



Sustainability Report 2026

Message from the President and CEO

Promotion of Sustainability Initiatives

- Policy for Promoting Sustainability Initiatives
- Framework for Promoting Sustainability Initiatives
- Material Issue KPIs and Targets
- Stakeholder Engagement
- Participation in Initiatives
- External Evaluation for Sustainability

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- Disclosure Based on TCFD Recommendations
- Disclosure Based on TNFD Recommendations
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- Responding to Natural Disasters
- Biodiversity
- Water Resources
- Promoting a Recycling-oriented Society
- External Evaluation and Certification Related to Environmental Friendliness
- Sustainability Finance

Social

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- Supply Chain Management
- Improving Quality and Customer Satisfaction
- Revitalizing and Utilizing Real Estate Stock
- Contributing to Local Society and Communities
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- Health Management / Occupational Health and Safety
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Third-party Assurance

The Tokyo Tatemono Group upholds the corporate philosophy of Tokyo Tatemono, ‘Trust beyond the era.’, as the group philosophy for the entire organization.

The value we provide to society is founder Zenjiro Yasuda’s principle of “The customer always comes first” and the trust backed the credibility we have cultivated in over approximately 130 years of business since then.

Group Philosophy

Trust beyond the era.

We aim to grow the Company and to create a prosperous society, taking pride in the level of trust placed in us for more than a century.

Corporate Stance

Corporate Stance ‘Trust beyond the era.’ was established as the corporate philosophy of Tokyo Tatemono in 1996, marking the company’s 100th anniversary. To put this philosophy into practice, Tokyo Tatemono has defined the following corporate stance.

We support affluent and dream-filled living.
We aim to create comfortable urban environments.
We create worthwhile spaces offering peace of mind.

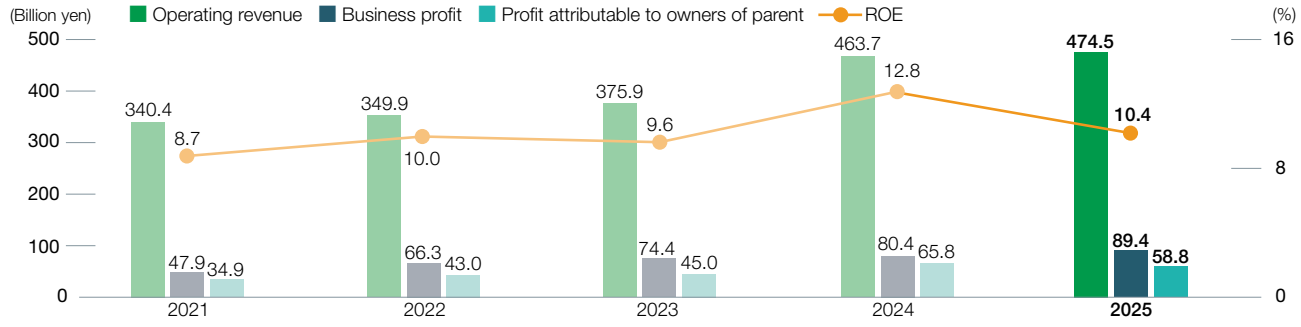


Company Profile (as of December 31, 2025)

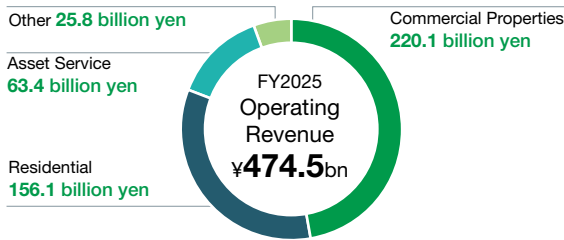
Company Name	Tokyo Tatemono Co., Ltd.		Business Segments	Commercial Properties (development, sale, lease, and management of office buildings, commercial facilities and logistics facilities), Residential (development, sale, lease, and management of condominiums), Asset Service Business (real estate brokerage and consulting; parking lot development and operation), Other (Leisure Business, Fund Business, Overseas Business, and other businesses) Our Business
Head Office	Tokyo Tatemono Yaesu Building, 1-4-16 Yaesu, Chuo-ku, Tokyo 103-8285 *The head office location on the commercial registration is 1-9-9 Yaesu, Chuo-ku, Tokyo			
Representative	President and Chief Executive Officer	Katsuhito Ozawa	Number of Employees	836
Established	October 1, 1896		Number of Consolidated Employees	5,035
			Number of Consolidated Subsidiaries	44
Capital	92.4 billion yen		Number of Affiliates Accounted for by the Equity Method	41

Financial Highlights

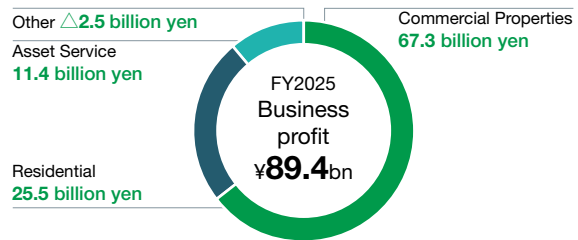
Operating Revenue, Business Profit, Profit Attributable to Owners of Parent, and ROE



Operating Revenue per Segment



Operating Revenue per Segment



*Business profit includes ¥142 million in eliminations of inter-segment transactions other than those above and ¥12,352 million in Group-wide expenses and other items not allocated to each reportable segment, as adjustments to segment profit or loss.

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Editorial Policy

The Tokyo Tatemono Group (hereinafter, the “Group”) publishes sustainability-related information to communicate to stakeholders about our role in helping to realize a sustainable society and the initiatives we are promoting, and disseminates information on sustainability initiatives (hereinafter, “sustainability information”) to society at large. All sustainability information is published on the Sustainability section of our website, with this report serving as the primary annual publication that comprehensively presents such information. In disseminating sustainability information, we focus on communicating, for the Group as a whole and for each key issue facing companies, policies, targets, systems, and specific initiatives related to our efforts, while also providing updates on the status of these initiatives and enhancing the disclosure of quantitative data. In this report, the Tokyo Tatemono Group is referred to as the “Tokyo Tatemono Group” or the “Group,” Tokyo Tatemono Co., Ltd. is referred to as “Tokyo Tatemono” or the “Company,” and individual Group companies are referred to by their respective company names.

Issue date

June 2026
(previous report published June 2025, next scheduled report June 2027)

Reporting Period

The period covered by this report addresses our activities in FY2025 (January 1, 2025 to December 31, 2025). The report also presents some other information that is not limited to the fiscal year under review. Certain items in the Data section correspond to the period between April and March of the following fiscal year.

Scope of Coverage

While this report is focused primarily on reporting the initiatives of the Group, it also covers the initiatives of Tokyo Tatemono and each Group company. Any exceptions, such as reporting beyond the scope of this table, are noted separately where relevant.

Reporting Scope		Percentage in Group Total*2	
		% of Sales	% of Employees
Tokyo Tatemono Group*1	(All businesses)	100%	100%
Tokyo Tatemono		67.2%	16.6%
	Commercial Properties Business	36.4%	
	Residential Business	30.2%	

*1 Refers to Tokyo Tatemono and its 44 consolidated subsidiaries in Japan and overseas.

*2 For data coverage, % of sales applies to data related to business activities, while % of employees applies to personnel data.

Referenced Guidelines

- The Sustainability Reporting Standards of the Global Reporting Initiative (GRI)
- The SASB Standards of the Sustainability Accounting Standards Board (SASB)
- ISO 26000: 2010 Guidance on social responsibility
- Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)
- Recommendations of the Task Force on Nature-related Financial Disclosures (TNFD)
- ISO 30414: 2018 Human Resource Management — Guidelines for internal and external human capital reporting

☑ Comparison Tables

Third-party Assurance

Tokyo Tatemono underwent a third-party quality assurance evaluation by LRQA Limited in connection with certain environmental and social data to ensure the integrity of the data within this report. Data subject to third-party assurance is labeled accordingly in the Data section ✓.



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Message From THE PRESIDENT and CEO

Placing people at the center and
providing added value
to solve social issues and achieve
higher levels of growth as a company

Placing people at the center. With the aim of helping people
live happily, both now and in the future

Guided by our long-term vision for 2030, which is to become a next-generation developer, Tokyo Tatemono Group is dedicated to developing and managing buildings where people can live, work, and gather with peace of mind, both now and into the future. We are promoting a wide range of sustainability initiatives, including the development and management of environmentally conscious buildings, as exemplified in recent years by our ZEB, ZEH, and green building projects.

In the year since I became president, I have seen a clear, rapid rise in customer awareness of sustainability, particularly in the environmental field. The response from customers who recognize the added value of the environmentally conscious buildings we provide has been unmistakable.

A prime example of this is Brillia Fukasawa 8-chome, which was completed in December 2024. This project is Japan's first for-sale condominium completed as a large-scale building that conforms to the ZEH-M standard. It achieved a primary energy consumption reduction rate of at least 100% for the entire residential building. Improving environmental performance can result in some of the cost being reflected in the selling price, but sales were extremely strong. We understand this result as a sign that customers regard high environmental performance as significant added value.

Representative Director,
President and CEO,
Tokyo Tatemono Co., Ltd.

Katsuhito Ozawa

Group Philosophy, Corporate Data,
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In addition to Brillia Fukasawa 8-chome, Tokyo Tatemono Group has long been promoting the Waste Not Life Project as an initiative to reduce waste at Brillia for-sale condominiums. As part of this project, we are also developing GOMMY, which aims to solve issues related to waste sorting and sanitary conditions through spatial design. At first glance, this may seem like a small initiative, but we believe that the process of consulting with for-sale condominiums management associations to create better environments for residents is what leads to sustainability in a broader sense. We are committed to providing buildings that continue to offer value in line with the changing times, and achieving this requires customers to understand that value. Especially in the environmental field, we have emphasized carefully communicating the relationship between the value we provide and its cost so that customers can understand and accept it. Rather than making unilateral proposals simply on the basis that something is “good,” we believe it is important for customers themselves to recognize that value. This process of providing value and fostering understanding is the foundation of our initiatives, and we believe it is the essence of the vision we aspire to realize. This applies to all of Tokyo Tatemono Group’s businesses. Whether in office buildings or commercial facilities, people are always at the center, as workers, users, and visitors. Sustainability is not limited to advancing environmental measures. It is an initiative to place people at the center and enhance value so that they can live better lives. We now recognize more strongly than ever that our role is to work alongside people in creating that value.

A sustainability policy that integrates Tokyo Tatemono Group’s core philosophy into a single guiding axis

Tokyo Tatemono Group established the Tokyo Tatemono Group Sustainability Policy in December 2025. The aim of this policy is to integrate the ideas underlying the various sustainability initiatives that Tokyo Tatemono Group has promoted to date, create a single axis, and align the direction of the entire Group, thereby leading to even more effective implementation. This policy consists of three themes: “We are committed to contributing to the realization of a sustainable environment through our business activities that promote harmony with the planet”; “We are committed to supporting people and contributing to the creation of a society where everyone can live fulfilling and active lives”; and “We are committed to sustainably enhancing our corporate value by engaging in fair and sound corporate activities.” Rather than standing alone, these themes are closely interconnected, with people as their central focus. First, even in cities, people do not live by urban convenience alone. They seek comfort from nature, while also facing the risks posed by natural disasters. This theme therefore emphasizes the importance of coexisting with the earth and the natural environment while enjoying the benefits of urban life. Next, people are always the central focus, whether they are working, living, enjoying an experience, or gathering together. This theme sets out our commitment to supporting people, improving workplace environments, and meeting the needs of society. Furthermore, the third theme provides the foundation for the other two: ensuring that Tokyo Tatemono Group’s corporate activities themselves are sound and fair as we aim to be a good company for all stakeholders. Establishing this policy is only the beginning. We will use a variety of channels to ensure that Group officers and employees internalize the policy’s principles and translate them into more advanced practice across the Group.

Various sustainability initiatives in the YNK area centered on TOFROM YAESU

Tokyo Tatemono Group is promoting multiple large-scale redevelopment projects in Tokyo’s Yaesu, Nihonbashi, and Kyobashi area, known as the YNK area, including TOFROM YAESU. We have long had our head office in the YNK area and conducted business there. Looking back at its history, the YNK area developed during the Edo period as a place where river wharves brought in foodstuffs and other goods from various regions, and it grew as a merchant town. Against this background, the YNK area has become home to long-established restaurants and a diverse range of stores, creating a place where people can enjoy a lively atmosphere unique to the locality as they walk through its streets. Based on this history, Tokyo Tatemono Group has set the theme of “a town that connects ideas and nurtures the new” for the YNK area. Rather than simply introducing new things, we place importance on respecting the town’s individuality, spirit, culture, and history, and integrating new elements in ways that build on these qualities. As a company that has also been rooted in the YNK area, we would like to share our aspirations with local communities, tenants and residents, and the many people who feel an attachment to this place, working together to enhance its value and overcome the issues it faces. TOFROM YAESU is directly connected to Tokyo Station through an underground concourse. A highway bus terminal has opened, and its theater and conference facilities have also begun preliminary operations. Medical facilities, commercial zones, and other facilities are scheduled to open in stages going forward. The project will make it easier for people to move around Tokyo Station, strengthen the YNK area as a place for interaction and exchange, and play an important role in shaping pedestrian flows. We believe it will become an important hub that brings together transportation,



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culture, and commerce, enriching the lives of the people who spend time there.

Achieving this will first require improving disaster preparedness. The YNK area once faced crisis management issues, including a concentration of old buildings and streets too narrow for emergency vehicles to pass through. After the Great East Japan Earthquake, there was a heightened awareness of whether communities could remain sustainable in the event of a disaster. Strengthening disaster preparedness therefore became an important pillar of this redevelopment, which comprehensively improves the entire city block. TOFROM YAESU has also developed functions for accommodating people unable to return home during a disaster, including plazas and other spaces that can be used for this purpose. This reflects a people-centered approach in which disaster preparedness to protect lives is treated as a fundamental premise.

Another essential factor in maintaining the vitality of an area is tenant turnover. However, this does not mean leaving its past or traditions behind. In the YNK area, we place great importance on respecting the history, culture, local character, and spirit rooted there, while adding new features and transforming it into a place that offers even more enjoyment. At commercial facilities as well, plans are moving forward to bring together stores that carry on the YNK area’s food culture dating back to the Edo period, while adding new character of their own.

“Connections” and “networks” are also key concepts in this project. At TOFROM YAESU, the plan is to improve energy efficiency across the entire area by installing heat source equipment within the building and linking it with other heat source systems in the area. Rather than treating transportation, culture, and energy as separate initiatives, we plan them in an integrated way to draw out even greater value. In doing so, we support and enhance the wellbeing of the people who live in the area. This cycle embodies the kind of sustainability that Tokyo Tatemono Group seeks to realize.

Looking beyond the present to future social issues as a Next-Generation Developer

Under our long-term vision for 2030 of Becoming a Next-Generation Developer, Tokyo Tatemono Group aims to solve social issues through business while achieving a higher level of corporate growth. It is precisely because this vision explicitly refers to the “next generation” and looks ahead to long-term continuity that our sustainability initiatives are essential. As described above, Tokyo Tatemono Group has advanced various initiatives through its businesses. Now that the Tokyo Tatemono Group Sustainability Policy has clarified the direction we should pursue, it is important not simply to continue these efforts as an extension of the past, but to incorporate specific measures based on the policy into our future plans and execute them with purpose.

We are now moving into that implementation phase and are on track to announce a new management plan in February 2027. In developing the new management plan, we will build on the sustainability initiatives we have pursued to date and deepen discussions on how Tokyo Tatemono Group as a whole can take more effective action.

The YNK area is one example of this approach, but these practices are by no means limited to that location. In Ikebukuro, Kansai, regional cities, and the many other areas where Tokyo Tatemono Group operates, we aim to enhance value by taking into account each region’s characteristics and working alongside the people at the heart of those communities.

In Europe and the United States, some movements have run counter to sustainability initiatives, and Japanese companies are also being confronted with questions about how they should respond to these trends. However, our stance will not waver. Tokyo Tatemono Group’s initiatives are built on the steady practice of understanding and responding to people’s thoughts and values. As a developer, we will continue advancing our sustainability



initiatives with a firm commitment to creating a sustainable future where people can live comfortably and with peace of mind.

Going forward, we will remain true to this axis and continue strengthening people-centered efforts that support better lives today and tomorrow, thereby enhancing both social and corporate value.

K. Ozawa

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Policy for Promoting Sustainability Initiatives

Tokyo Tatemono Group’s Promotion of Sustainability Initiatives

The Tokyo Tatemono Group has established the Tokyo Tatemono Group Sustainability Policy as a Group-wide policy, which sets out the main sustainability initiatives to be promoted over the long term and the outcomes to be achieved through them.

We have identified 14 material issues related to sustainability initiatives from the perspectives of “Social Value Creation” and a “Value Creation Platform,” with an awareness of our shared values with society that we realize through our business.

In our long-term vision for 2030, “Becoming a Next-Generation Developer,” we set forth the aim of being a good company for all stakeholders. We will achieve this by striking a high level of balance between solving social issues and growing as a company. In addition, in our Medium-term Business Plan (FY2025 - 2027) formulated to realize our long-term vision, we have set “Evolution of Management Infrastructure to Support Growth” as a basic policy and identified Sustainability (Environment, Society, and Governance) as one of its components.

Based on these, by promoting a range of sustainability initiatives as a unified Group, we will achieve growth as a business and contribute to the realization of a sustainable society.

 [Long-term Vision, Medium-term Business Plan](#)

Tokyo Tatemono Group Sustainability Policy

The Tokyo Tatemono Group has established this policy and promotes sustainability initiatives in a unified manner by sharing and embedding its contents across the organization.

Tokyo Tatemono Group Sustainability Policy

Guided by our Group philosophy of ‘Trust beyond the era.’ the Tokyo Tatemono Group will continue to advance our sustainability initiatives through our business operations toward the realization of a sustainable society. To accomplish this, each individual Group officer and employee will continue to address social issues with integrity and build relationships of trust and cooperation with all stakeholders.

We are committed to contributing to the realization of a sustainable environment through our business activities that promote harmony with the planet.

We are committed to contributing to the realization of a sustainable environment where future generations can feel safe and secure and enjoy peace of mind. We will achieve this through the development and maintenance of environmentally-friendly buildings and the provision of related services; the creation and preservation of green spaces in urban areas; the utilization of energy to promote a decarbonized society; the use of resources to promote a recycling-oriented society; and measures to respond to natural disasters caused by climate change.

We are committed to supporting people and contributing to the creation of a society where everyone can live fulfilling and active lives.

We are committed to contributing to the creation of a society where everyone can live fulfilling and active lives. We will achieve this through initiatives such as human resource development to improve employee satisfaction and working environment, the improvement of health, and the practice of diversity and inclusion; the provision of products and services that put our customers first; urban development that engages with local society; and efforts to respect the values and human rights of all people.

We are committed to sustainably enhancing our corporate value by engaging in fair and sound corporate activities.

We are committed to meeting the trust and expectations of all our stakeholders and sustainably enhancing our corporate value by strictly complying with laws and regulations, social norms and corporate ethics, while working toward the advancement of governance through measures such as strengthening the risk management framework and ensuring transparency through appropriate disclosure.

 [Tokyo Tatemono Group Sustainability Policy](#)

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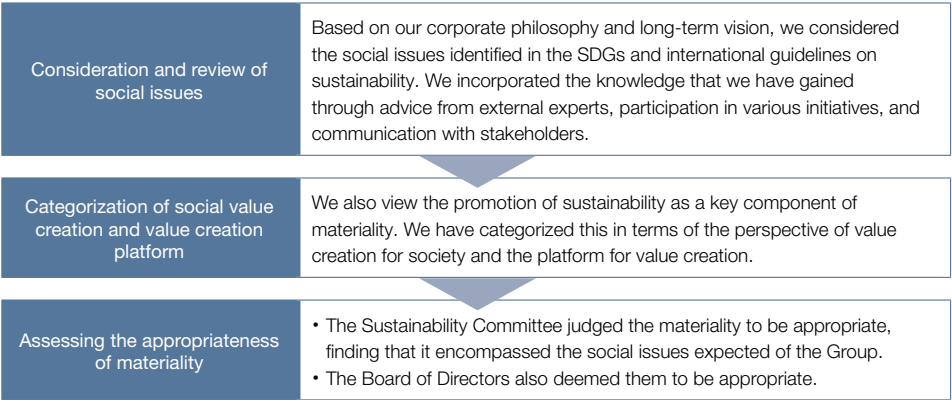
Policy for Promoting Sustainability Initiatives

Materiality of the Tokyo Tatemono Group

In 2019, the Tokyo Tatemono Group determined a number of material issues for the social issues identified in consideration of international issues (the SDGs) in addition to domestic or industry-specific issues, evaluating their importance in terms of the magnitude of social needs and their affinity with our business.

Since 2020, we have been revising these material issues with a view to further strengthening alignment with our management plans, while taking into account the formulation of our long-term vision looking ahead to 2030 and changes in the external environment underlying it. This has been in response to major changes in the social landscape and people's values, such as with the COVID-19 pandemic. In the higher level realization of solving social issues and growing as a company set forth in the long-term vision, we have identified 14 material issues related to sustainability initiatives from the perspective of both social value creation and value creation platforms, with an awareness of our shared values with society that we realize through our business.

Current Materiality Identification Process



The Tokyo Tatemono Group will seek to develop solutions to these material issues through its business to maximize our positive impact (opportunities) on society while minimizing our negative impact (risks). In this way, we will help bring about a sustainable society.

Materiality of the Tokyo Tatemono Group

	Material issues	Shared values with society	Contribution to SDGs
Social value creation	 Strengthening Tokyo's competitiveness as an international city	Creating value of place and value of experience	         
	 Contributing to a safe and secure society		
	 Community building and revitalization		
	 Wellbeing		
	 Addressing the diverse needs of customers and society		
	 Value co-creation and innovation		
	 Social implementation of technology		
	 Revitalizing and utilizing real estate stock		
Value creation platform	 Promoting a decarbonized society	Coexistence with the Earth and the environment	     
	 Diversity & Inclusion		
	 Advancement of governance		
	 Strengthen risk management framework		

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Tokyo Tatemono Group’s Long-Term Vision

The Tokyo Tatemono Group has established its long-term vision looking ahead to 2030, “Becoming a Next-Generation Developer,” to achieve sustainable growth and increase corporate value over the medium to long term.

Long-term Vision for 2030*

Becoming a Next-Generation Developer

We live in a time of profound change. We are experiencing shifting demographics, growing diversity among personal values, ever-accelerating technological development, and more. Amidst these uncertainties, a broad range of challenges to achieving social sustainability have emerged. The Tokyo Tatemono Group understands that the role of developers must also change in fundamental ways. The group’s aim is to be a good company for stakeholders by leveraging its businesses to solve social issues and achieve higher levels of growth as a company. By doing so, we aim to be a good company for all our stakeholders.

*Beginning with the period covered by the Group Medium-term Business Plan (FY2025 - FY2027), the target year for the long-term vision has been revised from around 2030 to 2030.

Tokyo Tatemono Group’s Medium-term Business Plan (FY2025 - 2027)

Since the announcement of our long-term vision in 2020, uncertainty in the business environment surrounding the Tokyo Tatemono Group has increased and the pace of change is accelerating due to factors such as changes in people’s behavior resulting from the COVID-19 pandemic, rising geopolitical risks, a shift away from unprecedented monetary easing policies, and the sharp rise in construction costs caused by inflation and other factors.

Based on this understanding, we have formulated a Medium-term Business Plan covering FY2025 to FY2027 as a milestone toward realizing our long-term vision.

The Medium-term Business Plan sets forth as a basic policy the achievement of accelerated growth and improved capital efficiency through the construction of a resilient and flexible business portfolio. In addition, it sets forth the advancement of management infrastructure to support growth as a foundation and identifies Sustainability (Environment, Society, and Governance), Human Capital, and DX as its components.

Contribute to the SDGs

Our Long-term Vision looks ahead to 2030, which is also the target year for the Sustainable Development Goals (SDGs). The Tokyo Tatemono Group will contribute to the SDGs by solving various social issues in our long-term vision. Also, we believe that realizing our shared values with society by solving material issues also contributes to achieving the SDGs, and as a developer, we will conduct our business with the aim of realizing a sustainable society.

Raising Awareness on Sustainability

The Group conducts various training programs for officers and employees of Tokyo Tatemono and each Group company to raise awareness, thereby promoting sustainability initiatives in a unified manner.

Implementation Status of Sustainability Training (e-Learning) (FY2025)

Theme	Scope of Coverage	Attendance (%)
• Tokyo Tatemono Group Sustainability Policy • Overview of Environmental and Social Targets of the Tokyo Tatemono Group • Progress and Issues for Environmental and Social Targets of the Tokyo Tatemono Group • Human Rights: Response Flow for Human Rights Violations Involving Partners • Supplier Survey and Interview Results • Examples of Sustainability Initiatives by Industry Peers	All Officers and Employees of Tokyo Tatemono*1	99.9
• Tokyo Tatemono Group Sustainability Policy • Overview of Environmental and Social Targets of the Tokyo Tatemono Group • Human Rights: “Respect for Human Rights as a Company” • Everyday Environmental Initiatives (Energy, Waste, etc.) • Sustainability Initiatives of Each Group Company	All Officers and Employees of Group Companies*2	91.9

*1 Includes secondees and contract employees; excludes employees on maternity, childcare, or other leave.
*2 Scope may be adjusted based on the circumstances of each company, such as whether computers have been provided.

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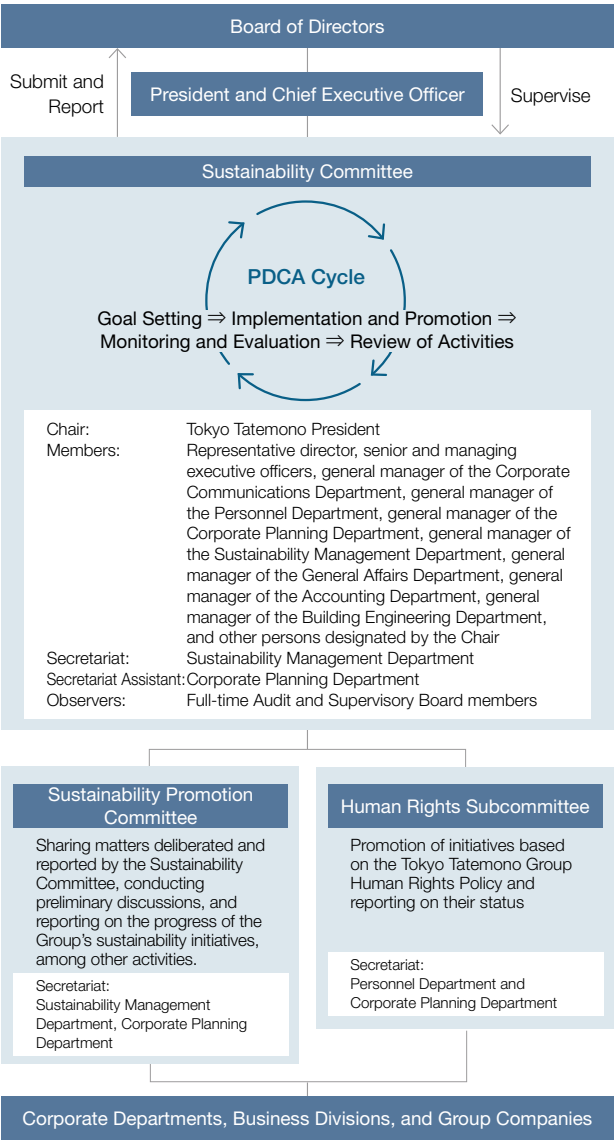
To consistently pursue initiatives related to sustainability across the entire Group, Tokyo Tatemono established the Sustainability Committee, chaired by our president. The Sustainability Promotion Committee, which consists of departments within the corporate division and each business division, among others, and Human Rights Subcommittee were also established under the Sustainability Committee.

The Sustainability Committee, like the Executive Committee, Risk Management Committee, and Internal Control Committee, is under the direct control of the president. It meets in principle at least twice a year to deliberate and report on matters related to the formulation of the Group’s policies for sustainability initiatives, the development of systems, the setting of indicators and targets, and the monitoring of progress and disclosure of information. The Committee met five times in fiscal 2025 to deliberate and report on “Disclosure based on TNFD recommendations,” “Policies regarding initiatives related to the introduction of renewable energy in the Commercial Properties Business,” “Progress on environmental and social targets,” “Establishment of the Tokyo Tatemono Group Sustainability Policy,” and “Progress on supply chain management initiatives.”

The subcommittee shares matters deliberated and reported by the Sustainability Committee, conducts preliminary discussions, and reports on the progress of the Group’s sustainability initiatives. The Human Rights Subcommittee promotes initiatives based on the Tokyo Tatemono Group Human Rights Policy and reports on their status.

Important matters deliberated and reported by the Committee are submitted to or reported to the Board of Directors. The Board makes decisions on important matters related to the sustainability initiatives promoted by the Group, monitors the implementation status of individual measures, and supervises sustainability initiatives as a whole.

Sustainability Promotion Framework Chart



Risk Management

To centrally manage risk throughout the Group, Tokyo Tatemono established its Risk Management Committee chaired by the President. At the Risk Management Committee, we formulate annual risk management plans, evaluate and analyze material management risks (priority risks), formulate preventive measures and countermeasures, and periodically monitor the status of countermeasures. In addition, we have established a unified risk management structure consisting of the general managers of each department as the Risk Management Officer responsible for managing risk within their respective departments (department-managed risk), and the President as the Chief Risk Management Officer, who centrally oversees company-wide risk.

Furthermore, by adopting the principles of the Three Lines Model, we aim to maintain and enhance the effectiveness of our risk management efforts.

With regard to sustainability-related risk management, the Sustainability Committee works with relevant departments to manage risks and reports important matters on the status of implementation to the Risk Management Committee. Important matters deliberated by the Risk Management Committee, such as the risk management structure, policies, and annual plans, are regularly submitted to or reported to the Board of Directors. The Board supervises the effectiveness of the Group’s overall risk management, including sustainability-related risks.

[Risk Management \(p. 95\)](#)

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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			Details	
						2023	2024	2025		
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)	
	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, CO₂ emissions for Scope 1 and 2 were 85,870t-CO₂ and Scope 3 (categories 11 and 13) were 607,511t-CO₂.
*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			Details	
					2023	2024	2025		
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	
		Long-term buildings	Communicate with long-term tenants about sustainability at least four times a year	—	—	Achieved	Achieved	Achieved	p. 37 p. 46
	Collaboration and co-creation with customers	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 m². Waste emission intensity per 1,000 m² 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 m² 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.

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Material issues	Items	Scope of coverage	KPI and targets	Unit	Track records			Details
					2023	2024	2025	
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.

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Stakeholder Engagement

The Tokyo Tatemono Group's business activities are supported not only by the customers who use our products and services, but also by many other stakeholders, including local communities, executives, employees, shareholders, investors, financial institutions, and business partners. We believe that building long-term relationships of trust with these stakeholders is essential to both our management and business activities. By engaging with our stakeholders and incorporating the opinions, expectations, and other input we receive from them in various ways, we integrate their voices into the way the Group operates. Leveraging the continued trust of our diverse stakeholders in our management and business activities enables our efforts to address material issues identified from the perspectives of “social value creation” and building our “value creation platform.” To ensure the effectiveness of engagement with every stakeholder, we will review our approach and other aspects as necessary.

Stance on and Approach to Dialogue with Our Core Stakeholders

Stakeholders	Stance on dialogue	Approach to dialogue	References
Customer Building tenants, home buyers, users of services	We established various systems to incorporate customer feedback in our business activities. We use these systems to provide valuable products and services that offer safety and peace of mind, while continuously improving customer satisfaction. We are also promoting initiatives through collaboration and co-creation with customers to address social issues.	- Customer satisfaction surveys - Brillia Owners Hotline (contact for home buyers) - Various questionnaires - Online inquiry forms, etc.	- Improving Quality and Customer Satisfaction (p. 62) - Promoting a Decarbonized Society (p. 31) - Promoting a Recycling-oriented Society (p. 46) - Brillia Website General Inquiry (Only available in Japanese) - Corporate Advertising (Only available in Japanese) - Do for Sustainability. (Only available in Japanese) - Contact Us
Local community Local community around properties, local governments, NGOs, NPOs, educational institutions, etc.	We work to increase local value and contribute to the local community through efforts that include community development and various community activities.	- Dialogue with local residents and government bodies in the planning, development, and management of properties - Volunteer activities, including clean-up activities - Participation in local events and festivals, and support for education and the arts - Post-disaster reconstruction support, etc.	- Contributing to Local Society and Communities (p. 70) - Responding to Natural Disasters (p. 38)
Officers and employees All personnel working for the Group	We work to create a satisfying workplace in which employees can experience personal growth. We strive to develop people who are trusted and capable of building the future.	- Various training and reward systems - Regular personnel interviews - Dialogue with labor unions and co-hosting of events - Individual consultation on child-rearing and nursing care support - Compliance surveys, engagement surveys, etc.	- Human Resource Development (p. 76) - Health Management / Occupational Health and Safety (p. 78) - Diversity & Inclusion (p. 84) - Compliance (p. 98)
Shareholders, investors, and financial institutions Those who support the Group's business by providing capital or by participating in management through the exercise of voting rights, among others	We aim to build long-term fiduciary relationships with our shareholders and investors and earn appropriate recognition through sincere and fair information disclosure and active communication.	- Timely disclosure as stipulated in the Securities Listing Regulations - Disclosure on our corporate website (including securities reports and the Integrated Report) - General Meeting of Shareholders and Financial Results Briefing - Seminars for private investors - Meetings and interviews with shareholders, investors, and financial institutions (domestic and overseas), etc.	- Stock Information - IR Library - For Individual Investors
Business partners Business operators related to planning, development, and property management, and service provision, etc.	We conduct fair and equal business dealings with our partners and strive for close communications to build even better relationships with these partners.	- Verifying any signs of mistrust using business partner check sheets - Regular meetings - Dissemination of our Human Rights Policy - Dissemination of our Human Rights Policy - Calls for understanding of and compliance with Sustainable Procurement Standards - Dialogue through questionnaires, interviews, etc.	- Compliance (p. 98) - Respect for Human Rights (p. 54) - Supply Chain Management (p. 59)

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Participation in Initiatives

Initiatives	Purpose of participation; Our role and efforts
United Nations Global Compact (UNGC) 	Tokyo Tatemono Group is registered as a participating member of the UNGC. By supporting the UNGC, which addresses 10 principles across the four areas of human rights, labor, environment, and anti-corruption, we will help to realize a sustainable society.
TCFD (Task Force on Climate-related Financial Disclosures) 	We, as the Tokyo Tatemono Group, endorse and are a signatory to the TCFD recommendations. Going forward, we will strengthen our measures to combat climate change while expanding the content of our disclosure in line with the information disclosure framework recommended by the TCFD. Disclosure Based on TCFD Recommendations (p. 18)
SBT Initiative (SBTi) 	The greenhouse gas emission reduction targets set by the Tokyo Tatemono Group for fiscal 2030 have been certified by SBT as being consistent with the levels required by the Paris Agreement to stay within the 1.5°C threshold.
RE100 	We participate in this initiative as the Tokyo Tatemono Group, with the aim of procuring 100% of the electricity consumed in our business activities from renewable energy sources by 2050.
Japan Climate Initiative (JCI) 	Tokyo Tatemono participates in the JCI, recognizing climate change as a social issue that requires global collaboration.
Japan Climate Leaders' Partnership (JCLP) 	Tokyo Tatemono is a participating member of the JCLP. Together with other environmentally progressive companies, we aim to help realize a sustainable, decarbonized society through co-creation and collaboration across industries and sectors.

Initiatives	Purpose of participation; Our role and efforts
Keidanren Biodiversity Declaration Initiative 	We, as the Tokyo Tatemono Group, express our endorsement of the Keidanren Biodiversity Declaration and Action Guidelines and participate in the initiative.
Keidanren Committee on Nature Conservation 	Tokyo Tatemono participates in the Keidanren Committee on Nature Conservation to contribute to biodiversity conservation efforts and to stay informed regarding the latest information and trends.
Task Force on Nature-related Financial Disclosures (TNFD) 	The Tokyo Tatemono Group endorses the TNFD recommendations and is registered as a TNFD Adopter. We make disclosures in line with the framework recommended by the TNFD. Disclosure Based on TNFD Recommendations (p. 22)
30 by 30 Alliance for Biodiversity 	Tokyo Tatemono participates in the 30 by 30 Alliance for Biodiversity, which aims to effectively preserve over 30% of land and sea areas as healthy ecosystems by 2030.
Principles for Responsible Investment (PRI) 	Tokyo Tatemono Realty Investment Management, the asset management company of Japan Prime Realty Investment Corporation, has endorsed and is a signatory to the PRI's basic principles.
Principles for Financial Action Toward a Sustainable Society (Principles for Financial Action for the 21st Century) 	Tokyo Tatemono Realty Investment Management, the asset management company of Japan Prime Realty Investment Corporation, endorses and is a signatory to these principles.

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Collaboration with Industry Associations

Name	Details	Positions held by Tokyo Tatemono officers, etc.
The Real Estate Companies Association of Japan	The organization comprises companies involved in urban development and appealing community development projects. It engages in surveys and research on various real estate-related systems, policy proposals, and social contribution activities with the aim of actively and effectively promoting the supply of high-quality offices and housing, as well as the smooth distribution of housing stock. In the field of climate change, the organization is working toward the realization of a decarbonized society throughout the real estate industry as a whole. Its efforts include participation as a member in conferences and subcommittees on GHG emissions accounting during construction, as well as involvement in the formulation of the “Long-Term Vision for the Real Estate Industry for the Realization of a Decarbonized Society” (the 2050 Vision), which outlines the industry’s climate change policy.	Advisor Vice Chair Environmental Committee Chair
Japan Building Owners and Managers Association	As Japan’s only national association of office building operators, this organization engages in surveys, research, and educational activities related to building management and administration.	Vice Chairperson
Tokyo Building Owners and Managers Association	We conduct various activities, including comprehensive research on building management, awareness-raising, and information exchange among members, in order to contribute to the sound development of cities in Tokyo.	Director (Representative Vice Chair)
The Association of Real Estate Agents of Japan	This organization comprises major and medium-sized housing and real estate companies that are involved in real estate distribution. It works to improve various systems related to real estate distribution through surveys, research, and policy proposals.	Director
The Association for Real Estate Securitization	This organization was established for the purpose of ensuring public confidence in real estate securitization products and protecting investors. It makes requests for system improvements and tax system reforms that are necessary to promote the sound development of the real estate investment and securitization market.	Director
Building and Equipment Long-life Cycle Association	The association aims to contribute to the sound development of local communities, the prevention of disasters, and the preservation of the global environment by bringing together expertise from a wide range of industries related to buildings (including building equipment) to promote initiatives for extending the lifespan of buildings and fostering high-quality building stock.	Director

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Highlights of Inclusion in Major Sustainability (ESG) Indices

FTSE4Good



FTSE4Good

FTSE JPX Blossom Japan Index



FTSE JPX Blossom
Japan Index

FTSE JPX Blossom Japan Sector
Relative Index



FTSE JPX Blossom
Japan Sector
Relative Index

Morningstar Japan ex-REIT Gender Diversity Tilt Index

MSCI Nihonkabu ESG Select Leaders Index

2026 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

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MSCI Japan Empowering Women Index (WIN)

2026 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

S&P/JPX Carbon Efficient Index



*Tokyo Tatemono is listed on all Japanese stock ESG indices adopted by the Government Pension Investment Fund (GPIF).

Evaluations and Certifications for Sustainability (ESG)

CDP



Selected for the CDP Climate Change A List,
the highest rating, for two consecutive years
Also participated in CDP Water Security

GRESB



Received the highest 5-Star rating for nine
consecutive years in the Standing Investments
Benchmark for real estate assessment.
Also assessed by the Development Benchmark

Eruboshi



Certified Health & Productivity
Management Outstanding Organization



Kurumin



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To consistently pursue sustainability measures, including responses to climate change, across the entire Group, Tokyo Tatemono established the Sustainability Committee, chaired by our president. The Sustainability Promotion Committee, comprising various corporate departments and business divisions, was also established under the Sustainability Committee.

The Sustainability Committee, like the Executive Committee, Risk Management Committee and Internal Control Committee, is under the direct control of the president. It meets, in principle, at least twice a year to deliberate and report matters related to the formulation of policies for sustainability initiatives promoted by the Group, the development of organizational structure, the setting of indicators and targets, the monitoring of progress, and the disclosure of information. With regard to climate change, the Group's Sustainability Committee deliberates and reports important matters, such as the identification of related risks and opportunities, the setting of targets related to the promotion of a decarbonized society, including the reduction of greenhouse gas (GHG) emissions, and specific measures for reaching such goals.

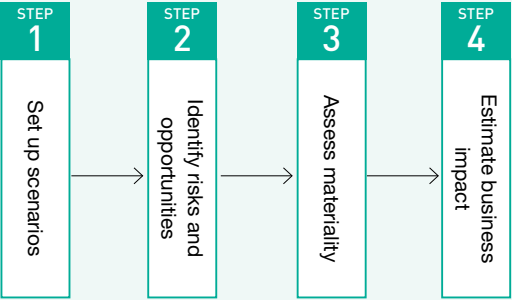
The Sustainability Promotion Committee facilitates the sharing of matters deliberated and reported by the Sustainability Committee, conducts preliminary discussions, and reports on the progress of sustainability initiatives promoted by the Group.

Important matters deliberated and reported by the Sustainability Committee are submitted to or reported to the Board of Directors. The Board supervises the promotion of these initiatives by making decisions on important matters related to sustainability initiatives promoted by the Group and monitoring the status of response measures.

Strategy (scenario analysis)

Tokyo Tatemono uses scenario analysis to identify climate change risks and opportunities and to evaluate their importance and impact on the Group's financial interests.

Risk Analysis Review Process



STEP 1 Setting Up Scenarios

For our scenario analysis, we set up future worlds (scenarios). Drawing from scenarios published by the Intergovernmental Panel on Climate Change (IPCC*¹) and the International Energy Agency (IEA*²), we based our analysis on the following scenarios: a 4°C scenario as the current trajectory, in which the average temperature rises by 4°C or more above pre-industrial levels by 2100; a 2°C scenario as a transition scenario, which limits the increase to below 2°C; and a 1.5°C scenario, which further limits the temperature rise to 1.5°C.

*1 IPCC (Intergovernmental Panel on Climate Change) The IPCC is an institution that provides clear scientific opinions of the status of climate change and its socioeconomic impact.
*2 IEA (International Energy Agency) The IEA is an independent body within the OECD that facilitates policy cooperation on energy and energy security.

The Scenarios Used in the Analysis

Scenarios	Scenario analysis	Reference scenario
4°C scenario	A scenario in which the average temperature rises by about 4°C compared to pre-industrial levels as a result of failure to introduce stricter government policies and strengthen regulations, such as regulations to curb GHG emissions, and of failure by businesses and other entities to take effective action in response to climate change. Acute effects include more frequent extreme weather events and more intense heavy rainfall, while chronic effects include rising sea levels.	IPCC SSP5-8.5 (RCP 8.5) IEA STEPS
1.5°C/2°C scenario	A scenario in which the average temperature rise compared to pre-industrial levels is kept below 1.5°C or 2°C by improving low-carbon technologies, expanding renewable energy, and promoting energy conservation. In this scenario, companies and other entities are strongly required to respond to climate change by introducing carbon taxes and strengthening policies to regulate emissions in order to curb GHG emissions.	IPCC SSP1-1.9 (RCP 2.6) IEA NZE IEA SDS

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STEP 2

STEP 3

Identifying Risks and Opportunities /
Assessing Materiality

Focusing on the Group's core businesses, the Commercial Properties Business and Residential Business, we identified the main climate change risks and opportunities and assessed their materiality in terms of their expected degree of impact on the Group's finances and likelihood of occurrence. The period of impact was categorized into short-term (1-5 years), medium-term (5-10 years), and long-term (>10 years).

Materiality of Identified Risks and Opportunities Concerning Climate Change

Category		Items	Impact on Group business	Period of impact	Materiality	
					4°C scenario	1.5°C/2°C scenario
Transition risks	Policies	Adoption of carbon pricing	Imposition of carbon tax on own emissions (Scope 1 and 2)	Medium-term	—	Medium
			Price hikes for construction materials, construction costs, etc.	Medium-term	—	Medium
	Regulations	Stricter standards for GHG emissions and energy saving	Higher costs of converting new buildings to ZEB/ZEH	Medium-term	Low	Low
			Higher costs of introducing decarbonized building materials	Medium-term	Medium	Medium
			Increase in cost of energy-saving renovation of existing buildings	Medium-term	Low	Low
	Technology and markets	Higher unit cost of grid electricity	Higher utility costs due to change in energy mix	Short- to medium-term	—	Low
			Higher utility costs due to higher demand for fossil fuels	Short- to medium-term	Low	—
		Burden from renewable energy procurement	Higher renewable energy procurement costs	Short- to medium-term	Low	Low
	Reputation	Ensuring disaster preparedness and resilience	Higher costs of ensuring disaster preparedness and resilience	Short-term	Low	Low
Physical risks	Acute	Frequent and intense extreme weather events caused by extratropical and tropical cyclones, etc.	Higher costs due to construction delays caused by supply chain paralysis or disruption	Short-term	—	—
			Countermeasures for decreased work efficiency at construction sites due to frequent heat waves and high temperatures, and increased costs from construction delays.	Short-term	—	—
			Loss of rental income in the event of flooding caused by heavy rainfall and river flooding	Short-term	Low	Low
			Higher restoration costs arising from storm and flood damage affecting buildings	Short-term	Low	Low
			Higher insurance premiums	Short-term	Low	Low
	Chronic	Rising average temperatures	Higher utility costs	Short-term	Low	Low
Opportunities	Technology	Efficiency improvements with ZEB and ZEH development	Reduction of utility costs	Short-term	Low	Low
		Procurement of renewable energy through self-consignment	Reduction in utility costs and renewable energy procurement costs	Short-term	Low	Low
	Consumer behavior	Improved earnings from high environmental performance properties	Higher sales due to higher evaluation of ZEB / ZEH	Short- to medium-term	—	Medium
		Improvement of energy-saving effects	Addition of energy-saving effects to rental income	Short- to medium-term	—	Low
	Markets	Expansion of Sustainability Finance	Reduction in financing costs	Short-term	—	Low

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STEP
4

Estimating Business Impact

We quantitatively assess the financial impacts of identified climate change risks and opportunities on the Group in fiscal 2030. When quantitative prediction and analysis are not feasible for certain risks and opportunities, we conduct a qualitative analysis.

Countermeasures

Tokyo Tatemono has identified “Promoting a Decarbonized Society” as one of the Group’s material issues and is working to address this challenge through its business activities by setting medium- to long-term targets related to the reduction of GHG emissions, including reducing Scope 1 and 2 CO₂ emissions by 46.2%*¹ from fiscal 2019 levels by fiscal 2030, and reducing Scope 3*² emissions by 40% over the same period. The Group also aims to achieve net-zero CO₂ emissions for Scope 1, 2, and 3 by fiscal 2050. In addition, to help achieve these targets, we have established and are actively pursuing process goals, including the promotion of development of ZEB and ZEH, the shift to renewable energy, and the acquisition of green building certification. For more information, see Initiatives to Achieve [Initiatives to Achieve GHG Emission Reductions \(p. 32\)](#). At the same time, we are also focusing efforts on the development of resilient real estate and communities designed to withstand natural disasters such as wind and flood damage, which are occurring more frequently due to climate change. Specific countermeasures are described under [Developing Real Estate that Is Resilient to Natural Disasters \(p. 38\)](#) and [Preparedness for Natural Disasters \(p. 40\)](#).

*1 The level required to limit the rise in global average temperature to 1.5°C compared to pre-industrial levels.

*2 Applies to Categories 11 and 13.

Impact on the Tokyo Tatemono Group’s Business Profit

Factors increasing business profit

Factors decreasing business profit

Changes in consumer behavior

- Higher sales due to higher evaluation of ZEB/ZEH
- Addition of energy-saving effects to rental income

Higher sales

Intensification of extreme weather events

- Decrease in sales associated with flooding of buildings caused by frequent and severe heavy rain

Lower sales

Introduction of carbon pricing

- Imposition of carbon tax on own emissions
- Higher prices of building materials, construction costs, etc., due to price pass-through of carbon taxes

Stricter standards for GHG emissions and energy saving

- Higher costs of converting new buildings to ZEB/ZEH
- Higher costs of introducing decarbonized building materials
- Increase in cost of energy-saving renovation of existing buildings

Higher costs

Rise in electricity prices and the shift to renewable energy

- Rise in unit cost of grid electricity due to change in energy mix → increase in utility costs
- Higher renewable energy procurement costs

Intensification of extreme weather events

- Higher costs due to paralysis and disruption affecting supply chains and logistics, and delays in construction caused by extreme weather
- Higher costs due to decreased work efficiency and delays at construction sites caused by frequent heat waves and high temperatures
- Higher restoration costs due to building damage and flooding caused by extreme weather events
- Higher insurance premiums

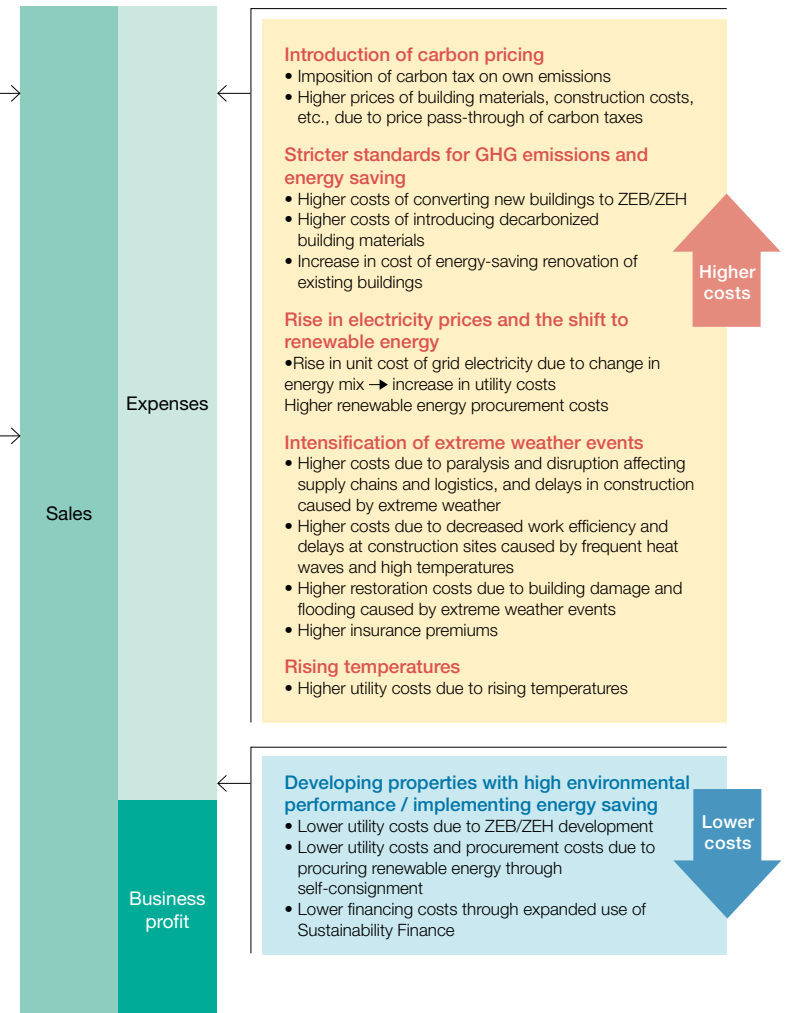
Rising temperatures

- Higher utility costs due to rising temperatures

Developing properties with high environmental performance / implementing energy saving

- Lower utility costs due to ZEB/ZEH development
- Lower utility costs and procurement costs due to procuring renewable energy through self-consignment
- Lower financing costs through expanded use of Sustainability Finance

Lower costs



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Risk Management

To centrally manage risk throughout the Group, Tokyo Tatemono established its Risk Management Committee chaired by the President. At the Risk Management Committee, we formulate annual risk management plans, evaluate and analyze material management risks (priority risks), formulate preventive measures and countermeasures, and periodically monitor the status of countermeasures. In addition, we have established a unified risk management structure consisting of the general managers of each department as the Risk Management Officer responsible for managing risk (department management risks) within their respective departments, and the President as the Chief Risk Management Officer, who centrally oversees company-wide risk.

Furthermore, by adopting the principles of the Three Lines Model, we aim to maintain and enhance the effectiveness of our risk management efforts. Details of the risk management framework are provided in [Risk Management \(p. 95\)](#).

Sustainability-related risks are managed by the Sustainability Committee in coordination with relevant departments, and important matters regarding implementation status are reported to the Risk Management Committee. Important matters deliberated by the Risk Management Committee, such as the risk management structure, policies, and annual plans, among other matters, as well as the status of risk management efforts, are submitted to or reported to the Board of Directors. The Board supervises the effectiveness of the Group's overall risk management, including sustainability-related risks.

Indicators and Targets

Tokyo Tatemono Group has established KPIs and targets related to Promoting a Decarbonized Society, one of its identified material issues, and is working on various initiatives while quantitatively monitoring progress each fiscal year.

Category	Scope of coverage	KPIs and targets	
Reduction in greenhouse gas emissions	All businesses*1	Scope 1, 2, 3	Net zero CO ₂ emissions by FY2050
		Scope 1, 2	46.2% reduction in CO ₂ emissions compared to FY2019 levels by FY2030
		Scope 3*2	40% reduction in CO ₂ emissions compared to FY2019 levels by FY2030
Promotion of development of ZEB and ZEH*3	Commercial Properties Business	Develop ZEB for, in principle, all new office buildings and logistics properties	
	Residential Business	Develop ZEH for, in principle, all new condominiums for sale or rent*5	
Shift to renewable energy	All businesses*1	Procure 100% of electricity consumed in business activities from renewable energy sources by FY2050	
	Commercial Properties Business	Procure 100% of electricity consumed at owned properties from renewable energy sources by FY2030	
Acquisition of green building certification*6	Commercial Properties Business, Residential Business	Acquire green building certification for, in principle, all new office buildings, logistics properties, and condominiums*7 for rent	

*1 Applies to the Tokyo Tatemono Group.
*2 Applies to Scope 3 categories 11 and 13.
*3 In addition to "ZEB""ZEH(-M)", includes Nearly ZEB, ZEB Ready, ZEB Oriented, Nearly ZEH(-M), ZEH(-M) Ready, and ZEH(-M) Oriented.
*4 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.
*5 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.
*6 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.
*7 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.

Transition Risk Analysis with CRREM

Tokyo Tatemono conducted a transition risk analysis with CRREM (Carbon Risk Real Estate Monitor), a scenario analysis tool for the real estate sector, targeting buildings held by the company on a long-term basis as of the end of December 2022. Going forward, we will use the results of the CRREM analysis alongside the TCFD scenario analysis to optimize operations for reducing GHG emissions.

[Transition Risk Analysis with CRREM](#)

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Ensuring the sustainability of our planet requires securing stable social capital and the human capital it supports, both of which are underpinned by a foundation built on natural capital. In other words, natural capital is the basis for human survival, but that very basis is currently being shaken by two looming dangers: the loss of biodiversity and the climate crisis.

Countermeasures and initiatives, such as the Kunming-Montreal Global Biodiversity Framework adopted in December 2022 at the 15th Conference of the Parties to the Convention on Biological Diversity (COP15) and The National Biodiversity Strategy and Action Plan of Japan 2023-2030 adopted by Cabinet decision in March 2023, have established “a world of living in harmony with nature” as the biodiversity vision for the year 2050. And “Nature Positive by 2030” has been set as the goal for getting nature back on track by halting and reversing biodiversity loss. Responding to the challenges threatening natural capital and biodiversity is a matter of critical importance for the world.

Tokyo Tatemono Group has also made commitments in its Group Environmental Policy, including creating a pleasant city and life with greenery, working toward a vision of climate change prevention that leads the community, and engaging in resource-saving activities that are kind to the Earth. Additionally, we have recognized coexistence with the Earth and the environment as one of our shared values with society that we seek to realize through our business activities, identifying the promotion of a decarbonized society and a recycling-oriented society as Material Issues. In accordance with the aforementioned ideals and initiatives, we will continue to promote efforts to confront the challenges facing natural capital and biodiversity, and in April 2025, we endorsed the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) and registered as an official TNFD Adopter. Our efforts to preserve natural capital and biodiversity will remain a key focus going forward.

Governance

To consistently pursue sustainability measures, including responses nature-related issues, across the entire Group, Tokyo Tatemono established the Sustainability Committee, chaired by our president. The Sustainability Promotion Committee, comprising various corporate departments and business divisions, was also established under the Sustainability Committee.

The Sustainability Committee, like the Executive Committee, Risk Management Committee and Internal Control Committee, is under the direct control of the president. It meets, in principle, at least twice a year to deliberate and report matters related to the formulation of policies for sustainability initiatives promoted by the Group, the development of organizational structure, the setting of indicators and targets, the monitoring of progress, and the disclosure of information. With regard to nature-related matters, the Committee deliberates and reports on key issues including the assessment of dependencies and impacts on nature, the identification of nature-related risks and opportunities, the establishment of monitoring indicators, targets, and corresponding action policies, as well as the status of related initiatives. The Committee also deliberates and reports important matters related to supply chain management*, including the response policy and implementation status, based on the Group’s Sustainable Procurement Standards established commonly across the Group. The Sustainability Promotion Committee facilitates the sharing of matters deliberated and reported by the Sustainability Committee, conducts preliminary discussions, and reports on the progress of sustainability initiatives promoted by the Group. Important matters deliberated and reported by the Sustainability Committee are submitted to or reported to the Board of Directors. The Board supervises the promotion of these initiatives by making decisions on important matters related to sustainability initiatives promoted by the Group and monitoring the status of response measures.

* Details of the Group’s Supply Chain Management initiatives are available in [Supply Chain Management \(p. 59\)](#)

Strategy

Tokyo Tatemono has structured the Group’s nature-related strategy in accordance with the LEAP Approach recommended by TNFD.

This structuring takes into consideration the extent of the Group’s dependencies and impacts on nature, as well as the scale of nature-related risks and opportunities associated with its operations. It is based on the assumption that these operations are conducted through facilities located both domestically and internationally by the Group’s Commercial Properties Business, Residential Business, Parking Lot Business, Leisure Business, Overseas Business, and New Business segments. In fiscal 2025, the sales of the business segments within this scope are expected to account for over 90% of the Group’s total revenue.

Overview of the LEAP Approach

Locate interfaces with nature	The interfaces with nature is determined by having a clear understanding of the location information for all properties owned, managed, and sold through the Group’s in-scope business activities, and assessing the state of nature in the surrounding areas.
Evaluate dependencies and impacts	The major dependencies and impacts on nature within in-scope businesses are identified and evaluated for their scale.
Assess risks and opportunities	The nature-related risks and opportunities of in-scope businesses are identified and evaluated.
Prepare to respond and report	Countermeasures for the identified risks and opportunities are prepared and disclosed.

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● Locate Interfaces with Nature

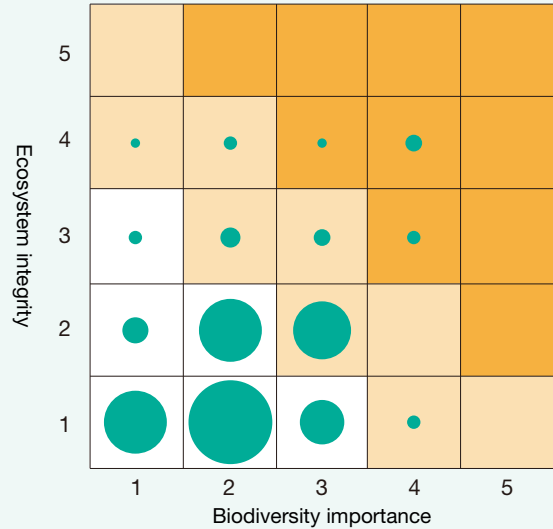
To better its ability to address dependencies and impacts on nature, as well as nature-related risks and opportunities, Tokyo Tatemono maintains a clear understanding of the locations of facilities involved in its in-scope businesses and has evaluated the condition of the surrounding natural environment to determine its interfaces with nature. Each facility is assessed based on the following five criteria defined by the TNFD using data generated with external tools and other methods.

Five TNFD Criteria and External Tools / Data

Biodiversity importance	Assessed with IBAT (Integrated Biodiversity Assessment Tool) to screen locations for proximity to areas of high biodiversity importance (Protected Areas and Key Biodiversity Areas) and STAR (Species Threat Abatement and Restoration Metric) values are used for further evaluation.
Ecosystem integrity	Assessed with the Biodiversity Intactness Index provided by the Natural History Museum.
Rapid decline in ecosystem integrity	Assessed by reviewing Pressures on Biodiversity, an indicator of magnitude of impact on nature provided by the WWF Biodiversity Risk Filter.
Water physical risk	Assessed using Aqueeduct (Water Risk Atlas) to identify baseline water stress and flood risk (rivers and coasts).
Ecosystem service delivery importance	Assessed by using Global Forest Watch to screen for proximity to areas managed by IPLCs (Indigenous Peoples and Local Communities).

Through evaluations carried out on facilities of in-scope businesses, it was established that some Leisure Business facilities (resorts, hotels, golf courses, etc.) are situated in areas of high biodiversity importance and ecosystem integrity. It was also found that all facilities fall within areas classified as having low to moderate levels of rapid decline in ecosystem integrity, water physical risk, and ecosystem services delivery importance.

Biodiversity Importance and Ecosystem Integrity Evaluation Results

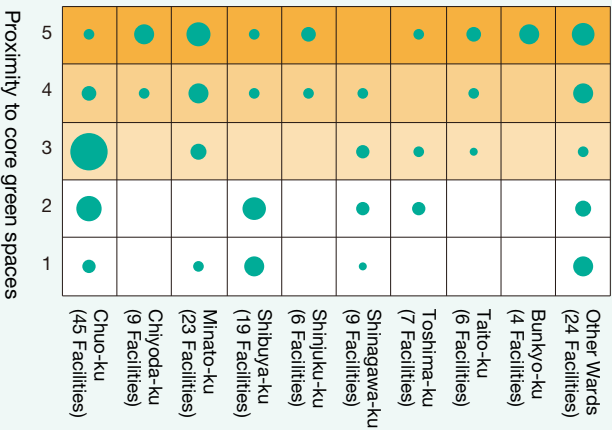


Many of the facilities operated by in-scope businesses are located in Tokyo, and forming ecological networks* in such urban areas is important for preserving local biodiversity. To assess facilities located within Tokyo's 23 wards, Tokyo Tatemono referenced the Green Master Plans established by each municipality to calculate proximity to the core greenery areas of each district. This was conducted as an additional evaluation to determine the Group's potential contribution to the ecological network.

Among the facilities of in-scope businesses assessed, particularly those in Chuo, Chiyoda, and Minato-ku, it was found that many were located in close proximity to core green spaces, and that the creation of new greenery could significantly contribute to the city's ecological network.

*An ecological network refers to a concept in which core areas, designated as key biodiversity zones due to their favorable natural conditions, are interconnected by corridors to enable the movement and dispersal of wildlife between them. It is also believed that the establishment of buffer zones as necessary to reduce external influence on core areas and corridors is another important element for the success of ecological networks.

Evaluation Results for the Proximity of Facilities in Tokyo's Wards to Core Green Spaces



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Evaluate Dependencies and Impacts on Nature

Tokyo Tatemono has identified dependencies and impacts on nature within in-scope businesses and evaluated their scale. This evaluation divides the supply chain of in-scope businesses into upstream and direct operation/ downstream categories, and uses the TNFD-recommended tool ENCORE* to assess each separately. The results of this evaluation are presented in heat maps, using color gradients to indicate the scale of dependencies and impacts on nature.

*ENCORE is an abbreviation of Exploring Natural Capital Opportunities, Risks and Exposure. It is a tool developed by the UN Environment Programme World Conservation Monitoring Centre (UNEP-WCSC) and other organizations for assessing the scale of impact and dependencies that companies have on nature.

Dependencies and Impacts on Nature Within In-scope Businesses			Dependencies on nature																							Impacts on nature																												
			Provisioning services				Regulating and maintenance services															Cultural services				Land use		Resource extraction		Climate change	Pollution			Disturbances																				
Supply chains	Business	Business processes	Biomass resources	Genetic material	Water resources	Animal-based energy	Global climate regulation	Rainfall pattern regulation	Local climate regulation	Air purification	Soil quality regulation	Soil and sediment preservation	Decomposition of solid waste	Water purification	Water current regulation	Flood mitigation	Storm mitigation	Noise mitigation	Pollination services	Biological control	Habitat preservation	Dilution by atmosphere and ecosystems	Mitigation of sensory disturbances	Recreation	Visual amenities	Education / Research	Spiritual / Aesthetic / Symbolic	Land area	Freshwater area	Ocean area	Water resources	Other organic resources	Other inorganic resources	GHG emissions	Air pollution	Hazardous substances	Nutrient salts	Solid waste	Invasive alien species	Disturbances														
Direct operation / Downstream	Commercial Properties Business / Overseas Business	Office buildings / commercial facilities / urban hotel operations and management			M		M	M	M			M		VH		H		M						M	VH	VH		VH						M			M	M																
		Logistics properties operations and management						M				M					H									VH							M																					
	Residential Business / Overseas Business	Sales and rentals of condominiums and apartments						M				M				H		M						M	H	VH		VH																										
	Parking Lot Business	Parking lot operations and management						M				M				H										VH							M																					
	Leisure Business and New Businesses	Resort hotel and hot spring facility operations and management			M		M	M					M	VH		H	M	M						M	VH	VH	VH	VH	M	M				M			M	M	M															
		Golf course / park / sports facility operations and management			M			M	M				M	VH		H	M									VH	VH			M	M				M			M																
Upstream	All businesses	Building construction			M		M	VH				H		M	M	M	M												M	M					H	H	H		M			VH												
		Construction materials (steel, aggregates, cement, non-ferrous metals)			H		H	VH		M		H	M	VH	H	H	M							M					M	VH	VH	M		VH	H	VH	M	VH		VH														
		Construction materials (wood)	VH		M			M		H	H	VH	M		M	M	M				H									M	VH			M	VH	M		M	M	H														
	Experiential Facility Business	Food	VH	VH	VH		VH	VH	VH	M	VH	VH	VH	VH	VH	H	VH		VH	H	VH	M					VH	VH	VH	H	H	H	VH	VH	H	VH	VH	VH	VH	H														
																																	VH	Very large		H	Large		M	Moderate			Small / Very small											

VH Very large H Large M Moderate Small / Very small

Across all in-scope businesses, direct operations and downstream activities were commonly evaluated as having a high dependency on cultural services. Many office buildings and for-sale condominiums either have green spaces on the premises or are built facing greenery nearby. The visibility of greenery in and around such facilities, along with opportunities to engage with nature through recreational activities such as forest bathing and walking, is expected to provide various physical and psychological benefits. These benefits reflect a functional dependency on nature. Across all in-scope businesses, upstream procurement of construction materials has been commonly evaluated as having a high degree of dependency and impact on nature. The procurement of food used in hotels operated by the Commercial Properties Business and Leisure Business has also been evaluated as having a high degree of dependency and impact on nature in many respects.

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Assess Nature-related Risks and Opportunities

Tokyo Tatemono has identified nature-related risks and opportunities within in-scope businesses. This identification process was also carried out separately for upstream and direct operations/downstream categories within the supply chains of in-scope businesses.

Nature-related Risks of In-scope Businesses

Category			Items	Impact on Group business
Direct operation / Downstream	Transition risks	Policies / Regulations	Introduction and strengthening of regulations related to protected areas and urban development	Expansion of protected areas and addition of restrictions on acquiring land for new development through stricter land-use regulations in order to achieve the 30 by 30 target
		Technology	Burden of green space management	Increased costs of acquiring certification related to environmental friendliness and green spaces / increased costs of green space maintenance
		Markets / Reputation	Changes in consumers and society	Decreased occupancy rates and rents due to reduced demand for properties lacking certifications for environmental friendliness or green spaces and properties with high environmental impact
	Physical risks	Acute	Frequent and intense extreme weather events	Loss of reputation due to the impact of developments on regions with high conservation importance and increases in the cost of measures to reduce impact
			Rise in average temperature	Reduction of rental income due to increasing frequency and intensity of extreme weather events and rising recovery costs
			Decline of surrounding ecosystems	Decrease in sales due to reduced customer activity associated with rising average temperatures
Upstream	Transition risks	Policies / Regulations	Growing pressure to adopt sustainable procurement measures	Increase in utility costs due to rising average temperatures and the heat island effect
			Tightening of regulations aimed at reducing impacts on nature	Decline in property value and decrease in users due to the decline of surrounding ecosystems caused by rising average temperatures and damage from pests and pathogens
				Water use restrictions caused by destabilization of the water cycle due to ecosystem decline
	Physical risks	Acute	Frequent and intense extreme weather events	Increased costs associated with implementing sustainability measures and traceability for construction materials (steel, wood, etc.)
			Rise in average temperatures and ecosystem decline	Increased costs associated with implementing sustainability measures and traceability for agricultural and marine products
				Increased costs of compliance with tightened regulations on land alteration, noise, and pollution impacting nature in areas of high conservation importance

Nature-related Opportunities for In-scope Businesses

Category			Items	Impact on Group business
Direct operation / Downstream	Technology		Resilience improvement	Damage reduction by developing real estate resistant to severe rainfall and other natural disasters
			Preservation of water resources	Reduction of water use and promotion of recycled water use
			Reduction of waste emissions and promotion of waste reuse	Reduction of waste disposal costs by cutting waste emissions and promoting waste reuse
	Products / Services		Increase in earnings from environmentally friendly properties	Increase in occupancy rates and property value driven by growing demand for environmentally certified properties, properties working to reduce environmental impact, properties with green spaces, and properties using wood in shared areas
			Creation of urban green spaces and nature-based urban development	Increase in local brand value, occupancy rates, and property value resulting from the creation of urban green spaces and urban development that utilizes greenery as Nature-based Solutions and green infrastructure to improve user convenience and address local challenges such as the heat island effect and flood risks through soil water retention
			Development of pedestrian-centric spaces	Increase in local brand value, occupancy rates, and property value resulting from urban development that incorporates urban green spaces and develops pedestrian-centric areas to promote urban vibrancy and create natural experiences for pedestrians
Upstream	Products / Services		Provision of spaces for innovation	Increase in local brand value, occupancy rates, and property value through the provision of spaces that foster innovation in nature positive technologies such as food tech
			Expansion of Sustainability Finance	Reduction in financing costs
			Promoting sustainable procurement	Using construction materials (steel, wood, etc.) produced with sustainable methods

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● Prepare to Respond and Report

Tokyo Tatemono has designated the conservation of natural capital and biodiversity as the primary response strategy for facilities found to be located in areas of high conservation importance and ecosystem integrity during the evaluation for interfaces with nature. These facilities consist of a set of Leisure Business sites (resort hotels, golf courses, etc.) outside of urban areas.

Facilities similarly found to be located in areas with high potential to contribute to the ecological network, such as those in the Chuo-ku, Chiyoda-ku, and Minato-ku of Tokyo, have designated not only the conservation but also the creation of natural capital and biodiversity as their primary response strategy.

Response Strategies for Natural Capital and Biodiversity

Interfaces with nature	Primary response strategy	Specific initiatives
Properties located in areas of high conservation importance and ecosystem integrity	Conservation of natural capital and biodiversity	Promoting a decarbonized society (CO ₂ emissions reduction), implementation of environmental impact assessments, appropriate use of water resources, and promoting a recycling-oriented society (waste and hazardous substance reduction, effective use of natural resources, and proper use of pesticides and other chemicals)
Properties located in areas with high potential to contribute to the ecological network	Conservation and creation of natural capital and biodiversity	Conservation: same as above Creation: Green Space and Waterscape Creation

Specific Initiatives for the Conservation of Natural Capital and Biodiversity

Environmental Impact Assessment (Environmental Assessment)

When executing new development projects in Japan and overseas, we conduct the necessary environmental impact assessments (environmental assessments) in accordance with laws and regulations. We formulate plans that leverage our expertise to

consider how each project affects the environment. Environmental impact assessments cover a wide range of subjects, including greenhouse gases (GHG), water cycles, water pollution, air and soil pollution, waste, and biological and ecological systems. Evaluation items are selected based on the characteristics of the region and the project. If a negative environmental impact is found, we work to avoid or mitigate it.

Appropriate Use of Water Resources and Promoting a Recycling-oriented Society

The Tokyo Tatemono Group Environmental Policy includes a call for resource-saving activities that are kind to the Earth. The Group has also identified the promotion of a recycling-oriented society as one of its Material Issues and has established KPIs and targets related to water resources and waste in order to address the issue through its business activities.

Water resource initiatives are being advanced by setting targets for reducing water use and promoting the use of recycled water, while issues are being addressed by setting targets for reducing waste generation and promoting recycling. Details of these initiatives are available in [Water Resources \(p. 44\)](#) and [Promoting a Recycling-oriented Society \(p. 46\)](#).

Specific Initiatives for the Creation of Natural Capital and Biodiversity

Creation of Green Spaces and Waterscapes in Urban Areas

Even in urban areas with limited greenery, Tokyo Tatemono creates green spaces of meaningful size to help mitigate the heat island effect and ensure that the created green spaces connect with surrounding greenery. This, in turn, contributes to the creation of a greater ecological network. Details of these initiatives are available in [Biodiversity \(p. 42\)](#).

Specific Examples of Urban Initiatives

Project name	Location	Green space and waterscape creation details	Nature-related certifications acquired
The Otemachi Tower	Chiyoda-ku, Tokyo	Developed Otemachi Forest, a green space covering about one-third of the site (approx. 3,600m ²)	ABINC Certification, SEGES, Nationally Certified Sustainably Managed Natural Sites, TSUNAG
Tokyo Square Garden	Chuo-ku, Tokyo	Developed Kyobashi no Oka, a three-dimensional green space spanning from B1 to the 5th floor (approx. 3,000m ²)	ABINC Certification, SEGES
Nonoaoyama Building	Minato-ku, Tokyo	Developed a large green space and biotope of approximately 3,500m ² leveraging the natural terrain and water veins of Aoyama	—
Meiji Park	Shinjuku-ku, Tokyo	Developed the Forest of Pride, an approximately 7,500m ² wooded area within the 16,000m ² park	—
Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE	Tama-shi, Tokyo	Developed an approximately 5,000m ² public green space integrated with the natural environment of the Tama River	ABINC Certification

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Risk and Impact Management

To centrally manage risk throughout the Group, Tokyo Tatemono established its Risk Management Committee chaired by the President. At the Risk Management Committee, we formulate annual risk management plans, evaluate and analyze material management risks (priority risks), formulate preventive measures and countermeasures, and periodically monitor the status of countermeasures. In addition, we have established a unified risk management structure consisting of the general managers of each department as the Risk Management Officer responsible for managing risk (department management risks) within their respective departments, and the President as the Chief Risk Management Officer, who centrally oversees company-wide risk.

Furthermore, by adopting the principles of the Three Lines Model, we aim to maintain and enhance the effectiveness of our risk management efforts. Details of the risk management framework are provided in [Risk Management \(p. 95\)](#).

Sustainability-related risks, including nature-related risks, are managed by the Sustainability Committee in coordination with relevant departments, and key matters regarding implementation status are reported to the Risk Management Committee. Important matters deliberated by the Risk Management Committee, such as the risk management structure, policies, and annual plans, as well as the status of risk management efforts, are submitted to or reported to the Board of Directors. The Board supervises the effectiveness of the Group's overall risk management, including sustainability-related risks, such as those related to nature.

Indicators and Targets

Tokyo Tatemono Group has established indicators for the conservation of natural capital and biodiversity, which are used for monitoring and target setting. Many of these indicators are aligned with TNFD disclosure indicators.

Indicators Related to the Conservation of Natural Capital and Biodiversity

	Items		Tokyo Tatemono Group indicators	Relation to TNFD disclosure indicators
	Monitoring	Targets		
Promoting a decarbonized society	●	●	CO ₂ emissions (Scope 1, 2, 3)	—
Environmental Management	●	—	Environmental Incidents and Violations of Environmental Laws or Regulations	Core global disclosure metric C7.2
Water resources	●	●	Water use and water use intensity	Additional global disclosure metric A3.0
	●	—	Water withdrawal and water withdrawal intensity (by water source, by water risk area)	Core global disclosure metric C3.0
	●	—	Wastewater discharge (by destination)	Additional global disclosure metric C2.1
	●	●	Percentage of properties with gray water facilities	—
Promoting a recycling-oriented society	●	●	Waste emissions and waste emissions intensity	Core global disclosure metric C2.2
	●	●	Recycling amount and recycling rate	Core global disclosure metric C2.2
	●	—	Hazardous Substance Emissions	Core global disclosure metric C2.4
	●	—	Raw material usage (steel and wood)	Core global disclosure metric C3.1

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Policy and Concept

Under the Tokyo Tatemono Group Environmental Policy, we contribute to the development of a sustainable society through environmentally conscious business activities. We have identified promoting both a decarbonized society and a recycling-oriented society as environmental material issues and, by working to resolve these issues through our business, aim to realize coexistence with the earth and the environment, a value we share with society.

Group Environmental Policy

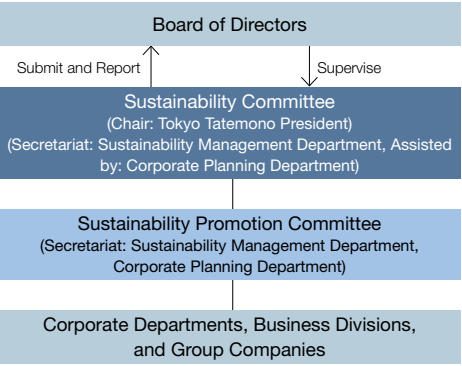
- We will help build a sustainable society through environmentally friendly business activities based on the following Group Environmental Policy.
- **Creating a pleasant city and life with greenery**
We will create a rich and comfortable environment for the Earth and people by utilizing the strength of greenery as much as possible with consideration to biodiversity.
 - **Climate change prevention that leads the community**
We will actively implement environmentally friendly technologies and ideas into our products and services to lead the community in building a low-carbon city.
 - **Resource-saving activities that are kind to the Earth**
We will strive to reduce the use of resources and environmental impact through all available opportunities and contribute to creating a recycling-oriented society.
 - **Developing employees with high environmental awareness**
We will comply with laws related to the environment and educate and raise the awareness of our employees about the environment.
- Established January 2011

Environmental Management Framework

The Tokyo Tatemono Group promotes environmental measures across the entire Group under the Sustainability Committee, chaired by our president, and the Sustainability Promotion Committee, a subordinate organization of the Sustainability Committee.

We have also established environmental management systems aligned with the characteristics of each of our businesses. Our PDCA cycle was built based on these systems, enabling us to formulate environmental measures, share information, support implementation, provide guidance, manage progress, and carry out improvements to initiatives.

Environmental Management Framework



📄 Sustainability Promotion Framework Chart (P.10)

Environmental Management in Businesses

Commercial Properties Business	- Establishment of the Environmental Measures Promotion Group, a specialized department within the business division's Planning Department - Holds an Environmental Committee with participation from all departments across the business divisions
Residential Business	Established an Environmental Measures Project Team with involvement across business divisions
Other Businesses and Group Companies	- Each business and company advances operations in accordance with environmental guidelines established in line with the Group Environmental Policy - Under the Sustainability Committee and the Sustainability Promotion Committee, energy use data for Group companies is managed and sustainability initiatives are implemented

Environmental Management in the Commercial Properties Business

In the Commercial Properties Business, we have formulated and implemented an Environmental Action Plan and Guidelines aimed at achieving more robust environmental product planning, attaining goals set by the Group, and establishing a PDCA cycle. We work with customers to address a variety of environmental issues, including decarbonization, energy conservation, resource recycling, the effective use of water resources, and biodiversity.

We have set a quantitative indicator in the form of energy consumption intensity to reduce energy consumption. Here, we target a 1% annual unit reduction averaged over five years, in accordance with the Act on the Rational Use of Energy. We are actively adopting environmental and energy-saving technologies in new buildings. For existing buildings, we promote energy saving by systematically upgrading to energy-saving equipment. From an operating standpoint, we also work with our tenants to conserve energy and reduce environmental impact.

📄 Details of the Environmental Action Plan and Guidelines of Tokyo Tatemono Group's Commercial Properties Business

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● Environmental Management in the Residential Business

In the Residential Business, considering the growing environmental awareness in society, Tokyo Tatemono has established standards to be implemented for the Brillia for-sale condominium brand and Brillia ist rental apartment brand we develop. To clearly communicate these standards to our customers and the public, we have formulated the Brillia Environmental Guidelines. The guidelines define a set of environmental performance ratings with four levels of environmental friendliness. Projects are carried out while confirming detailed specifications and other requirements necessary to satisfy each standard.

And we continue to increase the value of the Brillia brand by revising these guidelines periodically in response to social changes and technological advancements.

We also aim to enhance environmental awareness among employees by encouraging those involved in the Residential Business to take the Certification Test for Environmental Specialists and by providing a system that helps them acquire extensive knowledge about environmental issues.

Brillia Environmental Guidelines Environmental Performance Ratings (as of April 2026)
(Ex. Setting energy efficiency standards)

Level	Level	Level 1*	Level 2	Level 3	Level 4 (High Standard)	
	Dwelling unit	Energy conservation criteria	ZEH Oriented	GX ZEH Oriented	GX ZEH Ready or higher	
	Residential building	Energy conservation criteria	ZEH-M Oriented	GX ZEH-M Oriented	GX ZEH-M Ready or higher	
	Renewable energy classification	Excluding renewable energy	Excluding renewable energy	Excluding renewable energy	Excluding renewable energy	Including renewable energy
Private area BEI	Standard value	1.0 or less	0.8 or less	0.65 or less	0.65 or less	0.5 or less
	Design target value	0.97 or less	0.77 or less	0.62 or less	0.62 or less	0.47 or less
Residential building BEI	Standard value	1.0 or less	0.8 or less	0.65 or less	0.65 or less	0.5 or less
	Design target value	0.97 or less	0.77 or less	0.62 or less	0.62 or less	0.47 or less
Housing performance evaluation	5-1. Insulation performance grade	Grade 4	Grade 5	Grade 6	Grade 6	
	5-2. Primary energy consumption grade	Grade 4	Grade 6	Grade 8	Grade 8	

*No further adoption planned.

Brillia Environmental Guidelines Overview

- 1 Creating a lush green living environment
- Create a rich sense of familiarity with nature and seasonal changes, a comfortable living space, and a landscape for the entire region; use greening to reduce the heat inside and around the building (heat island phenomenon).
 - Plant trees that match local vegetation to cultivate a rich natural environment that sustains biodiversity.
 - Provide environmental education programs, etc. to residents to help foster awareness of environmental considerations in local communities.
- 2 Creating residences with lower environmental impact
- Aim to achieve low-carbon residential buildings by proactively adopting equipment and services that contribute to global warming prevention and resource conservation.
 - Actively develop ZEH-M (Zech Mansion), which reduces energy consumption by making the building itself highly insulated and by using renewable energy.
 - Help reduce environmental impact throughout a building’s life cycle by using visual displays of energy consumption to raise awareness among tenants.

Environmental Impact Assessment

When executing new development projects in Japan and overseas, Tokyo Tatemono conducts the necessary environmental impact assessments in accordance with laws and regulations while creating plans that leverage company expertise to consider how each project affects the environment.

Environmental impact assessments cover a wide range of subjects, including GHG, water cycle, water pollution, air and soil pollution, waste, and biological and ecological systems. Evaluation items are selected based on the characteristics of the region and the project. If a negative environmental impact is found, we work to avoid or mitigate it.

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Brownfield Redevelopment

When we develop real estate on land that has been significantly underutilized compared to its potential value or remains unused (brownfield) due to the presence of or concerns about soil contamination, we conduct detailed soil surveys as necessary and implement other specialized measures to deal with soil contamination, properly treating the land before proceeding with the project.

Compliance with Environmental Laws and Regulations

At each stage of property development and operation, we comply with all relevant laws and regulations related to the environment.

There were no environmental incidents or violations of environmental laws or regulations in 2025.

(Data) Environmental Incidents and Violations of Environmental Laws or Regulations (p. 105)

External Cooperation in Environmental Initiatives

Tokyo Tatemono drives the advancement of environmental initiatives in the real estate industry in various ways, such as by consistently providing the chair position for the Environmental Committee of the Real Estate Companies Association of Japan, and collaborates with industry organizations to promote environmental conservation.

Participation in Initiatives (p. 14)



Promoting a Decarbonized Society

Policy and Concept

Promoting a decarbonized society is a social issue that calls for global action. The real estate industry must also strive to reduce greenhouse gas (GHG) emissions derived from real estate holdings and business activities. The Tokyo Tatemono Group further believes that the increasing intensity and frequency of storms, flooding, and other natural disasters owing to GHG emissions could have a significant impact on the assets it owns. From this perspective as well, we recognize the need to prioritize this issue. The Tokyo Tatemono Group Environmental Policy calls for us to lead the community in the prevention of global warming. In addition, we have identified the promotion of a decarbonized society as a material issue. In order to address this issue through our business, we have set KPIs and targets related to the promotion of a decarbonized society and are accelerating initiatives to reduce GHG emissions. Regarding GHG emissions reduction targets, by fiscal 2030, we aim to reduce Scope 1 and 2 CO₂ emissions by 46.2% and Scope 3 emissions by 40%, compared to fiscal 2019 levels, and aim for net zero CO₂ emissions by fiscal 2050. We have obtained SBT (Science Based Targets) certification for our fiscal 2030 target as being aligned with the 1.5°C pathway, which aims to limit the global average temperature rise to 1.5°C above pre-industrial levels. In addition, based on these targets, we put in place a roadmap (action plan) for reducing GHG emissions in the Group toward FY2050.

Item	Scope of coverage	KPI and targets
Reduction in greenhouse gas emissions	All businesses*1	Net zero CO ₂ emissions by FY2050
		46.2% reduction in Scope 1 and 2 CO ₂ emissions compared to FY2019 levels by FY2030
		40% reduction in Scope 3*2 CO ₂ emissions compared to FY2019 levels by FY2030
Promotion of development of ZEB and ZEH*3	Commercial Properties Business	Develop ZEB for, in principle, all new office buildings and logistics properties*4
	Residential Business	Develop ZEH for, in principle, all new condominiums for sale or rent*5
Shift to renewable energy	All businesses*1	Procure 100% of electricity consumed in business activities from renewable energy sources by FY2050
	Commercial Properties Business	Procure 100% of electricity consumed at owned properties from renewable energy sources by FY2030
Acquisition of green building certification*6	Commercial Properties Business / Residential Business	Acquire green building certification for, in principle, all new office buildings, logistics properties, and condominiums for rent*7
Promotion of the use of wood material	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
	Condominiums for sale or rent	By FY2026, develop for-sale and for-rent condominiums that use timber for major structural components
Collaboration and co-creation with customers	Long-term buildings	Communicate with tenants about sustainability at least four times a year
	Condominiums for sale or rent	Communicate with residents and plan and implement sustainability measures

*1 Applies to the Tokyo Tatemono Group. *2 Applies to Scope 3 categories 11 and 13. *3 In addition to "ZEB" and "ZEH(-M)", includes Nearly ZEB, ZEB Ready, ZEB Oriented, Nearly ZEH(-M), ZEH(-M) Ready, and ZEH(-M) Oriented.

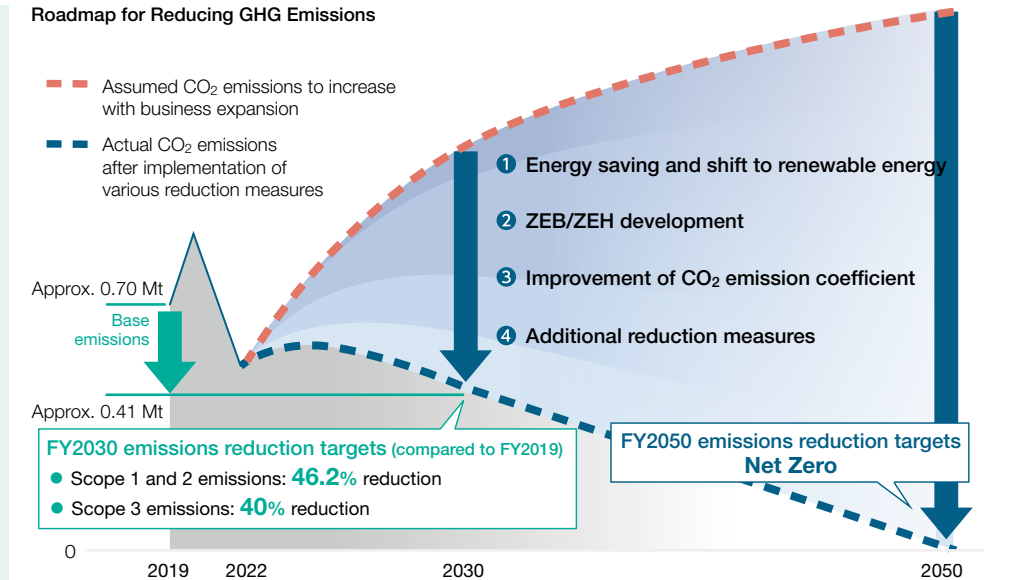
*4 Applies to new buildings for which design work began in January 2023 or later. Excludes certain properties such as joint venture properties or properties with special uses.

*5 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.

*6 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.

*7 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.

Roadmap for Reducing GHG Emissions



Material Issue KPIs and Targets (p. 11)

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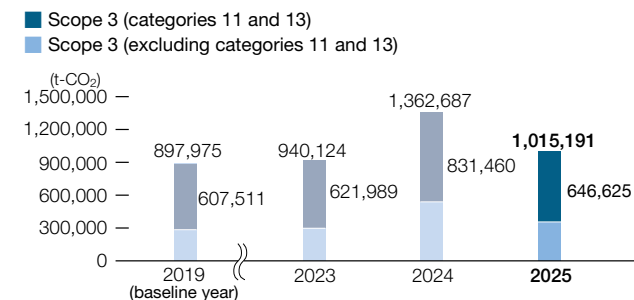
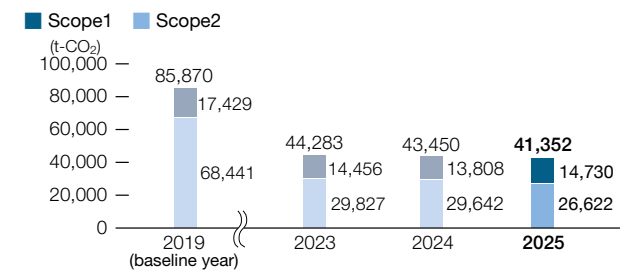
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Initiatives to Achieve GHG Emission Reductions

The Group's CO₂ emissions for FY2025 were 1,056,543t-CO₂ (Scope 1 and 2: 41,352t-CO₂, Scope 3: 1,015,191t-CO₂). We will continue to promote efforts to reduce GHG emissions going forward.

CO₂ Emissions Reduction (Tokyo Tatemono Group)



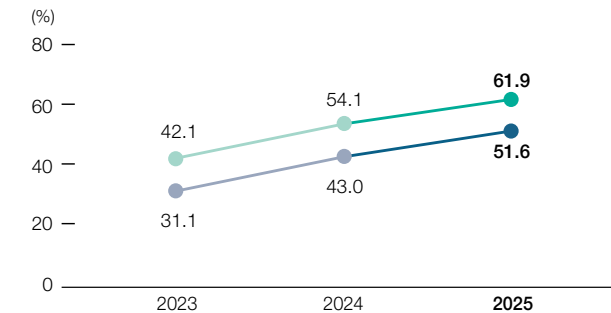
[\(Data\) GHG \(CO₂\) Emissions \(p.103\)](#)

Shift to Renewable Energy

Tokyo Tatemono has set the adoption of renewable energy as a process goal for achieving its medium- to long-term GHG emissions reduction targets. Across all businesses, we have set KPIs and targets of "Procure 100% of electricity consumed in business activities from renewable energy sources by FY2050," and, in the Commercial Properties Business, "Procure 100% of electricity consumed at owned properties from renewable energy sources by FY2030," and progress is proceeding steadily.

Renewable energy (electricity) adoption rate

● Tokyo Tatemono Group ● Commercial Properties Business



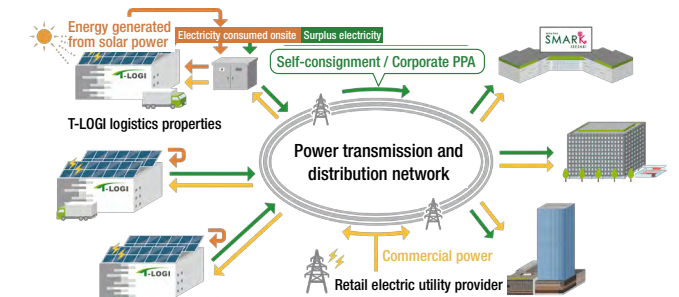
Generation and Use of Renewable Energy through Solar Power

Tokyo Tatemono is advancing various initiatives to generate and utilize renewable energy through solar power.

At some of the logistics properties, office buildings, and for-sale condominiums that we have developed, we generate renewable energy through solar panels installed on their rooftops, which is then used by tenants (onsite consumption). In particular, at the T-LOGI series of logistics properties developed by Tokyo Tatemono, solar panels are installed across the entire rooftop of each facility, intentionally generating renewable energy in excess of onsite consumption. For surplus power, we utilize self-consignment and corporate PPAs to transmit electricity to commercial facilities and office buildings owned by Tokyo Tatemono, and are implementing and planning this initiative across multiple areas.

[T-LOGI logistics facilities website \(Only available in Japanese\)](#)

Overview of Onsite Consumption and Self-Consignment / Corporate PPA



We are also utilizing storage batteries to make better use of the renewable energy we generate. At the Tokyo Tatemono Hakata Building (Fukuoka-shi, Fukuoka Prefecture; completed in June 1985), renewable energy generated by solar panels installed on the rooftop of T-LOGI Fukuoka (Sue-machi, Kasuya-gun, Fukuoka Prefecture; completed in April 2022) is transmitted to the building; however, because electricity demand is lower on Saturdays, Sundays, and holidays, surplus renewable energy tends to occur, and this surplus power is stored in storage batteries installed at the building. Stored renewable energy is used to strengthen tenant BCP measures and reduce electricity consumption during peak usage times.

We are also working with other companies to generate renewable energy even in city centers, where electricity demand is especially high but production space is limited.

In 2024, AGC Inc.'s solar power-generating glass, SUNJOULE®, was installed on the canopy and glass panels of the step terrace at the Tokyo Tatemono Yaesu Building (Chuo-ku, Tokyo; completed in November 2011). This makes it possible to maintain the utility of architectural glass while leveraging the previously untapped energy generation potential of those vertical surfaces. In 2024, this initiative was the first to be selected under the Ministry of the Environment's program to accelerate the adoption of building-integrated photovoltaics, specifically for integrations into windows, walls, and other architectural elements. In 2025, this building was also the first to be certified as a land-efficient PV-equipped structure under the JSA-S1024 standard,

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which defines evaluation methods for the effective land use scores for buildings equipped with solar panels.

Tokyo Tatemono received the Encouragement Award in the Project Category of the NIKKEI Decarbonization Awards 2023, hosted by Nikkei Inc., for its “Efforts Toward Practical Decarbonization Solutions in Urban Centers.” Tokyo Tatemono was recognized for several key initiatives: fully utilizing large rooftops at its T-LOGI series of logistics properties to install the maximum possible number of solar panels, allowing the buildings to achieve “ZEB” status by effectively reducing net primary energy consumption to zero; and intentionally generating surplus electricity in excess of consumption to directly supply urban centers where renewable energy production is more difficult.

Going forward, we will continue accelerating the implementation of initiatives for generating and using renewable energy.

Promoting the Use of Renewable Energy through On-site Corporate PPAs

Tokyo Tatemono has implemented solar power generation at Brillia Shin-Yurigaoka (Kawasaki-shi, Kanagawa Prefecture; completed in April 2025) through the first on-site corporate PPA*1 model for the Brillia brand, with Tsunagu Network Communications Inc. serving as the PPA provider, supplying electricity to both private and common areas of the building. Power needs exceeding the capacity of solar generation are met using electricity considered to be from renewable sources*2 supplied through a high-voltage bulk power receiving system. This allows the building to effectively achieve 100% renewable energy usage. These mechanisms allow residents to use electricity without bearing the installation or maintenance costs of solar power systems, while also benefiting from lower base fees and electricity usage charges than standard individual contracts through the high-voltage bulk power receiving system.

*1 PPA (Power Purchase Agreement): A system in which electricity is generated by a solar power generation system and supplied for a fee. The solar power system is installed by a PPA provider who owns and manages solar power generation facilities on the roofs of buildings and idle land where solar power generation facilities can be installed.

*2 Electricity that incorporates environmental value and is backed by non-fossil certificates.

Promoting the Use of Renewable Energy through Off-site Corporate PPAs

Tokyo Tatemono has introduced an off-site corporate PPA*2 using geothermal power for the Tokyo Tatemono Yaesu Building (Chuo-ku, Tokyo; completed in November 2011), Tokyo Tatemono Yaesu Sakura-dori Building (Chuo-ku, Tokyo; completed in November 1974), and Osaki Center Building (Shinagawa-ku, Tokyo; completed in March 2009), the first initiative of its kind in the real estate industry*1. Renewable energy generated at geothermal power plants owned by Kyuden Mirai Energy is supplied to the three buildings above through Nippon Steel Engineering, a retail electricity provider. This is expected to result in the receipt of approximately 900 MWh of electricity annually and achieve a reduction of approximately 360 tons of CO₂ per year.

*1 According to Kyuden Mirai Energy (as of May 2025).

*2 A contractual arrangement in which a renewable energy generator that owns the power source and a purchaser of electricity enter into a power purchase agreement at a pre-agreed price and for a specified period, and renewable energy is supplied via the transmission and distribution grid to a consumer located away from the generation site.

Switching to Electricity from Renewable Energy Sources

In our commercial properties and facilities as well as for-rent condominiums, we are working to switch to renewable energy. As part of this effort, we use power that has Non-fossil Fuel Certificates with Tracking. Provided by power companies, these certificates verify the environmental value of electricity generated from solar power, biomass, or the like.

In addition, since May 2016, we have been using the framework of Green Power Certificates to switch to 100% renewable energy sources for the electricity used in our Brillia condominium model rooms. In 2025, we utilized Green Power Certificates for approximately 0.72 million kWh of electricity.

Development of Mega Solar Business

Tokyo Fudosan Kanri, a Tokyo Tatemono Group company, has been involved in the mega solar business since 2012. Through this company, we are developing solar power plants mainly in the northern Kanto region. As of the end of FY2025, we had eight plants with a total power generation capacity of approximately 13 MW.

Promotion of Development of ZEB and ZEH

Tokyo Tatemono is currently moving forward with the set goal of developing ZEB and ZEH for, in principle, all newly constructed office buildings, logistics properties, for-sale condominiums, and for-rent condominiums.

In the Commercial Properties Business, Tokyo Tatemono has been a registered ZEB Leading Owner with the Sustainable Open Innovation Initiative (SII) since the year in which that initiative was established. As such, we are committed to helping promote ZEB.

In the Residential Business, Tokyo Tatemono is actively involved in developing ZEH-M (ZEH condominiums), having been among the first to join the ZEH Developer Registration System established in May 2018.

In FY2025, we developed 17 ZEB/ZEH properties, including one top-level “ZEB” logistics properties and one “ZEH-M” for-sale condominiums, bringing our total number of ZEB/ZEH properties developed to 51.

- [Material Issue KPIs and Targets \(p. 11\)](#)
- [External Evaluation and Certification Related to Environmental Friendliness \(p. 49\)](#)

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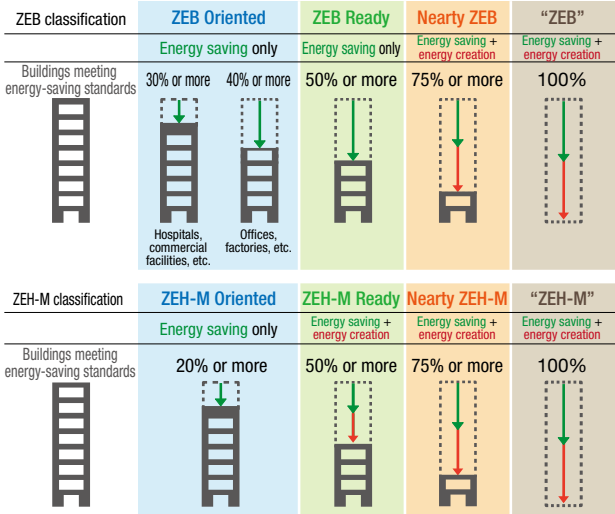
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ZEB/ZEH Classifications



Major Achievements in ZEB/ZEH Development

2018	• Brilliia Tsurumaki (completed in December 2019) became the first building in the Tokyo metropolitan area to be selected by the Ministry of Economy, Trade and Industry for the 2018 High-rise ZEH-M Demonstration Project (for buildings with 6 to 20 floors of residential use), and achieved ZEH-M Oriented status.
2019	• The office section of Hareza Tower (completed in May 2020) became the first high-rise mixed-use building to achieve ZEB (ZEB Ready) status. • Brilliia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE (completed in September 2022) was selected by the Ministry of Economy, Trade and Industry for the 2019 Ultra High-rise ZEH-M Demonstration Project (for buildings with 21 floors or more of residential use), and achieved ZEH-M Oriented status.
2022	• Brilliia Jiyugaoka (completed in May 2024) was selected by the Ministry of the Environment for the 2022 Mid- and High-rise ZEH-M Support Project, and achieved ZEH-M Oriented status.
2023	• Brilliia Fukasawa Hatchome (completed in December 2024) was selected by the Ministry of Land, Infrastructure, Transport and Tourism for the 2023 Sustainable Building Leadership Project (Leadership in CO ₂ Reduction), and became the first large-scale building in Japan to achieve “ZEH-M” status.
2024	• Brilliia Kobe Old Foreign Settlement has been selected for the Ministry of the Environment’s FY2024 High-Rise ZEH-M Support Project, and is being developed as ZEH-M Ready (scheduled for completion in October 2026).

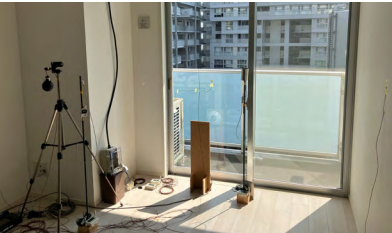
Demonstration Experiment on the Comfort of ZEH-renovated Dwelling Units

Tokyo Tatemono, in collaboration with Keio University and YKK AP Inc., conducted a demonstration experiment at the large-scale rental apartment complex Brilliia ist Shinonome Canal Court (Koto-ku, Tokyo; completed in March 2005) from August 2025 to February 2026 to scientifically verify the impact of renovations to ZEH standards on residents’ comfort and health.

In the experiment, a “ZEH-renovated unit,” in which environmental performance was improved to ZEH standards*1 using high-insulation windows and insulation materials, and a standard renovated unit without changes to insulation specifications were set up within the property. In addition to measuring indoor environmental conditions such as room temperature and electricity consumption, vital data such as blood pressure and pulse obtained from participants staying overnight in each unit for a certain period were compared.

Results showed that the ZEH-renovated unit maintained a stable thermal environment throughout the year, with suppressed increases in room temperature in summer and retained warmth in winter, and electricity consumption was reduced by more than 10%*2 in both summer and winter compared to the standard renovated unit. In addition, sleep efficiency and task performance also improved. Through these scientific verifications, we have demonstrated that ZEH renovations not only provide economic benefits such as reduced electricity costs, but also contribute to improved thermal environments and enhanced resident comfort and health. We will continue to promote the adoption of ZEH standards in existing properties.

*1 In this demonstration, “ZEH-renovated units” conform to the “ZEH Oriented” standard (meeting enhanced ZEH envelope performance criteria and achieving a reduction of at least 20% in primary energy consumption from the baseline, excluding renewable energy, etc.).
*2 Based on measurements from a single air conditioner installed in the living room.



Indoor environment measurement setup

Examples of ZEB/ZEH Development Initiatives ①

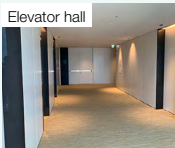
Hareza Tower achieved ZEB Ready status (Office Section)

▶▶ Achieved a 50% reduction in primary energy consumption

<Specific Initiatives>

• Energy-saving Lighting

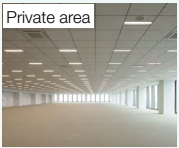
The interior lighting of offices was set at 500 lx, which is lower than usual. However, rather than simply reducing the illumination level, it was designed so that there would not be any negative impact on the brightness of spaces through such means as the use of carpet tiles with high light reflectance and the creation of differences in illumination level and color temperature between common areas and private areas.



Illuminance: 100-150 lx
Color temperature: 3,000 K



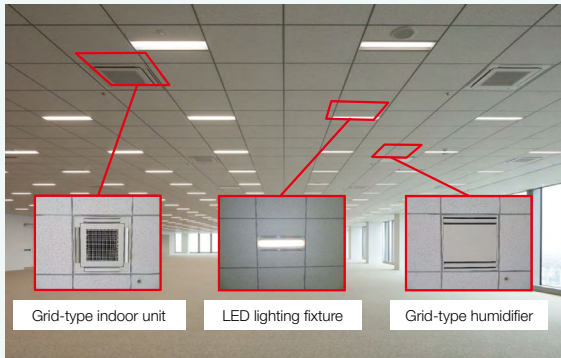
Illuminance: 150-200 lx
Color temperature: 3,000 K



Illuminance: 500 lx
Color temperature: 4,000 K

• Energy-saving Air Conditioning

Grid-type air conditioners and grid-type humidifiers developed with the manufacturer were used, reducing air distribution energy compared to conventional concealed-type air conditioners. In addition, a system was employed using sensor data, including for outdoor air temperature and the difference between the indoor temperature and set temperature, to enable highly efficient and optimal operational control of air conditioners.



Grid-type indoor unit

LED lighting fixture

Grid-type humidifier

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Examples of ZEB/ZEH Development Initiatives ②

Brillia Fukasawa Hatchome achieved “ZEH-M” status

▶▶ Achieved a 101% reduction in primary energy consumption

<Specific Initiatives>

• High-insulation specifications

In addition to high-performance insulation materials, all windows in every unit were fitted with aluminum-resin composite sash frames and Low-E glass filled with argon gas, achieving Thermal Insulation Performance Grade 6, which exceeds the ZEH requirement (Thermal Insulation Performance Grade 5), across all units.*

*Some units achieved Grade 7, the highest rating.

• Energy saving and energy creation

Fuel cell “Ene-Farm” systems have been installed in all units, along with high-efficiency energy-saving equipment such as total heat exchangers, LED lighting, and water-saving faucets. 336 solar panels were also installed across the entire rooftop to supply renewable energy to both individual units and common areas. As a result, the building achieved a 101% reduction in primary energy consumption, and was completed as Japan’s first large-scale development in which all units meet both “ZEH” and “ZEH-M” standards.*

*In the category of large-scale buildings (total floor area of 2,000 m² or more) under the Building Energy Efficiency Act, this was the earliest to be completed (i.e., construction of the building was finished).



Solar panels installed across the entire rooftop



Brillia Fukasawa Hatchome (exterior)

TOPICS

Brillia Fukasawa Hatchome received the Better Living Chairman’s Award at the 2nd SDGs Housing Awards

Brillia Fukasawa Hatchome (Setagaya-ku, Tokyo; completed in December 2024) received the Better Living Chairman’s Award at the 2nd SDGs Housing Awards, hosted by the Institute for Built Environment and Carbon Neutral for SDGs (IBECs), in 2026. The SDGs Housing Awards recognize leading housing projects that, in addition to offering high residential quality, contribute to the achievement of the SDGs across the entire lifecycle, from planning to eventual disposal, through the collaboration of owners (residents), designers, and builders. This property was recognized for demonstrating that it is possible to address the SDGs without significantly compromising business viability, through measures such as improving energy efficiency and generating renewable energy by combining widely applicable technologies and specifications, as well as achieving a high level of comfort. In addition, the property was also recognized for its multifaceted environmental initiatives, including the introduction of V2H (vehicle to home)*¹, the reuse of materials from existing buildings and their use in art, and the collection of used cooking oil, which is attracting attention for its use in SAF*² (aviation fuel), as well as for establishing mechanisms that help raise environmental awareness in residents.

*¹ V2H (Vehicle to Home) is a system that uses electricity stored in electric vehicle batteries as a household power source. It can also be used as an emergency power source in the event of a disaster.

*² SAF (Sustainable Aviation Fuel) is an aviation fuel produced from materials such as used cooking oil and biomass, and compared with conventional jet fuel made from fossil fuels, it contributes to reducing CO₂ emissions across the entire lifecycle, from production to combustion.

Awards related to ZEB and ZEH development

TOPICS: Winner of the Ministry of the Environment’s FY2025 Climate Change Action Awards (p. 39)

Other Initiatives to Reduce GHG Emissions

Adoption and Upgrading of Energy-saving Equipment and Devices

In our long-term office buildings and for-rent condominiums, we are actively adopting and upgrading energy-saving equipment and devices. As of the end of FY2025, the conversion to LED lighting has already been implemented or is in the process of being implemented at all long-term buildings. We have set a short-term target of reducing our energy consumption intensity by 1% each year on a five-year moving average basis, and are working to conserve energy and reduce our environmental impact. We have been certified as an S-class operator—the highest level in the business classification evaluation system of the Act on the Rational Use of Energy—for eleven consecutive years since fiscal 2016.

Energy Management System Implementation

In order to promote efficient energy use in office buildings and for-sale condominiums, we are promoting the installation of energy management systems that enable real-time monitoring of energy use within these buildings.

Energy Management System Implementation

Building type	Type of energy management system	Major properties with installed systems
Office buildings	BEMS	- Shinjuku Center Building (Shinjuku-ku, Tokyo; completed in October 1979) - Tokyo Square Garden (Chuo-ku, Tokyo, completed in March 2013) - The Otemachi Tower (Chiyoda-ku, Tokyo, completed in April 2014) - Hareza Tower (Toshima-ku, Tokyo; completed in May 2020)
For-sale condominiums	HEMS	- Brillia Tsurumaki (Setagaya-ku, Tokyo; completed in December 2019) - Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE (Tama-shi, Tokyo; completed in September 2022) - Brillia Jiyugaoka (Setagaya-ku, Tokyo; completed in May 2024) - Brillia Fukasawa Hatchome (Setagaya-ku, Tokyo; completed in December 2024)



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Adoption of Smart Meters, etc.

Smart meters are installed, in principle, at all for-sale condominiums we develop.

We are also moving forward with the installation of electricity meters capable of remote meter reading in the office buildings, etc. we develop.

Promotion of Use of Wood Materials

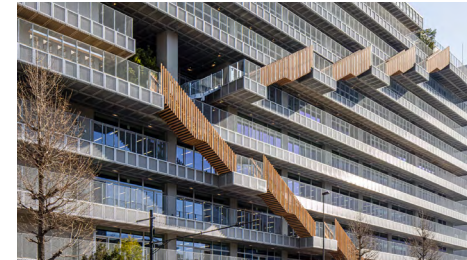
Wood not only absorbs CO₂ and stores (fixes) carbon, it also requires less energy than steel and reinforced concrete during manufacturing, processing, and construction, which helps curb CO₂ emissions. It is also a recyclable resource that can be reused as building materials after buildings are demolished.

Tokyo Tatemono believes it is important to utilize wood appropriately, as it helps to address the Group's material issues of promoting a decarbonized society and promoting a recycling-oriented society.

With promoting the use of wood materials as one of our KPIs and targets, for long-term office buildings and for-sale and for-rent condominiums, we aim to use domestic and certified timber for interiors and furnishings in the common areas of all new office buildings and for-sale and for-rent condominiums by FY2030.

At Ave. Takanawa (Minato-ku, Tokyo, completed in January 2026), domestically sourced timber is used for the handrails and soffit louvers of the symbolic grand staircase connecting each floor through the outdoor space. In addition, this property uses 0.001 m³ of timber per 1 m² of floor area and has received a ★ Certification under the Minato Model Carbon Dioxide Fixation Certification Program.

At Brillia ist Shin-Okachimachi (Taito-ku, Tokyo; completed in February 2025), domestic Japanese cypress is used for louvers in the entrance hall, and solid wood tables made from domestic timber are installed in the shared work lounge, showcasing our active use of domestic wood materials. In addition, the work lounge features a wide range of environmentally conscious materials in its furniture and interior finishes, including desks made from plastic processed into panels from ocean waste and sound-absorbing boards made from recycled felt produced from discarded clothing in Japan, alongside the use of wood materials.



Ave. Takanawa Grand Staircase



Brillia ist Shin-Okachimachi Work Lounge

Development of Wooden Condominiums for Rent

As another KPI and target for promoting the use of wood materials, we aim to develop condominiums for sale or rent that use wood for major structural components by FY2026.

In March 2026, Brillia ist Senzokuie no Mori (Ota-ku, Tokyo; completed in March 2026), a property covered by this target, was completed. This property is Tokyo Tatemono's first wooden rental apartment building*¹, with timber used for the main structural components, and has been selected for the FY2024 Program to Promote the Development of High-Quality Wooden Buildings*², in recognition of its scale and significant carbon storage effects. In addition, natural wood materials are used for interior finishes in common areas such as the entrance hall and elevator hall, as well as for flooring and fittings in some dwelling units. The total volume of wood used for this property's structural members and interior and

exterior finishing materials is 503.02 m³ (structural members: 491.96 m³; finishing materials: 11.06 m³). Compared with a reinforced concrete building of similar scale, this results in a reduction of 309 t-CO₂ in upfront carbon and a carbon storage amount of 538 t-CO₂.

*1 Partially reinforced concrete construction.

*2 A Ministry of Land, Infrastructure, Transport and Tourism program that supports projects incorporating innovative wood-based design and construction technologies, or facilitating the wider adoption of mid- to large-scale wooden buildings with expected carbon storage benefits.



Brillia ist Senzokuie no Mori (exterior)

Adoption of Internal Carbon Pricing System

Tokyo Tatemono has introduced an internal carbon pricing system, which works by converting CO₂ emissions into monetary values to visualize the impact of the CO₂ emitted through our operations and the effects of energy-saving measures and the shift to renewable energy. We will estimate the additional costs associated with the introduction of carbon pricing in Japan and, by visualizing CO₂ emissions as economic costs, accelerate various initiatives to promote a decarbonized society.

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Promoting a decarbonized society

Collaboration and Co-creation with Stakeholders on GHG Emissions Reduction

Communicating with Tenants/Occupants

As part of our KPIs and targets for collaboration and co-creation with customers, for long-term buildings, we aim to communicate with tenants about sustainability at least four times a year, and for condominiums for sale or rent, we aim to communicate with residents and plan and implement sustainability measures.

In the Commercial Properties Business, we hold SDGs promotion meetings in cooperation with tenants every year, sharing information on and discussing general sustainability issues such as energy-saving measures, switching to renewable energy, and waste separation and recycling. We also introduce tenants' energy-saving efforts and explain the Tokyo Tatemono Group's energy-saving activities and GHG emissions reduction targets, promoting the advancement of activities to reduce both our own and our tenants' environmental impact.

Adoption of Green Lease Provisions

We are promoting the adoption of green lease clauses in the lease agreements we conclude with tenants and residents of the buildings and for-rent condominiums owned and managed by Tokyo Tatemono, and are working with tenants and residents to reduce their environmental impact through energy conservation and waste reduction. As of the end of fiscal 2025, the adoption rate of green lease clauses is approximately 32% of the total floor area of all properties owned by Tokyo Tatemono.

Visualization of Energy Consumption

By visually displaying the consumption of electricity and other forms of energy, we aim to enhance the shared awareness of environmental considerations between tenants and building management companies.

Examples of Energy Consumption Visualization

Tokyo Tatemono Yaesu Building, Empire Building	Introduction of a system for visualizing electricity usage Provides tenants with graphical data on electricity consumption by year, month, and day, as well as comparisons with the previous year.
Shijo-Karasuma FT Square	Visualization of Energy Consumption Daily energy consumption (electricity, gas, and water) for the building is displayed on monitors in the common areas.
Tokyo Square Garden	Providing a Visual Display of Air Conditioner Settings and Energy Consumption We issue individual accounts to each tenant and provide a web service that allows them to view and adjust their air conditioning schedules and indoor temperatures, as well as monitor air conditioning heat load, electricity consumption, and CO ₂ emissions.

Demonstration Project for the Creation of Voluntary Credits

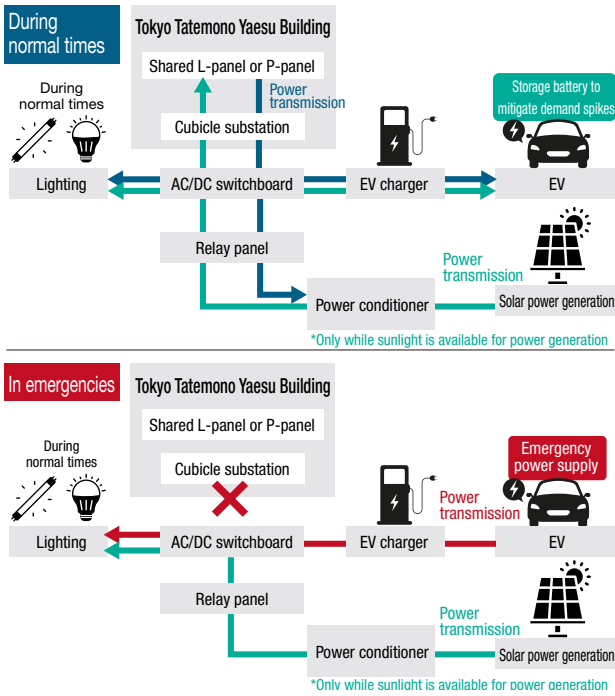
Tokyo Tatemono, iforest Inc., Yamaha Motor Co., Ltd., Biome Inc., the Natural Capital Credit Consortium (NCCC), and the Urban Institute of Kyushu University (Kyushu UI) are working to calculate CO₂ absorption and fixation volumes, quantify information related to biodiversity, and create carbon credits based on these efforts in forests located in the Tama region of Tokyo.

In this demonstration project, we have combined data from Yamaha Motor Co., Ltd. that recreates the current state of forest resources, big data on species distribution and on-site survey data held by Biome Inc., and satellite data analysis technology from Kyushu UI to calculate CO₂ absorption and fixation volumes and quantify biodiversity information based on scientific evidence. Through these efforts, we have aimed to establish a methodology for creating carbon credits using this information and to have them certified and issued by the NCCC. In March 2026, credits based on this method were certified and issued by the NCCC for the first time. Going forward, Tokyo Tatemono will continue to promote the creation of new relationships between cities and forests and the circulation of environmental value through co-creation with diverse stakeholders.

Implementation of Demand Response Using EVs and EV Stations

We are conducting joint research with Professor Hiroto Takaguchi of Waseda University on implementing demand response using electric vehicles (EVs) and EV stations. This study aims to decarbonize and strengthen the resilience of existing buildings by developing a system in which EVs (electric vehicles) function as storage batteries that help mitigate demand spikes when connected to renewable energy sources during normal times, and serve as emergency power sources in the event of a disaster. As part of this initiative, an EV station has been installed at the Tokyo Tatemono Yaesu Building (Chuo-ku, Tokyo; completed in November 2011), where demonstration testing is being conducted to identify technical and societal challenges.

System Configuration of the EV Demonstration Experiment



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Responding to Natural Disasters

Policy and Concept

Natural disasters such as major earthquakes and typhoons threaten our way of life. Climate change has resulted in frequent destructive typhoons and extreme weather in recent years. As a result, interest is rising faster than ever in the safety of real estate, which is a foundation of our lives.

The Tokyo Tatemono Group believes that improving resilience against disasters in ordinary times and providing safety and security to our customers and other stakeholders are important responsibilities.

We have identified contributing to a safe and secure society as a material issue for the Group and are promoting various initiatives through our business. As part of these efforts, we will continue to further strengthen our measures to address natural disasters.

Developing Real Estate That Is Resilient to Natural Disasters

There has been an increase in recent years in the number of large-scale natural disasters identified as having been caused by climate change among other factors. The Tokyo Tatemono Group has employed designs and equipment in our commercial and residential properties in preparation for presumed future disasters, including typhoons, floods, and major earthquakes.

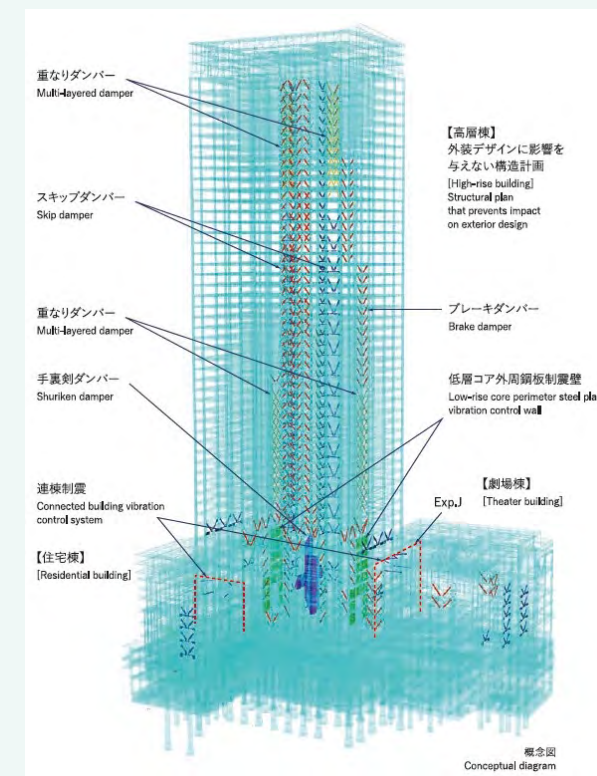
In the Commercial Properties Business, we have established the "Office Building Standard Design Guidelines," which set design policies and specification standards for preparedness against various disasters, including earthquake, wind, and snow resistance, flood countermeasures, and disaster prevention performance.

In the Residential Business, for for-sale condominiums, we have established our own "Brillia Quality Standards," under which we implement various measures at the design and construction stages, including responses to long-period ground motions caused by major earthquakes, flood countermeasure policies assuming typhoons and heavy rainfall, and the installation of automatic fire alarm systems equipped with functions that allow inspection from outside the unit.

Examples of Initiatives at TOFROM YAESU TOWER

Reducing Vibrations Caused by Earthquakes

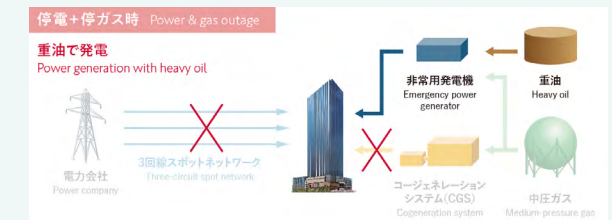
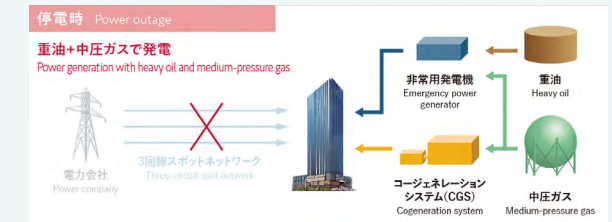
A hybrid vibration control structure that combines brake dampers and oil dampers is employed. This project employs shuriken dampers and overlapping dampers, technologies used here for the first time in the world, to secure energy absorption capacity capable of withstanding major earthquakes, and achieves high seismic performance that can withstand 1.5 times the seismic motion specified in the structural design standards for super high-rise buildings.



Securing the Supply of Power in Emergencies

Under normal conditions, the building is supplied with stable power through a highly reliable triple-circuit spot network power receiving system and a cogeneration system (CGS) that uses disaster-resilient medium-pressure gas. A dual-fuel emergency generator that can operate on both fuel oil and medium-pressure gas has been installed. In the event of a power outage, electricity can be supplied by operating the generator using either fuel, and even in the event of a combined power and gas outage, approximately 72 hours of operation using fuel oil alone is expected to be secured.

In addition, space has been secured for tenant emergency generators (1,500 kVA × 4 units).



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Responding to Natural Disasters

● Installation of Emergency Generator for Power Supply to Office Spaces

The Great East Japan Earthquake heightened demand for emergency power supplies in office buildings as a business continuity planning measure for disasters.

In new office buildings under development over a certain size, it is possible for emergency power to be supplied not only to common areas but also to tenant office spaces. At Tokyo Tatemono Yaesu Building (Chuo-ku, Tokyo; completed in November 2011) and Tokyo Square Garden (Chuo-ku, Tokyo; completed in March 2013), emergency power was initially supplied only to the common areas. But after considering the disaster preparedness needs of tenants, we installed an emergency generator to supply power to tenant office spaces as well. The system now in place has the capacity to supply, at additional cost to tenants, 15 VA/m² for up to 72 hours. This enables us to support our tenants' business continuity planning for power outages.

A Building Capable of Supplying Emergency Power to Office Spaces

- Tokyo Tatemono Yaesu Building (Chuo-ku, Tokyo; completed in November 2011)
- Nakano Central Park South (Nakano-ku, Tokyo; completed May 2012)
- Tokyo Square Garden (Chuo-ku, Tokyo, completed in March 2013)
- Tokyo Tatemono Nihonbashi Building (Chuo-ku, Tokyo; completed in February 2015)
- Hareza Tower (Toshima-ku, Tokyo; completed in May 2020)

● Improving Community Disaster Resilience

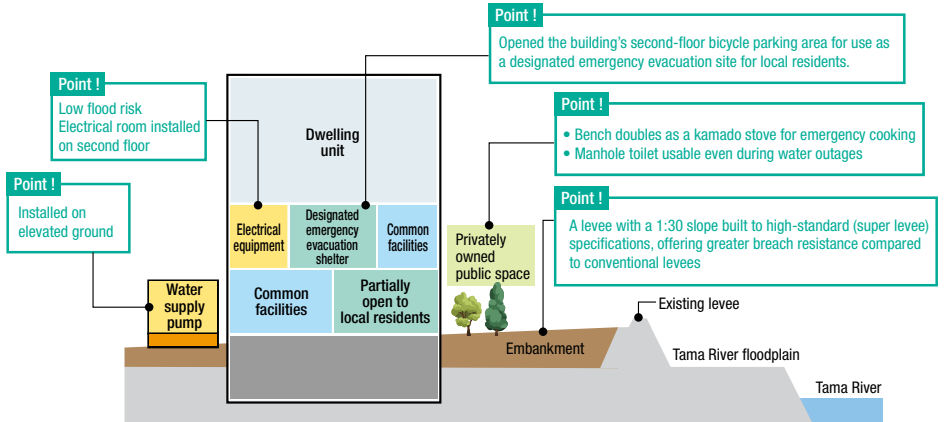
Together with Toei Housing Corporation, and with the goal of strengthening disaster resilience in the Seiseki Sakuragaoka area of Tama City, which faces the Tama River and is considered at risk of flooding, Tokyo Tatemono undertook both the Seiseki Sakuragaoka North District Land Readjustment Project and a condominium development project. This project has contributed to



improving community disaster resilience through a range of measures. At Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE (Tama-shi, Tokyo; completed in October 2022), electrical infrastructure was relocated to higher floors and water supply systems were elevated to higher ground. Additionally, embankments were constructed along the Tama River in accordance with high-standard levee (super levee) specifications, and the building's bicycle parking area was developed to serve as a designated emergency evacuation site in the event of flooding. The project has revitalized the surrounding area through collaboration with local government and businesses while being conscious of decarbonization and biodiversity issues. The urban development measures also enhanced disaster resilience and walkability while fostering vibrancy and harmony with nature, earning them high acclaim and the Japan Association for Real Estate Sciences Chairperson's Award* of the Achievement Award of the Japan Association for Real Estate Sciences. As of December 2025, the initiative has also received a total of six related awards and recognitions.

*Awarded in recognition of outstanding achievements as evaluated according to the academic principles of real estate studies.

Disaster Preparedness at Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE



TOPICS

Winner of the Ministry of the Environment's FY2025 Climate Change Action Awards

Tokyo Tatemono, together with multiple project partners (Toei Housing Co., Ltd., Keio Corporation, and Itochu Urban Development Co., Ltd.) and the Seiseki Sakuragaoka Area Management Association, in which we also participate as a board member, has brought together the expertise of each party to promote initiatives for climate change mitigation and adaptation in the Seiseki Sakuragaoka North District. This initiative received the Climate Change Action Grand Prize* in the Advanced Implementation and Proactive Practice Category (Mitigation and Adaptation) of the FY2025 Climate Change Action Awards, hosted by the Ministry of the Environment. In this initiative, in for-sale condominiums, ZEH-M Oriented performance has been achieved by improving insulation performance of exterior walls, adopting high-insulation sash windows, and installing high-efficiency water heating systems, while also generating renewable energy through the introduction of solar power systems. As a result, CO₂ emissions are reduced by 810 t-CO₂ per year. This initiative was recognized for addressing both climate change "mitigation" and "adaptation," and for achieving CO₂ reductions across the entire area, including residential properties, while strengthening resilience. The initiative was also recognized for its thorough consideration of disaster preparedness measures, including countermeasures for heavy rainfall, strong winds, and heat, as well as the provision of evacuation sites, and for its ongoing efforts in "soft" disaster preparedness through community building among local residents, in addition to physical measures, leading to the award.

*An award system that honors individuals and organizations with outstanding achievements in promoting climate change measures; the "Climate Change Action Grand Prize" is its highest distinction.

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Responding to Natural Disasters

Tsunami Evacuation Facility on the Rooftop of a For-sale Condominium

Brillia Shonan Tsujido Seaside Park (Fujisawa-shi, Kanagawa Prefecture; completed in March 2019) is the first for-sale condominium in Fujisawa-shi to receive a subsidy for the construction of tsunami evacuation facilities. It features a 400 m² tsunami evacuation facility on the rooftop. The facility will allow not only condominium residents but also members of the local community to evacuate in the event of a tsunami. With capacity for approximately 660 people, the facility provides a safe location to wait until the tsunami recedes.



Brillia Shonan Tsujido Seaside Park



The tsunami evacuation facility unveiling ceremony

Preparations for Natural Disasters

Strengthening Disaster Preparedness throughout our Businesses

In the Commercial Properties Business, at buildings owned and managed by Tokyo Tatemono, we implement “hard” measures for disaster response, such as maintaining or enhancing seismic resistance and installing or improving emergency power sources. We also implement “soft” measures, such as installing batteries for recharging mobile phones and distributing stockpile goods. We are strengthening disaster preparedness measures and our business continuity plan (BCP), while also conducting ongoing reviews and updates.

In addition, we equip our buildings with a system that uses data from multiple sensors to determine the degree of deformation and damage and immediately confirm safety after an earthquake. After installation, the system collects all information from subsequent seismic events, automatically calculating the cumulative damage

to the building structure. In addition, even for earthquakes with a mainshock that is preceded by multiple, strong foreshocks—like the earthquake that occurred in Kumamoto in 2016—the system can anticipate the mainshock and determine the safety level at the foreshock stage.

Buildings owned by Tokyo Tatemono are served by a Disaster Status Monitoring System. Field staff and Tokyo Tatemono personnel can access this system via the internet and share information quickly about the situation on the ground, and a system is in place to issue response instructions as appropriate after information has been shared. Training exercises are also conducted at night with this system, as a disaster could come at any time, day or night.

In the Residential Business, Brillia offers “Triple Safety” disaster preparedness measures based on three phases (normal, disaster, and post-disaster), incorporating both “hard & soft” and “self-help & mutual help” perspectives. As part of our services which place an emphasis on providing peace of mind from day one, these measures are based on the Brillia Disaster Prevention Guidelines, which were created to provide a practical disaster response policy.

Examples of Triple Safety Measures

	Common	Private
Prepare (Normal Times)	- Holding disaster prevention briefings for residents - Lifesaving training for management staff - Evacuation drill support	Creating original disaster prevention manual
Protect (During Disasters)	- Installing elevators with earthquake countermeasure functions - Installing disaster prevention cabinets in elevators - Installing automated external defibrillator (AED) units	- Installing blocking for furniture tip-over prevention - Installing earthquake-resistant entrance door frames
Support Each Other (After Disasters)	Installation of emergency supply storage facilities for disasters	- Providing original Brillia disaster prevention backpacks as standard equipment for each unit - Distribution of safety status cards (magnetic)

Fire Brigade Training

We conduct fire brigade training once or twice yearly to strengthen our voluntary disaster prevention systems. In this training, participants follow the instructions from members of the local fire brigade as they engage in several hands-on exercises for earthquake and fire response. These exercises include initial response, first-line fire-fighting, rescue and lifesaving, transporting injured persons, and evacuation drills. Our fire squad conducts regular training.

For many years, the squad has participated in the Self-Defense Fire-Fighting Drill Review Board held by the Nihonbashi Fire Department, earning many wins to date.

In addition, we conduct first aid and lifesaving courses to enhance initial response capabilities in emergencies and ensure the safety and peace of mind of users. At Tokyo Tatemono, 401 employees, and at Tokyo Fudosan Kanri, 681 employees, have completed the course (as of the end of FY2025).



Self-Defense Fire-Fighting Drill Review Board

Support for Stranded Commuters During Disasters

Community Support in the Event of a Disaster (p. 75)

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● Sharing Disaster Preparedness Information with for-sale Condominium Residents

At Brillia properties and buildings managed by Tokyo Tatemono Amenity Support, a Tokyo Tatemono Group company, we actively share disaster preparedness information with residents and condominium associations, providing opportunities for preparedness in everyday life. The official Brillia website features a “Disaster Preparedness Column” page within its special articles section, where useful information is regularly shared under expert supervision, including guidance on emergency response, and necessary preparations and knowledge for unforeseen situations. The booklet “Amenity Life,” which is regularly delivered to each unit in properties managed by Tokyo Tatemono Amenity Support, promotes sufficient disaster preparedness by introducing disaster drills and events organized by each management association, and by including the “Brillia Disaster Prevention Card,” which compiles useful information for emergencies, such as everyday preparedness measures and actions to take in the event of an earthquake or when flood warnings or advisories are issued, as well as video tutorials explaining how to use emergency supplies.

We also offer the “Brillia Disaster Prevention Game,” a simulated disaster experience developed for management associations based on realistic scenarios depicting what can happen in condominiums during earthquakes.

 **Disaster Preparedness Column page (Only available in Japanese)**

TOPICS

Brillia Tama Center Management Association Receives Grand Prize at the Regional Fire and Disaster Prevention Awards

At Brillia Tama Center (Tama-shi, Tokyo; completed in March 2007), a large-scale condominium complex with 530 residential units, the management association has worked with Tokyo Tatemono Amenity Support, which manages the condominium, on hard disaster prevention measures since immediately after the association was established. These measures include installing water supply pumps capable of securing drinking water during power outages and developing disaster preparedness storage facilities stocked with emergency food supplies and drinking water. In addition, the complex's disaster prevention management committee has established a disaster response manual and strengthened soft disaster prevention measures as well. To improve the effectiveness of the manual, the committee utilizes the Brillia Disaster Prevention Game proposed by Tokyo Tatemono Amenity Support, through which participants brush up on emergency response procedures by experiencing various simulated scenarios that could occur during an earthquake.

These combined hard and soft disaster prevention initiatives were highly evaluated, and in 2025 the association received the Grand Prize at the 22nd Regional Fire and Disaster Prevention Awards hosted by the Tokyo Fire Department.



Training on breaking partition walls



Simulated disaster exercise using the “Brillia Disaster Preparedness Game”

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Biodiversity

Policy and Concept

The Tokyo Tatemono Group is working toward a vision of creating a pleasant city and life with greenery, a commitment that is included in our Group Environmental Policy. As real estate development is closely tied to the natural environment and local ecosystems, we strive to understand the direct and indirect impacts it may have and take appropriate measures in response. We are striving to create a rich and comfortable environment that takes biodiversity into consideration, and our efforts include maximizing the power of greenery by transplanting trees on our properties in line with their development plans, surveying local vegetation and the distribution of organisms, and selecting tree species to plant.

We have established environmental guidelines for both our Commercial Properties Business and Residential Business. Both guidelines establish policies that include mitigating the heat island effect through greening of buildings and sites, preserving biodiversity and ecosystems including links to the surrounding greenery, and communicating with tenants and residents as well as the surrounding area through greenery. In addition, we have acquired third-party certifications for the preservation of existing trees and the conservation of ecosystems such as ABINC Certification*1 and SEGES*2 for our properties that are capable of implementing initiatives of a certain scale.

*1 A system for evaluating and certifying biodiversity conservation efforts in the use of land for office buildings and residential buildings. It is based on two evaluation standards, the Association for Business Innovation in harmony with Nature and Community® Certification Guideline and the Land Use Score Card®, both developed by the Japan Business Initiative for Biodiversity (JBIB).
*2 An evaluation system developed by the Urban Greenery Research Institute that visualizes the social and environmental value of green spaces.

- External Evaluation for Sustainability (p. 16)
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- Environmental Management (p. 28)

Examples of Third-party Certification Related to Biodiversity Conservation and Green Space Creation



Initiatives Related to Biodiversity and Ecosystems

● Status of Implementation of Risk Assessment for Biodiversity and Ecosystems

When developing real estate, we conduct environmental impact assessments as necessary in accordance with all applicable laws, and work to preserve, transplant, and conserve trees and forests.

In addition, for existing buildings, we strive to conserve green spaces and ecosystems by formulating planting management plans, carrying out maintenance, and proposing periodic monitoring and improvement plans. At Tokyo Square Garden (Chuo-ku, Tokyo; completed in March 2013) and Otemachi Tower (Chiyoda-ku, Tokyo; completed in 2014), manuals for the management and monitoring of green

spaces have been established. We carry out maintenance such as watering, pruning, weeding, and fertilization in a planned manner, and in collaboration with arborists and other experts, we regularly monitor the condition of introduced plants, pests and diseases, and the presence of invasive species. Through these initiatives, we work to maintain stable green spaces and ecosystems in urban areas by identifying risks to biodiversity at an early stage and taking appropriate measures as necessary.

● Commitment Concerning Greenfield Development

When developing real estate on unutilized or underutilized lands, we gain an understanding of the direct and indirect impacts the project will have on the local ecosystem and natural environment and give appropriate consideration to these impacts.

● Collaboration with External Parties on Biodiversity and Ecosystems

We work to conserve biodiversity and ecosystems by cooperating with initiatives and industry associations. We are a member of the Keidanren Nature Conservation Council, established by the Japan Business Federation (Keidanren), and a participant in the Keidanren Initiative for Biodiversity Conservation, established by Keidanren and the Committee. Since 2022, we have also participated in the 30 by 30 Alliance for Biodiversity, promoted mainly by the Ministry of the Environment as the secretariat and Keidanren as a founding member, and have supported the 30 by 30 target* while promoting various biodiversity-related initiatives.

Further, we have consistently provided the chair position for the Real Estate Companies Association of Japan’s Environmental Committee. The Real Estate Industry Environmental Implementation Plan formulated by the Environmental Committee lists conserving the natural environment and biodiversity as one of its environmental action goals.

* A goal that seeks to effectively conserve at least 30% of the land and sea as healthy ecosystems by 2030 toward the goal of halting biodiversity loss and restoring biodiversity by 2030 (nature positive).

- Participation in Initiatives (p. 14)

Urban Initiatives

● Green Space and Waterscape Creation

Tokyo Tatemono actively promotes the creation of sizable green spaces and waterscapes, even in urban areas where such spaces are limited. At Otemachi Tower, Tokyo Tatemono developed “Otemachi Forest,” a green space that covers approximately one-third of the entire site (about 3,600 m²). This initiative to recreate a “real forest” in an office district bristling with high-rise buildings has been evaluated very positively, including receiving ABINC Certification for biodiversity conservation, as well as SEGES “Urban Oasis*1”, which recognizes initiatives that provide comfortable and safe urban green spaces. In 2023, in

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recognition of its efforts supporting progress toward the Ministry of the Environment's 30 by 30 target, Otemachi Forest was certified as a Nationally Certified Sustainably Managed Natural Site*2.

Additionally, in March 2025, Otemachi Forest was one of the first sites to receive the highest Triple Star rating through the Certification System for Securing Quantity and Quality Urban Green Space*3, established by Japan's Ministry of Land, Infrastructure, Transport and Tourism. It was recognized for initiatives such as CO₂ absorption, carbon fixation, biodiversity conservation, and the organization of events that promote well-being. Furthermore, in December 2025, we received the Minister of Land, Infrastructure, Transport and Tourism Award, the highest honor, at the 6th Green Infrastructure Awards hosted by the Green Infrastructure Public-Private Partnership Platform (led by MLIT). In addition to the creation of large-scale green spaces in urban areas, our efforts have been recognized for consideration of biodiversity during the maintenance phase, ongoing maintenance, and initiatives to utilize green spaces in ways that are open to the local community.



*1 One of the certifications under SEGES, a system that recognizes initiatives aimed at providing comfortable and safe urban green spaces.
*2 One of the Ministry of the Environment's initiatives to support the achievement of the 30 by 30 target in Japan. The Ministry of the Environment certifies areas where biodiversity conservation is being promoted through private-sector initiatives, etc.
*3 A system established under the Urban Green Space Conservation Law in which the Minister of Land, Infrastructure, Transport and Tourism evaluates and certifies corporate initiatives to secure high-quality green spaces, based on both the quality (climate change countermeasures, biodiversity conservation, and well-being enhancement) and the quantity of green space.

Features of Otemachi Forest at Otemachi Tower

Recreating a Real Forest

We secured an experimental pre-forest facility of woodland covering 1,300m² in Kimitsu-shi, Chiba Prefecture and created a growing environment identical to that of the planned site. Over a three-year period, we engaged in the verification of construction methods, plant growth, and appropriate management methods. After the soil and plants had been cultivated in Kimitsu, they were transplanted to the building site.

Conducting Species Monitoring Surveys

Around 100 species of trees and ground cover plants were initially planted at the site. However, a monitoring survey in 2021, conducted after natural selection had taken hold, recorded roughly 200 species of trees and ground cover plants. Some of the species identified are rare and included in the Red Lists of the national and metropolitan governments.

Contributing to the Preservation of Ecosystems in Surrounding Green Spaces

The nearby Imperial Palace is home to many birds and insects, and by creating the network with surrounding green spaces, it contributes to the local ecosystem. Several bird species have already settled in, and around 130 species of animals have been identified at the site, including dragonflies thought to have flown in from the Imperial Palace as well as migratory birds.

Examples of Flora and Fauna Observed in Otemachi Forest



Examples of Green Space Creation Initiatives

Tokyo Square Garden Kyobashi no Oka (Completed in March 2013)	Chuo-ku, Tokyo	- Creating a three-dimensional green space extending from the first basement floor to the fifth floor (approx. 3,000 m²) - Concentrating greenery to create a cool spot in the center of the city and contribute to combating heat islands
Brillia Towers Meguro (Completed in December 2017)	Shinagawa-ku, Tokyo	- Creating a forested space on the site, planting approximately 900 trees, and building a waterway - Cooperating with the nearby Institute for Nature Study of the National Museum of Nature and Science and others to contribute to the preservation and growth of the local ecosystem
Nonoaoyama Building (Completed in May 2020)	Minato-ku, Tokyo	- Creating a large-scale, approximately 3,500 m² green space and biotope leveraging Aoyama's topography and groundwater veins - Creating a forest with a planting plan that takes into consideration the extant vegetation and ecosystem of the surrounding area, such as Meiji Jingu Shrine
Brillia City Nishi-Waseda Inner Forest (Completed in May 2022)	Toshima-ku, Tokyo	- Establishing approximately 680 m² of green space on the site based on the concept of living with a forest inside the Yamanote Line - Based on surveys of local flora and fauna conducted by local governments, we create green spaces that take biodiversity into consideration while making full use of each area's potential - Designing spaces that are open to the local community by incorporating greenery in exterior areas with a focus on the pedestrian perspective
Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE (Completed in September 2022)	Tama-shi, Tokyo	- Developed an approximately 5,000m² public green space integrated with the natural environment of the Tama River - Contributed to the formation of a green network through a greening plan that reflects the characteristics of the surrounding area, including the selection of primarily native tree species (38% greening rate) - Evaluated for its level of harmony and coexistence with the local area, this project became the first in Tama-shi to obtain ABINC Certification.
Tokyo Metropolitan Meiji Park Forest of Pride (opened October 2023)	Shinjuku-ku, Tokyo	- Planting approximately 700 new evergreen and deciduous trees spanning some 60 species - By creating a layer of fallen leaves to cultivate a soil environment that supports a thriving ecosystem, we are promoting a "half-made forest" that we can nurture over time together with Tokyo residents. - Utilizing Tokyo's First Park-Private Finance Initiative (Park-PFI)



Tokyo Square Garden Kyobashi no Oka



Nonoaoyama Building biotope within a green space



Brillia City Nishi-Waseda Inner Forest

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Water Resources

Policy and Concept

As water shortages become even more severe worldwide, both developed countries and the global community face demands for efficient water use and continuous improvement.

The Tokyo Tatemono Group Environmental Policy includes a call for resource-saving activities that are kind to the Earth. We have also identified “Promoting a Recycling-Oriented Society” as one of our material issues. To address this challenge through our business activities, we have established KPIs and targets related to water resources. We work to conserve water resources by reducing environmental impact and engaging in resource-saving activities such as water conservation and the reuse of rainwater and miscellaneous wastewater (gray water) whenever possible.

Item	Scope of coverage	KPI and targets
Reduction of water use	Long-term buildings*	Reduction of water use intensity compared to the previous year
Promotion of the use of recycled water	Office buildings with total floor area of more than 30,000 m ²	By FY2030, install gray water treatment facilities at, in principle, all new office buildings with a total floor area of more than 30,000 m ²

*Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights

- 📖 [Material Issue KPIs and Targets \(p. 11\)](#)
- 📖 [Environmental Management \(p. 28\)](#)
- 📖 [\(Data\) Water Use / Intensity \(p. 104\)](#)

Creation of Management Plans for Water Resources

We have created management plans for water use for all of the properties we own* in our Commercial Properties Business. Under these plans, the amount of water used is monitored monthly for each property. If there is a large increase or decrease compared to the amount used in the same month of the previous year, we take measures such as identifying the reason for the increase or decrease. This helps to ensure appropriate water use in the future.

*Representing 88.8% of our total leased space

Conducting Water Stress and Water Risk Assessments

Using Aqeduct, an assessment tool developed by the World Resources Institute (WRI), as of the end of FY2025, we have conducted water stress and water risk assessments for all properties owned by the Commercial Properties Business*. As a result of the assessment, no properties were located in areas rated “High” or higher, therefore no water was withdrawn or used in high-risk areas. We will continue to conduct regular monitoring going forward.

*Representing 88.8% of our total leased space

📖 [\(Data\) Water risk analysis results from the Aqeduct Water Risk Atlas \(p. 104\)](#)

Initiatives Related to Water Resources

● **Reduction of Water Use through the Installation of Water-saving Devices, Etc.**

We actively employ water-saving devices at all of the properties we develop, own, and operate.

In the Commercial Properties Business, in addition to stating our commitment to reducing our environmental impact through water conservation and the use of gray water in our Environmental Action Plan and Guidelines, we have established 10-year repair and investment plans for existing buildings, and are systematically switching to water-saving devices in conjunction with renovation work. We also work with our partners and tenants to conserve water in our daily operations and management. In FY2025, the water use intensity for long-term buildings increased by 0.02 points compared to the previous fiscal year.

Example of Water-saving Devices Installed at Shijo-karasuma FT Square

Construction period	2019 - 2021
Overview	Restroom renovation work Installation of water-saving sanitary equipment
Water use	Reduction from 9,913 m ³ in FY2021 to 23,261 m ³ in FY2018 (57.3% reduction rate*)

*This figure includes other effects, such as less frequent toilet use due to COVID-19.

In the Residential Business, based on the Brillia Environmental Guidelines, Brillia and Brillia ist require that kitchen faucets, bathroom shower faucets, and wash basin faucets be hot-water-saving faucets as a standard. This requirement helps provide for-sale and for-rent condominiums with a reduced environmental impact.

Additionally, at golf courses, hotels, and spa facilities operated by Tokyo Tatemono Resort, a Tokyo

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Tatemono Group company, we are working to reduce water use by replacing showerheads with water-saving models and installing water-saving devices on showers.

Example of Implementation at Tokyo Tatemono Resort

Time Period	2021
Scope	Seven golf courses operated by Tokyo Tatemono Resort
Overview	Replacement with water-saving showerheads Installation of water-saving devices
Water use	Across all seven facilities, water usage per minute in showers was reduced from 96.0 liters before implementation to 58.9 liters after implementation (a 38.7% reduction).

Promoting Resource Recycling Through the Use of Recycled Water

In buildings above a certain size, we are actively introducing equipment that can treat rainwater and miscellaneous wastewater from tenants’ kitchens into gray water within the building. The water which has been treated to gray water is reused for non-potable purposes such as toilet flushing and watering exterior plants. As a KPI and target, we will, in principle, install gray water treatment facilities at all new office buildings with a total floor area of more than 30,000 m² by FY2030.

Major Buildings with Gray Water Treatment Systems
(Total Floor Area over 30,000 m²)

- Kasumigaseki Common Gate
(Chiyoda-ku, Tokyo; completed September 2007)
- Osaki Center Building
(Shinagawa-ku, Tokyo; completed March 2009)
- Nakano Central Park South
(Nakano-ku, Tokyo; completed May 2012)
- Tokyo Square Garden
(Chuo-ku, Tokyo, completed in March 2013)
- The 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)

Compliance with Laws and Regulations on Water Use

We have installed wastewater treatment facilities in buildings that are subject to water pollution laws. We treat wastewater to ensure that it complies with standards before discharging it into public water bodies such as sewers, rivers, and the sea. There were no violations of water use-related laws or regulations (including permits and standards related to water quality and quantity) in FY2025.

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Promoting a Recycling-oriented Society

Policy and Concept

As pollution of the air, soil, and water caused by waste and hazardous substances and the depletion of natural resources are issues shared by all of society, there is an increasing need to reduce the generation of waste and hazardous substances in business activities and to use natural resources effectively.

The Tokyo Tatemono Group Environmental Policy includes a call for resource-saving activities that are kind to the Earth. In addition, we have identified Promoting a Recycling-oriented Society as one of our material issues, and have also established KPIs and targets related to waste in order to address the resolution of this issue through our business activities. We are striving to reduce our environmental impact through our businesses and contribute to creating a recycling-oriented society. In the development of buildings, we incorporate life-cycle assessments into project concepts and designs, and in operations and management, we work to reduce waste and minimize the generation of hazardous substances through proper practices.

Item	Scope of coverage	KPI and targets
Reduction of waste emissions	Long-term buildings*	By FY2030, 20% reduction in the rate of waste emissions intensity compared with FY2019
Waste recycling promotion	Long-term buildings*	By FY2030, achieve a waste recycling rate of 90%

* Our long-term buildings and commercial facilities for which we have substantial energy management authority and for which we have submitted a written plan for waste reuse and reduction.

- [Material Issue KPIs and Targets \(p. 11\)](#)
- [Environmental Management \(p. 28\)](#)
- [\(Data\) Waste Emissions and Recycling Amount / Recycling Rate \(p. 105\)](#)

Waste Reduction Initiatives

In all aspects of its business activities, the Tokyo Tatemono Group is committed to reducing its environmental impact through waste reduction, recycling, and effective use of resources. In FY2025, waste emissions intensity was 5.3t per 1,000 m³, achieving a reduction of 28.4% (compared to FY2019).

Introduction of a Centralized Waste Management System

To properly and accurately manage and understand the waste generated at the office buildings owned and operated by Tokyo Tatemono, we introduced a centralized waste management system using electronic manifests.

Collaboration and Co-creation with Customers in Waste Reduction

The Tokyo Tatemono Group carries out a range of initiatives aimed at reducing waste through collaboration and co-creation with the tenants of the office buildings owned and operated by Tokyo Tatemono as well as the residents of Tokyo Tatemono’s for-sale and for-rent condominiums, such as promoting the 3Rs (Reduce, Reuse, and Recycle). In the Commercial Properties Business, together with Mizuho Financial Group, Inc., which is headquartered in Otemachi Tower (Chiyoda-ku, Tokyo; completed in April 2014), we are promoting the creation of a “zero-waste office” aimed at achieving a 100% waste recycling rate in the office areas of the building. In 2025, we launched a reusable cup service provided by Mitsui Chemicals, Inc. as a demonstration experiment for Mizuho Financial Group’s in-office café and some restaurant tenants in Otemachi Tower. By collecting and washing used cups and reusing them for beverage service, we expect to reduce waste by approximately 100 kg over a six-month period. In addition, the reusable cups are made from polypropylene derived from biomass naphtha^{*1}, which can reduce greenhouse gas (GHG) emissions by approximately 60% compared with petroleum-derived polypropylene, thereby contributing to the promotion of a decarbonized society.

In 2024, the Residential Business launched the Waste Not Life Project as a waste reduction initiative at condominiums developed by Tokyo Tatemono. By the end of 2025, the project had been implemented at 15 properties^{*2}, and we plan to expand it further, taking into account factors such as property size and other characteristics.

^{*1} A hydrocarbon produced from renewable biological resources such as plants, with properties equivalent to those of petroleum-derived naphtha.
^{*2} Implementation may vary depending on property size and other factors. For properties already sold, adoption is considered in consultation with the management association.

Example Initiatives from the Waste Not Life Project

Waste oil collection box (Brillia Shin-Yurigaoka)

PASSTO collection boxes

Example GOMMY disposal area (Brillia Jiyugaoka)

Collection of Waste Cooking Oil

We collect waste cooking oil because, when properly processed, it can be recycled into fertilizer, feed, soap, and SAF (aviation fuel). We place collection boxes in condominium common areas, a method that minimizes the burden for residents.

Collection of Clothing and Miscellaneous Goods

In order to reuse unwanted clothing, toys, and other miscellaneous items, PASSTO—a service provided by ECOMMIT Co., Ltd. that streamlines the collection, sorting, and redistribution of unwanted items—was instituted in condominium common areas. The collected unwanted items are redistributed as gently-used goods in Japan and overseas by ECOMMIT. Those that can’t be reused due to damage, etc. are recycled through recycling partners.

GOMMY, a Garbage Disposal Area That People Will Enjoy Using

Many residents raise concerns about waste separation and sanitation. Believing that changing the trash area could also change attitudes, we redesigned the space with warm lighting similar to that in living areas, extensive use of pictograms, and English and other signage to create an environment that is easy for anyone to use.

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Other Examples of Waste Reduction Initiatives with Customers

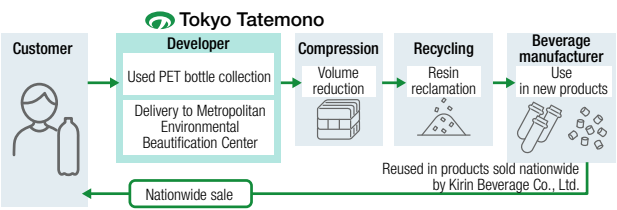
SDGs Promotion Meetings
Engaging in Information Sharing and Opinion Exchange on Overall Sustainability, Including Waste Separation and Recycling, with Tenants (P. 00)

Recycling Waste Materials

At the office buildings owned and managed by Tokyo Tatemono, we are conducting various demonstration experiments and trials aimed at recycling and reusing waste. By actually putting waste recycling into practice, we strive to not only reduce waste but also foster and increase recycling awareness among our employees and tenants. In FY2025, we achieved a waste recycling rate of 63.3%.

In 2023, we launched a bottle-to-bottle initiative in cooperation with Kirin Beverage Company, Ltd., a domestic beverage manufacturer, to collect used PET bottles and recycle them into new PET bottles. In Japan, once PET bottles are recycled into something other than a PET bottle, it is technically difficult to recycle them back into PET bottles. Waste and other foreign matter in collected used PET bottles also hinder bottle-to-bottle implementation. As a result, the stable supply of used PET bottles with low levels of contamination suitable for recycling is a pressing issue. Through this initiative, we created a resource recycling scheme in which recycling bins are placed in Nakano Central Park (Nakano-ku, Tokyo; completed in May 2012), where the Kirin Group has its headquarters, to collect used PET bottles. These bottles then undergo intermediate processing to make them suitable for use as a recyclable resource. They are then recycled into new PET bottles that are used for products sold by Kirin Beverage throughout Japan, thereby reducing plastic waste. In the future, we plan to expand the scope of this initiative, placing recycling bins in additional buildings and facilities owned by Tokyo Tatemono.

Process of PET Bottle Collection, Recycling and Transformation to Commercial Products



Initiatives to Recycle Waste at Individual Office Buildings

Property name	Details of initiatives
Tokyo Tatemono Yaesu Building, others	Established a resource circulation scheme by collecting used and mixed paper, recycling it into toilet paper at a paper factory, and purchasing the recycled toilet paper for use in building restrooms.
Shinjuku Center Building	Conducted a demonstration experiment in which organic waste generated and incinerated at the office building is converted into fuel
Otemachi Tower	Food scraps and kitchen waste generated by restaurant tenants are collected and recycled as compost at a recycling center
Tokyo Square Garden	Conducted a demonstration experiment for recycling waste plastic in which PET bottles and other plastic waste from tenants' offices were sorted and processed into pellets for use as a raw material for new plastic office supplies

Reconditioning and Reuse of Storage Batteries

At Nakano Central Park East (Nakano-ku, Tokyo; completed in March 2012), which is managed by Tokyo Tatemono, storage batteries installed for emergency lighting were replaced in 2025 with batteries that can be reconditioned and reused, and this process will begin in 2031. Normally, storage batteries need to be replaced at regular intervals due to capacity degradation with use; however, this initiative enables reuse by restoring the capacity of degraded batteries through chemical reactions. In the future, we plan to expand this initiative to other buildings owned by Tokyo Tatemono, contributing not only to the reduction of waste but also to the reduction of CO₂ emissions during manufacturing.

Reduction of Food Loss

At Hareza Tower (Toshima-ku, Tokyo; completed in May 2020) and Tokyo Tatemono Brillia HALL (Toshima-ku, Tokyo; completed in April 2019), emergency food supplies kept as disaster preparedness stockpiles that are nearing their expiration dates are donated to the FOOD LOSS RE:BORN CENTER as part of efforts to reduce food loss.

Using Reusable Bottles to Eliminate the Use of Paper Cups

Tokyo Tatemono is reducing paper cup waste across the entire company, including branch offices, by promoting the use of reusable bottles. In 2022, we conducted a demonstration experiment in collaboration with Thermos K.K., Panasonic Corporation, Apex Corporation, and Ajinomoto AGF, Inc. targeting approximately 300 of our employees working on the 7th floor of the Tokyo Tatemono Yaesu Building, and achieved a reduction of about 50 kg of paper cup waste over two months, which is equivalent to approximately 300 kg annually. In response, we distributed reusable bottles to all officers and employees working at Tokyo Tatemono and promoted their use throughout the Company, resulting in an annual reduction of approximately 766 kg of paper cup waste at our headquarters.

Use of Umbrella Sharing Service

We are participating in the 2030 Zero Disposable Umbrella Project for Buildings, led by Nature Innovation Group Co., Ltd., which operates the umbrella sharing service Aikasa with the goal of eliminating disposable umbrellas in Japan. As part of this initiative, we are in the process of installing Aikasa in office buildings owned and operated by Tokyo Tatemono. In addition to offering the convenience of being prepared for sudden rain, the project helps reduce the use of disposable umbrellas and contributes to reducing resource waste and CO₂ emissions during production.



Aikasa (a collaborative design by the Tokyo Station City Management Council and Tokyo Tatemono)



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● Recycling Valuable Materials from Waste

Tokyo Fudosan Kanri previously disposed of waste generated by move-in construction, restoration, and facility renewal work as construction industry waste. Now, however, materials primarily made of metal, such as steel partitions, OA floors, lighting fixtures, air conditioners, electric wires, cables, piping, and ducts, are sold by the company to recyclers as valuable materials*, after which they are dismantled and sorted for reuse in new products.

* Items with a net value of ¥1 or more after subtracting the cost of recycling from the sales price of the item. These materials include air conditioners, steel products, etc.

Control and Proper Management of Hazardous Substances

● Measures Against Nitrogen Oxide (NOx) and Sulfur Oxide (SOx)

Tokyo Tatemono appropriately manages air pollutants emitted from our businesses in accordance with the law. Tokyo Tatemono regularly measures the concentration of nitrogen oxide (NOx), sulfur oxide (SOx), and other chemicals emitted from equipment producing smoke and soot, including cooling/heating systems and boilers that are in use in some of our office buildings. We also comply with the environmental standards defined in the Air Pollution Control Act in the operation of these systems.

(Data) Hazardous Substance Emissions (p. 105)

● Measures Against Volatile Organic Compounds (VOC)

To protect the health of its tenants, we have established our own formaldehyde control standards in addition to the requirements of the Building Standards Act. In accordance with these standards, we prohibit the use of formaldehyde-emitting products, one of the primary causes of sick building syndrome, in new buildings, and measure formaldehyde concentrations to verify the safety of indoor environments.

● Measures Against Asbestos

Tokyo Tatemono has conducted surveys on the usage status of spraying materials that contain asbestos for all the buildings we own. In buildings where asbestos was found to be in use, we took appropriate steps in response, including removal or containment and sharing information with the building tenants.

In addition, when demolishing buildings in which the use of asbestos has been confirmed, we comply with applicable laws and regulations and implement appropriate measures to prevent the dispersion of asbestos.

(Data) Hazardous Substance Emissions (p. 105)

● Proper Processing of Fluorocarbons

Tokyo Tatemono complies with the Act on Rational Use and Proper Management of Fluorocarbons to protect the ozone layer and prevent global warming. We limit the use of controlled fluorocarbons (including CFCs and HCFCs), strive to be rigorous in recovering cooling agents, and check thoroughly for leaks via both basic and regular inspections to limit the release of fluorocarbons into the atmosphere.

When upgrading air conditioning systems or demolishing buildings, we properly destroy the fluorocarbons recovered from air conditioning units. In some buildings, we also reclaim fluorocarbons to further reduce environmental impact.

● Proper Processing of Polychlorinated Biphenyls (PCBs)

Tokyo Tatemono ensures that electronic devices containing PCBs, such as transformers, capacitors, and stabilizers, that are no longer in use in our buildings are properly disposed of by specialized waste disposal companies.

(Data) Hazardous Substance Emissions (p. 105)

TOPICS

Policy for Promoting the Reuse of Air Conditioning Refrigerants

In 2025, Tokyo Tatemono established a policy to recover and reuse refrigerants used in air conditioning equipment and other systems at long-term properties instead of disposing of them during equipment replacement.

While the transition to new refrigerants with lower environmental impact is progressing, international regulations on fluorocarbons are becoming stricter, and production and import volumes are being gradually restricted, raising concerns about future shortages of virgin refrigerants. In addition, large volumes of refrigerant are expected to be recovered from existing air conditioning equipment as it is replaced, meaning that securing refrigerant supply and ensuring proper recovery and processing are simultaneous challenges during this transitional period.

During this transition, the reuse of refrigerants is essential to ensure the stable operation of air conditioning systems and to maintain social infrastructure. The reuse of refrigerants contributes to resource conservation and the realization of a recycling-oriented society, while also helping to reduce GHG emissions by lowering the environmental impact associated with the production of new refrigerants and reducing the risk of atmospheric release through proper recovery and management.

At 18 office buildings owned by Tokyo Tatemono where fluorocarbon refrigerants are primarily used in air conditioning systems, it is estimated that approximately 35 t-CO₂ of GHG emissions could be reduced if all recovered refrigerants are reused. Going forward, we will also consider using reclaimed refrigerant as makeup refrigerant.

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The Tokyo Tatemono Group recognizes that, to meet the expectations and demands of our customers, investors, and other stakeholders, it is essential that we develop and operate real estate while taking into consideration the reduction of our environmental impact as well as the comfort and diversity of our customers. It is also key that we provide open disclosure of our performance and initiatives related to such real estate. Accordingly, the Tokyo Tatemono Group has identified the promotion of a decarbonized society as one of its material issues, and has established KPIs and targets for promoting the development of ZEB and ZEH as well as acquiring Green Building Certifications in order to address this issue through its business activities.

In addition to new buildings, we are actively obtaining external green building evaluations and certifications for our existing office buildings and for-rent condominiums.

Item	Scope of coverage	KPI and targets
Promotion of zero-energy buildings and homes	Commercial Properties Business	Develop ZEB for, in principle, all new office buildings and logistics properties
	Residential Business	Develop ZEH for, in principle, all new condominiums for sale or rent
Acquisition of green building certification	Commercial Properties Business / Residential Business	Acquire green building certification* for, in principle, all new office buildings, logistics properties, and condominiums for rent

* 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.

- Material Issue KPIs and Targets (p. 11)
- External Evaluation for Sustainability (p.16)
- (Data) Acquisition Rate of Green Building Certification for Owned and Managed Properties (p.105)

Promoting the Acquisition of External Evaluation and Certification for Green Building

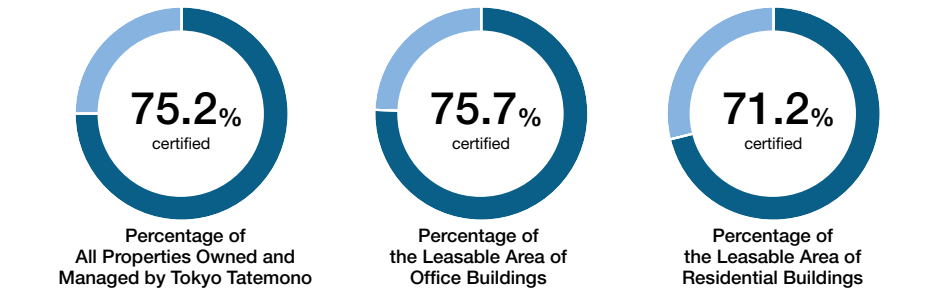
The Tokyo Tatemono Group is promoting the acquisition of external green building evaluations and certifications, such as the DBJ Green Building Certification*1, CASBEE*2, and BELS*3.

We will continue to contribute to the promotion of a decarbonized society through the development of Green Buildings.

*1 DBJ Green Building Certification is a system established by the Development Bank of Japan Inc. to evaluate and certify real estate projects that are needed by society and the economy. The certification is based on a comprehensive evaluation that includes not only the environmental performance of the real estate but also its response to various stakeholders, including disaster prevention and consideration for community.

*2 CASBEE Certification is a system in which a third-party organization reviews and certifies the accuracy of evaluation results based on CASBEE (Comprehensive Assessment System for Built Environment Efficiency).
 *3 BELS (Building-Housing Energy-efficiency Labeling System) is a third-party evaluation system designed to ensure that the evaluation and labeling of the energy efficiency performance of buildings are conducted fairly and appropriately by accredited organizations.

Acquisition Rate of External Evaluations and Certifications for Green Building (as of the end of FY2025)



Promotion of Acquisition of External Evaluation and Certification Related to Environmentally Conscious Initiatives

Tokyo Building Service, a Tokyo Tatemono Group company, has acquired the Eco Mark for Cleaning Services for certain properties. The Eco Mark is an environmental labeling program operated by the Japan Environment Association, and is awarded to products and services that demonstrate environmental consideration, such as effective use of resources, waste reduction, and reduced environmental impact. Certification has been granted in recognition of the provision of environmentally conscious cleaning services, including the use of eco-friendly cleaning equipment and materials, as well as appropriate waste and wastewater treatment.

In addition, Tokyo Fudosan Kanri has been certified as an Eco-Tuning Operator.* Eco-tuning is an initiative to reduce greenhouse gas emissions by improving the operation of building systems while maintaining building comfort and productivity. Based on this concept, Tokyo Fudosan Kanri proposes appropriate operational improvements for equipment and systems.

* Certified by the Eco-Tuning Promotion Center based on standards established by the Ministry of the Environment.



Eco Mark for
Cleaning Services
Certification
No. 25 510 002



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Policy and Concept

Sustainability finance refers to bonds and loans to raise funds specifically for addressing environmental issues such as climate change, as well as social issues including poverty, health, and economic disparity with the aim of transitioning to a more sustainable society.

The Tokyo Tatemono Group promotes urban development that contributes to solving social issues. We strive to improve the attractiveness of the areas in which we develop and to increase the value of our entire asset portfolio. We aim to channel these efforts toward our sustainable growth as a company.

We will establish the cycle of allocating the funds we raise to projects that help solve social issues or have environmental improvement effects. By leveraging our businesses to address social issues and achieve higher levels of growth as a company, we will contribute to the advancement of a decarbonized society and the realization of a sustainable society.

Sustainability Finance Framework

Tokyo Tatemono has put in place several finance frameworks to guide its financing. These frameworks apply the four elements defined in the Green Bond Principles, Social Bond Principles, Green Loan Principles, and Social Loan Principles referred to by the International Capital Markets Association: Use of Proceeds, Process for Project Evaluation and Selection, Management of Proceeds, and Reporting.

Use of Proceeds

Proceeds will be allocated to the acquisition and construction of green projects with environmental benefits and social projects that contribute to solving social issues, both of which meet the eligibility criteria, or will be used for refinancing such projects.

Process for Project Evaluation and Selection

The Finance and Sustainability Management Departments select projects that meet the eligibility criteria. The final decision is made by the President or the officer in charge of the Finance Department.

Management of Proceeds

The status of the allocation of proceeds is tracked and managed by the Finance Department using an internal control system. The results are confirmed by the officer in charge of the Finance Department or the general manager of the Finance Department on an approximately quarterly basis. The proceeds are managed as cash or cash equivalents until they are allocated. If any funds remain unallocated, additional projects will be selected from among projects that meet the eligibility criteria. The unallocated proceeds will be managed in cash or cash equivalents until their reallocation is decided.

Reporting

We disclose the allocation status of proceeds-until all raised funds have been fully allocated- as well as the environmental improvement impacts, and social benefits, on our website once a year.

Track Record in Sustainability Finance

Japan's First Green Bond Issuance and the World's First in the Real Estate Sector

In March 2019, we issued Japan's first (and the world's first for the real estate sector) green hybrid bond with an issue size of 50.0 billion yen. As the largest green bond issue in Japan and with a record number of investment commitments, it also won the Silver Prize (Minister of the Environment's Prize) in the bond category of the first ESG Finance Awards Japan* for its environmental improvement effects and high level of transparency in the use of funds.

* The ESG Finance Awards Japan is an initiative established by the Ministry of the Environment of Japan to evaluate, recognize, and publicize the efforts of investors, financial institutions, and other organizations that have achieved outstanding environmental or social impact through their active involvement in ESG finance and green projects. The awards also recognize companies that have incorporated important environment-related opportunities and risks into their management strategies to enhance their corporate value and create impact on the environment.

First Issuance of Sustainability Bonds in the Real Estate Sector in Japan

In July 2020, in a first for the real estate sector in Japan, Tokyo Tatemono issued sustainability bonds worth a total of 40 billion yen, becoming the largest-ever issue amount and gaining the largest number of investors by a company not operating in finance for this bond type in the country.

The issued sustainability bonds involved a package of funds to cover the overall urban development of the YNK (Yaesu-Nihonbashi-Kyobashi) area of central Tokyo. The proceeds were allocated to developing this area as a place for comprehensive solutions to social issues, from combating climate change, strengthening disaster prevention and mitigation, and medical cooperation, to addressing food issues and building an innovation ecosystem. As an initiative that was groundbreaking even by global standards, Tokyo Tatemono received the Gold Award in the issuers category of the 2nd ESG Finance Awards Japan.



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Overview of Green Bonds and Sustainability Bonds

Name	2nd Series Subordinated Bonds (Green Bonds)	32nd Issuance of Unsecured Corporate Bonds (Sustainability Bonds)	3rd Series Subordinated Bonds (Sustainability Bonds)	34th Unsecured Corporate Bonds (Sustainability Bonds)	4th Series Subordinated Bonds (Sustainability Bonds)	33rd Unsecured Corporate Bonds (Sustainability Bonds, for individual investors)	35th Issuance of Unsecured Corporate Bonds (Sustainability Bonds, for individual investors)	36th Issuance of Unsecured Corporate Bonds (Sustainability Bonds, for individual investors)
Issue date	March 15, 2019	July 16, 2020	February 10, 2021	July 06, 2023	June 05, 2025	July 30, 2021	May 02, 2024	July 11, 2025
Redemption date	March 15, 2059	July 16, 2030	February 10, 2061	July 06, 2033	June 05, 2062	July 28, 2028	May 02, 2031	July 09, 2032
Issue amount	50.0 billion yen	20.0 billion yen	40.0 billion yen	20.0 billion yen	50.0 billion yen	10.0 billion yen	10.0 billion yen	10.0 billion yen
Framework eligibility criteria	Green Projects Eligible properties are those that have already acquired or are scheduled to be certified/ recertified as one of the top two ranks in any of the third-party certification bodies listed in ❶ to ❸ below. ❶ 4 or 5 stars in the DBJ Green Building Certification ❷ A or S rank in the CASBEE Certification for Buildings (new construction) ❸ 4 or 5 stars in the BELS certification	Green Projects Eligible properties are those that have already acquired or are scheduled to be certified/recertified as one of the top two ranks in any of the third-party certification bodies listed in ❶ to ❸ below. ❶ 4 or 5 stars in the DBJ Green Building Certification ❷ A or S rank in the CASBEE Certification for Buildings (new construction) ❸ 4 or 5 stars in the BELS certification				Green Projects Eligible properties are those that have already acquired or are scheduled to be certified/recertified as one of the top two ranks in any of the third-party certification bodies listed in ❶ to ❷ below. ❶ 4 or 5 stars in the DBJ Green Building Certification ❷ A or S rank in the CASBEE Certification for Buildings (new construction) ❸ 4 or 5 stars in the BELS certification ❹ ZEB certification: “ZEB”, Nearly ZEB, ZEB Ready, or ZEB Oriented		
		Social Projects Projects that contribute to any of the following ❶ to ❸ ❶ Basic infrastructure development and access to essential services ❷ Socioeconomic improvement and empowerment ❸ Food safety				Social Projects Projects that contribute to any of the following ❶ to ❷ ❶ Basic infrastructure development and access to essential services ❷ Socioeconomic improvement and empowerment		
Use of Proceeds	- Funding for acquisition, construction, and refinancing of Hareza Tower - Refinancing of the acquisition and construction of Nakano Central Park South	Urban development of the Yaesu-Nihonbashi-Kyobashi (YNK) area next to Tokyo Station, as a contribution to solving social issues ❶ TOFROM YAESU (Tokyo Station Ekimae Yaesu 1-Chome East District Urban Redevelopment Project (Districts A and B)) ❷ Yaesu 1-chome North District Urban Redevelopment Project (Gofukubashi Project) ❸ Tokyo Square Garden ❹ Tokyo Tatemono Nihonbashi Building ❺ City Lab TOKYO ❻ TOKYO FOOD LAB ❼ xBridge-Kyobashi/xBridge-Yaesu/xBridge-Global ❽ KITCHEN STUDIO SUIBA ❾ TOKYO IDEA EXCHANGE	Urban development of the Yaesu-Nihonbashi-Kyobashi (YNK) area next to Tokyo Station, as a contribution to solving social issues ❶ Tokyo Square Garden ❷ Tokyo Tatemono Nihonbashi Building	Urban development of the Yaesu-Nihonbashi-Kyobashi (YNK) area next to Tokyo Station, as a contribution to solving social issues ❶ TOFROM YAESU (Tokyo Station Ekimae Yaesu 1-Chome East District Type 1 Urban Redevelopment Project (Districts A and B)) ❷ Tokyo Square Garden	Urban development that creates value of place and value of experience by meeting the diverse needs of customers and society ❶ Hareza Tower ❷ Nakano Central Park South ❸ Brillia ist Tower Kachidoki ❹ Nonoaoyama Building (residences for the elderly, daycare facilities)	Urban development that creates value of place and value of experience by meeting the diverse needs of customers and society ❶ Nakano Central Park South ❷ Brillia ist Tower Kachidoki	Urban development that creates value of place and value of experience by meeting the diverse needs of customers and society, etc. ❶ Nakano Central Park South ❷ Brillia ist Tower Kachidoki	
External Evaluation	Green1 (JCR)	SU1 (F) (JCR)						
Reporting	Sustainability Finance Reporting							

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● Green Loan Financing

We are steadily raising funds through green loans in accordance with a new financing framework established in June 2022.

Green Loan Overview										
Name	1st Green Loan	2nd Green Loan	3rd Green Loan	4th Green Loan	5th Green Loan	6th Green Loan	7th Green Loan	8th Green Loan	9th Green Loan	10th Green Loan
Borrowing date	June 28, 2022	December 23, 2022	December 23, 2022	September 29, 2023	December 22, 2023	March 29, 2024	July 31, 2024	November 19, 2024	May 01, 2025	June 26, 2025
Repayment date	June 28, 2032	December 28, 2029	December 23, 2032	September 29, 2028	December 27, 2030	March 31, 2034	July 31, 2034	November 28, 2031	May 01, 2032	June 26, 2035
Loan amount	10.0 billion yen	1.0 billion yen	10.0 billion yen	1.0 billion yen	1.0 billion yen	7.0 billion yen	5.0 billion yen	1.0 billion yen	2.0 billion yen	10.0 billion yen
Framework eligibility criteria	Green Project Eligible properties are those that have already acquired or are scheduled to be certified/recertified in any of the third-party certification bodies listed in ❶ to ❷ below. ❶ 3, 4, or 5 stars in the DBJ Green Building Certification ❷ A or S rank in the CASBEE Certification for Buildings (new construction) ❸ 4 or 5 stars in the BELS certification ❹ ZEB certification: “ZEB”, Nearly ZEB, ZEB Ready, or ZEB Oriented ❺ ZEH certification: “ZEH-M”, Nearly ZEH-M, ZEH-M Ready, or ZEH-M Oriented									
Use of Proceeds	❶ Refinancing the acquisition and construction of Tokyo Tatemono Sendai Bldg. ❷ Refinancing the acquisition and construction of T-LOGI Narashino	Refinancing the acquisition and construction of Tokyo Tatemono Sendai Bldg.	Refinancing the acquisition and construction of Tokyo Tatemono Sendai Bldg.	Refinancing the acquisition and construction of Tokyo Tatemono Sendai Bldg.	Refinancing the acquisition and construction of SMARK ISESAKI	Refinancing the acquisition and construction of SMARK ISESAKI	Refinancing the acquisition and construction of SMARK ISESAKI	Refinancing the acquisition and construction of SMARK ISESAKI	Refinancing the acquisition and construction of SMARK ISESAKI	Refinancing the acquisition and construction of T-LOGI Sagamihara
External Evaluation	Green1 (F) (JCR)									
Reporting	 Reporting on Green Loans									

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Policy and Concept

Based on the United Nations Guiding Principles on Business and Human Rights, the Tokyo Tatemono Group has established the Tokyo Tatemono Group Human Rights Policy, which specifies the matters all employees, including officers and contract employees, as well as temporary employees, and all other persons engaged in business, should adhere to. Based on this policy, the Tokyo Tatemono Group is promoting initiatives to respect the human rights of all stakeholders involved in our business, such as the prohibition of forced labor and child labor, and the prohibition of discrimination and harassment based on race, nationality, beliefs (including religion), gender, sexual orientation, age, social status, origin, or disability.

Through human rights due diligence based on this policy, the Tokyo Tatemono Group is working to identify issues related to human rights in the Tokyo Tatemono Group's business, mitigate or remedy any issues that exist, and provide relief to those who have been adversely affected by any human rights issues.

Furthermore, by publishing this policy on our website, we clearly communicate our expectations for all stakeholders to advance initiatives related to respect for human rights.

We also request that suppliers collaborating with the Group in its business activities, including secondary and subsequent suppliers, promote respect for human rights through initiatives based on the Sustainable Procurement Standards.

Item	Scope of coverage	KPI and targets
Respect for Human Rights	Tokyo Tatemono Group	Dissemination of the Human Rights Policy Deployment to and compliance by group companies

- [Tokyo Tatemono Group Human Rights Policy](#)
- [Sustainable Procurement Standards](#)
- [Guidelines for the Sustainable Procurement Standards](#)
- [Material Issue KPIs and Targets \(p. 11\)](#)
- [Participation in Initiatives \(p. 14\)](#)
- [Supply Chain Management \(p. 59\)](#)

International Norms the Tokyo Tatemono Group Supports and Respects

- The International Bill of Human Rights, consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights
- Guiding Principles on Business and Human Rights
- International labor standards on human rights, such as the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, which stipulates fundamental rights in the workplace (freedom of association and the right to collective bargaining, the elimination of forced labor, the effective abolition of child labor, and the elimination of discrimination in respect of employment and occupation)

Compacts Tokyo Tatemono Has Signed and Endorsed in which the Group Participates

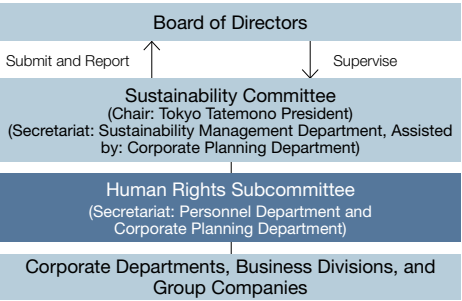
- United Nations Global Compact

System

The Tokyo Tatemono Group, led by the Sustainability Committee, chaired by the President, and the Human Rights Subcommittee, which is a subordinate organization of the Sustainability Committee, promotes initiatives related to respect for human rights together with relevant departments and Group companies, and with support from external experts.

The Sustainability Committee not only deliberates and reports on the formulation of Human Rights Policies, etc., the development of systems, the setting of human rights-related metrics and targets, and specific initiatives, but also monitors and evaluates the status of initiatives and the progress of achieving targets. The Human Rights Subcommittee is administered by the Personnel Department and the Corporate Planning Department. It brings relevant departments and Group companies together as necessary to discuss the promotion of initiatives based on the Human Rights Policy and human rights due diligence, and shares updates on the progress of these efforts. In FY2025, the Subcommittee discussed matters related to respecting human rights within the Group's supply chain, as well as human rights assessments for participation in new overseas projects. Important matters deliberated and reported by the Committee are submitted to or reported to the Board of Directors. The Board supervises the promotion of the Group's human rights initiatives.

Framework Chart (Human Rights)



[Framework for Promoting Sustainability Initiatives \(p.10\)](#)

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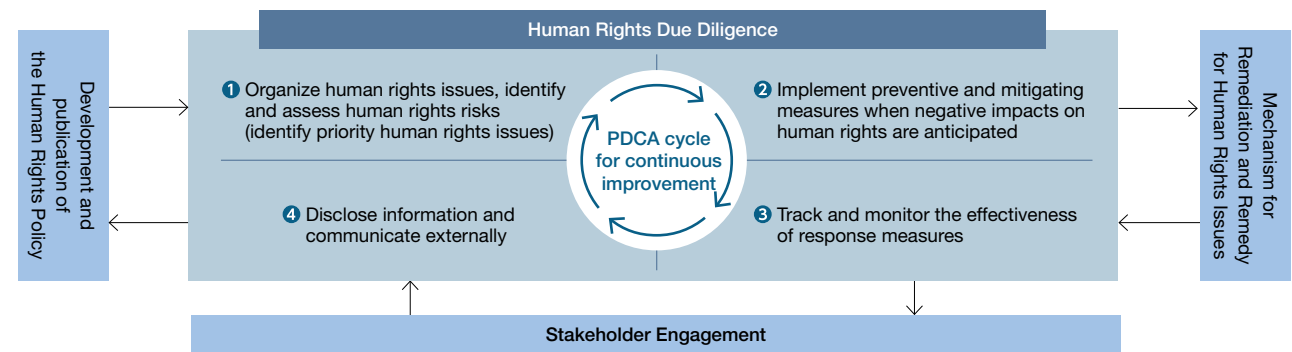
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Human Rights Due Diligence Initiatives

The Tokyo Tatemono Group is engaged in human rights due diligence in accordance with the Tokyo Tatemono Group Human Rights Policy. Human Rights Due Diligence involves identifying human rights issues, prioritizing those requiring action, anticipating potential negative impacts on human rights, implementing preventive or mitigating measures, monitoring and tracking their effectiveness, and making improvements as necessary.

Human Rights Due Diligence Process



1 Organize human rights issues, identify and assess human rights risks (identify priority human rights issues)

Organizing Human Rights Issues

Based on the United Nations Environment Programme Finance Initiative (UNEP FI) Human Rights Guidance Tool and other guidance on human rights, the Tokyo Tatemono Group has organized the stakeholders involved in the Tokyo Tatemono Group's business and identified general human rights issues that may arise as a result of corporate activities, as well as human rights issues specific to the real estate industry.

Major Human Rights Issues Identified Based on The Tokyo Tatemono Group's Business

Stakeholders	Major human rights issues
Workers at Tokyo Tatemono and Group Companies	Health and safety, earthquakes and pandemics, discrimination and harassment, long working hours, working conditions and working environment, etc.
Workers of the Tokyo Tatemono Group's business partners and suppliers, such as construction and building management companies	Forced labor, child labor, health, health and safety, industrial accidents, discrimination and harassment, long working hours, working conditions and working environment, etc.
Customers using the Tokyo Tatemono Group's products and services	Safety of products and services, human rights violations related to products and services, personal information and privacy, etc.
All members of society and communities (including indigenous peoples) in regions where the Tokyo Tatemono Group operates	General impact on local communities, such as forced migration, rights of local residents, and bribery and corruption.

Identification and Assessment of Human Rights Risks (Identifying Priority Human Rights Issues)

Based on the organized human rights issues, we identified and disclosed the human rights issues that are a priority for the Tokyo Tatemono Group after identifying the human rights risks specific to the Tokyo Tatemono Group. We then assessed the level of priority from the perspective of the scale of the impact on human rights, including the severity and likelihood of occurrence, and the connection with the Tokyo Tatemono Group. During this process, we received advice from human rights experts and had discussions at workshops attended by all group companies as well as consultations at Sustainability Committee meetings.

For the identified priority issues, we continually strive to understand conditions across business areas, countries, and regions. When potential negative impacts on human rights are anticipated, we implement preventive or mitigating measures. The effectiveness of these measures is monitored, and if problems are found, we make efforts to improve them and disclose the status of these efforts.

Tokyo Tatemono Group's Priority Human Rights Issues

- Forced labor, child labor
- Impact on local communities
- Health and safety
- Discrimination and harassment
- Employee working conditions and working environment
- Supplier working conditions and working environment
- Right to privacy

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2 Implement preventive and mitigating measures when negative impacts on human rights are anticipated / 3 Track and monitor the effectiveness of response measures

In order to reduce risks to the human rights priority issues that have been identified, the Tokyo Tatemono Group looks at specific initiatives led by the Human Rights Subcommittee, implementing them in each relevant department. The effectiveness of these initiatives is regularly checked and reviewed as necessary through monitoring and dialogue with stakeholders.

Overview of Initiatives to Address Human Rights Priority Issues

Priority human rights issues	Outline of initiatives	
	In the Tokyo Tatemono Group	In the supply chain
Forced labor, child labor	• The Tokyo Tatemono Group Human Rights Policy clearly states the prohibition of forced labor and the effective elimination of child labor • Prevention and early detection of forced labor through compliance surveys targeting all Group officers and employees and regular interviews conducted by the Personnel Department with all Tokyo Tatemono officers and employees • Strict age verification using official documents at the time of hiring, among other measures	• Clearly stating the elimination and prevention of forced labor and child labor in the Sustainable Procurement Standards, and requesting and monitoring compliance from suppliers etc. (p.59–60)
Impact on local communities	• Compliance with international human rights standards and the laws and regulations of countries and regions where we operate • Engaging in dialogue and communication with local communities and nearby residents during the development and ownership of real estate (p. 57), etc.	• Clearly stating the need to build, maintain, and enhance good relationships with local communities, as well as to understand and respect local cultures and customs, in the Sustainable Procurement Standards, and requesting and monitoring compliance from suppliers (p. 59-60) • Conducting risk assessments when participating in new overseas projects, including checks on proper land acquisition and resident relocation, assessment of environmental and social impacts, consideration for local communities and indigenous peoples, identification of supply chain impacts, and other matters
Health and safety	• Setting and implementing health goals for all Tokyo Tatemono officers and employees (p. 78-80) • Conducting training to improve health literacy and implementing stress self-checks (p. 80) • Mental Health Initiatives (p. 80) • Establishing frameworks to ensure the safe sale and provision of products and services, and disclosing information on various measures to enhance product safety (p. 62-64) • Establishing telework environments to ensure employee safety and business continuity during major disasters, developing a Basic Plan for Earthquake Measures, implementing a night duty system and conducting regular drills, and introducing an employee safety confirmation system, etc. (p. 97)	• Clearly stating in the Sustainable Procurement Standards the need to ensure and improve product and service quality, disclose accurate information, and respond sincerely to requests and complaints, so that tenants and residents can use our products and services with peace of mind, and requesting and monitoring compliance from suppliers (p. 59-60)
Discrimination and harassment	• Clearly stating the prohibition of discrimination and harassment in the “Compliance Code of Conduct” and the “Tokyo Tatemono Group Compliance Manual” (p. 99) • Raising awareness through training on human rights and harassment (p. 57) • Establishing consultation desks for harassment-related issues (p. 57) • Oversight of all recruitment activities by the Fair Recruitment, Selection and Human Rights Awareness Promotion Officer*1 (a role held by the general manager of the Personnel Department) • 📄 Formulating Tokyo Tatemono Group Basic Policy on Customer Harassment and disclosing it on the company website, as well as developing the Customer Harassment Response Manual	• Clearly stating the prohibition of discrimination and harassment in the Sustainable Procurement Standards, and requesting and monitoring compliance from suppliers, etc. (p. 59-60)
Working conditions and environment	• Clearly stating the importance of ensuring a comfortable working environment in the “Compliance Codes of Conduct” and “Tokyo Tatemono Group Compliance Manual” (p. 99) • Clearly stating working conditions and job responsibilities at the time of hiring to prevent unfair assignments or transfers • Conducting regular dialogue between labor unions and management (p. 82) • Initiatives to Limit Overtime Work (p. 82) • Implementing risk countermeasures and training aimed at preventing occupational accidents at construction sites (p. 81) • Conducting interviews*2 with foreign workers (technical intern trainees and specified skilled workers) at two Group companies (Tokyo Building Service and Seishin Service Co., Ltd.), for the purpose of identifying human rights issues, among other objectives	• Clearly stating in the Sustainable Procurement Standards the prohibition of illegal long working hours and excessive labor, as well as the need to establish a safe and healthy working environment, and requesting and monitoring compliance from suppliers (p. 59-60)
Right to privacy	• Thorough management of personal information (p. 96)	• Clearly stating in the Sustainable Procurement Standards the need to protect and appropriately manage personal information and confidential matters, ensure the confidentiality of whistleblower information, protect whistleblower anonymity, and prevent retaliation, and requesting and monitoring compliance from suppliers (p. 59-60)

*1 Plays a central role in promoting human rights awareness within the company, including the establishment of a fair recruitment and selection system and the implementation of human rights awareness training.
*2 In addition to the interviews, the systems in place for accepting foreign workers at the two Group companies are also examined.

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4 Disclose information and communicate externally

The Tokyo Tatemono Group discloses information on the status of human rights due diligence and initiatives related to respect for human rights through the Sustainability Report and other channels.

Dialogue with Stakeholders on Human Rights Issues

The Tokyo Tatemono Group actively engages in dialogue with its stakeholders on human rights issues.

Dialogue is carried out with Tokyo Tatemono employees through compliance surveys and regular interviews conducted by the Personnel Department, and with suppliers, including construction companies and building management companies, through surveys, subsequent feedback, and interviews. We also engage in dialogue with local communities and surrounding areas where we develop and own real estate by explaining how we intend to develop and operate the real estate projects. Based on the results of these dialogues and advice from outside experts on human rights, we are promoting initiatives to respect human rights.

Raising Awareness Among Officers and Employees

In our efforts to respect human rights, the Tokyo Tatemono Group recognizes the importance of raising awareness of human rights among its officers and employees. As such, the Group continuously conducts human rights-related training for all its officers and employees for the purpose of raising awareness.

Due to the nature of the business in the real estate industry, there are various human rights issues relating to land, such as the Dowa problem (discrimination against the Buraku people of Japan). In training for newly appointed managers (supervisors), we also cover topics related to preventing discrimination and harassment and responding appropriately when such issues arise. Through this training, we seek to prevent human rights violations in the workplace and ensure proper handling.

Results of FY2025 Initiative

Details	Scope	Attendance
Conducted basic training on respect for human rights as a company, as well as training on the so-called Dowa problem (Buraku discrimination problem) specific to the real estate industry	New employees and mid-career hires	100%
Conducting training on human rights risks related to overseas projects	Employees involved in overseas business operations	100%
Conducted training on respecting human rights in the supply chain when conducting business	All Group officers and employees*	Tokyo Tatemono Group: 91.9% Tokyo Tatemono: 99.9%
Conducted compliance training on the Tokyo Tatemono Group’s Compliance Codes of Conduct, which sets forth obligations such as “respect for human rights and prohibition of discrimination,” “prohibition of harassment,” and “ensuring a comfortable working environment,” as well as on information management and the Act for Eliminating Discrimination against Persons with Disabilities	All Group officers and employees*	Tokyo Tatemono Group: 99.5% Tokyo Tatemono: 100%
Conducted compliance surveys to regularly understand and verify compliance awareness and status		(Response rate) Tokyo Tatemono Group: 80.1%

* Scope may be adjusted based on the circumstances of each company, such as whether computers have been provided.

- Helpline (Anonymous Whistleblower System) (p. 100)
- Compliance Training (p. 102)
- Compliance Surveys (p. 102)
- (Data) Attendance in human rights training (p. 107)

Mechanism for Remediation and Remedy for Human Rights Issues

We have established a system that allows internal and external stakeholders to report concerns about human rights in the event of any possible abuse, and to promptly and appropriately provide redress.

Contact Points for External Stakeholders

The Tokyo Tatemono Group has an Inquiries page on its website that is available to external stakeholders for inquiries on a wide range of topics, including matters related to discrimination and human rights abuses.

Contact Points for External Stakeholders

Establishment of a Helpline (Anonymous Whistleblower System)

Tokyo Tatemono and the Group companies have introduced an internal whistleblower system with the aim of the prevention and early detection of incidents of non-compliance. The helplines available to the Tokyo Tatemono Group support multiple languages, with the “Tokyo Tatemono Group Helpline” available in Japanese and the “TOKYO TATEMONO GROUP HELPLINE” available in foreign languages (English, Chinese, Thai, and Indonesian). Both helplines accept inquiries 24 hours a day, 365 days a year. In addition, the Personnel Department at Tokyo Tatemono has set up a consultation service on harassment, staffed by one male employee and one female employee.

Anonymous reports are also accepted at each contact point, and the privacy of anyone who uses the helpline is protected. They are also protected from prejudicial treatment due to their report. The content of any reports or consultations received is subjected to an investigation and fact check. After this, corrective measures and preventive measures are promptly implemented. This system is communicated to eligible users through posters at worksites, postings on the company intranet, and compliance training sessions.

Helpline (Anonymous Whistleblower System) (p. 100)

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Participation in Construction and Real Estate Industry Initiatives

Tokyo Tatemono participates in the Human Rights Due Diligence Promotion Council involving nine construction and real estate companies. This study group conducts research and studies on identifying and addressing impacts on human rights. In doing so, it aims to fulfill the responsibility required of companies by the United Nations Guiding Principles on Business and Human Rights to “avoid infringing on the human rights of others and to take measures to prevent, mitigate and remedy adverse impacts on the human rights involved.”

Initiatives to Respect the Human Rights of Children

Tokyo Tatemono conducts initiatives with due consideration for the respect of children’s human rights based on the Convention on the Rights of the Child and the Children’s Rights and Business Principles.

● **Support for the Kodomo Shokudo**
The Tokyo Tatemono Group has partnered with the Nationwide Children’s Cafeteria Support Center, Musubie, a certified NPO that works to ensure that everyone has a safe place to go with its vision to create a society in which no one is left behind through its support of the Kodomo Shokudo* (children’s cafeterias). The Group supports the children’s cafeterias by donating a portion of the revenue earned from the vending machines at Tokyo Tatemono’s Brillia condominium sales offices.

Information is displayed on vending machines to raise awareness among nearby residents of the existence of local children’s cafeterias. Information regarding the activities of the children’s cafeterias is also provided to visitors to the sales offices. This makes it easier for children in the area to use the cafeterias thereby further contributing to the local community.

* The Kodomo Shokudo provides nutritious meals and a welcoming environment for children from low-income backgrounds or those who eat alone. These services are offered by local volunteers and municipalities either for free or at an affordable price.

● **Initiatives at Tokyo Tatemono’s For-rent Condominiums**

Brillia ist Tower Kachidoki (Chuo-ku, Tokyo; completed in January 2011) is a condominium themed around child-rearing support and community coexistence. The building houses certified nursery schools, Family Houses (accommodation facilities for patients with incurable pediatric diseases), a pediatric clinic, and homes for families with young children. Operated by Family House, a Japanese non-profit organization, family houses are a home away from home for children, and their families who care for them, who come from far away to a big-city hospital for treatment of intractable diseases such as childhood cancer. In solidarity with the activities of Family House, Tokyo Tatemono has built a free of charge 130 m² house with two Japanese and two Western-style rooms with a common room in Brillia ist Tower Kachidoki near the National Cancer Center Hospital and St. Luke’s International Hospital.

This condominium was certified under the Tokyo Children’s Sukusuku Housing Certification System in 2019. This system, in which the Tokyo Metropolitan Government certifies high-quality housing that has taken steps to create an environment conducive to raising children, respects children’s rights to grow up in a safe living environment.

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Supply Chain Management

Policy and Concept

The Tokyo Tatemono Group conducts its business in collaboration with a wide range of suppliers (business partners involved in procurement in our business activities), including construction companies and building management firms. Today, companies are expected not only to implement sustainable procurement practices within their own operations, but also to ensure respect for human rights and consideration for the environment throughout their entire supply chain. Therefore, it is essential to build a sustainable supply chain that takes into account the environmental and social impacts associated with suppliers.

In May 2021, the Tokyo Tatemono Group established a unified set of Sustainable Procurement Standards applicable to all suppliers involved in its business operations in order to promote sustainable procurement across the entire supply chain, with consideration for legal compliance, respect for human rights, occupational safety and health, anti-corruption, and environmental conservation.

The Tokyo Tatemono Group is working to build a sustainable supply chain by encouraging understanding and compliance with the procurement standards through dialogue with suppliers and business partners.

- [Sustainable Procurement Standards](#)
- [Guidelines for the Sustainable Procurement Standards](#)

Structure

The Tokyo Tatemono Group is promoting initiatives related to supply chain management under the leadership of the Sustainability Committee, chaired by the President. The Sustainability Committee deliberates and reports on important matters and policies related to supply chain management, including the development and review of the Sustainable Procurement Standards and the identification of key suppliers, and monitors and evaluates the status of initiatives based on these policies. Important matters deliberated and reported by the Committee are submitted or reported to the Board of Directors, which supervises overall supply chain management.

Supply chain management initiatives are promoted in collaboration with relevant departments and Group companies, while also utilizing support from external experts and exchanging information with industry peers, and through dialogue with key suppliers involved in our business.

Summary of the Sustainable Procurement Standards

- 1. Comply with laws and regulations**

 - Compliance with the laws and regulations of the countries and regions in which we operate
- 2. Respect for Human Rights**

 - Compliance with and respect for international standards concerning human rights and respect for basic human rights.
 - Prohibition of discrimination and harassment
- 3. Assurance of Sound Labor Practices and Working Environments**

 - Ensuring freedom of association and the right to collective bargaining
 - Eliminating and preventing forced labor and child labor
 - Prohibiting discrimination in labor conditions on the basis of race, nationality, creed, gender, sexual orientation, age, social status, origin, etc.
 - Complying with laws and regulations governing minimum wages, overtime pay, benefits, etc.
 - Prohibiting illegal overtime and excessive labor
 - Creating a safe and healthy working environment
- 4. Fair Business Activities**

 - Prohibition of bribery and other corrupt practices
 - Prohibition of unfair and anti-competitive transactions
 - Blocking relationships with antisocial forces
 - Prohibiting infringement on the intellectual property rights or trade secrets of third parties
 - Protection and appropriate management of personal information and confidential matters
 - Protection of confidentiality of information related to reporting and the anonymity of whistleblowers and eliminating retaliation against whistleblowers
- 5. Assurance and Improvement of Safety and Quality**
- Ensuring and improving the quality of products and services and disclosing accurate related information
 - Responding sincerely to requests and complaints
- 6. Exercise consideration for the environment**

 - Promotion of energy conservation, reduction of greenhouse gas emissions
 - Promotion of the 3Rs, efficient use of resources, reduction of waste generation, reuse, and recycling
 - Prevention of pollution of air, water, soil, etc., and appropriate management and processing of chemical substances
 - Preservation of biodiversity and reduction of impact on ecosystems
 - Elimination of illegal raw material procurement
- 7. Practice co-existence with local communities**

 - Building, maintaining, and strengthening good relationships with local communities
 - Understanding and respecting the culture and customs of local communities
- 8. Formulate and Establish a BCP Framework**

 - Formulate a business continuity plan (BCP) and build a system to implement it
- 9. Collaborate in the Supply Chain**

 - Encourage business partners to understand, comply with, and improve the procurement standards

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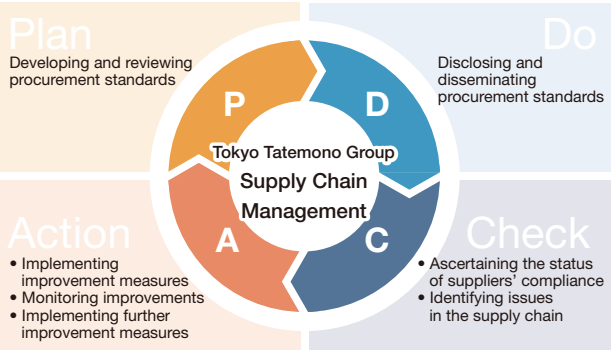
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Supply Chain Management

Supply Chain Management PDCA



Operating the Sustainable Procurement Standards

Disclosure of Sustainable Procurement Standards and Guidelines for Sustainable Procurement Standards

Tokyo Tatemono discloses the Sustainable Procurement Standards on its website to give all of its suppliers access to the Standards. Tokyo Tatemono has also prepared the Guidelines for Sustainable Procurement Standards to promote accurate understanding of the purpose and content of the procurement standards. These guidelines, disclosed on the Tokyo Tatemono website, provide the social background for each of the standards listed in the procurement standards and specific examples of initiatives that can be used as a reference when implementing each standard.

Key suppliers have also been notified requesting that they understand and comply with the procurement standards. As well as attaching the procurement standards to contracts concluded with construction companies, who are particularly important suppliers, clauses are stipulated in the contracts that require understanding of and compliance with the procurement standards.

Identifying Key Suppliers

Tokyo Tatemono identifies key suppliers based on factors such as transaction amounts, potential impact on company reputation in the event of violations of the procurement standards, and the recurring nature of transactions. We will continue to expand and review key suppliers on a regular basis.

Selecting New Suppliers

When selecting construction companies, which are particularly important suppliers, we conduct credit checks on potential suppliers prior to placing orders. In addition, by making it a mandatory condition to sign a construction contract that includes a clause requesting compliance with the procurement standards, we mitigate risk in the supply chain.

Risk Assessment When Participating in New Overseas Projects

For all new overseas projects, Tokyo Tatemono assesses human rights risks specific to each country at the time of participation, recognizing that these may differ from those in Japan. Specifically, we assess the level of risk in advance by using tools such as a human rights risk checklist. We also strive to incorporate the Sustainable Procurement Standards into joint venture agreements concluded with our business partners.

Understanding the Response of Our Suppliers and Identifying Issues

Tokyo Tatemono conducts surveys of key suppliers in order to ascertain their understanding of and compliance with, as well as their initiatives with respect to the procurement standards. Based on the procurement standards, the survey confirms the status of policy formulation, system development, and specific initiatives regarding compliance with laws and regulations, respect for human rights, ensuring occupational health and safety, anticorruption, and consideration for environmental conservation, among other matters.

In FY2025, the survey was given to 283 companies, of which responses were received from 223. No significant issues have been identified in the surveys conducted to date. In FY2025, we sent feedback sheets to the companies that responded to the

survey. Taking into account factors such as their relationship to our business, we selected nine companies for additional interviews, including waste disposal companies, model room construction companies, architectural design firms, land survey companies, and land acquisition suppliers. The interviews focused primarily on respect for human rights and initiatives for reducing GHG emissions, based on the overall survey results.

Issues and countermeasures identified through surveys and interviews within the supply chain are deliberated and reported on by the Sustainability Committee.

Survey Implementation Status

	FY2023	FY2024	FY2025
Scope of Coverage	Construction companies	8 industries, including construction and building management	13 industries, including construction and building management
Companies Surveyed	47 companies	166 companies	283 companies
Responses Received	45 companies	139 companies	223 companies

Implementing Remedial Measures for Identified Issues and Monitoring Improvements

Tokyo Tatemono engages in ongoing dialogue with key suppliers through surveys, feedback, and interviews. For issues identified within the supply chain through these efforts, we work to address them while monitoring progress and implementing further measures as necessary.

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Supply Chain Management

Internal Dissemination of the Sustainable Procurement Standards

Tokyo Tatemono works to promote understanding and proper implementation of the Sustainable Procurement Standards through awareness-raising activities for its officers and employees. Since FY2022, our mandatory sustainability training for all officers and employees has included supply chain management, covering the procurement standards and their implementation, as one of its themes to enhance understanding among our personnel.

Raising Awareness Through e-Learning

Year Conducted	Details	Scope	Attendance rate
FY2023	Operating the Sustainable Procurement Standards	Tokyo Tatemono officers and employees	100%
FY2024	Tokyo Tatemono supply chain management initiatives and respect for human rights within the Group's business supply chain	Tokyo Tatemono officers and employees	100%
	Respect for human rights in the supply chain when conducting business	All Group employees*	Tokyo Tatemono Group 97.8% Tokyo Tatemono 100%
FY2025	Supply chain management initiatives	Tokyo Tatemono officers and employees	99.9%
	Respect for Human Rights in the Supply Chain When Conducting Business	All Group officers and employees*	Tokyo Tatemono Group 91.9% Tokyo Tatemono 99.9%

* Scope may be adjusted based on the circumstances of each company, such as whether computers have been provided.

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Improving Quality and Customer Satisfaction

Policy and Concept

The Tokyo Tatemono Group pays attention not only to quality in the “hard” aspect of our business—our buildings—but also to quality in the “soft” aspect, such as through the services we provide to our customers. We believe that our competitiveness as a business derives from building safe and secure communities and continuing to improve customer satisfaction.

Moreover, we have introduced various systems that reflect customer feedback into our business activities as well as strive to further enhance quality from the customer perspective and improve the satisfaction of our customers.

Quality Control in the Commercial Properties Business

The Human Building Philosophy

In the Commercial Properties Business, we are guided by the concept of the “Human Building,” in which people are always at the center. We want our customers to feel safe, secure, and comfortable across both the hard and the soft aspects. To ensure that all employees in the Commercial Properties Business have a deeper understanding of this concept, and to link it to further efforts, we have formulated Five Actions (Code of Conduct). We put these guidelines into practice in our daily work, with the goal of creating a building that our customers can feel is “My building.”

Human Building
～ いつも、真ん中に人。～

- Five Actions
1. Take an interest in “everything going on” in the building.
 2. Imagine “if you were a customer.”
 3. Value opportunities to “engage in dialogue” with customers.
 4. Become “one team” beyond organizational boundaries.
 5. Turn today’s learning and experience into “everyone’s strength.”

Quality Control Initiatives in the Commercial Properties Business

Quality Control during Planning, Design, and Construction

We have established a quality control system in our Commercial Properties Business with the aim of delivering safety, security, and comfort to our customers. With regard to planning and design, we have formulated design guidelines and distributed them to design companies in order to clarify the quality requirements for the buildings Tokyo Tatemono develops. With regard to construction, we have produced a construction policy document and distributed it to construction companies to ensure that all construction work is carried out appropriately based on plans and designs. Construction companies are required to carry out self-checks on quality based on this policy document, reporting back to Tokyo Tatemono on a regular basis.

In order to gain expertise and apply it to new commercial office building developments, meeting bodies are set up for each phase of the development process, such as when acquiring development sites, considering building products, tenant leasing, considering building management, and after building completion, where stakeholders share issues and other matters. Through these

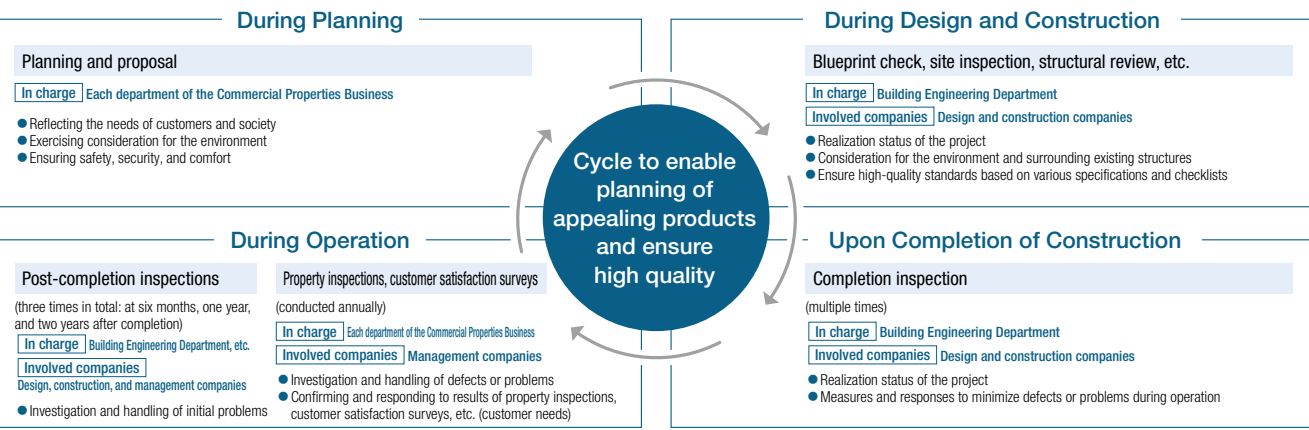
meetings, where departments involved in the development and operation of commercial office buildings exchange ideas on quality and safety, we strive to improve the quality of commercial office buildings and customer satisfaction.

Quality Control During Completion and Management

Questionnaire surveys are given to tenants every year in order to accurately understand their needs as occupants of commercial office buildings. The survey results and responses are shared internally where they are used as reference for future development in terms of hard aspects and to expand and improve services in terms of soft aspects as well.

Tokyo Fudosan Kanri, a Tokyo Tatemono Group Company which is engaged in building management, has also established and is operating a quality management system of its own. The aim of this system is to maintain and improve the quality of its overall building management and thereby increase customer satisfaction. Inspections of management sites, an essential step in this process, are carried out through both regular checks by the department in charge and self-checks by the management site. This is to ensure that legal compliance and the quality of in-house standards are met for building management, cleaning, and firefighting services.

Quality Control Initiatives in the Commercial Properties Business



* This cycle is also implemented in large-scale renovations of aging buildings.

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Improving Quality and Customer Satisfaction

- Responding to Defects or Areas for Improvement as They Arise

We make sure not only to deal promptly with any defects or areas requiring improvement that arise during the construction phase or after delivery, but also share these with the relevant departments. For particularly urgent matters, we immediately inform teams at other construction sites, as well as revising manuals and providing employee education to prevent recurrence.
- Providing Appropriate Information to Customers

We believe that providing customers with timely and appropriate information leads to greater peace of mind.

As part of our Brillia condominium business, we offer construction site tours for customers of properties that are sold before completion. On-site staff give detailed explanations regarding the progress of construction at each stage of the build, which otherwise cannot be seen after completion. These efforts have been highly praised by customers. During construction, the status of the build is regularly reported to customers in the building report.
- 📖 Responsible Marketing (p. 101)
- Post-move Security and Quality Support

Under the theme of Comfort from Day One, Brillia provides comprehensive after-sales support to help customers live comfortably after moving in.
 - Up to second year after completion: scheduled after-sales service
 - 10, 15, and 20 years after completion: support through the Brillia Home Regular Checkups
 - Up to 10 years after the end of the after-sales service period: Brillia Equipment Safety Support 10 (a new service for the repair and replacement of housing equipment and devices available for a fee during the period after the after-sales service period ends, a time when housing equipment and devices often fail)
 - Brillia Life Support App (allows users to request replacement of home equipment and appliances, purchase home equipment supplies, and order cleaning services on smartphones)

Requests to suppliers to ensure safety and quality

To ensure and improve product safety and quality, the Tokyo Tatemono Group has established a category for “Assurance and Improvement of Safety and Quality” in its Sustainable Procurement Standards, which apply to all suppliers involved in its business operations, and has defined specific quality-related requirements such as establishing appropriate quality control and quality assurance systems.

Sustainable Procurement Standards (Excerpt)

5. Assurance and Improvement of Safety and Quality
- Establish appropriate quality control and quality assurance systems for products and services provided to customers, strive to ensure and improve quality, and disclose accurate information without falsification.
 - Place the customer’s perspective first and respond sincerely to requests and complaints regarding the products and services provided.

In addition, the “Sustainable Procurement Standards Guidelines,” which were prepared to promote an accurate understanding of the purpose and content of these standards, also present examples of specific initiatives that contribute to “Assurance and Improvement of Safety and Quality,” such as the introduction of quality management systems certified by certification bodies and the establishment of contact points for products and services.

📖 Supply Chain Management (p. 59)

Pursuing Convenience as Real Estate

The Tokyo Tatemono Group evaluates all buildings it develops, including office buildings and for-sale condominiums, from the perspective of people with disabilities, including consideration of access to public transportation. Based on these considerations, we aim to create spaces that are accessible to all customers, including the elderly and people with disabilities, as well as local residents, by introducing barrier-free accessibility and universal design.

Raising Employee Awareness through Training and Meetings

- Value Chain Meeting Aimed at Improving Quality

In the Tokyo Tatemono Commercial Properties Business, we have established the Value Chain Meeting as a cross-functional forum involving all employees, from office building development through to operations, aimed at gathering input across all project phases, from land acquisition to post-completion review. The meeting enables expertise accumulated at Tokyo Tatemono to be leveraged in various projects. This not only improves quality and product safety but also enhances employee skills and awareness.
- Mutual Understanding for Quality Improvement

Staff from Tokyo Tatemono Group companies involved in office building operations and management (including construction) work to improve the quality of operations while deepening mutual understanding. Examples of these efforts include regular meetings with staff from each company, joint inspections of buildings, and hands-on sessions where employees experience the work of other Group companies.

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Improving Quality and Customer Satisfaction

● Training to Improve Building Management Skills

Tokyo Fudosan Kanri provides training programs for all employees involved in building management operations to enhance work quality and develop talent. The training is not limited to lectures, but emphasizes practical learning using actual equipment.

To support this approach, we have established dedicated training centers. The center is equipped with equipment and devices that are in actual use in building management (electricity, air conditioning, hygiene, etc.), as well as a mock cubicle for responding to a power cut. This allows trainees to learn through a unique curriculum that mixes practical skills and training. In addition to training programs at the center, we have established a training curriculum for all employees, including new hires. We conduct hands-on training about topics such as fundamental knowledge, operation methods, handling, repair, and parts replacement for equipment and systems, as well as holding various seminars.

● Condominium Management Training

At Tokyo Tatemono Amenity Support, training programs are provided for all employees involved in condominium management to improve their skills and cultivate management staff. The training emphasizes practical learning using actual equipment. To support this approach, we have established dedicated training centers.

The center provides high-quality vocational training, including incorporating a curriculum certified by the Tokyo Metropolitan Government based on the Vocational Abilities Development Promotion Act as part of the training for condominium managers. The center features equipment actually used in facilities (condominium management offices, fire-fighting facilities, plumbing facilities and piping facilities, etc.), enabling a wide range of specialized training for management staff.

Raising Employee Awareness through Our Awards System

● The Human Building Competition: Facilitating Customer Safety, Security, and Comfort

Tokyo Tatemono holds the Human Building Competition once a year as an event to facilitate information sharing and communication. All Group companies involved with our Commercial Properties Business participate. Through this convention, we not only communicate the management policies of the Commercial Properties Business, but also achieve safety, security, and comfort for our customers. Furthermore, we introduce and celebrate examples of outstanding implementations of our Human Building philosophy. By sharing these positive examples and cultivating interaction among Group employees, we encourage improvements in quality and service leading to greater safety, security, and comfort for our customers. In 2025, seven projects received awards, and examples of excellent initiatives in each project were shared at the awards ceremony.

● The Good Job Idea Competition: Strengthening On-Site Capabilities

Tokyo Fudosan Kanri has introduced the Good Job Idea campaign with the aim to improve customer satisfaction through on-site improvement activities. In this campaign, exemplary cases are selected for commendation twice a year from among on-site improvement activities related to enhancing safety, security, and comfort, improving operational efficiency, and energy-saving efforts. In fiscal 2025, 176 ideas were recognized with awards. In addition, we hold the Good Job Idea Competition annually to present and recognize especially outstanding ideas that received awards from among the award-winning projects under the system. Through these efforts, we raise awareness of improvement at each work site, sharing improvement actions throughout the company to improve quality and service levels.

● Brilliia Design Award Internal Commendation System

In the Tokyo Tatemono Residential Business, we introduced the Brilliia Design Award commendation system for some of our Brilliia condominiums, recognizing designs that reach customers under a quantitative rubric based on survey responses from relevant stakeholder meetings. This annual program judges the designs of condominiums completed during the calendar year and recognizes properties deemed outstanding. The judging process evaluates properties for outstanding achievement in design based on seven categories: (1) overall plan, (2) exterior, (3) plants/landscape, (4) approach and entrance, (5) refinement in daily flow lines, (6) detail, and (7) challenges in the project. Through this evaluation system, we aim to share best practices, raise awareness and motivation for Brilliia Design, and further improve quality and service.

● Inner Branding: Brilliia Pride Project

The Residential Business launched the Brilliia PRIDE PROJECT in July 2023 as an internal branding initiative aimed at enhancing customer satisfaction and brand value for Brilliia. In support of these efforts, we have established a set of action guidelines to instill a shared understanding of the Brilliia brand among employees. Further bolstering the initiative are innovation seminars featuring guest lecturers and the commendation of employees who put the action guidelines into practice, with the aim of keeping these principles top of mind, thus driving the continuous improvement they represent.

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Improving Quality and Customer Satisfaction

Initiatives to Improve Customer Satisfaction

Conducting Customer Satisfaction Surveys

The Commercial Properties Business conducts customer satisfaction surveys every year for office building tenants. With a focus on safety, security, and comfort, we gather feedback on building facilities and management, as well as the service provided by staff and management personnel, and use the input to make improvements based on tenant needs. By also sharing tenant needs and improvement measures prompted from these surveys among related departments and incorporating them into other office buildings and new developments, we endeavor to further enhance tenant satisfaction not only in the relevant office building but also in the Commercial Properties Business as a whole.

Specific improvement measures based on the survey include making proposals to tenants regarding air conditioning settings and other operational issues, and optimizing air conditioning zoning in new developments. We are also working to enforce strict separation of smoking and nonsmoking areas within buildings and to address areas with poor mobile phone reception.

(Data) Office Building Customer Satisfaction Survey Results (p. 109)

Customer Satisfaction Survey, Response Ranking (FY2025)

Satisfied	#1	Response to tenant incidents by disaster prevention center and management office
	#2	Tokyo Tatemono staff response
	#3	Responses by facility staff (management)
Dissatisfied	#1	A/C temperature and humidity settings/control
	#2	Mobile and smartphone reception and connectivity
	#3	Air conditioning noise, unusual odors, and other discomfort

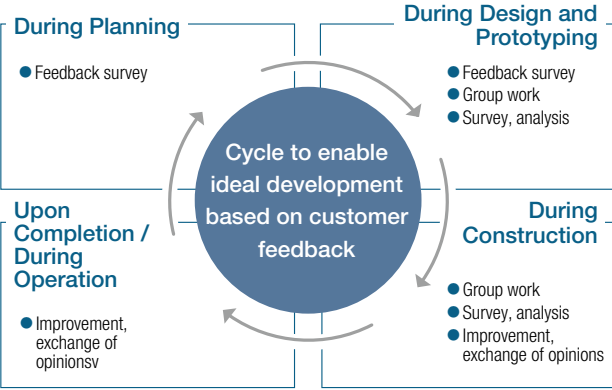
bloomoi, a Co-Creation Project for Housing and Living

Bloomoi is a co-creation project for housing and living that was born out of Brillia. Since its launch in 2012, the project has expanded the scope of co-creation beyond product planning to include services

and lifestyle proposals. By listening to a diverse range of voices and incorporating multiple perspectives, the project delivers products and services that value individuality and self-expression.

Product planning and services conceived out of the cocreation projects resonate with customers, improve customer satisfaction, and help to differentiate ourselves from other companies. The many different ideas that have stemmed from dialogue with customers are continuously being fed back into the Company to be used in future development projects.

Bloomoi Co-Creation Process



bloomoi (Only available in Japanese)

Improvements Based on Customer Recommendation (NPS) Surveys

In our Residential Business, we see customer loyalty as a key performance indicator. Based on this, we survey customers to measure the likelihood they would recommend Tokyo Tatemono (Net Promoter Score) at three stages: at the time of contract, on delivery, and after moving in.

We use the survey results to improve product development, sales, quality control, and after-sales service.

External Evaluation

Tokyo Tatemono Receives Good Design Award

Tokyo Tatemono is focusing on a diverse range of business activities that go beyond the boundaries of real estate development, with an eye toward maximizing value of place and value of experience across a wide range of asset types. These individual initiatives were recognized, and in FY2025, a total of eight projects, including real estate development projects, received the Good Design Award*.

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

Examples of Projects Receiving the 2025 Good Design Award

Award-winning project	Location	Award category	Key evaluation points
Brillia Fukasawa Hatchome*1 (completed in December 2024)	Setagaya-ku, Tokyo	Medium- to large-scale housing complexes	A design that demonstrates a genuine commitment to participation in the local community, featuring the placement of art that elevates the history of the site within the resident circulation, as well as a structural and planting plan intended to complement the local rows of cherry blossom trees.
Brillia ist Ikejiri-Ohashi (completed in January 2025)	Meguro-ku, Tokyo		A design that blends harmoniously with the surrounding environment, a diverse range of residential unit plans that emphasize sound insulation and flexibility, and the provision of practical common areas that encourage interaction among residents
T-PLUS Nihonbashi-Kodenmacho*2 (completed in April 2022)	Chuo-ku, Tokyo	Architecture and environment of office and industrial facilities	Embodies architecture that refreshes often-uniform urban office buildings by positively incorporating the unique characteristics of the site and surrounding environment
Hilton Kyoto (completed in May 2024)	Kyoto-shi, Kyoto	Architecture and environment for commercial use	An upper-upscale hotel featuring a sophisticated, mature spatial design that reinterprets traditional Kyoto machiya techniques in a contemporary way, with a refined design that embodies a sense of authenticity and elegance

*1 Jointly awarded with NOBORU USHIGOME ARCHITECTURE OFFICE Co., Ltd.
*2 Jointly awarded with Coelacanth and Associates and Aoki Asunaro Construction Co., Ltd.

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Revitalizing and utilizing real estate stock

Policy and Concept

Many of the housing complexes that were built throughout Japan in the postwar era to support Japan's rapid economic growth have now become run-down decades after their construction. Many of these buildings face serious issues, including concerns about resilience against earthquakes and security and the lack of elevators, so there is an increasing need to rebuild these complexes. In addition, housing complexes, where many families raising children once lived, are now experiencing an outflow of residents and an aging population, so revitalizing communities that connect local residents is also a major issue.

Disaster preparedness has also become an issue in urban areas where there are many densely built-up areas and a labyrinth of narrow streets. In addition, in areas where many of the stores in shopping districts have closed down or where there is little residential or street lighting, bringing back liveliness and improving crime prevention are issues.

Through the reconstruction of apartment complexes and redevelopment of urban areas, the Tokyo Tatemono Group is building safe, secure, convenient, and comfortable communities for customers and local residents, while also creating new value suited to the changing times and contributing to the revitalization of local communities.

In addition, as demographic composition and surrounding environments continue to change, the optimal uses, functions, and specifications of real estate are also evolving, and an increasing amount of real estate remains sufficiently usable despite no longer fully meeting the current needs of society and local communities.

The Tokyo Tatemono Group will maximize asset value by renewing and effectively utilizing existing real estate stock to better meet the current needs of society and local communities, while also contributing to the promotion of a stock-based society.

 [Tokyo Tatemono Condominium Reconstruction](#)
(Only available in Japanese)

 [\(Data\) Revitalizing and Utilizing Real Estate Stock \(p. 110\)](#)

Reconstruction of Apartment Complexes, Redevelopment of Urban Areas, etc.

Key Recent Projects

Kunitachi Fujimidai Danchi Condominium Reconstruction Project (PROUD CITY Kunitachi)



Location	Fujimidai 1-chome, Kunitachi-shi, Tokyo
Uses and units after reconstruction	589 dwelling units (previously 298), community facilities
Completion	March 2026

This project promotes reconstruction in collaboration with right holders and joint ventures to address issues such as aging buildings, deteriorating infrastructure, and noncompliance with barrier-free standards. After the reconstruction, the walkway on the site will be separated from the

roadway and redeveloped into a space designed for pedestrians, and a green space will be provided to create a habitat for living creatures. This was recognized as contributing to the improvement of local amenities and the development of the local streetscape, and the height limit was relaxed from the general standard of 19 m to the special standard of 25 m. A green and pleasant living environment was created by making good use of the newly-vacated land and expanding the green space and walking space.

* The above property perspective may differ from the actual property.

Kojimachi Sanno Condominium Reconstruction Project (Brillia Nibancho)



Location	Niban-cho, Chiyoda-ku, Tokyo
Uses and units after reconstruction	104 dwelling units (previously 57, consisting of 53 residential and 4 retail units)
Completion	May 2026

This project promotes early reconstruction in collaboration with right holders to address the urgent need for a drastic solution to the building's insufficient earthquake resistance and state of deterioration. Under Tokyo's Urban Housing Comprehensive Design System* (HCDS), the floor space index requirement was relaxed, increasing the number of residential units from 57 to 104 in a newly rebuilt, seismic-isolation condominium. Located just one minute on foot from Kojimachi Station on the Tokyo Metro Yurakucho Line, the building's design is sympathetic to the Bancho area and reflects the progressive nature of the town.

* A system that allows floor space index and height restrictions to be relaxed if the design ensures a certain amount of open space on the premises, etc.

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Revitalizing and utilizing real estate stock

Japan Pearl Center Revitalization Project (Brillia Kobe Old Foreign Settlement)



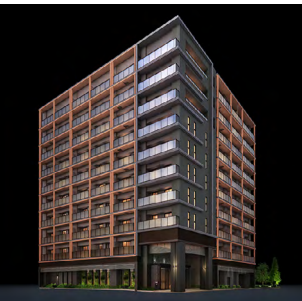
Location	Higashi-machi and Ito-machi, Chuo-ku, Kobe-shi, Hyogo
Uses and units after reconstruction	53 dwelling units, an exhibition hall, and an office
Completion	October 2026 (scheduled)

This project is a regeneration of the Japan Pearl Center, closed due to deterioration, in Kobe, one of the world’s leading pearl industry clusters, and the site will be used to build a condominium complex that combines residential, exhibition, and office space. The new facility is scheduled to re-open the Kobe Pearl Museum and the pearl “bidding hall” that were located in the old facility. Through this project, the history and culture of Kobe’s pearl industry will be passed on to future generations, and it will

also help to stimulate local industry. In addition to being the first residential building in Kobe City to receive ZEH-M Ready*1 certification, the project also received certification as a low-carbon building*2 as specified by the Low Carbon City Act.

*1 This is to reduce annual energy consumption by 50% or more on a whole-building scale through energy conservation and creation.
*2 A building in which a range of low-carbon measures are taken to curb carbon dioxide emitted during everyday life and other activities in the building.

Higashi-Mukojima 2-chome 22 District Disaster Prevention Block Improvement Project (Brillia Hikifune)



Location	Higashi-mukōjima 2-chome, Sumida-ku, Tokyo
Uses and units after reconstruction	99 dwelling units, neighborhood association center
Completion	November 2026 (scheduled)

This project promotes urban development aimed at improving disaster preparedness and the living environment in an area with dense clusters of wooden houses in Higashi-mukōjima, Sumida-ku, Tokyo, which has been targeted as a fireproofing promotion district. By demolishing dilapidated buildings and reconstructing them as “Brillia Hikifune,” an earthquake-resistant condominium,

the project aims to solve this problem of areas with densely-clustered wooden houses, which are highly prone to disasters. In addition, the project will make buildings fireproof and earthquake resistant, widen roads, and improve public facilities. It will also help form a fire spread barrier zone and ensure that emergency transportation roads will be passable in the event of a disaster.

Tōshō Center Building Condominium Reconstruction Project (Brillia Tower Asakusa Yanagibashi)



Location	Yanagibashi 2-chome, Taito-ku, Tokyo
Uses and units after reconstruction	267 dwelling units (previously 91, and other offices and exhibition space, etc.)
Completion	April 2027 (scheduled)

Taking advantage of the relaxed floor-area ratio granted by the Urban Housing Comprehensive Design System, this project will construct a 120-meter-high vibration-isolated tower condominium, which will become a new landmark in the Asakusabashi area, elevating the urban environment. A pedestrian walkway will be constructed to connect with the Sumida River Terrace, enhancing local mobility and helping to improve disaster preparedness, not to mention providing a bustling facility. In addition, the project will be integrated with the Tokyo Metropolitan Government’s super

levee improvement project to bolster safety and provide a waterside space. This project is highly regarded, having been selected by the Ministry of Land, Infrastructure, Transport and Tourism for its FY2022 Model Project for Extending the Lifespan and Effective Utilization of Existing Condominium Stock*.

* To promote the proper maintenance and management of aging condominiums as well as the renovation and reconstruction of condominiums to extend their lifespan, this project supports leading condominium revitalization projects.

Minoh Sunplaza No. 1 Redevelopment Project (MINOH MARKS)



Location	Minoh 6-chome, Minoh-shi, Osaka
Uses and units after reconstruction	109 dwelling units, public/ commercial facilities, retail space, etc.
Completion	October 2027 (scheduled)

As a redevelopment project for Minoh Sunplaza No. 1, where building and facility deterioration had progressed and insufficient earthquake resistance was identified through a seismic diagnosis, this project involves the construction of a mixed-use condominium

integrating residential, commercial, and public facilities. This project was the first in the Kansai region to utilize the “Condominium Site Sale System” under the Act on Facilitation of Reconstruction of Condominiums. The public/commercial facilities on the first through third floors will be reacquired by the city of Minoh and are scheduled to be developed as core facilities for creating vibrancy, contributing to the revitalization of the area around the station through facilities for regional exchange, tourism exchange, childcare support, and other functions.

* A system that allows the sale of buildings and land with the approval of at least four-fifths of unit owners, etc. for condominiums certified as having insufficient earthquake resistance or similar issues. The system makes it possible to shorten project timelines, reduce the burden on management associations, and enable the use of land and buildings for a wide range of purposes suited to the characteristics of the site.

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Revitalizing and utilizing real estate stock

Akimoto Building Minamidai Housing Reconstruction Project (Brillia Honancho)



Location	Minamidai 5-chome, Nakano-ku, Tokyo
Uses and units after reconstruction	179 dwelling units (previously 56, excluding rental housing and offices)
Completion	February 2028 (scheduled)

This project involved promoting reconstruction discussions with rights holders, as the property faced issues including deterioration and insufficient earthquake resistance, in addition to upcoming leasehold renewal negotiations that would have imposed a significant burden

on rights holders. By utilizing the “Condominium Site Sale System”^{*} under the Act on Facilitation of Reconstruction of Condominiums, the project enabled a large-scale development with a total site area of approximately 4,137 m², including adjacent land owned by Tokyo Tatemono. Brillia Honancho, an 11-story condominium with a total of 179 units to be constructed on the site, is planned to include an open plaza space within the property that can also serve as a place for community relaxation.

^{*} A system that allows the sale of buildings and land with the approval of at least four-fifths of unit owners, etc. for condominiums certified as having insufficient earthquake resistance or similar issues. The system makes it possible to shorten project timelines, reduce the burden on management associations, and enable the use of land and buildings for a wide range of purposes suited to the characteristics of the site.

Tateishi Station North Exit District Category I Urban Redevelopment Project



Location	Tateishi 4-chome and 7-chome, Katsushika-ku, Tokyo
Uses and units after reconstruction	East district: government office buildings, retail space, public-interest facilities, etc. West district: 710 dwelling units, retail space etc.
Completion	March 2030 (scheduled)

This is an urban redevelopment project covering an area of approximately 2.2 hectares located north of Keisei Tateishi Station

on the Keisei Oshiage Line in Katsushika-ku, Tokyo. Although the area has developed as a commercial district in front of the station, it has also faced issues such as narrow roads and densely clustered wooden buildings. The project promotes community development aimed at improving disaster prevention and the residential environment through appropriate, rational, and sound high-level land use and the development of blocks that allow emergency vehicles to pass through smoothly. The project aims to create “a vibrant town serving as the center of the ward, where culture, daily life, and business coexist, and where people can continue living safely and securely.”

(Data) Revitalizing and Utilizing Real Estate Stock (p. 110)

Maximizing Asset Value through the Effective Utilization of Existing Real Estate Stock

Tokyo Tatemono and Group company Tokyo Tatemono Real Estate Sales are promoting the effective use of existing real estate stock by carrying out conversions, which change the use or specifications of existing buildings to suit current social and regional needs and customer requests, as well as renovations, which refurbish them. In doing so, they are maximizing asset value while also contributing to the promotion of a stock-based society through the effective use of resources and reduction of environmental impact.

Examples of Tokyo Tatemono Real Estate Sales Initiatives



Crobis Akihabara, property owned by Tokyo Tatemono Real Estate Sales (as of June 2026)

▶▶ Conversion and renovation carried out for a building over 30 years old

Location	Taito 1-chome, Taito-ku, Tokyo
Completion	November 1993
Property acquisition	Acquired by Tokyo Tatemono Real Estate Sales in March 2024
Use after conversion	Office and retail space (previously offices, parking, and warehouses)
Timing of conversion and renovation work	December 2024

<Specific Initiatives>

- **Conversion (change in use) from parking to retail space**
Taking into account the needs of building users and the local area at a site located a 10-minute walk from Akihabara Station, the first floor, which had previously been used for parking, was converted into retail space.
- **Renovation (refurbishment) into setup offices*, etc.**
Given the strong demand for office relocations among venture companies and IT-related companies in the area, the property was renovated into setup offices. In addition, common areas such as the entrance were also renewed.

^{*} Offices that are already equipped with facilities, furniture, and other interior features, allowing tenants to begin operations immediately after moving in.



Conversion from parking to retail space in progress

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Contributing to Local Society and Communities

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

Legend:
Redevelopment with Tokyo Tatemono's participation
Redevelopment with Tokyo Tatemono's involvement
Buildings owned by Tokyo Tatemono

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	7 City Lab TOKYO Open innovation hub for building a sustainable city and society
	8 THE FLYING PENGUINS A bar where the staff, which changes daily, serves as a 'bridge' to create meetings and 'stylish interactions'
	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.

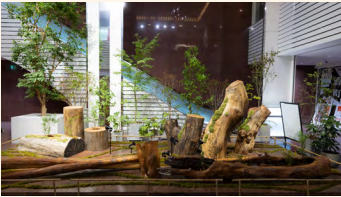
Specific Actions Toward Realizing the Regenerative City Tokyo Concept

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.

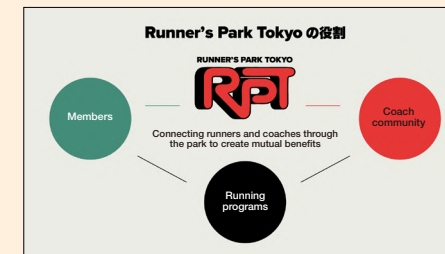
*1 MINKABU THE INFONOID, Inc. obtained naming rights for its common name.
*2 Act on Promotion of Private Finance Initiative



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 Shakuji-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.



Shakuji-ii BASE



Interaction at Shakuji-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)

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Human Resource Development

Policy and Concept

Tokyo Tatemono sees talent as one of the foundations of our organization, enabling the Tokyo Tatemono Group to create value and grow sustainably. In order to realize our long-term vision, we have set improving employee growth and job satisfaction as one of our material issues, and we are working to strengthen human capital as one of our most important management issues.

To enhance corporate value by maximizing the value of our human resources, we are actively promoting initiatives to develop human resources and improve the internal environment, and we are investing more into our talent based on the Human Resource Philosophy and Policy described below. Specifically, under the Group Medium-Term Business Plan (FY2025–FY2027), we have adopted a policy of working to build a human resource portfolio as one of our human resource strategies linked to business strategy, and are implementing various measures based on this policy.

Human Resource Philosophy

The Company’s growth is tied to its employees’ growth, therefore, we are responsive to their contributions.

Human Resource Policy

① Desired human resource: Trustworthy people, People who forge their own paths

② Creating a fulfilling, rewarding workplace in which employees can experience growth and feel satisfaction from their work

Item	Scope of coverage	KPI and targets
Promotion of skills development	Tokyo Tatemono	Average training time per employee: 15 hours or more each fiscal year
		Career training participation rate: 100% each fiscal year

Material Issue KPIs and Targets (p. 11)

Building a Human Resource Portfolio

Tokyo Tatemono recognizes that appropriately recruiting, developing, and assigning human resources is essential to executing its business strategy. In recruitment, we actively conduct mid-career hiring in addition to hiring new graduates, while also focusing on acquiring highly specialized talent and talent capable of promoting digitalization and globalization. For human resource development, we use personnel rotation as a core initiative, allowing employees to experience work in approximately three departments during their first ten years with the Company in order to gain a broad perspective and experience as developers, while also cultivating employees with strong aptitude in a particular field as specialists. In addition, we have established a hierarchical training system aimed at helping employees

recognize their roles and develop their abilities according to their stage of growth, while also focusing on encouraging a culture of self-directed learning through systems such as self-development support programs and external training that allow employees to consider and choose the knowledge and skills they need. Additionally, in line with our global expansion, we also provide support for learning English and other languages. When assigning personnel, we strive to ensure appropriate placement in which each employee’s WILL, MUST, and CAN are aligned by understanding employees’ career perspectives and areas of interest through regular interviews with all employees and utilizing a talent management system.

(Data) Average hours of training per year per employee (p. 108)

(Data) Career training participation rate (p. 108)

Level-Specific System (Outline)		Content and theme	Purpose
Officers		New assignment training, and individual training on business management and risk management	
Line managers (general managers, group leaders)		New assignment training, evaluator training, mental healthcare training, management training based on 360-degree surveys	Training to acquire the necessary knowledge and skills for line management
Managers		New manager training, assessment training	Assessment training Training for newly appointed managers and assistant managers to take stock of their own skills and learn the knowledge and mindset required to solve problems
Assistant managers		Assessment training	
Senior employees	Career training		Career training Training to acquire the mindset to independently shape one’s career and to develop future career prospects.
	Elective training	• Design thinking • Negotiation • Data analysis • Management accounting • Corporate value evaluation • Marketing	Elective training Training that can be selected and attended according to the individual’s career prospects.
New employees		• Management strategy training • Corporate governance and IR training	
		• New employee training (business basics, etc.) • Group training for employees in their third year after graduating • Basic practical real estate training • Joint group training and sports days • Logical thinking • Accounting and finance training • Presentation • Mental health	Joint group training and sports days Initiatives aimed at revitalizing the whole Group by enabling employees to deepen mutual understanding, develop a sense of camaraderie, and create Group synergy beyond the boundaries of their affiliated companies
Other training			
Global training		Foreign language learning and overseas site visits	
Self-development/ External dispatch		Business school/graduate school attendance support, business school single-subject dispatch, cross-industry exchange training, correspondence courses, external seminars, lectures by external experts	

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Training System for Young Employees

To facilitate on-the-job training for new employees, we have a new employee counselor system under which one counselor is assigned to each new employee to provide counseling on daily work, human relations, and other issues.

In addition, for the purpose of developing and supporting the career development of young employees, we conduct surveys and training for employees in their third and fifth years with the Company that visualize both external expectations and self-perception, helping employees recognize any gaps and apply those insights to their future growth.

At Tokyo Tatemono Group companies, counselors and personnel responsible for employee development are appointed to provide OJT-based training, while also focusing on practical training such as role-playing and hands-on exercises tailored to each company's operations and areas of expertise.

Clarification of Roles through a Management by Objectives System

We have introduced a management by objectives system to keep our employees motivated and to encourage them to embrace challenges toward achieving their goals. The company's overall annual business plans are broken down into annual business plans for each business division such as the Commercial Properties Business and Residential Business, and each relevant department. And by clarifying individual goals while breaking the business plans down into annual plans for individual employees, we have created a system in which the achievement of individual goals effectively influences the achievement of organizational goals. In addition, we have put in place a system to help employees achieve their goals.

We are establishing a system to achieve our targets through three interviews per year between supervisors and subordinates and on-the-job training.

Improving Employee Engagement

Tokyo Tatemono is committed to creating a rewarding workplace that serves as the foundation for human resource development. To objectively assess workplace conditions, we periodically conduct an employee engagement survey targeting all employees through an external organization.

Issues discovered in this survey are addressed for improvement with the assistance of experts, and a PDCA cycle is set up to monitor the status of these issues as well as consider and implement further improvement measures as necessary.

The engagement score* for FY2026 continued to improve, maintaining a high level.

On the other hand, as scores vary by department and hierarchy, we recognize addressing individual issues in each department and hierarchy as an area that requires focused attention, and will consider and implement various measures tailored to each situation.

*Rating: AAA, Score: 67.6

 (Data) [Employee Engagement Survey \(p. 108\)](#)

Measures in Response to Issues Identified in the FY2026 Survey

Aim of measure	Improve the quality of on-site management and deepen dialogue to correct disparities between organizations and organizational levels
Details	1 Provide individual follow-up for departments with low scores Conduct interviews with management-level employees in departments with relatively low scores through external consultants, and provide support to visualize issues and make improvements
	2 Conduct a 360° survey for management-level employees Promote objective reflection on management behavior through multifaceted feedback from supervisors, subordinates, and others
	3 Enhancement of Group Leader Training Expand training programs for group leaders who engage with employees on a daily basis, with the aim of improving their dialogue, development, and team management skills

Cultural Design Program “TASUKI”

Since 2024, Tokyo Tatemono has implemented the training program “TASUKI,” based on the concept of “Passing Tasuki to develop new ideas based on study of the past,” with the aim of inheriting the Company's history and culture and further deepening and evolving the chain of value creation unique to the Company. Targeting young and mid-career employees, we held sessions based on the experiences of past project leaders to share the creative approaches used to overcome challenges and how those experiences were later applied. The sessions also included opportunities for participants to exchange views on the lessons and insights gained from these project stories, creating opportunities for each employee to reflect on the culture of their company. In response to recent increases in personnel and the expansion of business domains, we continue to work toward reinforcing our corporate culture and values and fostering a sense of unity.

Provision of work experience programs for students

With the aim of improving students' abilities and providing opportunities for students to think seriously about their own futures, Tokyo Tatemono provides career education through “Work Experience Programs” for university and graduate students, as well as opportunities for students to interact with each other. We believe that this program provides students with an opportunity to gain prior experience working at our Company, which will reduce post-employment mismatches in the real estate industry as a whole, prevent premature job turnover, and lead to the development and retention of young employees. In FY2025, the program was conducted in the summer, fall, and winter, with a total of 323 participants accepted.



Scenes from the Work Experience Program



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Policy and Concept

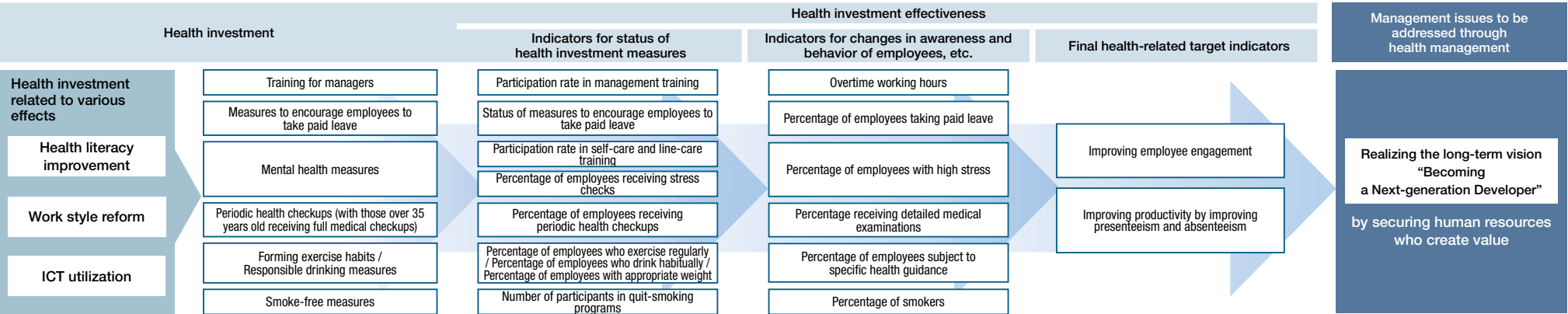
To enable our officers and employees to be healthy in body and mind and to work with a lively spirit, the Tokyo Tatemono Group has designated the President as the Chief Health Officer (CHO) and we are working on initiatives to maintain and improve the health of each individual Group officer and employee in accordance with the Group Health Management Declaration. With regard to health management, we have identified improving employee growth and job satisfaction as one of our material issues. We have set KPIs and targets based on this material issue, promoting efforts to achieve these targets.

Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support, which are involved in building construction and management, are working to promote occupational health and safety by conducting assessments and raising awareness among officers and employees, with the goal of achieving zero workplace accidents. Furthermore, we request suppliers, including construction and building management companies and all other suppliers, to ensure sound labor practices and working environments based on the Sustainable Procurement Standards established for the entire Group, with the aim of maintaining and improving good health and promoting health and safety throughout the supply chain.

Item	Scope of coverage	KPI and targets
Promotion of health management	Tokyo Tatemono	Health check-up rate and follow-up test rate: 100% each fiscal year Smoking rate: 12% or less each fiscal year Percentage of employees maintaining an appropriate weight: 75% or more by FY2028

Health Management Strategy Map

The Tokyo Tatemono Group manages its progress with a health management strategy map, which measures investments in health and their effects.



Tokyo Tatemono Group Health Management Declaration

The group philosophy of Tokyo Tatemono Group, ‘Trust beyond the era.’ encompasses our will to strive for the growth of the Company and the creation of a prosperous society, taking pride in the trust placed in us that extends over a century. To embody this group philosophy, we believe that supporting the health of our executives and employees as well as their families is vital. We see the mental and physical health of officers and employees as the primary source of sustainable corporate growth and actively promote activities for each and every person to maintain and improve their health. As the Chief Health Officer, I will work to make the environment more conducive to achieving this, and I promise that our organization will pursue health management as a whole.

Tokyo Tatemono Co., Ltd.
President and Chief Executive Officer Katsuhito Ozawa

- [Health Management / Occupational Health and Safety \(Results and data of initiatives\) \(Only available in Japanese\)](#)
- [Sustainable Procurement Standards](#)
- [Guidelines for the Sustainable Procurement Standards](#)
- [Material Issue KPIs and Targets \(p. 11\)](#)
- [Supply Chain Management \(p. 59\)](#)

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Structure

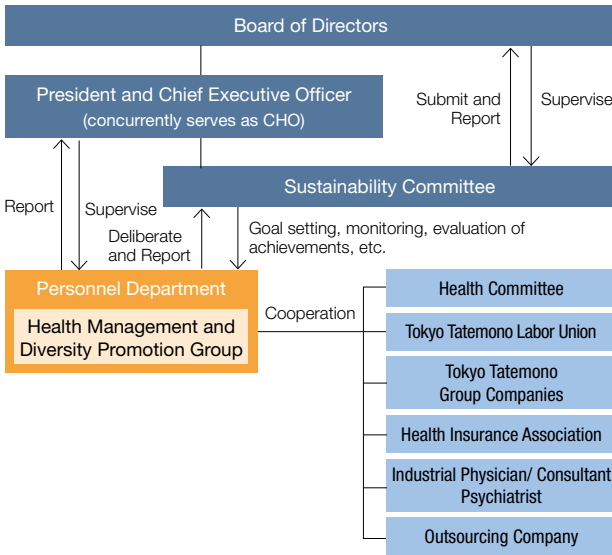
The Tokyo Tatemono Group's Sustainability Committee, chaired by the President, sets goals for the promotion of health management based on the material issue of improving employee growth and job satisfaction, defines specific initiatives to achieve these goals, monitors progress, and evaluates the details of achievement. Important matters deliberated and reported on by the Committee are submitted to or reported to the Board of Directors, which supervises the promotion of initiatives.

Furthermore, to realize occupational health and safety, Tokyo Tatemono established the Health Committee, which consists of representatives from the Personnel Department and each office/location, as well as industrial physicians and other medical professionals such as public health nurses. The committee is working toward continuous improvements. Half of the committee members, excluding the chairperson are appointed based on the recommendation of a person representing a majority of the employees. The committee meets once a month with the aim of improving health and safety in the workplace and maintaining and promoting the health of officers and employees.

Furthermore, the Group as a whole implements cross-group initiatives aimed at improving health and safety standards in the workplace and maintaining and promoting the health of officers and employees.

As part of initiatives implemented by Group companies, Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support have established a risk assessment framework for both new and ongoing projects to help prevent workplace accidents, and to identify causes and prevent recurrence if an accident occurs.

Health Management / Occupational Health and Safety Promotion System Chart



Health Promotion Initiatives

As well as setting targets of 100% of all officers and employees receiving health check-ups and follow-up tests each fiscal year and achieving a percentage of employees maintaining an appropriate weight of at least 75% by FY2028, we are also implementing various initiatives in cooperation with the health insurance association. In FY2025, the health checkup rate reached 100%, the follow-up examination rate was 97.8%, and the percentage of employees maintaining an appropriate body weight was 73.3%. We continue to work to maintain and improve the health of officers and employees and foster awareness of health management.

Managing Health Risks for Officers and Employees

Tokyo Tatemono uses medical examinations and other means to ascertain the risks to the health of its officers and employees. The initiative uses online interviews and an application linked

to measurement devices to provide specific health guidance to people over 40 years of age who have been identified as at risk of lifestyle-related diseases in the specific health check-ups (the implementation rate in FY2025 was 100%, and the completion rate was 98.8%). In addition, measures to prevent serious illnesses and group dental check-ups*1 are also provided for non-obese and younger people who are not eligible for specific health check-ups. In such a way we are actively working for the benefit of people's health through prevention and early treatment.

As a daily health management measure for employees, we have also established a system to support the cost of voluntary health management, including the cost of physical examinations and various cancer screenings, in the cafeteria plan*2 that we have introduced for the purpose of providing benefits. We are also striving to strengthen the prevention of infectious diseases, such as by inviting doctors to hold influenza vaccination sessions at the company's expense.

*1 Web-based dental questionnaires were conducted in FY2021 and FY2022. A dentist was invited to perform check-ups from FY2023 to FY2025.
*2 A system in which employees are provided a certain set of points to spend freely on a series of benefit options. This has the advantage of allowing individuals to enjoy a combination of benefits that suit their own circumstances.

(Data) Health Management Related (p. 109)

Initiatives to Reduce Smoking Rates

We have set a target of a smoking rate of 12% or less every fiscal year for all officers and employees. Since April 2020, we have continued implementing various initiatives to reduce smoking rates, including a complete ban on smoking during working hours. In FY2025, we provided free nicotine gum to employees who requested it and subsidized participation in smoking cessation programs organized by the Health Insurance Association. Due in part to the effects of these measures, the smoking rate improved from 21.0% in FY2019 to 12.1% in FY2025. These initiatives are being promoted across the entire Tokyo Tatemono Group while sharing information among Group companies.

(Data) Health Management Related (p. 109)

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Health Literacy Initiatives

We provide health-related training to officers and employees to improve health literacy and promote understanding of health issues.

Health-related Training Programs Held

Date	Theme	No. of participants (%)
February 2022	Seminar on work and women's health	880 (96.8%)
February 2023	Preconception care training	888 (97.2%)
February 2024	Eye health seminar	866 (86.9%)
June 2024	Seminar on work and women's health Theme: Promoting Understanding of Menopause	1,022 (98.4%)
October 2025	Responsible drinking seminar for new employees	28 (100%)

Scope of coverage: Tokyo Tatemono

Mental Health Initiatives

Tokyo Tatemono works not only to help our officers and employees understand the critical importance of their mental health, but also for early detection and prevention of mental health issues.

Major Mental Health Initiatives

- Stress self-check-ups every year to understand individual stresses in an appropriate and easy way
- Free access to mental health counseling provided by the Health Insurance Association
- Support system including training, in cooperation with a consultant psychiatrist, to support return to work
- Mental health line care training for new managers in a position to supervise subordinates (100% participation rate in FY2025)
- Self-care training for new employees with sports trainers as instructors (100% participation rate in FY2025)

Initiatives to address issues related to healthy habits

Based on the results of a health awareness survey given to employees, we recognize that many employees have issues with exercise and sleep habits, and we continue to implement initiatives aimed at improvement.

Results of the healthy habit improvement program

Fiscal year held	Scope	Theme
FY2023	Tokyo Tatemono Group (13 companies)	• Walking events using smartphone pedometer apps
	Tokyo Tatemono	Expert-led Seminars and Programs for Achieving Good Physical Condition
FY2024	Tokyo Tatemono Group (14 companies)	• Walking events using smartphone pedometer apps
	Tokyo Tatemono	• Identified sleeping patterns using smart rings and held sleeping counseling sessions with an expert • Held a trial session for a wellness program using smartphone apps that included meditation and yoga
FY2025	Tokyo Tatemono Group (13 companies)	• Walking events using smartphone pedometer apps

Creating a comfortable work environment

We are working to ensure a work-friendly environment by reducing fatigue and stress caused by work. This helps to prevent occupational accidents and health problems. We are working to improve the workplace environment from both hard and soft perspectives through initiatives such as selecting office furniture with consideration for health, allowing employees to choose seating according to their work style, and implementing various initiatives aimed at maintaining and improving health.

Improvement of Working Environment at Tokyo Tatemono Yaesu Building

Work environment	Thermal condition	Temperature control by AI air conditioning
	Visual environment	Installation of task lighting with adjustable illumination
	Sound environment	Installation of sound-proof booths and sound masking
Work method	Improvement of work posture by introducing tilting and lifting desks	
Rest Support	Set up a cafe space as a place for rest and communication	
	Installation of health equipment	
	Greening the office	

Addressing global health issues

Tokyo Tatemono recognizes the importance of addressing global health issues, including the three major infectious diseases (HIV/ AIDS, tuberculosis, and malaria). For employees assigned overseas and their families, we provide information on infectious diseases in their assigned regions and administer vaccinations.

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Occupational Health and Safety Initiatives

● Occupational health and safety at the Tokyo Tatemono Group

Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support work to ensure employee safety by establishing occupational safety manuals at each site and ensuring that all on-site workers, including those from partner companies, are fully informed of and thoroughly adhere to the guidance provided to prevent workplace accidents. As part of these activities, we aim to eliminate industrial accidents by raising safety awareness and implementing thorough initiatives. We are continuously improving our operations to create a safe work environment where employees can work with peace of mind. Tokyo Fudosan Kanri has also set a goal of achieving 1.7 million hours without accidents starting from February 2022, and has maintained a workplace accident-free record for 950,000 hours through the end of December 2025.

In the event of an industrial accident or highly dangerous case, Tokyo Tatemono analyzes the cause in detail. We then work to reinforce safety by disseminating information and providing guidance to prevent recurrence. In fiscal 2025, there were no fatal occupational accidents involving our employees, including contract employees. The Lost Time Injury Frequency Rate (LTIFR) was 0, and the occupational accident severity rate was 0. The lost-time injury frequency rate (LTIFR) and lost-time injury severity rate are monitored against the industry benchmark for “Services (not classified elsewhere)” in the Survey on Industrial Accidents (2024) conducted by the Ministry of Health, Labour and Welfare, in light of the characteristics of our business, and in FY2025 both indicators remained below those benchmark levels.

 (Data) Occupational Health and Safety Related Data (p. 109)

Safety confirmation prior to the start of construction work

When undertaking new construction projects, Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support identify hazardous tasks and areas at each construction site using check sheets and other tools as part of advance occupational health and safety confirmation procedures for their own employees and those of subcontractors. For identified issues, safety and health supervisors and technically qualified experts conduct thorough inspections and implement measures to prevent workplace accidents. For particularly large, high-risk construction projects, the safety of the construction site is ensured through a double process in which all parties involved, including the subcontractor, double-check the above.

Periodic Safety Inspections of Construction Sites

At Tokyo Tatemono Amenity Support, joint patrols are conducted twice a year at construction sites by the Health and Safety Cooperative Association formed together with partner companies, to check for hazardous areas and help prevent workplace accidents.

Training on Occupational Health and Safety Standards

Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support provides training on occupational health and safety standards on the necessary topics, subjects, and frequency, depending on the work processes at each site.

Examples of Occupational Health and Safety Training Provided (FY2025)

Company Name	Details	No. of participants
Tokyo Fudosan Kanri	Training on heatstroke prevention measures at construction sites	80
Tokyo Tatemono Amenity Support	Training on stretching and other injury-prevention measures at condominium management sites	111

● Occupational Health and Safety in the Supply Chain Requests for and monitoring of occupational health and safety initiatives

Property development and management involves employees from many suppliers, including construction companies and building management companies. We conduct questionnaire-based surveys on the Sustainable Procurement Standards for key suppliers, including construction companies and building management companies outside the Group, to assess their efforts in preventing occupational accidents. Through these efforts, we strive to understand and improve the working environment on construction sites and property management sites.

 Supply Chain Management (p. 59)

Recognition of initiatives undertaken by suppliers

Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support have established systems to recognize outstanding occupational health and safety initiatives undertaken by suppliers at construction sites, building management sites, and other workplaces, thereby promoting occupational health and safety initiatives.

Implementation of training for suppliers

At Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support, occupational health and safety training is provided to employees of suppliers working at construction sites, building management sites, and other workplaces, including training based on the Industrial Safety and Health Act and specialized education for certain hazardous tasks.

Examples of occupational safety training and drills for suppliers

- Foreman training (risk management in construction)
- Implementation of Safety Conferences
- Safety training on the use of construction machinery
- Disaster preparedness training



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Labor Practices Initiatives

Based on the shared recognition of the importance of the health and safety of employees, we are working together with management and labor to achieve an appropriate work environment and working conditions through wide-ranging discussions between employee representatives and management.

● Initiatives to Limit Overtime Work

In accordance with the Labor Standards Act, Tokyo Tatemono Group has concluded an Agreement on Overtime and Holiday Work (the 36 Agreement) with a person representing a majority of employees at each business site. Additionally, from the perspective of employee work-life balance and health management, we are implementing measures to prevent long working hours. In 2010, we adopted a system to shut down computers at the standard end of the working day to limit late-night working hours and prevent overwork. In the event that long working hours over a certain threshold occur, we have implemented a framework to address this issue by requiring direct supervisors to report on improvement measures and provide feedback to upper management. Through this PDCA cycle we have created, we are striving to reduce overtime work hours. Furthermore, we are working to prevent health problems by having employees who work more than a certain number of hours overtime or on holidays receive guidance from an industrial physician.

At Tokyo Tatemono Amenity Support, in addition to preventing excessive working hours through the introduction and use of a work management system, the company tracks the overtime hours of building managers at each condominium on a monthly basis and applies this data by adjusting work schedules and improving operational efficiency.

(Data) Occupational Health and Safety Related Data (p. 109)

● Dialogue Between Labor and Management

The Tokyo Tatemono Group respects the rights related to freedom of association and collective bargaining and builds labor-management relations through dialogue.

Employees (except for management and certain positions) are members of the Tokyo Tatemono Labor Union, organized within the company. The labor union and Tokyo Tatemono have concluded a labor agreement and work to solve a diverse range of challenges through dialogue between labor and management. In addition, a person appointed by the Company based on the recommendation of a person representing a majority of employees sits on the Health Committee. Such a system is designed to reflect the voices of workers in measures on occupational health and safety.

Group companies also engage in labor-management dialogue at times such as when important system revisions affecting workers are implemented.

(Data) Percentage of unionized employees (p. 109)

● Fair and appropriate wages

Based on the principle of equal pay for equal work, Tokyo Tatemono works to prevent unreasonable differences in treatment based on employment type and has established a compensation system based on job duties, roles, responsibilities, and performance, without distinctions based on age, gender, nationality, or other attributes.

In addition, to ensure stable living conditions for workers, we comply with laws and regulations concerning minimum wages in the countries and regions where we conduct business activities, while recognizing the importance of wage levels that support stable living conditions (living wages) for workers in each country and region. When reviewing wage levels, we conduct ongoing reviews while taking into account social demands and changes in the external environment.

Third-party Evaluation of Health Management

● Wellness Office Certification

Tokyo Tatemono Shijo-Karasuma Building EAST (Shimogyo-ku, Kyoto-shi, Kyoto Prefecture; completed in August 2022), where the Company's Kyoto Office is located, obtained the highest S Rank under Certification for CASBEE Wellness Office* in 2022 in recognition of initiatives to create comfortable workplaces.



* A certification that evaluates and certifies a company's "hard" and "soft" office initiatives as it strives to maintain and improve the health and comfort of the people working in office buildings.

● Health Management Ratings

In 2014, the Development Bank of Japan, Inc. DBJ Employees Health Management Rating awarded Tokyo Tatemono the highest possible accolade for our earnest efforts toward health. The recognition cited our outstanding initiatives toward the health considerations of our employees.

● Certified KENKO Investment for Health Outstanding Organizations Recognition Program

In March 2026, Tokyo Tatemono and 7 other Group companies were recognized as Certified Health & Productivity Management Outstanding Organizations under the program established by the Ministry of Economy, Trade and Industry, which honors corporations ranging from large enterprises to SMEs for practicing outstanding health management.



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● Excellent Health Company Certification System

Tokyo Tatemono and 11 Group companies were recognized by the National Federation of Health Insurance Societies (Kenporen) in Tokyo, receiving Silver and Gold certifications as outstanding health organizations under the Excellent Health Company Certification System.

Status of Certification as a Health & Productivity Management Outstanding Organization

- ★: Certified Health & Productivity Management Outstanding Organization (White 500),
- ☆: Certified Health & Productivity Management Outstanding Organization

Company name	Certification category	2022	2023	2024	2025	2026
Tokyo Tatemono	Large enterprise	★	★	★	☆	☆
E-State Online	Large enterprise	☆	☆	☆	☆	☆
Tokyo Fudosan Kanri	Large enterprise	☆	☆	☆	☆	☆
Tokyo Tatemono Real Estate Sales	Large enterprise	☆	☆	☆	☆	☆
Tokyo Tatemono Amenity Support	Large enterprise	—	—	☆	☆	☆
PRIME PLACE	Large enterprise	—	—	☆	☆	☆
Tokyo Tatemono Realty Investment Management	Small and medium-sized enterprise	☆	☆	☆	☆	☆
Nihon Parking	Small and medium-sized enterprise	—	☆	☆	☆	☆

Status of Certified KENKO Investment for Health Outstanding Organizations Recognition Program

Gold certification: 2 companies	Tokyo Fudosan Kanri / Tokyo Tatemono Real Estate Sales
Silver certification: 9 companies	Tokyo Tatemono / E-State Online / Tokyo Tatemono Amenity Support / PRIME PLACE / Tokyo Tatemono Realty Investment Management / Nihon Parking / Parking Support Center / Tokyo Tatemono Investment Advisors / Tokyo Tatemono Resort

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Policy and Concept

In an era where values are diversifying and rapidly changing, in order to realize a sustainable society, it is more important than ever to enable diverse human resources, including women and seniors, to work to their fullest and achieve a good work-life balance. The Tokyo Tatemono Group believes that allowing everyone to work actively and without barriers will drive corporate growth by creating innovation, delivering services from the customer's perspective, and improved productivity.

Tokyo Tatemono has identified diversity and inclusion as one of the Group's material issues, and has set appropriate KPIs and targets while engaging in efforts to achieve those goals.

Item	Scope of coverage	KPI and targets
Work-life balance	Tokyo Tatemono	Average annual paid leave utilization rate: 70% or more each fiscal year
		Ratio of male employees taking parental leave: 85% or more each fiscal year
Promotion of diversity in our workforce	Tokyo Tatemono	Ratio of women in management positions: 10% or more by FY2030
		Employment rate of people with disabilities: 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

- Material Issue KPIs and Targets (p. 11)
- Human Resource Development (p. 76)

Structure

The Tokyo Tatemono Group's Sustainability Committee, chaired by the President, sets KPIs and goals for work-life balance and the

promotion of diversity in our workforce based on one of the Group's material issues, diversity and inclusion, defines specific initiatives to achieve these goals, monitors progress and related matters, and evaluates the details of achievement. Important matters deliberated and reported by the Committee are submitted to or reported to the Board of Directors, which supervises the promotion of these initiatives.

In addition, the Health Management and Diversity Promotion Group within the Tokyo Tatemono Personnel Department works with all Group company departments in daily or regular meetings to promote diversity and inclusion initiatives across the Group.

Achieving Work-Life Balance

Tokyo Tatemono has established a variety of support systems so that our employees can continue to be active and feel the same sense of job satisfaction, even as they move into different life stages.

System for Limiting Work Location

A transfer to a new work location can present difficulties depending on an employee's own circumstances or family circumstances. We have introduced a system that allows such employees to place restrictions on the locations where they can work. This system allows them to choose a flexible work style according to their personal situation.

System for Leave to Accompany a Spouse on Overseas Transfer

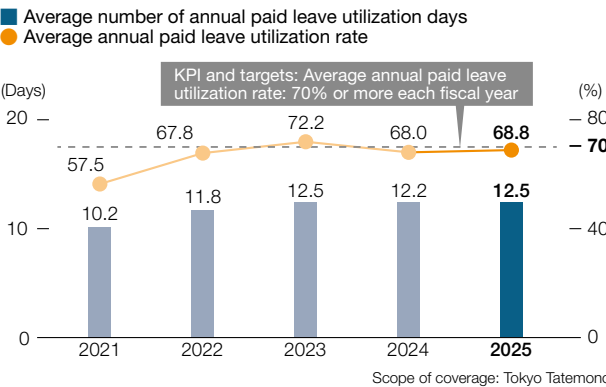
Tokyo Tatemono has a system in place that allows employees to take up to three years of leave of absence to accompany their spouse on an overseas assignment if they are willing to continue working in the company. In addition, employees who have left the company due to reasons such as their spouse's transfer overseas are eligible to rejoin under the re-employment system for retirees. These programs ensure that employees can lead fulfilling lives even when their spouses are transferred overseas.

Initiatives to Promote the Use of Paid Leave

Tokyo Tatemono has set an average annual paid leave utilization rate of at least 70% each fiscal year as a KPI and target and actively encourages employees to take paid leave by implementing designated promotion periods, among other means. Although the number of paid leave days taken and the rate at which they are taken rise and fall from year to year, we are seeing an upward trend overall. Employees can check their paid leave utilization status through the personnel system.

Employees are also granted refreshment leave in addition to paid leave for a certain number of years of service.

Paid Leave Status



* Legally required paid leave only (excluding refreshment leave, lapsed paid leave, summer vacation, and other special vacations)

Lapsed Paid Leave System

Tokyo Tatemono has a lapsed paid leave system that allows employees to use their lapsed paid leave when taking long-term leave for purposes such as receiving treatment for illness, childcare/nursing care, or infertility treatment.

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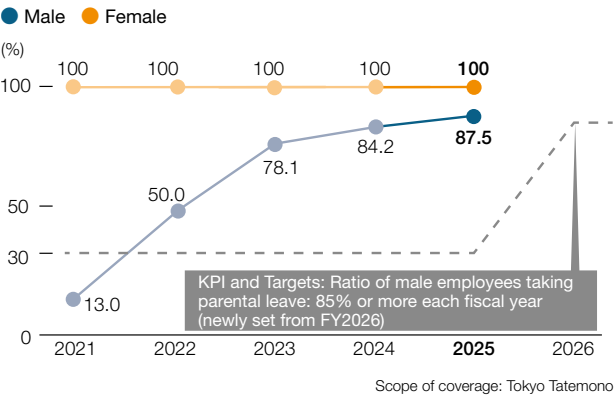
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Leave Systems for Pregnancy, Childbirth, Childcare and Nursing

In addition to its leave system for pregnancy and childbirth, Tokyo Tatemono also offers a leave system for childcare and nursing care that is available to all employees regardless of gender. The Personnel Department provides explanations on an individual basis about childcare leave and childbirth/childcare-related systems in general to employees who have reported their own or their spouse's pregnancy or childbirth. In such a way, we are creating an environment that facilitates the use of childcare leave and childbirth/childcare-related systems. For the percentage of male employees taking childcare leave, we set a target of 30% or higher by FY2025, achieved this target from FY2022 onward, and have continued to improve. Based on this progress, we raised the target from FY2026 onward to “85% or more each fiscal year.”

In addition, in 2024, Tokyo Tatemono was awarded the Kurumin certification for companies that provide childcare support in recognition of its high-level implementation of initiatives that help employees balance work and childcare responsibilities. Furthermore, in 2025, PRIME PLACE, a Group company of Tokyo Tatemono, also received the same certification.

Changes in the Ratio of Employees Taking Childcare Leave



(Data) Childcare Leave (p. 108)

Overview of Pregnancy, Childbirth and Childcare Support Systems

Period	Policy	Overview
The duration of pregnancy, childbirth, and childcare	Lapsed Paid Leave System	Employees may use the lapsed paid leave system. [Salary] Paid
	Re-employment policy for employees who resigned due to pregnancy, childbirth, or child rearing	Retired employees may apply to be rehired by Tokyo Tatemono.
During pregnancy	Flextime system	Flextime system can be used. This applies to office admin staff, who are not ordinarily eligible to use flextime (work start/stop times can be adjusted).
Immediately before / after childbirth	Leave before / after childbirth	Employees may take up to six weeks of leave before childbirth/up to eight weeks of leave after childbirth. [Salary] Paid
	Paternal leave (Childcare leave at the time of birth)	Up to 28 days (calendar days) of leave within 8 weeks of the birth of a child (can be taken in two parts.) [Salary] Paid
	Childcare leave	Employees may take leave until one month after the first March 31 that falls after their child's third birthday (can be taken in two parts). [Salary] Unpaid (With benefits from employment insurance)
	Special leave for childbirth	Employees may take one day of special leave. [Salary] Paid
	Celebratory monetary gift for childbirth	Employees may receive celebratory monetary gifts for the birth of their child.
During childcare	Flextime system	Flextime system can be used. [Salary] Same as ordinary flextime system. [Duration] Until the conclusion of the child's third year of elementary school
	Shortened working hour system	Employees may work a shorter six-hour day. Employees may select from five work styles. [Duration] Until the conclusion of the child's third year of elementary school
	Childcare-related leave (Childcare time)	Employees may take up to one hour of leave per day. This leave may be taken over one or multiple periods during the day. [Salary] Unpaid [Duration] Until the child reaches their first birthday
	Restrictions on overtime for childcare	Employees are limited to no more than 24 hours of overtime per month and must not exceed 150 hours of overtime per year. [Duration] Until the conclusion of the child's third year of elementary school
	Restrictions on late night work for childcare	Employees may be restricted from working between the hours of 10:00 p.m. to 5:00 a.m. [Duration] Until the conclusion of the child's third year of elementary school
	Exemption from overtime for childcare	Employees may be exempt from exceeding their prescribed work hours. [Duration] Until the first April 30 that falls after an employee's child enrolls in elementary school
	Nursing care leave for a child	Employees may take up to five days leave for their first child or up to ten days for their second and subsequent children between April 1 and March 31 to care for injured or sick children (leave may be taken in hourly increments). [Salary] Unpaid [Duration] Until the conclusion of the child's third year of elementary school
	Support for employees using babysitters	Employees can receive a special discount on babysitter fees.
	Vacation day childcare expense subsidy program	Partial subsidy for childcare expenses on Saturdays, Sundays, and vacation days for employees whose regular workdays fall on those days.

* Some policies have eligibility requirements. Scope of coverage: Tokyo Tatemono

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Re-employment Policy for Employees Who Resigned Due to Pregnancy, Childbirth, Childcare or Nursing

For employees who have unavoidably retired from the company due to life events such as pregnancy, childbirth, childcare, or nursing care, Tokyo Tatemono has introduced a re-employment system for employees who resigned so that they can play an active role again utilizing the knowledge and experience they accumulated while employed.

Promotion of diversity in our workforce

Tokyo Tatemono strives to create an environment that incorporates various systems so that diverse human resources can utilize their individuality and maximize their individual abilities based on their own values.

Promoting the Success of Women

We are engaged in a variety of initiatives to encourage the success of women in the workplace, including the establishment of various systems to maintain employee career continuity even after a major life event. We also focus on creating a comfortable workplace by actively promoting the acquisition of diverse human resources, among other efforts.

As of the end of FY2025, the ratio of female employees was 32.6%. Additionally, the ratio of women in management positions reached 13.7% as of the end of FY2025, exceeding the target of 10% or more by FY2030.

It is also worth noting that Tokyo Tatemono and Group companies have received the following “Eruboshi” certification for their excellent efforts to promote the success of women.



Eruboshi Certification

★★★	Tokyo Tatemono Real Estate Sales (acquired in May 2023) PRIME PLACE (acquired in February 2025) E-State Online (acquired in October 2025)
★★	Tokyo Tatemono (acquired in October 2022)

Promoting the Success of Seniors

Tokyo Tatemono has introduced a rehiring policy for employees who have reached the retirement age of 60 but wish to continue working until the age of 65 so that they can continue to enjoy active, successful careers. Our Personnel Department conducts individual interviews with employees who are approaching the statutory retirement age. These employees have the opportunity to express their wishes about how they want to work based on their individual life plans. These programs let us offer employees the opportunity to be fully active, even after 60 years of age. In addition, for employees who have been rehired after retirement, we have a system in place that allows those who are willing to continue working and who are deemed necessary by the company to continue working after the age of 65.

(Data) Rehiring of Employees at Retirement Age (p. 108)

Promoting the Success of People with Disabilities

To encourage the success of people with disabilities, we have established systems that allow people with disabilities to enjoy long-term, stable employment. We accomplish this not only through optimal department assignment based on the individual's particular qualities, but also through working hours set appropriately to the particular circumstances of each disability, as well as a working arrangement that assumes working from home. For employees who work from home as standard, an outside professional counselor has been appointed to support their work while monitoring their daily health condition.

Tokyo Tatemono has set a target for the employment of people with disabilities to be at least the legal employment rate each

fiscal year. As of June 2025*, our employment ratio of people with disabilities was 2.56%, and this fulfilled the legal employment rate and number of employees that is required by law.

* At the time of reporting to the government in accordance with laws for the promotion of people with disabilities.

(Data) Headcount (p. 107)

Promoting the Success of Non-Japanese Employees

Tokyo Tatemono conducts recruitment regardless of nationality or race, or other attributes. We place a high priority on creating an environment where individuals from diverse backgrounds can thrive. In our overseas business, we hire and foster talent from various nationalities at our local subsidiaries. This enables our business to grow roots in the regions in which we operate. For example, we have introduced working hours and leave systems that take into account religion and local customs at some of our local subsidiaries.

Seishin Service, a Tokyo Tatemono Group company, provides internal notices, alerts, announcements, training materials, and other communications in Japanese, English, and Nepali in consideration of its large number of foreign national employees.

We have also introduced referral-based recruitment at Tokyo Fudosan Kanri. This enables us to build a network with people of the same nationality, and increases retention as it reduces the concerns of foreign employees working in Japan.

In addition, the Tokyo Tatemono Group Helpline (external contact point) for domestic Group companies and the TOKYO TATEMONO GROUP HELPLINE (external contact point) for overseas Group companies, both established for the purpose of preventing and detecting compliance violations at an early stage, also provide inquiry forms in English, Chinese, Thai, and Indonesian.

(Data) Headcount (p. 107)

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Workplace Understanding of Gender Diversity

The Tokyo Tatemono Group's Compliance Code of Conduct stipulate respect for human rights and prohibition of discrimination and prohibition of harassment, prohibiting discrimination on the basis of sexual orientation or gender identity. In addition, to deepen employees' understanding of gender diversity, we take up this theme as part of our diversity and inclusion training, compliance training, and human rights training programs.

The harassment consultation service is also available for LGBTQ-related harassment.

Initiatives to Promote Understanding of Women's Issues and Improve the Working Environment at the Tokyo Tatemono Group

The three companies, Tokyo Tatemono, Tokyo Fudosan Kanri, and Tokyo Tatemono Group company Tokyo Building Service, started providing sanitary products in common space toilets located on the office floors of commercial properties owned by Tokyo Tatemono and managed by the three companies in 2024. As of December 31, 2025, sanitary products have been made available at 31 properties. This initiative is part of the LAQDA Project, a communication design program that uses the placement of sanitary products as a starting point for fostering dialogue, organized by Watashi no Kurashi Kenkyujo (My Life Institute). At buildings newly launching these initiatives, seminars on this project are held for tenants with the aim of promoting understanding of gender-related issues in the office environment.

Tokyo Tatemono has been participating in the project since 2021. Results of a questionnaire answered by 1,800 employees of tenants of the commercial properties revealed that the availability of sanitary products in toilets would reduce female employee's anxiety surrounding sudden periods, and thereby contribute to greater peace of mind and productivity. Tokyo Tatemono will continue to expand this initiative more broadly as part of our tenant services, while also promoting greater understanding and attentiveness regarding challenges unique to women.



Provision of sanitary products

Raising Awareness Among Officers and Employees

Tokyo Tatemono is implementing awareness-raising initiatives for officers and employees through training and related programs to further promote diversity and inclusion (D&I).

Track Record of Diversity & Inclusion Training

Year	Contents of annual training
FY2023	• Work and Childcare Balance Support Seminar for employees with pre-school children
FY2024	• Basic training aimed at deepening understanding of Diversity & Inclusion and fostering a sense of personal ownership • Lecture on the relationship between Diversity & Inclusion and corporate management
FY2025	• Basic training on balancing work and caregiving
FY2026	• Dialogue session with the President and female employees (co-hosted with other companies)

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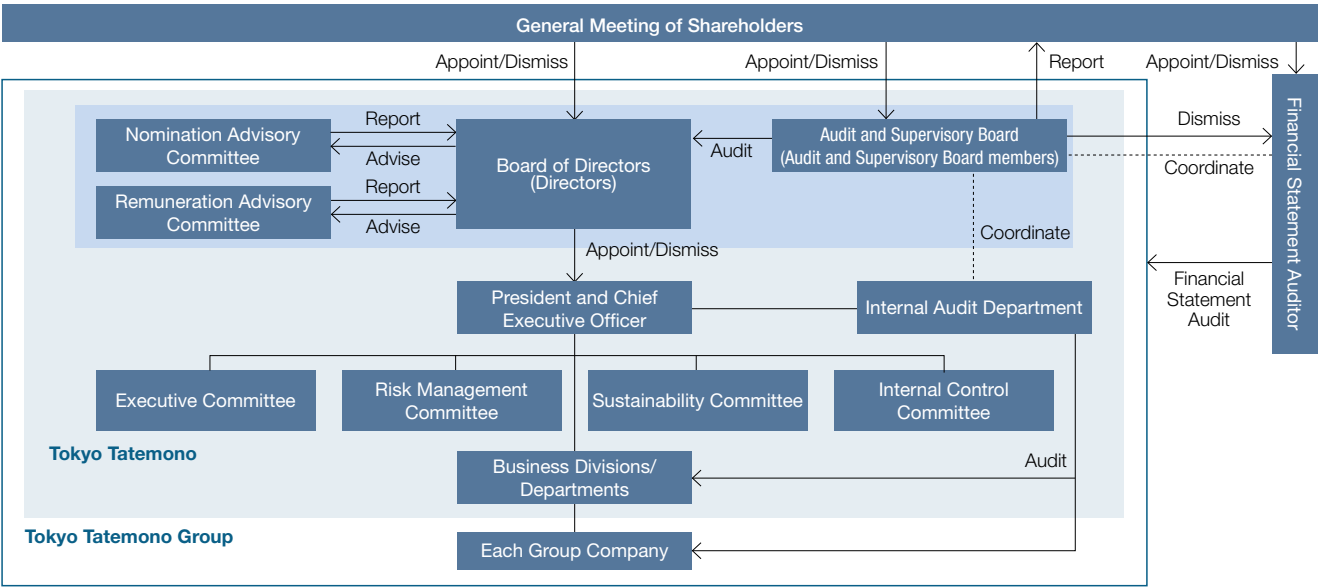
Based on the Group philosophy of ‘Trust beyond the era.’ the Tokyo Tatemono Group is striving to build optimal corporate governance, with the primary aim of enhancing efficiency while ensuring the soundness and transparency of management, in order to achieve sustainable growth and increase corporate value over the longer term. In addition, we actively and appropriately disclose information for shareholders and other stakeholders to understand the Group’s business activities accurately. We have identified the advancement of governance as a material issue for the Tokyo Tatemono Group, and to achieve this, we are promoting initiatives aimed at enhancing corporate value, such as further strengthening our governance functions.

Corporate Governance Report

Structure

Tokyo Tatemono has selected a Company with Audit and Supervisory Board format for our organization. We have also established a Board of Directors and an Audit and Supervisory Board, and a Nomination Advisory Committee and a Remuneration Advisory Committee as advisory committees to the Board of Directors. Our executive officer system clarifies the separation of functions between management and business execution. Furthermore, we appoint external directors and external Audit and Supervisory Board members who help us operate under stronger management supervision and ensure transparency. This system ensures effective supervision and supervisory functions with regard to management and also to business execution by directors of the Company. We have also established the Executive Committee, which deliberates on important matters related to the management of the entire Tokyo Tatemono Group, as well as the Risk Management Committee, Sustainability Committee and Internal Control Committee. Moreover, to heighten the efficiency of Group management and maximize Group synergies, Tokyo Tatemono has

Corporate Governance Structure (as of March 31, 2026)



established the Group Business Management Standards and is working to strengthen Group governance through measures such as putting in place Management Control Rules with each Group company that define matters requiring prior approval by Tokyo Tatemono and matters requiring subsequent reporting to Tokyo Tatemono. Also, Tokyo Tatemono has developed a system to verify business integrity at each Group company, and receives regular reports from Group companies’ officers and employees on the status of their execution of duties through such means as dispatching Tokyo Tatemono’s directors or Audit and Supervisory Board members, etc. to Group companies. In addition, Tokyo Tatemono’s directors monitor Group companies’ business plans and profit plans every fiscal year and report to the Board of Directors.

Board of Directors

The Board of Directors consists of 12 directors, 5 of whom are external directors (including two women) as of March 31, 2026. Tokyo Tatemono strives to secure diversity and balance in its Board of Directors as a whole while taking into account its overall knowledge, experience, and skills as well as the gender of its members, and maintains the Board of Directors in an appropriate size to ensure that the Board of Directors functions effectively and efficiently. Audit and Supervisory Board members attend Board of Directors meetings and offer opinions as necessary. The Board of Directors is chaired by a director who does not hold representative authority and does not concurrently serve as an executive officer. As a general rule, Tokyo Tatemono holds regular Board of Directors meetings once a month and other extraordinary meetings as deemed necessary to resolve important matters related to business execution, as well as to discuss matters related to medium- and long-term business issues. In fiscal 2025, 18 meetings were held, and the average attendance rate of directors was 99%.

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Board of Directors Related Data

Item	Unit	2021	2022	2023	2024	2025
Number of board of directors meetings	Meetings	15	14	14	16	18
Number of directors	Persons	12	12	12	12	12
Of which Executive Directors	Persons	7	7	7	7	6
Number of non-executive directors on the Board (excluding independent external directors)	Persons	1	1	1	1	1
Number of independent external directors	Persons	4	4	4	4	5
Percentage of independent external directors	%	33	33	33	33	42
Average attendance rate of directors	%	100	99	99	99	99
Average tenure of directors (including independent external directors)	Years	4.6	4.4	5.4	6.6	6.9

* Data Collection Period: January to December of each fiscal year. Average tenure of directors is as of March 31 of each fiscal year. Unless otherwise specified, figures are as of December each year.

Audit & Supervisory Board

The Audit and Supervisory Board prepares audit reports, selects and dismisses full-time Audit and Supervisory Board members, and determines audit policies and other matters related to the execution of Audit and Supervisory Board members’ duties. The Audit and Supervisory Board consists of four members, two of whom are independent external Audit and Supervisory Board members (one of whom is a woman). It is chaired by a fulltime Audit and Supervisory Board member. In 2026, we also newly appointed an Audit and Supervisory Board member with many years of experience at Tokyo Tatemono and broad knowledge regarding Group businesses.

Audit and Supervisory Board members attend important meetings such as those of the Board of Directors, Executive Committee, Risk Management Committee, Sustainability Committee and Internal Control Committee, and express their opinions as necessary. They also receive regular reports from the Financial Statement Auditor and departments such as the Internal Audit Department, and exchange opinions with each of these as needed in the course of their coordination. In addition, Directors, the Risk Management Committee, the Internal Audit Department, and the Legal and Compliance Department promptly or regularly report to Audit and Supervisory Board members when the following issues concerning Tokyo Tatemono and Group companies arise.

Executive Officer System

Tokyo Tatemono has adopted an executive officer system to energize our Board of Directors and speed up decision-making through the strengthening and separation of management functions and business execution functions. Except for matters determined by laws and regulations and the Articles of Incorporation to be resolved by the Board of Directors and critical matters concerning business execution, the right to make decisions on business execution is delegated to executive officers, including the president and Chief Executive Officer. The scope of such delegation is stipulated in the corporate bylaws, based on factors such as the type of transaction and transaction amount.

Executive officers are appointed by a resolution of the Board of Directors and have a term of two years.

As of March 31, 2026, there were 21 executive officers of the Company.

Matters to Be Reported to Audit and Supervisory Board Members

Directors

Any facts that may cause significant damage to the Tokyo Tatemono Group, any material fact in violation of laws, regulations, or the Articles of Incorporation, and the details thereof

Risk Management Committee

Critical matters for compliance

Internal Audit Department

Status of internal audits

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Nomination Advisory Committee and Remuneration Advisory Committee

As advisory bodies to the Board of Directors, we have established a Nomination Advisory Committee to deliberate on the nomination of candidates for directors, the selection and dismissal of representative directors and a Remuneration Advisory Committee to deliberate on remuneration for directors. Members of both committees are appointed from among the directors. However, an external director is to serve as chairperson, and external directors are to account for a majority of the members in order to utilize their knowledge and advice and to ensure the objectivity and transparency of procedures. In fiscal 2025, the Nomination Advisory Committee met 7 times, and the attendance rate of each member was 100%. The Remuneration Advisory Committee met 6 times, and the attendance rate of each member was 100%.

* The number of meetings held and attendance include the total for the Nomination and Remuneration Advisory Committee meetings held from January to March 2025.

Executive Committee

The Executive Committee consists of senior and managing executive officers, with the president as chairperson. The committee meets to discuss matters important to group management. In fiscal 2025, 40 meetings were held.

Full-time Audit and Supervisory Board members attend these meetings to assess the status of deliberations and offer opinions as necessary.

Risk Management Committee

The Risk Management Committee oversees risk management and compliance for the Tokyo Tatemono Group. It is chaired by the president and includes the chairperson, executive vice presidents, general managers, deputy general managers, the officer in charge of the Corporate Planning Department, and the officer in charge of the Legal and Compliance Department and the general managers of the corporate departments among others as members. Important matters deliberated and reported by the Risk Management Committee are submitted to or reported to the Board of Directors. The Board supervises the effectiveness of the Group’s risk management. In fiscal 2025, 3 meetings were held. Full-time Audit

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and Supervisory Board members attend meetings of the Committee and offer opinions as necessary.

In addition, we have established the Compliance Subcommittee (subcommittee chairperson: the officer in charge of the Legal & Compliance Department), which examines compliance measures, monitors progress, and responds to compliance risks, and the BCM Subcommittee (subcommittee chairperson: the officer in charge of the General Affairs Department), which monitors BCP responses, establishes and improves BCP manuals, and shares and formulates improvement policies for BCP initiatives at Group companies, as subordinate organizations of the Risk Management Committee.

Sustainability Committee

To support the Tokyo Tatemono Group’s sustainable growth and contribute to the realization of a sustainable society, we

have established the Sustainability Committee. It is chaired by the president and includes representative director, senior and managing executive officers, general managers of each corporate department, the general manager of the Technical Department of the Commercial Properties Business, and others. The committee promotes sustainability initiatives across the Tokyo Tatemono Group in an ongoing manner. The Sustainability Committee deliberates and reports on matters related to the formulation of the Group’s policies for sustainability initiatives, the development of systems, the setting of indicators and targets, and the monitoring of progress and disclosure of information. Full-time Audit and Supervisory Board members attend this committee and offer opinions as necessary. In fiscal 2025, 5 meetings were held. In addition, full-time Audit and Supervisory Board members attend this committee and offer opinions as necessary.

The Sustainability Promotion Committee and the Human Rights Subcommittee have been established as subordinate organizations of this committee. The Sustainability Promotion Committee shares and conducts preliminary discussions on matters deliberated and reported by the Sustainability Committee, and reports on the progress of sustainability initiatives promoted by the Tokyo Tatemono Group. The Human Rights Subcommittee promotes initiatives based on the Tokyo Tatemono Group Human Rights Policy and reports on the status of those initiatives.

Important matters deliberated and reported by the Committee are submitted to or reported to the Board of Directors. The Board makes decisions on important matters related to the sustainability initiatives promoted by the Group, monitors the implementation status of individual measures, and supervises the overall promotion of such initiatives.

Expertise and Experience of Directors/Skill Matrix*1 (As of March 31, 2026)

	Name	Position in the Company	Gender	Attendance at Board of Directors Meetings*2	Attendance at the Nomination Advisory Committee*3	Attendance at the Remuneration Advisory Committee*3	Corporate management	Finance and accounting	Legal, compliance and risk management	Sustainability	Real estate business and urban development	Overseas Business	ICT and digital	Human resources and human resource development
	Makio Tanehashi	Director / Chair of the Board of Directors	Male	18/18 (100%)	—	—	○	○			○	○		
	Hitoshi Nomura	Representative Director and Chairman of the Board	Male	18/18 (100%)	7/7 (100%)	6/6 (100%)	○	○	○		○			○
	Katsuhito Ozawa	Representative Director, President & Chief Executive Officer	Male	18/18 (100%)	7/7 (100%)	6/6 (100%)	○	○		○	○	○	○	
	Akira Izumi	Representative Director, Executive Vice President & Executive Officer	Male	18/18 (100%)	7/7 (100%)	6/6 (100%)	○	○	○	○	○		○	○
	Hideshi Akita	Director, Senior Managing Executive Officer	Male	18/18 (100%)						○	○			○
	Takeshi Jinbo	Director, Senior Managing Executive Officer	Male	18/18 (100%)						○	○			
	Shinjiro Kobayashi	Director, Managing Executive Officer	Male	18/18 (100%)						○	○			
	Yoshimitsu Onji	Independent external director	Male	18/18 (100%)	7/7 (100%)	6/6 (100%)	○	○	○			○		
	Shuichi Hattori	Independent external director	Male	18/18 (100%)	7/7 (100%)	6/6 (100%)		○	○					○
	Yumiko Kinoshita	Independent external director	Female	18/18 (100%)	7/7 (100%)	6/6 (100%)			○			○		○
	Junichi Nishizawa	Independent external director	Male	14/14 (100%)*4	4/4 (100%)*4	3/3 (100%)*4	○	○	○	○		○	○	○
	Naoko Tanouchi	Independent external director	Female	14/14 (100%)*4	4/4 (100%)*4	3/3 (100%)*4		○	○			○		

*1 The above skill matrix is not an exhaustive list of all the expertise and experience of each director.
*2 Data collection period: FY2025

*3 The number of meetings held and attendance figures include the total for the Nomination and Remuneration Advisory Committee as well as the Nomination (or Remuneration) Advisory Committees.
*4 As the director was appointed at the General Meeting of Shareholders in March 2025, attendance reflects the period from that date onward.

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Internal Control Committee

In order to evaluate, improve, and upgrade the Tokyo Tatemono Group’s internal control system, we have established the Internal Control Committee chaired by the president, with the chairperson, executive vice presidents, the officer in charge of the Corporate Planning Department, and the officer in charge of the Legal & Compliance Department, among others, as members. The Committee monitors the development and operational status of the internal control system. In fiscal 2025, 2 meetings were held. In addition, full-time Audit and Supervisory Board members attend this committee and offer opinions as necessary.

Appointment and Selection of Directors and Audit and Supervisory Board Members

We comprehensively evaluate the personality, abilities, knowledge, and experience of candidates and select those who possess qualities that can contribute to increasing the longer-term corporate value of the Group as members of management, and appoint them as candidates for directors and Audit and Supervisory Board members. The term of office for directors is set at one year in the Articles of Incorporation, and the appointment of all directors is resolved at the General Meeting of Shareholders held each year. In addition, the term of office for Audit and Supervisory Board members is set at four years in the Articles of Incorporation.

With regard to nominations, to ensure an appropriate level of engagement with external directors, the Board of Directors reaches its resolutions regarding nominations once it has received the results of deliberations by the Nomination Advisory Committee, which is chaired by an external director and comprised of a majority of external directors.

Criteria for Independence of Independent External Directors

Tokyo Tatemono deems external directors to be independent only when, in addition to meeting the criteria for independence stipulated by Tokyo Stock Exchange*, they do not fall under any of the following categories:

- A business partner of Tokyo Tatemono that constitutes 2% or more of the Company’s consolidated net sales in the most recent fiscal year or a person executing business of such partner
- A shareholder of the Company that holds more than 10% of the total number of voting rights of the Company or a person executing business of such shareholder
- A representative, member, or employee of an auditing firm employed as the financial statement auditor for the Company
- A consultant, accounting professional, or legal professional that received remuneration (excluding officer remuneration) of more than 10 million yen from the Company in the most recent fiscal year

* From Tokyo Stock Exchange standards: Guidelines III 5, (3) 2 relating to the listing management, etc. Rule 436-2: Examination to ensure effectiveness.

Support System for External Directors and External Audit and Supervisory Board Members

The General Affairs Department provides explanations and information as necessary to support external directors prior to meetings. The Department also serves as the secretariat for the Board of Directors. To strengthen collaboration between external directors and bodies such as the Board of Directors and the Audit and Supervisory Board, we appoint a Lead External Director, elected from among the external directors. In addition, to facilitate information exchange and the sharing of understanding based on an independent and objective perspective, as well as to acquire the necessary knowledge, we regularly hold meetings composed solely of external directors, known as the “External Directors Meeting.”

We assign personnel to serve as staff for Audit and Supervisory Board members, including external Audit and

Supervisory Board members, to support them and ensure the smooth execution of audit procedures. Also, we have created an appropriate reporting system for Audit and Supervisory Board Members, by securing their attendance to bodies such as the Board of Directors, Executive Committee, and the Internal Control Committee. We have also established a system intended to improve the effectiveness of audits, by arranging regular reporting from the Financial Statement Auditor, Directors, and various departments, along with providing opportunities for exchanging opinions with these parties at any time.

Evaluation of the Effectiveness of the Board of Directors

Each year, Tokyo Tatemono analyzes and evaluates the effectiveness of the Board of Directors and makes ongoing efforts to further improve its functions. As a method of analysis and evaluation, we conduct questionnaire surveys of all directors and Audit and Supervisory Board members with the assistance of a third-party organization. Below is an overview and the results of the effectiveness evaluation for fiscal 2025.

Evaluation Process and Topics

Evaluation Process

- ➊ Administer questionnaire survey to all directors and Audit and Supervisory Board members
- ➋ Aggregate, analyze, and share results with the Board of Directors
- ➌ Discuss future issues and measures

Topics

- Structure: Ratio, number, specialization and diversity of external directors
- Agenda: Number, content, and standard expressions of monetary amounts in agenda items
- Operation: Number of meetings, length of meetings, explanation provided prior to meetings, explanatory materials, time taken for explanation, time taken for discussion, and reported content
- Other: Support system for external officers, training methods

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Results of Evaluation and Future Actions

In the survey, each of the topics received generally high marks. In addition, as described below, the Board of Directors confirms that efforts to improve have been continuously made based on effectiveness evaluations through the previous year and other factors, and that the effectiveness of the Board is suitably secured.

Efforts to Improve Effectiveness

In FY2025, we encouraged discussions on medium- to long-term business issues and improved support systems for external directors.

Future Issues and Actions

- Further expand discussions on medium- to long-term management issues by reviewing submission standards.
- Improve explanatory materials and reduce time spent on each submission.

Management Discussion Committee

To improve the effectiveness of the Board of Directors by facilitating more substantive discussion and debate, we established the Management Discussion Committee, comprised of 12 directors (including 5 external directors) and four Audit and Supervisory Board members (including two external Audit and Supervisory Board members). Executives and employees from related departments also attend the Management Discussion Committee as necessary, and important management issues and medium- to long-term topics are discussed.

Remuneration of Directors and Audit and Supervisory Board Members

Based on our Group Philosophy, “Trust beyond the era.” the Tokyo Tatemono Group strives for sustainable growth and the improvement of corporate value over the longer term. Regarding the remuneration of directors (excluding external directors), our aim is to instill awareness of each officer’s responsibility to contribute to building corporate value not only in the short term but also over the longer term. To this end, we have adopted a system that links a certain percentage of remuneration to business and share price performance.

Specifically, the remuneration of directors (excluding external directors) comprises three elements: fixed remuneration, performance-based remuneration, and share-based remuneration. The ratio of these elements is set appropriately based on the policy regarding the determination of payment ratios by type of compensation for directors. Director remuneration has been resolved at General Meetings of Shareholders based on the provisions of the Articles of Incorporation. The maximum respective amounts for fixed remuneration and performance-based remuneration, and the introduction of a Board Benefit Trust (BBT) share-based remuneration system as well as the maximum number of share points to be granted per fiscal year for share-based remuneration have been established.

Remuneration for individual directors is determined by the representative director, president, and chief executive officer, the individual who is best qualified to comprehensively evaluate the Company’s performance and the duties and responsibilities of the directors, after being delegated this responsibility by a resolution of the Board of Directors, drafting proposed fixed remuneration and performance-based remuneration for each director according to their positions and duties, and after deliberation by the Remuneration Advisory Committee.

The remuneration of external directors and Audit and Supervisory Board members is limited to fixed remuneration in consideration of their duties.

Policy on Payment Breakdown by Remuneration Type

Category	Fixed remuneration	Performance-Based Remuneration	Share-Based Remuneration
Positioning	Basic remuneration	Short-term incentive	Medium- to long-term incentive
Variability	—	Linked to single fiscal year performance	Linked to share price
Proportion of total remuneration: Director and President, executive officers, Director and Chairman	40%	40%	20%
Proportion of total remuneration: Other directors	40-50%	40-50%	10-20%

Total Amount of Remuneration, Total Amount by Type of Remuneration, and Number of Eligible Individuals (FY2025)

Position	Number of eligible individuals (Persons)	Total amount by type of remuneration			Total Amount Paid (Million Yen)
		Fixed Remuneration (Million Yen)	Performance-based remuneration (Million Yen)	Share-based remuneration (Million Yen)	
Directors (excluding external directors)	8	336	216	68	621
Audit and Supervisory Board members (excluding external members*)	2	55	—	—	55
External officers	8	77	—	—	77
Total	18	468	216	68	753

*Two External Members

Remuneration Structure

Fixed remuneration (for Directors):

!Up to 35 million yen per month (420 million yen per year)*1

Performance-based remuneration*2

(for directors excluding external directors):

Capped at 1% of consolidated ordinary profit and 2% of consolidated net income (profit attributable to owners of parent) for the year prior to the fiscal year in question*3

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Stock-based remuneration*4

(for directors excluding external directors):

Based on the stock-based remuneration system determined by a board benefit trust, directors will be awarded a maximum of 100,000 points per fiscal year (equivalent to 100,000 shares)*5. At the time of retirement, the director will be provided company stock based on the accumulated number of points, and a cash payment equivalent to the stock's market value*5.

Audit and Supervisory Board member remuneration:

Remuneration of Audit and Supervisory Board members is limited to fixed remuneration according to whether the member serves in a full-time or part-time position and capped at 8 million yen per month (equivalent to 96 million yen per year)*1

*1 Based on a resolution of the 190th Ordinary General Meeting of Shareholders held on March 28, 2008.

*2 In order to clarify the linkage between director remuneration and both company performance and shareholder value, the company performance indicators related to performance-based remuneration and the calculation method for performance-based remuneration are determined based on a holistic assessment of factors such as business profit for the fiscal year, ROE, shareholder return, ESG initiatives, the progress of the Medium-Term Business Plan, the economic conditions, and the business environment.

*3 Based on a resolution of the 195th Ordinary General Meeting of Shareholders held on March 28, 2013.

*4 Even in the case of directors who have received the grant of points as share-based remuneration, if they are dismissed by resolution of the General Meeting of Shareholders, are found to have committed serious misconduct during their term of office, or are found to have caused damage to the Company through serious inappropriate conduct during their term of office, all or part of their rights to receive Company shares, etc. scheduled to be provided after retirement may be revoked by resolution of the Board of Directors, taking into account the recommendations of the Remuneration Advisory Committee.

*5 Based on the resolution of the 208th Ordinary General Meeting of Shareholders held on March 26, 2026.

Cross-Shareholdings

We acquire and hold shares of other companies for noninvestment purposes (cross-shareholdings) when we determine that holding such shares is likely to contribute to maintaining and increasing the medium- and long-term corporate value of the Group by maintaining and strengthening business relationships with business partners.

We annually verify the appropriateness of our individual cross-shareholdings with a view to whether holding them will contribute to increasing the corporate value of the Group. Verification is

performed based on the transaction results and prospects of real estate transactions, joint ventures, construction and equipment transactions, and financial transactions in addition to dividend results. As a result of these verifications, we intend to reduce cross-shareholdings for which continued ownership is deemed to lack strategic significance while taking into account the impact on the stock market. The capital recovered through the sale of cross-shareholdings will be allocated to growth investments and shareholder return.

We report the results of these verifications and asset disposal to the Board of Directors at least once every year.

In the Group Medium-Term Business Plan (FY2025–2027), we have set a quantitative target of reducing the ratio of the market value of cross-shareholdings to consolidated net assets to 10% or less by the end of fiscal 2027. The ratio was 16.7% as of the end of fiscal 2025.

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Policy and Concept

In order to sustain our business activities in the face of significant changes in the external environment, including a decline in the total domestic population and working-age population, and an increase in geopolitical and natural disaster risks, the Tokyo Tatemono Group has identified strengthening our risk management framework as one of our material issues. The Tokyo Tatemono Group seeks to appropriately manage risks that could affect the Group's business to achieve stable improvement in corporate value. With this in mind, we have established related regulations, created a risk management framework, and are carrying out ongoing risk monitoring and control.

Structure

To centrally manage risk throughout the Group, Tokyo Tatemono established its Risk Management Committee chaired by the President. The Risk Management Committee formulates annual plans for the risk management of the Tokyo Tatemono Group, evaluates and analyzes risks that are important to management (priority risks), formulates preventive measures and countermeasures, and periodically monitors the status of countermeasures, among other activities. In addition, we have established a unified risk management structure in which risks other than priority risks (department-managed risks) are managed by the general managers of each department as Risk Management Officers, while the President, as Chief Risk Management Officer, centrally oversees company-wide risk.

Furthermore, by adopting the principles of the Three Lines Model*, we aim to maintain and enhance the effectiveness of our risk management efforts.

For department-managed risks, in addition to the general managers of each department who are risk management officers, various committees and Group companies act as risk response organizations (risk owners) (the First Line) to appropriately prevent and manage the risks, reporting to the Risk Management Committee. The corporate departments and the planning

departments of each business division (the Second Line) conduct monitoring, guidance, and support regarding risk management at each department, among other activities. The Internal Audit Department (the Third Line) conducts audits, verifications, and provides advice, from an independent standpoint, regarding risk management by each department and Group company, as well as regarding the monitoring, guidance, and support provided by the corporate and planning departments of each business division regarding risk management at each department and Group company. Also, the Risk Management Committee operates independently of the Audit and Supervisory Board and the Chief Risk Management Officer (Tokyo Tatemono's President) is not a member of the Audit and Supervisory Board.

The Sustainability Committee acts as the risk response organization (risk owner) to manage sustainability risks in

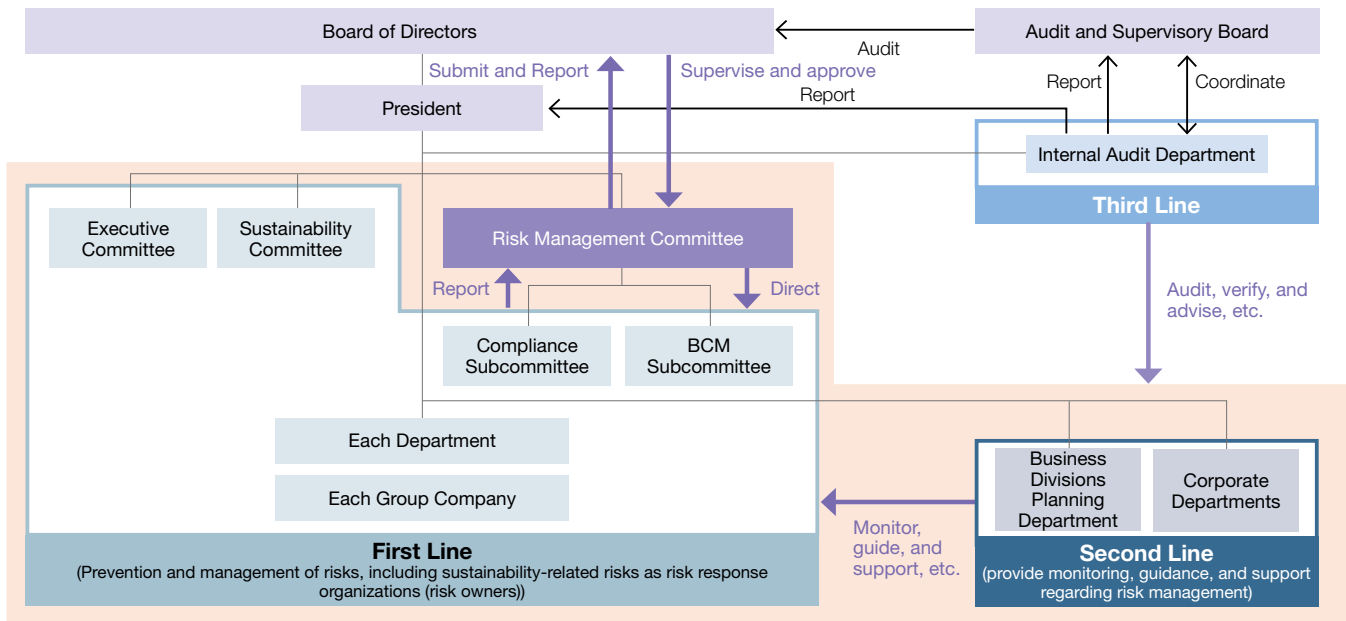
cooperation with relevant departments, and reports key matters in its activities to the Risk Management Committee.

Important matters deliberated by the Risk Management Committee, such as the risk management structure, policies, and annual plans, are submitted to or reported to the Board of Directors. The Board supervises the effectiveness of the Group's overall risk management, including sustainability-related risks.

* The Group's risk management structure was developed with reference to the following external standards and frameworks.

- ISO 31000: An international standard for risk management
- Enterprise Risk Management (ERM): An enterprise-wide risk management framework released by the Committee of Sponsoring Organizations of the Treadway Commission (COSO)
- Three Lines Model: Released by the Institute of Internal Auditors (IIA)

Risk Management Structure



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Risk Management Activities

The Tokyo Tatemono Group defines risk as “any factor of uncertainty arising in the course of business operation within the Tokyo Tatemono Group” and implements activities to manage risk (making use of the PDCA cycle).

Specifically, we identify risks that exist for the Tokyo Tatemono Group and evaluate them (conduct risk assessments) in terms of their impact (financial and human losses, etc.), the likelihood of occurrence, changes in the business environment, and corporate values. Based on the results of our evaluation and after deliberation by the Risk Management Committee, the Board of Directors identifies priority risks and the risk response organizations (risk owners) implement risk countermeasures. The Risk Management Committee directly monitors the status of responses to priority risks and regularly submits or reports this information to the Board of Directors. In addition, the corporate division departments and the planning departments of each business division (the Second Line) monitor the status of responses to departmental management risks and submit reports to the Risk Management Committee on a regular basis.

The Tokyo Tatemono Group’s priority risks are as follows.

Priority Risks

Major risks	Details
Risks related to interest rate fluctuations	Risk that a rise in interest rates will result in an increase in interest payments on interest-bearing debt or a decline in the value of assets owned by the Tokyo Tatemono Group
Risks related to price fluctuations	Risk of significant and rapid fluctuation in prices and that the increase in costs cannot necessarily be reflected in rents or sales prices
Risks related to trends in the real estate market	Risk of rapid or drastic fluctuations in economic or market conditions resulting in a decline in office needs due to deteriorating corporate performance in the rental office market, a decline in customers' willingness to purchase condominiums in the residential condominium market, or a decline in investment demand in the real estate investment market
Risks related to natural disasters and man-made disasters	Risk that employees will suffer damage resulting in business activities being affected, and the value of real estate owned, managed, or operated by the Tokyo Tatemono Group will decrease

Comprehensive Information Management

Tokyo Tatemono has established the Rules for Information Management to ensure that company information is used appropriately within our Group and to prevent unauthorized access and the loss or leakage of company information. We have also established a system where the general manager of the Corporate Planning Department is the Information Management Supervisor, and the general managers of each department, office, and store are Information Management Officers. We have also established the Rules for Handling Personal Information and Rules for Handling Specific Personal Information to ensure that personal information and specific personal information are handled appropriately. To ensure that all employees handle information in accordance with these rules, we provide training and other initiatives to reinforce proper information handling, while also working to strengthen the management of personal information and confidential information through regular annual self-inspections. At Tokyo Tatemono, we obtain written pledges regarding information management from officers and employees at the time of hiring, at the time of retirement, and once a year during employment, ensuring thorough prevention of information leaks.

Also, we have published the contact information for the inquiry counter on our website to respond to requests such as those for disclosure of personal data retained by the Tokyo Tatemono Group from the individual, and to handle complaints including those regarding the handling of personal information. In addition, in case of matters such as leaks of personal information, or in case we detect any signs of such leaks, we have a system in place to appropriately and promptly report the matter to the relevant authorities and to the individual concerned.

Furthermore, Tokyo Tatemono Real Estate Sales, a Group company of Tokyo Tatemono, which handles a great deal of personal information, strives for continuous improvement in this area, maintaining ISO/IEC 27001 (JIS Q27001) certification and undergoing an external review every year. The results of the review are incorporated into information management training carried out every year for all Group employees.

- Personal Information Privacy Policy
- Specific Personal Information, etc. Protection Policy
- Acquisition of ISO 27001 certification (Tokyo Tatemono Real Estate Sales) (Only available in Japanese)



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Security Measures for Public-facing Websites

We implement regular vulnerability assessments for websites operated and managed by Tokyo Tatemono and the Tokyo Tatemono Group. If vulnerabilities are identified as a result of these assessments, we will instruct the website administrator to make improvements and monitor the progress of the improvements.

We conduct a vulnerability assessment before publishing any new website, and, in principle, only publish it after confirming that there are no vulnerability risks. In addition, in FY2025, self-assessments of IT security measures were conducted in the system departments of all Group companies.

Training in Response to Cyber Attacks (Targeted Email Attacks)

Tokyo Tatemono Group conducts training for its officers and employees to improve their awareness of and ability to respond to cyber attacks. In fiscal 2025, in accordance with the Rules for Information Management, 17 Tokyo Tatemono Group companies (including Tokyo Tatemono Real Estate Sales, Tokyo Fudosan Kanri, Nihon Parking, and Tokyo Tatemono Amenity Support) sent simulated email attacks to all employees as part of their cyber attack (targeted email attack) response training. Based on the results of the training, a system was put in place to display guidance on correct responses for employees whose response did not reach the required level, and guidance was provided by their general managers of each department, office, and store, who are Information Management Officers. Tokyo Tatemono also conducts cyber security training for all of its officers and employees. In fiscal 2025, we conducted video training on the realities of support scams, the characteristics and methods of phishing scams, precautions regarding cloud services, and techniques for identifying targeted email attacks.

BCP Measures

The Tokyo Tatemono Group provides real estate services, a foundation of people's lives, and in the event of an emergency such as a natural disaster, pandemic, or terrorist attack, it is an important responsibility for us to continue operations while minimizing damage.

In order to enhance our resilience and provide safety and security to our stakeholders, including customers, even in the event of an emergency, we anticipate a variety of disasters and strengthen our business continuity planning (BCP) measures accordingly. These include not only "hard measures", such as employing designs and facilities created with disaster preparation in mind, but also "soft measures," such as distributing emergency supplies to our tenants and conducting disaster prevention drills and training for our employees.

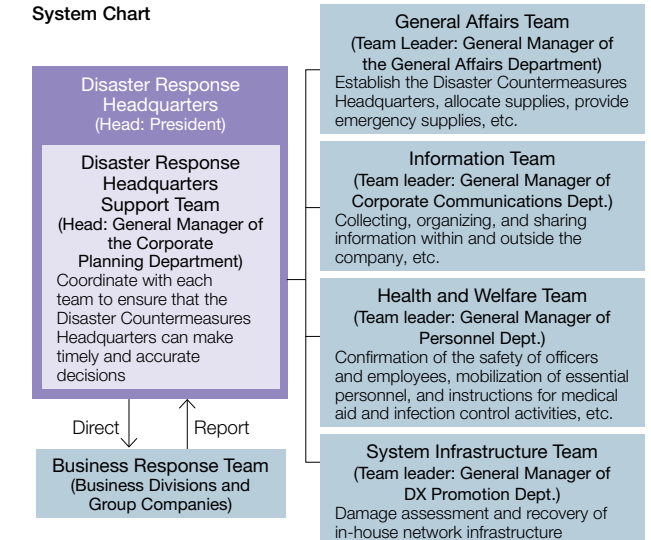
Development of BCP and Disaster Preparedness Training for Natural Disasters and Other Emergencies

The Tokyo Tatemono Group has formulated the Tokyo Tatemono Group Business Continuity Plan Basic Policy and the Tokyo Tatemono Group Business Continuity Plan (hereinafter referred to as the "Group BCP") to prepare for situations in which it may be difficult to continue business as usual due to the occurrence of a disaster or other emergencies. The Group BCP covers natural disasters and accident risks that could affect all of our management resources (officers and employees, buildings and facilities, funds, information systems, social infrastructure, and all other resources necessary for corporate management). In addition, the BCM (Business Continuity Management) Subcommittee was established as a subordinate organization of the Risk Management Committee (chaired by the president) to establish a PDCA cycle for continuous improvement of the Group BCP.

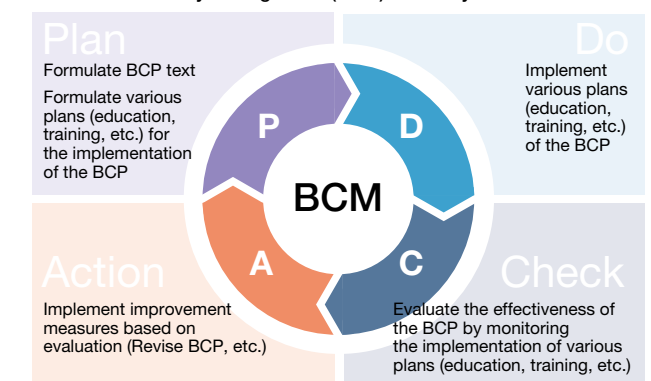
Further, based on the Group BCP, we have prepared manuals on initial response, stockpiling, safety confirmation, etc., in the event of a disaster. In fiscal 2025, in addition to drills to improve disaster response capabilities at each business division, we conducted drills for establishing a Disaster Countermeasures Headquarters, and communication and reporting drills to improve coordination between the Disaster Countermeasures Headquarters and each department.

[☐ Responding to Natural Disasters \(p. 38\)](#)

Disaster Occurrence System Chart



Business Continuity Management (BCM) PDCA Cycle



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Policy and Concept

The Tokyo Tatemono Group defines compliance as complying not only with laws and regulations, but also with social norms and corporate ethics. This approach builds a long-lasting relationship of trust with society and allows us to continue sound corporate activities.

We believe that, as a company, we must respond sincerely to the needs of people in our surrounding environment, including our customers, local communities, employees, shareholders and investors, and business partners. In June 2009, the group established a shared Compliance Charter for group companies. This charter is our pledge to society to promote corporate activities that are committed to unwavering compliance.

Alongside other initiatives, we are using compliance education and training as we work to build organizational and educational systems that enable our employees to maintain a high level of compliance awareness at all times.

Compliance Charter

As we engage in corporate activities, we observe the Compliance Charter below:

- We adhere to laws, regulations, and other rules and engage in fair, sound corporate activities.
- We act faithfully by thinking from the customers' standpoint.
- We contribute to making society better through corporate activities.
- We respect the personalities and values of each other and maintain a comfortable working environment.

Established June 2009

Adherence to the Compliance Code of Conduct

To ensure adherence to our Compliance Charter, the Tokyo Tatemono Group has created the Compliance Code of Conduct and the Tokyo Tatemono Group Compliance Manual ("Compliance Manual").

The Compliance Manual contains explanations of compliance items and related policies and guidelines, including the Group Environmental Policy and the Tokyo Tatemono Group Anti-Bribery Policy.

The Compliance Code of Conduct set forth 15 guidelines for conduct that each individual is required to follow and are intended for all officers and employees of the Tokyo Tatemono Group (including contract employees, temporary and part-time employees), and we work to ensure a common understanding among them of the Compliance Manual through training and the posting of notifications at our offices, and other means.

The effectiveness of the guidelines and manual is regularly reviewed by the Compliance Subcommittee, which conducts specialized deliberations on compliance. Revisions are made as necessary, with reports submitted to the Board of Directors via the Risk Management Committee.

Compliance Code of Conduct

- | | |
|---|--|
| 1. Comply with laws and regulations | 9. Respond sincerely to customers |
| 2. Maintain proper relationships with partners | 10. Exercise consideration for the environment |
| 3. Engage in fair competition | 11. Engage in timely and appropriate disclosure, and conduct appropriate tax reporting |
| 4. Maintain proper relationships with governments and administrations | 12. Practice co-existence with local communities |
| 5. Reject relationships with anti-social forces | 13. Respect human rights and prohibit discrimination |
| 6. Engage in proper management of information | 14. Prohibit harassment |
| 7. Prohibit dishonest behavior | 15. Provide a comfortable work environment |
| 8. Respect corporate assets | |

 Compliance Code of Conduct

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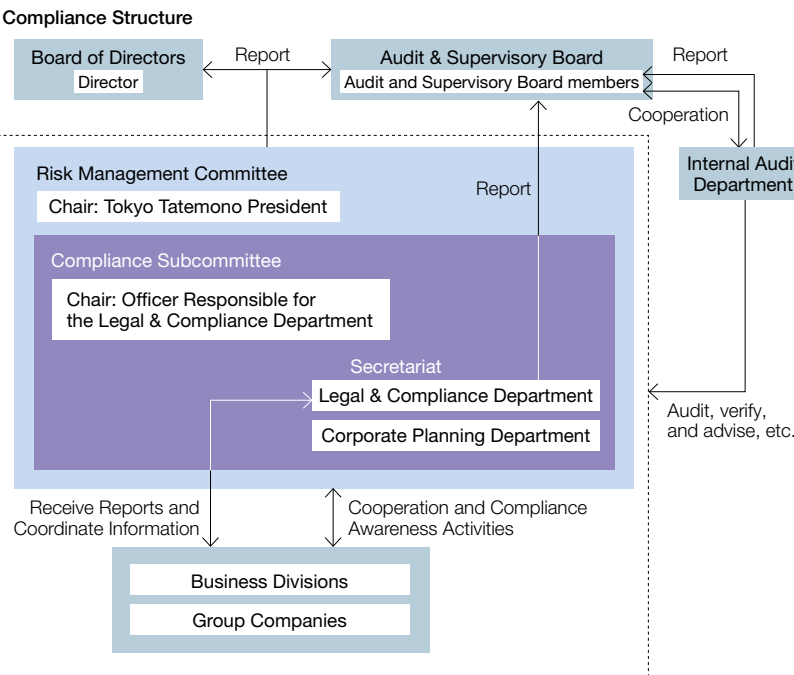
Compliance

Structure

To promote compliance, the Tokyo Tatemono Group has established the Risk Management Committee to oversee the Group's risk management and compliance, and the Compliance Subcommittee as a subordinate organization of the Risk Management Committee.

The Risk Management Committee reports to the Board of Directors on important matters regarding compliance measures and the status of compliance risk handling, and the Board of Directors supervises compliance with the Compliance Charter and the Compliance Code of Conduct. The Compliance Subcommittee reviews compliance measures, monitors progress, and addresses compliance risks.

Additionally, with the aim of improving the compliance of the Group as a whole, a compliance information liaison meeting attended by compliance officers of the Company and each Group company is held regularly to share information on the status of compliance measures taken by each company and to enable Tokyo Tatemono to support Group companies' efforts. We also provide support and guidance to Group companies in their compliance-related operations, and we take the lead in encouraging collaboration among Group companies.



Internal Audits for Legal Compliance

Tokyo Tatemono has established an Internal Audit Department independent of any division or Group company that audits the operations of all divisions and Group companies. Audits are conducted based on the internal audit plan established each fiscal year, with risk assessments conducted by subject or by division or Group company.

We believe that internal audits help us achieve our management objectives by evaluating the appropriateness and effectiveness of the internal control systems of each department and Group company and recommending ways to improve them.

In accordance with the Internal Control Rules, when a division or Group company being audited receives opinions or recommendations for improvement based on the internal audit, that division or Group company prepares a policy for corrective measures and undergoes follow-up audits by the Internal Audit Department regarding the status of implementation within one year. The Internal Audit Department's Audit Report is reported to the President and the officers of the divisions to be audited, as well as regularly to the Board of Directors and the Audit and Supervisory Board.

In addition, we are working to improve the quality of internal audits for the Group as a whole by making proposals to Group companies for improving the quality of internal audits in tandem with the actual conditions of each company. We also undergo internal audit quality assessments by external experts as required.

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Helpline (Anonymous Whistleblower System)

Tokyo Tatemono and the Group companies have introduced whistleblower systems with the aim of the prevention and early detection of incidents of non-compliance. The helplines available to the Tokyo Tatemono Group support multiple languages, including the “Tokyo Tatemono Group Helpline,” which is available in Japanese, and the “TOKYO TATEMONO GROUP HELPLINE,” which is available in foreign languages (English, Chinese, Thai, and Indonesian). Both helplines accept inquiries 24 hours a day, 365 days a year.

Internal complaints, reports, or consultations received by the Helpline will be reported to the Legal & Compliance Department. Depending on the nature of the complaint, the facts will be investigated and confirmed either by this or a related department, by the reporting division of each Group company, or by the harassment response division of each company. Based on the investigations, we take prompt action for acts of noncompliance, including putting in place corrective measures and measures to prevent recurrence. The Risk Management Committee (Compliance Subcommittee) monitors all whistleblowing, reporting, consultation, and other similar activities.

This system is being made known to those to whom it is available by putting up posters in the workplace, posting on the company intranet, conducting compliance training and other means. In addition, in keeping with the spirit of the Whistleblower Protection Act, whistleblowers will not be treated disadvantageously because of their internal complaints, reporting, or consultation, and their privacy will be protected, with whistleblowers being able to submit reports either using their real names or anonymously.

Helpline Overview

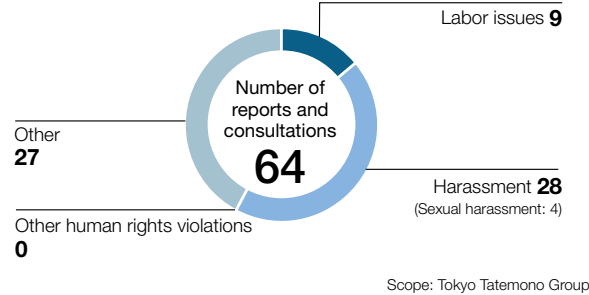
Reportable acts

Violations of laws and regulations and compliance violations such as bribery, fraud, human rights violations, labor issues, and harassment committed by or within Tokyo Tatemono Group

Helplines and Scope

	Established location	Contact methods	Scope
Internal helplines	Tokyo Tatemono and domestic Group companies	—	• Officers and employees (including contract employees and part-time employees) of Group companies
Tokyo Tatemono Group Helpline (Japanese)	External outsourced agency (Dial Service Co., Ltd.)	• Dedicated hotline • Web form	• Temporary employees and other contractor employees, etc. engaged in work at Group company business sites
TOKYO TATEMONO GROUP HELPLINE (foreign languages)		• Web form	* All of the above also include former employees.

Number of Reports and Consultations Handled by the Helpline (FY2025)



(Data) Violation of Laws or Regulations in the Field of Socioeconomic Activities (p. 113)

Responding to Compliance Violations

To ensure adherence to the Compliance Code of Conduct, the Tokyo Tatemono Group has established an anonymous whistleblowing mechanism to identify events that raise concerns about widespread incidents of non-compliance.

In the event that a matter that may be deemed to pose a compliance problem (including labor issues) is discovered, the matter is reported to the president, Audit and Supervisory Board members, and other relevant parties, and an investigation, factfinding review, or other similar process is conducted as appropriate. If, as a result of the investigation, an incident of non-compliance is identified, it is reported to the Risk Management Committee (Compliance Subcommittee). If the event is particularly serious, the Committee reports it to the Board of Directors, and we promptly take corrective measures and preventive measures. In addition, the Committee will monitor the status of the situation and other matters to ensure appropriate management until the response has been completed.

There were zero major incidents of non-compliance (violations of laws and regulations and incidents which would be subject to sanctions) and no fines, penalties, or settlements in fiscal 2025.

(Data) Violation of Laws or Regulations and Related Sanctions (p. 113)

(Data) Violations Related to Product and Service Information and Labeling (p. 113)

(Data) Violations Related to Marketing Communications (p. 113)

(Data) Reports and Consultations to the Helpline (p. 113)

Provisions for Violations of Laws and Regulations, Lawsuits, etc., Including ESG-related Issues

An amount is estimated at the end of the fiscal year for fines and settlements that are likely to arise from events that occurred prior to the current fiscal year, and provisions are made accordingly. At the end of fiscal 2025, there were no violations of laws or regulations or lawsuits, including any involving ESG-related issues, and as a result, there are no material provisions for them.

(Data) Violation of Laws or Regulations in the Field of Socioeconomic Activities (p. 113)

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Initiatives to Prevent Bribery and Corruption

We formulated the Tokyo Tatemono Group Anti-Bribery Policy to fulfill the commitments of our Compliance Charter. We prohibit the provision of economic benefits (including facilitation payments) to public officials or deemed public officials that would infringe upon local laws or regulations in Japan or in any of the countries where we conduct business. We publish this policy both within and outside the company, on our corporate intranet and our corporate website. To ensure that we establish proper relationships with our business partners, the Compliance Code of Conduct also prohibit giving or receiving excessive gifts, entertainment, or other benefits, or engaging in anti-competitive behavior such as bid rigging or price cartels. Additionally, the Tokyo Tatemono Group Compliance Manual, which incorporates the subject of preventing corruption of all kinds, is fully communicated to all officers, employees (including contract employees and part-time employees), and temporary employees of the Group through training and other means. Further, we are working to ensure that our business partners, including agents and brokers, are fully aware of and familiarize themselves with our Sustainable Procurement Standards and Sustainable Procurement Standards Guidelines by distributing them and conducting surveys. In addition, Tokyo Tatemono and some Group companies obtain anti-bribery pledges from employees (including contract and temporary employees) to raise awareness of bribery prevention.

- Tokyo Tatemono Group Anti-bribery Policy
- Supply Chain Management (p. 59)

Evaluation of Corruption Risks Including Bribery

Whenever we conclude a contract with a new agent (including brokers) or renew a contract with an existing agent, we engage in comprehensive checks and risk assessment. We do so by collecting credit information using public agencies, private investigation companies, and the Internet, and use a business partner check sheet that includes items such as reputation for corruption and termination of past transactions due to inappropriate behavior to check for suspicious signs. We also recognize that countries and regions whose Corruption Perceptions Index is less than 50, as

defined by the international NGO Transparency International, pose a high risk and require caution.

When contracting with agents in such countries, we take thorough measures to prevent the risk of bribery by inserting an antibribery clause in the contract or by receiving an anti-bribery pledge.

Responding to and Monitoring Corruption Risks

We comprehensively assess and strive to prevent corruption risks in all of our activities, including prohibiting the provision of economic benefits which violate applicable laws and regulations to public officials with whom we have particularly close relationships due to the nature of our business. Of particular note is our approach to bribery. We evaluate bribery risks based on our Anti-Bribery Regulations and Anti-Bribery Manual and identify certain high-risk activities (including the use of agents to provide services on an intermediary, agency, or mediation basis in addition to direct transactions). To deter such activities, in the Anti-Bribery Regulations and Anti-Bribery Manual, the Company has established approval and reporting processes for entertainment, gifts, donations, etc. We consider entertainment and gifts to public officials in foreign countries to be of particularly high risk, and have set the bar for our internal approval process with respect to these activities higher than in Japan. With regard to bribery, the Risk Management Committee (Compliance Subcommittee) conducts risk assessment and monitoring. Internal audits are conducted periodically to evaluate and review the anti-bribery control system.

Political Donations

We do not make donations related to political activities to individual politicians or organizations other than political parties or political fund organizations, and our record of such donations in fiscal 2025 was 0 yen. When making donations related to political activities to political parties and political fund organizations, we comply with the Political Funds Control Act, the Public Offices Election Act, and other related laws and regulations.

Preventing Anti-Competitive Practices

The Tokyo Tatemono Group upholds fair competition in its Compliance Code of Conduct, and in conjunction with the Compliance Manual, we are working to eliminate anti-competitive practices such as bid-rigging and price cartels, as well as unfair competitive practices including improper acquisition of confidential information and dumping, through training and other means to ensure a common understanding among all officers and employees of the importance of compliance. The Tokyo Tatemono Group did not incur any fines or other penalties related to anti-competitive practices in fiscal 2025.

Responsible Marketing

The Tokyo Tatemono Group conducts responsible marketing based on the Compliance Charter and Compliance Code of Conduct.

Relevant Items of the Compliance Code of Conduct

- We act faithfully by thinking from the customers’ standpoint
- (1) Sincere responses to customers and disclosure of accurate, non-misleading information regarding the products and services provided

We strive to provide accurate and honest information, conduct fair business activities, and build our brand image. To this end, we have established a system in which, whenever we offer new premiums or engage in representation through advertisements, etc., a staff member in charge of representation management reviews them in accordance with related laws and regulations such as the Act against Unjustifiable Premiums and Misleading Representations, the Real Estate Brokerage Act, and the Fair Competition Code for Real Estate Representation (Representation Code), internal rules, etc. We also work to ensure that employees fully understand and adhere to compliance standards through the Compliance Manual and training programs. In particular, we adhere to the Compliance

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Manual with regard to expressions used in advertising. We carefully examine advertising content for slanderous, discriminatory, or exaggerated expressions; religious or political beliefs; environmental concerns; the privacy of third parties; personal information; and intellectual property rights.

Response to Anti-Social Forces

The Tokyo Tatemono Group created the Exclusion of Anti-Social Forces Rules, which detail our rules to exclude any and all relationships with anti-social forces and establish specific methods for conducting due diligence on organizations referencing the Anti-Social Forces Check Manual. Additionally, the contract clauses and templates that we use in our business activities contain clauses regarding the elimination of relationships with antisocial forces (clauses that require the counterparty in the contract to pledge that it does not correspond to an antisocial force or does not have relationships with antisocial forces, and that allow the contract to be terminated if the counterparty violates such pledge, etc.). We cooperate with external expert organizations as part of our resolute response to anti-social forces.

Transparency on Taxes

In accordance with the Compliance Charter, the Tokyo Tatemono Group pays taxes appropriately, in accordance with international standards as well as the laws, regulations, and social norms of each country and region. We respond conscientiously to the tax authorities and strive to maintain good relationships with them. In all of our responses to questions from tax authorities, we have provided honest and accurate explanations of the facts as we understand them.

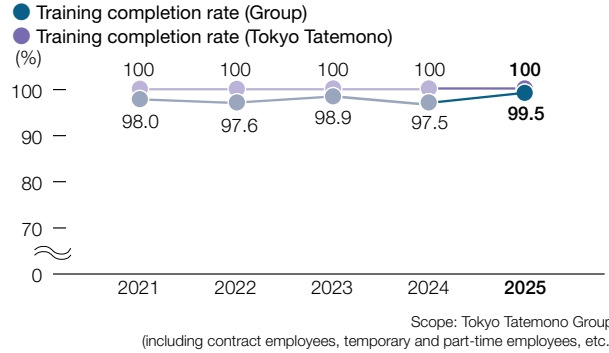
Compliance Training

Every year, the Tokyo Tatemono Group conducts compliance training via e-learning. These programs apply to all employees, regardless of employee division or position, including contract employees, temporary employees, and part-time employees. In FY2025, the completion rate was 100% for Tokyo Tatemono and 99.5% for the Group overall. In addition, overseas Group companies conducted compliance training tailored to local conditions for all employees (including locally hired staff and others) from February to March, achieving a completion rate of 100%.

Program for FY2025 Compliance Training (e-Learning)

Group-wide courses	• Compliance Code of Conduct (including prohibition of discrimination and harassment and prevention of bribery) • Confidential Information Management • Prevention of Insider Trading • Personal Information • National Identification Number • Real Estate Brokerage Act • Criminal Proceeds Transfer Prevention Act • Act for Eliminating Discrimination against Persons with Disabilities • Social media literacy
Separate modules implemented by each company to strengthen specific areas	• Information security • Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators • Compliance management training • Personal information protection training

Status of Compliance Training
(e-Learning: Compliance Code of Conduct)



Other Training and Awareness-Raising Programs Related to Compliance (FY2025)

Details	Scope	Frequency
Training on preventing workplace bullying	Supervisors, senior employees, etc.	Once a year
Compliance risk management Training	Officers and general managers (including external officers)	Once a year
Compliance Training	New supervisors	Once a year
Basic Compliance Training	New employees	Once a year
Seminars (laws and regulations of high business importance, taxation, etc.) with outside experts as lecturers	Officers and employees	As needed
Posting of Compliance News on the intranet (bribery and other misconduct, as well as harassment and other violations related to occupational safety and health)	Officers and employees	Updated monthly
Posting of compliance awareness content on the intranet (bribery cases, LGBTQ case studies)	Officers and employees	Updated monthly

Scope: Tokyo Tatemono (including contract employees, temporary and part-time employees, etc.)

Compliance Surveys

Since 2009, the Tokyo Tatemono Group has conducted an annual compliance survey to understand and verify the degree of compliance awareness and acceptance among employees. In fiscal 2025, 9,273 employees from 17 group companies were surveyed—a response rate of 80.1%. The results of the survey are analyzed to understand responses by group companies and for the Group as a whole, and important matters are reported to the Risk Management Committee (Compliance Subcommittee). We also share the survey results on the intranet and provide feedback to group companies as an aid in early problem resolution, reflecting on compliance structure, and engaging in awareness activities.

(Data) Compliance Training (e-Learning: Compliance Code of Conduct) and Return Rate of Compliance Surveys (p. 113)

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● Promoting a Decarbonized Society

GHG (CO₂) Emissions

Category		Scope of Collection		Unit	2021	2022	2023	2024	2025
Scope 1, 2, 3 total		Tokyo Tatemono Group	All Businesses	t-CO ₂	1,034,699 ✓	1,015,172 ✓	984,407 ✓	1,406,137 ✓	1,056,543 ✓
Scope 1 (Fuel-derived)					15,802 ✓	18,234 ✓	14,456 ✓	13,808 ✓	14,730 ✓
Scope 2 (Market-based)					55,610 ✓	53,979 ✓	29,827 ✓	29,642 ✓	26,622 ✓
Scope 1, 2 total					71,412 ✓	72,213 ✓	44,283 ✓	43,450 ✓	41,352 ✓
Scope 3 total					963,287 ✓	942,959 ✓	940,124 ✓	1,362,687 ✓	1,015,191 ✓
1. Purchased goods and services					99,701 ✓	238,344 ✓	219,112 ✓	334,315 ✓	241,348 ✓
2. Capital goods					40,478 ✓	41,105 ✓	33,586 ✓	132,556 ✓	65,991 ✓
3. Fuel and energy-related activities not included in Scopes 1 and 2					19,849 ✓	20,963 ✓	16,045 ✓	14,765 ✓	13,585 ✓
4. Transportation and distribution (upstream)					69 ✓	75 ✓	45 ✓	81 ✓	29 ✓
5. Waste generated in operations					10,350 ✓	13,137 ✓	15,229 ✓	11,885 ✓	14,099 ✓
6. Business travel					760 ✓	1,329 ✓	2,105 ✓	1,927 ✓	2,984 ✓
7. Employee commuting					1,627 ✓	1,693 ✓	1,328 ✓	1,185 ✓	1,379 ✓
8. Leased assets (upstream)*					—	—	— ✓	— ✓	— ✓
9. Transportation and delivery (downstream)					—	—	— ✓	— ✓	— ✓
10. Processing of sold products					—	—	— ✓	— ✓	— ✓
11. Use of sold products					728,626 ✓	565,219 ✓	592,380 ✓	801,554 ✓	617,007 ✓
12. Disposal of sold products					9,480 ✓	10,843 ✓	12,776 ✓	18,219 ✓	15,587 ✓
13. Leased assets (downstream)					33,504 ✓	31,116 ✓	29,609 ✓	29,906 ✓	29,618 ✓
14. Franchises					—	—	— ✓	— ✓	— ✓
15. Investments					18,843 ✓	19,135 ✓	17,909 ✓	16,294 ✓	13,564 ✓

* Category 8 is included in the calculation for Scope 1 and 2. Other categories for which no figures are provided have no emission sources.

Energy Consumption

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Energy consumption (crude oil equivalent)*	Tokyo Tatemono Group	All Businesses	KL	—	—	59,203	54,780 ✓	57,378 ✓
Intensity			KL / Thousand m ²	—	—	29.6	24.8	23.6
Floor area within scope			Thousand m ²	—	—	2,000	2,210	2,428

* Includes renewable energy usage amounts.

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Energy consumption (crude oil equivalent)*	Tokyo Tatemono	Tokyo Tatemono facilities subject to the Act on the Rational Use of Energy	KL	23,050 ✓	23,510 ✓	28,664 ✓	26,139 ✓	28,404 ✓
Intensity			KL / Thousand m ²	27.2	26.6	25.5	20.6	22.4
Floor area within scope			Thousand m ²	847	883	1,126	1,266	1,268

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Renewable Energy (electricity) Usage Amount / Energy Generated

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Usage amount	Tokyo Tatemono Group	All Businesses	Thousands of kWh	3,675	22,735 ✓	64,377 ✓	90,699 ✓	110,749 ✓
Energy generated			Thousands of kWh	14,967	18,092 ✓	24,431 ✓	24,466 ✓	26,060 ✓

● Water Resources

Water Use

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Total water use	Tokyo Tatemono Group		m³	—	—	2,518,431	2,710,205	2,855,163
Potable water uses				—	—	2,404,662	2,578,522	2,717,461
Recycled water use				—	—	113,769	131,683	137,702
Total water use	Tokyo Tatemono	Long-term buildings*	m³	667,065	760,729	673,515	706,502	835,141
Potable water uses				567,069✓	657,109✓	574,862✓	604,140 ✓	725,355 ✓
Recycled water use				99,996✓	103,620✓	98,653✓	102,362 ✓	109,786 ✓
Intensity			m³/m²	0.68	0.76	0.79	0.84	0.86
Floor area within scope			m²	983,113	997,316	856,248	839,001	968,959

* Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights.

Water Withdrawal

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Total water withdrawal	Tokyo Tatemono Group		m³	—	—	2,404,662	2,578,522	2,717,461
Surface water				—	—	0	0	0
Groundwater				—	—	715,744	682,413	728,049
Industrial water				—	—	0	0	0
Used quarry water collected at the quarry				—	—	0	0	0
Potable water				—	—	1,689,118	1,896,109	1,989,412
External wastewater				—	—	0	0	0
Rainwater				—	—	0	0	0
Seawater				—	—	0	0	0
Intensity			m³/m²	—	—	0.8	1.2	1.1
Floor area within scope			m²	—	—	2,941,240	2,139,131	2,427,989

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Usage amount	Tokyo Tatemono	Commercial Properties Business	Thousands of kWh	3,675	22,735 ✓	60,773 ✓	83,857 ✓	99,683 ✓
Energy generated			Thousands of kWh	80	3,337 ✓	9,334 ✓	10,776 ✓	12,220 ✓

Water Discharge

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Total water discharge	Tokyo Tatemono Group		m³	—	—	2,518,431	2,710,205	2,855,163
Seawater				—	—	0	0	0
Surface water				—	—	0	0	0
Groundwater				—	—	0	0	0
Sewage water				—	—	1,681,227	1,988,634	2,556,878
Other*				—	—	837,204	721,571	298,284

* Other indicates the difference between water use and total water discharged, from seawater to sewage water.

Water risk analysis results from the Aqueduct Water Risk Atlas*1

Overall Water Risk*2	Scope of Collection		2025			
			Number of applicable properties (properties)	Percentage of leased area (%)	Water Withdrawal (m³)	Water Discharge (m³)
Low (0-1)	Tokyo Tatemono	Commercial Properties Business*3	1	3,517	3,517	3,517
Low - Medium (1-2)			104	985,506	1,120,438	1,120,438
Medium - high (2-3)			0	0	0	0
High (3-4)			0	0	0	0
Extremely high (4-5)			0	0	0	0

*1 Refers to the water risk assessment tool developed by the World Resources Institute (WRI).

*2 Refers to the overall water risk measured based on all water-related indicators, including the quantity and quality of physical risks, as well as regulatory and reputational risks. Higher values indicate higher levels of water risk.

*3 Applies to all of the properties we own in our Commercial Properties Business. Excluding properties located in areas not covered by the Aqueduct Water Risk Atlas.

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● Promoting a Recycling-oriented Society

Waste Emissions and Recycling Amount / Recycling Rate*1

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Waste emissions	Tokyo Tatemono	Long-term buildings*2	t	6,351 ✓	6,429 ✓	6,531 ✓	6,582 ✓	7,530 ✓
Intensity			t/Thousand m ²	5.2	5.3	5.3	5.3	5.3
Floor area within scope			Thousand m ²	1,214	1,216	1,226	1,232	1,408
Non-recycled amount			t	2,179	2,516	2,714	2,580	2,761
Recycled amount			t	4,171 ✓	3,913 ✓	3,817 ✓	4,002 ✓	4,769 ✓
Recycle ratio			%	65.7 ✓	60.9 ✓	58.4 ✓	60.8 ✓	63.3 ✓

*1 From FY2024 the data collection period was changed to January to December. (Until FY2023 it was April to March)
*2 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.

Hazardous Substance Emissions

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Amount of PCB waste processed	Tokyo Tatemono	Commercial Properties Business	kg	0	13,000	0	0	615
Asbestos emissions		Commercial Properties Business*1	m ³	96	113	179	124	472
NOx emissions		Commercial Properties Business*2	t	6	6	6	7	8

*1 Of the Tokyo Tatemono owned properties that were constructed in each fiscal year, on properties for which data was collected.
*2 Of the Tokyo Tatemono owned properties, on properties for which data was collected.

Raw Material Usage

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Steel frame usage*1	Tokyo Tatemono	Commercial Properties Business*3	t	Not applicable	1,260	416	3,426	Not applicable
Wood usage*2			m ²	Not applicable	176	1,268	697	Not applicable
			m ³	Not applicable	4	0	1	Not applicable
Percentage of properties using domestic/certified timber*4 (Property-count basis)		Long-term buildings, Condominiums for sale or rent	%	0.0	13.0	7.1	23.8	47.4
Number of applicable properties			properties	13	23	14	21	19

*1 Mainly main and other steel frames, etc.
*2 Decorative walls, floor plywood, ceiling paneling, etc. are calculated in m², while floor framing, etc. is calculated in m³.
*3 Tokyo Tatemono developed office buildings completed in each fiscal year.
*4 Applies to office buildings and for-sale and for-rent condominiums completed in each fiscal year.

● Environmental Management

Environmental Incidents and Violations of Environmental Laws or Regulations

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Violations of environmental laws or regulations	Tokyo Tatemono Group	All Businesses	Incidents	0	0	0	0	0
Violations of water quality/quantity permits, standards or regulations			Incidents	0	0	0	0	0
Environmental incidents			Incidents	0	0	0	0	0
Environmental fines			Yen	0	0	0	0	0

Number of Business Sites Certified for Environmental Management Systems and Acquisition Rate

	Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
ISO14001	Number of certified business sites	Tokyo Tatemono Group	All Businesses	Facilities	0	0	0	0	0
	Certification acquisition rate			%	0	0	0	0	0

● External Evaluation and Certification for Green Building

Acquisition Rate of Green Building Certification for Owned and Managed Properties

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Total certification percentage for owned and managed properties	Tokyo Tatemono	Commercial Properties Business Residential Business	%	56.4	63.9*2	72.7*2	73.7*2	75.2
DBJ Green Building Certification				45.9*2	46.5*2	47.1	46.6	43.2
BELS				21.9	28.5	35.3	35.8	40.9
CASBEE*1				5.2	19.4*2	28.8*2	29.8*2	22.5
ABINC Certification				13.7	12.8	11.7	12.3*2	11.5
SEGES (Urban Oasis)				13.7	12.8	11.7	11.5	10.7
Acquisition rate of certification for the leasable area of office buildings				63.1	68.3*2	74.3*2	75.6*2	75.7
Acquisition rate of certification for the leasable area of residential buildings				22.2	33.9	59.8	60.5*2	71.2

*1 CASBEE includes CASBEE Certification for Buildings (new construction), Certification for CASBEE for Real Estate, Certification for CASBEE Wellness Office, etc.
*2 Following a close examination of data, figures have been revised.

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List of buildings and for-rent condominiums owned by Tokyo Tatemono that have received external evaluation or certification for Green Building*1

DBJ Green Building Certification*2			
Evaluation	Year completed	Year acquired/renewed	Property name
★★★★★	2008	2025	SMARK ISESAKI
	2012	2025	Nakano Central Park South
	2012	2025	Brillia ist Nakano Central Park
	2013	2025	Tokyo Square Garden
	2014	2025	Otemachi Tower
★★★★	2015	2025	Tokyo Tatemono Nihonbashi Building
	2022	2025	Tokyo Tatemono Shijo-Karasuma Building EAST
★★★	1989	2025	Tokyo Tatemono Umeda Building
	1998	2025	Shijo-Karasuma FT Square

CASBEE*3 Certification for Buildings (new construction)			
Evaluation	Year completed	Year acquired	Property name
A rank	2024	2025	T-LOGI Samukawa

Certification for CASBEE*3 for Real Estate			
Evaluation	Year completed	Year acquired/renewed	Property name
S rank	2009	2025	Nagoya Prime Central Tower
	2021	2025	THE PLACE SAPPORO

BELS*4			
Evaluation	Year completed	Year acquired	Property name
★★★★★★	2024	2025	T-LOGI Samukawa*5
	2025	2025	T-LOGI Sagamihara*5
★★★★★	2025	2024	THE CROSS SITE Keisei-Okubo*6
	2025	2024	Brillia ist Shin-Okachimachi*5
★★★★	2025	2025	Brillia ist Sumida Hikifune*5
	2025	2025	CLASWELL Kita-Urawa*5
	2025	2025	CLASWELL Omiya*5
	2025	2025	Brillia ist Ikejiri-Ohashi*5
★★★	2025	2025	Brillia ist Ikejiri-Ohashi*5
	2025	2024	CLASWELL Shimo-Shakujii*5
	2025	2024	Brillia ist Asakusa*5

SEGES*7 (Urban Oasis)		
Year completed	Year acquired/renewed	Property name
2013	2025	Tokyo Square Garden

- *1 Applies to properties that were completed in 2025 and obtained external green building assessments/certifications in or before 2025, as well as properties that were completed in or before 2024 and obtained or renewed such external assessments/certifications in 2025.
- *2 DBJ Green Building Certification is a system established by the Development Bank of Japan Inc. to evaluate and certify real estate projects that are needed by society and the economy. The certification is based on a comprehensive evaluation that includes not only the environmental performance of the real estate but also its response to various stakeholders, including disaster prevention and consideration for community.
- *3 CASBEE Certification is a system in which a third-party organization reviews and certifies the accuracy of evaluation results based on CASBEE (Comprehensive Assessment System for Built Environment Efficiency).
- *4 BELS (Building-Housing Energy-efficiency Labeling System) is a third-party evaluation system designed to ensure that the evaluation and labeling of the energy efficiency performance of buildings are conducted fairly and appropriately by accredited organizations.
- *5 Following the revision of the Energy-efficiency Labeling System for Buildings, the BELS rating system was revised in April 2024. Based on this revised BELS rating system, we obtained evaluation under the revised standards.
- *6 Following the revision of the Energy-efficiency Labeling System for Buildings, the BELS rating system was revised in April 2024. Based on this revised BELS rating system, we obtained evaluation under the previous standards.
- *7 SEGES is an evaluation system for green spaces that contribute to society and the environment by the Urban Greenery Research Institute, which visualizes the social and environmental value of green spaces.

List of for-sale condominium developments that have received external evaluation or certification for Green Building*1

BELS*2			
Evaluation	Year completed	Year acquired/renewed	Property name
★★★★★	2025	2024	Brillia Fukasawa Hatchome*3
	2025	2023	Brillia ist Shin-Yurigaoka*3
	2025	2024	The ParkOne's Nihonbashi Ningyocho*4
★★★★	2025	2022	Brillia Seiseki Sakuragaoka BLOOMING TERRACE*3
	2025	2025	LIVIO City Funabashi Kita-Narashino*4
	2025	2025	Brillia Higashi-Ueno*4
	2025	2024	PROUD Fuchu Harumicho*4

*1 Applies to properties that were completed in 2025 and obtained external green building assessments/certifications in or before 2025, as well as properties that were completed in or before 2024 and obtained or renewed such external assessments/certifications in 2025.

- *2 BELS (Building-Housing Energy-efficiency Labeling System) is a third-party evaluation system designed to ensure that the evaluation and labeling of the energy efficiency performance of buildings are conducted fairly and appropriately by accredited organizations.
- *3 Following the revision of the Energy-efficiency Labeling System for Buildings, the BELS rating system was revised in April 2024. Based on this revised BELS rating system, we obtained evaluation under the previous standards.
- *4 Following the revision of the Energy-efficiency Labeling System for Buildings, the BELS rating system was revised in April 2024. Based on this revised BELS rating system, we obtained evaluation under the revised standards.

ZEB/ZEH* Development Results (Completed in FY2025)

ZEB/ZEH Classifications	Property name
“ZEB”	T-LOGI Sagamihara
“ZEH-M”	Brillia Fukasawa Hatchome
ZEH-M Oriented	Brillia Oshima Green Avenue
	Brillia Seiseki Sakuragaoka BLOOMING TERRACE
	Brillia Minami Urawa
	Brillia Tsukishima 4-Chome
	Brillia ist Ikejiri-Ohashi
	Brillia ist Shin-Okachimachi
	LIVIO City Funabashi Kita-Narashino
	THE CROSS SITE Keisei-Okubo
	Brillia Higashi-Ueno
	Brillia Bunkyo Nishikata
	PROUD Fuchu Harumicho
	Brillia ist Shin-Yurigaoka
	Brillia ist Sumida Hikifune
	The ParkOne's Nihonbashi Ningyocho
	Brillia ist Asakusa

* ZEB (Net Zero Energy Building) is a building that is designed to achieve a net-zero balance of annual primary energy consumption. ZE-H-M (Net Zero Energy House (-M)) is a house that is designed to achieve a net-zero balance of annual primary energy consumption.

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● Respect for Human Rights

Human Rights Related

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Attendance in human rights training	Tokyo Tatemono Group	%	—	86.9	96.2	97.8	91.9
Attendance in human rights training	Tokyo Tatemono	%	99.7	93.2	99.6	100	99.9

● Diversity & Inclusion

Headcount

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Tokyo Tatemono employees (total)	Tokyo Tatemono	Persons	911	958	999	1,033	1,063
Male (ratio)		Persons (%)	630 (69.2)	661 (69.0)	681 (68.2)	700 (67.8)	716(67.4)
Female (ratio)			281 (30.8)	297 (31.0)	318 (31.8)	333 (32.2)	347(32.6)
Tokyo Tatemono full-time employees (total)		Persons	805	840	879	903	912
Male (ratio)		Persons (%)	595 (73.9)	620 (73.8)	637 (72.5)	640 (70.9)	641(70.3)
20 to 30 years old		%	18.5	19.4	19.9	20.5	18.9
31 to 40 years old			22.4	23.5	25.4	26.6	30.3
41 years old and above			59.2	57.1	54.6	53.0	50.9
Female (ratio)		Persons (%)	210 (26.1)	220 (26.2)	242 (27.5)	263 (29.1)	271(29.7)
20 to 30 years old		%	23.3	25.5	25.2	27.0	29.9
31 to 40 years old			28.6	26.8	31.0	28.9	24.7
41 years old and above			48.1	47.7	43.8	44.1	45.4
Ratio of foreign full-time employees		%	0.2	0.2	0.2	0.2	0.2
Employment rate of persons with disabilities*		%	2.21 ✓	2.33 ✓	2.53 ✓	2.90 ✓	2.56 ✓
Number of managers (total)		Persons	376	377	384	389	395
Male			349	350	348	342	341
Female			27	27	36	47	54
Ratio of women in management positions		%	7.2	7.2	9.4	12.1	13.7

* As of June 1 of each year.

Turnover

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Job leavers (total)	Tokyo Tatemono	Persons	13	30	33	27	29
Male			9	17	14	14	11
Of which full-time			8	15	12	13	9
Of which contracted			1	2	2	1	2
Female			4	13	19	13	18
Of which full-time			2	9	4	3	14
Of which contracted			2	4	15	10	4
Turnover rate (full-time employee turnover)		%	2.6	5.3	5.5	4.2	4.8
Of which, voluntary resignation			1.5 ✓	3.3 ✓	3.5 ✓	2.7 ✓	2.8 ✓

Employment Status

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
New hires (total)	Tokyo Tatemono	Persons	56	70	67	52	58
Male		Persons	39(69.6)	55(78.6)	47(70.1)	34(65.4)	38(65.5)
Female		(%)	17(30.4)	15(21.4)	20(29.9)	18(34.6)	20(34.5)
New graduate hires (total)		Persons	33	30	32	31	28
Male		Persons	23(69.7)	20(66.7)	18(56.3)	15(48.4)	15(53.6)
Female		(%)	10(30.3)	10(33.3)	14(43.8)	16(51.6)	13(46.4)
Mid-career hires (total)		Persons	23	40	35	21	30
Male		Persons	16(69.6)	35(87.5)	29(82.9)	19(90.5)	23(76.7)
Female		(%)	7(30.4)	5(12.5)	6(17.1)	2(9.5)	7(23.3)
Ratio of mid-career hires to regular employees		%	37.7	57.7	46.7	47.5	49.9
Average years of service (overall)		Years	13.0	12.6	12.3	12.2	12.0
Male			14.0	13.4	13.0	12.9	12.6
Female			10.1	10.4	10.3	10.4	10.5
Difference in average tenure between male and female regular employees		Years	3.9	3.0	2.7	2.5	2.1

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Rehiring of Employees at Retirement Age

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Employees at retirement age	Tokyo Tatemono	Persons	10	13	15	18	24
		Rehired persons*	8	12	14	17	21
		Ratio of rehires*	%	80.0	92.3	94.4	87.5

* The number of rehired persons is the total number of employees who were rehired because they wanted to continue working after retirement. In some fiscal years, the ratio of rehires does not reach 100% because some employees do not wish to work after retirement and do not use the rehiring system.

Childcare Leave

Category		Scope of Collection	Unit	2021	2022	2023	2024	2025	
Total number of employees eligible for childcare leave*1		Tokyo Tatemono	Persons	33	32	38	28	33	
				Male	23	22	32	19	24
				Female	10	10	6	9	9
Total number of employees who have taken childcare leave			Persons	13*2	21	31	25	30	
				Male	3	11	25	16	21
				Female	10*2	10	6	9	9
Percentage of childcare leave taken			%	78.7	65.6	81.5	89.2	90.9	
				Male*3	13.0	50.0	78.1	84.2	87.5
				Female	100	100	100	100	100
Total number of employees who returned to work after childcare leave			Persons	16	16	38	25	30	
		Male		5	12	26	21	22	
		Female		11	4	12	8	7	
Percentage of employees returning to work after childcare leave*4		%	100	88.9	100	100	100		
			Male	100	100	100	100	100	
			Female	100	66.7	100	100	100	

*1 Total number of employees who had a child born in the relevant year.
*2 Following a close examination of data, figures have been revised.
*3 Percentage of male employees taking childcare leave = total number of male employees who took childcare leave in the relevant year/total number of male employees who had a child born in the relevant year.
*4 Total number of employees who returned to work/total number of employees who were scheduled to return to work (the number of employees who returned to work is the number of employees who were scheduled to return to work excluding those who left for personal reasons without returning to work).

Human Resource Development

EBIT (Earnings Before Interest and Taxes) per Employee

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
EBIT per employee*	Tokyo Tatemono Group	Million Yen	11	12	16	21	20

* A measure of productivity defined in ISO30414 (Guidelines for the Disclosure of Information on Human Capital).

Training for Employees Related

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Total training hours for employees	Tokyo Tatemono	Hours	14,712	13,292	13,338	14,489	12,797
Average hours of training per year per employee			18.3	15.8	15.2	16.0	14.3
Average days of training per year per employee		Days	2.4	2.1	2.0	2.1	1.9
Career training participation rate		%	100	100	100	100	100

Personnel with Major Certifications

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Real Estate Transaction Agent	Tokyo Tatemono	Persons	743	766	783	794	810
The Official Business Skill Test in Bookkeeping			352	370	386	398	425
Japan Business Law Exam			201	213	216	245	259
Certified Building Administrator			160	153	147	148	160
Real Estate Consulting Master Exam			61	55	48	46	49
ARES (Association for Real Estate Securitization) Certified Master			74	74	73	76	80
Urban Renewal Planner			99	99	97	99	109
Licensed Real Estate Appraiser			22	20	20	20	22
Licensed First-class Architect			100	100	102	101	103

Employee Engagement Survey

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Rating*	Tokyo Tatemono	—	A	A	AA	AA	AA
Score		—	59.1	59.4	62.1	62.8	65.0

* The scores, which are calculated independently by the survey company, are ranked using a 11-stage rating scale.
Ratings: DD (score less than 33), DDD (33-39), C (39-42), CC (42-45), CCC (45-48), B (48-52), BB (52-55), BBB (55-58), A (58-61), AA (61-67), AAA (67+).

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● Revitalizing and Utilizing Real Estate Stock

Cumulative number of units in Housing Complexes Reconstructions and Rehabilitations

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Total units before reconstruction	Tokyo Tatemono	Units	994	994	1,812	1,812	2,130
Total units after reconstruction			1,884	1,884	3,148	3,148	3,636

List of Reconstruction and Rehabilitation Projects of Housing Complexes (as of the end of FY2025)

			Location	Before reconstruction			After reconstruction		
				Year of completion	Site area	Number of dwelling units	Year of completion	Site area	Number of dwelling units
Completed	Suwa 2-chome Housing Condominium Reconstruction Project	Brillia Tama New Town	Suwa 2-chome, Tama-shi, Tokyo	1971	64,399m ²	640 units	2013	64,399m ²	1,249 units
	Heights Komagome Apartments Reconstruction Project	Brillia Komagome Rikugien	Honkomagome 6-chome, Bunkyo-ku, Tokyo	1971	940m ²	25 units	2014	940m ²	49 units
	Fujisaki Housing Condominium Reconstruction Project	Residence Momochi	Momochi 2-chome, Sawara-shi, Fukuoka-shi, Fukuoka	1971	9,946m ²	130 units	2015	9,946m ²	232 units
	Koganei Corpus Apartments Reconstruction Project	Brillia Koganei Sakuracho	Sakura-cho 2-chome, Koganei-shi, Tokyo	1964・1965	5,356m ²	80 units	2016	5,219m ²	114 units
	Senri-Tsukumodai A Condominium Complex Reconstruction Project	Brillia City Senri Tsukumodai	Tsukumodai 3-chome, Suita-shi, Osaka	1966	7,256m ²	96 units	2019	7,256m ²	202 units
	Hiratsuka-cho Housing Reconstruction Project	Brillia Hatanodai	Hatanodai 6-chome, Shinagawa-ku, Tokyo	1959	1,829m ²	23 units	2020	1,829m ²	38 units
	Shakujii Koen Danchi Apartment Reconstruction Project	Brillia City Shakujii Koen ATLAS	Kami-shakujii 3-chome, Nerima-ku, Tokyo	1967	42,365m ²	490 units	2023	37,730m ²	844 units
	Itopia Hamarikyu Condominium Complex Reconstruction Project	Brillia Tower Hamarikyu	Kaigan 1-chome, Minato-ku, Tokyo	1979	2,820m ²	328 units	2023	2,820m ²	420 units
	Narashinodai 3-gaiku Housing Complex Reconstruction Project	Livio City Funabashi KitaNarashino	Narashinodai 3-chome, Funahashi-shi, Chiba	1967	24,806m ²	318 units	2025	16,302m ²	488 units
Started	Kunitachi Fujimidai Danchi Mansion Reconstruction Project	PROUD CITY Kunitachi	Fujimidai 1-chome, Kunitachi-shi, Tokyo	1965	27,371m ² (registered area)	298 units	2026	27,479m ²	589 units
	Kojimachi Sanno Mansion Reconstruction Project	Brillia Niban-cho	Niban-cho, Chiyoda-ku, Tokyo	1970	1,221m ²	57 units (including 4 stores)	2026	1,221m ²	104 units
	Japan Pearl Center Revitalization Project	Brillia Kobe Old Foreign Settlement	Higashi-machi and Ito-machi, Chuo-ku, Kobe-shi, Hyogo	1952	744m ²	—	2026 (scheduled)	744m ²	53 units
	Higashi-Mukojima 2-chome 22 District Disaster Prevention Block Improvement Project	Brillia Hikifune	Higashi-mukōjima 2-chome, Sumida-ku, Tokyo	—	—	—	2027 (scheduled)	1,246m ²	99 units
	Tōshō Center Building Condominium Reconstruction Project	Brillia Tower Asakusa Yanagibashi	Yanagibashi 2-chome, Taito-ku, Tokyo	1970	2,404m ² (registered area)	91 units	2027 (scheduled)	2,367m ²	267 units
	Minoh Sunplaza No. 1 Redevelopment Project	MINOH MARKS	Minoh 6-chome, Minoh-shi, Osaka	1979	2,932m ²	—	2028 (scheduled)	2,941m ²	109 units
	Akimoto Building Minamidai Housing Reconstruction Project	Brillia Honancho	Minamidai 5-chome, Nakano-ku, Tokyo	1974	approx. 1,594m ²	56 units (excluding rental housing and offices)	2028 (scheduled)	4,140m ²	179 units

* The number of dwelling units refers to the total for the entire property and does not represent Tokyo Tatemono's ownership share.

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List of Redevelopment Projects of Urban Areas (as of the end of FY2025)

			Location	Year of completion	Number of dwelling units
Completed	Awaji-cho 2-chome Area	WATERRAS TOWER RESIDENCE	Awaji-cho 2-chome, Chiyoda-ku, Tokyo	2013	333 units
	Minami-Ikebukuro 2-chome Area A	Toshima Ecomusee Town (Toshima City Office, Brillia Tower Ikebukuro)	Minami-Ikebukuro 2-chome, Toshima-ku, Tokyo	2015	432 units
	Meguro Station Area	Brillia Towers Meguro	Kami-Osaki 3-chome, Shinagawa-ku, Tokyo	2017	940 units
	Higashi-Kanagawa 1-chome Area	Brillia Tower Yokohama Higashi-Kanagawa	Higashi-Kanagawa 1-chome, Kanagawa-ku, Yokohama-shi, Kanagawa	2019	110 units
	Takasaki Station East Exit Area 9	Brillia Tower Takasaki ALPHA RESIDENCIA	Azuma-cho, Takasaki-shi, Gunma	2020	225 units
	Shirokane 1-chome East Area (North)	SHIROKANE The SKY	Shirokane 1-chome, Minato-ku, Tokyo	2023	1,247 units
	Harumi 5-chome West Area	HARUMI FLAG	Harumi 5-chome, Chuo-ku, Tokyo	2023-2025	5,632 units
	JR Maebashi Station North Exit Area	Brillia Tower Maebashi	Omote-cho 2-chome, Maebashi-shi, Gunma	2024	203 units
	Hamamatsucho 2-Chome District	WORLD TOWER RESIDENCE	Hamamatsucho 2-chome, Minato-ku, Tokyo	2024	389 units
Started	Tsukishima 3-Chome North District	Grand City Tower Tsukishima	Tsukishima 3-chome, Chuo-ku, Tokyo	2026 (scheduled)	1,285 units
	Toyomi Area	THE TOYOMI TOWER MARINE & SKY	Kachidoki 6-chome, Toyomi-cho, Chuo-ku, Tokyo	2026 (scheduled)	2,046 units
	Tateishi Station North Exit Area		Tateishi 4-chome and 7-chome, Katsushika-ku, Tokyo	2030 (scheduled)	710 units

* All of the above are Category I Urban Redevelopment Projects.
* The number of dwelling units refers to the total for the entire property and does not represent Tokyo Tatemono's ownership share.

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Corporate Governance

Board of Directors Related Data

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Number of Board of Directors meetings	Tokyo Tatemono	Meetings	15	14	14	16	18
Number of Directors		Persons	12	12	12	12	12
Number of Executive Directors			7	7	7	7	6
Number of Non-Executive Directors (excluding Independent External Directors)			1	1	1	1	1
Number of Independent External Directors			4	4	4	4	5
Number of female Directors			1	1	1	1	2
Percentage of independent external directors		%	33.3	33.3	33.3	33.3	41.7
Percentage of female directors			8.3	8.3	8.3	8.3	16.7
Average Board of Directors meeting attendance		Years	100	99	99	99	99
Average tenure of Directors* (including Independent External Directors)			4.6	4.4	5.4	6.6	6.9

* As of March 31 of each year.

Total Amount of Remuneration, Total Amount by Type of Remuneration, and Number of Eligible Officers

Position	Scope of Collection	Number of Eligible Individuals	Total Amount by Type of Remuneration			Total Amount Paid (Million Yen)
			Fixed Remuneration (Million Yen)	Performance-Based Remuneration (Million Yen)	Share-Based Remuneration (Million Yen)	
FY2022 total	Tokyo Tatemono	16	377	171	37	586
Directors (excluding External Directors)		8	271	171	37	480
Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*)		2	52	—	—	52
External Officers		6	54	—	—	54
FY2023 total	Tokyo Tatemono	19	435	240	42	717
Directors (excluding External Directors)		10	322	240	42	604
Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*)		3	55	—	—	55
External Officers		6	58	—	—	58
FY2024 total	Tokyo Tatemono	17	463	203	86	753
Directors (excluding External Directors)		8	348	203	86	638
Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*)		2	55	—	—	55
External Officers		7	60	—	—	60
FY2025 total	Tokyo Tatemono	18	468	216	68	753
Directors (excluding External Directors)		8	336	216	68	621
Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*)		2	55	—	—	55
External Officers		8	77	—	—	77

* Two External Audit and Supervisory Board Members.

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● Compliance

Reports and Consultations to the Helpline

Category		Scope of Collection	Unit	2021	2022	2023	2024	2025
Number of reports or consultations to the helpline		Tokyo Tatemono Group	Incidents	61	52	60	82	64
Reports				49	48	53	68	44
Consultations				12	4	7	14	20
Breakdown of reports and consultations	Labor issues			13	7	10	21	9
	Harassment			42	33	36	27	28
	Of which Sexual harassment			3	3	5	2	4
	Other human rights violations			—	—	0	0	0
	Other			6	12	14	34	27

Violation of Laws or Regulations and Related Sanctions

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Number of incidents related to corruption or bribery	Tokyo Tatemono Group	Incidents	0	0	0	0	0
Number of incidents related to antitrust or anti-competitive behavior			0	0	0	0	0
Number of incidents related to the Code of Conduct			0	0	0	0	0
Number of incidents of non-compliance			0	0	0	0	0

Violation of Laws or Regulations in the Field of Socioeconomic Activities

Category		Scope of Collection	Unit	2021	2022	2023	2024	2025
Number of violations of laws or regulations in socioeconomic activities		Tokyo Tatemono Group	Incidents	0	0	0	0	0
Of which total amount of significant fines			Yen	0	0	0	0	0
Of which total number of sanctions other than fines			Incidents	0	0	0	0	0
Provisions for legal violations, lawsuits, etc., including those involving ESG issues			Yen	0	0	0	0	0

Violations Related to Product and Service Information and Labeling

Category		Scope of Collection	Unit	2021	2022	2023	2024	2025
Number of violations		Tokyo Tatemono Group	Incidents	0	0	0	0	0
Regulatory violations that resulted in fines or penalties				0	0	0	0	0
Regulatory violations that resulted in warnings				0	0	0	0	0
Violations of voluntary norms				0	0	0	0	0

Violations Related to Marketing Communications

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Number of violations	Tokyo Tatemono Group	Incidents	0	0	0	0	0
Regulatory violations that resulted in fines or penalties			0	0	0	0	0
Regulatory violations that resulted in warnings			0	0	0	0	0
Violations of voluntary norms			0	0	0	0	0

Compliance Training (e-Learning: Compliance Code of Conduct) and Return Rate of Compliance Surveys

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Training completion rate	Tokyo Tatemono Group	%	98.0	97.6	98.9	97.5	99.5
	Tokyo Tatemono		100	100	100	100	100
Return rate of compliance surveys	Tokyo Tatemono Group	%	73.2	76.3	80.0	81.6	80.1

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LRQA Independent Assurance Statement

Relating to Tokyo Tatemono Group's Environmental and Social Data for the Fiscal Year 2025

This Assurance Statement has been prepared for Tokyo Tatemono Co., Ltd. in accordance with our contract.

Terms of Engagement

LRQA Limited (LRQA) was commissioned by Tokyo Tatemono Co., Ltd. ("the Company") to provide independent assurance on its environmental and social data ("the report") within its Sustainability Report, its Integrated Report and its corporate website for the fiscal year 2025, that is from 1 January 2025 to 31 December 2025, within its corporate website against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using ISAE 3000(Revised) and ISO 14064-3:2019 for greenhouse gas ("GHG") emissions.

Our assurance engagement covered the Company and its consolidated subsidiaries' operations and activities in Japan and overseas and specifically the following requirements:

- Verifying conformance with the Company's reporting methodologies
- Evaluating the accuracy and reliability of data for the selected indicators of the fiscal year 2025 listed below:

Environmental indicators ¹	Social indicators ¹
[Property subject to reporting obligations under the Act on the Rational Use of Energy] ²	- Number of lost time injuries - Lost time injury frequency rate - Average number of annual paid leave utilization days - Average annual paid leave utilization rate - Health checkup rate - Employment rate of persons with disabilities⁴ - Total days lost due to absenteeism - Ratio of absenteeism - Turnover rate (full-time employee turnover) (of which, voluntary resignation)⁵
[The Company (non-consolidated) Office Building Business]	
- Usage amount of renewable energy (kWh) - The ratio of renewable energy (%) - The amount of renewable energy generated (kWh)	
[Long-term owned buildings and commercial facilities where the Company has energy management authority]	
- Potable water and groundwater use (m³) - Recycled water use (m³) - Waste emissions (tonnes) - Recycled waste amount (tonnes)³ - Ratio of recycled waste (%)	
[The Company and its subsidiaries' operations and activities]	
- Scope 1 GHG emissions (tCO₂)⁴ - Scope 2 GHG emissions (Market-based) (tCO₂e) - Scope 3 GHG emissions (Category 1-15) (tCO₂e) - Energy consumption (in kilolitres of crude oil equivalent) - Usage amount of renewable energy (kWh)	

¹ GHG quantification is subject to inherent uncertainty.

² The scope covers the real estate owned by the Company and subject to reporting obligations under the Act on the Rational Use of Energy.

³ The recycled waste amount is calculated based on the assumptions set by the Company.

⁴ The scope is limited to energy-related CO₂ emissions, excluding emissions resulting from fluorocarbon leakage and other greenhouse gases.

⁵ The reporting period for social indicators, unless otherwise stated, is from 1 April 2025 to 31 March 2026. The scope covers limited to the Company.

⁶ Employment rate of persons with disabilities is as of 1 June 2025.

⁷ The reporting period for turnover rate is from 1 January 2025 to 31 December 2025.

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- The ratio of renewable energy (%)
- The amount of renewable energy generated (kWh)

LRQA's responsibility is only to the Company. LRQA disclaims any liability or responsibility to others as explained in the end footnote. The Company's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of the Company.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that the Company has not, in all material respects:

- Met the requirements of the Company's criteria
- Disclosed accurate and reliable environmental and social data

The opinion expressed is formed on the basis of a limited level of assurance² and at the materiality of the professional judgement of the verifier.

LRQA's Approach

LRQA's assurance engagements are carried out in accordance with ISAE3000 (Revised) and ISO 14064-3:2019 for GHG emissions. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing the Company's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification;
- Interviewing with key people responsible for compiling the data and drafting the report;
- Sampling datasets and tracing activity data back to aggregated levels;
- Verifying the historical Environmental / Social data and records for the fiscal year 2025;
- Visiting the Company's head office, Shijo Karasuma FT Square, and Nagoya Prime Central Tower to assess whether the data management systems have been effectively implemented.

The Report includes a deduction from the Company's emissions of 31 tonnes CO₂ relating to offsets. We have verified that these offsets were acquired and that their inclusion in the Report is reasonable. We have not performed any procedures regarding the providers of these offsets and express no opinion on whether they have, or will, result in a reduction of GHG.

Observations

It is expected that the Company continues to maintain and perform ongoing review, monitoring, and reporting of the assumptions and underlying premises used in the calculations.

LRQA's Standards, Competence and Independence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 Greenhouse gases - Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition and ISO/IEC 17021-1 Conformity assessment - Requirements for bodies providing audit and certification of management systems - Part1: Requirements that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

² The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

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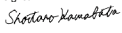
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LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This is the only work undertaken by LRQA for the Company and as such does not compromise our independence or impartiality.

Dated: 8 June 2026

Signed



Shotaro Kawabata
LRQA Lead Verifier
On behalf of LRQA Limited
10th Floor, Queen's Tower A, 2-3-1 Minatomirai, Nishi-ku, Yokohama, JAPAN



Kazuyori Yukinaka
LRQA Technical Reviewer

LRQA reference: YKA00000035

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Contact:

Sustainability Management Department Tokyo Tatemono Co., Ltd.

Tokyo Tatemono Yaesu Building, 1-4-16 Yaesu, Chuo-ku, Tokyo 103-8285

TEL: +81 (0) 3-3274-0148

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