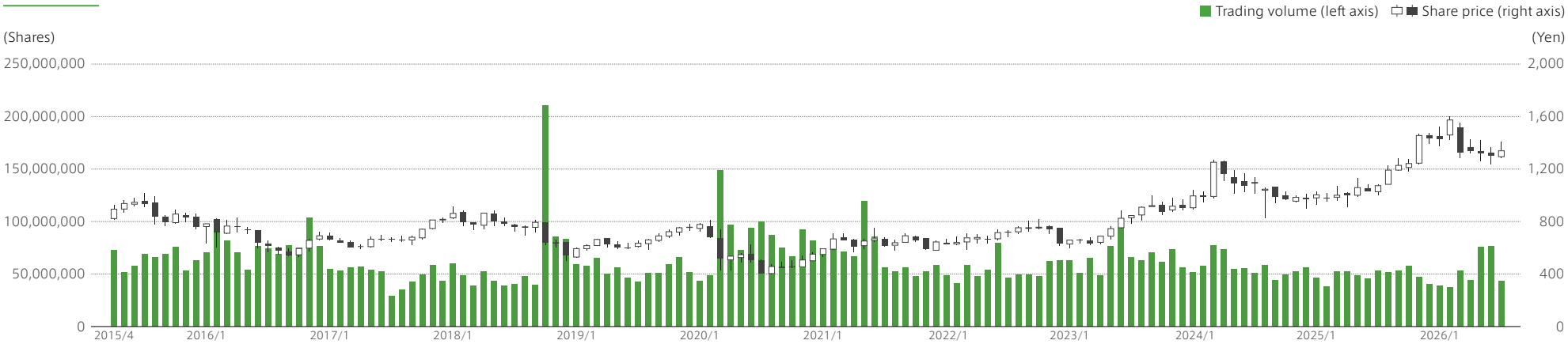
Financial and Non-Financial Data

Financial Indicators

	(Unit)	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Operating revenue	Billions of yen	815.5	808.5	866.1	901.9	963.2	907.7	989.0	1,005.8	1,103.0	1,150.3	**1,246.0**
Operating gross profit	Billions of yen	163.8	173.0	182.5	193.4	201.7	164.8	193.9	197.2	216.0	245.3	**285.5**
Operating profit	Billions of yen	68.8	73.2	77.5	80.2	79.3	56.5	83.8	110.4	120.2	140.8	**166.9**
Ordinary profit	Billions of yen	56.4	63.6	68.7	70.7	67.5	46.6	72.8	99.6	110.4	129.2	**147.8**
Net profit*1	Billions of yen	28.7	31.5	35.2	37.5	38.6	21.7	35.1	48.2	68.5	77.6	**96.7**
Total assets*2	Billions of yen	1,984.4	2,067.2	2,173.2	2,405.2	2,487.4	2,652.3	2,634.3	2,738.5	3,030.8	3,254.7	**3,419.1**
Current assets	Billions of yen	491.9	588.0	649.8	872.7	889.0	1,005.0	1,037.0	1,115.6	1,359.2	1,374.7	**1,476.0**
Real estate for sale*3	Billions of yen	364.4	418.6	473.7	568.0	658.0	680.6	757.4	795.2	912.7	1,012.4	**1,086.9**
Non-current assets	Billions of yen	1,492.4	1,479.1	1,523.4	1,532.2	1,598.1	1,647.2	1,597.4	1,622.9	1,671.6	1,880.0	**1,943.0**
Total net assets	Billions of yen	422.4	446.3	475.3	568.7	594.2	608.7	643.3	700.7	771.9	842.1	**916.6**
Equity	Billions of yen	418.8	442.3	468.1	561.4	583.3	596.7	631.8	684.6	750.1	822.5	**898.1**
Interest-bearing debt	Billions of yen	1,106.1	1,137.9	1,210.4	1,289.8	1,361.0	1,478.8	1,421.7	1,482.9	1,590.1	1,747.8	**1,826.9**
Cash flows from operating activities	Billions of yen	87.9	68.9	12.3	44.5	(6.7)	100.4	76.5	94.7	156.5	47.4	**129.5**
Cash flows from investing activities	Billions of yen	(112.4)	(71.0)	(96.4)	(60.4)	(147.2)	(116.0)	(31.8)	(120.1)	(178.2)	(140.0)	**(164.5)**
Cash flows from financing activities	Billions of yen	(30.5)	23.0	82.4	139.1	65.1	108.3	(81.3)	42.8	97.8	1.5	**55.8**
Capital investment	Billions of yen	78.8	60.3	44.6	89.8	136.1	108.7	41.7	79.8	243.9	80.6	**112.2**
Depreciation	Billions of yen	21.0	23.5	23.1	24.6	32.3	39.8	43.3	44.5	44.6	51.5	**68.6**
EPS (net profit per share of common stock)	Yen	47.18	51.77	57.80	56.84	53.70	30.13	48.84	67.21	96.40	108.69	**135.45**
BPS (net assets per share of common stock)	Yen	687.92	726.59	768.85	780.78	811.04	829.50	878.32	964.77	1,053.04	1,150.27	**1,260.05**
Dividends per share	Yen	12.00	13.00	14.50	15.50	16.00	16.00	17.00	23.50	31.00	36.5	**48.0**
ROA	%	3.5	3.6	3.7	3.5	3.3	2.2	3.2	4.1	4.2	4.5	**5.0**
ROE	%	7.1	7.3	7.7	7.3	6.7	3.7	5.7	7.3	9.6	9.9	**11.2**
Equity ratio	%	21.1	21.4	21.5	23.3	23.5	22.5	24.0	25.0	24.8	25.3	**26.3**
D/E ratio	Times	2.6	2.6	2.6	2.3	2.3	2.5*4	2.3*4	2.2*4	2.1*4	2.1*4	**2.0*4**
Dividend payout ratio	%	25.4	25.1	25.1	27.3	29.8	53.1	34.8	35.0	32.2	33.6	**35.4**
EBITDA*5	Billions of yen	94.3	101.7	106.1	110.2	117.1	101.7	132.5	160.2	169.9	196.6	**240.7**
EBITDA multiple*6	Times	11.7	11.2	11.4	11.7	11.6	14.5	10.7	9.3	9.4	8.9	**7.6**

*1 In fiscal 2015, net profit was reclassified as profit attributable to owners of parent *2 The Partial Amendments to Accounting Standard for Tax Effect Accounting (ASBJ Statement No. 28, February 16, 2018) took effect at the beginning of the first quarter of fiscal 2018, and this accounting standard was applied retroactively to the main management financial indicators from fiscal 2017 *3 Real estate for sale: Includes real estate for sale in process and costs of uncompleted construction contracts *4 D/E ratio before taking hybrid financing into account *5 EBITDA: Operating profit before depreciation = Operating profit + Depreciation + Amortization of goodwill *6 EBITDA multiple: Interest-bearing debt ÷ EBITDA (Operating profit before depreciation)

Share Price Information



Share price-related information

	(Unit)	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Total shareholder return*	%	—	—	—	—	—	105.5	103.1	201.5	168.9	**226.1**
Share price at end-March	Yen	604	775	662	518	655	674	635	1,248.5	998.3	**1,325.0**
Highest price	Yen	825	914	878	810	708	746	812	1,266.5	1,259.0	**1,598.0**
Lowest price	Yen	528	590	501	425	399	564	596	625	822.9	**911.0**

* Formula for calculating total shareholder return: (Closing share price on the final day of the relevant fiscal year + Cumulative amount of dividends per share for the period from the fiscal year four years prior to fiscal 2025 to said fiscal year) ÷ Closing share price on the final day of the fiscal year five years prior to fiscal 2025

Environmental indicators

	(Unit)	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
CO_2 emissions (Scope 1 and 2)	1,000 t of CO_2	233.0	227.5	230.5	283.3	256.1	257.0	139.8	84.1	64.3	**62.6**
Intensity	kg-CO_2/m²	106.7	101.0	96.1	86.8	75.1	74.6	47.6	28.4	22.1	**22.0**
CO_2 emissions (Scope 3)	1,000 t of CO_2	682.1	585.9	1,295.5	1,913.0	1,618.8	1,801.7	1,739.0	1,645.3	1,317.8	**1,473.5**
Categories 1, 2, and 11	1,000 t of CO_2	—	—	—	1,792.5	1,511.2	1,700.9	1,626.3	1,578.3	1,252.1	**1,406.0**
Water use	1,000 m³	2,650	2,548	2,612	5,751	4,582	4,867	5,101	5,387	4,625	**4,627.8**
Intensity	m³/m²	1.23	1.14	1.10	1.8	1.3	1.4	1.7	1.8	1.6	**1.6**
Waste volume	t	25,127	25,569	22,932	29,251	27,637	27,827	21,181	21,120	21,269	**21,020**
Intensity	kg/m²	12.5	12.6	10.2	9.6	8.3	8.5	7.4	8.0	8.4	**8.4**

• For figures from fiscal 2019 onward, the coverage of this scope has been changed in accordance with the setting of SBT-approved targets.
• Fiscal 2024 figures for CO_2 emissions have yet to undergo third-party verification. If adjustments are made, the new data will be disclosed through our website as needed.

(As of March 31, 2026)

Social Indicators

▸P.65 Initiatives and KPIs related to human capital strategies

	(Unit)		FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees (consolidated)	Persons		20,421	21,091	21,976	22,953	23,411	21,276	21,614	21,170	21,898	**21,036**
Ratio of female managers	%		5.7	8.6	8.3	8.1	8.6	9.2	7.3	8.0	8.8	**9.7**
Ratio of female candidates for management positions*1	%		—	—	—	—	—	—	18	18	19	**19**
Ratio of mid-career hires among managers*1	%		—	—	—	—	—	—	46	54	54	**55**
Female directors (non-consolidated)	Persons		0	0	1	1	1	2	2	2	2	**3**
Female Audit & Supervisory Board members (non-consolidated)	Persons		0	0	0	0	0	0	0	0	1	**2**
Female operating officers*2	Persons		2	2	2	4	4	6	2	3	2	**4**
Average years of service (men)	Years		12.9	12.7	13.1	13.2	12.7	12.7	10.4	10.5	10.5	**10.4**
Average years of service (women)	Years		8.8	8.7	9.2	8.9	8.5	8.7	7.6	7.7	7.8	**7.9**
Ratio of female full-time employees	%		26.5	27.2	28.5	29.8	30.9	31.8	31.9	33.3	33.8	**34.3**
Ratio of new female employee hires to total hires	%		41.6	40.1	39.5	32.2	39.8	41.2	40.1	45.9	39.5	**42.2**
Ratio of childcare leave taken by male employees	%		—	—	—	—	—	43.5	65.2	88.7	92.9	**93.2**
Degree of personal investment in achieving the long-term vision of executive officers at each Group company (extent of Group coordination)	%		—	—	—	—	—	—	84	92	90	**90.0**
Acquisition of IT passports*3	%		—	—	—	—	—	—	71.4	84.3	92.8	**93.1**
Number of employees trained for DX promotion	Persons		—	—	—	—	—	—	—	—	—	**9,910**
Sustainable Action Awards entries (cumulative)	Entries		—	—	—	—	—	—	123	304	496	**699**
Environmental efforts through business (cumulative)	Efforts		—	—	—	—	—	—	36	70	105	**132**
Deepening understanding of DE&I (Percentage of employees who took an e-learning course)	%		—	—	—	—	—	30.0	86.5	96.2	95.1	**97.6**
Number of proposals commercialized through STEP, the Group's co-creation-based internal venture scheme (cumulative)	proposals Entries	Commercialized	—	—	—	—	—	—	3 253	4 302	5 401	**5** **530**
Acquiring external knowledge and sharing expertise within the Group (cumulative)	Seminars		—	—	—	—	—	—	111	119	125	**134**
Ratio of employees who undergo physical examinations*1	%		—	—	—	—	—	—	100	99.9	100	**100**
Ratio of employees who undergo stress checks*1	%		—	—	—	—	—	—	92.8	93.1	93.4	**94.5**
Ratio of Group companies implementing a remote working system*1	%		—	—	—	—	—	—	100	100	100	**100**
Ratio of Group companies implementing a flextime (or staggered working hours) system*1	%		—	—	—	—	—	—	100	100	100	**100**
Carrying out employee engagement surveys and implementing improvements*4	Engagement rating	H1 H2	—	—	—	—	BBB BBB	A A	A AA	AA AA	AA	**Achieved**
Respect for human rights in the supply chain	%		—	—	—	—	—	41.9	72.7	58.9	59.9	**92.9**

*1 Combined total of the five main business companies (Tokyu Land Corporation, Tokyu Community Corp., Tokyu Livable, Inc., Tokyu Housing Lease Corporation, and National Students Information Center, Co., Ltd.) (As of March 31, 2025)
*2 Includes female directors who serve as operating officers. However, the number of directors who serve as operating officers is not included in the scope of third-party verification
*3 Tokyu Land Corporation *4 One survey implemented in fiscal 2025

Discrepancies between the wages of male and female employees are disclosed through our corporate website. Fiscal 2025 figures also include data that has yet to undergo third-party verification. If adjustments are made, the new data will be disclosed through our website as needed.

(As of March 31, 2026)