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Policy and Concept

The Tokyo Tatemono Group believes that community engagement and volunteer activities contribute not only to community development and more value for the local community, but also to sustainable business growth. With this in mind, we conduct a variety of activities to help strengthen ties between people in urban environments while supporting the well-being of local residents. In each region where we conduct business activities, we contribute to the creation of a prosperous society as a member of the local community by working together with various stakeholders, including local residents, tenants of office buildings and condominiums, NPOs, government agencies, and private companies, while making efforts to contribute to the development of the region and improving value for local communities.

Initiatives Aiming for the Sustainable Development of the Area and Our Business

For nearly 130 years since its establishment, Tokyo Tatemono has been headquartered in the Yaesu-Nihonbashi-Kyobashi area ("YNK area") around Tokyo Station, making it unparalleled in its convenience as a location in Japan connecting various areas in Tokyo, regional cities and the world. The YNK area continues to develop as a hub of global business, where people, goods, and information are concentrated. Since the Edo period, Tokyo has played a central role as a financial, commercial, and cultural center. Now we are redeveloping the area to further energize it as a center of industry. By tapping into the appeal of the area, we aim to realize one of our material issues: that of strengthening Tokyo's competitiveness as an international city.

The TOFROM YAESU (Yaesu Project), completed in 2026, and the Gofukubashi Project and Kyobashi 3-chome Project currently underway have been designated as National Strategic Special Zones* and are being promoted as business and transportation hubs. Furthermore, taking advantage of the concentration of

large companies in the area, we have created and provided an innovation center for the activities of startups and venture capitalists, promoting investment in startups by large companies and contributing to increased collaboration between them.

* This system was established to implement bold regulatory and institutional reforms necessary to realize the growth strategy by building "the world's most business-friendly environment."

Creating an Innovation Ecosystem

Tokyo Tatemono is working to create an innovation ecosystem in the YNK area, promoting innovation in the entire area by stimulating interaction among companies and people gathering from across Japan and abroad. In FY2026, we will newly establish JAPAN CVC BASE CAMP, Japan's first* hub for new business personnel at major companies and corporate venture capital (CVC) firms, within TOFROM YAESU TOWER (Chuo-ku, Tokyo; completed in February 2026), to support open innovation initiatives by major companies.

* According to FIRST CVC Inc.

Ongoing Redevelopment Projects and Major Innovation Bases in the YNK Area

Major innovation bases in the YNK area

Startup Support 1 xBridge-Yaesu A shared office and event space for ecosystem builders supporting the growth of startups 2 xBridge-Global Incubation facility supporting the accumulation of global startup companies, community formation, and other activities	6 Kitchen Studio SU?BA Shared kitchen that creates vibrant spaces and fosters diverse 'food' cultures
Regeneration 3 TOKYO LIVING LAB A place where people who resonate with the idea of regeneration gather to demonstrate innovation and implement it in society 4 Gastronomy Innovation Campus Tokyo A campus creating the future of Japanese food through innovation by gastronomy and science 5 Innovative Kitchen 8go Collective kitchen that creates opportunities for behavioral change through food under the concept of regeneration	Sustainability 7 City Lab TOKYO Open innovation hub for building a sustainable city and society Serendipity 8 THE FLYING PENGUINS A bar where the staff, which changes daily, serves as a 'bridge' to create meetings and 'stylish interactions' Open Innovation 9 JAPAN CVC BASE CAMP An innovation hub dedicated to new business developers at major companies and corporate venture capital (CVC) firms

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Overview of JAPAN CVC BASE CAMP

- An innovation hub opened jointly with FIRST CVC Inc. in TOF-ROM YAESU TOWER specializing in new business personnel at major companies and CVCs
- Through the Innovation OMO Ecosystem, a service that combines online and offline functions, we provide an integrated offering comprising carefully selected startup information gathered through collaboration with more than 40 independent venture capital firms, the identification of potential business partners using the proprietary AI engine CATALYST, and hands-on support by specialized personnel, thereby supporting companies every step of the way from creating opportunities to connect with startups to executing collaborations

Realizing Regenerative City Tokyo

Tokyo Tatemono embraces the concept of regeneration, which seeks to improve people's well-being while addressing environmental and social issues, continuously create multifaceted value for multiple stakeholders, and build a prosperous future. With approximately 70% of the world's population projected to live in cities by 2050, we believe that regenerative initiatives should be centered on urban areas where people are concentrated, and in 2024 launched the Regenerative City Tokyo concept.

To realize the Regenerative City Tokyo concept, we are implementing concrete actions in five areas, education, co-creation and open innovation, social implementation, information dissemination, and creation of physical spaces, with a focus on the YNK area to foster innovation rooted in the principles of regeneration. Projects such as MOKUTEI had already been implemented by FY2025, and under this concept we aim to implement more than 10 co-creation and innovation projects centered on the YNK area by FY2027 to help realize regeneration. By expanding and promoting these projects, we aim for Tokyo to become a new role model among international cities such as London, Paris, and New York by 2030, as a leading-edge city for realizing a regenerative world.

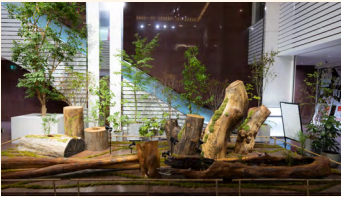
Specific Actions Toward Realizing the Regenerative City Tokyo Concept

Education	Held RegenerActor, an education and training project to develop human resources who embody the principles of regeneration (held annually since 2023)
Co-creation and Open Innovation	Opened Gastronomy Innovation Campus Tokyo (GIC Tokyo), an international hub that provides educational programs taking a holistic approach to food, in collaboration with Gastronomy Open Ecosystem, a next-generation education and business co-creation platform (November 2024)
Social Implementation	- Opened Kitchen Studio SUIBA, an innovation studio that creates vibrancy in the area (February 2019), Tokyo Food Lab, a venue for proof-of-concept experiments and social implementation aimed at solving social issues (August 2019), and Innovative Kitchen 8go, a social implementation hub themed around regeneration (May 2025) - Implemented the MOKUTEI project, which aims to improve the well-being of people and society by offering urban residents a new sense of connection with nature, namely the feeling that they can contribute to forest regeneration and biodiversity conservation while remaining in the city (October 2025)
Information Dissemination	Held RegenerAction Japan, an international conference for understanding and putting into practice the philosophy and initiatives of regeneration from a uniquely Japanese perspective and communicating them to the world (held annually since 2023)
Creation of Physical Spaces	Opened Tokyo Living Lab, a place where diverse stakeholders gather for dialogue and co-creation toward a regenerative society, consisting of GIC Tokyo and Innovative Kitchen 8go (December 2024)

Examples of Co-Creation Innovation Projects

MOKUTEI, an Urban Co-creation Project

Tokyo Tatemono, Leave a Nest Co., Ltd., and multiple startups collaborated to launch the MOKUTEI project at the Tokyo Tatemono Yaesu Building, enabling urban residents to participate in the regeneration of natural forests. This project is an initiative to contribute to forest regeneration and biodiversity conservation by creating a garden using timber from Hinohara Village, Nishitama District, Tokyo, in the building's open space, having visitors to the building nurture seedlings, and then planting them in the forests of Hinohara Village after they have grown. By realizing resource circulation between urban and natural environments and offering urban residents a new sense of connection with nature, namely the feeling that they can contribute to forest regeneration and biodiversity conservation while remaining in the city, the project aims to improve the well-being of people and society.



MOKUTEI on B2F of Tokyo Tatemono Yaesu Building

TOPICS

Announced the Regenerative Cities Manifesto

At RegenerAction Japan 2025, an international conference on the theme of regeneration, Tokyo Tatemono announced the "Regenerative Cities Manifesto," a statement aimed at accelerating the transformation toward a regenerative society. This manifesto sets out a future vision for realizing a Regenerative City.

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Wellbeing Initiatives in the YNK Area

In recent years, there has been growing recognition of the importance of improving both physical and mental health, as well as overall quality of life, with increasing awareness of the significance of well-being. To meet these social needs, we are actively promoting initiatives to enhance the wellbeing of workers in the YNK area.

The Well-being Lab. launched by Tokyo Tatemono has developed a proprietary tool, the “Wellbeing Score,” which can easily measure the state of an individual's wellbeing, and has pinpointed 20 “Wellbeing-enhancing Factors.” Projects we are promoting will develop and provide various services linked to these wellbeing-enhancing factors.

As a leading initiative, TOFROM YAESU TOWER (Chuo-ku, Tokyo, completed in February 2026) is being developed with well-being as its central theme. It will feature services, functionality, and spaces designed around well-being enhancement factors and aimed at improving the well-being of office tenants, including the YAESU SKY LOUNGE, a place to refresh both mind and body, and Wab, a well-being floor that fosters physical and mental health and encourages connection with others and the broader community.

Going forward, we will continue to actively promote initiatives to enhance worker well-being, with a focus on the YNK area.

Wellbeing-enhancing Factors

HEALTH Living healthfully	LEARN Learning new things	NATURE Feeling nature	SMILE Smiling	TRUST Fulfilling roles
IDENTITY Being yourself	EXERCISE Exercising appropriately	SENSES Experiencing with the five senses	CHAT Casual conversation	COOPERATION Helping each other and expressing appreciation
OWN WAY Living at your own pace	IMPRESSION Tugging on heart strings	MEAL Mindful food selection	LINK Smooth connections	COMPASSION Acting kindly
COMFORT Spending comfortable time	ENTHUSIASM Being enthusiastic	REFRESH Changing your attitude	TOGETHER Meeting up with friends	CONTRIBUTE Contributing to communities and society

Co-existing with Communities

At the Tokyo Tatemono Group, we are committed to community development. Key in this is for our employees and officers to have the mindset of being members of a community. They must learn about history and culture and pass it on to future generations. In the various areas where our group operates, we are promoting initiatives that are rooted in their local communities.

Participating in the Sanno Festival, One of Japan's Three Major Festivals

The Group's officers and employees actively participate as members of the local community in passing down traditional culture through the Sanno Festival, a key event for the neighborhoods of the YNK area and one of Japan's three major festivals. The event is held on even-numbered years. Many group employees participated in the festival. The employees helped to carry mikoshi (portable shrines) prepared by each town council, joining a spirited, lively procession alongside members of local neighborhood associations.



Sanno Festival



Sanno Festival (Mikoshi portable shrines)

[Special Back Number: Tokyo Tatemono Urban Development Activities \(published 2017\)](#)
(Only available in Japanese)

Clean-up Activities

The Tokyo Tatemono Group also works to beautify the city. Particularly in the YNK area, we regularly conduct cleanup activities to make areas look more attractive. Employees fits in these activities before starting work.



Morning Clean-up activities

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● Partnering with Non-Profit Organizations

Since 2005, Tokyo Tatemono has, as a member of NPO Hana Kaido, supported the three annual flower replantings and maintenance of sidewalk flower beds along the pavement of Chuo-dori in the YNK area. In addition to supporting the operation of flower-planting events for students from local elementary schools (held three times a year), we also offer support for Clean Walk events, held every spring, summer, and winter with the participation of many employees from across the Group (primarily involving weeding flower beds and replanting flowers).

Since 2017, we have been a member of the Secretariat of the Cheering Supporters for woods of “Chuo City” NPO, supporting forest conservation awareness activities through event activities

utilizing timber from forest thinning at the Chuo-ku Marugoto Museum hosted by the organization.



Flowerbed replanting on Chuo-dori Avenue sidewalks



Nihonbashi Bridge cleaning (helping to clean the bridge)

● Encouraging Lively Communities

The Tokyo Tatemono Group is promoting initiatives that help create vibrancy in communities to contribute to regional development.

At Nakano Central Park (Nakano-ku, Tokyo; completed in May 2012), an office building owned by Tokyo Tatemono, the open space on the premises has been developed in an integrated manner with adjacent parks and universities, and various events have been held as a place for interaction among office workers, students, and local residents. This initiative was recognized with the 2014 Good Design Award* in the category of Design of Community Development.

Since April 2023, a joint venture led by our company has begun designated management operations for Nakano Shiki no Mori Park and Kakoimachi Hiroba, two public spaces adjacent to Nakano Central Park, and is working to create vibrancy through activities such as attracting events that make integrated use of the approximately 3 hectares of lush green space formed by the parks and open spaces.

Nakano Shiki no Mori Park is designated as a local disaster prevention park. By properly running and managing the park together with Nakano Central Park, we will contribute to the safety and security of the local community.

* Organized by the Japan Institute of Design Promotion. The Good Design Awards are Japan's only comprehensive annual awards evaluating and commending outstanding design.

Community Outreach Activities in YNK area (2025)

Event name	Our Group's activities and contributions
Sakura Festival	Cherry blossom viewing, performance by EDO Firemanship Preservation Association (co-sponsored), distributed cut flowers (co-sponsored), served as event staff
Hana Kaido Clean Walk	Picking up garbage, replanting flower beds along Chuo-dori (the Group also served as office staff)
YNK Clean-up Team	Clean-up activity around the YNK area organized by the Company (with about 230 Group employees)
Chuo City Clean Day, Operation Tokyo Ekimachi Kirapika	Joint clean-up activities conducted in cooperation with Chuo-ku, town councils, and the Tokyo Station and Marunouchi areas (with about 100 Group employees)
Sanno Festival	Participation in the Sanno Festival, one of the three largest festivals in Japan, as mikoshi (portable shrines) bearers and lantern teams
Nihonbashi Bridge and alley cleaning	Helping to clean the famous Nihonbashi Bridge, and cleaning alleys in the YNK area
Kyobashi Bon-odori	Assisted with the event and participated as dancers in the Kyobashi Bon-odori (traditional festival dance)
Nihonbashi-Kyobashi Festival	Participated as executive committee members and event staff
Chuo-ku Marugoto Museum	Support for events to rediscover the charms of Chuo-ku, participation as staff members in events
Tokyo Illumilia	Assistance in planning and operation of events to illuminate Sakura-dori and Naka-dori streets in the Yaesu and Nihonbashi areas
Hakone Ekiden roadside security volunteers	Ensured the safety of athletes, spectators, etc., along Chuo-dori
Hatsuuma Festival at Oman Inari Shrine	Supported revitalization of Yojuin Street (provision of banners, street light decorations, lanterns, and curbs)
Meet with Flowers	A flower event featuring the distribution of cut flowers and displays of modern Ikebana arrangements, among other activities
T3 PHOTO FESTIVAL, Art in Tokyo YNK	Provided a venue for young artists, photographers, students, etc., to showcase their work, disseminated information as a town of art, and sponsored events



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● Enlivening the Community and Achieving Sports Wellness Through Urban Sports

Tokyo Sports Wellness Village Co., Ltd., established by a consortium of three private-sector companies led by Tokyo Tatemono, opened the sports and leisure complex livedoor URBAN SPORTS PARK*¹ (Ariake Urban Sports Park) in October 2024 on the former site of skateboarding and other events from the Tokyo 2020 Olympic Games. The facility is a sports and leisure complex built in accordance with the PFI Act.*² The approximately 3.1 hectare site features a wide range of urban sports facilities including a skateboard park, indoor bouldering gym, and 3x3 basketball court, as well as athletic facilities such as an outdoor athletic track and running stadium. The facility also offers a café, restaurant, and other dining facilities. At the facility, as a center for achieving an open and sustainable community and sports wellness, underpinned by a vision of “creating a city where anyone can shine and be healthy and happy” through sports, we will implement initiatives that help promote sports, foster a new generation of sports enthusiasts, and promote a sustainable society.

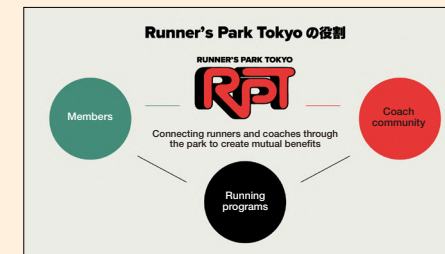
*1 MINKABU THE INFONOID, Inc. obtained naming rights for its common name.
*2 Act on Promotion of Private Finance Initiative



Skateboard park at livedoor URBAN SPORTS PARK

TOPICS

Establishment of the “Runner’s Park Tokyo” running community at Meiji Park



Tokyo Legacy Parks Co., Ltd. (hereinafter “TLP”), established by a consortium of six private-sector companies led by Tokyo Tatemono, launched the “Runner’s Park Tokyo” running community in July 2025. This running community is developed as a matching platform where a wide variety of runners can gather and find friends and coaches. It is based at Tokyo Metropolitan Meiji Park (Shinjuku-ku, Tokyo; opened in October 2023), which is maintained and managed by TLP. The platform is operated with sponsorship from New Balance Japan, Inc., Otsuka Pharmaceutical Co., Ltd., and Garmin Japan Ltd. Located adjacent to the National Stadium, a symbol of sports in Tokyo, and near the Jingu Gaien area, a sacred destination for runners, Tokyo Metropolitan Meiji Park has exceptional potential as a running hub. By utilizing both the park and the urban spa TOTOPA Meiji Park branch operated by the Tokyo Tatemono Group within the park as infrastructure, and by offering a wide range of running-related activities, including lessons and events, we support the formation of sustainable communities through sports.

Condominium Development That Helps Build Communities

Brillia City Shakujii Koen ATLAS (Nerima-ku, Tokyo; completed in June 2023) is a reconstruction project of Shakujii Koen Apartment Complex, one of the largest apartment complexes in Tokyo's 23 wards, which was undertaken jointly by Tokyo Tatemono and other project partners together with the Shakujii Koen Danchi Apartment Reconstruction Association. In order to ensure that the community continues during and after the rebuilding work, we opened the Shakujii-ii BASE adjacent to the condominium's sales center as a place for new and old residents to interact with each other and the local community.

This facility has now been taken over by “And-S”, a community space operated by Polaris inc. in a condominium space owned by Tokyo Tatemono and others. Equipped with features such as coworking spaces, rental spaces for events, and a shared bookstore, the facility serves as a community hub providing a safe, relaxing environment for both residents and local neighbors while encouraging active communication.



Shakujii-ii BASE



Interaction at Shakujii-ii BASE



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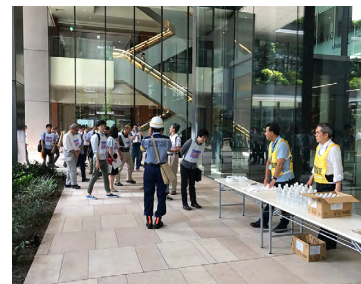
Community Support in the Event of a Disaster

● Establishment of a System to Support Stranded Commuters

When major earthquakes or other disasters occur, public transportation functions may halt, stranding commuters. At some of the large-scale office buildings managed by the Tokyo Tatemono Group, we have prepared support mechanisms for tenants. We have entered into agreements with local municipalities and developed systems, structures, and resource stockpiles in anticipation of scenarios in which stranded commuters require housing.



Tokyo Square Garden



Training for accommodating stranded commuters at Tokyo Square Garden

Facilities with capacity for receiving stranded commuters

- Tokyo Square Garden (Chuo-ku, Tokyo, completed in March 2013)
- Otemachi Tower (Chiyoda-ku, Tokyo; completed in April 2014)
- Hareza Tower (Toshima-ku, Tokyo; completed in May 2020)
- TOFROM YAESU TOWER (Chuo-ku, Tokyo, completed in February 2026)

● Providing Hot Bath Facilities for Disaster Victims, etc.

The Ofuro no Osama chain is a chain of Japanese-style bathhouses developed by Tokyo Tatemono Resort. The primary aim of these bathhouses is to offer a soothing space that is an important, integrated part of the local community. As a means to this end, Ofuro no Osama has entered into agreements with the cities of Ayase and Ebina in Kanagawa Prefecture as well as Wako in Saitama Prefecture to allow the use of Ofuro no Osama bathing facilities in the event of an emergency.

Thanks to this agreement, anyone affected by an earthquake or other disaster may use bathing facilities at four Ofuro no Osama locations (Ebina, Kozashibuya Ekimae, Seya, or Wako) located in and around the three aforementioned cities.

Initiatives for Tenants and Residents

Tokyo Tatemono Group is implementing a variety of initiatives for tenants in our owned buildings and residents of our for-sale and for-rent condominiums, aimed at addressing environmental challenges such as decarbonization and resource circulation, as well as health-related issues including infectious disease prevention.

Major Initiatives in Tokyo Tatemono Buildings

- Conducted SDGs promotion meetings with tenants on the topics of decarbonization and resource recycling at long-term buildings such as Tokyo Square Garden and Tokyo Tatemono Nihonbashi Building to promote environmental initiatives benefiting the entire buildings.
- Distributed flyers to tenants informing them of ways to save energy, separate waste, reduce and recycle, etc., or visited them directly to raise awareness through dialogue (conducted at least four times a year and monitored by the Business Division).
- Promoted health-related initiatives by appealing for tenants' cooperation in disinfecting their hands with disinfectant solution placed at the entrances and restrooms of buildings owned by the Company, and closing smoking rooms, etc.

Major Initiatives in For-sale Condominiums

In an effort to promote a recycling-oriented society, Tokyo Tatemono and Tokyo Tatemono Amenity Support have implemented various initiatives (Waste Not Life Project) at for-sale condominiums that Tokyo Tatemono has supplied and will supply in the future. Helping to reduce waste, these efforts include the collection of waste cooking oil, clothing and sundry goods, a rental service for different items, and the design of friendly garbage storage areas. In addition to initiatives such as group collection, which have traditionally been carried out by management associations on a property-by-property basis, this system is being implemented based on the size and characteristics of the property.

 [The Waste Not Life Project \(p. 46\)](#)