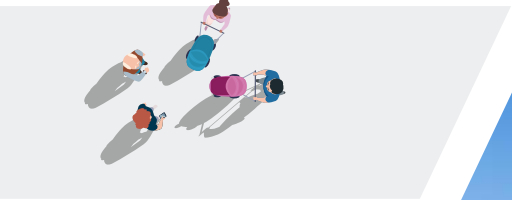


# Sustainability Report 2024

TOKYO TATEMONO GROUP  
Sustainability Report 2024



Message from the President and CEO

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- Long-term Vision and Materiality
- Sustainability Promotion Framework
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Since our founding in 1896, the Tokyo Tatemono Group has worked as a property developer to build a prosperous society through urban development.

With our corporate philosophy of “Trust beyond the era,” under which we have earned our century-old trust, we aim to create a sustainable society and improve our corporate value as a member of society by finding solutions to various social issues.

Company Profile (as of December 31, 2023)

Company Name	Tokyo Tatemono Co., Ltd.
Head Office	Tokyo Tatemono Yaesu Building, 1-4-16 Yaesu, Chuo Ward, Tokyo 103-8285 * The head office location on the commercial registration is 1-9-9
Representative	Hitoshi Nomura, Representative Director, President and Chief Executive Officer
Established	October 1, 1896
Capital	92,451 million yen
Business Segments	Commercial Properties (Urban Development, Office Buildings), Residential (Condominiums for Sale and Lease), Asset Services (CRE Strategy Support, Real Estate Brokerage, Asset Solutions, Leasing and Management of Real Estate, Real Estate Appraisal), Other (Commercial Facilities, Logistics Facilities, Parking Lots business, Leisure, Overseas Business, Real Estate Fund business)
Number of Employees	807
Number of Consolidated Employees	4,661
Number of Consolidated Subsidiaries	32
Number of Affiliates Accounted for by the Equity Method	22

Corporate Philosophy

Trust beyond the era

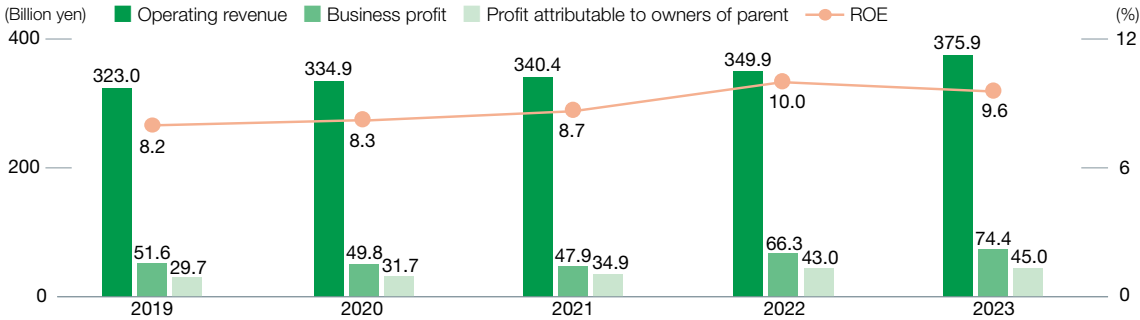
We aim to grow the Company and to create a prosperous society, taking pride in the level of trust placed in us for more than a century.

Corporate Stance

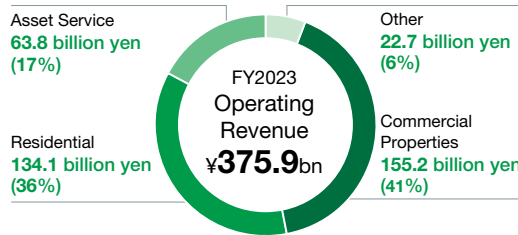
We support affluent and dream-filled living.  
We aim to create comfortable urban environments.  
We create worthwhile spaces offering peace of mind.

Financial Highlights

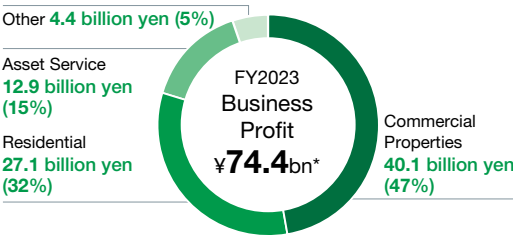
Operating Revenue, Business Profit, Profit Attributable to Owners of Parent, and ROE



Operating Revenue per Segment



Business Profit per Segment



\* Business profit includes 72 million yen in eliminations of intersegment transactions other than those above and -10,314 million yen in Group-wide expenses not allocated to each reportable segment, as adjustments to segment profit.

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Otemachi Forest (Otemachi Tower)



Brilia 1st Shinonome Canal Court



T-LOGI Kyoto Fushimi



Editorial Policy

The Tokyo Tatemono Group publishes sustainability-related information to communicate to all our stakeholders about our role in helping to realize a sustainable society and our initiatives in this area. All information concerning our sustainability initiatives is posted on our website, which is divided into two sections: the sustainability website, which is designed to provide easy-to-understand information to all stakeholders; and the Sustainability Report, which is our annual report. We have enhanced the level of quantitative data provided in the Sustainability Report, with the aim of providing comprehensive and detailed information on our initiatives. We have selected themes that the Tokyo Tatemono Group considers important to society and our customers and for each theme, reported on our approach, indicators, and results for fiscal 2023.

Publication Date

1st Edition: June 2024 (Published)  
2nd Edition: September 2024 (Updated)  
(previous report published June 2023, next scheduled report June 2025)

Reporting Period

The period covered by this report addresses our activities in FY2023 (January 1, 2023 to December 31, 2023). The report also presents some other information that is not limited to the fiscal year under review. Certain items in the Data section correspond to the period between April and March of the following fiscal year.

Scope of Coverage

This report primarily focuses on activities of Tokyo Tatemono Co., Ltd. However, some sections cover activities across the entire Tokyo Tatemono Group or group companies. Activities of Tokyo Tatemono Co., Ltd. are described using “Tokyo Tatemono.” Activities of the entire group are described using “Tokyo Tatemono Group.”

Referenced Guidelines

This report has been prepared with reference to the following reporting standards and guidelines:

- The Sustainability Reporting Standards of the Global Reporting Initiative (GRI)
- The SASB Standards of the Sustainability Accounting Standards Board (SASB)
- Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)
- The International Organization for Standardization’s ISO 30414: 2018 Human Resource Management — Guidelines for internal and external human capital reporting

[☑ GRI Standard Content Index](#)

[☑ SASB Comparison Table](#)

Third-party Assurance

Tokyo Tatemono underwent a third-party quality assurance evaluation by LAQA Limited in connection with certain environmental and social data to ensure the integrity of the data within this report. The type of data and numerical figures subject to this evaluation are indicated with ✓.

Inquiries

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Tokyo Tatemono Yaesu Building, 1-4-16 Yaesu, Chuo Ward, Tokyo 103-8285  
TEL: +81 (0) 3-3274-0148

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Continuing to be a sustainable company  
both in name and reality by addressing  
stakeholder needs based on a solid track  
record and foundation of trust

Representative Director,  
President and CEO,  
Tokyo Tatemono Co., Ltd.

*Hitoshi Nomura*

2023 was a year that had a big impact on all our lives. Although COVID-19 was downgraded to a Class 5 disease and economic activity recovered quickly, social unrest continued with the conflicts in Russia and Ukraine and the Middle East, not to mention the energy crisis and rising prices. People's values have changed since the pandemic. Yet, while lifestyles and work styles have diversified, there is a renewed focus on face-to-face communication in the office. In times like these, I feel that the real estate industry has a big role to play.

Taking our sustainability efforts to the next level in 2023

In 2023, for the first time since the pandemic, we visited and met with foreign investors in person. The fact that we raised the Tokyo Tatemono Group's emissions reduction target to the 1.5°C level in October attracted a great deal of attention, and we received words of appreciation from people we met in Europe for our efforts and higher targets.

As well as raising our emissions reduction targets for fiscal 2023, we also abolished the deadline of 2030 for the development and promotion of zero energy homes and buildings (ZEH/ZEB) which we have to

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address through our business. Instead, going forward, we made the decision to develop ZEH/ZEB for all newly constructed office buildings, logistics facilities, for-sale and for-rent condominiums. We have also strengthened and brought forward all targets related to promoting a decarbonized society, which is one of our material issues, including bringing forward the target for a shift to renewable energy in real estate owned by Tokyo Tatemono in its Commercial Properties Business by 20 years. This is not simply an increase in our targets in response to the growing social demands to address climate change, but rather a means to manifest the positive attitude of our employees in tackling environmental issues in all of our internal businesses. We have also introduced an internal carbon pricing system to visualize the amount of CO<sub>2</sub> emissions generated from our business operations as well as the effects of energy conservation and the shift to renewable energy. In addition to predicting and preparing for additional costs that may arise from the carbon pricing system being considered for introduction in Japan, we are also working to further raise environmental awareness among employees.

On the social side, we formulated our Guidelines on the Sustainable Procurement Standards to promote understanding of the purpose and content of the Sustainable Procurement Standards. These Standards were established in 2021 to help us realize sustainable procurement that takes into consideration respect for human rights, occupational health and safety, anti-corruption, and environmental conservation. It is vital that we as a Group work together with our suppliers to build a sustainable supply chain. With these guidelines, we aim to strengthen the effectiveness of our efforts to build a sustainable supply chain.

## Community development with stakeholders

Becoming a next-generation developer—this is the Tokyo Tatemono Group’s long-term vision. The word “developer” implies not only to develop real estate (hard aspect), but also to enrich and develop communities by providing various customer services (soft aspect)

offered by our Group companies. It also expresses our determination to become a company that builds community development from both the tangible and intangible aspects by bringing together the strengths of the Group.



The Noto Peninsula earthquake struck on New Year’s Day 2024. Given that Japan is prone to earthquakes and that natural disasters are becoming ever more frequent and severe due to recent climate change, it is only natural and extremely important to have a disaster prevention mindset in order to solve social issues through urban development.

Tokyo Tatemono is working on several redevelopment projects in the Yaesu-Nihonbashi-Kyobashi area, located in front and to the east side of Tokyo Station. Many of the buildings in the redevelopment area are old. The redevelopment project will regenerate the area and the buildings, and will also help to strengthen the town’s disaster preparedness. For example, it will offer emergency storage facilities and space to take in people who are unable to return home.

We are also actively involved in promoting walkability, one of the concepts of urban planning in Japan. The Yaesu Project, which is being built in front of Tokyo Station, is uniquely located as a transportation hub with access to JR and subway lines, as well as to the airport. In this project, Tokyo Tatemono will develop a large-scale bus terminal connecting Tokyo Station to international airports and regional cities, as well as an above-ground and underground pedestrian network that connects Tokyo Station with surrounding urban areas.

The Metropolitan Expressway runs above the Nihonbashi River over which the Nihonbashi Bridge spans, and there are plans to make this expressway underground. The Gofukubashi Project which Tokyo Tatemono is working on along the Nihonbashi River is adjacent to the Metropolitan Expressway. Tokyo Tatemono is collaborating in various ways to make the Metropolitan Expressway underground, and is also developing a waterside space that will become a focal exchange hub along the Nihonbashi River, as well as a pedestrian network that connects Tokyo Station, Nihombashi Station, and Otemachi Station.

These initiatives will undoubtedly improve convenience for people visiting and using the area. This meaningful community development will provide for more advanced urban functions befitting the land gateway to the international city of Tokyo.

In large-scale redevelopment and reconstruction projects, many parties involved in the redevelopment area are involved with various forms of rights. Consensus building is not an easy task, but we will discuss, coordinate, and promote the project with many stakeholders, including landowners and government officials, as well as with those involved in design and construction. Understanding the culture and values that landowners maintain, sincerely addressing their concerns and fears, as well as gaining their

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wholehearted trust and reassurance that they want to work with us, will be a test of our know-how and experience as a developer, and our credibility as a company, that we have cultivated since our founding. I also believe that community development is about coordinating and working with all of these parties.

Urban development does not end with the completion of a building; it is a project that continues over a long period of time, long after the build is complete. Communities don't exist independently, but rather, they mesh and work together in cooperation with the entire area beyond city blocks and even with surrounding areas, to enhance the value and appeal of the region as a whole. These projects that we are working on are a collaborative process and we will continue to communicate with all parties involved, not only from when the redevelopment project begins, but also long after the project ends.



The best talent as a developer

As a developer, an individual's resourcefulness and skills are essential to building relationships of trust with all parties involved. I believe that these human skills are Tokyo Tatemono's greatest strength. Human skills include the element of "likability," or the ability to be liked by others. When employees possess the kind of likeability that makes others want to work or consult with them, it brings the company together to make it strong. In the case of the Tokyo Tatemono Group, I feel that the human skills and likability of each and every employee is reflected in their sincere attitude toward stakeholders, which in turn leads to our credibility and performance as a company.

Human skills and likeability may be innate to some extent, but they can also be acquired by continuing to work in an environment full of likeable people with a good human nature. For the Tokyo Tatemono Group to continue to be a sustainable company, we should not change this corporate culture, which is the foundation of our Group, but instead we should embrace it. On top of this, we are also focused on recruiting mid-career hires, so I hope that people with a broad knowledge-base who have gained experience at other companies will make a positive difference by becoming part of our company.

Continuing to be a sustainable company

The year 2024 marks the final year of our Medium-Term Business Plan (FY2020-2024). I believe that the issue we must focus on going forward is a specific response to climate change. Creating a decarbonized society is one of the most important social issues that requires a global solution. Because the national and corporate goals for this solution are ambitious, there are limits to what can be achieved by individual companies alone. This is why considerable technological innovation is a must. Industries have been affected by soaring construction costs due to the recent labor shortage

and energy problems, among other factors. This has meant that environmental measures, such as wooden constructions, for example, may become costly and may not go as well as planned. I believe that we must raise awareness of this issue throughout the world, making every effort to build a business out of it so that we can move forward as much as possible toward finding a solution.

I also recognize that the promotion of women's success in the workplace is one of the issues that we must address going forward. Although more and more new graduates are being hired and half of all new employees are women, the real estate industry has always been a strongly male-dominated industry. This is why we still see few female employees in management positions and few who get promoted to managerial roles. I would like to make a conscious effort to address this issue, taking into account the ideas and opinions of our external directors.

To all our stakeholders

This year, we are celebrating the 128th anniversary since Tokyo Tatemono was first founded. I believe that these figures are proof that our Group has always been needed by society.

In our long-term vision, we declared our aim to be a good company for all stakeholders. This does not mean that we are the best company for all stakeholders "at all times," but rather that we are seen by all stakeholders as a "good company" because we are improving our corporate value over the medium to long term.

We will continue to promote to an even higher level solving social issues and growing as a company by aiming to be a company that earns even greater trust from our stakeholders. Thank you all for your continued confidence in and support of our Group.

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# Long-term Vision and Materiality

## Overview of ESG Management at the Tokyo Tatemono Group

The Tokyo Tatemono Group implements sustainability measures throughout the Group, working on an evolved approach to ESG management in order to achieve a greater balance between solving social issues and growing as a company through its businesses.

ESG management has grown ever-more important in recent years, amid intensifying changes in the business environment. In order to consistently promote sustainability measures across the Tokyo Tatemono Group, we formulated a Long-term Vision for the Group in 2020 and established a sustainability promotion framework. In such a way we are working to steadily promote and advance sustainability initiatives within the Tokyo Tatemono Group.

Our Long-term Vision looks ahead to 2030, which is when our current large-scale redevelopment projects will be largely completed and also the target year for the Sustainable Development Goals (SDGs).

### Our Approach to the SDGs

The Tokyo Tatemono Group recognizes the demand from society to help achieve the SDGs. As such, we have incorporated the SDGs into our Long-term Vision and Medium-term Business Plan and are actively implementing sustainability measures throughout the Group.

As we operate our business as a developer, we will continue to be guided by the aim of realizing a sustainable society.

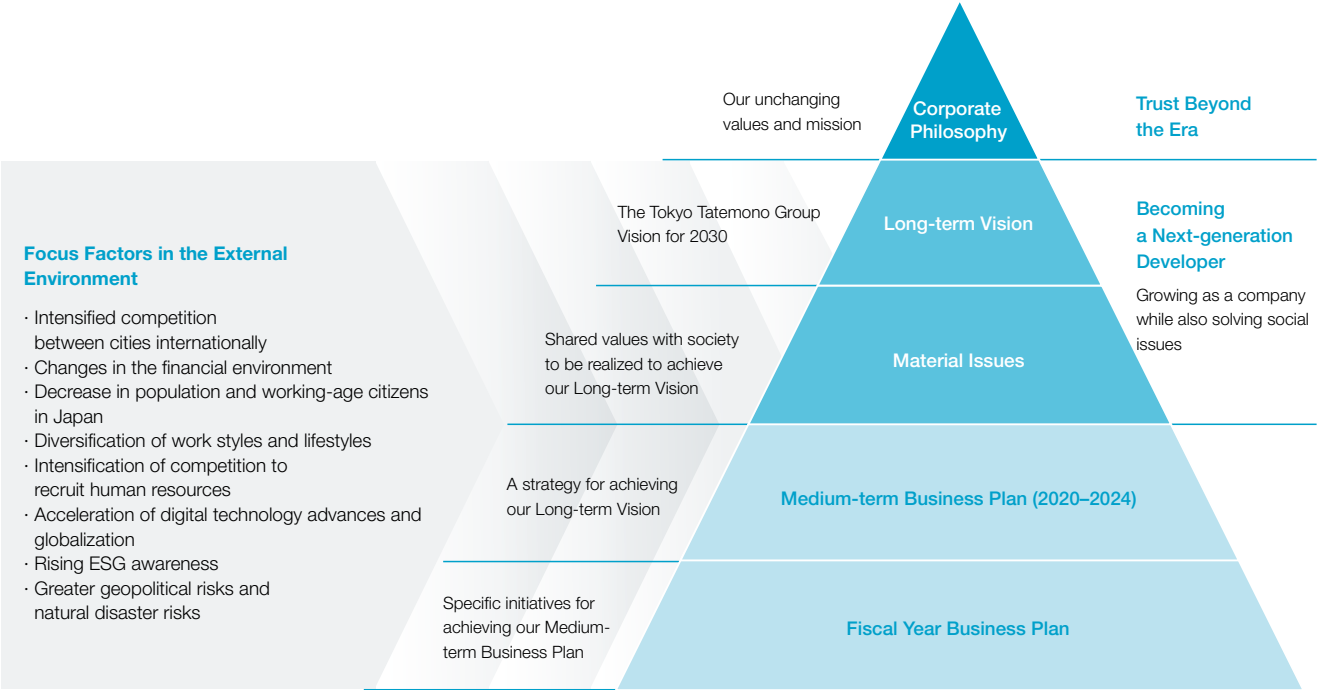


## Long-term Vision

# Becoming a Next-generation Developer

We live in a time of profound change. We are experiencing shifting demographics, growing diversity among personal values, ever-accelerating technological development, and more. Amidst 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.

### ♦ Positioning of the Long-term Vision and Focus Factors in the External Environment



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Long-term Vision and Materiality

Materiality of the Tokyo Tatemono Group

Under our long-term vision, “Becoming a Next-generation Developer,” the Tokyo Tatemono Group aims to achieve a high-level balance between providing solutions to social issues and pursuing growth as a company.

In 2019, the Tokyo Tatemono Group determined a number of material issues for the social issues identified in consideration of international issues (the SDGs) and domestic or industry-specific issues, evaluating their importance in terms of the magnitude of social needs and their affinity with our business.

Since then, we have begun to revise these material issues in response to major changes in the social landscape and people’s values, such as with the outbreak of the corona-virus pandemic. Based on our corporate philosophy and long-term vision, we considered the social issues identified in the SDGs and international guidelines on sustainability, and utilized the knowledge gained through advice from external experts, participation in various initiatives, and communication with stakeholders. Using this information, we held discussions with internal directors and exchanged opinions with external directors regarding themes related to materiality, and in June 2021, we identified 14 current material issues. The Board of Directors has also confirmed the appropriateness of these material issues.

On our path to realizing our long-term vision, the Tokyo Tatemono Group’s materiality has been identified from the perspective of both social value creation and a value creation platform with an awareness of our shared values with society we realize through our business. The Tokyo Tatemono Group will seek to develop solutions to these material issues through its business to maximize our positive impact (opportunities) on society while minimizing our negative impact (risks). In this way, we will help bring about a sustainable society while growing as a company.

Materiality Identification Process

Materiality of the Tokyo Tatemono Group

	Material Issues	Shared Values with Society	Contribution to SDGs
Social value creation	 Strengthening Tokyo's competitiveness as an international city	Creating value of place and value of experience	<div><div><div>3 GOOD HEALTH AND WELL-BEING</div></div><div><div>6 CLEAN WATER AND SANITATION</div></div><div><div>7 AFFORDABLE AND CLEAN ENERGY</div></div></div> <div><div><div>8 DECENT WORK AND ECONOMIC GROWTH</div></div><div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div><div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div></div></div> <div><div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div><div><div>13 CLIMATE ACTION</div></div><div><div>15 LIFE ON LAND</div></div></div> <div><div><div>17 PARTNERSHIPS FOR THE GOALS</div></div></div>
	 Contributing to a safe and secure society		
	 Community building and revitalization		
	 Well-being		
	 Addressing the diverse needs of customers and society		
	 Value co-creation and innovation		
	 Social implementation of technology		
	 Revitalizing and utilizing real estate stock		
	 Promoting a decarbonized society	Coexistence with the Earth and the environment	
 Promoting a recycling-oriented society			
Value creation platform	 Improve employee growth and job satisfaction	Value-creating talent	<div><div><div>3 GOOD HEALTH AND WELL-BEING</div></div><div><div>4 QUALITY EDUCATION</div></div><div><div>5 GENDER EQUALITY</div></div></div> <div><div><div>8 DECENT WORK AND ECONOMIC GROWTH</div></div><div><div>10 REDUCED INEQUALITIES</div></div><div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div></div>
	 Diversity & Inclusion		
	 Advancement of governance	Realizing sustainability management	
	 Strengthen risk management framework		

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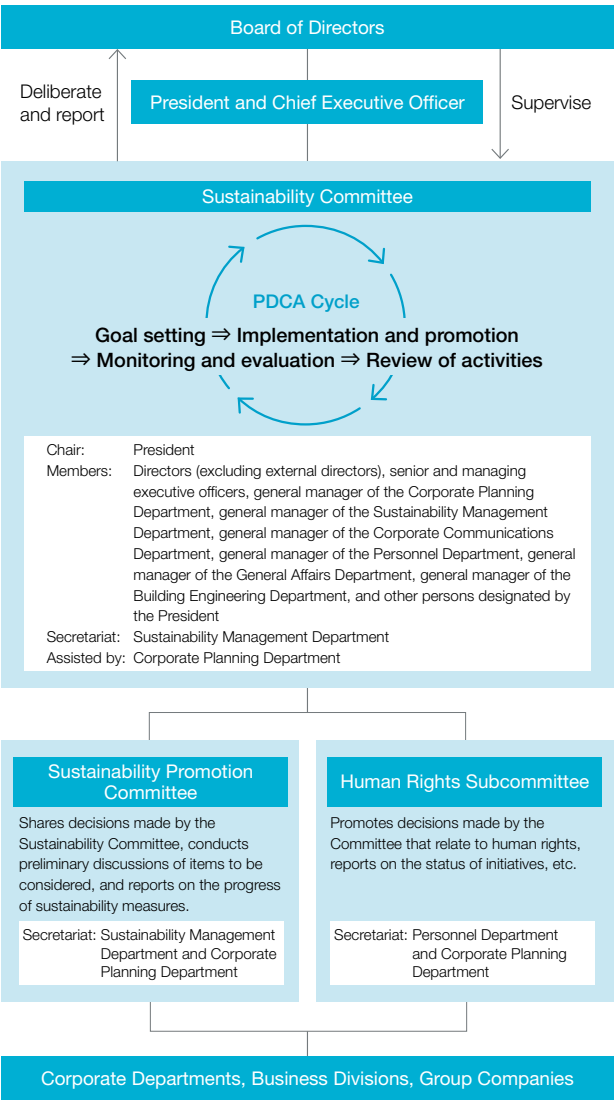
Sustainability Promotion Framework

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To consistently pursue sustainability measures across the entire Group, the Tokyo Tatemono Group established the Sustainability Committee, chaired by our president and CEO. The Sustainability Promotion Committee and Human Rights Subcommittee were also established under the Sustainability Committee.

The Sustainability Committee, like the Executive Committee, Risk Management Committee and Internal Control Committee, is under the direct control of the president and CEO. It meets in principle at least twice a year to deliberate and discuss matters related to the formulation of the Group's sustainability policies, the development of systems, the setting of indicators and targets, and the monitoring and evaluation of progress. Important matters deliberated and discussed by the Sustainability Committee are brought up for discussion or reported to the Board of Directors, which makes decisions on important sustainability-related matters, monitors and supervises the status of actions taken. The Sustainability Promotion Committee shares decisions of the Sustainability Committee, under which it sits, conducts preliminary discussions for consideration, and reports on the progress of the Group's sustainability measures. Similarly, the Human Rights Subcommittee promotes decisions made by the Sustainability Committee, under which it sits, regarding human rights and reporting on the status of initiatives.

Sustainability Promotion Framework Chart



Frequency of Main Meetings Held in FY2023

Organization	Times Held
Sustainability Committee	5
Risk Management Committee	3

Risk Management

Tokyo Tatemono has established a Risk Management Committee chaired by the president to build a system to oversee risk management for the Tokyo Tatemono Group. The Risk Management Committee formulates an annual risk management plan, evaluates and analyzes key management risks for the Group (priority risks), formulates preventive measures and countermeasures, and periodically monitors the status of countermeasures. With regard to sustainability-related risks, the Sustainability Committee, as the risk response organization (risk owner), works with relevant departments and offices to prevent and manage such risks, and reports important matters on the status of implementation to the Risk Management Committee. Important matters from among those deliberated by and reported to the Risk Management Committee are brought up for discussion or reported to the Board of Directors, and the Board of Directors oversees the effectiveness of the Group's risk management.

[Risk Management \(p. 79\)](#)

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# Material Issue KPIs and Targets

## ESG-related KPIs and Targets; Progress

The Tokyo Tatemono Group believes that an evolved approach to ESG management will help to maximize medium- to long-term profits for stakeholders, and as such, has set KPIs and targets based on the material issues identified in June 2021. In the area of climate change in particular, in response to increasing social demands for companies to address climate change, we set a target in June 2021 of net zero CO<sub>2</sub> emissions by fiscal 2050. And

in October 2023, we accelerated our efforts by raising the target to reduce Scope 1 and 2 emissions by 46.2% by fiscal 2030 compared to 2019 levels, which is the level required to limit the increase in global average temperature to 1.5°C compared to pre-industrial levels. We have also set and are promoting goals related to the development of zero energy buildings and homes, shift to renewable energy, and acquisition of green building certifications as process goals to achieve medium- and long-term targets to reduce greenhouse gas emissions.

In order to achieve these medium- and long-term targets, we have incorporated an action plan with these process goals in mind into the business plans of each business division or unit. Progress is then monitored and tracked by the Sustainability Promotion Committee and Sustainability Committee using the PDCA cycle. The Board of Directors also monitors and supervises progress toward the targets.

## Material Issue KPIs and Targets

◆ Environmental

Material Issues	Items	Scope of Coverage	KPIs and Targets			Unit	Track Records			Details
							FY2021	FY2022	FY2023	
Promoting a decarbonized society	Reduction in greenhouse gas emissions	All businesses*1	Scope 1, 2 and 3	Net zero CO <sub>2</sub> emissions by FY2050	CO <sub>2</sub> emissions	t-CO <sub>2</sub>	1,034,699	1,015,172	984,407	P.27
			Scope 1 and 2	46.2% reduction in CO <sub>2</sub> emissions compared to FY2019 levels by FY2030*3	CO <sub>2</sub> emissions	t-CO <sub>2</sub>	71,412	72,213	44,283	
			Scope 3*2	40% reduction in CO <sub>2</sub> emissions compared to FY2019 levels by FY2030*3	CO <sub>2</sub> emissions	t-CO <sub>2</sub>	762,130	596,335	621,989	
	Development of zero energy buildings and homes*4	Commercial Properties Business	Develop ZEB for, in principle, all new office buildings and logistics properties*5		Percentage of ZEB developments	%	— (Not applicable)	— (Not applicable)	— (Not applicable)	P.28
		Residential Business	Develop ZEH for, in principle, all new for-sale condominiums and for-rent condominiums*6		Percentage of ZEH developments	%	— (Not applicable)	— (Not applicable)	100.0 (Applies to 1 property)	
	Shift to renewable energy	All businesses*1	Procure 100% of electricity consumed in business activities from renewable energy sources by FY2050		Percentage of electricity from renewable energy sources	%	1.8	11.2	31.1	P.27
		Commercial Properties Business	Procure 100% of electricity consumed at owned properties from renewable energy sources by FY2030 Procure at least 50% of electricity consumed at owned properties from renewable energy sources by FY2024		Percentage of electricity from renewable energy sources	%	6.9	35.2	41.9	
	Acquisition of green building certifications*7	Commercial Properties Business, Residential Business	Acquire green building certification for, in principle, all new office buildings, logistics properties, and for-rent condominiums*8		Percentage of green building certifications acquired	%	— (Not applicable)	— (Not applicable)	— (Not applicable)	P.40

\*1 Applies to the Tokyo Tatemono Group.

\*2 Applies to Scope 3 categories 11 and 13.

\*3 In FY2019, CO<sub>2</sub> emissions for Scope 1 and 2 were 85,870t-CO<sub>2</sub> and Scope 3 (categories 11 and 13) were 607,511t-CO<sub>2</sub>.

\*4 In addition to ZEB and ZEH-M, includes Nearly ZEB, ZEB Ready, ZEB Oriented, Nearly ZEH-M, ZEH-M Ready, and ZEH-M Oriented.

\*5 Applies to new buildings for which design work began in January 2023 or later.  
Excludes certain properties such as joint venture properties or properties with special uses.

\*6 Applies to new buildings for which design work began in June 2021 or later.  
Excludes certain properties such as joint venture properties or properties with special uses.

\*7 Mainly refers to DBJ Green Building certification, CASBEE building certification and BELS (Building-housing Energy-efficiency Labeling System) certification.

\*8 Applies to new buildings for which design work began in January 2023 or later.  
Excludes certain properties such as joint venture properties or properties with special uses.

Material Issue KPIs and Targets

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- ▶ **Material Issue KPIs and Targets**
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- Participation in Initiatives
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- Sustainability Finance

Material Issues	Items	Scope of Coverage	KPIs and Targets		Unit	Track Records			Details
						FY2021	FY2022	FY2023	
Promoting a recycling-oriented society	Reduction of waste emissions	Long-term buildings* <sup>9</sup>	By FY2030, 20% reduction in the rate of waste emissions per unit compared with FY2019* <sup>10</sup>	Intensity of waste emissions	t/Thousand m <sup>2</sup>	5.2	5.3	5.3	P.37
	Waste recycling promotion	Long-term buildings* <sup>9</sup>	By FY2030, achieve a waste recycling rate of 90%	Waste reuse rate	%	65.7	60.9	58.4	P.38
	Reduction of water use	Long-term buildings* <sup>11</sup>	Reduction of water use intensity compared with previous fiscal year	Water use per unit (diff. from the previous year)	m <sup>3</sup> /m <sup>2</sup>	0.68 (—)	0.76 (0.08)	0.79 (0.02)	P.35
	Promotion of use of recycled water	Office buildings with total floor area exceeding 30,000 m <sup>2</sup>	By FY2030, install gray water* <sup>12</sup> treatment facilities at, in principle, all new office buildings with a total floor area of more than 30,000 m <sup>2</sup>	Percentage of properties with gray water facilities	%	— (Not applicable)	— (Not applicable)	— (Not applicable)	P.36
Promoting a decarbonized society / Promoting a recycling-oriented society	Promotion of use of wood materials	Long-term buildings, condominiums for sale or rent	By FY2030, use domestic timber and certified timber in the interior and furniture of common areas of all new office buildings, for-sale and for-rent condominiums	Percentage of properties using domestic / certified timber	%	0.0 (Applies to 11 properties)	15.0 (Applies to 20 properties)	7.7 (Applies to 13 properties)	P.29
			By FY2023, develop for-sale and for-rent condominiums that use CLT for major structural components	Number of properties using CLT	Properties	See p. 29			
	Collaboration and co-creation with customers	Long-term buildings	Communicate with tenants about sustainability at least 4 times a year	—	—	—	Achieved	Achieved	P.37
		Condominiums for sale or rent	Communicate with residents to plan and implement sustainability measures	—	—	Achieved	Achieved	Achieved	P.62

\*9 Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights and for which we have submitted plans for the reuse and reduction of waste materials.  
\*10 In FY2019, intensity of waste emissions were 7.4 t/Thousand m<sup>2</sup>.  
\*11 Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights.  
\*12 Recycled water derived from rainwater and miscellaneous wastewater generated in buildings (e.g., wastewater from cooling towers and tenants' kitchens). It is reused for non-potable purposes such as toilet flushing and watering plants.

◆ Social

Material Issues	Items	Scope of Coverage	KPIs and Targets	Unit	Track Records			Details
					FY2021	FY2022	FY2023	
Improve employee growth and job satisfaction	Promotion of skills development	Tokyo Tatemono	Average training time per employee: 15 hours or more each fiscal year	Hours	18.3	15.8	15.2	P.63
		Tokyo Tatemono	Career training participation rate: 100% each fiscal year	%	100	100	100	
	Promotion of health management	Tokyo Tatemono	Health checkup rate*1: 100% each fiscal year	%	100	100	100	P.66
			Follow-up test rate*1: 100% each fiscal year	%	83.7	98.0	81.5	
		Tokyo Tatemono	Smoking rate*2: 12% or less each fiscal year	%	16.0	12.1	13.1	
		Tokyo Tatemono	Percentage of employees maintaining an appropriate weight*1: 75% or more by FY2028	%	72.8	72.0	72.9	
Diversity & Inclusion	Respect for human rights	Tokyo Tatemono Group	Dissemination of the Human Rights Policy: Deployment to and compliance by group companies	—	Implemented	Implemented	Implemented	P.45
	Work-life balance	Tokyo Tatemono	Average annual paid leave utilization rate: 70% or more each fiscal year	%	57.5	67.8	72.2	P.70
		Tokyo Tatemono	Ratio of male employees taking parental leave*1: 30% or more by FY2025	%	13.0	50.0	78.1	P.71
	Promotion of diversity in our workforce	Tokyo Tatemono	Ratio of women in management positions: 10% or more by FY2030	%	7.2	7.2	9.4	P.72
		Tokyo Tatemono	Employment rate of people with disabilities*3: Over the legal employment rate each fiscal year * 2.3% or more until March 2024, 2.5% or more from April 2024 to June 2026, and 2.7% after July 2026	%	2.21	2.33	2.53	

\*1 Totaled from April of each year to March of the following year.  
\*2 At a specific point in time between April of each year and the following March.  
\*3 As of June 1 of each year.

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# Stakeholder Engagement

The Tokyo Tatemono Group's business activities are supported not only by the customers who use our products and services, but also by many other stakeholders, including local communities, executives and employees, shareholders, investors, and business partners. We believe that building long-term relationships of trust with these stakeholders is essential to our business activities. By engaging with our stakeholders and incorporating their input in various ways, we are not only earning their trust but also working to create social value. To ensure that our engagement with stakeholders is effective, we will review its approach and other aspects as necessary.

◆ Stance on and Approach to Dialogue with Our Core Stakeholders

Stakeholders	Stance on Dialogue	Approach to Dialogue
<b>Customers</b> Building tenants, home buyers, users of services	We established various systems to incorporate customer feedback in our business activities. We use these systems to provide valuable products and services that offer safety and peace of mind, while continuously improving customer satisfaction.	<ul style="list-style-type: none"><li>• Customer satisfaction surveys</li><li>• Brilliia owners hotline (contact for home buyers)</li><li>• Various questionnaires</li><li>• Online inquiry forms, etc.</li></ul>
<b>Local community</b> Local community around properties, local governments, NGOs, NPOs, educational institutions, etc.	We work to increase local value and contribute to the local community through efforts that include community development and various community activities.	<ul style="list-style-type: none"><li>• Dialogue with local residents and government bodies in the planning, development, and management of properties</li><li>• Volunteer activities, including clean-up activities</li><li>• Participation in local events and festivals</li><li>• Support for education and the arts</li><li>• Post-disaster reconstruction support, etc.</li></ul>
<b>Executives and employees</b> All employees working for the Group	We work to create a satisfying workplace in which employees can experience personal growth. We strive to develop people who are trusted and capable of building the future.	<ul style="list-style-type: none"><li>• Various training and reward systems</li><li>• Regular personnel interviews</li><li>• Dialogue with labor unions and co-hosting of events</li><li>• Individual consultation on child-rearing and nursing care support, etc.</li><li>• Compliance questionnaires, etc.</li></ul>
<b>Shareholders and investors</b> Providers of capital that support the Group's business and those engaged with the business through the exercise of voting rights, etc.	We aim to build long-term fiduciary relationships with our shareholders and investors and earn appropriate recognition through sincere and fair information disclosure and active communication.	<ul style="list-style-type: none"><li>• IR information on our corporate website, Integrated Report</li><li>• General Meeting of Shareholders</li><li>• Financial results briefings</li><li>• Seminars for private investors</li><li>• IR meetings (Japan/overseas), etc.</li></ul>
<b>Business partners</b> Business operators related to planning, development, and property management, and service provision, etc.	We conduct fair and equal business dealings with our partners and strive for close communications to build even better relationships with these partners.	<ul style="list-style-type: none"><li>• Verifying any signs of mistrust using business partner check sheets</li><li>• Regular meetings, etc.</li><li>• Sharing the Supplier Code of Conduct and conducting questionnaire surveys, etc.</li></ul>

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Participation in Initiatives

Highlights of Participation in Initiatives

Initiatives	Purpose of Participation; Our Role and Efforts
<p><b>United Nations Global Compact (UNGC)</b></p> 	<p>Tokyo Tatemono is a signatory to the UNGC and registered the Tokyo Tatemono Group as a participating company. By supporting the UNGC, which addresses the four areas of human rights, labor, environment, and anti-corruption, we will help to realize a sustainable society.</p>
<p><b>TCFD (Task Force on Climate-related Financial Disclosures)</b></p> 	<p>The Tokyo Tatemono Group endorses and is a signatory to the TCFD recommendations. The Group will strengthen measures to combat climate change while giving greater disclosure in line with the information disclosure framework recommended by the TCFD (governance, strategy, risk management, metrics and targets with respect to climate change risks and opportunities).</p> <p><a href="#">Disclosure based on TCFD recommendations (p. 23)</a></p>
<p><b>SBT Initiative (SBTi)</b></p> 	<p>The greenhouse gas emission reduction targets set by the Tokyo Tatemono Group for fiscal 2030 have been certified by SBT as being consistent with the levels required by the Paris Agreement (to limit the global average temperature increase due to climate change to 1.5°C compared to pre-industrial levels).</p>
<p><b>RE100</b></p> 	<p>The Tokyo Tatemono Group participates in this initiative with the aim of procuring 100% of the electricity consumed in its business activities from renewable energy sources by 2050.</p>
<p><b>Japan Climate Initiative (JCI)</b></p> 	<p>Tokyo Tatemono is participating in the JCI, seeing climate change as a social issue that requires global collaboration.</p>

Initiatives	Purpose of Participation; Our Role and Efforts
<p><b>Japan Climate Leaders' Partnership (JCLP)</b></p> 	<p>Tokyo Tatemono participates as a member of the JCLP. Together with other environmentally progressive companies, we aim to help realize a sustainable, decarbonized society through co-creation and collaboration across industries and sectors.</p>
<p><b>Keidanren Initiative for Biodiversity</b></p> 	<p>Tokyo Tatemono expresses its endorsement of the Keidanren Biodiversity Declaration and Action Guidelines and participates in the Initiative.</p>
<p><b>Keidanren Nature Conservation Council</b></p> 	<p>Tokyo Tatemono participates in the Keidanren Nature Conservation Council to acquire the latest information and trends related to biodiversity, working to improve biological diversity.</p>
<p><b>Principles for Responsible Investment (PRI)</b></p> 	<p>Tokyo Tatemono Realty Investment Management, the asset management company of Japan Prime Realty Investment Corporation, has endorsed and is a signatory to the PRI's basic principles.</p>
<p><b>Principles for Financial Action Toward a Sustainable Society (Principles for Financial Action in the 21st Century)</b></p> 	<p>Tokyo Tatemono Realty Investment Management, the asset management company of Japan Prime Realty Investment Corporation, endorses and is a signatory to these principles.</p>

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Collaboration with Industry Associations

Name	Details	Positions held by Tokyo Tatemono officers, etc.
The Real Estate Companies Association of Japan	The organization comprises companies involved in urban development and appealing community development projects. It engages in surveys and research on various real estate-related systems, policy proposals, and social contribution activities with the aim of actively and effectively promoting the supply of high quality offices and housing, as well as the smooth distribution of housing stock. In the area of climate change, we are working toward the realization of a decarbonized society across the whole industry by, for example, helping to formulate the Long-Term Vision for the Real Estate Industry for the Realization of a Decarbonized Society (Vision for 2050), a climate change policy in the real estate industry, and participating as a member of working groups and subcommittees on calculating GHG emissions during construction.	Advisor Vice Chair Chair, Environmental Committee Vice Chair, Compliance Committee
Japan Building Owners and Managers Association	As Japan's only national association of office building operators, this organization engages in surveys, research, and educational activities related to building management and administration.	Vice Chairperson
The Association of Real Estate Agents of Japan	This organization comprises major and medium-sized housing and real estate companies that are involved in real estate distribution. It works to improve various systems related to real estate distribution through surveys, research, and policy proposals.	Director
The Association for Real Estate Securitization	This organization was established for the purpose of ensuring public confidence in real estate securitization products and protecting investors. It makes requests for system improvements and tax system reforms that are necessary to promote the sound development of the real estate investment and securitization market.	Director

Name	Details	Positions held by Tokyo Tatemono officers, etc.
Real Estate Fair Trade Council	This is a self-regulatory organization that administers the Fair Competition Code for Real Estate Representation and the Fair Competition Code on Premium Offers in the Real Estate Industry in the Kanto and Koshin-etsu regions. It constantly monitors real estate advertising, working to promote proper labeling and prevent non-compliant advertising.	Chairperson (Representative Director)
Human Rights Due Diligence Promotion Council for the Construction and Real Estate Sectors	This organization was established by nine construction and real estate companies to fulfill the human rights responsibilities required of companies by the United Nations' Guiding Principles on Business and Human Rights. Regarding human rights issues in the industry, the organization is taking the initiative to collaborate, sharing efforts such as human rights due diligence, and investigating and researching advanced cases.	Sponsor (FY2023)



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# External Evaluation for Sustainability

## Inclusion in Major ESG Indices

### FTSE4Good



FTSE4Good

### FTSE Blossom Japan Index



FTSE Blossom  
Japan Index

### FTSE Blossom Japan Sector Relative Index



FTSE Blossom  
Japan Sector  
Relative Index

### Morningstar Japan ex-REIT Gender Diversity Tilt Index

### MSCI Nihonkabu ESG Select Leaders Index

2024 CONSTITUENT MSCI NIHONKABU  
ESG SELECT LEADERS INDEX

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### MSCI Japan Women's Activity Index (WIN)

2024 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

### S&P/JPX Carbon Efficient Index



\* Tokyo Tatemono is listed on all Japanese stock ESG indices adopted by the Government Pension Investment Fund (GPIF).

## Evaluations and Certifications for Sustainability

### CDP



### GRESB



### Eruboshi



### Health & Productivity Management Outstanding Organizations Recognition Program



### Kurumin



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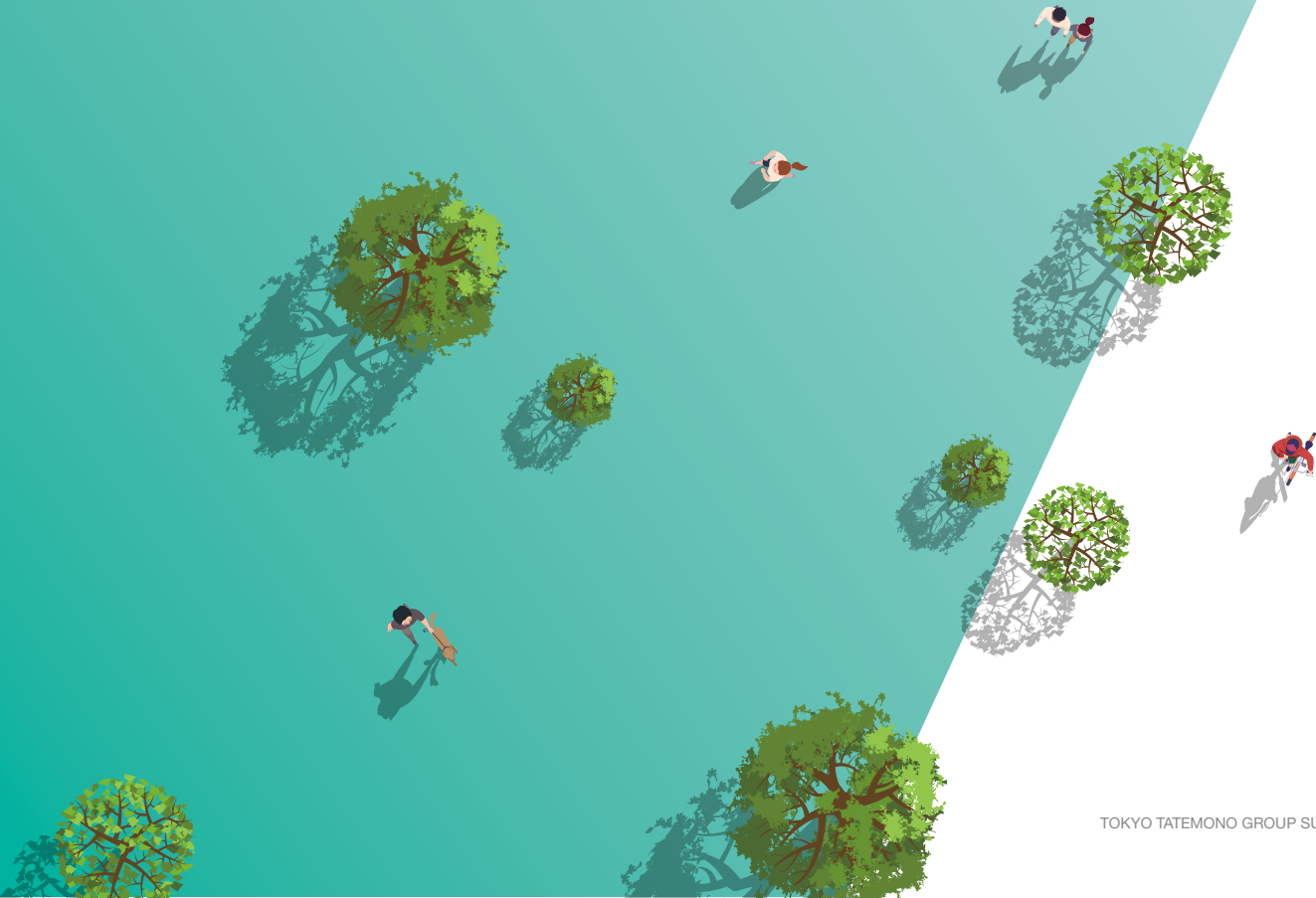
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# Environmental Management

## Policy and Concept

Under the Tokyo Tatemono Group Environmental Policy, we will help build a sustainable society through environmentally conscious business activities. We have identified promoting both a decarbonized society and a recycling-oriented society as environmental material issues and, by working to resolve these issues through our business, aim to realize coexistence with the Earth and the environment, a value we share with society.

### Group Environmental Policy

We will help build a sustainable society through environmentally-friendly business activities based on the following Group Environmental Policy.

#### • Creating a pleasant city and living with greenery

We will create a rich and comfortable environment for Earth and people by utilizing the strength of greenery as much as possible with consideration to biodiversity.

#### • Climate change prevention that leads the community

We will actively implement environmentally-friendly technologies and ideas into our products and services to lead the community in building a low-carbon city.

#### • Resource-saving activities that are kind to the Earth

We will strive to reduce the use of resources and environmental impact through all available opportunities and contribute to creating a recycling-oriented society.

#### • Developing employees with high environmental awareness

We will comply with laws related to the environment and educate and raise the awareness of our employees about the environment.

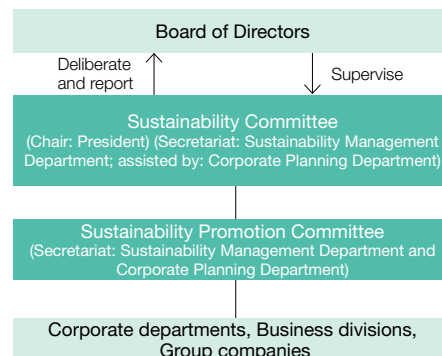
Established January 2011

## Environmental Management Framework

The Tokyo Tatemono Group promotes environmental measures across the entire Group under the Sustainability Committee, chaired by our President, and the Sustainability Promotion Committee, a subordinate organization of the Sustainability Committee.

We have also established an environmental management system for each of our businesses, tailored to their specific characteristics. Under these systems, we create PDCA cycles, formulate environmental measures, share information, support promotion and implementation, provide guidance, manage progress, and carry out improvements to initiatives.

### • Environmental Management Framework Chart



📄 Sustainability Promotion Framework (p. 9)

### • Environmental Management in Each Business

Commercial Properties Business	<ul style="list-style-type: none"> <li>Establishment of the Environmental Measures Promotion Group, a specialized department within the business division's Planning Department</li> <li>Holding of Environmental Committee meetings attended by all business division departments</li> </ul>
Residential Business	<ul style="list-style-type: none"> <li>Establishment of a cross-functional Environmental Measures Project Team within the business division</li> </ul>
Other businesses and Tokyo Tatemono Group companies	<ul style="list-style-type: none"> <li>Establishment of environmental guidelines in line with the Group Environmental Policy for each business and company, and advancing the businesses while adhering to them</li> <li>Management of data related to Tokyo Tatemono Group company energy usage, etc. and implementation of sustainability measures under the Sustainability Promotion Committee</li> </ul>

### Environmental Management in the Commercial Properties Business

In the Commercial Properties Business, we have formulated and implemented an Environmental Action Plan and Guidelines aimed at achieving more robust environmental product planning, attaining goals set by the Tokyo Tatemono Group, and establishing a PDCA cycle. We work with tenants and customers to address a variety of environmental issues, including decarbonization, energy conservation, resource recycling, the effective use of water resources, and biodiversity.

We have set a quantitative indicator in the form of energy consumption per floor area unit to reduce energy consumption. Here, we aim for a 1% annual unit reduction averaged over five years as a target in accordance with the Act on the Rational Use of Energy. We are actively adopting environmental and energy-saving technologies in new buildings. For existing buildings, we promote energy saving by systematically upgrading to energy-saving equipment. From an operating standpoint, we also work with our tenants to conserve energy and reduce environmental impact.

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◆ Environmental Action Plan and Guidelines

Details of Tokyo Tatemono Group KPIs and Targets: [Material Issue KPIs and Targets \(p. 10\)](#)

Area	Environmental Action Plan		Guidelines	
<div>Greening</div> <div>15</div> <div>URT ON LAND</div> <div></div>	Creating rich greenery that helps cities transform and thrive	Promote rich greening that evokes a sense of urban transformation and vibrancy.	<div>New construction</div>	Aim for greening of at least 5% of the structure area and at least 50% of the exterior area; also promote interior greening and greening proposals for tenants' private areas.
	Regenerating ecosystems with biodiversity	Regenerate abundant, local natural settings that support rich ecosystems in which diverse organisms compete and coexist.	<div>New construction / Renovation</div>	Promote structure and exterior greening for all buildings, creating rich environments for users and the community.
			<div>Operations</div>	Create and maintain a plant management plan; conduct regular monitoring and proposal of plans for improvement.
			<div>New construction / Renovation / Operations</div>	Acquire and renew SEGES, ABINC, and other certifications for the preservation of existing trees and the conservation of ecosystems; implement ecosystem-friendly measures.
	Designing tree placement to create pleasant urban environments with dappled sunlight and moist air	Help create comfortable urban environments by positioning trees for optimal shadows and heat shielding.	<div>New construction / Renovation</div>	Devise planting plans that reflect local characteristics and policies; maintain ecosystems by eliminating intrusive species, devising planting plans that aim to conserve native species, and ensuring continuity with surrounding green spaces.
			<div>Operations</div>	Conduct donation and awareness-raising activities.
			<b>Promote efforts to mitigate the heat island phenomenon.</b>	
	Using green assets to improve area value	Increase the value of the area by cultivating public spaces for interaction among lush greenery.	<div>New construction</div>	Conduct exterior fluid simulations and explore placement plans that incorporate exterior wind paths.
			<div>New construction / Renovation</div>	Implement measures related to roof, exterior, and ground surfaces; mitigate reflections from buildings on site pedestrian spaces; incorporate equipment for mitigating thermal environment degradation; explore vacant space planning for wind paths; secure appropriate shade; ensure green and water coverage ratios; minimize pavement area.
			<div>Operations</div>	Plan environments and facilities that evoke a sense of closeness to nature; improve scenery by greening roadsides, etc.
			<div>New construction / Renovation</div>	Disclose explanatory materials on planting plans and types of plants planted; sponsor events that offer a sense of closeness to nature; participate in management of local plants and other initiatives.
			<div>Operations</div>	

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Area	Environmental Action Plan		Guidelines
<div>Energy conservation</div> <div>7 AFFORDABLE AND CLEAN ENERGY</div> <div>11 SUSTAINABLE CITIES AND COMMUNITIES</div>	Acquisition and retention of third-party environmental performance certifications	<p>Promote the construction and management of buildings, emphasizing environmental performance. Acquire and retain third-party certification for the environmental performance of these buildings and contribute to sustainable decarbonized urban development.</p> <p><b>Tokyo Tatemono Group KPIs and Targets</b></p> <ul style="list-style-type: none"><li>• <b>Promotion of development of ZEB and ZEH</b><ul style="list-style-type: none"><li>↳ Develop ZEB and ZEH for, in principle, all new office buildings, logistics facilities, for-sale condominiums, and for-rent condominiums.</li></ul></li></ul> <p><b>Scope of Coverage</b> Commercial Properties Business and Residential Business</p>	<div>New construction</div> Acquisition of Green Building Certification ..... For DBJ Green Building certification, a 5-star or 4-star rating, for CASBEE building certification, an S-rank or A-rank rating, and for BELS certification, a 5-star rating with ZEB certification (DBJ Green Building certification applies to long-term holdings; other certifications apply to all assets).

Operations

\*1 BPI (Building Palstar Index): A standard for annual heat load established in accordance with revisions to the Act on the Rational Use of Energy calculated with PAL (Perimeter Annual Load, also called PALSTAR, the annual heat load per unit of perimeter floor space).

\*2 BEI (Building Energy Index): The ratio of primary energy consumption of the designed building compared to a standard building. Based on the Energy Consumption Performance Calculation Program.

\*3 ZEB (Net Zero Energy Building): A building targeting a net-zero balance of annual primary energy consumption.

\*4 Applies to Scope 3 categories 11 and 13.

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Environmental Management

Area	Environmental Action Plan		Guidelines	
Cooperating with customers to contribute to a recycling-oriented society		Help create a recycling-oriented society by working with customers to promote the reduction, reuse, and recycling of waste. <b>Tokyo Tatemono Group KPIs and Targets</b> 1. Reduction of Waste Emissions ↳ By FY2030, 20% reduction in the rate of waste emissions per unit compared with FY2019. <b>Scope of Coverage</b> Long-term buildings 2. Promoting Waste Recycling ↳ Achieve a waste recycling rate of 90% by FY2030. <b>Scope of Coverage</b> Long-term buildings	<b>New construction / Renovation / Operations</b>	Implement trash weighing systems and kitchen waste weight/volume reduction and composting.
			<b>New construction / Renovation</b>	Plan appropriate recycling stations; plan stock spaces enabling separation of multiple types of waste; prevent unused interior waste; identify construction waste and consider how to reduce it; confirm construction waste management policies, recycling rates, etc.
			<b>New construction / Operations</b>	Introduce waste disposal pay-as-you-throw schemes for tenants; implement measures to reduce unused interior waste when tenants vacate.
Waste and water	Reducing environmental impact from water conservation/use of gray water	Use water conservation and rainwater utilization to help reduce our environmental impact. <b>Tokyo Tatemono Group KPIs and Targets</b> 1. Reduction of Water Use ↳ Reduce water use per unit compared with previous fiscal year. <b>Scope of Coverage</b> Long-term buildings 2. Promotion of Use of Recycled Water ↳ By FY2030, install gray water 10 treatment facilities at, in principle, all new office buildings with a total floor area of more than 30,000m <sup>2</sup> . <b>Scope of Coverage</b> Office buildings with total floor area exceeding 30,000m <sup>2</sup> .	<b>Operations</b>	Separate and reuse waste; conduct educational activities on waste reduction, separation, recycling, etc. through meetings with tenants, etc.; establish contracts with waste collection, transportation, and disposal companies that include provisions on recycling; implement measures to promote collection of recyclables; implement systematic collection plans, etc., for valuable materials; implement and manage waste reduction measures; computerize waste disposal manifests; implement tours of waste disposal sites based on the Act on Waste Management and Public Cleaning; implement tenant tours of waste disposal sites.
			<b>New construction / Renovation</b>	Use water-saving equipment in wash basins, hot water heaters, etc.; use water-saving toilets; reuse rainwater and miscellaneous wastewater (gray water); implement rainwater runoff control measures; comply with discharge standards such as the Water Pollution Prevention Act and Sewerage Act; conserve water through the introduction of drought-resistant plants; introduce irrigation facilities that contribute to water conservation (smart irrigation facilities); monitor water use with metering for each system; prevent water leakage; prevent water leakage; treat rainwater on-site.
			<b>Renovation / Operations</b>	Examine and ascertain the volume of water saved through renovations.
Achieving long building lifespans through development that considers future maintenance and upgrades		Make plans during construction phases to facilitate maintenance and upgrades to ensure an extended building lifespan.	<b>Operations</b>	Ascertain actual water use and cooling tower water use ; examine water conservation related to cooling towers.
			<b>New construction</b>	Create long-term repair plans; ensure the strength of core building frames; plan for easy separation of finishing materials from building frames; plan rooms and finishes in consideration of upkeep and maintenance; adopt ducting/piping that ensure long service lives.
			<b>New construction / Renovation</b>	Adopt finishing materials that offer long service lives for exterior and interior walls; include maintainability of key equipment as part of planning; consider ease of upgrades when planning air conditioning piping, sanitary piping, high-voltage wiring, and low-voltage wiring; create facility upgrade plans and secure upgrade routes; ensure maintainability of structures and deploy backup equipment, etc., when upgrading facilities.
Proactive use of eco-materials and recycled materials		Work to create a cycle of recycling by utilizing eco-materials and recycled materials. <b>Tokyo Tatemono Group KPIs and Targets</b> • Promotion of use of wood materials ↳ By FY2030, use domestic timber and certified timber in the interior and furniture of common areas of all new office buildings,for-sale and for-rent condominiums, etc. <b>Scope of Coverage</b> Long-term buildings, for-sale and for-rent condominiums	<b>New construction / Operations</b>	Create medium- and long-term repair plans at the time of building construction; implement maintenance and repairs based on these plans.
			<b>Operations</b>	Share medium- to long-term repair plans with building management companies; calculate planned costs and energy-savings based on the medium- to long-term repair plans.
			<b>New construction</b>	Consider reuse of construction building frames; use recycled materials for major structural components; use recycled materials outside of building frame materials; reduce use of materials which release chemical substances; use inert gas fire extinguishers; regulate the ozone depletion potential and global warming potential of insulation materials used.
Dissemination of information on the environment and spread/improvement of environmental conservation awareness		Share information about the environment to promote environmental conservation awareness among stakeholders such as employees, communities, and customers. <b>Tokyo Tatemono Group KPIs and Targets</b> • Collaboration and co-creation with customers ↳ Communicate with tenants about sustainability at least 4 times a year. <b>Scope of Coverage</b> Long-term buildings	<b>New construction / Renovation / Operations</b>	Consider reuse of construction building frames; use recycled materials for major structural components; use recycled materials outside of building frame materials; reduce use of materials which release chemical substances; use inert gas fire extinguishers; regulate the ozone depletion potential and global warming potential of insulation materials used.
			<b>New construction / Renovation</b>	Use domestic and certified timber.
			<b>Operations</b>	Use domestic and certified timber.
Forming the Environmental Committee and ongoing PDCA cycles		Run environmental organizations; engage in high-impact environmental activities; set, execute, and monitor environmental goals; engage in ongoing improvement activities.	<b>Operations</b>	Conduct regular surveys related to energy and environmental conservation; sponsor on-site cleanup activities; hold energy conservation meetings; green leases offered to tenants of underlying property portfolio; conduct energy conservation efforts in cooperation with tenants; formulate environmental policies and manage properties based on them; grasp environmental data and confirm certification status upon the purchase of properties; determine the energy reduction rates and costs of energy and water conservation renovation work upon their implementation.

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### Environmental Management in the Residential Business

In the Residential Business, we have established the Brillia Environmental Guidelines. These guidelines provide standards for carrying out environmental measures consistently under the Brillia series condominium brand we are developing while aligning with changing social conditions. They also enable us to communicate our environmental measures clearly to customers and society. The guidelines define a set of environmental performance ratings with four levels of environmental friendliness. In addition to the specifications to be met for each level, at each stage of the project from planning to design, we also check details such as the environmental certification rankings (CASBEE, etc.) and CO<sub>2</sub> emission reduction for each level.

We revise these guidelines as necessary in response to social changes and technological advancements, and in this way continue to increase the overall value of the Brillia brand.

#### ◆ Brillia Environmental Guidelines environmental performance ratings (as of October 2023) (e.g., level set for energy conservation performance)

Level	Level	Level 1	Level 2 (Standard)	Level 3 (High level)	
	Apartment block	Energy conservation criteria	ZEH Oriented	ZEH Ready or higher	
	Residential building	Energy conservation criteria	ZEH Oriented	ZEH-M Ready or higher	
	Renewable energy classification	Excluding renewable energy	Excluding renewable energy	Excluding renewable energy	Including renewable energy
Private area BEI	Standard value	1.0 or less	0.8 or less	0.8 or less	0.5 or less
	Design target value	0.97 or less	0.77 or less	0.77 or less	0.47 or less
Residential building BEI	Standard value	1.0 or less	0.8 or less	0.8 or less	0.5 or less
	Design target value	0.97 or less	0.77 or less	0.77 or less	0.47 or less
Housing performance evaluation	5-1. Insulation performance grade	Grade 4	Grade 5	Grade 5	
	5-2. Primary energy consumption grade	Grade 4	Grade 5	Grade 6	

### Brillia Environmental Guidelines Overview

#### 1. Creating a lush green living environment

- Create a rich sense of familiarity with nature and seasonal changes, a comfortable living space, and a landscape for the entire region; use greening to reduce the heat inside and around the building (heat island phenomenon).
- Plant trees that match local vegetation to cultivate a rich natural environment that sustains biodiversity.
- Provide environmental education programs, etc. to residents to help foster awareness of environmental considerations in local communities.

#### 2. Creating residences with lower environmental impact

- Aim to achieve low-carbon residential buildings by proactively adopting equipment and services that contribute to global warming prevention and resource conservation.
- Actively develop ZEH-M (ZEH condominiums), which reduce energy consumption by making the building itself highly insulated and by using renewable energy.
- Help reduce environmental impact throughout a building's life cycle by using visual displays of energy consumption to educate tenants regarding environmental considerations.

### Environmental Impact Assessment

When executing new development projects in Japan and overseas, we conduct the necessary environmental impact assessments (environmental assessments) in accordance with laws and regulations. We also create plans that leverage our expertise to consider how each project affects the environment.

Environmental impact assessments cover a wide range of subjects, including greenhouse gases, water cycle, water pollution, air and soil pollution, waste, and biological and ecological systems. If a negative environmental impact is found, we work to avoid or mitigate it.

### Brownfield Redevelopment

When we develop commercial or residential properties on land that has been significantly underutilized compared to its potential value or lain unused due to the presence or concern of the presence of soil contamination, we conduct soil surveys and implement other specialized measures to deal with soil contamination, properly treating any contamination before proceeding with the project.

### Compliance with Environmental Laws and Regulations

At each stage of property development and operation, we comply with all relevant laws and regulations related to the environment.

There were no environmental incidents or violations of environmental laws or regulations in FY2023.

📄 (Data) Environmental Incidents and Violations of Environmental Laws or Regulations (p. 89)

### Collaboration with External Parties in Environmental Initiatives

We are leading the promotion of environmental action in the real estate industry, including producing multiple chairs of the Environmental Committee of the Real Estate Companies Association of Japan, and are working with industry associations to preserve the environment.

📄 Participation in Initiatives (p. 13)



# Promoting a Decarbonized Society

## Policy and Concept

Realizing a decarbonized society is a social issue that calls for global solutions. The real estate industry must also strive to reduce greenhouse gas (GHG) emissions derived from real estate holdings and business activities. The Tokyo Tatemono Group further believes that the intensification of storms, flooding, and other natural disasters owing to GHG emissions could have a significant impact on the assets it owns. From this perspective as well, we recognize the need to prioritize this issue.

The Tokyo Tatemono Group Environmental Policy calls for us to lead the community in the prevention of global warming. In addition, we have identified the promotion of a decarbonized society as a material issue, and in order to address this issue through our business, we have set KPIs and targets related to the promotion of a decarbonized society. We are also accelerating our efforts to reduce GHG emissions, etc.

In October 2023, we raised our target for GHG emission reductions by FY2030 to the 1.5°C level. Based on these assumptions, we put in place a roadmap (action plan) for reducing GHG emissions in the Group toward FY2050.

📖 [Material Issue KPIs and Targets \(p. 10\)](#)

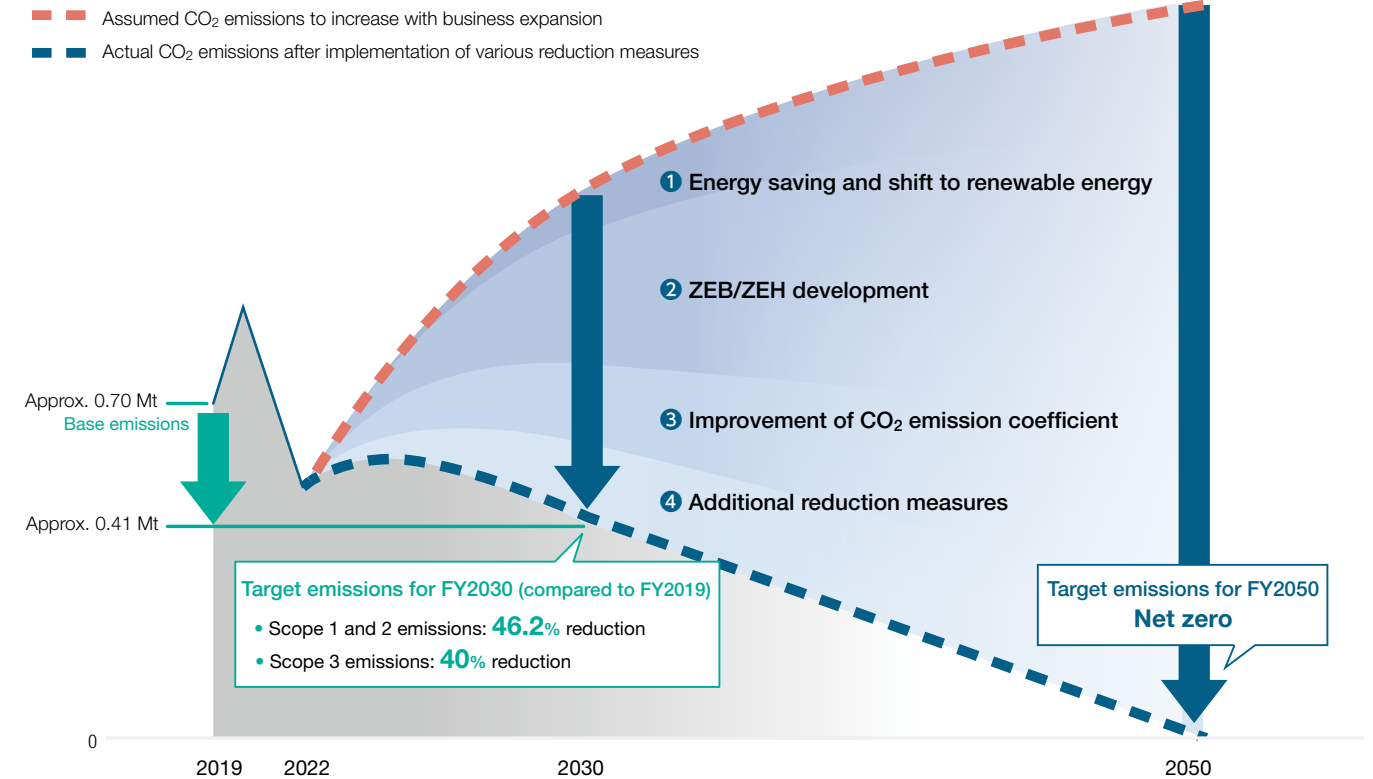
📖 [Participation in Initiatives \(p. 13\)](#)

📖 [Environmental Management \(p. 17\)](#)

📖 [Responding to Natural Disasters \(p. 31\)](#)

📖 [External Evaluation and Certification for Green Buildings \(p. 40\)](#)

## ◆ Roadmap for Reducing Greenhouse Gas Emissions



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- Risk Management
- Compliance



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Disclosure Based on TCFD Recommendations

Governance

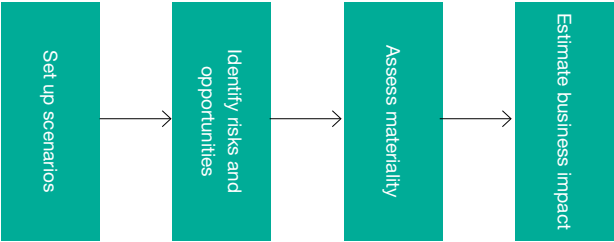
The Tokyo Tatemono Group has established the Sustainability Committee, chaired by the President, and the Sustainability Promotion Committee as a subordinate organization to promote sustainability with regard to areas such as climate change.

The Sustainability Committee, like the Executive Committee, Risk Management Committee, and Internal Control Committee, is under the direct control of the President. It meets in principle at least twice a year to deliberate and discuss matters related to the formulation of the Group’s sustainability policies, the development of systems, the setting of indicators and targets, and the monitoring and evaluation of progress. The Sustainability Committee deliberates and discusses important matters concerning climate change, such as the identification of risks and opportunities, greenhouse gas (GHG) emissions reduction targets and policies, and the status of initiatives to address climate change. Important matters discussed and deliberated by the Sustainability Committee are brought up for discussion by or are reported to the Board of Directors, which makes decisions on important sustainability-related matters and monitors and supervises the status of their promotion. The Sustainability Promotion Committee, which sits under the Sustainability Committee, is a cross-sectional organization composed of corporate departments and business divisions. It shares the decisions of the Sustainability Committee, conducts preliminary discussions for consideration, shares and considers the Group’s sustainability measures, and reports on and discusses the progress of the Group’s sustainability efforts.

Strategy (Scenario Analysis)

The Tokyo Tatemono Group identifies risks and opportunities related to climate change, assesses their significance, and conducts analyses of the impact different scenarios could have on the Group’s business profit using scenarios it has set.

• Risk Analysis Review Process



• Setting Up the Scenarios

For our scenario analysis, we set up future worlds (scenarios). To create our scenarios, we made use of scenarios published by the IPCC\*1 and the IEA\*2. In our 4°C scenario, in which current policies are maintained, the average temperature rises by 4°C or more compared to pre-industrial levels by 2100. In our 2°C scenario, a delayed transition scenario, the average temperature increase is limited to less than 2°C. In our 1.5°C scenario, the average temperature increase is kept below 1.5°C.

\*1 IPCC (Intergovernmental Panel on Climate Change): An institution that provides clear scientific opinions on the status of climate change and its socioeconomic impact.  
\*2 IEA (International Energy Agency): An independent body within the OECD that facilitates policy cooperation on energy security and energy.

• The Scenarios Used in the Analysis

Scenarios	Scenario Analysis	Reference Scenarios
4°C scenario	A scenario in which the average temperature rises by about 4°C compared to pre-industrial levels as a result of failure to introduce stricter government policies and strengthen regulations, such as regulations to curb GHG emissions, and of failure by businesses to take effective action in response to climate change. Acute effects include more frequent extreme weather events and more intense heavy rainfall, while chronic effects include rising sea levels.	IPCC SSP5-8.5 (RCP 8.5) IEA STEPS
1.5°C/2°C scenario	A scenario in which the average temperature rise compared to pre-industrial levels is kept below 1.5°C or 2°C by improving low-carbon technologies, expanding renewable energy, and promoting energy conservation. In this scenario, companies around the world are strongly required to respond to climate change by introducing carbon taxes and strengthening policies to regulate emissions in order to curb GHG emissions.	IPCC SSP1-1.9 (RCP 2.6) IEA NZE IEA SDS

Promoting a Decarbonized Society

Identifying Risks and Opportunities/Assessing Materiality

Looking at the Tokyo Tatemono Group's core businesses—the Commercial Properties Business and Residential Business—and based on the areas where we develop and own buildings as well as the conditions of each business phase (development, operation and management, and sale), we identified the main risks and opportunities concerning climate change for each and assessed their materiality in terms of their expected degree of impact on the Group's finances and likelihood of occurrence. The period of impact was categorized into short-term (1-5 years), medium-term (5-10 years), and long-term (>10 years).

Identified Risks, Opportunities, and Materiality Concerning Climate Change

Category		Item	Impact on the Tokyo Tatemono Group's business	Period of impact	Materiality	
					4°C scenario	1.5°C/2°C scenario
Transition risks	Policies	Adoption of carbon pricing	Imposition of carbon tax on own emissions (Scope 1 and 2)	Medium-term	—	Medium
			Price hikes for construction materials, construction costs, etc.	Medium-term	—	Medium
	Regulations	Stricter standards for GHG emissions and energy saving	Higher costs of converting new buildings to ZEB/ZEH	Medium-term	Low	Low
			Higher costs of introducing decarbonized building materials	Medium-term	Medium	Medium
			Increase in cost of energy-saving renovation of existing buildings	Medium-term	Low	Low
	Technology and markets	Higher unit cost of grid electricity	Higher utility costs due to change in energy mix	Short- to medium-term	—	Low
			Higher utility costs due to higher demand for fossil fuels	Short- to medium-term	Low	—
		Burden from renewable energy procurement	Higher renewable energy procurement costs	Short- to medium-term	Low	Low
	Reputation	Ensuring disaster preparedness and resilience	Higher costs of ensuring disaster preparedness and resilience	Short-term	Low	Low
	Physical risks	Acute	Frequent and severe extreme weather caused by extratropical and tropical cyclones, etc.	Higher costs due to construction delays caused by supply chain paralysis or disruption	Short-term	—
Decrease in work efficiency at construction sites and delays in construction schedules due to frequent heat waves, high temperatures, etc.				Short-term	—	—
Decreased rental income in the event of flooding due to heavy rains or river flooding				Short-term	Low	Low
Increased restoration costs due to building damage from wind and flood damage				Short-term	Low	Low
Higher insurance premiums				Short-term	Low	Low
Chronic		Rise in average temperature	Higher utility costs	Short-term	Low	Low
Opportunities	Technology	Efficiency improvements with ZEB and ZEH development	Reduction of utility costs	Short-term	Low	Low
		Procurement of renewable energy through self-consignment	Reduction in utility costs and renewable energy procurement costs	Short-term	Low	Low
	Consumer behavior	Improved earnings from high environmental performance properties	Higher sales due to higher evaluation of ZEB/ZEH	Short- to medium-term	—	Medium
		Improvement of energy-saving effects	Addition of energy-saving effects to rental income	Short- to medium-term	—	Low
	Markets	Expansion of ESG finance	Reduction in financing costs	Short-term	—	Low

## Promoting a Decarbonized Society

### • Estimating Business Impact

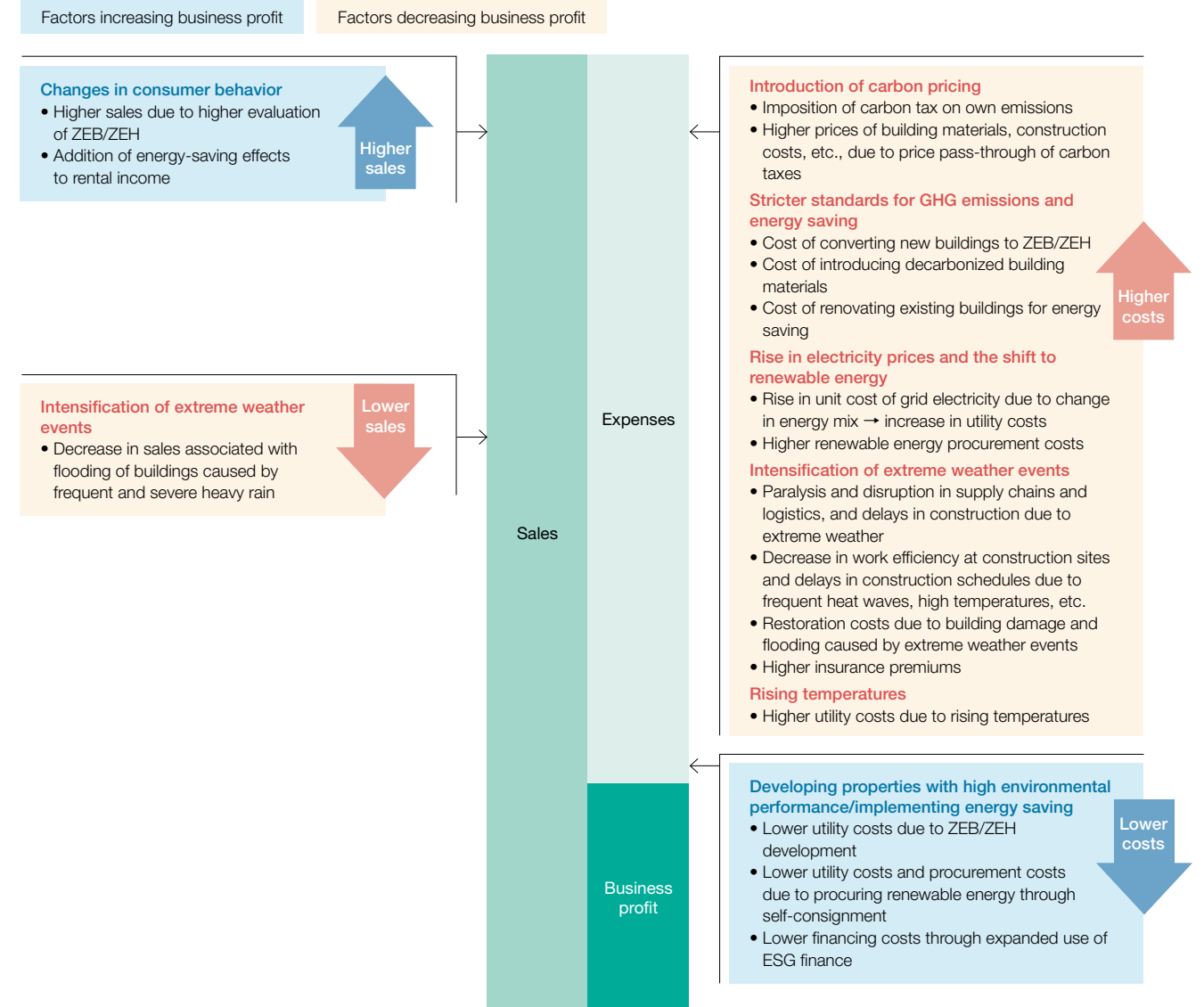
We quantitatively assess the identified climate change risks and opportunities for their impact on the Tokyo Tatemono Group's FY2030 financials. For risks and opportunities for which quantitative data is not readily available, we carry out a qualitative analysis.

### • Countermeasures

The Tokyo Tatemono Group has identified the promotion of a decarbonized society as a material issue and is working to minimize climate change risks through its business. At the same time, the Group also views the situation as an opportunity and is working to solve the challenges involved. To promote a decarbonized society, we have established medium- and long-term targets for reducing greenhouse gas (GHG) emissions and, to achieve these targets, we are taking measures such as shifting to renewable energy and promoting the development of ZEB/ZEH and green buildings. We are also focusing on urban development and real estate development that take into account resilience to damage from storms, floods, and other natural disasters which are becoming more frequent with climate change.

Specific measures are described in [Initiatives to Achieve GHG Emission Reductions \(p. 27\)](#).

### ♦ Impact on the Tokyo Tatemono Group's Business Profit



Promoting a Decarbonized Society

Risk Management

Tokyo Tatemono has established a Risk Management Committee chaired by the President to build a system to oversee risk management for the Tokyo Tatemono Group. The Risk Management Committee formulates an annual risk management plan, evaluates and analyzes key management risks for the Group (priority risks), formulates preventive measures and countermeasures, and periodically monitors the status thereof. For risks other than priority risks, the heads of departments, offices, and branches as well as various committees act as risk response organizations (risk owners) to prevent and manage such risks.

With regard to sustainability-related risks, the Sustainability Committee, as the risk response organization (risk owner), works with relevant departments, offices, and branches to prevent and manage such risks, and reports important matters on the status of implementation to the Risk Management Committee. Important matters from among those deliberated at Risk Management Committee meetings are brought up for discussion by or are reported to the Board of Directors, and the Board of Directors oversees the effectiveness of the Group's risk management, including risks concerning sustainability.

📖 Risk Management (p. 79)

Indicators and Targets

The Tokyo Tatemono Group has set medium- and long-term targets for the promotion of a decarbonized society, identified as one of the Group's material issues. In 2021, we established net zero CO<sub>2</sub> emissions by FY2050 as the goal for our greenhouse gas (GHG) emission reductions, and set a target of reducing our Scope 1, 2, and 3 CO<sub>2</sub> emissions by 40% compared to FY2019 levels by FY2030.

Thereafter in 2023, in response to increasing societal demand for companies to address climate change, such as the COP26 Glasgow Climate Pact, we accelerated our efforts by raising the target to reduce Scope 1 and 2 emissions by 46.2% by FY2030 compared to FY2019 levels, which is the level required to limit the increase in global average temperature to 1.5°C compared to pre-industrial levels.

We have also set goals related to promoting the development of ZEB and ZEH, shifting to renewable energy, and acquiring green building certifications as process goals to achieve our medium- and long-term targets. In 2023, we brought forward our targets for the electricity consumed at the real estate holdings of our Commercial Properties Business by 20 years, setting a target of 100% procurement from renewable energy sources by FY2030 (and at least 50% by FY2024). We have also brought forward and strengthened other targets for promoting the development of ZEB and ZEH and acquiring green building certifications, such as including new for-rent condominiums in these targets.

Item	Scope of Coverage	KPIs and Targets	
Reduction in greenhouse gas emissions	All businesses*1	Scope 1, 2, and 3	Net zero CO <sub>2</sub> emissions by FY2050
		Scope 1 and 2	46.2% reduction in CO <sub>2</sub> emissions compared to FY2019 levels by FY2030
		Scope 3*2	40% reduction in CO <sub>2</sub> emissions compared to FY2019 levels by FY2030
Promotion of development of ZEB and ZEH*3	Commercial Properties Business	Develop ZEB for, in principle, all new office buildings and logistics facilities*4	
	Residential Business	Develop ZEH for, in principle, all new for-sale and for-rent condominiums*5	
Shift to renewable energy	All businesses*1	By FY2050, procure 100% of electricity consumed in business activities from renewable energy sources	
	Commercial Properties Business	By FY2030, procure 100% of electricity consumed at owned real estate from renewable energy sources	
		By FY2024, procure at least 50% of electricity consumed at owned properties from renewable energy sources	
Acquisition of Green Building Certification*6	Commercial Properties Business, Residential Business	Acquire green building certification for, in principle, all new office buildings, logistics properties, and condominiums*7 for rent, etc.	

\*1 Applies to the Tokyo Tatemono Group.  
\*2 Applies to Scope 3 categories 11 and 13.  
\*3 In addition to ZEB and ZEH-M, includes Nearly ZEB, ZEB Ready, ZEB Oriented, Nearly ZEH-M, ZEH-M Ready, and ZEH-M Oriented.  
\*4 Applies to new buildings for which design work began in January 2023 or later. Excludes certain properties such as joint venture properties or properties with special uses.  
\*5 Applies to new buildings for which design work began in June 2021 or later. Excludes certain properties such as joint venture properties or properties with special uses.  
\*6 Mainly refers to DBJ Green Building certification, CASBEE building certification and BELS (Building-housing Energy-efficiency Labeling System) certification.  
\*7 Applies to new buildings for which design work began in January 2023 or later. Excludes certain properties such as joint venture properties or properties with special uses.

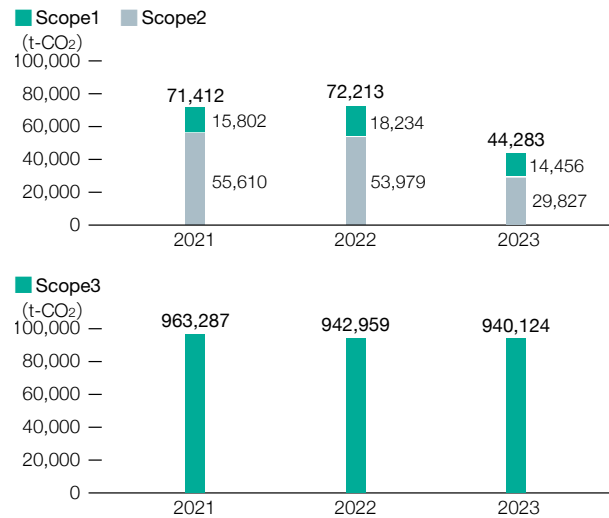


## Promoting a Decarbonized Society

### Initiatives to Achieve GHG Emission Reductions

The CO<sub>2</sub> emissions of the Group in FY2023 were 984,407 t-CO<sub>2</sub> (Scope 1 and 2: 44,283 t-CO<sub>2</sub>, Scope 3: 940,124 t-CO<sub>2</sub>). We will continue to promote efforts to reduce our GHG emissions.

#### • CO<sub>2</sub> emissions (Tokyo Tatemono Group)



### Shift to Renewable Energy

#### • Generation and Use of Renewable Energy from Solar Power

Some of the office buildings, for-sale condominiums, and logistics facilities that we have developed use electricity generated by solar panels installed on their rooftops (self-consumption).

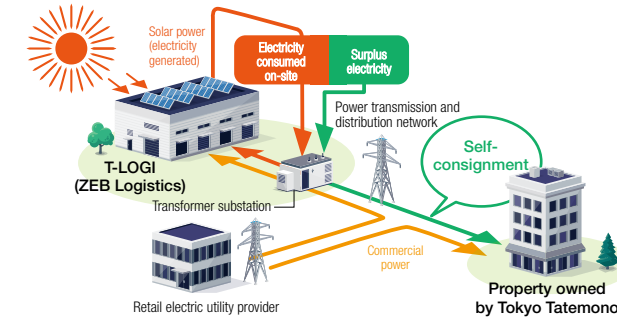
Of particular note is the T-LOGI series of logistics facilities that we develop. In several areas, by design, each facility generates more electricity from renewable energy sources than they consume.

The surplus is self-consigned to commercial facilities and office buildings owned by Tokyo Tatemono. We expect the amount of

electricity generated by the T-LOGI series to increase as the number of developments increases, and we will continue to increase our transmission of renewable energy from the suburbs to city centers.

[T-LOGI logistics facilities website \(only available in Japanese\)](#)

#### • Image of On-Site Consumption and Self-Consignment



### TOPICS

#### Reception of a Minister of the Environment Award for Climate Action 2023

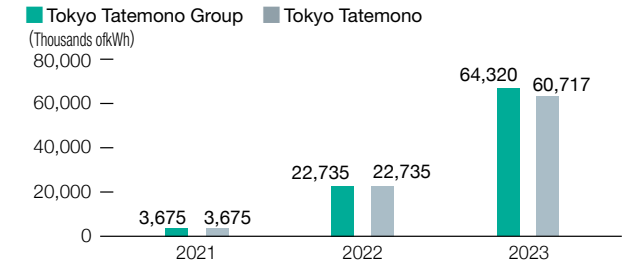
Our T-LOGI series' self-consignment initiative was first presented with the 2023 Achievement Award of the Real Estate Institute of Japan, organized by the Real Estate Institute of Japan. This was followed by a Minister of the Environment Award for Climate Action 2023 (advanced introduction and proactive implementation category), organized by the Ministry of the Environment. The project was highly evaluated as a pilot case for directly supplying electricity to urban centers, where it is difficult to generate renewable electricity, through self-consignment, utilizing solar panels installed on the vast roofs of logistics facilities to generate more renewable electricity than the facilities consume and without the need for deforestation or other new development.



#### • Switching to Renewable Energy

In our commercial properties and facilities as well as for-rent condominiums, we are working to switch to renewable energy. As part of this effort, we use power that has Non-fossil Fuel Certificates with Tracking. Provided by power companies, these certificates verify the environmental value of electricity generated from solar power, biomass, or the like.

#### • Renewable Energy (electricity) Usage Amount



#### • Promoting Renewable Energy Use through On-site PPAs

Brillia Shinyurigaoka (Kawasaki City, Kanagawa Prefecture; scheduled for completion in April 2025) will be the first Brillia project to incorporate an on-site PPA\*<sup>1</sup> model for solar power generation to supply electricity to the condominium's private and common areas. Tsunagu Network Communications Inc. will be the PPA provider. In addition, electricity regarded as renewable energy\*<sup>2</sup> will be used to cover power needs that cannot be met with solar power generation, supplied through a high-voltage bulk power receiving system, effectively achieving 100% renewable energy for the condominium's electricity. These mechanisms not only eliminate the need for residents to pay for the installation and maintenance of solar power generation equipment, but also enable residents to pay lower base and electric rates than under ordinary individual power supply contracts thanks to the high-voltage bulk power receiving system.

\*<sup>1</sup> PPA (Power Purchase Agreement): A system in which electricity is generated by a solar power generation system and supplied for a fee. The solar power system is installed by a PPA provider who owns and manages solar power generation facilities on the roofs of buildings and idle land where solar power generation facilities can be installed.  
\*<sup>2</sup> Electricity that incorporates environmental value and is backed by non-fossil certificates.



## Promoting a Decarbonized Society

## • Use of Green Power Certificates



Since May 2016, we have been using the framework of Green Power Certificates to switch to 100% renewable energy sources for the electricity used in our Brillia brand condominium model rooms. In 2023, we utilized Green Power Certificates for approximately 0.83 million kWh of electricity.

## • Development of Mega Solar Business

Tokyo Fudosan Kanri, a Tokyo Tatemono Group company, has been involved in the mega solar business since 2012. Through this company, we are developing solar power plants mainly in the northern Kanto region. As of the end of fiscal 2023, we had eight plants with a total power generation capacity of approximately 13 MW.

## Promotion of Development of ZEB and ZEH



We have established and are currently moving forward with the goal of developing ZEB/ZEH for, in principle, all new office buildings, logistics facilities, for-sale condominiums, and for-rent condominiums.


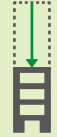



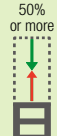


In the Commercial Properties Business, Tokyo Tatemono has been a registered ZEB Leading Owner with the Sustainable Open Innovation Initiative (SII) since the year in which the initiative was established. As such, we are committed to helping promote ZEB. In the Residential Business, Tokyo Tatemono is actively involved in developing ZEH-M (ZEH condominiums), having been among the first to join the ZEH Developer Registration System established in May 2018.

In FY2023, we developed seven ZEB/ZEH projects, including four of the highest-level ZEB logistics facilities, for a total of 18 ZEB/ZEH projects to date.

□ Material Issue KPIs and Targets (p. 10)

□ External Evaluation and Certification for Green Buildings (p. 40)

## • ZEB/ZEH Classifications

	ZEB Oriented	ZEB Ready	Nearly ZEB	ZEB
ZEB classification	Energy saving only	Energy saving only	Energy conservation + energy generation	Energy conservation + energy generation
Basic building	30% or more 40% or more  Hospitals, commercial facilities, etc.	50% or more 	75% or more 	100% 
ZEH-M classification	Energy saving only	Energy conservation + energy generation	Energy conservation + energy generation	Energy conservation + energy generation
Basic building	20% or more 	50% or more 	75% or more 	100% 
	ZEH-M Oriented	ZEH-M Ready	Nearly ZEH-M	ZEH-M

## • Main ZEB/ZEH Development Achievements

2018	• Brillia Tsurumaki became the first building in the Tokyo metropolitan area to be selected for the Ministry of Economy, Trade and Industry's Fiscal 2018 High-rise ZEH-M Demonstration Project (buildings with 6 to 20 floors for residential use), and achieved ZEH-M Oriented status.
2019	• Hareza Tower became the first mixed-use high-rise building to achieve ZEB (ZEB Ready) status. • Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE was selected for the Ministry of Economy, Trade and Industry's Fiscal 2019 Ultra High-rise ZEH-M Demonstration Project (buildings with 21 floors or more for residential use), and achieved ZEH-M Oriented status.
2022	• Brillia Jiyugaoka was selected for the Ministry of the Environment's 2022 Mid- and High-Rise ZEH-M Support Project, and achieved ZEH-M Oriented status.
2023	• Brillia Fukasawa Hatchome was selected for the Ministry of Land, Infrastructure, Transport and Tourism's 2023 Sustainable Building Leadership Project (Leadership in CO <sub>2</sub> Reduction), and achieved ZEH-M status. (Scheduled for completion in March 2025)

## • Example Initiatives in ZEB/ZEH Development

## Initiatives Which Contributed to the Achievement of ZEB Ready Status at Hareza Tower

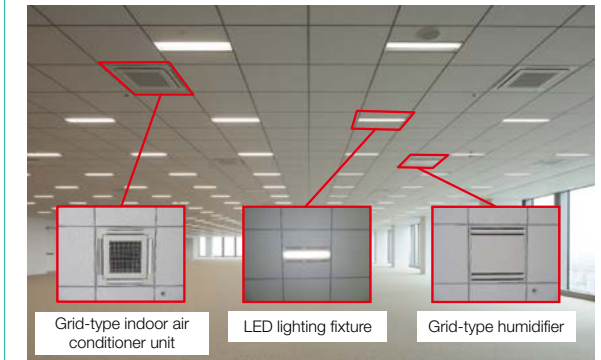
## • Lighting

The interior lighting of offices was set at 500 lx, which is lower than usual. However, rather than simply reducing the illumination level, it was designed so that there would not be any negative impact on the brightness of spaces through such means as the use of carpet tiles with high light reflectance and the creation of differences in illumination level and color temperature between common areas and private areas.

 Elevator hall	 Hallway	 Private area
Illuminance: 100 to 150 lx Color temperature: 3,000 K	Illuminance: 150 to 200 lx Color temperature: 3,000 K	Illuminance: 500 lx Color temperature: 4,000 K

## • Air Conditioning

Grid-type air conditioners and grid-type humidifiers developed with the manufacturer were used, reducing delivery power compared to conventional concealed-type air conditioners. In addition, a system was employed using sensor data, including for outdoor air temperature and the difference between the indoor temperature and set temperature, to enable highly efficient and optimal operational control of air conditioners.



- Long-term Vision and Materiality
- Sustainability Promotion Framework
- Material Issue KPIs and Targets
- Stakeholder Engagement
- Participation in Initiatives
- External Evaluation for Sustainability

Environment

- Environmental Management
- Promoting a Decarbonized Society**
- Responding to Natural Disasters
- Biodiversity
- Water Resources
- Promoting a Recycling-oriented Society
- External Evaluation and Certification for Green Buildings
- Sustainability Finance

Social

- Respect for Human Rights
- Supply Chain Management
- Improving Quality and Customer Satisfaction
- Revitalizing and Utilizing Real Estate Stock
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- Human Resource Investment and Development
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- Diversity & Inclusion

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- Corporate Governance
- Risk Management
- Compliance

Data

Third-party Assurance



Promoting a Decarbonized Society

Other Initiatives to Reduce GHG Emissions

• Adoption and Upgrading of Energy-saving Equipment and Devices



We have set a short-term target of reducing our energy consumption per unit of production by 1% each year on a five-year moving average basis, and are working to conserve energy and reduce our environmental impact. In our long-term buildings and for-rent condominiums, we are actively adopting and upgrading energy-saving equipment and devices. As of the end of FY2023, the conversion to LED lighting has already been implemented or is in the process of being implemented at all long-term buildings. Tokyo Tatemono has been certified as an S-class operator—the highest level in the business classification evaluation system of the Act on the Rational Use of Energy—for nine consecutive years since fiscal 2016.

• Building Management Systems in Place Measuring Energy Efficiency of Properties



In order to promote efficient energy use in office buildings and for-sale condominiums, we are promoting the installation of building management systems for measuring the energy efficiency of properties to enable real-time monitoring of energy use.

Building type	Type of energy management system	Main properties introduced at
Office building	BEMS	<ul style="list-style-type: none"><li>Shinjuku Center Building (Shinjuku-ku, Tokyo; completed in October 1979)</li><li>Tokyo Square Garden (Chuo-ku, Tokyo; completed in March 2013)</li><li>Otemachi Tower (Chiyoda-ku, Tokyo; completed in April 2014)</li><li>Hareza Tower (Toshima-ku, Tokyo; completed in May 2020)</li></ul>
For-sale condominium	HEMS	<ul style="list-style-type: none"><li>Brillia Tsurumaki (Setagaya-ku, Tokyo; completed in December 2019)</li><li>Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE (Tama City, Tokyo; completed in September 2022)</li></ul>

• Installation of Smart Meters



Smart meters are installed, in principle, at all for-sale condominiums we develop.

We are also moving forward with the installation of electricity meters capable of remote meter reading in the office buildings, etc. we develop.

• Promotion of Use of Wood Materials



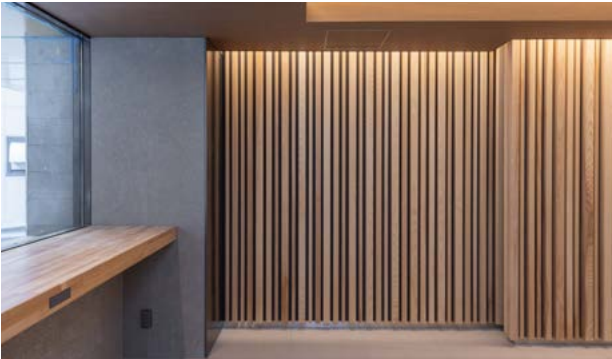
Tokyo Tatemono believes in the importance of using wood appropriately as a construction material. Wood not only absorbs CO<sub>2</sub> and stores (fixes) carbon, it also requires less energy than steel and reinforced concrete during manufacturing, processing, and construction, which helps curb CO<sub>2</sub> emissions. It is also a recyclable resource that can be reused as building materials after buildings are demolished.

We believe it is important to utilize wood appropriately, as it helps to address the Tokyo Tatemono Group's material issues of promoting a decarbonized society and promoting a recycling-oriented society.

Having set targets for promoting the use of wood materials, we are advancing the use of domestic and certified wood materials for interiors and furnishings of common areas in our new long-term buildings and for-sale and for-rent condominiums.

Brillia ist Oimachi (Shinagawa-ku, Tokyo; completed in January 2024) utilizes domestic timber, including Japanese ash from Hokkaido, for the entrance hall's designer walls, counters, and stools. In addition, scraps of domestic wood from the production processes of the counters and the like are reused as part of the art and accessories displayed in the entrance hall.

With regard to the promotion of use of wood materials, our goal was to develop for-sale condominiums and for-rent condominiums that use CLT for major structural components, but this was not achieved by the target year of FY2023. Regardless of the specific methods, we will continue to promote the use of wood in the development of for-sale condominiums and for-rent condominiums in the future.



Brillia ist Oimachi entrance hall furnishings



Brillia ist Oimachi entrance hall art

• Introduction of Internal Carbon Pricing System

Tokyo Tatemono has begun introducing internal carbon pricing. This works by converting CO<sub>2</sub> emissions into monetary values to visualize the impact of the CO<sub>2</sub> emitted through our operations and the effects of energy-saving measures and the shift to renewable energy. The purpose is to forecast and prepare for the additional costs of introducing a carbon pricing system in Japan in the future and to accelerate efforts to promote a decarbonized society.



## Promoting a Decarbonized Society

### Collaboration and Co-creation with Customers in GHG Emissions Reduction

#### Communicating with Tenants/Occupants



Based on targets for collaboration and co-creation with customers, we are actively engaged in sustainability-related communication with tenants in our long-term buildings and with residents of our for-sale condominiums and for-rent condominiums.

In the Commercial Properties Business, we hold SDGs promotion meetings in cooperation with tenants every year, sharing information on and discussing general sustainability issues such as energy-saving measures, switching to renewable energy, and waste separation and recycling. We also introduce tenants' energy-saving efforts and explain the Tokyo Tatemono Group's energy-saving activities and GHG emissions reduction targets, aiming to enhance activities for reducing both our own and our tenants' environmental impact.

#### Introduction of Green Lease Clauses



We have adopted green lease clauses in the lease agreements we conclude with tenants and residents of our buildings and for-rent condominiums, and are working with tenants and residents to reduce their environmental impact through energy conservation and waste reduction. As of the end of fiscal 2023, the adoption rate of green lease clauses is approximately 41% of all properties owned by Tokyo Tatemono.

#### Smart Meters Used in Underlying Property Portfolio



By visually displaying the consumption of electricity and other forms of energy, we aim to enhance the shared awareness of environmental considerations between tenants and building management companies.

##### ◆ Examples of Smart Meters Used in Underlying Property Portfolio

Tokyo Tatemono Yaesu Building	• <b>Introduction of a system for visualizing electricity usage</b> Provides tenants with graphical data on electricity consumption by year, month, and day, as well as comparisons with the previous year.
Shijo-karasuma FT Square	• <b>Smart meters used in underlying property portfolio</b> Daily energy (electricity, gas, and water) usage for the building is displayed on monitors in common areas.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

ESG Management

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▶ Responding to Natural Disasters  
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# Responding to Natural Disasters

## Policy and Concept

Natural disasters such as major earthquakes and typhoons threaten our way of life. Climate change has resulted in frequent destructive typhoons and extreme weather in recent years. As a result, interest is rising faster than ever in the safety of real estate, which is a foundation of our lives.

As a real estate services provider, the Tokyo Tatemono Group believes that improving resilience against disasters in ordinary times and providing safety and security to our customers and other stakeholders are important responsibilities.

We have identified contributing to a safe and secure society as a material issue for the Group. To address this issue through our business operations, we will continue to further strengthen our measures against natural disasters.

## Developing Real Estate That Is Resilient to Natural Disasters

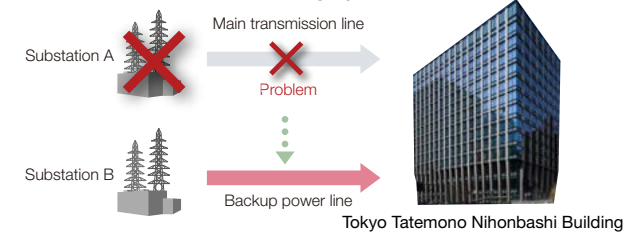
There has been an increase in recent years in the number of large-scale natural disasters identified as having been caused by climate change among other factors. The Tokyo Tatemono Group has employed designs and equipment in our commercial and residential properties in preparation for presumed future disasters, including typhoons, floods, and major earthquakes.

## Securing the Supply of Power in Emergencies

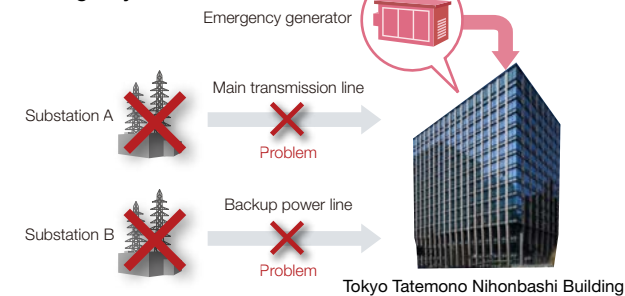
The Tokyo Tatemono Nihonbashi Building (Chuo-ku, Tokyo; completed in February 2015) has a double-circuit power receiving system connected to a main line and a backup power line supplied by different substations, ensuring continuous operation without power interruption even during earthquakes and floods. If a power outage should occur on the main line due to a disaster or transmission accident, the power supply is automatically switched to the backup power line, ensuring a highly reliable supply of power. The building also employs a seismic isolation

structure (first basement floor: column-head seismic isolation) to ensure high earthquake resistance. Further, the building features countermeasures against flooding caused by intensifying torrential downpours and typhoons. A disaster prevention center, functioning as the building's central nervous system, is located on the second floor, and transformer equipment and an emergency generator are installed on the roof. In the event of a power outage, the emergency generator can supply power to the building's private areas for 72 hours at 15 VA/m<sup>2</sup>.

## Double-circuit Power Receiving System



## Power Supplied by Emergency Generator



## Installation of Emergency Generators for Power Supply to Office Spaces

The Great East Japan Earthquake heightened demand for emergency power supplies in office buildings as a business continuity planning measure for disasters.

In new office buildings under development over a certain size, it is possible for emergency power to be supplied not only to common areas but also to tenant office spaces. At Tokyo Square Garden (Chuo-ku, Tokyo; completed March 2013), emergency power was initially supplied only to the common areas. But after considering the disaster preparedness needs of tenants, we installed a generator to supply power to tenant office spaces as well. The system now in place has the capacity to supply, at additional cost to tenants, 15 VA/m<sup>2</sup> for up to 72 hours. This enables us to support our tenants' business continuity planning for power outages.



Emergency generator

## Reducing Vibrations Caused by Strong Wind and Earthquakes

Hareza Tower (Toshima-ku, Tokyo; completed in May 2020) features HiDAX-R®\* (Revolution), a new-generation vibration control oil damper incorporating the world's first Vibration Energy Recovery System (VERS) in the building frame. This damper temporarily stores a building's earthquake-induced vibration energy in an auxiliary tank and uses it as additional power to increase damping efficiency, thereby enabling vibration control that far exceeds the limits of conventional vibration control oil dampers. The system can handle wind-induced shaking and large earthquakes measuring up to 7 on the Japanese scale of seismic intensity. The system has been demonstrated to be highly effective for earthquakes measuring 4 to 5 on said scale and for long-period seismic motion, halving the maximum amplitude of building shaking and significantly shortening the duration of post-earthquake swaying.

\* HiDAX-R® is a patented technology of Kajima Corporation.

## Responding to Natural Disasters

### Tsunami Evacuation Facility on the Rooftop of a For-sale Condominium

Brillia Shonan Tsujido Seaside Park (Fujisawa City, Kanagawa Prefecture; completed in March 2019) is the first for-sale condominium in Fujisawa City to receive a subsidy for the construction of tsunami evacuation facilities. It features a 400 m<sup>2</sup> tsunami evacuation facility that can also be used by nearby residents. The rooftop facility will allow not only condominium residents but also members of the local community to evacuate in the event of a tsunami. With capacity for approximately 660 people, the facility provides a safe location to wait until the tsunami recedes.



Brillia Shonan Tsujido Seaside Park



The tsunami evacuation facility unveiling ceremony

### Preparations for Responding to Natural Disasters Strengthening Disaster Preparedness throughout Our Businesses

In the Commercial Properties Business, at buildings owned and managed by Tokyo Tatemono, we implement “hard” measures for disaster response, such as maintaining or enhancing seismic resistance and installing or improving emergency power sources. We also implement “soft” measures, such as installing batteries for recharging mobile phones and distributing stockpile goods. Through these measures, we are enhancing disaster prevention policies as well as business continuity planning.

In addition, we equip our buildings with a system that uses data from multiple sensors to determine the degree of deformation and damage and immediately confirm safety after an earthquake. After installation, the system collects all information from subsequent

seismic events, automatically calculating the cumulative damage to the building structure. In addition, even for earthquakes with a mainshock that is preceded by multiple, strong foreshocks—like the earthquake that occurred in Kumamoto in 2016—the system can anticipate the mainshock and determine the safety level at the foreshock stage.

Buildings owned by Tokyo Tatemono are served by a Disaster Status Monitoring System. Field staff and Tokyo Tatemono personnel can access this system via the internet and share information quickly about the situation on the ground. After information is shared, the system also allows instructions to be provided for actions to be taken depending on the scenario. Training exercises are also conducted at night with this system, as a disaster could come at any time, day or night.

In the Residential Business, for-sale condominiums under the Brillia series condominium brand we are developing offer “Triple Safety” three-phase (normal, disaster, and post-disaster) disaster preparedness measures. As part of our services which place an emphasis on providing peace of mind from day one, these measures are based on the Brillia Disaster Prevention Guidelines, which were created to provide a practical disaster response policy.

#### Examples of Triple Safety Measures

##### Phase 1: Prepare (Normal Times)

- Holding disaster prevention briefings for residents
- Lifesaving training for management staff
- Creating original disaster prevention manuals

##### Phase 2: Protect (In the Event of a Disaster)

- Installing elevators with earthquake countermeasure functions
- Installing studs to prevent falling furniture
- Installing blocking for securing furniture to prevent tip-overs
- Installing automated external defibrillator (AED) units

##### Phase 3: Preserve (After a Disaster)

- Providing original Brillia disaster prevention backpacks as standard equipment for all units
- Storing emergency supplies in common areas
- Installing disaster prevention cabinets in elevators

### Fire Brigade Training

We conduct fire brigade training once or twice yearly to strengthen our voluntary disaster prevention systems. In this training, participants follow the instructions from members of the local fire brigade as they engage in several hands-on exercises for earthquake and fire response. These exercises include initial response, first-line fire-fighting, rescue and lifesaving, transporting injured persons, and evacuation drills.

Our fire squad trains on a daily basis. For many years, the squad has participated in the Self-defense Fire-fighting Drill Review Board held by the Nihonbashi Fire Department, earning many wins to date.

In addition, as of the end of fiscal 2023, 194 Tokyo Tatemono employees and 622 Tokyo Fudosan Kanri employees have completed a lifesaving course which includes first aid. Tokyo Tatemono has received a certificate of excellence from the Tokyo Fire Department in recognition of its promotion of first aid training among its employees.



Self-defense Fire-fighting Drill Review Board

### Support for Stranded Commuters During Disasters

Community Support in the Event of a Disaster (p. 62)



# Biodiversity

## Policy and Concept

The Tokyo Tatemono Group is working toward a vision of creating a pleasant city and living with greenery, a commitment that is included in our Group Environmental Policy. We endeavor to understand the direct and indirect impacts we have on the local ecosystems and natural environments that are intrinsically linked to our real estate development projects, and to give appropriate consideration to these issues. We are striving to create a rich and comfortable environment that takes biodiversity into consideration, and our efforts include maximizing the power of greenery by transplanting trees on our properties in line with their development plans, surveying local vegetation and the distribution of organisms, and selecting tree species to plant.

We have established environmental guidelines for both our Commercial Properties Business and Residential Business. Both sets of guidelines establish policies for greening buildings and sites, using greening to mitigate the heat island effect, preserving biodiversity and ecosystems including links to the surrounding greenery, and using greenery for communication with tenants and residents as well as the surrounding area. In addition, we have acquired third-party certifications for the preservation of existing trees and the conservation of ecosystems such as ABINC\*<sup>1</sup> and SEGES\*<sup>2</sup> for our properties that are capable of implementing initiatives of a certain scale.

\*<sup>1</sup> A system for evaluating and certifying biodiversity conservation efforts in the use of land for office buildings and housing complexes. It is based on the Association for Business Innovation in harmony with Nature and Community® Promotion Guidelines and the Land Use Score Card®, evaluation standards created by the Japan Business Initiative for Biodiversity (JBIB).

\*<sup>2</sup> An evaluation system for green spaces that contribute to society and the environment by the Urban Greenery Research Institute, which visualizes the social and environmental value of green spaces.

▢ External Evaluation for Sustainability (p. 15)

▢ Environmental Management (p. 17)

## ◆ Examples of Third-party Certification Related to Biodiversity Conservation and Green Space Creation



ABINC Certification



SEGES "Creating Green"



SEGES "Urban Oasis"

## Initiatives Related to Biodiversity and Ecosystems

### Status of Implementation of Risk Assessment for Biodiversity and Ecosystems

When developing real estate, we conduct environmental assessments of flora, fauna, and ecosystems in accordance with laws and ordinances related to environmental impact assessments and nature conservation. Based on these assessments, we preserve, transplant, and conserve trees and forests as necessary.

### Commitment Concerning Greenfield Development

When developing real estate on unutilized or underutilized lands, we gain an understanding of the direct and indirect impacts the project will have on the local ecosystem and natural environment and give appropriate consideration to these impacts.

### Collaboration with External Parties on Biodiversity and Ecosystems

We work to conserve biodiversity and ecosystems by cooperating with initiatives and industry associations. We are a member of the Keidanren Committee on Nature Conservation, established by the Japan Business Federation (Keidanren), and a participant in the Keidanren Initiative for Biodiversity, established by Keidanren and the Committee. In 2022, we also joined the "30 by 30 Alliance for

Biodiversity" established by Keidanren and other organizations.

Further, we have produced multiple chairs of the Real Estate Companies Association of Japan's Environmental Committee. The Real Estate Industry Environmental Action Plan formulated by the Environmental Committee lists conserving the natural environment and biodiversity as one of its environmental action goals.

▢ Participation in Initiatives (p. 13)

## Urban Initiatives

### Restoration of Nature

Tokyo Tatemono owns Otemachi Forest, a green space which covers roughly one third (approximately 3,600 m<sup>2</sup>) of the entire site of Otemachi Tower (Chiyoda-ku, Tokyo; completed in April 2014). This initiative to recreate a "real forest" in an office district bristling with high-rise buildings has been evaluated very positively, including receiving ABINC Certification for biodiversity conservation, as well as SEGES "Urban Oasis" certification, which recognizes initiatives that provide comfortable and safe urban green spaces.

In 2023, Otemachi Tower received recognition for the contribution it will make toward achieving the Ministry of the Environment's 30 by 30\*<sup>1</sup> target and was certified as a nature symbiosis site.\*<sup>2</sup>

\*<sup>1</sup> A goal that seeks to effectively conserve at least 30% of the land and sea as healthy ecosystems by 2030 toward the goal of halting biodiversity loss and restoring biodiversity by 2030 (nature positive).

\*<sup>2</sup> One of Japan's 30 by 30 initiatives based on the "G7 2030 Nature Pact" agreed at the G7 Summit in June 2021. The Ministry of the Environment certifies areas where biodiversity conservation is being promoted through private-sector initiatives, etc.



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Biodiversity

◆ Features of Otemachi Tower's Otemachi Forest

The Recreation of a “Real Forest”

We secured an experimental pre-forest facility of woodland covering 1,300 m<sup>2</sup> in Kimitsu City, Chiba Prefecture and created a growing environment identical to that of the planned site. Over a three-year period, we engaged in the verification of construction methods, plant growth, and appropriate management methods. After the soil and plants had been cultivated in Kimitsu, they were transplanted to the building site.

Species Monitoring Surveys

Around 100 species of trees and ground cover plants were initially planted at the site. However, a monitoring survey in 2021, conducted after natural selection had taken hold, recorded roughly 200 species of trees and ground cover plants. Some of the species identified are rare and included in the Red Lists of the national and metropolitan governments.

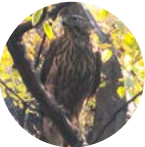
Contributing to the Preservation of Ecosystems in Surrounding Green Spaces

While the surrounding area is an office district densely packed with tall buildings, the nearby Imperial Palace is home to a large number of birds and insects. This serves to contribute to the local ecosystem through a network with the surrounding green spaces. Several bird species have already settled in, and around 130 species of animals have been identified at the site, including dragonflies thought to have flown in from the Imperial Palace as well as migratory birds.

◆ Examples of Flora and Fauna Observed in Otemachi Forest



Pieris melete



Hawk



Dogtooth violet



Mountain cherry blossom tree



Japanese camellia and warbling white-eye



Raccoon dog



Falcon

Maintaining and Preserving Ecosystems through the Creation of Urban Greenery



To provide a certain scale of greenery in urban areas where it is limited, we are not only preserving green space but also actively creating it.

◆ Example Green Space Creation Initiatives

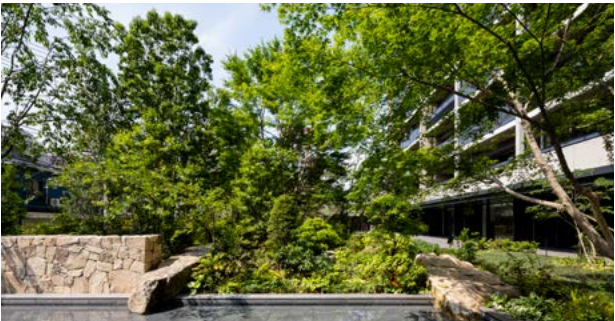
Tokyo Square Garden Kyobashi-no-oka (completed in March 2013)	<ul style="list-style-type: none"><li>Creating a three-dimensional green space extending from the first basement floor to the fifth floor (approx. 3,000 m<sup>2</sup>)</li><li>Concentrating greenery to create a cool spot in the center of the city and contribute to combating heat islands</li></ul>
Brillia Towers Meguro (completed in December 2017)	<ul style="list-style-type: none"><li>Creating a forested space on the site, planting approximately 900 trees, and building a waterway</li><li>Cooperating with the nearby Nature Study of the National Museum of Nature and Science and others to contribute to the preservation and growth of the local ecosystem</li></ul>
Nonoaoyama Building (completed in May 2020)	<ul style="list-style-type: none"><li>Creating a large-scale, approximately 3,500-m<sup>2</sup> green space and biotope leveraging Aoyama's topography and groundwater veins</li><li>Creating a forest with a planting plan that takes into consideration the extant vegetation and ecosystem of the surrounding area, such as Meiji Jingu Shrine</li></ul>
Brillia City Nishi-waseda Inner Forest (completed in May 2022)	<ul style="list-style-type: none"><li>Establishing approximately 680 m<sup>2</sup> of green space on the site based on the concept of living with a forest inside the Yamanote Line</li><li>Selecting and planting native species based on surveys of plant and animal ecology conducted by the local government, etc.</li></ul>
Meiji Park Forest of Pride (opened in October 2023)	<ul style="list-style-type: none"><li>Planting approximately 700 new evergreen and deciduous trees spanning some 60 species</li><li>Promoting “half-made forest development” by preparing the soil, spreading fallen leaves and other materials to stimulate the ecosystem, and nurturing the growth of a forest over time together with the residents of Tokyo</li><li>Utilizing Tokyo's First Private Finance Initiative (Park-PFI) (p. 61)</li></ul>



Tokyo Square Garden Kyobashi-no-oka



Nonoaoyama Building green space biotope



Brillia City Nishi-waseda Inner Forest

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# Water Resources

## Policy and Concept

As water shortages become even more severe worldwide, developed nations and the rest of the world face demands to continuously improve the efficiency of water use.

The Tokyo Tatemono Group Environmental Policy includes a call for resource-saving activities that are kind to the Earth. In addition, we have identified the promotion of a recycling-oriented society as one of our material issues and have also established KPIs and targets concerning water resources in order to address the resolution of this issue through our business activities. With the aim of conserving water resources, we are striving to reduce our environmental impact and engage in resource-saving activities such as taking every opportunity to conserve water and reusing rain water and miscellaneous wastewater.

### KPIs and Targets

- **Reduction of water use**  
Reduce water use intensity compared with previous fiscal year  

Scope of Coverage

 Long-term buildings\*
- **Promotion of use of recycled water**  
Install gray water treatment facilities at, in principle, all new office buildings with a total floor area of more than 30,000 m<sup>2</sup> by FY2030  

Scope of Coverage

 Office buildings with total floor area exceeding 30,000 m<sup>2</sup>

\* Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights.

📖 [Material Issue KPIs and Targets \(p. 10\)](#)

📖 [Environmental Management \(p. 17\)](#)

📖 [\(Data\) Water Use / Intensity \(p. 88\)](#)

## Creation of Management Plans for Water Resources

We have created management plans for water use for all of the properties we own in our Commercial Properties Business (representing 89.2% of our total leased space). The amount of water used is monitored monthly for each property. If there is a large increase or decrease compared to the amount used in the same month of the previous year, we take measures such as identifying the reason for the increase or decrease. This helps to ensure appropriate water use in the future.

## Conducting Water Stress and Water Risk Assessments

Using Aqeduct, an assessment tool developed by the World Resources Institute (WRI), as of the end of fiscal 2023, we had conducted water stress and water risk assessments for all properties owned and operated by the Tokyo Tatemono Group in Japan and overseas. No properties in Japan or overseas were located in areas rated “High” or higher, and therefore no water was withdrawn or used in high-risk areas. Regular monitoring will continue in the future.

## Initiatives Related to Water Resources

### Reduction of Water Use through the Installation of Water-saving Devices, Etc.



We actively employ water-saving devices at all of the properties we develop, own, and operate.

In the Commercial Properties Business, in addition to stating our commitment to reducing our environmental impact through water conservation and the use of gray water in our Environmental Action Plan and Guidelines, we have established 10-year repair and investment plans for existing buildings, and are systematically switching to water-saving devices in conjunction with renovation work. We also work with our partners and tenants to conserve water in our daily operations and management. In fiscal 2023, the water use intensity of our long-term buildings increased by 0.02 points.

#### ◆ Example of Water-saving Devices Installed at Shijo-karasuma FT Square

Construction period	2019-2021
Overview	<b>Restroom renovation work</b> <ul style="list-style-type: none"><li>• Installation of water-saving sanitary equipment</li></ul>
Water Use	Reduction to 9,913 m <sup>3</sup> in FY2021 compared to 23,261 m <sup>3</sup> in FY2018 (57.3% reduction rate*)

\* This figure includes other effects, such as less frequent toilet use due to COVID-19.

In the Residential Business, the Brillia Environmental Guidelines for the Brillia for-sale condominiums and Brillia 1st for-rent condominiums that we develop require that kitchen faucets, bathroom shower faucets, and wash basin faucets be hot-water-saving faucets as a standard. This requirement contributes to the supply of for-sale and for-rent condominiums with a reduced environmental impact.

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Promoting Resource Recycling through the Use of Recycled Water



In buildings above a certain size, we are actively introducing equipment that can treat rainwater and miscellaneous wastewater from tenants’ kitchens into gray water within the building. The water which has been treated to gray water is reused for non-potable purposes such as toilet flushing and watering exterior plants.

◆ Major Buildings with Gray Water Treatment Facilities  
(Total Floor Area over 30,000 m²)

- Kasumigaseki Common Gate  
(Chiyoda-ku, Tokyo; completed in September 2007)
- Osaki Center Building (Shinagawa-ku, Tokyo; completed in March 2009)
- Nakano Central Park South (Nakano-ku, Tokyo; completed in May 2012)
- Tokyo Square Garden (Chuo-ku, Tokyo; completed in March 2013)
- Otemachi Tower (Chiyoda-ku, Tokyo; completed in April 2014)
- Hareza Tower (Toshima-ku, Tokyo; completed in May 2020)

Compliance with Laws and Regulations on Water Use



We have installed wastewater treatment facilities in buildings that are subject to water pollution laws and ordinances. We treat wastewater to ensure that it complies with standards before discharging it into public water bodies such as sewers, rivers, and the sea. There were no violations of water use-related laws or regulations (such as those governing water quality and quantity) in FY2023.

# Promoting a Recycling-oriented Society

## Policy and Concept

Pollution of the air, soil, and water caused by waste and hazardous substances and the depletion of natural resources are issues shared by all of society. Businesses have an obligation to reduce the waste and hazardous substances generated by their activities and use natural resources effectively.

The Tokyo Tatemono Group Environmental Policy includes a call for resource-saving activities that are kind to the Earth. In addition, we have identified the promotion of a recycling-oriented society as one of our material issues, and have also established KPIs and targets related to waste in order to address the resolution of this issue through our business activities. We are striving to reduce our environmental impact through our businesses and contribute to creating a recycling-oriented society. In the development of buildings, we engage in planning, designing, and construction plan formulation in a way that considers environmental and life-cycle assessments. In operation and management, we reduce waste while curbing and properly managing hazardous substances.

### KPIs and Targets

#### Reduction of waste emissions

By FY2030, 20% reduction in waste emissions per unit of floor area compared with FY2019

Scope of Coverage Long-term buildings\*

#### Waste recycling promotion

By FY2030, achieve a waste recycling rate of 90%

Scope of Coverage Long-term buildings\*

\* Our long-term buildings and commercial facilities for which we have substantial energy management authority and for which we have submitted a written plan for waste reuse and reduction.

Material Issue KPIs and Targets (p. 10)

Environmental Management (p. 17)

(Data) Waste Emissions and Recycling Amount / Recycling Rate (p. 89)

## Waste Reduction Initiatives

In all aspects of its business activities, the Tokyo Tatemono Group is committed to reducing its environmental impact through waste reduction, recycling, and effective use of resources. In FY2023, we were able to reduce waste emissions per unit of floor area by approximately 28% (compared to FY2019).

### Introduction of a Centralized Waste Management System

To properly and accurately manage and understand the waste generated at the office buildings owned and operated by Tokyo Tatemono, we introduced a centralized waste management system using electronic manifests.

### Collaboration and Co-creation with Customers in Waste Reduction

The Tokyo Tatemono Group carries out a range of initiatives aimed at reducing waste through collaboration and co-creation with the tenants of the office buildings owned and operated by Tokyo Tatemono as well as the residents of Tokyo Tatemono's for-sale and for-rent condominiums, such as promoting the 3Rs (Reduce, Reuse, and Recycle).

In the Commercial Properties Business in 2023, in order to reduce waste from the take-out containers used by food trucks at Nakano Central Park, we collaborated with Kirin Holdings Co., Ltd. and Marui Group Co., Ltd. to conduct a demonstration test of a container sharing service in which disposable takeout containers were replaced with reusable Megloo containers from Kaman, Inc. In the Residential Business in 2024, we launched the Waste Not Life Project



to contribute to the reduction of various types of waste, with measures including the collection of waste cooking oil as well as clothing and miscellaneous small goods at for-sale condominiums we have sold or plan to sell in the future. We will continue to strive to create an environment where residents can actively engage in waste reduction.

#### Example Initiatives from the Waste Not Life Project

##### Collection of waste cooking oil

We collect waste cooking oil because, when properly processed, it can be recycled into fertilizer, feed, soap, and SAF (aviation fuel). We place collection boxes in condominium common areas, a method which minimizes the burden for residents.



Waste oil being collected (Brillia Tama Center)

##### Collection of clothing and miscellaneous small goods

In order to reuse clothing that can still be worn as well as toys and other miscellaneous small items that can still be used, PASSTO—a service provided by ECOMMIT Co., Ltd. that streamlines the collection, sorting, and redistribution of unwanted items—was instituted in condominium common areas. The collected unwanted items are re-distributed as gently-used goods in Japan and overseas by ECOMMIT. Those that can't be reused due to damage, etc. are recycled through recycling partners.



PASSTO collection boxes

##### GOMMY, a Garbage Disposal Area That People Will Enjoy Using

When talking with residents, one constant point of discussion was the garbage sorting and sanitation environment. Taking a look at the issue from a different perspective, we wondered whether changing garbage disposal areas might change people's awareness, and took on the challenge of creating a solution through space planning. In addition to using the same warm colors for lighting as in our properties' living rooms, we made extensive use of pictograms and included English signage to make it easier for people of all ages as well as diverse backgrounds to dispose of their waste.



Example GOMMY disposal area (Brillia Nishi-kunitachi)

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◆ Other Examples of Waste Reduction Initiatives with Customers

SDGs promotion meetings

Engaging in Information Sharing and Opinion Exchange on Overall Sustainability, Including Waste Separation and Recycling, with Tenants (p. 62)

Using Reusable Bottles to Eliminate the Use of Paper Cups

We are reducing paper cup waste by using reusable bottles throughout the Tokyo Tatemono Group, including at branch offices. In 2022, in a demonstration experiment conducted in collaboration with Thermos K.K., Panasonic Corp., Apex Corp., and Ajinomoto AGF, Inc., approximately 300 employees working on the seventh floor of the Tokyo Tatemono Yaesu Building used reusable bottles. Over a two-month period, this achieved a reduction of roughly 50 kg (equivalent to 300 kg annually) in paper cup waste. Based on these results, we distributed reusable bottles to all officers and employees working for Tokyo Tatemono and promoted the use of such bottles throughout the Group. This in turn led to an annualized reduction in paper cup waste of 766 kg at our Head Office.

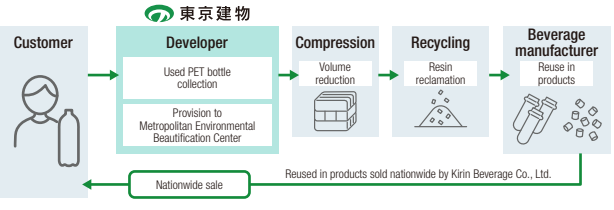
Recycling Waste Materials

At the office buildings owned and managed by Tokyo Tatemono, we are conducting various demonstration experiments and trials aimed at recycling and reusing waste. By actually putting waste recycling into practice, we plan to not only reduce waste but also foster and increase recycling awareness among our employees and tenants. In FY2023, we achieved a waste recycling rate of 58.5%.

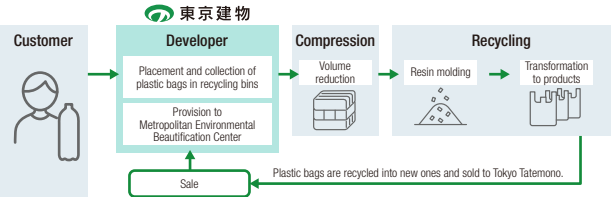
In 2023, we launched a bottle-to-bottle initiative in cooperation with Kirin Beverage Company, Ltd., a domestic beverage manufacturer, to collect used PET bottles and recycle them into new PET bottles. In Japan, once PET bottles are recycled into something other than a PET bottle, it is technically difficult to recycle them back into PET bottles. Waste and other foreign matter in collected used PET bottles also hinder bottle-to-bottle implementation. As a result, the stable supply of high-quality used PET bottles suitable for recycling is a pressing issue. Through this initiative, we created a resource recycling scheme in which recycling bins are placed in

Nakano Central Park, where the Kirin Group has its headquarters, to collect used PET bottles. These bottles then undergo intermediate processing to make them suitable for use as a recyclable resource. They are then recycled into new PET bottles that are used for products sold by Kirin Beverage throughout Japan. With the aim of reducing waste plastic and establishing a sustainable resource recycling scheme, we will also establish a horizontal recycling scheme whereby the plastic bags used in the recycling bins are recycled into new plastic bags which we will then purchase. In the future, we plan to expand the scope of this initiative and place recycling bins in other buildings and facilities owned by Tokyo Tatemono.

Process of PET Bottle Collection, Recycling, and Reuse in Commercial Products



Process of Plastic Bag Collection, Recycling, and Transformation to Commercial Products



◆ Initiatives to Recycle Waste at Individual Office Buildings

Property name	Details of initiatives
Tokyo Tatemono Yaesu Building, others	Created a resource recycling scheme in which toilet paper is purchased from a mill that collects and recycles the building's waste paper
Shinjuku Center Building	Conducted a demonstration experiment in which organic waste generated and incinerated at the office building is converted into fuel
Otemachi Tower	Food scraps and kitchen waste generated by restaurant tenants are collected and recycled as compost at a recycling center
Tokyo Square Garden	Conducted a demonstration experiment for recycling waste plastic in which PET bottles and other plastic waste from tenants' offices were sorted and processed into pellets for use as a raw material for new plastic office supplies

Recycling Valuable Materials from Waste

Tokyo Fudosan Kanri, a Tokyo Tatemono Group company, previously disposed of waste generated by move-in construction, restoration, and facility renewal work as construction industry waste. Now, however, materials primarily made of metal, such as steel partitions, OA floors, lighting fixtures, air conditioners, electric wires, cables, piping, and ducts, are sold by the company to recyclers as valuable materials,\* after which they are dismantled and sorted for reuse in new products.

\* "Valuable materials" refers to items with a net value of 1 yen or more after subtracting the cost of recycling from the sales price of the item. These materials include air conditioners, steel products, etc.

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Promoting a Recycling-oriented Society

Control and Proper Management of  
Hazardous Substances

Measures Against Nitrogen Oxide (NOx) and Sulfur Oxide (SOx)

Tokyo Tatemono identifies, measures, and appropriately manages air pollutants emitted from our businesses. Tokyo Tatemono regularly measures the concentration of nitrogen oxide (NOx), sulfur oxide (SOx), and other chemicals emitted from equipment producing smoke and soot, including cooling/heating systems and boilers that are in use in some of our office buildings. We also comply with the environmental standards defined in the Air Pollution Control Act in the operation of these systems.

(Data) Hazardous Substance Emissions (p. 89)

Measures Against Volatile Organic Compounds (VOC)

Formaldehydes are the primary substances behind sick building syndrome. To maintain the health of its tenants, Tokyo Tatemono restricts the use of products emitting formaldehydes in buildings and stipulates standards for action against formaldehydes in conjunction with the regulations of the Building Standards Act. We measure the concentration of formaldehydes in new buildings in accordance with our own standards to verify the safety of indoor environments.

Measures Against Asbestos

Tokyo Tatemono has conducted surveys on the usage status of spraying materials that contain asbestos for all the buildings we own. In buildings where asbestos was found to be in use, we took appropriate steps in response, including removal or containment and sharing information with the building tenants.

(Data) Hazardous Substance Emissions (p. 89)

Proper Processing of Fluorocarbons

Tokyo Tatemono complies with the Act on Rational Use and Proper Management of Fluorocarbons to protect the ozone layer and prevent global warming. We limit the use of controlled fluorocarbons (including CFCs and HCFCs), strive to be rigorous in recovering cooling agents, and check thoroughly for leaks via both basic and regular inspections to limit the release of fluorocarbons into the atmosphere.

When upgrading air conditioning systems or demolishing buildings, we properly dispose of the fluorocarbons retrieved from the air conditioning systems.

Proper Processing of Polychlorinated Biphenyls (PCBs)

We have completed the proper disposal of waste containing PCBs (such as transformers, capacitors, and stabilizers) that were stored in our buildings.

(Data) Hazardous Substance Emissions (p. 89)



# External Evaluation and Certification for Green Buildings

## Policy and Concept

The Tokyo Tatemono Group recognizes that, to meet the expectations and demands of our tenants, investors, and other stakeholders, it is essential that we develop and operate real estate while taking into consideration the reduction of our environmental impact as well as the comfort and diversity of our users. It is also key that we provide open disclosure of our performance and initiatives related to such real estate.

The Tokyo Tatemono Group has identified the promotion of a decarbonized society as one of its material issues, and has established KPIs and targets for promoting the development of ZEB and ZEH as well as acquiring green building certifications in order to address this issue through its business activities. In addition to new buildings, we are actively obtaining external green building evaluations and certifications for our existing office buildings and for-rent condominiums.

### KPIs and Targets

#### • Promotion of development of ZEB and ZEH

- └ Develop ZEB for, in principle, all new office buildings and logistics facilities
- └ Develop ZEH for, in principle, all new for-sale and for-rent condominiums

**Scope of Coverage** Commercial Properties Business / Residential Business

#### • Acquisition of green building certifications

Acquire green building certifications\* for, in principle, all new office buildings, logistics facilities, and for-rent condominiums

**Scope of Coverage** Commercial Properties Business / Residential Business

\* DBJ Green Building Certification, CASBEE Building Certification, etc.

□ Material Issue KPIs and Targets (p. 10)

□ External Evaluation for Sustainability (p. 15)

□ (Data) Acquisition Rate of Green Building Certification for Owned and Managed Properties (p. 89)

## Promoting the Acquisition of External Evaluations and Certifications for Green Buildings

The Tokyo Tatemono Group is promoting the acquisition of external green building evaluations and certifications,\*<sup>1</sup> such as the DBJ Green Building certification.\*<sup>2</sup>

In fiscal 2023, six office buildings, four logistics facilities, and three for-rent condominiums newly received external green building evaluations and certifications. We will continue to contribute to the realization of a decarbonized society through the development of green buildings.

\*1 Evaluation by rank:

Five Stars (top 10%): Building with the top class environmental and social awareness in Japan  
Four Stars (top 30%): Building with exceptionally high environmental and social awareness  
Three Stars (top 60%): Building with excellent environmental and social awareness  
Two Stars (top 85%): Building with high environmental and social awareness  
One Star (top 100%): Building with satisfactory environmental and social awareness

\*2 DBJ Green Building Certification, CASBEE Building Certification, etc.



Brillia 1st Shinonome Canal Court  
(acquired 5-star rating in the FY2023 edition of the DBJ Green Building certification)

### ◆ Acquisition Rate of External Evaluation and Certification for Green Buildings (As of the End of FY2023)



Acquisition Rate of Certifications for All Properties Owned and Managed by Tokyo Tatemono



Acquisition Rate of Certifications for the Leasable Area of Office Buildings



Acquisition Rate of Certifications for the Leasable Area of Residential Buildings

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# Sustainability Finance

## Policy and Concept

Sustainability finance refers to bonds and loans to raise funds specifically for the purpose of promoting sustainability by addressing environmental issues such as climate change or social issues such as poverty, health, and economic disparity.

The Tokyo Tatemono Group promotes urban development that contributes to solving social issues. We strive to improve the attractiveness of the areas in which we develop and to increase the value of our entire asset portfolio. We aim to channel these efforts toward our sustainable growth as a company.

We will accelerate the cycle of allocating the funds we raise to projects that help bring about a sustainable society. We will help promote a decarbonized, sustainable society by balancing, at a high level across our operations, the need to address social issues with the need for business growth.

## Sustainability Finance Framework

Tokyo Tatemono has put in place several finance frameworks to guide its financing. These frameworks apply the four requirements defined in the Green Bond Principles, Social Bond Principles, Green Loan Principles, and Social Loan Principles referred to by the International Capital Markets Association: Use of Proceeds, Process for Project Evaluation and Selection, Management of Proceeds, and Reporting.

## Use of Proceeds

Proceeds will be allocated to projects that meet eligibility criteria such as the acquisition or construction of green buildings and social projects addressing social problems, or will be used for refinancing such projects.

## Process for Project Evaluation and Selection

The Finance and Sustainability Management Departments select projects that meet the eligibility criteria. The final decision is made by the President or the Chief Financial Officer.

## Management of Proceeds

The status of the allocation of proceeds is tracked and managed by the Finance Department using an internal control system. The results are confirmed by the officer in charge of the Finance Department or the general manager of the Finance Department on a quarterly basis. The proceeds are managed as cash or cash equivalents until they are allocated. For unallocated proceeds, should they arise, projects will be selected from among projects that meet the eligibility criteria. The unallocated proceeds will be managed in cash or cash equivalents until their reallocation is decided.

## Reporting

We disclose the allocation status of proceeds, environmental improvement impacts, and social benefits on our website once yearly until all proceeds classified for allocation reporting are fully allocated.

## Achievements in Sustainability Finance

### Japan's First Green Bond Issuance and the World's First in the Real Estate Sector

In March 2019, we issued Japan's first (and the world's first for the real estate sector) green hybrid bond with an issue size of 50.0 billion yen. As the largest green bond issue in Japan and with a record number of investment commitments, it also won the Silver Prize (Minister of the Environment's Prize) in the bond category of the first ESG Finance Awards Japan\* for its environmental improvement effects and high level of transparency in the use of funds.

\* The ESG Finance Awards Japan is an initiative established by the Ministry of the Environment of Japan to evaluate, recognize, and publicize the efforts of investors, financial institutions, and other organizations that have achieved outstanding environmental or social impact through their active involvement in ESG finance and green projects. The awards also recognize companies that have incorporated important environment-related opportunities and risks into their management strategies to enhance their corporate value and create impact on corporate value and the environment.

### First Issuance of Sustainability Bonds in the Real Estate Sector in Japan

In July 2020, in a first for the real estate sector in Japan, Tokyo Tatemono issued sustainability bonds worth a total of 40 billion yen, becoming the largest-ever issue amount and gaining the largest number of investors by a company not operating in finance for this bond type in the country.

The issued sustainability bonds involved a package of funds to cover the overall urban development of the Yaesu-Nihonbashi-Kyobashi area of central Tokyo. The proceeds were allocated to developing this area as a seeding ground for comprehensive solutions to social issues, from combating climate change, strengthening disaster prevention and mitigation, and medical cooperation, to addressing food issues and building an innovation ecosystem. As an initiative that was groundbreaking even by global standards, Tokyo Tatemono received the Gold Award in the fundraiser category of the 2nd ESG Finance Awards Japan.

We have since continued to issue sustainability bonds, totaling 50.0 billion yen in 2021 and 20.0 billion yen in 2023.



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◆ Overview of Green Bonds and Sustainability Bonds

Name	2nd Series Subordinated Bonds (Green Bonds)	31st and 32nd Unsecured Corporate Bonds (Sustainability Bonds)	3rd Series Subordinated Bonds (Sustainability Bonds)	34th Unsecured Corporate Bonds (Sustainability Bonds)	33rd Unsecured Corporate Bonds (Sustainability Bonds, for individual investors)
Issue date	March 15, 2019	July 16, 2020	February 10, 2021	July 6, 2023	July 30, 2021
Redemption date	March 15, 2059	July 16, 2025 (31st), July 16, 2030 (32nd)	February 10, 2061	July 6, 2033	July 28, 2028
Issue amount	50.0 billion yen	20.0 billion yen each (31st issue, 32nd issue)	40.0 billion yen	20.0 billion yen	10.0 billion yen
Framework eligibility criteria	<b>Green Project</b> Eligible properties are those that have already acquired or are scheduled to be certified/recertified as one of the top two ranks in any of the third-party certification bodies listed in ❶ to ❸ below. ❶ 4 or 5 stars in the DBJ Green Building certification ❷ A or S rank in the CASBEE Building certification (new buildings) ❸ 4 or 5 stars in the BELS certification	<b>Green Project</b> Eligible properties are those that have already acquired or are scheduled to be certified/recertified as one of the top two ranks in any of the third-party certification bodies listed in ❶ to ❸ below. ❶ 4 or 5 stars in the DBJ Green Building certification ❷ A or S rank in the CASBEE Building certification (new buildings) ❸ 4 or 5 stars in the BELS certification			<b>Green Project</b> Eligible properties are those that have already acquired or are scheduled to be certified/recertified as one of the top two ranks in any of the third-party certification bodies listed in ❶ to ❷ below. ❶ 4 or 5 stars in the DBJ Green Building certification ❷ A or S rank in the CASBEE Building certification (new buildings) ❸ 4 or 5 stars in the BELS certification ❹ ZEB certification: ZEB, Nearly ZEB, ZEB Ready, or ZEB Oriented
		<b>Social Project</b> Projects that contribute to any of the following ❶ to ❹. ❶ Basic infrastructure development and access to essential services ❷ Socioeconomic improvement and empowerment ❸ Food safety			<b>Social Project</b> Projects that contribute to any of the following ❶ to ❷. ❶ Access to essential services ❷ Socioeconomic improvement and empowerment
Use of Proceeds	<ul style="list-style-type: none"><li>Funding for acquisition, construction, and refinancing of Hareza Tower</li><li>Refinancing of the acquisition and construction of Nakano Central Park South</li></ul>	Urban development of the Yaesu-Nihonbashi-Kyobashi area next to Tokyo station, as a contribution to solving social issues ❶ Yaesu 1-chome East District Urban Redevelopment Project in front of Tokyo Station (Yaesu Project) ❷ Yaesu 1-chome North District Urban Redevelopment Project (Gofukubashi Project) ❸ Tokyo Square Garden ❹ Tokyo Tatemono Nihonbashi Building ❺ City Lab TOKYO ❻ TOKYO FOOD LAB ❼ xBridge-Tokyo/xBridge-Tokyo Next ❽ Kitchen Studio SUIBA ❾ TOKYO IDEA EXCHANGE			Urban development that creates value of place and value of experience by meeting the diverse needs of customers and society, etc. ❶ Hareza Tower ❷ Nakano Central Park South ❸ Brillia ist Tower Kachidoki ❹ Nonoaoyama Building (residences for the elderly, daycare facilities)
External evaluation	Green 1 (JCR)	SU1 (F) (JCR)			
Reporting	 Sustainability Finance Reporting				

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Green Loan Financing

We are steadily raising funds through green loans in accordance with a new financing framework established in June 2022.

◆ Green Loan Overview

Name	1st Green Loan	2nd Green Loan	3rd Green Loan	4th Green Loan	5th Green Loan
Borrowing date	June 28, 2022	December 23, 2022	December 23, 2022	September 29, 2023	December 22, 2023
Repayment date	June 28, 2032	December 28, 2029	December 23, 2032	September 29, 2028	December 27, 2030
Loan amount	10.0 billion yen	1.0 billion yen	10.0 billion yen	1.0 billion yen	1.0 billion yen
Framework eligibility criteria	<b>Green Project</b> Eligible properties are those that have already acquired or are scheduled to be certified/recertified in any of the third-party certification bodies listed in ❶ to ❺ below. ❶ 3, 4, or 5 stars in the DBJ Green Building certification ❷ A or S rank in the CASBEE Building certification (new buildings) ❸ 4 or 5 stars in the BELS certification ❹ ZEB certification: ZEB, Nearly ZEB, ZEB Ready, or ZEB Oriented ❺ ZEH certification: ZEH-M, Nearly ZEH-M, ZEH-M Ready, or ZEH-M Oriented				
Use of Proceeds	❶ Refinancing the acquisition and construction of Tokyo Tatemono Sendai Bldg. ❷ Refinancing the acquisition and construction of T-LOGI Narashino	Refinancing the acquisition and construction of Tokyo Tatemono Sendai Bldg.	Refinancing the acquisition and construction of Tokyo Tatemono Sendai Bldg.	Refinancing the acquisition and construction of Tokyo Tatemono Sendai Bldg.	Refinancing the acquisition and construction of SMARK Isesaki
External evaluation	Green 1 (F) (JCR)				
Reporting	 <a href="#">Reporting on Green Loan</a>				

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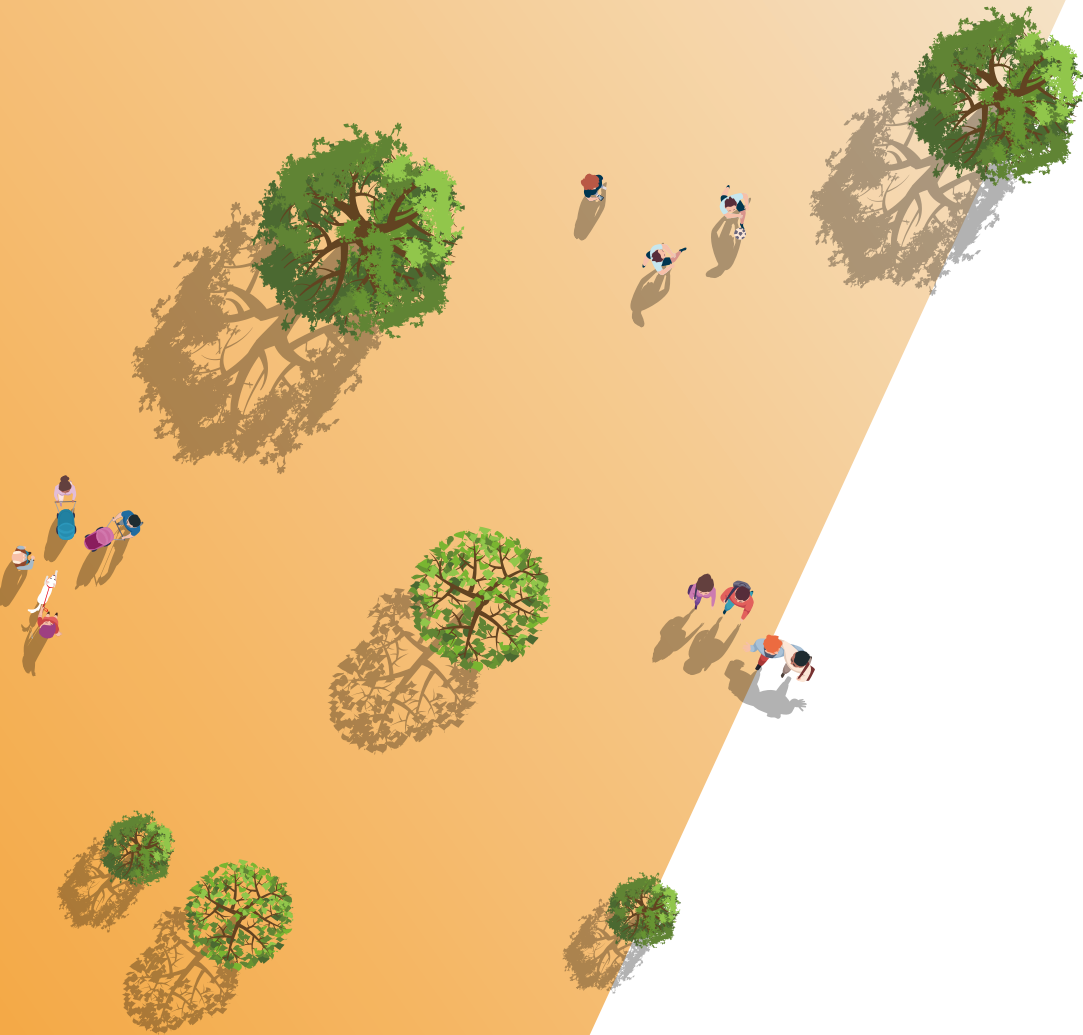
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# Respect for Human Rights

## Policy and Concept

Based on the United Nations Guiding Principles on Business and Human Rights, the Tokyo Tatemono Group has established the Tokyo Tatemono Group Human Rights Policy, which specifies the matters all employees, including officers and contract employees, as well as temporary employees, and all other persons engaged in business, should adhere to. Based on this policy, the Tokyo Tatemono Group is promoting initiatives to respect the human rights of all stakeholders involved in our business, such as the prohibition of forced labor and child labor, and the prohibition of discrimination and harassment based on race, nationality, beliefs (including religion), gender, sexual orientation, age, social status, or origin.

Through human rights due diligence based on this policy, the Tokyo Tatemono Group is working to identify issues related to human rights in the Tokyo Tatemono Group's business, mitigate or correct any issues that exist, and provide relief to those who have been adversely affected by any human rights issues.

Furthermore, by publishing this policy on the Tokyo Tatemono website, we are clearly communicating our expectations to all stakeholders on the need to respect human rights.

Furthermore, we request suppliers who collaborate with the Tokyo Tatemono Group, including secondary and subsequent suppliers, to promote their business with respect for human rights through initiatives based on the Sustainable Procurement Standards.

## KPIs and Targets

- **Respect for Human Rights**  
Dissemination of the Human Rights Policy  
Deployment to and compliance by Group companies  
Scope of Coverage Tokyo Tatemono Group

📄 Tokyo Tatemono Group Human Rights Policy

📄 Sustainable Procurement Standards

📄 Tokyo Tatemono Group Guidelines for Sustainable Procurement Standards

📄 Material Issue KPIs and Targets (p. 10)

📄 Participation in Initiatives (p. 13)

📄 Supply Chain Management (p. 50)

## International Norms the Tokyo Tatemono Group Supports and Respects

- The International Bill of Human Rights, consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights
- Guiding Principles on Business and Human Rights
- International labor standards on human rights, such as the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, which stipulates fundamental rights in the workplace (freedom of association and the right to collective bargaining, the elimination of forced labor, the effective abolition of child labor, and the elimination of discrimination in respect of employment and occupation)

## Compacts Tokyo Tatemono Has Signed and Endorsed

- 10 principles in four areas (human rights, labor, environment, and anti-corruption) as defined by the United Nations Global Compact

## System

The Tokyo Tatemono Group, led by the Sustainability Committee, chaired by the President, and the Human Rights Subcommittee, which is a subordinate organization of the Sustainability Committee, promotes human rights initiatives together with relevant departments and Group companies, and with support from external experts.

The Sustainability Committee not only deliberates and discusses on the formulation of Human Rights Policies, etc., the development of systems, the setting of human rights-related metrics and targets, and specific initiatives, but also monitors and evaluates the status of initiatives and the progress of achieving targets. The Human Rights Subcommittee, led by the Personnel Department, discusses how to promote initiatives based on the Human Rights Policy and human rights due diligence, and shares progress of such initiatives. Important matters discussed and debated by the Committee are submitted to or reported to the Board of Directors, which oversees the human rights initiatives.

📄 Sustainability Promotion Framework Chart (p. 9)

### ♦ Framework Chart (Human Rights)



Respect for Human Rights

Human Rights Due Diligence Initiatives

The Tokyo Tatemono Group is engaged in human rights due diligence in accordance with the Tokyo Tatemono Group Human Rights Policy. Human rights due diligence involves identifying human rights issues and then identifying those that should be prioritized. If a negative impact on human rights is foreseen, preventive measures and mitigation measures are taken, the effectiveness of those measures is monitored, and the measures are improved as necessary (PDCA cycle).

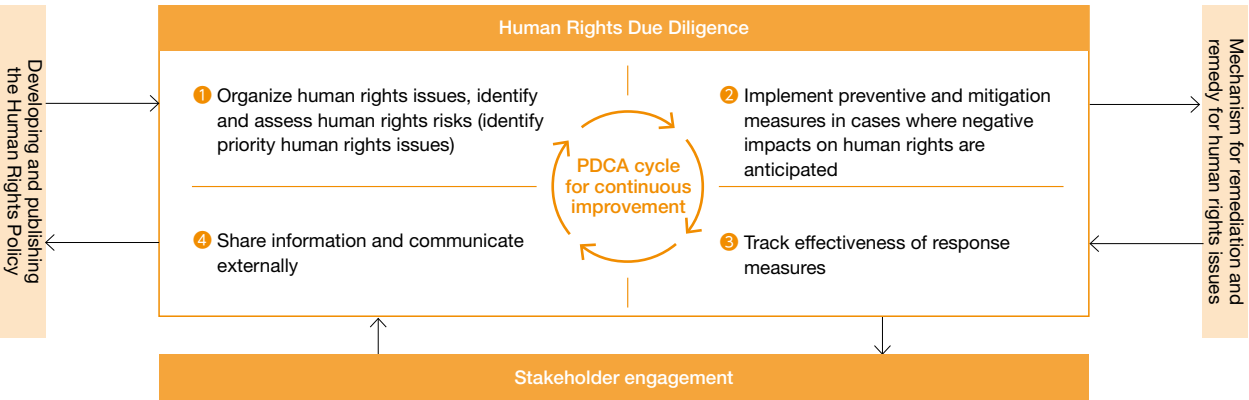
Organizing Human Rights Issues

Based on the United Nations Environment Programme Finance Initiative (UNEP FI) Human Rights Guidance Tool and other guidance on human rights, the Tokyo Tatemono Group has organized the stakeholders involved in the Tokyo Tatemono Group's business and identified general human rights issues that may arise as a result of corporate activities, as well as human rights issues specific to the real estate industry.

• Major human rights issues identified based on the Tokyo Tatemono Group's business

Stakeholders	Main Human Rights Issues
Workers at Tokyo Tatemono and Group companies	Health, health and safety, earthquakes and pandemics, discrimination and harassment, long working hours, working conditions and working environment, etc.
Workers of the Tokyo Tatemono Group's business partners and suppliers, such as construction and building management companies	Forced labor, child labor, heath, health and safety, industrial accidents, discrimination and harassment, long working hours, working conditions and working environment, etc.
Customers using the Tokyo Tatemono Group's products and services	Safety of products and services, human rights violations related to products and services, personal information and privacy, etc.
All members of society and communities (including indigenous peoples) in regions where the Tokyo Tatemono Group operates	General impact on local communities, such as forced migration, local rights, and bribery and corruption.

♦ Human Rights Due Diligence Process



Identification and Assessment of Human Rights Risks (Identifying Human Rights Priorities)

Based on the organized human rights issues, we identified and disclosed the human rights issues that are a priority for the Tokyo Tatemono Group after identifying the human rights risks specific to the Tokyo Tatemono Group. We then assessed the level of priority from the perspective of the scale of the impact on human rights, including the severity and likelihood of occurrence, and the connection with the Tokyo Tatemono Group. During this process, we received advice from human rights experts and had discussions at workshops attended by all group companies as well as consultations at Sustainability Committee meetings.

For the identified priority issues, we will continually strive to understand the situation in different business fields and countries/regions, and if we anticipate any adverse affect on human rights, we will take appropriate preventive and mitigation measures. The effectiveness of these measures is monitored, and if problems are found, we make efforts to improve them and disclose the status of these efforts.

Tokyo Tatemono Group Human Rights Priority Issues

- Forced labor and child labor
- Impact on local communities
- Health and safety
- Discrimination and harassment
- Employee working conditions and working environment
- Supplier working conditions and working environment
- Right to privacy

Initiatives to Address Human Rights Priority Issues

In order to reduce risks to the human rights priority issues that have been identified, the Tokyo Tatemono Group looks at specific initiatives led by the Human Rights Subcommittee, addressing them in each relevant department. The effectiveness of these initiatives is regularly checked and reviewed as necessary through monitoring and dialogue with stakeholders.

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◆ Overview of Initiatives to Address Human Rights Priority Issues

Human Rights Priority Issues	Outline of Initiatives		Details
	In the Tokyo Tatemono Group	In the Supply Chain	
Forced Labor and Child Labor	<ul style="list-style-type: none"><li>• The Tokyo Tatemono Group Human Rights Policy clearly states the prohibition of forced labor and the effective abolition of child labor</li><li>• Prevention and early detection of forced labor through compliance questionnaires for all Group officers and employees and periodic interviews by the Personnel Department for all Company officers and employees</li><li>• Age verification with official certification for new graduates and mid-career hires to prevent the occurrence of child labor, etc.</li></ul>	<ul style="list-style-type: none"><li>• The Sustainable Procurement Standards clearly state the elimination and prevention of forced labor and child labor and request compliance, etc.</li></ul>	<ul style="list-style-type: none"><li>• <a href="#">Supply Chain Management (p. 50)</a></li></ul>
Impact on Local Communities	<ul style="list-style-type: none"><li>• Compliance with laws and regulations of the countries and regions in which business is done (including local and international laws of each country)</li><li>• Pursuing methods to maximize respect for internationally recognized human rights when there is a conflict between internationally recognized human rights standards and the laws and regulations of any country or region, etc.</li></ul>	<ul style="list-style-type: none"><li>• The Sustainable Procurement Standards clearly state the establishment, maintenance, and improvement of good relationships with local communities, as well as understanding and respect for local community culture and customs, and request compliance, etc.</li><li>• Implementation of human rights assessments when participating in new projects overseas (e.g., conducting social impact assessments on human rights, ensuring appropriate land acquisition, minimizing and mitigating adverse social and economic impacts on indigenous peoples, and verifying employment of local labor and financing for land acquisition and development), etc.</li></ul>	<ul style="list-style-type: none"><li>• <a href="#">Supply Chain Management (p. 50)</a></li></ul>
Health and Safety	<ul style="list-style-type: none"><li>• Implementation of initiatives for all officers and employees of Tokyo Tatemono to achieve health-related goals, training aimed at improving health literacy, and stress self-checks</li><li>• Implementation of level-specific training (line care training for new managers, self-care training for new employees)</li><li>• Establishment of a support system including training, in cooperation with a consultant psychiatrist, to support return to work for those on long-term leave due to mental illness</li><li>• Establishment of a system for the sale and provision of safe products and services through the development of various guidelines and manuals, establishment of a PDCA cycle for the purpose of improving product safety (e.g., periodic surveys of customers and suppliers and improvements based on these surveys), and disclosure of information regarding various measures to improve product safety</li><li>• Establishment of a telework environment, including work from home, for the purpose of business continuity in the event of a major disaster or pandemic, formulation of a Basic Plan for Earthquake Measures, implementation of an overnight duty system and periodic drills, introduction of a safety confirmation system to quickly confirm employee safety when an earthquake occurs and coordinate requests to attend the office, etc.</li></ul>	<ul style="list-style-type: none"><li>• To ensure that our tenants and residents can use our products and services with peace of mind, the Sustainable Procurement Standards clearly state our commitment to ensuring and improving product and service quality, disclosing accurate information, and responding sincerely to requests and complaints, and requests that suppliers comply with these standards, etc.</li></ul>	<ul style="list-style-type: none"><li>• <a href="#">Supply Chain Management (p. 50)</a></li><li>• <a href="#">Improving Quality and Customer Satisfaction (p. 52)</a></li><li>• <a href="#">Health Literacy Improvement (p. 66)</a></li><li>• <a href="#">Mental Health Initiatives (p. 67)</a></li></ul>
Discrimination and Harassment	<ul style="list-style-type: none"><li>• Raising awareness through compliance training and human rights training for all Group officers and employees, and harassment training and level-specific training for all Tokyo Tatemono officers and employees (officers and general managers, and newly appointed managers)</li><li>• Establishment of a harassment-related consultation desk in the Personnel Department (staffed by one male and one female employee)</li><li>• Supervision of overall recruitment activities by the Fair Recruitment and Selection Human Rights Enlightenment Promotion Officer* (appointed by the general manager of the Personnel Dept.) to ensure equal opportunity in employment, etc.</li></ul>	<ul style="list-style-type: none"><li>• Prohibition of discrimination and harassment is clearly stated in the Sustainable Procurement Standards, and suppliers are requested to comply, etc.</li></ul>	<ul style="list-style-type: none"><li>• <a href="#">Establishment of a Helpline (anonymous whistle-blowing mechanism) (p. 48)</a></li><li>• <a href="#">Supply Chain Management (p. 50)</a></li><li>• <a href="#">Helpline (anonymous whistle-blowing mechanism) (p. 83)</a></li><li>• <a href="#">Compliance Training (p. 85)</a></li></ul>
Employee Working Conditions and Working Environment	<ul style="list-style-type: none"><li>• Clarification of working conditions and work role at the time of employment to prevent unfair assignments and transfers</li><li>• Signing of collective agreements with labor unions and conducting regular dialogues between labor unions and management</li><li>• Signing of Agreement on Overtime and Holiday Work (so-called 36 Agreement) with person representing a majority of employees at each business site, and management by managers and executives to prevent overworking</li></ul>	<ul style="list-style-type: none"><li>• The Sustainable Procurement Standards clearly state the prohibition of illegal long working hours and overwork, and the provision of a safe and healthy working environment, and request suppliers to comply, etc.</li></ul>	<ul style="list-style-type: none"><li>• <a href="#">Supply Chain Management (p. 50)</a></li><li>• <a href="#">Labor Practice Initiatives (p. 68)</a></li></ul>
Right to Privacy	<ul style="list-style-type: none"><li>• Formulation of Personal Information Protection Policy, Rules for Handling Personal Information, and other related regulations and manuals for the appropriate handling of personal information, etc.</li></ul>	<ul style="list-style-type: none"><li>• The Sustainable Procurement Standards clearly state the protection and appropriate management of personal information and confidential matters, the confidentiality of information related to reporting, the protection of the anonymity of whistleblowers, and the elimination of retaliation against whistleblowers, and requests suppliers to comply, etc.</li></ul>	<ul style="list-style-type: none"><li>• <a href="#">Supply Chain Management (p. 50)</a></li><li>• <a href="#">Comprehensive Information Management (p. 80)</a></li></ul>

\* Takes a central role in human rights awareness within the company, including establishing a fair recruitment and selection system and implementing human rights awareness training.

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## Respect for Human Rights

### Dialogue with Stakeholders on Human Rights Issues

The Tokyo Tatemono Group is actively engaged in dialogue with its stakeholders on human rights issues.

Dialogue is carried out with Tokyo Tatemono employees through compliance surveys and regular interviews conducted by the Personnel Department, and with suppliers, including construction companies and building management companies, through surveys and subsequent feedback. We also engage in dialogue with local communities and surrounding areas where we develop and own real estate by talking to people about how we intend to develop and operate the real estate projects. Based on the results of these dialogues and advice from outside experts on human rights, we are promoting initiatives to respect human rights.

### Raising Awareness Among Officers and Employees

In our efforts to respect human rights, the Tokyo Tatemono Group recognizes the importance of raising awareness of human rights among its officers and employees. As such, the Group continuously conducts human rights-related training for all its officers and employees for the purpose of raising awareness.

Due to the nature of the business in the real estate industry, there are various human rights issues relating to land, such as the Dowa problem (discrimination against the Buraku people of Japan). The Group therefore, continues to provide training on how best to understand and respond to such problems, working hard to prevent any potential situations arising that could lead to human rights abuses.

#### ◆ Results of FY2023 Initiatives

Training Topics	Scope	Attendance
Human rights training on the basics of Business and Human Rights, the basics of the Tokyo Tatemono Group Human Rights Policy, as well as the Tokyo Tatemono Group's human rights initiatives (including matters related to the Dowa problem specific to the business)	All Group officers and employees	Tokyo Tatemono Group: 96.2%
Compliance training on the Tokyo Tatemono Group's Compliance Codes of Conduct which stipulate compliance with such matters as respect for human rights, prohibition of discrimination and harassment, and guaranteeing a comfortable work environment		Tokyo Tatemono: 99.6%
Compliance surveys to regularly understand and verify compliance awareness and status		Tokyo Tatemono Group: 98.9%
		(Return rate) Tokyo Tatemono Group: 80%

📄 (Data) Attendance in Human Rights Training (p. 91)

📄 Compliance Training (p. 85)

📄 Compliance Surveys (p. 86)

### Mechanism for remediation and remedy for human rights issues

We have established a system that allows internal and external stakeholders to report concerns about human rights in the event of any possible abuse, and to promptly and appropriately provide redress.

#### Contact Point for External Stakeholders

The Tokyo Tatemono Group has an Inquiries page on its website that is available to external stakeholders for inquiries on a wide range of topics, including matters related to discrimination and human rights abuses.

📄 Inquiries (for external stakeholders)

### Establishment of a Helpline (anonymous whistle-blowing mechanism)

In order to appropriately respond to incidents of non-compliance, including harassment and human rights abuses, the Tokyo Tatemono Group has established the Tokyo Tatemono Group Helpline (external) which can be used throughout the Group to make anonymous reports. The helpline is available to officers, employees, temporary employees, part-timers, retirees, contractors, etc. of the Group companies. In addition, the Personnel Department has set up a consultation service on harassment, staffed by one male employee and one female employee.

Anonymous reports are also accepted, and the privacy of anyone who uses the helpline is protected. They are also protected from prejudicial treatment due to their report. The content of any reports or consultations received is subjected to an investigation and fact check. After this, corrective measures and preventive measures are promptly implemented. This system is being made known to people by putting up posters in the workplace, posting on the company intranet, handing out the Compliance Manual, and conducting compliance training. The means of inquiry can be selected from calling a dedicated line or registering on a form, and the form is available 24 hours a day, 365 days a year.

📄 Helpline (anonymous whistle-blowing mechanism) (p. 83)

### Participation in Industry Collaboration

Tokyo Tatemono is participating in the Human Rights Due Diligence Promotion Council involving nine construction and real estate companies. This study group conducts research and studies on identifying and addressing impacts on human rights. In doing so, it aims to fulfill the responsibility required of companies by the United Nations Guiding Principles on Business and Human Rights to “avoid infringing on the human rights of others and to take measures to prevent, mitigate and remedy adverse impacts on the human rights involved.”

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Other Initiatives on Respect for Human Rights

Support for the Kodomo Shokudo

The Tokyo Tatemono Group has partnered with the Nationwide Children’s Cafeteria Support Center, Musubie, a certified NPO that works to ensure that everyone has a safe place to go with its vision to create a society in which no one is left behind through its support of the Kodomo Shokudo\* (children’s cafeterias). The Group supports the children’s cafeterias by donating a portion of the revenue earned from the vending machines at Tokyo Tatemono’s Brillia condominium sales offices.

Information displayed on the vending machines highlight nearby children’s cafeterias to local residents and inform visitors to the sales offices about the activities of the children’s cafeterias. This makes it easier for children in the area to use the cafeterias thereby further contributing to the local community.

\* The Kodomo Shokudo provides nutritious meals and a welcoming environment for children from low-income backgrounds or those who eat alone. These services are offered by local volunteers and municipalities either for free or at an affordable price.

Initiatives at Tokyo Tatemono For-rent Condominiums

Brillia ist Tower Kachidoki is a condominium which aims to support families and the community. The building houses certified nursery schools, Family Houses (accommodation facilities for patients with incurable pediatric diseases), a pediatric clinic, and homes for families with young children. Operated by Family House, a Japanese non-profit organization, family houses are a home away from home for children, and their families who care for them, who come from far away to a big-city hospital for treatment of intractable diseases such as childhood cancer. In solidarity with the activities of Family House, Tokyo Tatemono has built a free of charge 130m<sup>2</sup> house with two Japanese and two Western-style rooms with a common room in Brillia ist Tower Kachidoki near the National Cancer Center Hospital and St. Luke’s International Hospital.

This condominium was certified under the Tokyo Children’s Sukusuku Housing Certification System in 2019. This system, in which the Tokyo Metropolitan Government certifies high-quality housing that has taken steps to create an environment conducive to raising children, values childrens’ rights to grow up in a safe living environment.



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# Supply Chain Management

## Policy and Concept

The Tokyo Tatemono Group works with construction companies, building management companies, and many other suppliers (business partners involved in procurement in our business activities). These days, there is a need for sustainable procurement, which includes respect for human rights and consideration for the environment, not only for individual companies but also throughout the entire supply chain. Therefore, it is essential to build a sustainable supply chain that takes into account the environmental and social impact of suppliers.

In May 2021, the Tokyo Tatemono Group established the Sustainable Procurement Standards for all suppliers involved in the Tokyo Tatemono Group's businesses in order to comply with laws and regulations and promote initiatives throughout the entire supply chain to achieve sustainable procurement that takes into account respect for human rights, ensuring occupational health and safety, anti-corruption, and environmental conservation.

The Tokyo Tatemono Group is committed to building a sustainable supply chain by promoting understanding of and compliance with the procurement standards through dialogue with suppliers and business partners.

📄 Sustainable Procurement Standards

📄 Sustainable Procurement Standards Guidelines

## System

The Tokyo Tatemono Group is promoting initiatives related to supply chain management under the leadership of the Sustainability Committee, chaired by the President. The Sustainability Committee deliberates and discusses important policies related to supply chain management, including the development and review of the Sustainable Procurement Standards and the identification of key suppliers, and monitors and evaluates the status of initiatives based on these policies. Important matters that are deliberated and

discussed at committee meetings are submitted or reported to the Board of Directors who are then able to supervise overall supply chain management.

These initiatives are promoted with support from external

experts, through the exchange of information with other companies in the industry and through dialogue with construction companies and other major suppliers to the Tokyo Tatemono Group, as well as in cooperation with related departments and Group companies.

## Summary of the Tokyo Tatemono Group Sustainable Procurement Standards

### 1. Observance of Laws and Regulations

- Compliance with the laws and regulations of the countries and regions in which we operate

### 2. Respect for Human Rights

- Ensuring compliance with and respect for international standards relating to human rights and respect for basic human rights based on international standards
- Prohibition of discrimination and harassment

### 3. Assurance of Sound Labor Practices and Working Environments

- Ensuring freedom of association and the right to collective bargaining
- Eliminating and preventing forced labor and child labor
- Prohibiting discrimination in labor conditions on the basis of race, nationality, creed, gender, sexual orientation, age, social status, origin, etc.
- Complying with laws and regulations governing minimum wages, overtime pay, benefits, etc.
- Prohibiting illegal overtime and excessive labor
- Creating a safe and healthy working environment

### 4. Fair Business Activities

- Prohibition of bribery and other corrupt practices
- Prohibition of unfair and anti-competitive transactions
- Blocking relationships with antisocial forces
- Prohibiting infringement on the intellectual property rights or trade secrets of third parties
- Protection and appropriate management of personal information and confidential matters
- Protection of confidentiality of information related to reporting and the anonymity of whistleblowers and eliminating retaliation against whistleblowers

### 5. Assurance and Improvement of Safety and Quality

- Ensuring and improving the quality of products and services and disclosing accurate related information
- Responding sincerely to requests and complaints

### 6. Environmental Considerations

- Reduction of greenhouse gas emissions
- Promotion of the 3Rs, efficient use of resources, reduction of waste generation, reuse, and recycling
- Prevention of pollution of air, water, soil, etc., and appropriate management and processing of chemical substances
- Preservation of biodiversity and reduction of impact on ecosystems
- Elimination of illegal raw material procurement

### 7. Co-existing with Local Communities

- Building, maintaining, and strengthening good relationships with local communities
- Understanding and respecting the culture and customs of local communities

### 8. Formulation and Construction of a BCP Framework

- Formulate a business continuity plan (BCP) and build a system to implement it

### 9. Collaboration in the Supply Chain

- Encourage business partners to understand, comply with, and improve the procurement standards





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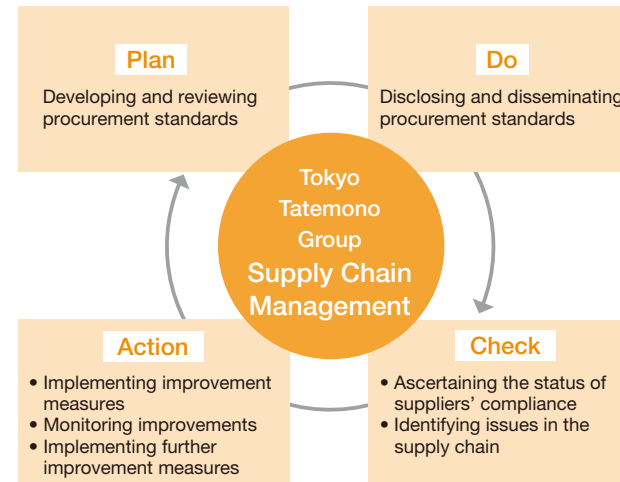
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## Supply Chain Management

### ◆ Supply Chain Management PDCA



### Operating the Sustainable Procurement Standards

#### Disclosure of Sustainable Procurement Standards and Guidelines

Tokyo Tatemono discloses the Sustainable Procurement Standards on its website to give all suppliers in the Tokyo Tatemono Group's business access to the Standards. Tokyo Tatemono has also prepared the Sustainable Procurement Standards Guidelines to promote accurate understanding of the purpose and content of the procurement standards. These guidelines, disclosed on the Tokyo Tatemono website, provide the social background for each of the standards listed in the Sustainable Procurement Standards and specific examples of initiatives that can be used as reference when implementing each standard.

Key suppliers have also been notified requesting that they understand and comply with the procurement standards. As well as including the procurement standards to contracts concluded with construction companies, who are particularly important suppliers,

clauses are stipulated in the contracts that require understanding and compliance with the procurement standards.

#### Identifying Key Suppliers

Tokyo Tatemono identifies key suppliers based on transaction amount with procurement-related suppliers, the degree of impact on the Company's reputation if a supplier violates the procurement standards, and the recurring nature of transactions with Tokyo Tatemono. We will continue to expand and review key suppliers on a regular basis.

#### Selecting New Suppliers

When selecting construction companies, which are particularly important suppliers, we conduct credit checks on potential suppliers prior to placing orders. In addition, by making it a mandatory condition to sign a construction contract that includes a clause requesting compliance with the Sustainable Procurement Standards, we avoid any risk in the supply chain.

#### Risk Assessment When Entering New Overseas Operations

In order to confirm the human rights risks in countries when participating in all new projects overseas, Tokyo Tatemono not only confirms in advance the degree of risk using a human rights risk checklist, but also strives to include the Sustainable Procurement Standards in joint business agreements concluded with business partners.

#### Understanding the Response of Suppliers and Identifying Issues

Tokyo Tatemono conducts surveys of key suppliers in order to ascertain their understanding of and compliance with, as well as their initiatives with respect to the procurement standards. Based on the procurement standards, the survey confirms the status of policy formulation, system development, and specific initiatives regarding compliance with laws and regulations, respect for human rights, ensuring occupational health and safety, anti-corruption, and consideration for environmental conservation, among other matters.

In 2023, the survey was given to 47 construction companies, of which responses were received from 45. In 2024, the survey was given to 166 companies including construction companies and building management companies, of which responses were received from 139. No significant issues have been identified in the surveys conducted to date.

#### Implementing Remedial Measures for Identified Issues and Monitoring Improvements

Tokyo Tatemono engages in ongoing dialogue with key suppliers through questionnaires, feedback, interviews, and hearings. If any issues are unearthed in Tokyo Tatemono's supply chain, efforts are made to improve them. We will continuously monitor the status of improvement, carrying out further improvement measures as necessary.

#### Internal Dissemination of the Sustainable Procurement Standards

Tokyo Tatemono is also working to educate officers and employees in order to promote understanding of, and to appropriately apply, the Sustainable Procurement Standards. Supply chain management, including the procurement standards and their operation, has been one of the key topics in the compulsory sustainability training program for all Tokyo Tatemono officers and employees since fiscal 2022. And in 2023, we disseminated the newly formulated Sustainable Procurement Standards Guidelines to officers and employees to further promote their understanding of the standards.

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# Improving Quality and Customer Satisfaction

## Policy and Concept

The Tokyo Tatemono Group pays attention not only to quality in the “hard” aspect of our business—our buildings—but also to quality in the “soft” aspect, such as through the services we provide to our customers. We believe that our competitiveness as a business derives from building safe and secure communities and continuing to improve customer satisfaction.

Moreover, we have introduced various systems that reflect customer feedback into our business activities as well as strive to further enhance quality from the customer perspective and improve the satisfaction of our customers.

## Quality Control in the Commercial Properties Business

### The Human Building Philosophy

In the Commercial Properties Business, we are guided by the concept of the “Human Building,” in which people are always at the center. We want our customers to feel safe, secure, and comfortable across both the hard and the soft aspects. To ensure that all employees in the Commercial Properties Business have a deeper understanding of this concept, and to link it to further efforts, we have formulated Five Actions (Code of Conduct). We put these guidelines into practice in our daily work, with the goal of creating a building that our customers can feel is “My building.”

### Quality Control Initiatives in the Commercial Properties Business

#### • Quality control during planning, design, and construction

We have established a quality control system in our Commercial Properties Business with the aim of delivering safety, security, and comfort to our customers. With regard to planning and design, we have formulated design guidelines and distributed them to design companies in order to clarify the quality requirements for the buildings Tokyo Tatemono develops. With regard to construction,

we have produced a construction policy document and distributed it to construction companies to ensure that all construction work is carried out appropriately based on plans and designs. Construction companies carry out self-checks on quality based on this policy document, reporting back to Tokyo Tatemono on a regular basis.

In order to gain expertise and apply it to new commercial office building developments, meeting bodies are set up for each phase of the development process, such as when acquiring development sites, considering building products, tenant leasing, and considering building management, as well as after building completion. Through these meetings, where departments involved in the development and operation of commercial office buildings exchange ideas on quality and safety, we strive to improve the quality of commercial office buildings and customer satisfaction.

#### • Quality control during completion and management

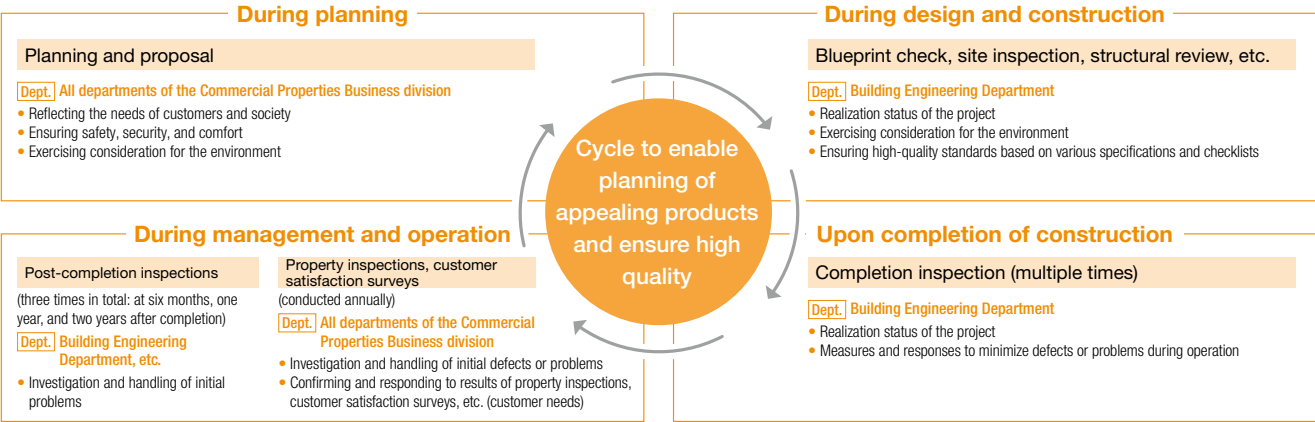
Questionnaire surveys are given to tenants every year in order to accurately understand the needs of customers occupying commercial office buildings. The survey results and responses are shared internally where they are used as reference for future development in terms of hard aspects, while efforts are made to expand and improve services in terms of soft aspects too.

Tokyo Fudosan Kanri, which is engaged in building management, has also established and is operating a quality management system of its own. The aim of this system is to maintain and improve the quality of its overall building management and thereby increase customer satisfaction. Inspections of management sites, an essential step in this process, are carried out through both regular checks by the department in charge and voluntary checks by the management site. This is to ensure that legal compliance and the quality of in-house standards are met with respect to buildings management in all services, cleaning, and firefighting.

### Responding to Defects or Areas for Improvement as They Arise

In the event of construction defects upon completion of a building or equipment malfunction while a building is occupied, we respond quickly with the cooperation of the construction company and building management company to correct the situation. By accumulating case studies of the causes of construction and equipment failures and responses to them, and sharing these cases within the company, we have built a PDCA cycle for quality control in the Commercial Properties Business so that similar incidents do not occur in future building developments or other occupied buildings.

#### • Quality Control Initiatives in the Commercial Properties Business



\* This cycle is also implemented in large-scale renovations of aging buildings.

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Quality Control in the Residential Business

Brillia Concept

The Residential Business is engaged in two major businesses. One is the residential condominium business, centered on the Brillia series, with its emphasis on refinement and comfort. The other is the residential leasing business, centered on the Brillia ist series of for-rent condominiums for those seeking unique lifestyles. The underlying concept of both is the Tokyo Tatemono Group's unique disposition toward a constant aim for achieving and maintaining the cutting edge in elusively exquisite comfort. Brillia is a comprehensive brand designed to provide a residential experience that matches customers' lifestyles. Through it, we provide the various services of the Tokyo Tatemono Group, including planning and development, management, after service, brokerage, and renovation, supporting customers by enabling lifestyles of value.

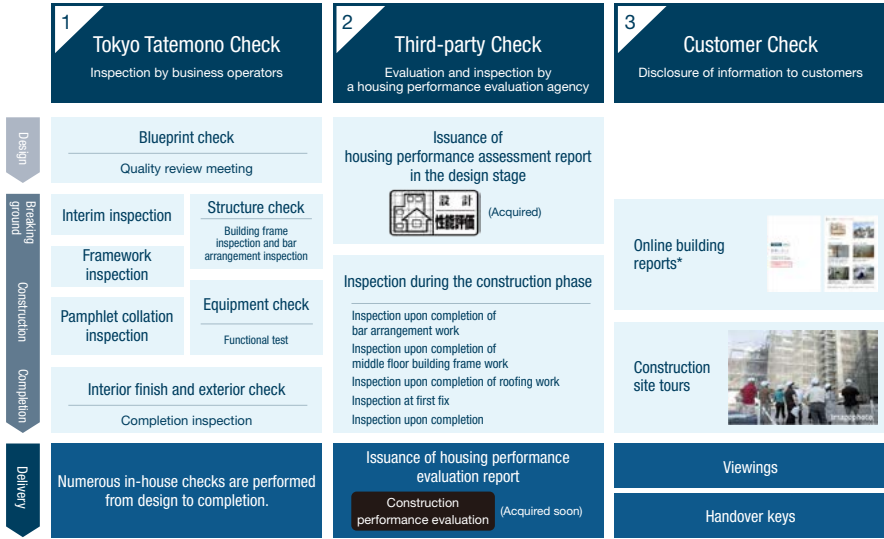
Steadfast Commitment to Quality Control in the Residential Business

Quality control during planning, design, construction, and operation

Our Brillia residential condominium business maintains design guidelines for refinement and rigorous standards and management systems to offer comfort to our customers. In terms of quality control, including safety, the department in charge carries out measures based on its own quality standards at each stage from planning to completion with quality review meetings held twice before construction work begins. At the first pre-quality review meeting, Tokyo Tatemono, the design company, and the management company exchange ideas regarding quality, and at the second quality review meeting, Tokyo Tatemono, the design company, and the construction company exchange ideas regarding quality. During the construction phase, the project undergoes a multi-step check process, including inspections by a third-party organization, before going on to be completed.

Steadfast Commitment to Quality Control in the Residential Business

Independent quality standards and triple checks



\* What is a building report?  
Brillia offers a building report so that new homeowners can check for themselves whether their new home has been built to required standards. An explanation of all technical aspects is provided to sincerely give complete peace of mind.

Condominium management quality

Property managers and management companies support the daily lives of customers living in condominiums under their care. Our condominium management company Tokyo Tatemono Amenity Support offers the Brillia Life Support to fully support the lives of the Tokyo Tatemono Group's condominium residents.

Brillia Life Support makes six promises to residents to ensure the refinement and comfort of their lifestyles. The service offers appropriate upkeep and maintenance of condominiums, works to improve customer services and support by property managers, and properly sustains condominium value (a key financial asset for our customers).

Responding to Defects or Areas for Improvement as They Arise

We make sure not only to deal promptly with any defects or areas for improvement that arise during the construction phase or after delivery, but also share these with the relevant departments. For particularly urgent matters, we immediately inform teams at the construction sites, as well as revising manuals and providing employee education to prevent recurrence.

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Providing Appropriate Information to Customers

We believe that providing timely and appropriate information to our customers brings them peace of mind.

Brillia conducts construction site tours where on-site staff give detailed explanations at each stage of the build. These tours, which have been highly praised by customers, allow homeowners to see parts of the build which otherwise cannot be seen after completion. During construction, the status of the build is regularly reported to customers in the building report.

Responsible Marketing (p. 85)

Post-Move Security and Quality Support

We provide after-sales support to help homeowners live a comfortable life, from the time they move in and their day-to-day life, to the time they sell their property, based on a theme of Comfort from Day One.

- Up to second year after completion: Periodic after-sales service
- 10, 15, and 20 years after completion: Support through the Brillia Home Regular Checkups
- For up to 10 years after the end of after-sales service period: Brillia Equipment Safety Support 10 (a new service for the repair and replacement of housing equipment and devices available for a fee during the period after the after-sales service period ends, a time when housing equipment and devices often fail)
- Brillia Life Support App (allows users to request replacement of home equipment and appliances, purchase home equipment supplies, and order cleaning services on smartphones)

Brillia Strengths (support after moving in)  
(Only available in Japanese)

Brillia Life Support: The Six Promises of Brillia Life Support

Refined Living	Peaceful Life
<ul style="list-style-type: none"><li>Living with the Future in Mind</li></ul> <p>Maintain and improve residence asset value</p> <ul style="list-style-type: none"><li>Regular free unit inspection</li><li>Management company-conducted, comfort-focused repairs</li><li>Development of long-term repair plans</li></ul>	<ul style="list-style-type: none"><li>Management as Lifestyle Partner</li></ul> <p>Making actual condominium management visible to residents</p> <ul style="list-style-type: none"><li>Annual visual inspections of building exterior</li><li>Submission of account and operational audit reports</li><li>Monthly property manager reports</li></ul>
<ul style="list-style-type: none"><li>Smart Living</li></ul> <p>Services for private areas</p> <ul style="list-style-type: none"><li>Housekeeping services</li><li>House cleaning</li><li>Remodeling</li></ul>	<ul style="list-style-type: none"><li>Living with Joy for Each Day</li></ul> <p>Property manager support and meticulous cleaning</p> <ul style="list-style-type: none"><li>Brillia Training Center-hosted training programs (accredited vocational training school)</li><li>Work quality audits and guidance by supervisors</li></ul>
<ul style="list-style-type: none"><li>Living More Abundant Lifestyles</li></ul> <p>Support for communication events</p> <ul style="list-style-type: none"><li>Support of Tanabata festival/ Christmas events</li><li>Brillia owner's club</li></ul>	<ul style="list-style-type: none"><li>Secure Living</li></ul> <p>Preparation for and prevention of emergencies, disasters, and crime</p> <ul style="list-style-type: none"><li>Emergency response service</li><li>Fire drill support</li><li>Disaster prevention supplies</li></ul>

Pursuing Convenience as Real Estate

The Tokyo Tatemono Group evaluates all buildings it develops, including office buildings and for-sale condominiums, to accommodate people with disabilities, including consideration of access to public transportation. Based on these considerations, we aim to create spaces that are accessible to all customers, including the elderly and people with disabilities, as well as local residents, by introducing barrier-free accessibility and universal design.

Raising Employee Awareness through Training and Meetings

Awareness Training to Improve Quality

In the Tokyo Tatemono Commercial Properties Business, all employees involved in the development of office buildings participate in meetings established in each phase, from site acquisition to review after completion. Not only does this lead to improvements in quality and product safety, but it also helps to improve employees' capabilities and awareness.

Training to Improve Building Management Skills

At a Group company that manages buildings, a training center for, in principle, all employees involved in building management has been established to improve work quality and cultivate talent.

The center is equipped with equipment and devices that are in actual use in building management (electricity, air conditioning, hygiene, etc.), as well as a mock cubicle for responding to a power cut. This allows trainees to learn through a unique curriculum that mixes practical skills and training. At this facility, hands-on training is carried out on topics such as fundamental knowledge, operation methods, handling, repair, and parts replacement for equipment and systems. Various seminars are also provided for all employees, including new graduate hires.

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Training on Condominium Management

In principle, the Tokyo Tatemono Group companies that manage condominium buildings have established the Brillia Training Center for all employees involved in condominium management operations to improve their skills and develop management staff.

The center provides high-quality vocational training, including incorporating a curriculum certified by the Tokyo Metropolitan Government based on the Vocational Abilities Development Promotion Act as part of the training for condominium managers. The center features equipment actually used in facilities (condominium management offices, fire-fighting facilities, plumbing facilities and piping facilities, etc.), enabling a wide range of specialized training for management staff.

The center also holds seminars that are of benefit to the operations of management associations, including seminars for newly appointed chairpersons and large-scale repair construction seminars.

Raising Employee Awareness through Our Awards System

The Human Building Competition: Facilitating Customer Safety, Security, and Comfort

Tokyo Tatemono holds the Human Building Competition once a year as an event to facilitate information sharing and communication. All Group companies involved with our Commercial Properties Business participate. Through this competition, we not only communicate the management policies of the Commercial Properties Business, but also achieve safety, security, and comfort for our customers. Furthermore, we introduce and celebrate examples of outstanding implementations of our Human Building philosophy. By sharing these positive examples and cultivating interaction among Group employees, we encourage improvements in quality and service leading to greater safety, security, and comfort for our customers. In 2023, three projects received awards, and examples of excellent initiatives in each project were shared at the awards ceremony.

The Good Job Idea Competition: Strengthening On-Site Capabilities

The building management firm Tokyo Fudosan Kanri has introduced the Good Job Idea Award commendation system with the aim to improve customer satisfaction through on-site improvement activities. This system selects and awards good examples twice a year from among improvement activities related to safety, security, comfort, and energy conservation carried out at each site. In fiscal 2023, 149 ideas were recognized with awards. In addition, we hold the Good Job Idea Competition once a year to present and award particularly outstanding ideas throughout the year from among the award-winning projects under the system. Through these efforts, we raise awareness of improvement at each work site, sharing improvement actions throughout the company to improve quality and service levels.

Brillia Design Award Internal Commendation System

Tokyo Tatemono's Residential Business holds the Brillia Design Awards, which evaluates the design of the Brillia for-sale condominiums that we develop, recognizing designs that reach customers under a quantitative rubric based on survey responses from relevant stakeholder meetings. This annual program judges the designs of condominiums completed during the calendar year and recognizes properties deemed outstanding. The judging process evaluates properties based on outstanding achievement in design based on seven categories: (1) overall plan, (2) exterior, (3) plants/landscape, (4) approach and entrance, (5) refinement in daily flow lines, (6) detail, and (7) challenges in the project.

Through this evaluation system, we aim to share best practices, raise awareness and motivation for Brillia Design, and further improve quality and service.

Initiatives to Improve Customer Satisfaction

Customer Satisfaction Surveys

The Commercial Properties Business conducts customer satisfaction surveys every year for office building tenants. Opinions are garnered on building facilities and management from the perspective of safety, security, and comfort, as well as the responsiveness of building management staff and sales staff, in an effort to make improvements based on the needs of tenants. By also sharing tenant needs and improvement measures prompted from these surveys among related departments and incorporating them into other office buildings and new developments, we endeavor to further enhance tenant satisfaction not only in the relevant office building but also in the Commercial Properties Business as a whole.

Specific improvement measures based on the survey include making proposals to tenants regarding air conditioning settings and other operational issues, and optimizing air conditioning zoning in new developments. We are also working to ensure that smoking and non-smoking areas are properly delineated and improve mobile phone reception within the building.

(Data) Office Building Customer Satisfaction Survey Results (p. 94)

◆ Customer Satisfaction Survey, Response Ranking (FY2023)		
Satisfied	#1	Cleanliness of common areas, etc.
	#2	Disaster prevention center and management office response in times of trouble
	#3	Response by Tokyo Tatemono staff
Dissatisfied	#1	A/C temperature settings/control
	#2	Mobile phone reception
	#3	Smoking and non-smoking areas

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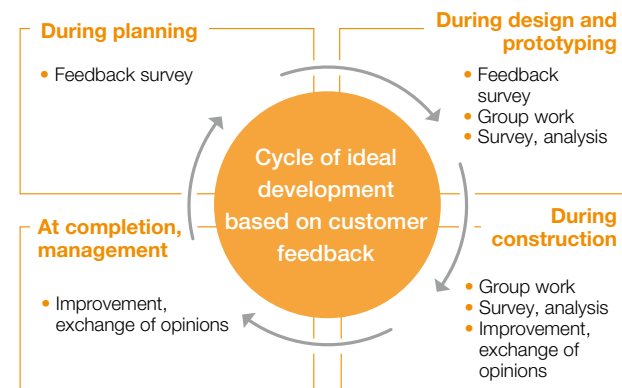
## Improving Quality and Customer Satisfaction

### Bloomoi, a Co-Creation Project for Housing and Living



Bloomoi is a co-creation project for housing and living that was born out of the Brillia condominium brand. Activities began in 2012, and the project continues to engage working women in dialogue, encouraging them to think together and develop new home ideas. 2022 marked 10 years since the project was first launched and a new starting point. Bloomoi now further expands the scope of co-creation, not only in product planning, but also in service and lifestyle proposals. The project listens to a more diverse range of people, offering product planning and services that values individuality from a number of different perspectives.

Product planning and services conceived out of the co-creation projects resonate with customers, improve customer satisfaction, and help to differentiate ourselves from other companies. The many different ideas that have stemmed from dialogue with customers are continuously being fed back into the Company to be used in future development projects.



bloomoi

### Improvements Based on Customer Recommendation (NPS) Surveys



In our Residential Business, we see customer loyalty as a key performance indicator. Based on this, we survey customers to measure the likelihood they would recommend Tokyo Tatemono (Net Promoter Score) at three stages: at the time of contract, on delivery, and after moving in.

We use the survey results to improve product development, sales, quality control, and after-sales service.

## External Recognition

### Tokyo Tatemono Receives Good Design Award



The redevelopment project SHIROKANE The SKY (Minato-ku, Tokyo; completed in 2023) in which Tokyo Tatemono participated in received the 2023 Good Design Award\*.

The project was highly rated for its design that reorganized areas with urban structural issues to create an attractive mixed land area for multiple purposes such as residential, commercial, factory, and hospitals, comprehensively addressing each stage from the urban to the human scale.

\* Organized by the Japan Institute of Design Promotion, the Good Design Awards are Japan's only comprehensive annual awards evaluating and commending outstanding design.

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# Revitalizing and Utilizing Real Estate Stock

## Policy and Concept

Many of the housing complexes that were built throughout Japan in the postwar era to support Japan's rapid economic growth have now become run-down decades after their construction. Many of these buildings face serious issues, including concerns about resilience against earthquakes and security and the lack of elevators, so there is an increasing need to rebuild these complexes. In addition, housing complexes, where many families raising children once lived, are now experiencing an outflow of residents and an aging population, so revitalizing communities that connect local residents is also a major issue.

Through reconstruction and redevelopment of properties such as housing complexes and buildings, the Tokyo Tatemono Group is building safer and more secure communities for customers and local residents.

Activities such as reconstruction also enable us to create new value for the coming era and to revitalize local communities.

📄 (Data)Revitalizing and Utilizing Real Estate Stock (p. 94)

📄 Tokyo Tatemono Condominium Reconstruction  
(Only available in Japanese)

## Revitalizing Housing Complexes

### Key Ongoing Projects

#### Kojimachi Sanno Mansion Reconstruction Project



Location	Niban-cho, Chiyoda-ku, Tokyo
Units after reconstruction	104 units (previously 57, consisting of 53 residential and 4 commercial units)
Completion	Summer 2026 (planned)

This building was in urgent need of a radical solution to its inadequate resilience against earthquakes and state of deterioration. Since this could not be done through repair and renovation, we cooperated with property rights holders with the aim of bringing about reconstruction at the earliest possible date. Under Tokyo's Urban Housing Comprehensive Design System (HCDS)\*, the floor space index requirement will be relaxed, and the number of residential units will be increased from the current 57 to 104 seismic-isolation condominiums. The reconstruction project is located in the central Tokyo area, a one-minute walk from Kojimachi Station on the Tokyo Metro Yurakucho Line, with a design that is sympathetic to the Bancho area and which reflects the progressive nature of the town that will develop in the future.

\* A system that allows floor space index and height restrictions to be relaxed if the design ensures a certain amount of open space on the premises.

#### Kunitachi Fujimidai Danchi Mansion Reconstruction Project



Location	Fujimidai 1-chome, Kunitachi-shi, Tokyo
Units after reconstruction	589 (previously 298)
Completion	FY2026 (planned)

This project is a redevelopment of the existing north-south passageway, used by surrounding residents during the day and as a route to school, into a pedestrian pathway that can be enjoyed by local residents, and the creation of a diverse habitat by creating a green space within the site that can sustainably enhance the natural environment. The project has been recognized for its improvement to local amenity and to the development of the local streetscape, and thus, the special building height standard can be applied. As a result, the maximum height has been relaxed from the general standard of 19 m to the special standard of 25 m. The aim is to create a green and comfortable living environment by utilizing the open space created from the building plan that takes advantage of the building height mitigation, and by incorporating more green space and areas for walking.

- Long-term Vision and Materiality
- Sustainability Promotion Framework
- Material Issue KPIs and Targets
- Stakeholder Engagement
- Participation in Initiatives
- External Evaluation for Sustainability

- Environmental Management
- Promoting a Decarbonized Society
- Responding to Natural Disasters
- Biodiversity
- Water Resources
- Promoting a Recycling-oriented Society
- External Evaluation and Certification for Green Buildings
- Sustainability Finance

- Respect for Human Rights
- Supply Chain Management
- Improving Quality and Customer Satisfaction
- ▶ **Revitalizing and Utilizing Real Estate Stock**
- Contributing to Our Communities
- Human Resource Investment and Development
- Health Management / Occupational Health and Safety
- Diversity & Inclusion

- Corporate Governance
- Risk Management
- Compliance

## Revitalizing and Utilizing Real Estate Stock

### Key Achievements to Date

#### Tama New Town Suwa 2-chome Housing Reconstruction Project

▶▶ Rebranded as **Brillia Tama New Town**

This is a revitalization project for Tama New Town, which has a history of over 40 years. It is one of the largest reconstruction projects in Japan. The decision was made to reconstruct due to the aging of the housing and the fact that the residents are elderly. The property will be reborn as a multi-generational community, while the greenery and other key features of the living environment will be preserved.

Location	Suwa 2-chome, Tama-shi, Tokyo
Units after reconstruction	1,249 (previously 640)
Completion	October 2013

#### Senri-Tsukumodai A Condominium Complex Reconstruction Project

▶▶ Rebranded as **Brillia City Senri Tsukumodai**

It was decided to reconstruct the building due to issues of deterioration that had occurred over its 50-year life. The project is going ahead after a range of considerations by residents and other stakeholders.

Location	Tsukumodai 3-chome, Suita City, Osaka Prefecture
Units after reconstruction	202 (previously 96)
Completion	December 2019

#### Hiratsuka-cho Housing Reconstruction Project

▶▶ Rebranded as **Brillia Hatanodai**

Due to the aging of the building and facilities, constructed approximately 60 years ago, the owners reached a consensus on the decision to reconstruct the building. This became the first case in Shinagawa Ward to apply the Act on Facilitation of Reconstruction of Condominiums. A rare reconstruction given the site location in a first-class low-rise residential area, it was ensured that the condominiums harmonized with the landscape while taking into consideration ventilation, lighting, barrier-free access, and security.

Location	Hatanodai 6-chome, Shinagawa-ku, Tokyo
Units after reconstruction	38 (previously 23)
Completion	November 2020

#### Shakujii Koen Danchi Apartment Reconstruction Project



Brillia City Shakujii Koen ATLAS

▶▶ Rebranded as **Brillia City Shakujii Koen ATLAS**

Location	Kami-shakujii 3-chome, Nerima-ku, Tokyo
Units after reconstruction	844 units (previously 490)
Completion	September 2023

Due to the aging of the building and facilities, constructed approximately 50 years ago, and the older residents, the decision was made to reconstruct the building. The building plan factored in a layout with all residential units facing south, greenery, and community revitalization, creating a community where multiple generations can live with peace of mind.

#### Heights Komagome Apartments Reconstruction Project

▶▶ Rebranded as **Brillia Komagome Rikugien**

It was decided to reconstruct the building around 40 years after its original construction due to its inadequate seismic resistance and the aging of its facilities. An adjacent site was acquired and the building was rebuilt, increasing the total number of units from 25 to 49. A key feature of this project was its speed, as the building was completed only four years after the signing of the contract in 2010.

Location	Honkomagome 6-chome, Bunkyo-ku, Tokyo
Units after reconstruction	49 (previously 25)
Completion	July 2014

#### Fujisaki Housing Condominium Reconstruction Project

▶▶ Rebranded as **Residence Momochi**

It was decided to rebuild all four buildings in the complex 40 years after construction due to the age of the buildings and seismic resistance issues. The buildings were reconstructed with various needs such as a barrier-free design taken into consideration.

Location	Momochi 2-chome, Sawara-ku, Fukuoka-shi, Fukuoka
Units after reconstruction	232 (previously 130)
Completion	March 2015

#### Koganei Corpus Apartments Reconstruction Project

▶▶ Rebranded as **Brillia Koganei Sakuracho**

It was decided to reconstruct the building in 2013 due to issues of deterioration that had occurred over its 50-year life. It was transformed into an eight-story, 114-unit condominium. The maintenance and management of the condominium was changed from self-management by residents to outsourcing to a management company, which also improved the living environment.

Location	Sakura-cho 2-chome, Koganei-shi, Tokyo
Units after reconstruction	114 (previously 80)
Completion	April 2016

#### Itopia Hamarikyu Reconstruction Project



Brillia Tower Hamarikyu

▶▶ Rebranded as **Brillia Tower Hamarikyu**

Location	Kaigan 1-chome, Minato-ku, Tokyo
Units after reconstruction	420 units (previously 328)
Completion	September 2023

After approximately 40 years since its construction, the building and facilities were found to be dilapidated and inadequate in terms of seismic resistance, so the decision was made to rebuild. With the intention of contributing to regional development as a place to live in an area with much office and commercial development, we created a green space where people can feel at ease, and introduced childcare support facilities.

Corporate Philosophy, Corporate Data,  
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## ESG Management

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Material Issue KPIs and Targets  
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Participation in Initiatives  
External Evaluation for Sustainability

## Environment

Environmental Management  
Promoting a Decarbonized Society  
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Promoting a Recycling-oriented Society  
External Evaluation and Certification for Green Buildings  
Sustainability Finance

## Social

Respect for Human Rights  
Supply Chain Management  
Improving Quality and Customer Satisfaction  
Revitalizing and Utilizing Real Estate Stock

### Contributing to Our Communities

Human Resource Investment and Development  
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## Governance

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Risk Management  
Compliance

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# Contributing to Our Communities

## Policy and Concept

The Tokyo Tatemono Group believes that community engagement and volunteer activities contribute not only to community development and more value for the local community, but also to sustainable business growth. With this in mind, we conduct a variety of activities to help strengthen ties between people in urban environments while supporting the well-being of local residents. In each region where we operate, we contribute to the creation of a prosperous society as a member of the local community by working together with various stakeholders, including local residents, tenants of office buildings and condominiums, NPOs, government agencies, and private companies, while making efforts to contribute to the development of the region and improving value for local communities.

### • Ongoing redevelopment projects in the Yaesu-Nihonbashi-Kyobashi area



## Initiatives for Urban Regeneration and Revitalization

The Yaesu-Nihonbashi-Kyobashi area around Tokyo Station, where Tokyo Tatemono has been headquartered for over 120 years since its establishment, is the most widely accessible area in Japan. It continues to develop as the center of Japan, connected to various areas of Tokyo, local cities, and the world, and as a hub for global business where people, goods, and information are concentrated. Since the Edo period, Tokyo has developed as a financial, commercial, and cultural center. Now we are redeveloping the area to further energize it as a center of industry. By tapping into the appeal of the area, we aim to realize one of our material issues: that of strengthening the competitiveness of Tokyo as an international city.

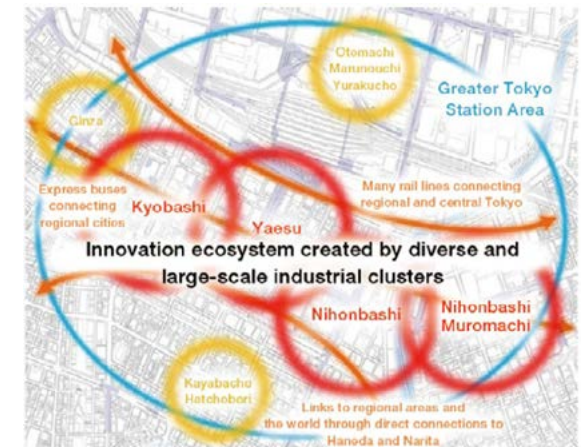
The Yaesu Project and Gofukubashi Project that we are developing in this area have been designated as National Strategic Special Zones\*, and the city is being transformed into a business and transportation hub. Furthermore, by taking advantage of having many large companies in one area to create and provide a hub for activities of startups and venture capitalists, it makes it easier for large corporations to invest in startups and for both parties to collaborate more actively.

Through these projects, we are working to create an innovation ecosystem, promoting innovation in the entire area by stimulating interaction among companies and people gathering from across Japan and abroad. This area has been recognized as a Certified Regional Council under the Tokyo Metropolitan Government's Fiscal 2020 Support Project for Promoting the Formation of an Innovation Ecosystem, with Tokyo Tatemono serving as the lead manager.

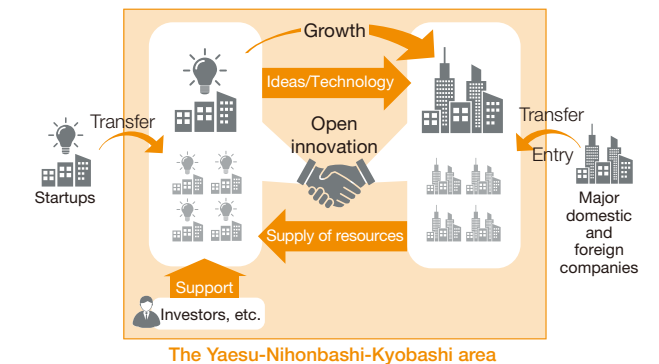
In fiscal 2023, Tokyo Tatemono was selected as a partner in the Tokyo Metropolitan Government's new TOKYO SUTEM Project to boost Tokyo's startup scene by uniting diverse entities, and launched a project to further strengthen multiple innovation ecosystems within the Yaesu-Nihonbashi-Kyobashi area.

\* This system was established to implement bold regulatory and institutional reforms necessary to realize the growth strategy by building "the world's most business-friendly environment."

### • Conceptual diagram of the virtuous circle created by an innovation ecosystem



### • Conceptual diagram of new innovation ecosystems built through redevelopment



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Contributing to Our Communities

Co-existing with Communities

At the Tokyo Tatemono Group, we are committed to community development. Key in this is for all our officers and employees to have the mindset of being members of a community. They must learn about history and culture and pass it on to future generations. In the various areas where the Tokyo Tatemono Group operates, we are promoting initiatives that are rooted in the local community.

Participating in the Sanno Festival, One of Japan's Three Major Festivals

The Tokyo Tatemono Group is an active participant in passing down traditional culture through the Sanno Festival, a key event for the neighborhoods of the Yaesu-Nihonbashi-Kyobashi area and one of Japan's three major festivals. The event is held every other year with many Group employees taking part in the festival.

Employees help to carry mikoshi (portable shrines) prepared by each town council, joining a spirited, lively procession alongside members of local neighborhood associations.

Special Back Number: Tokyo Tatemono Urban Development Activities (published 2017) (Only available in Japanese)



Sanno Festival

\* Photos from events held in 2022. Events were smaller size in an effort to limit the spread of COVID-19.

Community Outreach Activities in the Yaesu-Nihonbashi-Kyobashi Area (2023)

Event name	Our Tokyo Tatemono Group's Activities and Contributions
Sakura Festival	Cherry blossom viewing, performance by EDO Firemanship Preservation Association (co-sponsored), distribution of support flowers* (co-sponsored), participation as event staff and hanten (traditional coat) parade team, and creating a lively street space (co-sponsored), etc.
Hana Kaido Clean Walk	Picking up garbage, replanting flower beds along Chuo-dori (the Group also served as secretariat staff)
Morning Clean-up	Clean-up activity around Tokyo Station organized by the Company (with about 300 Group employees)
Chuo City Clean Day, Operation Tokyo Ekimachi Kirapika	Cleanup activities around Tokyo Station (with 104 Group employees) conducted in cooperation with the town council, JR and the Marunouchi area
Sanno Festival	Participation in the Sanno Festival, one of the three largest festivals in Japan, as mikoshi (portable shrines) bearers and lantern teams
Nihonbashi Bridge Cleaning	Helping to clean the famous Nihonbashi bridge
Kyobashi Bon-Odori	Assisted event and participated as dancers in the Kyobashi 2-chome Bon-Odori (traditional festival dance)
Nihonbashi Kyobashi Festival	Participation as event staff and creating a lively street space (co-sponsored)
Chuo-ku Marugoto Museum	Support for events to rediscover the charms of Chuo Ward, participation as staff members in events
Tokyo Illumilia	Assistance in planning and operation of events to illuminate Sakura-dori and Naka-dori streets in the Yaesu and Nihonbashi areas
Hakone Ekiden Roadside Security Volunteers	Ensured the safety of athletes, spectators, etc., along Chuo-dori
Hatsuuma Festival at Oman Inari Shrine	Supported revitalization of Yojuin Street (provision of banners, street light decorations, lanterns, and curbs)
Meet with Flowers	Purchase and free distribution of support flowers* to support flower growers
Coffee picnic	Purchase and free distribution of sustainable coffee. Providing a place where people can relax
Art in Tokyo YNK, T3 PHOTO FESTIVAL TOKYO	Sponsored events, sent out information and provided a venue for young artists, photographers, students, etc., to showcase their work

\* Flowers purchased from growers who were badly affected by typhoon damage and the COVID-19 pandemic.



Sanno Festival (lantern team)



Nihonbashi clean-up (helping to clean bridge)

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## Contributing to Our Communities

### Clean-Up Activities

The Tokyo Tatemono Group regularly conducts cleanup activities to make areas look more attractive. Particularly in the Yaesu-Nihonbashi-Kyobashi area, employees use their time before work to clean up and beautify the town. In recognition of these activities, we received a letter of appreciation from the Nihonbashi Cleanup Project Cooperation Association.



Morning Clean-Up Activities

### Partnering with Non-profit Organizations

Since 2005, Tokyo Tatemono has, as a member of the secretariat of NPO Hana Kaido, supported the management of sidewalk flower beds along the pavement of Chuo-dori in the Yaesu-Nihonbashi-Kyobashi area. We invite employees from across the Tokyo Tatemono Group to participate. Each year, about 50 employees take part in clean walks (including maintaining flower beds and replanting flowers) and other community events. We also hold flower planting events for local elementary school children six times a year.

Since 2017, we have been a member of the secretariat of the Cheering Supporters for Woods of Chuo Ward, an NPO. As part of these activities, we hold woodworking workshops for children and make planter covers out of tree trimmings from the forests of Chuo Ward. We installed about 100 of these planters on the sidewalks of construction sites through the NPO Hana Kaido, a project that promoted the use of thinned wood.



Chuo-dori Path Flower Beds

### Encouraging Lively Communities

The Tokyo Tatemono Group holds a number of events in which many local residents participate to help grow and invigorate communities.

In Nakano Central Park, our office building in Nakano-ku (Nakano-ku, Tokyo; completed May 2012), many events are held, using about 3 hectares of lush green open space (public vacant land, etc.). This initiative received the 2014 Good Design Award in the category of Design of Community Development.

In April 2023, a joint venture led by our company has been selected as the designated manager of Nakano Shiki no Mori Park and Kakoimachi Hiroba, two public spaces that are adjacent to Nakano Central Park in Nakano-ku.

Nakano Shiki no Mori Park is designated as a local disaster prevention park. By properly running and managing the park integrally with Nakano Central Park, we also contribute to the safety and security of the local community.

### TOPICS

#### Creating a natural environment and lively space through Park-PFI\*

Meiji Park—Tokyo's first Park-PFI project  
(Park opening in October 2023, stores open from January 2024)

The park includes three plazas: Hope Plaza, a 1,000 m<sup>2</sup> lawn with a symbolic position overlooking the National Stadium; Inclusive Plaza, featuring a circular design; Street Plaza, a modern interpretation of the waterscape of the Shibuya River; and Forest of Pride, a wooded area of approximately 7,500 m<sup>2</sup>. There are also six stores, including the first TOTOPA, an urban spa facility newly developed by the Tokyo Tatemono Group. A variety of opportunities are on offer for people of all ages to relax, interact, play, learn, and living in harmony with nature.

\* Private Finance Initiative (Park-PFI)

This is a system to select private enterprises through public solicitation to establish park facilities, such as restaurants and stores, in open land and park areas for the benefit of park users, and to improve park facilities such as parkways and plazas in the surrounding areas by using the revenue generated from the facilities that have been set up.

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## Contributing to Our Communities

### Condominium Development That Helps Build Communities

Brillia City Shakujii Koen ATLAS (Nerima-ku, Tokyo; completed in late June 2023) is a reconstruction project of Shakujii Koen Danchi, which was one of the oldest and largest housing complexes in Tokyo. The project was undertaken with cooperation from Tokyo Tatemono and the Shakujii Koen Danchi Apartment Reconstruction Project Association. In order to ensure that the community continues during and after the rebuilding work, we opened the Shakuji-ii BASE adjacent to the condominium's sales center as a place for new and old residents to interact with each other and the local community.

This facility is a space where anyone can feel free to stop by, including former residents who have temporarily moved out during the reconstruction, new condominium purchasers, and local residents. By serving as a rental space where local residents can hold events and a place for local communication and as an information station, it also contributes to community building.



Shakuji-ii BASE



Interaction at Shakuji-ii BASE

### Community Support in the Event of a Disaster

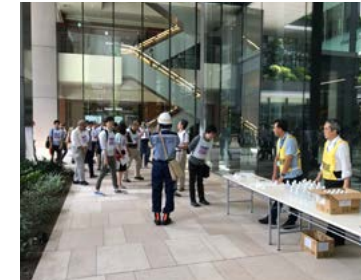
#### Establishment of a System to Support People Who Have Difficulty Returning Home

When major earthquakes or other disasters occur, public transportation functions may halt, stranding commuters. At some of the large-scale office buildings managed by the Tokyo Tatemono Group, we have prepared support mechanisms for tenants. We have entered into agreements with local municipalities

and developed systems, structures, and resource stockpiles in anticipation of scenarios in which stranded commuters from surrounding areas require housing.



Tokyo Square Garden



Training for accommodating stranded commuters at Tokyo Square Garden

#### ♦ Facilities with capacity for receiving stranded commuters

- Tokyo Square Garden (Chuo-ku, Tokyo, completed in March 2013)
- Otemachi Tower (Chiyoda-ku, Tokyo; completed in April 2014)
- Hareza Tower (Toshima-ku, Tokyo; completed in May 2020)

### Providing Hot Bath Facilities for Disaster Victims

The Ofuro no Osama chain is a chain of Japanese-style bathhouses developed by Tokyo Tatemono Resort. The primary aim of these bathhouses is to offer a soothing space that is an important, integrated part of the local community. As a means to this end, Ofuro no Osama entered into an agreement with the cities of Ayase and Ebina in Kanagawa Prefecture as well as Wako in Saitama Prefecture to allow the use of Ofuro no Osama bathing facilities in the event of an emergency.

Thanks to this agreement, anyone affected by an earthquake or other disaster may use bathing facilities at four Ofuro no Osama locations (Ebina, Kozashibuya Ekimae, Seya, or Wako) located in and around the three aforementioned cities.

### Initiatives for Tenants and Residents

The Tokyo Tatemono Group intends to address environmental issues such as decarbonization and recycling of resources, as well as health-related issues such as infectious diseases, for tenants in our properties as well as for residents of for-sale and for-rent condominiums.

#### ♦ Major Initiatives in Tokyo Tatemono Buildings

- Conducted SDGs promotion meetings with tenants on the topics of decarbonization and resource recycling at long-term buildings such as Tokyo Square Garden and Tokyo Tatemono Nihonbashi Building to promote building-wide environmental initiatives.
- Distributed flyers to tenants informing them of ways to save energy, separate waste, reduce and recycle, etc., or visited them directly to raise awareness through dialogue (conducted at least four times a year and monitored by the Business Division).
- Promoted health-related initiatives by requesting tenants to cooperate in disinfecting their hands with disinfectant installed at entrances and restrooms of buildings owned by the Company, and closing smoking rooms, etc.

#### ♦ Major Initiatives in For-Sale Condominiums

In an effort to promote a recycling-oriented society, Tokyo Tatemono and Tokyo Tatemono Amenity Support have implemented various initiatives (Waste-Free Project) at for-sale condominiums that Tokyo Tatemono has supplied and will supply in the future. Helping to reduce waste, these efforts include the collection of waste cooking oil, clothing and sundry goods, a rental service for different items, and the design of friendly garbage storage areas. In addition to initiatives such as group collection, which have traditionally been carried out by management associations on a property-by-property basis, this system is being implemented based on the size and characteristics of the property.



...Commercial Properties



...Residential

# Human Resource Investment and Development

## Policy and Concept

Tokyo Tatemono sees talent as one of the foundations of our organization, enabling the Tokyo Tatemono Group to create value and grow sustainably. In order to realize our long-term vision, we have set improving employee growth and job satisfaction as a material issue for human resources, and we are working to strengthen human capital as one of our most important management issues. To enhance corporate value by maximizing the value of our human resources, we are actively promoting initiatives to develop human resource and improve the internal environment, and we are investing more into our talent based on the Human Resource Philosophy and Policy described below.

### Human Resource Philosophy

The Company's growth is tied to its employees' growth, therefore, we are responsive to their contributions.

### Human Resource Policy

- ① Ideal human resource: Trustworthy people, People who forge their own paths
- ② Creating a fulfilling, rewarding workplace in which employees can experience growth and feel satisfaction from their work

### KPIs and Targets

- Promotion of skills development
  - ↳ Average training time per employee: 15 hours or more each fiscal year
  - ↳ Career training participation rate: 100% each fiscal year

Scope of Coverage Tokyo Tatemono

Material Issue KPIs and Targets (p. 10)

## Human Resource Development System

Tokyo Tatemono has designed a level-specific training system with the goal of identifying responsibilities and honing abilities in line with each employee's stage of development. In addition, we are concentrating on encouraging a culture of self-directed learning among employees through the creation of a system that enables them to consider and select the knowledge and skills they need through a self-edification support system, externally dispatched training programs, and a qualification acquisition support system.

Furthermore, to support our global expansion, we also offer special support for learning the English and Chinese languages, which strongly link to our business.

### Level-Specific System (Outline)

	Level-Specific Training		Purpose and Content of Training
Officers	Officer training		
General Managers	New general manager training		
Manager in a position to supervise staff	New supervisor training, subordinate evaluation training, mental health training		
Managers	New manager training, assessment training		<b>Assessment Training</b> Training for newly appointed managers and assistant managers to take stock of their own skills and learn the knowledge and thinking required to solve problems
Assistant Managers	Assessment training		
Senior Employees	Career training		<b>Career Training</b> Training to acquire the thinking patterns to independently shape one's career and to develop future career prospects.
	Elective training	<ul style="list-style-type: none"><li>• Accounting</li><li>• Management Strategy</li><li>• Design Thinking</li><li>• Scenario Planning</li></ul>	<ul style="list-style-type: none"><li>• Corporate Finance</li><li>• Project Management</li><li>• Negotiation</li></ul> <b>Elective Training</b> Training that can be selected and attended according to the individual's career prospects.
New Employees		<ul style="list-style-type: none"><li>• New Employee Training (business basics, etc.)</li><li>• Group Training for Employees in their Third Year after Graduating</li><li>• Basic Practical Real Estate Training</li></ul>	<ul style="list-style-type: none"><li>• Joint Group Training and Sports Days</li><li>• Logical Thinking</li><li>• Accounting</li><li>• Presentations</li><li>• Mental Health</li></ul> <b>Joint Group Training and Sports Days</b> Initiatives aimed at revitalizing the whole Group by enabling employees to deepen mutual understanding, develop a sense of camaraderie, and create Group synergy beyond the boundaries of their affiliated companies

### Other Training

Global Training	Attending language schools, overseas field trips, overseas training
Self-Edification/External Dispatch	Business school/graduate school attendance support, business school single-subject dispatch, cross-industry exchange training, correspondence courses, external seminars, lectures by external experts
Support Systems for Acquiring Certifications	Real Estate Broker, The Official Business Skill Test in Bookkeeping, Japan Business Law Exam, Certified Building Administrator, Real Estate Consulting Master Exam, Real Estate Securitization Master, Urban Renewal Planner, Real Estate Appraiser, First-class Architect

In order to efficiently utilize the human resource data we have built up, develop outstanding talent, and appropriately allocate human resources, we have introduced a talent management system that centrally manages employee-related data. As well as managing employee background information, the system is also used for goal management and periodic career interviews. This enables us to effectively consider personnel rotations and talent development in terms of the characteristics of each employee. In fiscal 2023, as in the previous year, we continued to achieve our targets of at least 15 hours of training per employee per year on average and 100% participation in career training.

(Data) Average Hours of Training per Year per Employee (p. 93)

(Data) Career Training Participation Rate (p. 93)

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- Promoting a Recycling-oriented Society
- External Evaluation and Certification for Green Buildings
- Sustainability Finance

- Respect for Human Rights
- Supply Chain Management
- Improving Quality and Customer Satisfaction
- Revitalizing and Utilizing Real Estate Stock
- Contributing to Our Communities

Human Resource Investment and Development

- Health Management / Occupational Health and Safety
- Diversity & Inclusion

- Corporate Governance
- Risk Management
- Compliance

Human Resource Investment and Development

Training System for Young Employees

To facilitate on-the-job training for new employees, we have a new employee counselor system under which one counselor is assigned to each new employee to provide counseling on daily work, human relations, and other issues. In addition, to enable new employees to clearly recognize their own growth pattern, a survey is conducted to visualize the level of expectation and satisfaction of those around them, and to identify issues that need to be prioritized based on the gap between the two.

Furthermore, in order to gain a broad perspective and experience as a developer employee, we rotate our employees between three departments during the course of their first ten years with the Company.

Clarification of Roles through a Management by Objectives System

We have introduced a management by objectives system to keep our employees motivated and to encourage them to embrace challenges toward achieving their goals. Annual Group business plans are broken down into business plans for each business division such as the Commercial Properties Business and Residential Business, and each relevant department. And by clarifying individual goals while breaking the business plans down into annual plans for individual employees, we have created a system in which the achievement of individual goals effectively influences the achievement of organizational goals.

In addition, we have put in place a system to help employees achieve their goals. This is based on interviews between supervisors and subordinates, held three times a year, and on-the-job training.

Improving 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 consider and implement further improvement measures as necessary.

Although the FY2024 engagement score continued to improve from the previous year, as in the previous year, “weakening communication between hierarchical levels” was found to be an issue. In order to promote smooth communication between different levels in the Company, we have implemented various measures to stimulate communication.

(Data) Employee Engagement Survey (p. 93)

Acceptance of Interns

With the aim of improving students’ abilities and providing opportunities for students to think seriously about their own futures, Tokyo Tatemono provides work experience and opportunities for students to interact with each other through internships. We also believe that prior experience working at our Company will reduce post-employment mismatches not only at Tokyo Tatemono but also in the real estate industry as a whole, prevent premature job turnover, and lead to the development and retention of young employees. The program is usually held for undergraduate and graduate students during the summer and winter. In 2023, a total of 329 interns were accepted.



Acceptance of Interns

Measures to address the priority issue of “strengthening the links between hierarchical levels” from the FY2024 survey (continued from previous year)

Aim of measure	<ul style="list-style-type: none"><li>• Increase opportunities for communication among employees to deepen relationships and create networking opportunities</li><li>• Develop mutual understanding</li></ul>	
Details	<p>① Support for Internal Socializing</p> <ul style="list-style-type: none"><li>• Set out snacks in the workplace, creating opportunities for employees to strike up conversations</li><li>• Open up the internal community space after regular hours, providing beverages, including alcoholic beverages, free of charge</li><li>• Provide financial assistance for social gatherings among employees from different departments</li><li>• Use of internal social media for communication. As well as basic details such as department and career background, employees register a wide range of information, such as skills and hobbies, which they can use to search for each other and make connections</li></ul>	<p>② Implementation of 360 Degree Surveys</p> <ul style="list-style-type: none"><li>• Evaluation is carried not just between supervisors and subordinates, but also between colleagues who work with each other</li><li>• Conducting mutual evaluations from multiple perspectives helps ensure that evaluations are fair and appropriate</li><li>• Understanding each other’s positions helps activate communication and strengthen a sense of ownership</li></ul>

# Health Management / Occupational Health and Safety

## Policy and Concept

To enable our officers and employees to be healthy in body and mind and to work with a lively spirit, the Tokyo Tatemono Group has designated the President as the Chief Health Officer (CHO) and we are working on initiatives to maintain and improve the health of each individual Group officer and employee in accordance with the Group Health Management Declaration. With regard to health management, we have identified improving employee growth and job satisfaction as one of our material issues. We have set KPIs and targets based on this material issue, promoting efforts to achieve these targets.

In 2023, we set a new KPI and target of maintaining an appropriate weight ratio of 75% or more by FY2028 to further foster employees' awareness of self-directed health management.

Group companies engaged in commercial property and condominium construction and building management are committed to promoting occupational health and safety by conducting assessments and educating officers and employees. Furthermore, with regard to the supply chain in our Tokyo Tatemono Group's business, we request suppliers, including construction and building management companies, to ensure sound labor practices and working environments based on the Sustainable Procurement Standards established for the entire Group, with the aim of maintaining good health and promoting health and safety throughout the supply chain.

## KPIs and Targets

- Promotion of health management
    - └ Health checkup rate and follow-up test rate: 100% each fiscal year
    - └ Smoking rates: 12% or less each fiscal year
    - └ Percentage of employees maintaining an appropriate weight: 75% or more by FY2028
- Scope of Coverage Tokyo Tatemono

📄 Health Management / Occupational Health and Safety  
(Results and data of initiatives) (Only available in Japanese)

📄 Sustainable Procurement Standards

📄 Tokyo Tatemono Group Guidelines for the Sustainable Procurement Standards

📄 Material Issue KPIs and Targets (p. 10)

📄 Supply Chain Management (p. 50)

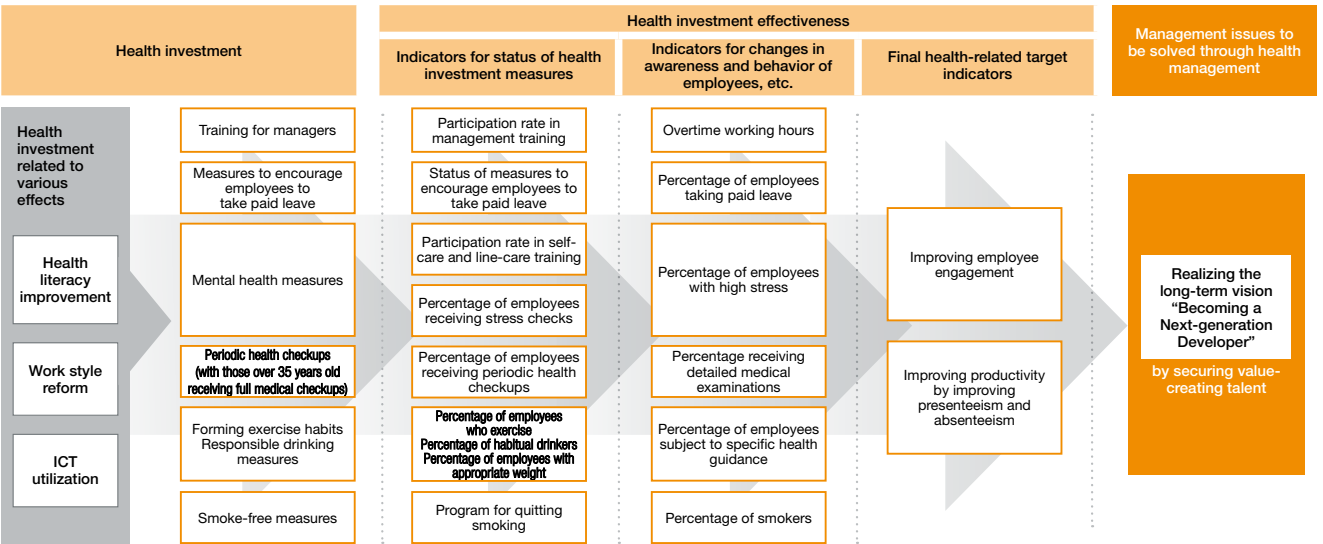
## Tokyo Tatemono Group Health Management Declaration

Tokyo Tatemono's corporate philosophy, "Trust beyond the era," encompasses our will to strive for the growth of the Company and the creation of a prosperous society, taking pride in the trust placed in us that extends over a century. To embody this corporate philosophy, we believe that supporting the health of our officers and employees as well as their families is vital. We see the mental and physical health of officers and employees as the primary source of sustainable corporate growth and actively promote activities for each and every person to maintain and improve their health. As the Chief Health Officer, I will work to make the environment more conducive to achieving this, and I promise that our organization will pursue health management as a whole.

Hitoshi Nomura  
President and Chief Executive Officer, Tokyo Tatemono Co., Ltd.

## ◆ Health Management Strategy Map

The Tokyo Tatemono Group manages its progress with a health management strategy map, which measures investments in health and their effects.



- Long-term Vision and Materiality
- Sustainability Promotion Framework
- Material Issue KPIs and Targets
- Stakeholder Engagement
- Participation in Initiatives
- External Evaluation for Sustainability

- Environmental Management
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- Risk Management
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## Health Management / Occupational Health and Safety

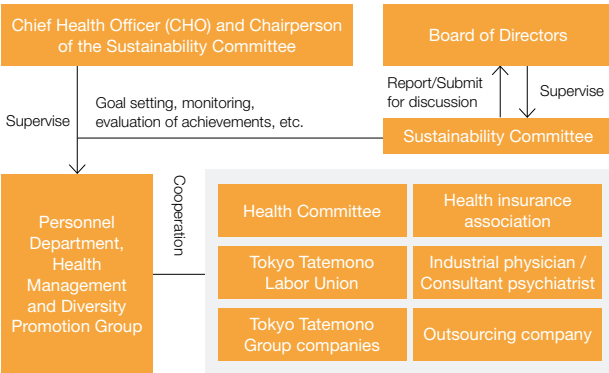
### System

The Tokyo Tatemono Group's Sustainability Committee, chaired by the President, sets goals for the promotion of health management, defines specific initiatives to achieve these goals, monitors progress, and evaluates the details of achievement. Important matters discussed and debated by the Committee are reported or brought up for discussion at the Board of Directors meetings, where they are overseen by the Board of Directors.

Furthermore, Tokyo Tatemono established the Health Committee, which consists of representatives from the Personnel Department and each office/location, as well as industrial physicians. In principle, the committee meets once a month with the aim of improving occupational health standards in the workplace and maintaining and promoting the health of officers and employees. Half of the members of the committee other than the chairperson are appointed based on the recommendation of a person representing a majority of the employees. Moreover, we work to maintain and improve health throughout the Tokyo Tatemono Group through Group-wide measures.

Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support, which are involved in construction and building management, conduct a risk assessment regarding labour issues carried out for: a) Potential new operations or projects (due diligence) and b) Existing operations or projects.

#### ◆ Health Management Promotion System Chart



### Health Promotion Initiatives

As well as setting a target of 100% of all officers and employees receiving health checkups and reexaminations each fiscal year, we are also implementing various initiatives in cooperation with the health insurance association. We have achieved a 100% health checkup rate for 13 consecutive years since 2011, and are working to maintain and improve the health of our officers and employees and foster their awareness of health management.

#### Managing Health Risks for Officers and Employees

Tokyo Tatemono uses medical examinations and other means to ascertain the risks to the health of its officers and employees. The initiative using online interviews and an application linked to measurement devices to provide specific health guidance to people over 40 years of age who have been identified as at risk of lifestyle-related diseases in the specific health checkups (the rate of implementation and of completion in 2023 was 100%). In addition, measures to prevent serious illnesses and group dental checkups\*1 are also provided for non-obese and younger people who are not eligible for specific health checkups. In such a way we are actively working for the benefit of people's health through prevention and early treatment.

As a daily health management measure for employees, we have also established a system to support the cost of voluntary health management, including the cost of physical examinations and various cancer screenings, in the cafeteria plan\*2 that we have introduced for the purpose of providing benefits. We are also striving to strengthen infection prevention measures, such as by inviting doctors to hold influenza vaccination sessions at the company's expense.

Notes: 1. Web-based dental questionnaires conducted in 2021 and 2022. A dentist was invited to perform checkups in 2023.  
2. A system in which employees are provided a certain set of points to spend freely on a series of benefit options. This has the advantage of allowing individuals to enjoy a combination of benefits that suit their own circumstances.

📄 (Data) Health Management Related (p. 93)

#### Initiatives to Reduce Smoking Rates

We have set a target of a smoking rate of 12% or less every fiscal year for all officers and employees. Since April 2020, we have implemented a complete smoking ban during working hours, and we are helping people to quit smoking by providing information that will help them break the habit. The smoking rate in 2019 was 21.0%, but the smoking rate in 2023 improved to 13.1%, partly due to the effects of various measures. We will continue to work toward our goal of continuing to achieve 12% or less every year.

📄 (Data) Health Management Related (p. 93)

#### Health Literacy Improvement

We have been providing health-related training to all officers and employees to improve their health literacy and understanding of health issues.

#### ◆ Health-related Training Programs Held

Date	Theme	No. of Participants (%)
February 2022	Seminar on work and women's health	880 (96.8%)
February 2023	Preconception care training	888 (97.2%)
February 2024	Eye health seminar	866 (86.9%)

Scope of Coverage: Tokyo Tatemono

## Health Management / Occupational Health and Safety

### Mental Health Initiatives

Tokyo Tatemono works not only to help all of our officers and employees understand the critical importance of their mental health, but also for early detection and prevention of mental health issues.

#### • Major mental health initiatives

- Stress self-checkups every year to understand individual stresses in an appropriate and easy way
- Free access to mental health counseling provided by health associations
- Support system including training, in cooperation with a consultant psychiatrist, to support return to work
- Mental health line care training for new managers in a position to supervise subordinates (100% participation rate in FY2023)
- Self-care training for new employees with sports trainers as instructors (100% participation rate in FY2023)

### Initiatives to Form Exercise Habits

Based on the results of a health awareness survey given to employees, it was found that 80% of employees have issues with forming exercise habits. Therefore, in fiscal 2023, the Tokyo Tatemono Group strengthened employees' efforts to establish exercise habits, including the following initiatives.

- Conducted a series of Seminars and Programs to Guide Employees to Good Condition by outside experts
- Organized walking events using smartphone pedometer apps (over 1,700 participants across the Group)

### Employee Involvement in Occupational Health and Safety Improvements

In order to ensure the safety of employees, Group companies that work on buildings and condominiums and manage buildings have established manuals on labor safety at each site. We are thus working to prevent occupational accidents by disseminating and thoroughly informing workers, including subcontractors, on-site.

In the event of an industrial accident or highly dangerous case, we analyze the cause in detail. We then work to reinforce safety by disseminating information and providing guidance to prevent recurrence. In 2023, there were no fatal occupational accidents involving our employees or subcontractors.

(Data) Occupational Health and Safety Related Data (p. 93)

### Health and Safety Risks and Countermeasures on Construction Sites

Group companies that carry out construction work on buildings and condominiums use check sheets and other tools at each construction site to identify dangerous work and hazardous areas so that Company employees and subcontractors can work safely when undertaking new construction work. We identify these and carefully check them with health and safety managers, and engineers with specialized knowledge, taking measures to prevent occupational accidents. For particularly large, high-risk construction projects, the safety of the construction site is ensured through a double process in which all parties involved, including the subcontractor, double-check the above.

### Periodic Safety Inspections of Construction Sites

At Group companies engaged in condominium construction, the Health and Safety Cooperative Association conducts joint patrols twice a year with partner companies at construction sites to check for dangerous areas and prevent occupational accidents.

### Preventing Occupational Accidents on Construction Sites

Property development and management involves employees from many suppliers, including construction companies and management companies. We conduct questionnaire-based surveys of key supplier construction and building management companies regarding our Sustainable Procurement Standards in an effort to understand the status of efforts to prevent occupational accidents at our suppliers. Through these efforts, we strive to understand and improve the working environment on construction sites and property management sites.

Supply Chain Management (p. 50)

### Training on Occupational Health and Safety Standards

Group companies engaged in building and condominium construction and property management provide training on occupational health and safety standards on the necessary topics, subjects, and frequency, depending on the work processes at each site.

#### • Topics for training on occupational health and safety standards in 2023

- Foreman training (risk management in construction)
- Training on considerations during hazardous work
- Training on occupational health and safety laws and basic safety knowledge
- Health and safety training for condominium management staff at work

### Training to Suppliers

Group companies engaged in building and condominium construction and property management provide training for suppliers on health and safety on construction and management sites, including training based on the Occupational Health and Safety Act and special training for certain hazardous operations.

## Health Management / Occupational Health and Safety

### Labor Practices Initiatives

Based on the shared recognition of the importance of the health and safety of employees, we are working together with management and labor to achieve an appropriate work environment and working conditions through wide-ranging discussions between employee representatives and management.

### Initiatives to Limit Overtime Work

In terms of restricting overtime work, an Agreement on Overtime and Holiday Work (commonly known as the “36 Agreement”) has been concluded, in accordance with the Labor Standards Act, with an employee representative at each business site. Additionally, from the perspective of employee work-life balance and health management, we are implementing measures to prevent long working hours. In 2010, we adopted a system to shut down computers at the standard end of the working day to limit late-night working hours and prevent overwork. In the event that long-working hours occur, we have implemented a framework to address this issue by requiring direct supervisors to report on improvement measures and provide feedback to senior management. Through this PDCA cycle we have created, we are striving to reduce overtime work hours. Furthermore, we are working to prevent health problems by having employees who work more than a certain number of hours overtime or on holidays receive guidance from an industrial physician.

Group companies that manage condominium buildings tally the overtime hours of management staff engaged in work at each condominium every month, and reflect the results in practical operations such as changes in work hours and operational efficiency.

 (Data)Occupational Health and Safety Related Data (p. 93)

### Dialogue between Labor and Management

Tokyo Tatemono supports freedom of association and the right to collective bargaining. As such, we have organized the Tokyo Tatemono Labor Union which all employees (except for management and those in certain positions) are members of. The labor union and Tokyo Tatemono have concluded a labor agreement and work to

solve a diverse range of challenges through dialogue between labor and management.

In addition, a person appointed by the Company based on the recommendation of an employee representative sits on the Health Committee. Such a system is designed to reflect the voices of workers in measures on occupational health and safety.

 (Data) Percentage of Unionized Employees (p. 93)

### Initiatives to Equal Pay for Equal Work

Tokyo Tatemono is in compliance with minimum wage laws and regulations, which are essential for stability in workers’ lives. In accordance with the principle of equal pay for equal work, there is no difference in pay based on gender or any other factor. Pay is based simply on position and performance.

### Third-party Evaluation of Health Management

#### Wellness Office Certification

We are working to ensure a work-friendly environment by reducing fatigue and stress caused by work. This helps to prevent occupational accidents and health problems.

In 2021, the Tokyo Tatemono Yaesu Building, where the Tokyo Tatemono head office is located, and in 2022, the Tokyo Tatemono Shijo-Karasuma Building EAST, where our Kyoto office is located, both received the rank of S, the highest in the CASBEE Wellness Office Certification. The offices were highly evaluated for their high level of comfort achieved both through tangible and intangible innovations. These ranged from office fixtures and fittings that were selected with health in mind to seating selected to suit different work styles and other efforts to maintain and promote health.



\* A certification that evaluates “hard” and “soft” office initiatives as we strive to maintain and improve the health and comfort of the people working in our office building.

#### • Improvement of Working Environment at Tokyo Tatemono Yaesu Building

Work environment	Thermal condition	Temperature control by AI air conditioning
	Visual environment	Installation of task lighting with adjustable illumination
	Sound environment	Installation of sound-proof booths and sound masking
Work method	Improvement of work posture by introducing tilting and lifting desks	
Rest support	Set up a cafe space as a place for rest and communication	
	Installation of health equipment	
	Greening the office	

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Health Management / Occupational Health and Safety

Health Management Ratings

In 2014, the Development Bank of Japan, Inc. DBJ Employees Health Management Rating awarded Tokyo Tatemono the highest possible accolade for our earnest efforts toward health. The recognition cited our outstanding initiatives toward the health considerations of our employees.

Certified Health & Productivity Management Outstanding Organizations Recognition Program

In March 2024, Tokyo Tatemono and seven other group companies were recognized under the Certified Health & Productivity Management Outstanding Organizations Recognition Program. In this program, the Ministry of Economy, Trade and Industry honors a range of companies from large corporations to SMEs for practicing outstanding health management. Among the selected companies, Tokyo Tatemono was recognized for the seventh time and the fourth consecutive year as one of the “White 500” (the top 500 corporations in the results of the Health Management Survey).



Excellent Health Company Certification System

In addition, eleven group companies including Tokyo Tatemono were recognized by the National Federation of Health Insurance Societies (Kenporen) in Tokyo, receiving Silver and Gold certifications as outstanding health organizations under the Excellent Health Company Certification System.

◆ Status of Certification as an Outstanding Health Management Company

- ★: Certified Health & Productivity Management Outstanding Organizations (White 500)
- ☆: Certified Health & Productivity Management Outstanding Organizations

Company name	Certification category	2022	2023	2024
Tokyo Tatemono	Large Corporate Category	★	★	★
E-State Online	Large Corporate Category	☆	☆	☆
Tokyo Fudosan Kanri	Large Corporate Category	☆	☆	☆
Tokyo Tatemono Real Estate Sales	Large Corporate Category	☆	☆	☆
Tokyo Tatemono Amenity Support	Large Corporate Category	—	☆	☆
PRIME PLACE	Large Corporate Category	—	—	☆
Tokyo Tatemono Realty Investment Management	Small and Medium-sized Corporate Category	☆	☆	☆
Nihon Parking	Small and Medium-sized Corporate Category	☆	☆	☆

◆ Status of Certification as Excellent Health Company

Gold certification obtained: 4 companies	Tokyo Tatemono / E-State Online / Tokyo Tatemono Real Estate Sales / Tokyo Fudosan Kanri
Silver certification obtained: 7 companies	Tokyo Tatemono Amenity Support / Tokyo Tatemono Investment Advisors / Tokyo Tatemono Resort / Tokyo Tatemono Realty Investment Management / Nihon Parking / Parking Support Center / PRIME PLACE

# Diversity & Inclusion

## Policy and Concept

In a society where values are diversifying and rapidly changing, in order to realize a sustainable society, it is more important than ever to enable diverse human resources, including women and seniors, to work to their fullest and achieve a good work-life balance. The Tokyo Tatemono Group believes that allowing everyone to work actively and without barriers will create innovation and encourage corporate growth, with for example, services from the customer's perspective, and improved productivity.

Along with creating a fulfilling, rewarding workplace in which employees can experience growth and feel satisfaction from their work, the Tokyo Tatemono Human Resource Policy identifies diversity and inclusion as one of the Tokyo Tatemono Group's material issues. Based on this, KPIs and targets have been set with efforts underway to achieve them.

### KPIs and Targets

- **Promotion of diversity in our workforce**
  - ↳ Ratio of women in management positions: 10% or more by FY2030
  - ↳ Employment rate of people with disabilities: Over the legal employment rate each fiscal year
    - \* 2.3% or more until March 2024, 2.5% or more from April 2024 to June 2026, and 2.7% or more after July 2026
- **Work-life balance**
  - ↳ Average annual paid leave utilization rate: 70% or more each fiscal year
  - ↳ Ratio of male employees taking parental leave: 30% or more by FY2025

Material Issue KPIs and Targets (p. 10)

## System

The Tokyo Tatemono Group has established a Health Management and Diversity Promotion Group within the Personnel Department, and works with labor departments of each Group company to promote various measures related to diversity and inclusion across the Group.

## Work-life Balance

We have established a variety of support systems so that our employees can continue to be active and feel the same sense of job satisfaction, even as they move into different life stages.

### System for Limiting Work Location

A transfer to a new work location can present difficulties depending on an employee's own circumstances or family circumstances. We have established a system that allows such employees to place restrictions on the locations where they can work. This system allows them to choose a flexible work style according to their personal situation.

### System to Accompany Spouse on Overseas Transfer

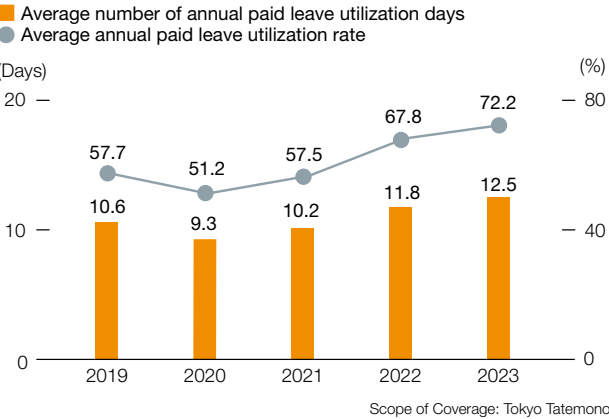
Tokyo Tatemono has a system in place that allows employees to take up to three years of leave of absence to accompany their spouse on an overseas assignment. In addition, employees who have left the company due to reasons such as their spouse's transfer are eligible to rejoin under the rehiring system for retired employees. These programs ensure that employees can lead fulfilling lives even when their spouses are transferred overseas.

### Initiatives to Promote the Use of Paid Leave

Tokyo Tatemono aims to achieve an average annual paid leave utilization rate of at least 70% each fiscal year, and actively encourages employees to take paid leave by, for example, designating a good time to use paid leave. Although the number of paid leave days taken and the rate at which they are taken rise and fall from year to year, we are seeing an upward trend overall.

Employees are also granted refreshment leave in addition to paid leave for a certain number of years of service.

### ♦ Paid Leave Status



\* Legally required paid leave only (excluding refreshment leave, lapsed paid leave, summer vacation, and other special vacations)

(Data) Health Management Related (p. 93)

### Lapsed Paid Leave System

We have a lapsed paid leave system that allows employees to use their lapsed paid leave when taking long-term leave for purposes such as receiving treatment for illness, childcare/nursing care, or infertility treatment.

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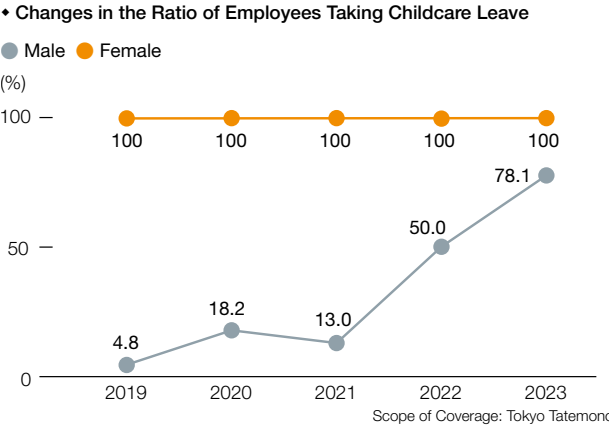
Diversity & Inclusion

Leave Systems for Pregnancy, Childbirth, Childcare and Nursing

In addition to a leave system for pregnancy and childbirth, a leave system for childcare and nursing care is available to all employees regardless of gender. The Personnel Department provides explanations on an individual basis about childcare leave and childbirth/childcare-related systems in general to employees who have reported their own or their spouse's pregnancy or childbirth. In such a way, we are creating an environment that facilitates the use of childcare leave and childbirth/childcare-related systems.

Re-employment Policy for Employees Who Resigned Due to Pregnancy, Childbirth, Childcare or Nursing

For employees who have unavoidably retired from the company due to life events such as pregnancy, childbirth, childcare, or nursing care, Tokyo Tatemono has introduced a re-employment system for retired employees so that they can play an active role again utilizing the knowledge and experience they accumulated while employed.



□ (Data) Childcare Leave (p. 92)

◆ Overview of Pregnancy, Childbirth and Childcare Support Systems

Period	Policy	Overview
The full duration of childbirth and childcare	Lapsed Paid Leave System	Employees may use the lapsed paid leave policy. [Salary] Paid
	Re-employment Policy for Employees Who Resigned Due to Pregnancy, Childbirth, or Childcare	Retired employees may apply to be rehired by Tokyo Tatemono.
During Pregnancy	Flextime System	Flextime System can be used. This applies to office admin staff, who are not ordinarily eligible to use flextime (work start/stop times can be adjusted).
Immediately Before/ After Childbirth	Leave Before/After Childbirth	Employees may take up to six weeks of leave before childbirth/up to eight weeks of leave after childbirth. [Salary] Paid
	Paternal Leave (Childcare Leave at the Time of Birth)	Up to 28 days (calendar days) of leave within eight weeks of the birth of a child (This can be taken in two parts.) [Salary] Paid
	Childcare Leave	Employees may take leave until one month after the first March 31 that falls after their child's third birthday (can be taken in two parts). [Salary] Unpaid (with benefits from employment insurance)
	Special Leave for Childbirth	Employees may take one day of special leave. [Salary] Paid
	Celebratory Monetary Gift for Childbirth	Employees may receive celebratory monetary gift for the birth of their child.
During Childcare	Flextime System	Flextime System can be used. [Salary] Same as ordinary flextime system. [Period] Until the conclusion of the child's third year of elementary school
	Shortened Working Hour System	Employees may work a shorter six-hour day. Employees may select from five work styles. [Period] Until the conclusion of the child's third year of elementary school
	Childcare Leave (Childcare Time)	Employees may take up to one hour of leave per day. This leave may be taken over one or multiple periods during the day. [Salary] Unpaid [Period] Until the child reaches their first birthday
	Restrictions on Overtime Work for Childcare	Employees are limited to no more than 24 hours of overtime per month and must not exceed 150 hours of overtime per year. [Period] Until the conclusion of the child's third year of elementary school
	Restrictions on Late Night Work for Childcare	Employees may be restricted from working between the hours of 10:00 p.m. to 5:00 a.m. [Period] Until the conclusion of the child's third year of elementary school
	Exemption from Overtime Work for Childcare	Employees may be exempt from exceeding their prescribed work hours. [Period] Until one month after the first March 31 that falls after their child's third birthday
	Nursing Care Leave for a Child	Employees may take up to five days leave for their first child or up to ten days for their second and subsequent children between April 1 and March 31 to care for injured or sick children (leave may be taken in hourly increments). [Salary] Unpaid [Period] Until the conclusion of the child's third year of elementary school
	Support for Employees Using Babysitters	Employees can receive a special discount on babysitter fees.
	Vacation Day Childcare Expense Subsidy Program	Partial subsidy for childcare expenses on Saturdays, Sundays, and vacation days for employees whose regular workdays fall on those days.

\* Scope of Coverage: Tokyo Tatemono  
\* Some policies have eligibility requirements.

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Diversity & Inclusion

Promotion of Diversity in Our Workforce

Tokyo Tatemono strives to create an environment that incorporates various systems so that diverse human resources can utilize their individuality and maximize their individual abilities based on their own values.

Promoting the Success of Women

We are engaged in a variety of initiatives to encourage the success of women in the workplace. For example, in addition to establishing various systems to maintain employee career continuity even after a major life event, we are focusing on creating a comfortable workplace such as by actively pushing for the promotion of diverse human resources.

By the end of December 2023, the percentage of female employees have increased by 31.8%, up 5.2 percentage points from 2017. Additionally, the ratio of women in management positions, which we hope will be 10% or more by fiscal 2030, was 9.4% at the end of December 2023.

It is also worth noting that Tokyo Tatemono and Group companies have received the following “Eruboshi” certification for their excellent efforts to promote the success of women.



◆ “Eruboshi” certification

★★★	Tokyo Tatemono Real Estate Sales (acquired in May 2023)
★★	Tokyo Tatemono (acquired in October 2022) E-State Online (acquired in October 2023)

Promoting the Success of Seniors

Tokyo Tatemono has introduced a rehiring policy for employees who have reached the retirement age of 60 but wish to continue working until the age of 65 so that they can continue to enjoy active, successful careers. Our Personnel Department conducts individual interviews with employees who are approaching the statutory retirement age. These employees have the opportunity to express

their wishes about how they want to work based on their individual life plans. These programs let us offer employees the opportunity to be fully active, even after 60 years of age. In addition, for employees who have been rehired after retirement, we have a system in place that allows those who are willing to continue working and who are deemed necessary by the company to continue working after the age of 65.

(Data) Rehiring of Employees at Retirement Age (p. 92)

Promoting the Success of People with Disabilities

To encourage the success of people with disabilities, we have established systems that allow people with disabilities to enjoy long-term, stable employment. We accomplish this not only through optimal department assignment based on the individual's particular qualities, but also through working hours set appropriately to the particular circumstances of each disability, as well as a personnel system with provisions for working from home as standard. For employees who work from home as standard, an outside professional counselor has been appointed to support their work while monitoring their daily health condition.

Tokyo Tatemono has set a target for the employment of people with disabilities to be at least the legal employment rate each fiscal year. As of June 2023\* our employment ratio of people with disabilities was 2.53% which fulfilled the mandatory ratio and number of employees that is required by law.

\* At the time of reporting to the government in accordance with laws for the promotion of people with disabilities.

(Data) Headcount (p. 91)

Promoting the Success of Non-Japanese Employees

Tokyo Tatemono does not discriminate in its hiring based on factors such as nationality or race.

In our overseas business, we hire and foster strong talent from various nationalities at our local subsidiaries. This enables our business to grow roots in the regions in which we operate.

(Data) Headcount (p. 91)

Workplace Understanding of Gender Diversity

The Tokyo Tatemono Group's Compliance Codes of Conduct stipulate respect for human rights and prohibition of discrimination and prohibition of harassment, prohibiting discrimination on the basis of sexual orientation or gender identity. In addition, to deepen employees' understanding of gender diversity, we take up this theme as part of our compliance training and human rights training programs.

The harassment consultation service is also available for LGBTQ-related harassment.

TOPICS

Support for balancing work and childcare

Tokyo Tatemono aims to create a workplace where employees can balance work and childcare, and where they can continue to work with motivation.

In 2023, we invited an outside lecturer (a childcare leave consultant) to conduct a seminar for employees with preschool-aged children to help them balance work and childcare. In addition to lectures by instructors, discussions among employees and panel discussions by senior employees provided an opportunity to think and learn about balancing work and childcare. The seminar was very well received, with 100% of the participants responding that it was “informative” in a post-workshop questionnaire.

ESG Management

- Long-term Vision and Materiality
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- Participation in Initiatives
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Environment

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- Sustainability Finance

Social

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- Supply Chain Management
- Improving Quality and Customer Satisfaction
- Revitalizing and Utilizing Real Estate Stock
- Contributing to Our Communities
- Human Resource Investment and Development
- Health Management / Occupational Health and Safety
- Diversity & Inclusion

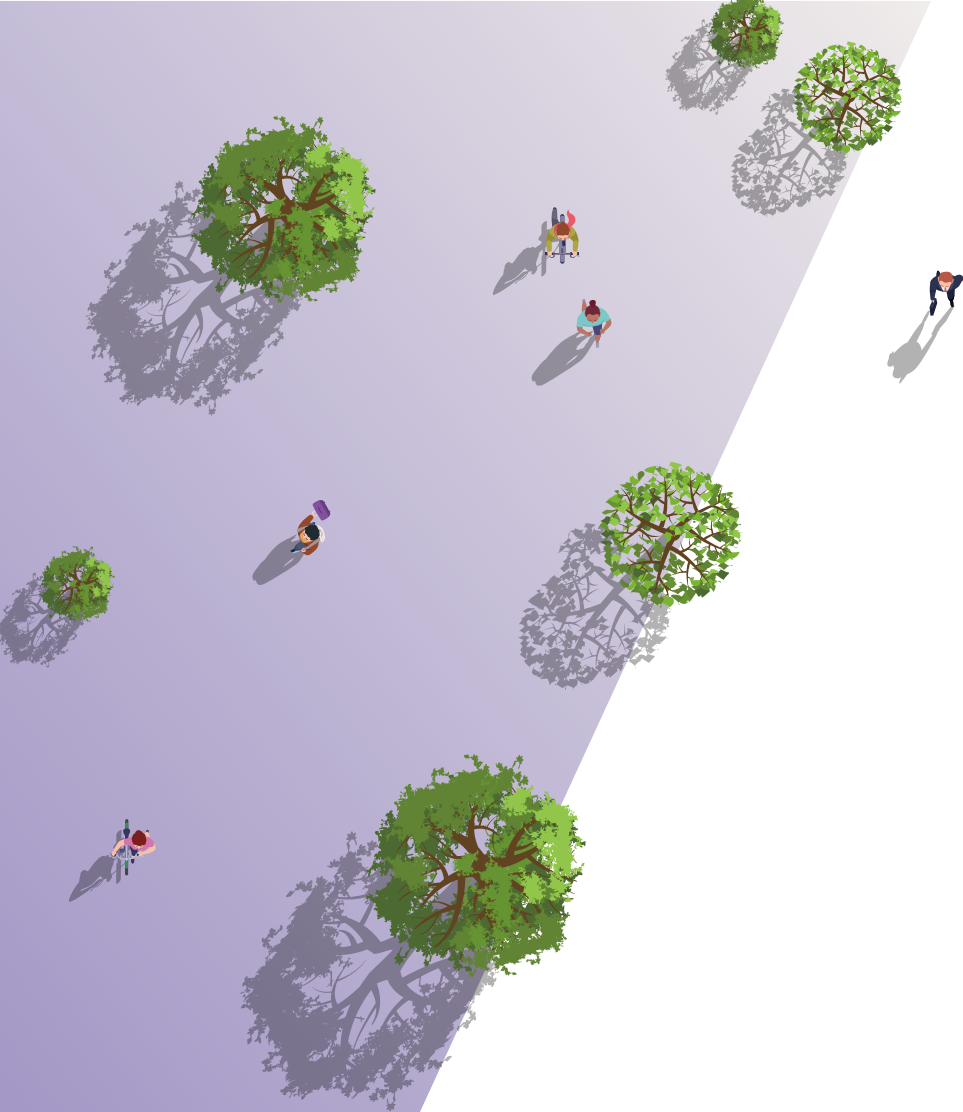
Governance

- Corporate Governance
- Risk Management
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Data

Third-party Assurance

# Governance



# Corporate Governance

## Policy and Concept

Based on our corporate philosophy of “Trust beyond the era,” Tokyo Tatemono 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 longer term. In addition, we actively and appropriately disclose information for shareholders and other stakeholders to understand the company's business activities accurately. We have identified the advancement of governance as a material issue for the Tokyo Tatemono Group that we must address as we pursue our long-term vision. We are further strengthening the governance framework to achieve this, striving to improve profitability and advancing measures to ensure objectivity.

 [Corporate Governance Report](#)

## Structure

Tokyo Tatemono has selected a Company with Audit and Supervisory Board format for our organization. We have also established a Board of Directors and an Audit and Supervisory Board, and a Nomination and Remuneration Advisory Committee as an advisory committee 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 and Supervisory Board members who help us operate under stronger management supervision and ensure transparency. This system ensures effective supervision and supervisory functions with regard to management and also to business execution by directors of the Company. In 2022, to further strengthen risk management and internal control in the Tokyo Tatemono Group, the Internal Control Management Committee was reorganized to establish the Risk Management Committee and the Internal Control Committee.

In our Group governance, to heighten the efficiency of Group management and achieve group synergies, we also make a contractual agreement with each Group company based on the Group Business Management Standards. By setting out and informing each company of conditions such as items subject to prior approval and items to be reported to the Company, we are working to reinforce head office functions and clarify our policy on involvement with Group companies.

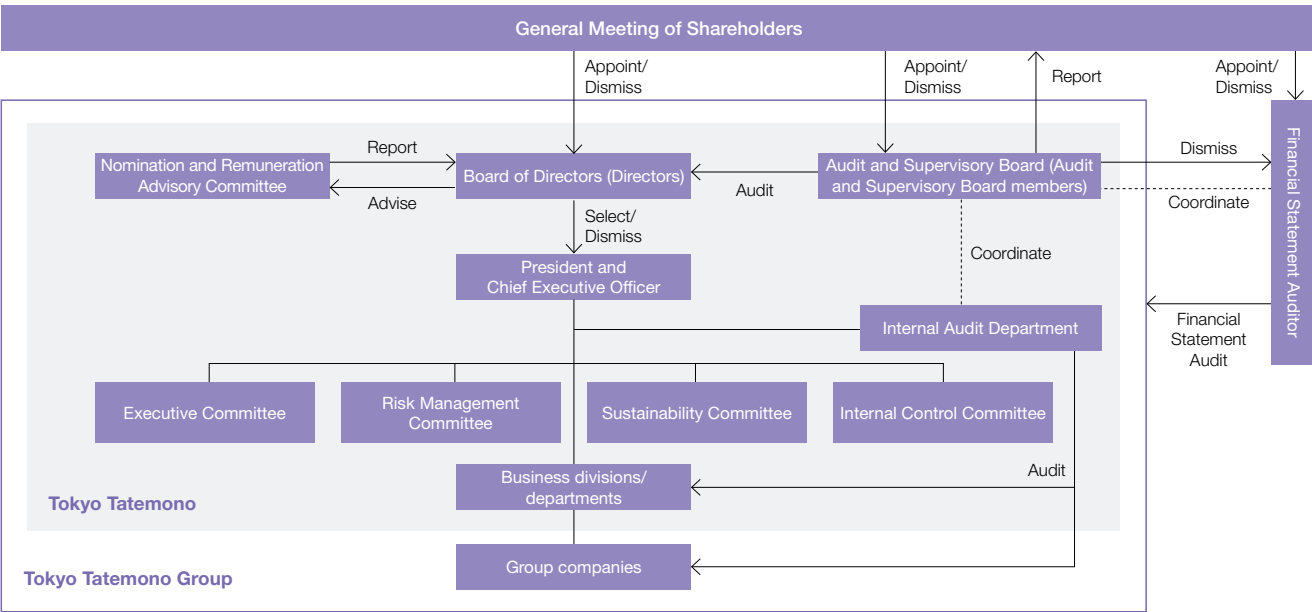
## Board of Directors

The Board of Directors consists of 12 directors, four of whom are external directors (including one woman) as of March 31, 2024. Tokyo Tatemono strives to secure diversity and balance in its Board of Directors as a whole while taking into account its overall

knowledge, experience, and skills as well as the gender of its members, and maintains the Board of Directors in an appropriate size to ensure that the Board of Directors functions effectively and efficiently. Audit and Supervisory Board members attend board of Directors meetings and offer opinions as necessary. The Board of Directors is chaired by the chairperson, who does not concurrently serve as an executive officer.

As a general rule, Tokyo Tatemono holds regular Board of Directors meetings once a month and other extraordinary meetings as deemed necessary to resolve important matters related to business execution, as well as discuss matters related to medium- and long-term business issues. In fiscal 2023, 14 meetings were held, and the average attendance rate of directors was 99%.

### • Corporate Governance Structure (As of March 31, 2024)



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Corporate Governance

Audit and Supervisory Board

The Audit and Supervisory Board prepares audit reports, selects and dismisses full-time Audit and Supervisory Board members, and determines audit policies and other matters related to the execution of Audit and Supervisory Board members’ duties. The Audit and Supervisory Board consists of four members, two of whom are independent external Audit and Supervisory Board members (one of whom is a woman). It is chaired by a full-time Audit and Supervisory Board member. In fiscal 2023, 16 meetings were held, and the attendance rate of each Audit and Supervisory Board member was 100%.

Audit and Supervisory Board members attend meetings such as those of the Board of Directors, Executive Committee, Risk Management Committee, and Internal Control Committee, express their opinions as necessary, receive regular reports from the financial statement auditor and departments such as the Internal Audit Department, and exchange opinions with each of these as needed in the course of their coordination. In addition, directors, the Risk Management Committee, the Internal Audit Department, and

the Legal & Compliance Department promptly report to Audit and Supervisory Board members on the following matters concerning Tokyo Tatemono and its Group companies.

♦ Matters to Be Reported to Audit and Supervisory Board Members

**Directors**  
Matters that could cause significant damage to the Tokyo Tatemono Group  
Any material fact in violation of laws, regulations, or the Articles of Incorporation, and the details thereof

**Risk Management Committee**  
Critical matters for compliance

**Internal Audit Department**  
Status of internal audits

**Legal & Compliance Department**  
Status of fraudulent activity reports and their content

♦ Board of Directors Related Data

Item	Unit	2019	2020	2021	2022	2023
Number of board of Directors meetings	Meetings	15	14	15	14	14
Number of directors	Persons	12	12	12	12	12
Number of executive directors on the Board	Persons	7	7	7	7	7
Number of non-executive directors on the Board (excluding independent external directors)	Persons	1	1	1	1	1
Number of independent external directors	Persons	4	4	4	4	4
Proportion of external directors	%	33	33	33	33	33
Average board meeting attendance	%	99	100	100	99	99
Average tenure of directors (including independent external directors)	Years	3.8 (Mar.)	4.8 (Mar.)	4.6 (Mar.)	4.4 (Mar.)	5.4 (Mar.)

Data Collection Period: January to December of each year. Unless otherwise specified, figures are as of December each year.

Executive Officer System

Tokyo Tatemono has adopted an executive officer system to energize our Board of Directors and speed up decision-making through the strengthening and separation of management functions and business execution functions. Except for matters determined by laws and regulations and the Articles of Incorporation to be resolved by the Board of Directors and critical matters concerning business execution, the right to make decisions on business execution is delegated to executive officers, including the president and Chief Executive Officer. The scope of such delegation is stipulated in the corporate bylaws, based on factors such as the type of transaction and transaction amount.

Executive officers are appointed by a resolution of the Board of Directors and have a term of two years. As of March 31, 2024, there were 22 executive officers in the Company.

Nomination and Remuneration Advisory Committee

We have established the Nomination and Remuneration Advisory Committee as an advisory body to the Board of Directors to select candidates for directors, dismiss directors, and recommend directors’ remuneration levels. Committee members are appointed from among directors, and the president serves as committee chairperson. The number of committee members is set at seven or less, more than half of whom are required to be external directors. This is to ensure objectivity and transparency in committee procedures while also drawing from the expertise and advice of external directors. In fiscal 2023, four meetings were held, and the average attendance rate of each committee member was 96%.

Executive Committee

The Executive Committee consists of senior and managing executive officers, with the president as chairperson. The committee meets to discuss matters important to group management. In fiscal 2023, 43 meetings were held.

Full-time Audit and Supervisory Board members attend the Executive Committee meetings to assess the status of deliberations and offer opinions as necessary.

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Corporate Governance

Internal Control Committee

Chaired by the president and with its members including the chairperson, executive vice presidents, and the officer in charge of the Corporate Planning Department, the Internal Control Committee has been put in place to evaluate, improve, and upgrade the internal control system.

Risk Management Committee

The Risk Management Committee oversees risk management and compliance for the Tokyo Tatemono Group. It is chaired by the president and includes the chairperson, executive vice presidents, general managers, deputy general managers, the officer in charge of the Corporate Planning Department, and the general managers of the corporate departments. Important matters from among those deliberated by and reported to the Risk Management Committee are brought up for discussion or reported to the Board of Directors, and the Board of Directors oversees the effectiveness of the Group's risk

management, including risks concerning sustainability. In addition, a Compliance Subcommittee (subcommittee chairperson: the officer in charge of the Legal & Compliance Department) and a BCM Subcommittee (subcommittee chairperson: the officer in charge of the General Affairs Department) have been established as subordinate organizations of the Risk Management Committee to consider compliance measures, monitor progress, and respond to compliance risks as well as other risks such as natural disasters.

📖 Risk Management (p. 79)

Sustainability Committee

The Sustainability Committee was set up to promote sustainability measures across the Tokyo Tatemono Group. It is chaired by the president and includes directors (excluding external directors), senior and managing executive officers, general managers of corporate departments, the general manager of the Technical Department of

the Commercial Properties Business, and other members appointed by the chair in consideration of their expertise in Sustainability-related matters. The committee deliberates on important Sustainability-related issues, sets targets, monitors progress, and evaluates achievements. Important matters from among those deliberated and discussed by the Sustainability Committee are brought up for discussion or reported to the Board of Directors, and the Board of Directors monitors and supervises the status of actions taken.

In addition, the following have been set up as subordinate organizations of the Sustainability Committee: the Sustainability Promotion Committee, which carries out prior discussions of matters to be deliberated and decided upon by the Sustainability Committee, shares decisions, and reports on the progress of sustainability measures; and the Human Rights Subcommittee, which promotes initiatives based on the Tokyo Tatemono Group Human Rights Policy.

◆ Director Expertise and Experience/Skill Matrix\*1 (As of March 2024)

Name	Position in the Company	Gender	Attendance at Board of Directors Meetings*2	Attendance at Nomination and Remuneration Advisory Committee Meetings*2	Corporate Management	Finance and Accounting	Legal, Compliance, and Risk Management	Sustainability	Real Estate Business and Urban Development	Overseas Business	ICT and Digital Technology	Human Resources and Human Resource Development
Makio Tanehashi	Representative director Non-executive officer Chairperson of the Board of Directors	Male	14 out of 14 meeting (100%)	4 out of 4 meeting (100%)	○	○			○	○		
Hitoshi Nomura	Representative director Chairperson of the Nomination and Remuneration Advisory Committee	Male	14 out of 14 meeting (100%)	4 out of 4 meeting (100%)	○	○	○		○			○
Katsuhito Ozawa	Representative director	Male	14 out of 14 meeting (100%)		○	○		○	○	○	○	
Akira Izumi	Representative director	Male	14 out of 14 meeting (100%)	4 out of 4 meeting (100%)	○	○	○	○	○		○	○
Hideshi Akita	Director	Male	14 out of 14 meeting (100%)					○	○			○
Takeshi Jinbo	Director	Male	13 out of 14 meeting (93%)					○	○			
Shinjiro Kobayashi	Director	Male	11 out of 11 meeting (100%)					○	○			
Fumio Tajima	Director	Male	11 out of 11 meeting (100%)			○				○		
Shuichi Hattori	Independent external director	Male	13 out of 14 meeting (93%)	3 out of 4 meeting (75%)		○	○					○
Yoshimitsu Onji	Independent external director	Male	14 out of 14 meeting (100%)	4 out of 4 meeting (100%)	○	○	○			○		
Takeo Nakano	Independent external director	Male	14 out of 14 meeting (100%)	4 out of 4 meeting (100%)	○	○	○					
Yumiko Kinoshita	Independent external director	Female	14 out of 14 meeting (100%)	4 out of 4 meeting (100%)			○			○		○

\* 1 The above skill matrix is not an exhaustive list of all the expertise and experience of each director.  
\* 2 Data Collection Period: January to December of each year.

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Corporate Governance

Appointment and Selection of Directors and Audit and Supervisory Board Members

We comprehensively evaluate the personality, abilities, knowledge, and experience of candidates and select those who possess qualities that can contribute to increasing the longer term corporate value of the Tokyo Tatemono Group as members of management, and appoint them as candidates for directors and Audit and Supervisory Board members. The lengths of the terms directors and Audit and Supervisory Board members serve have been set in the Articles of Incorporation at two years for directors and four years for Audit and Supervisory Board members.

With regard to nominations, to ensure an appropriate level of engagement with external directors, the Board of Directors reaches its resolutions regarding nominations once it has received the results of deliberations by the Nomination and Remuneration Advisory Committee, a majority of which comprises external directors.

Criteria for Independence of Independent External Directors

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

Independence Criteria Established by the Company

- 1 A business partner of Tokyo Tatemono that constitutes 2% or more of the Company's consolidated net sales in the most recent fiscal year or a person executing business 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 of such shareholder
- 3 A representative, member, or employee of an auditing firm employed as the financial statement auditor for the Company
- 4 A consultant, accounting professional, or legal professional that received remuneration (excluding officer remuneration) of more than 10 million yen from the Company in the most recent fiscal year

\* From the Tokyo Stock Exchange standards: Guidelines III 5, (3) 2 relating to the listing management, etc. Rule 436-2: Examination to ensure effectiveness.

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

The Corporate Planning Department provides explanations and information as necessary to support external directors prior to meetings. The Department also serves as secretariat for the Board of Directors.

At the request of the Audit and Supervisory Board, we assign personnel to serve as staff for and support Audit and Supervisory Board members to encourage the smooth execution of audit procedures. To enable full-time Audit and 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 financial statement auditors and various departments, and exchange opinions and information with these parties whenever necessary.

Remuneration of Directors

Based on our Corporate Philosophy, "Trust beyond the era," the Tokyo Tatemono Group strives for sustainable growth and the improvement of corporate value over the longer term. Regarding remuneration of directors (excluding external directors), our aim is to instill awareness of each officer's responsibility to contribute to building corporate value not only in the short term but also over the longer term. To this end, we have adopted a system that links a certain percentage of remuneration to business and stock price performance.

◆ Policy on Payment Breakdown by Remuneration Type

Item	Fixed remuneration	Performance-linked remuneration	Stock-based remuneration
Positioning	Basic remuneration	Short-term incentive	Medium- and long-term incentive
Variability	—	Performance linked to single fiscal year	Stock-based
Proportion of total remuneration (approx.)	50 – 60 %	30 – 40 %	5 – 10 %

Specifically, remuneration of directors (excluding external directors) comprises three elements: fixed remuneration, performance-linked remuneration, and stock-based remuneration. The ratio of these elements is set appropriately based on the policy regarding the determination of payment ratios by type of compensation for directors. The maximum respective amounts for fixed remuneration and performance-linked remuneration for directors (excluding external directors), and the introduction of a Board Benefit Trust (BBT) stock-based remuneration system as well as the maximum number of share points to be granted per fiscal year for stock-based remuneration have been resolved at General Meetings of Shareholders (for details, please refer to Remuneration Structure on p. 78). The amount of remuneration for individual directors (excluding external directors) is decided by the Board of Directors after consulting with and reporting to the Nomination and Remuneration Advisory Committee.

Remuneration for individual directors for fiscal 2023 was determined by the representative director, president, and chief executive officer, the individual who is best qualified to comprehensively evaluate the Company's performance and the duties and responsibilities of the directors, after being delegated this responsibility by a resolution of the Board of Directors, drafting proposed fixed remuneration and performance-linked remuneration for each director according to their positions and duties, and consulting with and reporting to the Nomination and Remuneration Advisory Committee.

The remuneration of external directors and Audit and Supervisory Board members is limited to fixed remuneration in consideration of their duties.

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Corporate Governance

◆ Total Amount of Remuneration, Total Amount by Type of Remuneration, and Number of Eligible Individuals (As of the Fiscal Year Ended December 31, 2023)

Officer Class	Number of Eligible Individuals	Total Amount by Type of Remuneration			Total Remuneration (Million Yen)
		Fixed Remuneration (Million Yen)	Performance-Linked Remuneration (Million Yen)	Stock-Based Remuneration (Million Yen)	
Directors (Excluding External Directors)	10	322	240	42	604
Audit and Supervisory Board Members (Excluding External Members*)	3	55	—	—	55
External Officers	6	58	—	—	58
Total	19	435	240	42	717

\* Two External Audit and Supervisory Board Members.

Remuneration Structure

Fixed remuneration (for directors):

Up to 35 million yen per month (420 million yen per year).\*<sup>1</sup>

Performance-linked remuneration (for directors excluding external directors):

Capped at 1% of consolidated ordinary income and 2% of profit attributable to owners of parent for the year prior to the fiscal year in question.\*<sup>2</sup>

Stock-based remuneration (for directors excluding external directors):

Based on the stock-based remuneration system determined by a board benefit trust scheme, directors will be awarded a maximum of 40,000 points per fiscal year (equivalent to 40,000 shares). Upon ending their term as a director, the director will be paid an amount equivalent to the amount of company stock held and market value.\*<sup>3</sup>

Audit and Supervisory Board member remuneration:

Remuneration of Audit and Supervisory Board members is limited to fixed remuneration according to whether the member serves in a full-time or part-time position and capped at 8 million yen per month (equivalent to 96 million yen per year).\*<sup>1</sup>

\* 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 Based on a resolution of the 200th Ordinary General Meeting of Shareholders held on March 28, 2018

Evaluation of the Effectiveness of the Board of Directors

Each year, the Company analyzes and evaluates the effectiveness of the Board of Directors and makes ongoing efforts to further improve its functions. As a method of analysis and evaluation, we conduct questionnaire surveys of all directors and Audit and Supervisory Board members with the assistance of a third-party organization. Below is an overview and the results of the effectiveness evaluation for fiscal 2023.

Evaluation Process and Topics

Evaluation Process

- ① Questionnaire surveys were administered to all directors and Audit and Supervisory Board members
- ② Aggregate results were analyzed and evaluated by the Board of Directors
- ③ Future issues and measures were discussed

• Topics

- Structure: Ratio, number, specialization, and diversity of external directors
- Agenda: Number, content, and standard expressions of monetary amounts in agenda items
- Operation: Number of meetings, length of meetings, explanation provided prior to meetings, explanatory materials, time taken for explanation, time taken for discussion, and reported content
- Other: Support system for external directors, training

Results of Evaluation and Future Actions

In the survey, each of the topics received generally high marks. In addition, as described below, it was confirmed that efforts

to improve have been made based on last year's effectiveness evaluation and other factors, and that the effectiveness of the Board of Directors had been suitably secured.

Efforts to Improve Effectiveness

In FY2023, in order to increase substantive discussions and exchange of opinions at Board of Directors meetings, a Management Discussion Committee was newly established as a forum separate to Board of Directors meetings for broad-based discussions on important management issues as well as medium- to long-term topics

Future Issues and Actions

Further broaden and enliven discussions on medium- to long-term management issues by revising and improving agenda items

Cross-Shareholdings

We acquire and hold shares of other companies for non-investment purposes (cross-shareholdings) when we determine that holding such shares is likely to contribute to maintaining and increasing the medium- and long-term corporate value of the Group by maintaining and strengthening business relationships with business partners.

We verify the appropriateness of our individual cross-shareholdings with a view to whether holding them will continue to contribute to maintaining and increasing the corporate value of the Tokyo Tatemono Group. Verification is performed by viewing the transaction results and prospects of real estate transactions, joint ventures, construction and equipment transactions, and financial transactions, in addition to dividend results.

We report verification and disposal results to the Board of Directors at least once every year, and if we determine that such cross-shareholding is no longer significant, we seek to reduce the cross-shareholding while considering the impact on the stock market and other factors. Our Medium-term Business Plan (fiscal 2020 to 2024) calls for us to reduce cross-shareholdings, partly in an effort to increase asset efficiency.

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- Corporate Governance
- Risk Management**
- Compliance

# Risk Management

## Policy and Concept

In order to sustain our business activities in the face of significant changes in the external environment, including a decline in the total domestic population and working-age population, and an increase in geopolitical and natural disaster risks, the Tokyo Tatemono Group has identified strengthening our risk management framework as one of our material issues. The Tokyo Tatemono Group seeks to appropriately manage risks that could affect the Group's business to achieve stable improvement in corporate value. With this in mind, we have established related regulations, created a risk management framework, and are carrying out ongoing risk monitoring and control.

## Structure

In promoting risk management, we have designated the president as the chief risk management officer and have established a Risk Management Committee chaired by the president to oversee risk management for the Tokyo Tatemono Group.

The Risk Management Committee formulates an annual risk management plan, evaluates and analyzes key management risks for the Tokyo Tatemono Group (priority risks), formulates preventive measures and countermeasures, and periodically monitors the status of countermeasures.

The Tokyo Tatemono Group has also established a risk management system based on the Three Lines Model\* in order to maintain and improve the effectiveness of risk management.

For risks other than priority risks (departmental management risks), in addition to the general managers of each department who are risk management officers, various committees act as risk response organizations (risk owners) (the First Line) to appropriately prevent and manage the risks, reporting to the Risk Management Committee. The corporate departments and the planning departments of each business division (the Second Line) monitor and provide support and guidance regarding risk management at each department. The Internal Audit Department (the Third Line) audits and provides advice, from an independent standpoint,

regarding the risk management of the corporate departments and planning departments of each business division. In addition, the chief risk management officer (Tokyo Tatemono's president) is not a member of the Audit and Supervisory Board, and the Risk Management Committee operates independently of the Audit and Supervisory Board.

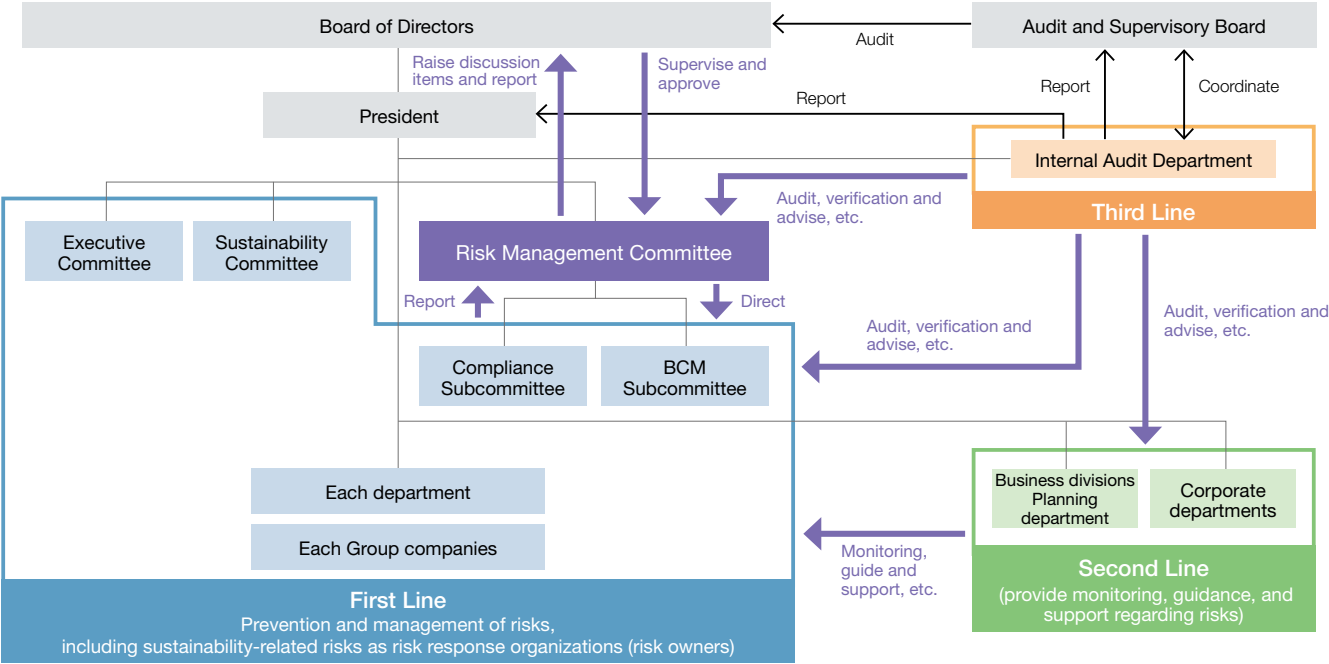
The Sustainability Committee acts as the risk response organization (risk owner) to prevent and manage sustainability risks in cooperation with relevant departments.

Important matters among those deliberated at Risk Management Committee meetings are brought up for discussion by or reported to the Board of Directors, with the Board overseeing the effectiveness of the Tokyo Tatemono Group's risk management.

\* The Group's risk management structure was developed with reference to the following external standards and frameworks.

- ISO 31000: An international standard for risk management
- Enterprise Risk Management (ERM): An enterprise-wide risk management framework released by the Committee of Sponsoring Organizations of the Treadway Commission (COSO)
- Three Lines Model: Released by the Institute of Internal Auditors (IIA)

### ◆ Risk Management Structure



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- Diversity & Inclusion

- Corporate Governance
- Risk Management**
- Compliance

Risk Management

Risk Management Activities

The Tokyo Tatemono Group defines risk as “any factor of uncertainty arising in the course of business operation within the Tokyo Tatemono Group” and implements activities to manage risk (making use of the PDCA cycle).

Specifically, we identify risks that exist for the Tokyo Tatemono Group and evaluate them (conduct risk assessments) in terms of their impact (financial and human losses, etc.), likelihood of occurrence, the business environment, and corporate values. Based on the results of our evaluation and after deliberation

by the Risk Management Committee, the Board of Directors identifies priority risks and the risk response organizations (risk owners) implement risk countermeasures. The Risk Management Committee directly monitors the status of responses to priority risks and submits reports and matters for discussion to the Board of Directors on a regular basis. In addition, the corporate departments and the planning departments of each business division (the Second Line) monitor the status of responses to departmental management risks and submit reports to the Risk Management Committee on a regular basis.

The Tokyo Tatemono Group’s priority risks are as follows.

◆ Priority Risks

Major risks	Details
Risks related to price fluctuations	Risk of significant and rapid fluctuation in prices and that the increase in costs cannot necessarily be reflected in rents or sales prices
Risks related to trends in the real estate market	Risk of rapid or drastic fluctuations in economic or market conditions resulting in a decline in office needs due to deteriorating corporate performance in the rental office market, a decline in customers’ willingness to purchase condominiums in the residential condominium market, or a decline in investment demand in the real estate investment market
Risks related to interest rate fluctuations	Risk that a rise in interest rates will result in an increase in interest payments on interest-bearing debt or a decline in the value of assets owned by the Tokyo Tatemono Group
Risks related to natural disasters and man-made disasters	Risk that employees will suffer damage resulting in business activities being affected, and the value of assets owned, managed, or operated by the Tokyo Tatemono Group will decrease
Country risk related to the Group's overseas operations	Risk of a project being halted, a schedule being delayed, or costs increasing due to the deterioration of political or economic conditions, any change of laws and regulations, worsening security, etc., in the countries where we have a footprint

Comprehensive Information Management

To ensure that information collected through our business is managed appropriately, the Tokyo Tatemono Group has established an information management system coordinated by an information management supervisor. We have also established Rules for Information Management, Rules for Handling Personal Information, and Rules for Handling Specific Personal Information. To ensure that all employees handle information in accordance with these rules, we are working to strengthen the management of personal information and confidential information through regular annual self-inspections.

In addition, we have published the information for an inquiry counter on our website to respond to requests such as those for disclosure of personal data retained by the Tokyo Tatemono Group from individuals themselves, and to handle complaints including those regarding the handling of personal information. In addition, in case of matters such as leaks of personal information, or in case we detect any signs of such leaks, we have a system in place to appropriately and promptly report the matter to the relevant authorities and to the individual concerned.

In addition, Tokyo Tatemono Real Estate Sales, which handles a great deal of personal information, strives for continuous improvement in this area, maintaining ISO/IEC 27001 (JISQ 27001) certification and undergoing an external review every year. The results of the review are incorporated in information management training carried out every year for all Group employees.

-  [Personal Information Privacy Policy](#)
-  [Specific Personal Information, etc. Protection Policy](#)
-  [Acquisition of ISO 27001 certification \(Tokyo Tatemono Real Estate Sales\) \(Only available in Japanese\)](#)



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## Risk Management

### Training in Response to Cyber Attacks (Targeted Email Attacks)

The Tokyo Tatemono Group conducts training for its officers and employees to improve their awareness of and ability to respond to cyber attacks. In 2023, in accordance with our Rules for Information Management, 19 Tokyo Tatemono Group companies (including Tokyo Fudosan Kanri, Nihon Parking, and Tokyo Tatemono Amenity Support) distributed simulated email attacks as part of cyber attack (targeted email attack) response training. Based on the results of the training, email security training materials were distributed to those whose response did not reach a certain level, and guidance was provided by their general managers.

### BCP Measures

The Tokyo Tatemono Group provides real estate services, a foundation of people's lives, and in the event of an emergency such as a natural disaster, pandemic, or terrorist attack, it is an important responsibility for us to continue operations while minimizing damage.

In order to enhance our resilience and provide safety and security to our stakeholders, including customers, even in the event of an emergency, we anticipate a variety of disasters and engage in business continuity planning (BCP) measures. These include not only "hard measures", such as employing designs and facilities created with disaster preparation in mind, but also "soft measures", such as distributing emergency supplies to our tenants and conducting disaster prevention drills and training for our employees.

### Preparing for Natural Disasters with Fire Brigade Training, Disaster Drills, and First-Aid Courses

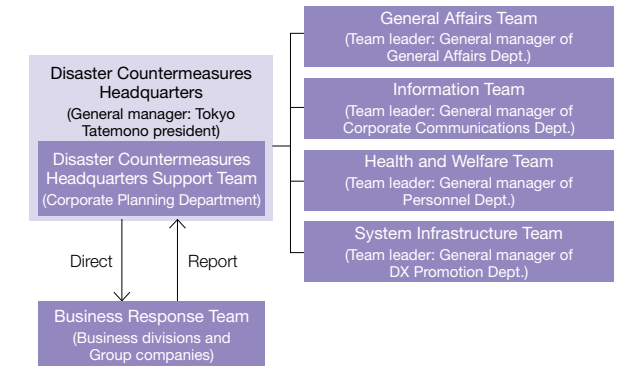
The Tokyo Tatemono Group has formulated the Tokyo Tatemono Group Business Continuity Plan Basic Policy and the Tokyo Tatemono Group Business Continuity Plan (hereinafter referred to as the "Group BCP") to prepare for situations in which it may be difficult to continue business as usual due to the occurrence of a disaster or the like. The Group BCP covers natural disasters and accident risks that could affect all of our management resources (officers and employees, buildings and facilities, funds, information systems, social infrastructure, and all other resources necessary for corporate management). In addition, the BCM (Business Continuity Management) Subcommittee was established as a subordinate organization of the Risk Management Committee (chaired by the president) to establish a PDCA cycle for continuous improvement of the Group BCP.

Further, based on the Group BCP, we have prepared manuals on initial response, stockpiling, safety confirmation, etc. in the event of a disaster.

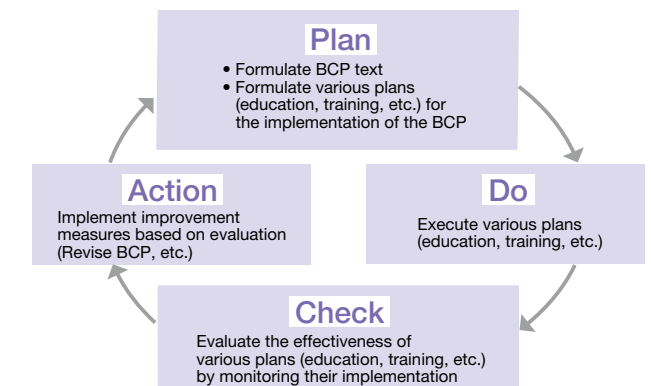
In fiscal 2023, in addition to drills to improve disaster response capabilities at each business division, we conducted drills related to the establishment of a Disaster Countermeasures Headquarters, and communication and reporting drills to improve coordination between the Disaster Countermeasures Headquarters and each department.

☐☐ [Responding to Natural Disasters \(p. 31\)](#)

#### ◆ Disaster Occurrence System Chart



#### ◆ Business Continuity Management (BCM) PDCA Cycle



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# Compliance

## Policy and Concept

The Tokyo Tatemono Group defines compliance as complying not only with laws and regulations, but also with social norms and corporate ethics. This approach builds a long-lasting relationship of trust with society and allows us to continue sound corporate activities.

We believe that, as a company, we must respond sincerely to the needs of people in our surrounding environment, including our customers, local communities, employees, shareholders and investors, and business partners. In June 2009, the Group established a shared Compliance Charter for Group companies. This charter is our pledge to society to promote corporate activities that are committed to unwavering compliance.

Alongside other initiatives, we are using compliance education and training as we work to build organizational and educational systems that enable our employees to maintain a high level of compliance awareness at all times.

### Compliance Charter

As we engage in corporate activities, we observe the Compliance Charter below:

- We adhere to laws, regulations, and other rules and engage in fair, sound corporate activities.
- We act faithfully by thinking from the customers' standpoint.
- We contribute to making society better through corporate activities.
- We respect the personalities and values of each other and maintain a comfortable working environment.

Established June 2009

## Adherence to the Compliance Codes of Conduct

The Tokyo Tatemono Group created the Compliance Codes of Conduct and the Tokyo Tatemono Group Compliance Manual (hereinafter referred to as the “Compliance Manual”) to ensure we adhere to our Compliance Charter.

The Compliance Manual includes explanations of compliance items and related policies and guidelines, such as the Group Environmental Policy and the Tokyo Tatemono Group Anti-Bribery Policy.

### Compliance Codes of Conduct

- 1 Comply with laws and regulations
- 2 Maintain proper relationships with partners
- 3 Engage in fair competition
- 4 Maintain proper relationships with governments and administrations
- 5 Reject relationships with anti-social forces
- 6 Engage in proper management of information
- 7 Prohibit dishonest behavior
- 8 Respect corporate assets
- 9 Respond sincerely to customers
- 10 Exercise consideration for the environment
- 11 Engage in timely and appropriate disclosure, conduct appropriate tax reporting
- 12 Practice co-existence with local communities
- 13 Respect human rights and prohibit discrimination
- 14 Prohibit harassment
- 15 Provide a comfortable work environment



Compliance Codes of Conduct

The Compliance Codes of Conduct cover all officers and employees (including contract employees, temporary and part-time workers, etc.) of the Tokyo Tatemono Group. The Compliance Manual is distributed and posted at each business location so that employees are thoroughly informed of and understand its content.

The effectiveness of these codes and the manual is regularly reviewed by the Compliance Subcommittee, which conducts specialized deliberations on compliance, and revisions are made as necessary after reporting to the Board of Directors.

### Structure

To promote compliance, the Tokyo Tatemono Group has established a Risk Management Committee to oversee the Group's risk management and compliance, and a Compliance Subcommittee as a subordinate organization of the Risk Management Committee.

The Compliance Subcommittee deliberates compliance measures, monitors progress, and addresses compliance risks.

The Risk Management Committee reports to the Board of Directors on important matters among compliance measures and the status of compliance risk handling, and the Board of Directors supervises compliance with the Compliance Charter and Compliance Codes of Conduct.

In addition, Tokyo Tatemono supports and guides the compliance-related operations of Group companies. We also aim to improve compliance functions throughout the Group by taking the lead in encouraging collaboration between and among Group companies.

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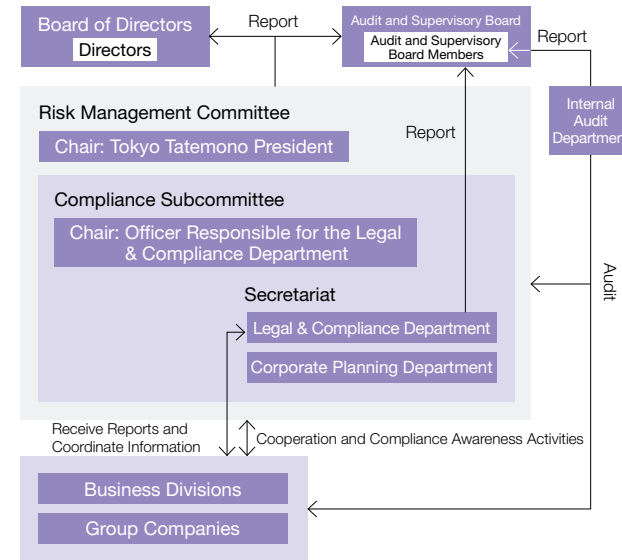
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## Compliance

### ◆ Compliance Structure



### Internal Audits for Legal Compliance

We have established an Internal Audit Department which is independent of any of our departments and which conducts audits of the operations of all departments. Audits are conducted based on the internal audit plan established for each fiscal year, with risk assessments conducted by theme or department.

We believe that internal audits help us achieve our management objectives by not only finding and pointing out problems in our operations, including with regard to compliance, but also by evaluating the internal control systems of each department and recommending ways to improve problem areas.

In accordance with the Internal Control Rules, when an audited department receives instructions or suggestions for improvement through an internal audit, that department prepares a plan for improvement, implements the improvement measures, and reports

to the Internal Audit Department. The Internal Audit Department prepares an internal audit report and reports to the president and the officers of the audited department, and also reports to the Audit and Supervisory Board at least four times a year in principle.

In addition to this, the Internal Audit Department undergoes quality assessments by external experts when necessary.

### Helpline (Anonymous Whistle-Blowing Mechanism)

The Tokyo Tatemono Group established the Tokyo Tatemono Group Helpline, a common external resource for the whole Group, in addition to separate internal helplines that are in place within each Group company, with the aim of the prevention and early detection of incidents of non-compliance. The means of inquiry can be selected from calling a dedicated line or registering on a form, and the form is available 24 hours a day, 365 days a year.

Internal complaints, reports, and consultations received by the helpline will be reported to the Legal & Compliance Department. Depending on the nature of the complaint, the facts will be investigated and confirmed either by this department, by the reporting division of each Group company, or by the harassment response division of each company. Based on the investigations, we take prompt action for incidents of non-compliance, including putting in place corrective measures and measures to prevent recurrence. The Risk Management Committee (Compliance Subcommittee) monitors all whistleblowing, reporting, and consultation.

This system is being made known to those to whom it is available by putting up posters in the workplace, posting on the company intranet, handing out the Compliance Manual, and conducting compliance training. In addition, in keeping with the spirit of the Whistleblower Protection Act, whistleblowers will not be treated disadvantageously because of their internal complaints, reporting, or consultation, and their privacy will be protected, with whistleblowers being able to make their reports not only by using their real name but also anonymously.

### ◆ Helpline Overview

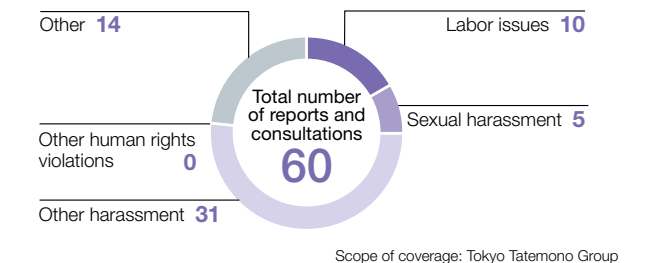
#### Reportable acts

Violations of laws and ordinances and incidents of non-compliance such as bribery, fraud, human rights violations, labor issues, and harassment in the Tokyo Tatemono Group

#### Helplines and Scope

	Operation	Scope
Internal helplines	Group companies	<ul style="list-style-type: none"> <li>Officers and employees (including contract workers and part-time workers) of Group companies</li> </ul>
Tokyo Tatemono Group Helpline (Group-wide)	External outsourced agency (Dial Service Co., Ltd.)	<ul style="list-style-type: none"> <li>Temporary employees and other employees working under an outsourcing contract, etc. (including retirees) engaged in work at Group company business sites</li> </ul>

### ◆ Number of Reports and Consultations to the Helpline (FY2023)



□ (Data) Reports and Consultations to the Helpline (p. 96)

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Responding to Incidents of Non-Compliance

To ensure adherence to the Compliance Codes of Conduct, the Tokyo Tatemono Group has established an anonymous whistle-blowing mechanism to identify events that raise concerns about widespread incidents of non-compliance.

In the event that a matter that may be deemed to pose a compliance problem (including labor issues) is discovered, the matter is reported to the president, Audit and Supervisory Board members, and other relevant parties, and an investigation, fact-finding review, or other similar process is conducted as appropriate. If, as a result of the investigation, an incident of non-compliance is identified, it is reported to the Risk Management Committee (Compliance Subcommittee). If the event is particularly serious, the Committee reports it to the Board of Directors, and we promptly take corrective measures and preventive measures. In addition, the Committee will monitor the status of the situation and other matters to ensure appropriate management until the response has been completed.

There were zero major incidents of non-compliance (violations of laws and regulations and incidents which would be subject to sanctions) and no fines, penalties, or settlements in fiscal 2023.

- ☐☐ (Data) Violation of Laws or Regulations and Related Sanctions (p. 96)
- ☐☐ (Data) Violations Related to Product and Service Information and Labeling (p. 96)
- ☐☐ (Data) Violations Related to Marketing Communications (p. 96)
- ☐☐ (Data) Reports and Consultations to the Helpline (p. 96)

Provisions for Violations of Laws and Regulations as Well as Lawsuits, Etc., Including Regarding ESG Issues

An amount is estimated at the end of the fiscal year for fines and settlements that are likely to arise from events that occurred prior to the current fiscal year, and provisions are made accordingly. At the end of fiscal 2023, there were no violations of laws or regulations or lawsuits, including any involving ESG-related issues, and as a result, there are no material provisions for them.

- ☐☐ (Data) Violation of Laws or Regulations in the Field of Socioeconomic Activities (p. 96)

Initiatives to Prevent Bribery and Corruption

We formulated the Tokyo Tatemono Group Anti-Bribery Policy to fulfill the commitments of our Compliance Charter. We prohibit the provision of economic benefits (including facilitation payments) to public officials or deemed public officials that would infringe upon local laws or regulations in Japan or in any of the countries where we conduct business. We formulated the Tokyo Tatemono Group Anti-Bribery Policy to fulfill the commitments of our Compliance Charter. We prohibit the provision of economic benefits to public officials or deemed public officials that would infringe upon local laws or regulations in Japan or in any of the countries where we conduct business. We publish this policy both within and outside the company, on our corporate intranet and our corporate website. To ensure that we establish proper relationships with our business partners, the Compliance Codes of Conduct also prohibit giving or receiving excessive gifts, entertainment, or other benefits, or engaging in anti-competitive behavior such as bid rigging or price cartels. In addition, the Tokyo Tatemono Group Compliance Manual, which incorporates the theme of preventing corruption of all kinds, is distributed to the Group's officers, employees (including contract workers and part-time workers), and temporary employees, and the contents are thoroughly disseminated through training and other means. Further, we are working to ensure that our business partners, including agents and brokers, are fully aware of and familiarize themselves with our Sustainable Procurement Standards and Sustainable Procurement Standards Guidelines by distributing them and conducting surveys.

- ☑ Tokyo Tatemono Group Anti-Bribery Policy
- ☐☐ Supply Chain Management (p. 50)

Evaluation of Corruption Risks, Including Bribery

Whenever we conclude a contract with a new agent (including brokers) or renew a contract with an existing agent, we engage in comprehensive checks and risk assessment. We do so by collecting credit information using public agencies, private investigation companies, and the Internet, and use a business partner check

sheet that includes items such as reputation for corruption and termination of past transactions due to inappropriate behavior to check for suspicious signs. We also recognize that countries and regions whose Corruptions Perception Index as scored by the international NGO Transparency International is less than 50 pose a high risk and require caution.

When contracting with agents in such countries, we take thorough measures to prevent the risk of bribery by inserting an anti-bribery clause in the contract or by receiving an anti-bribery pledge.

Responding to and Monitoring Corruption Risks

We comprehensively assess and strive to prevent corruption risks in all of our activities, including prohibiting the provision of economic benefits which violate applicable laws and regulations to public officials with whom we have particularly close relationships due to the nature of our business. Of particular note is our approach to bribery. We evaluate bribery risks based on our Anti-Bribery Regulations and Anti-Bribery Manual and identify certain high-risk activities (including the use of agents to provide services on an intermediary, agency, or mediation basis in addition to direct transactions). To deter such activities, in the Anti-Bribery Regulations and Anti-Bribery Manual, the Company has established approval and reporting processes for entertainment, gifts, donations, etc. We consider entertainment and gifts to public officials in foreign countries to be of particularly high risk, and have set the bar for our internal approval process with respect to these activities higher than in Japan.

With regard to bribery, the Risk Management Committee (Compliance Subcommittee) conducts risk assessment and monitoring. Internal audits are conducted periodically to evaluate and review the anti-bribery control system.

Political Donations

We do not make donations related to political activities to individual politicians or organizations other than political parties or political fund organizations. In fiscal 2023, we made 0 yen in such donations. When making donations related to political activities to political parties and political fund organizations, we comply with the Political Funds Control Act, the Public Offices Election Act, and other related laws and regulations.

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Preventing Anti-Competitive Practices

The Tokyo Tatemono Group has stated its commitment to preventing anti-competitive practices in the Compliance Codes of Conduct, and through training and other measures, we disseminate and teach the content of the Compliance Manual and Compliance Codes of Conduct, working to prevent monopolies and other anti-competitive practices.

The Tokyo Tatemono Group did not incur any fines or other penalties related to anti-competitive practices in fiscal 2023.

Responsible Marketing

The Tokyo Tatemono Group conducts responsible marketing based on the Compliance Charter and Compliance Codes of Conduct. We strive to provide accurate and honest information, conduct fair business activities, and build our brand image. To this end, we have established a system in which, whenever we offer new premiums or engage in representation through advertisements, etc., a staff member in charge of representation management reviews them in accordance with related laws and regulations such as the Act against Unjustifiable Premiums and Misleading Representations, the Real Estate Brokerage Act, and the Fair Competition Code for Real Estate Representation (Representation Code), internal rules, etc. In addition, we work to ensure a common understanding among all employees by distributing the Compliance Manual to staff, including officers and temporary employees, and by carrying out compliance training each year.

In particular, we adhere to the Compliance Manual with regard to expressions used in advertising. We carefully examine advertising content for slanderous, discriminatory, or exaggerated expressions; religious or political beliefs; environmental concerns; the privacy of third parties; personal information; and intellectual property rights.

Relevant Items of the Compliance Codes of Conduct

- 1 Comply with laws and regulations
- 2 Maintain proper relationships with partners
- 3 Engage in fair competition
- 4 Maintain proper relationships with governments and administrations

Response to Anti-Social Forces

The Tokyo Tatemono Group created the Exclusion of Anti-Social Forces Rules, which detail our rules to exclude any and all relationships with anti-social forces, and established specific methods for conducting due diligence on organizations referenced in the Anti-Social Forces Check Manual. We cooperate with external experts and organizations such as the police and lawyers as part of our resolute response to anti-social forces.

Transparency on Taxes

In accordance with the Compliance Charter, the Tokyo Tatemono Group pays taxes appropriately, in accordance with international standards as well as the laws, regulations, and social norms of each country and region. We respond conscientiously to the tax authorities and strive to maintain good relationships with them.

In all of our responses to questions from tax authorities, we have provided honest and accurate explanations of the facts as we understand them.

Compliance Training

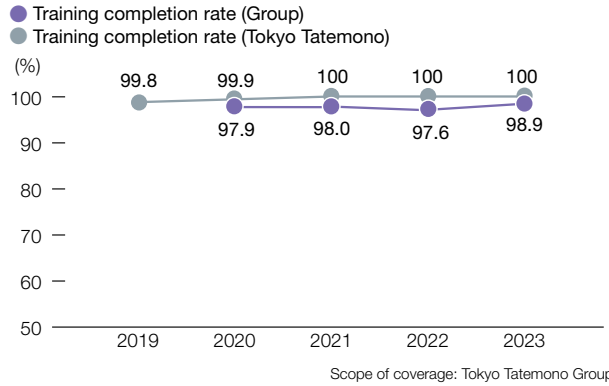
Every year, the Tokyo Tatemono Group conducts compliance training via e-learning. Training is provided to all employees engaged

in work in the Group, including contract employees and temporary and part-time workers, regardless of employee classification, job classification, or employment status. In fiscal 2023, training participation rates were 100% for Tokyo Tatemono and 98.9% for the Group overall.

Program for FY2023 Compliance Training (e-Learning)

Group-wide Courses	<ul style="list-style-type: none"><li>• Group Compliance (anti-corruption, Compliance Codes of Conduct, respect for human rights, prohibition of discrimination and harassment, psychological safety)</li><li>• Personal information, My Number</li><li>• Confidential information management, prevention of insider trading</li><li>• Compliance with laws and regulations</li><li>• Compliance with antitrust and subcontracting laws</li><li>• Act against Unjustifiable Premiums and Misleading Representations and Fair Competition Code for Real Estate Representation</li><li>• Anonymous whistle-blowing mechanism</li><li>• Real Estate Brokerage Act and Criminal Proceeds Transfer Prevention Act (anti-money laundering)</li></ul>
Separate modules implemented by each company to strengthen specific areas	<ul style="list-style-type: none"><li>• General information security</li><li>• Elimination of anti-social forces</li><li>• Considerations in transactions with stakeholders</li><li>• Compliance management training</li></ul>

Status of Compliance Training (e-Learning: Group Compliance)



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◆ Other Compliance Training and Education (FY2023)

Details	Scope	Frequency
Power harassment prevention training	Senior employees	Once a year
Compliance risk management training	Officers and general managers (including external officers)	Once a year
Compliance training	Those newly appointed to leadership positions	Once a year
Seminars with external experts as lecturers (the Act on the Protection of Personal Information, prevention of business errors, other areas of laws and regulations of high business importance, taxation, etc.)	Officers and employees	As necessary
Compliance News posted on the intranet (bribery and other wrongdoing, as well as violations related to occupational health and safety such as harassment, etc.)	Officers and employees	Updated monthly
Compliance awareness content (bribery cases, LGBTQ case studies) posted on the intranet	Officers and employees	Updated monthly

Scope of Coverage: Tokyo Tatemono

Compliance Surveys

Since 2009, the Tokyo Tatemono Group has conducted an annual compliance survey to understand and verify the degree of compliance awareness and acceptance among Group employees. In fiscal 2023, 9,240 employees from 18 Group companies were surveyed, with a response rate of 80.0%.

The results of the survey were analyzed to understand the responses of individual Group companies and of the Group as a whole. Important matters from this analysis were then reported to the Risk Management Committee (Compliance Subcommittee). We also shared the survey results on the intranet and provided feedback to Group companies as an aid in solving problems at an early stage, reflecting them on the compliance structure, and engaging in compliance awareness activities.

(Data) Compliance Training (eLearning: Group Compliance) and Return Rate of Compliance Surveys (p. 96)

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Tokyo Tatemono underwent a third-party quality assurance evaluation by LRQA Limited in connection with certain environmental and social data to ensure the integrity of the data within this report. The type of data and numerical figures subject to this evaluation are indicated with a tick (✓).

Environment

Promoting a Decarbonized Society

Energy Consumption

Category	Scope of Collection		Unit	2019	2020	2021	2022	2023
Energy consumption (crude oil equivalent)	Tokyo Tatemono Group	All businesses	kl	—	—	—	—	61,532
Energy intensity			kl / thousand m²	—	—	—	—	19.7
Floor area within scope			Thousand m²	—	—	—	—	3,123

Category	Scope of Collection		Unit	2019	2020	2021	2022	2023
Energy consumption (crude oil equivalent)	Tokyo Tatemono	Tokyo Tatemono facilities subject to the Act on the Rational Use of Energy	kl	24,165 ✓	23,497 ✓	23,050 ✓	23,510 ✓	28,664 ✓
Energy intensity			kl / thousand m²	34.0	28.6	27.2	26.6	25.5
Floor area within scope			Thousand m²	710	823	847	883	1,126

CO2 emissions\*¹

Category		Scope of Collection		Unit	2019	2020	2021	2022	2023
Scope 1, 2, 3 total		Tokyo Tatemono Group	All businesses	t-CO <sub>2</sub>	983,845 ✓	921,029 ✓	1,034,699 ✓	1,015,172 ✓	984,407 ✓
Scope 1 (Fuel-derived)					17,429 ✓	14,950 ✓	15,802 ✓	18,234 ✓	14,456 ✓
Scope 2 (Market-based)					68,441 ✓	58,671 ✓	55,610 ✓	53,979 ✓	29,827 ✓
Scope 1, 2 total					85,870 ✓	73,621 ✓	71,412 ✓	72,213 ✓	44,283 ✓
Scope 3 total					897,975 ✓	847,408 ✓	963,287 ✓	942,959 ✓	940,124 ✓
1. Purchased goods and services					190,020 ✓	143,949 ✓	99,701 ✓	238,344 ✓	219,112 ✓
2. Capital goods					32,592 ✓	123,884 ✓	40,478 ✓	41,105 ✓	33,586 ✓
3. Fuel and energy-related activities not included in Scopes 1 and 2					22,558 ✓	20,591 ✓	19,849 ✓	20,963 ✓	16,045 ✓
4. Transportation and distribution (upstream)					67 ✓	66 ✓	69 ✓	75 ✓	45 ✓
5. Waste generated in operations					14,467 ✓	12,035 ✓	10,350 ✓	13,137 ✓	15,229 ✓
6. Business travel					1,060 ✓	604 ✓	760 ✓	1,329 ✓	2,105 ✓
7. Employee commuting					1,575 ✓	1,581 ✓	1,627 ✓	1,693 ✓	1,328 ✓
8. Leased assets (upstream)*2					—	—	—	—	— ✓
9. Transportation and delivery (downstream)					—	—	—	—	— ✓
10. Processing of sold products					—	—	—	—	— ✓
11. Use of sold products					567,832 ✓	477,952 ✓	728,626 ✓	565,219 ✓	592,380 ✓
12. Disposal of sold products					8,819 ✓	9,536 ✓	9,480 ✓	10,843 ✓	12,776 ✓
13. Leased assets (downstream)					39,679 ✓	35,478 ✓	33,504 ✓	31,116 ✓	29,609 ✓
14. Franchises					—	—	—	—	— ✓
15. Investments					19,306 ✓	21,732 ✓	18,843 ✓	19,135 ✓	17,909 ✓

\*1 Due to a change in calculation method, CO2 emissions for previous years are also shown based on the new calculation method.  
\*2 Category 8 is included in the calculation for Scope 1 and 2. Other categories for which no figures are provided have no emission sources.

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Renewable Energy (electricity) Usage Amount / Energy Generated

Category	Scope of Collection		Unit	2019	2020	2021	2022	2023
Usage amount	Tokyo Tatemono Group	All businesses	Thousands of kWh	—	—	3,675	22,735 ✓	64,377 ✓
Energy generated from solar power			Thousands of kWh	—	—	14,967	18,092 ✓	24,431 ✓

Water Resources

Water Use / Intensity

Category		Scope of Collection		Unit	2019	2020	2021	2022	2023
Total water use		Tokyo Tatemono	Long-term buildings*1	m³	853,395	659,216	667,065*2	760,729*2	673,515
Potable water uses					724,027	564,418	567,069 ✓	657,109 ✓	574,862 ✓
Recycled water use					129,368	94,798	99,996 ✓	103,620 ✓	98,653 ✓
Floor area within scope				m²	896,467	980,074	983,113	997,316	856,248
Intensity				m³/m²	0.95	0.67	0.68*2	0.76*2	0.79

\*1 Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights.  
\*2 Figures have been revised after a close examination.

Water Withdrawal

Category	Scope of Collection		Unit	2019	2020	2021	2022	2023
Total water withdrawal	Tokyo Tatemono	Long-term buildings*1	m³	724,027	564,418*2	567,069*2	657,109*2	574,862
Surface water				0	0	0	0	0
Groundwater				0	0*2	0*2	0*2	2
Industrial water				0	0	0	0	0
Used quarry water collected at the quarry				0	0	0	0	0
Potable water				724,027	564,418*2	567,069	657,109	574,860
External wastewater				0	0	0	0	0
Rainwater				0	0	0	0	0
Seawater				0	0	0	0	0
Floor area within scope					m²	896,467	980,074*2	983,113
Intensity		m³/m²	0.81	0.58*2	0.58*2	0.66*2	0.67	

\*1 Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights.  
\*2 Figures have been revised after a close examination.

Category	Scope of Collection		Unit	2019	2020	2021	2022	2023
Usage amount	Tokyo Tatemono	Commercial Properties Business	Thousands of kWh	—	—	3,675	22,735 ✓	60,773 ✓
Energy generated from solar power			Thousands of kWh	—	—	80	3,337 ✓	9,334 ✓

Water Discharge

Category	Scope of Collection		Unit	2019	2020	2021	2022	2023
Total water discharge	Tokyo Tatemono	Long-term buildings*1	m³	853,395	659,216*3	667,065*3	760,729*3	673,515
Seawater				0	0	0	0	0
Surface water				0	0	0	0	0
Groundwater				0	0	0	0	0
Sewage water				690,730	558,374*3	574,724	666,580	572,555
Other*2				162,665	100,842*3	92,342*3	94,149*3	100,960

\*1 Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights.  
\*2 Other indicates the difference between water use and total water discharged, from seawater to sewage water.  
\*3 Figures have been revised after a close examination.

Water risk analysis results from the Aqueduct Water Risk Atlas\*1

Overall Water Risk*2	Scope of Collection		Percentage of leased area	Water Withdrawal in FY2023 (m³)	Water Discharge in FY2023 (m³)
Low (0-1)	Tokyo Tatemono	Commercial Properties Business	0.7%	0	0
Low - Medium (1-2)			99.3%	750,223	863,993
Medium - high (2-3)			0.0%	0	0
High (3-4)			0.0%	0	0
Extremely high (4-5)			0.0%	0	0

Overall Water Risk*2	Scope of Collection		Percentage of leased area
Low (0-1)	Tokyo Tatemono	Overseas Business	0.0%
Low - Medium (1-2)			0.0%
Medium - high (2-3)			100.0%
High (3-4)			0.0%
Extremely high (4-5)			0.0%

\*1 The Aqueduct Water Risk Atlas is an assessment tool for water risk developed by the World Resources Institute (WRI).  
\*2 Overall Water Risk in the Aqueduct Water Risk Atlas refers to the overall water risk measured based on all water-related indicators, including quantity and quality of physical risk as well as regulatory and reputational risks. Higher values indicate higher water risk.

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Promoting a Recycling-oriented Society

Waste Emissions and Recycling Amount / Recycling Rate (Period covered: April to March)

Category	Scope of Collection		Unit	2019	2020	2021	2022	2023
Waste emissions	Tokyo Tatemono	Long-term buildings*1	t	8,282*2	6,277*2	6,351 ✓	6,429 ✓	6,531 ✓
Intensity			t/Thousand m²	7.4*2	5.1	5.2*2	5.3	5.3
Non-recycled amount			t	3,156*2	1,984*2	2,179	2,516	2,714
Recycled amount			t	5,126*2	4,293*2	4,171 ✓	3,913 ✓	3,817 ✓
Recycle ratio			%	61.9*2	68.4*2	65.7 ✓	60.9 ✓	58.4 ✓
Floor area within scope			Thousand m²	1,116*2	1,224*2	1,214*2	1,216*2	1,226

\*1 Applies to the main long-term buildings and commercial facilities for which we have substantial energy management rights and for which we have submitted plans for the reuse and reduction of waste materials.  
\*2 Figures have been revised after a close examination.

Hazardous Substance Emissions

Category	Scope of Collection		Unit	2019	2020	2021	2022	2023
Amount of PCB waste processed	Tokyo Tatemono	Commercial Properties Business	kg	0	0	0	13,000	0
Asbestos emissions		Commercial Properties Business*1	m³	—	—	23.0	11.8	59.5
NOx emissions		Commercial Properties Business*2	t	—	—	1.0	1.0	1.0
SOx emissions		Commercial Properties Business*2	t	—	—	0.0	0.0	0.0

\*1 Of the Tokyo Tatemono owned properties that were constructed in each fiscal year, on properties for which data was collected.  
\*2 Of the Tokyo Tatemono owned properties, on properties for which data was collected.

Raw Material Usage

Category	Scope of Collection		Unit	2019	2020	2021	2022	2023
Steel frame usage*1	Tokyo Tatemono	Commercial	t	—	—	0.0	1,259.6	416.2
Wood usage*2		Properties	m²	—	—	0.0	176.1	1,268.0
		Business*3	m³	—	—	0.0	4.2	0.0

\*1 Mainly main and other steel frames, etc.  
\*2 Decorative walls, floor plywood, ceiling paneling, etc. are calculated in m², while floor framing, etc. is calculated in m³.  
\*3 Tokyo Tatemono developed office buildings completed in each fiscal year.

Environmental Management

Environmental Incidents and Violations of Environmental Laws or Regulations

Category	Scope of Collection		Unit	2019	2020	2021	2022	2023
Violations of environmental laws or regulations	Tokyo Tatemono Group	All businesses	Facilities	0	0	0	0	0
Violation of water quality or quantity standards/regulations			Facilities	0	0	0	0	0
Environmental incidents			Facilities	0	0	0	0	0
Environmental fines			Yen	0	0	0	0	0

Number of Business Sites Certified for Environmental Management Systems and Acquisition Rate

	Category	Scope of Collection		Unit	2019	2020	2021	2022	2023
ISO 14001	Number of certified business sites	Tokyo Tatemono Group	All businesses	Facilities	0	0	0	0	0
	Certification acquisition rate			%	0	0	0	0	0

External Evaluation and Certification for Green Buildings

Acquisition Rate of Green Building Certification for Owned and Managed Properties

Category	Scope of Collection		Unit	2019	2020	2021	2022	2023
Total certification percentage for owned and managed properties	Tokyo Tatemono	Commercial Properties Business  Residential Business	%	36.6	38.3	56.4	62.5	71.1
DBJ Green Building Certification				36.6	33.2	42.8	43.6	47.1
BELS (Building-housing Energy-efficiency Labeling System) certification				12.3	13.0	21.9	28.5	35.3
CASBEE*				0.2	2.9	3.6	16.4	25.8
ABINC certification (Association for Business Innovation in harmony with Nature and Community certification)				11.9	9.9	13.7	12.8	11.7
SEGES certification (Urban Oasis)				16.1	13.4	13.7	12.8	11.7
Acquisition rate of certification for the leasable area of office buildings				36.3	41.4	63.1	66.6	72.4
Acquisition rate of certification for the leasable area of residential buildings				39.1	22.2	22.2	27.2	59.8

\* CASBEE includes CASBEE Buildings certification (new construction), CASBEE Real Estate, CASBEE Wellness Office, etc.

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List of buildings and for-rent condominiums owned by Tokyo Tatemono that have received external evaluation or certification for green buildings (as of the end of FY2023)

DBJ Green Building Certification*1		
Evaluation	Year acquired/renewed	Property name
★★★★★	2022	Otemachi Tower
	2022	Tokyo Square Garden
	2022	Nakano Central Park South
	2022	SMARK Isesaki
	2022	Brillia ist Tower Kachidoki
	2022	Brillia ist Nakano Central Park
	2023	Hareza Tower
★★★★★	2023	Brillia ist Shinonome Canal Court
	2021	Empire Building
	2021	Tokyo Tatemono Sendai Building
	2021	Shinjuku Center Building
	2022	Tokyo Tatemono Nihonbashi Building
	2022	Tokyo Tatemono Shijo-Karasuma Building EAST
	2023	Tokyo Tatemono Yaesu Building
★★★★★	2023	Osaki Center Building
	2021	Nihonbashi TI Building
	2021	Yokohama First Building
	2022	Shijo-Karasuma FT Square
	2022	Tokyo Tatemono Umeda Building
	2022	Brillia ist Machiya
	2022	Brillia ist Shibuya Honmachi
★★★	2023	Kyobashi YS Building
	2023	Ebisu Building
	2023	Tokyo Tatemono Machida Building
	2023	Tokyo Tatemono Honmachi Building
	2023	Tokyo Tatemono Hakata Building
	2023	Tokyo Tatemono Hakata Building
	2023	Tokyo Tatemono Hakata Building

BELS*2		
Evaluation	Year of acquisition	Property name
★★★★★	2019	Hareza Tower (Office Section)
	2021	Tokyo Tatemono Shijo-Karasuma Building EAST
	2021	T-LOGI Narashino
	2022	T-LOGI Yokohama-Aoba
	2022	T-LOGI Ayase
	2023	T-LOGI Chiba-Kita
	2023	T-LOGI Akiruno
	2023	T-LOGI Kyoto Fushimi
	2023	T-LOGI Ichinomiya
	2023	Brillia ist Bunkyo Rikugien
	2023	Brillia ist Oimachi
	2021	Shijo-Karasuma FT Square (Office Space)
	2016	Otemachi Tower
★★	2018	Empire Building

CASBEE*3 Buildings (new construction)		
Evaluation	Year of acquisition	Property name
S rank	2021	Tokyo Tatemono Shijo-Karasuma Building EAST
	2022	T-LOGI Ayase
	2023	T-LOGI Chiba-Kita
	2023	T-LOGI Akiruno
	2023	T-LOGI Kyoto Fushimi
	2023	T-LOGI Ichinomiya
A rank	2022	T-LOGI Narashino

CASBEE*3 Real Estate		
Evaluation	Year acquired/renewed	Property name
S rank	2020	Nagoya Prime Central Tower
	2023	Hareza Tower
A rank	2020	T-LOGI Yokohama-Aoba (CASBEE Yokohama)

CASBEE*3 Wellness Office		
Evaluation	Year acquired/renewed	Property name
S rank	2021	Tokyo Tatemono Yaesu Building
	2022	Tokyo Tatemono Shijo-Karasuma Building EAST
	2023	Hareza Tower
A rank	2022	T-PLUS Nihonbashi Kodenmacho

ABINC Certification*4 (Association for Business Innovation in harmony with Nature and Community® Certification)	
Year acquired/renewed	Property name
2021	Tokyo Square Garden
2023	Otemachi Tower

SEGES Certification*5 (Urban Oasis)	
Year acquired/renewed	Property name
2021	Otemachi Tower
2022	Tokyo Square Garden

\*1 DBJ Green Building Certification is a system established by the Development Bank of Japan Inc. to evaluate and certify real estate projects that are needed by society and the economy. The certification is based on a comprehensive evaluation that includes not only the environmental performance of the real estate but also its response to various stakeholders, including disaster prevention and consideration for community.

\*2 BELS (Building-housing Energy-efficiency Labeling System) is a guideline established by the Ministry of Land, Infrastructure, Transport and Tourism to accurately evaluate and display the energy saving performance of non-residential buildings.

\*3 CASBEE (Comprehensive Assessment System for Built Environment Efficiency) is a method for evaluating and grading the environmental performance of structures.

\*4 ABINC Certification is a third-party evaluation and certification system for biodiversity conservation efforts, using the Japan Business Initiative for Biodiversity-developed Association for Business Innovation in harmony with Nature and Community® Certification Guidelines and the Land Use Score Card® as evaluation standards.

\*5 SEGES Certification is an evaluation system for green spaces that contribute to society and the environment by the Urban Greenery Research Institute, which visualizes the social and environmental value of green spaces.

\*6 ZEB (Net Zero Energy Building) is a building that is designed to achieve a net-zero balance of annual primary energy consumption. ZEH-M (Net Zero Energy House (-M)) is a house that is designed to achieve a net-zero balance of annual primary energy consumption.

List of for-sale condominium developments that have received external evaluation or certification for green buildings (as of the end of FY2023)

BELS*2		
Evaluation	Year of acquisition	Property name
★★★★★	2018	Brillia Tsurumaki
	2020	Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE

ABINC Certification*4 (Association for Business Innovation in harmony with Nature and Community® Certification)	
Year of acquisition	Property name
2020	Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE

ZEB/ZEH Development Results\*6 (as of the end of FY2023)

ZEB/ZEH Classifications	Year completed	Property name
ZEB	2020	T-LOGI Kuki
	2022	T-LOGI Yokohama-Aoba
	2022	T-LOGI Narashino
	2022	T-LOGI Fukuoka
	2022	T-LOGI Narashino II
	2022	T-LOGI Ayase
	2022	T-LOGI Kazo
	2023	T-LOGI Chiba-Kita
	2023	T-LOGI Akiruno
	2023	T-LOGI Kyoto Fushimi
	2023	T-LOGI Ichinomiya
	2020	Hareza Tower (Office Section)
	2022	Tokyo Tatemono Shijo-Karasuma Building EAST
ZEB Ready		
ZEH-M Oriented	2019	Brillia Tsurumaki
	2022	Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE
	2023	Brillia Urawa Takasago
	2023	Brillia ist Bunkyo Rikugien

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Respect for Human Rights

Human Rights Related

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Attendance in human rights training	Tokyo Tatemono Group	%	—	—	—	86.9	96.2

Diversity & Inclusion

Headcount

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Tokyo Tatemono employees (total)	Tokyo Tatemono	Persons	837	871	911	958	999
Male (ratio)		Persons (%)	595 (71.1)	608 (69.8)	630 (69.2)	661 (69.0)	681 (68.2)
Female (ratio)			242 (28.9)	263 (30.2)	281 (30.8)	297 (31.0)	318 (31.8)
Tokyo Tatemono full-time employees (total)		Persons	749	772	805	840	879
Male (ratio)		Persons (%)	563 (75.2)	575 (74.5)	595 (73.9)	620 (73.8)	637 (72.5)
20 to 30 years old			15.1	16.7	18.5	19.4	19.9
31 to 40 years old		%	22.0	21.0	22.4	23.5	25.4
41 years old and above			62.9	62.3	59.2	57.1	54.6
Female (ratio)		Persons (%)	186 (24.8)	197 (25.5)	210 (26.1)	220 (26.2)	242 (27.5)
20 to 30 years old		%	19.9	19.8	23.3	25.5	25.2
31 to 40 years old			31.7	28.4	28.6	26.8	31.0
41 years old and above			48.4	51.8	48.1	47.7	43.8
Ratio of foreign full-time employees		%	0.3	0.3	0.2	0.2	0.2
Employment rate of persons with disabilities*		%	1.81✓	1.75✓	2.21✓	2.33✓	2.53✓
Number of managers (total)		Persons	360	367	376	377	384
Male			342	345	349	350	348
Female			18	22	27	27	36
Proportion of women in management positions		%	5.0	6.0	7.2	7.2	9.4
Proportion of female directors		%	0	0	8.3	8.3	8.3

\* As of June 1 of each year.

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Attendance in human rights training	Tokyo Tatemono	%	—	—	99.7	93.2	99.6

Turnover

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Job leavers (total)	Tokyo Tatemono	Persons	17	18	13	30	33
Male			9	6	9	17	14
Of which full-time			9	5	8	15	12
Of which contracted			0	1	1	2	2
Female			8	12	4	13	19
Of which full-time			1	3	2	9	4
Of which contracted			7	9	2	4	15
Turnover rate (full-time employee turnover)		%	3.6	4.3	2.8	5.3	5.5
Of which, voluntary resignation			2.1 ✓	2.2 ✓	1.5 ✓	3.3 ✓	3.5 ✓

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Employment Status

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
New graduate hires (total)	Tokyo Tatemono	Persons	21	20	33	30	32
Male			14	15	23	20	18
Female			7	5	10	10	14
Percentage of new graduate hires (overall)		%	100	100	100	100	100
Male			66.7	75.0	69.7	66.7	56.3
Female			33.3	25.0	30.3	33.3	43.8
Ratio of mid-career hires to regular employees		%	41.7	57.4	37.7	57.7	46.7
Average years of service (overall)		Years	13.0	13.0	13.0	12.6	12.3
Male			13.8	14.0	14.0	13.4	13.0
Female			10.7	10.4	10.1	10.4	10.3
Difference in average tenure between male and female regular employees		Years	3.1	3.6	3.9	3.0	2.7

Rehiring of Employees at Retirement Age

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Employees at retirement age	Tokyo Tatemono	Persons	8	11	10	13	15
Rehired persons*		Persons	8	9	8	12	14
Ratio of rehires*		%	100	81.8	80.0	92.3	93.3

\* The number of rehired persons is the total number of employees who were rehired because they wanted to continue working after retirement. In some fiscal years, the ratio of rehires does not reach 100% because some employees do not wish to work after retirement and do not use the rehiring system.

Childcare Leave

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Total number of employees eligible for childcare leave*1	Tokyo Tatemono	Persons	37	29	33	32	38
Male			21	22	23	22	32
Female			16	7	10	10	6
Total number of employees who have taken childcare leave		Persons	24	26	26	21	31
Male			1*4	4	3*4	11	25
Female			23	22	23	10	6
Percentage of childcare leave taken		%	64.8	89.6	78.7	65.6	81.5
Male*2			4.8*4	18.2	13.0*4	50.0	78.1
Female			100	100	100	100	100
Total number of employees who returned to work after childcare leave		Persons	15	6	16	16	38
Male			6	0	5	12	26
Female			9	6	11	4	12
Percentage of employees returning to work after childcare leave*3		%	100	100	100	88.9	100
Male			100	—	100	100	100
Female			100	100	100	66.7	100

\*1 Total number of employees who had a child born in the relevant year.  
\*2 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.  
\*3 Total number of employees who returned to work/total number of employees who were scheduled to return to work (the number of employees who returned to work is the number of employees who were scheduled to return to work excluding those who left for personal reasons without returning to work).  
\*4 Following a close examination of data, figures have been revised.

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Human Resource Investment and Development

EBIT (Earnings Before Interest and Taxes) per Employee

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
EBIT per employee*	Tokyo Tatemono	Million Yen	62	62	69	72	76

\* A measure of productivity defined in ISO30414 (Guidelines for the Disclosure of Information on Human Capital).

Training for Employees Related

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Total training hours for employees	Tokyo Tatemono	Hours	10,773	9,452	14,712	13,292	13,338
Average hours of training per year per employee			14.4	12.2	18.3	15.8	15.2
Average days of training per year per employee		Days	1.92	1.63	2.44	2.11	2.03
Career training participation rate		%	—	100	100	100	100

Employee Engagement Survey

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Rating*	Tokyo Tatemono	—	—	—	A	A	AA
Score		—	—	—	59.1	59.4	62.1

Note: The scores, which are calculated independently by the survey company, are ranked using a 11-stage rating scale.  
Ratings: 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+).

Percentage of Employees Receiving Regular Performance Reviews

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Percentage of employees receiving regular performance reviews	Tokyo Tatemono	%	100	100	100	100	100
Male			100	100	100	100	100
Female			100	100	100	100	100

Total Number of Interns Accepted

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Total number of interns accepted	Tokyo Tatemono	Persons	144	207	272	306	329

Health Management/Occupational Health and Safety (Period covered: April to March)

Health Management Related

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Health checkup rate	Tokyo Tatemono	%	100 ✓	100 ✓	100 ✓	100 ✓	100 ✓
Health reexamination rate			63.0	98.3	83.7	98.0	81.5
Percentage of smokers*1			21.0	17.2	16.0	12.1	13.1
Percentage of employees maintaining an appropriate weight		Thousand Yen	71.4	70.4	72.8	72.0	72.9
Amount invested in health management per officer or employee			—	109	111	116	121
Average number of annual paid leave utilization days*2			10.6 ✓	9.3 ✓	10.2 ✓	11.8 ✓	12.5 ✓
Average annual paid leave utilization rate*2		%	57.7 ✓	51.2 ✓	57.5 ✓	67.8 ✓	72.2 ✓

\*1 At a specific point in time between April of each year and the following March.

\*2 Other leave policies provide for vacations such as summer leave and anniversary of foundation (not included in the above figures)

Occupational Health and Safety Related Data

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Percentage of unionized employees	Tokyo Tatemono	%	100	100	100	100	100
Average overtime hours worked per month		Hours	23	24	26	26	26
Number of lost time injuries*1		Incidents	0 ✓	0 ✓	1 ✓	1 ✓	2 ✓
Of which full-time			0	0	1	1	2
Of which contracted			0	0	0	0	0
Total days lost due to absenteeism		Days	122 ✓	7 ✓	386 ✓	646 ✓	322 ✓
Ratio of absenteeism		%	0.06 ✓	0 ✓	0.18 ✓	0.28 ✓	0.13 ✓
Number of deaths		Persons	0	0	0	0	0
Of which full-time			0	0	0	0	0
Of which contracted			0	0	0	0	0
Lost time incident frequency rate*2		—	0 ✓	0 ✓	0.59 ✓	0.58 ✓	1.09 ✓
Occupational accident severity rate*3		—	0	0	0.001	0	0
Number of occupational health and safety management system certifications (OHSAS 18001, etc.) obtained from external organizations		Incidents	0	0	0	0	0

\*1 Number of lost time injuries: Accidents that occur during work that result in one or more days absence.

\*2 Lost time incident frequency rate: Number of fatalities and injuries due to occupational accidents / Total number of actual working hours x 1,000,000

\*3 Occupational accident severity rate: Total number of working days lost / Total number of actual working hours x 1,000

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Improving Quality and Customer Satisfaction

Office Building Customer Satisfaction Survey Results

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Satisfied	Tokyo Tatemono	%	79.35	81.56	79.2	79.4	71.4
Somewhat satisfied			18.21	17.60	18.9	17.5	26.8
Somewhat dissatisfied			2.17	0.56	1.4	2.3	1.4
Dissatisfied			0.27	0.28	0.5	0.8	0.4

Barrier-Free Properties

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Percentage of barrier-free properties (properties subject to the Barrier-Free Act)	Tokyo Tatemono	%	100	100	100	100	100

Revitalizing and Utilizing Real Estate Stock

Revitalizing Housing Complexes

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Total units before reconstruction	Tokyo Tatemono	Units	971	994	994	994	1,812
Total units after reconstruction			1,846	1,884	1,884	1,884	3,148

Details on Revitalization of Housing Complexes (Properties Whose Reconstruction Has Been Completed or Started)

Property name			Location	Year of completion of original construction	Site area before reconstruction	Total units before reconstruction	Year of completion of reconstruction	Site area after reconstruction	Total units after reconstruction	
Completed	Suwa 2-chome Housing Condominium Reconstruction Project		Brillia Tama New Town	Suwa 2-chome, Tama-shi, Tokyo	1971	64,399m <sup>2</sup>	640units	Oct. 2013	64,399m <sup>2</sup>	1,249 units
	Heights Komagome Apartments Reconstruction Project		Brillia Komagome Rikugien	Honkomagome 6-chome, Bunkyo-ku, Tokyo	1971	940m <sup>2</sup>	25units	Jul. 2014	940m <sup>2</sup>	49 units
	Fujisaki Housing Condominium Reconstruction Project		Residence Momochi	Momochi 2-chome, Sawara-ku, Fukuoka-shi, Fukuoka	1971	9,946m <sup>2</sup>	130units	Mar. 2015	9,946m <sup>2</sup>	232 units
	Koganei Corpus Apartments Reconstruction Project		Brillia Koganei Sakuracho	Sakura-cho 2-chome, Koganei-shi, Tokyo	1964 and 1965	5,356m <sup>2</sup>	80units	Apr. 2016	5,219m <sup>2</sup>	114 units
	Senri-Tsukumodai A Condominium Complex Reconstruction Project		Brillia City Senri Tsukumodai	Tsukumodai 3-chome, Suita-shi, Osaka Prefecture	1966	7,256m <sup>2</sup>	96units	Dec. 2019	7,256m <sup>2</sup>	202 units
	Hiratsuka-cho Housing Reconstruction Project		Brillia Hatanodai	Hatanodai 6-chome, Shinagawa-ku, Tokyo	1959	1,829m <sup>2</sup>	23units	Nov. 2020	1,829m <sup>2</sup>	38 units
	Itopia Hamarikyu Condominium Complex Reconstruction Project		Brillia Tower Hamarikyu	Kaigan 1-chome, Minato-ku, Tokyo	1979	2,820m <sup>2</sup>	328units	Sep. 2023	2,820m <sup>2</sup>	420 units
	Shakujii Koen Danchi Apartment Reconstruction Project		Brillia City Shakujii Koen ATLAS	Kami-shakujii 3-chome, Nerima-ku, Tokyo	1967	42,365m <sup>2</sup>	490units	Jun. 2023	37,730m <sup>2</sup>	844 units
Started	Kojimachi Sanno Mansion Reconstruction Project		Niban-cho, Chiyoda-ku, Tokyo	1970	1,221m <sup>2</sup>	57 units (including 4 stores)	Summer 2026 (planned)	1,221m <sup>2</sup>	104 units	
	Kunitachi Fujimidai Danchi Mansion Reconstruction Project		Fujimidai 1-chome, Kunitachi-shi, Tokyo	1965	27,371m <sup>2</sup> (registered area)	298 units	FY2026 (planned)	27,479m <sup>2</sup>	589 units (planned)	



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Corporate Governance

Board of Directors Related Data

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Number of Board of Directors meetings	Tokyo Tatemono	Meetings	15	14	15	14	14
Number of Directors		Persons	12	12	12	12	12
Of which Executive Directors			7	7	7	7	7
Of which Non-Executive Directors (excluding Independent External Directors)			1	1	1	1	1
Of which Independent External Directors			4	4	4	4	4
Of which female Directors			0	1	1	1	1
Proportion of Independent External Directors		%	33	33	33	33	33
Proportion of female directors			0	8.3	8.3	8.3	8.3
Average Board of Directors meeting attendance			99	100	100	99	99
Average tenure of Directors* (including Independent External Directors)		Years	3.8	4.8	4.6	4.4	5.4

\* Average length of tenure of Directors is as of March 31 of each year

Total Amount of Remuneration, Total Amount by Type of Remuneration, and Number of Eligible Officers

Position		2022					2023				
		Number of Eligible Individuals	Total Amount by Type of Remuneration			Total Amount Paid (Million Yen)	Number of Eligible Individuals	Total Amount by Type of Remuneration			Total Amount Paid (Million Yen)
			Fixed Remuneration (Million Yen)	Performance-Linked Remuneration (Million Yen)	Stock-Based Remuneration (Million Yen)			Fixed Remuneration (Million Yen)	Performance-Linked Remuneration (Million Yen)	Stock-Based Remuneration (Million Yen)	
Directors (excluding External Directors)	Tokyo Tatemono	8	271	171	37	480	10	322	240	42	604
Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*)		2	52	—	—	52	3	55	—	—	55
External Officers		6	54	—	—	54	6	58	—	—	58
Total		16	377	171	37	586	19	435	240	42	717

\* Two External Audit and Supervisory Board Members

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Compliance

Violation of Laws or Regulations and Related Sanctions

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Number of incidents related to corruption or bribery	Tokyo Tatemono Group	Incidents	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 the Code of Conduct			0	0	0	0	0
Number of incidents of non-compliance			0	0	0	0	0

Violation of Laws or Regulations in the Field of Socioeconomic Activities

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Number of violations of laws or regulations in socioeconomic activities	Tokyo Tatemono Group	Incidents	—	0	0	0	0
		Yen	—	0	0	0	0
		Incidents	—	0	0	0	0

Compliance Training (eLearning: Group Compliance) and Return Rate of Compliance Surveys

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Number of training participants	Tokyo Tatemono Group	Persons	—	3,746	3,963	4,550	4,375
	Tokyo Tatemono		873	884	937	965	1,024
Training completion rate	Tokyo Tatemono Group	%	—	97.9	98.0	97.6	98.9
	Tokyo Tatemono		99.8	99.9	100	100	100
Return rate of compliance surveys	Tokyo Tatemono Group	%	75.0	74.8	73.2	76.3	80.0

Violations Related to Product and Service Information and Labeling

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Number of violations	Tokyo Tatemono Group	Incidents	0	0	0	0	0
Regulatory violations that resulted in fines or penalties			0	0	0	0	0
Regulatory violations that resulted in warnings			0	0	0	0	0
Violations of voluntary norms			0	0	0	0	0

Violations Related to Marketing Communications

Category	Scope of Collection	Unit	2019	2020	2021	2022	2023
Number of violations	Tokyo Tatemono Group	Incidents	0	0	0	0	0
Regulatory violations that resulted in fines or penalties			0	0	0	0	0
Regulatory violations that resulted in warnings			0	0	0	0	0
Violations of voluntary norms			0	0	0	0	0

Reports and Consultations to the Helpline

Category		Scope of Collection	Unit	2019	2020	2021	2022	2023
Number of reports or consultations to the helpline		Tokyo Tatemono Group	Incidents	56	41	61	52	60
Reports				48	30	49	48	53
Consultations				8	11	12	4	7
Breakdown	Labor issues			16	8	13	7	10
	Sexual harassment			3	2	3	3	5
	Other harassment			34	27	39	30	31
	Other human rights violations*			—	—	—	—	0
	Other			3	4	6	12	14

\* New category established in FY2023.

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## LRQA Independent Assurance Statement

Relating to Tokyo Tatemono Co., Ltd.'s Environmental and Social Data for the Fiscal Year 2023 and its GHG Emissions Data for the Fiscal Year 2019, 2020, 2021, and 2022

This Assurance Statement has been prepared for Tokyo Tatemono Co., Ltd. in accordance with our contract.

### Terms of Engagement

LRQA Limited (LRQA) was commissioned by Tokyo Tatemono Co., Ltd. ("the Company") to provide independent assurance on its environmental and social data ("the report") within its Sustainability Report, its Integrated Report and its corporate website for the fiscal year 2023, that is from 1 January 2023 to 31 December 2023, and the Company's green-house gas emissions data for the fiscal year 2019, 2020, 2021, and 2022, that are from 1 January to 31 December of each of the four years abovementioned, within its corporate website against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using ISAE 3000(Revised) and ISO 14064-3:2019 for greenhouse gas ("GHG") emissions.

- Our assurance engagement covered the Company and its consolidated subsidiaries' operations and activities in Japan and overseas and specifically the following requirements:
- Verifying conformance with the Company's reporting methodologies
  - Evaluating the accuracy and reliability of data for the selected indicators of the fiscal year 2023 listed below:

Environmental Indicator <sup>1</sup>	Social Indicator <sup>3</sup>
[Property subject to reporting obligations under the Act on the Rational Use of Energy] <sup>2</sup>	• Employment rate of persons with disabilities <sup>4</sup>
• Energy consumption (in kilo-liter of crude oil equivalent)	• Health checkup rate
• Scope 1 GHG emissions (tCO <sub>2</sub> e)	• Average number of annual paid leave utilization days
• Scope 2 GHG emissions (Market-based) (tCO <sub>2</sub> )	• Average annual paid leave utilization rate
• Potable water use (m <sup>3</sup> )	• Number of lost time injuries
• Recycled water use (m <sup>3</sup> )	• Lost Time Injury Frequency Rate
• Waste emissions (tonnes)	• Total days lost due to absenteeism
• Recycled waste amount (tonnes)	• Ratio of absenteeism
• Ratio of recycled waste (%)	• Turnover rate (voluntary resignation) <sup>5</sup>

- [The Company (non-consolidated) Office Building Business]
- Usage amount of renewable energy (kWh)
  - The ratio of renewable energy (%)
  - The amount of renewable energy generated (kWh)

- [Long-term owned buildings and commercial facilities where the Company has energy management authority]
- Potable water use (m<sup>3</sup>)
  - Recycled water use (m<sup>3</sup>)
  - Waste emissions (tonnes)
  - Recycled waste amount (tonnes)
  - Ratio of recycled waste (%)

<sup>1</sup> GHG quantification is subject to inherent uncertainty.  
<sup>2</sup> Reporting period of Environmental Indicator is from Jan. 1 2023 to Dec. 31 2023. Only regarding waste data is from Apr. 1 2023 to Mar. 31 2024.  
<sup>3</sup> The scope covers the real estate owned by the Company and subject to reporting obligations under the Act on the Rational Use of Energy.  
<sup>4</sup> Reporting period of Social Indicator is from Apr. 1 2023 to Mar. 31 2024.  
<sup>5</sup> Employment rate of persons with disabilities is as of 1 June 2023.  
<sup>6</sup> Reporting period of Turnover rate is from Jan. 1 2023 to Dec. 31 2023



- [The Company and its subsidiaries' operations and activities]
- Scope 1 GHG emissions (tCO<sub>2</sub>e)
  - Scope 2 GHG emissions (Market-based) (tCO<sub>2</sub>)
  - Scope 3 GHG emissions (Category 1-15) (tCO<sub>2</sub>e)
  - Usage amount of renewable energy (kWh)
  - The ratio of renewable energy (%)
  - The amount of renewable energy generated (kWh)

- Evaluating the accuracy and reliability of data for the selected indicators of the fiscal years 2019, 2020, 2021, and 2022 listed below:

- GHG Emissions Data<sup>6</sup>
- [The Company and its subsidiaries' operations and activities]
- Scope 1 GHG emissions (tCO<sub>2</sub>e)
  - Scope 2 GHG emissions (Market-based) (tCO<sub>2</sub>)
  - Scope 3 GHG emissions (Category 1-15) (tCO<sub>2</sub>e)

LRQA's responsibility is only to the Company. LRQA disclaims any liability or responsibility to others as explained in the end footnote. The Company's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of the Company.

### LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that Company has not, in all material respects:

- Met the requirements of the Company's criteria
- Disclosed accurate and reliable environmental and social data

The opinion expressed is formed on the basis of a limited level of assurance<sup>7</sup> and at the materiality of the professional judgement of the verifier.

### LRQA's Approach

LRQA's assurance engagements are carried out in accordance with (ISAE3000 (Revised) and ISO 14064-3:2019 for GHG emissions. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing the Company's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification;
- Interviewing with key people responsible for compiling the data and drafting the report;
- Sampling datasets and tracing activity data back to aggregated levels;
- Verifying the historical Environmental / Social data and records for the fiscal year 2023;
- Verifying the historical GHG emissions data and records for the fiscal years 2019, 2020, 2021, and 2022; and
- Visiting Tokyo Tatemono Jinbouchou Building, Tokyo Tatemono Nihonbashi Building, and T-LOGI Yokohama Aoba Solar Power System to assess whether the data management systems have been effectively implemented.

<sup>4</sup> The reporting period for greenhouse gas emissions data is from January 1 to December 31 of the relevant year for each of the fiscal years 2019, 2020, 2021 2022. However, only Category 5 for each year, which concerns waste emissions, is reported from April 1 of each of the years to March 31 of the relevant following year.

<sup>7</sup> The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.



### Observations

The boundaries of the Company's data are complex and numerous. For the Company's stakeholders' understanding, it is recommended that the Company reconstruct the boundaries so that they become easier to follow. A boundary consisting of its non-consolidated and consolidated would be concise for instance. It is recommended that the Company's current data management system be maintained to ensure accurate aggregation and calculation of its environmental and social data.

### LRQA's Standards, Competence and Independence

LRQA implements and maintains a comprehensive management system that meets accreditation requirements for ISO 14065 Greenhouse gases – Requirements for greenhouse gas validation and verification bodies for use in accreditation or other forms of recognition and ISO/IEC 17021-1 Conformity assessment – Requirements for bodies providing audit and certification of management systems – Part1: Requirements that are at least as demanding as the requirements of the International Standard on Quality Control 1 and comply with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This is the only work undertaken by LRQA for Company and as such does not compromise our independence or impartiality.

Signed

Dated:30 August 2024

Shotaro Kawabata  
LRQA Lead Verifier  
On behalf of LRQA Limited  
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