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# Respect for Human Rights

## Policy and Concept

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

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

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

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

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

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

### International Norms the Tokyo Tatemono Group Supports and Respects

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

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

- United Nations Global Compact

## System

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

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

### Framework Chart (Human Rights)



[Sustainability Initiatives Promotion Framework \(P.10\)](#)

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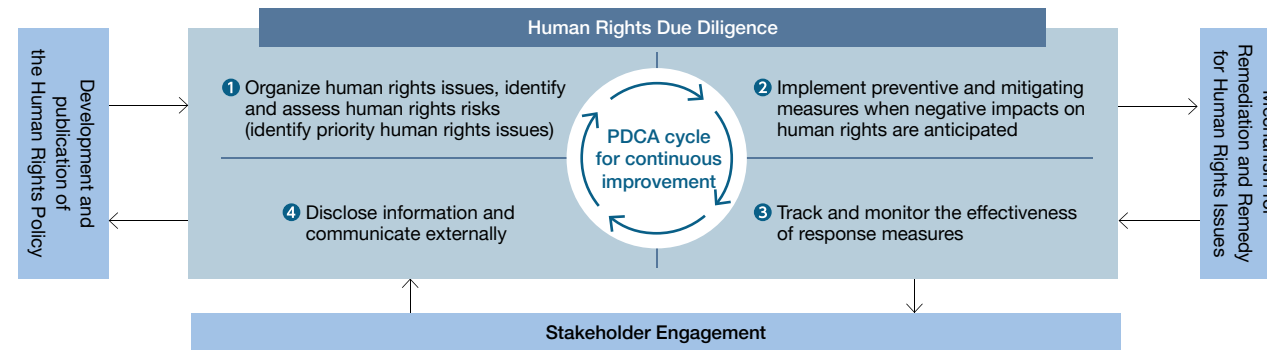
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Human Rights Due Diligence Initiatives

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

Human Rights Due Diligence Process



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

Organizing Human Rights Issues

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

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

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

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

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

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

Tokyo Tatemono Group's Priority Human Rights Issues

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

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

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

#### Overview of Initiatives to Address Human Rights Priority Issues

Priority human rights issues	Outline of initiatives	
	In the Tokyo Tatemono Group	In the supply chain
<b>Forced labor, child labor</b>	<ul style="list-style-type: none"> <li>The Tokyo Tatemono Group Human Rights Policy clearly states the prohibition of forced labor and the effective elimination of child labor</li> <li>Prevention and early detection of forced labor through compliance surveys targeting all Group officers and employees and regular interviews conducted by the Personnel Department with all Tokyo Tatemono officers and employees</li> <li>Strict age verification using official documents at the time of hiring, among other measures</li> </ul>	<ul style="list-style-type: none"> <li>Clearly stating the elimination and prevention of forced labor and child labor in the Sustainable Procurement Standards, and requesting and monitoring compliance from suppliers etc. (p.59-60)</li> </ul>
<b>Impact on local communities</b>	<ul style="list-style-type: none"> <li>Compliance with international human rights standards and the laws and regulations of countries and regions where we operate</li> <li>Engaging in dialogue and communication with local communities and nearby residents during the development and ownership of real estate (p. 57), etc.</li> </ul>	<ul style="list-style-type: none"> <li>Clearly stating the need to build, maintain, and enhance good relationships with local communities, as well as to understand and respect local cultures and customs, in the Sustainable Procurement Standards, and requesting and monitoring compliance from suppliers (p. 59-60)</li> <li>Conducting risk assessments when participating in new overseas projects, including checks on proper land acquisition and resident relocation, assessment of environmental and social impacts, consideration for local communities and indigenous peoples, identification of supply chain impacts, and other matters</li> </ul>
<b>Health and safety</b>	<ul style="list-style-type: none"> <li>Setting and implementing health goals for all Tokyo Tatemono officers and employees (p. 78-80)</li> <li>Conducting training to improve health literacy and implementing stress self-checks (p. 80)</li> <li>Mental Health Initiatives (p. 80)</li> <li>Establishing frameworks to ensure the safe sale and provision of products and services, and disclosing information on various measures to enhance product safety (p. 62-64)</li> <li>Establishing telework environments to ensure employee safety and business continuity during major disasters, developing a Basic Plan for Earthquake Measures, implementing a night duty system and conducting regular drills, and introducing an employee safety confirmation system, etc. (p. 97)</li> </ul>	<ul style="list-style-type: none"> <li>Clearly stating in the Sustainable Procurement Standards the need to ensure and improve product and service quality, disclose accurate information, and respond sincerely to requests and complaints, so that tenants and residents can use our products and services with peace of mind, and requesting and monitoring compliance from suppliers (p. 59-60)</li> </ul>
<b>Discrimination and harassment</b>	<ul style="list-style-type: none"> <li>Clearly stating the prohibition of discrimination and harassment in the "Compliance Code of Conduct" and the "Tokyo Tatemono Group Compliance Manual" (p. 99)</li> <li>Raising awareness through training on human rights and harassment (p. 57)</li> <li>Establishing consultation desks for harassment-related issues (p. 57)</li> <li>Oversight of all recruitment activities by the Fair Recruitment, Selection and Human Rights Awareness Promotion Officer*1 (a role held by the general manager of the Personnel Department)</li> <li><a href="#">Formulating Tokyo Tatemono Group Basic Policy on Customer Harassment</a> and disclosing it on the company website, as well as developing the Customer Harassment Response Manual</li> </ul>	<ul style="list-style-type: none"> <li>Clearly stating the prohibition of discrimination and harassment in the Sustainable Procurement Standards, and requesting and monitoring compliance from suppliers, etc. (p. 59-60)</li> </ul>
<b>Working conditions and environment</b>	<ul style="list-style-type: none"> <li>Clearly stating the importance of ensuring a comfortable working environment in the "Compliance Codes of Conduct" and "Tokyo Tatemono Group Compliance Manual" (p. 99)</li> <li>Clearly stating working conditions and job responsibilities at the time of hiring to prevent unfair assignments or transfers</li> <li>Conducting regular dialogue between labor unions and management (p. 82)</li> <li>Initiatives to Limit Overtime Work (p. 82)</li> <li>Implementing risk countermeasures and training aimed at preventing occupational accidents at construction sites (p. 81)</li> <li>Conducting interviews*2 with foreign workers (technical intern trainees and specified skilled workers) at two Group companies (Tokyo Building Service and Seishin Service Co., Ltd.), for the purpose of identifying human rights issues, among other objectives</li> </ul>	<ul style="list-style-type: none"> <li>Clearly stating in the Sustainable Procurement Standards the prohibition of illegal long working hours and excessive labor, as well as the need to establish a safe and healthy working environment, and requesting and monitoring compliance from suppliers (p. 59-60)</li> </ul>
<b>Right to privacy</b>	<ul style="list-style-type: none"> <li>Thorough management of personal information (p. 96)</li> </ul>	<ul style="list-style-type: none"> <li>Clearly stating in the Sustainable Procurement Standards the need to protect and appropriately manage personal information and confidential matters, ensure the confidentiality of whistleblower information, protect whistleblower anonymity, and prevent retaliation, and requesting and monitoring compliance from suppliers (p. 59-60)</li> </ul>

\*1 Plays a central role in promoting human rights awareness within the company, including the establishment of a fair recruitment and selection system and the implementation of human rights awareness training.

\*2 In addition to the interviews, the systems in place for accepting foreign workers at the two Group companies are also examined.



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### 4 Disclose information and communicate externally

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

### Dialogue with Stakeholders on Human Rights Issues

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

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

### Raising Awareness Among Officers and Employees

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

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

### Results of FY2025 Initiative

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

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

[Helpline \(Anonymous Whistleblower System\) \(p. 100\)](#)

[Compliance Training \(p. 102\)](#)

[Compliance Surveys \(p. 102\)](#)

[\(Data\) Attendance in human rights training \(p. 107\)](#)

### Mechanism for Remediation and Remedy for Human Rights Issues

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

### Contact Points for External Stakeholders

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

[Contact Points for External Stakeholders](#)

### Establishment of a Helpline (Anonymous Whistleblower System)

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

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

[Helpline \(Anonymous Whistleblower System\) \(p. 100\)](#)

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### Participation in Construction and Real Estate Industry Initiatives

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

### Initiatives to Respect the Human Rights of Children

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

#### Support for the Kodomo Shokudo

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

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

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

### Initiatives at Tokyo Tatemono’s For-rent Condominiums

Brillia ist Tower Kachidoki (Chuo-ku, Tokyo; completed in January 2011) is a condominium themed around child-rearing support and community coexistence. The building houses certified nursery schools, Family Houses (accommodation facilities for patients with incurable pediatric diseases), a pediatric clinic, and homes for families with young children. Operated by Family House, a Japanese non-profit organization, family houses are a home away from home for children, and their families who care for them, who come from far away to a big-city hospital for treatment of intractable diseases such as childhood cancer. In solidarity with the activities of Family House, Tokyo Tatemono has built a free of charge 130 m<sup>2</sup> house with two Japanese and two Western-style rooms with a common room in Brillia ist Tower Kachidoki near the National Cancer Center Hospital and St. Luke’s International Hospital.

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

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# Supply Chain Management

## Policy and Concept

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

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

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

- ☑️ [Sustainable Procurement Standards](#)
- ☑️ [Tokyo Tatemono Group Guidelines for the Sustainable Procurement Standards](#)

## Structure

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

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

### Summary of the Sustainable Procurement Standards

#### 1. Comply with laws and regulations

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

#### 2. Respect for Human Rights

- Compliance with and respect for international standards concerning human rights and respect for basic human rights.
- Prohibition of discrimination and harassment

#### 3. Assurance of Sound Labor Practices and Working Environments

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

#### 4. Fair Business Activities

- Prohibition of bribery and other corrupt practices
- Prohibition of unfair and anti-competitive transactions
- Blocking relationships with antisocial forces
- Prohibiting infringement on the intellectual property rights or trade secrets of third parties
- Protection and appropriate management of personal information and confidential matters
- Protection of confidentiality of information related to reporting and the anonymity of whistleblowers and eliminating retaliation against whistleblowers

#### 5. Assurance and Improvement of Safety and Quality

- Ensuring and improving the quality of products and services and disclosing accurate related information
- Responding sincerely to requests and complaints

#### 6. Exercise consideration for the environment

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

#### 7. Practice co-existence with local communities

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

#### 8. Formulate and Establish a BCP Framework

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

#### 9. Collaborate in the Supply Chain

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

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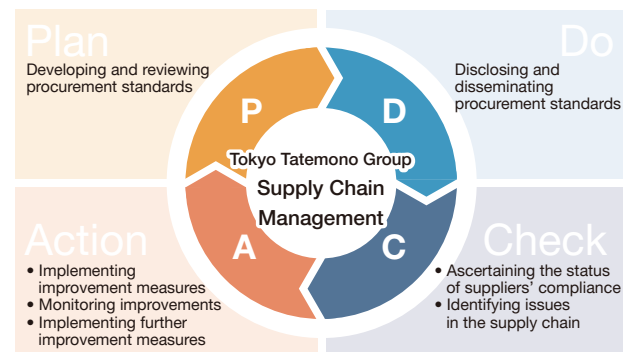
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## Supply Chain Management

### Supply Chain Management PDCA



### Operating the Sustainable Procurement Standards

#### Disclosure of Sustainable Procurement Standards and Guidelines for Sustainable Procurement Standards

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

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

#### Identifying Key Suppliers

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

#### Selecting New Suppliers

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

#### Risk Assessment When Participating in New Overseas Projects

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

#### Understanding the Response of Our Suppliers and Identifying Issues

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

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

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

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

#### Survey Implementation Status

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

#### Implementing Remedial Measures for Identified Issues and Monitoring Improvements

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

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## Supply Chain Management

### Internal Dissemination of the Sustainable Procurement Standards

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

#### Raising Awareness Through e-Learning

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

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

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# Improving Quality and Customer Satisfaction

## Policy and Concept

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

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

## Quality Control in the Commercial Properties Business

### The Human Building Philosophy

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



Five Actions

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

### Quality Control Initiatives in the Commercial Properties Business

#### Quality Control during Planning, Design, and Construction

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

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

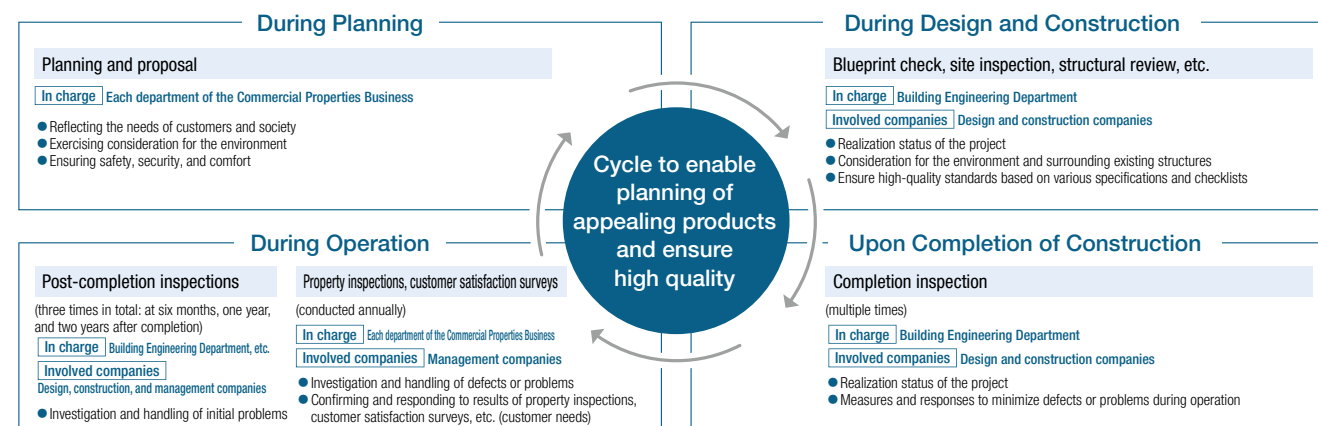
meetings, where departments involved in the development and operation of commercial office buildings exchange ideas on quality and safety, we strive to improve the quality of commercial office buildings and customer satisfaction.

#### Quality Control During Completion and Management

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

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

### Quality Control Initiatives in the Commercial Properties Business



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

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## Improving Quality and Customer Satisfaction

### Responding to Defects or Areas for Improvement as They Arise

In the event of construction defects upon completion of a building or equipment malfunctions in a building in operation, we promptly take corrective action in cooperation with construction and management companies. Accumulating and sharing case examples internally regarding the causes of and responses to construction defects and equipment malfunctions enables us to build a PDCA cycle for quality control in the Commercial Properties Business to prevent similar incidents from occurring in future developments or other buildings currently in operation. And when accidents or problems occur during construction, we request construction companies and others to promptly provide initial reports and updates on the occurrence and response status.

### Quality Control in the Residential Business

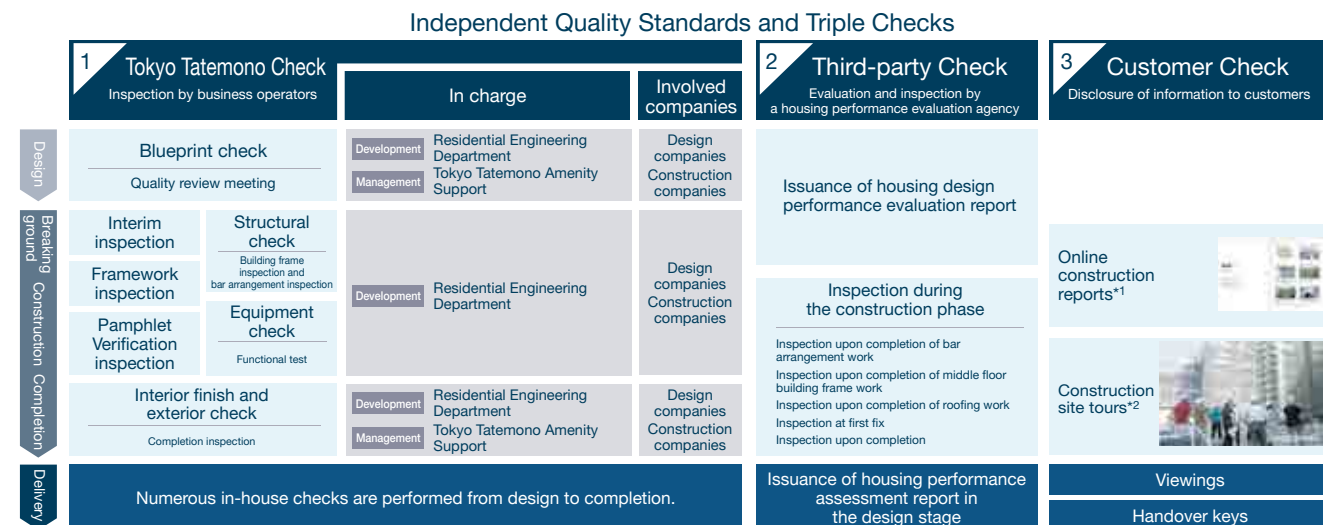
#### Brillia and Brillia ist Concepts

The Residential Business is engaged in two major businesses. One is the Residential Sales Business, centered on the Brillia series, with its emphasis on refinement and comfort. The other is the Residential Rental Business, centered on the Brillia ist series of for-rent condominiums for those seeking unique lifestyles. At the core of the Brillia brand is our commitment not only to providing housing but also to “delivering a rich, comfortable life that is true to yourself.” We support the realization of fulfilling lifestyles for our customers through the wide array of services offered by the Tokyo Tatemono Group, including not only the planning, development, and sales of properties, but also management and brokerage services.

#### Quality Control Initiatives for Brillia

For Brillia, Tokyo Tatemono has consolidated the manufacturing (development) and sales functions within the Company, while also working closely with Tokyo Tatemono Amenity Support, a Group company responsible for management, to promote the business through integrated manufacturing, sales, and management operations. From planning, design, and construction to sales,

### Quality Control Initiatives for Brillia



\*1 “Is this condominium properly built?” 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.\*  
\*2 Site tours may not be conducted for certain properties, such as those already completed and up for sale.

management, and after-sales support, we collaborate at each stage to build an integrated quality management system.

#### Quality Control during Planning, Design, and Construction

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.

#### Condominium Management Quality

Property managers and management companies support the daily lives of customers living in condominiums under their care. Tokyo Tatemono Amenity Support provides Brillia Life 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, work to improve customer services and support by property managers, and properly sustain condominium value (a key financial asset for our customers).



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## Improving Quality and Customer Satisfaction

### ● Responding to Defects or Areas for Improvement as They Arise

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

### ● Providing Appropriate Information to Customers

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

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

[☐ Responsible Marketing \(p. 101\)](#)

### ● Post-move Security and Quality Support

Under the theme of Comfort from Day One, Brillia provides comprehensive after-sales support to help customers live comfortably after moving in.

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

### Requests to suppliers to ensure safety and quality

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

#### Sustainable Procurement Standards (Excerpt)

##### 5. Assurance and Improvement of Safety and Quality

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

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

[☐ Supply Chain Management \(p. 59\)](#)

### Pursuing Convenience as Real Estate

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

### Raising Employee Awareness through Training and Meetings

#### ● Value Chain Meeting Aimed at Improving Quality

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

#### ● Mutual Understanding for Quality Improvement

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

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## Improving Quality and Customer Satisfaction

### ● Training to Improve Building Management Skills

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

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

### ● Condominium Management Training

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

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

## Raising Employee Awareness through Our Awards System

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

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

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

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

### ● Brilliant Design Award Internal Commendation System

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

### ● Inner Branding: Brilliantia Pride Project

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

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## Improving Quality and Customer Satisfaction

### Initiatives to Improve Customer Satisfaction

#### ● Conducting Customer Satisfaction Surveys

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

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

[\(Data\) Office Building Customer Satisfaction Survey Results \(p. 109\)](#)

#### Customer Satisfaction Survey, Response Ranking (FY2025)

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

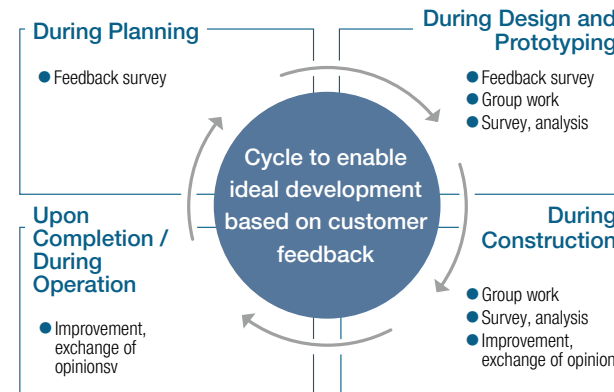
#### ● bloomoi, a Co-Creation Project for Housing and Living

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

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

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

#### Bloomoi Co-Creation Process



[bloomoi \(Only available in Japanese\)](#)

#### ● Improvements Based on Customer Recommendation (NPS) Surveys

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

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

### External Evaluation

#### ● Tokyo Tatemono Receives Good Design Award

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

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

#### Examples of Projects Receiving the 2025 Good Design Award

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

\*1 Jointly awarded with NOBORU USHIGOME ARCHITECTURE OFFICE Co., Ltd.

\*2 Jointly awarded with Coelacanth and Associates and Aoki Asunaro Construction Co., Ltd.

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# Revitalizing and utilizing real estate stock

## Policy and Concept

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

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

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

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

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

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

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

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

### Key Recent Projects

#### Kunitachi Fujimidai Danchi Condominium Reconstruction Project (PROUD CITY Kunitachi)



<b>Location</b>	Fujimidai 1-chome, Kunitachi-shi, Tokyo
<b>Uses and units after reconstruction</b>	589 dwelling units (previously 298), community facilities
<b>Completion</b>	Mar. 2026

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

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

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

#### Kojimachi Sanno Condominium Reconstruction Project (Brillia Nibancho)



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

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

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

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



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

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

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

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

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



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

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

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

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



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

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

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

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

Minoh Sunplaza No. 1 Redevelopment Project (MINOH MARKS)



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

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

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

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

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**Akimoto Building Minamidai Housing Reconstruction Project (Brillia Honancho)**



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

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

on rights holders. By utilizing the “Condominium Site Sale System”<sup>\*</sup> under the Act on Facilitation of Reconstruction of Condominiums, the project enabled a large-scale development with a total site area of approximately 4,137 m<sup>2</sup>, including adjacent land owned by Tokyo Tatemono. Brillia Honancho, an 11-story condominium with a total of 179 units to be constructed on the site, is planned to include an open plaza space within the property that can also serve as a place for community relaxation.

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

**Tateishi Station North Exit District Category I Urban Redevelopment Project**



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

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

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

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

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

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

**Examples of Tokyo Tatemono Real Estate Sales Initiatives**



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

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

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

<Specific Initiatives>

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

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



Conversion from parking to retail space in progress



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# Contributing to Local Society and Communities

## Policy and Concept

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

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

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

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

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

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

### Creating an Innovation Ecosystem

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

\* According to FIRST CVC Inc.

### Ongoing Redevelopment Projects and Major Innovation Bases in the YNK Area



#### Major innovation bases in the YNK area

##### Startup Support

- 1 xBridge-Yaesu**  
A shared office and event space for ecosystem builders supporting the growth of startups
- 2 xBridge-Global**  
Incubation facility supporting the accumulation of global startup companies, community formation, and other activities

##### Regeneration

- 3 TOKYO LIVING LAB**  
A place where people who resonate with the idea of regeneration gather to demonstrate innovation and implement it in society
- 4 Gastronomy Innovation Campus Tokyo**  
A campus creating the future of Japanese food through innovation by gastronomy and science

- 5 Innovative Kitchen 8go**  
Collective kitchen that creates opportunities for behavioral change through food under the concept of regeneration

- 6 Kitchen Studio SUIBA**  
Shared kitchen that creates vibrant spaces and fosters diverse 'food' cultures

##### Sustainability

- 7 City Lab TOKYO**  
Open innovation hub for building a sustainable city and society

##### Serendipity

- 8 THE FLYING PENGUINS**  
A bar where the staff, which changes daily, serves as a 'bridge' to create meetings and 'stylish interactions'

##### Open Innovation

- 9 JAPAN CVC BASE CAMP**  
An innovation hub dedicated to new business developers at major companies and corporate venture capital (CVC) firms

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## Contributing to Local Society and Communities

### JAPAN CVC BASE CAMP

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

### Realizing Regenerative City Tokyo

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

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

### Specific Actions Toward Realizing the Regenerative City Tokyo Concept

Education	Held RegenerActor, an education and training project to develop human resources who embody the principles of regeneration (held annually since 2023)
Co-creation and Open Innovation	Opened Gastronomy Innovation Campus Tokyo (GIC Tokyo), an international hub that provides educational programs taking a holistic approach to food, in collaboration with Gastronomy Open Ecosystem, a next-generation education and business co-creation platform (November 2024)
Social Implementation	<ul style="list-style-type: none"> <li>Opened Kitchen Studio SUIBA, an innovation studio that creates vibrancy in the area (February 2019), Tokyo Food Lab, a venue for proof-of-concept experiments and social implementation aimed at solving social issues (August 2019), and Innovative Kitchen 8go, a social implementation hub themed around regeneration (May 2025)</li> <li>Implemented the MOKUTEI project, which aims to improve the well-being of people and society by offering urban residents a new sense of connection with nature, namely the feeling that they can contribute to forest regeneration and biodiversity conservation while remaining in the city (October 2025)</li> </ul>
Information Dissemination	Held RegenerAction Japan, an international conference for understanding and putting into practice the philosophy and initiatives of regeneration from a uniquely Japanese perspective and communicating them to the world (held annually since 2023)
Creation of Physical Spaces	Opened Tokyo Living Lab, a place where diverse stakeholders gather for dialogue and co-creation toward a regenerative society, consisting of GIC Tokyo and Innovative Kitchen 8go (December 2024)

### Examples of Co-Creation Innovation Projects

#### MOKUTEI, an Urban Co-creation Project

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



MOKUTEI on B2F of Tokyo Tatemono Yaesu Building

### TOPICS

#### Announced the Regenerative Cities Manifesto

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

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## Contributing to Local Society and Communities

### Wellbeing Initiatives in the YNK Area

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

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

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

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

#### Wellbeing-enhancing Factors

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

### Co-existing with Communities

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

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

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



Sanno Festival



Sanno Festival (Mikoshi portable shrines)

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

#### Clean-up Activities

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



Morning Clean-up activities

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## Contributing to Local Society and Communities

### Partnering with Non-Profit Organizations

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

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

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



Flowerbed replanting on Chuo-dori Avenue sidewalks



Nihonbashi Bridge cleaning (helping to clean the bridge)

### Community Outreach Activities in YNK area (2025)

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

### Encouraging Lively Communities

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

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

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

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

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

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## Contributing to Local Society and Communities

### ● Enlivening the Community and Achieving Sports Wellness Through Urban Sports

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

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



Skateboard park at livedoor URBAN SPORTS PARK

## TOPICS

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



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

### Condominium Development That Helps Build Communities

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

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



Shakuji-ii BASE



Interaction at Shakuji-ii BASE



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## Contributing to Local Society and Communities

### Community Support in the Event of a Disaster

#### ● Establishment of a System to Support Stranded Commuters

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



Tokyo Square Garden



Training for accommodating stranded commuters at Tokyo Square Garden

#### Facilities with capacity for receiving stranded commuters

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

#### ● Providing Hot Bath Facilities for Disaster Victims, etc.

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

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

### Initiatives for Tenants and Residents

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

#### Major Initiatives in Tokyo Tatemono Buildings

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

#### Major Initiatives in For-sale Condominiums

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

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

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# Human Resource Development

## Policy and Concept

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

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

**Human Resource Philosophy**

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

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**Human Resource Policy**

- 1 Desired human resource: Trustworthy people, People who forge their own paths
- 2 Creating a fulfilling, rewarding workplace in which employees can experience growth and feel satisfaction from their work

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

[Material Issue KPIs and Targets \(p. 11\)](#)

## Building a Human Resource Portfolio

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

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

- [\(Data\) Average hours of training per year per employee \(p. 108\)](#)
- [\(Data\) Career training participation rate \(p. 108\)](#)

### Level-Specific System (Outline)

	Content and theme	Purpose
Officers	New assignment training, and individual training on business management and risk management	
Line managers (general managers, group leaders)	New assignment training, evaluator training, mental healthcare training, management training based on 360-degree surveys	Training to acquire the necessary knowledge and skills for line management
Managers	New manager training, assessment training	<b>Assessment training</b> Training for newly appointed managers and assistant managers to take stock of their own skills and learn the knowledge and mindset required to solve problems
Assistant managers	Assessment training	
Senior employees	Career training	<b>Career training</b> Training to acquire the mindset to independently shape one's career and to develop future career prospects.
	Elective training <ul style="list-style-type: none"> <li>• Design thinking</li> <li>• Negotiation</li> <li>• Data analysis</li> </ul>	<b>Elective training</b> Training that can be selected and attended according to the individual's career prospects.
New employees	<ul style="list-style-type: none"> <li>• Management accounting</li> <li>• Corporate value evaluation</li> <li>• Marketing</li> </ul>	
	<ul style="list-style-type: none"> <li>• Management strategy training</li> <li>• Corporate governance and IR training</li> </ul>	<b>Joint group training and sports days</b> Initiatives aimed at revitalizing the whole Group by enabling employees to deepen mutual understanding, develop a sense of camaraderie, and create Group synergy beyond the boundaries of their affiliated companies

### Other training

Global training	Foreign language learning and overseas site visits
Self-development/ External dispatch	Business school/graduate school attendance support, business school single-subject dispatch, cross-industry exchange training, correspondence courses, external seminars, lectures by external experts

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

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

### Clarification of Roles through a Management by Objectives System

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

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

### Improving Employee Engagement

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

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

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

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

\*Rating: AAA, Score: 67.6

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

#### Measures in Response to Issues Identified in the FY2026 Survey

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

### Cultural Design Program "TASUKI"

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

### Provision of work experience programs for students

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



Scenes from the Work Experience Program

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# Health Management / Occupational Health and Safety

## Policy and Concept

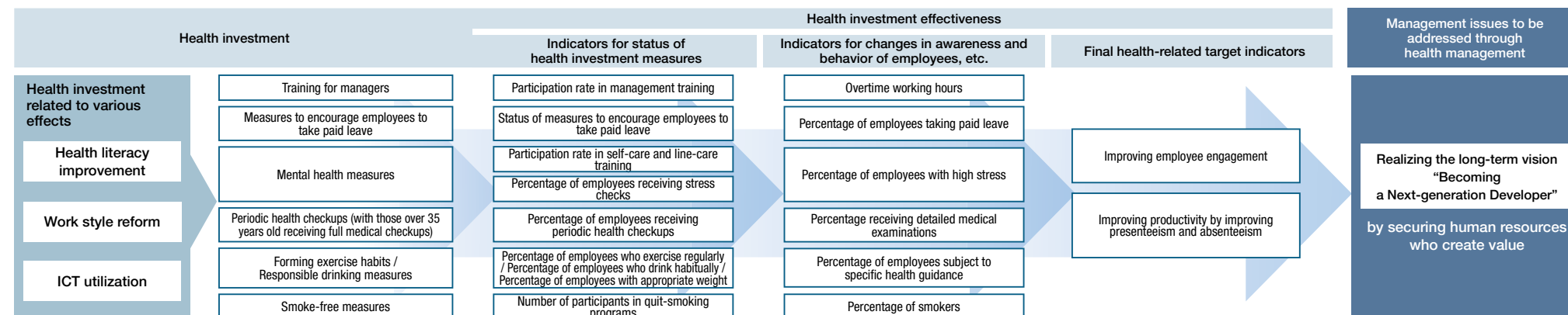
To enable our officers and employees to be healthy in body and mind and to work with a lively spirit, the Tokyo Tatemono Group has designated the President as the Chief Health Officer (CHO) and we are working on initiatives to maintain and improve the health of each individual Group officer and employee 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.

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

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

### Health Management Strategy Map

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



### Tokyo Tatemono Group Health Management Declaration

The group philosophy of Tokyo Tatemono Group, 'Trust beyond the era.' encompasses our will to strive for the growth of the Company and the creation of a prosperous society, taking pride in the trust placed in us that extends over a century. To embody this group philosophy, we believe that supporting the health of our executives and employees as well as their families is vital.

We see the mental and physical health of officers and employees as the primary source of sustainable corporate growth and actively promote activities for each and every person to maintain and improve their health.

As the Chief Health Officer, I will work to make the environment more conducive to achieving this, and I promise that our organization will pursue health management as a whole.

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

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

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## Health Management / Occupational Health and Safety

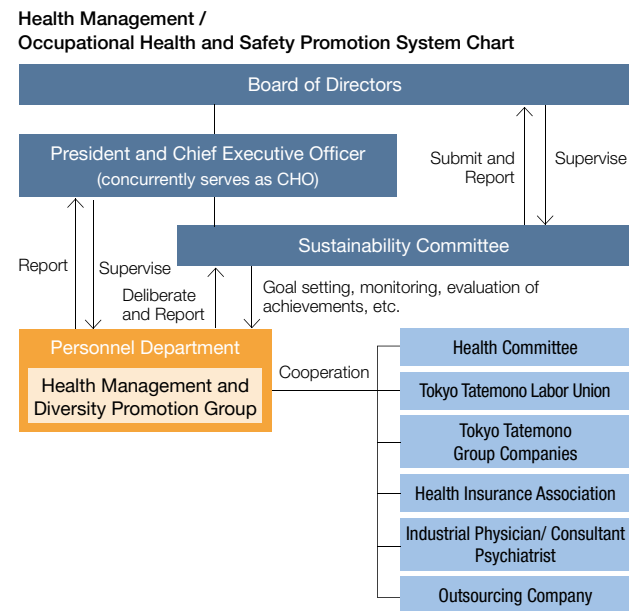
### Structure

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

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

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

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



### Health Promotion Initiatives

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

#### Managing Health Risks for Officers and Employees

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

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

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

\*1 Web-based dental questionnaires were conducted in FY2021 and FY2022. A dentist was invited to perform check-ups from FY2023 to FY2025.

\*2 A system in which employees are provided a certain set of points to spend freely on a series of benefit options. This has the advantage of allowing individuals to enjoy a combination of benefits that suit their own circumstances.

[\(Data\) Health Management Related \(p. 109\)](#)

#### Initiatives to Reduce Smoking Rates

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

[\(Data\) Health Management Related \(p. 109\)](#)

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● Health Literacy Initiatives

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

Health-related Training Programs Held

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

Scope of coverage: Tokyo Tatemono

● Mental Health Initiatives

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

Major Mental Health Initiatives

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

● Initiatives to address issues related to healthy habits

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

Results of the healthy habit improvement program

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

● Creating a comfortable work environment

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

Improvement of Working Environment at Tokyo Tatemono Yaesu Building

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

● Addressing global health issues

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

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Occupational Health and Safety Initiatives

Occupational health and safety at the Tokyo Tatemono Group

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

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

[\(Data\) Occupational Health and Safety Related Data \(p. 109\)](#)

Safety confirmation prior to the start of construction work

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

Periodic Safety Inspections of Construction Sites

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

Training on Occupational Health and Safety Standards

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

Examples of Occupational Health and Safety Training Provided (FY2025)

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

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

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

[Supply Chain Management \(p. 59\)](#)

Recognition of initiatives undertaken by suppliers

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

Implementation of training for suppliers

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

Examples of occupational safety training and drills for suppliers

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

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## Health Management / Occupational Health and Safety

### Labor Practices Initiatives

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

#### ● Initiatives to Limit Overtime Work

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

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

[\(Data\) Occupational Health and Safety Related Data \(p. 109\)](#)

#### ● Dialogue Between Labor and Management

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

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

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

[\(Data\) Percentage of unionized employees \(p. 109\)](#)

#### ● Fair and appropriate wages

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

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

### Third-party Evaluation of Health Management

#### ● Wellness Office Certification

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



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

#### ● Health Management Ratings

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

#### ● Certified KENKO Investment for Health Outstanding Organizations Recognition Program

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



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● Excellent Health Company Certification System

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

Status of Certification as a Health & Productivity Management Outstanding Organization

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

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

Status of Certified KENKO Investment for Health Outstanding Organizations Recognition Program

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

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# Diversity & Inclusion

## Policy and Concept

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

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

Item	Scope of coverage	KPI and targets
<b>Work-life balance</b>	Tokyo Tatemono	Average annual paid leave utilization rate: 70% or more each fiscal year
		Ratio of male employees taking parental leave: 85% or more each fiscal year
<b>Promotion of diversity in our workforce</b>	Tokyo Tatemono	Ratio of women in management positions: 10% or more by FY2030
		Employment rate of people with disabilities: Over the legal requirement each fiscal year * 2.3% or more until March 2024, 2.5% or more from April 2024 to June 2026, 2.7% after July 2026

Material Issue KPIs and Targets (p. 11)

Human Resource Development (p. 76)

## Structure

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

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

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

## Achieving Work-Life Balance

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

### System for Limiting Work Location

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

### System for Leave to Accompany a Spouse on Overseas Transfer

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

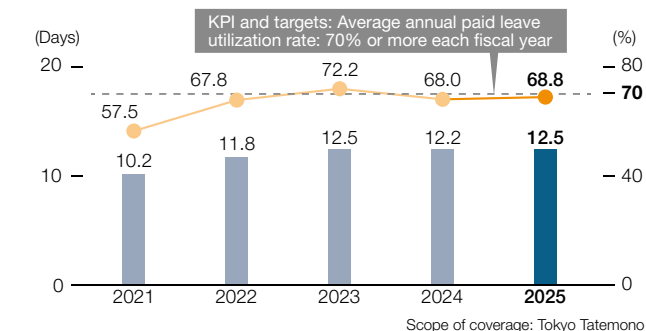
### Initiatives to Promote the Use of Paid Leave

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

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

#### Paid Leave Status

- Average number of annual paid leave utilization days
- Average annual paid leave utilization rate



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

### Lapsed Paid Leave System

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

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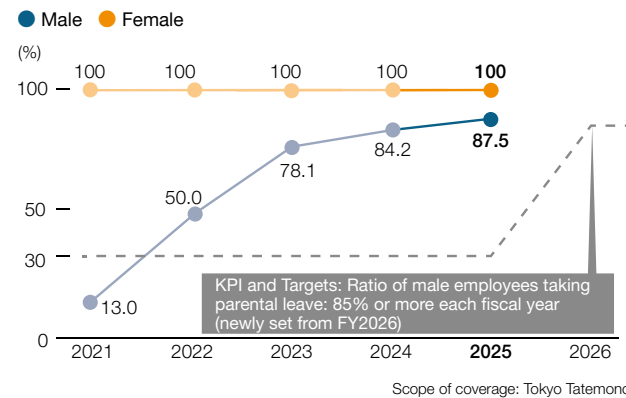
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Leave Systems for Pregnancy, Childbirth, Childcare and Nursing

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

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

Changes in the Ratio of Employees Taking Childcare Leave



(Data) Childcare Leave (p. 108)

Overview of Pregnancy, Childbirth and Childcare Support Systems

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

\* Some policies have eligibility requirements.

Scope of coverage: Tokyo Tatemono



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

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

### Promotion of diversity in our workforce

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

#### Promoting the Success of Women

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

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

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



#### Eruboshi Certification

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

#### Promoting the Success of Seniors

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

[\(Data\) Rehiring of Employees at Retirement Age \(p. 108\)](#)

#### Promoting the Success of People with Disabilities

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

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

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

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

[\(Data\) Headcount \(p. 107\)](#)

#### Promoting the Success of Non-Japanese Employees

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

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

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

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

[\(Data\) Headcount \(p. 107\)](#)

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## Diversity & Inclusion

### ● Workplace Understanding of Gender Diversity

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

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

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

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

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



Provision of sanitary products

### Raising Awareness Among Officers and Employees

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

#### Track Record of Diversity & Inclusion Training

Year	Contents of annual training
FY2023	<ul style="list-style-type: none"> <li>• Work and Childcare Balance Support Seminar for employees with pre-school children</li> </ul>
FY2024	<ul style="list-style-type: none"> <li>• Basic training aimed at deepening understanding of Diversity &amp; Inclusion and fostering a sense of personal ownership</li> <li>• Lecture on the relationship between Diversity &amp; Inclusion and corporate management</li> </ul>
FY2025	<ul style="list-style-type: none"> <li>• Basic training on balancing work and caregiving</li> </ul>
FY2026	<ul style="list-style-type: none"> <li>• Dialogue session with the President and female employees (co-hosted with other companies)</li> </ul>

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# Corporate Governance

## Policy and Concept

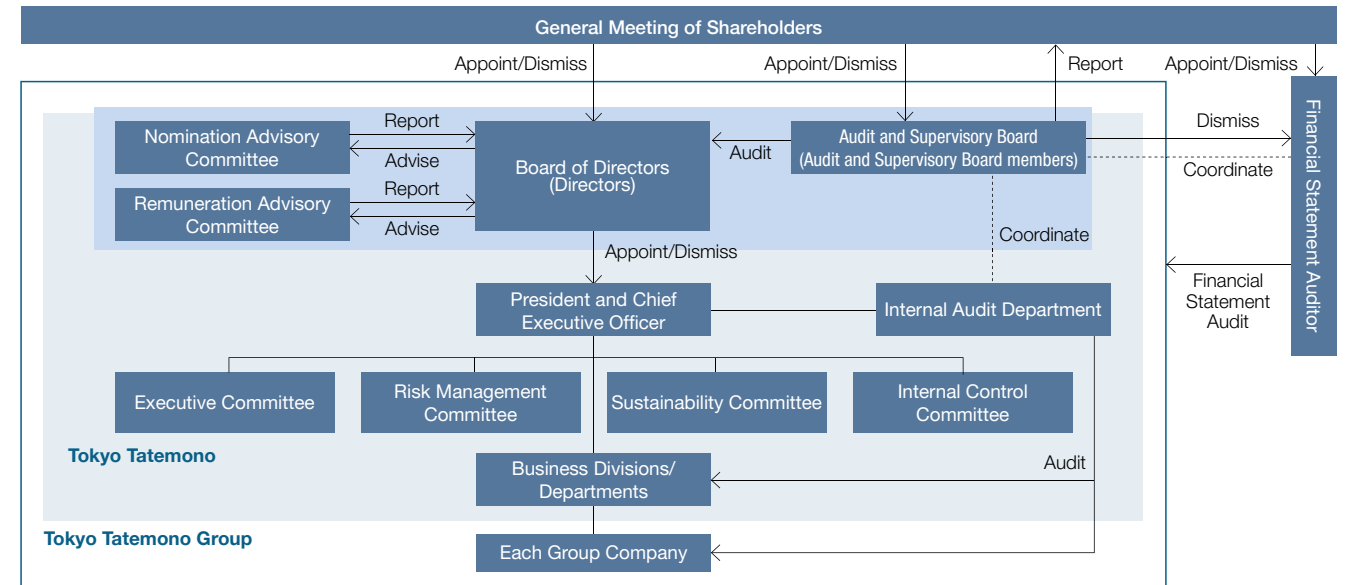
Based on the Group philosophy of ‘Trust beyond the era.’ the Tokyo Tatemono Group is striving to build optimal corporate governance, with the primary aim of enhancing efficiency while ensuring the soundness and transparency of management, in order to achieve sustainable growth and increase corporate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

[Corporate Governance Report](#)

## Structure

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

Corporate Governance Structure (as of March 31, 2026)



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

### Board of Directors

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



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Board of Directors Related Data

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

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

Audit & Supervisory Board

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

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

Executive Officer System

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

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

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

Matters to Be Reported to Audit and Supervisory Board Members

Directors

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

Risk Management Committee

Critical matters for compliance

Internal Audit Department

Status of internal audits

Legal & Compliance Department

Status of fraudulent activity reports and their content

Nomination Advisory Committee and Remuneration Advisory Committee

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

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

Executive Committee

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

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

Risk Management Committee

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



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

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

● Sustainability Committee

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

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

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

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

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

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

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

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



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### Internal Control Committee

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

### Appointment and Selection of Directors and Audit and Supervisory Board Members

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

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

### Criteria for Independence of Independent External Directors

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

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

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

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

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

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

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

### Evaluation of the Effectiveness of the Board of Directors

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

#### Evaluation Process and Topics

##### Evaluation Process

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

##### Topics

Structure: Ratio, number, specialization and diversity of external directors

Agenda: Number, content, and standard expressions of monetary amounts in agenda items

Operation: Number of meetings, length of meetings, explanation provided prior to meetings, explanatory materials, time taken for explanation, time taken for discussion, and reported content

Other: Support system for external officers, training methods

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### ● Results of Evaluation and Future Actions

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

#### Efforts to Improve Effectiveness

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

#### Future Issues and Actions

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

#### Management Discussion Committee

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

### Remuneration of Directors and Audit and Supervisory Board Members

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

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

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

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

#### Policy on Payment Breakdown by Remuneration Type

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

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

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

\*Two External Members

### ● Remuneration Structure

#### Fixed remuneration (for Directors):

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

#### Performance-based remuneration\*2

##### (for directors excluding external directors):

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



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## Corporate Governance

### Stock-based remuneration\*4

#### (for directors excluding external directors):

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

#### Audit and Supervisory Board member remuneration:

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

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

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

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

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

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

## Cross-Shareholdings

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

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

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

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

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



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# 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

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

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

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

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

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

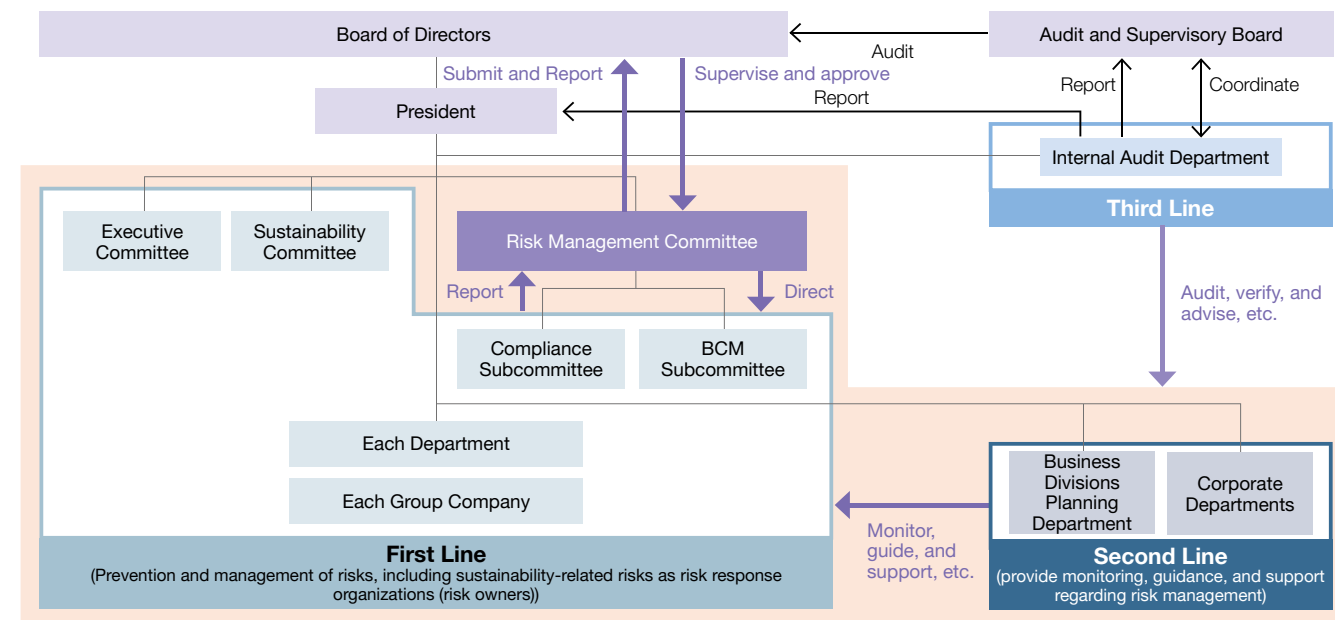
cooperation with relevant departments, and reports key matters in its activities to the Risk Management Committee.

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

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

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

### Risk Management Structure



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## Risk Management

### Risk Management Activities

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

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

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

Priority Risks

Major risks	Details
<b>Risks related to interest rate fluctuations</b>	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
<b>Risks related to price fluctuations</b>	Risk of significant and rapid fluctuation in prices and that the increase in costs cannot necessarily be reflected in rents or sales prices
<b>Risks related to trends in the real estate market</b>	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
<b>Risks related to natural disasters and man-made disasters</b>	Risk that employees will suffer damage resulting in business activities being affected, and the value of real estate owned, managed, or operated by the Tokyo Tatemono Group will decrease

### Comprehensive Information Management

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

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

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

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



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## Risk Management

### Security Measures for Public-facing Websites

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

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

### Training in Response to Cyber Attacks (Targeted Email Attacks)

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

### BCP Measures

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

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

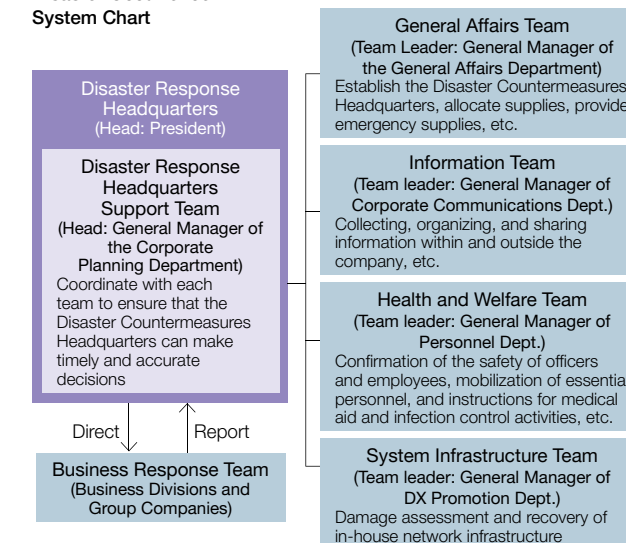
### Development of BCP and Disaster Preparedness Training for Natural Disasters and Other Emergencies

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

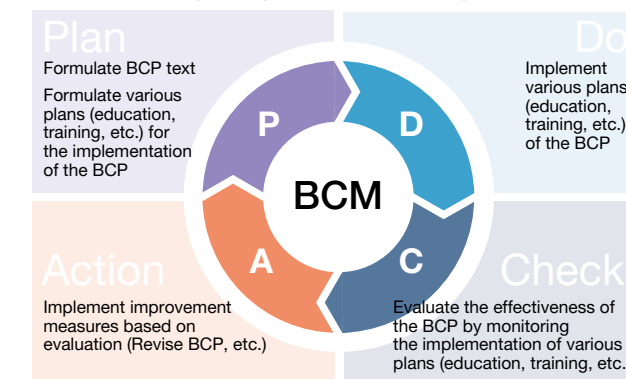
Further, based on the Group BCP, we have prepared manuals on initial response, stockpiling, safety confirmation, etc., in the event of a disaster. In fiscal 2025, in addition to drills to improve disaster response capabilities at each business division, we conducted drills for establishing a Disaster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

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

### Disaster Occurrence System Chart



### Business Continuity Management (BCM) PDCA Cycle



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# 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 Code of Conduct

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

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

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

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

### Compliance Code of Conduct

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

 Compliance Code of Conduct

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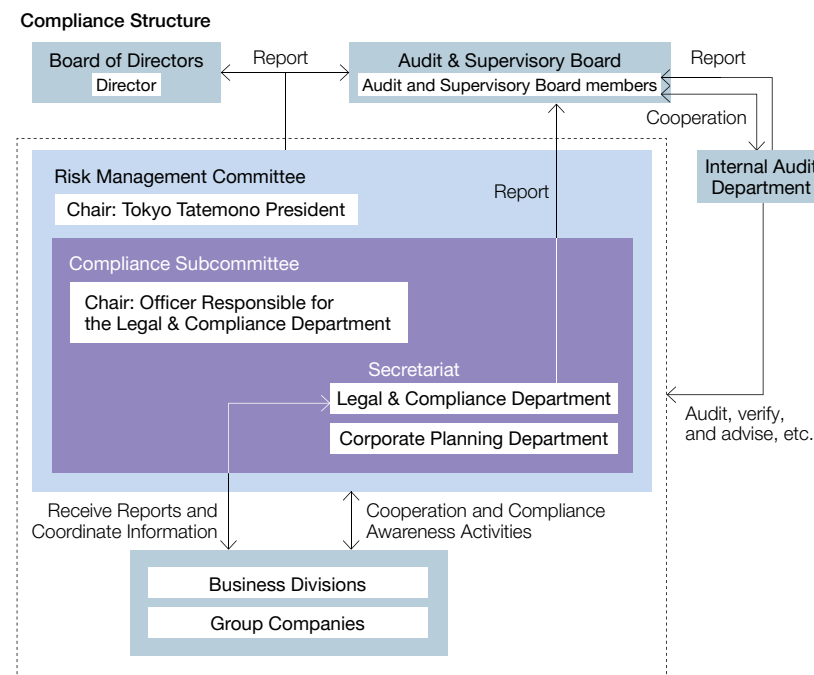
## Compliance

### Structure

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

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

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



### Internal Audits for Legal Compliance

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

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

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

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



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## Compliance

### Helpline (Anonymous Whistleblower System)

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

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

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

### Helpline Overview

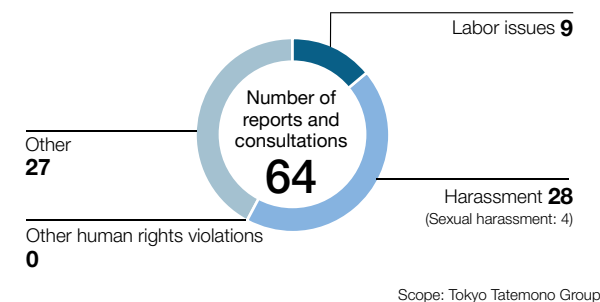
#### Reportable acts

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

#### Helplines and Scope

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

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



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

### Responding to Compliance Violations

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

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

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

[\(Data\) Violation of Laws or Regulations and Related Sanctions \(p. 113\)](#)  
[\(Data\) Violations Related to Product and Service Information and Labeling \(p. 113\)](#)

[\(Data\) Violations Related to Marketing Communications \(p. 113\)](#)  
[\(Data\) Reports and Consultations to the Helpline \(p. 113\)](#)

#### ● Provisions for Violations of Laws and Regulations, Lawsuits, etc., Including ESG-related Issues

An amount is estimated at the end of the fiscal year for fines and settlements that are likely to arise from events that occurred prior to the current fiscal year, and provisions are made accordingly. At the end of fiscal 2025, there were no violations of laws or regulations or lawsuits, including any involving ESG-related issues, and as a result, there are no material provisions for them.

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



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## Compliance

### Initiatives to Prevent Bribery and Corruption

We formulated the Tokyo Tatemono Group Anti-Bribery Policy to fulfill the commitments of our Compliance Charter. We prohibit the provision of economic benefits (including facilitation payments) to public officials or deemed public officials that would infringe upon local laws or regulations in Japan or in any of the countries where we conduct business. We publish this policy both within and outside the company, on our corporate intranet and our corporate website. To ensure that we establish proper relationships with our business partners, the Compliance Code of Conduct also prohibit giving or receiving excessive gifts, entertainment, or other benefits, or engaging in anti-competitive behavior such as bid rigging or price cartels. Additionally, the Tokyo Tatemono Group Compliance Manual, which incorporates the subject of preventing corruption of all kinds, is fully communicated to all officers, employees (including contract employees and part-time employees), and temporary employees of the Group through training and other means. Further, we are working to ensure that our business partners, including agents and brokers, are fully aware of and familiarize themselves with our Sustainable Procurement Standards and Sustainable Procurement Standards Guidelines by distributing them and conducting surveys. In addition, Tokyo Tatemono and some Group companies obtain anti-bribery pledges from employees (including contract and temporary employees) to raise awareness of bribery prevention.

[Tokyo Tatemono Group Anti-bribery Policy](#)

[Supply Chain Management \(p. 59\)](#)

### Evaluation of Corruption Risks Including Bribery

Whenever we conclude a contract with a new agent (including brokers) or renew a contract with an existing agent, we engage in comprehensive checks and risk assessment. We do so by collecting credit information using public agencies, private investigation companies, and the Internet, and use a business partner check sheet that includes items such as reputation for corruption and termination of past transactions due to inappropriate behavior to check for suspicious signs. We also recognize that countries and regions whose Corruption Perceptions Index is less than 50, as

defined by the international NGO Transparency International, pose a high risk and require caution.

When contracting with agents in such countries, we take thorough measures to prevent the risk of bribery by inserting an antibribery clause in the contract or by receiving an anti-bribery pledge.

### Responding to and Monitoring Corruption Risks

We comprehensively assess and strive to prevent corruption risks in all of our activities, including prohibiting the provision of economic benefits which violate applicable laws and regulations to public officials with whom we have particularly close relationships due to the nature of our business. Of particular note is our approach to bribery. We evaluate bribery risks based on our Anti-Bribery Regulations and Anti-Bribery Manual and identify certain high-risk activities (including the use of agents to provide services on an intermediary, agency, or mediation basis in addition to direct transactions). To deter such activities, in the Anti-Bribery Regulations and Anti-Bribery Manual, the Company has established approval and reporting processes for entertainment, gifts, donations, etc. We consider entertainment and gifts to public officials in foreign countries to be of particularly high risk, and have set the bar for our internal approval process with respect to these activities higher than in Japan. With regard to bribery, the Risk Management Committee (Compliance Subcommittee) conducts risk assessment and monitoring. Internal audits are conducted periodically to evaluate and review the anti-bribery control system.

### Political Donations

We do not make donations related to political activities to individual politicians or organizations other than political parties or political fund organizations, and our record of such donations in fiscal 2025 was 0 yen. When making donations related to political activities to political parties and political fund organizations, we comply with the Political Funds Control Act, the Public Offices Election Act, and other related laws and regulations.

### Preventing Anti-Competitive Practices

The Tokyo Tatemono Group upholds fair competition in its Compliance Code of Conduct, and in conjunction with the Compliance Manual, we are working to eliminate anti-competitive practices such as bid-rigging and price cartels, as well as unfair competitive practices including improper acquisition of confidential information and dumping, through training and other means to ensure a common understanding among all officers and employees of the importance of compliance. The Tokyo Tatemono Group did not incur any fines or other penalties related to anti-competitive practices in fiscal 2025.

### Responsible Marketing

The Tokyo Tatemono Group conducts responsible marketing based on the Compliance Charter and Compliance Code of Conduct.

#### Relevant Items of the Compliance Code of Conduct

- 2. We act faithfully by thinking from the customers' standpoint
  - (1) Sincere responses to customers and disclosure of accurate, non-misleading information regarding the products and services provided

We strive to provide accurate and honest information, conduct fair business activities, and build our brand image. To this end, we have established a system in which, whenever we offer new premiums or engage in representation through advertisements, etc., a staff member in charge of representation management reviews them in accordance with related laws and regulations such as the Act against Unjustifiable Premiums and Misleading Representations, the Real Estate Brokerage Act, and the Fair Competition Code for Real Estate Representation (Representation Code), internal rules, etc. We also work to ensure that employees fully understand and adhere to compliance standards through the Compliance Manual and training programs. In particular, we adhere to the Compliance



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Manual with regard to expressions used in advertising. We carefully examine advertising content for slanderous, discriminatory, or exaggerated expressions; religious or political beliefs; environmental concerns; the privacy of third parties; personal information; and intellectual property rights.

### Response to Anti-Social Forces

The Tokyo Tatemono Group created the Exclusion of Anti-Social Forces Rules, which detail our rules to exclude any and all relationships with anti-social forces and establish specific methods for conducting due diligence on organizations referencing the Anti-Social Forces Check Manual. Additionally, the contract clauses and templates that we use in our business activities contain clauses regarding the elimination of relationships with antisocial forces (clauses that require the counterparty in the contract to pledge that it does not correspond to an antisocial force or does not have relationships with antisocial forces, and that allow the contract to be terminated if the counterparty violates such pledge, etc.). We cooperate with external expert organizations as part of our resolute response to anti-social forces.

### Transparency on Taxes

In accordance with the Compliance Charter, the Tokyo Tatemono Group pays taxes appropriately, in accordance with international standards as well as the laws, regulations, and social norms of each country and region. We respond conscientiously to the tax authorities and strive to maintain good relationships with them. In all of our responses to questions from tax authorities, we have provided honest and accurate explanations of the facts as we understand them.

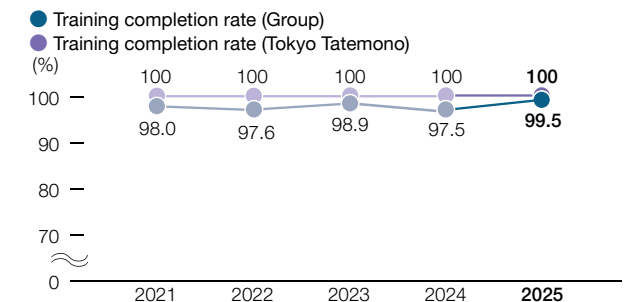
## Compliance Training

Every year, the Tokyo Tatemono Group conducts compliance training via e-learning. These programs apply to all employees, regardless of employee division or position, including contract employees, temporary employees, and part-time employees. In FY2025, the completion rate was 100% for Tokyo Tatemono and 99.5% for the Group overall. In addition, overseas Group companies conducted compliance training tailored to local conditions for all employees (including locally hired staff and others) from February to March, achieving a completion rate of 100%.

### Program for FY2025 Compliance Training (e-Learning)

Group-wide courses	<ul style="list-style-type: none"> <li>Compliance Code of Conduct (including prohibition of discrimination and harassment and prevention of bribery)</li> <li>Confidential Information Management</li> <li>Prevention of Insider Trading</li> <li>Personal Information</li> <li>National Identification Number</li> <li>Real Estate Brokerage Act</li> <li>Criminal Proceeds Transfer Prevention Act</li> <li>Act for Eliminating Discrimination against Persons with Disabilities</li> <li>Social media literacy</li> </ul>
Separate modules implemented by each company to strengthen specific areas	<ul style="list-style-type: none"> <li>Information security</li> <li>Act on Ensuring Proper Transactions Involving Specified Entrusted Business Operators</li> <li>Compliance management training</li> <li>Personal information protection training</li> </ul>

### Status of Compliance Training (e-Learning: Compliance Code of Conduct)



Scope: Tokyo Tatemono Group (including contract employees, temporary and part-time employees, etc.)

### Other Training and Awareness-Raising Programs Related to Compliance (FY2025)

Details	Scope	Frequency
Training on preventing workplace bullying	Supervisors, senior employees, etc.	Once a year
Compliance risk management Training	Officers and general managers (including external officers)	Once a year
Compliance Training	New supervisors	Once a year
Basic Compliance Training	New employees	Once a year
Seminars (laws and regulations of high business importance, taxation, etc.) with outside experts as lecturers	Officers and employees	As needed
Posting of Compliance News on the intranet (bribery and other misconduct, as well as harassment and other violations related to occupational safety and health)	Officers and employees	Updated monthly
Posting of compliance awareness content on the intranet (bribery cases, LGBTQ case studies)	Officers and employees	Updated monthly

Scope: Tokyo Tatemono (including contract employees, temporary and part-time employees, etc.)

## Compliance Surveys

Since 2009, the Tokyo Tatemono Group has conducted an annual compliance survey to understand and verify the degree of compliance awareness and acceptance among employees. In fiscal 2025, 9,273 employees from 17 group companies were surveyed—a response rate of 80.1%. The results of the survey are analyzed to understand responses by group companies and for the Group as a whole, and important matters are reported to the Risk Management Committee (Compliance Subcommittee). We also share the survey results on the intranet and provide feedback to group companies as an aid in early problem resolution, reflecting on compliance structure, and engaging in awareness activities.

[\(Data\) Compliance Training \(e-Learning: Compliance Code of Conduct\) and Return Rate of Compliance Surveys \(p. 113\)](#)

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### Promoting a Decarbonized Society

#### GHG (CO<sub>2</sub>) Emissions

Category		Scope of Collection		Unit	2021	2022	2023	2024	2025
<b>Scope 1, 2, 3 total</b>					1,034,699 ✓	1,015,172 ✓	984,407 ✓	1,406,137 ✓	1,056,543 ✓
<b>Scope 1 (Fuel-derived)</b>					15,802 ✓	18,234 ✓	14,456 ✓	13,808 ✓	14,730 ✓
<b>Scope 2 (Market-based)</b>					55,610 ✓	53,979 ✓	29,827 ✓	29,642 ✓	26,622 ✓
<b>Scope 1, 2 total</b>					71,412 ✓	72,213 ✓	44,283 ✓	43,450 ✓	41,352 ✓
<b>Scope 3 total</b>					963,287 ✓	942,959 ✓	940,124 ✓	1,362,687 ✓	1,015,191 ✓
	1. Purchased goods and services	Tokyo Tatemono Group	All Businesses	t-CO <sub>2</sub>	99,701 ✓	238,344 ✓	219,112 ✓	334,315 ✓	241,348 ✓
	2. Capital goods				40,478 ✓	41,105 ✓	33,586 ✓	132,556 ✓	65,991 ✓
	3. Fuel and energy-related activities not included in Scopes 1 and 2				19,849 ✓	20,963 ✓	16,045 ✓	14,765 ✓	13,585 ✓
	4. Transportation and distribution (upstream)				69 ✓	75 ✓	45 ✓	81 ✓	29 ✓
	5. Waste generated in operations				10,350 ✓	13,137 ✓	15,229 ✓	11,885 ✓	14,099 ✓
	6. Business travel				760 ✓	1,329 ✓	2,105 ✓	1,927 ✓	2,984 ✓
	7. Employee commuting				1,627 ✓	1,693 ✓	1,328 ✓	1,185 ✓	1,379 ✓
	8. Leased assets (upstream)*				—	—	— ✓	— ✓	— ✓
	9. Transportation and delivery (downstream)				—	—	— ✓	— ✓	— ✓
	10. Processing of sold products				—	—	— ✓	— ✓	— ✓
	11. Use of sold products				728,626 ✓	565,219 ✓	592,380 ✓	801,554 ✓	617,007 ✓
	12. Disposal of sold products				9,480 ✓	10,843 ✓	12,776 ✓	18,219 ✓	15,587 ✓
	13. Leased assets (downstream)				33,504 ✓	31,116 ✓	29,609 ✓	29,906 ✓	29,618 ✓
	14. Franchises				—	—	— ✓	— ✓	— ✓
	15. Investments				18,843 ✓	19,135 ✓	17,909 ✓	16,294 ✓	13,564 ✓

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

#### Energy Consumption

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
<b>Energy consumption (crude oil equivalent*)</b>	Tokyo Tatemono Group	All Businesses	KL	—	—	59,203	54,780 ✓	57,378 ✓
<b>Intensity</b>			KL / Thousand m <sup>2</sup>	—	—	29.6	24.8	23.6
<b>Floor area within scope</b>			Thousand m <sup>2</sup>	—	—	2,000	2,210	2,428

\* Includes renewable energy usage amounts.

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
<b>Energy consumption (crude oil equivalent*)</b>	Tokyo Tatemono	Tokyo Tatemono facilities subject to the Act on the Rational Use of Energy	KL	23,050 ✓	23,510 ✓	28,664 ✓	26,139 ✓	28,404 ✓
<b>Intensity</b>			KL / Thousand m <sup>2</sup>	27.2	26.6	25.5	20.6	22.4
<b>Floor area within scope</b>			Thousand m <sup>2</sup>	847	883	1,126	1,266	1,268

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### Renewable Energy (electricity) Usage Amount / Energy Generated

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Usage amount	Tokyo Tatemono Group	All Businesses	Thousands of kWh	3,675	22,735 ✓	64,377 ✓	90,699 ✓	110,749 ✓
Energy generated			Thousands of kWh	14,967	18,092 ✓	24,431 ✓	24,466 ✓	26,060 ✓

### Water Resources

#### Water Use

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Total water use	Tokyo Tatemono Group		m <sup>3</sup>	—	—	2,518,431	2,710,205	2,855,163
Potable water uses				—	—	2,404,662	2,578,522	2,717,461
Recycled water use				—	—	113,769	131,683	137,702
Total water use	Tokyo Tatemono	Long-term buildings*	m <sup>3</sup>	667,065	760,729	673,515	706,502	835,141
Potable water uses				567,069 ✓	657,109 ✓	574,862 ✓	604,140 ✓	725,355 ✓
Recycled water use				99,996 ✓	103,620 ✓	98,653 ✓	102,362 ✓	109,786 ✓
Intensity			m <sup>3</sup> /m <sup>2</sup>	0.68	0.76	0.79	0.84	0.86
Floor area within scope			m <sup>2</sup>	983,113	997,316	856,248	839,001	968,959

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

#### Water Withdrawal

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Total water withdrawal	Tokyo Tatemono Group		m <sup>3</sup>	—	—	2,404,662	2,578,522	2,717,461
Surface water				—	—	0	0	0
Groundwater				—	—	715,744	682,413	728,049
Industrial water				—	—	0	0	0
Used quarry water collected at the quarry				—	—	0	0	0
Potable water				—	—	1,689,118	1,896,109	1,989,412
External wastewater				—	—	0	0	0
Rainwater				—	—	0	0	0
Seawater				—	—	0	0	0
Intensity				m <sup>3</sup> /m <sup>2</sup>	—	—	0.8	1.2
Floor area within scope			m <sup>2</sup>	—	—	2,941,240	2,139,131	2,427,989

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Usage amount	Tokyo Tatemono	Commercial Properties Business	Thousands of kWh	3,675	22,735 ✓	60,773 ✓	83,857 ✓	99,683 ✓
Energy generated			Thousands of kWh	80	3,337 ✓	9,334 ✓	10,776 ✓	12,220 ✓

#### Water Discharge

Category	Scope of Collection		Unit	2021	2022	2023	2024	2025
Total water discharge	Tokyo Tatemono Group		m <sup>3</sup>	—	—	2,518,431	2,710,205	2,855,163
Seawater				—	—	0	0	0
Surface water				—	—	0	0	0
Groundwater				—	—	0	0	0
Sewage water				—	—	1,681,227	1,988,634	2,556,878
Other*				—	—	837,204	721,571	298,284

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

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

Overall Water Risk*2	Scope of Collection		2025			
			Number of applicable properties (properties)	Percentage of leased area (%)	Water Withdrawal (m <sup>3</sup> )	Water Discharge (m <sup>3</sup> )
Low (0-1)	Tokyo Tatemono	Commercial Properties Business*3	1	3,517	3,517	3,517
Low - Medium (1-2)			104	985,506	1,120,438	1,120,438
Medium - high (2-3)			0	0	0	0
High (3-4)			0	0	0	0
Extremely high (4-5)			0	0	0	0

\*1 Refers to the water risk assessment tool developed by the World Resources Institute (WRI).

\*2 Refers to the overall water risk measured based on all water-related indicators, including the quantity and quality of physical risks, as well as regulatory and reputational risks. Higher values indicate higher levels of water risk.

\*3 Applies to all of the properties we own in our Commercial Properties Business. Excluding properties located in areas not covered by the Aqueduct Water Risk Atlas.

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### Promoting a Recycling-oriented Society

#### Waste Emissions and Recycling Amount / Recycling Rate\*1

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025	
<b>Waste emissions</b>	Tokyo Tatemono	Long-term buildings*2	t	6,351 ✓	6,429 ✓	6,531 ✓	6,582 ✓	7,530 ✓
<b>Intensity</b>			t/Thousand m <sup>2</sup>	5.2	5.3	5.3	5.3	5.3
<b>Floor area within scope</b>			Thousand m <sup>2</sup>	1,214	1,216	1,226	1,232	1,408
<b>Non-recycled amount</b>			t	2,179	2,516	2,714	2,580	2,761
<b>Recycled amount</b>			t	4,171 ✓	3,913 ✓	3,817 ✓	4,002 ✓	4,769 ✓
<b>Recycle ratio</b>	%	65.7 ✓	60.9 ✓	58.4 ✓	60.8 ✓	63.3 ✓		

\*1 From FY2024 the data collection period was changed to January to December. (Until FY2023 it was April to March)

\*2 Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights and for which we have submitted plans for the reuse and reduction of waste materials.

#### Hazardous Substance Emissions

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025	
<b>Amount of PCB waste processed</b>	Tokyo Tatemono	Commercial Properties Business	kg	0	13,000	0	0	615
<b>Asbestos emissions</b>		Commercial Properties Business*1	m <sup>3</sup>	96	113	179	124	472
<b>NOx emissions</b>		Commercial Properties Business*2	t	6	6	6	7	8

\*1 Of the Tokyo Tatemono owned properties that were constructed in each fiscal year, on properties for which data was collected.

\*2 Of the Tokyo Tatemono owned properties, on properties for which data was collected.

#### Raw Material Usage

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025	
<b>Steel frame usage*1</b>	Tokyo Tatemono	Commercial Properties Business*3	t	Not applicable	1,260	416	3,426	Not applicable
<b>Wood usage*2</b>		Long-term buildings, Condominiums for sale or rent	m <sup>2</sup>	Not applicable	176	1,268	697	Not applicable
			m <sup>3</sup>	Not applicable	4	0	1	Not applicable
<b>Percentage of properties using domestic/certified timber*4 (Property-count basis)</b>		%	0.0	13.0	7.1	23.8	47.4	
<b>Number of applicable properties</b>		properties	13	23	14	21	19	

\*1 Mainly main and other steel frames, etc.

\*2 Decorative walls, floor plywood, ceiling paneling, etc. are calculated in m<sup>2</sup>, while floor framing, etc. is calculated in m<sup>3</sup>.

\*3 Tokyo Tatemono developed office buildings completed in each fiscal year.

\*4 Applies to office buildings and for-sale and for-rent condominiums completed in each fiscal year.

### Environmental Management

#### Environmental Incidents and Violations of Environmental Laws or Regulations

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025	
<b>Violations of environmental laws or regulations</b>	Tokyo Tatemono Group	All Businesses	Incidents	0	0	0	0	0
<b>Violations of water quality/quantity permits, standards or regulations</b>			Incidents	0	0	0	0	0
<b>Environmental incidents</b>			Incidents	0	0	0	0	0
<b>Environmental fines</b>		Yen	0	0	0	0	0	

#### Number of Business Sites Certified for Environmental Management Systems and Acquisition Rate

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025	
ISO14001	Tokyo Tatemono Group	All Businesses	Facilities	0	0	0	0	0
			Certification acquisition rate	%	0	0	0	0

### External Evaluation and Certification for Green Building

#### Acquisition Rate of Green Building Certification for Owned and Managed Properties

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025	
<b>Total certification percentage for owned and managed properties</b>	Tokyo Tatemono	Commercial Properties Business Residential Business	%	56.4	63.9*2	72.7*2	73.7*2	75.2
<b>DBJ Green Building Certification</b>			45.9*2	46.5*2	47.1	46.6	43.2	
<b>BELS</b>			21.9	28.5	35.3	35.8	40.9	
<b>CASBEE*1</b>			5.2	19.4*2	28.8*2	29.8*2	22.5	
<b>ABINC certification</b>			13.7	12.8	11.7	12.3*2	11.5	
<b>SEGES (Urban Oasis)</b>			13.7	12.8	11.7	11.5	10.7	
<b>Acquisition rate of certification for the leasable area of office buildings</b>					63.1	68.3*2	74.3*2	75.6*2
<b>Acquisition rate of certification for the leasable area of residential buildings</b>			22.2	33.9	59.8	60.5*2	71.2	

\*1 CASBEE includes CASBEE Buildings certification (new construction), CASBEE Real Estate, CASBEE Wellness Office, etc.

\*2 Following a close examination of data, figures have been revised.

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### List of buildings and for-rent condominiums owned by Tokyo Tatemono that have received external evaluation or certification for Green Building\*1

DBJ Green Building Certification*2			
Evaluation	Year completed	Year acquired/renewed	Property name
★★★★★	2008	2025	SMARK ISESAKI
	2012	2025	Nakano Central Park South
	2012	2025	Brillia ist Nakano Central Park
	2013	2025	Tokyo Square Garden
	2014	2025	Otemachi Tower
★★★★	2015	2025	Tokyo Tatemono Nihonbashi Building
	2022	2025	Tokyo Tatemono Shijo-Karasuma Building EAST
★★★★	1989	2025	Tokyo Tatemono Umeda Building
	1998	2025	Shijo-Karasuma FT Square

CASBEE*3 Buildings (new construction)			
Evaluation	Year completed	Year acquired	Property name
A rank	2024	2025	T-LOGI Samukawa

CASBEE*3 Real Estate			
Evaluation	Year completed	Year acquired/renewed	Property name
S rank	2009	2025	Nagoya Prime Central Tower
	2021	2025	THE PLACE SAPPORO

BELS*4			
Evaluation	Year completed	Year acquired	Property name
★★★★★★	2024	2025	T-LOGI Samukawa*5
	2025	2025	T-LOGI Sagamihara*5
★★★★★	2025	2024	THE CROSS SITE Keisei-Okubo*6
★★★★	2025	2024	Brillia ist Shin-Okachimachi*5
	2025	2025	Brillia ist Sumida Hikifune*5
	2025	2025	CLASWELL Kita-Urawa*5
	2025	2025	CLASWELL Omiya*5
★★★★	2025	2025	Brillia ist Ikejiri-Ohashi*5
	2025	2024	CLASWELL Shimo-Shakujii*5
	2025	2024	Brillia ist Asakusa*5

SEGES*7 (Urban Oasis)		
Evaluation	Year acquired/renewed	Property name
2013	2025	Tokyo Square Garden

- \*1 Applies to properties that were completed in 2025 and obtained external green building assessments/certifications in or before 2025, as well as properties that were completed in or before 2024 and obtained or renewed such external assessments/certifications in 2025.
- \*2 DBJ Green Building Certification is a system established by the Development Bank of Japan Inc. to evaluate and certify real estate projects that are needed by society and the economy. The certification is based on a comprehensive evaluation that includes not only the environmental performance of the real estate but also its response to various stakeholders, including disaster prevention and consideration for community.
- \*3 CASBEE Certification is a system in which a third-party organization reviews and certifies the accuracy of evaluation results based on CASBEE (Comprehensive Assessment System for Built Environment Efficiency).
- \*4 BELS (Building-Housing Energy-efficiency Labeling System) is a third-party evaluation system designed to ensure that the evaluation and labeling of the energy efficiency performance of buildings are conducted fairly and appropriately by accredited organizations.
- \*5 Following the revision of the Energy-efficiency Labeling System for Buildings, the BELS rating system was revised in April 2024. Based on this revised BELS rating system, we obtained evaluation under the revised standards.
- \*6 Following the revision of the Energy-efficiency Labeling System for Buildings, the BELS rating system was revised in April 2024. Based on this revised BELS rating system, we obtained evaluation under the previous standards.
- \*7 SEGES is an evaluation system for green spaces that contribute to society and the environment by the Urban Greenery Research Institute, which visualizes the social and environmental value of green spaces.

### List of for-sale condominium developments that have received external evaluation or certification for Green Building\*1

BELS*2			
Evaluation	Year completed	Year acquired/renewed	Property name
★★★★★	2025	2024	Brillia Fukasawa Hatchome*3
	2025	2023	Brillia ist Shin-Yurigaoka*3
	2025	2024	The ParkOne's Nihonbashi Ningyocho*4
★★★★	2025	2022	Brillia Seiseki Sakuragaoka BLOOMING TERRACE*3
	2025	2025	LIVIO City Funabashi Kita-Narashino*4
	2025	2025	Brillia Higashi-Ueno*4
	2025	2024	PROUD Fuchu Harumicho*4

- \*1 Applies to properties that were completed in 2025 and obtained external green building assessments/certifications in or before 2025, as well as properties that were completed in or before 2024 and obtained or renewed such external assessments/certifications in 2025.

- \*2 BELS (Building-Housing Energy-efficiency Labeling System) is a third-party evaluation system designed to ensure that the evaluation and labeling of the energy efficiency performance of buildings are conducted fairly and appropriately by accredited organizations.
- \*3 Following the revision of the Energy-efficiency Labeling System for Buildings, the BELS rating system was revised in April 2024. Based on this revised BELS rating system, we obtained evaluation under the previous standards.
- \*4 Following the revision of the Energy-efficiency Labeling System for Buildings, the BELS rating system was revised in April 2024. Based on this revised BELS rating system, we obtained evaluation under the revised standards.

### ZEB/ZEH\* Development Results (Completed in FY2025)

ZEB/ZEH Classifications	Property name
"ZEB"	T-LOGI Sagamihara
"ZEH-M"	Brillia Fukasawa Hatchome
ZEH-M Oriented	Brillia Oshima Green Avenue
	Brillia Seiseki Sakuragaoka BLOOMING TERRACE
	Brillia Minami Urawa
	Brillia Tsukishima 4-Chome
	Brillia ist Ikejiri-Ohashi
	Brillia ist Shin-Okachimachi
	LIVIO City Funabashi Kita-Narashino
	THE CROSS SITE Keisei-Okubo
	Brillia Higashi-Ueno
	Brillia Bunkyo Nishikata
	PROUD Fuchu Harumicho
	Brillia ist Shin-Yurigaoka
	Brillia ist Sumida Hikifune
	The ParkOne's Nihonbashi Ningyocho
Brillia ist Asakusa	

- \* ZEB (Net Zero Energy Building) is a building that is designed to achieve a net-zero balance of annual primary energy consumption. 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	2021	2022	2023	2024	2025
Attendance in human rights training	Tokyo Tatemono Group	%	—	86.9	96.2	97.8	91.9
Attendance in human rights training	Tokyo Tatemono	%	99.7	93.2	99.6	100	99.9

### ● Diversity & Inclusion

#### Headcount

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Tokyo Tatemono employees (total)	Tokyo Tatemono	Persons	911	958	999	1,033	1,063
Male (ratio)		Persons (%)	630 (69.2)	661 (69.0)	681 (68.2)	700 (67.8)	716 (67.4)
Female (ratio)		Persons (%)	281 (30.8)	297 (31.0)	318 (31.8)	333 (32.2)	347 (32.6)
Tokyo Tatemono full-time employees (total)	Tokyo Tatemono	Persons	805	840	879	903	912
Male (ratio)		Persons (%)	595 (73.9)	620 (73.8)	637 (72.5)	640 (70.9)	641 (70.3)
20 to 30 years old		%	18.5	19.4	19.9	20.5	18.9
31 to 40 years old		%	22.4	23.5	25.4	26.6	30.3
41 years old and above		%	59.2	57.1	54.6	53.0	50.9
Female (ratio)		Persons (%)	210 (26.1)	220 (26.2)	242 (27.5)	263 (29.1)	271 (29.7)
20 to 30 years old		%	23.3	25.5	25.2	27.0	29.9
31 to 40 years old		%	28.6	26.8	31.0	28.9	24.7
41 years old and above		%	48.1	47.7	43.8	44.1	45.4
Ratio of foreign full-time employees	%	0.2	0.2	0.2	0.2	0.2	
Employment rate of persons with disabilities*	%	2.21 ✓	2.33 ✓	2.53 ✓	2.90 ✓	2.56 ✓	
Number of managers (total)	Persons		376	377	384	389	395
Male			349	350	348	342	341
Female			27	27	36	47	54
Ratio of women in management positions	%	7.2	7.2	9.4	12.1	13.7	
Percentage of female directors	%	8.3	8.3	8.3	8.3	16.7	

\* As of June 1 of each year.

#### Turnover

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Job leavers (total)	Tokyo Tatemono	Persons	13	30	33	27	29
Male			9	17	14	14	11
Of which full-time			8	15	12	13	9
Of which contracted			1	2	2	1	2
Female			4	13	19	13	18
Of which full-time			2	9	4	3	14
Of which contracted	2	4	15	10	4		
Turnover rate (full-time employee turnover)	%		2.6	5.3	5.5	4.2	4.8
Of which, voluntary resignation			1.5 ✓	3.3 ✓	3.5 ✓	2.7 ✓	2.8 ✓

#### Employment Status

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
New hires (Total)	Tokyo Tatemono	Persons	56	70	67	52	58
Male		Persons	39 (69.6)	55 (78.6)	47 (70.1)	34 (65.4)	38 (65.5)
Female		(%)	17 (30.4)	15 (21.4)	20 (29.9)	18 (34.6)	20 (34.5)
New graduate hires (total)	Tokyo Tatemono	Persons	33	30	32	31	28
Male		Persons	23 (69.7)	20 (66.7)	18 (56.3)	15 (48.4)	15 (53.6)
Female		(%)	10 (30.3)	10 (33.3)	14 (43.8)	16 (51.6)	13 (46.4)
Mid-career hires (Total)	Tokyo Tatemono	Persons	23	40	35	21	30
Male		Persons	16 (69.6)	35 (87.5)	29 (82.9)	19 (90.5)	23 (76.7)
Female		(%)	7 (30.4)	5 (12.5)	6 (17.1)	2 (9.5)	7 (23.3)
Ratio of mid-career hires to regular employees	%	37.7	57.7	46.7	47.5	49.9	
Average years of service (overall)	Years		13.0	12.6	12.3	12.2	12.0
Male			14.0	13.4	13.0	12.9	12.6
Female			10.1	10.4	10.3	10.4	10.5
Difference in average tenure between male and female regular employees	Years		3.9	3.0	2.7	2.5	2.1

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### Rehiring of Employees at Retirement Age

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Employees at retirement age	Tokyo Tatemono	Persons	10	13	15	18	24
		Rehired persons*	8	12	14	17	21
		Ratio of rehires*	%	80.0	92.3	93.3	94.4

\* The number of rehired persons is the total number of employees who were rehired because they wanted to continue working after retirement. In some fiscal years, the ratio of rehires does not reach 100% because some employees do not wish to work after retirement and do not use the rehiring system.

### Childcare Leave

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Total number of employees eligible for childcare leave*1	Tokyo Tatemono	Persons	33	32	38	28	33
		Male	23	22	32	19	24
		Female	10	10	6	9	9
Total number of employees who have taken childcare leave	Tokyo Tatemono	Persons	13*2	21	31	25	30
		Male	3	11	25	16	21
		Female	10*2	10	6	9	9
Percentage of childcare leave taken	Tokyo Tatemono	%	78.7	65.6	81.5	89.2	90.9
		Male*3	13.0	50.0	78.1	84.2	87.5
		Female	100	100	100	100	100
Total number of employees who returned to work after childcare leave	Tokyo Tatemono	Persons	16	16	38	25	30
		Male	5	12	26	21	22
		Female	11	4	12	8	7
Percentage of employees returning to work after childcare leave*4	Tokyo Tatemono	%	100	88.9	100	100	100
		Male	100	100	100	100	100
		Female	100	66.7	100	100	100

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

\*2 Following a close examination of data, figures have been revised.

\*3 Percentage of male employees taking childcare leave = total number of male employees who took childcare leave in the relevant year/total number of male employees who had a child born in the relevant year.

\*4 Total number of employees who returned to work/total number of employees who were scheduled to return to work (the number of employees who returned to work is the number of employees who were scheduled to return to work excluding those who left for personal reasons without returning to work).

### Human Resource Development

#### EBIT (Earnings Before Interest and Taxes) per Employee

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
EBIT per employee*	Tokyo Tatemono Group	Million Yen	11	12	16	21	20

\* A measure of productivity defined in ISO30414 (Guidelines for the Disclosure of Information on Human Capital).

#### Training for Employees Related

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Total training hours for employees	Tokyo Tatemono	Hours	14,712	13,292	13,338	14,489	12,797
Average hours of training per year per employee		Hours	18.3	15.8	15.2	16.0	14.3
Average days of training per year per employee		Days	2.4	2.1	2.0	2.1	1.9
Career training participation rate		%	100	100	100	100	100

#### Personnel with Major Certifications

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Real Estate Transaction Agent	Tokyo Tatemono	Persons	743	766	783	794	810
The Official Business Skill Test in Bookkeeping			352	370	386	398	425
Japan Business Law Exam			201	213	216	245	259
Certified Building Administrator			160	153	147	148	160
Real Estate Consulting Master Exam			61	55	48	46	49
ARES (Association for Real Estate Securitization) Certified Master			74	74	73	76	80
Urban Renewal Planner			99	99	97	99	109
Licensed Real Estate Appraiser			22	20	20	20	22
Licensed First-class Architect			100	100	102	101	103

#### Employee Engagement Survey

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Rating*	Tokyo Tatemono	—	A	A	AA	AA	AA
Score		—	59.1	59.4	62.1	62.8	65.0

\* The scores, which are calculated independently by the survey company, are ranked using a 11-stage rating scale.

Ratings: DD (score less than 33), DDD (33-39), C (39-42), CC (42-45), CCC (45-48), B (48-52), BB (52-55), BBB (55-58), A (58-61), AA (61-67), AAA (67+).

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### Percentage of Employees Receiving Regular Performance Reviews

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
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

### Acceptance of Work Experience Programs

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Total number of work experience programs accepted	Tokyo Tatemono	Persons	272	306	329	309	323

### ● Health Management/Occupational Health and Safety (Period covered: April to March)

#### Health Management Related

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Health checkup rate	Tokyo Tatemono	%	100 ✓	100 ✓	100 ✓	100 ✓	100 ✓
Health reexamination rate			83.7	98.0	81.5	97.5	97.8
Percentage of smokers*1			16.0	12.1	13.1	13.1	12.1
Percentage of employees maintaining an appropriate weight		Thousand Yen	72.8	72.0	72.9	74.6	73.3
Amount invested in health management per officer or employee			111	116	121	127	127
Average number of annual paid leave utilization days*2			Days	10.2 ✓	11.8 ✓	12.5 ✓	12.2 ✓
Average annual paid leave utilization rate*2	%	57.5 ✓	67.8 ✓	72.2 ✓	68.0 ✓	68.8 ✓	

\*1 At a specific point in time between April of each year and the following March.

\*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	2021	2022	2023	2024	2025	
Percentage of unionized employees	Tokyo Tatemono	%	100	100	100	100	100	
Average overtime hours worked per month		Hours	26	26	26	29	29	
Lost time injuries*1		Incidents		1 ✓	1 ✓	2 ✓	0 ✓	0 ✓
			Of which full-time	1	1	2	0	0
			Of which contracted	0	0	0	0	0
Total days lost due to absenteeism		Days	386 ✓	646 ✓	322 ✓	237 ✓	692 ✓	
Ratio of absenteeism		%	0.18 ✓	0.28 ✓	0.13 ✓	0.09 ✓	0.28 ✓	
Fatal occupational accidents		Incidents	0	0	0	0	0	
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 (LTIFR)*2		—	0.59 ✓	0.58 ✓	1.09 ✓	0 ✓	0 ✓	
Occupational accident severity rate*3		—	0.001	0	0	0	0	
Industry standard (service industry, not elsewhere classified) occupational accident frequency rate*4		—	—	—	—	3.73	3.89	
Industry standard (service industry, not elsewhere classified) occupational accident severity rate*4		—	—	—	—	0.19	0.40	
Number of occupational health and safety management system certifications (ISO45001, 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 lost time injuries / 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

\*4 Based on the results of the 2023 and 2024 Survey on Industrial Accidents conducted by the Ministry of Health, Labour and Welfare. Service Industry (Not Elsewhere Classified) is defined as including the building service industry.

### ● Improving Quality and Customer Satisfaction

#### Office Building Customer Satisfaction Survey Results

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Satisfied	Tokyo Tatemono	%	79.2	79.4	71.4	75.5	72.4
Somewhat satisfied			18.9	17.5	26.8	23.2	27.6
Somewhat dissatisfied			1.4	2.3	1.4	0.9	0
Dissatisfied			0.5	0.8	0.4	0.4	0

#### Barrier-Free Properties

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Percentage of barrier-free properties (properties subject to the Barrier-Free Act)	Tokyo Tatemono	%	100	100	100	100	100

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### ● Revitalizing and Utilizing Real Estate Stock

#### Cumulative number of units in Housing Complexes Reconstructions and Rehabilitations

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
Total units before reconstruction	Tokyo Tatemono	Units	994	994	1,812	1,812	2,130
Total units after reconstruction			1,884	1,884	3,148	3,148	3,636

#### List of Reconstruction and Rehabilitation Projects of Housing Complexes (as of the end of FY2025)

		Location	Before reconstruction			After reconstruction			
			Year of completion	Site area	Number of dwelling units	Year of completion	Site area	Number of dwelling units	
Completed	Suwa 2-chome Housing Condominium Reconstruction Project	Brillia Tama New Town	Suwa 2-chome, Tama-shi, Tokyo	1971	64,399m <sup>2</sup>	640 units	2013	64,399m <sup>2</sup>	1,249 units
	Heights Komagome Apartments Reconstruction Project	Brillia Komagome Rikugien	Honkomagome 6-chome, Bunkyo-ku, Tokyo	1971	940m <sup>2</sup>	25 units	2014	940m <sup>2</sup>	49 units
	Fujisaki Housing Condominium Reconstruction Project	Residence Momochi	Momochi 2-chome, Sawara-ku, Fukuoka-shi, Fukuoka	1971	9,946m <sup>2</sup>	130 units	2015	9,946m <sup>2</sup>	232 units
	Koganei Corpus Apartments Reconstruction Project	Brillia Koganei Sakuracho	Sakura-cho 2-chome, Koganei-shi, Tokyo	1964-1965	5,356m <sup>2</sup>	80 units	2016	5,219m <sup>2</sup>	114 units
	Senri-Tsukumodai A Condominium Complex Reconstruction Project	Brillia City Senri Tsukumodai	Tsukumodai 3-chome, Suita-shi, Osaka	1966	7,256m <sup>2</sup>	96 units	2019	7,256m <sup>2</sup>	202 units
	Hiratsuka-cho Housing Reconstruction Project	Brillia Hatanodai	Hatanodai 6-chome, Shinagawa-ku, Tokyo	1959	1,829m <sup>2</sup>	23 units	2020	1,829m <sup>2</sup>	38 units
	Shakujii Koen Danchi Apartment Reconstruction Project	Brillia City Shakujii Koen ATLAS	Kami-shakujii 3-chome, Nerima-ku, Tokyo	1967	42,365m <sup>2</sup>	490 units	2023	37,730m <sup>2</sup>	844 units
	Itopia Hamarikyuu Condominium Complex Reconstruction Project	Brillia Tower Hamarikyuu	Kaigan 1-chome, Minato-ku, Tokyo	1979	2,820m <sup>2</sup>	328 units	2023	2,820m <sup>2</sup>	420 units
	Narashinodai 3-gaiku Housing Complex Reconstruction Project	Livio City Funabashi KitaNarashino	Narashinodai 3-chome, Funabashi-shi, Chiba	1967	24,806m <sup>2</sup>	318 units	2025	16,302m <sup>2</sup>	488 units
Started	Kunitachi Fujimidai Danchi Mansion Reconstruction Project	PROUD CITY Kunitachi	Fujimidai 1-chome, Kunitachi-shi, Tokyo	1965	27,371m <sup>2</sup> (registered area)	298 units	2026	27,479m <sup>2</sup>	589 units
	Kojimachi Sanno Mansion Reconstruction Project	Brillia Niban-cho	Niban-cho, Chiyoda-ku, Tokyo	1970	1,221m <sup>2</sup>	57 units (including 4 stores)	2026	1,221m <sup>2</sup>	104 units
	Japan Pearl Center Revitalization Project	Brillia Kobe Old Foreign Settlement	Higashi-machi and Ito-machi, Chuo-ku, Kobe-shi, Hyogo	1952	744m <sup>2</sup>	—	2026 (scheduled)	744m <sup>2</sup>	53 units
	Higashi-Mukojima 2-chome 22 District Disaster Prevention Block Improvement Project	Brillia Hikifune	Higashi-mukojima 2-chome, Sumida-ku, Tokyo	—	—	—	2027 (scheduled)	1,246m <sup>2</sup>	99 units
	Toshoh Center Building Condominium Reconstruction Project	Brillia Tower Asakusa Yanagibashi	Yanagibashi 2-chome, Taito-ku, Tokyo	1970	2,404m <sup>2</sup> (registered area)	91 units	2027 (scheduled)	2,367m <sup>2</sup>	267 units
	Minoh Sunplaza No. 1 Redevelopment Project	MINOH MARKS	Minoh 6-chome, Minoh-shi, Osaka	1979	2,932m <sup>2</sup>	—	2028 (scheduled)	2,941m <sup>2</sup>	109 units
	Akimoto Building Minamidai Housing Reconstruction Project	Brillia Honancho	Minamidai 5-chome, Nakano-ku, Tokyo	1974	approx. 1,594m <sup>2</sup>	56 units (excluding rental housing and offices)	2028 (scheduled)	4,140m <sup>2</sup>	179 units

\* The number of dwelling units refers to the total for the entire property and does not represent Tokyo Tatemono's ownership share.

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### List of Redevelopment Projects of Urban Areas (as of the end of FY2025)

			Location	Year of completion	Number of dwelling units
Completed	Awaji-cho 2-chome Area	WATERRAS TOWER RESIDENCE	Awaji-cho 2-chome, Chiyoda-ku, Tokyo	2013	333 units
	Minami-Ikebukuro 2-chome Area A	Toshima Ecomusee Town (Toshima City Office, Brillia Tower Ikebukuro)	Minami-Ikebukuro 2-chome, Toshima-ku, Tokyo	2015	432 units
	Meguro Station Area	Brillia Towers Meguro	Kami-Osaki 3-chome, Shinagawa-ku, Tokyo	2017	940 units
	Higashi-Kanagawa 1-chome Area	Brillia Tower Yokohama Higashi-Kanagawa	Higashi-Kanagawa 1-chome, Kanagawa-ku, Yokohama-shi, Kanagawa	2019	110 units
	Takasaki Station East Exit Area 9	Brillia Tower Takasaki ALPHA RESIDENCIA	Azuma-cho, Takasaki-shi, Gunma	2020	225 units
	Shirokane 1-chome East Area (North)	SHIROKANE The SKY	Shirokane 1-chome, Minato-ku, Tokyo	2023	1,247 units
	Harumi 5-chome West Area	HARUMI FLAG	Harumi 5-chome, Chuo-ku, Tokyo	2023-2025	5,632 units
	JR Maebashi Station North Exit Area	Brillia Tower Maebashi	Omote-cho 2-chome, Maebashi-shi, Gunma	2024	203 units
	Hamamatsucho 2-Chome District	WORLD TOWER RESIDENCE	Hamamatsucho 2-chome, Minato-ku, Tokyo	2024	389 units
Started	Tsukishima 3-Chome North District	Grand City Tower Tsukishima	Tsukishima 3-chome, Chuo-ku, Tokyo	2026 (scheduled)	1,285 units
	Toyomi Area	THE TOYOMI TOWER MARINE & SKY	Kachidoki 6-chome, Toyomi-cho, Chuo-ku, Tokyo	2026 (scheduled)	2,046 units
	Tateishi Station North Exit Area		Tateishi 4-chome and 7-chome, Katsushika-ku, Tokyo	2030 (scheduled)	710 units

\* All of the above are Category I Urban Redevelopment Projects.

\* The number of dwelling units refers to the total for the entire property and does not represent Tokyo Tatemono's ownership share.

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### ● Corporate Governance

#### Board of Directors Related Data

Category	Scope of Collection	Unit	2021	2022	2023	2024	2025
<b>Number of Board of Directors meetings</b>	Tokyo Tatemono	Meetings	15	14	14	16	18
<b>Number of Directors</b>			12	12	12	12	12
Number of Executive Directors		Persons	7	7	7	7	6
Number of Non-Executive Directors (excluding Independent External Directors)			1	1	1	1	1
Number of Independent External Directors			4	4	4	4	5
Number of female Directors			1	1	1	1	2
<b>Percentage of independent external directors</b>		%	33.3	33.3	33.3	33.3	41.7
<b>Percentage of female directors</b>			8.3	8.3	8.3	8.3	16.7
<b>Average Board of Directors meeting attendance</b>		Years	100	99	99	99	99
<b>Average tenure of Directors* (including Independent External Directors)</b>			4.6	4.4	5.4	6.6	6.9

\* As of March 31 of each year.

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

Position	Scope of Collection	Number of Eligible Individuals	Total Amount by Type of Remuneration			Total Amount Paid (Million Yen)
			Fixed Remuneration (Million Yen)	Performance-Based Remuneration (Million Yen)	Share-Based Remuneration (Million Yen)	
<b>FY2022 total</b>	Tokyo Tatemono	16	377	171	37	586
Directors (excluding External Directors)		8	271	171	37	480
Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*)		2	52	—	—	52
External Officers		6	54	—	—	54
<b>FY2023 total</b>		19	435	240	42	717
Directors (excluding External Directors)	Tokyo Tatemono	10	322	240	42	604
Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*)		3	55	—	—	55
External Officers		6	58	—	—	58
<b>FY2024 total</b>		17	463	203	86	753
Directors (excluding External Directors)	Tokyo Tatemono	8	348	203	86	638
Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*)		2	55	—	—	55
External Officers		7	60	—	—	60
<b>FY2025 total</b>	Tokyo Tatemono	18	468	216	68	753
Directors (excluding External Directors)		8	336	216	68	621
Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*)		2	55	—	—	55
External Officers		8	77	—	—	77

\* Two External Audit and Supervisory Board Members.

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### ● Compliance

#### Reports and Consultations to the Helpline

Category		Scope of Collection	Unit	2021	2022	2023	2024	2025
Number of reports or consultations to the helpline		Tokyo Tatemono Group	Incidents	61	52	60	82	64
Reports				49	48	53	68	44
Consultations				12	4	7	14	20
Breakdown of reports and consultations	Labor issues			13	7	10	21	9
	Harassment			42	33	36	27	28
	Of which Sexual harassment			3	3	5	2	4
	Other human rights violations			—	—	0	0	0
Other		6	12	14	34	27		

#### Violation of Laws or Regulations and Related Sanctions

Category		Scope of Collection	Unit	2021	2022	2023	2024	2025
Number of incidents related to corruption or bribery		Tokyo Tatemono Group	Incidents	0	0	0	0	0
Number of incidents related to antitrust or anti-competitive behavior				0	0	0	0	0
Number of incidents related to the Code of Conduct				0	0	0	0	0
Number of incidents of non-compliance				0	0	0	0	0

#### Violation of Laws or Regulations in the Field of Socioeconomic Activities

Category		Scope of Collection	Unit	2021	2022	2023	2024	2025
Number of violations of laws or regulations in socioeconomic activities		Tokyo Tatemono Group	Incidents	0	0	0	0	0
Of which total amount of significant fines			Yes	0	0	0	0	0
Of which total number of sanctions other than fines			Incidents	0	0	0	0	0
Provisions for legal violations, lawsuits, etc., including those involving ESG issues			Yes	0	0	0	0	0

#### Violations Related to Product and Service Information and Labeling

Category		Scope of Collection	Unit	2021	2022	2023	2024	2025
Number of violations		Tokyo Tatemono Group	Incidents	0	0	0	0	0
Regulatory violations that resulted in fines or penalties				0	0	0	0	0
Regulatory violations that resulted in warnings				0	0	0	0	0
Violations of voluntary norms				0	0	0	0	0

#### Violations Related to Marketing Communications

Category		Scope of Collection	Unit	2021	2022	2023	2024	2025
Number of violations		Tokyo Tatemono Group	Incidents	0	0	0	0	0
Regulatory violations that resulted in fines or penalties				0	0	0	0	0
Regulatory violations that resulted in warnings				0	0	0	0	0
Violations of voluntary norms				0	0	0	0	0

#### Compliance Training (e-Learning: Compliance Code of Conduct) and Return Rate of Compliance Surveys

Category		Scope of Collection	Unit	2021	2022	2023	2024	2025
Training completion rate	Tokyo Tatemono Group	%	98.0	97.6	98.9	97.5	99.5	
	Tokyo Tatemono		100	100	100	100	100	
Return rate of compliance surveys	Tokyo Tatemono Group	%	73.2	76.3	80.0	81.6	80.1	

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## LRQA Independent Assurance Statement

### Relating to Tokyo Tatemono Group's Environmental and Social Data for the Fiscal Year 2025

This Assurance Statement has been prepared for Tokyo Tatemono Co., Ltd. in accordance with our contract.

**Terms of Engagement**  
LRQA Limited (LRQA) was commissioned by Tokyo Tatemono Co., Ltd. ("the Company") to provide independent assurance on its environmental and social data ("the report") within its Sustainability Report, its Integrated Report and its corporate website for the fiscal year 2025, that is from 1 January 2025 to 31 December 2025, within its corporate website against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using ISAE 3000(Revised) and ISO 14064-3:2019 for greenhouse gas ("GHG") emissions.


Our assurance engagement covered the Company and its consolidated subsidiaries' operations and activities in Japan and overseas and specifically the following requirements:

- Verifying conformance with the Company's reporting methodologies
- Evaluating the accuracy and reliability of data for the selected indicators of the fiscal year 2025 listed below:

<p><b>Environmental indicators</b><sup>1</sup> [Property subject to reporting obligations under the Act on the Rational Use of Energy]<sup>2</sup></p> <ul style="list-style-type: none"> <li>Energy consumption (in kilo-liter of crude oil equivalent)</li> </ul> <p>[The Company (non-consolidated) Office Building Business]</p> <ul style="list-style-type: none"> <li>Usage amount of renewable energy (kWh)</li> <li>The ratio of renewable energy (%)</li> <li>The amount of renewable energy generated (kWh)</li> </ul> <p>[Long-term owned buildings and commercial facilities where the Company has energy management authority]</p> <ul style="list-style-type: none"> <li>Potable water and groundwater use (m<sup>3</sup>)</li> <li>Recycled water use (m<sup>3</sup>)</li> <li>Waste emissions (tonnes)</li> <li>Recycled waste amount (tonnes)<sup>3</sup></li> <li>Ratio of recycled waste (%)</li> </ul> <p>[The Company and its subsidiaries' operations and activities]</p> <ul style="list-style-type: none"> <li>Scope 1 GHG emissions (tCO<sub>2</sub>)<sup>4</sup></li> <li>Scope 2 GHG emissions (Market-based) (tCO<sub>2</sub>e)</li> <li>Scope 3 GHG emissions (Category 1-15) (tCO<sub>2</sub>e)</li> <li>Energy consumption (in kilolitres of crude oil equivalent)</li> <li>Usage amount of renewable energy (kWh)</li> </ul>	<p><b>Social indicators</b><sup>5</sup></p> <ul style="list-style-type: none"> <li>Number of lost time injuries</li> <li>Lost time injury frequency rate</li> <li>Average number of annual paid leave utilization days</li> <li>Average annual paid leave utilization rate</li> <li>Health checkup rate</li> <li>Employment rate of persons with disabilities<sup>6</sup></li> <li>Total days lost due to absenteeism</li> <li>Ratio of absenteeism</li> <li>Turnover rate (full-time employee turnover) (of which, voluntary resignation)<sup>7</sup></li> </ul>
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<sup>1</sup> GHG quantification is subject to inherent uncertainty.  
<sup>2</sup> The scope covers the real estate owned by the Company and subject to reporting obligations under the Act on the Rational Use of Energy.  
<sup>3</sup> The recycled waste amount is calculated based on the assumptions set by the Company.  
<sup>4</sup> The scope is limited to energy-related CO<sub>2</sub> emissions, excluding emissions resulting from fluorocarbon leakage and other greenhouse gases.  
<sup>5</sup> The reporting period for social indicators, unless otherwise stated, is from 1 April 2025 to 31 March 2026. The scope covers limited to the Company.  
<sup>6</sup> Employment rate of persons with disabilities is as of 1 June 2025.  
<sup>7</sup> The reporting period for turnover rate is from 1 January 2025 to 31 December 2025.

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- The ratio of renewable energy (%)
- The amount of renewable energy generated (kWh)

LRQA's responsibility is only to the Company. LRQA disclaims any liability or responsibility to others as explained in the end footnote. The Company's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of the Company.

**LRQA's Opinion**  
Based on LRQA's approach nothing has come to our attention that would cause us to believe that the Company has not, in all material respects:

- Met the requirements of the Company's criteria
- Disclosed accurate and reliable environmental and social data

The opinion expressed is formed on the basis of a limited level of assurance<sup>8</sup> and at the materiality of the professional judgement of the verifier.

**LRQA's Approach**  
LRQA's assurance engagements are carried out in accordance with ISAE3000 (Revised) and ISO 14064-3:2019 for GHG emissions. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing the Company's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification;
- Interviewing with key people responsible for compiling the data and drafting the report;
- Sampling datasets and tracing activity data back to aggregated levels;
- Verifying the historical Environmental / Social data and records for the fiscal year 2025;
- Visiting the Company's head office, Shijo Karasuma FT Square, and Nagoya Prime Central Tower to assess whether the data management systems have been effectively implemented.

The Report includes a deduction from the Company's emissions of 31 tonnes CO<sub>2</sub> relating to offsets. We have verified that these offsets were acquired and that their inclusion in the Report is reasonable. We have not performed any procedures regarding the providers of these offsets and express no opinion on whether they have, or will, result in a reduction of GHG.

**Observations**  
It is expected that the Company continues to maintain and perform ongoing review, monitoring, and reporting of the assumptions and underlying premises used in the calculations.

**LRQA's Standards, Competence and Independence**  
LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 Greenhouse gases - Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition and ISO/IEC 17021-1 Conformity assessment - Requirements for bodies providing audit and certification of management systems - Part1: Requirements that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

<sup>8</sup> The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

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LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This is the only work undertaken by LRQA for the Company and as such does not compromise our independence or impartiality.

Signed:  

Dated: 8 June 2026

Shotaro Kawabata  
LRQA Lead Verifier  
On behalf of LRQA Limited  
10th Floor, Queen's Tower A, 2-3-1 Minatomirai, Nishi-ku, Yokohama, JAPAN

Kazuyori Yukinaka  
LRQA Technical Reviewer

LRQA reference: YKA0000035

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Published: June 2026