Key Financial and Non-Financial Data

Financial Data

	Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Operating Results												
Operating revenue	Million yen	260,012	254,498	266,983	273,302	323,036	334,980	340,477	349,940	375,946	463,724	**474,586**
Operating profit	Million yen	34,439	36,363	44,757	46,765	52,410	49,631	58,784	64,478	70,508	79,670	**95,763**
Business profit[1,2]	Million yen	35,281	38,206	46,440	47,174	51,668	49,847	47,979	66,304	74,428	79,326	**89,419**
Ordinary profit	Million yen	24,796	30,635	39,416	42,036	44,611	47,072	46,270	63,531	69,471	71,722	**78,187**
Profit attributable to owners of parent	Million yen	16,359	19,742	22,599	27,277	29,796	31,795	34,965	43,062	45,084	65,882	**58,879**
Financial Position												
Total assets	Million yen	1,297,112	1,314,558	1,441,050	1,450,091[3]	1,564,049	1,624,640	1,650,770	1,720,134	1,905,309	2,081,226	**2,272,720**
Net assets	Million yen	312,530	325,593	353,419	356,578	384,211	399,129	427,661	456,838	508,035	547,524	**603,137**
Interest-bearing debt	Million yen	707,356	727,302	814,032	857,117	924,891	976,896	956,836	989,798	1,089,006	1,212,345	**1,345,497**
Cash Flow												
Cash flows from operating activities	Million yen	21,762	38,783	(14,196)	19,748	24,096	43,524	65,889	(3,332)	20,588	18,894	**32,106**
Cash flows from investing activities	Million yen	(21,250)	(53,024)	(64,508)	(63,577)	(64,082)	(66,724)	(1,642)	(21,204)	(54,069)	(142,089)	**(97,408)**
Cash flows from financing activities	Million yen	(40,177)	9,005	77,998	34,438	48,000	38,307	(32,187)	18,421	77,908	105,636	**104,166**
Net increase (decrease) in cash and cash equivalents	Million yen	(39,689)	(5,164)	(825)	(9,513)	7,794	15,148	32,362	(4,569)	44,864	(16,163)	**41,152**
Cash and cash equivalents at end of period	Million yen	47,217	42,053	41,227	31,702	39,497	54,645	87,008	82,439	127,303	111,139	**152,292**
Financial Indicators												
ROE	%	5.6	6.4	6.8	7.9	8.2	8.3	8.7	10.0	9.6	12.8	**10.4**
ROA	%	2.7	2.9	3.4	3.3	3.4	3.1	2.9	3.9	4.1	4.0	**4.1**
Equity ratio	%	23.2	24.2	23.9	24.0	24.0	24.0	25.3	25.9	26.1	25.8	**26.0**
Debt-to-equity ratio	Times	2.3	2.3	2.4	2.5	2.5	2.5	2.3	2.2	2.2	2.3	**2.3**
Interest-bearing debt/EBITDA multiple	Times	13.4	13.0	12.5	12.7	12.6	13.4	13.3	11.1	10.9	11.2	**11.4**
Stock Price Information												
Profit per share	Yen	75.91[4]	91.00	104.17	125.79	141.59	152.12	167.35	206.15	215.82	315.50	**283.08**
Net assets per share	Yen	1,390.07[4]	1,465.30	1,589.98	1,605.70	1,794.15	1,862.81	1,996.52	2,135.08	2,378.61	2,567.66	**2,846.85**
Annual dividend per share	Yen	20[4]	26	30	35	41	46	51	65	73	95	**105**
Payout ratio	%	26.3	28.6	28.8	27.8	29.0	30.2	30.5	31.5	33.8	30.1	**37.1**

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.
3. We have applied the Partial Amendments to Accounting Standard for Tax Effect Accounting, etc., from fiscal 2019. Figures form fiscal 2018 reflect the retroactive application of this accounting standard.
4. We implemented a one-for-two common share reverse stock split on July 1, 2015. Figures for fiscal 2015 have been adjusted to reflect the aforementioned reverse stock split.

Key Financial and Non-Financial Data

Non-Financial Data (Environmental)[1]

	Unit	2021	2022	2023	2024	2025
CO_2 Emissions Total for Scopes 1, 2, and 3[2, 3]	t-CO_2	1,034,699*	1,015,172*	984,407*	1,406,137*	**1,056,543***
Scope 1 (Fuel-derived)	t-CO_2	15,802*	18,234*	14,456*	13,808*	**14,730***
Scope 2 (Market-based)	t-CO_2	55,610*	53,979*	29,827*	29,642*	**26,622***
Scope 3	t-CO_2	963,287*	942,959*	940,124*	1,362,687*	**1,015,191***
Renewable energy (electricity) adoption rate[4]	%	2.7	16.3	42.1	54.5	**61.9**
Green Building Certification acquisition ratio[5]	%	56.4	63.9[6]	72.7[6]	73.7[6]	**75.2**
Waste emissions[7, 8]	t	6,351*	6,429*	6,531*	6,582*	**7,530***
Waste emissions intensity	Tons/Thousand m^2	5.2	5.3	5.3	5.3	**5.3**
Recycling rate	%	65.7*	60.9*	58.4*	60.8*	**63.3***
Total water used[9]	Thousand m^3	667	761	674	707	**835**
Potable water used	Thousand m^3	567*	657*	575*	604*	**725***
Recycled water used	Thousand m^3	100*	104*	99*	102*	**110***
Waste emissions intensity	m^3/m^2	0.68	0.76	0.79	0.84	**0.86**

1. For detailed information and notes on each item, please refer to the Data section of Sustainability Report 2026.

▶ (*Sustainability Report 2026*) Data (Environment) P. 103–106

2. Scope of data collection: Tokyo Tatemono Group
3. Due to a change in the calculation method for CO_2 emissions, amounts for previous years have been recalculated using the new method.
4. Scope of data collection: Properties owned by Tokyo Tatemono's Commercial Properties Business
5. Scope of data collection: Properties owned and/or managed by Tokyo Tatemono's Commercial Properties Business and Residential Business
6. Figures revised following detailed analysis
7. Scope of data collection: 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
8. Data collection period: April each year through March of the following year
9. Scope of data collection: Main office buildings and retail facilities in Tokyo Tatemono's long-term portfolio for which it has substantial energy management authority

* Indicates figures that have received third-party assurance from LRQA Limited

▶ P. 46 Material Issue KPIs and Targets

Non-Financial Data (Governance)*

(Tokyo Tatemono, non-consolidated)	2021	2022	2023	2024	2025
Number of reports and consultations to the helpline	61	52	60	82	**64**
Number of incidents related to bribery	0	0	0	0	**0**
Number of incidents related to antitrust or anti-competitive behavior	0	0	0	0	**0**
Number of incidents related to other compliance violations	0	0	0	0	**0**

* For detailed information and notes on each item, please refer to the Data section of Sustainability Report 2026.

▶ (*Sustainability Report 2026*) Data (Governance) P. 112–113

Non-Financial Data (Social)[1]

(Tokyo Tatemono, non-consolidated)	Unit	2021	2022	2023	2024	2025
Full-time (FT) employees	Persons	805	840	879	903	**912**
Ratio of female FT employees	%	26.1	26.2	27.5	29.1	**29.7**
Number of managers	Persons	376	377	384	389	**395**
Percentage of management positions held by women	%	7.2	7.2	9.4	12.1	**13.7**
New graduate hires	Persons	33	30	32	31	**28**
Ratio of women among new graduate hires	%	30.3	33.3	43.8	51.6	**46.4**
Employment rate of people with disabilities[2]	%	2.21*	2.33*	2.53*	2.90*	**2.56***
Voluntary turnover rate	%	1.5*	3.3*	3.5*	2.7*	**2.8***
Average annual training hours per employee	Hours	18.3	15.8	15.2	16.0	**14.3**
Career training participation rate	%	100	100	100	100	**100**
Health checkup rate[3]	%	100*	100*	100*	100*	**100***
Reexamination rate[3]	%	83.7	98.0	81.5	97.5	**97.8**
Smoking rate[4]	%	16.0	12.1	13.1	13.1	**12.1**
Percentage of employees maintaining an appropriate weight[3]	%	72.8	72.0	72.9	74.6	**73.3**
Average number of paid leave days taken per year[3, 5]	Days	10.2*	11.8*	12.5*	12.2*	**12.5***
Average annual paid leave utilization rate[3]	%	57.5*	67.8*	72.2*	68.0*	**68.8***
Percentage of childcare leave taken (men)[6]	%	13.0	50.0	78.1	84.2	**87.5**
Number of lost time injuries[3, 7]	—	1*	1*	2*	0*	**0***
Total days lost due to absence[3]	Days	386*	646*	322*	237*	**692***
Absenteeism rate[3]	%	0.18*	0.28*	0.13*	0.09*	**0.28***
Employee engagement survey rating	—	A	A	AA	AA	**AA**
Employee engagement survey rating score[8]	—	59.1	59.4	62.1	62.8	**65.0**

1. For detailed information and notes on each item, please refer to the Data section of Sustainability Report 2026.

▶ (*Sustainability Report 2026*) Data (Social) P. 107–111

2. As of June 1 of each year
3. Data collection period: April each year through March of the following year
4. At a specific point in time between April each year and March of the following year
5. Days granted under other leave systems, such as summer leave and the founding anniversary, are not included.
6. Percentage of male employees taking childcare leave = Total number of male employees who took childcare leave in the relevant year ÷ Total number of male employees who had a child born in the relevant year
7. Number of lost time injuries: Work-related injuries that resulted in one or more days absence
8. 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+)

* Indicates figures that have received third-party assurance from LRQA Limited