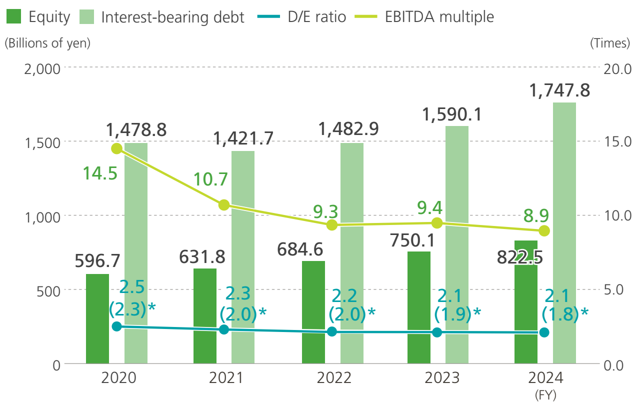
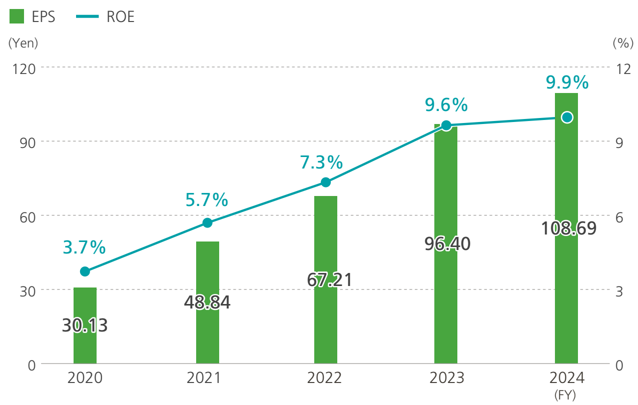
## Key financial indicators

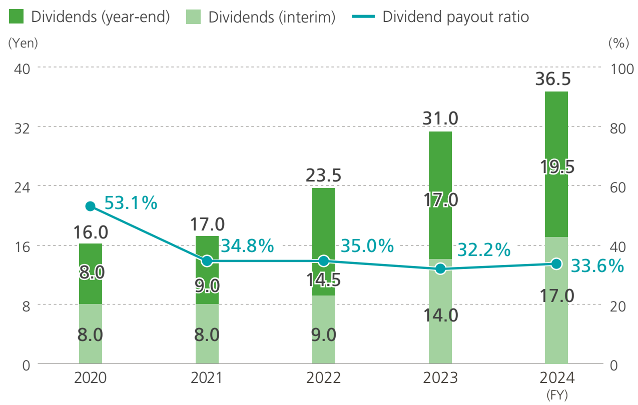
### Equity / interest-bearing debt



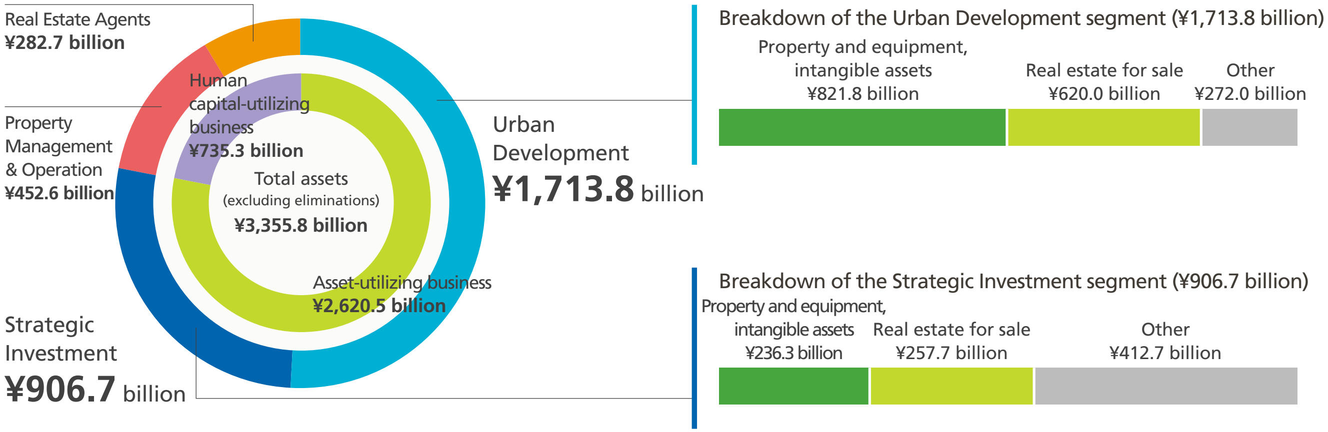

### EPS / ROE




### Dividends / dividend payout ratio




### Asset breakdown by segment (fiscal 2024)




### Market value appraisal for leased properties

| | End-FY2023 | End-FY2024 | Comparison |
|---|---|---|---|
| Carrying value | ¥749.5 billion | ¥747.5 billion | (¥2.1billion) |
| Market value | ¥1,158.0 billion | ¥1,182.6 billion | ¥24.7 billion |
| Difference (latent profit) | ¥408.4 billion | ¥435.1 billion | ¥26.7 billion |

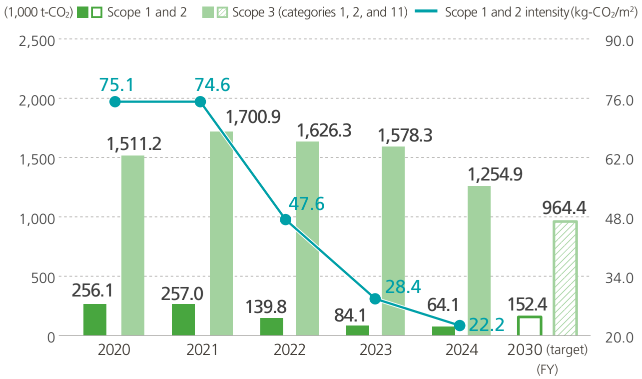
NOI yield on operating properties: Approx. 5%

Note: D/E ratio after consideration for hybrid financing into account

## Key non-financial indicators

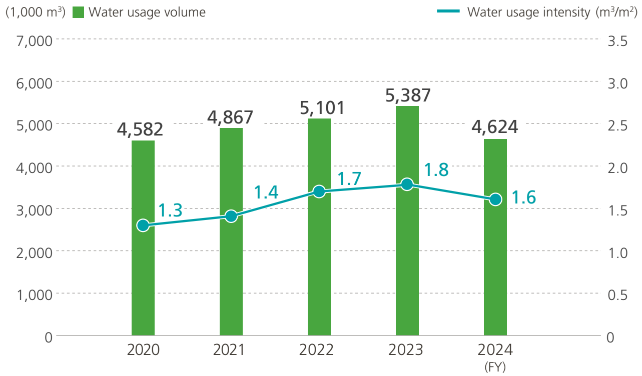
* Some of the figures for fiscal 2024, including for $CO_2$ emissions, have yet to undergo third party verification

### $CO_2$ emissions volume and intensity



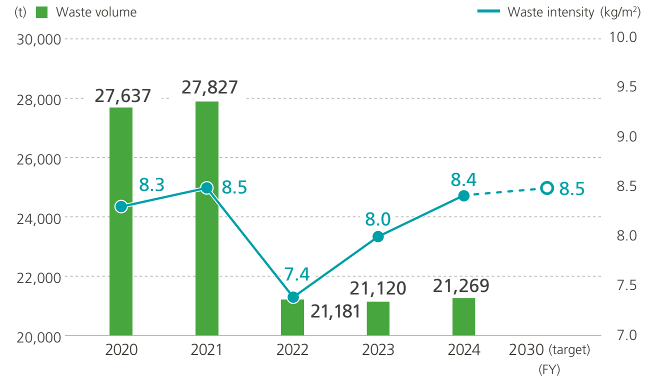

Note: The target for 2030 is the target value used in Medium-Term Management Plan 2025

### Water usage volume and intensity



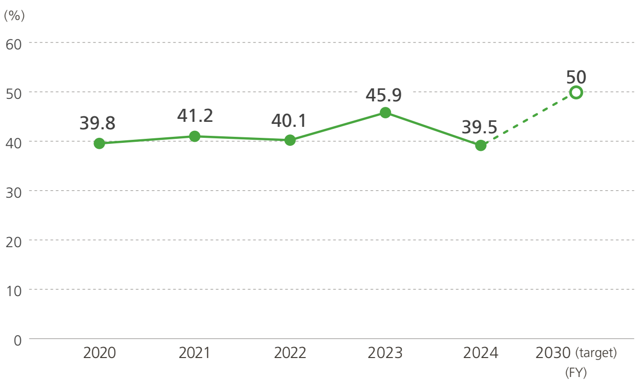

Note: The target for 2030 is the target value used in Medium-Term Management Plan 2025

### Waste volume and intensity

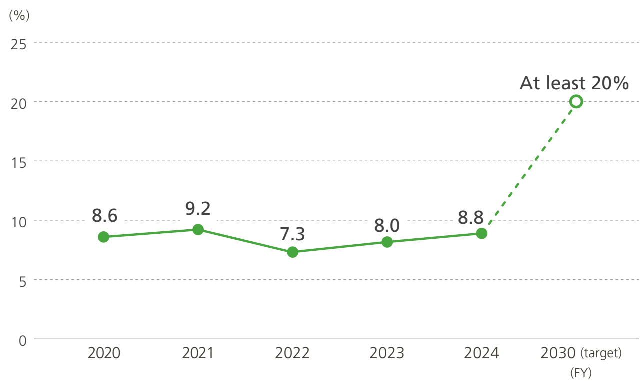



Note: The target for 2030 is the target value used in Medium-Term Management Plan 2025

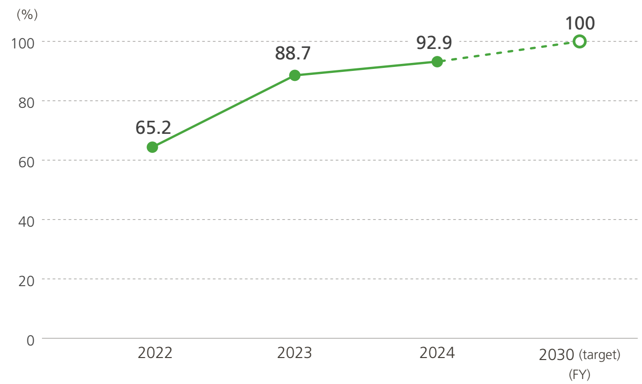
### Ratio of women among new graduate hires




### Ratio of female managers




### Ratio of childcare leave taken by male employees

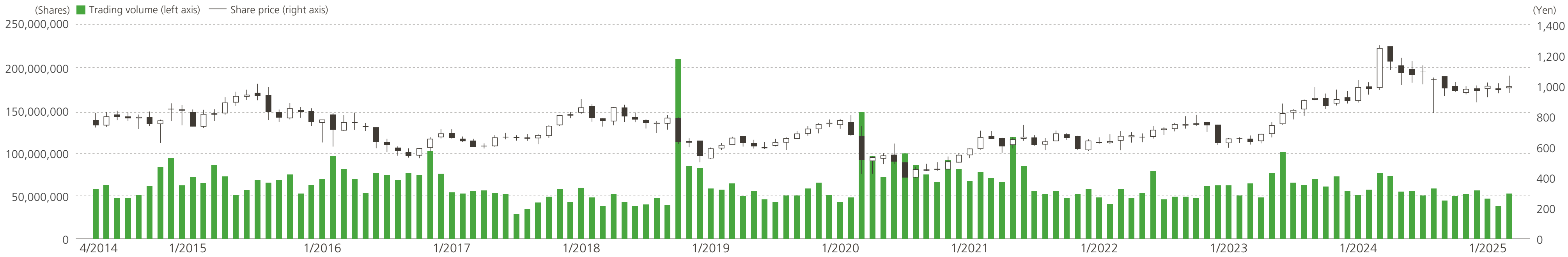


## Financial indicators

| | (Unit) | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Operating revenue | Billions of yen | 773.1 | 815.5 | 808.5 | 866.1 | 901.9 | 963.2 | 907.7 | 989.0 | 1,005.8 | 1,103.0 | 1,150.3 |
| Operating gross profit | Billions of yen | 148.8 | 163.8 | 173.0 | 182.5 | 193.4 | 201.7 | 164.8 | 193.9 | 197.2 | 216.0 | 245.3 |
| Operating profit | Billions of yen | 63.3 | 68.8 | 73.2 | 77.5 | 80.2 | 79.3 | 56.5 | 83.8 | 110.4 | 120.2 | 140.8 |
| Ordinary profit | Billions of yen | 51.7 | 56.4 | 63.6 | 68.7 | 70.7 | 67.5 | 46.6 | 72.8 | 99.6 | 110.4 | 129.2 |
| Net profit*1 | Billions of yen | 25.2 | 28.7 | 31.5 | 35.2 | 37.5 | 38.6 | 21.7 | 35.1 | 48.2 | 68.5 | 77.6 |
| Total assets*2 | Billions of yen | 1,973.8 | 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 | 3,259.9 |
| Current assets | Billions of yen | 572.6 | 491.9 | 588.0 | 649.8 | 872.7 | 889.0 | 1,005.0 | 1,037.0 | 1,115.6 | 1,359.2 | 1,381.9 |
| Real estate for sale*3 | Billions of yen | 394.7 | 364.4 | 418.6 | 473.7 | 568.0 | 658.0 | 680.6 | 757.4 | 795.2 | 912.7 | 1,019.5 |
| Non-current assets | Billions of yen | 1,401.2 | 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 | 1,878.0 |
| Total net assets | Billions of yen | 398.3 | 422.4 | 446.3 | 475.3 | 568.7 | 594.2 | 608.7 | 643.3 | 700.7 | 771.9 | 843.5 |
| Equity | Billions of yen | 395.3 | 418.8 | 442.3 | 468.1 | 561.4 | 583.3 | 596.7 | 631.8 | 684.6 | 750.1 | 822.5 |
| Interest-bearing debt | Billions of yen | 1,125.4 | 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 |
| Cash flows from operating activities | Billions of yen | (38.5) | 87.9 | 68.9 | 12.3 | 44.5 | (6.7) | 100.4 | 76.5 | 94.7 | 156.5 | 47.4 |
| Cash flows from investing activities | Billions of yen | (100.3) | (112.4) | (71.0) | (96.4) | (60.4) | (147.2) | (116.0) | (31.8) | (120.1) | (178.2) | (140.0) |
| Cash flows from financing activities | Billions of yen | 139.2 | (30.5) | 23.0 | 82.4 | 139.1 | 65.1 | 108.3 | (81.3) | 42.8 | 97.8 | 1.5 |
| Capital investment | Billions of yen | 126.7 | 78.8 | 60.3 | 44.6 | 89.8 | 136.1 | 108.7 | 41.7 | 79.8 | 243.9 | 80.6 |
| Depreciation | Billions of yen | 20.2 | 21.0 | 23.5 | 23.1 | 24.6 | 32.3 | 39.8 | 43.3 | 44.5 | 44.6 | 51.5 |
| EPS (net profit per share of common stock) | Yen | 41.45 | 47.18 | 51.77 | 57.80 | 56.84 | 53.70 | 30.13 | 48.84 | 67.21 | 96.40 | 108.69 |
| BPS (net assets per share of common stock) | Yen | 649.40 | 687.92 | 726.59 | 768.85 | 780.78 | 811.04 | 829.50 | 878.32 | 964.77 | 1,053.04 | 1,150.27 |
| Dividends per share | Yen | 10.00 | 12.00 | 13.00 | 14.50 | 15.50 | 16.00 | 16.00 | 17.00 | 23.50 | 31.00 | 36.5 |
| ROA | % | 3.4 | 3.5 | 3.6 | 3.7 | 3.5 | 3.3 | 2.2 | 3.2 | 4.1 | 4.2 | 4.5 |
| ROE | % | 6.6 | 7.1 | 7.3 | 7.7 | 7.3 | 6.7 | 3.7 | 5.7 | 7.3 | 9.6 | 9.9 |
| Equity ratio | % | 20.0 | 21.1 | 21.4 | 21.5 | 23.3 | 23.5 | 22.5 | 24.0 | 25.0 | 24.8 | 25.2 |
| D/E ratio | Times | 2.8 | 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 |
| Dividend payout ratio | % | 24.1 | 25.4 | 25.1 | 25.1 | 27.3 | 29.8 | 53.1 | 34.8 | 35.0 | 32.2 | 33.6 |
| EBITDA*5 | Billions of yen | 88.0 | 94.3 | 101.7 | 106.1 | 110.2 | 117.1 | 101.7 | 132.5 | 160.2 | 169.9 | 196.6 |
| EBITDA multiple*6 | Times | 12.8 | 11.7 | 11.2 | 11.4 | 11.7 | 11.6 | 14.5 | 10.7 | 9.3 | 9.4 | 8.9 |

*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 indexes 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) | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Total shareholder return* | % | – | – | – | – | – | 129.5 | 136.5 | 133.5 | 257.9 | 216.7 |
| Share price at end-March | Yen | 764 | 604 | 775 | 662 | 518 | 655 | 674 | 635 | 1,248.5 | 998.3 |
| Highest price | Yen | 1,016 | 825 | 914 | 878 | 810 | 708 | 746 | 812 | 1,266.5 | 1,259.0 |
| Lowest price | Yen | 604 | 528 | 590 | 501 | 425 | 399 | 564 | 596 | 625 | 822.9 |

* 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 2024 to said fiscal year) ÷ Closing share price on the final day of the fiscal year five years prior to fiscal 2024

# Environmental indicators

| | (Unit) | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| $CO_2$ emissions (Scope 1 and 2) | 1,000 t of $CO_2$ | 210.7 | 233.0 | 227.5 | 230.5 | 283.3 | 256.1 | 257.0 | 139.8 | 84.1 | 64.1 |
| Intensity | kg-$CO_2$/$m^2$ | 98.4 | 106.7 | 101.0 | 96.1 | 86.8 | 75.1 | 74.6 | 47.6 | 28.4 | 22.2 |
| $CO_2$ emissions (Scope 3) | 1,000 t of $CO_2$ | 821.9 | 682.1 | 585.9 | 1,295.5 | 1,913.0 | 1,618.8 | 1,801.7 | 1,739.0 | 1,645.3 | 1,332.2 |
| 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 | 1,254.9 |
| Water use | 1,000 $m^3$ | 2,811 | 2,650 | 2,548 | 2,612 | 5,751 | 4,582 | 4,867 | 5,101 | 5,387 | 4,624 |
| Intensity | $m^3$/$m^2$ | 1.32 | 1.23 | 1.14 | 1.10 | 1.8 | 1.3 | 1.4 | 1.7 | 1.8 | 1.6 |
| Waste volume | t | 18,908 | 25,127 | 25,569 | 22,932 | 29,251 | 27,637 | 27,827 | 21,181 | 21,120 | 21,269 |
| Intensity | kg/$m^2$ | 10.1 | 12.5 | 12.6 | 10.2 | 9.6 | 8.3 | 8.5 | 7.4 | 8.0 | 8.4 |

Notes: For figures from fiscal 2019 onward, the coverage of this scope has been changed in accordance with the setting of SBT-approved targets

(As of March 31, 2025)

• Fiscal 2024 figures for $CO_2$ emissions have yet to undergo third party verification. If adjustments are made, the new data will be disclosed through our website as needed

## Social indicators

Initiatives and KPI related to human capital strategiess( See p.81)

| | (Unit) | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 | FY2024 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Number of employees | Persons | 19,230 | 20,421 | 21,091 | 21,976 | 22,953 | 23,411 | 21,276 | 21,614 | 21,170 | 21,898 |
| Ratio of female managers | % | 5.9 | 5.7 | 8.6 | 8.3 | 8.1 | 8.6 | 9.2 | 7.3 | 8.0 | 8.8 |
| Ratio of female candidates for management positions*1 | % | – | – | – | – | – | – | – | 18 | 18 | 19 |
| Ratio of mid-career hires among managers*1 | % | – | – | – | – | – | – | – | 46 | 54 | 54 |
| Female directors (non-consolidated) | Persons | 0 | 0 | 0 | 1 | 1 | 1 | 2 | 2 | 2 | 2 |
| Female Audit & Supervisory Board members (non-consolidated) | Persons | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Female operating officers*2 | Persons | 2 | 2 | 2 | 2 | 4 | 4 | 6 | 2 | 3 | 2 |
| Average years of service (male) | Years | 13.0 | 12.9 | 12.7 | 13.1 | 13.2 | 12.7 | 12.7 | 10.4 | 10.5 | 10.5 |
| Average years of service (female) | Years | 8.7 | 8.8 | 8.7 | 9.2 | 8.9 | 8.5 | 8.7 | 7.6 | 7.7 | 7.8 |
| Ratio of female full-time employees | % | 25.3 | 26.5 | 27.2 | 28.5 | 29.8 | 30.9 | 31.8 | 31.9 | 33.3 | 33.8 |
| Ratio of new female employee hires to total hires | % | 35.4 | 41.6 | 40.1 | 39.5 | 32.2 | 39.8 | 41.2 | 40.1 | 45.9 | 39.5 |
| Ratio of childcare leave taken by male employees | % | – | – | – | – | – | – | 43.5 | 65.2 | 88.7 | 92.9 |
| Degree of personal investment in achieving the long-term vision of executive officers at each Group company (extent of Group coordination) | % | – | – | – | – | – | – | – | 84 | 92 | 90 |
| Acquisition of IT passports*3 | % | – | – | – | – | – | – | – | 71.4 | 84.3 | 92.8 |
| Number of businesses utilizing digital technology (cumulative) | Businesses | – | – | – | – | – | – | – | 43 | 58 | 77 |
| Sustainable Action Awards entries (cumulative) | Entries | – | – | – | – | – | – | – | 123 | 304 | 496 |
| Environmental efforts through business (cumulative) | Efforts | – | – | – | – | – | – | – | 36 | 70 | 105 |
| Deepening understanding of DE&I (percentage of employees who took an e-learning course) | % | – | – | – | – | – | – | 30.0 | 86.5 | 96.2 | 95.1 |
| Number of proposals commercialized through STEP, the Group's co-creation-based internal venture scheme (cumulative) | Commercialized proposals<br>Entries | – | – | – | – | – | – | – | 3<br>253 | 4<br>302 | 5<br>401 |
| Acquiring external knowledge and sharing expertise within the Group (cumulative) | Seminars | – | – | – | – | – | – | – | 111 | 119 | 125 |
| Ratio of employees who undergo physical examinations*1 | % | – | – | – | – | – | – | – | 100 | 99.9 | 100 |
| Ratio of employees who undergo stress checks*1 | % | – | – | – | – | – | – | – | 92.8 | 93.1 | 93.4 |
| Ratio of Group companies implementing a remote working system*1 | % | – | – | – | – | – | – | – | 100 | 100 | 100 |
| Ratio of Group companies implementing a flextime (or staggered working hours) system*1 | % | – | – | – | – | – | – | – | 100 | 100 | 100 |
| Carrying out employee engagement surveys and implementing improvements*4 | Engagement rating<br>H1<br>H2 | – | – | – | – | – | BBB<br>BBB | A<br>A | A<br>AA | AA<br>AA | AA |
| Respect for human rights in the supply chain | % | – | – | – | – | – | – | 41.9 | 72.7 | 58.9 | 59.9 |

*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 2024

- Discrepancies between the wages of male and female employees are disclosed through our corporate website For details, see our website
- Fiscal 2024 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