



CCReB Advisors Inc.

FY2026 Financial Results

(From September 1, 2025 to August 31, 2026)

Presentation Material

October 2026

CCReB Advisors Inc.

TSE Growth Market (Security code: 276A)



Hello, everyone. I'm Yukihiro Miyadera, Representative Director of CCReB Advisors Inc.
Thank you for joining us today for our FY2026 financial results presentation.

Before turning to our financial results, I'd like to begin with an overview of the Corporate Real Estate, or CRE, market.

- 1 Growth in CRE Demand and Our Competitive Strengths**
- 2 FY2026 Financial Highlights**
- 3 Financial Overview and Earnings Forecast for FY2027**
- 4 Business Progress**
- 5 Appendix**

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.

Growth in CRE Demand and Our Competitive Strengths



What is CRE in Our Business?

CRE (Corporate Real Estate) is a critical management asset
that directly impacts corporate capital efficiency.
Its strategic utilization has been accelerating in recent years.

We specialize in the CRE domain and, under our concept of “Compact CRE for Re-Born (CCReB),”
aim to enhance our clients’ capital efficiency and increase corporate value through
the revitalization of corporate real estate.

Compact CRE



Re-Born(Revitalization)



CCReB
COMPACT CRE FOR RE BORN

Corporate Real Estate, or CRE, has become an increasingly important strategic asset for companies. Our business focuses on this market, leveraging Prop-Tech to help companies unlock the value of their real estate assets.

Our company name, CCReB, comes from “Compact CRE for Re-Born.” This reflects our core concept of creating new value from corporate real estate and contributing to greater corporate value.

Establishing a Unique Position in a CRE 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



■ 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.)

Next, let's look at our unique position in the CRE market.

We focus primarily on factories, R&D facilities, and logistics facilities, generally targeting properties valued at 2 billion yen or less.

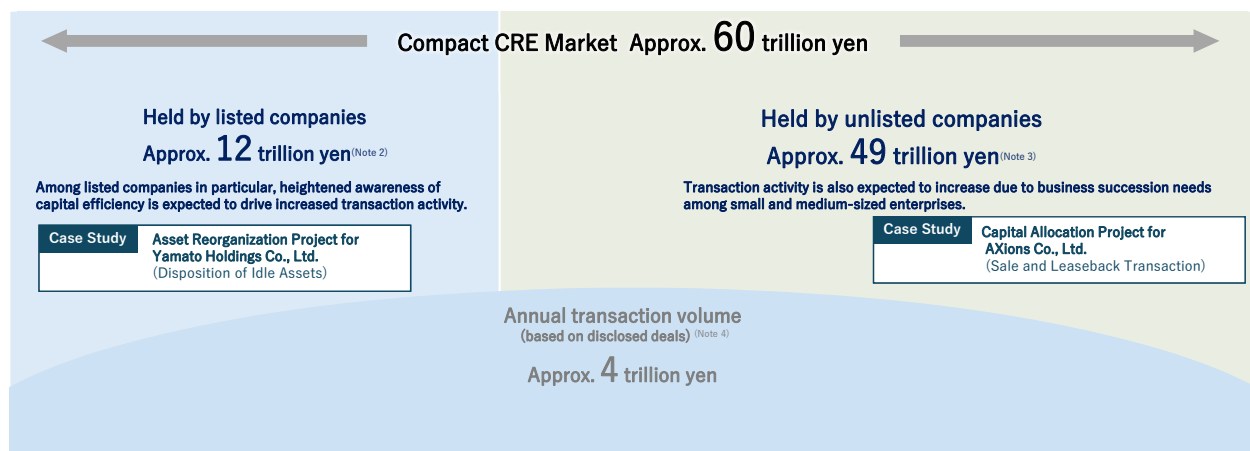
This segment is relatively underserved by major real estate companies due to transaction size. At the same time, these are specialized properties used directly in corporate operations and require significant expertise and know-how.

For example, when advising on the sale of a factory, we need to understand not only the real estate itself, but also the client's production strategy and operational needs. This high level of specialization creates significant barriers to entry.

Our strength lies in leveraging this expertise to develop tailored proposals and originate opportunities.

Targeting a High-Growth Segment within the Large 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.

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Next, let's look at the size and growth potential of our target market.

Corporate real estate held by private-sector companies in Japan is estimated at approximately 500 trillion yen. Within this market, the segment we define as the "Compact CRE Market" represents approximately 60 trillion yen, covering both listed and private companies.

We see growing opportunities across both segments. For listed companies, we have supported CRE initiatives such as those undertaken by Yamato Transport. More recently, we announced a sale-and-leaseback transaction with AXions, a private logistics company in Kyushu, supporting its strategy to reallocate capital from real estate to other investments.

These examples illustrate a broader trend: companies are increasingly reviewing their real estate portfolios and redeploying capital to support their core businesses and future growth.

Rising Demand for CRE Strategies Driven by Increasing Focus on Capital Efficiency

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.

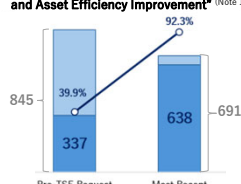
Heightened Awareness of Capital Efficiency

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 92% following the TSE's request.

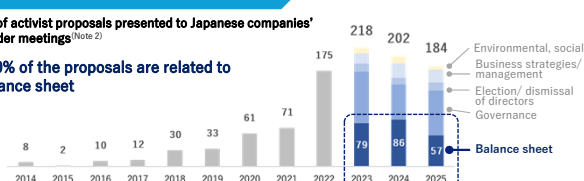
Number of companies referencing "Capital and Asset Efficiency Improvement" (Note 1)



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



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 FY2025 Q1 financial results briefing materials of IR Japan Holdings, Ltd.

Major examples of activism focusing on real estate holdings

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

One key driver behind this trend is the growing focus on capital efficiency.

In March 2023, the Tokyo Stock Exchange called on listed companies to increase their focus on the cost of capital and share prices. Since then, companies have increasingly reviewed their corporate real estate, including underutilized assets, as part of their efforts to improve capital efficiency.

Recently, approximately 90% of listed companies have addressed the cost of capital and capital efficiency in their medium-term management plans. This shows how capital-efficient management has become a standard priority for listed companies in Japan.

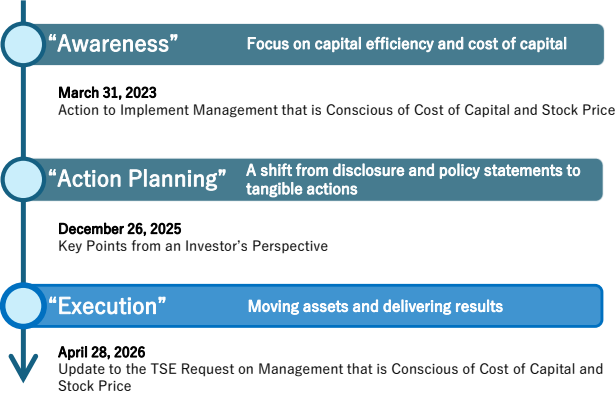
Executing CRE Strategies Accelerates the Shift Toward Capital-Efficient Management



The TSE's request has moved into the execution phase,
CRE strategy has become a key lever for enhancing corporate value

Over Three Years since TSE's Request

From Awareness to Execution



July 2026 Revision of the Corporate Governance Code (CGC)

From Form to Substance

Excerpt

1. Promotion of Growth Investments

- (1) Companies should establish a clear pathway toward achieving their growth objectives.
- (2) Companies should explain specific actions regarding the allocation of management resources, including growth investments (such as facilities, R&D, human capital, and intellectual property) and portfolio optimization initiatives.
- (3) Companies should continually assess whether the allocation of management resources is aligned with publicly disclosed management strategies and business plans aimed at achieving growth.

The revised Code specifically highlights the need to continuously assess whether management resources, including financial assets and tangible assets such as real estate, are being effectively utilized for growth investments and other value-enhancing initiatives.

Note 1: Based on our analysis of corporate disclosures published between January 2024 and December 2025.
Note 2: Number of companies mentioning CRE-related keywords, including portfolio optimization, asset-light strategies, capital efficiency improvement, facility optimization, land utilization, and non-core assets.
Note 3: Number of companies that announced the disposal of fixed assets (including disposals by subsidiaries).
Note 4: Based on our analysis of the share prices of companies executing real estate disposals relative to the market index.

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More recently, the focus has shifted from awareness to execution.

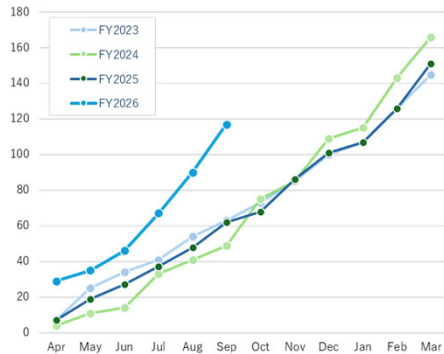
Companies are moving beyond simply recognizing the importance of capital efficiency and are now taking concrete action. This shift has been further reinforced by revisions to Japan's Corporate Governance Code and continued initiatives by the Tokyo Stock Exchange.

Corporate real estate has become an increasingly important part of capital-efficient management, as companies review how their assets can be used more effectively. As a result, we are seeing a significant increase in inquiries for our CRE solutions.

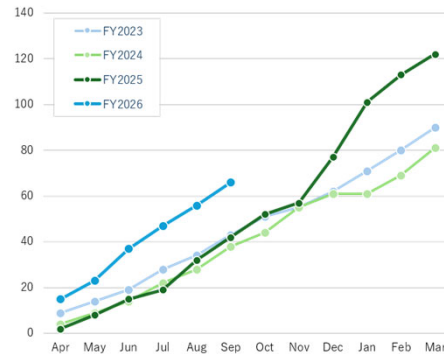
We believe this shift toward execution will continue to expand opportunities in the CRE market.

Real Estate Dispositions and Acquisitions by Listed Companies Continue to Outpace the Prior Year Across Diverse Industries

Trend in the Number of Real Estate Disposition Transactions (Notes 1, 2)



Trend in the Number of Real Estate Acquisition Transactions (Notes 1, 2)



Note 1: Based on the Company's compilation of press releases regarding the disposition and acquisition of fixed assets disclosed by listed companies.
Note 2: Cumulative figures for each fiscal year.

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Next, let's look at how this shift toward execution is translating into actual real estate transactions.

In FY2026, disclosed data shows a sharp increase in corporate real estate dispositions compared with previous years. Companies are increasingly reviewing their portfolios and disposing of assets that are no longer essential to their business.

At the same time, real estate acquisitions remain at a high level. We believe companies are reallocating capital by disposing of non-core assets while continuing to invest in properties that are essential to their operations.

One notable trend is growing demand for factory sites and existing production facilities, as companies expand domestic investment and, in some cases, bring production back to Japan.

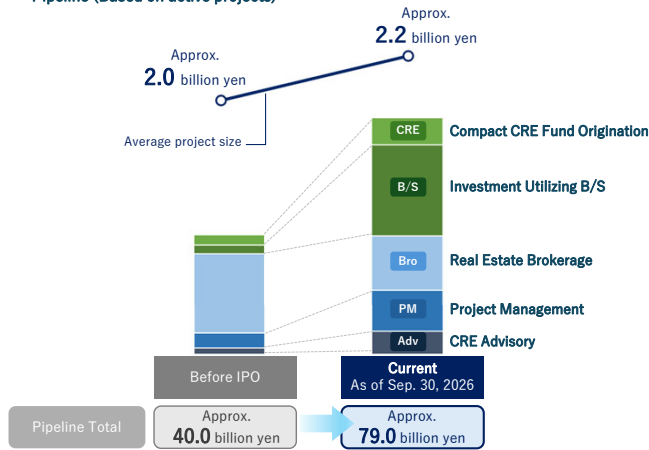
This creates opportunities for CCReB on both sides of the market, supporting companies looking to dispose of assets as well as those looking to acquire strategic real estate.

Steady Pipeline Expansion Underpins Future Earnings Growth

Our expanded pipeline, led primarily by B/S utilization investments, provides a strong foundation for achieving our FY2027 operating profit target (2.2 billion yen)

Pipeline Growth Reflecting Market Demand, Led by B/S Investments

■ Pipeline (Based on active projects)



■ Diversified service lines enable multiple monetization paths

Service	Revenue and Profit Contribution
B/S Investment Utilizing B/S	✓ Revenue is directly linked to project size Disposition price = Revenue Acquisition price = Cost of sales ✓ Average gross margin of approx. 20%
CRE Compact CRE Fund Origination	✓ Revenue = Project size × Fee rate ✓ A large portion of revenue contributes directly to profit (Gross margins vary by service)
Bro Real Estate Brokerage	
PM Project Management	
Adv CRE Advisory	

The current pipeline consists of projects with clear monetization potential and represents a sufficient volume of profit-generation opportunities to support the FY2027 operating profit target of 2.2 billion yen.

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Against this favorable market backdrop, our pipeline continues to expand steadily.

Before our IPO, the volume of potential opportunities was approximately 40 billion yen. As of the end of FY2026, it had nearly doubled to approximately 79 billion yen, supported by greater market recognition of our capabilities as well as the increased credibility following our listing.

While individual opportunities naturally enter and exit the pipeline, the overall volume remains strong. Based on this pipeline, we are confident in our ability to achieve our operating profit target for FY2027.

FY2026 Financial Highlights



FY2026 Financial Highlights



FY2026 Full-Year Results (Consolidated) and Latest Topics	Successfully achieved first-year targets of the Medium-Term Management Plan.
	Actual Results (vs. Plan) Sales 7,020 million yen (+0.3%) Operating Profit 1,144 million yen (+4.0%) Net Profit 743 million yen (+6.2%) ✓ Despite significant changes in the external environment, including geopolitical uncertainty and rising interest rates, we achieved all sales and profit targets for the first year of our Medium-Term Management Plan.
	Driven by increasing demand for asset efficiency enhancement, we continued to build our pipeline and strengthen the foundation for future growth.
	CRE Solution Business • Market Environment: Demand for the disposition and effective utilization of CRE driven by asset efficiency initiatives continues to expand. • Pipeline: As of Sep. 30, 2026, our pipeline totaled approx. 79.0 billion yen, including approx. 5.5 billion yen in contracted projects and projects expected to be secured by 1Q FY2027. • Development Projects: Projects in Hokkaido and Kyushu, where semiconductor-related industries continue to expand, are progressing steadily. • Kitahiroshima HAZMAT Warehouse Master Leasing Project: Capturing demand from semiconductor- and chemical-related tenants, with leasing activities being strengthened toward completion in April 2027.
	Other Highlights • Began preparations for the transition to a Company with an Audit and Supervisory Committee as part of broader governance enhancements aimed at a future Prime Market listing. • Launched an awareness initiative to promote broader understanding and adoption of CRE strategies while introducing our new corporate tagline (brand message).
FY2027 Earnings Forecast (Consolidated)	Full-Year Forecast (vs. FY2026 Actual) Sales 11,000 million yen(+56.7%) Operating Profit 2,200 million yen(+92.2%) Net Profit 1,400 million yen(+88.4%) Dividend per Share 50 yen(+20 yen) ✓ Supported by growing demand for corporate CRE divestitures, approximately 80% of projected sales are expected to be generated from B/S utilization investment projects. ✓ Reflecting improved profitability, we plan to increase the annual dividend to 50 yen per share (+20 yen year on year, a 67% increase) and will continue enhancing shareholder returns in line with earnings growth.
Financial Strategy	Maintaining financial discipline with a target Net D/E ratio(Note) of 1.0x. ✓ Through our capital recycling strategy, the approx. 2.4 billion yen raised through the public offering was fully recovered through investments by FY2026 (with positive operating cash flow), and the equity ratio recovered to 72.9% at fiscal year-end. ✓ Supported by expanded debt capacity resulting from the public offering and strong relationships with financial institutions, we have established a solid funding framework to achieve our FY2027 earnings targets.

Note: Please refer to page 31 of this document.

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Now, let's turn to our FY2026 financial highlights.

FY2026 was the first year of our Medium-Term Management Plan, and we achieved our targets for both sales and profits. Sales reached 7,020 million yen, operating profit was 1,144 million yen, and net profit was 743 million yen.

Our pipeline also continues to expand, supported by growing corporate demand for more efficient use of real estate. For the first quarter of FY2027, approximately 5.5 billion yen in projects have already been secured or are expected to be contracted.

Our development projects are also progressing steadily, particularly in Hokkaido and Kyushu, where semiconductor-related industries are expanding. We will provide more details on these projects later.

For FY2027, we are targeting sales of 11 billion yen, operating profit of 2.2 billion yen, and net income of 1.4 billion yen. We have also increased our annual dividend forecast from 30 yen to 50 yen per share. Corporate demand for real estate dispositions is currently stronger than we anticipated when we formulated our Medium-Term Management Plan. To capture this opportunity, we plan to actively utilize our balance sheet, with B/S utilization investments expected to account for approximately 80% of FY2027 sales.

At the same time, we will maintain financial discipline with a Net D/E ratio of 1.0x. Supported by our debt capacity and strong relationships with financial institutions, we believe we can achieve this growth without additional equity financing.

Launching an Awareness Initiative to Expand Recognition of CRE Strategies



Accelerating our evolution into a CRE Platform Leader through our new brand message

▼ New Tagline



The Vision Behind Our New Tagline

We view CRE (Corporate Real Estate) not simply as assets held by companies, but as a critical management resource that supports the execution of corporate strategies and the enhancement of corporate value. Through our CRE solutions, we help companies improve capital efficiency and execute their growth strategies. This aspiration to contribute to the enhancement of corporate value is embodied in our new tagline.

▼ CCRéB BASE



Launching CCRéB BASE, a brand that brings together projects embodying CCRéB's value-creation approach

Going beyond traditional real estate transactions, we envision CRE as a new "BASE," a foundation that supports corporate activities. Through CCRéB BASE, we aim to breathe new value into underutilized and low-occupancy CRE assets, delivering revitalization and long-term value creation through development, renovation, and master leasing.

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Next, I'd like to introduce our new brand message, "Strengthening Businesses Through CRE."

This tagline reflects our commitment to helping clients enhance corporate value through CRE strategies.

We have also introduced "CCReB BASE" as the brand for our development projects. We currently have three projects underway, with additional developments planned for the future.

Through CCRéB BASE, we aim to create new business foundations that support our clients' operations and future growth.

Financial Overview and Earnings Forecast for FY2027



Executive Summary - FY2026 Financial Results

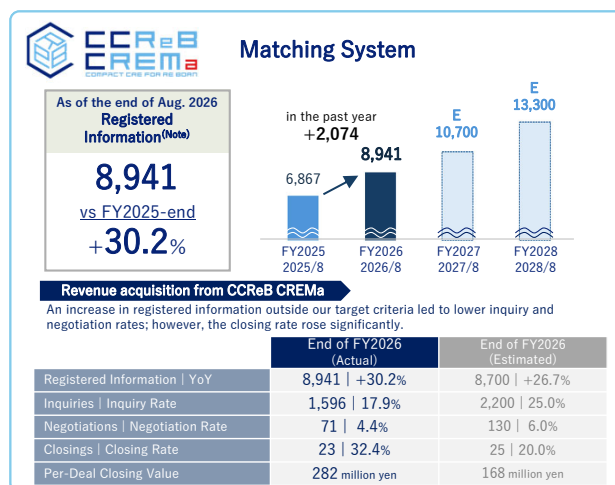


Strong year-on-year growth in sales was achieved, with both sales and profit progressing in line with plan. The number of registered information entries in the matching system continued to grow steadily, further expanding deal origination opportunities.

Sales			
	YoY	vs Plan	
	(FY2025 Actual 2,555 million yen)	(Plan 7,000 million yen)	
7,020 million yen	+174.8%	+0.3%	

Operating Profit			
	YoY	vs Plan	
	(FY2025 Actual 612 million yen)	(Plan 1,100 million yen)	
1,144 million yen	+86.7%	+4.0%	

Net Profit			
	YoY	vs Plan	
	(FY2025 Actual 445 million yen)	(Plan 700 million yen)	
743 million yen	+66.8%	+6.2%	



Note: The number of registered information includes needs such as "Acquisition," "Disposition," "Rent," and "Lease." And properties/needs registered more than two years ago are not included in the count.

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Next, let's take a closer look at our FY2026 performance.

Compared with the previous fiscal year, sales increased approximately 2.7 times, operating profit 1.9 times, and net profit 1.7 times.

As for our matching system, the number of registered opportunities reached 8,941 as of the end of FY2026, representing a 30% increase year on year.

FY2026 Outline of Financial Results (Consolidated) - P/L



Supported by growing corporate demand for asset dispositions,
Flow Revenue, primarily driven by B/S utilization investments, increased significantly.

(Unit: Million yen)

	FY2025 (7th period) Results (ended in Aug 2025)	FY2026 (8th period) Results (ended in Aug 2026)	Increase/ Decrease Amount	YoY	FY2026 (8th period) Plan	Increase/ Decrease Amount	vs Plan
Sales	2,555	7,020	+4,465	+174.8%	7,000	+20	+0.3%
Flow Revenue	1,969	6,324	+4,355	+221.2%	Share of sales from Investment Utilizing B/S: 77.8%		
(% out of total sales)	77.1%	90.1%					
Stock Revenue	585	696	+110	+18.8%			
(% out of total sales)	22.9%	9.9%					
Gross Margin	1,119	1,816	+696	+62.3%	Impact from increased personnel expenses, advertising costs, and depreciation		
SG&A	506	672	+165	+32.7%			
Operating Profit	612	1,144	+531	+86.7%	1,100	+44	+4.0%
Ordinary Profit	598	1,057	+459	+76.7%			
Net Profit	445	743	+297	+66.8%	700	+43	+6.2%
Operating Profit Margin(%)	24.0%	16.3%	-7.7pt		15.7%	+0.6pt	

Change in Revenue Breakdown Disclosure

Revenue disclosure revised to classify revenue into Flow Revenue and Stock Revenue

Based on feedback and inquiries received from investors, we have revised our disclosure method to classify revenue into Flow Revenue and Stock Revenue to enhance transparency regarding our earnings structure. While we operate a single-segment business focused on providing CRE solutions powered by Prop-Tech, Flow Revenue has continued to expand as the business has grown. From the perspective of demonstrating the stability of future earnings, we believe it is important to separately classify and disclose fixed consulting fees, rental revenue, and other stable revenue streams as Stock Revenue, in addition to subscription revenue generated from our Prop-Tech business.

Services	Flow Revenue	Stock Revenue
CRE Advisory	Advisory Fees (Spot)	Fixed Consulting Fees
Project Management	—	Project Management Fees
Compact CRE Fund Origination	Capital Gains from Investments	Dividend Income from Investments / AM Fees
Investment Utilizing B/S	Property Sales Revenue	—
Lease Utilizing B/S	—	Rental Revenue (Incl. Master Leasing)
Real Estate Brokerage	Brokerage Fees	—
Prop-Tech	Spot Revenue	Subscription Revenue

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Next, let's look at our profit and loss statement.

In FY2026, we changed the way we present our sales breakdown. Previously, we presented sales separately for our CRE Solution Business and Prop-Tech Business. However, our business model integrates Prop-Tech with CRE solutions, and we operate as a single business segment.

To provide a clearer view of our revenue structure, we now present sales as “Flow Revenue” and “Stock Revenue.” Stock Revenue includes not only subscription-based Prop-Tech services, but also recurring revenue generated through our CRE solutions.

In FY2026, SG&A expenses increased, mainly due to higher personnel costs. Despite this increase, we successfully achieved our profit target.

FY2026 Outline of Financial Results (Consolidated) – B/S



Execution of capital recycling expanded total assets to approx. 7.3 billion yen, while maintaining financial soundness with an equity ratio of 72.9%^(Note) and a Net D/E Ratio of -0.20x^(Note)

(Unit: Million yen)

	As of the end of Aug 2025	As of the end of Aug 2026	Increase/ Decrease Amount		As of the end of Aug 2025	As of the end of Aug 2026	Increase/ Decrease Amount
Current assets	3,217	4,801	+1,584	Current liabilities	1,650	1,088	-561
Cash and deposits	1,639	3,035	+1,396	Short-term borrowings (Including long-term borrowings due within one year)	1,450	648	-801
Account receivable - trade	41	204	+162	Contract liabilities	18	52	+33
Prepaid expenses	46	89	+42	Income tax payable	111	285	+173
Real estate for sale	1,475	1,352	-123	Others	69	102	+32
Operational investment securities	-	75	+75	Non-current liabilities	45	879	+833
Others	14	45	+31	Long-term borrowings	-	733	+733
2Q: Acquired 1 property 3Q: Disposed 1 property, Acquired 3 properties 4Q: Disposed 4 properties, 4 properties reclassified from Fixed assets		HAZMAT Warehouse Development PJ (Kita-Hiroshima): Investment in Development TMK		Others	45	145	+99
Non-current assets	574	2,468	+1,893	Total liabilities	1,696	1,967	+271
Property plant and equipment	320	2,014	+1,693	Share capital and share surplus	1,137	3,695	+2,558
Intangible assets	30	27	-3	Retained earnings	979	1,628	+649
Investments and other assets	222	426	+203	Treasury shares	-22	-22	-
Total assets	3,791	7,270	+3,478	Share acquisition rights	1	0	-0
				Total net assets	2,095	5,302	+3,207
				Total liabilities and net assets	3,791	7,270	+3,478

Note : As of the end of August 2025: Equity ratio 55.2%, Net D/E ratio -0.09 times
As of the end of August 2026: Equity ratio 72.9%, Net D/E ratio -0.20 times

1Q: Acquired 2 properties
2Q: Acquired 1 property
3Q: Acquired 1 property
4Q: 4 properties reclassified to Real estate for sale

Capital enhancement through the public offering and related matters

Borrowings for the acquisition of real estate and fixed assets

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Next, let's look at our balance sheet.

Through capital recycling, total assets increased to 7.3 billion yen, approximately double the previous fiscal year.

Following the recovery of our investments, our equity ratio stood at 72.9%, while our Net D/E ratio remained negative. Overall, we continue to maintain a strong and sound financial position.

Earnings Forecast for FY2027



Supported by a strong pipeline, sales are forecast to reach 11.0 billion yen, up 56.7% YoY
In line with profit growth, DPS is planned to increase by 20 yen to 50 yen per share

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

(Unit: Million yen)

	FY2026 (8th period) Results	FY2027 (9th period) Forecasts				Cumulative	YoY
		1Q	2Q	3Q	4Q		
Sales	7,020	2,140	4,490	1,720	2,650	11,000	+56.7%
Operating Profit	1,144	130	750	830	490	2,200	+92.2%
Ordinary Profit	1,057	30	710	810	450	2,000	+89.1%
Net Profit	743	20	490	560	330	1,400	+88.4%
Operating Profit (%)	16.3%	6.1%	16.7%	48.3%	18.5%	20.0%	+3.7pt
Dividend per share	30 yen	—	—	—	50 yen	50 yen	+20 yen
Earning per share(EPS)	151.86 yen					271.88 yen	+120.02 yen
(Average) Number of outstanding shares (Note1)	4,894,437					5,149,323 (Note2)	+254,886株

Share of sales from B/S utilization investments
: Approx. 80%

Aim to further increase profitability through the
acquisition of high-margin projects

Based on our dividend policy,
DPS is planned to increase by 20 yen YoY

EPS is also expected to grow in line with
earnings growth

Note 1: The average number of shares outstanding during the fiscal year ended August 2026 (from September 1, 2025 to August 31, 2026), excluding treasury stock (40,637 shares).
Note 2: The number of shares outstanding at the end of the fiscal year ended August 2026, excluding treasury stock (40,637 shares).

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Next, let's look at our earnings forecast for FY2027.

As shown on the slide, we have provided quarterly forecasts for both sales and profits, giving investors greater visibility into our expected earnings progression throughout the year.

Earnings Forecast for FY2027 (Breakdown of Stock Revenue and Flow Revenue)



While results may fluctuate depending on the timing of Flow Revenue recognition, we will continue to strengthen the accumulation of Stock Revenue to reduce quarterly earnings volatility.

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

(Unit: Million yen)

	FY2027 Forecast (9th period)					(Reference) FY2026 Results (8th period)				
	1Q	2Q	3Q	4Q	Cumulative % of sales	1Q	2Q	3Q	4Q	Cumulative % of sales
Sales	2,140	4,490	1,720	2,650	11,000	730	178	2,226	3,885	7,020
Flow Revenue	1,870	4,070	1,310	2,200	9,450 85.9%	599	10	2,033	3,681	6,324 90.1%
Stock Revenue	270	420	410	450	1,550 14.1%	131	168	192	203	696 9.9%
Operating Profit	130	750	830	490	2,200	243	-85	451	534	1,144
Ordinary Profit	30	710	810	450	2,000	202	-95	424	526	1,057
Net Profit	20	490	560	330	1,400	140	-67	293	376	743
Operating Profit (%)	6.1%	16.7%	48.3%	18.5%	20.0%	33.3%	-47.9%	20.3%	13.8%	16.3%

In 1Q, profit at each level is expected to be affected by temporary expenses, including head office relocation costs (such as rent for the former head office) and the upfront recognition of financing fees associated with the development TMK and property acquisitions.

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Next, let's look at the breakdown of Flow Revenue and Stock Revenue in our FY2027 forecast.

In FY2026, revenue was heavily weighted toward the second half of the year, particularly the third and fourth quarters.

For FY2027, we also expect a relatively slow start in the first quarter, as many projects are currently in the preparation stage before revenue recognition.

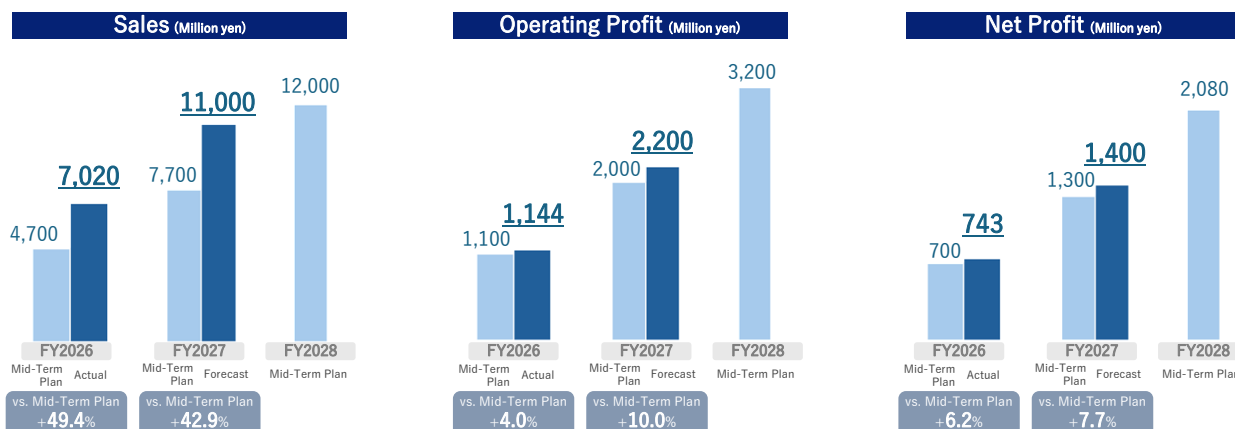
First-quarter profit will also be temporarily affected by upfront fees associated with borrowings, as well as one-time costs related to our office relocation. These factors are already reflected in our FY2027 earnings forecast.

Meanwhile, Stock Revenue is expected to increase significantly, from 696 million yen in FY2026 to 1,550 million yen in FY2027. Our strategy is to continue expanding Stock Revenue while reducing quarterly earnings volatility over time.

Progress of the Medium-Term Management Plan FY2026-FY2028



While sales targets are expected to be achieved ahead of schedule through the expansion of B/S utilization investments, our ultimate goal remains the achievement of operating profit targets. We will continue to prioritize project profitability in our investment selection and monetization efforts to ensure the achievement of our operating profit targets.



20

Next, let's review the progress of our Medium-Term Management Plan.

In the first year of the plan, FY2026, sales reached 7.02 billion yen, significantly exceeding our target of 4.7 billion yen. Operating profit also exceeded our target, reaching 1.144 billion yen.

For FY2027, we are targeting sales of 11 billion yen and operating profit of 2.2 billion yen. With our FY2028 sales target set at 12 billion yen, we are now close to achieving our three-year sales target one year ahead of schedule.

However, our key priority is operating profit. While continuing to capture growth opportunities and pursue early achievement of our sales target, we will remain selective in our projects and focus on delivering sustainable profit growth.

Business Progress

4

Current Initiatives



Driving corporate value enhancement through both business growth and stronger management foundations

CRE Solutions Business

Growth in deal pipeline driven by expanding CRE demand

- Driven by the TSE's requests to improve capital efficiency and revisions to the Corporate Governance Code, demand for real estate dispositions and effective utilization of corporate real estate continues to expand.
- The pipeline of CRE solution projects has continued to grow steadily.

Expansion of solution offerings for private companies

- Captured the capital allocation needs of AXions Co., Ltd., a private company, and proposed a sale-and-leaseback transaction involving its headquarters and distribution center. Closing is scheduled for the end of October 2026.
- Opportunities to provide CRE solutions to private companies continue to expand.

Advancing development projects to strengthen the recurring revenue base

- Multiple development projects are progressing as planned.
- Multiple development projects are progressing as planned.
- Building recurring revenue streams, including project management fees, asset management fees, and master lease income, to further expand stock revenue.

Prop-Tech Business

Promoting the Utilization of generative AI to enhance CRE proposal capabilities and sales productivity

- Implementation of generative AI capabilities in CCReB AI (scheduled for November 2026)
- Enhancing proposal quality and improving sales efficiency.

Expansion of business domains through the utilization of data assets

- Advancing the analysis and utilization of proprietary data assets.
- Strengthening initiatives to create new revenue opportunities through data-driven businesses.
- Expanding information services through the English-language rollout of CCReB GATEWAY.

Promoting strategic partnerships through product expansion

- Customization for JINUSHI Co., Ltd. has been completed and delivered. (Development costs will be recovered through subscription-based revenue)
- API integration with BM Portal operated by Kokopelli Inc. is currently under development. (Beta version targeted for completion by the end of 2026)

Strengthening the Management Foundation

Strengthening governance frameworks in preparation for a transition to the TSE Prime Market

- Proposals for the appointment of a female Outside Director and the transition to a Company with an Audit and Supervisory Committee are scheduled to be submitted at the Annual General Meeting of Shareholders in November 2026.
- Further strengthening the governance framework.

Enhancing talent and organizational infrastructure to support medium-to-long term growth

- Enhancing talent acquisition competitiveness and the organizational environment through the head office relocation.
- Promoting recruitment activities with a target workforce of 30 employees by the end of FY2028.

As of Aug. 31, 2026

Employees: 21
(Including 3 secondees)

Target as of Aug. 31, 2028

Employees: 30

Promoting human capital strategies to enhance corporate value

- Introduction of a Restricted Stock Compensation Plan for Employees
- Fostering greater awareness of long-term corporate value enhancement
- Promoting talent development to realize our vision of becoming a CRE Platform Leader



Continuously evaluating M&A opportunities to generate business synergies across both the CRE Solutions and Prop-Tech Businesses



22

Next, let me highlight three key initiatives we are currently advancing.

First, in our CRE Solution Business, our pipeline continues to expand, with a particularly strong increase in opportunities from private companies. We will continue to capture these opportunities through tailored CRE proposals.

We are also expanding our recurring revenue model through development projects. A single development project can generate multiple revenue opportunities, including project and asset management fees, master lease income, and ultimately returns from the disposition of the asset. We believe this model will contribute to a more diversified and recurring revenue base.

Second, in our Prop-Tech Business, we continue to develop and enhance our proprietary Prop-Tech services.

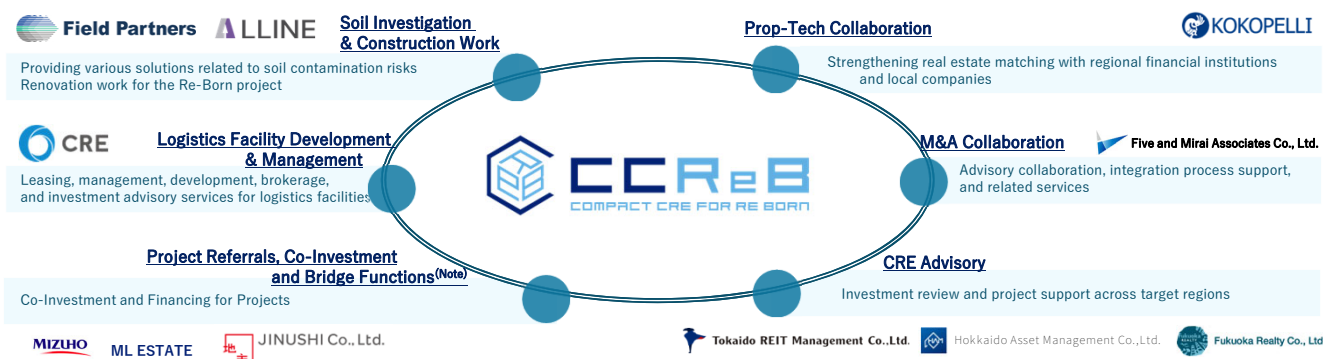
Across both our CRE Solution Business and Prop-Tech Business, we also continue to pursue M&A opportunities. Through these initiatives, we aim to expand our capabilities and secure additional business opportunities.

Finally, we are strengthening our management foundation. We have announced our planned transition to a Company with an Audit and Supervisory Committee, subject to shareholder approval in November. At the same time, recruitment is progressing steadily as we work toward a 30-person organization by the end of FY2028, with a particular focus on expanding our sales capabilities.

Network Development and Expansion



Building a CRE value chain through collaboration with external partners
Accelerating alliances to establish our position as a CRE Platform Leader



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

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Next, let's look at the expansion of our partner network.

While we have no new partnerships to announce at this time, discussions on specific projects are already underway with ALLINE, one of our existing partners. We are also deepening collaboration with our broader partner network.

As a CRE platform leader, our strategy is not to build every capability in-house. Instead, we aim to leverage the strengths and expertise of our partners to create mutually beneficial business opportunities.

We will continue to expand our network by developing existing partnerships and exploring new ones.

Business Pipeline Status

The total pipeline size, including projects in the consultation phase, amounts to approx. 79.0 billion yen. Our project pipeline continues to expand steadily toward the achievement of the Mid-Term Management Plan.

■ Pipeline trend

- ✓ For companies that prioritize improving capital efficiency, clarification of asset positioning (such as continued ownership or withdrawal) is progressing.
- ✓ Growing access to PE funds, creating opportunities to explore real estate off-balance-sheet solutions for portfolio companies.
- ✓ In addition to listed companies, demand for CRE solutions is also emerging among private companies, driven by business succession needs and efforts to improve capital efficiency.
- ✓ While inquiries regarding idle and underutilized factories continue to increase, matching demand for the purchase and lease of such properties has also grown within CREMa.

■ Pipeline status (As of the end of Sep. 2026)

Our services	# of projects ^(Note 1)	Project size ^(Note 2)	(Reference) Previous pipeline ^(Note 2) and main reasons for change			
Adv CRE Advisory	2	Approx. 7.8 billion yen	3 /	Approx. 7.1 billion yen	New project: 1	Completed project: 1 Projects not pursued: 1
PM Project Management	4	Approx. 13.8 billion yen	3 /	Approx. 13.1 billion yen	New project: 1	(Two of the four projects are currently under development in Kitahiroshima and Kumamoto.)
Bro Real Estate Brokerage	7	Approx. 17.9 billion yen	8 /	Approx. 27.5 billion yen	New project: 3	Completed projects: 2 Project not pursued: 2
B/S Investment Utilizing B/S	20	Approx. 30.2 billion yen	14 /	Approx. 19.3 billion yen	New projects: 11	Completed projects: 4 Projects not pursued: 1
CRE Compact CRE Fund Origination	3	Approx. 9.0 billion yen	2 /	Approx. 7.0 billion yen	New project: 2	Projects not pursued: 1
Total	36 /	Approx. 78.8 billion yen	30 /	Approx. 74.1 billion yen		

■ Policy by project size

For projects exceeding 2 billion yen, pursue joint investments with partner companies, while for projects under 500 million yen, maintain a strategy of rapid turnover. Leverage the bridge acquisition^(Note 3) of partner companies to ensure investment opportunities are not missed.

Note 1: The number of cases includes those in the consultation phase and does not guarantee that all will result in a completed transaction.

Note 2: Project size refers to the property value that serves as the basis for the services handled. Actual revenue may differ due to applicable fee rates for each service (excluding only the service Investment utilizing B/S).

Note 3: The bridge acquisition: A temporary acquisition of real estate by a strategic partner prior to our own purchase.

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Next, let's look at the latest trends in our business pipeline.

One notable trend is a significant increase in opportunities related to factories, reflecting growing corporate demand in this area.

We are also seeing increased engagement with private equity funds, including inquiries regarding off-balance-sheet solutions for real estate held by their portfolio companies.

These trends provide a strong foundation for the continued expansion of our business pipeline.

Addressing capital allocation needs through a sale-and-leaseback proposal for a private logistics company's headquarters and distribution center

■ Capturing CRE needs across both listed and private companies



- ✓ Introduced through a business network familiar with the Company's investment and CRE advisory track record in the Kyushu region.
- ✓ Structured the transaction by identifying the client's management needs through direct communication with the business owner and providing a tailored CRE solution.
- ✓ Contract executed in September 2026, with closing scheduled for the end of October 2026.

- ◆ Private companies also face diverse CRE-related needs driven by capital efficiency improvements, growth investments, and business succession considerations.
- ◆ The domestic compact CRE market owned by private companies is estimated at approx. 49 trillion yen.
- ◆ The Company continues to capture a wide range of CRE needs within this market.



■ Overview of the property

Location	Yoshizuka, Hakata-ku, Fukuoka-shi, Fukuoka
Property	AXions Co., Ltd.'s Headquarters and Distribution center
Site area	6,951.95㎡
Total floor area	13,516.13㎡
Location advantages	✓ Approx. 2.4 km from Fukuoka Airport ✓ Excellent access to Hakata and Tenjin ✓ Well positioned to meet demand for last-mile logistics facilities

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Next, let me introduce a recent example involving AXions, a private logistics company.

The company operates a logistics center near Fukuoka Airport. As part of its management transition, AXions decided to reallocate capital from real estate ownership to other strategic investments.

We proposed a sale-and-leaseback solution that allows the company to continue using the facility while gaining greater flexibility in its capital allocation.

We expect similar CRE needs to increase among private companies, particularly as management transitions and business succession become more common. We aim to capture these opportunities by providing CRE solutions tailored to each company's strategic needs.

Major Pipelines (CRE Solution Business) (1)



Strong demand for CRE strategy execution supports a steady build-up of FY2027 CRE solutions projects, including B/S utilization investments

	Our services ^(Note1) / CRE needs	Detail	Location (Japan)	Customer attributes	Accounting period	Status ^(Note2)	Change from the previous quarter	Prop-Tech utilized ^(Note3)	Others
1	/Development	Effective land utilization, development of logistics warehouse PJ	Kumamoto	SPC	FY2027	Concluded (Booked from 1Q onward)	Progress from "Contracted"		Disclosed on Jul. 14, 2026 Investment in the PJ and acceptance of project management
2	/Improving capital efficiency	Acquisition of logistics facility	Fukuoka	Warehousing	FY2027	Contracted (Booked from 1Q onward)	Progress from "Under proposal"		Acquisition of real estate for sale
3	/Portfolio rebalancing	Acquisition of industrial facility	Yamanashi	Real estate finance	FY2027	Contracted (Booked from 1Q onward)	Progress from "Plan to contract"		Acquisition of real estate for sale
4	/Portfolio rebalancing	Portfolio disposition transaction	Kanagawa, etc.	Real estate finance	FY2027	Contracted (Booked from 1Q onward)	Progress from "Plan to contract"	CREMa	Acquisition of fixed asset (building)
5	/Improving capital efficiency	Acquisition of logistics facility	Saitama	Real estate	FY2027	Concluded (Booked from 1Q onward)			Acquisition of fixed asset (building)
6	/Improving capital efficiency	Acquisition of logistics facility	Shiga	Wholesale	FY2027	Plan to contract (To be booked from 1Q onward)	Progress from "Under proposal"	CREMa	Acquisition of real estate for sale
7	/Improving capital efficiency	Acquisition of logistics facility	Shiga	Wholesale	FY2027	Plan to contract (To be booked from 1Q onward)			No.6 Disposition of real estate for sale
8	/Portfolio rebalancing	Support for acquisition of logistics facility	Shizuoka	Real estate finance	FY2027	Plan to contract (To be booked from 1Q onward)	Progress from "Under proposal"	CREMa	
9	/Portfolio rebalancing	Acquisition of industrial facility	Yamaguchi	Real estate finance	FY2027	Plan to contract (To be booked from 3Q onward)			Acquisition of the remaining interest in the transaction was disclosed on Dec. 5, 2025
10	/Development	Effective land utilization, development of HAZMAT warehouse PJ	Kumamoto	Transportation	FY2028	Plan to contract			Disclosed on Jan. 14, 2026
11	/Development	Development of HAZMAT warehouse PJ	Ibaraki	Transportation	FY2027	Plan to contract			Asset management services

Note 1: For details on the various icons representing our services, please refer to pages 24 and 40 of this document.

Note 2: "NEW" indicates pipelines that were newly added from 4Q of FY2026 onward.

Note 3: Please refer to page 41 - page 44 of this document for details on "Prop-Tech".

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Next, let's look at some of our major pipeline projects.

I'd like to highlight Project No. 11, a HAZMAT warehouse project. Rather than utilizing our own balance sheet, we are involved in this project through asset management services.

Demand for HAZMAT warehouses remains strong, and we continue to see growing opportunities in this area.

Major Pipelines (CRE Solution Business) (2)



	Our services ^(Note1) / CRE needs	Detail	Location (Japan)	Customer attributes	Accounting period	Status ^(Note2)	Change from the previous quarter	Prop-Tech utilized ^(Note3)	Others
12	Bro /Portfolio rebalancing	Support for disposition of industrial facility	Miyagi	Transportation	FY2027	Under proposal		CREMa	Deferred from FY2026
13	Bro /Portfolio rebalancing	Support for disposition of retail facility	Kanagawa	Real estate	FY2027	Under proposal		CREMa	
14	Adv /Improving capital efficiency	Industrial M&A deal	Not disclosed	Retail	FY2027	Not disclosed		CREMa	
15	PM /Effective utilization	Effective land utilization HAZMAT warehouse PJ	Hyogo	Manufacturing	FY2028	Under proposal		CREMa	Master lease of HAZMAT warehouse
16	Bro /Portfolio rebalancing	Support for disposition of logistics facility	Saitama	Real estate finance	FY2027	Under proposal		CREMa	
17	B/S /Development	Effective land utilization HAZMAT warehouse PJ	Kumamoto	Construction	FY2028	Under proposal		CREMa	
18	Adv /Improving capital efficiency	Support for disposition of industrial facility	Shizuoka	Nonferrous metals	FY2027	Under proposal		AI	CRE solutions for a factory scheduled for closure
19	B/S /Portfolio rebalancing	Disposition of industrial facility	Mie	Not disclosed	FY2027	Under proposal		AI CREMa	Disposition of real estate for sale
20	CRE /New facility opening	Acquisition of industrial facility	Ehime	Transport equipment	FY2027	Under proposal	NEW		
21	Bro /Portfolio rebalancing	Support for disposition of retail facility	Aichi	Real estate	FY2027	Under proposal	NEW	CREMa	
22	B/S /Portfolio rebalancing	Disposition of industrial facility	Yamanashi	Real estate finance	FY2027	Under proposal	NEW		No.3 Disposition of real estate for sale Letter of intent to purchase received
23	B/S /Improving capital efficiency	Disposition of logistics facility	Saitama	Real estate finance	FY2027	Under proposal	NEW		

Note 1: For details on the various icons representing our services, please refer to pages 24 and 40 of this document.

Note 2: "NEW" indicates pipelines that were newly added from 4Q of FY2026 onward.

Note 3: Please refer to page 41 - page 44 of this document for details on "Prop-Tech".

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Turning to the second page of our major pipeline projects, several opportunities are expected to contribute to FY2027 earnings.

These include solutions for factory closures, as well as Project No. 12, which was carried over from the previous fiscal year and is expected to be completed this fiscal year.

For Project No. 22, we have already received a letter of intent for the disposition of Real Estate for Sale, demonstrating steady progress in building future revenue.

Major Pipelines (CRE Solution Business) (3)

	Our services ^(Note1) / CRE needs	Detail	Location (Japan)	Customer attributes	Accounting period	Status ^(Note2)	Change from the previous quarter	Prop-Tech utilized ^(Note3)	Others
24	 /Improving capital efficiency	Disposition of logistics facility	Fukuoka	Real estate finance	FY2027	Under proposal	NEW		
25	 /Improving capital efficiency	Support for disposition of logistics facility	Kanagawa	Not disclosed	FY2027	Under proposal	NEW	CREMa	Search for potential buyers for the project disclosed on June 12, 2026
26	 /Portfolio rebalancing	Support for disposition of retail facility	Kanagawa	Construction	FY2027	Under proposal	NEW	CREMa	
27	 /Portfolio rebalancing	Disposition of Land with Leasehold	Hokkaido	Not disclosed	FY2027	Under proposal	NEW	CREMa	Disposition of real estate for sale
28	 /Improving capital efficiency	Support for disposition of industrial facility	Gunma	Manufacturing	FY2027	Under proposal	NEW	CREMa	Support for the disposition of an idle factory
29	 /Portfolio rebalancing	Acquisition of logistics facility	Saitama	Not disclosed	FY2027	Under proposal	NEW		Related to business succession
30	 /Development	Acquisition of logistics facility	Fukuoka	Real estate	FY2029	Under proposal	NEW		Exit for a development project
31	 /Improving capital efficiency	Acquisition of retail facility	Fukushima	Manufacturing	FY2027	Under proposal	NEW	AI CREMa	
32	 /New facility opening	Acquisition of industrial facility	Hyogo	Construction	FY2027	Under proposal	NEW		
33	 /Effective utilization	Support for effective utilization of industrial facility	Saitama	Not disclosed	FY2027	Under proposal	NEW	AI CREMa	New tenant search for a factory scheduled for closure
34	 /Improving capital efficiency	Acquisition of logistics facility	Saitama	Transportation	FY2027	Under proposal	NEW		
35	 /Improving capital efficiency	Acquisition of logistics facility	Chiba, etc.	Transportation	FY2027	Under proposal	NEW		

Note 1: For details on the various icons representing our services, please refer to pages 24 and 40 of this document.

Note 2: "NEW" indicates pipelines that were newly added from 4Q of FY2026 onward.

Note 3: Please refer to page 41 - page 44 of this document for details on "Prop-Tech".

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On the third page of our major pipeline projects, we are also seeing opportunities related to business succession among private companies.

Project No. 29 is one example, reflecting growing CRE needs associated with management transitions.

We intend to continue capturing these opportunities by providing CRE solutions tailored to the changing needs of private companies.

Three development projects progressing steadily Generating diverse revenue opportunities from development through asset monetization

Project name	(Temporary name) Kitahiroshima HAZMAT Warehouse Development Project (HAZMAT warehouse development)	(Temporary name) Kumamoto Toshima II Logistics Warehouse Development Project (Dry logistics warehouse development)	(Temporary name) Kumamoto HAZMAT Warehouse Development Project (HAZMAT warehouse Development)
Project entity	CTF2 Tokutei Mokuteki Kaisha (Investors: the Company and two partner companies)	CCF3 Tokutei Mokuteki Kaisha (Investors: the Company and one partner company)	The Company
Key features	Eight-building HAZMAT warehouse designed to meet diverse hazardous materials storage needs from semiconductor-related and other industries	A two-story ramp-access dry logistics warehouse located in close to Kumamoto Airport	Four-building HAZMAT warehouse designed to meet diverse hazardous materials storage needs from semiconductor-related and other industries
Project Status (As of Sep. 2026)	 - Structural steel erection has been completed for five of the eight buildings, and construction of the sixth building has commenced. - Leasing activities are being intensified, driven by demand from semiconductor and chemical-related tenants.	 No impact on the development project from the Kumamoto earthquake. - Start of Construction.	 No impact on the development project from the Kumamoto earthquake. - Development-related applications and approvals are currently in progress. - A basic lease agreement has been executed with a major logistics company.
Schedule	Scheduled for Completion in April 2027	Scheduled for Completion in November 2027	Scheduled for Completion in July 2028
Recurring revenue opportunities	- Project Management Fee (During the Development Period) - Master Lease Income (During the Master Lease Period) - Disposition Brokerage Fee (Upon Sale) - Gain on Sale (Upon Sale)	- Project Management Fee (During the Development Period) - Disposition Brokerage Fee (Upon Sale) - Gain on Sale (Upon Sale)	Gain on Sale (Upon Sale)

Next, let's look at the progress of our development projects under the "CCReB BASE" brand.

We currently have three projects underway, all of which are progressing steadily.

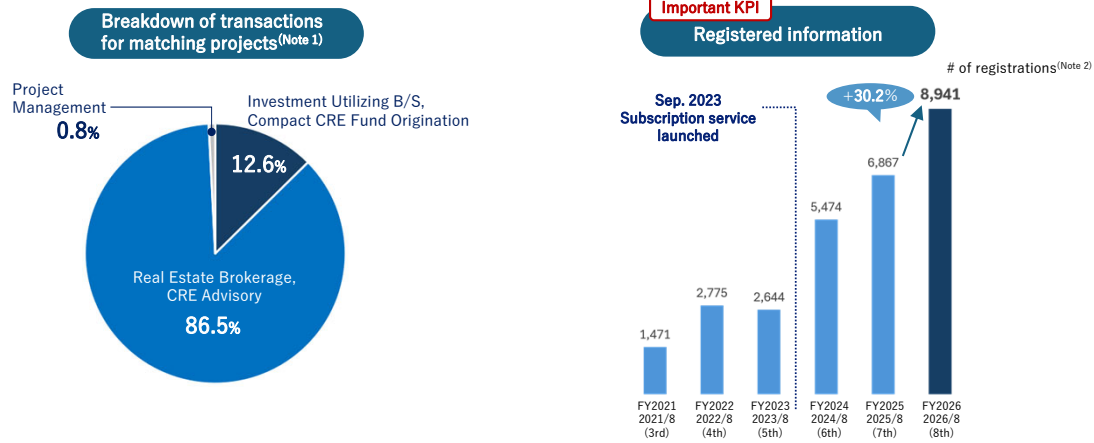
The Kitahiroshima project is an eight-building HAZMAT warehouse development scheduled for completion next April. This project is a good example of our recurring revenue model. During development, we receive project management fees. After completion, we will generate master lease income, followed by brokerage fees and investment returns upon the eventual disposition of the property.

This allows us to generate multiple revenue opportunities from a single development project, and we intend to expand this model going forward.

The other two projects are located in Kumamoto Prefecture. Development is progressing as planned, with no significant impact from the recent earthquake.

Progress of KPI: Expansion of Potential Projects

Registered information in the matching system “Deal Pool” are steadily increasing, while potential deals across services are accumulating in a balanced way.



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: 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.

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Next, let’s look at the progress of our key KPI.

As mentioned earlier, the number of registered opportunities in our matching system reached 8,941 at the end of FY2026.

These opportunities cover a wide range of potential CRE solutions. While brokerage and advisory opportunities account for a significant portion, the system also includes opportunities for B/S utilization investments and CRE fund formation.

We will continue to leverage this matching system to identify opportunities and drive the growth of our CRE business.

Balancing sound financial management with effective use of debt capacity Building a broad banking formation centered on mega banks

■ Financial management policy

Timely funding and financial management
based on a discipline of maintaining a Net D/E ratio of around 1.0x

Net D/E ratio^(Note)

As of the end of FY2026 : -0.20 x
Debt Capacity up to a Net D/E Ratio of 1.0x : Approx. 6.3 billion yen

We aim to achieve both profitability and stable financial management

Approach to capital procurement	
Operating cash flow	✓ Generate operating cash flow through capital recycling ✓ Average holding period: 3.8 months (FY2026 Results)
Borrowing from financial institutions	✓ Expand relationships with financial institutions. ✓ Consider short and long-term borrowing based on project needs.
Utilization of capital markets	✓ Optimize financial structure, funding sources, and capital costs.

Current Status

Banking formation

Establish a stable banking formation centered on mega banks, aiming to expand relationships with strong regional financial institutions in investment areas.

■ From August 2026 to October 2026

- ✓ Secured financing from The Yamanashi Chuo Bank, Ltd. for a CRE asset in Yamanashi Prefecture.
- ✓ Secured financing from MUFG Bank, Ltd. for a CRE asset in Fukuoka Prefecture.
- ✓ Financing, including non-recourse loans, secured from The Higo Bank, Ltd. for a logistics warehouse development project in Kumamoto-shi.
- ✓ Strengthening relationships with major and regional financial institutions to support future pipeline projects.

Impact of interest rates

A solid financial base and robust profitability ensure that the impact of rising interest rates remains limited.

Note: Net D/E ratio = Net interest-bearing debt (Interest-bearing debt - Cash and deposits) / Equity. Our financial policy is to manage the Net D/E ratio remains around 1.0x. For further details, please refer to page 20 of this document.

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Next, let's turn to our financial strategy.

We maintain financial discipline based on a Net D/E ratio of 1.0x.

In FY2026, the average holding period from acquisition to disposition was approximately 3.8 months. This relatively short holding period reflects our ability to use our proprietary Prop-Tech to identify potential buyers from the early stages of each opportunity.

We will continue to combine capital recycling with borrowings from financial institutions to fund our growth efficiently.

While borrowing costs have been rising, this impact is already reflected in our FY2027 earnings forecast. The profitability of our investments remains well above our funding costs, so we currently expect the impact of higher interest rates to be limited.

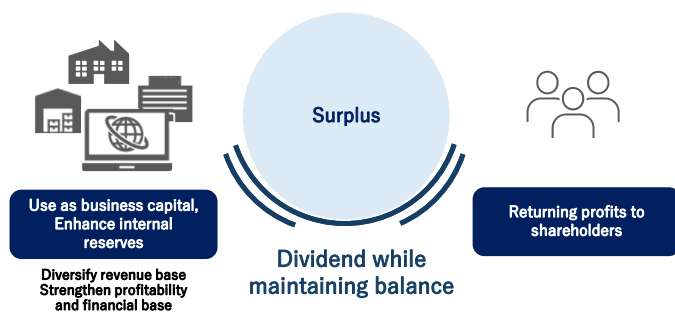
We will therefore continue to use financial leverage selectively, while closely monitoring interest rate conditions.

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

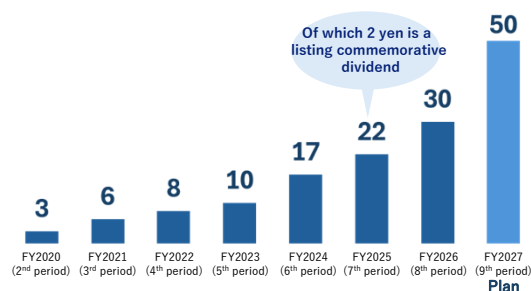
■ Basic policy on dividends

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)

Dividends have been paid continuously since the company was founded



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Next, let's turn to our shareholder return policy.

For FY2027, we have announced an annual dividend forecast of 50 yen per share.

As the CRE market continues to grow, we will prioritize investments that drive future growth, while remaining committed to maximizing shareholder value.

Future IR Activities

We place greater emphasis on dialogue with shareholders and investors, aiming for sustainable enhancement of corporate value through proactive information disclosure and leveraging investor feedback.

Information Disclosure

- Proactively disclose major topics such as business progress, new services, new businesses, and partnerships through press releases.
- Timely distribution of IR materials, including earnings presentation documents.

Dialogue

- Reflect opinions and questions received during investor meetings and briefings in IR materials and management policies.
- Recognize feedback from investors as management issues and utilize it for improvement.

Initiatives for Institutional Investors

114 Meetings conducted in the first-year post-listing
During 1Q to 3Q, we held IR meetings with both domestic and international institutional investors

Quarterly IR meeting track record (Including Sell-Side meetings)

	1Q	2Q	3Q	FY-End	Total
FY2025	26 meetings	25 meetings	26 meetings	37 meetings ^(Note1)	114 meetings
FY2026	32 meetings	34 meetings ^(Note2)	29 meetings		

Note: Includes roadshow meetings with institutional investors associated with the public offering.

Initiatives for Individual Investors

Expanding opportunities for dialogue with individual investors

In addition to the initiatives currently planned, we are also considering further IR programs for individual investors

Planned IR initiatives for individual investors

October 22, 2026 (Thu)
18:30-19:15
(Live Streaming)

Hosted by CCRbB Advisors
(Organized by SBI Securities)
"Online IR Briefing"

Further details will be announced in a separate press release

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Next, I'd like to briefly touch on our IR activities.

We view IR as an important part of our corporate strategy. As shown on the slide, we have continued to build our track record of IR meetings in FY2025 and FY2026, with growing engagement from institutional investors.

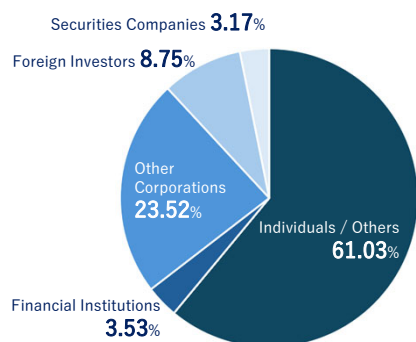
We believe a growing number of institutional investors are following our business and its development over time. We will continue to promote open and constructive dialogue to deepen investor understanding of CCRbB.

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, 2026

Major shareholders

Total shares issued 5,189,960 shares (Including 40,637 treasury shares)
Number of shareholders 3,714
Trading unit 100

	Shareholder name	Number of shares held	Shareholding ratio
1	Yukihiro Miyadera	1,493,000	28.99%
2	Field Partners Ltd	404,091	7.85%
3	TMT Holdings Inc. (Note 2)	255,000	4.95%
4	GOLDMAN SACHS INTERNATIONAL	152,151	2.95%
5	ML Estate Company, Limited	137,419	2.67%
6	Stella LLC	131,000	2.54%
7	JINUSHI Co., Ltd.	108,400	2.11%
8	Individual	100,000	1.94%
9	BBH CO FOR ARCUS JAPAN VALUE FUND	93,600	1.82%
10	CRE, Inc	90,000	1.75%

Note 1: As of August 31, 2026. The shareholding ratio is calculated excluding treasury shares (40,637 shares) and rounded to the nearest third decimal place.

Note 2: TMT Holdings Inc. is a private asset holding company wholly owned by our representative director holds 100% of the voting rights.

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Finally, let's look at our shareholder composition.

While individual investors continue to represent the majority of our shareholder base, the proportion of institutional and other non-individual investors has increased compared with the previous fiscal year.

As we work toward our goal of moving to the TSE Prime Market, we will continue to enhance our corporate value and market capitalization, while expanding our institutional investor base and encouraging long-term shareholdings.

This concludes our FY2026 financial results presentation. Thank you very much for your time and attention.

Appendix



Company Profile



Company Name	CCReB Advisors Inc.
Location	TOFROM YAESU TOWER 10F, 1-6-1 Yaesu, Chuo-ku, Tokyo 103-0028, Japan
Establishment	July 4, 2019
Number of Employees	21 (Note 1)
Capital Stock, etc	3,695,655,765 yen (including capital surplus) (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	HLB ES NEXT LLC
Group Company ^(Note3)	CCReB Marketing Corporation Kagamigahara Property Corporation

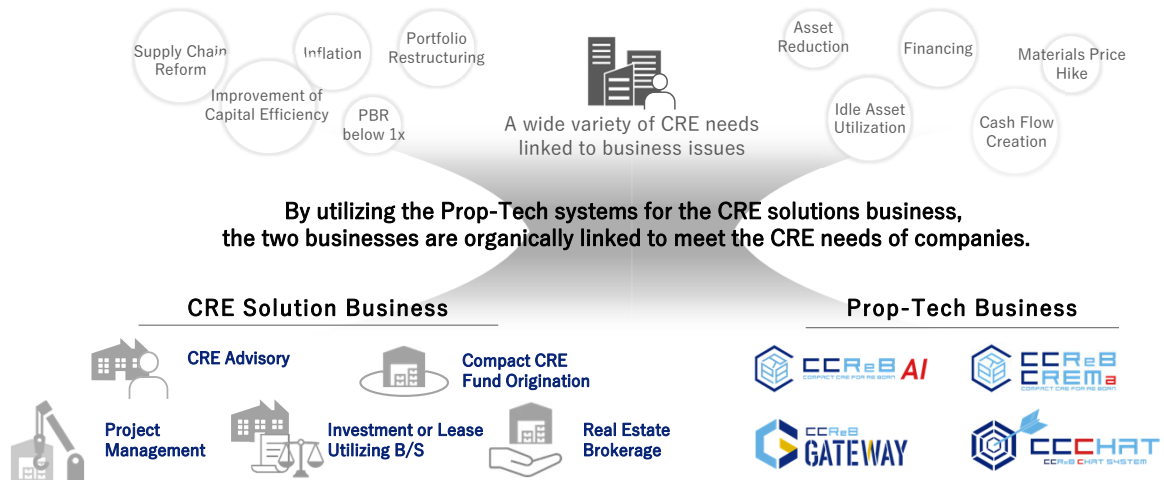


Note 1 : As of August 31, 2026. Includes three seconded employees.

Note 2: As of August 31, 2026.

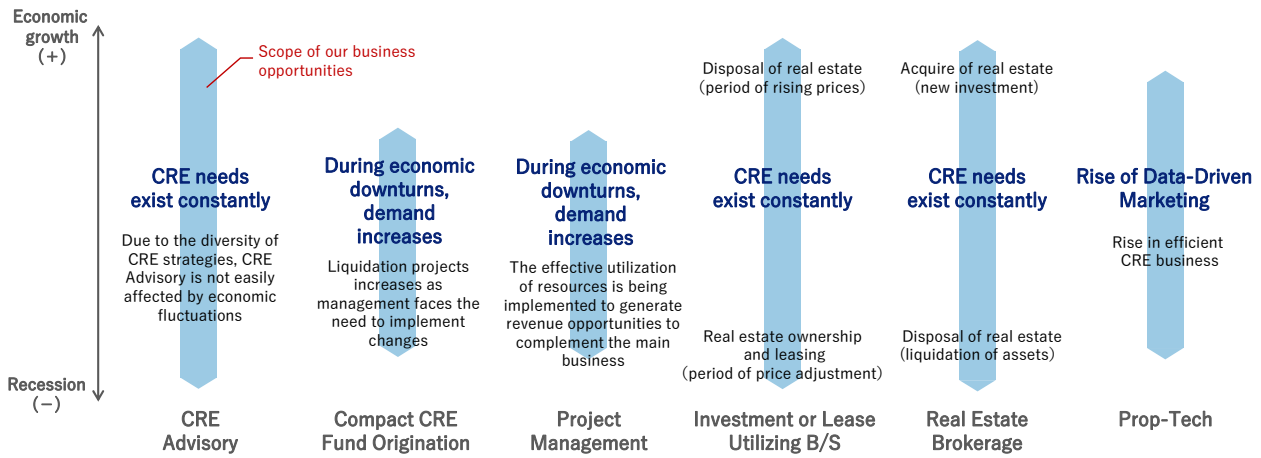
Note 3: As of August 31, 2026. The entities presented herein consist of operating subsidiaries and affiliates and exclude investment vehicles, including special purpose companies (SPCs), established for the purpose of real estate investment.

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



Relationship Between Economic Fluctuations and Need for Solution

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



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



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	
	Adv CRE Advisory	70%~80%	✓ 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
	CRE Compact CRE Fund Origination	60%~70%	✓ 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.
	PM Project Management	50%~70%	✓ 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.
	B/S Investment or Lease Utilizing B/S	Investment 20%~60% Lease 10%~20%	✓ 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
	Bro Real Estate Brokerage	80%~90%	✓ Brokerage services using a matching system for real estate transactions and leasing

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



CRE Sales Support System



Patent Registration No. 6908308

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



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】	【バランスマンagement】	ROE 5.4%	ROA 2.9%	ROE/ROA 0.8倍	財務分析	オペレーション	経営者情報	会社概要	総合 82	>
2024/06/28 16:29	【日本会計基準】	【バランスマンagement】	ROE 1.9%	ROA 0.7%	ROE/ROA 1.7倍	財務分析	オペレーション	経営者情報	会社概要	総合 87	>
2024/06/28 16:28	【日本会計基準】	【バランスマンagement】	ROE 14.5%	ROA 9.3%	ROE/ROA 0.6倍	財務分析	オペレーション	経営者情報	会社概要	総合 14	>
2024/06/28 16:21	【日本会計基準】	【その他】	ROE 1.4%	ROA 0.8%	ROE/ROA 1.3倍	財務分析	オペレーション	経営者情報	会社概要	総合 39	>
2024/06/28 16:16	【日本会計基準】	【その他】	ROE -1%	ROA -3.2%	ROE/ROA 1.1倍	財務分析	オペレーション	経営者情報	会社概要	総合 29	>
2024/06/28 16:15	【日本会計基準】	【その他】	ROE 7.4%	ROA 3.1%	ROE/ROA 1.3倍	財務分析	オペレーション	経営者情報	会社概要	総合 29	>

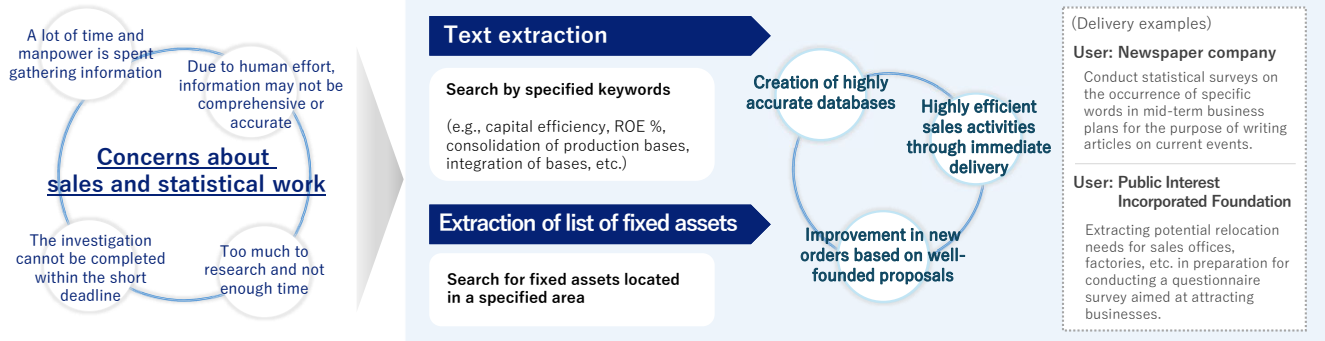
Selecting CRE proposal targets based on
score and management policy



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

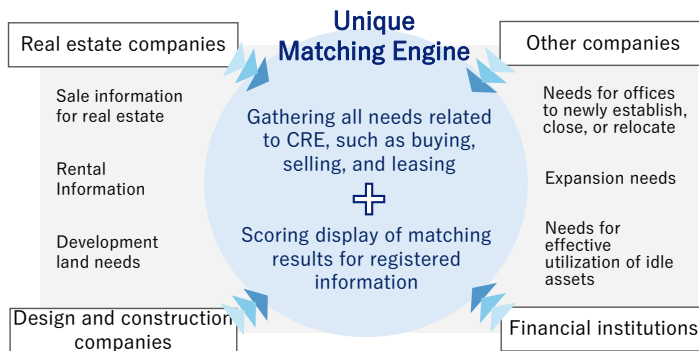


A service that extracts data relevant to the user's objective from corporate disclosure materials stored in CCReB AI and provides it in Excel format





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 CCReB CREMa -

Property information

登録日	2024/01/01	所在地	東京都
建物名称	工場・倉庫・物流センター等	面積 (土地)	604坪 (2,997㎡)
用途	工場・倉庫・物流センター等	面積 (建物)	345坪 (1,444㎡)
床面積/床高	345坪	階数	1階
アセットタイプ	工場・倉庫	結露条件/換気設備	3階 ~ 3階
アセットタイプ	工場・倉庫	結露条件/換気設備	3階 ~ 3階
エリア	東京都・中央区	特約	2025/01月まで
エリア	東京都・中央区	公開設定	特約まで
所在地	東京都・中央区	その他特約事項	国産産「国産産産産産」約4.2km

Scoring display

表示/非表示	スコア	ステータス	面積 (土地)	面積 (建物)	エリア (都道府県) (任意選択)	用途地域	アセットタイプ	アセットタイプ	表示/非表示
☐	35	未利用	100坪 ~ 10,000坪	100坪 ~ 10,000坪	埼玉県・さいたま市西区 他50坪	準工業地域 他2坪	物流倉庫(マルチ)	土地・建物	表示
☐	35	未利用	300坪 ~ 500坪	300坪 ~ 500坪	茨城県・水戸市 他345坪	準工業地域 他2坪	工場	土地・建物	表示
☐	60	未利用	100坪 ~ 3,000坪	100坪 ~ 3,000坪	埼玉県・さいたま市西区 他250坪	第一種低層住居専用地域 他12坪	オフィス	土地・建物	表示
☐	80	未利用	下等なし ~ 上等なし	下等なし ~ 上等なし	埼玉県・さいたま市西区 他230坪	第二種低層住居専用地域 他10坪	オフィス	土地・建物	表示

Matching with user/property information nationwide while maintaining confidentiality

Expanding monetization points by enhancing the value of CCReB GATEWAY



Japanese Patent Registration No. 7432980

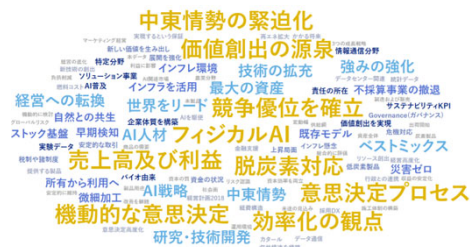
- Hot Word Analysis
- Property Search
- Industry Trend Analysis
- IR Storage
- Research Report and Analysis
- Seminars and Training

< B2B Portal Site >

<https://ccreb-gateway.jp/>

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

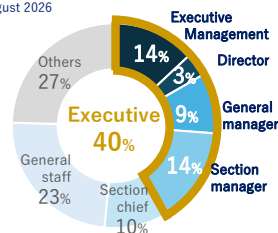
Hot Word Analysis ~ Hot words in each company's mid-term management plan as of October 2026~



Member attributes As of the end of August 2026

Number of members
Approx. **3,800**

- ✓ 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.

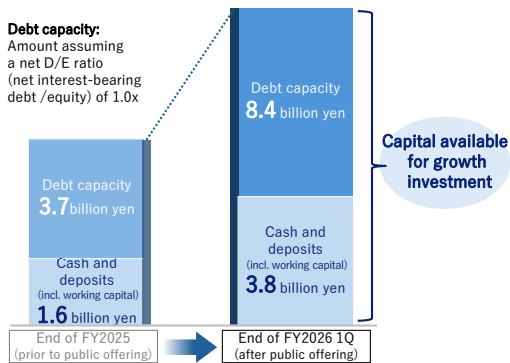
Capital Recycling for Reinvestment

Utilize raised funds for investment projects, recover capital through asset sales, and reinvest recovered funds into new opportunities and growth initiatives. Rather than pursuing capital recycling through additional equity issuance, we leverage the current raised funds and debt capacity.

Conceptual Framework for Capital Strengthening and Future Capital Recycling

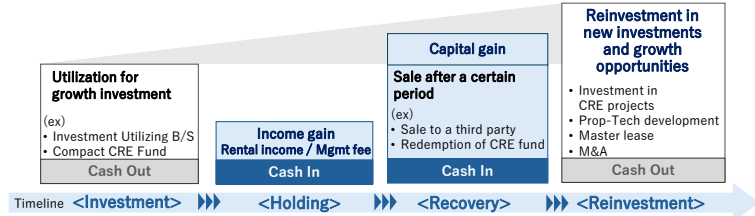
■ Expansion of growth investment capacity through capital enhancement

Public offering increased equity capital, boosting cash reserves and debt capacity



■ Cyclical reinvestment for growth

Generating reinvestment resources through planned capital recycling, leveraging debt capacity



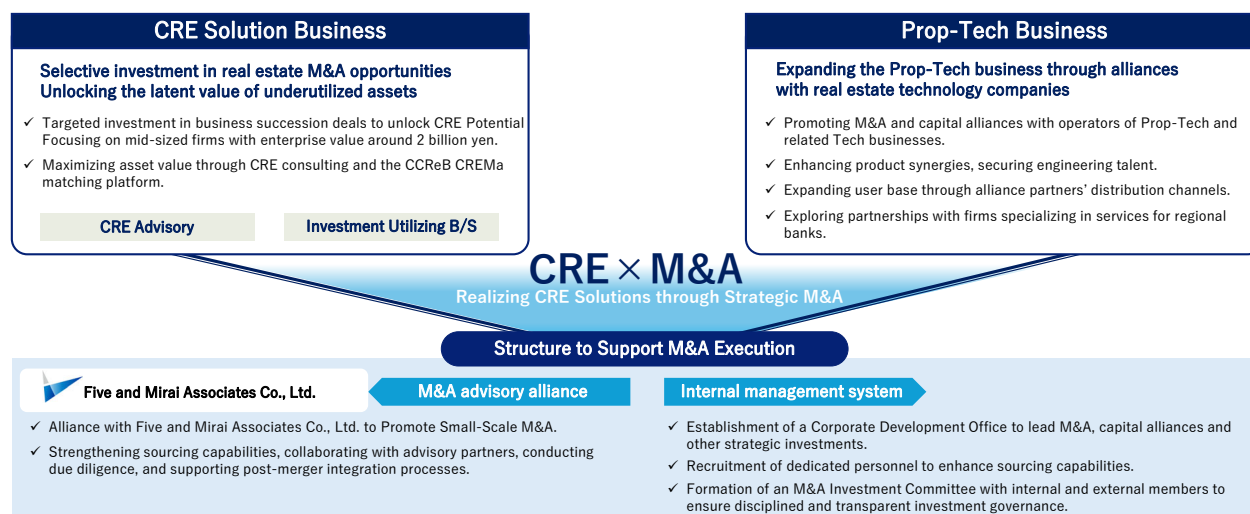
Unique scenario design leveraging Prop-Tech



Predicting buy-sell trends with CCReB AI and matching sale and rental needs through CCReB CREMa, significantly shortening the time to investment decisions by enabling hypothesis design and exit strategies for projects, while accommodating diverse CRE opportunities.

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

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



Conclusion of Business Alliance Agreement with Kokopelli Inc.



Accelerating CRE services expansion for regional financial institutions through a business alliance with Kokopelli Inc. Concentrating our sales resources on the rapidly expanding CRE Solution Business

■ Details of the Business Alliance



Acceleration of Regional Expansion of CRE Matching
Creation of a Regional Economic Circulation Model

✓ Accelerating Regional Expansion of Business Real Estate Matching

By system integration between the financial-institution-oriented business matching management service "BM Portal^(Note)", provided by Kokopelli Inc., and "CCReB MB," provided by our company, we will build a framework to strengthen real estate matching with regional financial institutions and regional companies.

<Image of system integration>

Using the BM Portal as the main platform, our real estate matching system will be integrated via API as one of the service menus of the BM Portal (with the implementation expected to take approximately six months to one year).

Number of financial institutions that have introduced "Big Advance"
76 institutions (as of the end of Feb. 2026)

✓ Creation of a Regional Economic Circulation Model

By leveraging the networks of both companies, the alliance aims to create new business opportunities within regional economies and establish a sustainable regional economic circulation model.

Previous Sales Strategy for Regional Financial Institutions

- ◆ Primarily approached regional financial institutions through partner companies, focusing on outreach to front-line relationship managers.
- ◆ While demand for CRE solutions to address challenges faced by regional banks is high, in practice, the introduction of new solution services often requires coordination with various internal departments, making the implementation of new offerings time-consuming.
- ◆ Accordingly, a certain lead time has been required from initial engagement to full-scale deployment.
- ◆ Number of companies with whom initial discussions have been conducted: 6 companies (2 proposals submitted, 3 under negotiation)

Changes through the Business Alliance!



Enhancement of BM Portal Functionality to Accelerate Adoption

- ◆ While there has been demand from financial institutions using the BM Portal developed by Kokopelli Inc. for real estate matching services, Kokopelli Inc. does not specialize in real estate systems; by integrating our system via API, the development period can be significantly shortened.
- ◆ By incorporating CRE functions into the BM Portal to address the utilization of real estate owned by client companies of regional financial institutions—an important management issue—the value added and competitiveness of the platform are enhanced, thereby promoting further adoption and utilization of the BM Portal.

Significantly Reducing the Implementation Burden for Regional Financial Institutions

- ◆ When newly introducing our system, regional banks are generally required to undergo internal approval processes; however, by positioning our service as one of the service menus of Kokopelli Inc.'s already introduced platform, a framework is established that enables regional banks to utilize our services without the need for new internal approval procedures.

(Note) One of the service lineups in "Big Advance," a management support platform for small and medium-sized enterprises. It is a service that centrally manages the business matching operations of financial institutions online.

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.

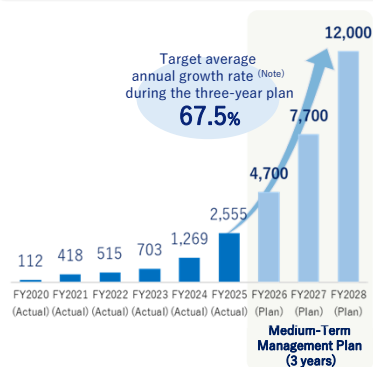


Sales and Profit Targets

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.

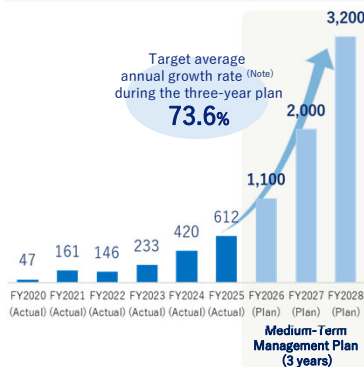
Sales (Million yen)

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



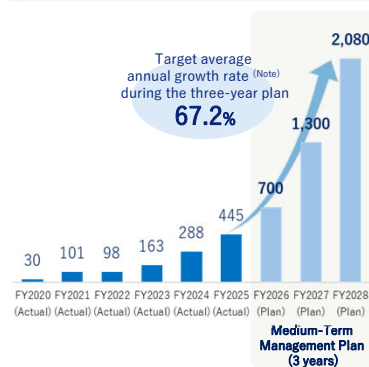
Operating Profit (Million yen)

- ✓ 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.

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 Important KPI	5,474	-	8,700 +25.4%	10,700 +23.0%	13,300 +24.3%	The number of registered information is expected to increase by slightly over 20% each period.
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%	The inquiry rate is projected at 25.0%, based on FY2025 actual results. (FY2026: 2,200 inquiries = 8,700 registered information × 25.0%)
Number of Negotiations Negotiation Rate	75 6.6%	93 5.5%	130 6.0%	175 6.5%	230 7.0%	The negotiation rate is expected to rise due to an increase in sales personnel. (FY2026: 130 negotiations = 2,200 inquiries × 6.0%)
【 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%	The closing rate is projected at 20.0%, based on FY2025 actual results. (FY2026: 25 closings = 130 negotiations × 20.0%)
Per-Deal Closing Value	68 million yen	103 million yen	168 million yen	197 million yen	240 million yen	Considering the growth in transaction scale.
A) Variable Revenue Scale	818 million yen	2,058 million yen	4,200 million yen	6,800 million yen	10,800 million yen	Variable Revenue Scale = Number of Closings × Per-Deal Closing Value
B) Fixed Revenue Scale	451 million yen	497 million yen	500 million yen	900 million yen	1,200 million yen	Expansion is projected in line with business scale growth.
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	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.

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