

The Value Creation Story

# Who We Want To Be

The Tokyu Fudosan Holdings Group proposes and creates lifestyles, going beyond the bounds of physical structures. Since our foundation, we have always been truly committed to solving social issues through our business activities and have consistently provided new value to our customers and society. Having inherited this Challenge-oriented DNA, we aim "To Become a Corporate Group that Continues to Create Value", in order to realize a sustainable society and growth.

**Tokyu Fudosan Holdings Group Ideal**

**To Become a Corporate Group that Continues to Create Value**

We go beyond the bounds of physical structures to propose and create new lifestyles

**Sustainability Vision**

We solve issues in the society through our business activities and work with stakeholders to realize a sustainable society and growth.

**Sustainability Policy**

- We strive for environmental and economic harmony through our business activities.
- We endeavor to collaborate properly with stakeholders and maintain and strengthen relationships with them.
- We pursue sound and highly transparent management and actively disclose sustainability information.

Framework for Integrated Thinking of the Group with Challenge-oriented DNA

## To Become a Corporate Group that Continues to Create Value

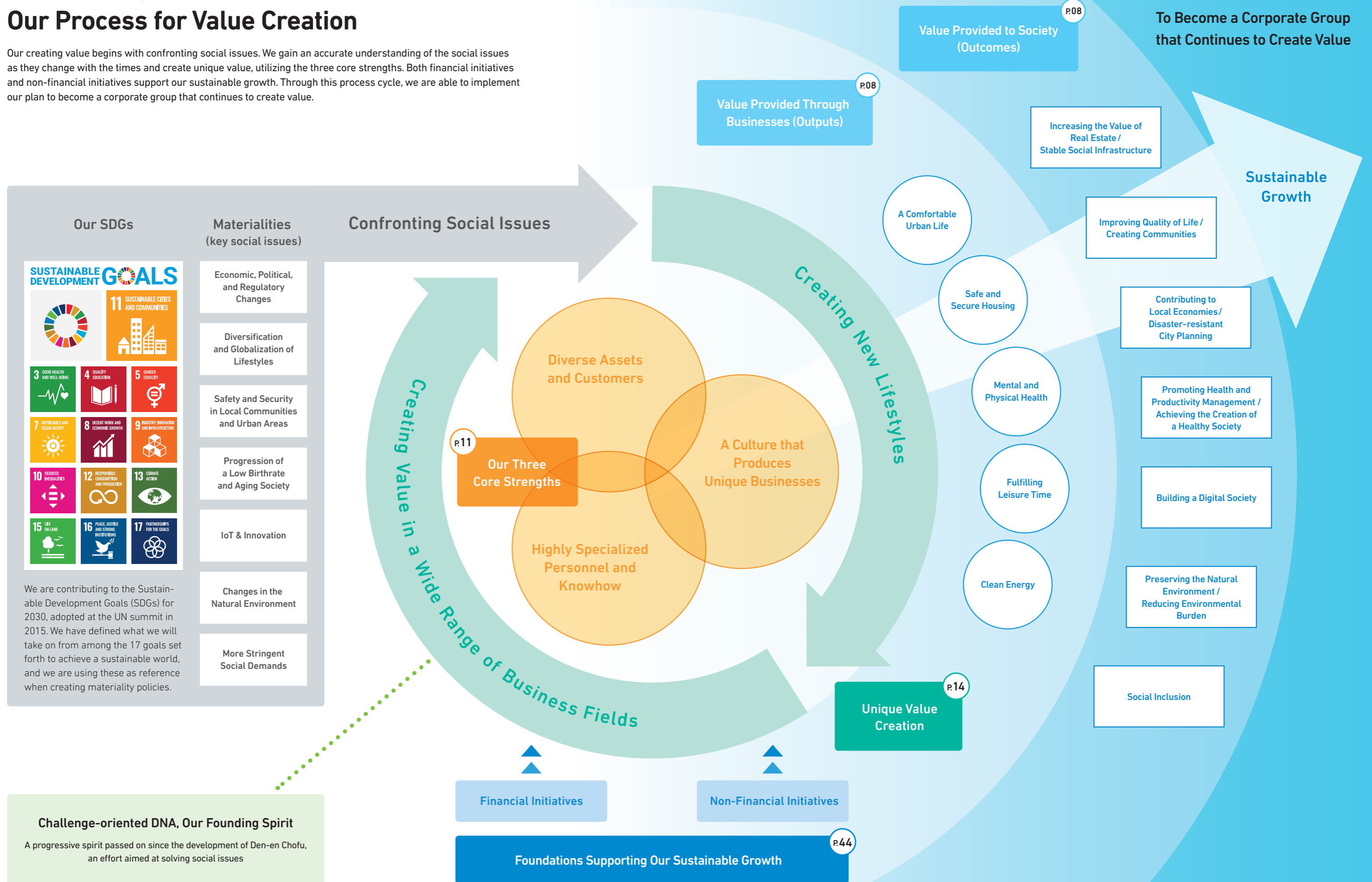


\*Includes temporary employees

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# Our Process for Value Creation

Our creating value begins with confronting social issues. We gain an accurate understanding of the social issues as they change with the times and create unique value, utilizing the three core strengths. Both financial initiatives and non-financial initiatives support our sustainable growth. Through this process cycle, we are able to implement our plan to become a corporate group that continues to create value.



# The Value Creation Story

## Value We Provide

### Outputs and Outcomes

Sustainable Growth

## To Become a Corporate Group that Continues to Create Value

We go beyond the bounds of physical structures to propose and create new lifestyles

Corporate value is the sum total of the levels of satisfaction of all of our stakeholders

We believe that corporate value is the sum total of the levels of satisfaction of all of our stakeholders. We seek to achieve sustainable growth by expanding the circle of satisfaction for all manner of stakeholders.



### Local and Social Satisfaction

We contribute to a sustainable society through efforts such as working to revitalize communities and conserve the environment through our business activities.

### Customer Satisfaction

We provide value that will ensure that we continue to be chosen by customers, based on our Group Customer Service Standard.

### Stakeholder and Investor Satisfaction

We answer to the expectations of shareholders and investors by maximizing share value through sustainable growth.

### Employee Satisfaction

We strive to nurture human capital who can tackle the challenges of the VUCA\* era, and create workstyle environments where Group employees can work actively.

### Client and Partner Satisfaction

We aim to achieve growth together with our suppliers and partners by creating value across our entire supply chain.

## Value Provided to Society (Outcomes)

### Increasing the Value of Real Estate / Stable Social Infrastructure

- Urban development creating cities full of vitality (Futako Tamagawa Rise, Abeno Q's Mall, etc.)
- Management services and renovation to increase asset value

Urban development through redevelopment projects (Shibuya, Takeshiba, Ofuna, etc.)

Number of public housing units managed by private companies Ranked 1st in Japan\*\*

### Improving Quality of Life / Creating Communities

- Urban development based on lifestyle proposals centered around housing Life Story Town
- Area management (Greater Shibuya Area, Takeshiba, etc.)
- Support for student lifestyles (accommodations for students, support for career creation)

### Contributing to Local Economies / Disaster-resistant City Planning

- Creating employment opportunities and tourism demand in communities (Niseko, Palau, etc.)
- Development of robust, disaster-resistant city functionality and alleviation of areas with high concentrations of wooden housing (Shibuya Sakuragaoka Block Redevelopment Plan, BRANZ Tower Ofuna, etc.)

### Promoting Health and Productivity Management / Achieving the Creation of a Healthy Society

- Creating easy-to-work workplaces that seek to improve the mental and physical health of employees
- Improving the health of senior citizens through the provision of preventive medicine programs (Collaboration with Juntendo, an educational corporation, Fitness salon Lactive, etc.)
- Health support through welfare and benefits (EWEL)

The Health & Productivity Stock Selection

WELL Building Standard (Precertified)\*\*

### Building a Digital Society

- Provision of new value through digital transformation (DX) (Utilization of customer data, online customer services, MaaS\*\* demonstrative testing, etc.)
- Smart cities and smart offices utilizing IoT (TOKYO PORTCITY TAKESHIBA, SHIBUYA SOLASTA, etc.)

Model project for Tokyo Society 5.0 "Smart Tokyo"\*5

### Preserving the Natural Environment / Reducing Environmental Burden

- Urban development for coexistence with the environment (environmental real estate, green buildings, etc.)
- Supplying power with ReENE, a renewable energy business

Support for TCFD

Joining RE100\*\*

20 DBJ Green Buildings

### Social Inclusion

- Utilizing diverse human capital (employment of people with disabilities, active participation of women, etc.)
- Achieving stakeholder engagement (Human Rights Policy, Sustainable Procurement Policy)
- Urban development that is friendly to everyone, through universal design, etc. (Shibuya redevelopment, etc.)

Eruboshi Accreditation\*\*

DSDC Gold award for dementia-friendly design\*\*

## Value Provided Through Businesses (Outputs)

### A Comfortable Urban Life

- Office buildings 60 (Total floorspace: 640,000m<sup>2</sup>)
- Commercial facilities 32 (Total floorspace: 844,000m<sup>2</sup>)
- Building and facility management 1,561
- Logistics facilities 12\*\*

### Safe and Secure Housing

- Condominium units (cumulative number) Approx. 93,000
- Condominium units under management Approx. 830,000
- Rental housing units under management Approx. 145,000
- Real estate agent transactions Approx. 26,000

### Mental and Physical Health

- Senior housing facilities 13
- Nursing care housing facilities 6
- Membership fitness clubs 38
- Consignment welfare members Approx. 3,840,000

### Fulfilling Leisure Time

- Membership resort hotels 25
- Resort facilities 16
- Golf courses 19
- Ski resorts 8
- Urban style hotels 27
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### Clean Energy

- Solar Power 41 (798MW)\*1
- Wind Power 8 (193MW)\*1
- Biomass Power 1 (50MW)\*1

\*1. Including in development

\*2. Number of public housing units managed by TOKYU COMMUNITY CORP. (Source: Real Estate Economic Institute, 2018)

\*3. The Group has obtained preliminary certification under the WELL Building Standard (WELL certification) system for one of its key locations: its head office inside the SHIBUYA SOLASTA building. WELL certification is an assessment and rating system for buildings and indoor environments that pay consideration for health and comfort.

\*4. MaaS: Mobility-as-a-Service. It is the concept of mobility seamlessly connecting transport services into a single service through information and communication technologies (ICT).

\*5. Smart City Takeshiba has been selected as one of the projects in a public offering by Tokyo Metropolitan Government aimed at creating a "Smart Tokyo". The project will aim to implement services spanning multiple fields, utilizing cutting-edge technologies in an urban environment.

\*6. In April 2019, TOKYU LAND CORPORATION joined RE100, an international initiative aimed at sourcing 100% of electricity consumed in business activities from renewable energy.

\*7. TOKYU COMMUNITY CORP. received the highest of the three levels of Eruboshi certification, which is granted by the Minister of Health, Labor and Welfare (MHLW) based on the Act on the Promotion of Women's Participation and Advancement in the Workplace.

\*8. Grancree Setagaya Nakamachi Care Residence and Creer Residence Yokohama Tokaichiba have received the Gold award, the highest award from the University of Stirling's Dementia Services Development Centre (DSDC) in the United Kingdom.

\*9. VUCA: Volatility, Uncertainty, Complexity, and Ambiguity, referring to an unpredictable socio-economic environment.