

# Sustainability Report 2025



Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

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- Sustainability Promotion Framework
- Material Issue KPIs and Targets
- Stakeholder Engagement
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- Biodiversity
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- Supply Chain Management
- Improving Quality and Customer Satisfaction
- Revitalizing and Utilizing Real Estate Stock
- Contributing to Local Society and Communities
- Human Resource Development
- Health Management / Occupational Health and Safety
- Diversity & Inclusion

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Since our founding in 1896, the Tokyo Tatemono Group has worked as a property developer to build a prosperous society through urban development.

With our corporate philosophy of “Trust beyond the era,” under which we have earned our century-old trust, we aim to create a sustainable society and improve our corporate value as a member of society by finding solutions to various social issues.

Corporate Philosophy

# Trust beyond the era

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

Corporate Stance

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

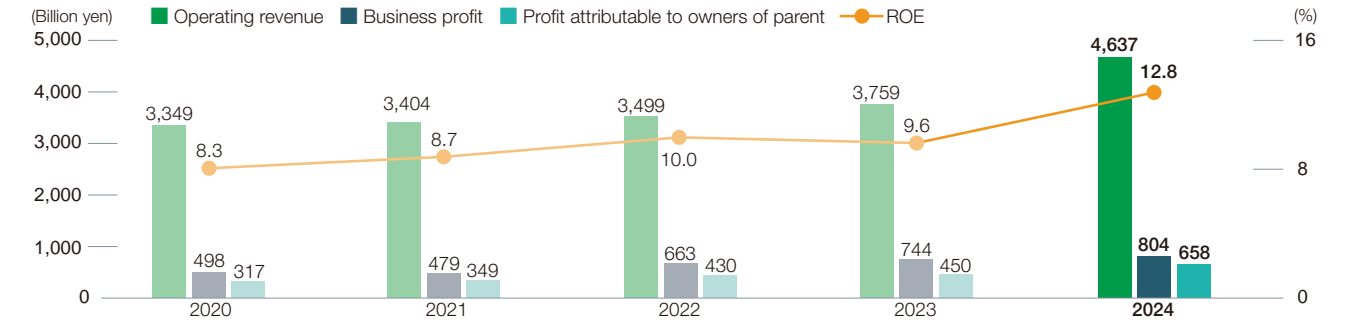


Company Profile (as of December 31, 2024)

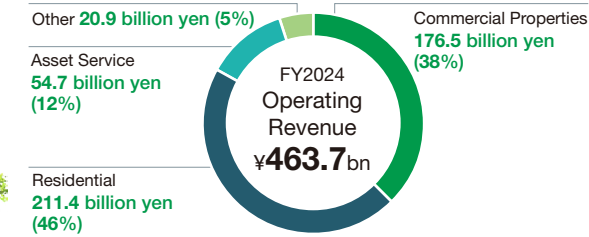
Company Name	Tokyo Tatemono Co., Ltd.	Commercial Properties (development, sale, lease, operation, and management of office buildings, commercial facilities and logistics facilities), Residential (development, sale, lease, and management of condominiums), Asset Solutions (real estate sale, brokerage, and consulting; parking lot development and operation), Other (Leisure Business, Asset Management Business, Overseas Business)
Head Office	Tokyo Tatemono Yaesu Building, 1-4-16 Yaesu, Chuo-ku, Tokyo 103-8285 * The head office location on the commercial registration is 1-9-9	<a href="#">Our Business</a>
Representative	Katsuhito Ozawa, Representative Director, President and Chief Executive Officer	
Established	October 1, 1896	
Capital	92,451 million yen	
Business Segments		Number of Employees: 830
		Number of Consolidated Employees: 4,925
		Number of Consolidated Subsidiaries: 39
		Number of Affiliates Accounted for by the Equity Method: 29

Financial Highlights

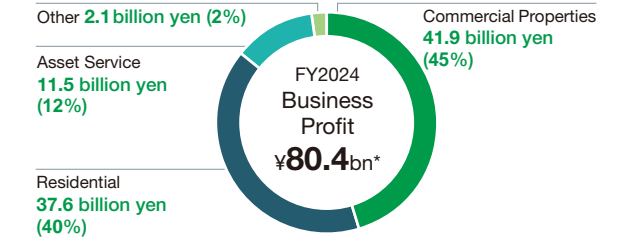
Operating Revenue, Business Profit, Profit Attributable to Owners of Parent, and ROE



Operating Revenue per Segment



Business Profit per Segment



\* Business profit includes -¥242 million in eliminations of intersegment transactions other than those above and -¥12,563 million in Group-wide expenses not allocated to each reportable segment, as adjustments to segment profit.

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Editorial Policy

The Tokyo Tatemono Group publishes sustainability-related information to communicate to all our stakeholders about our role in helping to realize a sustainable society and our initiatives in this area. All information concerning our sustainability initiatives is posted on our website, which is divided into two sections: the sustainability website, which is designed to provide easy-to-understand information to all stakeholders; and the Sustainability Report, which is our annual report. We have enhanced the level of quantitative data provided in the Sustainability Report, with the aim of providing comprehensive and detailed information on our initiatives. We have selected themes that the Tokyo Tatemono Group considers important to society and our customers and for each theme, reported on our approach, indicators, and results for fiscal 2024.

Publication Date

1st Edition: June 2025 (Published)  
2nd Edition: October 2025 (Updated)  
3rd Edition: January 2026 (Updated)  
4th Edition: March 2026 (Updated)  
(previous report published June 2024, next scheduled report June 2026)

Reporting Period

The period covered by this report addresses our activities in FY2024 (January 1, 2024 to December 31, 2024). The report also presents some other information that is not limited to the fiscal year under review. Certain items in the Data section correspond to the period between April and March of the following fiscal year.

Scope of Coverage

This report primarily focuses on activities of Tokyo Tatemono Co., Ltd. However, some sections cover activities across the entire Tokyo Tatemono Group or group companies. Activities of Tokyo Tatemono Co., Ltd. are described using "Tokyo Tatemono." Activities of the entire group are described using "Tokyo Tatemono Group." Any exceptions, such as reporting beyond the scope of this table, are noted separately where relevant.

Reporting Scope		Percentage in Group Total *2	
		% of Sales	% of Employees
Tokyo Tatemono Group *1	(All businesses)	100%	100%
Tokyo Tatemono	Commercial Properties Business	70.2%	16.9%
	Residential Business	41.0%	
		58.5%	

\*1 Refers to Tokyo Tatemono Co., Ltd. and its 39 consolidated subsidiaries in Japan and overseas.  
\*2 For data coverage, % of sales applies to data related to business activities, while % of employees applies to personnel data.

Referenced Guidelines

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

- GRI Standard Content Index
- SASB Comparison Table

Third-party Assurance

Tokyo Tatemono underwent a third-party quality assurance evaluation by LRQA Limited in connection with certain environmental and social data to ensure the integrity of the data within this report. The type of data and numerical figures subject to this evaluation are indicated with ✓.

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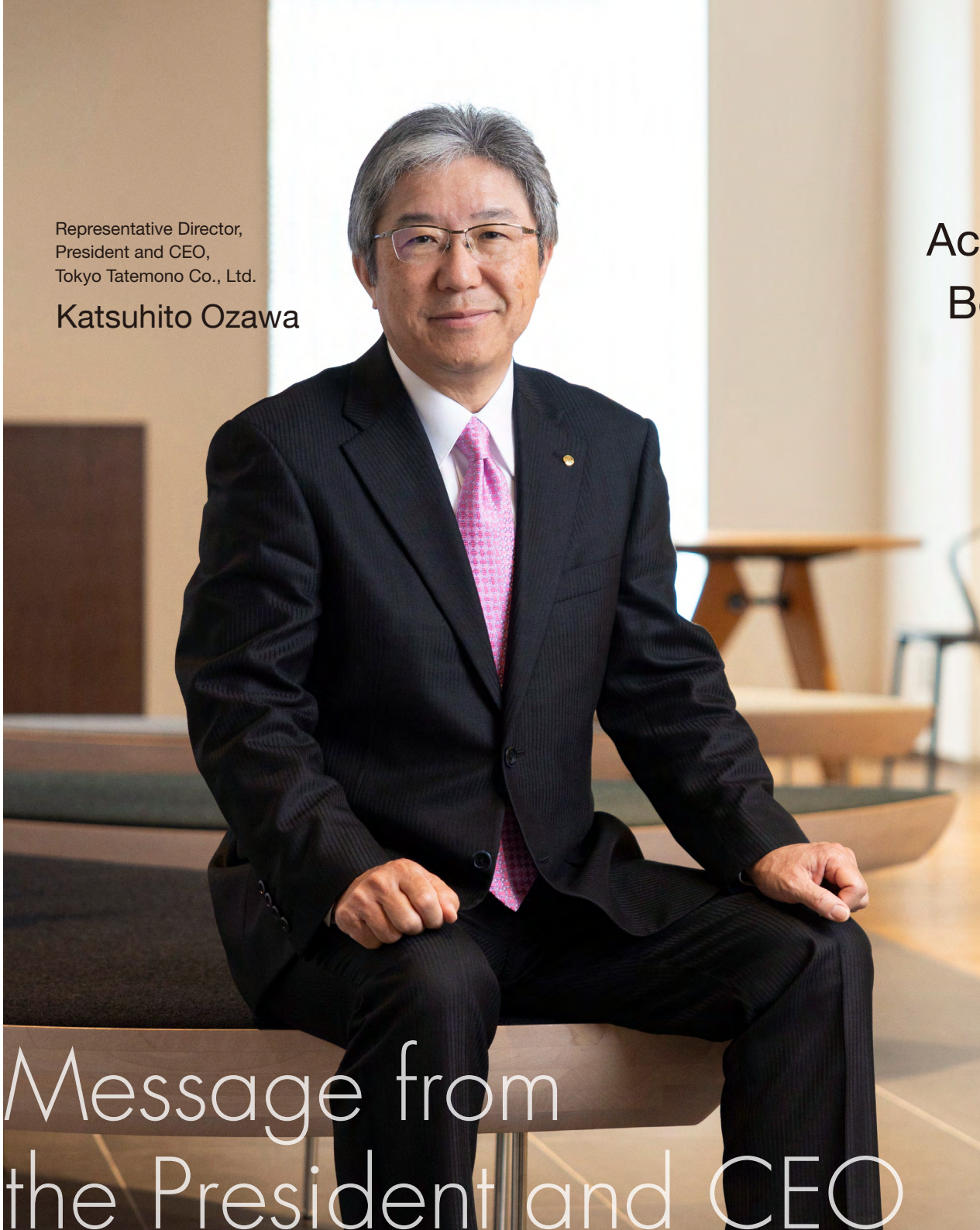
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Representative Director,  
President and CEO,  
Tokyo Tatemono Co., Ltd.  
**Katsuhito Ozawa**

Message from  
the President and CEO



# Achieving a Higher Level of Balance Between Solving Social Issues and Growing as a Company to Forge a Sustainable Future

Tokyo Tatemono was founded in 1896 by Zenjiro Yasuda, the founder of the Yasuda Zaibatsu, with a mission to modernize real estate transactions and promote urban development. Since its founding, the company has upheld the principles championed by Yasuda: putting customers first and maintaining an enterprising spirit in anticipation of the changing times. These have served as the foundation of the company's operations. Through its real estate business, Tokyo Tatemono has continuously worked to solve social issues while pursuing growth as a company, allowing it to sustain operations for nearly 130 years. Our long-term vision expresses our determination to become a good company for all stakeholders by pursuing both the resolution of social issues and the growth as a company at a higher level as a Next-Generation Developer. That determination is the embodiment of Tokyo Tatemono Group's views and commitment toward sustainability.

On a personal level, I became acutely aware of the growing sense of urgency surrounding sustainability in society during the Great East Japan Earthquake on March 11, 2011. The devastating natural disaster caused tremendous damage, triggering a renewed scrutiny of efforts to build a sustainable society. At the time, I was temporarily assigned to Tokyo Tatemono Realty Investment Management, a group company of Tokyo Tatemono and the asset management company for the J-REIT\*1 in which Tokyo Tatemono has invested.\*2 Because J-REITs are composed of aggregated real estate assets, they have made efforts to meet the demands of capital markets and individual investors by ensuring transparency through proactive disclosure since the early days of the market. Information regarding the impact of the earthquake on portfolio properties was of great importance to both domestic and international investors. However, in an unprecedented emergency like the Great East Japan Earthquake, ensuring the suitability of disclosures became a major challenge. Immediately after the earthquake,

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although it was difficult to gather and disclose information, we worked closely with Tokyo Tatemono, which managed the properties, to collect as much information as possible. Prioritizing speed, we disclosed information on the extent of physical damage in both Japanese and English in the early morning hours, around 2 or 3 a.m., on the day following the disaster. This disclosure was later highly praised by investors and others. It reaffirmed the importance of not only responding appropriately to changes in the social environment and emergencies but also of consistently disclosing information transparently.

Since its founding, Tokyo Tatemono has pursued the creation of social value through our real estate business by modernizing real estate transactions and promoting urban development. I believe that our longevity, spanning nearly 130 years, is a result of remaining true to this mission. We remain committed to carrying this mission forward into the future.

<sup>\*1</sup> Japan Prime Realty Investment Corporation.  
<sup>\*2</sup> Temporarily assigned from 2009 to 2015. At the time, the company's name was Tokyo Realty Investment Management.

### The Relationship Between Our 2030 Long-Term Vision and Sustainability

In 2020, Tokyo Tatemono Group announced its long-term vision, Becoming a Next-Generation Developer, setting a target around the year 2030. The group's aim is to be a good company for stakeholders by leveraging our businesses to solve social issues and achieve higher levels of growth as a company. To clarify the target timeframe, we have recently revised "around 2030" to "2030."

To achieve our long-term vision, in 2021 we identified 14 key material issues to address that represent the shared value we aim to create with society through our business. From a sustainability perspective, we particularly focus on material issues such as "contributing to a safe and secure society" and "addressing the diverse needs of customers and society." These material issues are categorized under social value creation, which includes "creating value of place and value of experience" and "coexistence with the

Earth and the environment."

To reach our goals by the target year of 2030, we have positioned our medium-term business plans as milestones: the previous 2020–2024 plan as the "hop" stage and the current 2025–2027 plan as the "step" stage.

The previous plan emphasized the advancement of ESG management, and our ongoing inclusion in ESG indexes and strong evaluations from ESG rating agencies, which are among the benchmarks, have led us to believe that our progress in this area has been positively recognized. While advancing ESG management remains one of our goals, achieving a higher level of balance between the resolution of social issues and the growth as a company, as called for in our long-term vision, is also of critical importance. To fulfill that objective, our current medium-term plan focuses on evolution of our management infrastructure as the basis for achieving it. In the current medium-term plan, we have once again placed sustainability, which encompasses the environment, society, and governance, alongside human capital and digital transformation (DX), as a key foundation for enhancing our management infrastructure. By clearly defining sustainability as an essential part of our management infrastructure during this "step" (growth) stage, we aim to accelerate and strengthen our collective efforts to achieve the long-term vision.

Because real estate development often requires long timeframes before tangible results appear, the three years covered by the current medium-term plan will be especially important for achieving the 2030 targets laid out in the long-term vision. The same applies to our environmental targets for 2030. It is important that we monitor progress during the current medium-term period through 2027 as a milestone and leverage those results in the final phase beginning in 2028.



### Building Cross-Sector Partnerships to Make the City of Tokyo a Global Sustainability Leader

Since its founding in 1896, Tokyo Tatemono has maintained a strong presence in its core focus areas of Yaesu, Nihonbashi, and Kyobashi (YNK). Currently, we are promoting the large-scale Yaesu redevelopment project, named TOFROM YAESU, which includes the site of our former headquarters along Yaesu-dori. With TOFROM YAESU as a starting point, we will continue working to revitalize the YNK area, enhance its value, and foster vibrancy through another major redevelopment project in the Yaesu area, the Gofukubashi Project, as well as other initiatives. The long-term added value that we contribute to the YNK area through these efforts can be seen as a core part of our purpose as a company.

However, increasing the future value of the YNK area is not something that we can achieve alone. It is essential that we collaborate with local landowners, companies based in the area, and the various public, private, and academic stakeholders active in the region. For example, to improve the area's overall environmental performance, we plan to introduce high-efficiency cogeneration systems (CGS) in projects like TOFROM YAESU and

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the Gofukubashi Project. These will be combined with systems such as CGS direct waste heat recovery, CGS waste-heat chillers, and thermal storage tanks to build an efficient district heating and cooling (DHC) plant. We also plan to enable energy sharing with existing DHC plants to promote efficient energy use throughout the area. We are also considering smart initiatives that involve centralizing and utilizing environmental data such as temperature and humidity in buildings within the YNK area, along with human traffic data from workers and visitors, to optimize energy efficiency and reduce environmental impact. By working not only with private-sector data but also in partnership with government agencies to gather and utilize public infrastructure data, we believe we can optimize our smart development efforts to achieve even greater efficiency.

Additionally, not only are we planning a variety of initiatives to improve worker wellbeing at TOFROM YAESU, but we are also considering collaborations with other companies in the YNK area to transform the district into a more walkable neighborhood. Our vision is to create a lively district where people naturally enjoy walking and experience a sense of wellbeing simply by being there. We also hope to expand the reach of our partnerships beyond the YNK area to the diverse group of companies engaged in various initiatives in the Marunouchi area across from Tokyo Station. We believe that strengthening collaboration throughout the Tokyo Station area, which stands as the center of the nation, would be an ideal way to further enhance its overall value. It is our view that these efforts will increase Tokyo's overall appeal and strengthen its competitiveness as an international city.

## Working Toward the Realization of Sustainable Development

The Sustainable Development Goals (SDGs) are widely recognized as international targets for creating a more sustainable and better world by 2030. In our long-term vision, we have committed to contributing to the SDGs as part of our efforts to solve various social issues. With an awareness of “coexistence with the Earth and the environment,” which is a shared value with society that we realize through our business, we have identified “promotion of a decarbonized society” and “promotion of a recycling-oriented society” as material issues for realizing our long-term vision.

The term “sustainable development,” as used in the SDGs, was defined in 1987 by the United Nations’ World Commission on Environment and Development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs,” and is regarded as a concept that aims for the coexistence of environment and development.

We are advancing various initiatives to realize sustainable development in future projects, building management, and operations.

Buildings inevitably deteriorate physically over time, but we believe that, for example, in office buildings, making workers feel comfortable on the job, and in condominiums, making residents feel at home where they live, can not only prevent a decline in asset value but even enhance it.

In condominiums sold by Tokyo Tatemono, we have launched post-sale initiatives such as collecting used cooking oil, clothing, and miscellaneous items, as well as improving the conditions of waste disposal areas, and these efforts have received very positive feedback from residents. Typically, the management association assumes responsibility for common areas after a condominium is sold, but Tokyo Tatemono Group actively proposes various initiatives to these associations in an effort to maintain and enhance property value through intangible means.

We previously mentioned our smart development initiatives in the YNK area. At its core, smart development involves collecting

various types of data using the latest digital technologies and centrally managing this data to optimize operations in what can be described as a data-driven approach. As smart development progresses and more data is accumulated, we believe that by leveraging this to its fullest, we can achieve greater efficiency and performance, enabling us to maintain and even enhance asset value over the long term.

## To Our Stakeholders

In the past, corporate management was centered on shareholder capitalism, which focused primarily on shareholder returns and financial performance. Today, however, we believe that a shift is underway toward multi-stakeholder capitalism, which calls for contributing to and co-creating value with all stakeholders, including customers, local communities, business partners, and employees.

In response to this shift, Tokyo Tatemono Group is committed to building strong relationships with stakeholders and being a “good company” for them. As mentioned at the beginning, we will continue to vigorously drive our transformation into a Next-Generation Developer by achieving a higher level of balance between solving social issues through our business and growing as a company. By taking a wide range of sustainability-related measures and disclosing relevant information in a timely and appropriate manner, we will engage in active dialogue with our stakeholders and carefully listen to their feedback. In doing so, the Group will work together as a unified entity to create social value and sustainably enhance our corporate value. We are sincerely grateful for your continued understanding and support of the Tokyo Tatemono Group.

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# Long-term Vision and Materiality

## Sustainability Promotion of the Tokyo Tatemono Group

We live in a time of profound change. We are experiencing shifting demographics, growing diversity among personal values, ever-accelerating technological development, and more. Amidst these uncertainties, a broad range of challenges to achieving social sustainability have emerged. At the Tokyo Tatemono Group, in order to fulfill the role required of us as a developer, we have set forth our long-term vision for 2030, “Becoming a Next-Generation Developer,” and aim to be a good company for all stakeholders. We will achieve this by striking a high level of balance between solving social issues and growing as a company.

On our path to realizing our long-term vision, we have identified materiality with an awareness of our shared values with society that we realize through our business. To realize sustainability management, which is one of our shared values with society, we have established a framework centered on the Sustainability Committee and are working to promote and enhance sustainability initiatives throughout the Group.

In addition, in our Medium-term Business Plan (FY2025–2027) formulated to realize our long-term vision, we have set Sustainability (Environment, Society, and Governance) as a key factor for Evolution of management Infrastructure to support growth. We will continue to promote a range of sustainability initiatives that contribute to the solution of material issues.

 **Long-term Vision, Medium-term Business Plan**

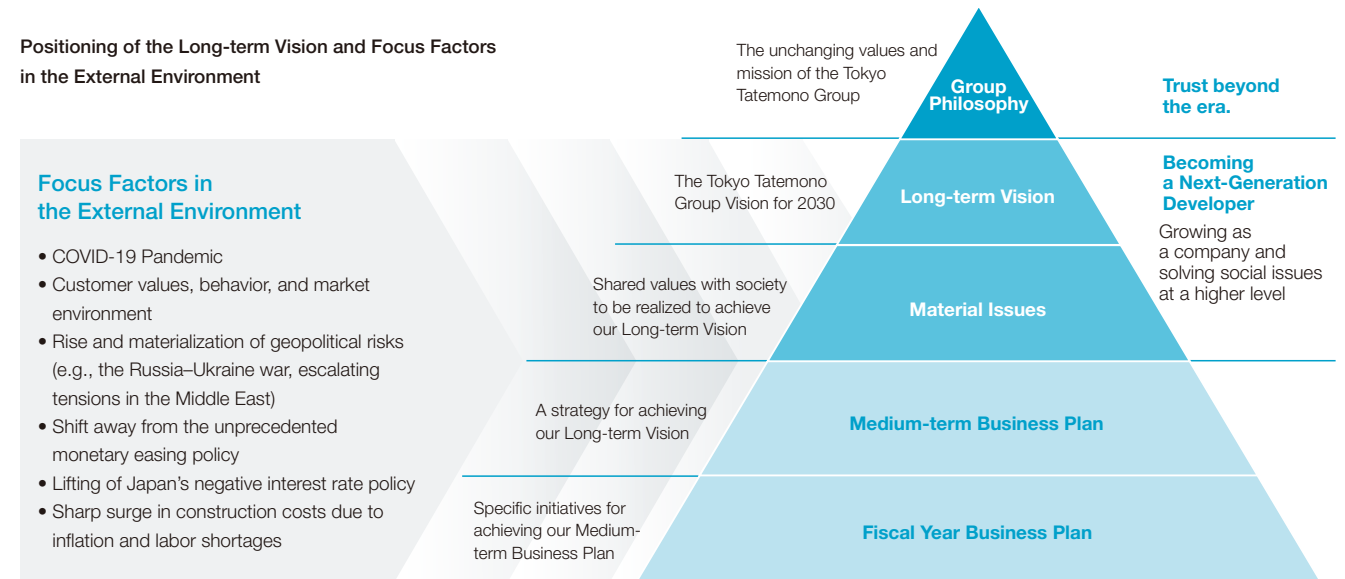


## Becoming a Next-Generation Developer

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

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

**Positioning of the Long-term Vision and Focus Factors in the External Environment**



**Contribute to the SDGs**

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

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Long-term Vision and Materiality

**Materiality of the Tokyo Tatemono Group**

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

Since 2020, we have been revising these material issues in order to achieve the Group long-term vision. This has been in response to major changes in the social landscape and people's values, such as with the COVID-19 pandemic. In the higher level realization of solving social issues and growing as a company set forth in the Group's long-term vision, we have identified 14 material issues from the perspective of both social value creation and value creation platforms, with an awareness of our shared values with society that we realize through our business.

**Current Materiality Identification Process**



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

**Materiality of the Tokyo Tatemono Group**

	Material issues	Shared values with society	Contribution to SDGs
Social value creation	<b>Strengthening Tokyo's competitiveness as an international city</b>	Creating value of place and value of experience	
	<b>Contributing to a safe and secure society</b>		
	<b>Community building and revitalization</b>		
	<b>Wellbeing</b>		
	<b>Addressing the diverse needs of customers and society</b>		
	<b>Value co-creation and innovation</b>		
	<b>Social implementation of technology</b>		
Value creation platform	<b>Revitalizing and utilizing real estate stock</b>	Coexistence with the Earth and the environment	
	<b>Promoting a decarbonized society</b>		
	<b>Promoting a recycling-oriented society</b>		
Value creation platform	<b>Improve employee growth and job satisfaction</b>	Value-creating talent	
	<b>Diversity &amp; Inclusion</b>		
	<b>Advancement of governance</b>	Realizing sustainability management	
	<b>Strengthen risk management framework</b>		

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# Sustainability Promotion Framework

## Governance

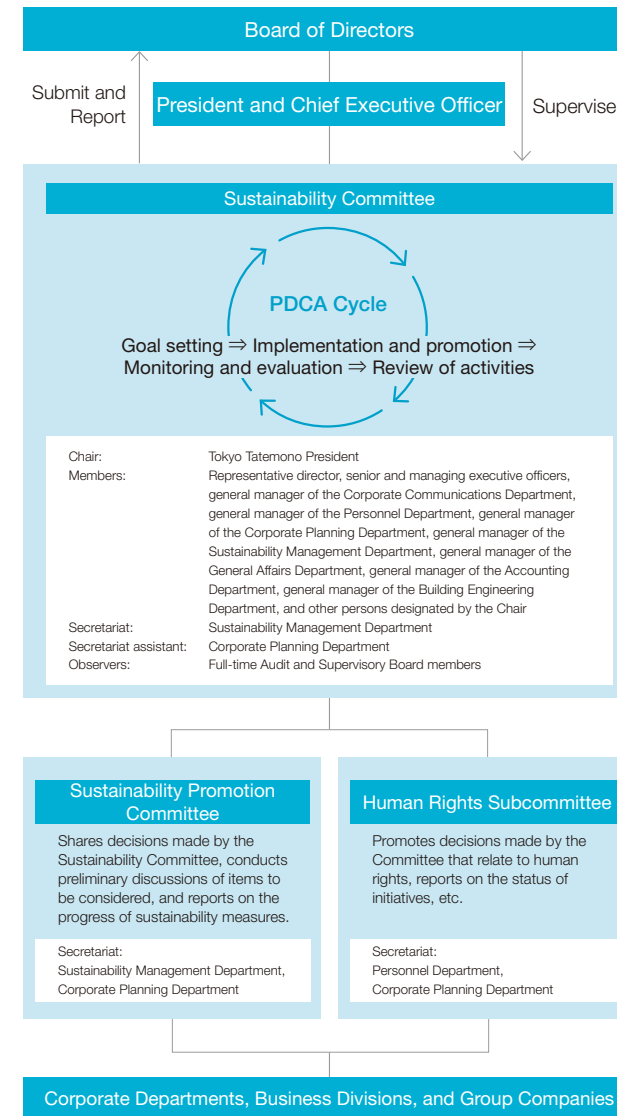
To consistently pursue sustainability measures across the entire Group, Tokyo Tatemono established the Sustainability Committee, chaired by our president. The Sustainability Promotion Committee and Human Rights Subcommittee were also established under the Sustainability Committee.

The Sustainability Committee, like the Executive Committee, Risk Management Committee, and Internal Control Committee, is under the direct control of the president. It meets in principle at least twice a year to deliberate and discuss matters related to the formulation of the Group's sustainability policies, the development of systems, the setting of indicators and targets, and the monitoring and evaluation of progress. Important matters deliberated and discussed by the Sustainability Committee are submitted to or reported to the Board of Directors, which makes decisions on important sustainability-related matters, monitors the implementation status of individual measures, and supervises the overall promotion of the Group's sustainability initiatives. The Sustainability Promotion Committee shares decisions of the Sustainability Committee, under which it sits, conducts preliminary discussions for consideration, and reports on the progress of the Group's sustainability measures. Similarly, the Human Rights Subcommittee promotes decisions made by the Sustainability Committee, under which it sits, regarding human rights and reporting and discussing the status of initiatives.

**Frequency of Meetings and Main Agenda Items of the Sustainability Committee (FY2024)**

Theme	Times held
Progress toward material issue (environmental and social) KPIs and targets (PDCA Cycle Management)	2
Progress of supply chain management initiatives (PDCA Cycle Management)	

**Sustainability Promotion Framework Chart**



## Risk Management

Tokyo Tatemono has established a Risk Management Committee chaired by the president to oversee risk management for the Tokyo Tatemono Group. At the Risk Management Committee, we formulate annual risk management plans, evaluate and analyze material management risks (priority risks), formulate preventive measures and countermeasures, and periodically monitor the status of countermeasures. Also, we have created a system to oversee risk management for Tokyo Tatemono, where the Tokyo Tatemono president is the Chief Risk Management Officer, and department general managers are Risk Management Officers.

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

[Risk Management \(p. 87\)](#)

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## Material Issue KPIs and Targets

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

Regarding the environment, based on our material issue, promoting a decarbonized society, by fiscal 2030, we aim to reduce Scope 1 and 2 CO<sub>2</sub> Emissions by 46.2% and Scope 3 emissions by 40%, compared to fiscal 2019 levels, and aim for net zero CO<sub>2</sub> emissions by fiscal 2050. We have obtained SBT (Science Based

Targets) certification for our fiscal 2030 target as being aligned with the 1.5°C pathway, which aims to limit the global average temperature rise to 1.5°C above pre-industrial levels. We have also set and are promoting goals related to the development of zero energy buildings and homes (ZEB and ZEH), shift to renewable energy, and acquisition of green building certifications as process goals to achieve medium- and long-term targets to reduce greenhouse gas emissions. We have also set targets based on the material issue, promoting a recycling-oriented society, and we have

incorporated action plans into the business plans of each business division or business department to achieve these targets.

Regarding society, we have set targets based on the material issues of improving employee growth and job satisfaction and diversity and inclusion.

We have developed a PDCA cycle by monitoring the progress toward the targets at the Sustainability Committee.

In addition, the Board of Directors monitors and oversees the progress toward the targets.

## Material Issue KPIs and Targets

## Environmental

Material issues	Items	Scope of coverage	KPI and targets		Unit	Track records			Details	
						2022	2023	2024		
Promoting a decarbonized society	Reduction in greenhouse gas emissions	All Businesses*1	Scope 1, 2 and 3	Net zero CO <sub>2</sub> emissions by FY2050	CO <sub>2</sub> emissions	t-CO <sub>2</sub>	1,015,172	984,407	1,406,137	P.30
			Scope 1 and 2	46.2% reduction in CO <sub>2</sub> emissions compared to FY2019 levels by FY2030*3	CO <sub>2</sub> emissions	t-CO <sub>2</sub>	72,213	44,283	43,450	
			Scope 3*2	40% reduction in CO <sub>2</sub> emissions compared to FY2019 levels by FY2030*3	Reduction rate compared to FY2019	%	15.9	48.4	49.4	
					CO <sub>2</sub> emissions	t-CO <sub>2</sub>	596,335	621,989	831,460	
	Promotion of zero-energy buildings and homes*4	Commercial Properties Business	Develop ZEB for, in principle, all new office buildings and logistics properties*5	Percentage of ZEB developments	%	(Not applicable)	(Not applicable)	(Not applicable)	P.31	
		Residential Business	Develop ZEH for, in principle, all new condominiums for sale or rent*6	Percentage of ZEH developments	%	(Not applicable)	100.0 (Applies to 1 property)	100.0 (Applies to 8 properties)		
	Shift to renewable energy	All Businesses*1	Procure 100% of electricity consumed in business activities from renewable energy sources by FY2050	Percentage of electricity from renewable sources	%	11.2	31.1	43.0	P.30	
						Commercial Properties Business	Procure 100% of electricity consumed at owned properties from renewable energy sources by FY2030	Percentage of electricity from renewable sources		%
	Acquisition of Green Building Certification*8	Commercial Properties Business	Acquire Green Building Certification for, in principle, all new office buildings, logistics properties, and condominiums for rent*9	Percentage of green building certifications acquired	%	(Not applicable)	(Not applicable)	(Not applicable)	P.45	
						Residential Business				

\*1 Applies to the Tokyo Tatemono Group.

\*2 Applies to Scope 3 categories 11 and 13.

\*3 In FY2019, CO<sub>2</sub> emissions for Scope 1 and 2 were 85,870t-CO<sub>2</sub> and Scope 3 (categories 11 and 13) were 607,511t-CO<sub>2</sub>.

\*4 In addition to "ZEB" and "ZEH(-M)", includes Nearly ZEB, ZEB Ready, ZEB Oriented, Nearly ZEH(-M), ZEH(-M) Ready, and ZEH(-M) Oriented.

\*5 Applies to new buildings for which design work began in January 2023 or later. Excludes certain properties such as joint venture properties or properties with special uses.

\*6 Applies to new buildings for which design work began in June 2021 or later. Excludes certain properties such as joint venture properties or properties with special uses.

\*7 Following a close examination of data, figures have been revised.

\*8 Mainly refers to, but is not limited to, DBJ Green Building certification, CASBEE building and BELS (Building Energy Saving Performance Labeling System) certification.

\*9 Applies to new buildings for which design work began in January 2023 or later. Excludes certain properties such as joint venture properties or properties with special uses.

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Material issues	Items	Scope of coverage	KPI and targets	Unit	Track records			Details	
					2022	2023	2024		
Promoting a recycling-oriented society	Reduction of waste emissions	Long-term buildings*10	By FY2030, 20% reduction in the rate of waste emissions intensity compared with FY2019*11	Waste emissions intensity*12	t/Thousand m <sup>2</sup>	5.3	5.3	5.3	P. 42
				Reduction rate compared to FY2019*12	%	28.4	28.4	28.4	
	Waste recycling promotion	Long-term buildings*10	By FY2030, achieve a waste recycling rate of 90%	Waste recycling rate*12	%	60.9	58.4	60.8	P. 42
	Reduction of water use	Long-term buildings*13	Reduction of water use intensity compared to the previous year*14	Water use intensity (YoY change)	m <sup>3</sup> /m <sup>2</sup>	0.76 (0.08)	0.79 (0.03*)	0.84 (0.05)	P. 40
Promoting a decarbonized society / Promoting a recycling-oriented society	Promotion of the use of wood materials	Office buildings with total floor area exceeding 30,000m <sup>2</sup>	By FY2030, install gray water*15 treatment facilities at, in principle, all new office buildings with a total floor area of more than 30,000m <sup>2</sup>	Percentage of properties with gray water facilities	%	— (Not applicable)	— (Not applicable)	— (Not applicable)	P. 41
		Long-term buildings, condominiums for sale or rent	By FY2030, use domestic timber and certified timber in the interior and furniture of common areas of all new office buildings, for-sale and for-rent condominiums	Percentage of properties using domestic/certified timber	%	13.0*7 (Applies to 23 properties)	7.1*7 (Applies to 14 properties)	23.8 (Applies to 21 properties)	P. 33
	Condominiums for sale or rent	By FY2026, develop for-sale and for-rent condominiums that use timber for major structural components*16	—	—	—	—	No developed properties		
	Collaborating and Co-creating with Customers	Long-term buildings	Communicate with tenants about sustainability at least 4 times a year	—	—	Achieved	Achieved	Achieved	P. 34
	Condominiums for sale or rent	Communicate with residents and plan and implement sustainability measures	—	—	Achieved	Achieved	Achieved	P. 42	

\*10 Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights and for which we have submitted plans for the reuse and reduction of waste materials.  
 \*11 In FY2019, waste emissions intensity of production were 7.4 t/thousand m<sup>2</sup>. Waste emission intensity per 1,000 m<sup>2</sup> of floor area.  
 \*12 From FY2024 the data collection period was changed to January to December. (Until FY2023 it was April to March.)  
 \*13 Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights.  
 \*14 Water use intensity per m<sup>2</sup> of shared floor area.  
 \*15 Recycled water derived from rainwater and miscellaneous wastewater generated in buildings (e.g., wastewater from cooling towers and tenants' kitchens). It is reused for non-potable purposes such as toilet flushing and watering plants.  
 \*16 This KPI/Target was newly set in 2024.

Social

Material issues	Items	Scope of coverage	KPI and targets	Unit	Track records			Details
					2022	2023	2024	
Improve employee growth and job satisfaction	Promotion of skills development	Tokyo Tatemono	Average training time per employee: 15 hours or more each fiscal year	Hours	15.8	15.2	16.0	P. 70
		Tokyo Tatemono	Career training participation rate: 100% each fiscal year	%	100	100	100	
	Promotion of health management	Tokyo Tatemono	Health check-up rate*1: 100% each fiscal year	%	100	100	100	P. 73
		Tokyo Tatemono	Follow-up test rate*1: 100% each fiscal year	%	98.0	81.5	97.5	
		Tokyo Tatemono	Smoking rate*2: 12% or less each fiscal year	%	12.1	13.1	13.1	
	Tokyo Tatemono	Percentage of employees maintaining an appropriate weight*1: 75% or more by FY2028	%	72.0	72.9	74.6		
Diversity & Inclusion	Respect for Human Rights	Tokyo Tatemono Group	Dissemination of the Human Rights Policy: Deployment to and compliance by group companies	—	Implemented	Implemented	Implemented	P. 50
		Tokyo Tatemono	Average annual paid leave utilization rate: 70% or more each fiscal year	%	67.8	72.2	68.0	P. 77
	Tokyo Tatemono	Ratio of male employees taking parental leave: 30% or more by FY2025	%	50.0	78.1	84.2	P. 78	
	Promotion of Diversity in Our Workforce	Tokyo Tatemono	Ratio of women in management positions: 10% or more by FY2030	%	7.2	9.4	12.1	P. 79
Tokyo Tatemono	Employment rate of people with disabilities*3: Over the legal employment rate each fiscal year (2.3% or more until March 2024, 2.5% or more from April 2024 to June 2026, 2.7% after July 2026)	%	2.33	2.53	2.90			

\*1 Totaled from April of each year to March of the following year.  
 \*2 At a specific point in time between April of each year and the following March.  
 \*3 As of June 1 of each year.

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# Stakeholder Engagement

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

**Stance on and Approach to Dialogue with Our Core Stakeholders**

Stakeholders	Stance on dialogue	Approach to dialogue
<b>Customers</b> Building tenants, home buyers, users of services	We established various systems to incorporate customer feedback in our business activities. We use these systems to provide valuable products and services that offer safety and peace of mind, while continuously improving customer satisfaction.	<ul style="list-style-type: none"> <li>• Customer satisfaction surveys</li> <li>• Brillia Owners Hotline (contact for home buyers)</li> <li>• Various questionnaires</li> <li>• Online inquiry forms, etc.</li> </ul>
<b>Local community</b> Local community around properties, local governments, NGOs, NPOs, educational institutions, etc.	We work to increase local value and contribute to the local community through efforts that include community development and various community activities.	<ul style="list-style-type: none"> <li>• Dialogue with local residents and government bodies in the planning, development, and management of properties</li> <li>• Volunteer activities, including clean-up activities</li> <li>• Participation in local events and festivals, and support for education and the arts</li> <li>• Post-disaster reconstruction support, etc.</li> </ul>
<b>Executives and employees</b> All personnel working for the Group	We work to create a satisfying workplace in which employees can experience personal growth. We strive to develop people who are trusted and capable of building the future.	<ul style="list-style-type: none"> <li>• Various training and reward systems</li> <li>• Regular personnel interviews</li> <li>• Dialogue with labor unions and co-hosting of events</li> <li>• Individual consultation on child-rearing and nursing care support</li> <li>• Compliance Surveys, etc.</li> </ul>
<b>Shareholders and investors</b> Those who support the Group's business by providing capital or by participating in management through the exercise of voting rights, among others	We aim to build long-term fiduciary relationships with our shareholders and investors and earn appropriate recognition through sincere and fair information disclosure and active communication.	<ul style="list-style-type: none"> <li>• IR information on our corporate website, Integrated Report</li> <li>• General Meeting of Shareholders and Financial Results Briefing</li> <li>• Seminars for private investors</li> <li>• IR meetings (Japan/overseas), etc.</li> </ul>
<b>Business partners</b> Business operators related to planning, development, and property management, and service provision, etc.	We conduct fair and equal business dealings with our partners and strive for close communications to build even better relationships with these partners.	<ul style="list-style-type: none"> <li>• Verifying any signs of mistrust using business partner check sheets</li> <li>• Regular meetings</li> <li>• Dissemination of our Human Rights Policy</li> <li>• Calls for understanding of and compliance with Sustainable Procurement Standards</li> <li>• Dialogue through questionnaires, interviews, etc.</li> </ul>

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# Participation in Initiatives

## Highlights of Participation in Initiatives

Initiatives	Purpose of participation; Our role and efforts
<p><b>United Nations Global Compact (UNGC)</b></p> 	<p>Tokyo Tatemono Group is registered as a participating member of the UNGC.</p> <p>By supporting the UNGC, which addresses 10 principles across the four areas of human rights, labor, environment, and anti-corruption, we will help to realize a sustainable society.</p>
<p><b>TCFD (Task Force on Climate-related Financial Disclosures)</b></p> 	<p>We, as the Tokyo Tatemono Group, endorse and are a signatory to the TCFD recommendations.</p> <p>Going forward, we will strengthen our measures to combat climate change while expanding the content of our disclosure in line with the information disclosure framework recommended by the TCFD.</p> <p><a href="#">Disclosure Based on TCFD Recommendations (p. 17)</a></p>
<p><b>SBT Initiative (SBTi)</b></p> 	<p>The greenhouse gas emission reduction targets set by the Tokyo Tatemono Group for fiscal 2030 have been certified by SBT as being consistent with the levels required by the Paris Agreement to stay within the 1.5°C threshold.</p>
<p><b>RE100</b></p> 	<p>We, as the Tokyo Tatemono Group, participate in this initiative with the aim of procuring 100% of the electricity consumed in its business activities procured from renewable energy sources by 2050.</p>
<p><b>Japan Climate Initiative (JCI)</b></p> 	<p>Tokyo Tatemono participates in the JCI, recognizing climate change as a social issue that requires global collaboration.</p>
<p><b>Japan Climate Leaders' Partnership (JCLP)</b></p> 	<p>Tokyo Tatemono is a participating member of the JCLP. Together with other environmentally progressive companies, we aim to help realize a sustainable, decarbonized society through co-creation and collaboration across industries and sectors.</p>

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

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### Collaboration with Industry Associations

Name	Details	Positions held by Tokyo Tatemono officers, etc.
The Real Estate Companies Association of Japan	The organization comprises companies involved in urban development and appealing community development projects. It engages in surveys and research on various real estate-related systems, policy proposals, and social contribution activities with the aim of actively and effectively promoting the supply of high-quality offices and housing, as well as the smooth distribution of housing stock. In the field of climate change, the organization is working toward the realization of a decarbonized society throughout the real estate industry as a whole. Its efforts include participation as a member in conferences and subcommittees on GHG emissions accounting during construction, as well as involvement in the formulation of the “Long-Term Vision for the Real Estate Industry for the Realization of a Decarbonized Society” (the 2050 Vision), which outlines the industry’s climate change policy.	Advisor Vice Chair Environmental Committee
Japan Building Owners and Managers Association	As Japan’s only national association of office building operators, this organization engages in surveys, research, and educational activities related to building management and administration.	Vice Chairperson
The Association of Real Estate Agents of Japan	This organization comprises major and medium-sized housing and real estate companies that are involved in real estate distribution. It works to improve various systems related to real estate distribution through surveys, research, and policy proposals.	Director
The Association for Real Estate Securitization	This organization was established for the purpose of ensuring public confidence in real estate securitization products and protecting investors. It makes requests for system improvements and tax system reforms that are necessary to promote the sound development of the real estate investment and securitization market.	Director
Real Estate Fair Trade Council	This is a self-regulatory organization that administers the Fair Competition Code for Real Estate Representation and the Fair Competition Code on Premium Offers in the Real Estate Industry in the Kanto and Koshin-etsu regions. It constantly monitors real estate advertising, working to promote proper labeling and prevent non-compliant advertising.	Chairperson (Representative Director)

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# External Evaluation for Sustainability

## Highlights of Inclusion in ESG Indices

FTSE4Good



FTSE4Good

FTSE Blossom Japan Index



FTSE Blossom Japan Index

FTSE Blossom Japan Sector Relative Index



FTSE Blossom Japan Sector Relative Index

Morningstar Japan ex-REIT Gender Diversity Tilt Index

MSCI Nihonkabu ESG Select Leaders Index

2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

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MSCI Japan Women's Activity Index (WIN)

2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

S&P/JPX Carbon Efficient Index



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

## Evaluations and Certifications for Sustainability

CDP



Selected for the CDP climate change A List, the highest rating.

GRESB



Received the highest 5-Star rating for eight consecutive years in the Standing Investments Benchmark for real estate assessment.

Eruboshi



Certified Health & Productivity Management Outstanding Organization



Kurumin



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## Governance

Tokyo Tatemono established the Sustainability Committee, chaired by our president, as a group-wide framework to promote cross-functional and continuous sustainability initiatives, including those addressing climate change, along with the Sustainability Promotion Committee as a subordinate organization.

The Sustainability Committee, like the Executive Committee, Risk Management Committee and Internal Control Committee, is under the direct control of the president. It meets, in principle, at least twice a year to deliberate, discuss and report matters related to the formulation of policies for promoting the Group's sustainability initiatives, the development of the organizational structure, the setting of indicators and targets, the monitoring and evaluation of progress. With regard to climate change, the Group's Sustainability Committee deliberates, discusses, and reports important matters, such as the identification of related risks and opportunities, medium- to long-term targets for reducing greenhouse gas (GHG) emissions, and specific measures for reaching such goals.

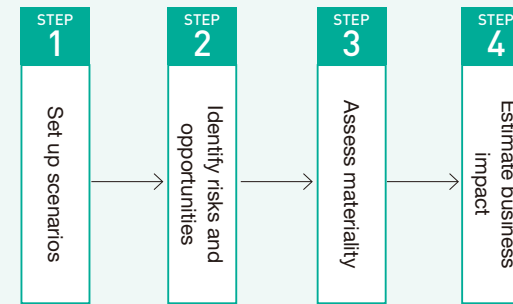
Important matters deliberated and discussed by the Sustainability Committee are submitted to or reported to the Board of Directors. The Board supervises the overall promotion of the Group's sustainability initiatives by making decisions on important sustainability-related matters and implementing monitoring of response measures.

The Sustainability Promotion Committee facilitates the sharing of Sustainability Committee decisions, conducts preliminary discussions for consideration, and reports on the progress of the Group's sustainability initiatives.

## Strategy (scenario analysis)

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

### Risk Analysis Review Process



### STEP 1 Setting Up Scenarios

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

\*1 IPCC (Intergovernmental Panel on Climate Change) The IPCC is an institution that provides clear scientific opinions of the status of climate change and its socioeconomic impact.

\*2 IEA (International Energy Agency) The IEA is an independent body within the OECD that facilitates policy cooperation on energy and energy security.

### The Scenarios Used in the Analysis

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

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**STEP 2** **STEP 3** Identifying Risks / Opportunities and Assessing Materiality

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

Identified Risks, Opportunities, and Materiality Concerning Climate Change

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

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STEP 4

Estimating Business Impact

We quantitatively assess the identified climate change risks and opportunities for their impact on the Group's 2030 financials. When quantitative prediction and analysis are not feasible for certain risks and opportunities, we conduct a qualitative analysis.

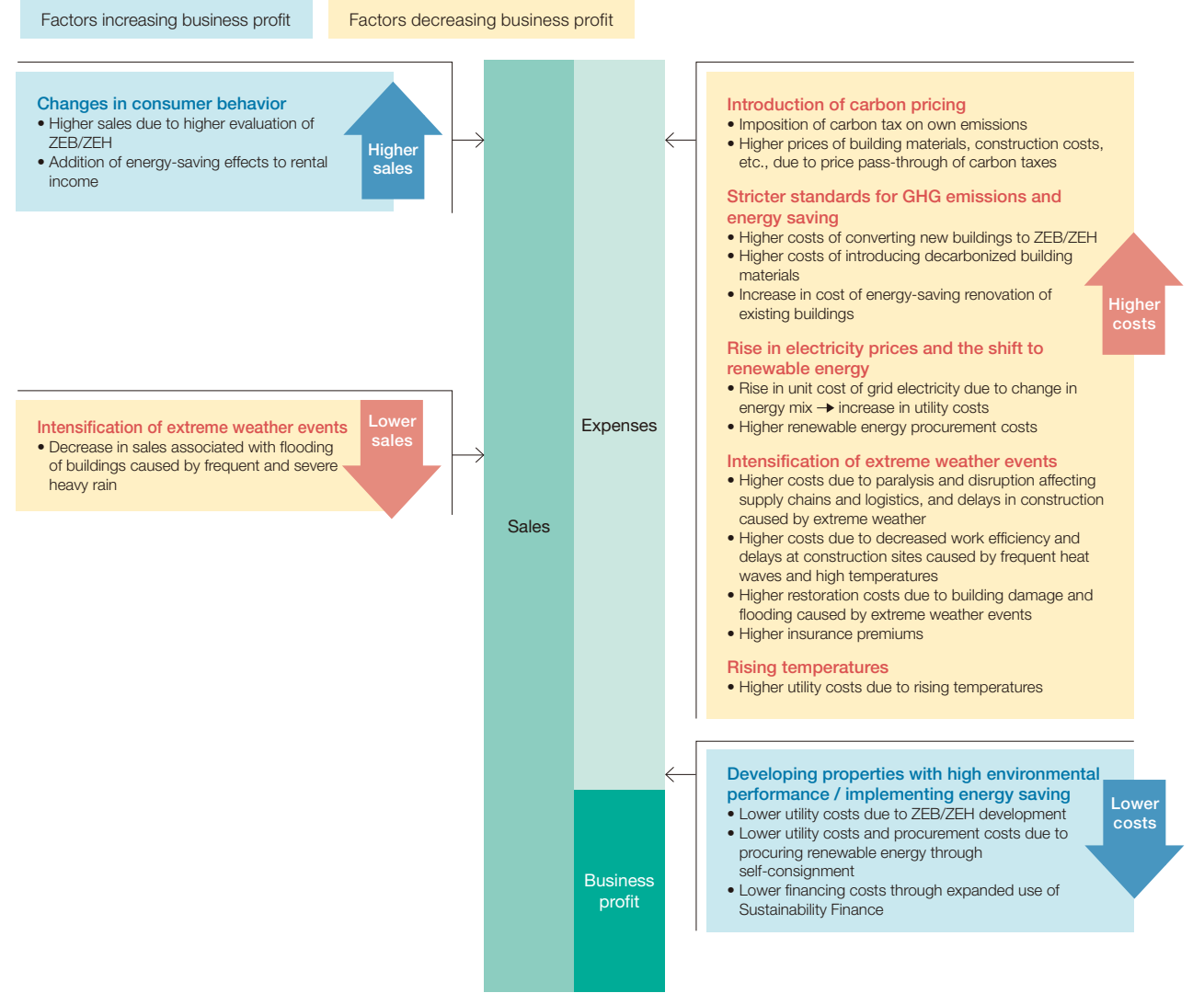
Countermeasures

Tokyo Tatemono has Group identified "Promoting a Decarbonized Society" as one of the Group's material issues and is working to address this challenge through its business activities by setting the medium- to long-term targets for reducing GHG emissions of reducing Scope 1 and 2 CO<sub>2</sub> emissions by 46.2%\*<sup>1</sup> from fiscal 2019 levels by fiscal 2030, and reducing Scope 3\*<sup>2</sup> emissions by 40% over the same period. The Group also aims to achieve net-zero CO<sub>2</sub> emissions for Scope 1, 2, and 3 by fiscal 2050. In addition, to help achieve these targets, we have established and are actively pursuing process goals, including the promotion of development of ZEB and ZEH, the shift to renewable energy, and the acquisition of green building certification. At the same time, we are also focusing efforts on the development of resilient real estate and communities designed to withstand natural disasters such as wind and flood damage, which are occurring more frequently due to climate change. For more information, see [Initiatives to Achieve GHG Emission Reductions \(p. 30\)](#).

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

\*2 Applies to Categories 11 and 13.

Impact on the Tokyo Tatemono Group's Business Profit



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## Disclosure Based on TCFD Recommendations

### Risk Management

To centrally manage risk throughout the Group, Tokyo Tatemono established its Risk Management Committee chaired by the President. The Risk Management Committee develops the Group's annual risk management plan, evaluates and analyzes critical operational risks (high-priority risks), formulates preventive and response measures, and regularly monitors the implementation of risk management efforts. In addition, we have established a unified risk management structure consisting of the head of each division as the Risk Management Officer responsible for managing risk within their respective departments, and the President as the Chief Risk Management Officer, who centrally oversees company-wide risk.

Furthermore, by adopting the principles of the Three Lines Model, we aim to maintain and enhance the effectiveness of our risk management efforts. Details of the risk management framework are provided in [Risk Management \(p. 87\)](#).

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

### Indicators and Targets

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

Items	Scope of coverage	KPIs and targets	
		Scope	Target
Reduction in greenhouse gas emissions	All Businesses*1	Scope 1, 2, and 3	Net zero CO <sub>2</sub> emissions by FY2050
		Scope 1 and 2	46.2% reduction in CO <sub>2</sub> emissions compared to FY2019 levels by FY2030
		Scope 3*2	40% reduction in CO <sub>2</sub> emissions compared to FY2019 levels by FY2030
Promotion of development of ZEB and ZEH*3	Commercial Properties Business	Develop ZEB for, in principle, all new office buildings and logistics properties*4	
	Residential Business	Develop ZEH for, in principle, all new condominiums for sale or rent*5	
Shift to renewable energy	All Businesses*1	Commercial Properties Business	Procure 100% of electricity consumed in business activities from renewable energy sources by FY2050
		Commercial Properties Business	Procure 100% of electricity consumed at owned properties from renewable energy sources by FY2030
			Procure at least 50% of electricity consumed at owned properties from renewable energy sources by FY2024
Acquisition of Green Building Certification*6	Commercial Properties Business, Residential Business	Acquire Green Building Certification for, in principle, all new office buildings, logistics properties, and condominiums for rent.*7	

\*1 Applies to Tokyo Tatemono Group

\*2 Applies to Scope 3 categories 11 and 13

\*3 In addition to "ZEB" and "ZEH(-M)", includes Nearly ZEB, ZEB Ready, ZEB Oriented, Nearly ZEH(-M), ZEH(-M) Ready, and ZEH(-M) Oriented.

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

\*5 Applies to new buildings for which design work began in June 2021 or later. Excludes certain properties such as joint venture properties or properties with special uses.

\*6 Mainly refers to, but is not limited to, DBJ Green Building certification, CASBEE building and BELS (Building Energy Saving Performance Labeling System) certification.

\*7 Applies to new buildings for which design work began in January 2023 or later. Excludes certain properties such as joint venture properties or properties with special uses.

### Transition Risk Analysis with CRREM

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

[Transition Risk Analysis with CRREM](#)

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# Disclosure Based on TNFD Recommendations

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

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

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

## Governance

Tokyo Tatemono established the Sustainability Committee, chaired by our president, as a group-wide framework to promote cross-functional and continuous sustainability initiatives, including those addressing nature-related issues, along with the Sustainability Promotion Committee as a subordinate organization.

The Sustainability Committee, like the Executive Committee, Risk Management Committee and Internal Control Committee, is under the direct control of the president. It meets, in principle, at least twice a year to deliberate, discuss and report matters related to the formulation of policies for promoting the Group’s sustainability initiatives, the development of organizational structure, the setting of indicators and targets, and the monitoring and evaluation of progress. With regard to nature-related matters, the Committee deliberates, discusses, and reports key issues including the assessment of dependencies and impacts on nature, the identification of nature-related risks and opportunities, the establishment of monitoring indicators, targets, and corresponding action policies, as well as the status of related initiatives. The Committee also deliberates and discusses important matters related to supply chain management\*, including the response policy and implementation status, based on the Group’s Sustainable Procurement Standards established commonly across the Group. Important matters deliberated and discussed by the Sustainability Committee are submitted to or reported to the Board of Directors. The Board makes decisions on important sustainability-related matters, monitors progress, and supervises the overall promotion of the Group’s sustainability initiatives. And the Sustainability Promotion Committee, itself a subordinate organization of the Sustainability Committee, is a cross-sectional organization composed of corporate departments and business divisions. It facilitates the sharing of Sustainability Committee decisions, conducts preliminary discussions for consideration, communicates and assesses the Group’s sustainability measures, and discusses and reports the progress of the Group’s sustainability initiatives.

\* Details of the Group’s Supply Chain Management initiatives are available in [Supply Chain Management \(p. 55\)](#)

## Strategy

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

This structuring takes into consideration the extent of the Group’s dependencies and impacts on nature, as well as the scale of nature-related risks and opportunities associated with its operations. It is based on the assumption that these operations are conducted through facilities located both domestically and internationally by the Group’s Commercial Properties Business, Residential Business, Parking Lot Business, Leisure Business, Overseas Business, and New Business segments. In fiscal 2024, the sales of the business segments within this scope are expected to account for over 90% of the Group’s total revenue.

### Overview of the LEAP Approach

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

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## Disclosure Based on TNFD Recommendations

### ● Locate Interface with Nature (Locate)

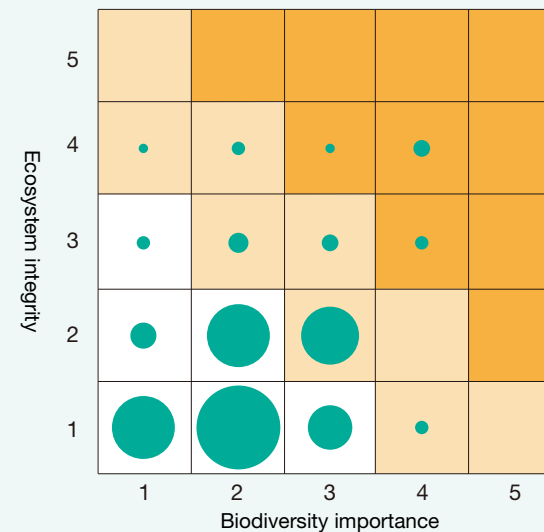
To better its ability to address dependencies and impacts on nature, as well as nature-related risks and opportunities, Tokyo Tatemono maintains a clear understanding of the locations of facilities involved in its in-scope businesses and has evaluated the condition of the surrounding natural environment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

#### Five TNFD Criteria and External Tools / Data

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

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

#### Biodiversity Importance and Ecosystem Integrity Evaluation Results

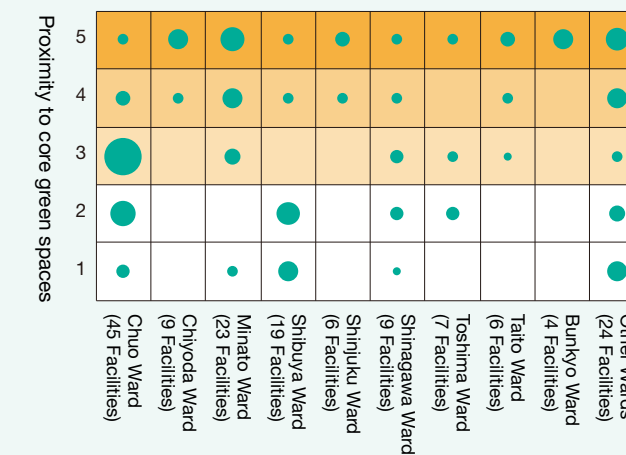


Many of the facilities operated by in-scope businesses are located in Tokyo, and forming ecological networks\* in such urban areas is important for preserving local biodiversity. To assess facilities located within Tokyo's 23 wards, Tokyo Tatemono referenced the Green Master Plans established by each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

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

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

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



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● Evaluate Dependencies and Impacts on Nature (Evaluate)

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

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

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

VH Very large H Large M Moderate Small / Very small

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

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● **Assess Nature-related Risks and Opportunities (Assess)**

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

**Nature-related Risks of In-scope Businesses**

Category		Items	Impact on Group business
Direct operation / Downstream	Transition risks	Policies / Regulations	Introduction and strengthening of regulations related to protected areas and urban development
		Technology	Burden of green space management
		Markets / Reputation	Changes in consumers and society
	Physical risks	Acute	Frequent and intense extreme weather events
		Chronic	Rise in average temperature
			Decline of surrounding ecosystems
Upstream	Transition risks	Policies / Regulations	Growing pressure to adopt sustainable procurement measures
			Tightening of regulations aimed at reducing impacts on nature
		Physical risks	Acute
	Physical risks	Chronic	Rise in average temperatures and ecosystem decline

**Nature-related Opportunities for In-scope Businesses**

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

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## Disclosure Based on TNFD Recommendations

### ● Preparation to Respond and Report (Prepare)

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

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

#### Response Strategies for Natural Capital and Biodiversity

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

### Specific Initiatives for the Conservation of Natural Capital and Biodiversity

#### Environmental Impact Assessment (Environmental Assessment)

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

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

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

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

Water resource initiatives are being advanced by setting targets for reducing water use and promoting the use of recycled water, while issues are being addressed by setting targets for reducing waste generation and promoting recycling. Details of these initiatives are available in [Water Resources \(p. 40\)](#) and [Promoting a Recycling-oriented Society \(p. 42\)](#).

### Specific Initiatives for the Creation of Natural Capital and Biodiversity

#### Creation of Green Spaces and Waterscapes in Urban Areas

Even in urban areas with limited greenery, Tokyo Tatemono creates green spaces of meaningful size to help mitigate the heat island effect and connect with surrounding greenery. This, in turn, contributes to the creation of a greater ecological network. Details of these initiatives are available in [Biodiversity \(p. 38\)](#).

#### Specific Examples of Urban Initiatives

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

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## Disclosure Based on TNFD Recommendations

### Risk and Impact Management

To centrally manage risk throughout the Group, Tokyo Tatemono established its Risk Management Committee chaired by the President. The Risk Management Committee develops the Group's annual risk management plan, evaluates and analyzes critical operational risks (high-priority risks), formulates preventive and response measures, and regularly monitors the implementation of risk management efforts. In addition, we have established a unified risk management structure consisting of the general managers of each department as the Risk Management Officer responsible for managing risk within their respective departments, and the President as the Chief Risk Management Officer, who centrally oversees company-wide risk.

Furthermore, by adopting the principles of the Three Lines Model, we aim to maintain and enhance the effectiveness of our risk management efforts. Details of the risk management framework are available in [Risk Management \(p. 87\)](#).

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

### Indicators and Targets

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

#### Indicators Related to the Conservation of Natural Capital and Biodiversity

Items	Tokyo Tatemono Group indicators		Relation to TNFD disclosure indicators	
	Monitoring	Targets		
Promoting a decarbonized society	●	●	CO2 emissions (Scope 1, 2, 3)	—
Environmental management	●	—	Violations of environmental regulations and environmental incidents	Core global disclosure metric C7.2
Water resources	●	●	Water use and water use intensity	Additional global disclosure metric A3.0
	●	—	Water withdrawal and water withdrawal intensity (by water source, by water risk area)	Core global disclosure metric C3.0
	●	—	Wastewater discharge (by destination)	Additional global disclosure metric C2.1
	●	●	Percentage of properties with gray water facilities	—
Promoting a recycling-oriented society	●	●	Waste emissions and waste emissions intensity	Core global disclosure metric C2.2
	●	●	Recycling amount and recycling rate	Core global disclosure metric C2.2
	●	—	Hazardous substance emissions	Core global disclosure metric C2.4
	●	—	Raw material usage (steel and wood)	Core global disclosure metric C3.1

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# Environmental Management

## Policy and Concept

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

### Group Environmental Policy

We will help build a sustainable society through environmentally friendly business activities based on the following Group Environmental Policy.

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

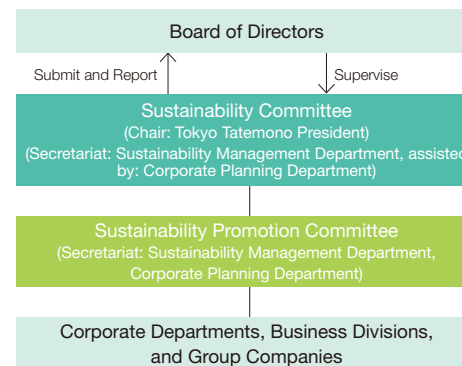
Established January 2011

## Environmental Management Framework

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

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

### Environmental Management Framework



[Sustainability Promotion Framework \(p. 9\)](#)

### Environmental Management in Businesses

Commercial Properties Business	<ul style="list-style-type: none"> <li>Establishment of the Environmental Measures Promotion Group, a specialized department within the business division's Planning Department</li> <li>Holds an Environmental Committee attended by all business divisions</li> </ul>
Residential Business	<ul style="list-style-type: none"> <li>Established an Environmental Measures Project Team with involvement across business divisions</li> </ul>
Other Businesses and Group Companies	<ul style="list-style-type: none"> <li>Each business and company advances operations in accordance with environmental guidelines established in line with the Group Environmental Policy</li> <li>Under the Sustainability Promotion Committee, energy use data for Group companies is managed and sustainability initiatives are implemented</li> </ul>

### Environmental Management in the Commercial Properties Business

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

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

[Details of the Environmental Action Plan and Guidelines of Tokyo Tatemono Group's Commercial Properties Business](#)

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## Environmental Management

### ● Environmental Management in the Residential Business

In light of the growing environmental awareness in society, Tokyo Tatemono has established the Brillia Environmental Guidelines in the Residential Business to clearly communicate its environmental initiatives to customers and society. These guidelines define unified standards to be implemented across the Brillia condominium brand developed by Tokyo Tatemono. The guidelines define a set of environmental performance ratings with four levels of environmental friendliness. In addition to the specifications for each level, at each stage of the project from planning to design, we also check details such as the environmental certification rankings (CASBEE, etc.) and greenhouse gas (GHG) emission reduction for each level.

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

We also promote environmental awareness among employees by encouraging those involved in the Residential Business to take the Eco Test and by providing a system that helps them acquire extensive knowledge about environmental issues.

#### Brillia Environmental Guidelines Environmental Performance Ratings (as of May 2024) (Ex. Setting energy efficiency standards)

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

### Brillia Environmental Guidelines Overview

#### 1 Creating a lush green living environment

- Create a rich sense of familiarity with nature and seasonal changes, a comfortable living space, and a landscape for the entire region; use greening to reduce the heat inside and around the building (heat island phenomenon).
- Plant trees that match local vegetation to cultivate a rich natural environment that sustains biodiversity.
- Provide environmental education programs, etc. to residents to help foster awareness of environmental considerations in local communities.

#### 2 Creating residences with lower environmental impact

- Aim to achieve low-carbon residential buildings by proactively adopting equipment and services that contribute to global warming prevention and resource conservation.
- Actively develop ZEH-M (Zech Mansion), which reduces energy consumption by making the building itself highly insulated and by using renewable energy.
- Help reduce environmental impact throughout a building's life cycle by using visual displays of energy consumption to raise awareness among tenants.

selected based on the characteristics of the region and the project. If a negative environmental impact is found, we work to avoid or mitigate it.

### ● Brownfield Redevelopment

When we develop commercial or residential properties on land that has been significantly underutilized compared to its potential value or land unused due to the presence or concern of the presence of soil contamination, we conduct soil surveys and implement other specialized measures to deal with soil contamination, properly treating any contamination before proceeding with the project.

### Compliance with Environmental Laws and Regulations

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

There were no environmental incidents or violations of environmental laws or regulations in 2024.

[\(Data\) Environmental Incidents and Violations of Environmental Laws or Regulations \(p. 97\)](#)

### External Cooperation in Environmental Initiatives

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

[Participation in Initiatives \(p. 13\)](#)

### Environmental Impact Assessment

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

Environmental impact assessments cover a wide range of subjects, GHG, water cycle, water pollution, air and soil pollution, waste, and biological and ecological systems. Evaluation items are

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# Promoting a Decarbonized Society

## Policy and Concept

Realizing a decarbonized society is a social issue that calls for global solutions. The real estate industry must also strive to reduce greenhouse gas (GHG) emissions derived from real estate holdings and business activities.

The Tokyo Tatemono Group further believes that the intensification of storms, flooding, and other natural disasters owing to GHG emissions could have a significant impact on the assets it owns. From this perspective as well, we recognize the need to prioritize this issue. The Tokyo Tatemono Group Environmental Policy calls for us to lead the community in the prevention of global warming. In addition, we have identified the promotion of a decarbonized society as a material issue, and in order to address this issue through our business, we have set KPIs and targets related to the promotion of a decarbonized society. We are also accelerating our efforts to reduce GHG emissions, etc. In October 2023, we raised our target for GHG emission reductions by FY2030 to the 1.5°C level. Based on these assumptions, we put in place a roadmap (action plan) for reducing GHG emissions in the Group toward FY2050.

### KPIs and Targets

● Reduction in greenhouse gas emissions

- Net zero CO<sub>2</sub> emissions by FY2050
  - 46.2% reduction in Scope 1 and 2 CO<sub>2</sub> emissions compared to FY2019 levels by FY2030
  - 40% reduction in Scope 3<sup>\*1</sup> CO<sub>2</sub> emissions compared to FY2019 levels by FY2030
- Scope of coverage** All Businesses<sup>\*2</sup>

● Promotion of development of ZEB and ZEH<sup>\*3</sup>

- Develop ZEB for, in principle, all new office buildings and logistics properties<sup>\*4</sup>
- Scope of coverage** Commercial Properties Business
- Develop ZEH for, in principle, all new condominiums for sale or rent<sup>\*5</sup>
- Scope of coverage** Residential Business

● Shift to renewable energy

- Procure 100% of electricity consumed in business activities from renewable energy sources by FY2050
- Scope of coverage** All Businesses<sup>\*2</sup>
- Procure 100% of electricity consumed at owned properties from renewable energy sources by FY2030
- Procure at least 50% of electricity consumed at owned properties from renewable energy sources by FY2024
- Scope of coverage** Commercial Properties Business

● Acquisition of Green Building Certification<sup>\*6</sup>

- Acquire Green Building Certification for, in principle, all new office buildings, logistics properties, and condominiums for rent.<sup>\*7</sup>
- Scope of coverage** Commercial Properties Business, Residential Business

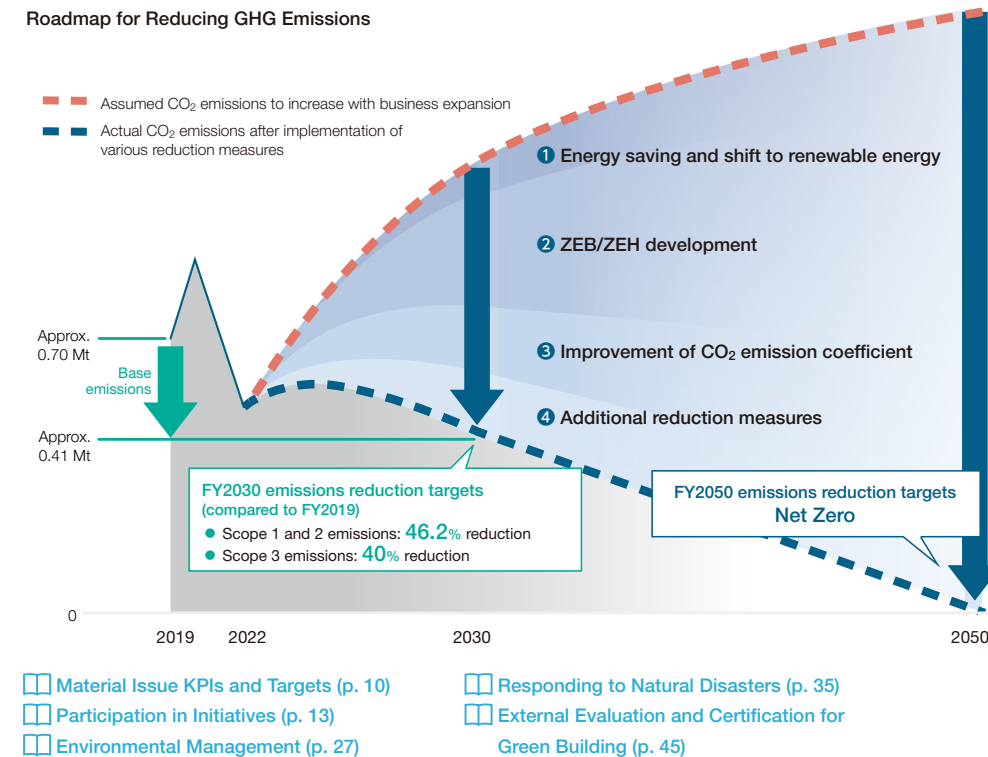
● Promotion of the use of wood materials

- By FY2030, use domestic timber and certified timber in the interior and furniture of common areas of all new office buildings, for-sale and for-rent condominiums.
- Scope of coverage** Long-term buildings, condominiums for sale or rent
- By FY2026, develop for-sale and for-rent condominiums that use timber for major structural components.
- Scope of coverage** Condominiums for sale or rent

● Collaborating and Co-creating with Customers

- Communicate with tenants about sustainability at least 4 times a year
- Scope of coverage** Long-term buildings
- Communicate with residents and plan and implement sustainability measures
- Scope of coverage** Condominiums for sale or rent

### Roadmap for Reducing GHG Emissions



\*1 Applies to Scope 3 categories 11 and 13 \*2 Applies to Tokyo Tatemono Group \*3 In addition to "ZEB" and "ZEH(-M)", includes Nearly ZEB, ZEB Ready, ZEB Oriented, Nearly ZEH(-M), ZEH(-M) Ready, and ZEH(-M) Oriented.  
 \*4 Applies to new buildings for which design work began in January 2023 or later. Excludes certain properties such as joint venture properties or properties with special uses.  
 \*5 Applies to new buildings for which design work began in June 2021 or later. Excludes certain properties such as joint venture properties or properties with special uses.  
 \*6 Mainly refers to, but is not limited to, DBJ Green Building certification, CASBEE building and BELS (Building Energy Saving Performance Labeling System) certification.  
 \*7 Applies to new buildings for which design work began in January 2023 or later. Excludes certain properties such as joint venture properties or properties with special uses.

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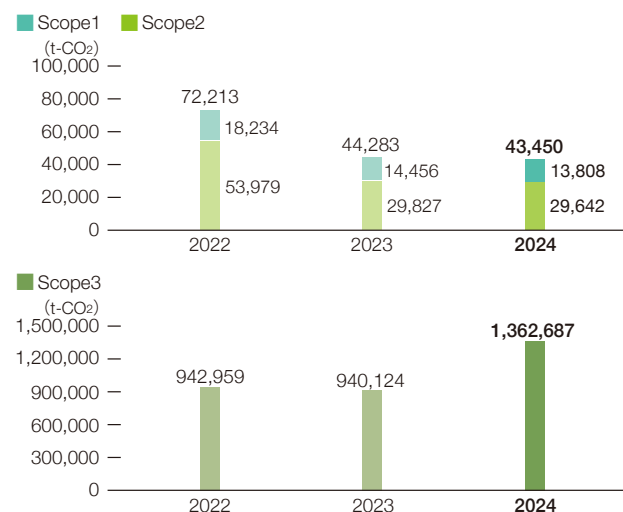
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## Promoting a Decarbonized Society

### Initiatives to Achieve GHG Emission Reductions

The Group's CO<sub>2</sub> emissions for FY2024 were 1,406,137t-CO<sub>2</sub> (Scope 1 and 2: 43,450t-CO<sub>2</sub>, Scope 3: 1,362,687t-CO<sub>2</sub>). We will continue to promote efforts to reduce GHG emissions going forward.

CO<sub>2</sub> Emissions (Tokyo Tatemono Group)



[\(Data\) GHG \(CO<sub>2</sub>\) Emissions \(p. 95\)](#)

### Shift to Renewable Energy Generation and Use of Renewable Energy through Solar Power

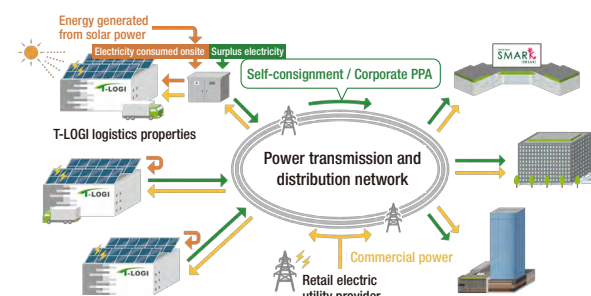
Tokyo Tatemono has set the adoption of renewable energy as a process goal for achieving its medium- to long-term greenhouse gas emissions reduction targets, and is advancing various initiatives to generate and utilize renewable energy through solar power.

Some of the office buildings, for-sale condominiums, and logistics properties that we have developed use electricity generated by solar panels installed on the rooftops of their facilities, which is then used by tenants (onsite consumption). In particular, the

T-LOGI series of logistics properties developed by Tokyo Tatemono is intentionally designed to generate more renewable energy than is needed for onsite consumption at each facility, and the surplus electricity is transmitted to company-owned commercial facilities and office buildings through self-consignment and corporate PPAs planned and carried out across multiple areas.

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

### Overview of Onsite Consumption and Self-Consignment / Corporate PPA



We are also deploying storage batteries to make better use of the renewable energy we generate. At the Tokyo Tatemono Hakata Building (Fukuoka City, Fukuoka Prefecture; completed in June 1985), storage batteries have been installed to store renewable energy supplied by solar panels on the rooftop of T-LOGI Fukuoka (Sue-machi, Kasuya-gun, Fukuoka Prefecture; completed in April 2022), generated on Saturdays, Sundays, and holidays, when electricity demand is relatively low in office buildings and surplus power tends to occur. Stored renewable energy is used to strengthen tenant BCP measures and reduce electricity consumption during peak usage times.

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

In 2024, AGC Inc.'s solar power-generating glass, SUNJOULE®, was installed on the canopy and glass panels of the

step terrace at the Tokyo Tatemono Yaesu Building (Chuo-ku, Tokyo; completed in November 2011). This makes it possible to maintain the utility of architectural glass while leveraging the previously untapped energy generation potential of those vertical surfaces. This initiative was also the first to be selected by the Ministry of the Environment's support program for the introduction of building-integrated photovoltaics, specifically for integrations into windows, walls, and other architectural elements. This building was also the first to be certified as a land-efficient PV-equipped structure under the JSA-S1024 standard, which defines evaluation methods for the effective land use scores for buildings equipped with solar panels.

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

### TOPICS

#### Encouragement Award in the Project Category of the NIKKEI Decarbonization Awards 2023



Tokyo Tatemono received the Encouragement Award in the Project Category of the NIKKEI Decarbonization Awards 2023, hosted by Nikkei Inc., for its "Efforts Toward Practical Decarbonization Solutions in Urban Centers." Tokyo Tatemono was recognized for several key initiatives: fully utilizing large rooftops to install the maximum possible number of solar panels, allowing its buildings to reach "ZEB" status by effectively reducing net primary energy consumption to zero; minimizing environmental impact by maximizing the use of its existing buildings without additional development amid a decline in suitable sites for solar panels; and leveraging expansive rooftop space to generate surplus electricity to directly supply urban centers where renewable energy production is more difficult.

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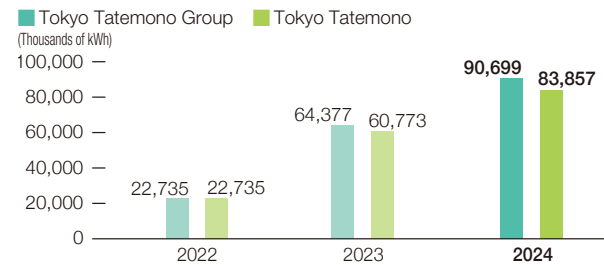
## Promoting a Decarbonized Society

### Switching to Renewable Energy

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

We were also able to achieve one of our KPIs/targets for promoting a decarbonized society: procuring at least 50% of electricity consumed at owned properties in the Commercial Properties Business from renewable energy sources by FY2024.

Amount of renewable energy (electricity) introduced



### Promoting the Use of Renewable Energy through Onsite PPAs

Brillia Shin-Yurigaoka (Kawasaki City, Kanagawa Prefecture; completed in April 2025) has implemented solar power generation through the Brillia brand's first onsite PPA\*1 model, with Tsunagu Network Communications Inc. serving as the PPA provider, supplying electricity to both private and common areas of the building. Power needs exceeding the capacity of solar generation are met through a high-voltage bulk power receiving system using electricity considered to be from renewable sources\*2. This allows the building to effectively achieve 100% renewable energy usage. These mechanisms not only eliminate the need for residents to cover the installation and maintenance costs of solar power systems, but also lower base fees and electricity usage charges for residents compared to standard individual electricity contracts by utilizing the high-voltage bulk power receiving system.

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

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

### Use of Green Power Certificates

Since May 2016, we have been using the framework of Green Power Certificates to switch to 100% renewable energy sources for the electricity used in our Brillia brand condominium model rooms. In 2024, we utilized Green Power Certificates for approximately 0.75 million kWh of electricity.

### Development of Mega Solar Business

Tokyo Fudosan Kanri, a Tokyo Tatemono Group company, has been involved in the mega solar business since 2012. Through this company, we are developing solar power plants mainly in the northern Kanto region. As of the end of FY2024, we had eight plants with a total power generation capacity of approximately 13 MW.

### Promotion of Development of ZEB and ZEH

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

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

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

In FY2024, we developed 16 ZEB/ZEH properties, including 3 top-level "ZEB" logistics properties, bringing our total number of ZEB/ZEH properties developed to 34.

□□ Material Issue KPIs and Targets (p. 10)

□□ External Evaluation and Certification for Green Building (p. 45)

### ZEB and ZEH Classification

	ZEB Oriented	ZEB Ready	Nearly ZEB	"ZEB"
ZEB classification	Energy saving only	Energy saving only	Energy saving + energy creation	Energy saving + energy creation
Basic building	30% or more 40% or more	50% or more	75% or more	100%
ZEH-M classification	Energy saving only	Energy saving + energy creation	Energy saving + energy creation	Energy saving + energy creation
Basic building	20% or more	50% or more	75% or more	100%
	ZEH-M Oriented	ZEH-M Ready	Nearly ZEH-M	"ZEH-M"

### Major Achievements in ZEB/ZEH Development

2018	• Brillia Tsurumaki (completed in December 2019) became the first building in the Tokyo metropolitan area to be selected by the Ministry of Economy, Trade and Industry for the 2018 High-rise ZEH-M Demonstration Project (for buildings with 6 to 20 floors of residential use), and achieved ZEH-M Oriented status.
2019	• The office section of Hareza Tower (completed in May 2020) became the first high-rise mixed-use building to achieve ZEB (ZEB Ready) status. • Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE (completed in September 2022) was selected by the Ministry of Economy, Trade and Industry for the 2019 Ultra High-rise ZEH-M Demonstration Project (for buildings with 21 floors or more of residential use), and achieved ZEH-M Oriented status.
2022	• Brillia Jiyugaoka (completed in May 2024) was selected by the Ministry of the Environment for the 2022 Mid- and High-rise ZEH-M Support Project, and achieved ZEH-M Oriented status.
2023	• Brillia Fukasawa Hatchome (completed in December 2024) was selected by the Ministry of Land, Infrastructure, Transport and Tourism for the 2023 Sustainable Building Leadership Project (Leadership in CO <sub>2</sub> Reduction), and became the first large-scale building in Japan to achieve "ZEH-M" status.

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## Promoting a Decarbonized Society

### Examples of ZEB/ZEH Development Initiatives

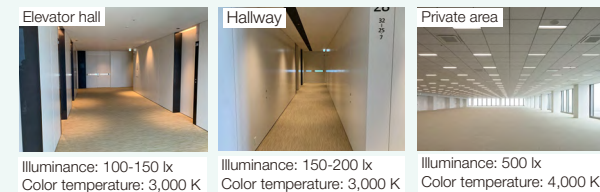
#### Hareza Tower (Office Section) achieved ZEB Ready status

▶▶ Achieved a 50% reduction in primary energy consumption

##### <Specific Initiatives>

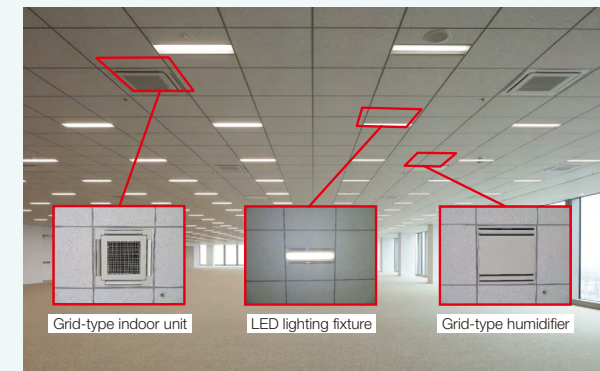
###### • Energy-saving Lighting

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



###### • Energy-saving Air Conditioning

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



#### Brillia Fukasawa Hatchome achieved "ZEH-M" status

▶▶ Achieved a 101% reduction in primary energy consumption

##### <Specific Initiatives>

###### • Energy Saving

All units were equipped with high-insulation building materials, including aluminum-resin composite sashes, argon-filled Low-E glass, and ultra-insulated bathtubs, as well as high energy-efficiency equipment such as total heat exchangers, LED lighting, and water-saving faucets. As a result, the building as a whole achieved a 44% reduction in primary energy consumption compared to standard levels, and all units received Thermal Insulation Performance Grade 6\*, which exceeds the "ZEH-M" technical requirement of Grade 5.

\* Some units received Grade 7, the highest rating.

###### • Energy Creation

336 solar panels were installed across the entire rooftop to supply electricity to both individual units and common areas. And the building as a whole achieved 57% energy creation by installing ENE-FARM fuel cells as a standard feature in all units.



Solar panels installed across the entire rooftop of the property



ENE-FARM system installed in a dwelling unit

### Other Initiatives to Reduce GHG Emissions

#### Adoption and Upgrading of Energy-saving Equipment and Devices

We have set a short-term target of reducing our energy consumption intensity by 1% each year on a five-year moving average basis, and are working to conserve energy and reduce our environmental impact. In our long-term office buildings and for-rent condominiums, we are actively adopting and upgrading energy-saving equipment and devices. As of the end of FY2024, the conversion to LED lighting has already been implemented or is in the process of being implemented at all long-term buildings. Tokyo Tatemono has been certified as an S-class operator—the highest level in the business classification evaluation system of the Act on the Rational Use of Energy—for ten consecutive years since fiscal 2016.

#### Adoption of an Energy Management System

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

#### Achievements in Energy Management System

Building type	Type of energy management system	Major properties with installed systems
Office buildings	BEMS	<ul style="list-style-type: none"> <li>Shinjuku Center Building (Shinjuku-ku, Tokyo; completed in October 1979)</li> <li>Tokyo Square Garden (Chuo-ku, Tokyo, completed in March 2013)</li> <li>Otemachi Tower (Chiyoda-ku, Tokyo, completed in April 2014)</li> <li>Hareza Tower (Toshima-ku, Tokyo; completed in May 2020)</li> </ul>
For-sale condominiums	HEMS	<ul style="list-style-type: none"> <li>Brillia Tsurumaki (Setagaya-ku, Tokyo; completed in December 2019)</li> <li>Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE (Tama City, Tokyo; completed in September 2022)</li> <li>Brillia Jiyugaoka (Setagaya-ku, Tokyo; completed in May 2024)</li> <li>Brillia Fukasawa Hatchome (Setagaya-ku, Tokyo; completed in December 2024)</li> </ul>

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## Promoting a Decarbonized Society

### Adoption of Smart Meters

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

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

### Promotion of Use of Wood Materials

Wood not only absorbs CO<sub>2</sub> and stores (fixes) carbon, it also requires less energy than steel and reinforced concrete during manufacturing, processing, and construction, which helps curb CO<sub>2</sub> emissions. It is also a recyclable resource that can be reused as building materials after buildings are demolished.

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

Having set promoting the use of wood materials as one of our KPIs and targets, we are advancing the use of domestic and certified wood materials for interiors and furnishings of common areas in our new long-term office buildings and for-sale and for-rent condominiums.

At suite Shibaura (Minato-ku, Tokyo; completed in March 2024), domestic wood was used proactively throughout the building, including Tama-grown wood from Tokyo's Tama region for the entrance and rooftop eaves. This initiative was highly evaluated and received the Encouragement Award as part of the 2024 Minato City Minato Model Carbon Dioxide Fixation Certification Awards\*1.

Brillia ist Oimachi (Shinagawa-ku, Tokyo; completed in January 2024) utilizes domestic timber, including Japanese ash from Hokkaido, for the entrance hall's designer walls, counters, and stools. In addition, scraps of domestic wood from the production processes of the counters and the like are reused as part of the art and accessories displayed in the entrance hall.

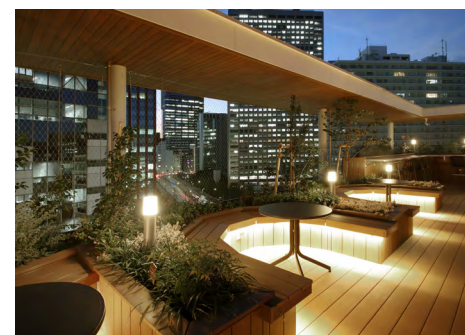
And starting in 2024, we have set a new KPI and target to develop for-sale and for-rent condominiums that use wood for major structural components by FY2026.

In FY2024, construction began on the Senzokuike Project (tentative name), a for-rent condominium in Ota-ku, Tokyo, that uses

natural wood for both major structural components and interior finishes in common areas. Completion is scheduled for March 2026. This project has been selected for the 2024 Program to Promote the Development of High-Quality Wooden Buildings\*2, based on its incorporation of advanced wood-based design and construction technologies and its potential for carbon storage.

\*1 A Minato City award program that promotes the use of partnership-designated and domestic wood in buildings and by tenant businesses, with the aim of supporting forest maintenance in Japan and encouraging carbon absorption efforts.

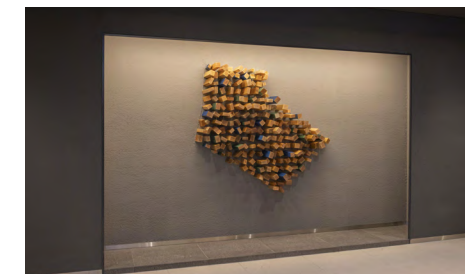
\*2 A Ministry of Land, Infrastructure, Transport and Tourism program that supports projects incorporating innovative wood-based design and construction technologies, or facilitating the wider adoption of mid- to large-scale wooden buildings with expected carbon storage benefits.



suito Shibaura – Eaves made with Tama-grown wood



Brillia ist Oimachi – Entrance hall finishes



Brillia ist Oimachi – Entrance hall art

### Adoption of Internal Carbon Pricing System

Tokyo Tatemono has begun introducing internal carbon pricing. This works by converting CO<sub>2</sub> emissions into monetary values to visualize the impact of the CO<sub>2</sub> emitted through our operations and the effects of energy-saving measures and the shift to renewable energy. The purpose is to forecast the additional costs of introducing a carbon pricing system in Japan in the future, prepare for the impact of such a system, and to accelerate efforts to promote a decarbonized society.

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## Promoting a Decarbonized Society

### Collaboration and Co-creation with Stakeholders for Reducing GHG Emissions

#### Communicating with Tenants/Occupants

Based on targets for collaboration and co-creation with customers, we are actively engaged in sustainability-related communication with tenants in our long-term buildings and with residents of our for-sale condominiums and for-rent condominiums.

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

#### Adoption of Green Lease Provisions

We have adopted green lease clauses in the lease agreements we conclude with tenants and residents of the buildings and for-rent condominiums owned and managed by Tokyo Tatemono, and are working with tenants and residents to reduce their environmental impact through energy conservation and waste reduction. As of the end of fiscal 2024, the adoption rate of green lease clauses is approximately 52% of the total floor area of all properties owned by Tokyo Tatemono.

#### Visualization of Energy Consumption through the Installation of Smart Meters, Etc.

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

### Examples of Energy Consumption Visualization

<p><b>Tokyo Tatemono Yaesu Building, Empire Building</b></p>	<ul style="list-style-type: none"> <li><b>Introduction of a system for visualizing electricity usage</b> Provides tenants with graphical data on electricity consumption by year, month, and day, as well as comparisons with the previous year.</li> </ul>
<p><b>Shijo-Karasuma FT Square</b></p>	<ul style="list-style-type: none"> <li><b>Visualization of Energy Consumption</b> Daily energy consumption (electricity, gas, and water) for the building is displayed on monitors in the common areas.</li> </ul>
<p><b>Tokyo Square Garden</b></p>	<ul style="list-style-type: none"> <li><b>Providing a Visual Display of Air Conditioner Settings and Energy Consumption</b> We issue individual accounts to each tenant and provide a web service that allows them to view and adjust their air conditioning schedules and indoor temperatures, as well as monitor air conditioning heat load, electricity consumption, and CO<sub>2</sub> emissions.</li> </ul>

### Demonstration Project for the Creation of Voluntary Credits

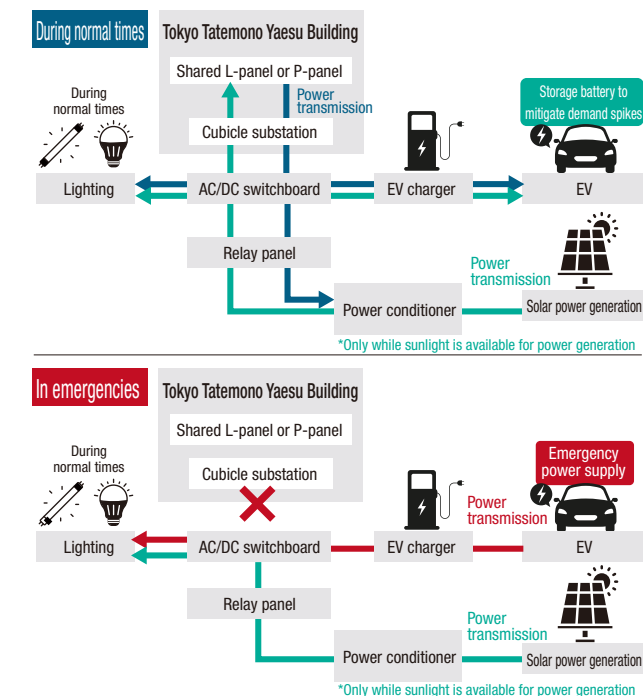
Tokyo Tatemono is collaborating with six entities, including iforest Inc., Yamaha Motor Co., Ltd., Biome Inc., the Natural Capital Credit Consortium, and the Urban Institute of Kyushu University, on an industry-academia partnership to develop methods for calculating highly accurate CO<sub>2</sub> absorption volumes and the quantitative value of biodiversity in forests located in the Tama region of Tokyo.

This demonstration project combines high-precision primary data on forest value, one of Japan's largest biodiversity distribution big data sets, and advanced satellite data analysis technologies to visualize forest value and develop a scientifically grounded and practical methodology for calculating CO<sub>2</sub> absorption and fixation volumes. Through this initiative, we aim to lead the world from Tokyo by pioneering the creation of a new form of voluntary credits. In addition to the methodology, certification, and issuance of voluntary credits, the project also aims to establish a business model in which these credits function effectively as a hub that promotes CO<sub>2</sub> absorption and removal through proper forest management and utilization, biodiversity conservation, and the revitalization of local economies through agriculture and forestry.

### Implementation of Demand Response Using EVs and EV Stations

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

#### System Configuration of the EV Demonstration Experiment



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# Responding to Natural Disasters

## Policy and Concept

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

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

We have identified contributing to a safe and secure society as a material issue for the Group. To address this issue through our business operations, we will continue to further strengthen our measures against natural disasters.

## Developing Real Estate That Is Resilient to Natural Disasters

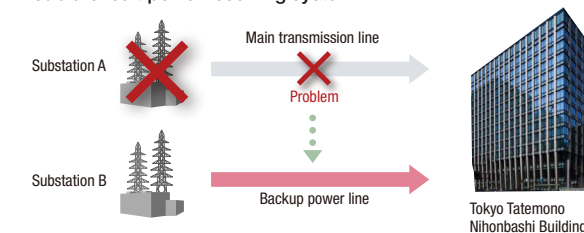
There has been an increase in recent years in the number of largescale natural disasters identified as having been caused by climate change among other factors. The Tokyo Tatemono Group has employed designs and equipment in our commercial and residential properties in preparation for presumed future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

### Securing the Supply of Power in Emergencies

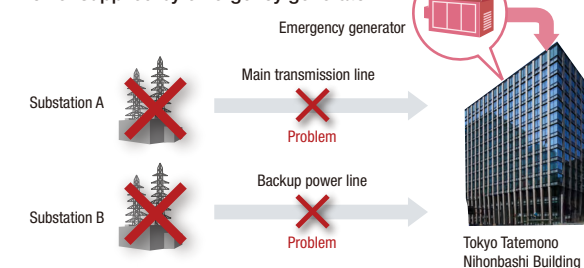
The Tokyo Tatemono Nihonbashi Building (Chuo-ku, Tokyo; completed in February 2015) is equipped with a double-circuit power receiving system connected to two separate substations via main and backup lines. This setup is designed to maintain operations even during earthquakes or flooding by providing an uninterrupted power supply. In the event of a disaster or transmission failure that causes an outage on the main line, the system automatically switches to the backup line, ensuring a highly reliable supply of power. The building also employs a seismic isolation structure (first basement level: column-top seismic isolation) to ensure high earthquake resistance. As a countermeasure

against flooding caused by increasingly severe sudden downpours and typhoons, the disaster prevention center was established on the second floor, where it serves as a core facility. Additionally, transformer equipment and an emergency generator have been installed on the roof. The emergency generator can operate for 72 hours, supplying 15 VA/m<sup>2</sup> of power in the event of an outage.

### Double-circuit power receiving system



### Power supplied by emergency generator



### Installation of Emergency Generator for Power Supply to Office Spaces

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

In new office buildings under development over a certain size, it is possible for emergency power to be supplied not only to common areas but also to tenant office spaces. At Tokyo Square Garden (Chuo-ku, Tokyo; completed in March 2013), emergency power was initially supplied only to the common areas. But after considering the disaster preparedness needs of tenants, we installed an emergency generator to supply power to tenant office spaces as well. The system now in place has the capacity to supply, at additional cost to tenants, 15 VA/m<sup>2</sup> for up to 72 hours. This enables us to support our tenants' business continuity planning for power outages.



Emergency generator

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## Responding to Natural Disasters

### Reducing Vibrations Caused by Strong Wind and Earthquakes

Hareza Tower (Toshima-ku, Tokyo; completed in May 2020) features HIDAX-R®\* (Revolution), a new-generation vibration control oil damper incorporating the world's first Vibration Energy Recovery System (VERS) in the building frame. This damper temporarily stores a building's earthquake-induced vibration energy in an auxiliary tank and uses it as additional power to increase damping efficiency, thereby enabling vibration control that far exceeds the limits of conventional vibration control oil dampers. The system can handle wind-induced shaking and large earthquakes measuring up to 7 on the Japanese scale of seismic intensity. The system has been demonstrated to be highly effective for earthquakes measuring 4 to 5 on said scale and for long-period seismic motion, halving the maximum amplitude of building shaking and significantly shortening the duration of post-earthquake swaying.

\* Patented technology of Kajima Corporation.

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

Brillia Shonan Tsujido Seaside Park (Fujisawa City, Kanagawa Prefecture; completed in March 2019) is the first for-sale condominium in Fujisawa City to receive a subsidy for the construction of tsunami evacuation facilities. It features a 400m<sup>2</sup> tsunami evacuation facility that can also be used by nearby residents. The rooftop facility will allow not only condominium residents but also members of the local community to evacuate in the event of a tsunami. With capacity for approximately 660 people, the facility provides a safe location to wait until the tsunami recedes.



Brillia Shonan Tsujido Seaside Park



The tsunami evacuation facility unveiling ceremony

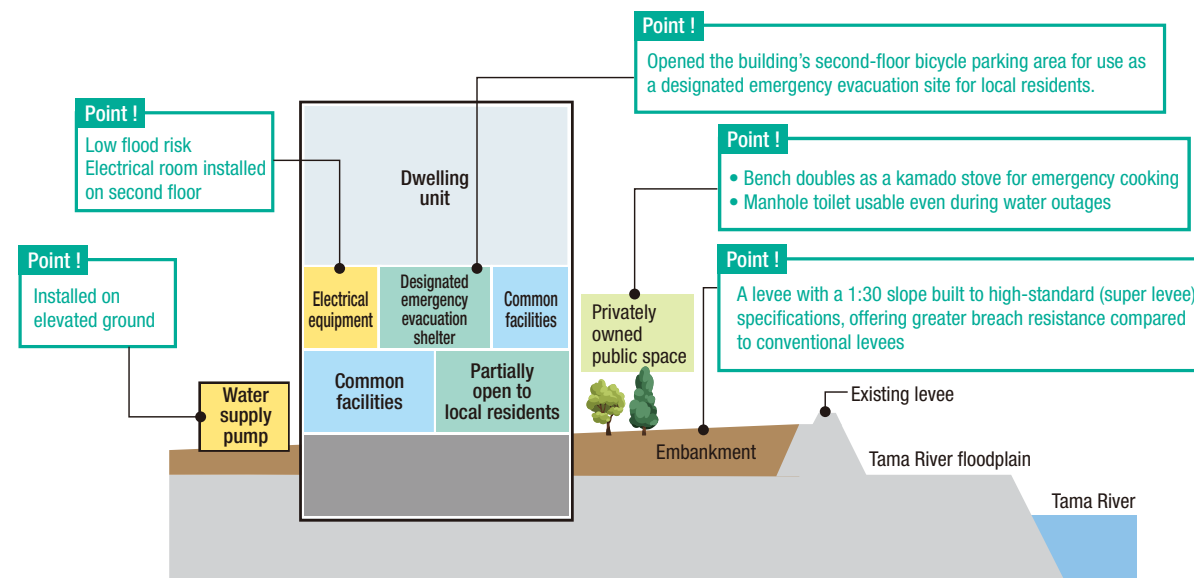
### Improving Community Disaster Resilience

Together with Toei Housing Corporation, and with the goal of strengthening disaster resilience in the Seiseki Sakuragaoka area of Tama City, which faces the Tama River and is considered at risk of flooding, Tokyo Tatemono undertook both the Seiseki Sakuragaoka North District Land Readjustment Project and a condominium development project. This project has contributed to improving community disaster resilience through a range of measures. At Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE (Tama City, Tokyo; completed in October 2022), electrical infrastructure was relocated to higher floors and water supply systems were elevated to higher ground. Additionally, embankments were constructed along the Tama River in accordance with high-standard levee (super levee) specifications, and the building's bicycle parking area was developed to serve as a designated emergency evacuation site in the event of flooding.

The project has revitalized the surrounding area through collaboration with local government and businesses while being conscious of decarbonization and biodiversity issues. The urban development measures also enhanced disaster resilience and walkability while fostering vibrancy and harmony with nature, earning them high acclaim and multiple awards, such as the Japan Association for Real Estate Sciences Chairperson's Award of the Achievement Award of the Japan Association for Real Estate Sciences.\*

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

#### Disaster Preparedness at Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE



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## Responding to Natural Disasters

### Preparations for Responding to Natural Disasters

#### ● Strengthening Disaster Preparedness throughout our Businesses

In the Commercial Properties Business, at buildings owned and managed by Tokyo Tatemono, we implement “hard” measures for disaster response, such as maintaining or enhancing seismic resistance and installing or improving emergency power sources. We also implement “soft” measures, such as installing batteries for recharging mobile phones and distributing stockpile goods. Through these measures, we are enhancing disaster prevention policies as well as business continuity planning.

In addition, we equip our buildings with a system that uses data from multiple sensors to determine the degree of deformation and damage and immediately confirm safety after an earthquake. After installation, the system collects all information from subsequent seismic events, automatically calculating the cumulative damage to the building structure. In addition, even for earthquakes with a mainshock that is preceded by multiple, strong foreshocks—like the earthquake that occurred in Kumamoto in 2016—the system can anticipate the mainshock and determine the safety level at the foreshock stage.

Buildings owned by Tokyo Tatemono are served by a Disaster Status Monitoring System. Field staff and Tokyo Tatemono personnel can access this system via the internet and share information quickly about the situation on the ground. After information is shared, the system also allows instructions to be provided for actions to take depending on the scenario. Training exercises are also conducted at night with this system, as a disaster could come at any time, day or night.

In the Residential Business, for-sale condominiums under the Brillia series condominium brand we are developing offer “Triple Safety” three-phase (normal, disaster, and post-disaster) disaster preparedness measures. As part of our services which place an emphasis on providing peace of mind from day one, these measures are based on the Brillia Disaster Prevention Guidelines, which were created to provide a practical disaster response policy.

#### Examples of Triple Safety Measures

##### Phase 1 Prepare (Normal Times)

- Holding disaster prevention briefings for residents
- Lifesaving training for management staff
- Creating original disaster prevention manual

##### Phase 2 Protect (During Disasters)

- Installing elevators with earthquake countermeasure functions
- Installing earthquake-resistant entrance door frames
- Installing blocking for securing furniture to prevent tip-overs
- Installing automated external defibrillator (AED) units

##### Phase 3 Preserve (After Disasters)

- Providing original Brillia disaster prevention backpacks as standard equipment for all units
- Storing emergency supplies in common areas
- Installing disaster prevention cabinets in elevators

#### ● Fire Brigade Training

We conduct fire brigade training once or twice yearly to strengthen our voluntary disaster prevention systems. In this training, participants follow the instructions from members of the local fire brigade as they engage in several hands-on exercises for

earthquake and fire response. These exercises include initial response, first-line fire-fighting, rescue and lifesaving, transporting injured persons, and evacuation drills.

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

In addition, as of the end of December 2024, 295 Tokyo Tatemono employees and 655 Tokyo Fudosan Kanri employees have completed the lifesaving course, which includes first aid. Tokyo Tatemono has received a

certificate of excellence from the Tokyo Fire Department, in recognition of its promotion of first aid training among its employees.



Self-Defense Fire-Fighting Drill Review Board

#### ● Support for Stranded Commuters During Disasters

[Community Support in the Event of a Disaster \(p. 69\)](#)

## TOPICS

### Sharing Disaster Preparedness Information with for-sale Condominium Residents

At Brillia properties and buildings managed by Tokyo Tatemono Amenity Support, we actively share disaster preparedness information with residents and condominium associations. The website of the Tokyo Tatemono Brillia Owner's Club, a membership organization for owners of our Brillia for-sale condominiums, features a “Brillia Disaster Preparedness Column” providing access to practical up-to-date information reviewed by experts on a variety of topics, such as how to respond in emergencies and what to prepare in advance. Information is also provided in the regularly distributed Amenity Life booklet, which is delivered to dwelling units managed by Tokyo Tatemono Amenity Support. The booklet promotes sufficient disaster readiness by introducing drills and events organized by management associations, providing links to video tutorials on how to use emergency supplies, and sharing actionable guidance for everyday preparedness, earthquakes, and flood warnings through the Brillia Disaster Prevention Card.

We also offer the “Brillia Disaster Prevention Game,” a simulated disaster experience developed for management associations based on realistic scenarios depicting what can happen in condominiums during earthquakes. Players of the game have reported gaining awareness of the importance of stockpiling water and preparing toilets, as well as the value of self-help and mutual aid. Some said it made them realize how essential it is to stay prepared in daily life, making the game a meaningful opportunity to build everyday readiness.

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# Biodiversity

## Policy and Concept

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

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

\*1 A system for evaluating and certifying biodiversity conservation efforts in the use of land for office buildings and residential buildings. It is based on two evaluation standards, the Association for Business Innovation in harmony with Nature and Community® Certification Guideline and the Land Use Score Card®, both developed by the Japan Business Initiative for Biodiversity (JBIB).

\*2 Social and Environmental Green Evaluation System. An evaluation system for green spaces that contribute to society and the environment by Organization for Landscape and Urban Green Infrastructure, which visualizes the social and environmental value of green spaces.

[External Evaluation for Sustainability \(p. 15\)](#)

[Environmental Management \(p. 27\)](#)

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



## Initiatives Related to Biodiversity and Ecosystems

### ● Status of Implementation of Risk Assessment for Biodiversity and Ecosystems

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

### ● Commitment Concerning Greenfield Development

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

### ● Collaboration with External Parties on Biodiversity and Ecosystems

We work to conserve biodiversity and ecosystems by cooperating with initiatives and industry associations. We are a member of the Keidanren Nature Conservation Council, established by the Japan Business Federation (Keidanren), and a participant in the Keidanren Initiative for Biodiversity Conservation, established by Keidanren and the Committee. In 2022, we also joined the 30 by 30 Alliance for Biodiversity established by Keidanren and other organizations.

Further, we have produced multiple chairs of the Real Estate Companies Association of Japan's Environmental Committee. The Real Estate Industry Environmental Implementation Plan formulated by the Environmental Committee lists conserving the natural environment and biodiversity as one of its environmental action goals.

[Participation in Initiatives \(p. 13\)](#)

## Urban Initiatives

### ● Green Space and Waterscape Creation

Tokyo Tatemono actively promotes the creation of sizable green spaces and waterscapes, even in urban areas where such spaces are limited. At Otemachi Tower (Chiyoda-ku, Tokyo; completed in April 2014), Tokyo Tatemono developed "Otemachi Forest," a green space that covers approximately one-third of the entire site (about 3,600m<sup>2</sup>). This initiative to recreate a "real forest" in an office district bristling with high-rise buildings has been evaluated very positively, including receiving ABINC Certification for biodiversity conservation, as well as SEGES "Urban Oasis" certification, which recognizes initiatives that provide

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comfortable and safe urban green spaces. In 2023, in recognition of its efforts supporting progress toward the Ministry of the Environment's 30 by 30\*2 target, Otemachi Forest was certified as a Nationally Certified Sustainably Managed Natural Site\*3.

Additionally, in March 2025, Otemachi Forest was one of the first sites to receive the highest Triple Star rating through the Certification System for Securing Quantity and Quality Urban Green Space\*4, established by Japan's Ministry of Land, Infrastructure, Transport and Tourism. It was recognized for initiatives such as CO<sub>2</sub> absorption, carbon fixation, biodiversity conservation, and the organization of events that promote well-being.

\*1 One of the certifications under SEGES, a system that recognizes initiatives aimed at providing comfortable and safe urban green spaces.  
 \*2 A goal that seeks to effectively conserve at least 30% of the land and sea as healthy ecosystems by 2030 toward the goal of halting biodiversity loss and restoring biodiversity by 2030 (nature positive).  
 \*3 One of the Ministry of the Environment's initiatives to support the achievement of the 30 by 30 target in Japan. The Ministry of the Environment certifies areas where biodiversity conservation is being promoted through private-sector initiatives, etc.  
 \*4 A system established under the Urban Green Space Conservation Law in which the Minister of Land, Infrastructure, Transport and Tourism evaluates and certifies corporate initiatives to secure high-quality green spaces, based on both the quality (climate change countermeasures, biodiversity conservation, and well-being enhancement) and the quantity of green space.



Features of Otemachi Forest at Otemachi Tower

Recreating a Real Forest

We secured an experimental pre-forest facility of woodland covering 1,300m<sup>2</sup> in Kimitsu City, Chiba Prefecture and created a growing environment identical to that of the planned site. Over a three-year period, we engaged in the verification of construction methods, plant growth, and appropriate management methods. After the soil and plants had been cultivated in Kimitsu, they were transplanted to the building site.

Conducting Species Monitoring Surveys

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

Contributing to the Preservation of Ecosystems in Surrounding Green Spaces

The nearby Imperial Palace is home to a large number of birds and insects, creating even greater possibilities for contribution to the local ecosystem by networking green spaces together. Several bird species have already settled in, and around 130 species of animals have been identified at the site, including dragonflies thought to have flown in from the Imperial Palace as well as migratory birds.

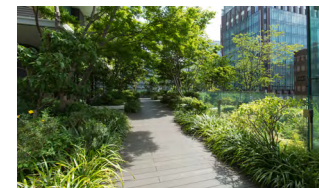
Examples of Flora and Fauna Observed in Otemachi Forest



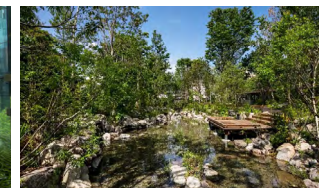
Pieris melete Hawk Dogtooth violet Mountain cherry blossom tree Japanese camellia and warbling white-eye Raccoon dog Falcon

Examples of Green Space Creation Initiatives

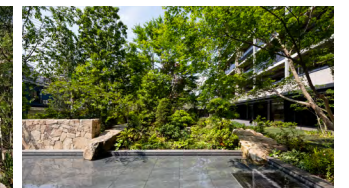
<p><b>Tokyo Square Garden Kyobashi-no-oka</b> (Completed in March 2013)</p>	<p>Chuo-ku, Tokyo</p>	<ul style="list-style-type: none"> <li>Creating a three-dimensional green space extending from the first basement floor to the fifth floor (approx. 3,000 m<sup>2</sup>)</li> <li>Concentrating greenery to create a cool spot in the center of the city and contribute to combating heat islands</li> </ul>
<p><b>Brillia Towers Meguro</b> (completed in December 2017)</p>	<p>Shinagawa-ku, Tokyo</p>	<ul style="list-style-type: none"> <li>Creating a forested space on the site, planting approximately 900 trees, and building a waterway</li> <li>Cooperating with the nearby Institute for Nature Study of the National Museum of Nature and Science and others to contribute to the preservation and growth of the local ecosystem</li> </ul>
<p><b>Nonoayama Building</b> (completed in May 2020)</p>	<p>Minato-ku, Tokyo</p>	<ul style="list-style-type: none"> <li>Creating a large-scale, approximately 3,500 m<sup>2</sup> green space and biotope leveraging Aoyama's topography and groundwater veins</li> <li>Creating a forest with a planting plan that takes into consideration the extant vegetation and ecosystem of the surrounding area, such as Meiji Jingu Shrine</li> </ul>
<p><b>Brillia City Nishi-Waseda Inner Forest</b> (completed in May 2022)</p>	<p>Toshima-ku, Tokyo</p>	<ul style="list-style-type: none"> <li>Establishing approximately 680 m<sup>2</sup> of green space on the site based on the concept of living with a forest inside the Yamanote Line</li> <li>Selecting and planting native species based on surveys of plant and animal ecology conducted by the local government</li> </ul>
<p><b>Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE</b> (completed in September 2022)</p>	<p>Tama City, Tokyo</p>	<ul style="list-style-type: none"> <li>Developed an approximately 5,000m<sup>2</sup> public green space integrated with the natural environment of the Tama River</li> <li>Contributed to the formation of a green network through a greening plan that reflects the characteristics of the surrounding area, including the selection of primarily native tree species (38% greening rate)</li> <li>Evaluated for its level of harmony and coexistence with the local area, this project became the first in Tama City to obtain ABINC Certification.</li> </ul>
<p><b>Tokyo Metropolitan Meiji Park Forest of Pride</b> (opened October 2023)</p>	<p>Shinjuku-ku, Tokyo</p>	<ul style="list-style-type: none"> <li>Planting approximately 700 new evergreen and deciduous trees spanning some 60 species</li> <li>By creating a layer of fallen leaves to cultivate a soil environment that supports a thriving ecosystem, we are promoting a "half-made forest" that we can nurture over time together with Tokyo residents.</li> <li>Utilizing Tokyo's First Park-Private Finance Initiative (Park-PFI) (p. 62)</li> </ul>



Tokyo Square Garden Kyobashi-no-oka



Nonoayama Building biotope within a green space



Brillia City Nishi-Waseda Inner Forest

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# Water Resources

## Policy and Concept

As water shortages become even more severe worldwide, developed nations and the rest of the world face demands to continuously improve the efficiency of water use.

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

### KPIs and Targets

● **Reduction of water use**

Reduction of water use intensity compared to the previous year  
Scope of coverage Long-term buildings\*

● **Promotion of the use of recycled water**

By FY2030, install gray water treatment facilities at, in principle, all new office buildings with a total floor area of more than 30,000 m<sup>2</sup>  
Scope of coverage Office buildings with total floor area exceeding 30,000 m<sup>2</sup>

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

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

[Environmental Management \(p. 27\)](#)

[\(Data\) Water Use / Intensity \(p. 96\)](#)

## Creation of Management Plans for Water Resources

We have created management plans for water use for all of the properties we own in our Commercial Properties Business (representing 87.5% of our total leased space). The amount of water used is monitored monthly for each property. If there is a large increase or decrease compared to the amount used in the same month of the previous year, we take measures such as identifying the reason for the increase or decrease. This helps to ensure appropriate water use in the future.

## Conducting Water Stress and Water Risk Assessments

Using Aqueduct, an assessment tool developed by the World Resources Institute (WRI), as of the end of FY2024, we have conducted water stress and water risk assessments for all properties owned and operated by the Group in Japan and overseas. No properties in Japan were located in areas rated “High” or higher, and therefore no water was withdrawn or used in high-risk areas. Certain overseas properties are located in areas with a “High” rating. We will continue regular monitoring in the future.

[\(Data\) Water risk analysis results from the Aqueduct Water Risk Atlas \(p. 96\)](#)

## Initiatives Related to Water Resources

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

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

In the Commercial Properties Business, in addition to stating our commitment to reducing our environmental impact through water conservation and the use of gray water in our Environmental Action Plan and Guidelines, we have established 10-year repair and investment plans for existing buildings, and are systematically switching to water-saving devices in conjunction with renovation work. We also work with our partners and tenants to conserve water in our daily operations and management. In FY2024, the water use intensity for long-term buildings increased by 0.06 points.

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

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

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

In the Residential Business, the Brillia Environmental Guidelines for the Brillia for-sale condominiums and Brillia ist for-rent condominiums that we develop require that kitchen faucets, bathroom shower faucets, and wash basin faucets be hot-water-saving faucets as a standard. This requirement contributes to the supply of for-sale and for-rent condominiums with a reduced environmental impact.

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## Water Resources

Additionally, at golf courses, hotels, and spa facilities operated by Tokyo Tatemono Resort, a Tokyo Tatemono Group company, we are working to reduce water use by replacing showerheads with water-saving models and installing water-saving devices on showers.

### Example of Implementation at Tokyo Tatemono Resort

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

### Promoting Resource Recycling Through the Use of Recycled Water

In buildings above a certain size, we are actively introducing equipment that can treat rainwater and miscellaneous wastewater from tenants' kitchens into gray water within the building. The water which has been treated to gray water is reused for non-potable purposes such as toilet flushing and watering exterior plants.

### Major buildings with Gray Water Treatment Systems (Total Floor Area over 30,000 m<sup>2</sup>)

- Kasumigaseki Common Gate (Chiyoda-ku, Tokyo; completed September 2007)
- Osaki Center Building (Shinagawa-ku, Tokyo; completed March 2009)
- Nakano Central Park South (Nakano-ku, Tokyo; completed May 2012)
- Tokyo Square Garden (Chuo-ku, Tokyo; completed in March 2013)
- Otemachi Tower (Chiyoda-ku, Tokyo; completed in April 2014)
- Hareza Tower (Toshima-ku, Tokyo; completed in May 2020)

### Compliance with Laws and Regulations on Water Use

We have installed wastewater treatment facilities in buildings that are subject to water pollution laws. We treat wastewater to ensure that it complies with standards before discharging it into public water bodies such as sewers, rivers, and the sea. There were no violations of water use-related laws or regulations (such as those governing water quality and quantity) in FY2024.

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# Promoting a Recycling-oriented Society

## Policy and Concept

Pollution of the air, soil, and water caused by waste and hazardous substances and the depletion of natural resources are issues shared by all of society. Businesses have an obligation to reduce the waste and hazardous substances generated by their activities and use natural resources effectively.

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

## KPIs and Targets

### Reduction of waste emissions

By FY2030, 20% reduction in the rate of waste emissions intensity compared with FY2019

Scope of coverage Long-term buildings\*

### Waste recycling promotion

By FY2030, achieve a waste recycling rate of 90%

Scope of coverage Long-term buildings\*

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

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

[Environmental Management \(p. 27\)](#)

[\(Data\) Waste Emissions and Recycling Amount / Recycling Rate \(p. 97\)](#)

## Waste Reduction Initiatives

In all aspects of its business activities, the Tokyo Tatemono Group is committed to reducing its environmental impact through waste reduction, recycling, and effective use of resources. In FY2024, we were able to reduce waste emissions intensity by approximately 28.4% (compared to FY2019).

### Introduction of a Centralized Waste Management System

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

### Collaboration and Co-creation with Customers in Waste Reduction

The Tokyo Tatemono Group carries out a range of initiatives aimed at reducing waste through collaboration and co-creation with the tenants of the office buildings owned and operated by Tokyo Tatemono as well as the residents of Tokyo Tatemono's for-sale and for-rent condominiums, such as promoting the 3Rs (Reduce, Reuse, and Recycle).

In the Commercial Properties Business in 2023, in order to reduce waste from the take-out containers used by food trucks at Nakano Central Park (Nakano-ku, Tokyo; completed in May 2012), we collaborated with Kirin Holdings Co., Ltd. and Marui Group Co., Ltd. to conduct a demonstration test of a container sharing service in which disposable takeout containers were replaced with reusable Megloo containers from Kaman, Inc.



Megloo



In 2024, the Residential Business launched the Waste Not Life Project as a waste reduction initiative at condominiums developed by Tokyo Tatemono. By the end of 2024, the project had been implemented at 9 properties, and we plan to expand it further, taking into account factors such as property size and other characteristics.

\* Implementation may vary depending on property size and other factors. For properties already sold, adoption is considered in consultation with the management association.

### Example Initiatives from the Waste Not Life Project

#### Collection of Waste Cooking Oil

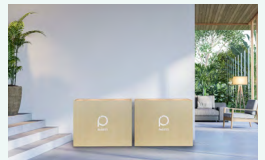
We collect waste cooking oil because, when properly processed, it can be recycled into fertilizer, feed, soap, and SAF (aviation fuel). We place collection boxes in condominium common areas, a method which minimizes the burden for residents.



Waste oil collection box (Brillia Fukusawa Hatchome)

#### Collection of Clothing and Miscellaneous small Goods

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



PASSTO collection boxes

#### GOMMY, a Garbage Disposal Area That People Will Enjoy Using

Residents frequently raise concerns about waste separation and sanitation. Believing that changing the trash area could also change attitudes, we redesigned the space with warm lighting similar to that in living areas, unique pictograms, and English signage to create a welcoming environment that is easy for anyone to use.



Example GOMMY disposal area (Brillia Nishi-kunitachi)

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## Promoting a Recycling-oriented Society

### Other Examples of Waste Reduction Initiatives with Customers

#### SDGs Promotion Meetings

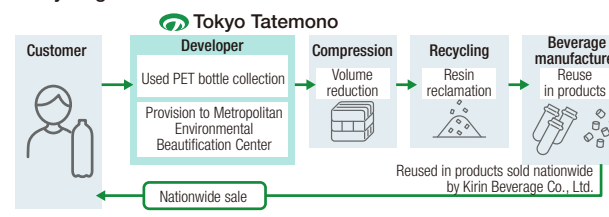
Engaging in Information Sharing and Opinion Exchange on Overall Sustainability, Including Waste Separation and Recycling, with Tenants (p. 34)

### Recycling Waste Materials

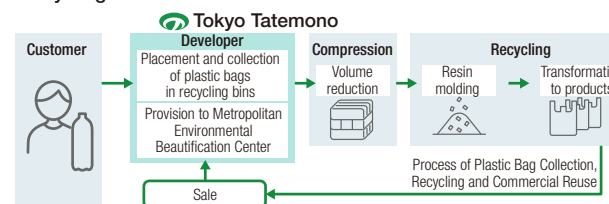
At the office buildings owned and managed by Tokyo Tatemono, we are conducting various demonstration experiments and trials aimed at recycling and reusing waste. By actually putting waste recycling into practice, we plan to not only reduce waste but also foster and increase recycling awareness among our employees and tenants. In FY2024, we achieved a waste recycling rate of 60.8%.

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

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



### Process of Plastic Bag Collection, Recycling and Transformation to Commercial Products



### Initiatives to Recycle Waste at Individual Office Buildings

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

### Using Reusable Bottles to Eliminate the Use of Paper Cups

Tokyo Tatemono is reducing paper cup waste across the entire company, including branch offices, by using reusable bottles. In 2022, we conducted a demonstration experiment in collaboration with Thermos K.K., Panasonic Corporation, Apex Corporation, and Ajinomoto AGF, Inc. The initiative targeted approximately 300 of our employees working on the 7th floor of the Tokyo Tatemono Yaesu Building, and reduced about 50 kg of paper cup waste over two months, which is equivalent to approximately 300 kg annually. Based on these results, we distributed reusable bottles to all employees and adopted their use company-wide. This allowed us to achieve a reduction of approximately 766 kg of paper cup waste annually at our headquarters.

### Use of Umbrella Sharing Service

We are participating in the 2030 Zero Disposable Umbrella Project for Buildings, led by Nature Innovation Group Co., Ltd., which operates the umbrella sharing service Aikasa with the goal of eliminating disposable umbrellas in Japan. As part of this initiative, we are in the process of installing Aikasa in office buildings owned and operated by Tokyo Tatemono. In addition to offering the convenience of being prepared for sudden rain, the project helps reduce the use of disposable plastic umbrellas and contributes to lowering environmental impact caused by resource waste and CO<sub>2</sub> emissions during production.



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

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## Promoting a Recycling-oriented Society

### ● Recycling Valuable Materials from Waste

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

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

## Control and Proper Management of Hazardous Substances

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

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

[\(Data\) Hazardous Substance Emissions \(p. 97\)](#)

### ● Measures Against Volatile Organic Compounds (VOC)

Formaldehydes are the primary substances behind sick building syndrome. To maintain the health of its tenants, Tokyo Tatemono restricts the use of products emitting formaldehydes in buildings and stipulates standards for action against formaldehydes in conjunction with the regulations of the Building Standards Act. We measure the concentration of formaldehydes in new buildings in accordance with our own standards to verify the safety of indoor environments.

### ● Measures Against Asbestos

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

[\(Data\) Hazardous Substance Emissions \(p. 97\)](#)

### ● Proper Processing of Fluorocarbons

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

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

### ● Proper Processing of Polychlorinated Biphenyls (PCBs)

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

[\(Data\) Hazardous Substance Emissions \(p. 97\)](#)

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# External Evaluation and Certification for Green Building

## Policy and Concept

The Tokyo Tatemono Group recognizes that, to meet the expectations and demands of our tenants, investors, and other stakeholders, it is essential that we develop and operate real estate while taking into consideration the reduction of our environmental impact as well as the comfort and diversity of our users. It is also key that we provide open disclosure of our performance and initiatives related to such real estate.

The Tokyo Tatemono Group has identified the promotion of a decarbonized society as one of its material issues, and has established KPIs and targets for promoting the development of ZEB and ZEH as well as acquiring green building certifications in order to address this issue through its business activities. In addition to new buildings, we are actively obtaining external green building evaluations and certifications for our existing office buildings and for-rent condominiums.

## KPIs and Targets

### Promotion of zero-energy buildings and homes

- Develop ZEB for, in principle, all new office buildings and logistics properties  
Scope of coverage Commercial Properties Business
- Develop ZEH for, in principle, all new condominiums for sale or rent  
Scope of coverage Residential Business

### Acquisition of Green Building Certification

- Acquire Green Building Certification\* for, in principle, all new office buildings, logistics properties, and condominiums for rent.  
Scope of coverage Commercial Properties Business / Residential Business

\* Mainly refers to, but is not limited to, DBJ Green Building Certification, CASBEE Certification for Buildings, and BELS (Building Energy Saving Performance Labeling System) Certification.

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

[External Evaluation for Sustainability \(p. 15\)](#)

[\(Data\) Acquisition Rate of Green Building Certification for Owned and Managed Properties \(p. 97\)](#)

## Promoting the Acquisition of External Evaluation and Certification for Green Building

The Tokyo Tatemono Group is promoting the acquisition of external green building evaluations and certifications,\*<sup>1</sup> such as the DBJ Green Building certification.\*<sup>2</sup>

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

\*<sup>1</sup> 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. Properties are rated on a five-level scale, ranging from one to five stars.

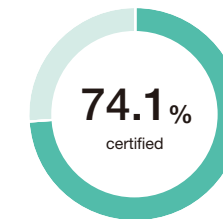
Five Stars (top 10%): Building with the top class environmental and social awareness in Japan  
 Four Stars (top 30%): Building with exceptionally high environmental and social awareness  
 Three Stars (top 60%): Building with excellent environmental and social awareness  
 Two Stars (top 85%): Building with high environmental and social awareness  
 One Star (top 100%): Building with satisfactory environmental and social awareness

\*<sup>2</sup> Mainly refers to DBJ Green Building Certification, CASBEE Certification for Buildings, and BELS (Building Energy Saving Performance Labeling System) Certification.

### Acquisition Rate of External Evaluations and Certifications for Green Building (as of the end of FY2024)



Acquisition Rate of Certification for All Properties Owned and Managed by Tokyo Tatemono



Acquisition Rate of Certification for the Leasable Area of Office Buildings



Acquisition Rate of Certifications for the Leasable Area of Residential Buildings



Hilton Kyoto (center building in photo) (acquired 5- Stars rating in the 2024 edition of the DBJ Green Building Certification)

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# Sustainability Finance

## Policy and Concept

Sustainability finance refers to bonds and loans to raise funds specifically for the purpose of promoting sustainability by addressing environmental issues such as climate change or social issues such as poverty, health, and economic disparity.

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

We will accelerate the cycle of allocating the funds we raise to projects that help bring about a sustainable society. We will help promote a decarbonized, sustainable society by balancing, at a high level across our operations, the need to address social issues with the need for business growth.

## Sustainability Finance Framework

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

### Use of Proceeds

Proceeds will be allocated to projects that meet eligibility criteria such as the acquisition or construction of green buildings and social projects addressing social problems, or will be used for refinancing such projects.

### Process for Project Evaluation and Selection

The Finance and Sustainability Management Departments select projects that meet the eligibility criteria. The final decision is made by the President or the Chief Financial Officer.

### Management of Proceeds

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

### Reporting

We disclose the allocation status of proceeds, environmental improvement impacts, and social benefits on our website once yearly until all proceeds classified for allocation reporting are fully allocated.

## Achievements in Sustainability Finance

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

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

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

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

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

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



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## Sustainability Finance

### Overview of Green Bonds and Sustainability Bonds

Name	2nd Series Subordinated Bonds (Green Bonds)	31st and 32nd Unsecured Corporate Bonds (Sustainability Bonds)	3rd Series Subordinated Bonds (Sustainability Bonds)	34th Unsecured Corporate Bonds (Sustainability Bonds)	33rd Unsecured Corporate Bonds (Sustainability Bonds, for individual investors)	35th Issuance of Unsecured Corporate Bonds (Sustainability Bonds for Retail Investors)
Issue date	March 15, 2019	July 16, 2020	February 10, 2021	July 6, 2023	July 30, 2021	May 2, 2024
Redemption date	March 15, 2059	July 16, 2025 (31st), July 16, 2030 (32nd)	February 10, 2061	July 6, 2033	July 28, 2028	May 2, 2031
Issue amount	50.0 billion yen	20.0 billion yen each (31st issue, 32nd issue)	40.0 billion yen	20.0 billion yen	10.0 billion yen	10.0 billion yen
Framework eligibility criteria	<p><b>Green Project</b> Eligible properties are those that have already acquired or are scheduled to be certified/recertified as one of the top two ranks in any of the third-party certification bodies listed in ① to ③ below.</p> <p>① 4 or 5 stars in the DBJ Green Building certification ② A or S rank in the CASBEE Building certification (new buildings) ③ 4 or 5 stars in the BELS certification</p>	<p><b>Green Project</b> Eligible properties are those that have already acquired or are scheduled to be certified/recertified as one of the top two ranks in any of the third-party certification bodies listed in ① to ③ below.</p> <p>① 4 or 5 stars in the DBJ Green Building certification ② A or S rank in the CASBEE Building certification (new buildings) ③ 4 or 5 stars in the BELS certification</p>		<p><b>Green Project</b> Eligible properties are those that have already acquired or are scheduled to be certified/recertified as one of the top two ranks in any of the third-party certification bodies listed in ① to ④ below.</p> <p>① 4 or 5 stars in the DBJ Green Building certification ② A or S rank in the CASBEE Building certification (new buildings) ③ 4 or 5 stars in the BELS certification ④ ZEB certification: "ZEB", Nearly ZEB, ZEB Ready, or ZEB Oriented</p>		
		<p><b>Social Project</b> Projects that contribute to any of the following ① to ③.</p> <p>① Basic infrastructure development and access to essential services ② Socioeconomic improvement and empowerment ③ Food safety</p>		<p><b>Social Project</b> Projects that contribute to any of the following ① to ②.</p> <p>① Access to essential services ② Socioeconomic improvement and empowerment</p>		
Use of Proceeds	<ul style="list-style-type: none"> <li>Funding for acquisition, construction, and refinancing of Hareza Tower</li> <li>Refinancing of the acquisition and construction of Nakano Central Park South</li> </ul>	<p>Urban development of the Yaesu-Nihonbashi-Kyobashi area next to Tokyo station, as a contribution to solving social issues</p> <p>① TOFROM YAESU (the Yaesu Project) ② Yaesu 1-chome North District Urban Redevelopment Project (Gofukubashi Project) ③ Tokyo Square Garden ④ Tokyo Tatemono Nihonbashi Building ⑤ City Lab TOKYO ⑥ TOKYO FOOD LAB ⑦ xBridge-Tokyo/xBridge-Tokyo Next ⑧ Kitchen Studio SUIBA ⑨ TOKYO IDEA EXCHANGE</p>	<p>Urban development of the Yaesu-Nihonbashi-Kyobashi area next to Tokyo station, as a contribution to solving social issues</p> <p>① Tokyo Square Garden ② Tokyo Tatemono Nihonbashi Building</p>	<p>Urban development that creates value of place and value of experience by meeting the diverse needs of customers and society, etc.</p> <p>① Hareza Tower ② Nakano Central Park South ③ Brillia ist Tower Kachidoki ④ Nonoayama Building (residences for the elderly, daycare facilities)</p>	<p>Urban development that creates value of place and value of experience by meeting the diverse needs of customers and society, etc.</p> <p>① Nakano Central Park South ② Brillia ist Tower Kachidoki</p>	
External evaluation	Green 1 (JCR)	SU1 (F) (JCR)				
Reporting	<a href="#">Sustainability Finance Reporting</a>					

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## Sustainability Finance

### Green Loan Financing

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

#### Green Loan Overview

Name	1st Green Loan	2nd Green Loan	3rd Green Loan	4th Green Loan	5th Green Loan	6th Green Loan	7th Green Loan	8th Green Loan
<b>Borrowing date</b>	June 28, 2022	December 23, 2022	December 23, 2022	September 29, 2023	December 22, 2023	March 29, 2024	July 31, 2024	November 19, 2024
<b>Repayment date</b>	June 28, 2032	December 28, 2029	December 23, 2032	September 29, 2028	December 27, 2030	March 31, 2034	July 31, 2034	November 28, 2031
<b>Loan amount</b>	10.0 billion yen	1.0 billion yen	10.0 billion yen	1.0 billion yen	1.0 billion yen	7.0 billion yen	5.0 billion yen	1.0 billion yen
<b>Framework eligibility criteria</b>	<p><b>Green Project</b> Eligible properties are those that have already acquired or are scheduled to be certified/recertified in any of the third-party certification bodies listed in ① to ⑤ below.</p> <ul style="list-style-type: none"> <li>① 3, 4, or 5 stars in the DBJ Green Building certification</li> <li>② A or S rank in the CASBEE Building certification (new buildings)</li> <li>③ 4 or 5 stars in the BELS certification</li> <li>④ ZEB certification: "ZEB", Nearly ZEB, ZEB Ready, or ZEB Oriented</li> <li>⑤ ZEH certification: "ZEH-M", Nearly ZEH-M, ZEH-M Ready, or ZEH-M Oriented</li> </ul>							
<b>Use of Proceeds</b>	① Refinancing the acquisition and construction of Tokyo Tatemono Sendai Bldg. ② Refinancing the acquisition and construction of T-LOGI Narashino	Refinancing the acquisition and construction of Tokyo Tatemono Sendai Bldg.	Refinancing the acquisition and construction of Tokyo Tatemono Sendai Bldg.	Refinancing the acquisition and construction of Tokyo Tatemono Sendai Bldg.	Refinancing the acquisition and construction of SMARK Iseaki	Refinancing the acquisition and construction of SMARK Iseaki	Refinancing the acquisition and construction of SMARK Iseaki	Refinancing the acquisition and construction of SMARK Iseaki
<b>External evaluation</b>	Green 1 (F) (JCR)							
<b>Reporting</b>	<a href="#">Reporting on Green Loan</a>							

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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, or origin.

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

Furthermore, by publishing this policy on our website, we clearly communicate our expectations for all stakeholders regarding the advancement of 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.

### KPIs and Targets

- **Respect for Human Rights**

Dissemination of the Human Rights Policy:  
Deployment to and compliance by group companies  
Scope of coverage Tokyo Tatemono Group

- [Tokyo Tatemono Group Human Rights Policy](#)
- [Sustainable Procurement Standards](#)
- [Tokyo Tatemono Group Guidelines for Sustainable Procurement Standards](#)
- [Material Issue KPIs and Targets \(p. 10\)](#)
- [Participation in Initiatives \(p. 13\)](#)
- [Supply Chain Management \(p. 55\)](#)

### 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 human rights initiatives together with relevant departments and Group companies, and with support from external experts.

The Sustainability Committee not only deliberates and discusses on the formulation of Human Rights Policies, etc., the development of systems, the setting of human rights-related metrics and targets, and specific initiatives, but also monitors and evaluates the status of initiatives and the progress of achieving targets. The Human Rights Subcommittee 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 FY2024, the Subcommittee discussed matters related to respecting human rights within the Group's business supply chain, as well as human rights assessments for participation in new overseas projects. Important matters deliberated and discussed by the Committee are submitted to or reported to the Board of Directors. The Board supervises the Group's human rights initiatives.

### Framework Chart (Human Rights)



[Sustainability Promotion Framework \(p. 9\)](#)

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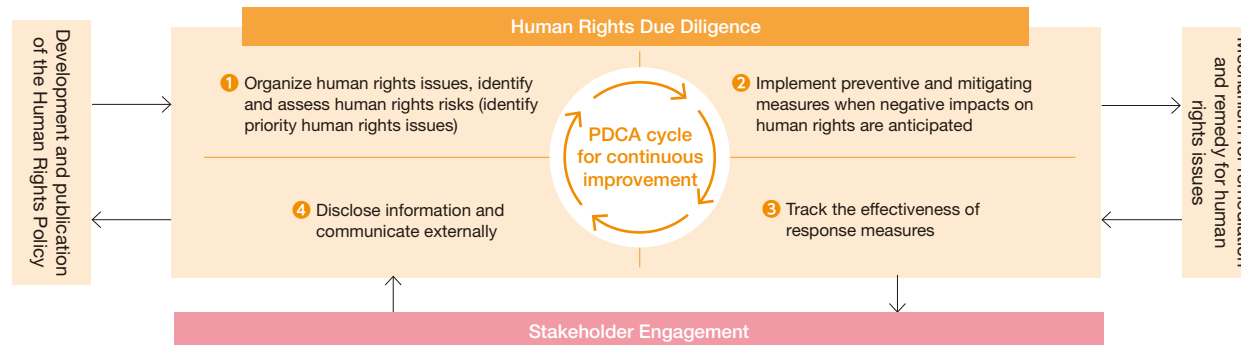
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## Respect for Human Rights

### 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 their effectiveness, and making improvements as necessary.

#### Human Rights Due Diligence Process



### 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, local rights, 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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### Initiatives to address priority human rights issues and monitoring their effectiveness

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

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

Priority human rights issues	Outline of initiatives	
	In the Tokyo Tatemono Group	In the supply chain
Forced labor, child labor	<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 compliance from suppliers, etc. (p. 55-56)</li> </ul>
Impact on local communities	<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. 53)</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 compliance (p. 55-56)</li> <li>Conducting human rights assessments when participating in new overseas projects (including social impact assessments related to human rights, proper land acquisition, minimizing and mitigating adverse social and economic impacts on Indigenous peoples, employment of local workers, and confirmation of land acquisition and development fund flows) (p. 56)</li> </ul>
Health and safety	<ul style="list-style-type: none"> <li>Setting and implementing health goals for all Tokyo Tatemono officers and employees (p. 72-74)</li> <li>Conducting training to improve health literacy and implementing stress self-checks (p. 74)</li> <li>Mental health initiatives (p. 74)</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. 58-60)</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.89)</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 compliance from suppliers (p. 55-56)</li> </ul>
Discrimination and harassment	<ul style="list-style-type: none"> <li>Raising awareness through training on human rights and harassment (p. 53)</li> <li>Establishing consultation desks for harassment-related issues (p. 53)</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>Formulating <a href="#">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 compliance from suppliers, etc. (p. 55-56)</li> </ul>
Working conditions and environment	<ul style="list-style-type: none"> <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. 75)</li> <li>Initiatives to limit overtime work (p. 75)</li> <li>Implementing risk countermeasures and training aimed at preventing occupational accidents at construction sites (p. 74-75)</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 compliance from suppliers (p. 55-56)</li> </ul>
Right to Privacy	<ul style="list-style-type: none"> <li>Thorough management of personal information (p. 88-89)</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 compliance from suppliers (p. 55-56)</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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### 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 and subsequent feedback. We also engage in dialogue with local communities and surrounding areas where we develop and own real estate by talking to people about how we intend to develop and operate the real estate projects. Based on the results of these dialogues and advice from outside experts on human rights, we are promoting initiatives to respect human rights.

### Raising Awareness Among Officers and Employees

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

Due to the nature of the business in the real estate industry, there are various human rights issues relating to land, such as the Dowa problem (discrimination against the Buraku people of Japan). The Group therefore, continues to provide training on how best to understand and respond to such problems, working hard to prevent any potential situations arising that could lead to human rights abuses.

#### Results of FY2024 Initiative

Training topics	Scope	Attendance
Conducted training for management on "How Companies Should Respect Human Rights"	Tokyo Tatemono Officers	Tokyo Tatemono: 100%
Conducted training on respecting human rights in the supply chain when conducting business, as well as training on the so-called Dowa problem (Buraku discrimination problem) specific to the real estate industry	All Group employees*	Tokyo Tatemono Group: 97.8% Tokyo Tatemono: 100%
Conducted compliance training on the Tokyo Tatemono Group's Compliance Code 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		Tokyo Tatemono Group: 97.5% Tokyo Tatemono: 100%
Conducted compliance surveys to regularly understand and verify compliance awareness and status		(Response rate) Tokyo Tatemono Group: 81.6%

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

- [\(Data\) Attendance in human rights training \(p. 99\)](#)
- [Helpline \(Anonymous Whistle-Blowing Mechanism\) \(p. 92\)](#)
- [Compliance Training \(p. 94\)](#)
- [Compliance Surveys \(p. 94\)](#)

### 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.

[Inquiries \(for external stakeholders\)](#)

#### Establishment of a Helpline (Anonymous Whistle-blowing Mechanism)

The Tokyo Tatemono Group and its domestic Group companies have established a shared Tokyo Tatemono Group Helpline (external contact point), available across companies to appropriately address compliance violations, including harassment and human rights infringements. Reports are accepted from a wide range of eligible users, including officers and employees of Group companies (including part-time and temporary staff), retirees, dispatched workers, and other contractors engaged in operations at Group company business sites. The means of inquiry can be selected from calling a dedicated line or registering on a form, and the form is available 24 hours a day, 365 days a year. 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. Overseas Group companies have likewise established a shared Tokyo Tatemono Group Helpline (external contact point). The helpline accepts inquiries via an online form 24 hours a day, 365 days a year, and supports multiple languages including English, Chinese, Thai, and Indonesian so that officers and employees of overseas Group companies can use it in their native languages.

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

[Helpline \(Anonymous Whistle-Blowing Mechanism\) \(p. 92\)](#)

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### Participation in Construction and Real Estate Industry Initiatives

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

### Other Initiatives to Respect for Human Rights

#### Support for the Kodomo Shokudo

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

Information displayed on the vending machines highlight nearby children’s cafeterias to local residents and inform visitors to the sales offices about the activities of the children’s cafeterias. This makes it easier for children in the area to use the cafeterias thereby further contributing to the local community.

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

### Initiatives at Tokyo Tatemono’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 130m2 house with two Japanese and two Western-style rooms with a common room in Brillia ist Tower Kachidoki near the National Cancer Center Hospital and St. Luke’s International Hospital.

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

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# Supply Chain Management

## Policy and Concept

The Tokyo Tatemono Group 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 Sustainable Procurement Standards

## System

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

#### 1. Observance of Laws and Regulations

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

#### 2. Respect for Human Rights

- Ensuring compliance with and respect for international standards relating to human rights and respect for basic human rights based on international standards
- Prohibition of discrimination and harassment

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

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

#### 4. Fair Business Activities

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

the anonymity of whistleblowers and eliminating retaliation against whistleblowers

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

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

#### 6. Environmental Considerations

- 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. Co-existing with Local Communities

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

#### 8. Formulation and Construction of a BCP Framework

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

#### 9. Collaboration in the Supply Chain

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

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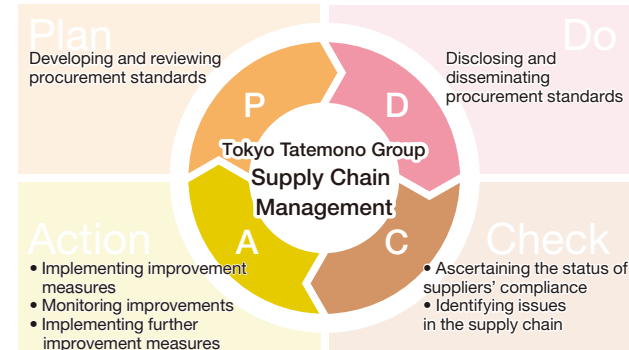
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## Supply Chain Management

### Supply Chain Management PDCA



### Operating the Sustainable Procurement Standards

#### Disclosure of Sustainable Procurement Standards and Guidelines

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

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

#### Identifying Key Suppliers

Tokyo Tatemono identifies key suppliers based on 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 Sustainable Procurement Standards, we avoid any risk in the supply chain.

#### Risk Assessment When Entering 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, anti-corruption, and consideration for environmental conservation, among other matters. In 2024, the survey was given to 166 construction companies, of which responses were received from 139. In 2025, 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 FY2024, 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 10 companies for additional interviews, including construction and building management companies, demolition contractors, and advertising agencies. The interviews focused primarily on respect for human rights and initiatives for reducing GHG emissions, based on the overall survey results.

#### Survey Implementation Status

	2023	2024	2025
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 questionnaires, feedback, interviews, and hearings. If any issues are unearthed in Tokyo Tatemono's supply chain, efforts are made to improve them. We will continuously monitor the status of improvement, carrying out further improvement measures as necessary.

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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
2023	Regarding the Sustainable Procurement Standards Guidelines	Tokyo Tatemono officers and employees	100%
2024	Regarding Tokyo Tatemono supply chain management initiatives and respect for human rights within the Group's business supply chain	Tokyo Tatemono officers and employees	100%
	Training on respecting human rights in the supply chain when conducting business	All Group employees*	Tokyo Tatemono Group: 97.8% Tokyo Tatemono: 100%

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

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# Improving Quality and Customer Satisfaction

## Policy and Concept

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

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

## Quality Control in the Commercial Properties Business

### The Human Building Philosophy

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

*Human Building*  
～ いつも、真ん中に入。～

**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 carry out self-checks on quality based on this policy document, reporting back to Tokyo Tatemono on a regular basis. In order to gain expertise and apply it to new commercial office building developments, meeting bodies are set up for each phase of the development process, such as when acquiring development sites, considering building products, tenant leasing, and considering building management, as well as after building completion. Through these meetings, where departments involved in the development and operation of commercial office buildings exchange ideas on

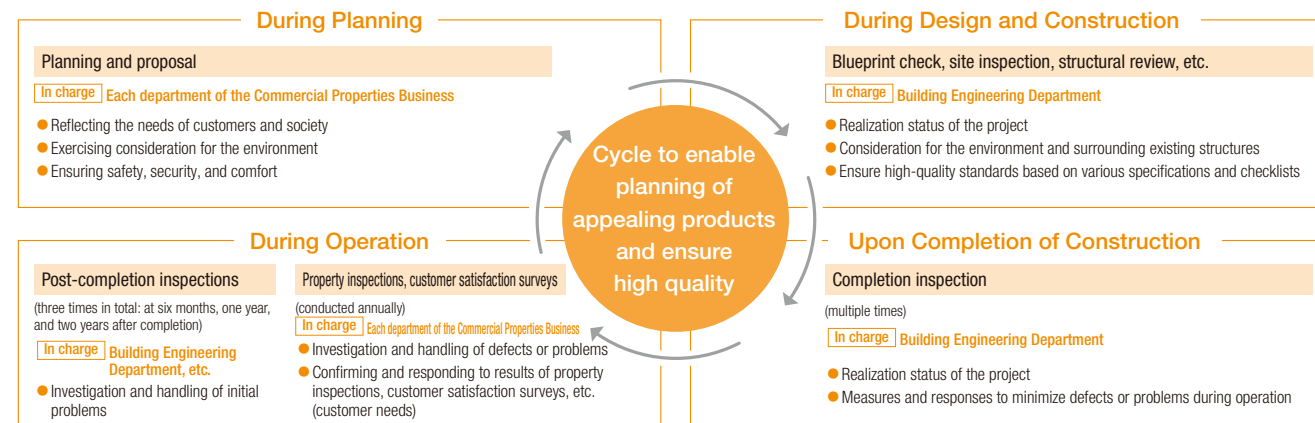
quality and safety, we strive to improve the quality of commercial office buildings and customer satisfaction.

#### Quality Control During Completion and Management

Questionnaire surveys are given to tenants every year in order to accurately understand the needs of customers occupying commercial office buildings. The survey results and responses are shared internally where they are used as reference for future development in terms of hard aspects, while efforts are made to expand and improve services in terms of soft aspects too.

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

### 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 companies and building 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

### The Brillia Concept

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 1st 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 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.

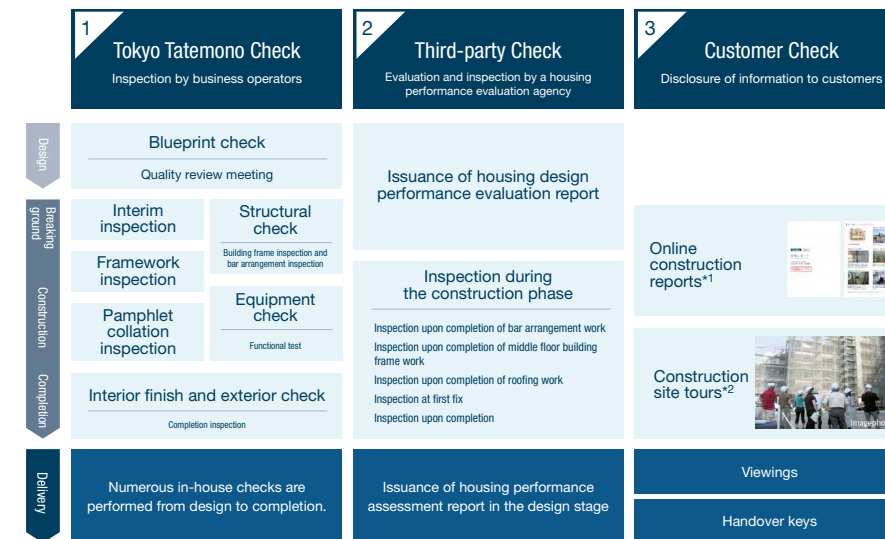
### Quality Control Initiatives in the Residential Business

#### 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

## Steadfast Commitment to Quality Control in the Residential Business

### Independent Quality Standards and Triple Checks



\*1 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.

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. Our condominium management company Tokyo Tatemono Amenity Support provides Brillia Life Support to fully support the lives of the Tokyo Tatemono Group's condominium residents.

Brillia Life Support makes six promises to residents to ensure the refinement and comfort of their lifestyles. The service offers appropriate upkeep and maintenance of condominiums, 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 the 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 Brilliia condominium business, we offer construction site tours for properties that are sold before completion where on-site staff give detailed explanations at each stage of the build. These tours, which have been highly praised by customers, allow homeowners to see parts of the build which otherwise cannot be seen after completion. During construction, the status of the build is regularly reported to customers in the building report.

☐ Responsible Marketing (p. 93)

### ● Post-move Security and Quality Support

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

- Up to second year after completion: Periodic after-sales service
- 10, 15, and 20 years after completion: Support through the Brilliia Home Regular Checkups
- For up to 10 years after the end of after-sales service period: Brilliia 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)
- Brilliia Life Support App (allows users to request replacement of

home equipment and appliances, purchase home equipment supplies, and order cleaning services on smartphones)

☑ Brilliia Life Support (Only available in Japanese)

☑ Brilliia Condominium Management (Only available in Japanese)

## Pursuing Convenience as Real Estate

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

## Raising Employee Awareness through Training and Meetings

### ● 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 by sharing and understanding each other's roles and responsibilities. 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.

### ● Training to Improve Building Management Skills

The Group companies involved in building management provide training programs for all employees 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 provide 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.

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## Improving Quality and Customer Satisfaction

### ● 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 2024, three projects received awards, and examples of excellent initiatives in each project were shared at the awards ceremony.

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

Tokyo Fudosan Kanri has introduced the Good Job Idea Award commendation system with the aim to improve customer satisfaction through on-site improvement activities. This system selects and commends exemplary cases twice a year from among on-site improvement activities related to enhancing safety, security, and comfort, as well as energy-saving efforts. In fiscal 2024, 131 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.

### ● Brillia Design Award Internal Commendation System

In the Tokyo Tatemono Residential Business, we introduced the Brillia Design Award commendation system for some of our for-sale Brillia condominiums to facilitate even greater refinement, 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 Brillia Design, and further improve quality and service.

### ● Inner Branding: Brillia Pride Project

The Residential Business launched the Brillia PRIDE PROJECT in July 2023 as an internal branding initiative aimed at enhancing customer satisfaction and brand value for Brillia. In support of these efforts, we have established a set of action guidelines to instill a shared understanding of the Brillia 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 \(p. 101\)](#)

#### Customer Satisfaction Survey, Response Ranking (FY2024)

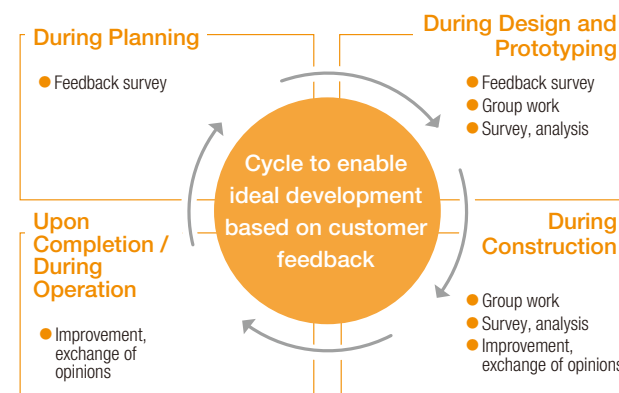
Satisfied	#1	Tokyo Tatemono staff response
	#2	Cleanliness of common areas, etc.
	#3	Response to tenant incidents by disaster prevention center and management office
Dissatisfied	#1	A/C temperature settings/control
	#2	Mobile phone reception and connectivity
	#3	Clarity of rules, manuals, and related materials

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

Bloomoi is a co-creation project for housing and living that was born out of the Brillia condominium brand. 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

We received two Good Design Awards\*1 in fiscal 2024: one for our for-sale condominium, Brillia Kyoto Kuramaguchi (Kyoto, Kyoto Prefecture; completed in 2023), and the other for the Park-PFI\*2 project "MEIJI PARK" (Shinjuku-ku, Tokyo; opened in 2023), in which Tokyo Tatemono participated.

Brillia Kyoto Kuramaguchi was recognized for its harmonious integration of contemporary architecture with the traditional Kyoto streetscape, achieved through simple formal continuity such as aligning the eaves with those of the adjacent machiya townhouses. On the other hand, Meiji Park is an urban park adjacent to the Japan National Stadium, featuring the 7,500 m<sup>2</sup> Forest of Pride and unique open spaces. It was recognized for its location, historical context, and compatibility with the functions of the stadium.

Brillia Kyoto Kuramaguchi was recognized for its harmonious integration of contemporary architecture with the traditional Kyoto streetscape, achieved through simple formal continuity such as aligning the eaves with those of the adjacent machiya townhouses.

\*1 Organized by the Japan Institute of Design Promotion. The Good Design Awards are Japan's only comprehensive annual awards evaluating and commending outstanding design.

\*2 Park-PFI (Park-Private Finance Initiative) is a system in which private businesses are selected through a public bidding process to develop park facilities in urban parks, such as restaurants and stores, that improve the usability of urban parks for visitors. The private businesses will also utilize the revenue generated from these facilities to fund the development and maintenance of surrounding park infrastructure, such as paths and plazas, in an integrated manner.

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

- [Tokyo Tatemono Condominium Reconstruction](#)  
(Only available in Japanese)
- [\(Data\) Revitalizing and Utilizing Real Estate Stock \(p. 102\)](#)

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

### Key Ongoing Projects

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



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

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 will be relaxed, and the number of residential units will be increased from 57 to 104 seismic-isolation condominiums. 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.

#### Kunitachi Fujimidai Danchi Condominium Reconstruction Project



Location	Fujimidai 1-chome, Kunitachi City, Tokyo
Units after reconstruction	589 units (previously 298)
Completion	FY 2026 (planned)

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. By making good use of the newly-vacated land and expanding the green space and walking space, the aim is to create a green and pleasant living environment.

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

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## Revitalizing and Utilizing Real Estate Stock

### Tōshō Center Building Condominium Reconstruction Project



<b>Location</b>	Yanagibashi 2-chome, Taito-ku, Tokyo
<b>Units after reconstruction</b>	267 units (previously 91, and other offices and exhibition space, etc.)
<b>Completion</b>	March 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 was adopted and highly rated by the Ministry of Land, Infrastructure, Transport and Tourism as a model project for extending the lifespan and effective utilization of existing condominium stock\* in fiscal 2022.

\* 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.

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



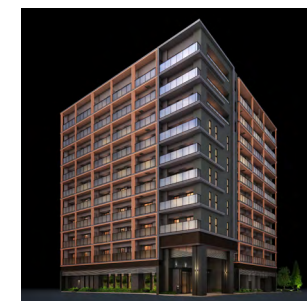
<b>Location</b>	Higashi-machi and Ito-machi, Chuo-ku, Kobe, Hyogo
<b>Units after reconstruction</b>	Apartment housing, exhibition halls, offices
<b>Completion</b>	December 2026 (scheduled)

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 will 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 per condominium unit 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>Units after reconstruction</b>	99 units and 1 lot for a town hall
<b>Completion</b>	January 2027 (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 developing "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.

[\(Data\) Revitalizing and Utilizing Real Estate Stock \(p. 102\)](#)

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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 operate, we contribute to the creation of a prosperous society as a member of the local community by working together with various stakeholders, including local residents, tenants of office buildings and condominiums, NPOs, government agencies, and private companies, while making efforts to contribute to the development of the region and improving value for local communities.

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

For over 120 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), Gofukubashi Project, and Kyobashi 3-chome Project that we are developing in this area have been designated as National Strategic Special Zones\* and are being promoted as business and transportation hubs. Furthermore, taking advantage of the many large companies in the area, we have created an innovation center for the activities of startups and venture capitalists, making it easier for the large companies to invest in these

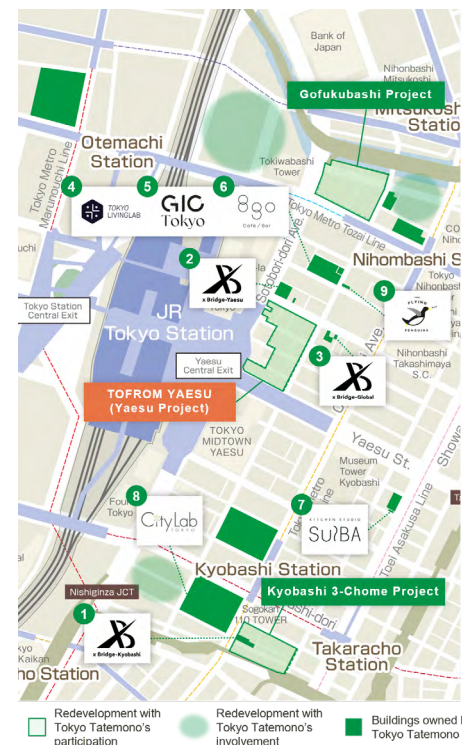
startups and contributing to increased collaboration between them.

\* 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, promoting innovation in the entire area by stimulating interaction among companies and people gathering from across JAPAN and abroad. From FY2023 to FY2024, we were selected as a partner organization for the Tokyo Metropolitan Government's TOKYO SUTEAM project and advanced efforts aimed at further strengthening the innovation ecosystem within the YNK area.

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



Major innovation bases in the YNK area	
<p><b>Startup Support</b></p> <p>1 <b>xBridge-Kyobashi</b> Shared office supporting startups originating from YNK</p> <p>2 <b>xBridge-Yaesu</b> Shared office-type incubation facility with venture capital</p> <p>3 <b>xBridge-Global</b> Incubation facility supporting the accumulation of global startup companies, community formation, and other activities</p>	<p>6 <b>8go café &amp; bar</b> Collective kitchen that creates opportunities for behavioral change through food under the concept of regeneration</p> <p>7 <b>Kitchen Studio SUiBA</b> Shared kitchen that creates vibrant spaces and fosters diverse 'food' cultures</p>
<p><b>Regeneration</b></p> <p>4 <b>TOKYO LIVINGLAB</b> A place where people who resonate with the idea of regeneration gather to demonstrate innovation and implement it in society</p> <p>5 <b>Gastronomy Innovation Campus Tokyo</b> A campus creating the future of Japanese food through innovation by gastronomy and science</p>	<p><b>Sustainability</b></p> <p>8 <b>City Lab TOKYO</b> Open innovation hub for building a sustainable city and society</p> <p><b>Serendipity</b></p> <p>9 <b>THE FLYING PENGUINS</b> A bar where the staff, which changes daily, serves as a 'bridge' to create meetings and 'stylish interactions'</p>

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## Contributing to Local Society and Communities

### ● Realizing Regenerative City Tokyo

With the concept of “Regeneration”\* at its core, Tokyo Tatemono is taking real action in five areas: “Education,” “Co-creation and Open Innovation,” “Social Implementation,” “Information Dissemination,” and “Physical Space Creation.” We shared our “Regenerative City Tokyo” vision at the “RegenerAction Japan 2024” international conference held on Monday, November 25, 2024. This vision seeks to create more than 10 co-creation innovation projects, principally in the YNK area, that will improve the wellbeing of the planet, society, and people by the end of 2027, and to expand and spread these projects by 2030. Through such efforts, the aim is for Tokyo to become a new role model for international cities such as London, Paris, and New York as a city at the front line of realizing a regenerative world.

\* Creating a prosperous future by simultaneously pursuing the wellbeing of the planet, society, and people, and by continuing to create multidimensional value for multi-stakeholders.

### 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 well-being 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, the mixed-use facility TOFROM YAESU, scheduled for completion in 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

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### 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 is an active participant 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.

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

### Community Outreach Activities in YNK area (2024)

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)
Morning clean-up	Clean-up activity around Tokyo Station organized by the Company (with about 240 Group employees)
Chuo City Clean Day, Operation Tokyo Ekimachi Kirapika	Clean-up activities around Tokyo Station conducted in cooperation with the town council with JR and the Marunouchi area (with about 120 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 cleaning	Helping to clean the famous Nihonbashi bridge
Kyobashi Bon-odori	Assisted event and participated as dancers in the Kyobashi 2-chome Bon-Odori (traditional festival dance)
Nihonbashi-Kyobashi Festival	Participated as executive committee members and event staff
Chuo-ku Marugoto Museum	Support for events to rediscover the charms of Chuo Ward, participation as staff members in events
Tokyo Illumilia	Assistance in planning and operation of events to illuminate Sakura-dori and Naka-dori streets in the Yaesu and Nihonbashi areas
Hakone Ekiden roadside security volunteers	Ensured the safety of athletes, spectators, etc., along Chuo-dori
Hatsuuma Festival at Oman Inari Shrine	Supported revitalization of Yojuin Street (provision of banners, street light decorations, lanterns, and curbs)
Meet with Flowers	Purchase and free distribution of cut flowers to support flower growers
Art in Tokyo YNK, T3 PHOTO FESTIVAL TOKYO	Provided a venue for young artists, photographers, students, etc., to showcase their work, disseminated information as a town of art, and sponsored events



Sanno Festival



Sanno Festival (Mikoshi portable shrines)



Nihonbashi Bridge cleaning (helping to clean the bridge)

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## Contributing to Local Society and Communities

### ● Clean-up Activities

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



Morning Clean-up activities

### ● Partnering with Non-Profit Organizations

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

Since 2017, we have been a member of the Secretariat of the Cheering Supporters for Woods of Chuo Ward NPO, supporting forest conservation initiatives that are conscious of the natural environment, such as the "Chuo Ward Forest Utilization Project" and utilization of tree trimmings.



Chuo-dori oath flower beds

### ● Encouraging Lively Communities

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

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

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

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 not only to creating a lively atmosphere but also to the safety and security of the local community.

## TOPICS

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

- **livedoor URBAN SPORTS PARK\*1 sports and leisure complex**  
(Official name: "Ariake Urban Sports Park," which was fully opened in October 2024)



The facility is a sports and leisure complex built in accordance with the PFI Act\*2. The approximately 3.1 hectare site plays host to 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.

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

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### Condominium Development That Helps Build Communities

Brillia City Shakuji Koen ATLAS (Nerima Ward, Tokyo; completed in late 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 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

### 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)
- The Otemachi Tower (Chiyoda-ku, Tokyo, completed in April 2014)
- Hareza Tower (Toshima-ku, Tokyo; completed in May 2020)

#### Providing Hot Bath Facilities for Disaster Victims, 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 entered into an agreement with the cities of Ayase and Ebina in Kanagawa Prefecture as well as Wako in Saitama Prefecture to allow the use of Ofuro no Osama bathing facilities in the event of an emergency.

Thanks to this agreement, anyone affected by an earthquake

or other disaster may use bathing facilities at four Ofuro no Osama locations (Ebina, Kozashibuya Ekimae, Seya, or Wako) located in and around the three aforementioned cities.

### Initiatives for Tenants and Residents

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.

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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 a material issue, 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.

### Human Resource Philosophy

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

### Human Resource Policy

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

## KPIs and Targets

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

Material Issue KPIs and Targets (p. 10)

## Human Resource Development System

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

Additionally, in line with our global expansion, we provide support for learning English and other languages closely related to our business.

In order to efficiently utilize the human resource data we have built up, develop and appropriately allocate human resources, we have introduced a talent management system that centrally manages employee-related data. As well as managing employee background information, the system is also used for goal management and periodic career interviews. This enables us to effectively consider personnel rotations and human resource development in terms of the characteristics of each employee. In fiscal 2024, as in the previous year, we continued to achieve our targets of at least 15 hours of training per employee per year on average and 100% participation in career training.

(Data) Average hours of training per year per employee (p. 100)

(Data) Career training participation rate (p. 100)

### Level-Specific System (Outline)

	Content and theme	Purpose
Officers	New assignment training, and individual training on business management and risk management	
Line managers (general managers, group leaders)	New assignment training, evaluator training, mental healthcare training, management training based on 360-degree surveys	Training to acquire the necessary knowledge and skills for line management
Managers	New manager training, assessment training	Assessment training
Assistant managers	Assessment training	Training for newly appointed managers and assistant managers to take stock of their own skills and learn the knowledge and mindset required to solve problems Training for newly appointed managers and assistant managers to take stock of their own skills and learn the knowledge and thinking required to solve problems
Senior employees	Career training Elective training <ul style="list-style-type: none"> <li>• Accounting</li> <li>• Management strategy</li> <li>• Design thinking</li> <li>• Scenario planning</li> <li>• Corporate finance</li> <li>• Project management</li> <li>• Negotiation</li> </ul>	Career training Training to acquire the mindset to independently shape one's career and to develop future career prospects. Elective training Training that can be selected and attended according to the individual's career prospects.
New employees	<ul style="list-style-type: none"> <li>• New employee training (business basics, etc.)</li> <li>• Group training for employees in their third year after graduating</li> <li>• Basic practical real estate training</li> <li>• Joint group training and sports days</li> <li>• Logical thinking</li> <li>• Accounting</li> <li>• Presentation</li> <li>• Mental health</li> </ul>	Joint group training and sports days Initiatives aimed at revitalizing the whole Group by enabling employees to deepen mutual understanding, develop a sense of camaraderie, and create Group synergy beyond the boundaries of their affiliated companies

### Other training

Global training	Attending language schools, overseas field trips, overseas training
Self-education/ 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, to enable new employees to clearly recognize their own growth pattern, a survey is conducted to visualize the level of expectation and satisfaction of those around them, and to identify issues that need to be prioritized based on the gap between the two.

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

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

We have introduced a management by objectives system to keep our employees motivated and to encourage them to embrace challenges toward achieving their goals. 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. This is based on interviews between supervisors and subordinates, held three times a year, and on-the-job training.

### Improving Employee Engagement

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

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

The engagement score\* for FY2025 continued to improve from the previous two years, maintaining a high level.

We recognize that weakening communication between hierarchical levels is an issue that requires ongoing attention. Therefore, we will implement various measures to strengthen management levels that connect hierarchies.

\* Rating: AA, Score: 65.0

[📄 \(Data\) Employee Engagement Survey \(p. 100\)](#)

#### Measures in Response to the FY2025 Survey Issue: weakening communication between organizational levels (ongoing from the previous fiscal year)

Aim of measure	To improve the infiltration of strategy and awareness between hierarchical levels by strengthening management levels that connect hierarchies.
Details	<ol style="list-style-type: none"> <li>1 Implementation of 360-degree surveys                     <ul style="list-style-type: none"> <li>• Evaluation is carried not just between supervisors and subordinates, but also between colleagues who work with each other</li> <li>• Conducting mutual evaluations from multiple perspectives helps ensure that evaluations are fair and appropriate</li> <li>• Understanding each other's positions helps activate communication and strengthen a sense of ownership</li> </ul> </li> <li>2 Enhancement of Group Leader (GL) Training                     <ul style="list-style-type: none"> <li>• Evaluator training and mental health line care training for newly assigned GLs</li> <li>• Enhance management skills by setting target issues and planning and conducting theme-based training</li> </ul> </li> </ol>

## TOPICS

### New Training Program: Program TASUKI

To further instill our long-term vision and make our organizational culture more visible, in 2024, Tokyo Tatemono conducted a training program called Program TASUKI, which focused on learning from Tokyo Tatemono's past project stories. Targeting young and mid-career employees, we held sessions led by 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 discussion and exchange of ideas. We plan to continue this training program, fostering greater knowledge sharing among employees and encouraging communication across departments and seniority levels.

### Acceptance of Interns

With the aim of improving students' abilities and providing opportunities for students to think seriously about their own futures, Tokyo Tatemono provides work experience and opportunities for students to interact with each other through internships. We also believe that prior experience working at our Company will reduce post-employment mismatches in the real estate industry as a whole, prevent premature job turnover, and lead to the development and retention of young employees. The program is usually held for undergraduate and graduate students during the summer and winter. In fiscal 2024, a total of 309 interns were accepted.



Acceptance of interns

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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, with regard to the supply chain in Tokyo Tatemono Group's business, we request suppliers, including construction and building management companies, to ensure sound labor practices and working environments based on the Sustainable Procurement Standards established for the entire Group, with the aim of maintaining and improving good health and promoting health and safety throughout the supply chain.

## KPIs and Targets

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

- 📄 [Health Management / Occupational Health and Safety \(Results and data of initiatives\) \(Only available in Japanese\)](#)
- 📄 [Sustainable Procurement Standards](#)
- 📄 [Tokyo Tatemono Group Guidelines for the Sustainable Procurement Standards](#)
- 📄 [Material Issue KPIs and Targets \(p. 10\)](#)
- 📄 [Supply Chain Management \(p. 55\)](#)

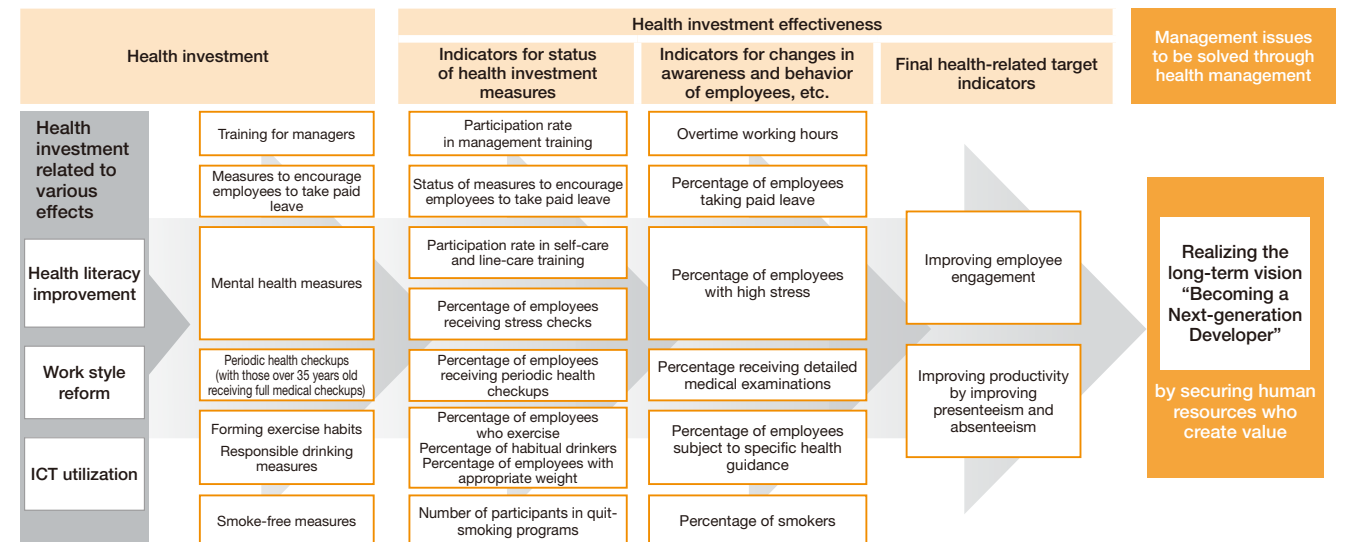
## Tokyo Tatemono Group Health Management Declaration

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.

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

## Health Management Strategy Map

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



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## Health Management / Occupational Health and Safety

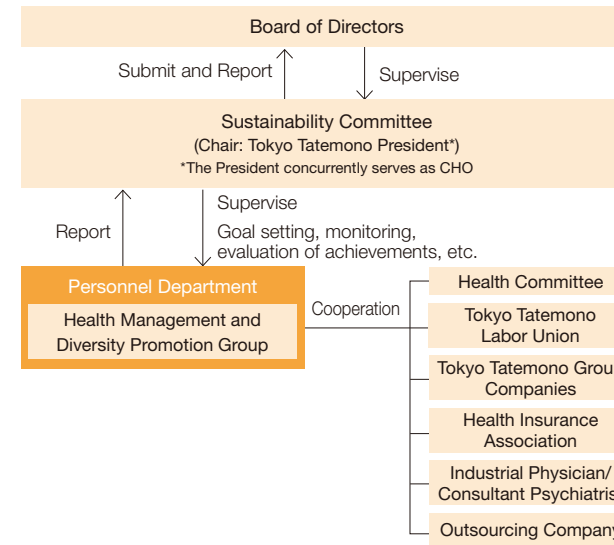
### System

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 discussed by the Committee are submitted to or reported to the Board of Directors for supervision.

Furthermore, to realize occupational health safety, Tokyo Tatemono established the Health Committee, which consists of representatives from the Personnel Department and each office/location, as well as industrial physicians. 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 employees. Moreover, we work to maintain and improve health throughout the Tokyo Tatemono Group through Group-wide measures. Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support, which are involved in building construction and management, have established a risk assessment framework to help prevent workplace accidents in both new and ongoing projects, and to identify causes and prevent recurrence if an accident occurs.

### Health Management Promotion System Chart



### Health Promotion Initiatives

As well as setting a target of 100% of all officers and employees receiving health check-ups and follow-up tests each fiscal year, we are also implementing various initiatives in cooperation with the health insurance association. We have achieved a 100% health check-up rate for 13 consecutive years since 2011, and are working to maintain and improve the health of our officers and employees and foster their awareness of health management.

#### Managing Health Risks for Officers and Employees

Tokyo Tatemono uses medical examinations and other means to ascertain the risks to the health of its officers and employees. The initiative 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 rate of implementation and of completion in 2024 was 100%).

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 infection prevention measures, 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 in FY2023 and FY2024.

\*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 \(p. 101\)](#)

#### Initiatives to Reduce Smoking Rates

We have set a target of a smoking rate of 12% or less every fiscal year for all officers and employees. Since April 2020, we have implemented a complete smoking ban during working hours, and we are helping people to quit smoking by providing information that will help them break the habit. The smoking rate in fiscal 2019 was 21.0%, but the smoking rate in fiscal 2024 improved to 13.1%, partly due to the effects of various measures. Going forward, we will continue working on various initiatives with the goal of keeping the smoking rate below 12% each fiscal year.

[\(Data\) Health Management Related \(p. 101\)](#)

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## Health Management / Occupational Health and Safety

### ● Health Literacy Initiatives

We provide health-related training to all 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%)

Scope of coverage: Tokyo Tatemono

### ● Mental Health Initiatives

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

#### Major Mental Health Initiatives

- Stress self-check-ups every year to understand individual stresses in an appropriate and easy way
- Free access to mental health counseling provided by health associations
- Support system including training, in cooperation with a consultant psychiatrist, to support return to work
- Mental health line care training for new managers in a position to supervise subordinates (100% participation rate in FY2024)
- Self-care training for new employees with sports trainers as instructors (100% participation rate in FY2024)

### ● Initiatives to Form Health Habits

Based on the results of a health awareness survey given to employees, it was found that 80% of employees have issues with exercise and sleep. Therefore, in fiscal 2024, we implemented the following measures to enhance our initiatives for improving employee health.

- Organized walking events using smartphone pedometer apps (over 2,100 participants across the Group)
- Identified sleeping patterns using smart rings and held sleeping counseling sessions with an expert (31 new employees participated)
- Held a trial session for a wellness program using smartphone apps that included meditation and yoga (over 100 participants)

## Occupational Health and Safety Initiatives

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.

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 2024, 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.

[\(Data\) Occupational Health and Safety Related Data \(p. 101\)](#)

### ● Health and Safety Risks and Countermeasures on Construction Sites

When undertaking new construction projects, Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support implement safety measures to prevent workplace accidents by identifying hazardous tasks and areas at each construction site using check sheets and other tools. Safety and health supervisors or technically qualified experts then conduct thorough inspections to ensure that both their own employees and those of subcontractors can work safely. 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, together with partner companies, to check for hazardous areas and help prevent workplace accidents.

### ● Preventing Occupational Accidents on Construction Sites

Property development and management involves employees from many suppliers, including construction companies and management companies. We conduct questionnaire-based surveys 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 \(p. 55\)](#)

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## Health Management / Occupational Health and Safety

### ● 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.

#### Main Training and Drills on Occupational Health and Safety Standards

- Foreman training (risk management in construction)
- Training on considerations during hazardous work
- Training on the Industrial Safety and Health Act and basic safety knowledge
- Health and safety training for condominium management staff at work
- Drills for occupational accidents related to condominium construction and for natural disasters

### ● Training to Suppliers

At Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support, safety and health training is provided to business partners at construction and management sites, including training based on the Industrial Safety and Health Act and specialized education for certain hazardous tasks.

### 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 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 \(p. 101\)](#)

#### ● Dialogue Between Labor and Management

Tokyo Tatemono supports freedom of association and the right to collective bargaining. 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.

[\(Data\) Percentage of unionized employees \(p. 101\)](#)

#### ● Equal Pay for Equal Work Initiatives

Tokyo Tatemono complies with the principle of equal pay for equal work, ensuring that there are no disparities in compensation based on gender or other factors. Our compensation system is based solely on job type, position, and performance. We are also in compliance with minimum wage laws and regulations, which are essential for stability in workers' lives.

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## Health Management / Occupational Health and Safety

### Third-party Evaluation of Health Management

#### Wellness Office Certification

We are working to ensure a work-friendly environment by reducing fatigue and stress caused by work. This helps to prevent occupational accidents and health problems.

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



\*A certification that evaluates 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.

#### Improvement of Working Environment at Tokyo Tatemono Yaesu Building

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

#### 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 2025, Tokyo Tatemono and seven 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.



#### Excellent Health Company Certification System

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

#### Status of Certification as 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
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 obtained: 4 companies	Tokyo Tatemono / E-State Online / Tokyo Fudosan Kanri / Tokyo Tatemono Real Estate Sales
Silver certification obtained: 7 companies	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 a society where values are diversifying and rapidly changing, in order to realize a sustainable society, it is more important than ever to enable diverse human resources, including women and seniors, to work to their fullest and achieve a good work-life balance. The Tokyo Tatemono Group believes that allowing everyone to work actively and without barriers will create innovation and encourage corporate growth, with for example, services from the customer's perspective, and improved productivity.

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.

### KPIs and Targets

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

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

[Human Resource Development \(p. 70\)](#)

## System

The Tokyo Tatemono Group's Sustainability Committee, chaired by the President, sets goals for work-life balance and the promotion of diversity in our workforce based on the material issue of diversity and inclusion, defines specific initiatives to achieve these goals, monitors progress, and evaluates the details of achievement. Important matters deliberated and discussed by the Committee are submitted to or reported to the Board of Directors for supervision.

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 to Accompany Spouse on Overseas Transfer

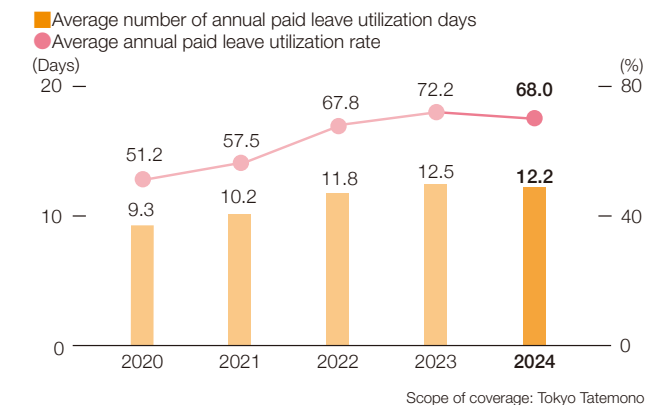
Tokyo Tatemono has a system in place that allows employees to take up to three years of leave of absence to accompany their spouse on an overseas assignment if they are willing to continue working in the company. In addition, employees who have left the company due to reasons such as their spouse's transfer 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 aims to achieve an average annual paid leave utilization rate of at least 70% each fiscal year and actively encourages employees to take paid leave by 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 are also granted refreshment leave in addition to paid leave for a certain number of years of service.

### Paid Leave Status



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

[\(Data\) Health Management Related \(p. 101\)](#)

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## Diversity & Inclusion

### Lapsed Paid Leave System

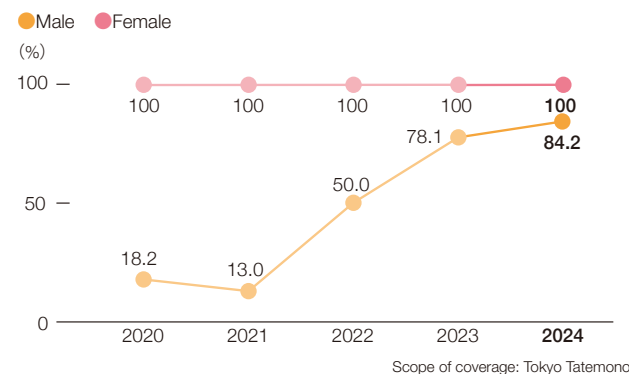
Tokyo Tatemono has a lapsed paid leave system that allows employees to use their lapsed paid leave when taking long-term leave for purposes such as receiving treatment for illness, childcare/nursing care, or infertility treatment.

### 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.

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.

Changes in the Ratio of Employees Taking Childcare Leave



[\(Data\) Childcare Leave \(p. 100\)](#)

### 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
During childcare	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.

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

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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.

By the end of December 2024, the percentage of female employees has increased to 32.2%, up 5.6 percentage points from 2017. Additionally, the ratio of women in management positions, which we hope will be 10% or more by fiscal 2030, was 12.1% at the end of December 2024.

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

#### ● Promoting the Success of Seniors

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

[\(Data\) Rehiring of Employees at Retirement Age \(p. 100\)](#)

#### ● Promoting the Success of People with Disabilities

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

Tokyo Tatemono has set a target for the employment of people with disabilities to be at least the legal employment rate each fiscal year. As of June 2024,\* our employment ratio of people with disabilities was 2.90%, but 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 \(p. 99\)](#)

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

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

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

[\(Data\) Headcount \(p. 99\)](#)

#### ● 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.

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### ● 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 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 Group in 2024. As of December 31, 2024, sanitary products have been made available at 29 locations. This initiative is part of the LAQDA Project, a communication design program led by Watashi no Kurashi Kenkyujo (My life institute), which uses the placement of sanitary products as a starting point for fostering dialogue. 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 a greater understanding of women's issues.

## TOPICS

### Diversity & Inclusion Training

In fiscal 2024, we implemented diversity and inclusion (D&I) training over three sessions to further promote D&I initiatives at Tokyo Tatemono.

The first session was made mandatory for all employees, with the aim of deepening employee's understanding of D&I and encouraging each employee to take greater personal ownership of D&I initiatives.

We also conducted a D&I survey targeted at all employees to identify D&I issues and needs at Tokyo Tatemono and to use the results to inform future D&I measures.

The topic of the second session was the impact of D&I on corporate and human capital management. The third session was a lecture from an external lecturer on the topic of how to connect D&I to Tokyo Tatemono's products and services.

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# Corporate Governance

## Policy and Concept

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

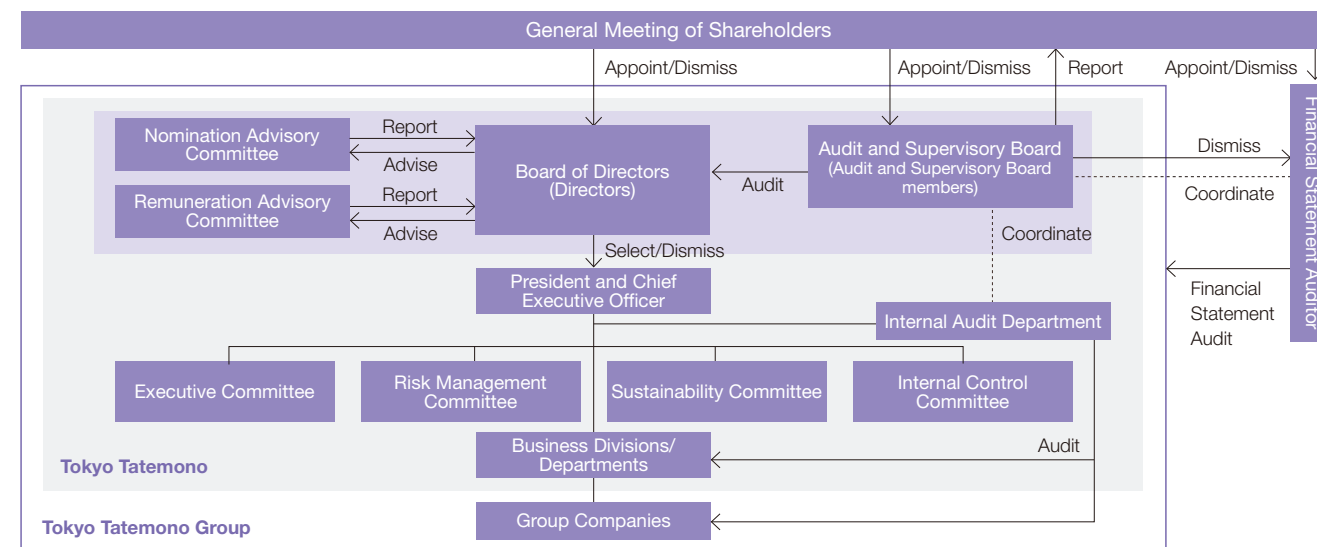
[Corporate Governance Report](#)

## 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. In addition, we have established the Executive Committee, which leads Group-wide management aimed at maximizing the corporate value of the Tokyo Tatemono Group, along with the Risk Management Committee, the Internal Control Committee, and the Sustainability Committee.

Moreover, we employ Group-wide business management to heighten the efficiency of Group management and achieve group synergies. Tokyo Tatemono works to enhance Group governance by

Corporate Governance Structure (as of March 31, 2025)



concluding Group Management Control Rules with each Group company based on the Group Business Management Standards. As a result, Tokyo Tatemono’s approval is required for important decisions such as those concerning business plans, and matters concerning compliance are to be reported 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, 2025. 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. As of January 1, 2025, 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 2024, 16 meetings were held, and the average attendance rate of directors was 99%.

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### Board of Directors Related Data

Item	Unit	2020	2021	2022	2023	2024
Number of board of directors meetings	Meetings	14	15	14	14	16
Number of directors	Persons	12	12	12	12	12
Number of executive directors on the Board	Persons	7	7	7	7	7
Number of non-executive directors on the Board (excluding independent external directors)	Persons	1	1	1	1	1
Number of independent external directors	Persons	4	4	4	4	4
Percentage of external directors	%	33	33	33	33	33
Average attendance rate of directors	%	100	100	99	99	99
Average tenure of directors (including independent external directors)	Years	4.8	4.6	4.4	5.4	6.6

Note: 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 full-time Audit and Supervisory Board member. In fiscal 2024, 14 meetings were held, and the attendance rate of each board member was 100%.

Audit and Supervisory Board members attend 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 on the following matters concerning Tokyo Tatemono and Group companies.

### 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, 2025, there were 21 executive officers of the Company.

### Matters to Be Reported to Audit and Supervisory Board Members

#### Directors

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

#### Risk Management Committee

Critical matters for compliance

#### Internal Audit Department

Status of internal audits

#### Legal & Compliance Department

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### Nomination Advisory Committee and Remuneration Advisory Committee

As advisory bodies to the Board of Directors, we have established a Nomination Advisory Committee to deliberate on the nomination of candidates for directors, the selection and dismissal of representative directors and a Remuneration Advisory Committee to deliberate on remuneration for directors. Members of both committees are appointed from among the directors. However, an external director is to serve as chairperson, and external directors are to account for a majority of the members in order to utilize their knowledge and advice and to ensure the objectivity and transparency of procedures.

Note: Until March 2025, we adopted a system of a Nomination and Remuneration Advisory Committee chaired by the president, and the Committee met seven times in fiscal 2024, with an average attendance rate of 95% among its members.

### 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 2024, 36 meetings were held.

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

### Internal Control Committee

In order to develop an internal control system at the Tokyo Tatemono Group and to monitor the operations of such systems, 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 Legal and Compliance Department among others as members. By doing so, we aim to evaluate, improve, and upgrade the internal control system.

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### ● 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, including sustainability-related risks.

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

### ● 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 corporate departments, the general manager of the Technical Department of the Commercial Properties Business, and other members appointed by the chair in consideration of their expertise in other matters to be deliberated. The committee promotes sustainability initiatives across the Tokyo Tatemono Group in an ongoing manner. The Sustainability Committee deliberates, discusses, and reports on matters related to the formulation of the Group's sustainability policies, the development of systems, the setting of indicators and targets, and the monitoring and evaluation of progress. Important matters deliberated and discussed by the Committee are submitted to or reported to the Board of Directors. The Board makes decisions on important sustainability-related matters,

monitors the implementation status of individual measures, and supervises the overall promotion of the Group's sustainability initiatives.

In addition, we have set up the Sustainability Promotion Committee and the Human Rights Subcommittee as subordinate organizations of the Sustainability Committee. The Sustainability Promotion Committee carries out prior discussions of matters to be discussed at the Sustainability Committee, shares decisions and reports on the progress of sustainability measures at the Tokyo Tatemono Group. The Human Rights Subcommittee promotes decisions and reports on the status of initiatives regarding human rights.

## 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 lengths of the terms directors and Audit and Supervisory Board members serve have been set in the Articles of Incorporation at one year\* for directors and four years for Audit and Supervisory Board members.

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

\* Changed from two years to one year based on a resolution of the 207th Ordinary General Meeting of Shareholders held on March 27, 2025.

### Expertise and Experience of Directors/Skill Matrix\*1 (As of March 31, 2025)

Name	Position in the Company	Gender	Attendance at Board of Directors Meetings*2	Attendance at the Nomination and Remuneration Advisory Committees*2	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	16 / 16 (100%)	7 / 7 (100%)	○	○			○	○		
Hitoshi Nomura	Representative Director and Chairman of the Board	Male	16 / 16 (100%)	7 / 7 (100%)	○	○	○		○			○
Katsuhito Ozawa	Representative Director, President & Chief Executive Officer	Male	16 / 16 (100%)		○	○		○	○	○	○	
Akira Izumi	Representative Director, Executive Vice President & Executive Officer	Male	16 / 16 (100%)	5 / 7 (100%)	○	○	○	○	○		○	○
Hideshi Akita	Director, Senior Managing Executive Officer	Male	16 / 16 (100%)					○	○			○
Takeshi Jinbo	Director, Senior Managing Executive Officer	Male	16 / 16 (100%)					○	○			
Shinjiro Kobayashi	Director, Managing Executive Officer	Male	16 / 16 (100%)					○	○			
Yoshimitsu Onji	Independent external director	Male	16 / 16 (100%)	7 / 7 (100%)	○	○	○			○		
Shuichi Hattori	Independent external director	Male	16 / 16 (100%)	7 / 7 (100%)		○	○					○
Yumiko Kinoshita	Independent external director	Female	16 / 16 (100%)	7 / 7 (100%)			○			○		○
Junichi Nishizawa	Independent external director	Male	—*3	—*3	○	○	○	○		○	○	○
Naoko Tanouchi	Independent external director	Female	—*3	—*3		○	○			○		

\*1 The above skill matrix is not an exhaustive list of all the expertise and experience of each director.  
\*2 Data collection period: FY2024

\*3 Nothing to report as both directors were appointed at the March 2025 General Meeting of Shareholders.

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### Criteria for Independence of Independent External Directors

Tokyo Tatemono deems external directors to be independent when, in addition to meeting the criteria for independence stipulated by 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 Corporate Planning Department provides explanations and information as necessary to support external directors prior to meetings. The Department also serves as a 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, we have also established a new body comprised solely of external directors.

We assign personnel to serve as staff for external board members to encourage the smooth execution of audit procedures as a support system for external directors and members of the Audit and Supervisory Board. Also, we have created a system for reporting to 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 to ensure effective auditing, by arranging regular reporting from the Financial Statement Auditor, Directors, and various departments, along with enabling the exchanging of opinions with these parties at any time.

### Remuneration of Directors

Based on our Corporate Philosophy, "Trust beyond the era," the Tokyo Tatemono Group strives for sustainable growth and the improvement of corporate value over the longer term. Regarding 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. The maximum respective amounts for fixed remuneration and performance-based remuneration for directors (excluding external directors), 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 resolved at General Meetings of Shareholders (for details, please refer to Remuneration Structure on p. 86). Also, the amount of remuneration for individual directors (excluding external directors) is decided by the Board of Directors after consulting with and reporting to the Remuneration Advisory Committee.

Remuneration for individual directors for fiscal 2024 was determined by the representative director, president, and chief executive officer, the individual who is best qualified to comprehensively evaluate the Company's performance and the duties and responsibilities of the directors, after being delegated

this responsibility by a resolution of the Board of Directors, drafting proposed fixed remuneration and performance-based remuneration for each director according to their positions and duties, and consulting with and reporting to the Nomination and Remuneration Advisory Committee.

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

#### Policy on Payment Breakdown by Remuneration Type

Items	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	50 - 60%	30 - 40%	5 - 10%

Note: Of the directors, for the Director and President, executive officers, Director and Chairman, the proportion of performance-based remuneration and share-based remuneration to total remuneration is set at a higher level in order to strengthen linkage with company performance.

#### Total Amount of Remuneration, Total Amount by Type of Remuneration, and Number of Eligible Individuals (FY2024)

Officer class	Number of eligible individuals	Total amount by type of remuneration			Total remuneration (million yen)
		Fixed remuneration (million yen)	Performance-based remuneration (million yen)	Share-based remuneration (million yen)	
Directors (excluding external directors)	8	348	203	86	638
Audit and Supervisory Board members (excluding external members*)	2	55	—	—	55
External officers	7	60	—	—	60
<b>Total</b>	<b>17</b>	<b>463</b>	<b>203</b>	<b>86</b>	<b>753</b>

\* Two External Members

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### ● 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 profit attributable to owners of parent for the year prior to the fiscal year in question\*3

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

Based on the stock-based remuneration system determined by a board benefit trust scheme, directors will be awarded a maximum of 40,000 points per fiscal year (equivalent to 40,000 shares). 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.\*4

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

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

Each year, 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 2024.

### ● 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

### ● Results of Evaluation and Future Actions

In the survey, each of the topics received generally high marks. In addition, as described below, it was confirmed that efforts to improve have been made based on last year's effectiveness evaluation and other factors, and that the effectiveness of the Board of Directors had been suitably secured.

#### Efforts to Improve Effectiveness

In fiscal 2024, we utilized frameworks such as the Management Discussion Committee established in fiscal 2023, to encourage discussions on medium- to long-term business issues and improve support systems for external directors.

#### Future Issues and Actions

- Securing and Improving the Expertise and Diversity of Directors
- 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 topics are discussed. The number of meetings held in fiscal 2024 was 9.

### 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.

If we determine that cross-shareholding is no longer significant, we seek to reduce the cross-shareholding while considering the impact on the stock market and other factors. 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 15.1% as of the end of fiscal 2024 (20.5% as of the end of FY2023).

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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. In addition, we have established a unified risk management structure consisting of the head of each division as the Risk Management Officer responsible for managing risk within their respective departments, and the President as the Chief Risk Management Officer, who centrally oversees company-wide risk.

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

For risks other than priority risks (departmental management risks), in addition to the general managers of each department who are risk management officers, various committees 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) monitor and provide support and guidance regarding risk

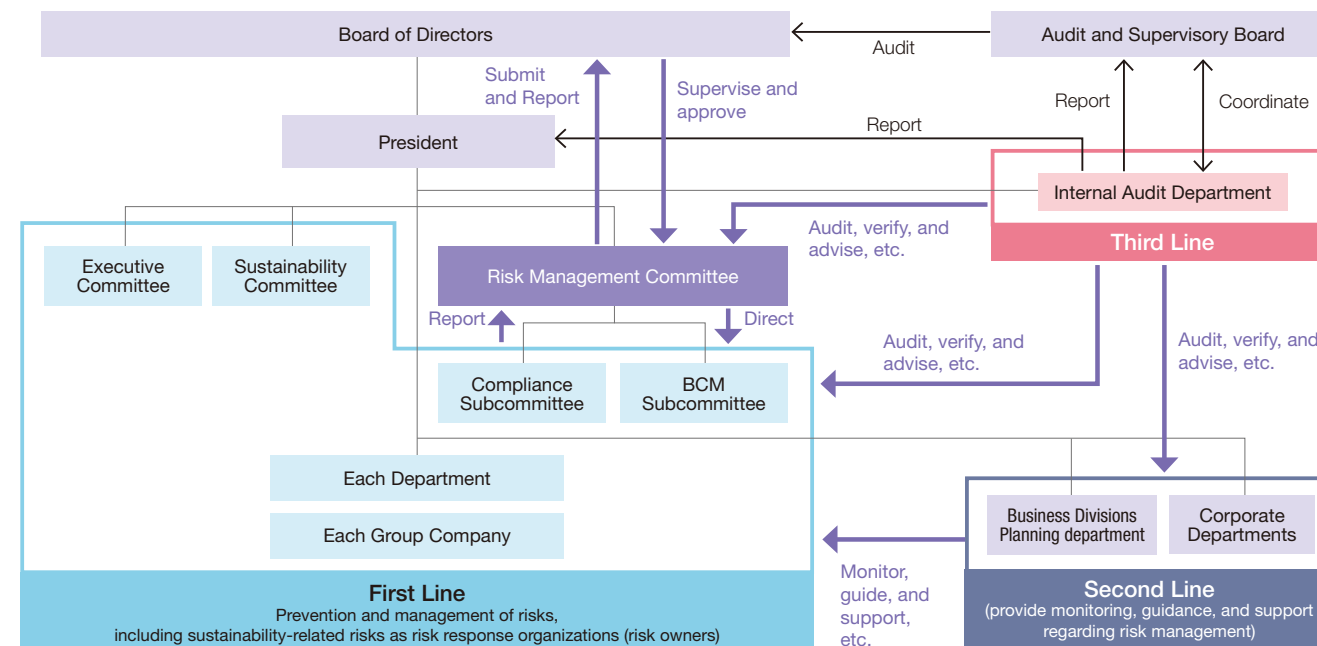
management at each department. The Internal Audit Department (the Third Line) audits and provides advice, from an independent standpoint, regarding the risk management of the corporate departments and planning departments of each business division. Also, the Risk Management Committee operates independently 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, as well as the status of risk management efforts, are submitted to or reported to the Board of Directors. The Board supervises the effectiveness of the Group's overall risk management, including sustainability-related risks.

- \* 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)

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### Risk Management Activities

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

Specifically, we identify risks that exist for the Tokyo Tatemono Group and evaluate them (conduct risk assessments) in terms of their impact (financial and human losses, etc.), the likelihood of occurrence, 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 departments and the planning departments of each business division (the Second Line) monitor the status of responses to departmental management risks and submit reports to the Risk Management Committee on a regular basis.

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

#### Priority Risks

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

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

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

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### ● Security Measures for Public-facing Websites

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

Also, from fiscal 2025 onward, we will implement a vulnerability assessment each time we publish new information on public-facing websites.

### 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 2024, in accordance with the Rules for Information Management, 20 Tokyo Tatemono Group companies (including 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, email security training materials were sent to employees whose response did not reach the required level, and guidance was provided by their general managers, who are Information Management Officers. Tokyo Tatemono also conducts cyber security training for all of its officers and employees. In fiscal 2024, a video was sent to all officers and employees explaining the overview and impacts of targeted attacks and techniques for discerning 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 engage in business continuity planning (BCP) measures. These include not only "hard measures", such as employing designs and facilities created with disaster preparation in mind, but also "soft measures," such as distributing emergency supplies to our tenants and conducting disaster prevention drills and training for our employees.

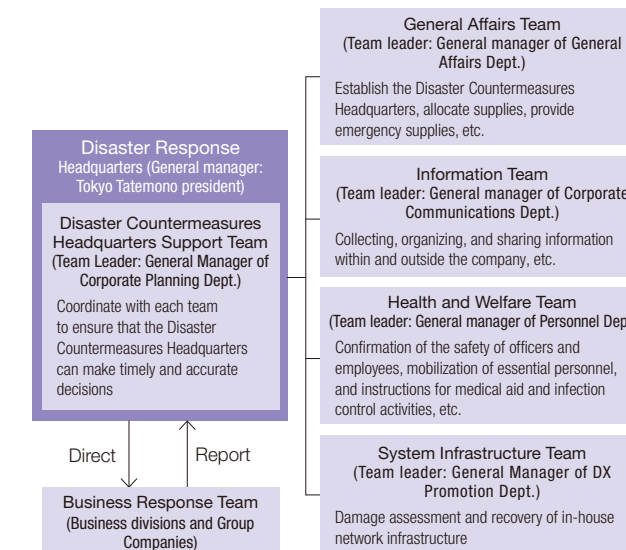
### ● Development of BCP and Disaster Preparedness Training for Natural Disasters and Other Emergencies

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.

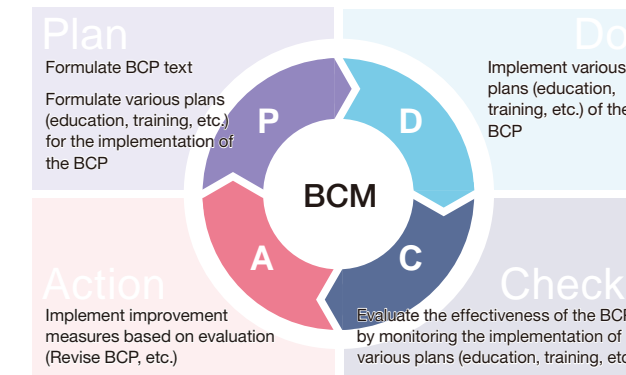
Further, based on the Group BCP, we have prepared manuals on initial response, stockpiling, safety confirmation, etc., in the event of a disaster. In fiscal 2024, in addition to drills to improve disaster response capabilities at each business division, we conducted drills for establishing a Disaster Countermeasures Headquarters, and communication and reporting drills to improve coordination between the Disaster Countermeasures Headquarters and each department.

[☑ Responding to Natural Disasters \(p. 35\)](#)

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 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

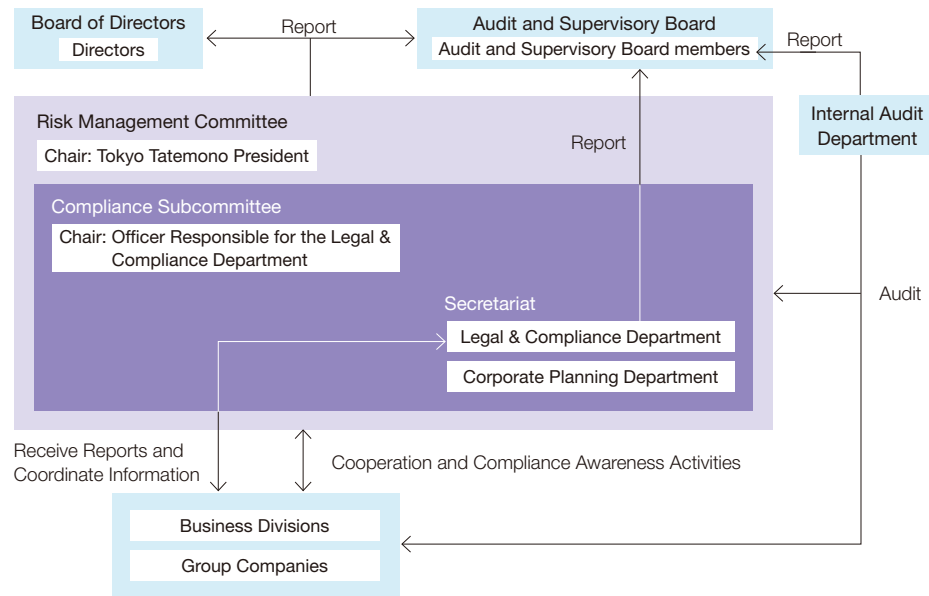
To promote compliance, the Tokyo Tatemono Group has established the Risk Management Committee to oversee the Group's risk management and compliance, and the Compliance Subcommittee as a subordinate organization of the Risk Management Committee.

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

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.

Additionally, with the aim of improving the compliance capabilities 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.

Compliance Structure



### 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 not only finding and pointing out problems in our operations, including with regard to compliance, but also by evaluating the internal control systems of each department and recommending ways to improve problem areas.

In accordance with the Internal Control Rules, when a division or Group company being audited receives an instruction or suggestion for improvement based on the internal audit, that division or Group company prepares a plan for improvement, implements the improvement measures, and reports to the Internal Audit Department. The Internal Audit Department prepares an Internal Audit Report and reports it to the President and the officers of the divisions to be audited, as well as to the Audit and Supervisory Board four times a year, in principle.

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 Whistle-Blowing Mechanism)

Tokyo Tatemono and the domestic Group companies have established the Tokyo Tatemono Group Helpline, a common external resource for the whole Group, in addition to separate internal helplines that are in place within each Group company, with the aim of the prevention and early detection of incidents of non-compliance. The means of inquiry can be selected from calling a dedicated line or registering on a form, and the form is available 24 hours a day, 365 days a year. In addition, each overseas Group company has established the TOKYO TATEMONO GROUP HELPLINE (external contact point) which is available to all Group companies. Form-based inquiries are accepted 24 hours a day, 365 days a year, and multiple languages are accommodated (English, Chinese, Thai, and Indonesian) to ensure that officers and employees of overseas Group companies can access the service in their own languages.

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

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

### Helpline Overview

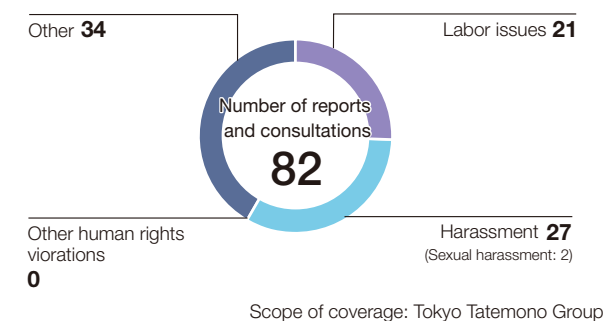
#### Reportable acts

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	Scope
Internal helplines	Tokyo Tatemono and domestic Group companies	<ul style="list-style-type: none"> <li>Officers and employees (including contract employees and part-time employees) of Group companies</li> <li>Temporary employees and other contractor employees, etc. (including retirees) engaged in work at Group company business sites</li> </ul>
Tokyo Tatemono Group Helpline (shared by Tokyo Tatemono and domestic Group companies)	External outsourced agency (Dial Service Co., Ltd.)	
TOKYO TATEMONO GROUP HELPLINE (all overseas Group companies)	External outsourced agency (Dial Service Co., Ltd.)	

### Number of Reports and Consultations Handled by the Helpline (FY2024)



[\(Data\) Reports and Consultations to the Helpline \(p. 104\)](#)

### 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, fact-finding review, or other similar process is conducted as appropriate. If, as a result of the investigation, an incident of non-compliance is identified, it is reported to the Risk Management Committee (Compliance Subcommittee). If the event is particularly serious, the Committee reports it to the Board of Directors, and we promptly take corrective measures and preventive measures. In addition, the Committee will monitor the status of the situation and other matters to ensure appropriate management until the response has been completed.

There were zero major incidents of non-compliance (violations of laws and regulations and incidents which would be subject to sanctions) and no fines, penalties, or settlements in fiscal 2024.

[\(Data\) Violation of Laws or Regulations and Related Sanctions \(p. 104\)](#)

[\(Data\) Violations Related to Marketing Communications \(p. 104\)](#)

[\(Data\) Violations Related to Product and Service Information and Labeling \(p. 104\)](#)

[\(Data\) Reports and Consultations to the Helpline \(p. 104\)](#)

#### ● 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 2024, 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 \(p. 104\)](#)

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### Initiatives to Prevent Bribery and Corruption

We formulated the Tokyo Tatemono Group Anti-Bribery Policy to fulfill the commitments of our Compliance Charter. We prohibit the provision of economic benefits (including facilitation payments) to public officials or deemed public officials that would infringe upon local laws or regulations in Japan or in any of the countries where we conduct business. We publish this policy both within and outside the company, on our corporate intranet and our corporate website, 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.

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

[Supply Chain Management \(p. 55\)](#)

### Evaluation of Corruption Risks Including Bribery

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

high risk and require caution. When contracting with agents in such countries, we take thorough measures to prevent the risk of bribery by inserting an 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 2024 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 2024.

### Responsible Marketing

The Tokyo Tatemono Group conducts responsible marketing based on the Compliance Charter and Compliance Code of Conduct. We strive to provide accurate and honest information, conduct fair business activities, and build our brand image. To this end, we have established a system in which, whenever we offer new premiums or engage in representation through advertisements, etc., a staff member in charge of representation management reviews them in accordance with related laws and regulations such as the Act against Unjustifiable Premiums and Misleading Representations, the Real Estate Brokerage Act, and the Fair Competition Code for Real Estate Representation (Representation Code), internal rules, etc. 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 Manual with regard to expressions used in advertising. We carefully examine advertising content for slanderous, discriminatory, or exaggerated expressions; religious or political beliefs; environmental concerns; the privacy of third parties; personal information; and intellectual property rights.

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

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

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### 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 experts and organizations such as the police and lawyers as part of our resolute response to anti-social forces.

### Transparency on Taxes

In accordance with the Compliance Charter, the Tokyo Tatemono Group pays taxes appropriately, in accordance with international standards as well as the laws, regulations, and social norms of each country and region. We respond conscientiously to the tax authorities and strive to maintain good relationships with them.

In all of our responses to questions from tax authorities, we have provided honest and accurate explanations of the facts as we understand them.

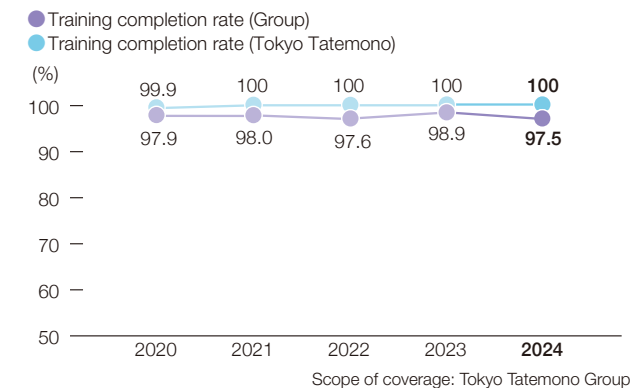
### Compliance Training

Every year, the Tokyo Tatemono Group conducts compliance training via e-learning. These programs apply to all employees, regardless of employee division, position, or employment type. In FY2024, the completion rate was 100% for Tokyo Tatemono and 97.5% for the Group overall.

#### Program for FY2024 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> </ul>
Separate modules implemented by each company to strengthen specific areas	<ul style="list-style-type: none"> <li>Elimination of anti-social forces</li> <li>Considerations for transactions with interested parties</li> <li>Compliance management training</li> </ul>

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



#### Other Training and Awareness-Raising Programs Related to Compliance (FY2024)

Details	Scope	Frequency
Training on preventing workplace bullying	Senior and administrative positions	Once a year
Compliance risk management Training	Officers and general managers (including external officers)	Once a year
Compliance training	New supervisors	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 of coverage: Tokyo Tatemono

### Compliance Surveys

Since 2009, the Tokyo Tatemono Group has conducted an annual compliance survey to understand and verify the degree of compliance awareness and acceptance among group employees. In fiscal 2024, 9,247 employees from 17 group companies were surveyed—a response rate of 81.6%.

The results of the survey were analyzed to understand responses by group companies and for the Group as a whole, and important matters were then 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 solving problems in advance, reflecting on compliance structure, and engaging in compliance awareness activities.

[\(Data\) Compliance Training \(e-Learning: Compliance Code of Conduct\) and Return Rate of Compliance Surveys \(p. 104\)](#)

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## Environment

### Promoting a Decarbonized Society

#### Energy Consumption

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Energy consumption (crude oil equivalent)	Tokyo Tatemono Group	All Businesses	kl	—	—	—	59,203*	54,780 ✓
Intensity			kl / Thousand m <sup>2</sup>	—	—	—	29.6*	24.8
Floor area within scope			Thousand m <sup>2</sup>	—	—	—	2,000*	2,210

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

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Energy consumption (crude oil equivalent)	Tokyo Tatemono	Tokyo Tatemono facilities subject to the Act on the Rational Use of Energy	kl	23,497 ✓	23,050 ✓	23,510 ✓	28,664 ✓	26,139 ✓
Intensity			kl / Thousand m <sup>2</sup>	28.6	27.2	26.6	25.5	20.6
Floor area within scope			Thousand m <sup>2</sup>	823	847	883	1,126	1,266

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

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Scope 1, 2, 3 total	Tokyo Tatemono Group	All Businesses	t-CO <sub>2</sub>	921,029 ✓	1,034,699 ✓	1,015,172 ✓	984,407 ✓	1,406,137 ✓
Scope 1 (Fuel-derived)				14,950 ✓	15,802 ✓	18,234 ✓	14,456 ✓	13,808 ✓
Scope 2 (Market-based)				58,671 ✓	55,610 ✓	53,979 ✓	29,827 ✓	29,642 ✓
Scope 1, 2 total				73,621 ✓	71,412 ✓	72,213 ✓	44,283 ✓	43,450 ✓
Scope 3 total				847,408 ✓	963,287 ✓	942,959 ✓	940,124 ✓	1,362,687 ✓
1. Purchased goods and services				143,949 ✓	99,701 ✓	238,344 ✓	219,112 ✓	334,315 ✓
2. Capital goods				123,884 ✓	40,478 ✓	41,105 ✓	33,586 ✓	132,556 ✓
3. Fuel and energy-related activities not included in Scopes 1 and 2				20,591 ✓	19,849 ✓	20,963 ✓	16,045 ✓	14,765 ✓
4. Transportation and distribution (upstream)				66 ✓	69 ✓	75 ✓	45 ✓	81 ✓
5. Waste generated in operations				12,035 ✓	10,350 ✓	13,137 ✓	15,229 ✓	11,885 ✓
6. Business travel				604 ✓	760 ✓	1,329 ✓	2,105 ✓	1,927 ✓
7. Employee commuting				1,581 ✓	1,627 ✓	1,693 ✓	1,328 ✓	1,185 ✓
8. Leased assets (upstream)*				—	—	—	— ✓	— ✓
9. Transportation and delivery (downstream)				—	—	—	— ✓	— ✓
10. Processing of sold products				—	—	—	— ✓	— ✓
11. Use of sold products	477,952 ✓	728,626 ✓	565,219 ✓	592,380 ✓	801,554 ✓			
12. Disposal of sold products	9,536 ✓	9,480 ✓	10,843 ✓	12,776 ✓	18,219 ✓			
13. Leased assets (downstream)	35,478 ✓	33,504 ✓	31,116 ✓	29,609 ✓	29,906 ✓			
14. Franchises	—	—	—	— ✓	— ✓			
15. Investments	21,732 ✓	18,843 ✓	19,135 ✓	17,909 ✓	16,294 ✓			

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

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

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Usage amount	Tokyo Tatemono Group	All Businesses	Thousands of kWh	—	3,675	22,735 ✓	64,377 ✓	90,699 ✓
Energy generated from solar power			Thousands of kWh	—	14,967	18,092 ✓	24,431 ✓	24,466 ✓

### Water Resources

#### Water Use / Intensity

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Total water use	Tokyo Tatemono	Long-term buildings*	m <sup>3</sup>	659,216	667,065	760,729	673,515	706,502
Potable water and groundwater use				564,418	567,069 ✓	657,109 ✓	574,862 ✓	604,140 ✓
Recycled water use				94,798	99,996 ✓	103,620 ✓	98,653 ✓	102,362 ✓
Floor area within scope			m <sup>2</sup>	980,074	983,113	997,316	856,248	839,001
Intensity			m <sup>3</sup> /m <sup>2</sup>	0.67	0.68	0.76	0.79	0.84

\* 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	2020	2021	2022	2023	2024
Total water withdrawal	Tokyo Tatemono	Long-term buildings*	m <sup>3</sup>	564,418	567,069	657,109	574,862	604,140
Surface water				0	0	0	0	0
Groundwater				0	0	0	2	2
Industrial water				0	0	0	0	0
Used quarry water collected at the quarry				0	0	0	0	0
Potable water				564,418	567,069	657,109	574,860	604,138
External wastewater				0	0	0	0	0
Rainwater				0	0	0	0	0
Seawater				0	0	0	0	0
Floor area within scope						m <sup>2</sup>	980,074	983,113
Intensity			m <sup>3</sup> /m <sup>2</sup>	0.58	0.58	0.66	0.67	0.72

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

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Usage amount	Tokyo Tatemono	Commercial Properties Business	Thousands of kWh	—	3,675	22,735 ✓	60,773 ✓	83,857 ✓
Energy generated from solar power			Thousands of kWh	—	80	3,337 ✓	9,334 ✓	10,776 ✓

#### Water Discharge

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Total water discharge	Tokyo Tatemono	Long-term buildings* <sup>1</sup>	m <sup>3</sup>	659,216	667,065	760,729	673,515	706,502
Seawater				0	0	0	0	0
Surface water				0	0	0	0	0
Groundwater				0	0	0	0	0
Sewage water				558,374	574,724	666,580	572,555	574,028
Other* <sup>2</sup>				100,842	92,342	94,149	100,960	132,473

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

\*<sup>2</sup> 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\*<sup>1</sup>

Overall Water Risk* <sup>2</sup>	Scope of Collection		FY2023			FY2024		
			Percentage of leased area (%)	Water Withdrawal (m <sup>3</sup> )	Water Discharge (m <sup>3</sup> )	Percentage of leased area (%)	Water Withdrawal (m <sup>3</sup> )	Water Discharge (m <sup>3</sup> )
Low (0-1)	Tokyo Tatemono	Commercial Properties Business* <sup>3</sup>	0.7	0	0	1.3	6,287	6,287
Low - Medium (1-2)			99.3	750,223	863,993	98.7	933,648	1,063,964
Medium - high (2-3)			0.0	0	0	0.0	0	0
High (3-4)			0.0	0	0	0.0	0	0
Extremely high (4-5)			0.0	0	0	0.0	0	0
Low (0-1)	Tokyo Tatemono	Overseas Business	0.0			0.0		
Low - Medium (1-2)			0.0			0.0		
Medium - high (2-3)			100.0			14.3		
High (3-4)			0.0			85.7		
Extremely high (4-5)			0.0			0.0		

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

\*<sup>2</sup> 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.

\*<sup>3</sup> 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	2020	2021	2022	2023	2024
<b>Waste emissions</b>	Tokyo Tatemono	Long-term buildings*2	t	6,277	6,351 ✓	6,429 ✓	6,531 ✓	6,582 ✓
<b>Intensity</b>			t/Thousand m <sup>2</sup>	5.1	5.2	5.3	5.3	5.3
<b>Non-recycled amount</b>			t	1,984	2,179	2,516	2,714	2,580
<b>Recycled amount</b>			t	4,293	4,171 ✓	3,913 ✓	3,817 ✓	4,002 ✓
<b>Recycle ratio</b>			%	68.4	65.7 ✓	60.9 ✓	58.4 ✓	60.8 ✓
<b>Floor area within scope</b>			Thousand m <sup>2</sup>	1,224	1,214	1,216	1,226	1,232

\*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	2020	2021	2022	2023	2024
<b>Amount of PCB waste processed</b>	Tokyo Tatemono	Commercial Properties Business	kg	0	0	13,000	0	0
<b>Asbestos emissions</b>		Commercial Properties Business*1	m <sup>3</sup>	—	96.0*3	112.9*3	179.0*3	124.4
<b>NOx emissions</b>		Commercial Properties Business*2	t	—	5.8*3	6.1*3	5.9*3	6.5

\*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.

\*3 Following a close examination of data, figures have been revised.

#### Raw Material Usage

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
<b>Steel frame usage*1</b>	Tokyo Tatemono	Commercial Properties Business*3	t	—	0.0	1,259.6	416.2	3,426.2
<b>Wood usage*2</b>			m <sup>2</sup>	—	0.0	176.1	1,268.0	697.1
			m <sup>3</sup>	—	0.0	4.2	0.0	1.0

\*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.

### ● Environmental Management

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

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
<b>Violations of environmental laws or regulations</b>	Tokyo Tatemono Group	All Businesses	Incidents	0	0	0	0	0
<b>Violation of water quality or quantity standards/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	2020	2021	2022	2023	2024
<b>ISO14001</b>	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	2020	2021	2022	2023	2024
<b>Total certification percentage for owned and managed properties</b>	Tokyo Tatemono	Commercial Properties Business  Residential Business	%	38.3	56.4	62.5	71.4*2	71.6
<b>DBJ Green Building Certification</b>				33.2	42.8	43.6	47.1	46.6
<b>BELS (Building-housing Energy-efficiency Labeling System) certification</b>				13.0	21.9	28.5	35.3	35.8
<b>CASBEE*1</b>				4.5*2	5.2*2	17.9*2	27.5*2	27.7
<b>ABINC certification</b>				9.9	13.7	12.8	11.7	11.5
<b>SEGES (Urban Oasis)</b>				13.4	13.7	12.8	11.7	11.5
<b>Acquisition rate of certification for the leasable area of office buildings</b>				41.4	63.1	66.6	72.8*2	74.1
<b>Acquisition rate of certification for the leasable area of residential buildings</b>	22.2	22.2	33.9*2	59.8	53.8			

\*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 (as of the end of FY2024)

DBJ Green Building Certification*1		
Evaluation	Year acquired/renewed	Property name
★★★★★	2022	Otemachi Tower
	2022	Tokyo Square Garden
	2022	Nakano Central Park South
	2022	SMARK Isesaki
	2022	Brillia ist Tower Kachidoki
	2022	Brillia ist Nakano Central Park
	2023	Hareza Tower
	2023	Brillia ist Shinonome Canal Court
	2024	Kyobashi Edogrand
	2024	Hilton Kyoto
★★★★	2022	Tokyo Tatemono Nihonbashi Building
	2022	Tokyo Tatemono Shijo-Karasuma Building EAST
	2023	Tokyo Tatemono Yaesu Building
	2023	Osaki Center Building
	2024	Empire Building
	2024	Tokyo Tatemono Sendai Building
	2024	Shinjuku Center Building
	2022	Shijo-Karasuma FT Square
	2022	Tokyo Tatemono Umeda Building
	2022	Brillia ist Machiya
★★★	2022	Brillia ist Shibuya Honmachi
	2023	Kyobashi YS Building
	2023	Ebisu Building
	2023	Tokyo Tatemono Machida Building
	2023	Tokyo Tatemono Honmachi Building
	2023	Tokyo Tatemono Hakata Building
	2024	Nihonbashi TI Building
	2024	Yokohama First Building

CASBEE*2 Buildings (new construction)		
Evaluation	Year of acquisition	Property name
S rank	2021	Tokyo Tatemono Shijo-Karasuma Building EAST
	2023	T-LOGI Chiba-Kita
	2023	T-LOGI Akiruno
	2023	T-LOGI Kyoto Fushimi
	2023	T-LOGI Ichinomiya
	2024	T-PLUS Sendai
A rank	2024	T-LOGI Fukuoka Island City
	2022	T-LOGI Narashino

CASBEE*2 Real Estate		
Evaluation	Year acquired/renewed	Property name
S rank	2020	Nagoya Prime Central Tower
	2023	Hareza Tower
A rank	2020	T-LOGI Yokohama-Aoba (CASBEE Yokohama)
	2020	T-PLUS Sapporo (CASBEE Sapporo)

CASBEE*2 Wellness Office		
Evaluation	Year acquired/renewed	Property name
S rank	2021	Tokyo Tatemono Yaesu Building
	2022	Tokyo Tatemono Shijo-Karasuma Building EAST
	2023	Hareza Tower
	2024	T-PLUS Sendai

BELS*3		
Evaluation	Year of acquisition	Property name
★★★★★	2019	Hareza Tower (Office Section)
	2021	Tokyo Tatemono Shijo-Karasuma Building EAST
	2021	T-LOGI Narashino
	2022	T-LOGI Yokohama-Aoba
	2023	T-LOGI Chiba-Kita
	2023	T-LOGI Akiruno
	2023	T-LOGI Kyoto Fushimi
	2023	T-LOGI Ichinomiya
	2023	Brillia ist Bunkyo Rikugien
	2023	Brillia ist Oimachi
2023	Brillia ist Uenolnaricho	
★★★★	2024	T-PLUS Sendai
	2024	T-LOGI Fukuoka Island City
★★★★	2021	Shijo-Karasuma FT Square (Office Space)
	2024	Hilton Kyoto
★★★	2016	Otemachi Tower
★★	2018	Empire Building

ABINC Certification*4	
Year acquired/renewed	Property name
2021	Tokyo Square Garden
2023	Otemachi Tower

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

List of for-sale condominium developments that have received external evaluation or certification for Green Building (as of the end of FY2024)

BELS*3		
Evaluation	Year of acquisition	Property name
★★★★★	2018	Brillia Tsurumaki
	2020	Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE
		Park Tower Higashi-Nakano Grand Air
	2022	Brillia Shitennoji-mae Yuhigaoka
	2022	Brillia Jiyugaoka
	2022	Brillia Miyamaedaira Hillside
	2022	Premist Okurayama
	2022	Brillia Nishinomiya-Kitaguchi The Residence
	2023	Brillia Mikawashima Station Front

ABINC Certification*4	
Year of acquisition	Property name
2020	Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE
2022	Premist Okurayama

ZEB/ZEH Development Results\*6 (as of the end of FY2024)

ZEB/ZEH Classifications	Year completed	Property name
“ZEB”	2020	T-LOGI Kuki
	2022	T-LOGI Yokohama-Aoba
	2022	T-LOGI Narashino
	2022	T-LOGI Fukuoka
	2022	T-LOGI Narashino II
	2022	T-LOGI Ayase
	2022	T-LOGI Kazo
	2023	T-LOGI Chiba-Kita
	2023	T-LOGI Akiruno
	2023	T-LOGI Kyoto Fushimi
	2023	T-LOGI Ichinomiya
	2024	T-LOGI Fukuoka Island City
	2024	T-LOGI Tsurugashima
	2024	T-LOGI Samukawa
ZEB Ready	2020	Hareza Tower (Office Section)
	2022	Tokyo Tatemono Shijo-Karasuma Building EAST
	2022	CPD Nishiyodogawa
	2024	T-PLUS Sendai suite Shibaura
ZEB Oriented	2024	Hilton Kyoto
	2019	Brillia Tsurumaki
ZEH-M Oriented	2022	Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE
	2023	Brillia Urawa Takasago
	2023	Brillia ist Bunkyo Rikugien
	2024	Park Tower Higashi-Nakano Grand Air
	2024	Brillia Shitennoji-mae Yuhigaoka
	2024	Brillia Jiyugaoka
	2024	Brillia Miyamaedaira Hillside
	2024	Brillia Hongo Station Front
	2024	Premist Okurayama
	2024	Brillia Nishinomiya-Kitaguchi The Residence
	2024	Brillia Mikawashima Station Front
	2024	Brillia ist Oimachi
	2024	Brillia ist Uenolnaricho

\*1 DBJ Green Building Certification is a system established by the Development Bank of Japan Inc. to evaluate and certify real estate projects that are needed by society and the economy. The certification is based on a comprehensive evaluation that includes not only the environmental performance of the real estate but also its response to various stakeholders, including disaster prevention and consideration for community.  
 \*2 CASBEE (Comprehensive Assessment System for Built Environment Efficiency) is a method for evaluating and grading the environmental performance of structures.  
 \*3 BELS (Building-housing Energy-efficiency Labeling System) is a guideline established by the Ministry of Land, Infrastructure, Transport and Tourism to accurately evaluate and display the energy saving performance of non-residential buildings.  
 \*4 ABINC Certification is a third-party evaluation and certification system for biodiversity conservation efforts, using the Japan Business Initiative for Biodiversity-developed Association for Business Innovation in harmony with Nature and Community\* Certification Guidelines and the Land Use Score Card\* as evaluation standards.  
 \*5 SEGES 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.  
 \*6 ZEB (Net Zero Energy Building) is a building that is designed to achieve a net-zero balance of annual primary energy consumption. ZEH-M (Net Zero Energy House (-M)) is a house that is designed to achieve a net-zero balance of annual primary energy consumption.

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## ● Respect for Human Rights

## Human Rights Related

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Attendance in human rights training	Tokyo Tatemono Group	%	—	—	86.9	96.2	97.8

## ● Diversity &amp; Inclusion

## Headcount

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Tokyo Tatemono employees (total)	Tokyo Tatemono	Persons	871	911	958	999	1033
Male (ratio)		Persons (%)	608 (69.8)	630 (69.2)	661 (69.0)	681 (68.2)	700 (67.8)
Female (ratio)		Persons (%)	263 (30.2)	281 (30.8)	297 (31.0)	318 (31.8)	333 (32.2)
Tokyo Tatemono full-time employees (total)	Tokyo Tatemono	Persons	772	805	840	879	903
Male (ratio)		Persons (%)	575 (74.5)	595 (73.9)	620 (73.8)	637 (72.5)	640 (70.9)
Breakdown		%					
20 to 30 years old		16.7	18.5	19.4	19.9	20.5	
31 to 40 years old		21.0	22.4	23.5	25.4	26.6	
41 years old and above		62.3	59.2	57.1	54.6	53.0	
Female (ratio)	Persons (%)	197 (25.5)	210 (26.1)	220 (26.2)	242 (27.5)	263 (29.1)	
Breakdown	%						
20 to 30 years old		19.8	23.3	25.5	25.2	27.0	
31 to 40 years old		28.4	28.6	26.8	31.0	28.9	
41 years old and above		51.8	48.1	47.7	43.8	44.1	
Ratio of foreign full-time employees	%	0.3	0.2	0.2	0.2	0.2	
Employment rate of persons with disabilities*	%	1.75 ✓	2.21 ✓	2.33 ✓	2.53 ✓	2.90 ✓	
Number of managers (total)	Persons		367	376	377	384	389
Male			345	349	350	348	342
Female			22	27	27	36	47
Proportion of women in management positions	%	6.0	7.2	7.2	9.4	12.1	
Proportion of female directors	%	0	8.3	8.3	8.3	8.3	

\* As of June 1 of each year.

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Attendance in human rights training	Tokyo Tatemono	%	—	99.7	93.2	99.6	100

## Turnover

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Job leavers (total)	Tokyo Tatemono	Persons	18	13	30	33	27
Male			6	9	17	14	14
Of which full-time			5	8	15	12	13
Of which contracted			1	1	2	2	1
Female			12	4	13	19	13
Of which full-time			3	2	9	4	3
Of which contracted	9	2	4	15	10		
Turnover rate (full-time employee turnover)	%	4.3	2.6*	5.3	5.5	4.2	
Of which, voluntary resignation		2.2 ✓	1.5 ✓	3.3 ✓	3.5 ✓	2.7 ✓	

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

## Employment Status

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
New graduate hires (total)	Tokyo Tatemono	Persons	20	33	30	32	31
Male			15	23	20	18	15
Female			5	10	10	14	16
Percentage of new graduate hires (overall)	%	100	100	100	100	100	
Male		75.0	69.7	66.7	56.3	48.4	
Female		25.0	30.3	33.3	43.8	51.6	
Ratio of mid-career hires to regular employees	%	57.4	37.7	60.5*	57.9*	47.5	
Average years of service (overall)	Years	13.0	13.0	12.6	12.3	12.2	
Male		14.0	14.0	13.4	13.0	12.9	
Female		10.4	10.1	10.4	10.3	10.4	
Difference in average tenure between male and female regular employees	Years	3.6	3.9	3.0	2.7	2.5	

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

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### Rehiring of Employees at Retirement Age

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Employees at retirement age	Tokyo Tatemono	Persons	11	10	13	15	18
		Rehired persons*	9	8	12	14	17
		Ratio of rehires*	%	81.8	80.0	92.3	93.3

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

### Childcare Leave

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Total number of employees eligible for childcare leave*1	Tokyo Tatemono	Persons	29	33	32	38	28
		Male	22	23	22	32	19
		Female	7	10	10	6	9
Total number of employees who have taken childcare leave	Tokyo Tatemono	Persons	26	26	21	31	25
		Male	4	3	11	25	16
		Female	22	23	10	6	9
Percentage of childcare leave taken	Tokyo Tatemono	%	89.6	78.7	65.6	81.5	89.2
		Male*2	18.2	13.0	50.0	78.1	84.2
		Female	100	100	100	100	100
Total number of employees who returned to work after childcare leave	Tokyo Tatemono	Persons	6	16	16	38	25
		Male	0	5	12	26	21
		Female	6	11	4	12	8
Percentage of employees returning to work after childcare leave*3	Tokyo Tatemono	%	100	100	88.9	100	100
		Male	—	100	100	100	100
		Female	100	100	66.7	100	100

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

\*2 Male employees taking childcare leave = total number of male employees who took childcare leave in the relevant year/total number of male employees who had a child born in the relevant year.

\*3 Total number of employees who returned to work/total number of employees who were scheduled to return to work (the number of employees who returned to work is the number of employees who were scheduled to return to work excluding those who left for personal reasons without returning to work).

### Human Resource Development

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

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
EBIT per employee*	Tokyo Tatemono	Million Yen	62	69	72	76	102

\* 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	2020	2021	2022	2023	2024
Total training hours for employees	Tokyo Tatemono	Hours	9,452	14,712	13,292	13,338	14,489
Average hours of training per year per employee			12.2	18.3	15.8	15.2	16.0
Average days of training per year per employee		Days	1.63	2.44	2.11	2.03	2.14
Career training participation rate		%	100	100	100	100	100

#### Personnel with Major Certifications

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Real Estate Broker	Tokyo Tatemono	Persons	724	743	766	783	794
The Official Business Skill Test in Bookkeeping			339	352	370	386	398
Japan Business Law Exam			194	201	213	216	245
Certified Building Administrator			157	160	153	147	148
Real Estate Consulting Master Exam			65	61	55	48	46
Real Estate Securitization Master			72	74	74	73	76
Urban Renewal Planner			101	99	99	97	99
Real Estate Appraiser			24	22	20	20	20
First-class Architect			99	100	100	102	101

#### Employee Engagement Survey

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Rating*	Tokyo Tatemono	—	—	A	A	AA	AA
Score		—	—	59.1	59.4	62.1	62.8

\* 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	2020	2021	2022	2023	2024	
Percentage of employees receiving regular performance reviews	Tokyo Tatemono	%	100	100	100	100	100	
			Male	100	100	100	100	100
			Female	100	100	100	100	100

### Total Number of Interns Accepted

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Total number of interns accepted	Tokyo Tatemono	Persons	207	272	306	329	309

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

### Health Management Related

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Health checkup rate	Tokyo Tatemono	%	100 ✓	100 ✓	100 ✓	100 ✓	100 ✓
Health reexamination rate			98.3	83.7	98.0	81.5	97.5
Percentage of smokers*1			17.2	16.0	12.1	13.1	13.1
Percentage of employees maintaining an appropriate weight		70.4	72.8	72.0	72.9	74.6	
Amount invested in health management per officer or employee		Thousand Yen	109	111	116	121	127
Average number of annual paid leave utilization days*2		Days	9.3 ✓	10.2 ✓	11.8 ✓	12.5 ✓	12.2 ✓
Average annual paid leave utilization rate*2	%	51.2 ✓	57.5 ✓	67.8 ✓	72.2 ✓	68.0 ✓	

\*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	2020	2021	2022	2023	2024	
Percentage of unionized employees	Tokyo Tatemono	%	100	100	100	100	100	
Average overtime hours worked per month		Hours	24	26	26	26	29	
Lost Time Injuries*1		Incidents	0 ✓	1 ✓	1 ✓	2 ✓	0 ✓	
			Of which full-time	0	1	1	2	0
			Of which contracted	0	0	0	0	0
Total days lost due to absenteeism		Days	7 ✓	386 ✓	646 ✓	322 ✓	237 ✓	
Ratio of absenteeism		%	0 ✓	0.18 ✓	0.28 ✓	0.13 ✓	0.09 ✓	
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*2		—	0 ✓	0.59 ✓	0.58 ✓	1.09 ✓	0 ✓	
Occupational accident severity rate*3		—	0	0.001	0	0	0	
Industry Standard (Service Industry, Not Elsewhere Classified) Lost Time Injury Frequency Rate*4		—	—	—	—	—	3.73	
Industry Standard (Service Industry, Not Elsewhere Classified) Occupational Accident Severity Rate*4		—	—	—	—	—	0.19	
Number of occupational health and safety management system certifications (OHSAS 18001, etc.) obtained from external organizations	Incidents	0	0	0	0	0		

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

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

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

\*4 Based on the results of the 2023 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	2020	2021	2022	2023	2024
Satisfied	Tokyo Tatemono	%	81.6	79.2	79.4	71.4	75.5
Somewhat satisfied			17.6	18.9	17.5	26.8	23.2
Somewhat dissatisfied			0.6	1.4	2.3	1.4	0.9
Dissatisfied			0.3	0.5	0.8	0.4	0.4

### Barrier-Free Properties

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
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

### Revitalizing Housing Complexes

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
<b>Total units before reconstruction</b>	Tokyo Tatemono	Units	994	994	994	1,812	1,812
<b>Total units after reconstruction</b>			1,884	1,884	1,884	3,148	3,148

### Reconstruction of Housing Complexes

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

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

### Urban Redevelopment

		Location	Year of completion	Number of dwelling units
<b>Meguro Station Area</b>	Brillia Towers Meguro	Kami-Osaki 3-chome, Shinagawa-ku, Tokyo	Nov. 2017	940 units
<b>Minami-Ikebukuro 2-chome Area A</b>	Toshima Ecomusee Town (Toshima City Office, Brillia Tower Ikebukuro)	Minami-Ikebukuro 2-chome, Toshima-ku, Tokyo	Mar. 2015	432 units
<b>Higashi-Kanagawa 1-chome Area</b>	Brillia Tower Yokohama Higashi-Kanagawa	Higashi-Kanagawa 1-chome, Kanagawa-ku, Yokohama-shi, Kanagawa Prefecture	Mar. 2019	110 units
<b>Takasaki Station East Exit Area 9</b>	Brillia Tower Takasaki ALPHA RESIDENCIA	Azuma-cho, Takasaki-shi, Gunma Prefecture	Mar. 2020	225 units
<b>Shirokane 1-chome East Area (North)</b>	SHIROKANE The SKY	Shirokane 1-chome, Minato-ku, Tokyo	Feb. 2023	1,247 units
<b>JR Maebashi Station North Exit Area</b>	Brillia Tower Maebashi	Omote-cho 2-chome, Maebashi-shi, Gunma Prefecture	Mar. 2024	203 units
<b>Awaji-cho 2-chome Area</b>	WATERRAS TOWER RESIDENCE	Awaji-cho 2-chome, Chiyoda-ku, Tokyo	Mar. 2013	333 units
<b>Harumi 5-chome West Area</b>	HARUMI FLAG	Harumi 5-chome, Chuo-ku, Tokyo	SEA VILLAGE: Completion from November 2023 PARK VILLAGE: Completion from November 2023 PORT VILLAGE: Completion from January 2024 (SUN VILLAGE is scheduled for completion in fall 2025)	5,632 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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## Governance

### ● Corporate Governance

#### Board of Directors Related Data

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
<b>Number of Board of Directors meetings</b>	Tokyo Tatemono	Meetings	14	15	14	14	16
<b>Number of Directors</b>			12	12	12	12	12
Of which Executive Directors		Persons		7	7	7	7
Of which Non-Executive Directors (excluding Independent External Directors)				1	1	1	1
Of which Independent External Directors				4	4	4	4
Of which female Directors				1	1	1	1
<b>Proportion of Independent External Directors</b>			33.0	33.0	33.0	33.0	33.0
<b>Proportion of female directors</b>		%	8.3	8.3	8.3	8.3	8.3
<b>Average Board of Directors meeting attendance</b>			100	100	99.0	99.0	99.0
<b>Average tenure of Directors* (including Independent External Directors)</b>		Years	4.8	4.6	4.4	5.4	6.6

\* 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

\* Two External Audit and Supervisory Board Members.

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## ● Compliance

### Reports and Consultations to the Helpline

Category		Scope of Collection	Unit	2020	2021	2022	2023	2024	
Number of reports or consultations to the helpline		Tokyo Tatemono Group	Incidents	41	61	52	60	82	
Reports				30	49	48	53	68	
Consultations				11	12	4	7	14	
Breakdown	Labor issues			8	13	7	10	21	
	Harassment			Of which Sexual harassment	29	42	33	36	27
					2	3	3	5	2
	Other human rights violations			—	—	—	0	0	
Other	4	6	12	14	34				

### Violation of Laws or Regulations and Related Sanctions

Category		Scope of Collection	Unit	2020	2021	2022	2023	2024
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	2020	2021	2022	2023	2024
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	2020	2021	2022	2023	2024
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	2020	2021	2022	2023	2024
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	2020	2021	2022	2023	2024
Training completion rate	Tokyo Tatemono Group	%	97.9	98.0	97.6	98.9	97.5	
	Tokyo Tatemono		99.9	100	100	100	100	
Return rate of compliance surveys	Tokyo Tatemono Group	%	74.8	73.2	76.3	80.0	81.6	

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## LRQA Independent Assurance Statement

Relating to Tokyo Tatemono Group's Environmental and Social Data for the Fiscal Year 2024

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 2024, that is from 1 January 2024 to 31 December 2024, 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 2024 listed below:

<p><b>Environmental indicators</b><sup>1</sup></p> <p>[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>)</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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- 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 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 2024;
- Visiting the Company's head office, Empire Building, and Osaka Centre Building to assess whether the data management systems have been effectively implemented.

**Observations**  
Continued improvement of the Company's data management systems is encouraged to ensure the integrity, efficiency, and accuracy of the aggregation and calculation processes for environmental and social data.

**LRQA's Standards, Competence and Independence**  
LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 Greenhouse gases - Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition and ISO/IEC 17021-1 Conformity assessment - Requirements for bodies providing audit and certification of management systems - 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.

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

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

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Dated: 18 June 2025

Signed  
*Shotaro Kawabata*

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

LRQA reference: YKA00000035

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