

Corporate Philosophy, Corporate Data,
Financial Highlights, Editorial Policy

Message from the President and CEO

ESG Management

- Long-term Vision and Materiality
- Sustainability Promotion Framework
- Material Issue KPIs and Targets
- Stakeholder Engagement
- Participation in Initiatives
- External Evaluation for Sustainability

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- Environmental Management
- Promoting a Decarbonized Society
- Responding to Natural Disasters
- Biodiversity
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- External Evaluation and Certification for Green Buildings
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- Respect for Human Rights
- Supply Chain Management
- Improving Quality and Customer Satisfaction
- Revitalizing and Utilizing Real Estate Stock
- Contributing to Our Communities
- Human Resource Investment and Development
- Health Management / Occupational Health and Safety
- Diversity & Inclusion

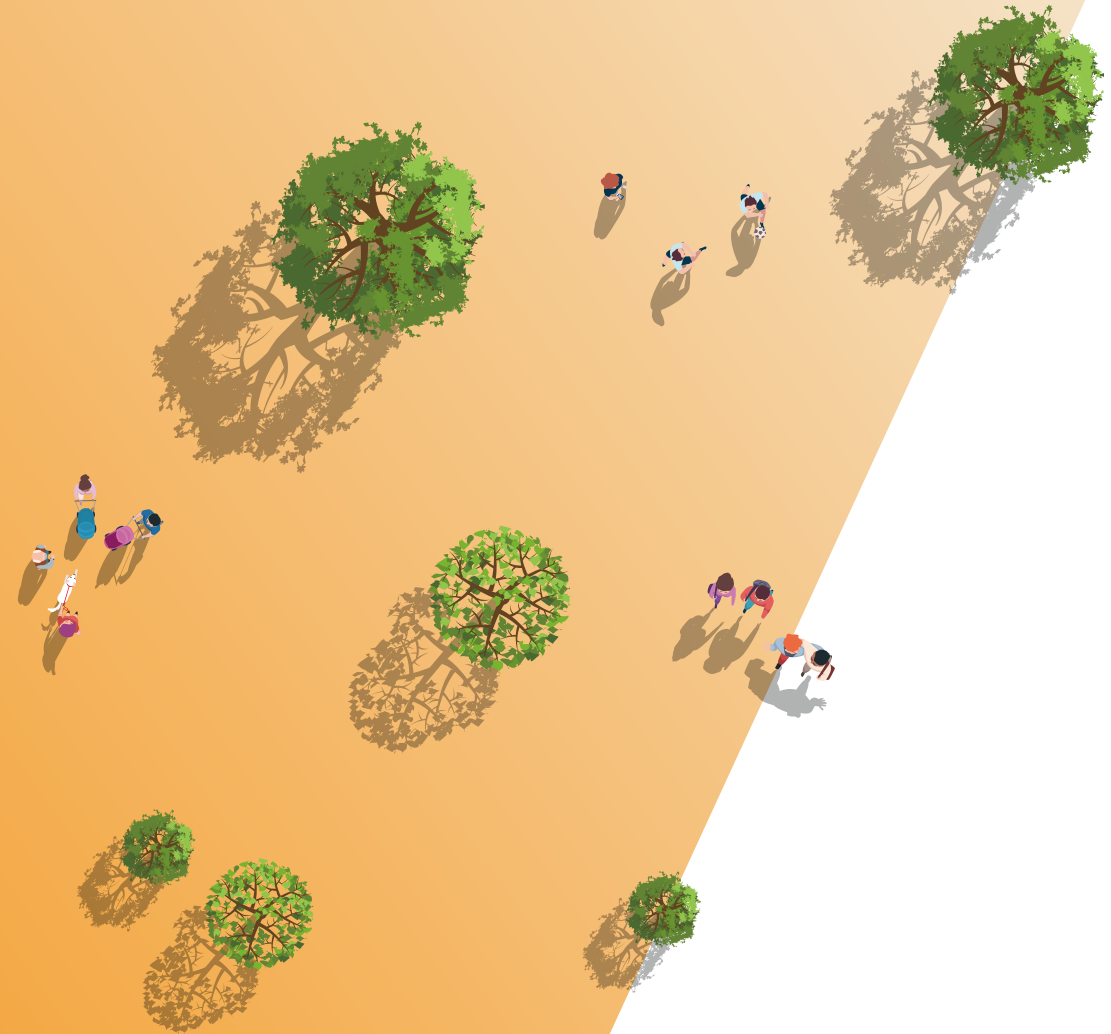
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Policy and Concept

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, or origin.

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 correct 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 the Tokyo Tatemono website, we are clearly communicating our expectations to all stakeholders on the need to respect human rights.

Furthermore, we request suppliers who collaborate with the Tokyo Tatemono Group, including secondary and subsequent suppliers, to promote their business with respect for human rights through initiatives based on the Sustainable Procurement Standards.

KPIs and Targets

- **Respect for Human Rights**
Dissemination of the Human Rights Policy
Deployment to and compliance by Group companies
Scope of Coverage Tokyo Tatemono Group

☑ Tokyo Tatemono Group Human Rights Policy

☑ Sustainable Procurement Standards

☑ Tokyo Tatemono Group Guidelines for Sustainable Procurement Standards

☐ Material Issue KPIs and Targets (p. 10)

☐ Participation in Initiatives (p. 13)

☐ Supply Chain Management (p. 50)

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

- 10 principles in four areas (human rights, labor, environment, and anti-corruption) as defined by the 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 human rights initiatives together with relevant departments and Group companies, and with support from external experts.

The Sustainability Committee not only deliberates and discusses 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, led by the Personnel Department, discusses how to promote initiatives based on the Human Rights Policy and human rights due diligence, and shares progress of such initiatives. Important matters discussed and debated by the Committee are submitted to or reported to the Board of Directors, which oversees the human rights initiatives.

☐ Sustainability Promotion Framework Chart (p. 9)

♦ Framework Chart (Human Rights)



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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 and then identifying those that should be prioritized. If a negative impact on human rights is foreseen, preventive measures and mitigation measures are taken, the effectiveness of those measures is monitored, and the measures are improved as necessary (PDCA cycle).

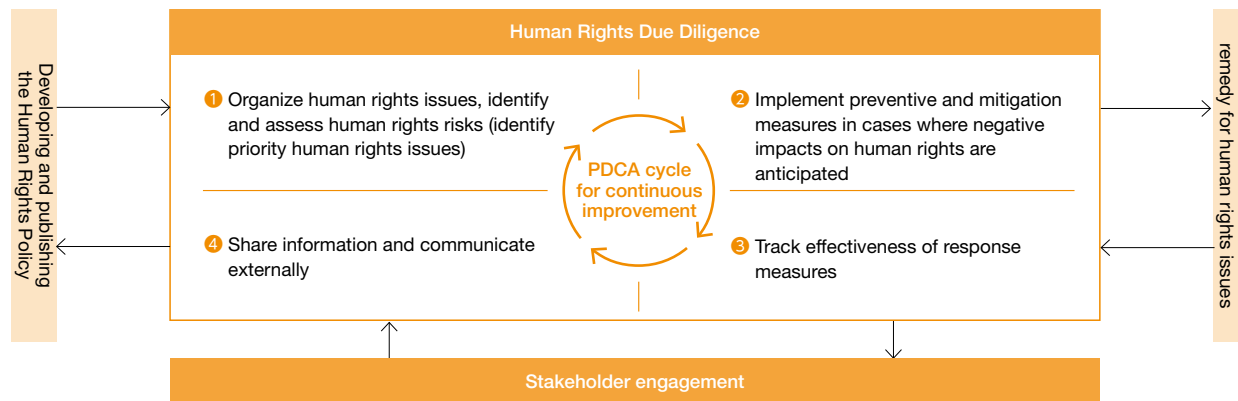
Organizing Human Rights Issues

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 | Main Human Rights Issues |
|---|---|
| Workers at Tokyo Tatemono and Group companies | Health, 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, local rights, and bribery and corruption. |

Human Rights Due Diligence Process



Identification and Assessment of Human Rights Risks (Identifying Human Rights Priorities)

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 will continually strive to understand the situation in different business fields and countries/regions, and if we anticipate any adverse affect on human rights, we will take appropriate preventive and mitigation 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 Human Rights Priority Issues

- Forced labor and 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

Initiatives to Address Human Rights Priority Issues

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, addressing them in each relevant department. The effectiveness of these initiatives is regularly checked and reviewed as necessary through monitoring and dialogue with stakeholders.



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◆ Overview of Initiatives to Address Human Rights Priority Issues

| Human Rights Priority Issues | Outline of Initiatives | | Details |
|---|---|---|---|
| | In the Tokyo Tatemono Group | In the Supply Chain | |
| Forced Labor and Child Labor | <ul style="list-style-type: none"> • The Tokyo Tatemono Group Human Rights Policy clearly states the prohibition of forced labor and the effective abolition of child labor • Prevention and early detection of forced labor through compliance questionnaires for all Group officers and employees and periodic interviews by the Personnel Department for all Company officers and employees • Age verification with official certification for new graduates and mid-career hires to prevent the occurrence of child labor, etc. | <ul style="list-style-type: none"> • The Sustainable Procurement Standards clearly state the elimination and prevention of forced labor and child labor and request compliance, etc. | <ul style="list-style-type: none"> • Supply Chain Management (p. 50) |
| Impact on Local Communities | <ul style="list-style-type: none"> • Compliance with laws and regulations of the countries and regions in which business is done (including local and international laws of each country) • Pursuing methods to maximize respect for internationally recognized human rights when there is a conflict between internationally recognized human rights standards and the laws and regulations of any country or region, etc. | <ul style="list-style-type: none"> • The Sustainable Procurement Standards clearly state the establishment, maintenance, and improvement of good relationships with local communities, as well as understanding and respect for local community culture and customs, and request compliance, etc. • Implementation of human rights assessments when participating in new projects overseas (e.g., conducting social impact assessments on human rights, ensuring appropriate land acquisition, minimizing and mitigating adverse social and economic impacts on indigenous peoples, and verifying employment of local labor and financing for land acquisition and development), etc. | <ul style="list-style-type: none"> • Supply Chain Management (p. 50) |
| Health and Safety | <ul style="list-style-type: none"> • Implementation of initiatives for all officers and employees of Tokyo Tatemono to achieve health-related goals, training aimed at improving health literacy, and stress self-checks • Implementation of level-specific training (line care training for new managers, self-care training for new employees) • Establishment of a support system including training, in cooperation with a consultant psychiatrist, to support return to work for those on long-term leave due to mental illness • Establishment of a system for the sale and provision of safe products and services through the development of various guidelines and manuals, establishment of a PDCA cycle for the purpose of improving product safety (e.g., periodic surveys of customers and suppliers and improvements based on these surveys), and disclosure of information regarding various measures to improve product safety • Establishment of a telework environment, including work from home, for the purpose of business continuity in the event of a major disaster or pandemic, formulation of a Basic Plan for Earthquake Measures, implementation of an overnight duty system and periodic drills, introduction of a safety confirmation system to quickly confirm employee safety when an earthquake occurs and coordinate requests to attend the office, etc. | <ul style="list-style-type: none"> • To ensure that our tenants and residents can use our products and services with peace of mind, the Sustainable Procurement Standards clearly state our commitment to ensuring and improving product and service quality, disclosing accurate information, and responding sincerely to requests and complaints, and requests that suppliers comply with these standards, etc. | <ul style="list-style-type: none"> • Supply Chain Management (p. 50) • Improving Quality and Customer Satisfaction (p. 52) • Health Literacy Improvement (p. 66) • Mental Health Initiatives (p. 67) |
| Discrimination and Harassment | <ul style="list-style-type: none"> • Raising awareness through compliance training and human rights training for all Group officers and employees, and harassment training and level-specific training for all Tokyo Tatemono officers and employees (officers and general managers, and newly appointed managers) • Establishment of a harassment-related consultation desk in the Personnel Department (staffed by one male and one female employee) • Supervision of overall recruitment activities by the Fair Recruitment and Selection Human Rights Enlightenment Promotion Officer* (appointed by the general manager of the Personnel Dept.) to ensure equal opportunity in employment, etc. | <ul style="list-style-type: none"> • Prohibition of discrimination and harassment is clearly stated in the Sustainable Procurement Standards, and suppliers are requested to comply, etc. | <ul style="list-style-type: none"> • Establishment of a Helpline (anonymous whistle-blowing mechanism) (p. 48) • Supply Chain Management (p. 50) • Helpline (anonymous whistle-blowing mechanism) (p. 83) • Compliance Training (p. 85) |
| Employee Working Conditions and Working Environment | <ul style="list-style-type: none"> • Clarification of working conditions and work role at the time of employment to prevent unfair assignments and transfers • Signing of collective agreements with labor unions and conducting regular dialogues between labor unions and management • Signing of Agreement on Overtime and Holiday Work (so-called 36 Agreement) with person representing a majority of employees at each business site, and management by managers and executives to prevent overworking | <ul style="list-style-type: none"> • The Sustainable Procurement Standards clearly state the prohibition of illegal long working hours and overwork, and the provision of a safe and healthy working environment, and request suppliers to comply, etc. | <ul style="list-style-type: none"> • Supply Chain Management (p. 50) • Labor Practice Initiatives (p. 68) |
| Right to Privacy | <ul style="list-style-type: none"> • Formulation of Personal Information Protection Policy, Rules for Handling Personal Information, and other related regulations and manuals for the appropriate handling of personal information, etc. | <ul style="list-style-type: none"> • The Sustainable Procurement Standards clearly state the protection and appropriate management of personal information and confidential matters, the confidentiality of information related to reporting, the protection of the anonymity of whistleblowers, and the elimination of retaliation against whistleblowers, and requests suppliers to comply, etc. | <ul style="list-style-type: none"> • Supply Chain Management (p. 50) • Comprehensive Information Management (p. 80) |

* Takes a central role in human rights awareness within the company, including establishing a fair recruitment and selection system and implementing human rights awareness training.

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Dialogue with Stakeholders on Human Rights Issues

The Tokyo Tatemono Group is actively engaged 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 and subsequent feedback. We also engage in dialogue with local communities and surrounding areas where we develop and own real estate by talking to people about 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). The Group therefore, continues to provide training on how best to understand and respond to such problems, working hard to prevent any potential situations arising that could lead to human rights abuses.

Results of FY2023 Initiatives

| Training Topics | Scope | Attendance |
|---|----------------------------------|---|
| Human rights training on the basics of Business and Human Rights, the basics of the Tokyo Tatemono Group Human Rights Policy, as well as the Tokyo Tatemono Group's human rights initiatives (including matters related to the Dowa problem specific to the business) | All Group officers and employees | Tokyo Tatemono Group: 96.2% |
| Compliance training on the Tokyo Tatemono Group's Compliance Codes of Conduct which stipulate compliance with such matters as respect for human rights, prohibition of discrimination and harassment, and guaranteeing a comfortable work environment | | Tokyo Tatemono Group: 98.9% |
| Compliance surveys to regularly understand and verify compliance awareness and status | | (Return rate) Tokyo Tatemono Group: 80% |

(Data) Attendance in Human Rights Training (p. 91)

Compliance Training (p. 85)

Compliance Surveys (p. 86)

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 Point 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.

Inquiries (for external stakeholders)

Establishment of a Helpline (anonymous whistle-blowing mechanism)

In order to appropriately respond to incidents of non-compliance, including harassment and human rights abuses, the Tokyo Tatemono Group has established the Tokyo Tatemono Group Helpline (external) which can be used throughout the Group to make anonymous reports. The helpline is available to officers, employees, temporary employees, part-timers, retirees, contractors, etc. of the Group companies. In addition, the Personnel Department has set up a consultation service on harassment, staffed by one male employee and one female employee.

Anonymous reports are also accepted, 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 being made known to people by putting up posters in the workplace, posting on the company intranet, handing out the Compliance Manual, and conducting compliance training. The means of inquiry can be selected from calling a dedicated line or registering on a form, and the form is available 24 hours a day, 365 days a year.

Helpline (anonymous whistle-blowing mechanism) (p. 83)

Participation in Industry Collaboration

Tokyo Tatemono is participating 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."



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Other Initiatives on Respect for Human Rights

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 displayed on the vending machines highlight nearby children's cafeterias to local residents and inform visitors to the sales offices about the activities of the children's cafeterias. 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 For-rent Condominiums

Brillia ist Tower Kachidoki is a condominium which aims to support families and the community. 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 130m² 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, values 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 works with construction companies, building management companies, and many other suppliers (business partners involved in procurement in our business activities). These days, there is a need for sustainable procurement, which includes respect for human rights and consideration for the environment, not only for individual companies but also throughout the entire supply chain. Therefore, it is essential to build a sustainable supply chain that takes into account the environmental and social impact of suppliers.

In May 2021, the Tokyo Tatemono Group established the Sustainable Procurement Standards for all suppliers involved in the Tokyo Tatemono Group's businesses in order to comply with laws and regulations and promote initiatives throughout the entire supply chain to achieve sustainable procurement that takes into account respect for human rights, ensuring occupational health and safety, anti-corruption, and environmental conservation.

The Tokyo Tatemono Group is committed to building a sustainable supply chain by promoting understanding of and compliance with the procurement standards through dialogue with suppliers and business partners.

📄 Sustainable Procurement Standards

📄 Sustainable Procurement Standards Guidelines

System

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 discusses important 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 that are deliberated and

discussed at committee meetings are submitted or reported to the Board of Directors who are then able to supervise overall supply chain management.

These initiatives are promoted with support from external

experts, through the exchange of information with other companies in the industry and through dialogue with construction companies and other major suppliers to the Tokyo Tatemono Group, as well as in cooperation with related departments and Group companies.

Summary of the Tokyo Tatemono Group Sustainable Procurement Standards

1. Observance of Laws and Regulations

- Compliance with the laws and regulations of the countries and regions in which we operate

2. Respect for Human Rights

- Ensuring compliance with and respect for international standards relating to human rights and respect for basic human rights based on international standards
- 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. Environmental Considerations

- 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. Co-existing with Local Communities

- Building, maintaining, and strengthening good relationships with local communities
- Understanding and respecting the culture and customs of local communities

8. Formulation and Construction of a BCP Framework

- Formulate a business continuity plan (BCP) and build a system to implement it

9. Collaboration in the Supply Chain

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

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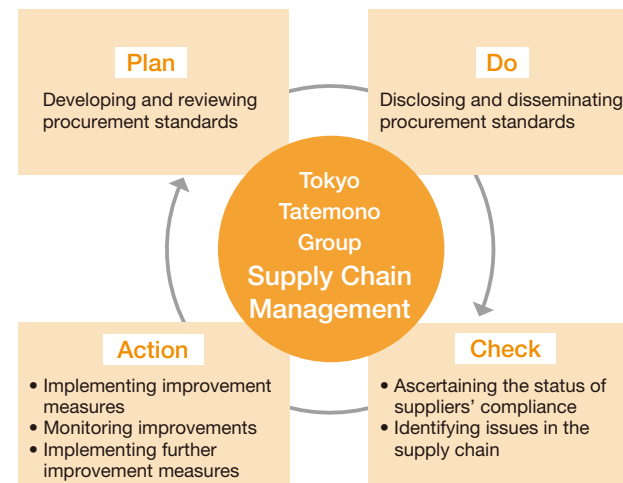
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◆ Supply Chain Management PDCA



Operating the Sustainable Procurement Standards

Disclosure of Sustainable Procurement Standards and Guidelines

Tokyo Tatemono discloses the Sustainable Procurement Standards on its website to give all suppliers in the Tokyo Tatemono Group's business access to the Standards. Tokyo Tatemono has also prepared the Sustainable Procurement Standards Guidelines 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 Sustainable Procurement Standards and specific examples of initiatives that can be used as reference when implementing each standard.

Key suppliers have also been notified requesting that they understand and comply with the procurement standards. As well as including the procurement standards to contracts concluded with construction companies, who are particularly important suppliers,

clauses are stipulated in the contracts that require understanding and compliance with the procurement standards.

Identifying Key Suppliers

Tokyo Tatemono identifies key suppliers based on transaction amount with procurement-related suppliers, the degree of impact on the Company's reputation if a supplier violates the procurement standards, and the recurring nature of transactions with Tokyo Tatemono. 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 Sustainable Procurement Standards, we avoid any risk in the supply chain.

Risk Assessment When Entering New Overseas Operations

In order to confirm the human rights risks in countries when participating in all new projects overseas, Tokyo Tatemono not only confirms in advance the degree of risk using a human rights risk checklist, but also strives to include the Sustainable Procurement Standards in joint business agreements concluded with business partners.

Understanding the Response of 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, anti-corruption, and consideration for environmental conservation, among other matters.

In 2023, the survey was given to 47 construction companies, of which responses were received from 45. In 2024, the survey was given to 166 companies including construction companies and building management companies, of which responses were received from 139. No significant issues have been identified in the surveys conducted to date.

Implementing Remedial Measures for Identified Issues and Monitoring Improvements

Tokyo Tatemono engages in ongoing dialogue with key suppliers through questionnaires, feedback, interviews, and hearings. If any issues are unearthed in Tokyo Tatemono's supply chain, efforts are made to improve them. We will continuously monitor the status of improvement, carrying out further improvement measures as necessary.

Internal Dissemination of the Sustainable Procurement Standards

Tokyo Tatemono is also working to educate officers and employees in order to promote understanding of, and to appropriately apply, the Sustainable Procurement Standards. Supply chain management, including the procurement standards and their operation, has been one of the key topics in the compulsory sustainability training program for all Tokyo Tatemono officers and employees since fiscal 2022. And in 2023, we disseminated the newly formulated Sustainable Procurement Standards Guidelines to officers and employees to further promote their understanding of the standards.

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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.”

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,

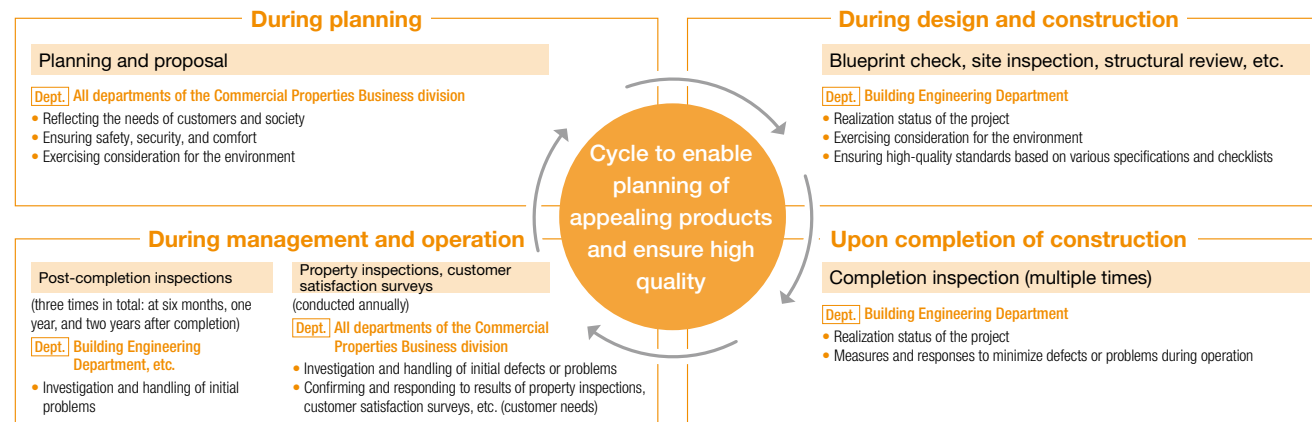
we have produced a construction policy document and distributed it to construction companies to ensure that all construction work is carried out appropriately based on plans and designs. Construction companies carry out self-checks on quality based on this policy document, reporting back to Tokyo Tatemono 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, and considering building management, as well as after building completion. 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 the needs of customers occupying 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, while efforts are made to expand and improve services in terms of soft aspects too.

• **Quality Control Initiatives in the Commercial Properties Business**



Tokyo Fudosan Kanri, 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 voluntary checks by the management site. This is to ensure that legal compliance and the quality of in-house standards are met with respect to buildings management in all services, cleaning, and firefighting.

Responding to Defects or Areas for Improvement as They Arise

In the event of construction defects upon completion of a building or equipment malfunction while a building is occupied, we respond quickly with the cooperation of the construction company and building management company to correct the situation. By accumulating case studies of the causes of construction and equipment failures and responses to them, and sharing these cases within the company, we have built a PDCA cycle for quality control in the Commercial Properties Business so that similar incidents do not occur in future building developments or other occupied buildings.

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

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Quality Control in the Residential Business

Brillia Concept

The Residential Business is engaged in two major businesses. One is the residential condominium business, centered on the Brillia series, with its emphasis on refinement and comfort. The other is the residential leasing business, centered on the Brillia ist series of for-rent condominiums for those seeking unique lifestyles. The underlying concept of both is the Tokyo Tatemono Group's unique disposition toward a constant aim for achieving and maintaining the cutting edge in elusively exquisite comfort. Brillia is a comprehensive brand designed to provide a residential experience that matches customers' lifestyles. Through it, we provide the various services of the Tokyo Tatemono Group, including planning and development, management, after service, brokerage, and renovation, supporting customers by enabling lifestyles of value.

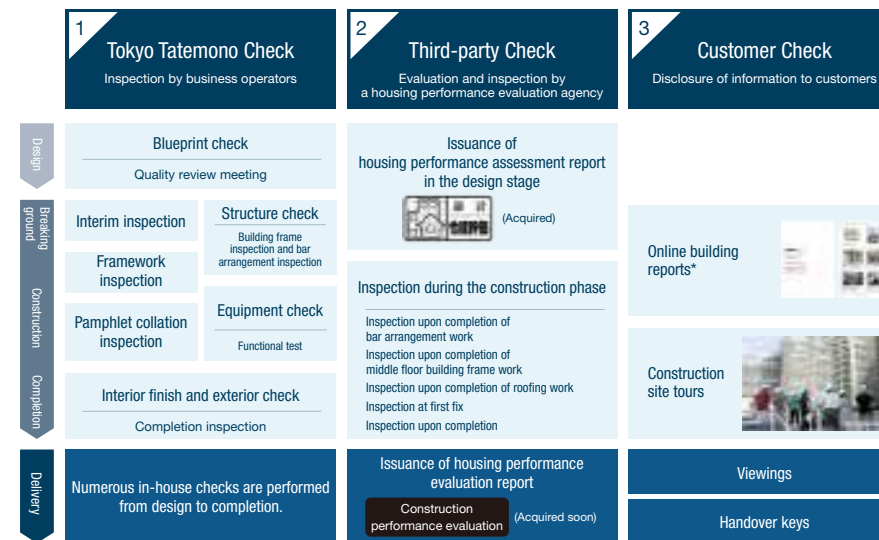
Steadfast Commitment to Quality Control in the Residential Business

Quality control during planning, design, construction, and operation

Our Brillia residential condominium business maintains design guidelines for refinement and rigorous standards and management systems to offer comfort to our customers. In terms of quality control, including safety, the department in charge carries out measures based on its own quality standards at each stage from planning to completion with quality review meetings held twice before construction work begins. At the first pre-quality review meeting, Tokyo Tatemono, the design company, and the management company exchange ideas regarding quality, and at the second quality review meeting, Tokyo Tatemono, the design company, and the construction company exchange ideas regarding quality. During the construction phase, the project undergoes a multi-step check process, including inspections by a third-party organization, before going on to be completed.

Steadfast Commitment to Quality Control in the Residential Business

Independent quality standards and triple checks



* What is a building report?

Brillia offers a building report so that new homeowners can check for themselves whether their new home has been built to required standards. An explanation of all technical aspects is provided to sincerely give complete peace of mind.

Condominium management quality

Property managers and management companies support the daily lives of customers living in condominiums under their care. Our condominium management company Tokyo Tatemono Amenity Support offers the Brillia Life Support to fully support the lives of the Tokyo Tatemono Group's condominium residents.

Brillia Life Support makes six promises to residents to ensure the refinement and comfort of their lifestyles. The service offers appropriate upkeep and maintenance of condominiums, works to improve customer services and support by property managers, and properly sustains condominium value (a key financial asset for our customers).

Responding to Defects or Areas for Improvement as They Arise

We make sure not only to deal promptly with any defects or areas for 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 the construction sites, as well as revising manuals and providing employee education to prevent recurrence.

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Providing Appropriate Information to Customers

We believe that providing timely and appropriate information to our customers brings them peace of mind.

Brillia conducts construction site tours where on-site staff give detailed explanations at each stage of the build. These tours, which have been highly praised by customers, allow homeowners to see parts of the build which otherwise cannot be seen after completion. During construction, the status of the build is regularly reported to customers in the building report.

Responsible Marketing (p. 85)

Post-Move Security and Quality Support

We provide after-sales support to help homeowners live a comfortable life, from the time they move in and their day-to-day life, to the time they sell their property, based on a theme of Comfort from Day One.

- Up to second year after completion: Periodic after-sales service
- 10, 15, and 20 years after completion: Support through the Brillia Home Regular Checkups
- For up to 10 years after the end of 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)

Brillia Strengths (support after moving in) (Only available in Japanese)

Brillia Life Support: The Six Promises of Brillia Life Support

| Refined Living | Peaceful Life |
|--|---|
| <ul style="list-style-type: none"> • Living with the Future in Mind <p>Maintain and improve residence asset value</p> <ul style="list-style-type: none"> • Regular free unit inspection • Management company-conducted, comfort-focused repairs • Development of long-term repair plans | <ul style="list-style-type: none"> • Management as Lifestyle Partner <p>Making actual condominium management visible to residents</p> <ul style="list-style-type: none"> • Annual visual inspections of building exterior • Submission of account and operational audit reports • Monthly property manager reports |
| <ul style="list-style-type: none"> • Smart Living <p>Services for private areas</p> <ul style="list-style-type: none"> • Housekeeping services • House cleaning • Remodeling | <ul style="list-style-type: none"> • Living with Joy for Each Day <p>Property manager support and meticulous cleaning</p> <ul style="list-style-type: none"> • Brillia Training Center-hosted training programs (accredited vocational training school) • Work quality audits and guidance by supervisors |
| <ul style="list-style-type: none"> • Living More Abundant Lifestyles <p>Support for communication events</p> <ul style="list-style-type: none"> • Support of Tanabata festival/ Christmas events • Brillia owner's club | <ul style="list-style-type: none"> • Secure Living <p>Preparation for and prevention of emergencies, disasters, and crime</p> <ul style="list-style-type: none"> • Emergency response service • Fire drill support • Disaster prevention supplies |

Pursuing Convenience as Real Estate

The Tokyo Tatemono Group evaluates all buildings it develops, including office buildings and for-sale condominiums, to accommodate 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

Awareness Training to Improve Quality

In the Tokyo Tatemono Commercial Properties Business, all employees involved in the development of office buildings participate in meetings established in each phase, from site acquisition to review after completion. Not only does this lead to improvements in quality and product safety, but it also helps to improve employees' capabilities and awareness.

Training to Improve Building Management Skills

At a Group company that manages buildings, a training center for, in principle, all employees involved in building management has been established to improve work quality and cultivate talent.

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. At this facility, hands-on training is carried out on topics such as fundamental knowledge, operation methods, handling, repair, and parts replacement for equipment and systems. Various seminars are also provided for all employees, including new graduate hires.



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Training on Condominium Management

In principle, the Tokyo Tatemono Group companies that manage condominium buildings have established the Brillia Training Center for all employees involved in condominium management operations to improve their skills and develop management staff.

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.

The center also holds seminars that are of benefit to the operations of management associations, including seminars for newly appointed chairpersons and large-scale repair construction seminars.

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 competition, 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 2023, three 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

The building management firm Tokyo Fudosan Kanri has introduced the Good Job Idea Award commendation system with the aim to improve customer satisfaction through on-site improvement activities. This system selects and awards good examples twice a year from among improvement activities related to safety, security, comfort, and energy conservation carried out at each site. In fiscal 2023, 149 ideas were recognized with awards. In addition, we hold the Good Job Idea Competition once a year to present and award particularly outstanding ideas throughout the year 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.

Brillia Design Award Internal Commendation System

Tokyo Tatemono's Residential Business holds the Brillia Design Awards, which evaluates the design of the Brillia for-sale condominiums that we develop, 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 based on 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 Brillia Design, and further improve quality and service.

Initiatives to Improve Customer Satisfaction

Customer Satisfaction Surveys

The Commercial Properties Business conducts customer satisfaction surveys every year for office building tenants. Opinions are garnered on building facilities and management from the perspective of safety, security, and comfort, as well as the responsiveness of building management staff and sales staff, in an effort to make improvements based on the needs of tenants. 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 ensure that smoking and non-smoking areas are properly delineated and improve mobile phone reception within the building.

 (Data) Office Building Customer Satisfaction Survey Results (p. 94)

◆ Customer Satisfaction Survey, Response Ranking (FY2023)

| | | |
|--------------|----|---|
| Satisfied | #1 | Cleanliness of common areas, etc. |
| | #2 | Disaster prevention center and management office response in times of trouble |
| | #3 | Response by Tokyo Tatemono staff |
| Dissatisfied | #1 | A/C temperature settings/control |
| | #2 | Mobile phone reception |
| | #3 | Smoking and non-smoking areas |



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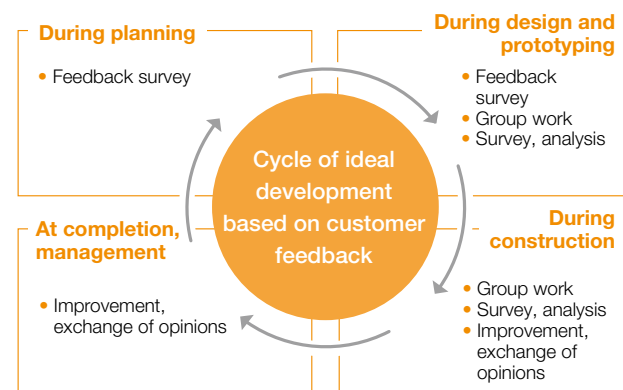
Improving Quality and Customer Satisfaction

Bloomoi, a Co-Creation Project for Housing and Living



Bloomoi is a co-creation project for housing and living that was born out of the Brillia condominium brand. Activities began in 2012, and the project continues to engage working women in dialogue, encouraging them to think together and develop new home ideas. 2022 marked 10 years since the project was first launched and a new starting point. Bloomoi now further expands the scope of co-creation, not only in product planning, but also in service and lifestyle proposals. The project listens to a more diverse range of people, offering product planning and services that values individuality from a number of different perspectives.

Product planning and services conceived out of the co-creation 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

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 Recognition

Tokyo Tatemono Receives Good Design Award



The redevelopment project SHIROKANE The SKY (Minato-ku, Tokyo; completed in 2023) in which Tokyo Tatemono participated in received the 2023 Good Design Award*.

The project was highly rated for its design that reorganized areas with urban structural issues to create an attractive mixed land area for multiple purposes such as residential, commercial, factory, and hospitals, comprehensively addressing each stage from the urban to the human scale.

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

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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.

Through reconstruction and redevelopment of properties such as housing complexes and buildings, the Tokyo Tatemono Group is building safer and more secure communities for customers and local residents.

Activities such as reconstruction also enable us to create new value for the coming era and to revitalize local communities.

📄 (Data) [Revitalizing and Utilizing Real Estate Stock \(p. 94\)](#)

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

Revitalizing Housing Complexes

Key Ongoing Projects

Kojimachi Sanno Mansion Reconstruction Project



| | |
|----------------------------|--|
| Location | Niban-cho, Chiyoda-ku, Tokyo |
| Units after reconstruction | 104 units (previously 57, consisting of 53 residential and 4 commercial units) |
| Completion | Summer 2026 (planned) |

This building was in urgent need of a radical solution to its inadequate resilience against earthquakes and state of deterioration. Since this could not be done through repair and renovation, we cooperated with property rights holders with the aim of bringing about reconstruction at the earliest possible date. Under Tokyo's Urban Housing Comprehensive Design System (HCDS)*, the floor space index requirement will be relaxed, and the number of residential units will be increased from the current 57 to 104 seismic-isolation condominiums. The reconstruction project is located in the central Tokyo area, a one-minute walk from Kojimachi Station on the Tokyo Metro Yurakucho Line, with a design that is sympathetic to the Bancho area and which reflects the progressive nature of the town that will develop in the future.

* 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.

Kunitachi Fujimidai Danchi Mansion Reconstruction Project



| | |
|----------------------------|---|
| Location | Fujimidai 1-chome, Kunitachi-shi, Tokyo |
| Units after reconstruction | 589 (previously 298) |
| Completion | FY2026 (planned) |

This project is a redevelopment of the existing north-south passageway, used by surrounding residents during the day and as a route to school, into a pedestrian pathway that can be enjoyed by local residents, and the creation of a diverse habitat by creating a green space within the site that can sustainably enhance the natural environment. The project has been recognized for its improvement to local amenity and to the development of the local streetscape, and thus, the special building height standard can be applied. As a result, the maximum height has been relaxed from the general standard of 19 m to the special standard of 25 m. The aim is to create a green and comfortable living environment by utilizing the open space created from the building plan that takes advantage of the building height mitigation, and by incorporating more green space and areas for walking.

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Revitalizing and Utilizing Real Estate Stock

Key Achievements to Date

Tama New Town Suwa 2-chome Housing Reconstruction Project

▶▶ Rebranded as **Brillia Tama New Town**

This is a revitalization project for Tama New Town, which has a history of over 40 years. It is one of the largest reconstruction projects in Japan. The decision was made to reconstruct due to the aging of the housing and the fact that the residents are elderly. The property will be reborn as a multi-generational community, while the greenery and other key features of the living environment will be preserved.

| | |
|----------------------------|-------------------------------|
| Location | Suwa 2-chome, Tama-shi, Tokyo |
| Units after reconstruction | 1,249 (previously 640) |
| Completion | October 2013 |

Senri-Tsukumodai A Condominium Complex Reconstruction Project

▶▶ Rebranded as **Brillia City Senri Tsukumodai**

It was decided to reconstruct the building due to issues of deterioration that had occurred over its 50-year life. The project is going ahead after a range of considerations by residents and other stakeholders.

| | |
|----------------------------|--|
| Location | Tsukumodai 3-chome, Suita City, Osaka Prefecture |
| Units after reconstruction | 202 (previously 96) |
| Completion | December 2019 |

Hiratsuka-cho Housing Reconstruction Project

▶▶ Rebranded as **Brillia Hatanodai**

Due to the aging of the building and facilities, constructed approximately 60 years ago, the owners reached a consensus on the decision to reconstruct the building. This became the first case in Shinagawa Ward to apply the Act on Facilitation of Reconstruction of Condominiums. A rare reconstruction given the site location in a first-class low-rise residential area, it was ensured that the condominiums harmonized with the landscape while taking into consideration ventilation, lighting, barrier-free access, and security.

| | |
|----------------------------|--|
| Location | Hatanodai 6-chome, Shinagawa-ku, Tokyo |
| Units after reconstruction | 38 (previously 23) |
| Completion | November 2020 |

Shakujii Koen Danchi Apartment Reconstruction Project

▶▶ Rebranded as **Brillia City Shakujii Koen ATLAS**



Brillia City Shakujii Koen ATLAS

| | |
|----------------------------|---|
| Location | Kami-shakujii 3-chome, Nerima-ku, Tokyo |
| Units after reconstruction | 844 units (previously 490) |
| Completion | September 2023 |

Due to the aging of the building and facilities, constructed approximately 50 years ago, and the older residents, the decision was made to reconstruct the building. The building plan factored in a layout with all residential units facing south, greenery, and community revitalization, creating a community where multiple generations can live with peace of mind.

Heights Komagome Apartments Reconstruction Project

▶▶ Rebranded as **Brillia Komagome Rikugien**

It was decided to reconstruct the building around 40 years after its original construction due to its inadequate seismic resistance and the aging of its facilities. An adjacent site was acquired and the building was rebuilt, increasing the total number of units from 25 to 49. A key feature of this project was its speed, as the building was completed only four years after the signing of the contract in 2010.

| | |
|----------------------------|---------------------------------------|
| Location | Honkomagome 6-chome, Bunkyo-ku, Tokyo |
| Units after reconstruction | 49 (previously 25) |
| Completion | July 2014 |

Fujisaki Housing Condominium Reconstruction Project

▶▶ Rebranded as **Residence Momochi**

It was decided to rebuild all four buildings in the complex 40 years after construction due to the age of the buildings and seismic resistance issues. The buildings were reconstructed with various needs such as a barrier-free design taken into consideration.

| | |
|----------------------------|--|
| Location | Momochi 2-chome, Sawara-ku, Fukuoka-shi, Fukuoka |
| Units after reconstruction | 232 (previously 130) |
| Completion | March 2015 |

Koganei Corpus Apartments Reconstruction Project

▶▶ Rebranded as **Brillia Koganei Sakuracho**

It was decided to reconstruct the building in 2013 due to issues of deterioration that had occurred over its 50-year life. It was transformed into an eight-story, 114-unit condominium. The maintenance and management of the condominium was changed from self-management by residents to outsourcing to a management company, which also improved the living environment.

| | |
|----------------------------|--|
| Location | Sakura-cho 2-chome, Koganei-shi, Tokyo |
| Units after reconstruction | 114 (previously 80) |
| Completion | April 2016 |

Itopia Hamarikyu Reconstruction Project

▶▶ Rebranded as **Brillia Tower Hamarikyu**



Brillia Tower Hamarikyu

| | |
|----------------------------|----------------------------------|
| Location | Kaigan 1-chome, Minato-ku, Tokyo |
| Units after reconstruction | 420 units (previously 328) |
| Completion | September 2023 |

After approximately 40 years since its construction, the building and facilities were found to be dilapidated and inadequate in terms of seismic resistance, so the decision was made to rebuild. With the intention of contributing to regional development as a place to live in an area with much office and commercial development, we created a green space where people can feel at ease, and introduced childcare support facilities.

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Policy and Concept

The Tokyo Tatemono Group believes that community engagement and volunteer activities contribute not only to community development and more value for the local community, but also to sustainable business growth. With this in mind, we conduct a variety of activities to help strengthen ties between people in urban environments while supporting the well-being of local residents. In each region where we operate, 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.

- Ongoing redevelopment projects in the Yaesu-Nihonbashi-Kyobashi area



Initiatives for Urban Regeneration and Revitalization

The Yaesu-Nihonbashi-Kyobashi area around Tokyo Station, where Tokyo Tatemono has been headquartered for over 120 years since its establishment, is the most widely accessible area in Japan. It continues to develop as the center of Japan, connected to various areas of Tokyo, local cities, and the world, and as a hub for global business where people, goods, and information are concentrated. Since the Edo period, Tokyo has developed 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 the competitiveness of Tokyo as an international city.

The Yaesu Project and Gofukubashi Project that we are developing in this area have been designated as National Strategic Special Zones*, and the city is being transformed into a business and transportation hub. Furthermore, by taking advantage of having many large companies in one area to create and provide a hub for activities of startups and venture capitalists, it makes it easier for large corporations to invest in startups and for both parties to collaborate more actively.

Through these projects, we are working to create an innovation ecosystem, promoting innovation in the entire area by stimulating interaction among companies and people gathering from across Japan and abroad. This area has been recognized as a Certified Regional Council under the Tokyo Metropolitan Government's Fiscal 2020 Support Project for Promoting the Formation of an Innovation Ecosystem, with Tokyo Tatemono serving as the lead manager.

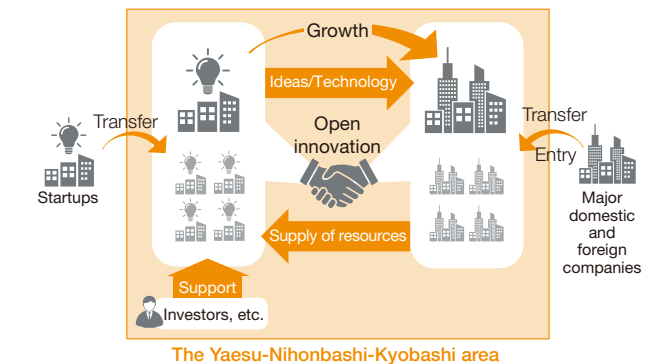
In fiscal 2023, Tokyo Tatemono was selected as a partner in the Tokyo Metropolitan Government's new TOKYO SUTEAM Project to boost Tokyo's startup scene by uniting diverse entities, and launched a project to further strengthen multiple innovation ecosystems within the Yaesu-Nihonbashi-Kyobashi area.

* 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."

- Conceptual diagram of the virtuous circle created by an innovation ecosystem



- Conceptual diagram of new innovation ecosystems built through redevelopment



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Co-existing with Communities

At the Tokyo Tatemono Group, we are committed to community development. Key in this is for all our officers and employees 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 the Tokyo Tatemono Group operates, we are promoting initiatives that are rooted in the local community.

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

The Tokyo Tatemono Group is an active participant in passing down traditional culture through the Sanno Festival, a key event for the neighborhoods of the Yaesu-Nihonbashi-Kyobashi area and one of Japan's three major festivals. The event is held every other year with many Group employees taking part in the festival.

Employees help to carry mikoshi (portable shrines) prepared by each town council, joining a spirited, lively procession alongside members of local neighborhood associations.

 **Special Back Number: Tokyo Tatemono Urban Development Activities (published 2017) (Only available in Japanese)**



Sanno Festival

* Photos from events held in 2022. Events were smaller size in an effort to limit the spread of COVID-19.

Community Outreach Activities in the Yaesu-Nihonbashi-Kyobashi Area (2023)

| Event name | Our Tokyo Tatemono Group's Activities and Contributions |
|--|--|
| Sakura Festival | Cherry blossom viewing, performance by EDO Firemanship Preservation Association (co-sponsored), distribution of support flowers* (co-sponsored), participation as event staff and hanten (traditional coat) parade team, and creating a lively street space (co-sponsored), etc. |
| Hana Kaido Clean Walk | Picking up garbage, replanting flower beds along Chuo-dori (the Group also served as secretariat staff) |
| Morning Clean-up | Clean-up activity around Tokyo Station organized by the Company (with about 300 Group employees) |
| Chuo City Clean Day, Operation Tokyo Ekimachi Kirapika | Cleanup activities around Tokyo Station (with 104 Group employees) conducted in cooperation with the town council, JR and the Marunouchi area |
| 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 Cleaning | Helping to clean the famous Nihonbashi bridge |
| Kyobashi Bon-Odori | Assisted event and participated as dancers in the Kyobashi 2-chome Bon-Odori (traditional festival dance) |
| Nihonbashi Kyobashi Festival | Participation as event staff and creating a lively street space (co-sponsored) |
| Chuo-ku Marugoto Museum | Support for events to rediscover the charms of Chuo Ward, 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 | Purchase and free distribution of support flowers* to support flower growers |
| Coffee picnic | Purchase and free distribution of sustainable coffee. Providing a place where people can relax |
| Art in Tokyo YNK, T3 PHOTO FESTIVAL TOKYO | Sponsored events, sent out information and provided a venue for young artists, photographers, students, etc., to showcase their work |

* Flowers purchased from growers who were badly affected by typhoon damage and the COVID-19 pandemic.



Sanno Festival (lantern team)



Nihonbashi clean-up (helping to clean bridge)

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Clean-Up Activities

The Tokyo Tatemono Group regularly conducts cleanup activities to make areas look more attractive. Particularly in the Yaesu-Nihonbashi-Kyobashi area, employees use their time before work to clean up and beautify the town. In recognition of these activities, we received a letter of appreciation from the Nihonbashi Cleanup Project Cooperation Association.



Morning Clean-Up Activities

Partnering with Non-profit Organizations

Since 2005, Tokyo Tatemono has, as a member of the secretariat of NPO Hana Kaido, supported the management of sidewalk flower beds along the pavement of Chuo-dori in the Yaesu-Nihonbashi-Kyobashi area. We invite employees from across the Tokyo Tatemono Group to participate. Each year, about 50 employees take part in clean walks (including maintaining flower beds and replanting flowers) and other community events. We also hold flower planting events for local elementary school children six times a year.

Since 2017, we have been a member of the secretariat of the Cheering Supporters for Woods of Chuo Ward, an NPO. As part of these activities, we hold woodworking workshops for children and make planter covers out of tree trimmings from the forests of Chuo Ward. We installed about 100 of these planters on the sidewalks of construction sites through the NPO Hana Kaido, a project that promoted the use of thinned wood.



Chuo-dori Path Flower Beds

Encouraging Lively Communities

The Tokyo Tatemono Group holds a number of events in which many local residents participate to help grow and invigorate communities.

In Nakano Central Park, our office building in Nakano-ku (Nakano-ku, Tokyo; completed May 2012), many events are held, using about 3 hectares of lush green open space (public vacant land, etc.). This initiative received the 2014 Good Design Award in the category of Design of Community Development.

In April 2023, a joint venture led by our company has been selected as the designated manager of Nakano Shiki no Mori Park and Kakoimachi Hiroba, two public spaces that are adjacent to Nakano Central Park in Nakano-ku.

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

TOPICS

Creating a natural environment and lively space through Park-PFI*

Meiji Park—Tokyo's first Park-PFI project (Park opening in October 2023, stores open from January 2024)

The park includes three plazas: Hope Plaza, a 1,000 m² lawn with a symbolic position overlooking the National Stadium; Inclusive Plaza, featuring a circular design; Street Plaza, a modern interpretation of the waterscape of the Shibuya River; and Forest of Pride, a wooded area of approximately 7,500 m². There are also six stores, including the first TOTOPA, an urban spa facility newly developed by the Tokyo Tatemono Group. A variety of opportunities are on offer for people of all ages to relax, interact, play, learn, and living in harmony with nature.

* Private Finance Initiative (Park-PFI)
This is a system to select private enterprises through public solicitation to establish park facilities, such as restaurants and stores, in open land and park areas for the benefit of park users, and to improve park facilities such as parkways and plazas in the surrounding areas by using the revenue generated from the facilities that have been set up.

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Condominium Development That Helps Build Communities

Brillia City Shakujii Koen ATLAS (Nerima-ku, Tokyo; completed in late June 2023) is a reconstruction project of Shakujii Koen Danchi, which was one of the oldest and largest housing complexes in Tokyo. The project was undertaken with cooperation from Tokyo Tatemono and the Shakujii Koen Danchi Apartment Reconstruction Project 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 is a space where anyone can feel free to stop by, including former residents who have temporarily moved out during the reconstruction, new condominium purchasers, and local residents. By serving as a rental space where local residents can hold events and a place for local communication and as an information station, it also contributes to community building.



Shakuji-ii BASE



Interaction at Shakuji-ii BASE

Community Support in the Event of a Disaster

Establishment of a System to Support People Who Have Difficulty Returning Home

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 from surrounding areas 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)

Providing Hot Bath Facilities for Disaster Victims

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 entered into an agreement 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

The Tokyo Tatemono Group intends to address environmental issues such as decarbonization and recycling of resources, as well as health-related issues such as infectious diseases, for tenants in our properties as well as for residents of for-sale and for-rent condominiums.

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 building-wide environmental initiatives.
- 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 requesting tenants to cooperate in disinfecting their hands with disinfectant installed at 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-Free 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.

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Human Resource Investment and 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 a material issue for human resources, 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 resource and improve the internal environment, and we are investing more into our talent based on the Human Resource Philosophy and Policy described below.

Human Resource Philosophy

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

Human Resource Policy

- ① Ideal 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

KPIs and Targets

- **Promotion of skills development**
 - ↳ Average training time per employee: 15 hours or more each fiscal year
 - ↳ Career training participation rate: 100% each fiscal year

Scope of Coverage Tokyo Tatemono

📄 [Material Issue KPIs and Targets \(p. 10\)](#)

Human Resource Development System

Tokyo Tatemono has designed a level-specific training system with the goal of identifying responsibilities and honing abilities in line with each employee's stage of development. In addition, we are concentrating on encouraging a culture of self-directed learning among employees through the creation of a system that enables them to consider and select the knowledge and skills they need through a self-edification support system, externally dispatched training programs, and a qualification acquisition support system.

Furthermore, to support our global expansion, we also offer special support for learning the English and Chinese languages, which strongly link to our business.

◆ **Level-Specific System (Outline)**

| | Level-Specific Training | | Purpose and Content of Training |
|--|--|--|---|
| Officers | Officer training | | |
| General Managers | New general manager training | | |
| Manager in a position to supervise staff | New supervisor training, subordinate evaluation training, mental health training | | |
| 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 thinking required to solve problems |
| Assistant Managers | Assessment training | | |
| Senior Employees | Career training | <ul style="list-style-type: none"> • Accounting • Management Strategy • Design Thinking • Scenario Planning | Career Training Training to acquire the thinking patterns to independently shape one's career and to develop future career prospects. Elective Training Training that can be selected and attended according to the individual's career prospects. |
| | | <ul style="list-style-type: none"> • Corporate Finance • Project Management • Negotiation | |
| New Employees | <ul style="list-style-type: none"> • New Employee Training (business basics, etc.) • Group Training for Employees in their Third Year after Graduating • Basic Practical Real Estate Training | <ul style="list-style-type: none"> • Joint Group Training and Sports Days • Logical Thinking • Accounting • Presentations • 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 | Attending language schools, overseas field trips, overseas training |
| Self-Edification/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 |
| Support Systems for Acquiring Certifications | Real Estate Broker, The Official Business Skill Test in Bookkeeping, Japan Business Law Exam, Certified Building Administrator, Real Estate Consulting Master Exam, Real Estate Securitization Master, Urban Renewal Planner, Real Estate Appraiser, First-class Architect |

In order to efficiently utilize the human resource data we have built up, develop outstanding talent, and appropriately allocate human resources, we have introduced a talent management system that centrally manages employee-related data. As well as managing employee background information, the system is also used for goal management and periodic career interviews. This enables us to effectively consider personnel rotations and talent development in terms of the characteristics of each employee. In fiscal 2023, as in the previous year, we continued to achieve our targets of at least 15 hours of training per employee per year on average and 100% participation in career training.

📄 [\(Data\) Average Hours of Training per Year per Employee \(p. 93\)](#)

📄 [\(Data\) Career Training Participation Rate \(p. 93\)](#)



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Human Resource Investment and Development

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, to enable new employees to clearly recognize their own growth pattern, a survey is conducted to visualize the level of expectation and satisfaction of those around them, and to identify issues that need to be prioritized based on the gap between the two.

Furthermore, in order to gain a broad perspective and experience as a developer employee, we rotate our employees between three departments during the course of their first ten years with the Company.

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. Annual Group business plans are broken down into 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. This is based on interviews between supervisors and subordinates, held three times a year, 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.

Although the FY2024 engagement score continued to improve from the previous year, as in the previous year, “weakening communication between hierarchical levels” was found to be an issue. In order to promote smooth communication between different levels in the Company, we have implemented various measures to stimulate communication.

📄 (Data) Employee Engagement Survey (p. 93)

Acceptance of Interns

With the aim of improving students’ abilities and providing opportunities for students to think seriously about their own futures, Tokyo Tatemono provides work experience and opportunities for students to interact with each other through internships. We also believe that prior experience working at our Company will reduce post-employment mismatches not only at Tokyo Tatemono but also in the real estate industry as a whole, prevent premature job turnover, and lead to the development and retention of young employees. The program is usually held for undergraduate and graduate students during the summer and winter. In 2023, a total of 329 interns were accepted.



Acceptance of Interns

• Measures to address the priority issue of “strengthening the links between hierarchical levels” from the FY2024 survey (continued from previous year)

| | | |
|----------------|--|---|
| Aim of measure | <ul style="list-style-type: none"> • Increase opportunities for communication among employees to deepen relationships and create networking opportunities • Develop mutual understanding | |
| Details | <p>① Support for Internal Socializing</p> <ul style="list-style-type: none"> • Set out snacks in the workplace, creating opportunities for employees to strike up conversations • Open up the internal community space after regular hours, providing beverages, including alcoholic beverages, free of charge • Provide financial assistance for social gatherings among employees from different departments • Use of internal social media for communication. As well as basic details such as department and career background, employees register a wide range of information, such as skills and hobbies, which they can use to search for each other and make connections | <p>② Implementation of 360 Degree Surveys</p> <ul style="list-style-type: none"> • Evaluation is carried not just between supervisors and subordinates, but also between colleagues who work with each other • Conducting mutual evaluations from multiple perspectives helps ensure that evaluations are fair and appropriate • Understanding each other’s positions helps activate communication and strengthen a sense of ownership |

Health Management / Occupational Health and Safety

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.

In 2023, we set a new KPI and target of maintaining an appropriate weight ratio of 75% or more by FY2028 to further foster employees' awareness of self-directed health management.

Group companies engaged in commercial property and condominium construction and building management are committed to promoting occupational health and safety by conducting assessments and educating officers and employees. Furthermore, with regard to the supply chain in our Tokyo Tatemono Group's business, we request suppliers, including construction and building management companies, to ensure sound labor practices and working environments based on the Sustainable Procurement Standards established for the entire Group, with the aim of maintaining good health and promoting health and safety throughout the supply chain.

KPIs and Targets

- Promotion of health management**
 - Health checkup rate and follow-up test rate: 100% each fiscal year
 - Smoking rates: 12% or less each fiscal year
 - Percentage of employees maintaining an appropriate weight: 75% or more by FY2028

Scope of Coverage Tokyo Tatemono

Health Management / Occupational Health and Safety (Results and data of initiatives) (Only available in Japanese)

Sustainable Procurement Standards

Tokyo Tatemono Group Guidelines for the Sustainable Procurement Standards

Material Issue KPIs and Targets (p. 10)

Supply Chain Management (p. 50)

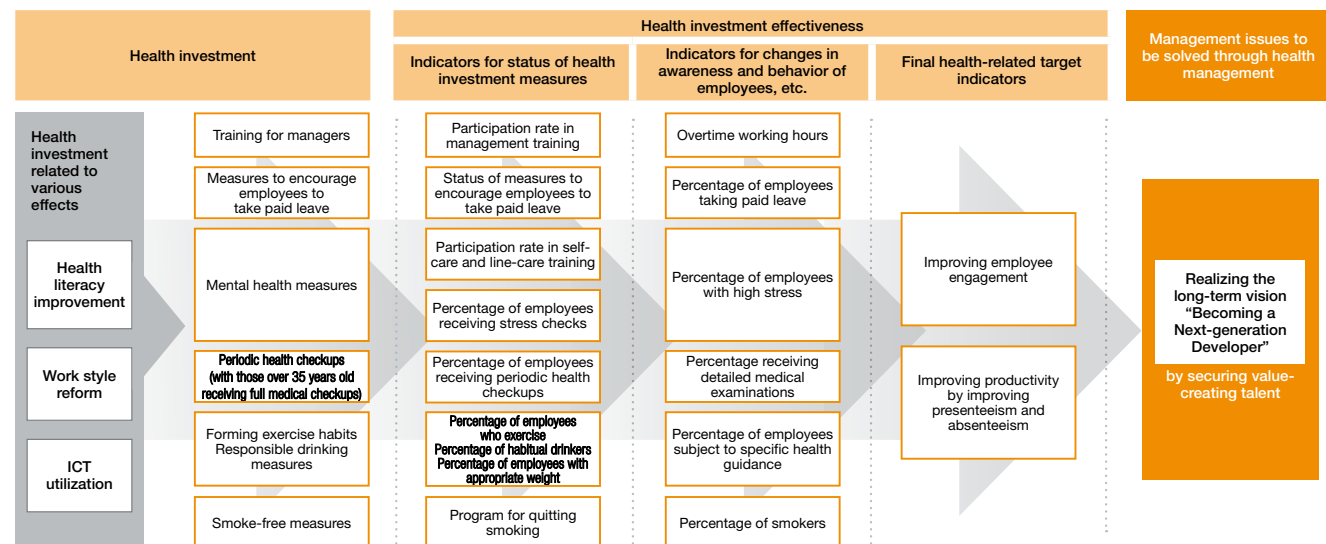
Tokyo Tatemono Group Health Management Declaration

Tokyo Tatemono's corporate philosophy, "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 corporate philosophy, we believe that supporting the health of our officers 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.

Hitoshi Nomura
President and Chief Executive Officer, Tokyo Tatemono Co., Ltd.

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.



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Health Management / Occupational Health and Safety

- Diversity & Inclusion

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Third-party Assurance

Health Management / Occupational Health and Safety

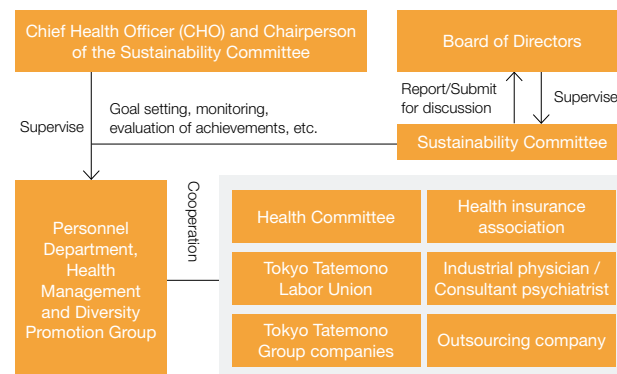
System

The Tokyo Tatemono Group's Sustainability Committee, chaired by the President, sets goals for the promotion of health management, defines specific initiatives to achieve these goals, monitors progress, and evaluates the details of achievement. Important matters discussed and debated by the Committee are reported or brought up for discussion at the Board of Directors meetings, where they are overseen by the Board of Directors.

Furthermore, Tokyo Tatemono established the Health Committee, which consists of representatives from the Personnel Department and each office/location, as well as industrial physicians. In principle, the committee meets once a month with the aim of improving occupational health standards in the workplace and maintaining and promoting the health of officers and employees. Half of the members of the committee other than the chairperson are appointed based on the recommendation of a person representing a majority of the employees. Moreover, we work to maintain and improve health throughout the Tokyo Tatemono Group through Group-wide measures.

Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support, which are involved in construction and building management, conduct a risk assessment regarding labour issues carried out for: a) Potential new operations or projects (due diligence) and b) Existing operations or projects.

Health Management Promotion System Chart



Health Promotion Initiatives

As well as setting a target of 100% of all officers and employees receiving health checkups and reexaminations each fiscal year, we are also implementing various initiatives in cooperation with the health insurance association. We have achieved a 100% health checkup rate for 13 consecutive years since 2011, and are working to maintain and improve the health of our officers and employees and foster their 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 using 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 checkups (the rate of implementation and of completion in 2023 was 100%). In addition, measures to prevent serious illnesses and group dental checkups*1 are also provided for non-obese and younger people who are not eligible for specific health checkups. 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 infection prevention measures, such as by inviting doctors to hold influenza vaccination sessions at the company's expense.

Notes: 1. Web-based dental questionnaires conducted in 2021 and 2022. A dentist was invited to perform checkups in 2023.
 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 \(p. 93\)](#)

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 implemented a complete smoking ban during working hours, and we are helping people to quit smoking by providing information that will help them break the habit. The smoking rate in 2019 was 21.0%, but the smoking rate in 2023 improved to 13.1%, partly due to the effects of various measures. We will continue to work toward our goal of continuing to achieve 12% or less every year.

[\(Data\) Health Management Related \(p. 93\)](#)

Health Literacy Improvement

We have been providing health-related training to all officers and employees to improve their health literacy and 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%) |

Scope of Coverage: Tokyo Tatemono



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Mental Health Initiatives

Tokyo Tatemono works not only to help all of 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-checkups every year to understand individual stresses in an appropriate and easy way
- Free access to mental health counseling provided by health associations
- 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 FY2023)
- Self-care training for new employees with sports trainers as instructors (100% participation rate in FY2023)

Initiatives to Form Exercise Habits

Based on the results of a health awareness survey given to employees, it was found that 80% of employees have issues with forming exercise habits. Therefore, in fiscal 2023, the Tokyo Tatemono Group strengthened employees' efforts to establish exercise habits, including the following initiatives.

- Conducted a series of Seminars and Programs to Guide Employees to Good Condition by outside experts
- Organized walking events using smartphone pedometer apps (over 1,700 participants across the Group)

Employee Involvement in Occupational Health and Safety Improvements

In order to ensure the safety of employees, Group companies that work on buildings and condominiums and manage buildings have established manuals on labor safety at each site. We are thus working to prevent occupational accidents by disseminating and thoroughly informing workers, including subcontractors, on-site.

In the event of an industrial accident or highly dangerous case, we analyze the cause in detail. We then work to reinforce safety by disseminating information and providing guidance to prevent recurrence. In 2023, there were no fatal occupational accidents involving our employees or subcontractors.

(Data) Occupational Health and Safety Related Data (p. 93)

Health and Safety Risks and Countermeasures on Construction Sites

Group companies that carry out construction work on buildings and condominiums use check sheets and other tools at each construction site to identify dangerous work and hazardous areas so that Company employees and subcontractors can work safely when undertaking new construction work. We identify these and carefully check them with health and safety managers, and engineers with specialized knowledge, taking measures to prevent occupational 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 Group companies engaged in condominium construction, the Health and Safety Cooperative Association conducts joint patrols twice a year with partner companies at construction sites to check for dangerous areas and prevent occupational accidents.

Preventing Occupational Accidents on Construction Sites

Property development and management involves employees from many suppliers, including construction companies and management companies. We conduct questionnaire-based surveys of key supplier construction and building management companies regarding our Sustainable Procurement Standards in an effort to understand the status of efforts to prevent occupational accidents at our suppliers. Through these efforts, we strive to understand and improve the working environment on construction sites and property management sites.

Supply Chain Management (p. 50)

Training on Occupational Health and Safety Standards

Group companies engaged in building and condominium construction and property management provide training on occupational health and safety standards on the necessary topics, subjects, and frequency, depending on the work processes at each site.

• Topics for training on occupational health and safety standards in 2023

- Foreman training (risk management in construction)
- Training on considerations during hazardous work
- Training on occupational health and safety laws and basic safety knowledge
- Health and safety training for condominium management staff at work

Training to Suppliers

Group companies engaged in building and condominium construction and property management provide training for suppliers on health and safety on construction and management sites, including training based on the Occupational Health and Safety Act and special training for certain hazardous operations.

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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 terms of restricting overtime work, an Agreement on Overtime and Holiday Work (commonly known as the “36 Agreement”) has been concluded, in accordance with the Labor Standards Act, with an employee representative 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 occur, we have implemented a framework to address this issue by requiring direct supervisors to report on improvement measures and provide feedback to senior 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.

Group companies that manage condominium buildings tally the overtime hours of management staff engaged in work at each condominium every month, and reflect the results in practical operations such as changes in work hours and operational efficiency.

📄 (Data)Occupational Health and Safety Related Data (p. 93)

Dialogue between Labor and Management

Tokyo Tatemono supports freedom of association and the right to collective bargaining. As such, we have organized the Tokyo Tatemono Labor Union which all employees (except for management and those in certain positions) are members of. 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 an employee representative sits on the Health Committee. Such a system is designed to reflect the voices of workers in measures on occupational health and safety.

📄 (Data) Percentage of Unionized Employees (p. 93)

Initiatives to Equal Pay for Equal Work

Tokyo Tatemono is in compliance with minimum wage laws and regulations, which are essential for stability in workers’ lives. In accordance with the principle of equal pay for equal work, there is no difference in pay based on gender or any other factor. Pay is based simply on position and performance.

Third-party Evaluation of Health Management

Wellness Office Certification

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.

In 2021, the Tokyo Tatemono Yaesu Building, where the Tokyo Tatemono head office is located, and in 2022, the Tokyo Tatemono Shijo-Karasuma Building EAST, where our Kyoto office is located, both received the rank of S, the highest in the CASBEE Wellness Office Certification. The offices were highly evaluated for their high level of comfort achieved both through tangible and intangible innovations. These ranged from office fixtures and fittings that were selected with health in mind to seating selected to suit different work styles and other efforts to maintain and promote health.



* A certification that evaluates “hard” and “soft” office initiatives as we strive to maintain and improve the health and comfort of the people working in our office building.

• 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 | |

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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 Health & Productivity Management Outstanding Organizations Recognition Program

In March 2024, Tokyo Tatemono and seven other group companies were recognized under the Certified Health & Productivity Management Outstanding Organizations Recognition Program. In this program, the Ministry of Economy, Trade and Industry honors a range of companies from large corporations to SMEs for practicing outstanding health management. Among the selected companies, Tokyo Tatemono was recognized for the seventh time and the fourth consecutive year as one of the “White 500” (the top 500 corporations in the results of the Health Management Survey).



Excellent Health Company Certification System

In addition, eleven group companies including Tokyo Tatemono 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 an Outstanding Health Management Company

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

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

◆ Status of Certification as Excellent Health Company

| | |
|--|--|
| Gold certification obtained: 4 companies | Tokyo Tatemono / E-State Online / Tokyo Tatemono Real Estate Sales / Tokyo Fudosan Kanri |
| Silver certification obtained: 7 companies | Tokyo Tatemono Amenity Support / Tokyo Tatemono Investment Advisors / Tokyo Tatemono Resort / Tokyo Tatemono Realty Investment Management / Nihon Parking / Parking Support Center / PRIME PLACE |

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Diversity & Inclusion

Policy and Concept

In a society 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 create innovation and encourage corporate growth, with for example, services from the customer's perspective, and improved productivity.

Along with creating a fulfilling, rewarding workplace in which employees can experience growth and feel satisfaction from their work, the Tokyo Tatemono Human Resource Policy identifies diversity and inclusion as one of the Tokyo Tatemono Group's material issues. Based on this, KPIs and targets have been set with efforts underway to achieve them.

KPIs and Targets

- **Promotion of diversity in our workforce**
 - ↳ Ratio of women in management positions: 10% or more by FY2030
 - ↳ Employment rate of people with disabilities: Over the legal employment rate each fiscal year
 - * 2.3% or more until March 2024, 2.5% or more from April 2024 to June 2026, and 2.7% or more after July 2026
 - **Work-life balance**
 - ↳ Average annual paid leave utilization rate: 70% or more each fiscal year
 - ↳ Ratio of male employees taking parental leave: 30% or more by FY2025
- Scope of Coverage Tokyo Tatemono

📄 [Material Issue KPIs and Targets \(p. 10\)](#)

System

The Tokyo Tatemono Group has established a Health Management and Diversity Promotion Group within the Personnel Department, and works with labor departments of each Group company to promote various measures related to diversity and inclusion across the Group.

Work-life Balance

We have 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 established 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 to Accompany Spouse on Overseas Transfer

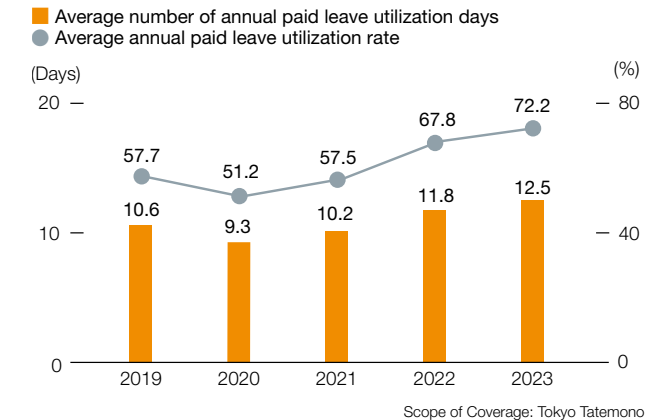
Tokyo Tatemono has a system in place that allows employees to take up to three years of leave of absence to accompany their spouse on an overseas assignment. In addition, employees who have left the company due to reasons such as their spouse's transfer are eligible to rejoin under the rehiring system for retired employees. 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 aims to achieve an average annual paid leave utilization rate of at least 70% each fiscal year, and actively encourages employees to take paid leave by, for example, designating a good time to use paid leave. 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 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)

📄 [\(Data\) Health Management Related \(p. 93\)](#)

Lapsed Paid Leave System

We have 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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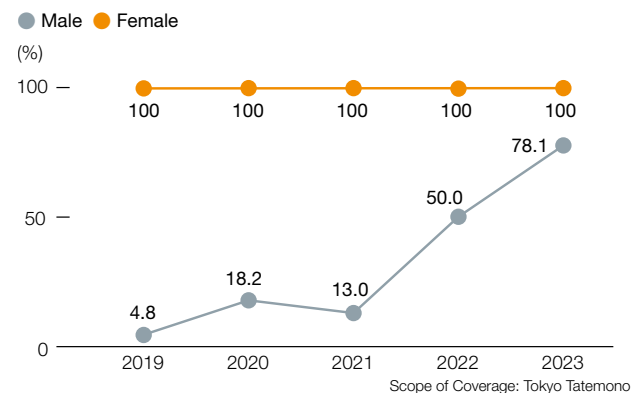
Leave Systems for Pregnancy, Childbirth, Childcare and Nursing

In addition to a leave system for pregnancy and childbirth, a leave system for childcare and nursing care 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.

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 retired employees so that they can play an active role again utilizing the knowledge and experience they accumulated while employed.

Changes in the Ratio of Employees Taking Childcare Leave



(Data) Childcare Leave (p. 92)

Overview of Pregnancy, Childbirth and Childcare Support Systems

| Period | Policy | Overview |
|---|--|--|
| The full duration of childbirth and childcare | Lapsed Paid Leave System | Employees may use the lapsed paid leave policy. Salary Paid |
| | Re-employment Policy for Employees Who Resigned Due to Pregnancy, Childbirth, or Childcare | 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 eight weeks of the birth of a child (This 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 gift for the birth of their child. |
| During Childcare | Flextime System | Flextime System can be used. Salary Same as ordinary flextime system. Period 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. Period Until the conclusion of the child's third year of elementary school |
| | Childcare 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 Period Until the child reaches their first birthday |
| | Restrictions on Overtime Work 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. Period 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. Period Until the conclusion of the child's third year of elementary school |
| | Exemption from Overtime Work for Childcare | Employees may be exempt from exceeding their prescribed work hours. Period Until one month after the first March 31 that falls after their child's third birthday |
| | 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 Period 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. |

* Scope of Coverage: Tokyo Tatemono

* Some policies have eligibility requirements.

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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. For example, in addition to establishing various systems to maintain employee career continuity even after a major life event, we are focusing on creating a comfortable workplace such as by actively pushing for the promotion of diverse human resources.

By the end of December 2023, the percentage of female employees have increased by 31.8%, up 5.2 percentage points from 2017. Additionally, the ratio of women in management positions, which we hope will be 10% or more by fiscal 2030, was 9.4% at the end of December 2023.

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) |
| ★★ | Tokyo Tatemono (acquired in October 2022) E-State Online (acquired in October 2023) |

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. 92)

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 personnel system with provisions for working from home as standard. 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 2023* our employment ratio of people with disabilities was 2.53% which fulfilled the mandatory ratio 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. 91)

Promoting the Success of Non-Japanese Employees

Tokyo Tatemono does not discriminate in its hiring based on factors such as nationality or race.

In our overseas business, we hire and foster strong talent from various nationalities at our local subsidiaries. This enables our business to grow roots in the regions in which we operate.

📄 (Data) Headcount (p. 91)

Workplace Understanding of Gender Diversity

The Tokyo Tatemono Group's Compliance Codes 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 compliance training and human rights training programs.

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

TOPICS

Support for balancing work and childcare

Tokyo Tatemono aims to create a workplace where employees can balance work and childcare, and where they can continue to work with motivation.

In 2023, we invited an outside lecturer (a childcare leave consultant) to conduct a seminar for employees with preschool-aged children to help them balance work and childcare. In addition to lectures by instructors, discussions among employees and panel discussions by senior employees provided an opportunity to think and learn about balancing work and childcare. The seminar was very well received, with 100% of the participants responding that it was “informative” in a post-workshop questionnaire.



Corporate Philosophy, Corporate Data,
Financial Highlights, Editorial Policy

Message from the President and CEO

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- Contributing to Our Communities
- Human Resource Investment and Development
- Health Management / Occupational Health and Safety
- Diversity & Inclusion

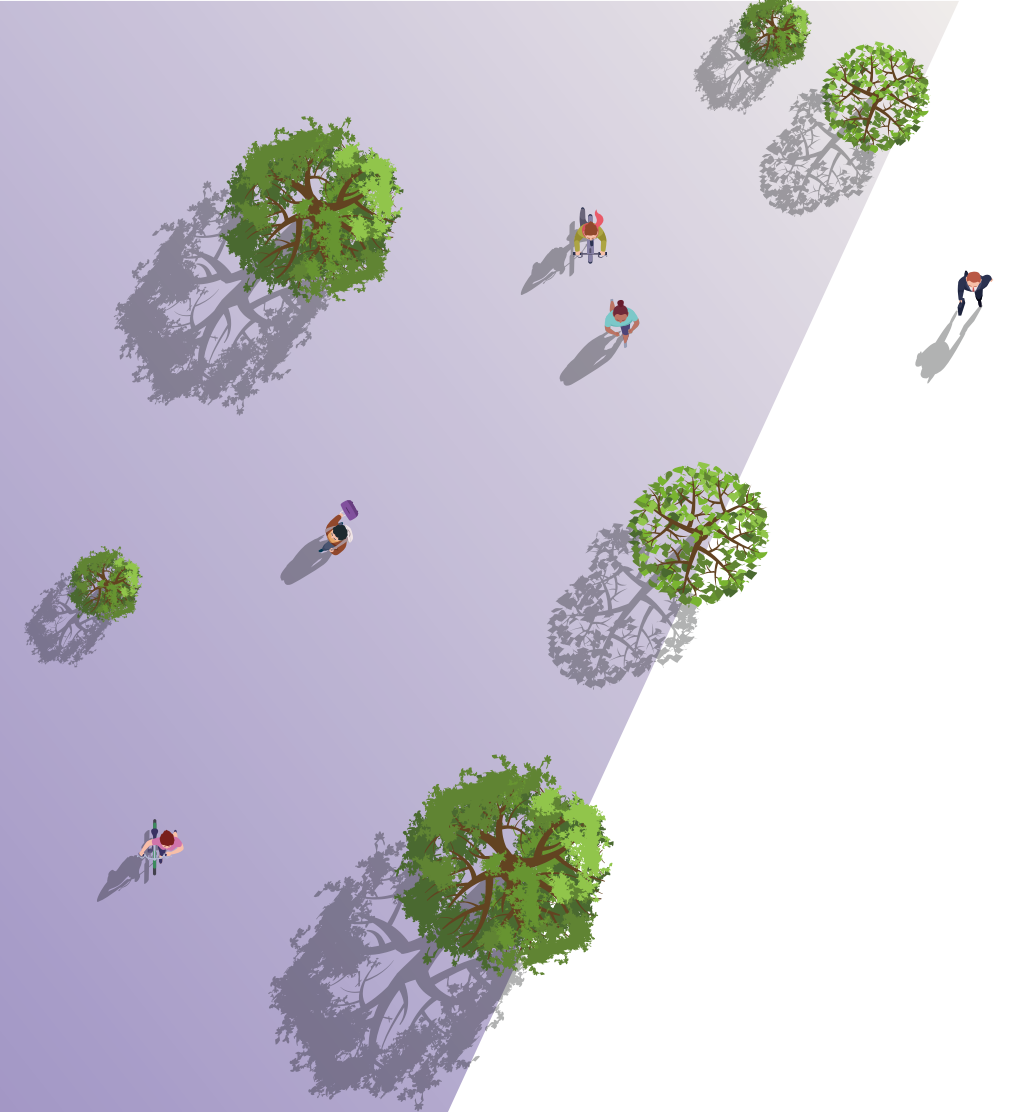
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Corporate Governance

Policy and Concept

Based on our corporate philosophy of “Trust beyond the era,” Tokyo Tatemono 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 company’s business activities accurately. We have identified the advancement of governance as a material issue for the Tokyo Tatemono Group that we must address as we pursue our long-term vision. We are further strengthening the governance framework to achieve this, striving to improve profitability and advancing measures to ensure objectivity.

[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 and Remuneration Advisory Committee as an advisory committee 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. In 2022, to further strengthen risk management and internal control in the Tokyo Tatemono Group, the Internal Control Management Committee was reorganized to establish the Risk Management Committee and the Internal Control Committee.

In our Group governance, to heighten the efficiency of Group management and achieve group synergies, we also make a contractual agreement with each Group company based on the Group Business Management Standards. By setting out and informing each company of conditions such as items subject to prior approval and items to be reported to the Company, we are working to reinforce head office functions and clarify our policy on involvement with Group companies.

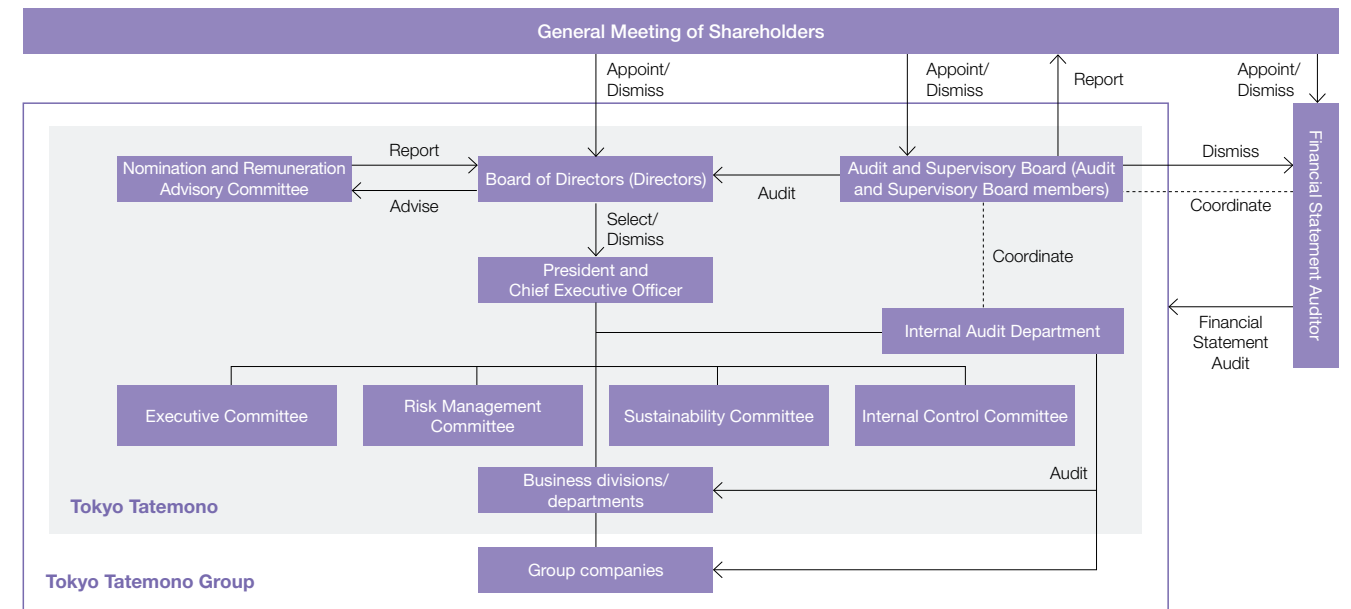
Board of Directors

The Board of Directors consists of 12 directors, four of whom are external directors (including one woman) as of March 31, 2024. 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 the chairperson, who 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 discuss matters related to medium- and long-term business issues. In fiscal 2023, 14 meetings were held, and the average attendance rate of directors was 99%.

Corporate Governance Structure (As of March 31, 2024)



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Audit and 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 full-time Audit and Supervisory Board member. In fiscal 2023, 16 meetings were held, and the attendance rate of each Audit and Supervisory Board member was 100%.

Audit and Supervisory Board members attend meetings such as those of the Board of Directors, Executive Committee, Risk Management Committee, and Internal Control Committee, express their opinions as necessary, 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 & Compliance Department promptly report to Audit and Supervisory Board members on the following matters concerning Tokyo Tatemono and its Group companies.

◆ Matters to Be Reported to Audit and Supervisory Board Members

Directors

Matters that could 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

Legal & Compliance Department

Status of fraudulent activity reports and their content

◆ Board of Directors Related Data

| Item | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|----------|------------|------------|------------|------------|------------|
| Number of board of Directors meetings | Meetings | 15 | 14 | 15 | 14 | 14 |
| Number of directors | Persons | 12 | 12 | 12 | 12 | 12 |
| Number of executive directors on the Board | Persons | 7 | 7 | 7 | 7 | 7 |
| 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 | 4 |
| Proportion of external directors | % | 33 | 33 | 33 | 33 | 33 |
| Average board meeting attendance | % | 99 | 100 | 100 | 99 | 99 |
| Average tenure of directors (including independent external directors) | Years | 3.8 (Mar.) | 4.8 (Mar.) | 4.6 (Mar.) | 4.4 (Mar.) | 5.4 (Mar.) |

Data Collection Period: January to December of each year. Unless otherwise specified, figures are as of December each year.

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, 2024, there were 22 executive officers in the Company.

Nomination and Remuneration Advisory Committee

We have established the Nomination and Remuneration Advisory Committee as an advisory body to the Board of Directors to select candidates for directors, dismiss directors, and recommend directors' remuneration levels. Committee members are appointed from among directors, and the president serves as committee chairperson. The number of committee members is set at seven or less, more than half of whom are required to be external directors. This is to ensure objectivity and transparency in committee procedures while also drawing from the expertise and advice of external directors. In fiscal 2023, four meetings were held, and the average attendance rate of each committee member was 96%.

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 2023, 43 meetings were held.

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

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Internal Control Committee

Chaired by the president and with its members including the chairperson, executive vice presidents, and the officer in charge of the Corporate Planning Department, the Internal Control Committee has been put in place to evaluate, improve, and upgrade the internal control system.

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 general managers of the corporate departments. Important matters from among those deliberated by and reported to the Risk Management Committee are brought up for discussion or reported to the Board of Directors, and the Board of Directors oversees the effectiveness of the Group's risk

management, including risks concerning sustainability.

In addition, a Compliance Subcommittee (subcommittee chairperson: the officer in charge of the Legal & Compliance Department) and a BCM Subcommittee (subcommittee chairperson: the officer in charge of the General Affairs Department) have been established as subordinate organizations of the Risk Management Committee to consider compliance measures, monitor progress, and respond to compliance risks as well as other risks such as natural disasters.

[Risk Management \(p. 79\)](#)

Sustainability Committee

The Sustainability Committee was set up to promote sustainability measures across the Tokyo Tatemono Group. It is chaired by the president and includes directors (excluding external directors), senior and managing executive officers, general managers of corporate departments, the general manager of the Technical Department of

the Commercial Properties Business, and other members appointed by the chair in consideration of their expertise in Sustainability-related matters. The committee deliberates on important Sustainability-related issues, sets targets, monitors progress, and evaluates achievements. Important matters from among those deliberated and discussed by the Sustainability Committee are brought up for discussion or reported to the Board of Directors, and the Board of Directors monitors and supervises the status of actions taken.

In addition, the following have been set up as subordinate organizations of the Sustainability Committee: the Sustainability Promotion Committee, which carries out prior discussions of matters to be deliberated and decided upon by the Sustainability Committee, shares decisions, and reports on the progress of sustainability measures; and the Human Rights Subcommittee, which promotes initiatives based on the Tokyo Tatemono Group Human Rights Policy.

Director Expertise and Experience/Skill Matrix*1 (As of March 2024)

| Name | Position in the Company | Gender | Board of Directors Meetings (Attendance Rate*2) | Nomination and Remuneration Advisory Committee Meetings (Attendance Rate*2) | Corporate Management | Finance and Accounting | Legal, Compliance, and Risk Management | Sustainability | Real Estate Business and Urban Development | Overseas Business | ICT and Digital Technology | Human Resources and Human Resource Development |
|--------------------|--|--------|---|---|----------------------|------------------------|--|----------------|--|-------------------|----------------------------|--|
| Makio Tanehashi | Representative director Non-executive officer Chairperson of the Board of Directors | Male | ○ (100%) | ○ (100%) | ○ | ○ | | | ○ | ○ | | |
| Hitoshi Nomura | Representative director Chairperson of the Nomination and Remuneration Advisory Committee | Male | ○ (100%) | ○ (100%) | ○ | ○ | ○ | | ○ | | | ○ |
| Katsuhito Ozawa | Representative director | Male | ○ (100%) | | ○ | ○ | | ○ | ○ | ○ | ○ | |
| Akira Izumi | Representative director | Male | ○ (100%) | ○ (100%) | ○ | ○ | ○ | ○ | ○ | | ○ | ○ |
| Hideshi Akita | Director | Male | ○ (100%) | | | | | ○ | ○ | | | ○ |
| Takeshi Jinbo | Director | Male | ○ (93%) | | | | | ○ | ○ | | | |
| Shinjiro Kobayashi | Director | Male | ○ (100%) | | | | | ○ | ○ | | | |
| Fumio Tajima | Director | Male | ○ (100%) | | | ○ | | | | ○ | | |
| Shuichi Hattori | Independent external director | Male | ○ (93%) | ○ (75%) | | ○ | ○ | | | | | ○ |
| Yoshimitsu Onji | Independent external director | Male | ○ (100%) | ○ (100%) | ○ | ○ | ○ | | | ○ | | |
| Takeo Nakano | Independent external director | Male | ○ (100%) | ○ (100%) | ○ | ○ | ○ | | | | | |
| Yumiko Kinoshita | Independent external director | Female | ○ (100%) | ○ (100%) | | | ○ | | | ○ | | ○ |

* 1 The above skill matrix is not an exhaustive list of all the expertise and experience of each director.

* 2 Data Collection Period: January to December of each year.

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Corporate Governance

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 Tokyo Tatemono Group as members of management, and appoint them as candidates for directors and Audit and Supervisory Board members. The lengths of the terms directors and Audit and Supervisory Board members serve have been set in the Articles of Incorporation at two years for directors and four years for Audit and Supervisory Board members.

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 and Remuneration Advisory Committee, a majority of which comprises external directors.

Criteria for Independence of Independent External Directors

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

Independence Criteria Established by the Company

- 1 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
- 2 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
- 3 A representative, member, or employee of an auditing firm employed as the financial statement auditor for the Company
- 4 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 the 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 Corporate Planning Department provides explanations and information as necessary to support external directors prior to meetings. The Department also serves as secretariat for the Board of Directors.

At the request of the Audit and Supervisory Board, we assign personnel to serve as staff for and support Audit and Supervisory Board members to encourage the smooth execution of audit procedures. To enable full-time Audit and Supervisory Board members to acquire information needed to perform their duties, we have established a system that ensures they can attend Board of Directors and Executive Committee meetings, receive regular reports from financial statement auditors and various departments, and exchange opinions and information with these parties whenever necessary.

Remuneration of Directors

Based on our Corporate Philosophy, "Trust beyond the era," the Tokyo Tatemono Group strives for sustainable growth and the improvement of corporate value over the longer term. Regarding 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 stock price performance.

Policy on Payment Breakdown by Remuneration Type

| Item | Fixed remuneration | Performance-linked remuneration | Stock-based remuneration |
|--|--------------------|--|---------------------------------|
| Positioning | Basic remuneration | Short-term incentive | Medium- and long-term incentive |
| Variability | — | Performance linked to single fiscal year | Stock-based |
| Proportion of total remuneration (approx.) | 50 – 60 % | 30 – 40 % | 5 – 10 % |

Specifically, remuneration of directors (excluding external directors) comprises three elements: fixed remuneration, performance-linked remuneration, and stock-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. The maximum respective amounts for fixed remuneration and performance-linked remuneration for directors (excluding external directors), and the introduction of a Board Benefit Trust (BBT) stock-based remuneration system as well as the maximum number of share points to be granted per fiscal year for stock-based remuneration have been resolved at General Meetings of Shareholders (for details, please refer to Remuneration Structure on p. 78). The amount of remuneration for individual directors (excluding external directors) is decided by the Board of Directors after consulting with and reporting to the Nomination and Remuneration Advisory Committee.

Remuneration for individual directors for fiscal 2023 was 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-linked remuneration for each director according to their positions and duties, and consulting with and reporting to the Nomination and Remuneration Advisory Committee.

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

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◆ Total Amount of Remuneration, Total Amount by Type of Remuneration, and Number of Eligible Individuals (As of the Fiscal Year Ended December 31, 2023)

| Officer Class | Number of Eligible Individuals | Total Amount by Type of Remuneration | | | Total Remuneration (Million Yen) |
|---|--------------------------------|--------------------------------------|---|--|----------------------------------|
| | | Fixed Remuneration (Million Yen) | Performance-Linked Remuneration (Million Yen) | Stock-Based Remuneration (Million Yen) | |
| Directors (Excluding External Directors) | 10 | 322 | 240 | 42 | 604 |
| Audit and Supervisory Board Members (Excluding External Members*) | 3 | 55 | — | — | 55 |
| External Officers | 6 | 58 | — | — | 58 |
| Total | 19 | 435 | 240 | 42 | 717 |

* Two External Audit and Supervisory Board Members.

Remuneration Structure

Fixed remuneration (for directors):

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

Performance-linked remuneration (for directors excluding external directors):

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

Stock-based remuneration (for directors excluding external directors):

Based on the stock-based remuneration system determined by a board benefit trust scheme, directors will be awarded a maximum of 40,000 points per fiscal year (equivalent to 40,000 shares). Upon ending their term as a director, the director will be paid an amount equivalent to the amount of company stock held and market value.*3

Audit and Supervisory Board member remuneration:

Remuneration of Audit and Supervisory Board members is limited to basic 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 Based on a resolution of the 195th Ordinary General Meeting of Shareholders held on March 28, 2013

*3 Based on a resolution of the 200th Ordinary General Meeting of Shareholders held on March 28, 2018

Evaluation of the Effectiveness of the Board of Directors

Each year, the Company 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 2023.

Evaluation Process and Topics

Evaluation Process

- ① Questionnaire surveys were administered to all directors and Audit and Supervisory Board members
- ② Aggregate results were analyzed and evaluated by the Board of Directors
- ③ Future issues and measures were discussed

• 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 directors, training

Results of Evaluation and Future Actions

In the survey, each of the topics received generally high marks. In addition, as described below, it was confirmed that efforts

to improve have been made based on last year's effectiveness evaluation and other factors, and that the effectiveness of the Board of Directors had been suitably secured.

Efforts to Improve Effectiveness

In FY2023, in order to increase substantive discussions and exchange of opinions at Board of Directors meetings, a Management Discussion Committee was newly established as a forum separate to Board of Directors meetings for broad-based discussions on important management issues as well as medium- to long-term topics

Future Issues and Actions

Further broaden and enliven discussions on medium- to long-term management issues by revising and improving agenda items

Cross-Shareholdings

We acquire and hold shares of other companies for non-investment 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 verify the appropriateness of our individual cross-shareholdings with a view to whether holding them will continue to contribute to maintaining and increasing the corporate value of the Tokyo Tatemono Group. Verification is performed by viewing the transaction results and prospects of real estate transactions, joint ventures, construction and equipment transactions, and financial transactions, in addition to dividend results.

We report verification and disposal results to the Board of Directors at least once every year, and if we determine that such cross-shareholding is no longer significant, we seek to reduce the cross-shareholding while considering the impact on the stock market and other factors. Our Medium-term Business Plan (fiscal 2020 to 2024) calls for us to reduce cross-shareholdings, partly in an effort to increase asset efficiency.

Risk Management

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

In promoting risk management, we have designated the president as the chief risk management officer and have established a Risk Management Committee chaired by the president to oversee risk management for the Tokyo Tatemono Group.

The Risk Management Committee formulates an annual risk management plan, evaluates and analyzes key management risks for the Tokyo Tatemono Group (priority risks), formulates preventive measures and countermeasures, and periodically monitors the status of countermeasures.

The Tokyo Tatemono Group has also established a risk management system based on the Three Lines Model* in order to maintain and improve the effectiveness of risk management.

For risks other than priority risks (departmental management risks), in addition to the general managers of each department who are risk management officers, various committees 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) monitor and provide support and guidance regarding risk management at each department. The Internal Audit Department (the Third Line) audits and provides advice, from an independent standpoint,

regarding the risk management of the corporate departments and planning departments of each business division. In addition, the chief risk management officer (Tokyo Tatemono's president) is not a member of the Audit and Supervisory Board, and the Risk Management Committee operates independently of the Audit and Supervisory Board.

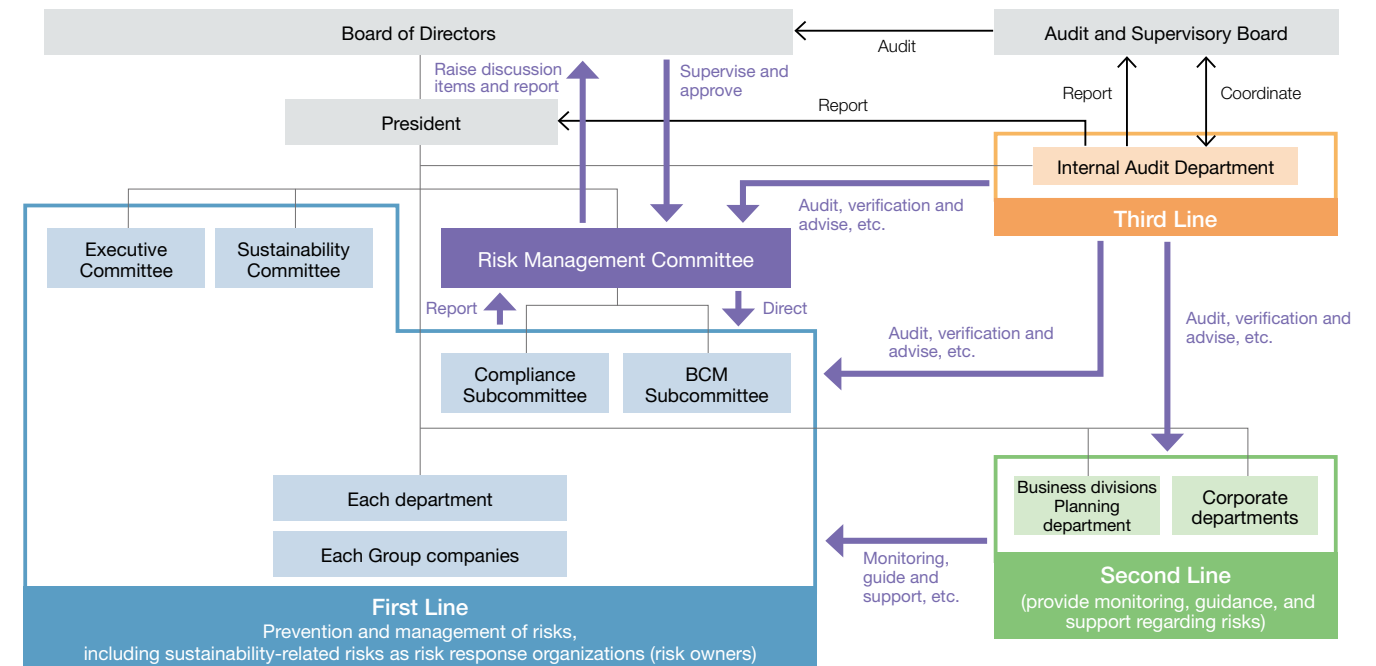
The Sustainability Committee acts as the risk response organization (risk owner) to prevent and manage sustainability risks in cooperation with relevant departments.

Important matters among those deliberated at Risk Management Committee meetings are brought up for discussion by or reported to the Board of Directors, with the Board overseeing the effectiveness of the Tokyo Tatemono Group's risk management.

* 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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- Contributing to Our Communities
- Human Resource Investment and Development
- Health Management / Occupational Health and Safety
- Diversity & Inclusion

- Corporate Governance
- Risk Management**
- Compliance

Risk Management

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.), likelihood of occurrence, 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 submits reports and matters for discussion to the Board of Directors on a regular basis. In addition, the corporate 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 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 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 natural disasters and man-made disasters | Risk that employees will suffer damage resulting in business activities being affected, and the value of assets owned, managed, or operated by the Tokyo Tatemono Group will decrease |
| Country risk related to the Group’s overseas operations | Risk of a project being halted, a schedule being delayed, or costs increasing due to the deterioration of political or economic conditions, any change of laws and regulations, worsening security, etc., in the countries where we have a footprint |

Comprehensive Information Management

To ensure that information collected through our business is managed appropriately, the Tokyo Tatemono Group has established an information management system coordinated by an information management supervisor. We have also established Rules for Information Management, Rules for Handling Personal Information, and Rules for Handling Specific Personal Information. To ensure that all employees handle information in accordance with these rules, we are working to strengthen the management of personal information and confidential information through regular annual self-inspections.

In addition, we have published the information for an inquiry counter on our website to respond to requests such as those for disclosure of personal data retained by the Tokyo Tatemono Group from individuals themselves, 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.

In addition, Tokyo Tatemono Real Estate Sales, which handles a great deal of personal information, strives for continuous improvement in this area, maintaining ISO/IEC 27001 (JISQ 27001) certification and undergoing an external review every year. The results of the review are incorporated in 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 \(Tokyo Tatemono Real Estate Sales\) \(Only available in Japanese\)](#)

- Long-term Vision and Materiality
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- Compliance

Risk Management

Training in Response to Cyber Attacks (Targeted Email Attacks)

The Tokyo Tatemono Group conducts training for its officers and employees to improve their awareness of and ability to respond to cyber attacks. In 2023, in accordance with our Rules for Information Management, 19 Tokyo Tatemono Group companies (including Tokyo Fudosan Kanri, Nihon Parking, and Tokyo Tatemono Amenity Support) distributed simulated email attacks as part of cyber attack (targeted email attack) response training. Based on the results of the training, email security training materials were distributed to those whose response did not reach a certain level, and guidance was provided by their general managers.

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 engage in business continuity planning (BCP) measures. 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.

Preparing for Natural Disasters with Fire Brigade Training, Disaster Drills, and First-Aid Courses

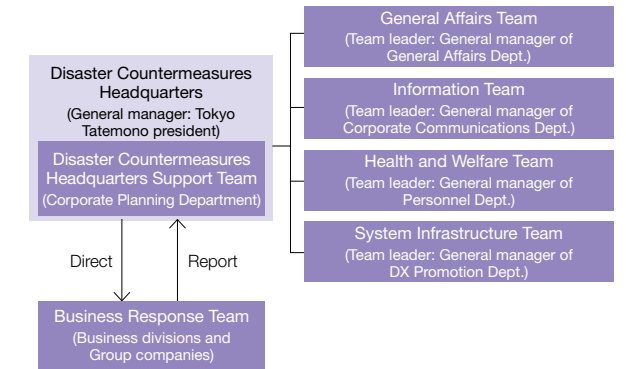
The Tokyo Tatemono Group has formulated the Tokyo Tatemono Group Business Continuity Plan Basic Policy and the Tokyo Tatemono Group Business Continuity Plan (hereinafter referred to as the "Group BCP") to prepare for situations in which it may be difficult to continue business as usual due to the occurrence of a disaster or the like. 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.

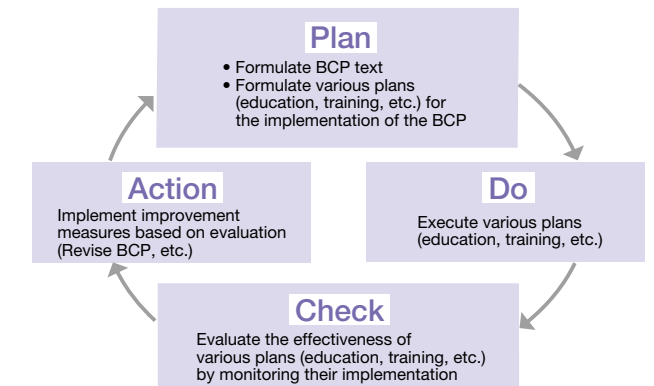
In fiscal 2023, in addition to drills to improve disaster response capabilities at each business division, we conducted drills related to the establishment of a Disaster Countermeasures Headquarters, and communication and reporting drills to improve coordination between the Disaster Countermeasures Headquarters and each department.

[☞ Responding to Natural Disasters \(p. 31\)](#)

Disaster Occurrence System Chart



Business Continuity Management (BCM) PDCA Cycle



- Long-term Vision and Materiality
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Compliance

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 Codes of Conduct

The Tokyo Tatemono Group created the Compliance Codes of Conduct and the Tokyo Tatemono Group Compliance Manual (hereinafter referred to as the "Compliance Manual") to ensure we adhere to our Compliance Charter.

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

Compliance Codes of Conduct

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

Compliance Codes of Conduct

The Compliance Codes of Conduct cover all officers and employees (including contract employees, temporary and part-time workers, etc.) of the Tokyo Tatemono Group. The Compliance Manual is distributed and posted at each business location so that employees are thoroughly informed of and understand its content.

The effectiveness of these codes and the manual is regularly reviewed by the Compliance Subcommittee, which conducts specialized deliberations on compliance, and revisions are made as necessary after reporting to the Board of Directors.

Structure

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

The Compliance Subcommittee deliberates compliance measures, monitors progress, and addresses compliance risks.

The Risk Management Committee reports to the Board of Directors on important matters among compliance measures and the status of compliance risk handling, and the Board of Directors supervises compliance with the Compliance Charter and Compliance Codes of Conduct.

In addition, Tokyo Tatemono supports and guides the compliance-related operations of Group companies. We also aim to improve compliance functions throughout the Group by taking the lead in encouraging collaboration between and among Group companies.

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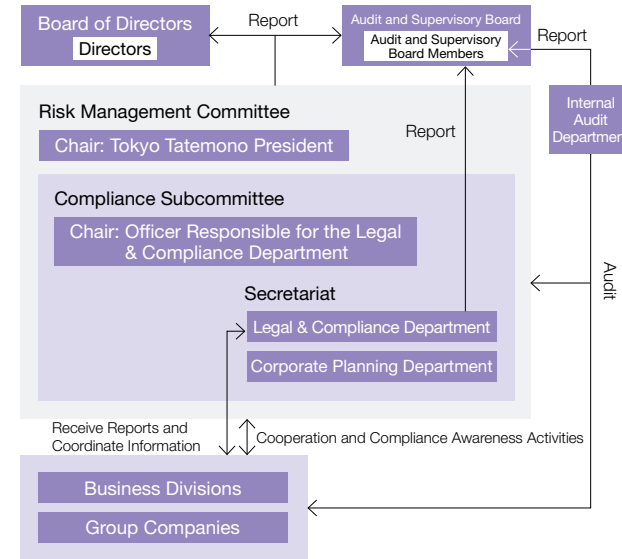
- Environmental Management
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Compliance

◆ Compliance Structure



Internal Audits for Legal Compliance

We have established an Internal Audit Department which is independent of any of our departments and which conducts audits of the operations of all departments. Audits are conducted based on the internal audit plan established for each fiscal year, with risk assessments conducted by theme or department.

We believe that internal audits help us achieve our management objectives by not only finding and pointing out problems in our operations, including with regard to compliance, but also by evaluating the internal control systems of each department and recommending ways to improve problem areas.

In accordance with the Internal Control Rules, when an audited department receives instructions or suggestions for improvement through an internal audit, that department prepares a plan for improvement, implements the improvement measures, and reports

to the Internal Audit Department. The Internal Audit Department prepares an internal audit report and reports to the president and the officers of the audited department, and also reports to the Audit and Supervisory Board at least four times a year in principle.

In addition to this, the Internal Audit Department undergoes quality assessments by external experts when necessary.

Helpline (Anonymous Whistle-Blowing Mechanism)

The Tokyo Tatemono Group established the Tokyo Tatemono Group Helpline, a common external resource for the whole Group, in addition to separate internal helplines that are in place within each Group company, with the aim of the prevention and early detection of incidents of non-compliance. The means of inquiry can be selected from calling a dedicated line or registering on a form, and the form is available 24 hours a day, 365 days a year.

Internal complaints, reports, and 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 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 incidents of non-compliance, including putting in place corrective measures and measures to prevent recurrence. The Risk Management Committee (Compliance Subcommittee) monitors all whistleblowing, reporting, and consultation.

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, handing out the Compliance Manual, and conducting compliance training. 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 be make their reports not only by using their real name but also anonymously.

◆ Helpline Overview

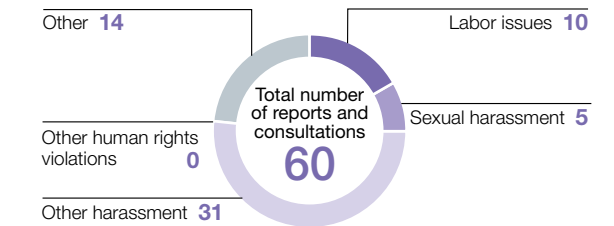
Reportable acts

Violations of laws and ordinances and incidents of non-compliance such as bribery, fraud, human rights violations, labor issues, and harassment in the Tokyo Tatemono Group

Helplines and Scope

| | Operation | Scope |
|--|---|--|
| Internal helplines | Group companies | <ul style="list-style-type: none"> Officers and employees (including contract workers and part-time workers) of Group companies |
| Tokyo Tatemono Group Helpline (Group-wide) | External outsourced agency (Dial Service Co., Ltd.) | <ul style="list-style-type: none"> Temporary employees and other employees working under an outsourcing contract, etc. (including retirees) engaged in work at Group company business sites |

◆ Number of Reports and Consultations to the Helpline (FY2023)



Scope of coverage: Tokyo Tatemono Group

[\(Data\) Reports and Consultations to the Helpline \(p. 96\)](#)

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Compliance

Responding to Incidents of Non-Compliance

To ensure adherence to the Compliance Codes 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, fact-finding 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 2023.

[☐ \(Data\) Violation of Laws or Regulations and Related Sanctions \(p. 96\)](#)

[☐ \(Data\) Violations Related to Product and Service Information and Labeling \(p. 96\)](#)

[☐ \(Data\) Violations Related to Marketing Communications \(p. 96\)](#)

[☐ \(Data\) Reports and Consultations to the Helpline \(p. 96\)](#)

Provisions for Violations of Laws and Regulations as Well as Lawsuits, Etc., Including Regarding ESG 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 2023, 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 \(p. 96\)](#)

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 formulated the Tokyo Tatemono Group Anti-Bribery Policy to fulfill the commitments of our Compliance Charter. We prohibit the provision of economic benefits 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 Codes 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. In addition, the Tokyo Tatemono Group Compliance Manual, which incorporates the theme of preventing corruption of all kinds, is distributed to the Group's officers, employees (including contract workers and part-time workers), and temporary employees, and the contents are thoroughly disseminated 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.

[☑ Tokyo Tatemono Group Anti-Bribery Policy](#)

[☐ Supply Chain Management \(p. 50\)](#)

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 Corruptions Perception Index as scored by the international NGO Transparency International is less than 50 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 anti-bribery 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. In fiscal 2023, we made 0 yen in such donations. 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.

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Compliance

Preventing Anti-Competitive Practices

The Tokyo Tatemono Group has stated its commitment to preventing anti-competitive practices in the Compliance Codes of Conduct, and through training and other measures, we disseminate and teach the content of the Compliance Manual and Compliance Codes of Conduct, working to prevent monopolies and other anti-competitive practices.

The Tokyo Tatemono Group did not incur any fines or other penalties related to anti-competitive practices in fiscal 2023.

Responsible Marketing

The Tokyo Tatemono Group conducts responsible marketing based on the Compliance Charter and Compliance Codes of Conduct. 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. In addition, we work to ensure a common understanding among all employees by distributing the Compliance Manual to staff, including officers and temporary employees, and by carrying out compliance training each year.

In particular, we adhere to the Compliance 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.

Relevant Items of the Compliance Codes of Conduct

- 1 Comply with laws and regulations
- 2 Maintain proper relationships with partners
- 3 Engage in fair competition
- 4 Maintain proper relationships with governments and administrations

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 established specific methods for conducting due diligence on organizations referenced in the Anti-Social Forces Check Manual. We cooperate with external experts and organizations such as the police and lawyers 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

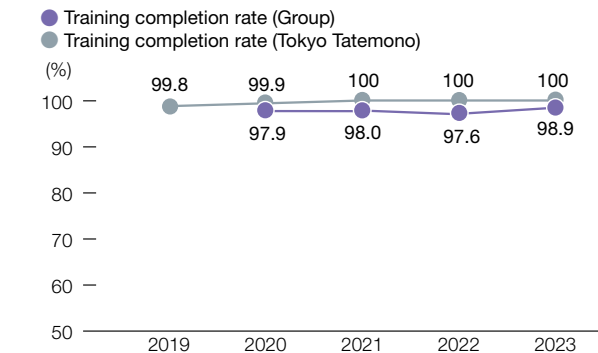
Every year, the Tokyo Tatemono Group conducts compliance training via e-learning. Training is provided to all employees engaged

in work in the Group, including contract employees and temporary and part-time workers, regardless of employee classification, job classification, or employment status. In fiscal 2023, training participation rates were 100% for Tokyo Tatemono and 98.9% for the Group overall.

Program for FY2023 Compliance Training (e-Learning)

| | |
|---|---|
| Group-wide Courses | <ul style="list-style-type: none"> • Group Compliance (anti-corruption, Compliance Codes of Conduct, respect for human rights, prohibition of discrimination and harassment, psychological safety) • Personal information, My Number • Confidential information management, prevention of insider trading • Compliance with laws and regulations • Compliance with antitrust and subcontracting laws • Act against Unjustifiable Premiums and Misleading Representations and Fair Competition Code for Real Estate Representation • Anonymous whistle-blowing mechanism • Real Estate Brokerage Act and Criminal Proceeds Transfer Prevention Act (anti-money laundering) |
| Separate modules implemented by each company to strengthen specific areas | <ul style="list-style-type: none"> • General information security • Elimination of anti-social forces • Considerations in transactions with stakeholders • Compliance management training |

Status of Compliance Training (e-Learning: Group Compliance)



Scope of coverage: Tokyo Tatemono Group

Corporate Philosophy, Corporate Data, Financial Highlights, Editorial Policy

Message from the President and CEO

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► Compliance

Data

Third-party Assurance

Compliance

◆ Other Compliance Training and Education (FY2023)

| Details | Scope | Frequency |
|---|---|-----------------|
| Power harassment prevention training | Senior employees | Once a year |
| Compliance risk management training | Officers and general managers (including external officers) | Once a year |
| Compliance training | Those newly appointed to leadership positions | Once a year |
| Seminars with external experts as lecturers (the Act on the Protection of Personal Information, prevention of business errors, other areas of laws and regulations of high business importance, taxation, etc.) | Officers and employees | As necessary |
| Compliance News posted on the intranet (bribery and other wrongdoing, as well as violations related to occupational health and safety such as harassment, etc.) | Officers and employees | Updated monthly |
| Compliance awareness content (bribery cases, LGBTQ case studies) posted on the intranet | Officers and employees | Updated monthly |

Scope of Coverage: Tokyo Tatemono

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 Group employees. In fiscal 2023, 9,240 employees from 18 Group companies were surveyed, with a response rate of 80.0%.

The results of the survey were analyzed to understand the responses of individual Group companies and of the Group as a whole. Important matters from this analysis were then reported to the Risk Management Committee (Compliance Subcommittee). We also shared the survey results on the intranet and provided feedback to Group companies as an aid in solving problems at an early stage, reflecting them on the compliance structure, and engaging in compliance awareness activities.

□ (Data) Compliance Training (eLearning: Group Compliance) and Return Rate of Compliance Surveys (p. 96)



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Third-party Assurance

Data

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. The type of data and numerical figures subject to this evaluation are indicated with a tick (✓).

Environment

Promoting a Decarbonized Society

Energy Consumption

| Category | Scope of Collection | | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|----------------------|----------------|------------------------------|------|------|------|------|--------|
| Energy consumption (crude oil equivalent) | Tokyo Tatemono Group | All businesses | kl | — | — | — | — | 61,532 |
| Energy intensity | | | kl / thousand m ² | — | — | — | — | 19.7 |
| Floor area within scope | | | Thousand m ² | — | — | — | — | 3,123 |

| Category | Scope of Collection | | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---------------------|--|------------------------------|----------|----------|----------|----------|----------|
| Energy consumption (crude oil equivalent) | Tokyo Tatemono | Tokyo Tatemono facilities subject to the Act on the Rational Use of Energy | kl | 24,165 ✓ | 23,497 ✓ | 23,050 ✓ | 23,510 ✓ | 28,664 ✓ |
| Energy intensity | | | kl / thousand m ² | 34.0 | 28.6 | 27.2 | 26.6 | 25.5 |
| Floor area within scope | | | Thousand m ² | 710 | 823 | 847 | 883 | 1,126 |

CO₂ emissions*1

| Category | Scope of Collection | | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|----------------------|----------------|-------------------|-----------|-----------|-------------|-------------|-----------|
| Scope 1, 2, 3 total | Tokyo Tatemono Group | All businesses | t-CO ₂ | 987,910 | 920,164 ✓ | 1,034,699 ✓ | 1,015,230 ✓ | 984,407 ✓ |
| Scope 1 (Fuel-derived) | | | | 17,429 ✓ | 14,950 ✓ | 15,802 ✓ | 18,234 ✓ | 14,456 ✓ |
| Scope 2 (Market-based) | | | | 68,441 ✓ | 58,671 ✓ | 55,610 ✓ | 53,979 ✓ | 29,827 ✓ |
| Scope 1, 2 total | | | | 85,870 ✓ | 73,621 ✓ | 71,412 ✓ | 72,213 ✓ | 44,283 ✓ |
| Scope 3 total | | | | 902,040 | 846,543 ✓ | 963,287 ✓ | 943,017 ✓ | 940,124 ✓ |
| 1. Purchased goods and services | | | | 190,020 ✓ | 143,949 ✓ | 99,701 ✓ | 238,344 ✓ | 219,112 ✓ |
| 2. Capital goods | | | | 32,592 ✓ | 123,884 ✓ | 40,478 ✓ | 41,105 ✓ | 33,586 ✓ |
| 3. Fuel and energy-related activities not included in Scopes 1 and 2 | | | | 22,558 ✓ | 20,591 ✓ | 19,849 ✓ | 20,963 ✓ | 16,045 ✓ |
| 4. Transportation and distribution (upstream) | | | | 67 ✓ | 66 ✓ | 69 ✓ | 75 ✓ | 45 ✓ |
| 5. Waste generated in operations | | | | 18,532 | 11,181 ✓ | 10,350 ✓ | 13,137 ✓ | 15,229 ✓ |
| 6. Business travel | | | | 1,060 ✓ | 604 ✓ | 760 ✓ | 1,329 ✓ | 2,105 ✓ |
| 7. Employee commuting | | | | 1,575 | 1,570 ✓ | 1,627 ✓ | 1,751 ✓ | 1,328 ✓ |
| 8. Leased assets (upstream)*2 | | | | — | — | — | — | — ✓ |
| 9. Transportation and delivery (downstream) | | | | — | — | — | — | — ✓ |
| 10. Processing of sold products | | | | — | — | — | — | — ✓ |
| 11. Use of sold products | 567,832 ✓ | 477,952 ✓ | 728,626 ✓ | 565,219 ✓ | 592,380 ✓ | | | |
| 12. Disposal of sold products | 8,819 ✓ | 9,536 ✓ | 9,480 ✓ | 10,843 ✓ | 12,776 ✓ | | | |
| 13. Leased assets (downstream) | 39,679 ✓ | 35,478 ✓ | 33,504 ✓ | 31,116 ✓ | 29,609 ✓ | | | |
| 14. Franchises | — | — | — | — | — ✓ | | | |
| 15. Investments | 19,306 ✓ | 21,732 ✓ | 18,843 ✓ | 19,135 ✓ | 17,909 ✓ | | | |

*1 Due to a change in calculation method, CO₂ emissions for previous years are also shown based on the new calculation method.

*2 Category 8 is included in the calculation for Scope 1 and 2. Other categories for which no figures are provided have no emission sources.

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Renewable Energy (electricity) Usage Amount / Energy Generated

| Category | Scope of Collection | | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------------------|----------------------|----------------|------------------|------|------|--------|----------|----------|
| Usage amount | Tokyo Tatemono Group | All businesses | Thousands of kWh | — | — | 3,675 | 22,735 ✓ | 64,377 ✓ |
| Energy generated from solar power | | | Thousands of kWh | — | — | 14,967 | 18,092 ✓ | 24,431 ✓ |

Water Resources

Water Use / Intensity

| Category | Scope of Collection | | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------|---------------------|-----------------------|--------------------------------|---------|---------|-----------|-----------|-----------|
| Total water use | Tokyo Tatemono | Long-term buildings*1 | m ³ | 853,395 | 659,216 | 667,065*2 | 760,729*2 | 673,515 |
| Potable water uses | | | | 724,027 | 564,418 | 567,069 ✓ | 657,109 ✓ | 574,862 ✓ |
| Recycled water use | | | | 129,368 | 94,798 | 99,996 ✓ | 103,620 ✓ | 98,653 ✓ |
| Floor area within scope | | | m ² | 896,467 | 980,074 | 983,113 | 997,316 | 856,248 |
| Intensity (actual) | | | m ³ /m ² | 0.95 | 0.67 | 0.68*2 | 0.76*2 | 0.79 |

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

*2 Figures have been revised after a close examination.

Water Withdrawal

| Category | Scope of Collection | | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---------------------|-----------------------|--------------------------------|---------|-----------|----------------|-----------|-----------|
| Total water withdrawal | Tokyo Tatemono | Long-term buildings*1 | m ³ | 724,027 | 564,418*2 | 567,069*2 | 657,109*2 | 574,862 |
| Surface water | | | | 0 | 0 | 0 | 0 | 0 |
| Groundwater | | | | 0 | 0*2 | 0*2 | 0*2 | 2 |
| Industrial water | | | | 0 | 0 | 0 | 0 | 0 |
| Used quarry water collected at the quarry | | | | 0 | 0 | 0 | 0 | 0 |
| Potable water | | | | 724,027 | 564,418*2 | 567,069 | 657,109 | 574,860 |
| External wastewater | | | | 0 | 0 | 0 | 0 | 0 |
| Rainwater | | | | 0 | 0 | 0 | 0 | 0 |
| Seawater | | | | 0 | 0 | 0 | 0 | 0 |
| Floor area within scope | | | | | | m ² | 896,467 | 980,074*2 |
| Intensity (actual) | | | m ³ /m ² | 0.81 | 0.58*2 | 0.58*2 | 0.66*2 | 0.67 |

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

*2 Figures have been revised after a close examination.

| Category | Scope of Collection | | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------------------|---------------------|--------------------------------|------------------|------|------|-------|----------|----------|
| Usage amount | Tokyo Tatemono | Commercial Properties Business | Thousands of kWh | — | — | 3,675 | 22,735 ✓ | 60,773 ✓ |
| Energy generated from solar power | | | Thousands of kWh | — | — | 80 | 3,337 ✓ | 9,334 ✓ |

Water Discharge

| Category | Scope of Collection | | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------|---------------------|-----------------------|----------------|---------|-----------|-----------|-----------|---------|
| Total water discharge | Tokyo Tatemono | Long-term buildings*1 | m ³ | 853,395 | 659,216*3 | 667,065*3 | 760,729*3 | 673,515 |
| Seawater | | | | 0 | 0 | 0 | 0 | 0 |
| Surface water | | | | 0 | 0 | 0 | 0 | 0 |
| Groundwater | | | | 0 | 0 | 0 | 0 | 0 |
| Sewage water | | | | 690,730 | 558,374*3 | 574,724 | 666,580 | 572,555 |
| Other*2 | | | | 162,665 | 100,842*3 | 92,342*3 | 94,149*3 | 100,960 |

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

*2 Other indicates the difference between water use and total water discharged, from seawater to sewage water.

*3 Figures have been revised after a close examination.

Water risk analysis results from the Aqueduct Water Risk Atlas*1

| Overall Water Risk*2 | Scope of Collection | | Percentage of leased area | Water Withdrawal in FY2023 (m ³) | Water Discharge in FY2023 (m ³) |
|----------------------|---------------------|--------------------------------|---------------------------|--|---|
| Low (0-1) | Tokyo Tatemono | Commercial Properties Business | 0.7% | 0 | 0 |
| Low - Medium (1-2) | | | 99.3% | 750,223 | 863,993 |
| Medium - high (2-3) | | | 0.0% | 0 | 0 |
| High (3-4) | | | 0.0% | 0 | 0 |
| Extremely high (4-5) | | | 0.0% | 0 | 0 |

| Overall Water Risk*2 | Scope of Collection | | Percentage of leased area |
|----------------------|---------------------|-------------------|---------------------------|
| Low (0-1) | Tokyo Tatemono | Overseas Business | 0.0% |
| Low - Medium (1-2) | | | 0.0% |
| Medium - high (2-3) | | | 100.0% |
| High (3-4) | | | 0.0% |
| Extremely high (4-5) | | | 0.0% |

*1 The Aqueduct Water Risk Atlas is an assessment tool for water risk developed by the World Resources Institute (WRI).

*2 Overall Water Risk in the Aqueduct Water Risk Atlas refers to the overall water risk measured based on all water-related indicators, including quantity and quality of physical risk as well as regulatory and reputational risks. Higher values indicate higher water risk.

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Promoting a Recycling-oriented Society

Waste Emissions and Recycling Amount / Recycling Rate (Period covered: April to March)

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------------------------|---|---------------------------|-------|-------|---------|---------|---------|
| Waste emissions | Tokyo Tatemono Long-term buildings*1 | t | 8,079 | 6,265 | 6,350 ✓ | 6,429 ✓ | 6,531 ✓ |
| Intensity | | t/Thousand m ² | 7.3 | 5.1 | 5.2*2 | 5.3 | 5.3 |
| Non-recycled amount | | t | 3,092 | 2,156 | 2,179 | 2,516 | 2,714 |
| Recycled amount | | t | 4,987 | 4,109 | 4,171 ✓ | 3,913 ✓ | 3,817 ✓ |
| Recycle ratio | | % | 61.7 | 65.6 | 65.7 ✓ | 60.9 ✓ | 58.4 ✓ |
| Floor area within scope | Thousand m ² | | 1,111 | 1,219 | 1,214*2 | 1,216*2 | 1,226 |

*1 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.

*2 Figures have been revised after a close examination.

Hazardous Substance Emissions

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------------------------------|---|----------------|------|------|------|--------|------|
| Amount of PCB waste processed | Tokyo Tatemono Commercial Properties Business | kg | 0 | 0 | 0 | 13,000 | 0 |
| Asbestos emissions | | m ³ | — | — | 23.0 | 11.8 | 59.5 |
| NOx emissions | | t | — | — | 1.0 | 1.0 | 1.0 |
| SOx emissions | | t | — | — | 0.0 | 0.0 | 0.0 |

*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 | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------------------|---|----------------|------|------|------|---------|---------|
| Steel frame usage*1 | Tokyo Tatemono Commercial Properties Business*3 | t | — | — | 0.0 | 1,259.6 | 416.2 |
| Wood usage*2 | | m ² | — | — | 0.0 | 176.1 | 1,268.0 |
| | | m ³ | — | — | 0.0 | 4.2 | 0.0 |

*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.

Environmental Management

Environmental Incidents and Violations of Environmental Laws or Regulations

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---|------------|------|------|------|------|------|
| Violations of environmental laws or regulations | Tokyo Tatemono Group All businesses | Facilities | 0 | 0 | 0 | 0 | 0 |
| Violation of water quality or quantity standards/regulations | | Facilities | 0 | 0 | 0 | 0 | 0 |
| Environmental incidents | | Facilities | 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 | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------|---|------------|------|------|------|------|------|
| ISO 14001 | Tokyo Tatemono Group All businesses | Facilities | 0 | 0 | 0 | 0 | 0 |
| | | % | 0 | 0 | 0 | 0 | 0 |

External Evaluation and Certification for Green Buildings

Acquisition Rate of Green Building Certification for Owned and Managed Properties

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|--|------|------|------|------|------|------|
| Total certification percentage for owned and managed properties | Tokyo Tatemono Commercial Properties Business Residential Business | % | 36.6 | 38.3 | 56.4 | 62.5 | 71.1 |
| DBJ Green Building Certification | | | 36.6 | 33.2 | 42.8 | 43.6 | 47.1 |
| BELS (Building-housing Energy-efficiency Labeling System) certification | | | 12.3 | 13.0 | 21.9 | 28.5 | 35.3 |
| CASBEE* | | | 0.2 | 2.9 | 3.6 | 16.4 | 25.8 |
| ABINC certification (Association for Business Innovation in harmony with Nature and Community certification) | | | 11.9 | 9.9 | 13.7 | 12.8 | 11.7 |
| SEGES certification (Urban Oasis) | | | 16.1 | 13.4 | 13.7 | 12.8 | 11.7 |
| Acquisition rate of certification for the leasable area of office buildings | | | 36.3 | 41.4 | 63.1 | 66.6 | 72.4 |
| Acquisition rate of certification for the leasable area of residential buildings | | | 39.1 | 22.2 | 22.2 | 27.2 | 59.8 |

* CASBEE includes CASBEE Buildings certification (new construction), CASBEE Real Estate, CASBEE Wellness Office, etc.

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List of buildings and for-rent condominiums owned by Tokyo Tatemono that have received external evaluation or certification for green buildings (as of the end of FY2023)

| DBJ Green Building Certification*1 | | |
|------------------------------------|-----------------------|---|
| Evaluation | Year acquired/renewed | Property name |
| ★★★★★ | 2022 | Otemachi Tower |
| | 2022 | Tokyo Square Garden |
| | 2022 | Nakano Central Park South |
| | 2022 | SMARK Isesaki |
| | 2022 | Brillia ist Tower Kachidoki |
| | 2022 | Brillia ist Nakano Central Park |
| | 2023 | Hareza Tower |
| | 2023 | Brillia ist Shinonome Canal Court |
| | 2021 | Empire Building |
| | ★★★★ | 2021 |
| 2021 | | Shinjuku Center Building |
| 2022 | | Tokyo Tatemono Nihonbashi Building |
| 2022 | | Tokyo Tatemono Shijo-Karasuma Building EAST |
| 2023 | | Tokyo Tatemono Yaesu Building |
| 2023 | | Osaki Center Building |
| 2021 | | Nihonbashi TI Building |
| 2021 | | Yokohama First Building |
| 2022 | | Shijo-Karasuma FT Square |
| 2022 | | Tokyo Tatemono Umeda Building |
| ★★★ | 2022 | Brillia ist Machiya |
| | 2022 | Brillia ist Shibuya Honmachi |
| | 2023 | Kyobashi YS Building |
| | 2023 | Ebisu Building |
| | 2023 | Tokyo Tatemono Machida Building |
| | 2023 | Tokyo Tatemono Honmachi Building |
| | 2023 | Tokyo Tatemono Hakata Building |

| BELS*2 | | |
|------------|---------------------|---|
| Evaluation | Year of acquisition | Property name |
| ★★★★★ | 2019 | Hareza Tower (Office Section) |
| | 2021 | Tokyo Tatemono Shijo-Karasuma Building EAST |
| | 2021 | T-LOGI Narashino |
| | 2022 | T-LOGI Yokohama-Aoba |
| | 2022 | T-LOGI Ayase |
| | 2023 | T-LOGI Chiba-Kita |
| | 2023 | T-LOGI Akiruno |
| | 2023 | T-LOGI Kyoto Fushimi |
| | 2023 | T-LOGI Ichinomiya |
| | 2023 | Brillia ist Bunkyo Rikugien |
| ★★★★ | 2023 | Brillia ist Oimachi |
| | 2021 | Shijo-Karasuma FT Square (Office Space) |
| ★★★ | 2016 | Otemachi Tower |
| ★★ | 2018 | Empire Building |

| CASBEE*3 Buildings (new construction) | | |
|---------------------------------------|---------------------|---|
| Evaluation | Year of acquisition | Property name |
| S rank | 2021 | Tokyo Tatemono Shijo-Karasuma Building EAST |
| | 2022 | T-LOGI Ayase |
| | 2023 | T-LOGI Chiba-Kita |
| | 2023 | T-LOGI Akiruno |
| | 2023 | T-LOGI Kyoto Fushimi |
| A rank | 2023 | T-LOGI Ichinomiya |
| A rank | 2022 | T-LOGI Narashino |

| CASBEE*3 Real Estate | | |
|----------------------|-----------------------|--|
| Evaluation | Year acquired/renewed | Property name |
| S rank | 2020 | Nagoya Prime Central Tower |
| | 2023 | Hareza Tower |
| A rank | 2020 | T-LOGI Yokohama-Aoba (CASBEE Yokohama) |

| CASBEE*3 Wellness Office | | |
|--------------------------|-----------------------|---|
| Evaluation | Year acquired/renewed | Property name |
| S rank | 2021 | Tokyo Tatemono Yaesu Building |
| | 2022 | Tokyo Tatemono Shijo-Karasuma Building EAST |
| | 2023 | Hareza Tower |
| A rank | 2022 | T-PLUS Nihonbashi Kodenmachi |

| ABINC Certification*4 (Association for Business Innovation in harmony with Nature and Community® Certification) | | |
|--|---------------------|--|
| Year acquired/renewed | Property name | |
| 2021 | Tokyo Square Garden | |
| 2023 | Otemachi Tower | |

| SEGES Certification*5 (Urban Oasis) | | |
|-------------------------------------|---------------------|--|
| Year acquired/renewed | Property name | |
| 2021 | Otemachi Tower | |
| 2022 | Tokyo Square Garden | |

List of for-sale condominium developments that have received external evaluation or certification for green buildings (as of the end of FY2023)

| BELS*2 | | |
|------------|---------------------|--|
| Evaluation | Year of acquisition | Property name |
| ★★★★★ | 2018 | Brillia Tsurumaki |
| | 2020 | Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE |

| ABINC Certification*4 (Association for Business Innovation in harmony with Nature and Community® Certification) | | |
|--|--|--|
| Year of acquisition | Property name | |
| 2020 | Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE | |

ZEB/ZEH Development Results*6 (as of the end of FY2023)

| ZEB/ZEH Classifications | Year completed | Property name |
|-------------------------|----------------|--|
| ZEB | 2020 | T-LOGI Kuki |
| | 2022 | T-LOGI Yokohama-Aoba |
| | 2022 | T-LOGI Narashino |
| | 2022 | T-LOGI Fukuoka |
| | 2022 | T-LOGI Narashino II |
| | 2022 | T-LOGI Ayase |
| | 2022 | T-LOGI Kazo |
| | 2023 | T-LOGI Chiba-Kita |
| | 2023 | T-LOGI Akiruno |
| | 2023 | T-LOGI Kyoto Fushimi |
| ZEB Ready | 2023 | T-LOGI Ichinomiya |
| | 2020 | Hareza Tower (Office Section) |
| ZEH-M Oriented | 2022 | Tokyo Tatemono Shijo-Karasuma Building EAST |
| | 2019 | Brillia Tsurumaki |
| ZEH-M Oriented | 2022 | Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE |
| | 2023 | Brillia Urawa Takasago |
| | 2023 | Brillia ist Bunkyo Rikugien |

*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 BELS (Building-housing Energy-efficiency Labeling System) is a guideline established by the Ministry of Land, Infrastructure, Transport and Tourism to accurately evaluate and display the energy saving performance of non-residential buildings.

*3 CASBEE (Comprehensive Assessment System for Built Environment Efficiency) is a method for evaluating and grading the environmental performance of structures.

*4 ABINC Certification is a third-party evaluation and certification system for biodiversity conservation efforts, using the Japan Business Initiative for Biodiversity-developed Association for Business Innovation in harmony with Nature and Community® Certification Guidelines and the Land Use Score Card® as evaluation standards.

*5 SEGES Certification is the Social and Environmental Green Evaluation System.

*6 ZEB (Net Zero Energy Building) is a building that is designed to achieve a net-zero balance of annual primary energy consumption. ZEH-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 | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------------------|----------------------|------|------|------|------|------|------|
| Attendance in human rights training | Tokyo Tatemono Group | % | — | — | — | 86.9 | 96.2 |

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------------------------------------|---------------------|------|------|------|------|------|------|
| Attendance in human rights training | Tokyo Tatemono | % | — | — | 99.7 | 93.2 | 99.6 |

Diversity & Inclusion

Headcount

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 | |
|---|------------------------|-------------|------------------------|------------|------------|------------|------------|------|
| Tokyo Tatemono employees (total) | Tokyo Tatemono | Persons | 837 | 871 | 911 | 958 | 999 | |
| Male (ratio) | | Persons (%) | 595 (71.1) | 608 (69.8) | 630 (69.2) | 661 (69.0) | 681 (68.2) | |
| Female (ratio) | | Persons (%) | 242 (28.9) | 263 (30.2) | 281 (30.8) | 297 (31.0) | 318 (31.8) | |
| Tokyo Tatemono full-time employees (total) | | Persons | 749 | 772 | 805 | 840 | 879 | |
| Male (ratio) | | Persons (%) | 563 (75.2) | 575 (74.5) | 595 (73.9) | 620 (73.8) | 637 (72.5) | |
| Breakdown | | % | 20 to 30 years old | 15.1 | 16.7 | 18.5 | 19.4 | 19.9 |
| | | | 31 to 40 years old | 22.0 | 21.0 | 22.4 | 23.5 | 25.4 |
| | | | 41 years old and above | 62.9 | 62.3 | 59.2 | 57.1 | 54.6 |
| Female (ratio) | | Persons (%) | 186 (24.8) | 197 (25.5) | 210 (26.1) | 220 (26.2) | 242 (27.5) | |
| Breakdown | | % | 20 to 30 years old | 19.9 | 19.8 | 23.3 | 25.5 | 25.2 |
| | 31 to 40 years old | | 31.7 | 28.4 | 28.6 | 26.8 | 31.0 | |
| | 41 years old and above | | 48.4 | 51.8 | 48.1 | 47.7 | 43.8 | |
| Ratio of foreign full-time employees | % | 0.3 | 0.3 | 0.2 | 0.2 | 0.2 | | |
| Employment rate of persons with disabilities* | % | 1.81✓ | 1.75✓ | 2.21✓ | 2.33✓ | 2.53✓ | | |
| Number of managers (total) | Persons | | 360 | 367 | 376 | 377 | 384 | |
| Male | | 342 | 345 | 349 | 350 | 348 | | |
| Female | | 18 | 22 | 27 | 27 | 36 | | |
| Proportion of women in management positions | % | 5.0 | 6.0 | 7.2 | 7.2 | 9.4 | | |
| Proportion of female directors | % | 0 | 0 | 8.3 | 8.3 | 8.3 | | |

* As of June 1 of each year.

Turnover

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---------------------|---------|-------|-------|-------|-------|------|
| Job leavers (total) | Tokyo Tatemono | Persons | 17 | 18 | 13 | 30 | 33 |
| Male | | | 9 | 6 | 9 | 17 | 14 |
| Of which full-time | | | 9 | 5 | 8 | 15 | 12 |
| Of which contracted | | | 0 | 1 | 1 | 2 | 2 |
| Female | | | 8 | 12 | 4 | 13 | 19 |
| Of which full-time | | | 1 | 3 | 2 | 9 | 4 |
| Of which contracted | | | 7 | 9 | 2 | 4 | 15 |
| Turnover rate (full-time employee turnover) | % | 3.6 | 4.3 | 2.8 | 5.3 | 5.5 | |
| Of which, voluntary resignation | | 2.1 ✓ | 2.2 ✓ | 1.5 ✓ | 3.3 ✓ | 3.5 ✓ | |



ESG Management

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Contributing to Our Communities
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Health Management / Occupational Health and Safety
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Employment Status

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 | |
|---|---------------------|---------|-------|------|------|------|------|------|
| New graduate hires (total) | Tokyo Tatemono | Persons | 21 | 20 | 33 | 30 | 32 | |
| Male | | | 14 | 15 | 23 | 20 | 18 | |
| Female | | | 7 | 5 | 10 | 10 | 14 | |
| Percentage of new graduate hires (overall) | | % | 100 | 100 | 100 | 100 | 100 | |
| Male | | | 67.0 | 75.0 | 69.7 | 66.7 | 56.3 | |
| Female | | | 33.0 | 25.0 | 30.3 | 33.3 | 43.8 | |
| Ratio of mid-career hires to regular employees | | % | 41.7 | 57.4 | 37.7 | 57.7 | 46.7 | |
| Average years of service (overall) | | | Years | 13.0 | 13.0 | 13.0 | 12.6 | 12.3 |
| Male | | | | 13.8 | 14.0 | 14.0 | 13.4 | 13.0 |
| Female | 10.7 | 10.4 | | 10.1 | 10.4 | 10.3 | | |
| Difference in average tenure between male and female regular employees | Years | 3.1 | 3.6 | 3.9 | 3.0 | 2.7 | | |

Rehiring of Employees at Retirement Age

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|------------------------------------|---------------------|---------|------|------|------|------|------|
| Employees at retirement age | Tokyo Tatemono | Persons | 8 | 11 | 10 | 13 | 15 |
| Rehired persons* | | Persons | 8 | 9 | 8 | 12 | 14 |
| Ratio of rehires* | | % | 100 | 81.8 | 80.0 | 92.3 | 93.3 |

* 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 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---------------------|---------|-------------------|------|--------------------|------|------|
| Total number of employees eligible for childcare leave¹ | Tokyo Tatemono | Persons | 37 | 29 | 33 | 32 | 38 |
| Male | | | 21 | 22 | 23 | 22 | 32 |
| Female | | | 16 | 7 | 10 | 10 | 6 |
| Total number of employees who have taken childcare leave | | Persons | 24 | 26 | 26 | 21 | 31 |
| Male | | | 1 ^{*4} | 4 | 3 ^{*4} | 11 | 25 |
| Female | | | 23 | 22 | 23 | 10 | 6 |
| Percentage of childcare leave taken | | % | 64.8 | 89.6 | 78.7 | 65.6 | 81.5 |
| Male ^{*2} | | | 4.8 ^{*4} | 18.2 | 13.0 ^{*4} | 50.0 | 78.1 |
| Female | | | 100 | 100 | 100 | 100 | 100 |
| Total number of employees who returned to work after childcare leave | Persons | 15 | 6 | 16 | 16 | 38 | |
| Male | | 6 | 0 | 5 | 12 | 26 | |
| Female | | 9 | 6 | 11 | 4 | 12 | |
| Percentage of employees returning to work after childcare leave^{*3} | % | 100 | 100 | 100 | 88.9 | 100 | |
| Male | | 100 | — | 100 | 100 | 100 | |
| Female | | 100 | 100 | 100 | 66.7 | 100 | |

^{*1} Total number of employees who had a child born in the relevant year.

^{*2} 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.

^{*3} 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).

^{*4} Following a close examination of data, figures have been revised.

Message from the President and CEO

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Human Resource Investment and Development

EBIT (Earnings Before Interest and Taxes) per Employee

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|--------------------|---------------------|-------------|------|------|------|------|------|
| EBIT per employee* | Tokyo Tatemono | Million Yen | 62 | 62 | 69 | 72 | 76 |

* 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 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---------------------|-------|--------|-------|--------|--------|--------|
| Total training hours for employees | Tokyo Tatemono | Hours | 10,773 | 9,452 | 14,712 | 13,292 | 13,338 |
| Average hours of training per year per employee | | | 14.4 | 12.2 | 18.3 | 15.8 | 15.2 |
| Average days of training per year per employee | | Days | 1.92 | 1.63 | 2.44 | 2.11 | 2.03 |
| Career training participation rate | | % | — | 100 | 100 | 100 | 100 |

Employee Engagement Survey

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------|---------------------|------|------|------|------|------|------|
| Rating* | Tokyo Tatemono | — | — | — | A | A | AA |
| Score | | — | — | — | 59.1 | 59.4 | 62.1 |

Note: 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+).

Percentage of Employees Receiving Regular Performance Reviews

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---------------------|------|------|------|------|------|------|
| Percentage of employees receiving regular performance reviews | Tokyo Tatemono | % | 100 | 100 | 100 | 100 | 100 |
| Male | | | 100 | 100 | 100 | 100 | 100 |
| Female | | | 100 | 100 | 100 | 100 | 100 |

Total Number of Interns Accepted

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------------------------|---------------------|---------|------|------|------|------|------|
| Total number of interns accepted | Tokyo Tatemono | Persons | 144 | 207 | 272 | 306 | 329 |

Health Management/Occupational Health and Safety

Health Management Related (Period covered: April to March)

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---------------------|--------|--------|--------|--------|--------|-------|
| Health checkup rate | Tokyo Tatemono | % | 100 ✓ | 100 ✓ | 100 ✓ | 100 ✓ | 100 ✓ |
| Health reexamination rate | | | 63.0 | 98.3 | 83.7 | 98.0 | 81.5 |
| Percentage of smokers | | | 21.0 | 17.2 | 16.0 | 12.1 | 13.1 |
| Percentage of employees maintaining an appropriate weight | | | 71.4 | 70.4 | 72.8 | 72.0 | 72.9 |
| Amount invested in health management per officer or employee | Thousand Yen | — | 109 | 111 | 116 | 121 | |
| Average number of annual paid leave utilization days* | Days | 10.6 ✓ | 9.3 ✓ | 10.2 ✓ | 11.8 ✓ | 12.5 ✓ | |
| Average annual paid leave utilization rate* | % | 57.7 ✓ | 51.2 ✓ | 57.5 ✓ | 67.8 ✓ | 72.2 ✓ | |

* Other leave policies provide for vacations such as summer leave and anniversary of foundation (not included in the above figures)

Occupational Health and Safety Related Data

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---------------------|-----------|--------|--------|--------|--------|--------|
| Percentage of unionized employees | Tokyo Tatemono | % | 100 | 100 | 100 | 100 | 100 |
| Average overtime hours worked per month | | Hours | 23 | 24 | 26 | 26 | 26 |
| Number of lost time injuries*1 | | Incidents | 0 ✓ | 0 ✓ | 1 ✓ | 1 ✓ | 2 ✓ |
| Of which full-time | | | 0 | 0 | 1 | 1 | 2 |
| Of which contracted | | | 0 | 0 | 0 | 0 | 0 |
| Total days lost due to absenteeism | | Days | 122 ✓ | 7 ✓ | 386 ✓ | 646 ✓ | 322 ✓ |
| Ratio of absenteeism | | % | 0.06 ✓ | 0 ✓ | 0.18 ✓ | 0.28 ✓ | 0.13 ✓ |
| Number of deaths | | Persons | 0 | 0 | 0 | 0 | 0 |
| Of which full-time | | | 0 | 0 | 0 | 0 | 0 |
| Of which contracted | | | 0 | 0 | 0 | 0 | 0 |
| Lost time incident frequency rate*2 | — | 0 ✓ | 0 ✓ | 0.59 ✓ | 0.58 ✓ | 1.09 ✓ | |
| Occupational accident severity rate*3 | — | 0 | 0 | 0.001 | 0 | 0 | |
| Number of occupational health and safety management system certifications (OHSAS 18001, etc.) obtained from external organizations | Incidents | 0 | 0 | 0 | 0 | 0 | |

*1 Number of lost time injuries: Accidents that occur during work that result in one or more days absence.

*2 Lost time incident frequency rate: Number of fatalities and injuries due to occupational accidents / Total number of actual working hours x 1,000,000

*3 Occupational accident severity rate: Total number of working days lost / Total number of actual working hours x 1,000

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Improving Quality and Customer Satisfaction

Office Building Customer Satisfaction Survey Results

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------|---------------------|------|-------|-------|------|------|------|
| Satisfied | Tokyo Tatemono | % | 79.35 | 81.56 | 79.2 | 79.4 | 71.4 |
| Somewhat satisfied | | | 18.21 | 17.60 | 18.9 | 17.5 | 26.8 |
| Somewhat dissatisfied | | | 2.17 | 0.56 | 1.4 | 2.3 | 1.4 |
| Dissatisfied | | | 0.27 | 0.28 | 0.5 | 0.8 | 0.4 |

Barrier-Free Properties

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|--|---------------------|------|------|------|------|------|------|
| Percentage of barrier-free properties (properties subject to the Barrier-Free Act) | Tokyo Tatemono | % | 100 | 100 | 100 | 100 | 100 |

Revitalizing and Utilizing Real Estate Stock

Revitalizing Housing Complexes

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------------------|---------------------|-------|-------|-------|-------|-------|-------|
| Total units before reconstruction | Tokyo Tatemono | Units | 971 | 994 | 994 | 994 | 1,812 |
| Total units after reconstruction | | | 1,846 | 1,884 | 1,884 | 1,884 | 3,148 |

Details on Revitalization of Housing Complexes (Properties Whose Reconstruction Has Been Completed or Started)

| | Property name | Location | Year of completion of original construction | Site area before reconstruction | Total units before reconstruction | Year of completion of reconstruction | Site area after reconstruction | Total units after reconstruction | |
|-----------|---|----------------------------------|--|---------------------------------|--|--------------------------------------|--------------------------------|----------------------------------|---------------------|
| Completed | Suwa 2-chome Housing Condominium Reconstruction Project | Brillia Tama New Town | Suwa 2-chome, Tama-shi, Tokyo | 1971 | 64,399m ² | 640units | Oct. 2013 | 64,399m ² | 1,249 units |
| | Heights Komagome Apartments Reconstruction Project | Brillia Komagome Rikugien | Honkomagome 6-chome, Bunkyo-ku, Tokyo | 1971 | 940m ² | 25units | Jul. 2014 | 940m ² | 49 units |
| | Fujisaki Housing Condominium Reconstruction Project | Residence Momochi | Momochi 2-chome, Sawara-ku, Fukuoka-shi, Fukuoka | 1971 | 9,946m ² | 130units | Mar. 2015 | 9,946m ² | 232 units |
| | Koganei Corpus Apartments Reconstruction Project | Brillia Koganei Sakuracho | Sakura-cho 2-chome, Koganei-shi, Tokyo | 1964 and 1965 | 5,356m ² | 80units | Apr. 2016 | 5,219m ² | 114 units |
| | Senri-Tsukumodai A Condominium Complex Reconstruction Project | Brillia City Senri Tsukumodai | Tsukumodai 3-chome, Suita-shi, Osaka Prefecture | 1966 | 7,256m ² | 96units | Dec. 2019 | 7,256m ² | 202 units |
| | Hiratsuka-cho Housing Reconstruction Project | Brillia Hatanodai | Hatanodai 6-chome, Shinagawa-ku, Tokyo | 1959 | 1,829m ² | 23units | Nov. 2020 | 1,829m ² | 38 units |
| | Itoya Hamarikyū Condominium Complex Reconstruction Project | Brillia Tower Hamarikyū | Kaigan 1-chome, Minato-ku, Tokyo | 1979 | 2,820m ² | 328units | Sep. 2023 | 2,820m ² | 420 units |
| | Shakujii Koen Danchi Apartment Reconstruction Project | Brillia City Shakujii Koen ATLAS | Kami-shakujii 3-chome, Nerima-ku, Tokyo | 1967 | 42,365m ² | 490units | Jun. 2023 | 37,730m ² | 844 units |
| Started | Kojimachi Sanno Mansion Reconstruction Project | | Niban-cho, Chiyoda-ku, Tokyo | 1970 | 1,221m ² | 57 units (including 4 stores) | Summer 2026 (planned) | 1,221m ² | 104 units |
| | Kunitachi Fujimidai Danchi Mansion Reconstruction Project | | Fujimidai 1-chome, Kunitachi-shi, Tokyo | 1965 | 27,371m ² (registered area) | 298 units | FY2026 (planned) | 27,479m ² | 589 units (planned) |

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Board of Directors Related Data

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|---------------------|----------|------|------|------|------|------|
| Number of Board of Directors meetings | Tokyo Tatemono | Meetings | 15 | 14 | 15 | 14 | 14 |
| Number of Directors | | Persons | 12 | 12 | 12 | 12 | 12 |
| Of which Executive Directors | | | 7 | 7 | 7 | 7 | 7 |
| Of which Non-Executive Directors (excluding Independent External Directors) | | | 1 | 1 | 1 | 1 | 1 |
| Of which Independent External Directors | | | 4 | 4 | 4 | 4 | 4 |
| Of which female Directors | | | 0 | 1 | 1 | 1 | 1 |
| Proportion of Independent External Directors | | % | 33 | 33 | 33 | 33 | 33 |
| Proportion of female directors | | | 0 | 8.3 | 8.3 | 8.3 | 8.3 |
| Average Board of Directors meeting attendance | | | 99 | 100 | 100 | 99 | 99 |
| Average tenure of Directors* (including Independent External Directors) | | Years | 3.8 | 4.8 | 4.6 | 4.4 | 5.4 |

* Average length of tenure of Directors is as of March 31 of each year

Total Amount of Remuneration, Total Amount by Type of Remuneration, and Number of Eligible Officers

| Position | | 2022 | | | | | 2023 | | | | |
|---|----------------|--------------------------------|--------------------------------------|---|--|---------------------------------|--------------------------------|--------------------------------------|---|--|---------------------------------|
| | | Number of Eligible Individuals | Total Amount by Type of Remuneration | | | Total Amount Paid (Million Yen) | Number of Eligible Individuals | Total Amount by Type of Remuneration | | | Total Amount Paid (Million Yen) |
| | | | Fixed Remuneration (Million Yen) | Performance-Linked Remuneration (Million Yen) | Stock-Based Remuneration (Million Yen) | | | Fixed Remuneration (Million Yen) | Performance-Linked Remuneration (Million Yen) | Stock-Based Remuneration (Million Yen) | |
| Directors (excluding External Directors) | Tokyo Tatemono | 8 | 271 | 171 | 37 | 480 | 10 | 322 | 240 | 42 | 604 |
| Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*) | | 2 | 52 | — | — | 52 | 3 | 55 | — | — | 55 |
| External Officers | | 6 | 54 | — | — | 54 | 6 | 58 | — | — | 58 |
| Total | | 16 | 377 | 171 | 37 | 586 | 19 | 435 | 240 | 42 | 717 |

* Two External Audit and Supervisory Board Members

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Compliance

Violation of Laws or Regulations and Related Sanctions

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|----------------------|-----------|------|------|------|------|------|
| 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 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|----------------------|-----------|------|------|------|------|------|
| Number of violations of laws or regulations in socioeconomic activities | Tokyo Tatemono Group | Incidents | — | 0 | 0 | 0 | 0 |
| Of which total amount of significant fines | | Yen | — | 0 | 0 | 0 | 0 |
| Of which total number of sanctions other than fines | | Incidents | — | 0 | 0 | 0 | 0 |

Compliance Training (eLearning: Group Compliance) and Return Rate of Compliance Surveys

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|-----------------------------------|----------------------|---------|------|-------|-------|-------|-------|
| Number of training participants | Tokyo Tatemono Group | Persons | — | 3,746 | 3,963 | 4,550 | 4,375 |
| | Tokyo Tatemono | | 873 | 884 | 937 | 965 | 1,024 |
| Training completion rate | Tokyo Tatemono Group | % | — | 97.9 | 98.0 | 97.6 | 98.9 |
| | Tokyo Tatemono | | 99.8 | 99.9 | 100 | 100 | 100 |
| Return rate of compliance surveys | Tokyo Tatemono Group | % | 75.0 | 74.8 | 73.2 | 76.3 | 80.0 |

Violations Related to Product and Service Information and Labeling

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|----------------------|-----------|------|------|------|------|------|
| 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 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|----------------------|-----------|------|------|------|------|------|
| 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 |

Reports and Consultations to the Helpline

| Category | Scope of Collection | Unit | 2019 | 2020 | 2021 | 2022 | 2023 | |
|--|----------------------|-----------|--------------------------------|------|------|------|------|----|
| Number of reports or consultations to the helpline | Tokyo Tatemono Group | Incidents | 56 | 41 | 61 | 52 | 60 | |
| Reports | | | 48 | 30 | 49 | 48 | 53 | |
| Consultations | | | 8 | 11 | 12 | 4 | 7 | |
| Breakdown | | | Labor issues | 16 | 8 | 13 | 7 | 10 |
| | | | Sexual harassment | 3 | 2 | 3 | 3 | 5 |
| | | | Other harassment | 34 | 27 | 39 | 30 | 31 |
| | | | Other human rights violations* | — | — | — | — | 0 |
| Other | | | 3 | 4 | 6 | 12 | 14 | |

* New category established in FY2023.

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LRQA Independent Assurance Statement

Relating to Tokyo Tatemono Co., Ltd.'s Environmental and Social Data for the Fiscal Year 2023 and its GHG Emissions Data for the Fiscal Year 2019, 2020, 2021, and 2022

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 2023, that is from 1 January 2023 to 31 December 2023, and the Company's green-house gas emissions data for the fiscal year 2019, 2020, 2021, and 2022, that are from 1 January to 31 December of each of the four years abovementioned, 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 2023 listed below:

Environmental Indicator ¹

[Property subject to reporting obligations under the Act on the Rational Use of Energy] ²

- Energy consumption (in kilo-liter of crude oil equivalent)
- Scope 1 GHG emissions (tCO₂e)
- Scope 2 GHG emissions (Market-based) (tCO₂e)
- Potable water use (m³)
- Recycled water use (m³)
- Waste emissions (tonnes)
- Recycled waste amount (tonnes)
- Ratio of recycled waste (%)

[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 use (m³)
- Recycled water use (m³)
- Waste emissions (tonnes)
- Recycled waste amount (tonnes)
- Ratio of recycled waste (%)

¹ GHG quantification is subject to inherent uncertainty.
² Reporting period of Environmental Indicator is from Jan. 1, 2023 to Dec. 31, 2023. Only regarding waste data is from Apr. 1, 2023 to Mar. 31, 2024.
³ The scope covers the real estate owned by the Company and subject to reporting obligations under the Act on the Rational Use of Energy.
⁴ Reporting period of Social Indicator is from Apr. 1, 2023 to Mar. 31, 2024.
⁵ Employment rate of persons with disabilities is as of 1 June 2023.
⁶ Reporting period of Turnover rate is from Jan. 1, 2023 to Dec. 31, 2023.



[The Company and its subsidiaries' operations and activities]

- Scope 1 GHG emissions (tCO₂e)
- Scope 2 GHG emissions (Market-based) (tCO₂e)
- Scope 3 GHG emissions (Category 1-15) (tCO₂e)
- Usage amount of renewable energy (kWh)
- The ratio of renewable energy (%)
- The amount of renewable energy generated (kWh)

- Evaluating the accuracy and reliability of data for the selected indicators of the fiscal years 2019, 2020, 2021, and 2022 listed below:

GHG Emissions Data

[The Company and its subsidiaries' operations and activities]

- Scope 1 GHG emissions (tCO₂e)
- Scope 2 GHG emissions (Market-based) (tCO₂e)
- Scope 3 GHG emissions (Category 1, 2, 3, 4, 6, 11, 12, 13, 15⁶) (tCO₂e)

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 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 assurance⁴ 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 2023;
- Verifying the historical GHG emissions data and records for the fiscal years 2019, 2020, 2021, and 2022; and

⁴ As the update and change of Company's criteria as of the fiscal year 2023 does not affect Category 5 and 7 which had already been calculated and verified, these two categories for years 2019, 2020, 2021, and 2022 are outside of this verification's scope.

⁵ 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 or 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.



- Visiting Tokyo Tatemono Jinbouchou Building, Tokyo Tatemono Nihonbashi Building, and T-LOGI Yokohama Aoba Solar Power System to assess whether the data management systems have been effectively implemented.

Observations

The boundaries of the Company's data are complex and numerous. For the Company's stakeholders' understanding, it is recommended that the Company reconstruct the boundaries so that they become easier to follow. A boundary consisting of its non-consolidated and consolidated would be concise for instance. It is recommended that the Company's current data management system be maintained to ensure accurate aggregation and calculation of its environmental and social data.

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 - Part 1: 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.

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 Company and as such does not compromise our independence or impartiality.

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

Dated: 14 June 2024

LRQA reference: YKA00000035

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Published: June 2024