.

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



Chief Customer Officer
Hideki Takahashi

— 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

Yokohama Seien Co., Ltd.

**Rest in peace here in Yohohama, blessed with the great sea and gentle land.
We will responsibly and sincerely handle every aspect of the funeral to offer
you peace of mind.**

Yohohama Seien is located in the Kohoku district of Yokohama. While there are convenient transport links to Yokohama and central Tokyo, it is a graceful place distant from the hustle and bustle of the major urban centers. In this beautiful and pleasant space, we facilitate heartfelt funerals and memorial services to enable souls to rest peacefully.



Talk by Makoto Miyauchi, Kengo Kuma,
Tutomu Ochiai and Masahiro Kasahara



室内墓所・葬儀



横濱聖苑

YOKOHAMA SEIEN

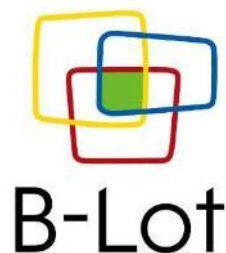
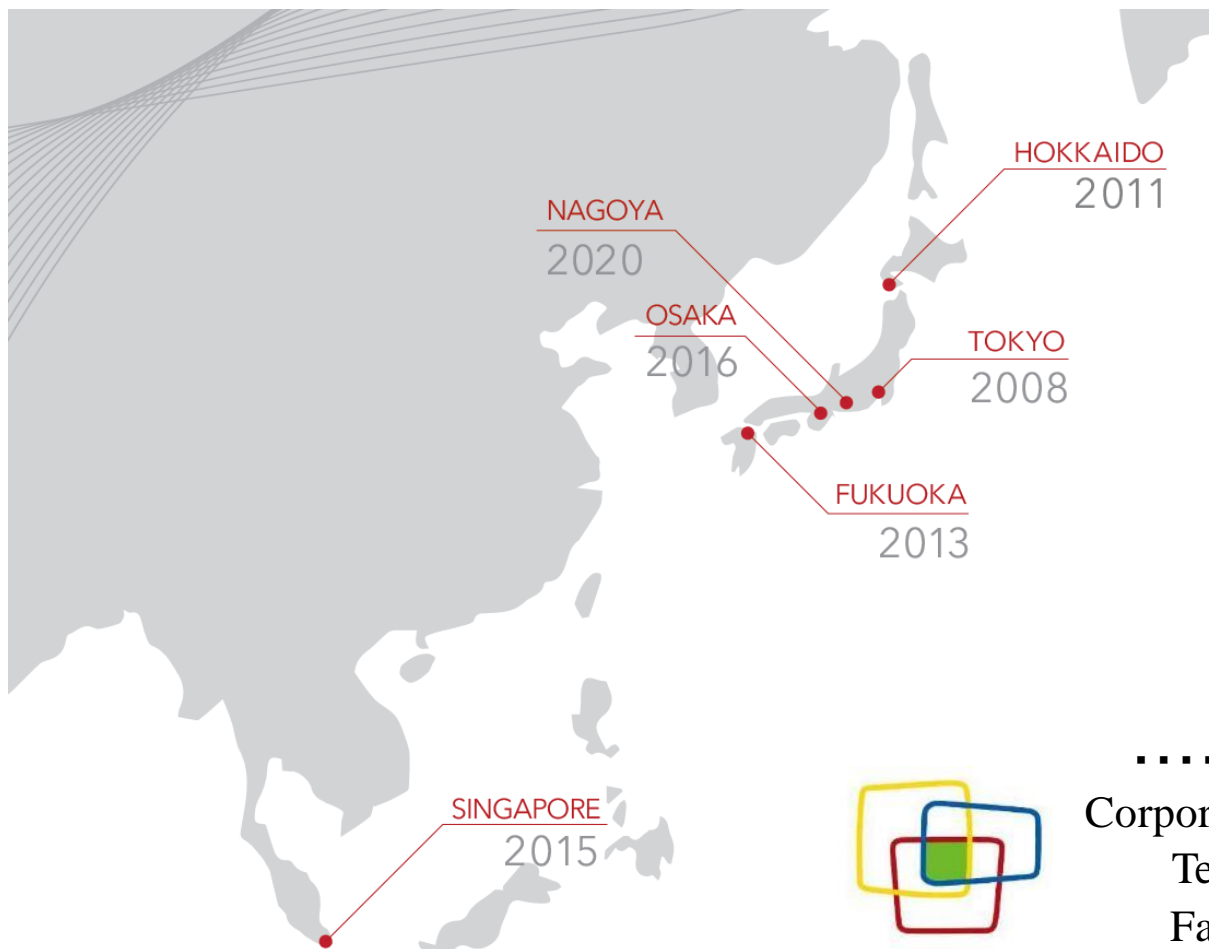


**A video of a talk by professionals is available.
We hope you will enjoy it!**



Yokohama Seien





..... **Contact us**

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