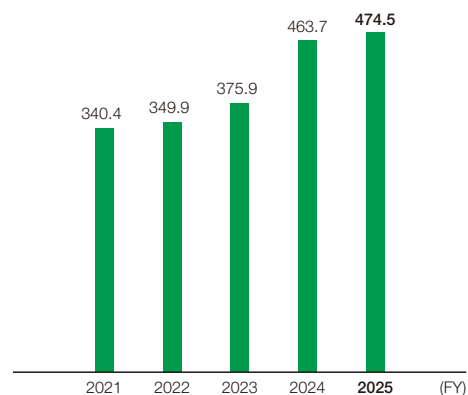


Financial and Non-Financial Highlights

Financial Highlights

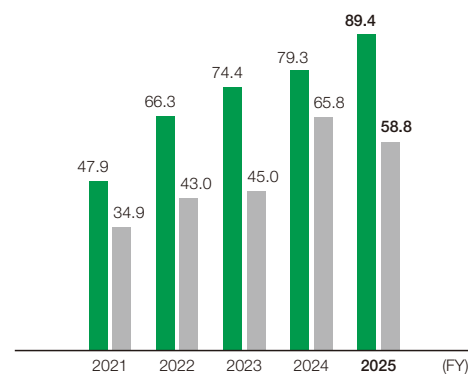
Operating Revenue

(Billion yen)



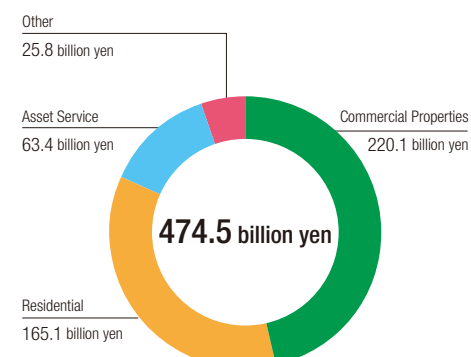
Business Profit and Profit Attributable to Owners of Parent

■ Business profit^{1,2} ■ Profit attributable to owners of parent
(Billion yen)

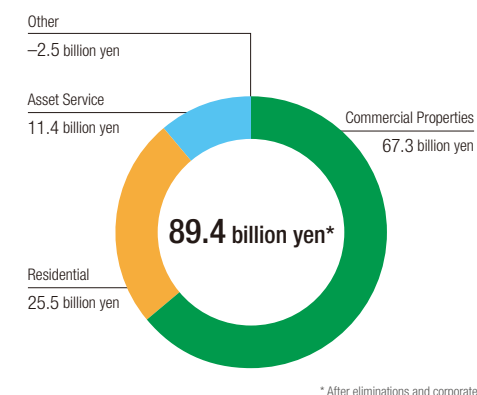


1. FY2023 and prior: Business profit = Operating profit + Share of profit (loss) of entities accounted for using equity method
2. FY2024 onward: Business profit = Operating profit + Share of profit (loss) of entities accounted for using equity method, etc. + Gain (loss) on sale of non-current assets
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.

Operating Revenue by Segment (FY2025)



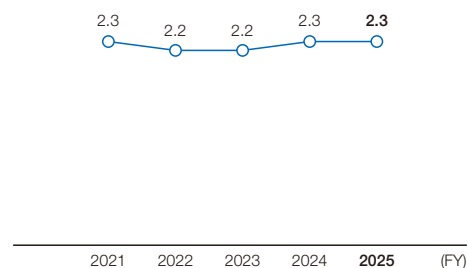
Business Profit (Loss) by Segment* (FY2025)



* After eliminations and corporate

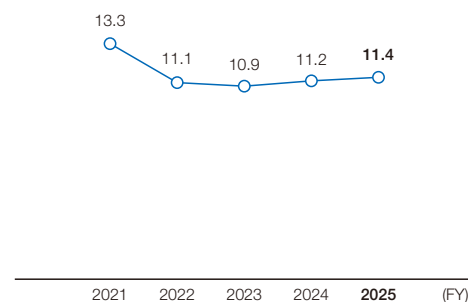
Debt-to-Equity Ratio

(Times)



Interest-Bearing Debt/EBITDA Multiple

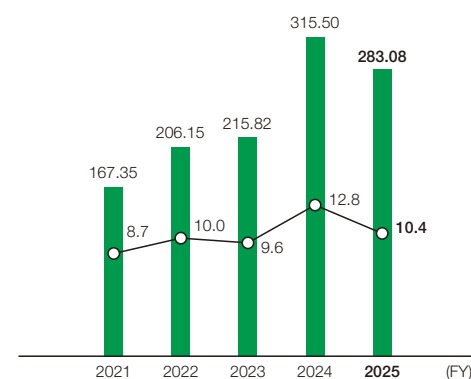
(Times)



Earnings per Share (EPS) and ROE

■ EPS (Yen)

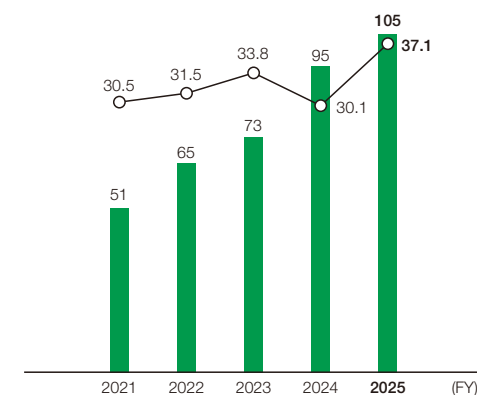
○ ROE (%)



Annual Dividend per Share and Payout Ratio

■ Annual dividend per share (Yen)

○ Payout ratio (%)



Financial and Non-Financial Highlights

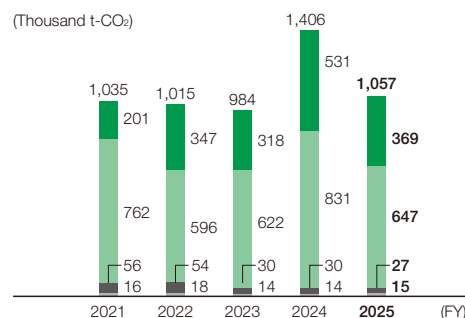
● Non-Financial Highlights

CO₂ Emissions

Tokyo Tatemono Group

Targets Scope 1, 2, and 3 Net zero CO₂ emissions by FY2050
Scope 1 and 2 46.2% reduction in CO₂ emissions
by FY2030 compared with FY2019
Scope 3 40% reduction in CO₂ emissions by
(Categories 11 and 13) FY2030 compared with FY2019

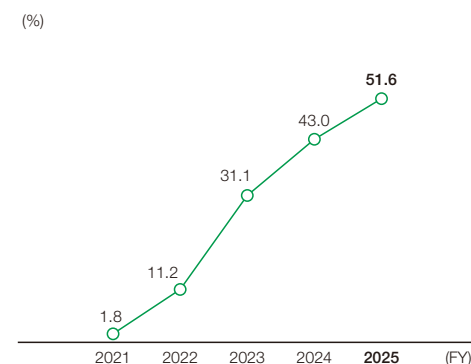
■ Scope 1 (Fuel-derived) ■ Scope 2 (Market-based)
■ Scope 3 (Categories 11 and 13) ■ Scope 3 (Excluding categories 11 and 13)
(Thousand t-CO₂)



Renewable Energy (Electricity) Adoption Rate

Tokyo Tatemono Group

Target Procure 100% of electricity consumed in business activities from renewable energy sources by FY2050

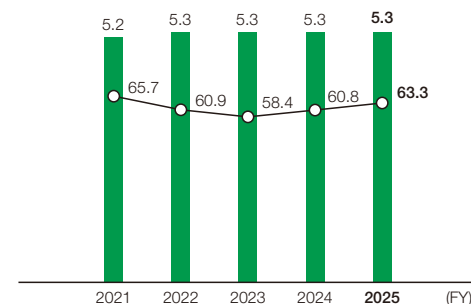


Waste Emissions Intensity and Recycling Rate

Tokyo Tatemono Co., Ltd.*

Targets Waste emissions intensity: 20% reduction by FY2030 compared with FY2019
Waste recycling rate: 90% by FY2030

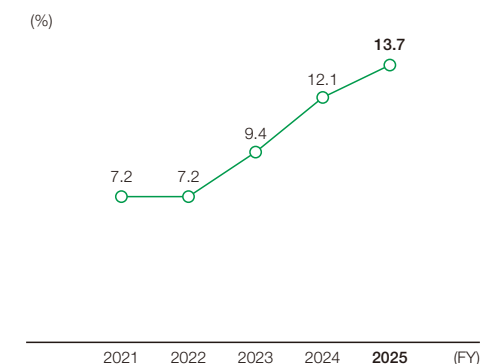
■ Waste emissions intensity (tons/thousand m²)
○ Recycling rate (%)



Percentage of Management Positions Held by Women

Tokyo Tatemono Co., Ltd.

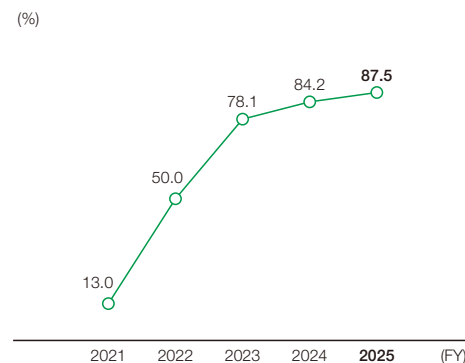
Target 10% or more by FY2030



Percentage of Childcare Leave Taken (Men)

Tokyo Tatemono Co., Ltd.

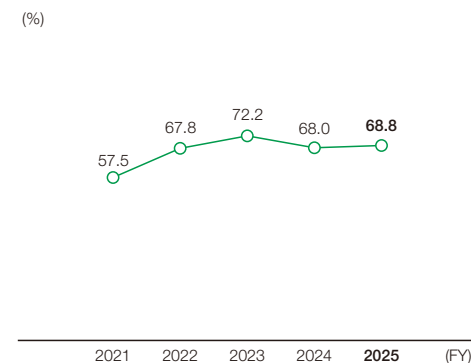
Target 30% or more by FY2025



Average Annual Paid Leave Utilization Rate

Tokyo Tatemono Co., Ltd.

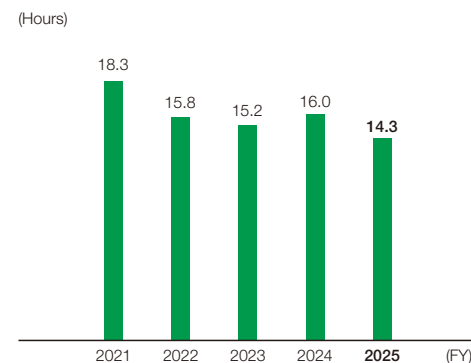
Target 70% or more each fiscal year



Average Annual Training Hours per Employee

Tokyo Tatemono Co., Ltd.

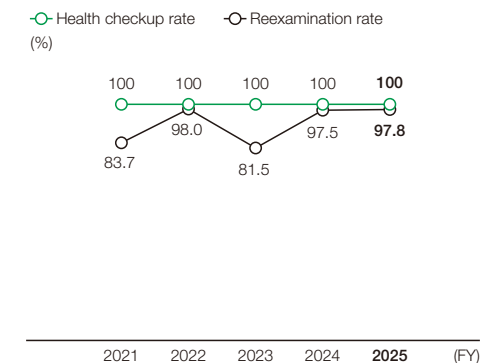
Target 15 hours or more each fiscal year



Health Checkup and Reexamination Rate

Tokyo Tatemono Co., Ltd.

Target Health checkup rate and reexamination rate: 100% each fiscal year



* Main office buildings and retail 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