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Message from the President and CEO

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Material Issue KPIs and Targets

The Tokyo Tatemono Group believes that promoting sustainability initiatives will help to maximize the medium- and long-term benefits for our stakeholders. We have set KPIs and targets based on environmental and social material issues.

Regarding the environment, we have set KPIs and targets based on the material issues of promoting a decarbonized society and promoting a recycling-oriented society, and we have incorporated action plans into the business plans of each business division or business department to achieve these targets. Regarding society, we have set KPIs and targets based on the material issues of improving employee growth and job satisfaction and diversity and inclusion.

The Sustainability Committee has established a PDCA cycle by deliberating and reporting on the setting of KPIs and targets, specific initiatives aimed at achieving those targets, the monitoring of progress toward targets, and countermeasures in cases where issues are identified, among other matters. In addition, the Board of Directors oversees progress toward the targets.

Furthermore, these KPIs and targets are strengthened and reviewed as necessary based on progress and changes in social demands, among other factors.

Material Issue KPIs and Targets

Environmental

Material issues	Items	Scope of coverage	KPI and targets			Unit	Track records 2023	Track records 2024	Track records 2025	Details
Promoting a decarbonized society	Reduction in greenhouse gas emissions	All businesses*1	Scope 1, 2, 3	Net zero CO_2 emissions by FY2050	CO_2 emissions	t-CO_2	984,407	1,406,137	1,056,543	p. 32
			Scope 1, 2	46.2% reduction*2 in CO_2 emissions compared to FY2019 levels by FY2030	CO_2 emissions	t-CO_2	44,283	43,450	41,352	
					Reduction rate compared to FY2019	%	48.4	49.4	51.8	
			Scope 3*3	40% reduction*2 in CO_2 emissions compared to FY2019 levels by FY2030	CO_2 emissions	t-CO_2	621,989	831,460	646,625	
					Reduction rate compared to FY2019	%	-2.4	-36.9	-6.4	
	Promotion of development of ZEB and ZEH*4	Commercial Properties Business	Develop ZEB for, in principle, all new office buildings and logistics properties*5		Percentage of ZEB developments (Property-count basis)	%	— (Not applicable*6)	— (Not applicable*6)	100 (Applies to 1 property)	p. 33
		Residential Business	Develop ZEH for, in principle, all new condominiums for sale or rent*7		Percentage of ZEH developments (Property-count basis)	%	100 (Applies to 1 property)	100 (Applies to 8 property)	90.9 (Applies to 11 property)	
	Shift to renewable energy	All businesses*1	Procure 100% of electricity consumed in business activities from renewable energy sources by FY2050		Percentage of electricity from renewable sources	%	31.1	43.0	51.6	p. 32
		Commercial Properties Business	Procure 100% of electricity consumed at owned properties from renewable energy sources by FY2030		Percentage of electricity from renewable sources	%	42.1	54.5	61.9	
	Acquisition of green building certification*8	Commercial Properties Business Residential Business	Acquire green building certification for, in principle, all new office buildings, logistics properties, and condominiums for rent*9		Percentage of green building certifications acquired (Property-count basis)	%	— (Not applicable*6)	— (Not applicable*6)	100 (Applies to 1 property)	p. 49

*1 Applies to the Tokyo Tatemono Group.
*2 In FY2019, CO_2 emissions for Scope 1 and 2 were 85,870t-CO_2 and Scope 3 (categories 11 and 13) were 607,511t-CO_2.
*3 *Applies to Scope 3 categories 11 and 13.
*4 In addition to "ZEB" and "ZEH(-M)", includes Nearly ZEB, ZEB Ready, ZEB Oriented, Nearly ZEH(-M), ZEH(-M) Ready, and ZEH(-M) Oriented.
*5 Applies to new buildings for which design work began in January 2023 or later. Excludes certain properties such as joint venture properties or properties with special uses.
*6 "Not applicable" indicates that there are no completed properties in the relevant fiscal year or that only completed properties falling under exceptions to the target are present.
*7 Applies to new buildings for which design work began in June 2021 or later. Excludes certain properties such as joint venture properties or properties with special uses.
*8 Mainly refers to, but is not limited to, DBJ Green Building Certification, CASBEE Certification for Buildings, and BELS (Building Energy Saving Performance Labeling System) certification.
*9 Applies to new buildings for which design work began in January 2023 or later. Excludes certain properties such as joint venture properties or properties with special uses.

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Material Issue KPIs and Targets

Material issues	Items	Scope of coverage	KPI and targets		Unit	Track records 2023	Track records 2024	Track records 2025	Details
Promoting a recycling-oriented Society	Reduction of waste emissions	Long-term buildings*10	By FY2030, 20% reduction in the rate of waste emissions intensity compared with FY2019*11	Waste emissions intensity*12	t/Thousand m^2	5.3	5.3	5.3	p. 46
				Reduction rate compared to FY2019*12	%	28.4	28.4	28.4	
	Waste recycling promotion	Long-term buildings*10	By FY2030, achieve a waste recycling rate of 90%	Waste recycling rate*12	%	58.4	60.8	63.3	p. 47
	Reduction of water use	Long-term buildings*13	Reduction of water use intensity compared to the previous year*14	Water use intensity (YoY change)	m^2/m^2	0.79 (0.03)	0.84 (0.05)	0.86 (0.02)	p. 44
	Promotion of the use of recycled water	Office buildings with total floor area exceeding 30,000 m^2	By FY2030, install gray water*15 treatment facilities at, in principle, all new office buildings with a total floor area of more than 30,000 m^2	Percentage of properties with gray water facilities (Property-count basis)	%	— (Not applicable*16)	— (Not applicable*16)	— (Not applicable*16)	p. 45
Promoting a decarbonized society / Promoting a recycling-oriented society	Promotion of the use of wood materials	Long-term buildings, condominiums for sale or rent	By FY2030, use domestic timber and certified timber in the interior and furniture of common areas of all new office buildings, for-sale and for-rent condominiums	Percentage of properties using domestic/certified timber (Property-count basis)	%	7.1 (Applies to 14 property)	23.8 (Applies to 21 property)	47.4 (Applies to 19 property)	p. 36
		Condominiums for sale or rent	By FY2026, develop for-sale and for-rent condominiums that use timber for major structural components.	—	—	(Before target setting)	No developed properties	No developed properties	
	Collaboration and co-creation with customers	Long-term buildings	Communicate with long-term tenants about sustainability at least four times a year	—	—	Achieved	Achieved	Achieved	p. 37 p. 46
		Condominiums for sale or rent	Communicate with residents and plan and implement sustainability measures	—	—	Achieved	Achieved	Achieved	

*10 Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights and for which we have submitted plans for the reuse and reduction of waste materials.
*11 In FY2019, waste emissions intensity of production were 7.4 t/thousand m^2. Waste emission intensity per 1,000 m^2 of floor area.
*12 From FY2024 the data collection period was changed to January to December. (Until FY2023 it was April to March.)
*13 Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights
*14 Water use intensity per m^2 of shared floor area.
*15 Recycled water derived from rainwater and miscellaneous wastewater generated in buildings (e.g., wastewater from cooling towers and tenants' kitchens). It is reused for non-potable purposes such as toilet flushing and watering plants.
*16"Not applicable" indicates cases where there are no completed properties for the applicable fiscal year, or where the only completed properties fall under exceptions to the target.

Social

Material issues	Items	Scope of coverage	KPI and targets	Unit	Track records 2023	Track records 2024	Track records 2025	Details
Improve employee growth and job satisfaction	Promotion of skills development	Tokyo Tatemono	Average training time per employee: 15 hours or more each fiscal year	Hours	15.2	16.0	14.3	p. 76
		Tokyo Tatemono	Tokyo Tatemono career training participation rate: 100% each fiscal year	%	100	100	100	
	Promotion of health management	Tokyo Tatemono	Health checkup rate*1: 100% each fiscal year	%	100	100	100	p. 79
			Health reexamination rate*1: 100% each fiscal year	%	81.5	97.5	97.8	
		Tokyo Tatemono	Tokyo Tatemono smoking rate*2: 12% or less each fiscal year	%	13.1	13.1	12.1	
		Tokyo Tatemono	Percentage of Tokyo Tatemono employees maintaining an appropriate weight*1: 75% or more by FY2028	%	72.9	74.6	73.3	
Diversity & inclusion	Respect for Human Rights	Tokyo Tatemono Group	Dissemination of the Human Rights Policy: Deployment to and compliance by group companies	—	Implemented	Implemented	Implemented	p. 54
	Work-life balance	Tokyo Tatemono	Average annual paid leave utilization rate: 70% or more each fiscal year	%	72.2	68.0	68.8	p. 84
		Tokyo Tatemono	Ratio of male employees taking parental leave*1: 85% or more each fiscal year*3	%	78.1	84.2	87.5	p. 85
	Promotion of diversity in our workforce	Tokyo Tatemono	Ratio of women in management positions: 10% or more by FY2030	%	9.4	12.1	13.7	p. 86
		Tokyo Tatemono	Employment rate of persons with disabilities*4 Over the legal requirement each fiscal year * 2.3% or more until March 2024, 2.5% or more from April 2024 to June 2026, 2.7% after July 2026	%	2.53	2.90	2.56	

*1 Totaled from April of each year to March of the following year.
*2 At a specific point in time between April of each year and the following March.
*3 This KPI and Target was newly set in 2026.
*4 As of June 1 of each year.