



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

Diversity & Inclusion

Policy and Concept

In an era 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 drive corporate growth by creating innovation, delivering services from the customer's perspective, and improved productivity.

Tokyo Tatemono has identified diversity and inclusion as one of the Group's material issues, and has set appropriate KPIs and targets while engaging in efforts to achieve those goals.

Item	Scope of coverage	KPI and targets
Work-life balance	Tokyo Tatemono	Average annual paid leave utilization rate: 70% or more each fiscal year
		Ratio of male employees taking parental leave: 85% or more each fiscal year
Promotion of diversity in our workforce	Tokyo Tatemono	Ratio of women in management positions: 10% or more by FY2030
		Employment rate of people with disabilities: Over the legal requirement each fiscal year * 2.3% or more until March 2024, 2.5% or more from April 2024 to June 2026, 2.7% after July 2026

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

[Human Resource Development \(p. 76\)](#)

Structure

The Tokyo Tatemono Group's Sustainability Committee, chaired by the President, sets KPIs and goals for work-life balance and the

promotion of diversity in our workforce based on one of the Group's material issues, diversity and inclusion, defines specific initiatives to achieve these goals, monitors progress and related matters, and evaluates the details of achievement. Important matters deliberated and reported by the Committee are submitted to or reported to the Board of Directors, which supervises the promotion of these initiatives.

In addition, the Health Management and Diversity Promotion Group within the Tokyo Tatemono Personnel Department works with all Group company departments in daily or regular meetings to promote diversity and inclusion initiatives across the Group.

Achieving Work-Life Balance

Tokyo Tatemono has 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 introduced 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 for Leave to Accompany a 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 if they are willing to continue working in the company. In addition, employees who have left the company due to reasons such as their spouse's transfer overseas are eligible to rejoin under the re-employment system for retirees. These programs ensure that employees can lead fulfilling lives even when their spouses are transferred overseas.

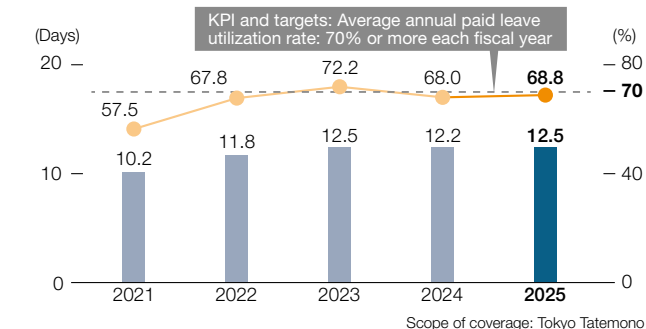
Initiatives to Promote the Use of Paid Leave

Tokyo Tatemono has set an average annual paid leave utilization rate of at least 70% each fiscal year as a KPI and target and actively encourages employees to take paid leave by implementing designated promotion periods, among other means. 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 can check their paid leave utilization status through the personnel system.

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

Paid Leave Status

- Average number of annual paid leave utilization days
- Average annual paid leave utilization rate



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

Lapsed Paid Leave System

Tokyo Tatemono has 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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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

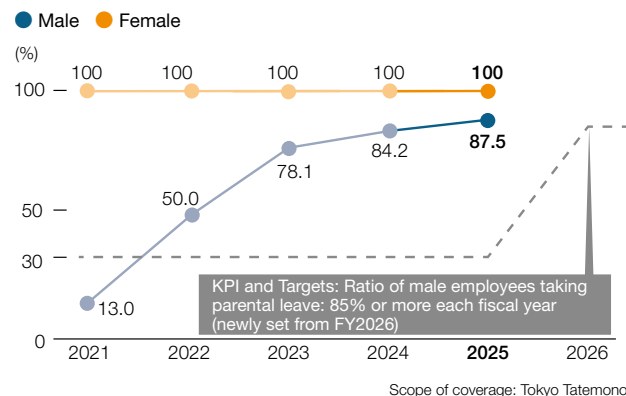
Diversity & Inclusion

Leave Systems for Pregnancy, Childbirth, Childcare and Nursing

In addition to its leave system for pregnancy and childbirth, Tokyo Tatemono also offers a leave system for childcare and nursing care that 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. For the percentage of male employees taking childcare leave, we set a target of 30% or higher by FY2025, achieved this target from FY2022 onward, and have continued to improve. Based on this progress, we raised the target from FY2026 onward to "85% or more each fiscal year."

In addition, in 2024, Tokyo Tatemono was awarded the Kurumin certification for companies that provide childcare support in recognition of its high-level implementation of initiatives that help employees balance work and childcare responsibilities. Furthermore, in 2025, PRIME PLACE, a Group company of Tokyo Tatemono, also received the same certification.

Changes in the Ratio of Employees Taking Childcare Leave



(Data) Childcare Leave (p. 108)

Overview of Pregnancy, Childbirth and Childcare Support Systems

Period	Policy	Overview
The duration of pregnancy, childbirth, and childcare	Lapsed Paid Leave System	Employees may use the lapsed paid leave system. Salary Paid
	Re-employment policy for employees who resigned due to pregnancy, childbirth, or child rearing	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 8 weeks of the birth of a child (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 gifts for the birth of their child.
During childcare	Flextime system	Flextime system can be used. Salary Same as ordinary flextime system. Duration 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. Duration Until the conclusion of the child's third year of elementary school
	Childcare-related 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 Duration Until the child reaches their first birthday
	Restrictions on overtime 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. Duration 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. Duration Until the conclusion of the child's third year of elementary school
	Exemption from overtime for childcare	Employees may be exempt from exceeding their prescribed work hours. Duration Until the first April 30 that falls after an employee's child enrolls in elementary school
	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 Duration 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.

* Some policies have eligibility requirements.

Scope of coverage: Tokyo Tatemono



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- Stakeholder Engagement
- Participation in Initiatives
- External Evaluation for Sustainability

Environment

- Disclosure Based on TCFD Recommendations
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- 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

Diversity & Inclusion

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 employees who resigned so that they can play an active role again utilizing the knowledge and experience they accumulated while employed.

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, including the establishment of various systems to maintain employee career continuity even after a major life event. We also focus on creating a comfortable workplace by actively promoting the acquisition of diverse human resources, among other efforts.

As of the end of FY2025, the ratio of female employees was 32.6%. Additionally, the ratio of women in management positions reached 13.7% as of the end of FY2025, exceeding the target of 10% or more by FY2030.

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) PRIME PLACE (acquired in February 2025) E-State Online (acquired in October 2025)
★★	Tokyo Tatemono (acquired in October 2022)

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 \(p. 108\)](#)

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 working arrangement that assumes working from home. 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 2025*, our employment ratio of people with disabilities was 2.56%, and this fulfilled the legal employment rate 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 \(p. 107\)](#)

Promoting the Success of Non-Japanese Employees

Tokyo Tatemono conducts recruitment regardless of nationality or race, or other attributes. We place a high priority on creating an environment where individuals from diverse backgrounds can thrive. In our overseas business, we hire and foster talent from various nationalities at our local subsidiaries. This enables our business to grow roots in the regions in which we operate. For example, we have introduced working hours and leave systems that take into account religion and local customs at some of our local subsidiaries.

Seishin Service, a Tokyo Tatemono Group company, provides internal notices, alerts, announcements, training materials, and other communications in Japanese, English, and Nepali in consideration of its large number of foreign national employees.

We have also introduced referral-based recruitment at Tokyo Fudosan Kanri. This enables us to build a network with people of the same nationality, and increases retention as it reduces the concerns of foreign employees working in Japan.

In addition, the Tokyo Tatemono Group Helpline (external contact point) for domestic Group companies and the TOKYO TATEMONO GROUP HELPLINE (external contact point) for overseas Group companies, both established for the purpose of preventing and detecting compliance violations at an early stage, also provide inquiry forms in English, Chinese, Thai, and Indonesian.

[\(Data\) Headcount \(p. 107\)](#)

Corporate Philosophy, Corporate Data,
Financial Highlights, Editorial Policy

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Sustainability Promotion

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

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- 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

Diversity & Inclusion

Workplace Understanding of Gender Diversity

The Tokyo Tatemono Group's Compliance Code 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 diversity and inclusion training, compliance training, and human rights training programs.

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

Initiatives to Promote Understanding of Women's Issues and Improve the Working Environment at the Tokyo Tatemono Group

The three companies, Tokyo Tatemono, Tokyo Fudosan Kanri, and Tokyo Tatemono Group company Tokyo Building Service, started providing sanitary products in common space toilets located on the office floors of commercial properties owned by Tokyo Tatemono and managed by the three companies in 2024. As of December 31, 2025, sanitary products have been made available at 31 properties. This initiative is part of the LAQDA Project, a communication design program that uses the placement of sanitary products as a starting point for fostering dialogue, organized by Watashi no Kurashi Kenkyujo (My Life Institute). At buildings newly launching these initiatives, seminars on this project are held for tenants with the aim of promoting understanding of gender-related issues in the office environment.

Tokyo Tatemono has been participating in the project since 2021. Results of a questionnaire answered by 1,800 employees of tenants of the commercial properties revealed that the availability of sanitary products in toilets would reduce female employee's anxiety surrounding sudden periods, and thereby contribute to greater peace of mind and productivity. Tokyo Tatemono will continue to expand this initiative more broadly as part of our tenant services, while also promoting greater understanding and attentiveness regarding challenges unique to women.



Provision of sanitary products

Raising Awareness Among Officers and Employees

Tokyo Tatemono is implementing awareness-raising initiatives for officers and employees through training and related programs to further promote diversity and inclusion (D&I).

Track Record of Diversity & Inclusion Training

Year	Contents of annual training
FY2023	<ul style="list-style-type: none"> Work and Childcare Balance Support Seminar for employees with pre-school children
FY2024	<ul style="list-style-type: none"> Basic training aimed at deepening understanding of Diversity & Inclusion and fostering a sense of personal ownership Lecture on the relationship between Diversity & Inclusion and corporate management
FY2025	<ul style="list-style-type: none"> Basic training on balancing work and caregiving
FY2026	<ul style="list-style-type: none"> Dialogue session with the President and female employees (co-hosted with other companies)