

Tokyo Tatemono Group Long-Term Vision for 2030

We live in a time of profound change. We are experiencing shifting demographics, growing diversity among personal values, ever-accelerating technological development, and more. Amid 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 (Social Value Creation) ▶ P. 45

Key External Considerations

- Increased geopolitical and natural disaster risks
- Diversification of customer values and behaviors
- Rising interest rates due to return to normal financial policy and changes in commodity prices
- Decrease in the total population and working-age population in Japan
- Rising inflation
- Advances in digital technology and acceleration of globalization
- Increased awareness of ESG

Medium-Term Business Plan

▶ P. 30

Long-Term Vision for 2030

Becoming a Next-Generation Developer

Revitalizing and utilizing
real estate stockSocial implementation
of technologyAddressing the diverse
needs of customers and
societyStrengthening Tokyo's
competitiveness as an
international cityCommunity building and
revitalizationPromoting a recycling-
oriented societyPromoting a
decarbonized society

Well-being

Value co-creation and
innovationContributing to a safe
and secure societySolve a Variety of
Social Issues

Steady Profit Growth

Business profit* target for 2030

120.0 billion yen

Improve employee
growth and job
satisfactionAdvancement of
governance

Diversity and inclusion

Strengthen risk
management
framework

Material Issues (Value Creation Platform) ▶ P. 45

* We have redefined business profit in Medium-Term Business Plan (FY2025–FY2027) to allow for the flexible sale of non-current assets and diversification of investment schemes in overseas businesses.
Before change: Business profit = Operating profit + Share of profit (loss) of entities accounted for using equity method
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 gain (loss) on sale of investment equity in investment vehicles for overseas businesses.