

Integrated Report  
2022

Corporate  
Philosophy

# “Trust beyond the era.”

We aim to grow the Company and to create a prosperous society,  
taking pride in the trust placed in us that extends over 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.**

## “The Customer Always Comes First” Spirit

Established in 1896 by Zenjiro Yasuda, the founder of the former Yasuda conglomerate, Tokyo Tatemono is Japan's oldest comprehensive real estate company. From the outset, Yasuda's principle of always putting the customer first, along with an enterprising spirit that has anticipated changes in the times, have been the ground of the Company's activities. From this foundation, Tokyo Tatemono has helped to enhance the attractiveness and value of various regions and expanded into a range of real estate development businesses, including the development of new assets that have responded to the needs of society over time.

Even now, more than a century after the Company's founding, this mindset continues to inform and guide the Tokyo Tatemono Group. Taking pride in the trust we have accumulated over the years, Tokyo Tatemono will continue to grow as a company as we contribute to the creation of a prosperous society.



Zenjiro Yasuda



Company headquarters at its establishment in 1896

## Foreword

Thank you for taking the time to review the Tokyo Tatemono Group Integrated Report 2022.

We have been publishing integrated reports since 2019, and this is our fourth. I speak regularly with our shareholders, investors and a wide range of our stakeholders. Each year I keep those interactions in mind as we work to improve the content of this report. I hope it can serve as a tool to help people understand our company more deeply and to enrich our conversations.

We will continue working to enhance and improve the content of our disclosure and the transparency of information so that we can clearly communicate our management vision and goals. I hope that you will read this integrated report in full and share frankly any thoughts or impressions you may have. We appreciate your continued support.

July 2022  
Director, Senior Managing Executive Officer

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### ● Editorial Policy

Integrated Report 2022 was prepared with the goals of enhancing communication with stakeholders and fostering understanding regarding the intention of the Tokyo Tatemono Group to create value over the medium to long term through the provision of financial and non-financial information. For future reports, we intend to incorporate feedback from readers to improve the contents.

### Reporting Period

This report primarily covers the fiscal year ended December 31, 2021. However, some information on activities before or after this period and forward-looking forecasts are also included.

### Scope of Reporting

The scope of this report includes Tokyo Tatemono Co., Ltd. and Tokyo Tatemono Group companies.

### Referenced Frameworks

In preparing this report, we referenced the Guidance for Integrated Corporate Disclosure and Company Investor Dialogues for Collaborative Value Creation: ESG Integration, Non-Financial Information Disclosure, and Intangible Assets into Investment released by the Ministry of Economy, Trade and Industry and the Value Reporting Foundation's International Integrated Reporting Framework. Non-financial information has been disclosed with reference to the standards of the Global Reporting Initiative.



### ● Disclaimer Regarding Forward-Looking Statements

Data and information regarding future outlooks provided in this integrated report are forward-looking statements based on the Company's judgments in light of currently available information. Actual results may differ materially from those projected as a result of economic conditions, market trends, demand fluctuations, foreign exchange rate movements, and other factors.

### ● The following icons in the text indicate that links are available when the report is viewed in PDF format.

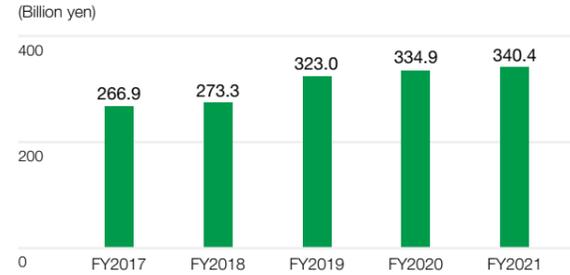
Link to this Integrated Report or Sustainability Report

Link to web page

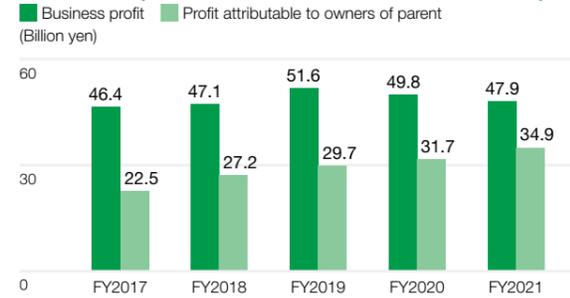
# At a Glance

## Tokyo Tatemono Group in Numbers

### Operating revenue



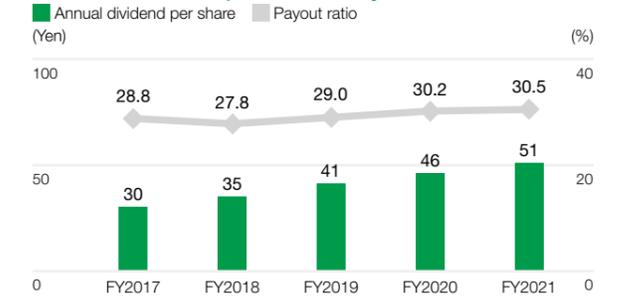
### Business profit / Profit attributable to owners of parent



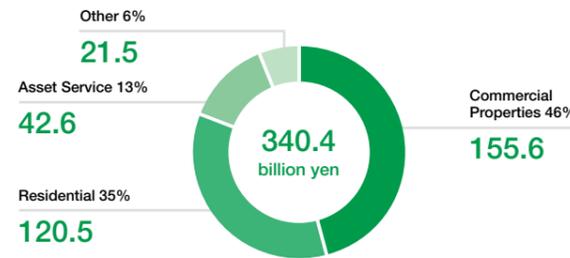
### Earnings per share (EPS)



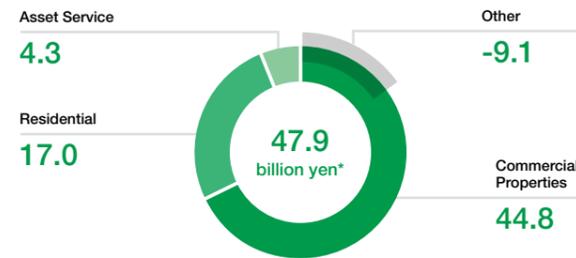
### Annual dividend per share / Payout ratio



### Operating revenue per segment (FY2021)

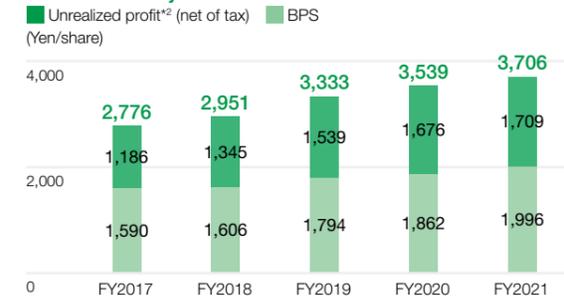


### Business profit per segment (FY2021)



\* After elimination and corporate

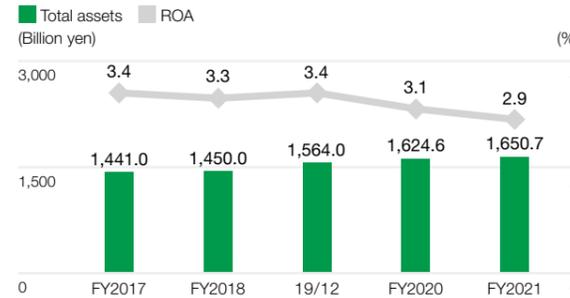
### BPS and adjusted BPS\*1



\*1 Adjusted BPS = BPS + (Unrealized gains [net of tax]) / Number of shares outstanding at end of period (net of treasury stock).

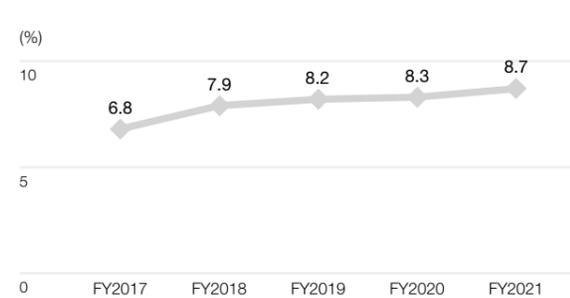
\*2 Unrealized gains (net of tax) = Unrealized gains x (1 - statutory effective tax rate [statutory effective tax rate used for each fiscal year is the rate that was in effect that year]).

### Total assets / ROA

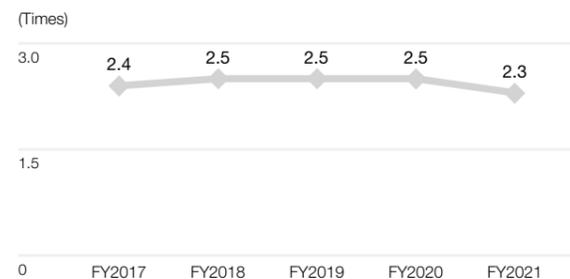


\* ROA = Business profit ÷ total assets (average at start and end of fiscal year)

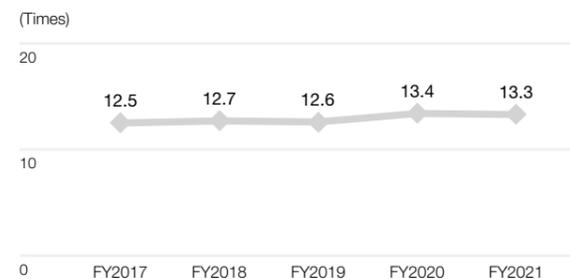
### ROE



### Debt-equity ratio



### Interest-bearing debt/EBITDA multiple



## Non-Financial Data

Category*	Unit	2017	2018	2019	2020	2021
CO <sub>2</sub> Emissions	t-CO <sub>2</sub>	—	—	1,100,693	1,288,946	943,489
Potable water consumption (unit load)	Thousand m <sup>3</sup>	—	—	—	—	567
Waste emissions (unit load)	t/Thousand m <sup>2</sup>	—	—	—	—	5.3
Recycling rate	%	—	—	—	—	65.7
Ratio of management positions held by women	%	3.2	4.6	5.0	6.0	7.2
Ratio of Director positions held by women	%	0	0	0	0	8.3
Ratio of employees who underwent a health check-up	%	100	100	100	100	100
Average annual paid leave utilization rate	%	—	—	57.7	51.2	57.5
Percentage of childcare leave taken (men)	%	3.6	41.2	28.6	18.2	30.4
Proportion of external directors	%	27	33	33	33	33

\* For detailed information and notes for each item, please refer to the Data section of the Sustainability Report.

# A History of Value Creation

Since our foundation, Tokyo Tatemono, a pioneer of modern real estate, has been engaged in industry-shaping initiatives under the philosophy of the customer always comes first and the enterprising spirit inherited from our founder, Zenjiro Yasuda, who was also the founder of the Yasuda conglomerate. Our track record of doing business for 125 years is the basis for our current strengths.

## 1896-1945

### Birth of Japan's Oldest Comprehensive Real Estate Company

Tokyo Tatemono was founded by Zenjiro Yasuda, the founder of the Yasuda conglomerate, as a real estate company with specialized financial functions for land and building properties, in order to lay the groundwork for real estate transactions in Japan. After the Sino-Japanese War, the company was the first to establish a business in China to manage and operate residences and buildings, going on to establish a track record in this area.

- 1896**  
Yasuda founded the company at the height of the Meiji era, a time when Japan was booming, because he perceived that specialized financial functions for land and buildings were needed both to improve individual people's lives and to further develop Tokyo as a whole. The first to grasp the needs of his day, Yasuda introduced a monthly installment plan for real estate transactions that became the prototype for residential loans in Japan.
- 1903**  
Quickly branched out into overseas markets. Starting with an office in Tianjin, the company soon expanded into six cities in China, engaging in the management and operation of residences and buildings.
- 1907**  
Listed on the Tokyo Stock Exchange



Zenjiro Yasuda



Tokyo Tatemono Building  
(former Tokyo Tatemono Headquarters Building)

## 1946-1996

### Business Expansion in Response to Social Needs

As the Japanese economy developed, the company actively expanded its office building business to meet growing demand for office space. The company started the condominium business to cope with the housing shortage during Japan's period of rapid economic growth. To meet demand for land transactions associated with these businesses, the company also reinforced its brokerage business, evolving to become a truly comprehensive real estate company.

- 1960**  
Established four business pillars, clarifying its direction as a comprehensive real estate company: real estate sales, real estate leasing, real estate brokerage and appraisal, and residential land development.
- 1965**  
Set up a specialized real estate appraisal department even before a legal framework was established in Japan, setting its own standards and conducting appraisals, which provided a source of profit even during the postwar recession. Registered as a real estate appraisal company in 1965.
- 1969**  
Entered the for-sale condominiums business in response to the pressing housing shortage during Japan's period of rapid economic growth. Leading the condominium boom, launched sales of condominiums in Fujisawa city in 1968 and of Hiroo Heights condominiums in 1969.
- 1979**  
With rising demand for office space amid Tokyo's economic development, began development of new office buildings, completing the landmark Shinjuku Center Building at the heart of the Tokyo subcenter of Shinjuku.
- 1987**  
Launched To-Be, a comprehensive system supporting customers with real estate holdings, ranging from proposals for effective site use and basic planning, to business and financial planning, recruitment of tenants, and management and operation after completion.



Shinjuku Center Building



Hiroo Heights

## 1997-2011

### Rapid Expansion as a Comprehensive Real Estate Developer

To further expand the business, the company has taken on the challenge of advanced initiatives such as large-scale redevelopment projects that draw on its integrated strengths as a comprehensive real estate company, and the development of Japan's first real estate securitized products. The company diversified the business into new areas, such as a retail facility business, fund business, and parking business.

- 1998**  
With its serviced apartments for foreign residents in the Takanawa district, the company was the first in Japan to package a real estate securitized product under the Special Purpose Company Act (now the Act on Securitization of Assets).
- 2003**  
Unified condominiums under the Brillia brand. In 2004, formulated internal guidelines to ensure the consistency and quality of condominiums. Under the guidelines, started the industry's first construction site tours for condominium buyers.
- 2006**  
Completed Olinas, Tokyo's first complex redevelopment project in which urban planning was carried out in tandem with district planning and zoning changes.
- 2007**  
Completed Kasumigaseki Common Gate, a public-private, large-scale redevelopment project using a private finance initiative (PFI) structure.
- 2007**  
Selected as a project partner for the Suwa 2-Chome Housing reconstruction project, one of the largest reconstruction projects in Japan. Completed as Brillia Tama New Town in 2013
- 2011**  
Acquired a stake in Nihon Parking, which engages in the parking business nationwide.



Kasumigaseki Common Gate

## 2012-

### Urban Development for Cities of the Future

Using its accumulated expertise, the company has undertaken a series of large-scale redevelopment projects, continuing to complete projects that showcase the capabilities of the Tokyo Tatemono Group. With the aim of achieving a sustainable society, the company has engaged with local communities, society, and the natural environment in its pursuit of urban development that takes into consideration generations to come.

- 2012**  
Completed Nakano Central Park, a large-scale office building project that not only incorporates highly earthquake-resistant buildings but a range of disaster prevention features throughout the area, and that is conducive to new working styles.
- 2013**  
Began sales of Brillia Tower Ikebukuro, Japan's first high-rise condominium complex integrating local government offices with residential space. Completed in 2015.
- 2013**  
Completed Tokyo Square Garden, one of Japan's most environmentally friendly office buildings.
- 2014**  
Completed Otemachi Tower, which seeks to conserve biodiversity, and encompasses the 3,600 m<sup>2</sup> Otemachi Forest.
- 2016**  
Drawing on its extensive redevelopment expertise, participated in numerous urban redevelopment projects, such as Hareza Ikebukuro, on the site of the former Toshima ward office.
- 2017**  
Pursued health and productivity management, certified as a Health & Productivity Management Outstanding Organization.
- 2020**  
Received an award in the Bond category at the Ministry of the Environment's ESG Finance Awards Japan.
- 2021**  
Set Medium- to Long-Term Targets for Reducing Greenhouse Gas Emissions



Otemachi Tower

◆ Operating revenue (FY2021)  
**340.4 billion yen**

## A History of Value Creation

### ➤ Strengths developed through 125 years of business

#### Strength

### 1 Ingenuity and Problem-solving Ability to Meet the Needs of Customers and Society

Tackling community and customer problems to bring new value of place

At Tokyo Tatemono, we listen to the needs of our customers and society, working to address their problems. We use our ingenuity and problem-solving ability to bring added value to the places we develop. Brillia Tama New Town, completed in 2013, is one of Japan's largest apartment complex reconstruction projects. The project applied the Act on Facilitating Reconstruction of Condominiums to rebuild a 640-unit complex into 1,249 units. The reconstruction increased the number of households, which boosted the younger demographic in the community. Local residents welcomed our efforts to foster interaction between different generations and to revitalize the local community.



Brillia Tama New Town

Nakano Central Park, completed in 2012, is an integrated development adjacent to Nakano Four Seasons Forest Park (disaster prevention park) in the area of the former site of the National Police Academy. It offers an efficient office layout with a mega plate, or uninterrupted single floor, of around 1,500 tsubo (nearly 5,000 m<sup>2</sup>)—one of the largest of its kind in Japan. The property offers a new style of working, in an open, green environment. In our area management, we focus on adding value not only during development but also long after construction is completed. We partner with the local community in various ways, including planning and holding events, to help make the area more vibrant.



Nakano Central Park

#### Strength

### 2 Accumulated Trust, Track Record of Accomplishments, and Expertise

Winning trust, building a track record, and gaining expertise for the future

We have carried out many redevelopment and reconstruction projects over the years, benefiting from the cooperation and support of local residents and governments. As we earned trust and built up a track record, we have also gained valuable expertise.

Kasumigaseki Common Gate, completed in 2007, was a PFI project in the urban development field. It was a complex project, unprecedented in its scale at the time, and a forerunner for the broader application of PFI in Japan. Tokyo Tatemono played a leading role in the real estate business of this project. We mainly handled the business operation of the private income-generating facility, the overall maintenance and management of the facility, and the acquisition of reserved floor space.

Brillia Tower Ikebukuro, completed in 2015, is Japan's first high-rise condominium project that integrates the main building of a municipal office. The property features a low-rise section that serves as the main Toshima Ward office building, along with commercial facilities and offices. The high-rise tower section houses 432 residential units.

Through these efforts, we have built up extensive experience in public-private projects, which we are now applying to our ongoing large-scale redevelopment projects. We continue to work with the Tokyo Metropolitan Government and administrative districts as we carry out integrated, high-value-added urban development.



Kasumigaseki Common Gate



Brillia Tower Ikebukuro

#### Strength

### 3 Corporate Culture Able to Read the Times and Take on New Challenges

Actively promoting advanced environmental initiatives

One guiding principle for our business is to maintain an enterprising spirit that stays ahead of the times. With this in mind, we have in recent years been actively promoting environmental initiatives.

In a partial evaluation covering its office space, Hareza Tower in Ikebukuro became the first project to obtain ZEB Ready\*1 certification for a high-rise mixed-use building in Japan. In addition, following an open submission, Brillia Tower Seiseki Sakuragaoka Blooming Residence was chosen by the Ministry of Economy, Trade and Industry for the fiscal 2019 Super High-Rise ZEH-M Demonstration Project.\*2 It was the first and only Tokyo metropolitan area property to be included in the project.

In 2021, we set medium- to long-term targets for reducing greenhouse gas emissions and we continue working to help bring about a sustainable society.

\*1 ZEB (Net Zero Energy Building) refers to a building designed to target an annual primary energy consumption balance of zero. Features for enabling this include energy conservation solutions and the use of renewable energy. The ZEB Ready certification is awarded to buildings equipped with facilities that use energy conservation solutions to reduce annual primary energy consumption by 50% or more.

\*2 A demonstration project that was necessary to establish design guidelines for promoting ZEH certification for apartment complexes. The Ministry of Economy, Trade and Industry (METI), which leads this program, subsidizes part of the cost of upgrading the design specifications and energy performance information so that an apartment complex can obtain ZEH certification. ZEH (Net Zero Energy House) refers to a house designed to target an annual primary energy consumption balance of zero. Features for enabling this include energy conservation solutions and the use of renewable energy.



Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE



Hareza Tower

# CEO Message



## Hitoshi Nomura

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

We will enhance the personal strength that gives us our advantage as we pursue our long-term vision.

## Message from the CEO

### 1 The Tokyo Tatemono Group advantage: The personal strengths of each employee

The Group has a long-term vision for 2030 of becoming a next-generation developer. We aim to achieve an overarching balance between solving social issues and growing as a company. I believe that the key to realizing this long-term vision is the personal strength of each employee—the inner motivation to achieve ambitious targets.

I hold to the view that this personal strength is what gives our company its strength. I would like to share an anecdote with you to illustrate this point. One time back when I was the general manager of a business division, I was in the process of tenant leasing for a large newly constructed property. A potential main tenant came to view the property. The viewing of another property had run over time, which meant that we had to make this proposal at night. That made it difficult for us to convey certain selling points of the property like the surrounding environment and the view. I myself saw little chance of us being able to advance the discussion. But our key person for the project, who was in her twenties at the time, made an enthusiastic presentation to the customer in the form of story told with handmade pictures. It illustrated how well the property matched the concept of the working style the client was aiming for. Our client counterparts sat up in their seats as they watched this presentation, which was backed by in-depth research conducted in advance about the client's corporate culture and way of thinking. A situation that had looked hopeless was turned around completely, and as a result, the client moved into our office building. That episode that still stands out to me as something that exemplifies our corporate culture. The fundamental premise for our business as a developer is that we deliver quality in our physical output. But we also want to be a company that goes further, embracing the challenge of difficult projects and competing on the basis of personal strength.

Our long-term vision includes the statement, "We aim to be a good company for all stakeholders." I believe that our employees are the starting point

for all our stakeholders. When employees use their individual strengths and teamwork, that enables us to provide value to all stakeholders. We will work to improve the Tokyo Tatemono community by proactively addressing the internal communication issues that emerged during the COVID-19 pandemic. I strongly believe that doing so will nurture the personal strength that gives us our advantage, strengthening our competitiveness.

### 2 A developer that creates not only real estate, but also a sense of place

Another important point in realizing our long-term vision "Becoming a Next-Generation Developer" is the concept of creating a sense of place. Throughout its more than 125-year history, the Group has cultivated this concept, which includes not only the physical aspect of developing real estate, but also the intangible elements such as providing services.

We have positioned the Yaesu-Nihonbashi-Kyobashi area of central Tokyo as a priority area. We are pursuing various initiatives alongside promoting large-scale redevelopment projects such as the Yaesu Project and Gofukubashi Project. This area has many redevelopment projects planned over the next 10 years, including those by other companies, which will bring about a major renewal at a functional level. It also has a history of growth as a traditional merchant district and is lined with long-established stores that have been in the area for generations. This gives the area a distinctive atmosphere that cannot be found elsewhere. We value the history of the city as well as our relationships with the people who live and work there. We are involved in a wide range of area management activities, including participation in the Sanno Festival, which has been held since the Edo period, the organization of other events, and disaster prevention activities. In addition, an ecosystem that can autonomously produce innovation is vital for a city to have new vibrancy and to achieve sustainable development. Our

materiality also includes value co-creation and innovation. We actively promote interactions between existing industries and startups in the area as we work to support their growth.

The word "develop" has two layers of meaning to it. In the hard sense, it means developing land and buildings. In the soft sense, it means promoting growth and advancement. Our long-term vision, "Becoming a Next-Generation Developer," incorporates our desire to work as a Group to provide place value and customer experience value, rather than simply building buildings. We aim to enhance the attractiveness of our communities and portfolio value from a long-term, multifaceted perspective.

### 3 Anticipating the needs of customers and society in a time of uncertainty

In FY2021, the second year of the medium-term business plan, some of the Group's businesses, including the Parking business and Resort business, continued to be affected by the impact of the COVID-19 pandemic. However, we achieved solid performance in our mainstay Commercial Properties Business and Residential Business. In our overseas businesses, we suspended operations at some projects in Indonesia due to the spread of coronavirus and other factors. In Myanmar, we recorded equity in losses of entities accounted for using the equity method as a result of the total suspension of operations following the declaration of a state of emergency. Ultimately, however, operating revenue reached a record high for the fifth consecutive fiscal year, and profit attributable to owners of the parent increased for the sixth consecutive fiscal year. In this way, we were able demonstrate that even in a difficult business environment our company maintains its financial strength.

The environment for acquiring new projects is harsh, however, and securing projects consistently remains difficult. Although we have secured a sufficient stock of projects that will contribute for the duration of the medium-term business plan,

we still face the task of securing projects that will contribute to growth over the next 10 to 20 years. If we purchase a site at a high price, the success or failure of that project is to some extent already determined, regardless of how hard we work after acquisition. Our policy therefore is to avoid price competition such as through bidding, instead maintaining strict discipline as we select targets for investment. We will continue to work more aggressively on redevelopment and reconstruction projects as well as projects that require expertise in areas such as rights adjustment and consensus building. In this way, we will secure projects that can be expected to be highly profitable.

Regarding the outlook for the market environment for offices, in last year's Integrated Report, I stated that face-to-face meetings between people would remain important. That was my response to the argument that offices have been rendered unnecessary. Many companies are as yet unable to decide fully on their future work styles and office strategies. But we have heard that many of our tenants are in fact planning to return their office attendance arrangements to a condition similar to that before the pandemic, once COVID-19 is under control. On the other hand, the COVID-19 pandemic has also led to widespread recognition of the importance of work flexibility. We believe that it is essential to properly serve the changing needs of the times. We can do this by offering options such as satellite offices and shared offices that support efficient and diverse work styles, in addition to a central office that encourages team building.



## Message from the CEO

As for the Residential Business, the increasing proportion of dual-income households has combined with low interest rates to provide a tailwind for increased purchasing power. Sales progress is steady and sales prices are at a very high level. Our reputation has grown precisely because we are able to provide high-quality products that meet the needs of our customers. At the same time, I feel that prices are approaching their upper limits. In preparation for the risk of changes in the external environment in the future, we will continue to make selective investments with a discerning eye, while also promoting the planning of high-value-added products.

### 4 Environmental and human rights awareness—essential to sustainable growth

Last year, the Group moved to clarify its stance as a business on addressing the urgent social issue of climate change. This involved setting medium- and long-term goals and KPIs, including for the reduction of greenhouse gas emissions, obtaining SBT (Science Based Targets) certification, and participating in various initiatives. Specifically, we are promoting initiatives such as power generation and self-consignment using solar panels in the T-LOGI series of logistics properties, development of ZEB\*<sup>1</sup> and ZEH,\*<sup>2</sup> and development of condominiums using the wooden CLT (Cross Laminated Timber) panel construction method. Disasters and abnormal weather events have occurred with increasing frequency, conveying the immediacy of the climate crisis. With a sense of urgency being felt around the world, it is only natural that we too should do our utmost to respond to this crisis. The idea that we could continue business as usual when the very survival of the planet is at stake is nonsense.

I must confess that when discussions of environmental targets first began, I sometimes wondered what a single company could do, and whether such targets were even feasible. But through discussions with board members and employees, I came to see the value of setting deliberately ambitious goals and then continuing to work hard on tackling the challenges to achieve them. Although the power of each individual is small, if we all work hard in the same direction, I believe that we can change the world. Sales of ZEH condominiums are in fact progressing extremely well. We see this as a good example of how our efforts match the trend of the market. In addition, in the Parking Business, we are also promoting advanced initiatives, such as our ZEP (Net Zero Energy Parking) project. For this, we are conducting a demonstration test of a parking lot fitted with solar road surface power generation panels designed to reduce the annual primary energy consumption balance to zero. By accelerating these efforts, we will make progress toward achieving our environmental goals.

In addition, on the social front, we have formulated a human rights policy and sustainable procurement standards. We must address risks related to human rights and political situations, including overseas. We must never take the attitude that if we are making a profit that is good enough. A company that operates globally cannot afford to

be unaffected by human rights issues around the world. I believe that it is the responsibility of a modern company always to be aware of this while developing its business. In terms of human resources, we will further promote KPIs and targets such as skills development and the promotion of health management. These are essential for cultivating employees who have the kind of inner motivation to work that I referred to earlier.

\*1 Zero Energy Building (ZEB) is a building that aims to achieve an annual primary energy consumption balance of zero by maximizing energy independence through the use of advanced technologies that enable significant energy savings and the introduction of renewable energy. ZEB consists of Nearly ZEB (energy savings of at least 75%), ZEB Ready (energy savings of at least 50%) and ZEB Oriented (energy savings of at least 40% in office buildings and 30% in hotels with a floor space of 10,000 m<sup>2</sup> or more), each of which will be included in the Group's initiatives.

\*2 Zero Energy Houses (ZEH) reduces total energy consumption through measures such as heat insulation and energy savings as well as generating energy through power generation to balance out the annual primary energy consumption to zero. ZEH-M, the zero energy housing standard for condominiums, consists of Nearly ZEH-M (energy savings of at least 75%), ZEH-M Ready (energy savings of at least 50%) and ZEH-M Oriented (energy savings of at least 20%), each of which will be included in the Group's initiatives.

### 5 Enhancing the effectiveness of governance by building a system that goes beyond procedural formalities

The Group's board of directors engages in very candid and active discussions. Its members, including those from outside the Company, expresses frank opinions on business initiatives regardless of their areas of expertise or their positions. This is true not only of board of directors meetings, but also of other discussions such as those at management meetings, where employees express their candid opinions to the directors. I would like to see this trend continue throughout the company.

In this context, I believe that the qualities required of a CEO are not so much expertise or skills per se, but rather a sense of humanity and of balance based on an accurate view of the Company as a whole. A CEO also needs to be able to make appropriate decisions regarding individual investments and other matters.

I focus on having a balanced sense of judgment while appropriately updating my knowledge in various fields, instead of being constrained by my experience or preconceptions. In this sense, I believe that the most appropriate way to select a successor will be to cultivate someone within the company who has a deep understanding of our corporate culture as well as excellent human qualities. That individual can then be selected provided they are acceptable to all members of organizational bodies such as the Nomination and Remuneration Advisory Committee.

### 6 Continuing to provide value to society requires an earning mindset

I sometimes tell our employees that for us to continue to provide value to society, we must be a company that has an earning mindset and continues to grow profitably. We must be able to respond to the demands of the times and social issues. We must earn the trust of our customers and encourage them to reach out to us. We must create a cycle in which such customer expectations are firmly translated into profits. Without that kind of mindset, the business of our Group cannot succeed. Although we maintain balance as a so-called zebra company that values sustainability, at the same time we must not forget our appetite for profitable growth, which is like the horn of a unicorn. This mindset is becoming firmly established throughout our organization. I believe that is one reason why the Group's business has remained strong in the COVID-19 pandemic and why we are making steady progress toward the goals of our medium-term business plan. We will continue our efforts so that we can earn recognition from our stakeholders as a corporate group that will continue to show steady growth while at the same time being of service to the world. I would like to ask all of you for your continued understanding and support of our Group.



# Value Creation Process

The value creation process of the Tokyo Tatemono Group is a cycle based on the corporate philosophy of "Trust beyond the era." As input, we use various types of capital. Our output (real estate and services) comes from business activities enabled by the Group's strengths. The outcome (results and value) further strengthens our capital.

Corporate Philosophy "Trust beyond the era."



**Financial Capital** Message from the CFO p.21

- A sound financial foundation supporting business activities

Total assets	1,650.7 billion yen
Debt-equity ratio	2.3x
Interest-bearing debt/EBITDA multiple	13.3x

**Business Capital** Business Strategy p.25

- Long-term assets generating stable income

Property and Equipment/intangible assets	944.1 billion yen
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- Short-term turnover assets with high capital efficiency

Balance of real estate for sale	344.2 billion yen
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**Social and Relationship Capital** Business Strategy p.25

- Relationships with a broad range of customers and tenants
- A wealth of information sources

**Intellectual Capital** Business Strategy p.25

- Expertise in large-scale redevelopment projects and residential reconstruction
- Management and operation drawing on the Group's integrated strengths
- Well-known product and service brand
- Expertise in identifying profit opportunities

**Natural Capital** Environmental Strategy p.45

- Environment-related third-party evaluation

Acquisition of Green Building Certification	
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- Sustainability Finance

Green Bonds and Sustainability Bonds Outstanding	140 billion yen
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**Human Capital** Human Resources Strategy p.51

- Promoting diversity in our workforce

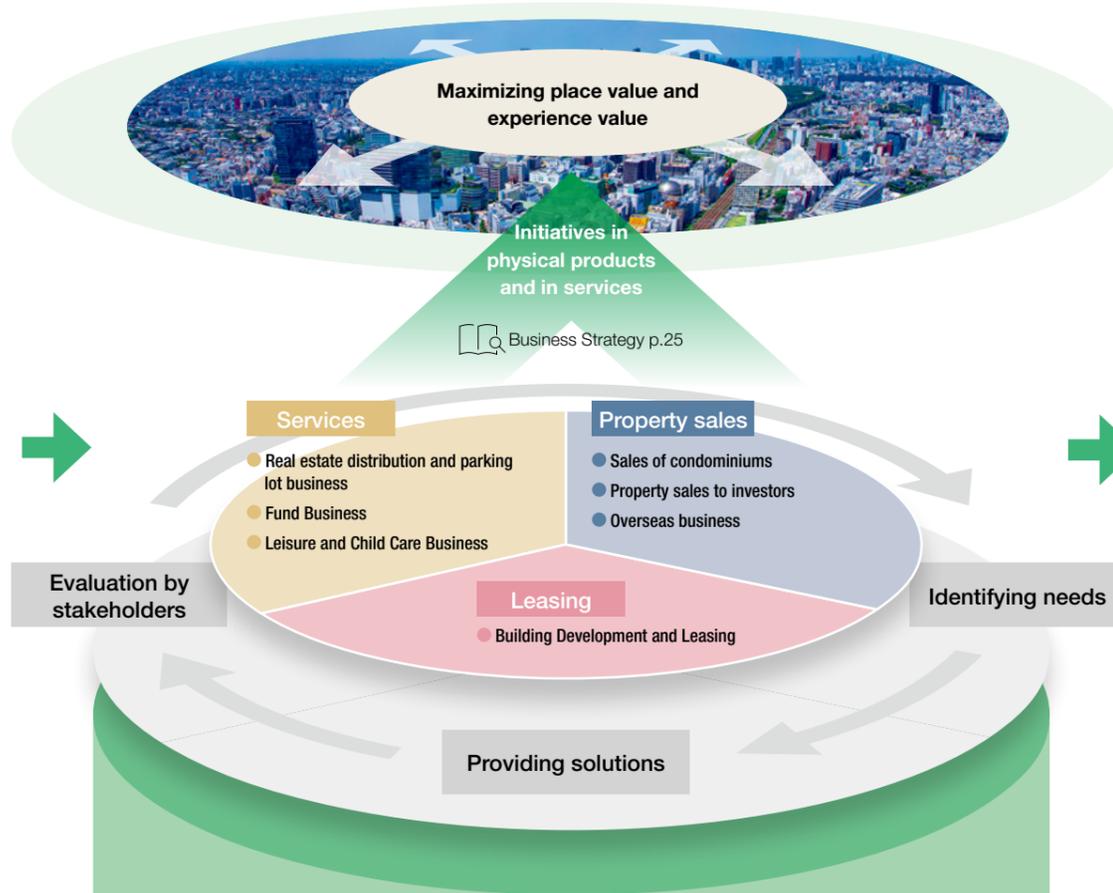
Number of group employees	5,648
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- Securing and developing highly specialized human resources

Number of certification holders	
Real Estate Broker	723
Real Estate Appraiser	22
First-Class Architect	99

\* Number of certification holders as of March 31, 2022

As a comprehensive real estate developer, we operate a wide range of business areas. Through initiatives both in physical products and in services, we maximize place value and customer experience value.



Evaluation by stakeholders

Identifying needs

Ingenuity and problem-solving ability to meet the needs of customers and society

Accumulated trust, track record of accomplishments, and expertise

Corporate culture able to read the times and take on new challenges

Strengths developed through 125 years of business p.7

## Value Creation Milestones from FY2020 to FY2024

### Medium-Term Business Plan (2020-2024)

- Consolidated business profit of 75 billion yen
- Promoting the Five Key Strategies and an Evolved Approach to ESG Management

Long-Term Vision and Current Medium-Term Business Plan p.18

### Target for around 2030

Long-Term Vision

#### Becoming a Next-Generation Developer

- Consolidated business profit of 120 billion yen
- Contribute to the SDGs

Long-Term Vision p.16

## Materiality

### Material issues

- Social value creation**
- Strengthening Tokyo's competitiveness as an international city
  - Contributing to a safe and secure society
  - Community building and revitalization
  - Wellbeing
  - Addressing the diverse needs of customers and society
  - Value co-creation and innovation
  - Social implementation of technology
  - Revitalizing and utilizing real estate stock
  - Promoting a decarbonized society
  - Promoting a recycling-oriented society

### Shared values with society

- Creating value of place and value of experience
- Coexistence with the earth and the environment

- Value creation platform**
- Improve employee growth and job satisfaction
  - Diversity & Inclusion
  - Advancement of governance
  - Strengthen risk management framework

- Value-creating talent
- Realizing sustainability management

Materiality of the Tokyo Tatemono Group p.15

\* As of December 31, 2021

# The Tokyo Tatemono Group Approach to Materiality and Value Creation

## Approach to Value Creation by Addressing Materiality

We undertook a method of backcasting to reassess the priority issues we should address, with an awareness of the shared value with society we realize through our business. As a result of this process, we identified 14 material issues from the perspective of both creating social value and the infrastructure needed to create such value.

The Group will seek to develop solutions to these priority issues through our business to maximize our positive impact on society while minimizing our negative impact. In this way, we will help bring about a sustainable society while pursuing growth as a company.

### Background of materiality assessment

**2018**  
Reviewed the SDGs and other social issues, aiming to take in a wide range of social issues connected to our business. Identified 35 social issues that the Tokyo Tatemono Group should consider.

**2019**  
Assessed the importance of 35 social issues in terms of the magnitude of social needs and alignment with our business. Identified material issues.

**2021**  
Conducted studies for revising material issues based on recent social trends as well as knowledge gained through advice from external experts, participation in various initiatives, and communication with stakeholders.  
Approved material issues after validation and discussion by the Sustainability Committee and directors.

## Materiality of the Tokyo Tatemono Group

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

\* Please refer to the next page for KPIs and targets corresponding to each material issue.

## Long-Term Vision

### 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. We are committed to using our business to offer better solutions to society's problems and bring our own growth as an enterprise to a higher level. By doing so, we aim to be a good company for all our stakeholders.

### Fundamental policy for our long-term vision

#### Steady Profit Growth

◆ Target for 2030:

Consolidated business profit\* of **120 billion yen**

\* Consolidated business profit = consolidated operating profit + share of profit (loss) of entities accounted for using equity method

#### Solve a Variety of Social Issues

◆ Contribute to the SDGs



### Basic Profit Growth Policy

- Steadily expand stable leasing profit, making it the core of our profit composition
- Target a well-balanced profit structure, mindful of capital efficiency

### Material issue KPIs and targets

Material issues	Item	KPIs and Targets
Promoting a decarbonized society	Reduction in greenhouse gas emissions	Reduction in CO <sub>2</sub> emissions
	Shift to renewable energy	Rate of shift to renewable energy for electricity consumed in our business activities
	Promotion of development of ZEB and ZEH	Rate of ZEB development in newly developed properties Rate of ZEH development in newly developed properties
	Acquisition of Green Building Certification	Rate of acquisition of Green Building Certification in newly developed properties
Promoting a recycling-oriented society	Reduction of waste emissions	Reduction rate of waste emissions per unit
	Waste recycling promotion	Waste recycling rate
	Reduction of water consumption	Reduction rate of water consumption per unit
	Promotion of use of recycled water	Percentage of newly developed properties with gray water treatment facilities
Promoting a decarbonized society / Promoting a recycling-oriented society	Promotion of use of wood materials	Percentage of newly developed properties in which domestic timber and certified timber is used for common-area interiors and furniture Adoption of CLT for their core structural parts in newly developed properties
	Collaboration and co-creation with customers	Percentage of tenants with whom we communicate about sustainability at least 4 times a year Plan and implement sustainability measures through communication with residents
	Promotion of skills development	Average training time per employee Career training participation rate
	Promotion of health management	Health checkup rate Health check reexamination rate Smoking rate
Improve employee growth and job satisfaction	Respect for human rights	Dissemination of the Human Rights Policy
	Work-life balance	Average annual paid leave utilization rate Ratio of male employees taking parental leave
	Promotion of diversity in our workforce	Ratio of women in management positions Employment rate of persons with disabilities

\* Please refer to Environmental Strategy (p. 45) and Human Resources Strategy (p. 51) for details of the scope and numerical targets of each KPI.

# Review of Past Medium-Term Business Plans; Long-Term Vision and Medium-Term Business Plan

## Trajectory of Past Business Plans

### 2012–2014 Medium-Term Business Plan

	Quantitative Targets	Results
Operating profit	35.0 billion yen	30.5 billion yen
Debt-equity ratio	3x	2.6x

**Targets Achieved**

In light of our desired future direction for the Group, this medium-term business plan was positioned as a stage for reinforcing the business foundation. The plan called for the company's transformation centered on strategically focused structural realignment and optimization of the value chain. Our aim was to thoroughly strengthen earnings power and the Group's financial position.

We implemented various measures, including selling some business units and reorganizing the special purpose company structure for large-scale projects. In addition, by keeping interest-bearing debt down and expanding the equity base, we reinforced the financial position beyond the plan's initial targets.

**Issues Remaining**

Although we built a sound financial base, we failed to achieve target profit levels, and the plan concluded with profitability as an ongoing issue.

We recognized the need to boost profitability by building a business portfolio with high growth potential, which would enable us to achieve sustainable growth over the longer term. We incorporated this recognition into the next medium-term plan.

### 2015–2019 Medium-Term Business Plan

	Quantitative Targets	Results
Consolidated operating profit	50.0 billion yen	52.4 billion yen

	Targets for Financial Indicators	Results
Debt-equity ratio	3x	2.5x
Interest-bearing debt/EBITDA multiple	13x	12.6x

**Targets Achieved**

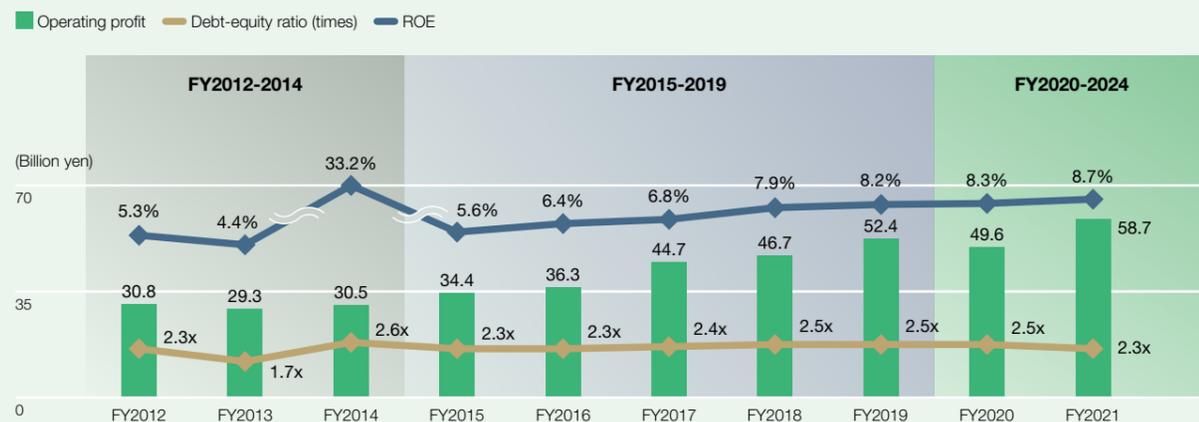
The objective of this medium-term business plan was to strengthen earnings power and build a business portfolio with high growth potential. To achieve this, the plan called for us to provide a range of high-quality services to enhance customer satisfaction, strategically focus on fields and business domains where we could take full advantage of the Group's unique expertise and competitive strengths, strengthen the value chain, and deliver value through organic collaboration between a variety of business units.

We achieved profit growth in excess of the initial target and practiced a more disciplined financial management approach. At the same time, in addition to pursuing consistent growth in each business, we took various initiatives for future growth, such as investing in hotels and logistics facilities and other new asset types and expanding the stock of quality real estate.

**Issues Remaining**

We were successful in strengthening earnings power and maintaining a sound financial position. However, the need for actions that would ensure sustainable growth became more apparent as we faced shifts in the business environment, including mounting competition between international cities, increasingly diverse lifestyles, and rapid advances in digital technology, coupled with the pressing issue of sound ESG management.

## Operating Profit, Debt-equity Ratio, ROE

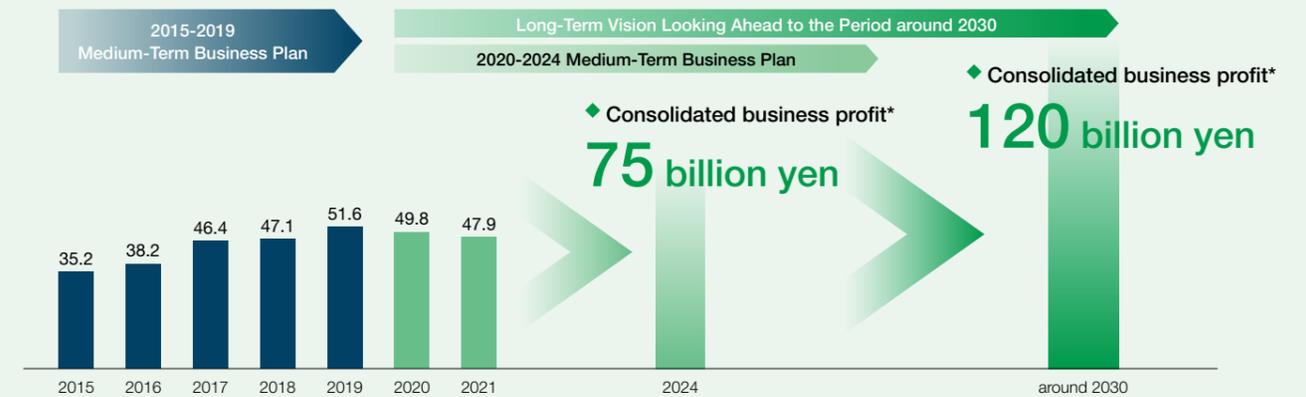


## Long-Term Vision and Current Medium-Term Business Plan (FY2020-2024)

### Positioning of the Current Medium-Term Business Plan (FY2020-2024)

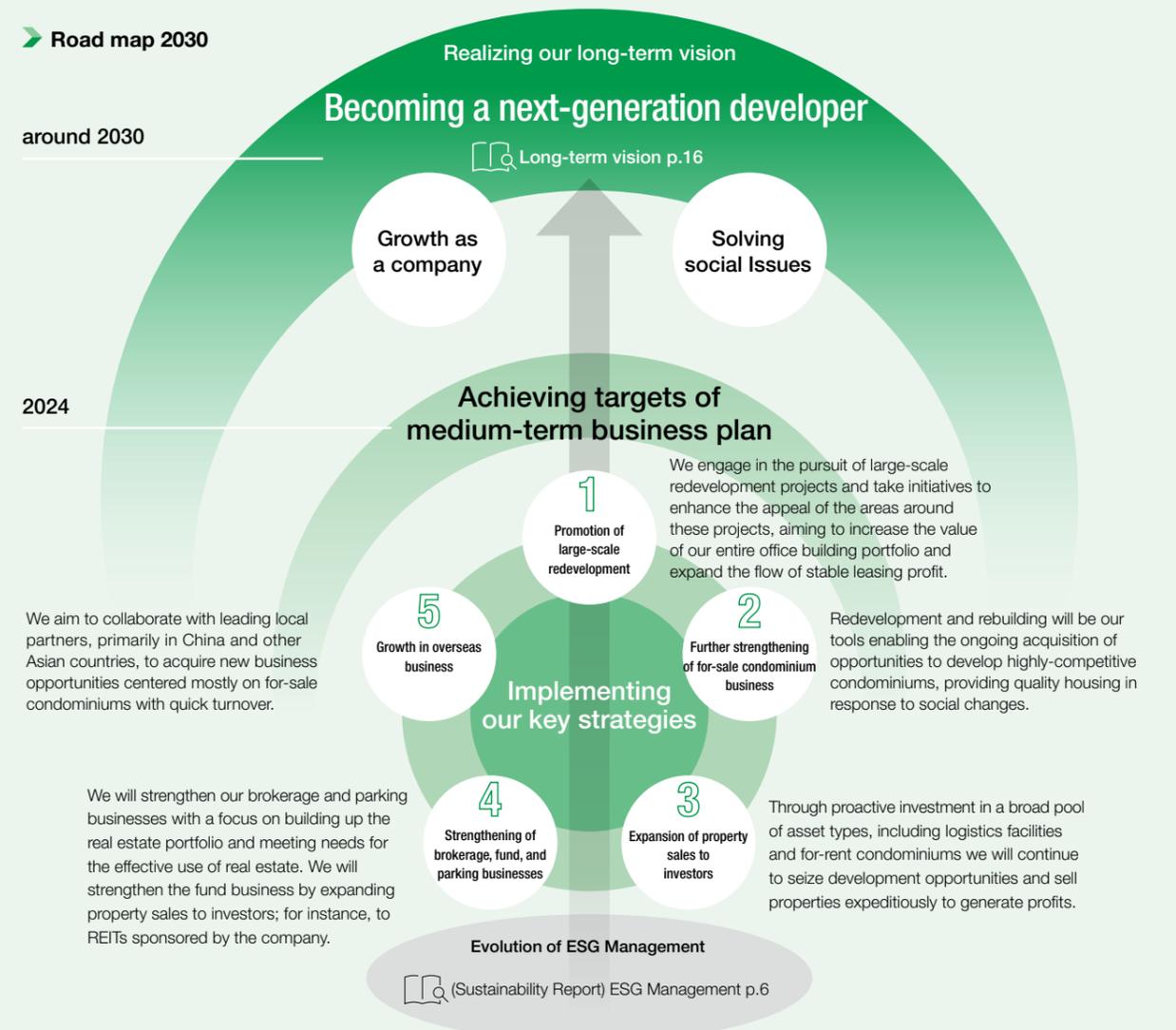
In February 2020, to accomplish the Group's long-term vision looking ahead to 2030, we formulated a medium-term business plan covering the five years from fiscal 2020 to 2024. The plan targets a milestone of 75 billion yen in consolidated business profit in its last year.

### Medium-Term Business Plan and Consolidated Business Profit



\* Consolidated business profit = consolidated operating profit + share of profit (loss) of entities accounted for using equity method

### Road map 2030



# Medium-Term Business Plan (FY2020-2024)

## Profit and Financial Plan

FY2024 Figures

Profit Target		Capital Efficiency		Financial Indicators	
Consolidated business profit		ROE		Debt-equity ratio*1	Interest-bearing debt / EBITDA multiple*2
<b>75 billion yen</b>		<b>8-10%</b>		Approx. <b>2.4</b> times	Approx. <b>12</b> times

\*1 Debt-equity ratio = consolidated interest-bearing debt/consolidated owners' equity  
 \*2 Interest-bearing debt/EBITDA multiple = interest-bearing debt / (operating profit + interest and dividend income + share of profit (loss) of entities accounted for using equity method + depreciation + amortization of goodwill)

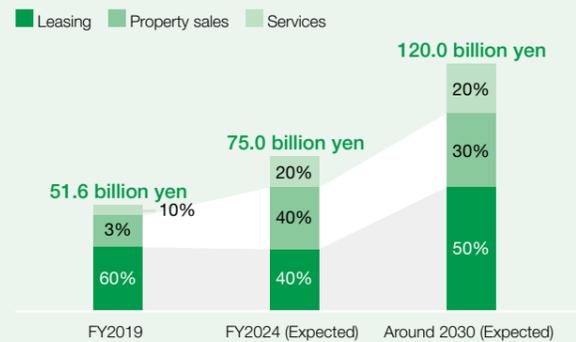
## Building a Portfolio Based on Business Characteristics

### Business characteristics

As well as managing our business portfolio using business segments focused on the value chain, we use three categories aligned to earnings characteristics—leasing, property sales, and services. We aim to achieve steady growth by building a business structure that balances profitability, efficiency, and stability in each of these areas, and by promoting our five key strategies.

	Earnings category	Characteristics
Leasing	Leasing income from offices, condominiums, etc.	Highly stable earnings Involves a large investment
Property sales	Development income earned from the sale of property holdings	Highly volatile earnings High capital efficiency
Services	Fee income from the operation and management of facilities and the provision of services	Highly stable earnings Does not involve a large investment

### Image of change in composition of business profit



\* Percentages in the graphs indicate approximate composition ratios.

### Key strategies and main corresponding profits

Key strategies	Corresponding earnings
(1) Promotion of large-scale redevelopment	Leasing
(2) Further strengthening of for-sale condominium business	Property sales
(3) Expansion of property sales to investors	Property sales
(4) Strengthening of brokerage, fund, and parking businesses	Services
(5) Growth in overseas business	Property sales

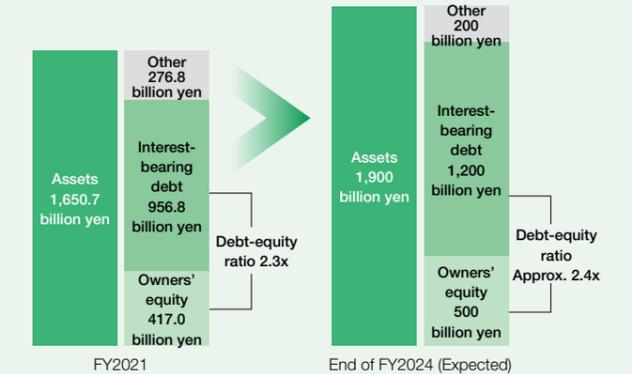
## Capital Allocation

### Investment plans and results

Unit: Billion yen	Five-year plan	2020-2021 actual
Gross investment	1,400	318.0
Investment in large-scale redevelopment	230	13.8
Investment in for-sale condominium projects	430	110.5
Investment in properties for sale to investors	550	121.5
Investment in the overseas business	70	5.0
Other*	120	67.2
Recovered	900	241.9
Net investment	500	76.1

\* Includes outgoings for capital expenditure, etc., and provisions for the acquisition of seed land buildings and income-producing real estate for large-scale redevelopment.

### Image of balance sheet changes



## Progress on Key Strategies

### (1) Promotion of large-scale redevelopment

Commercial Properties Business p.25

- In October 2021, started construction of a new building in District B for the Yaesu Project. In February 2022, an urban redevelopment consortium was approved for establishment in District A. Made steady progress toward overall completion in 2025.
- In November 2021, the establishment of an urban redevelopment consortium was approved for the Gofukubashi Project. Promoted consensus building among all parties toward start of construction in 2024.
- Decided city plan for the Shibuya 2-chome Project in March 2022. The goal is to create a community that brings new added value in the area.
- In the priority area of Yaesu-Nihonbashi-Kyobashi, we are working to build an innovation ecosystem where industry players such as venture companies and large corporations can gather and connect. In this way, we aim to help foster cutting-edge industries and create a virtuous cycle of economic growth.

### (2) Further strengthening of for-sale condominium business

Residential Business p.33

- Maintained strong profit margins in 2021 on continued firm demand. As well as favorable locations in highly convenient urban centers, properties in suburban areas also performed well, resulting in lower inventories of completed properties.
- Made steady progress in contracts for properties scheduled to be posted in 2022. The supply of highly profitable properties is expected to continue. The profit margin is therefore expected to remain at a high level during the medium-term business plan period.
- Succeeded in securing enough projects while carefully selecting investments. We thus expect to secure stable profits by continuing to work on highly competitive properties.

### (3) Expansion of property sales to investors

Property sales to investors p.41

### (4) Strengthening of brokerage, fund, and parking businesses

Asset services p.39

Real estate fund business p.42

- In property sales to investors, which are a growth driver, we have steadily increased our stock by carefully selecting investments, particularly in logistics properties, despite a challenging acquisition environment.
- We expanded the Group's assets under management by selling properties that had been transferred from non-current assets to real estate for sale to REITs and funds sponsored by Tokyo Tatemono. Sold offices and for-rent condominiums in 2021.
- In the brokerage business, the number of contracts for large-scale transactions increased as the Company focused on strengthening relationships with customers. We worked to secure repeat business from the Company's existing development properties, against the backdrop of a favorable real estate trade market.
- In the parking business, we explored opportunities to expand our business. We also worked to strengthen profitability and competitiveness in anticipation of a recovery in demand after the end of the COVID-19 pandemic.

### (5) Growth in overseas business

Overseas businesses p.43

- In Indonesia, we suspended certain projects due to the impact of the COVID-19 pandemic. In Myanmar, we suspended all projects due to the declaration of a state of emergency. We recorded a share of loss of entities accounted for using the equity method, mainly due to a revision to the business plan for these projects because of the business situation in both countries.
- In China and Singapore, sales of condominiums and office occupancy were firm.
- In terms of our policy on overseas businesses initiatives, we are carefully selecting and investing in projects based on the current situation, while reviewing our strategy.

# FINANCIAL STRATEGY

## Message from the CFO

We aim to be a good company for all our stakeholders, actively engaging with them as we pursue a financial strategy that balances financial health with growth investment.

### Akira Izumi

Director  
Senior Managing Executive Officer & CFO



## Q1 Please share your assessment of FY2021 business performance and the second year of the medium-term business plan.

In FY2021, we continued to face a challenging business environment due to the prolonged global impact of the COVID-19 pandemic, as well as political upheaval in countries where we have invested overseas. Despite this, however, we were able to achieve a record level of performance, upgrading our long-term credit rating while maintaining sound financial health.

Although some of our businesses continued to be affected by the COVID-19 pandemic, the impact was limited in terms of our overall performance. The Commercial Properties Business remained robust, and sales of for-sale condominiums and of property sales to investors were firm on strong demand. As a result, we achieved record operating revenue and operating profit. Although overseas businesses recorded a loss, the sale of strategic shareholdings and other factors resulted in a sixth consecutive year of increased net income attributable to owners of the parent company, and an eighth consecutive year of increased dividends to shareholders.

The COVID-19 pandemic began immediately after the start of our medium-term business plan two years ago. We believe that during this period our business portfolio has demonstrated its resilience to infectious disease risk. In addition, we have strategically implemented property sales to investors and acquired new investment opportunities with an eye to the future. This has enabled us to build a pipeline for future growth alongside achieving solid business results. Based on the above, we assess that the medium-term business plan is on track to achieve our fiscal 2024 business profit target of 75 billion yen.

## Q2 What issues do you see in the recent business environment?

Competition for land acquisition continues to be intense, and securing new projects is a challenge. To achieve sustainable growth for the Group, in the short term, we need to increase investments in sales of condominiums and property sales to investors to achieve the medium-term business plan and to target growth beyond that. From a long-term perspective, we must secure a pipeline

of quality large-scale redevelopment projects with a view to further expanding our stable earnings base. We also see a need to address new business areas considering the structural changes in the economy and society and changes in demand, which will accelerate after the COVID-19 pandemic.

Based on this recognition, the Group will continue to take an aggressive stance in acquiring new projects. We will do this by using our broad information channels and diverse relationships with customers, suppliers, and other parties, while avoiding buying at high prices.

In addition, we will closely monitor future trends and take appropriate measures as necessary to address the rising construction costs that have emerged amid soaring resource and energy prices and materials prices caused by the Ukraine situation, as well as disruptions in logistics.

## Q3 Are you reviewing your policies on your overseas businesses, following the recent investment losses?

In our overseas businesses, we were forced to record losses on certain projects due to political upheaval and impact of the COVID-19 pandemic. However, at this time we have completed the accounting treatment, which we deem to be appropriate and sufficient. We will review our medium- to long-term overseas business policy, including the scale of investment in overseas businesses assumed in the medium-term business plan (70 billion yen). We must consider the lessons learned from this experience as well as the recent international situation, including the Ukraine situation, while giving due consideration to country risks, geopolitical risks, and other factors.

## Q4 What is your vision for and thinking on the profit structure of your business portfolio going forward?

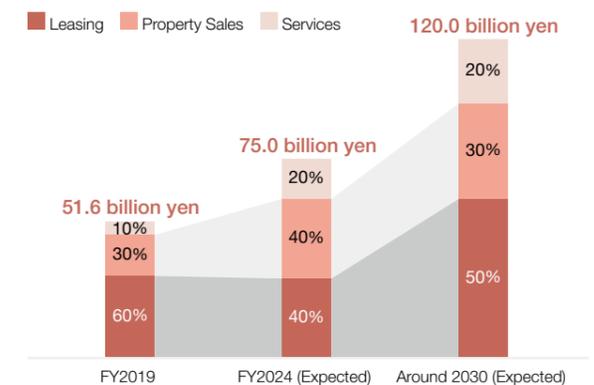
Our long-term vision and medium-term business plan divide our businesses into three categories according to earnings characteristics—leasing, property sales, and services. We aim to build a business portfolio that takes into consideration the balance between stability, profitability, and efficiency.

In the long term, we intend to advance seven large-scale redevelopment projects targeting completion between 2025 and 2030. We aim to expand stable leasing profit, making it the core of our profit composition for the 120 billion yen in business profit that we aim to achieve by around 2030. Alongside this, profits from the property sales segment, which has high profitability and asset turnover and contributes to improved capital efficiency, will be expanded as a growth driver during the medium-term business plan period. We will pursue further growth beyond that, maintaining a balance with stable profits from the leasing segment. In the services field, which directly contributes to improved capital efficiency, we will continue to strengthen our efforts to achieve steady growth over the medium to long term.

By implementing the growth scenarios outlined above, our aim for 2030 is to build a business portfolio with a profit composition of approximately 50% in leasing, 30% in property sales, and 20% in services. This will achieve an aim of our long-term vision, a well-balanced profit composition centered on leasing profit and mindful of capital efficiency. It will also enable us to achieve our target of 120 billion yen in business profit.

In its more than 125-year history, the Group has experienced several crises caused by drastic changes in the environment. Each time, the source of the Group's survival as a business has been its leasing profits and the assets it held. Holding prime leasing assets of a certain size can be expected to provide long-term stable income and competitiveness. That wisdom comes from our long experience as a developer in urban development, which involves the high risk of large investments and timespans that stretch over many years. It has also been an advantage that has aided us in the evaluation of our long-term credit rating. The Group's policy on building its business portfolio also reflects this thinking.

Projected Shift in per-Area Profit over Time



\* Chart percentages are approximations

# FINANCIAL STRATEGY

## Q5 What is your current assessment of and approach to financial soundness?

Even during the COVID-19 pandemic, the Group has generated stable profits and continued and expanded investments for growth, while properly managing its balance sheet. This has resulted in a debt-to-equity ratio of 2.3 times and a debt-to-EBITDA ratio of 13.3 times (both as of December 31, 2021). These ratios are stable and within the expected range for the fiscal 2024 key financial indicators set forth in our medium-term business plan. Our long-term issuer rating was upgraded to "A" in the last fiscal year (from "A-" in the previous year), following an evaluation of our strategy, business performance, and prospects.

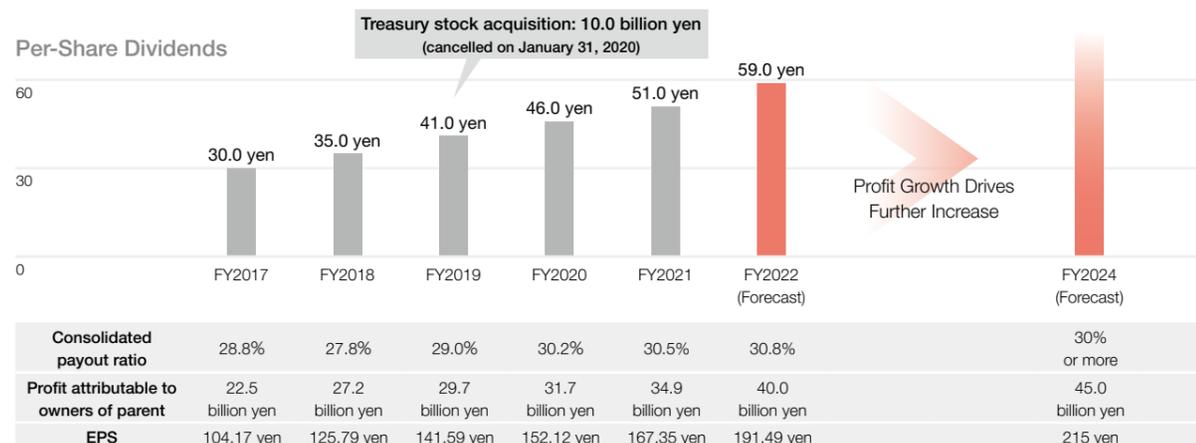
The real estate business is characterized by the fact that non-current assets acquired as capital investments are marketable and can be easily converted to cash. We will continue to take advantage of this by selling non-current assets, reviewing unprofitable businesses, and reducing strategic shareholdings. We will continue to implement balance sheet controls in a timely and appropriate manner, while aiming to maintain and improve our financial soundness and profit growth.

## Q6 What KPIs do you use to manage improvements to profitability and capital efficiency?

The Group employs multiple KPIs, including project return and IRR, two indicators that refer to the return on invested capital for each project. We set KPIs and hurdle rates as investment criteria for each of the various asset types, as we work to maintain detailed risk control and ensure profitability. In principle, we set numerical targets for specific initiatives that exceed the investment criteria for the relevant asset type. We then work to improve profitability and asset turnover as we advance our business, aiming for an ROA of 4% for the business as a whole, as stated in the medium-term business plan. We will also pursue appropriate leverage and balance sheet control while maintaining financial discipline as we work to achieve ROE of 8-10%. This is the target we set in the medium-term business plan as an indicator of capital efficiency.

## Q7 What are your thoughts on shareholder returns?

During this medium-term business plan, we aim to increase dividends continuously through sustainable profit growth, based on a consolidated dividend payout ratio of 30% or more. We will consider whether to implement a share buyback, considering the business environment and financial conditions. As mentioned earlier, there will be



ample opportunities for growth investment going forward, including the seven large-scale redevelopment projects that we expect to complete after 2025. We believe that prioritizing growth investment will basically help maximize returns for shareholders over the medium to long term.

## Q8 What are your thoughts on the financial aspects of ESG?

We have been actively developing ESG finance. In response to the strong demand for ESG investment, we have diversified our funding procurement. We started this with green hybrid bonds in 2019, followed by sustainability bonds in 2020, and sustainability hybrid bonds and sustainability bonds for retail investors in 2021. We intend to continue actively promoting these initiatives, which we feel are highly meaningful. Not only do they use sustainable funds, but they also deepen mutual understanding and relationships through engagement with a wide range of stakeholders involved in ESG investment. The Group will also work to enhance its analysis and disclosure of the financial impact of climate change on its operations based on the TCFD framework.

## Q9 What are your thoughts on investing in human resources?

We believe that human resources are the source of corporate value creation and sustainable growth, and an important foundation for management.

In real estate, no two properties can be treated the same. We have to understand the individual characteristics and issues of each property and draw up a concept that maximizes its value. And to realize that concept, we must build trust with various stakeholders. We must be able to navigate smoothly through proposals and adjustments, reach agreements, and collaborate with others. In this respect, the Group has a competitive advantage. We have developed many people who value trust and empathy and can build good relationships with stakeholders. Human

resources play a critically important role in achieving value creation and sustainable growth for the Group.

Our human resources strategy is therefore itself a management strategy. We believe that investment in human resources is essentially investment in growth. We also recognize that we must systematically hire and train the people we need, empowering them to succeed, because failure to do so will create a bottleneck to growth.

During my five years as the director in charge of human resources, we have focused on investing in human resources through a range of measures guided by this thinking. We have developed ICT infrastructure for enabling work flexibility and BCP support for all executives and employees. We have ramped up our recruitment of new graduates and mid-career hires, supported the career advancement of women and senior employees, and upgraded our training programs. We have used periodic engagement surveys to identify and address issues.

We will continue to invest in human resources as a top management priority, with the aim of steadily securing and developing the next generation of leaders.

## Q10 Finally, what is your message to stakeholders?

The Tokyo Tatemono long-term vision of becoming a next-generation developer aims for an overarching balance between solving social issues and growing as a company. This is an extension of our stance since the establishment of the business more than 125 years ago: to make a profit while serving the world. We will actively engage with our stakeholders to promote a deeper understanding and appreciation of the social and economic value that the Group creates. As we do so, we will gain a firm grasp of their requests and expectations of the Group, reflecting this feedback into our management. In this way, we will work to enhanced trust and reputation among various stakeholders, aiming to be recognized as a good company by all our stakeholders.

# BUSINESS STRATEGY

## Commercial Properties Business

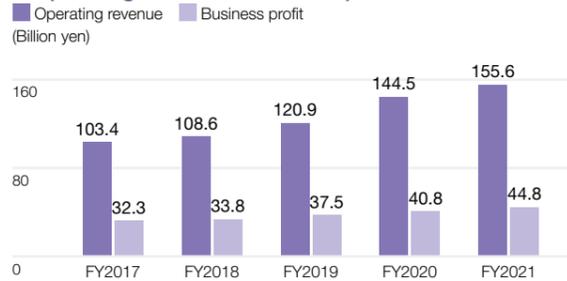
The Commercial Properties Business focuses mainly on the international city of Tokyo. Its business activities range from urban development and office building development and operation to facility management, building maintenance, and preservation and remodeling. We are working together as a group to provide not only quality properties and facilities, but also a range of services that give office building users a sense of safety, security, and comfort.

### Main Business Categories

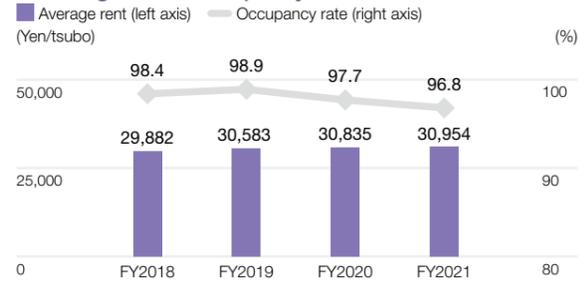
<b>Long-term holdings Development and Operation Business</b>	Office buildings, large commercial facilities, etc.	<b>Property sales to investors*</b>	Logistics properties, medium-scale office buildings, compact commercial facilities, and urban hotels
<b>Services</b>	Building management and operation, construction, and cleaning		

\* Property sales to investors are shown on p. 41.

### Operating revenue / Business profit



### Average rent / Occupancy rate



In fiscal 2021, despite the impact of the COVID-19 pandemic, which continued to affect the occupancy of some hotels, revenue and profit increased. This was mainly due to higher property sales to investors and solid performance in the leasing of office and retail buildings. The average rents and occupancy rates of our owned office buildings have remained high even during the pandemic—a testament to our portfolio's competitive strength in the market.

## Future Strategies

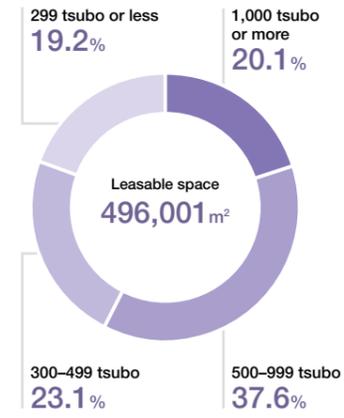
	Operating Environment / Social Issues	Advantages
<b>Opportunities</b>	● Diversification of working styles and office needs targeting productivity increases	● A wealth of achievement and expertise in large-scale redevelopment
	● Increasingly sophisticated needs for offices to attract/retain talented staff and provide business continuity	● Track record in urban development activities that increase the value of an area and strong tenant leasing capabilities
	● Greater business opportunities for large-scale redevelopment associated with deregulation	● A highly competitive portfolio comprising numerous office buildings owned by the group in prime city-center locations, particularly around Tokyo Station
<b>Risks</b>	● Mounting competition between international cities and between areas ● Rising construction costs due to higher costs of materials and labor	

### Key Strategies in the Medium-Term Business Plan

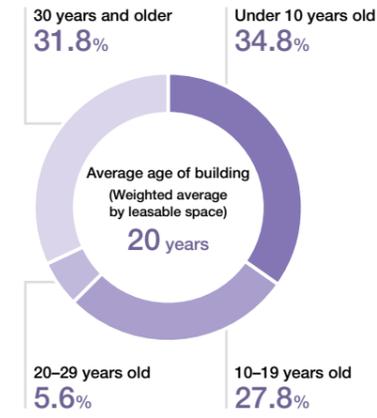
- Providing the office buildings that are the first choice of customers by developing new properties that address diversifying working styles and enhancing auxiliary services
- Carrying out urban development to heighten the allure of the Yaesu-Nihonbashi-Kyobashi area and other areas where the group owns buildings, and further boost competitiveness
- Promoting large-scale redevelopment projects around Tokyo Station and other prime city-center locations to expand the revenue base

## Overview of the Portfolio

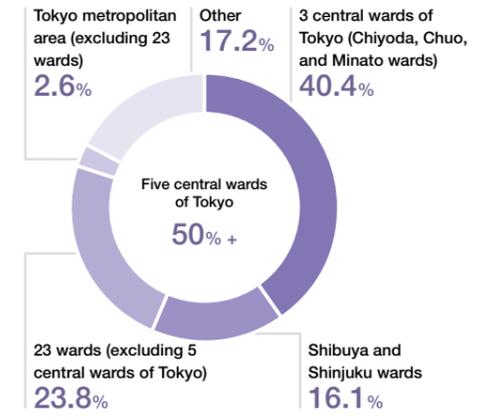
### Proportion of leasable space by standard floor space



### Proportion of leasable space by building age



### Proportion of leasable space by location



\* As of the end of March 2022  
\* The above proportions are for office buildings owned by Tokyo Tatemono

## Urban Development Initiatives in the Yaesu-Nihonbashi-Kyobashi Area

Tokyo Tatemono is moving forward with several development projects that will contribute to the ongoing development of Tokyo as an international city. We will supply highly competitive office buildings by drawing on assets the Company has long held in the area around Tokyo Station. Through our reconstruction,

we aim to meet tenant expectations by providing urban functions while also reducing environmental impact. We are confident that this development will feed into growth in leasing profit for the Group, while increasing the overall value of the Yaesu-Nihonbashi-Kyobashi area by further enhancing its allure.

#### Otemachi Tower

- Site area: 11,037.84m<sup>2</sup>
- Total floor space: 198,467.44m<sup>2</sup>
- Number of floors: 6 floors below ground, 38 floors above ground
- Completed: 2014

#### Tokyo Square Garden

- Site area: 8,131.39m<sup>2</sup>
- Total floor space: 117,460.96m<sup>2</sup>
- Number of floors: 4 floors below ground, 24 floors above ground
- Completed: 2013

#### Tokyo Tatemono Nihonbashi Building

- Site area: 2,277.18m<sup>2</sup>
- Total floor space: 23,235.56m<sup>2</sup>
- Number of floors: 2 floors below ground, 13 floors above ground
- Completed: 2015

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

\* Labels on the map indicate innovation ecosystem initiatives at facilities owned by the Company (see p. 28).

# BUSINESS STRATEGY

## Major Development Projects in Progress

Tokyo Tatemono is moving forward with several development projects in Tokyo's Chuo, Minato, and Shibuya wards. By around 2030, we aim to complete projects representing approximately 320,000m<sup>2</sup> in total leasable space to be owned by Tokyo Tatemono. We expect this

to contribute to substantial growth in profit.



Timeline from start of construction to completion

Current Status	Project Name	Area	2020 ... 2024	2025 ... 2030	Estimated leasable space (owned by Tokyo Tatemono)*
Rights transfer approval (District B) Establishment of urban redevelopment consortium (District A)	Yaesu Project	Chuo Ward	[Timeline bar]		Total Approx. 120,000m <sup>2</sup>
Establishment of urban redevelopment consortium	Gofukubashi Project	Chuo Ward	[Timeline bar]		
Establishment of Preparatory Organizing Committee, determination of city plan	Shibuya 2-Chome Project	Shibuya Ward	[Timeline bar]		Total Approx. 200,000m <sup>2</sup>
Establishment of Preparatory Organizing Committee	—	Chuo Ward	[Timeline bar]		
Establishment of Preparatory Organizing Committee	—	Minato Ward	[Timeline bar]		
Establishment of Preparatory Organizing Committee	—	Minato Ward	[Timeline bar]		
Under discussion	—	Minato Ward	[Timeline bar]		

Total leasable area Approx. 320,000m<sup>2</sup>

Estimated investment Approx. 230 billion yen

Estimated investment Approx. 330 billion yen

\* Assumed leasable space includes leasable space other than office space such as conference facilities and retail facilities



### Urban Redevelopment Project for Yaesu 1-Chome East Area in Front of Tokyo Station (Yaesu Project)

In the Yaesu area in front of Tokyo Station where our headquarters building is also located, we are aiming to create a community that brings together advanced urban functions suitable to an area that serves as a gateway to the international city of Tokyo and bustling activities that pass on the history and traditions of the Yaesu district to future generations.

Site area	District A: approx. 1,300m <sup>2</sup> District B: approx. 10,600m <sup>2</sup>
Total floor space	District A: approx. 12,000m <sup>2</sup> District B: approx. 225,000m <sup>2</sup>
Number of floors	District A: 10 floors above ground, 2 floors below ground District B: 51 above ground, 4 floors below ground
Main uses	District A: Offices, stores, etc. District B: Offices, medical facilities, bus terminals, conference halls, etc.
Planned completion	FY2025



### Urban Redevelopment Project for Yaesu 1-Chome North Area (Gofukubashi Project)

This project is creating an advanced financial center that helps to raise Tokyo's international competitiveness and presents an urban landscape appropriate for the gateway to the area along the historic Nihonbashi River, in a highly accessible location close to the Nihonbashi entrance of Tokyo Station and directly connected to the Nihonbashi subway station.

Site area	North Block: approx. 1,700m <sup>2</sup> South Block: approx. 7,560m <sup>2</sup>
Total floor space	North Block: approx. 1,100m <sup>2</sup> South Block: approx. 178,000m <sup>2</sup>
Number of floors	North Block: 2 floors above ground, 1 floor below ground South Block: 44 floors above ground, 3 floors below ground
Main uses	Office, stores, accommodation facilities, parking lot, etc.
Planned completion	North Block: FY2032. South Block: FY2029



### Shibuya 2-chome West Area Redevelopment (Shibuya 2-chome Project)

This project is situated in the highly convenient east exit area of Shibuya Station, along Aoyama-dori. Our aim is to nurture a town that acts like fertile land, constantly nurturing the growth of new value. The project will

Site area	Block A: approx. 1,700m <sup>2</sup> Block B: approx. 12,800m <sup>2</sup> Block C: approx. 4,300m <sup>2</sup>
Total floor space	Block A: approx. 4,200m <sup>2</sup> Block B: approx. 255,000m <sup>2</sup> Block C: approx. 63,000m <sup>2</sup>
Number of floors	Block A: 5 floors above ground, 1 floor below ground Block B: 41 floors above ground, 4 floors below ground Block C: 41 above ground, 2 basement levels
Main uses	Block A: Stores, etc. Block B: Offices, stores, hotels, talent development centers, etc. Block C: Housing, living support facilities, etc.
Planned completion	FY2029

strengthen the wide-area transportation function of Shibuya. It will incorporate next-generation innovations designed to help enhance the area's international competitiveness.

\* Blocks A and B are envisaged as Type 1 urban redevelopment projects. Block C is envisaged as a voluntary joint rebuilding project.

## Initiatives for Forming an Innovation Ecosystem

Our aim for the Yaesu-Nihonbashi-Kyobashi area is to create a virtuous cycle of cutting-edge industry development and economic growth. To this end, we are using the redevelopment to upgrade the area's functions and further concentrate major companies present there. At the same time, we are creating a base for startups and venture capital businesses. By encouraging interactions between a variety of companies and people in Japan and overseas, we will form an innovation ecosystem.

Using our properties in the area, we will advance initiatives that contribute to solving social issues and to improving the area's appeal. We will collaborate with

various partners in these efforts, which will focus on themes such as management issues faced by all companies as well as regional characteristics.

We will encourage the spontaneous creation of innovation, contributing to the revitalization of the entire area and ultimately to the economic growth of Tokyo and Japan. At the same time, by improving the area's competitiveness we will further increase the value of our office portfolio.



### Supporting the creation of startup communities

Provides shared office/studio space for startups in their early stages of development. Promotes innovation by helping to form a community between startups and existing industries.



xBridge-Tokyo

### Efforts to build a food ecosystem

Using the area slated for redevelopment in the Yaesu Project, we held an event called "Beeat! Yaesu" for a limited time. The event focused on the future sustainability of food, communicating stories relating to this concept. It was held in collaboration with food sector companies, organizations and manufacturers, local restaurants, cooks, universities, and government agencies.



### Promoting innovation to create sustainable cities and societies

Serves as a platform for solving urban issues through collaboration among diverse companies, providing new knowledge, community building, and support for business creation



City Lab Tokyo

# BUSINESS STRATEGY

## Management and Operations that Leverage the Collective Strengths of the Group

Every year, we conduct a customer satisfaction survey of our office building tenants. We have been gathering their feedback from the perspective of safety, security, and comfort as we work to make improvements based on customer needs.

Since 2018, we have maintained high levels of overall satisfaction, with tenants indicating their intention to continue occupancy. Our entire group is working to bring customer satisfaction levels to new heights.

Every year all group companies in the Commercial Properties Business Division participate in an internal event focused on building management and customer service. The event introduces specific examples of outstanding performance, honoring notable achievements with awards. This raises awareness of the importance of improving quality and customer satisfaction, creating a

virtuous cycle of compelling product planning and assurance of high quality.

Trends in overall satisfaction and intention to continue occupancy



\* Based on the Company's own monitoring indicators.

**Related Material Issues**

- Contributing to a safe and secure society
- Wellbeing

## Technology Demonstration Initiatives

Work styles are diversifying and businesses are adopting digital transformation with the aim of improving productivity. This is driving demand for offices that incorporate a wide range of IoT devices, electronic systems, along with various services.

In 2021, the Company entered into a capital and business alliance agreement with Bitkey Inc. to introduce "workhub," a platform for office buildings.

From office environments to home environments, workhub can connect a user ID to IoT devices and services from a wide range of manufacturers. Using the platform, the user can then access these devices and services from their smartphone, bringing new levels of convenience to their work life and to their personal life. BitKey Inc. is located in Tokyo Square Garden, one of our owned office buildings. A live showroom there offers members of the public a chance to try out workhub.

We are also accelerating demonstration tests and initiatives to implement various other technologies. We will continue to consider services that respond to changing work styles and diversifying office needs.



Conceptual diagram for Bitkey ID

**Related Material Issues**

- Social implementation of technology

## Area Management Initiatives

Tokyo Tatemono not only develops and operates buildings, but also provides area management services.

Hareza Ikebukuro has established the Hareza Ikebukuro Area Management Association, which works with the local community to carry out activities that contribute to the vibrancy and appeal of Hareza Ikebukuro and its surrounding area. The association plans and operates a wide variety of events, including using its event spaces to showcase culture rooted in Ikebukuro.

At Tokyo Square Garden, we installed wooden benches in public spaces. Our aim is to increase footfall and vibrancy in the area and foster a sense of community.

We also implemented various other initiatives throughout the year. Among these, an event called "Meet with Flowers" creates new scenery in the urban environment. Through the event, surplus flowers that had been scheduled for disposal

are given a new lease of life in floral displays.

Continuing these initiatives helps build a lively community where people interact with each other. We believe that this will in turn heighten the appeal of the entire area, strengthening its competitiveness within the city.



**Related Material Issues**

- Community building and revitalization

## Strategies for Commercial Properties Business

### Large-scale Redevelopment — Several Projects Targeting Completion by Around 2030

In the Commercial Properties Business, Tokyo Tatemono develops, operates, and manages offices and other buildings. We also promote community development in cooperation with tenants and local residents. One of the key strategies in our medium-term business plan is the promotion of large-scale redevelopment. We are advancing several redevelopment projects targeting completion by around 2030. Through this urban development, we will help address a range of social issues faced by the community. We will cultivate flourishing communities through the creation of centers of bustling activity, and develop properties with smaller environmental footprints and reinforced disaster-response capabilities. In our planning we also aim to enhance the competitiveness not only of individual projects but also of the entire area and city. We aim to increase the competitiveness of our office building portfolio, including properties in operation, and further expand stable leasing income. Regarding the current progress of the Yaesu Project, construction of a new building in District B began in October 2021. District A received approval to establish a consortium in February 2022. In the Gofukubashi Project, we also received approval to establish a consortium in November 2021, and are steadily advancing the project toward our long-term vision.

### Property Sales to Investors — Strategic Expansion of Investments

Property sales to investors form a growth driver of profits in our medium-term business plan. In this area, we have strategically expanded our investment in development sites against the backdrop of strong real estate investment needs. We will actively leverage development opportunities for various asset types such as mid-size offices, with a focus on logistics properties, for which demand is strong. By flexibly selling these after stabilizing operations, we will achieve high asset efficiency. (See property sales to investors on p. 41.)

### Office Strategies for the Future — Initiatives that Balance Continuity with Change

The COVID-19 pandemic has transformed the way we work. The needs of our clients are steadily changing and diversifying, while there is renewed recognition of the importance of a workplace that encourages team building and increases productivity. We believe that now is the time for us to be flexible and sustainable in responding to changing needs. As we tackle the challenge of new initiatives, our mindset will be guided by the age-old principle of ensuring continuity while embracing change. In our product planning, we will explore new ways to satisfy the preferences of our customers in the post-pandemic era. Providing high-value-added offices, we will pursue sustainable growth through urban development that solves the issues of our customers and society.



**Katsuhito Ozawa**  
Senior Managing Executive Officer and Director  
Division Director of Commercial Properties Division

# Commercial Properties Business

Feature

## Office Strategies for Work Flexibility

### Related Material Issues

Strengthening Tokyo's competitiveness as an international city

Value co-creation and innovation

### Contributing to Office Strategies that Support Business Growth

The variety of work lifestyles has increased in recent years. In addition, the shift to remote work during the COVID-19 pandemic has triggered marked changes in attitudes to the workplace, both among companies and workers.

There is increased emphasis on enhancing productivity and creativity by accommodating more diverse work styles—a departure from the stark choice between coming to the office or working from home. A company's office strategy has become an important factor for attracting the talent it needs to support growth.

(See: Tenant interview Q2)

Companies are placing renewed emphasis on the importance of team building and on the value of workplaces that generate creative ideas. The central offices that serve as their main workplaces need to be situated in good locations where employees with a variety of work styles can gather easily. There is also increasing demand for facilities and product planning that support productive and active interactions between employees while they are at the office.

(See: Tenant interview Q2 and Q3)

As well as enhancements to the central office, realizing efficient and diverse work styles requires a wide range of workplace options for different types of work. This includes the creation of flexible project rooms, the use of intervals of time while in transit, and the use of individual booths for work requiring concentration.

Tokyo Tatemono is pursuing initiatives aimed at meeting the full range of office needs of companies. We offer high-spec central offices that help enhance productivity and creativity. We also offer new workplaces that cater to a variety of work styles, such as serviced offices, co-working spaces, and space-sharing services.

### New workplaces offered by the Tokyo Tatemono Group

<p><b>Serviced offices</b></p> <ul style="list-style-type: none"> <li>Mainly used as satellite offices or project rooms.</li> <li>Full security and equipment facilities.</li> </ul> <p><b>+OURS</b> EXPERT OFFICE</p>	<p><b>Co-working spaces</b></p> <ul style="list-style-type: none"> <li>Mainly used for intervals of time and as personal workspaces.</li> <li>Flexible use on an hourly basis.</li> </ul> <p><b>+OURS</b></p>	<p><b>Space-sharing services</b></p> <ul style="list-style-type: none"> <li>A platform for enabling the use of a variety of locations, including those not owned by Tokyo Tatemono.</li> <li>Currently, the number of locations has surpassed approximately 250, allowing for a variety of choices according to area and purpose of use.</li> </ul> <p><b>TIME WORK</b></p>
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Tokyo Square Garden, one of the central offices offered by Tokyo Tatemono

## Tenant Interview

### SUN-WA TECHNOS CORPORATION

An independent technology trading company founded in 1949 that provides a wide range of specialized services centered on three divisions: Electronic Machinery, Electronic Equipment, and General Machinery. Since 2015, it has been located at Tokyo Square Garden (Kyobashi, Chuo-ku, Tokyo).

**Ms. Natsuki Imada**  
General Affairs Section  
General Affairs Department

**Mr. Daisuke Okumura**  
Manager,  
General Affairs Section  
General Affairs Department

**Ms. Naoko Takahashi**  
General Manager,  
Corporate Strategy Group

**Akinobu Inomata**  
Property Management (1) Department  
Commercial Properties Division,  
Tokyo Tatemono

**Mr. Shun Osaka**  
Corporate Strategy Group

Sun-Wa Technos Corporation has its headquarters in Tokyo Square Garden, one of Tokyo Tatemono's flagship properties. A sales representative from Tokyo Tatemono spoke with representatives of Sun-Wa Technos about the office and work styles required for the coming era.

### 1 What were your impressions as you introduced remote work during the COVID-19 pandemic?

**Okumura** As infections spread, we implemented remote work based on working from home at a rate of around 30% to 70%, while also following government policy. However, we found that remote working involved certain communication challenges. So we are now returning to a near 100% office attendance rate.

**Osaka** Remote work has various benefits. It reduces transit time along with other advantages such as enabling reporting items to be completed efficiently in chat rooms. However, we found that with chat rooms and e-mails it was difficult to communicate the background of work and other supplementary details. It proved difficult to get in-depth answers that went beyond the questions being asked.

**Imada** I had only just joined the company when I started working from home due to the pandemic. It was very difficult for me to learn the business as I was familiar with neither the faces nor the names of other employees. Sometimes I felt like there was an obstacle to communicating with counterparts I could not see. That was true even for minor queries. I noticed the inefficiency in situations like that.

**Takahashi** Global training for employees was conducted online at a number of domestic and international locations during the pandemic. The lack of constraints in terms of location or transit time was an advantage. But several participants in the post-workshop survey said that they would have liked to have met face-to-face to congratulate each other on their efforts or to discuss work in more depth. Also, as a manager, I still feel it is necessary to come to the office and see my subordinates' faces. This is how I check on their work and find out whether they are having any problems.

use it as a workplace in addition to our company's own offices. It would also be nice if people could choose a workplace within the building according to the occasion—for example, depending on whether they want to focus by themselves or communicate with their peers. I feel that to innovate we must be flexible in alternating between work styles.

### 3 What is your evaluation of Tokyo Square Garden as a central office?

**Okumura** Tokyo Square Garden has excellent seismic resistance and other safety features, while also offering superb accessibility. With cherry blossoms and fresh green foliage, its abundant greenery gives a sense of the changes of the seasons. For me, the long direct escalator ride to the office lobby every morning helps me switch my mind over to work. You can see the influence of Tokyo Tatemono's training in the security guards and cleaners. The pleasant way they greet you gives a positive impression. There are also events and other activities involving the local community. I was able to experience the history of the Kyobashi area, which made me feel a sense of connection to the place.

**Inomata** In the Commercial Properties Business, we have established an internal concept of *Human Building - People are always in the middle*. With the aim of making our customers feel safe, secure, and comfortable, we have developed a set of guiding principles that we implement in our daily operations.

**Imada** There are also restaurants at the foot of the building. We can feel the advantage of moving into a large building complex now that we can have lunch at a restaurant even during our limited break time.

**Osaka** Our basic policy has been to locate our offices in places where it is easy to get information, easy to take action, and where many people gather. We feel that this building is a very good location in that it is near Tokyo Station. That makes it easy for employees of our offices nationwide who use the bullet train to stop by our headquarters.

**Takahashi** The brand power of having an office at this location is important to us too. Tokyo Station is after all the center of Japan. I feel that the building design is also important for getting people in the mood to work. Our company emphasizes focus on the customer as one of our values (in our code of conduct). I think that idea of always being close to our customers naturally leads us to come to the office. To achieve further growth as a global company in the future, I believe it is essential for us to come to work in an office where we are motivated to work, with the support of face-to-face relationships.

### 2 How should office functions be adapted to changes in work styles?

**Okumura** Some of our clients would like to have web conferencing, but in some cases there is not enough space available for this. Changing the layout of an office is not easy, so it is important to have enough flexibility to accommodate a variety of work styles. An office is a place where people gather. So we want to make it a place to work with a sense of safety and security, an environmentally friendly place. We want employees to feel that their work is meaningful.

**Takahashi** I have used TIMEWORK to book outside meeting rooms and use them for meetings and workshops. If TIMEWORK becomes more readily available with locations opening in even more convenient locations, there may be more opportunities to

# BUSINESS STRATEGY

## Residential Business

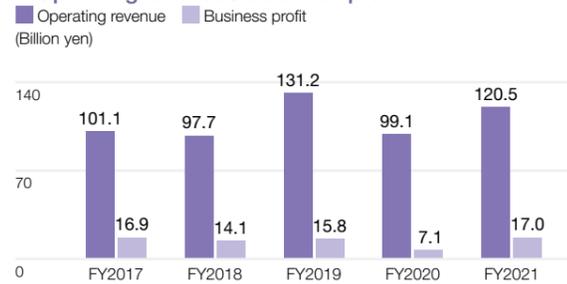
Tokyo Tatemono is engaged in the condominium and residential leasing businesses, centered on the Brillia brand of refinement and comfort. We offer high-quality housing based on a unique, comprehensive framework that includes all the functions needed to support a more comfortable life for our customers, ranging from planning and development to management, after-sales services, repair, and brokerage.

### Main Business Categories

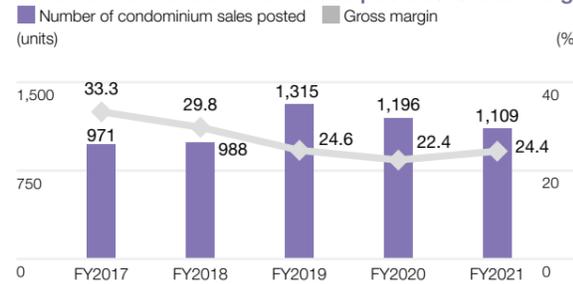
For-sale condominium business	For-sale condominiums	Property sales to investors*	For-rent condominiums
Services	Condominium management, remodeling, renovation work, leasing management		

\* Property sales to investors are shown on p. 41.

### Operating revenue / Business profit



### Number of condominium sales posted / Gross margin



In fiscal 2021, the Company reported an increase in both revenue and gross profit, mainly due to higher sales and gross profit from sales of condominiums and property sales to investors. As well as favorable locations in convenient urban centers, properties in suburban areas also continue to perform well. We will continue to secure appropriate returns by carefully selecting and investing in properties through which we can target high profitability.

## Future Strategies

Operating Environment / Social Issues		Advantages
Opportunities	● Diversifying lifestyles are engendering more sophisticated, more diverse customer needs	● Among the highest brand recognition and customer satisfaction ratings in Japan
	● Trend toward prioritizing convenience amid an increase in dual-income and single-person households	
● Growing need for environmental measures due to climate change and increasingly severe disasters	● Strong track record and expertise in large-scale redevelopment and rebuilding	
Risks	● Rising land prices due to mounting competition for acquiring land sites, and rising construction costs due to higher costs of material and labor	● Service supply framework integrating production, sales, and management
	● Contraction in the condominium market due to population decline	
	● Drop in customer purchasing sentiment due to inflation and the risk of higher interest rates	

### Key Strategies in the Medium-Term Business Plan

- With a focus on profitability, invest in select locations offering convenience and other competitive advantages
- From the standpoint of profitability, focus efforts on redevelopment and rebuilding business to secure highly competitive projects
- Accelerate the development of for-rent condominiums in urban areas and sell them expeditiously to investors after starting operations

## Initiatives to Strengthen the Brillia Brand

Brillia is a comprehensive residential living brand that accompanies people in their daily lives, based on a concept of refinement and comfort. Through it, we provide not only buildings, but also the various services of the Tokyo Tatemono Group, supporting our customers by enabling lifestyles of value.

Brillia's concept of "NEW LUXURY RESIDENCE" is based on the idea that true prosperity lies in the pursuit of space and time that reflect individual personality—even as values continually evolve with the changing times.

By maximizing the value of the Brillia brand, we aim to build relationships with ideal customers, improving the competitiveness of our properties.



### Third-party evaluation

Tokyo Tatemono ranked second in brand awareness\*<sup>1</sup> in the Tokyo metropolitan area. In a customer satisfaction survey,\*<sup>2</sup> we were ranked first in the tower condominium category and first in the small-scale category for six consecutive years.

\*<sup>1</sup> Nikkei 2021 Condominium Brand Survey (responses of Tokyo metropolitan area (Tokyo, Kanagawa, Chiba, Saitama) residents were extracted).

\*<sup>2</sup> In the 2022 Oricon Customer Satisfaction® Survey of newly built condominiums for sale in the Tokyo metropolitan area, Tokyo Tatemono ranked first in the tower condominium category (condominiums with 20 or more floors) and first in the small-scale category (condominiums with fewer than 100 units) for six consecutive years (2017 - 2022).



### Initiatives to enhance the value of Brillia

#### Combining functionality and design

Meticulous attention has been paid to every detail, from landscaping that considers the surrounding environment to the timeless exterior and common areas down to the details of the apartment interiors. Tokyo Tatemono has received strong industry recognition, including 24 Good Design Awards related to its Residential Business.



Brillia ist Shirokanedai, winner of the Good Design Award 2021

#### Thorough quality control

Quality control is conducted through three levels of checks: in-house inspections, inspections by a third-party organization, and inspections by the customer. As part of this process, since 2004 we have conducted construction site tours, in which customers enter buildings under construction. We have received positive feedback about these tours as a way to experience first-hand the comfort that the property offers.



#### Support services for tenants after they move in

We provide hospitality training to our management staff to develop personnel. We ensure that they are qualified to support the day-to-day lives of our customers, so that we can support safe and comfortable living after customers move into a Brillia property. In addition, the Tokyo Tatemono Brillia Owners Club offers its members a number of exclusive services. These include various events, preferential treatment at our resort facilities, and daily lifestyle-related information.



Brillia Training Center

#### Commitment to culture and the arts

We support culture and the arts in various ways. We hold art exhibits in the common areas of condominiums and public art exhibitions. We also offer naming rights for Tokyo Tatemono Brillia HALL. In 2021, we opened the BAG Brillia Art Gallery, holding an exhibition on the theme of art in daily life.



# BUSINESS STRATEGY

## Pursuing Redevelopment and Rebuilding

We are focusing on redevelopment and rebuilding projects to meet the need for redevelopment in urban districts that are densely packed with wooden houses and the growing need for rebuilding due to the increase in aging condominiums. Our track record in redevelopment and rebuilding includes Brillia Tower Ikebukuro, Brillia Towers Meguro, and Brillia Tama New Town. We are promoting development and sales of projects such as SHIROKANE The SKY (sold out) and the rebuilding project Brillia City Shakuji Koen ATLAS.

Going forward, we will continue to seize project opportunities in highly convenient locations and engage in mixed-purpose development and other high-value-added residential development projects. Reaching an agreement with landowners and residents in these projects is more difficult and time-consuming than with normal land



Brillia Tower Ikebukuro Brillia Tama New Town

acquisition and development, the rights relations of which are relatively straightforward. However, we will make use of our expertise and proven track record as a developer to win highly competitive projects.

### Related Material Issues

- Contributing to a safe and secure society
- Addressing the diverse needs of customers and society

## Efforts to Cater to Changes in People's Lifestyles

Demands continue to shift amid changing work styles and the shift to working from home that was triggered by the pandemic. We are responding to this by working to ensure that our property common areas and apartment interiors provide both a comfortable work environment and a relaxing living environment. Our for-sale condominium Brillia City Nishi-Waseda has a range of innovative features for this purpose. The common area includes a co-working space with management services. In the apartments, wall doors (operating partitions) are installed to provide privacy for residents who need to work from home. In the Brillia ist series of leasing condominiums, we are working to realize efficient flow line planning and to secure a wide range of

living spaces. Desk counters are installed in each apartment for purposes such as working from home or hobbies, while lounge space is provided in the common areas.



Brillia City Nishiwaseda Co-working Lounge

### Related Material Issues

- Addressing the diverse needs of customers and society

## Using the Group's Comprehensive Strengths to Ensure High Customer Satisfaction

In a survey\* assessing condominium residents' satisfaction with property management companies, Tokyo Tatemono Amenity Support, the management and operation division of the Group, ranked third overall. For the fourth consecutive year, it ranked first in the group of companies with less than 100,000 units under management. Its condominium management contract volume had risen to 78,773 as of March 2022. Tokyo Tatemono Amenity Support has branched out from condominium management into a range of other business areas, including remodeling and renovation.

From 2022, we will begin offering a new service called "Ever Graceful." This uses highly durable materials and construction methods to reduce the frequency of major

repair work and lower costs over the long term. The service reduces the burden on residents while helping to maintain or improve asset values.

These efforts have led to further raising the competitiveness of the Brillia brand and our properties.

\* Source: "Property Management Company Satisfaction Ranking," www.sumai-surfin.com website of Style Act Co., Ltd.

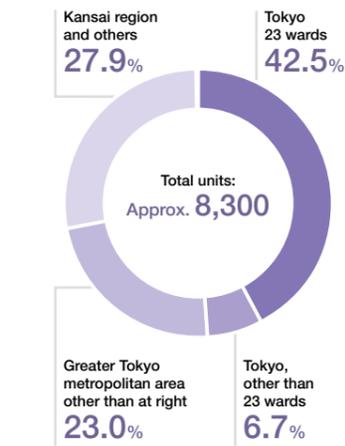


### Related Material Issues

- Contributing to a safe and secure society

## Major Properties Scheduled for Delivery

### Land bank\* by region



(as of March 2022) (including 1,430 units scheduled for delivery in 2022)

\* Listed for the total number of dwelling units for the acquired development site

### Secure land for development through careful selection of prime properties mainly in central Tokyo

Project Name	Posting Status	Total Units	Tokyo Tatemono Units
SHIROKANE The SKY	Posted in 2022	806	202
Brillia City Nishiwaseda	Posted in 2022	454	454
Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE	To be posted in 2022	520	312
SHIROKANE The SKY	To be posted in 2023	1,247	310
Brillia Tower Hamarikyu	To be posted in 2024	420	144
Brillia Tower Dojima	To be posted in 2024	463	463

## Strategies for Residential Business



**Hideshi Akita**  
Managing Executive Officer and Director  
Division Director of Residential Development Division

### Further Reinforcing the For-Sale Condominiums Business

A core focus of the Residential Business is the condominium business, centered on the Brillia brand of refinement and comfort. We offer high-quality condominiums through an integrated framework spanning production, sales, and management. Brillia's trademark quality is backed by our attention to rigorous quality control, our ongoing efforts to host events for residents after they move in, and a host of other initiatives that have been well received by our customers. The medium-term business plan calls for us to further reinforce the for-sale condominiums business. We are capitalizing on our redevelopment and rebuilding techniques to seize development opportunities in highly convenient locations and bring added value to properties, such as through mixed-purpose development. Furthermore, we will focus on providing quality housing that responds to social changes. This will include emphasizing consideration for nature and the environment as well as applying advanced technology.

### Business Environment and Outlook

Sales of condominiums remain strong against the backdrop of several trends: a continuing low interest rate environment, an increase in dual-earner households, and a shift toward more affluent lifestyles. Although the land acquisition environment remains highly competitive, we have been able to apply our expertise and track record to steadily building up our land bank. We expect to maintain a high gross margin during the period of our medium-term management plan, with plans to book several high-profile properties. These include large-scale redevelopment projects in central Tokyo and large-scale tower condominiums in central areas of regional cities.

We also focus on the For-Rent Condominiums Business as part of our menu of property sales to investors, offering the "Brillia ist" series of properties, mainly in the central Tokyo area. Through an agile approach to sales, against the backdrop of needs-oriented product planning and strong investment needs, we have contributed to stable profit generation (see property sales to investors on p. 41).

By keeping our finger on the pulse of constant change in society and responding to emerging needs, we will continue to offer the housing that is the first choice of customers, while striving to be rated number one by customers across categories, from location and product planning to customer service and management.

# Residential Business

Feature

Strengthening communities through urban development

## Nishijin Reborn Project

### Related Material Issues

- Community building and revitalization
- Revitalizing and utilizing real estate stock
- Addressing the diverse needs of customers and society

### Nishijin Reborn Project

In Nishijin, Sawara-ku, Fukuoka City, a center of retail and education, we have developed an integrated property with for-sale condominiums and a commercial facility. The development is on the former site of the Nishijin ELLEMALL PRALIVA which had been beloved by the local community for many years. The commercial building PRALIVA improves the convenience of daily life for local residents, while also offering a place to unwind. The residential building Brillia Tower Nishijin is Kyushu's first seismically isolated tower residence to connect directly to a subway station. These properties made a significant contribution to our earnings in 2021. In addition, we made various modifications throughout the development process, striving to reflect the wishes of the local community. The result is a development that brings vibrancy to the area while reducing environmental impact.

#### Overview

<b>Address</b>	4-1-1 Nishijin, Sawara-ku, Fukuoka City, Fukuoka
<b>Site area</b>	Approx. 4,200m <sup>2</sup>
<b>Access</b>	1 minute walk from Nishijin station on the Fukuoka City Subway line (directly connects to the station)
<b>Scale</b>	Residential: Reinforced concrete, partially steel framed; 40 floors above ground and 2 floors below ground Commercial: Steel-framed reinforced concrete structure; 4 floors above ground and 2 floors below ground

#### Overview of Residential Building

<b>Property name</b>	Brillia Tower Nishijin
<b>Total number of units</b>	306 units
<b>Delivery</b>	March 25, 2021

#### Overview of Commercial Building

<b>Facility name</b>	PRALIVA
<b>Tenants</b>	40 tenants
<b>Opening</b>	April 22, 2021

#### Third-party Evaluation

◆ **Good Design Award 2021**  
Evaluation of Judges (partial summary):  
A reduced construction method was used to solve environmental and time-related issues. With the right planning and skillful design, the old building has been reborn as a new symbol with modern charm.



◆ **Fukuoka Prefecture Outdoor Advertising Landscape Award**  
Main judgement comments:  
This was an important undertaking in the renewal of Nishijin. It was a rare project, backed by strong awareness of the company within the community.

### Pre-development Issues

The predecessor to this project, Nishijin ELLEMALL PRALIVA, was closed in 2015—much to the lament of the local community.

This was a very challenging project involving many social issues. Changes in the local economy and the shift to online shopping had left the building with too many retail floors and aging facilities. The floor inside the property was on a different level to the outside. At the same time, as part of the facility there was the entrance and exit to the subway line, an important local traffic route. Closing this access point would have a severe impact on the

community. A host of such issues had to be considered in the development process.



Steps at the edge of the property and bicycle parking



Nishijin ELLEMALL PRALIVA

### Community Contribution Initiatives and Sustainable Development Practices

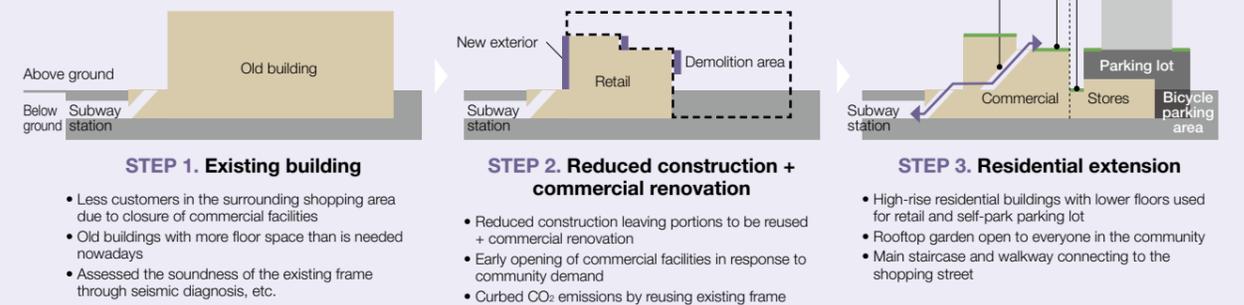
We engaged with the local community as we worked toward the early reopening of the commercial facility to help bring vibrancy to the local area. Our reconstruction approach involved reducing the size of the old building and reusing part of the existing frame. This allowed people to continue using the station entrance and exit throughout the development period.

Keeping the existing station entrances and exits open during development meant people could continue visiting the shopping area during construction. By reducing the size of the old building, we were able to reopen the

commercial facilities around one year and eight months ahead of the overall completion of construction.

We also reused part of the old building frame after confirming its soundness. This enabled us to reduce the quantity of the new building frame by around 24%, which helped curb the environmental impact of the development.

#### Process for reusing old buildings in reduced construction and extension



Within the commercial facility, we planted greenery on the rooftop, creating an open space available to the community. This provides a place for relaxation directly accessible from the station.

With a new walkway lined by store fronts, the project helps bring a sense of vibrancy, creating a flow of people between the north and south sides of the station. By encouraging footfall in the shopping district, it also brings a lively atmosphere to the surrounding area.



North-south walkway



Rooftop open space

### The thinking behind the Project

The chairman of the Nishijin Shopping District Association made a sincere request for the commercial facility to open as soon as possible. There was also a strong wish from the community for a place to relax in the station area as well as a need for the existing station route to stay open. The only solution that could simultaneously address these needs was an approach that combined reduced construction with a large-scale extension. This project was for the first time for us to use such an approach.

The project involved securing local government approvals that were unprecedented in their scope. We reminded all the stakeholders of the benefits that the project would bring to the community. We sought the help of designers and constructors as we explained thoroughly to the Company that additional costs could be offset to ensure profitability of the project. In this way, we were able to build consensus and move the project forward.

Our proposal was accepted. The project, a high-value-added residential development that was unprecedented in Fukuoka, resulted in a highly profitable residential business for us. The local shopping district greeted us with a banner of congratulations. We were able to realize a commercial facility business that maintained steady sales even during the COVID-19 pandemic.

Local companies also took notice of the development. This has led to joint efforts in new development projects, which we hope will lead to further business development opportunities in the Kyushu area.



**Nobuhiro Oda**  
Senior Manager\*  
Tokyo Tatemono  
Kyushu Branch

\* Position at the time of the project

# BUSINESS STRATEGY



## Asset Service Business

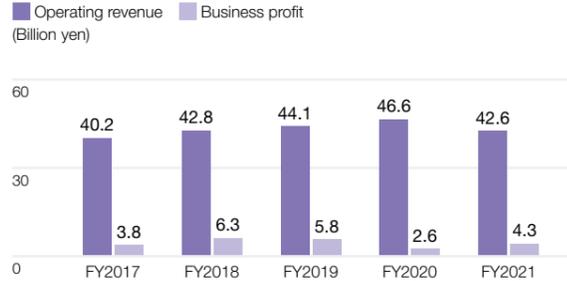
Capitalizing on the range of services offered by the Tokyo Tatemono Group for the effective use of property and land, we provide comprehensive solutions through our real estate brokerage business, asset solutions business, management service business, and parking business.

### Main Business Categories

<b>Real estate transaction business</b>	Brokerage, corporate real estate business, and property sales to investors (asset solutions)*	<b>Parking business</b>	Parking lots
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\* Property sales to investors are shown on p. 41.

### Operating revenue / Business profit



### Brokerage transaction volume



In fiscal 2021, transaction volume in the brokerage business increased and property sales to investors in the asset solution business were also strong. Occupancy remained low in the parking business, however, due to the continued impact of the COVID-19 pandemic. In fiscal 2022, we will continue to focus on expanding our brokerage and asset solutions businesses while in our parking business we will work to improve profitability and increase the number of parking spaces.

## Real Estate Transaction Business

The brokerage business consists of a wholesale division that supports the real estate needs of corporate customers and a retail division that helps individual customers find a new home. In addition to brokerage, we are also engaged in the asset solution business for increasing the value of acquired real estate for resale, and a management service that manages for-rent condominiums and office buildings on behalf of owners.

### Brokerage and corporate real estate business using expertise in judging the value of real estate

We are strengthening the brokerage and corporate real estate business in an effort to expand opportunities to gather real estate information. We are drawing on strong relationships with customers and financial institutions cultivated over many years. We are also targeting repeat business by tapping into the relationships we build with new customers of our development properties.

Operating Environment / Social Issues	
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>Increased real estate transactions due to the shift toward a society in which properties are used across generations</li> <li>Growth in real estate investment demand due to low interest rates</li> </ul>
<b>Risks</b>	<ul style="list-style-type: none"> <li>Lower willingness to buy real estate due to rising property prices, recession, higher interest rates, etc.</li> </ul>
Advantages	
<ul style="list-style-type: none"> <li>Relationships with customers and financial institutions and expertise in judging the value of real estate acquired over many years of experience</li> <li>Offer one-stop solution services drawing on the resources of the Group</li> <li>Using synergies of the Tokyo Tatemono Group to build relationships with customers from existing developments</li> </ul>	
Key Strategies in the Medium-Term Business Plan	
<ul style="list-style-type: none"> <li>Increase the volume of transactions by capitalizing on information sources to actively identify customer needs</li> <li>Use expertise in judging the value of real estate to acquire properties with value-adding potential and sell properties quickly in response to market conditions</li> </ul>	
Related Material Issues	
<ul style="list-style-type: none"> <li>Revitalizing and utilizing real estate stock</li> </ul>	

Brilliaの仲介

### Related Material Issues

- Revitalizing and utilizing real estate stock

## Parking Business

We have developed and are operating about 76,000 parking spaces in 1,850 locations across Japan (as of the end of March 2022) under the NPC24H brand. By taking into account surrounding conditions, the size of the site, and other factors, we are able to design and deliver the optimal parking lot.



### Aligning our parking business to market needs

We are working to expand the number of facilities under operation by drawing on our sophisticated operational expertise in large self-park parking lots and other areas. By investing in digitalization, we will develop parking operations that use IT data. We will also actively work to make our parking facility more convenient for users by providing new added value such as cashless parking and linking to reservation systems.

### Parking spaces under operation



## Strategies for Asset Service Business

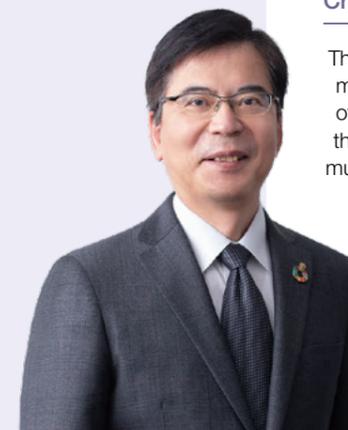
### Creating a unique offering of products and services based on trust

The world is changing rapidly, and the real estate environment is also constantly changing. Unlike most mass-produced products, the real estate products we handle are unique and extremely expensive. The trust of our customers is therefore essential to closing transactions such as property sales and leasing. To earn that trust, we must accurately understand the various real estate-related requests of our customers. We must create products and services of the kind that only Tokyo Tatemono can provide.

### Using the expertise of the Tokyo Tatemono Group to solve social issues and achieve sustainable growth

The Asset Service Business derives optimal solutions from the wide range of business activities of the Tokyo Tatemono Group. The integrated strengths of the Group are what make our comprehensive consulting business possible. Through the Asset Service Business, we are aiming to achieve a high-level balance between providing solutions to social issues and pursuing growth as a company by adding new value to real estate and meeting the needs of customers. For instance, in the brokerage and asset solution businesses, we can contribute to the realization of a society in which properties are used across generations by repurposing existing, unused properties into quality products with high market value. Or we can contribute to disaster prevention for residents and areas through earthquake-resistant and disaster-prevention work that yields renewed, highly disaster-resistant properties. In the parking business, the construction of parking lots equipped with EV power feeders and other equipment will contribute to the spread of EVs and to the elimination of traffic congestion by promoting smooth use of parking lots through the use of DX, including the construction of an advance reservation system for hourly parking spaces and the use of smartphones to check for available parking spaces.

The medium-term business plan calls for us to work through these businesses to facilitate the distribution of properties and provide quality assets that meet the needs for the effective use of real estate and for investment. By further growing the non-asset side of the business in conjunction with the expansion of assets the Group is involved in, we are pursuing ongoing profit growth and the improvement of capital efficiency.



### Kengo Fukui

Representative Director, Executive Vice President and Executive Officer  
Division Director of Asset Service Business Division

Operating Environment / Social Issues	
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>Growing opportunities to operate large parking lots and municipal and other public parking lots in conjunction with large-scale redevelopment projects</li> <li>Improved efficiency and service in parking lot operation associated with the spread of IoT</li> </ul>
<b>Risks</b>	<ul style="list-style-type: none"> <li>Accelerated sale and repurposing of parking lots by landowners associated with rising land prices</li> <li>Worsening of business conditions due to reduced movements of people as a result of the COVID-19 pandemic</li> </ul>
Advantages	
<ul style="list-style-type: none"> <li>Track record and expertise in developing and operating large self-park parking lots</li> <li>Investment and development capabilities for parking facilities and systems leveraging scale as Japan's third-largest pay-by-the-hour parking business operator</li> </ul>	
Key Strategies in the Medium-Term Business Plan	
<ul style="list-style-type: none"> <li>Efficiently scale the business through aggressive investment in large parking lots, a competitive strength of the company</li> <li>Boost competitiveness by developing and rolling out systems that contribute to improved operational efficiency and customer service</li> </ul>	
Related Material Issues	
<ul style="list-style-type: none"> <li>Revitalizing and utilizing real estate stock</li> </ul>	

### Revitalizing and utilizing real estate stock



Tachikawa Midoricho Parking No. 2

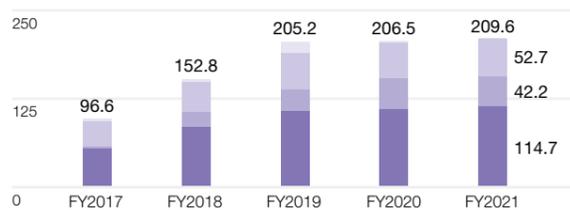
# BUSINESS STRATEGY

## Commercial Properties Business x Residential Business x Asset Services Business

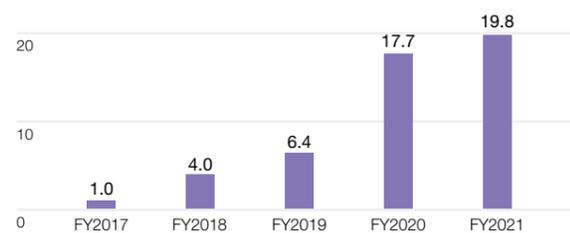
### Property Sales to Investors

Tokyo Tatemono is pursuing a wide range of development opportunities according to differing locations and area characteristics. In bustling city-center commercial districts and regional urban centers, we are developing medium-size office buildings, hotels, and retail facilities. In urban residential areas, we are developing for-rent condominiums. In areas near major transportation arteries in cities and suburbs, we are developing logistics facilities. After these projects start operations, we sell them to investors.

● Balance of real estate for sale  
 ■ Commercial properties ■ For-rent condominiums ■ Asset service ■ Other  
 (Billion yen)



● Property sales to investors gross profit trends  
 (Billion yen)



Operating Environment / Social Issues		Advantages
Opportunities	● Diversifying needs for real estate utilization associated with social shifts, such as growth in the e-commerce and inbound tourism markets	● A wide array of information sources, such as financial institutions and existing business partners, in addition to the Group network
	● Expansion of real estate investment needs and assets for investment	
Risks	● Mounting competition causing changes in conditions for acquiring sites	● Development track record and expertise in various asset types, and strong tenant leasing capabilities
	● A sluggish investment market associated with changes in the real estate investment environment	
	● Decline in the real estate investment market due to rising interest rates, etc.	

Key Strategies in the Medium-Term Business Plan	
● Take advantage of further development opportunities by drawing on information sources to win projects	
● Ally with a broad range of operators to develop a variety of asset types to match locations and area characteristics	
● After development, achieve profitability by monitoring the market environment and selling properties expeditiously	

### Related Material Issues

Revitalizing and utilizing real estate stock

### Stock of Properties Expected to be Sold

Balance of real estate for sale **209.6 billion yen**  
 Total investment basis (decision basis) **Approx. 385 billion yen**  
 Assumed gain on sale generated from stock shown on left **Approx. 90 billion yen**  
\* As of December 31, 2021

**Commercial Properties Business**

Logistics facilities / Urban hotels / Medium-size office buildings / Urban compact retail properties

T-LOGI T-PLUS

Total investment (decision basis) **Approx. 265 billion yen**

**Residential Business**

For-rent condominiums

Brillia ist

Total investment (decision basis) **Approx. 65 billion yen**

**Asset Services Business**

Asset solutions

- ◆ Asset class
  - Office buildings
  - For-rent condominiums
  - Retail stores, etc.
- ◆ Value added

Balance of assets held **52.7 billion yen**

## Other Businesses

### Fund Business

Through Japan Prime Realty Investment Corporation (a listed J-REIT) and Tokyo Tatemono Private REIT, Inc., as well as through private funds, Tokyo Tatemono provides a variety of real estate investment products to a broad range of investors, from institutional investors and pension funds to individual investors.

Operating Environment / Social Issues		Advantages
Opportunities	● Growing needs for real estate investment	● Able to draw on the real estate expertise of Tokyo Tatemono to gain opportunities to acquire real estate and maximize asset value
	● Expanding asset types available for investment	
Risks	● Mounting competition to acquire real estate	
	● Shifts in the financing environment	

Key Strategies in the Medium-Term Business Plan	
● Support the growth of J-REITs, private REITs, and private funds by increasing property sales to investors	
● Increase profit opportunities by expanding the Group's assets under management	

### Increase Profit Opportunities for the Group by Strengthening the J-REIT, Private REIT, and Private Fund Businesses

We will strive to expand the asset portfolio by capitalizing on the Group's expertise in judging the value of real estate to acquire promising properties while enhancing the quality of the portfolio through strategic asset replacement. At the same time, we will help capture profit opportunities for the Group in asset and property management and other areas, increasing the sales of properties to J-REITs, private REITs, and private funds to grow the Group's assets under management.

### Changes in Group AUM

■ Japan Prime Realty Investment Corporation ■ Tokyo Tatemono Private REIT, Inc. ■ Private fund, etc.  
 (Billion yen)



Expand property sales to investors  
 Consider forming new logistics REIT

#### Japan Prime Realty Investment Corporation

Assets targeted for investment: office buildings, urban retail facilities, hotels

#### Tokyo Tatemono Private REIT, Inc.

Assets targeted for investment: office buildings, residential leasing, and real estate for other purposes

# BUSINESS STRATEGY

## Other Businesses

### Overseas Businesses

The Tokyo Tatemono Group has established overseas subsidiaries in Shanghai and Singapore, and we are pursuing for-sale condominium operations with leading Chinese developer China Vanke Co., Ltd., as well as partnering with local companies to engage in development projects in emerging ASEAN countries that offer substantial growth potential.

Operating Environment / Social Issues		Advantages
Opportunities	● Rise in middle-income and wealthy individuals due to strong economic growth in Asian countries	● Strong development track record (a total of about 25,000 units delivered to date) and relationship built up over more than 15 years with major Chinese developer China Vanke
	● Growing number of local companies seeking tie-ups with Japanese partners and increased local government backup for attracting foreign capital	
Risks	● Changes in economic and political conditions and tightening of real estate regulations	● Wealth of real estate development expertise and high-quality condominium development experience gained in Japan

#### Key Strategies in the Medium-Term Business Plan

- Collaborate with prominent local developers knowledgeable about business practices and markets in their countries
- Expand the business chiefly in China and other countries where we have an existing footprint. Dispatch employees to operational sites and implement rigorous risk management
- Invest in the for-sale condominium business, which features relatively short business cycles and little risk of change in the business environment

## Capture Business Opportunities through Tie-ups with Leading Local Partners

Tokyo Tatemono has steadily expanded its Overseas Businesses through partnerships with leading local property developers and sent its employees to operational sites to ensure continuous risk control. We have been involved in the development of for-sale condominium operations in China with major local developer China Vanke for more than 15 years. We will continue to make selective investments targeting business opportunities in growth markets, while giving due consideration to the market environments and risks of each country.

### 79 Robinson Road

In Tanjong Pagar, Singapore's central business district, Tokyo Tatemono was involved in developing a high-grade office building, a rarity in the district. It is due to be directly connected to a nearby subway station in the future, and has already filled about 90% of tenant applications.



**Total project cost:**  
Approx. **75** billion yen  
**Tokyo Tatemono share:**  
Approx. **15%**

### Yangzhou-Chengxi Project, China

The Yangzhou-Chengxi Project is our fifth residential development project in Yangzhou, a third-tier city in China that demonstrates solid actual demand. There are large-scale retail facilities and educational facilities in the area around the project, which is in a highly convenient location.



**Total project cost:**  
Approx. **37** billion yen  
**Tokyo Tatemono share:**  
Approx. **25%**

## Other Businesses

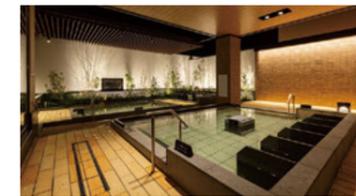
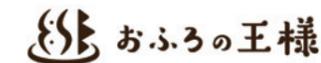
### Leisure and Child Care Business

#### Leisure Business

As lifestyles in Japan grow more diverse and consumers increasingly choose to spend money on experiences as opposed to goods, our Leisure Business aims to offer authentic experiences and highly hospitable services that provide customers with maximum relaxation and comfort. Targeting the recent boom in pet tourism, pet-friendly Regina Resort hotels feature facilities and services on a par with luxury hotels while allowing guests to be accompanied by their dogs in all rooms and areas. Highly popular among wealthy dog owners, the number of Regina Resort with DOGS hotels has increased to eight. We also operate Ofuro no Osama bathhouses, where customers can freely enjoy a dozen different baths and stone spas. We have ten locations, mainly in the Kanto area, including the newly opened Wako branch, with offers a further upgrade in facilities. Many customers enjoy these bathhouses as places for communication and as places that support their mental and physical wellbeing. The Group also operates 12 golf courses throughout Japan.



Regina Resort Kyu-Karuizawa



Ofuro no Osama Wako



Kawaguchiko Country Club

#### Child Care Business

Tokyo Tatemono entered the child care business in 2016 in view of mounting needs for child care accompanying the increased participation of women in the workforce and the rise in dual-income households, as growing waiting lists for child care facilities became a pressing social concern. We have steadily expanded our child care network, backed by firm demand as well as government support. As of June 2022, we had opened 16 Ohayo (Good Morning) Child Care centers. We opened Sekimachi-Minami After-School, the first school-aged child care center of Group company Tokyo Tatemono Kids, in April 2020.



Ohayo Child Care Nishi-Sugamo



Ohayo Child Care Oomirimachi



Ohayo Child Care Nonaoayama

# ENVIRONMENTAL STRATEGY

We have identified the promotion of a decarbonized society and promotion of a recycling-oriented society as our material environmental issues. By working to address these issues through our business, we aim to realize coexistence with the environment, a shared value with society. Under the Tokyo Tatemono Group Environmental Policy, which is shared by the entire Group, we are committed to conducting our business activities in an environmentally friendly manner. In this way, we aim to help bring about a sustainable society.

## Environmental KPIs and Targets

Item	KPIs and Targets	Scope	Target year	Target value
Reduction in greenhouse gas emissions	Reduction in CO <sub>2</sub> emissions	Scope 1, 2* <sup>1</sup>	1) 2030 2) 2050	1) 40% reduction compared to FY2019 2) Net zero
		Scope 3** <sup>2</sup>	1) 2030 2) 2050	1) 40% reduction compared to FY2019 2) Net zero
Shift to renewable energy	Rate of shift to renewable energy for electricity consumed in our business activities	1) Property owned in Commercial Properties Business 2) All business activities	1) 2030 2) 2050	1) 40% 2) 100%
Promotion of development of ZEB and ZEH** <sup>3</sup>	Rate of ZEB development in newly developed properties	Office buildings and logistics facilities	2030	In principle, 100%
	Rate of ZEH development in newly developed properties	Condominiums for sale	2030	In principle, 100%
Acquisition of Green Building Certification** <sup>4</sup>	Rate of acquisition of Green Building Certification in newly developed properties	Office buildings and logistics facilities	2030	In principle, 100%
Reduction of waste emissions	Reduction rate of waste emissions per unit	Long-term buildings** <sup>5</sup>	2030	20% reduction compared to FY2019
Waste recycling promotion	Waste recycling rate	Long-term buildings** <sup>5</sup>	2030	90%
Reduction of water consumption	Reduction rate of water consumption per unit	Long-term buildings** <sup>6</sup>	Each year	Reduction compared with previous fiscal year
Promotion of use of recycled water	Percentage of newly developed properties with gray water** <sup>7</sup> treatment facilities	Office buildings with total floor area exceeding 30,000m <sup>2</sup>	2030	100%
Promotion of use of wood materials	Percentage of newly developed properties in which domestic timber and certified timber is used for common-area interiors and furniture	Long-term buildings and condominiums for sale or rent	2030	100%
		Condominiums for sale or rent	2030	100%
	Adoption of CLT for their core structural parts in newly developed properties	Condominiums for sale or rent	2023	—
Collaboration and co-creation with customers	Percentage of tenants with whom we communicate about sustainability at least 4 times a year	Long-term buildings** <sup>6</sup>	Each year	100%
	Plan and implement sustainability measures through communication with residents	Condominiums for sale or rent	Each year	—

\*1 Scope 1: Direct emissions that occur from the use of fuel by the Group. Scope 2: Indirect emissions that occur from the use of electricity and heat purchased by the Group

\*\*2 Scope 3: Indirect emissions from other business activities. Scope of coverage is Category 11 (use of products sold).

\*\*3 Zero Energy Building (ZEB) is a building that aims to achieve an annual primary energy consumption balance of zero by maximizing energy independence through the use of advanced technologies that enable significant energy savings and the introduction of renewable energy.

Zero Energy House (ZEH) reduces total energy consumption through measures such as heat insulation and energy savings as well as generating energy through power generation to balance out the annual primary energy consumption to zero.

\*\*4 Refers to (but is not limited to) DBJ Green Building certification, CASBEE building and BELS (Building Energy Saving Performance Labeling System) certification.

\*\*5 The scope is 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.

\*\*6 The scope is the main long-term buildings and commercial facilities for which we have substantial energy management rights.

\*\*7 Recycled water is untreated water 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.

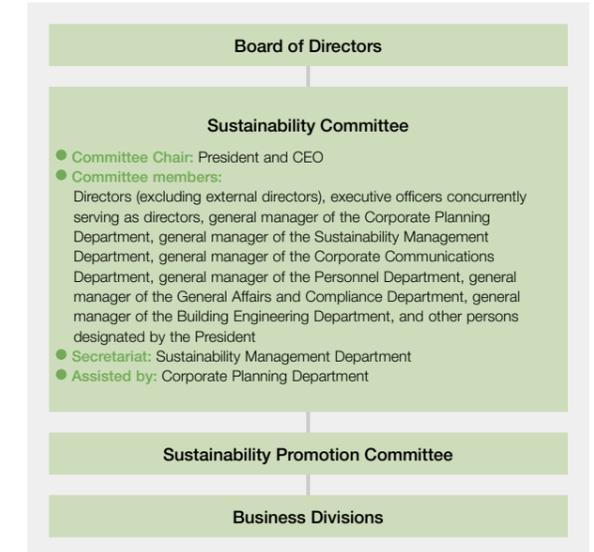
## Environmental Promotion System

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.

In the Commercial Properties Business and Residential Business, we have established environmental management systems aligned to the characteristics of each of these businesses. In the Commercial Properties Business, these are carried out by permanent organizations, which plan and oversee environmental measures, and the Environmental Committee, which provides support and guidance while monitoring progress. In the Residential Business, the Environmental Measures Project Team plans environmental measures, supporting their implementation and monitoring progress.

Other businesses and group companies conduct their business according to environmental guidelines established in line with the Group Environmental Policy.

### ESG Management Framework



## Environmental Management in the Commercial Properties Business

In our business activities, the Commercial Properties Business is the largest consumer of energy, accounting for 95.7%\* of our electricity use. Using less energy in our Commercial Properties Business results in a significant reduction of Tokyo Tatemono's total energy consumption. With this in mind, when developing new buildings, we strive to adopt environmental and energy-saving technologies for environmentally friendly buildings that are well received by society. For existing buildings, we promote energy savings by strategically renovating buildings using energy-saving equipment. From an operating standpoint, we also collaborate with our tenants to conserve energy and reduce environmental impact.

We have set a quantitative indicator in the form of power consumption per floor area unit to reduce energy consumption. Here, we target a 1% annual unit reduction averaged over five years as a target in accordance with the Energy Conservation Act.

\* Estimates for facilities subject to the Law Concerning the Rational Use of Energy (FY2021).

### Development of environmentally friendly office buildings (ZEB)

As a registered ZEB Leading Owner with the Strategic open Innovation Initiative (SII), Tokyo Tatemono is aiming to contribute to the promotion of ZEB.

We are also actively working to obtain environmental certification for real estate we develop. In July 2019, following a partial assessment of the office area of the property, Hareza Tower (Toshima-ku, Tokyo; completed in May 2020) was certified as ZEB Ready. In December 2021, Shijo-Karasuma FT Square (Kyoto City, Kyoto Prefecture; completed in October 1998) was certified as ZEB Ready following its partial reconstruction.



Hareza Ikebukuro

# ENVIRONMENTAL STRATEGY

## Environmental Management in the Residential Business

In the Residential Business, we have established the Brilliia Environmental Guidelines for the purpose of ensuring that environmental initiatives under the Brilliia brand are aligned to changing social conditions and communicated clearly to customers and society. Two concepts guide our creative approach to the development of condominiums: creating a lush green living environment; and creating residences with reduced environmental impact. The guidelines define a set of environmental performance ratings with four levels of environmental friendliness. In addition to the specifications required to meet each level, at each stage of the project from planning stage to design, we also check

details such as the environmental certification rankings (CASBEE, etc.) and CO<sub>2</sub> emission reduction for each level. We revise the Brilliia Environmental Guidelines periodically in response to social changes and technological advancements, and in this way continue to increase the value of the Brilliia brand.

### Development of environmentally friendly housing (ZEH)

Tokyo Tatemono applied to the ZEH Developer Registration Program in the initial round of entries when it was established in May 2018. Since then, we have worked as a ZEH Developer to aid the spread of ZEH-M apartments.

Both Brilliia Tsurumaki (completed 2019) and Brilliia Tower Seiseki Sakuragaoka Blooming Residence (scheduled to be completed in 2022) have obtained ZEH-M Oriented certification, the standard for high-rise apartments with six or more floors, due to their improvement in outer wall insulation performance, the adoption of high-insulation doors, and the use of high-efficiency hot water supply equipment, etc.



Brilliia Tsurumaki

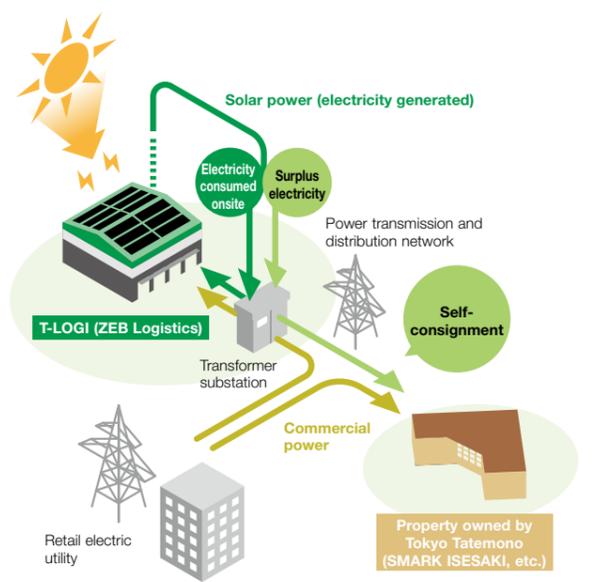


Brilliia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE

### TOPICS

#### Development of ZEB Logistics: Generation and Use of Renewable Energy

In our T-LOGI series of logistics facilities, large-capacity solar panels are installed on the roof of each facility for in-house consumption at each facility. Electricity generated using the panels is consumed onsite and used by the tenants. Surplus power generated is used efficiently at our own facilities through a self-transmission system. Going forward, as we develop the T-LOGI series, we aim in principle to obtain ZEB status by promoting energy conservation and using renewable energy.



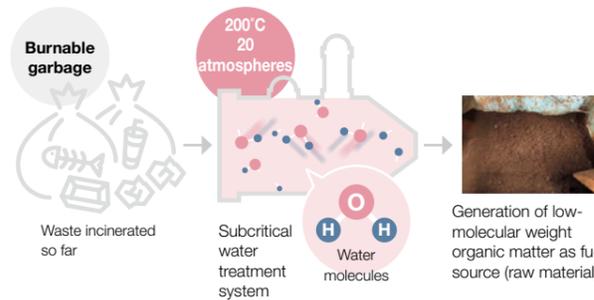
## Promoting a Recycling-oriented Society

We identify and implement measures for preventing environmental pollution and optimizing our use of resources throughout the entire life cycle of each building, from planning and design to construction, operation and management, and demolition. To prevent environmental pollution, in the planning and design of buildings, we consider environmental assessments and develop environmentally friendly buildings. In operation and management, we work to prevent air and soil pollution through decreased generation and proper management of waste and hazardous substances. To use resources more efficiently, we are introducing materials at the initial stage of a project that take into consideration later resource recovery, recycling, and waste generation control. For projects under way, we thoroughly sort waste and are working to boost the recycling rate. In these ways, we are helping to create a recycling-oriented society.

### Generating electricity from organic waste

In 2021, we conducted a demonstration experiment at the Shinjuku Center Building in collaboration with the co-owner. The experiment focused on converting organic waste generated at the building into fuel. Through the cooperation with tenant companies, bio-coal, a solid fuel, is generated from organic waste through subcritical water treatment using an ISOP system. In addition, the subcritical water treatment uses renewable energy electricity with non-fossil certificates, an initiative that also helps promote a decarbonized society.

#### Trial Image



### Promoting the use of wood

Wood is a recyclable resource that can be reused as construction material even after a building has been demolished. It also has the function of absorbing and storing (fixing) CO<sub>2</sub>. The Senzokuike Project (tentative name) is a for-rent condominium in which the cross laminated timber (CLT) panel construction method is being used for the main structural components. The project is expected to use approximately 700 m<sup>3</sup> of wood, resulting in carbon storage equivalent to around 450 tons of CO<sub>2</sub>. The six-story wooden building was selected by the Ministry of Land, Infrastructure and Transport as a Leading Project for Sustainable Buildings (Wooden Construction Type) for fiscal 2021, following an open submission. The selection recognizes the project's structural innovations, including improved fire resistance and durability.



Senzokuike Project (tentative name)

## Promoting Sustainability Finance

Tokyo Tatemono has established the Sustainability Finance Framework, which applies the requirements defined in the Green Bond Principles and Social Bond Principles referred to in the International Capital Markets Association's (ICMA) Sustainability Bond Guidelines. We issue green bonds and sustainability bonds in accordance with this framework.

In July 2020, in a first for a real estate sector company in Japan, Tokyo Tatemono issued a sustainability bond worth a total of 40 billion yen. The sustainability bond issued this time is not limited to a single building, but instead involves a package of funds to cover the overall urban development of the Yaesu-Nihonbashi-Kyobashi area of central Tokyo. In an initiative that is groundbreaking even by global standards, the proceeds will be 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. At the Second ESG Finance Awards Japan, Tokyo Tatemono won the Gold Award in the fundraiser category, having previously won the Silver Award at the First ESG Finance Awards.



#### Balance of green bonds and sustainability bonds issued

**140 billion yen** (including 90 billion yen in hybrid corporate bonds)

\* As of December 31, 2021

# ENVIRONMENTAL STRATEGY

## External Evaluation and Certification for Green Building

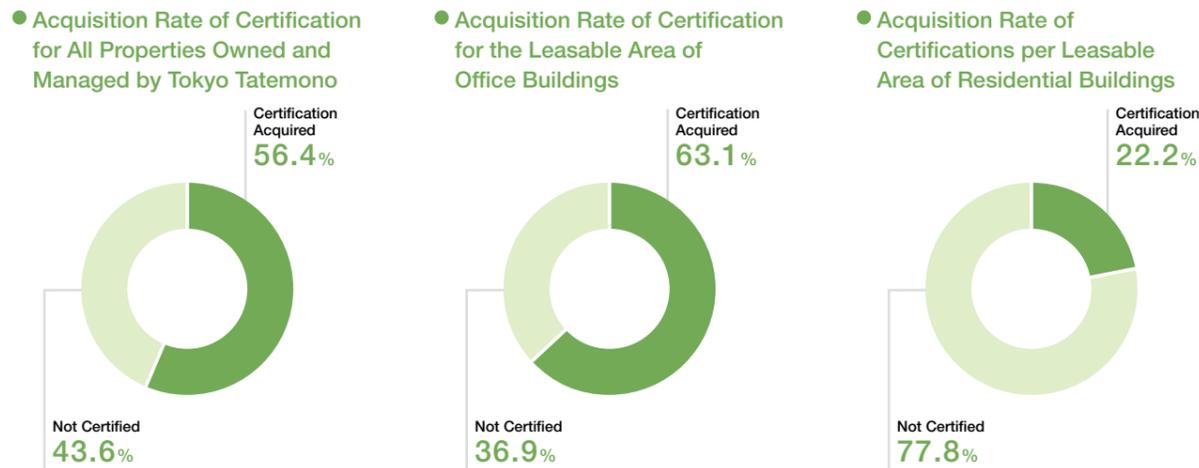
We have established the acquisition of green building certification for all newly developed office buildings and logistics facilities by fiscal 2030 in principle as a KPI and target. As of December 31, 2021, 14 of the office buildings, retail facilities, and other properties that we own and manage have received DBJ Green Building Certification\*. Of these, 12 received 4- to 5-star ratings.

We also have a policy of acquiring environmental certification as far as possible for existing office buildings we retain over the long term and for new and existing for-rent condominiums.

\* DBJ Green Building Certification is a system established by the Development Bank of Japan to evaluate initiatives related to the environmental and social awareness of real estate.

(Sustainability Report) List of Certified Buildings and Houses p.35

### Acquisition rate of green building certification (as of December 31, 2021)



## TOPICS

### Participation in ESG-related External Assessments and Key Initiatives

The Group participates in major national and international initiatives, working with various entities around the world. 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.

In addition, in June 2022, Tokyo Tatemono was included in the MSCI Japan ESG Select Leaders Index, an ESG index adopted by the General Pension Investment Fund (GPIF).

\* Science Based Targets

Field	Evaluation Organization and Initiatives	Evaluation, etc.
ESG (Real Estate)	GRESB Standing Investment Benchmark	5 Star
	GRESB Development Benchmark	5 Star
Climate change	CDP	B
	RE100	Participation
	SBT	Certification
	TCFD	Approval
Index	MSCI Japan ESG Select Leaders Index	Selection
	MSCI Japan Empowering Women Index (WIN)	
	S&P/JPX Carbon Efficient Index	
	FTSE Blossom Japan Sector Relative Index	

(Sustainability Report) Participation in Initiatives p. 13

## Disclosure Based on TCFD Recommendations

In June 2020, the Group announced its support for the TCFD recommendations. Climate change is a social issue that calls for global collaboration. As such, it is a priority that Tokyo Tatemono must also address. We recognize the importance of disclosing climate change-related financial information, and will work to expand such disclosure as recommended by the TCFD.

### Governance

The Group's Sustainability Committee discusses the formulation of policies for addressing risks and opportunities linked to climate change as well as important matters such as our greenhouse gas emissions reduction efforts and progress against our reduction targets. Chaired by the president, the Committee reports its findings to the Board of Directors for discussion. In addition, the Committee formulates and develops policies and strategies for important matters related to the promotion of sustainability. The Sustainability Promotion Council, a subordinate organization, reviews specific measures for carrying out these policies and strategies.

### Risk management

Climate change risk is recognized as one of the most important risks that could have a significant impact on the management of the Tokyo Tatemono Group, and is managed within a company-wide risk management framework. The Sustainability Committee examines each policy and strategy for minimizing risk and targeting opportunities associated with climate change risks. These are reported to the Board of Directors and included in its

agenda as necessary, providing a system supervised by the Board of Directors, under the ultimate responsibility of the president, who is the representative director.

### Strategy (scenario analysis)

Drawing from multiple scenarios published by the IPCC\*1 and the IEA\*2, the Group based its analysis on two scenarios: the current scenario (4°C scenario), in which temperatures rise by 4°C or more compared to pre-industrial levels by 2100, and the transition scenario (<2°C scenario), in which temperature rise is limited to less than 2°C. The scope of the analysis was to identify the main risks and opportunities—primarily for the Group's core businesses, the Commercial Properties Business and Residential Business—and to assess their materiality in terms of their expected degree of impact on the Group's finances. The period of impact was categorized into short-term (1-5 years), medium-term (5-10 years), and long-term (>10 years), based on which the Group set its targets for realizing a decarbonized society.

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

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

### Indicators and targets

The Tokyo Tatemono Group conducts quantitative monitoring of GHG emissions and announces the results of this monitoring. In May 2021, we also set medium- and long-term targets for reducing GHG emissions with the aim of addressing climate change and realizing a decarbonized society.

(Sustainability Report) Disclosure Based on TCFD Recommendations p.29

### Identify Risks and Opportunities; Assess Materiality

	Type	Contents	Period of impact
Risk	Physical Acute	◆ Frequent and intense heavy rains <b>Development and sales:</b> Longer construction periods and higher construction costs for real estate under development <b>Operation and management:</b> Facility failure and suspension of lifeline functions due to flooding at owned properties	Short-term
	Physical Chronic	◆ Temperature rise <b>Operation and management:</b> Failure of machinery and equipment at owned properties due to solar radiation and high heat	Short-term
	Transition Policies and regulations	◆ Carbon pricing <b>Development and sales:</b> Increase in procurement prices of materials such as steel and cement <b>Operation and management:</b> Increase in energy costs including electricity	Medium-term
	Transition Policies and regulations	◆ Strengthen environment-related certification standards <b>Development, operation, and management:</b> Procurement of materials and installation of equipment necessary to meet the standards	Medium-term
Opportunity	Transition Products & Services	◆ Promote energy conservation and efficiency / Spread renewable energy / Raise environmental awareness among customers <b>Development, operation, and management:</b> <ul style="list-style-type: none"> <li>● Increase in demand for green buildings, ZEB and ZEH, etc., and decrease in costs related to supply</li> <li>● Increased opportunities to acquire tenants due to strengthened measures to create energy and conserve energy</li> </ul>	Medium-term
	Transition Products & Services	◆ Improved reputation due to strengthening of environmental laws and regulations <b>Development, operation, and management:</b> Improving the reputation of our own environmentally friendly buildings	Medium-term

# HUMAN RESOURCES STRATEGY

Tokyo Tatemono sees human resources both as the source of creating corporate value and realizing sustainable growth, and as an indispensable foundation for management. In our material issues, we target improving employee growth and job satisfaction as well as diversity and inclusion. With these issues in mind, we are working to secure and develop our next generation of human resources.

## HR-related KPIs and Targets

Item	KPIs and Targets	Scope	Target year	Target value
Promotion of skills development	Average training time per employee	Tokyo Tatemono	Each year	15 hours or more
	Career training participation rate	Tokyo Tatemono	Each year	100%
Promotion of health management	Health checkup rate	Tokyo Tatemono	Each year	100%
	Health check reexamination rate	Tokyo Tatemono	Each year	100%
	Smoking rate	Tokyo Tatemono	2022	12% or less
Respect for human rights	Dissemination of the Human Rights Policy	Tokyo Tatemono Group	Each year	—
Work-life balance	Average annual paid leave utilization rate	Tokyo Tatemono	Each year	70% or more
	Ratio of male employees taking parental leave	Tokyo Tatemono	2025	30% or more
Promotion of diversity in our workforce	Ratio of women in management positions	Tokyo Tatemono	2030	10% or more
	Employment rate of persons with disabilities	Tokyo Tatemono	Each year	2.3% or more

## Human Resource Policy

We have established a Human Resource Policy. It is designed to enable us to build a workplace that creates added value. It also provides an image of the kind of human resources we should target. We follow this policy as we secure and develop human resources.

### Human Resource Policy

- Developing ideal human resource**  
Ideal human resource: a person that is trusted and that opens new avenues for the future
- Realization of a satisfying working place where employees can feel their growth**

## Human Resources System and Structure

Our HR management system consists mainly of three components: a role rating system, a management by objectives system, and a behavioral assessment system. We have implemented 360-degree feedback for some levels of management to give managers a chance to take stock of their own performance. We have also put in place measures that open up growth opportunities for employees. Although Tokyo Tatemono's organizational structure is based on business divisions, we manage personnel functions on a groupwide basis, and have in place a system to flexibly allocate the right people to the right jobs.

### Employee engagement survey

Starting in 2021, we have been conducting an employee engagement survey that measures the level of connection that employees feel toward the company. We report the results of the survey and subsequent responses to management and to employees. Conducting this survey regularly gives us a quantitative understanding of the relationship between the company and its employees. We use this information as we formulate measures for organizational improvement.

## Human Resource Development

We offer job level-specific training, from new employees to executives. To instill the experience and broader knowledge base required for employees of a comprehensive real estate developer, we rotate new graduate hires among around three departments to gain experience in their first ten years. We have established self-development programs and support systems to assist employees in acquiring certification. We also offer support for learning foreign languages, as well as for employees going abroad for training, with a view to the future global business expansion of the Group.

### Summary 2022 Training Programs

Training per Management Level		Global Training	Self-Edification/ External Dispatch	Support Systems for Acquiring Certifications
Executives	Executive Training	<ul style="list-style-type: none"> <li>Attending language schools</li> <li>Overseas on-site observation</li> <li>Overseas dispatch training</li> <li>Internships with local subsidiaries</li> </ul>	<ul style="list-style-type: none"> <li>Support for attending business/graduate school</li> <li>Single-subject business school training dispatch</li> <li>Cross-industry training</li> <li>Distance learning</li> <li>External Seminars</li> </ul>	<ul style="list-style-type: none"> <li>Real Estate Broker</li> <li>The Official Business Skill Test in Bookkeeping</li> <li>Japan Business Law Exam</li> <li>Certified Building Administrator</li> <li>Real Estate Consulting Master Exam</li> <li>Real Estate Securitization Master</li> <li>Urban Renewal Planner</li> <li>Real Estate Appraiser</li> <li>First-class Architect</li> </ul>
General Managers	New General Manager Training			
Group Leaders	New Group Leader Training			
Managers	New Manager Training			
Assistant Managers	New Assistant Manager Training			
Senior Employees	<ul style="list-style-type: none"> <li>Strategic Communication</li> <li>Finance</li> <li>Third-year Group Training</li> </ul>	<ul style="list-style-type: none"> <li>Coaching: Basics</li> <li>Coaching: Advanced</li> <li>Strategic OJT</li> <li>Leadership</li> <li>Business Development</li> <li>Data Science</li> </ul>	<ul style="list-style-type: none"> <li>Design Thinking</li> <li>Negotiation</li> <li>Action Learning</li> <li>Breakthrough</li> <li>Lectures by Outside Experts</li> </ul>	<ul style="list-style-type: none"> <li>Presentation</li> <li>Accounting</li> <li>Management Strategy</li> </ul>
New Employees	<ul style="list-style-type: none"> <li>New Employee</li> <li>Logical Thinking</li> </ul>	<ul style="list-style-type: none"> <li>Training Basic Practical Real Estate Training</li> <li>IT Training</li> </ul>		

### Initiatives to Encourage Certification

The company has established a system to encourage employees to seek various kinds of certification, such as Real Estate Broker, Real Estate Appraiser, and First-Class Architect. By supporting employees who study for and

acquire certification in various areas, the system helps them carry out their work at a higher level and accumulate valuable work-related knowledge.

### Holders of major certification types

- Real Estate Broker 723
  - Real Estate Appraiser 22
  - First-Class Architect 99
  - Certified Building Administrator 159
  - People Who Passed the Real Estate Consulting Skills Exam 73
  - Association for Real Estate Securitization (ARES) Certified Master 71
  - Urban Renewal Planner 73
- \* Figures for the company alone as of March 2022  
Includes employees seconded from Tokyo Tatemono to outside positions

## Diversity & Inclusion

Tokyo Tatemono is creating an environment in which diverse personnel are motivated and dedicated in their work, able to act freely without constraint. The successful activities of a diverse HR pool will drive services that meet the increasingly sophisticated and diversified needs of customers.

### Hiring activities

- Hiring without discrimination against nationality or race
- Employing human resources of various nationalities at the local subsidiaries of overseas businesses

### Creating a workplace where diverse human resources can thrive

- Established leave systems that all employees regardless of gender can use in the case of pregnancy, childbirth, child rearing, and long-term care; set up a re-employment system for former employees
- Established a system to approve leave for up to three years for employees whose spouses have been transferred overseas

### Ratio of Women Employees

30.8 %

As of December 2021

### Ratio of Women Managers

7.2 %

As of December 2021

# HUMAN RESOURCES STRATEGY

## Health Management Initiatives

To enable our executives and employees to reach their full potential, Tokyo Tatemono Group has designated the president as the Chief Health Officer (CHO) and is working to maintain and improve the health of each individual in accordance with the Group Health Management Declaration. We will promote initiatives to maintain and improve the health of our suppliers through sound labor practices and a healthy working environment, based on our Sustainable Procurement Standards.

 Health Management / Occupational Safety and Health (Initiatives in fiscal 2020) (Only available in Japanese)

### Tokyo Tatemono Group Health Management Declaration

The corporate philosophy of Tokyo Tatemono is "Trust beyond the era." This incorporates our will to strive for the growth of the company and the creation of a prosperous society, taking pride in the trust placed in us that extends over a century.

To embody this corporate philosophy, we believe the health of our executives and employees as well as their families is vital.

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

I will strengthen the environment to achieve this as the Chief Health Officer, and I vow that we will pursue health management, unified as a group.

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

### Third-party evaluation of health management

In March 2022, Tokyo Tatemono and five group companies were certified as Excellent Health Management Corporations. This marked the fifth time in two consecutive years that Tokyo Tatemono has been recognized as one of the "White 500" (the top 500 corporations in the health management survey results). In addition, Tokyo Tatemono and ten group companies were recognized by the National Federation of Health Insurance Societies (Kenporen) in Tokyo, receiving Silver or Gold certifications as outstanding health organizations under the Health & Productivity Management Outstanding Organizations Recognition Program.



### Evaluation of the work environment

We are working to ensure a work-friendly environment by reducing fatigue and stress caused by work. This helps to prevent occupational accidents and health problems. The Tokyo Tatemono head office has received the rank of S, the highest in the CASBEE Wellness Office Certification. The office was highly evaluated for its high level of comfort achieved through innovations both at a conceptual level and at a physical level. These ranged from office fixtures and fittings that were selected with health in mind to seating selected to suit different work styles to our various efforts to maintain and promote health.



## Respect for Human Rights

We formulated the Tokyo Tatemono Group Human Rights Policy, based on the United Nations Guiding Principles on Business and Human Rights, to ensure respect for human rights. The Group strongly recognizes the importance of respecting the human rights of all stakeholders involved in our business. Based on this policy, we will conduct human rights due diligence to identify, mitigate, correct, and remedy any human rights issues in our business. Tokyo Tatemono is a signatory to the UNGC and registered the Tokyo Tatemono Group as a participating company. The Company is also a member of the Global Compact Network Japan, which is composed of Japanese companies and other signatories to the UNGC.

### Initiatives for human rights due diligence

The Tokyo Tatemono Group has been working to establish a human rights due diligence process. In April 2022, the Sustainability Committee discussed and identified human rights issues that the Tokyo Tatemono Group will prioritize. Based on the priority issues identified, throughout our business we are working to understand the current status of human rights issues, which vary between business fields and countries or regions. We will take appropriate action should we identify any problems.

 (Sustainability Report)  
Participation in the UN Global Compact p. 55

 Human Rights Policy

## Supply Chain Management

The Tokyo Tatemono Group engages in business in collaboration with numerous business partners, including design and construction companies. We must be mindful of the environmental and social impact of our business partners, such as through the procurement of materials and employment associated with construction. We therefore believe that building a sustainable supply chain that covers all business partners of the Group is indispensable.

### Sustainable Procurement Standards

In May 2021, the Group formulated Sustainable Procurement Standards and notified our major business partners. We will strive to expand the scope of these procurement standards and to ensure that all of our business activities comply with it.

 Sustainable Procurement Standards

### Health management promotion system

Tokyo Tatemono established the Health Committee, which consists of representatives from the Personnel Department and each office or location, as well as industrial physicians. The Health Committee generally convenes once a month for the purpose of improving standards of occupational health in the workplace and encouraging officers and employees to maintain and improve their health. In addition to the setting and monitoring of occupational health and health-related targets, and evaluating their achievement, important matters are discussed under the Sustainability Committee, which is chaired by the president, and reported to the Board of Directors.

#### Average Overtime Hours

**26** hours/month

Data collection period:  
January 2021 to  
December 2021

#### Average Annual Paid Leave Utilization Rate

**57.5** %

Data collection period:  
April 2021 to March 2022

## Message from the General Manager of the Personnel Department

### HR Measures to Support the Teamwork for Creating New Value

Tokyo Tatemono has always done business with an emphasis on earning the trust of our various stakeholders, including customers, business partners, and community residents. To further deepen this trust, we feel it is vital to invest in and train human resources and promote diversity. Based on this concept, the Company has defined improving employee growth and job satisfaction as a material issue, along with diversity and inclusion. We will continue to strengthen our HR measures in a number of areas, including: further expanding training programs for skill development; increasing the ratio of female managers; promoting health management; and improving engagement between employees and the Company. We are actively promoting the hiring of new graduates and career professionals. And also promoting the activities of senior human resources. Through these measures we are strengthening our human resources—our most important resource for value creation as we pursue our long-term vision. We are actively communicating our philosophy as well as the type of human resources we should aim for. In this way, we aim to create teamwork that is stronger than ever, building an organization that creates new value and contributes to society.

### Group-wide Initiatives to Promote Respect for Human Rights

We believe that a company can only continue to grow sustainably if it actively engages in respect for human rights. That is why we have in recent years strengthened and expanded our efforts to fulfill this responsibility. In 2021, we conducted a study to develop a human rights policy and identify human rights priorities. In 2022 we identified priority human rights issues that we must address. Going forward, we will work as a Group to consider specific measures for human rights due diligence based on the priorities we have identified. We will actively implement Group-wide initiatives to promote respect for human rights.



**Masahiko Nishimura**

General Manager,  
Personnel Department

# 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, 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.

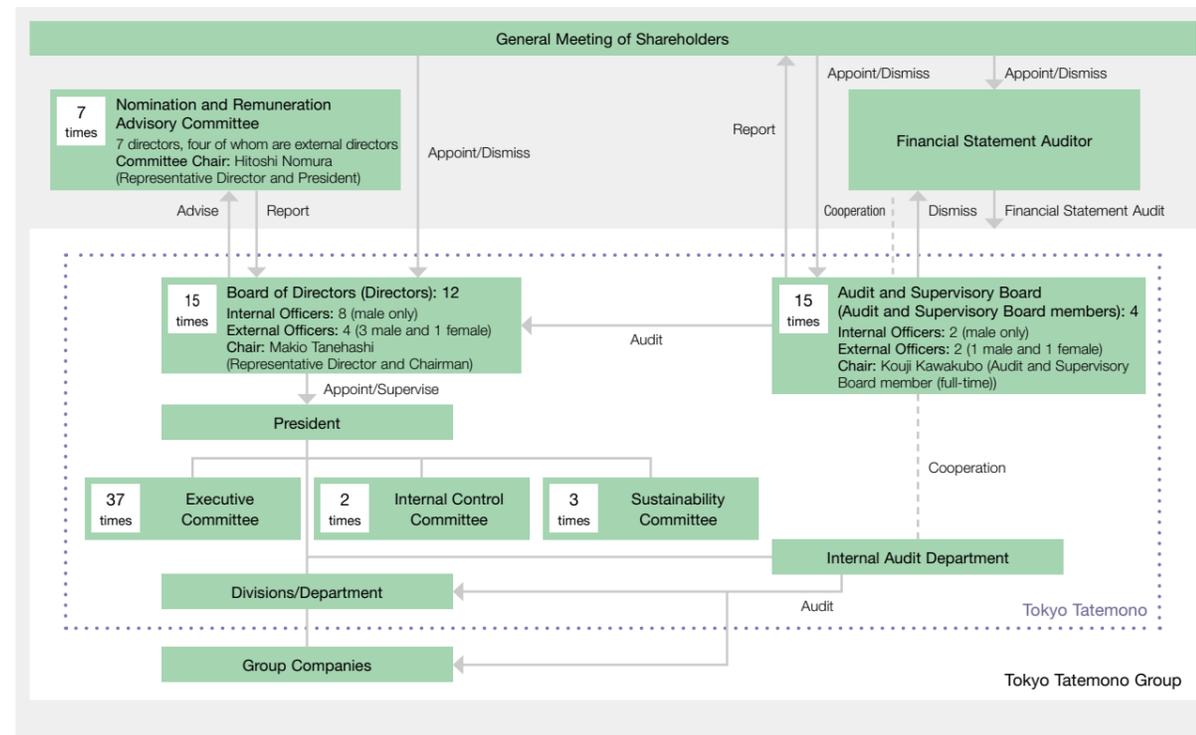
We have also identified the advancement of governance as a material issue for the Group. By further enhancing the governance framework and promoting a range of measures, we are striving to improve profitability and the transparency and objectivity of management.

## Corporate Governance Structure

Tokyo Tatemono has selected a Company with Audit and Supervisory Board format as our corporate management system. We have also established a Board of Directors and an Audit and Supervisory Board. 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 also to business execution by directors of the Company.

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

Corporate Governance Structure



## Selection and Appointment 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 Articles of Incorporation stipulate the term of office as two years for directors and four years for Audit and Supervisory Board members. In making nominations, we seek the appropriate involvement of external directors, who make up a majority of the Nomination and Remuneration Advisory Committee. The Board of Directors approves nominations after they have been deliberated by the committee.

Directors' expertise and experience p. 66

## 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. The Department also serves as secretariat for the Board of Directors.

At the request of the Audit and Supervisory Board, we assign personnel to serve as staff for external board members to encourage the smooth execution of audit procedures. We have also established a system that enables full-time Audit and Supervisory Board members to attend Board of Directors and Executive Committee meetings, and receive regular reports from financial statement auditors and various departments, as well as exchange opinions with these parties at any time.

## 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 categories shown on the right:

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

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

Board of Directors and its Composition

Item	Unit	2017	2018	2019	2020	2021
Number of Board Meetings	Meetings	12	13	15	14	15
Number of Directors	Persons	11	12	12	12	12
Number of Executive Officers on Board	Persons	7	7	7	7	7
Number of Non-Executive Officers on Board (Excluding Independent External Directors)	Persons	1	1	1	1	1
Number of Independent External Directors	Persons	3	4	4	4	4
Proportion of External Directors	%	27	33	33	33	33
Average Board Meeting Attendance	%	100	100	99	100	100
Average Tenure of Directors (Including Independent External Directors)	Years	5.0 (March)	5.8 (March)	3.8 (March)	4.8 (March)	4.6 (March)

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

Data Collection Scope: Tokyo Tatemono.

# Corporate Governance

## Evaluation of the Effectiveness of the Board of Directors

We conduct an annual survey on the structure, agenda items, and operation of the Board of Directors and evaluate the effectiveness of the Board based on the results. Below is an overview of the effectiveness evaluation for fiscal 2021.

### Evaluation process

A questionnaire survey was administered to all directors and Audit and Supervisory Board members. Their responses were aggregated and analyzed, and the results shared in a Board of Directors meeting, where future issues and measures were discussed.

### Topics

**Structure:** Ratio, number, 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, training

### Results of evaluation

As a result of our evaluation, we confirmed that the effectiveness of the Board of Directors has been adequately ensured. In fiscal 2021, we reviewed the monetary standards and content of the main agenda items to be discussed. We worked to expand discussions on medium- to long-term management issues and management policies. We will continue to address the issues identified so that we can further enhance the effectiveness of the Board of Directors.

Main evaluation items	Evaluation	Future issues
Composition	The number of directors is generally appropriate, as are other considerations such as their composition.	—
Agenda item	The number of agenda items are generally appropriate, as are the criteria for their inclusion. Discussions on medium- to long-term management issues and management policies were expanded to some extent compared to the previous year.	The agenda should continue to be reviewed with a view to further expanding discussions.
Management	The frequency of meetings and the time and operation of meetings are generally appropriate.	To stimulate discussions at each meeting, compliance with operational rules must be ensured. This includes circulating agenda materials earlier in advance and clearly describing in explanatory materials the issues and matters for discussion.

### Major agenda items for the Board of Directors

The main resolutions and reports of the Board of Directors in fiscal year 2021 were as follows. In particular, discussion was expanded on matters related to ESG management.

Classification	Main agenda
Matters related to management strategy	<b>Business &amp; finance</b> <ul style="list-style-type: none"> <li>Approval of annual accounts and budget, funding plans and funding procurement policy</li> <li>Approval of business plan for the fiscal year</li> </ul>
	<b>ESG management</b> <ul style="list-style-type: none"> <li>E: Establishment of medium- and long-term KPIs and targets for reducing greenhouse gas emissions; determine policy for participation in initiatives</li> <li>S: Establishment of KPIs and targets for skills development, health management, promotion of diverse human resources, etc.</li> <li>S: Establishment of Group Human Rights Policy and Sustainable Procurement Standards</li> <li>G: Confirmation of purpose of cross-shareholdings and review of policy</li> <li>G: Confirmation of results of evaluation of the effectiveness of the Board of Directors; consideration of ways to further enhance effectiveness</li> <li>G: Revision of criteria for selecting and submitting proposals to the Board of Directors for the next fiscal year with a view to expanding deliberations from a medium- to long-term perspective</li> <li>G: Review and assessment of risks shared by the Group with a view to rebuilding the risk management system</li> </ul>
	<b>E: Environment</b> <b>S: Society</b> <b>G: Governance</b>
	<b>Other</b> <ul style="list-style-type: none"> <li>Sharing of IR activity reports and feedback</li> </ul>
Stock-related matters	<ul style="list-style-type: none"> <li>Convocation of general meetings of shareholders and determination of proposals to be submitted</li> <li>Approval of appropriation of surplus and dividends policy</li> </ul>
Other matters	<ul style="list-style-type: none"> <li>Approval of office strategy direction and M&amp;A projects (Expert Office, Inc.)</li> <li>Progress report on large projects</li> </ul>

## Remuneration of Officers

Regarding remuneration of officers (excluding certain officers), our aim is to instill awareness of each officer's responsibility to contribute to building corporate value not only in the short term but also over the longer term. To this end, we have adopted a system that links a certain percentage of remuneration to business and stock price performance.

### Basic policy

Remuneration of directors (excluding external directors) comprises three elements: fixed remuneration, performance-based remuneration, and stock-based remuneration. The ratio of these elements is set appropriately based on the policy regarding the determination of payment ratios by type of compensation for Directors. The amount of remuneration for each director is decided by the Board of Directors after consulting with the Nomination and Remuneration Advisory Committee. Remuneration of external directors and Audit and Supervisory Board members is limited to fixed remuneration in consideration of their duties.

### Remuneration structure

#### Fixed remuneration (for Directors):

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

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

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

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

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

#### Audit and Supervisory Board member remuneration:

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

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

\*2 Based on a resolution of the 195th Ordinary General Meeting of Shareholders held on March 28, 2013

### System for decision-making

The Nomination and Remuneration Advisory Committee deliberates on directors' remuneration (excluding external directors) and other matters. Committee members are appointed from among the directors. To capitalize on the knowledge and advice of external directors and ensure the objectivity and transparency of procedures, external directors will make up the majority of Committee members, which is set at seven or less.

Amount of Compensation and Number of Directors (for Fiscal 2021)

Executive Class	Number of Eligible Individuals	Total Amount by Type of Remuneration			Total Remuneration (Million Yen)
		Fixed Remuneration (Million Yen)	Performance-Linked Remuneration (Million Yen)	Stock-Based Remuneration (Million Yen)	
Directors (Excluding External Directors)	9	263	174	41	479
Audit and Supervisory Board Members (Excluding External Members*)	2	52	—	—	52
External Officers	8	54	—	—	54
<b>Total</b>	<b>19</b>	<b>370</b>	<b>174</b>	<b>41</b>	<b>585</b>

\* Two External Members

Policy on Payment Breakdown by Remuneration Type

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

## 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 verify the appropriateness of our individual cross-shareholdings with a view to whether holding them will continue to contribute to maintaining and increasing the corporate value of the Group. Verification is performed by viewing the transaction results and prospects of real estate transactions, joint ventures, construction and equipment transactions, and financial transactions, in addition to dividend results. We report verification and disposal results to the Board of Directors at least once every year, and if we determine that such cross-shareholding is no longer significant, we seek to reduce the cross-shareholding while considering the impact on the stock market and other factors. The medium-term business plan (fiscal 2020 to 2024) calls for us to reduce cross-shareholdings, partly in an effort to increase asset efficiency.

# External Directors Roundtable

Further enhancing effectiveness in pursuit of our long-term vision

**Yoshimitsu Onji**  
External Director

**Shuichi Hattori**  
External Director

**Yumiko Kinoshita**  
External Director

**Makio Tanehashi**  
Representative Director  
and Chairman of the Board

**Takeo Nakano**  
External Director

How can the Tokyo Tatemono Group further improve the effectiveness of its Board of Directors? How should the Group approach realizing its long-term vision? The chairman of the Board of Directors and four external directors addressed these topics in a discussion.

## 1 Enhancing the effectiveness of the Board of Directors at Tokyo Tatemono

**Tanehashi** Over the past few years, we have worked to enhance the effectiveness of the Board of Directors, in cooperation with our external directors. In this discussion, I'd like to look back on that process and talk about the tasks ahead.

**Nakano** One commendable feature of Tokyo Tatemono's Board of Directors is the atmosphere it has created, which is conducive to frank discussion. There have been lively debates between the inside directors, who have a wealth of hands-on experience, and the external directors, who come from a variety of career backgrounds. There is an overall willingness to actively take on board the views that come forth in these discussions. There is also a clear intention to conduct thorough

discussions from a medium- to long-term perspective, including on setting environmental targets and formulating human rights policies.

**Onji** It has been four years since I assumed the position of external director. To your point, I feel that there are more discussions from a medium- to long-term perspective than in the past. When I took up my position, discussions tended mainly to focus on individual investment projects. In recent years, however, the board has been addressing topics related to the revised Corporate Governance Code, SDGs and sustainability, as well as issues related to specific business strategies. In that sense, I feel that the effectiveness of the Board has steadily improved.

**Tanehashi** Particularly over the past few years, we have worked to broaden our discussions, keenly aware of the importance of a medium- to long-term perspective. We have also been working to improve how we operate meetings of the Board of Directors. For example, the



As external directors, we must be mindful of the perspectives of not only shareholders and investors, but also customers, local communities, employees, and other diverse stakeholders.

outcomes of management meeting discussions are circulated as materials ahead of each meeting. This enables everyone to be fully aware of the deliberation process on the executive side. Alongside this, we have made various other improvements. We have taken to holding preliminary briefings earlier. We have conducted tours of the Group's sites to give Board members a better understanding of the situation on the ground. We have also given presentations about the business to newly appointed directors.

**Kinoshita** The detailed preliminary briefings are very helpful for our discussions. For discussions of investment projects, we receive explanations on Tokyo Tatemono's activities to date and on the background to the project under consideration. This leads to fruitful discussions, while deepening our understanding of the Company and its business.

**Hattori** There is clear communication of management meeting discussions and the situation on the executive side, which is a very positive point. In recent years, governance reforms have been devoted to strengthening the presence of external directors. But I take the view that effectiveness cannot be improved merely by carrying out formal measures. In this respect, I think the system that Tokyo Tatemono has established is one that supports

constructive discussions. Inside directors provide external directors with detailed information about the execution of the business.

## 2 Further deepening discussions from a medium- to long-term perspective

**Nakano** To further increase the effectiveness of the Board of Directors, I see it as critical that we first enhance discussions based on a medium- to long-term perspective. In particular, we need to have a thorough discussion about major changes in the external environment that may affect us. These would include the geopolitical situation, or climate change and technological innovation. Addressing such changes in the environment will deepen our discussions of future growth strategies and risk management. That is also why as external directors we must aim to offer input based on the perspectives of a wide range of stakeholders. We have to consider not only shareholders and investors, but also customers, local communities, employees, and so on.

**Hattori** As I mentioned earlier, I feel that there has been an improvement to the preliminary briefings on

It is necessary to discuss thoroughly the significance of Tokyo Tatemono's approach to a given project in a way that satisfies external directors.



## External Directors Roundtable

I hope the Company can become a place where discussions among a wide range of people are reflected into business strategies and sustainability goals.



management policies and the status of the company. But what I ask of the executive side more than anything else is that they thoroughly examine the fundamentals of each proposal. That means asking themselves questions like: “Why should Tokyo Tatemono take on this project?”; “What direction is this project intended to take Tokyo Tatemono?”; and “How will implementing this project lead to the next step?”. I would like for them to then brief external directors from that perspective. The monitoring function of directors basically means to respect the business judgment of the executive side, with all its expertise. But it is also necessary to discuss thoroughly the significance of Tokyo Tatemono’s approach to a given project in a way that satisfies external directors. They need to be able to understand the background and thinking behind the consideration of the project.

**Onji** To frame our discussions from such a long-term perspective, we need to base them more directly on our vision of becoming a next-generation developer. One further point is that the directors should reflect carefully on the cases that did not go well. There should be opportunities for the Board of Directors to compare such cases against the long-term vision, and to discuss approaches for future improvements. I also see a need for deeper

discussions on whether the current business portfolio is optimal and on the quantitative criteria that should guide the selection of businesses.

**Kinoshita** As I enter my second year as an external director, I am keenly aware of the fundamental need to maintain a medium- to long-term perspective when considering Tokyo Tatemono’s business, which has many projects with long time spans, such as large-scale redevelopment projects. I would add that external directors, including myself, bring extensive knowledge from other fields. I think we can make further use of that breadth of expertise of the Board of Directors. We can do this by spending less time discussing resolutions of ordinary individual matters and, as Mr. Nakano mentioned, more time on topics such as changes in the external environment. In the current era, completion of the construction of a building is not the end of the process. Urban development requires an integrated perspective that includes post-development operations. This requires an attitude of being unrestrained by established boundaries, of seeking out new information. I think the discussion of the business portfolio is very important in terms of breaking through existing frameworks to create new value.

**Tanehashi** I think you are right. We should provide such background information to external directors as material for discussion. In addition, regarding discussion topics such as business portfolios, we do have a meeting group within the Company that holds free discussions on a wide range of topics to consider our future business direction. Going forward, I would like us to share the contents of those meeting discussions. In my view it is important for Tokyo Tatemono’s governance to have expertise on the executive side and provide thorough explanations to external directors. That should be the starting point for discussion, with the directors providing advice and oversight.

### 3 Human resources are at the core of Tokyo Tatemono’s business

**Nakano** Based on the series of discussions, I would like to reiterate that human resources are extremely important to Tokyo Tatemono’s business. We must foster people with strong personal skills—people who are trusted by customers. We need people who have the enterprising spirit needed to embrace difficult goals. I see that as the foundation for the long-term growth of our company and for the creation of a distinctive Tokyo Tatemono character. Going forward, there will be a need for the Board of Directors to discuss the institutional framework and measures for strengthening its recruitment and training systems. As directors, we want to aid the Company in providing a nurturing environment for developing its human resources.

**Kinoshita** In terms of variety in our human resources, we expect that going forward we will have mid-career

hires increasingly coming from other industries. I hope the Company can become a place where discussions among a wide range of people yield insights that are reflected into business strategies and sustainability goals. In particular, as we aim to become a next-generation developer—a company that goes beyond the boundaries of conventional developers—we should actively create opportunities to share information and hold discussions across organizational boundaries.

**Onji** We touched earlier on the direction Tokyo Tatemono is pursuing in the medium to long term, and our vision of becoming a next-generation developer. We need to ensure that employees thoroughly understand these also. If employees can have confidence that their daily work is helping to realize a long-term vision, that will lead to greater loyalty to the Company.

**Tanehashi** We recently conducted an internal engagement survey. One thing that came across was that we still lack a vertical communication channel between board members to employees. In particular, discussions on long-term vision and the Company’s strategic direction have yet to fully penetrate from the executive level to employees.

Given the growing diversity of our workforce, there will be a need to be more thoughtful in sharing the thinking of board members. We need communication that empathizes with employees. We must continue to work steadily on these areas so that we can make the company a rewarding place to work for our employees. We will continue to receive your feedback as we work to improve our governance based on the perspectives of our various stakeholders.



If employees can have confidence that their daily work is helping to realize a long-term vision, they will feel greater loyalty to the Company.

We will work to improve governance based on relationships with various stakeholders.



# Management Structure

## Directors



**Makio Tanehashi**  
Representative Director  
and Chairman of the Board

April 1979 Joined The Fuji Bank, Limited  
March 2006 Executive Officer, General Manager of Internal Audit Division of Mizuho Corporate Bank, Ltd.  
April 2008 Managing Executive Officer and Officer in charge of Sales of Mizuho Corporate Bank, Ltd.  
June 2011 Deputy President & Executive Officer, in charge of Branches Department of Mizuho Bank, Ltd.  
June 2011 Representative Director, Deputy President & Executive Officer, in charge of Branches Department of Mizuho Bank, Ltd.  
March 2013 President & Chief Executive Officer of Tokyo Tatemono Real Estate Sales Co., Ltd.  
July 2015 Senior Managing Executive Officer and Division Director of Real Estate Solution Service Division of the Company  
March 2016 Senior Managing Executive Officer, Director, Division Director of Real Estate Solution Service Division, and Division Director of International Business Division of the Company  
January 2017 Representative Director, Chairman and Executive Officer of the Company Director and Chairman of Tokyo Tatemono Real Estate Sales Co., Ltd.  
March 2019 Representative Director and Chairman of the Board of the Company (to present)  
January 2021 Director of Tokyo Tatemono Real Estate Sales Co., Ltd. (to present)



**Hitoshi Nomura**  
Representative Director,  
President and  
Chief Executive Officer

April 1981 Joined the Company  
March 2005 General Manager of Property Management Department of the Company  
March 2008 Director, and General Manager of Property Planning Department of the Company  
March 2011 Managing Director, and Division Director of Commercial Properties Division responsible for Kansai Branch and Kyushu Branch of the Company  
March 2013 Managing Executive Officer and Director, and Division Director of Commercial Properties Division responsible for Kansai Branch, Sapporo Branch, Kyushu Branch and Nagoya Branch of the Company  
March 2015 Senior Managing Executive Officer and Director responsible for Personnel Department, Corporate Planning Department, and General Affairs Department of the Company  
January 2017 President and Chief Executive Officer, and Representative Director of the Company (to present)



**Kengo Fukui**  
Representative Director,  
Executive Vice President  
and Executive Officer

April 1982 Joined the Company  
October 2002 General Manager of Fukuoka Branch of the Company  
March 2011 Director and General Manager of Corporate Planning Department of the Company  
March 2013 Managing Officer and General Manager of Leasing & Consulting Department of the Company  
March 2015 Managing Executive Officer and Director, and Division Director of Commercial Properties Division responsible for Kansai Branch, Sapporo Branch, Kyushu Branch and Nagoya Branch of the Company  
January 2019 Senior Managing Executive Officer and Director, and Division Director of Commercial Properties Division responsible for Kansai Branch, Sapporo Branch, Kyushu Branch and Nagoya Branch of the Company  
January 2021 Representative Director, Executive Vice President and Executive Officer; Assistant to President; Division Director of Real Estate Solution Service Division responsible for Solution Service Department (joint responsibility); and General Manager of Business Planning Department of the Company; President & Chief Executive Officer of Tokyo Tatemono Real Estate Sales Co., Ltd. (to present)  
April 2021 Representative Director, Executive Vice President and Executive Officer; Assistant to President; Division Director of Real Estate Solution Service Division responsible for Solution Service Department (joint responsibility)  
January 2022 Representative Director, Executive Vice President and Executive Officer; Assistant to President; Division Director of Real Estate Solution Service Division (to present)



**Katsuhito Ozawa**  
Senior Managing  
Executive Officer  
and Director

April 1987 Joined the Company  
March 2007 General Manager of Residential Management Business Department of the Company  
July 2009 Director and General Manager of Finance Department of Tokyo Realty Investment Management, Inc.  
March 2015 Managing Officer and General Manager of Corporate Planning Department of the Company  
January 2017 Managing Executive Officer; Division Director of International Business Division and Leisure Business Division responsible for Corporate Communications Department, Finance Department, Accounting Department and Appraisal Department; and General Manager of Finance Department and International Business Department of the Company  
March 2017 Managing Executive Officer and Director; Division Director of International Business Division and Leisure Business Division responsible for Corporate Communications Department, Finance Department, Accounting Department and Appraisal Department; and General Manager of Finance Department and International Business Department of the Company  
August 2017 Managing Executive Officer and Director; Division Director of International Business Division and Leisure Business Division responsible for Corporate Communications Department, Finance Department, Accounting Department and Appraisal Department; and General Manager of International Business Department of the Company  
January 2019 Managing Executive Officer and Director; Division Director of International Business Division responsible for Corporate Communications Department, Finance Department, and Accounting Department; and General Manager of International Business Department of the Company  
January 2020 Managing Executive Officer and Director; Division Director of International Business Division responsible for Corporate Communications Department, Finance Department, and Accounting Department; and General Manager of International Business Department of the Company  
January 2021 Senior Managing Executive Officer and Director; Division Director of International Business Division; Division Director of Commercial Properties Division responsible for Acquisitions & Sales Department (joint responsibility), Kansai Branch, Sapporo Branch, Kyushu Branch and Nagoya Branch of the Company  
April 2021 Senior Managing Executive Officer and Director; Division Director of Commercial Properties Division responsible for Acquisitions & Sales Department (joint responsibility), Kansai Branch, Kyushu Branch and Nagoya Branch of the Company  
January 2022 Senior Managing Executive Officer and Director; Division Director of Commercial Properties Division responsible for International Business, Acquisitions & Sales Department (joint responsibility), Kansai Branch, Kyushu Branch, and Nagoya Branch (to present)



**Akira Izumi**  
Senior Managing  
Executive Officer  
and Director

April 1987 Joined the Company  
March 2009 General Manager of Retail Management Department of the Company  
March 2015 Managing Officer and General Manager of Urban Development Department of the Company  
January 2017 Managing Executive Officer responsible for Personnel Department, Corporate Planning Department, and General Affairs Department; and General Manager of Corporate Planning Department of the Company  
March 2017 Managing Executive Officer and Director responsible for Personnel Department, Corporate Planning Department, and General Affairs Department; and General Manager of Corporate Planning Department of the Company  
January 2019 Managing Executive Officer and Director responsible for Personnel Department, Corporate Planning Department, General Affairs Department, and Appraisal Department; and General Manager of Corporate Planning Department of the Company  
July 2019 Managing Executive Officer and Director responsible for Personnel Department, Corporate Planning Department, General Affairs Department, and Market Research Department; and General Manager of Corporate Planning Department of the Company  
January 2020 Managing Executive Officer and Director responsible for Personnel Department, Corporate Planning Department, General Affairs Department, Market Research Department, Solution Service Department (joint responsibility) and ICT and Digital Strategy Promotion Department of the Company  
January 2021 Senior Managing Executive Officer and Director responsible for Corporate Communications Department, Personnel Department, Corporate Planning Department, General Affairs Department, Finance Department, Accounting Department, Market Research Department, ICT and Digital Strategy Promotion Department, and Acquisitions & Sales Department (joint responsibility) of the Company  
January 2022 Senior Managing Executive Officer and Director responsible for Corporate Communications Department, Personnel Department, Corporate Planning Department, Sustainability Management Department, General Affairs Department, Finance Department, Accounting Department, Market and Policy Research Department, DX Promotion Department, Acquisitions and Sales Department (joint responsibility) (to present)



**Hisatoshi Kato**  
Managing Executive  
Officer and Director

April 1986 Joined the Company  
March 2011 General Manager of Residential Management Department of the Company  
September 2014 President and CEO of Tokyo Tatemono Senior Life Support Co., Ltd. (retired in December 2020)  
January 2016 Managing Officer of the Company  
January 2019 Managing Executive Officer and Division Director of Senior Business Division and Leisure Business Division of the Company  
March 2019 Managing Executive Officer and Director; and Division Director of Senior Business Division and Leisure Business Division of the Company  
April 2019 Managing Executive Officer and Director; Division Director of Senior Business Division and Leisure Business Division; and General Manager of Business Planning Department of Senior Business Division and Business Planning Department of Leisure Business Division of the Company  
January 2020 Managing Executive Officer and Director; and Division Director of Senior Business Division and Leisure Business Division of the Company  
January 2021 Managing Executive Officer and Director; and Division Director of Leisure, Child Care & Staffing Business Division of the Company (to present) President & Chief Executive Officer of Tokyo Tatemono Resort Co., Ltd. (to present)



**Hideshi Akita**  
Managing Executive  
Officer and Director

April 1987 Joined the Company  
March 2006 General Manager of Residential Management Department of the Company  
January 2016 Managing Officer and General Manager of Personnel Department of the Company  
January 2017 Managing Officer and Vice Division Director of Residential Development Division of the Company  
January 2019 Managing Executive Officer and Division Director of Residential Development Division of the Company  
March 2019 Managing Executive Officer and Director; and Division Director of Residential Development Division of the Company (to present)



**Takeshi Jinbo**  
Managing Executive  
Officer and Director

April 1988 Joined the Company  
January 2015 General Manager of Acquisitions Department of the Company  
January 2018 Managing Officer and General Manager of Acquisitions Department of the Company  
January 2019 Managing Officer; Vice Division Director of Residential Development Division; and General Manager of Acquisitions Department of the Company  
January 2021 Managing Executive Officer; Vice Division Director of Residential Development Division responsible for Solution Service Department (joint responsibility), Acquisitions Department, and Project Development Department  
March 2021 Managing Executive Officer and Director; Vice Division Director of Residential Development Division responsible for Solution Service Department (joint responsibility), Acquisitions Department, and Project Development Department  
January 2022 Managing Executive Officer and Director; Vice Division Director of Residential Development Division responsible for Business Development Department, Acquisitions Department, and Project Development Department (to present)

## Audit and Supervisory Board Members



**Kouji Kawakubo**  
Audit and Supervisory  
Board Member (full-time)

April 1980 Joined The Yasuda Trust and Banking Co., Ltd.  
October 1999 General Manager of Consulting Department of The Yasuda Trust and Banking Co., Ltd.  
April 2007 Executive Officer and General Manager of Corporate Business Planning Department of Mizuho Trust & Banking Co., Ltd.  
April 2009 Managing Executive Officer and General Manager of Consulting Department of Mizuho Bank, Ltd.  
March 2013 President and Representative Director of Mizuho Trust Realty Co., Ltd.  
July 2015 President and Representative Director of Mizuho Realty Co., Ltd. (retired in March 2017)  
March 2017 Audit and Supervisory Board Member (full-time) of the Company (to present)



**Takashi Yoshino**  
Audit and Supervisory  
Board Member (full-time)

April 1983 Joined The Yasuda Fire and Marine Insurance Co., Ltd.  
April 2009 General Manager of Marine Insurance Office of Sompo Japan Insurance Inc.  
October 2011 President and Director of Sompo Japan Nipponkoa Insurance Company of Europe Limited (retired in March 2016)  
April 2013 General Manager of Europe Division of Sompo Japan Insurance Inc.  
April 2014 Executive Officer and General Manager of Europe Division of Sompo Japan Insurance Inc. Executive Officer and General Manager of Europe Division of NIPPONKOA Insurance Co., Ltd.  
September 2014 Executive Officer and General Manager of Europe Division of Sompo Japan Nipponkoa Insurance Inc. Executive Officer and General Manager of Europe Division of Sompo Japan Nipponkoa Holdings, Inc. (retired in March 2016)  
April 2016 Executive Vice President of Sompo Japan Nipponkoa Insurance Inc.  
April 2018 Executive Vice President and General Manager of Enterprise Market Promotion Division of Sompo Japan Nipponkoa Insurance Inc. (retired in March 2019)  
March 2019 Audit and Supervisory Board Member (full-time) of the Company (to present)

## Management Structure

### External Directors



**Shuichi Hattori**  
External Director

April 1984 Registered as a lawyer  
 July 1988 Established Hattori Law Firm (currently Hattori General Law Firm) (to present)  
 June 2004 External Audit and Supervisory Board Member of USHIO INC. (retired in June 2016)  
 April 2007 Lecturer (in charge of Financial Instruments and Exchange Act) at Keio University Law School (to present)  
 March 2009 External Audit and Supervisory Board Member of LOOK INCORPORATED (currently LOOK HOLDINGS INCORPORATED) (retired in March 2019)  
 January 2013 External Audit and Supervisory Board Member of POKKA SAPPORO Food & Beverage Ltd. (retired in March 2016)  
 March 2015 External Audit and Supervisory Board Member of the Company (retired in March 2019)  
 June 2016 External Director of USHIO INC. (retired in June 2018)  
 March 2019 External Director of the Company (to present)



**Yoshimitsu Onji**  
External Director

April 1977 Joined The Dai-ichi, Inc.  
 April 1984 General Manager of Corporate Planning Division of The Dai-ichi, Inc.  
 September 1988 Director and Vice President of R.E. Partners, Co., Ltd. (retired in April 2000)  
 December 1999 CEO of OZ Corporation (to present)  
 March 2000 Managing Executive Officer of RECOF Office (currently RECOF Corporation)  
 June 2007 Director and Chief Corporate Officer of RECOF Corporation  
 June 2010 President and Chief Executive Officer of RECOF Corporation  
 October 2016 Chairman and Representative Director of RECOF Corporation (retired in September 2017)  
 December 2016 Director of M&A Capital Partners Co., Ltd. (retired in September 2017)  
 March 2018 External Director of the Company (to present)  
 April 2018 Chairman and Director of Hongo Tsuji Business Consulting Co., Ltd. (retired in November 2018)  
 June 2018 Outside Director of NIHON CHOLZAI Co., Ltd. (to present)  
 December 2019 Outside Audit and Supervisory Board Member of United Foods International Co., Ltd. (to present)  
 June 2020 Outside Director of Sotetsu Holdings Co., Ltd. (to present)  
 December 2021 Outside Director of Sanyu Appraisal Corporation (to present)



**Takeo Nakano**  
External Director

April 1980 Joined The Fuji Bank, Limited  
 April 2007 Executive Officer and General Manager of Kobuncho Branch of Mizuho Bank, Ltd.  
 April 2009 Managing Executive Officer of Mizuho Financial Group, Inc.  
 April 2010 President and Representative Director of Mizuho Financial Strategy Co., Ltd. (retired in April 2012)  
 June 2010 Managing Director of Mizuho Financial Group, Inc.  
 April 2012 Member of the Board of Directors of Mizuho Financial Group, Inc. (retired in June 2012) Deputy President and Representative Director of Mizuho Bank, Ltd. (retired in April 2013)  
 April 2013 President & CEO and Representative Director of Mizuho Trust & Banking Co., Ltd.  
 April 2017 Director and Chairman of Mizuho Trust & Banking Co., Ltd.  
 June 2018 External Audit & Supervisory Board Member of Sompo Japan Nipponkoa Insurance Inc. (currently Sompo Japan Insurance Inc.) (to present)  
 March 2019 External Director of FUJIVA CO., LTD. (to present)  
 April 2019 Senior Adviser of Mizuho Trust & Banking Co., Ltd. (to present)  
 June 2020 Chairman of Shaukai Foundation (to present)  
 March 2021 External Director of the Company (to present)



**Yumiko Kinoshita**  
External Director

April 1984 Joined Bank of Japan  
 September 1991 Joined McKinsey & Company  
 April 2004 Joined The National Museum of Emerging Science and Innovation of Japan Science and Technology Agency  
 June 2011 General Manager, Corporate Planning Department of KCI GROUP INC.  
 February 2016 Chairperson of JAPAN PROFESSIONAL FOOTBALL LEAGUE (retired in March 2018)  
 March 2018 Chairperson responsible for extraordinary diplomacy of JAPAN PROFESSIONAL FOOTBALL LEAGUE (retired in March 2020)  
 July 2020 Chairperson of Tokyo Football Association (to present)  
 March 2021 External Director of the Company (to present)

### External Audit and Supervisory Board Members



**Takao Yamaguchi**  
Audit and Supervisory Board  
Member (Independent)

February 1985 Registered as a certified public accountant  
 September 1987 Joined Yamaguchi Certified Public Accountant Office  
 January 1996 Head of Yamaguchi Certified Public Accountant Office (to present)  
 June 2013 External Audit and Supervisory Board Member of SATO HOLDINGS CORPORATION (retired in June 2021)  
 June 2015 Outside Corporate Auditor of KYORIN Holdings, Inc. (to present)  
 March 2016 External Audit and Supervisory Board Member of the Company (to present)  
 March 2019 External Audit & Supervisory Board Member of Lion Corporation (to present)



**Sayaka Hieda**  
Audit and Supervisory  
Board Member (Independent)

September 2007 Registered as a lawyer  
 September 2007 Joined HANZOMON SOGO LAW OFFICE (resigned in December 2009)  
 January 2010 Joined OMOTESANDO SOGO LAW OFFICE (to present)  
 March 2019 External Audit and Supervisory Board Member of the Company (to present)  
 March 2021 Audit & Supervisory Board Member (Independent), Institution for a Global Society Corporation (to present)

### Directors' expertise and experience

Name	Position in the Company	Gender	Corporate management	Finance and accounting	Legal, compliance and risk management	Sustainability	Real estate business and urban development	Overseas business	ICT/digital	Human resources and human resource development
Makio Tanehashi	Representative Director	Male	○	○			○	○		
Hitoshi Nomura	Representative Director	Male	○	○	○		○			○
Kengo Fukui	Representative Director	Male	○				○			
Katsuhito Ozawa	Director	Male	○	○		○	○	○	○	
Akira Izumi	Director	Male	○	○	○	○	○		○	○
Hisatoshi Kato	Director	Male	○				○			○
Hideshi Akita	Director	Male				○	○			○
Takeshi Jinbo	Director	Male				○	○			
Shuichi Hattori	Independent External Director	Male		○	○					○
Yoshimitsu Onji	Independent External Director	Male	○	○	○			○		
Takeo Nakano	Independent External Director	Male	○	○	○					
Yumiko Kinoshita	Independent External Director	Female			○			○		○

\* The above list does not represent all of the expertise and experience that each director possesses.

### Executive Officers

Position	Name
President and Chief Executive Officer	Hitoshi Nomura
Executive Vice President and Executive Officer	Kengo Fukui

Position	Name
Senior Managing Executive Officer	Katsuhito Ozawa Akira Izumi Hisayoshi Kato
Managing Executive Officer	Hisatoshi Kato Hideshi Akita Takeshi Jinbo

Position	Name	Name
Managing Officers	Satoshi Eida	Katsuhiko Tamai
	Shinjiro Kobayashi	Hiroshi Takahashi
	Nobuyoshi Takahashi	Fumio Tajima
	Masayuki Okubo	Shigeru Sabayashi
	Kazuki Sugise	Hiroto Fukui
	Yusuke Mishima	Kenji Sugaya

# Risk Management

## Policy and Concept

The Tokyo Tatemono Group seeks to appropriately manage risks that affect the Group's business to achieve stable improvement in corporate value. To this end, having established risk management regulations and created a risk management framework, we are working to ensure ongoing risk monitoring and control. In developing our risk management framework, we referenced ISO 31000 (international standard for risk management) and JIS Q 31010 (Japanese standard for risk management).

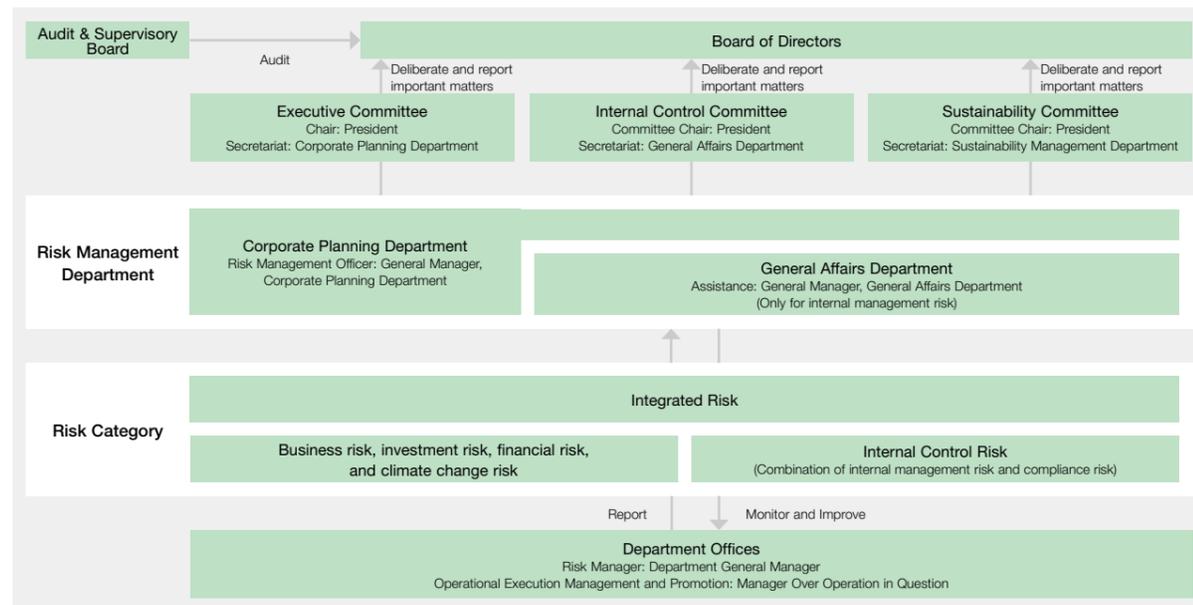
We have also identified the need to strengthen the risk management framework as a material issue for the Group. We will revise our risk management approach with the aim of dealing more effectively and more accurately with changes in social conditions in recent years and with the attendant risks, which are becoming more diverse and complex.

## Risk Management System

We have identified and classified risks that may have a significant impact on the Tokyo Tatemono Group business: business risk, investment risk, financial risk, climate change risk, and internal control risk.

Of these, integrated risk, primarily that arising from business risk or investment risk, is managed by the Corporate Planning Department, which is the division in charge of overall risk management. Internal control risk (internal management risk and compliance risk) and climate change risk are both managed by the Internal Control Committee and Sustainability Committee, which are chaired by the President. The various risks are monitored on a regular basis, and measures taken as needed. The Executive Committee chiefly considers policies related to general business risk, while each department general manager acts as a risk manager in monitoring such risks and taking appropriate measures to prevent, manage, and mitigate risk. Important matters related to each type of risk are reported to the Board of Directors as necessary and audited by the Audit and Supervisory Board.

Risk Management Structure



# Compliance

## Policy, Concept and System

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 companies 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. We carry out various initiatives based on this charter, which serves as our pledge to society that we will ensure strict compliance throughout our business.

The Tokyo Tatemono Group established an Internal Control Committee as part of our system to promote compliance. This committee discusses internal management risks, including group compliance, fraud, and anti-corruption, overseeing group compliance activities.

The Tokyo Tatemono General Affairs Department aims to improve compliance functions throughout the Group through collaboration between and among group companies.

## Compliance Training

Every year, the Tokyo Tatemono Group conducts training via e-learning. During 2021, approximately 3,900 managers and employees across 16 companies participated in the training (a participation rate of 98.0%). Training topics included: harassment prevention; general compliance including anticorruption; information management including prevention of insider trading; and the Real Estate Brokerage Act and the Criminal Proceeds Transfer Prevention Act including prevention of money laundering. Other topics included communication aimed at sustaining good working relationships amid changes in work styles, and overviews of the Act against Unjustifiable Premiums and Misleading Representations, the Subcontract Act, and the Unfair Competition Prevention Act. With each of these topics, our aim was to prevent violations of laws or regulations that could arise due to a lack of legal knowledge by enabling participants to gain knowledge about each area and update their knowledge of regulatory changes. On the subject of legal and tax matters of high importance to our business, we invite external experts as lecturers for seminars. These seminars cover the latest examples of trials, tax reforms, and other information related to business activities throughout the Group.

Tokyo Tatemono Group Compliance Charter

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

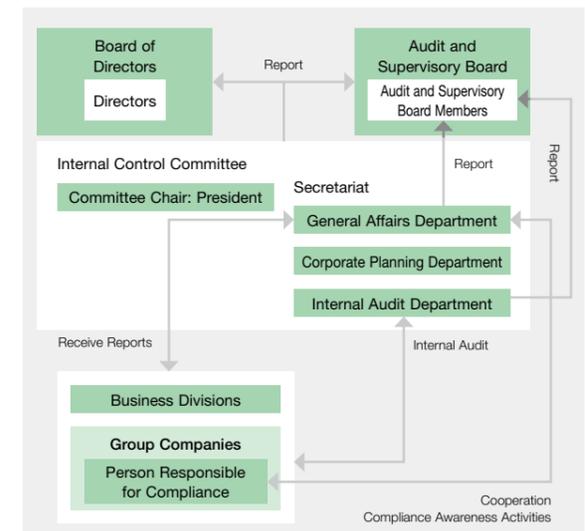
- We adhere to laws, regulations, and other rules and engage in fair, sound corporate activities.
- We act faithfully by thinking from the customers' standpoint.
- We contribute to making society better through corporate activities.
- We respect the personalities and values of each other and maintain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

Established June 2009

Data Related to Compliance Training (E-learning)



Compliance Structure



## Establishment of a Helpline

The Group has established the Tokyo Tatemono Group Helpline (an external helpline), which can be used by all Group companies, in addition to internal helplines in place at each company. This external helpline is intended to prevent and quickly resolve compliance violations, including legal violations, bribery, fraud, and harassment, by receiving whistleblowing complaints, reports, and consultations.

The privacy of anyone who uses the helpline is protected. If the investigation or fact check that is carried out by the responsible department identifies a compliance violation, we act quickly to rectify it and prevent recurrence. For more serious cases, the Internal Control Committee is convened to discuss a response.

# Key Financial and Non-Financial Data

## Financial Data

	Unit	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
<b>Operating Results</b>												
Operating revenue	Million yen	166,943	194,161	220,026	237,049	260,012	254,498	266,983	273,302	323,036	334,980	340,477
Operating profit (loss)	Million yen	(678)	30,892	29,361	30,559	34,439	36,363	44,757	46,765	52,410	49,631	58,784
Business profit <sup>*1</sup>	Million yen	—	—	—	—	35,281	38,206	46,440	47,174	51,668	49,847	47,979
Ordinary profit (loss)	Million yen	(10,875)	21,741	21,959	17,317	24,796	30,635	39,416	42,036	44,611	47,072	46,270
Profit (loss) attributable to owners of parent	Million yen	(71,774)	10,243	10,121	82,944	16,359	19,742	22,599	27,277	29,796	31,795	34,965
<b>Financial Position</b>												
Total assets	Million yen	898,017	895,296	938,161	1,319,465	1,297,112	1,314,558	1,441,050	1,450,091 <sup>*2</sup>	1,564,049	1,624,640	1,650,770
Net assets	Million yen	192,101	212,491	262,276	305,808	312,530	325,593	353,419	356,578	384,211	399,129	427,661
Interest-bearing debt	Million yen	513,616	479,746	434,763	748,273	707,356	727,302	814,032	857,117	924,891	976,896	956,836
<b>Cash Flow</b>												
Cash flows from operating activities	Million yen	8,053	57,332	22,135	(4,790)	21,762	38,783	(14,196)	19,748	24,096	43,524	65,889
Cash flows from investing activities	Million yen	(37,164)	(15,385)	37,083	257,798	(21,250)	(53,024)	(64,508)	(63,577)	(64,082)	(66,724)	(1,642)
Cash flows from financing activities	Million yen	41,116	(35,855)	(47,119)	(277,787)	(40,177)	9,005	77,998	34,438	48,000	38,307	(32,187)
Net increase (decrease) in cash and cash equivalents	Million yen	11,982	6,586	12,804	(24,744)	(39,689)	(5,164)	(825)	(9,513)	7,794	15,148	32,362
Cash and cash equivalents at beginning of period	Million yen	32,889	39,466	52,271	86,907	47,217	42,053	41,227	31,702	39,497	54,645	87,008
<b>Financial Indicators</b>												
ROE	%	(32.5)	5.3	4.4	33.2	5.6	6.4	6.8	7.9	8.2	8.3	8.7
ROA	%	0.0	3.5	3.3	2.3	2.7 <sup>*3</sup>	2.9 <sup>*3</sup>	3.4 <sup>*3</sup>	3.3 <sup>*3</sup>	3.4 <sup>*3</sup>	3.1 <sup>*3</sup>	2.9 <sup>*3</sup>
Equity ratio	%	20.6	22.9	26.7	21.7	23.2	24.2	23.9	24.0	24.0	24.0	25.3
Debt-equity ratio	Times	2.8	2.3	1.7	2.6	2.3	2.3	2.4	2.5	2.5	2.5	2.3
Interest-bearing debt/EBITDA multiple	Times	53.6	11.6	10.9	15.9	13.4	13.0	12.5	12.7	12.6	13.4	13.3
<b>Stock price information</b>												
Profit (loss) per share	Yen	(166.67)	23.79	23.55	193.12	75.91 <sup>*4</sup>	91.00	104.17	125.79	141.59	152.12	167.35
Net assets per share	Yen	429.46	476.23	583.11	665.51	1,390.07 <sup>*4</sup>	1,465.30	1,589.98	1,605.70	1,794.15	1,862.81	1,996.52
Annual dividend per share	Yen	0	5	5	6	20 <sup>*4</sup>	26	30	35	41	46	51
Payout ratio	%	—	21.0	21.2	3.1	26.3	28.6	28.8	27.8	29.0	30.2	30.5

\*1 Business profit = operating profit + share of profit (loss) of entities accounted for using equity method. This is a profit indicator set in our medium-term business plan (FY2020-FY2024) reflecting overseas business growth. For comparative purposes, we have disclosed figures from the fiscal year ended December 2015 onward.

\*2 We have applied the Partial Amendments to Accounting Standard for Tax Effect Accounting, etc., beginning in the fiscal year ended December 2019. Figures for the fiscal year ended December 2018 reflect the retroactive application of this accounting standard.

\*3 After the fiscal year ended December 2015, ROA = Business profit ÷ total assets (average at start and end of fiscal year).

\*4 We implemented a one-for-two common share reverse stock split on July 1, 2015. The annual dividend per share for the fiscal year ended December 2015 is calculated assuming the reverse stock split occurred at the beginning of the fiscal year ended December 2015.

## Non-Financial Data (Social)<sup>\*1</sup>

(Tokyo Tatemono, Non-Consolidated)	Unit	2017	2018	2019	2020	2021
Full-time (FT) employees	Persons	687	719	749	772	805
Ratio of FT women employees	%	21.1	23.8	24.8	25.5	26.1
Managers	Persons	339	350	360	367	376
Ratio of management positions held by women	%	3.2	4.6	5.0	6.0	7.2
New hires	Persons	19	22	21	20	33
Ratio of women among new hires	%	21.1	36.4	33.3	25.0	30.3
Ratio of employees with disabilities	%	1.98 <sup>†</sup>	1.87 <sup>†</sup>	1.81 <sup>†</sup>	1.75 <sup>†</sup>	2.21 <sup>†</sup>
Voluntary turnover rate	%	1.4	2.6 <sup>†</sup>	2.1 <sup>†</sup>	2.2 <sup>†</sup>	1.5 <sup>†</sup>
Average annual training hours	Hours	—	12.0	14.4	12.2	18.3
Ratio of employees who underwent a health check-up	%	100 <sup>†</sup>				
Average number of paid leave days taken <sup>*2</sup>	Days	8.8 <sup>†</sup>	9.9 <sup>†</sup>	10.6 <sup>†</sup>	9.3 <sup>†</sup>	10.2 <sup>†</sup>
Percentage of paid leave taken	%	—	—	57.7 <sup>†</sup>	51.2 <sup>†</sup>	57.5 <sup>†</sup>
Percentage of childcare leave taken (men) <sup>*3</sup>	%	3.6	41.2	28.6	18.2	30.4
Number of lost time injuries <sup>*4</sup>	Incidents	0 <sup>†</sup>	1 <sup>†</sup>	0 <sup>†</sup>	0 <sup>†</sup>	1 <sup>†</sup>
Total days lost due to absence	Days	81 <sup>†</sup>	137 <sup>†</sup>	122 <sup>†</sup>	7 <sup>†</sup>	386 <sup>†</sup>
Ratio of absenteeism	%	—	—	0.06 <sup>†</sup>	0 <sup>†</sup>	0.18 <sup>†</sup>

\*1 For detailed information and notes for each item, please refer to the Data section of the Sustainability Report.

(Sustainability Report) Data (Society) p.99

\*2 Other leave systems such as summer leave and national holidays are also provided (days under these systems are not included in the above figures).

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

\*4 Number of lost time injuries: Accidents that occur during work that result in one or more days absence.

(†) have been guaranteed by a third party.

## Non-Financial Data (Environmental)<sup>\*1</sup>

	Unit	2017	2018	2019	2020	2021
CO <sub>2</sub> emissions <sup>*2</sup>	t-CO <sub>2</sub>	—	—	1,100,693	1,288,946 <sup>†</sup>	943,489 <sup>†</sup>
Scope 1 (fuel-derived)	t-CO <sub>2</sub>	—	—	15,050	11,981 <sup>†</sup>	12,657 <sup>†</sup>
Scope 2	t-CO <sub>2</sub>	—	—	115,897	104,736 <sup>†</sup>	96,195 <sup>†</sup>
Scope 3	t-CO <sub>2</sub>	—	—	969,745	1,172,229 <sup>†</sup>	834,638 <sup>†</sup>
Potable water consumption <sup>*3</sup>	Thousand m <sup>3</sup>	—	—	—	—	567 <sup>†</sup>
Unit load (results)	m <sup>3</sup> /m <sup>2</sup>	—	—	—	—	0.58
Waste emissions <sup>*4</sup>	t	—	—	—	—	6,350 <sup>†</sup>
Unit load	t/Thousand m <sup>3</sup>	—	—	—	—	5.3
Recycling rate	%	—	—	—	—	65.7 <sup>†</sup>

\*1 For detailed information and notes for each item, please refer to the Data section of the Sustainability Report.

(Sustainability Report) Data (Environment) p.97

\*2 Scope of Collection: Tokyo Tatemono Group.

\*3 Scope of Collection: Long-term buildings and commercial facilities for which Tokyo Tatemono has substantial energy management authority.

\*4 Scope of Collection: Long-term buildings and commercial facilities for which Tokyo Tatemono has substantial energy management authority and for which waste reuse/reduction plans have been submitted.

(†) have been guaranteed by a third party.

## Non-Financial Data (Governance)<sup>\*</sup>

(Tokyo Tatemono, Non-Consolidated)	Unit	2017	2018	2019	2020	2021
Number of reports and consultations to the helpline	Incidents	44	59	56	41	61
Number of incidents related to bribery	Incidents	0	0	0	0	0
Number of incidents related to antitrust or anti-competitive behavior	Incidents	0	0	0	0	0
Number of incidents related to other compliance violations	Incidents	0	0	0	0	0

\* For detailed information and notes for each item, please refer to the Data section of the Sustainability Report.

(Sustainability Report) Data (Governance) p.102

# Financial Statements

## Consolidated Balance Sheet

(Million yen)

Assets	FY2020	FY2021
<b>Current assets</b>		
Cash and deposits	54,647	87,010
Trade notes and accounts receivable	13,730	14,041
Real estate for sale	164,578	133,251
Real estate for sale in process	112,485	139,389
Real estate for development	71,508	71,579
Other	30,857	36,004
Allowance for doubtful accounts	(49)	(58)
Total current assets	447,757	481,217
<b>Non-current assets</b>		
Property, plant and equipment		
Buildings and structures	372,585	383,995
Accumulated depreciation	(147,740)	(160,377)
Buildings and structures, net	224,844	223,618
Land	530,963	539,786
Construction in progress	39,042	38,536
Other	28,995	30,098
Accumulated depreciation	(17,563)	(18,788)
Other, net	11,431	11,309
Total property, plant and equipment	806,281	813,251
Intangible assets		
Leasehold interests in land	128,991	128,730
Goodwill	546	1,162
Other	1,013	986
Total intangible assets	130,552	130,880
Investments and other assets		
Investment securities	139,308	128,586
Investments in silent partnerships	8,829	8,128
Long-term loans receivable	8	8
Deferred tax assets	2,278	2,148
Leasehold and guarantee deposits	21,594	21,261
Retirement benefit asset	1,217	2,215
Other	66,906	63,170
Allowance for doubtful accounts	(94)	(97)
Total investments and other assets	240,049	225,421
Total non-current assets	1,176,882	1,169,553
<b>Total assets</b>	1,624,640	1,650,770

(Million yen)

Liabilities	FY2020	FY2021
<b>Current liabilities</b>		
Short-term borrowings	68,314	83,726
Commercial papers	55,000	40,000
Current portion of bonds payable	20,000	—
Accounts payable - other	9,784	13,849
Income taxes payable	10,203	11,094
Provision for warranties for completed construction	11	10
Provision for bonuses	944	945
Provision for bonuses for directors (and other officers)	24	2
Provision for loss on guarantees	—	30
Provision for environmental measures	1	26
Provision for loss on liquidation of subsidiaries and associates	275	—
Deposits received under real estate specified joint enterprise law	5,083	4,500
Other	50,228	58,316
Total current liabilities	219,869	212,502
<b>Non-current liabilities</b>		
Bonds payable	205,000	255,000
Long-term borrowings	625,944	575,676
Deferred tax liabilities	20,351	19,861
Deferred tax liabilities for land revaluation	23,666	23,663
Provision for share awards for directors (and other officers)	139	190
Provision for retirement benefits for directors (and other officers)	76	94
Provision for environmental measures	26	—
Leasehold and guarantee deposits received	78,975	78,381
Retirement benefit liability	12,634	12,955
Deposits received under real estate specified joint enterprise law	15,800	19,076
Other	23,026	25,708
Total non-current liabilities	1,005,640	1,010,607
<b>Total liabilities</b>	1,225,510	1,223,109

(Million yen)

Net assets	FY2020	FY2021
<b>Shareholders' equity</b>		
Share capital	92,451	92,451
Capital surplus	66,587	66,587
Retained earnings	141,422	166,356
Treasury shares	(219)	(439)
Total shareholders' equity	300,242	324,955
<b>Accumulated other comprehensive income</b>		
Valuation difference on available-for-sale securities	54,928	54,276
Deferred gains or losses on hedges	(42)	(17)
Revaluation reserve for land	34,965	34,959
Foreign currency translation adjustment	(850)	2,144
Remeasurements of defined benefit plans	120	736
Total accumulated other comprehensive income	89,122	92,099
<b>Non-controlling interests</b>	9,765	10,605
<b>Total net assets</b>	399,129	427,661
<b>Total liabilities and net assets</b>	1,624,640	1,650,770

# Financial Statements

## Consolidated Statement of Income and Consolidated Statement of Comprehensive Income

(Million yen)

Consolidated statement of income	FY2020	FY2021
<b>Operating revenue</b>	334,980	<b>340,477</b>
Operating costs	251,954	<b>247,933</b>
Operating gross profit	83,025	<b>92,543</b>
Selling, general and administrative expenses	33,393	<b>33,759</b>
<b>Operating profit</b>	49,631	<b>58,784</b>
<b>Non-operating income</b>		
Interest income	18	<b>21</b>
Dividend income	3,302	<b>5,336</b>
Share of profit of entities accounted for using equity method	215	<b>—</b>
Other	2,154	<b>1,523</b>
Total non-operating income	5,691	<b>6,881</b>
<b>Non-operating expenses</b>		
Interest expenses	6,725	<b>6,667</b>
Borrowing fee	998	<b>1,012</b>
Share of loss of entities accounted for using equity method	—	<b>10,804</b>
Bond issuance costs	197	<b>443</b>
Dividends paid on real estate specified joint enterprise law	116	<b>75</b>
Provision for loss on guarantees	—	<b>30</b>
Other	212	<b>361</b>
Total non-operating expenses	8,250	<b>19,395</b>
<b>Ordinary profit</b>	47,072	<b>46,270</b>
<b>Extraordinary income</b>		
Gain on sale of non-current assets	628	<b>7</b>
Gain on sale of investment securities	1,911	<b>8,804</b>
Gain on sale of shares of subsidiaries and associates	2,014	<b>—</b>
Gain on sale of investments in capital of subsidiaries and associates	—	<b>1,538</b>
Gain on liquidation of subsidiaries and associates	5	<b>367</b>
Reversal of provision for loss on liquidation of subsidiaries and associates	5	<b>—</b>
Compensation income	165	<b>—</b>
Total extraordinary income	4,730	<b>10,719</b>
<b>Extraordinary losses</b>		
Loss on sale of non-current assets	23	<b>3</b>
Loss on retirement of non-current assets	263	<b>208</b>
Impairment losses	899	<b>273</b>
Loss on sale of investment securities	128	<b>2</b>
Loss on valuation of investment securities	2,013	<b>138</b>
Loss on redemption of bonds	814	<b>—</b>
Loss on COVID-19	736	<b>129</b>
Total extraordinary losses	4,879	<b>754</b>
<b>Profit before income taxes</b>	46,923	<b>56,234</b>
<b>Income taxes - current</b>	16,639	<b>20,231</b>
<b>Income taxes - deferred</b>	(2,556)	<b>64</b>
<b>Total income taxes</b>	14,083	<b>20,295</b>
<b>Profit</b>	32,839	<b>35,938</b>
<b>Profit attributable to non-controlling interests</b>	1,044	<b>972</b>
<b>Profit attributable to owners of parent</b>	31,795	<b>34,965</b>

(Million yen)

Consolidated statement of comprehensive income	FY2020	FY2021
<b>Profit</b>	32,839	<b>35,938</b>
<b>Other comprehensive income</b>		
Valuation difference on available-for-sale securities	(10,338)	<b>(676)</b>
Revaluation reserve for land	3,611	<b>—</b>
Foreign currency translation adjustment	(19)	<b>253</b>
Remeasurements of defined benefit plans, net of tax	(479)	<b>617</b>
Share of other comprehensive income of entities accounted for using equity method	(1,122)	<b>2,766</b>
Total other comprehensive income	(8,349)	<b>2,960</b>
<b>Comprehensive income</b>	24,490	<b>38,898</b>
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	23,711	<b>37,949</b>
Comprehensive income attributable to non-controlling interests	779	<b>949</b>

## Consolidated Statement of Cash Flows

(Million yen)

	FY2020	FY2021
<b>Cash flows from operating activities</b>		
Profit before income taxes	46,923	<b>56,234</b>
Depreciation	18,971	<b>18,572</b>
Impairment losses	899	<b>273</b>
Amortization of goodwill	645	<b>290</b>
Share of loss (profit) of entities accounted for using equity method	(215)	<b>10,804</b>
Increase (decrease) in allowance for doubtful accounts	1	<b>12</b>
Increase (decrease) in provision for bonuses	83	<b>(11)</b>
Increase (decrease) in provision for bonuses for directors (and other officers)	(0)	<b>(21)</b>
Increase (decrease) in provision for share awards for directors (and other officers)	50	<b>50</b>
Increase (decrease) in provision for retirement benefits for directors (and other officers)	(115)	<b>17</b>
Increase (decrease) in provision for loss on guarantees	—	<b>30</b>
Increase (decrease) in provision for environmental measures	(1)	<b>(1)</b>
Increase (decrease) in provision for loss on liquidation of subsidiaries and associates	(5)	<b>(275)</b>
Increase (decrease) in retirement benefit liability	454	<b>209</b>
Interest and dividend income	(3,321)	<b>(5,358)</b>
Interest expenses	6,725	<b>6,667</b>
Loss (gain) on valuation of investment securities	2,013	<b>138</b>
Loss (gain) on sale of investment securities	(1,783)	<b>(8,802)</b>
Loss (gain) on sale of shares of subsidiaries and associates	(2,014)	<b>—</b>
Loss on redemption of bonds	814	<b>—</b>
Loss (gain) on sale of investments in capital of subsidiaries and associates	—	<b>(1,538)</b>
Loss (gain) on liquidation of subsidiaries and associates	(5)	<b>(367)</b>
Loss (gain) on sale and retirement of non-current assets	(340)	<b>204</b>
Decrease (increase) in trade receivables	(784)	<b>(310)</b>
Decrease (increase) in inventories	(10,925)	<b>3,467</b>
Increase (decrease) in leasehold and guarantee deposits received	2,243	<b>(999)</b>
Increase (decrease) in trade payables	(296)	<b>(47)</b>
Decrease (increase) in leasehold and guarantee deposits	(366)	<b>807</b>
Increase (decrease) in deposits received	(5,086)	<b>(380)</b>
Compensation income	5,493	<b>—</b>
Other, net	1,426	<b>5,181</b>
Subtotal	61,482	<b>84,847</b>
Interest and dividends received	4,860	<b>6,196</b>
Interest paid	(7,175)	<b>(6,535)</b>
Income taxes refund (paid)	(15,642)	<b>(18,619)</b>
Net cash provided by (used in) operating activities	43,524	<b>65,889</b>

# Financial Statements

## Consolidated Statement of Cash Flows

(Million yen)

	FY2020	FY2021
<b>Cash flows from investing activities</b>		
Proceeds from sale and redemption of investment securities	4,455	10,786
Purchase of investment securities	(4,158)	(1,578)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	—	(1,105)
Proceeds from sale of shares of subsidiaries resulting in change in scope of consolidation	1,542	—
Purchase of investments in capital of subsidiaries and associates	(5,186)	(2,871)
Proceeds from redemption of investments in capital of subsidiaries and associates	63	2,204
Proceeds from sales of investments in capital of subsidiaries and associates	—	7,643
Payments for investments in silent partnerships	(4,647)	(73)
Proceeds from withdrawal of investments in silent partnerships	288	774
Proceeds from sale of non-current assets	3,907	19
Purchase of non-current assets	(58,184)	(19,386)
Increase (decrease) in deposits received under real estate specified joint enterprise law	(3,199)	2,693
Other, net	(1,604)	(749)
Net cash provided by (used in) investing activities	(66,724)	(1,642)
<b>Cash flows from financing activities</b>		
Net increase (decrease) in short-term borrowings	(0)	(0)
Increase (decrease) in commercial papers	(30,000)	(15,000)
Proceeds from long-term borrowings	310,700	33,500
Repayments of long-term borrowings	(228,492)	(68,814)
Repayments of long-term accounts payable - other	(202)	(202)
Proceeds from issuance of bonds	40,000	50,000
Redemption of bonds	(40,000)	(20,000)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(458)	—
Proceeds from sale of treasury shares	0	2
Purchase of treasury shares	(2)	(234)
Dividends paid	(9,194)	(10,029)
Dividends paid to non-controlling interests	(672)	(596)
Proceeds from share issuance to non-controlling shareholders	770	—
Other, net	(4,139)	(811)
Net cash provided by (used in) financing activities	38,307	(32,187)
<b>Effect of exchange rate change on cash and cash equivalents</b>	41	303
<b>Net increase (decrease) in cash and cash equivalents</b>	15,148	32,362
<b>Cash and cash equivalents at beginning of period</b>	39,497	54,645
<b>Cash and cash equivalents at end of period</b>	54,645	87,008

# Corporate Data

Company Name	Tokyo Tatemono Co., Ltd.
<b>Established</b>	October 1, 1896
<b>Capital</b>	92.4 billion yen (As of December 31, 2021)
<b>Representative</b>	Hitoshi Nomura President and Chief Executive Officer
<b>Number of Consolidated Employees</b>	5,648 (As of December 31, 2021)
<b>Head Office</b>	Tokyo Tatemono Yaesu Building 1-4-16 Yaesu, Chuo-ku, Tokyo 103-8285 Phone: 03-3274-0111 (Representative)
<b>Stock Listing</b>	Prime Market in Tokyo Stock Exchange
<b>Listing Date</b>	September 1907
<b>Securities Code</b>	8804
<b>Trading Unit</b>	100 shares
<b>Number of Shares Authorized</b>	400,000,000 shares
<b>Number of Shares Issued and Outstanding</b>	209,167,674 shares (As of December 31, 2021)

## Group Companies

### Commercial Properties Business

Tokyo Fudosan Kanri Co., Ltd.  
Tokyo Building Service Co., Ltd.  
Shinjuku Center Building Management Co., Ltd.  
Seishin Service Co., Ltd.  
PRIME PLACE Co., Ltd.  
EXPERT OFFICE Co., Ltd.

### Residential Business

Tokyo Tatemono Amenity Support Co., Ltd.  
E-State Online Co., Ltd.

### Asset Service Business

Tokyo Tatemono Real Estate Sales Co., Ltd.  
Japan Rental Guaranty Co., Ltd.  
Nihon Parking Corporation  
Parking Support Center Corporation

## Other Businesses

### Overseas Business

Tokyo Tatemono (Shanghai) Real Estate Consulting Co., Ltd.  
Tokyo Tatemono Asia Pte. Ltd.

### Fund Business

Tokyo Tatemono Investment Advisors Co., Ltd.  
Tokyo Realty Investment Management, Inc.

### Leisure and Child Care Business

Tokyo Tatemono Resort Co., Ltd.  
Tokyo Tatemono Kids Co., Ltd.  
Tokyo Tatemono Staffing Co., Ltd.

## Stock Price



Please refer to the following for more information.

### Financial Information

#### Investor Relations

<https://tatemono.com/english/ir/>



### Non-Financial Information

#### Sustainability

<https://tatemono.com/csr/english/>



#### IR Library

<https://tatemono.com/english/ir/library/>



#### Sustainability Report 2022

[https://tatemono.com/csr/english/reports/pdf/2022susrepo\\_e.pdf](https://tatemono.com/csr/english/reports/pdf/2022susrepo_e.pdf)





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