Growth

Before change: Business profit = Operating profit + Share of profit (loss) of entities

After change: Business profit = Operating profit + Share of profit (loss) of entities accounted for using equity method, etc. + Gain (loss) on sale of non-current assets

Note: "Share of profit (loss) of entities accounted for using equity method, etc." includes interest and dividend income, and loss (gain) on sale of investment equity in

accounted for using equity method

investment vehicles for overseas businesses

Key External

in Japan

Rising inflation

Considerations

 Increased geopolitical and natural disaster risks

Diversification of customer

and working-age population

Increased awareness of ESG

values and behaviors Rising interest rates due to changes in interest rate policy 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.

Material Issues (Creation of Social Value) ▶ P. 24 Social implementation of technology Addressing the diverse needs Revitalizing and utilizing of customers and society real estate stock Community building Promoting a recyclingand revitalization oriented society Strengthening Tokyo's competitiveness Promoting as an international city a decarbonized society Solve a Variety of Social Issues Value co-creation Wellbeing and innovation Contributing to a safe SUSTAINABLE and secure society DEVELOPMENT **Long-Term Vision** for 2030 Becoming **Medium-Term** Decrease in the total population **Business Plan** a Next-Generation ▶ P. 17 Advances in digital technology Developer and acceleration of globalization **Steady Profit** Business profit* target for 2030 120.0 billion yen Improve employee growth and Advancement of job satisfaction governance Strengthen risk Diversity & Inclusion management framework * We have redefined business profit in the current medium-term business plan (FY2025-FY2027) to allow for the flexible sale of non-current assets and diversification of investment schemes in overseas husinesses

Material Issues (Value Creation Platform) ▶ P. 24