

100 Years Behind Us for 100 Years Forward



Daibiru Report 2023

100 years dedicated to high-quality office buildings ahead of the times

Highlights



1923

The Birth of Daibiru

Osaka Building Co., Ltd., the company that would become Daibiru Corporation, was established through a joint capital investment of three companies—O.S.K. Line, Ujigawa Electric Power Co., Ltd., and Nippon Electric Power Co., Ltd.

Daibiru was established in the Taisho era, a time marked by infrastructure development and cities undergoing rapid change, inextricably tying Daibiru's history with the dramatic growth of urban Japan.



1925

Completion of the Daibiru-Honkan Building

We anticipated a future in which businesses would congregate in cities and made plans to build the Daibiru-Honkan Building in Soze-cho (currently Nakanoshima), Kita-ku, Osaka, a decision that was ahead of its time. The building was completed two years after Daibiru was established and became the flagship office building for western Japan at the time, with its then-modern brick construction making it a popular landmark in the area.



1927

Completion of the Hibiya Daibiru Building

Two years after opening the Daibiru-Honkan Building, we worked quickly to move into Tokyo, completing Hibiya Daibiru Building No.1 in 1927 and Hibiya Daibiru Building No. 2 in 1931. We took lessons from the design of the core systems of New York high-rise buildings of the time and created floor plans that placed elevators, hot water and water supply equipment, and other shared items into centralized areas, which was a major step forward in Japanese building design concepts.



1958

Completion of the Shin-Daibiru Building

The Dojima Rice Exchange is said to be world's first futures trading market, and it is on the land of the Dojima area, land that was seized by the U.S. military and later returned post-WWII, that would then become home to the South Wing of the Shin-Daibiru Building in 1958, followed by the North Wing in 1963. The foresight to realize that this land was all-but-guaranteed to develop post-requisition has been a key factor in creating the new Daibiru of today.

▶ P.25-26 An Inherited Spirit of Sustainability



1968

Completion of the Yaesu Daibiru Building

Land was acquired from O.S.K. Line with a view toward creating a "gateway to the capital," and in 1968, this gateway, the Yaesu Daibiru Building, was completed in the Yaesu area of Tokyo. With its elegant design that incorporates a rooftop tree garden, the office building exudes a striking presence that is a highlight of the city landscape. This building is yet another example of Daibiru being ahead of the times, as a property that creates harmony between office space and green space.



1992

Becoming Daibiru Corporation

To create a greater sense of unity and to increase name recognition, we changed the name of the Company to Daibiru Corporation. The previous name, "Osaka Tatemono," (the Japanese word for "building") conjured up the image of a company that specializes in leasing buildings in the Osaka area. At the time, locals referred to the Daibiru-Honkan Building as the "dai biru", so we adopted this name and changed our logo, becoming "Daibiru."

Pioneering Period



During the War

Reinforcement Stage



Taisho Era (July 1912–December 1926)

Showa Era (December 1926–January 1989)

Heisei Era (January 1989–April 2019)

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

September 1925
Construction of the Daibiru-Honkan Building in Nakanoshima, Kita-ku, Osaka, completed

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

April 1931
Construction of Hibiya Daibiru Building No. 2, next to Hibiya Daibiru Building No. 1, completed

October 1945
Company name changed to Osaka Tatemono Co., Ltd.

June 1946
Hibiya Daibiru Building No. 1 and No. 2 seized (for 12 years and five months until December 1958 under the occupation of U.S. forces stationed in Japan)

April 1958
Construction of the (former) South Wing of the Shin-Daibiru Building in Dojimahama, Kita-ku, Osaka, completed

October 1963
Construction of the (former) North Wing of Shin-Daibiru Building completed

June 1968
Construction of the Yaesu Daibiru Building in Kyobashi, Chuo-ku, Tokyo, completed

December 1983
Listed on the First Section of the Tokyo Stock Exchange

September 1984
Construction of the Dojima Daibiru Building (ANA Crowne Plaza Osaka) in Dojimahama, Kita-ku, Osaka, completed

October 1989
The first phase of the Hibiya Daibiru Building reconstruction project and construction of the new building completed

January 1992
Company name changed to Daibiru Corporation



2005

Completion of the Akihabara Daibiru Building

Akihabara was once home to a fruit and vegetable market and is now well-known around the world as the home of many different subcultures. In 2005, we completed the Akihabara Daibiru Building after acquiring reserved land near Akihabara Station with the aim of turning the area into a global IT hub. Now it is one of Akihabara's flagship office buildings.



2012

Acquisition of the Saigon Tower in Ho Chi Minh City, Vietnam

The acquisition of the Saigon Tower in Ho Chi Minh City marked the beginning of our expansion overseas. To carry out our plans for expanding into growing Asian cities, we selected Ho Chi Minh City due to its exceptional economic growth and its status as a target for many expanding foreign companies. The building, which is located in the diplomatic and business center of the city, has several global companies among its tenants.

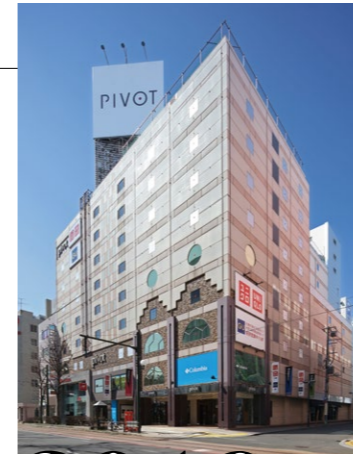


2013

Completion of the Daibiru-Honkan Building Reconstruction Project

We rebuilt the Daibiru-Honkan Building, the symbol of Daibiru, while being careful to preserve its history. We painstakingly removed the bricks from the original building, completed in 1925, for reuse in the exterior wall. Today, the building stands tall in Nakanoshima, Osaka, where it remains beloved by local residents as an area landmark.

**Toward the Next 100 Years—
Continuing to Evolve and
Take on Challenges >>>**



2019

Entry into Sapporo

On the domestic side, our operations were long contained within Osaka and Tokyo, but in order to make greater leaps forward, we sought to expand business in other core provincial cities and have selected the city of Sapporo in Hokkaido Prefecture as our first such location. In 2019, we acquired three buildings total, including the PIVOT building, and are currently moving forward with a redevelopment project on the PIVOT site.

▶ P.21 Sapporo Daibiru Building Redevelopment Project



2020

Completion of 275 George Street in Sydney, Australia

Following our work in Vietnam, we expanded into Australia, another area marked for economic growth. Although construction was completed during the COVID-19 pandemic, we adjusted to the needs of the situation by introducing countermeasures to prevent the introduction of infectious diseases to the building. Through this building, we are creating new value for office spaces that fit the times and the location by incorporating the strong health-consciousness characteristic of the area into the building's facilities.



2023

The Pursuit of Sustainable City Creation

In 2022, Daibiru was delisted from the Tokyo Stock Exchange and became a wholly owned subsidiary of the Mitsui O.S.K. Lines (MOL) Group. With a stronger international network and more financial power, we can invest in growth more than ever before. Taking advantage of the synergies we can produce with the MOL Group, we intend to pursue sustainable urban development with an eye toward the next 100 years.

Expansion Period



Heisei Era (January 1989–April 2019)

May 2000
Construction of Umeda Daibiru Building in Umeda, Kita-ku, Osaka, completed

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

March 2005
Construction of Akihabara Daibiru Building in Sotokanda, Chiyoda-ku, Tokyo, completed as part of a redevelopment project in front of Akihabara Station

Acquires Shosen Mitsui Building (Toranomon Daibiru Building) in Toranomon, Minato-ku, Tokyo

July 2007
Makes MOL Kosan Co., Ltd. a consolidated subsidiary

March 2009
Construction of Nakanoshima Daibiru Building in Nakanoshima, Kita-ku, Osaka, completed (3-chome Nakanoshima joint development)

July 2009
Construction of Tosabori Daibiru Building in Tosabori, Nishi-ku, Osaka, completed

April 2010
Acquires trust beneficiary rights of Aoyama Rise Square in Minami-oyama, Minato-ku, Tokyo

January 2012
Acquires the Saigon Tower in Ho Chi Minh City, Vietnam

February 2013
Reconstruction of the Daibiru-Honkan Building in Nakanoshima, Kita-ku, Osaka, completed

December 2014
Acquires the CornerStone Building in Hanoi, Vietnam

March 2015
The Shin-Daibiru Building reconstruction project in Dojimahama, Kita-ku, Osaka, and construction of the new building completed

September 2018
Acquires the development project for the 275 George Street office building in Sydney, Australia

July 2019
Construction of BITO AKIBA in Sotokanda, Chiyoda-ku, Tokyo, completed (the first time for the Company to develop a commercial building)

November 2019
Acquires three buildings including DAIBIRU PIVOT in Chuo-ku, Sapporo (First investment project in core provincial cities)

December 2020
Construction of the 275 George Street office building in Sydney completed

April 2022
Delisted from the Tokyo Stock Exchange
Becomes a wholly owned subsidiary of Mitsui O.S.K. Lines, Ltd.

October 2022
Acquires a partial equity interest (trust beneficiary rights) in Otemachi First Square

December 2022
Announces participation in a development project near Atlanta, Georgia, U.S., through Daibiru USA, LLC, consisting of the construction of a wooden office building, etc.

March 2023
Acquires a partial equity interest (trust beneficiary rights) in Otemon Tower / ENEOS Building.

May 2023
Announces participation in an office building development project in Melbourne CBD, Australia, through Daibiru Australia Pty Ltd

Corporate Principles

Constructing buildings, creating towns, pioneering the new era

The Daibiru Group creates comfortable, life-enhancing office and commercial spaces that 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 the 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.

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Information Disclosure
For more detailed information, please visit our corporate website.
<https://www.daibiru.co.jp/english/>

Editorial Policy
The Company publishes an integrated report to communicate the value creation story of the Daibiru Group to its stakeholders. This integrated report summarizes and publishes non-financial information, such as environmental and social activities, human resources, and governance, as well as management strategies and financial information. For more detailed information, please refer to our corporate website and other communication tools that are made available. We hope that this report will help readers to gain a better understanding of the Company.

Reporting Period
This report is mainly based on results for fiscal 2022 (April 1, 2022 to March 31, 2023). Some contents may cover our activities and projections before or after this period.

Note Concerning Projections
This integrated report contains statements on our future plans and strategies and our projections and forecasts regarding our corporate performance. These statements incorporate predictions, plans, and judgments based on information available to us at this point in time and thus contain many potential risks, uncertain factors, and hypotheses. Actual results and performance may differ greatly from our projections, due to fluctuations in these variables.

Reference Guidelines
■ Ministry of Economy, Trade and Industry (METI), Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation
■ IFRS Foundation, Integrated Reporting Framework

President's Message

As Inheritors of 100 Years of History, We Will Work with Society to Pioneer a New Era for Daibiru.

Takashi Maruyama

Representative Director
President Chief Executive Officer



Our Performance in Fiscal 2022

In fiscal 2022, the year ended March 31, 2023, operating revenue was ¥42.7 billion, up 2.0%, operating profit was ¥9.9 billion, down 10.3%, ordinary profit was ¥10.4 billion, down 3.5%, and profit attributable to owners of parent was a record high of ¥8.8 billion, up 29.1% compared with the previous fiscal year. Operating revenue increased owing to new investments that include Otemachi First Square, which offset the drop in revenue from closing the Midosuji Daibiru Building and the Yaesu Daibiru Building, as well as a rise in occupancy for existing buildings. Although rebuilding costs increased, we also recorded sales of residential properties, which ultimately led to record profits.

Although the spread of COVID-19, the supply of new office spaces, and other factors led to a higher vacancy rate in the office building market, occupancy rates remained high at Company-owned buildings. I attribute this to two of our greatest strengths, namely our unique form of operations, in which we maintain close contact with tenants and strive to establish services provided from the customer's point of view, and the prime location of our buildings.

Changes and Achievement One Year After Delisting

In April 2022, we delisted from the Tokyo Stock Exchange and became a wholly owned subsidiary of Mitsui O.S.K. Lines, Ltd. (MOL). Over a year has passed, and MOL's expectations for Daibiru run high. This is because real estate has been a major part of MOL's Rolling Plan 2022 as the group shifts its focus from marine transport to infrastructure.

These conditions have enabled us to make larger investments than ever before. I see this new relationship as a stellar opportunity for Daibiru to achieve dramatic growth, since deepening collaborative ties with the MOL Group will add to our competitiveness to a considerable degree.

Thanks to our new status as a subsidiary, we have been able to collect a wide range of information from Vietnam, Australia, and other areas outside Japan. Furthermore, we can now make effective use of the MOL Group's network to venture into new countries, as we are doing in Atlanta, Georgia, in the United States. We are also building up expertise by engaging in joint business in both Japan and overseas, whereas the norm previously was for us to conduct business on our own.

Our business model going forward will be less rooted in holding on to properties long term and more actively focused on capital gain. This involves investment in projects that are not 100% Company-owned and participating in projects that do not include management and operation duties.

The Previous Medium-Term Management Plan in Review

In Medium-Term Management Plan (Fiscal 2018–2022) "Design 100" Project Phase-II, our previous medium-term management plan, we endeavored to achieve sustainable growth as a corporate group with an invigorated return to our corporate principles, "constructing buildings, creating towns, pioneering the new era."

We worked to achieve this goal on the back of five priority strategies: 1) investment in high-end properties in central business districts (CBDs); 2)

expansion of investment targets; 3) improvement of overseas businesses; 4) investment to enhance the competitiveness of existing assets; and 5) enhancement and expansion of facility management businesses. We achieved our plan to invest ¥120.0 billion over a five-year period in terms of cash flows and decision-making. Although we did not reach our operating revenue target, we surpassed our targets for ordinary profit and profit attributable to owners of parent.

That being said, when I look at what we achieved through the lens of our corporate principles, I believe we have yet to reach our destination. Therefore, going forward, we will continue our pursuit of create vibrant, lively towns, focusing on both tangible aspects—making high-quality buildings and office spaces—and intangible aspects that bring people together.

Formulation of Daibiru Medium- to Long-Term Management Plan 2035 "BUILD NEXT."

Based on a review of the previous plan, we formulated the Daibiru Group Medium- to Long-Term Management Plan 2035 "BUILD NEXT.," which was released in May 2023. The plan has the subtitle of "Constructing buildings, creating towns, pioneering the new era"—delving deeper and taking on challenges to face the next 100 years." This new plan represents our vision for 2035 as we celebrate our 100th anniversary in October 2023 and look ahead to the next 100 years of the Group. In addition to stable growth in the office leasing business, we plan to diversify asset types and businesses to drive growth to a new level, creating towns that will fill people with greater enjoyment and pride. By creating these towns and generating new value, we intend to pioneer a new era in which we work with tenants and society on both the local and global level to resolve social issues together.

In terms of domestic business, reconstruction of the Midosuji Daibiru Building will finally be complete in January 2024. The new building will be a departure from our previous buildings, providing tenants with a workplace suited to a variety of work styles and an environment that supports physical and mental health. In another departure, the redevelopment plan underway in Sapporo is not strictly limited to developing office buildings but also includes commercial facilities as well as a hotel and other multipurpose buildings. This project will be Daibiru's first attempt at creating towns in the truest sense of the idea. Furthermore, in

addition to acquiring new properties, we will proceed with preparations for the redevelopment of older properties and consider expanding assets to include logistics facilities, data centers, and other asset types.

As for overseas business, we will ramp up collaboration with MOL to increase investment in countries where we already operate and to invest in new target countries such as India. This is in addition to our decision to participate in an office development project in Melbourne, expanding our business into a second city in Australia. We will also tackle new, non-asset businesses. Our plan is to invest a total of ¥700.0 billion in Japan and overseas by 2035, increasing stable earnings within MOL's business portfolio as a counterbalance to the highly volatile marine transport market. It goes without saying that when making any investment it is important to determine whether the location is good—one of Daibiru's strong points—and whether it will be a center of business and commerce 50 or 100 years from now.

Welcoming in Our 100th Anniversary A Message to Our Stakeholders

2023 marks 100 years since our establishment. At the same time, it is the year that we build the next Daibiru, a new Daibiru. Rather than being content to rely on the 100 years of experience built by our predecessors, we will begin a new journey toward the 100 years to come.

Under "BUILD NEXT.," we will actively take on projects that were previously off-limits, expand wider, grow further, and leap forward. In doing so, we will create towns, fulfilling our corporate principles. This requires the power of every single officer and employee. Therefore, we will move forward with a variety of measures that include the creation of a work environment that is motivating, comfortable, and open to diversity.

In addition, I would like employees to take on new challenges, uninhibited by the fear of failure, rather than sticking to what they have done in the past. As president, I intend to lead Daibiru as we work together to build a foundation for the next 100 years of growth.

Daibiru will embark upon a wide range of challenges as it looks to its next 100 years. To our stakeholders who have supported Daibiru thus far, I would appreciate your continued support as we go forward.

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

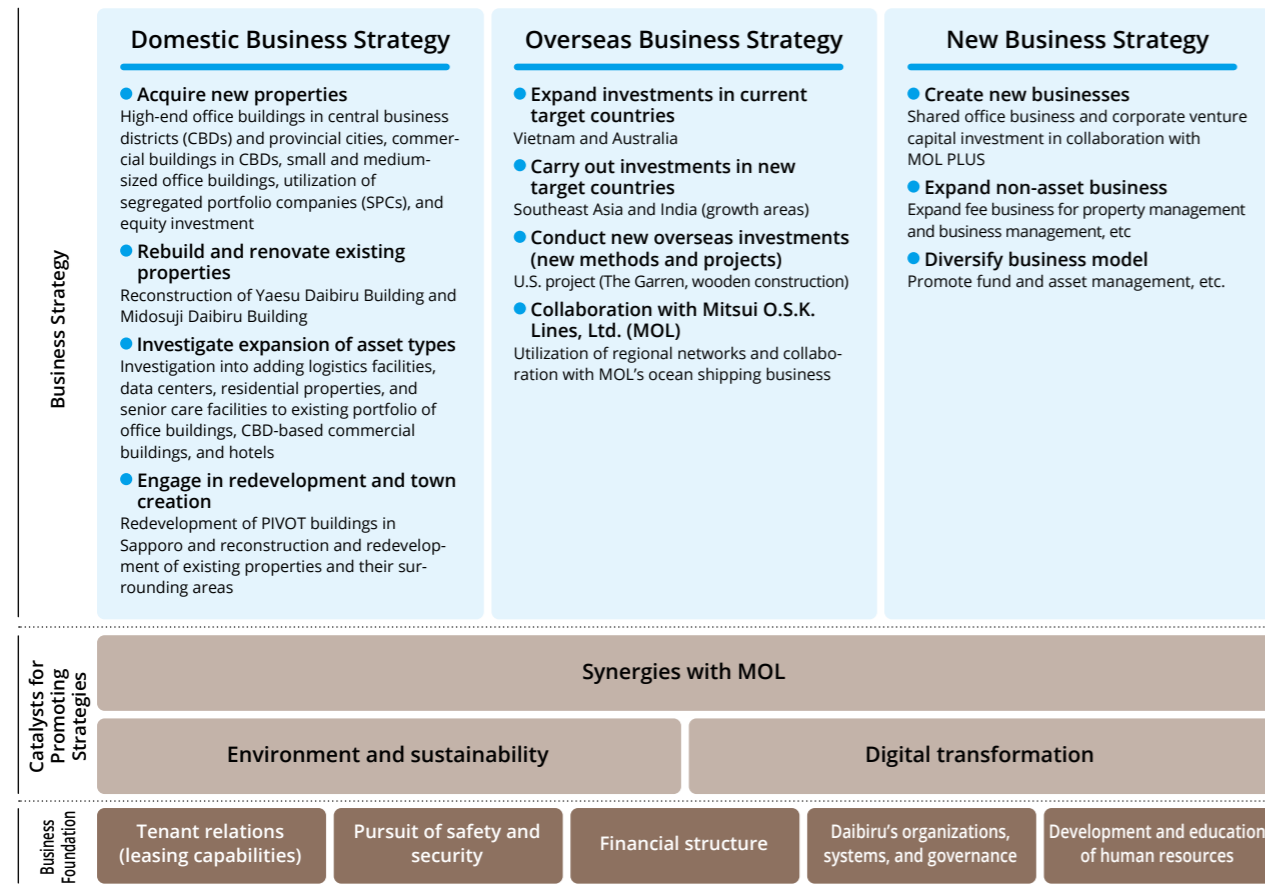
In October 2023, during the period of Daibiru Group Medium- to Long-Term Management Plan 2035 “BUILD NEXT.,” the Group will celebrate its 100th anniversary. In light of this milestone, the plan has set 2035 as its target year and will establish a vision and direction for Daibiru’s management toward the next 100 years.

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 utilize our new medium- to long-term management plan to embody our corporate principles of “Constructing buildings, creating towns, pioneering the new era.”

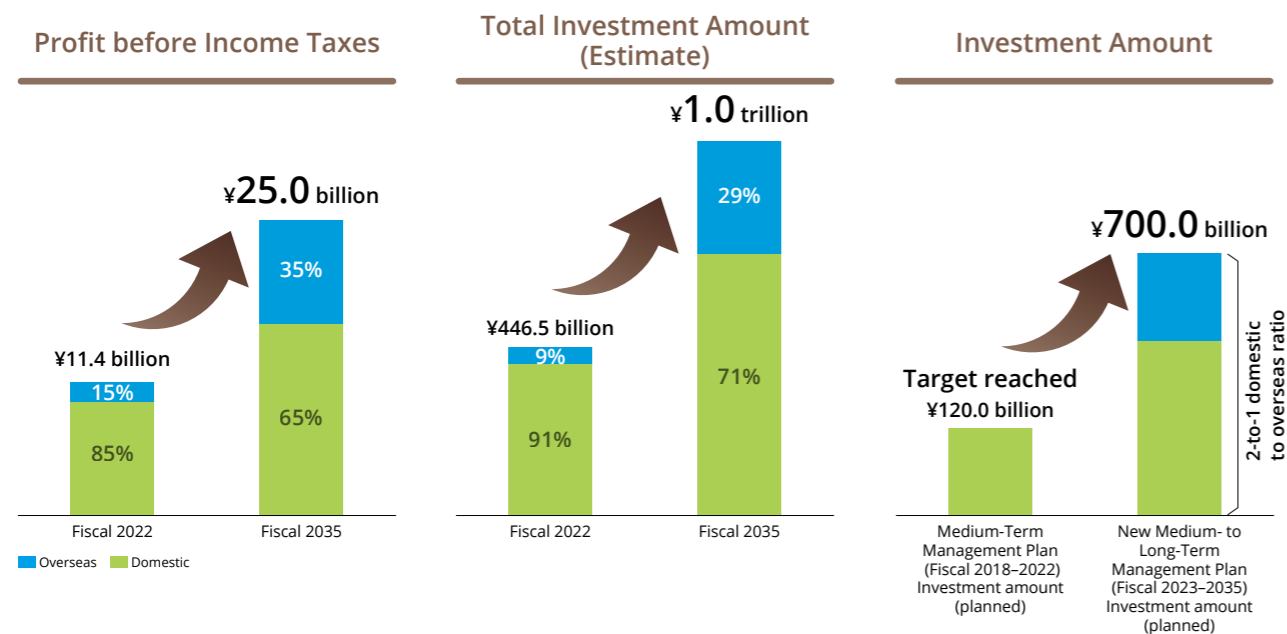
The above illustration depicts the Daibiru Group’s Vision for 2035, in which the Group creates towns in Japan and overseas filled with the spirit of Daibiru. In the center is the city of Osaka, the birthplace of the Company, with Tokyo to the right and Sapporo to the left. The land on the other side of the river represents the areas outside Japan, as well as the projects that are yet to begin. We will work tirelessly to achieve the goals of “BUILD NEXT.” in order to construct buildings, create towns, and pioneer the new era, domestically and globally.

Going forward, we envision the Company growing and our scale of business increasing faster than what we could achieve in the past, in light of greater investment capacity as a wholly owned subsidiary of Mitsui O.S.K. Lines, Ltd. Backcasting from the Vision for 2035, discussed on the previous page, we have determined a more specific overall strategy with quantitative targets.

Overall Strategy

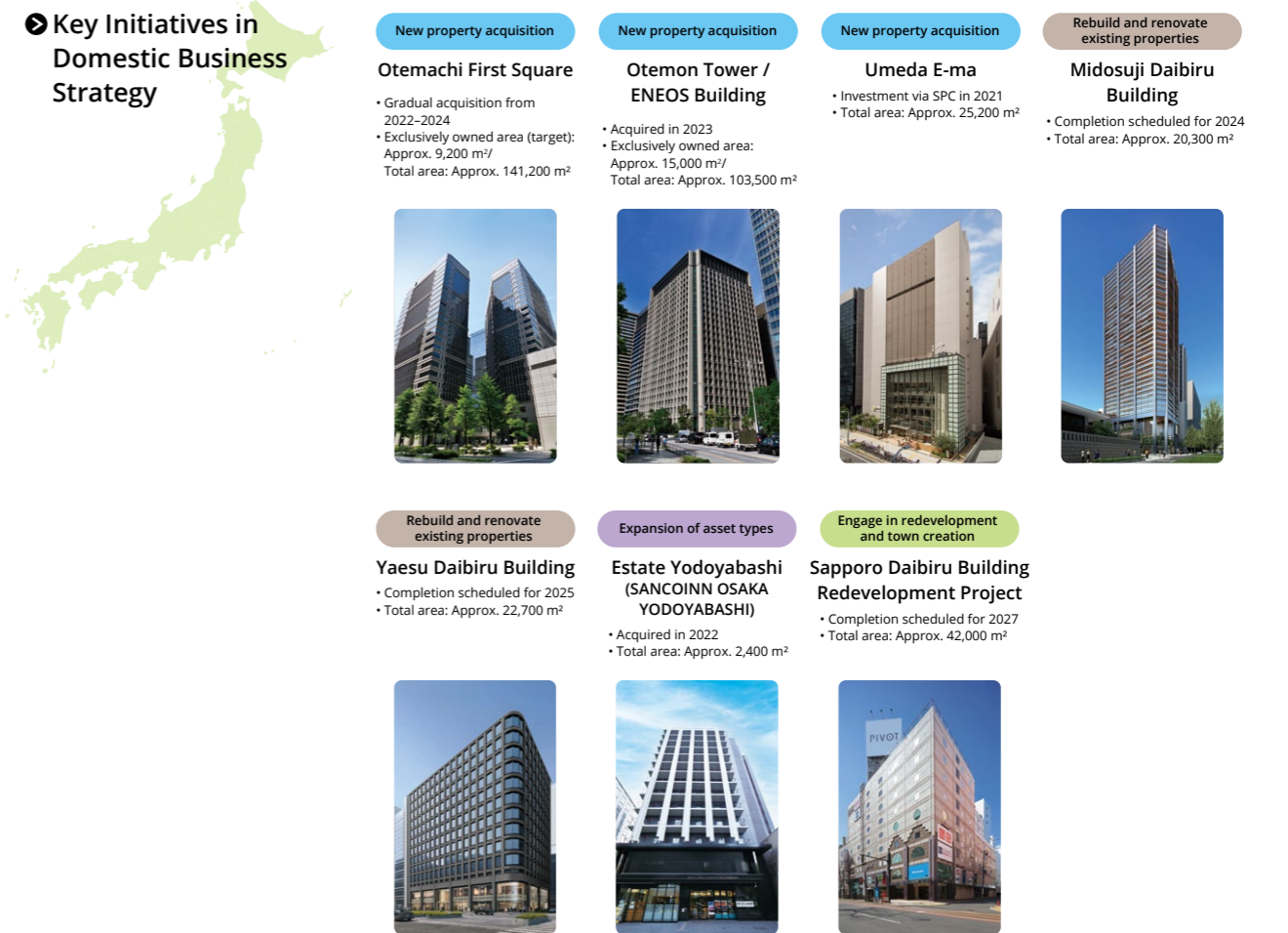


Quantitative Targets (Target KPIs)



The MOL Group has positioned real estate as a key non-shipping business and a source of stable income that can balance out the highly volatile marine transport market. By implementing our plan, we can help increase the MOL Group's corporate value and contribute to achieving its vision.

Action Plan



At a glance

Fiscal 2022

Areas of Operation / Number of Properties

Domestic **31** buildings
Overseas **3** buildings

From Osaka to the World

In 1925, we completed construction of the former Daibiru-Honkan Building, and we have developed office buildings in Osaka and Tokyo ever since.

In 2012, we expanded overseas for the first time, and we currently operate in three cities in Japan and three cities overseas.

Most of our properties stand in prime locations, which has allowed us to achieve high and stable profitability along with steady business growth.

Note: Business plans to expand to Atlanta and Melbourne are currently underway.

Achieving High Customer Satisfaction

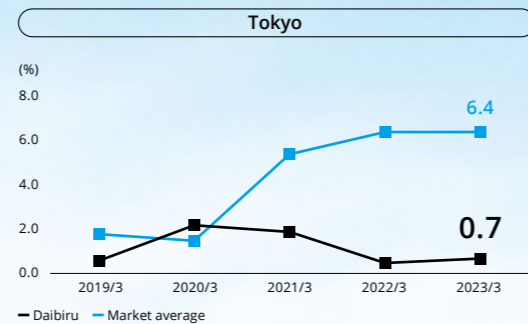
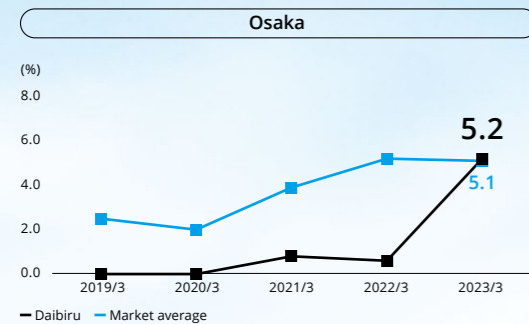
High customer satisfaction is a Daibiru strength. Our vacancy rates are lower than market averages for Osaka and Tokyo, and our properties are notable for retaining many long-time tenants.

We not only own properties but we also provide consistent and meticulous management and operations, resulting in office buildings with tenants that want to remain for a long time.

Ratio of Long-Time Tenants (10 years or longer)

73%

Vacancy Rate



Total Assets

¥**446.5** billion

Reduction Rate of GHG* Emissions (compared with fiscal 2019)

Scope 1 and 2 **71%** reduction
Scope 3 **22%** reduction
* Greenhouse Gas

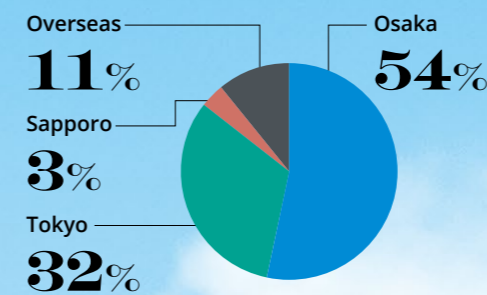
Operating Revenue

¥**42.7** billion

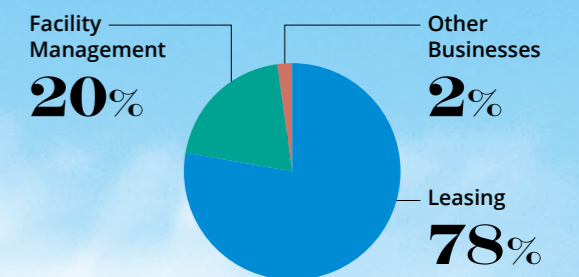
Electricity Derived from Renewable Sources (according to RE100)

94%

Ratio of Gross Floor Area by Region



Fiscal 2022 Operating Revenue by Business Segment



Total Gross Floor Area

Osaka **367,910 m²**
Tokyo **223,394 m²**
Sapporo **23,595 m²**
Overseas **74,647 m²**

Value Creation Model

The Daibiru Group offers value to society through its building business, which centers on office building leasing. Going forward, the Group aims to maximize its corporate value and realize sustainable growth together with society.

Corporate Principles

Constructing buildings, creating towns, pioneering the new era

Growth Strategy

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
- 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	<ul style="list-style-type: none"> Operating profit margin 23.2% Stable finances and a high credit rating Total property, plant and equipment as a percentage of total assets 84.7%
Intellectual capital	<ul style="list-style-type: none"> Initiatives for quality maintenance and improvement of facility management Tenant relations and expertise in building development gained through quality facility management
Human capital	<ul style="list-style-type: none"> 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
Manufacturing capital	<ul style="list-style-type: none"> Office buildings in prime locations Osaka 10 properties Tokyo 12 properties Vietnam 2 properties Australia 1 property Expansion to commercial buildings and hotels Osaka 2 properties (hotels) Tokyo 4 properties (commercial buildings) Sapporo 3 properties (commercial buildings)
Social relations capital	<ul style="list-style-type: none"> Approximately 100 years of achievement A robust customer base Large number of long-term tenants Advantages as a pioneer in Vietnam

Business Model for Value Creation



The Daibiru Group's management strategy
 Daibiru Group Medium-to Long-Term Management Plan 2035
 "BUILD NEXT."
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Synergies with MOL

Strengthening our foundation to provide value

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

Greater investment in foundations for value creation

Creating Value for Society (Outcomes)

- Page 25 Sustainability Management
- Provide Optimal Offices for Changing Times
Page 31
- Be Rooted in the Community and Develop alongside Towns
Page 32
- Provide Eco-Friendly Buildings for the Next Generation
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Improving Corporate Value (Outputs)

Improved Business Performance

Fiscal 2022 Results	
Operating revenue	¥42.7 billion
Operating profit	¥9.9 billion
Profit attributable to owners of parent	¥8.8 billion

Growth Strategy

Business Model for Value Creation

Maximizing Customer Satisfaction: A Business Model Based on Integrated Management, from Development to Reconstruction

Since its establishment, the Daibiru Group has placed the long-term integrated management of top-tier office buildings, from development to reconstruction, at the center of its business model. Leveraging the know-how that it has cultivated over its long history, the Group will continue to provide valuable office services.

5 Trust-Based Relationships with Customers

Earning the trust of customers through consistent interaction with them, from inviting them to be tenants and concluding contracts with them to helping with the move-in process and providing detailed facility management support afterward

Daibiru continually considers what it can do to establish environments in which its customers can focus on their business. In this regard, we engage in consistent interaction with customers, from inviting them to be tenants and concluding contracts with them to helping with the move-in process and providing detailed facility management support afterward. This interaction helps to foster among our sales representatives a greater sense of responsibility and close attachment to the buildings for which they are responsible, serving as the source for earning customer trust. For our customers, having the same sales representative serve as the contact point even after the move-in process offers them reassurance. This kind of operating structure is a major reason why we can maintain good relationships with our tenants. Also, as an initiative unique to the Company, our sales representatives take part in "Team Daibiru" activities, where they work together with local staff to ensure the quality of facility management.

4 Long-Term Ownership of Buildings and Quality Facility Management

Realizing comfortable places through Groupwide facility management

What Daibiru emphasizes in its facility management is property optimization over the long term, rather than the short, with a focus on the entire lifespan of a building. To this end, we formulate and implement repair and renovation plans from the perspective of building conservation. In addition, we work to extend the lifespan of our buildings through efficient facility management that leverages our long-cultivated experience.

Furthermore, by performing security services, cleaning, and other operations of facility management in-house using Group companies, we have secured the loyalty of employees working in our buildings as well as a high level of quality for such operations. As a result, we have received a variety of praise from our tenants, including comments such as "the beauty of Daibiru's buildings shows no sign of the building's age" and "it is impressive how Daibiru's facility management reaches areas that do not always catch your attention, such as staircases." Moreover, performing such operations in-house creates close collaboration with front-line personnel and ensures a lean organizational structure. Accordingly, this allows us to swiftly respond to requests and consultations from customers.

Business Model for Value Creation

1 Acquisition of Properties in Prime Locations

Promoting long-term ownership that allows us to identify land that can maintain competitiveness well into the future

When acquiring land and properties, Daibiru makes decisions based on the assumption of long-term ownership. To this end, we place emphasis on location and maintain a policy of investing in premium locations that are believed to have stable demand even if the external environment changes. Throughout the Company, there is an understanding that land capable of staying competitive irrespective of changes in social conditions of customer needs will always be viable, and this is one of the factors we consider when making investment decisions.

In addition, we carry out investigations by departments in charge of acquisition to determine whether or not a property is worth acquiring. Through this investigation process, we decide on acquisition while incorporating the opinions of employees from other departments, such as sales and architecture. This kind of structure for cross-organizational collaboration is another important part of the foundation that allows us to procure outstanding properties.

2 Development of High-Spec Buildings

Leveraging the know-how we have cultivated since our establishment and the daily requests from customers in our building development

With the know-how we have cultivated through our many years of experience, we have been working to offer comfortable office spaces that are safe and secure. Whether we are constructing a new building or renovating an existing one, we work to enhance features that meet the needs of the times in such ways as introducing the latest energy-saving equipment and considering business continuity plans (BCPs). Furthermore, we strive to meet the needs of customers by reflecting the perspectives of workers in our buildings, including responding to requests received through our relationships with tenants. Also, based on the idea we have maintained since our establishment that the value of our office buildings is their contribution to the development of the cities where they are located, we engage in development with an outlook that seeks to achieve coexistence with urban areas. This development includes efforts that consider scenery and the founding of green zones. To realize this kind of building development, which reflects a diverse range of opinions, we have established a strong collaborative relationship with designers and builders.

3 Establishment of a Good Customer Base

Responding to customer needs with sales representatives who are well versed in the characteristics of buildings

In recent years, there have been instances where real estate companies separate the roles of real estate ownership and management and outsource certain aspects of their operations. However, the Daibiru Group handles all of these aspects on its own as a general rule. In our case, the department responsible for inviting tenants is the same department that handles procedures after tenants move in. When inviting tenants, sales representatives in charge of their respective buildings provide detailed support to potential tenants based not only on their knowledge of our products—our buildings—but also their thorough understanding of the conditions in the office building market and the circumstances of the customer.

Changing office locations is a major management decision for our customers, and our sales representatives serve as a partner in this process from beginning to end to ensure that our customers are kept reassured through the entire process of relocation.



Special Feature 1: Daibiru in Practice— A Business Model for Value Creation



After January
2024
Scheduled
Completion



Midosuji Daibiru Building Reconstruction Plan

2 Development of High-Spec Buildings 4 Long-Term Ownership of Buildings and Quality Facility Management

Your Premium, Your Workplace. An Office Building for a New Age
In January 2024, we intend to complete our plan to construct an office building for a new age, a building located in a prime location, facing Osaka's main street of Midosuji, and overlooking the greenery of Namba Shrine.

The basic design stage for the project lined up with the spread of COVID-19, leading to discussion after discussion as to whether we should reconsider the overall direction of the building. We ultimately concluded that it was well-suited to a new age.

The new building provides value that cannot be obtained from remote work under the concept of "Your Premium, Your Workplace."

With a shared office on the fourth floor, and a tenants-only lounge and terrace on the 2nd floor, the building will offer a wide range of spaces where people can communicate, refresh their minds and bodies, and experience activity-based working.

We have faced several trials along

the way. We started looking into the introduction of these features mentioned above after already signing the construction contract for the new building, giving us a limited time frame to get all the necessary steps in place, such as selecting an interior and furniture fixture and equipment designer, creating the design, incorporating it into the new construction, and responding to any changes.

We are also planning to install indoor and outdoor greenery on the first and second floors to connect the building with the green space of the Midosuji area. This is part of our effort to be mindful of environmental performance and ensure the new building embodies Daibiru's belief in the coexistence between office buildings and nature.

The building is also scheduled to receive CASBEE Wellness Office (CASBEE-WO) and CASBEE Osaka Mirai building certifications systems with the highest-possible "S" rank. In addition, the office portion of the

Location	4, Minami-kyuhojimachi, Chuo-ku, Osaka
Site area	Approx. 1,577 m ²
Gross floor area	Approx. 20,300 m ²
Number of stories	20 floors above ground, 1 floor below ground
Structure	Steel frame construction (partially steel frame reinforced concrete construction)
Usage	Office and retail (planned)
Design	Nikken Sekkei Ltd.
Construction	Obayashi Corporation
Completion	January 2024 (scheduled)

building is projected to acquire ZEB Oriented certification.

There is currently a plan underway to convert Midosuji, Osaka's main street, into a pedestrian street by 2037.

We hope that the reconstructed Midosuji Daibiru Building can contribute to the bustle of Midosuji and help invigorate the entire region.

Notable Features

- BCP Performance**
 - Vibration damping structures (damping braces and oil dampers) to ensure robust seismic performance
 - A long-term power supply (emergency generator capable of 72 hours of operation) to ensure electricity can be supplied to disaster management facilities, lighting fixtures, and restrooms, as well as some leased spaces
 - Placement of the electrical room on the top floor to address the risk of water damage
 - An emergency sewage tank that allows toilets to function even when the water supply and sewage systems are shut down
- Environmental Performance**
 - Horizontal fins on middle to high floors to reduce environmental burden from solar radiation while ensuring a great view
 - A natural ventilation system
 - Low-emissivity (Low-E) multipaned glass
- Wellness Improvement**
 - Naturally lit "Wellness Stairs" encourage people to take the stairs, making the building a place where people can be physically and mentally healthy
 - Refresh Terraces on each floor where occupants can recharge with some fresh air
 - Air conditioning and lighting that can be enabled, disabled, and adjusted via tenants' smartphones to help maintain and improve comfort
 - Eco-circadian lighting in some common areas that mimics the color temperature and illuminance of natural light
 - Preliminary piping so that a water supply and drainage can be freely installed in tenant areas

“We will provide value that cannot be obtained from remote work under the concept of "Your Premium, Your Workplace.”

Koki Mizutani

Technical Section, Construction & Technical Department
Joined Daibiru in 2018 mid-career



“

The construction of this building represents the coming together of Daibiru's wisdom, and I hope that it will serve as a guidepost for the Company for the next 100 years to come.

Ayako Nakamura

Technical Section, Construction & Technical Department
Joined Daibiru in 2020 mid-career

Yaesu Daibiru Building Reconstruction Plan

2 Development of High-Spec Buildings 3 Establishment of a Good Customer Base

Creating new value for cities while staying true to tradition

The Yaesu area near Tokyo station is undergoing a major rebirth as large-scale developments progress at a steady pace. In 1968, we completed construction of the former Yaesu Daibiru Building in this area, which has long been regarded as the gateway to Tokyo. The design of the building, which showcased the skill of architect Togo Murano, created harmony with the natural environment and emanated a strong presence in the area.

By rebuilding it, we hope to carry forward the philosophy embedded in the original building while also making progress in step with the changes taking place in Yaesu so that we increase value and help invigorate the area. The plan, therefore, is to adopt an architectural design that stands out among the other properties and to build highly attractive facades for the office and commercial areas, adding a liveliness to the area. We will also place an even

stronger emphasis on consistent support and management—a Daibiru strength—to ensure tenants enjoy peace of mind when they move into the building.

The plan is currently moving forward with a focus on BCP performance, environmental performance, and wellness improvement in keeping with the changing times. Under the plan, we intend to improve BCP performance by including base isolation structures on the middle floors as well as other features, such as long-term power and water supplies and a stockpile warehouse, that can be called upon should a disaster strike.

As for certifications, the building is expected to receive a Gold rating under LEED, a U.S. green building rating system. In addition, the office portion is scheduled to acquire ZEB Oriented certification as well as the highest possible "S" rank under the CASBEE-Wellness Office (CASBEE-WO) system.

The construction of this building represents the coming together of



After
Fiscal
2025
Scheduled
Completion



Location	1, Kyobashi, Chuo-ku, Tokyo
Site area	Approx. 1,966 m ²
Gross floor area	Approx. 22,700 m ²
Number of stories	11 floors above ground, 3 floors below ground
Structure	Steel frame construction (partially steel frame reinforced concrete construction, reinforced concrete construction)
Usage	Office and retail (planned)
Design	Nikken Sekkei Ltd.
Construction	Kajima Corporation
Completion	Fiscal 2025 (scheduled)

Daibiru's wisdom built up over the past 100 years, and I hope that it will serve as a guidepost for the Company for the next 100 years to come. I want this building to leave a lasting impression, even more impactful than the former Yaesu Daibiru Building, and for it to be loved by even more people, ranging from tenants who move in, to the local community and visitors.

Notable Features

- BCP Performance**
 - Base isolation structures on the middle floors that will greatly reduce shaking in the event of an earthquake, ensuring robust seismic performance (a Company first)
 - A long-term power supply (emergency generators capable of seven days of operation), powering 300 lx emergency lighting in offices and providing a standard electrical supply to outlets (15Va/m² + enhanced 5Va/m²), in addition to a 10-day water supply, and a stockpile warehouse
 - Placement of the electrical room on the top floor and installation of a tide barrier to prevent water from entering
 - An emergency sewage tank that allows toilets to function even when the water supply and sewage systems are shut down
- Environmental Performance**
 - Solar power generation equipment, highly efficient heat sources, a large temperature differential supply system, a natural ventilation system, cooling using air from outside the building, low-emissivity (Low-E) multipaned glass, and the inclusion of several other measures to reduce the environmental impact of the building
 - Image sensor-based lighting and air conditioning controls as well as a system that provides tenants with energy usage information to assist with tenants' energy conservation efforts
 - Emissions-free electricity introduced as part of decarbonization efforts
- Wellness Improvement**
 - Air conditioning and lighting that can be enabled, disabled, and adjusted via tenants' smartphones in order to help maintain and improve comfort.
 - Eco-circadian lighting in some common areas that mimics the color temperature and illuminance of natural light
 - Preliminary piping so that a water supply and drainage can be freely installed in tenant areas

“

We will work as a team to develop a mixed-use building that will support new endeavors in the region.

Kosuke Ban

Sapporo Project Section, Sapporo Project Department

Mr. Ban joined Daibiru in 2010 as a new graduate. He assumed his current position in 2020 after working in the Finance & Accounting Department, the Osaka Office Leasing & Development Department (currently the Osaka Office Leasing & Operations Department), the Real Estate Development Office (currently the Investment & Development Department), and other departments.



Sapporo Daibiru Building Redevelopment Project

1 Acquisition of Properties in Prime Locations 5 Trust-Based Relationships with Customers

We will help revitalize Sapporo's city center, with local expectations in mind.

The city of Sapporo in Hokkaido Prefecture is Daibiru's third city of operation in Japan, in addition to Osaka and Tokyo. It is the economic and cultural center of Hokkaido, with potential for even further development, spurred by the extension of the Hokkaido Shinkansen, a Winter Olympics bid, and other promising prospects. In 2019, Daibiru acquired PIVOT, a property long-adored by the people of Sapporo, and established the Sapporo Project Office—now the Sapporo Project Department—in January 2020. PIVOT closed its doors in May 2023, and although it will be missed, we are now working in earnest to begin redevelopment.

Our communication with the local residents has given us a true sense of the strong expectations for this project, giving real weight to the responsibility being placed on our shoulders. As part of this project, we submitted our very first urban planning proposal. Daibiru, acting as one of the managing companies involved, worked with surrounding landowners to develop a district plan for the Odori T-Zone in the Sapporo Ekimae-dori district. Although the district has traditionally been a commercial area, the sheer number of landowners made it difficult to move forward with redevelopment. Therefore, we worked to establish deeper dialogues and cooperative ties with locals regarding the draft of the plan (which was only a set of guidelines at that point) with the goal of working together to create an appealing area. Thanks to these efforts, a district planning ordinance approving the plan was passed in March 2022.

Key features of this project are: access to the Sapporo Ekimae-dori, the Minami 2-jo-dori, and the Nakadori, three major streets with a distinct and different character; a development plan that takes advantage of the approximately 3,300 m² site area set in a prime location; and excellent accessibility from underground, which is especially important

in a cold and snowy region. Although these are highly favorable conditions, the building will feature hotel and commercial facilities, which are use cases that Daibiru have not developed in recent years. That being said, we intend to continue with this challenge and strive to move forward with a development plan that will please the local community and increase profitability while also satisfying any restrictions related to complex flow plans and urban planning.

To me, the business and commercial areas of Sapporo have always seemed divided, with Odori Park, a wide strip of greenery running through the center of Sapporo, serving as the unofficial dividing line. I would like to see the building created by the Sapporo Daibiru Redevelopment Project spark an exchange between commerce, business, and tourism and bring together street-level stores and large commercial facilities, adding even more character to the area as a place where people can walk and enjoy the lively atmosphere.

To this end, we will work as a team to develop a mixed-use building that will support new endeavors in the region and bring change to the city, making sure to maintain a dialogue with locals along the way.



Upcoming schedule

Scheduled start of demolition: June 2023
Scheduled start of construction: June 2024
Completion: End of January 2027

Otemachi First Square, Otemon Tower / ENEOS Building

1 Acquisition of Properties in Prime Locations

We will ramp up business growth by expanding into Otemachi, Japan's leading business area. In December 2022, we acquired a partial equity interest in Otemachi First Square, which we will acquire in stages until 2024, followed in March 2023 by the acquisition of trust beneficiary rights for a partial equity interest in Otemon Tower / ENEOS Building. Both properties are located in the Otemachi-Marunouchi-Yurakucho area (commonly known as Daimaruyu), one of Japan's leading business areas. These large properties are directly connected to Otemachi Station, which provides easy access to five subway lines—the Marunouchi, Tozai, Chiyoda, Hanzomon, and Mita lines—and they are within walking distance of JR Tokyo Station, granting them a strong competitive edge.

Up to this point, Daibiru's basic policy was to be the sole owner of its properties. The advantage of this business model is that it allows us to provide consistent management and carry out operations throughout a building, while facilitating smooth decision-making. On the other hand, it is rare that an entire high-quality building in the city center comes up for sale. Furthermore, the acquisition of an entire business is a huge investment, which limits the number of investment opportunities we can pursue. Daibiru had never owned properties in Daimaruyu and had been unable to find the opportunity to acquire one, despite looking for many years. What made these recent acquisitions possible was the addition of options that removed the requirement of sole ownership as a means to expand investments.

We will continue to challenge ourselves by working to acquire larger, highly competitive, high-quality properties with an active investment approach, taking full advantage of the increased investment capacity that comes with becoming a wholly owned subsidiary of Mitsui O.S.K. Lines, Ltd. In addition, this series of purchases and sales will build up expertise for Daibiru as to how acquisitions are carried out, which we can make use of in the future.



Name	Otemachi First Square
Location	1-5-1, Otemachi, Chiyoda-ku, Tokyo
Site area	10,999 m ² *1
Gross floor area	141,228 m ² *1
Number of stories	23 floors above ground, 5 floors below ground
Structure	Steel frame construction (partially steel frame reinforced concrete construction)
Completion	February 1992*2
Acquisition schedule	From December 6, 2022 to October 23, 2024 (acquiring equity in five stages)

*1 Includes co-owner's share

*2 West building



Name	Otemon Tower / ENEOS Building
Location	1-1-2, Otemachi, Chiyoda-ku, Tokyo
Site area	6,894 m ² *
Gross floor area	103,462 m ² *
Number of stories	22 floors above ground, 5 floors below ground
Construction	Steel frame construction (partially steel frame reinforced concrete construction)
Completion	October 2015
Acquisition date	March 27, 2023

* Includes co-owner's share

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This will build up expertise for Daibiru as to how acquisitions are carried out, which we can make use of in the future.



Toshihiro Mimura

Investment & Development Section, Investment Development Department

Mr. Mimura joined Daibiru in 2009 as a new graduate. He assumed his current position in 2022 after working in the Tokyo Office Leasing & Development Department (currently the Tokyo Office Leasing Department), the Finance & Accounting Department, and the Information Systems Office, and other departments.



Melbourne CBD Office Building Development Project

1 Acquisition of Properties in Prime Locations 5 Trust-Based Relationships with Customers

Working with local subsidiaries to establish deep roots in Australia After establishing ourselves in Sydney, we have plans to expand into our second city in Australia, Melbourne. The project involves constructing a grade A office building in an emerging area of Melbourne's rapidly growing CBD. Tenants who prefer large single-floor offices will be satisfied with the building's standard leasable office space of approximately 2,600 m² to 3,000 m². This space can also be divided into four sections, offering the flexibility needed to accommodate offices of various sizes. In terms of environmental performance, we plan to acquire NABERS Energy 5.5 star and Green Star 5 star ratings. Both of these ratings, for which the maximum rating is six stars, meet high Australian standards.

Working from home has become more commonplace in the wake of the COVID-19 pandemic, changing the purpose of office spaces—Australia is no exception in this regard. Now, people are looking for workspaces that feature more comfort and ample amenities. There are only a limited number of existing buildings that fit this bill, and one of the reasons we decided to

participate in this project was because it will bring the right added value.

We have acquired a 50% interest in this project, making us a co-owner with Mirvac Limited, a leading Australian real estate company. It was a struggle trying to learn and organize all the unique Australian customs for decision-making, but this project will provide us with expertise regarding development plans. At the same time, we will use this project to bolster the human network between Daibiru and related parties.

The project is being carried out in a location ideal for creating an exquisite office space, only a five-minute walk away from Southern Cross Station, Melbourne's main transport hub, and the Yarra River, a key

View from the resulting building (artist impression)



Address	8 & 16 Siddeley Street, Melbourne, VIC
Site area	Approx. 4,300 m ²
Net leasable area	Approx. 46,000 m ² (offices, retail, and business lounge)
Number of floors	21 floors above ground, 1 floor below ground
Structure	Reinforced concrete
Architect	Fender Katsalidis Architects
Construction	Mirvac Constructions (VIC) Pty Limited
Construction period	May 2023–December 2025 (planned)

“We will use this project to bolster the human network between Daibiru and related parties.”



Hiroshi Kumada

Managing Director
Daibiru Australia Pty Ltd

Mr. Kumada joined Daibiru in 2002 as a new graduate. Before being seconded to Australia to assume his current position, he worked in domestic property acquisition and new development, after which he started working in overseas real estate in Vietnam.

component of the city landscape. The project will yield a new landmark, an intermediary site between the concentration of office buildings and the Yarra River on its north side and the commercial and tourist areas—replete with a large casino and other facilities—on the south side. It is my hope that this building and the upbeat atmosphere it creates will help make Melbourne easier to navigate.

CornerStone Building

4 Long-Term Ownership of Buildings and Quality Facility Management 5 Trust-Based Relationships with Customers

A New Step Forward, Over a Decade After Expanding Overseas.

In December 2014, we acquired the CornerStone Building in Hanoi, Vietnam, our second overseas acquisition after acquiring the Saigon Tower in 2012, located in Ho Chi Minh City, Vietnam.

In September 2021, we determined a series of material issues, one of which was to “provide eco-friendly buildings for the next generation.” As one of our initiatives aimed at tackling this issue and realizing a decarbonized society, we have made steady progress toward introducing 100% emissions-free electricity in all domestic office buildings.

Vietnam has also become more environmentally conscious in recent years. In addition, the CornerStone Building also needed a way to navigate the strained supply and demand for electricity in Hanoi. One member of a local subsidiary proposed a solution: “How about introducing solar power?” Investigations began, sparked by this idea. There were initial concerns because the space available for installing solar panels was limited to the rooftop and the amount of electricity that could potentially be generated would be limited due to the cloudy Hanoi weather. However, after running extensive simulations, we determined that the investment would be highly profitable, so the decision was made to introduce solar power generation. The building has been roundly praised in Vietnam for its efforts to reduce environmental

impact, which, in addition to introducing solar power, include the installation of two-layer insulation glass and louvers and the switch to LED lighting. For these efforts, it was awarded the bronze prize in the renovation category of the 2022 Energy Efficiency Award in Industry and Construction—the highest award granted for an office building—as well as the Hanoi Green Energy Building Award in recognition of its five-star rating, the highest rating possible.

In addition, we have followed the example of Daibiru's domestic properties and transitioned to 100% emissions-free electricity in the CornerStone Building. Unlike Japan, electricity providers in Vietnam do not offer emissions-free electricity plans directly, so we decided to utilize International Renewable Energy Certificates (I-RECs). Since the I-REC framework is not widely used in Vietnam, it took quite some time to find a suitable contract partner. One future issue regarding I-RECs is that they may attract more attention, thereby increasing demand and pushing up the costs associated with purchasing I-RECs. Therefore, in order to continue this initiative, we are continually searching for inexpensive and reliable contractors. Vietnam's Eight National Power Development Plan (PDP8), announced in May 2023, states that the country will continue efforts to adopt self-consumption solar power systems in 50% of office buildings and 50% of houses by 2030. We would like to take the initiative in



Address	16 Phan Chu Trinh Street, Hoan Kiem District, Hanoi, Vietnam
Site area	Approx. 4,942 m ²
Gross floor area	Approx. 48,494 m ²
Scale	14 floors above ground, 3 floors below ground
Completion	June 2013

promoting environmental measures for office buildings in Vietnam, with the CornerStone Building as our shining example.



Solar panels installed on the rooftop of the CornerStone Building

“We would like to take the initiative in promoting environmental measures for office buildings in Vietnam.”



Yu Okamoto

General Director
Daibiru CSB Co., Ltd.

Mr. Okamoto joined Daibiru in 2020 mid-career. Before being transferred to Vietnam to assume his current position, he worked in the Osaka Office Leasing & Operations Department.



Members of Daibiru CSB Co., Ltd., a supporter of operations of the CornerStone Building

An Inherited Spirit of Sustainability



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*)

Since Its Establishment 100 Years Ago, Daibiru Has Always Moved alongside Local Communities and Their Residing Areas.

Coexistence between Office Buildings and Nature

■ Case Study: The Rooftop Tree Garden of the Former Shin-Daibiru Building

On the rooftop of the former Shin-Daibiru Building, completed in 1963 in Dojimahama, Osaka, a tree garden covering approximately 3,300 m², was built with the hope of creating harmony between the building's architecture and the natural environment. Tomoe Kudo, president of the Company at the time, later conveyed this hope in the above excerpt from *Architecture and Society*. This rooftop garden was notable as the first attempt of such a feature in Japan, and it was the precursor of subsequent rooftop greening endeavors.



The rooftop garden of the former Shin-Daibiru Building

Inheriting the Traditions of the Past and Passing Them to the Next Generation

■ Case Study: The Daibiru-Honkan Building Reconstruction Project

The former Daibiru-Honkan Building had been known as the face of Nakanoshima in Osaka for many years, since 1925.

Therefore, when rebuilding it, its facade and lobby were faithfully reproduced to evoke and pass on the historical setting of its predecessor. At the same time, the building was reconstructed with the latest specifications of a modern-day leasing building that could survive into the future, ensuring earthquake resistance and pursuing tenant convenience, eco-friendliness, and efficient maintenance and management.

Materials from the former building, such as stone and bricks from the exterior, were reused whenever possible, passing on the history imprinted on these materials to the new building, while helping to reduce waste from demolition of the old building.



The former Daibiru-Honkan Building

We Will Continue to Serve as a Solution to Social Issues in the Next Generation.

Closeness to the Community and Hand-in-Hand Development

■ Case Study: Redevelopment of Akihabara Station Front

The Akihabara Daibiru Building stands as a landmark in front of Akihabara Station in Tokyo, having been planned in a joint venture and completed in 2005 as one of the core facilities of the Akihabara Station redevelopment project, which sought to turn the world-famous electric town into a premier IT hub. We also own two commercial buildings in the same city block under our BiTO brand, having acquired one building and developed the other from the design stage onward. These combined efforts aim to enliven the local area and boost satisfaction for those who use the buildings.



Akihabara Daibiru Building (center), BiTO AKIBA PLAZA (left)

■ Case Study: Establishment of a Pedestrian Bridge in Nakanoshima 3-chome

As part of the joint development of Nakanoshima 3-chome in Osaka, conducted through a joint venture, Nakanoshima Shiki-no-Oka garden has been linked by a pedestrian bridge to the promenade beside the Dojima River, which runs past the site's northern side. The bridge also connects to the Nakanoshima Museum of Art, Osaka, which opened in Nakanoshima 4-chome, on the site's western side. The bridge increases foot traffic in the Nakanoshima district and helps improve pedestrian safety by separating walking areas from those used by cars.



Nakanoshima Shiki-no-Oka garden and the pedestrian bridge

Sustainability Promotion System

In April 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, an idea that is also ingrained in our Group Code of Conduct. Accordingly, we will continue working to launch more initiatives in the years ahead.

For more details on the Group Code of Conduct, please refer to our corporate website.
<https://www.daibiru.co.jp/english/company/philosophy/>

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



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).



The Daibiru Group and Sustainability Management

► The Daibiru Group's Materiality

To grow alongside society and assess the range of issues it faces from a business perspective, we identify material issues in the short, medium, and long term that are either business opportunities or risks, which constitute the Daibiru Group's Materiality. Group materiality comprises two categories: (I) providing value to society (or reducing damage to social capital) and (II) strengthening the foundation for providing value. Going forward, we will continue to promote sustainability initiatives and use our business activities as a means to help realize a sustainable society.

► Setting Materiality-Based KPIs

Daibiru set key performance indicators (KPIs) in fiscal 2022, based on the material issues identified in fiscal 2021, to effectively seize opportunities and resolve issues. Furthermore, in fiscal 2023 we expanded the scope of our initiatives to include the entire Group, as well our properties in Japan and overseas. In addition, we have also fine-tuned our KPIs and set quantitative targets.

1. Providing Value to Society (or Reducing Damage to Social Capital)

Materiality	Themes	KPIs	Target Theme	Daibiru Group (Consolidated) / Daibiru Corporation (non-consolidated)	Scope					Target Year	Target Figures	Fiscal 2022 Results
					Owned Properties							
					Location	Year of Construction	Purpose	Scale	Share of Ownership, Other			
Provide Optimal Offices for Changing Times ► P.31	1) Support greater tenant productivity with safe, secure, and comfortable offices	Pursuit of the next generation of offices (Offices that allow for a wide range of work styles, show consideration for diversity, and take advantage of the IoT and digital technology, etc.)	1) 2) 3) 4)	Daibiru Corporation	—	—	—	—	—	—	—	Began the Head Office Renewal Project with the aim of building a next-generation office that can accommodate diversifying work styles (renovation and relocation of the Daibiru Head Office)
	2) Optimize offices with consideration for diversity and diversifying work styles	Percentage of office buildings with integrated management provided by the Daibiru Group	1)	—	Domestic	All	Office	Gross floor area of 10,000 m ² or higher	Over 50% equity	Every fiscal year until fiscal 2030	80% or higher	100%
	3) Enrich the lives and activities of office workers	Percentage of office buildings with health-related certifications	1) 3)	—	Domestic	Completion in fiscal 2023 or later	Office	Buildings with an office area (gross floor area of 10,000 m ² or higher)	Over 50% equity	Every fiscal year	100%	—
	4) Develop next-generation offices utilizing the Internet of Things (IoT) and digital technologies	Percentage of buildings that have introduced IoT and digital technology,* contributing to the creation of next-generation offices * Sensors that incorporate image analysis technology, disaster assessment systems, etc.	4) 18)	—	Domestic	Completion in fiscal 2023 or later	Office	Buildings with an office area (gross floor area of 10,000 m ² or higher)	Over 50% equity	Every fiscal year	100%	—
Be Rooted in the Community and Develop alongside Towns ► P.32	5) Bring the Group's quality and services to more areas and people	Percentage of overseas subsidiaries with Daibiru employees stationed locally and involved in quality control (percentage of overseas subsidiaries that feature Daibiru's service quality)	5)	Daibiru Group	Overseas	All	Office	Gross floor area of 10,000 m ² or higher	Over 50% equity or Company-managed properties	Every fiscal year	100%	100%
	6) Support disaster-resistant urban development	(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)	6)	—	Domestic	Completion in fiscal 2023 or later	All	Gross floor area of 20,000 m ² or higher	Over 50% equity	Every fiscal year	100%	—
	7) Work with communities toward collaborative value creation with a long-term perspective	Number of local events held (for tenants or local residents)	7)	Daibiru Corporation	—	—	—	—	—	—	—	34
Provide Eco-Friendly Buildings for the Next Generation ► P.33	8) Improve the environmental performance of Company-owned buildings	Reduction of GHG emissions (Scope 1 and 2)	8) 9) 10) 11)	Daibiru Group	Domestic and overseas	All	All	All	Over 50% equity	1) Fiscal 2030 2) Fiscal 2050	1) 75% reduction or more (compared with fiscal 2019) 2) Net-zero emissions	71% reduction (compared with fiscal 2019)
	9) Reduce the environmental impact of buildings over their life cycle	Reduction of GHG emissions (Scope 3)	8) 9) 10) 11)	Daibiru Group	Domestic and overseas	All	All	All	Over 50% equity	1) Fiscal 2030 2) Fiscal 2050	1) 30% reduction or more (compared with fiscal 2019) 2) Net-zero emissions	22% reduction (compared with fiscal 2019)
	10) Coexist with the natural environment	Reduction in total energy use per basic unit	8) 9) 10) 11)	—	Domestic	All	All buildings	All	Buildings applicable under the Act on the Rational Use of Energy	Every fiscal year until fiscal 2030	1% reduction compared with previous fiscal year	0.6% reduction (compared with fiscal 2021)
	11) Visualize and disclose the environmental performance of our buildings and the environmental value they provide to society	Electricity derived from renewable sources (according to RE100)	8) 9) 10) 11)	—	Domestic and overseas	All	All	All	Direct power contracts with the Daibiru Group	Fiscal 2025	100%	94%
		Percentage of office buildings with environment-related certifications	8) 9) 10) 11)	—	Domestic	Completion in fiscal 2023 or later	Office	Buildings with an office area (gross floor area of 10,000 m ² or higher)	Over 50% equity	Every fiscal year	100%	—
		Percentage of buildings with ZEB Oriented certification or higher	8) 9) 10) 11)	—	Domestic	Completion in fiscal 2023 or later	Office	Buildings with an office area (gross floor area of 10,000 m ² or higher)	Over 50% equity	Every fiscal year	100%	—
		Amount of waste generated per basic unit	8) 9) 10) 11)	—	Domestic and overseas	All	All buildings	All	Over 50% equity	Fiscal 2030	20% reduction or more (compared with fiscal 2019)	11% reduction (compared with fiscal 2019)
		Recycling rate	8) 9) 10) 11)	—	Domestic and overseas	All	All buildings	All	Over 50% equity	Fiscal 2030	75% or higher	58%
		Promotion of domestically produced and certified wood use	8) 9) 10) 11)	—	Domestic and overseas	All	All	All	Over 50% equity	—	—	Conducted research on the use of domestically produced and certified wood

2. Strengthening the Foundation for Providing Value

Materiality	Themes	KPIs	Target Theme		Scope					Target Year	Target Figures	Fiscal 2022 Results		
					Daibiru Group (Consolidated) / Daibiru Corporation (non-consolidated)	Owned Properties								
					Location	Year of Construction	Purpose	Scale	Share of Ownership, Other					
Increase Human Resource and Organizational Strength ▶ P.35	12) Create value via Groupwide collaboration 13) Foster a challenge-seeking corporate culture 14) Acquire and cultivate human resources that can ensure high-quality services 15) Promote diversity and inclusion 16) Pursue employee health and safety and respect human rights	Holding of collaborative meetings across the Group	12)		Daibiru Group	—	—	—	—	—	Every fiscal year	Three or more meetings per fiscal year	Held three meetings Groupwide meeting (September) Management Vision Committee meetings (April and October)	
		Ratio of women among all employees	15)		Daibiru Corporation	—	—	—	—	—	Fiscal 2030	40% or higher	34%	
		Ratio of women among management	15)		Daibiru Corporation	—	—	—	—	—	Fiscal 2030	20% or higher among managers ranked section manager or higher	8% among managers ranked section manager or higher	
		Percentage of men who take childcare leave	15) 16)		Daibiru Corporation	—	—	—	—	—	Fiscal 2025	50% or higher	0% Revised childcare leave system, established on-consultation desk	
		Rate of return to work after childcare leave	15) 16)		Daibiru Corporation	—	—	—	—	—	Every fiscal year	Average of 80% or higher for the past five years	100%	
		Use of paid leave	16)		Daibiru Corporation	—	—	—	—	—	Every fiscal year	70%	63%	
		Turnover rate (due to personal circumstances)	15) 16)		Daibiru Corporation	—	—	—	—	—	Every fiscal year	Average of 5% or lower for the past five years	0%	
Accumulate Intellectual Capital to Form the Basis for High-Quality Services ▶ P.36	17) Accumulate and deepen quality management know-how related to building development and management operations 18) Accumulate and deepen knowledge related to the IoT and digital technologies 19) 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	12) 14) 17)		Daibiru Group	—	—	—	—	—	Every fiscal year	Held two times or more per fiscal year per building	Held four times at each building	
		Percentage of employees with qualifications related to real estate	14) 17) 19)		Daibiru Corporation	—	—	—	—	—	Fiscal 2025	Over 90% of managerial-track employees that have been employed for more than three years	88% Expanded support system for obtaining qualifications	
		Amount spent on training per employee	14) 17) 18) 19)		Daibiru Corporation	—	—	—	—	—	—	—	—	¥68,000 per year
		Regular holding of meetings by the Environment & Sustainability Committee	14) 17) 18) 19)		Daibiru Corporation	—	—	—	—	—	Every fiscal year	Four or more meetings per fiscal year	Held five meetings	
Collaborate with Stakeholders to Create Value ▶ P.36	20) 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 or more	20)		—	Domestic and overseas	Buildings 10 years old or older	All buildings	All	Over 50% equity	Every fiscal year	—	73%	
		Number of urban development council meetings participated in	7) 21) 22)		Daibiru Corporation	—	—	—	—	—	—	—	—	17
Evolve toward Corporate Governance that Supports Sustainable Improvement of Corporate Value ▶ P.37	23) Improve transparency and effectiveness of management 24) Implement thorough compliance, internal controls, and anti-corruption measures 25) Strengthen risk management further	Rate of participation in compliance training	24)		Daibiru Group	—	—	—	—	—	Every fiscal year	100%	98%	
		Implementation of theme-based internal audits	24)		Daibiru Group	—	—	—	—	—	—	—	—	Conducted audits regarding the Groups compliance system and expense management and the development of internal controls at Group companies
		Regular holding of Risk Management Meeting and Group compliance liaison meetings	24) 25)		Daibiru Group	—	—	—	—	—	Every fiscal year	Four or more meetings per fiscal year	Held two meetings of the Risk Management Meeting and two Group compliance liaison meetings	

Provide Optimal Offices for Changing Times

Opportunities

- Increased added value for office buildings by accommodating the diversification of office workers in terms of gender, age, and nationality
- Greater demand for facilities and services to support a variety of lifestyles popularized by remote work
- Expanding demand for safe and hygienic facilities
- Higher value provided by office buildings through the use of digital technologies

Risks

- Decrease in demand for office buildings due to the popularization of remote work
- Decline in demand for office buildings due to a drop in the working population stemming from the falling birthrate and aging population
- Drop in the competitiveness of existing buildings due to technological innovations
- Increased competition from companies with strengths in information technology joining the industry
- Obsolescence of existing business models due to the spread of the sharing economy

Existing Measures

- Provide high-quality buildings in good locations and dedicated services that result in refined spaces with a sense of security
- Gain customer trust by fostering close, face-to-face relationships with sales representatives
- Create comfortable spaces planned to the last detail through facility management conducted as a unified group
- Leverage integrated management, from development to reconstruction, to meet customer requests for building quality

Measures to Be Implemented

- Pursue the next generation of office buildings best suited to accommodate diversifying work styles
- Provide office environments that take into consideration the diversification of office workers
- Develop the value offered by office buildings by utilizing and introducing information technology
- Create a system that will enrich the lives and activities of office workers

Creating Buildings

As pioneers in the office building industry, we have been providing buildings that are optimized for their locations and their time for nearly a century, working in line with our corporate principles of “Constructing buildings, creating towns, pioneering the new era.”

► **Buildings for the New Era**
Daibiru made its first mark in 1925, with the completion of the former Daibiru-Honkan Building, a full-fledged office building for lease and a pioneering project for the time.

Turning to the present day, the requirements in workplace conditions, such as the need to support worker wellness and show high environmental performance, are changing rapidly. When planning the new Midosuji Daibiru Building, which is currently undergoing reconstruction, employees from departments involved in the building repairs and planning met with employees from the sales department, who keep in close contact with tenants, to

ensure that we could create a building in line with the times. Similarly, we held multiple workshops with the design company to think of ways to ensure a building suited to the new era. The result of these efforts is the concept of “Your Premium, Your Workplace,” which inspired the project plan shown on page 19.

Renovations and Large-Scale Repair Work

We strive to improve the functionality of buildings that have been standing for a certain number of years by conducting renovations and large-scale repair work at the right time.

► **Renovation of the Hibiya Daibiru Building**
After being rebuilt in 1989, the Hibiya Daibiru Building was reborn as a state-of-the-art building of its time. Twenty-five years

later, from 2013 to 2016, we conducted renovations to make the building all the more competitive. This process involved renovating common areas, such as the entrance and bathrooms, as well as improving the functions of building equipment, which we achieved primarily by updating the building’s electrical and air conditioning systems. We also made improvements related to

our BCPs that included the installation of an emergency generator that can provide 48 hours of power and the renovation of the building’s elevators to mitigate long-period ground motion during earthquakes. Efforts like these to improve functionality help maintain or increase the competitiveness of the building and have won high praise from customers.

Be Rooted in the Community and Develop alongside Towns

Opportunities

- Increased need for offices with high BCP responsiveness due to the intensification of natural disasters
- Greater demand for operators involved in long-term urban development
- Increased demand for good office environments in line with the growth in emerging economies in Asia
- Higher service quality owing to value created in close collaboration with local communities

Risks

- Decreased asset value due to intensification of natural disasters, as well as increased costs for maintenance and countermeasures
- Appearance of geopolitical risks and disaster risks due to the geographical concentration of owned properties
- Depopulation in areas of operation and decline in working population

Existing Measures

- Contribute to local development and revitalization in cooperation with companies in the area of a building (Nakanoshima, etc.)
- Collaborate with local governments to participate in public-private partnership projects and other efforts (Akihabara, etc.)
- Utilize knowledge cultivated through domestic business to expand overseas development of high-quality office buildings
- Pursue development of disaster-resistant buildings with higher earthquake resistance and flood control measures

Measures to Be Implemented

- Work with local residents to increase the value of buildings and their surrounding areas, in addition to collaborating with local governments and companies
- Create buildings that serve as city infrastructure, with the ability to become base locations during times of disaster, capable of providing support for people who cannot return home
- Serve as a gathering point for the community in times of disaster, with functions at buildings that include spaces that can serve as evacuation areas

Coexistence with the Local Community

► Donations in Vietnam

Daibiru also conducts social contribution activities in countries to which it has expanded its operations, such as Vietnam. In 2021, we made a joint donation with a local operating company to Vietnam’s COVID-19 vaccine fund. The fund was established by the Vietnamese government to import and purchase vaccines, conduct R&D, and implement infection control measures.

► Participation in the Nakanoshima West Water Sprinkling Project and Cleanup Activities in Nakanoshima

Each year, we work with local companies in the Nakanoshima area of Osaka, where our Head Office is located, to conduct water sprinkling and cleanup activities in the surrounding area to curb the heat island effect. (In particular, sprinkling water on the streets creates a cooling effect.)



The Nakanoshima West Water Sprinkling Project

BCP Response

► Safe and Reliable Seismic Performance

All of our buildings meet legal standards for seismic performance. In addition, some of the buildings have also adopted seismic control systems and feature particularly exceptional seismic performance. The Yaesu Daibiru Building, which is currently undergoing reconstruction, will feature base isolation structures on the middle floors that will greatly reduce shaking in the

event of an earthquake to ensure robust seismic performance. Other measures include a system that utilizes sensors that can detect earthquakes and bring elevators to a safe stop in response.

► Introduction of Emergency Generators and Power Supply

Some buildings are equipped with emergency generators that can provide long-term power to leased offices in addition to common areas. When existing

buildings undergo renovation, we take additional measures such as increasing the capacity of these emergency generators and extending their operating time. The Midosuji Daibiru Building and the Yaesu Daibiru Building, which are both currently undergoing reconstruction, will be equipped to supply electricity in the case of a power outage for 72 hours and seven days, respectively.

► P.17-18 Daibiru in Practice—A Business Model for Value Creation

Materiality Provide Eco-Friendly Buildings for the Next Generation

Opportunities

- Increased demand for offices with low environmental impact
- Greater corporate brand strength resulting from trailblazing efforts
- Higher valuation in the capital markets and lower funding costs due to greater sustainable investment

Risks

- Drop in corporate brand power due to delayed investment and adoption of eco-friendly technologies
- Higher real estate development and renovation costs due to environmental regulations
- Appearance of procurement risks due to resource depletion
- Higher funding costs due to a delayed response to environmental issues

Existing Measures

- Improve the environmental performance of Company-owned buildings by installing equipment with high energy-saving capabilities
- Reduce the environmental impact of buildings over their life cycle
- Increase energy efficiency by utilizing river water (Nakanoshima)
- Create buildings with consideration given to the environment and biodiversity (greenification of rooftops and surrounding areas, etc.) and conduct post-construction follow-up
- Monitor environmental data such as energy use and CO₂ emissions
- Increase the proportion of renewable energy to help achieve a decarbonized society, with initiatives that include introducing facilities that utilize emissions-free electricity and solar power
- Participate in demand response programs*
- Promote waste reduction and recycling

* Programs that provide payments or other benefits to large energy users that agree to voluntarily reduce their energy demand during times of grid stress

Measures to Be Implemented

- Improve environmental performance of Company-owned buildings further to achieve zero emissions buildings
- Visualize and disclose the environmental performance of our buildings and the environmental value they provide to society
- Raise funds via green bonds and similar methods

Environmental Policy of the Group

In keeping with its Environmental Policy and in an effort to help with the sustainable development of society, the Group is working to create towns with lush greenery and low environmental impact. We also cooperate with stakeholders such as customers, local communities, and business partners to promote coexistence with the natural environment.

Environmental Policy of the Group

1. Coexist 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

For more details on the Group Environmental Policy, please refer to our corporate website.
https://www.daibiru.co.jp/english/company/philosophy/#message_environments



Response to Climate Change: Global Warming Countermeasures and Contributing to the Creation of a Recycling-Oriented Society

► 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. As of April 2022, we have completed the introduction of emissions-free electricity*¹ for all electricity used in our Company-owned buildings in Japan.*² In addition, we have also switched to emissions-free

electricity for our buildings in Vietnam. As a result, our CO₂ emissions are on a downward trend.

► P.44 GHG Emissions (Scope 1, 2, and 3)

► Reduction of Energy Use

Total energy use and use per basic unit (kl/m² of operating floor area) for the past five fiscal years in Company-owned buildings*³ are shown in the diagram at the bottom of page 43. Although operating floor area and the amount of energy used vary from year to year, energy

use per basic unit is on a downward trend due to initiatives aimed at reducing environmental impact.

*¹ Electricity derived from renewable energy sources with net-zero CO₂ emissions as proven through Non-Fossil Certificates

*² Excluding buildings that are scheduled to be rebuilt and for which the Company has not concluded a power purchase agreement

*³ Scope of data: 27 office and commercial buildings owned by the Company (buildings subject to the Act on the Rational Use of Energy)

Responding to Climate Change—Measures to Combat Global Warming and Create a Recycling-Oriented Society

Switch to LED Lighting

We are taking active steps to switch to LED lighting, which has a long lifespan, has highly efficient energy consumption, and is eco-friendly. We plan to complete the transition by roughly 2026, with progress at approximately 70% as of March 31, 2022. In addition, when sunlight provides enough light during the day, a sensor detects and lowers the brightness of the lights. Moreover, a motion sensor detects when no one is present and turns off the lights, thereby reducing wasteful consumption of electricity.

Adoption of Emissions-Free Electricity

In April 2022, we introduced emissions-free electricity at all Company-owned buildings in Japan. This refers to electricity with Non-Fossil Certificates*¹ compliant with RE100. The introduction of emissions-free electricity in our buildings will enhance the corporate standing of tenants from an environmental perspective since electricity use from offices and stores will not generate CO₂ emissions.

An annual total of approximately 67 million kWh*² of electricity will be replaced with electricity derived from renewable energy sources in 20 target buildings, reducing annual CO₂ emissions by approximately 26,000 tons.*² This is equivalent to the emissions produced by approximately 14,000 households. We have also transitioned to emissions-free electricity at our buildings in Vietnam, which is expected to reduce emissions by 6,500 tons*³ each year.

Introduction of Carbon-Neutral City Gas

Daibiru has introduced the use of carbon-neutral city gas (liquefied natural gas) at some of its buildings. Emissions associated with the overall life cycle of this gas, including production, transport, processing, and end-use, are offset with nature-based credits.

Participation in Demand Response

Demand response is a mechanism for maintaining the balance of electricity supply and demand by conserving the use of electricity on the user side based on requests from power transmission and distribution business operators when supply or demand is tight. Daibiru implements demand response in some of its buildings by turning off lights and air conditioning in the common areas of these buildings to an extent that it will not inconvenience tenants.

► Reuse and Conservation of Water Resources

The diagram on the bottom of page 43 shows water use and use per basic unit (m³/m² of operating floor area) for the past five fiscal years in Company-owned buildings.*⁴ Water use increased in fiscal 2022 compared with the previous fiscal year due to more people utilizing the building as the impact of COVID-19 began to subside. Daibiru strives to utilize water resources effectively by adopting the latest sanitary fixtures when renovating, constructing new buildings and utilizing rainwater for irrigation, and other efforts.

► Reduction of Waste Generation and Promotion of Recycling

The diagram at the bottom of page 43 shows the amount of waste generated and the amount generated per basic unit (t/m² of operating floor area)*⁵ for the past five fiscal years in Company-owned buildings. Waste generation has varied with each fiscal year due to the acquisition of properties, but waste generation per basic unit is on a downward trend.

Waste Reduction and Proper Disposal throughout the Life Cycle of Buildings

A variety of waste is generated during the construction and demolition of a building. We manage and dispose of harmful substances and substances that pollute the environment in a proper manner and in accordance with laws and regulations. In addition, we collect and reuse concrete waste and chlorofluorocarbons and lithium bromide used in air conditioning equipment. As part of the ongoing reconstruction plan for the Midosuji Daibiru Building, the materials from the underground portion of the existing building are being used in an earth retaining wall. We strive to reduce waste in the operating stage as well. To do this, and to promote recycling, we have established a system for the sorted collection of waste.

*¹ Electricity utilizing non-fossil fuel certificates with tracking information that details where the power was generated

*² Calculated based on total power consumption of the target buildings for fiscal 2019

*³ Calculated based on total power consumption of the target buildings by fiscal 2021 or November 2022

*⁴ Scope of data: 27 office and commercial buildings owned by the Company (buildings subject to the Act on the Rational Use of Energy)

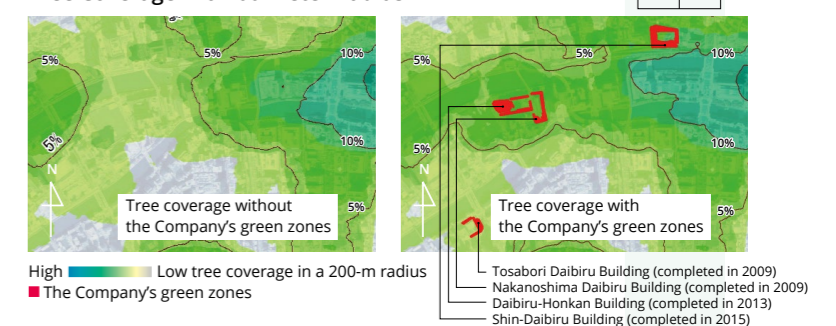
*⁵ Scope of data: Company-owned office buildings subject to the Act on the Rational Use of Energy and for which calculation is possible

Coexistence with the Natural Environment

► Contribution of Daibiru's Green Zones over a Wide Range

The images on the right show tree coverage in a 200-meter radius, comparing the tree coverage of Daibiru's green zones versus if they did not exist. The green zones of four Company-owned buildings in Osaka's city center link together the green zone network of the area and provide homes for tree-dwelling birds such as the Japanese great tit, helping maintain a vibrant avian ecosystem.

Tree Coverage in a 200-Meter Radius



Foundation for Promotion

Increase Human Resources and Organizational Strength

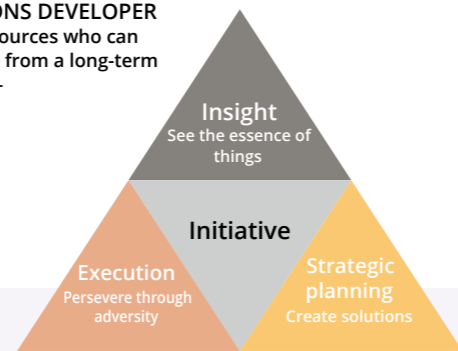
Developing Human Resources

► Ideal Human Resources
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,” the ability to proactively take on challenges with an awareness of issues; “insight,” the ability to see the essence of things; “strategic planning,” the ability to take into consideration various environments and

people involved and create solutions; and “execution,” the ability to persevere through adversity to accomplish goals. 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—



Training Systems

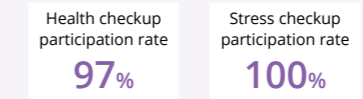
We inspire our employees to grow through our training systems, with the idea that their growth will translate into growth for the Company.

Name of Training	Details
Stratified training	Training for new recruits with the Company covers business manners, property inspections, lectures on our various departments, and so on, to ensure that these recruits gain the necessary business skills and knowledge regarding Daibiru’s operations prior to being assigned to their posts. 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. The seminars are available in half- or full-day courses at venues outside the Company. Results 90% student satisfaction (calculated based on the aggregate results of student questionnaires from fiscal 2020 to fiscal 2022)
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. Results 61 employees with CBA qualification (as of July 2023)
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. Results 24 employees with ARES Certified Masters qualifications (as of July 2023)

Increase Human Resources and Organizational Strength

► Health Initiatives
The health of our officers and employees is essential to the continuity and growth of our business operations. We aim to ensure that our officers and employees can continue to work in good health by providing general health checkups, subsidizing the cost of reexaminations, and subsidizing the cost of comprehensive full medical screening in

cooperation with the health insurance society. We also support health through specified health guidance programs and activities by the health committee.



Daibiru Corporation (non-consolidated), fiscal 2022

► Active Participation of Women
We are implementing four

specific measures to further promote the active participation of female employees.

1. Promoting telework and flexible work styles
2. Encouraging women to participate in training to become managers
3. Encouraging the use of paid leave
4. Establishing a post-childbirth lump-sum payment system for childbirth

Foundation for Promotion

Accumulate Intellectual Capital to Form the Basis for High-Quality Services

Operation and Management as a Unified Group

One characteristic of our business is that we carry out building upkeep in-house, including security and cleaning. The goal of this practice is to maintain and improve high-quality service by having a consistent hand in overall management.

► Team Daibiru Activities

We conduct regular Team Daibiru activities aimed at maintaining and improving our already-high-quality building management services. One of Daibiru’s strengths is providing high-quality management services to high-grade buildings in good locations. To make this possible, employees involved in building management—leasing, facility management, security, and cleaning staff—form teams and tour the interior and exterior of each building and share points that could be improved. All Group employees, including all on-site staff, are committed to providing higher-quality services, with the customer’s perspective in mind.

Foundation for Promotion

Collaborate with Stakeholders to Create Value

Collaboration with Other Companies

To produce a good building, there need to be strong relationships of trust between the owner, the designer, and the builders. As the building owner, we strive for close and detailed communication with the designer and builders when constructing a new building. This has helped us to draw out the fullest creative capabilities of the designer and the fullest technical capabilities of builders and enabled us to develop exceptional buildings that fulfill our corporate concept, secure income, and put tenants at ease.

► The Daibiru-Honkan Building Reconstruction Project

The original Daibiru-Honkan Building was completed in 1925 in Nakanoshima, the birthplace of Daibiru, located in the city of Osaka, and the building was long admired as the face of Nakanoshima. For its reconstruction in 2013, we adopted cutting-edge technology for the convenience of our tenants, but we also recreated the exterior of the original building for the lower floors in order to bring its historical beauty from the past into the present.

Furthermore, based on the urban development policy of the city of Osaka, we emphasized making the project contribute to the growth of the Nakanoshima area as an integrated block development. Accordingly, we worked with our partners in the project to establish a green zone in the area. We contributed to the development of the area even further, after discussions with government agencies, with efforts that included building a bridge that connects to a pedestrian path along the nearby river.

Evolve toward Corporate Governance That Supports Sustainable Improvement of Corporate Value

Basic Approach to Corporate Governance

Under the corporate principles of “Constructing buildings, creating towns, pioneering the new era,” and with a view toward enhancing corporate value over the long term through sustainable and stable growth, Daibiru believes that fair, transparent, prompt, and bold decision-making is crucial to corporate governance. As such, the Company has updated its Basic Policy for Corporate Governance, even after delisting in April 2022, and works to achieve its vision accordingly.

Overview of the Corporate Governance Framework

▶ The Board of Directors

The Board of Directors meets once a month, in principle, holding extraordinary meetings as required, and decides basic policies for overall management of the Company while supervising the execution of duties of directors.

The Board of Directors also deliberates and decides on matters pursuant to laws and regulations and the Articles of Incorporation that require resolution by the Board, as well as important management matters.

In particular, the Board of Directors deliberates and makes decisions on projects and actions when they exceed the set budgetary amount. Said projects and actions may pertain to real estate development, the acquisition and disposal of assets (including non-current assets and stock), the

procurement of long-term funds, and loans and guarantees. Deliberations and decisions in this regard are made according to the nature of the risk involved.

▶ Governance Advisory Committee

The Company continues to utilize the Governance Advisory Committee as a voluntary advisory body to the Board of Directors, despite delisting. The committee advises the Board of Directors on matters related to the appointment and dismissal of directors and executive officers and the determination of compensation and other remuneration for directors and executive officers. The committee makes its recommendations after deliberations based on the Company's corporate principles, its medium- to long-term management plan, and the characteristics of the Company's business.

▶ Executive Committee

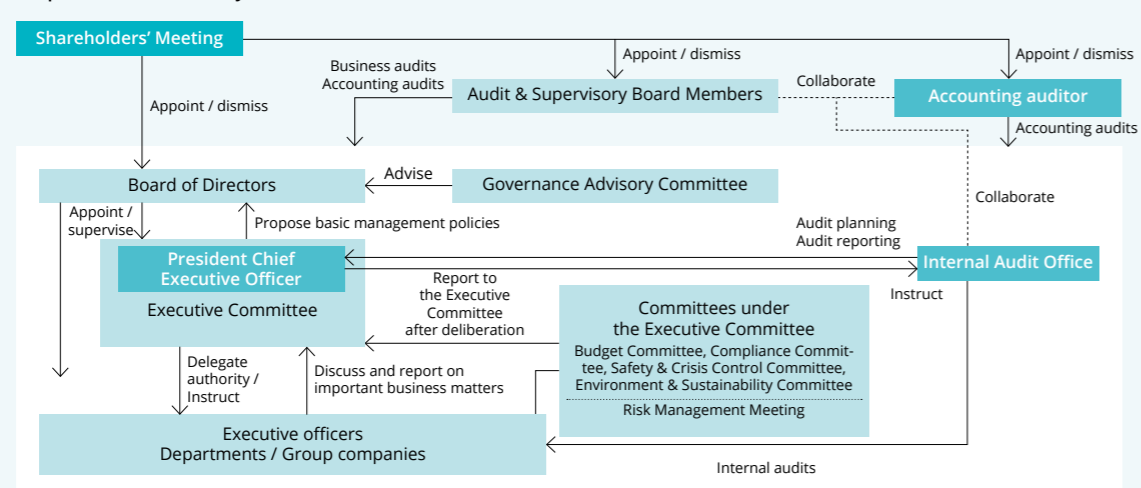
The Executive Committee has been established to conduct deliberations and decide important matters related to fundamental management plans and business execution in line with the basic policies for overall management set out by the Board of Directors.

In principle, important matters to be submitted to the Board of Directors are submitted to the Executive Committee for advance deliberation.

The committee meets three times a month as a general rule and comprises the president chief executive officer, executive vice president, senior managing executive officer, and managing executive officers.

In addition, various committees have been set up under the Executive Committee to consult on necessary matters.

Corporate Governance System



Qualifications of Directors, Audit & Supervisory Board Members, and Executive Officers and Procedures for the Appointment and Dismissal Thereof

Candidates for appointment to director, Audit & Supervisory Board member, and executive officer positions are nominated for showing excellent personality, insight, and ability; an abundance of experience; and high ethical standards.

The Board of Directors is to be of an appropriate scale, and in possession of knowledge, experience, and ability that are both diverse and well-balanced as a whole to

ensure that the Board can efficiently fulfill its roles and duties. Directors and Audit & Supervisory Board members are appointed and dismissed by resolution at the Shareholders' Meeting and executive officers are elected by resolution of the Board of Directors.

Candidates for director and executive officer positions are proposed by the president chief executive officer, and the Board of Directors discusses and decides

said candidates after consulting with the Governance Advisory Committee.

The chairperson of the Board proposes candidates for the Audit & Supervisory Board members, and the Board of Directors discusses and decides said candidates after consulting with the Governance Advisory Committee and after receiving approval from the Audit & Supervisory Board members.

Compliance

The Group Code of Conduct states that “with legal and regulatory compliance as a given, the Daibiru Group conducts itself with integrity as a member of society, acting in accordance with social norms and corporate ethics.” In addition, the Company has stipulated a code of conduct for directors, executive officers, and employees within its Compliance Regulations and strives for adherence to this code.

Specifically, we have established a Compliance Committee that formulates and implements basic compliance policies and deliberates on measures to prevent recurrence of compliance violations as well as corrective measures.

In addition, the Company has established and operates internal and external contact points independent of the Company to

receive compliance-related reports and consultations.

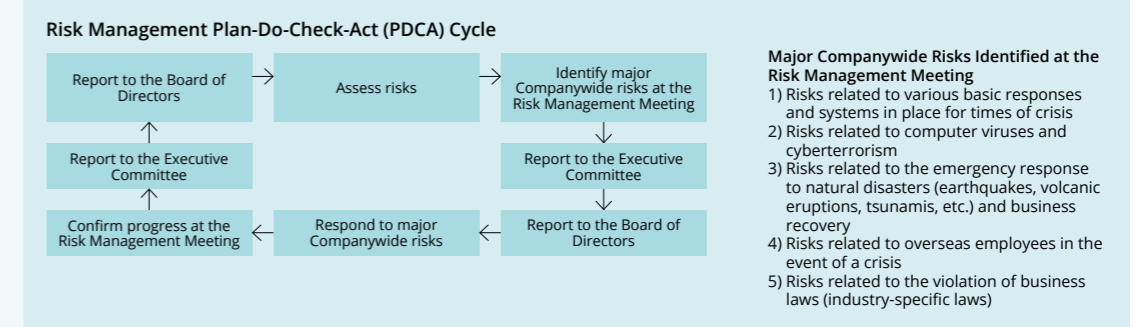
To ensure compliance at subsidiaries, compliance matters are reported to the Company in accordance with the rules established by each subsidiary (which follow the Company's Compliance Regulations). Furthermore, Group compliance liaison meetings are held regularly to ensure thorough compliance throughout the Group.

Risk Management

The Executive Committee acts as the body responsible for risk management and therefore has duties that include developing the Company's risk management system and formulating and monitoring risk management policies and measures, all of which are based on the Risk Management Regulations.

The Company has also established the Risk Management Meeting under the Executive Committee to share and discuss major Companywide risks as well as risk management-related initiatives and issues in each department that need to be addressed, in addition to facilitating more effective risk management.

Moreover, important investment projects are thoroughly examined by relevant departments and offices, and risks are identified, analyzed, and evaluated by the Corporate Planning Department before being submitted to the Executive Committee for discussion.



Group Company Management

The Corporate Planning Department is responsible for overseeing domestic Group companies, and the Overseas Business Department is responsible for the management of overseas Group companies. In accordance with

Daibiru's Group Company Management Regulations, each of the aforementioned departments receive reports from Group companies within their jurisdiction in a timely manner in order to gain a suitable understanding of

business conditions and risks. For important business matters, these Group companies are required to receive approval from the Company before taking action.

Special Feature 2

Daibiru in Practice—Sustainability Management

The Head Office Renewal Project

Materiality: **Provide Optimal Offices for Changing Times**

At present, we have formed a project team consisting mainly of young employees in their 20s and 30s, and we are moving forward with large-scale renovations of our Head Office in anticipation of our 100th anniversary following the concept of "Spiral up! A more appealing office for tomorrow."

In Pursuit of the Ideal Central Office as an Office Building Operator

Work-style reforms and the COVID-19 pandemic have made working outside of the office the norm rather than the exception. This has inspired us to search for what makes an ideal office for each company. We are tackling this question by reviewing our own offices, which allows us to see things from the customer's point of view. At the same time, we are working as office building operators to create an ideal central office, a main office that serves as a headquarters while having multiple other functions. In doing so, we intend to become even better equipped to help customers resolve their issues. Post-renovation, the Head Office will serve as a space for verification trials where employees can try out new ways of working,

and we will use what we learn from the activities at the Head Office to spark new ideas for utilizing office spaces and to stimulate the demand for office use.

The Office as a Natural Gathering Place

People are increasingly eschewing the commute to the office, as they are now able to do their work and participate in meetings from their homes or from satellite offices. However, the information that can be gathered by working from these places is limited and cannot reproduce the atmosphere of a true workplace. In addition, these places decrease the possibility of chance interactions that could lead to new discoveries. Face-to-face communication is effective in fostering a corporate culture and a sense of unity, developing human resources, generating constructive discussions, and producing ideas, and we believe that there is still a need for places where people can gather for these purposes. We believe that the office can be the launching point from which people, companies, and society will move in a better direction tomorrow, and we strive to promote activities that will continue to manifest the value of the office.

Initiatives from the Brand Strategy Committee

Materiality: **Increase Human Resources and Organizational Strength**

Even before the COVID-19 pandemic, the business environment surrounding office buildings was changing with each passing moment as customer values became more diverse and ICT progressed at a rapid rate. Under these circumstances, we established the Brand Strategy Committee in fiscal 2019 to reassess the kind of value we can offer society, align our employees toward pursuing that value, and then spark the necessary changes, with the goal of enhancing our presence in the market. Our first step was a study session to learn what a brand is, followed by an analysis of Daibiru's strengths and weaknesses and a workshop to contemplate what kind of company Daibiru should aim to become and what actions employees should take to materialize that vision. We also organized small group dialogues between top

management and employees to share thoughts on the Company's future and held seminars led by outside instructors to encourage each employee to internalize Daibiru's brand value, adjust their approaches to work, and take concrete actions. Regarding external output, the committee also released new corporate advertisements featuring new copy and designs in October 2022. This advertisement expresses our desire to create buildings and towns that go beyond mere functionality and rationality and address the intangible needs of each person, even in a future era where people's values and work styles become more and more diverse. An internal survey of employees has made it clear that, thanks to the activities of the Brand Strategy Committee, employees feel that the organization has become more open, and it has become easier to express their opinions freely and consult with others. Accordingly, many employees are now thinking more proactively about the future of Daibiru and their own careers. Needless to say, the committee has had a positive impact on the organizational culture.



New corporate advertisement produced in collaboration with the Brand Strategy Committee

Living Architecture Museum Festival Osaka (Open House Osaka)

Materiality: **Be Rooted in the Community and Develop alongside Towns**

We are taking part in Living Architecture Museum Festival Osaka (Open House Osaka), which showcases the appeal of Osaka's architecture, free of charge. During this annual event, which takes place on one weekend in the fall, people are invited to view "living architecture" that is normally not open to the public. The event highlights the interesting design and history that lies within Osaka's architecture, giving people a chance to experience the city through a different lens than usual. We are participating in the event by opening up the Daibiru-Honkan Building for field trips, complete with quizzes for children, and guided tours led by Daibiru employees. The Daibiru-Honkan Building was selected among examples of living architecture for the Living Architecture Museum Osaka Selection in recognition of its notable contributions toward the creation and spread of modern urban appeal.

In 2020 and 2021, during the COVID-19 pandemic, virtual content was released online, but in 2022 the event was held as normal for the first time in three years, drawing approximately 50,000 visitors. Our guided tours introduce people to the charm that resides within the Daibiru-Honkan Building, which inherits the history of its predecessor while meeting the latest specifications. Our hope is that by joining Open House Osaka we will increase awareness of both Daibiru and its buildings. We also hope to foster a love for and civil pride in Osaka as a city by increasing people's understanding of architecture, a major component of Osaka's urban appeal and composition, while also deepening their interest in urban development.



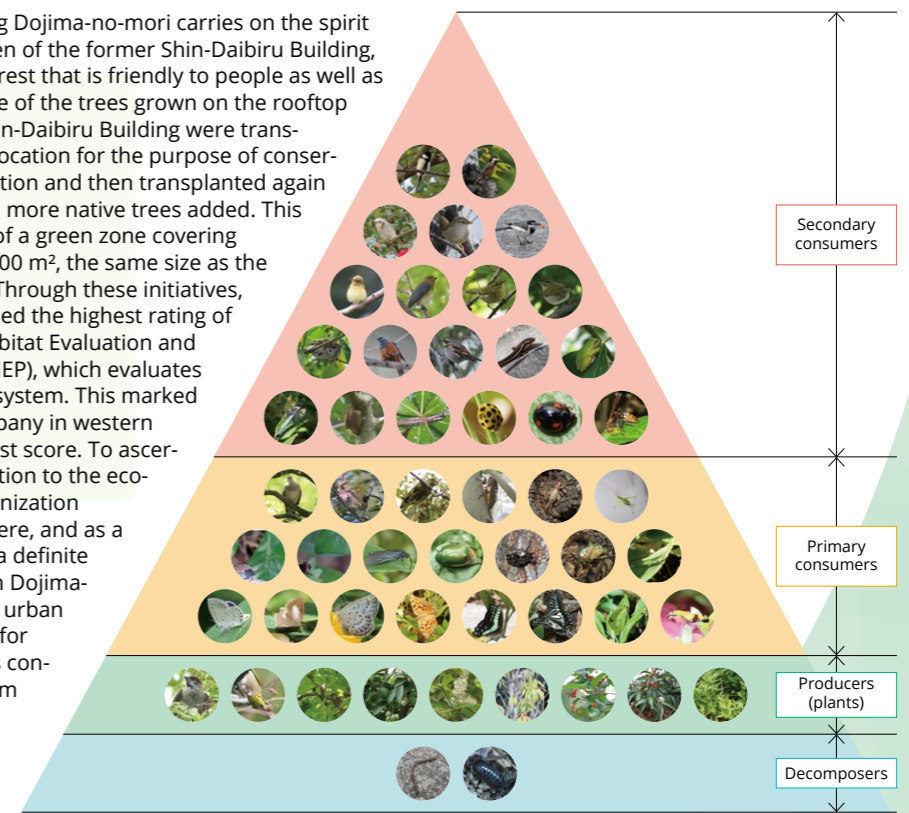
Advertisement for Open House Osaka 2023

Coexistence with the Natural Environment

Materiality: **Provide Eco-Friendly Buildings for the Next Generation**

The Shin-Daibiru Building Dojima-no-mori carries on the spirit of the rooftop tree garden of the former Shin-Daibiru Building, with the concept of "a forest that is friendly to people as well as other living things." Some of the trees grown on the rooftop garden of the former Shin-Daibiru Building were transplanted to a temporary location for the purpose of conservation during reconstruction and then transplanted again to the new building, with more native trees added. This resulted in the creation of a green zone covering approximately about 3,300 m², the same size as the former rooftop garden. Through these initiatives, the Company was awarded the highest rating of "AAA" from the Japan Habitat Evaluation and Certification Program (JHEP), which evaluates contributions to the ecosystem. This marked the first time that a company in western Japan received the highest score. To ascertain the level of contribution to the ecosystem, an external organization monitored organisms there, and as a result, it confirmed that a definite food chain established in Dojima-no-mori. A habitat in the urban area like this is precious for birds and insects, and its contribution to the ecosystem was highly evaluated.

For more details on Daibiru's environmental initiatives, please refer to our corporate website.
<https://www.daibiru.co.jp/english/sustainability/#section3>



Ecosystem Pyramid
 Note: All photos were taken in the Shin-Daibiru Building Dojima-no-mori.

Directors, Audit & Supervisory Board Members, and Executive Officers



Takashi Maruyama

Representative Director,
President Chief Executive Officer



Yoichi Hayashi

Representative Director,
Senior Managing Executive Officer
Responsible for Human Resources & General
Affairs Department and Internal Audit Office
Supervisor of Corporate Planning Department and
Finance & Accounting Department



Takehiko Ota

Director, Managing Executive Officer
Responsible for Investment & Development
Department and Overseas Business Department
Supervisor of Development Division



Kenichi Sekiguchi

Managing Executive Officer
Responsible for Finance & Accounting
Department
Secondarily responsible for Corporate
Planning Department



Takashi Tomoda

Executive Officer
General Manager of Overseas Business
Department



Hidekazu Taga

Executive Officer
Responsible for Corporate Planning
Department and Development &
Planning Department



Eisuke Osawa

Executive Officer
Responsible for Information Systems
Office
General Manager of Human Resources &
General Affairs Department



Hideki Tainaka

Director, Managing Executive Officer
Responsible for Construction & Technical
Department



Kazuhiko Yamada

Director, Managing Executive Officer
Responsible for Osaka Office Leasing & Operations
Department, Tokyo Office Leasing & Operations
Department, Sapporo Project Department, and
Office Leasing Business Management Office
Supervisor of Office Leasing Division



Toshiaki Takeda

Audit & Supervisory Board Member



Keijiro Kamijo

Executive Officer
General Manager of Tokyo Office Leasing
& Operations Department



Taisei Yoshikawa

Executive Officer
General Manager of Osaka Leasing &
Operations Department and Office
Leasing Business Management Office



Kensuke Tanaka

Group Executive Officer
President of MOL Kosan Co., Ltd.

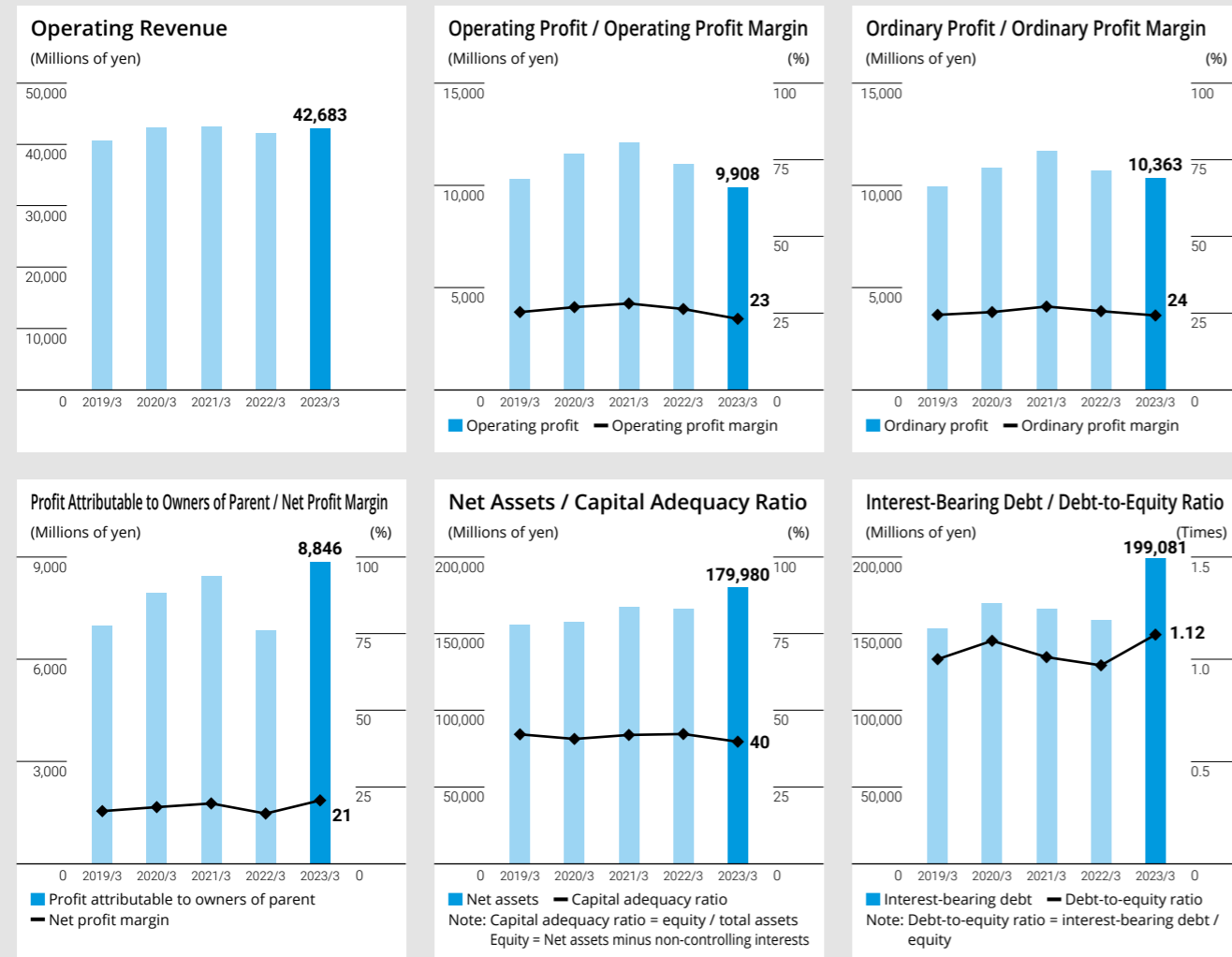


Akihito Ichimaru

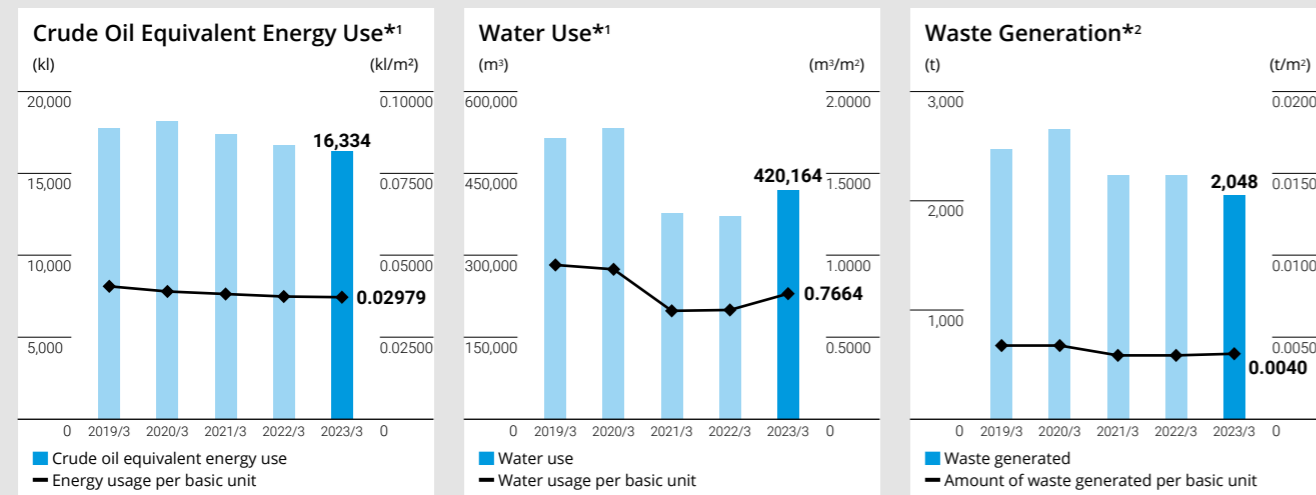
Group Executive Officer
President of Daibiru Facility
Management, Ltd.

Financial and Non-Financial Data

Financial Data



Sustainability Data



*1 Scope of data: 27 office and commercial buildings owned by the Company (buildings subject to the Act on the Rational Use of Energy)

*2 Scope of data: Company-owned office buildings subject to the Act on the Rational Use of Energy and for which calculation is possible

Non-Financial Data

Number of employees	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3
Number of employees (Non-consolidated)	65	70	79	86	89	107
Number of employees (Consolidated)	2,465	2,464	2,588	2,457	2,250	2,163

Average years of service (Non-consolidated)						
Average years of service (Years)	12	10	10	11	11	11

Number of recruits (Non-consolidated)						
New graduates	3	4	4	3	2	6
Mid-career	1	3	3	3	2	9

Percentage of female employees (Non-consolidated)						
Percentage of female employees (%)	28	29	30	30	33	34

Percentage of female managers (Non-consolidated)						
Percentage of female managers ranked section manager or higher (%)	0	4	4	10	8	8

Education and training expenses (Non-consolidated/year)						
Education and training expenses (Millions of yen)	71	76	58	50	60	68

Utilization rate of childcare leave (Non-consolidated / female / five-year cumulative total)						
Utilization rate of childcare leave (%)	100	100	100	100	100	100

Average overtime (Non-consolidated/month)						
Average overtime (Hours)	25	20	20	22	23	27

Turnover rate (Non-consolidated / voluntary termination / five-year cumulative total)						
Turnover rate (%)	1	1	1	1	1	0

GHG Emissions (Scope 1, 2, and 3)

The Scope 1, Scope 2, and Scope 3 emissions produced by the Daibiru Group are as follows:

Scope (t-CO ₂)	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022
Scope1 Direct emissions	3,372	3,540	3,356	3,208
Scope2 Indirect emissions	19,073	18,296	16,403	3,241
Total (Scope 1 and 2)	22,445	21,837	19,759	6,448
Reduction rate (compared with fiscal 2019)	—	3%	12%	71%
Scope3-1 Purchased goods and services	8,488	9,395	13,077	15,203
Scope3-2 Capital goods	25,318	27,295	10,462	10,143
Scope3-3 Fuel- and energy-related activities (excluding Scope 1 and 2)	9,364	8,659	8,645	8,713
Scope3-4 Upstream transportation and distribution	—	—	—	—
Scope3-5 Waste generated in operations	1,370	1,433	1,611	1,500
Scope3-6 Business travel	134	52	73	134
Scope3-7 Employee commuting	569	505	441	406
Scope3-8 Upstream leased assets	—	—	—	—
Scope3-9 Downstream transportation and distribution	—	—	—	—
Scope3-10 Processing of sold products	—	—	—	—
Scope3-11 Use of sold products	—	—	—	5,642
Scope3-12 End-of-life treatment of sold products	—	—	—	1,796
Scope3-13 Downstream leased assets	26,138	22,683	21,671	11,921
Scope3-14 Franchises	—	—	—	—
Scope3-15 Investments	—	—	—	—
Total (Scope 3)	71,381	70,022	55,980	55,457
Reduction rate (compared with fiscal 2019)	—	2%	22%	22%

—: Not applicable
 * Excludes properties for which Daibiru holds less than 50% equity

List of Major Properties

Osaka



Tokyo



Sapporo



Vietnam

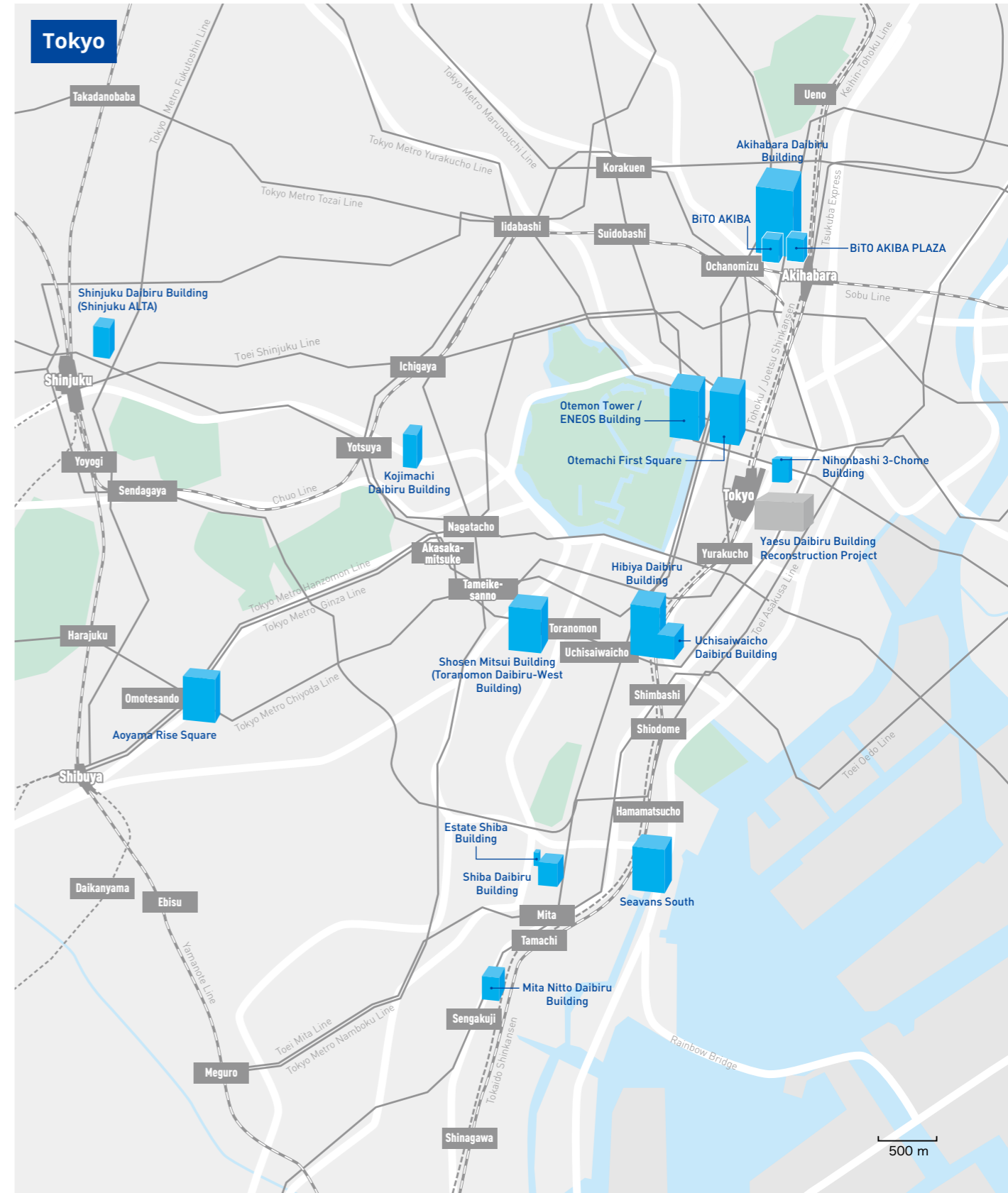
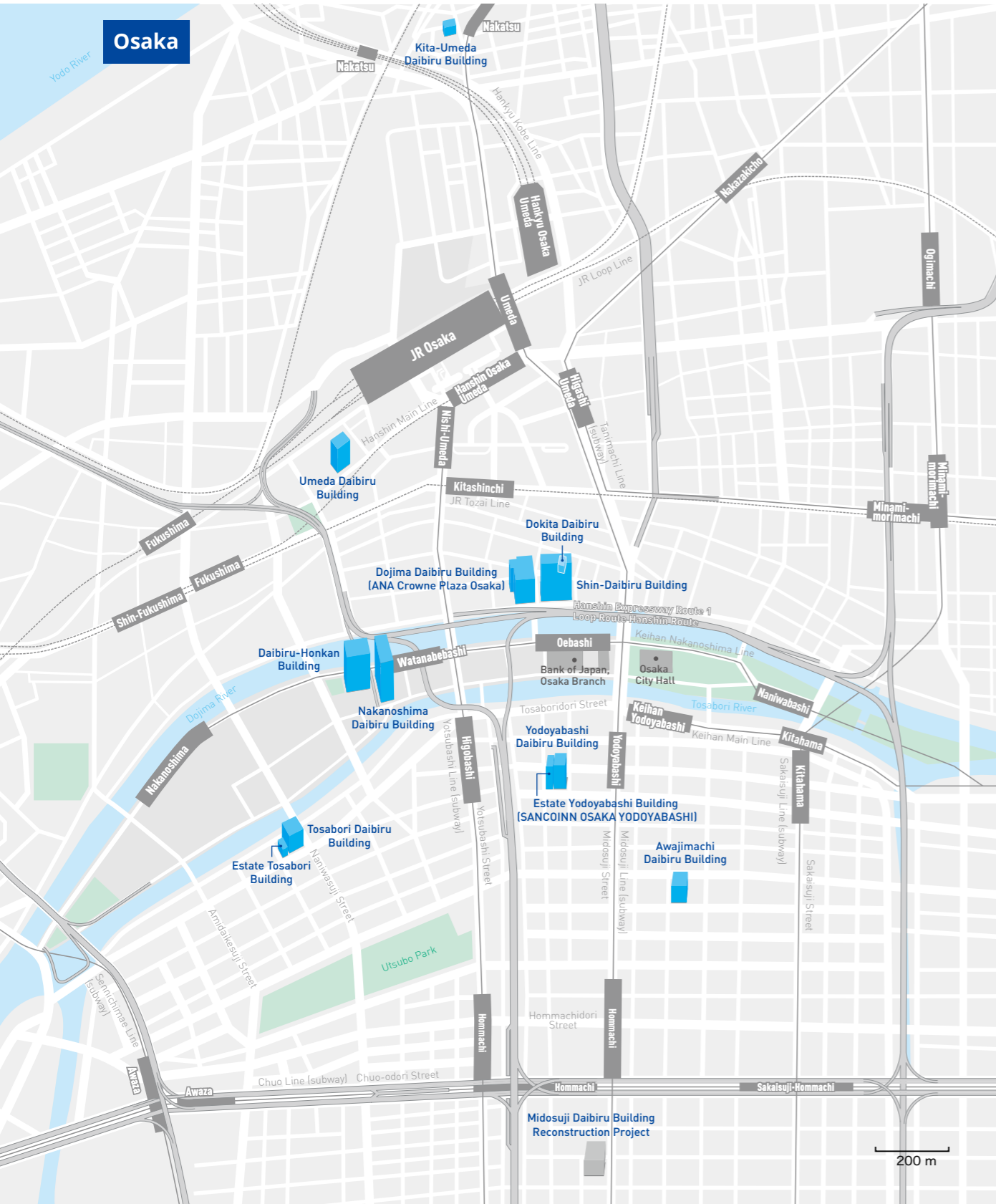


Australia

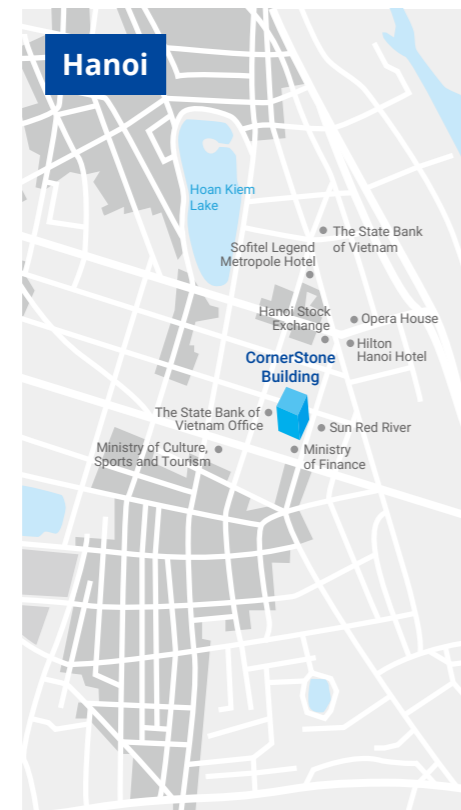
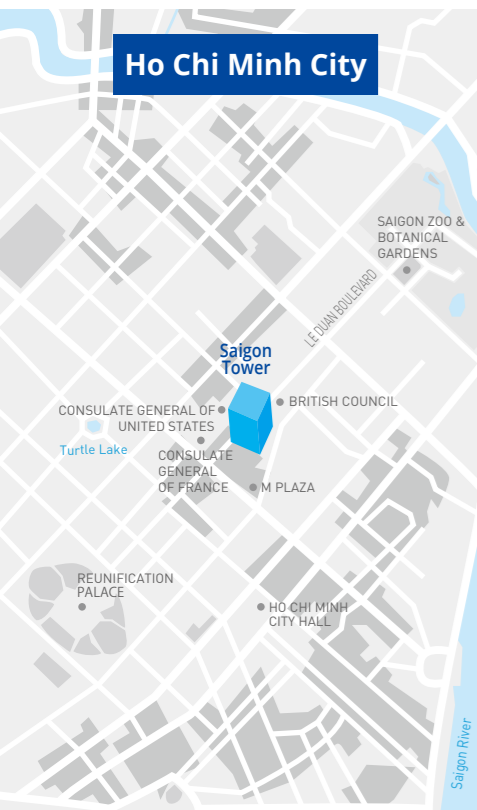
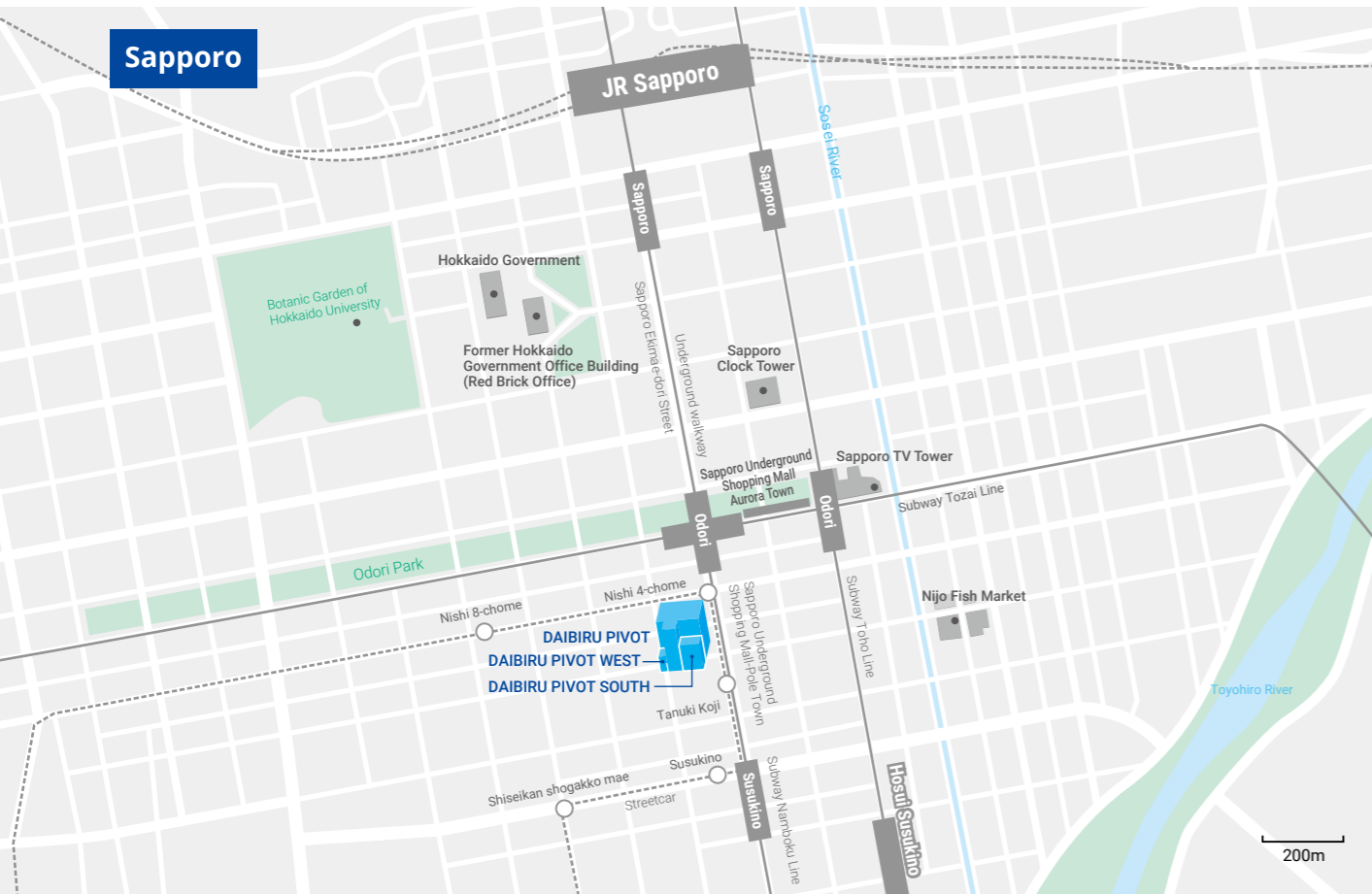


*1 Including portions owned by co-owners *2 West Tower

Location Maps for Major Properties



Location Maps for Major Properties

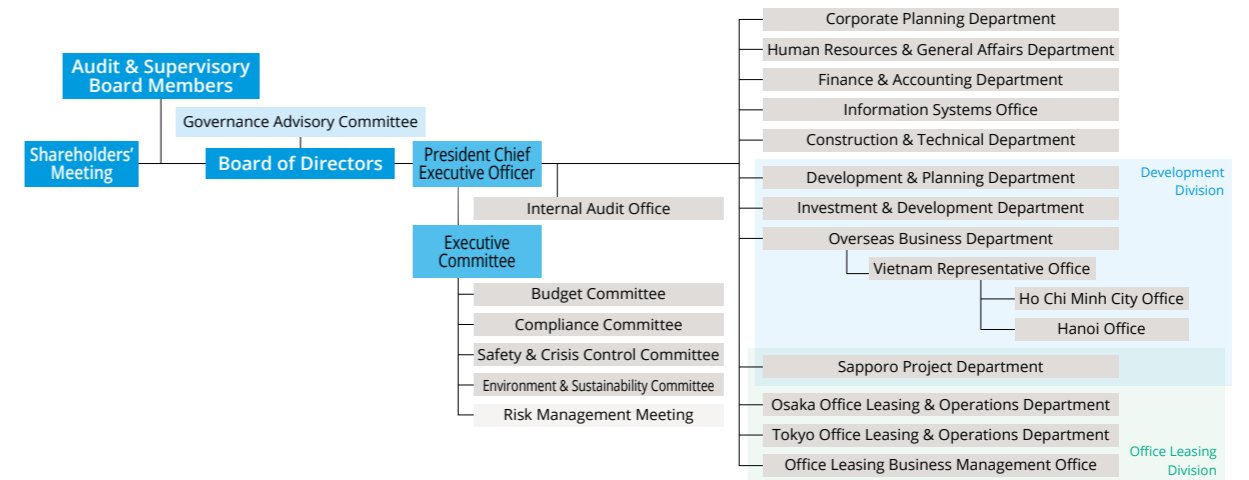


Corporate Data

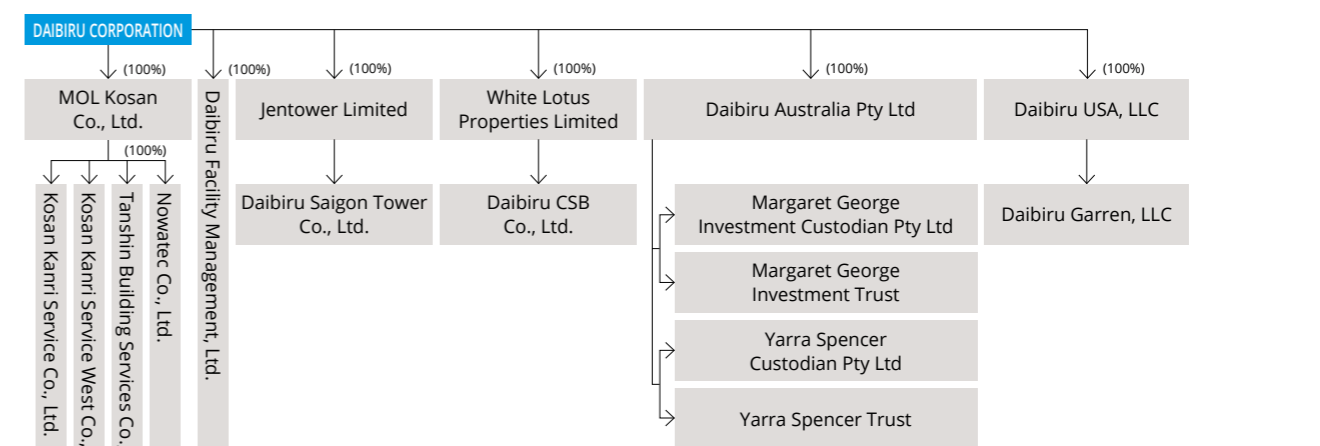
Corporate Data

Corporate Name	DAIBIRU CORPORATION	Tokyo Office	1-2-2, Uchisaiwaicho, Chiyoda-ku, Tokyo 100-0011, Japan Tel: 81-3-3506-7441
Representative	Representative Director, President Chief Executive Officer Takashi Maruyama	Sapporo Office	2-3-1, Kita 2-jo Nishi, Chuo-ku, Sapporo 060-0002, Japan Tel: 81-11-218-0111
Founding	October 9, 1923	Vietnam Representative Offices	Ho Chi Minh City Office 15th Floor, Saigon Tower, 29 Le Duan Boulevard, District 1, Ho Chi Minh City, Vietnam Tel: 84-28-3822-5350 Hanoi Office 4th Floor, CornerStone Building, 16 Phan Chu Trinh Street, Hoan Kiem District, Hanoi, Vietnam Tel: 84-24-3824-5777
Establishment	October 15, 1923		
Capital	¥12,354,119,175		
Principal Shareholders	Mitsui O.S.K. Lines, Ltd.		
Main Business	Ownership, operation, management, and leasing of real estate		
Number of Employees	Consolidated: 2,163 Non-consolidated: 107 (fiscal 2022)		
Head Office	3-6-32, Nakanoshima, Kita-ku, Osaka 530-0005, Japan Tel: 81-6-6441-1932		
Osaka Office	3-6-32, Nakanoshima, Kita-ku, Osaka 530-0005, Japan Tel: 81-6-6441-1936		

Organizational Chart



Composition of Group Companies



Two additional consolidated subsidiaries not shown

**Statue of an eagle and a girl
Tangible Cultural Property,
designated by Osaka City**

In March 2015, the statue of an eagle and a girl placed in the Daibiru-Honkan Building was designated as a Tangible Cultural Property by Osaka City.



 **DAIBIRU CORPORATION**

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

Osaka Office 3-6-32, Nakanoshima, Kita-ku,
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Sapporo Office 2-3-1, Kita 2-jo Nishi, Chuo-ku,
Sapporo 060-0002, Japan
Tel: 81-11-218-0111

Daibiru Report 2023



The logo on the cover was created in commemoration of our 100th anniversary.

This anniversary is also marked by the phrase "BUILD NEXT.," which expresses our intention to keep evolving, connecting our history built up over past 100 years to the next 100 years to come.

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CO₂ emissions from the printing of this report are offset with CO₂ reduction credits for excess reductions granted under the Tokyo Cap-and-Trade Program.