

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

# Social

- P.50    Respect for Human Rights
- P.55    Supply Chain Management
- P.58    Improving Quality and Customer Satisfaction
- P.63    Revitalizing and Utilizing Real Estate Stock
- P.65    Contributing to Local Society and Communities
- P.70    Human Resource Development
- P.72    Health Management / Occupational Health and Safety
- P.77    Diversity & Inclusion



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

Long-term Vision and Materiality  
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 for Green Building  
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

# 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 our website, we clearly communicate our expectations for all stakeholders regarding the advancement of human rights.

We also request that suppliers collaborating with the Group in its business activities, including secondary and subsequent suppliers, promote 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 \(p. 55\)](#)

## 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 in which the Group Participates

- 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 is administered by the Personnel Department and the Corporate Planning Department. It brings relevant departments and Group companies together as necessary to discuss the promotion of initiatives based on the Human Rights Policy and human rights due diligence, and shares updates on the progress of these efforts. In FY2024, the Subcommittee discussed matters related to respecting human rights within the Group's business supply chain, as well as human rights assessments for participation in new overseas projects. Important matters deliberated and discussed by the Committee are submitted to or reported to the Board of Directors. The Board supervises the Group's human rights initiatives.

## Framework Chart (Human Rights)



📖 [Sustainability Promotion Framework \(p. 9\)](#)

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

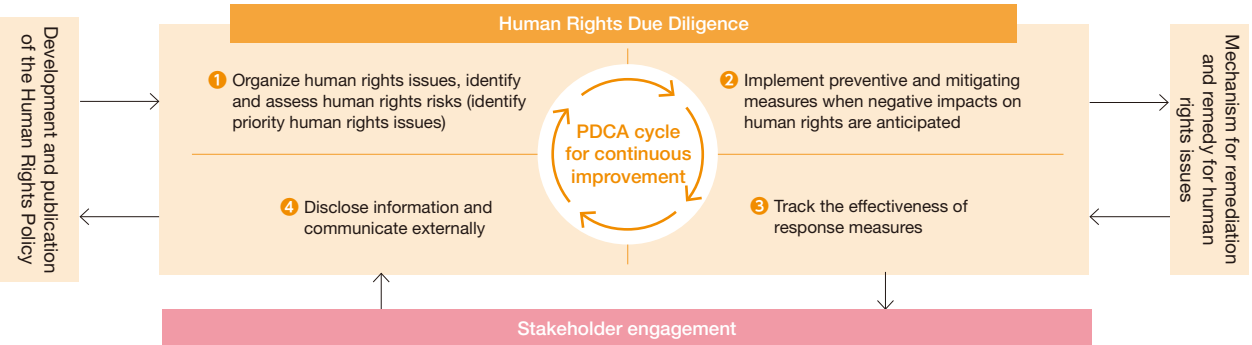
Third-party Assurance

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, prioritizing those requiring action, anticipating potential negative impacts on human rights, implementing preventive or mitigating measures, monitoring their effectiveness, and making improvements as necessary.

Human Rights Due Diligence Process



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	Major human rights issues
Workers at Tokyo Tatemono and Group companies	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, health, 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.

Identification and Assessment of Human Rights Risks (Identifying Priority Human Rights Issues)

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 continually strive to understand conditions across business areas, countries, and regions. When potential negative impacts on human rights are anticipated, we implement preventive or mitigating 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's Priority Human Rights Issues

- Forced labor, 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

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Respect for Human Rights

Initiatives to address priority human rights issues and monitoring their effectiveness

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.

Overview of Initiatives to Address Human Rights Priority Issues

Priority human rights issues	Outline of initiatives	
	In the Tokyo Tatemono Group	In the supply chain
Forced labor, 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 elimination of child labor</li><li>• Prevention and early detection of forced labor through compliance surveys targeting all Group officers and employees and regular interviews conducted by the Personnel Department with all Tokyo Tatemono officers and employees</li><li>• Strict age verification using official documents at the time of hiring, among other measures</li></ul>	<ul style="list-style-type: none"><li>• Clearly stating the elimination and prevention of forced labor and child labor in the Sustainable Procurement Standards, and requesting compliance from suppliers, etc. (p. 55-56)</li></ul>
Impact on local communities	<ul style="list-style-type: none"><li>• Compliance with international human rights standards and the laws and regulations of countries and regions where we operate</li><li>• Engaging in dialogue and communication with local communities and nearby residents during the development and ownership of real estate (p. 53)</li></ul>	<ul style="list-style-type: none"><li>• Clearly stating the need to build, maintain, and enhance good relationships with local communities, as well as to understand and respect local cultures and customs, in the Sustainable Procurement Standards, and requesting compliance (p. 55-56)</li><li>• Conducting human rights assessments when participating in new overseas projects (including social impact assessments related to human rights, proper land acquisition, minimizing and mitigating adverse social and economic impacts on Indigenous peoples, employment of local workers, and confirmation of land acquisition and development fund flows) (p. 56)</li></ul>
Health and safety	<ul style="list-style-type: none"><li>• Setting and implementing health goals for all Tokyo Tatemono officers and employees (p. 72-74)</li><li>• Conducting training to improve health literacy and implementing stress self-checks (p. 74)</li><li>• Mental health initiatives (p. 74)</li><li>• Establishing frameworks to ensure the safe sale and provision of products and services, and disclosing information on various measures to enhance product safety (p. 58-60)</li><li>• Establishing telework environments to ensure employee safety and business continuity during major disasters, developing a Basic Plan for Earthquake Measures, implementing a night duty system and conducting regular drills, and introducing an employee safety confirmation system, etc. (P.89)</li></ul>	<ul style="list-style-type: none"><li>• Clearly stating in the Sustainable Procurement Standards the need to ensure and improve product and service quality, disclose accurate information, and respond sincerely to requests and complaints, so that tenants and residents can use our products and services with peace of mind, and requesting compliance from suppliers (p. 55-56)</li></ul>
Discrimination and harassment	<ul style="list-style-type: none"><li>• Raising awareness through training on human rights and harassment (p. 53)</li><li>• Establishing consultation desks for harassment-related issues (p. 53)</li><li>• Oversight of all recruitment activities by the Fair Recruitment, Selection and Human Rights Awareness Promotion Officer*1 (a role held by the general manager of the Personnel Department)</li><li>• Formulating <a href="#">Tokyo Tatemono Group Basic Policy on Customer Harassment</a> and disclosing it on the company website, as well as developing the Customer Harassment Response Manual</li></ul>	<ul style="list-style-type: none"><li>• Clearly stating the prohibition of discrimination and harassment in the Sustainable Procurement Standards, and requesting compliance from suppliers, etc. (p. 55-56)</li></ul>
Working conditions and environment	<ul style="list-style-type: none"><li>• Clearly stating working conditions and job responsibilities at the time of hiring to prevent unfair assignments or transfers</li><li>• Conducting regular dialogue between labor unions and management (p. 75)</li><li>• Initiatives to limit overtime work (p. 75)</li><li>• Implementing risk countermeasures and training aimed at preventing occupational accidents at construction sites (p. 74-75)</li><li>• Conducting interviews*2 with foreign workers (technical intern trainees and specified skilled workers) at two Group companies (Tokyo Building Service and Seishin Service Co., Ltd.), for the purpose of identifying human rights issues, among other objectives</li></ul>	<ul style="list-style-type: none"><li>• Clearly stating in the Sustainable Procurement Standards the prohibition of illegal long working hours and excessive labor, as well as the need to establish a safe and healthy working environment, and requesting compliance from suppliers (p. 55-56)</li></ul>
Right to Privacy	<ul style="list-style-type: none"><li>• Thorough management of personal information (p. 88-89)</li></ul>	<ul style="list-style-type: none"><li>• Clearly stating in the Sustainable Procurement Standards the need to protect and appropriately manage personal information and confidential matters, ensure the confidentiality of whistleblower information, protect whistleblower anonymity, and prevent retaliation, and requesting compliance from suppliers (p. 55-56)</li></ul>

\*1 Plays a central role in promoting human rights awareness within the company, including the establishment of a fair recruitment and selection system and the implementation of human rights awareness training.  
\*2 In addition to the interviews, the systems in place for accepting foreign workers at the two Group companies are also examined.



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Respect for Human Rights

Dialogue with Stakeholders on Human Rights Issues

The Tokyo Tatemono Group actively engages 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 FY2024 Initiative

Training topics	Scope	Attendance
Conducted training for management on “How Companies Should Respect Human Rights”	Tokyo Tatemono Officers	Tokyo Tatemono: 100%
Conducted training on respecting human rights in the supply chain when conducting business, as well as training on the so-called Dowa problem (Buraku discrimination problem) specific to the real estate industry	All Group employees*	Tokyo Tatemono Group: 97.8% Tokyo Tatemono: 100%
Conducted compliance training on the Tokyo Tatemono Group’s Compliance Code of Conduct, which sets forth obligations such as “respect for human rights and prohibition of discrimination,” “prohibition of harassment,” and “ensuring a comfortable working environment,” as well as on information management and the Act for Eliminating Discrimination against Persons with Disabilities		Tokyo Tatemono Group: 97.5% Tokyo Tatemono: 100%
Conducted compliance surveys to regularly understand and verify compliance awareness and status		(Response rate) Tokyo Tatemono Group: 81.6%

\* Scope may be adjusted based on the circumstances of each company, such as whether computers have been provided.

- 📄 (Data) Attendance in human rights training (p. 99)
- 📄 Helpline (Anonymous Whistle-Blowing Mechanism) (p. 92)
- 📄 Compliance Training (p. 94)
- 📄 Compliance Surveys (p. 94)

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 Points 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)

The Tokyo Tatemono Group and its domestic Group companies have established a shared Tokyo Tatemono Group Helpline (external contact point), available across companies to appropriately address compliance violations, including harassment and human rights infringements. Reports are accepted from a wide range of eligible users, including officers and employees of Group companies (including part-time and temporary staff), retirees, dispatched workers, and other contractors engaged in operations at Group company business sites. 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. In addition, the Personnel Department at Tokyo Tatemono has set up a consultation service on harassment, staffed by one male employee and one female employee. Overseas Group companies have likewise established a shared Tokyo Tatemono Group Helpline (external contact point). The helpline accepts inquiries via an online form 24 hours a day, 365 days a year, and supports multiple languages including English, Chinese, Thai, and Indonesian so that officers and employees of overseas Group companies can use it in their native languages.

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 communicated to eligible users through posters at worksites, postings on the company intranet, and compliance training sessions.

📄 Helpline (Anonymous Whistle-Blowing Mechanism) (p. 92)

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

## Respect for Human Rights

### Participation in Construction and Real Estate Industry Initiatives

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.”

### Other Initiatives to 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’s For-rent Condominiums

Brillia ist Tower Kachidoki (Chuo-ku, Tokyo; completed in January 2011) is a condominium themed around child-rearing support and community coexistence. 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 130m2 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.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

Long-term Vision and Materiality  
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 for Green Building  
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

# Supply Chain Management

## Policy and Concept

The Tokyo Tatemono Group conducts its business in collaboration with a wide range of suppliers (business partners involved in procurement in our business activities), including construction companies and building management firms. Today, companies are expected not only to implement sustainable procurement practices within their own operations, but also to ensure respect for human rights and consideration for the environment throughout their entire supply chain. Therefore, it is essential to build a sustainable supply chain that takes into account the environmental and social impacts associated with suppliers.

In May 2021, the Tokyo Tatemono Group established a unified set of Sustainable Procurement Standards applicable to all suppliers involved in its business operations in order to promote sustainable procurement across the entire supply chain, with consideration for legal compliance, respect for human rights, occupational safety and health, anti-corruption, and environmental conservation.

The Tokyo Tatemono Group is working to build a sustainable supply chain by encouraging understanding and compliance with the procurement standards through dialogue with suppliers and business partners.

📄 Sustainable Procurement Standards  
📄 Tokyo Tatemono Group Guidelines for Sustainable Procurement Standards

## 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 deliberated and discussed by the Committee are submitted to or reported to the Board of Directors, allowing them to supervise overall supply chain management.

Supply chain management initiatives are promoted in collaboration with relevant departments and Group companies, while also utilizing support from external experts and exchanging information with industry peers, and through dialogue with key suppliers involved in our business.

### 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

- Promotion of energy conservation, 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

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

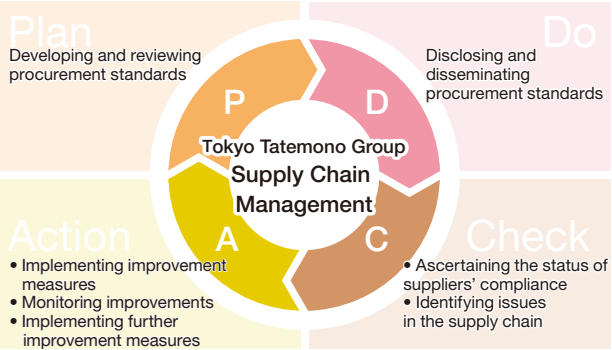
- Corporate Governance
- Risk Management
- Compliance

Data

Third-party Assurance

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 factors such as transaction amounts, potential impact on company reputation in the event of violations of the procurement standards, and the recurring nature of transactions. 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 Projects

For all new overseas projects, Tokyo Tatemono assesses human rights risks specific to each country at the time of participation, recognizing that these may differ from those in Japan. Specifically, we assess the level of risk in advance by using tools such as a human rights risk checklist. We also strive to incorporate the Sustainable Procurement Standards into joint venture agreements concluded with our business partners.

Understanding the Response of Our 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 2024, the survey was given to 166 construction companies, of which responses were received from 139. In 2025, the survey was given to 283 companies, of which responses were received from 223. No significant issues have been

identified in the surveys conducted to date.

In FY2024, we sent feedback sheets to the companies that responded to the survey. Taking into account factors such as their relationship to our business, we selected 10 companies for additional interviews, including construction and building management companies, demolition contractors, and advertising agencies. The interviews focused primarily on respect for human rights and initiatives for reducing GHG emissions, based on the overall survey results.

Survey Implementation Status

	2023	2024	2025
Scope of Coverage	Construction companies	8 industries, including construction and building management	13 industries, including construction and building management
Companies Surveyed	47 companies	166 companies	283 companies
Responses Received	45 companies	139 companies	223 companies

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.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Supply Chain Management

Internal Dissemination of  
the Sustainable Procurement Standards

Tokyo Tatemono works to promote understanding and proper implementation of the Sustainable Procurement Standards through awareness-raising activities for its officers and employees. Since FY2022, our mandatory sustainability training for all officers and employees has included supply chain management, covering the procurement standards and their implementation, as one of its themes to enhance understanding among our personnel.

Raising Awareness Through e-Learning

Year Conducted	Details	Scope	Attendance
2023	Regarding the Sustainable Procurement Standards Guidelines	Tokyo Tatemono officers and employees	100%
2024	Regarding Tokyo Tatemono supply chain management initiatives and respect for human rights within the Group's business supply chain	Tokyo Tatemono officers and employees	100%
	Training on respecting human rights in the supply chain when conducting business	All Group employees*	Tokyo Tatemono Group: 97.8% Tokyo Tatemono: 100%

\* Scope may be adjusted based on the circumstances of each company, such as whether computers have been provided.



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

## Sustainability Promotion of the Tokyo Tatemono Group

Long-term Vision and Materiality  
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 for Green Building  
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

# 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.”

*Human Building*  
～ いつも、真ん中に人。～

### Five Actions

1. Take an interest in “everything going on” in the building.
2. Imagine “if you were a customer.”
3. Value opportunities to “engage in dialogue” with customers.
4. Become “one team” beyond organizational boundaries.
5. Turn today’s learning and experience into “everyone’s strength.”

### 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

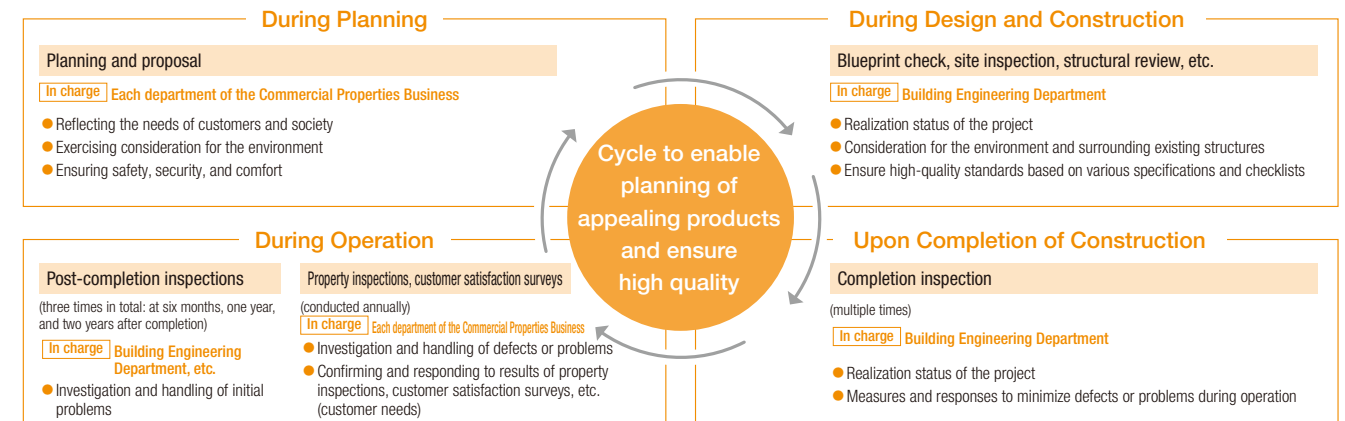
quality and safety, we strive to improve the quality of commercial office buildings and customer satisfaction.

#### 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.

### Quality Control Initiatives in the Commercial Properties Business



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

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Improving Quality and Customer Satisfaction

● **Responding to Defects or Areas for Improvement as They Arise**

In the event of construction defects upon completion of a building or equipment malfunctions in a building in operation, we promptly take corrective action in cooperation with construction companies and building management companies. Accumulating and sharing case examples internally regarding the causes of and responses to construction defects and equipment malfunctions enables us to build a PDCA cycle for quality control in the Commercial Properties Business to prevent similar incidents from occurring in future developments or other buildings currently in operation. And when accidents or problems occur during construction, we request construction companies and others to promptly provide initial reports and updates on the occurrence and response status.

Quality Control in the Residential Business

● **The Brillia Concept**

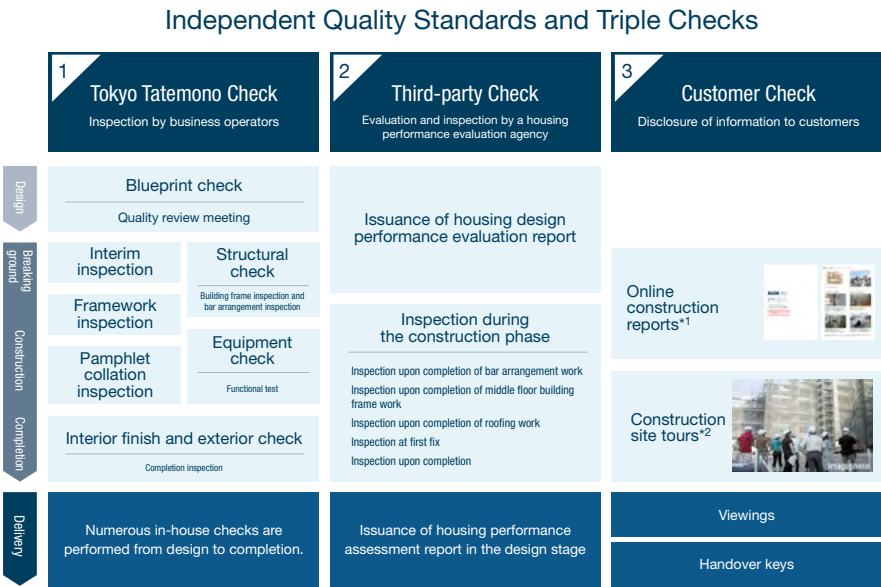
The Residential Business is engaged in two major businesses. One is the Residential Sales Business, centered on the Brillia series, with its emphasis on refinement and comfort. The other is the Residential Rental Business, centered on the Brillia 1st series of for-rent condominiums for those seeking unique lifestyles. At the core of the Brillia brand is our commitment not only to providing housing but also to “delivering a rich, comfortable life that is true to yourself.” We support the realization of fulfilling lifestyles through the wide array of services offered by the Tokyo Tatemono Group, including not only the planning, development, and sales of properties, but also management and brokerage services.

● **Quality Control Initiatives in the Residential Business**

**Quality Control during Planning, Design, and Construction**

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

Steadfast Commitment to Quality Control in the Residential Business



\*1 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.  
\*2 Site tours may not be conducted for certain properties, such as those already completed and up for sale.

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.

**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 provides 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, work to improve customer services and support by property managers, and properly sustain condominium value (a key financial asset for our customers).

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Improving Quality and Customer Satisfaction

● **Responding to Defects or Areas for Improvement as They Arise**  
We make sure not only to deal promptly with any defects or areas requiring 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.

● **Providing Appropriate Information to Customers**  
We believe that providing customers with timely and appropriate information leads to greater peace of mind.  
As part of our Brillia condominium business, we offer construction site tours for properties that are sold before completion 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. 93)

● **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 Life Support (Only available in Japanese)
- Brillia Condominium Management (Only available in Japanese)

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

● **Value Chain Meeting Aimed at Improving Quality**  
In the Tokyo Tatemono Commercial Properties Business, we have established the Value Chain Meeting as a cross-functional forum involving all employees, from office building development through to operations, aimed at gathering input across all project phases, from land acquisition to post-completion review. The meeting enables expertise accumulated at Tokyo Tatemono to be leveraged in various projects. This not only improves quality and product safety but also enhances employee skills and awareness.

● **Mutual Understanding for Quality Improvement**  
Staff from Tokyo Tatemono Group companies involved in office building operations and management (including construction) work to improve the quality of operations by sharing and understanding each other's roles and responsibilities. Examples of these efforts include regular meetings with staff from each company, joint inspections of buildings, and hands-on sessions where employees experience the work of other Group companies.

● **Training to Improve Building Management Skills**  
The Group companies involved in building management provide training programs for all employees to enhance work quality and develop talent. The training is not limited to lectures, but emphasizes practical learning using actual equipment. To support this approach, we have established dedicated training centers.  
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. In addition to training programs at the center, we provide a training curriculum for all employees, including new hires. We conduct hands-on training about topics such as fundamental knowledge, operation methods, handling, repair, and parts replacement for equipment and systems, as well as holding various seminars.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Improving Quality and Customer Satisfaction

Condominium Management Training

At Tokyo Tatemono Amenity Support, training programs are provided for all employees involved in condominium management to improve their skills and cultivate management staff. The training emphasizes practical learning using actual equipment. To support this approach, we have established dedicated training centers.

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.

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 convention, 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 2024, 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

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 commends exemplary cases twice a year from among on-site improvement activities related to enhancing safety, security, and comfort, as well as energy-saving efforts. In fiscal 2024, 131 ideas were recognized with awards. In addition, we hold the Good Job Idea Competition annually to present and recognize especially outstanding ideas that received awards 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

In the Tokyo Tatemono Residential Business, we introduced the Brillia Design Award commendation system for some of our for-sale Brillia condominiums to facilitate even greater refinement, 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 for 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.

Inner Branding: Brillia Pride Project

The Residential Business launched the Brillia PRIDE PROJECT in July 2023 as an internal branding initiative aimed at enhancing customer satisfaction and brand value for Brillia. In support of these efforts, we have established a set of action guidelines to instill a shared understanding of the Brillia brand among employees.

Further bolstering the initiative are innovation seminars featuring guest lecturers and the commendation of employees who put the action guidelines into practice, with the aim of keeping these principles top of mind, thus driving the continuous improvement they represent.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Improving Quality and Customer Satisfaction

Initiatives to Improve Customer Satisfaction

Conducting Customer Satisfaction Surveys

The Commercial Properties Business conducts customer satisfaction surveys every year for office building tenants. With a focus on safety, security, and comfort, we gather feedback on building facilities and management, as well as the service provided by staff and management personnel, and use the input to make improvements based on tenant needs. 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 enforce strict separation of smoking and nonsmoking areas within buildings and to address areas with poor mobile phone reception.

(Data) Office Building Customer Satisfaction Survey Results (p. 101)

Customer Satisfaction Survey, Response Ranking (FY2024)

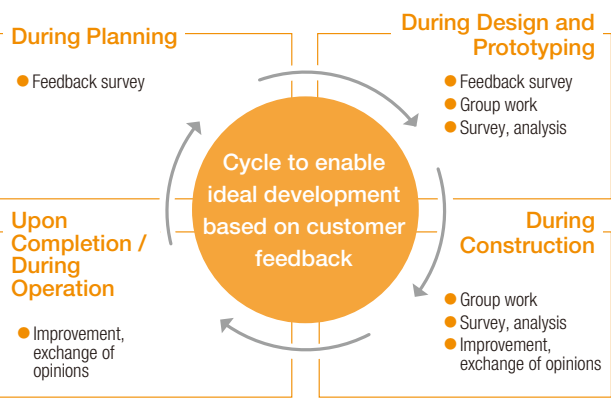
Satisfied	#1	Tokyo Tatemono staff response
	#2	Cleanliness of common areas, etc.
	#3	Response to tenant incidents by disaster prevention center and management office
Dissatisfied	#1	A/C temperature settings/control
	#2	Mobile phone reception and connectivity
	#3	Clarity of rules, manuals, and related materials

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. Since its launch in 2012, the project has expanded the scope of co-creation beyond product planning to include services and lifestyle proposals. By listening to a diverse range of voices and incorporating multiple perspectives, the project delivers products and services that value individuality and self-expression.

Product planning and services conceived out of the cocreation 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 Co-Creation Process



bloomoi (Only available in Japanese)

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 Evaluation

Tokyo Tatemono Receives Good Design Award

We received two Good Design Awards\*1 in fiscal 2024: one for our for-sale condominium, Brillia Kyoto Kuramaguchi (Kyoto, Kyoto Prefecture; completed in 2023), and the other for the Park-PFI\*2 project “MEIJI PARK” (Shinjuku-ku, Tokyo; opened in 2023), in which Tokyo Tatemono participated.

Brillia Kyoto Kuramaguchi was recognized for its harmonious integration of contemporary architecture with the traditional Kyoto streetscape, achieved through simple formal continuity such as aligning the eaves with those of the adjacent machiya townhouses. On the other hand, Meiji Park is an urban park adjacent to the Japan National Stadium, featuring the 7,500 m<sup>2</sup> Forest of Pride and unique open spaces. It was recognized for its location, historical context, and compatibility with the functions of the stadium.

Brillia Kyoto Kuramaguchi was recognized for its harmonious integration of contemporary architecture with the traditional Kyoto streetscape, achieved through simple formal continuity such as aligning the eaves with those of the adjacent machiya townhouses.

\*1 Organized by the Japan Institute of Design Promotion. The Good Design Awards are Japan's only comprehensive annual awards evaluating and commending outstanding design.

\*2 Park-PFI (Park-Private Finance Initiative) is a system in which private businesses are selected through a public bidding process to develop park facilities in urban parks, such as restaurants and stores, that improve the usability of urban parks for visitors. The private businesses will also utilize the revenue generated from these facilities to fund the development and maintenance of surrounding park infrastructure, such as paths and plazas, in an integrated manner.



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

# 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.

Disaster preparedness has also become an issue in urban areas where there are many densely built-up areas and a labyrinth of narrow streets. In addition, in areas where many of the stores in shopping districts have closed down or where there is little residential or street lighting, rowdiness and crime prevention are issues.

Through the reconstruction of apartment complexes and redevelopment of urban areas, the Tokyo Tatemono Group is building safe, secure, convenient, and comfortable communities for customers and local residents. Activities such as reconstruction and redevelopment also enable us to create new value for the coming era and to revitalize local communities.

-  [Tokyo Tatemono Condominium Reconstruction](#)  
(Only available in Japanese)
-  [\(Data\) Revitalizing and Utilizing Real Estate Stock \(p. 102\)](#)

## Reconstruction and Rehabilitation of Apartment Complexes, Redevelopment of Urban Areas, etc.

### Key Ongoing Projects

#### Kojimachi Sanno Condominium Reconstruction Project (Brillia Nibancho)



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

This project promotes early reconstruction in collaboration with right holders to address the urgent need for a drastic solution to the building's insufficient earthquake resistance and state of deterioration. 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 57 to 104 seismic-isolation condominiums. Located just one-minute on foot from Kojimachi Station on the Tokyo Metro Yurakucho Line, the building's design is sympathetic to the Bancho area and reflects the progressive nature of the town.

\* 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 Condominium Reconstruction Project



Location	Fujimidai 1-chome, Kunitachi City, Tokyo
Units after reconstruction	589 units (previously 298)
Completion	FY 2026 (planned)

This project promotes reconstruction in collaboration with right holders and joint ventures to address issues such as aging buildings, deteriorating infrastructure, and noncompliance with barrier-free standards. After the reconstruction, the walkway on the site will be separated from the roadway and redeveloped into a space designed for pedestrians, and a green space will be provided to create a habitat for living creatures. This was recognized as contributing to the improvement of local amenities and the development of the local streetscape, and the height limit was relaxed from the general standard of 19 m to the special standard of 25 m. By making good use of the newly-vacated land and expanding the green space and walking space, the aim is to create a green and pleasant living environment.

\* The above property perspective may differ from the actual property.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

## Revitalizing and Utilizing Real Estate Stock

### Tōshō Center Building Condominium Reconstruction Project



Location	Yanagibashi 2-chome, Taito-ku, Tokyo
Units after reconstruction	267 units (previously 91, and other offices and exhibition space, etc.)
Completion	March 2027 (scheduled)

Taking advantage of the relaxed floor-area ratio granted by the Urban Housing Comprehensive Design System, this project will construct a 120-meter-high vibration-isolated tower condominium, which will become a new landmark in the Asakusabashi area, elevating the urban environment. A pedestrian walkway will be constructed to connect with the Sumida River Terrace, enhancing local mobility and helping to improve disaster preparedness, not to mention providing a bustling facility. In addition, the project will be integrated with the Tokyo Metropolitan Government’s super levee improvement project to bolster safety and provide a waterside space. This project was adopted and highly rated by the Ministry of Land, Infrastructure, Transport and Tourism as a model project for extending the lifespan and effective utilization of existing condominium stock\* in fiscal 2022.

\* To promote the proper maintenance and management of aging condominiums as well as the renovation and reconstruction of condominiums to extend their lifespan, this project supports leading condominium revitalization projects.

### Japan Pearl Center Revitalization Project (Brillia Kobe Old Foreign Settlement)



Location	Higashi-machi and Ito-machi, Chuo-ku, Kobe, Hyogo
Units after reconstruction	Apartment housing, exhibition halls, offices
Completion	December 2026 (scheduled)

This project is a regeneration of the Japan Pearl Center, closed due to deterioration, in Kobe, one of the world’s leading pearl industry clusters, and the site will be used to build a condominium complex that combines residential, exhibition, and office space. The new facility will re-open the Kobe Pearl Museum and the pearl “bidding hall” that were located in the old facility. Through this project, the history and culture of Kobe’s pearl industry will be passed on to future generations, and it will also help to stimulate local industry. In addition to being the first residential building in Kobe City to receive ZEH-M Ready\*1 certification, the project also received certification as a low-carbon building\*2 as specified by the Low Carbon City Act.

\*1 This is to reduce annual energy consumption by 50% or more per condominium unit through energy conservation and creation.

\*2 A building in which a range of low-carbon measures are taken to curb carbon dioxide emitted during everyday life and other activities in the building.

### Higashi-Mukojima 2-chome 22 District Disaster Prevention Block Improvement Project (Brillia Hikifune)



Location	Higashi-mukōjima 2-chome, Sumida-ku, Tokyo
Units after reconstruction	99 units and 1 lot for a town hall
Completion	January 2027 (scheduled)

This project promotes urban development aimed at improving disaster preparedness and the living environment in an area with dense clusters of wooden houses in Higashi-mukōjima, Sumida-ku, Tokyo, which has been targeted as a fireproofing promotion district. By demolishing dilapidated buildings and developing “Brillia Hikifune,” an earthquake-resistant condominium, the project aims to solve this problem of areas with densely-clustered wooden houses, which are highly prone to disasters. In addition, the project will make buildings fireproof and earthquake resistant, widen roads, and improve public facilities. It will also help form a fire spread barrier zone and ensure that emergency transportation roads will be passable in the event of a disaster.

📄 (Data) Revitalizing and Utilizing Real Estate Stock (p. 102)

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

# Contributing to Local Society and 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.

## Initiatives Aiming for the Sustainable Development of the Area and Our Business

For over 120 years since its establishment, Tokyo Tatemono has been headquartered in the Yaesu-Nihonbashi-Kyobashi area (“YNK area”) around Tokyo Station, making it unparalleled in its convenience as a location in Japan connecting various areas in Tokyo, regional cities and the world. The YNK area continues to develop as a hub of global business, where people, goods, and information are concentrated. Since the Edo period, Tokyo has played a central role 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 Tokyo’s competitiveness as an international city.

The TOFROM YAESU (Yaesu Project), Gofukubashi Project, and Kyobashi 3-chome Project that we are developing in this area have been designated as National Strategic Special Zones\* and are being promoted as business and transportation hubs. Furthermore, taking advantage of the many large companies in the area, we have created an innovation center for the activities of startups and venture capitalists, making it easier for the large companies to invest in these

startups and contributing to increased collaboration between them.

\* 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.”

## Creating an Innovation Ecosystem

Tokyo Tatemono is 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. From FY2023 to FY2024, we were selected as a partner organization for the Tokyo Metropolitan Government’s TOKYO SUTEAM project and advanced efforts aimed at further strengthening the innovation ecosystem within the YNK area.

### Ongoing Redevelopment Projects and Major Innovation Bases in the YNK Area



Major innovation bases in the YNK area

Startup Support

1 xBridge-Kyobashi

Shared office supporting startups originating from YNK

2 xBridge-Yaesu

Shared office-type incubation facility with venture capital

3 xBridge-Global

Incubation facility supporting the accumulation of global startup companies, community formation, and other activities

Regeneration

4 TOKYO LIVINGLAB

A place where people who resonate with the idea of regeneration gather to demonstrate innovation and implement it in society

5 Gastronomy Innovation Campus Tokyo

A campus creating the future of Japanese food through innovation by gastronomy and science

6 8go café & bar

Collective kitchen that creates opportunities for behavioral change through food under the concept of regeneration

7 Kitchen Studio SUIBA

Shared kitchen that creates vibrant spaces and fosters diverse 'food' cultures

Sustainability

8 City Lab TOKYO

Open innovation hub for building a sustainable city and society

Serendipity

9 THE FLYING PENGUINS

A bar where the staff, which changes daily, serves as a 'bridge' to create meetings and 'stylish interactions'

TOKYO TATEMONO GROUP SUSTAINABILITY REPORT 2025

65



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Contributing to Local Society and Communities

Realizing Regenerative City Tokyo

With the concept of “Regeneration”\* at its core, Tokyo Tatemono is taking real action in five areas: “Education,” “Co-creation and Open Innovation,” “Social Implementation,” “Information Dissemination,” and “Physical Space Creation.” We shared our “Regenerative City Tokyo” vision at the “RegenerAction Japan 2024” international conference held on Monday, November 25, 2024. This vision seeks to create more than 10 co-creation innovation projects, principally in the YNK area, that will improve the wellbeing of the planet, society, and people by the end of 2027, and to expand and spread these projects by 2030. Through such efforts, the aim is for Tokyo to become a new role model for international cities such as London, Paris, and New York as a city at the front line of realizing a regenerative world.

\* Creating a prosperous future by simultaneously pursuing the wellbeing of the planet, society, and people, and by continuing to create multidimensional value for multi-stakeholders.

Wellbeing Initiatives in the YNK Area

In recent years, there has been growing recognition of the importance of improving both physical and mental health, as well as overall quality of life, with increasing awareness of the significance of well-being. To meet these social needs, we are actively promoting initiatives to enhance the well-being of workers in the YNK area.

The Well-being Lab. launched by Tokyo Tatemono has developed a proprietary tool, the “Wellbeing Score,” which can easily measure the state of an individual’s wellbeing, and has pinpointed 20 “Wellbeing-enhancing Factors.” Projects we are promoting will develop and provide various services linked to these wellbeing-enhancing factors.

As a leading initiative, the mixed-use facility TOFROM YAESU, scheduled for completion in 2026, is being developed with well-being as its central theme. It will feature services, functionality, and spaces designed around well-being enhancement factors and aimed at improving the well-being of office tenants, including the YAESU SKY LOUNGE, a place to refresh both mind and body, and Wab, a well-being floor that fosters physical and mental health and encourages connection with others and the broader community.

Going forward, we will continue to actively promote initiatives to enhance worker well-being, with a focus on the YNK area.

Wellbeing-enhancing Factors

<b>HEALTH</b> Living healthfully	<b>LEARN</b> Learning new things	<b>NATURE</b> Feeling nature	<b>SMILE</b> Smiling	<b>TRUST</b> Fulfilling roles
<b>IDENTITY</b> Being yourself	<b>EXERCISE</b> Exercising appropriately	<b>SENSES</b> Experiencing with the five senses	<b>CHAT</b> Casual conversation	<b>COOPERATION</b> Helping each other and expressing appreciation
<b>OWN WAY</b> Living at your own pace	<b>IMPRESSION</b> Tugging on heart strings	<b>MEAL</b> Mindful food selection	<b>LINK</b> Smooth connections	<b>COMPASSION</b> Acting kindly
<b>COMFORT</b> Spending comfortable time	<b>ENTHUSIASM</b> Being enthusiastic	<b>REFRESH</b> Changing your attitude	<b>TOGETHER</b> Meeting up with friends	<b>CONTRIBUTE</b> Contributing to communities and society

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Contributing to Local Society and Communities

Co-existing with Communities

At the Tokyo Tatemono Group, we are committed to community development. Key in this is for our employees and officers 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 our group operates, we are promoting initiatives that are rooted in their local communities.

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

The Group is an active participant in passing down traditional culture through the Sanno Festival, a key event for the neighborhoods of the YNK area and one of Japan's three major festivals. The event is held on even-numbered years. Many group employees participated in the festival. The employees helped 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 \(published 2017\) \(Only available in Japanese\)](#)

Community Outreach Activities in YNK area (2024)

Event name	Our Group's activities and contributions
Sakura Festival	Cherry blossom viewing, performance by EDO Firemanship Preservation Association (co-sponsored), distributed cut flowers (co-sponsored), served as event staff
Hana Kaido Clean Walk	Picking up garbage, replanting flower beds along Chuo-dori (the Group also served as office staff)
Morning clean-up	Clean-up activity around Tokyo Station organized by the Company (with about 240 Group employees)
Chuo City Clean Day, Operation Tokyo Ekimachi Kirapika	Clean-up activities around Tokyo Station conducted in cooperation with the town council with JR and the Marunouchi area (with about 120 Group employees)
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	Participated as executive committee members and event staff
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 cut flowers to support flower growers
Art in Tokyo YNK, T3 PHOTO FESTIVAL TOKYO	Provided a venue for young artists, photographers, students, etc., to showcase their work, disseminated information as a town of art, and sponsored events



Sanno Festival



Sanno Festival (Mikoshi portable shrines)



Nihonbashi Bridge cleaning (helping to clean the bridge)



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

#### Sustainability Promotion of the Tokyo Tatemono Group

Long-term Vision and Materiality  
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 for Green Building  
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

## Contributing to Local Society and Communities

### Clean-up Activities

The Tokyo Tatemono Group also works to beautify the city. We regularly conduct cleanup activities to make areas look more attractive. Particularly in the YNK area, employees fit in these activities before starting work.



Morning Clean-up activities

### Partnering with Non-Profit Organizations

Since 2005, Tokyo Tatemono has, as a member of NPO Hana Kaido, supported the management of sidewalk flower beds along the pavement of Chuo-dori in the YNK area. We invite employees from across the 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 NPO, supporting forest conservation initiatives that are conscious of the natural environment, such as the “Chuo Ward Forest Utilization Project” and utilization of tree trimmings.



Chuo-dori oath 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 Ward (Nakano Ward, 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.

Nakano Shiki no Mori Park is designated as a local disaster prevention park. By properly running and managing the park together with Nakano Central Park, we will contribute not only to creating a lively atmosphere but also to the safety and security of the local community.

## TOPICS

### Enlivening the Community and Achieving Sports Wellness Through Urban Sports

- livedoor URBAN SPORTS PARK\*1 sports and leisure complex  
(Official name: “Ariake Urban Sports Park,” which was fully opened in October 2024)



The facility is a sports and leisure complex built in accordance with the PFI Act\*2. The approximately 3.1 hectare site plays host to a wide range of urban sports facilities including a skateboard park, indoor bouldering gym, and 3x3 basketball court, as well as athletic facilities such as an outdoor athletic track and running stadium. The facility also offers a café, restaurant, and other dining facilities.

As a center for achieving an open and sustainable community and sports wellness, underpinned by a vision of “creating a city where anyone can shine and be healthy and happy” through sports, we will implement initiatives that help promote sports, foster a new generation of sports enthusiasts, and promote a sustainable society.

\*1 MINKABU THE INFONOID, Inc. obtained naming rights for its common name.

\*2 Act on Promotion of Private Finance Initiative

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Contributing to Local Society and Communities

Condominium Development That Helps Build Communities

Brillia City Shakujii Koen ATLAS (Nerima Ward, Tokyo; completed in late June 2023) is a reconstruction project of Shakujii Koen Apartment Complex, one of the largest apartment complexes in Tokyo's 23 wards, which was undertaken by Tokyo Tatemono and other project partners together with the Shakujii Koen Danchi Apartment Reconstruction 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 has now been taken over by "And-S", a community space operated by Polaris inc. in a condominium space owned by Tokyo Tatemono and others. Equipped with features such as coworking spaces, rental spaces for events, and a shared bookstore, the facility serves as a community hub providing a safe, relaxing environment for both residents and local neighbors while encouraging active communication.



Shakuji-ii BASE



Interaction at Shakuji-ii BASE

Community Support in the Event of a Disaster

Establishment of a System to Support Stranded Commuters

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 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)
- The 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, etc.

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

Tokyo Tatemono Group is implementing a variety of initiatives for tenants in our owned buildings and residents of our for-sale and for-rent condominiums, aimed at addressing environmental challenges such as decarbonization and resource circulation, as well as health-related issues including infectious disease prevention.

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 environmental initiatives benefiting the entire buildings.
- 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 appealing for tenants' cooperation in disinfecting their hands with disinfectant solution placed at the 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 Not Life 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.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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 a material issue, 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.

### 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-development support system, externally dispatched training programs, and a qualification acquisition support system.

Additionally, in line with our global expansion, we provide support for learning English and other languages closely related to our business.

In order to efficiently utilize the human resource data we have built up, develop 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 human resource development in terms of the characteristics of each employee. In fiscal 2024, 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. 100)**

 **(Data) Career training participation rate (p. 100)**

### 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		<b>Assessment training</b>
Assistant managers	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 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
Senior employees	Career training		<b>Career training</b>
	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>	Training to acquire the mindset to independently shape one's career and to develop future career prospects. <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><li>• Joint group training and sports days</li></ul>	<ul style="list-style-type: none"><li>• Logical thinking</li><li>• Accounting</li><li>• Presentation</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



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

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. 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. 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.

The engagement score\* for FY2025 continued to improve from the previous two years, maintaining a high level.

We recognize that weakening communication between hierarchical levels is an issue that requires ongoing attention. Therefore, we will implement various measures to strengthen management levels that connect hierarchies.

\* Rating: AA, Score: 65.0

 (Data) Employee Engagement Survey (p. 100)

Measures in Response to the FY2025 Survey Issue: weakening communication between organizational levels (ongoing from the previous fiscal year)

Aim of measure	To improve the infiltration of strategy and awareness between hierarchical levels by strengthening management levels that connect hierarchies.
Details	<div><div>1 Implementation of 360-degree surveys</div><div><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></div></div> <div><div>2 Enhancement of Group Leader (GL) Training</div><div><ul style="list-style-type: none"><li>Evaluator training and mental health line care training for newly assigned GLs</li><li>Enhance management skills by setting target issues and planning and conducting theme-based training</li></ul></div></div>

TOPICS

New Training Program: Program TASUKI

To further instill our long-term vision and make our organizational culture more visible, in 2024, Tokyo Tatemono conducted a training program called Program TASUKI, which focused on learning from Tokyo Tatemono's past project stories. Targeting young and mid-career employees, we held sessions led by 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 discussion and exchange of ideas. We plan to continue this training program, fostering greater knowledge sharing among employees and encouraging communication across departments and seniority levels.

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 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 fiscal 2024, a total of 309 interns were accepted.



Acceptance of interns

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

Long-term Vision and Materiality  
 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 for Green Building  
 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

## 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.

Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support, which are involved in building construction and management, are working to promote occupational health and safety by conducting assessments and raising awareness among officers and employees, with the goal of achieving zero workplace accidents. Furthermore, with regard to the supply chain in 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 and improving good health and promoting health and safety throughout the supply chain.

## KPIs and Targets

- **Promotion of health management**
    - ↳ Health check-up 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 \(p. 55\)](#)

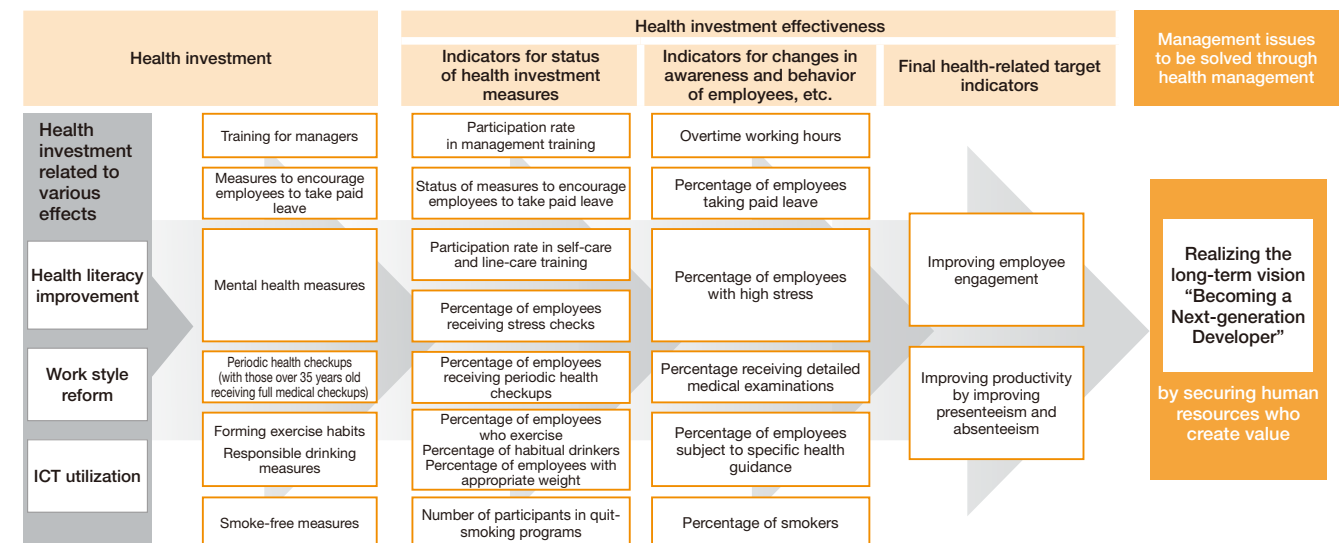
## Tokyo Tatemono Group Health Management Declaration

The group philosophy of Tokyo Tatemono Group, "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 group philosophy, we believe that supporting the health of our executives 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.

Katsuhito Ozawa  
 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.





Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

#### Sustainability Promotion of the Tokyo Tatemono Group

Long-term Vision and Materiality  
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 for Green Building  
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

## Health Management / Occupational Health and Safety

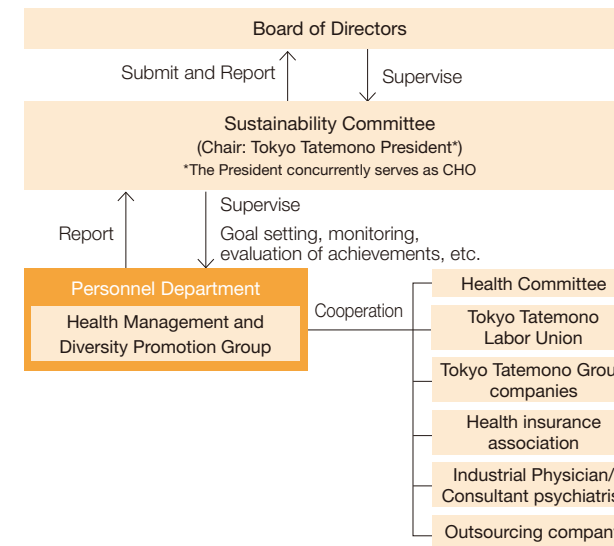
### System

The Tokyo Tatemono Group's Sustainability Committee, chaired by the President, sets goals for the promotion of health management based on the material issue of improving employee growth and job satisfaction, defines specific initiatives to achieve these goals, monitors progress, and evaluates the details of achievement. Important matters deliberated and discussed by the Committee are submitted to or reported to the Board of Directors for supervision.

Furthermore, to realize occupational health safety, Tokyo Tatemono established the Health Committee, which consists of representatives from the Personnel Department and each office/location, as well as industrial physicians. The committee is working toward continuous improvements. Half of the committee members, excluding the chairperson are appointed based on the recommendation of a person representing a majority of the employees.

The committee meets once a month with the aim of improving health and safety in the workplace and maintaining and promoting the health of 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 building construction and management, have established a risk assessment framework to help prevent workplace accidents in both new and ongoing projects, and to identify causes and prevent recurrence if an accident occurs.

#### Health Management Promotion System Chart



### Health Promotion Initiatives

As well as setting a target of 100% of all officers and employees receiving health check-ups and follow-up tests each fiscal year, we are also implementing various initiatives in cooperation with the health insurance association. We have achieved a 100% health check-up 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 uses 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 check-ups (the rate of implementation and of completion in 2024 was 100%).

In addition, measures to prevent serious illnesses and group dental check-ups\*<sup>1</sup> are also provided for non-obese and younger people who are not eligible for specific health check-ups. 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\*<sup>2</sup> 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.

\*<sup>1</sup> Web-based dental questionnaires were conducted in FY2021 and FY2022. A dentist was invited to perform check-ups in FY2023 and FY2024.

\*<sup>2</sup> 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 \(p. 101\)](#)

#### 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 fiscal 2019 was 21.0%, but the smoking rate in fiscal 2024 improved to 13.1%, partly due to the effects of various measures. Going forward, we will continue working on various initiatives with the goal of keeping the smoking rate below 12% each fiscal year.

[\(Data\) Health Management Related \(p. 101\)](#)

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Health Management / Occupational Health and Safety

Health Literacy Initiatives

We provide health-related training to all officers and employees to improve health literacy and promote 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%)
June 2024	Seminar on work and women's health Theme: Promoting Understanding of Menopause	1,022 (98.4%)

Scope of coverage: Tokyo Tatemono

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-check-ups 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 FY2024)
- Self-care training for new employees with sports trainers as instructors (100% participation rate in FY2024)

Initiatives to Form Health Habits

Based on the results of a health awareness survey given to employees, it was found that 80% of employees have issues with exercise and sleep. Therefore, in fiscal 2024, we implemented the following measures to enhance our initiatives for improving employee health.

- Organized walking events using smartphone pedometer apps (over 2,100 participants across the Group)
- Identified sleeping patterns using smart rings and held sleeping counseling sessions with an expert (31 new employees participated)
- Held a trial session for a wellness program using smartphone apps that included meditation and yoga (over 100 participants)

Occupational Health and Safety Initiatives

Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support work to ensure employee safety by establishing occupational safety manuals at each site and ensuring that all on-site workers, including those from partner companies, are fully informed of and thoroughly adhere to the guidance provided to prevent workplace accidents. As part of these activities, we aim to eliminate industrial accidents by raising safety awareness and implementing thorough initiatives. We are continuously improving our operations to create a safe work environment where employees can work with peace of mind. Tokyo Fudosan Kanri has also set a goal of achieving 1.7 million hours without accidents starting from February 2022.

In the event of an industrial accident or highly dangerous case, Tokyo Tatemono analyzes the cause in detail. We then work to reinforce safety by disseminating information and providing guidance to prevent recurrence. In fiscal 2024, there were no fatal occupational accidents involving our employees, including contract employees. The Lost Time Injury Frequency Rate (LTIFR) was 0, and the occupational accident severity rate was 0.

(Data) Occupational Health and Safety Related Data (p. 101)

Health and Safety Risks and Countermeasures on Construction Sites

When undertaking new construction projects, Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support implement safety measures to prevent workplace accidents by identifying hazardous tasks and areas at each construction site using check sheets and other tools. Safety and health supervisors or technically qualified experts then conduct thorough inspections to ensure that both their own employees and those of subcontractors can work safely. 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 Tokyo Tatemono Amenity Support, joint patrols are conducted twice a year at construction sites by the Health and Safety Cooperative Association , together with partner companies, to check for hazardous areas and help prevent workplace 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 on the Sustainable Procurement Standards for key suppliers, including construction companies and building management companies outside the Group, to assess their efforts in preventing occupational accidents. Through these efforts, we strive to understand and improve the working environment on construction sites and property management sites.

Supply Chain Management (p. 55)

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

Long-term Vision and Materiality  
 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 for Green Building  
 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

## Health Management / Occupational Health and Safety

### ● Training on Occupational Health and Safety Standards

Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support provides training on occupational health and safety standards on the necessary topics, subjects, and frequency, depending on the work processes at each site.

#### Main Training and Drills on Occupational Health and Safety Standards

- Foreman training (risk management in construction)
- Training on considerations during hazardous work
- Training on the Industrial Safety and Health Act and basic safety knowledge
- Health and safety training for condominium management staff at work
- Drills for occupational accidents related to condominium construction and for natural disasters

### ● Training to Suppliers

At Tokyo Fudosan Kanri and Tokyo Tatemono Amenity Support, safety and health training is provided to business partners at construction and management sites, including training based on the Industrial Safety and Health Act and specialized education for certain hazardous tasks.

### 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 accordance with the Labor Standards Act, Tokyo Tatemono has concluded an Agreement on Overtime and Holiday Work (the 36 Agreement) with a person representing a majority of employees 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 over a certain threshold occur, we have implemented a framework to address this issue by requiring direct supervisors to report on improvement measures and provide feedback to upper 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.

At Tokyo Tatemono Amenity Support, in addition to preventing excessive working hours through the introduction and use of a work management system, the company tracks the overtime hours of building managers at each condominium on a monthly basis and applies this data by adjusting work schedules and improving operational efficiency.

 (Data) Occupational Health and Safety Related Data (p. 101)

### ● Dialogue Between Labor and Management

Tokyo Tatemono supports freedom of association and the right to collective bargaining. Employees (except for management and certain positions) are members of the Tokyo Tatemono Labor Union, organized within the company. 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 a person representing a majority of employees 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. 101)

### ● Equal Pay for Equal Work Initiatives

Tokyo Tatemono complies with the principle of equal pay for equal work, ensuring that there are no disparities in compensation based on gender or other factors. Our compensation system is based solely on job type, position, and performance. We are also in compliance with minimum wage laws and regulations, which are essential for stability in workers' lives.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Health Management / Occupational Health and Safety

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 and certifies a company's "hard" and "soft" office initiatives as it strives to maintain and improve the health and comfort of the people working in office buildings.



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	

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 KENKO Investment for Health Outstanding Organizations Recognition Program

In March 2025, Tokyo Tatemono and seven other Group companies were recognized as Certified Health & Productivity Management Outstanding Organizations under the program established by the Ministry of Economy, Trade and Industry, which honors corporations ranging from large enterprises to SMEs for practicing outstanding health management.



Excellent Health Company Certification System

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 a Health & Productivity Management Outstanding Organization

★: Certified Health & Productivity Management Outstanding Organization (White 500),  
☆: Certified Health & Productivity Management Outstanding Organization

Company name	Certification category	2022	2023	2024	2025
Tokyo Tatemono	Large enterprise	★	★	★	☆
E-State Online	Large enterprise	☆	☆	☆	☆
Tokyo Fudosan Kanri	Large enterprise	☆	☆	☆	☆
Tokyo Tatemono Real Estate Sales	Large enterprise	☆	☆	☆	☆
Tokyo Tatemono Amenity Support	Large enterprise	—	—	☆	☆
PRIME PLACE	Large enterprise	—	—	☆	☆
Tokyo Tatemono Realty Investment Management	Small and medium-sized enterprise	☆	☆	☆	☆
Nihon Parking	Small and medium-sized enterprise	—	☆	☆	☆

Status of Certified KENKO Investment for Health Outstanding Organizations Recognition Program

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



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

Long-term Vision and Materiality  
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 for Green Building  
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 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.

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.

## 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, 2.7% after July 2026
- Scope of coverage Tokyo Tatemono

### ● 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
- Scope of coverage Tokyo Tatemono

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

 [Human Resource Development \(p. 70\)](#)

## System

The Tokyo Tatemono Group's Sustainability Committee, chaired by the President, sets goals for work-life balance and the promotion of diversity in our workforce based on the material issue of diversity and inclusion, defines specific initiatives to achieve these goals, monitors progress, and evaluates the details of achievement. Important matters deliberated and discussed by the Committee are submitted to or reported to the Board of Directors for supervision.

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 to Accompany Spouse on Overseas Transfer

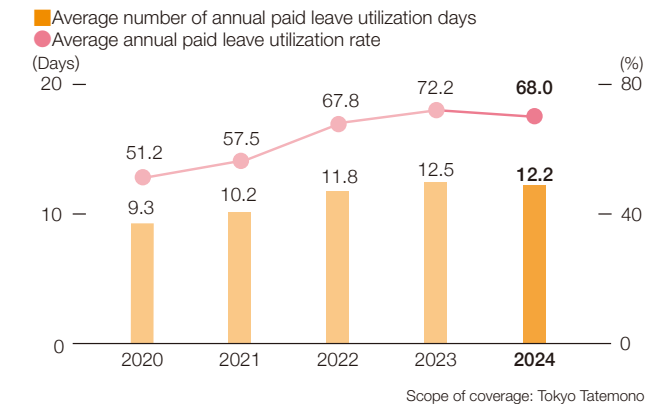
Tokyo Tatemono has a system in place that allows employees to take up to three years of leave of absence to accompany their spouse on an overseas assignment if they are willing to continue working in the company. In addition, employees who have left the company due to reasons such as their spouse's transfer 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 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 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 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 \(p. 101\)](#)

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

### Lapsed Paid Leave System

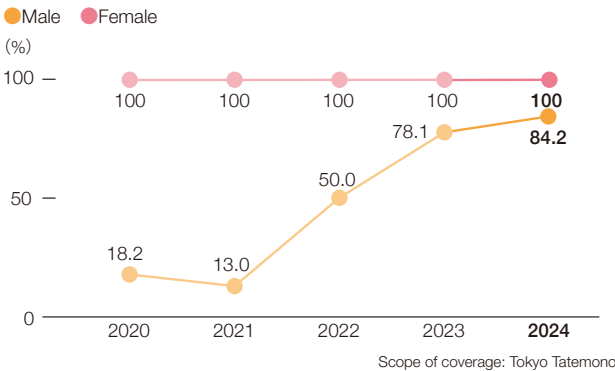
Tokyo Tatemono has a lapsed paid leave system that allows employees to use their lapsed paid leave when taking long-term leave for purposes such as receiving treatment for illness, childcare/ nursing care, or infertility treatment.

### 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.

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.

#### Changes in the Ratio of Employees Taking Childcare Leave



[\(Data\) Childcare Leave \(p. 100\)](#)

#### 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. <b>Salary</b> 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. <b>Salary</b> 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.) <b>Salary</b> 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). <b>Salary</b> Unpaid (With benefits from employment insurance)
	Special leave for childbirth	Employees may take one day of special leave. <b>Salary</b> 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. <b>Salary</b> Same as ordinary flextime system. <b>Duration</b> 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. <b>Duration</b> 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. <b>Salary</b> Unpaid <b>Duration</b> 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. <b>Duration</b> 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. <b>Duration</b> 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. <b>Duration</b> 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). <b>Salary</b> Unpaid <b>Duration</b> 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.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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.

By the end of December 2024, the percentage of female employees has increased to 32.2%, up 5.6 percentage points from 2017. Additionally, the ratio of women in management positions, which we hope will be 10% or more by fiscal 2030, was 12.1% at the end of December 2024.

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)
★★	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. 100)

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 2024,\* our employment ratio of people with disabilities was 2.90%, but 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. 99)

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 talent from various nationalities at our local subsidiaries. This enables our business to grow roots in the regions in which we operate. 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. 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.

 (Data) Headcount (p. 99)

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.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

### ● 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 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 Group in 2024. As of December 31, 2024, sanitary products have been made available at 29 locations. This initiative is part of the LAQDA Project, a communication design program led by Watashi no Kurashi Kenkyujo (My life institute), which uses the placement of sanitary products as a starting point for fostering dialogue. 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 a greater understanding of women’s issues.

## TOPICS

### Diversity & Inclusion Training

In fiscal 2024, we implemented diversity and inclusion (D&I) training over three sessions to further promote D&I initiatives at Tokyo Tatemono.

The first session was made mandatory for all employees, with the aim of deepening employee’s understanding of D&I and encouraging each employee to take greater personal ownership of D&I initiatives.

We also conducted a D&I survey targeted at all employees to identify D&I issues and needs at Tokyo Tatemono and to use the results to inform future D&I measures.

The topic of the second session was the impact of D&I on corporate and human capital management. The third session was a lecture from an external lecturer on the topic of how to connect D&I to Tokyo Tatemono’s products and services.



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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



# Governance

- P.82 Corporate Governance
- P.87 Risk Management
- P.90 Compliance

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

Long-term Vision and Materiality  
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 for Green Building  
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

# 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, and to achieve this, we are promoting initiatives aimed at enhancing corporate value, such as further strengthening our governance functions.

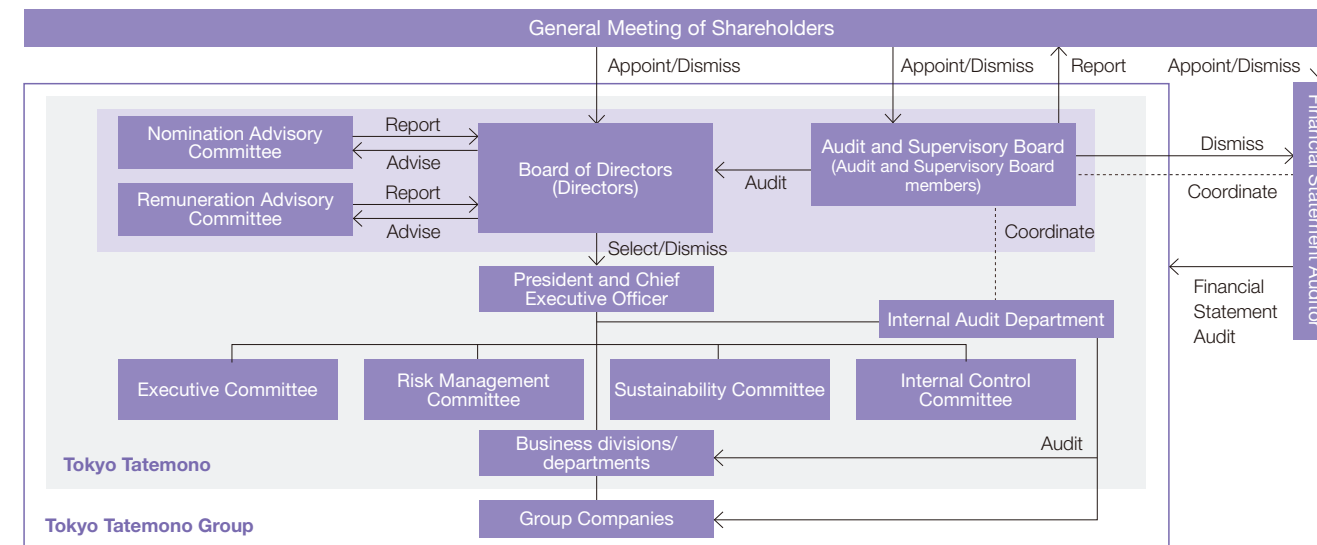
[Corporate Governance Report](#)

## 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 Advisory Committee and a Remuneration Advisory Committee as advisory committees 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 addition, we have established the Executive Committee, which leads Group-wide management aimed at maximizing the corporate value of the Tokyo Tatemono Group, along with the Risk Management Committee, the Internal Control Committee, and the Sustainability Committee.

Moreover, we employ Group-wide business management to heighten the efficiency of Group management and achieve group synergies. Tokyo Tatemono works to enhance Group governance by

Corporate Governance Structure (as of March 31, 2025)



concluding Group Management Control Rules with each Group company based on the Group Business Management Standards. As a result, Tokyo Tatemono’s approval is required for important decisions such as those concerning business plans, and matters concerning compliance are to be reported to Tokyo Tatemono. Also, Tokyo Tatemono has developed a system to verify business integrity at each Group company, and receives regular reports from Group companies’ officers and employees on the status of their execution of duties through such means as dispatching Tokyo Tatemono’s directors or Audit and Supervisory Board members, etc. to Group companies. In addition, Tokyo Tatemono’s directors monitor Group companies’ business plans and profit plans every fiscal year and report to the Board of Directors.

## ● Board of Directors

The Board of Directors consists of 12 directors, 5 of whom are external directors (including two women) as of March 31, 2025. 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. As of January 1, 2025, the Board of Directors is chaired by a director who does not hold representative authority and 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 to discuss matters related to medium- and long-term business issues. In fiscal 2024, 16 meetings were held, and the average attendance rate of directors was 99%.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Corporate Governance

Board of Directors Related Data

Item	Unit	2020	2021	2022	2023	2024
Number of board of directors meetings	Meetings	14	15	14	14	16
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
Percentage of external directors	%	33	33	33	33	33
Average attendance rate of directors	%	100	100	99	99	99
Average tenure of directors (including independent external directors)	Years	4.8	4.6	4.4	5.4	6.6

Note: Data Collection Period: January to December of each fiscal year. Average tenure of directors is as of March 31 of each fiscal year. Unless otherwise specified, figures are as of December each year.

Audit & 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 2024, 14 meetings were held, and the attendance rate of each board member was 100%.

Audit and Supervisory Board members attend meetings such as those of the Board of Directors, Executive Committee, Risk Management Committee, Sustainability Committee and Internal Control Committee, and express their opinions as necessary. They also 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 and Compliance Department promptly or regularly report to Audit and Supervisory Board members on the following matters concerning Tokyo Tatemono and Group companies.

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, 2025, there were 21 executive officers of the Company.

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

Nomination Advisory Committee and Remuneration Advisory Committee

As advisory bodies to the Board of Directors, we have established a Nomination Advisory Committee to deliberate on the nomination of candidates for directors, the selection and dismissal of representative directors and a Remuneration Advisory Committee to deliberate on remuneration for directors. Members of both committees are appointed from among the directors. However, an external director is to serve as chairperson, and external directors are to account for a majority of the members in order to utilize their knowledge and advice and to ensure the objectivity and transparency of procedures.

Note: Until March 2025, we adopted a system of a Nomination and Remuneration Advisory Committee chaired by the president, and the Committee met seven times in fiscal 2024, with an average attendance rate of 95% among its members.

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 2024, 36 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.

Internal Control Committee

In order to develop an internal control system at the Tokyo Tatemono Group and to monitor the operations of such systems, we have established the Internal Control Committee chaired by the president, with the chairperson, executive vice presidents, the officer in charge of the Corporate Planning Department, and the officer in charge of Legal and Compliance Department among others as members. By doing so, we aim to evaluate, improve, and upgrade the internal control system.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Corporate Governance

● 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 officer in charge of the Legal and Compliance Department and the general managers of the corporate departments among others as members. Important matters deliberated and reported by the Risk Management Committee are submitted to or reported to the Board of Directors. The Board supervises the effectiveness of the Group's risk management, including sustainability-related risks.

In addition, a Compliance Subcommittee (subcommittee chairperson: the officer in charge of the Legal and 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.

● Sustainability Committee

To support the Tokyo Tatemono Group's sustainable growth and contribute to the realization of a sustainable society, we have established the Sustainability Committee. It is chaired by the president and includes representative director, 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 other matters to be deliberated. The committee promotes sustainability initiatives across the Tokyo Tatemono Group in an ongoing manner. The Sustainability Committee deliberates, discusses, and reports on 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 Committee are submitted to or reported to the Board of Directors. The Board makes decisions on important sustainability-related matters,

monitors the implementation status of individual measures, and supervises the overall promotion of the Group's sustainability initiatives.

In addition, we have set up the Sustainability Promotion Committee and the Human Rights Subcommittee as subordinate organizations of the Sustainability Committee. The Sustainability Promotion Committee carries out prior discussions of matters to be discussed at the Sustainability Committee, shares decisions and reports on the progress of sustainability measures at the Tokyo Tatemono Group. The Human Rights Subcommittee promotes decisions and reports on the status of initiatives regarding human rights.

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 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 one year\* 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 Advisory Committee, which is chaired by an external director and comprised of a majority of external directors.

\* Changed from two years to one year based on a resolution of the 207th Ordinary General Meeting of Shareholders held on March 27, 2025.

Expertise and Experience of Directors/Skill Matrix\*1 (As of March 31, 2025)

Name	Position in the Company	Gender	Attendance at Board of Directors Meetings*2	Attendance at the Nomination and Remuneration Advisory Committees*2	Corporate management	Finance and accounting	Legal, compliance and risk management	Sustainability	Real estate business and urban development	Overseas business	ICT and digital	Human resources and human resource development
Makio Tanehashi	Director Chair of the Board of Directors	Male	16 /16(100%)	7/7(100%)	○	○			○	○		
Hitoshi Nomura	Representative Director and Chairman of the Board	Male	16 /16(100%)	7/7(100%)	○	○	○		○			○
Katsuhito Ozawa	Representative Director, President & Chief Executive Officer	Male	16 /16(100%)		○	○		○	○	○	○	
Akira Izumi	Representative Director, President & Chief Executive Officer	Male	16 /16(100%)	5/7(100%)	○	○	○	○	○		○	○
Hideshi Akita	Director, Senior Managing Executive Officer	Male	16 /16(100%)					○	○			○
Takeshi Jinbo	Director, Senior Managing Executive Officer	Male	16 /16(100%)					○	○			
Shinjiro Kobayashi	Director, Managing Executive Officer	Male	16 /16(100%)					○	○			
Yoshimitsu Onji	Independent external director	Male	16 /16(100%)	7/7(100%)	○	○	○			○		
Shuichi Hattori	Independent external director	Male	16 /16(100%)	7/7(100%)		○	○					○
Yumiko Kinoshita	Independent external director	Female	16 /16(100%)	7/7(100%)			○			○		○
Junichi Nishizawa	Independent external director	Male	—*3	—*3	○	○	○	○		○	○	○
Naoko Tanouchi	Independent external director	Female	—*3	—*3		○	○			○		

\*1 The above skill matrix is not an exhaustive list of all the expertise and experience of each director.  
\*2 Data collection period: FY2024

\*3 Nothing to report as both directors were appointed at the March 2025 General Meeting of Shareholders.



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Corporate Governance

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 Tokyo Stock Exchange\*, they do not fall under any of the following categories:

- 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
- 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
- A representative, member, or employee of an auditing firm employed as the financial statement auditor for the Company
- 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 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 a secretariat for the Board of Directors. To strengthen collaboration between external directors and bodies such as the Board of Directors and the Audit and Supervisory Board, we appoint a Lead External Director, elected from among the external directors. In addition, we have also established a new body comprised solely of external directors.

We assign personnel to serve as staff for external board members to encourage the smooth execution of audit procedures as a support system for external directors and members of the Audit and Supervisory Board. Also, we have created a system for reporting to Audit and Supervisory Board Members, by securing their attendance to bodies such as the Board of Directors, Executive

Committee, and the Internal Control Committee. We have also established a system to ensure effective auditing, by arranging regular reporting from the Financial Statement Auditor, Directors, and various departments, along with enabling the exchanging of opinions with these parties at any time.

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 the 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 share price performance.

Specifically, the remuneration of directors (excluding external directors) comprises three elements: fixed remuneration, performance-based remuneration, and share-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-based remuneration for directors (excluding external directors), and the introduction of a Board Benefit Trust (BBT) share-based remuneration system as well as the maximum number of share points to be granted per fiscal year for share-based remuneration have been resolved at General Meetings of Shareholders (for details, please refer to Remuneration Structure on p. 86). Also, the amount of remuneration for individual directors (excluding external directors) is decided by the Board of Directors after consulting with and reporting to the Remuneration Advisory Committee.

Remuneration for individual directors for fiscal 2024 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-based remuneration for each director according to their positions and duties, and consulting with and reporting to the Remuneration Advisory Committee.

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

Policy on Payment Breakdown by Remuneration Type

Items	Fixed remuneration	Performance-based remuneration	Share-based remuneration
Positioning	Basic remuneration	Short-term incentive	Medium- to long-term incentive
Variability	—	Linked to single fiscal year performance	Linked to share price
Proportion of total remuneration: Director and President, executive officers, Director and Chairman	40%	40%	20%
Proportion of total remuneration: Other directors	50 - 60%	30 - 40%	5 - 10%

Note: Of the directors, for the Director and President, executive officers, Director and Chairman, the proportion of performance-based remuneration and share-based remuneration to total remuneration is set at a higher level in order to strengthen linkage with company performance.

Total Amount of Remuneration, Total Amount by Type of Remuneration, and Number of Eligible Individuals (FY2024)

Officer class	Number of eligible individuals	Total amount by type of remuneration			Total remuneration (million yen)
		Fixed remuneration (million yen)	Performance-based remuneration (million yen)	Share-based remuneration (million yen)	
Directors (excluding external directors)	8	348	203	86	638
Audit and Supervisory Board members (excluding external members*)	2	55	—	—	55
External officers	7	60	—	—	60
Total	17	463	203	86	753

\* Two External Members

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Corporate Governance

● Remuneration Structure

Fixed remuneration (for Directors):

Up to 35 million yen per month (420 million yen per year)\*1

Performance-based remuneration\*2 (for directors excluding external directors):

Capped at 1% of consolidated ordinary profit and 2% of consolidated profit attributable to owners of parent for the year prior to the fiscal year in question\*3

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). At the time of retirement, the director will be provided company stock based on the accumulated number of points, and a cash payment equivalent to the stock's market value.\*4

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).\*1

\*1 Based on a resolution of the 190th Ordinary General Meeting of Shareholders held on March 28, 2008.  
\*2 In order to clarify the linkage between director remuneration and both company performance and shareholder value, the company performance indicators related to performance-based remuneration and the calculation method for performance-based remuneration are determined based on a holistic assessment of factors such as business profit for the fiscal year, ROE, shareholder return, ESG initiatives, the progress of the Medium-Term Business Plan, the economic conditions, and the business environment.  
\*3 Based on a resolution of the 195th Ordinary General Meeting of Shareholders held on March 28, 2013.  
\*4 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, Tokyo Tatemono 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 2024.

● Evaluation Process and Topics

Evaluation Process

- ① Administer questionnaire survey to all directors and Audit and Supervisory Board members
- ② Aggregate, analyze, and share results with the Board of Directors
- ③ Discuss future issues and measures

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 officers, training methods

● 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 fiscal 2024, we utilized frameworks such as the Management Discussion Committee established in fiscal 2023, to encourage discussions on medium- to long-term business issues and improve support systems for external directors.

Future Issues and Actions

- Securing and Improving the Expertise and Diversity of Directors
- Further expand discussions on medium- to long-term management issues by reviewing submission standards.
- Improve explanatory materials and reduce time spent on each submission.

Management Discussion Committee

To improve the effectiveness of the Board of Directors by facilitating more substantive discussion and debate, we established the Management Discussion Committee, comprised of 12 directors (including 5 external directors) and four Audit and Supervisory Board members (including two external Audit and Supervisory Board members). Executives and employees from related departments also attend the Management Discussion Committee as necessary, and important management issues and medium-to-long topics are discussed. The number of meetings held in fiscal 2024 was 9.

Cross-Shareholdings

We acquire and hold shares of other companies for noninvestment 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 annually verify the appropriateness of our individual cross-shareholdings with a view to whether holding them will contribute to increasing the corporate value of the Group. Verification is performed based on the transaction results and prospects of real estate transactions, joint ventures, construction and equipment transactions, and financial transactions in addition to dividend results. As a result of these verifications, we intend to reduce cross-shareholdings for which continued ownership is deemed to lack strategic significance while taking into account the impact on the stock market. The capital recovered through the sale of cross-shareholdings will be allocated to growth investments and shareholder return. We report the results of these verifications and asset disposal to the Board of Directors at least once every year.

If we determine that cross-shareholding is no longer significant, we seek to reduce the cross-shareholding while considering the impact on the stock market and other factors. In the Group Medium-Term Business Plan (FY2025–2027), we have set a quantitative target of reducing the ratio of the market value of cross-shareholdings to consolidated net assets to 10% or less by the end of fiscal 2027. The ratio was 15.1% as of the end of fiscal 2024 (20.5% as of the end of FY2023).

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

#### Sustainability Promotion of the Tokyo Tatemono Group

Long-term Vision and Materiality  
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 for Green Building  
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

# 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. In addition, we have established a unified risk management structure consisting of the head of each division as the Risk Management Officer responsible for managing risk within their respective departments, and the President as the Chief Risk Management Officer, who 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 risks other than priority risks (departmental management 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) 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. 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.

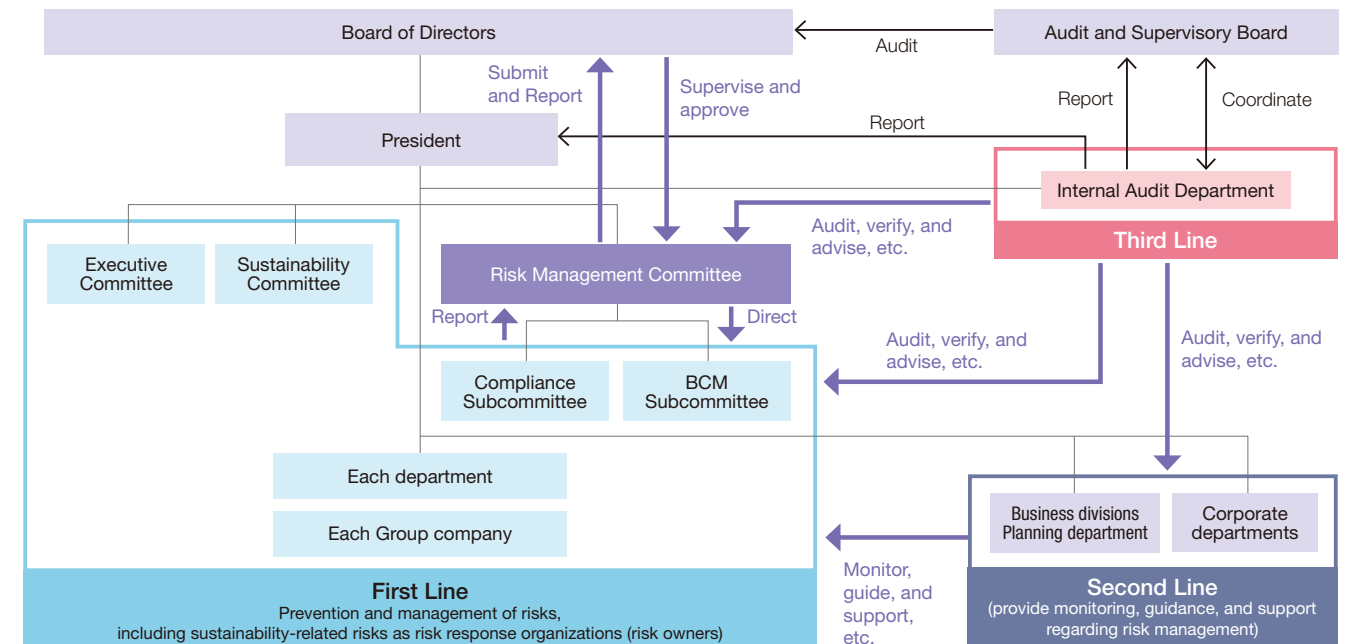
The Sustainability Committee acts as the risk response organization (risk owner) to manage sustainability risks in cooperation with relevant departments, and reports key matters in its activities to the Risk Management Committee.

Important matters deliberated by the Risk Management Committee, such as the risk management structure, policies, and annual plans, as well as the status of risk management efforts, 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



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

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.), the 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 regularly submits or reports this information to the Board of Directors. 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 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 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 are working to strengthen the management of personal information and confidential information through regular annual self-inspections.

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, 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 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 \(Tokyo Tatemono Real Estate Sales\) \(Only available in Japanese\)](#)



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Risk Management

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.

Also, from fiscal 2025 onward, we will implement a vulnerability assessment each time we publish new information on public-facing websites.

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 2024, in accordance with the Rules for Information Management, 20 Tokyo Tatemono Group companies (including 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, email security training materials were sent to employees whose response did not reach the required level, and guidance was provided by their general managers, who are Information Management Officers. Tokyo Tatemono also conducts cyber security training for all of its officers and employees. In fiscal 2024, a video was sent to all officers and employees explaining the overview and impacts of targeted attacks and techniques for discerning 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 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.

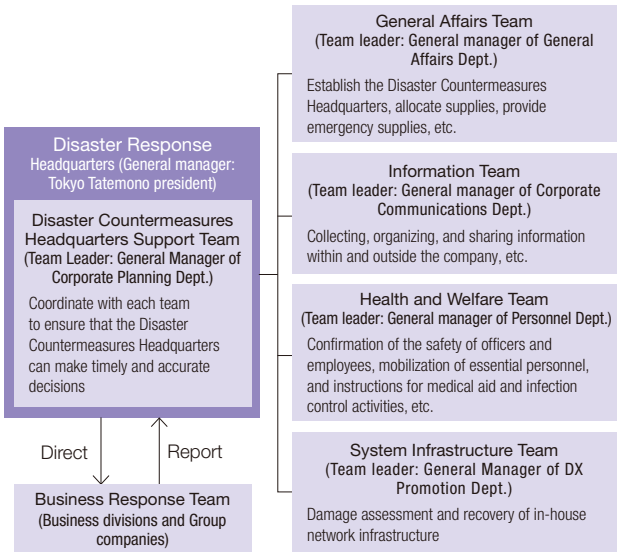
Development of BCP and Disaster Preparedness Training for Natural Disasters and Other Emergencies

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.

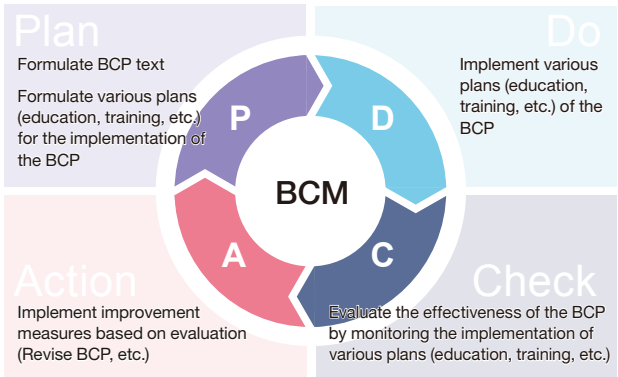
Further, based on the Group BCP, we have prepared manuals on initial response, stockpiling, safety confirmation, etc., in the event of a disaster. In fiscal 2024, in addition to drills to improve disaster response capabilities at each business division, we conducted drills for establishing a Disaster Countermeasures Headquarters, and communication and reporting drills to improve coordination between the Disaster Countermeasures Headquarters and each department.

▢▢ [Responding to Natural Disasters \(p. 35\)](#)

Disaster Occurrence System Chart



Business Continuity Management (BCM) PDCA Cycle



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

Long-term Vision and Materiality  
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 for Green Building  
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

# 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 Code of Conduct

To ensure adherence to our Compliance Charter, the Tokyo Tatemono Group has created the Compliance Code of Conduct and the Tokyo Tatemono Group Compliance Manual ("Compliance Manual").

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

The Compliance Code of Conduct are intended for all officers and employees of the Tokyo Tatemono Group (including contract employees, temporary and part-time employees), and we work to ensure a common understanding among them of the Compliance Manual through training and the posting of notifications at our offices, and other means.

The effectiveness of the guidelines and manual is regularly reviewed by the Compliance Subcommittee, which conducts specialized deliberations on compliance. Revisions are made as necessary, with reports submitted to the Board of Directors via the Risk Management Committee.

### Compliance Code of Conduct

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

 [Compliance Code of Conduct](#)

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

## Compliance

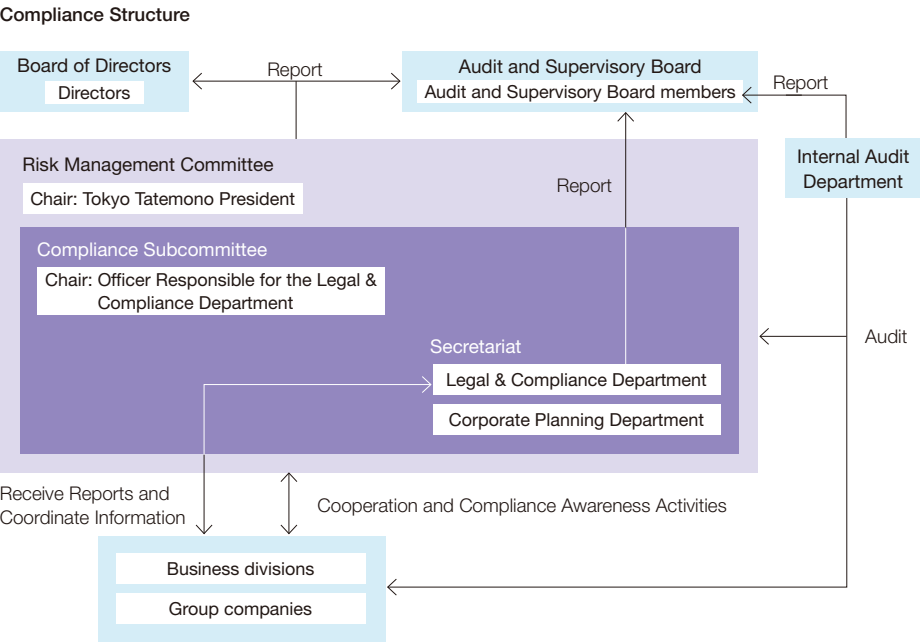
### Structure

To promote compliance, the Tokyo Tatemono Group has established the Risk Management Committee to oversee the Group's risk management and compliance, and the 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 regarding compliance measures and the status of compliance risk handling, and the Board of Directors supervises compliance with the Compliance Charter and the Compliance Code of Conduct.

Additionally, with the aim of improving the compliance capabilities of the Group as a whole, a compliance information liaison meeting attended by compliance officers of the Company and each Group company is held regularly to share information on the status of compliance measures taken by each company and to enable Tokyo Tatemono to support Group companies' efforts. We also provide support and guidance to Group companies in their compliance-related operations, and we take the lead in encouraging collaboration among Group companies.



### Internal Audits for Legal Compliance

Tokyo Tatemono has established an Internal Audit Department independent of any division or Group company that audits the operations of all divisions and Group companies. Audits are conducted based on the internal audit plan established each fiscal year, with risk assessments conducted by subject or by division or Group company.

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 a division or Group company being audited receives an instruction or suggestion for improvement based on the internal audit, that division or Group company 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 it to the President and the officers of the divisions to be audited, as well as to the Audit and Supervisory Board four times a year, in principle.

In addition, we are working to improve the quality of internal audits for the Group as a whole by making proposals to Group companies for improving the quality of internal audits in tandem with the actual conditions of each company. We also undergo internal audit quality assessments by external experts as required.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Compliance

Helpline (Anonymous Whistle-Blowing Mechanism)

Tokyo Tatemono and the domestic Group companies have 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. In addition, each overseas Group company has established the TOKYO TATEMONO GROUP HELPLINE (external contact point) which is available to all Group companies. Form-based inquiries are accepted 24 hours a day, 365 days a year, and multiple languages are accommodated (English, Chinese, Thai, and Indonesian) to ensure that officers and employees of overseas Group companies can access the service in their own languages.

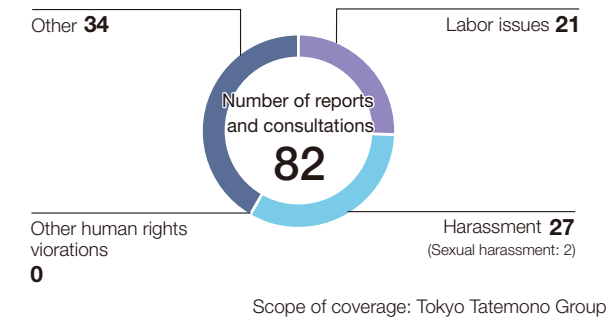
Internal complaints, reports, or consultations received by the Helpline will be reported to the Legal & Compliance Department. Depending on the nature of the complaint, the facts will be investigated and confirmed either by this or a related department, by the reporting division of each Group company,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

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, conducting compliance training and other means. 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 be make their reports not only by using their real name but also anonymously.

Helpline Overview

<b>Reportable acts</b> Violations of laws and regulations and compliance violations such as bribery, fraud, human rights violations, labor issues, and harassment committed by or within Tokyo Tatemono Group		
<b>Helplines and Scope</b>		
	Established location	Scope
Internal helplines	Tokyo Tatemono and domestic Group companies	•Officers and employees (including contract employees and part-time employees) of Group companies •Temporary employees and other contractor employees, etc. (including retirees) engaged in work at Group company business sites
Tokyo Tatemono Group Helpline (shared by Tokyo Tatemono and domestic Group companies)	External outsourced agency (Dial Service Co., Ltd.)	
TOKYO TATEMONO GROUP HELPLINE (all overseas Group companies)	External outsourced agency (Dial Service Co., Ltd.)	

Number of Reports and Consultations Handled by the Helpline (FY2024)



(Data) Reports and Consultations to the Helpline (p. 104)

Responding to Compliance Violations

To ensure adherence to the Compliance Code of Conduct, the Tokyo Tatemono Group has established an anonymous whistleblowing 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 2024.

- (Data) Violation of Laws or Regulations and Related Sanctions (p. 104)
- (Data) Violations Related to Marketing Communications (p. 104)
- (Data) Violations Related to Product and Service Information and Labeling (p. 104)
- (Data) Reports and Consultations to the Helpline (p. 104)

Provisions for Violations of Laws and Regulations, Lawsuits, etc., Including ESG-related 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 2024, 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. 104)



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

## Compliance

### 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 publish this policy both within and outside the company, on our corporate intranet and our corporate website, on our corporate intranet and our corporate website. To ensure that we establish proper relationships with our business partners, the Compliance Code 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. Additionally, the Tokyo Tatemono Group Compliance Manual, which incorporates the subject of preventing corruption of all kinds, is fully communicated to all officers, employees (including contract employees and part-time employees), and temporary employees of the Group 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 \(p. 55\)](#)

### 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 antibribery 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, and our record of such donations in fiscal 2024 was 0 yen. 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.

### Preventing Anti-Competitive Practices

The Tokyo Tatemono Group upholds fair competition in its Compliance Code of Conduct, and in conjunction with the Compliance Manual, we are working to eliminate anti-competitive practices such as bid-rigging and price cartels, as well as unfair competitive practices including improper acquisition of confidential information and dumping, through training and other means to ensure a common understanding among all officers and employees of the importance of compliance. The Tokyo Tatemono Group did not incur any fines or other penalties related to anti-competitive practices in fiscal 2024.

### Responsible Marketing

The Tokyo Tatemono Group conducts responsible marketing based on the Compliance Charter and Compliance Code 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. We also work to ensure that employees fully understand and adhere to compliance standards through the Compliance Manual and training programs.

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 Code 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

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Compliance

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 establish specific methods for conducting due diligence on organizations referencing the Anti-Social Forces Check Manual. Additionally, the contract clauses and templates that we use in our business activities contain clauses regarding the elimination of relationships with antisocial forces (clauses that require the counterparty in the contract to pledge that it does not correspond to an antisocial force or does not have relationships with antisocial forces, and that allow the contract to be terminated if the counterparty violates such pledge, etc.). 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.

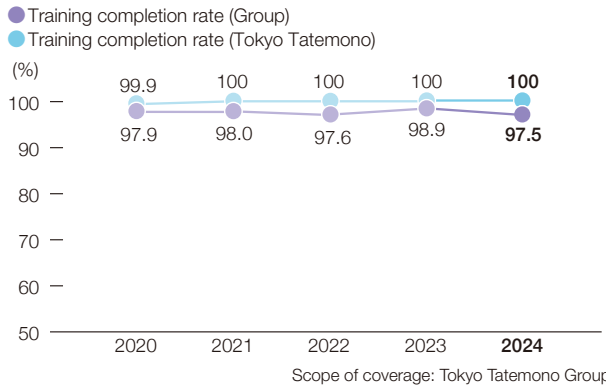
Compliance Training

Every year, the Tokyo Tatemono Group conducts compliance training via e-learning. These programs apply to all employees, regardless of employee division, position, or employment type. In FY2024, the completion rate was 100% for Tokyo Tatemono and 97.5% for the Group overall.

Program for FY2024 Compliance Training (e-Learning)

Group-wide courses	<ul style="list-style-type: none"><li>Compliance Code of Conduct (including prohibition of discrimination and harassment and prevention of bribery)</li><li>Confidential Information Management</li><li>Prevention of Insider Trading</li><li>Personal Information</li><li>National Identification Number</li><li>Real Estate Brokerage Act</li><li>Criminal Proceeds Transfer Prevention Act</li><li>Act for Eliminating Discrimination against Persons with Disabilities</li></ul>
Separate modules implemented by each company to strengthen specific areas	<ul style="list-style-type: none"><li>Elimination of anti-social forces</li><li>Considerations for transactions with interested parties</li><li>Compliance management training</li></ul>

Status of Compliance Training (e-Learning: Compliance Code of Conduct)



Other Training and Awareness-Raising Programs Related to Compliance (FY2024)

Details	Scope	Frequency
Training on preventing workplace bullying	Senior and administrative positions	Once a year
Compliance risk management Training	Officers and general managers (including external officers)	Once a year
Compliance training	New supervisors	Once a year
Seminars (laws and regulations of high business importance, taxation, etc.) with outside experts as lecturers	Officers and employees	As needed
Posting of Compliance News on the intranet (bribery and other misconduct, as well as harassment and other violations related to occupational safety and health)	Officers and employees	Updated monthly
Posting of compliance awareness content on the intranet (bribery cases, LGBTQ case studies)	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 2024, 9,247 employees from 17 group companies were surveyed—a response rate of 81.6%.

The results of the survey were analyzed to understand responses by group companies and for the Group as a whole, and important matters were then reported to the Risk Management Committee (Compliance Subcommittee). We also share the survey results on the intranet and provide feedback to group companies as an aid in solving problems in advance, reflecting on compliance structure, and engaging in compliance awareness activities.

(Data) Compliance Training (e-Learning: Compliance Code of Conduct) and Return Rate of Compliance Surveys (p. 104)

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Data

Environment

Promoting a Decarbonized Society

Energy Consumption

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Energy consumption (crude oil equivalent)	Tokyo Tatemono Group	All businesses	kl	—	—	—	59,203*	54,780 ✓
Intensity			kl / thousand m²	—	—	—	29.6*	24.8
Floor area within scope			Thousand m²	—	—	—	2,000*	2,210

\* Following a close examination of data, figures have been revised.

GHG (CO2) Emissions

Category		Scope of Collection		Unit	2020	2021	2022	2023	2024
Scope 1, 2, 3 total		Tokyo Tatemono Group	All businesses	t-CO <sub>2</sub>	921,029 ✓	1,034,699 ✓	1,015,172 ✓	984,407 ✓	1,406,137 ✓
Scope 1 (Fuel-derived)					14,950 ✓	15,802 ✓	18,234 ✓	14,456 ✓	13,808 ✓
Scope 2 (Market-based)					58,671 ✓	55,610 ✓	53,979 ✓	29,827 ✓	29,642 ✓
Scope 1, 2 total					73,621 ✓	71,412 ✓	72,213 ✓	44,283 ✓	43,450 ✓
Scope 3 total					847,408 ✓	963,287 ✓	942,959 ✓	940,124 ✓	1,362,687 ✓
1. Purchased goods and services					143,949 ✓	99,701 ✓	238,344 ✓	219,112 ✓	334,315 ✓
2. Capital goods					123,884 ✓	40,478 ✓	41,105 ✓	33,586 ✓	132,556 ✓
3. Fuel and energy-related activities not included in Scopes 1 and 2					20,591 ✓	19,849 ✓	20,963 ✓	16,045 ✓	14,765 ✓
4. Transportation and distribution (upstream)					66 ✓	69 ✓	75 ✓	45 ✓	81 ✓
5. Waste generated in operations					12,035 ✓	10,350 ✓	13,137 ✓	15,229 ✓	11,885 ✓
6. Business travel					604 ✓	760 ✓	1,329 ✓	2,105 ✓	1,927 ✓
7. Employee commuting					1,581 ✓	1,627 ✓	1,693 ✓	1,328 ✓	1,185 ✓
8. Leased assets (upstream)*					—	—	—	— ✓	— ✓
9. Transportation and delivery (downstream)					—	—	—	— ✓	— ✓
10. Processing of sold products					—	—	—	— ✓	— ✓
11. Use of sold products					477,952 ✓	728,626 ✓	565,219 ✓	592,380 ✓	801,554 ✓
12. Disposal of sold products		9,536 ✓	9,480 ✓	10,843 ✓	12,776 ✓	18,219 ✓			
13. Leased assets (downstream)		35,478 ✓	33,504 ✓	31,116 ✓	29,609 ✓	29,906 ✓			
14. Franchises		—	—	—	— ✓	— ✓			
15. Investments		21,732 ✓	18,843 ✓	19,135 ✓	17,909 ✓	16,294 ✓			

\* Category 8 is included in the calculation for Scope 1 and 2. Other categories for which no figures are provided have no emission sources.

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Energy consumption (crude oil equivalent)	Tokyo Tatemono	Tokyo Tatemono facilities subject to the Act on the Rational Use of Energy	kl	23,497 ✓	23,050 ✓	23,510 ✓	28,664 ✓	26,139 ✓
Intensity			kl / thousand m²	28.6	27.2	26.6	25.5	20.6
Floor area within scope			Thousand m²	823	847	883	1,126	1,266

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Data

Renewable Energy (electricity) Usage Amount / Energy Generated

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Usage amount	Tokyo Tatemono Group	All businesses	Thousands of kWh	—	3,675	22,735 ✓	64,377 ✓	90,699 ✓
Energy generated from solar power			Thousands of kWh	—	14,967	18,092 ✓	24,431 ✓	24,466 ✓

● Water Resources

Water Use / Intensity

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Total water use	Tokyo Tatemono	Long-term buildings*	m³	659,216	667,065	760,729	673,515	706,502
Potable water and groundwater use				564,418	567,069 ✓	657,109 ✓	574,862 ✓	604,140 ✓
Recycled water use				94,798	99,996 ✓	103,620 ✓	98,653 ✓	102,362 ✓
Floor area within scope			m²	980,074	983,113	997,316	856,248	839,001
Intensity			m³/m²	0.67	0.68	0.76	0.79	0.84

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

Water Withdrawal

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Total water withdrawal	Tokyo Tatemono	Long-term buildings*	m³	564,418	567,069	657,109	574,862	604,140
Surface water				0	0	0	0	0
Groundwater				0	0	0	2	2
Industrial water				0	0	0	0	0
Used quarry water collected at the quarry				0	0	0	0	0
Potable water				564,418	567,069	657,109	574,860	604,138
External wastewater				0	0	0	0	0
Rainwater				0	0	0	0	0
Seawater				0	0	0	0	0
Floor area within scope			m²	980,074	983,113	997,316	856,248	839,001
Intensity			m³/m²	0.58	0.58	0.66	0.67	0.72

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

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Usage amount	Tokyo Tatemono	Commercial Properties Business	Thousands of kWh	—	3,675	22,735 ✓	60,773 ✓	83,857 ✓
Energy generated from solar power			Thousands of kWh	—	80	3,337 ✓	9,334 ✓	10,776 ✓

Water Discharge

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Total water discharge	Tokyo Tatemono	Long-term buildings*1	m³	659,216	667,065	760,729	673,515	706,502
Seawater				0	0	0	0	0
Surface water				0	0	0	0	0
Groundwater				0	0	0	0	0
Sewage water				558,374	574,724	666,580	572,555	574,028
Other*2				100,842	92,342	94,149	100,960	132,473

\*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.

Water risk analysis results from the Aqueduct Water Risk Atlas\*1

Overall Water Risk*2	Scope of Collection		FY2023			FY2024		
			Percentage of leased area (%)	Water Withdrawal (m³)	Water Discharge (m³)	Percentage of leased area (%)	Water Withdrawal (m³)	Water Discharge (m³)
Low (0-1)	Tokyo Tatemono	Commercial Properties Business*3	0.7	0	0	1.3	6,287	6,287
Low - Medium (1-2)			99.3	750,223	863,993	98.7	933,648	1,063,964
Medium - high (2-3)			0.0	0	0	0.0	0	0
High (3-4)			0.0	0	0	0.0	0	0
Extremely high (4-5)	Tokyo Tatemono	Overseas Business	0.0	0	0	0.0	0	0
Low (0-1)			0.0			0.0		
Low - Medium (1-2)			0.0			0.0		
Medium - high (2-3)			100.0			14.3		
High (3-4)			0.0			85.7		
Extremely high (4-5)			0.0			0.0		

\*1 Refers to the water risk assessment tool developed by the World Resources Institute (WRI).

\*2 Refers to the overall water risk measured based on all water-related indicators, including the quantity and quality of physical risks, as well as regulatory and reputational risks. Higher values indicate higher levels of water risk.

\*3 Excluding properties located in areas not covered by the Aqueduct Water Risk Atlas.



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Third-party Assurance

Data

Promoting a Recycling-oriented Society

Waste Emissions and Recycling Amount / Recycling Rate\*1

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Waste emissions	Tokyo Tatemono	Long-term buildings*2	t	6,277	6,351 ✓	6,429 ✓	6,531 ✓	6,582 ✓
Intensity			t/Thousand m²	5.1	5.2	5.3	5.3	5.3
Non-recycled amount			t	1,984	2,179	2,516	2,714	2,580
Recycled amount			t	4,293	4,171 ✓	3,913 ✓	3,817 ✓	4,002 ✓
Recycle ratio			%	68.4	65.7 ✓	60.9 ✓	58.4 ✓	60.8 ✓
Floor area within scope			Thousand m²	1,224	1,214	1,216	1,226	1,232

\*1 From FY2024 the data collection period was changed to January to December. (Until FY2023 it was April to March.)  
\*2 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.

Hazardous Substance Emissions

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Amount of PCB waste processed	Tokyo Tatemono	Commercial Properties Business	kg	0	0	13,000	0	0
Asbestos emissions		Commercial Properties Business*1	m³	—	96.0*3	112.9*3	179.0*3	124.4
NOx emissions		Commercial Properties Business*2	t	—	5.8*3	6.1*3	5.9*3	6.5

\*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.  
\*3 Following a close examination of data, figures have been revised.

Raw Material Usage

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Steel frame usage*1	Tokyo Tatemono	Commercial Properties Business*3	t	—	0.0	1,259.6	416.2	3,426.2
Wood usage*2			m²	—	0.0	176.1	1,268.0	697.1
			m³	—	0.0	4.2	0.0	1.0

\*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	2020	2021	2022	2023	2024
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	2020	2021	2022	2023	2024
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 Building

Acquisition Rate of Green Building Certification for Owned and Managed Properties

Category	Scope of Collection		Unit	2020	2021	2022	2023	2024
Total certification percentage for owned and managed properties	Tokyo Tatemono	Commercial Properties Business  Residential Business	%	38.3	56.4	62.5	71.4*2	71.6
DBJ Green Building Certification				33.2	42.8	43.6	47.1	46.6
BELS (Building-housing Energy-efficiency Labeling System) certification				13.0	21.9	28.5	35.3	35.8
CASBEE*1				4.5*2	5.2*2	17.9*2	27.5*2	27.7
ABINC certification				9.9	13.7	12.8	11.7	11.5
SEGES (Urban Oasis)				13.4	13.7	12.8	11.7	11.5
Acquisition rate of certification for the leasable area of office buildings				41.4	63.1	66.6	72.8*2	74.1
Acquisition rate of certification for the leasable area of residential buildings				22.2	22.2	33.9*2	59.8	53.8

\*1 CASBEE includes CASBEE Buildings certification (new construction), CASBEE Real Estate, CASBEE Wellness Office, etc.  
\*2 Following a close examination of data, figures have been revised.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Data

List of buildings and for-rent condominiums owned by Tokyo Tatemono that have received external evaluation or certification for Green Building (as of the end of FY2024)

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
	2024	Kyobashi Edogrand
	2024	Hilton Kyoto
★★★★	2022	Tokyo Tatemono Nihonbashi Building
	2022	Tokyo Tatemono Shijo-Karasuma Building EAST
	2023	Tokyo Tatemono Yaesu Building
	2023	Osaki Center Building
	2024	Empire Building
	2024	Tokyo Tatemono Sendai Building
	2024	Shinjuku Center 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
	2024	Nihonbashi TI Building
	2024	Yokohama First Building
CASBEE*2 Buildings (new construction)		
Evaluation	Year of acquisition	Property name
S rank	2021	Tokyo Tatemono Shijo-Karasuma Building EAST
	2023	T-LOGI Chiba-Kita
	2023	T-LOGI Akiruno
	2023	T-LOGI Kyoto Fushimi
	2023	T-LOGI Ichinomiya
	2024	T-PLUS Sendai
	2024	T-LOGI Fukuoka Island City
A rank	2022	T-LOGI Narashino
CASBEE*2 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)
	2020	T-PLUS Sapporo (CASBEE Sapporo)

CASBEE*2 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
	2024	T-PLUS Sendai
BELS*3		
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
	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
	2023	Brillia ist Uenolnaricho
	2024	T-PLUS Sendai
	2024	T-LOGI Fukuoka Island City
★★★★★	2021	Shijo-Karasuma FT Square (Office Space)
	2024	Hilton Kyoto
★★★	2016	Otemachi Tower
★★	2018	Empire Building
ABINC Certification*4		
Year acquired/renewed	Property name	
2021	Tokyo Square Garden	
2023	Otemachi Tower	
SEGES*5 (Urban Oasis)		
Year acquired/renewed	Property name	
2021	Otemachi Tower	
2022	Tokyo Square Garden	

List of for-sale condominium developments that have received external evaluation or certification for Green Building (as of the end of FY2024)

BELS*3		
Evaluation	Year of acquisition	Property name
★★★★★	2018	Brillia Tsurumaki
	2020	Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE
	2022	Park Tower Higashi-Nakano Grand Air
	2022	Brillia Shitennoji-mae Yuhigaoka
	2022	Brillia Jiyugaoka
	2022	Brillia Miyamaedaira Hillside
	2022	Premist Okurayama
	2022	Brillia Nishinomiya-Kitaguchi The Residence
	2023	Brillia Mikawashima Station Front
ABINC Certification*4		
Year of acquisition	Property name	
2020	Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE	
2022	Premist Okurayama	

ZEB/ZEH Development Results\*6 (as of the end of FY2024)

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
	2024	T-LOGI Fukuoka Island City
	2024	T-LOGI Tsurugashima
	2024	T-LOGI Samukawa
	2020	Hareza Tower (Office Section)
ZEB Ready	2022	Tokyo Tatemono Shijo-Karasuma Building EAST
	2022	CPD Nishiyodogawa
	2024	T-PLUS Sendai
	2024	suito Shibaura
ZEB Oriented	2024	Hilton Kyoto
	2019	Brillia Tsurumaki
ZEH-M Oriented	2022	Brillia Tower Seiseki Sakuragaoka BLOOMING RESIDENCE
	2023	Brillia Urawa Takasago
	2023	Brillia ist Bunkyo Rikugien
	2024	Park Tower Higashi-Nakano Grand Air
	2024	Brillia Shitennoji-mae Yuhigaoka
	2024	Brillia Jiyugaoka
	2024	Brillia Miyamaedaira Hillside
	2024	Brillia Hongo Station Front
	2024	Premist Okurayama
	2024	Brillia Nishinomiya-Kitaguchi The Residence
	2024	Brillia Mikawashima Station Front
	2024	Brillia ist Oimachi
	2024	Brillia ist Uenolnaricho

\*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 CASBEE (Comprehensive Assessment System for Built Environment Efficiency) is a method for evaluating and grading the environmental performance of structures.

\*3 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.

\*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 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.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Data

Social

● Respect for Human Rights

Human Rights Related

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Attendance in human rights training	Tokyo Tatemono Group	%	—	—	86.9	96.2	97.8

● Diversity & Inclusion

Headcount

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Tokyo Tatemono employees (total)	Tokyo Tatemono	Persons	871	911	958	999	1033
Male (ratio)		Persons (%)	608 (69.8)	630 (69.2)	661 (69.0)	681 (68.2)	700 (67.8)
Female (ratio)		Persons (%)	263 (30.2)	281 (30.8)	297 (31.0)	318 (31.8)	333 (32.2)
Tokyo Tatemono full-time employees (total)		Persons	772	805	840	879	903
Male (ratio)		Persons (%)	575 (74.5)	595 (73.9)	620 (73.8)	637 (72.5)	640 (70.9)
Breakdown20 to 30 years old		%	16.7	18.5	19.4	19.9	20.5
31 to 40 years old			21.0	22.4	23.5	25.4	26.6
41 years old and above			62.3	59.2	57.1	54.6	53.0
Female (ratio)		Persons (%)	197 (25.5)	210 (26.1)	220 (26.2)	242 (27.5)	263 (29.1)
Breakdown20 to 30 years old		%	19.8	23.3	25.5	25.2	27.0
31 to 40 years old			28.4	28.6	26.8	31.0	28.9
41 years old and above			51.8	48.1	47.7	43.8	44.1
Ratio of foreign full-time employees		%	0.3	0.2	0.2	0.2	0.2
Employment rate of persons with disabilities*		%	1.75 ✓	2.21 ✓	2.33 ✓	2.53 ✓	2.90 ✓
Number of managers (total)		Persons	367	376	377	384	389
Male			345	349	350	348	342
Female			22	27	27	36	47
Proportion of women in management positions		%	6.0	7.2	7.2	9.4	12.1
Proportion of female directors		%	0	8.3	8.3	8.3	8.3

\* As of June 1 of each year.

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Attendance in human rights training	Tokyo Tatemono	%	—	99.7	93.2	99.6	100

Turnover

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Job leavers (total)	Tokyo Tatemono	Persons	18	13	30	33	27
Male			6	9	17	14	14
Of which full-time			5	8	15	12	13
Of which contracted			1	1	2	2	1
Female			12	4	13	19	13
Of which full-time			3	2	9	4	3
Of which contracted			9	2	4	15	10
Turnover rate (full-time employee turnover)		%	4.3	2.6*	5.3	5.5	4.2
Of which, voluntary resignation			2.2 ✓	1.5 ✓	3.3 ✓	3.5 ✓	2.7 ✓

\* Following a close examination of data, figures have been revised.

Employment Status

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
New graduate hires (total)	Tokyo Tatemono	Persons	20	33	30	32	31
Male			15	23	20	18	15
Female			5	10	10	14	16
Percentage of new graduate hires (overall)		%	100	100	100	100	100
Male			75.0	69.7	66.7	56.3	48.4
Female			25.0	30.3	33.3	43.8	51.6
Ratio of mid-career hires to regular employees		%	57.4	37.7	60.5*	57.9*	47.5
Average years of service (overall)		Years	13.0	13.0	12.6	12.3	12.2
Male			14.0	14.0	13.4	13.0	12.9
Female			10.4	10.1	10.4	10.3	10.4
Difference in average tenure between male and female regular employees		Years	3.6	3.9	3.0	2.7	2.5

\* Following a close examination of data, figures have been revised.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Data

Rehiring of Employees at Retirement Age

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Employees at retirement age	Tokyo Tatemono	Persons	11	10	13	15	18
Rehired persons*		Persons	9	8	12	14	17
Ratio of rehires*		%	81.8	80.0	92.3	93.3	94.4

\* 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	2020	2021	2022	2023	2024
Total number of employees eligible for childcare leave*1	Tokyo Tatemono	Persons	29	33	32	38	28
Male			22	23	22	32	19
Female			7	10	10	6	9
Total number of employees who have taken childcare leave		Persons	26	26	21	31	25
Male			4	3	11	25	16
Female			22	23	10	6	9
Percentage of childcare leave taken		%	89.6	78.7	65.6	81.5	89.2
Male*2			18.2	13.0	50.0	78.1	84.2
Female			100	100	100	100	100
Total number of employees who returned to work after childcare leave		Persons	6	16	16	38	25
Male			0	5	12	26	21
Female			6	11	4	12	8
Percentage of employees returning to work after childcare leave*3		%	100	100	88.9	100	100
Male			—	100	100	100	100
Female			100	100	66.7	100	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).

Human Resource Development

EBIT (Earnings Before Interest and Taxes) per Employee

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
EBIT per employee*	Tokyo Tatemono	Million Yen	62	69	72	76	102

\* 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	2020	2021	2022	2023	2024
Total training hours for employees	Tokyo Tatemono	Hours	9,452	14,712	13,292	13,338	14,489
Average hours of training per year per employee			12.2	18.3	15.8	15.2	16
Average days of training per year per employee		Days	1.63	2.44	2.11	2.03	2.14
Career training participation rate		%	100	100	100	100	100

Personnel with Major Certifications

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Real Estate Broker	Tokyo Tatemono	Persons	724	743	766	783	794
The Official Business Skill Test in Bookkeeping			339	352	370	386	398
Japan Business Law Exam			194	201	213	216	245
Certified Building Administrator			157	160	153	147	148
Real Estate Consulting Master Exam		Persons	65	61	55	48	46
Real Estate Securitization Master			72	74	74	73	76
Urban Renewal Planner			101	99	99	97	99
Real Estate Appraiser			24	22	20	20	20
First-class Architect			99	100	100	102	101

Employee Engagement Survey

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Rating*	Tokyo Tatemono	—	—	A	A	AA	AA
Score		—	—	59.1	59.4	62.1	65.0

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+).





Data

Third-party Assurance

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

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 for Green Building
- Sustainability Finance

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

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

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Data

Percentage of Employees Receiving Regular Performance Reviews

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
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	2020	2021	2022	2023	2024
Total number of interns accepted	Tokyo Tatemono	Persons	207	272	306	329	309

● Health Management/Occupational Health and Safety (Period covered: April to March)

Health Management Related

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Health checkup rate	Tokyo Tatemono	%	100 ✓	100 ✓	100 ✓	100 ✓	100 ✓
Health reexamination rate			98.3	83.7	98.0	81.5	97.5
Percentage of smokers*1			17.2	16.0	12.1	13.1	13.1
Percentage of employees maintaining an appropriate weight			70.4	72.8	72.0	72.9	74.6
Amount invested in health management per officer or employee		Thousand Yen	109	111	116	121	127
Average number of annual paid leave utilization days*2		Days	9.3 ✓	10.2 ✓	11.8 ✓	12.5 ✓	12.2 ✓
Average annual paid leave utilization rate*2		%	51.2 ✓	57.5 ✓	67.8 ✓	72.2 ✓	68.0 ✓

\*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	2020	2021	2022	2023	2024
Percentage of unionized employees	Tokyo Tatemono	%	100	100	100	100	100
Average overtime hours worked per month		Hours	24	26	26	26	29
Lost Time Injuries*1		Incidents	0 ✓	1 ✓	1 ✓	2 ✓	0 ✓
Of which full-time			0	1	1	2	0
Of which contracted			0	0	0	0	0
Total days lost due to absenteeism		Days	7 ✓	386 ✓	646 ✓	322 ✓	237 ✓
Ratio of absenteeism		%	0 ✓	0.18 ✓	0.28 ✓	0.13 ✓	0.09 ✓
Fatal Occupational Accidents		Incidents	0	0	0	0	0
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 ✓	0.59 ✓	0.58 ✓	1.09 ✓	0 ✓
Occupational accident severity rate*3		—	0	0.001	0	0	0
Industry Standard (Service Industry, Not Elsewhere Classified) Lost Time Injury Frequency Rate*4		%	—	—	—	—	3.73
Industry Standard (Service Industry, Not Elsewhere Classified) Occupational Accident Severity Rate*4		%	—	—	—	—	0.19
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  
\*4 Based on the results of the 2023 Survey on Industrial Accidents conducted by the Ministry of Health, Labour and Welfare. Service Industry (Not Elsewhere Classified) is defined as including the building service industry.

● Improving Quality and Customer Satisfaction

Office Building Customer Satisfaction Survey Results

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Satisfied	Tokyo Tatemono	%	81.6	79.2	79.4	71.4	75.5
Somewhat satisfied			17.6	18.9	17.5	26.8	23.2
Somewhat dissatisfied			0.6	1.4	2.3	1.4	0.9
Dissatisfied			0.3	0.5	0.8	0.4	0.4

Barrier-Free Properties

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Percentage of barrier-free properties (properties subject to the Barrier-Free Act)	Tokyo Tatemono	%	100	100	100	100	100

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Data

● Revitalizing and Utilizing Real Estate Stock

Revitalizing Housing Complexes

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Total units before reconstruction	Tokyo Tatemono	Units	994	994	994	1,812	1,812
Total units after reconstruction			1,884	1,884	1,884	3,148	3,148

Reconstruction of Housing Complexes

			Location	Before reconstruction			After reconstruction		
				Year of completion	Site area	Number of dwelling units	Year of completion	Site area	Number of dwelling units
Completed	Suwa 2-chome Housing Condominium Reconstruction Project	Brillia Tama New Town	Suwa 2-chome, Tama-shi, Tokyo	1971	64,399m <sup>2</sup>	640 units	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>	25 units	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>	130 units	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・1965	5,356m <sup>2</sup>	80 units	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>	96 units	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>	23 units	Nov. 2020	1,829m <sup>2</sup>	38 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>	490 units	Sep. 2023	37,730m <sup>2</sup>	844 units
	Itopia Hamarikyu Condominium Complex Reconstruction Project	Brillia Tower Hamarikyu	Kaigan 1-chome, Minato-ku, Tokyo	1979	2,820m <sup>2</sup>	328 units	Sep. 2023	2,820m <sup>2</sup>	420 units
Started	Kojimachi Sanno Mansion Reconstruction Project	Brillia Niban-cho	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	PROUD CITY Kunitachi	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)

\* The number of dwelling units refers to the total for the entire property and does not represent Tokyo Tatemono's ownership share.

Urban Redevelopment

		Location	Year of completion	Number of dwelling units
Meguro Station Area	Brillia Towers Meguro	Kami-Osaki 3-chome, Shinagawa-ku, Tokyo	Nov. 2017	940 units
Minami-Ikebukuro 2-chome Area A	Toshima Ecomusee Town (Toshima City Office, Brillia Tower Ikebukuro)	Minami-Ikebukuro 2-chome, Toshima-ku, Tokyo	Mar. 2015	432 units
Higashi-Kanagawa 1-chome Area	Brillia Tower Yokohama Higashi-Kanagawa	Higashi-Kanagawa 1-chome, Kanagawa-ku, Yokohama-shi, Kanagawa Prefecture	Mar. 2019	110 units
Takasaki Station East Exit Area 9	Brillia Tower Takasaki ALPHA RESIDENCIA	Azuma-cho, Takasaki-shi, Gunma Prefecture	Mar. 2020	225 units
Shirokane 1-chome East Area (North)	SHIROKANE The SKY	Shirokane 1-chome, Minato-ku, Tokyo	Feb. 2023	1,247 units
JR Maebashi Station North Exit Area	Brillia Tower Maebashi	Omote-cho 2-chome, Maebashi-shi, Gunma Prefecture	Mar. 2024	203 units
Awaji-cho 2-chome Area	WATERRAS TOWER RESIDENCE	Awaji-cho 2-chome, Chiyoda-ku, Tokyo	Mar. 2013	333 units
Harumi 5-chome West Area	HARUMI FLAG	Harumi 5-chome, Chuo-ku, Tokyo	SEA VILLAGE: Completion from November 2023 PARK VILLAGE: Completion from November 2023 PORT VILLAGE: Completion from January 2024 (SUN VILLAGE is scheduled for completion in fall 2025)	5,632 units

\* All of the above are Category I Urban Redevelopment Projects.

\* The number of dwelling units refers to the total for the entire property and does not represent Tokyo Tatemono's ownership share.

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Data

Governance

● Corporate Governance

Board of Directors Related Data

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Number of Board of Directors meetings	Tokyo Tatemono	Meetings	14	15	14	14	16
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			1	1	1	1	1
Proportion of Independent External Directors		%	33	33	33	33	33
Proportion of female directors			8.3	8.3	8.3	8.3	8.3
Average Board of Directors meeting attendance	Tokyo Tatemono	%	100	100	99	99	99
Average tenure of Directors* (including Independent External Directors)		Years	4.8	4.6	4.4	5.4	6.6

\* As of March 31 of each year

Total Amount of Remuneration, Total Amount by Type of Remuneration, and Number of Eligible Officers

Position	Scope of Collection	Number of Eligible Individuals	Total Amount by Type of Remuneration			Total Amount Paid (Million Yen)
			Fixed Remuneration (Million Yen)	Performance-Based Remuneration (Million Yen)	Share-Based Remuneration (Million Yen)	
FY2022 total	Tokyo Tatemono	16	377	171	37	586
Directors (excluding External Directors)		8	271	171	37	480
Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*)		2	52	—	—	52
External Officers		6	54	—	—	54
FY2023 total	Tokyo Tatemono	19	435	240	42	717
Directors (excluding External Directors)		10	322	240	42	604
Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*)		3	55	—	—	55
External Officers		6	58	—	—	58
FY2024 total	Tokyo Tatemono	17	463	203	86	753
Directors (excluding External Directors)		8	348	203	86	638
Audit and Supervisory Board Members (excluding External Audit and Supervisory Board Members*)		2	55	—	—	55
External Officers		7	60	—	—	60

\* Two External Audit and Supervisory Board Members

Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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

Data

● Compliance

Reports and Consultations to the Helpline

Category		Scope of Collection	Unit	2020	2021	2022	2023	2024
Number of reports or consultations to the helpline		Tokyo Tatemono Group	Incidents	41	61	52	60	82
Reports				30	49	48	53	68
Consultations				11	12	4	7	14
Breakdown	Labor issues			8	13	7	10	21
	Harassment			29	42	33	36	27
	Of which Sexual harassment			2	3	3	5	2
	Other human rights violations*			—	—	—	0	0
	Other			4	6	12	14	34

Violation of Laws or Regulations and Related Sanctions

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
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	2020	2021	2022	2023	2024
Number of violations of laws or regulations in socioeconomic activities		Tokyo Tatemono Group	Incidents	0	0	0	0	0
Of which total amount of significant fines			Yen	0	0	0	0	0
Of which total number of sanctions other than fines			Incidents	0	0	0	0	0
Provisions for legal violations, lawsuits, etc., including those involving ESG issues			Yen	0	0	0	0	0

Violations Related to Product and Service Information and Labeling

Category		Scope of Collection	Unit	2020	2021	2022	2023	2024
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	2020	2021	2022	2023	2024
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

Compliance Training (e-Learning: Compliance Code of Conduct) and Return Rate of Compliance Surveys

Category	Scope of Collection	Unit	2020	2021	2022	2023	2024
Training completion rate	Tokyo Tatemono Group	%	97.9	98.0	97.6	98.9	97.5
	Tokyo Tatemono		99.9	100	100	100	100
Return rate of compliance surveys	Tokyo Tatemono Group	%	74.8	73.2	76.3	80.0	81.6



Corporate Philosophy, Corporate Data,  
Financial Highlights, Editorial Policy

Message from the President and CEO

Sustainability Promotion of the Tokyo Tatemono Group

- Long-term Vision and Materiality
- 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 for Green Building
- 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



## LRQA Independent Assurance Statement

Relating to Tokyo Tatemono Group's Environmental and Social Data for the Fiscal Year 2024

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 2024, that is from 1 January 2024 to 31 December 2024, 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 2024 listed below:

Environmental indicators <sup>1</sup>	Social indicators <sup>3</sup>
[Property subject to reporting obligations under the Act on the Rational Use of Energy] <sup>2</sup>	<ul style="list-style-type: none"><li>Number of lost time injuries</li><li>Lost time injury frequency rate</li><li>Average number of annual paid leave utilization days</li><li>Average annual paid leave utilization rate</li><li>Health checkup rate</li><li>Employment rate of persons with disabilities<sup>4</sup></li><li>Total days lost due to absenteeism</li><li>Ratio of absenteeism</li><li>Turnover rate (full-time employee turnover) (of which, voluntary resignation)<sup>5</sup></li></ul>
[The Company (non-consolidated) Office Building Business]	
<ul style="list-style-type: none"><li>Usage amount of renewable energy (kWh)</li><li>The ratio of renewable energy (%)</li><li>The amount of renewable energy generated (kWh)</li></ul>	
[Long-term owned buildings and commercial facilities where the Company has energy management authority]	
<ul style="list-style-type: none"><li>Potable water and groundwater use (m<sup>3</sup>)</li><li>Recycled water use (m<sup>3</sup>)</li><li>Waste emissions (tonnes)</li><li>Recycled waste amount (tonnes)<sup>3</sup></li><li>Ratio of recycled waste (%)</li></ul>	

- [The Company and its subsidiaries' operations and activities]
- Scope 1 GHG emissions (tCO<sub>2</sub>)<sup>4</sup>
  - Scope 2 GHG emissions (Market-based) (tCO<sub>2</sub>)
  - Scope 3 GHG emissions (Category 1-15) (tCO<sub>2</sub>e)
  - Energy consumption (in kilolitres of crude oil equivalent)
  - Usage amount of renewable energy (kWh)

<sup>1</sup> GHG quantification is subject to inherent uncertainty.  
<sup>2</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>3</sup> The recycled waste amount is calculated based on the assumptions set by the Company.  
<sup>4</sup> The scope is limited to energy-related CO<sub>2</sub> emissions, excluding emissions resulting from fluorocarbon leakage and other greenhouse gases.  
<sup>5</sup> The reporting period for social indicators, unless otherwise stated, is from 1 April 2024 to 31 March 2025.  
<sup>6</sup> Employment rate of persons with disabilities is as of 1 June 2024.  
<sup>7</sup> The reporting period for turnover rate is from 1 January 2024 to 31 December 2024.



- The ratio of renewable energy (%)
- The amount of renewable energy generated (kWh)

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>6</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 2024;
- Visiting the Company's head office, Empire Building, and Osaki Centre Building to assess whether the data management systems have been effectively implemented.

### Observations

Continued improvement of the Company's data management systems is encouraged to ensure the integrity, efficiency, and accuracy of the aggregation and calculation processes for 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.

<sup>6</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.



Signed

*Shotaro Kawabata*

Shotaro Kawabata  
LRQA Lead Verifier  
On behalf of LRQA Limited  
10th Floor, Queen's Tower A, 2-3-1 Minatomirai, Nishi-ku, Yokohama, JAPAN

LRQA reference: YKA00000035

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Dated: 18 June 2025



Third-party Assurance



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