

# Semi-Annual Report

## Fiscal Year Ending Dec.31,2025

Sep.4.2025

### 【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.

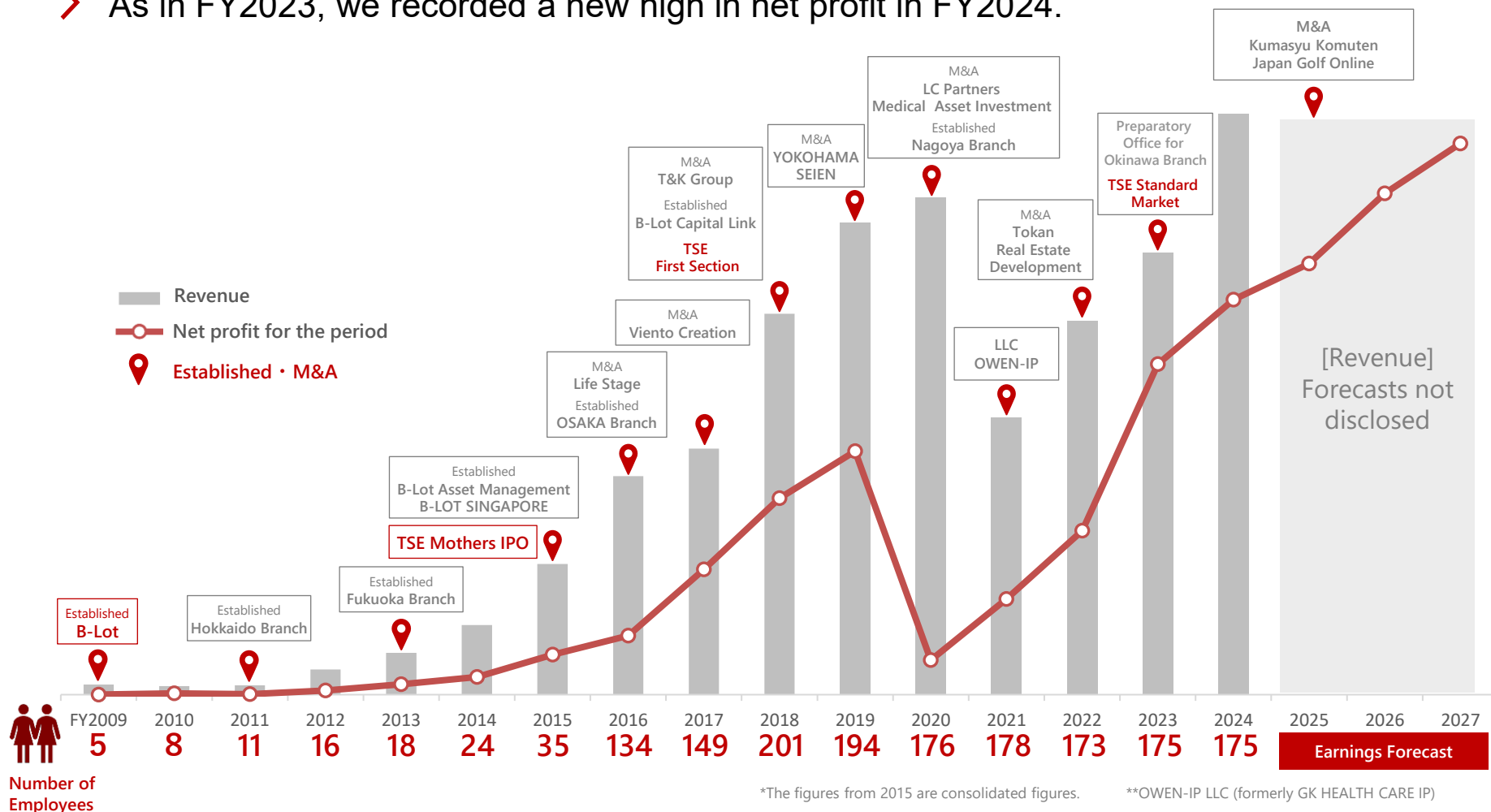


STANDARD Market : 3452

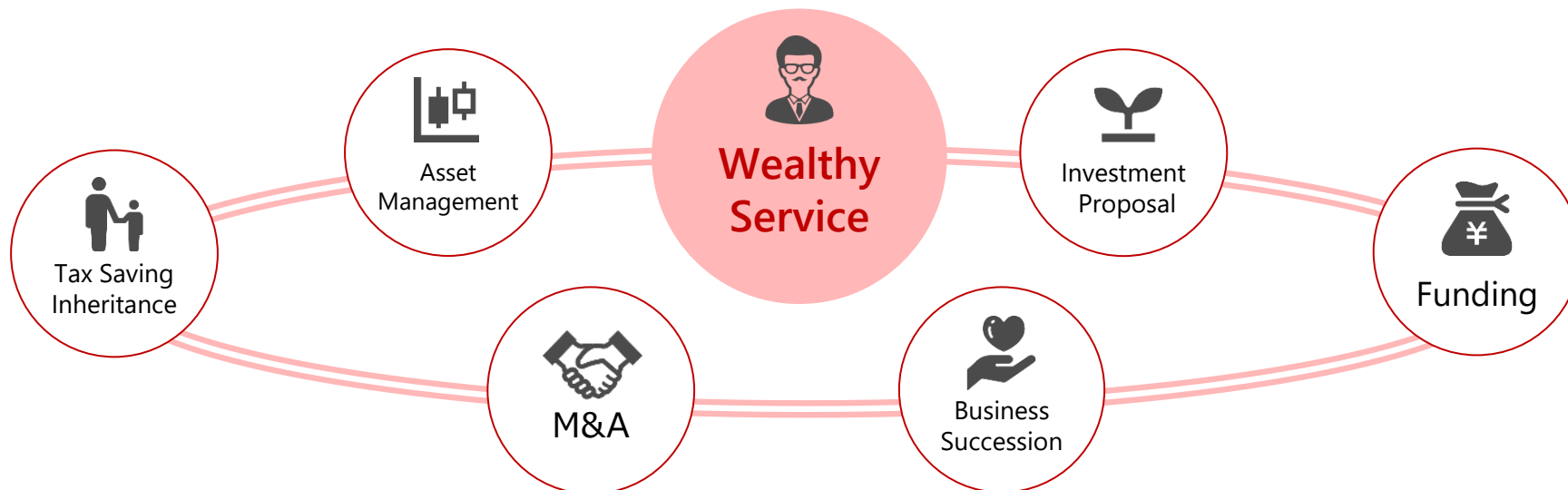


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- > We conducted M&A transactions, established group companies and opened branches with a view toward becoming a corporate group that will survive for 100 years.
- > As in FY2023, we recorded a new high in net profit in FY2024.



**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.

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 triangle is positioned on the right side of the image, partially obscuring the city view.

# **Medium-Term Management Plan (2025-2027)**

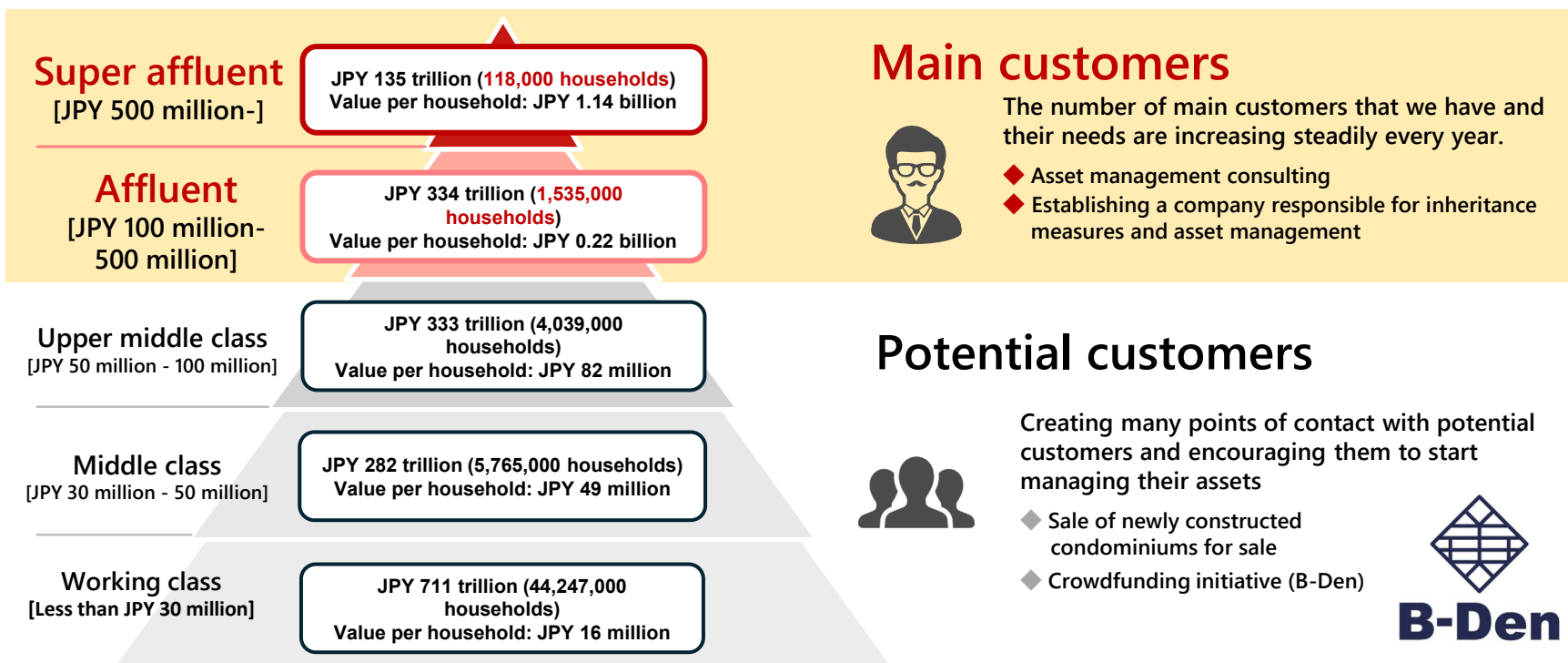
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## Providing the wealthy with a range of investment opportunities

Continuing to give full support to main customers in their creation of wealth, assets, and networks

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



55.70 million 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 469 trillion yen



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

### Environmental initiatives



- ◆ Life-saving workshop held by using AED  
Initiatives for self-help and mutual help enhanced to prepare for disasters



- ◆ CO<sub>2</sub> reduction target set under the Chibagin SDGs  
Leaders Loan achieved in the first fiscal year

Targets	FY2024	FY2025	FY2026	FY2027
CO <sub>2</sub> emissions per revenue of JPY 100 million (t-CO <sub>2</sub> /JPY 100 million)	0.2432	0.2365	0.2297	0.2230
Rate of reduction from the FY2023 level <Reference>	▲2.7%	▲5.4%	▲8.1%	▲10.8%

### Social initiatives



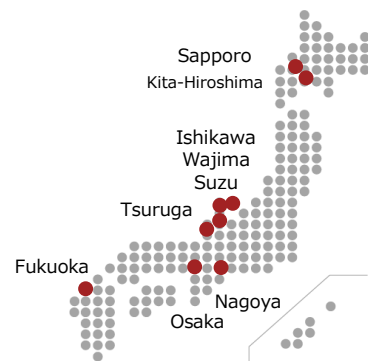
- ◆ Corporate hometown tax donation system  
Donations made to two local municipalities in the first half



Mayor of Sapporo Katsuhiro Akimoto



Chief Executive Housing & Urban Planning Bureau of Fukuoka Kazuhiko Machida



#### <Reference>

Donations made in 10 locations in 2024  
Contributing proactively to regional revitalization and building a sustainable society



Basic policy  
for the 3 years

Building the foundation for **significant growth**

Priority  
strategies

- 1 Expanding and deeply exploring the wealthy and real estate domain
- 2 Pursuing initiatives in corporate investment and M&A domains
- 3 Taking management actions that increase the pace of growth

KPI	FY2025 (Plan)	FY2026 (Plan)	FY2027 (Plan)
Ordinary Income(Billion yen)	6.25	7.2	7.9
Net Profit(billion yen)	4.3	5.0	5.5
(Yen)	70	DPR 30% or above	
ROE(%)	30.3	30.0	30.0



## The four action plans were advanced, with a certain response felt. The company aims to promote next-generation leaders to directors and executive officers in three years.

1

### Hire and foster competent personnel



Highly evaluating human resources who deeply understand (the speed of response to changes and importance of human resources) and produce a high level of achievements by fulfilling their missions.

2

### Diversifying funding methods



Bolstering fund procurement by implementing a capital policy using treasury shares as well and direct financing with B-Den.

3

### 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.

4

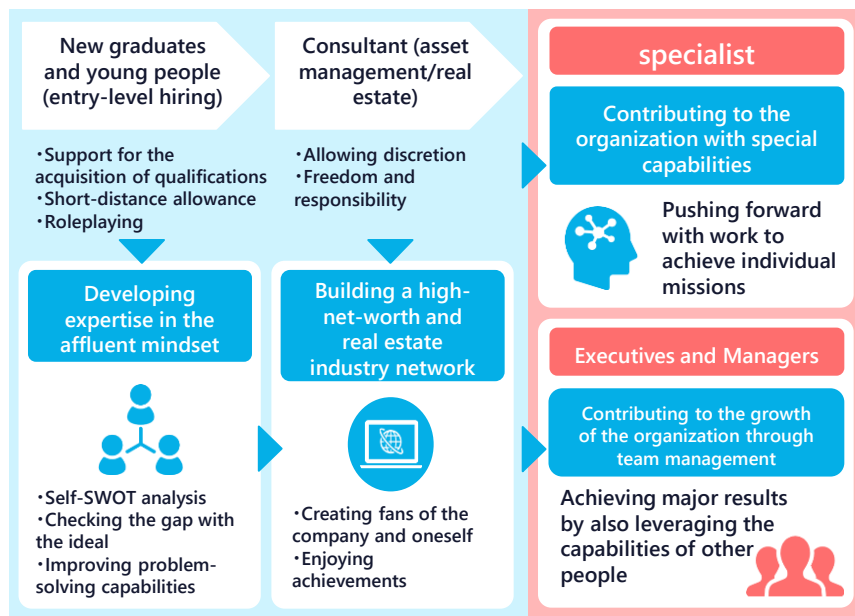
### Strengthen corporate governance and risk management systems



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



**April:** Restricted stock granted to officers (including those of subsidiaries)  
Granting stock to excellent employees also under consideration

**July:** Generative AI training intended for all employees provided (by external lecturers)  
Higher-level AI training planned to be given to management

## 2 Diversifying funding methods **B-Den**



**July:** Crowdfunding initiative B-Den  
The No. 30 exclusive fund for shareholders was set up and sold out  
For the amount to be raised, which was JPY 150 million, 68 investors were attracted (including 41 new shareholders and investors).

### 3 Promote and accelerate DX



**June:** Floor space expansion at head office, with the addition of a reception room equipped with the latest system  
Consolidated Group companies ⇒ Improving business efficiency

**June:** Compliance check changed into a new service  
Work time reduced by 50% in the overall company!

### 4 Strengthen corporate governance and risk management systems



**March:** Promotion of prompt management decision-making  
Evolution into a structure with two representative directors

**July:** An external consultant specializing in corporate governance was hired  
An evaluation of the effectiveness of the Board of Directors is planned

# **Financial Highlights**

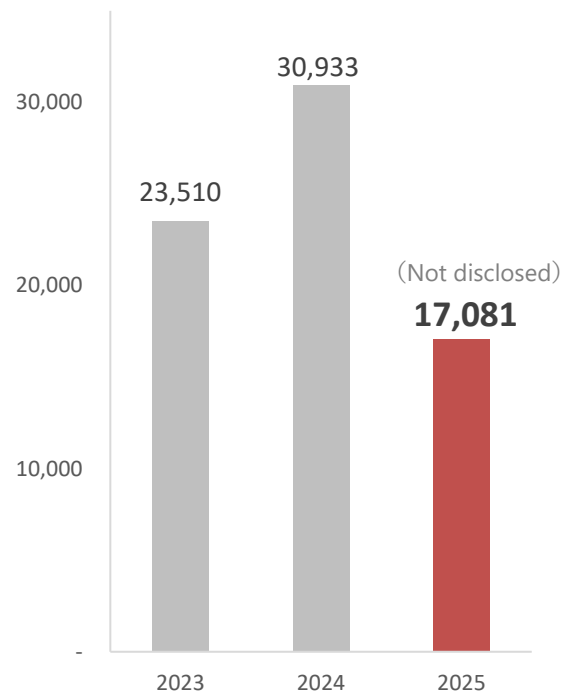
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1. Progress has been good, with 69.7% of the full-year consolidated net profit for the period achieved.  
A large number of real estate properties sold with profit exceeding targets, driving the performance
2. The balance of real estate for sale (including sites under development) reached a new record high.  
A JPY 23.8 billion increase reflecting the conversion of Kumasyu Co., Ltd. into a consolidated subsidiary
3. Repeated transactions with the wealthy and mutual transactions with major listed REIT accomplished  
Productivity improved due to successful sales activities that deeply explored closed markets
4. Range of recipients of restricted stock expanded, with aggressive investment in human capital  
Acquisition of treasury shares worth more than JPY 1.3 billion completed, in preparation for future M&A strategy

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

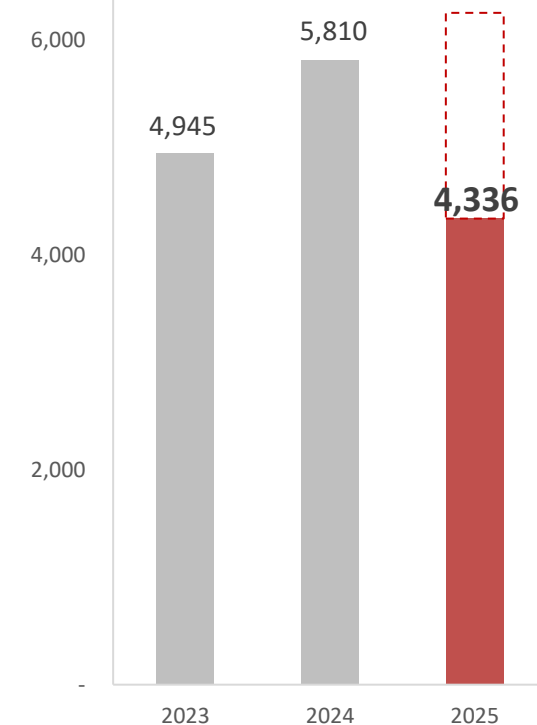
### Revenue

(JPY in Millions)



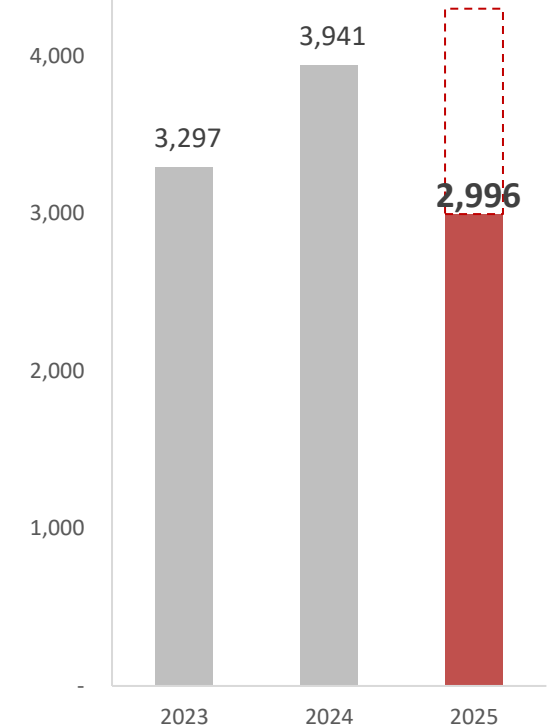
### Ordinary Income

(JPY in Millions)



### Net Profit

(JPY in Millions)



# Consolidated P&L Summary

...Q2 FY 12/25...

(JPY in millions)	2024/6.	2025/6.	YoY change	Highlights
<b>Revenue*</b>	<b>16,079</b>	<b>17,081</b>	<b>6.2%</b>	<b>■ Revenue</b> +JPY 1,001 million, up 6.2% year on year
(1) Real Estate Investment and Development business	12,621	13,880	10.0%	
(2) Consulting business	1,176	744	△36.7%	
(3) Real Estate Management business	2,281	2,456	7.7%	
<b>Gross profit</b>	<b>5,090</b>	<b>7,184</b>	<b>41.1%</b>	<b>■ SG&amp;A</b> +JPY633million, up 37.4% year on year Increase in personnel expenses of JPY 293 million, with the granting of restricted stock <b>Actively investment in human capital.</b>
SG&A	1,694	2,328	37.4%	
<b>Operating income</b>	<b>3,396</b>	<b>4,856</b>	<b>43.0%</b>	<b>■ Operating Income</b> +JPY1,459million, up 43.0% year on year Operation profit ratio 28.4% (YoY 21.1%) Investment and development business: An increase in real estate properties sold with high profit rates
(1) Real Estate Investment and Development business	2,270	4,430	95.1%	
(2) Consulting business	709	192	△72.9%	
(3) Real Estate Management business	1,166	1,250	7.2%	
Other (company-wide expenses)	△750	△1,017	35.6%	
<b>Ordinary income</b>	<b>3,196</b>	<b>4,336</b>	<b>35.7%</b>	<b>■ Net Profit for the period</b> +JPY662 million, up 28.4% year on year <u>Progress rate 69.7%</u>
<b>Net profit for the period</b>	<b>2,333</b>	<b>2,996</b>	<b>28.4%</b>	

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



# Consolidated B/S Summary

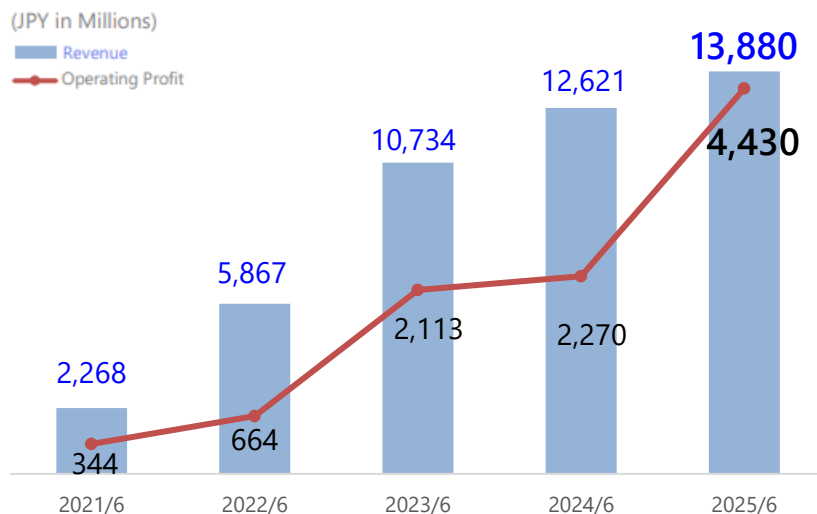
...Q2 FY 12/25...

(JPY in Millions)	2024/12.	2025/6.	YoY change	Highlights
<b>Assets</b>	<b>56,900</b>	<b>100,057</b>	<b>75.8%</b>	<b>■ Assets</b> Cash and deposits increased JPY 3,206 million Real estate decreased JPY 15,331 million Real estate for sale in process JPY 21,054 million
Current assets	48,171	88,599	83.9%	
Fixed assets	8,722	11,439	31.1%	
Deferred assets	7	18	158.8%	
<b>Liabilities</b>	<b>39,230</b>	<b>81,481</b>	<b>107.7%</b>	<b>■ Liabilities</b> Total interest-bearing debt rose JPY 41,204 million Improvement of financial balance focusing on group-wide capital efficiency is planned.
Current liabilities	16,144	33,388	106.8%	
Fixed liabilities	23,085	48,092	108.3%	
<b>Net assets</b>	<b>17,670</b>	<b>18,576</b>	<b>5.1%</b>	<b>■ Net assets</b> Retained earnings rose JPY1,822 million. Treasury shares exceeding JPY 1,300 million acquired <u>Equity Ratio 18.5%</u> (YoY 31.0%)
<b>Total liabilities and net assets</b>	<b>56,900</b>	<b>100,057</b>	<b>75.8%</b>	

# **Business Summary**

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## Revenue and Ordinary Income Trends



\*Sales figures do not include inter-segment transactions

- **A record-high first-half profit achieved**  
Contribution of real estate sale with high profitability, mainly including hotels  
Revenue of JPY 3.7 billion and operating profit of JPY 0.65 billion at Kumasyu also contributed.

\*Profit/loss at Kumasyu Co., Ltd. for three months from March to May 2025 was reflected.

- **14 properties sold** (23 properties a year ago)  
[Non-consolidated]  
11 residential properties, 2 office and retail properties, and 1 hotel.

## Examples of sale: Progress made in sale of accommodation facilities



Sold to a major listed REIT

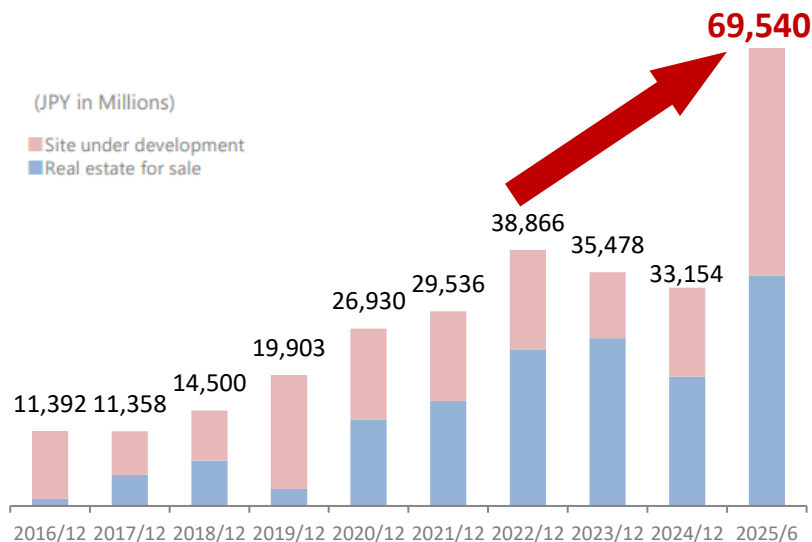
- **Mutual transactions with a total amount of JPY 6.5 billion implemented** with an investment corporation  
**Hotel developed in-house: Sold for JPY 3.8 billion (1 property)**  
**Rental apartment building: Acquired for JPY 2.7 billion (4 properties)**
- Accommodation facilities that were developed in-house before the COVID-19 pandemic drove the performance. High-quality commercialization added to the expertise of the organization.

# Real Estate Investment Development Business

-- Breakdown of Real Estate for Sale and Sites under Development --

...Q2 FY 12/25...

## Balance of real estate for sale

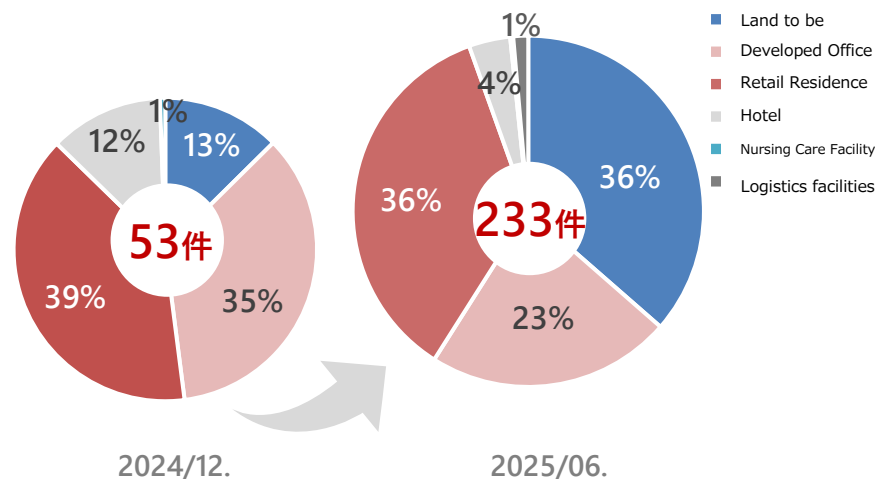


- > Purchases of properties exceeding JPY 1.5 billion made good progress (5 properties, JPY 11.3 billion in total) and Kumasyu's 173 properties in stock worth JPY 23.8 billion was also posted.

Flexible, aggressive purchases made by leveraging commercialization capabilities

- > All three buildings of Tokan Real Estate Development Co., Ltd., which was acquired through M&A in 2022, have been sold. Regular meetings with a major M&A broker were enhanced to accelerate real estate M&A.

## [Consolidated] Properties By Type



\*Kumasyu Co., Ltd. included since February 2025  
Land lots: Including projects on coordination of rights (lands with old houses)

- > 22 properties acquired (19 properties a year ago) [Non-consolidated]  
16 retail residence, 3 office properties, and 3 land lots.
- > The number of properties in stock held by consolidated subsidiaries is 174.  
(31 residential properties, 9 office and retail properties, 132 land lots, 1 hotel, and 1 logistics facility)

# Upcoming Properties

...Q2 FY 12/25...

## Real estate restoration



Fukuoka / Kashii



Tokyo / Gakugei-daigaku

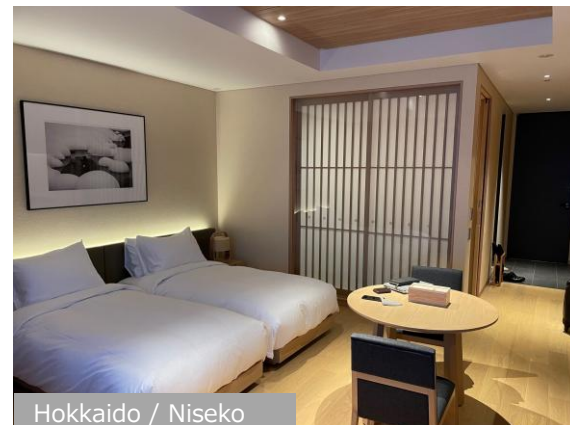


Tokyo / Nishi-Ogikubo



Hokkaido/Sapporo

## High rise condominium



Hokkaido / Niseko

## Real estate development



B-lot Akasaka building



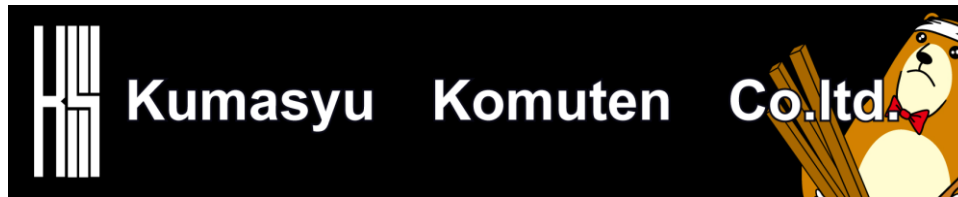
IMANO OSAKA  
SHINSAIBASHI HOSTEL



Project to rebuild and develop a nursing



Tsuruga Kokusai Golf Club



January 2025  
Made a consolidated subsidiary  
through M&A

- Personnel structure: Three directors serve concurrently, with two employees temporarily transferred to Kumasyu.
- Internal control: External consultants visit Kumasyu two times a week to create the three J-SOX documents\*.



## ● Business performance

**Profit/loss: Values for seven months (March to September) posted in FY2025 and consolidated for the full year from FY2026 onward**

**Balance sheet: Consolidated in Q1 of FY2025**

\*The "three internal control (J-SOX) documents" is the collective name of important documents for ensuring the reliability of financial reporting.  
It refers to three documents: business process narrative, flow chart, and risk control matrix (RCM).





**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**

**Total assets  
100 billion yen**

Leased land  
(land with potential for value increase)

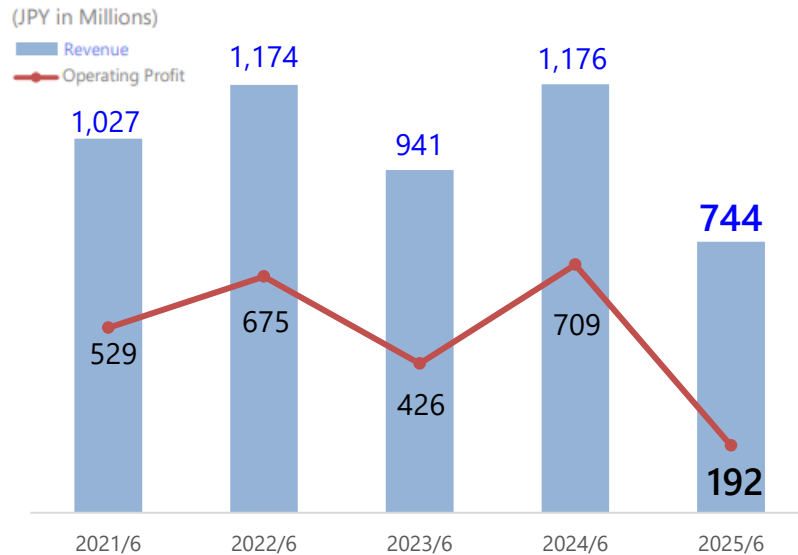
Leasehold interests in land

Buildings compliant with the old earthquake resistance standards

Disputes related to properties with former tenants' fittings and equipment



## Revenue and Ordinary Income Trends



\*Sales figures do not include inter-segment transactions

### > Brokerage

Number of contracts through brokerage: 29  
(45 in the same period of the previous year)

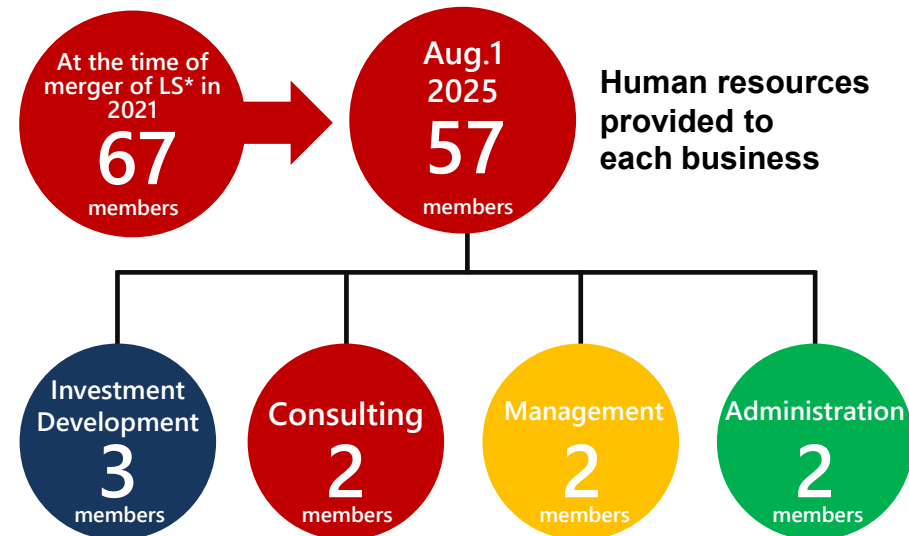
### Condominium sales

Number of contracts: 291 units  
(368 in the same period of the previous year)  
Number of units delivered: 223  
(606 in the same period of the previous year)

### > Brokerage made progress in line with the full-year forecast.

Multiple contracts won for receivership projects and those for catering to the real estate needs of industrial corporations

## Commissioned sales: In charge of human resources development for the entire company



\*The former Life Stage, which was acquired through M&A in 2016, was merged in 2021.

> Human resources with knowledge about real estate, customer service skills, and project management capabilities are produced and provided to other departments --> Contributing to the overall company

> Employees in management positions also participate actively in the management of subsidiaries.

Human resources with high loyalty drive the M&A strategy.

## Sales brokerage



- A focus on transactions with private REITs resulted in a rise in the average value per transaction.  
The average brokerage fee rose 1.4 times year on year.
- More than 50% of commercial real estate transactions were made with existing customers.  
Accelerating speed with BtoB and repeat transactions with the wealthy

\*Excluding condominiums for senior citizens

## Consignment sale



project owner

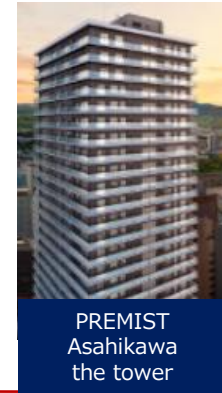
OBAYASHI-SHINSEIWA REAL ESTATE CO., LTD



- A regional contribution award received from Kansai Mirai Bank, in recognition for bringing it many housing loans in the past, including those for Plane-Superior Moriguchi, sales of which were commissioned to the company.
- The five commissioned buildings were all sold in the first half.  
Stepping up activities to win large projects in the second half

# Newly-built condominium Sale on consignment all over Japan !

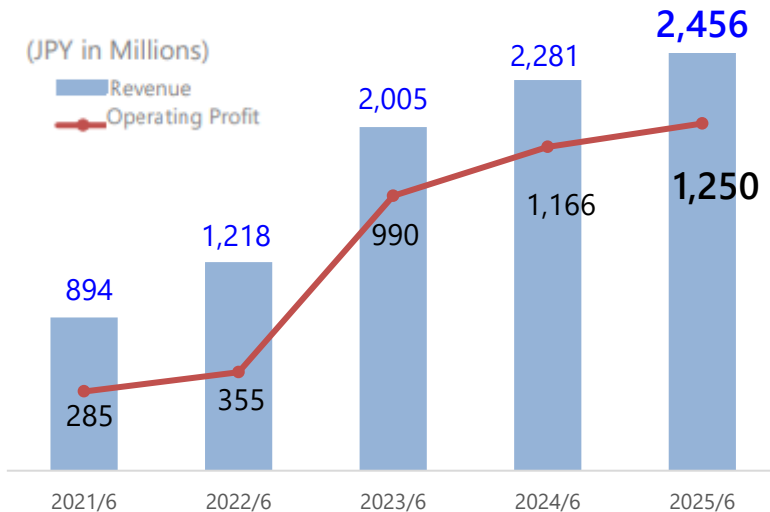
...Q2 FY 12/25...



Sales  
information  
here ▼



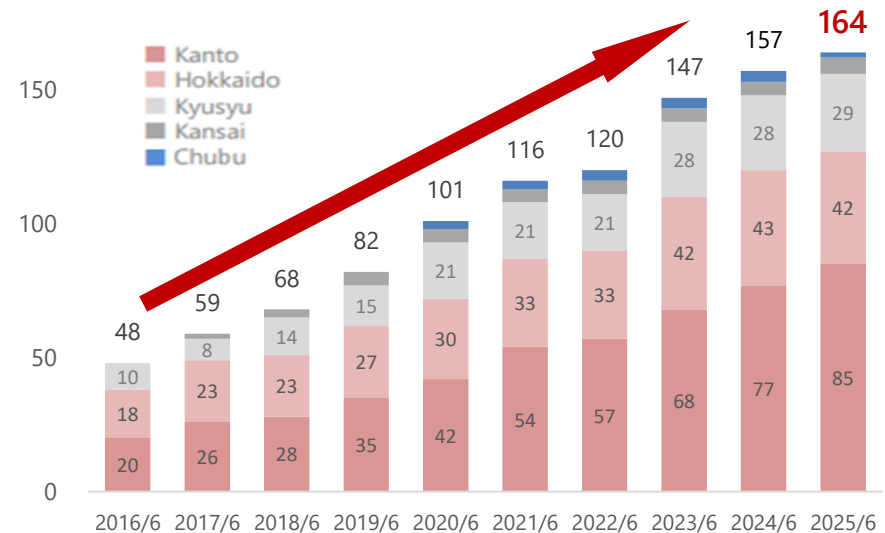
## Revenue and Ordinary Income Trends



\*Sales figures do not include inter-segment transactions

- > **First-half** revenue and profit increased for five consecutive years.  
**A record-high profit achieved**
- > **Cost cutting and system streamlining**, including the replacement of rental management and mission-critical systems and electronic contracts, **pursued simultaneously**

## PM consignment building trends



- > **The number of buildings was 164** (157 in the previous year)  
The number increased by 7 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.**



## PM : Repeat commissions from the wealthy



- Property management of newly built real estate properties was commissioned by an owner from whom eight buildings have been commissioned.

Full occupancy of all the 19 rooms achieved in one month after the completion

- Commissions from the wealthy and professional owners, who demand prompt, efficient management, are increasing.

## AM : Sale of PLAISANT GRAND Seijo



- In 2022, the company invested in a healthcare development project SPC. A group company was commissioned to conduct asset management and continued it through until the sale.

A disposition fee\* was received.

\*Disposition fee = Compensation given where an SPC has sold real estate, etc. as an asset under management

- OWEN-IP G.K., in which the company invested in 2021, performed well.  
Steady expansion of business opportunities in the healthcare domain

# Company Profile

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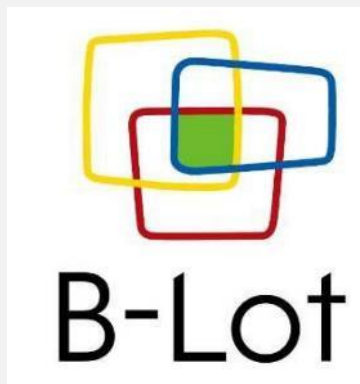
# Company Profile =as of June 30, 2025 =

...Q2 FY 12/25...

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
Representative Director	Chairman : Makoto Miyauchi President : Masahiro Mochizuki
Number of Employee	142 employees (233 as Consolidated)
Listed Date	December 11, 2014 (TSE Mothers Market : 3452) February 02, 2018 (TSE 1st Section : 3452) October 20, 2023 (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) Kumasyu Komuten 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 Investment Development Business

...Q2 FY 12/25...

## 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]



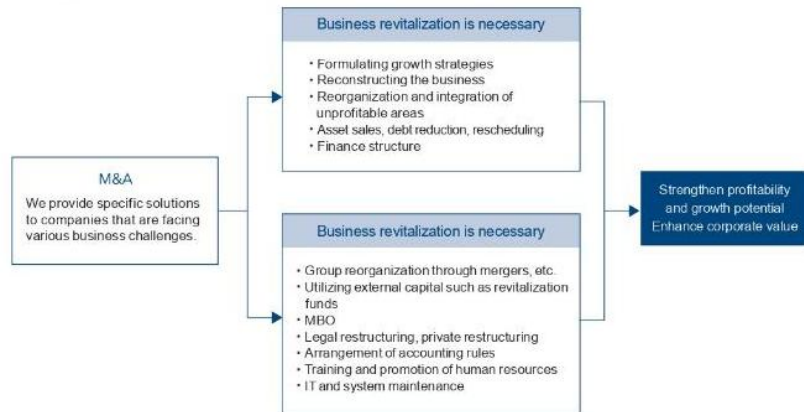
Toranomon SE Building [Tokyo]



## 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.

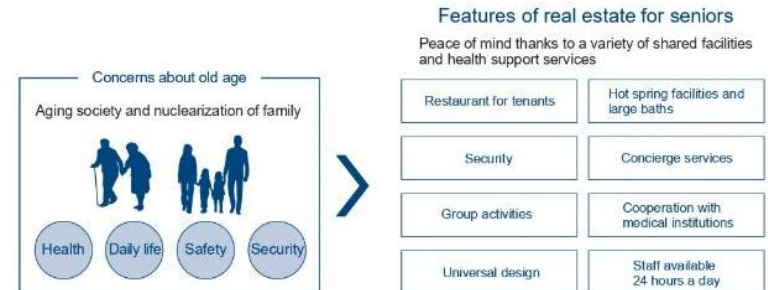
Through proper management and guidance, we are building an organization with a solid sense of unity and revitalizing our core businesses.



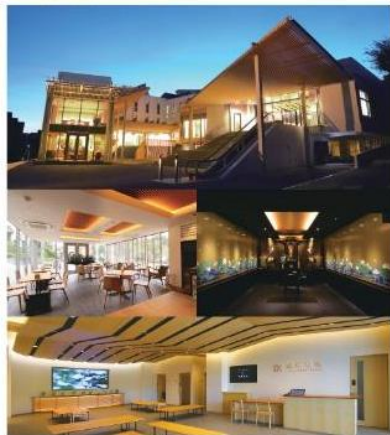
## Real estate for seniors

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.



### < 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]



Branch 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 12/25...

## 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 | 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]



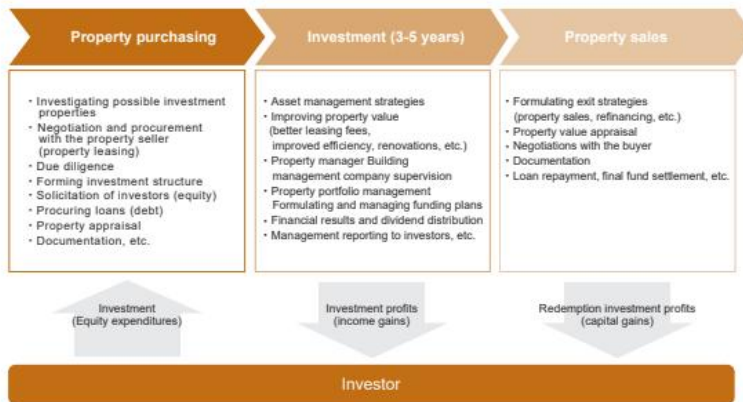
KAMUI NISEKO [Hokkaido]

# Real Estate Management Business

...Q2 FY 12/25...

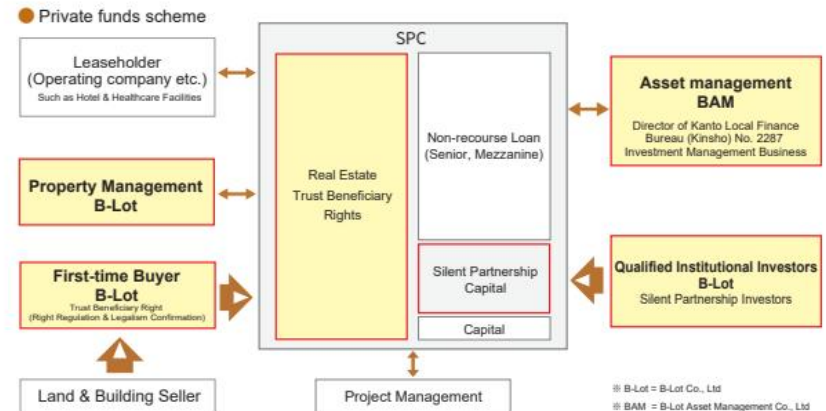
## Asset management [B-Lot Asset Management]

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]

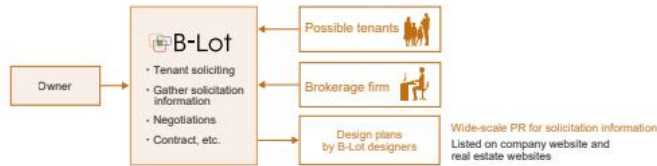


# Real Estate Management Business

...Q2 FY 12/25...

## Property management

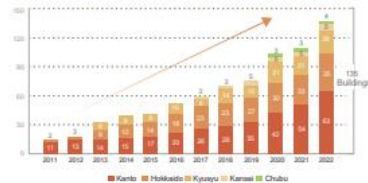
We provide contract-related management services such as tenant solicitation, tenant negotiation, contract work, renewal, and cancellation on behalf of owners to improve the profitability of properties owned by wealthy individuals and investors.



### 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

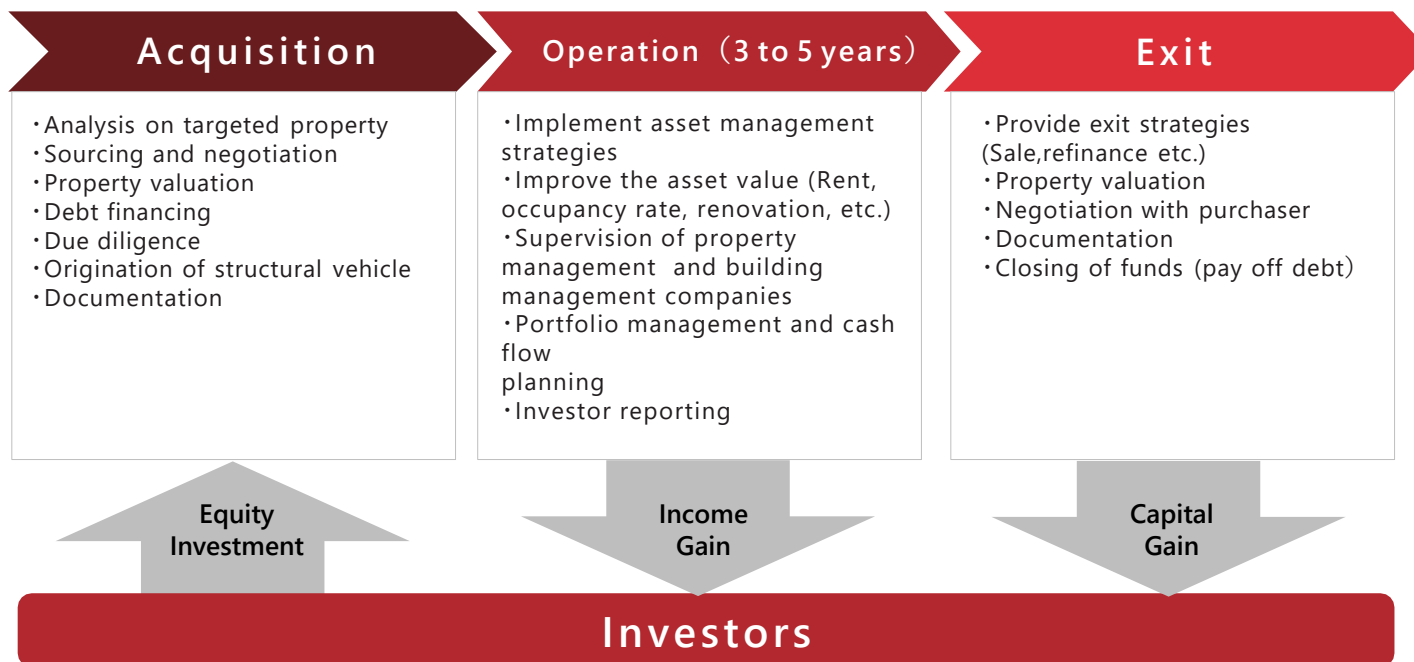
**B-Lot Asset Management Co., Ltd. provides comprehensive real estate operational services such as asset management with financial schemes**

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

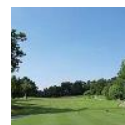
Strategic planning and practical training to enhance the asset value of golf courses as profit-earning real estate Adviser services related to the purchase or sale of golf course assets

## Track Record of Golf Course Management on an Outsourced Basis



### Wakasu Golf Links

(Management business designated by the Tokyo Metropolitan Government)



### North Shore Country Club



### Tsuruga Kokusai Golf Club

# B-Lot Capital Link Co., Ltd. Japan Golf On-line Co., Ltd.



## — Business Model —

### IT and system support

- Support for introduction of PCs and systems
- Infrastructure design and construction
- Leasing and operation of various equipment

### Business succession

- Business succession consultation
- M&A advisory
- End-of-life planning consultation

### Staffing support

- Personnel referral and operating support
- Provision of capacity building training and seminars
- Training related to IT systems

### Track record of website production

Produced websites of approx. 120 courses across Japan.  
Daily updates also commissioned.



### Support for customer attraction to reservation system on the client company's own website

Measures are taken both online and offline to increase reservations made at the company's own website. These measures include consulting services for attracting customers to reservation systems on the client company's website and the creation of posters and cards for distribution for raising the profile of the website. The company also provides services for opening a LINE for Business Official Account and creating a rich menu.





# Kumasyu Komuten Co.,Ltd.

**Our mission is to make effective use of land as a limited resource, increase its added value, and build a better social environment.**

In settings where expertise and experience related to real estate are needed, we suggest the optimal use of land from the position of landowners and based on their intentions. We also make proposals for conventional properties, including detached houses, condominiums, apartments, shops, warehouses, and factories.

With timely advice and one-stop consulting services available, we are able to implement development plans that offer strong profitability and continuity by also considering legal and tax exemptions on land, buildings, and other properties.



President Hidefumi Kumaoka

## — Business Model —

### [Three restoration businesses]

#### Defective property restoration business

In real estate transaction settings, transactions are hindered by the diminishment of asset value caused by invisible points. Examples include a case where a property can be used without problem but its use is prohibited by laws and regulations, as well as a decline in a property's valuation because of a confluence of rights. Kumasyu restores defective properties into highly profitable real estate by having its experts in real estate law take appropriate measures to eliminate obstacles one by one.

#### Low-profitability property restoration business

We rebuild properties with low profitability (such as land with leasehold rights and aged apartments and condominiums) into highly profitable properties that match the current market conditions, by taking approaches from a number of angles. We operate a real estate consulting business, including comprehensive renovations suggested by Kumasyu, to cater to the diversified needs of the present day.

#### Non-performing claim restoration business

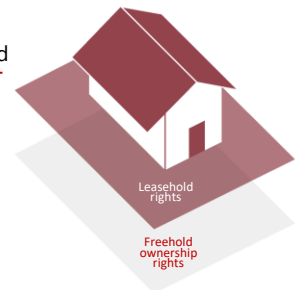
This is a project to buy in bulk secured claims, which became non-performing claims due to a decline in asset value or other reasons, from financial institutions or similar and restore the real estate involved in them into highly profitable properties with appropriate maintenance or redevelopment. By supplying a wealth of properties at more appropriate prices, we revitalize the real estate market and the Japanese economy.

### [Features of the real estate properties we handle]

#### Leased land

Land for which leasehold rights and ownership rights are separated

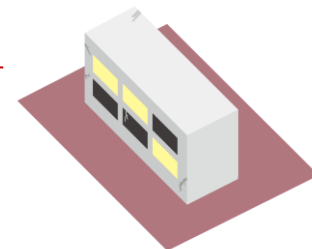
The fact that the rights are held by different persons decreases the market value of the property and creates a number of issues. We purchase such properties and control rights over them to restore them to their intrinsic asset value.



#### Rental properties with low occupancy rates

Aged buildings with scattered tenants in each

Owners of aged, low-rent rental properties with low occupancy rates often face challenges. We restore them into appropriate real estate by organizing and coordinating matters related to their rights over these properties.



**A group of professionals who untangle complicated problems related to rights**

# Yokohama Seien Co., Ltd.

**Rest in peace here in Yokohama, 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.**

Yokohama 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.



室内墓所・葬儀



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

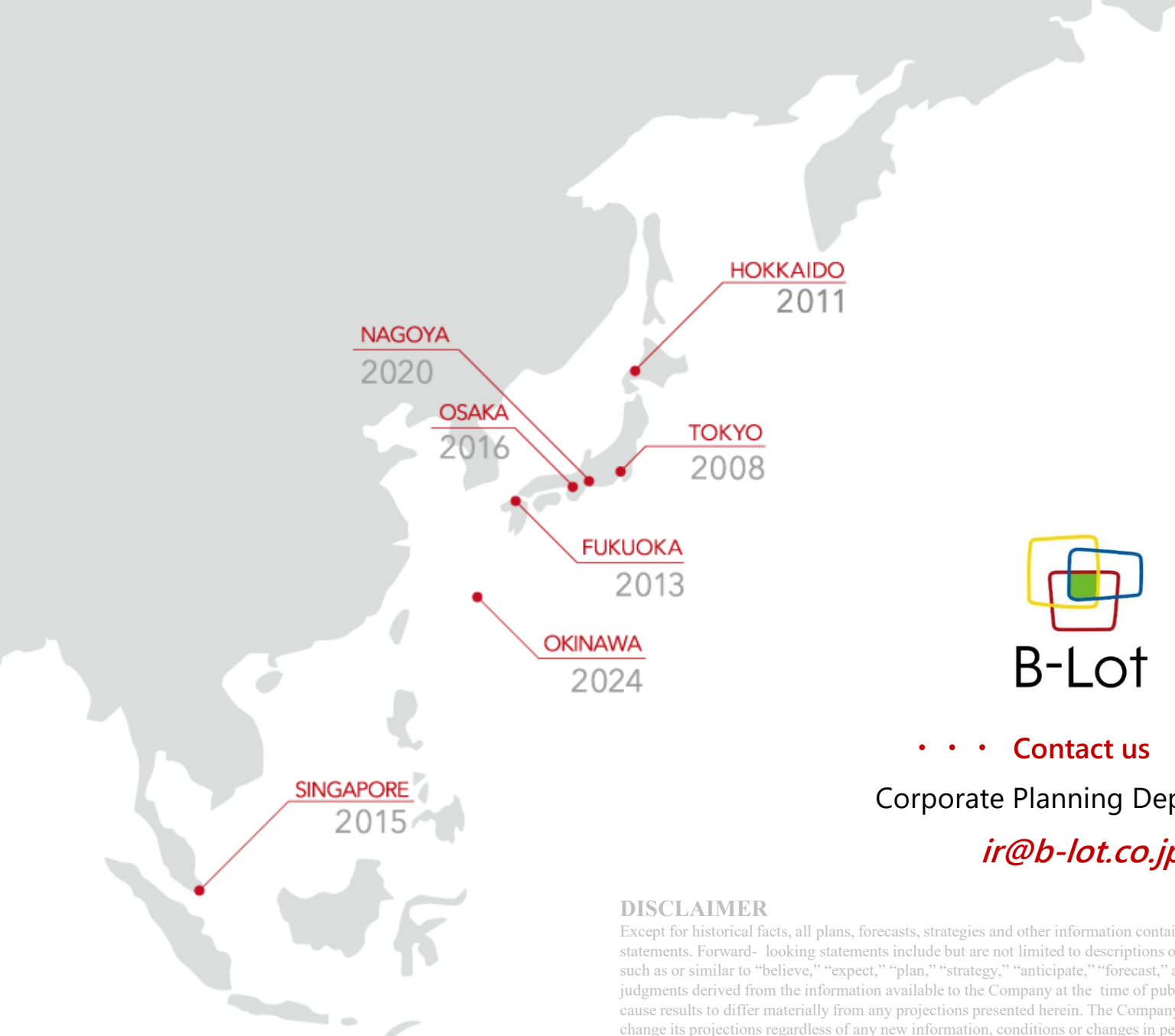


**A video of a talk by professionals is available.  
We hope you will enjoy it!**



Yokohama Seien





B-Lot

• • • **Contact us** • • •

Corporate Planning Department

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