

Q3 FY11/20 Financial Earnings Summary



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First Brothers Co., Ltd. (3454)

October 7, 2020

Group's major businesses

Since our inception in February 2004, the First Brothers Group has grown centering around the core business of originating funds that mainly target real estate and managing investment assets on behalf of institutional investors^{*1}. Around the time of our stock listing in February 2015, we made significant changes to our business structure. Today, we are an investment company managing our own investment assets^{*2}, securing stable income primarily from real estate properties while also investing in various peripheral fields.

(1) Real estate investment

First Brothers maintains a portfolio of real estate for lease through which we expect to generate stable income over the medium to long term. From the vast number of properties available on the market, we carefully select and invest in small to medium-scale properties, and add value to them in various ways. We also develop new properties when sufficient returns can be expected. Our portfolio undergoes rotation as appropriate to realize gains from added property value.

We also conduct joint investments with institutional investors if we find investment opportunities in large-scale real estate projects.

(2) Private equity investment

First Brothers undertakes various other investment projects such as investment in distressed debt, venture capital, and unlisted company stocks.

(3) Renewable energy

Among the many forms of renewable energy, we focus our business development efforts on the geothermal energy sector. Although commercialization will take several years, we believe this is an area of investment where we can leverage our Group's expertise to make a visible contribution to society.

(4) Fund business

The fund business involves fund origination and provision of asset management services to institutional investors. Our funds invest in relatively large properties worth several billion to tens of billions of yen, and we adopt an investment strategy of securing both investment income and capital gains. Guided by our rule of conduct of "Client first," the First Brothers Group's top priority is to provide investment services that put client satisfaction above all else. Since we buy or sell investment assets for our funds at the most profitable timing, the Group's AUM balance changes significantly in tandem with real estate market trends.

We also apply the know-how that we have fostered in our fund business to occasionally handle asset management of active real estate investments that investors are running independently.

*1 Investment Management business ((4) above)

The Investment Management business provides client asset management through private funds that mainly invest in real estate and real estate beneficiary rights. This involves a series of business activities from investment strategy planning, proposals, and property acquisitions to property management during the investment period and disposition (sale of investment property). Investment Management has been the source of the Group's progress.

*2 Investment Banking business ((1), (2), and (3) above)

The Investment Banking business represents investment activities in which the Group is the principal investor. The business centers on investments in real estate for lease that are projected to return a stable income. It also includes private equity investments that harness the platforms and strengths of our existing businesses, investments in renewable energy and other social infrastructure, and joint investments (same-boat investments) in private funds formed by the Group. These investment activities form the pillar of the Group's growth.

Topics for Q3 FY11/20 (1)

Portfolio of properties for lease (principal investment)

The First Brothers Group is expanding its portfolio by acquiring properties for lease that are projected to return a stable income over the medium to long term.

In cumulative Q3 FY11/20, we continued to newly acquire quality properties for lease to add to our portfolio.

The balance of our portfolio and corresponding book value, market value, and unrealized gain are shown below.

(Unit: million yen)	FY11/18 (end of fiscal year)	FY11/19 (end of fiscal year)	Q3 FY11/20 (end of Q3)	Change from end of FY11/19	Change from end of FY11/19 (%)
Balance* ¹ (number of properties)	33,012 (27 properties)	43,377 (49 properties)	59,051 (59 properties)	+15,674	+36.1%
Increase* ¹	17,934	22,171	20,319	-	-
Decrease* ¹	12,971	11,807	4,646	-	-
Book value* ²	34,014	44,340	59,908	+15,568	+35.1%
Market value* ³	38,502	49,990	67,719	+17,729	+35.5%
Unrealized gain* ³	4,487	5,650	7,810	+2,160	+38.2%
NOI yield* ⁴	6.4%	6.9%	6.8%	-	-

*1 Balance and increase values are based on acquisition price (before tax).

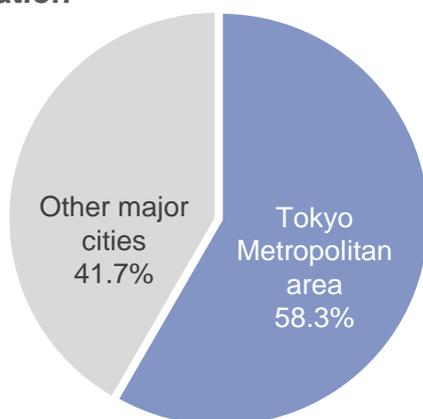
*2 Book value is adjusted by adding transaction costs at the time of acquisition to the acquisition price, and reflecting capital expenditures and depreciation expenses for the investment period.

*3 Market value is the most recent appraised value or assessment value based on the appraised value, and unrealized gain is the difference between this value and book value.

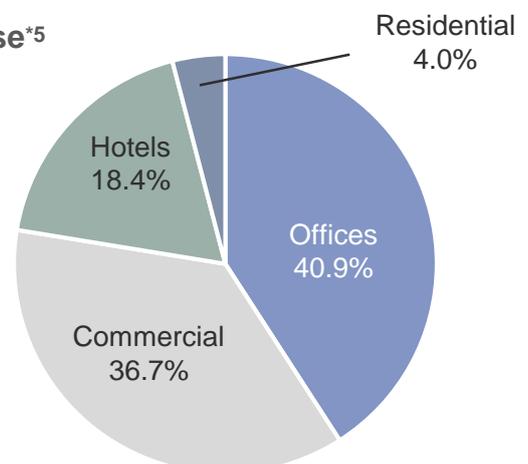
*4 Assumed APR for stable operation (cash-based net income from rents minus administrative expenses, etc., divided by acquisition price).

The graphs below break down the balance (acquisition price-based; as of end Q3 FY11/20) of our portfolio of properties for lease by location and use.

By location



By use*⁵



*⁵ Mixed-use properties calculated based on primary usage.

Topics for Q3 FY11/20 (2)

Portfolio of properties for lease / Stable income and SGA cover rate

Our policy is to expand our portfolio of properties for lease in order to increase stable gross profit from leasing^{*1}. However, gross profit from leasing may drop temporarily due to factors such as the sale of assets for portfolio rotation and vacancy losses incidental to work to enhance property value.

In cumulative Q3 FY11/20, gross profit from leasing trended above selling, general and administrative (SGA) expenses as we made progress with expanding our portfolio of properties for lease (increase of 15.6 billion yen in balance of property holdings).

	Q3 FY11/17 (nine months)	Q3 FY11/18 (nine months)	Q3 FY11/19 (nine months)	Q3 FY11/20 (nine months)
Gross profit from leasing ^{*1} (million yen)	919	884	1,143	1,536 ^{*3}
SGA cover rate ^{*2}	96%	89%	105%	133%

*1 Net income gained from properties for lease (NOI [excluding one-time factors] – depreciation expenses)

*2 Gross profit from leasing / Selling, general and administrative expenses (excluding one-time factors)

*3 Correlation between NOI yield during stable operation (see p. 3) and gross profit from leasing (Q3 FY11/20)

- NOI during stable operation in Q3 FY11/20
2,611 million yen
(51,214 million yen [average balance of property holdings at beginning of year/end of Q3] x 6.8% [average NOI yield at beginning of year/end of Q3] x 9/12 months)
- Depreciation expenses in Q3
– 511 million yen
- Vacancy losses incidental to work to add value to properties and rent for properties acquired during Q3, etc.
– 564 million yen

•Gross profit from leasing in Q3 FY11/20
1,536 million yen

Portfolio of properties for lease / Portfolio rotation through property sale

We manage the properties for lease we acquire, adding value to them through enhancements, and also sell some on the market as appropriate to achieve portfolio rotation and generate capital gains.

In cumulative Q3 FY11/20, we sold some of our properties to realize gains from our portfolio.

(million yen)	Q3 FY11/17 (nine months)	Q3 FY11/18 (nine months)	Q3 FY11/19 (nine months)	Q3 FY11/20 (nine months)
Sales value ^{*1}	8,950	14,626	7,091	6,704
Gross profit from sale ^{*1}	1,829	3,220	1,427	1,800

*1 Includes sales of real estate for sale in process (including land for development of properties for lease).

■ Fluctuations in sales value and gross profit from sale

For the purpose of portfolio rotation, we sell some of our properties to which we have successfully added significant value, or in cases where we find a buyer presenting favorable conditions. We select these properties by assessing our progress in value enhancement. Because the value of each property is relatively large and each sales transaction can be affected by a range of factors, total sales value on a quarterly or annual basis can fluctuate significantly depending on the number of executed transactions. Gross profit from sale also fluctuates, since the profit margin varies from property to property.

Topics for Q3 FY11/20 (3)

Portfolio of properties for lease / Financing status

Our loan balance tends to increase as investment progresses, because we take out loans when acquiring properties.

As a rule, we take out super long-term loans with repayment terms of 10 years or longer and use interest rate swaps^{*1} to maintain a fixed interest rate for a certain portion of our loan balance.

^{*1} The market price of an interest rate swap contract fluctuates according to interest rate market trends.

We recorded a valuation loss of 35 million yen on interest rate swap contracts in cumulative Q3 FY11/20 as market rates trended lower.

Our policy, however, is to fix interest payments over the long term to avoid the risk of interest rates going up; the swap contracts contribute to stabilizing our cash flow.

	FY11/17 (end of fiscal year)	FY11/18 (end of fiscal year)	FY11/19 (end of fiscal year)	Q3 FY11/20 (end of Q3)
Loan balance (million yen)	24,377	27,930	37,646	49,236
(Of which, non- recourse loans)	748	629	613	602
Leverage ^{*2}	84.7%	82.1%	84.9%	82.2%
Weighted average residual period	22.4 years	16.2 years	13.9 years	14.0 years
Weighted average interest rate ^{*3}	0.92%	0.79%	0.84%	0.81%
% of loans with fixed interest rates	56.1%	61.6%	55.1%	41.6%

^{*2} Loan balance / Book value of properties for lease

^{*3} Before fixing interest rates.

Fund business (Investment Management business)

Guided by our rule of conduct of “Client first,” the First Brothers Group’s top priority is to provide investment services that put client satisfaction above all else. We therefore always buy or sell investment assets for our funds at the most profitable timing. As a consequence, the Group’s AUM balance changes significantly based on real estate market price movements.

In cumulative Q3 FY11/20, competition to buy relatively large-scale properties—our funds’ target assets—was fierce compared with the market for small to mid-size properties that we invest in on our own account. As such, the Group refrained from new property acquisitions at the funds for which we manage investment independently.

The increase in AUM in cumulative Q3 reflected the real estate investment activities that our investor clients undertake independently, for which the Group provides asset management on contract for the duration of the investment period.

We are continuing our efforts to seek out new properties for acquisition at our funds for which we manage investment independently.

(million yen)	FY11/17 (end of fiscal year)	FY11/18 (end of fiscal year)	FY11/19 (end of fiscal year)	Q3 FY11/20 (end of Q3)
AUM	0	8,733	13,583	33,390
Increase ^{*1}	0	8,733	4,850	21,570
Decrease ^{*1}	32,183	0	0	1,763

^{*1} Increase/decrease include conclusion and expiration of asset management agreements.

Topics for Q3 FY11/20 (4)

THE FUJI FACILITY SERVICE, INC. joins our Group

In July 2020, First Brothers Group acquired shares in THE FUJI FACILITY SERVICE, INC. (“Fuji Facility Service”), making it part of the Group. For over more than half a century, Fuji Facility Service has provided facility management and BPO*1 services. Based in Osaka, it has offices in multiple cities, and by providing high-quality services, it has built up trust and results deeply rooted in its communities.

By adding Fuji Facility Service to our Group, First Brothers will gain a foothold for broadening our scope of activity through the offices Fuji Facility Service has in Osaka and many other cities, and eventually, we believe that, through mutual collaboration, we will be able stimulate local communities and together achieve even greater growth.

*1 Business Process Outsourcing

■ THE FUJI FACILITY SERVICE, INC. profile

(1) Location	2-5-8 Minamisenba, Chuo-ku, Osaka-city, Osaka		
(2) Business portfolio	Building operation and management; equipment inspection and cleaning; security; commissioned support for clerical and systems work		
(3) Capital	¥100 million		
(4) Established	November 1, 1963		
(5) Past three years' earnings and financial condition			
Fiscal year	FY03/18	FY03/19	FY03/20
Net assets	¥2,813 million	¥2,887 million	¥2,938 million
Total assets	¥4,156 million	¥4,116 million	¥4,042 million
Net sales	¥2,243 million	¥1,995 million	¥1,833 million
Operating profit	¥110 million	¥117 million	¥86 million
Ordinary profit	¥111 million	¥106 million	¥88 million
Profit	¥66 million	¥80 million	¥57 million

FY11/20 full-year earnings forecast and impact of COVID-19

The First Brothers Group places priority on investment in properties for lease as a source of stable income, and our strategy is to expand such investment in a portfolio consisting of multiple properties.

We have continued to expand our portfolio of properties for lease in FY11/20, and at the end of Q3 our portfolio balance approached ¥60 billion on a book value basis. Income from leasing our portfolio properties has also grown steadily with recent monthly income exceeding total monthly SGA and interest expenses.

In our Investment Management business as well, thanks to new asset management projects, we achieved growth in asset management fees. Further, we added Fuji Facility Service to our consolidated Group so as to broaden our areas of business activity. The consolidation of this new subsidiary resulted in the accounting recognition of ¥1,216 million in negative goodwill, which we recorded as extraordinary income.

Even amid the economic stagnation caused by COVID-19, both the leasing market and the trading market for properties for lease in which we invest are strong. There has also been no sign of reduction in rent levels or buying and selling prices, which have held steady.

At the same time, however, the outlook for economic activity remains uncertain due to the effects of COVID-19, and since there are some cautious market players trying to assess the outlook for the real estate trading market, it is taking longer than previously to close deals on real estate sales. We plan to sell several properties for the purpose of portfolio rotation, but owing to the circumstances described above, we anticipate that a number of properties we had planned to sell during FY11/20 may not be sold until the following fiscal year or later.

As a result, while income from leasing our portfolio properties and fee revenue from our asset management services have increased, and negative goodwill has generated extraordinary income, sales value and earnings from the sale of properties are expected to decline, and net sales and profit line items are now projected to fall short of previously released estimates. We thus announced a revision to our earnings forecast on October 7, 2020.

The First Brothers Group's periodic profit and loss fluctuates depending on the sales value and earnings accompanying real estate portfolio rotation (i.e. the sale of a portion of portfolio properties). However, we will continue to produce ongoing enterprise value improvement while growing unrealized gain (the difference between book value and appraised value or value based on same) and income from leasing (stable income) through expansion of our real estate portfolio in line with our growth strategy.

(million yen)	FY11/18 Full-year results	FY11/19 Full-year results	FY11/20 Full-year forecast (revised)	YoY change
Net sales	21,864	19,838	14,100	-28.9%
Gross profit	6,488	5,326	4,040	-24.1%
Investment Management business	43	94	302	+221.3%
Investment Banking business	6,444	5,231	3,737	-28.6%
Operating profit	5,130	3,462	2,150	-37.9%
Ordinary profit	4,700	2,810	1,430	-49.1%
Profit attributable to owners of parent	2,885	2,183	2,040	-6.6%

About the Group's earnings performance

The Group's policy is to expand the portfolio of properties for lease while increasing profits and shareholders' equity, but the earnings performance has the following characteristics at present because of the relatively large weighting of profit from property sale.

(1) Short-term earnings fluctuations

Our quarterly and annual earnings performance can fluctuate significantly, because large sales and profits tend to be recorded when we sell properties, whereas most of our SG&A expenses are fixed expenses such as personnel expenses and rent.

Also, Group consolidated profit margins at all levels tend to fluctuate, because profit margins in property sale vary between real estate investment projects.

While real estate transactions are influenced by various circumstances, there are no obvious seasonal patterns.

(2) Gross profit over net sales

We prioritize gross profit over net sales, because net sales include the sales value of properties. This means we prefer investments with a small transaction value and a large profit over those with a large transaction value and lower profit.

Growth strategy /

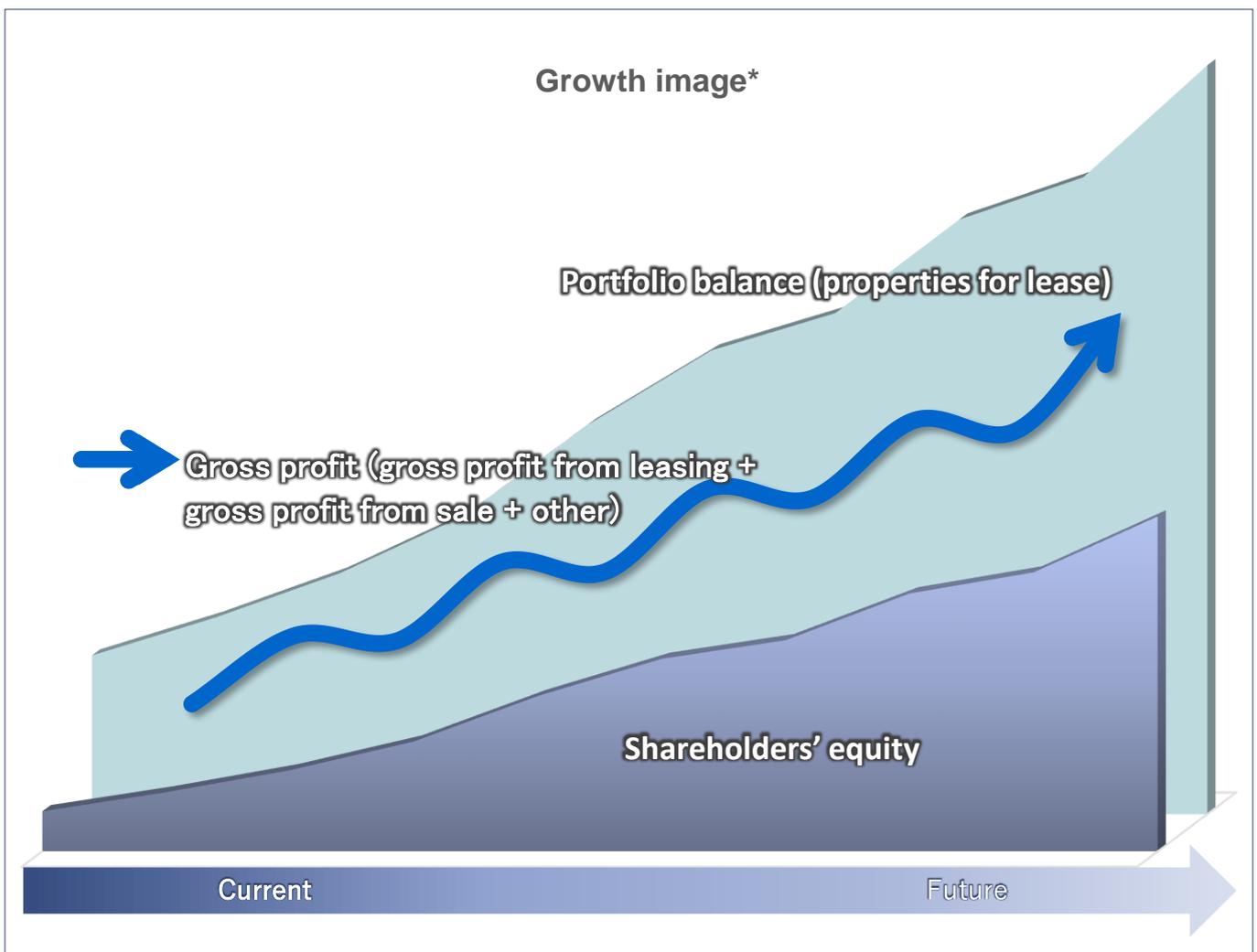
Expansion strategy for our portfolio of properties for lease

Around the time of our stock listing in February 2015, we shifted focus from a business model of earning fee revenue from asset management services to one of generating investment income and capital gains through principal investment.

The Group’s principal investment activities mainly focus on investments in real estate for lease. Our strategy in this area is to continue expanding our portfolio consisting of multiple properties. By expanding our portfolio, we achieve the following: (1) generate more stable income (income from leasing); (2) boost unrealized gains by adding value to each property; and (3) monetize the unrealized gains through portfolio rotation (selling some properties), securing appropriate profit from the sale.

The Group positions the expansion of property portfolio as the pillar of its investment strategy. To this end, we will continue to acquire and manage properties that present opportunities for value enhancement. At the same time, we will take on the challenge of property development as necessary and seek to exist harmoniously with local communities to ensure sustained growth of group companies.

Although the Group expects profits and shareholder’s equity to grow as we expand our portfolio, since profit from property sale (for portfolio rotation) accounts for a large weighting at this stage, term profit is subject to change depending on the status of such sale during the corresponding period.



* This is a conceptual image. Scale and growth rates do not reflect the Group's profit plans.

Shareholder returns / Dividend policy

Basic dividend policy

- Dividends are paid once a year (end of fiscal year)
- Stable and continuous dividends regardless of short-term earnings fluctuations
- Dividends to increase in the medium to long term as the company grows
- Target dividend on equity (DOE) of around 2.0%

Formula for calculating dividend per share

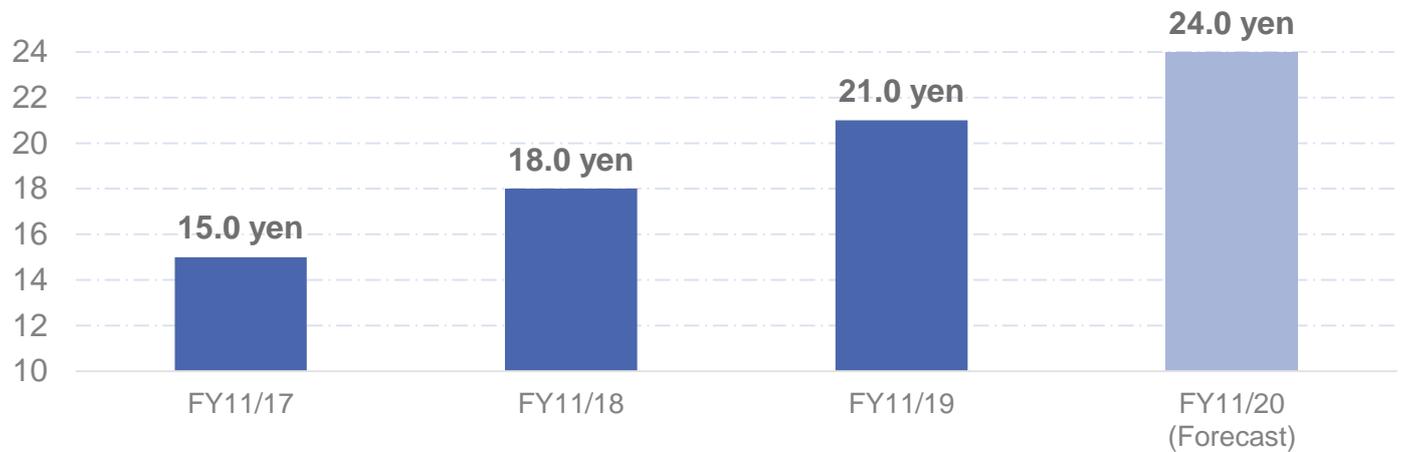
Consolidated shareholders' equity (average of beginning and end of fiscal year) x 2.0% / Average number of shares for fiscal year

Although the dividend payout ratio is generally used as a standard for calculating dividends, we use consolidated shareholders' equity (a balance sheet item) instead. This is because the dividend payout ratio is linked to annual profit, whereas we intend to provide stable and continuous dividends regardless of short-term earnings fluctuations.

Provided net income is in profit and exceeds the dividends amount, consolidated shareholders' equity will gradually rise every fiscal year. We can therefore increase our dividends over the medium to long term in line with the company's growth.

We also consider share buy-backs as a flexible method for providing shareholder returns.

Dividend per share



Note: We plan to pay a dividend of ¥24.0 per share for FY11/20.

Shareholder returns / Shareholder benefit plan

We have adopted a shareholder benefit plan to show our appreciation for the continuous support of our shareholders and to increase our stock's attractiveness as an investment option for medium- to long-term retention.

To make our stock even more attractive to our long-standing major shareholders and attract a greater number of long-term shareholders, we plan to revise our existing shareholder benefit plan.

Content of our shareholder benefit plan (current plan)

Shall apply to shareholders registered in the company shareholder ledger retaining at least one unit of company stock (100 shares) as of November 30 of each year.

No. of shares held	Benefits	
	Shareholders with shares held for less than one year	Shareholders with shares held continuously for at least one year* ¹
At least 100 shares	1,000 yen QUO Card	2,000 yen QUO Card
At least 200 shares	1,000 yen QUO Card	4,000 yen QUO Card

*1 Applies to shareholders registered in the company shareholder ledger at least three consecutive times under the same shareholder number each year on May 31 and November 30

Distribution timing

Benefits will be distributed together with the Convocation Notice of Annual General Meeting of Shareholders issued in early February 2021. Acceptance of requests for reissuance to shareholders unable to receive the benefits shall be up to the end of August 2021.

New shareholder benefit plan (summary)

We will make the new shareholder benefit plan, "First Brothers Premium Benefits Club," available to shareholders registered in our shareholder ledger who retain the prescribed number of shares as of November 30, 2021.

Content of the First Brothers Premium Benefits Club

The plan extends shareholder benefit points to shareholders commensurate with the quantity and duration of their holdings.

By logging on to our shareholder-exclusive website, shareholders may exchange their points for groceries, electronic goods, gifts, or travel and recreation.

We plan to add additional premiums to the First Brothers Premium Benefits Club, including Amazon gift certificates and local specialties from regions with connections to the First Brothers Group.

Shareholder Benefit Points Table

Shareholders with shares held continuously for at least one year*²

Shareholders with shares held for less than one year

No. of shares held	Benefits	No. of shares held	Benefits
At least 500 shares	5,000 points	At least 3,000 shares	5,000 points
At least 600 shares	6,000 points	At least 3,100 shares	6,000 points
At least 700 shares	7,000 points	At least 3,200 shares	7,000 points
to	Additional 1,000 points for each additional 100 shares	to	Additional 1,000 points for each additional 100 shares
At least 5,000 shares	50,000 points	At least 5,000 shares	25,000 points

*2 Applies to shareholders registered in the company shareholder ledger at least three consecutive times under the same shareholder number each year on May 31 and November 30

How to apply

Information on the launch of our shareholder-exclusive First Brothers Premium Benefits Club website, content of the specific premiums available for points exchange, and the starting date for accepting shareholder benefit applications will be announced as soon as the details are determined.

Q3 FY11/20 earnings summary

Consolidated income statement (summary)

In cumulative Q3 FY11/20, we worked to expand our portfolio of properties for lease, while we also sold off a number of properties, and sales and profits increased year-on-year. We also added Fuji Facility Service to our consolidated Group in July 2020, and the consolidation resulted in the accounting recognition of negative goodwill, which we recorded as extraordinary profit.

(million yen)	Cumulative Q3 FY11/18	Cumulative Q3 FY11/19	Cumulative Q3 FY11/20	YoY change	Progress rate in cumulative Q3 FY11/20
Net sales	16,333	9,329	10,020	+7.4%	71.1%
Gross profit	4,098	2,511	3,291	+31.1%	81.5%
Selling, general and administrative expenses	973	1,250	1,312	+4.9%	-
Operating profit	3,124	1,260	1,979	+57.0%	92.1%
Ordinary profit	2,859	612	1,418	+131.4%	99.2%
Profit attributable to owners of parent	1,798	385	2,038	+428.9%	99.9%

Gross profit breakdown

(million yen)	Cumulative Q3 FY11/18	Cumulative Q3 FY11/19	Cumulative Q3 FY11/20	YoY change
Investment Management business	35	81	210	+159.1%
Investment Banking business	4,062	2,430	3,081	+26.8%
Gross profit from sale	3,220	1,427	1,800	+26.1%
Gross profit from leasing	798	1,011	1,524	+50.7%
Other	43	(9) ^{*1}	(243) ^{*2}	N/A
Total gross profit	4,098	2,511	3,291	+31.1%

*1 Includes loss associated with silent partnership distributions (13 million yen) in the private equity investment business

*2 Includes valuation losses on operational investment securities (144 million yen) and real estate for sale (123 million yen)

Selling, general and administrative expenses breakdown

(million yen)	Cumulative Q3 FY11/18	Cumulative Q3 FY11/19	Cumulative Q3 FY11/20	YoY change
Personnel expenses	618	690	736	+46
Rent	110	131	128	-2
Commission expenses / remuneration	138	282 ^{*2}	216 ^{*3}	-66
Taxes and dues	76	56	91	+35
Other	29 ^{*1}	88	138 ^{*4}	+49
Total selling, general and administrative expenses	973	1,250	1,312	+61

*1 Does not include reversal of allowance for doubtful accounts (41 million yen) on recovery of overdue accounts receivable

*2 Includes expenses related to the acquisition of shares of Higashinihon Fudosan (158 million yen)

*3 Includes expenses related to the acquisition of shares of Fuji Facility Service (102 million yen)

*4 Includes provision of allowance for doubtful accounts (42 million yen)

Consolidated balance sheet (summary)

Although we hold properties for lease mainly to generate stable income, they are recorded in the balance sheet as real estate for sale so that we can sell properties at the right opportunity when we conduct portfolio rotation.

Real estate for sale and borrowings increased in Q3 FY11/20 due to expansion of our portfolio of properties for lease.

Consolidated assets (million yen)	End FY11/18	End FY11/19	End Q3 FY11/20	Change
Total current assets	47,180	62,336	74,973	+12,637
Cash and deposits	7,672	7,705	5,665	-2,039
Deposits in trust	505	501	536	+35
Real estate for sale	34,014	44,365	59,934	+15,568
Real estate for sale in process	3,265	6,315	6,375	+59
Other	1,722	3,449	2,462	-987
Total non-current assets	862	1,532	1,882	+349
Total assets	48,043	63,869	76,856	+12,987

Consolidated liabilities and net assets (million yen)	End FY11/18	End FY11/19	End Q3 FY11/20	Change
Total liabilities	33,760	47,572	58,797	+11,225
Total current liabilities	3,363	5,216	6,120	+903
Short-term borrowings	600	1,763	2,000	+237
Current portion of long-term borrowings	779	1,398	1,816	+418
Current portion of long-term non-recourse loans payable	15	15	15	0
Other	1,968	2,040	2,287	+247
Total non-current liabilities	30,396	42,355	52,677	+10,321
Long-term borrowings	28,521	38,182	46,491	+8,308
Long-term non-recourse loans payable	613	598	586	-11
Other	1,261	3,574	5,599	+2,024
Total net assets	14,283	16,296	18,058	+1,762
Total shareholders' equity	14,251	16,181	17,936	+1,755
Other	31	115	121	+6
Total liabilities and net assets	48,043	63,869	76,856	+12,987
Net D/E ratio*1	1.52	2.05	2.46	-

*1 Net D/E ratio = (Interest-bearing debt excluding non-recourse loans – [cash and deposits + deposits in trust]) / Shareholders' equity

Reference

Group strengths

The First Brothers Group has a large team of elite professionals including people who have been active at the forefront of the industry from the earliest days of real estate securitization in Japan to accountants, real estate appraisers, and lawyers. Our strengths lie in the depth of our elite personnel, who play a central role in the Group's businesses.

Management team

President
First Brothers Co., Ltd.

**Tomoki
Yoshihara**

- Founder of First Brothers Group. Has been involved in numerous large-scale transactions and remains active in the front lines of the industry
- After a career with a trust bank, where he engaged in scheme development in the early days of real estate securitization, achieved success in real estate investment at a foreign investment bank before starting his own business in 2004
- Has extensive experience, a successful track record, and a broad network of contacts in the investment business

Executive Director
First Brothers Co., Ltd.

**Kazutaka
Tsuji**

- Joined Group after career with trust bank, foreign investment bank, and asset management company
- Expert in compliance and risk management
- Real estate appraiser

Executive Director
First Brothers Co., Ltd.

**Yoshinobu
Hotta**

- Joined Group after career with trust bank, auditing firm, and consulting company
- Expert in investment structures
- Certified public accountant and real estate appraiser

Executive Director
First Brothers Co., Ltd.

**Kohtaro
Tamura**

- Partner at Ushijima & Partners, Attorneys at Law
- MLIT Real Estate Investment Market Policy Working Group chair
- Pioneer of legal affairs related to real estate securitization

Executive Director (External)
First Brothers Co., Ltd.

**Tatsuo
Watanabe**

- Distinguished career in financial administration. Ex-Ministry of Finance, held positions as Director of FSA Securities and Exchange Audit Committee Office, Deposit Insurance Organization board member, Vice Chairman of Japan Securities Dealers Association, and Chairman of Financial Information System Center

**Director, Corporate Strategic
Business Development
Department**
First Brothers Co., Ltd.

**Akihito
Sato**

- Joined Group after career with real estate appraisal office and asset management company
- Substantial knowledge and experience in real estate investment and portfolio management
- Real estate appraiser

Corporate Advisor
First Brothers Co., Ltd.

**Tadashi
Iwashita**

- Ex-Ministry of Finance, where he was Deputy Vice Minister of Finance, also serving as Japanese envoy in the USA and Secretary to the Prime Minister
- Held positions as director of the board at Japan Bank for International Cooperation, chairman of Lone Star Japan, and advisor at Daiwa Securities Group head office
- Representative Director and Chairman of Lawson Bank Inc.

President
First Brothers Capital Co., Ltd.

**Taichi
Kano**

- Assumed current position after positions as trust bank executive and director of J-REIT asset management company
- Extensive experience and contacts in financial industry
- Oversees Group's principal investment activities

**Senior Executive Managing
Director**
First Brothers Asset
Management Co., Ltd.

**Daisuke
Taniguchi**

- Assumed current position after career with major general contractor and foreign investment fund
- Involved in investment projects totaling 1 trillion yen
- Oversees Group's asset management activities

Executive Officer
First Brothers Capital Co., Ltd.

**Tomo
Aoki**

- Joined Group after career with real estate company and asset management firm
- Wealth of experience as asset manager of private funds
- Extensive experience in sourcing and disposition within Group

Executive Officer
First Brothers Capital Co., Ltd.

**Taichi
Ishikawa**

- Joined Group after career with general real estate company, foreign investment fund, and investment bank
- Expert in finance administration and real estate fund business
- Experienced in acquisition and asset management of diverse properties

Executive Officer
First Brothers Capital Co., Ltd.

**Kazunori
Sawada**

- Joined Group after serving as head of asset management of domestic bank
- Experienced in diverse traditional and alternative investments
- Large network of contacts with numerous domestic and international financial institutions and investors

**Investment Management
Business Director**
First Brothers Asset
Management Co., Ltd.

**Masaki
Minemura**

- Joined Group after career with major general contractor and foreign investment fund
- Experience in wide range of asset management, including real estate investment, stocks, and infrastructure projects

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Inquiries

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