

Daibiru, Starting Anew



Daibiru Report

2022

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Daibiru was established in 1923, and ever since 1925, when we opened the Daibiru-Honkan Building in Nakanoshima, Osaka, we have marched forward, hand in hand with local communities, for close to a century. Our operations have expanded so that today they include six cities in Japan and overseas.

In 2022, we preserved the positive traditions we had inherited as we took a new step forward, becoming a wholly owned subsidiary of Mitsui O.S.K. Lines, Ltd. We will continue to use our business as a means to create new value for society in the years ahead.

A New Step Forward

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 2021 (April 1, 2021 to March 31, 2022). 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"

Taking the First Step toward the New Daibiru and the Next 100 Years of Growth

Takashi Maruyama

Representative Director
President Chief Executive Officer

Creating Footholds for Further Growth

In April 2022, Daibiru ended 72 consecutive years as a publicly listed company and became a wholly owned subsidiary of Mitsui O.S.K. Lines, Ltd. (MOL). I would like to express my sincere gratitude to all those who tendered their shares in our tender offer. However, I would also like to make a promise—that there will be no changes in services for our tenants or relationships with general contractors and other business partners, despite no longer being a listed company.

There might have been some within the Company who lamented the idea of delisting, but the business model we had employed up to this point, which emphasized real estate centered on income gain, had not been received positively in the stock market in recent years. We see delisting as a positive, since it will allow us to pursue that which is unique to Daibiru. On the other hand, MOL is posting the highest profits in its long history and is in the process of transitioning from a company centered on marine transport to one centered on social infrastructure. Real estate is a major part of this transition, as highlighted in MOL's Rolling Plan 2022, which means that very high expectations are placed on Daibiru. In other words, our surroundings have changed in a way that opens up large-scale investment projects

and new business domains which would not have been accessible to Daibiru in previous years. In 2023, Daibiru will celebrate its 100th anniversary—an important milestone. Fiscal 2022, the fiscal year ending March 31, 2023, will be our first big step toward places we have never been before—a step toward even greater growth, even greater expansion, and even greater leaps forward.

Overview of Our Performance in Fiscal 2021

The Group's performance in fiscal 2021 (ended March 31, 2022) was impacted by the closing of the Midotsuji Daibiru Building and the Yaesu Daibiru Building for reconstruction, which resulted in a drop in revenue and profit compared with the previous fiscal year. However, we succeeded in fulfilling the targets we had announced in 2021 for operating revenue and operating profit, despite the prolonged effects of COVID-19, the popularization of telework, and changes to work styles. The only target where we fell short was profit attributable to owners of parent, which we see as reflecting a delay in the planned sales of residences. The vacancy rate in fiscal 2021 tended to go up within the office building market as a whole, as an increasing number of companies reviewed their leased floor space. Despite vacancies in Daibiru-owned office buildings, we were able to

fill them quickly and maintain a high occupancy rate. I believe this was due to Daibiru's unique sales capabilities, meaning that we keep close contact with our tenants as we strive for tenant services delivered from the customer's point of view.

Outlook for Fiscal 2022 and Key Measures

We expect a slight decline in profit in fiscal 2022, due to the major impact of the two reconstruction projects that are underway. However, we are also aware that fiscal 2022 is a crucial period in which the Company must move forward, signaling the trajectory of Daibiru's growth over the medium to long term. As I mentioned at the outset, by becoming a wholly owned subsidiary of MOL we have been granted a massive opportunity to

invest on a scale not seen up to now. MOL believes that by investing aggressively in real estate while marine transport is doing well, it will be able to increase stable profits in the future, when marine transport declines. I personally see this as a rare opportunity for Daibiru to achieve significant growth as well. Therefore, in our next medium-term management plan, which is being formulated, one of the goals we would like to include is doubling ordinary profit by fiscal 2027, the final year of the plan, from the current level of approximately ¥10.0 billion, to ¥20.0 billion.

Business Development to Achieve New Profit Levels

To achieve profits on the level of ¥20.0 billion over the



President's Message

medium to long term, we plan to build a portfolio using two main frameworks to guide business development.

The first of these frameworks is rooted in the concept of long-term, integrated management, covering everything from building development to leasing, management and operation, and reconstruction. This describes the type of portfolio that Daibiru has built up to this point. Since its establishment, Daibiru has endeavored to keep 100% ownership of its buildings, and has devoted itself to cultivating them over a long period of time with comprehensive servicing that includes management and operations whenever possible. This has allowed the Company to provide its customers with valuable office services. We will maintain this business model, which is rooted in long-term holding as a way to gain income, as an important part of our portfolio. On the other hand, this business model has faced challenges in terms of capital efficiency and the speed of growth. Therefore, to ramp up growth investment toward our goal of ¥20.0 billion in ordinary income, we will seek to rebuild part of our portfolio according to one more framework that follows a different business model. This business model will be one less rooted in holding on to properties long term, and more focused on capital gains through the acquisition and sale of projects. Specifically, it involves investment in projects that are not 100% Company-owned and participating in projects that do not include management and operational duties. We will apply this portfolio framework primarily to properties acquired now and in the future. Considering the situation for real estate in recent years, it is natural to assume that there are risks in adopting this model now, but this approach is crucial to improving our ability to evaluate land and properties, and it cannot be avoided if we are to evolve from a business that leases office buildings to a developer that creates towns.

With this perspective in mind, we took our first step toward building this new portfolio in October 2021, participating in our first domestic investment scheme to acquire part of the commercial building E-ma, located in the prime location of Umeda, Osaka. I think that up to this point Daibiru has maintained a rather cautious and independent ethos. The concept of owning an entire building and taking full responsibility for it from management to sales is part of Daibiru's unique approach to business

and, as such, has irreplaceable merits. Complete devotion to this concept, however, limits the possibilities for growth. At present, purchasing a good building in a city center means paying a price that is difficult for a single company to afford. By collaborating with other real estate companies and developers, on the other hand, we can take on large projects that would not be possible on our own. In addition, I believe that joint development can boost Daibiru's capabilities by allowing us to learn from others and incorporate what they do well.

We also intend to put more effort into business domains outside of office buildings, in an effort to better embody our corporate principles of "Constructing buildings, creating towns, pioneering the new era." As one example, our redevelopment plan underway in Sapporo is not limited strictly to developing office buildings, but could also include multi-purpose buildings such as commercial facilities and a hotel. I believe that this will be Daibiru's first project to create towns in the truest sense of the word. I would like to keep expanding the number of such projects, and through them to pursue our vision of creating towns on the back of a "soft" approach that hinges on bringing people together, rather than a "hard" approach focused purely on scale. The experience that we gain in Sapporo will undoubtedly be put to good use in the future redevelopment projects in Dojima in Osaka and Toranomon in Tokyo.

Enhancing Our Management Base to Attain Sustainable Growth

Of course, to implement our growth measures, we will continue to carry out measures to enhance our management base. More than anything, we understand that



enhancing human resources is of the utmost importance, partly because we have operated with the minimum number of employees up to this point. In particular, we are actively hiring engineers, mainly mid-career hires, due to an insufficient number of employees in the development and engineering departments. We also require human resources who are capable of conducting global business, as they play an essential role in Daibiru's efforts to boost global expansion as we have done in Vietnam and Australia. As we maintain our in-Company efforts to develop human resources, we also plan to take advantage of other options, such as mid-career hiring and exchanges with the MOL Group, to secure the people needed for business development.

Looking at development overseas, I believe we need to increase our number of business partners and the range they cover. This is because it is extremely difficult to develop an overseas property from square one. In the case of 275 George Street in Sydney, our first project in Australia, our approach was to acquire the development project from a local developer who had already done the legwork. We recognize how essential it is to have partners in each country where we operate, both for information gathering and actual business operations, so we will continue to strive for greater progress in this regard.

In September 2022, we formulated and disclosed key performance indicators (KPIs) in each category of the Daibiru Group's materiality, which are material issues related to sustainability. Our selection of material issues is closely tied to our corporate principles, which means that engaging them is essentially our *raison d'être* in action, and helps to enhance sustainable corporate value while increasing the sustainability of society.

Synergies from Our Relationship with MOL

I also believe that taking advantage of our transition to a wholly owned subsidiary of the MOL Group and deepening collaborative ties with that group across the board will contribute greatly to our competitiveness. The first item we are looking into in terms of creating synergies is the use of the MOL Group's overseas network. Currently, Daibiru has just three overseas bases, located in Ho Chi Minh City, Hanoi, and Sydney, but the MOL Group operates in a wide range of other countries, forming a powerful network. I expect that this network will serve as a

valuable launching point to boost Daibiru's overseas expansion going forward. Although we have yet to show results in the form of specific projects, there have already been information exchanges between the relevant officers and departments. In particular, the MOL Group has set its sights on India as a market of interest, and that country will almost certainly be a growth market for real estate over the long term. Japanese developers have not had much success in penetrating the market, so we intend to investigate this prospect closely as well. More than anything, however, fully entering into the MOL Group has gained us the ability to raise funds to a degree that we have not had before, and it has taken away some of the concern as to financial soundness that we needed when we were simply the Daibiru Group. These are incredible boons for a company such as ours, which is working actively to expand the scale of its assets. Since we became an unlisted wholly owned subsidiary, MOL has achieved record profits, and we have seen an uptick in inquiries regarding large-scale projects from several companies. This has opened doors for us to participate in large-scale investment projects—doors that would have been closed to Daibiru on its own. I want to harness these benefits of joining the MOL Group to create future growth.

Ambitions for the Future

I am both honored and humbled to be appointed president in a year marked by major change in the form of Daibiru's delisting and becoming a wholly owned subsidiary, one year ahead of the major milestone of the Company's 100th anniversary. The next few years present a shining opportunity to leap to greater heights than we have ever reached before, so I very much aspire to take on projects that we would not have been able to handle in the past, and to expand, grow, and ascend while acquiring the capabilities that will allow us to "create towns" as laid out in our corporate principles. At the same time, we need to draw on the power of each and every Group officer and employee to make this growth and expansion possible. As president, I intend to lead Daibiru as we work together to build a foundation for the next century of growth. To our tenants and business partners and creditors, I hope that you will like what we aim to accomplish, and ask for your support in our endeavors.



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.

History of the Daibiru Group

A Consistent Ambition Unchanged since Our Establishment:

Pursuing Overwhelming Customer Satisfaction through Quality

Thoroughly Pursuing the Ideal Office Building for the Times

Establishing a business model based on integrated management that meets customer needs from both hard and soft perspectives

Major Events

Oct. 1923

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

Sep. 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.

Apr. 1931

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



(Former) The Hibiya Daibiru Building
(On the right: Building No. 1 / On the left: Building No. 2)

Apr. 1958

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

Oct. 1963

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



(Former) The Shin-Daibiru Building

Oct. 1989

The first phase of the Hibiya Daibiru Building reconstruction project completed and construction of a new building completed.



The Hibiya Daibiru Building

Mar. 2005

Construction of the Akihabara Daibiru Building in Sotokanda, Chiyoda-ku, Tokyo completed (a redevelopment project in front of Akihabara Station).



The Akihabara Daibiru Building

Mar. 2009

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

Jan. 2012

Acquired the Saigon Tower in Ho Chi Minh City, Vietnam (the first time for the Company to expand overseas).

Continuing to Take on the Challenge of Proposing New Office Spaces

Entering into new domains by leveraging our long-cultivated competitiveness

Integrated management of high-end office buildings in central business districts (CBDs), from development to reconstruction	Expansion of investment targets
	Improvement of overseas businesses
	Enhancement and expansion of facility management businesses

We draw on our corporate philosophy and materiality in our pursuit of the ideal sustainable office and urban development for the coming generation, aiming first and foremost to tackle social issues.

See Page 27 for Sustainability Management

Feb. 2013

The Daibiru-Honkan Building reconstruction project in Nakanoshima, Kita-ku, Osaka completed and construction of a new building completed. (The Company commemorated the 90th anniversary at the site of its establishment.)

Dec. 2014

Acquired the CornerStone Building in Hanoi, Vietnam.

Mar. 2015

The Shin-Daibiru Building reconstruction project in Dojimahama, Kita-ku, Osaka completed and construction of a new building completed.

July 2019

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

Nov. 2019

Acquisition of three buildings, including DAIBIRU PIVOT, in Chuo-ku, Sapporo.

Dec. 2020

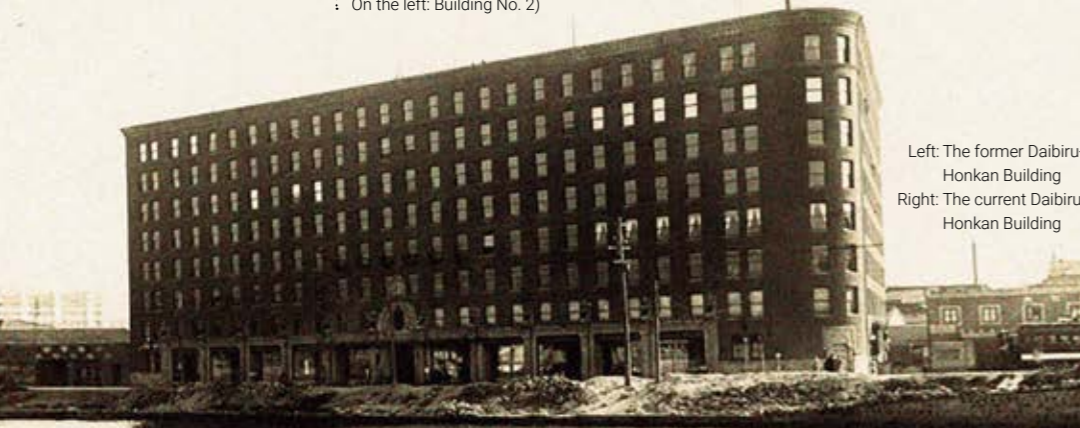
Construction of the 275 George Street office building in Sydney, Australia completed.

Apr. 2022

Became a wholly owned subsidiary of Mitsui O.S.K. Lines, Ltd.

Synergies with the MOL Group as Footholds toward the Next Stage of Growth

See Page 11 for Feature 1: Increasing Our Potential through Synergies with Mitsui O.S.K. Lines



Left: The former Daibiru-Honkan Building
Right: The current Daibiru-Honkan Building



Increasing Our Potential through Synergies with Mitsui O.S.K. Lines

< 1 >

Greater Investing Power

We can utilize the relationships that Mitsui O.S.K. Lines (MOL) has built with financial institutions, and its other means of raising funds, to increase Daibiru's fundraising capabilities and increase risk tolerance. These are both essential for growth as well as environmental, and sustainable investment and will boost Daibiru's ability to make investments overall. In addition, we will be able to consider risks in terms of the MOL Group's much larger balance sheet, meaning that we will be able to pursue larger and more numerous investment opportunities.



< 2 >

Prompt Decision-Making from a Long-Term Perspective

Previously, the temporary drop in business performance that accompanied large investments made it difficult to garner the understanding of all our shareholders, even if those investments would increase corporate value in the long term. Now that we are a wholly owned subsidiary of MOL, this will no longer be a concern. It will allow us to make prompt investment decisions from a long-term perspective regarding large-scale, top-of-the-line projects.



< 3 >

Drawing on the Customer Base, Business Base, and Brand Strength

The MOL Group possesses a wealth of management resources, having operated around the world for many years. These resources include information and knowledge related to the business, politics, and economics of each country as well as a pool of customers, business partners, and human resources with overseas business experience. We will also be able to use these resources to expand business overseas. Similarly, the MOL Group's base of customers and businesses in core provincial cities in Japan also makes it possible to expand domestically, and opens the door to entering the logistics real estate sector, a sector that is highly compatible with MOL Group businesses.



Seizing a Once-in-a-Lifetime Opportunity to Accelerate Growth with a Full-Blown Effort to Achieve Tangible Results

What Becoming a Wholly Owned Subsidiary of Mitsui O.S.K. Lines Means for Daibiru

In April 2022, Daibiru became a wholly owned subsidiary of Mitsui O.S.K. Lines, Ltd. (MOL). Before explaining the significance of this step, I want to look back on Daibiru in the time leading up to it. For almost 100 years following our establishment, our business model has been rooted in leasing office buildings. We covered every step within the Group—building development, subsequent leasing, management and operations, and reconstruction—in an effort to provide good building development and good building management. This dedication earned us the trust and affection of our tenants, business partners, and local community members, along with slow but steady growth. We believe that we should make sure to preserve such attitudes, ideas, and values toward business as we move forward. However, there were cases where we fell short of the expectations of the capital market as a listed company, because there was a limit to how much we could improve our return on capital and growth potential operating under this business model alone, while maintaining financial discipline. In addition, our adherence to a concept of profitability through long-term ownership, an emphasis on in-house management, and a preference for possessing the major share of a property made us more cautious when it came to investment. As a result, growth investment dried up, and we spent the last few years feeling constrained by our own core business model. To combat this, in recent years we have vigorously enacted measures to promote investment that included expansion of investment targets, and improvement of overseas business. We also looked for new business models and investment approaches that incorporated capital gains. To help promote these endeavors, we took steps to bolster a new stance that involved taking on new challenges, with steps that included redefining Daibiru's brand value, promoting actions to spread this value, and revitalizing communication.

I should also mention that parent-subsidiary listings are a style of governance that is almost entirely unique to Japan, and it is often stated that this practice negatively affects the profits of general investors for the benefit of the parent company and needs to be addressed. This was an issue relevant to Daibiru, as it was a listed consolidated subsidiary of the MOL Group prior to the recent change. The Company had taken care to ensure the interests and fair treatment of its shareholders and worked to manage these concerns. However, I had often pondered what the best option would be should our own listing be dissolved. There were several options, but I anticipated many difficulties with business continuity. A company of our current scale and standing on the capital market would draw the attention of several funds and other buyers with economic clout, and it would likely be difficult to maintain our management policies and structure, real estate holdings, and human resources on our own. To ensure that this did not happen, I was of the firm belief that we needed to enact the measures I mentioned previously with even greater haste and increase our corporate value. On the other hand, we had built up a strong relationship with the MOL Group as a consolidated subsidiary. Since Daibiru's establishment, MOL had respected our business vision and approach, while our stable performance helped to bolster the MOL Group's consolidated



Hidekazu Taga
Executive Officer,
Daibiru Corporation
General Manager of
Real Property
Business Division,
Mitsui O.S.K. Lines,
Ltd.

results, since its core business—ocean-going marine transport—is subject to considerable market fluctuations.

In these circumstances, we entered into talks with MOL about a tender offer for the Company's shares with the aim of making Daibiru a wholly owned subsidiary. As I will discuss later, this was a stellar opportunity to expand the Company's corporate value, and I believe that the Board of Directors' decision to endorse the tender offer was both the most natural and best option.

The Changes That Come as a Wholly Owned Subsidiary

First and foremost, we are primed to invest in projects larger than what was possible before. With total assets valued at about ¥400.0 billion, the Daibiru Group was limited in this regard, factoring in procurement of funds and risk tolerance. The MOL Group, on the other hand, has total assets of approximately ¥3.0 trillion, and as a wholly owned subsidiary we can now consider investments using a much larger balance sheet. In addition, large investments would lead to a short-term drop in performance due to temporary expenses such as distribution taxes. Previously, this made it difficult to get all of our shareholders on board, even if such investments promised to increase corporate value in the long term. Going forward, this short-term drop will be less of a concern, which allows us to invest in projects with excellent potential from a long-term perspective. I believe that, previously, there was pressure for every investment to succeed, which led us to be overly cautious. Now, with this extra wiggle room, we can seize multiple opportunities and judge whether an investment will be a success or failure as a whole, which is conducive to more active investing. Furthermore, MOL plans to enhance its non-shipping

businesses and expand real estate investment, so I very much expect that it will support Daibiru's investment efforts. I believe that all of Daibiru's employees, myself included, are gathered and ready to work on their respective real estate projects, and to get to work on building development. My hope is that taking this opportunity to tackle new projects will create a virtuous cycle that cultivates human resources, invigorates the organization, and boosts performance.

However, we can also work to create synergies with the MOL Group that differ from the ones just stated. We can potentially expand our business further by taking advantage of the MOL Group's resources, specifically its bases and real estate in Japan and overseas, its customer base, business partners, as well as the information that can be obtained from these resources. We expect to make effective use of idle real estate held by the MOL Group, expand our domains to include logistics facilities and related real estate, and invest in domestic and overseas cities where we have yet to do business. There are also benefits in terms of management. These include more effective funding and greater tax efficiency, and the potential for employee exchanges. In addition, Daibiru no longer needs to focus its attention on meeting the requirements of a listed company. We have already entered discussions with the relevant departments within the MOL Group, and are moving forward with specific actions. For almost a century, Daibiru has essentially operated as a single and independent business, so we had few chances to learn from the outside. I think we can breathe life into our organizational culture and enjoy more opportunities to gain new types of expertise by introducing outside perspectives from the MOL Group and elsewhere, and by

conducting joint projects. Because of its particular industry, MOL has long had to withstand major market fluctuations. Surely there is much they can teach us about risk management and anticipating the future. Since MOL is working to expand globally, the knowledge we can gain from this perspective, plus the motivation we can gain from employees with a variety of skills supporting us, are both highly meaningful.

Eagerness for the Future

Although we have become a wholly owned subsidiary of MOL, this does not mean that the business policy or structure of the Daibiru Group will change. Over the years, we have developed a base of ardent supporters who appreciate our thoughtful services rendered primarily in the Osaka and Tokyo areas. We have had tenants who needed to relocate temporarily because of reconstruction or other reasons tell us that they wished to move to another Daibiru building. Such comments bring me joy, and I cherish the idea of creating more such supporters in the future. In recent years, we have expanded our business model to Ho Chi Minh City and Hanoi in Vietnam, and it has been well received by customers. We would like to expand further in Australia and Sapporo in the years ahead.

For the Daibiru Group to reach the next level, it is important to keep building up the strengths we have developed over our lengthy history, while working to make up for any shortcomings by achieving as much synergy as possible with the MOL Group. We have a once-in-a-lifetime opportunity to supercharge our growth, and I would like to work with everyone and tackle this challenge with our fullest effort so that we achieve tangible results and make this opportunity count.

Inspiring One Another to Overcome Our Challenges Together



Yutaka Hinooka
 Director, Managing Executive Officer
 Responsible for Real Estate Business, Mitsui O.S.K. Lines, Ltd.

For many years, it was an unfulfilled hope of the MOL Group for Daibiru to operate as a wholly owned subsidiary.

Due to the high volatility of marine transport, our primary growth driver to date, we needed a business that could generate stable earnings. Viewed from this perspective, Daibiru has established itself within its industry as a business entity with highly stable occupancy rates and profitability. These results are underpinned by tremendous qualities, namely, its excellent output and a long-term, customer-first business mindset that unifies building development, ownership, and management. I hope that Daibiru will stay true to these qualities built up over so many years, while making the most of the new possibilities open to it through collaboration with MOL.

Greater Potential through Mutual Cooperation

I can think of several benefits that the MOL Group can provide Daibiru as a result of its new status. The first benefit is financial muscle. Daibiru faced challenges in undertaking large investments on its own in the past, but MOL's much larger investment basket, coupled with its intention to place a strong emphasis on real estate in the future, will be major boon to Daibiru as a wellspring of resources for growth investment.

Next is the mutual utilization of customer bases and brand strength possessed by both MOL and Daibiru. For starters, MOL has a global network that includes Japan, and I would like Daibiru to make full use of it. That said, the brand power and presence that Daibiru has built up in Osaka and Tokyo are extremely valuable assets. I would like our companies to bring their respective strengths together for use in domestic business development. As of April 2022, Daibiru has a place on the organizational chart in MOL's Head Office. This means that it can take the initiative and work directly with other departments to create new businesses. A number of MOL employees have overseas work experience, and some are skilled at direct negotiations with overseas partners. I hope that working with a variety of human resources will help to boost Daibiru's real estate business.

Marching Forward Together

It is said that management resources are made up of people, things, and money. In other words, just because a company has great financial clout and receives words of encouragement does not mean that it should jump headlong into action. It needs to have all of its resources in order. We at MOL would like to work with Daibiru to determine what issues are impeding execution, investigate how to resolve them, and then implement the solutions together. Under this new system, let us inspire one another to overcome our challenges together.

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

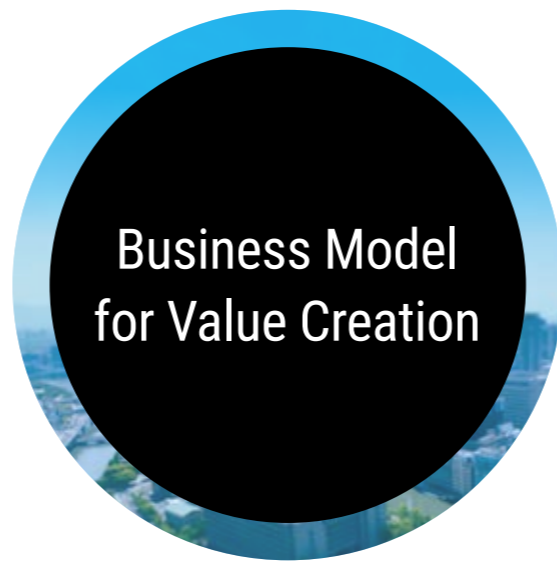
Constructing buildings, creating towns, pioneering the new era



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.



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. 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.

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

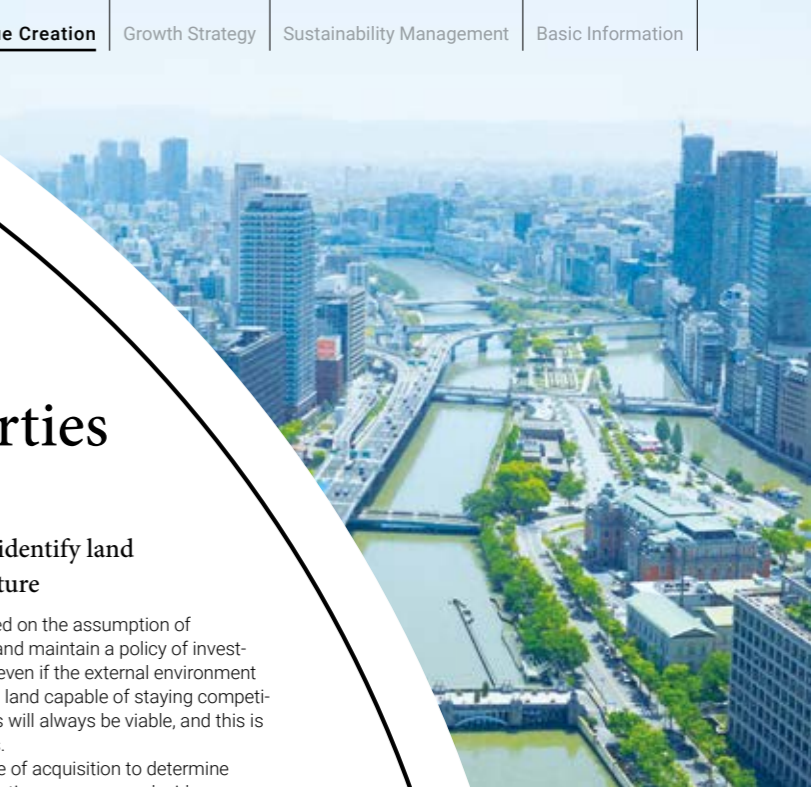
Daibiru continually considers what it can do to establish environments in which its customers can focus on their business. In this regard, we engage in consistent interaction with customers, from inviting them to be tenants and concluding contracts with them to helping with the move-in process and providing 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.



Daibiru at a Glance

Expanding through Asia and the Pacific

Domestic **29** buildings Overseas **3** buildings

Daibiru currently owns a total of 32 buildings in Japan and overseas, with a focus on office buildings. In 2012, the Company made its first foray overseas, a natural progression from its nearly 100 years of continued growth. But we do not just own buildings—we make sure to have a consistent hand in management.

We have also dedicated ourselves to making a social contribution and implementing environmental initiatives, with a special consideration for biodiversity. This latter concern is exemplified in the tree garden installed on the roof of the former Shin-Daibiru Building (completed in 1963; see page 27 for details). This mindfulness for sustainability has always been part of the Company's DNA. We will leverage our high-quality services, delivered with a long-term perspective, so that we can continue providing value to society in the years ahead.

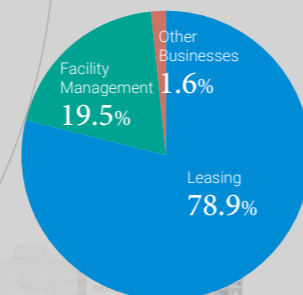


Daibiru's Business Domains



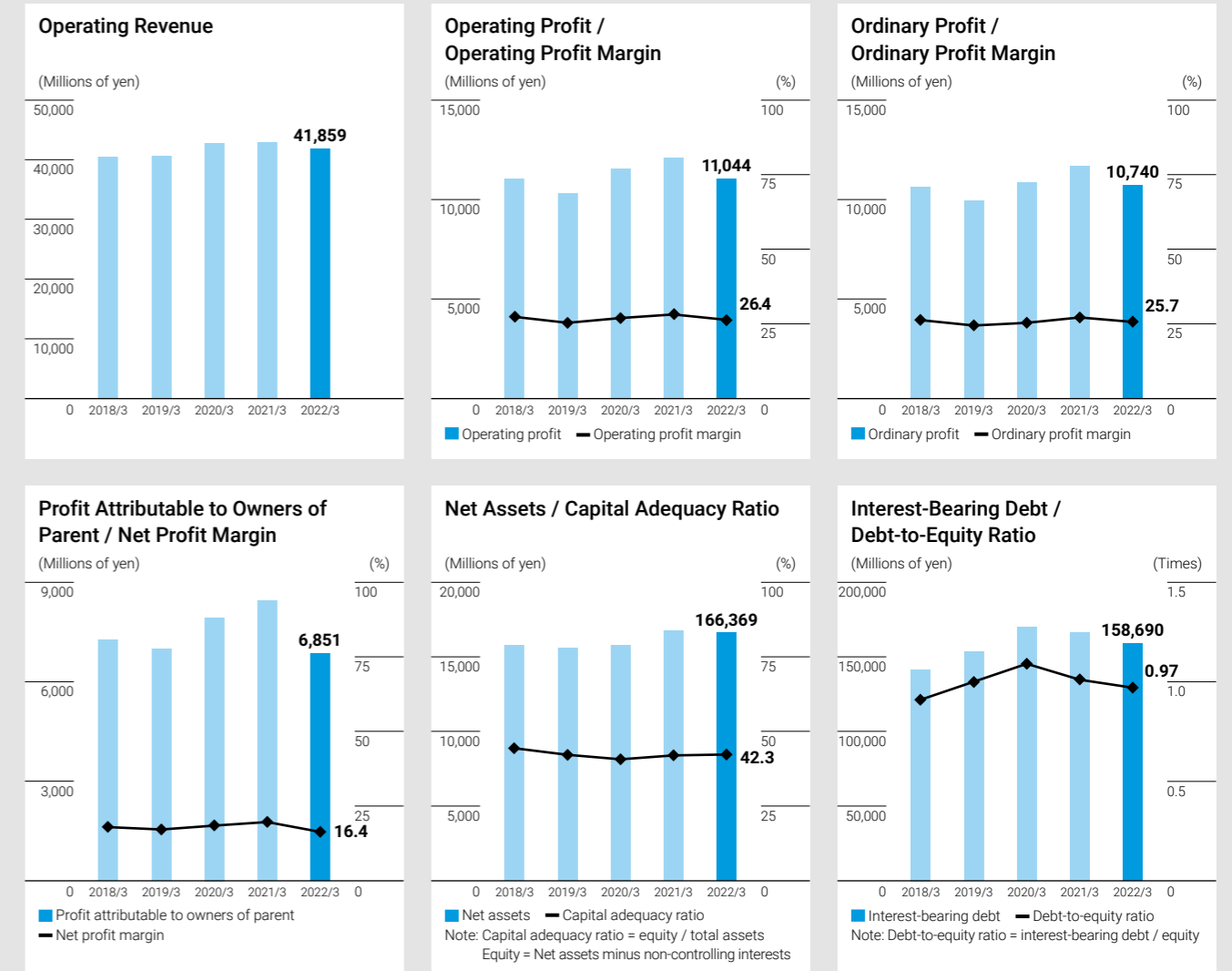
- Leasing**
Leasing of mainly office buildings, other buildings, land, and parking lots
- Facility Management**
Cleaning, facility management, and security, mainly at office buildings
- Other Businesses**
Contracting, construction management, and real estate agencies

Fiscal 2021 Breakdown of Operating Revenue by Business Segment

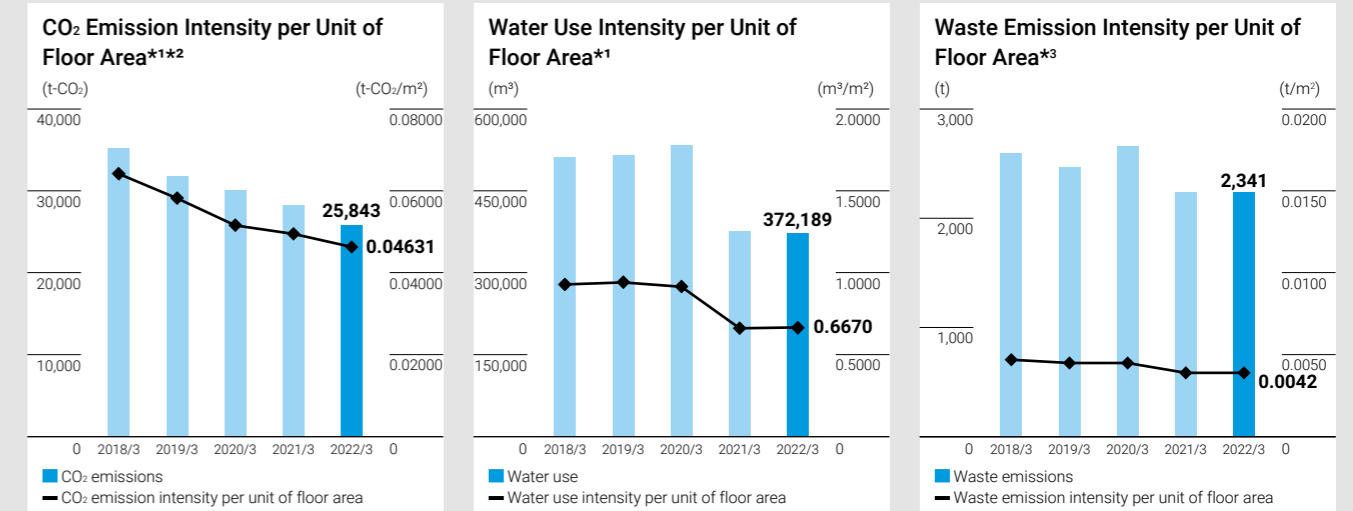


Highlights

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 Calculated using emissions coefficients by energy supplier; therefore, CO₂ emissions and emission intensity are impacted by fluctuations in these coefficients.
 *3 Scope of data: Company-owned office and commercial buildings subject to the Act on the Rational Use of Energy and for which calculation is possible

Medium-Term Management Plan

Medium-Term Management Plan (Fiscal 2018–2022)

“Design 100” Project Phase-II

“Daibiru Excellence” toward Sustainable, Innovative & Global Next 100 (Century)

Return to Corporate Principles

—Progress of the Medium-Term Management Plan—

Basic Policy

Daibiru will welcome its 100th anniversary in 2023, the year after the conclusion of the current medium-term management plan. We will strive to push forward the boundaries of our business so that we can make further leaps ahead in the next 100 years. The plan focuses on our core corporate principles, aiming for sustainable growth that enables us to continue developing properties and creating towns that support society and carry out our unique vision of urban development.

Quantitative Targets

(Billions of yen)

	“Design 100” Project Phase-II					Cumulative (Five-Year) Totals	
	FY2018 Results	FY2019 Results	FY2020 Results	FY2021 Results	FY2022 Forecast	Plan	Forecast
Operating revenue	40.6	42.8	42.9	41.9	42.0	217.8	210.2
Operating profit	10.3	11.6	12.1	11.0	10.5	57.9	55.6
Profit attributable to owners of parent	7.0	7.9	8.4	6.9	8.2	36.4	38.4
ROA (Operating profit/Total assets)	2.9%	3.1%	3.1%	2.8%	—	—	—
Debt-to-equity ratio	1.0 times	1.1 times	1.0 times	1.0 times	—	—	—
Dividend payout ratio	Stable dividends targeting a payout ratio of 30–35%				—	—	—

Five Priority Strategies

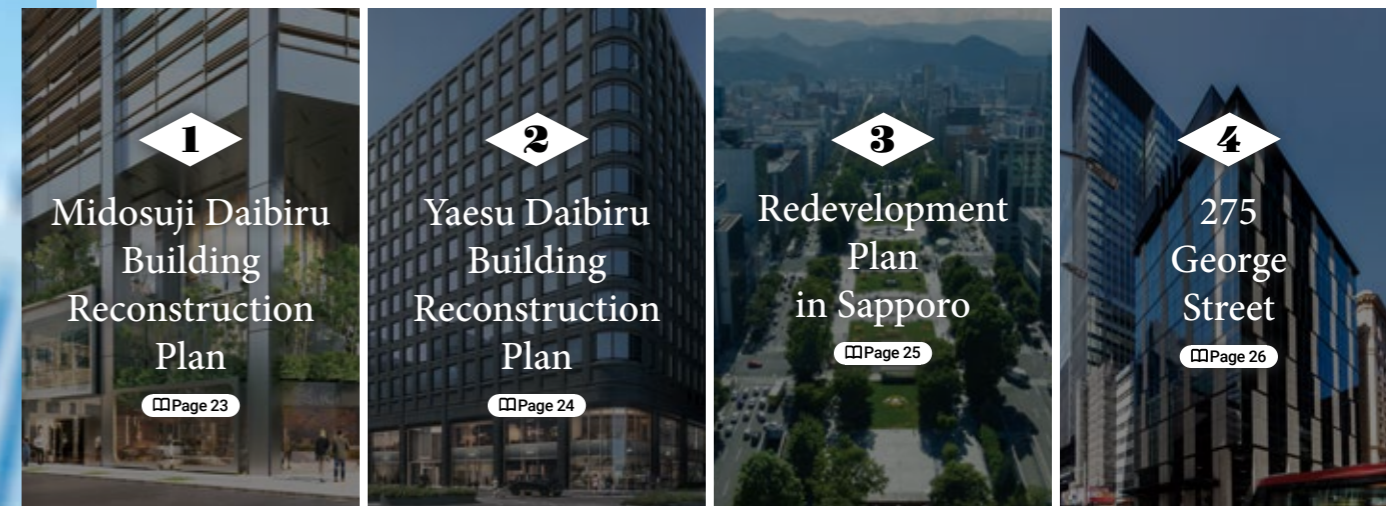
	Priority Strategies	Priority Strategies (Medium-Term Management Plan) Investment Plan (Fiscal 2018–2022)	Decided on Investment (Cash outflows during the plan)	Planned Investment Amounts (Total project cost)
Investment for growth	1 Investment in high-end office properties in CBDs ⇒ Seavans South (one portion)		Approx. ¥35.0 billion	Approx. ¥53.0 billion
	2 Expansion of investment targets Commercial and small / medium-sized buildings, provincial cities ⇒ Nihonbashi 3-Chome Building, BiTO AKIBA, DAIBIRU PIVOT, etc.	¥65.0 billion		
	3 Improvement of overseas businesses Expansion of Vietnam business; business evolution in Australia, etc. ⇒ 275 George Street, office building development project in Hanoi	¥40.0 billion	Approx. ¥22.0 billion	Approx. ¥22.0 billion
Enhancement of business bases	4 Investment to enhance the competitiveness of existing assets ⇒ Promotion of reconstruction of the Midosuji Daibiru Building and the Yaesu Daibiru Building Large-scale renovations of existing buildings, etc.	¥15.0 billion	Approx. ¥12.0 billion	Approx. ¥34.0 billion
	5 Enhancement and expansion of facility management businesses (Non-asset based) ⇒ Acquisition of Nowatec Co., Ltd. by MOL Kosan Co., Ltd.			
	Total	¥120.0 billion	Approx. ¥69.0 billion	Approx. ¥109.0 billion

Feature 2

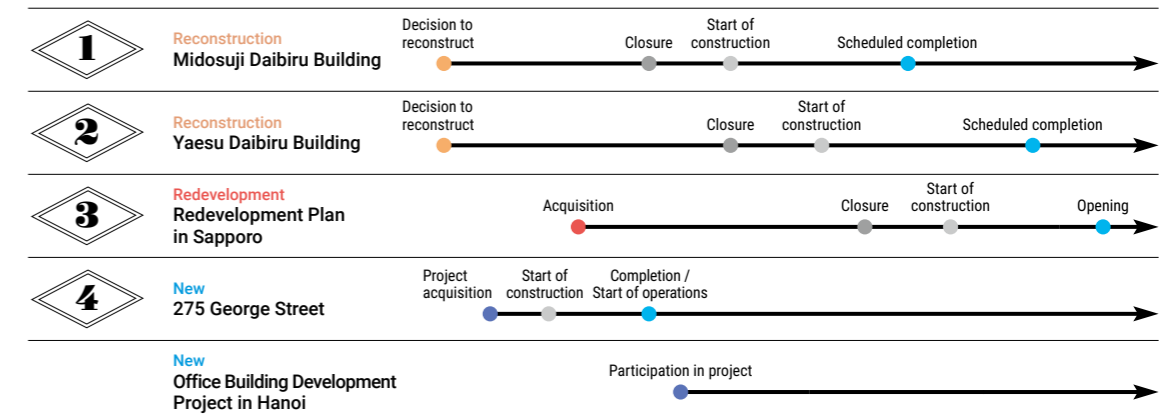
Toward a Sustainable Society

We are creating new value on a base of expertise, built up over nearly a century of history.

We continue to take on a variety of challenges to ensure that our buildings are beloved well into the future. In this special feature, we introduce some of the challenges in the form of four projects that are currently in progress.



Acquisition, Development, and Reconstruction Pipeline



Feature 2 — Toward a Sustainable Society

1 Midosuji Daibiru Building Reconstruction Plan

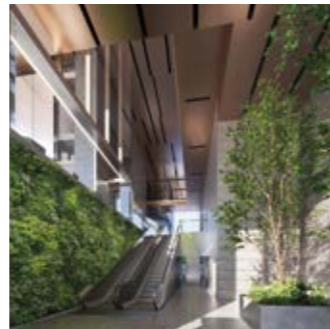
◆ A Building for the Times, an Office for the Future

In December 2021 we completed the demolition of the former Midosuji Daibiru Building, as part of a plan to construct an office building for a new age, located in a prime location facing Osaka's main street of Midosuji and overlooking the greenery of Namba Shrine. We have since begun construction of the new building, which will preserve the name of the Midosuji Daibiru Building.

Built in line with the concept of "Your Premium, Your Workplace," this new building will provide tenants with a workplace that accommodates a variety of work styles, and an environment that supports physical and mental health. The Company has believed in the coexistence between office buildings and nature since its establishment. Accordingly, we are working to create a building with a low environmental impact, with a business continuity plan in place in case of disaster. We also intend to acquire CASBEE-WO (Wellness Office) and CASBEE Osaka Mirai certifications with "S" ranks, the highest-possible ranking. In addition, the office portion of the building is expected to acquire the highest rank of five stars and ZEB-Oriented certification under the Building-Housing Energy-Efficiency Labeling System (BELS).

The middle and upper floors (floors four to 19) are planned for use primarily as offices, while the lower floors will comprise stores on the first floor, a lounge and terrace on the second floor, and rental conference rooms and a small area for offices on the third.

The exterior will feature dark-gray metal panels that recall the former building, and the design will reflect the bustle of Midosuji and the greenery of Namba Shrine. In addition, earth-colored horizontal fins will be installed in the mid- and high-rise areas to both ensure a good view and reduce the environmental impact of solar radiation, and to create a sense of natural beauty in harmony with the surrounding environment.



Location	4, Minami-kyuhojimachi, Chuo-ku, Osaka
Site area	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	Early 2024 (scheduled)



Koji Hayashi
Manager, Development & Planning Department

INTERVIEW

Work styles are changing rapidly due to the spread of reforms and the normalization of remote work as a result of the COVID-19 pandemic. This raises a question: How can we best accommodate office workers under these conditions? With this question in mind, we have proceeded with a plan to create a building that provides value which cannot be obtained from remote work. To develop the "Your Premium, Your Workplace" concept, we held workshops and discussions between members of the sales department, who have a good grasp of customer needs and potential solutions through daily interaction, and members of the technology and development departments, who research trends on what is required of office buildings on a daily basis and have the technical skills to meet these requirements in real life. The Midosuji Daibiru Building is imbued with ideas that embody the resulting concept. We will continue to move forward with construction, keeping an eye out for the fine details until the work is done, so that tenants can feel completely satisfied with their decision to choose this building.

2 Yaesu Daibiru Building Reconstruction Plan

◆ A Masterpiece in an Ever-Evolving Area

Demolition of the former Yaesu Daibiru Building began in June 2022, as part of our plan to rebuild our flagship office building in a prime location in the Tokyo area, close to Tokyo Station and with a direct link to the Yaesu Shopping Mall underground.

As the Yaesu area undergoes its own redevelopment, the new building will stand both as a mainstay and as part of a new landscape. It will achieve this through its dignified design, which recalls the gravitas of the former building, while embodying a philosophy of wellness and consideration for the local environment through its rooftop tree garden and accessible greenery.

Floors three to 11 will be used for offices, the first and second floors will be used for shops, and the first basement floor will connect to the Yaesu Shopping Mall underground.

In addition to being environment-friendly, the building will be equipped with the high-performance safety and security features required of buildings for the coming age. These features include base isolation structures installed on the middle floors that will



Former Yaesu Daibiru Building

greatly reduce shaking in the event of an earthquake, as well as long-term power and water supplies plus a stockpile warehouse for times of disaster. The building is expected to acquire multiple certifications, including Leadership in Energy and Environmental Design (LEED), BELS, and CASBEE-WO certifications.



Location	1, Kyobashi, Chuo-ku, Tokyo
Site area	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)

INTERVIEW



Eri Furukawa
Manager, Development & Planning Department

In December 2021, after 54 years, we closed the curtains on the former Yaesu Daibiru Building, a structure that was beloved by tenants for the beautiful and delicate design by architect Togo Murano, the rooftop tree garden that was ahead of its time and, above all, the dedicated operation and management that are Daibiru's signature. We are finalizing plans for the new building, which draws on expertise built up over many years. We hope that the new building will carry on the spirit of the former one, which was a recipient of the Building Contractors Society Award, currently known as the BCS award. At the same time, we would like the building to take environmental concerns to the next level.

Large-scale developments are taking place one after the other in Nihonbashi, Yaesu, and Kyobashi, leading to a major rebirth of these areas that form the gateway to the international city of Tokyo. Yaesu was once an area focused on office workers, but it has been attracting more and more tourists from inside and outside Japan, and I am excited to see it become an even more bustling area.

As the area evolves to serve a greater variety of people and needs, we must ensure that our plan can still provide the kind of added value which keeps future tenants happy. We are looking at ways to achieve this.

We continue to think, day after day, about how to create a building that will shine as a masterpiece in an area undergoing transformation.

Feature 2 ————— Toward a Sustainable Society

3 Redevelopment Plan in Sapporo

◆ Local Dialogue and Urban Development on New Ground

The city of Sapporo, the economic and cultural center of Hokkaido, has great appeal for tourists and the potential for even further development with the extension of the Hokkaido Shinkansen, a 2030 Winter Olympics bid, and other promising projects. The site for the redevelopment project in Sapporo is located in the Odori area in the city center, and it is directly connected to Odori Station on the Sapporo Municipal Subway through an underground shopping mall. The existing property, PIVOT, is a large-scale commercial facility that has long been popular with Sapporo residents. With this long popularity comes age, so we made the collective decision to rebuild the facility. The details of the plan are still under discussion, but our intention is to harness the characteristics that make the area special—its bustling shops facing the street, its large commercial facilities, and the ease and enjoyment of getting around. We are considering a multi-purpose building that interweaves three functions, with stores on the lower floors, offices on the middle floors, and a hotel on the top floors. We are working with the city of Sapporo and surrounding landowners to flesh out the plan, with the goal of opening the building in 2026 at the earliest.



Name	DAIBIRU PIVOT	DAIBIRU PIVOT WEST	DAIBIRU PIVOT SOUTH
Site area	2,790 m ² (844 tsubo)		323 m ² (98 tsubo)
Gross floor area	20,814 m ² (6,296 tsubo)	214 m ² (65 tsubo)	2,567 m ² (777 tsubo)
Year of completion	1969	1985	1969
Scale	9 floors above ground 3 floors below ground	3 floors above ground	7 floors above ground 2 floors below ground
Scheduled closure	End of May 2023 (store operations to be discontinued in mid-May 2023)		End of October 2023
Upcoming schedule	Scheduled start of demolition: 2023 Scheduled start of construction: 2024 Start of operation: 2026 (at the earliest)		



Hyoe Ishibashi
General Manager,
Sapporo Project Department

INTERVIEW

In 2019 we acquired three already-built properties connected under the PIVOT name as well as the properties surrounding them. We followed this acquisition by opening the Sapporo Project Office (now the Sapporo Project Department), which has been tasked with collecting market information as we prepare for redevelopment. This will be our first redevelopment project in Sapporo, but our discussions with local residents have made patently clear the high expectations and heavy responsibility placed on our shoulders. As a developer, this is highly motivating. Our team is working daily to maximize the urban development expertise we have cultivated in Osaka and Tokyo, to create a building that will please the locals and help invigorate the city of Sapporo.

4 275 George Street

◆ Keep Building Local Relationships, Keep Expanding Daibiru

Having undertaken investments in Vietnam, we expanded to a second country, Australia, a market with high transparency, liquidity, and growth potential, in an effort to develop high-quality office buildings and services overseas. In 2018 we acquired the land at 275 George Street, located in the Central Business District of Sydney, Australia's largest city. In December 2020, we succeeded in completing construction. Although the COVID-19 pandemic made for difficult opening conditions, we held steady and proceeded with leasing alongside our partner companies, and we now have several tenants under contract. Our local subsidiary, Daibiru Australia Pty Ltd, opened a local office in December 2019 and has been hard at work ever since, promoting construction, and managing operations of the property, while conducting property sourcing in major Australian cities in pursuit of our next investment project.

Our property 275 George Street is located on a corner of one of Sydney's major arteries, and is adjacent to Wynyard Station, which is one of the city's busiest transport hubs, putting the building in a truly unique location. The distinctive exterior design, which combines sandstone and glass curtain walls, has a particularly strong presence among the surrounding buildings, and the windows on the north side provide a view of the famous Harbour Bridge. As part of our goal to provide high-quality, safe, and environment-friendly offices, we are working to acquire leading certifications for environmental performance, having already acquired a five-star Green Star rating with plans to acquire a National Australian Built Environment Rating System (NABERS) Energy rating of five stars or higher. This effort includes measures against infectious diseases such as upgrading washbasin faucets and toilets with touchless functions. The building's bicycle parking lot, lockers, and shower rooms have also proven to be popular among tenants, particularly health-conscious residents who commute by bicycle or enjoy a mid-work jog.

In addition to these physical amenities, we aim to set ourselves apart with detail-oriented management that is particular to Japanese building owners, boost the added value of the property, and increase the name recognition of the Daibiru Group.



Location	275 George Street, Sydney, NSW, Australia
Site area	634 m ² (192 tsubo)
Net leasable area	7,021 m ² (2,124 tsubo)
Number of stories	15 floors above ground, 3 floors below ground
Structure	Reinforced concrete
Usage	Office and retail (partial)
Design	Architectus (an architectural design firm based in Australia)
Construction	John Holland Group
Completion	December 10, 2020

INTERVIEW

When we began this project in 2018, Daibiru was basically unknown in the Australian market, so every day and every meeting were spent explaining what sort of company we represented. Following this step, we set up an office, completed the construction at 275 George Street and, slowly, as more and more tenants moved in, recognition increased. Nowadays, more and more people look at our work and say, "That's Daibiru's asset." We are just getting started in Australia, but every day takes us further down the road. In the future, we will strive to enhance the performance of this property and work on our next investment project.



Hiroshi Kumada
Managing Director,
Daibiru Australia Pty Ltd

An Inherited Spirit of Sustainability

For the Nearly 100 Years since Its Establishment, Daibiru Has Always Moved alongside Local Communities and Their Residing Areas.



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 development can be carried out through civil engineering, one cannot deny that civil engineering as we know it today essentially means the destruction of nature. By this logic, civil engineering seems 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 realized 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. However, it must be said that the fact that we can move forward with civil engineering that serves to develop land for human life while also serving to protect nature and maintain 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*)

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 1,000 *tsubo*, or 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

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: Building 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 is expected to increase foot traffic in the Nakanoshima district, and will contribute to the enhancement of pedestrian safety by separating walking areas from those used by cars.



Shiki-no-Oka garden and the pedestrian bridge

We will continue to serve as a solution to social issues in the next generation.

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 engrained 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 as material a series of priority issues (the Daibiru Group's materiality) in the short, medium, and long term that are either business opportunities or risks. Group materiality comprises two categories: (I) Providing value to society (or reducing damage to social capital) and (II) strengthening the foundation for providing value. The three materialities within category I correspond roughly to our corporate principles, "Constructing buildings, creating towns, pioneering the new era," in that the first materiality concerns office buildings, the second concerns local communities, and the third involves consideration for the environment.

► Setting Materiality-Based KPIs

Daibiru has set key performance indicators (KPIs) in fiscal 2022, based on the materiality identified in fiscal 2021, to effectively seize opportunities and resolve issues. In principle, the scope of these KPIs has been limited to the Daibiru Corporation (non-consolidated) and its buildings within Japan, taking into account feasibility, both in terms of effective implementation and dissemination within the Company, and other factors. However, we will continue to discuss expanding the scope of these KPIs to cover the entire Group and its overseas properties as well as formulating qualitative and concrete targets, and action plans to reach the targets. In doing so, we aim to achieve sustainable growth for the Group.

Materiality	Themes	KPIs	Scope	Fiscal 2021 Results	Applicable SDGs	
I. Providing value to society (or reducing damage to social capital)	<u>Provide optimal offices for changing times</u> □ Page 32	<ul style="list-style-type: none"> Support greater tenant productivity with safe, secure, and comfortable offices Optimize offices with consideration for diversity and diversifying work styles Enrich the lives and activities of office workers Develop next-generation offices utilizing the Internet of Things (IoT) and digital technologies Redefine the role of the office in a COVID-19 and post-COVID-19 society 	1. Pursuit of the next generation of offices 2. Percentage of office buildings with detail-oriented building management, made possible through consistent management by the Group 3. Acquisition of CASBEE-WO (Wellness Office) certification 4. Percentage of buildings with barrier-free facilities installed 5. Percentage of buildings with manned management 6. Percentage of buildings with natural ventilation*1	1. Daibiru Corporation (non-consolidated) 2. Domestic office buildings owned by the Company 3. New domestic office buildings owned by the Company 4. Domestic office buildings owned by the Company 5. Domestic office buildings owned by the Company with a gross floor area of 10,000 m ² or more 6. Domestic office buildings owned by the Company within 10 years of construction	1. Renovated company offices as proof-of-concept 2. As of March 31, 2022: Facilities: 100% / security: 100% / cleaning: 100% 3. — 4. As of March 31, 2022: 97% (by gross floor area) 5. As of March 31, 2022: 100% 6. As of March 31, 2022: 100%	    
	<u>Be rooted in the community and develop alongside towns</u> □ Page 33	<ul style="list-style-type: none"> Bring the Group's quality and services to more areas and people Support disaster-resistant urban development Work with communities toward collaborative value creation with a long-term perspective 	1. Implementation rate of fire and disaster prevention training 2. Percentage of employees who have undergone lifesaving training 3. Number of local events held (for tenants or local residents) 4. Number of subjects addressed by the Safety & Crisis Control Committee	1. Domestic buildings owned by the Company 2. Daibiru Corporation (non-consolidated) 3. Domestic buildings owned by the Company 4. Daibiru Corporation (non-consolidated)	1. Fiscal 2021: 100% 2. As of March 31, 2022: 89% 3. Fiscal 2021: 39 events 4. Fiscal 2021: 13 subjects	 
	<u>Provide eco-friendly buildings to the next generation</u> □ Page 34	<ul style="list-style-type: none"> Improve the environmental performance of Company-owned buildings Reduce the environmental impact of buildings over their life cycle Coexist with the natural environment Visualize and disclose the environmental performance of our buildings and the environmental value they provide to society 	1. Reduction of greenhouse gas emissions 2. Acquisition of ZEB-Oriented certification or higher 3. Amount of waste emissions / recycling rate 4. Issuance of an integrated report / Number of environment-related projects disclosed externally	1. Domestic buildings owned by the Company 2. Newly built domestic buildings owned by the Company (sections used as offices) 3. Domestic office and commercial buildings owned by the Company 4. Daibiru Corporation (non-consolidated)	1. Decided to introduce emissions-free power 2. — 3. Fiscal 2021: 2,341 t / 53% 4. Fiscal 2021: Report issued / 10 projects	    
II. Strengthening the foundation for providing value	Foundation for Promotion	Themes	KPIs	Scope	Fiscal 2021 Results	Applicable SDGs
II. Strengthening the foundation for providing value	<u>Increase human resource and organizational strength</u> □ Page 37	<ul style="list-style-type: none"> Create value via Groupwide collaboration Foster a challenge-seeking corporate culture Acquire and cultivate human resources that can ensure high-quality services within management Promote diversity and inclusion Pursue employee health and safety and respect human rights 	1. Number of Groupwide activities to improve building management quality ("Team Daibiru" activities) 2. Ratio of women: Ratio of women among all employees and within management 3. Ratio of mid-career hires 4. Turnover rate (due to personal circumstances) 5. Rate of return to work after childcare leave	1. The Daibiru Group 2. Daibiru Corporation (non-consolidated) 3. Career track employees of Daibiru Corporation (non-consolidated) 4. Daibiru Corporation (non-consolidated), total over the past five years 5. Daibiru Corporation (non-consolidated), total over the past five years	1. Fiscal 2021: 63 activities 2. As of March 31, 2022: 33% of all employees / 8% of employees ranked section manager or higher 3. As of March 31, 2022: 27% 4. As of March 31, 2022: Under 1% 5. As of March 31, 2022: 86%	  
	<u>Accumulate intellectual capital to form the basis for high-quality services</u> □ Page 41	<ul style="list-style-type: none"> Accumulate and deepen quality management know-how related to building development and management operations Accumulate and deepen knowledge related to the IoT and digital technologies Accumulate and deepen knowledge related to environmental technologies 	1. Acquisition rate of qualifications related to real estate 2. Number of IT-related technologies introduced into internal systems 3. Number of subjects addressed by the Environment & Sustainability Committee	1. Career track employees of Daibiru Corporation (non-consolidated) 2. Daibiru Corporation (non-consolidated), total over the past five years 3. Daibiru Corporation (non-consolidated)	1. As of March 31, 2022: 84% 2. Fiscal 2021: 17 examples 3. Fiscal 2021: 5 subjects	  
	<u>Collaborate with stakeholders to create value</u> □ Page 41	<ul style="list-style-type: none"> Build close relationships with tenants and collaborate to create value Strengthen relationships with national and local governments, as well as local areas Collaborate with business partners to create value Enhance supplier monitoring 	1. Number of tenants who have been at Daibiru-owned buildings for 10 years or more 2. Number of projects that contribute to local communities 3. Number of collaborative projects that increase added value*2	1. Tenants in buildings 10 years old or older 2. All businesses within the scope 3. All businesses within the scope	1. As of March 31, 2022: 74% (by total leasable area) 2. As of March 31, 2022: 13 projects 3. As of March 31, 2022: 7 projects	
	<u>Evolve toward corporate governance that supports sustainable improvement of corporate value</u> □ Page 42	<ul style="list-style-type: none"> Improve transparency and effectiveness of management Implement thorough compliance, internal controls, and anti-corruption measures Strengthen risk management further 	1. Implementation of audits of internal operations by the Internal Audit Office 2. Rate of participation in compliance training 3. Number of subjects addressed by the Risk Management Meeting	1. Daibiru Corporation (non-consolidated) 2. Daibiru Corporation (non-consolidated) 3. Daibiru Corporation (non-consolidated)	1. Fiscal 2021: Audit completed 2. As of March 31, 2022: 98% 3. Fiscal 2021: 5 subjects	

*1 Refers to when the bottom portion of a window can be opened or closed for ventilation
 *2 Number of buildings constructed as part of projects launched jointly with other companies

Non-Financial Data

CO ₂ emissions*1,2	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3
CO ₂ emissions (t-CO ₂)	35,834	35,240	31,788	30,051	28,182	25,843
CO ₂ emission intensity (t-CO ₂ /m ²)	0.06535	0.06412	0.05816	0.05156	0.04949	0.04631
Energy use*1						
Crude oil equivalent energy use (kl)	18,107	18,021	17,736	18,175	17,410	16,716
Energy use intensity (kl/m ²)	0.03302	0.03279	0.03245	0.03119	0.03057	0.02996
Water use*1						
Water use (m ³)	506,572	510,641	514,530	533,179	376,854	372,189
Water use intensity (m ³ /m ²)	0.9238	0.9291	0.9414	0.9149	0.6617	0.6670
Waste emissions*3						
Waste emissions (t)	2,648	2,595	2,468	2,654	2,234	2,341
Waste emission intensity (t/m ²)	0.0048	0.0047	0.0045	0.0045	0.0039	0.0042
Number of employees						
Number of employees (Non-consolidated)	64	65	70	79	86	89
Number of employees (Consolidated)	2,434	2,465	2,464	2,588	2,457	2,250
Average overtime (Non-consolidated/month)						
Average overtime (Hours)	23.25	24.78	19.99	20.11	22.36	23.32
Average years of service (Non-consolidated)						
Average years of service (Years)	11.83	11.66	10.42	10.00	11.00	10.80
Percentage of female employees (Non-consolidated)						
Percentage of female employees (%)	25.00	27.69	28.57	30.38	30.23	32.58
Education and training expenses (Non-consolidated/year)						
Education and training expenses (Millions of yen)	4.67	4.59	5.33	4.56	4.28	5.38
Number of recruits (Non-consolidated)						
New graduates	2	3	4	4	3	2
Mid-career	0	1	3	3	3	2

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

0.68%

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

100%

Utilization rate of leave for childbirth of spouse
(Non-consolidated / male / five-year cumulative total)

73.3%

*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 Calculated using emissions coefficients by energy supplier; therefore, CO₂ emissions and emission intensity are impacted by fluctuations in these coefficients.

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

Materiality of the Daibiru Group

◀ Materiality ▶

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
- Pursue health and comfort at offices amid a society dealing with COVID-19 by installing non-contact systems, temperature sensors, and disinfectant stations

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 effort 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 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 23.

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

The Hibiya Daibiru Building was reconstructed in 1989, making it a state-of-the-art building for its time. However, from 2013 to 2016 we conducted renovations to raise the value of the building further in terms of functionality. Specifically, we renovated common areas such as the entrance and bathrooms, in addition to improving the functions of building equipment, primarily by updating the building's electrical and air conditioning systems. As another renovation related to BCPs, we installed an emergency generator that can provide power for 48 hours. We also renovated elevators as a countermeasure to mitigate long-period ground motion during earthquakes. Efforts like these to improve the functionality of the building have won high praise from customers and maintain or increase competitiveness.

Materiality of the Daibiru Group

◀ Materiality ▶

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
- Expanded 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

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

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

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

In addition to creating high-quality and comfortable spaces, we operate under the theme of coexistence with local communities and towns. Working actively with companies and local governments in areas where our properties are located, we take part in initiatives that revitalize these areas and boost their appeal, and we conduct activities that contribute to society and culture.

● Participation in the 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.)

● 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.

● Living Architecture Museum Festival Osaka (Open House Osaka)

We participate in the Living Architecture Museum Festival Osaka, which is the Osaka equivalent of Open House London, opening buildings to the general public free of charge so that people can experience architecture first-hand. To date, we have provided guided tours of our buildings and opened up halls in our buildings for photography. Since the onset of the COVID-19 pandemic, we have published digital tour contents as well. (The 2022 event is a hybrid of real and virtual content.)

BCP Response

As a building operator and developer that provides urban infrastructure, we supply disaster-resistant buildings which emphasize seismic performance and business continuity.

● Reliable Seismic Performance

All of our buildings meet legal standards for seismic performance. In addition, some of the buildings have adopted seismic control systems and feature exceptional seismic performance. Other measures include a system that utilizes sensors to bring elevators to a safe stop in the event of an earthquake.

● Introduction of an Emergency 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.

● Disaster Prevention Drills

We conduct annual disaster prevention drills at our office buildings to ensure that the people who work in them can do so with peace of mind. Training is aimed at raising the knowledge of tenants as it pertains to disasters. Therefore, during training we confirm evacuation routes and collaborate with local fire departments to conduct training sessions on the roofs of our buildings, where participants can train in real smoke and handle fire extinguishers.

◀ Materiality ▶

Provide Eco-Friendly Buildings to 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

Existing Measures

- Improve the environment 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

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

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. Coexisting with the Natural Environment | 4. Improve Awareness of Environmental Conservation |
| 2. Contribute to Global Warming Countermeasures and the Creation of a Recycling-Based Society | 5. Cooperate with Stakeholders and Regulations |
| 3. Establish Frameworks for Environmental Conservation | 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/>



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

Reduce Greenhouse Gas (CO₂ Emissions) and Control Energy Use

The CO₂ emissions*¹, energy use, and respective intensity (per operating floor area) from Company buildings*² over the past five fiscal years are shown in the charts on the following page. Although the operating area and amount of energy use vary from year to year, intensity is on a downward trend due to efforts aimed at reducing environmental impact and the introduction of emissions-free power in December 2021.

● Lower Environmental Impact of Air Conditioning

In addition to the use of low-emissivity (Low-E) glass in windows, we utilize louvers and eaves in buildings equipped with them to shield offices from sunlight, dissipating solar radiation and reducing the need for air conditioning. This system also monitors CO₂ concentrations to increase or restrict the cooling effect from outside air during times of the year when temperatures are moderate. In addition, the Daibiru-Honkan Building, the Nakanoshima Daibiru Building, and the Hibiya Daibiru Building use district heating and cooling systems, and when constructing new buildings or implementing large-scale renovations we use the latest high-efficiency equipment to enhance energy efficiency.

Materiality of the Daibiru Group

Provide Eco-Friendly Buildings to the Next Generation

● Examples of Initiatives Related to Lighting

We are taking active steps to switch to LED lighting, which has a long life, highly efficient energy consumption, and is eco-friendly. In addition, when sunlight provides sufficient light during the day, a sensor detects and lowers the brightness of the lights, and a motion sensor detects when no one is present and turns off the lights, to reduce wasteful consumption of electricity. We plan to complete the transition to LED lighting by roughly 2024, with progress at approximately 65% as of March 31, 2022.

● Adoption of Emissions-Free Power

In April 2022, we completed our transition to emissions-free power*3 at all Company-owned buildings in Japan*4. This energy comprises electricity with Non-Fossil Fuel Certificates (with tracking information)*5 compliant with the RE100 global initiative. Since the introduction of emissions-free power in the buildings should result in zero CO₂ emissions from electricity consumed at the offices and stores of the building tenants, it should also enhance their corporate standing from an environmental perspective. An annual total of approximately 67 million kWh*6 of electricity will be replaced with electricity derived from renewable energy sources in 20 target buildings, reducing CO₂ emissions by approximately 26,000 tons.*6 This is equivalent to the emissions produced by approximately 14,000 households.

● Introduction of Carbon-Neutral City Gas

Daibiru has introduced the use of carbon-neutral city gas in some of its buildings. Such gas utilizes LNG for which greenhouse gas emissions associated with the overall life cycle (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 is participating in demand response at some of its properties by turning off lights and air conditioning in the common areas of participating buildings, to an extent that does not inconvenience tenants.

Reuse and Conservation of Water Resources

The charts below show water use and intensity at Company buildings*1 (per operating floor area) over the past five fiscal years. In fiscal 2021, the amount of water use was reduced by about 27% compared to fiscal 2017, and by about 28% in intensity, as a result of fewer people utilizing the buildings due to COVID-19, a continuation of the pattern in fiscal 2020. The Company strives to utilize water resources effectively through efforts such as adopting the latest sanitary fixtures when renovating or constructing new buildings, as well as utilizing rainwater for irrigation.

Reduction of Waste Emissions and Promotion of Recycling

The waste emissions and intensity (per operating floor area) for our properties*7 over the past five fiscal years are shown in the charts below. Waste emissions have varied with each fiscal year for reasons such as the acquisition of properties, but emission intensity is on a downward trend.

● Reduction of Waste 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 as well as 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 at the operating stage as well. To do this, and to promote recycling, we have established a system for the sorted collection of waste.

Coexistence with the Natural Environment

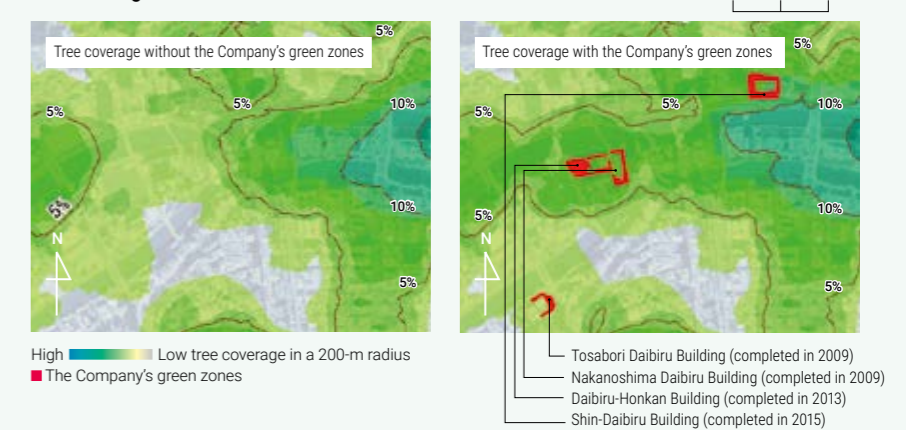
Assessment of Contribution of the Company's Green Zone over a Wide Scale

The Daibiru-Honkan Building, the Nakanoshima Daibiru Building, the Shin-Daibiru Building, and the Tosabori Daibiru Building all have green zones on their premises.

The images at right show tree coverage in a 200-m radius around the buildings, comparing the case where the Company's green zones exist with the case where they do not exist. Tree-dwelling birds such as the Japanese great tit live in green zones that are dotted over the city center.

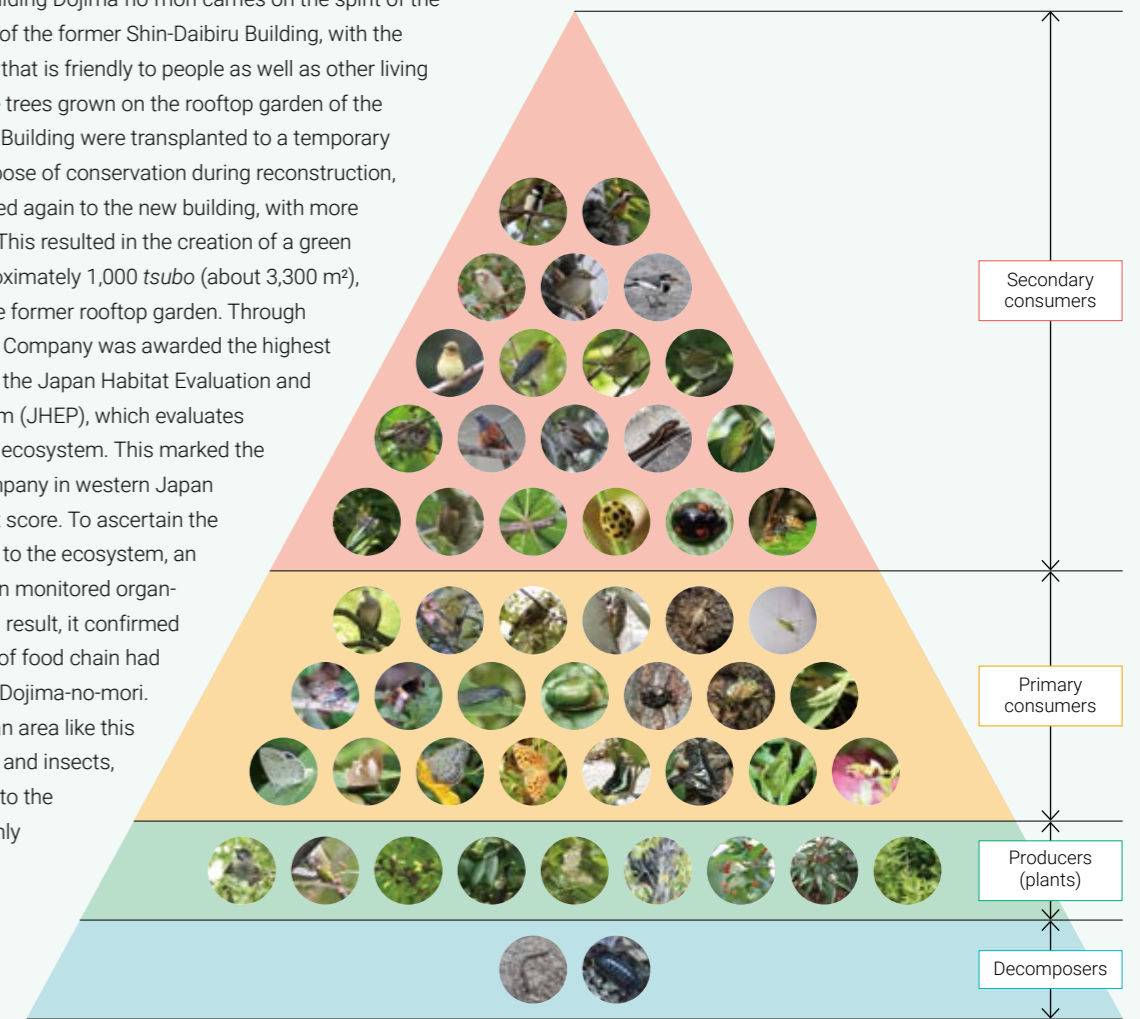
The Company's green zones link the split green zone network, contributing to the vitalization of the avian ecosystem.

Tree Coverage in a 200-m Radius



Ecosystem of the Shin-Daibiru Building Dojima-no-mori

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 1,000 *tsubo* (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 specific level of food chain had been 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.



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

Results of Organism Monitoring at the Shin-Daibiru Building Dojima-no-mori

Monitoring Period
First period: April 2016 to March 2017
Second period: April 2020 to March 2021

Species Confirmed by On-Site Survey

Bird species
First period: 15 species / Second period: 18 species
Confirmed species include the Japanese great tit, brown-eared bulbul, Japanese bush warbler, Asian stubtail, Oriental turtle dove, and the Japanese white-eye.

Insect species
First period: 54 species / Second period: 68 species
Confirmed species include the Asian mantis, the blue-tailed forest hawk dragonfly, and the common bluebottle butterfly.

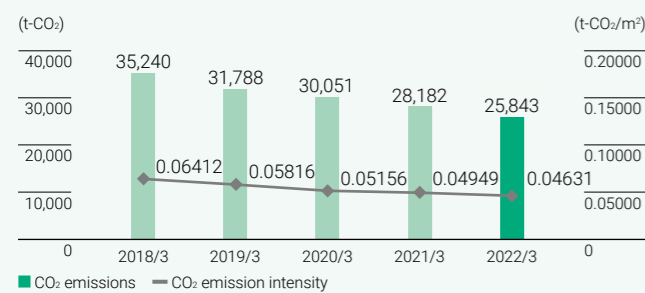
*1 Calculated using emissions coefficients by energy supplier; therefore, CO₂ emissions and emission intensity are impacted by fluctuations in these coefficients.

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

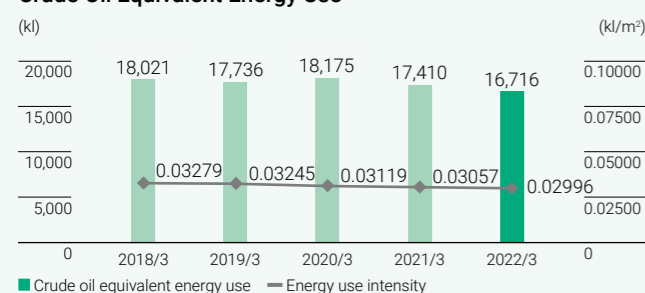
*3 Electricity derived from renewable energy sources with net-zero CO₂ emissions as proven through non-fossil fuel energy certificates

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

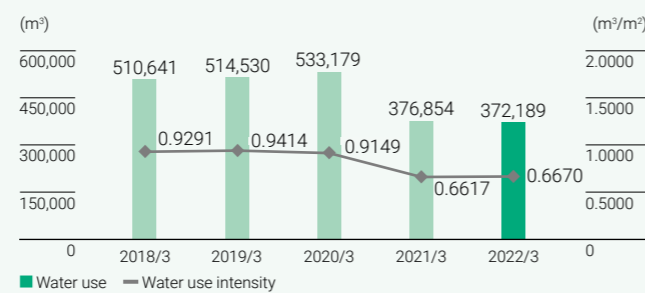
CO₂ Emissions*2



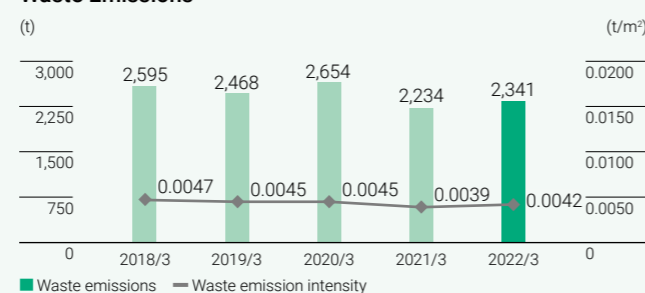
Crude Oil Equivalent Energy Use



Water Use



Waste Emissions



Materiality of the Daibiru Group

◀ 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 More than 80% student satisfaction (calculated based on the aggregate results of student questionnaires from fiscal 2019 to fiscal 2021)
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 60 employees with CBA qualification (as of July 2022)
Certification by the Association for Real Estate Securitization (ARES) 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 23 employees with ARES Certified Master qualifications (as of July 2022)

Development of Global-Minded Human Resources

As a measure to cultivate global-minded human resources, Daibiru selects young employees who have been with the Company for at least three years and dispatches them to overseas subsidiaries. Serving as managers at one of these Group companies allows the employees to work alongside local members in an environment, culture, and system that are completely different from those in Japan. This enables them to experience the importance of diversity firsthand and builds the foundation for their success on the global stage.

In addition, the Company as a whole actively provides opportunities for skill improvement. For instance, as a way to improve the language skills of employees, all career-track employees are required to take the TOEIC English-language proficiency test, and for employees with a certain level of English proficiency or higher, the Company covers the full cost of attending an English conversation school.

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.

Health checkup participation rate
 (Non-consolidated, FY2021)

98.08%

Stress checkup participation rate
 (Non-consolidated, FY2021)

99%

Establishment of Working Environments

Mobile Working, Work from Home

Under the current medium-term management plan, we have adopted productivity improvements and creation of results through work-style reforms and ICT strategies to serve as a platform underpinning the plan.

For the first step of this initiative, we have established the target of realizing work styles that are not restricted by location. To this end, we have gradually been introducing mobile PC devices, shifting to wireless LAN equipment in-house, and establishing information communication environments for use outside the Company. In December 2018, following the completion of distributing PC devices and shifting to wireless LAN equipment, we began to promote the transition to paperless for in-house meetings and establish equipment for video conferences. At the same time, we took steps to establish human resource systems and various internal regulations. In April 2019, we launched the mobile working system, and in April 2021 we launched the work-from-home system.

While the main purpose of these efforts has been to realize productivity improvements and flexible work styles, they were also carried out in anticipation of an emergency. During the COVID-19 pandemic, these efforts have provided us with a foundation for continuing our business operations.

Specifically, in April 2021 we completed the introduction of a new accounting and expense settlement system. We have shifted away from our previous workflow, which involved printing and circulating accounting slips created by the old system, to a workflow that conducts the entire approval process electronically. In October 2021, the electronic approval system went into operation, digitizing documents for circulation and various types of internal application forms. In July 2022, we completed the final updates to our systems for sales and billing and for construction orders and acceptance inspection management, thus concluding the project.

By digitizing the forms and application processes that are used day to day, we have taken great strides toward achieving a work environment that is unbound by particular locations.

Active Participation of Women

We are taking the following 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

Key Systems Related to Working Environments

Name of System
<ul style="list-style-type: none"> • Expectant and nursing mothers leave • Staggered working hours • Hourly paid leave • Nursing care leave • Work-from-home system • Special refreshment leave • Mobile working • Enforcing no-overtime days • Overtime regulations under the Article 36 Agreement

Work-Style Reforms through Large-Scale Updates to Core Systems

As part of work-style reforms, we conducted a three-year project to update our core systems. In July 2019, we assembled a cross-organizational project team tasked with resolving obsolescence and operational inefficiencies in existing core systems and devoting resources to operations with higher added value. A series of updates has been completed as of July 2022.

Materiality of the Daibiru Group

Increase Human Resources and Organizational Strength

Organizational Restructuring

We have implemented the following organizational reforms to respond to changing conditions and enhance corporate value. The results of these changes have begun to appear in the course of time.

We have also undertaken organizational restructuring in light of the Company becoming a wholly owned subsidiary of Mitsui O.S.K. Lines, Ltd. as of April 1, 2022 and introducing new management. The goal of this restructuring is to further strengthen and promote the Company's business. Management departments have been consolidated with relevant departments and sections to improve the efficiency of business execution and labor. We have also established a Development Division and Office Leasing Division to strengthen these functions, which are the cornerstones of our business. These restructuring efforts aim to promote business with the united strength of related departments and offices.

☐ Page 50 Organizational Chart

Related Medium-Term Management Plan Initiative	Item	Purpose and Results
Improvement of overseas business	Established the Overseas Business Office (now the Overseas Business Department) (December 2017)	Purpose Promote overseas businesses Results Acquired the 275 George Street project (September 2018) Results Decided to participate in the Hanoi Office Building Development Project (April 2021)
	Launch of the Australian subsidiary's office (December 2019)	Purpose Manage the 275 George Street project development Purpose Promote investment and development in Australia Results Completed the 275 George Street Project in Australia (December 2020)
Acquisition and reconstruction of domestic properties	Established the Real Estate Development Office (currently the Investment & Development Department) and increased the number of members (April 2016)	Purpose Acquire and develop domestic properties Results Acquired the Nihonbashi 3-Chome Building (April 2019) Results Acquired a total of three properties, including DAIBIRU PIVOT (November 2019) Results Acquired minority equity in Seavans South (November 2019) Results Invested in an LLC targeting the E-ma building in Umeda (October 2021) Results Acquired Estate Yodoyabashi (SANCOINN OSAKA YODOYABASHI) (February 2022)
	Established the Business Planning Department (currently the Development & Planning Department) (April 2018)	Purpose Draft long-term management policies for owned buildings, promote reconstruction, promote the property management business, and plan examinations of new real estate businesses Results Completed implemental design for the Midouji Daibiru Building reconstruction plan Results Completed implemental design for the Yaesu Daibiru Building reconstruction plan
	Established the Sapporo Project Office (currently the Sapporo Project Department) (January 2020)	Purpose Promote the reconstruction of DAIBIRU PIVOT Results Establish a business foundation in the Sapporo area Results District planning ordinance for Odori T-Zone in the Sapporo Ekimae-dori district passed (March 2022) Results Announced the closing of DAIBIRU PIVOT (May 2022)
Work-style reforms	Established the Work-Style Reforms Unit (December 2017)	Purpose Promoted work-style reforms Results Introduced a mobile working system (April 2019) Results Introduced an hourly paid leave system (April 2020)
Promotion of ICT strategies	Formed the Enterprise System Update Project Team (July 2019)	Purpose Renew core enterprise systems Results Introduced a new accounting and expense settlement system (April 2021) Results Introduced an electronic approval system (October 2021) Results Introduced a new sales and billing system and a new construction order and acceptance inspection management system (July 2022)
Other	Formed the Brand Strategy Committee (July 2019)	Purpose Plan and promote medium- to long-term strategies
	Formed the COVID-19 Countermeasure Headquarters (February 2020)	Purpose Promote a response to COVID-19, prevent its spread to employees, and promote BCP centered on the perspective of operational systems Results Established a basic policy on COVID-19 (February 2020)
	Established the Environment & Sustainability Committee (April 2021)	Purpose Promote sustainability initiatives Results Formulated materiality (September 2021) Results Adopted emissions-free power at all Company-owned buildings in Japan (April 2022) Results Introduction of carbon-neutral city gas (April 2022) Results Joined the 30 by 30 Alliance for Biodiversity (April 2022) Results Joined demand response (July 2022) Results Formulated materiality-based KPIs (September 2022)
	Established the Head Office Renewal Project Team (August 2021)	Purpose Establish a concept for the ideal central office and implement by renewing the Company's Head Office in Osaka

Note: Before the establishment of the Overseas Business Department, the Company's overseas businesses were under the jurisdiction of the Corporate Strategy Office (currently the Corporate Planning Department).

TOPICS

◆ Initiatives from the Brand Strategy Committee

Even before the COVID-19 pandemic, the business environment surrounding office buildings was changing with each passing moment, as customer values grew more diverse and ICT progressed at a rapid rate. In 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 that value, and then spark the necessary changes, with the goal of enhancing our presence in the market. The committee started things off with a learning session to understand what exactly constitutes a brand, and then in fiscal 2020 it held a workshop to analyze the Company's strengths and weakness and then reassess our brand value based on predictions about the future of society. It put the conclusions from this workshop to use at another workshop in fiscal 2021, to consider the kind of company that Daibiru should be, and what actions employees should take to manifest the brand value. At the same time, the committee created forums for casual communication and information

sharing, planning small-group dialogue sessions between top management and employees to discuss ideas about Daibiru's future, in addition to working to establish and popularize an in-Company social network service.

As a next step, the committee is devising a plan to make brand value a personal matter for each employee and guide employee behavior, as well as a support plan that will generate specific actions. The committee is also looking into new advertisements that feature fresh copy and designs.

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.

◆ The Head Office Renewal Project

We have formed a project team consisting mainly of young employees in their 20s and 30s, and are planning a large-scale renovation of our Head Office in anticipation of our 100th anniversary in 2023.

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

Work-style reforms and the COVID-19 pandemic have popularized the idea of working outside the office, and this has inspired us to search for what makes an ideal office for each company. We are tackling the question by reviewing our own offices to get an objective point of view. At the same time, as building operators we are pursuing the creation of an ideal central office, a main office that serves as a headquarters while carrying out multiple other functions. In this way, we intend to become even better equipped to help customers resolve their issues. Post-renovation, the Head Office will serve as verification trial space where employees can try out new ways of working, and we will work to stimulate office demand by using what we learn from the activities at the Head Office and communicating them outward as new ideas for utilizing office spaces.

An Office That Is a Natural Gathering Place

It has now become possible to do one's work and take part in meetings from home or from a satellite office, and this has

created a growing tendency to favor such places over the office. However, the information that can be gathered by working from home or a satellite office is limited and does not capture the atmosphere of a true workplace. In addition, such locations stifle the 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 it remains vital to offer places where people can gather. Going forward, we will promote activities to create offices that are natural gathering places and offer a kind of charm that cannot be found in a typical office. Such offices appeal to the mind and body and will attract executives and employees alike.

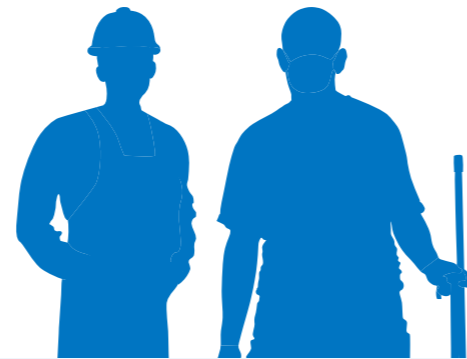


Project team workshop

Materiality of the Daibiru Group

◀ 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

One example of our collaborative efforts is 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.

◀ Foundation for Promotion ▶

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

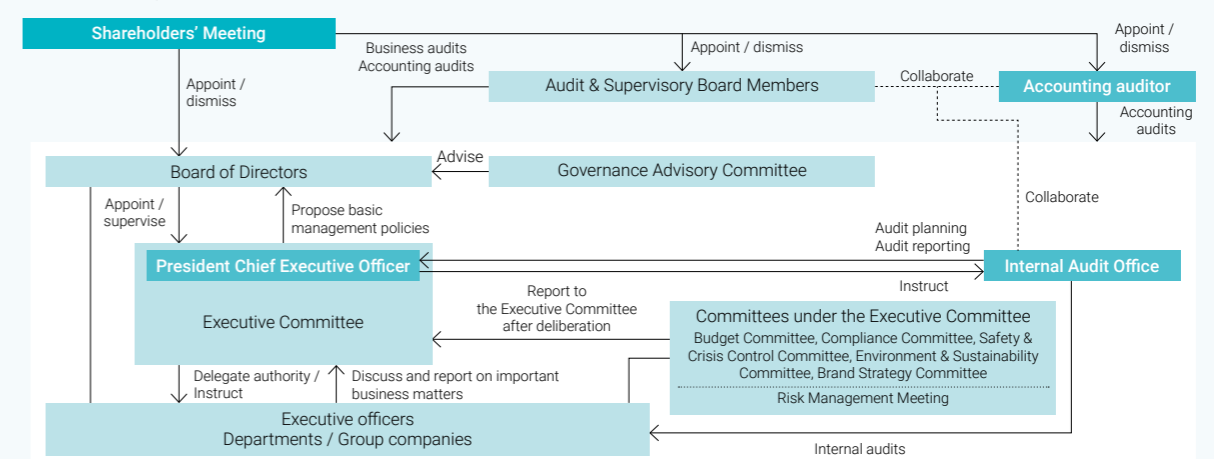
The Executive Committee has been established to conduct deliberations and decide important matters related to fundamental management plans and business execution in line with the basic policies for overall management set out by the Board of Directors.

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



Materiality of the Daibiru Group

Evolve toward Corporate Governance That Supports Sustainable Improvement of Corporate Value

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.

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

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.

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.

Examples of Compliance Training

- Prevention of power harassment
- Common consultations conducted at the external compliance consultation desk
- Insider trading regulations

Risk Management

The Executive Committee acts as the body responsible for risk management and is therefore tasked with 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.

Risk Management Plan-Do-Check-Act (PDCA) Cycle



Major Companywide Risks Identified at the Risk Management Meeting

- 1) Risks related to various basic responses and systems in place for times of crisis
- 2) Risks related to computer viruses and cyberterrorism
- 3) Risks related to the emergency response to natural disasters (earthquakes, volcanic eruptions, tsunamis, etc.) and business recovery
- 4) Risks related to overseas employees in the event of a crisis
- 5) Risks related to the violation of business laws (industry-specific laws)

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, managing 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.

Board of Directors, Audit & Supervisory Board Members, and Executive Officers



Toshiyuki Sonobe
Director, Chairman

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

Hideki Tainaka
Director, Managing Executive Officer
Responsible for Construction &
Technical Department

Hideo Horiguchi
Audit & Supervisory Board Member



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

Kenichi Sekiguchi
Executive Officer
Responsible for Finance &
Accounting Department
Secondarily responsible for Corporate
Planning Department
General Manager of Finance &
Accounting Department

Takashi Tomoda
Executive Officer
Secondarily responsible for Investment
& Development Department
General Manager of Tokyo Office
Leasing & Operations 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

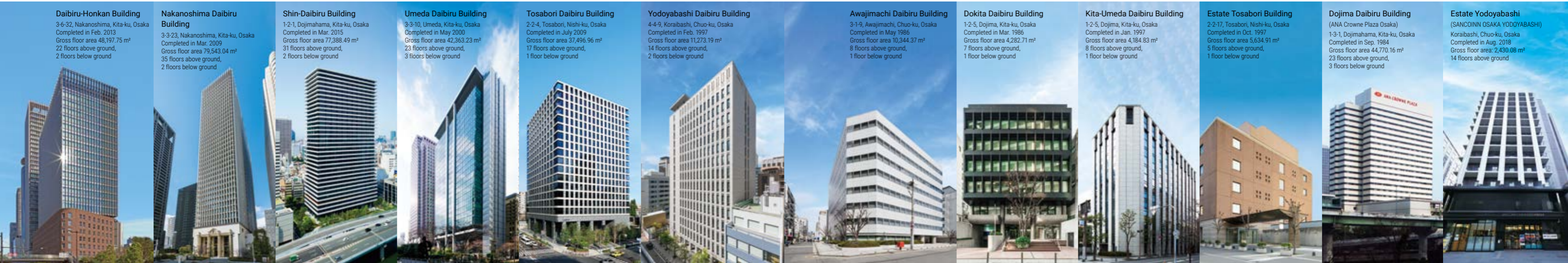
Kejiro Kamijo
Executive Officer
General Manager of Overseas
Business Department

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

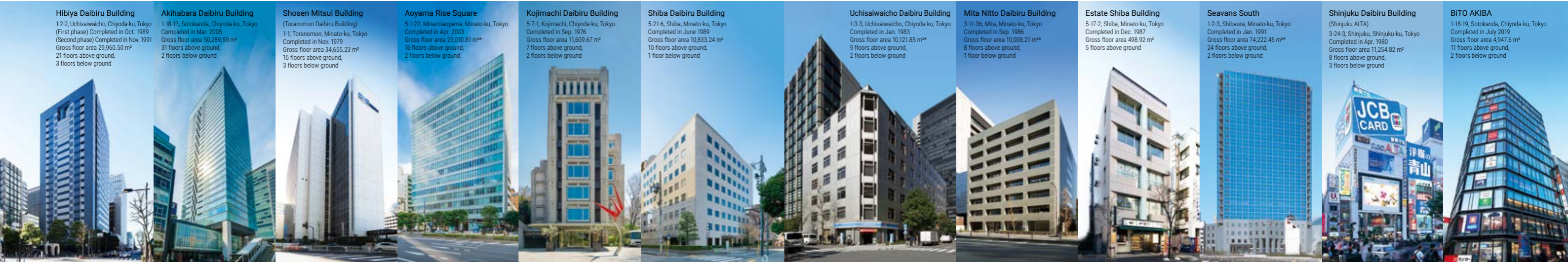
Akihito Ichimaru
Group Executive Officer
President of Daibiru Facility
Management, Ltd.

List of Major Properties

Osaka



Tokyo



Sapporo



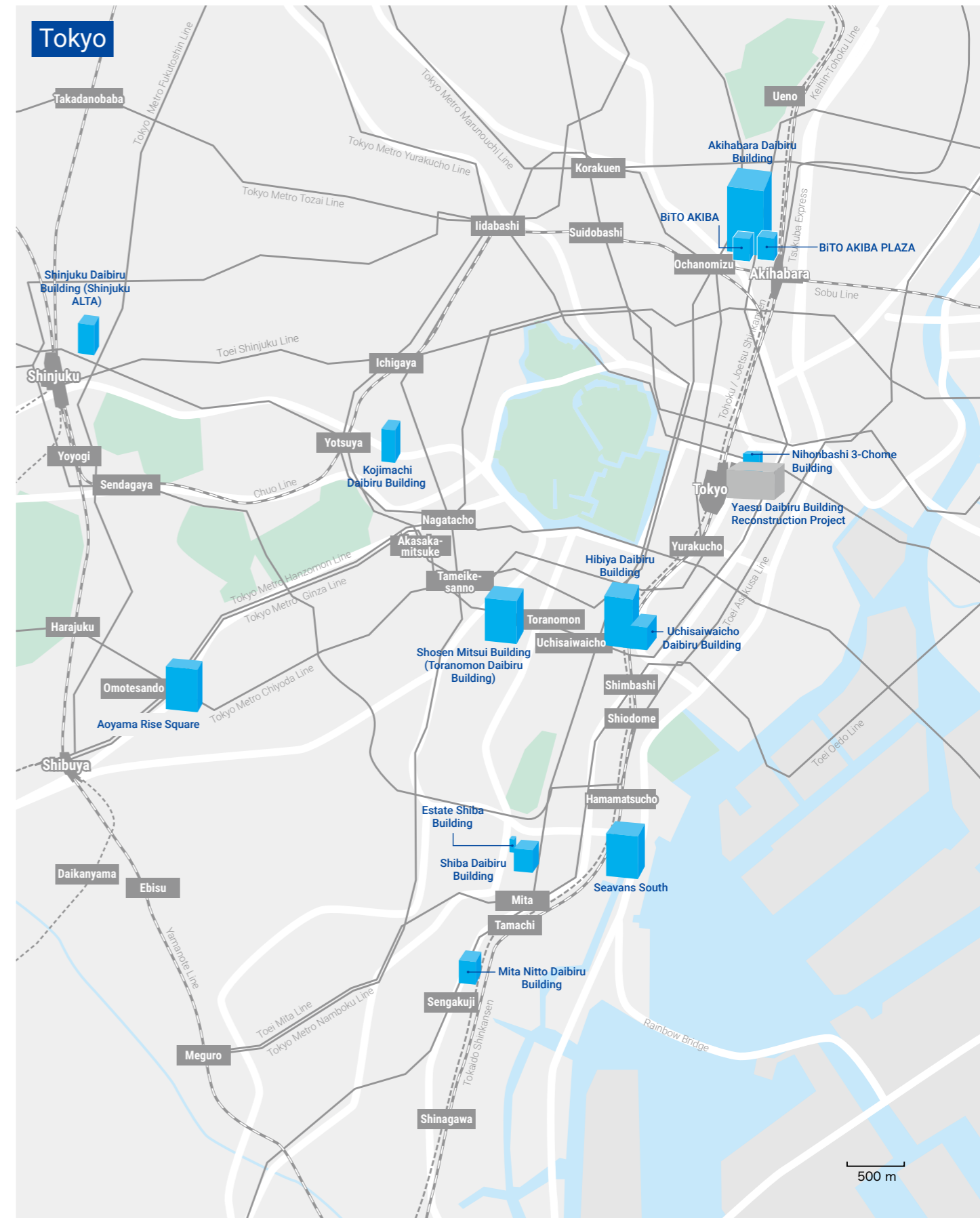
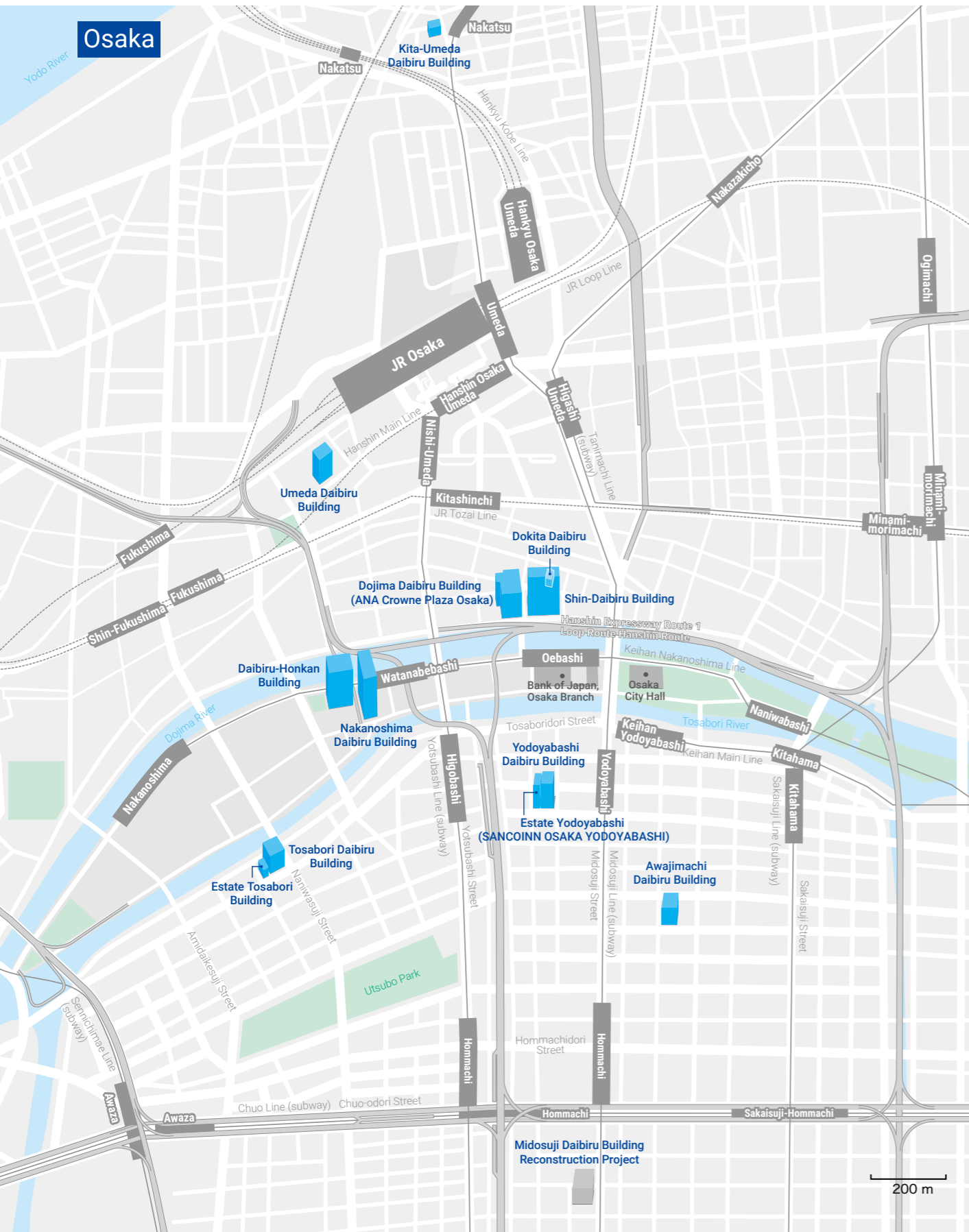
Vietnam



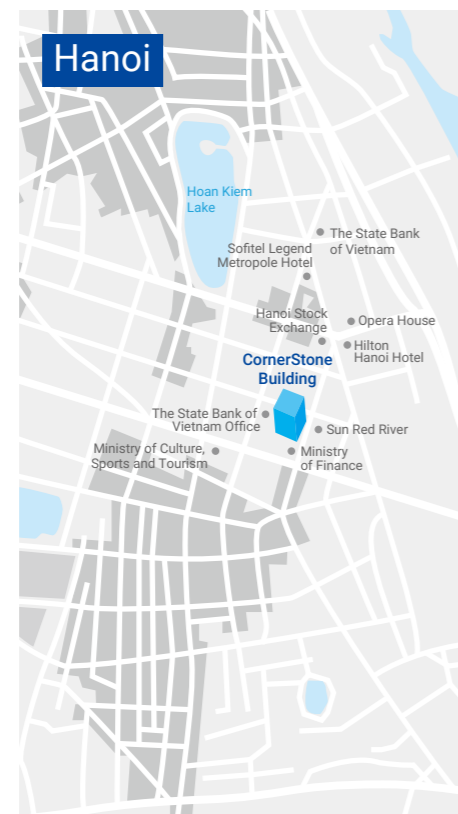
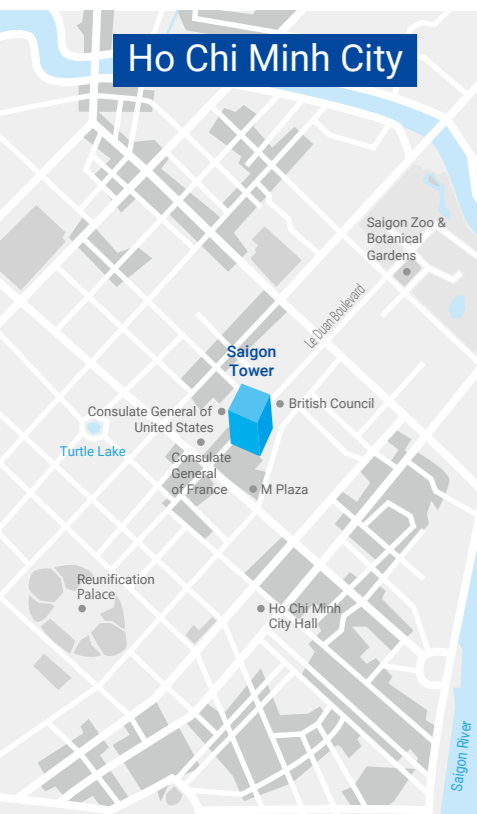
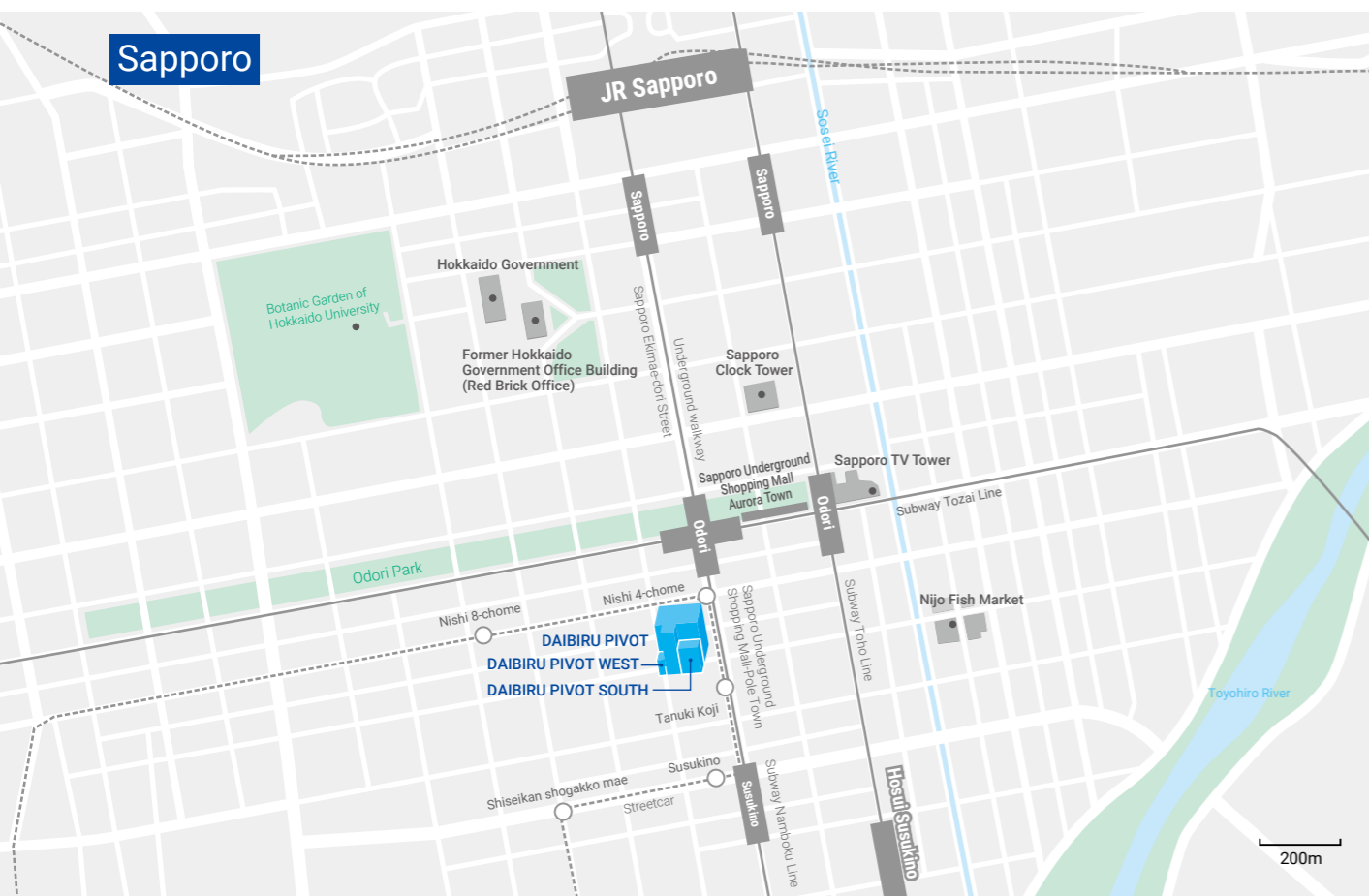
Australia

* Including portions owned by co-owners

Location Maps for Major Properties



Location Maps for Major Properties

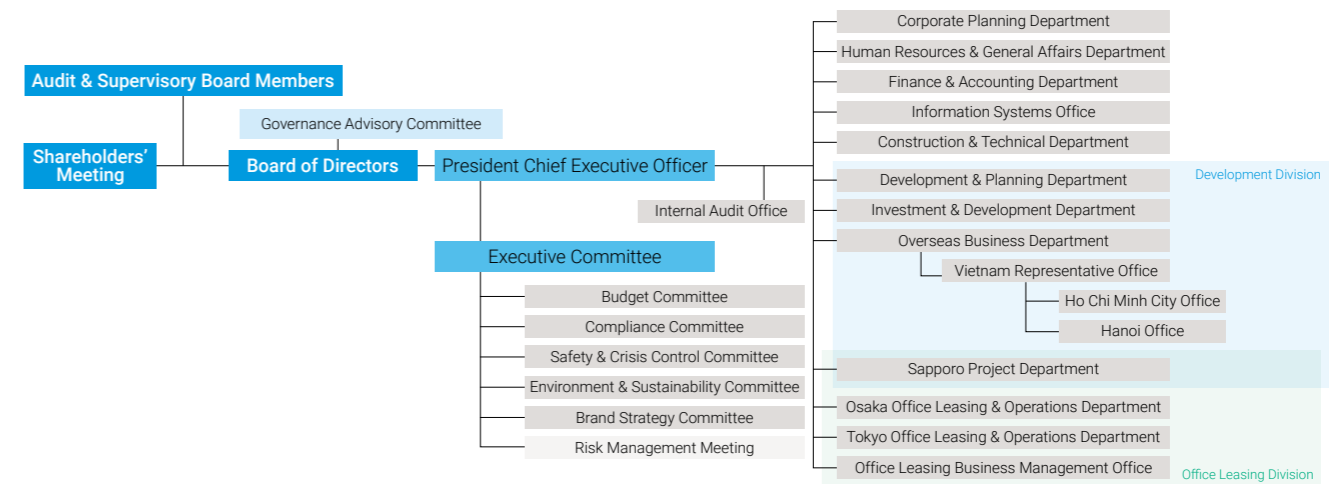


Corporate Data

Corporate Data

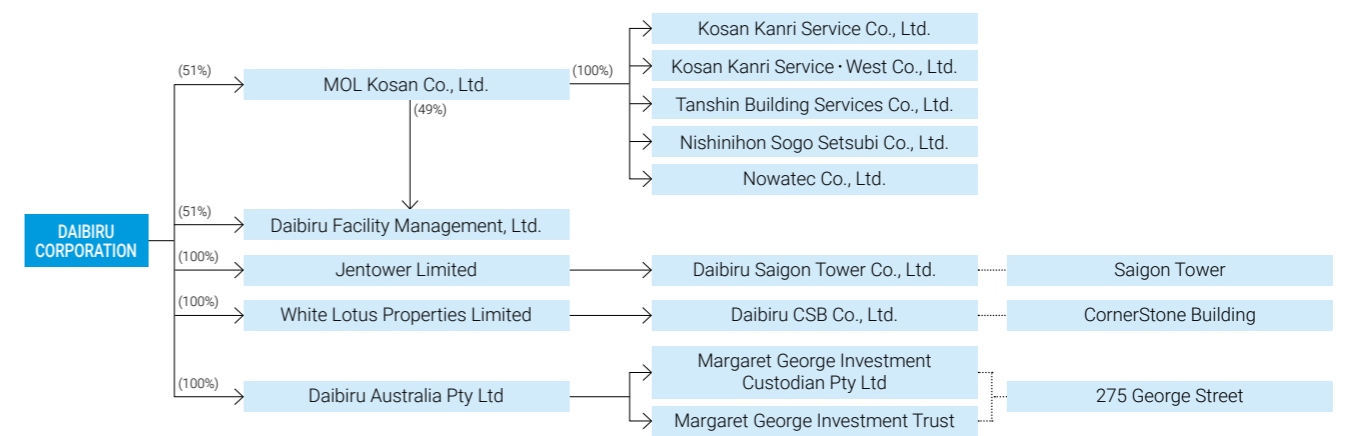
Corporate Name	DAIBIRU CORPORATION	Tokyo Office	1-2-2, Uchisaiwaicho, Chiyoda-ku, Tokyo 100-0011, Japan Tel: 81-3-3506-7441
Representative	Representative Director, President Chief Executive Officer Takashi Maruyama	Sapporo Office	2-3-1, Kita 2-jo Nishi, Chuo-ku, Sapporo 060-0002, Japan Tel: 81-11-218-0111
Establishment	October 15, 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
Capital	¥12,227,847,277		
Principal Shareholders	Mitsui O.S.K. Lines, Ltd. / Sumitomo Mitsui Banking Corporation / The Kansai Electric Power Co., Inc.		
Main Business	Ownership, operation, management, and leasing of real estate		
Number of Employees	Consolidated: 2,250 Non-consolidated: 89		
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

Figures in () indicate the investment ratio.



One additional consolidated subsidiary 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/>

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Sapporo 060-0002, Japan
Tel: 81-11-218-0111

Daibiru Report 2022



The brick pictured on the cover of this report is an actual brick used in the outer wall of the former Daibiru-Honkan Building in Osaka that was completed in 1925. Many of the 180,000 carefully removed bricks from the former building were reused when it was rebuilt in 2013.

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