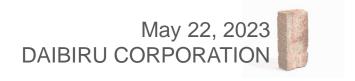
The Daibiru Group Medium- to Long-Term Management Plan 2035 BUILDNEXT.





BUILD NEXT.

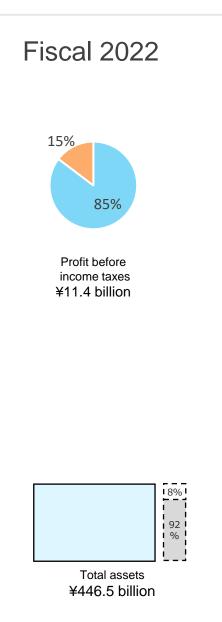
"Constructing buildings, creating towns, pioneering the new era"
—delving deeper and taking on challenges to face the next 100 years

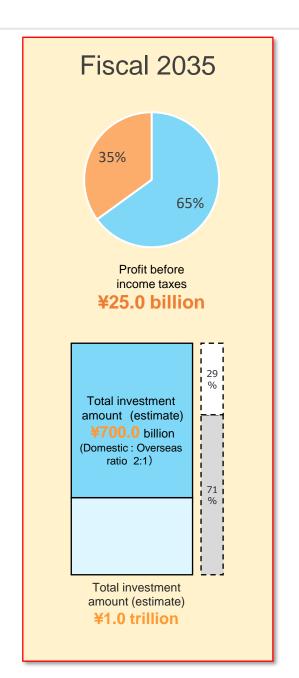
- ✓ Achieve stable growth in the office leasing business and drive growth higher by diversifying asset types and businesses, creating towns that will fill people with greater enjoyment and pride.
- Create towns and generate new value in order to "pioneer the new era," in which we work with customers and local and global society to resolve social issues.



Quantitative targets (target KPIs)







Overall Strategy and Action Plan

Domestic Business Strategy ✓ Acquire new properties High-end office buildings in central business districts (CBDs) and provincial cities, commercial buildings in CBDs, small and medium-sized office buildings, utilization of segregated portfolio companies (SPCs), and equity investment ✓ Rebuild and renovate existing properties Reconstruction of Yaesu Daibiru Building. Midosuii Daibiru Building **Business Strategies** ✓ Investigate expansion of asset types Investigation into adding logistics facilities, data centers, residential properties, and senior care facilities to existing portfolio of office buildings, CBD-based commercial buildings, and hotels ✓ Engage in redevelopment and town creation Redevelopment of PIVOT buildings in Sapporo, reconstruction and redevelopment of existing properties and their surrounding areas

✓ Expand investments in current target countries
 Vietnam and Australia
 ✓ Carry out investments in new target countries
 Southeast Asia and India (growth areas)
 ✓ Conduct new overseas investments (methods and initiatives)
 U.S. project (The Garren, wooden construction)
 ✓ Collaboration with Mitsui O.S.K. Lines, Ltd. (MOL)
 Utilization of regional networks and collaboration with MOL's ocean shipping business

New Business Strategy ✓ Create new businesses Shared office business, corporate venture capital (CVC) investment in collaboration with MOL PLUS ✓ Expand non-asset business Expand fee business for property management (PM) and business management (BM), etc. ✓ Diversify business model Promote fund and asset management, etc.

Catalysts for Promoting Strategies

Environment and sustainability

DX

Business Foundation Tenant relations (leasing capabilities)

Pursuit of safety and security

Financial structure

Synergies with MOL

Daibiru's organizations, systems, and governance

Development and education of human resources

Action Plan—Domestic Strategy

■ Key Initiatives in Domestic Business Strategy



- Gradual acquisition from 2022–2024
- Exclusively owned area (target): Approx. 2,800 tsubo / Total area: Approx. 42,700 tsubo



- Acquired in 2023
- Exclusively owned area: Approx. 4,600 tsubo / Total area: Approx. 31,300 tsubo



- · Investment via SPC in 2021
- Total area: Approx. 7,600 tsubo



- Completion scheduled for 2024
- Total area: Approx. 6,100 tsubo



- Completion scheduled for 2025
- Total area: Approx. 6,900 tsubo



(SANCOINN OSAKA YODOYABASHI)

- Acquired in 2022
- Total area: Approx. 700 tsubo



- Completion scheduled for 2027
- Total area: Approx. 12,700 tsubo

Action Plan—Overseas Business Strategy

■ Key Initiatives in Overseas Business Strategy



(Hanoi, Vietnam)

Starlake Area Redevelopment Project

- [Completed in 2023/Completion scheduled for 2023]
- Gross floor area: Approx. 21,700 m²

Current target countries



Office Building Development Project (Melbourne, Australia)

- Completion scheduled for 2025
- Total area: Approx. 45,800 m²



The Garren (Atlanta, U.S.)

- ESG-friendly office development project
- Completion scheduled for 2024
- Total area: Approx. 14,700 m²