Annual Report
Fiscal Year Ending Dec.31,2025

Apr.13.2026

【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.

JPX STANDARD

STANDARD Market：3452

Contents

Business Environment

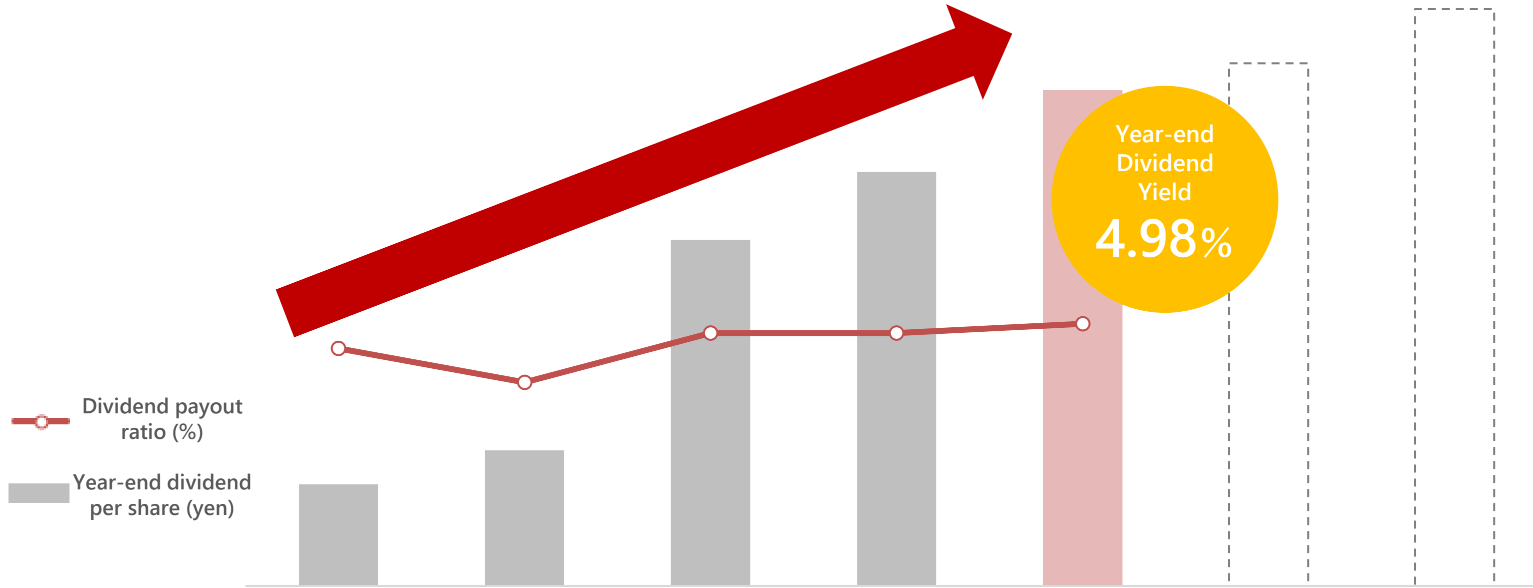
- Despite heightened geopolitical risks and ongoing uncertainties, **we expect positive economic fundamentals and a favorable environment for the business catering to the wealthy in 2026.**

- Monitoring changes in the inflationary environment, the Group anticipates that the market **will enable us to further distinguish ourselves from competitors by developing a supply chain that provides higher-end investment opportunities.**

Change	Impact on the B-Lot Group	Current results, future initiatives
Rise in interest rates	The burden of interest is rising, and this trend is expected to continue for the foreseeable future.	Despite rising interest rates, purchases are still performing well. We will diversify our funding sources by utilizing crowdfunding.
Rise in construction expenses	We changed our plans for large-scale development projects. Sales in the commissioned sales business were delayed.	The real estate restoration business, in which the Group excels, caught a tailwind. We will develop higher-end products that cater to the preferences of wealthy customers.
Inbound Exchange rates	Transactions involving foreign investors are not affected. The impact on us of the decrease in Chinese tourists is minor.	Accommodation revenue is increasing. We are considering promoting investment in overseas real estate, while taking exchange rates into account.
Small investment units Tax reform	Small investment units help reduce inheritance, but we do not offer them. We are thus unaffected.	We anticipate a growing demand for sophisticated asset management services. We will set ourselves apart from competitors by providing these services.
Emergence of AI and digital technology	We are actively investing in these technologies, which have improved our productivity to some extent. Our alliances have increased.	We will prioritize implementing initiatives that promote these technologies and invest in our human capital. We will increase our investments in these technologies and partnerships.

Shareholder Returns

Profits have increased consistently, and the consolidated payout ratio has surpassed 30%.
The year-end dividend per share for 2025 increased by an impressive 12 yen year on year.

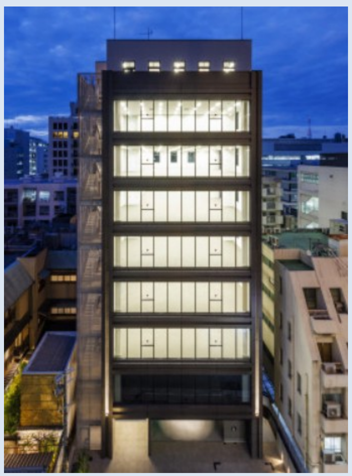


FY	2021	2022	2023	2024	2025	2026	2027
Closing stock price at fiscal year end	529	543	954	1,288	**1,466**	-	-
Year-end dividend per share (yen)	15	20	51	61	**73** ※1	Target dividend payout ratio of 30% or more	
Dividend payout ratio	28.0%	23.8%	29.8%	29.8%	**30.9%**		
Number of shareholders	24,793	27,787	12,499	14,030	**13,958**	-	-

※1: The amount of the dividend will be submitted to the Ordinary General Meeting of Shareholders scheduled to be held in March 2026.

B-Den
ビデン

Creating a system where shareholders can engage in our projects and receive substantial returns



All units are fully occupied as of February 13, 2026

In January 2026, this property was transferred to non-current assets (intended for long-term holding).

B-LOT DAIMYO BUILDING
Fukuoka / Chuo

A fund campaign exclusive for B-Lot shareholders

Planned yield: 5% *1 (annual rate)

Outline of the fund exclusive for B-Lot shareholders

Investment period	Approximately three months * There might be an early redemption.
Total value of issues	200,000,000 yen
Investment unit price	100,000 yen
Maximum value of issues that an individual can apply for	30,000,000 yen (300 units)

- This offer is available to shareholders listed in the Company's shareholder register who hold at least one unit (100 shares) as of December 31, 2025.
- This offer is not available to individuals who are using the stock lending service.

Start date and time of the offering: **6:30pm on Monday, April 6, 2026**

This offer is available on a first-come, first-served basis and will conclude once all investment units are sold.

Signing up for B-Den is easy and free of charge.
Register as a member now.
Please open an account and register your shareholder number on My Page.

Promo video

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

- Our employee shareholders are also permitted to participate in the project.
- The above fund is a plan and is therefore subject to change without notice.
- This product involves risks, including the risk of a loss of principal. For more details, please see the website, etc.
- *1: The planned yield is an annualized rate and is not guaranteed.

B-Lot

Medium-Term Management Plan 2027

Advancements in Indicators and Key Initiatives

We achieved significant progress during the first year of the Medium-Term Management Plan 2027.

	FY2024		FY2025		FY2026(Plan)		FY2027(Plan)
Ordinary income (Billion yen)	58.1	↗	64.5	Plan	72.0	▶	79.0
Net Profit (Billion yen)	39.4	↗	44.2	Plan	50.0	▶	55.0
Dividend per share (yen)	61	↗	73	Plan	DPR 30% or above		
Dividend payout ratio	29.8%	↗	30.9%	Plan	30.0%	▶	30.0%
ROE(%)	31.0%	↘	19.7%	Long term plan	The equity ratio fell as a result of our largest-ever M&A in 2025. We aim for an equity ratio of 30% or higher.		

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

*The Group accounts for sales on both a gross basis and a net basis due to the variety of transaction types and businesses we engage in. Therefore, we have not provided sales figures after the end of the fiscal year ended December 31, 2021.

We will increase rental real estate that we intend to own for a long term (non-current assets) to achieve consistent revenue.

NEW！
Nov. 2024
Dec. 2025

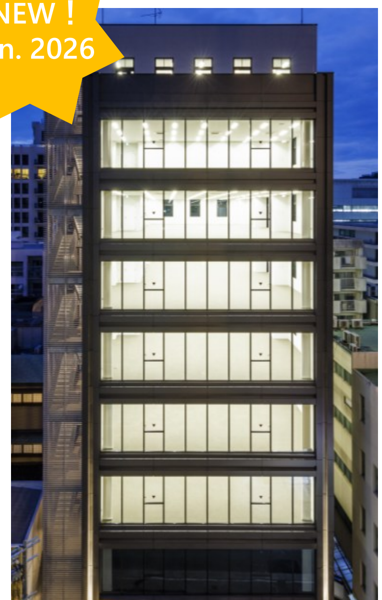
Asahibashi Station
Hotel Project

The building is scheduled to be completed in June 2026!

Izumizaki 1-chome
Hotel Project

Development land acquired in December 2025!
Coming Soon・・・

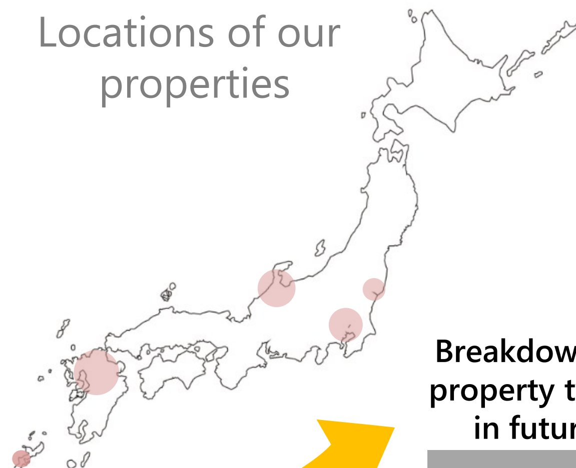
NEW！
Jan. 2026



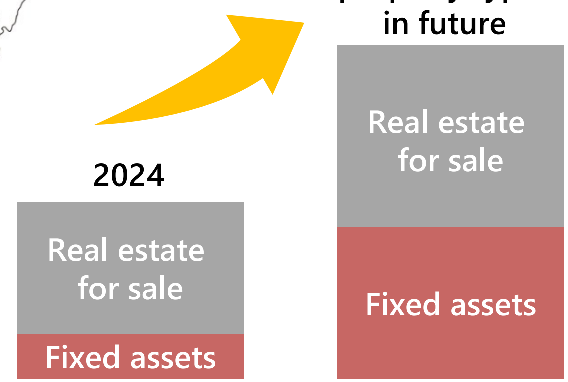
B-LOT DAIMYO BUILDING

Completed in November 2022
The large property with book value of over 2.5 billion yen is fully occupied.

Locations of our properties



Breakdown of property types in future



*The real estate for sale shown in the above bar graph includes real estate for sale in process.

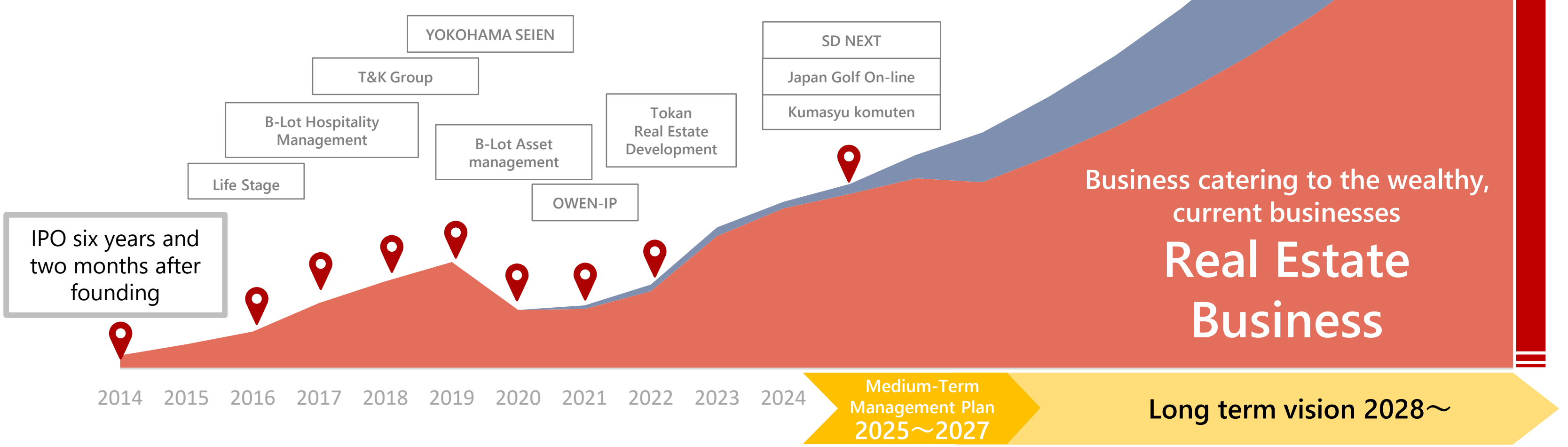
B-Lot

We will actively invest in companies to achieve rapid growth.

Our plan for growing our business portfolio

- **Accelerating the growth of the real estate business**
- **Promoting M&A in areas including new ones**

--> Aiming to expand our sources of revenue



*The total of segment profits (excluding company-wide expenses) and our share of loss (profit) of entities accounted for using the equity method

*Investments in companies that were previously classified as investments in the real estate business are now categorized as corporate investment if they do not focus on the real estate business.

*The names of the companies shown above are their current names.

Priority strategy 2: Pursuing initiatives in corporate investment and M&A domains

・・・FY Dec.31,2025・・・

First sale of shares in the corporate investment domain

- In May 2019, acquired 50% of the shares of the company and began implementing initiatives to enhance its corporate value.
- Developed innovative value in the funeral business.
- Utilized our expertise in real estate restoration to conduct a large-scale renovation.

B-Lot

1 High performer

Venture spirit

Sharing the passion of high performers, including innovative thinking and planning skills that transcend existing concepts

2 Management layer

Human resources management

Sending leaders with extensive experience in team management to enhance performance optimization

3 Management headquarters

Accounting, Taxation, Finance

Enhancing corporate value by implementing accounting standards and enhancing internal controls

Organizing funding and making active investments

4 IT team

Information analysis system

Utilizing systems to improve operational efficiency.

Improving productivity per person. Actively using digital public relations

室内墓所・葬儀

横濱聖苑

YOKOHAMA SEIEN

In November 2025, the exit was completed.

The acquisition price was 375 million yen.

⇨ **The sale price was 1,050 million yen.**

* Yokohama Seien was an equity-method affiliate. A consolidated extraordinary income of 359 million yen was recorded.

B-Lot

First acquisition of preferred stock in the corporate investment domain

- In December 2025, acquired 25% of the shares. Acquired Class B preferred stock to balance risks and returns.
- The investment aims to acquire revenue opportunities and future strategic partnership options.

B-Lot Co.,Ltd.

Invested 500 million yen to hold a 25% stake.

* The preferred stock was converted to common stock to determine the Company's ownership stake.

&

スキマ デパート
Sukima Department .inc

Hold a 62% stake after the investment.*1

Formed an alliance after 30 years of collaboration in management.

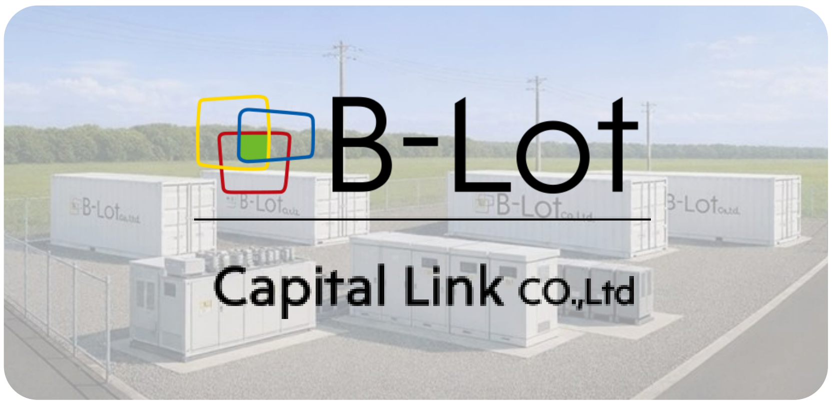
SD NEXT Ltd.
(vending machine vendor)

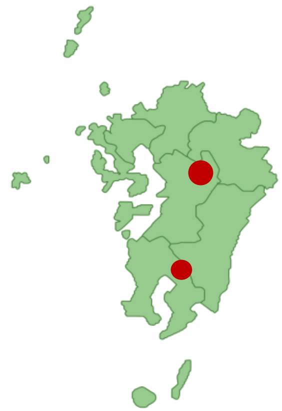
Use of funds
- Branding
- Growth through M&A

*1 Other outside shareholders have a 13% stake.

Considering investment, entry into a new industry

- B-Lot Capital Link, wholly owned subsidiary, has launched three power grid battery **(output 2MW; capacity: 8MWh)** projects.
- We aim to achieve deeper penetration of power grid batteries, which can effectively adjust power output.





- **Kurokawa (1), Aso City,Kumamoto**
- **Kurokawa (2), Aso City,Kumamoto**
- **Kajiki-cho, Aira City, Kagoshima**

Medium-Term Management Plan 2027：Long term vision basic strategy

We contribute to creating a sustainable society through our business practices.

The Group contributes to creating a circular society.

Financial Highlights

Summary

1. The full-year consolidated net profit for the period was JPY 4.42 billion, which was a record high.
The KPIs for the first fiscal year of the Medium-Term Management Plan 2027 were achieved.

2. The balance of real estate for sale (including in progress) reached a new record high of JPY 70.7 billion.
Our portfolio increased dramatically due to the acquisition of Kumasyu Komuten Co., Ltd.

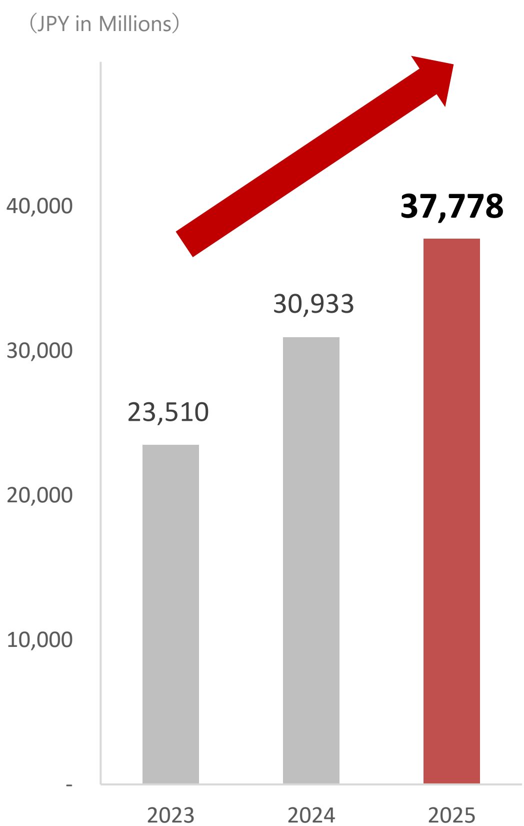
3. (Real estate restoration and the business regeneration project) Yokohama Seien Co., Ltd. (funeral business)
The first sale of shares in the corporate investment domain. A consolidated extraordinary income of 359 million yen was recorded.

4. We actively transferred personnel within the Group to promote the personnel development project and strengthen core personnel with strong business acumen in catering to the wealthy and executive segments.

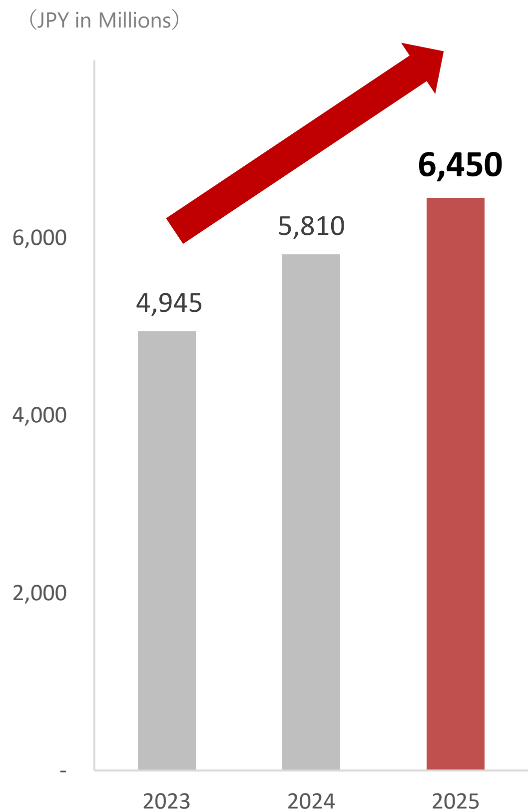
Performance Highlights

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

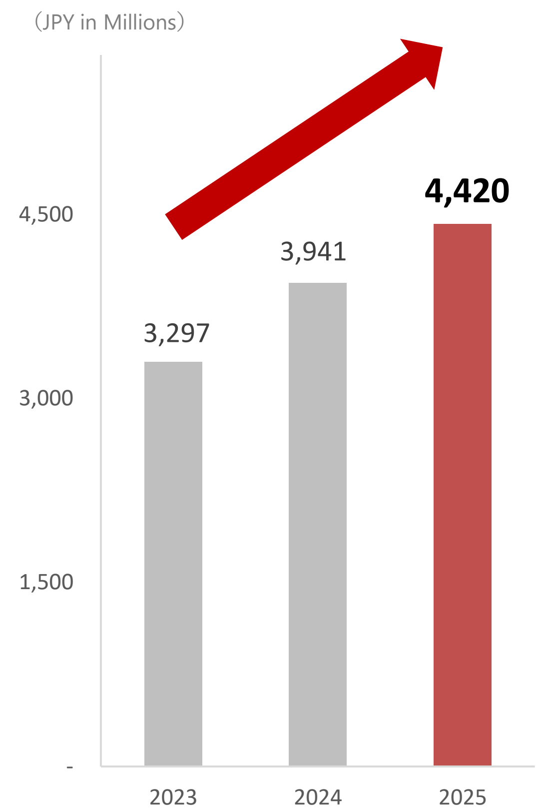
Revenue



Ordinary Income



Net Profit



B-Lot

Consolidated P&L Summary

・・・FY Dec.31,2025・・・

JPY in Millions	2024/12.	2025/12.	Change	YoY change
Revenue*	**30,933**	**37,778**	**+6,845**	**122.1%**
(1) Real Estate Investment and Development business	24,492	31,218	+6,725	127.5%
(2) Real Estate Consulting business	2,044	1,609	△434	78.7%
(3) Real Estate Management business	4,396	4,950	+553	112.6%
Gross profit	**10,048**	**12,784**	**+2,735**	**127.2%**
SG&A	3,708	5,204	+1,496	140.3%
Operating income	**6,340**	**7,579**	**+1,239**	**119.5%**
(1) Real Estate Investment and Development business	4,692	6,529	+1,836	139.1%
(2) Real Estate Consulting business	1,055	701	△353	66.5%
(3) Real Estate Management business	2,206	2,494	+288	113.1%
Other (company-wide expenses)	△1,614	△2,146	△532	133.0%
Ordinary income	**5,810**	**6,450**	**+640**	**111.0%**
Net profit for the period	**3,941**	**4,420**	**+478**	**112.1%**

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

Highlights

■Revenue
The investment development business and the management business drove business performance.

■SG&A
Personnel expanses increased approx. JPY 532 million, **in line with the aggressive investment in human capital.**
The average salary increased from JPY 7.30 million to JPY 7.62 million, up 4.3%.

■Operating income
Operating profit margin 20.1% (YoY20.5%)
Investment and development business: An increase in real estate properties sold with high profit rates.

■Profit attributable to owners of parent
The KPIs for the first fiscal year of the Medium-Term Management Plan 2027 were achieved.

■Kumasyu Komuten Co., Ltd.
For this fiscal year, results have been consolidated for seven months. In FY2026, the full-year results will be consolidated.

B-Lot

Consolidated BS Summary

・・・FY Dec.31,2025・・・

JPY in Millions	2024/12.	2025/12.	Chaneg	YoY change
Assets	**56,900**	**101,439**	**+44,538**	**178.3%**
Current assets	48,171	90,053	+41,881	186.9%
Fixed assets	8,722	11,351	+2,629	130.1%
Deferred assets	7	34	+27	487.5%
Liabilities	**39,230**	**81,399**	**+42,168**	**207.5%**
Current liabilities	16,144	30,117	+13,973	186.6%
Fixed liabilities	23,085	51,281	+28,195	222.1%
Net assets	**17,670**	**20,040**	**+2,369**	**113.4%**
Total liabilities and net assets	**56,900**	**101,439**	**+44,538**	**178.3%**

Highlights

■Current assets

Cash and deposits increased JPY 4,142million
Real estate decreased JPY 23,716million
Real estate for sale in progress JPY 13,858 million

■Liabilities

Total interest-bearing debt rose JPY 41,721million
Improvement of financial balance focusing on group-wide capital efficiency is planned.

■Net assets

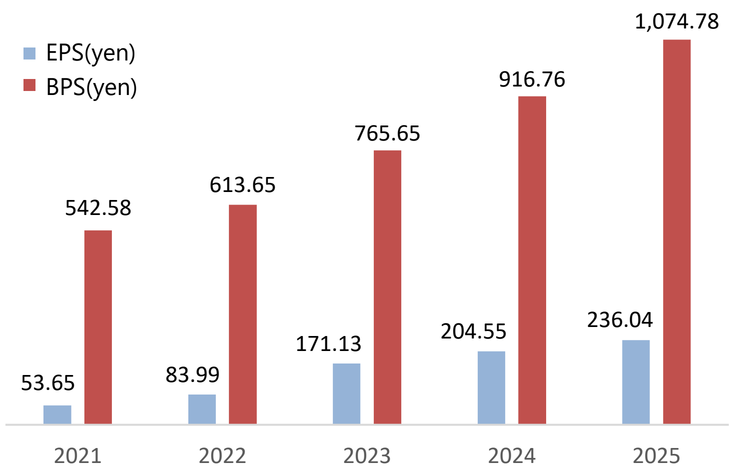
Retained earnings rose JPY3,246 million
Treasury shares exceeding JPY 1,100 million acquired
Equity Ratio 19.7%（YoY31.0%）

■Kumasyu Komuten Co., Ltd.

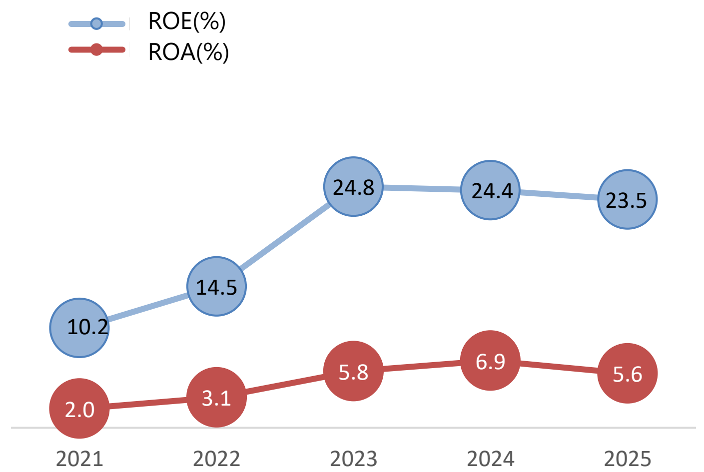
The end of the fiscal year has changed from February to September.
The results as of September 2025 have been included.

Reference data

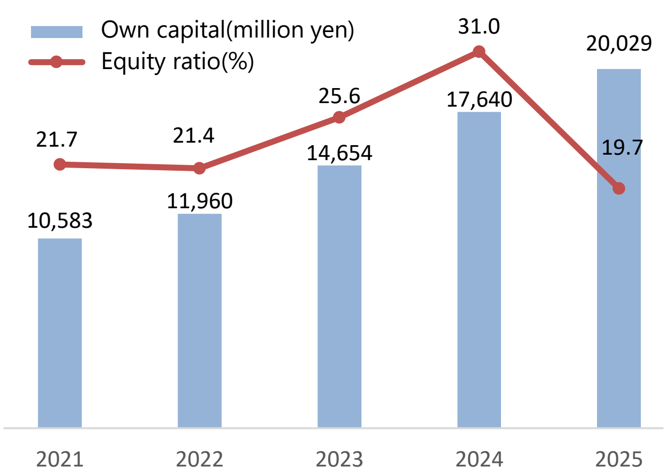
EPS & BPS



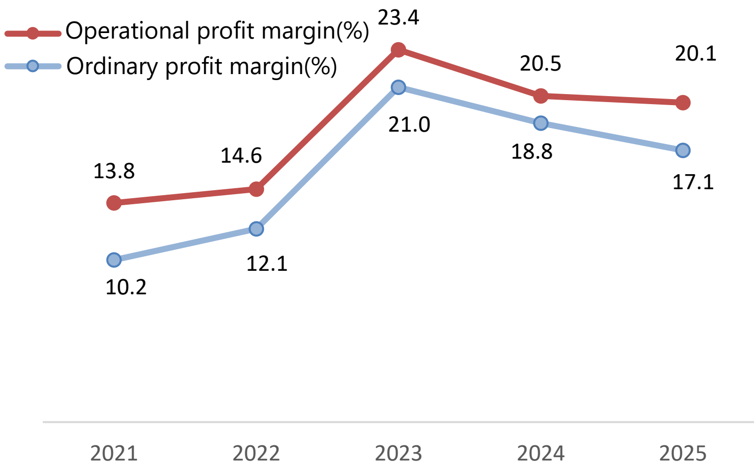
ROE/ROA



Equity ratio



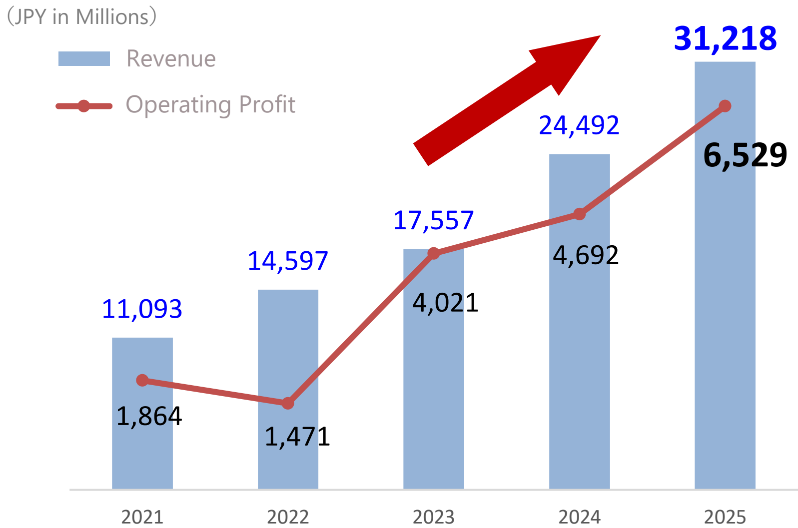
Profit margin



Business Summary

Real Estate Investment Development Business ・・・FY Dec.31,2025・・・

Revenue and Ordinary Income Trends



※ Revenue does not include inter-segment transactions.

- The segment <u>profit and profit ratio reached record highs</u> due to higher transaction unit prices and the launch of a high-profit project.

- <u>36 properties sold</u> (43 properties a year ago)
28 residential properties, 3 office and retail properties, 2 land lots (including a development site), 3 hotels.
Kumasyu Komuten* : <u>44 properties sold</u>

*Kumasyu Komuten Co., Ltd.

Examples of sale: Progress made in sale of accommodation facilities


Sapporo / Chuo

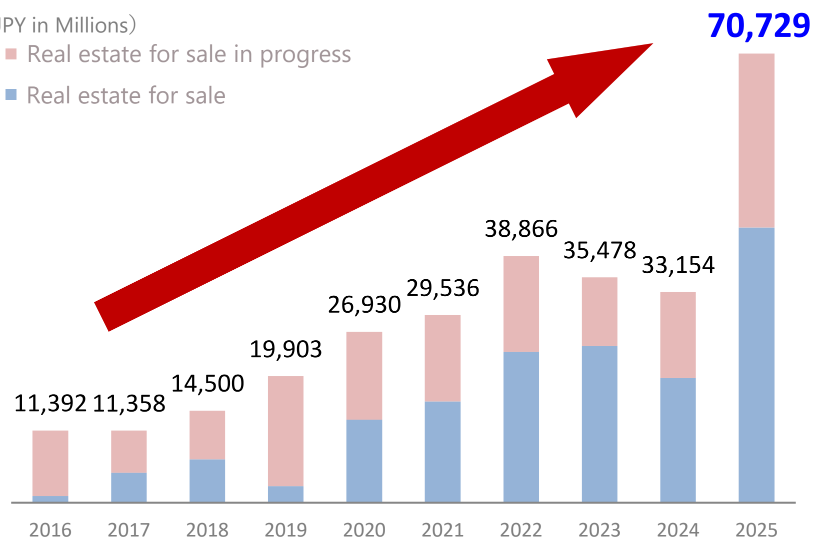
Kyoto / Minami

- <u>We sold basic accommodations in bulk.</u>
A recovery in inbound tourism after the COVID-19 pandemic and inflation had positive effects.
The appetite for hotel investment remained strong.

- <u>Purchasing real estate based on our predictions of future market trends.</u>
This significantly contributed to achieving our results for this fiscal year.

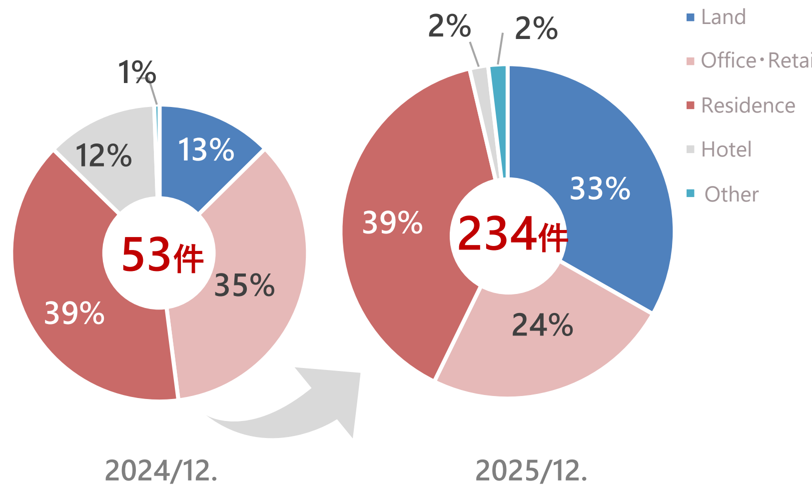
Real Estate Investment Development Business ･･･FY Dec.31,2025･･･

Balance of real estate for sale



※Includes Kumashu komuten* from 2025.

Properties By Type



Kumasyu komuten is included for 2025.
Land lots: Including projects on coordination of rights (lands with old houses)

- We actively purchased real estate by leveraging our strong commercialization capabilities.
  <u>**The Group worked as one team to reach a record-high inventory balance.**</u>

- <u>**Kumasyu Komuten* reported a total of 169 properties with a combined value of JPY 25.4 billion.**</u>
  We aim to create synergies in our financial and management foundations through post-merger integration (PMI).

- Property acquisitions: <u>46</u> (38 properties a year ago)
  [Non-consoildated]
  37 residensial properties、6 Office and retail properties、3 Development land.
  Property acquisitions by Kumashu komuten*: <u>21</u>

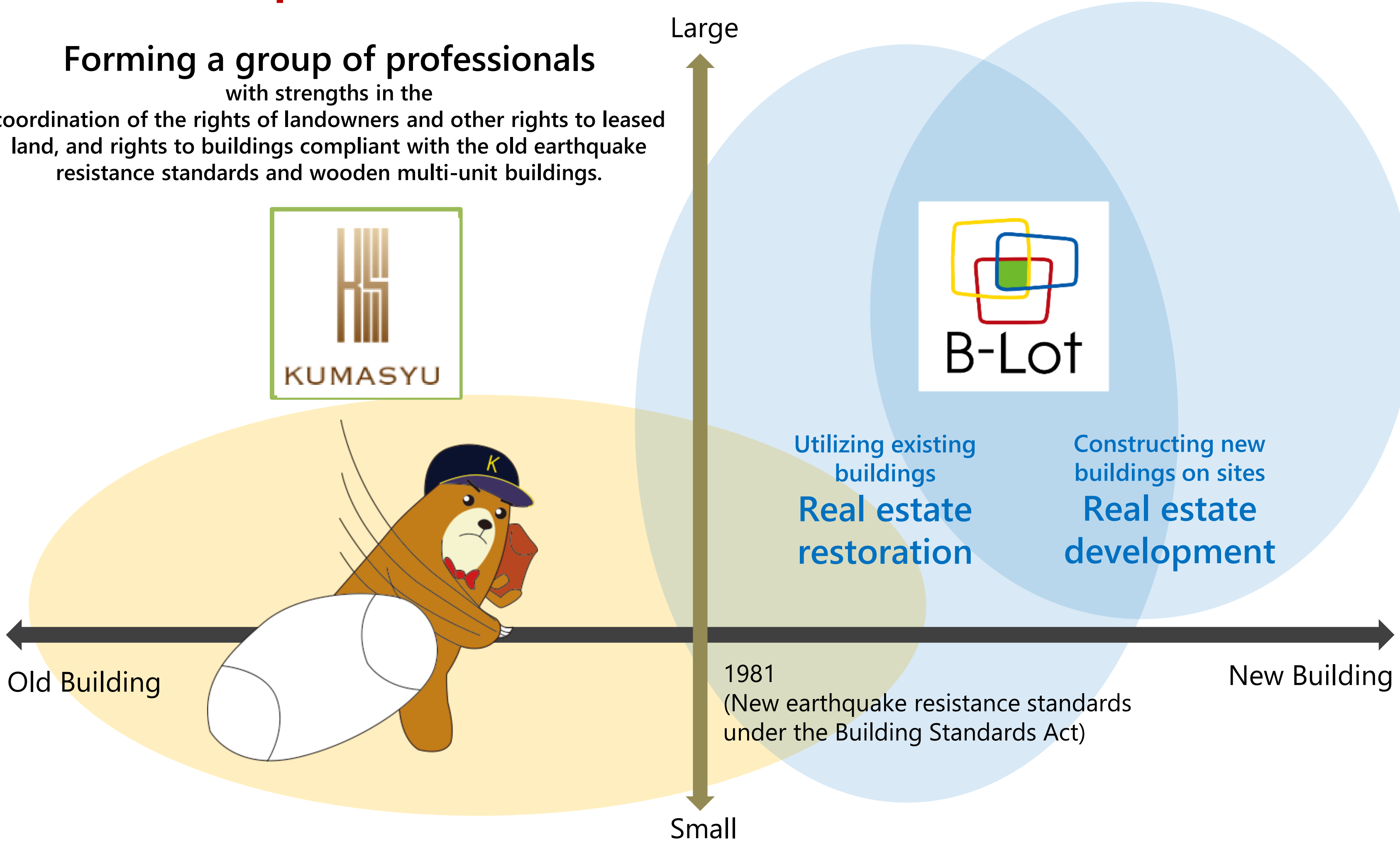
- <u>**BCL* acquired the rights to develop renewable energy facilities (batteries)**</u> to develop sources of revenue in this new field.

*B-Lot Capital Link Co.,Ltd *Kumasyu Komuten Co., Ltd.

We aim to create synergies by leveraging the extensive capabilities of B-Lot and Kumashu Komuten.

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.



Upcoming Properties

・・・FY Dec.31,2025・・・

Real estate restoration

Osaka / Tennoji

Fukuoka / Chuo

Hokkaido / Chitose

High rise condominium

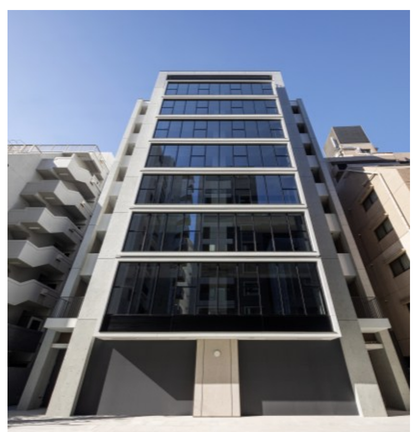
Tokyo / Minato

Real estate restoration

Fukuoka / Hakata

Tokyo / Shinagawa

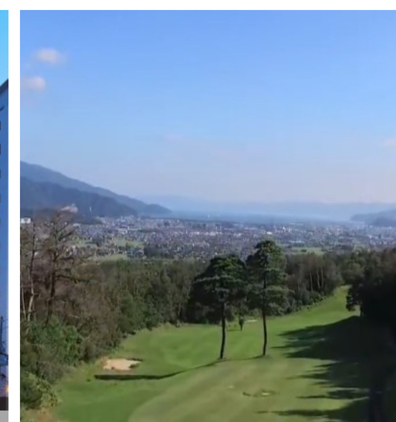
Real estate development



B-LOT AKASAKA BUILDING

IMANO OSAKA SHINSAIBASHI HOSTEL

Business regeneration

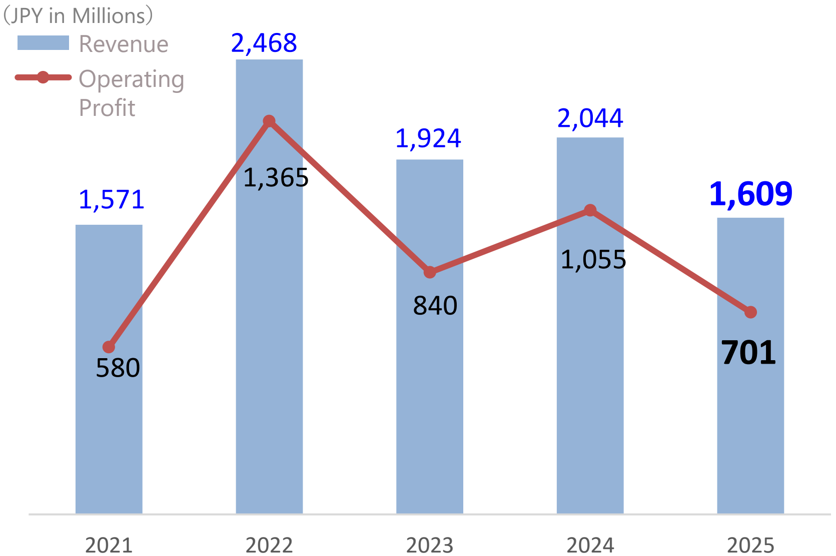


Tsuruga kokusai Golf Club

B-Lot

Real Estate Consulting Business

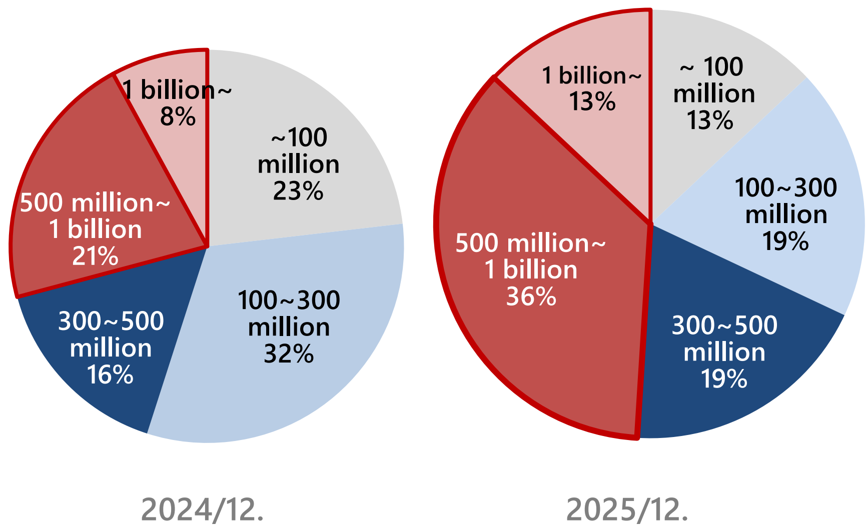
Revenue and Ordinary Income Trends



※Revenue excludes intersegment transactions.

Transaction price trends

Over 500 million yen project 29% ⇒ 49%



- **Brokerage contracts were concluded for properties sold by Kumasyu komuten*.**
  Creating synergies between the Group companies
- **Brokerage**
  Number of contracts through brokerage: 65
  (72 in the same period of the previous year)
  Condominium sales
  Number of contracts: 487 units
  (623 in the same period of the previous year)
  Number of units delivered: 323
  (901 in the same period of the previous year)

*Kumasyu Komuten Co., Ltd.

- Continual transactions facilitate buying and selling and **help establish trusting relationships.**
  Transactions with professional businesses increased, resulting in large-scale projects.
- **Extensive experience helped develop different skills.**
  We continue the rapid development of human resources.

Real Estate Consulting Business

Real estate brokerage

Aichi / Chiryu

- **Encouraging collaboration among different branches led to faster transactions.**
  Wealthy individuals in the Tokyo area are increasingly interested in properties in regional areas.
- We accurately identify the needs of repeat investors and **complete transactions in a closed market.**

Consignment sales

PREDEAR Mizue
JR West Properties Co.,Ltd.

- **We promoted a young employee to a chief position for the first time, whose team concluded contracts for 27 units.**
  We are continuing to focus on developing human resources.
- Some transactions experienced delays in sales and delivery dates, chiefly due to increasing construction costs.
  At present, we expect the delivery of over 500 units.

Newly-built condominium sale on consignment all over Japan! ･･･FY Dec.31,2025･･･

PROUD TOWER okayama

J-GRAN Kyoto Katsuragawa Ekimae

Mond Mio Sapporo Odori Minami 2-jo

Wellith Akasaka BAYSIDE

BRANZ Omiya Nisshin Vialle

Sales information here▼

BRANZ City Higashi-Kishiwada

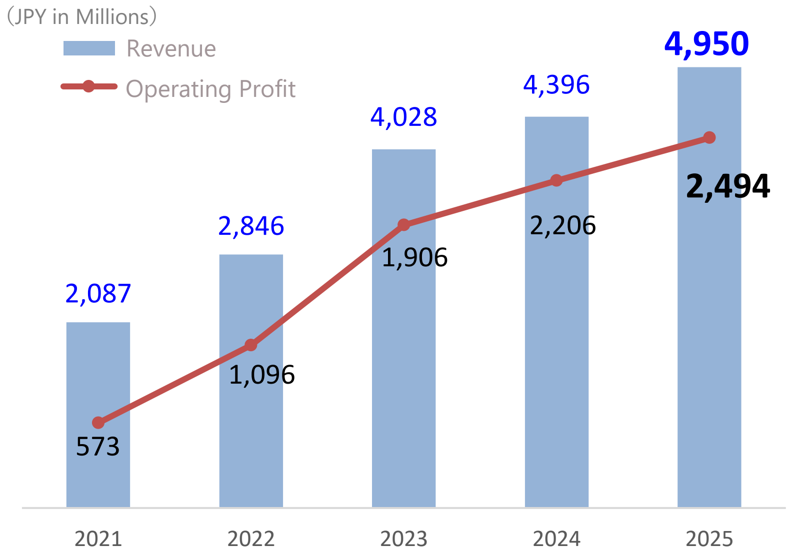
AOI CROSS TOWER

Parknade Ebina Sagamino

B-Lot

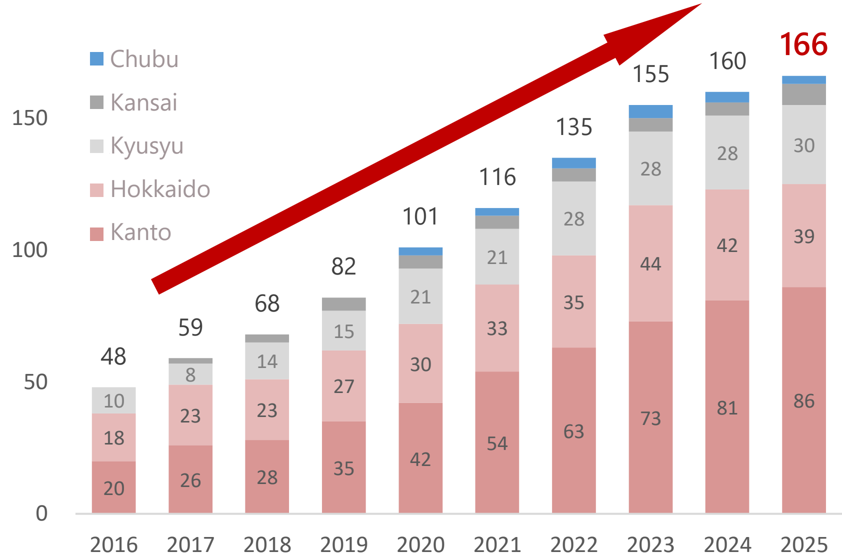
Real Estate Management Business

Revenue and Ordinary Income Trends



※Revenue excludes intersegment transactions.

PM consignment building trends

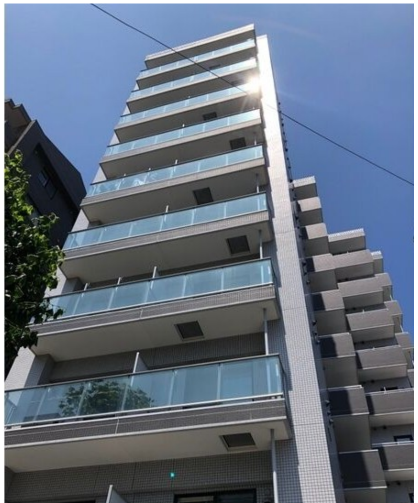


- **Both revenue and profit rose for the fifth consecutive year.**
  The main contributing factors are digital transformation and increased rent revenue from the hotels we own.
- We added six employees. Some were transferred from other departments, and others were newly hired.
  We started accepting individuals without prior experience. Our human resource development has yielded some positive results.
- **The number of buildings was 166** (160 in the previous year)
  The number increased by 6 from the same period in the previous fiscal year.
  The earnings base expanded steadily due to the increase in the number of buildings managed.
- **Commissions from the wealthy and professional owners,** who demand prompt, efficient management, **are increasing.**

B-Lot

Real Estate Management Business

PM: Transactions between repeat customers


Sapporo / Kita

- Sales transactions were concluded between customers who have supported us since early on, and we have been entrusted to continue providing property management.
We offered comprehensive solutions to our customers.
- There was an increase in requests for rent revisions from property owners.
We addressed these requests in a professional manner.
Our effective negotiation skills benefit buyers, sellers, and society, resulting in high marks.

AM: A new bridge fund and new commissions


Group Inter-company Collaboration

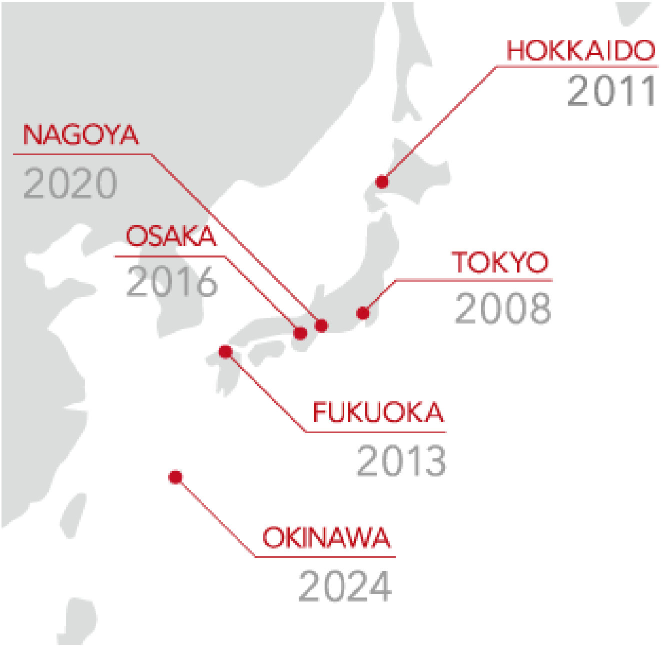
Tokyo / Adachi

- Many repeat customers who are equity investors.
The B-Lot Group has started same-boat investment and has built strong, trusting relationships.
- A healthcare project has concluded, and we successfully generated revenue from it.
We have expanded our business with financial institutions due to our proven track record in fund redemption.

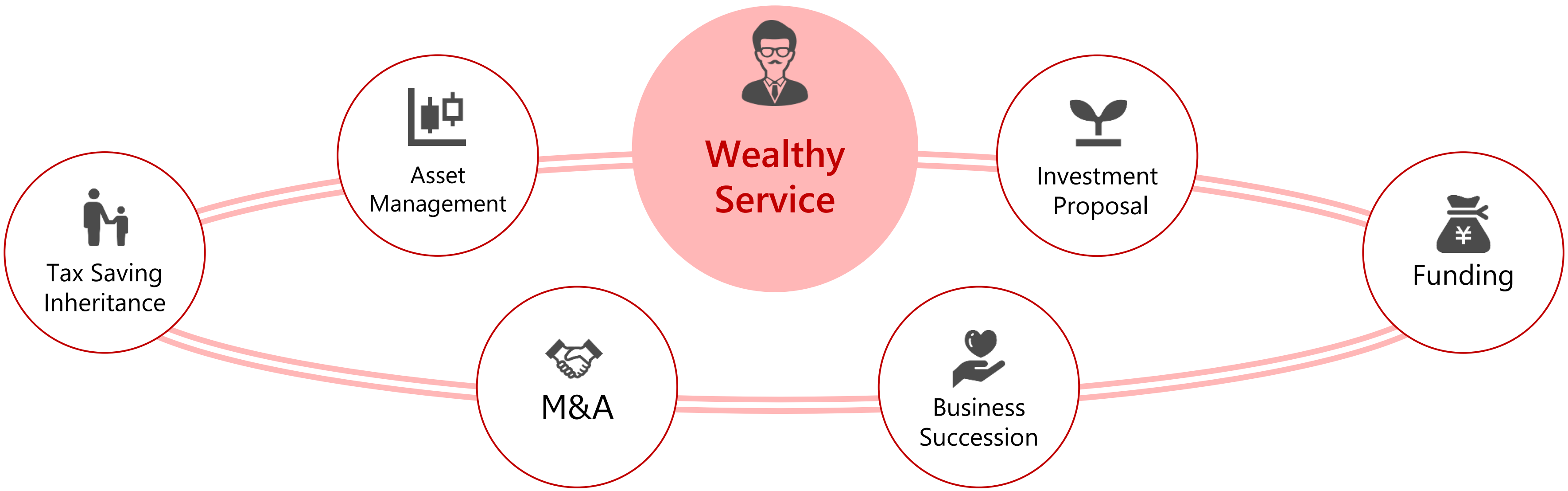
Company Profile

Company Profile ＝as of December 31, 2025＝

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	142 employees (234 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） Kumasyu Komuten Co., Ltd. （100% Subsidiary）



We operate the business carefully by valuing confidentiality and partnerships.



Our Strengths

❶ 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

❷ Network

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

❸ Planning ability

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

B-Lot

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)]

Super affluent [JPY 500 million-]
JPY 135 trillion (118,000 households)
Value per household: JPY 1.14 billion

Affluent [JPY 100 million-500 million]
JPY 334 trillion (1,535,000 households)
Value per household: JPY 0.22 billion

Upper middle class [JPY 50 million - 100 million]
JPY 333 trillion (4,039,000 households)
Value per household: JPY 82 million

Middle class [JPY 30 million - 50 million]
JPY 282 trillion (5,765,000 households)
Value per household: JPY 49 million

Working class [Less than JPY 30 million]
JPY 711 trillion (44,247,000 households)
Value per household: JPY 16 million

55.70 million 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

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)

B-Den

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

We contribute to creating a sustainable society through our business practices.

Group contributes to creating a circular society.

SUSTAINABLE DEVELOPMENT GOALS

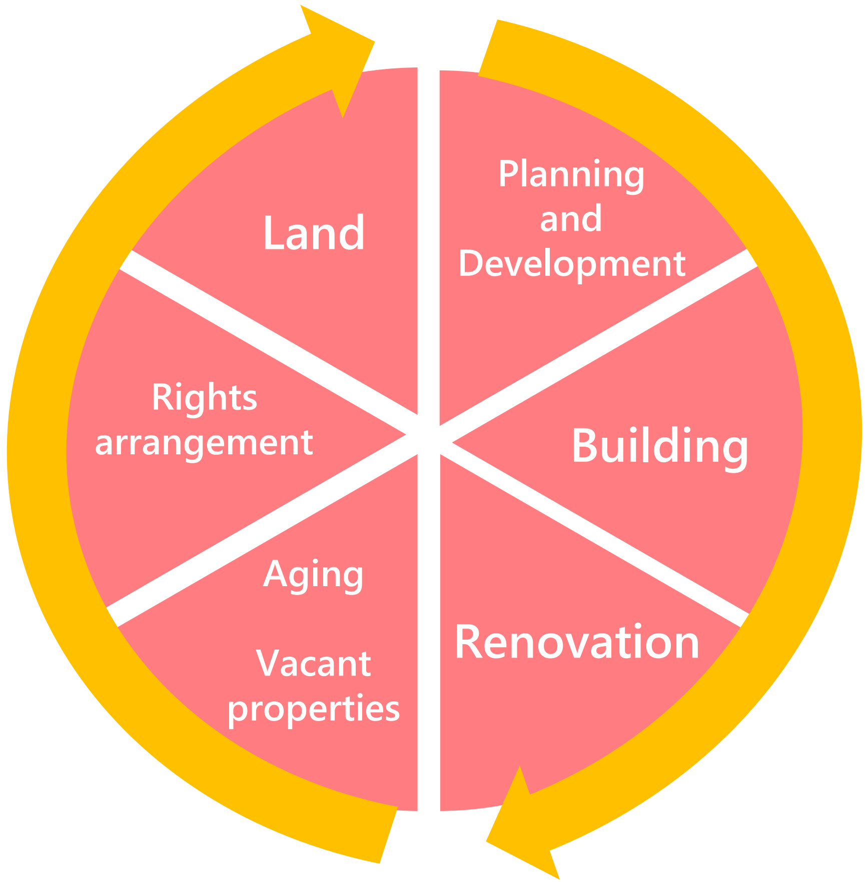
3 GOOD HEALTH AND WELL-BEING

11 SUSTAINABLE CITIES AND COMMUNITIES

Safe and secure urban development

Kumasyu Komuten

Prioritizing safety and security in urban development, by purchasing and demolishing buildings that have aged and have many vacancies.



SUSTAINABLE DEVELOPMENT GOALS

7 AFFORDABLE AND CLEAN ENERGY

13 CLIMATE ACTION

Effective use of resources

B-Lot

Enhancing the asset value and profitability of used real estate through renovation before supplying it to the market, thereby promoting the effective use of resources.

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.

— Business Model —

Acquisition

・Analysis on targeted property
・Sourcing and negotiation
・Property valuation
・Debt financing
・Due diligence
・Origination of structural vehicle
・Documentation

Operation（3 to 5 years）

・Implement asset management strategies
・Improve the asset value (Rent, occupancy rate, renovation, etc.)
・Supervision of property management and building management companies
・Portfolio management and cash flow
planning
・Investor reporting

Exit

・Provide exit strategies (Sale,refinance etc.)
・Property valuation
・Negotiation with purchaser
・Documentation
・Closing of funds (pay off debt)

Equity Investment

Income Gain

Capital Gain

Investors

B-Lot Capital Link Co., Ltd.

B-Lot Capital Link Co., Ltd. offers a variety of services to support sustainable growth for society and businesses, including business succession, IT, and human resources, with a focus on renewable energy.

The company not only helps promote the growth of renewable energy and stabilize electricity supply and demand, but also addresses challenges faced by businesses and local communities. We do this through support in areas such as business succession, IT and systems, and human resources.
We strive to provide effective solutions for sustainable social development and enhanced corporate value.

※The above is an image.

Renewable energy

- Storage batteries for power grids
- Solar power generation
- Consulting about utilizing idle land

Business succession

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

IT and system support

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

Staffing support

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

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.

— 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

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.

[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 Komuten 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 Komuten, 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

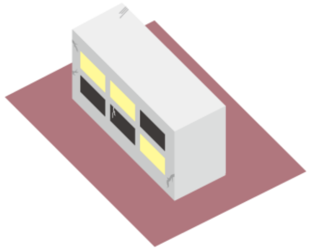
Land for which leasehold rights and ownership rights are separated

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

Japan Golf On-line Co., Ltd.

— Business Model —

System development and consulting

- Developing and operating ASP official online reservation systems
- Website creation and updates by in-house designers
- Consulting for customer acquisition through the internet

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.

B-Lot

・・・ Contact us ・・・

Corporate Planning Department

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