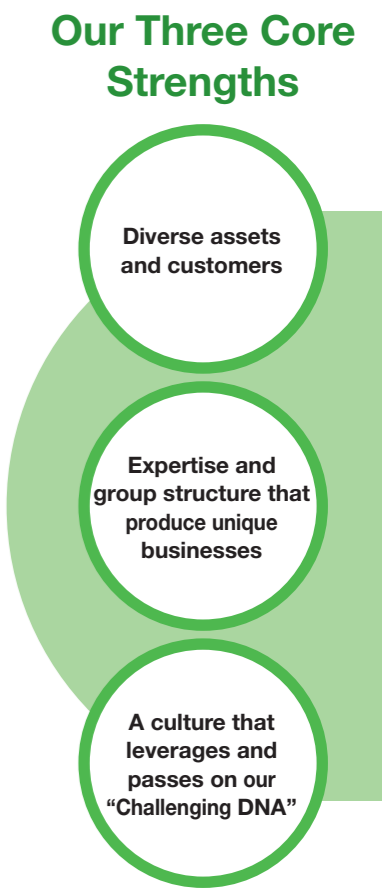
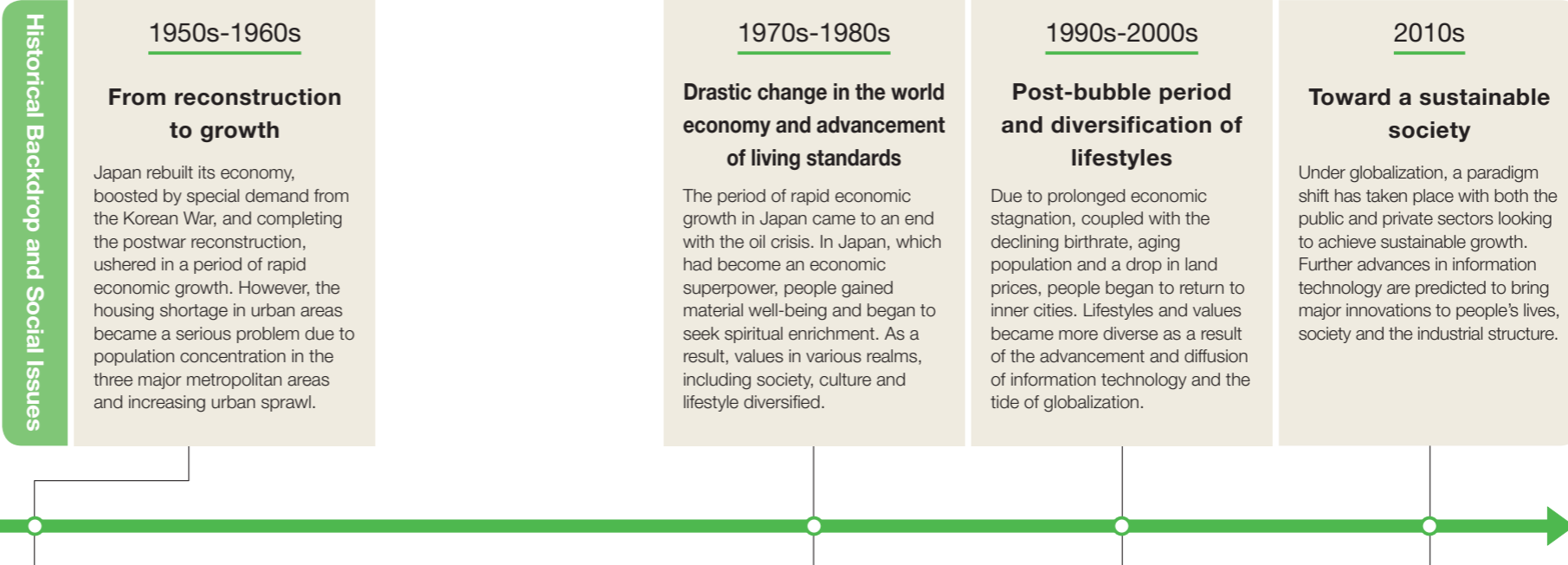


# The History of Our Business and Social Issues

The origin of the Tokyu Fudosan Holdings Group was the development of the town of Den-en Chofu, which became the model for modern suburban community development in Japan. We later created new businesses and have grown by addressing social issues and needs. One constant through the years has been our dedication to solving social issues through the creation of new value. The history of our business is proof that we have done just that.



**Addressing Social Issues through Our Businesses**

**1950s-1960s**  
**Early focus on urban development in Shibuya, Daikanyama and neighboring areas**  
Tokyu Land Corporation was formed in 1953 by splitting off the real estate division of Tokyu Corporation. It supplied housing to alleviate the shortage, and commercial facilities to support people's daily lives, mainly in the Shibuya area, its base.

- 1955 Completion of Daikanyama Tokyu Apartment: Japan's first luxury apartment complex development for foreign nationals
- 1958 Completion of Tokyu Skyline: The first condominiums in the Japanese real estate industry
- 1961 Start of Tokyu-Mitsubishi Home Loan Program: The prototype for the home loan system
- 1965 Opening of Shibuya Tokyu Building: A multipurpose commercial facility in front of Shibuya Station (reconstruction currently underway at the site)

Newspaper advertisement announcing the establishment of Tokyu Land Corporation

**1970s**  
**Pursuing business diversification from an early stage to become a corporate group that creates new lifestyles**  
In response to changing times and social needs, we quickly expanded into real estate-related businesses with the aim of conducting urban development to meet needs for comfortable homes and enriched lifestyles, and to create new lifestyles.

- 1970 Establishment of Tokyu Community Corporation: Expansion into the property management business to create comfortable lives and living spaces
- 1972 Establishment of Area Service Co., Ltd. (currently Tokyu Livable, Inc.): Expansion into the real estate agents business as a pioneer in real estate transactions
- 1976 Establishment of Tokyu Hands Inc.: Creative life stores for creating new lifestyles and culture

First Tokyu Hands store (Fujisawa Store)

**1980s**  
**Enriching living through large-scale new town development and resort business**  
In a time when people sought spiritual enrichment, we developed large-scale new towns in harmony with the natural surroundings and began full-scale development of environment-conscious resort towns.

- 1982 Launch of the Asumigaoka New Town business: New urban development in harmony with natural surroundings
- 1984 Opening of Palau Pacific Resort: An environment-conscious, authentic resort hotel
- 1986 Opening of first Tokyu Sports Oasis: A members-only sports club offering programs to promote healthy lifestyles
- 1988 Opening of first Tokyu Harvest Club: A membership resort hotel offering new ways to enjoy leisure time

Asumigaoka New Town

**1990s-2000s**  
**Creating a new urban development business in the post-bubble era**  
We strengthened our revenue base by shifting our business focus from built-for-sale homes to leasing, which is less affected by economic cycles.

- 1993 Opening of the first Tokyu Stay hotel: Urban-style hotels that can be used for long-term stays
- 1993 Opening of Setagaya Business Square: Tokyu Group's first super-high-rise office building
- 1999 Start of the real estate securitization business: First foray into the securitization business
- 2004 Opening of first senior housing facility: One of the first in the industry to enter the senior housing business

Grancreer Azamino

**2010s-**  
**Leveraging the Group's combined strengths to propose new lifestyles**  
Shifting to a holding company structure enabled us to propose new lifestyles by leveraging the Group's combined strengths. Our aim was to provide new value through Group synergy.

- 2013 Establishment of Tokyu Fudosan Holdings Corporation: Merger of Tokyu Land Corporation, Tokyu Community Corporation and Tokyu Livable, Inc.

**Future**  
**Achieve further growth through full-scale urban development that proposes new lifestyles**  
We are pursuing new urban developments geared to the new era that is unfolding, such as the Greater Shibuya Area Concept and the Life Story Town model. With these approaches, we intend to achieve further growth as a comprehensive real estate development group.

Artist's rendering of the Shibuya Station area after completion

**1918**  
**The Tokyu Group's urban development begins with the creation of a "garden city"**  
Based on the garden city concept that originated in England, Den-en Chofu was created as an innovative, modern community where urban functions co-existed with abundant greenery. This was the origin of the Tokyu Group's urban development.

Den-en Chofu (Tokyo) at the time of its development

# Value Creation Process

The Tokyu Fudosan Holdings Group is carrying out stage 2 of its medium- and long-term management plan based on the three core strengths it has cultivated and materialities.

Capitalizing on our broad business scope and many points of contact with customers, we will become a corporate group that continues to create new value by going beyond the bounds of physical structures to propose and create new lifestyles.

## Value Provided to Society

## Value Provided to Customers

### Our Three Core Strengths

Diverse assets and customers

Expertise and group structure that produce unique businesses

A culture that leverages and passes on our "Challenging DNA"

### Medium- and Long-Term Management Plan

**Value Frontier 2020**  
To become a corporate group that continues to create value

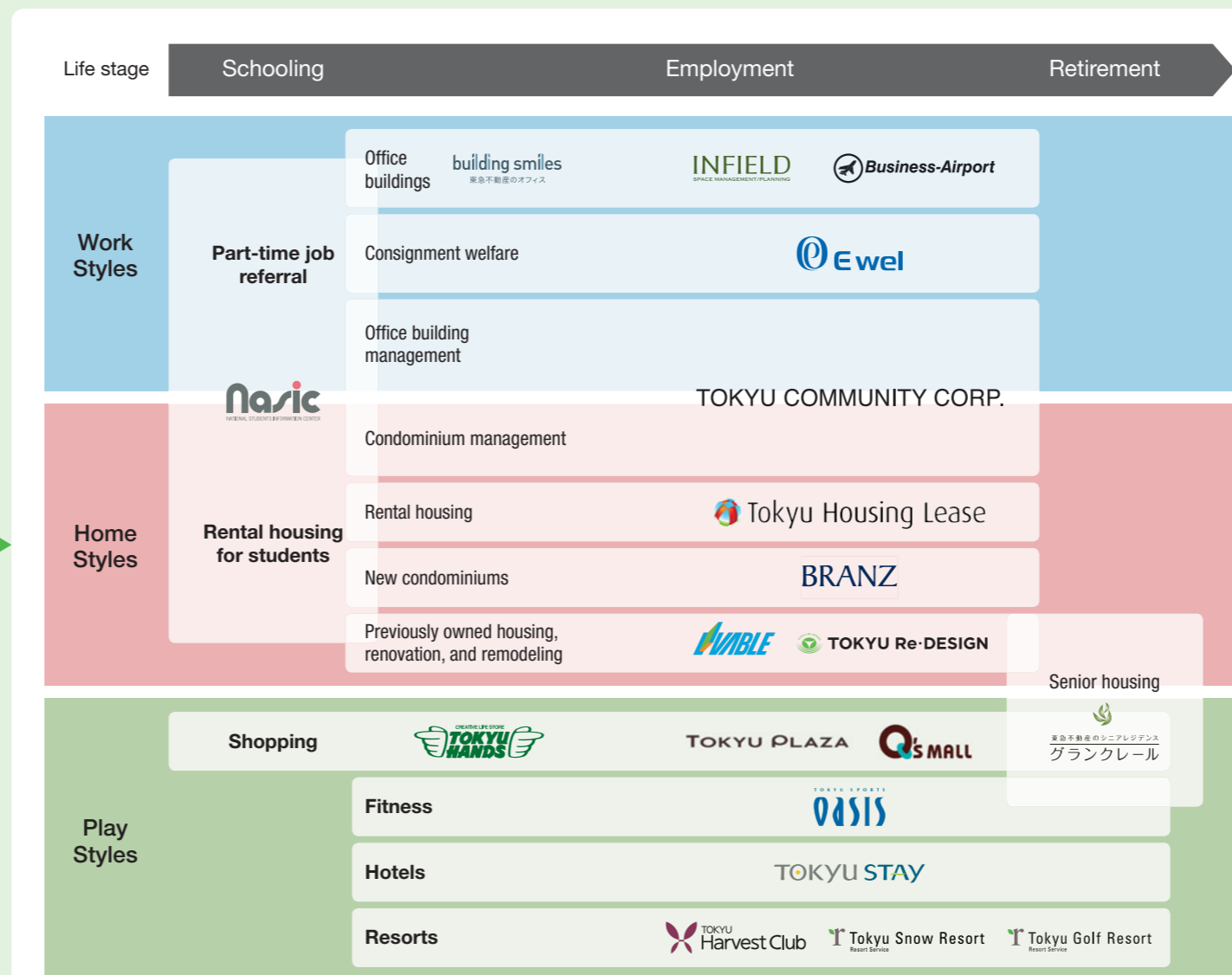
#### Group Fundamental Policies

- Expansion of associated assets
- Creation of new demand

### Materialities (Key Social Issues)

- Economic, political and regulatory changes
- Diversification and globalization of lifestyles
- Safety and security in local communities and urban areas
- Progression of a low birthrate and aging society
- IoT and innovation
- More stringent social demands
- Changes in the natural environment

### Our Business Model



Proposals for new work styles

Proposals for new home styles

Proposals for new play styles

- Richness of people's lives
- Safety and security
- Community formation
- Contribution to the local economy
- Enhancement of real estate value
- Environmental protection
- The SDGs we focus on



# Our Three Core Strengths

By leveraging the three core strengths it has built up over many years, the Tokyu Fudosan Holdings Group is promoting business activities that address social issues.

The Group will continue to create new value through dialogue with society and customers about their needs, which will continue to change with the times.



Morinomiya Q's MALL BASE



Tokyu Plaza Omotesando Harajuku



Tokyu Harvest Club Atami Izusan & VIALA



Business-Airport Roppongi

## Organization

### Expertise and Group Structure That Produce Unique Businesses

We were a pioneer in expanding into the Property Management and Real Estate Agents segments, and have a track record of creating unique businesses such as Tokyu Hands Inc. With our wide-ranging business domains, we will continue to produce unique new businesses.

Number of consolidated subsidiaries

**131**

(As of March 31, 2018)

Number of employees with professional qualifications

**6,741**

(As of March 31, 2018)

- First-class registered architects: 278
- Second-class registered architects: 329
- Real estate brokers: 5,549
- Condominium managers: 585

## Business Foundations

### Diverse Assets and Customers

We are involved in diverse assets through a wide range of businesses in the varied life settings of home, work and play, and create opportunities for contact with a variety of customers.

Number of customers

Approx. **10** million

Cumulative number of condominium units

Approx. **91,000**  
(As of March 31, 2018)

Number of condominium units under management

**822,231**  
(As of March 31, 2018)

Assets under management (AUM)

**¥988.6** billion  
(As of March 31, 2018)

Number of facilities operated by the Wellness segment

**168**  
(As of March 31, 2018)

Number of real estate agent transactions

**23,268**  
(Fiscal 2017)

Knowledge Café and Knowledge Forum  
Cumulative number of times held

**43** times  
(Total of 5,298 participants)



Knowledge Café is a place for Group employees to gain mutual understanding of Group businesses other than their own.



Positive Networking College provides support for the active participation of women in the workplace.

## Corporate Culture

### A Culture That Leverages and Passes on Our "Challenging DNA"

The DNA of embracing challenges, or "Challenging DNA," that has been passed on since our business began and management that emphasizes the meaningfulness of work help to foster a corporate culture that encourages employees to take on challenges.

Advanced services

