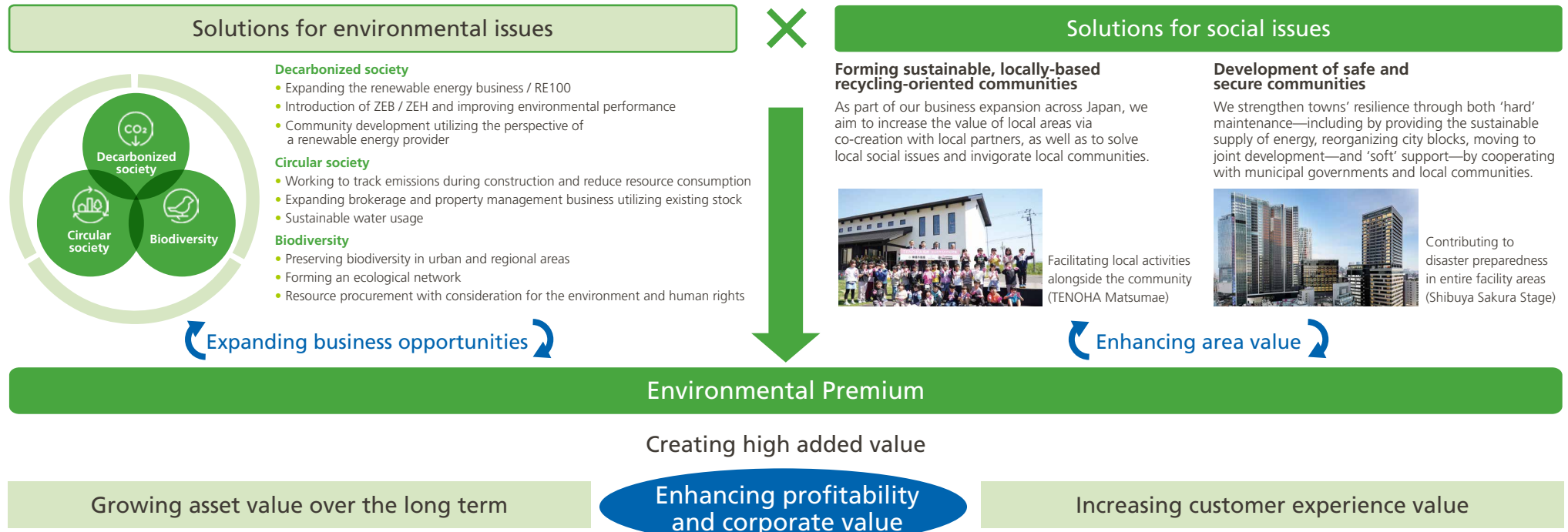


Create premium value by combining societal solutions backed by environmental progressiveness



The Group's policy on environmental management focuses on three priority issues—a decarbonized society, a circular society, and biodiversity—and we plan to leverage our entire supply chain to create environmental value together with stakeholders.

In our Medium-Term Management Plan 2025 (hereafter referred to as 'the previous management plan', we worked towards comprehensive solutions to these priority issues, and aimed to expand business opportunities rooted in the environment. In part thanks to a large number of commendations and

positive external reviews—including acquiring SBT net zero certification, being selected for the CDP Climate Change A List for four consecutive years, and being acknowledged as the first operating company in Japan to achieve its target for the international RE100 initiative—we have successfully built a brand as a uniquely environmentally advanced company. Additionally, by using our unique strengths—such as developing renewable energy business within the Group—we are turning the issue of solving environmental problems into a part of our business. In doing so, we have created a

wide variety of business opportunities, provided proposals and opportunities for a wide variety of customers, and co-creation with partners.

In our medium-term management plan 2030, we are taking the environmental development strengths honed over the course of the previous management plan, and combining them with solutions to social issues in order to create environmental premium.

We are combining solutions to environmental issues with matters related to the increasing of area value—such as the establishment of sustainable recycling-oriented

local communities, and safe and secure town planning—into a single, unified approach. In doing so, we are continuing to increase future asset value, improve experience value for customers, create high added value, and enhance profitability and corporate value.

Through our environmental management that marries the social and the commercial through positive, forward-thinking initiatives, we will further build up our market presence, and continue to be seen as a valuable partner that moves in step with society, both now and in the future.

Enhancing profitability by creating additional value via environmental premium

Enhancing profitability by combining environmental strengths and solutions to social issues

Environmental consideration is indispensable to sustainable development in local communities. The Group promotes environmental management that links the creation of environmental premium—high added value generated from environmental initiatives—to enhanced profitability.

As well as aiming to use the strengths of our environmental advancements to expand business opportunities, we are working actively to address social issues in both urban and rural areas. And by combining these two approaches, we are both creating distinctive experience value and fostering recognition and acceptance of such products and services as superior offerings, thereby leading market development.

Case 1 Connecting urban greenery, connecting people and nature

The Greater Shibuya Area is frequented by both Japanese and a large number of inbound tourists. But while it is certainly an

exceptionally vibrant area, it faces a shortage of places where people can pause and rest.

At Tokyu Plaza Omotesando “Omokado” and Tokyu Plaza Harajuku “Harakado” rooftop plazas—each with greenery and a cafe—have been created, contributing to the formation of an ecological network in the Greater Shibuya Area.

These plazas, as rare and valuable green havens in the heart of the city, provide places where visitors can take a break and relax. They also generate stay-type spaces in the district, helping extend dwell times as people circulate through the area.

As a result, the two facilities have become unique symbols of the district, increasing visitor numbers and boosting sales through their spillover effect, thereby enhancing both customer experience value and profitability.

Case 2 Sustainable agriculture and decarbonization, enabling community symbiosis

ReEne Solar Farms Higashimatsuyama is an agrivoltaics site that combines farmland with overhead solar power generation

in order to balance both agriculture with the spread of renewable energy. This site helps solve local agricultural issues, such as the reduction in both farmers and utilized farmland due to an aging population. Additionally, we have established the nearby TENOHA Higashimatsuyama—a coworking space and cafe that serves crops grown beneath these solar panels, and offers sustainable experiences to people in the local community.

By offering hands-on experiences like rice planting and harvesting events to Group employees and their families, we contribute to environmental education. Additionally, we work together with partner companies on initiatives, including testing to verify the optimal volume of electricity generation, and agricultural trials based on the collection and analysis of crop data. Finally, we hold information workshops and exhibitions at TENOHA Higashimatsuyama, with the aim of promoting increased understanding and awareness of renewable energy among external stakeholders.

Case 1 Tokyu Plaza Omotesando “Omokado” Tokyu Plaza Harajuku “Harakado”



Tokyu Plaza Omotesando “Omokado”, and its sixth-floor “Omohara Forest”



Tokyu Plaza Harajuku “Harakado” and its rooftop garden

	Case 1	Case 2
Dealing with environmental issues	Urban greening with consideration towards biodiversity conservation	Expanding renewable energy use
Social issues	Shortage of places where people can stay and rest	Increase in abandoned farmland, decrease in suitable sites for solar panel installation, lack of local understanding of renewable energy
Combining	Rooftop x Greening x Cafe x Benches & Power outlets	Renewable energy x Agriculture x Local cooperation x Food education
Creating high added value	Establishing a symbol of the area, increasing visitors, generating a spillover effect	Enhancing added value as green power, capturing new business opportunities with municipalities seeking solutions to similar agricultural issues, and utilizing initiatives for employee education

Case 2 ReEne Solar Farms Higashimatsuyama TENOHA Higashimatsuyama



A hands-on harvest event



TENOHA Higashimatsuyama, offering café menu items made with harvested vegetables