



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

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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

To centrally manage risk throughout the Group, Tokyo Tatemono established its Risk Management Committee chaired by the President. The Risk Management Committee formulates annual plans for the risk management of the Tokyo Tatemono Group, evaluates and analyzes risks that are important to management (priority risks), formulates preventive measures and countermeasures, and periodically monitors the status of countermeasures, among other activities. In addition, we have established a unified risk management structure in which risks other than priority risks (department-managed risks) are managed by the general managers of each department as Risk Management Officers, while the President, as Chief Risk Management Officer, centrally oversees company-wide risk.

Furthermore, by adopting the principles of the Three Lines Model*, we aim to maintain and enhance the effectiveness of our risk management efforts.

For department-managed risks, in addition to the general managers of each department who are risk management officers, various committees and Group companies 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) conduct monitoring, guidance, and support regarding risk management at each department, among other activities. The Internal Audit Department (the Third Line) conducts audits, verifications, and provides advice, from an independent standpoint, regarding risk management by each department and Group company, as well as regarding the monitoring, guidance, and support provided by the corporate and planning departments of each business division regarding risk management at each department and Group company. Also, the Risk Management Committee operates independently of the Audit and Supervisory Board and the Chief Risk Management Officer (Tokyo Tatemono's President) is not a member of the Audit and Supervisory Board.

The Sustainability Committee acts as the risk response organization (risk owner) to manage sustainability risks in

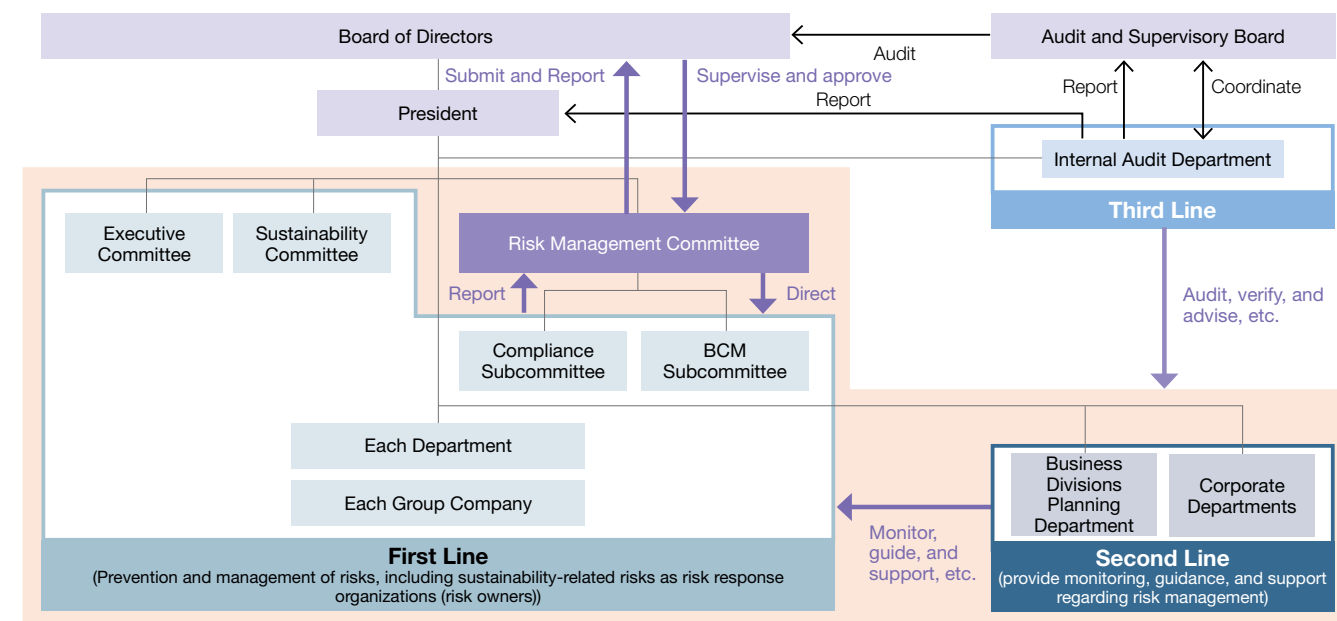
cooperation with relevant departments, and reports key matters in its activities to the Risk Management Committee.

Important matters deliberated by the Risk Management Committee, such as the risk management structure, policies, and annual plans, are submitted to or reported to the Board of Directors. The Board supervises the effectiveness of the Group's overall risk management, including sustainability-related risks.

* 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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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.), the likelihood of occurrence, changes in 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 regularly submits or reports this information to the Board of Directors. In addition, the corporate division 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 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 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 natural disasters and man-made disasters	Risk that employees will suffer damage resulting in business activities being affected, and the value of real estate owned, managed, or operated by the Tokyo Tatemono Group will decrease

Comprehensive Information Management

Tokyo Tatemono has established the Rules for Information Management to ensure that company information is used appropriately within our Group and to prevent unauthorized access and the loss or leakage of company information. We have also established a system where the general manager of the Corporate Planning Department is the Information Management Supervisor, and the general managers of each department, office, and store are Information Management Officers. We have also established the Rules for Handling Personal Information and Rules for Handling Specific Personal Information to ensure that personal information and specific personal information are handled appropriately. To ensure that all employees handle information in accordance with these rules, we provide training and other initiatives to reinforce proper information handling, while also working to strengthen the management of personal information and confidential information through regular annual self-inspections. At Tokyo Tatemono, we obtain written pledges regarding information management from officers and employees at the time of hiring, at the time of retirement, and once a year during employment, ensuring thorough prevention of information leaks.

Also, we have published the contact information for the inquiry counter on our website to respond to requests such as those for disclosure of personal data retained by the Tokyo Tatemono Group from the individual, 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.

Furthermore, Tokyo Tatemono Real Estate Sales, a Group company of Tokyo Tatemono, which handles a great deal of personal information, strives for continuous improvement in this area, maintaining ISO/IEC 27001 (JIS Q27001) certification and undergoing an external review every year. The results of the review are incorporated into 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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Security Measures for Public-facing Websites

We implement regular vulnerability assessments for websites operated and managed by Tokyo Tatemono and the Tokyo Tatemono Group. If vulnerabilities are identified as a result of these assessments, we will instruct the website administrator to make improvements and monitor the progress of the improvements.

We conduct a vulnerability assessment before publishing any new website, and, in principle, only publish it after confirming that there are no vulnerability risks. In addition, in FY2025, self-assessments of IT security measures were conducted in the system departments of all Group companies.

Training in Response to Cyber Attacks (Targeted Email Attacks)

Tokyo Tatemono Group conducts training for its officers and employees to improve their awareness of and ability to respond to cyber attacks. In fiscal 2025, in accordance with the Rules for Information Management, 17 Tokyo Tatemono Group companies (including Tokyo Tatemono Real Estate Sales, Tokyo Fudosan Kanri, Nihon Parking, and Tokyo Tatemono Amenity Support) sent simulated email attacks to all employees as part of their cyber attack (targeted email attack) response training. Based on the results of the training, a system was put in place to display guidance on correct responses for employees whose response did not reach the required level, and guidance was provided by their general managers of each department, office, and store, who are Information Management Officers. Tokyo Tatemono also conducts cyber security training for all of its officers and employees. In fiscal 2025, we conducted video training on the realities of support scams, the characteristics and methods of phishing scams, precautions regarding cloud services, and techniques for identifying targeted email attacks.

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 strengthen our business continuity planning (BCP) measures accordingly. 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.

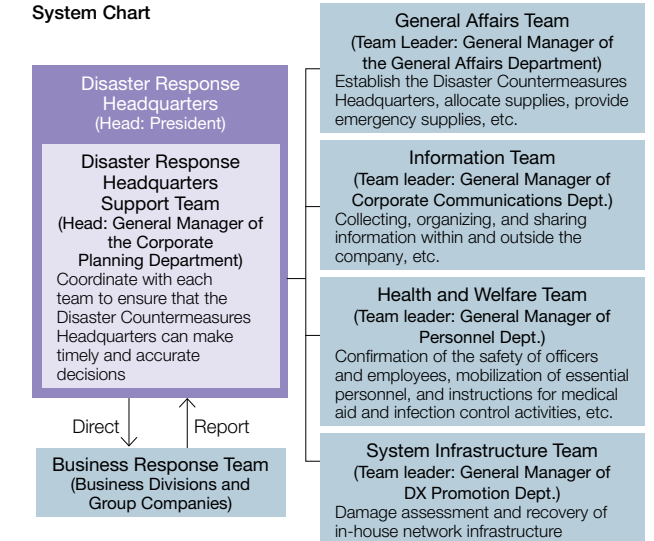
Development of BCP and Disaster Preparedness Training for Natural Disasters and Other Emergencies

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 other emergencies. 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 2025, in addition to drills to improve disaster response capabilities at each business division, we conducted drills for establishing a Disaster Countermeasures Headquarters, and communication and reporting drills to improve coordination between the Disaster Countermeasures Headquarters and each department.

[Responding to Natural Disasters \(p. 38\)](#)

Disaster Occurrence System Chart



Business Continuity Management (BCM) PDCA Cycle

