

TOC Sustainability Report 2025



TOC Co., Ltd.

7-22-17 Nishi Gotanda, Shinagawa-ku, Tokyo, Japan

<https://www.toc.co.jp/toc/ir-new/>



● Editorial policy

This report aims to clearly communicate our sustainability initiatives to various stakeholders.

Based on the four newly established materiality themes, we report on our Group's efforts to address the key issues identified for each theme.

Through this report, we hope you will gain an understanding of our Group's activities and direction, and we will continue to use it as a communication tool with stakeholders, referring to your feedback to make ongoing improvements.

Our sustainability initiatives are also reported on our company website.

● Other related information

Financial results briefing, securities reporting

● Reporting period

FY2024 (April 2024 to March 2025) and also includes some information for FY2025.

● Reporting scope

The reporting scope covers our company and our Group.

For matters with a different reporting scope, the applicable scope is clearly stated.

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Providing Safe and Secure Spaces

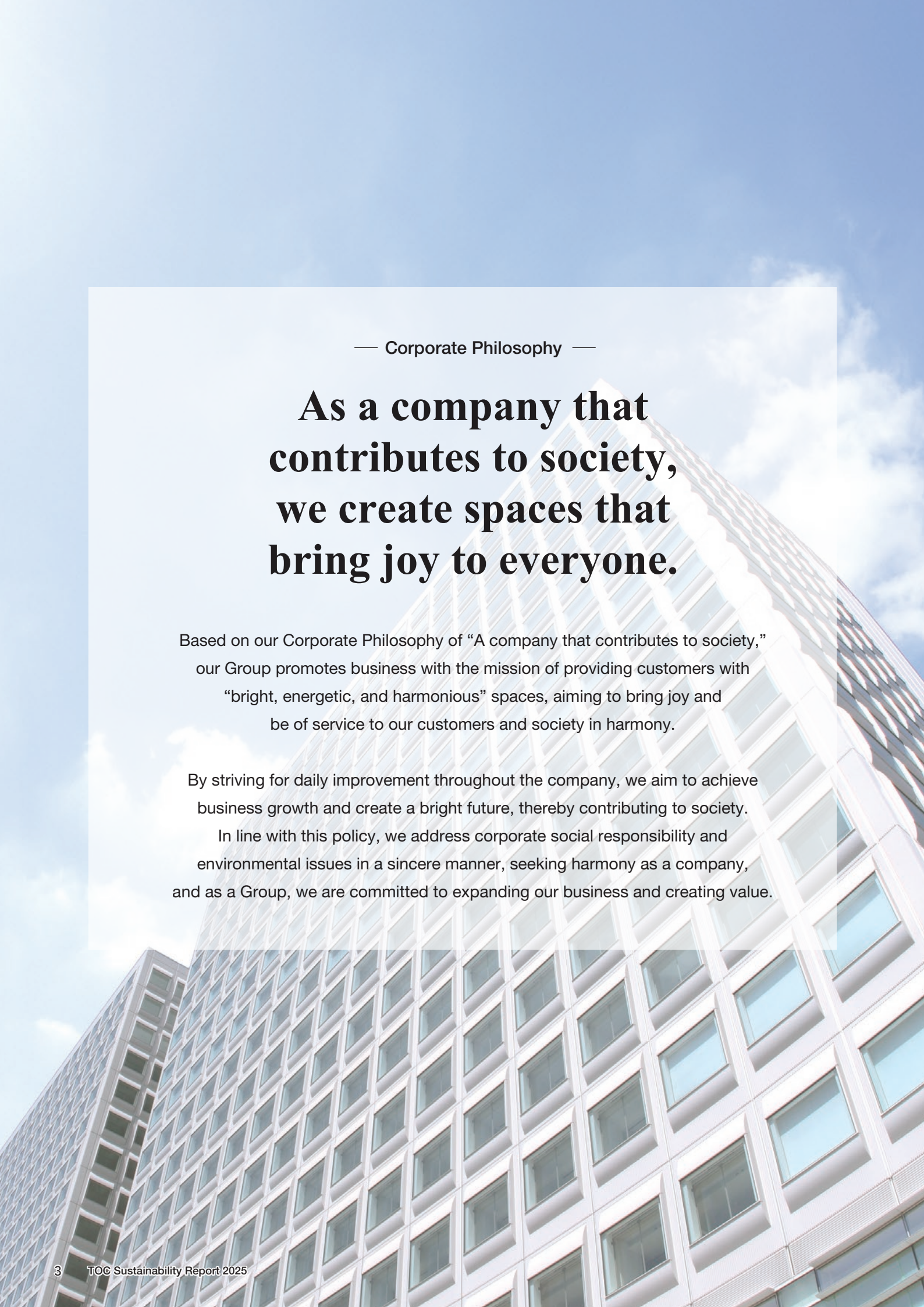
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— Corporate Philosophy —

As a company that contributes to society, we create spaces that bring joy to everyone.

Based on our Corporate Philosophy of “A company that contributes to society,” our Group promotes business with the mission of providing customers with “bright, energetic, and harmonious” spaces, aiming to bring joy and be of service to our customers and society in harmony.

By striving for daily improvement throughout the company, we aim to achieve business growth and create a bright future, thereby contributing to society.

In line with this policy, we address corporate social responsibility and environmental issues in a sincere manner, seeking harmony as a company, and as a Group, we are committed to expanding our business and creating value.

Practicing Sustainable Management We will continue to be “A company that contributes to society”



Takuo Otani

TOC Co., Ltd.
President & CEO

Our company began with the opening of the comprehensive distribution center “TOC Building” in 1970, and for over half a century, we have steadily developed our urban development business, consistently handling everything from planning to development and operation, mainly in the Tokyo metropolitan area.

Our Corporate Philosophy is “As a company that contributes to society, we create spaces that bring joy to everyone.” Through our real estate business, we provide “bright, energetic, and harmonious” spaces, viewing the challenge of solving social issues as a business opportunity. By practicing management that emphasizes sustainability, we will achieve sustainable growth together with our stakeholders.

Based on this approach, our Group has established 10 materiality items under the following four themes to achieve our goal of continuing to be “A company that contributes to society.”

Providing bright, vibrant, and relaxing spaces
Providing environmentally conscious spaces
Providing workplaces where employees can thrive
Providing safe and secure spaces

We present the status of our initiatives for each theme from last fiscal year.

Providing bright, vibrant, and relaxing “spaces”
The TOC Building, which had been temporarily closed, gradually reopened since September 2024. We are working to provide a pleasant space for visitors and tenants by renovating and updating various facilities.

Meanwhile, ASAKUSA ROX welcomed more visitors than pre-pandemic levels. Based on the results of our Customer Satisfaction Survey, we will continue to strive to provide spaces with even higher satisfaction.

Providing environmentally conscious “spaces”
TOC Ariake received the DBJ Green Building Certificate as a building that “gives proper care to environment and society.” We will continue to pursue environmental certification for newly acquired properties. In responding to climate

change, we are promoting the use of non-fossil fuels toward carbon neutrality by 2050, in accordance with the Tokyo Metropolitan Global Warming Countermeasures Reporting Program, and working to introduce energy-saving equipment to reduce usage.

Providing “workplaces” where employees can thrive
To achieve a rewarding workplace environment, we have begun reviewing our personnel system based on dialogue with each employee. We are also actively promoting diverse work styles that support work-life balance.

Providing safe and secure “spaces”
Our top priority is ensuring customer safety from natural and human-made disasters, and we strive to support and contribute to the local community during disasters. At the TOC Building, we are conducting seismic reinforcement work to raise the safety evaluation based on the results of the seismic diagnosis under the Act on Promotion of Seismic Retrofitting of Buildings from II to III, with a progress rate of 71% as of the end of September. We have also completely revised the manuals used during disasters.

We continue to focus on providing safe and secure spaces.

To steadily advance these sustainability initiatives, we set quantitative KPIs for each materiality item and continue to evaluate annual progress.

In addition, taking changes in social structure, market demands, and shifts in stakeholder awareness regarding corporate management into consideration, we are continuously reviewing and strengthening governance to enhance the soundness, transparency, and efficiency of management.

Our Group fulfills its responsibilities and creates shared value with all stakeholders—society, customers, business partners, employees, local communities, shareholders, and investors—while achieving continuous growth in corporate value.

We appreciate your continued understanding and support for our Group.

About TOC

History

November 1911	Established former Hoshi Pharmaceutical Co., Ltd.
April 1926	Established Hoshi Pharmaceutical Co., Ltd. for the purpose of manufacturing and selling pharmaceuticals.
July 1967	Established Tokyo Wholesale Center Co., Ltd. for the purpose of real estate business.
March 1970	Opened “TOC Building” in Nishi-Gotanda, Shinagawa-ku, Tokyo.
April 1982	Hoshi Pharmaceutical Co., Ltd. merged with Tokyo Wholesale Center Co., Ltd., inheriting the real estate business. Changed company name to TOC Co., Ltd.
January 1983	Opened “TOC Front Building” in Nishi-Gotanda, Shinagawa-ku, Tokyo.
March 1983	Established TO Linen Supply Co., Ltd. (Consolidated Subsidiary) for the purpose of linen supply.
December 1983	Listed on the Second Section of the Tokyo Stock Exchange Market.
August 1986	Opened commercial building “ROX” in Asakusa, Taito-ku, Tokyo.
September 1986	Listed on the First Section of the Tokyo Stock Exchange Market.
January 1987	Osaki, Shinagawa-ku, Tokyo Opened “TOC Ohsaki Building” as an office building and “New Otani Inn Tokyo” as a hotel building within Ohsaki New City.
September 1987	Opened “5th TOC Building” in Nishi-Gotanda, Shinagawa-ku, Tokyo.
April 1990	Opened “ROX-2” (adjacent to ROX) in Asakusa, Taito-ku, Tokyo.
August 1995	Opened “ROX-3” (adjacent to ROX) in Asakusa, Taito-ku, Tokyo.

July 1998	Opened “ROX DOME” (adjacent to ROX-3) in Asakusa, Taito-ku, Tokyo.
September 2004	Rebuilt “ROX-2” and reopened as “ROX2G.”
August 2006	Opened “TOC Ariake” in Ariake, Koto-ku, Tokyo.
March 2009	Established TOR Asset Investment Co., Ltd. for the purpose of owning Commercial Facilities. Inherited four buildings related to ASAKUSA ROX: “ROX,” “ROX2G,” “ROX-3,” and “ROX DOME.”
August 2009	Established TOC Direction Co., Ltd. for Commercial Facilities operation and TOL Commercial Direction Co., Ltd. (now TOLCD Co., Ltd.) for Commercial Facilities sales.
January 2010	TOLCD Co., Ltd. TOL Commercial Direction (now TOLCD Co., Ltd. TOLCD) absorbed the spa facility business and sports club business.
March 2010	Opened the “TOC Minato Mirai” commercial complex facility in Naka-ku, Yokohama City, Kanagawa Prefecture.
March 2015	Rebuilt “ROX-3” and reopened as “ROX•3G.”
January 2016	Opened “TOC Gotanda Messe” in Nishi-Gotanda, Shinagawa-ku, Tokyo.
May 2017	Transferred the “TOC Minato Mirai” commercial complex facility in Naka-ku, Yokohama City, Kanagawa Prefecture.
April 2022	Transitioned from the First Section to the Standard Market due to the revision of the Tokyo Stock Exchange’s market segments.
May 2022	Closed “TOC Gotanda Messe.”

Major Properties Owned



TOC Building

Location	7-22-17 Nishi Gotanda, Shinagawa-ku, Tokyo, Japan
Opening date	March 2, 1970
Site area	21,522.23 m ²
Building area	15,594.80 m ²
Total floor area	174,013.32 m ²



ROX

Location	1-25-15 Asakusa, Taito-ku, Tokyo, Japan
Opening date	August 30, 1986
Site area	4,239.14 m ²
Building area	3,403.88 m ²
Total floor area	36,498.84 m ²



Osaki New City

[Building No. 1]	
Location	Osaki, Shinagawa-ku, Tokyo 1-6-1
Opening date	January 9, 1987
Total floor area	27,592.87 m ² (Including 4,053.37 m ² of shared ownership)
[Building No. 2]	
Location	1-6-1 Osaki, Shinagawa-ku, Tokyo, Japan
Opening date	January 9, 1987
Total floor area	21,262.56 m ² (Including 3,113.97 m ² of shared ownership)

TOC Front Building

Location	7-22-17 Nishi Gotanda, Shinagawa-ku, Tokyo, Japan
Opening date	January 8, 1983
Site area	Within the TOC Building premises
Building area	1,862.06 m ²
Total floor area	4,428.79 m ²

2nd TOC Building

Location	7-21-11 Nishi Gotanda, Shinagawa-ku, Tokyo, Japan
Opening date	October 2, 1976
Site area	1,643.99 m ²
Building area	1,271.58 m ²
Total floor area	12,741.02 m ²

3rd TOC Building

Location	7-23-1 Nishi Gotanda, Shinagawa-ku, Tokyo, Japan
Opening date	January 8, 1971
Site area	1,044.88 m ²
Building area	821.46 m ²
Total floor area	7,979.56 m ²



ROX•3G

Location	1-26-5 Asakusa, Taito-ku, Tokyo, Japan
Opening date	March 20, 2015
Site area	2,175.30 m ²
Building area	2,007.75 m ²
Total floor area	10,716.31 m ²



TOC Ariake

Location	3-5-7 Ariake, Koto-ku, Tokyo, Japan
Opening date	August 25, 2006
Site area	18,088.47 m ²
Building area	12,396.55 m ²
Total floor area	112,006.74 m ²

5th TOC Building

Location	7-21-1 Nishi Gotanda, Shinagawa-ku, Tokyo, Japan
Opening date	September 1, 1987
Site area	636.92 m ²
Building area	513.99 m ²
Total floor area	4,456.90 m ²

TOC ANNEX

Location	7-9-4 Nishi Gotanda, Shinagawa-ku, Tokyo, Japan
Acquisition date	October 17, 2019
Site area	234.71 m ²
Building area	184.29 m ²
Total floor area	1,588.44 m ²

ROX2G

Location	1-24-1 Asakusa, Taito-ku, Tokyo, Japan
Opening date	September 27, 2004
Site area	529.51 m ²
Building area	408.94 m ²
Total floor area	1,445.36 m ²

ROX DOME

Location	1-27-5 Asakusa, Taito-ku, Tokyo, Japan
Opening date	July 25, 1998
Site area	956.92 m ²
Building area	677.62 m ²
Total floor area	1,293.76 m ²

TOC Ryogoku Building

Location	2-10-5 Ryogoku, Sumida-ku, Tokyo, Japan
Opening date	October 1, 1981
Site area	307.06 m ²
Building area	254.35 m ²
Total floor area	2,020.14 m ²

Philosophy System

Based on our Corporate Philosophy, we strive to solve social issues through our business activities, working toward achieving a safe, secure, and sustainable society, as well as continuously enhancing corporate value.

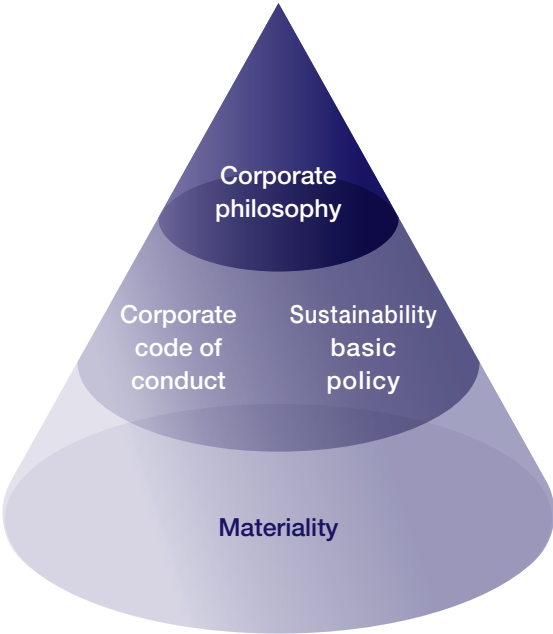
Corporate philosophy

Based on our Corporate Philosophy of “A company that contributes to society,” our Group promotes business with the mission of providing customers with “bright, energetic, and harmonious” spaces, aiming to bring joy and be of service to our customers and society in harmony.

Corporate code of conduct

Our Corporate Code of Conduct is established as follows.

- 1. Social responsibility and public mission
Based on our Corporate Philosophy of “A company that contributes to society,” we are always conscious of the weight of Social Responsibility and Public Mission, and strive to create corporate value by addressing social issues. We maintain close communication with society and act in harmony with society as a company.
- 2. Customer first
We put our customers first and provide a “bright, energetic, and friendly” environment.
- 3. Compliance with laws and regulations
In all areas of corporate activity, we comply with laws and regulations and conduct ourselves with sound judgment in accordance with social ethics.
- 4. Respect for human rights
We respect the human rights of all individuals and eliminate discrimination based on race, ethnicity, religion, nationality, social status, gender, age, or disability.
- 5. Environmental initiatives
We engage in corporate activities that contribute to decarbonization and a circular society, helping to build a sustainable society where the environment and economy are in harmony, while also considering biodiversity conservation.
- 6. Improvement of employee working environment
We respect the diversity, character, and individuality of employees, ensure fair treatment, and create a safe and comfortable workplace environment where everyone can demonstrate their abilities and vitality.
- 7. Gaining trust from customers and consumers
We provide products and services that meet the needs of customers and consumers, along with accurate information about them, and appropriately protect and manage customer information. We sincerely listen to the voices of customers and consumers, respond appropriately, and earn their trust.
- 8. Mutual growth with business partners
We build business relationships based on fair rules, establish trust with business partners through smooth communication, and aim for mutual development.
- 9. Coexistence with local communities
We actively participate and cooperate in activities that contribute to the healthy development of the community and a comfortable, safe, and secure life, aiming for coexistence with local communities.
- 10. Understanding and support of shareholders and investors
We gain the understanding and support of shareholders and providers of business funds through fair and highly transparent corporate management. We accurately grasp capital costs and capital profitability, and, in light of evaluations in the stock market, implement initiatives such as policy formulation for improvement and review of the business portfolio.



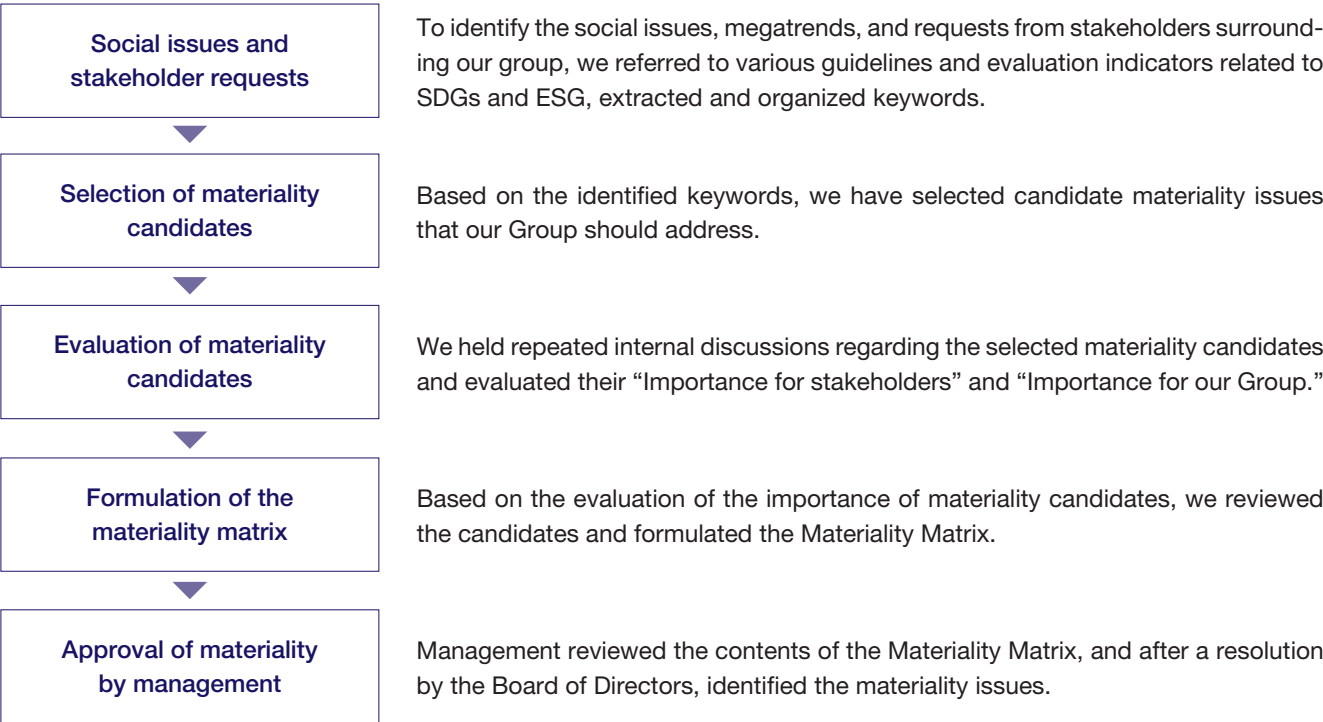
- 11. Sound relationship with political and administrative bodies
We maintain sound and transparent relationships with politics and administration, eliminate collusion, and act fairly.
- 12. Response to antisocial forces
We deal resolutely with antisocial forces and organizations that threaten social order and safety, and sever all ties with them.

Sustainability basic policy

Based on our Corporate Philosophy of “A company that contributes to society,” we achieve harmony with local communities by providing a “bright, energetic, and friendly” environment, and contribute to achieving a sustainable society by solving environmental and social issues through close communication and collaborative activities with stakeholders.

- 1. We recognize addressing environmental issues such as climate change and environmental conservation as key management challenges, and, in line with our Corporate Philosophy of “A company that contributes to society,” actively tackle global environmental issues and measures against large-scale natural disasters.
- 2. We regard respect for human rights as one of the key issues for business continuity, achieve a diverse, safe, and comfortable workplace environment, and consider work-life balance.
- 3. We strive to provide safe and secure products and services, conduct fair and proper transactions with business partners, and aim to mutually enhance corporate value by addressing issues in the supply chain.
- 4. We contribute to the sustainable growth and development of the region’s society and economy, and aim for coexistence with local communities through the development of environmentally conscious infrastructure and enhancement of living foundations.
- 5. To enhance corporate value, we prioritize securing soundness, transparency, and efficiency in management, and strive to build the optimal Governance system. We promote collaboration with stakeholders, not only comply with laws and social norms, but also act based on our Corporate Philosophy, and strive for prompt and accurate information disclosure.

Materiality (specific process)



Materiality & KPIs

We mapped issues of high importance to both our Group and stakeholders in the matrix and identified the materiality (most important issues). To continue being “A company that contributes to society,” which our Group aims for, we have established 10 materiality issues under 4 themes as guidelines for our sustainability initiatives.

For our initiatives regarding materiality, we have established goals and indicators to evaluate their outcomes (KPI: Key Performance Indicator). By managing the progress of KPIs, we will steadily promote each action plan and strive to achieve a sustainable society and maintain and enhance the value of our Group companies.

Initiatives and KPIs for achieving materiality

Theme	Materiality	Initiatives	
		Item	Immediate initiatives / KPI
Providing bright, vibrant, and relaxing spaces	Providing spaces that create new value We respond to diverse needs in office, commercial facilities, and event businesses, providing communication spaces that create new value.	Improvement of customer satisfaction	[KPI] Office [TOC Ariake], Commercial [ASAKUSA ROX] Ensure an overall rating of 3.75 points in each Customer Satisfaction Survey
		Strengthening customer attraction to commercial facilities	[KPI] Number of visitors to commercial facilities
	Promoting collaborative activities for regional development Supporting academic and educational activities We promote collaborative activities that contribute to regional development and earn support from local communities through hosting regional events and providing venues. We advance support for academic development and educational activities.	Implementation of regional collaborative activities	[KPI] Regional collaborative events: 4 times/year * Events in which our company participates through sponsorship or venue provision
Providing environmentally conscious spaces	Responding to climate change We address issues such as climate change and contribute to achieving a decarbonized society.	Reduction of greenhouse gas (GHG) emissions	[KPI] Greenhouse Gas emissions for SCOPE 1 + 2 [Immediate Initiatives] In accordance with the Tokyo Metropolitan Global Warming Countermeasures Reporting Program, our goal for the period from FY2025 to FY2029 is to reduce Greenhouse Gas emissions by 50% compared to FY2000
		Acquisition of certifications for owned business real estate	[Immediate Initiatives] Utilize certifications for newly invested properties
	Promoting resource conservation and recycling We actively work on effective use of resources, reduction of water usage, and suppression of waste emissions, contributing to achieving a circular society.	Improvement of waste recycling rate	[KPI] Waste recycling rate of 70% or higher for waste generated from our main buildings
Providing workplaces where employees can thrive	Creating a fulfilling work environment We achieve a system that enables flexible work styles suited to each employee’s life stage and promote work-life balance.	Improvement of employee satisfaction	[KPI] Average score of 3.75 points or higher in Employee Satisfaction Survey
		Male and female childcare leave acquisition rate	[KPI] Childcare Leave Acquisition Rate: 100% for both men and women
	Respect for human rights We promote the creation of a healthy and comfortable workplace by recognizing the individuality and diversity of colleagues and eliminating harassment.	Continuous implementation of human rights education and training	[KPI] 100% participation rate in human rights training
	Enhancement of training and education programs We aim to further enhance our educational system to achieve an organizational culture where diverse talent can demonstrate their abilities and take on new challenges.	Enhancement of employee training	[KPI] Annual training cost per person to be 70,000 yen or more
	Promoting diversity & inclusion We foster a fair culture that respects various forms of diversity, where everyone has opportunities and can expect personal growth and contribution through equal communication.	Increase ratio of female managers	[KPI] Increase the ratio of female managers to 20% or more by 2030
		Correction of gender wage gap	[Immediate Initiatives] Strive to eliminate the gap by increasing the ratio of female managers, etc.
Providing safe and secure spaces	Disaster response We establish systems to protect customers and communities from natural and human-made disasters.	Regular implementation of fire and disaster prevention drills	[KPI] Twice a year at each building
	Providing safe and reliable products and services We practice the concept of customer first, and in addition to providing safety and security, we offer products and services with high added value that are always in demand.	Prevention of major quality incidents	[KPI] Zero Major Quality Incidents

Providing Bright, Vibrant, and Relaxing Spaces

We respond to diverse needs in office, commercial facilities, and event businesses, providing communication spaces that create new value.

Providing Spaces that Create New Value

Improving customer satisfaction

We operate facilities that can accommodate a wide range of business scenarios, regardless of company size.

To meet the needs of our tenants and provide a comfortable working environment, we conduct Customer Satisfaction Surveys targeting office and commercial tenants. In FY2024, office tenants (TOC Ariake) gave an overall rating of 3.65 points, and commercial tenants (ASAKUSA ROX) gave an overall rating of 3.92 points (with a maximum score of 5).

Based on the survey results, we will continue to improve our facilities to provide a workplace where tenants can work more comfortably and with higher satisfaction.

Regarding KPIs, we will strive to achieve an overall rating of 3.75 points or higher for each.

A space where new business opportunities are born



A space to relax both mind and body



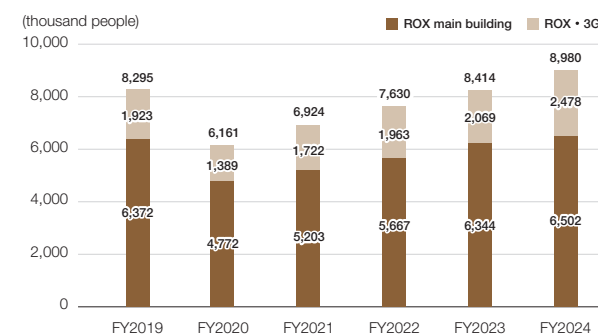
ASAKUSA ROX Matsuri-yu

Strengthening customer attraction to commercial facilities

At our commercial facilities ROX and ROX・3G, we conduct visitor count surveys. In FY2024, the number of visitors exceeded pre-pandemic levels.

We utilize these survey results to consider store layouts and sales promotion activities, further enhancing our ability to attract customers.

ROX visitor numbers



(Note) Figures are based on visitor counters at ROX Main Building and ROX・3G.

A space that nurtures daily vitality



ROX Fitness Club begin



ROX・3G Super Multi Court

Promoting Collaborative Activities for Regional Development Supporting Academic and Educational Activities

We promote collaborative activities that contribute to regional development through participation in local events and providing venues.

We also support various organizations to contribute to the advancement of academia and educational activities.

For KPIs, our goal is to hold four or more regional collaborative events per year.

Contribution to regional development

Participation in Asakusa Sanja Festival

The Sanja Festival is one of Japan's representative festivals. Our group helps enliven the festival together with local residents through our support activities.



TOC Gotanda Toku-no-ichi event

A building-wide sale held at the TOC Building. During the Toku-no-ichi period, even tenants who usually only conduct wholesale sales offer retail sales, attracting many customers to the facility.



Sponsorship of the SHINAGAWA BOUSAI Jr. PROJECT

The "SHINAGAWA BOUSAI Jr PROJECT" is a new disaster prevention education initiative that started in Shinagawa Ward in FY2025, aimed at helping junior high school students develop the ability to protect themselves, their families, and their communities. Through this project, we aim for students to proactively learn about disaster prevention and raise disaster awareness throughout the community.

We sponsor this project and support the promotion of disaster-resilient community development through collaboration among educational institutions, government, and local businesses.



Support for educational activities

ROX☆KIDS painting & illustration contest

A painting contest hosted by our group for children in elementary school and younger. Our group also supports the growth of children who will shape the future.



Joint research with Hoshi University

We conduct joint research on Kumazasa and provide scholarships to graduate students, striving to foster talent that will contribute to future social development.



Academic support for College of Industrial Technology, Nihon University

To support research on energy saving in buildings, we analyze data to aid the development of new technologies.



Providing Environmentally Conscious Spaces

We address issues such as climate change and contribute to achieving a decarbonized society.

Responding to Climate Change

Basic policy

We recognize addressing environmental issues such as climate change, resource problems, and environmental conservation as key management challenges. In line with our Corporate Philosophy of “A company that contributes to society,” we comply with environmental laws and regulations and actively engage in tackling global environmental issues and disaster prevention against large-scale natural disasters.

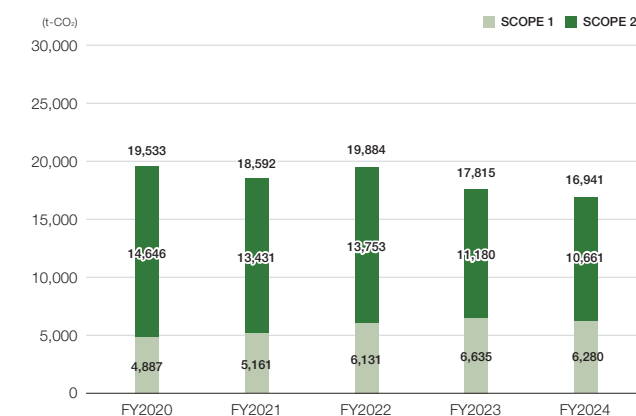
1. Through initiatives such as decarbonization, resource conservation, energy saving, and waste reduction, we contribute to global warming countermeasures and achieving a circular society.
2. We apply knowledge of natural disasters and disaster prevention/mitigation to facility management and service provision, promoting the development of disaster-resilient cities (facilities) by ensuring safety and security before and after disasters.

Measures against climate change

We appropriately monitor and manage greenhouse gas emissions and energy consumption associated with our core real estate business, and through various initiatives, promote greenhouse gas emission reduction, efficient energy use, and the adoption of renewable energy, thereby advancing measures against climate change.

We are implementing initiatives such as reducing thermal energy sources during intermediate seasons using hybrid fan coils and thermal storage tanks, and adopting lithium-ion batteries as emergency power generators.

Greenhouse gas Scope 1+2



Introduction of environmentally friendly lithium-ion batteries

Initiatives toward carbon neutrality

At our group's major buildings, in accordance with the Tokyo Metropolitan Global Warming Countermeasures Reporting Program, we are working to achieve a 50% reduction in greenhouse gas emissions compared to 2000 levels between FY2025 and 2029. We will increase the non-fossil fuel ratio of the electricity we use and introduce energy-saving equipment to reduce usage, thereby promoting efforts to reduce greenhouse gas emissions.



TOC Building entrance with LED lighting installed

Initiatives to obtain environmental certification for company-owned properties

In order to promote business activities that give proper care to environment and society, we have obtained the DBJ Green Building Certificate for TOC Ariake. We will continue to consider utilizing this certification for future new investments.



DBJ Green Building
2024

DBJ Green Building Certification

The DBJ (Development Bank of Japan) has certified our building under the “DBJ Green Building Certificate,” which recognizes real estate that gives proper care to environment and society, as a building that gives exceptionally proper care to environment and society.



Promoting Resource Conservation and Recycling

We are actively working on the effective use of resources, reducing water usage, and suppressing waste emissions, thereby contributing to achieving a circular society.

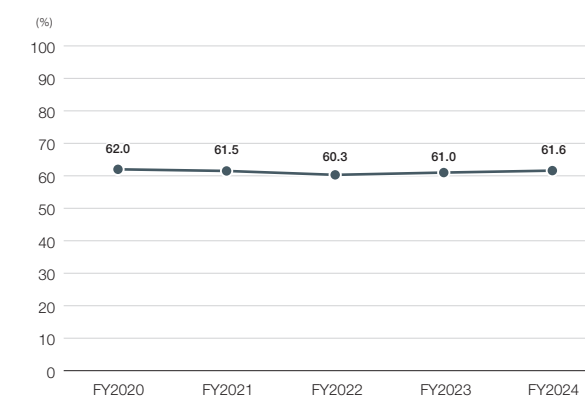
Reduction of waste disposal volume

Through initiatives such as the long-term and careful use of various facilities and equipment, as well as various recycling efforts, we strive to reduce waste disposal volume and lower the life cycle cost of facilities, working toward resource conservation.

In the Real Estate Development Business, we collaborate with design and construction companies to address environmental issues appropriately, promoting initiatives throughout the entire supply chain.

The recycling rate of waste at our major facilities (Gotanda, Asakusa, Ariake) is shown in the graph below.

Recycling rate (including tenant-generated waste)



Note: Recycling rate of waste at our major facilities (Gotanda, Asakusa, Ariake)

Initiatives for water resources

We appropriately monitor and manage water usage, and at some facilities, we promote the efficient use of water resources through measures such as the adoption of water-saving equipment and the installation of systems that reuse rainwater and gray water for toilet flushing.

Waste separation and collection in major properties owned

We conduct waste separation and collection within our facilities.



In addition, for collected waste, we process Styrofoam using the Styrofoam Post, working to reduce environmental impact.

By volume-reducing processing with the Styrofoam Post, we are able to reduce transportation costs, fuel consumption, and CO₂ emissions, and by utilizing it as recycled plastic material, we achieve resource circulation.



Styrofoam Post
(before Processing)



Styrofoam Post
(after Processing)

Providing Workplaces Where Employees Can Thrive

We regard respect for human rights as one of the important issues for business continuity, and strive to create a safe and comfortable workplace environment with diversity, giving consideration to work-life balance.

Basic policy on society (human rights and labor)

We regard respect for human rights as one of the important issues for business continuity and comply with laws and regulations related to workers' human rights.

1. We respect the human rights of employees and ensure a workplace environment free from discrimination and various forms of harassment, where diverse work styles that allow for work-life balance are possible.
2. We promote operational efficiency, strive to reduce overtime work, enhance employee health, and work to maintain a safe workplace environment.
3. All forms of forced labor and child labor are prohibited throughout the entire supply chain.

Creating a Fulfilling Work Environment

Our group promotes the creation of a healthy and safe workplace environment in collaboration with the Health Committee, Industrial Physician, and Health Insurance Society, and implements initiatives such as health checkups, industrial physician interviews, and stress checks. We also request that partner companies and others implement initiatives for the health and safety of their employees.

Since FY2023, we have conducted an Employee Satisfaction Survey, and the average score for FY2024 was 3.13 out of 5 points. Based on these results, we have decided to establish regular HR interviews with the head of the HR department from FY2025 so that employees can envision their own career paths.

We will continue to strive for improvement to achieve the average score of 3.75 or higher, which was set as a target for FY2023.

Regarding diverse work styles that allow for work-life balance, we continuously enhance support for childcare (childcare leave, shortened working hours, exemption from overtime work, congratulatory money), nursing care support (nursing care leave, shortened working hours, exemption from overtime work), and employee benefits (flextime system, telework, summer vacation, refresh leave, paid leave carryover system, and half-day leave system). We will continue to encourage both men and women to take childcare leave, aiming for a 100% acquisition rate as a KPI.

Respect for Human Rights

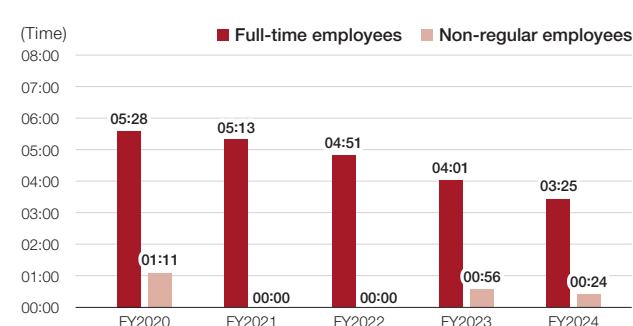
In accordance with our "Human Rights Policy and Labor Policy," our group respects the human rights of employees and strives to create a better workplace environment by maintaining a safe workplace and preventing overwork and occupational accidents. We have set the participation rate in human rights training as a KPI, with a target of 100% participation.

Childcare leave acquisition rate

		Number of male employees acquired	Number of female employees acquired	Total number acquired
FY2020	Number of people	No applicable persons	1	1
	Acquisition rate	100%	100%	100%
FY2021	Number of people	1	2	3
	Acquisition rate	100%	100%	100%
FY2022	Number of people	No applicable persons	1	1
	Acquisition rate	100%	100%	100%
FY2023	Number of people	2	1	3
	Acquisition rate	100%	100%	100%
FY2024	Number of people	1	1	2
	Acquisition rate	100%	100%	100%

Note: Includes employees seconded from our company

Statutory overtime work (monthly)



Note: Does not include employees seconded from our company

Enhancement of Training and Education Programs

Regarding development, we provide equal opportunities for skill development and career advancement to all human resources, thereby enhancing employee engagement and fostering personnel with a strong desire for growth and initiative.

Specifically, we focus on initiatives such as job rotation, where employees experience multiple departments every few years after joining, on-the-job training to acquire real estate knowledge, and continuous development of skills necessary for business execution. We also provide support for external seminars and training for obtaining useful qualifications for work, from new employee training to management training tailored to career plans, and have set an annual target of 70,000 yen or more per person for training expenses as a KPI.

As mentioned above, as part of our education system, we have revised the qualification allowance to cover a wide range of highly specialized qualifications, and provide an allowance of up to 100,000 yen per person.

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees	84	90	98	92	90
Training expenses	5,659 thousand yen	4,993 thousand yen	4,320 thousand yen	6,932 thousand yen	6,638 thousand yen
Per person	67 thousand yen	55 thousand yen	44 thousand yen	75 thousand yen	73 thousand yen

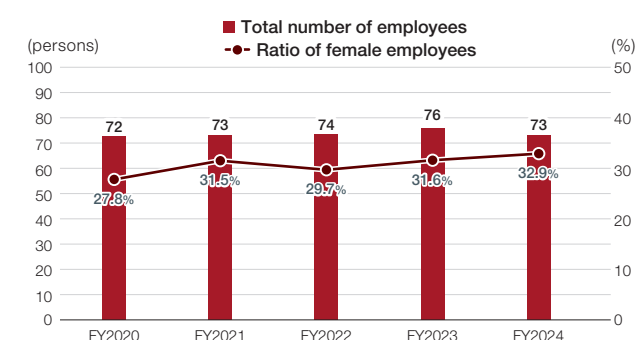
Note: Includes employees seconded from our company



Promoting Diversity & Inclusion

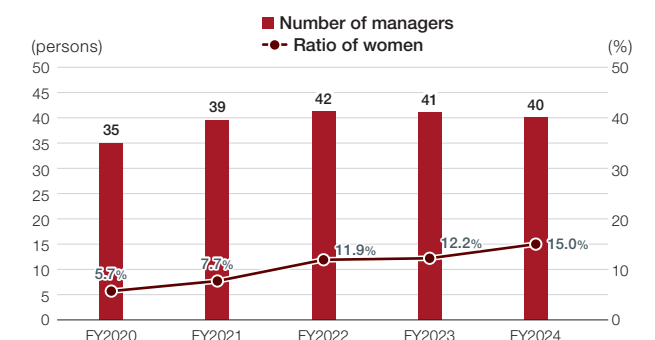
Our group embraces diversity in gender, age, nationality, values, etc., and promotes the active participation of diverse human resources by creating an environment where employees can maximize their abilities. We actively recruit women and mid-career hires, and also promote their appointment as executive personnel. As a KPI, we aim to achieve a ratio of women in managerial positions of 20% or more by 2030.

Total number of employees (of which, ratio of female employees)



Note: Does not include employees seconded from our company

Number of managers (of which, ratio of women)



Note: Does not include employees seconded from our company

Providing Safe and Secure Spaces

We establish systems to protect customers and communities from natural and human-made disasters.

Disaster Response

Our company is equipped with fire prevention and disaster prevention facilities on the premises, and we have established bi-annual fire and disaster drills as KPIs. At each business location, we work in collaboration with tenants to conduct regular drills in preparation for unforeseen disasters, striving to minimize damage and ensure business continuity in the event of a disaster.

■ Status of self-defense fire drills at major buildings

	Gotanda TOC Building	ASAKUSA ROX	TOC Ariake
2022	Voluntary training April 18 – May 20	Voluntary training July 25 – August 31	Voluntary training May 9 – May 31
	Voluntary training October 24 – November 21	Simultaneous fire drill November 29 Training using the machikado disaster prevention training vehicle, guidance and evaluation by the fire brigade	Voluntary training November 14 – December 2
2023	Simultaneous fire drill May 18 Initial fire extinguishing training, smoke house experience, earthquake simulation vehicle experience, guidance and evaluation by the fire department	Simultaneous fire drill May 31 Initial fire extinguishing training, smoke house experience, guidance and evaluation by the fire brigade	Voluntary training May 10 – May 31
	Simultaneous fire drill October 26 Initial fire extinguishing training, smoke house experience, earthquake simulation vehicle experience, guidance and evaluation by the fire department	Voluntary training November 6 – December 15	Voluntary training November 10 – November 30
2024	Voluntary training April 15 – May 17	Voluntary training May 20 – June 28 Individually conducted for each tenant	Voluntary training May 13 – May 31
	Voluntary training October 15 – November 22	Voluntary training November 11 – December 13 Individually conducted for each tenant	Voluntary training November 15 – December 6



Smoke house demonstration at ASAKUSA ROX fire drill



Fire extinguisher training at Gotanda TOC Building fire drill

Seismic Reinforcement Work for TOC Building

At the TOC Building, seismic reinforcement work is being carried out to raise the safety evaluation based on the Act on Promotion of Seismic Retrofitting of Buildings from II to III.

This construction uses the SRF method, which reinforces by attaching belt-shaped woven polyethylene terephthalate fibers to the outer surface of concrete members, and the reinforced concrete wall construction method to improve seismic performance. The SRF method is a seismic reinforcement method that has obtained technical evaluation from the Japan Building Disaster Prevention Association and building technology assessment certification from the Civil Engineering Research Center.

The construction is scheduled for completion by the end of 2026 (the construction period may change depending on securing personnel and materials by the contractor and coordination with tenant companies).



Preparation of Earthquake and Disaster Prevention Manuals

We have issued a “Disaster Response Manual” for earthquakes and a “Disaster Prevention Manual” for fires at our main buildings in Gotanda, Asakusa, and Ariake, providing information to tenant companies to prepare for emergencies.



Providing Safe and Reliable Products and Services

We have set zero major quality accidents as a KPI, and together with partner companies, we have established a safety management structure to provide comfortable, safe, and secure spaces in offices and lively, enjoyable spaces in commercial facilities for our customers.

At our group company Hoshi Pharmaceutical, we pursue the joy of health and develop and sell products that help people maintain their health.



TOC Ariake Disaster Prevention Center



Hoshi Kuma bamboo grass Extract

Governance

We strive to build a corporate governance structure that ensures soundness, transparency, and efficiency in management to enhance corporate value.

Basic policy of governance

We position the assurance of soundness, transparency, and efficiency in management as a priority issue for enhancing corporate value, and strive to build the optimal corporate governance structure for that purpose. We work in collaboration with stakeholders, including shareholders, not only to comply with laws and social norms, but also to act based on the corporate philosophy stated in the Basic Policy, and strive for prompt and accurate information disclosure. In addition, we appoint outside directors, independent officers, and outside auditors to ensure a structure for proper and fair management decisions.

1. Based on the “Corporate Code of Conduct,” we are committed to building a compliance system and do not engage in any acts that may be suspected of collusion, such as bribery, entertainment, or gifts with political or administrative bodies. We also eliminate transactions with antisocial forces.
2. By establishing and properly operating a whistleblowing system, we aim to prevent fraud, corruption, and harassment. We build an internal control system and ensure the effectiveness of ongoing mutual monitoring, and also prevent fraud and errors through audits by audit firms.
3. We develop internal control systems and risk management structures for business operations, legal affairs, finance, etc., and operate so that appropriate decision-making and risk-taking are carried out through reporting to the Board of Directors.
4. We supervise at the Board of Directors, including monitoring by the Sustainability Committee, to ensure that strategies for the allocation of management resources, such as appropriate investment in human capital and intellectual property, contribute to the company’s sustainable growth.

Governance structure

Our Board of Directors is composed of individuals with outstanding insight, ability, and extensive experience, and we strive to ensure diversity, including the appointment of female directors.

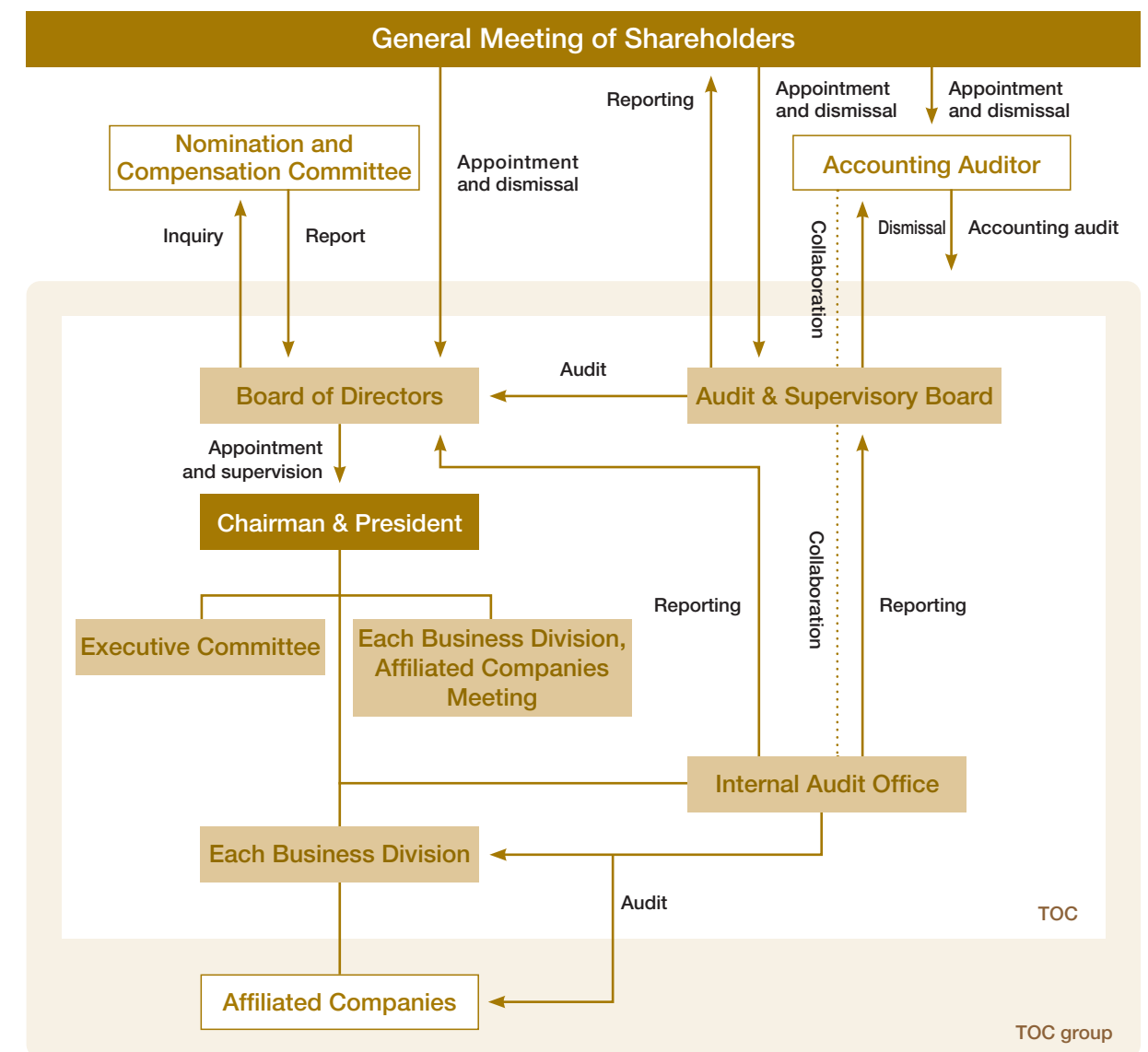
All outside directors are independent outside directors designated as independent officers by the Tokyo Stock Exchange, and the system is operated to ensure proper and fair management decisions.

Outside directors are appointed for their extensive experience and broad insight, and supervise management from an independent standpoint, contributing to our company’s medium- to long-term growth and sustainable enhancement of corporate value.

To strengthen the independence, objectivity, and accountability of the Board of Directors’ functions regarding nomination and compensation, we have established a Nomination and Compensation Committee, with a majority of independent outside directors, to deliberate on matters related to nomination and compensation and report to the Board of Directors.

The chairperson appoints committee members who are independent outside directors.

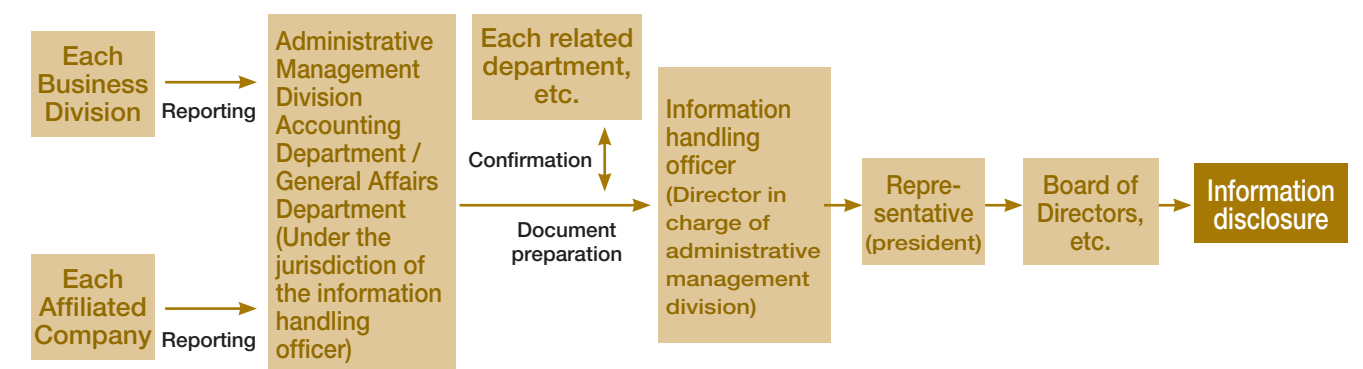
Diagram of the corporate governance structure



Information Disclosure Framework

We aim for fair, timely, and accurate information disclosure to assist shareholders and investors in making investment decisions.

In disclosing information, we comply with relevant laws and regulations and promptly and accurately disclose management strategies and financial information to help you understand our business activities. Even for information not subject to timely disclosure rules or relevant laws and regulations, we promptly disclose information deemed useful for investment decisions.



Board Members



Takuo Otani
President & CEO
Member of Nomination and Compensation Committee



Shoichi Kondo
Managing Director
Division in Charge of Building Facility Management



Masahiko Ishida
Managing Director
Division in Charge of Administrative Management



Yasuhiro Matsumura
Managing Director
Division in Charge of Building Leasing & Sales



Kazuhiko Yanagisawa
Director



Hirofumi Inaba
Independent Outside Director
Chairperson of the Nomination and Compensation Committee



Genta Torisu
Independent Outside Director
Member of Nomination and Compensation Committee



Tomoe Komoriya
Independent Outside Director

Skill matrix and effectiveness evaluation of the board of directors

Our directors are composed of individuals with advanced knowledge and experience in various fields related to company management. Among these, we have defined the particularly important fields in company management as follows, and each director and Audit & Supervisory Board member fully demonstrates their abilities in these areas.

In addition, we conduct surveys to analyze and evaluate the overall effectiveness of the Board of Directors, and the Board as a whole has been evaluated as appropriate. Based on the results of the Board of Directors evaluation, themes to be addressed in the future are discussed and reviewed for improvement at Board meetings that include outside directors, taking into account the survey results.

		Overall Management	Sales & Marketing	Finance & Accounting	Legal & Compliance	Property Management	Risk Management	Sustainability
President & CEO	Takuo Otani ○	●						
Managing Director	Shoichi Kondo					●	●	●
Managing Director	Masahiko Ishida			●	●			●
Managing Director	Yasuhiro Matsumura		●			●		
Director	Kazuhiko Yanagisawa		●			●		
Director (Outside)	Hirofumi Inaba ◎	●						
Director (Outside)	Genta Torisu ○	●						
Director (Outside)	Tomoe Komoriya					●		●
Full-time Audit & Supervisory Board Member	Hideo Yamaoka			●	●			
Independent Outside Audit & Supervisory Board Member	Hiroshi Sakamaki	●		●				
Independent Outside Audit & Supervisory Board Member	Yoshiyuki Minegishi			●	●			

- Overall Management**

Experience as a manager (director with representative authority) of a company or organization of a certain scale or larger
- Sales & Marketing**

Experience as an executive officer, department head, or equivalent senior manager in the sales/marketing division, or as a person responsible for operations
- Finance & Accounting**

Experience as an executive officer, department head, or equivalent senior manager in the accounting division, or as a person responsible for operations
- Legal & Compliance**

Experience as an executive officer, department head, or equivalent senior manager in the Legal & Compliance division, or as a person responsible for operations
- Property Management**

Experience as an executive officer, department head, or equivalent senior manager in the Property Management division, or as a person responsible for operations
- Risk Management**

Experience as an executive officer, department head, or equivalent senior manager in the risk management division, or as a person responsible for operations
- Sustainability**

Experience as an executive officer, department head, or equivalent senior manager in the ESG/CSR or other sustainability-related division, or as a person responsible for operations

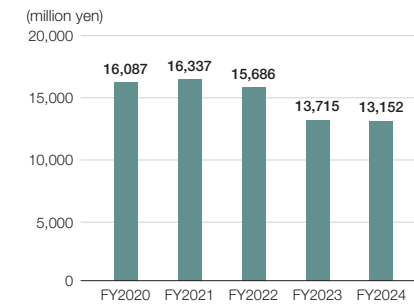
Note 1. This matrix shows the areas of expertise of the directors and Audit & Supervisory Board members who make up the Board of Directors. A “●” mark is placed for the main skills possessed and expected of each director and Audit & Supervisory Board member.

Note 2. For the Nomination and Compensation Committee, a “○” mark is placed for Committee Members, and a “◎” mark for the Committee Chair in the name column.

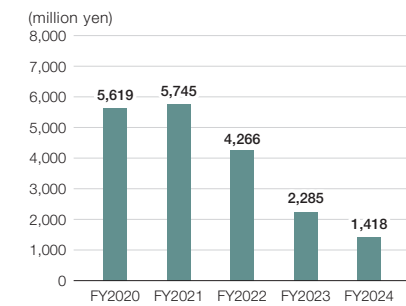
Related Data

Financial Summary

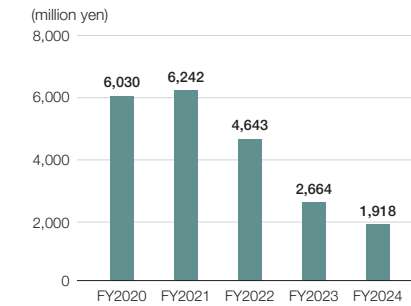
Net sales



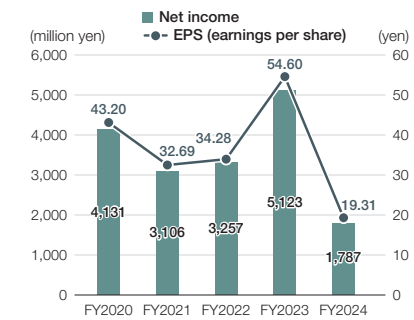
Operating profit



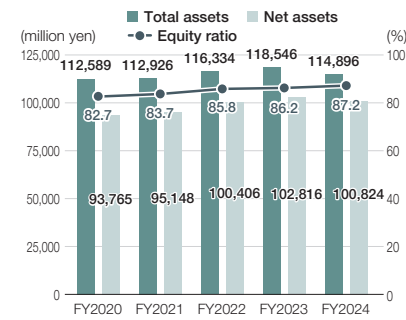
Ordinary profit



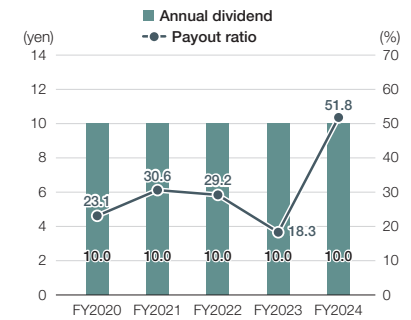
Profit attributable to owners of parent



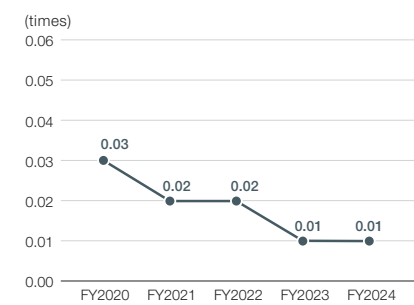
Total assets, net assets, equity ratio



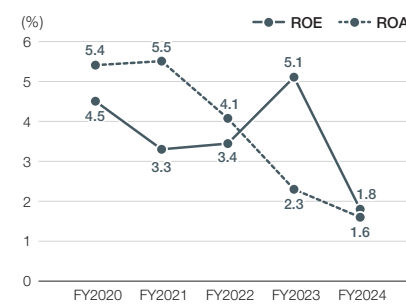
Dividend per share



D/E Ratio



ROE•ROA



Credit rating trends

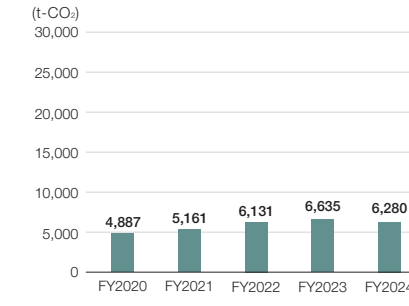
Rating date	Long-term issuer rating	Outlook
February 9, 2021	A	Stable
June 28, 2022	A	Stable
August 15, 2023	A	Stable
September 18, 2024	A	Stable
August 1, 2025	A	Stable

Rating agency: Japan Credit Rating Agency, Ltd.

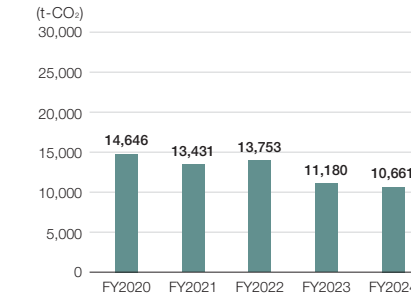
ESG Data Set

Environmental indicators

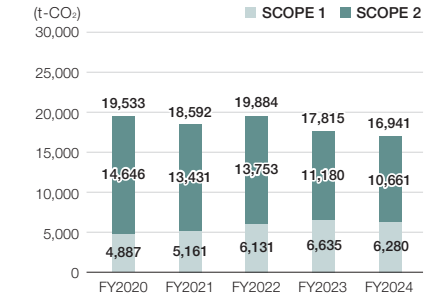
Greenhouse gas SCOPE 1



Greenhouse gas SCOPE 2

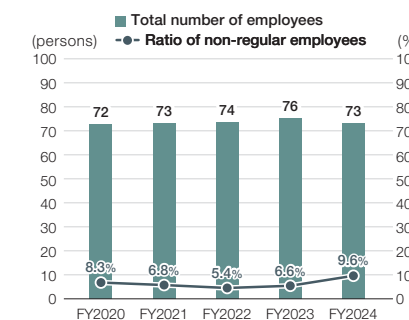


Greenhouse gas Scope 1+2

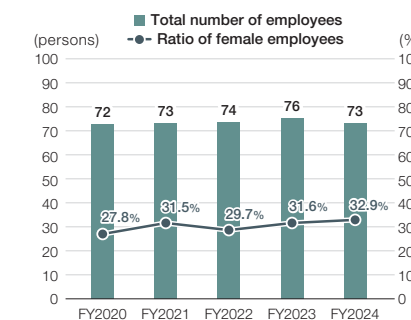


Social indicators

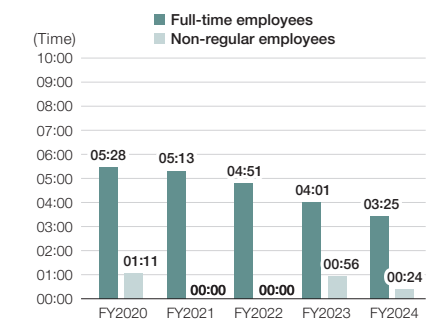
Total number of employees, ratio of non-regular employees



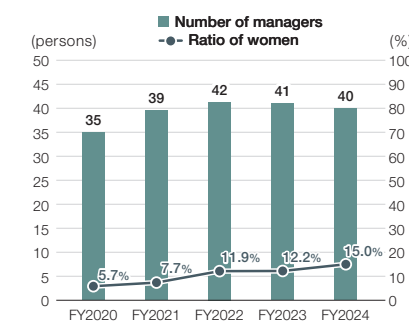
Total number of employees, ratio of female employees



Statutory overtime work (monthly)

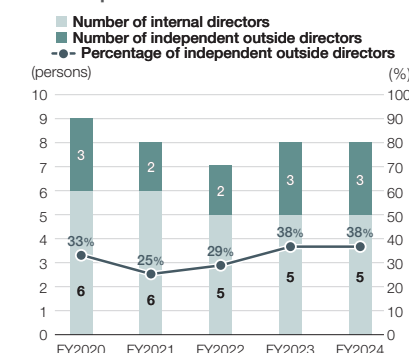


Number of managers, ratio of women

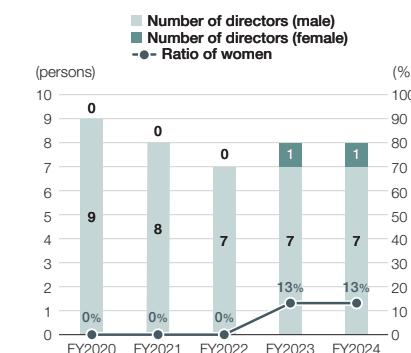


Governance indicators

Number of directors, ratio of independent outside directors



Number of directors, ratio of women



Company Overview

Trade name	TOC Co., Ltd.
Head office location	7-22-17 Nishi Gotanda, Shinagawa-ku, Tokyo, Japan
Date of establishment	April 3, 1926
Representative	President & CEO Takuo Otani
Capital	11,768,190,000 yen (as of the end of March 2025)
Date listed	December 19, 1983
Total Number of Issued Shares	93,849,352 shares (as of the end of March 2025)
Number of employees	66 (consolidated 145) (as of the end of March 2025)

Affiliated Companies

● TO Linen Supply Co., Ltd.

Capital 960 million yen
Business description Linen supply, laundry

● TOC Supply Co., Ltd.

Capital 500 million yen
Business description Building management-related services

● Hoshi Pharmaceutical Co., Ltd.

Capital 7,500 million yen
Business description Manufacture and sale of pharmaceuticals and health foods

● TOR Asset Investment Co., Ltd.

Capital 9,000 million yen
Business description Real estate sales, leasing, and management

● TOC Direction Co., Ltd.

Capital 9,200 million yen
Business description Planning, development, and operation of commercial facilities, etc.

● TOLCD Co., Ltd.

Capital 100 million yen
Business description Operation of sports clubs and bathing facilities, etc.

● I-TINK Co., Ltd.

Capital 986 million yen
Business description Information processing-related

● Osaki Redevelopment Building Co., Ltd.

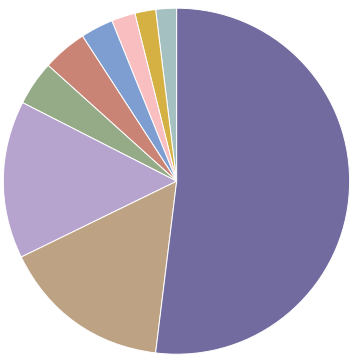
Capital 200 million yen
Business description Ownership, leasing, management, and brokerage of real estate, and operation and management of parking lots

Stock Information

■ Status of shares (as of the end of March 2025)

● Total number of authorized shares 547,517,000 shares
● Number of shareholders 9,123

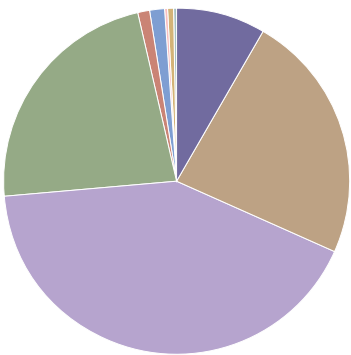
■ Number of shareholders by region



Kanto Region	4,741
Kinki Region	1,459
Chubu Region	1,328
Kyushu Region	397
Chugoku Region	387
Tohoku Region	267
Foreign	201
Shikoku Region	185
Hokkaido Region	158

● Average shares held per shareholder 10,287 shares
● Total number of issued shares 93,849,352 shares

■ Distribution by number of shares held



Less than 1 unit	779	15,485 shares
1 unit or more	2,125	431,876 shares
5 units or more	3,831	1,979,334 shares
10 units or more	2,065	3,275,140 shares
50 units or more	117	784,228 shares
100 units or more	116	2,342,078 shares
500 units or more	29	1,936,512 shares
1,000 units or more	38	8,534,742 shares
5,000 units or more	23	74,549,957 shares

■ Major shareholders

Shareholder name	Number of shares held
New Otani Co., Ltd.	21,251
Otani Kosan TO Co.,Ltd	14,615
Otani Fund K.K.	6,927
Shinryo Corporation	4,466
The Master Trust Bank of Japan, Ltd. (Trust account)	3,124
Otani Kosan TO Co., Ltd.	3,059
Nippon Life Insurance Company	2,812
Mizuho Bank, Ltd.	2,130
Kazuhiko Otani	1,641
Toei Company, Ltd.	1,520