



CCReB Advisors Inc.

7th Fiscal Period

FY2025 (From September 1, 2024 to August 31, 2025)

Financial Results Presentation Material

October 2025

CCReB Advisors Inc.
TSE Growth Market (Security code: 276A)



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Unless otherwise noted, figures in this document are presented with monetary amounts rounded down and percentages rounded to the nearest whole number. As a result, the sum of individual items may not match the total figures. The same applies throughout this document.

Financial Highlights



Summary of FY2025 Results

FY2025 Full-Year Results (Consolidated Basis)

Financial Highlights

Despite a timing shift in certain transactions (approx. 80 million yen in brokerage fees), results exceeded the revised earnings forecast without this impact.

Sales **2,555** million yen(98.3% of revised forecast) Operating Profit **612** million yen(91.2%) Net Profit **445** million yen(96.9%)

Year-end dividend executed as planned, including 2 yen commemorative dividend for listing, totaling 22 yen per share.

Promote the development of a strategic business foundation to enable future growth

Business Alliance Formed strategic alliances to strengthen our CRE platform business.

Important KPI The number of registered information in the matching system increased by 25.4% YoY, while the number of users rose by 52.5%.

CRE Solution Business The pipeline of new projects, including CRE strategy support advisories in the next term and beyond, is increasing significantly.

Prop-Tech Business Continuing to strongly promote sales activities targeting financial institutions, primarily regional banks.

FY2026 Earnings Forecasts (Consolidated Basis)

Earning Forecast (vs current actuals)

Sales **4,700** million yen (+83.9%) Operating Profit **1,100** million yen(+79.4%)

Net Profit **700** million yen (+57.3%) Dividend per Share **27** yen(+5 yen)

Medium-Term Management Plan

Formulated the Medium-Term Management Plan for FY2026–FY2028: “A Tech-Driven Platform Strategy”

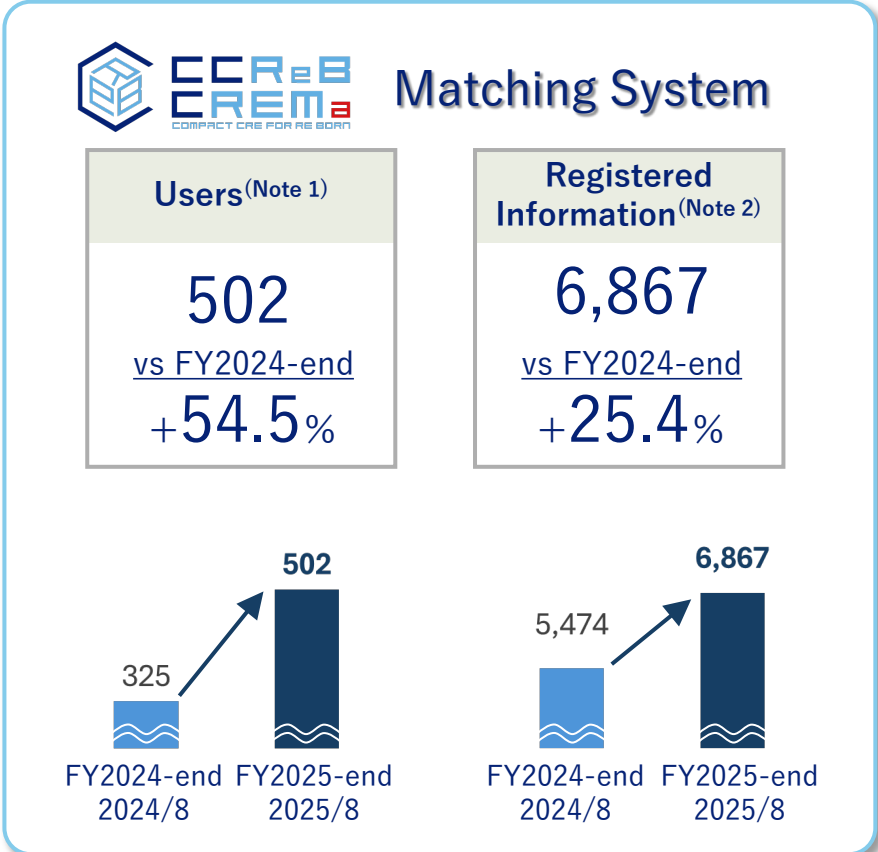
- ✓ Establishing our position as a CRE platform leader by accelerating business development through high-quality and revenue-expanding CRE solutions powered by Prop-Tech.
- ✓ Targeting sales of **12,000** million yen, operating profit of **3,200** million yen, and net profit of **2,080** million yen in FY2028 (ending August 2028).

FY2025 Financial Overview and FY2026 Earnings Forecasts



Executive Summary of Cumulative Results for FY2025

Despite a timing shift, results would have exceeded the revised earnings forecast without this impact.
 The number of users and registered information in the matching system is also steadily increasing.



Note 1: The number of users refers to the number of user accounts held by each subscribing company (paid/free members).
 Note 2: It refers to the number of registered information and includes needs for "Acquisition," "Disposition," "Rent," and "Lease," respectively. And properties/needs registered more than two years ago are not included in the count.

FY2025 Outline of Financial Results (Consolidated) – P/L

As each business performed strongly, sales doubled compared to the previous fiscal year.

(Unit: Million yen)

	FY2024 (6th period) Cumulative Results (ended in Aug 2024)	FY2025 (7th period) Cumulative Results (ended in Aug 2025)	Increase/ Decrease Amount	YoY	FY2024 (6th period) 4Q Results (ended in Aug 2024)	FY2025 (7th period) 4Q Results (ended in Aug 2025)	Increase/ Decrease Amount	YoY
Sales	1,269	2,555	1,285	+101.2%	219	585	366	+167.0%
CRE Solution Business ^(Note)	1,120	2,383	1,263	+112.7%	185	536	350	+189.1%
(% out of total sales)	88.3%	93.3%			84.6%	91.6%		
Prop-Tech Business	148	171	22	+15.0%	33	49	15	+46.1%
(% out of total sales)	11.7%	6.7%			15.4%	8.4%		
Gross Margin	849	1,119	269	+31.8%	125	213	87	+70.0%
Sales, General & Administrative Expenses	428	506	77	+18.2%	135	138	3	+2.6%
Operating Profit	420	612	192	+45.6%	-9	74	84	-868.3%
Ordinary Profit	416	598	182	+43.8%	-12	76	89	-693.0%
Net Profit	288	445	157	+54.5%	4	88	83	+1,683.9%
Operating Profit (%)	33.2%	24.0%	-9.2pt		-4.4%	12.8%	+17.2pt	

Note: Breakdown of cumulative sales and share by service category within the CRE solution business

CRE Advisory	203 million yen	8.5 %
Project Management	-	-
Compact CRE Fund Origination	77 million yen	3.3 %
Investment Utilizing B/S	1,540 million yen	64.6 %
Lease Utilizing B/S	294 million yen	12.3 %
Real Estate Brokerage	268 million yen	11.3 %

Although the profit margin was affected by balance sheet-driven investment projects not included in the initial plan, we continued to maintain an operating profit margin above the real estate industry average.

Prop-Tech system-related expenses were booked in 4Q of previous fiscal year, resulting in a negative operating profit margin.

Recorded extraordinary gain of 23 million yen from the disposal of overseas fixed assets.

Reference: FY2025 Outline of Financial Results (Consolidated, Quarterly) – P/L

In the fiscal year ended August 2025, results were more front-loaded than in typical years. Revenue in our CRE solution business fluctuates depending on the timing of project recognition.

(Unit: Million yen)

	FY2025 Results (7th period)					(Reference) FY2024 Results (6th period)				
	1Q	2Q	3Q	4Q	Cumulative	1Q	2Q	3Q	4Q	Cumulative
Sales	681	972	314	585	2,555	225	282	542	219	1,269
CRE Solution Business	646	931	269	536	2,383	186	244	503	185	1,120
Prop-Tech Business	35	41	45	49	171	38	37	38	33	148
Gross Margin	426	344	134	213	1,119	167	224	332	125	849
Sales, General & Administrative Expenses	118	124	124	138	506	94	93	104	135	428
Operating Profit	307	220	10	74	612	73	130	227	-9	420
Ordinary Profit	291	219	10	76	598	72	129	226	-12	416
Net Profit	200	150	7	88	445	50	89	142	4	288
Operating Profit (%)	45.0%	22.7%	3.3%	12.8%	24.0%	32.4%	46.1%	41.9%	-4.4%	33.2%

Due to the listing examination, the sales plan was biased towards the first half. Steadily executed based on the plan

FY2025 Outline of Financial Results (Consolidated) – B/S

In 4Q, both assets and liabilities increased due to the acquisition of real estate for sale and related borrowings in preparation for the next fiscal year.

The equity ratio was 55.2% (Note)

(Unit: Million yen)

	As of the end of Aug. 2024	As of the end of Aug 2025	Increase/ Decrease Amount
Current assets	1,073	3,217	+2,144
Cash and deposits	262	1,639	+1,376
Account receivable - trade	13	41	+28
Prepaid expenses	25	46	+21
Real estate for sale	715	1,475	+759
Operational investment securities	50	-	-50
Others	6	14	+7
Non-current assets	438	574	+135
Property plant and equipment	278	320	+42
Intangible assets	32	30	-1
Investments and other assets	127	222	+95
Total assets	1,511	3,791	+2,280

	As of the end of Aug. 2024	As of the end of Aug 2025	Increase/ Decrease Amount
Current liabilities	494	1,650	+1,155
Short-term borrowings	220	1,450	+1,230
Contract liabilities	49	18	-31
Income tax payable	114	111	-2
Others	110	69	-40
Non-current liabilities	44	45	+1
Total liabilities	538	1,696	+1,157
Share capital and share surplus	401	1,137	+735
Retained earnings	591	979	+387
Treasury shares	-22	-22	+0
Share acquisition rights	1	1	+0
Total net assets	972	2,095	+1,122
Total liabilities and net assets	1,511	3,791	+2,280

Two B/S utilization investment projects were disposed of in the first half, and in the 4Q, four were disposed of and two were acquired

One property was acquired in 3Q and one disposed of in 4Q

Borrowings associated with the acquisition of real estate for sale

Note: As of the end of August 2024: Equity ratio 64.2%, Net D/E ratio -0.04 times
 As of the end of August 2025: Equity ratio 55.2%, Net D/E ratio -0.09 times

FY2026 Earnings Forecasts

Based on the steady accumulation of a favorable pipeline, we plan to achieve sales of 4.7 billion yen, representing an 83.9% increase year-on-year.

The year-end dividend is forecast to increase by 5 yen per share to 27 yen.

- Quarterly estimates are based on the expected timing of project recognition derived from the current pipeline and historical trends.
- Depending on the actual timing of recognition, quarterly figures may significantly deviate from the current plan.

(Unit: Million yen)

	FY2025 (7th period) Results	FY2025 (7th period) Forecasts				
		1Q	2Q	3Q	4Q	Cumulative
Sales	2,555	743	766	2,231	960	4,700
Operating Profit	612	212	115	434	339	1,100
Net Profit	445	123	70	285	222	700
Operating Profit (%)	24.0%	28.5%	15.0%	19.5%	35.3%	23.4%
Dividend per share	22 yen	—	—	—	27 yen	27 yen
Earning per share(EPS)	110.46 yen					163.71 yen
(Average) Number of outstanding shares ^(Note 1)	4,035,087					^(Note 2) 4,275,846

Planning for year-on-year growth of +83.9%

Sales and profits are expected to be concentrated in the second half, reflecting the timing of project closings

In particular, significant performance growth is anticipated in 3Q due to contributions from large-scale projects

Aim to achieve an operating profit margin of 25% to 30%.

A dividend increase of 5 yen per share compared to the previous year is planned, in accordance with the dividend policy

Note 1: The average number of shares outstanding during the fiscal year ended August 2025 (from September 1, 2024 to August 31, 2025), excluding treasury stock (40,637 shares).

Note 2: The number of shares outstanding at the end of the fiscal year ended August 2025, excluding treasury stock (40,637 shares).

Business Progress



Major Pipelines (CRE Solution Business) (1)

Backed by growing corporate commitment to CRE strategy execution,
our CRE solution business, centered on Investment Utilizing B/S, has commenced smoothly

Type of Transaction	Details	Location (Japan)	Customer Attributes	Accounting period	Status ^(Note1)	Prop-Tech Utilized ^(Note2)	Others
1 CRE Advisory	Support for disposition of industrial facility	Yamaguchi	Real estate finance	FY2026	Concluded (Booked in 1Q)	CREMa	Timing shifts in FY2025 projects
2 Real Estate Brokerage	Support for acquisition of industrial facility	Gifu	Construction	FY2026	Plan to contract (To be booked in 1Q)		Timing shifts in FY2025 projects
3 Investment Utilizing B/S	Acquisition of land with leasehold	Hokkaido	Real estate	FY2026	Concluded (Booked from 1Q onward) NEW		Acquired fixed asset from JINUSHI Co., Ltd Rental income booked
4 Investment Utilizing B/S	Acquisition and disposition of retail facility	Kanagawa	Family office	FY2026	Planned asset disposal (To be booked in 1Q) NEW	CREMa	Acquired real estate for sale, letter of intent received
5 Compact CRE Fund Origination	PM for hazardous materials warehouse	Ibaraki	Real estate finance	FY2026	Concluded (Booked from 1Q onward) NEW		Property management operations
6 CRE Advisory	Proposal for effective land utilization	Ibaraki	Manufacturing	FY2026	Contracted (To be booked in 1Q)	AI	Ongoing project from FY2025
7 Real Estate Brokerage	Support for disposition of industrial facility	Aichi	Real estate finance	FY2026	Plan to contract (To be booked in 1Q) NEW	CREMa	Project agreement signed
8 Investment Utilizing B/S	Acquisition of industrial facility	Gunma	Manufacturing	FY2026	Plan to contract (To be booked in 1Q) NEW		Exclusive negotiation rights secured, fixed asset acquired, rental income booked
9 Investment Utilizing B/S	Acquisition of industrial facility	Mie	Construction	FY2026	Plan to contract (To be booked in 1Q~2Q)		Exclusive negotiation rights secured, fixed asset acquired, rental income booked
10 Investment Utilizing B/S	Acquisition of industrial facility	Yamaguchi	Real estate finance	FY2026	Plan to contract (To be booked in 1Q~2Q)		Exclusive negotiation rights secured, fixed asset acquired, rental income booked
11 Investment Utilizing B/S	Acquisition of industrial facilities	Kanagawa, etc.	Transportation	FY2026	Under proposal (To be booked in 1Q~2Q) NEW	AI CREMa	Acquired real estate for sale and fixed asset, rental income booked

Note 1: "NEW" indicates pipelines that were newly added from 4Q of FY2025 onward.

Note 2: Please refer to page 43- page 46 of this document for details on "Prop-Tech".

Major Pipelines (CRE Solution Business) (2)

Type of Transaction	Details	Location (Japan)	Customer Attributes	Accounting period	Status ^(Note1)	Prop-Tech Utilized ^(Note2)	Others
12 Investment Utilizing B/S	Acquisition of logistics facility	Kanagawa	Other finance	FY2026	Contracted (To be booked in 2Q~3Q)		Acquisition of a currently leased building
13 Investment Utilizing B/S	Disposition of industrial land	Hokkaido	Real estate finance (SPC)	FY2026	To be contacted (To be booked in 3Q)		HAZMAT Warehouse PJ in Kitahiroshima, disposition of land to a development SPC
14 Real Estate Brokerage	Support for acquisition of industrial facility	Gifu	Real estate	FY2026	To be contacted (To be booked in 2Q)	NEW CREMa	Buyer's Letter of Intent received
15 Investment Utilizing B/S	Industrial M&A deal	Not disclosed	Family office	FY2026	To be contacted (To be booked in 3Q~4Q)	NEW	
16 Investment Utilizing B/S	Acquisition of industrial facility	Kyoto	Real estate finance	FY2026	To be contacted (To be booked in 3Q)	CREMa	Acquisition of fixed asset Seller's letter of intent received
17 Compact CRE Fund Origination Project Management	HAZMAT warehouse PJ in Kitahiroshima	Hokkaido	SPC	FY2026	To be contacted (To be booked in 3Q)		Investment in the PJ and acceptance of project management
18 CRE Advisory Real Estate Brokerage	Support for disposition of industrial facility	Shiga	Real estate finance	FY2026	To be contacted (To be booked in 3Q)	CREMa	Seller's letter of intent received
19 CRE Advisory	Logistics Facility Leasing Support	Aichi	Real estate finance	FY2026	Under proposal	CREMa	Proposing 1 of 2 compartments (Scheduled for completion in Nov 2025)
20 Investment Utilizing B/S	Acquisition of industrial facility	Fukushima	Manufacturing	FY2026	Under proposal	AI	Acquisition of real estate for sale, record rent income
21 Investment Utilizing B/S	Portfolio sale transaction	Miyagi, etc.	Real estate finance	FY2026	Under proposal	NEW	Acquisition of real estate for sale and fixed assets, record rent income
22 Real Estate Brokerage	Support for disposition of industrial facility	Miyagi	Transportation	FY2026	Under proposal	CREMa	

Note 1: "NEW" indicates pipelines that were newly added from 4Q of FY2025 onward.

Note 2: Please refer to page 43- page 46 of this document for details on "Prop-Tech".

Major Pipelines (CRE Solution Business) (3)

Following the public announcement of the hazardous materials warehouse master lease business, the project pipeline has expanded rapidly. We are selectively pursuing investment opportunities.

	Type of Transaction	Details	Location (Japan)	Customer Attributes	Accounting period	Status ^(Note1)	Prop-Tech Utilized ^(Note2)	Others
23	Real Estate Brokerage	Support for disposition of logistics facility	Saitama	Real estate finance	FY2026	Under proposal	CREMa	
24	Investment Utilizing B/S	Acquisition of industrial facility	Chiba	Manufacturing	FY2026	Under proposal	CREMa	
25	Real Estate Brokerage	Support for acquisition of industrial facility	Chiba	Manufacturing	FY2026	Under proposal NEW	CREMa	Factory acquisition with existing equipment and layout
26	Investment Utilizing B/S	Industrial M&A deal	Not disclosed	Manufacturing	FY2026~2027	Not disclosed NEW	CREMa	
27	Compact CRE Fund Origination	Effective utilization of land, logistics warehouse development PJ	Kumamoto	SPC	FY2026~2027	Under proposal	CREMa	Investment in the PJ and acceptance of asset management
28	Project Management	HAZMAT warehouse PJ in Kitahiroshima	Hokkaido	SPC	FY2027	To be contacted NEW	CREMa	Master lease of a HAZMAT warehouse
29	Project Management	Effective utilization of land, HAZMAT warehouse PJ	Hyogo	Manufacturing	FY2027	Under proposal	CREMa	Master lease of a HAZMAT warehouse
30	Project Management	Master lease of a HAZMAT warehouse	Kanagawa	Real estate	FY2027	Under proposal NEW	CREMa	Master lease of a HAZMAT warehouse scheduled for development
31	Project Management	Effective utilization of land, HAZMAT warehouse PJ	Fukuoka	Manufacturing	FY2027~2028	Under proposal NEW	CREMa	Master lease of a HAZMAT warehouse
32	Project Management	Effective utilization of land, HAZMAT warehouse PJ	Kumamoto	Transportation	FY2027~2028	Under proposal NEW		Investment in the PJ, master lease of a HAZMAT warehouse

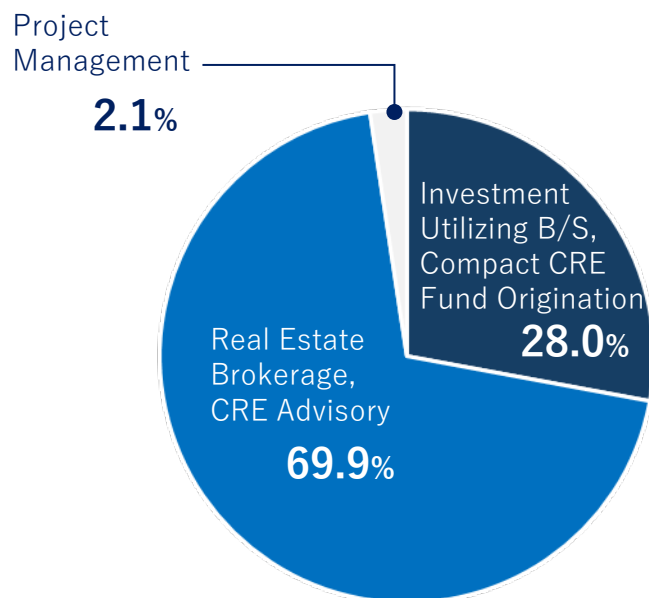
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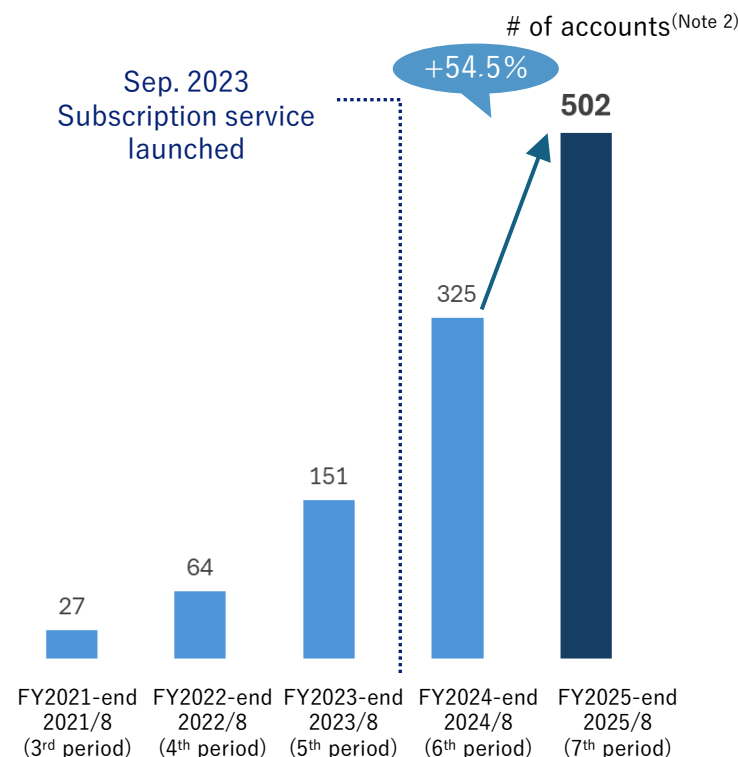
Progress of Key Performance Indicators: Increase of Number of Users and Potential Projects Registered

Continuing increase of both “Number of Users” “Number of Registrations” in the matching system
Well balanced increase of potential projects for each type of transaction

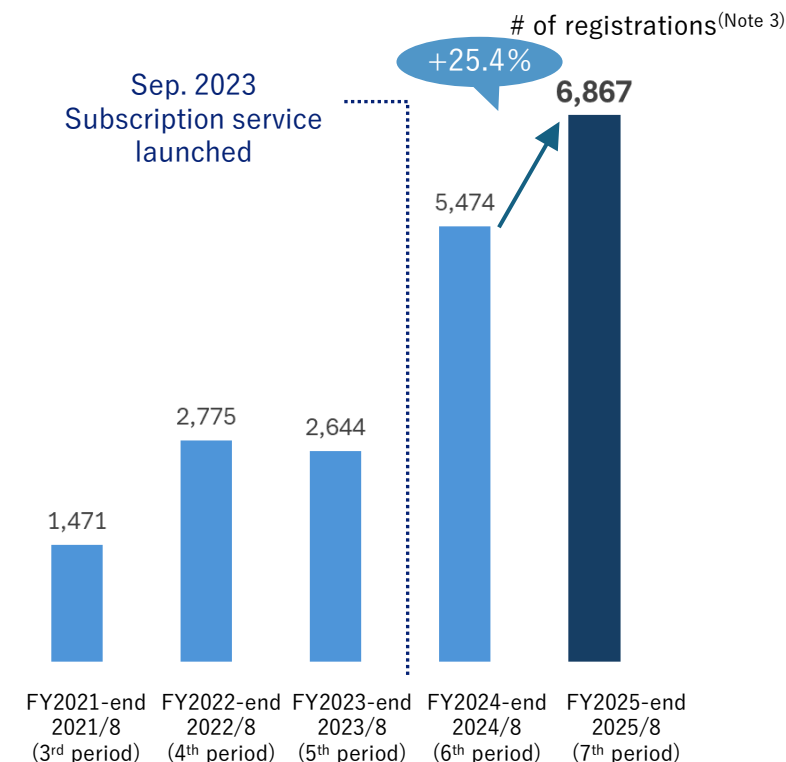
Breakdown of transactions for matching projects^(Note 1)



Users



Registered information



Note 1: Of the needs for the disposition and acquisition of corporate real estate, those of 500 million yen or less (land area of 1,000 tsubo or less) are categorized as “Real estate brokerage,” those of 500 million yen to 2 billion yen (land area of 1,000 tsubo to 4,000 tsubo) as “Investment utilizing B/S” or “Compact CRE fund origination,” and those of 2 billion yen or more (land area of 4,000 tsubo or more) as “Real estate brokerage. Please note that actual contracts may not always be concluded in accordance with the above categorization.

Note 2: The number of accounts is the number of user accounts individually owned by the contracting company (paid/free members).

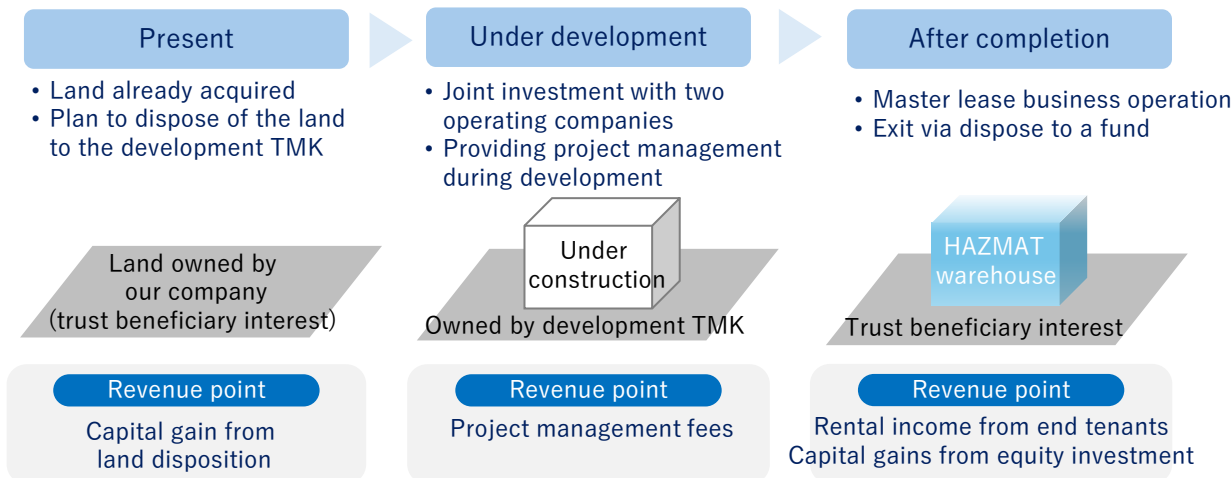
Note 3: It refers to the number of registered information and includes needs for “Acquisition,” “Disposition,” “Rent,” and “Lease,” respectively. And properties/needs that have been registered for two years or more are not included in the count.

Start of a New Business

As part of our CRE solution services, we are advancing projects involving the development and master leasing of facilities such as HAZMAT warehouses.

■ Participation in a HAZMAT^(Note) warehouse development project and start of master lease business

- ✓ Participation in a rental-type HAZMAT warehouse development project (consisting of 8 buildings) on land already acquired by our company in Kitahiroshima-shi, Hokkaido, in collaboration with two corporate partners.
- ✓ The land is scheduled to be disposed of to a SPC (development TMK), which will serve as the development entity (scheduled for March 2026).
- ✓ We plan to undertake project management operations related to the development, commissioned by the development TMK.
- ✓ As part of this project, we will also operate a master lease business for the HAZMAT warehouse.
- ✓ Following completion, the property is expected to be disposed of to a REIT or a private fund.



■ Project overview

Project name	(Tentative Name) Kitahiroshima HAZMAT Warehouse Development Project
Project owner	CTF No.2 Special Purpose Company
Location	Kitahiroshima-shi, Hokkaido
Land area	Approx. 21,000m ²
Building area	Approx. 8,500m ² (under planning) consists of 8 buildings
Start of construction (schedule)	April 2026
Completion (schedule)	April 2027

Note: HAZMAT refers to hazardous materials. A HAZMAT warehouse is a facility designed to safely store and handle such materials in compliance with relevant laws and regulations.

Enhancing the Added Value of Our Prop-Tech Systems

To establish our position as a CRE platform leader, we are promoting the strategic upgrade of Prop-Tech. By enhancing forecasting accuracy, operational efficiency, and information delivery capabilities, we aim to strengthen our competitive advantage in the CRE market.

SUBSCRIBE



Patent Registration
No. 6908308

CRE Sales Support System

Automatically analyzes various corporate disclosures and displays scoring of each company's real estate needs

Enhancing forecasting accuracy through the implementation of research insights

Joint research project with Professor Kato, a leading expert in algorithm research, from University of Hyogo.

- Points
- Through joint research with a university research team, we are developing predictive logic for real estate transactions.
- This initiative aims to improve the accuracy of timing and price forecasts.
- In addition to incorporating the outcomes of this research, we are also integrating generative AI capabilities to expand the scope of user analysis and enhance the added value of our services.

SUBSCRIBE



Matching System

A real estate matching system specialized in business-use properties, designed to collect sales, leasing, and other CRE-related needs

Evolving into a “user-friendly and highly practical” tool

New features added to dramatically enhance operational efficiency and data utilization capabilities.

- Points
- By mapping property information on a digital map, users can visually grasp area-specific distributions and trends. This feature is effective for information utilization across a wide range of industries, including asset management departments of financial institutions and manufacturers.
- Even those unfamiliar with collecting basic real estate information can easily search and obtain the necessary data through a one-stop solution, dramatically improving operational efficiency.

FREE to USE



Patent Registration
No. 7432980

B to B portal site

Sharing insights on corporate trends to engage diverse industries

Newly equipped with a news delivery feature tailored for business professionals

Providing actionable information for immediate use in business settings

Industry-specific news updates	Timely updates on the latest news by industry
Personalized display	Prioritized information based on user's industry interests
IR & press release integration	Strategic information gathering supported through TDnet linkage

Share Price Performance

Steadily executing our growth strategy with continued support from shareholders since our listing in November 2024

Share price performance since listing (From Nov. 28, 2024 to Aug. 29, 2025)



Market capitalization at Fiscal Year-end

33.1 billion yen

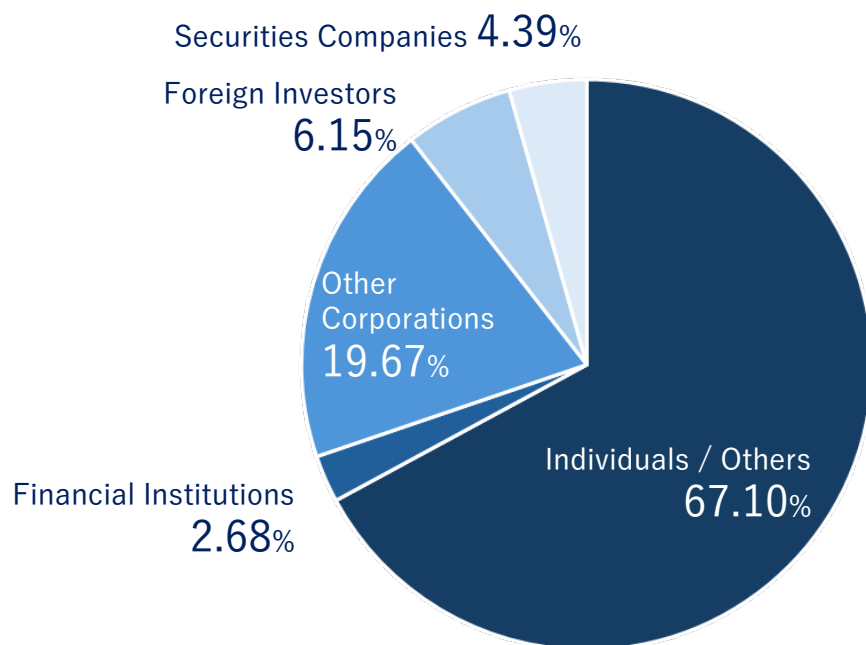
Average transaction value

720 million yen

Shareholder Composition

Stable shareholder base centered on the representative and strategic partners.
We remain committed to deepening shareholder trust through ongoing improvements in investor relations.

Shareholder composition (Excluding treasury shares)



Note: As of August 31, 2025

Major shareholders

Total shares issued 4,316,483 shares (including 40,637 treasury shares)
Number of shareholders 2,802
Trading unit 100

	Shareholder name	Number of shares held	Shareholding ratio
1	Yukihiro Miyadera	1,768,000	41.35%
2	Field Partners Ltd	404,091	9.45%
3	Stella LLC	134,000	3.13%
4	Individual	100,000	2.34%
5	ML Estate Company, Limited	90,919	2.13%
6	CRE, Inc	90,000	2.10%
7	TMT LLC	77,271	1.81%
8	Nomura Securities Co., Ltd	70,900	1.66%
9	MSIP CLIENT SECURITIES	69,400	1.62%
10	BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	55,707	1.30%

Note 1: As of August 31, 2025. The shareholding ratio is calculated excluding treasury shares (40,637 shares) and rounded to the nearest third decimal place.

Note 2: TMT LLC is a private asset holding company wholly owned by the Company CEO, Yoshihiro Miyadera.

Medium-Term Management Plan





Medium-Term Management Plan FY2026–FY2028

“A Tech-Driven Platform Strategy”

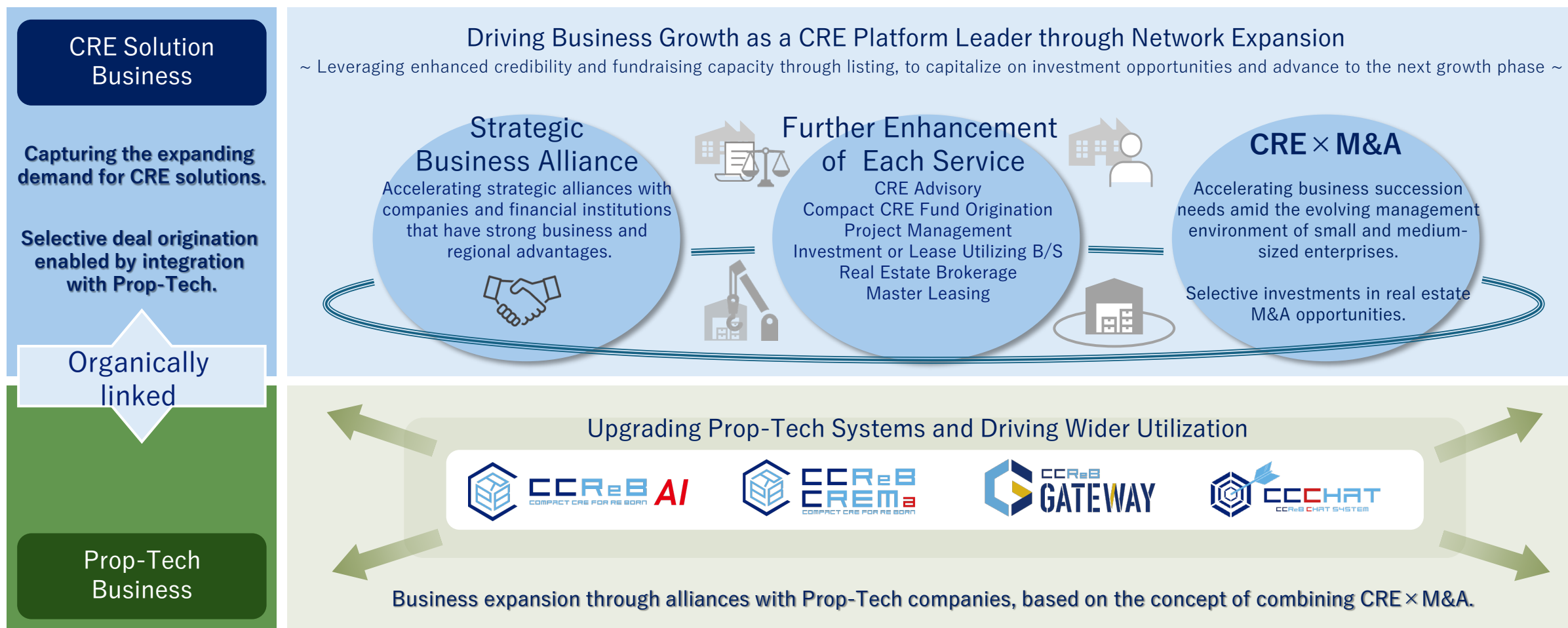
October 2025

CCReB Advisors Inc.
TSE Growth Market (Security code: 276A)



Three-Year Growth Strategy (Medium-Term Management Plan)

Establishing our position as a CRE platform leader by accelerating business development through high-quality and revenue-expanding CRE solutions powered by Prop-Tech.



Strategic Aspiration

Pioneering a Unique Leadership Position through “Prop-Tech” × “CRE Solutions”
(Digital) (Real Estate Assets)

2028 Strategic Milestones

Establishing a Solid Position as a Platform Leader in the CRE Market

Numerical Targets (FY2028)

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Sales	12.0 billion yen	We aim to maintain a high growth rate with an average annual growth of over 60%.
Operating Profit	3.2 billion yen	Targeting an operating profit margin of 25% to 30%.
Net Profit	2.0 billion yen	Driving growth in EPS and dividends.

Market Awareness and Positioning

… Page 25-27

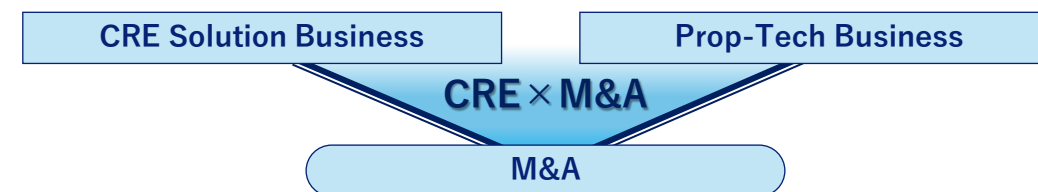
- ✓ The market is vast, with a large pool of untapped real estate stock.
- ✓ CRE demand continues to grow, driven by TSE’s call for improved capital efficiency.
- ✓ Non-listed companies are increasingly seeking asset sales and effective utilization.
- ✓ We remain focused on compact CRE^(Note) opportunities.

As CRE demand becomes more apparent, investment opportunities continue to grow.

Growth Strategy

… Page 28-34

- ✓ The CRE solution business driven by Prop-Tech remains unchanged.
- ✓ We continue to pursue compact CRE, leveraging “Prop-Tech” and “Diverse partner network”.
- ✓ We aim to achieve inorganic growth through the concept of “CRE × M&A”.



Human Capital Strategy

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- ✓ By recruiting top-tier talent and accelerating business DX, we aim to sustain a streamlined and high-performing organizational structure.
- ✓ Enhancing employee engagement through the expansion of incentive programs, etc.

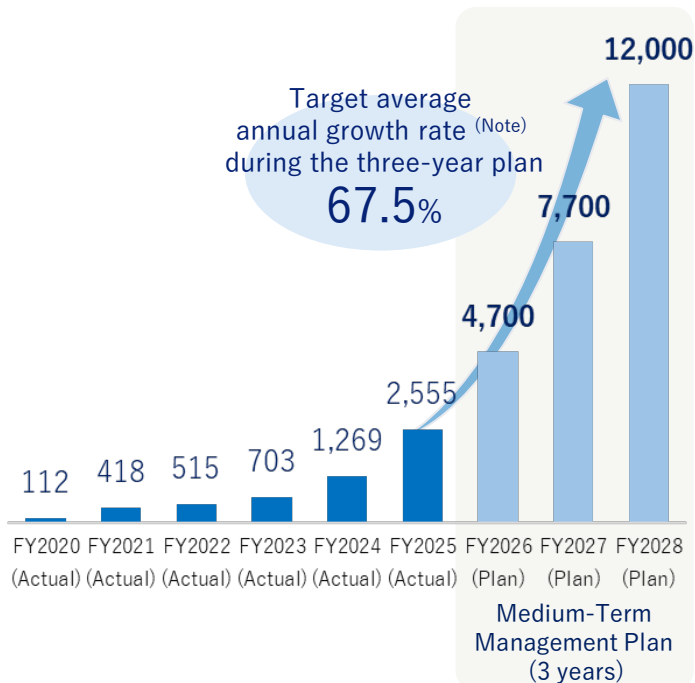
Target headcount by the end of FY2028: Approx. 30 Employees
(As of the end of FY2025: 15)

Sales and Profit Targets

Aiming to achieve 12 billion yen in sales, 3.2 billion yen in operating profit, and 2.0 billion yen in net profit by the FY2028.

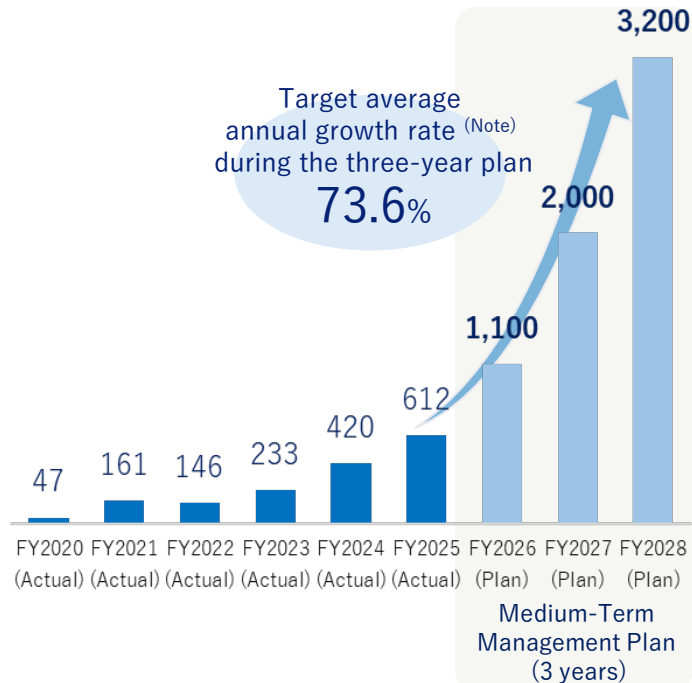
Sales (Million yen)

- ✓ Aiming to maintain an annual growth rate of over 60% by uncovering latent deal opportunities through Prop-Tech.



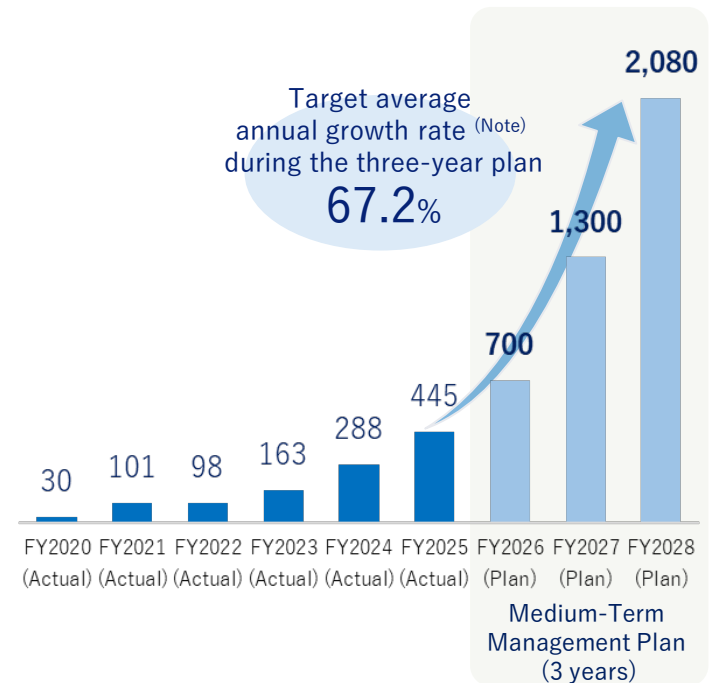
Operating Profit (Million yen)

- ✓ Aiming to secure high margins (operating profit margin of 25–30%) by engaging in high-quality deals enabled through Prop-Tech.



Net Profit (Million yen)

- ✓ Aiming to grow earnings per share (EPS) and dividends in line with profit growth.



Note: Target average growth rate is calculated based on actual results for FY2025 and projected figures for FY2028.

CRE Market Overview (1) ~ Unique Positioning in a Large-Scale Market with High Entry Barriers

The compact CRE market represents a vast opportunity of approx. 60 trillion yen.
 Only a limited number of players possess the expertise and know-how to engage in proposal-based sales that address latent corporate needs, such as those targeted by our company.

■ High entry barriers due to the specialized expertise required for CRE proposals

Knowledge and expertise in general real estate



Knowledge and expertise in corporate management and finance



Knowledge and expertise in various industries and businesses

■ Unique Positioning



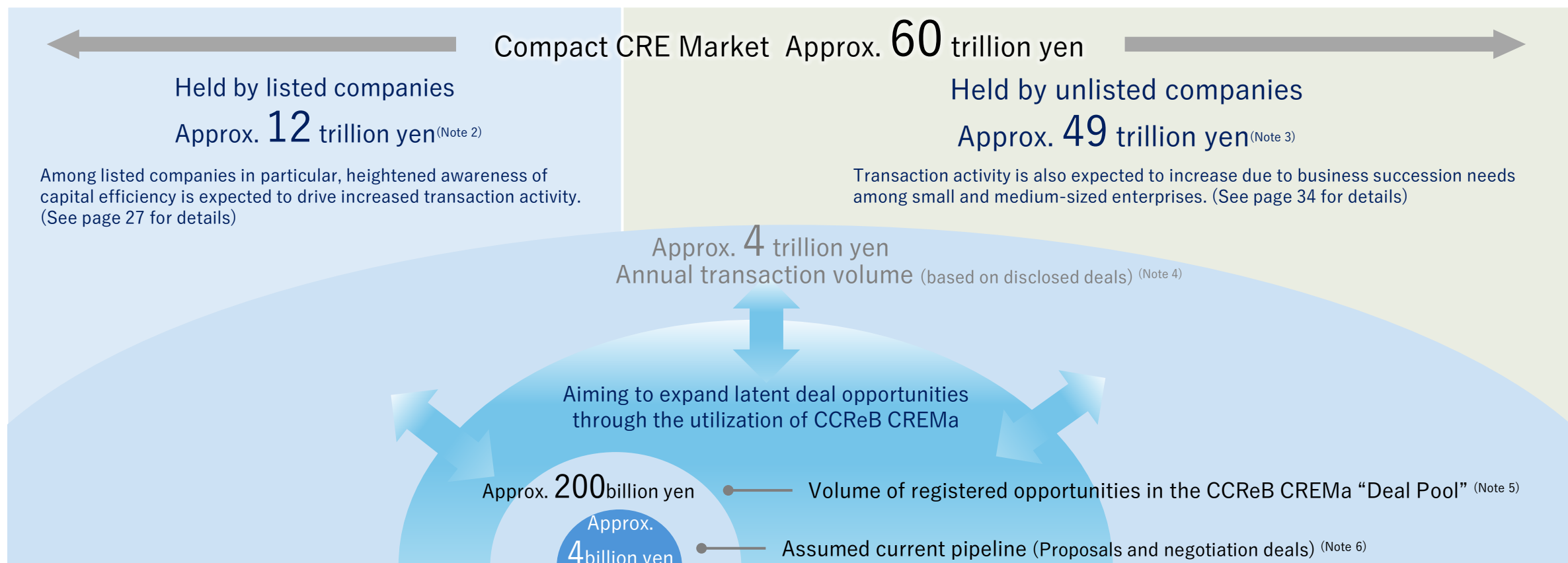
Note: Approx. 12 trillion yen in assets held by listed companies and 49 trillion yen by unlisted companies.

Held by listed companies: Compiled by CCReB from the total value of real estate with a book value of 2 billion yen or less per property among land, buildings, and structures listed under "Major Facilities" in the securities reports of all listed companies disclosed from January 2023 to December of the same year.

Held by unlisted companies: Compiled by CCReB from the total value of land, buildings and auxiliary facilities of companies with tangible fixed assets of 2 billion yen or more as of June 2022. (Source: Tokyo Shoko Research, Ltd.)

CRE Market Overview (2) ~ Expanding Our Growth Potential in the Compact CRE Market

Pursuing the expansion of our growth potential in the compact CRE market, estimated at approx. 60 trillion yen, by uncovering latent opportunities through Prop-Tech, in a vast market of approx. 524 trillion yen^(Note 1) held by private corporations.



Note 1: Compiled by CCReB from the "Basic Survey of Corporate Land and Buildings (2018)" by the Ministry of Land, Infrastructure, Transport and Tourism.

Note 2: Compiled by CCReB from the total value of real estate with a book value of 2 billion yen or less per property among land, buildings, and structures listed under "Major Facilities" in the Annual Securities Reports of all listed companies disclosed from January 2023 to December of the same year.

Note 3: Compiled by CCReB from the total value of land, buildings and auxiliary facilities of companies with tangible fixed assets of 2 billion yen or more as of June 2022. (Source: Tokyo Shoko Research, Inc.)

Note 4: Gross annual transaction volume in the overall CRE Market, according to "Real Estate Topics" by Mizuho Trust & Banking Co., Ltd.

Note 5: Estimated number of opportunities that could become our targets, based on the total number of registered information as of the end of August 2025.

Note 6: As of the end of August 2025.

CRE Market Overview (3) ~ Heightened Awareness of Capital Efficiency Among Listed Companies

Since the Tokyo Stock Exchange's March 2023 request for management practices that reflect capital cost awareness, listed companies have increasingly focused on capital efficiency, accelerating fundamental CRE strategies, including the sale of idle real estate assets.

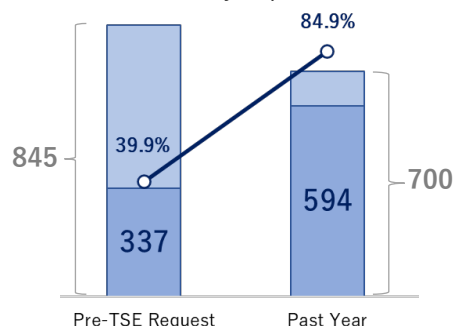
Heightened Awareness of Capital Efficiency

Shift in awareness following the TSE's request

Increasing number of cases involving real estate sales and strategic planning driven by capital efficiency awareness

Mentions of "capital and asset efficiency improvement" in medium-term plans have jumped from approx. 40% to 85% following the TSE's request.

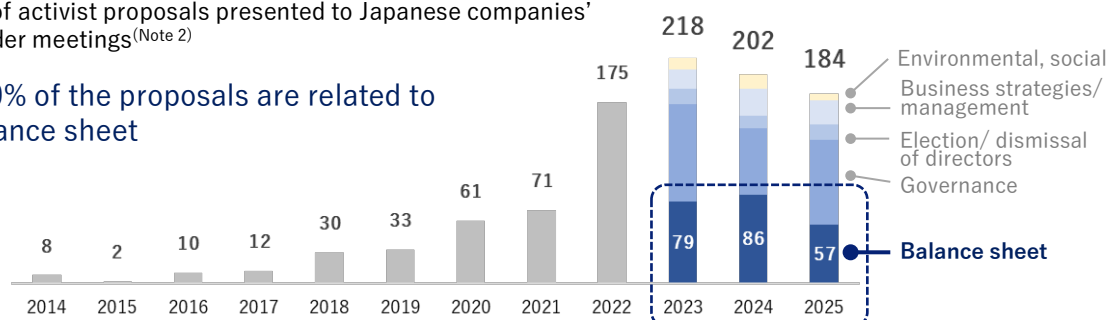
Number of companies referencing "Capital and Asset Efficiency Improvement" (Note 1)



Rise of activist investors

Number of activist proposals presented to Japanese companies' shareholder meetings (Note 2)

Over 30% of the proposals are related to the balance sheet



Major examples of activism focusing on real estate holdings

Industry of corporate	Overview
Ship Transportation	Criticism of financial strategies for holding large amounts of real estate
Logistics	Request for the establishment of the Independent committee to consider to enhance corporate value, including real estate holding policy
Cement Manufacturer	Acquisition of shares focusing on owned leasing real estate
Beverage Manufacturer	Acquisition of shares focusing on the head office building located in a prime location
Energy	Request for review of real estate portfolio and sale of non-core business (office buildings)
Media	Announced a letter requesting for a spin-off of the real estate business
Steelmaker	Criticism of the real estate leasing business, non-core business, and request to sell unnecessary assets
Construction	Criticism of the situation, that the PBR is continuously below 1x, due to inefficient BS including real estates holding .

Note 1: Source: CCReB Advisors Inc.

"Pre-TSE Request" refers to the period from April 1, 2022 to March 31, 2023, and "Past Year" refers to the period from June 1, 2024 to May 31, 2025.








The figures represent the number of companies that published medium-term management plans during the respective periods and referenced terms related to capital and asset efficiency improvement.

Note 2: Source: Prepared by CCReB Advisors Inc. based on the FY2026 Q1 financial results briefing materials of IR Japan Holdings, Ltd.

Growth Strategy ~ CRE Solution Business (1) “Network Development and Expansion”

To secure our position as a CRE platform leader, we are building strategic alliances with partners that excel in targeted industries and regions.

~ Further accelerating strategic alliances to solidify our position as a CRE platform leader ~

Partner companies	Business	Alliance strategy
	Provides various solutions related to soil contamination risks	Capital Alliance From 2020 Soil surveys and remediation works, joint investments, bridge acquisition ^(*)
 	Provision of real estate-related financing and investment development services	Capital Alliance From 2021 Project referrals, bridge acquisition, joint investments, tech collaboration
	Leasing, management, development, brokerage, and investment advisory for logistics facilities	Capital Alliance From 2024 Project referrals, human resource exchange, joint investments
	Real Estate investment, leasing, asset management	Business Alliance From 2025 Project referrals, joint investments, tech collaboration
	Asset management for Tokaido REIT Inc., focusing on industrial areas centered around Shizuoka	Business Outsourcing From 2025 CRE advisory
	Asset management for Hokkaido REIT Investment Corporation Ltd., targeting the entire Hokkaido region	Business Outsourcing From 2025 CRE advisory, Prop-Tech sales channels

In addition, we have established partnerships with major developers and leading asset management firms.

(*) Bridge acquisition : A temporary acquisition of real estate by a strategic partner prior to our own purchase.

Growth Strategy ~ CRE Solution Business (2) “Capturing Expanding Investment Opportunities”

Amid rising demand for CRE responses, such as improving capital efficiency and restructuring supply chains, we continuously capture expanding investment opportunities in the CRE market.

Investment Utilizing B/S, Compact CRE Fund Origination

Capturing investment opportunities aligned with CRE needs

Driven by the broadening scope of CRE needs such as capital optimization and site consolidation, we anticipate an increase in deals within our traditional volume zone of 500 million yen to 2 billion yen. For larger-scale opportunities exceeding 2 billion yen, we will collaborate with partner companies, while continuing to execute a swift turnover strategy for smaller deals under 500 million yen.

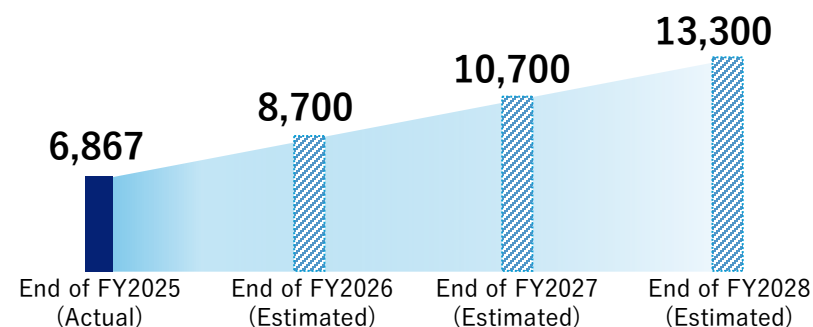
Project size	Strategic approach
Over 2 billion yen	<ul style="list-style-type: none"> ✓ Joint investments with partner companies. ✓ Origination of CRE funds (inviting investors)
500 million yen to 2 billion yen Volume zone	<ul style="list-style-type: none"> ✓ Continue to focus on increasing deal volume by capturing the expanding investment opportunities driven by growing CRE demand. ✓ Also focus on rising demand for pre-fitted properties (Re-born) amid rising construction costs. ✓ Origination of bridge funds for REITs and development projects.
100 to 500 million yen	<ul style="list-style-type: none"> ✓ Utilize CCReB CREMa to execute short-term transactions from acquisition to disposition, maintaining a strategy of rapid turnover.

Investment Utilizing B/S: Capital turnover concept

Account title	Real Estate for Sale	Approx. 1 to 2 years For deals ranging from 100 million yen to 500 million yen, the expected holding period is within one year.
	Tangible Fixed Assets	Approx. 2 to 3 years

Image of the expanding “Deal Pool”

- ✓ The number of registered opportunities in the CCReB CREMa “Deal Pool” is expected to grow by over 20% each period.
- ✓ By incorporating low occupancy assets held by listed companies into CREMa, we aim to increase both registered and proposed opportunities.



Growth Strategy ~ CRE Solution Business (3) “Continuing to Pursue the Expansion of the Deal Pool”

Image of revenue acquisition from CCReB CREMa in the Three-Year Medium-Term Management Plan
 — A virtuous cycle of revenue growth driven by the expansion of the “Deal Pool” and “Sales Personnel” —



	End of FY2024 (Actual)		End of FY2025 (Actual)		End of FY2026 (Estimated)		End of FY2027 (Estimated)		End of FY2028 (Estimated)	
Number of Registered Information YoY	5,474	-	6,867	+25.4%	8,700	+26.7%	10,700	+23.0%	13,300	+24.3%
Number of Inquiries Inquiry Rate	1,134	20.7%	1,688	24.6%	2,200	25.0%	2,700	25.0%	3,300	25.0%
Number of Negotiations Negotiation Rate	75	6.6%	93	5.5%	130	6.0%	175	6.5%	230	7.0%
【 Sales personnel 】 (Note)	【 5 】		【 6 】		【 9 】		【 12 】		【 15 】	
Number of Closings Closing Rate	12	16.0%	20	21.5%	25	20.0%	35	20.0%	45	20.0%
Per-Deal Closing Value	68 million yen		103 million yen		168 million yen		197 million yen		240 million yen	
A) Variable Revenue Scale	818 million yen		2,058 million yen		4,200 million yen		6,800 million yen		10,800 million yen	
B) Fixed Revenue Scale	451 million yen		497 million yen		500 million yen		900 million yen		1,200 million yen	
Total Revenue Scale A + B	1,269 million yen		2,555 million yen		4,700 million yen		7,700 million yen		12,000 million yen	

The number of registered information is expected to increase by slightly over 20% each period.

The inquiry rate is projected at 25.0%, based on FY2025 actual results.
 (FY2026: 2,200 inquiries = 8,700 registered information × 25.0%)

The negotiation rate is expected to rise due to an increase in sales personnel.
 (FY2026: 130 negotiations = 2,200 inquiries × 6.0%)

The closing rate is projected at 20.0%, based on FY2025 actual results.
 (FY2026: 25 closings = 130 negotiations × 20.0%)

Considering the growth in transaction scale.

Variable Revenue Scale =
 Number of Closings × Per-Deal Closing Value

Expansion is projected in line with business scale growth.

Three-Year Revenue Target
 in the Medium-Term Management Plan

Note: Sales personnel include system engineers; however, only those engaged in sales activities are counted for calculation purposes.

Growth Strategy ~ CRE Solution Business (4) “Further Enhancement of Each Service”

The strategic expansion of CRE solution businesses, consistently driven by Prop-Tech, remains a core focus.
We continue to enhance and promote each service.

CRE Advisory

Strengthening our consulting-based advisory services

- Strengthening our consulting capabilities by integrating “CCReB AI (sales support system)” and “CCChat (proposal chatbot)”.
- Building on our proven track record of CRE consulting engagements with major manufacturers and wholesalers, we aim to expand our client base among listed companies.

Utilized
Prop-Tech



CCReB AI
COMPACT CRE FOR RE BORN



CCCHAT
CCReB CHAT SYSTEM

New Business

Master Leasing

Growth in active transaction volume

- Launch of hazardous materials warehouse master lease business, in Kitahiroshima-shi, Hokkaido, starting in 2027.
- Discussions are also progressing on second and third projects in key industrial areas nationwide.
- Starting with hazardous materials warehouses, explore new asset types for future master lease opportunities.

Utilized
Prop-Tech



CCReB AI
COMPACT CRE FOR RE BORN



CCReB CREMa
COMPACT CRE FOR RE BORN

Real Estate Brokerage

Expansion of brokerage deals enabled by matching information

- Increase the number of closed deals derived from registered information listed on “CCReB CREMa (matching system),” in line with the expansion of its data volume.
- Establishing a virtuous cycle in which an increase in the number of closed deals enhances market recognition, thereby driving further growth in registered information.

Utilized
Prop-Tech



CCReB CREMa
COMPACT CRE FOR RE BORN

Lease Utilizing B/S, Project Management

Lease Utilizing B/S

- Strengthen investment Utilizing B/S to secure stable earnings.
- Strengthen asset management operations in response to the growing number of managed properties.

Utilized
Prop-Tech



CCReB AI
COMPACT CRE FOR RE BORN



CCReB CREMa
COMPACT CRE FOR RE BORN

Project Management

- Proactively engage in project management for logistics development and the construction of hazardous materials warehouses.

Growth Strategy ~ Prop-Tech Business “Creating New Value through Prop-Tech”

Prop-Tech is the cornerstone of our business and the source of high profitability.
We continue to create new value through the evolution of Prop-Tech.



Patent Registration
No. 6908308

CRE Sales Support System

Automatically analyzes various corporate disclosures and displays scoring of each company's real estate needs

Enhancing user satisfaction through
the creation of new added value

Enhancing prediction accuracy through the implementation
of research insights

Research initiated in FY2026

- Development of predictive logic for real estate transactions through collaborative research with university teams.
- Enhancing the accuracy of transaction timing and price forecasts.

Advancing Automated Proposal Generation through
Generative AI

From FY2026

- Implementation of AI-powered brainstorming functionality.
- Unlocking the full potential of stored data assets.



Patent Registration
No. 7432980

B to B portal site

Sharing insights on corporate trends to engage diverse
industries

Membership growth driven by
expansion of data-driven business

Content enhancement for membership growth
and future CRE solution opportunities

- Website renewal and advertising enhancement to attract key CRE strategy decision-makers. (Corporate Planning and Finance Divisions)
- Launching a service that enables access to global business trends from Japan, leveraging patent acquisition in Singapore.
- Further enhancing site value by integrating overseas business insights, including potential partnerships with local firms for trend acquisition.

Tech Revenue Diversification

DX system development orders

Collaborative development of Prop-Tech systems
utilizing AI

- Collaborative specification discussions underway to integrate JINUSHI Co., Ltd.'s expertise, real estate data, and tenant information into a Tech System for significant productivity gains.
- System development inquiries received from asset management divisions of major manufacturers.
- Aiming to expand system development revenue to account for approx. one-third of total Prop-Tech income by FY2028.

Strengthening data sales

Expanding data sales to non-real estate
industries

(Including manufacturers, academic institutions,
and consulting firms)

Growth Strategy ~ New Strategic Initiative “Advancing CRE × M&A Opportunities”

Achieving inorganic growth through real estate M&A and Prop-Tech company acquisitions.

CRE Solution Business

Selective investment in real estate M&A opportunities
Unlocking the latent value of underutilized assets

- ✓ Targeted investment in business succession deals to unlock CRE Potential
Focusing on mid-sized firms with enterprise value around 2 billion yen.
- ✓ Maximizing asset value through CRE consulting and the CCReB CREMa matching platform.

CRE Advisory

Investment Utilizing B/S

Prop-Tech Business

Expanding the Prop-Tech business through alliances
with real estate technology companies

- ✓ Promoting M&A and capital alliances with operators of Prop-Tech and related Tech businesses.
- ✓ Enhancing product synergies, securing engineering talent.
- ✓ Expanding user base through alliance partners’ distribution channels.
- ✓ Exploring partnerships with firms specializing in services for regional banks.

CRE × M&A

Realizing CRE Solutions through Strategic M&A

Structure to Support M&A Execution



Five and Mirai Associates Co., Ltd.

M&A advisory alliance

- ✓ Alliance with Five and Mirai Associates Co., Ltd. to Promote Small-Scale M&A.
- ✓ Strengthening sourcing capabilities, collaborating with advisory partners, conducting due diligence, and supporting post-merger integration processes.

Internal management system

- ✓ Establishment of a Corporate Development Office to lead M&A, capital alliances and other strategic investments.
- ✓ Recruitment of dedicated personnel to enhance sourcing capabilities.
- ✓ Formation of an M&A Investment Committee with internal and external members to ensure disciplined and transparent investment governance.

Growth Strategy ~ Potential of CRE in the M&A Domain

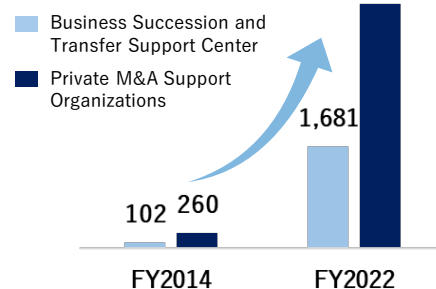
By focusing on the business succession needs and latent asset potential of mid-sized and small enterprises, we aim to realize distinctive business revitalization and value maximization through value-added solutions powered by our Prop-Tech systems.

Current Business Environment of Small and Mid-sized Enterprises (SMEs)

Increase in business succession needs

- ✓ As a growing social issue, M&A transactions for business succession have been increasing year by year.
- ✓ Among SMEs, the number of completed M&A deals has surged more than tenfold compared to FY2014.
- ✓ This trend is not limited to SMEs, M&A aimed at improving capital and operational efficiency has become an inevitable course for Japanese companies as a whole.

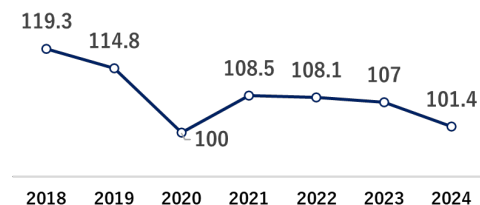
Number of M&A transactions among SMEs^(Note 1)



The need for a CRE strategy for owned assets

- ✓ The operating index for the manufacturing industry declined by approx. 20% over the three-year period from 2018 to 2020, and has not returned to previous levels even after the COVID-19 pandemic subsided.
- ✓ In response to strategic site reviews due to labor shortages, underutilized space, and shrinking business performance, there is a growing need to address low-occupancy (idle) real estate.

Operating Index of the Manufacturing Industry (2020 = 100) ^(Note 2)



Business Revitalization and Asset Value Maximization Through Our Signature Approach

Solving succession and CRE challenges for SMEs through our CRE expertise

Maximizing real estate value through CCReB CREMa

- ✓ We acquire SMEs with high non-operating asset ratios through M&A, match utilization needs via CCReB CREMa, and unlock the potential of their owned assets.
- ✓ We are also considering the succession of the business itself, with a potential future transfer to a professional operator.



Building a framework for rapid access to companies facing challenges

- ✓ Formed a strategic partnership with Five & Mirai Associates, an M&A advisory firm specializing in small-scale transactions.
- ✓ Strengthened our sourcing capabilities by expanding dedicated staff.

Note 1: Created by our company based on the report "Current Analysis and Future Directions for Business Succession and M&A" by the Small and Medium Enterprise Agency.

Note 2: Created by our company based on the "Production Capacity and Operating Index of the Manufacturing Industry" published by the Ministry of Economy, Trade and Industry (METI).

Human Capital Strategy

Pursuing both enhancing operational efficiency through DX and expanding of human resources.
Attracting top talent through the introduction of an incentive program and office relocation.

Investing in the Maintenance of a Lean and High-Performing Organization

Accelerating operational DX

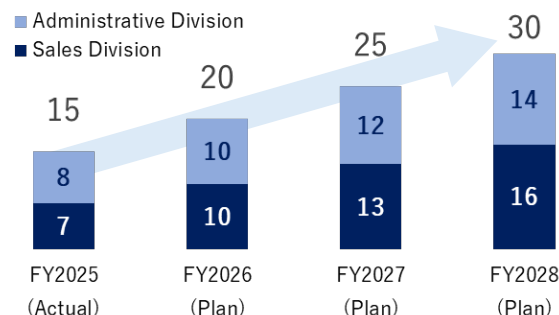
- ◆ Investing in tech as operational infrastructure.
e.g., shortening closing periods by digitizing contract patterns based on transaction types in the sales division
- ◆ Expanding the use of generative AI across all employees.

Investment in employee development

- ◆ Leverage external resources, including leadership training programs, to support employee development and skill enhancement.
- ◆ In parallel with establishing usage guidelines for generative AI, we are also committed to providing training to ensure its effective utilization.

Hiring plan

- ◆ Double the workforce over the three-year medium-term management plan.
- ◆ Proactive hiring through referrals, scouting, and recruitment agencies.
- ◆ New graduate recruitment to be considered from 2028 onward.



Initiatives to Secure Top Talent

Incentive program

- ◆ To attract and retain top talent, we have introduced a Restricted Stock program.
- ◆ This high-incentive structure links compensation to stock price performance.
- ◆ Encouraging stronger motivation and long-term commitment.

Creating an attractive work environment

- ◆ In September 2026, we plan to relocate ^(Note) to a state-of-the-art mixed-use building designed to enhance both work and lifestyle.
- ◆ This move supports a more comfortable work environment, boosts employee engagement, and contributes to attracting top talent.

TOFROM YAESU



Note: Scheduled to be submitted for approval at the Annual General Meeting of Shareholders on November 27, 2025.

Financial Management and Shareholder Returns Policy

We aim to maximize corporate value by
balancing sustainable growth investments with shareholder returns.

■ Financial management policy

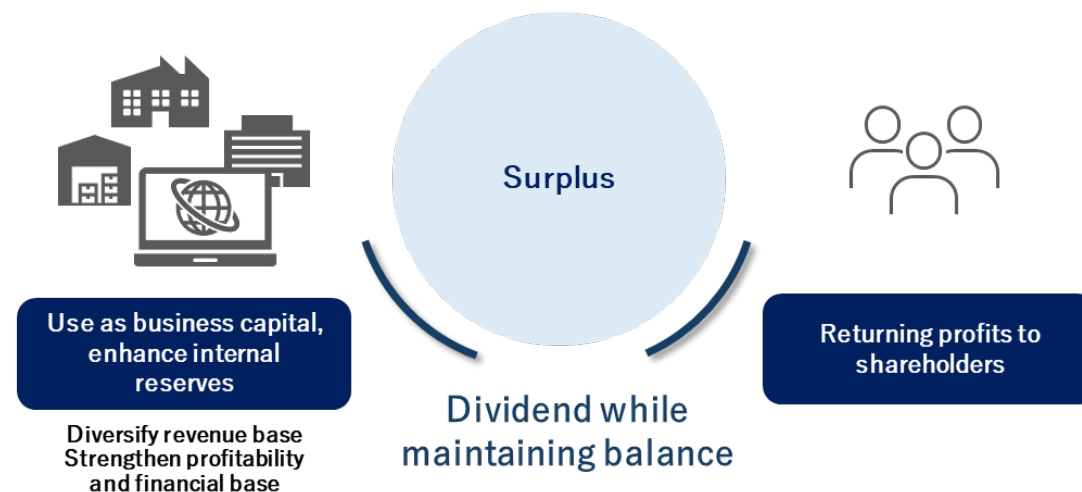
Timely funding and disciplined financial management
with a net D/E ratio around 1.0

We aim to achieve both profitability and stable financial management

Approach to capital procurement	
Operating cash flow	✓ Generate operating cash flow through sustainable business growth.
Borrowing from financial institutions	✓ Expand relationships with financial institutions. ✓ Consider short and long-term borrowing based on project needs.
Utilization of capital markets	✓ Explore capital market utilization with a disciplined approach, taking into account profitability and capital costs. ✓ Decisions are based on a comprehensive assessment of stock price levels, market conditions, and financial status.

■ Basic policy on dividends

Priority is given to using funds for business operation and enhancing internal reserves. Dividends will be paid while balancing between maximizing shareholder profits and internal reserves



Dividend policy under the Medium-Term Management Plan

We aim to grow EPS and dividends in line with profit growth

Business Overview



Company Profile

Company Name	CCRéB Advisors Inc.
Location	KANDA SQUARE GATE, 1-14-8 Uchikanda, Chiyoda-ku, Tokyo 101-0047, Japan
Establishment	July 4, 2019
Number of Employees	16 ^(Note 1)
Capital Stock	1,135,420,280 yen (including capital reserve) ^(Note 2)
Business	CRE Solution Business Prop-Tech Business
Management Members	Yukihiro Miyadera, Chief Executive Officer Jin Komuro, Director Kazunobu Tamagawa, Director Takaaki Takahashi, Outside Director Shigekazu Okazaki, Outside Corporate Auditor (full-time) Kosaku Kawaguchi, Outside Corporate Auditor(part-time, Lawyer) Masaya Suzuki, Outside Corporate Auditor(part-time, CPA)
Audit Firm	ES Next LLC
Group Company	CCRéB Marketing Corporation Kagamigahara Property Corporation

Note 1 : As of August 31, 2025. Includes one seconded employee.

Note 2: As of August 31, 2025.



Yukihiro Miyadera
Chief Executive Officer

Mr. Miyadera was engaged in investing in corporate real estate (CRE) at Mitsubishi Corp. -UBS Realty Inc. (currently KJR Management), the asset management company of Industrial & Infrastructure Fund Investment, which is a J-REIT, since 2007. Since 2016, as Head of Investment, he implemented CRE proposals to business companies for various corporate issues and led numerous industrial real estate investment projects. He founded our company in 2019 with the aim of digitizing his business experiences.

Contribute to Japanese economy and industries by providing solutions for all types of corporate real estates



Through matching real estate needs among companies by utilizing prop-tech,
We are committed to the revitalization of compact corporate real estate (CRE), which is not handled by major real estate players.

The acronym “**CCReB**” stands for “**C**ompact **CRE** for **Re B**orn”,
CCReB is an acronym for “Compact CRE for Re Born”, which is the origin of our company name.

Business Model

Developing CRE solution business for companies by utilizing Prop-Tech systems while earning subscription income from Prop-Tech business



By utilizing the Prop-Tech systems for the CRE solutions business, the two businesses are organically linked to meet the CRE needs of companies.

CRE Solution Business



Prop-Tech Business



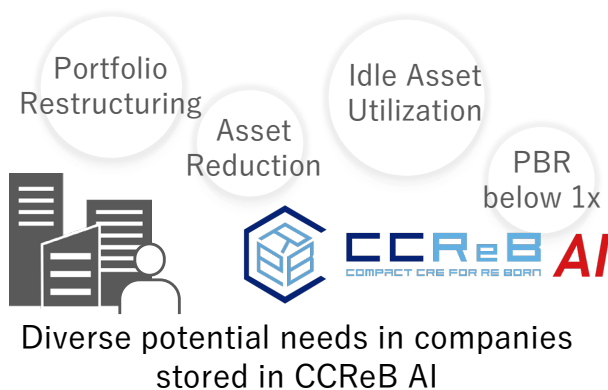
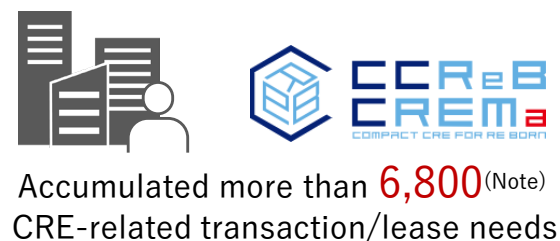
Business Origination Flow

Developing the highly challenging CRE market
with our accumulated know-how and tech systems as drivers

Obtaining Information

Deal Making

Transaction

Accumulated more than **6,800**(Note)
CRE-related transaction/lease needs

Note: As of August 31, 2025

関連ワードヒット数詳細

関連ワード	ヒット数
効率化Word	1回
高収益Word	3回
収益力 Word	1回
指標Word	3回
まわりのWord	1回
成長投資	1回
経営資源	1回
M&A 強化	1回
いかにもWord	2回

Propose solutions reflecting background management issues



項目	内容	項目	内容
建物	ビル・マンション・商業施設	土地	農地・山林・空地
用途	事務所・店舗・工場・倉庫	権利	所有・借地・借家
面積	100㎡以上	価格	100万円以上
所在地	東京都・大阪府・福岡県	築年数	10年以内
設備	エレベーター・冷暖房・セキュリティ	その他	その他

Automatic matching to registered needs

Efficient approach based on matching



CRE Advisory

Project Management



Compact CRE Fund Origination








Investment or Lease Utilizing B/S



Real Estate Brokerage

Overview of CRE Solution Business

To support corporate CRE strategies, we provide the following service menu tailored to the needs of our clients (business companies and real estate players)

		Gross profit margin image	
	CRE Advisory	70%~80%	<ul style="list-style-type: none"> ✓ Propose and advise on solutions for effective utilization of Corporate Real Estate ✓ Advice on CRE sales strategies, support for CRE acquisition, and other consulting services
	Compact CRE Fund Origination	60%~70%	<ul style="list-style-type: none"> ✓ Realization of asset liquidation through funds utilizing SPCs, etc. for companies that intend to dispose their assets ✓ Management services such as fund origination, operation, redemption, etc.
	Project Management	50%~70%	<ul style="list-style-type: none"> ✓ Proposal and execution of effective utilization of CRE for companies that intend to hold the assets ✓ Consulting on tenant attraction, building plan formulation, general contractor selection, etc.
	Investment or Lease Utilizing B/S	Investment 20%~60% Lease 10%~20%	<ul style="list-style-type: none"> ✓ Realization of asset liquidation through our acquisition of the assets for companies that intend to dispose of their assets ✓ Leasing services to tenant companies in acquired assets
	Real Estate Brokerage	80%~90%	<ul style="list-style-type: none"> ✓ Brokerage services using a matching system for real estate transactions and leasing

Prop-Tech Business Overview

Providing the following Prop-Tech as a subscription service
to enable efficient execution of CRE strategies

SUBSCRIBE



CRE Sales Support
System



Patent Registration No. 6908308

- ✓ Automatically analyzes various corporate disclosures and displays scoring of each company's real estate needs

SUBSCRIBE



Matching System



- ✓ Real estate matching system specializing in corporate real estate such as logistics facilities and factories
- ✓ Gathering all needs related to CRE, including buying, selling, leasing, etc.



B to B Portal Site



Patent Registration No. 7432980

- ✓ B to B portal site that collects, analyzes, and disseminates the latest information



CRE Proposal System



- ✓ Proposal support system that utilizes various tech systems and AI generated based on accumulated CRE proposal know-how as base data
(Currently used as an in-house system for CRE advisory services)



The CRE sales support tool that visualizes huge amounts of corporate's data and extensively identifies potential needs in the complex CRE market

Automatically import corporate disclosure materials

- Medium-term management plan
- Annual Securities Report
- Corporate Governance Report
- Sustainability Report
- IR Materials
- Financial Data

Analysis engine using AI

Automatic identification of companies with potential CRE needs



Based on qualitative and quantitative information, the real estate needs of each company are displayed as a score

- Screen of CCReB AI -

Company name

Scoring display

2024/06/28 16:30	【日本会計基準】	バランス型企業（製造業）	ROE 5.4%	財務分析	キーパーソン	賃貸賃借資産	中計ワード	総合 82	>
2024/06/28 16:29	【日本会計基準】	バランス型企業（製造業）	ROE 1.9%	財務分析		賃貸賃借資産	中計ワード	総合 87	>
2024/06/28 16:28	【日本会計基準】	バランス型企業（非製造業）	ROE 14.5%	財務分析		賃貸賃借資産		総合 14	>
2024/06/28 16:21	【日本会計基準】	その他	ROE 1.4%	財務分析		賃貸賃借資産	中計ワード	総合 39	>
2024/06/28 16:16	【日本会計基準】	その他	ROE -7%	財務分析		賃貸賃借資産		総合 29	>
2024/06/28 16:15	【日本会計基準】	その他	ROE 7.4%	財務分析			中計ワード	総合 29	>

Selecting CRE proposal targets based on score and management policy



Data Extraction Service from Disclosure Document - CCReB Clip -

Our unique Prop-Tech system can be used on a spot basis
 Provides immediate access to data tailored to the user's needs from various disclosure materials



A service that extracts data relevant to the user's objective from corporate disclosure materials stored in CCReB AI and provides it in Excel format

Text extraction

Search by specified keywords

(e.g., capital efficiency, ROE %, consolidation of production bases, integration of bases, etc.)

Extraction of list of fixed assets

Search for fixed assets located in a specified area

Creation of highly accurate databases

Highly efficient sales activities through immediate delivery

Improvement in new orders based on well-founded proposals

(Delivery examples)

User: Newspaper company

Conduct statistical surveys on the occurrence of specific words in mid-term business plans for the purpose of writing articles on current events.

User: Public Interest Incorporated Foundation

Extracting potential relocation needs for sales offices, factories, etc. in preparation for conducting a questionnaire survey aimed at attracting businesses.

Concerns about sales and statistical work

A lot of time and manpower is spent gathering information

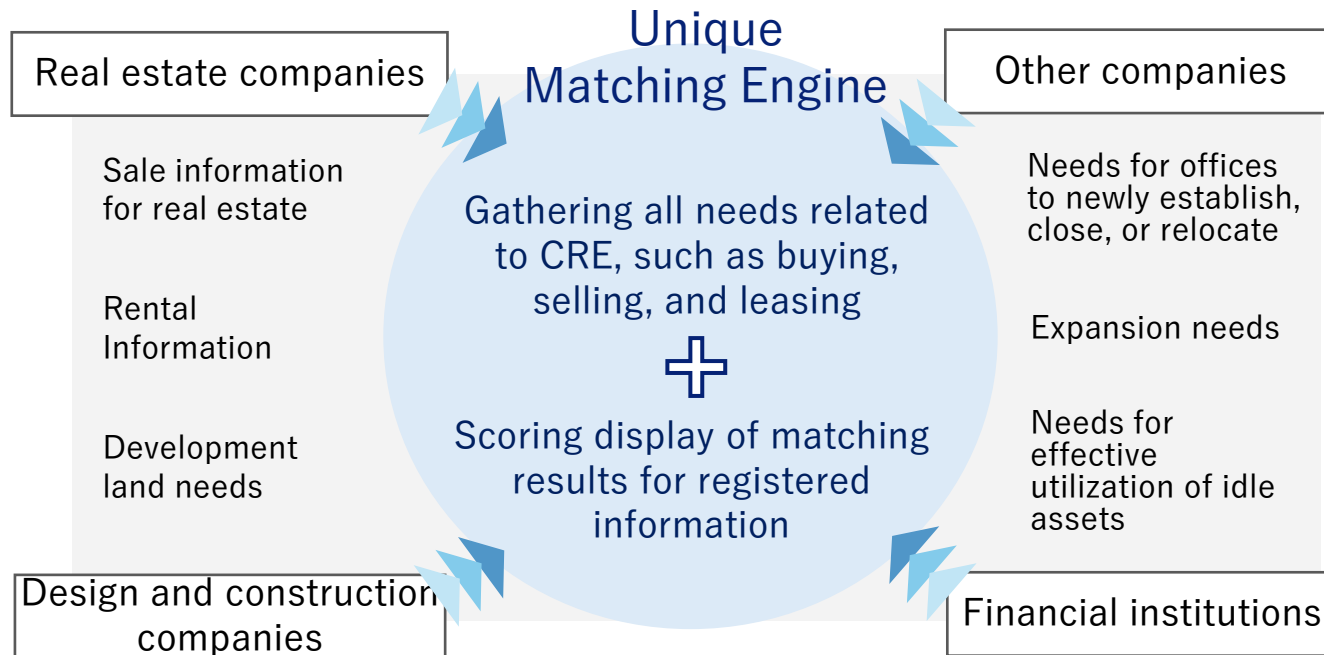
Due to human effort, information may not be comprehensive or accurate

The investigation cannot be completed within the short deadline

Too much to research and not enough time



A matching system specialized in business real estate such as logistics facilities and factories. Promotes the liquidity of the compact CRE market by aggregating real estate information that has been scattered without circulating due to information asymmetry and confidentiality



- Display of CCR_eB CREMa -

Property information

登録日	公開	用途地域	公開	準工業地域
顧客企業	公開	規模 (土地)	公開	604坪 (1,997㎡)
担当者	公開	規模 (建物)	公開	346坪 (1,144㎡)
売買/賃借ニーズ	公開	築年	公開	1982年
アセットタイプ①	公開	経済条件①希望価格	公開	3億 ~ 3億
アセットタイプ②	公開	経済条件②利回り目標	公開	- ~ -
エリア①	公開	時間軸	公開	2025/01までに
エリア②	公開	公開設定	公開	社内まで
周辺市	公開	その他送り事項	公開	国央道「相模原愛川IC」約4.2km

Scoring display

	表示/非表示	スコア	ステータス	規模 (土地)	規模 (建物)	エリア (都道府県) (市区町村)	用途地域	アセットタイプ①	アセットタイプ②	売買/賃借ニーズ
<input type="checkbox"/>	<input checked="" type="checkbox"/>	99	◎ 未照会	100坪 ~ 10,000坪	100坪 ~ 10,000坪	埼玉県さいたま市西区 他90件	準工業地域 他2件	物流倉庫(マルチ可)	土地・建物	購入
<input type="checkbox"/>	<input checked="" type="checkbox"/>	95	◎ 未照会	300坪 ~ 500坪	300坪 ~ 500坪	茨城県水戸市 他348件	準工業地域 他2件	工場	土地・建物	購入
<input type="checkbox"/>	<input checked="" type="checkbox"/>	90	◎ 未照会	100坪 ~ 3,000坪	100坪 ~ 3,000坪	埼玉県さいたま市西区 他250件	第一種低層住居専用地域 他12件	オフィス	土地・建物	購入
<input type="checkbox"/>	<input checked="" type="checkbox"/>	90	◎ 未照会	下限なし ~ 上限なし	下限なし ~ 上限なし	埼玉県さいたま市西区 他250件	第二種低層住居専用地域 他10件	オフィス	土地・建物	購入

Matching with user/property information nationwide while maintaining confidentiality

Intellectual Property Strategy in Prop-Tech Business

Expanding monetization points by enhancing the value of CCReB GATEWAY




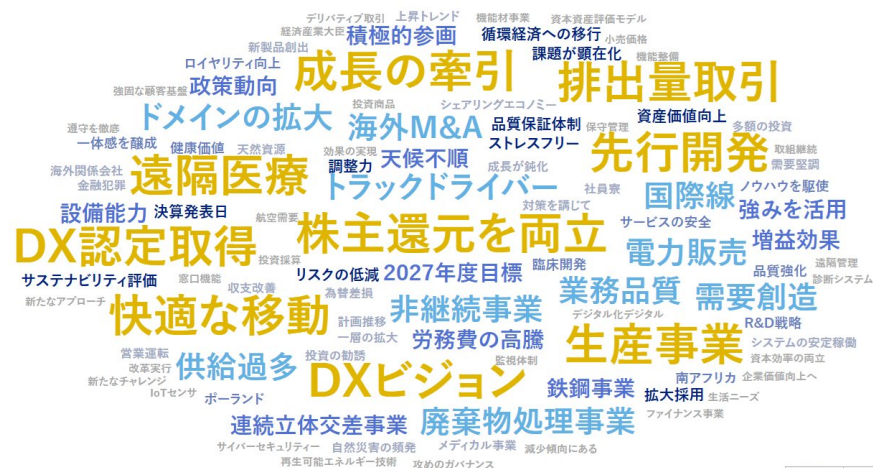
Japanese Patent Registration No. 7432980



< B2B Portal Site >
<https://ccreb-gateway.jp/>

Analyze and disseminate business management trends,
 and attract and approach a wide range of industries

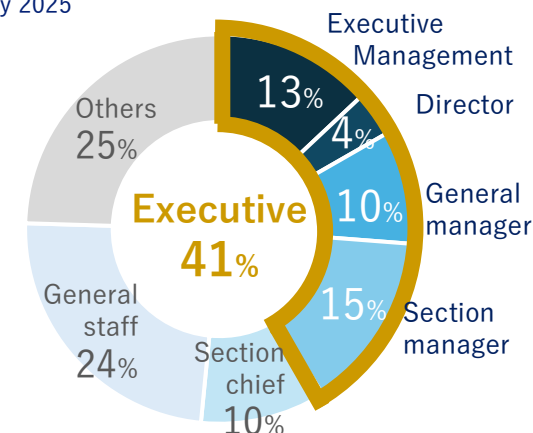
 Hot Word Analysis ~ Hot words in each company's mid-term management plan as of June 2025~



Member attributes As of the end of May 2025

Number of members
 Approx. 3,000

- ✓ Members from a wide range of industries
- ✓ Many members are key decision-makers in CRE strategy, including those in corporate planning and finance departments
- ✓ Provision of CRE-related services to members, including client referrals and business matching

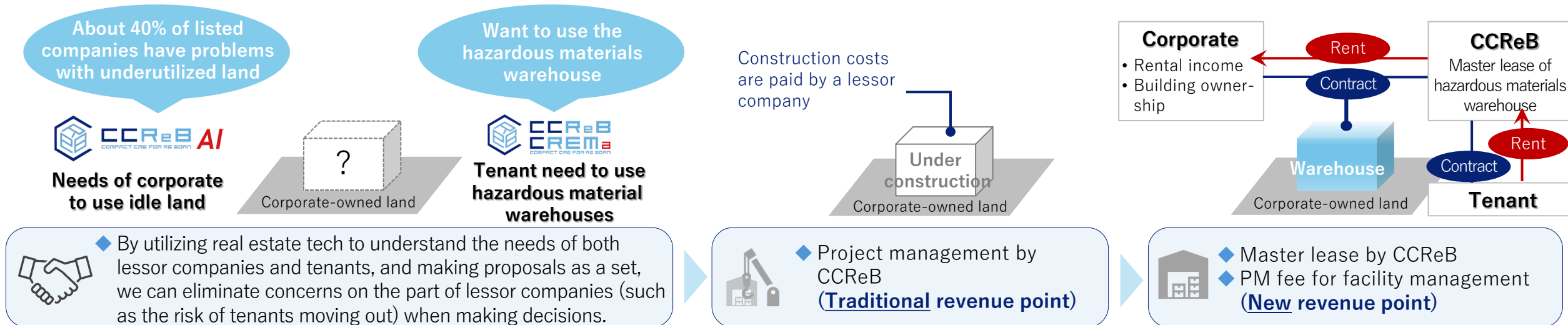


Data utilization business plan

- ✓ We obtained a patent in Singapore, laying the foundation for our data utilization business in the ASEAN and East Asian markets.
- ✓ We plan to expand our portal site to enable users in Japan to stay informed about business trends in major global markets.
- ✓ We aim to further increase membership through the expansion of the portal site.
- ✓ We aim to establish a global corporate brand by promoting its widespread adoption among a diverse range of business professionals in the future.

Launching a new business - A New Business to Support Effective Use of Corporate Land

The “Master leasing business for effective utilization of real estates” is scheduled to begin in FY2026
The first project focuses on hazardous material warehouses, aiming to expand further profit-earning opportunities



Supply and demand for hazardous materials warehouses

Demand

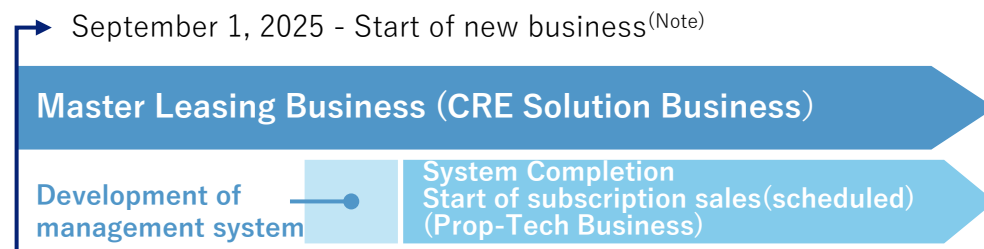
- ✓ Storage needs for special raw materials used in the manufacturing process, not limited to semiconductor manufacturing or EV manufacturing, are increasing.
- ✓ Due to the rise in awareness of risk management and compliance, shippers are also tending to seek out safe storage locations for their cargo

Supply

- ✓ The area of hazardous materials warehouses is increasing year on year (according to data from the Ministry of Land, Infrastructure, Transport and Tourism), but most hazardous materials warehouses are self-owned by companies, so the supply of leased hazardous materials warehouses is still limited

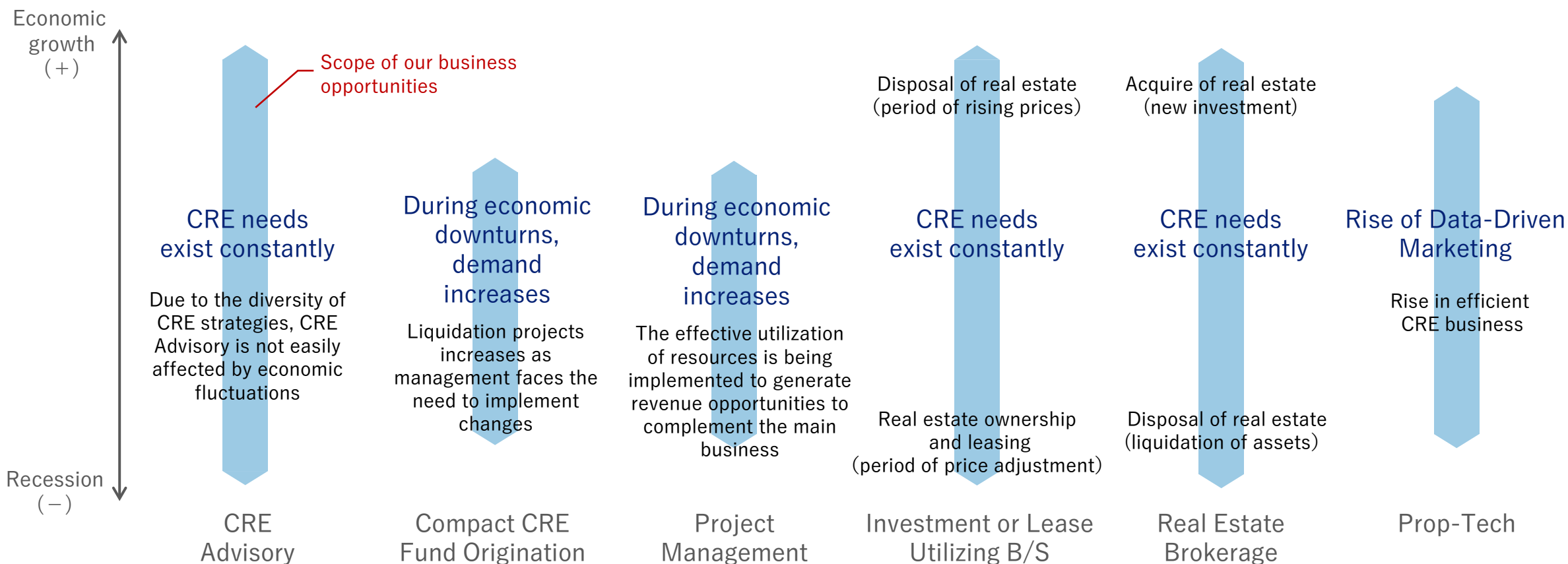
Future business development

In the future, we plan to develop a system that will allow end users to choose the length of time they want to store their items, and to sell rental floor space on a subscription basis.



Relationship Between Economic Fluctuations and Need for Solution

CRE strategies are implemented regardless of economic climate, offering resilience against economic fluctuations

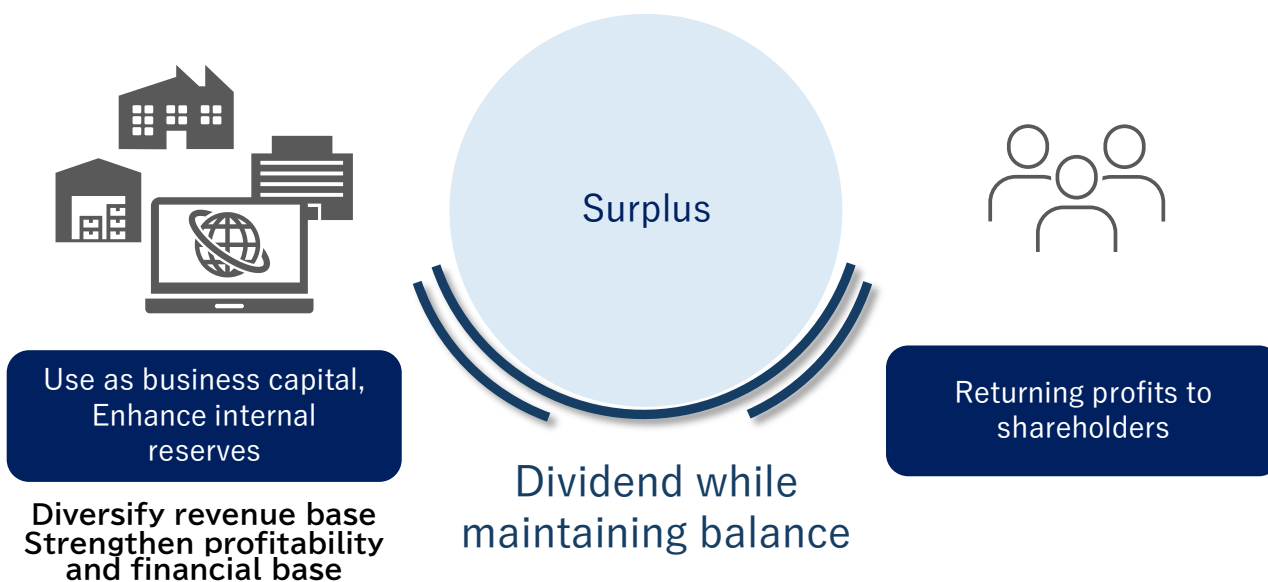


Policy for Shareholders Return

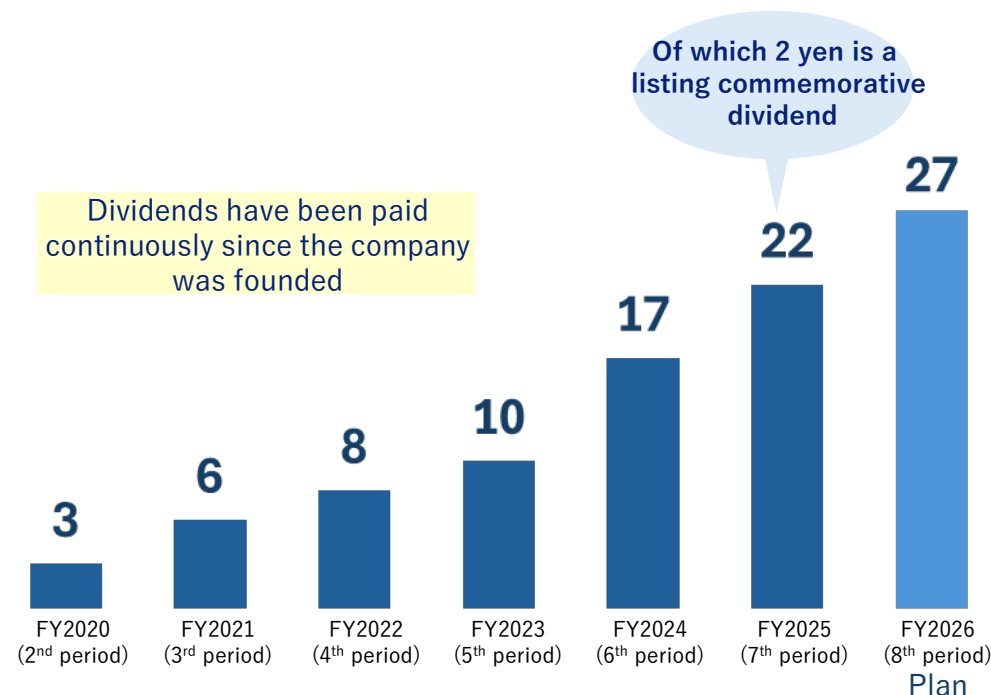
Our policy is to determine dividends by comprehensively taking into account our business performance, financial condition, business environment and other factors, while maintaining a balance between maximizing shareholders return and retaining earnings

■ Basic policy on dividends

Priority is given to using funds for business operation and enhancing internal reserves. Dividends will be paid while balancing between maximizing shareholder profits and internal reserves



Trends in dividends per share (Yen)



Appendix



Examples of Unique CRE Solutions Using Prop-Tech Systems 1/2

While general real estate players are limited to services related to acquisition and disposition, the utilization of Prop-Tech allows for the provision of advisory services corresponding to a wide range of needs

We would like to review our business locations reflecting capital costs.

Providing flexible solutions to meet the needs of companies
 Creating diverse monetization points and customer contact points

We would like to make effective use of underutilized assets without selling them, and secure a source of income outside our main business.



Case 1: Advisory service related to location strategies for a listed wholesale company



CRE Advisory

CRE Advisory for improving capital efficiency



- Review of nationwide location strategy
- Assessment of impacts on management and finance when the strategy is implemented



Case 2: Project management for the effective utilization of a listed land transportation company



Project Management

Project management for a compound development (Commercial x Warehouse)



- Monetizing vacant land that has been idle for several decades
- Attracting tenants through a matching system
- Project management, including selecting general contractors



Examples of Unique CRE Solutions Using Prop-Tech Systems 2/2

By focusing on 'solution-oriented' projects that address business management issues, we are able to deliver highly profitable property investments

We would like to set up a new base off-balance to keep the initial investment low.

Providing fast solutions to difficult problems creates win-win relationships with clients

The rights involved have become complicated over the years of running the base, making it difficult to sell.



Case 3: Off-balance development of truck maintenance factories



Compact CRE Fund Origination



CRE Fund No. 1

- Matching the needs of factory relocation in specific areas
- CRE Fund origination using SPC

Case 4: Real estate securitization of factories



Investment and lease utilizing B/S



CCREB AI



CCREB CREMA



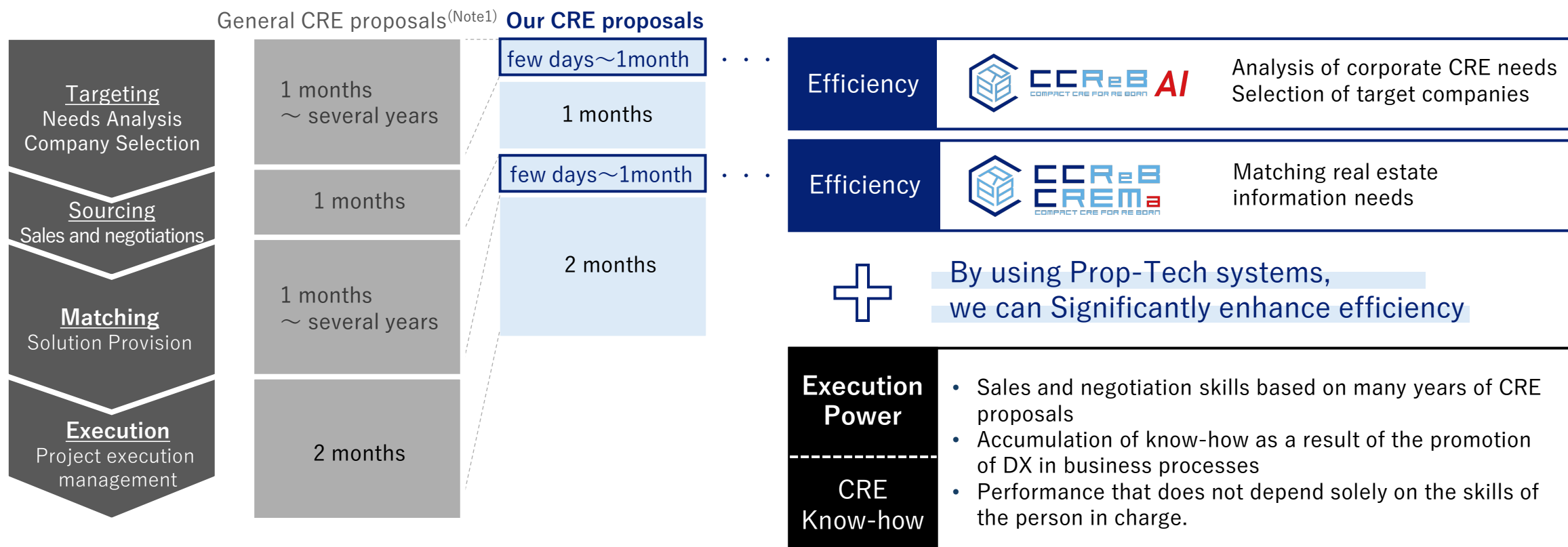
Securitization of real estate for aircraft industry factories

- Needs to sell a factory leased by a subsidiary due to an M&A
- Wants to sort out rights and obligations due to the sale of a subsidiary
- Matching with buyers looking for profitable properties in the area

Efficient Deal Structuring Using Prop-Tech Systems

Significantly reduced the time to close a deal by driving DX into business processes
 Homogenization of performance that does not rely solely on the abilities of the person in charge

The process and time required to provide CRE solutions (illustration)



Note 1: This is the amount of time it would normally take to make a CRE proposal without using our Prop-Tech system.
 (time spent gathering and analyzing materials, preparing proposals, searching for business locations that meet the company needs, etc.)

Speedy Deal Structuring Using Prop-Tech Systems (examples of projects)

We can provide quick solutions to meet the CRE needs of all types of businesses

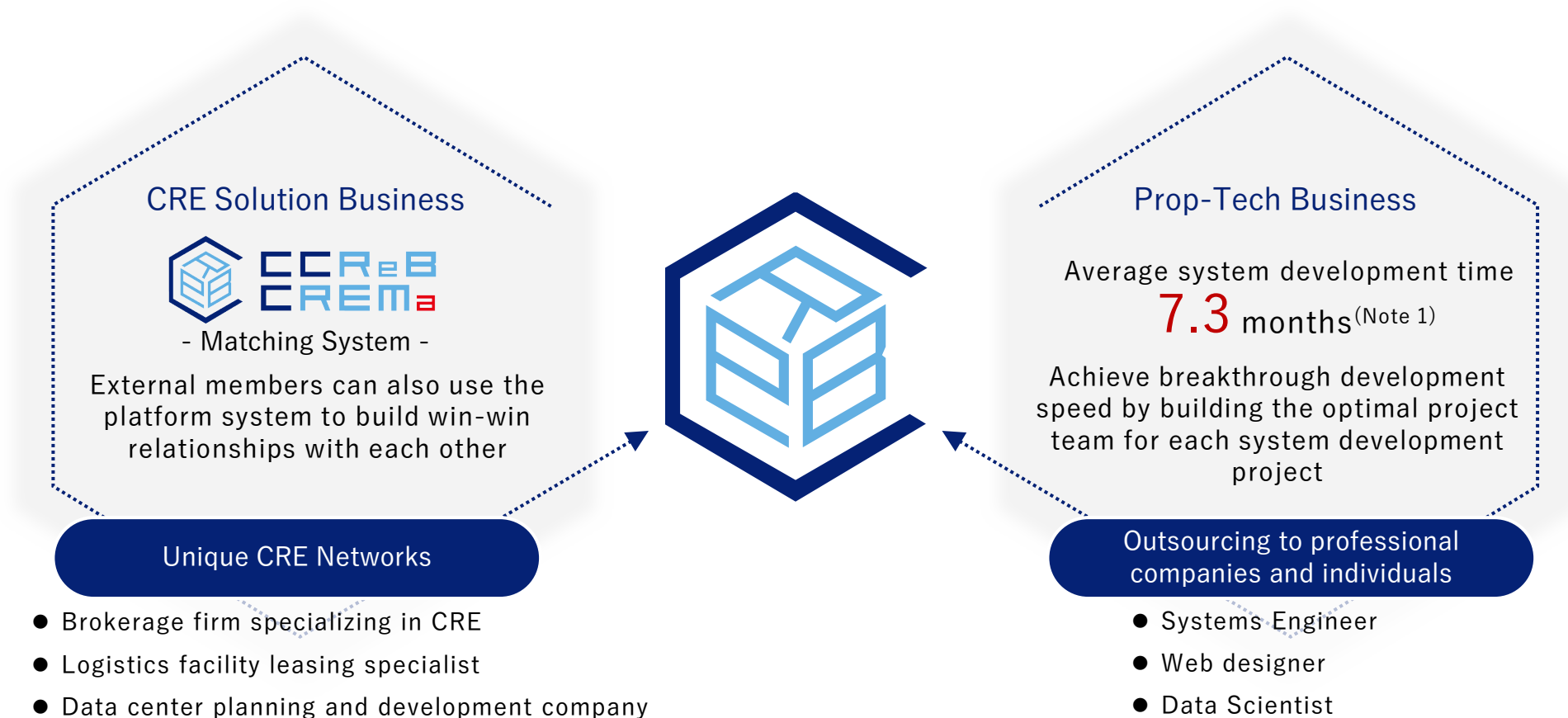


Note 1: The photos shown are for illustrative purposes only and may differ from the actual appearance of the project.

Note 2: This is the time from when our company receives information to when we propose a solution and the other company makes the decision to accept it.

Further Accelerating Business Operations and Achieving High Profitability

Actively utilize external experts and promote "fables management" that does not rely on the company's own resources to further accelerate business speed and to achieve high profitability



Note 1: Average development period results for CCReB AI/CCReB GATEWAY/CCReB CREMa.

DX of CRE Proposal Know-How

Sharing of know-how and homogenization of proposal skills, based on a CRE proposal system using generative AI. CRE business promotion is performed by a small, elite team.

Even inexperienced members can contribute immediately through the use of the system



Keywords within the medium-term plan, financial data, press releases, needs matching, etc.

Original Prop-Tech systems



Accumulation of CRE proposal patterns



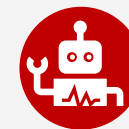
Using generative AI (Chat GPT)

By organically linking various data, the system suggests ways for CRE proposals to companies



Sales Representative

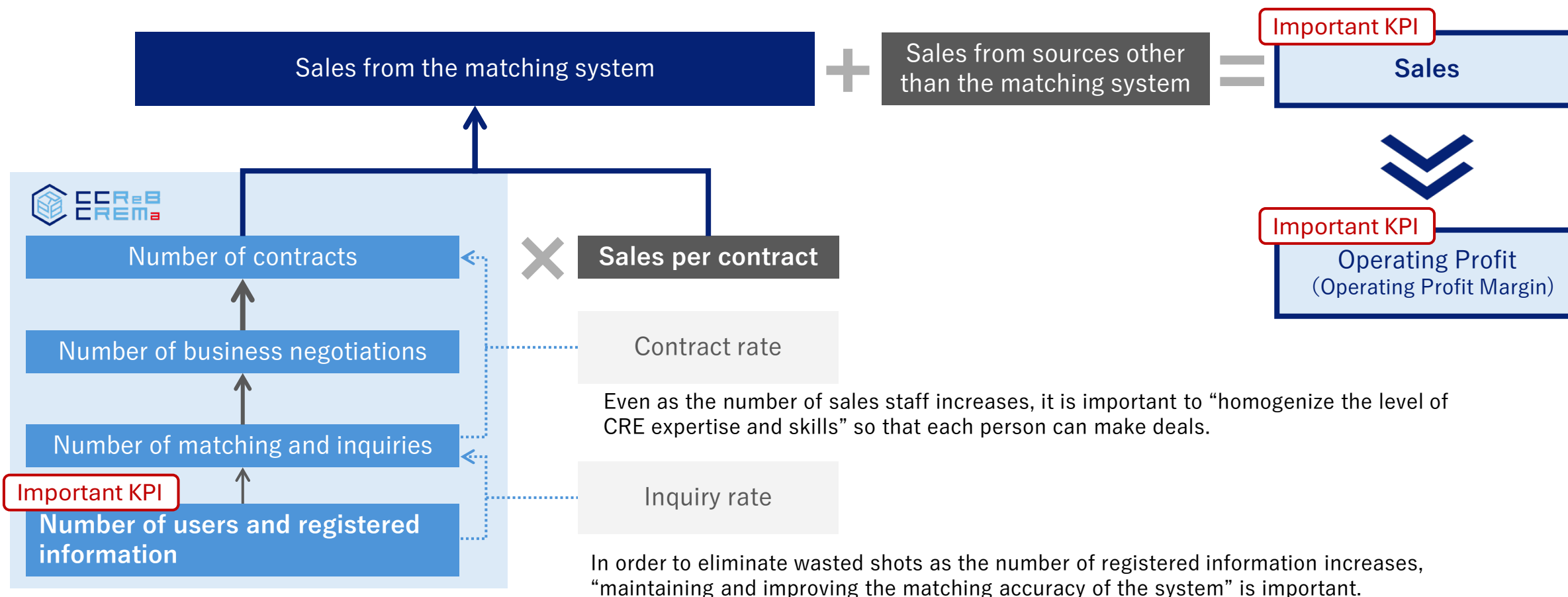
How do I make a proposal to ABC Corporation?



ABC Corporation is a “balanced company” in light of financial model, with a score of xx. From the medium-term management plan, we can see that the company is facing management issues of consolidating and closing down business sites and strengthening M&A. Companies with these word patterns are likely to have needs to make effective use of their assets. The latest financial situation and financial indicators are...

Illustration of Earnings and Key Performance Indicators (KPI)

In order to achieve sales growth, it is important to increase the number of registered information in the matching system, which is the driver for growth, as well as to "Improve the matching accuracy of the system" and to "Improve the skills required to conclude a contract after matching".



MEMO

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