

ESG Data

Environmental data

GHG emissions

	(t CO ₂ e)					
	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
GHG emissions (Scope 1)	493	429	343	480	524☑	484☑
GHG emissions (Scope 2), Market based	2,936	2,725	3,582	3,260	2,830☑	2,682☑
Total (Scope 1 and 2)	3,429	3,154	3,925	3,740	3,354	3,166
Percentage reduced from 2020/3 (%)	–	8	–14	–9	2	8
GHG emissions (Scope 3)	66,908	74,833	181,055	68,646	89,761	88,928
Total (Scope 1, 2, and 3)	70,338	77,988	184,981	72,387	93,116	92,095

Scope of aggregation: Consolidated (Keihanshin Building Co., Ltd. and subsidiaries)

Keihanshin Building America Co., Ltd. has been added in FYE March 2025.

(Note) ☑ Figures with check marks have been assured by a third-party organization GYOSEI & CO.

(Note) GHG emissions were calculated using the GHG Protocol.

(Note) Scope 1 and 2 emissions were calculated using an emission factor, etc. in accordance with the Act on Promotion of Global Warming Countermeasures, based on the amount of energy used during the fiscal year, etc. (actual or estimated).

	(t CO ₂ e)					
	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
GHG emissions (Scope 2), Location based	3,988	3,707	4,332	4,458	4,436	4,225

Scope 3 emissions

 (t CO₂e)

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Category 1 Purchased goods and services	9,392	19,164	115,821	9,130	10,031	7,588
Category 2 Capital goods	–	–	–	–	–	–
Category 3 Fuel- and energy-related activities not included in Scope 1 or 2	916	881	989	1,013	995	760
Category 4 Upstream transportation and Distribution	3	2	3	2	2	2
Category 5 Waste generated in operations	19	19	19	19	20	20
Category 6 Business travel	26	13	10	24	24	51
Category 7 Employee commuting	15	14	17	16	18	21
Category 8 Upstream leased assets	–	–	–	–	–	–
Category 9 Downstream transportation and distribution	–	–	–	–	–	–
Category 10 Processing of sold products	–	–	–	–	–	–
Category 11 Use of sold products	–	–	–	–	–	–
Category 12 End-of-life treatment of sold products	–	78	–	–	–	–
Category 13 Downstream leased assets	56,534	54,659	64,194	58,439	78,667	80,484
Category 14 Franchises	–	–	–	–	–	–
Category 15 Investments	–	–	–	–	–	–
Total	66,908	74,833	181,055	68,646	89,761	88,928

(Note) Categories 2, 8, 9, 10, 11, 14, and 15 are not included in the calculations because there are no emission sources.

Usage status for electricity from renewable energy sources

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Energy consumption (MWh) Scope 2	8,634	8,331	10,007	10,273	10,129	9,988
Consumption of electricity from renewable energy sources (MWh)	0	0	0	0	3,604	3,586
Percentage of electricity from renewable energy sources (%)	0	0	0	0	35.6	35.9

Scope of aggregation: Consolidated (Keihanshin Building Co., Ltd. and subsidiaries)

Keihanshin Building America Co., Ltd. has been added in FYE March 2025.

(Note) Applies only to electricity consumption for Scope 2.

Number of target properties using electricity from renewable energy sources

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Number of target properties	25	25	26	27	28	29
Number of target properties using electricity from renewable energy sources	0	0	0	1	9	9

Energy consumption

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Energy consumption (Scope 1 + 2) (MWh)	10,784	10,105	11,513	12,065	11,933	11,907
Scope 1 (MWh)	2,150	1,773	1,506	1,793	1,804	1,919
Scope 2 (MWh)	8,634	8,331	10,007	10,273	10,129	9,988
Number of target properties (buildings)	10	11	12	12	12	12
Total target floor area (m ²)	117,858	121,647	146,191	154,977	149,814	164,861
Energy consumption per unit (kWh/m ²)	91.50	83.06	78.75	77.85	79.65	72.22
Percentage reduced from 2020/3 (%)	–	9.2	13.9	14.9	13.0	21.0

Scope of aggregation: Consolidated (Keihanshin Building Co., Ltd. and subsidiaries)

Keihanshin Building America Co., Ltd. has been added in FYE March 2025.

(Note) Figures are totals for Scope 1 and 2, and do not include properties being leased as a whole building to a single tenant.

Total target floor area is calculated based on the occupancy rate.

Water consumption

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Water consumption (m ³)	167,178	145,976	158,858	166,790	173,165	170,393
Water withdrawal (m ³)						
Surface water from rivers, lakes, natural ponds	0	0	0	0	0	0
Groundwater from wells, boreholes	6,782	5,664	4,853	3,430	3,539	3,570
Used quarry water collected in the quarry	0	0	0	0	0	0
Municipal potable water	160,396	140,312	154,005	163,360	169,626	166,823
External wastewater	0	0	0	0	0	0
Harvested rainwater	0	0	0	0	0	0
Sea water, water extracted from the sea or the ocean	0	0	0	0	0	0
Total water intake	167,178	145,976	158,858	166,790	173,165	170,393
Water use intensity (m ³ /m ²)	0.60	0.52	0.48	0.51	0.53	0.52

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Water discharge (m ³)	167,178	145,976	158,858	166,790	173,165	170,393
Surface water discharge	0	0	0	0	0	0
Discharge to coastal areas	0	0	0	0	0	0
Discharge to Groundwater	0	0	0	0	0	0
Total Discharge Provided to Third Parties / Other	0	0	0	0	0	0
Discharge to external wastewater treatment plants (Sewerage)	167,178	145,976	158,858	166,790	173,165	170,393

Water consumption by type of property

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Office buildings						
Target floor area (m ²)	96,185	101,925	104,037	104,137	101,618	102,931
Water consumption (m ³)	69,488	66,244	70,992	73,775	69,966	64,327
Water use intensity (m ³ /m ²)	0.72	0.65	0.68	0.70	0.68	0.62
Water consumption compared to previous year (m ³)	–	–3,244	4,748	2,783	–3,809	–5,639
Datacenter buildings						
Target floor area (m ²)	81,905	82,472	124,776	123,872	121,230	122,162
Water consumption (m ³)	27,228	28,075	30,390	32,974	33,990	31,707
Water use intensity (m ³ /m ²)	0.33	0.34	0.24	0.26	0.28	0.26
Water consumption compared to previous year (m ³)	–	847	2,315	2,584	1,016	–2,283
WINS buildings						
Target floor area (m ²)	20,701	20,701	20,701	20,701	20,701	20,701
Water consumption (thousand m ³)	23,445	9,206	15,609	20,655	21,217	21,797
Water use intensity (m ³ /m ²)	1.13	0.44	0.75	0.99	1.02	1.05
Water consumption compared to previous year (m ³)	–	–14,239	6,403	5,046	562	580
Commercial buildings						
Target floor area (m ²)	55,443	55,443	55,443	55,443	57,231	57,231
Water consumption (thousand m ³)	30,834	26,341	25,188	23,839	27,046	31,480
Water use intensity (m ³ /m ²)	0.55	0.47	0.45	0.42	0.47	0.55
Water consumption compared to previous year (m ³)	–	–4,493	–1,153	–1,349	3,207	4,434
Logistics warehouses						
Target floor area (m ²)	22,659	22,659	22,659	22,659	22,659	22,659
Water consumption (m ³)	16,183	16,110	16,679	15,547	16,883	15,503
Water use intensity (m ³ /m ²)	0.71	0.71	0.74	0.69	0.75	0.68
Water consumption compared to previous year (m ³)	–	–73	569	–1,132	1,336	–1,380
Residences						
Target floor area (m ²)	–	–	–	–	3,505	3,505
Water consumption (m ³)	–	–	–	–	4,063	5,579
Water use intensity (m ³ /m ²)	–	–	–	–	1.15	1.59
Water consumption compared to previous year (m ³)	–	–	–	–	–	1,516

Results of water risk analysis by WRI Aqueduct

	2025/3					
Overall water risk ^{※1}	Number of target properties	Proportion (%)	Water Consumption (m³)	Water Withdrawal (m³)	Water discharge (m³)	Water discharge (municipal sewer system) (m³)
Low	0	0	0	0	0	0
Low-Medium	27	100	170,393	170,393	170,393	170,393
Medium-high	0	0	0	0	0	0
High	0	0	0	0	0	0
Extremely high	0	0	0	0	0	0
Total	27	100	170,393	170,393	170,393	170,393

※1 Definition on Aqueduct: overall water-related risk based on all factors, including physical water volume, water quality, regulations, and reputational risk.

Waste generated

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Non-industrial waste generated (t)	227	219	255	222	208	224
Industrial waste generated (t)	16	19	41	28	38	35
Total waste generated (t)	244	239	297	251	247	260
Waste recycled / reused (t)	193	185	215	186	183	165
Recycling rate (%)	79.1	77.5	72.5	74.2	74.2	63.5
Waste generation intensity (kg/m²)	2.9	2.7	3.2	2.1	2.0	1.6
Total floor space (m²)	85,231	88,453	93,084	121,782	121,782	164,861

Waste generated by disposal method

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Total waste recycled / reused (t)	193	185	215	186	183	165
Total waste disposed (t)	51	53	81	64	63	50
Waste landfilled	0	0	0	0	0	0
Waste incinerated with energy recovery	51	53	81	64	63	50
Waste incinerated without energy recovery	0	0	0	0	0	0
Waste otherwise disposed	0	0	0	0	0	0

Amount of hazardous generated

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
NOx emissions (kg)	664	542	549	739	711	604
SOx emissions (kg)	406	321	331	449	444	373
VOC emissions (kg)	0	0	0	0	0	0

(Note) The calculation was based on the emission factor of the Center for Global Environmental Research at the National Institute for Environmental Studies (FY 2005).

Paper consumption

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Amount of paper consumption (sheets)	483,500	454,000	386,500	338,500	324,000	319,000
Paper consumption per person (sheets)	10,744	9,458	7,292	6,387	5,311	4,984

(Note) The scope is Head Office and Tokyo Branch Office.

(Note) Paper consumption for the fiscal year ending March 2025 was 1.46 tons in weight terms.

Number of greening properties

	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Number of target properties	24	25	26	27	28	29
Number of greening properties	19	20	21	22	22	23

(Note) Number of greening properties in our properties

External authentication

		2021/3	2022/3	2023/3	2024/3	2025/3
Green Building Certification	Number of new acquisitions of certified green buildings to all the owned properties	1	2	4	2	2
	Cumulative number of Acquisitions of certified green buildings to all the owned properties	1	3	7	9	11
Ratio of properties With green building certifications	Ratio of properties with green building certifications (%)	6.9	20.7	38.5	43.1	49.5

CASBEE real estate certification

Property	Rank	Certification date
Keihanshin Midosuji Building	S	2021/3/31
Keihanshin Fuchu Building	S	2021/10/31
Keihanshin Yodoyabashi Building	S	2022/3/31
Keihanshin Toranomon Building	S	2022/10/31
Keihanshin Onarimon Building	S	2022/10/31
Keihanshin Yoyogi-koen Building	S	2022/10/31
Komaki Logistics Center	B+	2023/1/31
Fujisawa Shopping Facility	S	2023/6/30
WINS Umeda B Building	S	2024/1/22
Keihanshin Kawaramachi Building	A	2025/2/12

BELS rating

Property	Rank	Certification date
OBP Building	★★	2022/7/27

Of net sales of 19.5 billion yen for the fiscal year ended March 31, 2025, sales from 11 properties with green building certifications are 7.9 billion yen, accounting for approximately 40% of total net sales.

Social data

Human capital-related data

Employee data

			2021/3	2022/3	2023/3	2024/3	2025/3
Number of employees (persons)	(consolidated)	Male	32	35	37	43	44
		Female	14	16	16	17	20
		Total	46	51	53	60	64
		Non-regular employees	1	3	2	2	2
	(non-consolidated)	Male	30	34	37	43	44
		Female	14	16	16	17	20
		Total	44	50	53	60	64
		Non-regular employees	1	3	2	2	2
Average annual salary (thousand yen)			9,348	9,929	10,708	11,161	10,847
Number of new graduates recruited (persons)	(consolidated)	Male	0	1	0	2	1
		Female	2	2	0	1	1
		Total	2	3	0	3	2
Percentage of female among new graduates recruited (five-year average) (%)	(consolidated)		57.1	50.0	66.7	62.5	60.0
Number of senior employees (aged 60 or older) (persons)	(consolidated)		14	14	14	19	16
Number of mid-career personnel recruited (persons)	(consolidated)		0	3	5	6	7
Number of foreign employees (persons)	(consolidated)		0	0	0	0	0
Number of employees with disabilities (persons)	(consolidated)		0	0	0	0	0

			2021/3	2022/3	2023/3	2024/3	2025/3
Average service period (years)	(consolidated)	Male	11.0	9.6	8.4	7.8	8.1
		Female	12.4	11.9	12.9	13.1	12.1
		Total	11.4	10.3	9.8	9.3	9.4
	(non-consolidated)	Male	9.9	9.4	8.4	7.8	8.1
		Female	12.4	11.9	12.9	13.1	12.1
		Total	10.7	10.2	9.8	9.3	9.4
Average age (years)	(consolidated)	Male	53.1	53.0	53.5	54.1	52.8
		Female	35.3	34.7	35.7	35.9	36.9
		Total	47.7	47.2	48.2	48.9	47.8
	(non-consolidated)	Male	52.3	52.5	53.5	54.1	52.8
		Female	35.3	34.7	35.7	35.9	36.9
		Total	46.9	46.8	48.2	48.9	47.8
Total working hours per month all workers (hours/month)	(consolidated)		160	158	155	155	156
Monthly average overtime hours excluding managers ^{※2} (hours/month)	(consolidated)		14	14	14	14	15
Differences in wages between male and female workers (%)	(non-consolidated)	All workers	64.8	59.3	57.6	59.5	63.0
		Full-time workers	66.5	59.7	53.7	55.9	58.7
		Fixed-term workers	–	–	97.4	95.0	97.5
Voluntary turnover rate (%)	(consolidated)		2.12	1.92	0	3.50	0

^{※2} Overtime is calculated based on the Company's prescribed working hours (7 hours).

Promoting active roles for diverse human resources

			2021/3	2022/3	2023/3	2024/3	2025/3
Number of employees in managerial positions (persons) (excluding executive officers)	(consolidated)	Male	21	18	21	26	22
		Female	2	2	2	3	4
		Total	23	20	23	29	26
Percentage of female directors and Audit & Supervisory Board members (%)	(consolidated)		10.0	10.0	10.0	10.0	10.0
Percentage of female directors (%)※3	(consolidated)		6.6	5.8	5.8	5.8	5.5
Percentage of female managers (%)	(consolidated)		7.7	7.4	6.7	8.3	11.8
Percentage of career interviews conducted (%)※4	(consolidated)		—	—	100	100	100

※3 Percentage of women who serve as board of directors, auditors, and executive officers

※4 Conducted once a year from the FYE March 2023

Creating a pleasant work environment, promoting diverse work styles

	2021/3	2022/3	2023/3	2024/3	2025/3
Number of injuries or illnesses involving leave of absence	0	0	0	0	0
Number of fatal accidents	0	0	0	0	0
Incidence rate of injuries or illnesses involving leave of absence (%)	0	0	0	0	0
Percentage of employees who received health checkup (%)	100	100	100	100	100
Paid leave utilization rate (%)	63.8	69.2	76.6	82.1	85.7
Number of individuals who took maternity/childcare leave (persons)	2	1	1	1	1
Number of male employees who took childcare leave (persons)	0	0	1	0	0
Number of female employees who took childcare leave (persons)	2	1	0	1	1
Ratio of employees returning to work after childcare leaves (%)	—※5	100	100	100	—※5
Number of employees with shorter working hours (persons)	2	2	3	1	1
Number of employees who took day off for family care (persons)	0	0	0	0	0
Number of employees who took family care leave (persons)	0	0	0	0	0
Number of stress checks conducted (persons)	—※6	—※6	55	60	64
Percentage of employees who received stress checks (%)	—※6	—※6	100	100	100

※5 No employees were scheduled to return to work.

※6 The stress check program has been implemented since FYE March 2023.

Human rights

		2021/3	2022/3	2023/3	2024/3	2025/3
Human rights-related training	Number of participants (persons)	–	25	54	52	66
	Participation rate (%)	–	92.6	91.5	81.3	98.5

(Note) The training was conducted only for members of the Sustainability Committee in FYE March 2022 (parameter: 27).

Human resources development

		2021/3	2022/3	2023/3	2024/3	2025/3
Training expenses per employee (thousand yen)		35.5	56.2	56.5	118.5	113.7
Number of additionally obtained qualifications by employees in total (persons)		4	1	2	7	2

Health and Safety

Name	Chairperson	2021/3	2022/3	2023/3	2024/3	2025/3
Number of the Health Committee held (times)	General Manager of Personnel & General Affairs Dept.	–	–	12	12	12

(Note) The Health Committee was launched in FYE March 2023.

		2021/3	2022/3	2023/3	2024/3	2025/3
Training on Health and Safety Management	Number of participants (Health Committee members)	–	–	6	6	6

(Note) The Health Committee conducts training (health lectures) on health and safety, including mental health, lifestyle habits, diseases, and the workplace environment.

Satisfaction surveys for tenants' employees

		2021/3	2022/3	2023/3	2024/3	2025/3
Number of Satisfaction surveys for tenants' employees (times)		1	1	1	1	1

(Note) We started a customer satisfaction survey in FYE March 2021.

Supply Chain Management

		2021/3	2022/3	2023/3	2024/3	2025/3
Survey implementation rate (%)		–	–	–	100	100
Number of legal violations (times)		–	–	–	0	0

(Note) We have started a survey of supporting companies from FYE March 2024.

We choose survey targets based on our standards.

Investment in contribution to local communities

		2021/3	2022/3	2023/3	2024/3	2025/3
Investment in contribution to local communities (thousand yen)		16,404	7,751	106,635	11,001	3,160

Governance data

Corporate governance

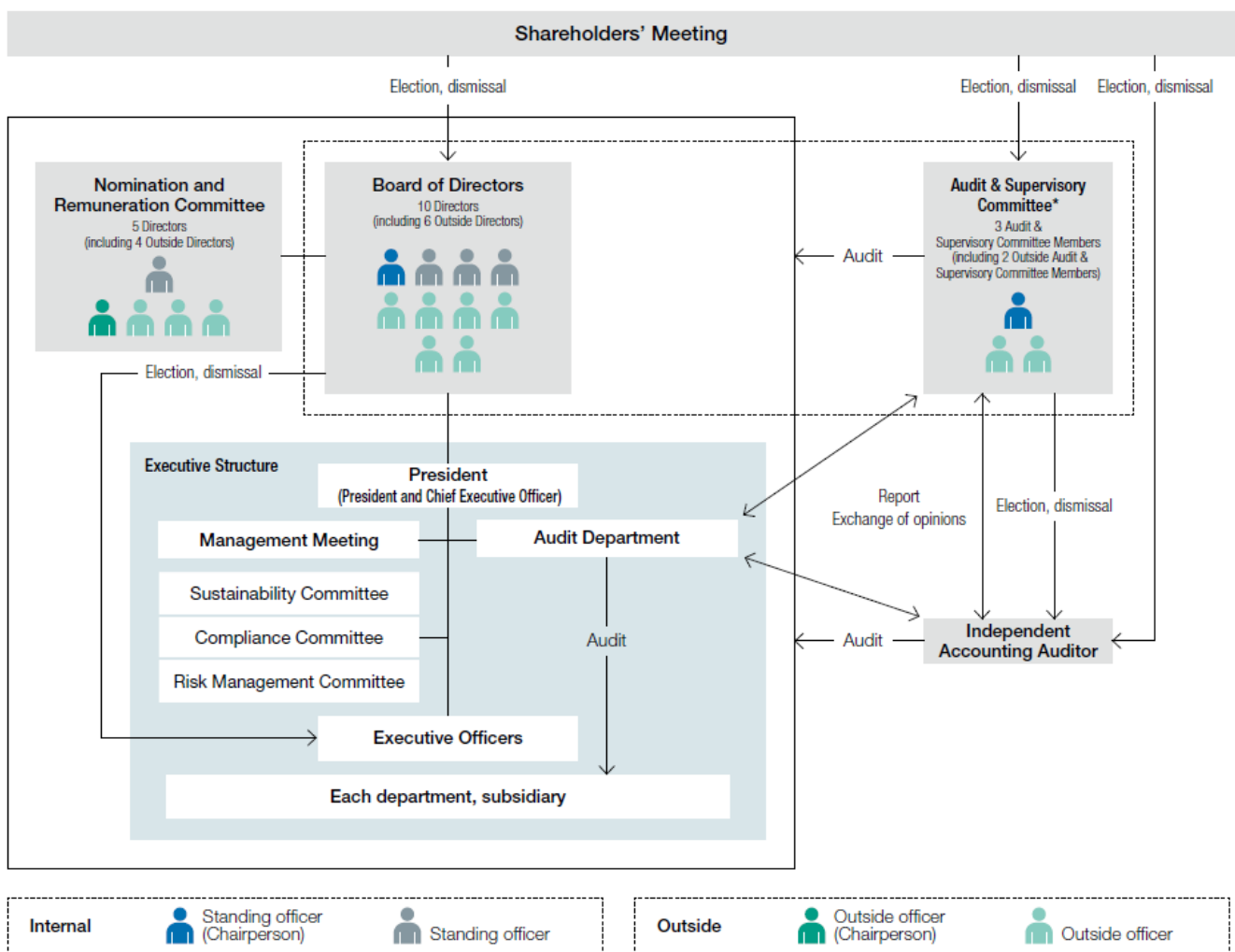
Transition to a company with an Audit & Supervisory Committee

With the approval at the 102nd Annual General Meeting of Shareholders held on June 20, 2025, the Company transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee with a view to further strengthening corporate governance. In the past, Audit & Supervisory Board Members attended the Board of Directors meetings and engaged in frank discussions with Directors.

However, as a result of this transition, Audit & Supervisory Committee Members who are responsible for auditing the execution of duties by Directors and other functions have become members of the Board of Directors, bringing the system more in line with actual conditions.

Going forward, we will continue to strengthen and enhance the supervisory function and transparency of the Board of Directors and work to further improve our corporate value.

Corporate Governance Structure (After June 20, 2025)



*Composed of Directors who are Audit & Supervisory Committee Members

Members of the Boards (skill matrix and meeting attendance)

Candidates for Directors of the Company are selected through comprehensive evaluations of their character, knowledge, capabilities, experience, and potential to contribute to the Company. In particular, the Company focuses on the perspective of enhancement of the supervisory function by utilizing licensed lawyers, tax accountants, and accountants with highly specialized expertise as well as persons with experience in corporate management, as outside officers. Furthermore, from the perspective of ensuring diversity, the Company has set a goal related to materiality of achieving a proportion of female officers of 30% by FYE March 2031, and will continue to secure human resources toward achieving this goal.

Officers after the 102nd Annual General Meeting of Shareholders held on June 20, 2025

Name		Audit & Supervisory Committee	Nomination and Remuneration Committee	Gender	Attendance at the Board of Directors' Meetings in FYE March 2025	Term of Office	Expertise (◎ A field for which Outside Officers are particularly expected)							Sustainability
							Corporate Management	Finance & Accounting	Legal Affairs & Risk Management	Industrial Expertise	Overseas Expertise		Area of Expertise	
Tsuneo Wakabayashi	Standing		●	Male	11/11	4 years	●	●	●	●	●	●	General	
Junichi Tada (newly appointed)	Standing			Male	—	—	●	●	●	●		●	General	
Yoshikazu Asakusa	Standing			Male	9/9	1 year			●	●		●	Energy; Life cycle management	
Masao Nomura	Outside Independent		●	Male	11/11	6 years	◎	●	●		●	●	Energy; Human capital	
Chiho Takeda	Outside Independent		●	Female	11/11	3 years			◎			●	D&I; Human rights	
Atsushi Miyanoya	Outside Independent		●	Male	9/9	1 year		●	●	◎		●	Social contribution; Local economies	
Hideyuki Kamijo (newly appointed)	Outside Independent		●	Male	11/11	—	●	◎	●	◎	●	●	Governance	
Shigeru Nishida (newly appointed)	Standing	●		Male	11/11	—		●	●		●	●	Governance	
Hideharu Nagasawa (newly appointed)	Outside Independent	●		Male	11/11	—	◎	●	●		●	●	Governance; Human capital	
Chiharu Odagiri (newly appointed)	Outside Independent	●		Female	—	—		◎	●			●	D&I; Compliance	

Officers that retired at the 102nd Annual General Meeting of Shareholders held on June 20, 2025

Koichi Minami (retired)	Standing		●	Male	11/11	9 years	●	●	●	●		●	General	
Takashi Yoshida (retired)	Outside Independent		●	Male	11/11	8 years		◎	●			●	Compliance	

*In addition to the number of meetings of the Board of Directors listed above, there was one written resolution that was deemed to be a resolution of the Board of Directors in accordance with Article 370 of the Companies Act and the Articles of Incorporation of the Company.

*The above table does not present a complete list of the expertise and experience possessed by each Officer.

*Mr. Tsuneo Wakabayashi served as Outside Director of the Company for one year, followed by his serving as President of the Company for three years.

*Mr. Junichi Tada previously served as Director of the Company for two years.

*Ms. Chiho Takeda served as Outside Audit & Supervisory Board Member of the Company for three years before taking office as Director.

*Mr. Hideyuki Kamijo served as Outside Audit & Supervisory Board Member of the Company for three years before taking office as Director.

*Mr. Shigeru Nishida served as Audit & Supervisory Board Member of the Company for six years and as Director of the Company for four years before taking office as Director who is an Audit & Supervisory Committee Member.

*Mr. Hideharu Nagasawa served as Outside Audit & Supervisory Board Member of the Company for four years before taking office as Director who is an Audit & Supervisory Committee Member.

Attendance rate at Board of Directors meetings and Effectiveness evaluation

With the purpose of ensuring effectiveness in the Board of Directors and enhancing the corporate value, self-assessments have been carried out by the Board of Directors since 2017. In 2025, the Company followed the process shown below to analyze and evaluate the effectiveness of the board, and confirmed that the Board of Directors was being operated appropriately overall.

We will continue to engage in enhancing the function of the Board of Directors by implementing periodic analysis and evaluation of the board's effectiveness.

	2021/3	2022/3	2023/3	2024/3	2025/3
Attendance rate at Board of Directors (%)	100	100	100	98.2	100
Evaluation of the effectiveness of the Board of Directors (times)	1	1	1	1	1

Remuneration to Officers

Remuneration paid to officers in FYE March 2025

(thousand yen)

Classification	Number of members paid	Subtotal by type of remuneration			Total amount of remuneration
		Base remuneration	Performance-linked remuneration	Non-monetary remuneration	
Directors	9 persons	114,900	14,280	36,315	165,495
Outside Directors	5 persons	33,600			33,600
Audit & Supervisory Board Members	3 persons	40,800			40,800
Outside Audit & Supervisory Board Members	2 persons	15,600			15,600

*The total amount of remuneration includes the amount paid to two Directors who retired due to expiration of the term of office at the conclusion of the 101st Annual General Meeting of Shareholders held on June 21, 2024.

*In addition to the above, employee salaries of 21,238 thousand yen were paid to Directors who concurrently serve as employees.

*Officer remuneration shown for the FYE March 2025 is the remuneration for Audit & Supervisory Board Members and Outside Audit & Supervisory Board Members in a company with an Audit & Supervisory Board before the transition to a company with an Audit & Supervisory Committee.

Policy for determining Directors' remuneration (FYE March 2025)

We determine remuneration for Directors in line with the shareholders' interests so that it will serve as an appropriate incentive program leading to a sustainable increase in the shareholder value. As a basic policy, we aim to secure appropriate levels of remuneration for Director, corresponding to the degree of their responsibilities.

The policy for determining the remuneration and the amount of individual remuneration will be resolved by the Board of Directors through the deliberations in the Nomination and Remuneration Committee, whose majority is composed of Independent Outside Directors.






Remuneration system	Executive Directors	The remuneration consists of base remuneration as fixed remuneration, bonuses as performance-linked remuneration, and restricted stock as non-monetary remuneration in line with the shareholders' interest. The Nomination and Remuneration Committee will decide on the ratio of individual remuneration, where the performance-linked remuneration is set higher for the upper ranking positions reflecting the expected roles for achieving the goals of the Long-Term Business Plan.			
	Chairman of the Board	The remuneration consists of the base remuneration as fixed remuneration and restricted stock as non-monetary remuneration as the Chairman will perform the expected role for increasing the shareholder value in the medium to long term, despite being not directly involved in business operations. *The Chairman of the Board retired at the 102nd Annual General Meeting of Shareholders held on June 20, 2025, and a new Chairman has not been appointed.			
	Outside Directors	The Company will pay only the base remuneration to Outside Directors in consideration of their duties.			
	Remuneration composition *In the case of the performance indicators achieved at 100%	President (President and Chief Executive Officer)	60%	20%	20%
	Chairman of the Board	60%	40%		
	Outside Directors	100%			
				■ Base remuneration ■ Bonuses (performance-linked remuneration) ■ Restricted stock	
Remuneration amount	Base remuneration	It is provided as fixed remuneration monthly. The amount is determined based on the Company's performance, individual's duties, abilities, and the degree of contribution to the Company's sustainable growth in a comprehensive manner.			
	Bonuses (performance-linked remuneration)	It is provided as cash remuneration reflecting the performance indicators, and is provided at a certain time each year. The indicators used to calculate performance-linked remuneration are the degree of achievement of "business profit before depreciation and amortization" and "Initiatives on sustainability," as set forth as targets in the Long-Term Business Plan, and also achievement of "ROE," which has been included beginning in the fiscal year ended March 2025, and these are comprehensively taken into consideration in the calculation, in order to realize sustainable enhancement of corporate value and to expand the scale of the Company and create new profit model through portfolio expansion.			
	Short-term incentive	(Reference) Actual business profit before depreciation and amortization and the target for the final fiscal year of the Long-Term Business Plan (million yen)			
		2023/3	2024/3	2025/3	2033/3 (target)
		9,194	9,128	9,099	18,000
	Restricted stock	It is granted in the form of stock compensation linked to the shareholder value. The number of shares given at a certain time each year will be calculated based on the duties and abilities of the Chairman of the Board and Executive Directors, along with their contributions to the Company's sustainable growth in a comprehensive manner.			
	Medium- to long-term incentive				
Determining method	For determining the amount of individual remuneration, the President prepares the remuneration plan, and the Board of Directors reviews and determines the amount, based on the results of deliberations in the Nomination and Remuneration Committee. In addition, the Board of Directors will also determine the number of restricted shares allotted to individual Directors, based on the results of deliberations in the Nomination and Remuneration Committee.				

■ Base remuneration
■ Bonuses
(performance-linked remuneration)
■ Restricted stock

(Reference) Actual business profit before depreciation and amortization and the target for the final fiscal year of the Long-Term Business Plan (million yen)

2023/3	2024/3	2025/3	2033/3 (target)
9,194	9,128	9,099	18,000

Summary of Boards, Meetings, and Committees

Name	Chairperson	Summary	Number of meetings held FYE March 2025
Board of Directors	 President and Chief Executive Officer	As a general rule, the board holds a meeting once a month to determine important matters on the management and supervise the status of execution of duties.	11 times
Audit & Supervisory Committee	 Audit & Supervisory Committee Member (Standing)	The committee audits the Directors' execution of duties and the Company's internal control system, and receives reports from the Independent Accounting Auditor on matters including the quarterly financial results and the year-end audit report.	12 times
Management Meeting	 President and Chief Executive Officer	The standing officers and general managers in charge of each department attend this meeting to report and review the status and plans of such operation under the basic policy determined by the Board of Directors.	11 times
Nomination and Remuneration Committee	 Outside Director	The committee deliberates on personnel matters, including the election and dismissal of the management team. Matters such as compensation for the management team are also deliberated. The chairperson and the majority of the committee members are Independent Outside Directors.	4 times
Sustainability Committee	 President and Chief Executive Officer	The committee, which is chaired by the President, consists of members of the Sustainability Promotion Group and members appointed by each department. It convenes regularly and reports on its activities to the Management Meeting and the Board of Directors if necessary.	5 times
Compliance Committee	Executive Officer in Charge	The committee, which is an organization under the direct control of the President, consists of a chairperson and several members selected from various departments. It convenes regularly and reports on its activities to the President, as well as the Management Meeting and the Board of Directors if necessary.	4 times
Risk Management Committee	Executive Officer in Charge	The committee, which is an organization under the direct control of the President, consists of a chairperson and several members selected from various departments. It convenes regularly and reports on its activities to the President, as well as the Management Meeting and the Board of Directors if necessary.	5 times

*The number of meetings of the Audit & Supervisory Committee is the number of meetings of the Audit & Supervisory Board before the transition.

*In addition to the number of meetings of the Board of Directors listed above, there was one written resolution that was deemed to be a resolution of the Board of Directors in accordance with Article 370 of the Companies Act and the Articles of Incorporation of the Company.

*In addition to the number of meetings of the Nomination and Remuneration Committee listed above, there was one written resolution.

Cross-Shareholdings

We will not have any cross-shareholdings that are not expected to support the Company's sustainable growth and medium to long term enhancement of corporate value. Every year, the Board of Directors will examine the validity of cross-shareholdings in terms of the quantitative perspectives, such as whether dividends and rental income are commensurate with cost of capital, and the qualitative perspectives found in business relations.

On the other hand, we announced a target to reduce the ratio of cross-shareholdings to net assets from 16.6% at the end of March 2024 to 10% or less by Phase I (through the FYE March 2028). Going forward, we will proceed with the sale of them to a certain extent in order to achieve the target based on the results of the examination of the validity of cross-shareholdings at the Board of Directors meeting.

As of March 31, 2025, we own 24 listed stocks and seven unlisted stocks. We have divested all shares of nine stocks we had owned as part of our cross-shareholdings policy, also sold part of the shares of three stocks, since 2015 when Japan's corporate governance code was enacted. The total amount of sales during this period was 13.3 billion yen.

		2021/3	2022/3	2023/3	2024/3	2025/3
Amount recorded on year-end balance sheet (million yen)		11,910	9,775	9,607	12,449	11,467
Amount sold during the fiscal year (million yen)		6,530	2,468	1,087	297	1,602
Ratio of cross-held shares to net assets (%)		17.0	13.9	13.6	16.6	15.0
Number of stocks cross-held	Listed	27	26	26	25	24
	Unlisted	8	8	7	7	7

The operational status of corporate governance related to climate change

(times)

	2021/3	2022/3	2023/3	2024/3	2025/3
Number of times the Sustainability Committee engaged in climate change monitoring	0	0	1	1	1
Number of reported times by the Sustainability Committee to the Board of Directors	1	1	2	7	5

(Note) The Sustainability Committee was launched in FYE March 2021.

(Note) In November 2022, we announced our support for the recommendations of TCFD and have strengthened our corporate governance related to climate change.

Information security

	2021/3	2022/3	2023/3	2024/3	2025/3
Number of information security training conducted (times)	0	0	1	1	1
Number of major information security accidents (times)	0	0	0	0	0

Compliance

	2021/3	2022/3	2023/3	2024/3	2025/3
Number of compliance training conducted (times)	3	3	3	3	3
Number of consultations with In-House Contacts	Number of Harassment related consultations	1	0	0	0
	Number of other consultations	0	0	0	0
Political contributions	0	0	0	0	0
Number of Violations of environmental laws and regulations, payment of fines (yen)	0	0	0	0	0
Violations of environmental laws and regulations*payment of fines (yen)	0	0	0	0	0
Expenses for corruption related fines, penalties or legal settlements	0	0	0	0	0
Number of employee reprimands or dismissals due to actual or suspected corruption (times)	0	0	0	0	0

Tax payments by country

(million yen)

	2021/3	2022/3	2023/3	2024/3	2025/3
Japan	3,933	2,477	1,737	1,809	2,022
Total	3,933	2,477	1,737	1,809	2,022

Scope of aggregation: Consolidated (Keihanshin Building Co., Ltd. and subsidiaries)

Keihanshin Building America Co., Ltd. has been added in FYE March 2025.

(Note) Total corporate income taxes, etc.