

# The Place Where All Can Shine



Coping with natural disasters and infectious diseases, building an equal society not segregated with gender, nationality, age, or disability, and accommodating diversifying work style. We, who have created value-rich environments one after another since 1951, respond to the piling-up needs of the times which change beyond our foresight with solid facility-building expertise, critical and creative thinking, and care for fine details.

TEKKO BUILDING, which was reborn in 2015 as a large-scale building complex, is filled with functional enhancements such as implementation of decarbonization ahead of others in the district, facilities supporting women's social advancement, workspaces enabling personal use and group communications at the same time, etc. We provide environments good and suitable for the locations one after another to create opportunities for people to excel. This thought penetrates in our hands on business of hotel development and overseas business as well as our investment in medical facilities, logistics facilities, and start-up companies.

The Place Where All Can Shine.

Our mission never wavers no matter how hard times are.

We contribute to the creation of a better society.

Tekko Building Co., Ltd.

## 社長挨拶

### Message from the President



弊社は1888年創業の増岡商店を前身とし、1949年に創立し、鉄鋼ビルディングの開発に取り組み、1951年より事業運営を開始しました。戦後いち早く東京の復興に立ち上がり、地域に根差してきた日々を振り返りますと、現在の丸の内・八重洲地域の隆盛は喜びに堪えません。私どもは、先人から継いだ先取の精神をもって時代の変化をいち早くとらえ、鉄鋼ビルディングをご利用いただくすべての方々にとって、より快適で安全な環境づくりを行なってまいりました。

2015年、鉄鋼ビルディングは「人・街・時をつなぐ」をテーマとして、オフィス、サービスアパートメント、商業施設、ビジネスサポート施設、リムジンバス発着場等、国際都市東京の中心地に求められる環境を持つ大規模複合ビルとして生まれ変わり、テナントの皆様をはじめ当ビルをご利用になれる皆様により良い環境を提供するため、これまでに培ったノウハウを最大限に生かした運営を行なっています。

そしてこの間、弊社はオフィスビル運営に加えてホテル事業、海外事業に進出するとともに、不動産サービス、建設、建材の販売、運輸、通信等社会機能の整備に必要な事業を行なう企業グループのコアカンパニーとして成長しました。

これからも人が活躍する場所の全てを業務範囲としてとらえ、その価値ある環境を創造し、幸福な社会づくりに貢献していきます。

「誰もが輝きだす場所へ。」はその決意を込めたコーポレートスローガンです。

皆様には今後ともより一層のご支援を賜りますよう、お願い申し上げます。

Our company, Tekko Building Co., Ltd., was founded in 1949 with our predecessor company, Masuoka Shoten, having been established in 1888, undertook the TEKKO BUILDING construction project, and commenced its business operations in 1951. Looking back to the days in the post-war period when we devoted to the redevelopment of Tokyo, we cannot be more pleased to see the current prosperity of the Marunouchi and Yaesu area. We have been grasping changes in the times with a spirit of doing first inherited from our predecessors and endeavoring to create safer, securer, and more comfortable environment for all users of TEKKO BUILDING.

In 2015, with the theme “Linking people, the city and the times in every era.”, TEKKO BUILDING was reborn into a large-scale mixed-use building with all the features required for the center of the international city, Tokyo; office floors, serviced apartments, shops and restaurants, business support facilities, an airport bus terminal etc. To provide an ever-improving environment for our tenants and all other users, we have been operating the new TEKKO BUILDING, fully utilizing the know-how we have accumulated.

During this period, in addition to the operation of TEKKO BUILDING, we have diversified into the hotel business and overseas business and grown up into the core company of its group companies doing business to construct and maintain social functions such as real estate services, construction services, sale of construction materials, transportation services, and communication services.

By defining the places where people win as our business domain, we endeavor to create value-rich environment and contribute to creation of happy society.

“The Place Where All Can Shine” is our corporate slogan that expresses our commitment to the endeavor. I would like to humbly request your continuing support and encouragement.

株式会社鉄鋼ビルディング 代表取締役社長 増岡 真一

Shin-ichi Masuoka  
President & Representative Director  
Tekko Building Co.,LTD.

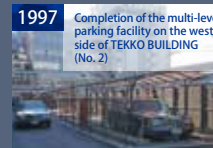
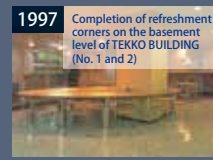
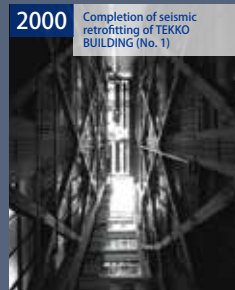
**Creating a value-rich environment**

Tekko Building Co., Ltd. was established after the war for the purpose of managing TEKKO BUILDING as a place to support the activities of Japanese companies. In each of the four subsequent phases of building expansion work since the completion of the former TEKKO BUILDING in July 1951, we have been striving to provide the better built environments by anticipating the demands of the times for improvement. Since its rebirth as a large-scale multi-use building in 2015, the new TEKKO BUILDING has not only continued fulfilling its function as a hub of interaction in central Marunouchi, the heart of business in the international city of Tokyo, but also has been supporting success of its users by pursuing consistent convenience and comfort as a place equipped with highly advanced and divergent supporting functions of shopping, cultural stimulation, and other functions. The concept of "creating a value-rich environment where everybody begins performing better" was adopted in the hospitality business which we commenced in 1992 and the safe and secure living environment was created and stages for various interactions and activities have been provided.

At present when businesses expand crossing borders of nations every day, we endeavor to provide a high-quality environment where people can win.

Our corporate slogan "The Place Where All Can Shine" is realized by creating better environments in various places in different times and pervades to the future.

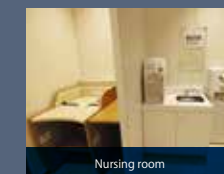
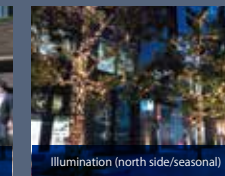
# 1951-2012



# 2015-



TEKKO BUILDING was reborn in 2015 with the norms of providing more comfortable and safer environment having pursued since the inception of Tekko Kaikan Co., Ltd., in 1949 and more advanced disaster prevention functions and improved environmental performance as well as various business support facilities. TEKKO BUILDING will continue growing by developing necessary facilities and endeavoring to create vibrance among and stimulus to all the tenants and users of this building.



## Tekko Building Co., Ltd. Hotel Business



Kure, a city of high technology industry, has prospered as a naval port during the war, and after the war as an industrial town centered on shipbuilding, taking advantage of its technological capabilities. Here in 1888, our predecessor company Masuoka Shoten was born. In order to contribute to the development of this city where our corporate predecessor, Masuoka Shoten was founded, we redeveloped the 2,893.84㎡ site of our company-owned land in the land restructuring project of the area in front of Kure Station, and established an urban hotel "Kure Hankyu Hotel" in 1992 to offer accommodation for the leisure and business travelers and the venue for local residents to get together. For more than 30 years since its opening, the hotel has been the first to welcome visitors to Kure and witnessed the local residents' special scenes of life. The hotel will continue to evolve with the times and in response to the patronage of the guests as we constantly strive to improve the environment of hospitality.



### Kure Hankyu Hotel

<https://www.hankyu-hotel.com/en/hotel/hh/kurehh>



Kure Hankyu Hotel is ideally located 1-minute walk from Kure Station, the main station of JR Kure Line which runs through the scenic area along the seashore of the Seto Inland Sea. The Hotel has 70 guest rooms offering exclusive services in the spacious guest rooms on the Premium Floor and chicly designed standard rooms with more floor space than expected in a standard guest rooms. This urban hotel is replete with facilities such as 8 banquet rooms varying in size from small to large including "Oujyo", the largest room with the capacity for up to 600 people, a rooftop chapel "Nosalion" 26 meters above the ground, "Gohoden" a solemn in-house shrine decorated with plain wood, 20-meter-long indoor swimming pool, a bathhouse, a fitness club with sauna and gym, and 6 food & beverage facilities of café, restaurant, or bar.

The hotel is conveniently located in front of the station and has easy access to / from any spots in the area and direct access to / from Hiroshima City and Hiroshima Airport. The facilities that symbolize Kure, such as "the Kure Maritime Museum (Yamato Museum)", "the Irifuneyama Memorial Museum", where you can take a tour of the former official residence of Commander-in-Chief of the Kure Naval Station, and "the Japan Maritime Self-Defense Force Kure Museum (JMSDF Kure Museum / The Iron Whale Museum)" are all in walking distance.

#### Facility profile

- Address: 1-1 Chuo, Kure City, Hiroshima Prefecture
- Completion: April 30, 1992
- 14 floors above ground / 2 floors underground, SRC structures (total floor area 18,563.56㎡)
- Design and Administration: Nikken Sekkei Ltd.
- Construction: Masuoka Gumī Co., Ltd.
- 70 Guestrooms (8 types varying from Single Room 24㎡ to Royal Suite 94㎡)
- Car parking facility (parking bays for 38 cars, parking machine: for 56 cars)
- 2 Wedding venues (Chapel and Shinto shrine)
- Banquet Rooms : 9
  - Oujyo (560㎡)
  - Aki (380㎡)
  - Urume (60㎡)
  - Momo, Tachibana, Ume, Tsubaki, Kashi, Sakura (40㎡-66㎡)
- Restaurants:
  - Café & dining "Il Mare"
  - Japanese cuisine "Ondo"
  - Lobby Lounge "Cascade"
  - French cuisine "Baisse Voile"
  - Teppanyaki "Furutaka"
  - Bar "Le Phare" (Available for private events)
- Fitness Club "Suntel"



## Tekko Building Co., Ltd. Overseas Business



With advance of globalization of companies, we began looking into Socialist Republic of Vietnam in 2007 together with our Group company Masuoka Gumi Co., Ltd.. In 2011 Tekko Building Co., Ltd., and Masuoka Gumi Co., Ltd., jointly established TM Vietnam Development Company Limited (TMVD), a real estate development company. TMVD completed construction of and opened a serviced apartment complex "Hai Duong Garden" in Hai Duong, a city in the eastern part of the Hanoi Capital Region in 2013.

With the purpose of providing a convenient and good living environment, especially for Japanese people, who are assigned to work in this area with many large-scale industrial parks, TMVD became in Vietnam the first 100% Japanese owned company that obtained the investment permit and land use right for its property development and constructed and operates the "Hai Duong Garden" serviced apartments..

In 2014, we invested in OHANA MASUOKA DEVELOPMENT COMPANY LIMITED ("OMD"), a joint venture established to develop real estate in the Kingdom of Cambodia. OMD has been developing residential land plots with aim of providing a good living environment equipped with potable water line, sewerage line and electricity supply line. As of 2023, the company has sold approximately 108,770 square meters of residential, commercial, and industrial land in four projects.

**TMVD**  
TM Vietnam Development Co., Ltd.

TM VIETNAM DEVELOPMENT COMPANY LIMITED  
<http://www.tmvd.com.vn>



Hai Duong Garden  
<http://www.tmvd.com.vn/haiduong-g/home.html>



In the suburban area of Hai Duong City which has been prospering as an important transportation hub since old days, several large -scale industrial parks such as Dai An and Phúc Diễn have been developed and Japanese companies expanded into the area from early days.

Hai Duong Garden was developed in a tranquil residential area and designed for Japanese expatriates to live in a better living environment where the facilities and services of Japanese style were planned to be provided thoroughly such as Japanese general manager residing in the facility serves the needs of the expatriates; various facility related information is offered in the Japanese language, a Japanese restaurant operates on the ground floor; bath room, washroom, and toilet room in an apartment were designed to be separated each other; and housekeeping and laundry services are of Japanese style.

Also the 24-hour security control, arrangement of taxi service to Nội Bài International Airport and Hanoi, a fitness gym, book corners, and mini store in the serviced apartments contribute to the creation of a better living environment.



**M.A.P.S.** MASUOKA ASIA PROPERTY SERVICE  
COMPANY LIMITED ("M.A.P.S.")  
Masuoka Asia  
Property Service Co., Ltd.

M.A.P.S. was established in Cambodia in 2017 to provide real estate services including brokerage and property management. In a project to develop and sell 74 plots of total 7,915㎡ in phase 1 and 21 plots of total 2,209㎡ in phase 2 in the Dangkao District of Phnom Penh, Cambodia, M.A.P.S. provided the owner of the project with the following services:

1. Supporting the establishment of local subsidiary.
2. Planning and execution of development projects.
3. Sales and brokerage.

M.A.P.S. endeavors to create better environments while mainly serves Japanese companies in their expansion into Cambodia.

### Facility Profile

- Address: No 54, Do Ngoc Du Street, Tan Binh Ward, Hai Duong City, Hai Duong Province, Socialist Republic of Vietnam
- Completion: September 20, 2013
- RC structures, 8 floors above ground (total floor area 5,856㎡)
- Design and construction: Masuoka Gumi Co., Ltd.
- 63 Guestrooms (5 types varying from 1LDK 41.52㎡ to 2LDK 92.66㎡)
- Parking space for 5 cars
- Restaurant: Japanese cuisine "Aki"
- Gym, book corner, mini store



Guestroom B-type

**OMD**  
Ohana Masuoka Development Co., Ltd.

OHANA MASUOKA DEVELOPMENT COMPANY LIMITED  
("OMD")

OMD was established jointly with a local company, OHANA HOME JAPAN, as a property development company for the primary purpose of supplying residential plots in Cambodia in 2014. So far OMD has developed and sold ①21 residential plots of total 2,209㎡ land area in Steung Mean Chey, ②194 residential plots of total 20,515㎡ land area in Kantauk, ③10 commercial or residential plots of total 6,436㎡ land area in Phleung Chhes Rotes, and ④an industrial land parcel of 79,610㎡ in Am Pe Phnom.

Currently OMD develops ⑤189 residential plots of total 18,616㎡ land area and plans to develop a land in urban area of Phnom Penh, the capital of Cambodia.



# Tekko Building Co., Ltd. Corporate Outline

We create environments in synch with the diversifying world of work and life - places rich in the unique value that empowers people to demonstrate their potential.



|                           |   |                         |   |
|---------------------------|---|-------------------------|---|
| <b>Corporate name</b>     | Tekko Building Co., Ltd.  | <b>Main Financing</b>   | Mizuho Bank, Ltd.   |
| <b>Establishment</b>      | September 16, 1949  | <b>Banks</b>            | [ Marunouchi Branch ]                                     |
| <b>Registered Capital</b> | JPY200,000,000  |                         | MUFG Bank, Ltd.   |
| <b>Main Business</b>      | Real estate sales, acquisition, leasing, brokering and appraisal, and related consulting services; real estate development and sales project planning and execution; operation and management of hotels, dining facilities and retail kiosks; construction-related design, supervision, construction execution, and contracting; and all business related to the above. |                         | [ Head Office ]   |
|                           |   |                         | Sumitomo Mitsui Banking Corporation [ Hibiya Branch ]     |
|                           |   |                         | Resona Bank, Limited. [ Tokyo Chuo Branch ]               |
| <b>Board of Directors</b> | President & Representative Director<br>Shin-ichi Masuoka  | <b>Head Office</b>      | 1-8-2 Marunouchi, Chiyoda-ku, Tokyo 100-0005              |
|                           | Executive Vice President & Representative Director<br>Soichiro Masuoka  |                         | Te I: 03-6630-2800  |
|                           | Senior Adviser & Director<br>Ryuichi Masuoka  | <b>Hiroshima Branch</b> | 1-1-17 Chuo, Kure-shi, Hiroshima-ken 737-0051             |
|                           | Director<br>Eiichi Masuoka  |                         | Tel : 0823-25-2207  |
|                           | Director<br>Yoji Masuoka  |                         | Fax : 0823-25-4833  |
|                           | Director<br>Hirotaka Masuoka  | <b>URL</b>              | <a href="https://www.tbj.co.jp">https://www.tbj.co.jp</a> |
|                           | Director<br>Yoshihiro Masuoka   |                         |   |
|                           | Director<br>Ryuko Masuoka   |                         |   |

# Tekko Building Co., Ltd. Corporate History

From the Meiji era to the present day, we have been capturing the winds of the times and responding to the diversification of society and continuing sustainable growth.



Masuoka Shoten (Kure-shi, Hiroshima) where it all began.



Kure Hankyu Hotel



Hai Duong Garden

Masuoka Shoten is established.  
 Masuoka Tosaku reorganizes Masuoka Shoten. / Plays an active role as a naval purveyor.  
 Masuoka Shoten goes into the construction business under Tosaku Masuoka's leadership.  
 TEKKO BUILDING Project is launched.  
 Tekko Kaikan K.K. was established in 7-banchi Shibatori-Shinmachi, Minato-ku, Tokyo, and started the business with a capital of JP¥5,000,000 to engage in real estate sale/acquisition, leasing/rental, brokerage services and other businesses related to these fields.  
 Corporate name is changed from Tekko Kaikan K.K. to the present name Tekko Building Co., Ltd.  
 Joins the Tokyo Building Owners and Managers Association. / Capital is increased to 10 million yen.  
 Head office is relocated to 1-1 Marunouchi, Chiyoda-ku, Tokyo.

Capital is increased to 50 million yen.  
 Launches real-estate appraisal and land development and sales business. / Capital is increased to 100 million yen.  
 Address of Head office is changed to 1-8-2 Marunouchi, Chiyoda-ku, Tokyo because of a change in an address indication.  
 Chugoku branch office (1-3-31 Naka dori, Kure-shi, Hiroshima-ken) and Hiroshima branch office (1-2-22 Kamiyacho, Hiroshima-shi, Hiroshima-ken) are established.  
 Joins Tokyo Real Estate Transaction Association as a licensed broker.  
 Joins Japanese Association of Real Estate Appraisal as a licensed appraiser.  
 Hiroshima Branch is relocated to 12-21 Funairi Nakamachi, Naka-ku, Hiroshima-shi, Hiroshima-ken.  
 Biru Kanzai Co., Ltd., (presently Tekko Building Service Co., Ltd.), is established and entrusted building maintenance work.

Acquires a building in Nishi-Chuo 1-Chome, Kure-shi.  
 Chugoku Branch is relocated to 1-1-3, Nishi-Chuo, Kure-shi, Hiroshima-ken.  
 Ceremony marking the 30th anniversary of the founding is held.  
 Capital is increased to 200 million yen.  
 Chugoku Branch is relocated to 6-28, Chuo 1-Chome, Kure-shi, Hiroshima-ken.  
 Ceremony marking the 40th anniversary of the founding is held.  
 Construction of Kure Chuo Building starts. / Kure Hankyu Hotel Co., Ltd. is established.  
 Kure Hankyu Hotel opens.

Ceremony marking the 50th anniversary of the founding is held.

Chugoku Branch is integrated in the Hiroshima Branch.  
 Hiroshima branch office is relocated to 1-1-17 Chuo, Kure-shi, Hiroshima-ken.

Head Office is temporarily relocated to 2-6-2 Otemachi, Chiyoda-ku, Tokyo due to rebuilding of TEKKO BUILDING.  
 Launches serviced apartment business in the Socialist Republic of Vietnam.  
 Kure Hankyu Hotel starts the renovation work of its guest rooms.  
 Head Office returns to 1-8-2 Marunouchi, Chiyoda-ku, Tokyo, following the completion of the new TEKKO BUILDING.

Kure Hankyu Hotel starts interior renovation work of guestrooms. / Ceremony marking the 70th anniversary of the founding is held.  
 Kure Hankyu Hotel completes renovation work of elevator and escalator.  
 Launches twelve initiatives of SDGs with the aim of responding to the demands of sustainable development.  
 Invests in a fund for the start-ups working on regional revitalization.  
 Kure Hankyu Hotel completes the renovation work on equipment and interior of banquet rooms.  
 Makes three local housing land development companies in Cambodia subsidiaries.  
 Invests in the "Kura (Warehouse)" Specified Joint Real Estate Venture aimed regional revitalization through restoration of abandoned houses and underutilized/idle real estate.

1888  
 1907  
 1908  
 1947  
 1949

Construction of TEKKO BUILDING (No. 1) starts.

1950  
 1951

TEKKO BUILDING (No. 1) is completed. (Gross floor area: 26,835m<sup>2</sup>)

1953  
 1954  
 1957  
 1958  
 1960

Construction of TEKKO BUILDING (No. 2) starts.  
 TEKKO BUILDING (No. 2) is completed, which brings the total floor area to 46,368m<sup>2</sup>.  
 Expansion work at TEKKO BUILDING (No. 1) starts.  
 Expansion work at TEKKO BUILDING (No. 1) is completed. (Gross floor area increases to 60,943m<sup>2</sup>)

1964  
 1970

9th story is added to TEKKO BUILDING (No.2). (Gross floor area increases to 62,766m<sup>2</sup>)  
 9th story is added to TEKKO BUILDING (No.1). (Gross floor area increases to 66,280m<sup>2</sup>)  
 Escalator is installed in the Otemachi underground concourse.

1971  
 1972  
 1975  
 1977  
 1979

1981  
 1988  
 1989  
 1990  
 1992  
 1996  
 1997

Convenience store "The Standard" is opened on 1F of TEKKO BUILDING (No. 1).  
 Refreshment room is set up in the basement of TEKKO BUILDING (No. 1 and 2).  
 Rental conference rooms is set up in the basement of TEKKO BUILDING (No. 1).  
 Three-story parking facility is completed on the west side of TEKKO BUILDING (No. 2).

1999  
 2000  
 2001  
 2002  
 2004

Seismic strengthening works of TEKKO BUILDING (No. 1) is completed.  
 Exterior wall of TEKKO BUILDING (No. 2) is renewed.  
 Canteen "The Standard Diners" is opened on B1F of TEKKO BUILDING (No. 2).  
 Otemachi underground passageway is opened.

2006  
 2007  
 2011  
 2012  
 2013

Outer sashes on the northern and eastern wall of 9F of TEKKO BUILDING (No. 1) are replaced.  
 Automatic doors are installed at main entrance on 1F of TEKKO BUILDING (No. 1).  
 Antiseismic reinforcement of Columns of TEKKO BUILDING (No. 1) is completed.  
 Antiseismic reinforcement of 9F and 10F of TEKKO BUILDING (No. 1) is completed.  
 Rental conference facility is added on B1F of TEKKO BUILDING (No. 1).

2014  
 2015  
 2016

TEKKO BUILDING Rebuilding project is launched.  
 New TEKKO BUILDING (Main Tower+ South Tower) is completed.  
 New TEKKO BUILDING begins full operation.  
 Oakwood Premier Tokyo opens.

2019  
 2020

TEKKO BUILDING becomes the first large-scale mixed-use building in Japan that gets 100% of its electricity from renewable source.  
 Underground passageway between TEKKO BUILDING and the Otemachi station concourse opens.

2023



Our first president Tosaku Masuoka examines the TEKKO BUILDING construction site.



TEKKO BUILDING (No. 1) soon after completion.



Panoramic view of TEKKO BUILDING (No. 1 and 2) after completion of the 9F addition.



Current TEKKO BUILDING.

# Tekko Building Co., Ltd.

## AFFILIATED COMPANIES

We will strive to provide a high-level environment in various fields.

| DOMESTIC                                |   |
|---|---|
| <b>Masuoka Gumi Co., Ltd.</b>           | 1-8-2 Marunouchi, Chiyoda-ku, Tokyo<br>President & Representative Director Soichiro Masuoka<br>Established: 1908 / Design and construction of civil engineering and construction projects; real estate sales/purchases; and brokerage management *QR Code   |
| <b>CHUGOKUBUSSAN Corporation</b>        | 4-25 Tsurumi-cho, Naka-ku, Hiroshima-shi, Hiroshima-ken<br>President & Representative Director Kazushige Murata<br>Established: 1908 / Production and sales of various types of aggregate for concrete *QR Code   |
| <b>TEKKO BUILDING SERVICE Co., Ltd.</b> | 1-8-2 Marunouchi, Chiyoda-ku, Tokyo<br>President & Representative Director Naohiro Kimura<br>Established: 1977 / Maintenance management of land, buildings and ancillary facilities; and maintenance and repair of land, buildings and ancillary facilities   |
| <b>Masuoka Shoji Co., Ltd.</b>          | 1-8-2 Marunouchi, Chiyoda-ku, Tokyo<br>President & Representative Director Soichiro Masuoka<br>Established: 1908 / Sales and agency for cement and related secondary products; import and sales of steel materials, machinery, instruments and construction materials; operations related to civil engineering and construction contracts; and design and supervision |
| <b>DAC Corporation</b>                  | 4-25 Tsurumi-cho, Naka-ku, Hiroshima-shi, Hiroshima-ken<br>President & Representative Director Takashi Hiras<br>Established: 1985 / Consultations, design and construction work related to the cable television broadcasting business *QR Code  |
| <b>HIROSHIMA-BUS Co., Ltd.</b>          | 6-1-68 Konan, Naka-ku, Hiroshima-shi, Hiroshima-ken<br>President & Representative Director Kazuya Okita<br>Established: 1950 / Passenger vehicle transportation business; automobile vehicle maintenance; travel / tour business *QR Code   |
| <b>ADO Planning Corp.</b>               | 4-25 Tsurumi-cho, Naka-ku, Hiroshima-shi, Hiroshima-ken<br>President & Representative Director Hideyuki Miura<br>Established: 2016 / Production of construction drawings  |
| <b>ZOU EI FUDOUSAN Co., Ltd.</b>        | 1-8-2 Marunouchi, Chiyoda-ku, Tokyo<br>President & Representative Director Yoji Masuoka<br>Established: 1985 / All business operations related to real estate, and non-life (property) insurance agency   |
| <b>IAM Corporation</b>                  | 1-8-2 Marunouchi, Chiyoda-ku, Tokyo<br>President & Representative Director Ryuichi Masuoka<br>Established: 2001 / Real estate business including sales, acquisition, leasing and brokerage services   |
| <b>DAC Realty Corp.</b>                 | 1-8-2 Marunouchi, Chiyoda-ku, Tokyo<br>President & Representative Director Soichiro Masuoka<br>Established: 2018 / Real estate ownership, management, sales/acquisition, leasing, brokerage and appraisal   |

Masuoka Gumi Co., Ltd.



CHUGOKUBUSSAN Corporation



DAC Corporation



HIROSHIMA-BUS Co., Ltd.



| OVERSEAS   |  |
|--|--|
| <b>TM Vietnam Development Co., Ltd.</b>          | No54, Do Ngoc Du Street, Tan Binh Ward, Hai Duong City, Hai Duong Province, Vietnam<br>Chairman Shin-ichi Masuoka<br>Established: 2011 / Development and management / operation of hotels for long-term stay and short-term stay *QR Code  |
| <b>ADO INC.</b>                                  | 9F, 148 Tower, 148 Hoang Quoc Viet, Nghia Tan Ward, Cau Giay District, Ha Noi, Vietnam<br>President Hiromi Endo<br>Established: 2010 / 1. Production of architectural and other technical drawings using software (CAD, etc.)<br>2. Services related to production of technical drawings (with the exception of construction project and automobile design services) |
| <b>Masuoka Asia Property Service Co., Ltd.</b>   | Ward 325, Building B, Phnom Penh Center, Corner of Sotheaeros and Sihanouk Blvd., Tonle Bassac, Chamkarmon, Phnom Penh, Cambodia<br>Chairman Yoshinori Saito<br>Established: 2017 / Real estate brokerage, sales agency, design, project management, and consultation  |
| <b>Ohana Masuoka Development Co., Ltd. (OMD)</b> | Ward 325, Building B, Phnom Penh Center, Corner of Sotheaeros and Sihanouk Blvd., Tonle Bassac, Chamkarmon, Phnom Penh, Cambodia<br>Chairman Yoshinori Saito<br>Established: 2014 / Real estate development and real estate investment and management  |

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