

Part 03

Medium- to Long-Term Growth Strategy

Realizing our ideal vision for advancing
environmental management and DX

Long-term management policy → p. 32

Building a solid and distinctive business portfolio

Group policy

Environmental management → p. 40

DX → p. 44

Business policy → p. 48

Utilization of intellectual assets

Co-creation with partners

- Key Strategies**
1. Direct attractive city development
 2. Strengthen environment-related business
 3. Digitally transform BtoC business
 4. Create business in new domains

Strengthen our management foundation

Financial capital strategy

Human capital and organizational climate

Governance

→ p. 33

→ p. 78

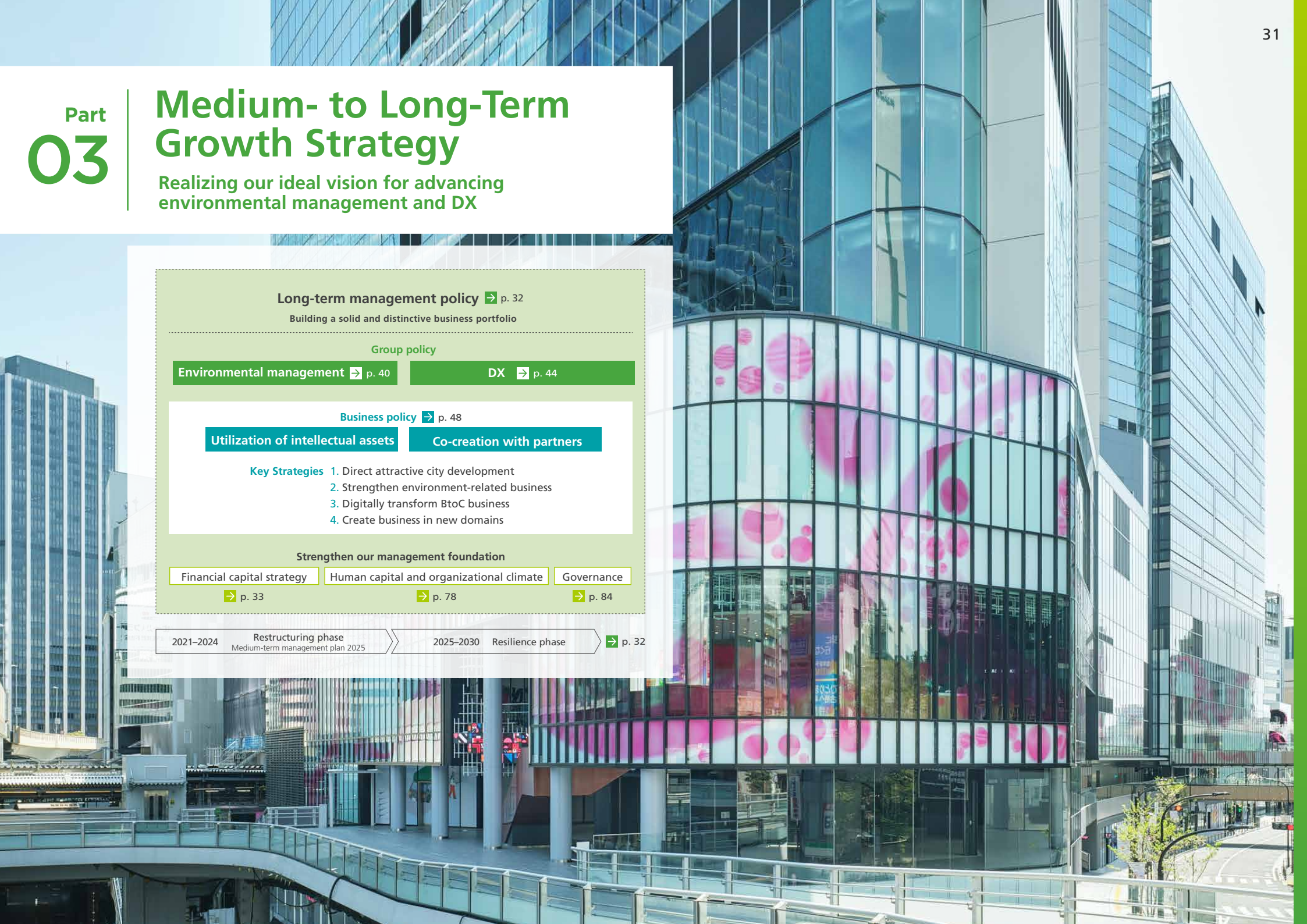
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2021–2024

Restructuring phase
Medium-term management plan 2025

2025–2030 Resilience phase

→ p. 32



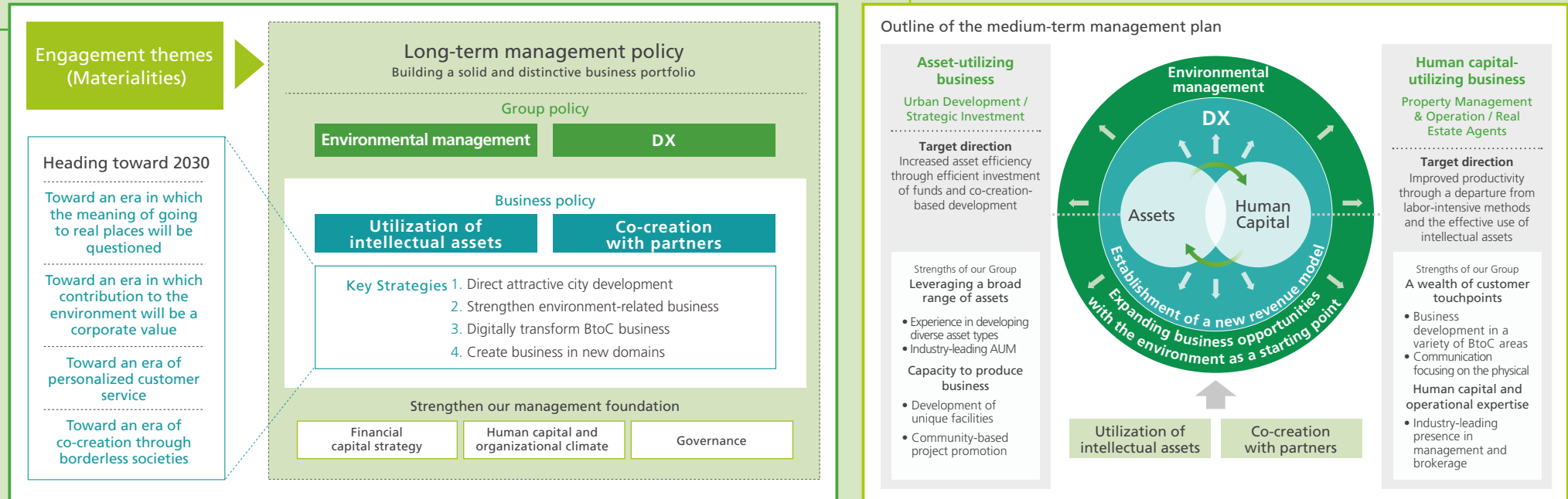
Aiming to build a solid and distinctive business portfolio

Having achieved in fiscal 2023 the financial indicators targeted in the medium-term management plan through fiscal 2025, we will bring forward the next medium-term management plan by one year to start it in fiscal 2025.

GROUP VISION 2030 Create value for the future

2021–2024: Restructuring phase Medium-term management plan 2025

2025–2030: Resilience phase Next medium-term management plan



Our long-term management policy aims to realize the vision set forth in GROUP VISION 2030. Based on the themes (materialities) we are focusing on concerning the creation of value, we are implementing environmental management and DX as overall Group policies. Further, we are promoting the utilization of intellectual assets and co-creation with partners as business policies aimed at evolving our associated assets expansion model.

We originally positioned medium-term management plan 2025 as a part of our restructuring phase for promoting business restructuring based on these Group and business policies. However, we achieved our financial targets for fiscal 2025 two years ahead of schedule. Based on this accomplishment, we are starting the next medium-term management plan in fiscal 2025, one year ahead of schedule, and will move into our planned resilience phase

with the aim of further growth to “build a solid and distinctive business foundation.”

In the next medium-term management plan, we will focus on strengthening international inter-city competitiveness in the Greater Shibuya area based on our belief that the ability to attract people will become a source of business competitiveness in the future. In addition, believing that there will soon be a time when companies will be expected to have

a sustainable business model, we intend to promote the creation of added value by utilizing local resources, such as in our renewable energy and resort businesses, as a key theme.

We will formulate and implement specific measures to advance these overall Group policies and business policies, capture new business opportunities, and further strengthen the Group’s competitive position in order to raise both shareholder and corporate value.