

Corporate Philosophy, Corporate Data, Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion

- Sustainability Promotion Policy
- Sustainability Promotion Framework
- Material Issue KPIs and Targets
- Stakeholder Engagement
- Participation in Initiatives
- External Evaluation for Sustainability

Environment

- Disclosure Based on TCFD Recommendations
- Disclosure Based on TNFD Recommendations
- Environmental Management
- Promoting a Decarbonized Society
- Responding to Natural Disasters
- Biodiversity
- Water Resources
- Promoting a Recycling-oriented Society
- External Evaluation and Certification Related to Environmental Friendliness
- Sustainability Finance

Social

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

Governance

- Corporate Governance
- Risk Management
- Compliance

Data

Third-party Assurance

Human Resource 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 one of our material issues, 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 resources and improve the internal environment, and we are investing more into our talent based on the Human Resource Philosophy and Policy described below. Specifically, under the Group Medium-Term Business Plan (FY2025–FY2027), we have adopted a policy of working to build a human resource portfolio as one of our human resource strategies linked to business strategy, and are implementing various measures based on this policy.

Human Resource Philosophy

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

Human Resource Policy

- 1 Desired 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

Item	Scope of coverage	KPI and targets
Promotion of skills development	Tokyo Tatemono	Average training time per employee: 15 hours or more each fiscal year Career training participation rate: 100% each fiscal year

[Material Issue KPIs and Targets \(p. 11\)](#)

Building a Human Resource Portfolio

Tokyo Tatemono recognizes that appropriately recruiting, developing, and assigning human resources is essential to executing its business strategy. In recruitment, we actively conduct mid-career hiring in addition to hiring new graduates, while also focusing on acquiring highly specialized talent and talent capable of promoting digitalization and globalization. For human resource development, we use personnel rotation as a core initiative, allowing employees to experience work in approximately three departments during their first ten years with the Company in order to gain a broad perspective and experience as developers, while also cultivating employees with strong aptitude in a particular field as specialists. In addition, we have established a hierarchical training system aimed at helping employees

recognize their roles and develop their abilities according to their stage of growth, while also focusing on encouraging a culture of self-directed learning through systems such as self-development support programs and external training that allow employees to consider and choose the knowledge and skills they need. Additionally, in line with our global expansion, we also provide support for learning English and other languages. When assigning personnel, we strive to ensure appropriate placement in which each employee's WILL, MUST, and CAN are aligned by understanding employees' career perspectives and areas of interest through regular interviews with all employees and utilizing a talent management system.

- [\(Data\) Average hours of training per year per employee \(p. 108\)](#)
- [\(Data\) Career training participation rate \(p. 108\)](#)

Level-Specific System (Outline)

	Content and theme	Purpose
Officers	New assignment training, and individual training on business management and risk management	
Line managers (general managers, group leaders)	New assignment training, evaluator training, mental healthcare training, management training based on 360-degree surveys	Training to acquire the necessary knowledge and skills for line management
Managers	New manager training, assessment training	Assessment training Training for newly appointed managers and assistant managers to take stock of their own skills and learn the knowledge and mindset required to solve problems
Assistant managers	Assessment training	
Senior employees	Career training	Career training Training to acquire the mindset to independently shape one's career and to develop future career prospects.
	Elective training <ul style="list-style-type: none"> • Design thinking • Negotiation • Data analysis 	<ul style="list-style-type: none"> • Management accounting • Corporate value evaluation • Marketing Elective training Training that can be selected and attended according to the individual's career prospects.
New employees	<ul style="list-style-type: none"> • Management strategy training • Corporate governance and IR training 	
	<ul style="list-style-type: none"> • New employee training (business basics, etc.) • Group training for employees in their third year after graduating • Basic practical real estate training • Joint group training and sports days • Logical thinking 	<ul style="list-style-type: none"> • Accounting and finance training • Presentation • Mental health Joint group training and sports days 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	Foreign language learning and overseas site visits
Self-development/ 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

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Human Resource 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, for the purpose of developing and supporting the career development of young employees, we conduct surveys and training for employees in their third and fifth years with the Company that visualize both external expectations and self-perception, helping employees recognize any gaps and apply those insights to their future growth.

At Tokyo Tatemono Group companies, counselors and personnel responsible for employee development are appointed to provide OJT-based training, while also focusing on practical training such as role-playing and hands-on exercises tailored to each company's operations and areas of expertise.

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. The company's overall annual business plans are broken down into annual 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.

We are establishing a system to achieve our targets through three interviews per year between supervisors and subordinates 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.

The engagement score* for FY2026 continued to improve, maintaining a high level.

On the other hand, as scores vary by department and hierarchy, we recognize addressing individual issues in each department and hierarchy as an area that requires focused attention, and will consider and implement various measures tailored to each situation.

*Rating: AAA, Score: 67.6

[\(Data\) Employee Engagement Survey \(p. 108\)](#)

Measures in Response to Issues Identified in the FY2026 Survey

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

Cultural Design Program "TASUKI"

Since 2024, Tokyo Tatemono has implemented the training program "TASUKI," based on the concept of "Passing Tasuki to develop new ideas based on study of the past," with the aim of inheriting the Company's history and culture and further deepening and evolving the chain of value creation unique to the Company. Targeting young and mid-career employees, we held sessions based on the experiences of past project leaders to share the creative approaches used to overcome challenges and how those experiences were later applied. The sessions also included opportunities for participants to exchange views on the lessons and insights gained from these project stories, creating opportunities for each employee to reflect on the culture of their company. In response to recent increases in personnel and the expansion of business domains, we continue to work toward reinforcing our corporate culture and values and fostering a sense of unity.

Provision of work experience programs for students

With the aim of improving students' abilities and providing opportunities for students to think seriously about their own futures, Tokyo Tatemono provides career education through "Work Experience Programs" for university and graduate students, as well as opportunities for students to interact with each other. We believe that this program provides students with an opportunity to gain prior experience working at our Company, which will reduce post-employment mismatches in the real estate industry as a whole, prevent premature job turnover, and lead to the development and retention of young employees. In FY2025, the program was conducted in the summer, fall, and winter, with a total of 323 participants accepted.



Scenes from the Work Experience Program