Corporate Governance

Corporate Governance Policies and Approach

Based on our corporate philosophy of "Trust beyond the era," the Tokyo Tatemono Group is striving to build optimal corporate governance, with the primary aim of enhancing efficiency while ensuring the soundness and transparency of management, in order to achieve sustainable growth and increase corporate value over the medium to long term. In addition, we actively and appropriately disclose information to ensure that shareholders and other stakeholders are able to gain an accurate understanding of the Group's business activities.

We have also identified the advancement of governance as a material issue to achieve the Group's long-term vision. We are promoting measures to improve profitability and the objectivity of management, such as further enhancing the governance framework, in order to achieve the vision.

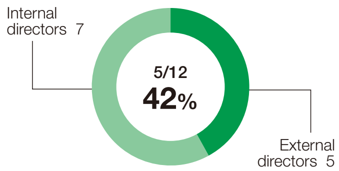
Corporate Governance Structure (As of March 26, 2026)

Tokyo Tatemono has selected the Company with Audit & Supervisory Board format as its corporate governance system. In addition to establishing a Board of Directors and an Audit & Supervisory Board, we have also set up a Nomination Advisory Committee and a Remuneration Advisory Committee, which act as advisory bodies to the Board of Directors. Our executive officer system clarifies the separation of functions between management and business execution. Furthermore, we appoint external directors and external Audit & Supervisory Board members who help us operate under stronger management supervision and ensure transparency. This system ensures effective monitoring and supervision of both management and the execution of duties by directors of the Company.

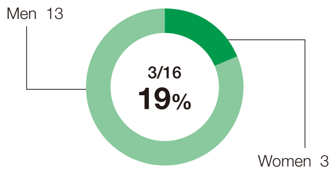
Regarding Group governance, we are working to reinforce Group headquarters functions and clarify our engagement guidelines with each Group company. To heighten the efficiency of Group management and achieve synergies among all members, we have concluded contractual agreements with each Group company based on the Group Business Management Standards. These agreements set out and communicate conditions such as items subject to prior approval and items to be reported to the Company.

Governance Highlights

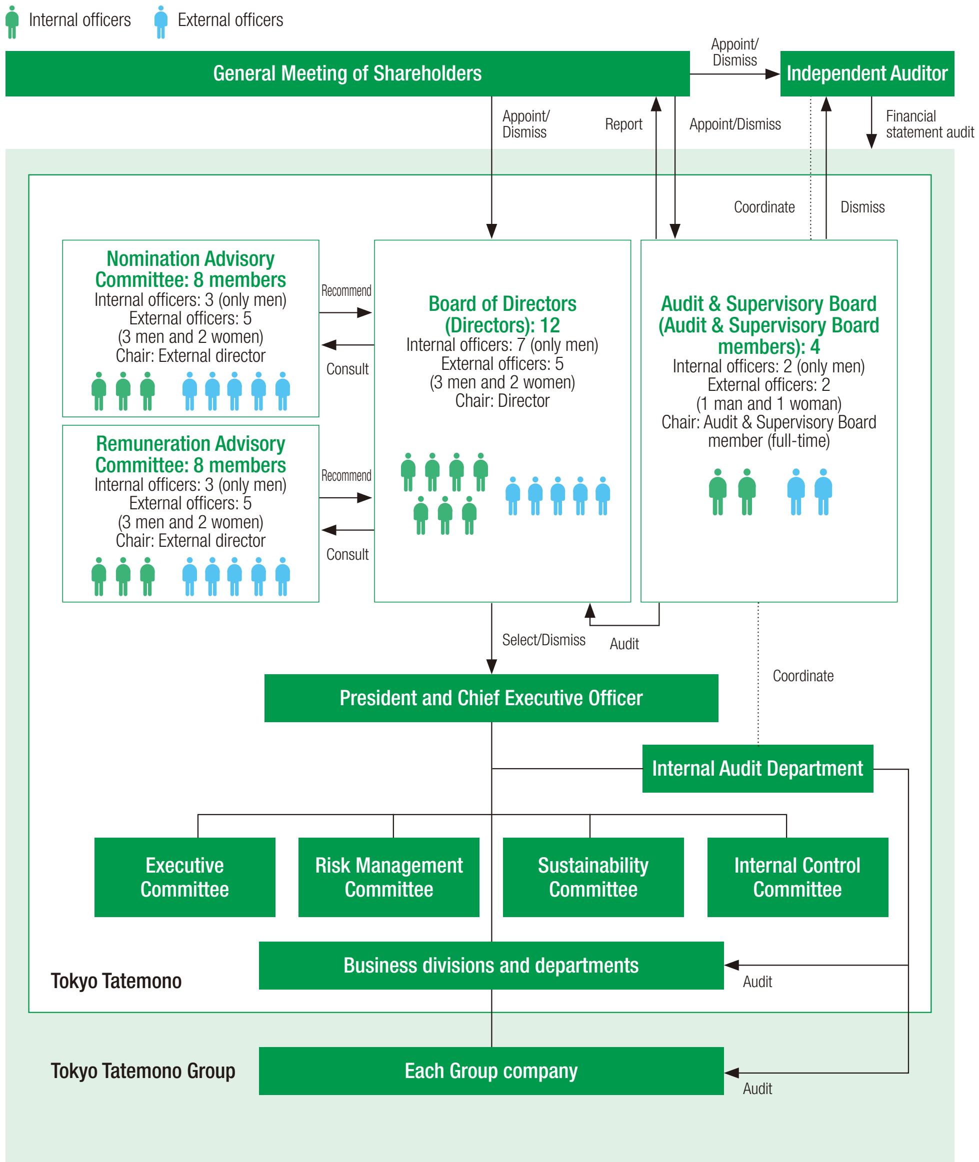
Percentage of External Directors



Percentage of Officer Positions Held by Women



Corporate Governance Structure (As of March 26, 2026)



Corporate Governance

Structures and Roles of Main Organizational Bodies

Board of Directors

The Board of Directors makes decisions on key matters related to business execution, such as management policies and the policy on taking on large-scale investment projects, and supervises the execution of duties by directors.

Chair	Composition	Meetings Held (FY2025)
Makio Tanehashi Director and Chairman of the Board	12 directors (incl. 5 external directors and 2 women)	18 (incl. monthly and special meetings)

Nomination Advisory Committee

The Nomination Advisory Committee was established as a body that deliberates matters such as the nomination of director candidates and the appointment or dismissal of the representative directors, based on consultations from the Board of Directors. To leverage the insights and advice of external directors and to ensure the objectivity and transparency of proceedings, the committee is chaired by an external director and a majority of its members are also external directors.

Chair	Composition	Meetings Held (FY2025)
Shuichi Hattori External Director	8 directors (incl. 5 external directors and 2 women)	7

Remuneration Advisory Committee

The Remuneration Advisory Committee was established as a body that deliberates on matters such as director remuneration, based on consultations from the Board of Directors. While committee members are selected from among directors, to leverage the insights and advice of external directors and to ensure the objectivity and transparency of proceedings, the committee is chaired by an external director and a majority of its members are also external directors.

Chair	Composition	Meetings Held (FY2025)
Yoshimitsu Onji External Director	8 directors (incl. 5 external directors and 2 women)	6

Audit & Supervisory Board

The Audit & Supervisory Board receives reports, holds discussions, and makes decisions on key matters related to audits. Audit & Supervisory Board members attend Board of Directors meetings and Executive Committee meetings, offer opinions as needed, regularly receive reports from the independent auditor, departments, and other relevant bodies, and exchange opinions and information with them from time to time, as appropriate.

Chair	Composition	Meetings Held (FY2025)
Isao Jinno Audit & Supervisory Board Member (full-time)	4 Audit & Supervisory Board members (incl. 2 external members and 1 woman)	14

Executive Committee

The Executive Committee deliberates key matters related to the management of the Company and its subsidiaries and associates. In addition, full-time Audit & Supervisory Board members attend committee meetings and offer opinions as appropriate.

Chair	Composition	Meetings Held (FY2025)
Katsuhito Ozawa Representative Director, President and Chief Executive Officer	Senior and managing executive officers	40

Internal Control Committee

The Internal Control Committee evaluates and enhances the internal control system of the Group. In addition, full-time Audit & Supervisory Board members attend committee meetings and offer opinions as appropriate.

Chair	Composition	Meetings Held (FY2025)
Katsuhito Ozawa Representative Director, President and Chief Executive Officer	Chairman, Executive Vice President and Executive Officer, officers of the Corporate Planning Department, and officers of the Legal & Compliance Department	2

Risk Management Committee

The Risk Management Committee oversees risk management and compliance for the Group. Full-time Audit & Supervisory Board members attend committee meetings and offer opinions as appropriate. Matters deliberated or reported in committee meetings are reported to the Board of Directors, and matters requiring resolution are submitted to the Board for deliberation.

▶ P. 76 Risk Management

Chair	Composition	Meetings Held (FY2025)
Katsuhito Ozawa Representative Director, President and Chief Executive Officer	Chairman, Executive Vice President and Executive Officer, division directors, vice division directors, officers of the Corporate Planning Department, officers of the Legal & Compliance Department, and general managers of the corporate departments	3

Sustainability Committee

The Sustainability Committee discusses and reports on matters related to the Group's sustainability efforts, including the formulation of activity policies, establishment of systems, setting of indicators and targets, and monitoring and evaluation of progress. In addition, full-time Audit & Supervisory Board members attend committee meetings and offer opinions as appropriate. Important matters among the matters discussed and reported by the Sustainability Committee are submitted to or reported to the Board of Directors. The Board of Directors oversees the Group's overall sustainability efforts by making decisions on important sustainability matters and monitoring the status of related initiatives.

▶ P. 44 Tokyo Tatemono Group's Sustainability Initiatives

Chair	Composition	Meetings Held (FY2025)
Katsuhito Ozawa Representative Director, President and Chief Executive Officer	Representative directors, senior and managing executive officers, general managers of the corporate departments, and the general manager of the Technology Department in the Commercial Properties Division	5

Evolution of Corporate Governance Functions

Tokyo Tatemono has incrementally upgraded its governance structure to strengthen corporate governance functions. We will continue promoting initiatives aimed at building optimal corporate governance.

2016
- Established the Nomination and Remuneration Advisory Committee
- Began evaluating the effectiveness of the Board of Directors

2018
- Introduced a stock-based remuneration system

2020
- Established the Sustainability Committee

2021
- Revised the monetary thresholds for matters to be submitted to the Board of Directors for approval

2022
- Established the Risk Management Committee
- Established the Internal Control Committee

2023
- Established the Management Discussion Board

2024

2025
- Change of directors' term of office from two years to one year
- Increase in percentage of external directors
- Selection of the Head External Director
- Divided the Nomination and Remuneration Advisory Committee to form the Nomination Advisory Committee and the Remuneration Advisory Committee
- Partially revised remuneration systems for internal directors

Corporate Governance

Director Skill Matrix

Regarding the implementation of management strategies, the Board of Directors passes resolutions on key matters related to the Company's business execution, and is required to oversee the execution of duties by directors. With regard to the composition of the Board of Directors, we strive to maintain balanced diversity with consideration paid to knowledge, experience, skills, gender, and other factors to ensure that discussions held at Board meetings are useful and multifaceted. Also, we ensure the Board of Directors functions effectively by maintaining an appropriate number of members. To facilitate the realization of initiatives to address the Company's material issues, fulfill its long-term vision, and achieve the targets and goals of the medium-term business plan, we have compiled a skill matrix that delineates the skills (expertise and experience) that directors should possess to ensure that the Board of Directors functions effectively.

Expertise and Experience of Directors (Skill Matrix)

Name	Position in the Company	Gender	Corporate Management	Finance and Accounting	Legal, Compliance, and Risk Management	Sustainability	Real Estate Business and Urban Development	Overseas Business	ICT and Digital	Human Resources and Human Resource Development
Makio Tanehashi	Director and Chairman of the Board	Male	●	●			●	●		
Hitoshi Nomura	Representative Director and Chairman	Male	●	●	●		●			●
Katsuhito Ozawa	Representative Director, President and Chief Executive Officer	Male	●	●		●	●	●	●	
Akira Izumi	Representative Director, Executive Vice President and Executive Officer	Male	●	●	●	●	●		●	●
Hideshi Akita	Senior Managing Executive Officer and Director	Male				●	●			●
Takeshi Jinbo	Senior Managing Executive Officer and Director	Male				●	●			
Shinjiro Kobayashi	Managing Executive Officer and Director	Male				●	●			
Yoshimitsu Onji	External Director	Male	●	●	●			●		
Shuichi Hattori	External Director	Male		●	●					●
Yumiko Kinoshita	External Director	Female			●			●		●
Junichi Nishizawa	External Director	Male	●	●	●	●		●	●	●
Naoko Tanouchi	External Director	Female		●	●			●		

Note: The above matrix does not represent the full scope of each individual's knowledge, experience, or skill set.

Selection and Nomination of Directors and Audit & Supervisory Board Members

Policies and Term of Office

The Company nominates candidates for director and Audit & Supervisory Board member based on a comprehensive assessment of their character, abilities, expertise, experience, and other factors, selecting individuals who possess the qualities needed to contribute to enhancing the Group's corporate value over the medium to long term. Under the Articles of Incorporation, the term of office is set at one year for directors and four years for Audit & Supervisory Board members.

To ensure the appropriate involvement of external directors in the nomination process, the Board of Directors makes decisions based on deliberations by the Nomination Advisory Committee, which is chaired by an external director and has a majority of external directors as members.

Criteria for the Independence of Independent External Directors

Tokyo Tatemono deems external directors to be independent when, in addition to meeting the criteria for independence stipulated by Tokyo Stock Exchange, Inc.,* they do not fall under any of the categories shown below:

1. A business partner of Tokyo Tatemono that accounts for 2% or more of the Company's consolidated net sales in the most recent fiscal year or a person executing business on behalf of such partner
2. A shareholder of the Company that holds more than 10% of the total number of voting rights of the Company or a person executing business on behalf of such shareholder
3. A representative, member, or employee of an auditing firm employed as the independent auditor for the Company
4. A consultant, accounting professional, or legal professional who has received remuneration (excluding director remuneration) of more than 10 million yen from the Company in the most recent fiscal year

* Rule 436-2 under Section III 5. (3)-2, "Examination to Ensure Effectiveness," of Tokyo Stock Exchange's Guidelines Concerning Listed Companies, etc.

Corporate Governance

Status of External Officers (As of March 26, 2026)

Significant Concurrent Positions Outside the Company and Reasons for Selection

Title	Name	Concurrent Organization	Concurrent Position	Reasons for Appointment
Director	Yoshimitsu Onji	OZ Corporation	CEO	Mr. Yoshimitsu Onji was appointed as an external director with the expectation that he will leverage his wealth of experience and wide-ranging insight as a manager to help strengthen the governance system, including overseeing the execution of duties by directors from an independent point of view.
		NIHON CHOUZAI Co., Ltd.	External Director	
		United Foods International Co., Ltd.	External Audit and Supervisory Board Member	
		Sotetsu Holdings Co., Ltd.	External Director	
		Sanyu Appraisal Corporation	External Director	
Director	Shuichi Hattori	Hattori General Law Firm	Lawyer	Mr. Shuichi Hattori was appointed as an external director with the expectation that he will leverage his expertise and experience as a lawyer to help strengthen the governance system, including overseeing the execution of duties by directors from an independent point of view.
Director	Yumiko Kinoshita	The Chiba Kogyo Bank, Ltd.	External Director	Ms. Yumiko Kinoshita was appointed as an external director with the expectation that she will leverage the international experience she developed working overseas and her diverse business experience in public-trust corporations to help strengthen the governance system, including overseeing the execution of duties by directors from an independent point of view.
Director	Junichi Nishizawa	Fuyo Auto Lease Co., Ltd.	External Audit & Supervisory Board Member	Mr. Junichi Nishizawa was appointed as an external director with the expectation that he will leverage his wealth of experience and wide-ranging insight as a manager to help strengthen the governance system, including overseeing the execution of duties by directors from an independent point of view.
		Joban Joint Power Co., Ltd.	External Director	
		Onahama Kairiku Unso Kaisha, Ltd.	External Director	
		Nichizei Business Service Co., Ltd.	External Director	
Director	Naoko Tanouchi	Shoei Foods Corporation	External Director	Ms. Naoko Tanouchi was appointed as an external director with the expectation that she will leverage her broad business experience at a global enterprise, ranging from corporate planning and new business development to internal auditing, and the insight and expertise she has gained as an external director and Audit & Supervisory Board member to help strengthen the governance system, including overseeing the execution of duties by directors from an independent point of view.
		Sapporo Holdings Limited	Outside Director (Audit & Supervisory Committee Member)*	
Audit & Supervisory Board Member	Sayaka Hieda	OMOTESANDO SOGO LAW OFFICE	Lawyer	Ms. Sayaka Hieda was appointed as an external Audit & Supervisory Board member with the expectation that she will help strengthen the Company's audit operations from an independent point of view by leveraging her expertise and experience as a lawyer.
		Institution for a Global Society Corporation	External Audit & Supervisory Board Member	
		SAN-AI OBBLI CO., LTD.	External Audit & Supervisory Board Member	
Audit & Supervisory Board Member	Naohiro Chikada	Chikada Certified Public Accountant Office	Certified Public Accountant (CPA), Tax Accountant	Mr. Naohiro Chikada was appointed as an external Audit & Supervisory Board member with the expectation that he will help strengthen the Company's audit operations from an independent point of view by leveraging his expertise and experience as a CPA and tax accountant.
		Chiyoda Accounting Corporation	Representative Director	
		Mitsubishi Research Institute DCS Co., Ltd.	Outside Corporate Auditor	
		FEED ONE CO., LTD.	External Director (Audit & Supervisory Committee Member)	

* On March 27, 2026, Ms. Naoko Tanouchi resigned from the position of Outside Director (Audit & Supervisory Committee Member) of Sapporo Holdings Limited and assumed the office of Outside Director of the same company.

Support System for External Directors and External Audit & Supervisory Board Members

The General Affairs Department, which serves as the secretariat for the Board of Directors, provides necessary explanations and information to support external directors. For the purpose of ensuring smooth proceedings and lively debate at Board meetings, we conduct pre-meeting briefings for all external directors and external Audit & Supervisory Board members regarding Board meeting agenda items. In addition, we strive to promote greater understanding of our business in part by regularly conducting property tours.

At the request of the Audit & Supervisory Board, we assign personnel to serve as staff for external Board members to encourage the smooth execution of audit procedures. To enable full-time Audit & Supervisory Board members to acquire information needed to perform their duties, we have established a system that ensures they can attend Board of Directors and Executive Committee meetings, receive regular reports from the independent auditor and various departments, and exchange opinions with these parties whenever necessary.

Highlights

Organization and Utilization of the External Directors Meeting

In fiscal 2025, the Company established the External Directors Meeting as an assembly exclusively for external directors. The meeting serves as a venue for facilitating the independent and objective exchange of information, building of shared understanding, and the acquisition of necessary knowledge. External directors utilize what they learn at the External Directors Meeting to contribute to the enhancement of corporate value over the medium to long term. The External Directors Meeting was convened seven times in fiscal 2025, and these assemblies were primarily used for study sessions and facility tours led by business divisions. These activities helped external directors gain a better understanding of Tokyo Tatemono's business while addressing the prior lack of a shared recognition among executive officers, division heads, and external directors.

Corporate Governance

Working to Enhance the Effectiveness of the Board of Directors

Evaluation of the Effectiveness of the Board of Directors

We conduct an annual survey of all directors and Audit & Supervisory Board members regarding the composition, agenda items, and operation of the Board of Directors, with the support of a third-party organization. Below is an overview of the effectiveness evaluation for fiscal 2025.

Evaluation Process and Criteria

Evaluation Process	(1) Administer questionnaire survey to all directors and Audit & Supervisory Board members (2) Aggregate, analyze, and share results with the Board of Directors (3) Discuss future issues and corresponding measures
Criteria	Composition: Ratio of external directors, total number of directors, areas of expertise, and diversity Agenda items: Number of proposals, content, and monetary thresholds Operation: Number of meetings, length of meetings, provision of pre-meeting briefings, explanatory materials used, time used for explanation and discussion, and content of reports Other: Support systems for external officers and approach to training

Results of Evaluation

As a result of our evaluation, we confirmed that the effectiveness of the Board of Directors has been adequately ensured. In fiscal 2025, steps were taken to facilitate more lively discussions on medium-to-long-term management issues and to enhance the support system for external directors through means such as the provision of business explanations via the External Directors Meeting. The results of the fiscal 2025 evaluation and ongoing issues are as follows.

Main Evaluation Criteria	Evaluation	Ongoing Issues
Composition	Improvements were seen from the previous fiscal year with regard to the expertise and diversity of directors, and the levels with this respect are generally appropriate.	The membership of the Board of Directors, including number and ratio of external directors, was once again deemed to be generally appropriate, but further improvement will be pursued.
Agenda items	Improvements were seen from the previous fiscal year in relation to discussions of medium- to long-term management and other issues.	Steps will be taken to facilitate increased discussion of medium- to long-term management and other issues. Improvement is desirable with respect to the number of agenda items and the monetary threshold for agenda submissions.
Operation	The frequency and the length of meetings are generally appropriate. The support system for external directors improved from the previous fiscal year.	Improvement is required with regard to the timing of explanatory material distribution as well as the explanatory materials and the time allotted for explanation of specific items.

Major Agenda Items for the Board of Directors

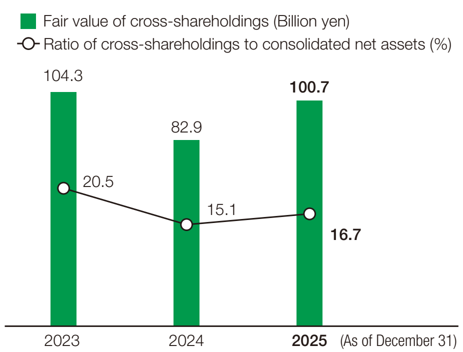
In fiscal 2025, the Board of Directors received reports on and deliberated various key matters. Among them were efforts to strengthen governance, including the disposal of cross-shareholdings. The following is a list of those matters.

Classification		Main Agenda Items
Matters related to management strategy	Business and finance	◉ Approval of annual accounts and budget, business plans, funding plans, and investment policies ◉ Approval of medium-term business plan
	ESG	◉ Verification of the rationale for cross-shareholdings, confirmation of the policy on their reassessment, and approval of disposals ◉ Confirmation of the results of the evaluation of the effectiveness of the Board of Directors and consideration of measures for further improvement ◉ Approval of partial revision of the remuneration system ◉ Approval of establishment of the Nomination Advisory Committee and the Remuneration Advisory Committee ◉ Approval of risk management policy and implementation report
	Other	◉ Approval of measures to address the request from Tokyo Stock Exchange to take “action to implement management that is conscious of cost of capital and stock price”
Stock-related matters		◉ Convocation of the General Meeting of Shareholders and determination of proposals to be submitted ◉ Approval of appropriation of surplus and dividend policy
Other matters		◉ Progress report on large-scale, overseas, and other projects

Cross-Shareholdings

We acquire and hold shares in other companies as cross-shareholdings for purposes other than pure investment when we determine that maintaining and strengthening business relationships will contribute to the medium- to long-term enhancement of the Group’s corporate value. Each year, we assess the appropriateness of individual cross-shareholdings from the standpoint of whether they contribute to increasing the Group’s corporate value. This assessment is based on factors such as past and projected transaction activity in areas including real estate, joint ventures, construction and equipment, and finance, as well as dividend performance. In addition, at least once each year, we report to the Board of Directors on the results of cross-shareholding assessments and status of disposals. For holdings deemed to be no longer strategically significant, we proceed to reduce them while considering potential impacts on the stock market and other factors. In fiscal 2025, sales of cross-shareholdings amounted to approximately 12.0 billion yen. However, a year-on-year increase was witnessed in the portion of consolidated net assets represented by cross-shareholding in reflection of the stock price increases seen throughout the stock market. We will continue to reduce cross-shareholdings in line with our medium-term business plan target of less than 10% of consolidated net assets by the end of fiscal 2027.

Fair Value of Cross-Shareholdings and Ratio to Consolidated Net Assets



Corporate Governance

Remuneration of Directors

Regarding the remuneration of directors (excluding external directors), we aim to instill awareness among them of their responsibility to contribute to increasing corporate value not only in the short term but also over the medium to long term. To this end, a portion of their remuneration is linked to business performance and stock price under the system we have adopted.

Basic Policy

The remuneration of directors (excluding external directors) comprises fixed remuneration, performance-based remuneration, and stock-based remuneration. The portions of total remuneration attributable to each type of remuneration is determined as deemed appropriate in accordance with the following policy. The remuneration of external directors and Audit & Supervisory Board members is limited to fixed remuneration in consideration of their duties.

To clarify the link between director remuneration, corporate performance, and shareholder value, the Company determines performance indicators and the calculation method for performance-based remuneration by comprehensively considering factors such as business profit for the current fiscal year, ROE, shareholder returns, ESG initiatives, progress under the medium-term business plan, economic conditions, and the business environment.

The portions of total remuneration attributable to performance-based remuneration and stock-based remuneration were increased for the Chairman and the President in 2025 and then for other directors in 2026. This move was meant to instill a greater awareness among directors (excluding external directors) of their responsibility to contribute to the improvement of corporate value over the medium to long term.

The amounts of remuneration issued to individual directors is decided by the Board of Directors after consultation with the Remuneration Advisory Committee. As described in “System for Decision-Making” below, authority for preparing proposals for the remuneration of individual directors has been delegated to the Representative Director, President and Chief Executive Officer based on a resolution by the Board of Directors.

Policy for Determining the Allocation of Payment by Remuneration Type for Directors

Item		Fixed Remuneration	Performance-Based Remuneration	Stock-Based Remuneration
Positioning		Basic remuneration	Short-term incentive	Medium- to long-term incentive
Variability		—	Linked to single-year performance	Linked to stock price
Proportion of total remuneration (approx.)	President and Chief Executive Officer Chairman	40%	40%	20%
	Other directors	40–50%	40–50%	10–20%
Timing of payment		Monthly	Monthly	Upon retirement, in principle

System for Decision-Making

Having been delegated by the Board of Directors, the Representative Director, President and Chief Executive Officer prepares proposals each fiscal year for fixed and performance-based remuneration amounts for individual directors in line with their rank and responsibilities. Following consultation with the Remuneration Advisory Committee, the Representative Director, President and Chief Executive Officer determines the final amounts.

Remuneration Structure

Fixed Remuneration (For All Directors)

Up to 35 million yen per month (420 million yen per year)[1]

Performance-Based Remuneration (For Directors, Excluding External Directors)

Capped at 1% of consolidated ordinary profit and 2% of profit attributable to owners of parent for the previous fiscal year[2]

Stock-Based Remuneration (For Directors, Excluding External Directors)

Based on the stock-based remuneration system using a Board Benefit Trust (BBT) scheme, directors are awarded a maximum of 100,000 points per fiscal year (equivalent to 100,000 shares). Upon retirement, directors are awarded Company shares and/or a cash amount corresponding to the market value of the shares, based on the total number of points accumulated.[3, 4]

Audit & Supervisory Board Member Remuneration

Remuneration of Audit & Supervisory Board members is limited to fixed remuneration, determined according to whether the member serves in a full-time or part-time position, and is capped at 8 million yen per month (equivalent to 96 million yen per year).[1]

1. Based on a resolution of the 190th Ordinary General Meeting of Shareholders held on March 28, 2008
2. Based on a resolution of the 195th Ordinary General Meeting of Shareholders held on March 28, 2013
3. The Company may withhold the right to some or all of the stock-based remuneration scheduled to be paid to directors who have been dismissed or found to have engaged in serious misconduct.
4. Introduction of stock-based remuneration based on a resolution of the 200th Ordinary General Meeting of Shareholders held on March 28, 2018
5. Change to upper limit for annual point allocation based on a resolution of the 208th Ordinary General Meeting of Shareholders held on March 26, 2026

Total Amount of Remuneration, Total Amount of Remuneration by Type, and Number of Eligible Individuals (FY2025)

Officer Classification	Number of Eligible Individuals	Total Amount of Remuneration by Type			Total Remuneration (Million yen)
		Fixed Remuneration (Million yen)	Performance-Based Remuneration (Million yen)	Stock-Based Remuneration (Million yen)	
Directors (of which, external directors)	14 (6)	395 (58)	216 (—)	68 (—)	680 (58)
Audit & Supervisory Board members (of which, external members)	4 (2)	74 (18)	— (—)	— (—)	74 (18)
Total (of which, external officers)	18 (8)	469 (77)	216 (—)	68 (—)	754 (77)

Notes
1. The above amounts of remuneration and numbers of eligible individuals include two directors (one of whom was an external director) who resigned from their positions following the conclusion of the 207th Ordinary General Meeting of Shareholders held on March 26, 2025.
2. Performance-based remuneration for fiscal 2025 is limited to not more than 1% of consolidated ordinary profit and not more than 2% of consolidated net income (profit attributable to owners of parent) for the previous fiscal year. In fiscal 2024, consolidated ordinary profit was ¥71,722 million and consolidated net income was ¥65,882 million.
3. Stock-based remuneration is classified as non-monetary compensation.
4. The amount of stock-based remuneration is the amount of the provision for share awards for directors (and other officers) based on the BBT in the fiscal year under review. The basis for calculating the provision for share awards for directors (and other officers) is the book value of the Company's shares acquired through a trust, funded by money to be contributed by the Company.