

About the cover

The cover showcases the ceiling pattern of the Daibiru Club, a social club formerly located on the top floor of the old Daibiru-Honkan Building. This motif, featuring interlinked rings, has been recreated in Daibiru Salon 1923, an exhibition room within the current Daibiru-Honkan Building that symbolizes our company's century-long legacy.

DAIBIRU REPORT 2024

Corporate Profile

DAIBIRU CORPORATION

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

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 DAIBIRU CORPORATION

DAIBIRU REPORT 2024

Corporate Profile

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1925

One of the largest office buildings in western Japan

Completion of the former Daibiru-Honkan Building

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



1927

Expansion into Tokyo

Completion of the Hibiya Daibiru Building

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



1963

Japan's first rooftop tree garden installed

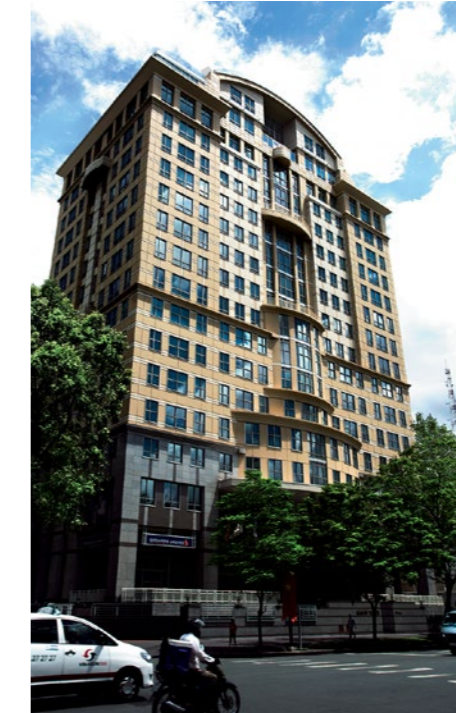
Completion of the North Wing of Shin-Daibiru Building

2012

First overseas expansion:

Acquisition of Saigon Tower in Vietnam

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



2019

First commercial building development

Completion of BiTO AKIBA

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

Expansion into Sapporo

Acquisition of DAIBIRU PIVOT

2023

The Company commemorated its 100th anniversary.



Since its founding, Daibiru's continually met the needs of

building construction has the times.

History

<p>Beginnings</p> <ul style="list-style-type: none"> 1923 October Osaka Building Co., Ltd. (capital: 3 million yen) established through joint capital investment of three companies: O.S.K. Line, Ujigawa Electric Power Co., Ltd., and Nippon Electric Power Co., Ltd. 1925 September Construction completed on Daibiru-Honkan Building in Sozecho (now Nakanoshima), Kita-ku, Osaka 1927 July Construction completed on Hibiya Daibiru Building No. 1 in Uchisaiwaicho, Chiyoda-ku, Tokyo 1931 April Construction completed on Hibiya Daibiru Building No. 2 1937 July Construction completed on Shin-Daibiru Building, adjacent to Daibiru-Honkan Building <p>Reconstruction</p> <ul style="list-style-type: none"> 1945 October Company name changed to Osaka Tatemono Co., Ltd. 1946 June Hibiya Daibiru Building No. 1 and No. 2 under seizure (for 12 years and five months until December 1958 under the occupation of the U.S. forces stationed in Japan) <p>Development</p> <ul style="list-style-type: none"> 1958 April Construction completed on the South Wing of Shin-Daibiru Building in Dojimahama, Kita-ku, Osaka 	<p>Expansion</p> <ul style="list-style-type: none"> 1963 October Construction completed on the North Wing of Shin-Daibiru Building 1967 August Construction completed on Yaesu Daibiru Building in Kyobashi, Chuo-ku, Tokyo 1983 December Company listed on the first section of Tokyo Stock Exchange 1984 September Construction completed on Dojima Daibiru Building (ANA Crowne Plaza Osaka) in Dojimahama, Kita-ku, Osaka 1989 October First-phase reconstruction completed on Hibiya Daibiru Building; construction completed on new building 1991 November Second-phase reconstruction completed on Hibiya Daibiru Building 1992 January Company name changed to Daibiru Corporation 2000 February Shinjuku ALTA in Shinjuku, Shinjuku-ku, Tokyo acquired; name finalized as Shinjuku Daibiru Building May Construction completed on Umeda Daibiru Building in Umeda, Kita-ku, Osaka 2004 October The Company becomes a consolidated subsidiary of Mitsui O.S.K. Lines, Ltd. <p>Transformation</p>	<ul style="list-style-type: none"> 2005 March Construction completed on Akihabara Daibiru Building in Sotokanda, Chiyoda-ku, Tokyo (redevelopment project in front of Akihabara Station) Shosen Mitsui Building (Toranomon Daibiru-West Building) in Toranomon, Minato-ku, Tokyo acquired 2009 March Construction completed on Nakanoshima Daibiru Building in Nakanoshima, Kita-ku, Osaka (3-chome Nakanoshima joint development project) July Construction completed on Tosabori Daibiru Building in Tosabori, Nishi-ku, Osaka 2010 April Trust beneficiary rights acquired in Aoyama Rise Square in Minami-Aoyama, Minato-ku, Tokyo 2012 January Saigon Tower Co., Ltd. (now Daibiru Saigon Tower Co., Ltd.), which owns Saigon Tower in Ho Chi Minh City, Vietnam made a consolidated subsidiary (first extension of operations overseas) 2013 February Reconstruction project completed for Daibiru-Honkan Building in Nakanoshima, Kita-ku, Osaka; construction completed on new building 2014 December VIBANK-NGT Co., Ltd. (now Daibiru CSB Co., Ltd.), which owns the CornerStone Building in Hanoi, Vietnam made a consolidated subsidiary 	<ul style="list-style-type: none"> 2015 March Reconstruction project completed for Shin-Daibiru Building in Dojimahama, Kita-ku, Osaka; construction completed on new building 2018 September Office building development project "275 George Street" in Sydney acquired through Daibiru Holdings Australia Pty Ltd. (now Daibiru Australia Pty Ltd.) 2019 July Construction completed on BiTO AKIBA in Sotokanda, Chiyoda-ku, Tokyo (first in-house development of a dedicated commercial building) November Three buildings, including DAIBIRU PIVOT in Chuo-ku, Sapporo acquired (first project involving extension of operations to a core regional city) 2020 December Construction completed on 275 George Street in Sydney, Australia 2022 April Company delisted from the Tokyo Stock Exchange December Partial equity interest (trust beneficiary rights) acquired in Otemachi First Square 2023 March Partial equity interest (trust beneficiary rights) acquired in Otemon Tower/ENEOS Building 	<ul style="list-style-type: none"> May Participation in Office Building Development Project 7 Spencer Street (provisional name) in Melbourne CBD, Australia June MOL Kosan Co., Ltd. and Daibiru Facility Management, Ltd. made wholly owned subsidiaries July Investment in the Mirvac Wholesale Office Fund (MWOF), managed by Mirvac Limited, a leading Australian property developer October The Company commemorates its 100th anniversary December 63 Ly Thai To in Hanoi, Vietnam acquired Trust beneficiary rights acquired in Toranomon Daibiru-East Building in Kasumigaseki, Chiyoda-ku, Tokyo 2024 January Reconstruction project completed for Midosuji Daibiru Building in Minami-Kyuhojimachi, Chuo-ku, Osaka completed; construction completed on new building March Partial equity interest (trust beneficiary rights) acquired in Rakuten Crimson House Aoyama in exchange for the transfer of a partial equity interest in the Shin-Daibiru Building and the Tosabori Daibiru Building April Local subsidiary Daibiru Vietnam Company Limited established
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Expanding into regions with promising economic growth

Continued growth in the labor force is expected to drive long-term economic growth.

India's GDP growth rate (FY2023) Vietnam's GDP growth rate (FY2023)

8.2% 5.0%

Leveraging our overseas information network

Bringing Daibiru quality to the world

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

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

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



Daibiru is changing.

Daibiru is changing.

Redefining the value of real estate to shape new urban spaces

Creating diverse values in real estate

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

Expansion of asset types and areas

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



Supporting startups to foster new business creation

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

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



Sapporo Daibiru Building



Logistics Real Estate (Minato Ward, Nagoya)

Corporate principles

Constructing buildings, creating towns, pioneering the new era

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

Mission statement

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

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

2. Increase Enterprise Value Together With Our Tenants

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

3. Create Beautiful Cityscapes and Stylish Spaces

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

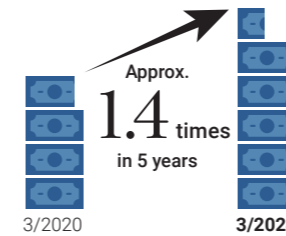
Group message

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



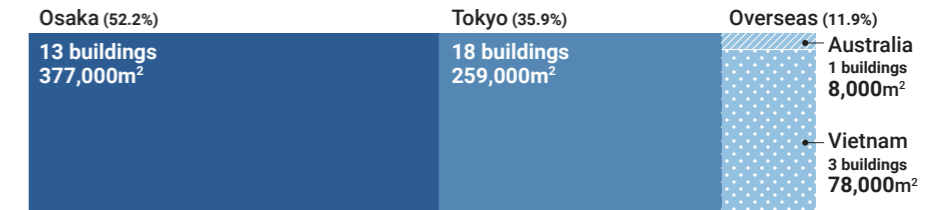
Total assets

¥ 545.8 billion



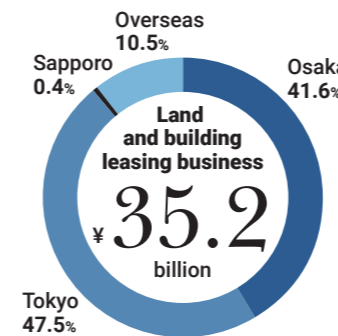
Properties owned and total floor space ratio by area

35 buildings 722,000 m²



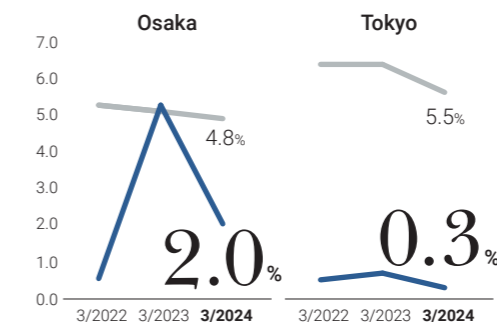
Operating revenues

(¥44.3 billion in FY2023)



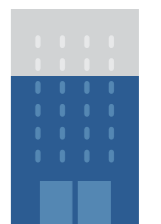
Vacancy rate

— Daibiru — Market average



Long-time tenants (10 years or longer)

69%



Business information



Office buildings, commercial properties, and hotels

We own and lease a total of 35 office buildings, commercial properties, and hotels in the central areas of Osaka, Tokyo, and Sapporo to meet diverse client needs. Our long history of reliability and wealth of experience enable us to satisfy a variety of tenant requirements, and we constantly strive to provide a comfortable space through major renovation of aging buildings. We are also leveraging our expertise of building management in Japan to expand internationally.



Property management

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



Residential property leasing

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



Real estate agency

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



President's message

We are dedicated to continued expansion, growth, and progress over the next hundred years.

Takashi Maruyama

Representative Director, President, and Chief Executive Officer

Reaching a turning point in the business environment

We are receiving an increasing number of requests from clients asking to move into better buildings. It seems like a long time ago, but the idea of "the end of the office," popularized at the right of the COVID-19 pandemic, now seems obsolete. This comes as a result of the reevaluation of the importance of offices in terms of communication, human resource development, recruiting, and improving employee engagement.

Aligned with the concept of "Spiral Up! An Office You'll Want to Visit More Tomorrow," we completed a full renovation of our Osaka headquarters in time for our centennial anniversary. Since the renovation, many people, including our customers, have come to our office to learn more about it. We operate it as a living office, a place to experiment and try new ways of working. From our office, you'll get a fresh perspective on the value of an

office when you see the exuberance and enthusiasm of our employees as they go about their work. Thanks to your support, our office received the New Office Promotion Award and the Kinki Bureau of Economy, Trade and Industry Director-General's Award at the 37th Nikkei New Office Awards.

Our customers now demand offices with extremely high specifications. We believe that the value of our services will be appreciated more than ever before, whether in our excellent locations, state-of-the-art facilities, or the attention we pay to every detail of maintenance.

Our continued progress with 2035 BUILD NEXT

We are passionate about promoting urban development by creating spaces where people feel more joy and pride. We will do this through our medium- to long-term management plan, 2035 BUILD NEXT. Formulated in May 2023, it is a blueprint for achieving more growth

through diversification of both asset types and business operations, in addition to aiming for stable growth in the office leasing industry.

Traditionally, our company has focused on the sole ownership of office buildings. However, to broaden investment opportunities, we have included a variety of asset types and acquisition structures in our portfolio. In our overseas business development, we have expanded our existing investments in Vietnam and Australia and initiated investment in India by acquiring new properties and investing in funds. We have also invested in a new logistics facility in Nishinomiya, Hyogo Prefecture, and an automated frozen warehouse in Nagoya, Aichi Prefecture. The acquisition of premium quality properties in a range of asset types and areas is our abiding aim.

Our varied approaches to acquisition and engagement in large-scale projects have communicated to external stakeholders that Daibiru is indeed changing. Our options have increased as these approaches have allowed us to engage in projects that we would not have been able to take on in the past. In fact, most of these new initiatives are not top-down but are the result of our employees saying they would like to try doing something new. I am incredibly proud that, despite Daibiru's reputation for conservatism within the industry, we have employees who embrace change and are eager to take on the challenge of trying new things.

To expand, I believe it necessary to gradually steer towards overseas growth, where trustworthy local partners are indispensable. For the Australia project, we succeeded in working with a partner who understood and profoundly shared our business model. We had them come and see the Daibiru-Honkan Building which embodies our environmental considerations and our aspirations for such office buildings.

Targeting further business expansion

When Daibiru tackles new business areas, I feel that young employees perceive it positively. They remark that their peers are taking on unprecedented

challenges and that the Company is changing rapidly.

One unavoidable issue in the further acceleration of this positive change is the expansion of human resources. Although previously our main recruitment prioritized the development and engineering divisions, moving forward, we will emphasize developing our people within the Company, including those responsible for global business. We will also be more proactive than ever in career recruitment and personnel exchange within the MOL Group. Furthermore, we aim to create a better working environment by putting various personnel systems in place.

Creating buildings and cities the Daibiru way

The Sapporo Daibiru Building, scheduled for completion by the end of January 2027, is our first redevelopment of a mixed-use building consisting of an office, hotel, and retail space. We have great hopes for this building in the local community as well as local government, to the extent that we held our first independent press conference. Here, we expressed our desire that this building will be loved long after its completion. Daibiru is committed to increasing the number of its fans, both in Japan and abroad, as we strive to realize our management principles of creating vibrant, lively towns. We want people in the areas where we have a presence to be proud that Daibiru is there.

Daibiru's fundamental business idea remains the same despite being in the throes of significant change. Long into the future, we will continue to grow our business by retaining our prime assets and valuing our relationships with our tenants. As part of 2035 BUILD NEXT, we will continue our efforts in building and urban development, diversifying our areas of business and revenue sources that embody our slogan—"NANKA SUKI". To our valued stakeholders, we sincerely appreciate your support thus far and ask for your continued encouragement as we move forward.

*It is important for buildings to look beautiful and to be convenient, but we also want to offer people a sense of comfort, pride, and even excitement. This is the indescribable feeling we call "NANKA SUKI."

Tenant interview

Takashi Maruyama

Representative Director, President, and Chief Executive Officer

Takashi Ueda

Representative Director, Chairman, Sanoyas Holdings Corporation

Our unwavering values and passion, coupled with tireless self-reinvention, ensure that we consistently generate value that aligns with the times.

We have always strived to create new value by genuinely connecting with our customers

Maruyama: Your first move was into the old Daibiru-Honkan Building, I believe. That building was constructed in 1925, so I imagine it must have been somewhat uncomfortable.

Ueda: You could say that (laughs). In 2009, we moved to the Nakanoshima Daibiru Building, which was built next door. Our employees were all delighted to have our headquarters in such a nice, upscale building. On the other hand, the old Daibiru-Honkan Building had an indescribable retro-yet-modern atmosphere. For those of us living in Kansai, Daibiru has always been an impressive brand, known not only for practicality but also for constructing buildings with immense artistic value.

Maruyama: That's wonderful to hear. About 70% of our tenants have been with us for over 10 years, just like your

company. I believe this is the result of our efforts to create office spaces that earn the trust and loyalty of our customers.

Ueda: Not only is the location excellent, but the cleanliness was impressive, especially the spotless restrooms.

Maruyama: We take pride in maintaining high quality through consistent building management, which includes cleaning and security under the Daibiru Group. In fact, some tenants have even told us



that they chose to move in because of how clean our restrooms are. How does your company approach customer relationships?

Ueda: Our original business, shipbuilding, is deeply connected with a wide range of industries, including shipowners, shipping companies, and financial institutions, which are all part of what is known as a maritime cluster. Since relationships between people form the foundation of all business, we have continued to uphold our founder's motto of "sincere commitment" from 120 years ago as our core company philosophy, striving to engage with our customers and create new value.

Maruyama: I see. In a way, our leasing business is like a *kuroko*, the stagehand of Noh theater who dresses all in black so as to appear invisible. We, too, want to be more or less invisible as we quietly support our customers' businesses through the office spaces we provide.

When we hear tenants talk about how comfortable they feel or that they're glad they moved into one of our buildings, it reassures us that we're successfully delivering value to our customers.

Ueda: In a similar sense, our products are also mainly B2B offerings, and although they may not attract much attention, we strive to support the growth of the companies that use them.

It is through constant change that we protect what matters most

Ueda: At the entrance to my office, I have a *noren* curtain with two frogs on. One frog represents remaining true to yourself—while the other signifies adapting to change and continually evolving. In this era where uncertainty, unpredictability, and instability have become the norm, it's crucial for a business leader like myself to keep these two frogs in mind.

Maruyama: That's interesting. At Daibiru, we're also embracing change right now. In the past, we were always self-reliant, from ownership to management and operation, and didn't involve other companies. While we still value that mindset, in recent years, we've started exploring new ventures, like joint ownership, which we hadn't considered before. For instance, in January 2024, we opened the Midosuji Daibiru Building, where we're operating our first-ever shared office space, which has been a significant challenge for us.

Ueda: You're also taking on new challenges, like expanding overseas, which is quite different from the traditional Daibiru approach. Are you planning to steer the Company in that direction moving forward?

Maruyama: We have no intention of diverting from our core mission, which is to develop quality buildings, grow alongside our tenants, and contribute to the urban landscape. However, to ensure that our core business can continue well into the future, it's essential that we also take on new business challenges. We aim to enhance asset efficiency and profitability by thinking flexibly and by taking challenges outside conventional frameworks. The goal is to sustain our mission, so our



PROFILE

Takashi Ueda

Born in 1952. Graduated from Kobe University with a degree in economics in 1975 and joined Sumitomo Bank (now Sumitomo Mitsui Banking Corporation). After serving as senior executive officer there, and then president of SMBC Center Service Co., Ltd., Ueda became vice president of Sanoyas Hishino Meisho Corporation in 2008 and was promoted to president in 2009. In 2011, he transitioned the company to a holding company structure and became president of Sanoyas Holdings, where he has served as Chair and Representative Director since 2021.

relationship with our tenants will remain the same.

Ueda: I see. So the core of the Company remains unchanged. One of my favorite sayings is, "We must change to remain the same." It means that if you think it's okay to maintain the status quo and do nothing, you'll fall behind—you can't survive unless you change, and the key to preserving the present is to keep evolving. I believe this is a crucial mindset in our rapidly changing world, and it's something I always try to stay cognizant of.

Maruyama: Speaking of change, when I became president, the Company went private and became a wholly owned subsidiary of Mitsui O.S.K. Lines. Thanks to that, we've been able to pursue what we want and do so with a greater sense of speed.

Ueda: We let go of our shipbuilding business in 2021, but our founder's philosophy of "sincere commitment" lives on. While certain aspects must evolve with changing circumstances, I believe that the commitment to always being sincere with our customers, partners, and all stakeholders is a fundamental principle that business leaders must never waver over.

For a company to thrive, its employees need to have both drive and passion

Ueda: Since my earlier career in banking, I've held the belief that a company is only as good as its people. People are assets, and nowadays, we refer to them as "talent," but I've been saying that for 40 years. When I became president of Sanoyas, the first thing I focused on was developing our talent. At that time, the Company was struggling financially, and we were making tough decisions to cut costs. But even under those circumstances, we implemented a training program for our employees and invested in their development.

Maruyama: I fully agree with you on the importance of developing talent. I'm now in my third year as president, and I've been actively communicating my thoughts through internal social media and organizing small gatherings to get to know the employees better. This has allowed me to share my vision with them and, in turn, understand their passion and aspirations. I'm convinced that this kind of engagement will be the driving force behind Daibiru's future growth.

Ueda: From my experience observing various companies, those that truly succeed are the ones where not just the leadership, but each individual employee has high aspirations and an unwavering passion to achieve them. Our company is currently moving beyond its original business of shipbuilding and embarking on a new path, and I want to work together with all of our employees to shape the future of Sanoyas.

Maruyama: We've also received feedback from clients saying they want to move into a better building to boost employee engagement. Of course, relocating comes with costs, but I believe there is a growing awareness of the importance of investing in employees. That's why we are committed to continually pursuing the development of buildings that meet the needs of our customers as they continue to evolve.

What Daibiru offers to society

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



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

Foundations for value creation (inputs)

Financial capital

Stable finances

- Operating profit margin of 23.7%
- Ratio of tangible fixed assets, including land and buildings, to total assets 83.1%

Intellectual capital

Building development that meets tenant needs

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

Human capital

A small but impactful team

- Human resources with a wealth of expertise in building development
- Human resources with high leasing skills
- Human resources that can win the trust of customers
- Number of employees 114 (non-consolidated)

Manufactured capital

Expanding business in prime locations in Japan and abroad

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

Natural capital

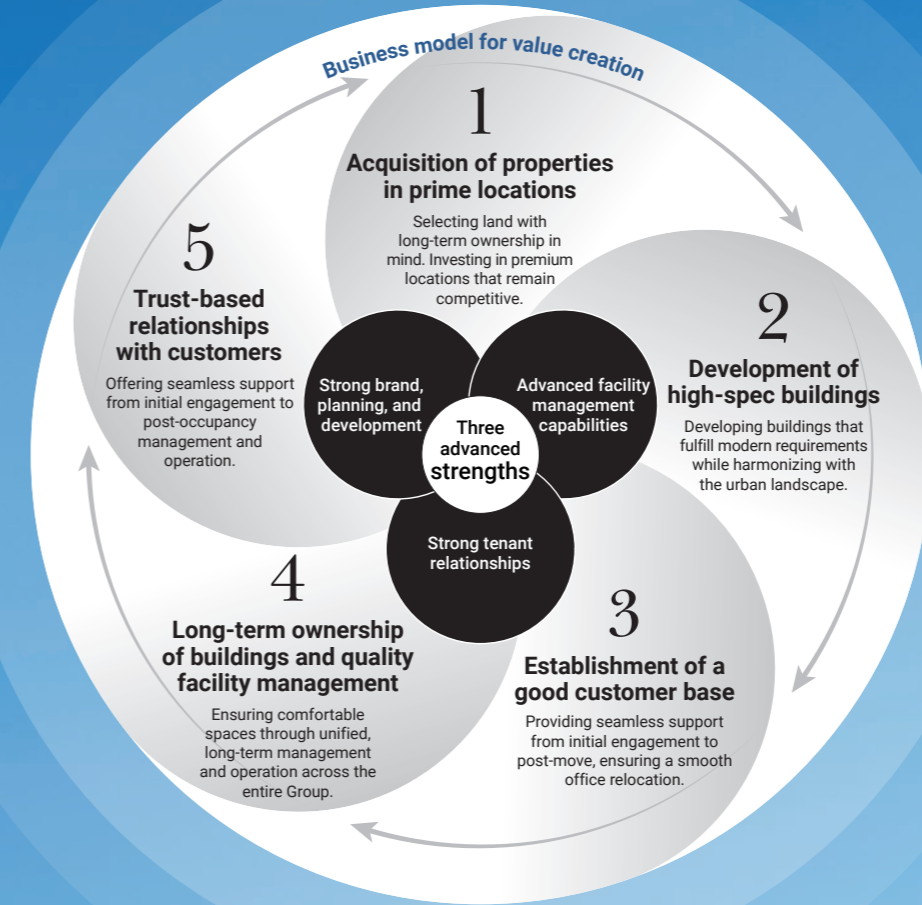
Building design with environmental performance in mind

- JHEP "AAA" Certification
- "S Rank" in CASBEE-Smart Wellness Office Certification
- "ZEB Oriented" BELS certification

Social and relationship capital

A century of trust and achievement

- Established in 1923
- A robust customer base (69% of tenants have remained with Daibiru for more than 10 years)
- Advantages as a pioneer in Vietnam



Creating value for society (outcomes)

Provide optimal offices for changing times

Be rooted in the community and develop alongside towns

Provide eco-friendly buildings for the next generation

Improved business performance
FY2023 results

Operating revenue ¥44.3 billion

Ordinary profit ¥10.8 billion

Profit attributable to owners of parent ¥7.6 billion

Improving corporate value (outputs)

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

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

Corporate principles

Constructing buildings, creating towns, pioneering the new era

Daibiru Group medium- to long-term management plan 2035

BUILD NEXT.

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

Vision for 2035

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

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



Basic policies

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

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

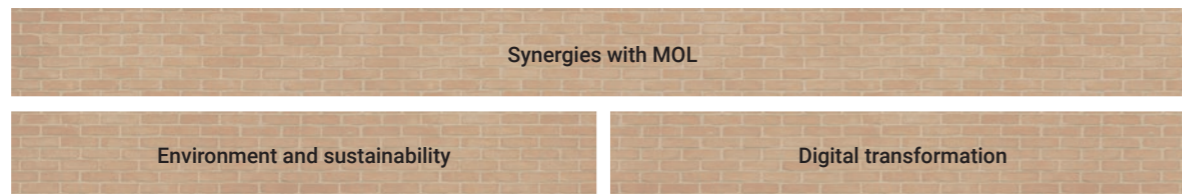
The above illustration depicts the Daibiru Group’s Vision for 2035, in which the Group creates towns in Japan and overseas filled with the spirit of Daibiru. In the center is the city of Osaka, the birthplace of the Company, with Tokyo to the right and Sapporo to the left. The land on the other side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

Overall strategy

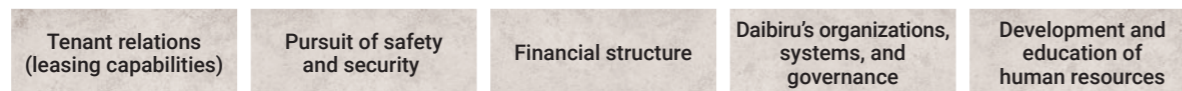
Business strategy

Domestic business strategy	Overseas business strategy	New business strategy
<p>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</p> <p>Rebuild and renovate existing properties Reconstruction of Yaesu Daibiru Building and Midosuji Daibiru Building</p> <p>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</p> <p>Engage in redevelopment and town creation Redevelopment of PIVOT buildings in Sapporo and reconstruction and redevelopment of existing properties and their surrounding areas</p>	<p>Expand investments in current target countries Vietnam and Australia</p> <p>Carry out investments in new target countries Southeast Asia and India (growth areas)</p> <p>Conduct new overseas investments (new methods and initiatives) Investment in an Australian office building fund</p> <p>Collaboration with Mitsui O.S.K. Lines, Ltd. (MOL) Utilization of regional networks and collaboration with MOL's ocean shipping business</p>	<p>Create new businesses Shared office business and corporate venture capital investment in collaboration with MOL PLUS</p> <p>Expand non-asset business Expand fee business for property management and business management, etc.</p> <p>Diversify business model Promote fund and asset management, etc.</p>

Catalysts for promoting strategies

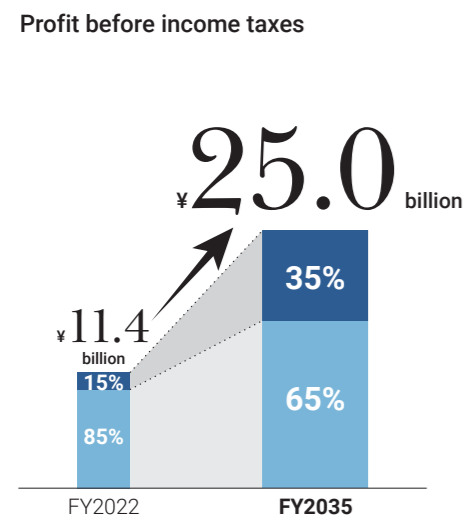


Business foundation

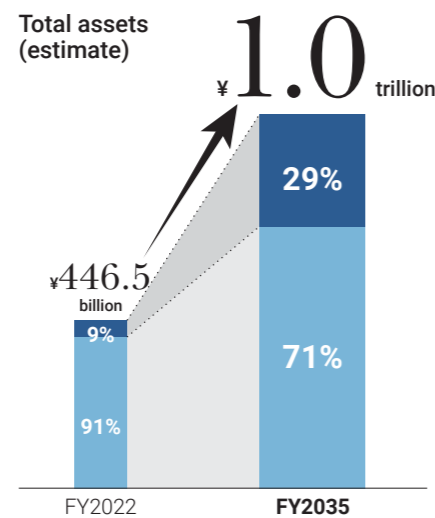


Quantitative targets (target KPIs)

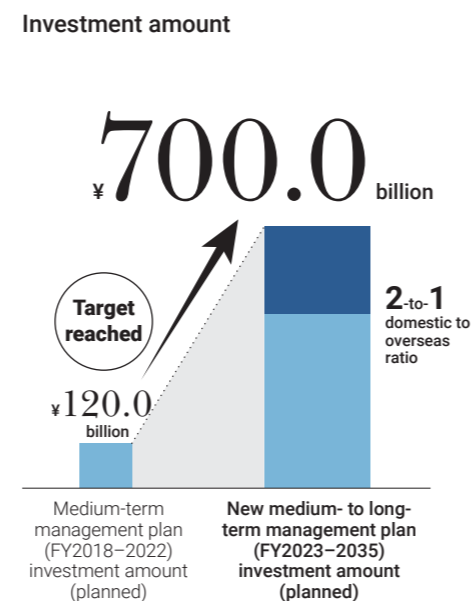
Profit before income taxes



Total assets (estimate)



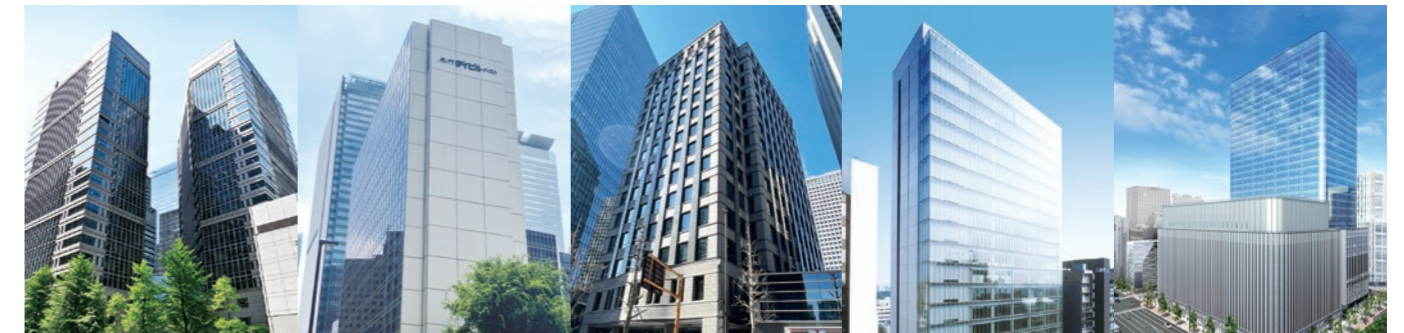
Investment amount



Major initiatives (FY2023 and beyond)

Domestic business strategy

Acquire new properties



Otemachi First Square
Partial ownership

Toranomom Daibiru-East Building

Mizuho Lease Building
Investment in a special-purpose company (SPC)

Rakuten Crimson House Aoyama
Partial ownership (exchange of partial ownership with Shin-Daibiru Building and Tosabori Daibiru Building)

"Sapporo Station South Exit North 4 West 3" Urban Redevelopment Project Planning
Large-scale redevelopment in front of Sapporo Station

Rebuild and renovate existing properties



Midosuji Daibiru Building
Construction completed in January 2024

Yaesu Daibiru Building
Construction to be completed in mid 2025

Investigate expansion of asset types



Logistics real estate development business (dry warehouse) in Nishinomiya, Hyogo
Investment in a development-oriented SPC

Logistics real estate development business (automated frozen warehouse) in Minato Ward, Nagoya City
Investment in a development-oriented SPC

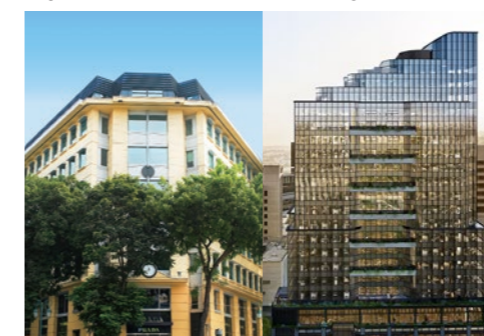
Engage in redevelopment and town creation



Sapporo Daibiru Building
Construction to be completed in January 2027

Overseas business strategy

Expand investments in current target countries



Vietnam 63 Ly Thai To
Majority stake

Australia 7 Spencer Street (provisional name)
Office development project in Melbourne's CBD
Construction to be completed in December 2025

Carry out investments in new target countries



India Atrium Place project
Office building development project in the central area of Gurugram, near Delhi
Construction to be completed in December 2025

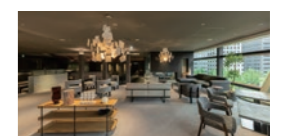
Conduct new overseas investments (methods and initiatives)



Australia
Investment in office building fund, Mirvac Wholesale Office Fund (MWOFF)

New business strategy

Create new businesses



Shared office "ouno" opens
New opening in Midosuji Daibiru Building



Corporate venture capital (CVC)
Established MOL PLUS Daibiru Desk jointly operated with MOL PLUS, a CVC business launched by Mitsui O.S.K. Lines, Ltd. (MOL)

Daibiru's role in society

Daibiru's sustainability management

Management structure

Environment & Sustainability Committee

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

Group Code of Conduct

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

Environmental Policy of the Group

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

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

Joining the UN Global Compact and contributing to the SDGs

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



The Daibiru Group's materiality

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

Materiality	Themes	KPIs	Target theme	Target year	Target figures	Fiscal 2023 results		
<p>Provide optimal offices for changing times</p>	<ul style="list-style-type: none"> 1 Support greater tenant productivity with safe, secure, and comfortable offices 2 Optimize offices with consideration for diversity and diversifying work styles 3 Enrich the lives and activities of office workers 4 Develop next-generation offices utilizing the Internet of Things (IoT) and digital technologies 	Pursuit of the next generation of offices ^{*2} ^{*2} Offices that allow for a wide range of work styles, show consideration for diversity, and take advantage of the IoT and digital technology, etc.	1 2 3 4	—	—	Head office opened in December 2023 following relocation and renovation Our first shared office opened in the Midosuji Daibiru Building in May 2024		
		Percentage of office buildings with integrated management provided by the Daibiru Group	1	Every fiscal year until fiscal 2030	80% or higher	96%		
		Percentage of office buildings with health-related certifications	1 3	Every fiscal year	100%	100% Midosuji Daibiru Building receives CASBEE-Smart Wellness Office S rank certification		
		Percentage of buildings that have introduced IoT and digital technology, ^{*3} contributing to the creation of next-generation offices ^{*3} Sensors that incorporate image analysis technology, disaster assessment systems, etc.	4 11	Every fiscal year	100%	100% Midosuji Daibiru Building introduces sensors with image analysis technology and a damage assessment system		
<p>Be rooted in the community and develop alongside towns</p>	<ul style="list-style-type: none"> 5 Bring the Group's quality and services to more areas and people 6 Support disaster-resistant urban development 7 Work with communities toward collaborative value creation with a long-term perspective 	Percentage of overseas subsidiaries that feature Daibiru's service quality (Percentage of overseas subsidiaries with Daibiru employees stationed locally and involved in quality control)	5	Every fiscal year	100%	100%		
		Percentage of buildings with advanced disaster preparedness measures in accordance with BCPs (Earthquake resistance: Japan Structural Consultants Association (JSCA) classification of "high grade" or above; water damage resistance: measures implemented to prevent flooding of the building's core equipment; and installation of a 72-hour power supply for tenants during power outages)	6	Every fiscal year	100%	100% Midosuji Daibiru Building		
		Number of local events held (for tenants or local residents)	7	—	—	35		
		Reduction of GHG emissions (Scope 1, 2)	8 9 10 11	1) Fiscal 2030 2) Fiscal 2050	1) 75% reduction or more (compared with fiscal 2019) 2) Net-zero emissions	74% reduction (compared with fiscal 2019)		
<p>Provide eco-friendly buildings for the next generation</p>	<ul style="list-style-type: none"> 8 Improve the environmental performance of Company-owned buildings 9 Reduce the environmental impact of buildings over their life cycle 10 Coexist with the natural environment 11 Visualize and disclose the environmental performance of our buildings and the environmental value they provide to society 	Reduction of GHG emissions (Scope 3)	8 9 10 11	1) Fiscal 2030 2) Fiscal 2050	1) 30% reduction or more (compared with fiscal 2019) 2) Net-zero emissions	38% increase (compared with fiscal 2019)		
		Reduction in total energy use per basic unit	8 9 10 11	Every fiscal year until fiscal 2030	1% year-on-year decrease in the basic unit each fiscal year	0.2% increase (compared with fiscal 2022)		
		Electricity derived from renewable sources (according to RE100)	8 9 10 11	Fiscal 2025	100%	98%		
		Percentage of office buildings with environment-related certifications	8 9 10 11	Every fiscal year	100%	100% Midosuji Daibiru Building receives CASBEE Osaka Mirai S rank certification		
		Percentage of buildings with ZEB Oriented certification or higher	8 9 10 11	Every fiscal year	100%	100% Midosuji Daibiru Building receives ZEB-Oriented certification		
		Amount of waste generated per basic unit	8 9 10 11	Fiscal 2030	20% reduction or more (compared with fiscal 2019)	9% reduction (compared with fiscal 2019)		
		Recycling rate	8 9 10 11	Fiscal 2030	75% or higher	57%		
		Promotion of domestically produced and certified wood use	8 9 10 11	—	—	Some of the furniture made using domestic wood has been installed in the renovated head office and the Midosuji Daibiru Building		
		<p>Increase human resource and organizational strength</p>	<ul style="list-style-type: none"> 12 Create value via Groupwide collaboration 13 Foster a challenge-seeking corporate culture 14 Acquire and cultivate human resources that can ensure high-quality services 15 Promote diversity and inclusion 16 Pursue employee health and safety and respect human rights 	Holding of collaborative meetings across the Group	12	Every fiscal year	Three or more meetings per fiscal year	Held three meetings Groupwide meeting (September) Management Vision Committee meetings (April and October)
				Ratio of women among all employees	13	Fiscal 2030	40% or higher	33%
Ratio of women among management	13			Fiscal 2030	20% or higher among managers ranked section manager or higher	12% among managers ranked section manager or higher		
Percentage of men who take childcare leave	13 14			Fiscal 2025	50% or higher	100%		
Rate of return to work after childcare leave	13 14			Every fiscal year	Average of 80% or higher for the past five years	100%		
Use of paid leave	13			Every fiscal year	70%	69%		
Turnover rate (due to personal circumstances)	13 14			Every fiscal year	Average of 5% or lower or the past five years	1%		
<p>Accumulate intellectual capital to form the basis for high-quality services</p>	<ul style="list-style-type: none"> 17 Accumulate and deepen quality management know-how related to building development and management operations 18 Accumulate and deepen knowledge related to the IoT and digital technologies 19 Accumulate and deepen knowledge related to environmental technologies 			Regular holding of Team Daibiru activities with leasing, facility management, security, and cleaning staff to improve all-around on-site quality	12 14 17	Every fiscal year	Held two times or more per fiscal year per building	Held two times at each building
		Percentage of employees with qualifications related to real estate	14 17 19	Fiscal 2025	Over 90% of managerial-track employees that have been employed for more than three years	89%		
		Amount spent on training per employee	14 17 19 19	—	—	¥106,000 per person		
		Regular holding of meetings by the Environment & Sustainability Committee	14 17 19 19	Every fiscal year	Four or more meetings per fiscal year	Held four meetings		
<p>Collaborate with stakeholders to create value</p>	<ul style="list-style-type: none"> 20 Build close relationships with tenants and collaborate to create value 21 Strengthen relationships with national and local governments, as well as local areas 22 Collaborate with business partners to create value 	Percentage of tenants who have been at their location for 10 years of more	20	Every fiscal year	—	69%		
		Number of urban development council meetings participated in	7 21 22	—	—	20		
<p>Evolve toward corporate governance that supports sustainable improvement of corporate value</p>	<ul style="list-style-type: none"> 23 Improve transparency and effectiveness of management 24 Implement thorough compliance, internal controls, and anticorruption measures 25 Strengthen risk management further 	Rate of participation in compliance training	23	Every fiscal year	100%	99%		
		Implementation of theme-based internal audits	24	—	—	Audits were conducted on the storage of important real estate documents, compliance with the Subcontract Act within the MOL Group, and the system management and storage of crucial real estate documents at our Vietnamese subsidiary.		
		Regular holding of Risk Management Meeting and Group compliance liaison meetings	24 25	Every fiscal year	Four or more meetings per fiscal year	Held two meetings of the Risk Management Meeting and two Group compliance liaison meetings		

Environmental initiatives

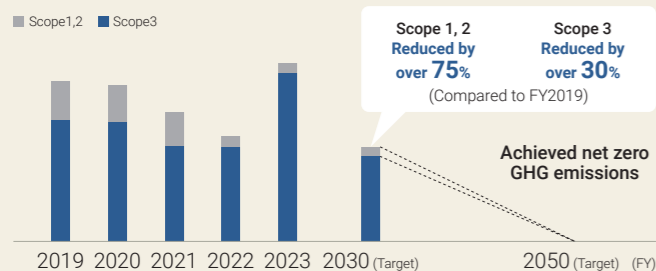
Addressing climate change and forming a circular society

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

Reduction of GHG emissions

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

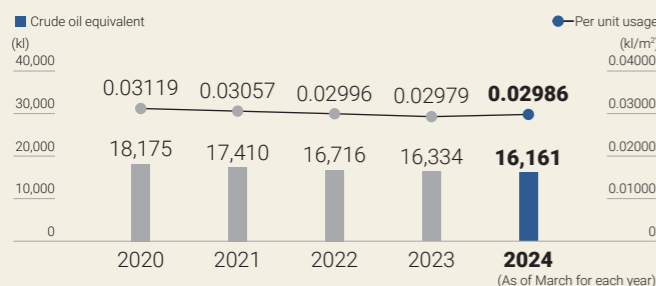
Efforts toward achieving carbon neutrality



Reductions in energy consumption

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

*1 Refers to the 29 Company-owned office and commercial buildings that are subject to the Energy Conservation Act.



Adoption of emissions-free electricity, and membership in RE100

In April 2022, we introduced emissions-free electricity at all Company-owned buildings in Japan. This refers to electricity with Non-Fossil Certificates*2 compliant with RE100. The introduction of emissions-free electricity in our buildings will enhance the corporate standing of tenants from an environmental perspective since electricity use from offices

and stores will not generate CO₂ emissions.

Additionally, the Daibiru Group joined RE100 in October 2023 with a goal of sourcing 100% of the electricity consumed in its business activities from RE100-compliant renewable energy by 2025.

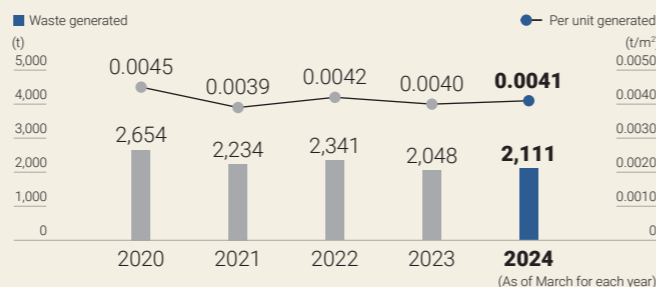
*2 Electricity utilizing non-fossil fuel certificates with tracking information that details where the power was generated



Promotion of waste generation volume control and recycling

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

Waste generation figures



Sustainable finance

Daibiru is committed to promoting the creation of environmentally friendly, green urban spaces and aims for sustainable development in cooperation with a wide range of stakeholders, including customers, local communities, and business partners. In this context, we have established our Green Finance Framework in November, 2023 and issued green bonds in December, 2023 (total value of 12 billion yen) to support our efforts from a financial standpoint, with the intention of further raising awareness of our sustainability initiatives among all stakeholders.



The spirit of sustainability thrives at Daibiru

Coexisting with nature

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



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

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

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

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

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

Cultivating a forest friendly to people and wildlife alike

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

Coexistence with the natural environment

Together with our parent company, Mitsui O.S.K. Lines, Ltd., we have joined the 30by30 Alliance for Biodiversity, where we are promoting various initiatives to achieve the 30by30 target, which aims to conserve over 30% of land and sea by 2030. In October 2023, as a measure to promote the 30by30 target, Dojima-no-Mori at the Shin-Daibiru Building was recognized by the Ministry of the Environment as an Other Effective Area-based Conservation Measure (OECM).^{*3} During the certification process, the site was praised for its "important role as a rare green space within the city."

Moving forward, we will continue to promote ecosystem-conscious environmental conservation, primarily through the maintenance of green spaces within our building premises.



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

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

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

Species identified by field survey

Birds:
First survey: 15 species
Second survey: 18 species
Japanese tit, brown-eared bulbul, Japanese bush warbler, varied tit, oriental turtle dove, Japanese warbling white-eye, etc.

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



Maximizing the potential of our people

Creating a positive work environment

Promotion of DE&I

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

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



Work Happiness: Results from Our Indoor Farm

Increased work engagement (Head office renovation)

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

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



Head Office After Renovations

and beyond. We pursued this vision for our head office, which functions as both our headquarters and a living office space for employees.

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

VOICE

Translating insights from our head office renovation into client solutions

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



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

The ideal candidate

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

For a company like ours, with a small but highly selective team, we believe that people who can make change from a long-term perspective need to have the following four key elements: "initiative," "insight," "strategic planning," and

"execution." Daibiru seeks and nurtures people with the potential to become a "4 Dimensions Developer," valuing diversity such as individual character, gender, age, personality, skills, interests, and specializations.

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



Initiatives to advance our organizational capabilities

Strategy for increasing work engagement

Revision of the childcare leave system

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

Student loan payment assistance

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

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

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

Introducing office casual attire

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

Employee training and development

Stratified training

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

English comprehension program

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

Online courses

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

Cafeteria-style elective training

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

Certified building administrator training course

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

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

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




Human resources data

		2020	2021	2022	2023	2024
Number of employees	(Non-consolidated)	79	86	89	107	114
	(Consolidated)	2,588	2,457	2,250	2,163	2,185
Percentage of female employees	(Non-consolidated)	30	30	33	34	33
	Percentage of female managers ranked section manager or higher (Non-consolidated)	4	10	8	8	12
Average years of service (Non-consolidated)	(Years)	10	11	11	11	10
Number of recruits (Non-consolidated)	New graduates	4	3	2	6	3
	Mid-career	3	3	2	9	3
Education and training expenses (Non-consolidated / year)	(Thousands of yen / person)	58	50	60	68	106
Utilization rate of childcare leave (Non-consolidated / female / five-year cumulative total)	(%)	100	100	100	100	100
Rate of return after parental leave (Non-consolidated / female / five-year cumulative total)	(%)	100	100	100	100	100
Turnover rate (Non-consolidated / voluntary termination / five-year cumulative total)	(%)	1	1	1	0	1

PROJECT STORY 01 OSAKA

Midosuji Daibiru Building Reconstruction Plan

Related material issues

-  Provide optimal offices for changing times
-  Provide eco-friendly buildings for the next generation
-  Accumulate intellectual capital to form the basis for high-quality services



The old Midosuji Daibiru Building stood along Midosuji Boulevard, Osaka's main thoroughfare, and its stainless steel exterior and rounded corner windows helped shape a now historical cityscape. With a facade reminiscent of the old building, the new design incorporates fin-like awnings that limit direct sunlight while maintaining open views. The fins, in varying shades of orange, dark brown, and light brown, complement the hues of Midosuji's ginkgo trees, adding an enjoyable range of color.

Location: 4-1-2, Minami-Kyuhojimachi, Chuo-ku, Osaka
 Site area: 1,576.92 m² (approx. 477.02 tsubo)
 Gross floor area: 20,275.57 m² (approx. 6,133.36 tsubo)
 Floors: 20 floors above ground, 1 floor below ground
 Structure: Steel-frame structure (partly steel-frame ferroconcrete structure)
 Uses: Offices, retail stores, parking lot, and bicycle parking lot
 Design: NIKKEN SEKKEI LTD
 Construction: Obayashi Corporation
 Completion: January 2024

An office building that offers new value to meet the needs of today

Redevelopment aimed at revitalizing the business district

Redevelopment aimed at revitalizing the business district

Our plan to redevelop the Midosuji Daibiru Building was announced in 2018, before the COVID-19 pandemic. More than 50 years since its completion, the building's core facilities were aging, and it had become less competitive than newer properties in terms of room configuration and ceiling height.

The Honmachi area, where the building is located, was facing a decline in status, and many large companies that previously had offices there were moving to Umeda, near Osaka Station. Still, there was strong demand from IT, consulting, construction, and interior

design companies, and we wanted to revitalize the Honmachi area by rebuilding Midosuji Daibiru Building, which meant it needed to set the standard for the next generation of office buildings.

Delivering office value that remote work simply can't achieve

The former Midosuji Daibiru Building closed in December 2020, marking the official start of the redevelopment project. This was during a period of significant social upheaval, marked by states of emergency due to the COVID-19 pandemic, which led to notable changes in how people work

and the role of the office.

As work style reforms took root and remote work became widespread, we reexamined the value that office buildings should provide in this new era. We concluded that our 2018 vision of creating a building suited for diverse workspaces and working styles remains relevant in the post-pandemic era, with a new emphasis on delivering value that remote work cannot provide.

This led to the concept of "Your Premium, Your Workplace." To develop this concept and unify our vision, we held workshops with the sales team, who regularly interact with tenants and are attuned to their needs, alongside

Boosting employee wellness

the technical and development teams, who are focused on solving new design and construction challenges.

An office building for the modern era: prioritizing health and environmental sustainability

The office remains essential for fostering teamwork and developing talent through daily interactions and for driving creativity through collaboration across departments and fields, which has led to a growing awareness of the unique value that the office provides. The new Midosuji Daibiru Building, completed in January 2024, was designed to meet these needs. The

second floor features a variety of spaces, including a tenant-exclusive lounge, to facilitate communication, relaxation, and activity-based working (ABW), and the fourth floor has been dedicated to our first co-working office, "ouno."

To address the growing emphasis on both the physical and mental health of employees, we have added "wellness staircases" filled with natural light to encourage walking, as well as "refreshment terraces" that allow people to get some fresh air and reset mentally. To connect with the greenery along Midosuji, we've added indoor and outdoor landscaping on the

first and second floors, reflecting our commitment to environmental sustainability and harmony with nature.

The metal facade, reminiscent of the previous building, reflects the bustle of people walking down the street. The building has been a pillar of the city's growth and a mirror of its vibrancy, and we are committed to further elevating its value.



TEAM DAIBIRU

Uniting our efforts and strengths as Team Daibiru

PROJECT STORY 01
OSAKA
Midosuji Daibiru Building
Reconstruction Plan



Security
We ensure a safe environment through regular patrols and proactive communication, focusing on fire prevention, disaster management, and crime prevention.



T.K.
Daibiru Facility Management, Ltd.
Head of Operations,
Midosuji Daibiru Building
Joined the Company as a mid-career hire in 2010. Assumed current position after working in the Purchasing Control Department and the Building Management Departments of the Yodoyabashi Daibiru Building and the Kita-Umeda Daibiru Building.

Cleaning

Designing a clean and inviting space

Always keeping the customer's perspective in mind

As a member of the Daibiru Group, I strive to create a clean and comfortable environment.

Office buildings see a lot of foot traffic, and I strive to maintain Daibiru's reputation for having consistently spotless buildings, which helps people build a stronger connection with the building.

I felt grateful when a customer noticed my name tag, saw that I was from the

Philippines, and offered encouragement, understanding how challenging it can be to adjust to a new country and environment. My goal is not just to gain certification as a third-class building cleaning technician but also to improve my Japanese to better communicate with everyone. I'm focused on enhancing my cleaning skills and staying motivated to do my best. (M.A.)

Facilities

High-quality building management focused on safety, security, and comfort

Uniting sales, facilities, security, and cleaning around the same goal

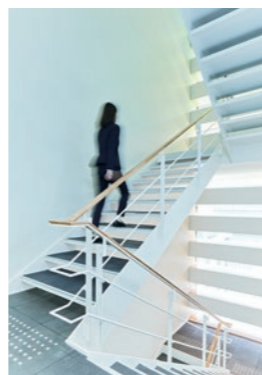
With the shared goal of providing a safe, secure, and comfortable environment, our on-site teams—sales, facilities, security, and cleaning—are united in managing our buildings. This is the Daibiru Group's "Team Daibiru" initiative, a coordinated quality improvement effort that ensures a unified approach in responding to tenant needs.

On the facilities side, we handle the management, monitoring, and inspection of various building systems to maintain optimal conditions at all times. With security, we perform daily patrols and interact with our tenants, making sure to catch even the smallest issues through casual conversations in our pursuit of what we call "visible management." (T.K.)

Refreshment terraces
Located on each floor for taking a break and getting some fresh air.



Wellness staircases
Ample natural light and cushioned carpets make the stairs more inviting.



(Photo left)
K.I.
Office Leasing Section,
Osaka Office Leasing &
Operations Department
New graduate hire in fiscal 2012. Assumed current position after working in the Information Systems Office, the Corporate Planning Department, and the Overseas Business Department.

(Photo right)
R.T.
Technical Section,
Construction &
Technical Department
New graduate hire in fiscal 2018. Assumed current position after being seconded to NIKKEN SEKKEI LTD.

Sales & Technology

Achieving full occupancy through attentive service

Enhancing satisfaction through a unified system

Handling everything from securing tenants to helping them move in, our sales team also plays a key role in building development and launch, which is a hallmark of our sales strategy.

I believe that we were able to achieve full occupancy at completion due to this integrated strategy, and it has been rewarding to see how much our tenants enjoy being here. (K.I.)

What it means to be a developer

We made various creative choices, such as arranging greenery from the first-floor entrance to the second-floor terrace to bring a sense of nature both indoors and out. I believe this captures our company's enduring philosophy of being in harmony with nature.

This project has reminded me of what it means to be a developer—creating vibrant buildings and lively communities. (R.T.)



M.A.
MOL Kosan Co., Ltd.
Joined the Company as a technical intern in fiscal 2024. Engaged in cleaning at various Daibiru properties.



Facilities
Strict oversight of our buildings' electrical and mechanical systems ensures a safe and secure environment for our tenants.

PROJECT STORY 02

SAPPORO

Sapporo Daibiru Building Redevelopment Project

Location: Nishi-4-chome, Chuo-ku, Minami 2-jo, Sapporo, Hokkaido
 Site area: 3,143 m² (951 tsubo)
 Gross floor area: Approx. 42,000 m² (approx. 12,700 tsubo)
 Scale: 19 floors above ground, 2 floors below ground
 Structure: Steel-frame structure (partly steel-frame ferroconcrete structure)
 Uses: Offices and some stores; hotel
 Design: NIKKEN SEKKEI LTD
 Construction: Obayashi Corporation
 Completion: January 2027 (scheduled)

Related material issues

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



Creating vibrant, bustling communities

Crafting our first urban planning proposal

Following Osaka and Tokyo, we chose Sapporo for our third base of operations. This decision came after recognizing the city's future potential—due to its abundant tourism attractions and high potential for new industries—and discovering a prime location that allowed us to envision a transformative redevelopment plan.

By engaging in conversations with local residents to understand the challenges facing the area, we were able to propose our company's first urban planning initiative. Taking the lead in promoting area development as one of the key organizing companies, we secured cooperation from local landowners to help formulate the Odori

T-Zone Sapporo Eki-mae Dori District plan, which was formalized into law in March 2022.

Creating a mixed-use building to revitalize the area

The plan calls for the development of a mixed-use building that combines office spaces, a hotel, and retail facilities, playing a pioneering role in the district's planning. Leveraging the location's blend of business and commercial zones, we aim to create an even more vibrant and appealing community, with plans to include high-end shops and a luxury hotel.

To create a plan that will be welcomed by the local community, we are leveraging our expertise while actively incorporating new ideas.

Our sincere desire to transform the area resonated with the community

Through discussions about our urban planning proposal, we sensed the community's love for the area and their hopes for its development. We were also able to convey our sincere desire to create new value and transform the Odori area into an even more vibrant destination. United as a team, we are committed to our core mission of creating communities and aspire to grow as true developers.



Y.Y.
 Sapporo Project Section,
 Sapporo Project Department
 Corporate Communications
 Section, Corporate Planning
 Department
 New graduate hire in fiscal 2017.
 Assumed current position after
 working in the Sales Section of the
 Tokyo Office Leasing & Operations
 Department.

PROJECT STORY 03

VIETNAM

CornerStone Building

Related material issues

- Be rooted in the community and develop alongside towns
- Provide eco-friendly buildings for the next generation
- Accumulate intellectual capital to form the basis for high-quality services



Location: 16 Phan Chu Trinh Street, Hoan Kiem District, Hanoi, Vietnam
 Site area: 4,942 m² (1,495 tsubo)
 Gross floor area: 48,494 m² (14,669 tsubo)
 Scale: 14 floors above ground, 3 floors below ground
 Structure: Ferroconcrete structure
 Uses: Offices and some stores
 Completion: June 2013

Bringing Daibiru quality to the world Providing the highest quality service

Building a solid track record of trust and achievement

In 2014, we acquired the CornerStone Building, an office building in the heart of Hanoi. Since then, we have undertaken various renovations and, in 2022, installed solar panels on the roof, which the media widely reported as the first of its kind in Hanoi. In addition, we achieved net-zero CO₂ emissions from the building's electricity use, making it one of the first environmentally friendly buildings in Vietnam, where environmental awareness is on the rise.

Beyond these environmental initiatives, Team Daibiru, which includes our own security and engineering staff, provides swift and meticulous service

that are consistently recognized as top quality by both tenants and the market.

Accelerating further investment

Our approach to building management has garnered a strong reputation, leading to new investment opportunities as partners have expressed confidence in entrusting their properties to Daibiru. This trust paved the way for our acquisition of the prestigious 63 Ly Thai To building, situated in one of Hanoi's most prime locations. In April 2024, we established a local subsidiary to streamline building management across Vietnam and accelerate our investment efforts.

Leading the industry with cutting-edge office offerings

In Vietnam, building management typically follows a reactive approach of fixing issues only when they arise. In contrast, we focus on preventive maintenance, offering peace of mind, safety, and comfort by planning replacements before problems occur. As a leader in Vietnam's office building sector, we aim to provide world-class office environments that encompass not only state-of-the-art facilities but also exceptional services and innovative work styles.



K.Y.
 Daibiru CSB Co., Ltd.
 New graduate hire in fiscal 2018.
 Assumed current position after
 working in the Finance & Accounting
 Department and the Corporate
 Planning Department



PROJECT STORY 04

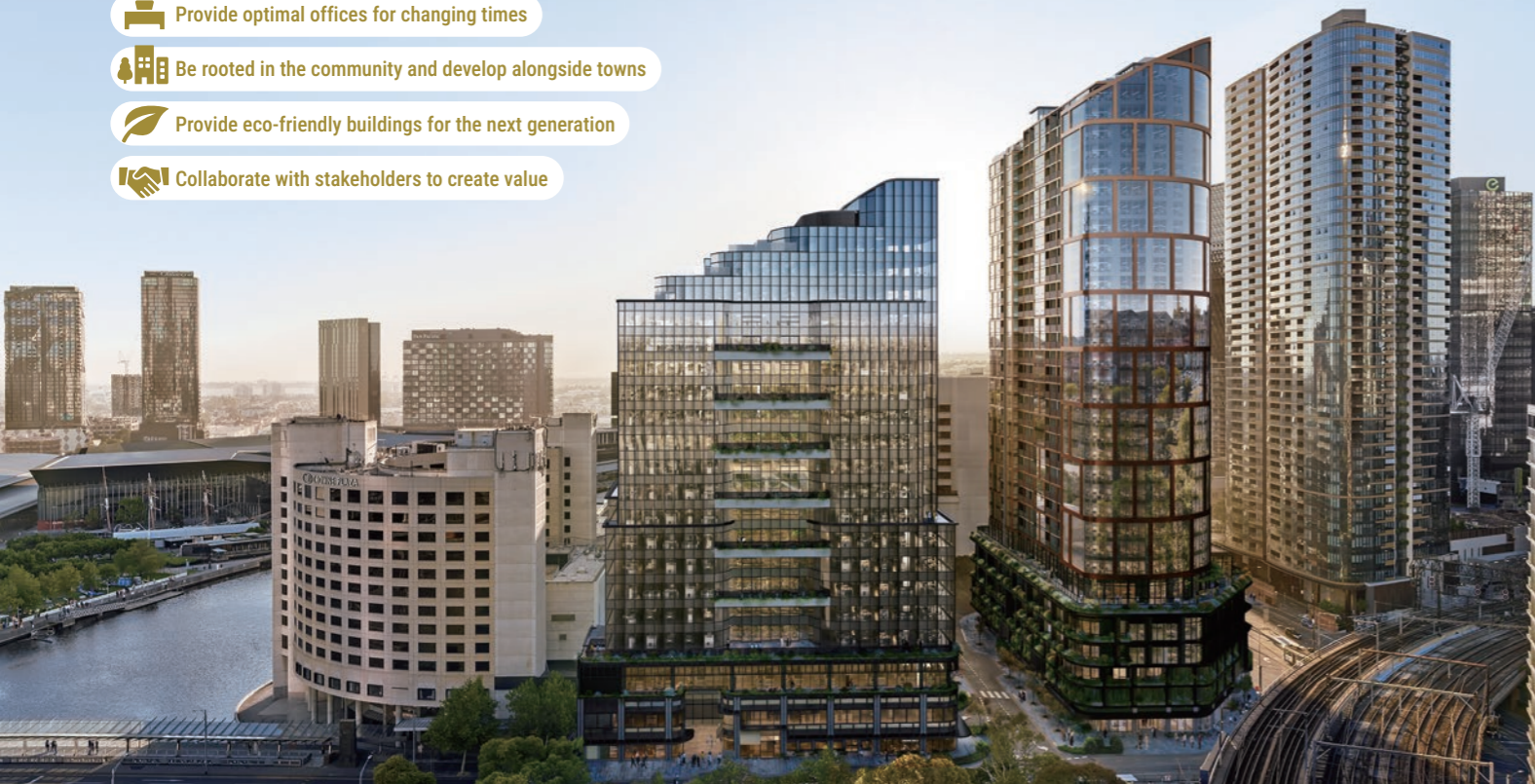
AUSTRALIA

Melbourne CBD Office Building Development Project

Location: 8 & 16 Siddeley Street, Melbourne, VIC
 Site area: Approx. 4,300 m²
 (approx. 1,300 tsubo)
 Net leasable area: Approx. 46,000 m²
 (approx. 13,900 tsubo)*
 (office, store, business lounge)
 Scale: 21 floors above ground,
 1 floor below ground
 Structure: Retroconcrete structure
 Uses: Offices, store, and business lounge
 Architect: Fender Katsalidis Architects
 Construction: Mirvac Constructions (VIC) Pty Ltd
 Completion: December 2025 (scheduled)
 *Including portions owned by co-owners

Related material issues

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



Partnering with a local company to expand into the Australian office market



Maximizing location

Melbourne has the second largest economy in Australia after Sydney. In 2023, we joined a development project in central Melbourne led by major Australian real estate company Mirvac Limited and acquired a 50% stake in the development rights for the tentatively named "7 Spencer Street."

The A-grade office tower being developed with Mirvac Limited not only has excellent transportation access but also boasts natural scenic views. With its location between the city's central business district and a concentration of tourist and commercial facilities, the building is expected to enhance connectivity in Melbourne.

Expanding our business through deepening collaboration

Along with our efforts to create more comfortable and fulfilling workspaces, we are also focusing on obtaining environmental certifications as part of committed to achieving zero emissions.

Our approach aligns with Mirvac's business policy of developing high-quality office buildings with a focus on long-term ownership. By enhancing our partnership, we aim to gain insights and continue to bolster our group's operations in Australia.

Aiming to enhance our presence in Australia

There are occasional challenges due to the differing business practices between Japan and Australia, but at monthly development meetings, Mirvac's team genuinely listens to our perspectives and integrates our ideas wherever they can. Through my involvement in this international joint development project, I feel I am helping boost our presence in Australia, which I see as a valuable opportunity that supports the growth of our business.

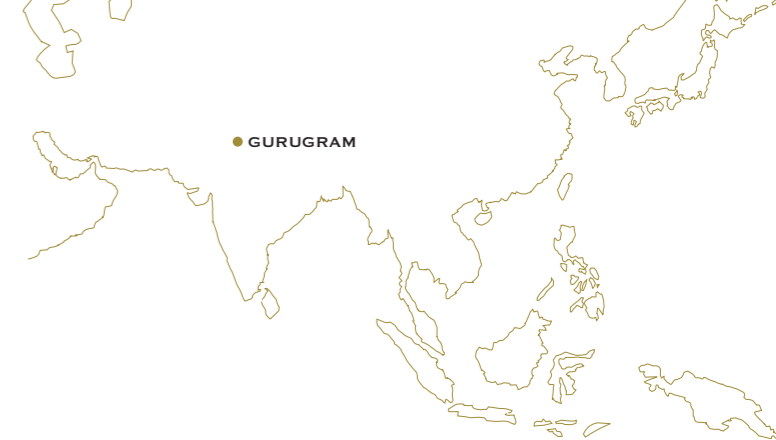


R. T.
 Daibiru Australia Pty Ltd
 New graduate hire in fiscal 2009. Assumed current position after working in the Corporate Strategy Office (now the Corporate Planning Department), Osaka Office Leasing & Operations Department, and Overseas Business Department.

PROJECT STORY 05

INDIA

Daibiru's First Foray into India



Related material issues

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

Our first office development project in India

Seizing the opportunity to expand into India

In pursuing our international business strategy, we have identified India, a country experiencing remarkable economic growth, as a promising new investment destination, following Vietnam, Australia, and the United States.

Leveraging the business foundation of the MOL Group, which has operated in India for many years, we have entered our first project in the country—the Atrium Place Project, an office building development in the central business district of Gurugram, near Delhi.

A large-scale development poised to become a new landmark

This project involves the construction of four A+ grade office towers and one parking structure on approximately 47,600 m² of land, with a total rentable floor area of about 285,000 m².

The design is being handled by the globally renowned U.S. architectural firm Pelli Clarke & Partners. With the buildings' impressive glass façades providing excellent visibility from the outside, the development is expected to become a new landmark in the city of Gurugram. Construction is progressing according to schedule, with the project expected to be completed in 2025.



H. N.
 Overseas Business Section, Overseas Business Department
 Has been in their current position since joining the Company in February 2023 as a mid-career hire

Aiming to expand our business through alliances with leading partners

Recently, our company acquired a partial stake in this project through an investment in a fund established by Hines, a comprehensive real estate developer operating in 30 countries worldwide. Hines has developed numerous highly regarded properties in the Gurugram market and attracted top-tier global tenants through its high-quality building development and management services. Following our partnership with Hines, we are exploring opportunities to collaborate with other experienced partners who have a deep understanding of the local market, with the goal of expanding our presence in key Indian cities.

Location: Phase V, Udyog Vihar, Sector 19, Gurugram, Haryana
 Site area: Approx. 47,600 m² (approx. 14,000 tsubo)
 Net leasable area: Approx. 285,000 m² (approx. 86,000 tsubo)
 Design: Pelli Clarke & Partners
 Completion: December 2025 (scheduled)



OSAKA

Daibiru-Honkan Building
 ① 3-6-32, Nakanoshima, Kita-ku, Osaka
 ② 22 floors above ground, 2 floors below ground
 ③ 48,197.75 m² (14,579.82 tsubo)
 ④ Feb. 2013
 CASBEE OSAKA OF THE YEAR 2013 First Prize, Office Category Award / Osaka Mayor Prize of City of Osaka Scenic Architecture Award / Selected as "Living Architecture Museum Osaka Selection" / BCS Award



Nakanoshima Daibiru Building
 ① 3-3-23, Nakanoshima, Kita-ku, Osaka
 ② 35 floors above ground, 2 floors below ground
 ③ 79,543.04 m² (24,061.77 tsubo)
 ④ Mar. 2009
 Osaka Prefecture Governor's Award of Osaka Sustainable Building Award / CASBEE OSAKA OF THE YEAR 2009 / Osaka Mayor Prize of City of Osaka Scenic Architecture Award



Shin-Daibiru Building
 ① 1-2-1, Dojimahama, Kita-ku, Osaka
 ② 31 floors above ground, 2 floors below ground
 ③ 77,388.49 m² (23,410.02 tsubo)
 ④ Mar. 2015
 Osaka Mayor Prize of City of Osaka Scenic Architecture Award / "AAA," the highest rank in JHEP Certification (Japan Habitat Evaluation and Certification Program) / "Five stars," the highest rank in DBJ Green Building Certification / "S," the highest rank in the CASBEE OSAKA Mirai (Comprehensive Assessment System for Building Environmental Efficiency) / "Urban Oasis" by SEGES (Social and Environmental Green Evaluation System)
 *Including portions owned by co-owners



Umeda Daibiru Building
 ① 3-3-10, Umeda, Kita-ku, Osaka
 ② 23 floors above ground, 3 floors below ground
 ③ 42,363.23 m² (12,814.88 tsubo)
 ④ May 2000
 City of Osaka Scenic Architecture Award / Award given to greening facilities attached to buildings



Awajimachi Daibiru Building
 ① 3-1-9, Awajimachi, Chuo-ku, Osaka
 ② 8 floors above ground, 1 floor below ground
 ③ 10,344.37 m² (3,129.17 tsubo)
 ④ May 1986



Dokita Daibiru Building
 ① 1-2-5, Dojima, Kita-ku, Osaka
 ② 7 floors above ground, 1 floor below ground
 ③ 4,282.71 m² (1,295.52 tsubo)
 ④ Mar. 1986



Tosabori Daibiru Building
 ① 2-2-4, Tosabori, Nishi-ku, Osaka
 ② 17 floors above ground, 1 floor below ground
 ③ 37,496.96 m² (11,342.83 tsubo)
 ④ Jul. 2009
 Incentive Award of City of Osaka Scenic Architecture Award / Special Prize of Osaka Sustainable Architecture Award
 *Including portions owned by co-owners



Midosuji Daibiru Building
 ① 4-1-2, Minami-Kyuhojimachi, Chuo-ku, Osaka
 ② 20 floors above ground, 1 floor below ground
 ③ 20,275.57 m² (6,133.36 tsubo)
 ④ Jan. 2024
 "S," the highest rank in the CASBEE Smart Wellness Office certification
 Obtained "ZEB Oriented" BELS certification



Yodoyabashi Daibiru Building
 ① 4-4-9, Koraibashi, Chuo-ku, Osaka
 ② 14 floors above ground, 2 floors below ground
 ③ 11,273.19 m² (3,410.14 tsubo)
 ④ Feb. 1997



Kita-Umeda Daibiru Building
 ① 1-5-22, Nakatsu, Kita-ku, Osaka
 ② 8 floors above ground, 1 floor below ground
 ③ 4,184.83 m² (1,265.91 tsubo)
 ④ Jan. 1997



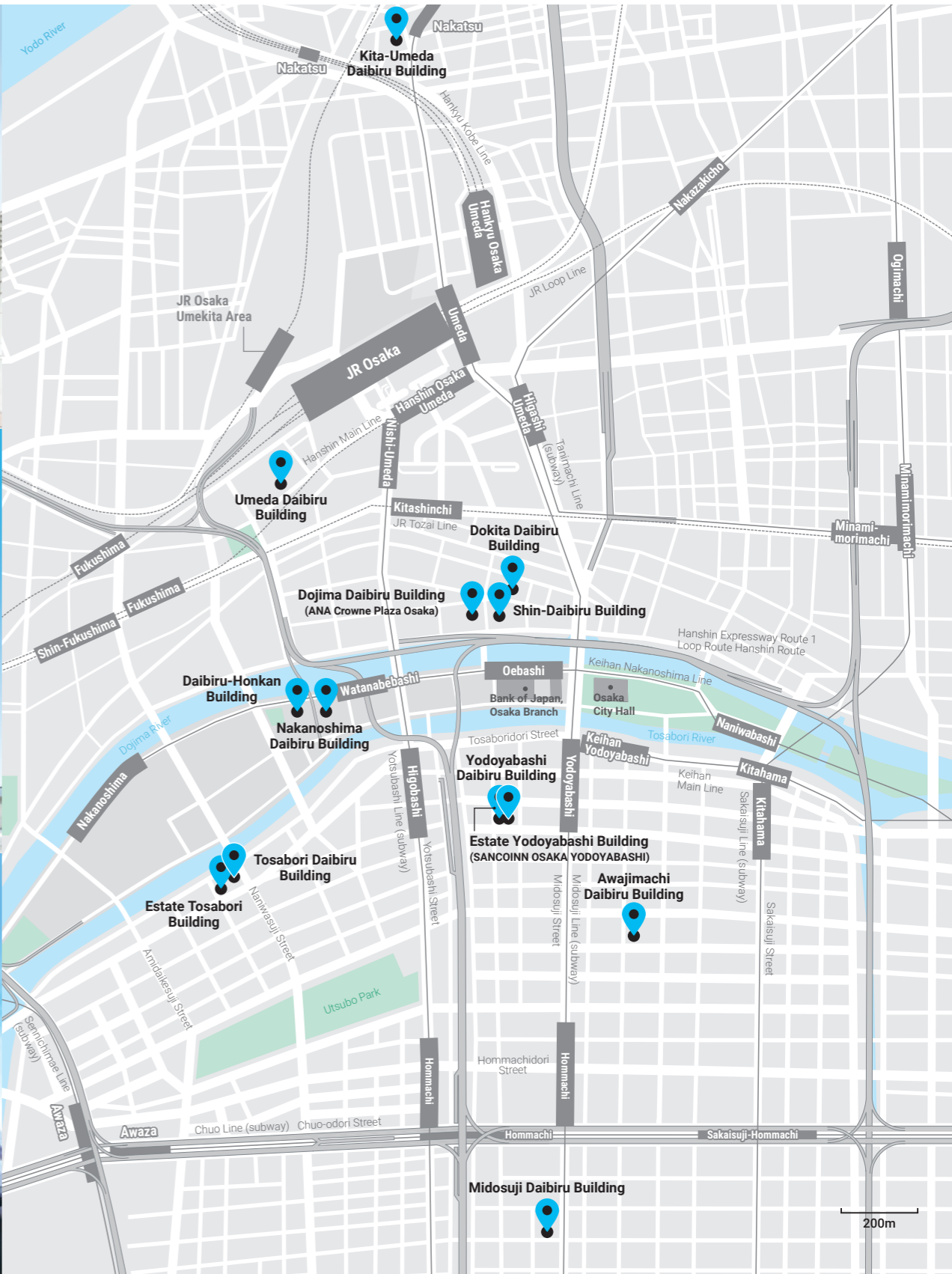
Estate Tosabori Building
 ① 2-2-17, Tosabori, Nishi-ku, Osaka
 ② 5 floors above ground, 1 floor below ground
 ③ 5,634.91 m² (1,704.56 tsubo)
 ④ Oct. 1997



Dojima Daibiru Building (ANA Crowne Plaza Osaka)
 ① 1-3-1, Dojimahama, Kita-ku, Osaka
 ② 23 floors above ground, 3 floors below ground
 ③ 44,770.16 m² (13,542.97 tsubo)
 ④ Sep. 1984
 City of Osaka Scenic Architecture Award / Award given to greening facilities attached to buildings

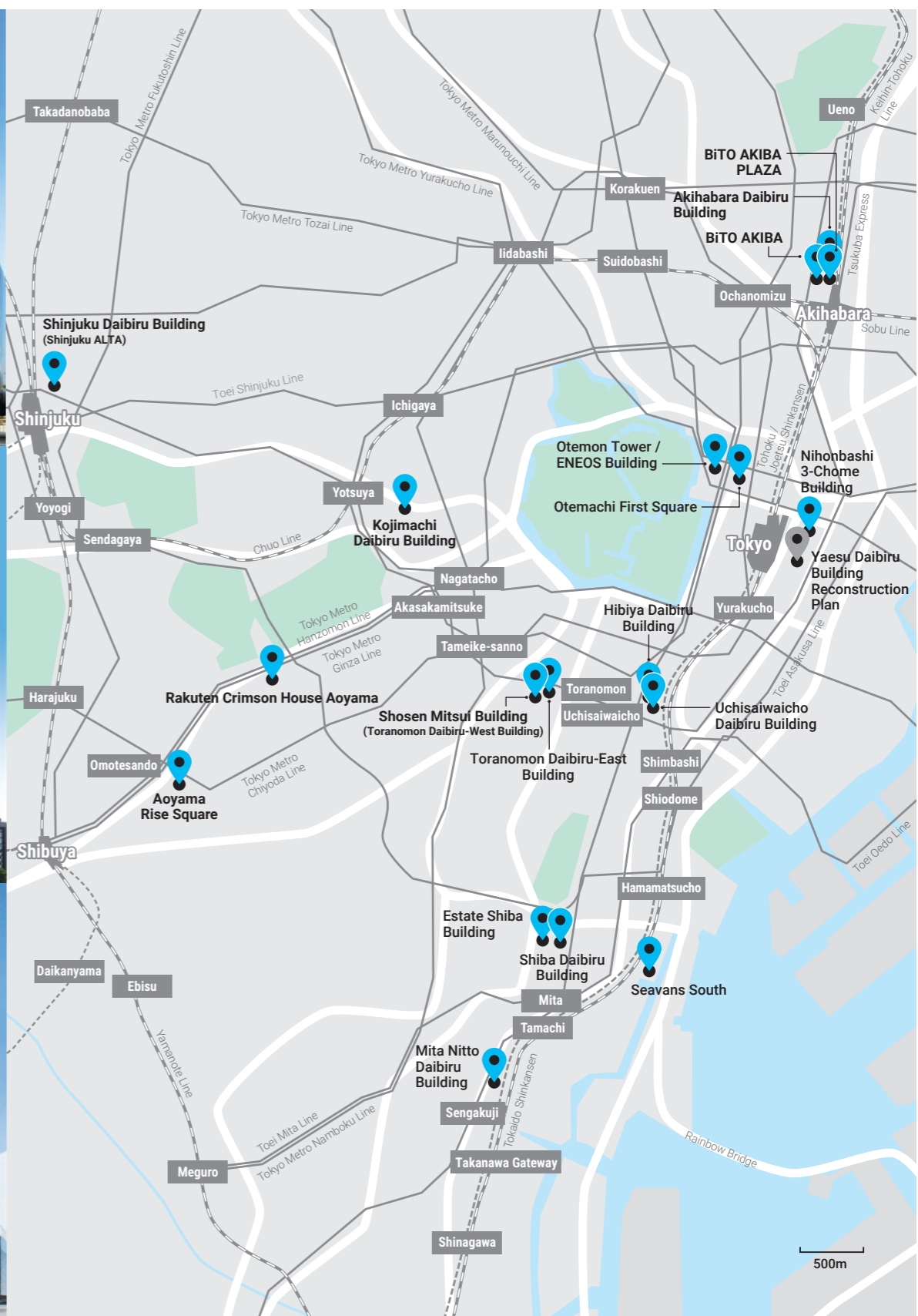


Estate Yodoyabashi Building (SANCOINN OSAKA YODOYABASHI)
 ① 4-4-14, Koraibashi, Chuo-ku, Osaka
 ② 14 floors above ground
 ③ 2,440.18 m² (738.15 tsubo)
 ④ Aug. 2018



T O K Y O

<p>Hibiya Daibiru Building</p> <ul style="list-style-type: none"> ① 1-2-2, Uchisaiwaicho, Chiyoda-ku, Tokyo ② 21 floors above ground, 3 floors below ground ③ 29,960.50 m² (9,063.05 tsubo) ④ (First phase) Oct. 1989 (Second phase) Nov. 1991 	<p>Akihbara Daibiru Building</p> <ul style="list-style-type: none"> ① 1-18-13, Sotokanda, Chiyoda-ku, Tokyo ② 31 floors above ground, 2 floors below ground ③ 50,289.59 m² (15,212.60 tsubo) ④ Mar. 2005 	<p>Aoyama Rise Square</p> <ul style="list-style-type: none"> ① 5-1-22, Minami-Aoyama, Minato-ku, Tokyo ② 16 floors above ground, 2 floors below ground ③ 25,010.81 m² (7,565.77 tsubo) ④ Apr. 2003 <p><small>*Including portions owned by co-owners</small></p> 	<p>Kojimachi Daibiru Building</p> <ul style="list-style-type: none"> ① 5-7-1, Kojimachi, Chiyoda-ku, Tokyo ② 7 floors above ground, 2 floors below ground ③ 11,609.67 m² (3,511.93 tsubo) ④ Sep. 1976 	<p>Shiba Daibiru Building</p> <ul style="list-style-type: none"> ① 5-21-6, Shiba, Minato-ku, Tokyo ② 10 floors above ground, 1 floor below ground ③ 10,833.24 m² (3,277.06 tsubo) ④ Jun. 1989 	<p>Uchisaiwaicho Daibiru Building</p> <ul style="list-style-type: none"> ① 1-3-3, Uchisaiwaicho, Chiyoda-ku, Tokyo ② 9 floors above ground, 2 floors below ground ③ 10,121.85 m² (3,061.86 tsubo) ④ Jan. 1983 	<p>Mita Nitto Daibiru Building</p> <ul style="list-style-type: none"> ① 3-11-36, Mita, Minato-ku, Tokyo ② 8 floors above ground, 1 floor below ground ③ 10,008.21 m² (3,027.48 tsubo) ④ Sep. 1986 <p><small>*Including portions owned by co-owners</small></p> 
<p>Estate Shiba Building</p> <ul style="list-style-type: none"> ① 5-17-2, Shiba, Minato-ku, Tokyo ② 5 floors above ground ③ 498.92 m² (150.92 tsubo) ④ Dec. 1987 	<p>Otemon Tower / ENEOS Building</p> <ul style="list-style-type: none"> ① 1-1-2, Otemachi, Chiyoda-ku, Tokyo ② 22 floors above ground, 5 floors below ground ③ 103,461.93 m² (31,297.23 tsubo) ④ Oct. 2015 <p><small>*Including portions owned by co-owners</small></p> 	<p>Otemachi First Square</p> <ul style="list-style-type: none"> ① 1-5-1, Otemachi, Chiyoda-ku, Tokyo ② 23 floors above ground, 5 floors below ground ③ 141,228.06 m² (42,721.49 tsubo) ④ Feb. 1992* <p><small>*1 Including portions owned by co-owners *2 West Tower</small></p> 	<p>Seavans South</p> <ul style="list-style-type: none"> ① 1-2-3, Shibaura, Minato-ku, Tokyo ② 24 floors above ground, 2 floors below ground ③ 74,222.45 m² (22,452.29 tsubo) ④ Jan. 1991 <p><small>*Including portions owned by co-owners</small></p> 	<p>Rakuten Crimson House Aoyama</p> <ul style="list-style-type: none"> ① 2-6-21, Minami-Aoyama, Minato-ku, Tokyo ② 17 floors above ground, 2 floors below ground ③ 20,958.79 m² (6,340.03 tsubo) ④ May 2003 <p><small>*Including portions owned by co-owners</small></p> 	<p>Shosen Mitsui Building (Toranomon Daibiru-West Building)</p> <ul style="list-style-type: none"> ① 2-1-1, Toranomon, Minato-ku, Tokyo ② 16 floors above ground, 3 floors below ground ③ 34,655.23 m² (10,483.21 tsubo) ④ Nov. 1979 <p><small>BELCA Award (Best Renovation Category)</small></p> 	<p>Toranomon Daibiru-East Building</p> <ul style="list-style-type: none"> ① 3-8-1 Kasumigaseki, Chiyoda-ku, Tokyo ② 17 floors above ground, 2 floors below ground ③ 23,605.54 m² (7,140.68 tsubo) ④ Sep. 1972 
<p>Shinjuku Daibiru Building (Shinjuku ALTA)</p> <ul style="list-style-type: none"> ① 3-24-3, Shinjuku, Shinjuku-ku, Tokyo ② 8 floors above ground, 3 floors below ground ③ 11,254.82 m² (3,404.58 tsubo) ④ Apr. 1980 	<p>BITO AKIBA</p> <ul style="list-style-type: none"> ① 1-18-19, Sotokanda, Chiyoda-ku, Tokyo ② 11 floors above ground, 2 floors below ground ③ 4,947.62 m² (1,496.66 tsubo) ④ Jul. 2019 	<p>BITO AKIBA PLAZA</p> <ul style="list-style-type: none"> ① 1-18-18, Sotokanda, Chiyoda-ku, Tokyo ② 9 floors above ground, 1 floor below ground ③ 3,201.22 m² (968.37 tsubo) ④ Mar. 2005 	<p>Nihonbashi 3-chome Building</p> <ul style="list-style-type: none"> ① 3-2-17, Nihonbashi, Chuo-ku, Tokyo ② 7 floors above ground, 2 floors below ground ③ 2,304.78 m² (697.20 tsubo) ④ Mar. 1989 	<p>Yaesu Daibiru Building Reconstruction Plan</p> <ul style="list-style-type: none"> ① 1-1-1, Kyobashi, Chuo-ku, Tokyo ② 11 floors above ground, 3 floors below ground ③ Approx. 22,700 m² (approx. 6,900 tsubo) ④ Construction to be completed in mid 2025 <p><small>*This perspective is the current image and may change in the future.</small></p> 	<p>Shinjuku Daibiru Building (Shinjuku ALTA)</p> <ul style="list-style-type: none"> ① 1-2-3, Uchisaiwaicho, Chiyoda-ku, Tokyo ② 9 floors above ground, 2 floors below ground ③ 10,121.85 m² (3,061.86 tsubo) ④ Jan. 1983 	<p>Yaesu Daibiru Building Reconstruction Plan</p> <ul style="list-style-type: none"> ① 1-1-1, Kyobashi, Chuo-ku, Tokyo ② 11 floors above ground, 3 floors below ground ③ Approx. 22,700 m² (approx. 6,900 tsubo) ④ Construction to be completed in mid 2025 <p><small>*This perspective is the current image and may change in the future.</small></p> 



SAPPORO



Sapporo Daibiru Building Redevelopment Project

- 1 Minami 2-jo, Nishi-4-chome, Chuo-ku, Sapporo, Hokkaido
- 2 19 floors above ground, 2 floors below ground
- 3 Approx. 42,000 m² (approx. 12,700 tsubo)
- 4 Jan. 2027 (scheduled)



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

- 1 Kita 4-jo, Nishi-3-chome, Chuo-ku, Sapporo, Hokkaido
- 2 32 floors above ground, 7 floors below ground
- 3 Approx. 203,290 m²* (approx. 61,500 tsubo)
- 4 FY2028 (scheduled)



▲ Perspective view of the completed building ▲ Perspective view of the completed building
*These perspectives are the current image and may change in the future.

- 1 Location
- 2 Number of stories
- 3 Gross floor area
- 4 Completion



OVERSEAS

Saigon Tower

Ho Chi Minh City, Vietnam

- 1 29 Le Duan Boulevard, District 1, Ho Chi Minh City, Vietnam
- 2 18 floors above ground, 2 floors below ground
- 3 17,986 m²
- 4 Dec. 1996



CornerStone Building

Hanoi, Vietnam

- 1 16 Phan Chu Trinh Street, Hoan Kiem District, Hanoi, Vietnam
- 2 14 floors above ground, 3 floors below ground
- 3 48,494 m²
- 4 Jun. 2013

63 Ly Thai To

Hanoi, Vietnam

- 1 63 Ly Thai To Street, Hoan Kiem District, Hanoi, Vietnam
- 2 8 floors above ground, 1 floor below ground
- 3 11,250 m²
- 4 Feb. 1998

*Including portions owned by co-owners



275 George Street

Sydney, Australia

- 1 275 George Street, Sydney, NSW, Australia
- 2 15 floors above ground, 3 floors below ground
- 3 Net leasable area 7,003 m²
- 4 Dec. 2020



RESIDENCE

Violette Takarazuka (Hyogo)

- 1 2-4-78, Mukoyama, Takarazuka, Hyogo
- 2 9 floors above ground
- 3 11,941.67 m² (3,612.36 tsubo)
- 4 Aug. 1998

Palacio Kawanishi (Hyogo)

- 1 2-17-20, Oobe, Kawanishi, Hyogo
- 2 3 floors above ground
- 3 1,242.70 m² (375.92 tsubo)
- 4 Aug. 1999

Lanterna Koishikawa (Tokyo)

- 1 2-3-10, Suido, Bunkyo-ku, Tokyo
- 2 9 floors above ground
- 3 3,911.92 m² (1,183.36 tsubo)
- 4 Dec. 1986

Lanterna Sanno (Tokyo)

- 1 7-17-16, Ooi, Shinagawa-ku, Tokyo
- 2 3 floors above ground
- 3 1,259.45 m² (380.98 tsubo)
- 4 May 1987

Daibiru Kugayama Dormitory (Tokyo)

- 1 1-7-17, Inokashira, Mitaka, Tokyo
- 2 3 floors above ground
- 3 2,434.98 m² (736.58 tsubo)
- 4 Jul. 1991

CARE

Clara Saginuma (Kanagawa)

- 1 2-20-12, Kodai, Miyamae-ku, Kawasaki, Kanagawa
- 2 4 floors above ground, 1 floor below ground
- 3 2,695.97 m² (815.53 tsubo)
- 4 Dec. 1991

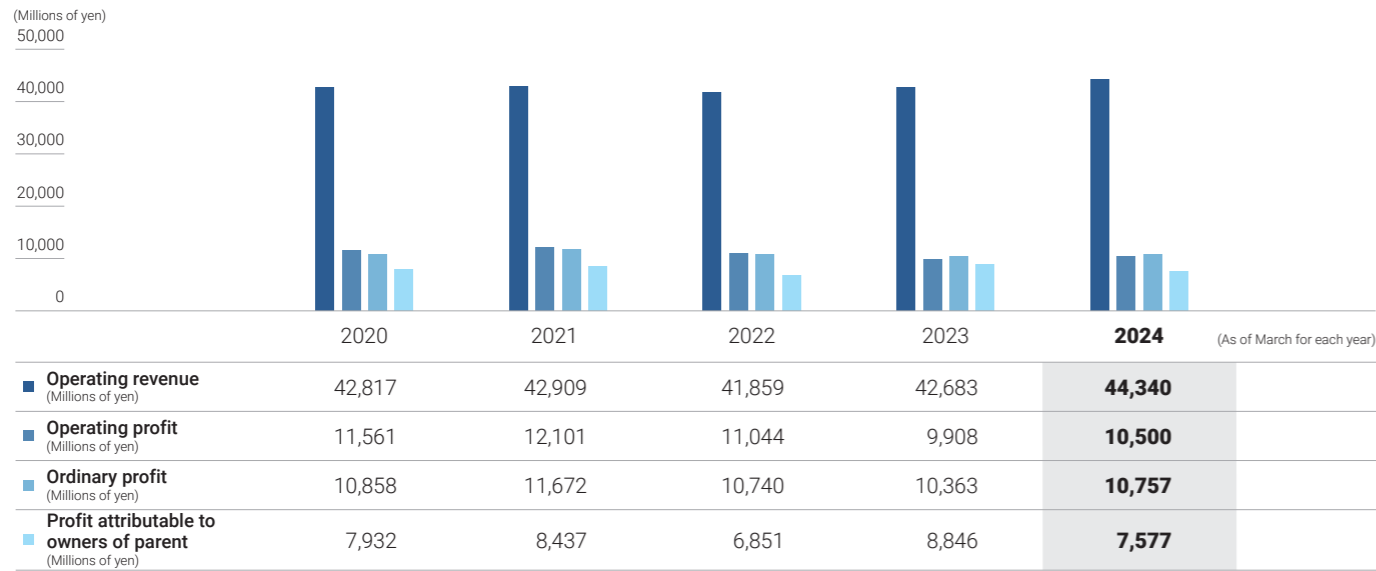
Granda Shakujii-Koen (Tokyo)

- 1 6-11-3, Shimoshakujii, Nerima-ku, Tokyo
- 2 3 floors above ground
- 3 2,318.84 m² (701.45 tsubo)
- 4 Jul. 2007

Aria Ebisu-Minami (Tokyo)

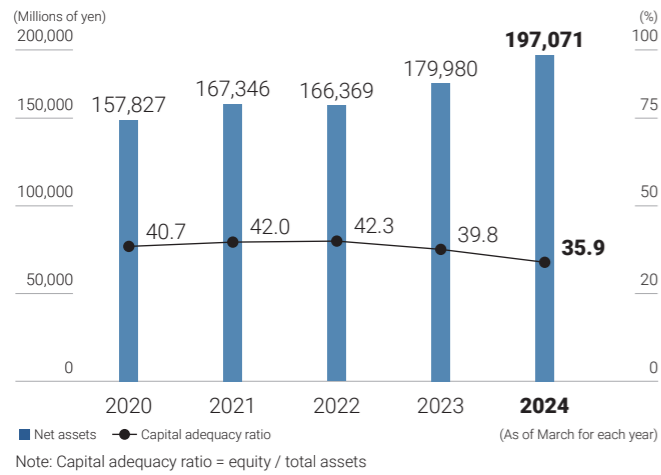
- 1 3-11-6, Ebisuminami, Shibuya-ku, Tokyo
- 2 5 floors above ground
- 3 1,871.89 m² (566.25 tsubo)
- 4 Jan. 2001

Operating revenue and profit figures

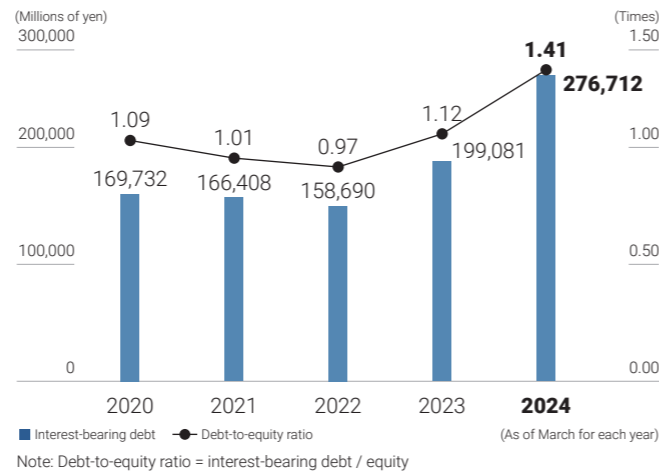


Financial figures

Net assets / Capital adequacy ratio



Interest-bearing debt / Debt-to-equity ratio



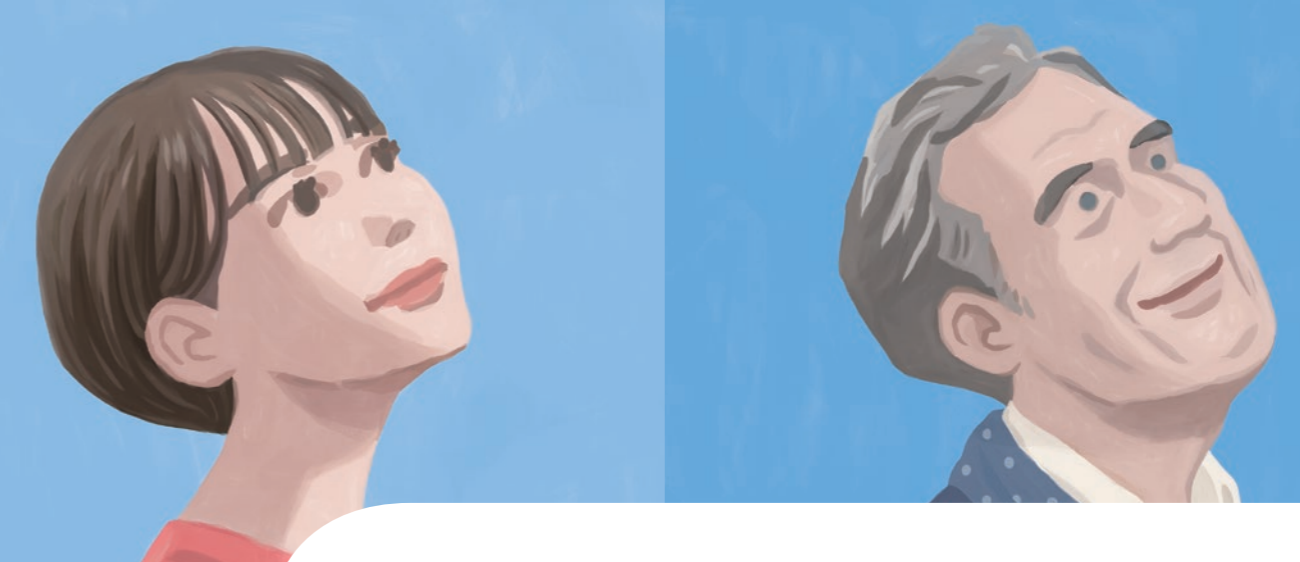
Gross floor area (m²)

(As of March for each year)

Offices and commercial buildings	2020	2021	2022	2023	2024	No. of properties
Osaka	378,879	365,480	367,910	367,910	376,827	13
Tokyo	231,255	231,255	204,532	223,394	259,077	18
Sapporo	23,595	23,595	23,595	23,595	0	0
Overseas	66,480	74,647	74,647	74,647	85,897	4
Total	700,209	694,976	670,683	689,546	721,801	35

Residential	2020	2021	2022	2023	2024	No. of properties
Osaka	13,184	13,184	13,184	13,184	13,184	2
Tokyo	26,151	26,151	26,151	14,493	14,493	6
Total	39,335	39,335	39,335	27,677	27,677	8

Note: Figures stated above for total floor area represent the total floor area of properties in operation as of March 31, 2024. Floor areas for co-owned properties correspond to the Company's percentage interest.



Maybiru

Daibiru Centennial Mascot Design Competition
Grand Prize Winner

Constructing buildings,
creating towns,
pioneering the new era

Corporate data

DAIBIRU CORPORATION

Corporate Name	DAIBIRU CORPORATION	Tokyo Office	Hibiya Daibiru Building, 1-2-2, Uchisaiwaicho, Chiyoda-ku, Tokyo 100-0011, Japan Tel: 81-3-3506-7441
Representative	Takashi Maruyama Representative Director, President, and Chief Executive Officer	Sapporo Office	Shikishima Building, Kita 2-jo Nishi 3-chome 1 Chuo-ku, Sapporo 060-0002, Japan Tel: 81-11-218-0111
Founding	October 9, 1923	Daibiru Vietnam Company Limited	Hanoi Office 4th Floor, CornerStone Building, 16 Phan Chu Trinh Street, Hoan Kiem District, Hanoi, Vietnam Tel: 84-24-3824-5777
Establishment	October 15, 1923	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
Capital	¥12,354,119,175	Daibiru Australia Pty Ltd	4th Floor, 275 George Street, Sydney, NSW, Australia Tel: 61-280-290-577
Shareholder(s)	Mitsui O.S.K. Lines, Ltd. (100%)		
Main business	Ownership, operation, management and leasing of real estate		
Revenue	¥44,340 million (Fiscal 2023)		
Number of employees	Consolidated: 2,185 / Non-Consolidated: 114 (Fiscal 2023)		
Head Office	Daibiru-Honkan Building, 3-6-32, Nakanoshima, Kita-ku, Osaka 530-0005, Japan Tel: 81-6-6441-1932		
Osaka Office	Daibiru-Honkan Building, 3-6-32, Nakanoshima, Kita-ku, Osaka 530-0005, Japan Tel: 81-6-6441-1936		

MOL Kosan Co., Ltd.

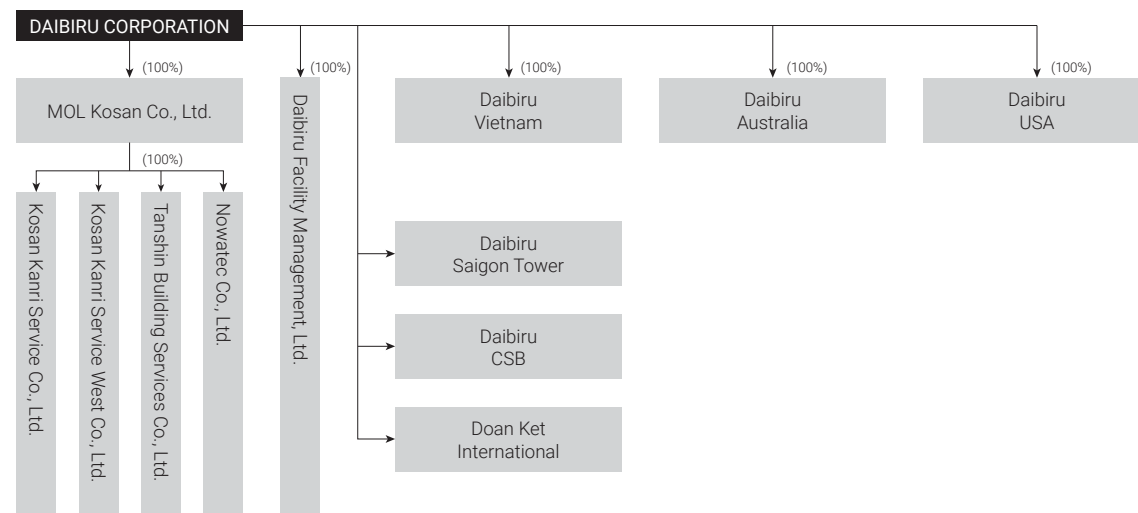
Corporate Name	MOL Kosan Co., Ltd.
Representative	Takashi Nakashima President
Establishment	December 9, 1977
Capital	¥300 million
Main business	Comprehensive building management, operation and management of condominiums and corporate dormitories, meal offering services, construction business, and insurance agency business
Number of employees	Consolidated: 1,749 / Non-Consolidated: 329 (Fiscal 2023)
Head Office	Wakamatsu Building, 3-3-6, Nihonbashihoncho, Chuo-ku, Tokyo 103-0023, Japan Tel: 81-3-3517-5300

Daibiru Facility Management, Ltd.

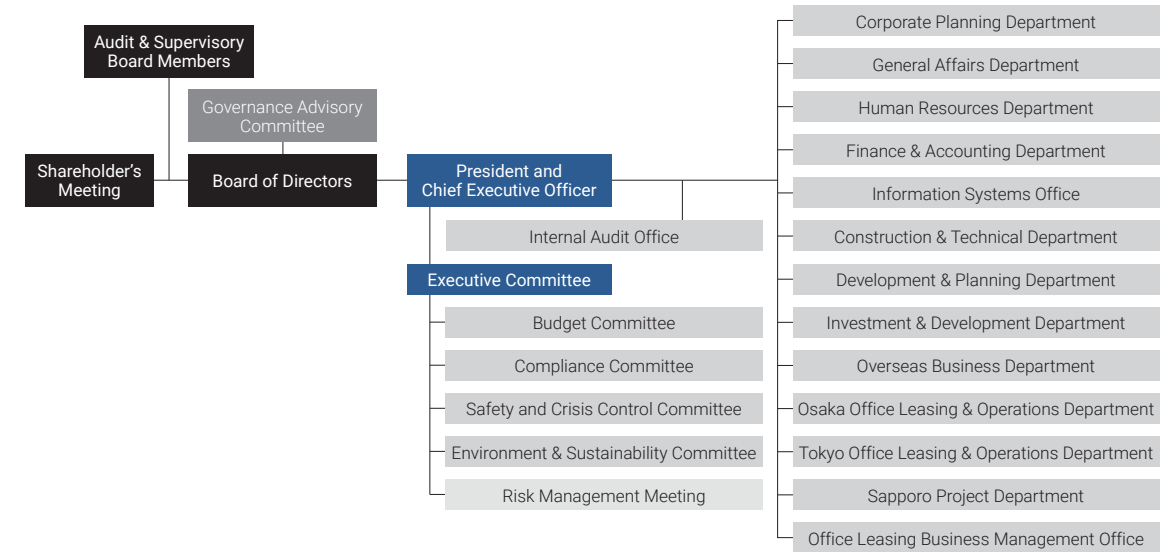
Corporate Name	Daibiru Facility Management, Ltd.
Representative	Akihito Ichimaru President
Establishment	October 29, 1963
Capital	¥17 million
Main business	Comprehensive building management
Number of employees	237 (Fiscal 2023)
Head Office	Nakanoshima Daibiru Building, 3-3-23, Nakanoshima, Kita-ku, Osaka 530-6110, Japan Tel: 81-6-6441-6373

Composition of group companies

Figures in () indicate the investment ratio



Organizational chart



Directors, audit & supervisory board members, and executive officers

