

## Key Financial and Non-Financial Data

### Financial Data

|  | Unit        | FY2014                | FY2015                | FY2016           | FY2017           | FY2018                 | FY2019           | FY2020           | FY2021           | FY2022           | 2023FY           | FY2024                 |
|--|-------------|-----------------------|-----------------------|------------------|------------------|------------------------|------------------|------------------|------------------|------------------|------------------|------------------------|
| <b>Operating Results</b>                             |             |                       |                       |                  |                  |                        |                  |                  |                  |                  |                  |                        |
| Operating revenue                                    | Million yen | 237,049               | 260,012               | 254,498          | 266,983          | 273,302                | 323,036          | 334,980          | 340,477          | 349,940          | 375,946          | <b>463,724</b>         |
| Operating profit                                     | Million yen | 30,559                | 34,439                | 36,363           | 44,757           | 46,765                 | 52,410           | 49,631           | 58,784           | 64,478           | 70,508           | <b>79,670</b>          |
| Business profit <sup>1</sup>                         | Million yen | —                     | 35,281                | 38,206           | 46,440           | 47,174                 | 51,668           | 49,847           | 47,979           | 66,304           | 74,428           | <b>80,489</b>          |
| Ordinary profit                                      | Million yen | 17,317                | 24,796                | 30,635           | 39,416           | 42,036                 | 44,611           | 47,072           | 46,270           | 63,531           | 69,471           | <b>71,722</b>          |
| Profit attributable to owners of parent              | Million yen | 82,944                | 16,359                | 19,742           | 22,599           | 27,277                 | 29,796           | 31,795           | 34,965           | 43,062           | 45,084           | <b>65,882</b>          |
| <b>Financial Position</b>                            |             |                       |                       |                  |                  |                        |                  |                  |                  |                  |                  |                        |
| Total assets   | Million yen | 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        | 1,720,134        | 1,905,309        | <b>2,081,226</b>       |
| Net assets   | Million yen | 305,808               | 312,530               | 325,593          | 353,419          | 356,578                | 384,211          | 399,129          | 427,661          | 456,838          | 508,035          | <b>547,524</b>         |
| Interest-bearing debt                                | Million yen | 748,273               | 707,356               | 727,302          | 814,032          | 857,117                | 924,891          | 976,896          | 956,836          | 989,798          | 1,089,006        | <b>1,212,345</b>       |
| <b>Cash Flow</b>                                     |             |                       |                       |                  |                  |                        |                  |                  |                  |                  |                  |                        |
| Cash flows from operating activities                 | Million yen | (4,790)               | 21,762                | 38,783           | (14,196)         | 19,748                 | 24,096           | 43,524           | 65,889           | (3,332)          | 20,588           | <b>18,894</b>          |
| Cash flows from investing activities                 | Million yen | 257,798               | (21,250)              | (53,024)         | (64,508)         | (63,577)               | (64,082)         | (66,724)         | (1,642)          | (21,204)         | (54,069)         | <b>(142,089)</b>       |
| Cash flows from financing activities                 | Million yen | (277,787)             | (40,177)              | 9,005            | 77,998           | 34,438                 | 48,000           | 38,307           | (32,187)         | 18,421           | 77,908           | <b>105,636</b>         |
| Net increase (decrease) in cash and cash equivalents | Million yen | (24,744)              | (39,689)              | (5,164)          | (825)            | (9,513)                | 7,794            | 15,148           | 32,362           | (4,569)          | 44,864           | <b>(16,163)</b>        |
| Cash and cash equivalents at end of period           | Million yen | 86,907                | 47,217                | 42,053           | 41,227           | 31,702                 | 39,497           | 54,645           | 87,008           | 82,439           | 127,303          | <b>111,139</b>         |
| <b>Financial Indicators</b>                          |             |                       |                       |                  |                  |                        |                  |                  |                  |                  |                  |                        |
| ROE  | %           | 33.2                  | 5.6                   | 6.4              | 6.8              | 7.9                    | 8.2              | 8.3              | 8.7              | 10.0             | 9.6              | <b>12.8</b>            |
| ROA  | %           | 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> | 3.9 <sup>3</sup> | 4.1 <sup>3</sup> | <b>4.0<sup>3</sup></b> |
| Equity ratio   | %           | 21.7                  | 23.2                  | 24.2             | 23.9             | 24.0                   | 24.0             | 24.0             | 25.3             | 25.9             | 26.1             | <b>25.8</b>            |
| Debt-to-equity ratio                                 | Times       | 2.6                   | 2.3                   | 2.3              | 2.4              | 2.5                    | 2.5              | 2.5              | 2.3              | 2.2              | 2.2              | <b>2.3</b>             |
| Interest-bearing debt/EBITDA multiple                | Times       | 15.9                  | 13.4                  | 13.0             | 12.5             | 12.7                   | 12.6             | 13.4             | 13.3             | 11.1             | 10.9             | <b>11.2</b>            |
| <b>Stock Price Information</b>                       |             |                       |                       |                  |                  |                        |                  |                  |                  |                  |                  |                        |
| Profit per share                                     | Yen         | 386.24 <sup>4</sup>   | 75.91 <sup>4</sup>    | 91.00            | 104.17           | 125.79                 | 141.59           | 152.12           | 167.35           | 206.15           | 215.82           | <b>315.50</b>          |
| Net assets per share                                 | Yen         | 1,331.02 <sup>4</sup> | 1,390.07 <sup>4</sup> | 1,465.30         | 1,589.98         | 1,605.70               | 1,794.15         | 1,862.81         | 1,996.52         | 2,135.08         | 2,378.61         | <b>2,567.66</b>        |
| Annual dividend per share                            | Yen         | 12 <sup>4</sup>       | 20 <sup>4</sup>       | 26               | 30               | 35                     | 41               | 46               | 51               | 65               | 73               | <b>95</b>              |
| Payout ratio   | %           | 3.1                   | 26.3                  | 28.6             | 28.8             | 27.8                   | 29.0             | 30.2             | 30.5             | 31.5             | 33.8             | <b>30.1</b>            |

1. Business profit (before change) = 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). For comparative purposes, we have disclosed figures from the fiscal year ended December 2015.

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

3. From the fiscal year ended December 2015, ROA = Business profit ÷ Total assets (average of beginning and end of fiscal year)

4. We implemented a one-for-two common share reverse stock split on July 1, 2015. Figures for fiscal years prior to the fiscal year ended December 2015 have been adjusted to reflect the same reverse stock split.

## Key Financial and Non-Financial Data

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

|   | Unit                             | 2020     | 2021             | 2022              | 2023              | 2024              |
|---|----------------------------------|----------|------------------|-------------------|-------------------|-------------------|
| CO <sub>2</sub> emissions (Total) <sup>2, 3</sup>           | t-CO <sub>2</sub>                | 921,029* | 1,034,699*       | 1,015,172*        | 984,407*          | <b>1,406,137*</b> |
| Scope 1 (Fuel-derived)                                      | t-CO <sub>2</sub>                | 14,950*  | 15,802*          | 18,234*           | 14,456*           | <b>13,808*</b>    |
| Scope 2 (Market-based)                                      | t-CO <sub>2</sub>                | 58,671*  | 55,610*          | 53,979*           | 29,827*           | <b>29,642*</b>    |
| Scope 3   | t-CO <sub>2</sub>                | 847,408* | 963,287*         | 942,959*          | 940,124*          | <b>1,362,687*</b> |
| Renewable energy (electricity) adoption rate <sup>4</sup>   | %                                | —        | 2.7 <sup>5</sup> | 16.3 <sup>5</sup> | 42.1 <sup>5</sup> | <b>54.5</b>       |
| Green building certification acquisition ratio <sup>6</sup> | %                                | 38.3     | 56.4             | 62.5              | 71.4 <sup>5</sup> | <b>71.6</b>       |
| Waste emissions <sup>7, 8</sup>                             | t                                | 6,277    | 6,351*           | 6,429*            | 6,531*            | <b>6,581*</b>     |
| Waste emissions intensity                                   | Tons/<br>Thousand m <sup>2</sup> | 5.1      | 5.2              | 5.3               | 5.3               | <b>5.3</b>        |
| Recycling rate  | %                                | 68.4     | 65.7*            | 60.9*             | 58.4*             | <b>60.8*</b>      |
| Total water used <sup>9</sup>                               | Thousand m <sup>3</sup>          | 659      | 667              | 761               | 674               | <b>707</b>        |
| Potable water used  | Thousand m <sup>3</sup>          | 564      | 567*             | 657*              | 575*              | <b>604*</b>       |
| Recycled water used   | Thousand m <sup>3</sup>          | 95       | 100*             | 104*              | 99*               | <b>102*</b>       |
| Water usage intensity                                       | m <sup>3</sup> /m <sup>2</sup>   | 0.67     | 0.68             | 0.76              | 0.79              | <b>0.84</b>       |

1. For detailed information and notes on each item, please refer to the Data section of *Sustainability Report 2025*.

▶ (Sustainability Report 2025) Data (Environment) pp. 95–98

2. Scope of data collection: Tokyo Tatemono Group

3. Due to a change in the calculation method for CO<sub>2</sub> emissions, amounts for previous years have been recalculated using the new method.

4. Scope of data collection: Properties owned by Tokyo Tatemono's Commercial Properties Business

5. Figures revised following detailed analysis

6. Scope of data collection: Properties owned and/or managed by Tokyo Tatemono's Commercial Properties Business and Residential Business

7. Scope of data collection: Main office buildings and commercial facilities in Tokyo Tatemono's long-term portfolio for which it has substantial energy management authority and for which waste reduction and recycling plans have been submitted

8. Data collection period: April each year through March of the following year

9. Scope of data collection: Main office buildings and commercial facilities in Tokyo Tatemono's long-term portfolio for which it has substantial energy management authority

\* Indicates figures that have received third-party assurance from LRQA Limited.

▶ P. 25 Material Issue KPIs and Targets

## Non-Financial Data (Governance)\*

| (Tokyo Tatemono, non-consolidated)                                    | 2020 | 2021 | 2022 | 2023 | 2024      |
|---|------|------|------|------|-----------|
| Number of reports and consultations to the helpline                   | 41   | 61   | 52   | 60   | <b>82</b> |
| Number of incidents related to bribery                                | 0    | 0    | 0    | 0    | <b>0</b>  |
| Number of incidents related to antitrust or anti-competitive behavior | 0    | 0    | 0    | 0    | <b>0</b>  |
| Number of incidents related to other compliance violations            | 0    | 0    | 0    | 0    | <b>0</b>  |

\* For detailed information and notes on each item, please refer to the Data section of *Sustainability Report 2025*.

▶ (Sustainability Report 2025) Data (Governance) pp. 103–104

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

| (Tokyo Tatemono, non-consolidated)                                     | Unit    | 2020  | 2021  | 2022  | 2023  | 2024         |
|--|---------|-------|-------|-------|-------|--------------|
| Full-time (FT) employees   | Persons | 772   | 805   | 840   | 879   | <b>903</b>   |
| Ratio of female FT employees   | %       | 25.5  | 26.1  | 26.2  | 27.5  | <b>29.1</b>  |
| Number of managers   | Persons | 367   | 376   | 377   | 384   | <b>389</b>   |
| Percentage of management positions held by women                       | %       | 6.0   | 7.2   | 7.2   | 9.4   | <b>12.1</b>  |
| New graduate hires   | Persons | 20    | 33    | 30    | 32    | <b>31</b>    |
| Ratio of women among new graduate hires                                | %       | 25.0  | 30.3  | 33.3  | 43.8  | <b>51.6</b>  |
| Employment rate of people with disabilities <sup>2</sup>               | %       | 1.75* | 2.21* | 2.33* | 2.53* | <b>2.90*</b> |
| Voluntary turnover rate  | %       | 2.2*  | 1.5*  | 3.3*  | 3.5*  | <b>2.7*</b>  |
| Average annual training hours per employee                             | Hours   | 12.2  | 18.3  | 15.8  | 15.2  | <b>16.0</b>  |
| Career training participation rate                                     | %       | 100   | 100   | 100   | 100   | <b>100</b>   |
| Health check-up rate <sup>3</sup>                                      | %       | 100*  | 100*  | 100*  | 100*  | <b>100*</b>  |
| Reexamination rate <sup>3</sup>  | %       | 98.3  | 83.7  | 98.0  | 81.5  | <b>97.5</b>  |
| Smoking rate <sup>4</sup>  | %       | 17.2  | 16.0  | 12.1  | 13.1  | <b>13.1</b>  |
| Percentage of employees maintaining an appropriate weight <sup>5</sup> | %       | 70.4  | 72.8  | 72.0  | 72.9  | <b>74.6</b>  |
| Average number of paid leave days taken per year <sup>3, 5</sup>       | Days    | 9.3*  | 10.2* | 11.8* | 12.5* | <b>12.2*</b> |
| Average annual paid leave utilization rate <sup>3</sup>                | %       | 51.2* | 57.5* | 67.8* | 72.2* | <b>68.0*</b> |
| Percentage of childcare leave taken (men) <sup>6</sup>                 | %       | 18.2  | 13.0  | 50.0  | 78.1  | <b>84.2</b>  |
| Number of lost time injuries <sup>3, 7</sup>                           | Number  | 0*    | 1*    | 1*    | 2*    | <b>0*</b>    |
| Total days lost due to absence <sup>3</sup>                            | Days    | 7*    | 386*  | 646*  | 322*  | <b>237*</b>  |
| Absenteeism rate <sup>3</sup>  | %       | 0*    | 0.18* | 0.28* | 0.13* | <b>0.09*</b> |
| Employee engagement survey rating                                      | —       | —     | A     | A     | AA    | <b>AA</b>    |
| Employee engagement survey rating score <sup>8</sup>                   | —       | —     | 59.1  | 59.4  | 62.1  | <b>62.8</b>  |

1. For detailed information and notes on each item, please refer to the Data section of *Sustainability Report 2025*.

▶ (Sustainability Report 2025) Data (Social) pp. 99–102

2. As of June 1 of each year

3. Data collection period: April each year through March of the following year

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

5. Days granted under other leave systems, such as summer leave and the founding anniversary, are not included.

6. Percentage of male employees taking childcare leave = Total number of male employees who took childcare leave in the relevant year ÷ Total number of male employees who had a child born in the relevant year

7. Number of lost time injuries: Work-related injuries that resulted in one or more days absence

8. The results of scores independently calculated by the survey company are ranked on an 11-point rating scale.

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

\* Indicates figures that have received third-party assurance from LRQA Limited.