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Results of Operations for the First Nine Months of the Fiscal Year Ending December 31, 2025

November 6, 2025



JINUSHI
BUSINESS

JINUSHI Co., Ltd.

地主株式会社

Securities Code: 3252
<https://www.jinushi-jp.com/en/>

Our company business is JINUSHI.

Aiming to be a major landowner in Japan as JINUSHI REIT grows.

Company Name:	JINUSHI Co., Ltd.
Head Office:	Shin Marunouchi building, 13th Floor, 1-5-1 Marunouchi, Chiyoda-ku, Tokyo
Established:	April 7, 2000
Capital:	¥6,461 million (as of December 31, 2024)
Organization Form:	Company with an Audit and Supervisory Committee (Company with a Nomination and Remuneration Committee)
Listing:	TSE Prime (Securities code: 3252)
Representative:	Hirofumi Nishira, Representative Director and President
Employees (consolidated):	116 (as of November 2025)





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Part 1

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FY12/25 3Q Financial Results

The consolidated forecast has been revised upwards. Net profit is expected to be a record high of ¥7.1 billion (+¥1.0 billion vs. initial forecast).

Decided to increase the dividend. The annual dividend is planned at ¥110 per share (+¥10 vs. initial forecast).

Total purchases for the first nine months of FY12/25 were ¥86.7 billion. Full-year purchases are expected to exceed ¥100 billion.

3Q Results			Revised Forecast		
■ Net Sales	¥ 43.4 billion	YoY -9.3%	¥ 76.0 billion	Progress rate 57.1%	- In FY12/25, we expect to record profits mainly in 4Q. 3Q results exceeded initial expectations, despite lower sales and earnings YoY. - Amid accelerated purchases, we executed asset replacement. Considering the partial replacement of sale projects and the settlement amount received from BALM, the full-year net profit forecast was revised upward to ¥7.1 billion.
■ Net Profit	¥ 2.7 billion	YoY -43.1%	¥ 7.1 billion	Progress rate 38.9%	
■ Purchases (Agreements signed)	¥ 86.7 billion	YoY +92.2%	¥ 100.0 billion or more	Progress rate 86.7%	- Total purchases for the first nine months of FY12/25 were ¥86.7 billion (+92.2% YoY), exceeding the initial full-year target of ¥70.0 billion or more. - Full-year purchases are expected to exceed ¥100.0 billion.

Statements of Income

- In FY12/25, we expect to record profits mainly in 4Q.
- 3Q results exceeded initial expectations with accelerated purchases, despite lower sales and earnings YoY.

(Millions of yen)	FY12/24 3Q 9M (1)	FY12/25 3Q 9M (2)	Change		Major reasons	FY12/25 Full-year revised forecast	
			(2)-(1)	YoY (%)		Target	Progress (%)
Net sales	47,894	43,428	(4,465)	(9.3)	• Decrease in sales amount	76,000	57.1
Gross profit	10,680	8,061	(2,619)	(24.5)	• Decrease in profit margin on sales	—	—
Operating profit	7,212	4,293	(2,919)	(40.5)	(mainly due to low-margin projects using "Real Estate Warehousing Scheme", etc.) ^{*1}	8,700	49.4
Non-operating income	142	54	(88)			—	—
Non-operating expenses	710	1,227	+516		• Foreign exchange gains (losses) on loans to U.S. subsidiaries ^{*2}	—	—
Ordinary profit	6,645	3,121	(3,524)	(53.0)		7,000	44.6
Extraordinary income	—	626	+626		Profit/Loss Impact		
Extraordinary losses	40	—	(40)		FY12/24 3Q	(75)	
Income taxes	1,741	937	(804)		FY12/25 3Q	(249)	
Profit attributable to owners of parent	4,860	2,764	(2,096)	(43.1)	• Profit contribution from liquidation of Australian subsidiary ^{*3}	—	—
Net profit per share (Yen)	279.57	134.03	(145.54)			—	—
Net profit on net sales (%)	10.1	6.4	(3.8)			—	—
						7,100	38.9
						344.00	—
						9.3	—

*1. The scheme that when JINUSHI Private REIT Investment Corporation (JINUSHI REIT) acquires a property from a third party, JINUSHI holds the property for a specific period of time, and then JINUSHI REIT acquires the property at the right time.

*2. Mainly, foreign exchange gains on yen-denominated loans to JINUSHI USA resulted from translation and revaluation to the year-end U.S. dollar rate.

*3. The liquidation of the Australian subsidiary of New Real Property, which became a consolidated subsidiary in 2016.

Balance Sheet

- At the end of FY12/25 3Q, the balance of real estate for sale reached a record-high level of ¥88.7 billion (+¥18.0 billion from the end of FY12/24).
- The equity ratio at the end of FY12/25 3Q stood at 29.3%, roughly the same level as the 30% or higher benchmark for financial discipline.

(Millions of yen)	As of Dec. 31, 2024 (1)	As of Sep. 30, 2025 (2)	Change (2)-(1)	Major reasons
Assets	115,417	154,694	+39,277	
Current assets	95,431	114,896	+19,465	
of which cash and deposits	23,701	24,510	+809	
of which real estate for sale	70,670	88,742	+18,071	• Increase due to the acceleration of purchases. Contracts have been signed with tenants for 98% of the balance of real estate for sale (¥88.7 billion). ^{*3}
Non-current assets	19,986	39,798	+19,811	
of which land (Long-term Leasing Business, JINUSHI CLUB)	14,336	33,855	+19,519	• Acquisition of projects (leased land) for Long-term Leasing Business and JINUSHI CLUB
Liabilities	70,617	107,410	+36,793	
of which borrowings	62,819	99,547	+36,728	• Increase in long-term borrowings due to the acceleration of purchases.
of which deposits received from investments in silent partnerships (JINUSHI CLUB)	409	1,081	+671	
Net assets	44,800	47,284	+2,484	
of which shareholders' equity	44,567	45,289	+722	
Equity ratio (%)	38.6	29.3	(9.3)	
Net D/E ratio (times) ^{*1}	0.87	1.59	+0.72	
DCR (Debt Coverage Ratio) (%) ^{*2}	149.6	159.8	+10.1	

*1. Net D/E ratio = Net interest-bearing debt (Interest-bearing debt – cash and deposits) / Net assets

*2. DCR (Debt Coverage Ratio) = Interest-bearing debt / (Cash and deposits + Investment securities + Property, plant and equipment)

*3. Percentage of fixed-term land lease reservation agreements signed with tenants (including sales agreements signed with buyers without a tenant being determined)

FY12/25 Revised Consolidated Forecast (vs. Initial Forecast)

- Amid accelerated purchases, we executed asset replacement. The consolidated forecast was revised upward, considering the partial replacement of sale projects and the settlement amount received from BALM.
- Net profit is expected to reach a record high of ¥7.1 billion (+¥1.0 billion vs. initial forecast), exceeding both the mid-term plan target of ¥7.0 billion for FY12/26 and the previous record.

(Millions of yen)	FY12/25 (Initial forecast) (1)	FY12/25 (Revised forecast) (2)	Change (2)-(1)
Net sales	70,000	76,000	+6,000
Operating profit	9,500	8,700	(800)
Ordinary profit	8,000	7,000	(1,000)
Net profit	6,100	7,100	+1,000
Net profit per share (Yen)	295.54	344.00	+48.46
Net profit on net sales (%)	8.7	9.3	+0.6

Comparison of Initial and Revised Forecasts

Asset replacement & partial replacement of sale projects

- Amid accelerated purchases, we executed asset replacement. Sold a portion of owned fixed assets (recorded as extraordinary income).
- Also executed partial replacement of sale projects scheduled FY12/25.

Focus on net profit growth.
Managed sale projects accordingly.

Our Portfolio

End-FY12/24 balance FY12/25 3Q (9M) purchases

Real estate for sale
¥70.6 billion

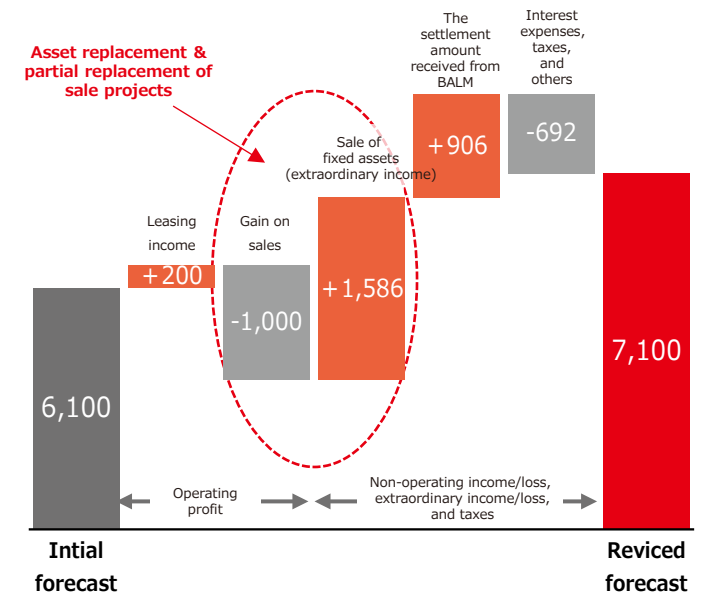
Real estate for sale
¥66.4 billion

Fixed assets
¥14.3 billion

Fixed assets
¥20.2 billion

Factors affecting changes in net profit

- All sale projects for FY12/25 have been finalized. ^{*1}
The likelihood of achieving the revised forecast is high.
- The settlement amount received from BALM and other factors has been reflected.



*1. Based on the gross profit from sales and gain on sale of fixed assets (extraordinary income) expected from the sale projects planned for FY12/25, the confirmed amount was calculated using only projects for which buyers and transaction terms have been finalized.

FY12/25 Revised Consolidated Forecast (vs. FY12/24 Result)

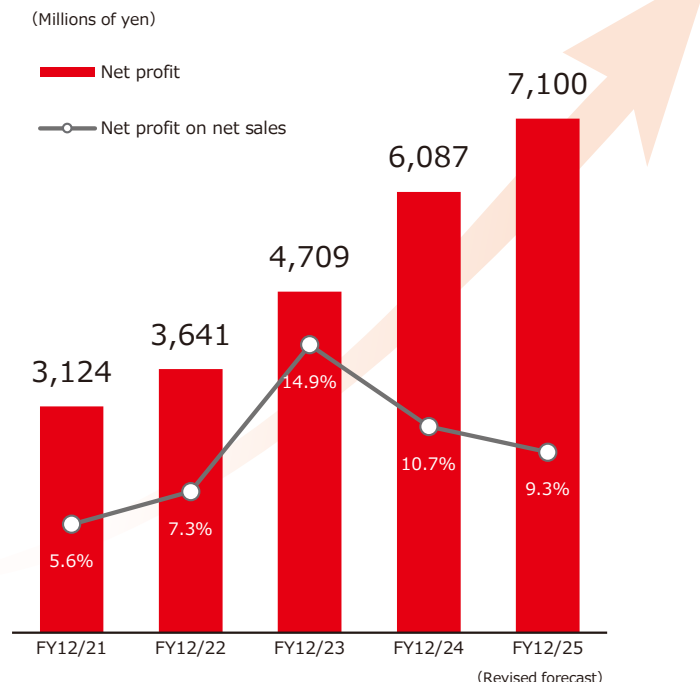
- The revised forecast for FY12/25 projects net profit of ¥7.1 billion (+¥1.0 billion YoY), representing a compound annual growth rate (CAGR) of 16.4%.
- Focus on net profit growth. Expected to reach a record high and achieve the FY12/26 net profit target of ¥7.0 billion in the mid-term plan ahead of schedule.

(Millions of yen)	FY12/24 (Results) (1)	FY12/25 (Initial forecast) (2)	FY12/25 (Revised forecast) (3)	Change (3)-(1)	Major reasons
Net sales	57,068	70,000	76,000	+18,931	<Net sales, Operating profit> Increase in sale projects
Operating profit	8,677	9,500	8,700	+22	<Ordinary profit (non-operating income/loss)> Considering foreign exchange impact ^{*1}
Ordinary profit	8,265	8,000	7,000	(1,265)	<Net profit (extraordinary income and taxes)>
Net profit	6,087	6,100	7,100	+1,012	- Sale of fixed assets intended for asset replacement: +1,586 - The settlement amount received from BALM: +906
Net profit per share (Yen)	334.89	295.54	344.00	+9.11	Effect of liquidation of the Australian subsidiary ^{*2}
Net profit on net sales (%)	10.7	8.7	9.3	(1.3)	

*1. Foreign exchange impact on yen-denominated loans to JINUSHI USA resulting from translation and revaluation to the year-end U.S. dollar rate.

*2. The liquidation of the Australian subsidiary of New Real Property, which became a consolidated subsidiary in 2016.

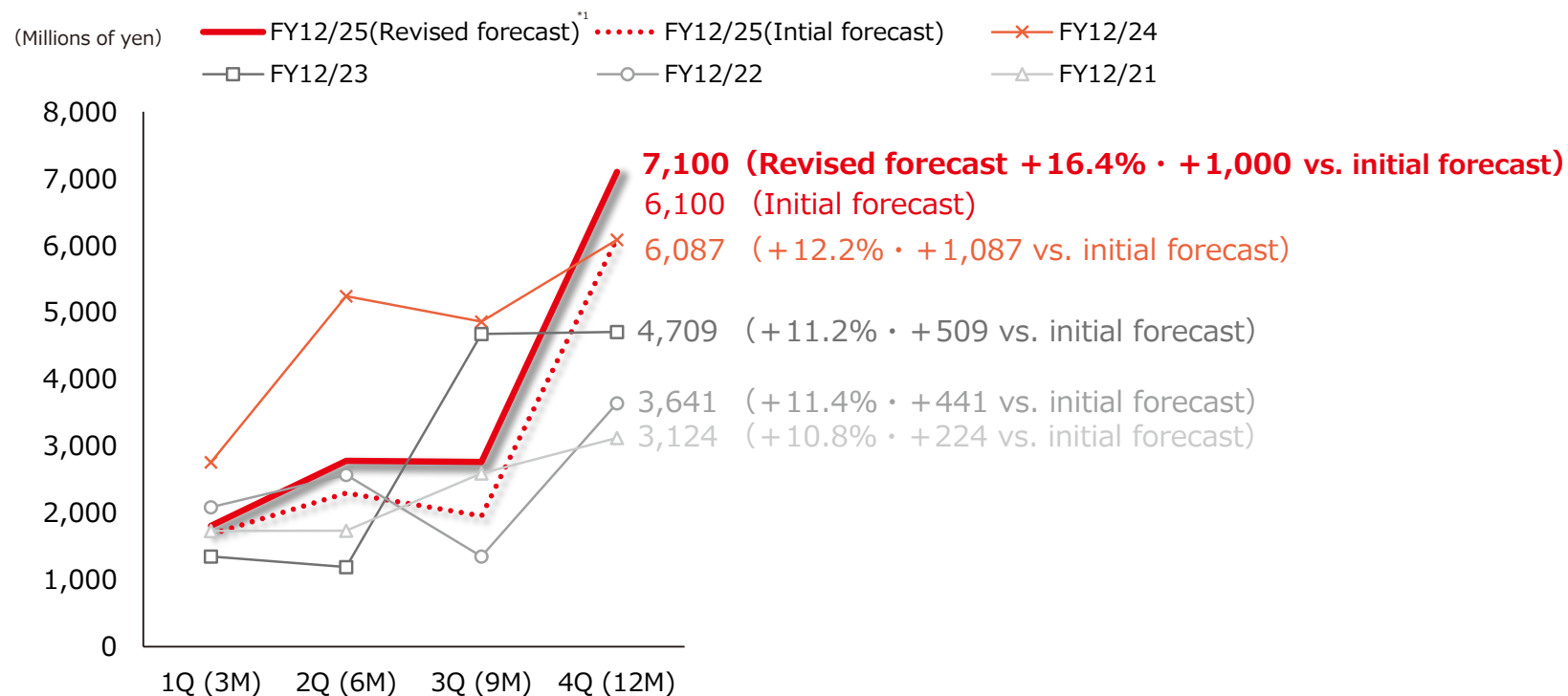
Growth of Net Profit



FY12/25 Revised Consolidated Forecast (Timing of profit recognition)

- Expected to exceed the initial forecast for the fifth consecutive year (+12.4% on average vs. initial forecast).
- In FY12/25, we expect to record profits mainly in 4Q.

Net Profit Transition Image (Quarterly)



Our Approach to Forecasts

Emphasis on net profit growth

Emphasize sustainable growth in net profit. When formulating forecasts, select properties conservatively for sale after setting a target for net profit.

Planning throughout the year

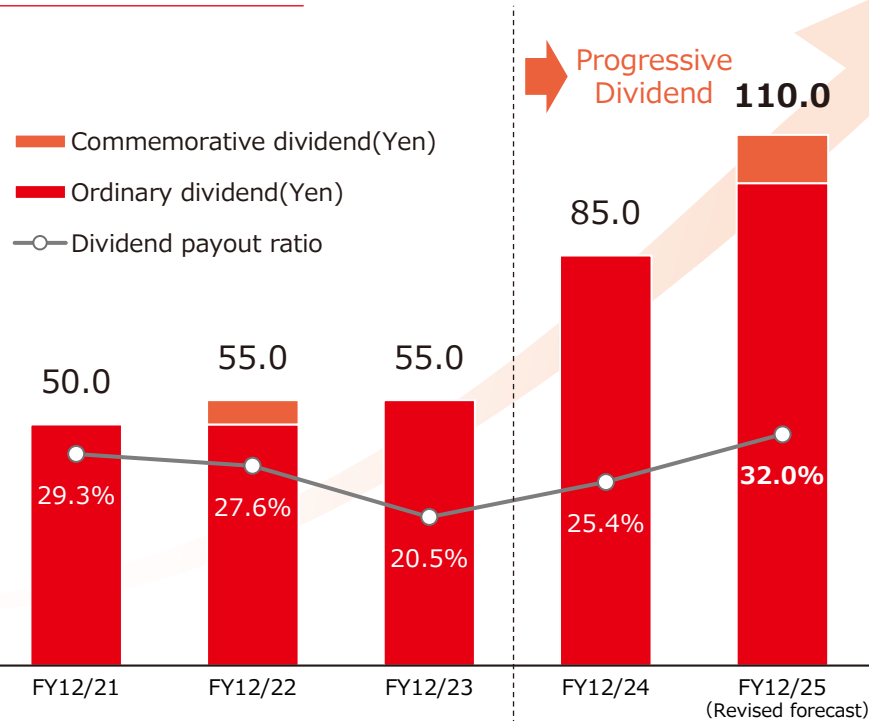
Gains on sales of properties consist of about 70% of gross profit. Since the timing of sales is determined by using such factors as a policy of maximizing periodic earnings and financial conditions, quarterly results fluctuate each fiscal year.

*1. The above figures are expectations as of November 6, 2025 (announcement day), and the timing of the sales may be subject to change based on the progress of the business.

Aim to Increase the Dividend Alongside Profit Growth (Progressive Dividend)

- Aiming to increase the dividend alongside profit growth (progressive dividend). In line with the upward revision to the consolidated forecast, the annual dividend is increased by ¥10 from the initial forecast.
- For FY12/25, the annual dividend is planned at ¥110 per share (¥100 ordinary dividend and ¥10 commemorative dividend for 25th anniversary).

Shareholder Returns



EPS	170.90	199.16	267.76	334.89	344.00
Dividend *1 yield	2.9%	3.0%	2.5%	3.9%	—

*1. The dividend yield is based on the stock closing price at the end of each FY.

Shareholder Returns in FY12/25

Cash dividend **¥110**

(+¥10 vs. initial forecast / +¥25 YoY)

Cash dividend	Interim	Year-end	Total
FY12/25 (Revised forecast)	¥50.0	¥60.0	¥110.0
FY12/25 (Initial forecast)	¥50.0	¥50.0	¥100.0
FY12/24	¥42.5	¥42.5	¥85.0



Part 2

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The 10th capital increase of JINUSHI REIT (has been decided to be implemented in January 2026)

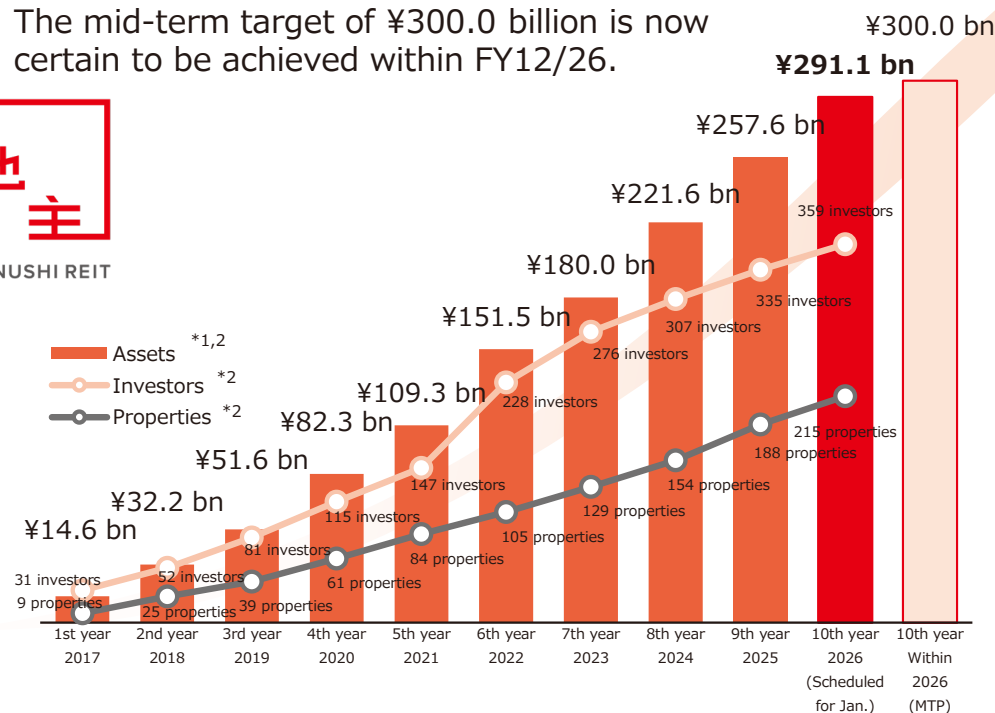
- JINUSHI Private REIT Investment Corporation (JINUSHI REIT), which is operated by the JINUSHI Group, has decided on its 10th capital increase, marking ten consecutive years of capital increase.
- With this 10th capital increase, JINUSHI REIT's assets under management (AUM) will expand to ¥291.1 billion in January 2026. The mid-term target of ¥300.0 billion is now certain to be achieved within FY12/26.

Growth of JINUSHI REIT

- AUM will expand from ¥14.6 billion in 2017 to ¥291.1 billion by its 10th year in 2026.
- The mid-term target of ¥300.0 billion is now certain to be achieved within FY12/26.



JINUSHI REIT



Overview of the 10th Capital Increase of JINUSHI REIT

Overview

- Backed by strong investor demand, JINUSHI REIT has decided on its 10th capital increase for the 10 consecutive years since the start of operations in 2017.
- JINUSHI REIT will acquire 27 properties totaling approximately ¥32.3 billion, expanding its total assets to ¥291.1 billion.

Investor demand

- Even amid rising interest rates, the offering attracted demand exceeding the total amount solicited.
- Excellent reputation from investors of the JINUSHI Business, which has stable long-term earnings potential, and JINUSHI REIT's track records.
- A total of 53 investors, including pension funds, life and non-life insurance companies, and business corporations, participated in the offering, with particularly strong demand from pension funds and corporate investors.

*1. All numbers in this graph are the amounts immediately after each offering. (Assets in each year are based on appraised values when acquired. The figure to be achieved within 2026 is the goal in the Medium-term Management Plan.)

*2. The figures are based on the assumption that the 10th capital increase of the JINUSHI REIT, scheduled for January 2026, will be implemented as planned (including investors through secondary transactions). Figures are subject to change.

Formation of JINUSHI FUND (Response to the acceleration of purchases)

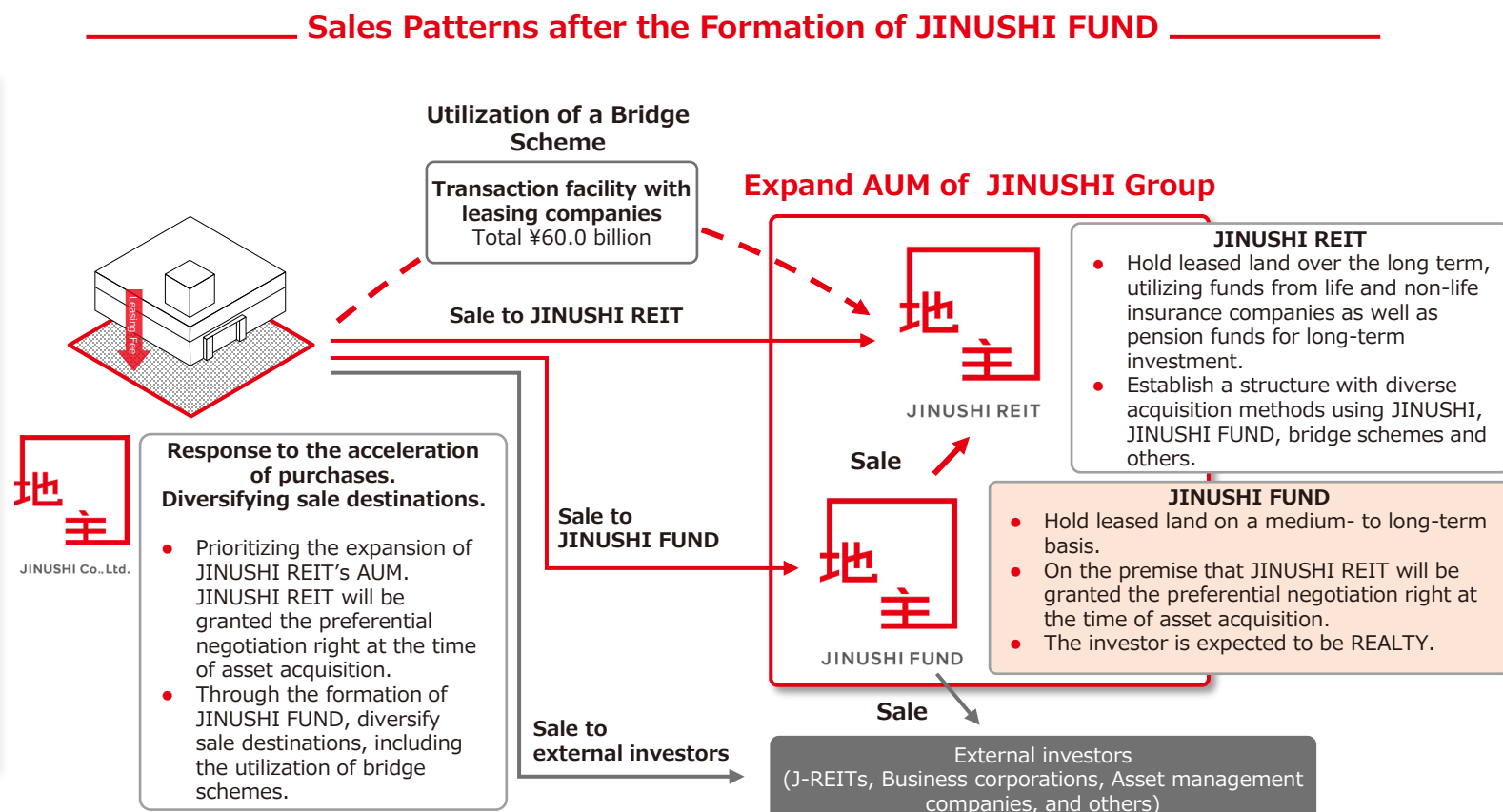
- The concept for the formation of “JINUSHI FUND,” which will engage in medium- to long-term management of leased land, to respond to the acceleration of purchases.
- For projects to be acquired by JINUSHI FUND, JINUSHI REIT is assumed to receive preferential negotiation rights, thereby also contributing to its growth.



JINUSHI FUND

- The fund is being established as a scheme to respond to the acceleration of purchases, strengthen balance sheet management, and contribute to the growth of JINUSHI REIT.
- Collaboration with Mitsubishi HC Capital Realty, which plans to incorporate leased land as a new asset class in its portfolio.

Assets to be included	Leased land (trust beneficiary interest)
AUM	Aiming to expand total assets to around ¥100 billion within two years of its formation.
Start of operations	Early 2026
Operation period	Assuming medium- to long-term management
Investor	Mitsubishi HC Capital Realty (the “REALTY”)
Asset manager	Mitsubishi HC Capital Realty Advisers, JINUSHI (sub-asset manager)



*1. As of November 6, 2025 (assumed). For details, please refer to the “Notice Concerning Execution of a Basic Agreement on the Formation of “JINUSHI FUND” with Mitsubishi HC Capital Realty Inc. as Investor,” announced on the same day.

Capital Alliance with CCReB (Expansion of the CRE sector/Purchase Growth through AI)

- Announced a capital alliance with CCReB Advisors Inc. (the "CCReB"), an existing alliance partner, by investing in the company to further strengthen the relationship.
- Accelerating purchases through the CCReB's expertise in the CRE sector and the development of AI-driven Prop-tech systems.

Purchase Growth (Expansion of the CRE sector/ Enhancing Operational Efficiency through AI)

(1) Real estate information exchange and joint investment

Track record of collaboration in real estate transactions

Total **11** projects^{*1}

- Real estate information exchange and exploration of joint investment
- Completed three deals after the business alliance.

Purchase from CCReB	Sale to CCReB
1 project	2 projects

Expertise in the CRE sector



Strength in CRE expertise and the development of prop-tech systems utilizing AI

(2) Joint development of AI-driven Prop-Tech systems



- Accumulated land information: **35,000** entries
- More than **600** land information per month
- Tenant demand for site development

Enhancing operational efficiency through development of systems (Discussions started in June)

AI utilization

Expertise in AI utilization

CRE Solution Business

Providing one-stop CRE solution service by utilizing the real estate prop-tech system

- A team of CRE professionals
- Track record and expertise in CRE proposals
- Sourcing ability for CRE
- Development and provision of AI-driven Prop-Tech systems

※1. As of May 27, 2025



Part 3

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FY12/25 3Q Performance

- The flow business is expected to record profits mainly in 4Q.
- The stock business is steadily accumulating profits.

(Millions of yen)	FY12/24 3Q 9M (1)	FY12/25 3Q 9M (2)	Change		FY12/24 (Previous fiscal year)
			(2)-(1)	YoY (%)	
Net sales	47,894	43,428	(4,465)	(9.3)	57,068
of which Flow Business ^{*1}	45,023	40,285	(4,737)	(10.5)	53,165
of which Stock Business ^{*2}	2,864	3,139	+274	+9.6	3,895
of which others ^{*3}	6	3	(2)	(43.4)	7
Gross profit	10,680	8,061	(2,619)	(24.5)	13,394
of which Flow Business	8,164	5,306	(2,857)	(35.0)	9,955
of which Stock Business	2,508	2,750	+241	+9.6	3,432
of which others	6	3	(2)	(43.4)	7
Operating profit	7,212	4,293	(2,919)	(40.5)	8,677
Gross profit margin (%)	22.3	18.6	(3.7)		23.5
of which Flow Business (%)	18.1	13.2	(5.0)		18.7

*1. Gain on sales from Real Estate Investment Business

*2. Leasing income from Real Estate Investment Business + Real Estate Leasing Business + Asset Management Business

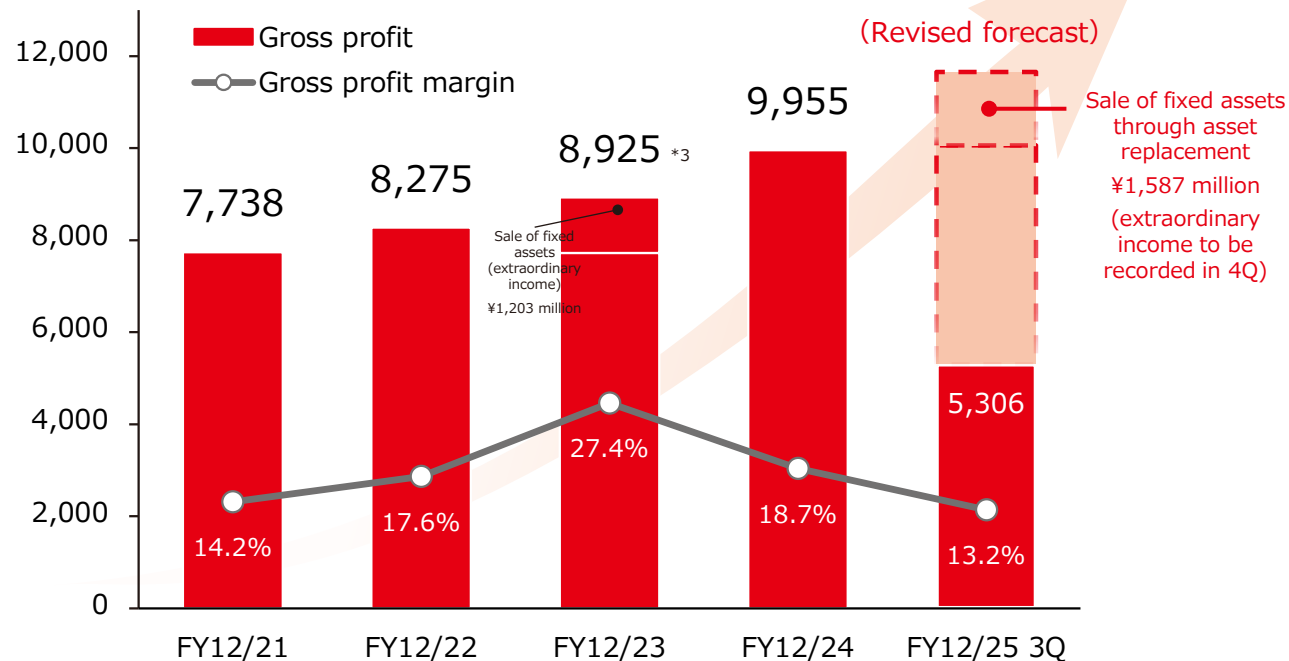
*3. Real Estate Brokerage Fees, etc.

Generation of Stable Capital Gains

- In FY12/25, we expect to record profits mainly in 4Q. Amid accelerated purchases, we executed asset replacement and partial replacement of sale projects.
- All sale projects for FY12/25 have been finalized. The likelihood of achieving the revised forecast is high.

Flow Business (Gross Profit)

(Millions of yen)



*1. Flow Business = Gain on sales from Real Estate Investment Business

*2. Segment classification has been changed in FY12/24. Figures for prior fiscal years are presented based on the new classification.

*3. In FY12/23, an extraordinary income arising from the sale of non-current assets was added. (Before the addition, gross profit was ¥7,722 million and gross profit margin was 27.2%.)

*4. Calculated using only projects for which buyers and transaction terms have been finalized, based on the gross profit from sales and gain on sale of fixed assets (extraordinary income) expected from the sale projects planned for FY12/25.

Generating Stable Gain on Sale

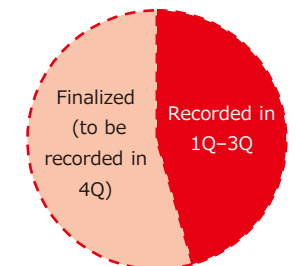
Emphasis on Sustainable Profit Growth

- Emphasis on sustainable growth of net profit
- When formulating forecasts, calculate the necessary gross profit and select the sale properties conservatively, considering extraordinary income and other factors about the target profit plan.

FY12/25 Revised Forecast

- Amid accelerated purchases, we executed asset replacement. Sold a portion of owned fixed assets (recorded as extraordinary income).
- Also executed partial replacement of sale projects scheduled for FY12/25.
- All sale projects for FY12/25 have been finalized.

All sale projects for FY12/25 have been finalized.^{*4}

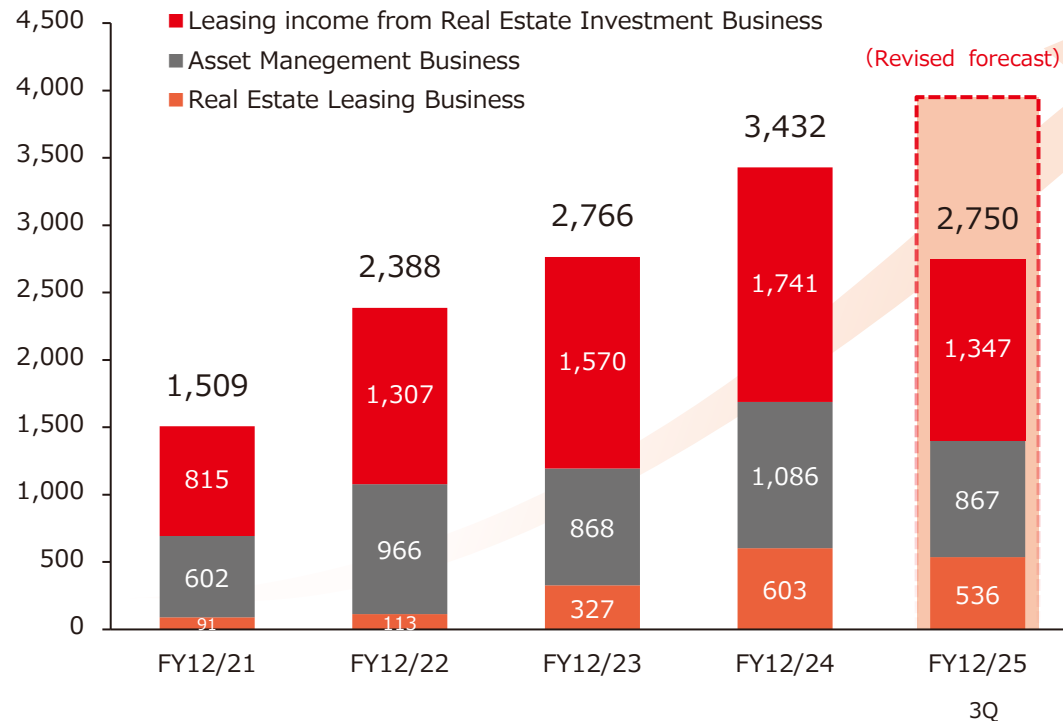


Expansion of Stable Income

- Our stock income, a source of stable income, includes asset management fees and leasing income, etc.
- In FY12/25 3Q, sales and earnings increased YoY. We also plan to increase sales and earnings in FY12/25.

Stock Business (Gross Profit)

(Millions of yen)



SG&A coverage ratio ^{*3}	39.8%	53.7%	63.7%	72.8%	About 75% (Forecast)
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*1. Stock Business = Leasing income from properties owned in the Real Estate Investment Business + Real Estate Leasing Business + Asset Management Business

*2. Segment classification has been changed in FY12/24. Figures for prior fiscal years are presented based on the new classification.

*3. SG&A coverage ratio = Selling, general and administrative expenses ÷ Gross profit from Stock Business

Expansion of Stock Business

Building Up Stable Earnings

- The stock business is steadily accumulating profits.
- In the future, expand to a scale where selling, general and administrative expenses (SG&A) can be covered by Stock Business income to stabilize the business.

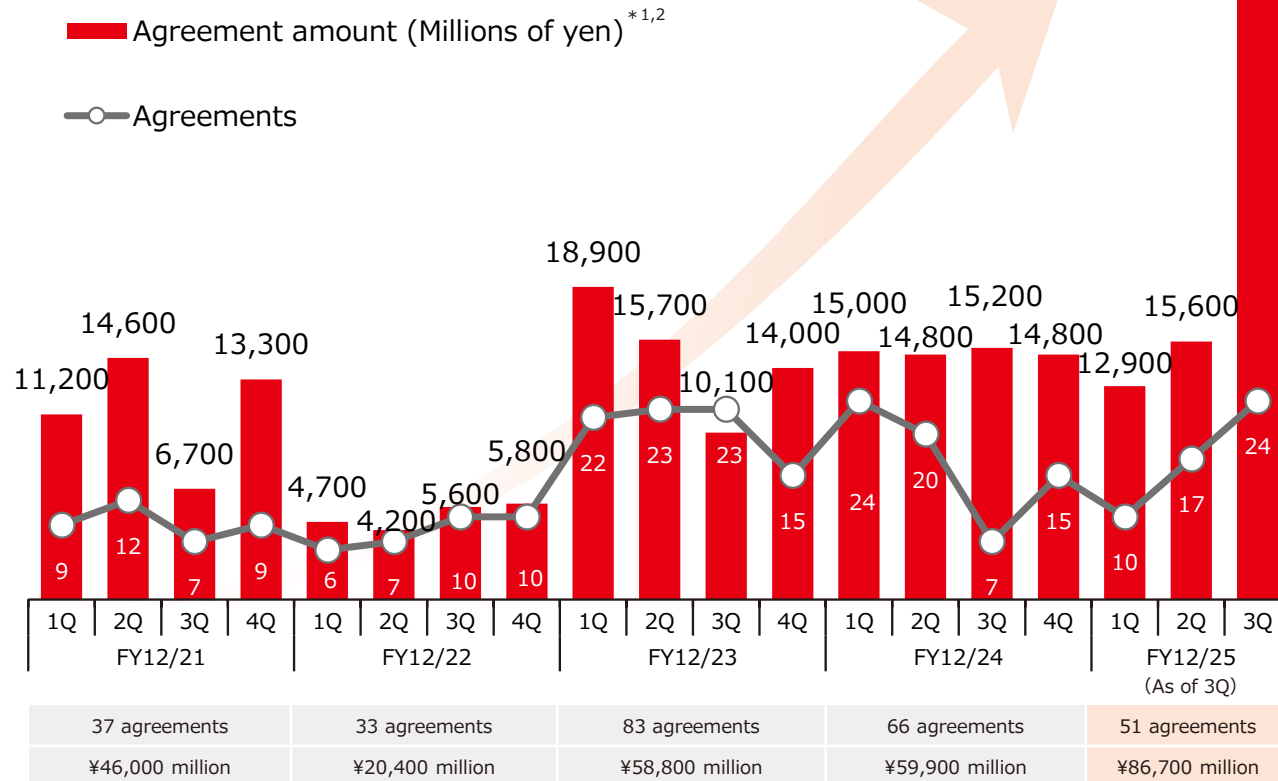
FY12/25 Revised Forecast

- Plan to increase sales and earnings YoY.
- Expect higher leasing income from the Real Estate Investment Business (rental income from properties owned) and the Real Estate Leasing Business due to the acceleration of purchases, and higher revenue from the Asset Management Business due to the expansion of JINUSHI REIT.

Land Purchases (Agreements Signed)

- Signed agreements of purchasing for a total of ¥86.7 billion in FY12/25 3Q (+¥41.5 billion YoY). Exceeded the initial purchase target of ¥70.0 billion or more.
- Including projects already holding preferential negotiation rights, full-year purchases are expected to exceed ¥100.0 billion.

Purchases (Agreements Signed)



*1. The number and monetary amount of agreements includes those of the Real Estate Investment Business.

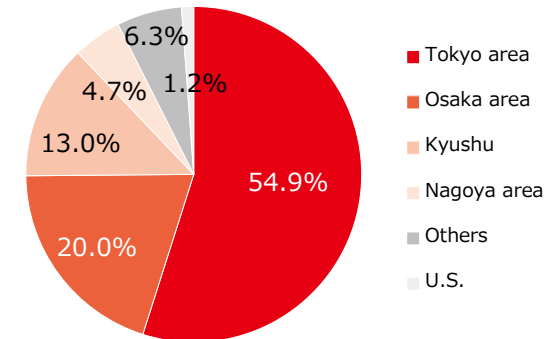
*2. Planned investment at the internal budgeting stage. Total of quarterly figures may not match the cumulative total because of rounding down to the nearest ¥100 million. Expenses for land acquisitions are included.

*3. Definitions for geographic diversification (Tokyo, Osaka and Nagoya areas and other terms) are on page 38.

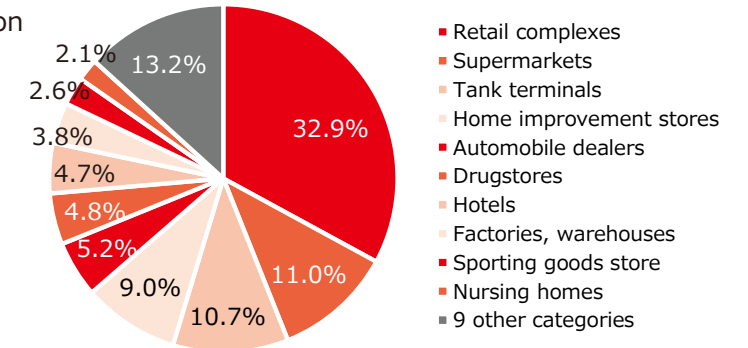
Breakdown of Purchases

(Based on the agreement amount in FY12/25 3Q (9M))

Diversification
of Areas ^{*3}



Diversification
of Use

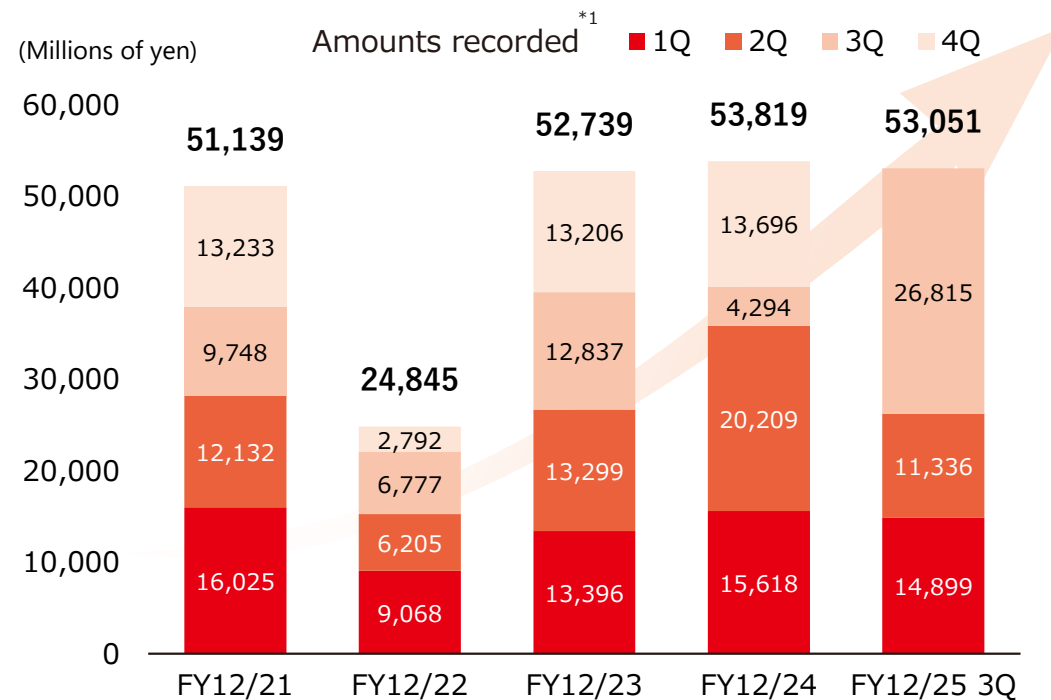


*Sale and leaseback of land: 28.7%

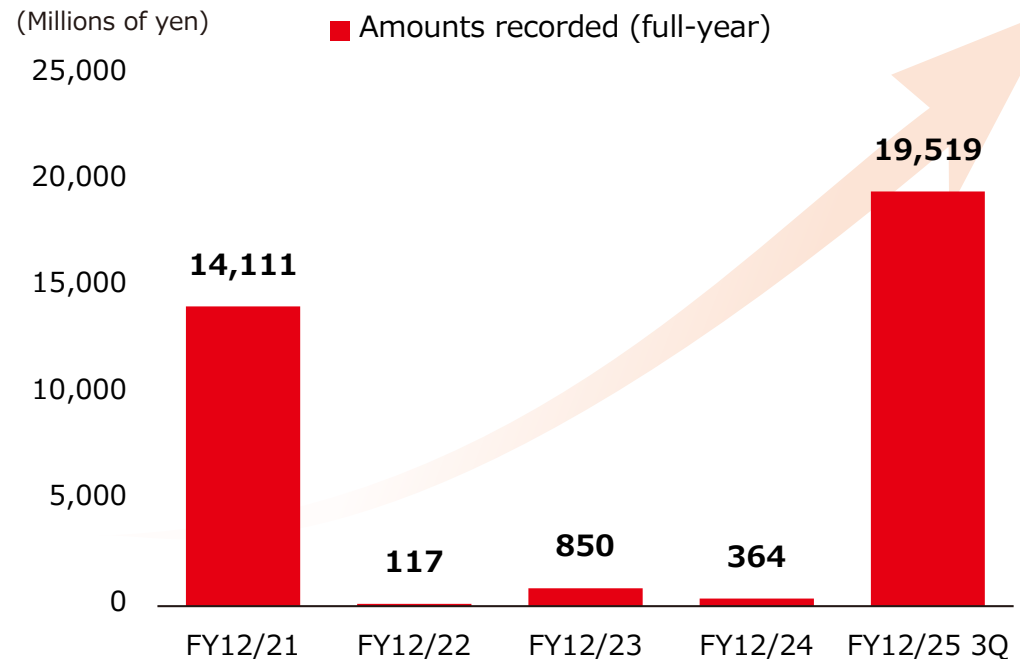
Land Purchases (Amounts Recorded on Balance Sheet)

- Recorded real estate for sale of ¥53.0 billion as of September 30, 2025. Fixed assets amounted to ¥19.5 billion.
- While managing the portfolio through asset replacement and other initiatives, we also continued to accumulate fixed assets.

Purchases of Real Estate for Sale (Amounts Recorded on B/S)



Purchases of Fixed Assets (Amounts Recorded on B/S)



*1. Real estate for sale added to the balance sheet in each quarter (End-of-quarter balance - Prior quarter balance + Flow Business cost of sales + Transfers of non-current assets to real estate for sale, and other items)

Lawsuit (Settled) with BALM Co., Ltd. (formerly Bigmotor Co., Ltd.)

- JINUSHI had claimed penalties, etc. against BALM arising from breaches of contract. Subsequently, BALM presented a settlement proposal.
- Prioritizing the prompt resolution of this matter, we have accepted the settlement proposal, and the litigation with BALM has been ended. An extraordinary income of ¥900 million is scheduled to be recorded in FY12/25 4Q.

Background Summary

- JINUSHI had been leasing land to BALM upon executing Notarized Deeds for Agreements on the Establishment of a Fixed-term Land Lease for Business Use. (The two cases below, both now terminated)

Location	(1) 4 Matsubara, Soka-shi, Saitama	(2) Higashiura-machi, Chita-gun, Aichi
Type and Area	Land: approx. 11,698㎡	Land: approx. 9,745㎡
Lease Term	About 49 years from June 2022	About 32 years from May 2023

< News Coverage and Legal Actions Against BALM >

Aug. 2022: Media coverage of fraudulent insurance claims due to overcharging for repair
Jan. 2023: Special investigation committee established
Dec. 2024: Filed for Civil Rehabilitation with the Tokyo District Court

Dec. 2024

**JINUSHI terminated agreements and claimed penalties
due to BALM's contractual breach**

Claimed amount: approx. **¥6.5** billion

Apr. 2025

BALM filed a lawsuit on the non-existence of
the obligation of the penalties, etc.

Outline of the Settlement

- BALM presented a settlement proposal that includes the payment of a certain settlement amount to us, which is scheduled to be received in November 2025.
- Prioritizing the prompt resolution of this matter, we accepted the settlement proposal.
- An extraordinary income of approx. ¥900 million is scheduled to be recorded in FY12/25 4Q.

Re-tenanting Status

- Soka-shi, Saitama (1): Already contracted with a new tenant.
- Chita-gun, Aichi (2): Negotiations are underway with multiple prospective tenants.



Part 4

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Opportunities to Accelerate Purchases

- Purchases are being accelerated due to social changes involving the TSE reform, investor demands, and rising construction costs.

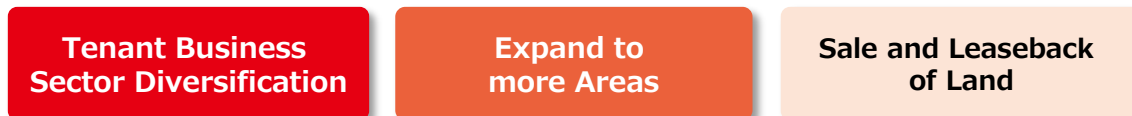
» Social Changes:



- ✓ Acceleration of CRE strategy reviews and property sales by companies
- ✓ Increase in sales of undeveloped land by developers

» Promoting the three growth strategies

following the change of the company name in 2022:



Jul. 2024

Issued new shares and disposed of treasury shares by public offering.
Strengthened the financial base ahead of further acceleration in purchases.



*1. Private Equity Fund: An investment fund that uses capital collected from investors to acquire shares in primarily unlisted companies. The fund aims to enhance corporate value by improving management and supporting growth, then sell the shares after a certain period to generate profits.

Diverse Purchasing Methods

- In addition to new developments, proposals for sale and leaseback of land are accelerating purchases.

— **Total purchases (Agreements signed) ¥86.7 billion** (January to September 2025) —

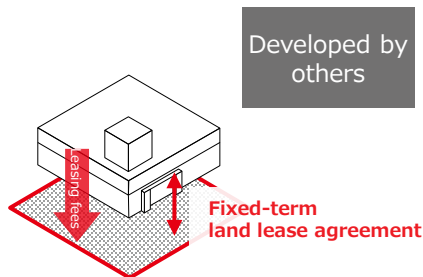
¥11.4 bn

¥29.8 bn

¥45.4 bn

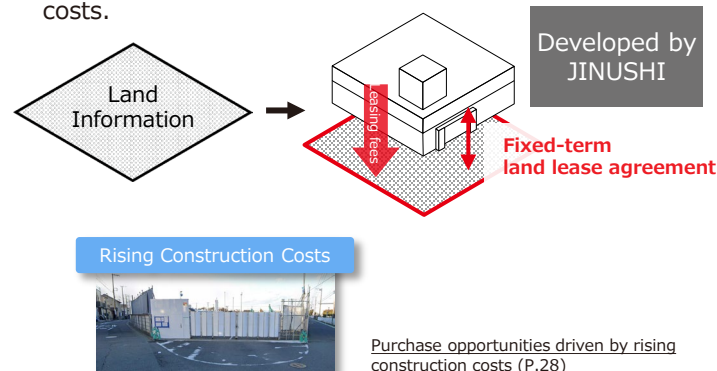
Existing Leased Land

- Developed by other companies. There is an increase in the number of projects developed by other companies that are expected to be sold to our group.



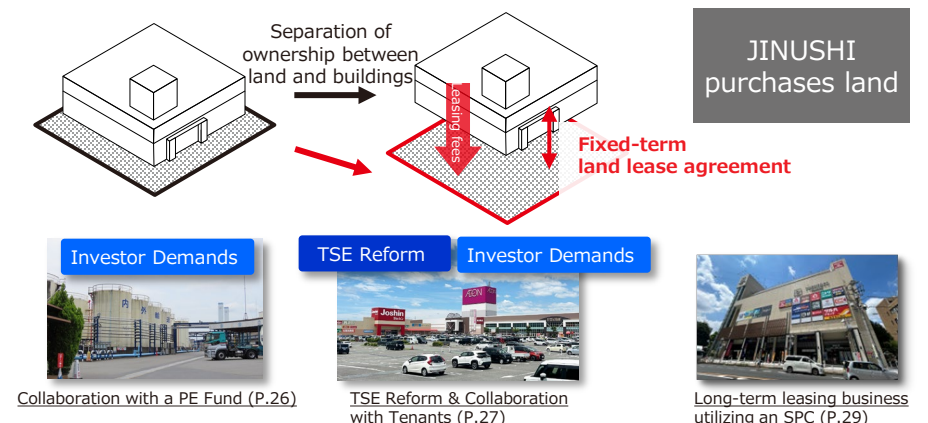
New Developments

- Developed by us. There are many projects brought in by tenants themselves, as well as many joint developments with housing developers.
- Consultation is increasing from tenants wishing to reduce initial investment and from developers selling undeveloped land** due to rising construction costs.



Sale and Leaseback of Land, etc.

- We purchase land through separating ownership of land and buildings from corporate real estate.
- CRE strategies are accelerating due to TSE reforms and investor demands. **Business opportunities have increased recently due to sale and leaseback of land, etc., and further growth is expected.**

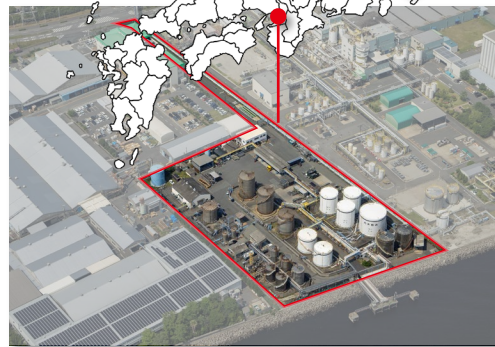


Tank Terminal (Collaboration with a Private Equity Fund)

- Purchase through sale-and-leaseback of land, which helps realize corporate CRE strategies
- Expanding our strategic partnership with the major U.S. investment fund, the KKR Group

Total purchase amount over **¥9.0 billion** ^{*1}

- Land for tank terminals used to store liquid cargo such as petroleum and chemical products.
- Zoning areas where new chemical storage facilities can be constructed are strictly regulated by law, making them extremely rare and valuable.



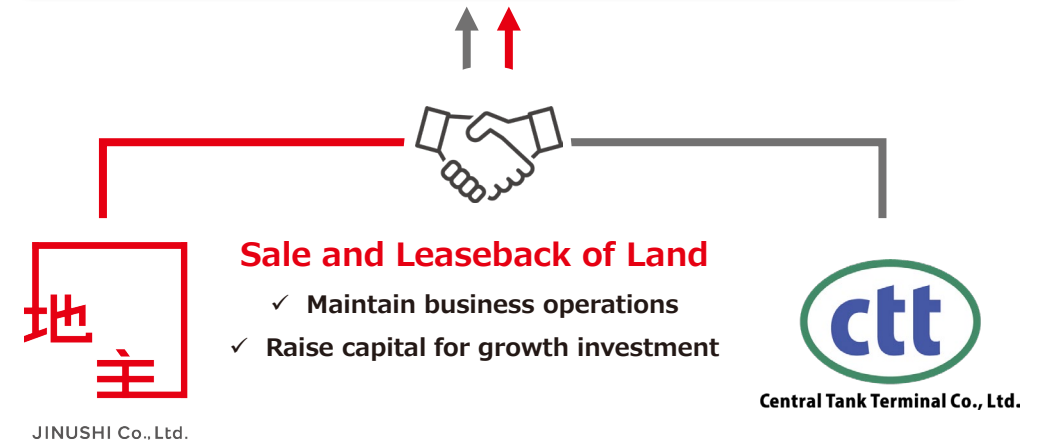
Nishi-ku, Sakai-shi Approx. 19,092 m²



Tsurumi-ku, Yokohama-shi Approx. 24,555 m²

*1. The purchase amount includes related acquisition costs. Amounts less than ¥1 billion are rounded down.

Strategic partnership with the CCT Group and the KKR Group



- 25 years track record and the reliability of a stable landowner
- Information gathering through our proprietary network
- A major tank terminal operator under the KKR Group
- Promoting CRE strategies to enhance corporate value

AEON Mall Hineno (TSE Reform & Collaboration with Tenants)

- As part of the reallocation of management resources prompted by the TSE reform, a listed company sold the land and building of AEON Mall Hineno.
- AEON Retail Co., Ltd., the tenant, acquired the building, while we purchased the land.

Total purchase amount over ¥**8.0** billion^{*1}

- A highly convertible commercial site located in Izumisano City, Osaka— just a 5-minute walk from JR Hineno Station and approximately 20 minutes by car from Kansai International Airport.
- AEON Mall Hineno has been operating there since 1995, and with the fixed-term lease nearing its expiration, AEON RETAIL requested our company to acquire the land.



Hineno, Izumisano-shi, Osaka Approx. 89,712 m²

^{*1}. The purchase amount includes related acquisition costs. Amounts less than ¥1 billion are rounded down.

Several properties operated by the AEON Group are approaching the expiration of their land and building lease agreements.
JINUSHI aims to expand future business opportunities with the AEON Group.

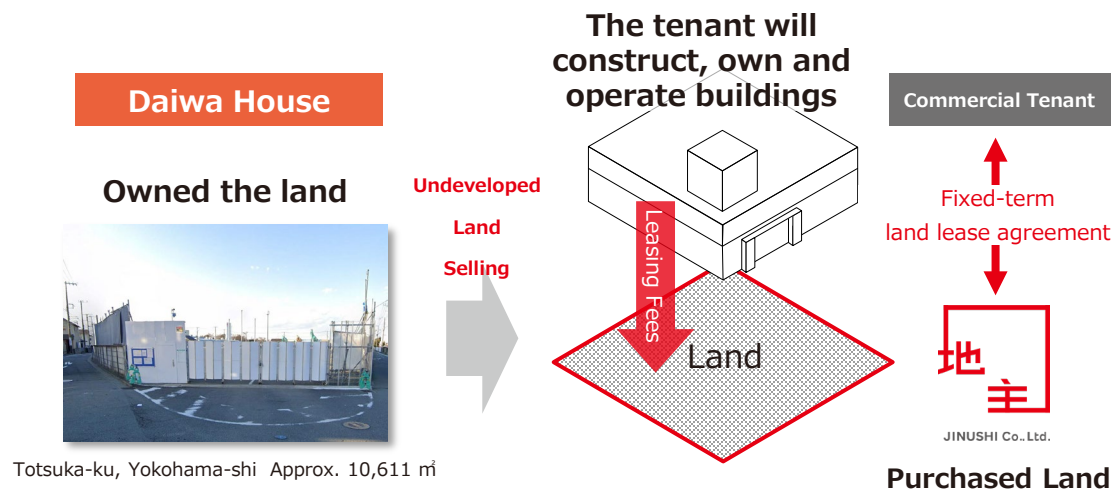


Collaboration with Daiwa House Industry (Purchase opportunities amid rising construction costs)

- Initiatives leveraging close relationship with Daiwa House Industry Co., Ltd. (the “Daiwa House”), with whom we have a strong record of collaboration
- Rising construction costs have expanded purchase opportunities, leading to an increase in proposals for undeveloped land sales.

Total purchase amount over **¥3.0 billion**^{*1}

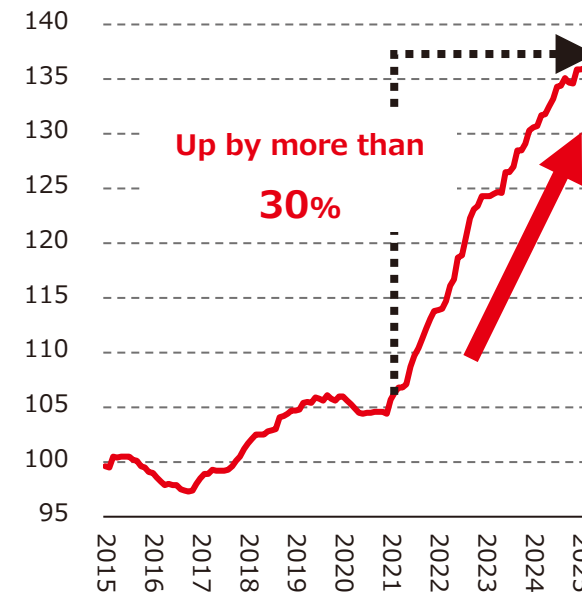
- JINUSHI has a total of 16 transaction records with Daiwa House and purchased the land directly from the company.^{*2}
- Daiwa House values our close relationship, our proven track record as a stable landowner, and our extensive experience working with a diverse range of tenants.
- JINUSHI also has a proven track record of multiple collaborations with the commercial tenant who builds a store here.



Purchase opportunities driven by rising construction costs

Construction Cost Trends

[Tokyo Retail Property (Steel-frame Structure), 2015=100]



Real Estate Developer

Deterioration in Profitability /
Change in Business Plan

Sale of undeveloped land to JINUSHI, which specializes in land ownership and is neither in the same industry nor a competitor.

Tenants

Rising initial costs for new site openings

By leasing the land from us instead of purchasing it, initial investment can be significantly reduced.

*1. The purchase amount includes related acquisition costs. Amounts less than ¥1 billion are rounded down.

*2. Transaction record since September 2015, including transactions with our group companies.

Long-term Leasing Business Utilizing an SPC (Special Purpose Company)

- An SPC was structured by separating the existing property into land and building, with the land incorporated as an asset.
- JINUSHI made a major investment in the SPC to purchase highly convertible land located a 5-minute walk from Tokorozawa Station, which is held as part of our long-term leasing business.

Total purchase amount over ¥**11.0** billion^{*1}

- Tocotoco Square is a commercial facility located a 5-minute walk from Tokorozawa Station on the Seibu Ikebukuro and Shinjuku Lines.
- The area around Tokorozawa Station is undergoing redevelopment, driven primarily by large-scale projects led by the Seibu Group.

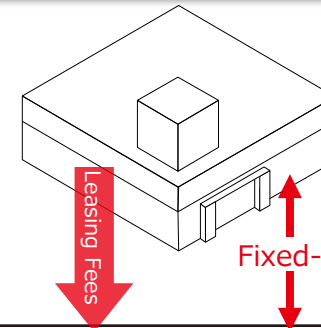
The seller owned land and a building.



Tokorozawa-shi, Saitama Approx. 10,305 m²

^{*1}. The purchase amount includes related acquisition costs. Amounts less than ¥1 billion are rounded down.

**Joint project realized in collaboration
with the Yomiuri Group and the Seibu Group**

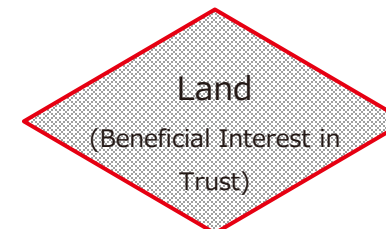


- A domestic company purchased the building, and maintains the operation on Tocotoco Square.

Separation of
ownership
between land
and buildings

SPC (GK-TK Scheme)

- JINUSHI invested in 58.1% of the equity.
- The co-investors are The Yomiuri Shimbun and Seibu Real Estate Inc.



Loans

Equity



Part 5

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Management Philosophy and Our Vision

JINUSHI is a producer of real estate financial products
that provides investors with leasing fees from tenants as a long-term stability financial products

Management Philosophy Through our JINUSHI BUSINESS, we create safe real estate financial products and fulfill our part in protecting the assets of people throughout the world.



We purchase land, lease land, and sell leased land. Then manage the funds of investors.
JINUSHI BUSINESS is a unique real estate investment method in which we invest only in land and then utilize fixed-term land lease rights.

Our Vision Aiming to be a major landowner in Japan as JINUSHI REIT grows.



JINUSHI Group manages institutional investor's fund stable and long-term at the JINUSHI Private REIT Investment Corporation (JINUSHI REIT) operated by us.

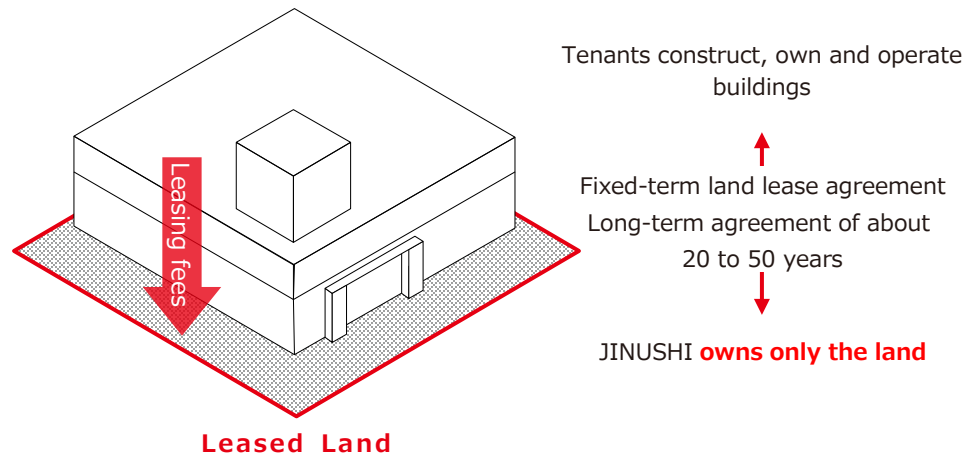
The growth of JINUSHI REIT will lead to the expansion of the JINUSHI BUSINESS and the growth of the company.

JINUSHI BUSINESS Invests Only in Land

- The JINUSHI BUSINESS is a unique real estate investment method in which we invest only in land and then utilize fixed-term land lease rights.
- Leasing fees from tenants are packaged as financial products with long-term stability that are provided to investors.

JINUSHI BUSINESS

We purchase land and then lease the land. We do not construct or own buildings. We provide the leased land to investors as real estate financial products with long-term stability packaged through tenant leasing fees.



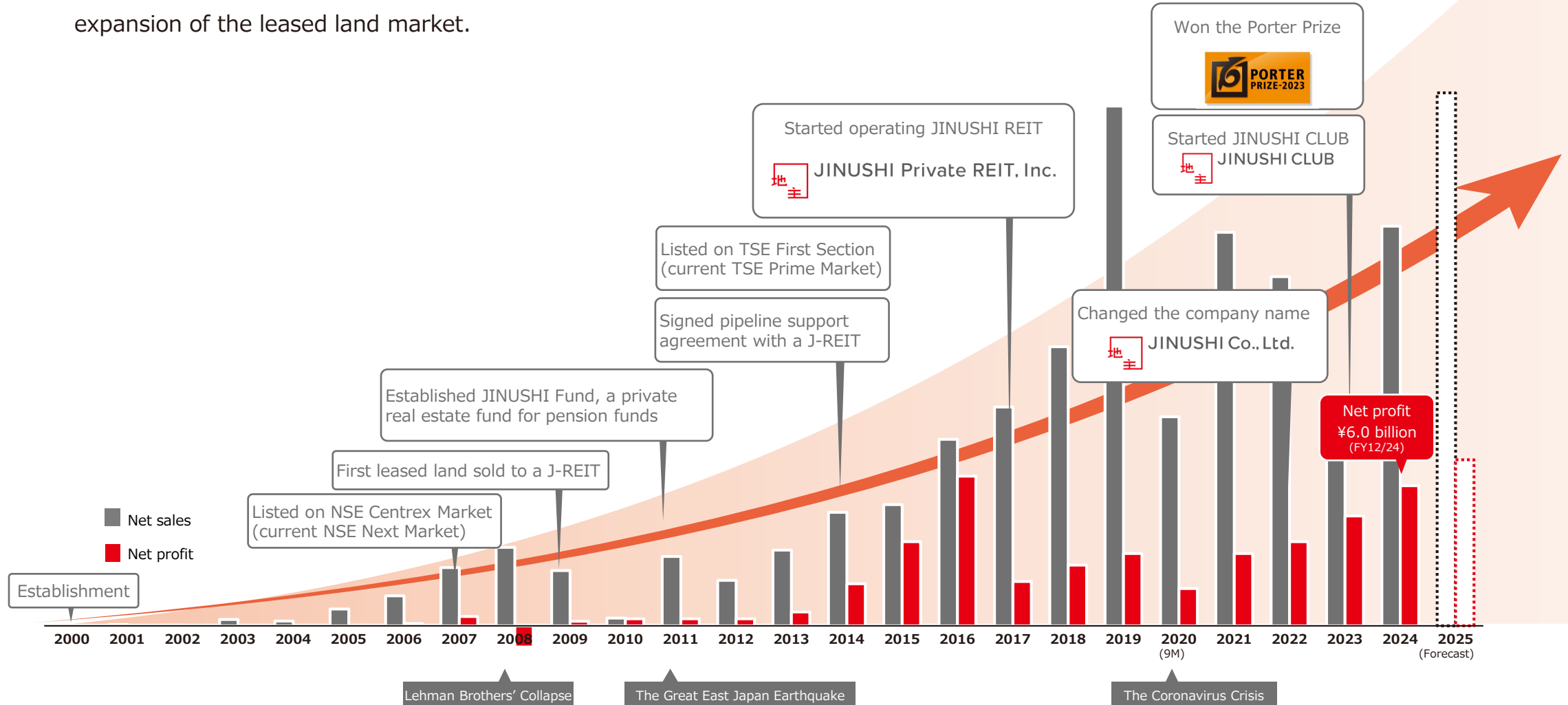
Three Characteristics of the JINUSHI BUSINESS

This real estate financial product is highly resistant to natural disasters and market volatility

Three Characteristics of the JINUSHI BUSINESS	
No need for additional investment	This business invests in land only. Since tenants pay for construction and ownership of buildings, there is no need for additional investment such as maintenance, repair, renovation, etc.
Stable long-term income is expected	During the long-term contract period of 20 to 50 years, tenants invest in buildings on the property. This reduces the risk of the property being vacated and creates expectations for stable long-term income.
Asset value is unlikely to decline	At the end of a lease, the tenant is required to return the site as a vacant lot, which can be easily leased again or sold. This characteristic of the JINUSHI BUSINESS makes it unlikely that the asset value of the land will decline.

Our History

- Since our founding 25 years ago, we have specialized in the JINUSHI business and have grown significantly while leading the creation and expansion of the leased land market.



*1. 2020 is a transitional 9-month fiscal period for the year-end change from March to December.

The JINUSHI BUSINESS History

- The JINUSHI BUSINESS was created by overcoming the many difficulties and failures of prior years.
- We started this business after learning difficult lessons about risk involving the ownership of buildings. We realized that leasing only land and not owning buildings would not result in failures.

Failures of the Founder Prior to Establishing JINUSHI

Late 1990s (before establishing JINUSHI)

Tetsuya Matsuoka, founder of JINUSHI, and Hirofumi Nishira, president of JINUSHI, were employed by Kanematsu Urban Development, a member of the Kanematsu Group. They were involved with the development of a general merchandise store in Shiga prefecture and with the building leasing business.

Failures

Leased land and developed a commercial facility to the specifications of a tenant with sales of ¥1 trillion, but the tenant had financial problems and vacated the property. Although another tenant was found due to the prime location of the building, this incident created the following problems.

- The need for additional investments for building renovations
- Reduction of lease payments by the tenant
- Reduction of lease payments to the owner of the land

The Start of the JINUSHI BUSINESS

Key Points

- The business must avoid risk associated with owning a building designed for a specific industry or tenant because buildings can become out of date due to changes in market conditions.
- Leasing only land without owning the building on the land is likely to prevent failures.
- Always adhere to the fundamental rule of purchasing only land where there will be demand in the future too and that can be leased to another tenant or sold.

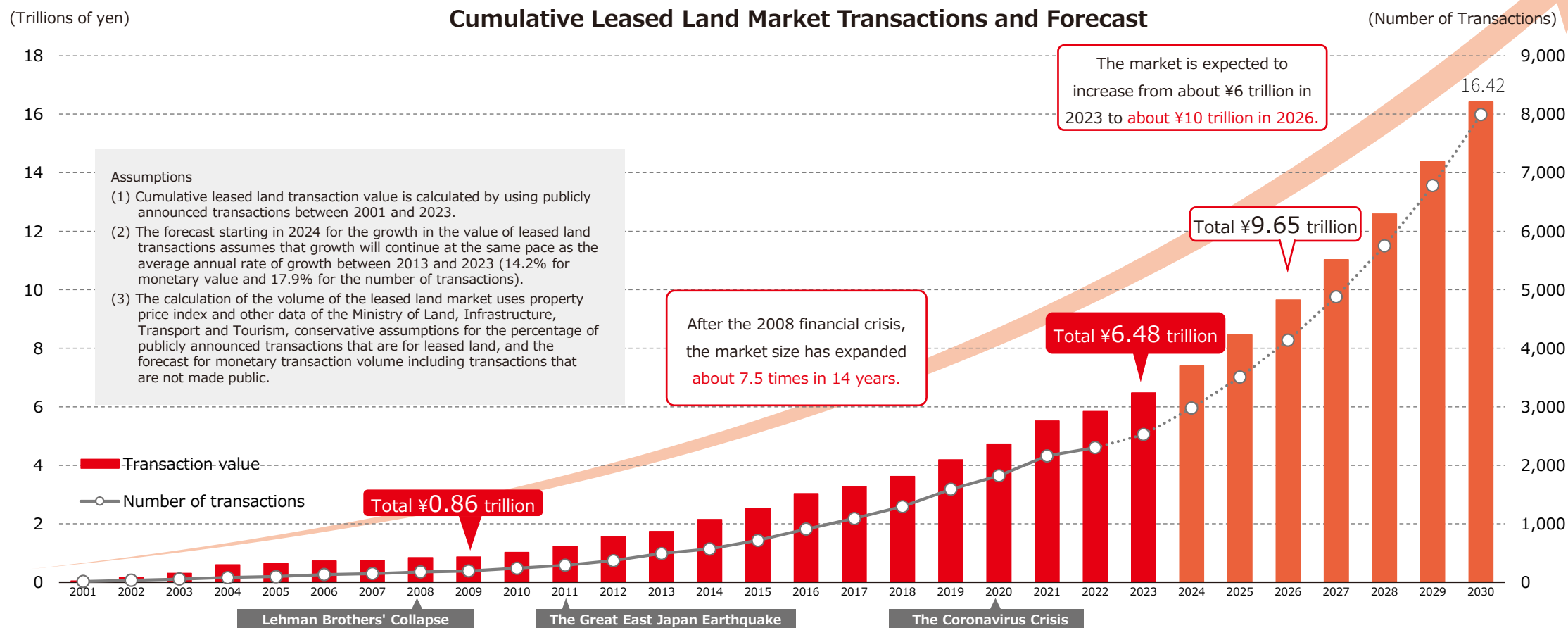
The start of the JINUSHI BUSINESS



JINUSHI BUSINESS refers to a business model that is expected to generate stable profits over the long term by investing only in land with no additional investments for buildings because the investment in buildings is made by a tenant who enters into a long-term fixed-term land lease agreement.

Leased Land Market Growth Forecast (Japan Real Estate Institute Survey)

- Liquidity of the market is increasing as more institutional investors recognize the ability of leased land investments to generate stable income for many years.
- The leased land market will expand significantly from about ¥6 trillion market in 2023 to about ¥10 trillion market in 2026.



*1. The figures in these graphs were calculated by the Japan Real Estate Institute using the above assumptions. These projections are not guarantees concerning the future growth of the leased land market in Japan.

Four Steps of the JINUSHI BUSINESS

- Purchase and lease land and sell leased land. Manage the funds of investors. These four steps constitute the JINUSHI BUSINESS.
- Leased land we developed is sold mainly to JINUSHI REIT. JINUSHI REIT holds leased land for a long-term and manage the funds of investors.

Four steps of the JINUSHI BUSINESS

STEP 1 Purchase land

Investments are made in land that can be easily used for different purposes in the future. Population, commercial characteristics, location (highway frontage, etc.), the surrounding area and other characteristics are examined to select investments.



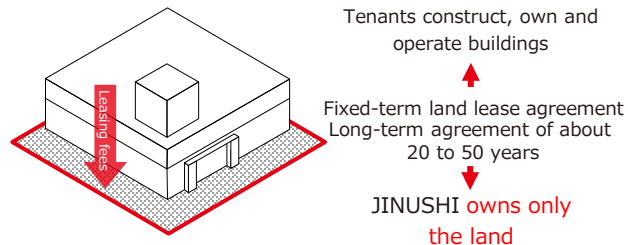
Purchase of land easy to convert to other uses

POINT Land evaluation skill

JINUSHI purchases land that can easily be switched to a different use in the rare event that a tenant leaves. This makes it easy to attract a new tenant or sell the land.

STEP 2 Lease land

The JINUSHI BUSINESS does not own buildings. Tenants sign long-term land leases, resulting in a consistent revenue stream for many years.



Fixed-term land lease agreement

POINT Fixed-term land lease agreement

In principle, fixed-term business-use land leases are used that require returning the site to its original condition, regardless of whether or not the lease is extended. At the end of the lease agreement, the tenant does not have the right to require JINUSHI to purchase the building. Lease agreements with similar terms are signed with tenants for ordinary fixed-term land leases too.

STEP 3 Sell the land being leased

Land is sold to JINUSHI REIT and other buyers as an asset that is expected to have a reliable return backed by a steady cash flow for many years.



A product producing safe interest yield; many successful developments

POINT More than 20 years of experience as a leased land specialist

As a specialist in leased land for more than 20 years, the JINUSHI BUSINESS has a long list of accomplishments. Only two cases of tenants moving out. This demonstrates the outstanding stability and reliability of the return provided by JINUSHI financial products.

Tenant departures before maturity Only ^{*1, 2}2 Reductions of lease payments Only ^{*1}1 (Temporary reduction due to the pandemic)

STEP 4 Manage the funds of investors

After the sale, JINUSHI REIT, Japan's only private REIT specializing in leased land managed by our group company, holds leased land for a long-term. This REIT provides the stable management of the funds of institutional investors who wish to invest in land.

 JINUSHI Private REIT, Inc.

JINUSHI REIT summary

POINT Japan's only private REIT specializing in leased land

JINUSHI REIT started operations in 2017 and has received strong demand from institutional investors, including capital increases for ten consecutive years. ^{*3}

AUM	Properties	Distributions	Loan to Value
¥291.1 billion	215 properties	About 4 %	About 33%

*1. As of September 30, 2025 (extracted for the period of ownership at JINUSHI, group companies, and JINUSHI REIT. However, properties acquired on the premise of attracting alternative tenants are excluded)

*2. Contracts relate to BALM Co., Ltd. (formerly BIGMORTOR Co., Ltd.), which filed for civil rehabilitation under the Civil Rehabilitation Act. The contracts were terminated in accordance with the fixed-term land lease agreement.

*3. As of January 8, 2026 (see other pages for assumptions related to JINUSHI REIT).

JINUSHI BUSINESS Development Projects (Major Tenants)

- The majority of tenants are supermarkets and other stores handling daily necessities.
- Tenants in the social infrastructure sector (hospice facilities, nursing homes, logistics, etc.) are increasing too.

Tenants handling daily necessities

- Supermarkets
- Home improvement stores
- Drugstores
- Large electronics stores



Tenants in the social infrastructure sector

- Hospice facilities
- Nursery schools
- Schools
- Nursing homes
- Funeral halls
- Logistics

Supermarkets



Home improvement stores



Drugstores



Hospice facilities



Nursing homes



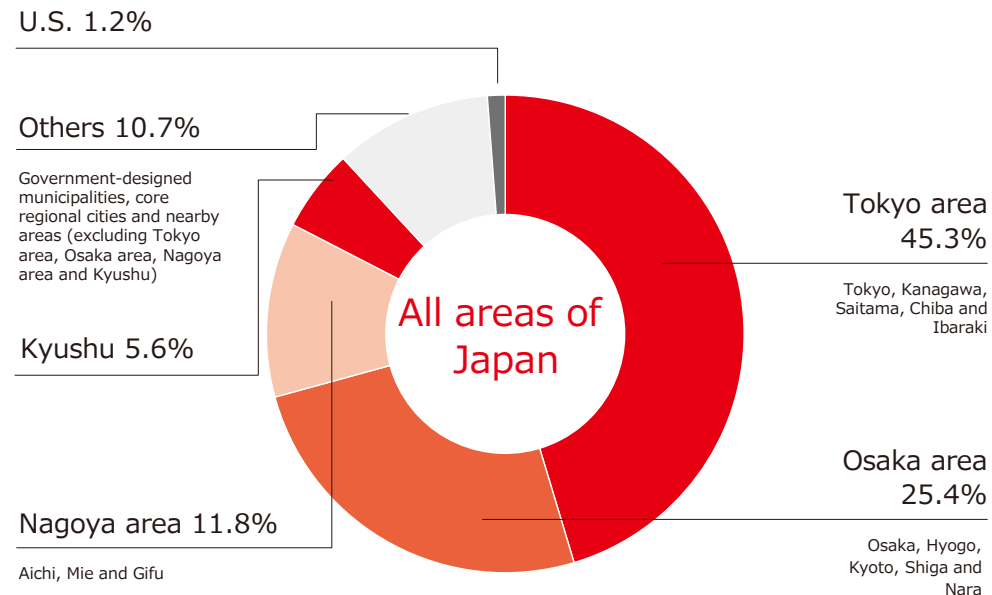
Logistics



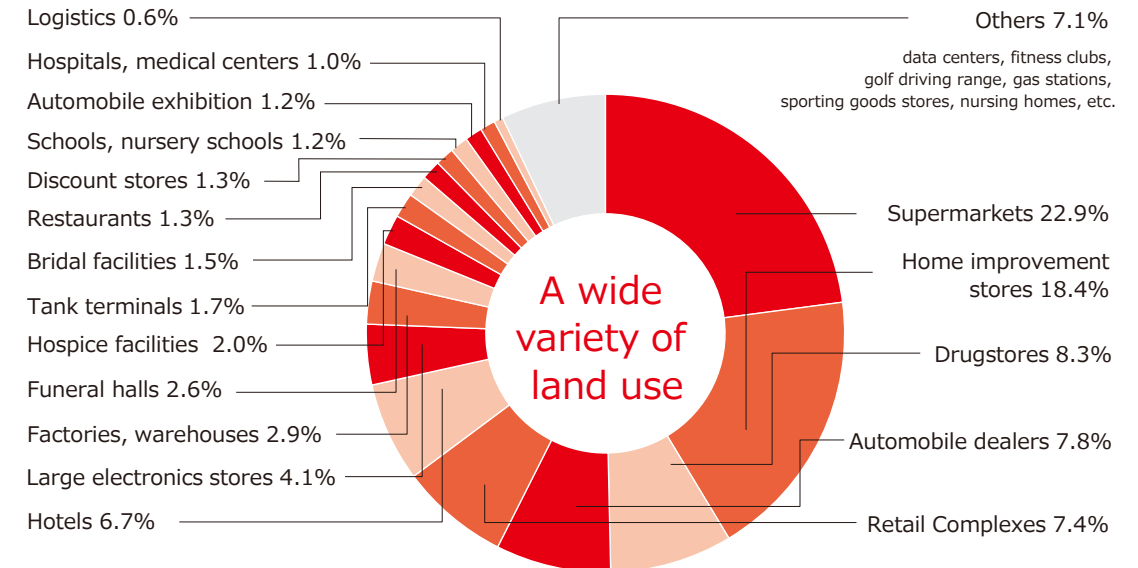
Development Track Record (Areas and Use)

- The JINUSHI BUSINESS operates in all areas of Japan. Started further diversifying the types of tenants following the change of the company name to JINUSHI.

Areas



Use



Cumulative total: **470** properties /Approx. **¥613.1** billion^{*1}

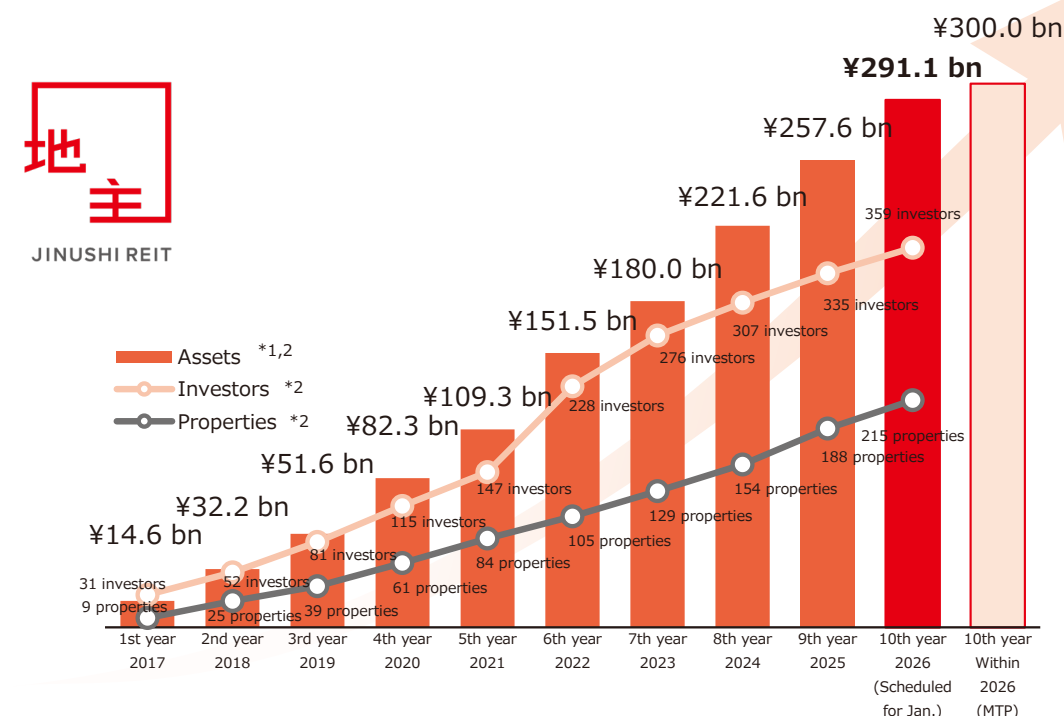
*1. Based on monetary value as of September 30, 2025.

Growth of JINUSHI REIT

- Since the start of operations in 2017, the JINUSHI REIT has decided on its 10th consecutive annual capital increase. Following the 10th capital increase scheduled for January 2026, the total asset size will amount to ¥291.1 billion.
- The mid-term target of ¥300.0 billion is certain to be achieved within FY12/26. Aiming to achieve ¥500 billion as soon as possible.

Growth of JINUSHI REIT

- AUM expanded from ¥14.6 billion in 2017 to ¥291.1 billion in the 10th year.

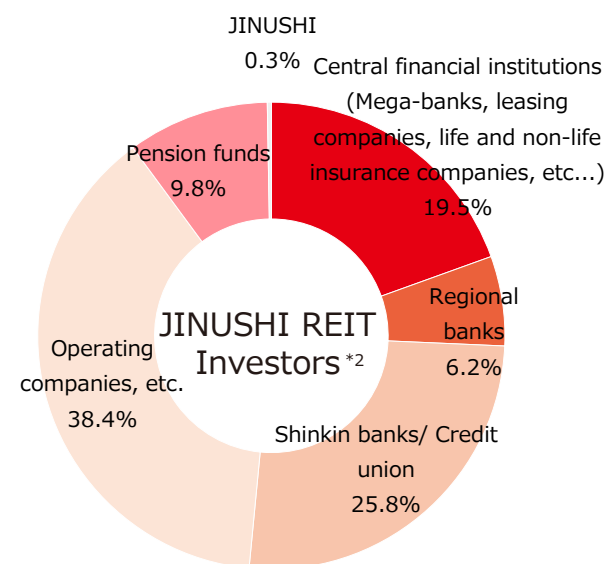


*1. All numbers in this graph are the amounts immediately after each offering. (Assets in each year are based on appraised values when acquired. The figure to be achieved within 2026 is the goal in the Medium-term Management Plan.)

*2. Figures are based on the assumption that the 10th capital increase of the JINUSHI REIT, scheduled for January 2026, will be implemented as planned (including investors through secondary transactions). Figures are subject to change.

JINUSHI REIT Investors

Manage funds of institutional investors who appreciate the product characteristics of long-term stability

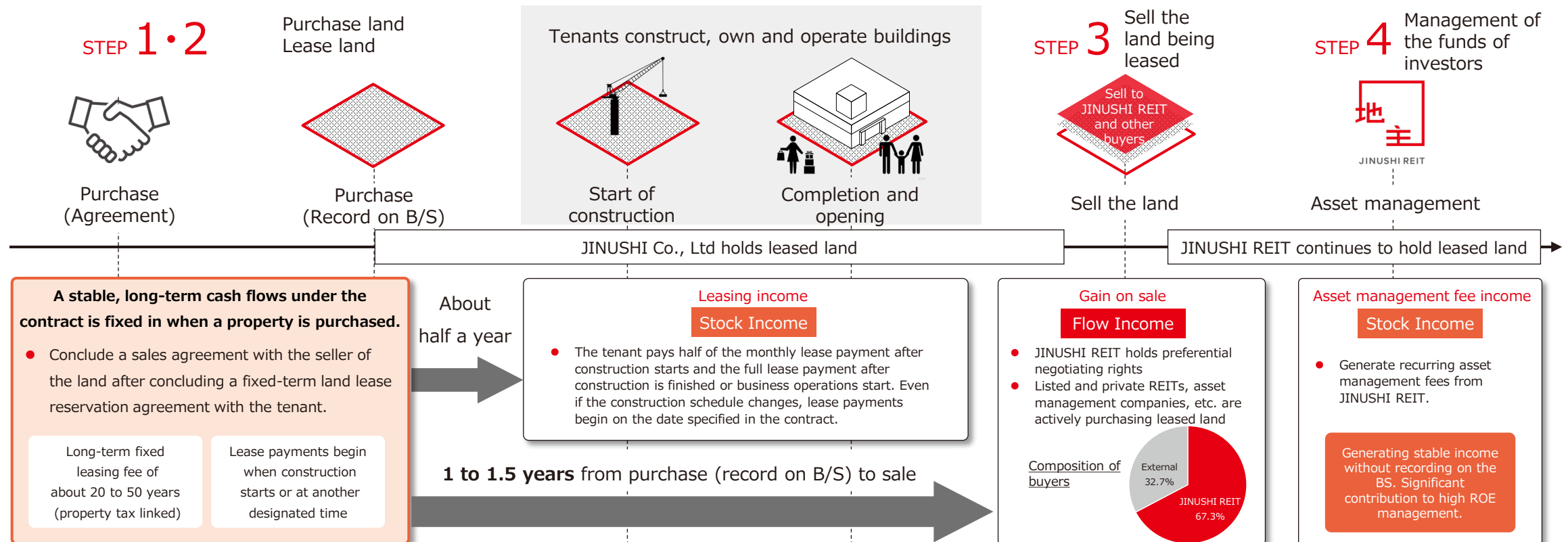


- At the beginning of the operation, since it was a new product that had not existed in the market, we focused on developing Shinkin banks and credit unions that could approach decision makers.
- Gradually increased investment demand from pension funds and central financial institutions (life and non-life insurance companies, major financial institutions, etc.) with a high affinity for long-term stable product characteristics.
- Long-term stability is highly evaluated, it is also attracting demand for investment of surplus funds from business corporations and others.

High-turnover Business Model with No Inventory Risk

- Stable, long-term cash flows is fixed under the contract with tenants when we purchase properties. No inventory risk.
- A business model with a fast turnover because properties are usually sold about 1 to 1.5 years after a purchase. Furthermore, asset management fees are received continuously after the property sale.

JINUSHI BUSINESS Process



*1. This explanation of the JINUSHI BUSINESS is for a typical transaction. Actual terms and schedules differ for each property.

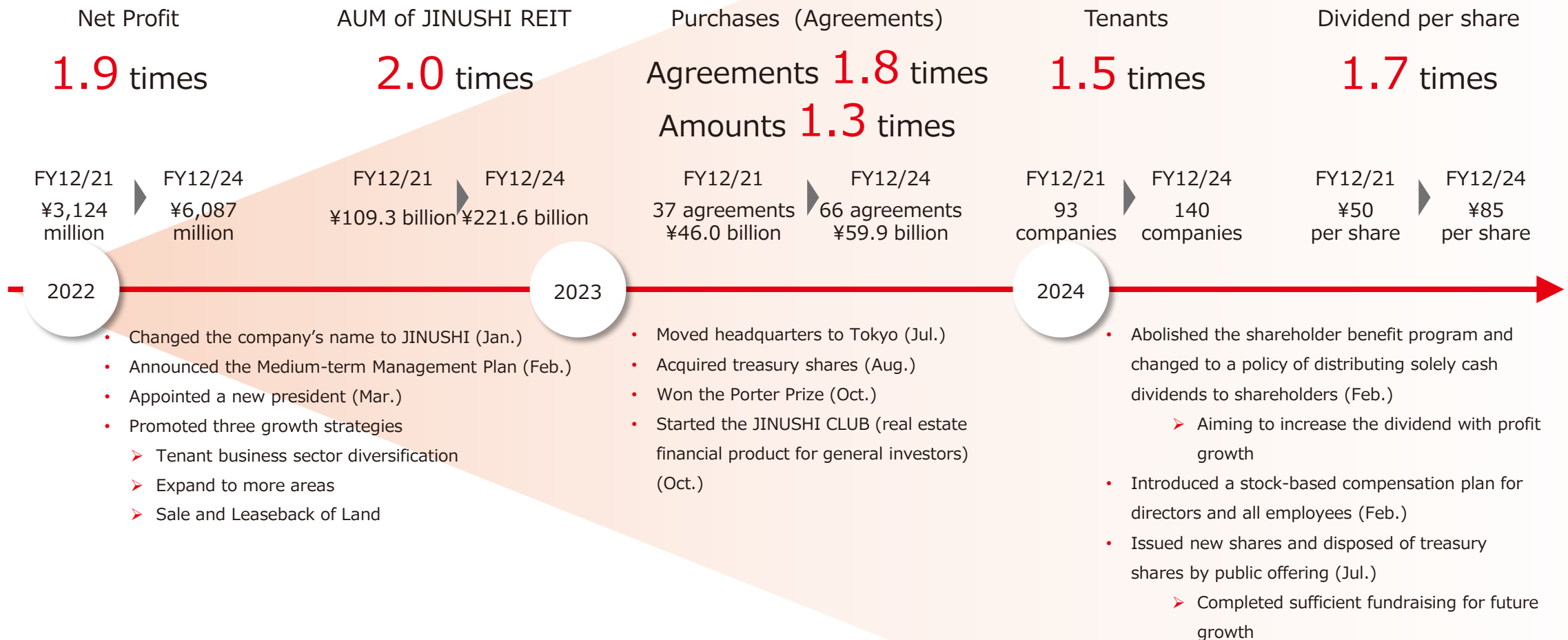
*2. The percentage of sales by JINUSHI and group companies of properties (based on sales value) that were sold to JINUSHI REIT or sold using the bridge scheme (**) (excluding resale projects, etc.) during the period from FY3/17 to FY12/25 3Q.

** : Sales of properties by JINUSHI and group companies where the buyer is a third party designated by JINUSHI Asset Management (usually JINUSHI REIT, but not always) that has a preferential negotiation right.

Our Evolution

- Started various actions for more growth since changing the company's name in January 2022. It has started on a growth trajectory.

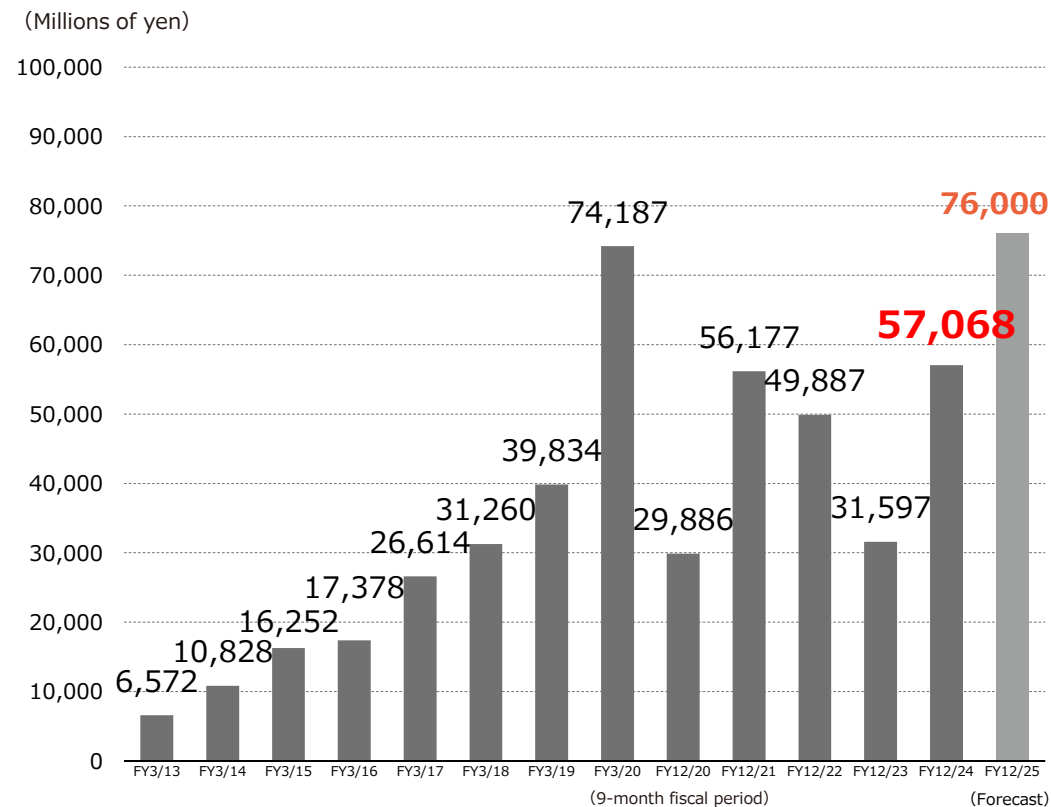
In the last three years



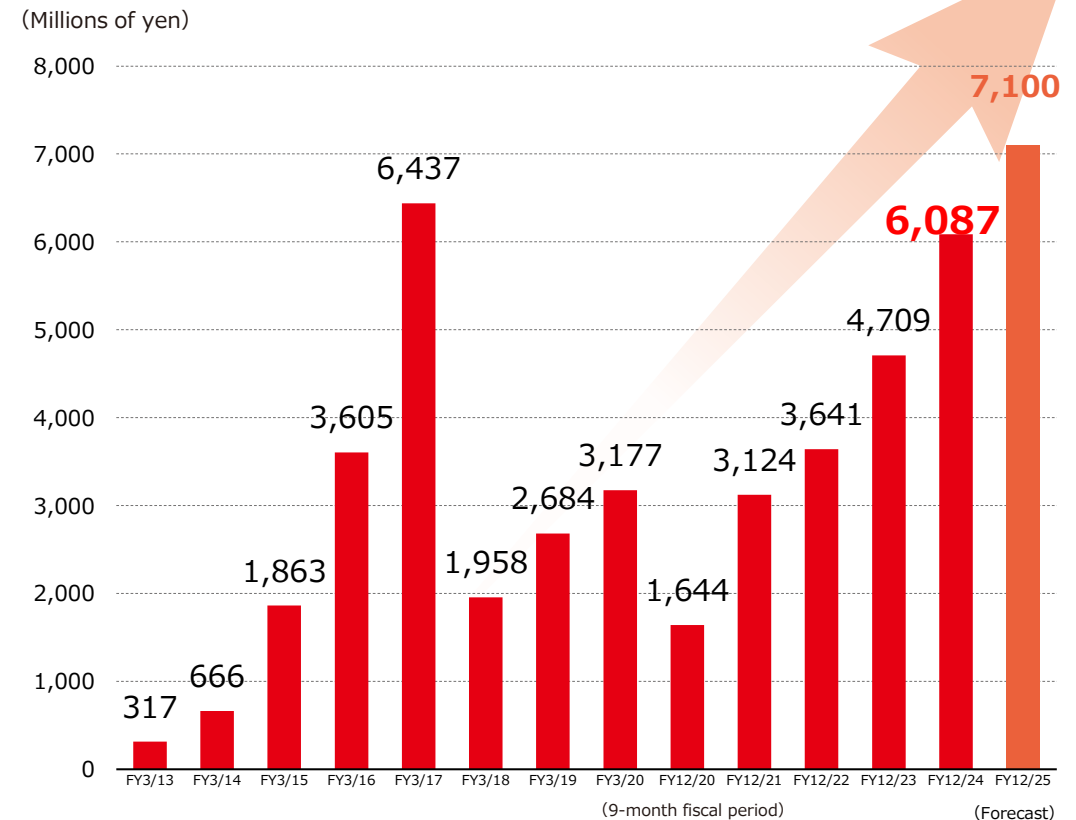
Growth of Net sales and Net Profit

- Achieved profit growth for the fourth consecutive year. Record-high net profit is expected for FY12/25.
- Managing sales while focusing on the sustainable growth of net profit.

Net Sales



Profit Attributable to Owners of Parent





Part 6

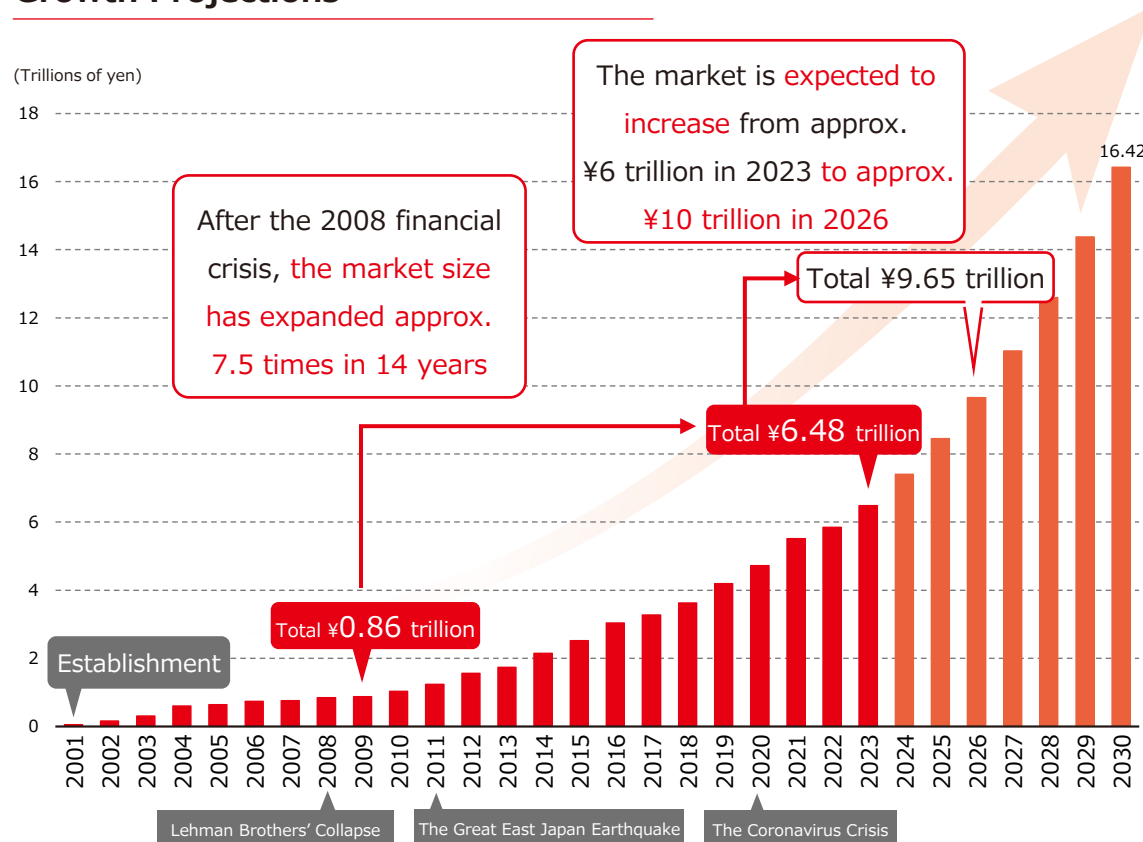
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The Leased Land Market Eyes ¥10 Trillion

- We created the leased land market, which did not exist at the time of our founding in 2000, as a leading leased land developer.
- The market size will expand significantly from approx. ¥6 trillion in 2023 to approx. ¥10 trillion in 2026.

Growth Projections



*1. Prediction by the Japan Real Estate Institute. (See page 35 for prerequisites, etc.)

*2. As of December 31, 2024. J-REIT acquisitions are calculated based on publicly available information. The amount of leased land private REITs held is calculated from ARES "Private REITs Quarterly (as of December 31, 2024)."

Activation of Market

More and more new entrants into the market
The positive environment for the JINUSHI BUSINESS

Increase in
development and supply

Various companies started entering, including general trading companies, leasing companies (developing leased land), and operating companies and selling and leasing back land they own.

Increase in **transactions**

Transactions of J-REITs and private REITs also on the rise. While REITs acquired a cumulative total of ¥1.16 trillion in leased land, this represents only 3.3% of their assets acquired, leaving a large room for expansion. *2

Increase in **our pipeline**

Increased consultation with us, who have a lot of know-how in developing leased land. Other companies will develop products expecting to sell them to us or JINUSHI REIT.

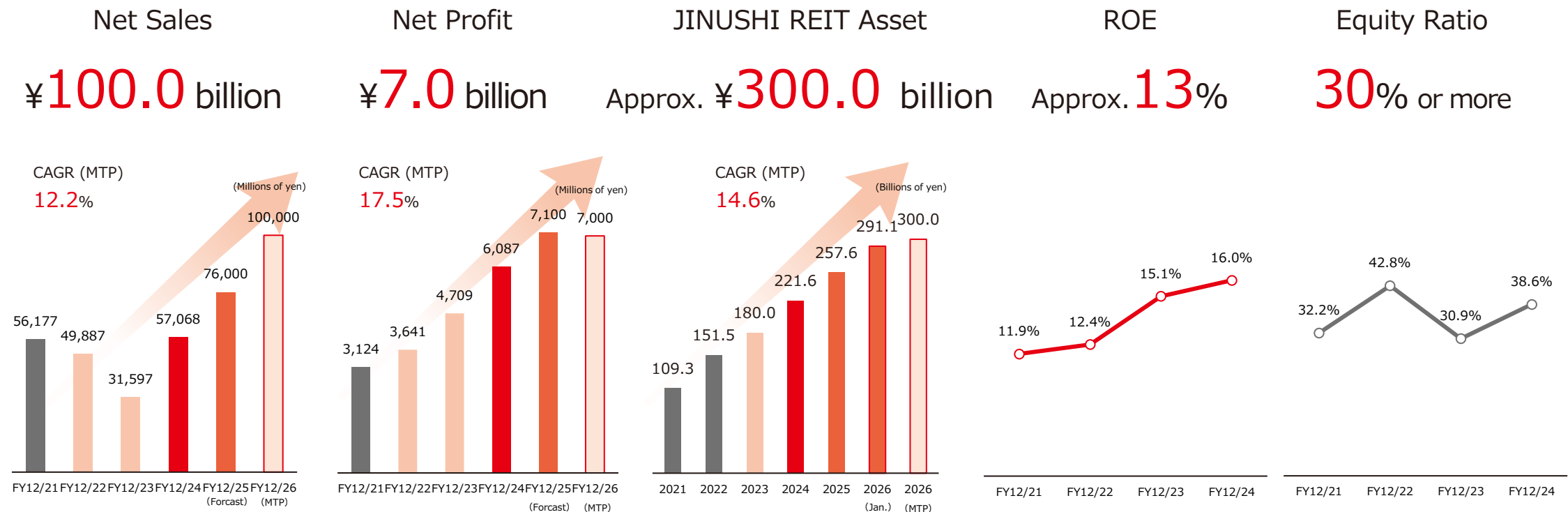
Improvement in valuation of leased land

There is a strong need to include leased land with the investment portfolio. Demand is in excess. Liquidity and valuation of leased land are improving significantly.

Medium-term Management Plan 2022-2026

- JINUSHI announced its first Medium-term Management Plan in February 2022. Set an ambitious target of 17.5% compound annual growth rate (CAGR) for net profit.
- The net profit target of ¥7.0 billion stated in the Medium-term Management Plan (FY12/26) is expected to be achieved one year ahead of schedule.

Medium-term Management Plan (FY12/26 Plan)



The Three Growth Strategies

- Promoting the three growth strategies following the change of the company name to JINUSHI in January 2022.
- Aiming for more growth by adding tenants in an even broader range of business sectors, expanding operations to more areas, and proposing the sale and leaseback of land.

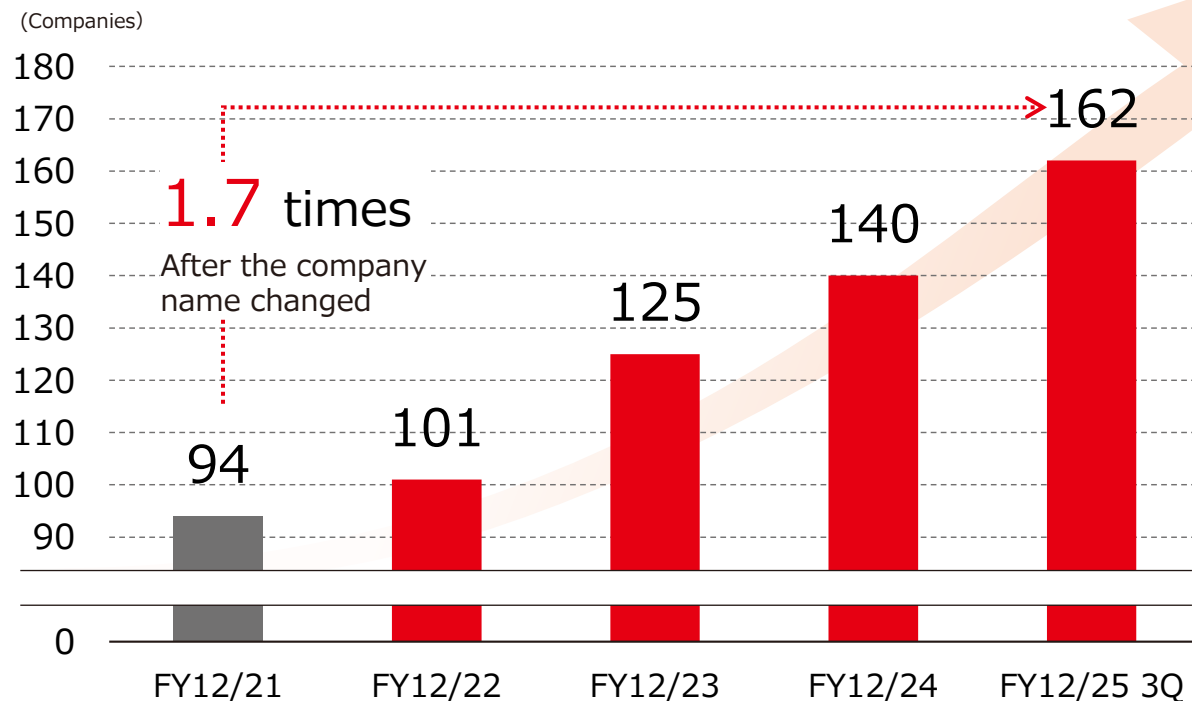
	<u>Tenant business sector diversification</u>	<u>Expand to more areas</u>	<u>Sale and leaseback of land</u>
Goals	• Add tenants in a broad range of business sectors • Reduce the impact of changes in store requirements in specific market categories by business sector diversification • Many sales activities targeting tenants opening stores or planning on more growth	• Business activities anywhere that population density is high • Focusing operations outside Japan on the U.S., where the real estate market is large and consistent economic growth is expected	• Proposals for sale and leaseback of land at existing properties in order to improve financial soundness and for other benefits • Emphasize JINUSHI's policy of being a stable landowner that is not aiming for a redevelopment project or other upside
Initiatives	• More tenants which will continue to grow and in sectors that perform an important role in society, such as hospice facilities and nursing homes • Use senior executives to build relationships with tenants	• Opened the Kyushu Branch in Fukuoka (December 2022) • Total Investments in the U.S. is ¥8.8 billion (of which, the amount of ¥3.5 billion has already been sold). Expanding U.S. business while building up our track record.	• Increase the use of banks and securities companies to contact potential customers (Hold seminars about JINUSHI's business activities and use other activities) • Against the backdrop of TSE reform and investor demands, we actively make proposals to companies reviewing their CRE strategies, such as property sales, with the aim of improving ROE and financial conditions.

Tenant Business Sector Diversification (1) Increase of Tenants

- The company name change to JINUSHI has dispelled the brand image that our tenants are mainly commercial companies. Add tenants in a broad range of business sectors.
- The number of tenants has increased significantly by about 1.7 times in just under four years.

Tenants

Number of tenants: **162** companies Tenants with more than one lease: **64** companies



*1. Statistics Bureau of Japan, "2021 Economic Census." We extracted companies with capital more than ¥100 million. Number of companies rounded to the nearest 100.

Potential Tenants^{*1}

At least **16,000** companies
(Capital of ¥100 million or more)

Industries in which we have strengths

Commercial tenants

Food	Retail and wholesale	Hotel
300	5,800	400
companies	companies	companies

Expand to More Tenants

Tenants in the social infrastructure sector

Medical and welfare	Education and learning support
300	200
companies	companies

Sale and Leaseback of Land

Holding numerous factories and other real estates

Manufacturer	Transportation
7,500	1,500
companies	companies

Tenant Business Sector Diversification (2) Tenant Classification

- Increased track record with various tenants, including healthcare facilities, hotels and logistics, while maintaining strength in transactions with commercial tenants.

Tenant Classification (Number of tenants/Achievements)

Commercial tenants **105/311** Approx. ¥**455.5** billion

Tenant Categories	Number of Companies
Supermarkets	30
Drugstores	14
Automobile dealers	12
Restaurants	11
Home improvement stores	9
Large electronics stores	7
Retail complexes	6
Discount stores	3
Fitness clubs	3
Secondhand goods store	2
Convenience stores	1
Clothing stores	1
Automobile exhibition	1
Automobile maintenance stores	1
Automotive supplies stores	1
Automobile coatings	1
Furniture store	1
Sporting goods store	1

【Major Tenants and Transactions】

- KOHNAN SHOJI: 43
- LIFE CORPORATION: 21
- Sugi Holdings: 20
- Welcia Yakkyoku: 15
- Ken Depot Corporation: 11
- NEXTAGE: 7
- IDOM: 5
- GIGAS CORPORATION: 5
- YAMADA DENKI: 2
- McDonald's Holdings (Japan): 3
- The Monogatari Corporation : 2 etc.

Hotels/Bridal facilities **11/13** Approx. ¥**50.3** billion

Tenant Categories	Number of Companies
Hotels	8
Bridal facilities	3

【Major Tenants and Transactions】

- fav hospitality group: 3
- TAKE AND GIVE. NEEDS: 1
- Nishi-Nippon Railroad: 1
- THE SANKEI BUILDING: 1
- Toyoko Inn: 1 etc.

Tenants in the social infrastructure sector

Healthcare facilities

13/77 Approx. ¥**30.7** billion

Tenant Categories	Number of Companies
Funeral halls	9
Hospice facilities	3
Nursing homes	1

【Major Tenants and Transactions】

- Amvis Holdings: 9
- CUC Group: 7
- Alpha Club: 12 etc.

Educational/Medical facilities

9/15 Approx. ¥**13.7** billion

Tenant Categories	Number of Companies
Schools, nursery schools	5
Hospitals, medical centers	4

Logistics/Data centers

2/2 Approx. ¥**7.2** billion

Tenant Categories	Number of Companies
Logistics	1
Data centers	1

Industrial facilities

11/13 Approx. ¥**28.0** billion

Tenant Categories	Number of Companies
Factories, warehouses, Tank Terminal	11

Offices

1/1 Approx. ¥**1.8** billion

Others

15/38 Approx. ¥**25.4** billion

Tenant Categories	Number of Companies
Gas stations	3
Housing exhibition	2
Golf driving ranges	1
Others	9

*1. The number of tenants and achievements is calculated based on the development achievements as of September 30, 2025. The total number of companies may not be equal to the total number of tenants because the same tenant is added to the total number of tenants in case of different industry distribution.

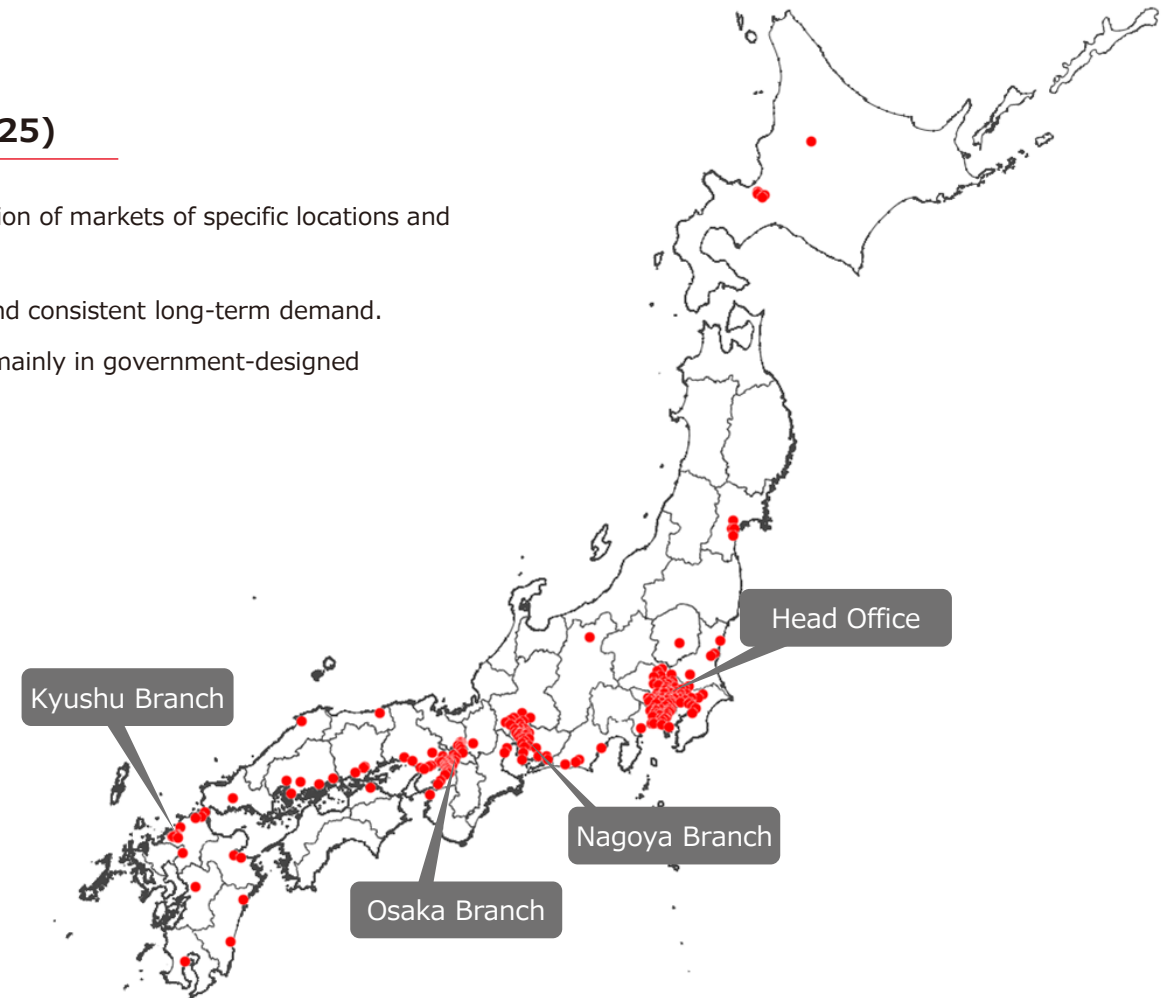
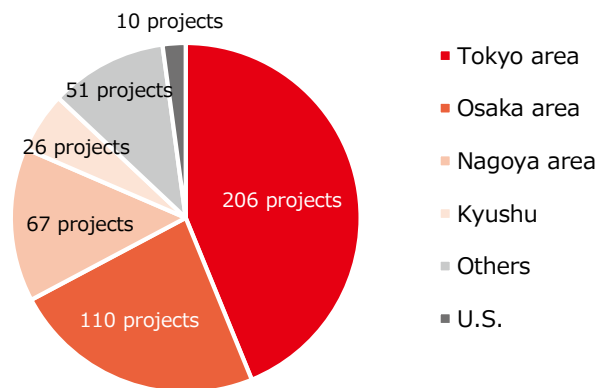
Expand to More Areas

- The JINUSHI BUSINESS, which invests solely in land, operates in many types of areas, but primarily areas with a high population density.

JINUSHI BUSINESS Development Projects (as of September 30, 2025)

- The JINUSHI BUSINESS places priority on populations of targeted areas as well as the population of markets of specific locations and other factors.
- Within each area, JINUSHI carefully selects land in locations with a rising population density and consistent long-term demand.
- There are many opportunities in Japan for the JINUSHI BUSINESS in a broad range of areas, mainly in government-designed municipalities.

Diversification of Areas
(Based on number of projects)

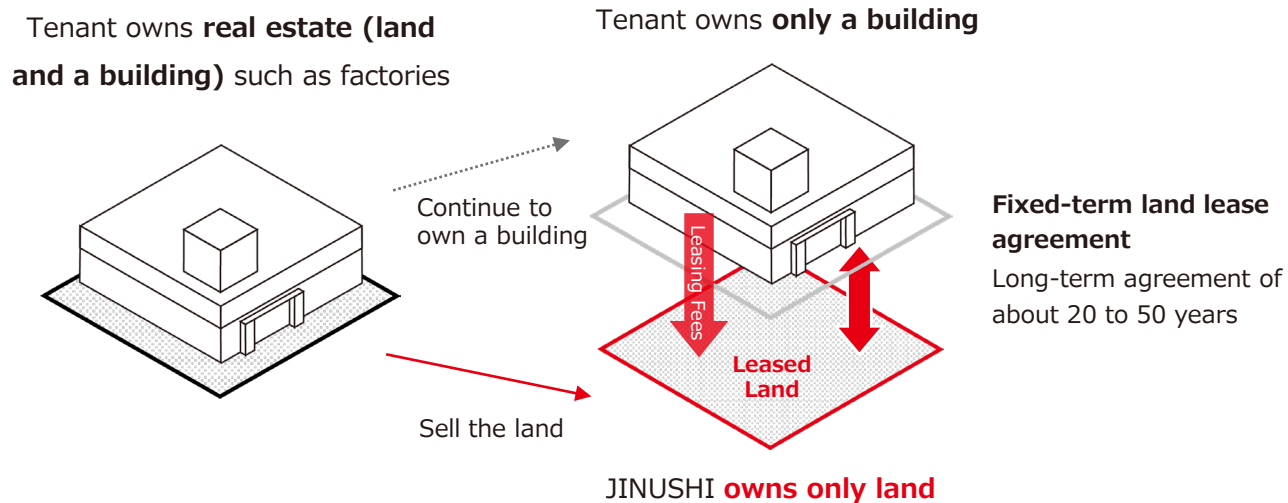


*Plot of JINUSHI's development results on GSI white map (by city/municipality)

Sale and Leaseback of Land (1) ¥45 Trillion Potential Market

- Companies are making progress in sale and leaseback (separating ownership and use) of real estate owned by companies to improve ROE and financial conditions.
- TSE's requirement for listed companies to "implement management that is conscious of cost of capital and stock price" also encourages these activities of companies.

Sale and Leaseback of Land

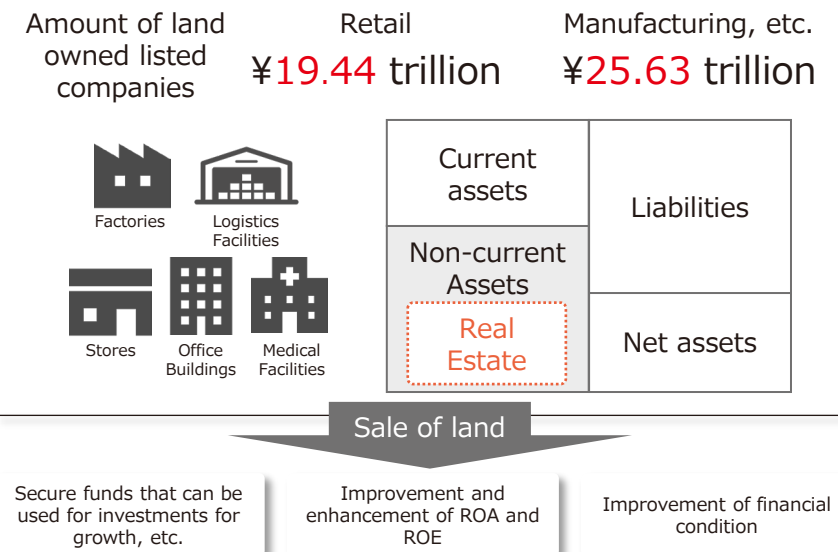


Cumulative total **33** properties / **¥92.4** billion^{*1}

— Listed Companies Own a Lot of Land —

Approx. **¥45.0** trillion potential market exists

- Listed companies have a lot of real estate for business. They enable to acquire funds for investment in growth and improve its financial position by selling the land.



*1. As of September 30, 2025

*2. Extracted by us from Nikkei Value Search (as of January 31, 2025). Manufacturing and others are extracted from the Nikkei Industry Classification: Transportation, Materials, Living Essentials, Food, Machinery & Electronics, Medical, Pharmaceutical, and Biotechnology industries.

Sale and Leaseback of Land (2) Our Strength “JINUSHI REIT”

- The new “Sale and Leaseback of Land” scheme gives a lot of benefits to companies that own factories and commercial and other facilities.
- We provide proposals to companies by using our strength as a stable landowner with JINUSHI REIT.

Hassle-free

- Land-only transactions require very few due diligence checks and are less time-consuming than building transactions.

Highly Flexible Management

- Continue to own the building and thus continue to have the freedom to operate it. Can be renovated at will. Depreciation also can be utilized.



Stable Landowner



JINUSHI REIT

Holds leased land for a long-term.
Earning a reputation as a stable landowner from tenants that want stable business operations

	Sale and Leaseback of Land (Conclude a fixed-term land lease agreement after selling the land)	Sale and Leaseback (Conclude a lease agreement for the buildings after selling both land and building)
Common benefits	Unrestricted fundraising / Improvement of financial conditions through recognition of gains on sale	Good
Business operation	No change The tenant owns the building, making it possible to renovate the building, add facilities and make other improvements.	Good Change The tenant needs consent from the owner of the building for renovation or additional capital investment, etc.
Sale Procedures	Hassle-free Only needs a soil contamination survey and boundary demarcation of land.	Good Takes a lot of effort Due diligence and other procedures must be completed on the building before it can be sold, which requires a lot of effort.
Other	Stable Landowner "JINUSHI REIT" The tenant can continue to operate its business with confidence because JINUSHI REIT assumes that leases will be renewed upon maturity. There will be no redevelopment or demand for an unreasonable increase in the lease payment.	Good Concerns about business continuity Concerns over risks of an eviction due to a redevelopment project or other reason or of an increase in the lease payment when the current lease ends.
		Slightly Good

Financial Strategy

- Build a financial base and ensure risk management in preparation for financial crises and other contingencies.
- Each of JINUSHI Co., Ltd. and JINUSHI REIT will implement optimal financial strategies to reduce interest rate burdens.

Financial Discipline An equity ratio of at least 30% • Retain equity capital to ensure business continuity in the event of a financial crisis or other contingency. • Proper control of the net D/E ratio, DCR and other financial indicators that financial institutions watch closely.	Strong Network with Banks Contractual agreements for a credit line and credit facility of ¥44.75 billion • Strong relationships with major banks as well as with prominent regional banks in areas where JINUSHI operates. • Contractual agreements for a credit line and credit facility to enable activities with speed and flexibility.
Acquisition of External Ratings (JCR) BBB+ (Stable) • The ability to generate long-term, stable cash flow in the JINUSHI BUSINESS is evaluated. • Objective evaluation from rating agencies improves public creditworthiness.	Transaction Facility with Leasing Companies ¥60.0 billion • JINUSHI has signed basic agreements for the establishment of comprehensive transaction facilities with two leasing companies. ^{*1} The transaction facility is a bridge scheme with JINUSHI REIT and others receiving preferential negotiation rights. ^{*2} • This scheme enables balance sheet management and helps maintain the stability of cash flow through flexible property sales.

—Bank Borrowing Based on Business Characteristics—

JINUSHI Co., Ltd.

- Using long-term loans to provide resilience against changes in real estate market conditions. On the other hand, based on the business characteristics of high-turnover from purchase to sale, borrowing at variable interest rates with lower cost burdens.

Method:	Loans received and repaid for individual projects
Interest rate:	Variable
Length:	Long (at least 8 years for most loans)
Other:	No financial covenants

JINUSHI Private REIT, Inc.

- Low loan-to-value based on a policy of investments with long-term stability
- Loan-to-value is about 33%. ^{*3}
- The non-current liabilities ratio (non-current liabilities divided by equity) is 95.1% and the average time to loan maturity is 4.4 years. ^{*3}

^{*1}. SMFL MIRAI Partners Company, Limited and ML Estate Company, Limited.

^{*2}. When selling real estate acquired using this transaction facility, a third party designated by JINUSHI Asset Management (usually JINUSHI REIT, but not always) receives a preferential right for purchase negotiations.

^{*3}. As of January 8, 2026 (see other pages for assumptions related to JINUSHI REIT).



Part 7

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Earn the First-mover Advantage

- Earn the first-mover advantage as a driver who created and expanded the leased land market.

JINUSHI has established a leading position by focusing on the creation and expansion of the leased land market for 25 years since its establishment.

Only Leased Land

As the specialist and market leader in leased land, JINUSHI has access to a large volume of information about land suitable for the JINUSHI BUSINESS.

Powerful Business Network

The JINUSHI BUSINESS uses its own business network for attracting financially sound tenants and building close relationships with these tenants.

Many Successful Developments

The JINUSHI BUSINESS has handled about 470 properties with an aggregate value of about ¥613.1 billion^{*1} to provide attractive opportunities to investors.

JINUSHI REIT

Management of the holdings of JINUSHI REIT by JINUSHI Asset Management gives the JINUSHI BUSINESS a fully integrated profit model extending from the purchase of land to the management of these assets.

More than **600** land information per month

- A wide range of investment criteria, thus so much information.
- Many projects brought in by tenants themselves

Amount	¥100 million to several tens of billions of yen possible
Region	Tokyo 23 wards, cities designated by government ordinance of Japan, core cities of Japan, and surrounding areas
Land Area	Can be considered from about 100 tsubo (approx. 330m ²)

Two Tenant departures before maturity^{*2, 3}

- Only two cases of tenants moving out and only one case of leasing fee reduction. Earn the trust as a very stable real estate financial product.

JINUSHI REIT's fundraising ability

- JINUSHI REIT has decided on its 10th capital increase for the 10 consecutive years since the start of operations in 2017.^{*4}
- AUM approx. ¥290 billion, Distributions 4%, LTV 33%; Difficult for other companies to provide equivalent quality.

*1. As of September 30, 2025.

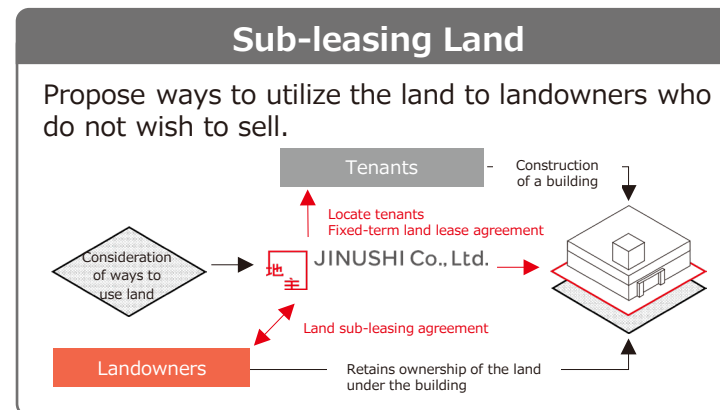
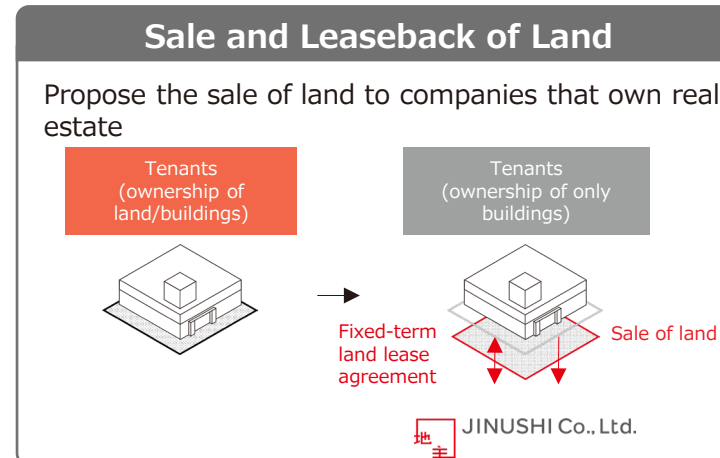
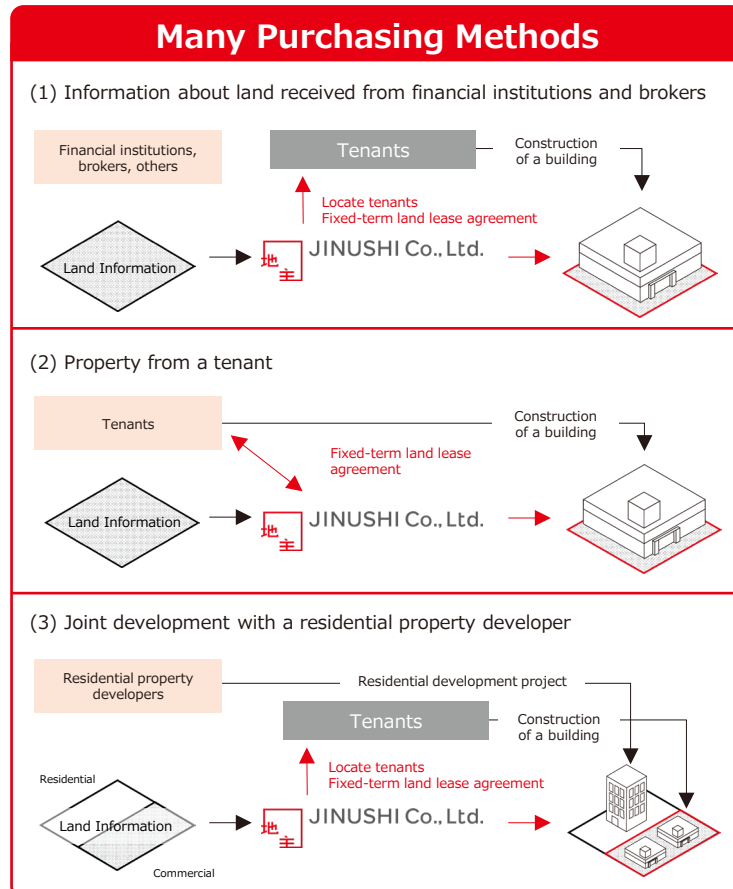
*2. As of September 30, 2025. (extracted for the period of ownership at JINUSHI, group companies, and JINUSHI REIT. However, properties acquired on the premise of attracting alternative tenants are excluded.)

*3. Contracts relate to BALM Co., Ltd. (formerly BIGMORTOR Co., Ltd.), which filed for civil rehabilitation under the Civil Rehabilitation Act. The contracts were terminated in accordance with the fixed-term land lease agreement.

*4. As of January 8, 2026 (see other pages for assumptions related to JINUSHI REIT).

Many Methods for Purchasing

- Many Methods for Purchasing; We obtain more than 600 pieces of land information per month.
- Our unique strengths, such as “property from a tenant” and “sale and leaseback of land,” lead to purchase.



More Than 600 Pieces of Land Information per Month

Q. With almost no vacant land available to invest, how can more than 600 pieces of land information be available monthly?

A. Our purchases are not limited to vacant land.

The question is true that there is a small amount of land traded in the state of vacant land. On the other hand, real estate transactions occur due to various circumstances (inheritance, business liquidation, disposal of idle assets, etc.), and many sales information is circulated. Even for land with existing buildings, there are various means of procurement, such as (1) demolition and clearing of the land after our acquisition or (2) the seller clearing the land and selling it to us.

JINUSHI BUSINESS Chosen by Tenants

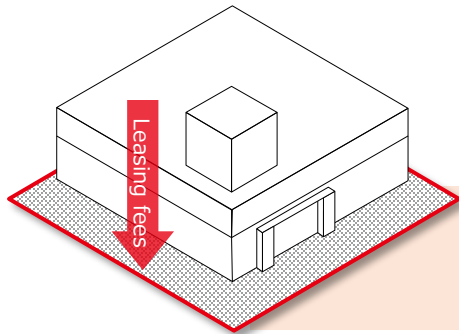
- Tenants benefit significantly from utilizing the JINUSHI BUSINESS.
- Trust and a sense of security with a “Small Initial Investment Cost” and a “Stable Landowner” make a big difference.

Small Initial Investment Cost

- Land acquisition funds account for a large portion of a tenant’s initial investment. On the other hand, renting land from others carries the risk of eviction in the future.

Stable Landowner

- JINUSHI BUSINESS provides tenants with a sense of security by allowing JINUSHI REIT to become a stable landowner holding leased land for the long term.



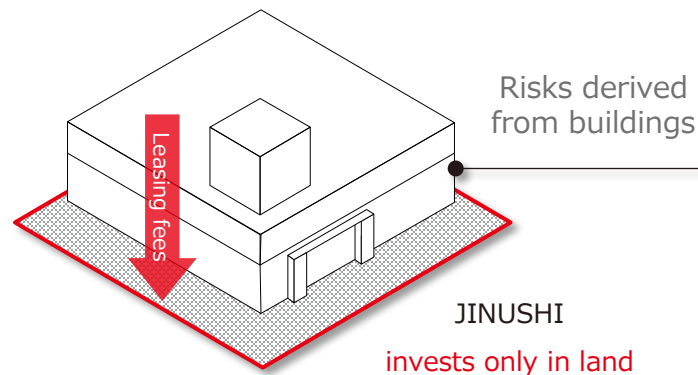
How tenants open store	Tenants		Initial Invest-ment	Business Operation		Advantages and Disadvantages, etc.
	Land	Building		Stability	Flexibility	
Own both land and building	Own	Own	Large	Large	Large	• High operational stability and flexibility, but high initial investment
Rent land from an individual	Rent	Own	Small	Small	Large	• Future risk of eviction due to inheritance, etc.
Rent both land and building	Rent	Rent	Small	Medium	Small	• Building holder (e.g., leasing company) required
Rent land from us	Rent	Own	Small	Large	Large	• Trust and sense of security in remaining as a stable landowner

Inflation-Resistant the JINUSHI BUSINESS

- The JINUSHI BUSINESS eliminates various types of real estate investment risks derived from buildings.
- Inflation also contributes to higher land prices and increases the value of assets held by those who invest in the JINUSHI BUSINESS.

Cost Up

- Compared to five years ago, construction costs are up 31%.^{*1} On the other hand, rent hikes are difficult, and leased land, which is unaffected by rising costs, will have an increasing advantage.



Rising Land Prices

- Land prices are rising. The Ministry of Land, Infrastructure, Transport and Tourism's official land price survey for 2025 shows that the national average for all-use, residential, and commercial land all rose for the fourth consecutive year.

None of this will affect the JINUSHI BUSINESS, which invests only in land.

Leasing income	Leasing fluctuation risk	Vacancy risk	
Leasing cost	Sales promotion and advertising expenses	Leasing	Cleaning cost
	Property tax	Utilities expense	Insurance fee
	Depreciation and amortization	Repair costs	
Other expenses	Rebuilding	Renovations	Capital investment
	Fire/disaster damage		

^{*1}. Calculated based on a survey by Construction Research Institute and the Tokyo Metropolitan Government's construction cost index for stores (steel-frame construction).



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Management With a Focus on Cost of Capital and Stock Price

- JINUSHI BUSINESS, with high-turnover and no inventory risk, enables management to exceed the cost of equity.
- Net profit per share (EPS) is growing steadily, and ROE remains high.

Equity Spread

(ROE- Cost of equity)

ROE

Cost of equity

16.0% > **5.7-8%**

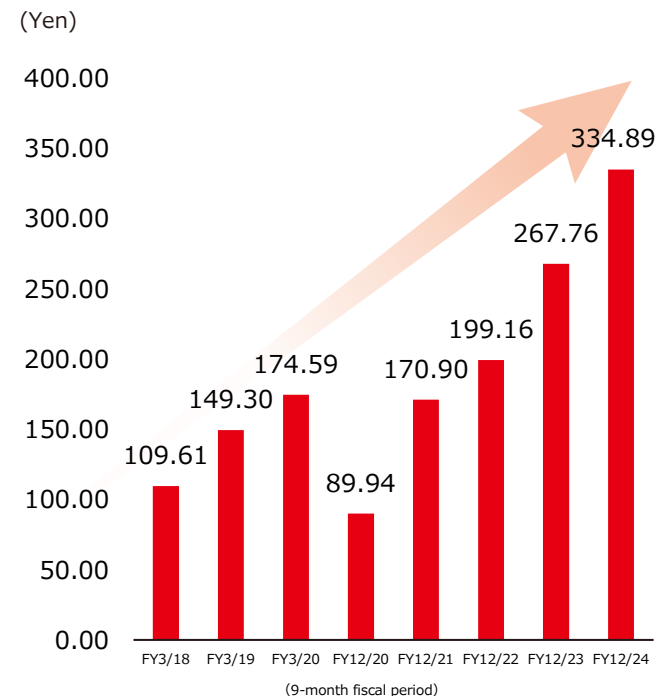
Assumptions for calculating cost of equity

- Calculated by CAPM (Capital Asset Pricing Model): 5.7-7.6%

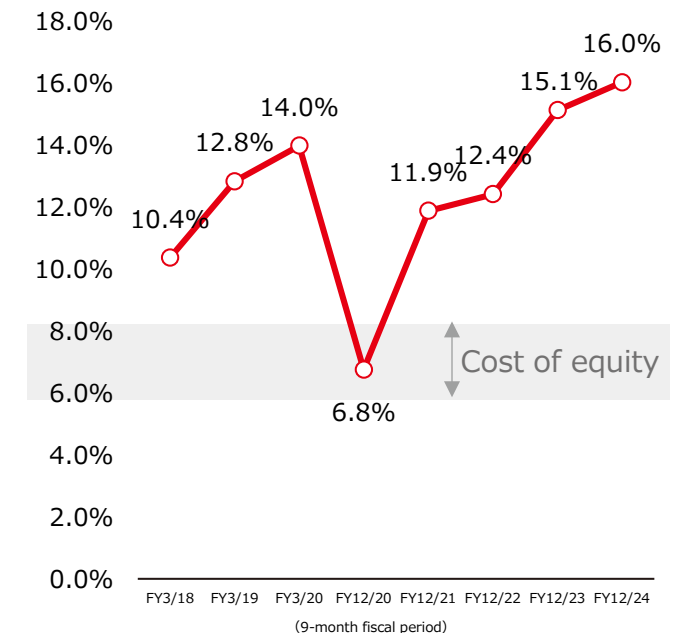
Risk Free Rate	Market Risk Premium	Beta Value (Five-year)
0.9-2.1%	6.0%	0.89

- Interviewed investors: 8% range

Net Profit Per Share (EPS)



ROE



Capital Allocation

- High-turnover business model enables ROE of around 13%, which exceeds cost of equity.
- Aiming to increase corporate value, we are conscious of the balance between enhancing retained earnings to enable investment for growth and returning profits to shareholders.

Value Creation Over Cost of Equity

ROE

About **13%**^{*1}

(Medium-term Management Plan)

- High turnover model from purchase to sale in 1 to 1.5 years
- IRR performance of investment projects: average 42.7%
- Stable stock income from asset management business, etc., is also expanding.

Build a Stable Financial Base

Equity Ratio

More than **30%**^{*1}

(Medium-term Management Plan)

- Build up equity capital in preparation for financial crises and other contingencies.
- Execution of financial strategies based on business characteristics.
- Establishment of bridge scheme.

Equity financing (completed)

Announced the issuance of new shares and the disposition of treasury shares by public offering in July 2024. Raised approx. ¥8.2 billion. Sufficient funds are available for future expansion of the JINUSHI BUSINESS.

*1. Indicators for the medium-term management plan

Use
of
funds

Growth Investments

- Accelerate investment in and return from the JINUSHI BUSINESS. Expand flow income (gain on sales) and stock income (asset management fees) through sales to JINUSHI REIT.
- In the future, expand the real estate leasing business to increase business stability and cover fixed costs with stock Business income.

Balance between growth investment
and shareholder returns

Shareholder Returns

- Aim to increase the dividend with profit growth (Progressive Dividend)

Industry Comparison (Key Indicators and Stock Price Indexes)

- JINUSHI BUSINESS, which invests only in land, is hassle-free, highly efficient, and profitable.
- Aiming to improve stock price through proactive investor relations activities.

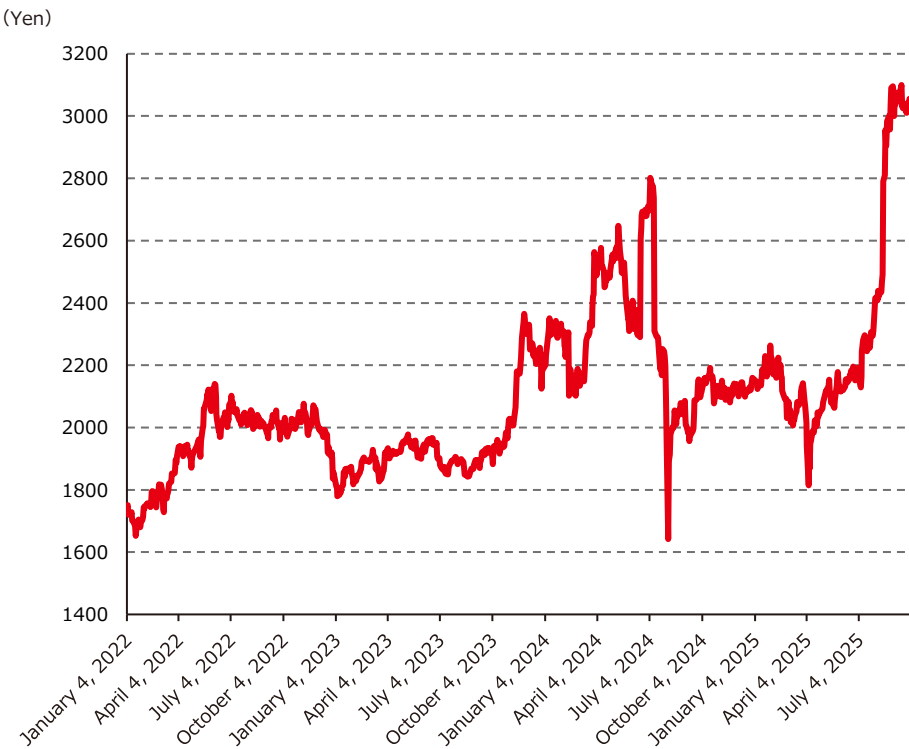
Key Indicators ^{*1}

	ROE	Net profit on net sales	Net profit per employee
JINUSHI Co., Ltd	16.0%	10.7%	¥54.8 million
Industrial average	8.4%	4.5%	¥11.2 million

Stock Price Indexes ^{*2}

	PER	PBR	Dividend yield
JINUSHI Co., Ltd	10.3 times	1.3 times	3.3%
Industrial average	27.5 times	2.1 times	2.9%

Our Stock Price Trends
(Jan. 2022 - Sep. 30, 2025)



^{*1}. The Company's actual results are for the fiscal year ended December 31, 2024. Industrial averages are calculated by us from Nikkei Value Search. Actual results for the most recent fiscal year of a total of 197 listed companies in the "Real Estate/Housing" sector and "Real Estate Investment/Fund Management" sector were used (as of the end of January 2025).

^{*2}. Calculated by the Company using Qr1 data provided by QUICK (as of September 30, 2025)



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Winner of the Porter Prize

- JINUSHI received the 2023 Porter Prize Award for uniqueness and profitability from a business management perspective

The Porter Prize

- The prize is named for Mr. Michael Porter, a world-renowned authority on business administration.
- Uniqueness of strategy and profitability are the key points of evaluation



The Porter Prize, which is given by Hitotsubashi University, recognizes companies with innovative products, processes, and management systems. Winners of this prize use these strengths to implement innovative strategies and maintain high profitability in their industry.

Porter Prize website:

<https://www.porterprize.org/english/>

Reference: JINUSHI interview video (Competitiveness Conference 2023)

<https://www.jinushi-jp.com/video/PorterPrize.mp4>

Why JINUSHI was Selected

JINUSHI created a new type of financial product and uses a unique business model.



Creation of novel financial products

As a producer of real estate financial products that created financial products specialized in leased land, JINUSHI has created and expanded the leased land market.

Value for tenants

Tenants can develop a property with a small initial investment because there is no need to buy the land. In addition, tenants can use the land with confidence because JINUSHI REIT is a reliable long-term owner.



A distinctive business model

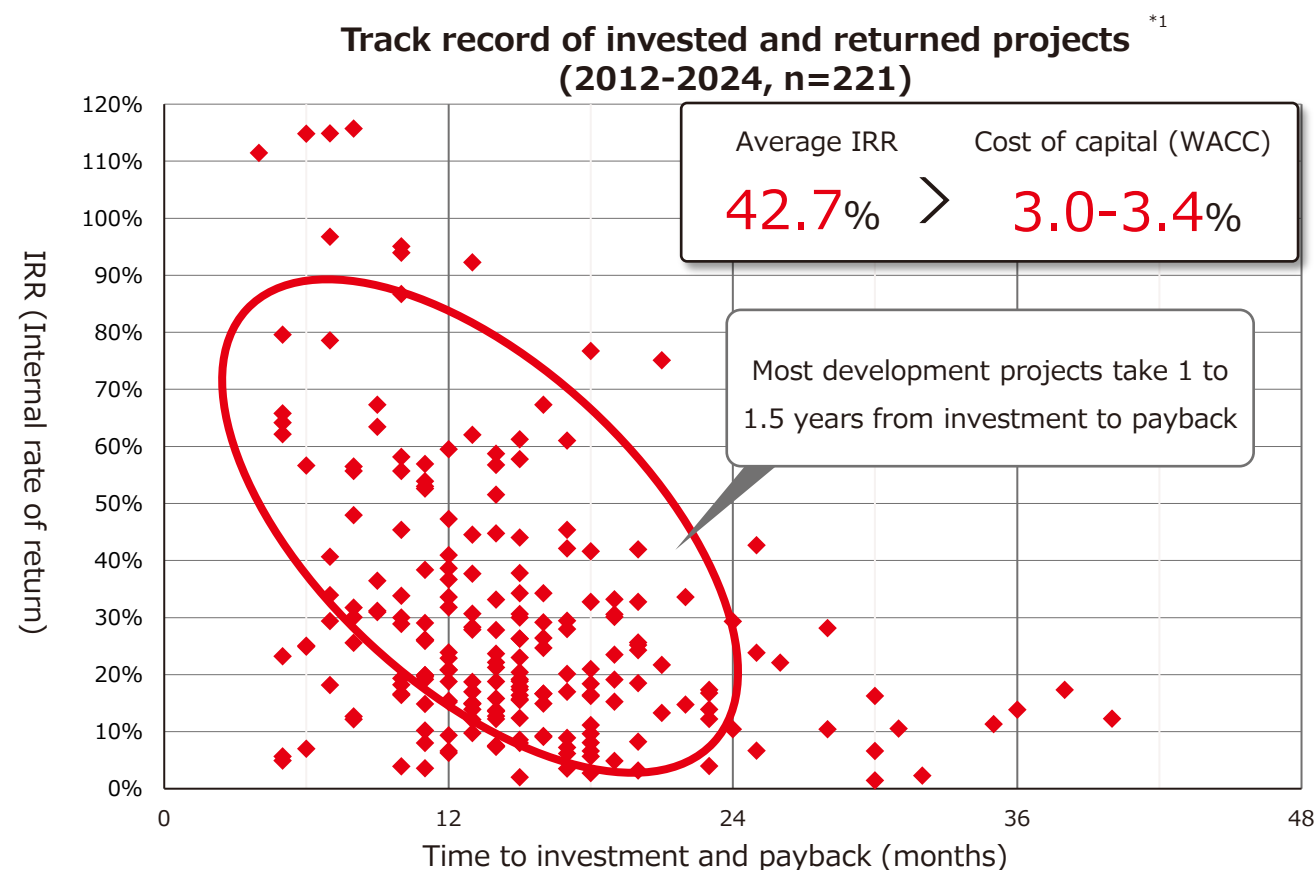
The JINUSHI BUSINESS develops real estate financial products that are highly resistant to natural disasters and market volatility through investments exclusively in land without buildings.

Value for institutional investors

JINUSHI offers pension funds, life insurance companies, and other institutions seeking long-term stable investments an additional option to diversify their investment portfolios through JINUSHI REIT.

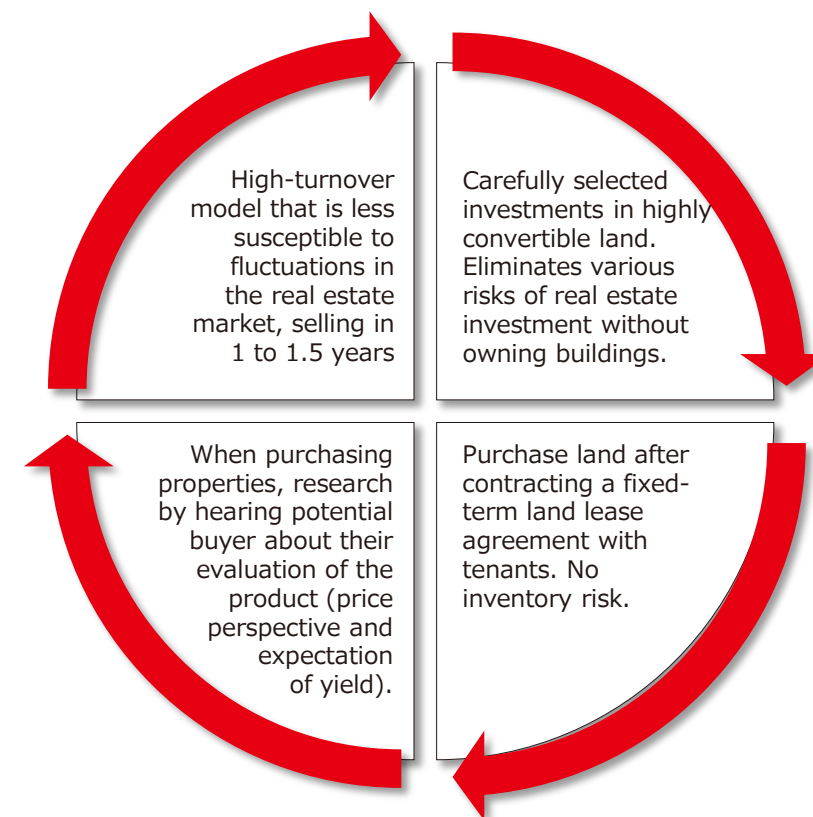
JINUSHI BUSINESS with High Investment Efficiency

- JINUSHI BUSINESS, a high-turnover model, is an investment approach with a high IRR (internal rate of return $\doteq$ annual return on investment)
- Investment performance well above weighted average cost of capita (WACC)



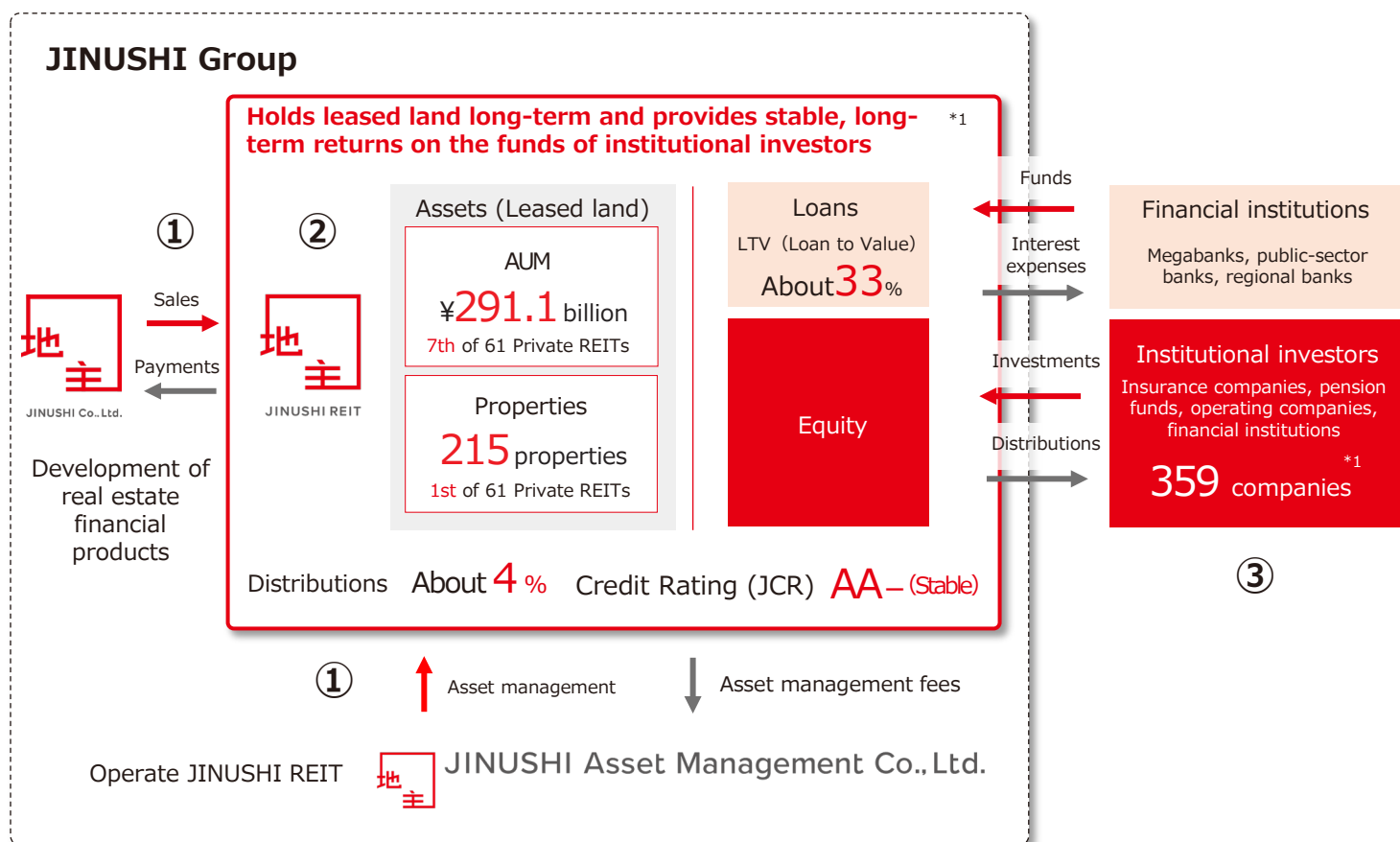
*1. Calculated for Real Estate Investment Business projects by the Company and JINUSHI Financial Advisors, among completed investments and returned between 2012 and 2024

Investment Approach to Minimize Risk



JINUSHI REIT's Structure

- JINUSHI Private REIT Investment Corporation (JINUSHI REIT), which is operated by the JINUSHI Group, is Japan's only private REIT specializing in leased land.
- JINUSHI REIT holds leased land over the long term and provides stable, long-term returns on the funds of institutional investors.



① Contributing to JINUSHI's High-ROE Management

- Assets and liabilities of JINUSHI REIT are not included in JINUSHI's balance sheet (BS).
- Even after recording gains on sales and compressing the BS, our group continues to earn asset management fees from the REIT, contributing to high-ROE management.

② Optimal Structure for Long-Term Ownership of Leased Land

- Private REIT is an investment corporation established under the Act on Investment Trusts and Investment Corporations. Asset management companies responsible for managing their assets are required to obtain approvals and licenses from relevant authorities such as the Financial Services Agency and the Ministry of Land, Infrastructure, Transport and Tourism.
- JINUSHI REIT has established a system that is ideal for long-term holdings, including bankruptcy isolation, no redemption deadlines, and transparent independent management.
- Earning a reputation as a stable landowner from tenants who want stable, long-term business operations.

③ Investments by Domestic Institutional Investors

- A large number of reputable domestic institutional investors—such as life and non-life insurance companies, pension funds, and financial institutions managing long-term capital—have invested.

*1. As of January 8, 2026. The figures are based on the assumption that the 10th capital increase of the JINUSHI REIT, scheduled for January 2026, will be implemented as planned (including investors through secondary transactions). Figures are subject to change. Ranking based on our own research (calculated using the number of private REITs as the denominator)

Features of JINUSHI REIT

- JINUSHI REIT gives investors stable, long-term income with a low risk of a big change in the value of the principal.
- JINUSHI REIT has characteristics that match the requirements of pension funds, insurance companies, financial institutions, and other investors that want an investment with long-term stability.



JINUSHI Private REIT, Inc.

JINUHI BUSINESS

Stable, long-term income



Private REIT

A low risk of a big change in the value of the principal

	Management policy	Track record ^{*1}
Yield (annual rate)	About 3.5%	About 4 %
LTV	About 20-40%	About 33%

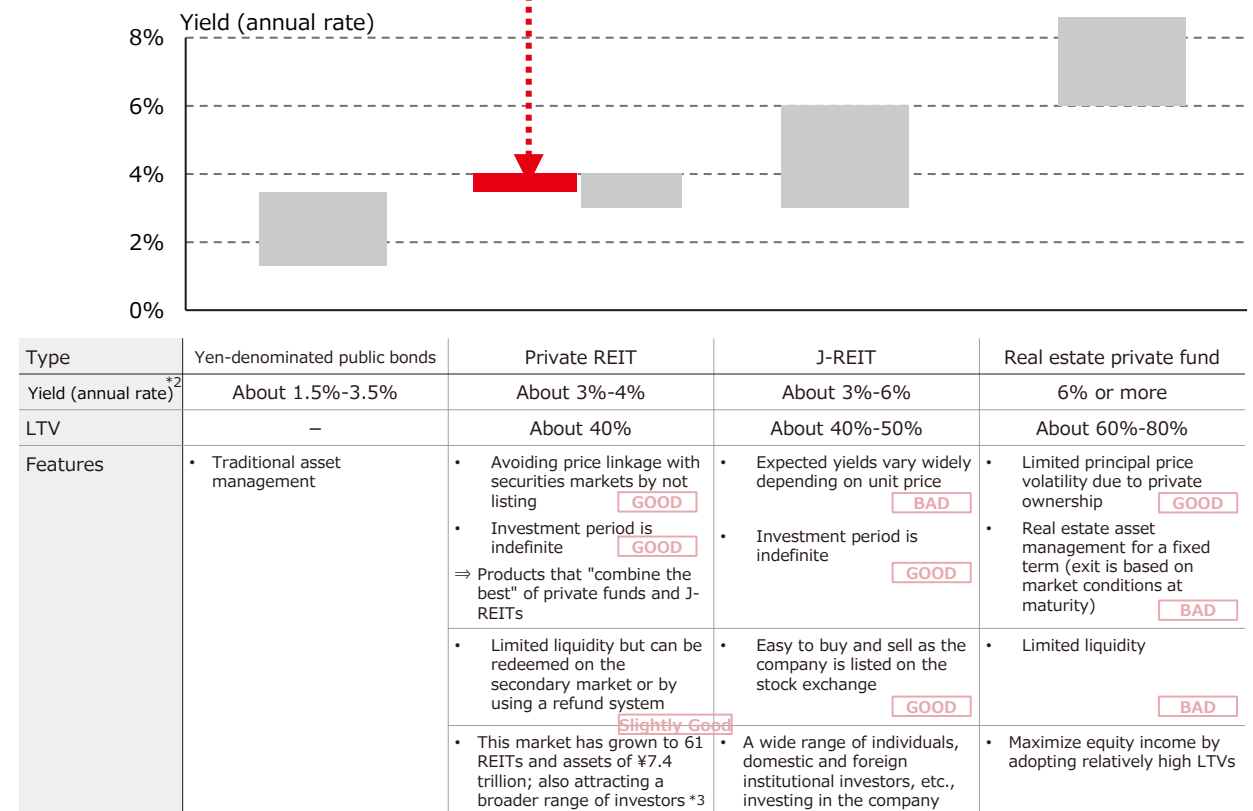
- The only private REIT in Japan that invests only in land; low LTV, low risk and low volatility
- Realize stable distributions over the long term by concluding long-term fixed-term land lease agreements with tenants without owning the building

*1. As of January 8, 2026 (see other pages for assumptions related to JINUSHI REIT).

*2. Typical figures are shown for each category of financial product. Actual numbers differ for individual REITs and funds and due to future performance.

*3. Source: The Association for Real Estate Securitization, "Private REITs Quarterly" (October 31, 2025). Figures are as of September 30, 2025, and the number of REITs includes JINUSHI REIT.

Yield Comparison of Real Estate Financial Products



The JINUSHI CLUB (Real Estate Financial Product for General Investors)

- JINUSHI started to provide general investors with the JINUSHI BUSINESS which has an excellent reputation among institutional investors.
- Offering for the 7th fund has been completed. The 8th fund has been offered since October 2025. Properties for the 9-12th funds have already been purchased for JINUSHI CLUB.

Start with ¥100 thousand, become a landowner

Real Estate Financial Product for General Investors



JINUSHI CLUB

Official Web Site



<https://jinushi-club.jp/>

Flexible structuring of returns and durations to meet diverse investor needs

Total investment:
Approx. **¥1.2** billion



**Offering Performance
up to the 7th fund**

- Expected Annual Yield:
Approx. **3.0%** - **7.0%**
- Operation Period:
9 months to **13** years and **7** months

Growth of the JINUSHI BUSINESS

- Since its start more than 20 years ago, JINUSHI has been a leader in the creation and growth of a market for leased land.
- Expanding the JINUSHI BUSINESS to general investors is expected to contribute to more growth.

For General Investors



JINUSHI CLUB

Provision of real estate financial products in small units as a Specified Joint Real Estate Enterprise ^{*1}

Personal financial assets in Japan ^{*2}

¥2,230 trillion



For Institutional Investors



JINUSHI REIT

Japan's only leased land and a reliable long-term private REIT specializing in investment for institutions

AUM	Properties	Investors ^{*3}
¥291.1 billion	215	359

^{*1}. Provided by Jinushi Financial Advisors, a wholly owned subsidiary of our company

^{*2}. Flow of Funds for the 4Q of 2024, Bank of Japan

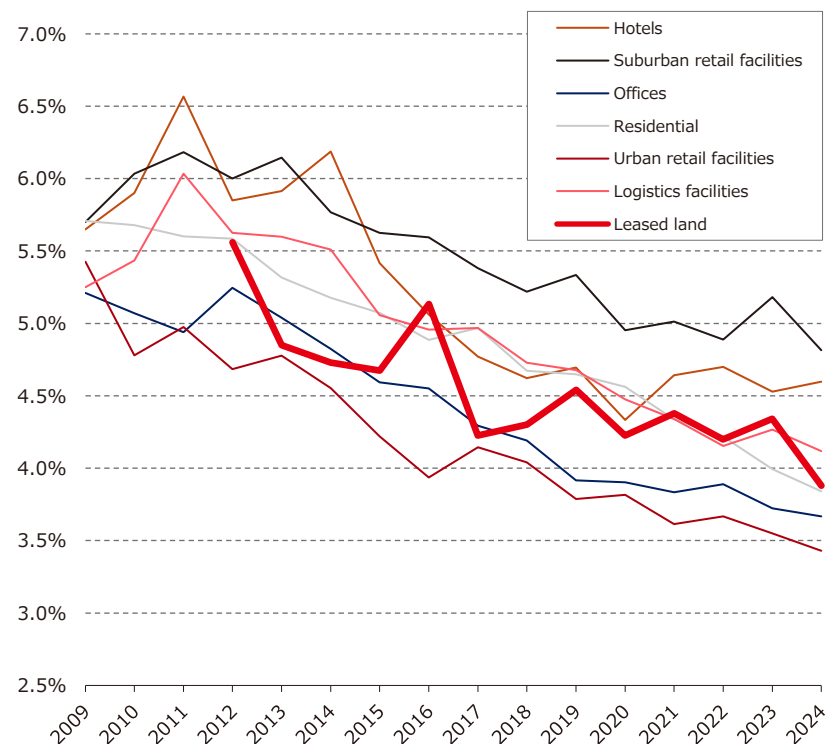
^{*3}. As of January 8, 2026 (see other pages for assumptions related to JINUSHI REIT).

Market Trend Data J-REIT Leased Land Transactions

- The cap rate of leased land when purchased by J-REITs has been declining steadily because of the strength of Japan's real estate market.
- Market liquidity of leased land has steadily improved. Since the establishment of J-REITs in 2001, the cumulative transaction amount of leased land by J-REITs has reached ¥831.4 billion.

J-REIT Cap Rate (Appraisal Value)

(Appraisal CAP rate as of purchase)

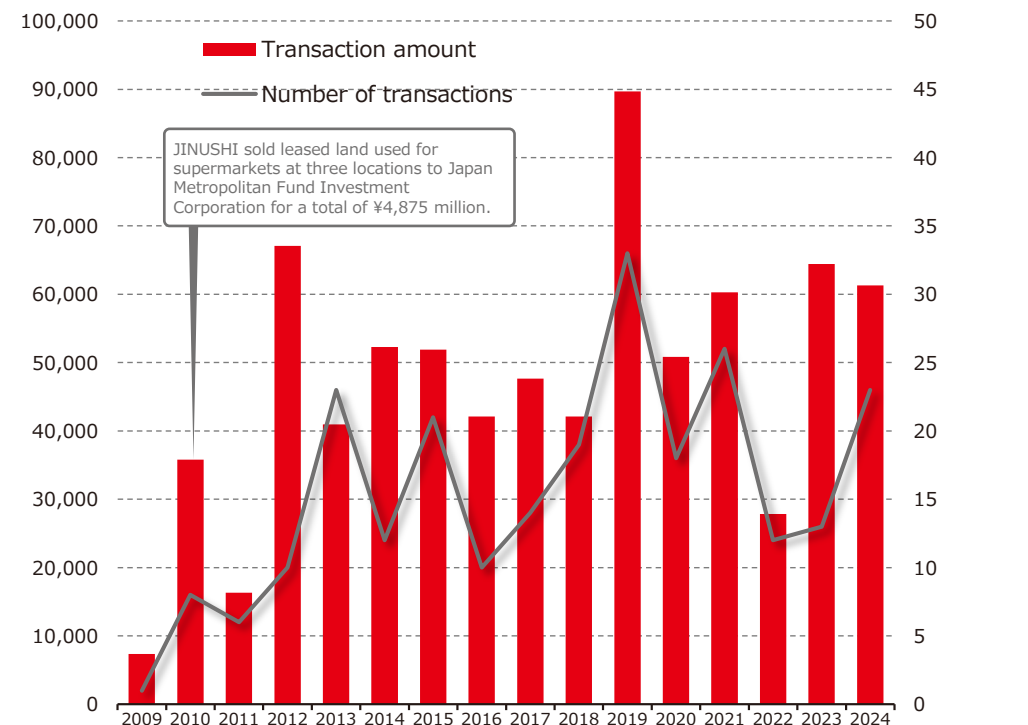


*1. JINUSHI estimates using information disclosed by J-REITs. Cap rates using appraisal values are the simple averages for each asset class. The total amounts of leased land transactions is the sum of acquisitions and sales of each RIET.

Transaction Amount and Number of Leased Land in J-REITs

(Amounts of transactions: Millions of yen)

(Number of transactions)



ESG (1) Environment

- In 2022, JINUSHI has established goals and performance indicators regarding climate change.
- We are dedicated to using the JINUSHI BUSINESS, which is resilient to climate change and natural disasters, to play a role in solving environmental and social issues.

Climate Change Goals and Performance Indicators

Goals

- Maintain carbon neutrality (Internal emissions: Scope 1, 2)^{*1}
- Increase pct. of land lease agreement with tenants that include ESG provisions: 100%^{*2}
- Volume of greenhouse gas emissions Unit: CO2 emissions (tons)

Performance Indicators

Category		FY12/22 results	FY12/23 results	Goal for 2030	Goal for 2050
Scope1 ^{*1}	+	26	27	Carbon-neutral	Carbon-neutral
Scope2 ^{*1}	+	14	16		
Purchased emission rights	-	(40)	(43)		
Scope 1, 2 ^{*1} total		0	0		

Scope3 ^{*1}	+	4,619	2,694	-	-
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- Other indicators

Category	FY12/23 results	FY12/24 results	Goal for 2030	Goal for 2050
ESG provisions in land lease agreements with tenants ^{*2}	100%	100%	100%	100%

Activities with Tenants (Inclusion of ESG provisions)

Since June 2022, JINUSHI has included the following model ESG clause in land lease agreements for the use of greenery and energy conservation measures.

ESG Provisions for Land Lease Agreements

Based on discussions by JINUSHI and the tenant concerning the ESG concept and a joint commitment to ESG, the tenant agrees to use at the site and building solar power, an electric car charging system, greenery, and other environmental facilities and measures as much as possible without disrupting the operation of the business on the site.

Solar power generation system
68 projects



EV charging stations
46 projects



Wall vegetation and rooftop greenery
26 projects



As of the end of September 2025

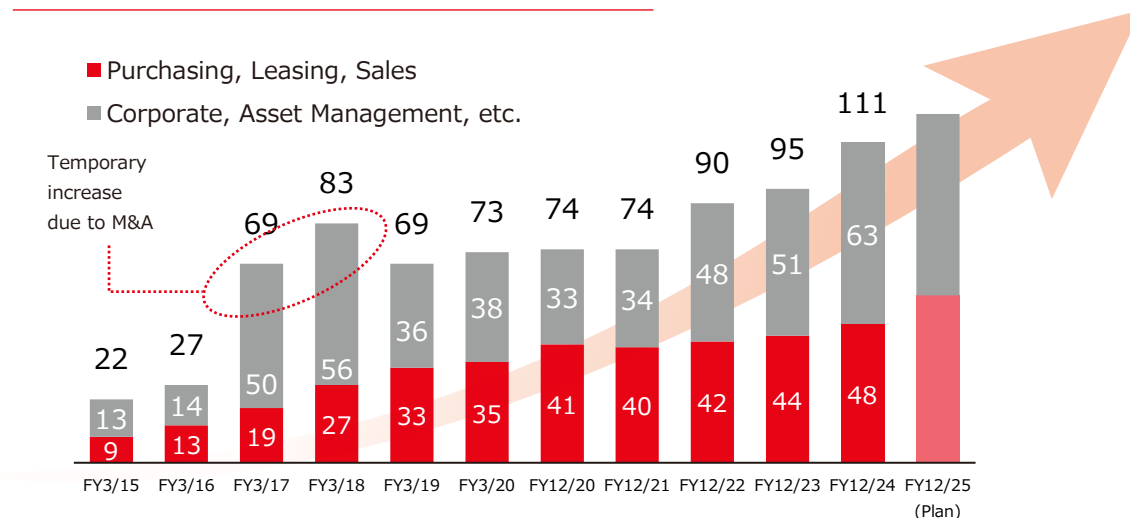
*1. Scope 1: Direct GHG emissions from internally used energy (fuel of company cars, etc.) Scope 2 : Indirect GHG emissions due to internally used electricity, heat, etc. (electricity at offices, etc.) Scope 3 : Emissions of other companies associated with business activities (site preparation, building demolition and other operations of partner companies)

*2. For land lease contracts including ESG provisions beginning on June 9, 2022 (only new developments of JINUSHI in Japan)

ESG (2) Human Resources Information/ Corporate Governance Framework

- Aiming for further business expansion of the JINUSHI BUSINESS, actively recruiting excellent human resources.
- Outside directors are the majority of the Board of Directors.

Number of Employees



Annual employee salary*1	Net profit per employee	Degree of sharing management philosophy
Avg. ¥19.15 million (FY12/24 Result)	¥54.84 million (FY12/24 Result)	4.22 pt*2 (Dec. 2024)
No. 9 in the nation in average annual salary ranking of listed companies	JINUSHI BUSINESS is highly profitable due to its unique business model.	Max. 5 pt (Avg. of other companies 3.54 pt)

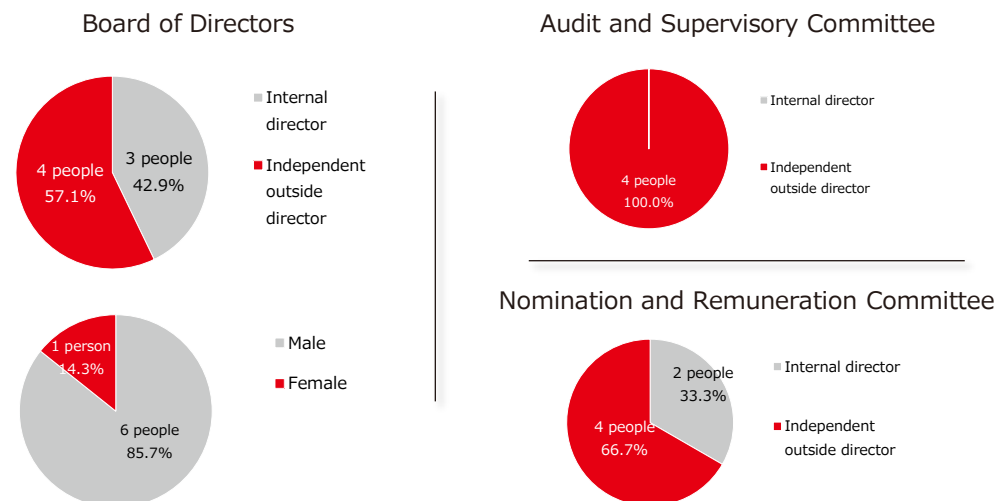
*1. The average annual employee salary is for only JINUSHI. Includes ¥2.07 million in restricted stock compensation. The ranking is based on the Toyo Keizai survey (ranked based on our actual results (¥17.18 million) for FY12/23).

*2. Scores from an engagement survey conducted in December 2024 among employees (100% response rate) of our group (excluding some subsidiaries).

Corporate Governance Framework

- Company with an Audit and Supervisory Committee and a Nomination and Remuneration Committee
- Independent outside directors are 4 of the 7 directors
- Independent outside directors are the majority of the Audit and Supervisory Committee and the Nomination and Remuneration Committee

Composition



10-year Summary

		FY3/15	FY3/16	FY3/17	FY3/18	FY3/19	FY3/20	FY12/20 (9-month fiscal period)	FY12/21	FY12/22	FY12/23	FY12/24
Statement of Income												
Net sales	Millions of yen	16,252	17,378	26,614	31,260	39,834	74,187	29,886	56,177	49,887	31,597	57,068
Gross profit		4,653	7,427	7,710	6,858	8,172	9,100	5,019	9,263	10,857	10,499	13,394
of which, Flow Business		4,143	6,868	5,581	5,082	6,569	7,028	3,868	7,738	8,275	7,722	9,955
of which, Stock Business		260	555	1,080	1,370	1,111	2,068	1,144	1,509	2,388	2,766	3,432
of which, others		249	3	1,048	404	491	3	6	15	194	10	7
Operating profit		3,547	5,955	4,843	3,684	4,446	5,244	2,420	5,475	6,411	6,154	8,677
Ordinary profit		2,987	5,626	5,181	3,044	4,327	4,599	2,157	5,002	5,943	5,718	8,265
Net profit		1,863	3,605	6,437	1,958	2,684	3,177	1,644	3,124	3,641	4,709	6,087
Net profit on net sales	%	11.5	20.7	24.2	6.3	6.7	4.3	5.5	5.6	7.3	14.9	10.7
Balance Sheet												
Total assets	Millions of yen	24,104	38,690	56,792	67,251	99,597	75,054	71,220	86,337	72,153	101,482	115,417
of which, real estate for sale		12,640	22,610	31,639	41,049	69,516	43,493	38,387	41,995	28,192	60,060	70,670
of which, land		3	3	3	3	3	3	2,883	16,994	16,066	13,971	14,336
Total liabilities		15,593	26,989	36,914	46,947	77,985	51,184	46,379	58,555	41,193	69,980	70,617
of which, interest-bearing debt		13,529	23,464	33,265	41,063	73,762	46,564	43,300	49,812	37,165	62,774	62,896
Net assets		8,510	11,700	19,878	20,304	21,611	23,870	24,841	27,781	30,960	31,501	44,800
of which, shareholders' equity		8,405	11,626	17,493	20,278	21,591	23,870	24,841	27,781	30,905	31,365	44,567
Shareholder Returns												
Dividend per share	Yen	30.0	45.0	55.0	55.0	55.0	55.0	25.0	50.0	55.0	55.0	85.0
Dividend payout ratio	%	23.8	21.5	15.0	50.2	36.8	31.5	27.8	29.3	27.6	20.5	25.4
Indicators												
EPS	Yen	125.91	209.09	366.84	109.61	149.30	174.59	89.94	170.90	199.16	267.76	334.89
BPS		496.43	665.31	979.32	1,135.12	1,196.94	1,305.43	1,358.52	1,519.30	1,690.17	1,915.86	2,181.23
Equity ratio	%	34.9	30.1	30.8	30.2	21.7	31.8	34.9	32.2	42.8	30.9	38.6
ROE ^{*1}		35.3	36.0	44.2	10.4	12.8	14.0	6.8	11.9	12.4	15.1	16.0
Net D/E ratio ^{*2}	Times	0.37	0.97	0.98	1.31	2.54	1.04	0.90	1.17	0.45	1.26	0.87
Number of employees		22	27	69	83	69	73	74	74	90	95	111
CO2 emissions	Scope 1 ^{*3}	t-CO2	—	—	—	—	—	—	32	26	27	To be calculated
	Scope 2 ^{*3}	t-CO2	—	—	—	—	—	—	20	14	16	To be calculated
	Scope 3 ^{*3}	t-CO2	—	—	—	—	—	—	3,434	4,619	2,694	To be calculated

*1. ROE is net profit divided by average equity during the fiscal year

*2. The net debt-equity ratio is debt minus cash and deposits divided by net assets

*3. Scope 1: GHG emissions directly from company operations (gasoline for company vehicles, etc.), Scope 2: GHG emissions indirectly from company operations, such as for electricity and heat (electricity at offices, etc.), Scope 3: Indirect GHG emissions not included in Scope 2 that include activities of suppliers, customers and others (emissions due to soil remediation by customers, building demolition, etc.)



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