Founded in 1896

Japan’s oldest comprehensive real estate company

In 1896, Zenjiro Yasuda, founder of the Yasuda Conglomerate, one of Japan’s four major conglomerates at the time, established Tokyo Tatemono Co., Ltd. with the desire to modernize the real estate trade and promote urban development. Since then, we have continued to conduct our corporate activities based on Yasuda’s principle of “The customer always comes first” and with a focus on acting preemptively to address changes in the times.

Zenjiro Yasuda

The Company’s first headquarters

Group Philosophy

Trust beyond the era

Long-Term Vision for 2030

Becoming a Next-Generation Developer

The Group’s aim is to be a good company for stakeholders by leveraging its businesses to help resolve social issues and achieve higher levels of growth as a company.

Tokyo Tatemono's Strengths

Three strengths built on amassed trust and track record

The enterprising spirit that we have held since our founding continues to guide us in fostering a corporate culture of swiftly detecting and responding to changes in the times. We led society and the industry in achieving the first securitization of real estate in Japan under the Act on Securitization of Assets and in developing THE OTEMACHI TOWER, a property that strikes a balance between urban and natural revitalization.

Tokyo Tatemono creates new value through an integrated redevelopment approach and development projects that combine parks, which it advances while preserving local traditions and culture. Tracing its roots to the Yaesu-Nihonbashi-Kyobashi (YNK) area, the Company promotes urban development with continuity and change, based on its history and DNA, in this area. TOFROM YAESU, a symbol of this approach, was completed in fiscal 2026.

We respond to changes in the operating environment through rapid business expansion and diversification beyond a traditional office- and residential-focused portfolio, adding asset types such as logistics properties, hotels, and retail facilities.

Business Model Supporting Value Proposition

Tokyo Tatemono seeks to deliver unexpected, exciting value by providing real estate-related leasing, sales, and services through its operations based on real estate and urban development.

Leasing

Strengthening the stable revenue base

Robust Asset Portfolio

Office buildings Approx. 520,000 m²

Hotels, retail facilities, etc. Approx. 130,000 m²

Urban Development in YNK Area

Rate of rent increases in major Tokyo office areas

No.1[1]

Promotion of Large-Scale Redevelopment

Estimated leasable floor area (owned by Tokyo Tatemono)

Approx. 270,000 m²[2]

Property Sales

Generation of development profits and improvement of capital efficiency

For-sale condominium land bank

Approx. 7,300

Various Properties for Sale to Investors

Total amount invested[3]	Projected gain on sales[4]
Approx. 790.0 billion yen	Approx. 145.0 billion yen

Overseas Business

Projects	Outstanding investment
37	Approx. 85.0 billion yen

Services

Reliable growth and improved capital efficiency

- Brokerage transaction volume (2025) — 317.2 billion yen
- NPC24H parking lot brand — Approx. 1,900 locations across Japan
- Group assets under management (AUM) in Fund Business — 1,519.3 billion yen
- Number of repeat Regina Resort customers with which relationships have forged in Leisure Business — Over 100,000

Note: Figures contained on this page are as of December 31, 2025 unless otherwise noted.

1. Source: Sanko Estate Co., Ltd., Office Market Data (December 2010–December 2025) Compared to rates for the Marunouchi–Otemachi area, the Nishi-Shinjuku area, and the Shibuya–Dogenzaka area
2. Figure for estimated leasable floor area includes leasable floor space for offices, hotels, and other facilities
3. Total amount invested = Post-acquisition costs + Book value at acquisition
4. Calculated by subtracting the total amount invested from the total estimated sales amount, which is provisionally calculated based on the estimated income and expenditure and the estimated CAP rate at the time of sale for the property assumed to be sold

Forward-Looking Strategies

Tokyo Tatemono is committed to helping resolve social issues and growing as a company at a higher level through its business in order to achieve its long-term vision.

Long-Term Vision for 2030

Becoming a Next-Generation Developer

Quantitative targets Business profit **120.0** billion yen

Medium-Term Business Plan (FY2025–FY2027)

Quantitative targets Business profit **95.0** billion yen ROE (Medium-term plan period) **10**% Payout ratio **40**%

FY2026 (forecasts) 〉 Business profit* **102.0** billion yen Payout ratio **40.2**%

Certain targets to be achieved ahead of schedule

Accelerating and expanding asset-turnover business

- Acceleration of the property sales to investors business
- Expansion of overseas business
- Further growth in the for-sale condominium business

Strengthening the stable revenue base

- Steady promotion of large-scale redevelopment projects
- Diversification of rental asset portfolio

Disciplined control of balance sheet

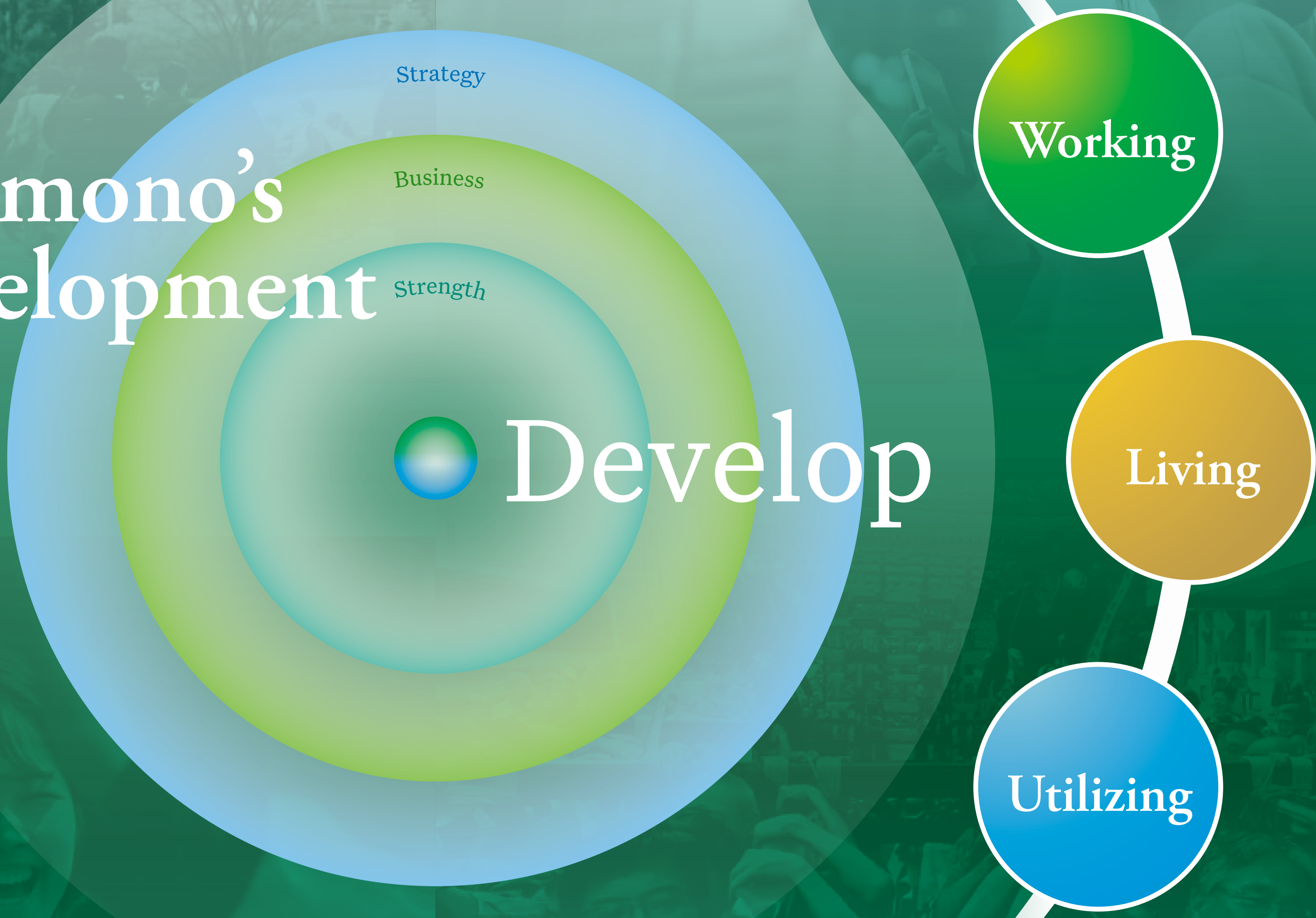
- Reduction of cross-shareholdings
- Strategic sales of non-current assets

* 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 gain (loss) on sale of investment equity in investment vehicles for overseas businesses.

Tokyo Tatemono's Urban Development Approach

As a comprehensive real estate developer supporting social infrastructure, Tokyo Tatemono works together with community members and business partners as it seeks to heighten the appeal of communities and thereby maximize the place and experience value it provides.



25 Years from Planning to Completion

Ongoing Commitment to Community-Rooted Urban Development

YNK area

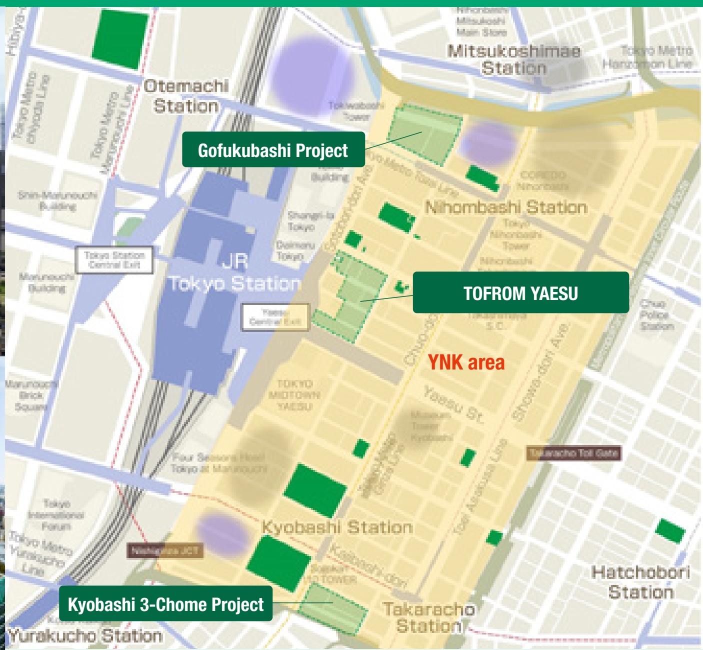
Characteristics of YNK Area

The Yaesu-Nihonbashi-Kyobashi (YNK) area houses numerous office buildings while blending tradition with innovation, putting it at the forefront of an ever-evolving Tokyo. Offering outstanding access to transportation and strong potential as a prime office location, the YNK area retains its cultural heritage while offering a solid foundation conducive to innovation. Many redevelopment projects are expected to be completed here, dramatically transforming the cityscape. While preserving the area's distinctive values of tradition and diversity, efforts will be made to shape an appealing district where tradition meets innovation, work blends with life, city and region connect, and Tokyo engages with the world.

- Outstanding access to transportation
- Coexistence of tradition and innovation
- Diversity dating back to the Edo period

Gofukubashi Project

Kyobashi 3-Chome Project



Redevelopment with Tokyo Tatemono participation
Redevelopment involving Tokyo Tatemono
Tokyo Tatemono-owned building
Redevelopment by other developers

TOFROM YAESU

TOFROM YAESU TOWER

TOFROM YAESU THE FRONT

TOFROM YAESU

TOFROM YAESU's concept of "Connecting people, time, and place" and the naming concept of "TO Yaesu / FROM Yaesu" are imbued with our desire to "connect" diverse values, with the knot as a motif. The three-strand knot in the symbol mark represents "Y" for Yaesu and symbolizes Yaesu as the center of Tokyo and Japan, where the three elements of people, goods, and ideas from around the world intersect.

The Tokyo Tatemono Group's Urban Development Approach

Tokyo Tatemono strives to maximize the value of communities through its urban development efforts. We go about this by working together with stakeholders as a partner and respecting the histories of the communities we serve. This approach is most clearly apparent in the YNK area, which blends tradition with innovation. Rooting our operations in communities, we build an intuitive understanding of the needs of customers through the operation and management of properties. This understanding is utilized to improve place and experience value. Through these efforts, we seek to help develop communities that are appealing to both office workers and visitors in order to improve the value of such areas while forging long-term relationships with tenants.

Co-creative urban development projects, as exemplified by our efforts in the YNK area, represent our purpose as a comprehensive real estate developer supporting social infrastructure as well as a major characteristic of Tokyo Tatemono's approach. By building appealing communities together with members of said communities and business partners, we aim to generate a virtuous cycle of heightening area value and achieve ongoing improvements in corporate value.