Enhancing Human Capital

Medium-Term Business Plan (FY2025–FY2027) positions human capital as management infrastructure that supports growth. We have reformulated our human capital management policies based on recent changes in the operating environment, including intensifying competition for talent, diversifying customer needs, and the expansion of our business. We need to draw on our long-standing corporate philosophy and culture to build relationships between individuals and the organization that foster mutually supportive growth. We aim to create a good company in the eyes of stakeholders by maximizing the performance of diverse human resources and our organizations.

Key Challenges and Priorities

Appropriately hire, train, and allocate human resources to achieve business strategies	Encourage employees to unleash their full potential in order to achieve both steady profit growth and the resolution of social issues at a higher level	Leverage the strength of our corporate culture as we add personnel and develop businesses
Building a Human Resource Portfolio	Promotion of Diversity in Our Workforce	Corporate Culture Unique to Tokyo Tatemono

Implementation of Human Resource Strategies → Achievement of Business Growth → Increased Corporate Value

Policies / Initiatives / Human Resource Strategy Outputs

Building a Human Resource Portfolio

▸ P. 55

- **Recruiting**: Recruit more new graduates, mid-career hires, and specialized talent
- **Development**: Strengthen development of professionals who build competitive advantages
- **Allocation**: Optimize overall allocation of diverse human resources
- **Monitoring**: Monitoring by top management

Improving the quality and quantity of human resources

- Reallocation of human resources to focus areas in line with business strategies
- Speedier decision-making by reassessing the gap between current and desired states

Promotion of Diversity in Our Workforce

▸ P. 56

- Expand investment in human resources (compensation, training, and profit-sharing)
- Create a rewarding and comfortable workplace
- **Rewarding**: Increase engagement through regular surveys and improvements
- **Comfortable**: Promote health management and well-being

Maximizing the performance of diverse strong individuals × Team power

- Individuals with diverse experience and skills who can make the most of their strengths
- Generation of added value and synergies in a healthy and psychologically safe workplace

Corporate Culture Unique to Tokyo Tatemono

▸ P. 58

- Reclarify and enhance personal strength and sense of unity, which have been our strengths since our founding
- Instill and practice our guiding principles of "The customer always comes first" and "Enterprising spirit," and our corporate philosophy of "Trust beyond the era"
- Promote diversity and inclusion based on a common set of values

Business Impact

- Steady profit growth: Increase business profit
- Greater capital efficiency: Maintain and enhance ROE
- Increased shareholder returns: Raise the dividend payout ratio
- Recover capital totaling about ¥1 trillion and accelerate growth investments
  - · Accelerate the sale of non-current assets and cross-shareholdings
  - · Accelerate investments in asset-turnover businesses

Medium-Term Business Plan

Basic policy

Building a robust portfolio that is resilient to change for **accelerated growth and greater capital efficiency**

- Achieve sustainable development of urban areas and our business through various initiatives aimed at realizing Regenerative City Tokyo and creating innovation ecosystems
- Improve the well-being of individuals, businesses, and society through initiatives based on proprietary indicators
- Revitalize real estate stock and put it to best use while revitalizing communities through reconstruction and redevelopment
- Provide diverse assets and services that meet contemporary needs
- From development to operation and management, we conduct business activities that are considerate of the environment and contribute to the development of society by leveraging the unique characteristics of neighborhoods and assets
- Structure sustainable supply chains through dialogue with stakeholders and suppliers

Acquisition and creation of new opportunities

Creation of social and economic value

Resolution of social issues

Outcomes

Become a good company in the eyes of stakeholders

Help resolve social issues and grow as a company

Enhancing Human Capital

Messages from a Project Member | Interview with the General Manager of the Personnel Department

By linking human resource strategies with business strategies, we aim to improve corporate value through our people.

Mitsuo Kawata Managing Officer, General Manager, Personnel Department

Tokyo Tatemono recognizes that human resources are a driver of value creation and ongoing growth and one of the most important parts of its management foundation. To respond to the recent changes seen in the operating environment for the real estate business, we will need to implement human resource strategies that are linked with business strategies.

We are therefore building our human resource portfolio with a focus on enhancing our specialized capabilities. To this end, we are proactively recruiting mid-career professionals while training individuals who demonstrate strong aptitudes in a particular area during rotation programs to become experts in the given area. In the current opaque operating environment, all of our employees must be able to fully exercise their skills if we are to address social issues by steadily advancing our strategies. It is also crucial for us to offer a healthy and psychologically safe workplace. Based on this recognition, we are taking steps to develop a comfortable and rewarding workplace.

Furthermore, I believe that employees are best able to exercise their skills when they have an understanding of, and are united by, our corporate philosophy of “Trust beyond the era” and our guiding principles of “The customer always comes first” and “Enterprising spirit.” By using these elements of our corporate culture as the foundation for efforts to enhance human capital, we aim to improve corporate value through our people.

Human Resource Philosophy	The Company’s growth is tied to its employees’ growth; therefore, we are responsive to their contributions.
Human Resource Policy	● We want trustworthy people and people who forge their own paths. ● We seek to create a rewarding workplace in which employees can experience growth.

Human Resource System and Structure

The Company’s Human Resource (HR) system underpins various HR measures grounded in our HR Philosophy. We employ a role-based grading system and an evaluation framework using goal management and behavioral assessments to evaluate and compensate employees based on their roles and their demonstrated competencies. In addition, line management (general managers and senior managers) participate in a variety of management training programs to support appropriate workplace operations and HR development, and have also implemented a 360° survey that provides managers with an opportunity for self-reflection.

Although Tokyo Tatemono is based on business divisions, we manage personnel functions on a Group-wide basis and have in place a system to flexibly allocate the right people to the right jobs.

Building a Human Resource Portfolio

Recruiting

We have aligned our workforce plan with our business strategies and engage in systematic recruiting. Aiming to expand our workforce, we have increased new graduate hiring compared with the previous medium-term business plan period, and in 2020 we also resumed mid-career recruitment for generalist positions. In addition, we are stepping up the recruitment of specialized talent to improve operational sophistication and establish a competitive advantage.

New Hires

		2021	2022	2023	2024	2025
New graduate hires	Management-track (generalist) hires	26	26	28	27	28
	Residential generalist hires	7	4	4	4	0
Mid-career hires	Management-track (generalist) hires	3	12	17	12	7
	Residential generalist hires	3	8	3	3	5
	Specialized hires	17	20	15	6	18
Total		56	70	67	52	58

Development

To help employees build broad knowledge and experience as developers, we operate a job rotation system in which employees typically rotate through around three departments over their first 10 years with Tokyo Tatemono. Those who demonstrate strong aptitude in a particular area during this rotation are trained to become specialists in that field.

Given the increase in new graduate and mid-career hires, we are also working to expand our support system in ways such as creating an onboarding page on our website for all employees so that a wide range of people can quickly demonstrate their abilities and thrive within the Company. Our initiatives to support new employee training include a counselor system for new graduate hires, in which each is paired with an experienced employee as a designated counselor who provides advice on everything from day-to-day work to interpersonal matters. For mid-career hires, we assign a mentor in each corporate department to serve as an informal point of contact and to provide departmental introductions and training, supporting smooth integration after joining. By implementing a range of onboarding initiatives—regardless of hiring type—we are laying a solid foundation to help all new employees succeed and contribute to the Company.

Enhancing Human Capital

Building a Human Resource Portfolio

Allocation

We carry out optimal allocation of personnel in alignment with our business strategies. When considering allocation of personnel, we regularly interview employees to understand their career aspirations and areas of interest. By utilizing our talent management system we strive to assign each employee to a position that aligns with the individual's desire and capabilities, and with organizational needs. In addition, we also give employees the chance to try out work that interests them through our job challenge program that allows employees to request transfers to their desired departments, as well as by applying for open positions. The goal of these initiatives is allocation that empowers our people to perform to the best of their abilities.

Monitoring

We believe that a management-level monitoring function is necessary for identifying gaps between the current and ideal state of our human resource portfolio and for enabling swift decision-making. During the period of the current medium-term business plan, we will clarify key items for monitoring and utilize the Management Discussion Board and other forums to regularly review and discuss the quality, quantity, and allocation of human resources. In this manner, we will work to establish a system that enables flexible adjustments.

Highlights: Coordination of Human Resource Allocation with Business Divisions Through Open Application Opportunities

Tokyo Tatemono supports employees in shaping their own individual career paths through its job challenge program and through the provision of open application opportunities. When a division posts a position available for open application, they will actively communicate the details of the type of person they are seeking. This approach does more than just provide opportunities for employees to relocate to other positions, it offers a functional framework for connecting the employees' appetite for growth to the strategic needs of organizations.

Moreover, the Personnel Department coordinates with frontline business divisions when determining human resource allocations with an emphasis on linking allocations to business strategies. Through this approach, we look to accommodate the aspirations of individual employees while meeting the needs of our business in order to optimize our human resource portfolio and drive the ongoing creation of value.

Seiji Saito
Personnel Department

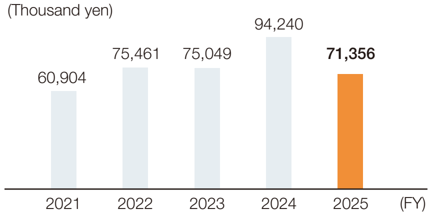
Promotion of Diversity in Our Workforce

Investment in Human Resources

Tokyo Tatemono implements training and support measures to clarify expected roles for each individual and create an environment in which employees can fully demonstrate their unique abilities.

Through reskilling and other means, we will promote the acquisition of skills aligned with employees' career plans, and will continuously monitor resulting productivity improvements as outcomes of our investments, using these insights to support the development of more effective measures.

Amount of Investment in Human Resources*



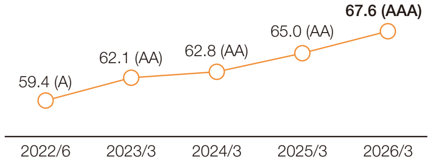
* Total cost of training programs led by the Personnel Department, employee certification acquisition, and support for self-directed learning

Enhancing Employee Engagement

Tokyo Tatemono is committed to creating a rewarding workplace that serves as the foundation for human resource development. To objectively assess workplace conditions, we periodically conduct an employee engagement survey targeting all employees through an external organization. Issues discovered in this survey are addressed for improvement with the assistance of experts, and a PDCA cycle is set up to monitor the status of these issues as well as examine and implement further improvement measures as necessary.

The engagement score for fiscal 2026 continued to improve, maintaining a high level. On the other hand, as scores vary by organizations and organizational levels, we recognize addressing individual issues in each organization and organizational level as an area that requires focused attention, and will examine and implement various measures tailored to actual conditions.

Employee Engagement Survey Score and Rating*



* 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+)

Measures in Response to Issues Identified in the FY2026 Survey

Aim of measure	Improve the quality of on-site management and deepen dialogue to correct disparities between organizations and organizational levels
Details	**1. Provide individual follow-up for departments with low scores** Conduct interviews with management-level employees in departments with relatively low scores through external consultants and provide support to visualize issues and make improvements **2. Conduct a 360° survey for management-level employees** Promote objective reflection on management behavior through multifaceted feedback from supervisors, subordinates, and others **3. Enhancement of Group Leader Training** Expand training programs for group leaders who engage with employees on a daily basis, with the aim of improving their dialogue, development, and team management skills

Enhancing Human Capital

Promotion of Diversity in Our Workforce

Creating a Workplace Where Diverse Talent Can Thrive

- Established leave systems that all employees, regardless of gender, can use for pregnancy, childbirth, childcare, and long-term care, as well as a reemployment system for former employees
- Established a system that allows employees to take a leave of absence of up to three years to accompany a spouse who has been assigned overseas
- Promoting the participation of senior employees by providing opportunities for them to make use of their experience and career backgrounds
- Promoting the success of people with disabilities by enabling them to work in accordance with their individual aptitudes and strengths

Training System and Support for Qualification Acquisition

We have established a level-specific training system designed to help employees understand their roles and develop their skills according to their stage of growth. In addition, we are focused on fostering a culture of self-directed learning through various programs, including a self-development support system, external training dispatch opportunities, and qualification support programs—enabling employees to reflect on and choose the knowledge and skills they need.

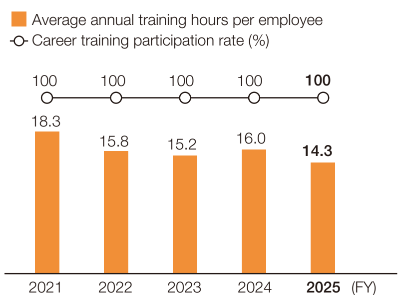
Furthermore, given our global expansion, we support employees in acquiring English and Chinese language skills, which are particularly relevant to our business operations.

Level-Specific Training System (Summary)

Level	Training Topics	
Officers	Individual training on business and risk management	
Line management (General managers and senior managers)	Newly appointed employee training, evaluator training, mental health support training for supervisors, and management training based on 360° feedback surveys	
Managers	Newly appointed manager training, assessment training	
Assistant managers	Assessment training	
Chief staff	Career advancement training	
Chief staff (Elective training)	• Accounting • Management strategy • Design thinking • Scenario planning	• Corporate finance • Project management • Negotiation
Other employees	• Training for new graduate hires (incl. business fundamentals) • Capstone training for third-year employees • Real estate fundamentals	• Group-wide joint training and sports events • Logical thinking • Accounting • Presentation skills • Mental health

Promotion of Skill Development

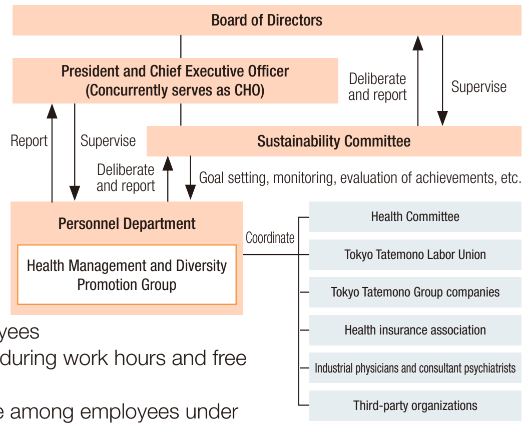
Targets: Average annual training hours per employee: 15 hours or more each fiscal year
Career training participation rate: 100% each fiscal year



Health Management Policy and Approach

To enable our officers and employees to work with vitality and remain physically and mentally healthy, the Tokyo Tatemono Group has appointed the President and Chief Executive Officer as the Chief Health Officer (CHO) and strives to ensure that each of its officers and employees are able to maintain their health and improve it if necessary in accordance with the Tokyo Tatemono Group Health Management Declaration.

Health Management and Occupational Health and Safety Promotion System



Health Management-Related Initiatives

- Responsible drinking seminar for new employees
- Revision of certain rules prohibiting smoking during work hours and free provision of nicotine gum
- Measures for preventing metabolic syndrome among employees under age 40 (meetings with public health nurses)
- A group walking event using a smartphone app, designed to promote the habit of regular exercise

Third-Party Evaluation of Health Management

Status Under the Health & Productivity Management Outstanding Organizations Recognition Program*

★: Certified "Bright 500" Health & Productivity Management Outstanding Organization ☆: Certified Health & Productivity Management Outstanding Organization

Company Name	Certification Category	2023	2024	2025	2026
Tokyo Tatemono Co., Ltd.	Large Enterprise	★	★	☆	☆
E-State Online Co., Ltd.	Large Enterprise	☆	☆	☆	☆
Tokyo Fudosan Kanri Co., Ltd.	Large Enterprise	☆	☆	☆	☆
Tokyo Tatemono Real Estate Sales Co., Ltd.	Large Enterprise	☆	☆	☆	☆
Tokyo Tatemono Amenity Support Co., Ltd.	Large Enterprise	—	☆	☆	☆
PRIME PLACE Co., Ltd.	Large Enterprise	—	☆	☆	☆
Tokyo Tatemono Realty Investment Management, Inc.	Small and Medium-Sized Enterprise	☆	☆	☆	☆
Nihon Parking Corporation	Small and Medium-Sized Enterprise	☆	☆	☆	☆

* A Ministry of Economy, Trade and Industry program for recognizing large, small and medium-sized enterprises that practice outstanding health management.

Occupational Health and Safety Initiatives

We support a variety of activities aimed at enhancing the occupational safety of our employees to achieve the comfortable working environment mandated by the Tokyo Tatemono Group Compliance Manual. Management and labor are also collaborating to enhance the workplace. Based on the shared understanding that employee health and safety are critical, both parties engage in extensive discussions to create a suitable working environment and working conditions.

Enhancing Human Capital

Corporate Culture Unique to Tokyo Tatemono

Diversity and Inclusion

Policy and Approach

In an era of diversifying values and rapid change, achieving work-life balance and empowering a diverse workforce, including women and senior employees, are more important than ever to realizing a sustainable society. The Group believes that creating a workplace where everyone can thrive without feeling hindered supports corporate growth by facilitating innovation, providing customer-centric services, and enhancing productivity.

▶ (*Sustainability Report 2026*) Diversity and Inclusion P. 84–87

Structure

Tokyo Tatemono established the Health Management and Diversity Promotion Group within the Company's Personnel Department and promotes various diversity and inclusion measures across the entire Group through daily and regularly scheduled meetings in collaboration with the relevant departments of each Group company.

Specific Initiative

Recruitment Activities

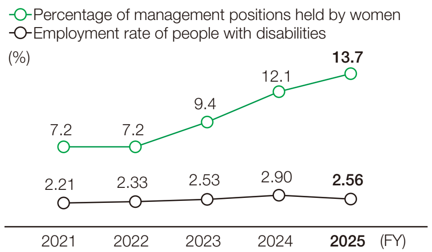
- Recruiting without regard to nationality or race
- Recruiting personnel of various nationalities at local subsidiaries of overseas businesses

Diversity and Inclusion Training

Fiscal Year	Details
2023	Work and Childcare Balance Support Seminar for employees with preschool children
2024	Basic training aimed at deepening understanding of diversity and inclusion and fostering a sense of personal ownership Lecture on the relationship between diversity and inclusion and corporate management
2025	Basic training on balancing work and caregiving
2026	Dialogue session with the President and female employees (cohosted with other companies)

Promotion of Diversity in Our Workforce

Targets: Percentage of management positions held by women: 10% or more by FY2030
Employment rate of people with disabilities: Over the legally mandated employment rate each fiscal year*



* At least 2.3% until March 2024, at least 2.5% from April 2024 to June 2026, and at least 2.7% from July 2026

Initiatives to Foster Corporate Culture and Promote Shared Values

We believe that our shared corporate culture and common values are the foundation for implementing our human resource strategies. Tokyo Tatemono's deeply ingrained culture and values emphasize team results, encourage high-quality teamwork, and facilitate communication. We see these qualities as a competitive advantage. We will continue to provide opportunities for communication through an array of measures, and given the recent expansion of our business and increase in the number of employees, we plan to reinstill our corporate culture and values and foster a sense of unity across the organization.

The "Tasuki" Culture Design Program

- A training program under the concept of "Passing Tasuki" (or a sash handed between runners in a relay race) to develop new ideas (based on study of the past) designed to carry on our history and culture and to further deepen and evolve the chain of value creation that is unique to Tokyo Tatemono
- Talks by project members on past projects for junior and mid-level employees to share their ideas including how they overcame difficulties and later utilized their experiences
- Exchanging opinions among participants on learning and insight from the project stories
- Creating opportunities for every employee to think about the Company culture

Examples of the Projects Featured as Themes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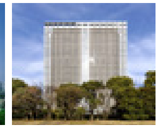
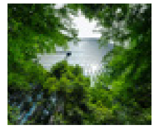
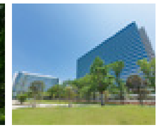
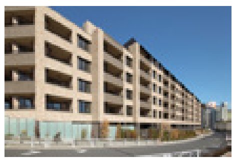

Brillia Mare Ariake TOWER & GARDEN

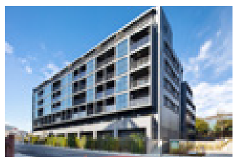

THE OTEMACHI TOWER


NAKANO CENTRAL PARK

Highlights President's Award Program

Tokyo Tatemono conducts the President's Award program to recognize excellence in contributing to improved Group performance or business development. The aim of this program is to encourage ambition and value creation. Award-winning projects are chosen based on multifaceted examinations looking at factors including business feasibility, innovativeness, intra-Group coordination, and value proposition for stakeholders. The projects that have won this award are communicated throughout the Group as part of our efforts to share our corporate culture and values.





President's Award-winning projects Brillia Meguro Ohashi and Brillia ist Ikejiri-Ohashi