

# Asset Service Business

Living

Utilizing

**Basic Policy** Accelerating and expanding asset-turnover business**Key Strategy** Acceleration of the property sales to investors business  
Expansion of service business

Capitalizing on the range of services it is able to offer for the effective use of property and land, the Tokyo Tatemono Group provides a one-stop source of solutions, including real estate brokerage, asset solutions, leasing management, parking, and other businesses.

## Related Material Issues

Addressing the diverse needs of customers and society

Revitalizing and utilizing real estate stock

## Asset Types

Office buildings

Rental  
condominiums

Retail facilities

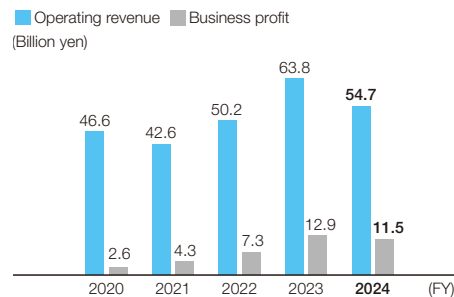
Parking lots, etc.

## Business Fields

Real estate distribution (brokerage, CRE), property sales to investors (real estate solution services), leasing management, and parking business

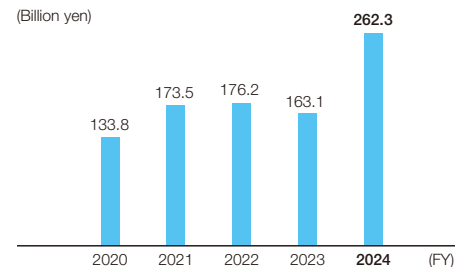
## Performance Indicators

### Operating Revenue and Business Profit\*

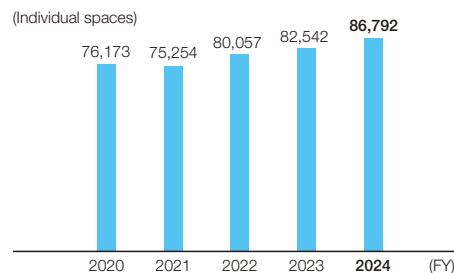


\* Business profit before change

### Brokerage Transaction Volume



### Parking Spaces under Operation



## Opportunities

### Real Estate Transaction, Asset Solutions, and Leasing Management Businesses

- Increased needs for real estate regeneration due to the shift toward a society in which properties are used across generations
- Growth of real estate distribution volume against the backdrop of expanded real estate investment needs and investment assets

### Parking Business

- Increased operating opportunities due to the introduction of paid parking at hospitals, government facilities, and retail facilities
- Spread of MaaS\* with smart city development

\* Mobility as a service

## Risks

### Real Estate Transaction, Asset Solutions, and Leasing Management Businesses

- Drop in customer purchasing sentiment regarding real estate and economic recession due in part to higher interest rates and inflation
- Escalating construction, management, and labor costs fueled by labor shortages and inflation

### Parking Business

- Accelerated sale and repurposing of parking lots by landowners due to rising land prices

## Strengths

### Real Estate Transaction, Asset Solutions, and Leasing Management Businesses

- Solid relationships with customers and financial institutions and know-how in judging the value of real estate acquired over many years of experience
- Ability to offer one-stop solution services that draw on the resources of the Group
- Accumulated know-how and unique purchasing and sales channels through our efforts to revitalize and add value to various types of real estate

### Parking Business

- Development, operational track record and know-how in large self-park parking lots and facility-attached parking lots
- Investment and development for parking facilities and systems leveraging scale as one of Japan's leading pay-by-the-hour parking business operators

## Strategic Direction

- As a pillar after the Commercial Properties and Residential businesses, we will further grow non-asset and light-asset businesses to create a structure that can sustain high profitability.
- We will establish a business model that utilizes important corporate customers and wealthy individuals as continuous business resources and expand the continuing customer base.
- In the real estate transaction business, we will focus on large projects mainly for funds, business corporations, asset management companies, etc.
- In the asset solutions business, we will collaborate by leveraging relationships cultivated in the brokerage business for both property acquisition and sales, developing various business models and creating real estate investment opportunities.
- In the parking business, we will expand the size of our locations by leveraging our strengths and improve repeat rates through measures to enhance customer experience (DX promotion).

## Value Provided to Stakeholders

We will help promote a society in which properties are used across generations by maximizing real estate asset value through our know-how in handling diverse asset types and providing real estate solutions throughout the value chain.

## MESSAGE

Message from the Division Director of the Real Estate  
Solution Service Division

In the Asset Service Business, we develop optimal solutions from the Tokyo Tatemono Group's diverse businesses and perform comprehensive consulting sales that can only be achieved due to our status as a Group. Through this, we aim to add new value to real estate and meet customer needs, thereby solving social issues and achieving higher levels of growth as a company.

From the perspective of business portfolio strategy in the new medium-term business plan, the asset solutions business is expected to keep contributing to the property sales area, just as it did under the previous medium-term business plan. In the service business, we position leasing management alongside the brokerage and parking businesses as a service.

Our goal is to expand fee income and enhance capital efficiency by growing these businesses. The Asset Service Business is closely related to our other businesses, and we expect to further leverage synergies, including through sales cooperation for our own properties in the brokerage business, as well as parking operations and temporary land use within our own properties in the parking business. In the fifth key strategy of the new medium-term business plan—expansion of service business—we define real estate management as encompassing the brokerage, parking, fund and building management and construction businesses. By maximizing asset value through these businesses, we aim to contribute to a society in which properties are used across generations.

Since the real estate we handle as a product is unique and extremely expensive, customer trust is essential for completing transactions. To earn this trust, we will accurately capture a variety of customer requests related to real estate across the value chain, create products and services that only we can provide, and aim to maximize asset value.



**Kenji Sugaya**  
Managing Executive Officer  
Division Director, Real Estate Solution  
Service Division

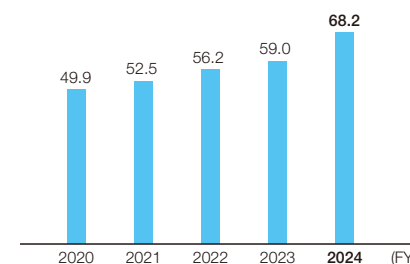
## Asset Solutions Business Initiatives

The asset solutions business, responsible for regenerating used real estate, continues to record stable profits against the backdrop of an active real estate transaction market.

While monitoring market trends related to rising interest rates and other factors, we will continue to expand information channels through collaboration with the entire Group, including the brokerage business, identify new investment needs, and work to acquire high-quality properties by leveraging the expertise we have developed thus far. We also aim to establish competitive advantages in both property acquisition and sales by building know-how in enhancing value and exploring diverse business models, such as creating small-lot real estate products for individual investors.

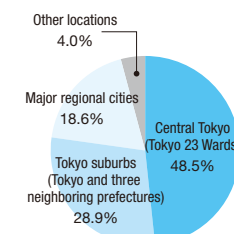
## Asset Solutions: Balance of Assets Held

(Billion yen)

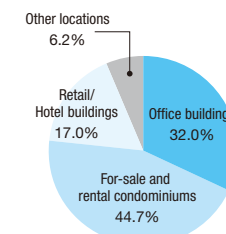


## Asset Solutions: Breakdown of Balance of Assets Held

By Location



By Asset Type



## Brokerage Business Initiatives

The Tokyo Tatemono Group is enhancing its brokerage and CRE to increase opportunities for acquiring high-quality real estate information. In corporate brokerage, we concentrate on the substantial real estate investment needs of funds, business corporations, and affluent individuals. We enhance information channels and attract new customers by utilizing our investor-focused sales properties, strengthening relationships with our established clients, and prioritizing the acquisition of significant brokerage projects. In retail brokerage, we aim to expand secondary distribution handling by leveraging Brillia's product evaluation and customer base, including the expansion of satellite stores in areas with a concentration of Brillia properties.

## Parking Business Initiatives

Under the NPC24H brand, we have developed and operate around 1,900 parking facilities with about 86,000 parking spaces nationwide (as of December 31, 2024). We develop and provide optimal parking facilities by taking into account factors such as the surrounding environment and land area.

In the future, we will advance site acquisition by leveraging our extensive operational know-how in large self-service parking lots and facility-attached parking lots. Our goal is to enhance the value of customer experience for parking users and achieve higher repeat rates, along with increased market share, through improved parking quality, strengthened operational capacity, and the promotion of DX for users.

