About the cover

The cover features the ceiling design from the entrance hall of the Daibiru-Honkan Building. A mold was cast from the original Daibiru-Honkan Building relief, then plaster was used to accurately reproduce the pattern. The hall was also recreated, identical in width and length to the original, in appreciation of its previous appearance, creating a space that connects memories.

DAIBIRU CORPORATION

https://www.daibiru.co.jp/english/

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Tokyo Office	Hibiya Daibiru Building, 1-2-2, Uchisaiwaicho, Chiyoda-ku, Tokyo 100-0011, Japan Tel: +81-3-3506-7441
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DAIBIRU REPORT 2025

Corporate Profile

DAIBIRU CORPORATION

DAIBIRU REPORT 2025

Corporate Profile

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1925

One of the largest office buildings in western Japan

Completion of the former Daibiru-Honkan Building

The Nakanoshima area of Osaka was an economic and cultural center. The building incorporated traditional architectural styles and housed major corporations and consulates, giving it an international flair.

1927

Expansion into Tokyo

Completion of the Hibiya Daibiru Building

This highly functional office building featured a core system that centralized elevators, staircases, and hot and cold water supply facilities before such features became widely adopted.

1963

Japan's first rooftop tree garden installed

Completion of the North Wing of Shin-Daibiru Building

2012

First overseas expansion:

Acquisition of Saigon Tower in Vietnam

As the first office building in Vietnam owned by a Japanese real estate company, Saigon Tower still enjoys a reputation for the meticulous service that Japan is known for.

2019

First commercial building development

Completion of BiTO AKIBA

Our goal was to create a commercial building with dignity befitting the city. Designed to resemble a glass jewelry box, it is a landmark that brings a sense of vibrancy to the area.

Expansion into Sapporo

Acquisition of DAIBIRU PIVOT

2023

The Company commemorated its 100th anniversary.

DAIBIRU SINCE 1923
BUILD NEXT
100TH ANNIVERSARY

2025

First entry into the UK market

Completion of Yaesu Daibiru Building

Since its founding, Daibiru's building construction has continually met the needs of the times.

History

Beginnings

1923 October
Established Osaka Building Co., Ltd. (capital: 3 million yen) through the joint capital investment of three companies: O.S.K. Line, Ujigawa Electric Power Co., Ltd., and Nippon Electric Power Co., Ltd.

1925 September
Completed construction of Daibiru-Honkan Building in Sozecho (now Nakanoshima), Kita-ku, Osaka

1927 July
Completed construction of Hibiya Daibiru Building No. 1 in Uchisaiwaicho, Chiyoda-ku, Tokyo

1931 April
Completed construction of Hibiya Daibiru Building No. 2, adjacent to Hibiya Daibiru Building No. 1

1937 July
Completed construction of Shin-Daibiru Building, adjacent to Daibiru-Honkan Building

Reconstruction

1945 October
Renamed company to Osaka Tatemono Co., Ltd.

1946 June
Hibiya Daibiru Building No. 1 and No. 2 were seized during the Allied occupation of Japan (buildings held until December 1958)

1950 December
Listed on the Osaka Securities Exchange

Development

1958 April
Completed construction of the South Wing of Shin-Daibiru Building in Dojimahama, Kita-ku, Osaka

1963 October
Completed construction of the North Wing of Shin-Daibiru Building

1967 August
Completed construction of Yaesu Daibiru Building in Kyobashi, Chuo-ku, Tokyo

1975 March
Acquired Midosuji Daibiru Building in Minami-Kyuhojimachi, Chuo-ku, Osaka

1976 September
Completed construction of Kojimachi Daibiru Building in Kojimachi, Chiyoda-ku, Tokyo

1983 January
Completed construction of Uchisaiwaicho Daibiru Building in Uchisaiwaicho, Chiyoda-ku, Tokyo

December
Listed on the first section of Tokyo Stock Exchange

1984 September
Completed construction of Dojima Daibiru Building (ANA Crowne Plaza Osaka) in Dojimahama, Kita-ku, Osaka

1986 May
Completed construction of Awajimachi Daibiru Building in Awajimachi, Chuo-ku, Osaka

September
Completed construction of Mita Nitto Daibiru Building in Mita, Minato-ku, Tokyo

1988 June
Acquired Volkart Building (Dokita Daibiru Building) in Dojima, Kita-ku, Osaka

Expansion

1989 October
First-phase reconstruction completed on Hibiya Daibiru Building in Uchisaiwaicho, Chiyoda-ku, Tokyo; construction completed on new building

1991 November
Second-phase reconstruction completed on Hibiya Daibiru Building

1992 January
Renamed company to Daibiru Corporation

1997 January
Completed construction of Kita-Umeda Daibiru Building in Nakatsu, Kita-ku, Osaka

February
Completed construction of Yodoyabashi Daibiru Building in Koraibashi, Chuo-ku, Osaka

October
Completed construction of Estate Tosabori Daibiru Building in Tosabori, Nishi-ku, Osaka

1998 August
Completed construction of Violette Takarazuka in Mukoyama, Takarazuka, Hyogo

2000 February
Acquired Shinjuku ALTA (Shinjuku Daibiru Building) in Shinjuku, Shinjuku-ku, Tokyo

May
Completed construction of Umeda Daibiru Building in Umeda, Kita-ku, Osaka

2001 February
Acquired Shiba Daibiru Building in Shiba, Minato-ku,Tokyo

Transformation

2004 October
Becomes a consolidated subsidiary of Mitsui O.S.K. Lines, Ltd.

2005 March
Completed construction of Akihabara Daibiru Building in Sotokanda, Chiyoda-ku, Tokyo
Acquired Shosen Mitsui Building (Toranomon Daibiru-West Building) in Toranomon, Minato-ku, Tokyo

2009 March
Completed construction of Nakanoshima Daibiru Building in Nakanoshima, Kita-ku, Osaka (3-chome Nakanoshima joint development project)

July
Completed construction of Tosabori Daibiru Building in Tosabori, Nishi-ku, Osaka

2010 January
Acquired BiTO AKIBA PLAZA, located in front of Akihabara Station in Sotokanda, Chiyoda-ku, Tokyo

April
Acquired trust beneficiary rights in Aoyama Rise Square in Minami-Aoyama, Minato-ku, Tokyo

2012 January
Saigon Tower Co., Ltd. (now Daibiru Saigon Tower Co., Ltd., a consolidated subsidiary), which owns Saigon Tower in Ho Chi Minh City, Vietnam made a subsidiary (first extension of operations overseas)

2013 February
Completed reconstruction of Daibiru-Honkan Building in Nakanoshima, Kita-ku, Osaka; construction completed on new building

2014 December
VIBANK-NGT Co., Ltd. (now Daibiru CSB Co., Ltd., a consolidated subsidiary), which owns the CornerStone Building in Hanoi, Vietnam made a subsidiary

2015 March
Completed reconstruction of Shin-Daibiru Building in Dojimahama, Kita-ku Osaka

2018 July
Acquired Nihonbashi NK Building (Nihonbashi 3-chome Building) in Nihonbashi, Chuo-ku, Tokyo

September
Acquired office building development project 275 George Street in Sydney through Daibiru Holdings Australia Pty Ltd. (now Daibiru Australia Pty Ltd., a consolidated subsidiary)

2019 July
Completed construction of BiTO AKIBA in Sotokanda, Chiyoda-ku, Tokyo (first in-house development of a dedicated commercial building)

October
Acquired a partial interest in Seavans South Building in Shibaura, Minato-ku, Tokyo

November
Acquired three buildings, including Daibiru PIVOT in Chuo-ku, Sapporo

2020 December
Completed construction of 275 George Street in Sydney, Australia

2022 April
Delisted from the Tokyo Stock Exchange

December
Acquired partial equity interest (trust beneficiary rights) in Otemachi First Square in Otemachi, Chiyoda-ku, Tokyo

2023 March
Acquired partial equity interest (trust beneficiary rights) in Otemon Tower/ENEOS Building in Otemachi, Chiyoda-ku, Tokyo

May
Participated in 7 Spencer Street (provisional name), an office building development project in Melbourne, Australia

June
MOL Kosan Co.,Ltd. and Daibiru Facility Management, Ltd. made wholly owned subsidiaries

July
Invested in the Mirvac Wholesale Office Fund (MWOF), managed by Mirvac Limited, a leading Australian property developer

October
Commemorated our 100th anniversary

December
Acquired 63 Ly Thai To in Hanoi, Vietnam
Acquired trust beneficiary rights in Toranomon Daibiru-East Building in Kasumigaseki, Chiyoda-ku, Tokyo

2024 January
Completed reconstruction of Midosuji Daibiru Building in Minami-Kyuhojimachi, Chuo-ku, Osaka

March
Acquired partial equity interest (trust beneficiary rights) in Rakuten Crimson House Aoyama in exchange for the transfer of a partial equity interest in the Shin-Daibiru Building and the Tosabori Daibiru Building

April
Established local subsidiary Daibiru Vietnam Company Limited
Participated in the Atrium Place Project, an office building development in the central business district of Gurugram, India

June
Participated in a logistics real estate (frozen and refrigerated warehouses) development project in Minato-ku, Nagoya

November
Participated in the International Tech Park Chennai, Radial Road, a business park in Chennai, India

2025 March
Completed construction of the CPD Nishinomiya Kita WEST in Kita-ku, Kobe, Hyogo
Participated in a logistics real estate frozen and refrigerated warehouses development project in Kashiwa, Chiba

April
Acquired 135 King Street in the central business district of Sydney, Australia

June
Acquired Capital House in London, United Kingdom
Completed reconstruction of Yaesu Daibiru Building, in Kyobashi, Chuo-ku, Tokyo

Building development, leasing, and management, anchored in the world's major cities

Managing building operations in the world's major cities, based on our knowledge accumulated over many years

A key player in the MOL Group's real estate business

We are leveraging the extensive overseas network and rich industry experience of the MOL Group to expand our operations.

Leveraging our overseas information network

Bringing Daibiru quality to the world

We are committed to enhancing our international presence by leveraging Mitsui O.S.K. Lines' overseas network to offer high-quality office leasing services that are on par with our domestic properties.

Daibiru is changing.

Daibiru is changing.

Redefining the value of real estate to shape new urban spaces

Creating diverse values in real estate

For over a century, Daibiru has led the way in office building development.
Leveraging our expertise, we provide new, welcoming spaces such as commercial facilities, hotels, and shared offices that cater to a wider audience.

Expansion of asset types

Diversify investments to include asset types other than office buildings. Enhance mid- to- long-term profitability.

Supporting startups to foster new business creation

Daibiru aims to realize its vision for "new urban development" by upgrading our real estate business through corporate support.

- Real estate tech
- Smart city
- Environmental sustainability
- EDigital transformation

Corporate principles

Constructing buildings, creating towns, pioneering the new era

The Daibiru Group creates comfortable,
life-enhancing office and commercial spaces which bring bustling activity to local streets and towns.
We try to be a pioneer, establishing a new era while always staying keenly attuned to the context of the times,
allowing people to foster and pursue dreams in these new environments.

Mission statement

1. Provide Office Spaces and Environments that Can Win the Trust and Attachment of Customers

Winning the trust and attachment of our customers is the heart of
Daibiru Group's office building leasing and property management businesses.

2. Increase Enterprise Value Together With Our Tenants

Our customers' business success means the improvement of our corporate value.
Listening carefully to our customers and responding accurately to their ever-changing needs,
we will assume our social responsibility.

3. Create Beautiful Cityscapes and Stylish Spaces

To create elegant and graceful urban landscapes, we must build an appropriate customer base.

Group message

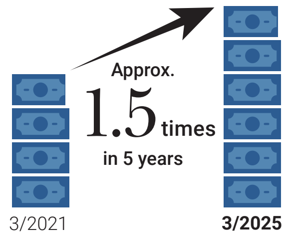
We will make collective efforts as a group to focus on creating comfortable, safe and reassuring spaces and environments.

AT A GLANCE

As of March 31

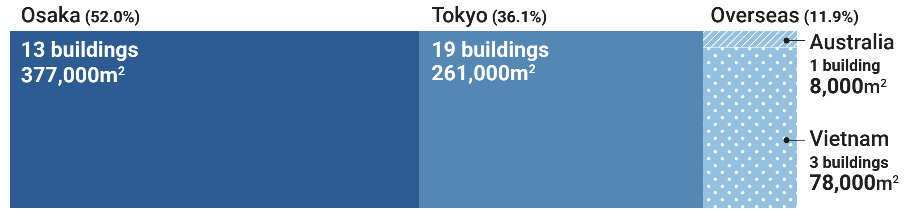
Total assets

¥594.6 billion



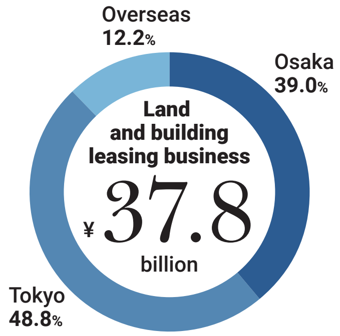
Properties owned and total floor space ratio by area

36 buildings 724,000 m²

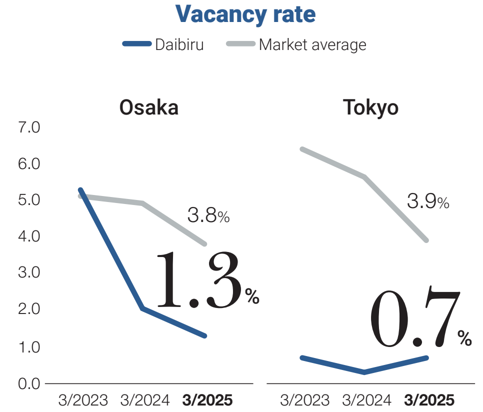


Operating revenues

(¥47.0 billion in FY2024)

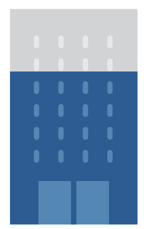


Vacancy rate



Long-time tenants (10 years or longer)

71%



Business information

Office buildings, commercial properties, and hotels

We own and lease a total of 36 office buildings, commercial properties, and hotels in the central areas of Osaka, Tokyo, and Sapporo to meet diverse client needs. Our long history of reliability and wealth of experience enable us to satisfy a variety of tenant requirements, and we constantly strive to provide a comfortable space through major renovation of aging buildings. We are also leveraging our expertise of building management in Japan to expand internationally.

Property management

The functions required for operating buildings—"Facilities," "Security," and "Cleaning" —are held within the Group. We deliver top-notch services drawing on our many years of experience.

Residential property leasing

Daibiru applies its expertise acquired through building management in its residential property leasing business. We own, operate, and lease urban living centers that enhance daily life, including family apartments and assisted living facilities.

Real estate agency and hotels

Daibiru engages in real estate intermediation, focusing primarily on office properties. We apply our rich information capabilities and years of experience to support clients in everything from the introduction of properties to the conclusion of rental agreements.

President's message

Striving to be the appealing first-choice Collaborating with diverse partners to build the foundation for increased asset value and sustained growth

Takashi Maruyama
Representative Director, President, and Chief Executive Officer

Daibiru is contributing to prosperity in Japan and abroad

Our medium- to long-term management plan, 2035 "BUILD NEXT," formulated in 2022, the year I became president, is progressing steadily towards the realization of our Corporate Principles, "Constructing buildings, creating towns, pioneering the new era."

Midosuji Daibiru Building, Osaka, completed at the end of January 2024, boasts an exterior that pays homage to the former building's futuristic design. Together with its first-floor luxury car showroom, the building blends handsomely with its surrounds, and has become a symbol of this imported car dealership precinct. Tokyo's Yaesu Daibiru Building, completed at the end of June 2025, is a relatively small, 11-story building that also pays tribute to its predecessor's design. Its lavish black granite exterior is immersed into the surrounding curtain-walled skyscrapers, yet its emphatic presence is a classy addition to the whole district. Following municipal approval of our first urban planning proposal, work began on the Sapporo Daibiru Building Redevelopment Project in July 2024, leading development of the area, and is still ongoing. Demolition of the existing building has finished, and frame construction of the new building is now underway. Our hope is that Sapporo Daibiru Building, our first full-fledged mixed-use building, combining office spaces, a hotel, and retail, will become a long-standing, much-loved facility for the city and its residents.

Outside of Japan, while we have not contributed to town planning, Daibiru has acquired symbolic buildings with a strong presence in their respective areas. In December 2023, we acquired 63 Ly Thai To, a dignified building in a prime location in Vietnam's capital Hanoi, opposite the opera house. Then, in April 2025, we acquired 135 King Street, a high-rise building near Sydney Tower, Australia. The status of the locations in their respective cities is akin to the prestigious 4-chome crossing in Tokyo's Ginza, and both buildings have a dominating presence owing to the combination of lower-level retail with upper-level office space. Furthermore, in June 2025, we secured Capital House, in a prime location in the City of London, the UK's leading financial district, adjacent to Bank Station. Despite being just over 20 years old, the building possesses far greater dignity than its age might suggest, thanks to its elegant exterior.

Our portfolio and business transformation are the keys to growth

In addition to the above, Daibiru has acquired a partial equity interest in existing buildings, in our first foray into the Otemachi and Marunouchi districts of Tokyo. Consequently, the scale of the company's assets has risen from 388.6 billion yen at the end of March 2022, when I was appointed president, to 694.6 billion yen by the end of June 2025. While we aim to expand the scale of our assets, this also increases interest-bearing debt and may worsen ROA, an indicator of asset efficiency, as well as debt-to-equity (D/E) ratio, an indicator of overall financial soundness. Considering the significant increase in construction costs, particularly in recent years, in order for Daibiru to continue sustainable growth, it has become apparent that there are limits to our existing business solely dedicated to leasing buildings. In fact, our medium- to long-term management plan 2035 "BUILD NEXT" stipulates not only expansion of asset scale, and engagement in town creation, but also diversification of asset types and business models.

Actually, while not as conspicuous as the acquisition of large-scale buildings, we have been steadily laying the groundwork for improving our asset efficiency. This investment is aimed at realizing profit in a relatively short time-frame, something Daibiru has not engaged in previously, and now totals almost 10 targets, including logistics warehouses, small-scale residences, and suburban retail and office buildings, which we intend to increase steadily. We included many logistics warehouses in this new style of investment because we believe the experience and know-how we are likely to gain can be leveraged when older warehouses owned by our parent, Mitsui O.S.K. Lines, Ltd., are refurbished. Also, when we consider the enormous costs required for future redevelopment projects in Osaka and Tokyo, it is necessary for us to securitize and capitalize the assets we presently possess to achieve sustainable growth.

In terms of overseas expansion, as mentioned above, we acquired our first building in London, adding to existing investments in Vietnam and Australia. Prior to this, in our first foray into India, we acquired approximately a 1/3 equity interest in a large-scale office building development now under construction in the vicinity of Delhi International Airport, and, through an investment fund, obtained a 25% interest in an office building in Chennai. Our building acquisition in London falls under our regular investment targeting stable profit generation premised on long-term ownership, but we embarked on investment in India with the assumption of securing profits in a comparatively short time-frame. This is because our experience in India is still limited, therefore we believed that initially investing based on long-term ownership posed high risks. However, for our parent, Mitsui O.S.K. Lines, India is a strategic market, and we will continue to invest in India going forward to benefit from the growth of this region.

Even in an era of transformation, the focus of everything is people

The Daibiru head office deeply reflects our beliefs. Workplace reform and the COVID-19 pandemic sparked a reconsideration of the role of offices. Amidst this, we first renovated our own conventional office so we could propose our vision of an ideal office environment to our customers. Our office harnesses a range of innovations that were previously lacking, such as installation of multiple small-group online conference booths, introduction of new furniture tailored to specific work styles, and establishment of communication areas. Layouts with innovative diagonal flow lines that enable all officers and employees to work on one floor create an environment conducive to communication, leading to enhanced work efficiency. Our engagement survey revealed a high degree of satisfaction in the workplace environment, proving the effectiveness of refurbishments. To counter the growing belief spurred by the pandemic that offices were unnecessary, we aimed to create offices that workers would want to go to. The result was our "live office," which can host inspection visits from many of our customers and potential tenants. Even for a real estate business such as Daibiru, buildings are not the focus of everything, people are. Our mission is to offer spaces where people can gather and communicate.

Daibiru will work with trusted partners, while maintaining our reputation

If a company is to continue growing, it must take on the challenge of new business ventures and locations. For this, trusted partners are extremely important. In our overseas business, we are blessed with partners who deeply identify with us and share our vision for buildings.

Our parent company, Mitsui O.S.K. Lines, is such a core partner. By leveraging the overseas network of Mitsui O.S.K. Lines, we entered the Indian market. Also, in order to expedite establishment of our Indian organization, we were able to buy time by dispatching young employees to a local subsidiary of Mitsui O.S.K. Lines, rather than establishing a local subsidiary ourselves from scratch. Our first property development in London also started with our search for an office to accommodate Mitsui O.S.K. Lines. Not only overseas, but in Japan too, interaction of human resources, through the concurrent service of executive managers and the acceptance of young employee secondment at our parent, has enabled us, as the Mitsui O.S.K. Lines group, to work as one, and has allowed us to strengthen our group's focus, the real estate business.

The times change moment by moment, but the core of our business does not. We hope people will continue to choose Daibiru, including general contractors and subcontractors, and that we remain a company that appeals to our employees. To this end, we will keep advancing unwaveringly, maintaining our reputation to continue to be the first choice. I thank you and ask for your continued support.

To the next 100 years

Expert discussion

Takashi Maruyama
Representative Director, President, and Chief Executive Officer

&

Shinya Hashizume
Former outside director, Executive Director of the Living Architecture Museum Osaka

The future is thanks to the past. Continuing to adapt flexibly, producing value with an eye on the future, towards the next 100 years

The former Daibiru-Honkan Building proclaimed the arrival of a new era

Maruyama: The former Daibiru-Honkan Building was built a century ago, in 1925. At that time, Osaka had eclipsed Tokyo in industrial production and city size, achieving development that earned it the epithet "Manchester of the East." The building was constructed at the peak of this era of "Big Osaka."

Hashizume: It was a time when urbanization was advancing in countries worldwide. After World War I, as Japan was developing as an industrial nation, Osaka grew as a commercial capital. Factories and residential areas for workers sprung up throughout the city. People from across Japan were attracted to Osaka for work.

Maruyama: Setsu Watanabe designed the former Daibiru-Honkan Building. Watanabe had studied the architectural engineering of the West and also worked on key pieces of Japanese architecture including the former Industrial Bank of Japan Head Office, and Mitsui O.S.K. Line's Kobe Branch Building. The latter building adopted the first Japanese-designed forced-circulation hot-water heating, while the former building apparently was the first building in Japan to install air conditioning.

Hashizume: Watanabe's former Industrial Bank of Japan Head Office reportedly survived the 1923 Great Kanto Earthquake unscathed. The former Daibiru-Honkan Building was constructed after the quake, and Watanabe therefore adopted a structure that would be able to resist a quake of similar magnitude. It was a sturdy building, designed by an authority on seismic-resistant construction.

Maruyama: Certainly the former Daibiru-Honkan Building was considered Osaka's first seismic-resistant building. It had thick pillars and walls, and I also heard that it was fitted with steel doors to prevent fire from spreading.

Hashizume: It was not just the seismic resistance, the grand design made it quite distinct from other buildings. At the time, office buildings in the United States were typically Art Deco and incorporated gorgeous details. The former Daibiru-Honkan Building too had a carved frontage, and its first-floor atrium showed this influence. Now, the style of the former Daibiru-Honkan Building is considered old-fashioned, but at the time, I imagine it was a ground-breaking structure that proclaimed the arrival of a new era.

Maruyama: Eventually, we reconstructed the former Daibiru-Honkan Building, but we retained the front entrance sculpture. At the time, news of the reconstruction reached the newspapers, and the family of the sculptor contacted us. They petitioned us, saying "Of course we would never ask you to abandon the reconstruction, but if possible, could you find some way to preserve our father's sculpture and donate it to Osaka City or an art museum?"

Hashizume: You are of course referring to the statue Eagle and Girl by Teizo Okuni. It is now designated as a tangible cultural property by Osaka City. In fact, whenever we reconstruct buildings, we receive requests to retain the ornamentation and artwork, but I believe there are few companies that entertain such requests. This is particularly true with sculptures. It is indicative of Daibiru's determination to preserve historical culture.

The former Daibiru was a pioneer in building leasing

Hashizume: We mentioned American architecture, but another point to note was the emergence of office buildings as a line of business in the United States. As a result, Chicago and Manhattan became high-rise cities. The background to this was the remarkable advancement in reinforced concrete and steel construction, along with the spread of elevators. In Osaka, a company was also founded that could manufacture elevators locally. Vertical movement suddenly became much easier. Previously, buildings in Japan were three or four stories high at most, but with elevators, it was now conceivable to construct taller buildings. Then it became possible to accommodate more tenants in addition to head office functions, and the business of building leasing began in Japan too. Tokyo's Marunouchi Building, Osaka's Dojima Building, and the former Daibiru-Honkan Building were all constructed at this time.
Maruyama: In fact, from the initial design stage, the former Daibiru-Honkan Building was intended to operate with tenants. It was built with leasing, or

The Eagle and Girl statue

The statue, which adorned the arch above the front entrance of the former Daibiru-Honkan Building, was removed and re-installed on the new building. The relief depicts a girl riding on the backs of three eagles, carved from yellow Tatsuyama stone, as were the other sculptures decorating the first-floor entrance. The girl wears a long, classic costume and she is looking upwards, following the line of her right hand, which points up diagonally. The three eagles protrude from the building, with their wings spread widely, and it appears as if they just took off in flight. The statue is one of Teizo Okuni's best-known and most highly praised works. It was a symbol of the former Daibiru-Honkan Building, loved by the citizens of Osaka from the time of the building's construction. In 2015, it was registered by Osaka City as tangible cultural property.

essentially, with profit in mind. They wanted to construct a good building, but they also aimed to keep costs down where possible. At the time, if a Japanese product was less expensive yet sufficient in quality compared with imported goods, they chose to use it. As a result, about 90% of the materials used were domestically produced.
Hashizume: Records show that the former Daibiru-Honkan Building was considered outstanding, not only in terms of practical value, but also economic value, and indeed, it was also prized for its artistic merits. The "Maru-biru" in eastern Japan, and "Dai-biru" in the west were pioneering office buildings.
Maruyama: When the building opened in 1925, it proved highly successful, with tenants including the investors in Osaka Building (our company's original name): O.S.K. Line, Ujigawa Electric Power, and Nippon Electric Power, together with financial institutions and the British Consulate.
Hashizume: Osaka Building was truly a pioneer in building leasing. Also, its incorporation of a full range of modern facilities was ground-breaking. It had social salons, reading rooms, special suites, recreation rooms as well as dining rooms, billiards halls, barbershops and so on, in a space reminiscent of medieval England, where people could gather and interact. The building contained a "city." In this way, Daibiru was already engaged in town planning.

Growing together with the local community as a company based in Nakanoshima

Maruyama: I have heard that the former Daibiru-Honkan Building was constructed in Nakanoshima because at the time, plans had emerged for construction of a new office for O.S.K. Line, and during the search for a new headquarters, they found this location.
Hashizume: During the Edo period (1603–1868), Nakanoshima was the location of storehouses belonging to the feudal lords of each province. There was also a rice exchange market, making Nakanoshima and the nearby Senba area the center of Japan's economy. In modern times, the storehouses were demolished to be replaced by the Osaka City Central Public Hall, Osaka City Hall, and other public facilities. Banks, newspaper companies, and other key functions of modern urban life also converged here.
Maruyama: Before, I wondered why they didn't gather along the more convenient Mido-suji Avenue, but when I looked into it, I learned that Mido-suji Avenue was only six-meters wide at the time, and in fact Yotsubashi-suji Avenue was the main street. In fact, Osaka's first traffic signals were apparently installed at its Watanabebashi Bridge intersection.
Hashizume: That is correct. At that time, Mido-suji Avenue was not yet the main street. The roadworks to widen the avenue began the year after construction of the former Daibiru-Honkan Building and ended in 1937. The avenue became the main north-south thoroughfare through central Osaka and was about 44-meters wide. In 1920, Osaka created a system to stipulate attractive areas and worked to create a beautiful cityscape that would rival the United States and Europe.

A restriction was also imposed that limited buildings to a maximum height of 100 shaku (around 31 meters). Today, we might view the 100-shaku limit as a restriction, but in the late 1920s, it was intended to produce a harmonious and beautiful cityscape for a modern city.
Maruyama: The former Daibiru-Honkan Building had eight floors aboveground and one below, which made it one of the largest buildings in western Japan at the time.
Hashizume: Now, roughly a century later, Nakanoshima is no longer just a business district. It is now home to a number of art and science museums, whereby part of it has become a cultural zone. When more people recognize this aspect, it will become a livelier part of town.
Maruyama: Nakanoshima is some distance from Umeda, and here's no denying that the transport options are limited. Even so, when prospective tenants visit the Daibiru-Honkan Building, we see a higher rate of conversion. Aside from just the building specs, the overall atmosphere of the town gives a good impression. Our partners from overseas also appreciate the building. When expanding our business overseas, we cooperate with local partners. During negotiations, we invite them to Osaka, where we give them a tour of our buildings. Once they understand what we have accomplished and gain an appreciation for Daibiru, they are keen to work with us.
Hashizume: I believe that Daibiru will continue developing more buildings overseas. I hope that not only employees but also more tenants of our buildings around the world, will learn about this wonderful, historic building. It represents the starting point of Daibiru, now a global company, and also has intrinsic value. I feel that Daibiru can take pride in Nakanoshima, where the company was founded, and I hope that going forward it can increase the value of this building and the area, as it moves ahead in the real estate business.
Maruyama: As a company with its headquarters in Nakanoshima, I believe an important issue for us is to increase the value of the area, which will also help to raise Daibiru's value as a company.

Advancing town planning with an eye on the future, towards the next 100 years

Maruyama: Regarding town planning, our building now under construction in Sapporo falls under this category. This one building will be mixed-use, containing a hotel, retail facilities, and office space, in a ratio of roughly 1:1:1. As a company that has mainly constructed office building to date, this is a big step for us. This is our first attempt at combining the three elements from the outset and creating a building where each of them will have a major presence. It is also the first project where we made an urban planning proposal and led development of the area.
Hashizume: Daibiru previously attempted to lease a building to a hotel operator, but there is no precedent in the company's history for new construction of a mixed-use building incorporating an urban hotel. Finally Daibiru has begun working as a true developer.
Maruyama: The times change, and consequently, the company must change too. I wonder what Daibiru will be like a century from now. In 100 years, offices themselves may no longer exist. We cannot deny that Daibiru's business could change dramatically too. Before we realize, it may no longer even be a real estate company. In the same way that the world has changed so much in the past 100 years, there is no doubt it will be very different 100 years from now.
Hashizume: It is certainly difficult to imagine the next 100 years, but I believe that globalization will be a key word. The government has announced its intention to boost the number of tourists visiting Japan to 60 million by 2030. With our declining birthrate and aging population, even just from the viewpoint of compensating for labor shortages, Japan's major cities could maintain their vibrancy by encouraging people from other countries to work here. Roughly 40% of London's population was born overseas, some 150 languages are spoken there, and it truly is a global tourism destination. I hope that Osaka can become an even more cosmopolitan city.
Maruyama: That is true. New value is always created in locations where there is an interaction of diverse people. I believe that by providing such locations, Daibiru can contribute to Osaka's development as a global city. To achieve this, we must evolve unceasingly, and continue regeneration as a company. We will protect what should be protected, but not fear change. By tackling more challenges, we will advance town planning with an eye on the future. I hope to continue creating comfortable spaces inside and outside of buildings for the future, based on our Corporate Principles, "Constructing buildings, creating towns, pioneering the new era."

PROFILE

Shinya Hashizume

Born in 1960. Hashizume is an architectural historian and city planner. He completed postgraduate studies at Kyoto University and the University of Osaka, and holds a Doctor of Engineering degree. He has conducted research into urban policy and culture in Osaka and the Kansai region. He was a professor at Osaka City University before being appointed as distinguished professor at Osaka Metropolitan University. As a special advisor to the Osaka prefectural and municipal governments, he has advanced urban renewal and tourism policies. He was also involved in concept development for the World Expo 2025 Osaka, Kansai.

What Daibiru offers to society

External environment

Social issues surrounding the Company

- Changes in the significance of offices
- Changes in lifestyles and work styles
- Development of information and communications technology (ICT)
- Increased urban resilience
- Increased diversity and inclusion

Environmental issues

- Worsening climate change
- Depletion of existing resources and a shift to renewable energy
- Increasing intensity and frequency of natural disasters

Foundations for value creation (inputs)

Financial capital

Stable finances

- Operating profit margin of 21.8%
- Ratio of tangible fixed assets, including land and buildings, to total assets 78.4%

Intellectual capital

Building development that meets tenant needs

- Initiatives for quality maintenance and improvement of facility management
- Tenant relations and expertise in building development gained through quality facility management

Human capital

A small but impactful team

- Human resources with a wealth of expertise in building development
- Human resources with high leasing skills
- Human resources that can win the trust of customers
- Number of employees 120 (non-consolidated)

Manufactured capital

Expanding business in prime locations in Japan and abroad

- Office buildings
  11 properties in Osaka, 14 in Tokyo, three in Vietnam, and one in Australia
- Commercial buildings and hotels
  Two properties (hotels) in Osaka
  Five properties (commercial buildings) in Tokyo

Natural capital

Building design with environmental performance in mind

- JHEP “AAA” Certification
- “S Rank” in CASBEE-Smart Wellness Office Certification
- “ZEB Ready” BELS certification

Social and relationship capital

A century of trust and achievement

- Established in 1923
- A robust customer base (71% of tenants have remained with Daibiru for more than 10 years)
- Advantages as a pioneer in Vietnam

Business model for value creation

1 Acquisition of properties in prime locations
Selecting land with long-term ownership in mind. Investing in premium locations that remain competitive.

2 Development of high-spec buildings
Developing buildings that fulfill modern requirements while harmonizing with the urban landscape.

3 Establishment of a good customer base
Providing seamless support from initial engagement to post-move, ensuring a smooth office relocation.

4 Long-term ownership of buildings and quality facility management
Ensuring comfortable spaces through unified, long-term management and operation across the entire Group.

5 Trust-based relationships with customers
Offering seamless support from initial engagement to post-occupancy management and operation.

Three advanced strengths
- Strong brand, planning, and development
- Advanced facility management capabilities
- Strong tenant relationships

Overall strategy of the medium- to long-term management plan

Business strategy	Domestic business strategy		Overseas business strategy		New business strategy
Catalysts for promoting strategies	Synergies with MOL				
	Environment and sustainability			Digital transformation	
Business foundation	Tenant relations (leasing capabilities)	Pursuit of safety and security	Financial structure	Daibiru's organizations, systems, and governance	Development and education of human resources

Creating value for society (outcomes)

- Provide optimal offices for changing times
- Be rooted in the community and develop alongside towns
- Provide eco-friendly buildings for the next generation

Improving corporate value (outputs)

Improved business performance
FY2024 results

- Operating revenue ¥47.0 billion
- Ordinary profit ¥13.2 billion
- Profit attributable to owners of parent ¥9.2 billion

Corporate principles

Constructing buildings, creating towns, pioneering the new era

Daibiru Group medium- to long-term management plan 2035

BUILD NEXT.

“Constructing buildings, creating towns, pioneering the new era”— delving deeper and taking on challenges to face the next 100 years

Vision for 2035

Achieve stable growth in the office leasing business and drive growth higher by diversifying asset types and businesses,
creating towns that will fill people with greater enjoyment and pride.

Create towns and generate new value in order to pioneer the new era, in which we work with customers and local and global society to resolve social issues.

Basic policies

“BUILD NEXT.” is the Daibiru Group’s medium- to long-term management plan. It articulates the Company’s vision and strategic direction through 2035 and affirms Daibiru’s aspirations for the next hundred years, following its 100th anniversary in October 2023.

The office leasing business, which is the Group’s main business, has reached a major crossroad due the COVID-19 pandemic, and we are in a time that calls for companies to increase their corporate value by resolving social issues. Amid this reality, we will draw upon the strengths the Daibiru Group has built up over the past 100 years and embody our corporate principles of “Constructing buildings, creating towns, pioneering the new era.”

The above illustration depicts the Daibiru Group’s Vision for 2035, in which the Group creates towns in Japan and overseas filled with the spirit of Daibiru. In the center is the city of Osaka, the birthplace of the Company, with Tokyo to the right and Sapporo to the left. The land on the other side of the river represents the areas outside Japan, as well as the projects that are yet to begin.

Daibiru Group medium- to long-term management plan 2035

BUILD NEXT.

Overall strategy

Business strategy

Domestic business strategy

Acquire new properties
High-end office buildings in central business districts (CBDs) and provincial cities, commercial buildings in CBDs, small and mediumsized office buildings, utilization of segregated portfolio companies (SPCs), and equity investment

Rebuild and renovate existing properties
Reconstruction of Yaesu Daibiru Building and Midosuji Daibiru Building

Investigate expansion of asset types
Investigation into adding logistics facilities, data centers, residential properties, and senior care facilities to existing portfolio of office buildings, CBD-based commercial buildings, and hotels

Engage in redevelopment and town creation
Redevelopment of PIVOT buildings in Sapporo and reconstruction and redevelopment of existing properties and their surrounding areas

Overseas business strategy

Expand investments in current target countries
Vietnam and Australia

Carry out investments in new target countries
Southeast Asia and India (growth areas)

Conduct new overseas investments (new methods and initiatives)
Investment in an Australian office building fund

Collaboration with Mitsui O.S.K. Lines, Ltd. (MOL)
Utilization of regional networks and collaboration with MOL's ocean shipping business

New business strategy

Create new businesses
Shared office business and corporate venture capital investment in collaboration with MOL PLUS

Expand non-asset business
Expand fee business for property management and business management, etc

Diversify business model
Promote fund and asset management, etc.

Catalysts for promoting strategies

Synergies with MOL

Environment and sustainability | Digital transformation

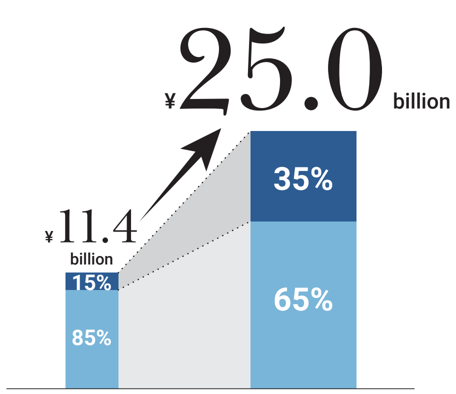
Business foundation

Tenant relations (leasing capabilities) | Pursuit of safety and security | Financial structure | Daibiru's organizations, systems, and governance | Development and education of human resources

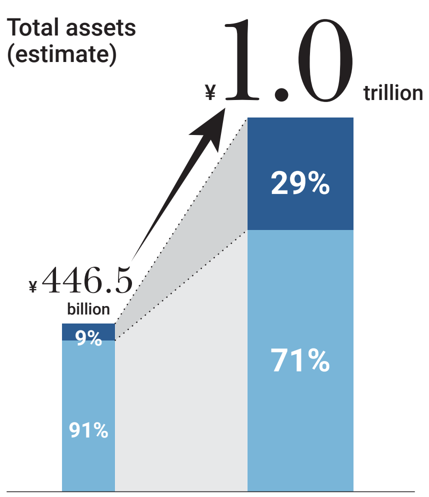
Quantitative targets (target KPIs)

■ Domestic ■ Overseas

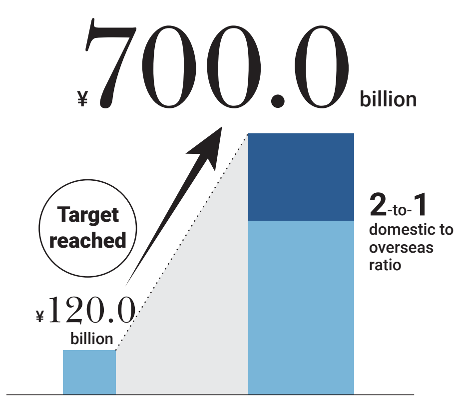
Profit before income taxes



Total assets (estimate)



Investment amount



Major initiatives

Domestic business strategy

Acquire new properties

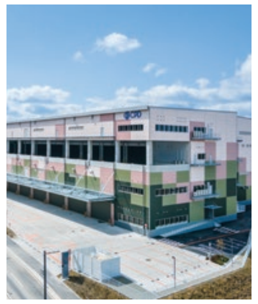
"Sapporo Station South Exit North 4 West 3" Urban Redevelopment Project Planning
Large-scale redevelopment in front of Sapporo Station
Construction to be completed in July 2028

Rebuild and renovate existing properties

Midosuji Daibiru Building
Construction completed in January 2024

Yaesu Daibiru Building
Construction completed in June 2025

Investigate expansion of asset types



CPD Nishinomiya Kita WEST (dry warehouse)
Investment in a development-oriented SPC
Construction completed in February 2025

Engage in redevelopment and town creation

Sapporo Daibiru Building
Three-function mixed-use building development
Construction to be completed in April 2027

Overseas business strategy

Expand investments in current target countries

Vietnam
63 Ly Thai To
Acquisition of majority stake in existing office building in Hanoi

Australia
7 Spencer
Office development project in Melbourne's CBD
Construction to be completed in February 2026

Australia
135 King Street
Acquisition of existing building in Sydney's CBD

Carry out investments in new target countries

India
Atrium Place project
Office building development project in the central area of Gurugram, near Delhi
Construction to be completed in April 2026

India
International Tech Park Chennai, Radial Road
Participation in "International Tech Park Chennai, Radial Road" (equity acquisition)
Construction to be completed in August 2025

Overseas business strategy

Carry out investments in new target countries

United Kingdom
Capital House
Acquisition of existing building in London

Conduct new overseas investments (methods and initiatives)

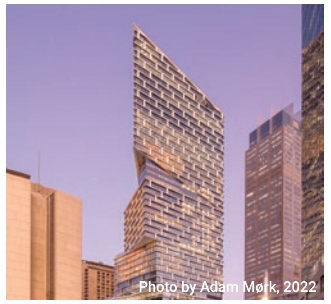


Photo by Adam Mørk, 2022

Investment in Australian fund
Investment in office building fund, Mirvac Wholesale Office Fund (MWOF)

New business strategy

Create new businesses

"Ouno" shared offices
Newly opened in Midosuji Daibiru and Yaesu Daibiru Buildings

Corporate venture capital (CVC)
Investment in Metaprop, AirX and The Chain Museum

Daibiru's role
in society

Daibiru's sustainability management

Management structure

Environment & Sustainability Committee

In 2021, the CSR and Environmental Committee was reorganized to form the Environment & Sustainability Committee. This organizational body operates under the Executive Committee and is dedicated to actively promoting measures on a Groupwide basis that help to resolve environmental and social issues and contribute to the Group's sustainable growth. Implementing initiatives aimed at sustainability is one of our most important missions. These ideas are stated om both the Group Code of Conduct and the Group Environmental Policy[*1], and we will continue to promote these initiatives.

Group Code of Conduct

1. Good corporate citizenship
2. Legal compliance
3. Fair disclosure
4. Addressing environmental problems
5. Social contribution
6. Respect for human rights
7. Corporate culture where autonomy is valued

Environmental Policy of the Group

1. Coexisting with the natural environment
2. Contribute to global warming countermeasures and the creation of a recycling-based society
3. Establish frameworks for environmental conservation
4. Improve awareness of environmental conservation
5. Cooperate with stakeholders
6. Comply with environmental laws and regulations

*1 For more details on the Group Code of Conduct and the Group Environmental Policy, please refer to our corporate website.
https://www.daibiru.co.jp/english/company/philosophy/

Joining the UN Global Compact and contributing to the SDGs

In addition to joining the UN Global Compact in 2010, the Company is deeply aware of the demands of society as represented by the Sustainable Development Goals (SDGs).

WE SUPPORT
UN GLOBAL COMPACT
SUSTAINABLE DEVELOPMENT GOALS

The Daibiru Group's materiality

To grow alongside society and assess the range of issues it faces from a business perspective, the Daibiru Group identified material issues in the short, medium, and long term that are either business opportunities or risks, which constitute the Daibiru Group's materiality in 2021. Group materiality comprises two categories: (I) providing value to society (or reducing damage to social capital) and (II) strengthening the foundation for providing value.

	Materiality	Themes	KPIs	Target theme	Target year	Target figures	Fiscal 2024 results
I. Providing value to society (or reducing damage to social capital)	Provide optimal offices for changing times	❶ Support greater tenant productivity with safe, secure, and comfortable offices ❷ Optimize offices with consideration for diversity and diversifying work styles ❸ Enrich the lives and activities of office workers ❹ Develop next-generation offices utilizing the Internet of Things (IoT) and digital technologies	Pursuit of the next generation of offices[*2] *2 Offices that allow for a wide range of work styles, show consideration for diversity, and take advantage of the IoT and digital technology, etc.	❶❷❸❹	—	—	We widely promote our new style of office to tenants and other stakeholders through tours of our head office, reopened in December 2023 following renovations, and we have further improved our next-generation office concept based on feedback.
			Percentage of office buildings with integrated management provided by the Daibiru Group	❶	Every fiscal year until fiscal 2030	80% or higher	96%
			Percentage of office buildings with health-related certifications	❶❸	Every fiscal year	100%	No relevant buildings
			Percentage of buildings that have introduced IoT and digital technology,[*3] contributing to the creation of next-generation offices *3 Sensors that incorporate image analysis technology, disaster assessment systems, etc.	❹⓲	Every fiscal year	100%	No relevant buildings
	Be rooted in the community and develop alongside towns	❺ Bring the Group's quality and services to more areas and people ❻ Support disaster-resistant urban development ❼ Work with communities toward collaborative value creation with a long-term perspective	Percentage of overseas subsidiaries that feature Daibiru's service quality (Percentage of overseas subsidiaries with Daibiru employees stationed locally and involved in quality control)	❺	Every fiscal year	100%	100%
			Percentage of buildings with advanced disaster preparedness measures in accordance with BCPs (Earthquake resistance: Japan Structural Consultants Association (JSCA) classification of "high grade" or above; water damage resistance: measures implemented to prevent flooding of the building's core equipment; and installation of a 72-hour power supply for tenants during power outages)	❻	Every fiscal year	100%	No relevant buildings
			Number of local events held (for tenants or local residents)	❼	—	—	29
	Provide eco-friendly buildings for the next generation	❽ Improve the environmental performance of Company-owned buildings ❾ Reduce the environmental impact of buildings over their life cycle ❿ Coexist with the natural environment ⓫ Visualize and disclose the environmental performance of our buildings and the environmental value they provide to society	Reduction of GHG emissions (Scope 1, 2)	❽❾❿⓫	1) Fiscal 2030 2) Fiscal 2050	1) 75% reduction or more (compared with fiscal 2019) 2) Net-zero emissions	79% reduction (compared with fiscal 2019)
			Reduction of GHG emissions (Scope 3)	❽❾❿⓫	1) Fiscal 2030 2) Fiscal 2050	1) 30% reduction or more (compared with fiscal 2019) 2) Net-zero emissions	17% reduction (compared with fiscal 2019)
			Reduction in total energy use per basic unit	❽❾❿⓫	Every fiscal year until fiscal 2030	1% year-on-year decrease in the basic unit each fiscal year	2% increase (compared with fiscal 2023)
			Electricity derived from renewable sources (according to RE100)	❽❾❿⓫	Fiscal 2025	100%	99.9%
			Percentage of office buildings with environment-related certifications	❽❾❿⓫	Every fiscal year	100%	No relevant buildings
			Percentage of buildings with ZEB Oriented certification or higher	❽❾❿⓫	Every fiscal year	100%	No relevant buildings (Reference: ZEB Oriented certification acquired upon renovation of Yodoyabashi Daibiru Building)
			Amount of waste generated per basic unit	❽❾❿⓫	Fiscal 2030	20% reduction or more (compared with fiscal 2019)	11% reduction (compared with fiscal 2019)
			Recycling rate	❽❾❿⓫	Fiscal 2030	75% or higher	57%
			Promotion of domestically produced and certified wood use	❽❾❿⓫	—	—	Continuing investigation into adoption for a specific project
II. Strengthening the foundation for providing value	Increase human resource and organizational strength	⓬ Create value via Groupwide collaboration ⓭ Foster a challenge-seeking corporate culture ⓮ Acquire and cultivate human resources that can ensure high-quality services ⓯ Promote diversity and inclusion ⓰ Pursue employee health and safety and respect human rights	Holding of collaborative meetings across the Group	⓬	Every fiscal year	Three or more meetings per fiscal year	Held three meetings Groupwide meeting (September) Management Vision Committee meetings (April and December)
			Ratio of women among all employees	⓯	Fiscal 2030	40% or higher	37%
			Ratio of women among management	⓯	Fiscal 2030	20% or higher among managers ranked section manager or higher	13%
			Percentage of men who take childcare leave	⓯⓰	Fiscal 2025	50% or higher	100%
			Rate of return to work after childcare leave	⓯⓰	Every fiscal year	Average of 80% or higher for the past five years	100%
			Use of paid leave	⓰	Every fiscal year	70%	75%
			Turnover rate (due to personal circumstances)	⓯⓰	Every fiscal year	Average of 5% or lower for the past five years	2%
	Accumulate intellectual capital to form the basis for high-quality services	⓱ Accumulate and deepen quality management know-how related to building development and management operations ⓲ Accumulate and deepen knowledge related to the IoT and digital technologies ⓳ Accumulate and deepen knowledge related to environmental technologies	Regular holding of Team Daibiru activities with leasing, facility management, security, and cleaning staff to improve all-around on-site quality	⓬⓮⓱	Every fiscal year	Held two times or more per fiscal year per building	Held two times at each building
			Percentage of employees with qualifications related to real estate	⓮⓱⓳	Fiscal 2025	Over 90% of managerial-track employees that have been employed for more than three years	93%
			Amount spent on training per employee	⓮⓱⓲⓳	—	—	¥102,000 per person
			Regular holding of meetings by the Environment & Sustainability Committee	⓮⓱⓲⓳	Every fiscal year	Four or more meetings per fiscal year	Held four meetings
	Collaborate with stakeholders to create value	⓴ Build close relationships with tenants and collaborate to create value ㉑ Strengthen relationships with national and local governments, as well as local areas ㉒ Collaborate with business partners to create value	Percentage of tenants who have been at their location for 10 years of more	⓴	Every fiscal year	—	71%
			Number of urban development council meetings participated in	❼㉑㉒	—	—	21
	Evolve toward corporate governance that supports sustainable improvement of corporate value	㉓ Improve transparency and effectiveness of management ㉔ Implement thorough compliance, internal controls, and anticorruption measures ㉕ Strengthen risk management further	Rate of participation in compliance training	㉔	Every fiscal year	100%	99.8%
			Implementation of theme-based internal audits	㉔	—	—	Conducted audits of petty cash and monetary certificate safekeeping and management situation at each office, and appropriateness of personnel and labor management in Vietnam
			Regular holding of Risk Management Meeting and Group compliance liaison meetings	㉔㉕	Every fiscal year	Four or more meetings per fiscal year	Held two meetings of the Risk Management Meeting and two Group compliance liaison meetings

Environmental initiatives

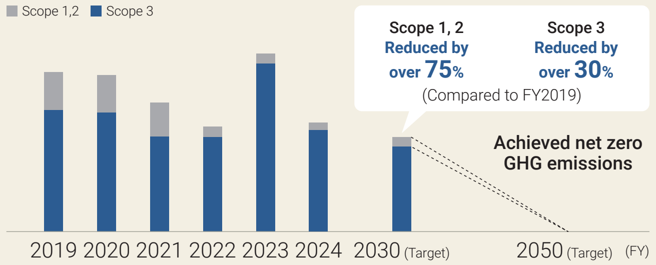
Addressing climate change and forming a circular society

The Daibiru Group's commitment to sustainability is one of our most important missions. Guided by our corporate principles and adhering to our Group Code of Conduct, we aim for sustainable development with society through our corporate activities.

Reduction of GHG emissions

The Daibiru Group has set a long-term goal of achieving net-zero GHG emissions by 2050, as well as medium-term goals for 2030 of reducing Scope 1 and Scope 2 emissions by 75% and Scope 3 emissions by 30% compared with fiscal 2019.

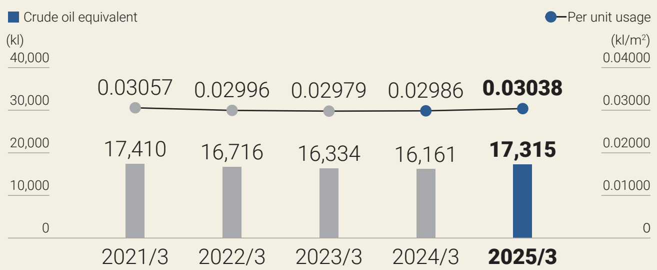
Efforts toward achieving carbon neutrality



Reductions in energy consumption

While the energy consumption in our Company-owned buildings*1 fluctuates annually with changes in the operational floor area, our efforts to reduce environmental impact have led to a downward trend in per-unit energy use.

*1 Refers to the 27 Company-owned office and commercial buildings that are subject to the Energy Conservation Act.



Adoption of emissions-free electricity, and membership in RE100

Since April 2022, Daibiru has steadily introduced emissions-free power with tracking information*2, and aims for all of the electricity consumed at company's buildings*3 to be compliant with RE100 by fiscal 2025. Furthermore, because the electricity consumed by tenants in those buildings' offices and stores will have zero CO_2 emissions, it will lead to an enhancement in their corporate environmental evaluation.

*2 Electricity that is substantially derived from renewable energy sources using Non-Fossil Certificates. With tracking information: Electricity utilizing Non-Fossil Certificates with tracking information indicating the place of power generation.

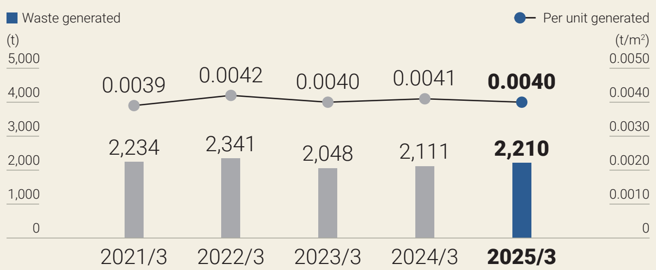
*3 Excluding buildings which are scheduled to be rebuilt or those for which the Company has not concluded the power purchase contract.

CLIMATE GROUP RE100

Promotion of waste generation volume control and recycling

Various types of waste are generated during the construction and demolition phases of buildings. At Daibiru, we ensure the proper management and disposal of hazardous materials and substances that could lead to environmental pollution in accordance with legal regulations. Additionally, we recover and reuse materials such as concrete debris and refrigerants like CFC and lithium bromide used in air conditioning systems. During the Midosuji Daibiru Building redevelopment, the existing structure was repurposed as a retaining wall for soil during excavation. Even as buildings become operational, we continue to reduce waste, establishing systems for sorting and collecting garbage to promote recycling.

Waste generation figures



Sustainable finance

Daibiru is committed to promoting the creation of environmentally friendly, green urban spaces and aims for sustainable development in cooperation with a wide range of stakeholders, including customers, local communities, and business partners. We also worked to further raise awareness of our sustainability initiatives among all stakeholders. In fiscal 2023 and fiscal 2024, we raised funds through green bonds and green loans to support our efforts financially. In addition, we obtained financing under the DBJ Employees' Health Management Rated Loan Program in fiscal 2024.

SDG Bonds

DBJ健康格付 2024

The spirit of sustainability thrives at Daibiru

Coexisting with nature

The former North Wing of the Shin-Daibiru Building, completed in 1963, was Japan's first-ever rooftop tree garden. This innovation was driven by Tomoe Kudo, then president of Daibiru, and his profound understanding of both civil engineering and nature conservation.

Tomoe Kudo
Osaka Building Co., Ltd. (Currently Daibiru Corporation) Then-President

"Land development is crucial for people to live and improve their lives."

Although land can be developed through civil engineering, one cannot deny that civil engineering as we know it essentially means the destruction of nature. By this logic, civil engineering would seem destined to be at odds with the need to protect nature.

But those who resign themselves to fate do not deserve the pride of being human. The reason people believe that the need to protect nature and land development through civil engineering cannot coexist is the false premise that these are two separate and opposing ideas that require a choice between one or the other. Rather, it must be said that our ability to engage in civil engineering that can develop land for human life while also protecting nature and maintaining the living environment for all living things, great and small, is proof that intellect resides in humanity, and that is what makes humanity the most powerful of all things.

(Excerpt from the April 1967 issue of *Architecture and Society*)

Cultivating a forest friendly to people and wildlife alike

The Shin-Daibiru Building Dojima-no-mori Garden (lit. "Dojima Forest") carries on the spirit of the rooftop tree garden of the former Shin-Daibiru Building. In addition to transplanting some of the 50-year-old trees from the old rooftop tree garden, which included Japanese maples and elms, we created a 3,300 m² green space, roughly the same size as the previous garden, using mainly native species. Biodiversity monitoring surveys conducted by external agencies in fiscal 2016, 2020, and 2024, after the completion of the Shin-Daibiru Building Dojima-no-mori Garden, confirmed that a stable food chain had been established within the forest. A habitat in the urban area like this is precious for birds and insects, and its contribution to the ecosystem was highly evaluated.

Coexistence with the natural environment

Together with our parent company, Mitsui O.S.K. Lines, Ltd., we have joined the 30by30 Alliance for Biodiversity, where we are promoting various initiatives to achieve the 30by30 target, which aims to conserve over 30% of land and sea by 2030. In October 2023, as a measure to promote the 30by30 target, Dojima-no-Mori at the Shin-Daibiru Building was recognized by the Ministry of the Environment as an Other Effective Area-based Conservation Measure (OECM).*4 During the certification process, the site was praised for its "important role as a rare green space within the city." Moving forward, we will continue to promote ecosystem-conscious environmental conservation, primarily through the maintenance of green spaces within our building premises.

OECM 30by30

*4 "Areas where biodiversity is being preserved through private initiatives" are certified by the government and registered in an international database.

Ecosystem pyramid
(All photos were taken in the Shin-Daibiru Building Dojima-no-mori Garden.)

Survey period
First survey: April 2016 – March 2017
Second survey: April 2020 – March 2021
Third survey: April 2024 – March 2025

Species identified by field survey
Birds:
First survey: 15 species
Second survey: 18 species
Third survey: 12 species
Shrike, Japanese tit, brown-eared bulbul, Japanese bush warbler, varied tit, oriental turtle dove, Japanese warbling white-eye, etc.

Insects:
First survey: 54 species
Second survey: 68 species
Third survey: 64 species
Broad-headed mantis, black-tailed skimmer, common bluebottle, etc.

Daibiru's role in society

Maximizing the potential of our people

Creating a positive work environment

Head Office After Renovations

Promotion of DE&I

As our social environment changes at a dizzying pace, it is essential for Daibiru to embrace a diverse workforce that is inclusive of gender, nationality, age, and disability to continue growing as a company. Through our agricultural employment-support services, we are actively employing people with disabilities.

We will continue to create a workplace where every employee can continue to work with a sense of fulfillment.

Work Happiness: Results from Our Indoor Farm

Increased work engagement (Head office renovation)

Given our small team, our employees are an invaluable and vital resource for our company. We believe that providing a work environment where all employees feel positive and fulfilled is how we maximize our full potential value.

One initiative towards this goal was the renovation of our Osaka head office and Tokyo office in fiscal 2023. The concept behind the head office renovation was "Spiral up! A more appealing office for tomorrow." As an office leasing company, we envisioned this office as a starting point for people, companies, and society to move in a better direction tomorrow and beyond. We pursued this vision for our head office, which functions as both our headquarters and a living office space for employees.

Additionally, to encourage maximum communication and productivity in the workplace, we aimed to create an office that is a natural gathering place for "office-specific" functions otherwise unavailable in satellite locations or remotely. As a result, our head office received the New Office Promotion Award and the Kansai Bureau of Economy, Trade and Industry Director-General's Award at the 37th Nikkei New Office Awards.

VOICE

Translating insights from our head office renovation into client solutions

This renovation project, led by a team of young employees, was a valuable opportunity. I experienced firsthand a shift in mindset and felt a strong sense of unity through cross-departmental workshop discussions. Since transferring to the sales department, I plan to use my experience in the head office renewal project to help more clients rediscover the value of their offices.

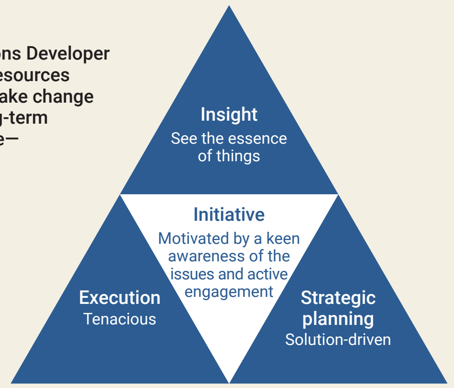
H.T.
Office Leasing Section, Tokyo Office Leasing & Operations Department
New graduate hire in fiscal 2020. Previously assigned to the General Affairs Section of the General Affairs Department.

The ideal candidate

Our job is to construct giant, three-dimensional structures called buildings, while keeping in mind the fourth dimension, that is, continuity with the past, present, and future. Daibiru aims to make the most of its long-term relationships with customers, and so it offers a wide range of opportunities to its human resources who are bold enough to bring about change and create. We do this to ensure that we can continue to develop on a permanent basis. From this passion, we have set forth a vision for ideal human resources under the concept of "4 Dimensions Developer: Human resources who can make change from a long-term perspective."

For a company like ours, with a small but highly selective team, we believe that people who can make change from a long-term perspective need to have the following four key elements: "initiative," "insight," "strategic planning," and "execution." Daibiru seeks and nurtures people with the potential to become a "4 Dimensions Developer," valuing diversity such as individual character, gender, age, personality, skills, interests, and specializations.

4 Dimensions Developer —Human resources who can make change from a long-term perspective—



Initiatives to advance our organizational capabilities

Strategy for increasing work engagement

Revision of the childcare leave system

To realize gender equality in childcare, we have revised our regulations to alleviate concerns about income during childcare leave and to create an environment where employees can focus on childcare with peace of mind. During the first four weeks (28 days) of childcare leave, including leave taken immediately after childbirth, employees will receive paid leave with their full salary maintained. Additionally, under the revised regulations, this period will now be included in the calculation of bonuses.

Student loan payment assistance

Because roughly half of all undergraduate and graduate students have student loans, the burden of paying off these loans has become a serious social issue, with major impacts on their life plans, such as marriage or having children. The program eases the financial burden of these loans by offering payment exemptions during the financially challenging period following new employment and capping the interest on prior loans to the amount of tax on economic benefits.

Introducing health support app "CaloMama Plus" and DEI service "Cradle"

To better support employee health management and literacy, we have introduced the AI-powered app CaloMama Plus as a resource for health advice, which we used to organize a company walking event. Furthermore, we have incorporated Cradle as a way to create a more enjoyable workplace. It provides online seminars on DEI, problem-solving videos, and healthcare support.

Introducing office casual attire

As a part of our efforts to promote diversity, reform work styles, and create attractive work environment, we have introduced a casual dress code in the office to create a more appealing workplace. By allowing a more relaxed dress code, we aim to promote a more comfortable environment, stimulate employee communication in the workplace, and encourage free and autonomous thinking.

Employee training and development

Stratified training

In addition to training new employees, further training is provided at the two-year mark, six-year mark, and first managerial post, as well as for middle-management posts and for executive posts, providing the required skills at each rank.

English comprehension program

This program allows employees with a certain Test of English for International Communication (TOEIC) score level or those who require English as part of their work to utilize language schools. They can take individual English conversation lessons or join group sessions involving practice for meetings and presentations.

Online courses

Employees can select and take more than 100 online educational courses, including business skills, English, and certifications (real estate transaction agent, bookkeeping, business-related legal affairs, etc.). They can study at their own pace by making use of their spare time to improve their skills.

Cafeteria-style elective training

Employees can select and take seminars on the field they want to learn more about, such as business, communication, or management skills.

Certified building administrator training course

Employees can take a systematic course covering overall knowledge relating to building management. The aim is to be accredited as a certified building administrator (CBA) through the completion of the course and the certification exam.

Certification by the Association for Real Estate Securitization (ARES) Certified Masters training course

Employees can take a course covering real estate securitization and investing. The aim is to be accredited as an ARES Certified Master through completion of the course and the certification exam.

Human resources data

(As of March for each year)

			2021/3	2022/3	2023/3	2024/3	**2025/3**
Number of employees	Non-consolidated	(Persons)	86	89	107	114	**120**
	Consolidated	(Persons)	2,457	2,250	2,163	2,185	**2,206**
	Percentage of female employees (Non-consolidated)	(%)	30	33	34	33	**37**
	Percentage of female managers ranked section manager or higher (Non-consolidated)	(%)	10	8	8	12	**13**
Average years of service (Non-consolidated)		(Years)	11	11	11	10	**9**
Number of recruits (Non-consolidated)	New graduates	(Persons)	3	2	6	3	**2**
	Mid-career	(Persons)	3	2	9	3	**8**
Education and training expenses (Non-consolidated / year)		(Thousands of yen / person)	50	60	68	106	**102**
Utilization rate of childcare leave (Non-consolidated / male / year)		(%)	—	—	—	100	**100**
Rate of return after parental leave (Non-consolidated / five-year cumulative total)		(%)	100	100	100	100	**100**
Turnover rate (Non-consolidated / voluntary termination / five-year cumulative total)		(%)	1	1	0	1	**2**

Regional updates

TOKYO

Yaesu Daibiru Building reconstruction plan

Related material issues

- Provide optimal offices for changing times
- Be rooted in the community and develop alongside towns
- Provide eco-friendly buildings for the next generation

The vicinity of the Yaesu Exit of Tokyo Station is currently in the midst of unprecedented redevelopment. Daibiru has in fact owned a building in this area continuously for around 60 years, through decades of change. The latest chapter is the birth of the new Yaesu Daibiru Building.

Architecture weaving together history and tradition in the Yaesu area over many years

The former Yaesu Daibiru Building, completed in 1967, symbolized a period of incredible economic growth for Japan, and was built to respond to the rapidly expanding demand for offices. It was designed by architect Togo Murano, with the aim of creating an office building appropriate for the gateway to the capital. Characterized by its exterior design featuring strong stone columns and delicate beams, it had a truly symbolic presence that contributed to the street's prominence, and is etched in many people's memories.

The new Yaesu Daibiru Building was constructed to carefully preserve the face of its predecessor. It employs the same dark granite as that of the former building for exterior materials, to transmit a dignified and reliable image today. In addition, the light and shadow created by the fine details in the stonework surrounding the windows impart grace to the overall structure, projecting a beautiful harmony between the past and present.

Coexisting with nature, passing our environmental legacy into the future

For the reconstruction, in addition to the outstanding design, we passed down the vital legacy of contributing to the environment that we inherited from our forebears. Since the 1960s, we have consistently been conscious of the harmonious coexistence of land development and the natural environment. Indeed, the former Shin-Daibiru Building, completed in 1963 in Kita-ku, Osaka, featured Japan's first rooftop garden measuring about 3,300 m². We have handed down this tradition unceasingly. Trees nurtured from the seeds of plants in the rooftop garden of the former Yaesu Daibiru Building have been used in the external garden of the new building, whereby we contribute to the environment and carry on this value for the future.

Cutting-edge environmental performance and safety, highly regarded in Japan and abroad

Daibiru uses its knowledge as an office building developer with over 100 years' history to tackle further innovation. The new Yaesu Daibiru Building is a cutting-edge environmentally friendly construction that has received high appraisal in Japan and abroad, including ZEB Ready certification under Japan's Building-Housing Energy-Efficiency Labeling System (BELS), and is expected to receive a Gold rating under the US-based Leadership in Energy & Environmental Design (LEED) system. We aim to be at the forefront in environmental performance, having introduced CO_2-free energy derived from renewable sources with non-fossil fuel certification towards the realization of a decarbonized society.

The former Yaesu Daibiru Building, completed in 1967, pursued a dignity befitting the gateway to the capital. Its exterior showed consideration for the surroundings, with no projecting signboards. With its show windows along the sidewalk, it lit up the city at night. The building connected directly to Yaesu's underground shopping area, providing highly acclaimed convenience for commuting and shopping.

Location: 1-1-1, Kyobashi, Chuo-ku, Tokyo
Site area: 1,965.99 m²
Gross floor area: 22,042.78 m²
Floors: 11 floors above ground, 3 floors below ground
Structure: Mid-story seismic isolation structure, steel-frame structure (partly steel-frame ferroconcrete structure, ferroconcrete structure)
Usage: Offices, restaurants, retail stores, car parking, direct access to underground shopping area
Design: NIKKEN SEKKEI LTD.
Construction: KAJIMA CORPORATION
Constructed: June 2025

Passing down Yaesu's traditions and pioneering the future as a symbol of "heritage and innovation"

The building also has a thorough business continuity plan (BCP), with measures in place to ensure safety in the event of an earthquake. The seismic isolation structure installed on the middle floors is equivalent to the "advanced seismic isolation" grade of seismic performance, the highest rank determined by the Japan Structural Consultants Association (JSCA). Other arrangements in place to ensure safe use in the event of a disaster include emergency generators capable of operating for seven days, and a 10-day water supply.

The building represents the unveiling of the next-generation of office buildings in Tokyo, and will support corporate value creation while also achieving healthy living for people and sustained growth for the city. This reconstruction plan is the realization of Daibiru's efforts to pioneer a new future, while continuing to value Yaesu's traditions, based on an unwavering concept of passing down "heritage and innovation." We will continue to respect the past, refine the present, and create the future.

New flagship building fusing tradition and innovation

This reconstruction was based on the concept of "heritage and innovation." The delicate and beautiful design of the former building was reinterpreted in a modern form, reborn with an appearance that exudes refined boldness and dignity. Its classical grace and conspicuous presence naturally attract the eyes of passersby. It is fitting for our company's flagship building, and I am certain it will become a landmark.

T.T.
Construction & Technical Department
Joined mid-career to current post in 2019.

Sapporo Daibiru Building redevelopment project

Location: Minami 2-jo, Nishi-4-chome, Chuo-ku, Sapporo, Hokkaido
Site area: 3,143 m²
Gross floor area: Approx. 42,000 m²
Floors: 19 floors above ground, 2 floors below ground
Structure: Steel-frame structure (partly steel-frame ferroconcrete structure)
Usage: Offices, hotel, stores, and car parking
Design: NIKKEN SEKKEI LTD, Plantec, Inc., and SOCI Inc.
Construction: OBAYASHI CORPORATION
Completion: April 2027 (scheduled)

SAPPORO

Full-scale launch of two major town planning projects to initiate Sapporo's future

Daibiru's first foray in community-focused urban planning

We chose Sapporo as our third Japanese hub, after encountering attractive buildings that painted a vision of redevelopment set to transform the city's future. We also recognized its strong future potential, exemplified by its wealth of tourism resources and expansion of new industries.

We began construction in July 2024, launching the full-scale redevelopment of Sapporo Daibiru Building. Aiming to create a building that would please the community, we engaged in repeated dialogues to understand local issues before making our first urban planning proposal. Furthermore, we secured cooperation from local landowners to help formulate and formalize the Odori T-Zone Sapporo Eki-mae Dori District plan.

This project, currently underway, is for a mixed-use building, combining office spaces, a hotel, and retail. By leveraging its prime location, which integrates business and retail, we aim to create a vibrant townscape embraced by the community.

Station-front redevelopment project based on trust built in a new land

Appraisal of our initiatives in the Sapporo Daibiru Building and our approach to town planning led to our participation in the Sapporo Station-front redevelopment project. Going forward, we will continue to collaborate with the community to advance town creation that incorporates local needs.

Related material issues

- Provide optimal offices for changing times
- Be rooted in the community and develop alongside towns
- Collaborate with stakeholders to create value

North 4 West 3 District Type 1 Urban Redevelopment Project in the South Exit Area of Sapporo Station

Location: Kita 4-jo, Nishi-3-chome, Chuo-ku, Sapporo, Hokkaido
Site area: 11,000 m²* (approx. 3,300 *tsubo*)
Gross floor area: 203,750 m²* (approx. 61,600 *tsubo*)
Floors: 33 floors above ground, 7 floors below ground
Structure: Steel-frame structure (partly steel-frame ferroconcrete structure)
Usage: Offices, accommodation, stores, and car parking
Design: KAJIMA CORPORATION
Construction: Joint venture including Kajima, Penta-Ocean, Tokyu, Ito, IwataChizaki, Tanaka, and Nakayama
Completion: July 2028 (scheduled)
* Gross floor area of entire redevelopment project

A unique landmark created with the community

In making our urban planning proposal for Sapporo Daibiru Building, we held dialogues with diverse stakeholders, compiling issues requiring complex coordination, working together amicably to develop new guidelines. We hope this mixed-use building with strong local roots will create a unique landmark that will boost the presence of the Daibiru brand.

S.F.
Sapporo Project Department
New graduate hire in fiscal 2016. Worked on group company secondment, in the Construction & Technical Department, and on secondment to NIKKEN SEKKEI before current role.

AUSTRALIA

Leveraging our insight to tackle a new Australian office development

7 Spencer: A new foundation for Australian business

We are advancing the development project for an A-grade office tower, 7 Spencer, in Melbourne's center, in collaboration with major Australian real estate company Mirvac Limited.

Located in the city's fast-growing central business district (CBD), this next-generation office building, equipped with the latest amenities and advanced environmental functions, is scheduled to begin operating in 2026.

Launching this project with Mirvac, whose business policy aligns with our approach, we enhanced our presence in Australia, leading to us securing our largest investment to date, 135 King Street.

135 King Street: Rare opportunity in a strategic location

In April 2025, we acquired 135 King Street, an A-grade building located in Sydney, Australia's economic and retail hub. Facing the Pitt Street Mall, one of the biggest shopping streets in the Southern Hemisphere, the building offers more than just offices, it is also well-located for retail.

Its environmental performance has been evaluated highly, with 5.5-stars (out of 6) under the National Australian Built Environment Rating System (NABERS), while maintaining high operating efficiency.

Related material issues

- Provide optimal offices for changing times
- Be rooted in the community and develop alongside towns
- Provide eco-friendly buildings for the next generation
- Collaborate with stakeholders to create value

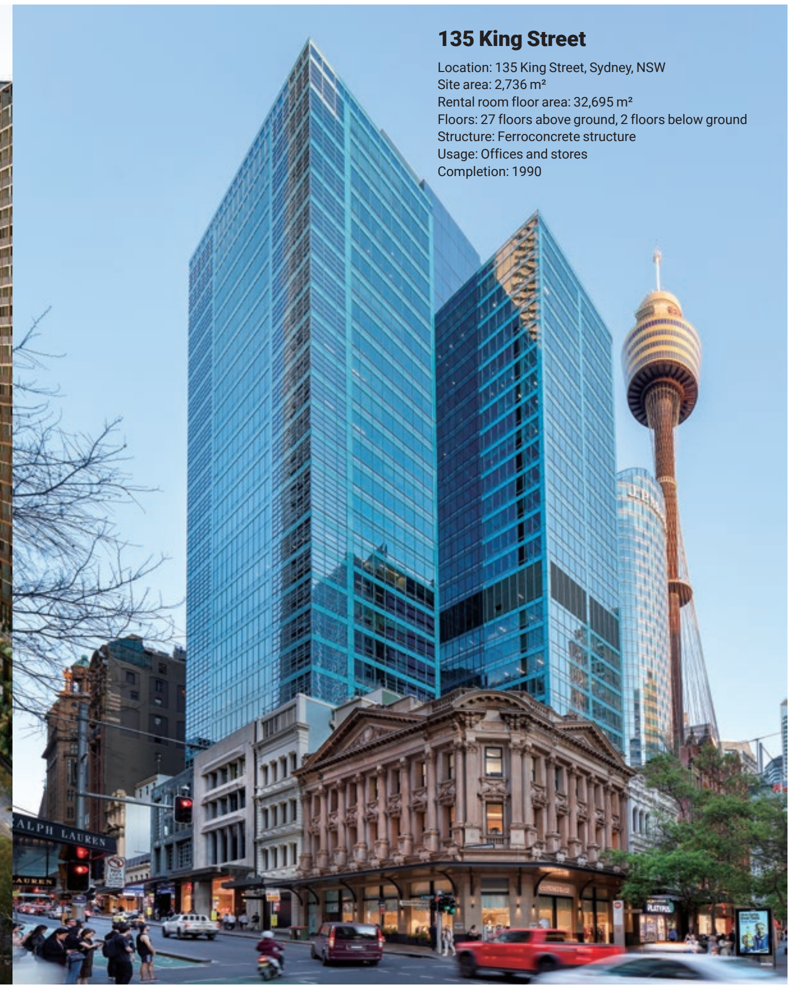
Expanding investment in Australia with our third property

The acquisition of 135 King Street marks our third investment in Australia. Our first, 275 George Street, is fully leased and operating smoothly, and construction of the second property, 7 Spencer, is nearing completion. We are busily engaged with these three properties, but will work together as a united team to offer local customers quality equal to that of our properties in Japan.

Q.N.
Daibiru Australia
Joined our Vietnam Representative Office in fiscal 2011. After working in the Osaka Office Leasing & Operations Department, the Corporate Planning Department, and Daibiru Vietnam, she is now on secondment to Daibiru Australia.

7 Spencer

Location: 2-16 Siddeley Street, Melbourne, VIC
Site area: 4,300 m²* (approx. 1,300 *tsubo*)
Rental room floor area: Approx. 46,000 m²* (approx. 13,900 *tsubo*)
Floors: 21 floors above ground, 1 floor below ground
Structure: Ferroconcrete structure
Usage: Offices, stores, business lounges
Architect: Fender Katsalidis Architects
Construction: Mirvac Constructions (VIC) Pty Ltd
Completion: February 2026 (scheduled)
* Including portions owned by co-owners



135 King Street

Location: 135 King Street, Sydney, NSW
Site area: 2,736 m²
Rental room floor area: 32,695 m²
Floors: 27 floors above ground, 2 floors below ground
Structure: Ferroconcrete structure
Usage: Offices and stores
Completion: 1990

INDIA

Tackling new value creation in India, a land of possibilities

Initiating the future of offices amid remarkable economic growth

An important strategy of our medium- to long-term management plan, 2035 "BUILD NEXT" is investment in growth regions. As one aspect of this, we are focusing on India, which is undergoing remarkable economic and population growth. While this was uncharted territory for us, we leveraged the network of Mitsui O.S.K. Lines. By building relationships with local companies and undertaking market surveys, we were blessed with investment opportunities.

In April 2024, we joined in the office building development project Atrium Place in central Gurugram. In collaboration with worldwide real estate developer Hines Interests Limited Partnership, we are currently developing high-grade office towers on approximately 47,600 m² of land.

Furthermore, in November 2024, we were able to join International Tech Park Chennai, Radial Road. This project is in collaboration with the CapitaLand Group Pte. Ltd., which has an extensive track record in real estate development worldwide. Our plan is to create a state-of-the-art business super-park, the first in India to acquire certification for net-zero buildings.

Advancing into India with trusted partners

These forays into a new market posed a challenge for us, but both were in collaboration with industry leaders, and we are making solid progress.

Going forward, we will boost our presence in this growth market and focus on value creation.

Related material issues

- Be rooted in the community and develop alongside towns
- Provide eco-friendly buildings for the next generation
- Collaborate with stakeholders to create value

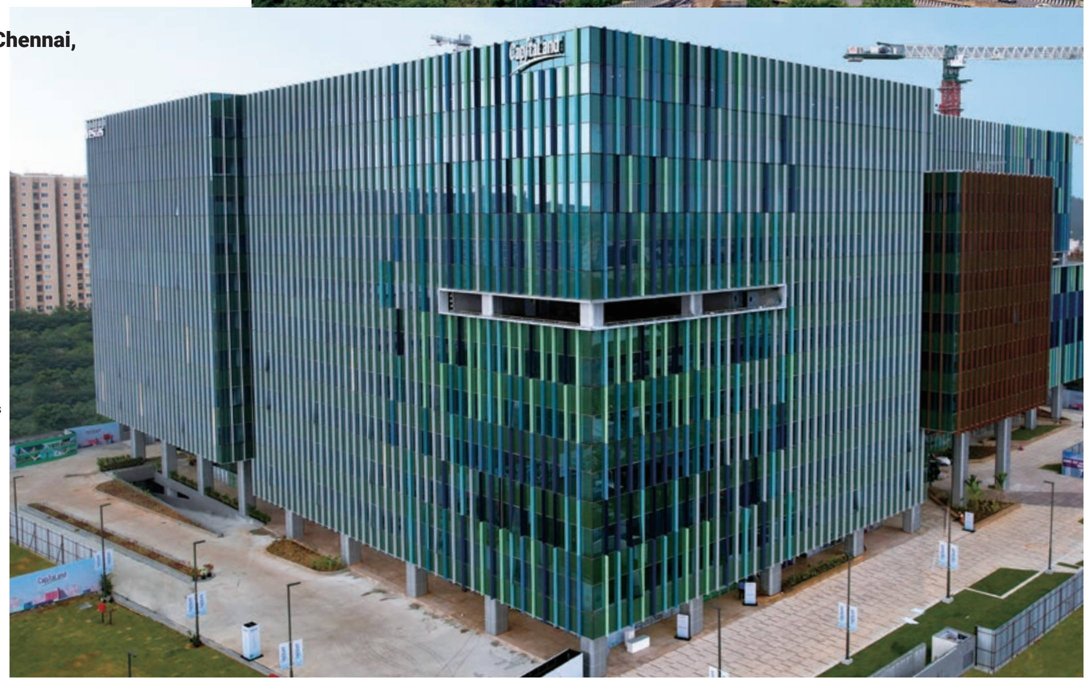
Accelerating investment in India through joint ventures

Our second project in India, in Chennai, is thanks to the links formed between CapitaLand and Mitsui O.S.K. Lines in Singapore, which led to this investment. By collaborating with Hines in the first project, and CapitaLand in the second, we have been able to gain a multifaceted understanding of the Indian real estate market, and are steadily acquiring more expertise. We have great confidence in our next investment in India's remarkable growth market.

T.S.
Overseas Business Department
New graduate hire at Mitsui O.S.K. Lines, Ltd. in fiscal 2015. Since September 2024, he has been on secondment with us through the internal recruitment system.

Atrium Place
Location: Vanijya Nikunj, Udyog Vihar Phase V, Sector 19, Gurugram Haryana
Site area: Approx. 47,600 m² (approx. 14,399 *tsubo*)*
Rental room floor area: Approx. 285,000 m² (approx. 86,212 *tsubo*)*
Floors: 15 floors above ground, 5 floors below ground
Structure: Ferroconcrete structure
Usage: Offices and stores
Design: Pelli Clarke & Partners
Construction: Shapoorji Pallonji & Company
Completion: August 2025 (scheduled) (Towers 1-3)
April 2026 (scheduled) (Tower 4)
* Including portions owned by co-owners

International Tech Park Chennai, Radial Road
Location: International Tech Park, Pallavaram, Chennai, Tamil Nadu
Site area: Approx. 52,000 m² (approx. 15,730 *tsubo*)*
Rental room floor area:
Approx. 120,000 m² (approx. 36,300 *tsubo*)(Phase 1)*
Approx. 120,000 m² (approx. 36,300 *tsubo*)(Phase 2)*
Floors: 11 floors above ground, 3 floors below ground
Structure: Ferroconcrete structure
Usage: Offices and stores
Design: Morphogenesis
Construction: L & W Construction India
Completion:
August 2023 (Phase 1)
August 2025 (scheduled) (Phase 2)
* Including portions owned by co-owners



Capital House
Location: 85 King William Street, London EC4N 7BL
Site area: 1,967 m²
Rental room floor area: 11,287 m²
Floors: 9 floors above ground, 2 floors below ground
Structure: Steel-frame structure
Usage: Offices, stores, and car parking
Design: Sidell Gibson Partnership
Construction: Sir Robert McAlpine
Completion: July 2003

UNITED KINGDOM

Advancing Group collaboration in global capital London

London, U.K., our first foray into Europe

In June 2025, we acquired Capital House in the center of London's financial district. London is a major office market where many Forbes Global 2000 companies have their headquarters. It is well-regarded by global investors as a core market with a high degree of liquidity and transparency. Since Brexit, this global city continues to maintain its position as an international financial center. This building is one minute's walk from Bank Station, a strategic location close to the Bank of England and other major institutions.

It boasts high ratings such as BREEAM, a highly valued environmental standard, giving the office building a competitive edge in the City of London. Furthermore, Mitsui O.S.K. Lines Group companies, for which London is a key base of the global business, are set to house their offices here.

Global growth strategy based on collaboration with Mitsui O.S.K. Lines

The U.K. is the fifth country we have expanded our business into outside of Japan. We are thus boosting our role of responsibility for real estate of the Mitsui O.S.K. Lines Group. Going forward, we will continue to utilize the Group's network to engage in further proactive investment in the U.K. and elsewhere.

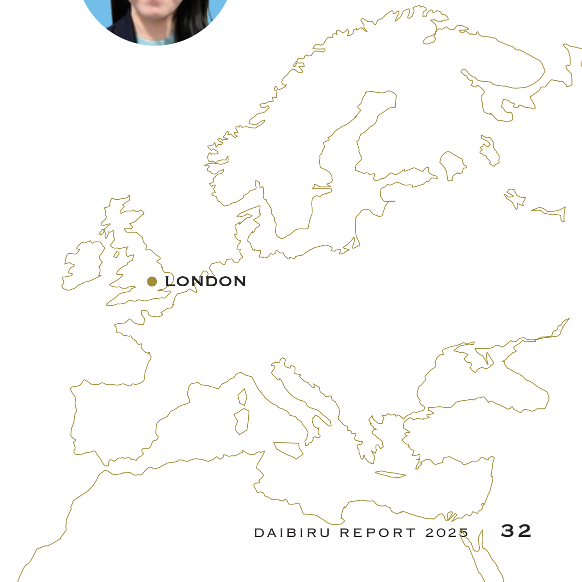
Related material issues

- Be rooted in the community and develop alongside towns
- Provide eco-friendly buildings for the next generation
- Collaborate with stakeholders to create value

Aiming for full occupancy of our first U.K. investment property

From the start of our study into investment in the U.K., we encountered various issues until completing the acquisition of our first property, Capital House, much to my relief. When I first set eyes on the building, I felt it was perfect for our company. While struggling with the time difference between Japan and the U.K., and with British English, I am working with a team of experts, aiming to operate at full occupancy.

M.K.
Overseas Business Department
Joined mid-career to current post in fiscal 2024.



ouno Midosuji
Location: 4-1-2 Minami-kyuhojimachi, Chuo-ku, Osaka
Architecture: DRAFT Inc.
Operation management: Reqree inc.
Opened: May 2024

OUNO

Providing premium office space for diverse work styles

Comfortable, premium office space to support diverse work styles

Recently, there is demand for new-style office spaces adapted to diversifying work styles. We therefore launched our share office business, "ouno," based on our extensive knowledge of office management and tenant feedback.

"ouno," a portmanteau of "office" and "uno" (Italian for "one"), embodies the concept of a premium space for each and every person.

Seeking new potential for office development by offering new value

Our first "ouno," ouno Midosuji, launched in 2024 with a refined design, high-quality furniture, service staff, and high-level security to give users peace of mind and comfort.

We have also decided to launch ouno Yaesu, completed in June 2025. Customers will be able to use both bases, and going forward, we will enhance comfort and convenience, to provide strong support to working people.

Related material issues

- Provide optimal offices for changing times
- Accumulate intellectual capital to form the basis for high-quality services

A new base linking people and businesses

Our new initiative in the share office business is challenging, but it is a field with growing demand, which makes it very rewarding to be involved. Each day, we work to improve the quality of service and usability while listening to user feedback, striving to create a more comfortable, valuable environment. I am encouraged by user comments that they prefer a Daibiru share office, and appreciate the unique design and quality. Meanwhile, we will continue to evolve, linking people and businesses, the community and nature, aiming to be a base for producing new ideas and collaboration.

M.M.
Osaka Office Leasing & Operations Department
New graduate hire in fiscal 2015. Previously in the Finance & Accounting Department, and the Human Resources Department.

CVC

Tight-knit support that expands the potential of the real estate business

Transformation for the next 100 years through CVC

With the advent of our 100-year anniversary, we began fully-fledged use of corporate venture capital (CVC). Through collaboration with Mitsui O.S.K. Lines's CVC MOL PLUS Co., Ltd., we established the MOL PLUS Daibiru Desk. It will invest in start-ups in the fields of property technology, smart city technology, environmental sustainability, and digital transformation (DX).

By deploying tight-knit support for mutual growth, transcending simply funding, we will collaborate with start-ups to drive sophistication of the real estate business and new business creation.

Striving to build a next-generation real estate model through investment and collaboration

In November 2024, Daibiru invested in MetaProp Ventures IV, a venture capital firm that specializes in real estate technology. In March 2025, we invested in AirX, which aims to support the societal implementation of new air mobility technology through the operation of "flying cars." This has the potential to enhance the value of Daibiru's buildings. Furthermore, we have decided upon investment in The Chain Museum, which delivers art-related business, such as the operation of a specialized art EC platform.

Leveraging MOL PLUS's abundant investment discernment and business collaboration expertise, we are also advancing strategic and rapid use of CVC, to strengthen the Group's overall competitiveness.

Enthusiastic dialogue opens the way to enhanced corporate value

I am always inspired by dialogue with the enthusiastic operators of start-up businesses. I feel great satisfaction in the process of imagining and implementing the future based on what I have realized through dialogues. I was challenged by the small team size and the need to provide rapid responses, but I used this as fuel for growth. In the future, I want to pioneer more possibilities for town creation.

S.C.
Corporate Planning Department
Joined mid-career to current post in fiscal 2021.

Related material issues

- Increase human resource and organizational strength
- Collaborate with stakeholders to create value

©Kotao Tomozawa photo: Ryo Yoshiya

❶ Location
❷ Number of stories
❸ Gross floor area
❹ Completion

O S A K A

Daibiru-Honkan Building
❶ 3-6-32, Nakanoshima, Kita-ku, Osaka
❷ 22 floors above ground, 2 floors below ground
❸ 48,197.75 m² (14,579.82 tsubo)
❹ Feb. 2013

CASBEE OSAKA OF THE YEAR 2013 First Prize, Office Category Award / Osaka Mayor Prize of City of Osaka Scenic Architecture Award / Selected as "Living Architecture Museum Osaka Selection" / BCS Award

Nakanoshima Daibiru Building
❶ 3-3-23, Nakanoshima, Kita-ku, Osaka
❷ 35 floors above ground, 2 floors below ground
❸ 79,543.04 m² (24,061.77 tsubo)
❹ Mar. 2009

Osaka Prefecture Governor's Award of Osaka Sustainable Building Award / CASBEE OSAKA OF THE YEAR 2009 / Osaka Mayor Prize of City of Osaka Scenic Architecture Award

Shin-Daibiru Building
❶ 1-2-1, Dojimahama, Kita-ku, Osaka
❷ 31 floors above ground, 2 floors below ground
❸ 77,388.49 m² * (23,410.02 tsubo)
❹ Mar. 2015

Osaka Mayor Prize of City of Osaka Scenic Architecture Award / "AAA," the highest rank in JHEP Certification (Japan Habitat Evaluation and Certification Program) / "Five stars," the highest rank in DBJ Green Building Certification / "S," the highest rank in the CASBEE OSAKA Mirai (Comprehensive Assessment System for Building Environmental Efficiency) / "Urban Oasis" by SEGES (Social and Environmental Green Evaluation System)

*Including portions owned by co-owners

Umeda Daibiru Building
❶ 3-3-10, Umeda, Kita-ku, Osaka
❷ 23 floors above ground, 3 floors below ground
❸ 42,363.23 m² (12,814.88 tsubo)
❹ May 2000

City of Osaka Scenic Architecture Award / Award given to greening facilities attached to buildings

Awajimachi Daibiru Building
❶ 3-1-9, Awajimachi, Chuo-ku, Osaka
❷ 8 floors above ground, 1 floor below ground
❸ 10,344.37 m² (3,129.17 tsubo)
❹ May 1986

Dokita Daibiru Building
❶ 1-2-5, Dojima, Kita-ku, Osaka
❷ 8 floors above ground, 1 floor below ground
❸ 4,282.71 m² (1,295.52 tsubo)
❹ Mar. 1986

Kita-Umeda Daibiru Building
❶ 1-5-22, Nakatsu, Kita-ku, Osaka
❷ 8 floors above ground, 1 floor below ground
❸ 4,184.83 m² (1,265.91 tsubo)
❹ Jan. 1997

Estate Tosabori Building
❶ 2-2-17, Tosabori, Nishi-ku, Osaka
❷ 5 floors above ground,1 floor below ground
❸ 5,634.91 m² (1,704.56 tsubo)
❹ Oct. 1997

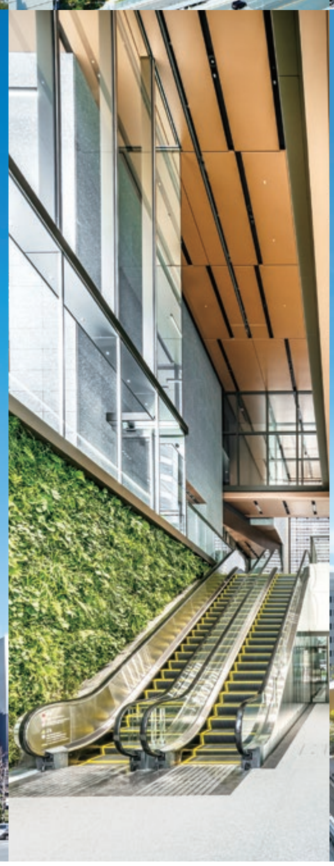
Tosabori Daibiru Building
❶ 2-2-4, Tosabori, Nishi-ku, Osaka
❷ 17 floors above ground, 1 floor below ground
❸ 37,496.96 m² * (11,342.83 tsubo)
❹ Jul. 2009

Incentive Award of City of Osaka Scenic Architecture Award / Special Prize of Osaka Sustainable Architecture Award

*Including portions owned by co-owners

Midosuji Daibiru Building
❶ 4-1-2, Minami-Kyuhojimachi, Chuo-ku, Osaka
❷ 20 floors above ground, 1 floor below ground
❸ 20,275.57 m² (6,133.36 tsubo)
❹ Jan. 2024

"S," the highest rank in the CASBEE Smart Wellness Office certification
Obtained "ZEB Oriented" BELS certification
Osaka Prefectural Governor's Award in the 68th Osaka Architectural Competition

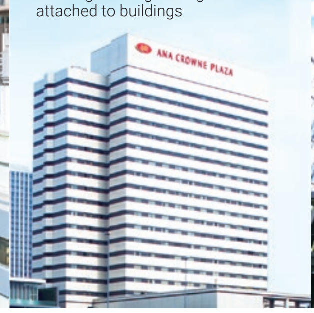


Yodoyabashi Daibiru Building
❶ 4-4-9, Koraibashi, Chuo-ku, Osaka
❷ 14 floors above ground, 2 floors below ground
❸ 11,273.19 m² (3,410.14 tsubo)
❹ Feb. 1997

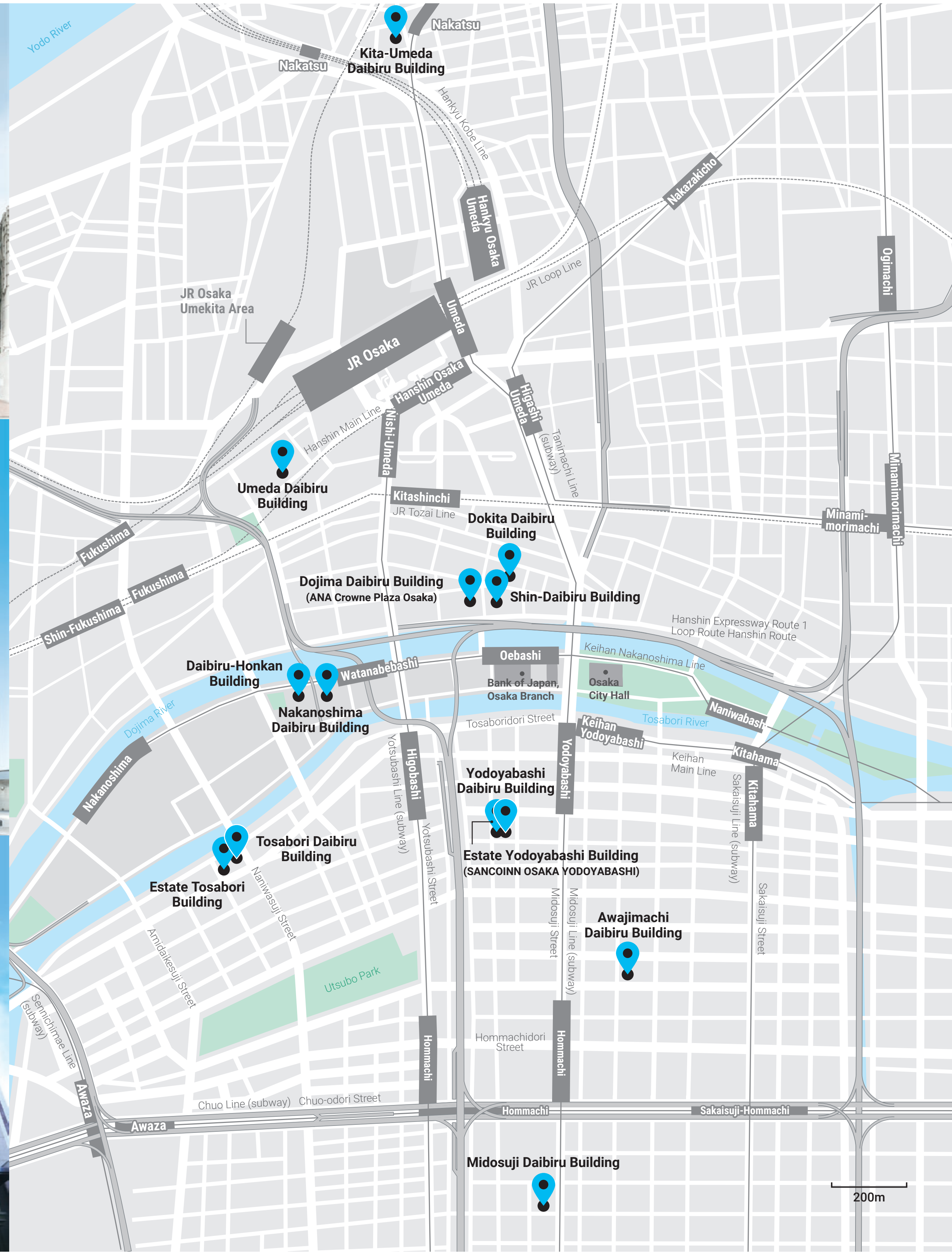
Obtained "ZEB Oriented" BELS certification

Dojima Daibiru Building
(ANA Crowne Plaza Osaka)
❶ 1-3-1, Dojimahama, Kita-ku, Osaka
❷ 23 floors above ground, 3 floors below ground
❸ 44,770.16 m² (13,542.97 tsubo)
❹ Sep. 1984

City of Osaka Scenic Architecture Award / Award given to greening facilities attached to buildings



Estate Yodoyabashi Building
(SANCOINN OSAKA YODOYABASHI)
❶ 4-4-14, Koraibashi, Chuo-ku, Osaka
❷ 14 floors above ground
❸ 2,440.18 m² (738.15 tsubo)
❹ Aug. 2018



❶ Location
❷ Number of stories
❸ Gross floor area
❹ Completion

TOKYO

Hibiya Daibiru Building
❶ 1-2-2, Uchisaiwaicho, Chiyoda-ku, Tokyo
❷ 21 floors above ground, 3 floors below ground
❸ 29,960.50 m^2 (9,063.05 tsubo)
❹ (First phase) Oct. 1989 (Second phase) Nov. 1991

Akihabara Daibiru Building
❶ 1-18-13, Sotokanda, Chiyoda-ku, Tokyo
❷ 31 floors above ground, 2 floors below ground
❸ 50,289.59 m^2 (15,212.60 tsubo)
❹ Mar. 2005

Aoyama Rise Square
❶ 5-1-22, Minami-Aoyama, Minato-ku, Tokyo
❷ 16 floors above ground, 2 floors below ground
❸ 25,010.81m^2 * (7,565.77 tsubo)
❹ Apr. 2003

*Including portions owned by co-owners

Yaesu Daibiru Building
❶ 1-1-1, Kyobashi, Chuo-ku, Tokyo
❷ 11 floors above ground, 3 floors below ground
❸ 22,042.78 m^2 (6,667.94 tsubo)
❹ Jun. 2025

LEED certification Gold rating to be obtained / BELS certification ZEB Ready obtained / CASBEE Wellness Office certification S rank obtained

Kojimachi Daibiru Building
❶ 5-7-1, Kojimachi, Chiyoda-ku, Tokyo
❷ 7 floors above ground, 2 floors below ground
❸ 11,609.67 m^2 (3,511.93 tsubo)
❹ Sep. 1976

Shiba Daibiru Building
❶ 5-21-6, Shiba, Minato-ku, Tokyo
❷ 10 floors above ground, 1 floor below ground
❸ 10,833.24 m^2 (3,277.06 tsubo)
❹ Jun. 1989

Uchisaiwaicho Daibiru Building
❶ 1-3-3, Uchisaiwaicho, Chiyoda-ku, Tokyo
❷ 9 floors above ground, 2 floors below ground
❸ 10,121.85 m^2 (3,061.86 tsubo)
❹ Jan. 1983

Mita Nitto Daibiru Building
❶ 3-11-36, Mita, Minato-ku, Tokyo
❷ 8 floors above ground, 1 floor below ground
❸ 10,008.21 m^2 * (3,027.48 tsubo)
❹ Sep. 1986

*Including portions owned by co-owners

Estate Shiba Building
❶ 5-17-2, Shiba, Minato-ku, Tokyo
❷ 5 floors above ground
❸ 498.92 m^2 (150.92 tsubo)
❹ Dec. 1987

Otemon Tower / ENEOS Building
❶ 1-1-2, Otemachi, Chiyoda-ku, Tokyo
❷ 22 floors above ground, 5 floors below ground
❸ 107,571.33 m^2 * (32,540.33 tsubo)
❹ Nov. 2015

*Including portions owned by co-owners

Otemachi First Square
❶ 1-5-1, Otemachi, Chiyoda-ku, Tokyo
❷ 23 floors above ground, 5 floors below ground
❸ 141,228.06 m^2 *1 (42,721.49 tsubo)
❹ Feb. 1992*2

*1 Including portions owned by co-owners *2 West Tower

Seavans South
❶ 1-2-3, Shibaura, Minato-ku, Tokyo
❷ 24 floors above ground, 2 floors below ground
❸ 74,222.45 m^2 * (22,452.29 tsubo)
❹ Jan. 1991

*Including portions owned by co-owners

Shosen Mitsui Building
(Toranomon Daibiru-West Building)
❶ 2-1-1, Toranomon, Minato-ku, Tokyo
❷ 16 floors above ground, 3 floors below ground
❸ 34,655.23 m^2 (10,483.21 tsubo)
❹ Nov. 1979

BELCA Award (Best Renovation Category)

Toranomon Daibiru-East Building
❶ 3-8-1, Kasumigaseki, Chiyoda-ku, Tokyo
❷ 14 floors above ground, 2 floors below ground
❸ 23,605.54 m^2 (7,140.68 tsubo)
❹ Oct. 1972

Rakuten Crimson House Aoyama
❶ 2-6-21, Minami-Aoyama, Minato-ku, Tokyo
❷ 17 floors above ground, 2 floors below ground
❸ 20,958.79 m^2 * (6,340.03 tsubo)
❹ May 2003

*Including portions owned by co-owners

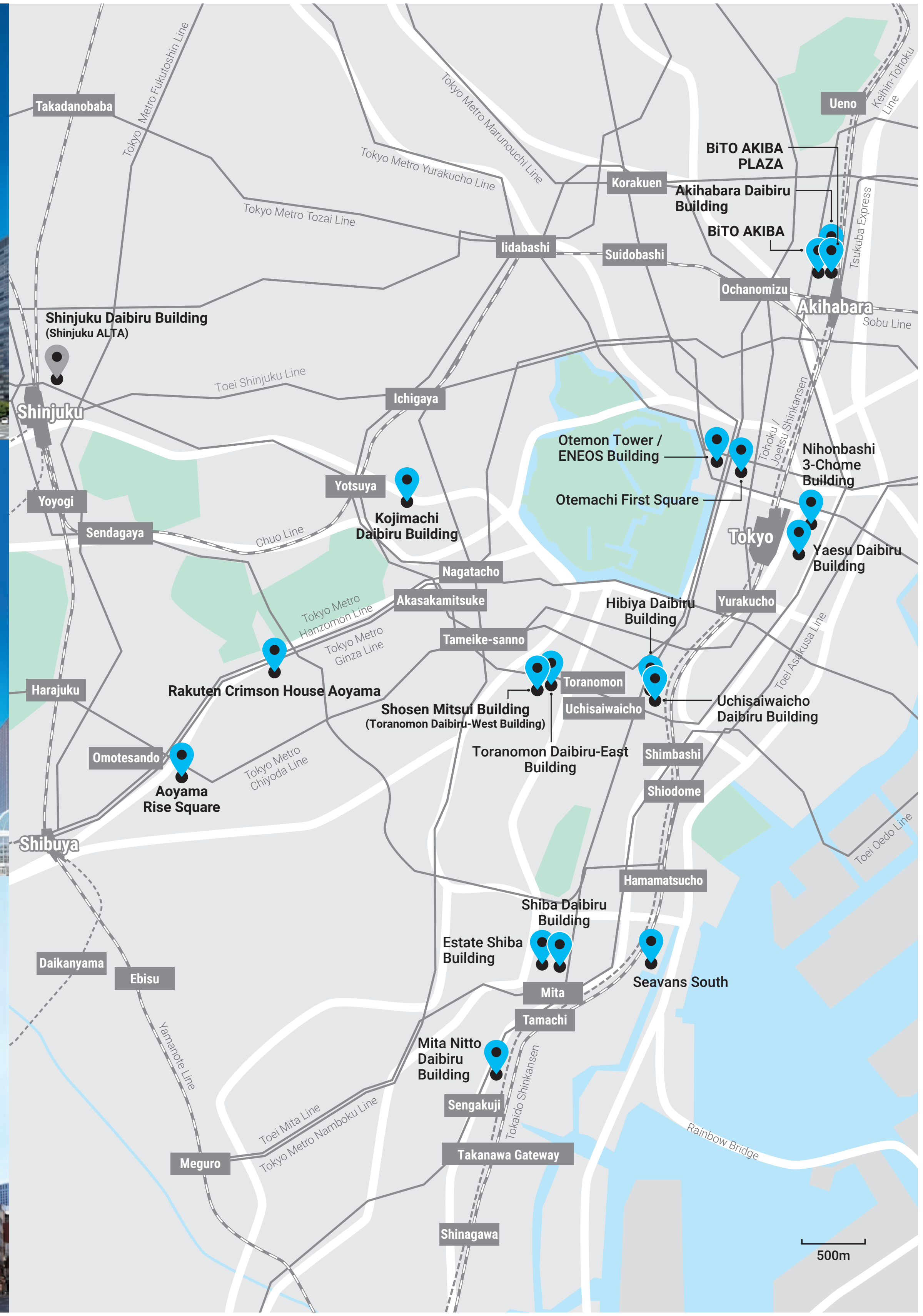
Shinjuku Daibiru Building
(Shinjuku ALTA)
❶ 3-24-3, Shinjuku, Shinjuku-ku, Tokyo
❷ 8 floors above ground, 3 floors below ground
❸ 11,254.82 m^2 (3,404.58 tsubo)
❹ Apr. 1980

Closed in February 2025.

BiTO AKIBA
❶ 1-18-19, Sotokanda, Chiyoda-ku, Tokyo
❷ 11 floors above ground, 2 floors below ground
❸ 4,947.62 m^2 (1,496.66 tsubo)
❹ Jul. 2019

BiTO AKIBA PLAZA
❶ 1-18-18, Sotokanda, Chiyoda-ku, Tokyo
❷ 9 floors above ground, 1 floor below ground
❸ 3,201.22 m^2 (968.37 tsubo)
❹ Mar. 2005

Nihonbashi 3-chome Building
❶ 3-2-17, Nihonbashi, Chuo-ku, Tokyo
❷ 7 floors above ground, 2 floors below ground
❸ 2,304.78 m^2 (697.20 tsubo)
❹ Mar. 1989



SAPPORO

Sapporo Daibiru Building Redevelopment Project
❶ Minami 2-jo, Nishi-4-chome, Chuo-ku, Sapporo, Hokkaido
❷ 19 floors above ground, 2 floors below ground
❸ Approx. 42,000 m² (approx. 12,700 tsubo)
❹ Apr. 2027 (scheduled)

▲ Perspective view of the completed building

North 4 West 3 District Type 1 Urban Redevelopment Project in the South Exit Area of Sapporo Station
❶ Kita 4-jo, Nishi-3-chome, Chuo-ku, Sapporo, Hokkaido
❷ 33 floors above ground, 7 floors below ground
❸ Approx. 203,750 m²* (approx. 61,600 tsubo)
❹ Jul. 2028 (scheduled)

*Gross floor area of entire redevelopment project

▲ Perspective view of the completed building

*These perspectives are the current image and may change in the future.

❶ Location
❷ Number of stories
❸ Gross floor area
❹ Completion

LOGISTICS

CPD Nishinomiya Kita WEST
❶ 1951, Okaba, Arinochoarino, Kita-ku, Kobe, Hyogo Prefecture (lot number)
❷ 4 floors above ground (sloped)
❸ 65,672.53 m² (19,865.94 tsubo)
❹ Feb. 2025

CPD Nishinomiya Kita EAST
❶ 1951, Okaba, Arinochoarino, Kita-ku, Kobe, Hyogo Prefecture (lot number)
❷ 6 floors above ground (rampway type)
❸ 239,794.88 m² (72,537.95 tsubo)
❹ Jul. 2025

LOGI FLAG TECH Nagoya I
❶ 3-1-3, Noseki, Minato-ku, Nagoya, Aichi Prefecture
❷ 2 floors above ground (box type)
❸ 21,600.97 m² (6,534.29 tsubo)
❹ Apr. 2026 (scheduled)

Kashiwa Frozen and Refrigerated Warehouse Development Project (provisional name)
❶ 8-1, Shin-toyofuta, Kashiwa, Chiba Prefecture
❷ 4 floors above ground (box type)
❸ 12,381.60 m² (3,745.43 tsubo)
❹ Jul. 2027 (scheduled)

RESIDENCE

Violette Takarazuka (Hyogo)
❶ 2-4-78, Mukoyama, Takarazuka, Hyogo
❷ 9 floors above ground
❸ 11,941.67 m² (3,612.36 tsubo)
❹ Aug. 1998

Palacio Kawanishi (Hyogo)
❶ 2-17-20, Oobe, Kawanishi, Hyogo
❷ 3 floors above ground
❸ 1,242.70 m² (375.92 tsubo)
❹ Aug. 1999

Lanterna Koishikawa (Tokyo)
❶ 2-3-10, Suido, Bunkyo-ku, Tokyo
❷ 9 floors above ground
❸ 3,911.92 m² (1,183.36 tsubo)
❹ Dec. 1986

Lanterna Sanno (Tokyo)
❶ 7-17-16, Ooi, Shinagawa-ku, Tokyo
❷ 3 floors above ground
❸ 1,259.45 m² (380.98 tsubo)
❹ May 1987

Daibiru Kugayama Dormitory (Tokyo)
❶ 1-7-17, Inokashira, Mitaka, Tokyo
❷ 3 floors above ground
❸ 2,434.98 m² (736.58 tsubo)
❹ Jul. 1991

CARE

Clara Saginuma (Kanagawa)
❶ 2-20-12, Kodai, Miyamae-ku, Kawasaki, Kanagawa
❷ 4 floors above ground,1 floor below ground
❸ 2,695.97 m² (815.53 tsubo)
❹ Dec. 1991

Granda Shakujii-Koen (Tokyo)
❶ 6-11-3, Shimoshakujii, Nerima-ku, Tokyo
❷ 3 floors above ground
❸ 2,318.84 m² (701.45 tsubo)
❹ Jul. 2007

Aria Ebisu-Minami (Tokyo)
❶ 3-11-6, Ebisuminami, Shibuya-ku, Tokyo
❷ 5 floors above ground
❸ 1,871.89 m² (566.25 tsubo)
❹ Jan. 2001

❶ Location
❷ Number of stories
❸ Gross floor area
❹ Completion

OVERSEAS

UNITED KINGDOM

Capital House London,
United Kingdom
❶ 85 King William Street, London EC4N 7BL
❷ 9 floors above ground, 2 floors below ground
❸ Rental room floor area 11,287 m²
❹ Jul. 2003

VIETNAM

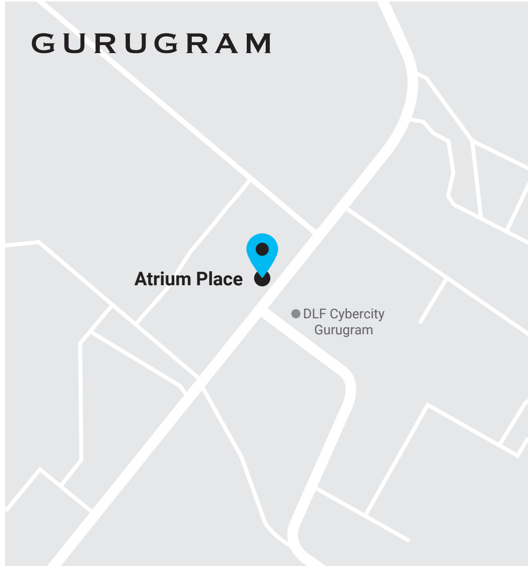
CornerStone Building
Hanoi, Vietnam
❶ 16 Phan Chu Trinh Street, Cua Nam Ward, Hanoi
❷ 14 floors above ground, 3 floors below ground
❸ 48,494 m²
❹ Jun. 2013

63 Ly Thai To
Hanoi, Vietnam
❶ 63 Ly Thai To Street, Hoan Kiem District, Hanoi
❷ 8 floors above ground, 1 floor below ground
❸ 11,250 m²*
❹ Feb. 1998

*Including portions owned by co-owners

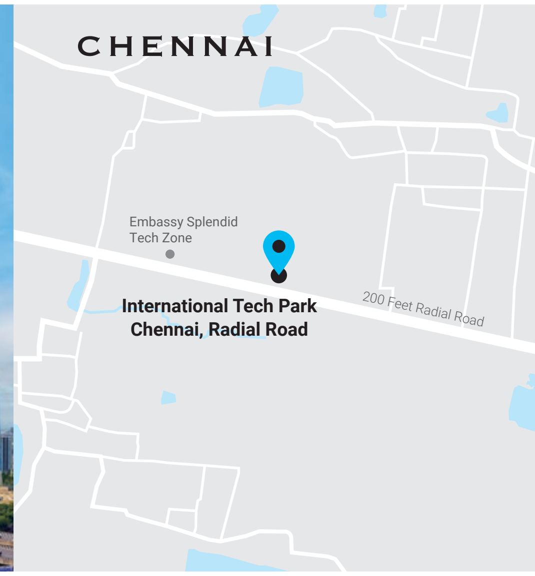
Saigon Tower
Ho Chi Minh City, Vietnam
❶ 29 Le Duan Street, Sai Gon Ward, Ho Chi Minh City
❷ 18 floors above ground, 2 floors below ground
❸ 17,986 m²
❹ Dec. 1996

INDIA



Atrium Place
Gurugram, India
❶ Vanijya Nikunj, Udyog Vihar Phase V, Sector 19, Gurugram Haryana, India
❷ 15 floors above ground, 5 floors below ground
❸ Rental room floor area Approx. 285,000 m²*
❹ Tower1 - 3 Aug. 2025 (scheduled)
Tower4 Apr. 2026 (scheduled)

*Including portions owned by co-owners



International Tech Park Chennai, Radial Road
Chennai, India
❶ International Tech Park, Pallavaram, Chennai, Tamil Nadu, India
❷ 11 floors above ground, 3 floors below ground
❸ Rental room floor area
Phase 1 Approx. 120,000 m² (approx. 36,300 tsubo)
Phase 2 Approx. 120,000 m² (approx. 36,300 tsubo)
❹ Phase 1 Aug. 2023
Phase 2 Aug. 2025 (scheduled)

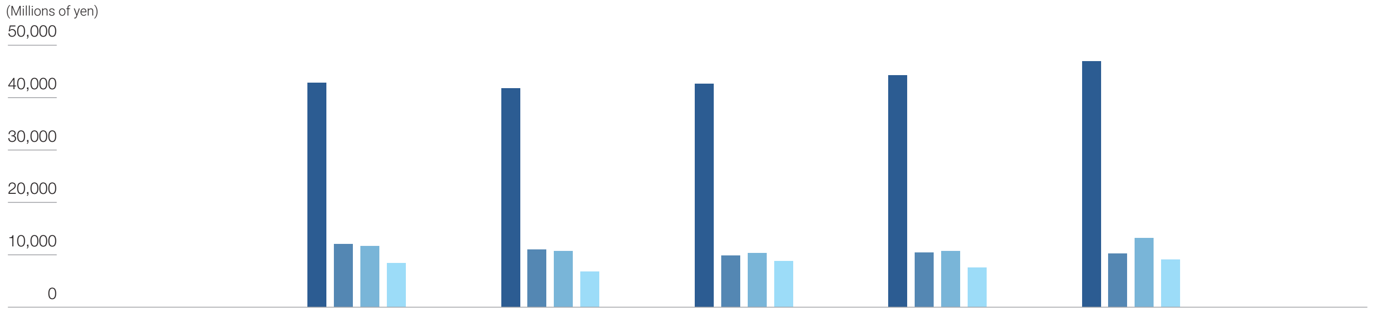
AUSTRALIA

275 George Street
Sydney, Australia
❶ 275 George Street, Sydney, NSW, Australia
❷ 15 floors above ground, 3 floors below ground
❸ Net leasable area 6,966 m²
❹ Dec. 2020

135 King Street
Sydney, Australia
❶ 135 King Street, Sydney, NSW
❷ 27 floors above ground, 2 floors below ground
❸ Rental room floor area 32,695 m²
❹ 1990

7 Spencer
Melbourne, Australia
❶ 2-16 Siddeley Street, Melbourne, VIC, Australia
❷ 21 floors above ground, 1 floor below ground
❸ Rental room floor area Approx. 46,000 m²
❹ Feb. 2026 (scheduled)

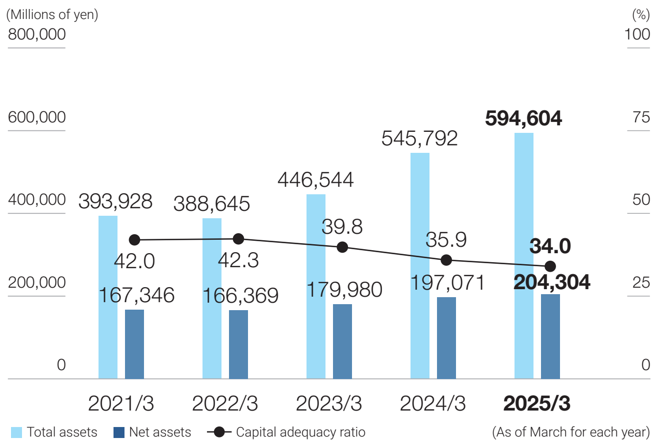
Operating revenue and profit figures



	2021/3	2022/3	2023/3	2024/3	**2025/3**
Operating revenue (Millions of yen)	42,909	41,859	42,683	44,340	**46,988**
Operating profit (Millions of yen)	12,101	11,044	9,908	10,500	**10,249**
Ordinary profit (Millions of yen)	11,672	10,740	10,363	10,757	**13,234**
Profit attributable to owners of parent (Millions of yen)	8,437	6,851	8,846	7,577	**9,167**

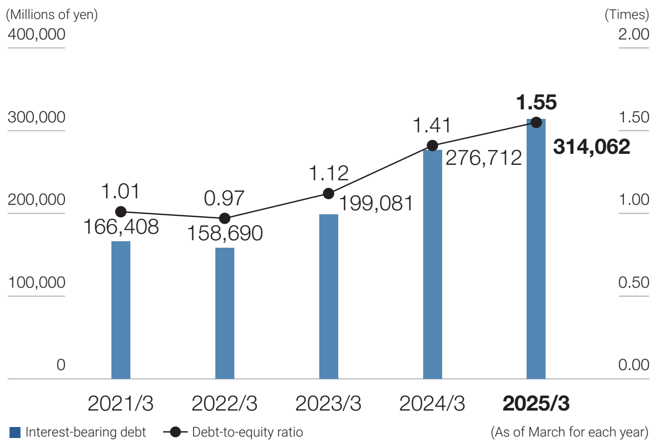
Financial figures

Total assets / Net assets / Capital adequacy ratio



Note: We have applied the "Accounting Standard for Revenue Recognition" (ASBJ Statement No.29) and relevant Guidance from the fiscal 2021.
Note: Capital adequacy ratio = equity / total assets

Interest-bearing debt / Debt-to-equity ratio



Note: Debt-to-equity ratio = interest-bearing debt / equity

Gross floor area (m²)

(As of March for each year)

Offices and commercial buildings	2021/3	2022/3	2023/3	2024/3	**2025/3**	No. of properties
Osaka	365,480	367,910	367,910	376,827	**376,827**	**13**
Tokyo	231,255	204,532	223,394	259,077	**261,321**	**19**
Sapporo	23,595	23,595	23,595	0	**0**	**0**
Overseas	74,647	74,647	74,647	85,897	**85,897**	**4**
Total	694,976	670,683	689,546	721,801	**724,045**	**36**

Residential						
Osaka	13,184	13,184	13,184	13,184	**13,184**	**2**
Tokyo	26,151	26,151	14,493	14,493	**14,493**	**6**
Total	39,335	39,335	27,677	27,677	**27,677**	**8**

Note: Figures stated above for total floor area represent the total floor area of properties in operation as of March 31, 2025.
Floor areas for co-owned properties correspond to the Company's percentage interest.

Maybiru

Daibiru Centennial Mascot Design Competition
Grand Prize Winner

Constructing buildings,
creating towns,
pioneering the new era

Corporate data

DAIBIRU CORPORATION

Corporate Name	DAIBIRU CORPORATION
Representative	Takashi Maruyama Representative Director, President, and Chief Executive Officer
Founding	October 9, 1923
Establishment	October 15, 1923
Capital	¥12,354,119,175
Shareholder(s)	Mitsui O.S.K. Lines, Ltd. (100%)
Main business	Ownership, operation, management and leasing of real estate
Revenue	¥46,988 million (Fiscal 2024)
Number of employees	Consolidated: 2,206 / Non-Consolidated: 120 (Fiscal 2024)
Head Office	Daibiru-Honkan Building, 3-6-32, Nakanoshima, Kita-ku, Osaka 530-0005, Japan Tel: +81-6-6441-1932
Osaka Office Leasing & Operations Department	Daibiru-Honkan Building, 3-6-32, Nakanoshima, Kita-ku, Osaka 530-0005, Japan Tel: +81-6-6441-1936
Tokyo Office	Hibiya Daibiru Building, 1-2-2, Uchisaiwaicho, Chiyoda-ku, Tokyo 100-0011, Japan Tel: +81-3-3506-7441
Sapporo Office	Shikishima Building, Kita 2-jo Nishi 3-chome 1 Chuo-ku, Sapporo 060-0002, Japan Tel: +81-11-218-0111
Daibiru Vietnam Company Limited	Hanoi Office 4th Floor, CornerStone Building, 16 Phan Chu Trinh Street, Cua Nam Ward, Hanoi, Vietnam Tel: +84-24-3824-5777 Ho Chi Minh City Office 15th Floor, Saigon Tower, 29 Le Duan Street, Sai Gon Ward, Ho Chi Minh City, Vietnam Tel: +84-28-3822-5350
Daibiru Australia Pty Ltd	4th Floor, 275 George Street, Sydney, NSW, Australia Tel: +61-280-290-577

MOL Kosan Co., Ltd.

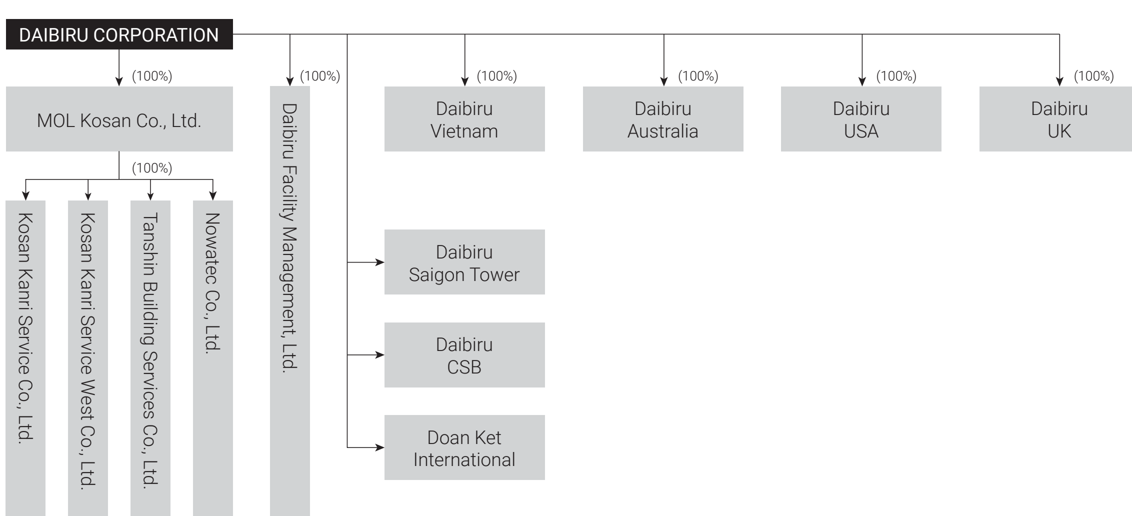
Corporate Name	MOL Kosan Co., Ltd.
Representative	Takashi Nakashima President
Establishment	December 9, 1977
Capital	¥300 million
Main business	Comprehensive building management, operation and management of condominiums and corporate dormitories, meal offering services, construction business, and insurance agency business
Number of employees	Consolidated: 1,735 / Non-Consolidated: 379 (Fiscal 2024)
Head Office	Wakamatsu Building, 3-3-6, Nihonbashi Honcho, Chuo-ku, Tokyo 103-0023, Japan Tel: +81-3-3517-5300

Daibiru Facility Management, Ltd.

Corporate Name	Daibiru Facility Management, Ltd.
Representative	Akihito Ichimaru President
Establishment	October 29, 1963
Capital	¥17 million
Main business	Comprehensive building management
Number of employees	232 (Fiscal 2024)
Head Office	Nakanoshima Daibiru Building, 3-3-23, Nakanoshima, Kita-ku, Osaka 530-6110, Japan Tel: +81-6-6441-6373

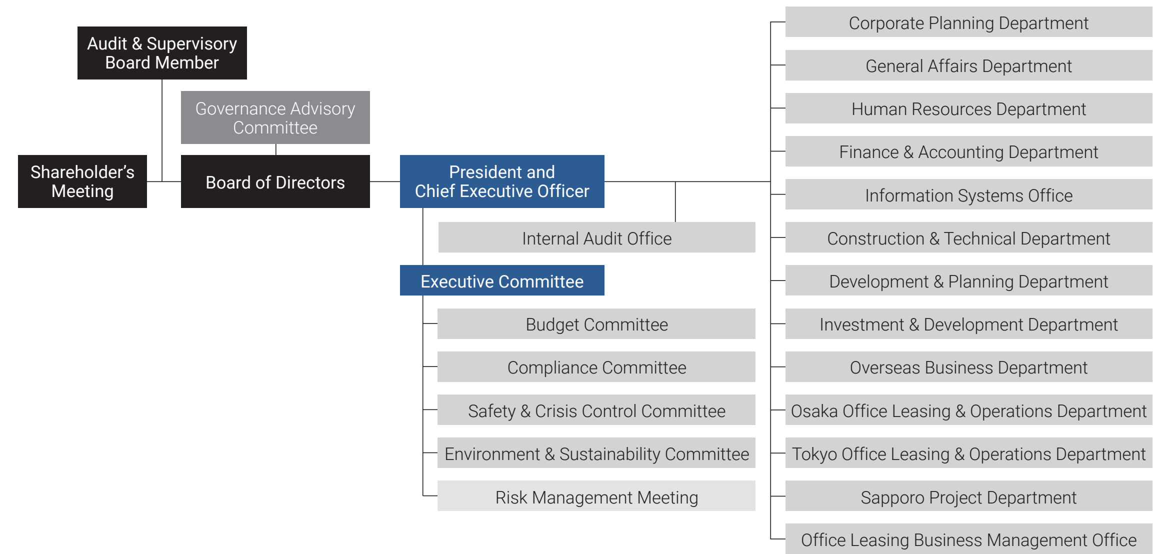
Composition of group companies

Figures in ( ) indicate the investment ratio



CORPORATE PROFILE

Organizational chart



Directors, audit & supervisory board members, and executive officers