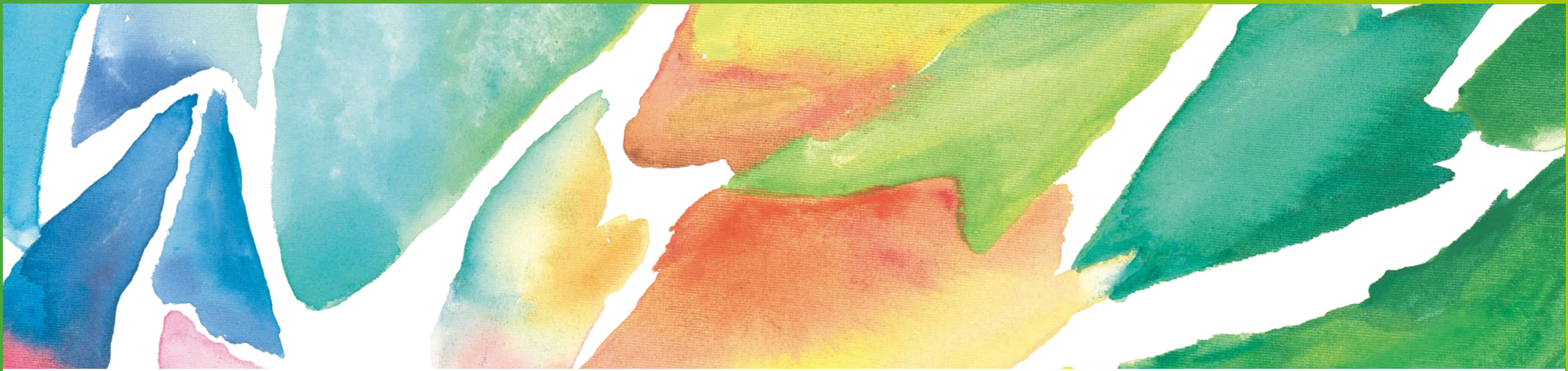


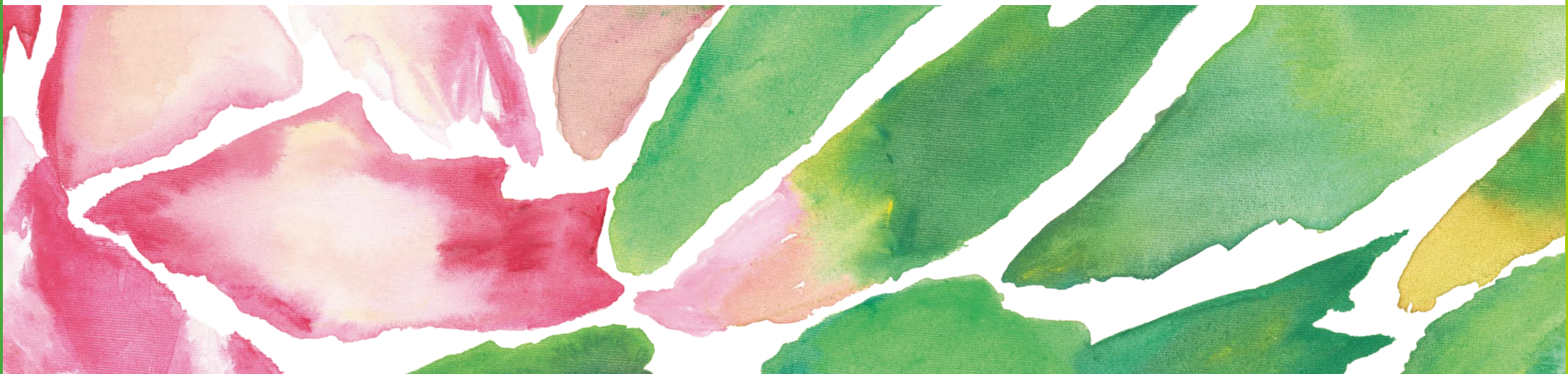


 **TOKYU FUDOSAN HOLDINGS**

FOR A VIBRANTLY SHINING FUTURE

WE ARE GREEN

Integrated Report
WE ARE GREEN
REPORT 2026





The Earth, society, and people continue to move.
The age advances modulating like a lifeform.

From urban development to lifestyle creation and environmental
progressiveness.

We who have constantly evolved know this.

The future will be pioneered by the hopes and ideas of people.

Let's make many impacts with the brimming energy of human capital.
One person's love becomes the starting point for moving the world.

The dynamism of deep tech and spectacle from Shibuya to the world.
The GX business is becoming a presence that leads the future of the
environment and society.

Local appeal resonates with global needs for greater enrichment.

Let's make dreams come true through our creative culture.
The varied green vibrancy designed by the Group constitutes
premium value that will create the future.

FOR A VIBRANTLY SHINING FUTURE

WE ARE GREEN



Editorial Policy

The Tokyu Fudosan Holdings Group aims to realize “a future where everyone can be themselves and shine vigorously” under “WE ARE GREEN,” the slogan for achieving our long-term vision. Therefore, we release our annual WE ARE GREEN Integrated Report with the aim of providing all of our stakeholders, including shareholders and investors, with easy-to-understand information about how the Group addresses social issues through its businesses to achieve sustainable growth and improve its corporate value. Starting in fiscal 2025, we launched a new medium-term management plan along with a new business strategy. The report provides a concrete explanation of the Group’s value creation story from both financial and non-financial perspectives, including human capital management, environmental management, and governance. The International Integrated Reporting Framework advocated by the IFRS Foundation and the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation 2.0 published by Japan’s Ministry of Economy, Trade and Industry, and other resources were consulted in the creation of this report.

Reporting scope

Subject entities in this report Tokyu Fudosan Holdings Corporation and Group companies
Period covered April 1, 2025 to March 31, 2026 (including some information from April 2026 and thereafter)
Published September 2026

Administrative offices and cooperative departments

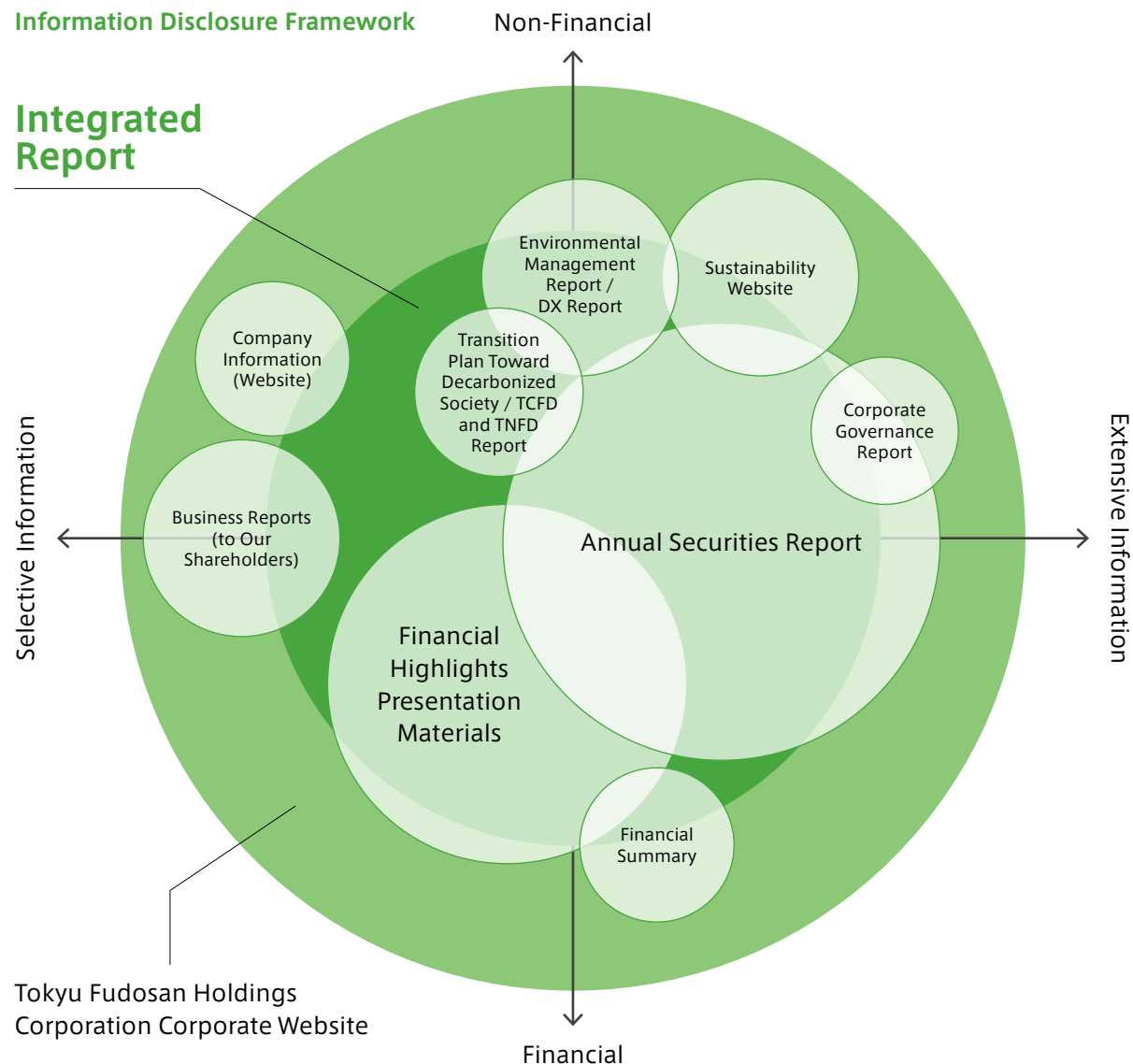
Group Sustainability Promotion Department / Group Corporate Planning Department / Corporate Communication Department / Group General Administration Department / Group Human Resources Department / Group CX & Innovation Department / Group Digital Transformation Promotion Department / other departments at each Group company

Note on forward-looking statements

The forecasts and other forward-looking statements in this report are based on currently available information and certain assumptions deemed rational. Consequently, the statements herein do not constitute assurance regarding actual results by the Company. Actual performance may significantly differ from these forecasts due to various factors in the future.

Information Disclosure Framework

Integrated Report





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The Tokyu Fudosan Holdings Group The Group Philosophy

Our ideal vision

Create Value for the future

We resolve social issues through our business activities and aim for sustainable society and growth together with our stakeholders.
We realize a future where everyone can be themselves and shine vigorously through the creation of a variety of appealing lifestyles.

Our pledge to society

We believe that corporate value is the sum total of the levels of satisfaction of all of our stakeholders.



Our founding spirit

Challenge-oriented DNA

A progressive spirit inherited since the development of Den-en Chofu, a pioneering effort to create the ideal town



The Roots of Our Founding

Eiichi Shibusawa's Vision for Resolving Social Issues Through the Garden City Concept

Eiichi Shibusawa, founder of Den-en Toshi Co., the origin of the Tokyu Group, addressed social issues emerging in large cities amid economic development—such as housing shortages and deteriorating living conditions—by adapting the early 20th century British concept of a garden city to Japan. In doing so, he put forward the possibility of a new way of living, where people commuted to cities by train from residential districts lush with greenery.

Since then, we have operated our businesses with the goal of urban development that offers both the convenience of the city and the tranquility of nature.

Den-en Chofu, the Foundation of the Garden City Concept in Japan

To address social issues associated with modernization, Eiichi Shibusawa took on the challenge of developing the farmland and mixed woodland spread across the Tamagawa Plateau and building an innovative suburban residential city that adapted the garden city concept to the local conditions of Japan, an idea that was remarkably advanced at the time. Keita Goto, founder of the Tokyu Group, built on this idea in the development of the Den-en Chofu area. This concept of a garden city gradually spread throughout Japan, becoming the foundation of modern Japanese suburban development.



Photograph
courtesy of
Tokyu Corporation

Eiichi Shibusawa | 1840–1931

Eiichi Shibusawa established Den-en Toshi Co., the origin of the Group. Often referred to as the father of Japanese capitalism for his role in building the foundation for the Japanese economy, he was active from the Meiji era (1868–1912) into the early Showa period (1926–1989). He was involved in the establishment and development of around 500 companies and roughly 600 public works projects, while making great efforts in support of philanthropic activities.



In 1956, a sales office was established in front of Shibuya Station.

Bold Business Reorganization

After the death of Keita Goto, his son Noboru Goto defined the company's business domains and took decisive action to reorganize and rationalize its expanded operations. Noboru was well-known for his pursuit of vitality—the drive to challenge the very limits of what was possible. He believed strongly that if failure resulted from an earnest challenge, it should be accepted and even valued as a badge of personal growth. Guided by this philosophy, he undertook a bold reorganization of the business. In the process, he separated the real estate division of Tokyu Corporation to establish Tokyu Land Corporation, thereby nurturing a new pillar of growth.

In 1965, amid the development of urban infrastructure and the rapid expansion of consumer culture, the Shibuya Tokyu Building was completed in front of Shibuya Station. As the first privately developed mixed-use commercial building featuring specialty stores, it included Tokyu Plaza Shibuya and contributed to improvements around the station. The building represented a bold undertaking to present an innovative commercial facility. Its development involved envisioning the future of cities, anticipating changes in foot traffic and consumer behavior free from the constraints of existing business models

and conventional wisdom. This approach embodies the Group's challenge-oriented DNA, which has been passed down through the generations.



Shibuya Tokyu Building, completed in 1965

Establishment of Tokyu Plaza Shibuya

A Pioneer of International Expansion

In 1956, Noboru Goto was the first Japanese civilian to visit Palau post-war. Captivated by its culture and natural beauty, in 1984 he established the Palau Pacific Resort. While overseeing the development, he emphasized consideration for the local environment, instructing, "Do not build anything taller than the palm trees." He repeatedly stressed, "We must engage in work that is truly for the benefit of the local people," and continued to seek ways to harmonize two seemingly conflicting themes: environmental conservation and tourism development.



Palau Pacific Resort, a resort hotel established in 1984

Our Founding Spirit

Challenge-Oriented DNA Passed Down to Noboru Goto

Far from being limited to real estate development that simply provides physical structures, we have consistently taken on bold challenges with innovative thinking. Since the Group's founding, this pioneering spirit has been continuously passed down and firmly embedded as a source of its competitive advantage.



Photograph courtesy of Tokyu Corporation

Noboru Goto | 1916–1989

First president of Tokyu Land Corporation

Noboru Goto led the Tokyu Group as the first president of Tokyu Land Corporation. He engaged in large-scale urban development and resort development projects, as well as serving as chairman of the Japan Chamber of Commerce and Industry (JCCI).

A Community That Embodies Our Philosophy

The Greater Shibuya Area

Multi-faceted urban development that fuses the components of “work,” “play,” and “live”

In Shibuya, which has become one of Japan's leading trendsetting districts, we have been engaging in multi-faceted urban development that fuses the components of “work,” “play,” and “live.” The clustering of offices and commercial facilities around Shibuya Station has strengthened Shibuya's presence as a hub for the IT and creative industries. Furthermore, by redeveloping residential areas and enriching public spaces, we are broadening the options for city-center living. These initiatives not only create new experiential value for people but also contribute to the creation of local value that sustainably enhances Shibuya's unique character and vitality. Moreover, by advancing solutions to environmental issues in tandem with our business activities, we have created environmental value that supports both community growth and business sustainability. Our urban development activities aim to create environments like the Greater Shibuya Area, where “work,” “play,” and “live” intersect naturally, and to maximize cities' adaptability and appeal.

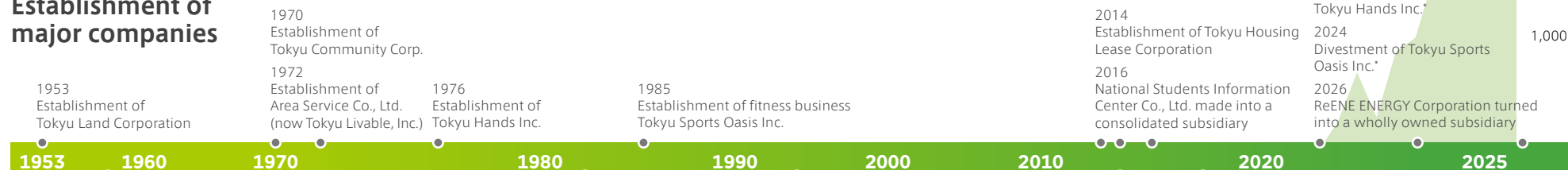




Value Creation Progress

Guided by our challenge-oriented DNA, our founding spirit, we have continued to evolve our businesses by addressing changing social issues and working toward their resolution.

Establishment of major companies



1958

Completed Tokyu Skyline, the industry's first condominium

Addressing the postwar housing shortage

After Japan's postwar recovery and entry into a period of prolonged and strong economic growth, population concentration in urban areas led to a pronounced housing shortage. To help address this problem, the Group supplied housing and retail complexes, mainly in its base of Shibuya.



Tokyu Skyline

1982

Launched the Asumigaoka New Town Project, one of Japan's largest community development projects

Enhancing people's quality of life

As living standards rose and people's values became more varied, we diversified into the real estate management, brokerage, retail, and resort businesses and evolved into a corporate group providing comprehensive lifestyle services.



Asumigaoka New Town

1993

Completed Setagaya Business Square, the Group's first high-rise office building

Adapting to changes in people's lifestyles

As Japan's economic stagnation persisted, land prices fell and the population returned to city centers. At the same time, people's lifestyles and values changed, and we shifted our focus from suburban housing development to the leasing business, such as for offices and retail complexes.



Setagaya Business Square

2014

Launched renewable energy business
 2018
 Launched business brand ReENE

Building a sustainable society

In response to global climate change, the rise of the digital society, and the onset of full-fledged inflation, the Group began strengthening its resilience to market fluctuations. Since then, the Group has been promoting sustainable community development that leverages its strengths while working to create value that balances economic and environmental sustainability.



ReENE Matsumae Wind Power Plant

* Company name at time of divestment

Note: Fiscal 1953 to fiscal 1992: Non-consolidated operating revenue from Tokyu Land Corporation. Fiscal 1993 to fiscal 2012: Consolidated operating revenue from Tokyu Land Corporation. From fiscal 2013 onward: Consolidated operating revenue from Tokyu Fudosan Holdings Corporation.



CHAPTER 1

Value Creation at Tokyu Fudosan Holdings

Here, we present both the qualitative and quantitative aspects constituting our value creation, as well as outlining the unique characteristics of Tokyu Fudosan Holdings, particularly via the Letter to Our Stakeholders, the Process for Value Creation, and Value Provided Through the Six Material Issues.



Letter to Our Stakeholders



Hiroaki Hoshino

President & CEO,
Tokyu Fudosan Holdings Corporation

Refining the companies that make the Tokyu Fudosan Holdings Group strong and taking Group management to the next stage while continuing to be chosen by customers through the provision of premium experiential value, local value, and environmental value

Embodying a mindset of “keeping an even keel in both calm and rough waters”



My name is Hiroaki Hoshino, and I assumed the position of president & CEO of the Company in April 2026. Although Tokyu Fudosan Holdings Corporation has only a 13-year history, more than 70 years have passed since the founding of our core company, Tokyu Land Corporation, and over a century since the origin of our business, the Den-en Toshi Concept, came into existence. We will pass on the challenge-oriented DNA that has been continuously inherited throughout our history to the next generation. In a similar vein, I have received the baton from my predecessor, Hironori Nishikawa, and I feel the weight of the responsibility of being president & CEO every day.

One phrase I hold dearly is “keeping an even keel in both calm and rough waters.”

We must remain humble when things are going well and stay composed when circumstances do not go as planned. I discovered this Chinese proverb during my early years, when I struggled to recruit tenants for the Group’s first high-rise office building, Setagaya Business Square (Yoga, Tokyo), and it became a source of encouragement for me.

When I joined Tokyu Land Corporation in 1989, there was still excitement about the bubble economy, but it was also a time of major transition. While new buildings were being completed one after another, the subsequent economic downturn rapidly worsened the financial condition of companies. I made countless cold calls along Route 246 from Shibuya, where the Company is located, to Yoga, only to be repeatedly turned down and experience many setbacks. Through this experience, I learned the importance of practicing self-discipline and facing situations calmly.



Even today, I keep these words close to my heart. We will not become complacent with the achievement of solid results or be daunted by a rapidly changing business environment. We will instead demonstrate the Group's shared DNA and axis of value creation, leverage our strength in abundant consumer touch-points, and reinforce collaboration with corporate clients to open up new growth opportunities. While identifying what needs improvement and what should be passed on, I aim to further evolve Group management for long-term sustainable growth and take us to the next stage.

Updating to medium-term management plan next fiscal year



Our long-term vision, GROUP VISION 2030, announced in fiscal 2021, serves as a compass indicating our ideal vision. As a member of the Board of Directors, I was involved in formulating the vision. Meanwhile, under the vision's slogan "WE ARE GREEN," we set forth the goal of realizing "a future where everyone can be themselves and shine vigorously," and we presented a clear path for enhancing corporate value even amid the COVID-19 pandemic.

During the first five years of our 10-year long-term management policy, we focused on fundamental business structural reforms as part of the restructuring phase. Under Mr. Nishikawa's strong leadership, we stabilized our business

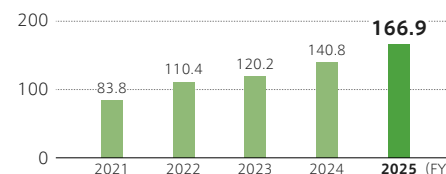
portfolio at a faster pace than planned. Therefore, we began the second half of the plan one year early and launched the six-year Medium-Term Management Plan 2030 (hereinafter, "the Plan") in fiscal 2025, the year ended March 31, 2026. In the resilience phase, we are working to enhance efficiency and durability by building a robust and distinctive business portfolio. While adhering to our management policies to date, we will act with a sense of urgency to achieve further profit growth. ▶ P.37

In fiscal 2025, the first year of the Plan, Tokyu Fudosan Holdings achieved record highs in both revenue and profits, marking five consecutive years of revenue and profit growth. Furthermore, we achieved our fiscal 2027 targets for net profit and ROE two years ahead of schedule. NAV per share increased by more than 10% compared with the end of the previous fiscal year and is growing at a pace exceeding expectations. While we benefited from tailwinds in the real estate sector, these significant achievements are mainly thanks to the efforts of the approximately 30,000 Group employees working diligently on the Company's front lines.

However, the better our performance, the more we must remain level-headed. Rising interest rates, soaring building construction costs, and global geopolitical risks are causing significant changes in the business environment compared with when the Plan was formulated. Strong

Operating profit

(Billions of yen)



results now do not necessarily guarantee continued growth into the future. The question before us is how we will continue to grow as a corporate group as we head toward 2030 without being satisfied with our current results.

To that end, we will update the Plan and announce it next year. We will place importance on growing more flexibly and powerfully in response to operating environmental changes, paving the way for the future.

* BPS added to unrealized gains of leased properties per share (after adjustment for tax)

Becoming a group that forms a scrum and passes the ball to one another



The Tokyu Fudosan Holdings Group has a history of responding to the needs of the times by proposing ways of living, working, and spending time that align with people's lifestyles, thereby expanding the value it provides and pioneering new business domains.

What has supported this progress is the centrifugal force generated as each

Group company has tackled its own market and continuously taken on new challenges beyond its boundaries. Starting with the establishment of Tokyu Land Corporation, which was spun off from the real estate division of Tokyu Railways (now Tokyu Corporation), each company that was created amid changing times has expanded its business and now possesses a high degree of expertise and market presence. This is proof that, rather than relying on Tokyu Land Corporation, which handles development, Group companies have honed their strengths in their own markets with their own customers. The Group is composed of strong individual companies. This is a major competitive advantage of the Group that remains unchanged even after transitioning to a holding company structure.

However, to achieve future growth, it is not enough to simply strengthen each individual Group company. Each must remain autonomous while facing the same direction and passing the ball to one another, akin to a rugby team. We will work closely together as a scrum and thereby create greater value as a group. We must evolve our management in such a manner.

The key is to reconnect the internal capital the Group has cultivated in order to deliver greater value to customers and society. Information and opportunities gained by one Group company can lead to value creation by another. Instead of



confining themselves to their own corporate boundaries, Group companies must pursue approaches that maximize value for the entire Group. Increasing the total number of such ball passes among Group companies will be the crux of Group management going forward.

As the holding company, Tokyu Fudosan Holdings provides a common axis for the Group and, working behind the scenes, creates an environment where its group of robust companies can demonstrate their strengths. Autonomous individuals come together, move forward on their own initiative, and continue to organically create value that cannot be generated alone. This is my philosophy of Group management.

Aiming higher through the creation of premium value



Under the Plan, our aim is to create premium value that addresses social issues.



We have launched a growth strategy to proactively increase our top line during the transition to an inflationary economy. Premium value does not mean products or services in a high-price band. Rather, it is value that gives customers, communities, and society a reason to continue choosing us.

At the core of this are experiential value, local value, and environmental value. Experiential value means creating moments and experiences that move people's hearts. Local value involves enhancing the unique character, history, and human connections of a local place to create lasting appeal for the community. Environmental value entails transforming environmental initiatives into solutions for addressing social issues and enhancing business competitiveness.

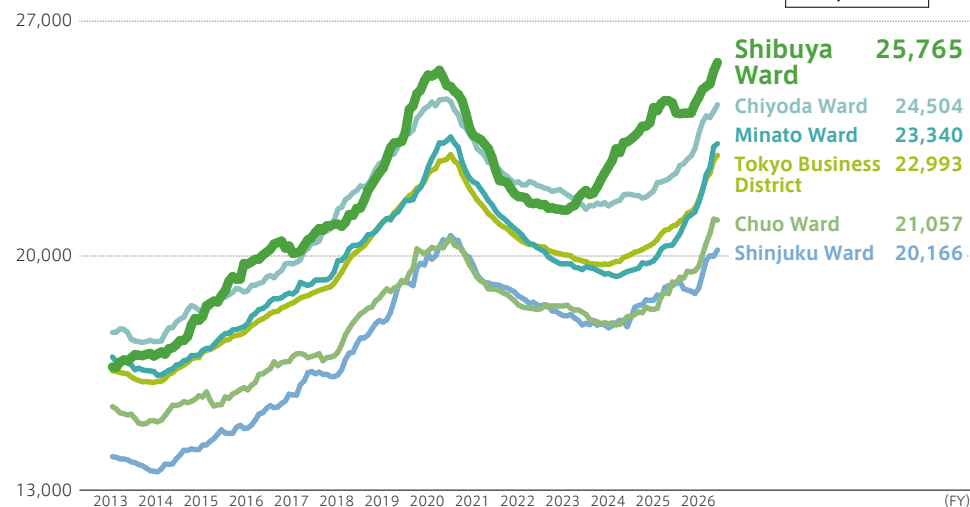
▶ P.17 ▶ P.31

Individual businesses alone cannot create such types of values. Only by combining the expertise and uniqueness of each Group company can we create premium value distinctive to the Group. The Plan places the creation of premium value at its center and focuses on three key themes that directly address social issues such as strengthening international urban competitiveness, promoting green transformation (GX), and advancing tourism and regional revitalization: promoting the Greater Shibuya Area strategy, establishing a GX business model, and expanding glocal business. ▶ P.37

Average market rents in Tokyo's five central wards

(Yen / tsubo)

As of June 2026



Riding the winds of the times blowing through our home ground



In creating premium value, we are devoting all of our efforts to community development in the Greater Shibuya Area. The Tokyu Fudosan Holdings Group has designated the area within a 2.5-kilometer radius centered on Shibuya Station as the Greater Shibuya Area and is advancing community development that integrates "work," "play," and "live."

It is clear that the winds of the times are now blowing through Shibuya, our home ground. Shibuya has become one of the most popular destinations for

overseas visitors to Tokyo, and in terms of office rents, the average unit price in Shibuya Ward has surpassed that of Chiyoda Ward, reaching one of the highest levels in the city. People gather, companies gather, and information gathers. Diverse sources of data also tell a story about the high level of attention that Shibuya attracts. ▶ P.38

Growth in the content sector, which the Japanese government is actively promoting, is reinforcing these trends. Shibuya, once known as Bit Valley, has become a hub for venture companies in IT and other software industries. Building on that foundation, companies and creators



Letter to Our Stakeholders

involved in anime, games, manga, film, and music are now gathering in Shibuya. Today, content being created in Japan has a strong presence in the global market. Japan is shifting from an era led by heavy industries to one in which soft businesses, symbolized by Shibuya, will become the core driver of the Japanese economy. We are beginning to see this potential become a reality.

We are currently advancing a variety of initiatives to enhance Shibuya's appeal, including financing for content investment funds and collaborations with intellectual property (IP) owners that feature urban spaces as media. As a corporate group, we aim to build the foundations and mechanisms for a community that constantly supports creators. People with diverse interests gather, form new cultures, and from there, new businesses are born. Such businesses then spark new movements, attracting even more people. We believe this cycle is the wellspring of Shibuya's uniqueness, and we are working to create frameworks that facilitate this cycle.

Enhancing the appeal of the Greater Shibuya Area through unique experiences only found there



The value of a city increases as more people gather there. While leveraging our assets to create an environment where people continue to gather, we also leverage the advantage of having Shibuya as

our home ground to identify business opportunities throughout the community. Leveraging such strengths is essential in generating long-term earnings through the Greater Shibuya Area strategy.

Industry development is one of the pillars of this strategy. We have enticed startups to the Greater Shibuya Area and collaborate with overseas universities in accelerator programs. Going forward, we will provide spaces for entrepreneurs to operate and also develop the infrastructure for daily life that stimulates business creation, realizing a community where business and daily life are tightly integrated. Looking further ahead, we will enhance Shibuya's identity as a hub of knowledge with an eye toward nurturing the next generation of entrepreneurs. People are learning, finding inspiration, meeting peers, and launching businesses



Tokyu Plaza Omotesando "Omokado," viewed from Tokyu Plaza Harajuku "Harakado"

in the Greater Shibuya Area. Encouraging this flow is a powerful force in making "from Shibuya to the world" a reality.

The other pillar is urban tourism. The Greater Shibuya Area offers a wide variety of attractions, including nightlife, pop culture, food, music, and fashion. We will improve both the physical and experiential aspects of hotels, commercial facilities, and entertainment venues to fully welcome people drawn to these attractions. Furthermore, we will leverage the unique characteristics of each part of the area to extend visitors' length of stay and encourage them to explore further. We will transform the Greater Shibuya Area into a community where new interactions and spending occur day and night, converting our investments in community development into stable streams of revenue.

These initiatives are designed to provide unique experiential value that can only be found in this community. In fiscal 2026, we established the Greater Shibuya Area & Experiences Strategy Promotion Office as a Group-wide initiative. We will strengthen collaboration among the Group's various businesses nationwide, including sports, arenas, entertainment, and education, to further enhance the unique experiential value we offer in both urban and regional areas.

Utilizing green energy as part of next-generation infrastructure for community development



In 2014, ahead of sector peers, we entered the renewable energy business, and today we have become an environmentally advanced company with top-class renewable energy power sources and value chains in Japan.

Our renewable energy business not only contributes to the environment but also supports the sustainable development of local communities. Building long-term relationships of trust with a diverse range of regional stakeholders, including landowners, aligns well with the real estate business, and above all, energy infrastructure is the essential pillar underpinning community development. In the coming era, our initiatives in green energy will address environmental needs and also enhance the competitiveness of cities and industries, creating new local value.

The Tokyu Fudosan Holdings Group's uniqueness lies in its ability to combine the abundant capital it has accumulated through urban development and property management with its expertise in renewable energy development and operation, enabling the Group to deliver significant value that unifies real estate and the environment. We will enhance enterprise value by leveraging environmental value, such as that created via real estate that utilizes renewable energy,



environmentally friendly logistics facilities and data centers, and industrial community development projects that promote regional industrial clusters.

In particular, the industrial real estate sector has strong electricity demand and hefty needs for decarbonization. This is why there is great potential in providing locally generated green energy together with real estate as an integrated solution. Our focus is on development, operations, power supply, and co-creation with local communities. Through this chain of value offerings, we will establish a GX business model and make it into a new growth engine for the Group.

Accelerating growth through co-creation with corporate clients



The Tokyu Fudosan Holdings Group has created new businesses needed by society and its customers with multiple touchpoints that are closely connected to people's lives. We have also earned the



No. 1 Ishikari Renewable Energy Data Center, completed in March 2026

trust of individual customers through building management, real estate agents, resorts and leisure facilities, and rental housing services, including housing for students.

Looking ahead, we will leverage our strength in wide-ranging customer and market touchpoints as a gateway to new co-creation while demonstrating our unique ability to create businesses, even in fields where corporate clients are the main customer.

For example, in industrial domains such as logistics facilities and data centers, which require significant assets and energy, there is ample opportunity for the Group to demonstrate its business creation capabilities. As these are new business fields for the Group, we must gain a deep understanding of the issues faced by our corporate partners and the areas in which they envision future growth.

It is important to strengthen relationships with corporate clients with the aim of expanding business opportunities. As the leader of the Group, I personally intend to directly address the management issues faced by our corporate partners and identify opportunities for co-creation, thereby creating an engine of growth.

Aspiring to be a group where people can work energetically and with enjoyment for the benefit of others



Above all, it is the power of people that supports our value creation. One of the Group's major strengths, unmatched by sector peers, is that over 90% of our approximately 30,000 employees are engaged in businesses driven by human capital. No matter how outstanding our assets or expertise may be, it is communication between people that leverages these strengths and connects them to new business opportunities. That is why I regard human capital as the cornerstone of Group management and continue to strengthen it. ▶ P.43

What I value most is autonomy, one's ability to think and act independently. Rather than waiting for instructions, our employees can sense changes among our customers and in society, look ahead, and consider what actions they can take. We look outward and achieve results as a team. An organization where such behavioral traits arise naturally is essential in this era of rapid change.

At the same time, it is also important that each employee can work with energy and enjoyment. Our employees can feel that their work is helping others and gain fulfillment by overcoming challenges together with colleagues. It is vital to move forward together while supporting one another. Accumulating such experience leads to greater job



satisfaction among employees and strengthens the organization.

Utilizing digital transformation (DX) and AI is also an important means to achieve this. The Group's DX initiatives are steadily progressing, as evidenced by our inclusion in DX Brand 2026, and they have become a source of competitive advantage over our sector peers. We bring information and knowledge to those who need it, increasing the time people can devote to more creative work. Our approach to DX is not to replace people with digital technology but to redirect human capabilities toward higher value creation. ▶ P.34

"One person's love becomes the starting point for moving the world." This sentence is written in the Plan as an expression of the true appeal of our work. The things that excite and inspire us can become new products and services. What we do for ourselves becomes something for others, and ultimately for society. We will foster a creative culture



that spins this virtuous cycle as the foundation of the Group.

Engaging in dialogue with investors and building long-term relationships of trust



As the basis supporting value creation, the Tokyu Fudosan Holdings Group is strengthening governance alongside its human capital, organizational culture, and financial capital strategy. By appointing six independent outside directors to the Board of Directors, we have established a structure that ensures sound and transparent management while enabling prompt and decisive decision-making. From fiscal 2026 onward, we have revised the composition of the Nomination and Compensation Committee to further increase diversity and the ratio of independent outside directors.

In evaluating the effectiveness of the Board of Directors, we ensure objectivity by having an external consultancy firm design, tally, and analyze the evaluation process and by obtaining a third-party assessment from an attorney with no advisory relationship to the Company. The results of the Board effectiveness evaluation in fiscal 2025 indicated that enhancements in reporting by the Risk Management, Sustainability, and Information Security committees, as well as the timely sharing of risk information, have helped improve the Board's effectiveness.

To achieve long-term sustainable growth, it is essential to balance growth investments with financial discipline. In potential growth domains, we will flexibly allocate the necessary capital while maintaining a sound financial position and thoroughly focusing on capital efficiency, especially in this era of rapid change.

I place importance on both pursuing growth in scale and achieving growth with quality. While being mindful of financial indicators, such as ROE, EPS, and NAV, we decide which businesses to invest capital in, which assets to enhance, and which assets to replace. We will continuously review our business portfolio and enhance our growth potential, efficiency, and resilience in order to increase the overall corporate value of the Group.

When engaging in dialogue with shareholders and investors, we place importance on accurately conveying the true state and progress of the Group. As long as we are entrusted with capital, it is fundamental to management that we deploy it efficiently and deliver shareholder returns through the enhancement of corporate value. At the same time, not all shareholders and investors seek the same returns. We will thus openly communicate our strengths, areas designated for growth, challenges to overcome, and management policies, and by gaining understanding regarding our unique approach to value creation, we will build long-term relationships of trust.

Aiming to be a corporate group constantly chosen by its customers



I aim for us to become a corporate group that comes to mind first when someone faces a challenge or wants to commence a new undertaking. We want to be the entity that customers, communities, and companies think of first when they consider seeking advice. That is what I believe it means to remain a chosen corporate group.

Aligning with the spirit of the times in Shibuya, continuing to be an environmentally advanced company, and expanding growth opportunities in the corporate and industrial sectors are all initiatives to redefine the reasons why customers decide to choose us first. At the same time, our business does not end with the Greater Shibuya Area. We have roots in communities across Japan and work together with local residents, governments, companies, universities, and partners to cultivate unique value in each region. While maintaining a global perspective, building trust at the local level is our distinctive approach to growth.

As president & CEO, my role is to present a broad vision and direction and be a guiding axis for the Group. Under this guiding axis, we trust one another, support each other when needed, pass the ball, and work together as a scrum. Members of management will take the lead in embodying the essence of a

strong team and will foster a culture of autonomy and collaboration throughout the Tokyu Fudosan Holdings Group.

I aim to be a leader who supports autonomous individuals and organizations from the ground up so they can demonstrate their full potential. That is the ideal I strive for. Possessing the mindset of "keeping an even keel in both calm and rough waters," which I described at the beginning of my message, we will strive to be a corporate group that continues to create value and is chosen by customers, communities, society, and the capital markets as we open up the future.

September 2026

President & CEO,
Tokyu Fudosan Holdings Corporation

Accumulated Capital and Management Resources

The Tokyu Fudosan Holdings Group organically integrates the diverse forms of capital through its business activities and turns it into management resources. We then transform these management resources into strengths that serve as sources of competitive advantage and thereby enhance our long-term corporate value.

Group management resources

Ability to maximize the appeal of cities

Starting with our business domains rooted in people's daily lives, we possess portfolio design capabilities that enable both synergy creation and risk diversification through effective capital utilization. Moreover, we maximize business value by comprehensively integrating not only knowledge but also human and natural capital derived from both inside and outside the Group.

Expertise in co-creation with diverse stakeholders

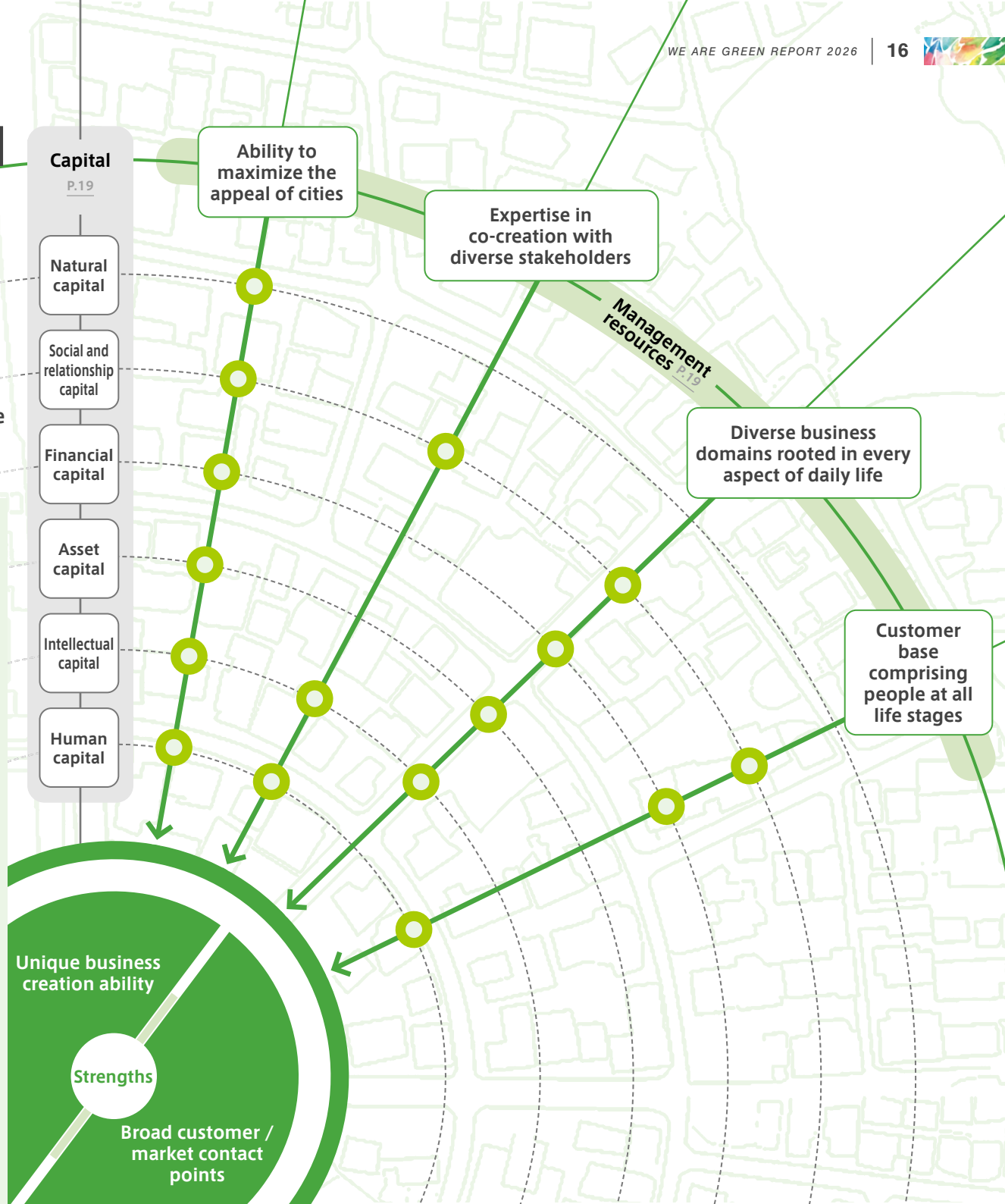
Through the creation of new businesses to address social issues together with industry, government, and academia, we have accumulated collaborative expertise that generates business synergies while utilizing external capital. We have thus honed the ability to incorporate external knowledge and turn social networks into business capital, thereby achieving sustainable value creation.

Diverse business domains rooted in every aspect of daily life

In communities and related businesses, we broadly develop business domains that support the increasingly diverse lifestyles of our customers. We also leverage our value chains formed through co-creation among businesses, enabling us to enhance experiential value, strengthen customer touchpoints, and achieve both risk diversification and growth.

Customer base comprising people at all life stages

By engaging in business activities in domains that allow us to foster relationships with people of all ages, from the young generation to the elderly, we have touchpoints with approximately 16.15 million customers. In addition, we provide a wide range of services for each stage of the lives of customers and maintain a brand that continues to be chosen thereby.





Business ecosystem that continues to strengthen competitive advantages

Experiential value

Closely aligned with the individual, we will realize vibrant lifestyles through gratifying experiences.

Local value

Collaborating with our partners and government agencies, we will elevate local appeal to community enrichment.

Creating premium value

Environmental value

We will carry out environmental management into the future by establishing both businesses and solutions for resolving environmental issues.

Group policy

Environmental management and digital transformation

P.30

Business policy

Utilization of intellectual assets and co-creation with partners

P.55

Unique business creation ability

Strengths

Broad customer / market contact points

Examples of Premium Value Creation

Providing value to diverse generations at the intersection of "work," "play," and "live"

Adjacent to Shibuya Station, Shibuya Sakura Stage creates high added value by combining offices, a retail complex with trendsetting and cultural tenants, event spaces, and the only residential building in the large-scale redevelopment of the central area of Shibuya Station. By developing one of Japan's largest deep-tech start-up co-creation facilities and serviced apartment buildings, we also contribute to the strengthening of Shibuya's international competitiveness. This large-scale mixed-use facility integrates work, play, and living, providing town-like value to diverse generations. In addition to serving as a disaster response hub, the development of a pedestrian network enhances connectivity with surrounding districts. This facilitates flows of people and urban expansion, and by providing approximately 6,000 m² of green space, Shibuya Sakura Stage offers premium value.



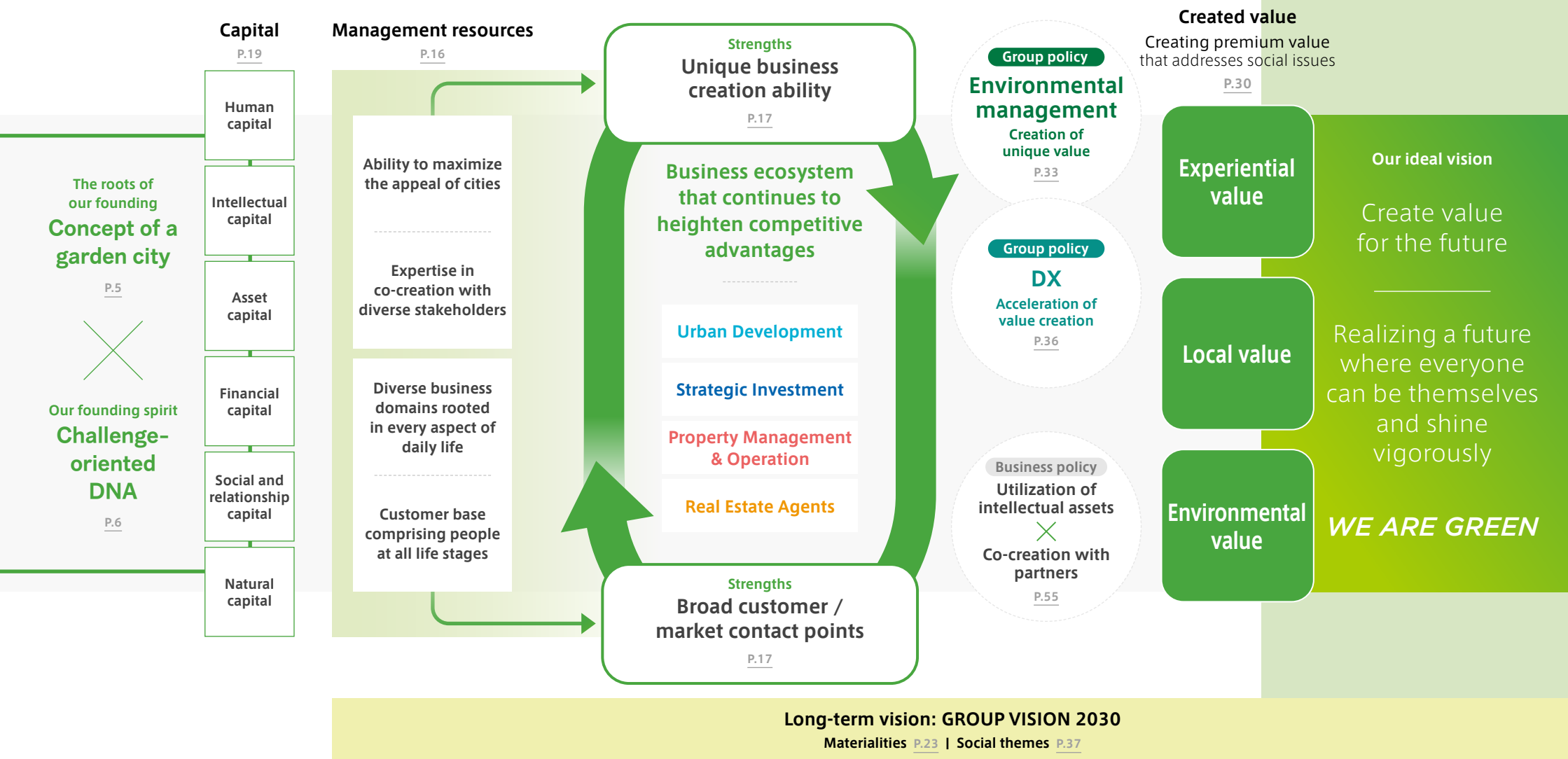
Value Creation Leveraging Our Strengths

By driving a business ecosystem in which our strengths interact, we create premium value that addresses social issues.



Process for Value Creation

The capital of the Tokyu Fudosan Holdings Group cultivated through its challenge-oriented DNA being put into practice generates unique management resources. By organically linking these management resources, we have built up the Group's strengths, namely, unique business creation capabilities and broad customer and market touchpoints. By promoting business activities starting from a business ecosystem in which these two strengths interact, we create premium value that addresses social issues while aiming to realize our ideal vision for 2030.





Enhancing Financial and Non-Financial Capital

Backed by a sound financial base, the Tokyu Fudosan Holdings Group is working to enhance its capital through ongoing investments in non-financial capital. By organically linking each form of capital strengthened in this way, we form management resources unique to the Group.

Category	Characteristics of our capital	Initiatives to enhance capital
Internal capital	Human capital To realize a human capital portfolio in which some 30,000 people can continue to grow and develop, we are building human capital platforms for the asset-utilizing and human capital-thriving businesses that underpin our business ecosystem. Through group training programs by employee level and secondments among Group companies, we develop and deploy human capital who can drive forward business transformation, and we create value through Group co-creation that combines diverse expertise. Guided by our challenge-oriented DNA, we are working to enhance employee motivation through investments in human capital.	■ Develop people who create value (dissemination of the Group philosophy, development of digitally savvy talent, human capital development based on environmental management) ▶ P.45 ▶ P.62 ■ Develop organizations with diversity and a sense of unity (empowerment of women, empowerment of diverse human capital, fostering of an innovative organizational climate) ▶ P.63 ■ Enhance motivation to work and foster an employee-friendly work culture (promotion of health and productivity management, support for diverse workstyles, improvement of employee engagement) ■ Set key performance indicators (KPIs) such as the amount of investment in human capital
	Intellectual capital In addition to the technological capabilities cultivated across our wide-ranging business domains and the Group as a whole, together with our expertise in co-creation with partners, we are deploying our knowledge of urban planning, digital transformation, and public-private partnership gained through the redevelopment of Shibuya in other regions. We also accumulate external knowledge through industry-government-academia collaboration. A fusion of brand, technology, and external knowledge, this intellectual capital supports our long-term competitive advantage and our consistent ability to drive business forward.	■ Promote digital transformation as a Group policy (next-generation IT platform, human capital platform for the promotion of digital transformation) ▶ P.34 ■ Advance innovation creation and new business development (corporate venture capital, STEP internal venture scheme) ▶ P.63 ■ Co-create start-up ventures through industry-academia partnerships, etc. ▶ P.38 ■ Set KPIs such as the amount of investment in digitalization
	Asset capital With a broad business portfolio, we develop offices and commercial facilities, housing, resorts, and logistics and infrastructure assets throughout Japan. In addition to stable cash flows from rental income, electricity sales, and membership fees, we secure earnings through asset replacement. By leveraging the management, operation, and real estate agency functions cultivated in our human capital-thriving businesses, we produce urban development in a comprehensive manner.	■ Total assets (excluding eliminations) ¥3,539.9 billion ■ Real estate for sale ¥1,082.4 billion ■ Market value appraisal for leased properties ¥1,240.4 billion ■ Set KPIs such as environmental certification acquisition (CASBEE, DBJ) and renewable energy electricity use ■ Set KPIs for strengthening safety and security measures for buildings
External capital	Financial capital Backed by our stable earnings base built up over many years, a high-quality asset composition, and a high credit rating founded upon a sound financial position, we maintain strong fundraising capabilities and continue to invest steadily even amid fluctuating market conditions. Through the issuance of ESG bonds, we also gain the understanding and support of stakeholders, including bond investors, for the Group's ESG initiatives, while promoting the diversification of our funding sources.	■ Improve the D/E ratio (fiscal 2030 target: 1.8 times or lower) ■ Achieve an equity ratio of around 30% (fiscal 2030 target) ■ Issue ESG bonds such as green bonds ■ Set KPIs such as ROE and EPS
	Social and relationship capital Building on the track record cultivated in each of our businesses, we have established strong relationships of trust with a wide range of customers and partners. Through an integrated business structure spanning development, sales, management, and operation, we work together with rights holders, local communities, and government agencies while also forming multilayered relationship capital with developers, financial institutions, and tenant companies both in Japan and overseas. These relationships of trust are the foundation that supports our sustainable growth.	■ Advance regional co-creation and urban development activities (including solving regional issues through cooperation between government agencies, citizens, and companies; revitalizing communities; and implementing stakeholder environmental education programs that envision future society) ■ Engage stakeholders (communication for building relationships of trust, etc.) ■ Set KPIs such as customer satisfaction levels, new lifestyle creation, and community revitalization
	Natural capital With the coexistence of cities and nature at the forefront, we advance urban development premised on the natural environment through resort development and urban regeneration. While accumulating expertise in areas such as environmentally friendly construction, the introduction of renewable energy, forest conservation, greening technologies, and the protection of marine life, we work continuously with our supply chain partners and stakeholders to maintain and restore natural capital and, in turn, deliver environmental value.	■ Practice low-carbon real estate development, management, and operation that leverages our strength in renewable energy (co-existence of electricity generation, logistics, and agriculture, creation of new employment and economic benefits) ■ Manage and utilize buildings in a way that contributes to longer useful lifespans and community revitalization (maintaining asset value, urban development focused 50 years in the future) ■ Contribute to ecosystem conservation that takes into account urban and regional characteristics (creation of spaces that contribute to well-being in urban areas, sustainable tourism) ■ Set KPIs such as renewable energy consumption and CO₂ emissions volume

Management Resources

Ability to maximize the appeal of cities

Human capital	Value creation through expertise cultivated across diverse business domains and through collaboration that transcends the boundaries of individual businesses, aimed at solving social issues
Intellectual capital	Expertise in business evaluation frameworks, KPI design, and the management of capital efficiency
Asset capital	A broad business portfolio and asset classes matched to the life stages of our customers
Financial capital	The ability to design an efficient, diversified framework for the allocation of capital
Social and relationship capital	Relationships of trust built on our business track record with diverse rights holders, local communities, government agencies, and companies
Natural capital	Creation of environmental value through environmentally friendly building construction, the introduction of renewable energy, and the conservation of green spaces

Expertise in co-creation with diverse stakeholders

Human capital	Guided by our challenge-oriented DNA, we combine wide-ranging expertise to advance co-creation with diverse stakeholders.
Intellectual capital	Expertise accumulated through frameworks for co-creation
Social and relationship capital	A multilayered network built up over many years with local communities, government agencies, universities, and companies

Diverse business domains rooted in every aspect of daily life

Intellectual capital	Knowledge and data platforms cultivated through co-creation across wide-ranging business domains
Asset capital	Assets that broadly cover the lives of customers
Financial capital	Investments across wide-ranging business domains
Social and relationship capital	Ongoing relationships with local communities, users, and municipalities

Customer base comprising people at all life stages

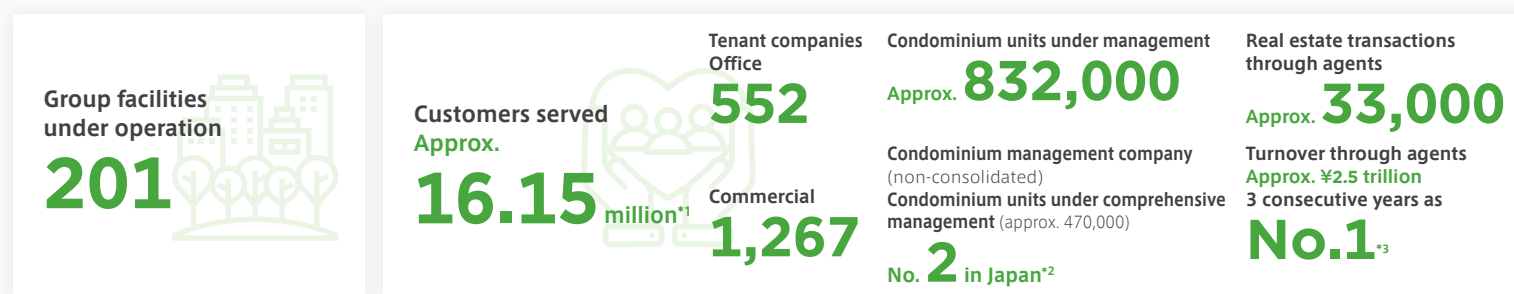
Intellectual capital	An organizational climate that keeps the customer firmly in mind and which addresses their diverse needs
Financial capital	Expansion of touchpoints through investments across wide-ranging business domains
Social and relationship capital	A multilayered network built up over many years with local communities, government agencies, universities, and companies



The Group's Strengths in Numbers (as of March 31, 2026)

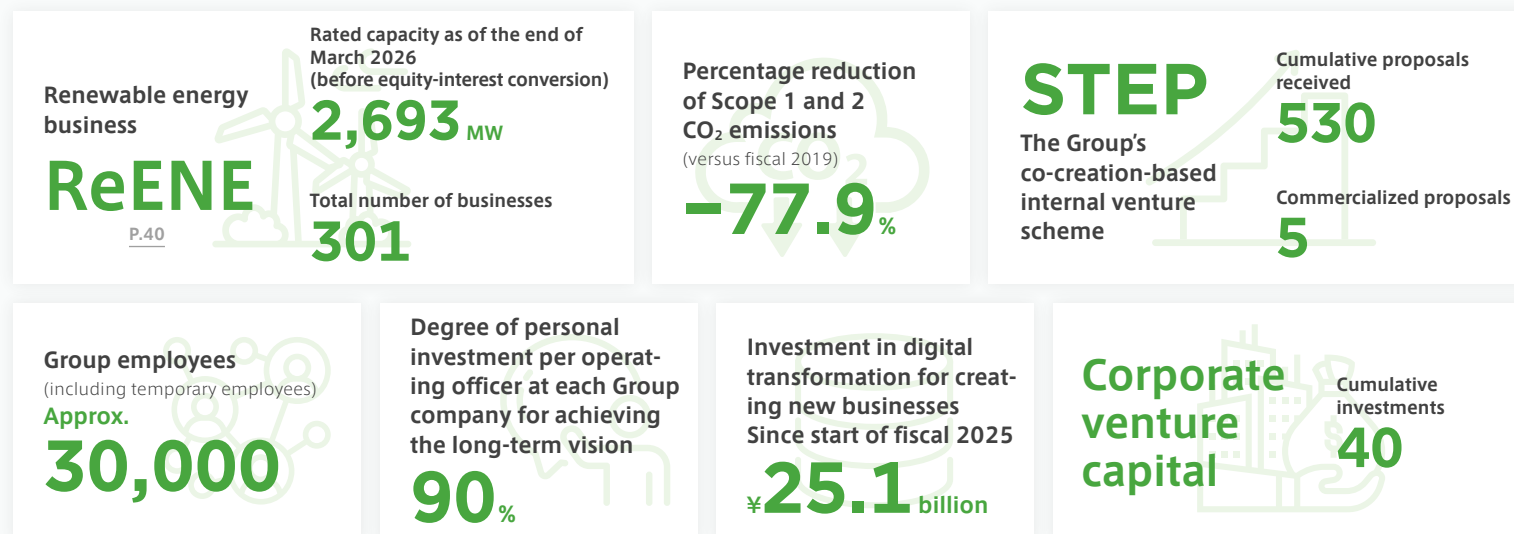
Since its founding, the Tokyu Fudosan Holdings Group has been devoted to solving social issues through its business activities and has continued to provide new value to customers and society. Still possessing this challenge-oriented DNA today, we have continued to grow and have developed unique strengths that give the Group its competitive advantage.

► Broad customer / market contact points



^{*1} Including commercial facility cardholders and app members, BRANZ CLUB members, Tokyu Cosmos Members Club members, and Tokyu Harvest Club members ^{*2} Source: Mansion Kanri Shimbun, May 25, 2026 issue ^{*3} Based on the results of transaction surveys of major real estate agents selected by several industry publications, covering fiscal 2023 through fiscal 2025

► Unique business creation ability



Group Policy

Environmental Management

First company in Japan to achieve its target

RE100 global initiative targets

(Tokyu Land Corporation, certified in April 2024)

CLIMATE GROUP
RE100

First Japanese company to

completely switch to renewable energy

(Tokyu Land Corporation, December 2022)

CDP2025

A List
Climate Change
Selected for
five consecutive years



Group Policy

DX

Selected for DX Stocks again, following our 2023 selection

DXStocks2026
Digital Transformation



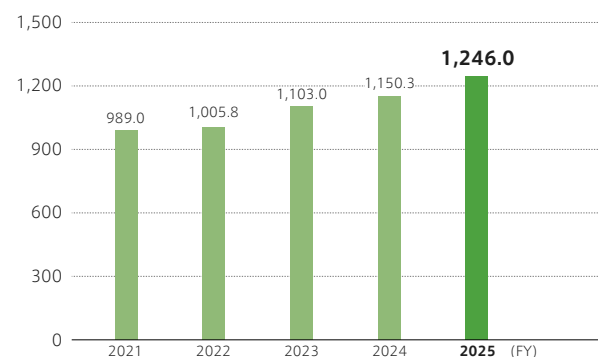
Financial Highlights

We have achieved both stable cash generation and improved asset efficiency through ongoing investments in creating area value. Through key financial indicators, we explain how the outcomes of our growth investments have led to improvements in profitability and capital efficiency.

► Key Financial Indicators

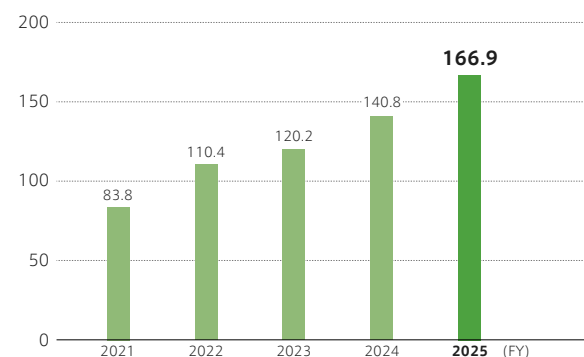
Operating revenue

(Billions of yen)



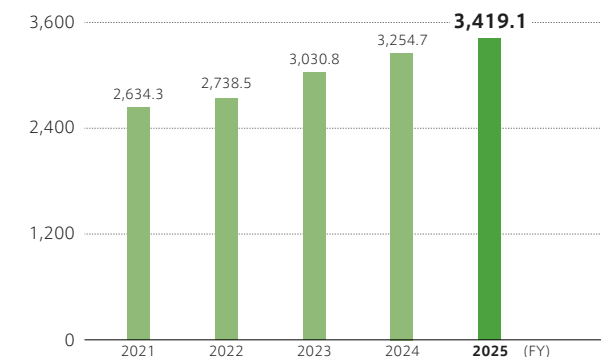
Operating profit

(Billions of yen)



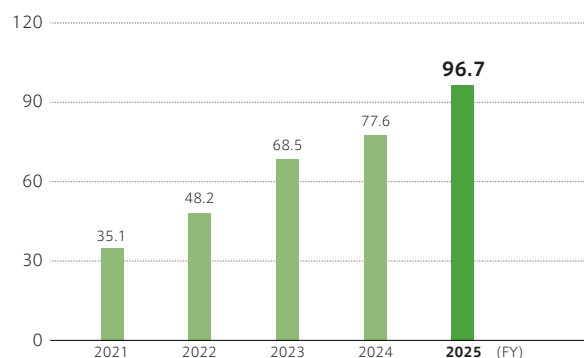
Total assets

(Billions of yen)



Net profit*

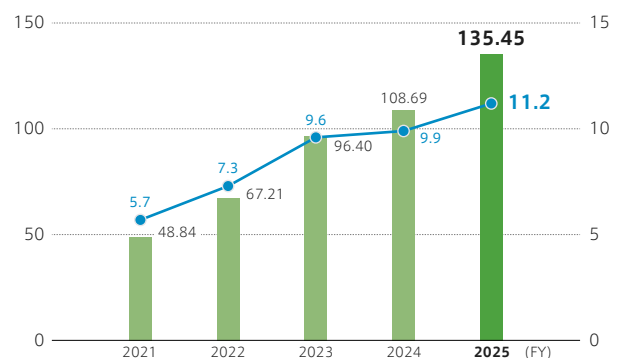
(Billions of yen)



* Profit attributable to owners of parent

EPS / ROE

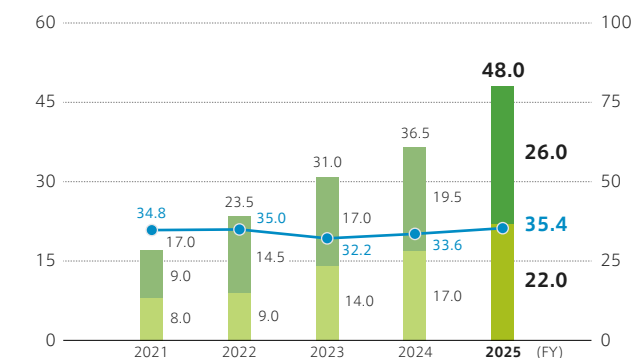
(Yen)



■ EPS — ROE (right scale)

Dividends / Dividend payout ratio

(Yen)



■ Dividends (year-end) ■ Dividends (interim)
— Dividend payout ratio (right scale)

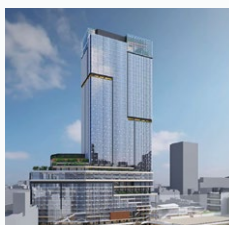


Business Overview

The Tokyu Fudosan Holdings Group possesses the expertise and resources required for future-oriented urban development across a wide variety of businesses, from real estate development to building management and operation, real estate agent operations, infrastructure building, and real estate investment.

Asset-utilizing business

In our asset-utilizing businesses, we will increase asset efficiency by leveraging our track record of developing a wide range of asset types and our capacity for directing business in a way that is rooted in local communities in order to both realize investment efficiency and advance co-creation-based development with partners.



Urban Development segment P.51

Creating attractive communities and enriching lifestyles

- Offices and commercial facilities
- Residential buildings

TOKYU LAND CORPORATION

Strategic Investment segment P.52

Building next-generation infrastructure

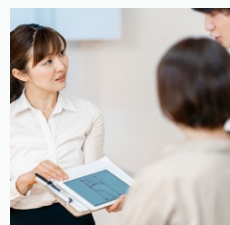
- Renewable energy
- Industry
- Investment management
- Overseas business

TOKYU LAND CORPORATION

ReENE ENERGY

Human capital-thriving business

In our human capital-utilizing businesses, we will improve productivity by leveraging our wealth of customer touchpoints, Group personnel, and operational expertise and by realizing the effective use of intellectual assets while gradually departing from labor-intensive methods through digital transformation.



Property Management & Operation segment P.53

Providing impressive experiences to customers

- Property management
- Wellness
- Environment and greening management

TOKYU LAND CORPORATION

TOKYU COMMUNITY CORP.

Real Estate Agents segment P.54

Leading to a society with a healthy stock of buildings

- Real estate brokerage
- Rental housing services

TOKYU LIVABLE Tokyu Housing Lease

NASIC
NATIONAL STUDENTS INFORMATION CENTER

Human capital-thriving business

¥729.0 billion (57%)

• Real Estate Agents
¥364.7 billion (29%)

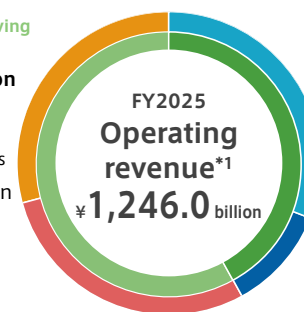
• Property Management & Operation
¥364.4 billion (29%)

Asset-utilizing business

¥546.6 billion (43%)

• Urban Development
¥399.9 billion (31%)

• Strategic Investment
¥146.6 billion (11%)



Human capital-thriving business

¥91.6 billion (51%)

• Real Estate Agents
¥64.4 billion (36%)

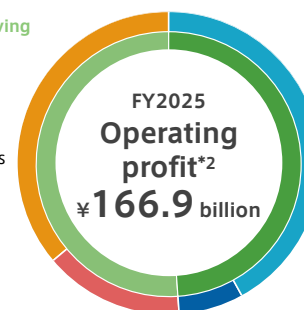
• Property Management & Operation
¥27.2 billion (15%)

Asset-utilizing business

¥88.5 billion (49%)

• Urban Development
¥75.2 billion (42%)

• Strategic Investment
¥13.2 billion (7%)



Human capital-thriving business

¥801.2 billion (23%)

• Real Estate Agents
¥331.4 billion (9%)

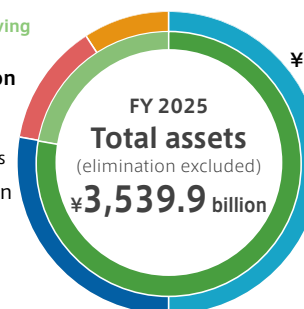
• Property Management & Operation
¥469.8 billion (13%)

Asset-utilizing business

¥2,738.7 billion (77%)

• Urban Development
¥1,753.0 billion (50%)

• Strategic Investment
¥985.7 billion (28%)





Themes of Our Efforts to Create Value (Materialities)

To realize our ideal vision, we focus efforts on six themes (materialities) through our business activities. These themes were chosen based on the prioritization and analysis of important social issues, and by implementing strategies in line with each theme, we will contribute to the creation of a sustainable society.

Materiality Identification Process

Step 1 Determination, integration, and consolidation of social issues

Integration and consolidation of 561 social issues into 37 items

We created a longlist of 561 social issues and then integrated and consolidated similar and overlapping items into 37 issues

Social issue longlist inputs

Issues recognized in international frameworks (such as the SDGs, ISO 26000, GRI Standards, and SASB), SRI ratings indexes (such as FTSE and DJSI), analyst reports, and by the Japanese government and business organizations, as well as stakeholder feedback, and issues identified in trends regarding other companies and at Group companies

Step 2 Recognition and assessment of stakeholder expectations

- We held interviews with stakeholders to gauge their expectations regarding the 37 social issues
- We organized the interview feedback and the results of Step 1 to **evaluate each issue in terms of significance for stakeholders**

Step 3 Extraction of high-priority management issues

- For each of the 37 social issues, **we confirmed its importance for each Group company, as well as potential risks and opportunities**
- We also **evaluated its significance for business management** in accordance with our long-term management policy and extracted the issues that are of the highest priority to the overall Group

Step 4 Identifying materialities, opportunities, and risks

- The Sustainability Committee and Group Executive Committee assessed the identified management issues** along two axes: significance for stakeholders and significance for business management
- The Board of Directors** designated six key issues that need to be addressed as a priority as the themes of our efforts to create value (materialities)
- We then established the correspondence between each materiality and opportunities and risks, our ideal vision for 2030, KPIs, and SDGs targets

Main social issues

(excerpts from the 37 items)

- Diversification of lifestyles and normalization of IT use
- Greater demand for customer/consumer orientation and disclosure of information on products and services
- Growing need for the realization of a sustainable society (addressing issues such as disasters, resource shortages, and population decline)
- Increases in Japan's existing housing and building stock and in the number of dilapidated and abandoned houses
- Reform and revitalization of regional communities
- Growing seriousness of climate change
- Shift to sustainable energy
- Growing need to create innovation and transform business models through DX
- Advancement of social diversity and the active participation of women in the workforce
- Labor shortages and the growing need for personnel development
- Diversification of work styles and an increasing need to improve working conditions and environments
- Growing importance to factor ESG into corporate management

The Six Materialities

Materialities and ideal vision for 2030	SDGs targets
 Create a variety of lifestyles We will help people to enjoy lives that are both physically and mentally vibrant by promoting Lifestyle Creation 3.0, a combination of home styles, work styles, and play styles.	   
 Create communities and lifestyles that encourage well-being We will realize a society where everyone can feel happy by building secure, safe and comfortable life infrastructure and creating communities where people help each other.	 
 Create a sustainable environment As an environmentally advanced company, we will create a carbon-free and circular society by addressing global issues such as climate change.	  
 Create value in the digital era We will transform our business models by utilizing digital technologies to create new experience value for customers.	 
 Create an organizational climate under which diverse human capital is enlivened We will continue to create innovation through an organizational climate that respects human rights and under which diverse human capital can exercise their abilities.	  
 Create governance to accelerate growth As a group trusted by all stakeholders, we will aim to enhance our corporate value sustainably by increasing management transparency and fairness.	



Value Provided Through the Six Materialities

We are creating premium value that addresses social themes by solving issues based on our six materialities. To achieve our ideal vision for 2030, we have identified the business opportunities and risks for each of the materialities, established relevant strategies and measures, and set KPIs accordingly. We will leverage the Group's strengths and our financial and non-financial capital to steadily achieve new KPIs set based on Medium-Term Management Plan 2030 with the aim of realizing a future where everyone can be themselves and shine vigorously.

Materialities	Main opportunities	Main risks	Strategies and measures	Main non-financial KPIs	▶ P.25 (Other KPIs) ▶ P.64 (Human capital KPIs)	FY2030 targets	SDGs targets	Financial KPIs FY2030 targets
 Lifestyle	■ Diversification of work-styles, lifestyle and play styles ■ Fusion of all manner of lifestyle scenes	■ Mismatch to consumer needs ■ Declining efficiency accompanying response to segmentalized needs	■ Verify feasibility of workations using hotels ■ Establish a portal site for condominium residents and management associations	Customer satisfaction level ^{*1}		90% or more	10.3	Growth potential and efficiency
				Products and services that contribute to Lifestyles Creation 3.0 ^{*2}		150 cases or more (cumulative for FY2021 to FY2030)	5.1 8.8 12.7	
 Livable City	■ Increasing importance of community creation ■ Growing need for disaster preparedness and disaster damage reduction ■ Increasing awareness regarding mental and physical health issues	■ Declining attractiveness of some cities due to intensifying competition between cities ■ Declining attractiveness of cities due to community decline ■ Decreasing asset values due to insufficient maintenance and management	■ Build communities through area management ■ Foster resilience to ensure the sustainability of urban functions ■ Advance measures to swiftly rebuild lifestyles in the event of a disaster	Measures to revitalize communities		150 cases or more (cumulative for FY2021 to FY2030)	11.3	ROE 10% or more
				Strengthening building safety and security ^{*3}		100%	3.9 11.3 11.5	ROA 5% or more
 Environment	■ Growing need to respond to a decarbonized and circular society ■ Increasing funding from ESG investors	■ Escalation of climate change and natural disasters ■ Increasing costs due to environmental restrictions, etc.	■ Achieve RE100 target^{*4,5} ■ Enhance environmental performance of buildings (ZEB/ZEH) ■ Introduce internal carbon pricing ■ Cultivate a circular society through management, operations, and renovations that extend the service life of buildings	CO ₂ emissions (compared with FY2019)		Scope 1 and 2: Reduction of 80% or more Scope 3: Reduction of 46.2% or more ^{*6}	13.1	EPS Around ¥170
				Environmental efforts through business		150 cases or more (cumulative for FY2021 to FY2030)	11.6 11.7	EPS average growth rate 8%/year
 DX	■ Increasing importance of utilizing customer contact points ■ Improving scalability of services provided	■ Declining position of real experiences due to enhancement of virtual experiences ■ Appearance of disruptors to existing businesses	■ Incorporate digital transformation (DX) at condominium sales locations ■ Practice data-driven area management ■ Develop AI for appraising condominium value and for real estate advisors ■ Make operations more efficient by using AI to train staff and automate the creation of shift schedules	DX and new business investment amount		¥100.0 billion or more (cumulative for FY2025 to FY2030)	9.1	Operating profit ¥220 billion or more
				Number of employees trained for DX promotion		10,000 or more	9.5	Net profit ^{*7} ¥120 billion or more
 Human capital	■ Increasing opportunities to secure diverse human capital ■ Emergence of innovation due to diversification	■ Intensifying competition and increasing costs in the human capital market ■ Declining reputation due to the occurrence of human rights issues	■ Accelerate the promotion of female employees and strengthen mid-career recruitment ■ Change rules concerning male employees taking childcare leave and encourage uptake ■ Respect human rights and practice due diligence concerning suppliers ■ Provide a DE&I e-learning course, raise awareness of this issue, and monitor the situation	Amount of investment in recruitment, training, and improving organizational climates (compared with the previous medium-term management plan period)		1.5 times per year or more	8.2 8.5 8.8	Financial soundness
				Ratio of female managers (ensuring the diversity of core human capital)		20% or more	5.5	D/E ratio 1.8 times or less
 Governance	■ Strengthening relationships with stakeholders by improving transparency ■ Increasing funding from ESG investors	■ Increasing cost of fund procurement ■ Declining confidence due to legal violations	■ Provide an e-learning course on compliance for Group employees ■ Carry out evaluations of the effectiveness of the Board of Directors that incorporate a third-party perspective	Engagement with shareholders and investors		400 cases or more	12.6	EBITDA multiple 8.0 times or lower
				Improvement of effectiveness of the Board of Directors (third-party evaluation)		Implement annually	16.6	

Our ideal vision

Realize a future where everyone can be themselves and shine vigorously

The value creation we aim to achieve

Create premium value that addresses social themes

Experience value

Closely aligned with the individual, we will realize vibrant lifestyles through gratifying experiences.

Local value

Collaborating with our partners and government agencies, we will elevate local appeal to community enrichment.

Environmental value

We will carry out environmental management into the future by establishing both businesses and solutions to environmental issues.

^{*1} Tokyu Cosmos Members Club questionnaire survey ^{*2} Lifestyle Creation 3.0: The creation of ideal lifestyles for customers through the combination of lifestyle, work styles, and play styles

^{*3} Support for people who have difficulty returning home in the event of a disaster in a large, non-residential building, etc. ^{*4} An international collaborative initiative with the goal of companies procuring 100% of the electric power consumed by their business activities from renewable energy sources ^{*5} Tokyu Land Corporation ^{*6} Certified Science Based Target (SBT). SBTs are medium- to long-term targets for the reduction of greenhouse gases that have been formulated based on scientific research. ^{*7} Profit attributable to owners of parent



Financial and Non-Financial KPI Targets and Results

Figures for fiscal 2025 include data that has yet to undergo third-party verification and is therefore subject to change.

	Category	Materiality	KPI	FY2025 results	FY2030 targets (new medium-term management plan)
Financial targets	Finance		ROE	11.2%	10% or more
			ROA	5.0%	5% or more
			EPS	¥135.45	Around ¥170
			EPS annual average growth rate	24.6%	8%/year
			Operating profit	¥166.9 billion	¥220 billion or more
			Net profit*1	¥96.7 billion	¥120 billion or more
			D/E ratio	2.0 times	1.8 times or less
Non-financial targets	S Society	Create a variety of lifestyles	EBITDA multiple	7.6 times	8.0 times or less
			Customer satisfaction level*2	90.7%	90% or more
	S Society	Create communities and lifestyles that encourage well-being	Products and services that contribute to Lifestyle Creation 3.0*3 (cumulative)	105 cases	150 cases or more
			Measures to revitalize communities (cumulative)	115 cases	150 cases or more
	E Environment	Create a sustainable environment	Strengthening building safety and security*4	100%	100%
			RE100*5	Achieved*6	Achieved
			Percentage of renewable energy power usage	90.3%	60% or more
			CO ₂ emissions (compared with FY2019)	Scope 1 and 2	Reduction of 77.9%
				Scope 3 (Categories 1, 2, and 11)	Reduction of 21.6%
				Qualitative targets	Achieved
			CO ₂ emissions reduction contribution	Carbon negative 5.6 times	Carbon negative 10 times
			Water use volume and intensity	Reduction of 12.7%	Reduction of 7% compared with FY2023
			Waste volume and intensity	4.9%	Reduction of 7% compared with FY2023
			Environmental certification acquisition*7 (e.g., CASBEE, DBJ)	97.3%	100%
			Sustainable procurement (wood materials for molds)	50.0%	100%
			The Green Connection Project (cumulative area of forests protected)	2,425 ha	3,000 ha
	S Society	Create value in the digital era	Environmental efforts through business (cumulative)	132 cases	150 cases or more
			Initiatives contributing to revenue (annual)	87 cases	100 cases or more
			DX and new business investment amount	¥25.1 billion	Cumulative total of ¥100 billion or more (FY2025–FY2030)
			Number of employees trained for DX promotion	9,910	10,000 or more
	S Society	Create an organizational climate under which diverse human capital is enlivened	Acquisition of IT passports*5	93.1%	100%
			Amount of investment in recruitment, training, and improving organizational climates (compared with the previous medium-term management plan period)	1.52 times	1.5 times or more per year
			Ratio of female managers (ensuring the diversity of core human capital)	9.7%	20% or more
			Ratio of women among new-graduate hires	42.2%	50%
			Ratio of childcare leave taken by male employees	93.2%	100%
			Deepening understanding of DE&I (percentage of employees who took an e-learning course)*8	97.6%	100%
			Ratio of employees who undergo physical examinations	100%	100%
			Respect for human rights in the supply chain (implementation of due diligence related to forced labor and child labor)	92.9%	100%
	G Governance	Create governance to accelerate growth	Engagement with shareholders and investors	378 cases	400 or more
			Evaluation of effectiveness of the Board of Directors (third-party evaluation)	Implemented	Implement annually
			Adherence to the compliance code of conduct	98.5%	100%
			Percentage of employees who received compliance training	99.8%	100%

*1 Profit attributable to owners of parent *2 Tokyu Cosmos Members Club questionnaire survey *3 Lifestyle Creation 3.0: The creation of ideal lifestyles for customers through the combination of lifestyle, work styles, and play styles

*4 Support for people who have difficulty returning home in the event of a disaster in a large, non-residential building, etc. *5 Tokyu Land Corporation *6 Excludes electricity generated through cogeneration involving private power generation (0.2% of overall electricity consumption), as there are no gases on the Japanese market that are recognized as green gases under the RE100 technical criteria *7 Covers large-scale non-residential owned properties (total floor area of at least 10,000 m²); excludes some properties, such as joint ventures *8 In fiscal 2022, "deepening understanding of LGBT" was changed to "deepening understanding of DE&I"

CHAPTER 2



Direction of Value Creation

We explain the progress of our Company-wide policies on environmental management and digital transformation, as well as Medium-Term Management Plan 2030, and provide specific examples of the premium value we create through the initiatives in the above regards.



Pursuing efficiency and growth while enhancing resilience to market fluctuations through the creation of the Group's distinctive value, as well as aiming to sustainably improve corporate value

Review of first fiscal year of resilience phase of Medium-Term Management Plan 2030 and quality of profit growth



In fiscal 2025, the first year of Medium-Term Management Plan 2030, which is being advanced as part of the resilience phase, progress on all profit indicators and ROE is tracking ahead of schedule, making for a solid start.

While we were able to reliably take advantage of favorable market conditions in certain respects, growth was supported by more than just a market tailwind. We believe that growth in earnings per share (EPS), which is at a high level compared with our sector peers, is evidence that the Company's inherent strengths are consistently delivering.

In particular, this evidence is further reinforced by the sustained growth of the Real Estate Agents Segment [▶ P.55](#) and the strong increase in rents for existing offices, centered on the Greater Shibuya Area. The Shibuya area exerts a powerful

gravitational pull on start-up companies as well as talented young professionals. To hone this regional advantage, the Company has cultivated an ecosystem that creates office demand for the entire area over the medium to long term, through support for start-ups and industry development, which has resulted in an average increase of nearly 15% in office rents in fiscal 2025. We are confident that growth driven by our enhanced capabilities, not dependent solely on the market environment, is steadily building momentum.

In addition, the improvement in earnings power that Tokyu Fudosan Holdings built up in the restructuring phase of the previous medium-term management plan has carried over into the resilience phase as well. Improvements in the profit margin of each business segment directly boosted ROE, and even as the Company reduces financial leverage, growth backed by the quality of earnings is taking hold. While capital gains increased to a level higher than we had forecast, stable profits, such as income gains and

management & fee income, are also steadily building up. The expansion of such stable profits directly enhances resilience to market fluctuation risks, and from the perspective of the profit structure, our ability to respond to changes in the external environment, such as rising interest rates and soaring building construction costs, is getting stronger.

On the other hand, we recognize that the current business environment has entered a phase in which the capabilities of management teams are being tested more than ever before. We have not been in inflationary conditions, including rising interest rates, since Japan's asset price bubble of the late 1980s. Back then, however, the inexorable rise in real estate prices concealed many management issues. This time, we are naturally not depending on appreciating real estate prices, and as building construction costs continue to rise, we believe that differences in corporate earnings will start to clearly emerge over the next several years, depending on how effectively companies utilize the cash they have

Shigeru Hashimoto

Director and Operating Officer
In Charge of General Management Department
Tokyu Fudosan Holdings Corporation





earned. As someone involved in management, I feel that this is where we earn our keep, but at the same time, we will navigate this transition without becoming complacent.

While consistent inflation brings challenges on the cost side, it also means that the business environment has become one in which we can continuously grow the top line. It is important to view this change as an opportunity and to concentrate the allocation of funds in the Group's areas of strength, where the prospects of success are higher. Although we are now planning to update to the medium-term management plan, which are scheduled

to be announced in 2027, we will maintain the two axes of "pursuing high efficiency and growth potential" and "enhancing resilience to market fluctuations," while updating the methods of achieving them in response to changes in the operating environment.

Capital allocation and financial strategy for enhancing corporate value



Under the medium-term management plan, we have budgeted for investments of approximately ¥3.8 trillion over the entire period, or around ¥630.0 billion

per year on average. In fiscal 2025, in line with this investment plan and while strictly applying the hurdle rates set according to the characteristics of each business segment, the Company executed investments for future growth.

In an economy of rising interest rates, we will review these hurdle rates with the intention of increasing them. That said, an even more important criterion in our investment decisions will be the extent to which we can reliably project growth in cash flows in an inflationary environment. We have not changed our approach to carefully selecting projects that can reliably generate excess returns and making investments that directly lead to greater corporate value. We believe that the accumulation of these disciplined investments will contribute to the sustainable improvement of ROA and ROE.

Amid rising interest rates and building construction costs, from the perspective of improving efficiency, rather than investing in and owning everything ourselves, we will proactively utilize frameworks that incorporate third-party capital from external companies and real estate investors. The Group consists of companies with extensive track records that undertake a wide range of functions in the asset-utilizing businesses and the Property Management and Operation segment. Backed by our strong competitiveness in asset management and property management and operation, in promoting and expanding frameworks

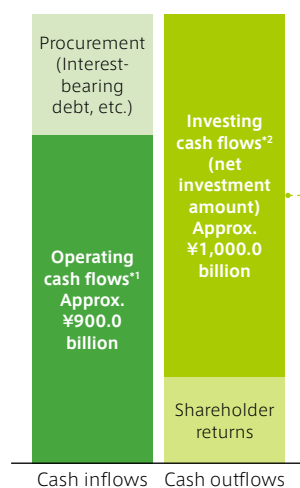
that utilize third-party capital, the Group's strengths make it a partner of choice for external companies.

From the perspective of financial soundness, under our policy of gradually reducing the D/E ratio to 1.8 times or lower by fiscal 2030, we will appropriately control leverage while maintaining financial discipline. Taking into account the rise in interest rates, we expect the cost of equity to also gradually rise. Precisely for this reason, it is essential to continuously keep ROE above the cost of equity. We thus strongly emphasize this in our decisions on capital allocation for investments, shareholder returns, and debt levels.

We also need to keep in mind the possibility that interest rates may rise more than anticipated in the future. Therefore, rather than treating our investment plans and financial indicators as fixed, it is important to flexibly allocate the cash generated from our businesses more nimbly and efficiently. While carefully assessing the balance among growth investments, financial soundness, and shareholder returns, we will carry out optimal capital allocation based on the phase.

In strengthening our funding base, we are moving toward the proactive utilization of ESG financing. Recently, financial institutions and bond investors have become much more interested in ESG financing, and our implementation of ESG financing has expanded our access to financial institutions and investors,

Capital allocation (FY2025–FY2030)



*1 Net profit + depreciation

*2 Including investment in inventory assets

Operating cash flows (efficiency target)

Asset-utilizing businesses

ROA target: 4.3% (+1.3% vs. FY2024)

Human capital-thriving businesses

Operating profit ratio target: 11.6% (+0.9% vs. FY2024)

Procurement (estimate as of the end of FY2030)

Interest-bearing debt

Approx. ¥2,000.0 billion

D/E ratio: 1.8 times or lower

Gross investment: Approx. ¥3,800.0 billion

Classification	Investment amount	Details	
Asset-utilizing businesses	¥3,500.0 billion	- Owned businesses: NOI yields (Reference: Actual figure for renewable energy around 10%) - Asset-rotating businesses: IRR	Around 5.0% Around 8.0%
Urban development businesses	¥2,100.0 billion	- Offices/commercial facilities - Residential building	¥700.0 billion ¥1,400.0 billion
Strategic investment businesses	¥1,400.0 billion	- Renewable energy - Logistics and industrial facilities - Overseas	¥530.0 billion ¥580.0 billion ¥280.0 billion
Human capital-thriving businesses	¥250.0 billion	Wellness	¥210.0 billion
TFHD Corporation	¥50.0 billion	M&As, CVCs, etc.	



which has also led to improvements in our funding terms and conditions. We believe that these efforts not only lower direct funding costs but also serve as an opportunity for a broader range of stakeholders to understand the Group's initiatives for addressing social and environmental issues, thereby contributing to the enhancement of corporate value over the medium to long term.

Financial value generated by Company-wide policies and human capital management



Our Company-wide policies for environmental management and digital transformation (DX), along with human capital management, are positioned as areas for strategic investments that enhance our competitive advantages and strengthen the future earnings base. I regard these investments as sources of multi-layered value creation that lift the Company's price-to-earnings (P/E) ratio by reducing the cost of equity and improving the expected growth rate, thereby enhancing corporate value.

In environmental management, Tokyu Fudosan Holdings is promoting the environmental premium, which creates high added value by combining its strengths in environmental advances with the resolution of social issues. To give a specific example, we have introduced GREEN AGENDA for BRANZ in our condominium

sales business. This involves formulating a long-term landscape management plan for the greenery planted on the condominium building grounds and creating verdant living environments by nurturing green spaces and biodiversity. This is an initiative where appropriate management of the natural environment enhances landscape preservation and customer satisfaction, leading to improvements in asset value and brand value. In DX, Tokyu Fudosan Holdings is creating value through a transformation of its business model that goes beyond just improvements to operational efficiency. For example, the Tokyu Stay Official Accommodation Rights Resale Service issues hotel accommodation reservation rights as NFTs* and provides a mechanism whereby customers can sell these NFTs on secondary trading markets if they are unable to stay at the hotel. By leveraging DX, we are resolving issues on both sides, such as vacancies arising from last-minute cancellations due to reasons concerning accommodation facilities as well as the lack of refunds for customers on non-cancellable plans when their schedules change.

For the Tokyu Fudosan Holdings Group, which spans a wide range of business fields, human capital is a vital form of management capital that not only underpins the competitiveness of each business segment but also fuses together knowledge across fields. Through personnel placement, development, and

investment plans that enable a diverse workforce to perform at their best, we are enhancing the capabilities of the entire Group while utilizing said capabilities to sustainably create value.

* Non-fungible token: A token that uses blockchain technology to prove the uniqueness and ownership of digital data, usage rights, and the like

Initiatives for shareholder returns and improving market valuation



The Company's policy for progressive dividend increases and a dividend payout ratio of 35% or more carries a significance that goes beyond merely enhancing returns for shareholders. We believe that continuing to increase dividends in line with EPS growth is an expression of our intent to keep enhancing our earnings power over the medium to long term, and that it forms the foundation of the trust we build with our shareholders and investors. It is precisely because of such trust that we can stably raise the capital needed for growth investments and further develop our businesses. Since we are in an inflationary environment, we will pursue high growth potential all the more, carefully select investments that reliably lead to greater corporate value, and continue to achieve a virtuous cycle of EPS growth and dividend hikes.

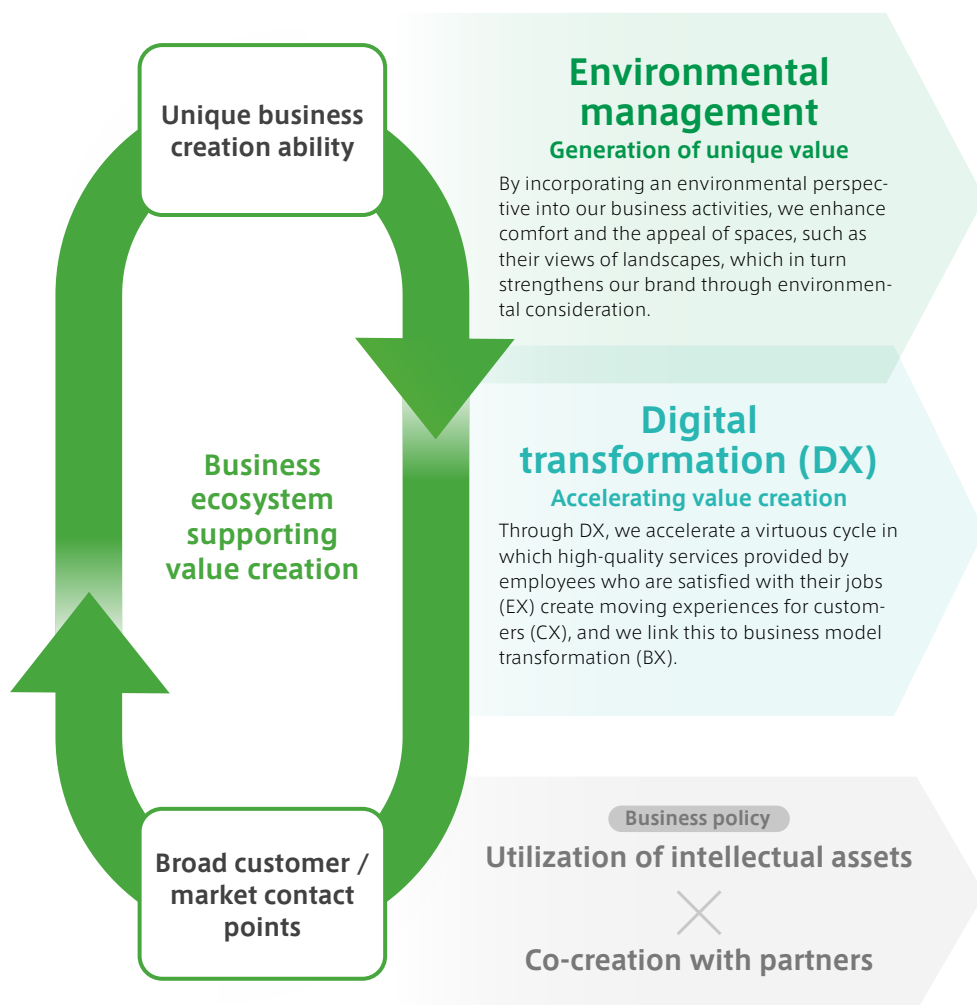
Regarding our market valuation, management regards the firm establishment of a price-to-book (P/B) ratio above 1.0

times as a hurdle to be cleared as a matter of course while aiming for an even higher level. Tokyu Fudosan Holdings' shares trade at a discount to net asset value (discounted P/NAV), which we view as a signal that the share price does not sufficiently reflect the Company's true corporate value, including the sustainability of growth in non-asset businesses such as the brokerage business. First and foremost, our top priority is to steadily produce results, beginning with maintaining and improving the current ROE level of around 11%. On that basis, we intend to accurately convey our path toward sustainable growth while sensibly engaging in dialogue with shareholders and investors regarding changes in our profit structure and direction of growth.

What Tokyu Fudosan Holdings aims to become is a corporate group that continues to be chosen by customers, communities, external companies, and the capital markets. The Company will appropriately allocate capital while responding to a rapidly changing business environment, in addition to pursuing growth, improving capital efficiency, and maintaining a sound financial position. Furthermore, we will further strengthen and expand the Group's unique value creation process that leverages the strengths of each business segment. As a corporate group that be chosen by all our stakeholders, we will enhance corporate value on an ongoing basis.



The implementation of Company-wide policies enhances the uniqueness of the Tokyu Fudosan Holdings Group's businesses and leads to the creation of premium value.



Creation of Premium Value

Experiential value

Closely aligned with the individual, we will realize vibrant lifestyles through gratifying experiences.

For example, in our development of communities, we aim to provide visitors with unique experiences and excitement that can only be found in that area. We intend to deliver gratifying experiences to stakeholders by supporting individuals through approaches tailored to each business.

Environmental management	- The open-air rooftop gardens at Tokyu Plaza Harajuku "Harakado" and Tokyu Plaza Omotesando "Omokado" extend the time visitors spend in the area and promote sales through the facilities' trickle-down effect. - Experiential sustainable resort Tokyu Resort Town Tateshina ▶ P.33 - AnimalLOOK! (VR content) For details, please click here. (Japanese only)
DX	- SHIBUYA MABLs, a communication app made exclusively for the Shibuya area ▶ P.39 - Map DX, an integrated map data platform ▶ P.36 - Tokyu Corporate Housing Management Inc. has developed its own corporate housing application system called TORUS Navi, which reduces operating costs by presenting content in both Japanese and English and uses digital tools to win more business from foreign-affiliated companies and drive greater efficiency.

Local value

Collaborating with our partners and government agencies, we will elevate local appeal to community enrichment.

To transform regional appeal into prosperity for the area, it is essential to collaborate with local governments and other partners. We enhance local value by addressing energy, logistics, and industrial structures as well as by deepening touchpoints with business sites nationwide from an area management perspective.

Environmental management	Ecological networks in the Greater Shibuya Area
DX	Kutchan ID+ contributes to sustainable community development in Kutchan Town, Hokkaido Prefecture, enhancing the Niseko brand. ▶ P.36

Environmental value

We will carry out environmental management into the future by establishing both businesses and solutions for resolving environmental issues.

We create value by leveraging our unique qualities, such as that found in environmental management. In an era when risks such as climate change and natural disasters are increasing year by year, the Group provides products and services closely tied to people's lives and ways of living. We balance the resolution of social issues with the creation of high added value, and by leveraging DX, we enhance asset value and strengthen earnings power for the future.

Environmental management and DX	- GX and DX at the No. 1 Ishikari Renewable Energy Data Center ▶ P.41 - We promote smart city initiatives and the "Eight New Views of Takeshiba" through co-creation with partners at TOKYO PORTCITY TAKESHIBA. For details, please click here.
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Establishing a solid position in the market through high added value realized via the creation of environmental premiums

Yumi Nakano

Operating Officer
Supervisor of the Group Sustainability Promotion Department and
Corporate Communications Department
Tokyu Fudosan Holdings Corporation

Ever-evolving environmental initiatives that carry on our founding spirit

The Tokyu Fudosan Holdings Group traces its origins back to Den-en Toshi Co., which was founded in 1918 by Eiichi Shibusawa and likeminded individuals to create an ideal garden city rich in greenery. Since our founding, we have pursued urban development in harmony with the environment and local communities, and in 1998, in a move that was almost without precedent in the industry at the time, we formulated our Environmental Vision.*1 Our DNA of addressing social issues through business activities and taking on the challenge of sustainable urban development has been passed down and continues to evolve in the form of our unique value creation.

In GROUP VISION 2030, our long-term management policy formulated in fiscal 2021, we positioned environmental management as a Group-wide policy and set “decarbonized society,” “circular society,” and “biodiversity” as priority issues. Leveraging our value chain, we are accelerating environmental initiatives across all business domains.

The main contributor toward realizing a decarbonized society is our renewable energy business. Since commencing operations in this business in 2014, we have developed 301 businesses across Japan (total number of projects, as of March 2026), and our energy generation capacity has grown to rank among the highest domestically. Furthermore, we have switched all electricity used at our

facilities to 100% renewable energy generated in-house, becoming the first company in Japan*2 to achieve RE100 in 2024, and we managed to maintain this certification in 2025.

Regarding our efforts toward achieving a circular society, we have launched a building regeneration initiative, which makes use of the structural components of existing buildings. In a project completed in Shibuya in 2024, we reduced CO₂ emissions and waste by approximately 90% compared with new building construction, substantially reducing our environmental impact in the process.

In the area of biodiversity, meanwhile, we are advancing building greening in the Greater Shibuya Area and forming an ecological network that serves as a

stopover for wildlife on the move. At Tokyu Plaza Omotesando “Omokado,” we drew on accumulated ecosystem survey data to issue the first TNFD report in the real estate industry in 2023.

Such business activities clearly illustrate our track record and accumulated expertise in environmental initiatives, which have not only been highly praised*3 by customers, external organizations, and other stakeholders but also instilled in us a strong sense of responsibility and pride as an environmentally advanced company.

Please refer to our Sustainability website for details of external evaluations.

*1 Formulated in 1998 as our basic environmental philosophy but renamed the Environmental Vision in 2011

*2 Excludes financial institutions



Linking highly distinctive types of environmental premiums to earnings

Our goal is not merely to contribute to the environment. Rather, it is to create new value by addressing environmental issues. In Medium-Term Management Plan 2030, we are promoting the creation of environmental benefits, combining environmental considerations with solutions to social issues such as safety, security, and comfort to generate highly distinctive added value with the aim of achieving sustainable growth and enhancing profitability.

The Company's efforts to simultaneously address environmental issues while realizing business growth are already producing results. For instance, in the renewable energy business—one of our growth strategies—we have built a value chain spanning the development, power generation, management, operation, and retail of electricity at our power plants, and we are expanding the business. Regarding office buildings, in March 2026, we launched Team Green, an advanced environmental collaboration with tenant companies of said buildings that support our environmental initiatives. Through this collaboration, we intend to accelerate our environmental initiatives together with the 36 participating companies,^{*3} which share an appropriate portion of the expenses.

Furthermore, we formed and procured financing for Japan's first building regeneration fund. Under the building regeneration initiative I mentioned earlier, we renovate older buildings and convert them into highly profitable stores and offices, enabling us to collect rents on a par with newly constructed buildings and promoting economic circulation. This groundbreaking initiative enhances the value of existing stock buildings and promotes economic circulation.

In our resort business, we are promoting experiential sustainable resorts, which convert environmental value into customer value. At Palau Pacific Resort, for instance, our marine life conservation efforts have resonated with customers, and at Tokyu Resort Town Tateshina, environmental initiatives such as forest conservation have contributed to higher hotel occupancy rates. Ecosystem conservation activities directly enhance the value of facilities and their surrounding areas, making them critically important tourism resources. ▶ P.33

Our advanced environmental initiatives are a unique strength that serve to enhance not only asset value but also customer experiential value and local value. By converting these types of non-financial value into financial value, we will help expand revenue and establish a solid position in the market. Through the creation of such types of

environmental premiums, we will pursue monetization alongside the enhancement of corporate value.

^{*3} As of April 30, 2026

Realizing environmental management that creates value into the future

The Tokyu Fudosan Holdings Group conducts on-site environmental education classes for elementary and junior high school students, the leaders of the future, and many employees voluntarily participate as environmental education supporters. Furthermore, in fiscal 2025, we received 203 entries for our Sustainable Action Award. Every person takes ownership and builds on their modest successes to create broader impacts across the Group. Such activities have made us cognizant of the fact that environmental management has become deeply embedded in our organizational culture and is leading to concrete actions.

In modern society, values are changing, and more so than ever, people demand the balancing of enrichment and comfort with consideration for the environment. To pass on a sustainable society to the next generation, it is essential to transform social systems and encourage behavioral change in each person.

Going beyond the role of a developer, the Group provides infrastructure such as

renewable energy and operates businesses involved in every area of people's daily lives. When a customer chooses to utilize the Group's facilities and services, it leads directly to the creation of environmental premiums and the resolution of social issues. Creating such a virtuous cycle is precisely the form of environmental management we aspire to realize.

The Tokyu Fudosan Holdings Group's vision of realizing "a future where everyone can be themselves and shine vigorously" cannot be accomplished without a sustainable global environment. We will develop our environmental initiatives into new business opportunities and a source of competitiveness, creating value that endures into the future. As the partner that stakeholders continue to choose, we will come together as a group to deepen environmental management, creating a virtuous cycle that leads to a brighter future. That stands as both our mission and challenge to overcome.



Employees working as environment education supporters help students learn about the environment



We create premium value by combining our strengths as an environmentally advanced company with solutions for social issues.

► Overview of environmental management

We create premium value, our “environmental premium,” that other companies cannot offer, by combining solutions to environmental and social issues with a focus on three key environmental issues. We endeavor to expand business opportunities presented by the need to resolve environmental issues and enhance local value nationwide.



Please refer to our Environmental Management Report for details.

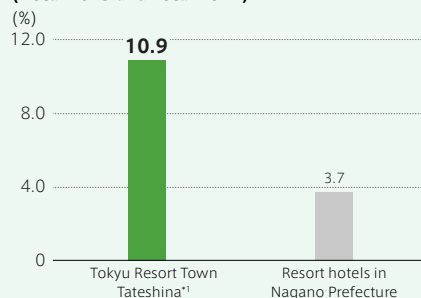


Example of environmental premium creation

Hotel at Tokyu Resort Town Tateshina Increase in occupancy rates to a level above the average for resort hotels in Nagano Prefecture

At this resort, we promote “Morigurashi,” a sustainable environmental initiative striving for forest conservation and harmonious coexistence with local communities. Moreover, since fiscal 2023, we have strengthened initiatives aimed at enhancing customer experiential value by leveraging the natural environment. On the environmental front, we have planted an edible garden to promote resource circulation and held participatory events aimed at monitoring biodiversity. On the social front, we are engaged in various initiatives, including collaboration with Chino City and the development of TENOHA as a hub for environmental communication and regional collaboration. These activities have contributed to earnings, resulting in not only higher operating revenue and guest numbers for the resort in fiscal 2024, compared with the previous fiscal year, but also growth in occupancy rates above the average for resort hotels in Nagano Prefecture.

Growth in room occupancy rates (Fiscal 2023 and fiscal 2024)



■ Tokyu Resort Town Tateshina^{*1}
■ Resort hotels in Nagano Prefecture

^{*1} Occupancy rate growth is calculated as the weighted average by the number of rooms for the three accommodation facilities at Tokyu Resort Town Tateshina (Tokyu Harvest Club Tateshina, Tokyu Harvest Club Tateshina Annex, and Tateshina Tokyu Hotel) in fiscal 2023 and fiscal 2024.

Output

Environmental premiums

Tokyu Resort Town Tateshina (Fiscal 2024 results^{*2})

Operating revenue up
+5.8% year on year

Guest numbers up
+2.9% year on year

Factors behind increase in operating revenue and guest numbers (hypothesis)

- Growing interest in relaxation in natural environments
- Improved customer satisfaction
Tokyu Harvest Club member survey^{*3}
14.9% of Tateshina members cited “experiences of being in nature” as their reason for using the facility (compared with 7.6% for members of other facilities).
Customer satisfaction: 91.4% (up 2.4% from fiscal 2022)
- Increase in new overnight and day visitors
- Greater use by local residents and more repeat visitors

^{*2} Operating revenue: Total operating revenue from accommodations, dining, golf, skiing, and villas at Tokyu Resort Town Tateshina

Guest numbers: Total number of guests for accommodations, dining, golf, skiing, and activities at the three accommodation facilities in Tokyu Resort Town Tateshina

^{*3} Based on valid responses from the 2024 Tokyu Harvest Club member survey



Message from an Executive Officer



Accelerating value creation with digital transformation as a growth driver

Eiji Yamane

Operating Officer

Supervisor of the Group Corporate Planning Department, Group CX & Innovation Department, and Group DX Promotion Department
Tokyu Fudosan Holdings Corporation

The shifting position of digital transformation in the first year of our resilience phase

In fiscal 2026, I was appointed as the executive officer for the Group Corporate Planning Department, Group Finance CX & Innovation Department, and Group Digital Transformation Promotion Department. In fiscal 2021, digital transformation (DX) was adopted as a Group policy, and I led Group DX promotion as the general manager of the Group DX Promotion Department through fiscal 2021. I have since been involved in value creation for the Group in areas such as sustainability and the Greater Shibuya

Area strategy. Now, I will once again be responsible for DX promotion.

In fiscal 2025, the first year of our resilience phase, DX's positioning within the Group underwent a major shift. I feel we have clearly transitioned from a trial stage of using digital tools to improving the efficiency of business processes and productivity into a stage in which we explore to what extent data and AI can be leveraged to create value.

This shift is underpinned by the characteristics of the Group's businesses. The breadth of both our business portfolio, which extends from urban development to management, operations, and

distribution, and our business structure, which enables us to maintain touchpoints across a broad customer and market base, is a source of competitive advantage in DX promotion. I recognize that the role of DX—and the aim of my own mission—is to utilize data platforms such as customer data platforms (CDPs) in the cross-organizational linking of intellectual assets, including the data and know-how continuously accumulated via our abundant touchpoints, and to transform these assets into value that can be leveraged Group-wide.

Our decision-making and business processes are changing through the

leveraging of the business characteristics above, the utilization of TFHD Chat (a custom in-house proprietary AI tool), and the establishment of a system in which TFHD digital Inc.'s personnel with digital capabilities provide support on individual operations. DX is permeating the Company not merely as a means of improving efficiency but as the foundation for business transformation, which I regard as a sign that we have taken an important step forward.

Our DX strategy aims to realize business model transformation (BX) by creating a virtuous cycle of employee experiential value (EX) and customer experiential



Message from an Executive Officer

value (CX). This strategy, along with our organizational structure, human capital development, and multiple DX projects, received high praise, leading to the Company's inclusion in DX Stocks 2026. This marks the second time the Company has been recognized in this regard, following its first inclusion in 2023.

Delivering value through a virtuous cycle of EX and CX driven by AI utilization

DX has begun to function as a starting point that simultaneously drives EX, CX, and the enhancement of business value. Employees who find fulfillment in their jobs provide high-quality services. Creating gratifying experiences for customers then further enhances their own motivation. This virtuous cycle is accelerated by DX, which is driven by the proactive utilization of AI. The shift toward more creative work is led by "bridging personnel" who possess both frontline operational experience and digital skills. Furthermore, we have introduced on the front lines TFHD Chat, and Map DX, a tool that dramatically speeds up decision-making by visualizing real estate information. Through the permeation of generative AI and digital tools across the Group, we are achieving dramatic gains in operational efficiency and productivity (EX improvement) on the scale of tens of thousands of hours per year.

By shifting resources and time created through productivity improvements to higher-value-added tasks, we are linking these gains to the enhancement of CX. We have now completed the construction of a CDP and are consolidating information from each Group company to further utilize the data across the entire Group. By integrating customer information accumulated across Group companies and services, we will deepen our customer insight, thereby delivering personalized, gratifying experiences that go beyond merely addressing individual needs.

Advancing BX driven by software and DX human capital development

The realization of BX lies beyond the acceleration of the virtuous cycle of EX and CX. Rather than being bound to revenue models dependent on conventional real estate development, we are working to address social issues through digital services and to create business models that generate new revenue streams.

A representative example of such a service is Kutchan ID+, a digital resident certificate we provide in Kutchan Town, Hokkaido Prefecture. The service was realized in the short span of approximately one year through open innovation that utilized the implementation capabilities of TFHD digital alongside patented technologies from our corporate

venture capital (CVC) investees. The service allows residents to access exclusive benefits at popular tourist destinations and has received high social praise: approximately one in four residents are registered, and it won the 43rd Information Technology Award. Beyond its contributions to society, the service's system of monetization through system usage fees and other sources represents a new business model for the Company, which has traditionally focused on real estate-related businesses.

To generate such business model transformations in each frontline operation, bridging personnel, who possess both on understanding of existing businesses and digital expertise, are indispensable. Thus, one of our focus areas is the advanced bridging personnel program, which launched in the previous fiscal year, and other human capital development initiatives. Against our target of developing over 10,000 DX promotion personnel by fiscal 2030, we have already developed 9,910 such staff, putting us well ahead of schedule. Together with the activities of TFHD digital, which outsources personnel with high-level digital abilities, we will develop and secure human capital to ensure that our DX initiatives are not one-time measures but continuous drivers of value creation. ▶ [P.45](#)

Sustainably enhancing corporate value through offensive and defensive DX

Moving forward, we will more deeply embed the virtuous cycle of EX and CX—representing the core of our DX strategy and driven by the proactive utilization of AI—throughout the Group and develop it into a solid management strength.

At the same time, as the use of digital technologies and AI expands, the importance of information management and security grows. Within the Group, we have completed the construction of a zero-trust network infrastructure two years ahead of schedule and we are thoroughly implementing AI governance through the Information Security Committee, among other measures, to ensure robust, defensive DX. With this defensive foundation firmly in place, we are evolving our offensive DX efforts to drive business model transformation and, beyond that, to secure new revenue opportunities. We will continue to maximize the Group's strengths through DX and accelerate the creation of value, thereby realizing sustainable enhancement of corporate value.



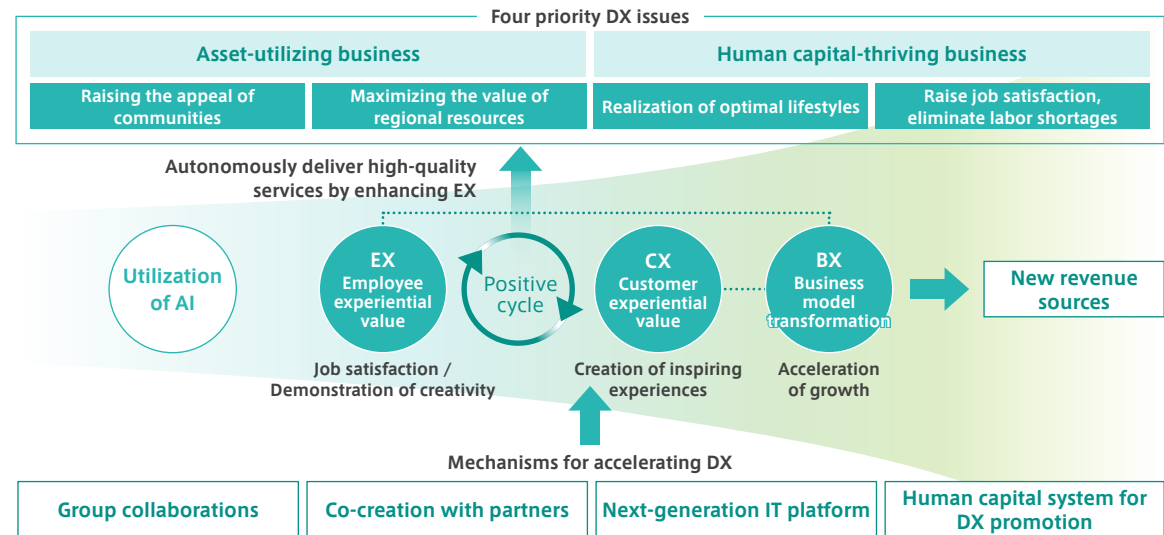
Enhancing Customer Experiential Value and Employee Job Satisfaction While Transforming Our Business Model

► Overview of value creation through DX

The Tokyu Fudosan Holdings Group promotes a digital transformation (DX) strategy founded upon the proactive use of AI that seeks to realize business model transformation (BX) by creating a virtuous cycle whereby both employee experiential (EX) value and customer experiential (CX) value are improved. We do so by enhancing daily operations through the introduction of generative AI and other digital technologies to enable employees to dedicate more time to creative work tasks. High-quality services provided by employees who are satisfied with their jobs create moving experiences for customers and further increase employee motivation. DX strongly drives this virtuous cycle enhancing both EX and CX.

We further accelerate this cycle through Group collaborations, co-creation with partners, and the development of human capital who advance DX, thereby achieving BX and securing new revenue sources.

Please refer to our DX Report for details.



Examples of DX initiatives

Improvement of EX value

Map DX, a platform that integrates geographical data

Map DX is the industry's first geographical data integration platform that supports decision-making for land acquisition in real estate development. It centrally aggregates and visualizes various external data such as market information, people flow, and transportation data on top of a land information management system. The platform's features include instant estimation of maximum building scale using AI for the purpose of increasing the speed and accuracy of land acquisition decisions. It has led to great improvements in productivity and freeing up more time for employees to take on more creative work tasks, thereby enhancing EX.

Tokyu GIS

Enhancement of CX value

Tokyu Stay official accommodation rights resale service

We have launched an accommodation resale service at Tokyu Stay. This system allows guests to buy and sell accommodation rights to third parties if they are unable to stay due to sudden changes in their schedules. NFTs are used to facilitate the distribution of real-world services, such as accommodation rights, allowing for a user experience enabling customers to intuitively use the service without being conscious of blockchain technology like NFTs. This innovative model both alleviates customer anxiety caused by unavoidable cancellations and creates a more flexible and comfortable accommodation experience, thereby enhancing CX and addressing issues in the hotel sector.



Realization of BX

Digital resident identification Kutchan ID+

Kutchan ID+ is Japan's first digital resident identification service, available in Kutchan Town, Hokkaido Prefecture. It combines My Number authentication with patented NFC tag technology provided by a company in which our corporate venture capital (CVC) fund has invested, enabling residents to smoothly access local benefits with just a tap of their smartphone. Around one in four residents have registered for Kutchan ID+, and the service has received high accolades in society, including winning the 43rd IT Award (Creation of Social and Environmental Value) organized by the Japan Institute of Information Technology. This BX initiative aims to solve regional issues and create new business opportunities and sources of revenue by leveraging digital services rather than relying on conventional real estate development.

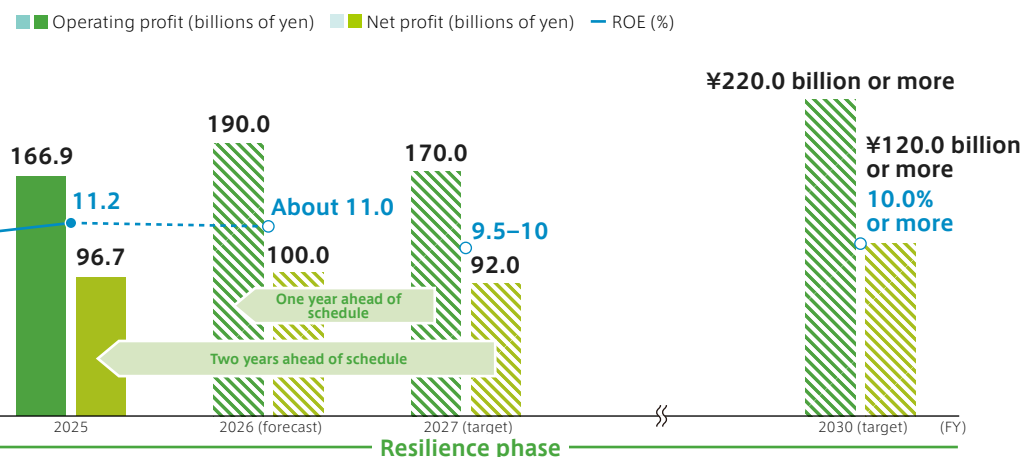


Overview and Progress of Medium-Term Management Plan 2030

Overview and Progress of Medium-Term Management Plan 2030

The Tokyu Fudosan Holdings Group has completed the restructuring phase, which involved structural reforms of its existing businesses, and shifted to the resilience phase in fiscal 2025. Through the creation of high added value that captures social themes, we are building a robust and distinctive business portfolio. In fiscal 2026, despite the impact of rising interest rates and inflation, we plan to achieve our fiscal 2027 financial targets one year ahead of schedule by aiming for even greater top-line growth in each business. In addition, given that the business environment has already changed from our initial assumptions, we plan to announce an update to Medium-Term Management Plan 2030 in 2027. We will continue to pursue high growth potential and efficiency while further enhancing resilience to market fluctuations.

EPS average growth rate target: 8% per year



Medium-Term Management Plan 2030

Building a solid and distinctive business portfolio

Fiscal 2027 targets to be achieved ahead of schedule

FY2025 net profit and ROE achieved the FY2027 targets ahead of schedule. FY2026 operating profit, net profit, and ROE are also expected to exceed the targets.

	Operating profit	Net profit	ROE	EPS annual average growth rate target
FY2025 results	¥166.9 billion (+¥26.1 billion)	¥96.7 billion (+¥19.1 billion)	11.2%	24.6% per year
FY2026 forecasts	¥190.0 billion (+¥23.1 billion)	¥100.0 billion (+¥3.3 billion)	About 11%	13.5% per year

Creating premium value that addresses societal themes

Main societal themes to be addressed by the Group under this plan

Strengthening the competitiveness of international cities

Realization of GX

Tourism-oriented country / regional revitalization

Refine and solidify our rebuilt business portfolio and aim for long-term stability and growth potential

Key Theme 1 Promote Greater Shibuya Area strategy

Create future value and expand stable profits

P.38

Key Theme 2 Establish GX business model

Create business with GX that is difficult to imitate

P.40

Key Theme 3 Expand global business

Create growth areas through local co-creation

P.42

Material issues P.23

Key Theme 1 Promote Greater Shibuya Area Strategy

Greater SHIBUYA 2.0:

◁The Tokyu Group's urban development strategy in Shibuya▷

Fuse "work," "play," and "live"

Digital and sustainability initiatives

Greater Shibuya Area strategy

Fostering of industry

Urban tourism

Build city infrastructure

Aim for Shibuya to be a district that drives Tokyo's international competitiveness

► Greater Shibuya Area strategy

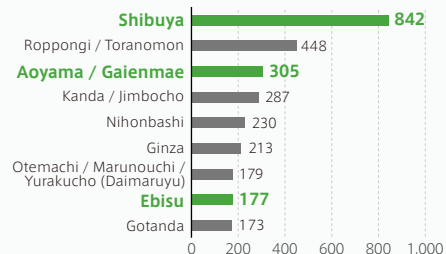
The Tokyu Group has defined the area within a 2.5-kilometer radius of Shibuya Station as the Greater Shibuya Area, and it has promoted community development with Shibuya as the starting point in line with its Greater SHIBUYA 2.0 strategy, which aims to create a sustainable city that fuses "work," "play," and "live." Within this context, in order to make Shibuya a driving force that makes Tokyo No. 1 in terms of international competitiveness, we have formulated the Greater Shibuya Area strategy, which outlines initiatives for the Group to improve the overall attractiveness of the Greater Shibuya Area. To further elevate and grow the appeal of the Greater Shibuya Area, we will work closely with government and local communities to promote comprehensive community development that extends beyond real estate development, such as facilities, to the provision of a wide range of soft services. By continuing to create future value, the district's medium- to long-term value, we will enhance our competitive advantages within the area and achieve stable growth in revenue.

Characteristics of Shibuya

- 1 Hub for entertainment and trendsetting
- 2 Concentration of IT companies and start-ups
- 3 Adjoining, highly distinctive neighborhoods
- 4 High tourism competitiveness

Key data for Shibuya

Of Tokyo's 23 wards, Shibuya features the highest concentration of start-ups and continues to draw in more start-ups.*1



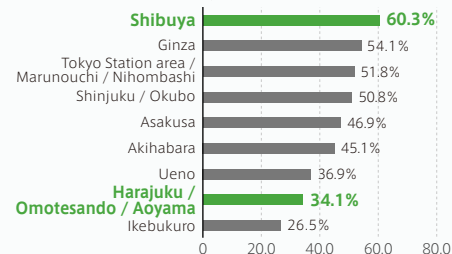
Office floor space growth rate*2

(compared with fiscal 2016)

Up about 27%

Inbound visitor rates*3

Destinations visited by international tourists



*1 Yamada et al. (2025). University of Tokyo Center for Spatial Information Science, "Spatial Concentration of Startup Companies in Tokyo's 23 Wards," DPS 186

*2 MIKI OFFICE REPORT TOKYO 2026, Miki Shoji Co., Ltd.

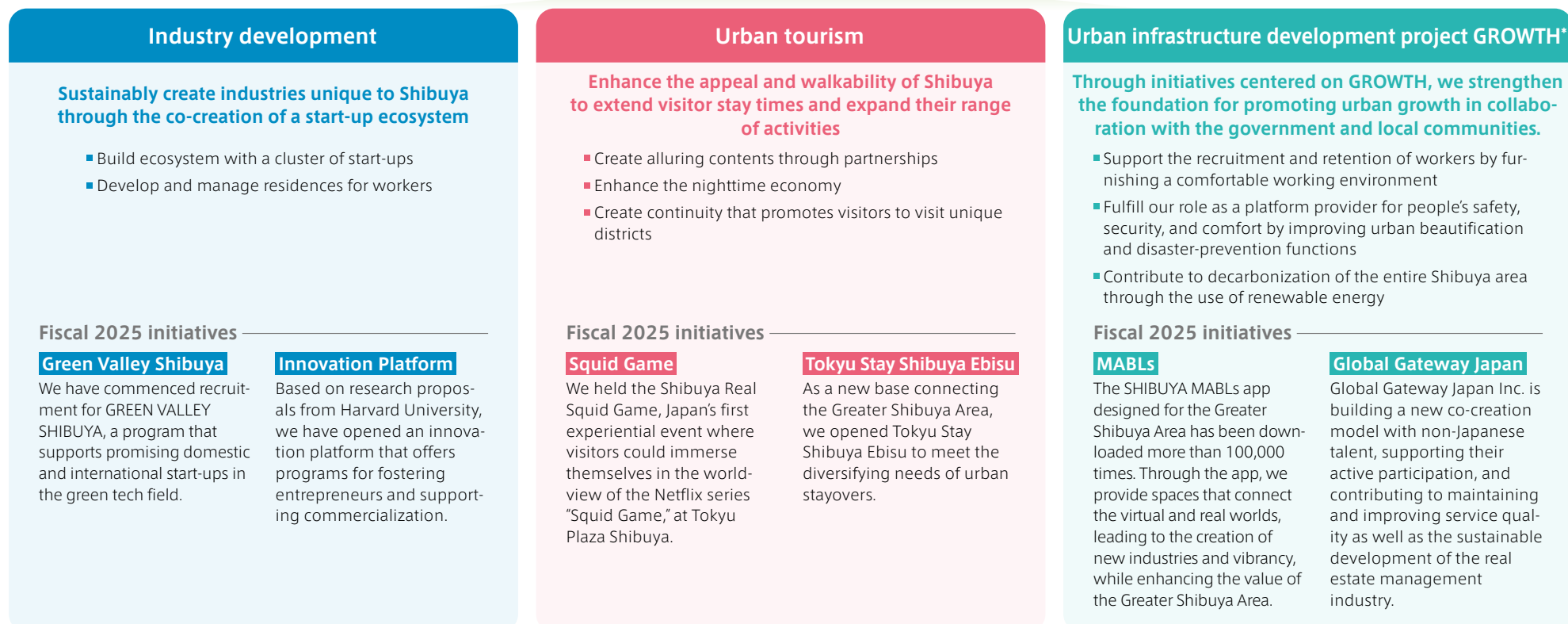
*3 Fiscal 2025 Survey on Overseas Visitor Behavioral Traits by Country and Region, Tokyo Metropolitan Government



Key Theme 1 Promote Greater Shibuya Area Strategy



With the three domains of fostering industry, urban tourism, and building city infrastructure positioned as key themes, we aim to maximize the value of the entire area by expanding initiatives that generate new appeal and by strengthening area-wide collaboration.



*"GROWTH," our acronym defining our concept of "building city infrastructure," stands for Green (environment), Resilience (safety and security, Openness (diversity), Well-being (livability), Technology (deploy technologies), and Harmony (collaborative alliances)

Key Theme 2 Establish GX Business Model

Reasons for Tokyu Fudosan Holdings' initiatives

Market

Decarbonization policies x Increased electricity demand (AI and semiconductors)

Strengths

First-mover advantages, building value chains through the integration of ReENE ENERGY Corporation into the Group

We aim to realize our growth potential while stabilizing earnings.

► GX business model

The Company views renewable energy as an extremely promising market, as demand and its value will continue to rise in tandem with the social movement toward decarbonization and the need for energy security. The Group already possesses best-in-class renewable energy power supplies in Japan, and by maintaining a renewable energy value chain, we believe we can establish a top-runner position even as the business model exits the feed-in tariff (FIT) era. We also aim to enhance our value as a real estate company by creating opportunities for environmentally conscious community development and by adding value through the provision of renewable energy to our facilities. ► [P.33](#)

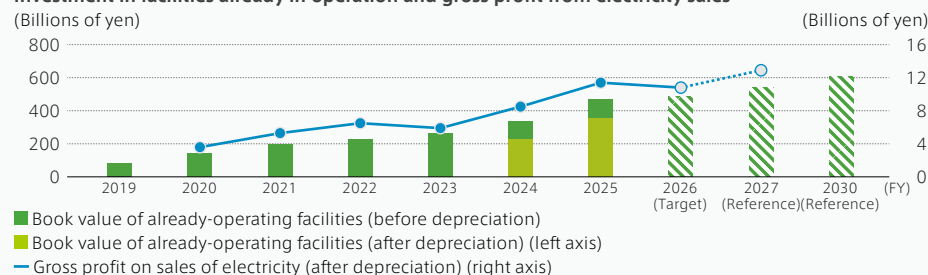
Characteristics of the Group's renewable energy business

The business offers long-term stability and efficiency.

Business characteristics that differ from real estate development

Supply-demand balance	Increasing electricity charges/ expanding demand for renewable energy sources	Construction risk	Lower installation costs and reduced construction delay risk
Technology innovation	Increasing electricity generation efficiency/ improved performance of storage batteries	Asset characteristics	ROA increases at an accelerating rate over time

Investment in facilities already in operation and gross profit from electricity sales



► Main initiatives

We believe that the renewable energy business will be highly stable over the long term and that non-FIT businesses also have the flexibility to adapt to inflationary environments. Our aim is to establish a GX business model by building a value chain that goes beyond power plant development and electricity sales to include the operation and management (O&M) of power plants, supply-demand adjustments, and retail sales. We will expand our business as an energy provider rather than just a power producer, creating synergies with the real estate domain.

Changes in environment surrounding the renewable energy business

Promote government GX and strengthen industry competitiveness

2040 target: Renewable energy ratio of around 40%–50%

Stimulate demand through new mechanisms

Spread of FIP system, non-FIT/growth-oriented carbon planning

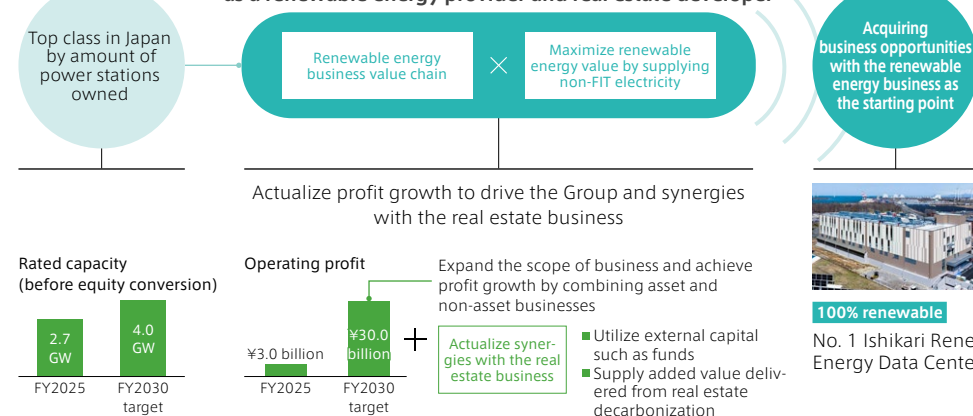
Strengths of the Group

Knowledge and know-how in urban development throughout Japan

Promote long-term, sustainable projects rooted in the local area

Co-create with diverse stakeholders, including the government and landowners

Hard-to-mimic growth model made possible as a renewable energy provider and real estate developer





Key Theme 2 Establish GX Business Model

Hard-to-mimic growth model made possible as a renewable energy provider and real estate developer

Renewable energy business value chain × Maximize renewable energy value by supplying non-FIT electricity

Asset businesses: Accelerate development, including non-FIT projects

Non-asset businesses: Strengthen O&M, repowering capacity, and retail customer base



Overview of asset businesses

In addition to steadily advancing various renewable energy businesses such as solar and wind power generation, the Group has invested in storage batteries capable of supply-demand adjustments to compensate for the instability of renewable energy output caused by weather conditions. We are also expanding our business in harmony with local communities through solar sharing, which allows land with solar power facilities to also be used as farmland.

Overview of non-asset businesses

We established ReENE Co., Ltd. as a subsidiary specializing in renewable energy and have been strengthening its retail electricity sales business while acquiring specialized human capital. In addition, ReENE ENERGY Corporation, which has a top-class track record in O&M for power plants, has joined the Tokyu Fudosan Holdings Group. Going forward, we will also expand non-asset businesses, such as retail and O&M, to achieve sustainable growth in the renewable energy business and maximize the corporate value of the Group.

Fiscal 2025 initiatives

Promote the spread of renewable energy and improve energy self-sufficiency by effectively utilizing domestic energy resources

As the global movement toward decarbonization gains momentum, the installation of renewable energy is progressing in Japan. However, challenges remain, such as dealing with greater fluctuations in output, grid congestion, soaring energy prices, and the need to address the risk of blackouts during disasters. Under these circumstances, Tokyu Land Corporation, ReENE, and Mitsubishi Electric Corporation are collaborating by leveraging their respective strengths in real estate, renewable energy supply, and digital technology. Through a direct supply model that enables the local production for local consumption of renewable energy, the development of 24/7 carbon-free energy for facilities demanding such energy, and energy management businesses utilizing storage batteries and renewable power supplies, we are advancing GX and DX, moving toward decarbonization, and improving energy self-sufficiency.

Formation of a ¥30 billion grid storage battery consortium

In March 2026, Tokyu Land Corporation and ReENE, together with eight major domestic companies, established the jointly funded company Libra LLC and decided to promote a grid storage battery project at six locations nationwide, with a total output of approximately 174 MW and total project costs of about ¥30 billion. Operations are scheduled to ramp up from fiscal 2027 onward. As the installation of renewable energy expands, addressing differences in power generation between day and night, dealing with minute changes in supply and demand, and being able to restrict output have become challenges to overcome. These storage batteries will balance electricity supply and demand and help stabilize the grid. The Tokyu Fudosan Holdings Group has built a strong track record in the fields of renewable energy and storage batteries and, through this project, it aims to move toward decarbonization while stabilizing energy supply.



Promoting regional decarbonization and industrial clustering through the development of a 100% renewable energy data center

The No. 1 Ishikari Renewable Energy Data Center, which we have been developing in Ishikari City, Hokkaido Prefecture, was completed in March 2026. This project is a collaboration with Ishikari City aimed at sustainable community development through the local production for local consumption of renewable energy. The data center was engineered to operate on 100% renewable energy generated by the Company and its investees. Operations commenced at some data halls in August 2026. Furthermore, through NTT East's next-generation communications infrastructure IOWN (APN), we will connect our Ishikari and Tokyo (Otemachi) data centers with a high-speed, large-bandwidth, and low-latency network, meeting a wide range of needs such as disaster response, generative AI, and digital twins. Looking ahead, we will continue to promote regional decarbonization and industrial clustering through business development that integrates GX and DX to address social issues.





Key Theme 3 Expand Glocal Business

Reasons for Tokyu Fudosan Holdings' initiatives

Market

Reshoring of industry and expansion in inbound visitors



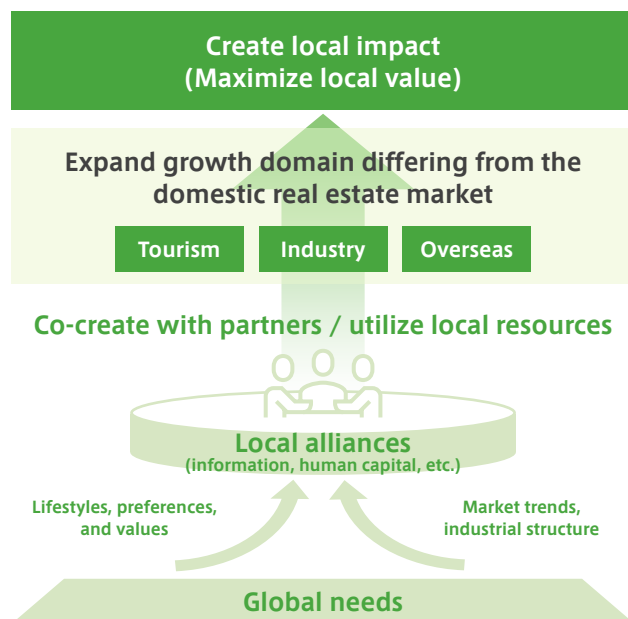
Strengths

Experience in developing and operating a variety of assets such as hotels, logistics, and data centers

Access to and diversification in growth markets

► Glocal business

The Tokyu Fudosan Holdings Group is seeking to achieve growth by creating high-added-value businesses through co-creation with local communities while responding to changes in the global business environment. Many of these businesses have characteristics that are different from traditional real estate operations, but by developing a variety of businesses, we aim to expand stable profits and contribute to building a robust and distinctive business portfolio.



Tourism

Domestic market

Expanding inbound demand/ promotion of Japan as a major tourism destination
Invest in tourism resources and add appeal

Niseko

Initiatives to create local appeal
Introduce functions to respond to demand from overseas

Okinawa

Develop and supply hotel condominiums for extended stays
Promote local appeal and contribute to regional revitalization



Restaurant facility

Industry

Domestic market

Changing industrial structure/ build next-generation infrastructure
Industrial development for the future

Shiraoka

Create next-generation agriculture/ industrial areas
Land improvement business associated with creation of nonagricultural land

Tosu

Regional alliances with area industrial sites
Industrial parks based on local co-existence



Strawberry Farm Project (Shiraoka)

Overseas

Overseas market

Expand business in growing overseas real estate market
Strengthen alliances with overseas partners

U.S.

Expand network by strengthening local human capital
Develop long-term ownership business, etc., with projected stable earnings

Asia

Promote joint projects with prominent developers in each country



Gramercy Park, New York

FY2025 initiatives

Promoting industrial community development projects nationwide
Business brand GREEN CROSS PARK advocates for the reshoring of manufacturing and strengthening of supply chain resilience

We announced GREEN CROSS PARK as a new brand for industrial community development projects deployed across Japan and announced our full-fledged entry into large-scale projects. Amid rising demand for the reshoring of manufacturing and the strengthening of supply chain resilience, we will leverage our expertise in renewable energy supply and GX and DX to develop next-generation industrial infrastructure, including factories, logistics facilities, and agricultural facilities. Multiple projects are underway in various locations, such as Tosu City in Saga Prefecture, Kanegasaki Town in Iwate Prefecture, Joyo City in Kyoto Prefecture, and Shiraoka City in Saitama Prefecture, to revitalize surrounding areas by attracting companies, creating jobs, and collaborating in these regions. We will expand sustainable industrial community development, where industry and daily living can coexist, throughout Japan and contribute to enhancing the country's industrial competitiveness.

Human Capital Management

Message from an Executive Officer



Supporting the growth of roughly 30,000 employees to drive value creation and business transformation

Reflecting on the first year of the resilience phase

The Tokyu Fudosan Holdings Group has designated the first year of Medium-Term Management Plan 2030 as the resilience phase, during which it has worked to strengthen the management foundation that will support its sustainable growth going forward. In line with the policies thereof, we aim to expand our investment in human resources to 1.5 times that of the annual average during the previous medium-term management plan, as we believe that investment in the recruitment and development of people is less an expense and more a critical up-front investment in enhancing

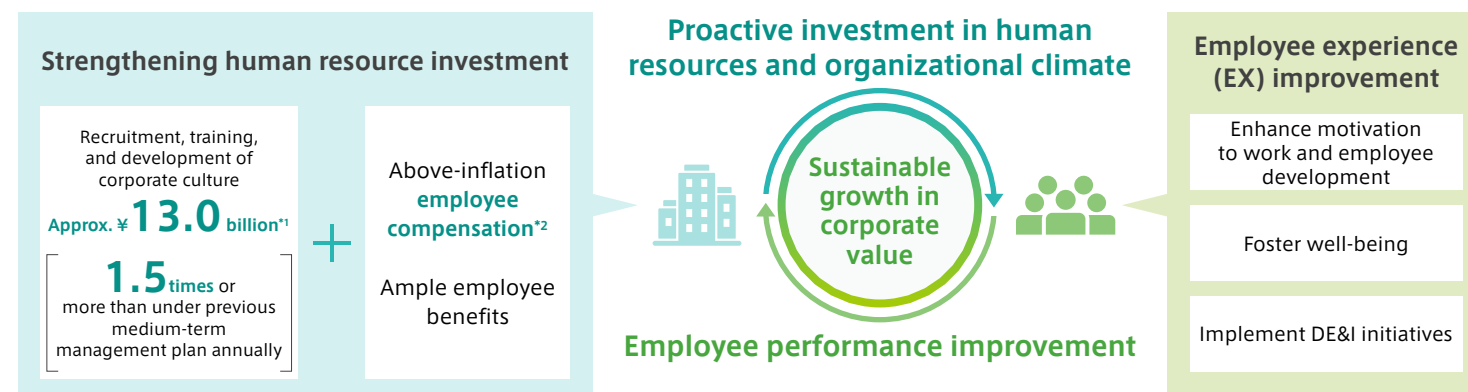
corporate value over the long term. With regard to human resource development in particular, in an era that demands autonomous career development, we are determined to provide strong support as a group to every employee in their pursuit of voluntary learning. Accordingly, in the first year of the resilience phase, we were able to give concrete form to and steadily implement measures such as the establishment and expansion of training programs for operating officers, who will be responsible for managing the Group in the next generation, and the introduction of Groupwide joint tiered training programs. I consider our efforts during the year to have advanced our

human resource management from the stage of adopting measures to one of putting them into practice.

Building “a human resource portfolio in which some 30,000 people can continue to grow and develop”

In order to navigate the intense changes in the business environment and continue creating value, the Tokyu Fudosan Holdings Group has adopted a vision of “building a human resource portfolio in which some 30,000 people can continue to grow and develop.” To realize this vision, we are advancing the multi-faceted development and retention of talented personnel in an integrated manner.

Our basic approach to human resource investment



^{*1} Cumulative total during the period covered by major Group companies under Medium-Term Management Plan 2030

^{*2} Group wages / compensation policy



Human Capital Management

Message from an Executive Officer

Our first priority is the development of talented management personnel and personnel capable of executing business transformation. In an era marked by uncertainty and rapid change, it is essential to possess both the ability to make bold and decisive decisions and the capacity to translate strategy into concrete initiatives grounded in frontline and business realities and see them through to completion. Having defined “talented management personnel” as “director-level personnel responsible for management” and “talented personnel capable of executing business transformation” as “personnel who understand the entire business value chain and are able to execute business model transformation,” we are expanding our tiered training programs—which are designed to cultivate a broad perspective of the Group as a whole—to target not only operating officers but also those at various levels of the hierarchy, including general managers and managers.

Our second priority is the recruitment and retention of essential personnel, who are deemed so as they are tasked with supporting our frontline operations. Particularly in talent-driven businesses such as hotel operations and office cleaning services, the recruitment and retention of talented personnel are tasks of the highest importance that should be approached holistically as inseparable, complementary elements. As a group, we will build an environment in which all employees can thrive in order to encourage long-term retention. By ensuring job satisfaction among employees and realizing a comfortable working environment, we aim to enhance employees’ sense of

pride in and belonging to their respective Group companies and the Tokyu Fudosan Holdings Group as a whole, thereby cultivating a large number of talented personnel who will thrive over the long term.

Creating organizational strength through diversity and unity

Diversity and unity are indispensable to enhancing organizational resilience. With regard to the advancement of women in the workplace, we are striving to not only increase the ratio of female employees in management positions but also create a working environment in which women can take on challenges without fear of failure and carve out career paths based on their own aspirations. We are also focusing on enabling employees to work in good physical and mental health with high levels of motivation and ambition through various initiatives, such as systems allowing employees to balance their work with childcare and nursing care responsibilities as well as efforts to promote health and productivity management.

The greatest strength of the Group’s human resources lies in its some 30,000 employees, who engage in a wide range of businesses. It is thus essential that we not allow the diverse capabilities of our workforce to be confined to the level of individual employee or business strengths. Rather, we must turn these capabilities into competitive strengths for the Group as a whole. By having diverse and talented personnel stimulate, learn from, and combine the strengths of one another, we will build organizational strength of a caliber unique to the Group.

Paving a way to the future by providing cross-organizational experiences, supporting non-Japanese personnel, and embodying our challenge-oriented DNA

To enhance the Tokyu Fudosan Holdings Group’s overall strength and use it to spur the creation of new value, we need to accelerate the provision of cross-organizational experiences for our human resources. Among the initiatives toward this end, in fiscal 2025, we launched our Groupwide internal recruitment system. Under the system, regular employees can volunteer to be seconded to another company within the Group, taking on challenges they would have otherwise been unable to experience at their sending company. Upon conclusion of their secondment, they bring back the knowledge and personal connections they have cultivated and share them with their colleagues. We expect such a circulation of talented personnel to broaden the organization’s perspective and become a force that drives changes in the conventional ways of thinking and practices to which organizations are prone. In addition to this system, the business collaboration task force in the Greater Shibuya Area and the Group collaboration and co-creation projects in Hokkaido and Kyushu also serve as platforms for practical collaborations that transcend the boundaries between businesses and organizations.

Furthermore, we are working to help non-Japanese personnel thrive through Global Gateway Japan Inc. (G2J), a subsidiary established in 2025. G2J is advancing employment support and staff dispatching for non-Japanese personnel, with a view to

addressing issues across multiple business domains, including office cleaning services and hotel operations, and across the entire Greater Shibuya Area. By bringing in talented personnel with diverse values and experience, we will further enhance the quality of our services and the responsiveness of our frontline operations.

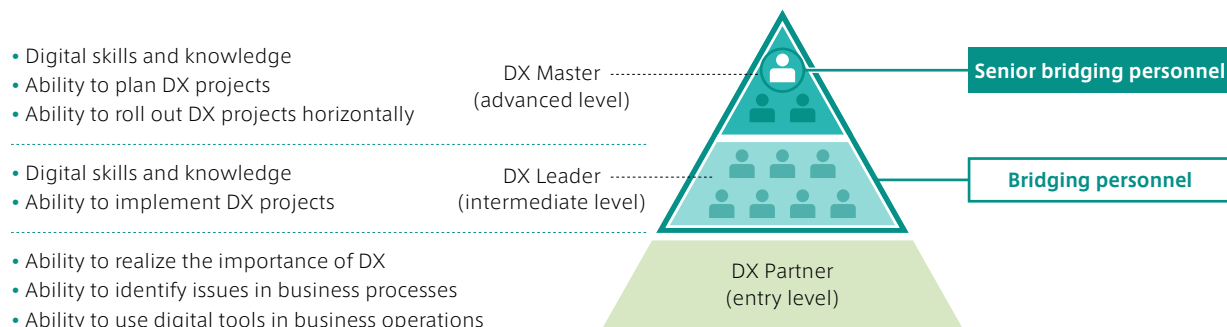
The founding spirit of the Tokyu Fudosan Holdings Group lies in its challenge-oriented DNA, and this spirit is fostered among employees through their embodiment of said DNA, grounded in a sense of psychological safety. The new ideas and ingenuity generated on the front lines, ranging from incremental improvements in daily operations to the creation of entirely new businesses through our internal venture scheme, have been a consistent source of new value. This spirit drives the businesses through which the Group leverages its intellectual assets and is a vital pillar supporting our future growth.

As the management of and investment in human resources are attracting ever-greater attention, human resource strategies lie at the heart of the Group’s management, given that over 90% of its some 30,000 employees are engaged in talent-driven businesses. In pursuit of the Tokyu Fudosan Holdings Group’s vision of realizing “a future where everyone can be themselves and shine vigorously,” we aspire to be a corporate group that harnesses the collective capabilities of our employees to continue to create value that exceeds customers’ expectations. I will be at the vanguard of this effort, connecting the growth of and challenges taken on by every employee to the tangible enhancement of corporate value.

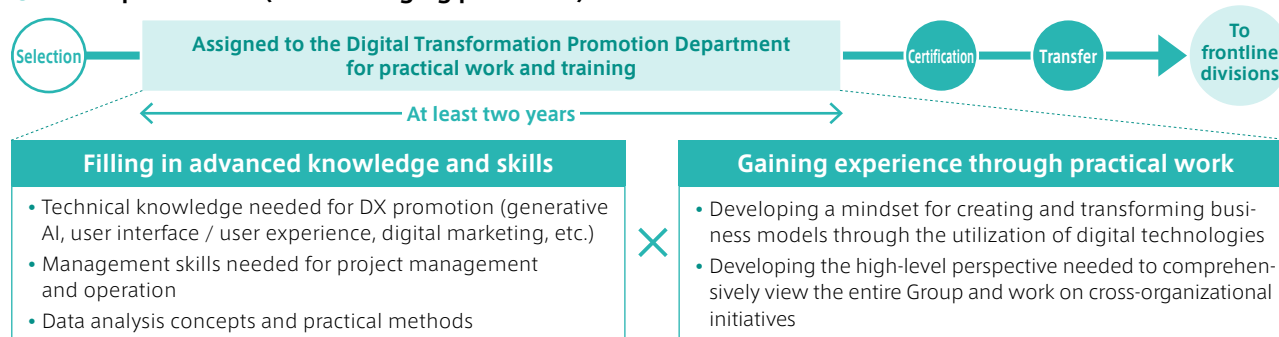


Using a Unique Framework to Strengthen Digital Training for Employees

To create premium value as set forth in Medium-Term Management Plan 2030, the Tokyu Fudosan Holdings Group is systematically developing human capital capable of executing digital transformation (DX) as part of efforts to reinforce its human capital base. In particular, we define human capital who integrate digital technologies into business activities and proactively lead DX projects as “bridging personnel.” We have thus established training programs to enhance their combined business and digital capabilities. Along with flexible curricula tailored to proficiency levels, we provide practical learning opportunities, thereby increasing the number of frontline employees leading DX initiatives. Furthermore, from fiscal 2025, we have designated human capital with advanced skills who can not only advance projects but also lead business model transformation as “senior bridging personnel.” Candidates are selected from within the Group and, through two years of practical work and training in the DX Promotion Division, they are progressively developed as human capital who will drive transformation at Group companies and support the creation of new value.



Development flow (senior bridging personnel)



Activities of Bridging Personnel

Bridging personnel raise awareness, hone employees' ability to form a consensus, and execute DX in frontline operations

I worked in the Marketing IT Strategy Department for three years starting in 2015, leading projects to enhance security and implement IT strategies across the Tokyu Fudosan Holdings Group. I began with very little knowledge of IT, and I initially noticed incidents of miscommunication among people involved in the systems domain. In response, I worked hard to visualize and share knowledge and learned how to move projects forward while proactively engaging with various related persons.

While carrying out efforts to heighten visualization and engagement, I then led the creation of value with DX projects for five years in the residential and wellness businesses. In the residential business, I introduced data-driven marketing while demonstrating the benefits of improving customer experiences (CX) and operational efficiency through necessary system upgrades. Currently, I am involved in establishing a new earnings model that extends beyond existing boundaries, and I have started to improve CX and foster loyal customers by integrating and utilizing customer data in the wellness business, which has an abundance of customer touchpoints.

Using this experience, I would like to take on the challenge of creating value by combining the latest AI technology with the volumes of data existing across the Group. While integrating customer data from across businesses, our aim is to provide services tailored to each customer based on advanced AI-powered forecasting, while automating and increasing efficiency through the implementation of digital technology in various business processes. Doing so will both maximize customer value and improve productivity, thereby contributing to the sustained growth of the Group.



Kenichi Kazami

Group Leader of Business Planning Group, Business Strategy Department, Wellness Business Unit, Tokyu Land Corporation



DISCUSSION

Dialogue Between the Chairman and an Outside Director

Building on the achievements of the previous medium-term management plan to advance into the resilience phase

As one year has passed since the commencement of Medium-Term Management Plan 2030 and we now stand at an important juncture following the change in presidency, the chairman & representative director and an outside director had a free and open exchange of opinions regarding their medium- to long-term expectations for the future and the issues ahead, focusing on initiatives to further enhance corporate value and the effectiveness of governance.

Hironori Nishikawa

Chairman &
Representative Director

Makoto Kaiami

Outside Director

Makoto Kaiami has insight in corporate legal affairs, compliance and risk management that he gained as a judge and attorney. He was appointed to his current position in 2018.

Governance supporting the decision-making and effectiveness of the Board of Directors

Kaiami During your tenure as president, Mr. Nishikawa, you strongly drove forward the restructuring of our business portfolio, including the decisive divestment of Tokyu Hands Inc., Tokyu Plaza Ginza, and the fitness business. The results are reflected in higher ROE and share prices and have underscored the importance of business

portfolio management to me and my fellow outside directors. If efforts do not lead to results, divestment to another company is unavoidable and even preferable. What matters is the transferee. We should choose a party that is committed to developing the business in question and taking on and valuing its employees.

Nishikawa Thank you. While I do feel a sense of loss, when I see and hear about our former employees working hard under the transferee, I feel it was the

right decision. The mindset of “if it isn’t working out, stop doing it” has taken root among management. This allows us to mitigate damage at an early stage and redirect management resources to other businesses, where we can further cultivate growth businesses. Understanding of this fact among our employees was, I believe, another successful outcome of the restructuring.

At around the same time I began internal alignment efforts, I was given the

opportunity to explain the business portfolio restructuring to the Board of Directors. Receiving their support at that stage was extremely helpful. Many things happen in the course of restructuring, and a range of different opinions arise within the Company. A major reason I was able to push forward was the united support and encouragement I have received from the Board of Directors. On other management issues as well, the Board of Directors offers opinions from a



Encouragement from outside directors became a driving force for advancing business portfolio restructuring

variety of perspectives. At the execution stage, they provide advice from behind the scenes and, in some cases, are even prepared to step forward and promote initiatives alongside me. Such support is extremely reassuring, and I believe it also has significance in terms of the effectiveness of the Board of Directors.

Kaiami While we did not consciously set out to do so, discussions naturally led everyone to a shared understanding. In addition to formal meetings of the Board of Directors, we also hold pre-meeting briefings for outside directors on agenda items to be discussed by the Board. I view these gatherings as an integrated process. At the pre-meeting briefings, the director in charge of general management joins the discussion, and the relevant operating officers attend to provide

detailed information on the agenda items. The outside directors engage in thorough discussion, asking many questions and offering their opinions. These briefings have become progressively more substantive. In fact, I think there are now very few companies that hold such comprehensive pre-meeting briefings.

Nishikawa We intentionally designed a process in which pre-meeting briefings are substantive and the official meeting of the Board of Directors builds on the outcome of discussions held at the former. I feel this process is functioning well. If we do not communicate closely and move forward naturally with decision-making, things will not progress smoothly. For particularly significant matters, such as M&A, I have even consulted with the outside directors before the pre-meeting

briefings, and in many cases, they provided encouragement along with advice.

Kaiami There was only one such case that I opposed, and that was quite some time ago. I questioned whether that business was something the Group should engage in. I remember receiving repeated explanations and engaging in multiple discussions.

Nishikawa There was hesitation inside the Company as well, so I consulted the outside directors at an early stage. With many individuals in opposition, including yourself, Mr. Kaiami, we decided not to move forward with the M&A.

Kaiami In addition to pre-meeting briefings, we hold a two-day free discussion session once a year that is also meaningful, where the head of each Group company explains the current situation of the company and future issues it faces. As a highly important opportunity to consider the Group's future, we look forward to this session as well.

Nishikawa In my capacity as president, at the end of the free discussion session, I set aside time for reflection with the outside directors, through which I have received a wide range of feedback. I believe the free discussion session represents two days of great significance and provides an opportunity for outside directors to become familiar with the young executives who will lead the Group in the future, which also makes it meaningful from a succession planning perspective.

Kaiami Indeed, it is a very good

opportunity to get to know the character of the candidates. In my position as a member of the Nomination and Compensation Committee, I have paid close attention to the personal qualities of those who will lead the next generation, not only during the free discussion sessions but in a variety of settings.

Building on results and passing them to the next generation

Kaiami I view the change in presidency as an important juncture between business portfolio restructuring and a second phase characterized as the pursuit of the next stage of growth. The president must look across the entire Group and make calm decisions on where to focus and, if necessary, where to withdraw, and carry out those decisions decisively. There was no objection to the selection of Hiroaki Hoshino as president, and in the Nomination and Compensation Committee as well, it seemed to be decided naturally.

From the time he served as director in charge of general management, through discussions at pre-meeting briefings, President Hoshino has struck me as someone with a broad perspective who is capable of taking on a wide range of matters in a calm and collected manner. In addition, the fact that he has been involved since the formulation of the current



long-term vision, GROUP VISION 2030, gives me great reassurance that he is someone to be relied on.

Nishikawa From my standpoint as well, the transition proceeded as I envisioned. Having largely completed the business portfolio restructuring, in May 2025 the Company announced a new medium-term management plan aimed at the next stage of growth, and then executed the change in presidency at the end of the plan's inaugural fiscal year, placing our hopes for further growth in the next generation. It is important to revisit and transform our growth drivers in line with major changes in the business environment, and I share your view and firmly believe that President Hoshino will handle this well.

Further enhancing corporate value: the role of the Board of Directors under its new structure

Nishikawa Moving forward in my new position as chairman, I would like to preserve the process of consulting and sharing information with senior management and the outside directors from an early stage and shape the direction of policies and initiatives, which I view as a valuable aspect of the Board of Directors' operation. At meetings of the Board of Directors, I will emphasize the sharing of information on not only management

and business strategy but also organizational culture. Under such a setting, I believe you, Mr. Kaiami, will play an invaluable role consolidating diverse opinions as the lead independent outside director.

Kaiami Thank you, Mr. Nishikawa. I always strive to create an environment where people can exchange honest and candid opinions. Furthermore, for important issues outside of those for resolution by the Board of Directors, I think it can be effective to set up forums for discussion as needed, rather than limiting discussion to official meetings of the Board. Such discussions will help us organize our thinking regarding policy.

Nishikawa Amid a changing business environment, it may also be worthwhile to have broad discussions that are not overly constrained by specific themes. Holding repeated candid discussions about our ideal business portfolio has become more important than ever. Likewise, I believe deeper discussion is required on how to balance the three Key Themes adopted in the medium-term management plan—the promotion of the Greater Shibuya Area strategy, the establishment of a GX business model, and the expansion of glocal business—in light of changes in the business environment.

Kaiami I see great potential in the renewable energy business. While it is one of our strengths, I cannot say that its advantages are sufficiently recognized by

society. More proactive communication is needed, and I have high expectations for President Hoshino's leadership in linking such strengths to growth. I hope the Group moves forward with a strong awareness of stakeholder perspectives.

Nishikawa We believe corporate value is the aggregate satisfaction level of our six groups of stakeholders: investors and shareholders, customers, employees, business partners, local communities, and future society. Our "WE ARE GREEN" slogan and our reputation as an environmentally advanced company is gradually taking root. However, environmental management is premised on leading to profits, so we as the Board of Directors intend to carefully examine how to create both environmental value and business value.

Kaiami Realizing both environmental value and profitability is an important

issue for the Company's next stage. I think our business portfolio restructuring has sufficiently demonstrated the Company's execution capabilities, so now the question is what kind of value creation story we build on that foundation. Mr. Nishikawa, let's further evolve meetings of the Board of Directors under its new structure. I have high expectations of you as chairman.

Nishikawa Thank you, Mr. Kaiami. In order to link the trust we have gained with stakeholders through our business portfolio restructuring to the further enhancement of corporate value, I will strive to ensure that inside and outside directors can adequately share information and opinions and that candid and effective discussions continue and build on one another. I ask for the kind continued support of all of our stakeholders.

Further evolving Board of Directors' meetings under the new management structure



CHAPTER 3



Strategy by Business Segment

We outline our policies for building a business portfolio that enhances both growth potential and resilience, in addition to describing our strategies by business segment.

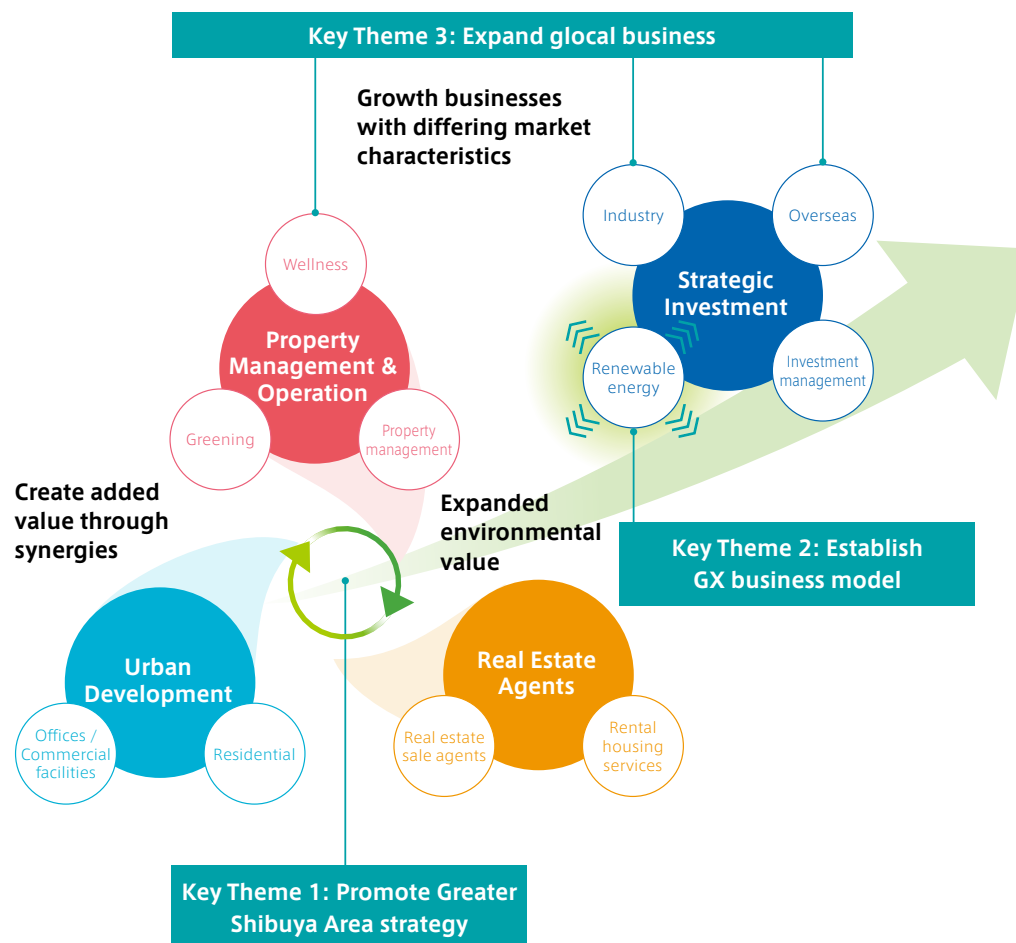
Building a Business Portfolio That Enhances Both High Growth Potential and Market Resilience

Achieving Both High Growth Potential and Market Resilience Through Synergies Between Businesses

One characteristic that distinguishes the Tokyu Fudosan Holdings Group from the majority of other companies is that it operates a wide variety of businesses. When addressing the three key themes introduced in the schematic on the right, rather than simply operating each business in isolation in a variety of domains, we seek to create high rates of growth by creating synergies between businesses, as shown on the right. At the same time, we will build resilience to market changes by capturing growth in markets based on differing characteristics while stably expanding profits. Our business portfolio boasts both solidity and distinctiveness and is unique to the Group, and we will continue developing our business portfolio until we have established a competitive advantage in each business.

We have organized profits into three categories: income, management and fees, and capital. Each is important, but, at present, capital accounts for a relatively large portion of the total. Therefore, while we aim to continue generating profits through capital gains, we will also strike a better balance by further growing profits from income and management and fees. By endeavoring to achieve ROE of 10% or more and an annual EPS average growth rate of 8% or more through these efforts, we will enhance our tolerance to market fluctuation risks.

Build a business portfolio that combines high growth potential with tolerance for market changes



Pursue high growth and efficiency

EPS average growth rate^{*1}

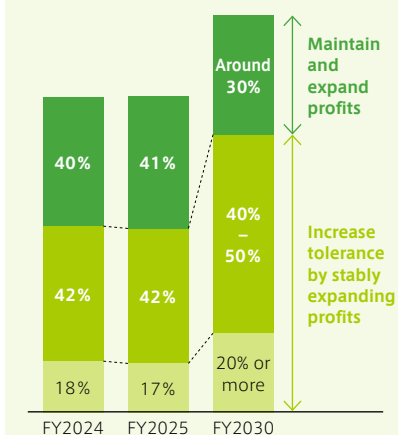
Target: **8%/year**

ROE

10% or more (FY2030)

Tolerance for market fluctuation risks

Balance of revenue within operating profit^{*2}



^{*1} Average annual growth rate from fiscal 2024 to fiscal 2030

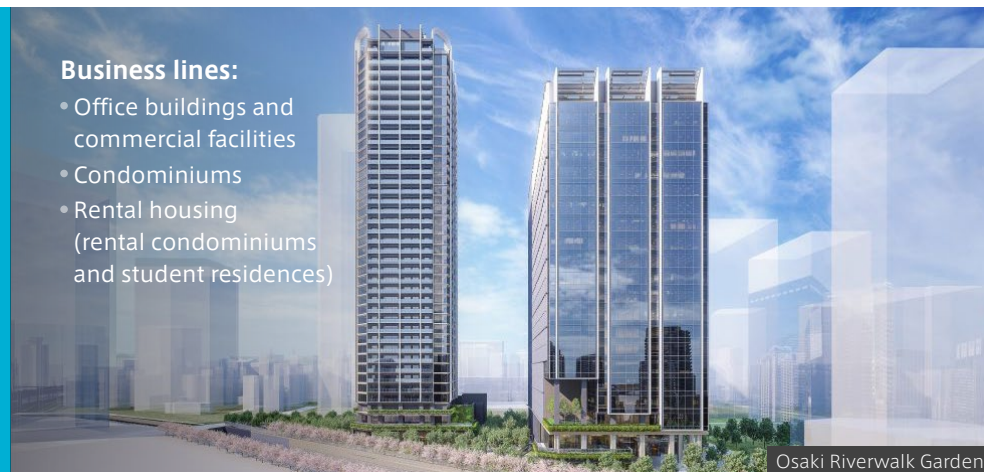
^{*2} Income: Rental income, income from electricity sales, etc.; management and fees: brokerage, management and operations, property management fees, etc.; capital: profit from unit sales, gains on real estate sales, etc.



Urban Development | Creating attractive communities and enriching lifestyles

Business lines:

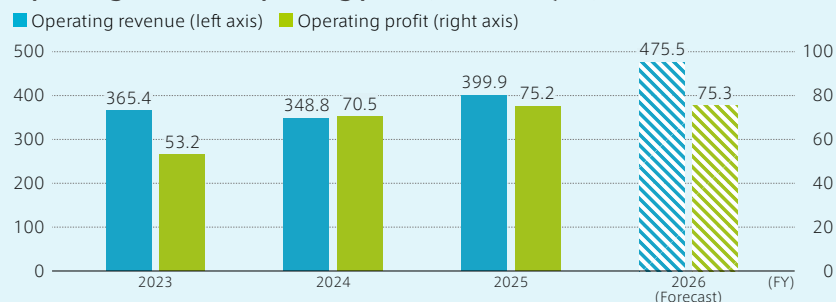
- Office buildings and commercial facilities
- Condominiums
- Rental housing (rental condominiums and student residences)



Osaki Riverwalk Garden

In the Urban Development segment, we develop and operate office buildings, commercial and other facilities, condominiums, and rental housing. In recent years, we have been leveraging our extensive track record as a comprehensive developer to focus on redevelopment projects and the development and operation of complexes, and we are working to enhance the value of the areas we serve. Furthermore, we will create attractive communities and enrich lifestyles through urban development while keeping abreast of changing trends, such as Japan's declining birth rate and aging population, the diversification of lifestyles, digitalization of society, and rising environmental awareness.

Operating revenue / Operating profit (Billions of yen)



Strengths / Management resources

Urban development expertise, honed particularly in the Greater Shibuya Area

Extensive track record of developing and operating mixed-use assets

Ability to create added value through our capabilities as an environmentally advanced company and Group collaborations

Opportunities

- Increasing interconnectivity in the ways people live, work, and spend their free time
- Heightening demand for solutions to regional issues
- Growing need for comfortable office environments due to competition over recruitment amid labor shortages

Risks

- Intensifying competition between the various areas in urban centers
- Rising construction costs

Business strategies under Medium-Term Management Plan 2030

▶ Establishment of a competitive advantage

Leveraging both our track record in mixed-use development and operation across wide-ranging business domains and our urban development know-how in the Greater Shibuya Area to establish a unique position in the real estate industry

▶ Bolstering of urban real estate business

Further bolster the urban real estate business through initiatives including building a highly efficient and stable profit base, using the comprehensive strengths of the Group to advance the residential business, and considering commercial applications in new domains

Targets and KPIs

▶ Segment operating profit

FY2025 **¥75.2 billion** ▶ **FY2030** **¥70.5 billion**

Segment operating profit (excluding sales to investors, etc., in offices and commercial facilities business)

FY2025 **¥52.2 billion** ▶ **FY2030** **¥60.5 billion**

▶ Total segment investment

FY2025–FY2030
Approx. ¥2,100 billion



Strategic Investment | Building next-generation infrastructure

Business lines:

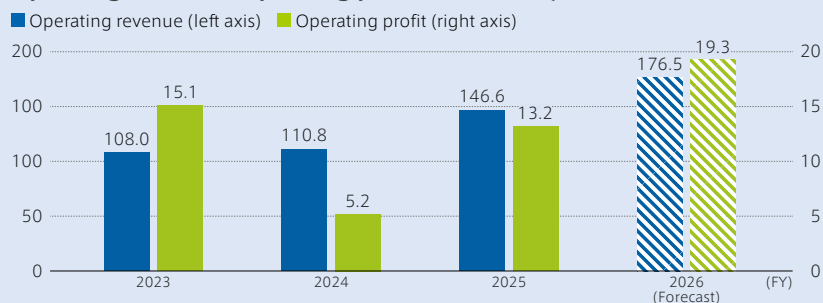
- Renewable energy
- Logistics facilities
- Overseas operations (North America and Asia)
- Investment management



No. 1 Ishikari Renewable Energy Data Center

In the Strategic Investment segment, we are developing and improving lifestyle-supporting infrastructure, such as renewable energy power generation facilities and logistics facilities, and creating diverse investment opportunities by applying our real estate investment and asset management expertise in Japan and overseas. We are also leveraging the experience we have cultivated in our development activities to date to advance business development overseas. Specifically, we are contributing to the creation of next-generation social infrastructure that reflects recent changes in areas such as energy policy and industrial structure. Meanwhile, we are collaborating with regional partner companies and talented local personnel, mainly in Asia and the United States, to advance development and investment business that can flexibly accommodate changes in local market conditions.

Operating revenue / Operating profit (Billions of yen)



Strengths / Management resources

Industry leader in terms of amount of renewable energy sources owned

Strong scheme-building ability and investor relations function

Robust relationships with local partners in growth countries

Opportunities

- Accelerated trend toward decarbonization
- Inflow of investor funding reflecting growing fund management needs
- Growing needs for logistics facilities due to the expansion of e-commerce

Risks

- Intensifying competition over projects in the renewable energy and logistics businesses
- Political risks and worsening of global affairs due to war, conflict, terrorism, etc.

Business strategies under Medium-Term Management Plan 2030

▶ Further evolution toward creating a core business

Establish a renewable energy value chain and evolve the logistics facility development business into a social infrastructure business, while leveraging the breadth of our business portfolio to develop new business areas

▶ Accelerating partner co-creation and expanding assets we participate in

Accelerate co-creation via partnerships with institutional investors and facilitate external growth and the establishment of funds in new domains by expanding diverse asset schemes

▶ Diversify business models and capture stable profits

Build an overseas operations portfolio that can flexibly accommodate changes in local market conditions and generate stable profits through investment in growth businesses

Targets and KPIs

▶ Segment operating profit

FY2025

¥13.2 billion ▶ ¥59.5 billion

FY2030

▶ Total segment investment

FY2025–FY2030

Approx. ¥1,400 billion



Property Management & Operation | Providing impressive experiences to customers

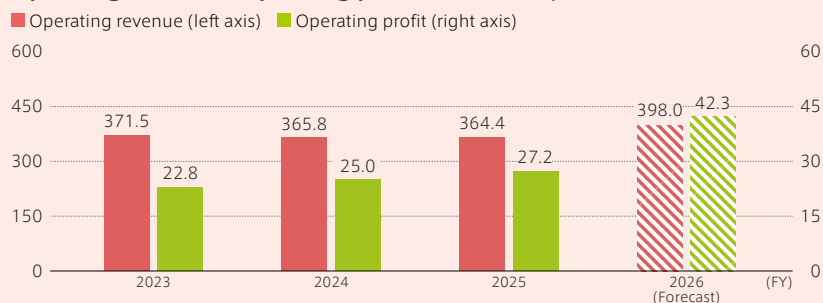
Business lines:

- Management of condominiums
- Management of buildings and facilities
- Renovation and construction work
- Rental conference rooms
- Hotels and resort facilities
- Healthcare
- Environmental and greening management



In the Property Management & Operation segment, we operate a wide range of businesses that utilize customer touchpoints, including the property management business, which helps maintain and improve the value of assets, and the wellness business, which helps promote good health and create enriched lifestyles through hotels and resort facilities. We are shifting to business models that create sustainable value by taking advantage of the real estate development, management, and operational expertise and customer data we have accumulated to maximize the value of customers' assets and facilities. Going forward, we will pursue even greater levels of customer satisfaction by securing the human capital essential for the Property Management & Operation segment to provide safe, secure living environments and high-quality hospitality.

Operating revenue / Operating profit (Billions of yen)



Strengths / Management resources

Property management and operational know-how that helps raise added value

Ability to address social issues through regional partnerships and co-creation

Diverse contact points with customers and regions

Opportunities

- Growing demand for remodeling reflecting the aging of social infrastructure
- Growing demand for tourism and leisure driven by inbound market

Risks

- Rising costs due to higher labor expenses and prices and securing manpower
- Maintenance of supply chains

Business strategies under Medium-Term Management Plan 2030

▶ Taking on the challenge of maximizing added value that captures customer needs

Accommodate diverse needs, including those of inbound tourists, wealthy customer segments, communities, and government agencies, through initiatives such as managing large, mixed-use facilities and building efficient area management systems

▶ Securement and training on human capital and establishment of partnerships for sustainable growth

Secure and develop human capital who can address labor shortages and meet diverse needs while accelerating collaboration with partners to build sustainable management and operational systems

Targets and KPIs

▶ Segment operating profit

FY2025

¥27.2 billion

FY2030

¥37.0 billion

▶ Labor productivity

Operating profit per person
(Operating profit ÷ personnel expenses, etc.)

FY2030

Approx. 1.2 times
(compared with fiscal 2024)



Real Estate Agents

Leading to a society with a healthy stock of buildings

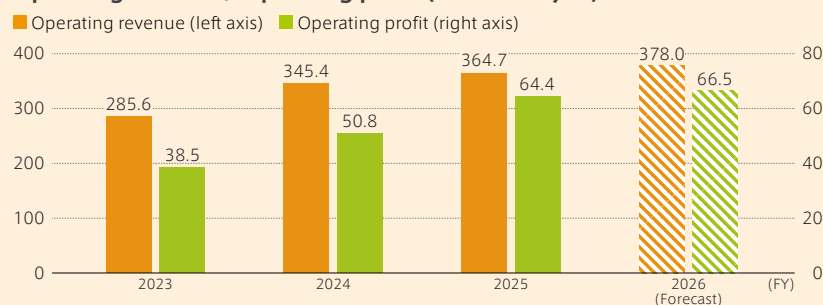
Business lines:

- Real estate agents (sales and leasing)
- Consignment sales
- Real estate sales
- Rental housing services



In the Real Estate Agents segment, we provide solutions related to the use of real estate stock, such as real estate sales agent services, and engage in operations related to rental housing management. Moreover, we create new revenue opportunities by leading the transformation of real estate agents through our extensive customer contact points, overwhelming information processing capabilities, and the use of digital technologies, among other means. We also play a role in realizing enriched lifestyles, a goal of the Group, and contribute to the development of a healthy society that uses building stock effectively.

Operating revenue / Operating profit (Billions of yen)



Strengths / Management resources

High rate of brand strength and a wealth of customer touchpoints

Possession of extensive information on the real estate market and the capacity to process said information

Ability to make plans and proposals that meet diverse needs

Opportunities

- Expansion of the existing real estate transaction market
- Continuing investment stance among Japanese and overseas investors

Risks

- Decline in buying motivation attributable to sharp interest rate hikes and rising house prices

Business strategies under Medium-Term Management Plan 2030

► Strengthening of customer and market touchpoints

Based on information obtained through the operations of the Real Estate Agents segment, whose business performance is particularly susceptible to market trends, we will build a framework for strengthening customer touchpoints on a Groupwide basis while accommodating changes in the business environment.

► Strengthening of business creation capabilities

We will convert customers' potential needs into new business opportunities through co-creation with partners without being constrained by existing business areas or internal resources.

Targets and KPIs

► Segment operating profit

FY2025
¥64.4 billion ▶ FY2030
¥68.0 billion

► Information productivity

Operating profit per person
 (Operating profit ÷ number of key personnel, etc.)

FY2030

Approx. 1.2 times
 (compared with fiscal 2024)



Example of Value Creation from Putting Business Policy into Practice

The collective expertise of the Group brings the innovative Japanese quality-of-life approach to Jakarta.

Komine I am involved in a large-scale mixed-use development project in the Mega Kuningan area in central Jakarta, Indonesia, which consists of condominiums, serviced apartments, and a retail complex. Since construction began in 2020, we have worked to enhance our revenue model by accruing funds at an early stage through condominium sales while realizing stable revenues from the leasing business.

While local operations are led mainly by Indonesian employees, we have realized that Japanese quality is greatly desired among local residents. At first, we struggled with how to meet such expectations, but by entrusting building management to local subsidiary Tokyu Community Corp. and restaurant supervision to Tokyu Resorts & Stays Co., Ltd., we leveraged the Group's intellectual assets and achieved services that boast the level of quality and attention to detail Japan is renowned for. Receiving high praise in this regard was a profound sense of motivation.

I feel that meticulous Japanese craftsmanship is a significant advantage in overseas markets. We will thus continue to combine the domestically cultivated strengths of the Group and, while reflecting the cultures of each country and region in which we operate, take on the challenge of proposing new ways of living for local communities.

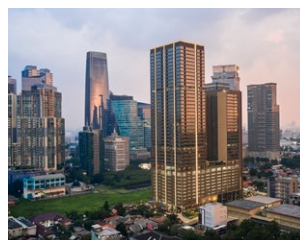


Shinji Komine
Unit Manager,
PT. Tokyu Land Indonesia

Overseas Business (Indonesia)

Since entering the Indonesian market in 1975, we have developed detached housing, condominiums, and serviced apartments mainly in Jakarta. We have leveraged the unique real estate development know-how we have thus far cultivated domestically while establishing a Group-wide value chain. Through our development initiatives, we also contribute to addressing environmental and social issues in Indonesia.

[Project overview](#)



The Tokyu Fudosan Holdings Group's challenge-oriented DNA, its founding spirit, is embodied in the actions of each and every employee. Here, we hear from certain frontline employees who endeavor daily and take on the challenge of creating new value in order to live up to our philosophy and business policies for contributing to both corporate growth and society.

Collaboration across departments transforms information into assets

Iijima In response to requests from sales front lines to share information with other departments and to customer calls for the disclosure of higher-quality information, we developed the LIVABLE BANK (LIBANK) platform, which accumulates data and facilitates searches of Company-wide sales and purchase information. The platform combines information on individual sellers held by the retail division with corporate and real estate agent channels belonging to the wholesale division, thereby reducing the likelihood of missing business opportunities that may not have been seized in the past. I have seen many cases in which cross-departmental collaborations lead to the creation of proposals that exceed customer expectations, and I feel this is a new strength for our organization.

Ohto LIBANK accumulates up-to-date and valuable information from various departments, which differentiates us from other companies. In certain cases, company-wide introductions through the platform have enabled collaborations across departments, benefiting both sellers and buyers. I believe that LIBANK, which facilitates trustworthy introductions among staff, is a strength that other companies cannot easily replicate. I have learned the importance of relying on our internal network rather than handling everything alone. So, going forward, I intend to take on the challenge of providing wide-area support, regardless of region, and actively encourage those around me to make use of it as well.



Maho Ohto
Chief,
Futako-Tamagawa Center,
Retail Business Unit,
Tokyu Livable, Inc.

Moeka Iijima
MVC Promotion Section,
MVC Promotion Department,
Tokyu Livable, Inc.

Tokyu Livable, Inc.'s LIVABLE BANK (LIBANK)

The proprietary LIVABLE BANK (LIBANK) platform comprises Tokyu Livable's network of approximately 4,200 employees (consolidated basis) connected through sales and purchase brokerage offices nationwide. It facilitates the internal sharing of property information and purchase requirements as well as prompt responses through strong interdepartmental collaboration. Thanks to LIBANK, for the third consecutive year, we achieved the No. 1 ranking in terms of transaction volumes in sales and purchase brokerage operations in fiscal 2025* (As of March 31, 2026).

* Total real estate transaction value brokered by Tokyu Livable, Inc. (including real estate sales and purchases for individuals and corporations)

CHAPTER 4



Foundation for Value Creation

We describe not only our environmental and social initiatives but also the corporate governance structure that forms our foundation for sustainable value creation.



Accelerating Our Response to Three Priority Issues as an Environmentally Advanced Company

Environmental Vision

Environmental philosophy

We will create value that connects cities and nature and people with the future.

Environmental policy

We will make efforts to realize harmony between the environment and the economy through our business activities.

Environmental action

We will tackle five environmental issues through three approaches.

▶ Three approaches

- Publicize goals and implement action
- Endeavor to implement progressive activities
- Conduct community-based activities in collaboration with local people

▶ Five environmental issues

- Climate change
- Pollution and resources
- Supply chains
- Biodiversity
- Water use



1998: Formulated basic environmental philosophy
2011: Renamed as Environmental Vision

Under our Environmental Vision, first formulated in 1998 as a basic environmental philosophy, we promote a Group-wide policy of environmental management as an environmentally advanced company. We have identified three priority issues—decarbonized society, circular society, and biodiversity—and leverage our entire value chain to create environmental value together with stakeholders. Across the wide-ranging business areas in which we engage, including real estate development, building management and operation, and logistics, and at our business sites in each region, we work to solve environmental issues through Group-wide collaboration in a way that nurtures and strengthens regional environments.

Environmental management is part of our Group policy in Medium-Term Management Plan 2030, and under this policy, we are strengthening initiatives that contribute to the creation of environmental premiums in a way that links to solutions to social issues. ▶ P.33

Decarbonized society

We will contribute to global decarbonization by leveraging our renewable energy business as a strength and through environmentally friendly real estate development and operation. At the same time, we will brighten the lives of people across Japan by revitalizing local industries and supporting community formation.

Circular society

We will advance business activities predicated on utilizing existing stock with maximum effectiveness and conserving and reusing resources to promote the creation of a circular economy. We will also work to form local recycling-based communities in each area to support safe, secure, and long-term operations that are unique to each region.

Biodiversity

We will collaborate with communities in each region to engage in activities that protect the local ecosystems of each municipality and region. Also, by reflecting local natural characteristics in our services, we will broadly communicate a social approach that supports the coexistence and abundance of all life.

▶ Integrated disclosure concerning the TCFD and TNFD

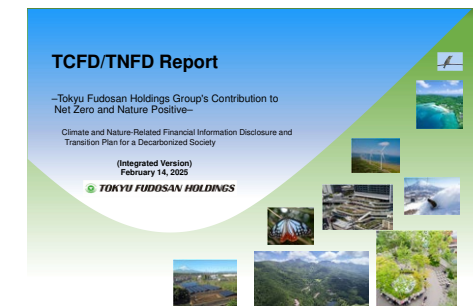
In order to raise corporate value through environmental engagement, we have positioned environmental management as part of our Group policy and work to achieve environmental and economic harmony through our business activities. We understand that nature-related issues such as climate change and biodiversity present risks to the Group's business activities, but we also believe that they contain business opportunities.



Regarding climate change, in recognition of the importance of disclosing climate change-related financial information, in March 2019 we endorsed the Task Force on Climate-related Financial Disclosures (TCFD) recommendations and began practicing disclosure accordingly. We also joined the TCFD Consortium, an organization in Japan that discusses matters related to TCFD engagement.

Regarding nature-related issues, in June 2023 we joined the Taskforce on Nature-related Financial Disclosures (TNFD) Forum in order to clearly disclose the dependencies, impacts, risks, and opportunities related to natural capital in our business. In August 2023, we became the first entity in the Japanese real estate industry to carry out disclosure based on TNFD recommendations, starting with our real estate business in Japan. In July 2026, we issued the third edition of the TCFD/TNFD Report, an integrated document combining our TCFD disclosure, transition plan for a decarbonized society, and TNFD report.

For details, refer to the TCFD/TNFD Report.





● Climate-related ● Nature-related

■ (1) 1.5°C and nature-positive scenario ■ (2) 3°C and intensified transition due to nature loss ■ (3) 4°C and severe nature loss scenario

Time frames: Short term (1–2 years), medium term (3–9 years), long term (10–25 years) /

Likelihood: High (occurs several times a year), moderate (occurs about once a year), low (occurs less than once a year) /

Impact: High (impact of 10% or more on operating profit), medium (5%–10%), low (less than 5%)

Important Climate- and Nature-Related Risks and Opportunities

Given that climate change and the loss of natural capital affect each other, the Tokyu Fudosan Holdings Group conducted a scenario analysis that takes an integrated view of climate and nature.

Category	Description of risks and opportunities	Impact on business model and value chain	Areas where risk is concentrated	Climate / nature	Time frame / Likelihood	Scenario	Financial impact			Examples of responses to risks and opportunities
							Short term	Medium term	Long term	
Risks	- Higher costs due to stricter ZEB/ZEH regulations, energy conservation standards, and regulations on reducing buildings' life cycle emissions, as well as higher carbon prices - Lower rents and higher vacancy rates at non-ZEB facilities due to growing tenant and customer needs for ZEB properties	- Under Scenario (1), stricter ZEB/ZEH standards and tighter future emissions-reduction regulations, including carbon prices, may increase costs when constructing and renovating offices, commercial facilities, housing, and logistics facilities and during the operation of hotels and leisure facilities. - Similarly, future changes in tenant needs regarding buildings' decarbonization performance may lower rents and raise vacancy rates at non-ZEB buildings, thereby reducing profits. - The impact is less severe under Scenario (2) and limited under Scenario (3).	- Among our assets, the impact of ZEB conversion costs is greatest, and the risk most concentrated, in offices and commercial facilities. The impact of increasing costs due to carbon prices is concentrated at the construction stage of each facility. - Because the majority of the Group's assets are located in Japan, Japanese government climate-related policies and market trends may affect the entire portfolio.	●	Medium term	(1)	—	High	Medium	P.41 P.59
						(2)	—	Medium	Medium	
					High	(3)	—	—	—	
	Tighter regulations on land-use modification and resource extraction in new developments to protect nature	- Under Scenarios (1) and (2), tighter future regulations on land-use modification and development may, at the development and construction stages, reduce business opportunities by making it more difficult to secure land and could possibly lower demand for new developments. - Similarly, tighter future nature-related regulations when procuring minerals such as iron, aluminum, and cement, as well as timber, may increase costs during the construction of offices, commercial facilities, and housing. - Under Scenario (3), these risks are not anticipated.	With regard to tighter regulations on land-use modification, transition risk may be concentrated particularly in renewable energy facilities and logistics facilities, which can require large sites. Since the majority of the Group's assets are located in Japan, trends in Japanese government nature-related policies may affect the entire portfolio.	●	Medium term	(1)	—	High	High	P.59
Transition						(2)	—	High	High	
					High	(3)	—	—	—	
	Increase in revenue due to expansion of the renewable energy market	The expansion of the renewable energy market toward decarbonization has already increased earnings in our renewable energy business. Under Scenarios (1) and (2), further market expansion may heighten the future profitability of the business, whereas under Scenario (3) opportunities for market expansion are limited.	- Opportunities may arise in the renewable energy business. - Because the majority of the Group's assets are located in Japan, stronger government policies to promote renewable energy in Japan may lead to business opportunities.	●	Short term	(1)	Low	High	High	P.39
						(2)	Low	High	High	
					High	(3)	—	—	—	
Opportunities	Higher rents, lower vacancy rates, and higher sales prices due to increased tenant and customer needs for ZEB/ZEH properties and properties with high decarbonization performance	- Under Scenario (1), future changes in customer needs regarding buildings' decarbonization performance may increase profits through higher rents, lower vacancy rates, and rising sales prices concerning offices, commercial facilities, housing, and logistics facilities. - Under Scenario (2), the potential upside of these opportunities is moderate, and under Scenario (3), opportunities are limited.	Since the majority of the Group's assets are located in Japan, stronger Japanese government climate-related policies and changes in market trends may improve earnings throughout the entire portfolio.	●	Medium term	(1)	—	High	Medium	P.41 P.59
						(2)	—	Medium	Medium	
					High	(3)	—	—	—	
	Increase in revenue due to growing need for real estate and services in harmony with nature	- Under Scenarios (1) and (2), facilities and services that have a positive impact on nature may increase profits in the future through higher rents, lower vacancy rates, rising sales prices, and higher unit prices for services. - Under Scenario (3), opportunities are limited.	As the majority of the Group's assets are located in Japan, market changes in step with growing calls for Japan to become nature positive may improve earnings throughout the entire portfolio.	●	Medium term	(1)	—	Low	High	P.33 P.59
						(2)	—	Low	High	
					High	(3)	—	—	—	

(Note) Physical risks such as disasters are anticipated. However, owing to countermeasures based on said risks and the diversification of our business portfolio and real estate assets, the impact over the periods covered is anticipated to be moderate or lower, and no especially important Group-wide risks or opportunities were identified.

The main risks and opportunities for each business are described in the TCFD/TNFD Report. The size of the financial impact is based on Company estimations, taking into account scenario analyses, of the impact on profit at a future point in time for the purpose of evaluating risks and opportunities. It is not a forecast concerning future earnings.



Impact of Climate Change Risks and Opportunities on Major Business Strategies and Financial Plans

As described below, the Tokyu Fudosan Holdings Group is responding to climate change risks and opportunities in terms of their impact on its business strategies and financial plans.

Impact on business strategies

Category	Impact and response
Products and services	- Improve the energy-saving performance of buildings - Strengthen business continuity planning (BCP) at managed facilities and condominiums - Promote ZEB/ZEH - Expand and promote the ReENE renewable energy business (Tokyu Land Corporation)
Supply and value chain	- Upstream: Reduce carbon emissions during the construction of buildings through collaboration with major construction companies - Downstream: Make condominiums GX ZEH-compliant and rental housing ZEH-compliant and introduce electricity derived from renewable energy sources
Research and Development Investment	Make existing office buildings ZEB-compliant
Facility operation	- Use electricity from renewable energy in the Company's own businesses (Tokyu Land Corporation) - First operating company in Japan to achieve RE100 (Tokyu Land Corporation)

Impact on financial plans

Category	Impact and response
Indirect costs	Early introduction of electricity from renewable energy sources at operated facilities
Capital allocation	Position the expansion of the renewable energy business as a climate change-related opportunity and thus invest proactively
Liabilities	Formulated the WE ARE GREEN Bond Policy, Japan's first policy for the long-term issuance of ESG bonds
Assets	Manage the business portfolio based on the long-term vision, GROUP VISION 2030

Examples of responses

1

Climate change initiatives

Strengthening Scope 3

- For BRANZ condominiums,^{*1} the Ministry of Economy, Trade and Industry's new GX ZEH standard is applied to projects whose design began in October 2025 or later.

[Please see here for details. \(Japanese only\)](#)

- At the LOGI'Q Hiroshima logistics facility,^{*1} in addition to installing a rooftop solar power plant and storage batteries, we realized a renewable energy circular-use model in which components manufactured using electricity derived from our own renewable energy power plants were used during construction.

[Please see here for details. \(Japanese only\)](#)

Supporting decarbonization of customers

- Using EM Dock,^{*2} which advances proposals for acquiring ZEB and BELS certification, we diagnose buildings' current energy-saving performance and propose measures to improve building safety and asset value.

[Please see here for details. \(Japanese only\)](#)

^{*1} Tokyu Land Corporation ^{*2} Tokyu Community Corporation

2

Nature-related initiatives

Coexistence with nature at Palau Pacific Resort

The Palau Pacific Resort was first conceived in 1956, when Noboru Goto, the first president of Tokyu Land Corporation, set out the principles of balancing nature and development and coexisting with the local community. Based on an environmental survey by Ishikatsu Exterior Inc., the resort opened in 1984, making use of existing trees and transplanting coral. We subsequently encouraged the state government to protect the surrounding waters, and in 2002 the sea area in front of the resort was designated a marine-protected area. We have since contributed to environmental conservation across Palau, including the inscription of the nearby waters on the World Heritage List in 2012. In 2025, we opened the Luuk Nature Center, a nature experience facility that serves as a place for learning about environmental protection. Working with research institutions in Japan and overseas, we aim to make it a hub for communicating research activities.

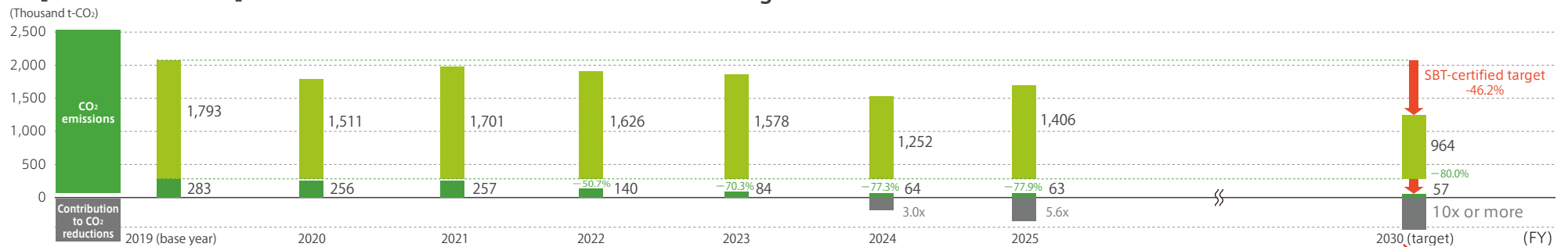


The beach in front of the hotel

Climate-Related Results, Plans, and Key Issues

To address the climate change risks evaluated through scenario analysis, the Tokyu Fudosan Holdings Group manages results for each metric. The Group has committed to achieving net-zero emissions by 2050 and, based on its transition plan for reaching said goal, is promoting decarbonization initiatives suited to the characteristics of its businesses. Under the previous medium-term management plan, we targeted a 50% reduction in Scope 1 and 2 CO₂ emissions in fiscal 2023. However, by drawing on our capacity to operate our own renewable energy business, we achieved a 50.7% reduction in fiscal 2022, surpassing the target one year ahead of schedule. Under Medium-Term Management Plan 2030, we revised the fiscal 2030 target upward to a reduction of 80% or more, and in fiscal 2025 we had reduced Scope 1 and 2 emissions by 77.9%. Scope 3 emissions were down 21.6% in fiscal 2025.

CO₂ emissions and CO₂ emissions reduction contributions*: results and targets



* Indicates the contributions to CO₂ emissions reductions made through the Group's businesses, calculated as the multiple of the Company's own CO₂ emissions (Scope 1 and 2) represented by the CO₂ emissions avoided through renewable energy generation (excluding renewable energy used in-house)

Please refer to page 41 of *Environmental Management Report 2025* for details on calculation methods.

Measures toward realizing a decarbonized society

The Group is strengthening measures to achieve its CO₂ emissions reduction targets. Tokyu Land Corporation completed the switch to 100% renewable energy* for the electricity used at its business sites and owned facilities in December 2022, and in April 2024 it became the first operating company in Japan to be certified as having achieved RE100.

We will continue to promote ZEB- and ZEH-level performance for our facilities and the acquisition of environmental certifications therefor.

* Excluding certain scenarios, such as joint projects

Measures	Targets	Results	Topics
Scope 1 and 2			
RE100	Achieved in 2022 (Tokyu Land Corporation)	Completed the switch to 100% renewable energy in December 2022; RE100 certification already obtained	Utilizing renewable energy generation capacity that is among the highest in Japan Fastest achievement among operating companies in Japan ³
Scope 3			
ZEB/ZEH standard ¹	Fiscal 2030: 100%	100% achieved (fiscal 2024)	March 2022: All new buildings to reach ZEB standard, in principle September 2022: ZEH made the standard specification for all BRANZ condominiums, in principle October 2025: GX ZEH made the standard specification for all BRANZ condominiums
Other measures			
Acquisition of environmental certifications ²	Fiscal 2025: About 70% Fiscal 2030: 100%	97.3% (fiscal 2025)	Examples of certifications acquired: Properties awarded five stars under DBJ certification TOKYO PORTCITY TAKESHIBA, Shibuya Solasta, and Hibiya Parkfront
ICP	Fiscal 2023: Introduced into management decision-making	Efforts to heighten visualization of management meetings commenced (fiscal 2022)	

¹ Percentage of Tokyu Land Corporation's facilities, such as condominiums and offices, with building performance equivalent to or exceeding ZEB/ZEH Oriented (based on construction starts) ² Covers large non-residential owned properties (total floor area of 10,000 m² or more), excluding certain scenarios, such as joint projects ³ According to the list at the end of the RE100 Annual Disclosure Report 2022



Connections with Local Communities to Realize a Better Future Society

The Tokyu Fudosan Holdings Group regards local communities as important stakeholders. Accordingly, to contribute to sustainable community development, we continuously promote a variety of initiatives that support coexistence with local communities.

Extending the value we provide from buildings to communities

In response to the various social issues surrounding the property management industry, Tokyu Community Corp. is taking on the challenge of helping build a sustainable society, contributing to local communities, and creating new value through diverse co-creation, drawing on the expertise and know-how in building maintenance and management, digital transformation, and enhancing community disaster preparedness that it has cultivated as a comprehensive real estate management company.

Initiatives in collaboration with local governments

Starting with the management and operation of buildings, Tokyu Community Corp. is broadening its efforts to include comprehensive agreements with local governments and administrative bodies, working actively to realize safe, secure, and comfortable living environments for communities.

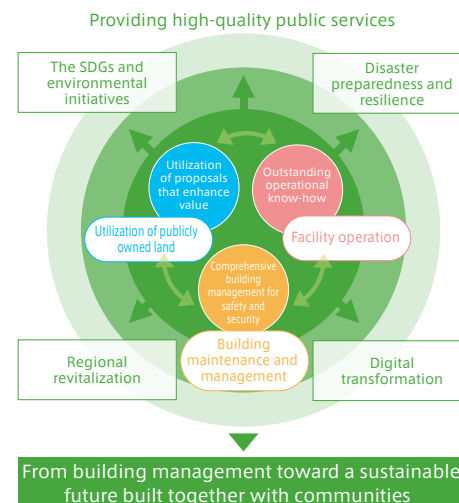
■ In April 2026, the company concluded a comprehensive partnership agreement with Shimonoseki City, Yamaguchi Prefecture, aiming to build a public-private co-creation model for sustainable community development that addresses issues such as population decline and the aging and utilization of public facilities. In addition, from the same month, an employee who has gained experience in building operation and maintenance at the company has taken up a post in the city under the Ministry of Internal Affairs and Communications' program for corporate personnel contributing to regional revitalization.*

Please see here for details. (Japanese only)

* A program under which local governments accept employees of private companies located in Japan's three major metropolitan areas for a fixed period and have them engage in work that draws on their know-how and expertise to enhance a region's unique appeal and value, thereby revitalizing said region

■ As the designated administrator of municipal housing in the northern area of Amagasaki, Hyogo Prefecture, Tokyu Community Corporation proposed community contribution activities to the city, including watch-over services for elderly residents, and in February 2026 concluded an agreement with the city aimed at further promoting community welfare. By strengthening collaboration and information sharing with welfare programs, the company aims to create living environments in which residents can live with safety and peace of mind and to contribute to improving welfare across the local community.

Please see here for details. (Japanese only)



Support for international students

The number of international students in Japan has grown every year, surpassing 400,000 in 2025. National Students Information Center Co., Ltd. draws on its network of local communities and companies to provide a wide range of support for international students, covering both their studies and their daily lives.

Providing safety and comfort to international students living in Japan for the first time

Many international students feel anxious about finding housing, navigating complicated contractual procedures, and adjusting to daily life in Japan while their understanding of Japanese is still limited. Especially when students enroll at a school in an area away from where they live, it is difficult for them to gather local information and search for housing, creating a need for reliable information on daily living and attentive support.

In May 2025, as one way to help students from overseas start their new lives with peace of mind after being accepted by universities and other schools in Japan, National Students Information Center formed a business alliance for a housing referral business with Coach Academy Co., Ltd. (Coach Academy) and Nikko Sogyo Co., Ltd. (Nikko Sogyo). Combining the company's network of rental housing for students, Coach Academy's education and career support, and Nikko Sogyo's expertise in real estate services for non-Japanese residents, the alliance provides Coach Academy's international students with integrated support

spanning property referrals, contractual procedures, and understanding of Japanese lifestyle customs, helping them start their new lives safely and comfortably.

Please see here for details. (Japanese only)

Helping international students connect with companies

■ National Students Information Center operates [Baitonet.jp](https://baitonet.jp), Japan's only website introducing part-time jobs by school. As of April 2026, 330 schools nationwide participate, and a multilingual version designed for international students has also been launched, enabling students who lack confidence in Japanese to search job listings in their native languages.

■ Joint company information sessions for international students who wish to work in Japan are held twice a year in both Tokyo and Osaka. Staff who speak English and Chinese provide interpretation support, giving international students ample opportunities to meet companies that actively recruit them.

Please see here for details. (Japanese only)



An employment support event



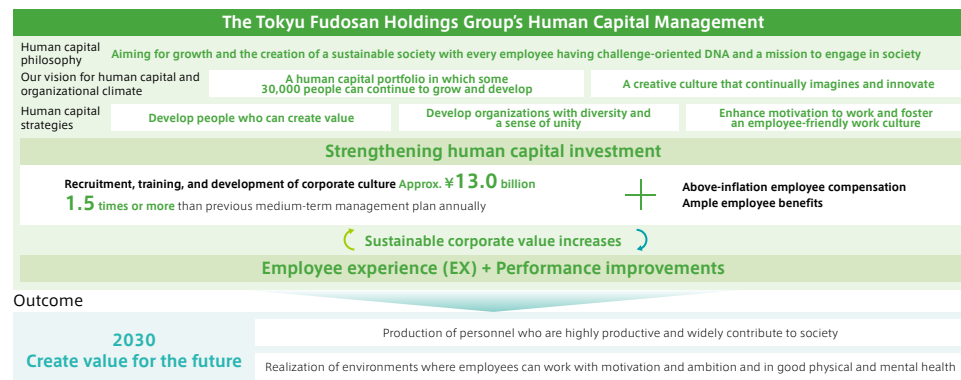
Human Capital Strategies to Maximize Group Value

► Human capital strategies adapted to business models

At the Tokyu Fudosan Holdings Group, human capital management refers to formulating and implementing human capital strategies that aligns with our management strategy to realize GROUP VISION 2030 and sustainably increase corporate value.

The Group has diverse business segments, ranging from Urban Development to Strategic Investment, Property Management and Operation, and Real Estate Agents, comprising both asset-utilizing businesses and human capital-thriving businesses. To further strengthen this robust business ecosystem and vigorously advance each business strategy based on the key themes of promoting the Greater Shibuya Area strategy, establishing a GX business model, and expanding glocal business, it is essential to have human capital suited to the characteristics of each business.

In Medium-Term Management Plan 2030, we have set forth two visions: a human capital portfolio in which some 30,000 people can continue to grow and develop and a creative culture that fosters continuous imagination and innovation. We systematically develop management personnel and personnel capable of leading business transformation to spearhead the implementation of the current medium-term management plan, and we are building a sustainable framework in which essential human capital can thrive in the Property Management & Operation segment. To achieve this, we foster an organizational climate focused on psychological safety and diversity, equity, and inclusion (DE&I); invest in recruitment, training, and corporate culture-building; increase compensation at a faster pace than inflation; and expand employee benefits to improve employee experience. Such efforts heighten employees' performance and create a virtuous cycle in which improved labor productivity is reinvested in human capital, thereby driving sustainable growth in corporate value.



► Human capital strategy implementation structure



The Group has established a structure for implementing human capital management to ensure the interlinking of human capital and management strategies. The Sustainability Committee and Risk Management Committee receive reports on human capital strategy issues and KPI progress, while members of senior management discuss appropriate courses of action. The outcomes of said discussions are reported to the Board of Directors. When implementing human capital strategies, the Group Human Resources Department oversees the Human Resources Department of each major Group company. Group Human Capital Council meetings are held twice a year to report and share the issues and KPI progress of each Group company. Furthermore, we have established sub-working groups to address each of the themes of diversity, recruitment, and labor management, thereby realizing a framework that enables the steady implementation of human capital strategies.

► Spreading the Group philosophy

As a new initiative born of the Group-wide internal communication project Tokyun Fudosan Holdings, we held the Group-wide event TFHD Urban Sports Festival 2026. We create this and other such opportunities for employees and their families to participate in in-house events and become more familiar with the Group, fostering understanding of our creative culture and a sense of belonging.





Human Capital Strategies to Maximize Group Value

► Developing environmental management and digitally savvy personnel

Under the Group policies of environmental management and digital transformation (DX), we are working to develop talent who can create new value in both areas.

In terms of fostering environmental management talent, we are encouraging employees to gain an understanding of environmental issues and then enabling them to discover new means of delivering environmental value. For example, we hold the Sustainable Action Awards to recognize specific initiatives that address social and environmental issues through business activities, and we are striving to create organizations that facilitate the creation of new ways to deliver environmental value.

► Empowering women

The Group positions the empowerment of women as a priority issue, and it is thus working to establish workplace environments that enable employees to demonstrate their full potential, regardless of gender.

KPIs in this regard are the ratio of women among new-graduate hires, the ratio of female managers, and the ratio of female candidates for management positions, an indicator that measures the ratio of women who are one step away from a management role (assistant manager or equivalent). Our fiscal 2030 target for this indicator is 20% or higher, and our result as of April 2026 was 19% (an increase of

1% over the previous fiscal year). By continuing to strengthen measures for raising this ratio, we will also improve the ratio of female managers.

We are also encouraging initiatives for enhancing systems and fostering a supportive organizational climate. These specifically include the introduction of extra pay^{*1} for employees covering for other employees taking childcare leave and the extension of periods^{*2} for shortened working hours of employees raising children. Further efforts include setting a target for the ratio of childcare leave taken by male employees of 100% by fiscal 2030, eliminating gender bias in regard to all work positions, closing the wage gap between men and women, and supporting career building and work-style reforms for female employees.

^{*1} Tokyu Community Corp.

^{*2} Tokyu Housing Lease Corporation

► Empowering diverse human capital

The Tokyu Fudosan Holdings Group has formulated a DE&I vision, under which it is endeavoring to realize new innovation and value creation by recognizing diverse individual characteristics and eliminating discrimination to provide equal opportunities for all employees to make an impact.

Additionally, the Tokyu Community Group is actively recruiting non-Japanese personnel in order to empower diverse talent, and in February 2025 it established Global Gateway Japan Inc., which provides

a support platform for non-Japanese talent. In addition to providing workplace environments where non-Japanese individuals who want to work in Japan can participate with peace of mind, the Tokyu Community Group is revitalizing entire labor-intensive industries that are struggling with worker shortages, including the building maintenance industry and accommodation industry. Moreover, Tokyu Housing Lease Corporation has obtained Platinum Kurumin certification, a first for the Group, and other accolades from external organizations.

► Facilitating unique career onboarding that facilitates the entrenchment of diverse knowledge

With the aim of developing new domains and accelerating business portfolio transformation, Tokyu Land Corporation is expanding the hiring of career-track professionals with wide-ranging knowledge. As an example, we have introduced the Brother & Sister System, where direct superiors are supported by other colleagues in order to facilitate quick responses and actions, with the objective of building relationships that enable employees to readily seek advice through interactions on a regular basis. In fiscal 2025, during a lunch meeting with the president & CEO, a number of officers and employees held talks and discussions on selected topics. This occasion served to share the history and hopes of the

Company and deepen understanding of the organizational culture through the exchange of opinions, resulting in its further entrenchment.

► Creating innovation that goes beyond individual companies through STEP

As of fiscal 2025, STEP, the Group's co-creation-based internal venture scheme, has received a total of 530 proposals, five of which have been approved for commercialization. In April 2025, ReINN was established as a company that provides a platform service delivering one-stop support for accommodation providers based in private homes, from purchasing through to operations.

As a company providing private lodging services, we are developing new services aimed at redefining Japan's accommodation market and making effective use of underutilized real estate assets. Under STEP, certain projects have been adopted as Group-wide initiatives rather than being made into new companies. The business proposal for the career-assistance program for support staff in the real estate sector, which was submitted in fiscal 2025, was launched in a modified form as a Group-wide human resource initiative of Tokyu Fudosan Holdings. We are considering the creation of a framework to prevent the turnover of fixed-term employees who possess specialized expertise and to instead keep them employed within the Group as human capital who can immediately contribute.



Measures and Human Capital KPI

Results from past fiscal years ▶ P.81

Human capital strategies	Measures	Human capital KPIs	FY2025 results (YoY)	Targets
Develop people who create value 	Dissemination of Group philosophy	Degree of personal investment in achieving the long-term vision of executive officers at each Group company (extent of Group coordination)	90% (±0) covering a total of 157 officers	90% (FY2025)
	Development of DX talent	Acquisition of IT passports ^{*1}	93% (±0)	100% (FY2030)
		Number of employees trained for DX promotion (change from number of digital utilization initiatives)	9,910 people (–)	At least 10,000
	Human capital development based on environmental management	Sustainable Action Awards	203 entries (+11), cumulative total of 699	50 entries per year, cumulative total of 300 (FY2025)
		Environmental efforts through business	27 entries (–8), cumulative total of 132	Cumulative total of at least 150 (FY2030)
Develop organizations with diversity and a sense of unity 	Empowerment of women	Ratio of women among new-graduate hires ^{*2}	42% (+2) (April 2026)	50% (April 2030)
		Ratio of female managers (ensuring the diversity of core human capital) ^{*2*3}	10% (+1) (April 2026)	At least 20% (April 2030)
		Ratio of female candidates for management positions ^{*2*3}	19% (±0) (April 2026)	At least 20% (April 2030)
	Empowerment of diverse human capital	Ratio of mid-career hires among managers ^{*2*3}	55% (+1)	50% (April 2030)
		Deepening understanding of DE&I (percentage of employees who took an e-learning course) ^{*2}	98% (+3)	100% (FY2030)
	Fostering of an innovative organizational climate	Number of proposals commercialized through STEP, the Group's co-creation-based internal venture scheme	5 commercialized (±0) (129 proposals (+30), cumulative total of 530)	Commercialization of 1 proposal per year (FY2025)
		Acquiring external knowledge and sharing expertise within the Group	Held nine seminars (+3), cumulative total of 134 seminars	Hold 4 seminars per year (FY2025)
Enhance motivation to work and foster an employee-friendly work culture 	Promotion of health and productivity management	Ratio of employees who undergo physical examinations ^{*2}	100% (±0)	100% (FY2030)
		Ratio of employees who undergo stress checks ^{*2}	94% (+1)	100% (FY2030)
		Ratio of childcare leave taken by male employees ^{*2}	93% (±0)	100% (FY2030)
	Support for diverse workstyles	Ratio of Group companies implementing a remote working system ^{*2}	100% (±0)	100% (FY2030)
		Ratio of Group companies implementing a flextime or staggered-working-hour system ^{*2}	100% (±0)	100% (FY2030)
	Improvement of employee engagement	Carrying out employee engagement surveys and implementing improvements ^{*1}	Achieved	AA engagement rating (FY2030)

Outcomes

2030
Create value for the future

Production of personnel who are highly-productive and widely contribute to society

Realization of environments where employees can work with motivation and ambition and in good physical and mental health

Note: Fiscal 2025 results are provisional estimates and include figures that have yet to undergo third-party verification.

^{*1} Tokyu Land Corporation ^{*2} 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.) ^{*3} "Managers" indicates employees at the manager level or above, while "candidates for management positions" indicates employees one level below manager (assistant manager or equivalent).

Human Rights and Sustainable Procurement Due Diligence

► Human rights and sustainable procurement policies

In fiscal 2019, the Company formulated [the Tokyu Fudosan Holdings Group Human Rights Policy](#). We support and respect the human rights described in the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work, and we cooperate with suppliers to carry out business activities that respect human rights, using the framework outlined in the United Nations Guiding Principles on Business and Human Rights and based on the principles outlined in the United Nations Global Compact and other international norms.

We have also established [the Tokyu Fudosan Holdings Group Sustainable Procurement Policy](#) (formulated in fiscal 2019 and updated in April 2025). As a responsible corporate group, we are practicing sustainable procurement throughout our entire supply chain with the aim of preventing and lessening the negative impact of our business activities on human rights and the environment. In addition to our own operations, we strongly encourage our suppliers to practice due diligence in terms of human rights and sustainable procurement.

► Identifying human rights risks and priority issues

When formulating the Tokyu Fudosan Holdings Group Human Rights Policy, we identified the human rights risks and issues in all of our businesses and then analyzed and evaluated the human rights issues, using the likelihood of the occurrence of a negative impact and the severity of a potential impact as metrics.

We carried out a reevaluation of human rights risks throughout the entire value chain in response to factors such as compliance with the revised Group Code of Conduct, the restructuring of the Group's business portfolio, and social and environmental changes that affect our businesses. We then identified the priority human rights issues and reorganized our human rights risk map accordingly. As a result, we identified 12 human rights issues to be addressed as priorities. At the same time, we updated our Sustainable Procurement Policy and [the accompanying policy explanation \(Japanese only\)](#) to encourage the solution of issues.

After considering the effects of our business activities on human rights, we have positioned the prevention of forced labor and child labor within the supply chain and the sustainable procurement of construction materials as priority issues, the same as in past fiscal years. We have set relevant KPIs and are working toward achieving the targets for fiscal 2030 in our long-term management policy.

► Conducting supplier due diligence

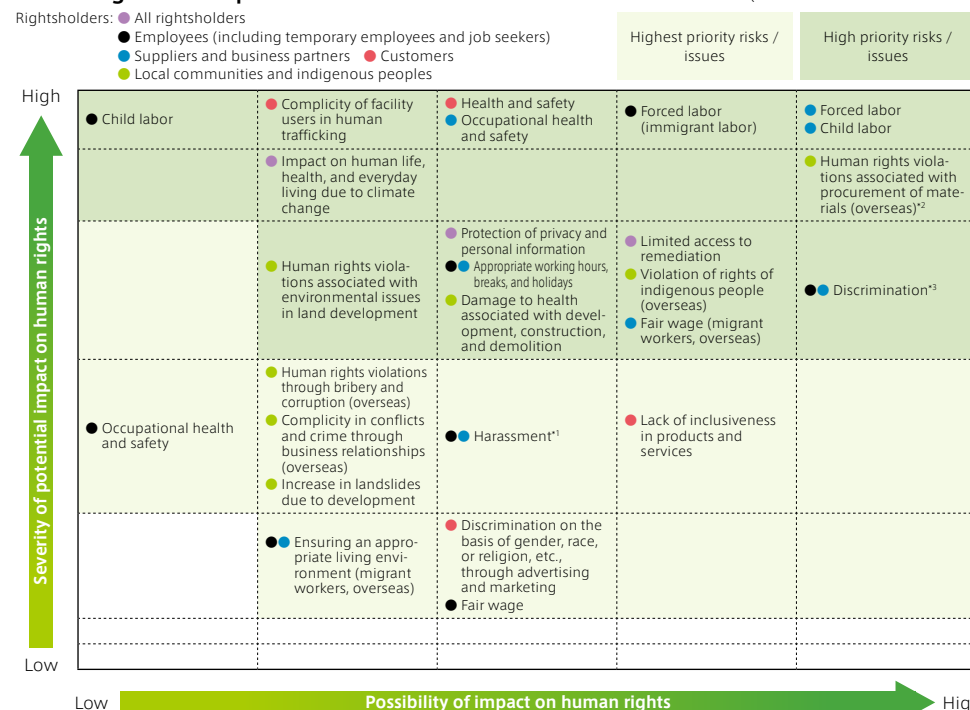
We conduct due diligence on construction companies, Tokyu Land Corporation's main business partners, as important suppliers. Our guidelines for estimate requests include compliance with the Human Rights Policy and Sustainable Procurement Policy and respect for the human rights of non-Japanese technical intern trainees. Since fiscal 2026,

we have formulated procurement standards for plywood formwork and are working to obtain written pledges from our partners concerning sustainable procurement.

In addition, we have conducted a sustainable procurement questionnaire every year since fiscal 2021 and carry out risk evaluations of each construction company under the supervision of an external consultant. Based on the risk evaluations, we provide each construction company with written feedback that includes suggested improvements. We conduct supplier engagement with companies where improvement is particularly needed and with companies that lead in environmental initiatives, following up on progress against the suggested improvements and sharing examples of excellent initiatives by environmentally advanced companies.

Human rights risk map

(Reevaluated in fiscal 2025)



¹ All forms of harassment, including sexual harassment and power harassment

² Human rights violations associated with environmental issues in material procurement and forced evictions in overseas forest development

³ Discrimination and lack of reasonable consideration on the basis of nationality, race, religion, beliefs, gender, age, sexual orientation / gender identity, disability, etc.



Human Rights and Sustainable Procurement Due Diligence

Twelve priority human rights issues to be addressed

Workers (Group employees and suppliers)

- 1 Forced labor
- 2 Child labor
- 3 Occupational health and safety
- 4 Discrimination
- 5 Fair wage
- 6 Appropriate working hours, breaks, and holidays

Customers and users

- 7 Health and safety
- 8 Complicity in human trafficking involving facility users

Large communities and indigenous peoples

- 9 Large communities and indigenous peoples

All rightsholders

- 10 Impact on human life, health, and everyday living due to climate change
- 11 Restrictions on access to remedy
- 12 Protection of privacy and personal information

Evaluation of human rights considerations in the supply chain (Construction companies)

- Compliance with the human rights questionnaire of the Sustainable Procurement Policy is evaluated based on construction companies' responses to the self-assessment questionnaire.
- From fiscal 2025, the evaluation was changed to cover companies that responded to questions on human rights and which have received orders within the past five years.

Item	Unit	Fiscal 2025
Companies that have received orders within the past five years	Companies	84
Compliance with the procurement policy	Companies	78
Compliance rate	%	92.9

Supplier engagement

- Conducted with three companies selected based on the fiscal 2024 self-assessment questionnaire
- After the engagement, improved evaluations were confirmed for two of the companies.

Human rights and sustainable procurement due diligence flow



Awareness-raising activities and initiatives within the Group

The Group promotes respect for human rights through its business and is strengthening awareness-raising activities and initiatives among employees to prevent and mitigate human rights risks. In addition to human rights education, including e-learning and training for new employees, we have established and make sure employees are aware of consultation services for harassment and LGBTQ+ matters, as well as an internal whistleblowing helpline. In fiscal 2025, we also carried out the following specific initiatives.

- Online streaming of a human rights seminar presented by an attorney for Group management
- Streaming of videos on human rights and sustainable procurement for employees
- Human rights due diligence for migrant workers within the Group
- Risk surveys of the main countries that send workers
- Publication of a human rights handbook

Human rights due diligence for specified skilled workers

The Group regularly conducts human rights due diligence concerning the non-Japanese technical intern trainees employed in its Property Management & Operation segment. In fiscal 2025, with the participation of an external third party, we conducted interviews and on-site facility checks at TOKYU E-LIFE DESIGN Inc., covering a recruiter, an on-site manager who provides practical instruction, and two specified skilled workers. We conducted hearings and evaluations on a wide range of topics, including the recruitment process and employment practices in procedures involving registered support organizations, as well as treatment and daily life in Japan. In the main findings and evaluations below, no serious human rights violations were identified.



A human rights due diligence interview

- Pre-departure costs borne by the workers themselves were kept to the minimum necessary, and no illegal collection of fees was found. In addition, organizations are selected with worker protection in mind.
- In addition to approximately six months of instruction by an on-the-job-training (OJT) mentor, the on-site manager holds regular one-on-one meetings, conscientiously supporting workers in their duties, goal management, and mental well-being. The company has also prepared its own onboarding training materials, and we confirmed a well-developed system through which workers can learn everything from how to read their pay statements to Japanese etiquette and rules and customs of daily life.



Based on their respective skills, knowledge, and experience, five of the Company's outside directors describe below their expectations for Tokyu Fudosan Holdings and outline the issues they believe need addressing. For more information about Independent Outside Director Makoto Kaiami, see DISCUSSION Dialogue Between the Chairman and an Outside Director. ▶ [P.46](#)



Tsuguhiko Hoshino Outside Director

Tsuguhiko Hoshino possesses knowledge and expertise in accounting, finance, legal affairs, compliance, and risk management as well as a global perspective, which he cultivated through the performance of his duties at the Ministry of Finance and National Tax Agency and via his involvement in the founding of the Financial Services Agency during his tenure. He was appointed an outside director of the Company in 2021.

We are currently witnessing the growing severity of business operating conditions due to increasing construction costs stemming from a sustained inflationary environment, rising domestic interest rates, and the ongoing destabilization of international affairs. Accordingly, in terms of enhancing growth potential, efficiency, and risk resilience, it is more important than ever to consider portfolio management for each business based on a financial capital strategy.

To improve the price-to-book ratio, I believe it is necessary to treat return on equity and the price-to-earnings ratio separately and link specific initiatives and policy directions to these KPIs, as doing so will enhance our credibility among external stakeholders and increase buy-in from the Group's employees. Reporting to and sharing information on such matters with the Board of Directors are carried out in a timely and appropriate manner, which, together with the submission of periodic monitoring reports on investment and financial risks, supports the Board's oversight function.

Building on discussions held during the formulation of the current medium-term management plan, going forward, we will discuss updates ahead of next year's disclosures. Through these discussions, I would like to further examine such topics as the strengthening of stable revenue streams, our approach to securing financing, ways to secure operating profit that outpaces rising interest expenses, and the enhancement of shareholder returns.

Furthermore, under its new structure, I expect the executive team to further refine its investment decision-making, asset monitoring, and related operations.



Yumiko Jozuka Outside Director

Yumiko Jozuka possesses knowledge and expertise in legal affairs, compliance, risk management, human capital strategies, the environment, and sustainability, which she cultivated through the performance of her duties at the Ministry of Health, Labour and Welfare and via her efforts to promote workstyle reforms and women's participation and advancement in the workplace during her tenure. She was appointed an outside director of the Company in 2021.

Our human capital strategies have evolved rapidly over the past few years. In the medium-term management plan formulated last year, human capital and organizational climate were positioned as core pillars of the foundation supporting value creation at Tokyu Fudosan Holdings, and I highly commend the fact that initiatives are being advanced under its three human capital strategies and to achieve the Company's numerical targets. I attended a roundtable with female managers from each Group company, and although the businesses of their respective companies differ, I was impressed by their willingness to take on new challenges. Furthermore, the Group emphasizes the development of people, as seen in such initiatives as developing human capital capable of performing digital transformation and environmental management, as well as the gradual increase in the number of female managers.

The philosophy of "a future where everyone can be themselves and shine vigorously" reflects both the society the Company seeks to realize and the ideal future its employees aspire to bring about. Under this philosophy, I hope workplace and human capital development that enable diverse talented personnel to thrive will continue across the Group.



Akiko Uno Outside Director

Akiko Uno possesses knowledge and expertise in areas such as legal affairs, compliance, risk management, human capital strategy, and digital transformation while having a global perspective, which she cultivated through the performance of her duties at Shiseido Company, Limited, including her role as a full-time Audit & Supervisory Board member thereof. She was appointed an outside director of the Company in 2024.

I believe that digital transformation and AI are not merely means of improving operational efficiency. Rather, they also represent important management foundations that support the Group's sustainable growth. To advance digital transformation and AI, both technology and the human capital and organizational culture to leverage said technology are vital, and I believe the diverse perspectives and flexible thinking of women and young employees will serve as a source of new value creation. Furthermore, it is essential to link the growth of each employee to the improvement of the Group's competitiveness through the building of an organization in which diverse talented personnel can thrive.

Under the current medium-term management plan, I expect digital transformation to intersect with business strategy and lead to the creation of new value while further honing the Group's competitive edge. For instance, I see further growth potential in not only the leveraging of data obtained from diverse customer contact points under the Greater Shibuya Area concept but also the utilization of AI and data analysis in the renewable energy business. At the same time, it is essential that we strengthen our response to the advancement of AI in various guises, including cybersecurity, the protection of personal information, and transparent and fair decision-making concerning AI, based on AI ethics guidelines. I am closely monitoring efforts on this front from a risk management standpoint.



Kazumi Maeda
Outside Director

Kazumi Maeda possesses knowledge and corporate management experience cultivated at Hyatt (Japan) Co., Ltd. by serving in positions including regional vice president in charge of human resources and general affairs for Japan and the Micronesia region. She was appointed an outside director of the Company in 2025.

In order to realize “a future where everyone can be themselves and shine vigorously,” one of the areas on which we place particular emphasis is the creation of experiential value. Rather than merely providing functional spaces, we also focus on refining their content so as to turn the time spent in and experiences had in these spaces into added value. People’s interests have shifted from things to experiences, and the sharing of those experiences through social media and other mediums has expanded their significance. This is an era in which value is derived less from corporate messaging and more from how customers resonate with such messaging, as well as from how a company’s messaging is shared and perpetuated and in which context. That is why, more than ever, a customer-oriented mindset that understands customers’ expectations, lifestyles, and the underlying values is required.

Our initiatives in the Greater Shibuya Area are a good example of such a mindset in that they begin with experiences unique to that location and create a virtuous cycle that connects people, communities, and companies. Now that values are becoming more diverse, it is no longer sufficient to simply satisfy existing needs. I believe that the sensitivity and creativity needed to generate proposals that exceed customers’ expectations are essential to enabling the Company to continue creating unique value.



Motoyuki Ii
Outside Director

Motoyuki Ii has held key positions at the NTT Group and thereby possesses extensive experience and broad knowledge in such areas as holding company management, overseas operations, and digital transformation. He was appointed an outside director of the company in 2026.

The Tokyu Fudosan Holdings Group’s long-term vision of “we realize a future where everyone can be themselves and shine vigorously through the creation of a variety of appealing lifestyles” resonates deeply with me.

I am certain that the role the Company must fulfill—contributing to people’s happiness and continuously creating new value for society—will only grow larger in the years ahead.

I have worked in the information and communications industry for 40 years, and through technological innovations such as fiber-optic and mobile communications, voice and image recognition, the cloud, and AI, I have been involved in developing and providing services that have significantly changed society and daily life.

As a member of the Company engaged in new value creation through the advancement of digital transformation, the utilization of intellectual property, and co-creation with external partners, I will provide advice and oversight that contribute to the sustainable enhancement of Tokyu Fudosan Holding’s corporate value and the realization of a prosperous future.

Criteria for determining the independence of outside directors

The Company confirms the independence of independent outside directors when, in addition to meeting the independence standards for independent officers stipulated by the Tokyo Stock Exchange, they have not fulfilled any of the following criteria in any of the previous three fiscal years.

- 1 An executive of a business partner to which the Company’s net sales account for 2% or more of the Company’s consolidated net sales
- 2 An executive of a business partner whose net sales to the Company account for 2% or more of the business partner’s net sales
- 3 An executive of a lender from which the Company borrows funds that account for 2% or more of the Company’s consolidated total assets
- 4 An executive of a major shareholder or investor of the Company with an investment ratio of 10% or more
- 5 A consultant, accounting professional, or legal professional who receives compensation of more than ¥10 million a year from the Company, excluding officer compensation
- 6 A spouse or relative within two degrees of kinship of a director, etc., of the Company or a consolidated subsidiary

Corporate Governance System

► Basic approach

In order to fulfill our responsibility to all of our stakeholders, including customers, employees, business partners, local communities, shareholders, and investors, as well as its responsibility to future society, the Group strives to ensure its sustainable growth and increase corporate value over the medium and long term by addressing social issues through its business activities.

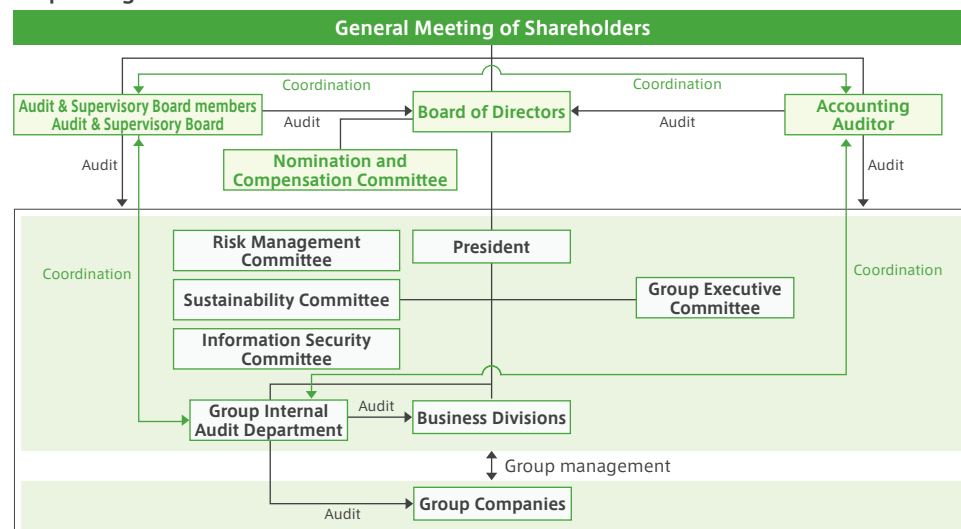
To that end, we will work to ensure the soundness and transparency of management and build a corporate governance system that contributes to expediting decision-making.

► Corporate Governance Guidelines

The Company has stipulated its basic approach to and system for carrying out corporate governance in the Tokyu Fudosan Holdings Group Corporate Governance Guidelines. We refer to these guidelines for implementing initiatives concerning governance and engaging smoothly in constructive dialogue with shareholders and investors.

Since we developed these guidelines in 2018, we have continued to review them in response to revisions to laws and changing social expectations related to governance.

Corporate governance structure



► Roles of key organizations

Board of Directors

The Board of Directors passes resolutions on the Company's management policy and important matters concerning business execution and supervises the performance of duties by directors in accordance with stipulations of laws, the Articles of Incorporation, and other criteria.

Audit & Supervisory Board

Audit & Supervisory Board members audit daily corporate activities, including the legality of directors' performance of their duties and the appropriateness of accounting processes, in accordance with stipulations of laws, the Articles of Incorporation, and other criteria.

Nomination and Compensation Committee

This is a voluntary committee that mainly deliberates on matters related to the nomination of director and operating officer candidates as well as compensation therefor.

In order to promote the appropriate execution of business from both financial and non-standpoints, we have established the following organizations headed by the president & CEO.

Group Executive Committee

The Group Executive Committee deliberates on important matters related to management and operations of the Group while overseeing deliberations, reports, and the implementation of major investment projects for each Group

company, as well as business and other strategies, from a Group-wide perspective.

Risk Management Committee

The Risk Management Committee comprehensively manages and supports risk management by Group companies. Examples thereof include managing important Groupwide risk countermeasures; working to understand, evaluate, and monitor the status of risk management efforts at each Group company; and reporting the results of these activities to the Board of Directors. The committee meets twice a year.

Sustainability Committee

The Sustainability Committee evaluates the opportunities and risks associated with environmental issues such as climate change; human rights; diversity, equity, and inclusion (DE&I); social contributions; and other important issues. It also drafts plans, tracks achievements, and reports the results of deliberations to the Board of Directors. The committee meets twice a year.

Information Security Committee

The Information Security Committee engages in the continuous improvement of information security by implementing organizational, human, technical, and physical measures and inspections based on the Groupwide Information Security Policy and reports the results to the Board of Directors. The committee meets twice a year.

Corporate Governance System

▶ Board of Directors

Position of the Board of Directors

Excluding the General Meeting of Shareholders, the Board of Directors functions as the supreme decision-making body. The Board meets once a month, in principle, with extraordinary meetings being held as necessary. Based on regulations including the Board of Directors Regulations and the Duty Authority Regulations, the Board of Directors makes decisions on important matters related to the Group's management—such as management policies, business plans, and large-scale investment plans—in addition to matters stipulated in laws, regulations, and the Articles of Incorporation.

Authority regarding the execution of business related to matters other than those to be discussed at meetings of the Board of Directors is delegated to the Group Executive Committee and other subordinate meeting bodies, as well as relevant officers and other responsible persons. The Board of Directors also supervises the performance of said duties.

Composition of the Board of Directors

The Company is striving to ensure that the membership of the Board of Directors is diverse and possesses the skills required to achieve long-term management policies and advance medium-term management plans. For this purpose, we have developed a skills matrix to ensure a good balance between the Board of Directors' overall knowledge, experience, and capabilities while ensuring its diversity. ▶ [P.79](#)

We select people who possess the knowledge and decision-making capabilities needed to be nominated as inside director candidates. With regard to outside director candidates, we select people who have extensive experience in fields such as management, legal affairs, finance, and accounting while being able to analyze matters from a reasonable, objective perspective. We choose candidates who can raise and discuss issues pertaining to growth strategies and the enhancement of governance from an independent standpoint. Candidates for outside director are selected based on the premise that they will not hold concurrent positions as a director, corporate auditor, or executive officer at more than five listed companies other than at the Company.

We believe that an appropriate ratio for independent outside directors on the Board of Directors is one-third or more, and the current ratio is 46%.

Main topics discussed by the Board of Directors

Fiscal 2025

- Progress regarding Medium-Term Management Plan 2030
- Portfolio management progress
- Evaluations of the effectiveness of the Board of Directors
- Updates on reports concerning corporate governance
- Verification of the rationale of cross-shareholdings
- Audit reports from the Internal Audit Department
- Investor relations activity reports
- Key risk indicator (KRI) monitoring reports
- The economic and business environmental outlook
- Financial market trends and the financing environment surrounding the Group
- Activity reports from the Risk Management Committee, Sustainability Committee, and Information Security Committee
- Monitoring of the progress made on previous resolutions of the Board of Directors

Evaluating the effectiveness of the Board of Directors

In order to enhance the effectiveness of governance, which underpins the sustainable growth of the Tokyu Fudosan Holdings Group and the improvement of corporate value over the medium to long term, the Company conducts an annual evaluation of the effectiveness of the Board of Directors.

1 Evaluation method and criteria

In fiscal 2025, the Company carried out a questionnaire among all directors (13 in total, of whom six were outside directors) and all Audit & Supervisory Board members (four in total, of whom two were outside members), for a total of 17 respondents.

The questionnaire was designed, aggregated, and analyzed by an external consultant. The Board of Directors conducted a self-evaluation of its effectiveness based on the results and, to ensure objectivity, obtained a third-party evaluation from an attorney-at-law with no advisory connections to the Company. Furthermore, as part of ongoing efforts to enhance our evaluation methods, we are conducting interview-based evaluations every three years, and in fiscal 2024 we introduced self-evaluations for outside directors based on "Guidelines for Outside Directors" published by the Ministry of Economy, Trade and Industry (METI).

There are four criteria for evaluating effectiveness: the composition and operation of the Board of Directors, management strategy and business strategy, corporate ethics and risk management, and performance monitoring and dialogue with shareholders and other stakeholders.

2 Overall evaluation (fiscal 2025)

Following the evaluation process, the Board of Directors has been deemed to be functioning effectively overall. Among the strengths of the Board that have been recognized are the effective functioning of its outside directors, its effective oversight of sustainability issues, and its risk management systems.

3 Response to previous fiscal year's issues and future initiatives

We have confirmed that enhancements to the Board of Directors' effectiveness have been realized in part through the advancement of the following initiatives in response to the issues identified in the fiscal 2024 evaluation: more active discussions with a more diverse composition of outside directors; enhanced reporting and timely sharing of risk information from the Risk Management Committee, Sustainability Committee, and Information Security Committee; and enhanced disclosure of information regarding the Company's environmental management initiatives and investor relations activities.

Conversely, issues to be addressed going forward have been identified, including the need for more in-depth and ongoing discussions on important management issues, periodic reviews of the mechanisms whereby Board meetings are conducted and how the Board of Directors operates, and the enhancement of monitoring capabilities regarding financial, non-financial, and human capital issues in light of changes in the external environment.

Moving forward, the Company will continue implementing initiatives that lead to improvements while addressing the issues that have been identified, thereby further enhancing the effectiveness of the Board of Directors.



Corporate Governance System

Composition of the Nomination and Compensation Committee

The Nomination and Compensation Committee was established as an advisory body to the Board of Directors to increase the fairness and transparency of procedures for matters including the nomination of candidates for director and operating officer as well as the compensation thereof. Internal rules stipulate that over half of the committee should be independent outside directors and that an independent outside director serves as chair.

The Board of Directors consults this committee concerning the matters above before passing resolutions thereon.

The committee met four times in fiscal 2025 and the attendance rate was 100%. The composition in fiscal 2026 is as follows.

- Chair
Makoto Kaiami (Independent Outside Director)
- Member
Tsuguhiko Hoshino (Independent Outside Director)
- Member
Yumiko Jozuka (Independent Outside Director)
- Member
Akiko Uno (Independent Outside Director)
- Member
Hironori Nishikawa (Chairman)
- Member
Hiroaki Hoshino (President & CEO)

Specific matters considered by the Nomination and Compensation Committee

Fiscal 2025

- Individual evaluations concerning performance-based remuneration (bonuses) for executive directors and operating officers in fiscal 2024
- Compensation for outside officers
- Selection of a representative director, directors with special titles, and a lead independent outside director
- Selection of a chair and members of the Nomination and Compensation Committee
- Transfer of the representative director of a subsidiary (replacement of president)
- The fiscal 2026 director, operating officer, and Audit & Supervisory Board member composition

Appointment of lead independent outside director

In accordance with Japan's Corporate Governance Code, the Company has appointed a lead independent outside director with a view to establishing a framework for communicating and coordinating with members of management and for cooperating with the Audit & Supervisory Board and its members.

- Lead Independent Outside Director
Makoto Kaiami

Policies and procedures for the appointment or dismissal of members of senior management and the nomination of director candidates

Appointment policies

- The candidate has the requisite character and knowledge to be a director.
- There are no health issues that might impede the execution of duties.

Directors appointed from within the Company

- The candidate has the requisite knowledge and decision-making capabilities to practice management that will lead to the achievement of medium- to long-term management plans.

Succession plan

Each candidate's achievement of management indicators via the performance of their duties as a person responsible for two or more businesses is evaluated to determine whether they have the requisite knowledge, decision-making, and management capabilities. At the same time, their aptitude is evaluated objectively by a third party.

Outside directors

- The candidate can make decisions from a reasonable, objective perspective and possesses extensive experience in fields such as management, legal affairs, finance, and accounting.
- The candidate can raise and discuss issues concerning growth strategies and the enhancement of governance from an independent standpoint.
- The candidate cannot hold concurrent positions as a director, corporate auditor, or executive officer at more than five listed companies other than at the Company.

Skills matrix

The Company has created a skills matrix to ensure a good balance between the Board of Directors' overall knowledge, experience, and capabilities while ensuring its diversity.

The seven areas of expertise required of members of the Board of Directors (seven required areas of expertise) ▶ P.78

- Corporate management
- Environment / sustainability
- Accounting / finance
- Legal affairs / compliance/risk management
- Global
- Human capital strategy
- Digital transformation

Appointment procedure

- 1 Selection of candidates based on appointment policies
Appropriate personnel are selected as candidates for senior management or director positions in accordance with the Company's appointment policies.
- 2 Deliberation by the Nomination and Compensation Committee
The committee discusses the selection results and reports their advice to the Board of Directors.
- 3 Decision by the Board of Directors
The Board of Directors discusses the candidates, taking the advice of the Nomination and Compensation Committee into account, and makes a final decision.

Dismissal policy

In the event a member of senior management is found to have committed an illegal or improper act, such as a violation of internal regulations, or is recognized as lacking the appropriate aptitude for their position, the Board of Directors will discuss and decide on the necessary response based on advice from the Nomination and Compensation Committee.

Corporate Governance System

Director compensation

The Company has set the upper limit for annual compensation paid to directors at no more than ¥600 million (not including employee salaries paid to directors serving concurrently as employees). We have also introduced a stock-based compensation system, which, in principle, grants directors shares of the Company at the time of their retirement. Said shares are separate from monetary compensation. Moreover, the Company has established a trust for granting stocks and, based thereon, executive directors and operating officers with whom the Company has concluded mandate contracts (operating officers designated by the Board of Directors) may receive a maximum of 130,000 points per fiscal year (with one point equating to one share). The Company may revoke all or a portion of the points granted to those who are deemed to have damaged the Company or have otherwise disadvantaged it.

Policies related to the determination of compensation for individual directors and other such matters are decided by the Board of Directors after consulting the Nomination and Compensation Committee.

Overview of policies related to the determination of compensation for individual directors and other such matters

Basic policy

- The level of compensation should enable the Company to acquire and maintain talented human resources and motivate them to perform their duties.
- The system and structure should encourage them to contribute to increasing corporate value and shareholder value over the medium and long term.

Composition of compensation

Based on the basic policy, overall compensation comprises the following three components.

1 Monthly compensation

Basic compensation for the performance of daily work

2 Bonuses

A short-term incentive determined based on consolidated business results for a single fiscal year and individual performance (Evaluation based on consolidated business results mainly focuses on consolidated operating profit; however, it also entails the comprehensive consideration of factors such as the operating profit margin, ROE, the ratio of EBITDA to net interest-bearing debt, and ESG initiatives, while individual performance is evaluated on factors such as the business results of the organization the individual in question is responsible for and their level of contribution to achieving management plans.)

3 Stock-based compensation

A medium- to long-term incentive designed to motivate directors to contribute to improving medium- to long-term business performance and corporate value (A grant of the Company's shares is paid on retirement through a trust for granting stocks, with the amount based on the number of points awarded to each director.)

Compensation levels

Executive directors

Determined based on a level of compensation set for the president & CEO with a differential for each position factored in, with reference to objective data from external research organizations. The level of compensation for the president & CEO, used as a baseline, is set at around 0.1% of the consolidated operating profit for the previous fiscal year, in principle, and adjusted by factoring in extraordinary income and losses and the compensation levels of industry peers, among other considerations.

Non-executive directors

Set at a level that will attract the human resources the Company requires and motivate them to perform their duties to the standard expected

Composition ratios

Executive directors

Generally, a 5:4:1 ratio of monthly compensation, bonuses, and stock-based compensation (when bonuses constitute the base amount)

Non-executive directors

Limited to monthly compensation only in light of their role of supervising the management of the Company from an independent, objective standpoint.

Compensation framework for executive directors

Item	Fixed compensation	Variable compensation	
	Monthly compensation	Bonuses	Stock-based compensation
Timing of payment	Every month	Once a year	Upon retirement
Positioning	Basic compensation	Short-term incentive	Medium- to long-term incentive
Target percentage to total compensation	50%	40%	10%
Incentive structure	—	Based on performance evaluation	Linked to stock price
Variation from base amount		40%–160%	

Corporate Governance System

Compensation for Audit & Supervisory Board members

The Company has set the upper limit for annual compensation paid to Audit & Supervisory Board members at no more than ¥120 million, and compensation for individual members is determined based on discussions by the Audit & Supervisory Board, within the scope of said upper limit.

► Audits and internal control

Audit & Supervisory Board

The Company has adopted a statutory auditor system. Under this system, Audit & Supervisory Board members audit the duties of directors from an independent standpoint entrusted by shareholders, collect sufficient information to perform their duties, and ask for explanations on proposals and proactively express their opinions at the meetings of the Board of Directors.

The Audit & Supervisory Board comprises two full-time Audit & Supervisory Board members and two part-time Audit & Supervisory Board members (independent outside Audit & Supervisory Board members). The Audit & Supervisory Board formulates policies and plans for audits by its members, makes decisions on the duties of each member, and shares the results of the audits performed by its members in accordance with their roles.

Audit system underpinned by a three-pillar audit structure

The Company employs a three-pillar audit structure consisting of the Internal Audit Department, the Audit & Supervisory Board and its members, and the Accounting

Auditor. Based on the Internal Audit Regulations, Basic Internal Control Regulations on Financial Reporting, and Statutory Auditor Audit Standards, the three bodies share information as well as each other's reports. Further, they coordinate with each other as needed in the auditing activities they engage in from their respective independent standpoints.

In addition, the Internal Audit Department and Audit & Supervisory Board make the Internal Control Department aware of issues through internal control system audits they perform and via the exchange of ideas with relevant officers.

To ensure the Internal Audit Department's independence and effectiveness, the Group Internal Audit Department has been established under the control of the president & CEO. In addition, the Company has established the Office of Statutory Auditors, an organization independent of Company executives, with dedicated staff supporting the work of the members of the Audit & Supervisory Board.

Internal control

The Tokyu Fudosan Holdings Group is thoroughly implementing compliance-based management to achieve its sustainable development and improve its corporate value. All members of the Group shall take steps to put in place and implement internal control systems to raise levels of efficiency and effectiveness while ensuring proper business operations, achieve management priorities, and disclose information appropriately. In addition, Audit & Supervisory Board members monitor and validate the progress of development and the operational status of internal control systems.

Total amount of compensation for directors and Audit & Supervisory Board members in fiscal 2025

Position	Total amount of Compensation (Millions of yen)	Total amount of each type of compensation (Millions of yen)			Number of eligible persons
		Monthly compensation (Fixed compensation)	Bonuses	Stock-based compensation	
Directors	516	283	144	88	16
(of whom, outside directors)	100	100	—	—	6
Audit & Supervisory Board members	89	89	—	—	5
(of which, outside Audit & Supervisory Board members)	26	26	—	—	3

(Note)

Stock-based compensation is categorized as non-monetary compensation.

The number of people and the compensation amounts in the table to the left include three directors and one Audit & Supervisory Board member who resigned at the closing of the 12th Ordinary General Meeting of Shareholders held on June 26, 2025.

The amount of bonuses includes the provision of bonuses to directors (and other officers) in fiscal 2025.

The amount of stock-based compensation is the provision of awarded shares to directors in fiscal 2025.

The basis for calculating the provision of awarded shares to directors (and other officers) is the book value of the Company's shares acquired through a trust using funds provided by the Company.

Promotion of Risk Management

Risk management policy

The Company has defined seven risk categories (investment risks, financial and capital risks, personnel and labor risks, legal and compliance risks, IT strategy and digital strategy risks, information security risks, and crisis management risks) whose occurrence could hinder the achievement of management targets of Group companies. We also recognize the significance of climate change risks.

To manage these risks appropriately, the Company has established the Basic Risk Management Policy, based upon which it has developed and operates a risk management system. In addition, with respect to the six material issues requiring resolution set forth in the long-term vision, GROUP VISION 2030, we have identified and manage opportunities, risks, and relevant material issues.

Basic risk management policy

The Company makes every effort to clearly identify all major Group-wide risks and takes systematic and continuous steps to implement all necessary measures on a priority basis in order to comprehensively manage all risks that could prevent the Group from achieving its management targets or lead to financial loss.

Highly significant risks

- Investment risks
- Financial and capital risks
- Personnel and labor risks
- Climate change risks

Other risks

- Legal and compliance risks
- IT strategy and digital strategy risks
- Information security risks
- Crisis management response

Risk management structure

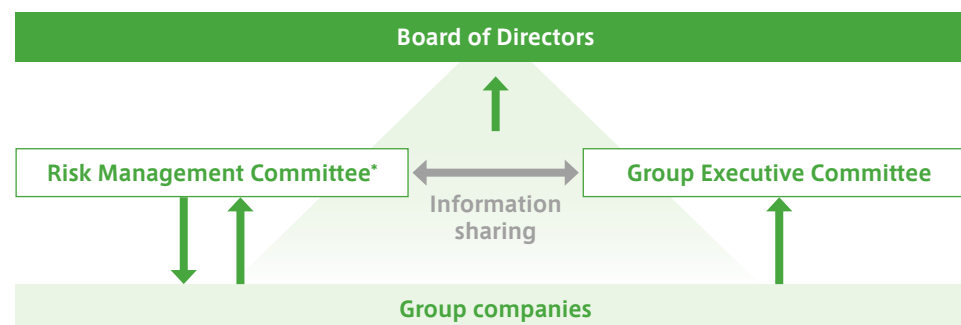
The Risk Management Committee and the Group Executive Committee manage each highly significant risk category in accordance with the type of risk. Overall risk management is overseen by the Risk Management Committee, which reports to the Board of Directors.

The Risk Management Committee also manages Group priority risks, which are risks that need to be addressed on a Group-wide basis, and monitors and evaluates the status of risk management at each Group company.

Each Group priority risk is assigned to a supervising division, which is responsible for executing a thorough plan-do-check-act cycle. Further, the Company is strengthening the overall risk management system through such means as monitoring and evaluating the progress of risk management at each Group company via the Risk Management Committee.

If a risk potentially leading to a significant financial loss suddenly manifests, the Company promptly provides information and makes decisions based on its Emergency Response Provisions so as to minimize damage. The Company also confirms the sufficiency of risk management systems and operations through internal audits and, for major risks, systematically conducts audits in accordance with their priority.

Risk management structure



* Has overall control of managing Group priority risks and monitoring and evaluating the status of risk management at each Group company

Promotion of Risk Management

Main scenarios and management initiatives for major risks

Risk categories	Main scenarios	Risk management initiatives
Investment risks	Asset-utilizing businesses may see a downturn in profitability or a decrease in the value of owned assets due to factors including changes in business conditions, real estate markets, or government policy in Japan and overseas.	We have set risk management factors and calculate value at risk for each investment asset, and the amount of risk is managed through continuous monitoring.
Financial and capital risks	Our financial position and business performance may be adversely affected by a rise in interest rates or a steep drop in share price.	- When procuring financing from financial institutions, we minimize the impact of interest rate rises through steps such as ensuring the majority of interest-bearing debt is of a long-term nature. - In regard to equity, we work to keep our share price at an appropriate level by analyzing capital market trends and engaging in appropriate investor relations activities.
Climate change risks	- Transition risk: Tighter laws and regulations, such as carbon taxes, may have an adverse impact on business, while companies that cannot adapt to a decarbonizing society may suffer a fall in demand and loss of reputation. - Physical risk: The ski resort business may be impacted by reduced snowfall, and adverse climate events may raise costs by damaging buildings and lengthening construction periods.	- We have adopted the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). - We have formulated a transition plan to succeed in a decarbonized society and have set climate change-related targets while advancing Group-wide initiatives to achieve them. - Details of initiatives are discussed and coordinated by the Sustainability Committee and reported to the Board of Directors.
IT strategy and digital strategy risks	If we are unable to respond swiftly and appropriately to technological progress and changes in customer demand, our financial position and business performance may be adversely affected.	- We are considering possible applications for new technologies in each business. - We have positioned digital transformation (DX) as a Group policy and are advancing various related measures.
Personnel and labor risks	The decline in the working-age population due to the contracting birth rate and aging population in Japan, and the resulting shortage of human resources, may hinder the growth of the Group	- We are eliminating over-long working hours and encouraging employees to use paid leave. - We are adapting to the diverse workstyles of employees through measures such as teleworking and work-at-home systems.
Information security risks	If we were to suffer an information leak caused by a cyberattack or an employee, it may adversely impact our social credibility and brand image.	- We are strengthening our information security measures. - We are raising the digital literacy of employees through training, such as targeted email attack drills.
Crisis management response	A crisis such as a natural disaster, terror attack, accident, fire, or epidemic; an event such as the discovery of an environmental issue or real estate defect; or an extreme change in population demographics may result in conflict related to damages connected to assets owned by the Group or the fulfillment of compensation obligations.	- We are preparing safety measures and business continuity plans for times of disaster. - We are carrying out training that anticipates a variety of potential disasters.
Legal and compliance risks	If an event such as a violation of laws and regulations or a payment of compensation for damages were to occur, it may adversely impact our social credibility and brand image.	- We have formulated and are promoting a compliance program. - We are establishing compliance frameworks at each Group company. - We have created the Tokyu Fudosan Holdings Group Code of Conduct and Compliance Manual for all officers and employees.

Strengthening of information security

The Tokyu Fudosan Holdings Group considers the destruction of information and leaks of intellectual property or personal information due to cyberattacks (external threats) or intentional or negligent acts (internal threats) to be critical management issues. To address such increasing threats, the Information Security Committee, chaired by a representative director, formulates and manages

information security action plans based on an analysis of risks while promoting countermeasures across the Group. Beyond standardizing and advancing Group-wide IT infrastructure and security measures, we conduct regular inspections of IT governance frameworks and information systems at Group companies to ensure thorough compliance with rules and regulations.

Compliance

The Group positions risk management, based on compliance management, as a foundation of its business. We ensure that each officer and employee makes decisions and acts in accordance with laws and the Tokyu Fudosan Holdings Group Code of Conduct by promoting awareness and understanding through the Compliance Manual and regular training. In addition, we have established a

whistleblowing hotline that allows employees* of each Group company to anonymously report issues, in addition to setting up an external contact point handled by attorneys who are not corporate advisors, to enable the early detection and correction of violations. (162 consultations and reports in fiscal 2025)

* Including contract employees, temporary employees, and part-time employees



Please see here for detailed profiles.

*1 Assumed office at the 12th Ordinary General Meeting of Shareholders held on June 26, 2025

*2 Assumed office at the 13th Ordinary General Meeting of Shareholders held on June 25, 2026

Directors



Hironori Nishikawa

Chairman & Representative Director

Representative Director (Chairman), Real Estate Fair Trade Council

Attendance at Board of Directors' meetings in fiscal 2025
12/12 (100%)

Time in office
10 years



Hiroaki Hoshino

President & CEO

Chairman, Tokyu Land Corporation

Attendance at Board of Directors' meetings in fiscal 2025
12/12 (100%)

Time in office
4 years



Shunichi Kobayashi

Director, Operating Officer

President & CEO, Tokyu Livable, Inc.

Attendance at Board of Directors' meetings in fiscal 2025
10/10 (100%)*1

Time in office
1 year



Takashi Ikeuchi

Director, Operating Officer

President & CEO, ReENE ENERGY Corporation

Attendance at Board of Directors' meetings in fiscal 2025
10/10 (100%)*1

Time in office
1 year



Makoto Kaiami

Outside Director (Independent Officer)

Attorney-at-Law
Outside Audit & Supervisory Board Member, Seiren Co., Ltd.,
Outside Director, Japan Post Holdings Co., Ltd.

Attendance at Board of Directors' meetings in fiscal 2025
12/12 (100%)

Time in office
8 years



Tsuguhiko Hoshino

Outside Director (Independent Officer)

Vice Chairman, The General Insurance Association of Japan
Outside Director, Aisin Corporation

Attendance at Board of Directors' meetings in fiscal 2025
12/12 (100%)

Time in office
5 years



Yumiko Jozuka

Outside Director (Independent Officer)

Outside Director, Shimizu Corporation
Representative Director (chairwoman), Japan Institute for Women's Empowerment & Diversity Management
Outside Director, Sojitz Corporation

Attendance at Board of Directors' meetings in fiscal 2025
12/12 (100%)

Time in office
5 years



Tomoyuki Hayakawa^{*2}

Director, Operating Officer

President & CEO, Tokyu Community Corporation



Tatsuaki Tanaka^{*2}

Director, Operating Officer

President & CEO, Tokyu Land Corporation



Shigeru Hashimoto^{*2}

Director, Operating Officer



Akiko Uno

Outside Director (Independent Officer)

Outside Director, Ohba Co., Ltd.
Outside Director, Japan Post Insurance Co., Ltd.

Attendance at Board of Directors' meetings in fiscal 2025
12/12 (100%)

Time in office
2 years



Kazumi Maeda

Outside Director (Independent Officer)

Outside Director, Takara Standard Co., Ltd.

Attendance at Board of Directors' meetings in fiscal 2025
10/10 (100%)*1

Time in office
1 year



Motoyuki Ii^{*2}

Outside Director (Independent Officer)

Outside Director (Audit and Supervisory Committee Member), Nippon Yusen Kabushiki Kaisha (NYK Line)
Representative Director (Chairman), The Telecommunications Association

Audit & Supervisory Board Members



Masaoki Kanematsu

Full-Time Audit & Supervisory Board Member



Akiko Enokido

Full-Time Audit & Supervisory Board Member



Takahiro Nakazawa

Outside Audit & Supervisory Board Member (Independent Officer)

Certified Public Accountant



Keiko Yoshida

Outside Audit & Supervisory Board Member (Independent Officer)

Attorney-at-Law

Operating Officers

Position in the Company	Name	Areas of responsibility
President & CEO*	Hiroaki Hoshino	In charge of the Greater Shibuya Area & Experiences Strategy Promotion Office and the Group Co-Creation Promotion Department; Supervisor of the Group Internal Audit Department, Environment and Energy Strategy Promotion Office, and Group Overseas Planning Department
Operating Officer*	Shunichi Kobayashi	Tokyu Livable, Inc. Supervisor (President & CEO of Tokyu Livable, Inc.)
Operating Officer*	Takashi Ikeuchi	ReENE Energy Corporation Supervisor (President & CEO of ReENE Energy Corporation)
Operating Officer*	Tomoyuki Hayakawa	Tokyu Community Corp. Supervisor (President & CEO of Tokyu Community Corporation)
Operating Officer*	Tatsuaki Tanaka	Tokyu Land Corporation Supervisor (President & CEO of Tokyu Land Corporation)
Operating Officer*	Shigeru Hashimoto	In charge of General Administration
Operating Officer	Kazuki Yoshino	National Students Information Center Co., Ltd. Supervisor (President & CEO of National Students Information Center Co., Ltd.)
Operating Officer	Shunsuke Tomoi	Tokyu Housing Lease Corporation Supervisor (President & CEO of Tokyu Housing Lease Corporation)
Operating Officer	Shinichiro Usugi	Supervisor of the Urban Business Unit and the Greater Shibuya Area and Experiences Strategy Promotion Office, Tokyu Land Corporation
Operating Officer	Shinya Tange	Supervisor of the Wellness Promotion Unit, Tokyu Land Corporation
Operating Officer	Keisuke Nishida	Supervisor of the Environment and Energy Business Division, Tokyu Land Corporation
Operating Officer	Hidetatsu Ikeda	Supervisor of the Residential Business Unit, Tokyu Land Corporation
Operating Officer	Haruo Yamagata	Supervisor of the Group Co-creation Promotion Department and of the Industrial Co-creation Business Unit, Tokyu Land Corporation
Operating Officer	Eiji Yamane	Supervisor of the Group Corporate Planning Department, the Group CX & Innovation Department, and the Group Digital Transformation Promotion Department
Operating Officer	Morio Suzuki	Supervisor of the Group General Administration Department, the Group Legal Affairs Department, and the Group Human Resources Department
Operating Officer	Yumi Nakano	Supervisor of the Group Sustainability Promotion Department and the Corporate Communications Department
Operating Officer	Takashi Sakamoto	Supervisor of the Group Finance Department, Deputy Supervisor of the Corporate Communications Department, and General Manager of the Group Finance Department

Officers denoted with an asterisk (*) are serving concurrently as directors.

(As of June 25, 2026)

Skills Matrix of Directors

As the Company has adopted a company with audit & supervisory board organizational structure, the Board of Directors is required to be effective as a supervisory body as well as to make decisions on the execution of important duties. Therefore, it is preferable that the composition of the Board is diverse and that it possesses the skills required to achieve long-term management policies and advance medium-term management plans. We have determined seven skillsets that we would like the overall Board to possess. These are corporate management; environment / sustainability; accounting / finance; legal affairs / compliance / risk management; global; human capital strategy; and digital transformation (DX). These skillsets are used as criteria for considering director candidates.

Director			Expertise and experience							Committee membership			
Name	Inside/Outside	Gender	Corporate management	Environment / sustainability	Accounting / finance	Legal affairs / compliance / risk management	Global	Human capital strategy	DX	Nomination and Compensation Committee	Risk Management Committee	Sustainability Committee	Information Security Committee
Hironori Nishikawa	Inside	Male	●	●		●		●	●	●			
Hiroaki Hoshino	Inside	Male	●	●	●		●		●	●	◎ Chair	◎ Chair	◎ Chair
Shunichi Kobayashi	Inside	Male	●					●	●		●	●	●
Takashi Ikeuchi	Inside	Male	●	●			●				●	●	●
Tomoyuki Hayakawa	Inside	Male	●			●		●			●	●	●
Tatsuaki Tanaka	Inside	Male	●	●	●						●	●	●
Shigeru Hashimoto	Inside	Male	●		●	●					●	●	●
Makoto Kaiami	Outside (independent)	Male				●				◎ Chair			
Tsuguhiko Hoshino	Outside (independent)	Male			●	●	●			●			
Yumiko Jozuka	Outside (independent)	Female		●		●		●		●			
Akiko Uno	Outside (independent)	Female				●	●	●	●	●			
Kazumi Maeda	Outside (independent)	Female	●				●	●					
Motoyuki Ii	Outside (independent)	Male	●				●		●				



Financial and Non-Financial Data

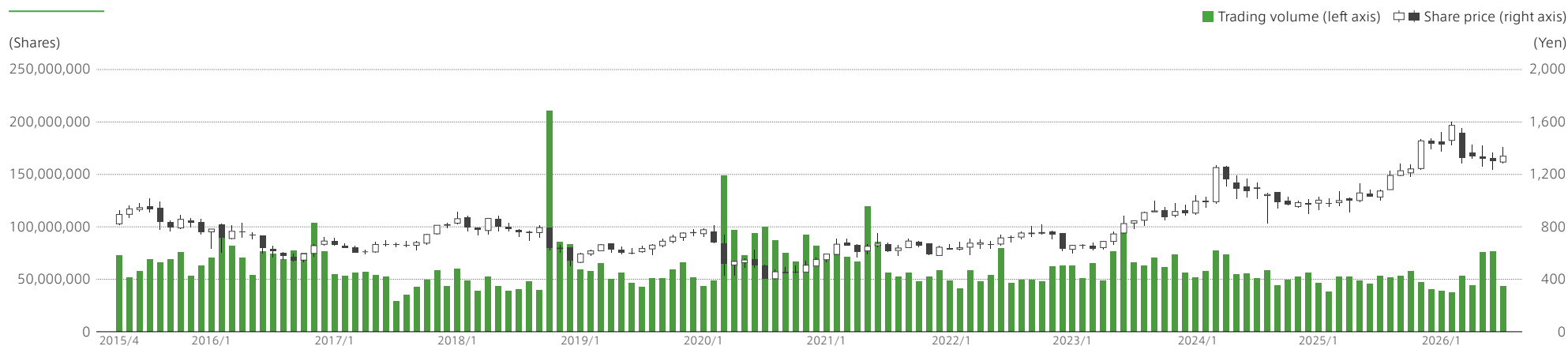
Financial Indicators

	(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 /m ²	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 m ³	2,650	2,548	2,612	5,751	4,582	4,867	5,101	5,387	4,625	4,627.8
Intensity	m ³ /m ²	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/m ²	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 CO₂ 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 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)

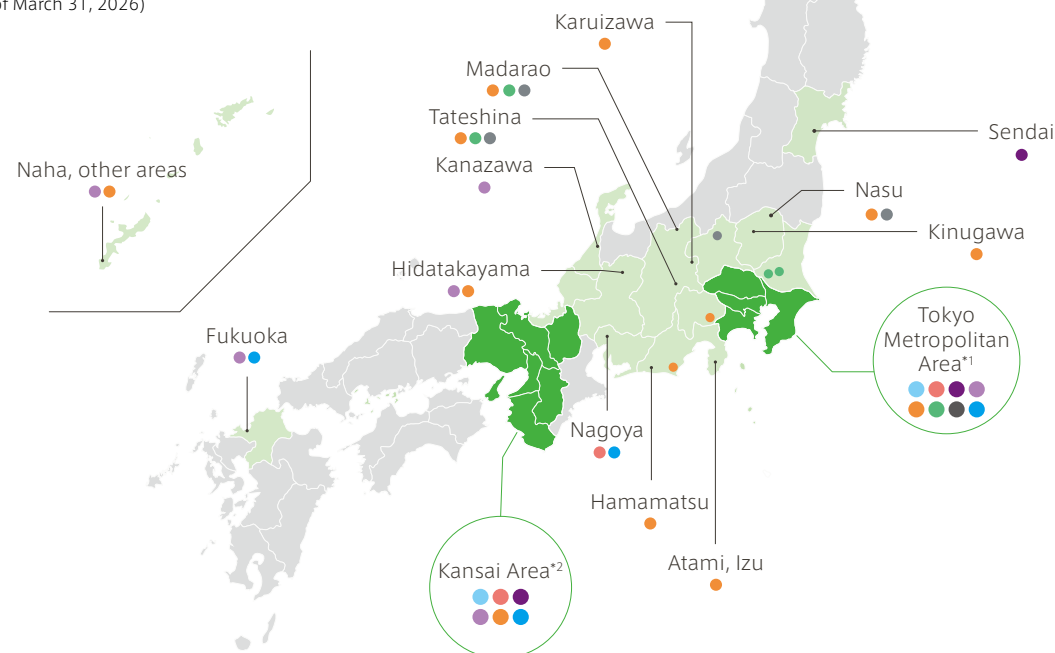


Business Areas

Main domestically operated facilities and stores

Type of Property	Unit	Tokyo Metropolitan Area* ¹	Kansai Area* ²	Other Areas	Total
Office buildings	Buildings	58	1	0	59
Commercial facilities	Facilities	24	6	2	32
Logistics facilities	Facilities	3	1	1	5
Urban style hotels	Facilities	25	6	2	33
Resort facilities	Facilities	7	6	24	37
Golf courses	Facilities	7	0	4	11
Ski resorts	Facilities	0	0	5	5
Senior housing facilities	Facilities	18	0	0	18
Tokyu Livable	Locations	147	45	37	229

(As of March 31, 2026)



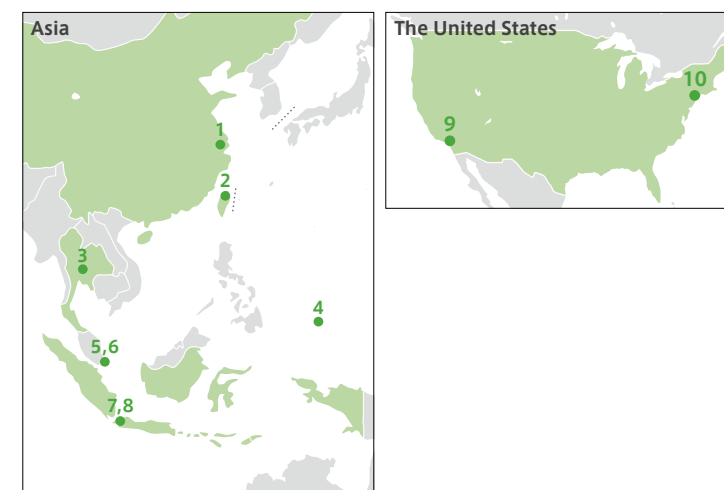
*1 Including Tokyo, Kanagawa, Chiba, and Saitama prefectures *2 Including Osaka, Kyoto, Hyogo, Shiga, Nara, and Wakayama prefectures

*3 Number of real estate broker agents

Main overseas bases

China	Shanghai	1	TOKYU LAND (SHANGHAI) LTD. (Tokyu Land Corporation)
Taiwan		2	Tokyu Livable (Taiwan), Inc. (Tokyu Livable, Inc.)
Thailand		3	Tokyu Land (Thailand) Co., Ltd.
Palau		4	Pacific Islands Development Corporation (Tokyu Land Corporation)
Singapore		5	Tokyu Land Asia Pte. Ltd. (Tokyu Land Corporation)
		6	Investment in Reallion Group Pte. Ltd. (Tokyu Livable, Inc.)
Indonesia	Jakarta	7	PT. Tokyu Land Indonesia (Tokyu Land Corporation)
		8	PT. Tokyu Property Management Indonesia (Tokyu Community Corp.)
The United States	Los Angeles	9	Tokyu Land US Corporation (Tokyu Land Corporation)
	New York	10	New York Office of Tokyu Land US Corporation (Tokyu Land Corporation)

(As of March 31, 2026)





Support for international initiatives

The UN Global Compact	Taskforce on Nature-related Financial Disclosures	Science Based Targets	Renewable Energy 100%	Principles for Responsible Investment Signatory of:
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Major external evaluations and awards

FTSE4Good Index Series	FTSE Blossom Japan Index	FTSE Blossom Japan Sector Relative Index	S&P/JPX Carbon Efficient Index	MSCI Japan ESG Select Leaders Index	MSCI Japan Empowering Women Index (WIN)
MSCI Selection Indexes	CDP The A List	CDP Supplier Engagement Leader	Global Real Estate Sustainability Benchmark	ESG Finance Awards Japan	Certified Health & Productivity Management Outstanding Organizations
DX Stocks	Grand Prize in the Internet IR Awards by Daiwa Investor Relations Co. Ltd.	Award for Excellence in the Sustainability Category of the Internet IR Awards by Daiwa Investor Relations Co. Ltd.	work with Pride (Tokyu Land Corporation, Tokyu Community Corp.)	Resilience Certification (Tokyu Housing Lease Corporation)	Platinum Kurumin certification (Tokyu Housing Lease Corporation)

Corporate overview

[Contact Us](#)

Corporate name	Tokyu Fudosan Holdings Corporation
Address	1-21-1 Dogenzaka, Shibuya-ku, Tokyo 150-0043, Japan
Phone	+81-3-6455-1122
Representative	Hiroaki Hoshino, President & CEO
Business activities	Management and administration of the Tokyu Fudosan Holdings Group
Established	October 1, 2013
Capital	¥77,562 million (As of March 31, 2026)
Number of employees	105 (consolidated: 21,036) (As of March 31, 2026)
Website	https://www.tokyu-fudosan-hd.co.jp/english/

Stock information and shareholder composition (As of March 31, 2026)

Basic stock information

Listed stock market	Tokyo Stock Exchange (Prime Market)
Securities code	3289
Share trading unit	100 shares
Shares authorized to be issued by the Company	2,400,000,000 shares
Shares issued	719,830,974 shares
Fiscal year	April 1 to March 31 of the following year
Ordinary General Meeting of Shareholder	June each year
Shareholders' record date	- Ordinary General Meeting of Shareholders: March 31 - Year-end dividend: March 31 - Interim dividend: September 30 - Other: Certain days for which prior notice is provided

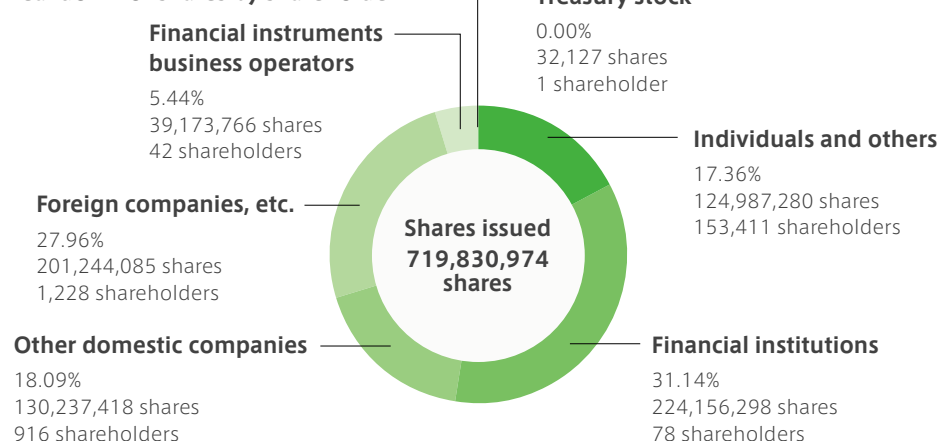
Major shareholders

[Investor Relations Section on Website](#)

Name	Number of shares held (thousands)	Percentage of shares held*
TOKYU CORPORATION	114,479	15.90
The Master Trust Bank of Japan, Ltd. (Trust Account)	101,264	14.07
Custody Bank of Japan, Ltd. (Trust Account)	51,763	7.19
Tokyu Fudosan Holdings Employee Shareholding Association	14,125	1.96
The Dai-ichi Life Insurance Company, Limited	12,301	1.71
Sumitomo Mitsui Trust Bank, Limited	12,140	1.69
State Street Bank and Trust Company 505001	11,516	1.60
Custody Bank of Japan, Ltd. (Trust Account 4)	8,875	1.23
JP MORGAN CHASE BANK 385781	8,762	1.22
BNYM AS AGT/CLTS NON TREATY JASDEC	8,340	1.16

* The percentage of shares held is calculated after deducting 32,127 shares of treasury stock

Breakdown of shares by shareholder





Painted by Yuji Oda

WE ARE GREEN, the slogan of our long-term vision, GROUP VISION 2030, expresses our stance to realize our ideal vision for 2030, "A future where everyone can be themselves and shine vigorously." Green, the corporate color of Tokyu Fudosan Holdings, is a symbol of the environment and sustainability and is also an important aspect of our identity.

In our Medium-term management plan 2030, based on the thinking that an organization is an evolving life form, the fusion of the energy put into business by the Group's 30,000 members while collaborating and co-creating with one another was expressed visually. The Group's wide-ranging businesses and diversity of human capital are expressed as multicolored elements, and the ever-changing shape expresses our DNA of taking on challenges and our creative culture.