May 14, 2026

[Translation for Reference Purposes Only]
ENGLISH TRANSLATION OF DOCUMENT IN JAPANESE
This is an English translation of an original document in Japanese and is only being provided for convenience.
In all cases, the original Japanese version shall take precedence

To whom it may concern

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Progress in the Seibu Group medium-term management Plan (FY2024-FY2026) and Management Conscious of Capital Cost and Stock Price

The Seibu Group announced the Seibu Group Long-Term Strategy 2035 and the three-year medium-term management Plan (FY2024-FY2026) ending in FY2026 on May 9, 2024. We hereby announce the progress of the plan and the revision of the planned figures for FY2026.

In FY2025, to further advance the Seibu Group's "Challenge" of achieving sustainable growth centered on the Real Estate, we implemented property acquisitions and securitization in the Real Estate, bringing capital recycling into full swing. In the Hotel and Leisure, in addition to continuing to capture inbound demand, we acquired the business of the U.S.-based lifestyle hotel brand "Ace Hotel" with the aim of complementing our brands toward the establishment of a 250-hotel network in Japan and overseas. In the Urban Transportation and Regional, Seibu Railway Co., Ltd. implemented fare revisions to ensure permanent railway operations and provide high-quality, comfortable services, while also promoting initiatives to enhance value along railway lines, such as the promotion of continuous grade-separation projects.

In FY2026, in the Real Estate, we will scrutinize the timing of the start of construction in the Takanawa area in light of recent changes in the business environment. Furthermore, to further promote capital recycling, we will begin the new formation of diversified private REITs and private funds to diversify investment methods. We will also consider securitization without exceptions, including newly developed and acquired properties, starting with the securitization of certain assets of the Shinagawa Prince Hotel, based on ROIC improvement and further growth potential. In the Hotel and Leisure, we will continue to capture inbound demand and aim for RevPAR growth that exceeds the market by maximizing the effects of facilities where investments have been made. In the Urban Transportation and Regional, to realize "railway lines people want to live along" and "railway lines people want to visit," we will place safety and security at the core of our business and utilize the effects of fare revisions and other measures to upgrade service levels.

Based on these initiatives, we have revised the various planned figures for FY2026 announced on August 1, 2025.
Operating revenue, operating profit, EBITDA, and ordinary profit are expected to exceed the previously announced figures due to various initiatives, as well as the recording of revenue resulting from the review of the closing timing of the Grand Prince Hotel New Takanawa, Hiten, and the restaurant building in the Takanawa area. Profit attributable to owners of parent is expected to be lower than the previously announced figure due to the recording of demolition costs (extraordinary losses) for Shin Yokohama Prince PePe toward the creation of new value in the Shin Yokohama area.
Furthermore, as we formulate our next Mid-Term Management Plan, we will strengthen our capital allocation strategy with a focus on cost of capital and profitability. To this end, we will promote effective discussion and oversight within the Board of Directors, drawing on the insights of outside directors and dialogue with stakeholders. Additionally, we will appoint external advisors and establish a committee to examine capital allocation strategies in preparation for the formulation of the next Mid-Term Management Plan. Through these measures, we will continuously evaluate our decision-making processes to ensure more effective outcomes and solidify the enhancement of our corporate value over the medium to long term.
We will continue to steadily advance various initiatives to achieve NAV growth, continue to conduct management conscious of improving capital efficiency, and aim for an operating profit of 100 billion yen or more in FY2035.

Details of the progress of the 'Seibu Group medium-term management Plan (FY2024-FY2026)' and management conscious of cost of capital and stock price are as shown in the attachment.

Plan targets for the fiscal year ending March 31, 2027 (from April 1, 2026 to March 31, 2027)

	Operating revenue (Millions of yen)	Operating profit (Millions of yen)	EBITDA (Millions of yen)	Ordinary profit (Millions of yen)	Profit attributable to owners of parent (Millions of yen)	Equity-to-asset ratio	Net interest bearing debt/EBITDA ratio
Financial forecast (A) (Announced on August 1, 2025)	515,000	49,000	113,000	43,000	29,000	31.7%	5.6
Revised forecast (B)	559,000	53,000	118,000	47,000	27,000	32.2%	5.6
Difference (B - A)	44,000	4,000	5,000	4,000	(2,000)	0.5pt	(0.0)
Change (%)	8.5	8.2	4.4	9.3	(6.9)	―	―

(Note) Performance forecasts, targets, plans, and other forward-looking information of the Group described in this document are based on information available as of the date of announcement of this document and are nothing more than the Company's judgment or thoughts at that time. Actual performance, financial position, and other results of the Group may differ significantly from the contents of this document or the contents inferred from this document due to fluctuations in domestic and international political, economic, and financial conditions, the status of measures intended in the plans announced this time, and other factors of uncertainty at the time of preparation of this document.

End

Supplementary material

Progress of the Seibu Group's Medium-term Management Plan (FY2024–FY2026) and management taking into account capital costs and the stock price

May 14, 2026

Seibu Holdings Inc. (9024)

https://www.seibuholdings.co.jp/en/

Outline

Seibu Holdings

Seibu Group
Smiles ahead

01. Executive Summary

Investment highlights

Seibu Holdings

Partially edited reproduction of materials disclosed on May 14, 2025 concerning "Progress of the Seibu Group's Medium-Term Management Plan (FY2024–FY2026) and management taking into account capital costs and the stock price"

Seibu Group
Smiles ahead

01 Achieving Sustainable Growth Centered on the Real Estate Business

(1) To pursuit capital efficiency, transitioning from a business model based on ownership to one that grows through both capital recycling* and ownership.

(2) Implementing securitization without exceptions, starting with Tokyo Garden Terrace Kioicho, and optimizing the business portfolio through capital recycling.

1. Generation of unrealized gains through securitization (all properties owned by the Seibu Group are subject to this)
2. Reinvesting funds obtained through securitization to maximize real estate value (NAV growth)
   - Redevelopment in urban areas (Takanawa, Shinagawa, Shibakoen)
   - Redevelopment along the Seibu Railway Line(Seibu-Shinjuku and Takadanobaba)
   - Full-scale resort development (Karuizawa, Hakone, Furano, Nikko, etc.)
   - Acquiring new properties
3. Introducing Seibu ROIC as a measure of capital efficiency
4. Enhancing asset management functions to cycle capital recycling

* A business model that grows by continuously reinvesting funds from securitization and reinvestment

02 Capturing inbound demand, continuing raising price, and building a structure of 250 hotels in Japan and abroad to Price Raising in Hotel and Leisure business

03 Prioritizing growth investments that lead to an increase in corporate value while ensuring stable and continuous enhancement of shareholder returns

1. Dividend policy: Introduced a progressive dividend with a lower limit of DOE 2.0% to achieve increased dividends through profit growth, in addition to stable dividends.
2. Share buybacks: Implemented flexibly based on the balance sheet situation

04 Strengthening corporate governance as a foundation for implementing the Long-term Strategy and Medium-term Management Plan

Main Initiatives in FY2025

Seibu Holdings

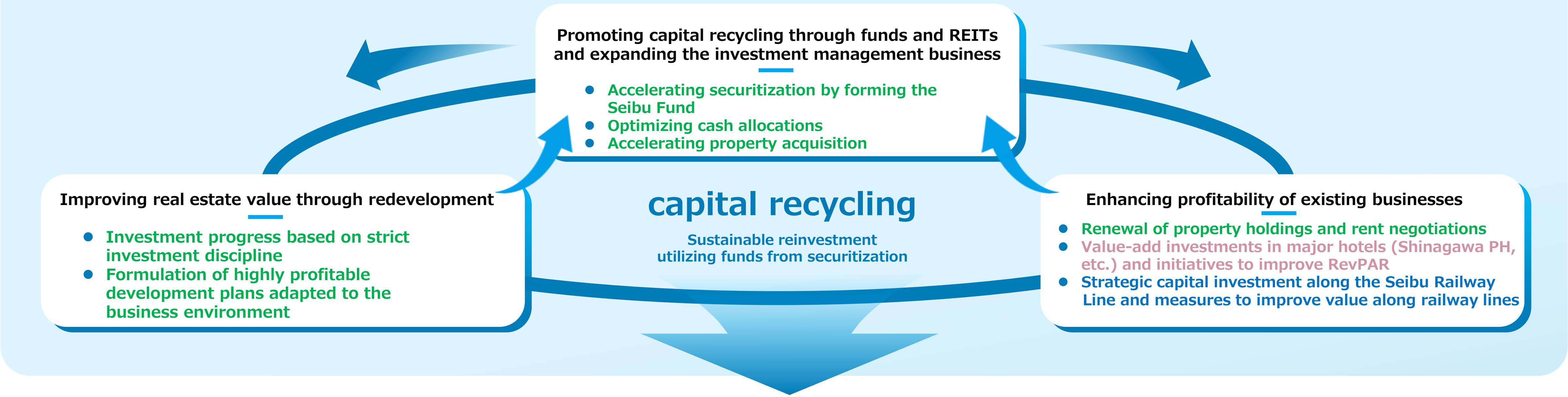
	Investment highlights	Main Initiatives in FY2025
01	**Achieving Sustainable Growth Centered on the Real Estate Business**	• In April 2025, we launched a four-company Real Estate structure comprising Seibu Real Estate Co., Ltd., Seibu Real Estate Investment Advisory Co., Ltd., Seibu Real Estate Property Management Co., Ltd., and Seibu Real Estate Building Management Co., Ltd. • Promoted capital recycling by implementing securitization of owned properties, continuous property acquisition (13 properties including residential), real estate equity investment (6 cases), and value-adding of acquired properties. • In the Takanawa area (B-1 area), the city plan was determined in December 2025. • By February 2026, SEIBU REAL ESTATE ASSET MANAGEMENT INC. acquired licenses for general real estate investment advisory business and investment management business. • The NAV growth rate per share in the Adjusted PBR (2) disclosed in May 2025 (PBR calculated by adding unrealized gains (after-tax) of the four areas of Takanawa, Shiba Park, Shinagawa, and Karuizawa to NAV) was +12.6% year-on-year. • With the aim of strengthening the Real Estate business, Seibu Real Estate started a tender offer for e-Grand Co., Ltd. (the first M&A project in the Real Estate business).
02	**Capturing inbound demand, continuing raising price, and building a structure of 250 hotels in Japan and abroad to improve profitability in Hotel and Leisure business**	• Although there was some decline in domestic hotel usage from certain Asian regions, the Group successfully captured inbound individual travelers and domestic guests, resulting in improved profitability in the domestic hotel business (RevPAR +10.6%, ADR +5.4% versus FY2024). • Toward the establishment of a 250-hotel structure in Japan and abroad, acquired the business of the U.S.-based lifestyle hotel brand "Ace Hotel" and achieved the opening of two properties: "Fukuoka Prince Hotel Momochi-hama" and " Prince Hotel Da Nang." • Commenced value-add investments aimed at improving profitability (Shinagawa Prince Hotel, Karuizawa Prince Hotel cottages, etc.).
03	**Prioritizing growth investments that lead to an increase in corporate value while ensuring stable and continuous enhancement of shareholder returns**	• Achieved a dividend increase through improved earnings along with stable dividends, based on a progressive dividend with a minimum limit of DOE 2.0%. • Under the policy on shareholder returns and considering the performance for the current period, the year-end dividend was increased by 2 yen, and the dividend for the fiscal year ending March 31, 2026, is 42 yen per share per year (progressive dividend also continues). • The 70 billion yen purchase of treasury shares was completed on December 12, 2025, and all shares acquired were retired on January 22, 2026 (total number of shares acquired and retired: 17,687,400 shares).
04	**Strengthening corporate governance as a foundation for implementing new long-term strategies and medium-term management plans**	• To improve the effectiveness of the Board of Directors and Executive Management Committee, the Group redefined their respective roles and promoted the advancement of management infrastructure through operational reviews and enhancements, anticipating revisions to the Corporate Governance Code. • In accordance with the Company's policy on cross-shareholdings, we verified the rationality of holding significance from qualitative and quantitative perspectives and sold four stocks (of which two were sold in their entirety).

Seibu Holdings

Environmental Awareness and Future Growth

- With the Real estate business as the core, and under a strategy to actively utilize sustainable capital recycling and the funds obtained for our Growth Strategy, we have been preparing to start construction on large-scale redevelopments in central Tokyo areas, including the Takanawa area. However, we are facing external constraints such as soaring construction costs due to labor shortages and a shortage of developers.
- In light of changes in the external environment and based on strict investment discipline, we will carefully scrutinize each development project, including the start date for the B-1 area of the Takanawa district. At the same time, we will accelerate future growth with a real estate strategy centered on capital recycling utilizing a private placement REIT (Seibu Fund) as the core.

Accelerating growth centered on capital recycling utilizing a private placement REIT (Seibu Fund)



Enhancing Profitability and Realizing NAV Growth

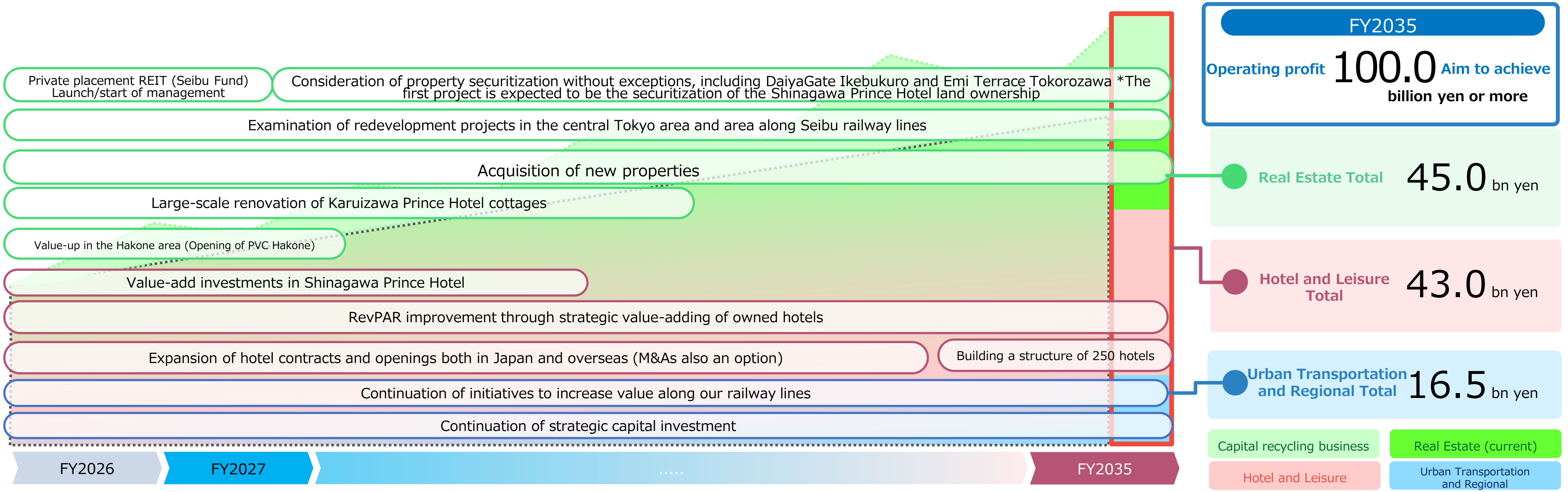
- Realize NAV growth through the expansion of unrealized gains on property holdings, centered on capital recycling.
- To commit to NAV growth, we will significantly expand the assets subject to Adjusted PBR starting from the FY2023 results. We will also appoint external advisors and establish a committee to consider capital allocation for the formulation of the next Medium-term Management Plan.

Seibu Holdings

Growth story in FY2026 and beyond

Image of growth story in FY2026 and beyond centered on capital recycling

Promoting capital recycling through funds and REITs and expanding the investment management business	In the Real Estate, we have been advancing asset securitization through initiatives such as the securitization of Tokyo Garden Terrace Kioicho and the use of a special purpose company (SPC) established in partnership with Morgan Stanley Capital K.K. and PRIME Asia. Going forward, we will further accelerate this securitization by utilizing funds and REITs established under the leadership of Seibu Real Estate Investment Advisors.
Improving real estate value through redevelopment	In the Real Estate, we have been preparing for the start of construction for large-scale redevelopment in the central Tokyo area, including the Takanawa area, and development along railway lines. Going forward, we will carefully examine each development project based on changes in the external environment and strict investment discipline, and promote projects based on highly profitable development plans suited to the business environment.
Enhancing profitability of existing businesses	In the Real Estate, we have allocated funds to the development and renewal of owned properties in central Tokyo, railway line, and resort areas; Hotel and Leisure, to value-add investments in major hotels (such as Shinagawa Prince Hotel) and initiatives to improve RevPAR; and furthermore, Urban Transportation and Regional, to the further pursuit of safety and security and capital investment for increasing value along our railway lines. We will continue to strategically implement investments that contribute to the growth of each business.



Seibu Holdings

Cash allocations from FY2024 to FY2035

Partially edited reproduction of materials disclosed on May 14, 2025 concerning "Progress of the Seibu Group's Medium-Term Management Plan (FY2024–FY2026) and management taking into account capital costs and the stock price"

- **Based on changes in the external environment and under strict investment discipline, we will carefully scrutinize each development project and update cash allocations in the next Medium-term Management Plan (scheduled for disclosure in FY2027).**

Toward the update in the next Medium-term Management Plan

Cash Inflow

Cash Outflow

- **Based on the shift to a real estate strategy centered on capital recycling utilizing private placement REITs (Seibu Fund), we will aim to increase financing through operating cash flow and securitization while responding to changes in the external environment. In addition, we will carefully scrutinize each development project in capital investment and improve the accuracy of fund allocation to maintain appropriate borrowing levels.**
- **Regarding capital investment, we will carefully scrutinize each development project based on changes in the external environment and strict investment discipline, and reflect highly profitable investment plans suited to the business environment.**
- **Regarding shareholder returns, we reflected the dividend increase for the fiscal year ending March 31, 2026 to 42 yen per share annually, taking into account recent performance. While also considering the balance with capital investment after scrutiny, we will proceed with considerations for future dividend amounts and the purchase of treasury shares.**

Cash Inflow	Cash Outflow
Borrowings	**Capital investment** Total Approx. 1.85 trillion yen
Operating CF Total amount: approx. 1.2 trillion yen	
Securitization	Shareholder Returns

Capital investment:

- Central Tokyo redevelopment (Takanawa, Shiba Park, Seibu Shinjuku, Takadanobaba) **approx. 600 billion yen**
- Resort development **approx. 70 billion yen**
- Acquisition/investment of new properties, and through early organizational strengthening and business expansion
M&As aimed at corporate value enhancement **approx. 240 billion yen**

Real Estate

- Hotel renovations and overseas hotel M&As **approx. 300 billion yen**
- Value-add investments in major hotels (Shinagawa Prince Hotel, etc.) to improve brand value and profitability **Approx. 50 billion yen**

Hotel and Leisure

- Investments in maintaining safety in urban transportation and regional, as well as in digitalization, etc. associated investment **approx. 450 billion yen**

Urban Transportation and Regional

- Investing in comfortable working environments (making 100% of Seibu Railway's workers accommodation private and renovating Prince Hotel dormitories), etc.

Shareholder Returns:

- **Purchase of treasury shares**
  - Implement flexibly based on the status of the balance sheet and future growth investments
  - To improve capital efficiency and reduce capital costs, **70 billion yen will be implemented from December 2024**
  (To be completed in December 2025, and all shares acquired will be retired in January 2026)
- **Total dividends of 130 billion yen or more (dividends of 42 yen or more per year)**
  - By introducing a progressive dividend with a DOE of 2.0% as the floor, we will achieve dividend increases through improved profits from future capital recycling, along with stable dividends.
  - Dividend for the fiscal year ending March 31, 2026, increased to 42 yen per share annually (progressive dividend also continued)

Securitization:

- If the proceeds from securitization exceed the Use of Funds (FY2025), flexibly carry out repayment and purchase of treasury shares, etc.

Seibu Holdings

FY2026 earnings forecasts assumptions

- **Reflecting the following events, consolidated operating profit is planned at 53 billion yen.**
  (This is an upward revision of 4 billion yen from the 49 billion yen in the previous forecast (disclosed in the August 1, 2025, document "Revision of FY2026 Forecast Figures in the Seibu Group's Medium-term Management Plan (FY2024-FY2026)").)

Real Estate

Revenue is expected to increase from the previous forecast due to the securitization of owned properties and increases in rent from acquired and existing properties.

Hotel and Leisure

Revenue is expected to increase from the previous forecast due to RevPAR growth in domestic hotel operations, in addition to the recording of revenue from the review of the closing dates for Grand Prince Hotel Shin Takanawa, Hiten, and the restaurant building in the Takanawa area.
<Assumptions for RevPAR growth rate [domestic hotels (Ownership / Lease)]> Change from previous forecast: +5.1%, vs. FY2025: approx. +6.2%
Although Grand Prince Hotel Shin Takanawa, Hiten(Banquet), and the restaurant building will continue operations after April 2027, the closing dates will be scrutinized in conjunction with the development schedule.

Urban Transportation and Regional

Revenue is expected to increase from the previous forecast due to an increase in transportation sales at Seibu Railway.
<Assumptions for transportation sales> Change from previous forecast: +2.4%, vs. FY2025: +8.7%

All businesses

We expect depreciation to increase as a result of the steady execution of capital investment.
Personnel expenses are expected to rise as a result of wage increases of approx. 5-7% (periodic increase/increase in basic wage) at the four main companies.

***The impact of the intensifying situation in the Middle East is not included in the current forecast figures. We will continue to monitor this as a risk factor. (Details on p. 16)**

Seibu Holdings

Investment highlights (Quantitative targets, Medium-term management Plan)

- **Quantitative targets for FY2035**

PL	Operating profit Over **100** billion yen	Management Indicators	ROE Over **10** %

- **Projected Figures for FY2024-FY2026**

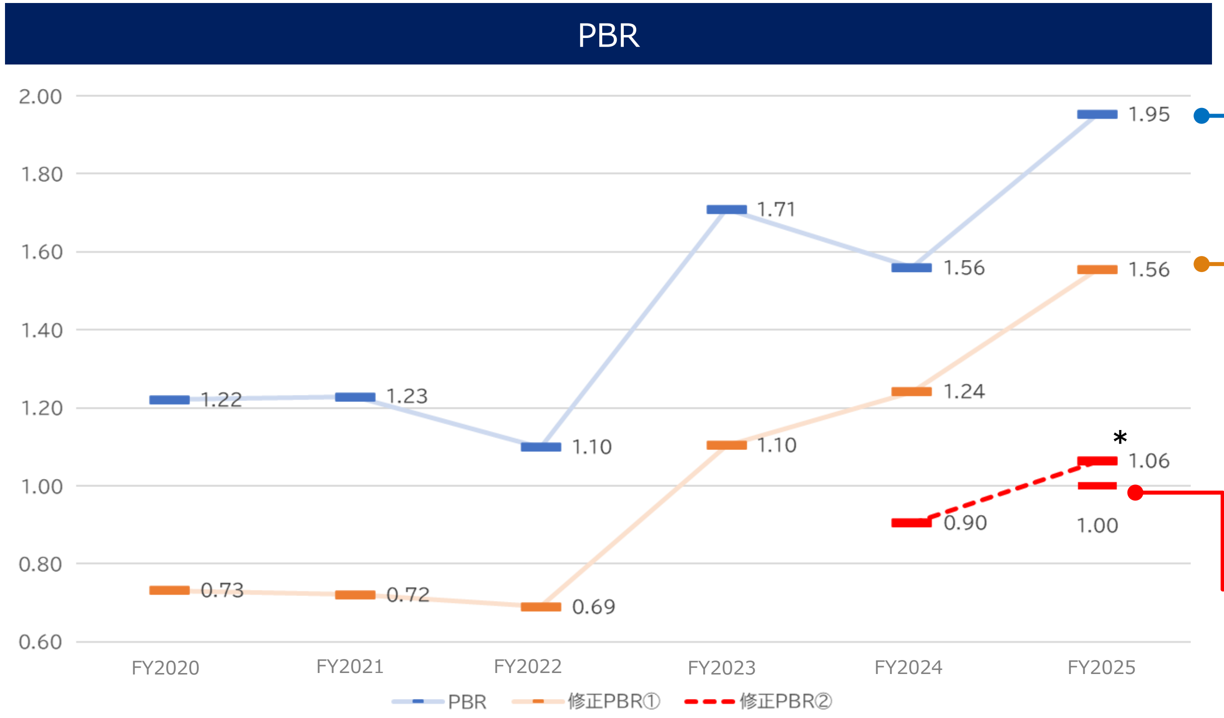
billions of yen

		FY2023 Results	FY2024 Results	FY2025 Results	FY2026 Budget
PL	Operating profit	47.7	**292.7**	**45.5**	**53.0**
	EBITDA	101.8	**347.1**	**102.8**	**118.0**
	Profit attributable to owners of parent	26.9	**258.1**	**38.8**	**27.0**
BS	Total assets	1,635.0	**1,834.1**	**1,730.6**	**1,818.0**
	Total liabilities	1,202.8	**1,266.9**	**1,156.1**	**1,227.0**
	Total net assets	432.1	**567.1**	**574.5**	**591.0**
	Equity	426.7	**561.5**	**568.7**	**585.0**
	Net interest-bearing debt	730.6	**384.2**	**589.3**	**663.0**
Management Indicators	Seibu ROIC (%)	2.5	**16.1**	**2.5**	**2.8**
	ROE (%)	6.8	**52.2**	**6.9**	**4.7**
	ROA (%)	1.7	**14.9**	**2.2**	**1.5**

Seibu Holdings

Review of key indicators (Trends in PBR and Adjusted PBR)

- **To commit to NAV growth, we will expand the target assets for Adjusted PBR from the FY2025 results, and in principle, disclose Adjusted PBR for all hotel assets (including some leisure assets) in the next Medium-term Management Plan (scheduled for disclosure in FY2027).**
- **By actively utilizing funds obtained through capital recycling for growth strategies such as value-add investments, redevelopment, and resort development, we aim to achieve further improvements in profitability and NAV growth, thereby creating sustainable corporate value.**



PBR = $\dfrac{\textbf{Market capitalization}}{\textbf{Equity}}$

Adjusted PBR (1) = $\dfrac{\textbf{Market capitalization}}{\textbf{NAV}}$

NAV [Equity + unrealized gains from real estate for lease, etc. (after tax)]

(Note 1) Adjusted PBR (1) has been calculated by adding to the net assets per share used for calculating PBR the unrealized gains from real estate for lease, etc. (after tax) as of the end of each fiscal year that are added to equity at the end of each fiscal year.

Adjusted PBR (2) = $\dfrac{\textbf{Market capitalization}}{\textbf{NAV}}$

NAV [Equity + unrealized gains from real estate for lease, etc. (after tax) + unrealized gains on certain assets in the Hotel and Leisure (after tax)]

(Note 2) Adjusted PBR (2) has been calculated by adding to the net assets per share used for calculating PBR the equity at the end of each fiscal year,
plus unrealized gains from real estate for lease, etc. (after tax) and unrealized gains on certain assets in the Hotel and Leisure (after tax) as of the end of each fiscal year.
･Some assets in the Hotel and Leisure for FY2024 are the Takanawa area, Shibakoen area (Tokyo Prince Hotel), Shinagawa area, and Karuizawa area.

The above unrealized gains are based on the real estate appraisal determined from the current status as of the end of FY2024.

･Some assets in the Hotel and Leisure business for FY2025 are described on the following page.

***Based on the calculation criteria for Adjusted PBR (2) for FY2024 (PBR calculated by adding unrealized gains for the four areas of Takanawa, Shiba Park, Shinagawa, and Karuizawa to NAV)**
FY2025 Adjusted PBR (2) was 1.06. [NAV per share: 4,110 yen, YoY: +12.6%]

Supplement : Assets included in Adjusted PBR (2)

Seibu Holdings

- **Adjusted PBR (2) for FY2025 expands the scope to include the following assets in the hotel and leisure.**
  (Note that the current scope of assets accounts for approximately 70% of the book value of all assets in the Group's hotel and leisure.)

Target assets	
Assets included in "Adjusted PBR (2)" for FY2024 and Assets included in "Adjusted PBR (2)" for FY2025	**Shinagawa Prince Hotel*** The Prince Sakura Tower Tokyo Grand Prince Hotel Takanawa Grand Prince Hotel Shin Takanawa Tokyo Prince Hotel The Prince Karuizawa The Prince Villa Karuizawa **Karuizawa Prince Hotel East*** **Karuizawa Prince Hotel West***
Assets included in "Adjusted PBR (2)" for FY2025 (Expanded target assets)	Oiso Prince Hotel Oiso Golf Course Oiso Long Beach Kamakura Prince Hotel The Prince Hakone Ashinoko Ryuguden Hakone-en Golf Course Hakone En Hakone Sengokuhara Prince Hotel Dai-Hakone Country Club Hakone Yunohana Prince Hotel Hakone Yunohana Golf Course Kawana Hotel Kawana Hotel Golf Course

Target assets2	
Assets included in "Adjusted PBR (2)" for FY2025 (Expanded target assets)	Karuizawa Prince Hotel Golf Course Seizan Golf course Karuizawa Prince Hotel Ski Resort Karuizawa Asama Prince Hotel PRINCE VACATION CLUB Karuizawa Asama PRINCE VACATION CLUB Villa Karuizawa Asama Karuizawa Asama Golf Course Karuizawa 72 Golf Magose Golf Course Furano Prince Hotel Shin Furano Prince Hotel Furano Ski Resort Lake Biwa Otsu Prince Hotel Kuni Country Club Seta Golf Course Seibuen Amusement Park Shiga Kogen Prince Hotel Shiga Kogen Yakebitaiyama Ski Resort Shinjuku Prince Hotel Kawagoe Prince Hotel

(Note) The unrealized gains on the above assets included in the "Adjusted PBR (2)" for each fiscal year are calculated based on real estate appraisals reflecting the current market conditions as of the end of each fiscal year.

*For Shinagawa Prince Hotel, Karuizawa Prince Hotel East, and Karuizawa Prince Hotel West, the value used is the future value after value-add investments minus the investment amount, discounted to the present value.

02. Growth story in FY2026 and beyond

Aims of the Seibu Group’s Long-term Strategy to 2035

Seibu Holdings

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- **In “Seibu Group’s Long-term Strategy to 2035,” we aim to achieve the outcome “Resilience & Sustainability - Creating irreplaceable space and time along with safety and security” and improve total stakeholder satisfaction.**
- **While continuing to implement sustainable capital recycling following the securitization of Tokyo Garden Terrace Kioicho, which serves as the greatest driving force, we will generate returns that exceed our capital costs and take on the next “challenge” to open up a new future.**

Resilience & Sustainability

– Creating invaluable settings and time in conjunction with safety and reliability –

Urban Transportation and Regional

Play a proactive role in raising the value along railway lines while continuing to provide safe and comfortable transportation to achieve railway corridors people want to live in and want to visit.

Sports operations

Real Estate

Through "town development," evolving into a comprehensive real estate company by adding value to real estate from various angles, and creating business opportunities in Urban Transportation and Regional business, Hotel and Leisure business.

Hotel and Leisure

Contribute to the realization of a tourism superpower with a sense of speed, mainly through management contracts (MC), while improving hospitality to compete globally and provide extraordinary experiences.

Sports operations

New Business

Search for new fields of business

Other

Provide services closely aligned with local communities

Improve total stakeholder satisfaction (shareholders, creditors, employees, customers, local communities, etc.)

Positioning of the current Medium-Term Management Plan

Seibu Holdings

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- **Positioning FY2026 as the final year of the "seed-sowing" phase, we will ensure that we finish planting seeds that will contribute to the growth of the Seibu Group, with a view to transitioning to the development phase.**

Seibu Group Long-term Strategy 2035

In the Seibu Group's long-term strategy, the current Medium-Term Management Plan is positioned as a "seed-sowing" phase

I Seed-sowing

- Start of capital recycling business (Securitization of Kioicho and acquisition of new properties)
- Continued resort development
- Launch of full-scale roll-out to 250 hotels
- Enhanced capital investment for sustainable development of the railway business
- Continued value creation along railway lines

New Medium-Term Management Plan FY2024-FY2026

II Development

- Continuation of capital recycling business(Securitization of developed properties, acquisition and securitization of new properties)
- Redevelopment construction at full pace(Steady progress along the construction schedule)
- Partial completion of resorts and continued development
- Continued development of 250 hotels
- Continued value creation along railway lines

FY2027-FY2029

III Fruition

- Continuation of capital recycling business(Securitization of developed properties, acquisition and securitization of new properties)
- Profit contribution from redevelopment projects
- Partial completion of resorts and continued development
- 250 hotels achieved
- Continued value creation along railway lines

FY2030~

Seibu Holdings

Addressing Heightened Tensions in the Middle East

- **The following impacts of the heightened tensions in the Middle East on the Seibu Group have not manifested at this point in time, however as the outlook remains uncertain, continued close monitoring of the following factors is necessary.**
  (1) Cost increase due to rise in crude oil prices; (2) Decrease in inbound and domestic demand
  (3) Declines in the stock price and deterioration in corporate earnings; (4) Impact on financial markets

To ensure stable cash flow, we will anticipate the risks that could arise and respond flexibly.

Megatrends

Heightened tensions in the Middle East
Impact of closure of the Strait of Hormuz, etc.

Rise in crude oil prices
Increase in fuel and other costs

Decrease in travel demand
Decrease in inbound and domestic demand

Deterioration in corporate earnings in Japan
Impact of economic slowdown

Examples of how the Seibu Group could be affected

Business operations and capital investment Cost increase
Soaring prices of various materials, etc.

Decrease in accommodation revenue
Impact on domestic and overseas hotel operations

Office rent Decrease in railway use
Revenue decrease owing to reduced corporate activities

Deterioration in CF
Increase in cash outflow / decrease in cash inflow

Seibu Group's measures

Efficient business operations Careful selection of various construction projects
Efficient operations leading to cost reduction

Optimization of diverse energy procurement methods

Steady implementation of safety maintenance and upgrades

Reconsideration of timing for non-urgent capital investments and repairs
(Decrease in cash outflow)

Creation of tourism business revenue
Stimulate diverse inbound demand
Flexible Revenue Management
(Increase in cash inflow)

02. Growth story in FY2026 and beyond

Real Estate

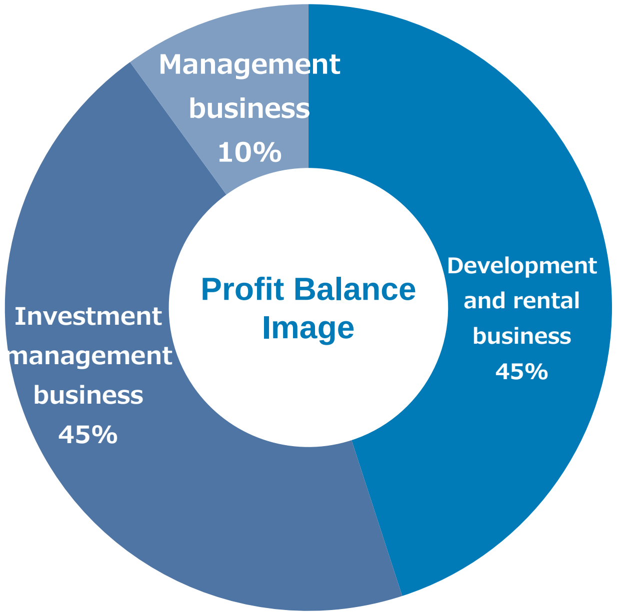
Seibu Holdings

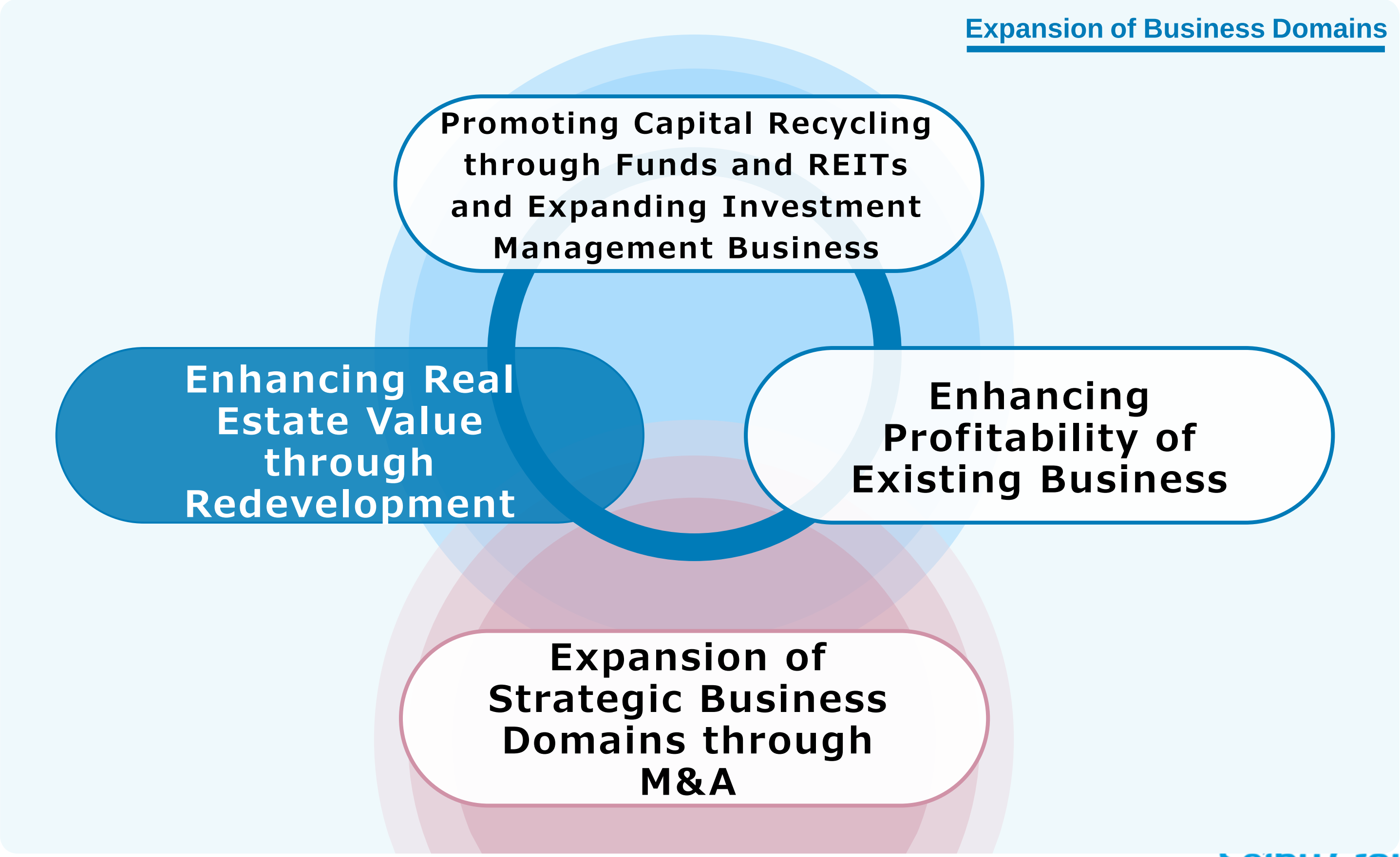
Real Estate Growth Story

- **Redevelopment plans need to be carefully scrutinized, and the growth scenario needs to be reviewed.**
- **By achieving steady growth in existing business, promoting capital recycling, and expanding business domains through M&As, we will realize a discontinuous growth story and aim for operating profit of 45 billion yen in the Real Estate in FY2035.**

FY2035 Target Level

Operating profit 45.0 billion yen





Seibu Group Smiles ahead

Real Estate
(Promotion of Capital Recycling and Circulation Model)

Seibu Holdings

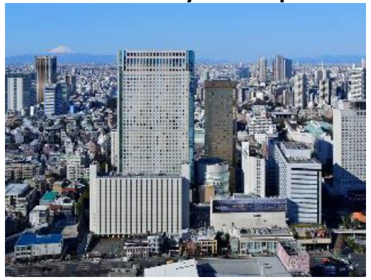
Securitization

- Securitization of Tokyo Garden Terrace Kioicho was implemented in FY2024.
- Aim to increase Asset under management of the joint SPC with MSC* and PRIME Asia to 100 billion yen by FY2027.
  *MSC: Morgan Stanley Capital K.K.
- Going forward, we plan to conduct securitization by utilizing funds and REITs formed under the leadership of SEIBU REAL ESTATE ASSET MANAGEMENT INC.

Tokyo Garden Terrace Kioicho

Candidates for securitization

Based on ROIC and further growth potential, we will consider properties without exceptions, including DaiyaGate Ikebukuro, Emi Terrace Tokorozawa, and other newly developed or acquired properties.



- Shinagawa Prince Hotel (Partial assets)

Reinvestment

Acquisition

- In FY2025, we acquired 13 properties, including residential properties, and made 6 equity investments.
- For acquired properties, we implement value-adding aimed at enhancing real estate value.

▶ The average unit rent for the 5 properties newly acquired in FY2024 increased by approximately 9% compared to the time of acquisition.

Acquired properties

classy BASE Higashi-Nagasaki (Rental residential for students)

Lexeed Mejiro (Rental residential)

Value-adding example (Yushima Ota Building)

Entrance

Shared lounge

© Takuya Watanabe Photography Office

Aevelopment

Central Tokyo area
In the Takanawa area (B-1 area), the city planning decision is scheduled for December 2025.
Railway line corridor areas
Commenced development of Rental Housing near Toshimaen Station.
Resort areas
Planned renewal of existing cottages at Karuizawa Prince Hotel and opening of PVC* Hakone

Takanawa area (B-1 area)

*PVC: Prince Vacation Club (Membership resort hotels)

M&A

To realize our long-term strategy, we are actively considering all methods, including M&A, as options for non-linear growth.
First project: Tender offer for e-grand Co., Ltd. by Seibu Real Estate
(Announced on March 31, 2026)

Seibu Holdings

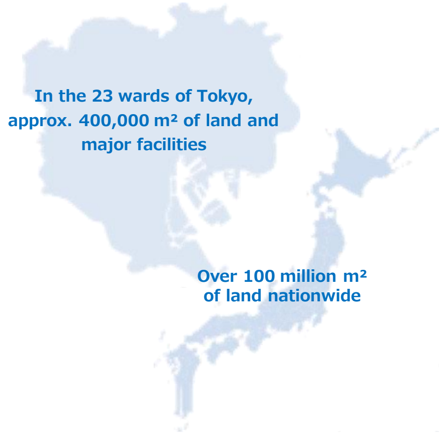
Real Estate
(Formation of Private Placement REIT (Tentative Name: Seibu REIT))

Establish a diversified private placement REIT (tentative name: Seibu REIT) to accelerate the Seibu Group's capital recycling.

Formation of a diversified private placement REIT "during FY2027"

- **Build a portfolio that incorporates diverse asset types and the stability and growth potential of Group businesses**
- **Achieve balanced and steady growth through sponsor support backed by an abundant pipeline and active external property acquisitions based on market conditions growth realized**

Abundant Group assets centered on central Tokyo and resort areas

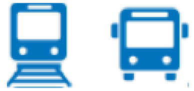


×

Management expertise in diverse asset types centered on hotels

×

Strong customer and financial base centered on Seibu Railway lines



Railway | Hotel | Sports | Leisure

× **AM expertise** × **Brand power**

*1 SEIBU REAL ESTATE ASSET MANAGEMENT INC. has acquired licenses for comprehensive real estate investment advisory and investment management businesses by February 2026, and is continuing preparations to obtain the necessary permits and approvals for the formation of the private placement REIT.
*2 This document is not intended for the purpose of soliciting investment.

Real Estate
(Regarding the securitization of some assets of Shinagawa Prince Hotel)

Seibu Holdings

- **Intend to early recover funds used for the Shinagawa Prince Hotel value-up investment and allocate funds obtained through securitization to growth investments in existing businesses.**

External Environment

Changes in the external environment: "Rising construction costs and manifestation of risks of construction delays"

- External constraints such as rising construction costs due to labor shortages and a shortage of developers
- Risks due to rapid changes in the external environment (soaring construction costs and external constraints) are manifesting, and the period until redevelopment is becoming longer
- The period until redevelopment in Shinagawa is expected to be long, and this project aims to realize unrealized gains and cash

Policy for partial securitization of Shinagawa Prince Hotel

Target site	Timing of implementation
Part of land ownership	During FY2027

Assumed to be included in a private placement REIT scheduled to be formed during FY2027

Seibu Group
Smiles ahead

Seibu Holdings

Real Estate
(Progress Schedule for Long-Term Strategy and Medium-Term Management Plan)

Current Medium-Term Management Plan Period: FY2024 | FY2025 | FY2026

Next Medium-Term Management Plan Period: FY2027 onwards

Central Tokyo / Railway Line Corridor Areas

Takanawa area

- B-1 District (Area where Grand Prince Hotel Shin Takanawa is located)
  - Urban planning decision (December 2025)
  - Construction expected to start during the next Medium-Term Management Plan period
- B-2 District and beyond
  - Continue discussions with relevant organizations toward urban planning procedures

Shinagawa area

- Implementation of Shinagawa Prince Hotel value-up investment (Renovations to be implemented in stages from FY2026, scheduled for completion in FY2028)

Shibakoen area (currently Tokyo Prince Hotel)

- Continue discussions toward redevelopment based on an urban development concept centered around Shiba Park

Takadanobaba

- Aim to embark on full-scale redevelopment (start of urban planning procedures) during the next Medium-Term Management Plan period
- Scheduled to embark on full-scale redevelopment
- *For Seibu Shinjuku, priority will be given to renovation, and consideration of the timing for rebuilding will continue

Other Railway Line Corridor Areas

- SEIBU HONKAWAGOE PePe to close (January 13, 2026) ...Considering development plans to improve railway line value and real estate value
- Seibu Railway Line corridor redevelopment <Reconstruction of PePe, land use after projects for continuous grade separation along the Shinjuku line>
- Rental Housing near Toshimaen Station (scheduled for completion around spring 2027)
- Shin-Yokohama Prince PePe to close (scheduled for March 2027) ...Promoting integrated urban development that contributes to value enhancement and revitalization in collaboration with Macnica

resorts Area

Karuizawa area

- Conclusion of a master agreement with Nomura Real Estate Development Co., Ltd. for the joint development of the Karuizawa Sengataki District (April 2024)
- Seizan Golf Course renewal opening (Phase 1) (July 2024)
- Large-scale renovation of Karuizawa Prince Hotel cottages planned (East: scheduled to open around summer 2027; West: scheduled to open sequentially from spring 2028)

Furano area

- Examining the overall positioning of the Furano area

Hakone area

- Hakone Komagatake Ashinosora Renewal opening (April 2025)

- PVC Hakone scheduled to open* (Targeting opening from FY2027 onwards)
  *PVC: Prince Vacation Club (Membership resort hotels)

Nikko area

- Development of the former Nikko Prince Hotel

Other Area

- [Hawaii] Mauna Kea Beach Hotel renovation (Renewal completion in April 2026)

Fund / REIT-related

- Establishment of SEIBU REAL ESTATE ASSET MANAGEMENT INC. (October 2024)
- Completion of acquisition of comprehensive real estate investment advisory and investment management licenses (~February 2026)
- Private placement REIT "(Tentative name) Seibu REIT" (scheduled for establishment in FY2027)
  Securitization of some assets of Shinagawa Prince Hotel

Property acquisition M&As

- Acquired 5 properties including offices and residences, implemented 1 equity investment (FY2024)
- JV participation in for-sale condominium development in Tokyo
  Acquired 13 properties including residences
  Implemented 6 equity investments (FY2025)
- Acquisition of new properties based on investment discipline / Implementation of value-adding for acquired properties

NAV growth

Improvement of capital efficiency

Seibu Holdings

Real Estate (Strategic use of M&As)

- **Aiming for further growth through the use of M&As and alliances, with a focus on strengthening each business area as a comprehensive real estate company.**

Value chain in the Real Estate

Business Model		Acquisition (Land and property acquisition)	Planning and development ※ Construction is outsourced	Operation and management (AM, PM, BM)	Securitization
Investment	Office	Acquisition of whole buildings and equity investments are progressing steadily, including value-add after acquisition	Acquisition of whole buildings and equity investments are progressing steadily, including value-add after acquisition	Aim to acquire fee income from contracts outside the Group and strengthen expertise	Acquired properties will be considered and implemented for securitization in about 5 years
Investment	Residential	Full-scale entry into the pre-owned residential market for individuals (detached houses and condominiums)	Full-scale entry into the pre-owned residential market for individuals (detached houses and condominiums)	Full-scale entry into the pre-owned residential market for individuals (detached houses and condominiums)	Full-scale entry into the pre-owned residential market for individuals (detached houses and condominiums)
Investment	Hotel	No acquisition results *Excluding equity investments	No acquisition results *Excluding equity investments	No acquisition results *Excluding equity investments	No acquisition results *Excluding equity investments
Investment	Logistics and Data Centers, etc.	No acquisition results *Excluding equity investments	No acquisition results *Excluding equity investments	No acquisition results *Excluding equity investments	No acquisition results *Excluding equity investments
Development and leasing	Central Tokyo development	Promote development plans aimed at maximizing real estate value	Promote development plans aimed at maximizing real estate value	Aim to acquire fee income from contracts outside the Group and strengthen expertise	Consider targets without exceptions and implement securitization
Development and leasing	Resort development ※ Including hotel condominiums	Promote development plans aimed at maximizing real estate value	Promote development plans aimed at maximizing real estate value	Aim to acquire fee income from contracts outside the Group and strengthen expertise	Consider targets without exceptions and implement securitization
Development and leasing	Development along railway lines	No residential lot sales results in the last 5 years *Excluding land sales	No residential lot sales results in the last 5 years *Excluding land sales	No residential lot sales results in the last 5 years *Excluding land sales	No residential lot sales results in the last 5 years *Excluding land sales
Off-balance sheet	Funds, REITs, etc.	Establishment of a private placement REIT during FY2027	Establishment of a private placement REIT during FY2027		Establishment of a private placement REIT during FY2027

Existing business areas (sustainable growth)

M&A priority areas (non-continuous growth)

Overview of the tender offer for e-grand Co., Ltd. by Seibu Real Estate

- **Positioning for the Company**
  By utilizing mutual management resources of e-grand Co., Ltd. and the Seibu Group and building a model that handles everything from acquisition to sale of pre-owned housing in an integrated manner, we will directly link this to the accumulation of know-how in residential assets and the improvement of ROE and ROIC.
- **Price of tender offer, etc.**
  4,858 yen per share of common stock (Total purchase price: approx. 30 billion yen)
- **Period of tender offer, etc. (At the time of filing the tender offer statement)**
  From April 1, 2026 to May 18, 2026
- **In addition, we have received an expression of opinion in support of this tender offer from e-grand Co., Ltd.**

By combining Seibu Group strengths of **"abundant assets"** and **"customer base"** with **drivers such as "mobility" and "expertise,"** we will achieve non-continuous growth

Seibu Group
Smiles ahead

02. Growth story in FY2026 and beyond

Hotel and Leisure

Seibu Holdings

Hotel and Leisure (Vision for FY2035)

Reproduction of materials disclosed on May 14, 2025 concerning "Seibu Group's Long-term Strategy to 2035 and FY2024-FY2026 Seibu Group's Medium-term Management Plan"

Vision for FY2035

Global network of hotels that originated in Japan

CS
Customer Satisfaction

OS
Owner Satisfaction

Improve performance at each business site
(hotels, golf, skiing)

SEIBU PRINCE HOTELS & RESORTS

Expand network to build the industry's No. 1 quality hotel chain with 250 hotels

ES
Employee Satisfaction

RM
Risk Management

Establish competitive advantage

[POP/Global Standardization] ～*Point of Parity*～

- Loyalty Program Integration –Seibu Prince Global Rewards-
- Adoption of a Central Reservation System (CRS)
- More Advanced Revenue Management (AI)
- Optimization of stores for enhancing brand value in the restaurant sector
- Develop Global Human Capital
- Revenue management based on the Uniform System of Accounts (U.S. hotel accounting standards)
- Improve profitability through strategic value enhancement

【POD/Differentiation】 ～*Point of Difference*～

- Provide personalized, high quality hospitality to loyal customers through DX-driven operations
- Originating in Japan, Prince Hotels creates memorable trips that draw on the charms and experiences of their respective areas
- Full-service hotel operator with expertise in resort (hotels, ski, golf) and MICE operations
- Talent strength/Seibu Group's hiring power

Aiming to establish a "global hotel chain with its origins in Japan," the Company has invited Hirohide Abe to serve as executive advisor

Hotel and Leisure (Improving Performance)

Seibu Holdings

Cultivating loyal customers ~Toward a 50% Direct Sales Ratio Target for FY2035 (Current: 30%)~

Promote Global Standardization (POP) and Differentiation (POD), and aim to further expand the number of members and cultivate loyal customers by realizing high-quality operations using customer data.

~FY2025

FY2026~

POP

Global Infrastructure Development ~Loyalty Program Integration, etc.~

- ✓ Membership program
 Establishment of "Seibu Prince Global Rewards"
- ✓ "Seibu Prince Global Rewards" App release
- ✓ Global marketing brand
 Establishment of "Seibu Prince Hotels & Resorts"
- ✓ Construction of Global Group's website
- ✓ Integration of domestic and international accommodation booking systems (Introduction of CRS)

SEIBU PRINCE HOTELS & RESORTS

SEIBU PRINCE GLOBAL REWARDS

POD

Operations using DX ~Development and utilization of CRM systems specialized for Hotel & Leisure~

Utilize CRM specialized for Hotel & Leisure to achieve advanced analysis.

Analyze and utilize aggregated customer data to enhance hospitality (operations)

↓

Cultivating customer loyalty among status members by improving "face-to-face hospitality"

Realizing the "joy of a memorable trip" by providing memorable hotel experiences on anniversaries and other occasions

POP

Global Infrastructure Development ~Introduction of global core systems and AI revenue management systems~

Introduce global core systems and AI-powered revenue management systems sequentially and utilize them to achieve efficient operations.

POD

Creating Attraction and Experience Value ~Producing "Memorable Trips"~

Creating and communicating the "essential experience value" unique to each region at every business site

⇒ Providing the "joy of a memorable trip"

Seibu Holdings

Hotel and Leisure (Network Expansion)

~FY2025

【Plan】
Medium-term Management Plan
3-year (FY24-26)
Contracts / Openings: 20 properties

【Progress】
FY2024-25
Contracts / Openings: 17 properties

Domestic: 4 properties
・Prince Smart Inn Nagoya Sakae
・Fukuoka Prince Hotel Momochi-hama, etc.
Overseas: 3 properties
・Prince Hotel Da Nang (Vietnam)
etc.

＋

M&A
10 properties
(Acquisition of Ace Hotel business)

FY2026~

【FY2035】Establishment of 250-hotel structure (As of the end of March 2026: 96 hotels operating in Japan and overseas)

FY2026 Initiatives

New

Acquire projects through diversified schemes
→ Examine key money contributions, lease schemes, and investments in special purpose companies

Ongoing

Further project acquisition by enhancing our presence overseas
→ Collaborate with Ace Hotel, which joined the Group, and exhibit at overseas conferences (IHIF, HICAP, etc.)

Key points for accelerating hotel openings from FY2026 onward

Domestic: 100 hotels

Small Luxury

In addition to previous developments, propose high-value-added small hotels to improve business viability in resorts and regional cities

Partnerships

Collaborate with owners/investors capable of cooperating on multiple projects

Renovation & Rebranding Projects Collaboration with Real Estate Business

Maximize opening opportunities by utilizing Group know-how and resources

Overseas: 150 hotels

Establishment of global development structure

Acquisition of Luxury/Upper Upscale projects

Investments such as JVs and key money M&A

Hotel and Leisure (Initiatives to Improve Profitability)

Improve profitability through strategic value enhancement investments

Conduct strategic capital investment centered on major hotels to create further experience value for customers

Up to FY2025 (Main investments)

The Prince Karuizawa
The Prince Park Tower Tokyo
Grand Prince Hotel Takanawa
Sapporo Prince Hotel
Shinjuku Prince Hotel
Shinagawa Prince Hotel

FY2026 onward (Scheduled)

[Value-add investments]
April 2026 Mauna Kea Beach Hotel (Hawaii)
FY2026 (Scheduled) Shin Furano Prince Hotel
FY2027 (Scheduled) Karuizawa Prince Hotel East area villas
FY2028 (Scheduled) Karuizawa Prince Hotel West area villas
FY2028 (Scheduled) Shinagawa Prince Hotel annex tower
FY2029 (Scheduled) Shinagawa Prince Hotel main tower

[Scheduled openings]
- Ace Hotel Fukuoka (Fukuoka)
- Hotel development project in Bangkok, Thailand (Hotel name TBD)
- Park Proxi El Hayat Sharm (Egypt)
- The Prince Akatoki Riverside Bangkok (Thailand)
- Park Regis by Prince Menteng (Indonesia)

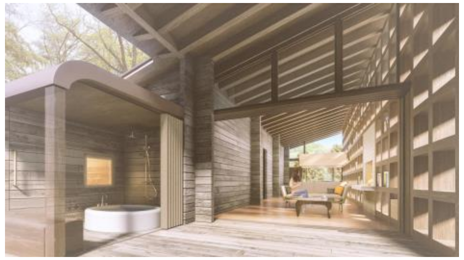
[The Prince Karuizawa Effects of guest room renovations]
Implementation period: November 2024 to June 2025

FY2025 Second Half Results (vs. FY2023 Second Half)	
RevPAR growth	46.9%

[Shinjuku Prince Hotel Effects of guest room renovations]
Implementation period: October 2023 to March 2025

FY2025 First Half Results (vs. FY2023 First Half)	
RevPAR growth	37.9%


Mauna Kea Beach Hotel

Karuizawa Prince Hotel cottage renovation

Renovation of Mauna Kea Beach Hotel

In addition to the renewal of guest rooms, the pool area, and restaurants, we have completed extensive renovations, including the construction of new wellness facilities such as a spa and fitness center, as of April 2026. While inheriting the vision of harmony with Hawaii's natural beauty, cultural heritage, and environmental conservation, we aim to further enhance our brand value as a top-tier luxury resort that blends tradition and innovation to meet the diverse needs of our guests. We are targeting an average daily rate (ADR) of 1,000 dollars or more.

02. Growth story in FY2026 and beyond

Urban Transportation and Regional

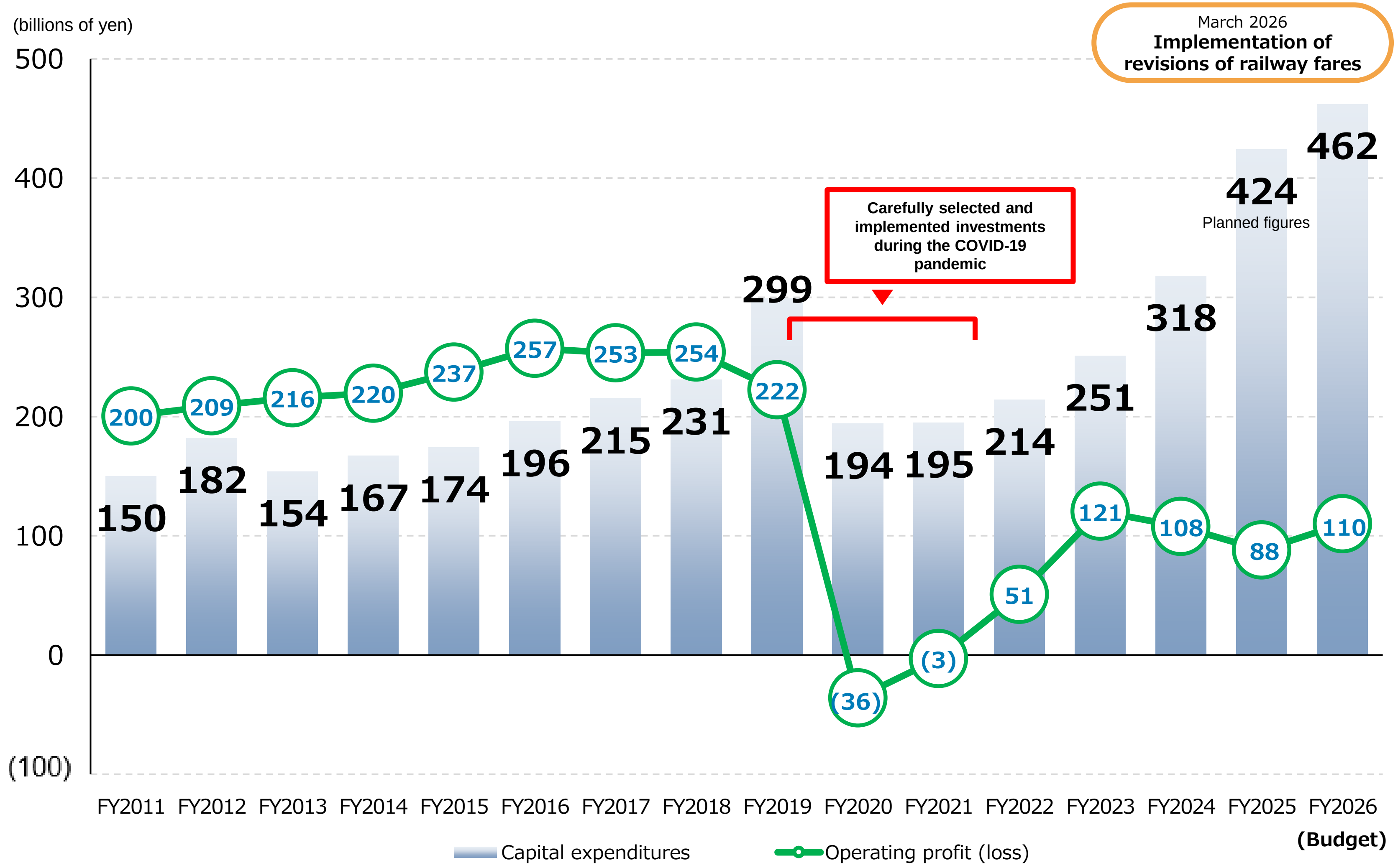
Seibu Group
Smiles ahead

Seibu Holdings

Urban Transportation and Regional

(Toward sustainable railway business operations and increasing value along our railway lines)

Trends in Seibu Railway (railway business)*1: Operating profit (loss) and capital expenditures*2



Capital investment scale is expanding to respond to diversifying and complex social demands and changes in the business environment

- Promotion of various measures to provide safe, reliable and comfortable services to customers
- Efforts to fulfill social responsibility as a public transportation provider (further development of barrier-free facilities such as platform doors, continuous grade separation projects, efforts to achieve carbon neutrality, etc.)
- Current continuous rise in prices

Revised railway fares in March 2026

Continue to strategically implement capital investment for the pursuit of safety and security railway services, increasing value along our railway lines, and efficient business operations

*1 Seibu Railway financial statements, railway business operating profit
*2 Figures submitted to the Ministry of Land, Infrastructure, Transport and Tourism

Seibu Group
Smiles ahead

Urban Transportation and Regional
(For sustainable railway business operations)

Seibu Holdings

Revised railway fares in March 2026

Continue the following initiatives through strategic capital investment

[Key Themes]

Increasing value along our railway lines

Promote initiatives to create railway lines where people want to live and visit
(Main initiatives are listed on the next page)

Digitalization

Reduce costs through efficient business operations, address personnel shortages, and improve services
✓ Technical collaboration with JR East on one-man operation using AI image analysis of vehicle side cameras
✓ Contactless payment boarding (expanding to all stations by the end of March 2027) ✓ Communications-based train control (CBTC) system, etc.

Improving job satisfaction

Secure human capital for the future despite a declining population through initiatives to improve job satisfaction
✓ Rebuilding and renovation of worksite facilities
✓ Improvement of treatment (wage increases, etc.), etc.


Improvement of crew rest facilities

[Cornerstone of our business] Safety and security Continuous service provision

Further pursuit of safety and reliable and comfortable services in railway
✓ Installation of platform doors and fixed fences at all stations
(excluding stations between Higashi-Hanno and Seibu-Chichibu)
✓ Safety measures at railway crossings ✓ Disaster countermeasures
✓ Crime-prevention measures in trains ✓ Strengthening employee education


Installation of platform doors


Renewal of training center (Mutual Learning Classrooms)

Achieve perpetual operation and sustainable development of the railway business

Urban Transportation and Regional (Enhancing value along the railway lines)

In FY2026 and beyond, we will continue to implement initiatives that are key (KSF) to increasing value along our railway lines.

The keys to enhancing value along the railway lines

❶ Improve and enhance the network

❷ Improve living environments through continuous grade separation and station-front redevelopment

❸ Develop gateways and local hubs along the railway lines

❹ Area management to revitalize communities

❺ Attract visitors to tourism destinations (high-value areas) and entice them to visit facilities

❻ Increase the number of trains with paid seating and adjust timetables

❼ Develop new businesses leveraging our reliability as an infrastructure provider

❽ Strengthen disaster response measures and more vigorously promote the railway's strengths, such as the solid ground along the railway line

Main recent initiatives

Area management initiatives

- Opened "_CONVENI (Bar-Convenience Store)," a local community hub in collaboration with local businesses, in front of Shakujii-koen Station (August 2025).
- Signed comprehensive partnership agreements with Yokoze-shi (September 2025) and Kiyose-shi (October 2025).
- Implement measures to revitalize areas along the railway lines through collaboration with local governments and Group facilities along the lines (Seibuen Amusement Park, pet care salon "PET-SPA," etc.).

New restaurant train <Fine Dining Train "vies">

In March 2028, operation of a new restaurant train providing full-course meals cooked on board will begin. New rolling stock based on the Limited Express "Laview" will be introduced. A sophisticated interior space designed by architect Kazuyo Sejima will be created.

Shinjuku Line Sightseeing Express

The interior and exterior of the 10000 series, currently operating as the Shinjuku Line Red Arrow, will be renovated, and operation as the Shinjuku Line Sightseeing Express will begin during FY2028. In addition to providing sofa seats and semi-private seats, a counter will be installed to sell light meals and beverages.

Overhauling of the paid seating service through the introduction of the new "Tokiiro" trains on the Shinjuku Line

- From spring 2027, the new "Tokiiro" trains will be introduced on the Shinjuku Line as the successor to the 10000 series rolling stock, overhauling the paid seating service.
- Aim to improve service through extensive facilities such as reclining seats and power outlets at all seats.

Urban Transportation and Regional (Enhancing value along the railway lines)

Seibu Holdings

Various measures are being implemented targeting areas along the Seibu Line, particularly the Shinjuku Line, with the aim of increasing value along the railway lines.
Working in cooperation with relevant government agencies, we will both increase the value of the areas along our railway lines and achieve sustainable development of the railway business.

The keys to enhancing value along the railway lines

(1) Enhancing and improving the network

Stakeholder consultations, design, and procedures → Shinjuku underground passage improvement

Through service to the JR Musashino Line
*Considering the operation of special trains

★ Elevation of outbound trains on the Shinjuku Line near Higashimurayama Station

(2) Improving the living environment triggered by continuous grade separation and station-front redevelopment

The east-west passage and new over-track station building at Iriso Station are now open to the public

Reconstruction of the south exit station building of Kumegawa Station

Reconstruction of Ogawa Station building and development of a free passage

- Moving forward with projects for continuous grade separation near Higashimurayama Station, between Nakai and Nogata Stations, between Iogi and Seibu-Yagisawa Stations, and between Nogata and Iogi Stations / Development of areas under elevated tracks and on the ground level
- Town development in collaboration with local governments along the railway lines and with station-front redevelopment projects

(3) Development of gateways and local hubs along the railway lines

Stakeholder consultations, design, and procedures → Seibu-Shinjuku and Takadanobaba terminal development

★ Signed a comprehensive collaboration agreement for town development with Yokoze-shi

★ Signed a comprehensive collaboration agreement

(4) Geographic area management to revitalize towns

Implementation of "soft" town development measures aimed at creating related and permanent populations and revitalizing the area

(5) Attracting visitors to tourist destinations (high-unit-price areas) and inviting customer-attracting facilities

Introduction of the new Leo Liner L00 series

New restaurant train "vies" begins operation (March 2028)

Launch of Shinjuku Line sightseeing limited express service (During FY2028)

Enhancing the appeal of tourist destinations along the railway lines (such as Chichibu, Kawagoe, and Hanno)

(6) Increasing the number of trains with paid seating and optimizing timetables

Overhauling of the Shinjuku Line paid seating service through the introduction of the new "Tokiiro" trains (Spring 2027)

(7) Launching new businesses based on reliability as an infrastructure provider

Launching new businesses to enhance lifetime value for residents near railway lines

(8) Strengthening response to disasters and PR of strengths such as the railway line's solid foundation

Introduction of flat-rate fares for children

- Promoting the railway line's strong foundation on the Musashino Plateau and implementing various initiatives to enhance disaster resilience • Strengthening PR of the railway line's strengths and appeal, such as being a "child-rearing friendly railway line"

Medium-term Management Plan period (FY2024-FY2026) | Next Medium-Term Management Plan Period

FY2025 | FY2026 | FY2027~

02. Growth story in FY2026 and beyond

Other

Seibu Holdings

Other Lions (Progress of measures to combat heat)

- **Following the large-scale misting facilities introduced last fiscal year, we plan to continue installing night game illumination at the farm team stadium and long fans, etc.**

Improvement of spectator environment

1 Large-scale misting facilities

- Venue: Infield roof and near pillars
- Operations: From July 2025

2 BIGWATERFALL

- Venue: 1st and 3rd base outfield roof
- Operations: From August 2025

3 Concourse misting

- Venue: Infield roof
- Operations: From August 2025

4 Additional misting poles

- Venue: Plaza in front of the stadium
- Operations: From 2026 season

5 Large parasols

- Venue: Plaza in front of the stadium (7 units)
- Operations: From 2026 season

6 Long fans

- Venue: Front row of infield
- Operations: From 2026 season

Strengthen team skills

7 Installation of air conditioning and heat proofing for indoor training center

- Venue: Lions Training Center
- Operations: From February 2026

7 Installation of night game illumination (in progress)

- Venue: CAR3219 Field
- Operations: Scheduled for 2027 season

Seibu Group
Smiles ahead

Other Vision and direction for Izuhakone business and Ohmi business

Seibu Holdings

In the Izuhakone business and Ohmi business, we aim to realize a sustainable community co-creation society through the dual wheels of society and economy by collaborating with diverse stakeholders.

Initiatives for a sustainable community co-creation society

Society

Ensuring "local transportation" that is sustainable for the future, based on safety and security

Economy

Maximizing "regional added value" through the linkage of transportation and surrounding business

Izuhakone business

- Investment in safety maintenance and Fare Revision as a source of funds
- Improving operational efficiency of the transportation business

- Continuous value-adding for Izu-Mito Sea Paradise
- Collaboration with local communities
  ・100th anniversary of the Daiyuzan Line
  ・Sub-station name rights (naming rights)

Daiyuzan Line 1925 >>> 2025 100 Izuhakone Railway

Ohmi business

- Operations through the "separation of infrastructure and operations" in the railway business
- Improving convenience through the introduction of "ICOCA" in the railway and bus business, etc.
- Increasing the number of articulated buses

*Before renovation

- Renovation of Tsuchiyama SA
- Collaboration with local communities
  ・Free railway day in conjunction with events along the railway lines
  ・Collaboration with Shiga University

Drive the sustainable development of local communities and the economy through the achievement of materiality

Seibu Group Smiles ahead

Other New Business

- **Actively executing investments to implement the "exploration of new business areas" formulated in the FY2024-FY2026 Medium-term Management Plan.**
- **Going forward, while managing our investment portfolio, we will focus on hands-on support on the theme of generating specific "synergies" with the Seibu Group.**

■ Main investment projects in FY2025

	Investment target	Nature of business	Investment source (Segment)	Consolidated/non-consolidated
(1)	**Asoview**	Operates "Asoview!", a booking site for leisure activities, and "Urakata Series", a vertical SaaS for tourism, leisure, and cultural facilities, under the theme of Leisure x DX.	BI (New Business)	Unconsolidated
(2)	**MOYAI**	Development and provision of IoT sensing solutions combined with AI and digital media, etc.	BI (New Business)	Unconsolidated
(3)	**Karuizawa Distillery**	Manufactures highest-quality Japanese whiskey. Following the Komoro Distillery in Nagano Prefecture which opened in 2023, planning to construct a new whiskey distillery facility in Furano, Hokkaido (*).	BI (New Business)	Unconsolidated
(4)	**MATCHA**	Operation of "MATCHA", a media platform providing Japanese tourism information in multiple languages, and support for inbound marketing strategy planning and execution, etc.	BI (New Business)	Unconsolidated
(5)	**PIAZZA**	Participates in redevelopment projects primarily in the Tokyo metropolitan area through a management business that maximizes area value through the power of software.	BI (New Business)	Unconsolidated
(6)	**Takanawa Chikyu-eki Fund**	A fund based in TAKANAWA GATEWAY CITY that supports startups contributing to the realization of "Chikyu-eki" (revising conventional economic activities with high environmental impact and aiming for profits where the Earth and humans harmonize).	Seibu Holdings (-)	Unconsolidated

FURALISS 富良詩蒸留所

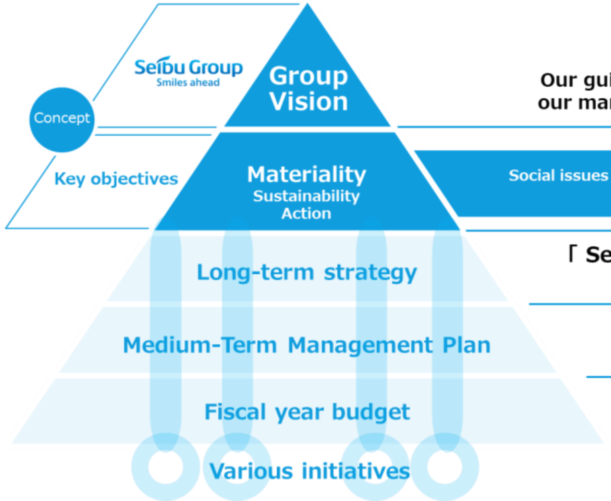
* Karuizawa Distillery is planning to construct a new whiskey distillery called the “Furaliss Distillery” on land in Furano City owned by the Seibu Group, and it has already attracted global attention. The plan involves the construction of a whiskey distillery in harmony with Furano‘s abundant natural environment, the manufacture and sale of whiskey, and the promotion of local tourism. In cooperation with our Hotel & Leisure facilities in the Furano area, we aim to further enhance the customer experience of Furano visitors and further raise the appeal of Furano as a resort destination.

Sustainability Actions (Progress, and direction in FY2025 and beyond)

Seibu Holdings

- Starting from FY2024, we have decided to set six materialities to be considered in all strategies and measures in order to achieve a balance between economic viability, growth potential, and sociality for our Sustainability Actions.
- We have set non-financial KPIs linked to each materiality and are implementing initiatives and monitoring to achieve them.

Schematic diagram of the Group's strategy



Our guidelines for employee behavior encompassing our management philosophy and management policy

Social issues and matters warranting special attention in terms of risks and opportunities relevant to the Company

「Seibu Group's Long-term Strategy to 2035」
Outlines the direction the Group aims to pursue over roughly a decade in seeking to realize the Group Vision.

Three-year business plans formulated based on the long-term strategy

Six materialities / Vision and direction

Decarbonization and effective use of resources	We always consider the natural environment and the global environment, and contribute to the realization of a decarbonized society and resource-recycling society.
Building towns people want to live in or visit	We create towns people want to live in by brightening up various scenes of life. We promote town building that attracts diverse people and creates eager to visit.
Creation of experience that stimulates the five senses	We provide fun, emotion, excitement and purpose in life, and create special moments for people to smile.
Provision of safe and secure services	We will always place safety at the foundation of all our businesses and services, ensuring everyone with a safe and secure daily life.
Development and advancement of diverse human capital	By enhancing individual skills and creating an organization that provides job satisfaction, we will put a smile on our fellow employees' faces. We will increase the expertise of workers and develop professional human capital.
Compliance and collaboration	We ensure compliance, and the soundness and transparency of management. We focus on dialogue with stakeholders and work on appropriate collaboration.

Sustainability Action (Decarbonization and effective use of resources)

Seibu Holdings

Response to climate change

FY2025 Initiatives

Introduced virtually CO2-free electricity* at 45 hotel and leisure facilities owned by Seibu Real Estate.

*Implemented on all Seibu Railway lines from January 2024.

Achieved medium-term CO2 emission reduction targets

5 years ahead of schedule

*Electricity with Non-Fossil Fuel Certificates

Furthermore...

Selected for the first time for the "Climate Change A List," the highest rating from CDP, an organization that evaluates environmental initiatives, etc.

Climate CDP A List 2025

FY2026 Initiatives

Formulated medium-term CO2 emission reduction targets at the highest level in the railway industry, and will continue to work on renewable energy/energy conservation to challenge decarbonization. (Introduction of virtually CO2-free electricity to Seibu Railway Line facilities owned by Seibu Real Estate also started after April)

- CO2 emission reduction targets

Long-term target: Net zero emissions by FY2050
Medium-term target: 46% reduction by FY2030 compared to FY2018
73% reduction by FY2035 compared to FY2018
77% reduction by FY2040 compared to FY2018
Short-term target: 5% reduction every fiscal year compared to the previous fiscal year
*If the medium-term target has been achieved ahead of schedule, the short-term target is also considered achieved.

*Newly established parts are shown in blue (notes added to short-term targets in line with the establishment of new medium-term targets)

Response to biodiversity and natural capital

The Seibu Group owns approximately 5,000 ha of company-owned forests, which are rich in biodiversity → Natural capital is a strength of the Group

From FY2026 onwards, we will work on verifying the relationship with corporate value enhancement.

- Organizing actions that are nature positive and lead to corporate value in resorts
- Clarifying the priority of actions after deepening the understanding of the contribution of each action to corporate value, etc.

- Creation of added value unique to "Seibu"
- Balancing biodiversity and sustainable business

Waste reduction

At the buffet restaurant in Karuizawa Prince Hotel, we improved the accuracy of the demand forecasting model using reservation data and consumption data by menu, achieving food loss reduction.

Also challenging waste cost reduction through upcycling*, etc.

*Upcycling: Giving value to waste and transforming it into new products

Sustainability
Significance of engaging in Sustainability Action

Only "Seibu" can...

Create profit opportunities

Reduce future risks

Leading to Group Outcomes

Resilience & Sustainability

-Creating invaluable space and time, ensuring safety and security-

Corporate governance

Seibu Holdings

- **By strengthening the management structure and the functions of the Board of Directors and other governance bodies, while appropriately responding to the revised Corporate Governance Code scheduled for 2026, we will realize "proactive governance."**

Strengthening the management structure

Changes in representative directors

- In order to review roles and responsibilities in business execution and create a structure that will lead the Seibu Group to the next stage toward the realization of the "Seibu Group's Long-term Strategy 2035," changes in representative directors will be implemented as of April 1, 2026.

Name	New Title
GOTO Takashi	Chairman and Director Chairman
NISHIYAMA Ryuichiro	President and Representative Director CEO and COO

New appointment of outside director

- A new female outside director with knowledge of corporate management, finance/accounting, the real estate business, etc., is scheduled to be appointed as of the date of the Annual General Meeting of Shareholders to be held in June 2026.

Name	New Title
ARAI Saeko	Outside Director（independent officer）

Establishment of a committee to consider capital allocation

- A committee to consider capital allocation for the formulation of the next Medium-term Management Plan will be established in the future, utilizing external advisors.

Strengthening the functions of the Board of Directors, etc.

We conduct an effectiveness evaluation of the Board of Directors every fiscal year and strive to ensure that the Board of Directors appropriately fulfills its roles and responsibilities. At the same time, we conduct analysis from the perspectives of the composition, effectiveness, and operation of the Board of Directors, based on advice from the Corporate Governance Meeting, which is chaired by an independent outside director and has independent outside directors as a majority of its members.

Nomination Advisory Committee, Remuneration Advisory Committee

By reviewing the chairmanship and composition of the committees, we will further enhance the transparency and fairness of the company's decision-making and realize an effective corporate governance system.

- March 2023: Chairperson changed from President to an independent outside director
- March 2024: Internal directors were excluded from the membership, and all members were changed to independent outside directors

Vitalization of the activities of each committee

- Creation of a Succession Plan based on advice from the Nomination Advisory Committee
- Establishment of short-term performance-linked remuneration based on advice from the Remuneration Advisory Committee

NW Corporation

From the perspective of enhancing shareholder value and improving capital efficiency, as well as achieving better corporate governance, we will continue efforts towards making NW Corporation a wholly owned subsidiary.

Policy on cross-shareholdings

In accordance with the Company's policy on cross-shareholdings, we verify the cross-shareholdings currently held from qualitative and quantitative perspectives and proceed with the sale of those for which the significance of holding is not recognized.

In addition, based on the status of revisions to the Corporate Governance Code and the status of cash allocations in the next Medium-term Management Plan, we will formulate a plan to reduce cross-shareholdings in the next Medium-term Management Plan and strive for further capital efficiency enhancement.

DX Strategy (Marketing Platform)

Seibu Holdings

- **Objective: By leveraging the Seibu Group's marketing platform, we will provide customers — including prospective customers — with special everyday and extraordinary experiences, thereby cultivating loyal customers across the Group.**
- **Initiatives: In FY2026, we will expand the adoption of the Group common ID system, SEIBU Smile ID, and implement various initiatives through the Group's customer platform centered on SEIBU PRINCE CLUB.**

Personal authentication and linkage using a unified Group ID (SEIBU Smile ID)

- FY2024: In addition to SPC, collaborations were implemented with SPGR (Seibu Prince Global Rewards), the "Karuizawa Prince Shopping Plaza.
  app," and the "Emi Terrace & Grand Emio Tokorozawa" app.
- FY2025: Along with the overseas compatibility of SPC, the consent management function was reorganized and deployed within the Group for the joint use of member information. In addition, a system for handling inquiries by email was established.
- FY2026: Sequential rollout toward ID integration within the Group.

Group's customer platform (SEIBU PRINCE CLUB)

- FY2024: Implemented numerous cross-sectional measures, including passenger points + Emi Terrace Seibu Odekake Rally measures and measures to break through 2 million members.
- FY2025: In addition to holding Odekake Rally measures to visit facilities of Group companies and supporting/promoting the planning of Group companies, we implemented measures with external companies to acquire new members. Against the initial target of 2.6 million members, the goal was achieved in December 2025, one fiscal year ahead of schedule. (Approximately 2.86 million members as of the end of March 2026)
- FY2026: Aiming for an increase in the number of members in SEIBU PRINCE CLUB and sales exceeding the previous year, we will develop promotions to revitalize enrollment and usage.

Points program (SEIBU Smile Point) upgraded for overseas compatibility (SEIBU Smile Point can be used overseas)

Data

... April 2024
Seibu Prince Global Rewards launch

SEIBU PRINCE GLOBAL REWARDS

SEIBU Smile ID

SEIBU PRINCE CLUB | 軽井沢 プリンス ショッピング プラザ KARUIZAWA PRINCE SHOPPING PLAZA | TEAM LIONS OFFICIAL FANCLUB | SEIBU PRINCE GLOBAL REWARDS | エミテラス& グランエミオ 所沢

Framework for use of data

- In FY2025, we will **conduct data analysis activities closely aligned with cross-sectional Group PJs and the issues of each Business Company,** while also **promoting the visualization of data.**
- In FY2026, we will **aim to create specific results** in each analysis project, while also proceeding with environmental improvements for the company-wide rollout of the utilization of accumulated data.

Seibu Group Marketing Platform

Ability to consolidate, integrate, analyze, and share Group data

Seibu Group Smiles ahead

DX strategy (Digital Management)

Seibu Holdings

Basic DX Concept

Creating unprecedented "new experiential value" for Seibu Group customers

Specific FY2025 initiatives for the DX vision

Offensive DX

Unparalleled enhancement of customer contact

Defensive DX

Labor-saving and automation through comprehensive digitalization

Strengthening systems, developing human capital

All employees, including executives, become DX human capital

Creation of new value

- Provide experiences that stimulate the five senses, primarily for members of the SEIBU PRINCE CLUB

Develop DX human capital

- Against the target of over 300 people by the end of FY2026 (DX planning human capital: Seibu Holdings, Seibu Process Innovation, and others), we expect to certify 321 eligible individuals by the end of FY2025, achieving the target one year early. In addition, 42 people from outside the target scope have also been certified, and the DX mindset is spreading throughout the Group (Total: 363 people).
- In FY2026, we will newly certify 100 people as a further boost, and as the final phase, we will focus on "outcome creation and autonomous operation," cultivating effective DX Leaders through community operation and other means.

Business process transformation predicated on "Human + AI"

- We will work on business process transformation predicated on "Human + AI." In FY2026, in addition to individual AI utilization, we will fundamentally review business processes in some back-office operations. Going forward, we will reallocate resources, with a focus on creating new experiential value.

Seibu Group
Smiles ahead

Human Capital Strategy: Approach to Promoting the Seibu Group Human Capital Strategy

Seibu Holdings

*Reproduction

- ✓ Clarified the current state of human capital and organizations (As Is) and the vision and direction (To Be), while keeping the achievement of the Group's strategic goals as the final goal
- ✓ Currently promoting an action plan aimed at realizing the vision and direction (To Be)

Seibu Group's Strategic Goals / Goals

Realization of "Seibu Group’s Long-term Strategy to 2035"
Achieving Group operating profit of 100.0 billion yen in FY2035
Continuation of capital recycling business / Establishment of structure for 250 hotels, etc.

As Is (Current state of human capital and organizations)

- ✓ Insufficient visualization of employee skills and securing of expertise
- ✓ Employee engagement is in the process of improvement
- ✓ Cultivation of a culture for diversity and taking on challenges is in progress

GAP

To Be (Vision for human capital and organizations)

- ✓ Develop and secure human capital to strongly promote each business(Development of human capital to be strengthened in real estate, hotels, etc.)
- ✓ Organizations and companies where diversity and taking on challenges are a matter of course
- ✓ Realization of "best performance"

Human Capital Strategy for Achieving Strategic Goals (Action plan to fill the gap)

[To secure human capital skills and headcount]
・Visualize skills
・Promote qualification acquisition
・Conduct 1-on-1 meetings
・Expand SEIBU ACADEMY
・Promote MBA programs
・Support career development
, etc.

[Inspiring place to work]
・Sustainable wage increases
・Expand open job/FA systems
・Introduce share-based benefit system
・Introduce cafeteria system
・Measures to improve engagement
・Promote health management, etc.

[Organizational growth (DEI promotion)]
・Promote women's participation (Diversity College)
・Active implementation of career recruitment
・Conduct team-building workshops, etc.

Funding Status

Financing policy

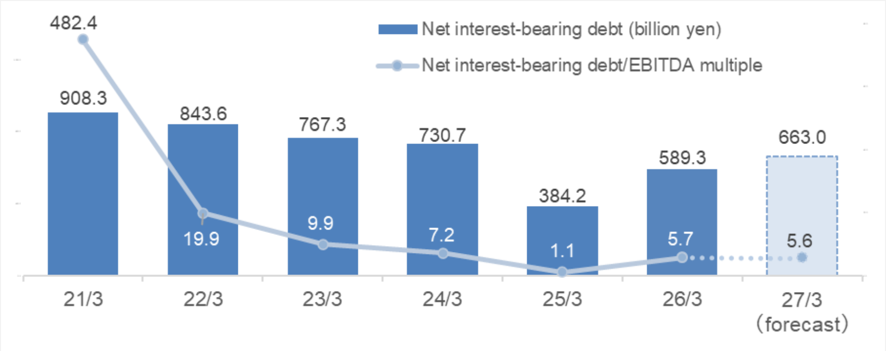
- **Considering the business characteristic of having a high ratio of non-current assets, most of our borrowing is conducted with long-term, fixed interest rates**
- **For long-term borrowings, we procure funds with an awareness of leveling annual repayment amounts**
- **To further prepare for the risk of interest rate rises, we continue to diversify our fundraising methods and maintain or improve our external credit ratings**
  - ✓ April 2026: Issuance of the 6th series unsecured corporate bonds (Green Nature Bond) and the 7th series unsecured corporate bonds (Social Bond) (Total 20.0 billion yen)

□Credit ratings

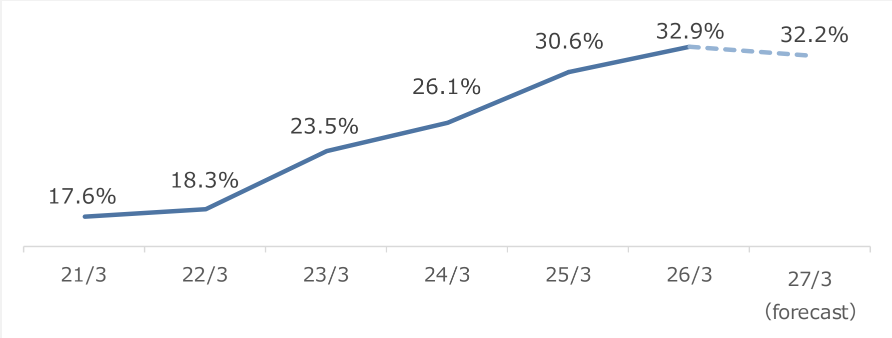
Rating agencies	Rating and Investment Information, Inc (R&I)	Japan Credit Rating Agency, Ltd (JCR)
Long-term	A-	A
Outlook	Stable	Stable

□Financial indicators

Net interest-bearing debt, Net interest-bearing debt/EBITDA multiple



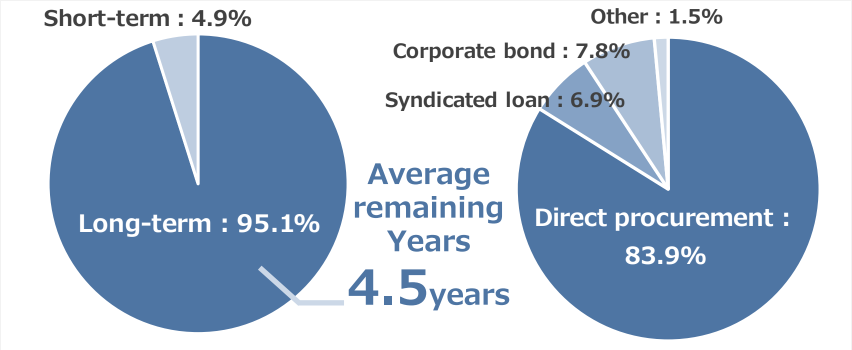
Equity ratio



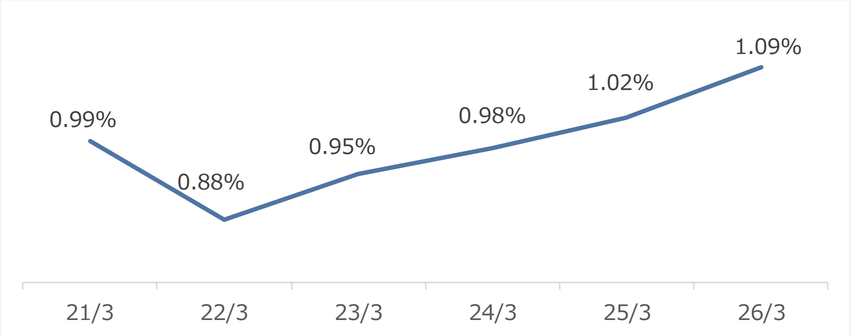
□Interest-bearing debt data

(Excluding lease liabilities and construction assistance fund receivables)

Breakdown of interest-bearing debt (As of Mar. 31, 2026)



Borrowing rate



03. Earnings Forecasts and Dividend Forecast for FY2026

FY2026 earnings forecasts assumptions

Seibu Holdings

*Reproduction

- **Reflecting the following events, consolidated operating profit is planned at 53 billion yen.**
  (This is an upward revision of 4 billion yen from the 49 billion yen in the previous forecast (disclosed in the August 1, 2025, document "Revision of FY2026 Forecast Figures in the Seibu Group's Medium-term Management Plan (FY2024-FY2026)").)

Real Estate

Revenue is expected to increase from the previous forecast due to the securitization of owned properties and increases in rent from acquired and existing properties.

Hotel and Leisure

Revenue is expected to increase from the previous forecast due to RevPAR growth in domestic hotel operations, in addition to the recording of revenue from the review of the closing dates for Grand Prince Hotel Shin Takanawa, Hiten, and the restaurant building in the Takanawa area.
<Assumptions for RevPAR growth rate [domestic hotels (Ownership / Lease)]> Change from previous forecast: +5.1%, vs. FY2025: approx. +6.2%
Although Grand Prince Hotel Shin Takanawa, Hiten(Banquet), and the restaurant building will continue operations after April 2027, the closing dates will be scrutinized in conjunction with the development schedule.

Urban Transportation and Regional

Revenue is expected to increase from the previous forecast due to an increase in transportation sales at Seibu Railway.
<Assumptions for transportation sales> Change from previous forecast: +2.4%, vs. FY2025: +8.7%

All businesses

We expect depreciation to increase as a result of the steady execution of capital investment.
Personnel expenses are expected to rise as a result of wage increases of approx. 5-7% (periodic increase/increase in basic wage) at the four main companies.

***The impact of the intensifying situation in the Middle East is not included in the current forecast figures. We will continue to monitor this as a risk factor. (Details on p. 16)**

FY2026 consolidated earnings forecasts

billions of yen

		March 31, 2026	March 31, 2027 (forecast)	YoY	March 31, 2027 (previous plan)*2	vs. previous plan
PL	Operating revenue	513.2	**559.0**	**45.7**	515.0	**44.0**
	Operating profit	45.5	**53.0**	**7.4**	49.0	**4.0**
	EBITDA*1	102.8	**118.0**	**15.1**	113.0	**5.0**
	Ordinary profit	45.8	**47.0**	**1.1**	43.0	**4.0**
	Profit attributable to owners of parent	38.8	**27.0**	**(11.8)**	29.0	**(2.0)**

*1 EBITDA is calculated by adding depreciation and amortization of goodwill to operating profit.
*2 Plan announced on August 1, 2025

billions of yen

		March 31, 2026	March 31, 2027 (forecast)	YoY
BS / Capital investment	Total assets	1,730.6	**1,818.0**	**87.3**
	Total liabilities	1,156.1	**1,227.0**	**70.8**
	Total net assets	574.5	**591.0**	**16.4**
	Equity	568.7	**585.0**	**16.2**
	Net interest-bearing debt	589.3	**663.0**	**73.6**
	Capital investment	150.7	**163.0**	**12.2**

		March 31, 2026	March 31, 2027 (forecast)	YoY
Management Indicators	Seibu ROIC	2.5%	**2.8%**	0.3pt
	ROE	6.9%	**4.7%**	(2.2pt)
	ROA	2.2%	**1.5%**	(0.7pt)
	quity-to-asset ratio	32.9%	**32.2%**	(0.7pt)
	Net interest-bearing debt / EBITDA ratio (times)	5.7	**5.6**	(0.1)

- Operating revenue is expected to increase, driven by the impact of the railway fare revision, higher room revenue due to the increase in RevPAR at domestic hotels, as well as the effect of renovations at Mauna Kea Beach Hotel
- Operating profit is expected to increase due to higher revenue, despite increases in personnel expenses, depreciation, and other expenses
- Ordinary profit is expected to remain at the same level as the previous year due to a drop-off in foreign exchange gains and an increase in interest expenses
- Profit attributable to owners of parent is expected to decrease due to factors such as a reactionary decline in income taxes – deferred (benefit) recorded in the previous fiscal year, a reactionary decline in gains on sales of non-current assets from the transfer of the partial site of former Toshimaen in the previous fiscal year, the recording of demolition expenses for SHINYOKOHAMA Prince PePe, which is scheduled to close in March 2027, and other factors.

Seibu Holdings

FY2026 earnings forecasts (Real Estate)

billions of yen

	March 31, 2026	March 31, 2027 (forecast)	YoY	Details	March 31, 2027 (previous plan)*1	vs. previous plan	Details
Operating revenue	83.9	92.8	8.8	Revenue is expected to increase due to the securitization of residences, an increase in landscape work, and the acquisition of new building management contracts	85.7	7.1	Upswing due to revision of properties for securitization, new contracts and price revision for building management and project management, and increase in rent from newly acquired properties
Development and leasing operations	34.8	34.9	0.1	(+) Increase in rent revenue from newly acquired property (–) Closure of HONKAWAGOE PePe (–) Lower lease revenue due to the securitization of the residence			
Investment management operations*	9.7	15.0	5.2	(+) Securitization of the residences, etc.			
Management operations	15.9	18.7	2.8	(+) The acquisition of new building management contracts			
Others	23.4	24.1	0.6	(+) Increase in revenue of landscape work			
Operating profit	12.3	15.3	2.9	Profit is expected to increase, driven by higher revenue despite increased research expenses, etc. related to development	11.5	3.8	Upswing due to upswing in operating revenue
Development and leasing operations	13.5	11.6	(1.9)	(–) Increased research expenses, etc. related to development			
Investment management operations*	5.6	9.7	4.1	(+) Increase in operating revenue			
Management operations	2.2	2.9	0.6	(+) Increase in operating revenue			
Others	1.9	2.2	0.3	(+) Reactionary decline in real estate acquisition tax and registration and license tax due to the transfer of properties within the Group in the previous fiscal year			
Selling, general and administrative expenses	(10.9)	(11.2)	(0.2)				
EBITDA	20.6	23.5	2.8		19.8	3.7	
Capital investment	44.3	38.4	(5.9)	・Acquiring new properties, etc. ・PVC*2 Hakone	41.0	(2.6)	

*1 Plan announced on August 1, 2025
*2 Prince Vacation Club (Membership resort hotel)

FY2026 earnings forecasts (Hotel and Leisure)

Seibu Holdings

billions of yen

	March 31, 2026	March 31, 2027 (forecast)	YoY	Details	March 31, 2027 (previous plan)*1	vs. previous plan	Details
Operating revenue	250.4	275.5	25.0	Revenue is expected to increase due to an increase in RevPAR in domestic hotel operations, the effect of renovations at the Mauna Kea Beach Hotel, etc.	243.6	31.9	Upswing due to revision of redevelopment period for central Tokyo and higher utilization of domestic hotel operations
Domestic hotel operations (Ownership / Lease)	153.8	163.3	9.4	(+) Increase in RevPAR			
Domestic hotel operations (MC / FC)	15.8	16.6	0.8				
Overseas hotel operations (Ownership / Lease)*2	36.6	48.3	11.6	(+) The effect of renovations at Mauna Kea Beach Hotel (+) Impact of foreign exchange			
Overseas hotel operations (MC / FC)*2	0.9	2.1	1.1	(+) Consolidation of Ace Group International as a subsidiary			
Sports operations (Ownership / Lease)	16.2	16.6	0.3				
Sports operations (MC /FC)	2.6	2.2	(0.3)				
Others	24.2	26.2	2.0	(+) Increase in usage of domestic leisure facilities			
Operating profit	22.6	25.5	2.8	Profit is expected to increase, driven by higher revenue despite increased personnel expenses, depreciation, and other expenses	22.9	2.6	Despite an upswing in personnel expenses, depreciation, and SG&A, profit is expected to increase due to higher operating revenue
Domestic hotel operations (Ownership / Lease)	36.4	36.4	(0.0)	(+) Increase in operating revenue (−) Increase in personnel expenses, depreciation, and repair expenses			
Domestic hotel operations (MC / FC)	2.7	2.8	0.0				
Overseas hotel operations (Ownership / Lease)*2	(1.7)	2.9	4.6	(+) Increase in operating revenue (−) Increase in personnel expenses, depreciation, etc.			
Overseas hotel operations (MC / FC)*2	0.9	2.0	1.1				
Sports operations (Ownership / Lease)	3.3	2.8	(0.4)	(−) Increase in depreciation, etc.			
Sports operations (MC /FC)	0.1	0.0	(0.0)				
Others	2.4	2.9	0.5	(+) Increase in operating revenue			
Selling, general and administrative expenses	(21.7)	(24.6)	(2.8)	(−) Increase in proportion of Group selling, general and administrative expenses allocated (−) Consolidation of Ace Hotels International as a subsidiary			
EBITDA	40.3	46.3	5.9		43.1	3.2	
Capital investment	49.8	59.3	9.4	・Mauna Kea Beach Hotel renovations ・Karuizawa Prince Hotel Cottage renovations ・Shinagawa Prince Hotel renovations	26.1	33.1	

*1 Plan announced on August 1, 2025 *2 Accounting periods for entities in overseas hotel operations are mainly Jan. to Dec.

FY2026 Assumptions for earnings forecasts (Domestic hotel operations)

Seibu Holdings

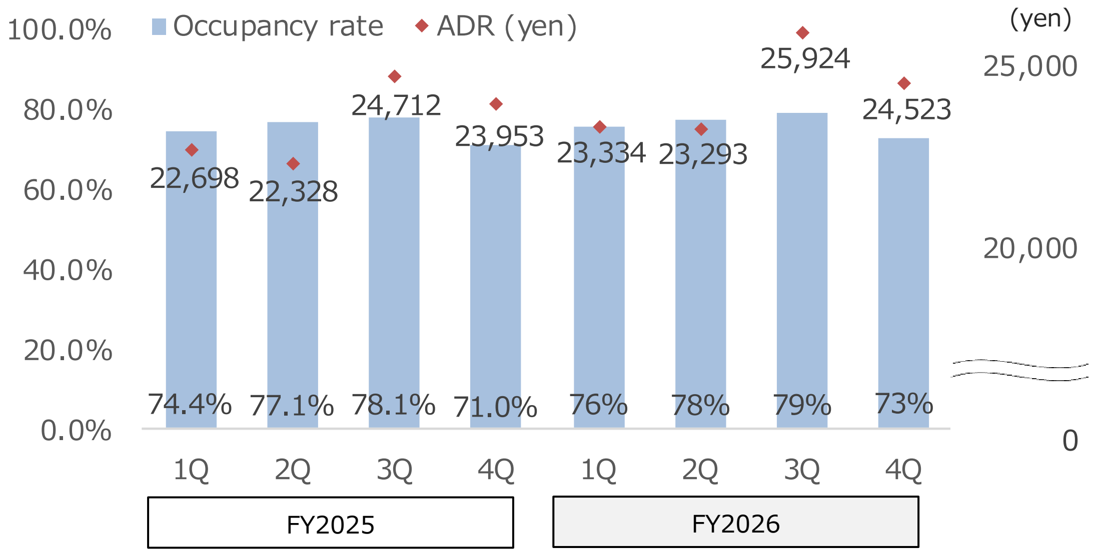
RevPAR is expected to exceed market growth, primarily due to capture of inbound individual tourists, mainly from North America, and Europe, and Japanese customers

*The forecast has not taken into account the impact of travel restrictions from China and the deteriorating situation in the Middle East

●Estimates for indicators

	March 31, 2026	March 31, 2027 (Forecast)	YoY
RevPAR（yen）	17,603	**18,517**	5.2%
Of the above, ownership/lease	17,921	**19,041**	6.2%
Average daily rate（yen）	23,432	**24,275**	3.6%
Of the above, ownership/lease	22,916	**23,946**	4.5%
Occupancy rate	75.1%	**76.3%**	1.2pt
Of the above, ownership/lease	78.2%	**79.5%**	1.3pt

●ADR and occupancy rate trend



●Current reservation trend for accommodation ※As of May 11, 2026

- ✓ RevPAR for Apr. 2026 is expected to be approx. 98% of the same period last year (ADR: unchanged) *Room revenue is expected to exceed the same period last year, primarily due to the opening of a new hotel and other factors
  RevPAR for May. 2026 is expected to be approx. 105% of the same period last year (ADR: approx. 104%)
- ✓ Inbound guests: Based on room revenue, trending at the same level of the same period last year in Apr. and trending at a level approx. 116% of the same period last year in May.

Seibu Group Smiles ahead

FY2026 earnings forecasts (Urban Transportation and Regional)

Seibu Holdings

billions of yen

	March 31, 2026	March 31, 2027 (forecast)	YoY	Details	March 31, 2027 (previous plan)*2	vs. previous plan	Details
Operating revenue	156.7	166.7	9.9	Revenue is expected to increase due to the increase in railway and bus transportation revenue	162.7	4.0	Upswing due to higher railway and bus transportation revenue, among other factors
Railway operations	107.0	116.1	9.1	(+) Increase in railway transportation revenue			
Bus operations	25.5	26.0	0.4	(+) Increase in bus transportation revenue			
Lifestyle service operations along railway lines	17.8	18.4	0.6	(+) Increase in operating revenue of "TOMONY" in-station convenience stores			
Sports operations	2.6	2.0	(0.5)				
Others	3.7	4.0	0.3				
Operating profit	9.5	12.0	2.4	Profit is expected to increase, driven by higher revenue despite increased depreciation, personnel expenses, etc.	11.5	0.5	Despite an upswing in SG&A, repair expenses, and personnel expenses, profit is expected to increase due to higher operating revenue
Railway operations	21.7	25.1	3.4	(+) Increase in operating revenue (−) Increase in depreciation, personnel espenses, etc.			
Bus operations	1.1	1.0	(0.0)	(+) Increase in operating revenue (−) Increase in personnel espenses, depreciation, etc.			
Lifestyle service operations along railway lines	3.3	3.4	0.0				
Sports operations	0.2	0.2	(0.0)				
Others	0.2	0.3	0.1				
Selling, general and administrative expenses	(17.1)	(18.2)	(1.0)	(−) Increase in personnel espenses, depreciation, etc.			
EBITDA	34.4	39.9	5.4		41.4	(1.5)	
Capital investment	48.9	54.9	5.9	· Introduction of extra-fare reserved seating trains on the Shinjuku Line · Installation of platform doors · Introduction of Sustainable Cars*1	52.3	2.5	

*1 Proprietary name assigned by Seibu Railway to VVVF invertercontrolled railway carriages transferred from other companies, *2 Plan announced on August 1, 2025

Seibu Holdings

FY2026 Assumptions for earnings forecasts (Railway operations)

Railway transportation revenue is expected to increase by 8.8 billion yen year on year (including 7.8 billion yen from the impact of railway fare revisions), mainly due to the impact of railway fare revisions, despite impacts such as decrease in the population along the railway lines

●Estimates for the number of passengers and sales from railway transportation (thousands of passengers, millions of yen)

		March 31, 2026	March 31, 2027 (Forecast)	YoY
Number of passengers	Commuter	363,429	**360,054**	(0.9%)
	Non-commuter	255,790	**254,315**	(0.6%)
	Total	619,219	**614,369**	(0.8%)
Sales from railway transportation	Commuter	41,246	**44,363**	7.6%
	Non-commuter	60,019	**65,726**	9.5%
	Total	101,266	**110,089**	8.7%

■ The impact of railway fare revisions (year on year)

***Including the impact of the establishment of the uniform child fare implemented on the same date as the railway fare revision**

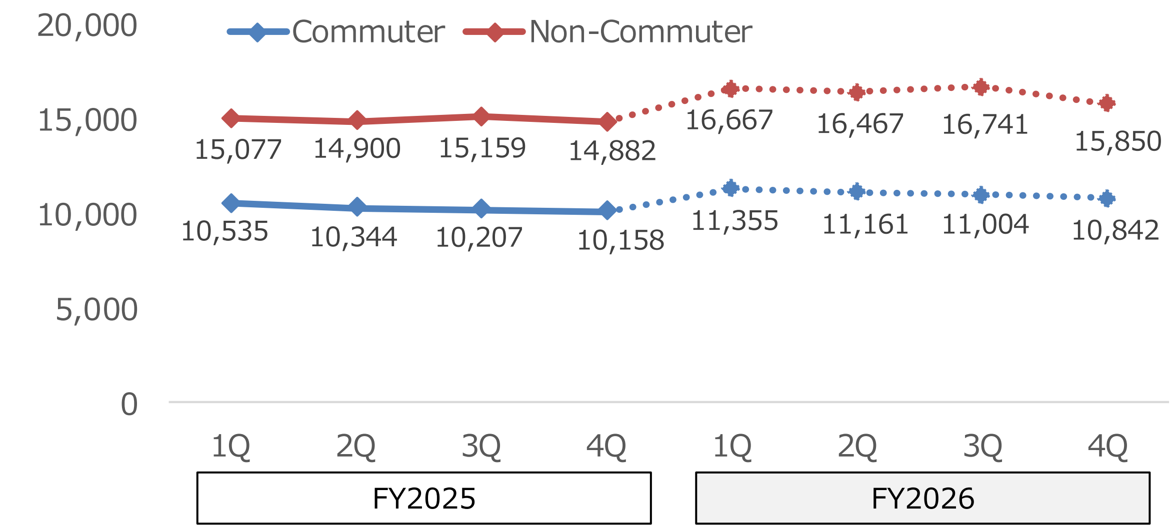
- Total: +7.8 billion yen, +7.7%
  (Commuter: +3.5 billion yen, +8.7% Non-commuter: +4.2 billion yen, +7.0%)

【Ref.】Overview of railway fare revisions (the fare revision rate and revenue increase rate are estimates based on the railway fare revision application)

- Date of implementation: March 14, 2026
- **Rate of fare revision: Total 10.7%** (Commuter 9.2%, Non-commuter 11.9%)
- **Rate of revenue increase: Total 8.4%** (Commuter 8.9%, Non-commuter 8.0%)

●Sales from railway transportation trend

(millions of yen)



●Current number of gate passage in railway operation (YoY)

2025	Oct.	Nov.	Dec.
Commuter passes	1.6%	(3.5%)	4.1%
Non-commuter passes	1.1%	0.6%	2.4%
Total	1.3%	(1.5%)	3.2%

2026	Jan.	Feb.	Mar.	Apr.
Commuter passes	2.6%	1.3%	5.4%	3.7%
Non-commuter passes	4.1%	1.2%	2.2%	1.1%
Total	3.3%	1.3%	3.7%	2.4%

Seibu Group
Smiles ahead

FY2026 earnings forecasts by segment

billions of yen

Operating revenue

	FY2025	FY2026 (forecast)	YoY	FY2026 (previous plan)*	vs. previous plan	FY2025 1H	FY2026 1H (forecast)	YoY
Real Estate	83.9	92.8	8.8	85.7	7.1	44.5	50.2	5.6
Hotel and Leisure	250.4	275.5	25.0	243.6	31.9	120.5	134.5	13.9
Urban Transportation and Regional	156.7	166.7	9.9	162.7	4.0	77.8	83.5	5.6
Other	54.6	58.6	3.9	57.9	0.7	33.0	35.7	2.6
Adjustments	(32.6)	(34.6)	(1.9)	(34.9)	0.3	(16.4)	(17.9)	(1.4)
Consolidated	513.2	559.0	45.7	515.0	44.0	259.5	286.0	26.4

Operating profit

	FY2025	FY2026 (forecast)	YoY	FY2026 (previous plan)*	vs. previous plan	FY2025 1H	FY2026 1H (forecast)	YoY
Real Estate	12.3	15.3	2.9	11.5	3.8	8.7	12.8	4.0
Hotel and Leisure	22.6	25.5	2.8	22.9	2.6	9.6	11.1	1.4
Urban Transportation and Regional	9.5	12.0	2.4	11.5	0.5	8.3	10.8	2.4
Other	1.6	1.5	(0.1)	3.2	(1.7)	4.7	4.3	(0.4)
Adjustments	(0.7)	(1.3)	(0.5)	(0.1)	(1.2)	(0.2)	0.0	0.2
Consolidated	45.5	53.0	7.4	49.0	4.0	31.3	39.0	7.6

* Plan announced on August 1, 2025

FY2026 earnings forecasts by segment

Seibu Holdings

billions of yen

EBITDA

	FY2025	FY2026 (forecast)	YoY	FY2026 (previous plan)*	vs. previous plan	FY2025 1H	FY2026 1H (forecast)	YoY
Real Estate	20.6	23.5	2.8	19.8	3.7	12.8	16.8	3.9
Hotel and Leisure	40.3	46.3	5.9	43.1	3.2	18.0	21.1	3.0
Urban Transportation and Regional	34.4	39.9	5.4	41.4	(1.5)	20.3	23.9	3.5
Other	6.4	6.9	0.4	8.3	(1.4)	7.1	6.9	(0.2)
Adjustments	0.9	1.4	0.4	0.4	1.0	0.5	1.3	0.7
Consolidated	102.8	118.0	15.1	113.0	5.0	58.8	70.0	11.1

Capital investment

	FY2025	FY2026 (forecast)	YoY	FY2026 (previous plan)*	vs. previous plan
Real Estate	44.3	38.4	(5.9)	41.0	(2.6)
Hotel and Leisure	49.8	59.3	9.4	26.1	33.1
Urban Transportation and Regional	48.9	54.9	5.9	52.3	2.5
Other	5.1	7.9	2.7	2.9	4.9
Adjustments	2.4	2.5	0.0	1.5	0.9
Total capital investment	150.7	163.0	12.2	124.0	39.0

* Plan announced on August 1, 2025

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Smiles ahead

Dividends for FY2025 and Dividends Forecast for FY2026

Seibu Holdings

Dividends

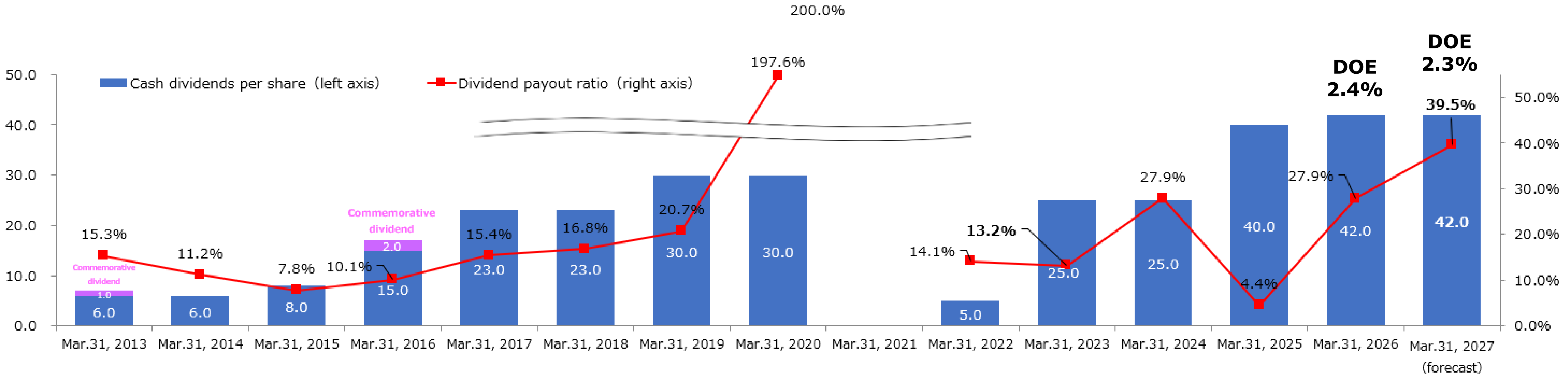
Progressive dividend*

+

Minimum DOE of 2%*

- **By the progressive dividend policy with a minimum DOE of 2.0%, achieve stable dividends and increase dividends through improved profits** *Except when an event occurs that has a significant negative impact on business performance
- Under the above policy on shareholder returns, **after considering current business performance, we will increase the year-end dividend by 2 yen and pay a dividend of 42 yen per share (interim dividend of 20 yen and year-end dividend of 22 yen) for the fiscal year ending March 31, 2026.**
- **For the fiscal year ending March 31, 2027, we plan to pay a dividend of 42 yen per share, the same amount as the previous fiscal year (interim dividend of 21 yen and year-end dividend of 21 yen).**

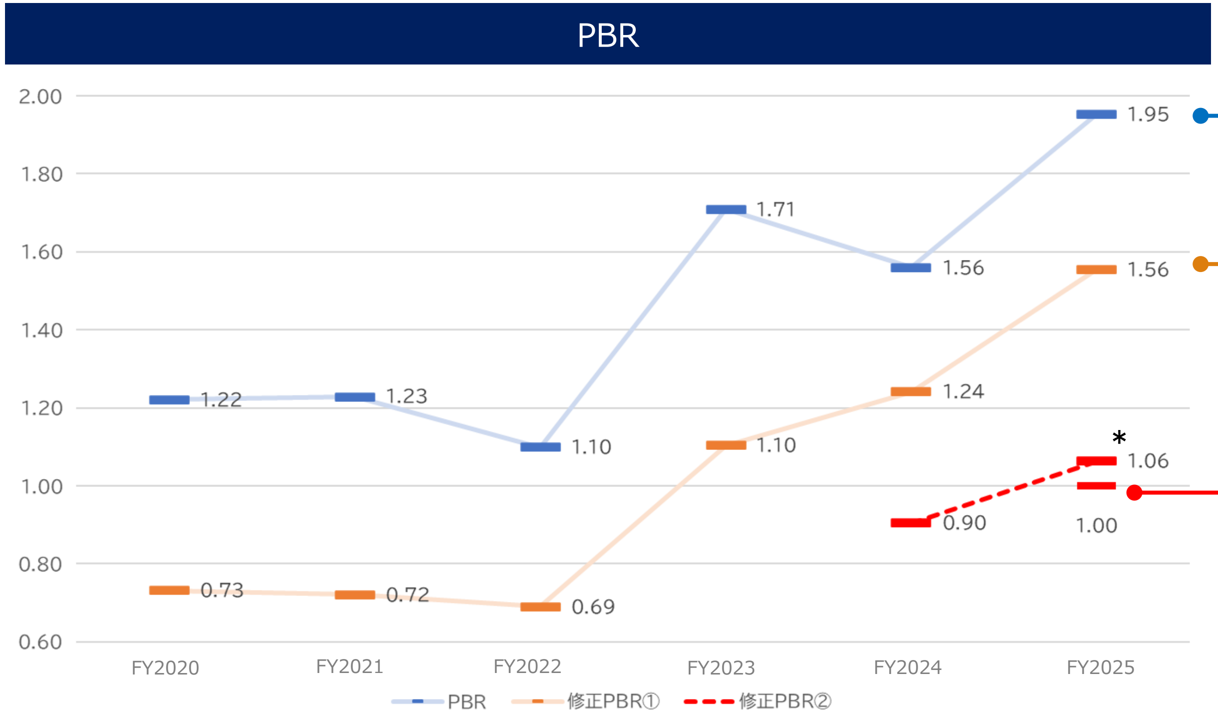
(Unit: yen)



04. Management taking into account the cost of capital and stock price

Review of key indicators (Trends in PBR and Adjusted PBR)

- **To commit to NAV growth, we will expand the target assets for Adjusted PBR from the FY2025 results, and in principle, disclose Adjusted PBR for all hotel assets (including some leisure assets) in the next Medium-term Management Plan (scheduled for disclosure in FY2027).**
- **By actively utilizing funds obtained through capital recycling for growth strategies such as value-add investments, redevelopment, and resort development, we aim to achieve further improvements in profitability and NAV growth, thereby creating sustainable corporate value.**



PBR = Market capitalization / Equity

Adjusted PBR (1) = Market capitalization / NAV [Equity + unrealized gains from real estate for lease, etc. (after tax)]

(Note 1) Adjusted PBR (1) has been calculated by adding to the net assets per share used for calculating PBR the unrealized gains from real estate for lease, etc. (after tax) as of the end of each fiscal year that are added to equity at the end of each fiscal year.

Adjusted PBR (2) = Market capitalization / NAV [Equity + unrealized gains from real estate for lease, etc. (after tax) + unrealized gains on certain assets in the Hotel and Leisure (after tax)]

(Note 2) Adjusted PBR (2) has been calculated by adding to the net assets per share used for calculating PBR the equity at the end of each fiscal year,
plus unrealized gains from real estate for lease, etc. (after tax) and unrealized gains on certain assets in the Hotel and Leisure (after tax) as of the end of each fiscal year.
・Some assets in the Hotel and Leisure for FY2024 are the Takanawa area, Shibakoen area (Tokyo Prince Hotel), Shinagawa area, and Karuizawa area.

The above unrealized gains are based on the real estate appraisal determined from the current status as of the end of FY2024.

・Some assets in the Hotel and Leisure business for FY2025 are described on the following page.

***Based on the calculation criteria for Adjusted PBR (2) for FY2024 (PBR calculated by adding unrealized gains for the four areas of Takanawa, Shiba Park, Shinagawa, and Karuizawa to NAV)**
FY2025 Adjusted PBR (2) was 1.06. [NAV per share: 4,110 yen, YoY: +12.6%]

Supplement : Assets included in Adjusted PBR (2)

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*Reproduction

- **Adjusted PBR (2) for FY2025 expands the scope to include the following assets in the hotel and leisure. (Note that the current scope of assets accounts for approximately 70% of the book value of all assets in the Group's hotel and leisure.)**

Target assets	
Assets included in "Adjusted PBR (2)" for FY2024 and Assets included in "Adjusted PBR (2)" for FY2025	**Shinagawa Prince Hotel*** The Prince Sakura Tower Tokyo Grand Prince Hotel Takanawa Grand Prince Hotel Shin Takanawa Tokyo Prince Hotel The Prince Karuizawa The Prince Villa Karuizawa **Karuizawa Prince Hotel East*** **Karuizawa Prince Hotel West***
Assets included in "Adjusted PBR (2)" for FY2025 (Expanded target assets)	Oiso Prince Hotel Oiso Golf Course Oiso Long Beach Kamakura Prince Hotel The Prince Hakone Ashinoko Ryuguden Hakone-en Golf Course Hakone En Hakone Sengokuhara Prince Hotel Dai-Hakone Country Club Hakone Yunohana Prince Hotel Hakone Yunohana Golf Course Kawana Hotel Kawana Hotel Golf Course

Target assets2	
Assets included in "Adjusted PBR (2)" for FY2025 (Expanded target assets)	Karuizawa Prince Hotel Golf Course Seizan Golf course Karuizawa Prince Hotel Ski Resort Karuizawa Asama Prince Hotel PRINCE VACATION CLUB Karuizawa Asama PRINCE VACATION CLUB Villa Karuizawa Asama Karuizawa Asama Golf Course Karuizawa 72 Golf Magose Golf Course Furano Prince Hotel Shin Furano Prince Hotel Furano Ski Resort Lake Biwa Otsu Prince Hotel Kuni Country Club Seta Golf Course Seibuen Amusement Park Shiga Kogen Prince Hotel Shiga Kogen Yakebitaiyama Ski Resort Shinjuku Prince Hotel Kawagoe Prince Hotel

(Note) The unrealized gains on the above assets included in the "Adjusted PBR (2)" for each fiscal year are calculated based on real estate appraisals reflecting the current market conditions as of the end of each fiscal year.

*For Shinagawa Prince Hotel, Karuizawa Prince Hotel East, and Karuizawa Prince Hotel West, the value used is the future value after value-add investments minus the investment amount, discounted to the present value.

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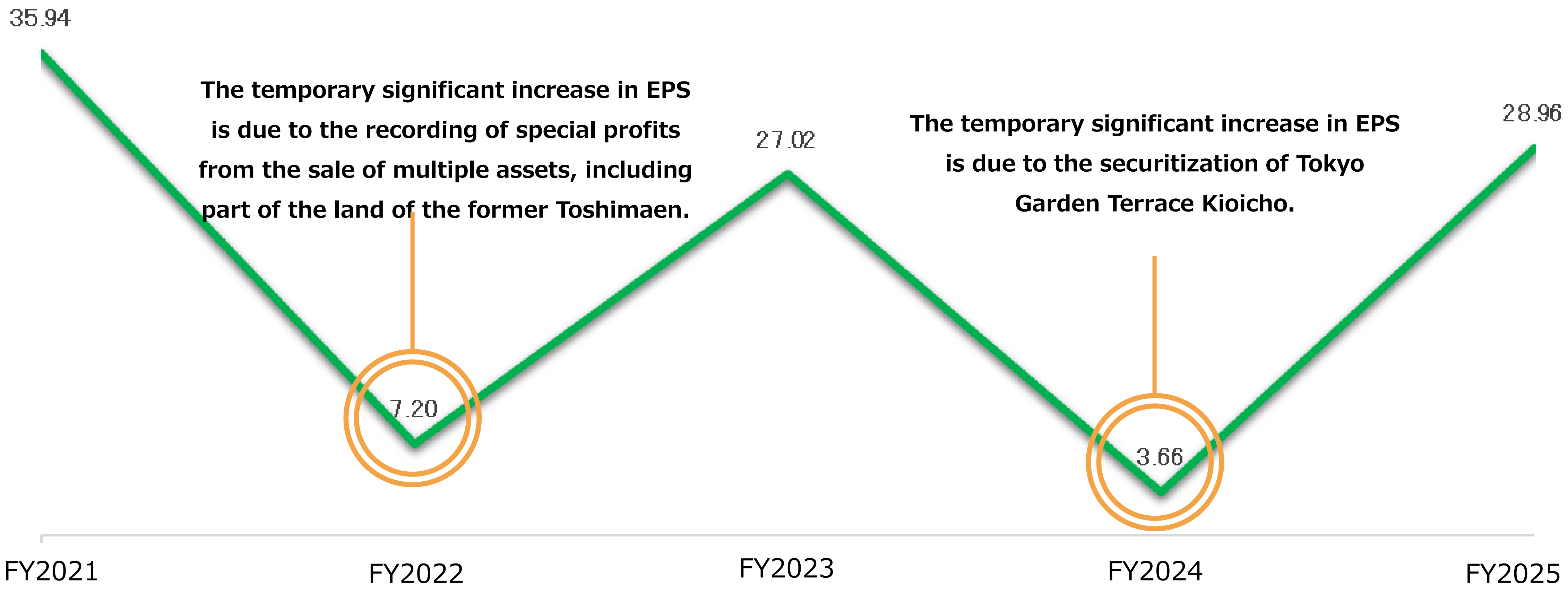
Reference : Review of key indicators (Trends in PER)

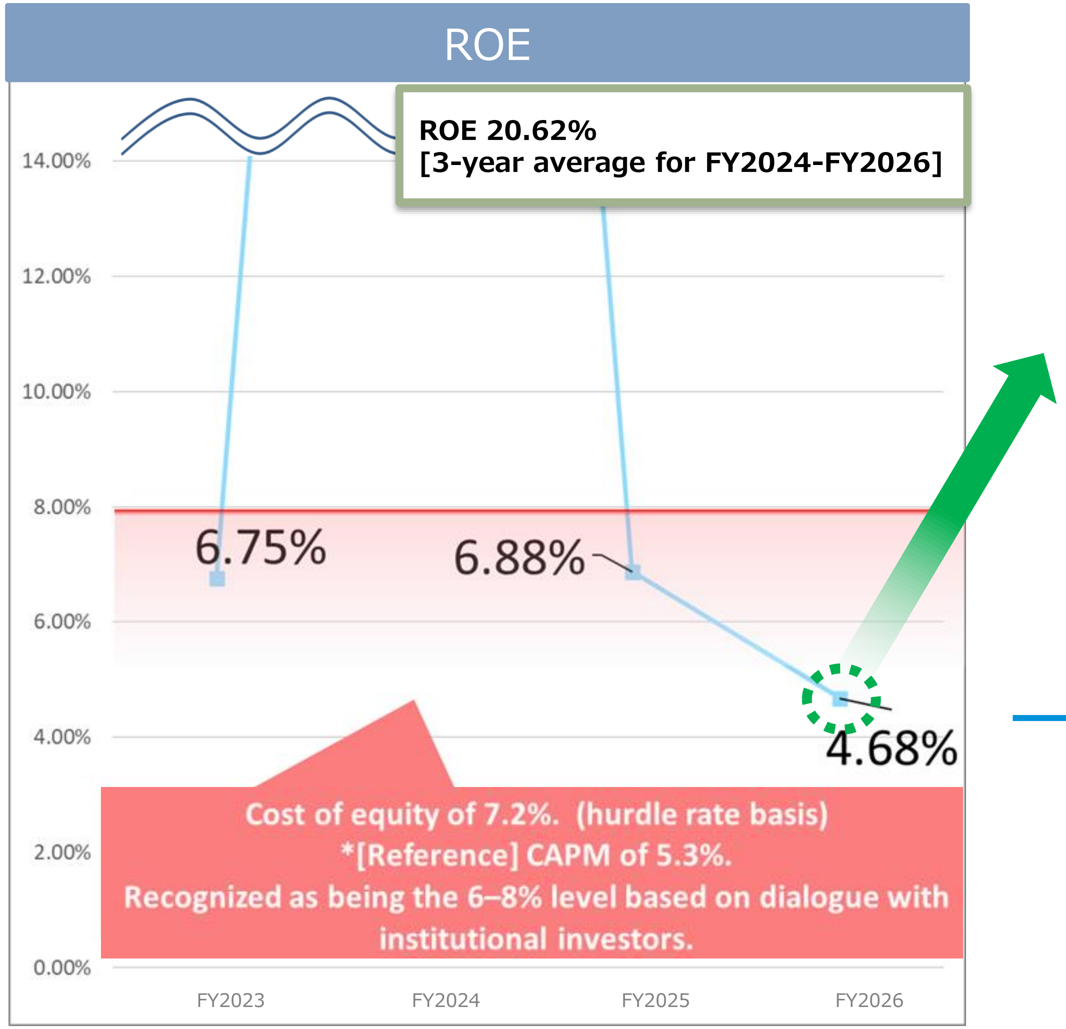
- **Through ongoing capital recycling and value-add investments, we aim to achieve an appropriate and sustainable PER level by demonstrating stable profit growth.**

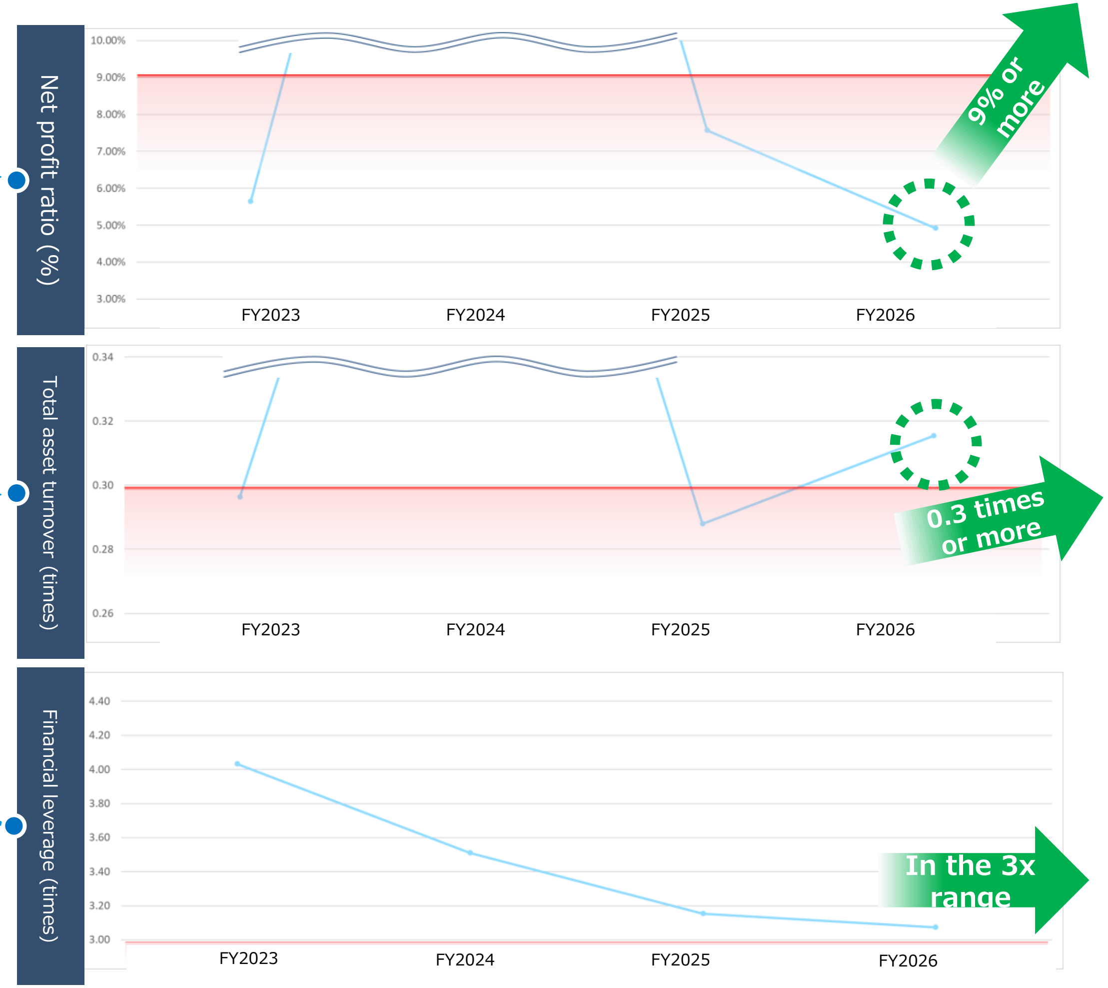
PER



Seibu Group Smiles ahead

Awareness of circumstances around capital costs and capital efficiency





Seibu Holdings

Reference : Financial KPIs (About ROE)

Reproduction of materials disclosed on May 9, 2024 concerning “Seibu Group’s Long-term Strategy to 2035 and FY2024-FY2026 Seibu Group’s Medium-term Management Plan”

- **Building a 250-hotel structure, and while working to increase profitability, achieve sustainable capital recycling through a capital recycling business, and redefine capital efficiency and optimized capital structure, as described below.**
- **The first step is to achieve a constant ROE of 8%, and aim for an ROE in excess of 10% in FY2035.**

Outputs (Financial KPIs)

ROE

Consistently achieved 8%

(Aim for an ROE in excess of 10% in FY2035.)

Cost of equity perceived as 7.2%

I. Profitability (Net profit margin) of at least 9%

- Carry out capital recycling business, develop 250 hotels, etc.
- Business transformation through digital technology, etc.

FY2035 Operating profit Over 100 billion yen

II. Efficiency (Total asset turnover) 0.3× or higher

- Carry out capital recycling business, achieve capital recycling
- Implement investment that takes into account the cost of capital, and ROIC management
  -Hurdle rate set at 3.13% and business portfolio management

ROA 2.7% or greater

III. Financial soundness (Financial leverage) of around 3×

- Leverage a certain degree through large-scale development and acquisition of new properties, while reducing debt through securitization and careful selection of the above investments
- Raise funds other than through borrowing, such as JVs in resort development
- Control the balance sheet while giving due consideration to efficiency and safety, and implement flexible capital policies (dividend increases, purchase of treasury shares, etc.) as appropriate.

Equity-to-asset ratio 25-30%

Maintain "A" rating

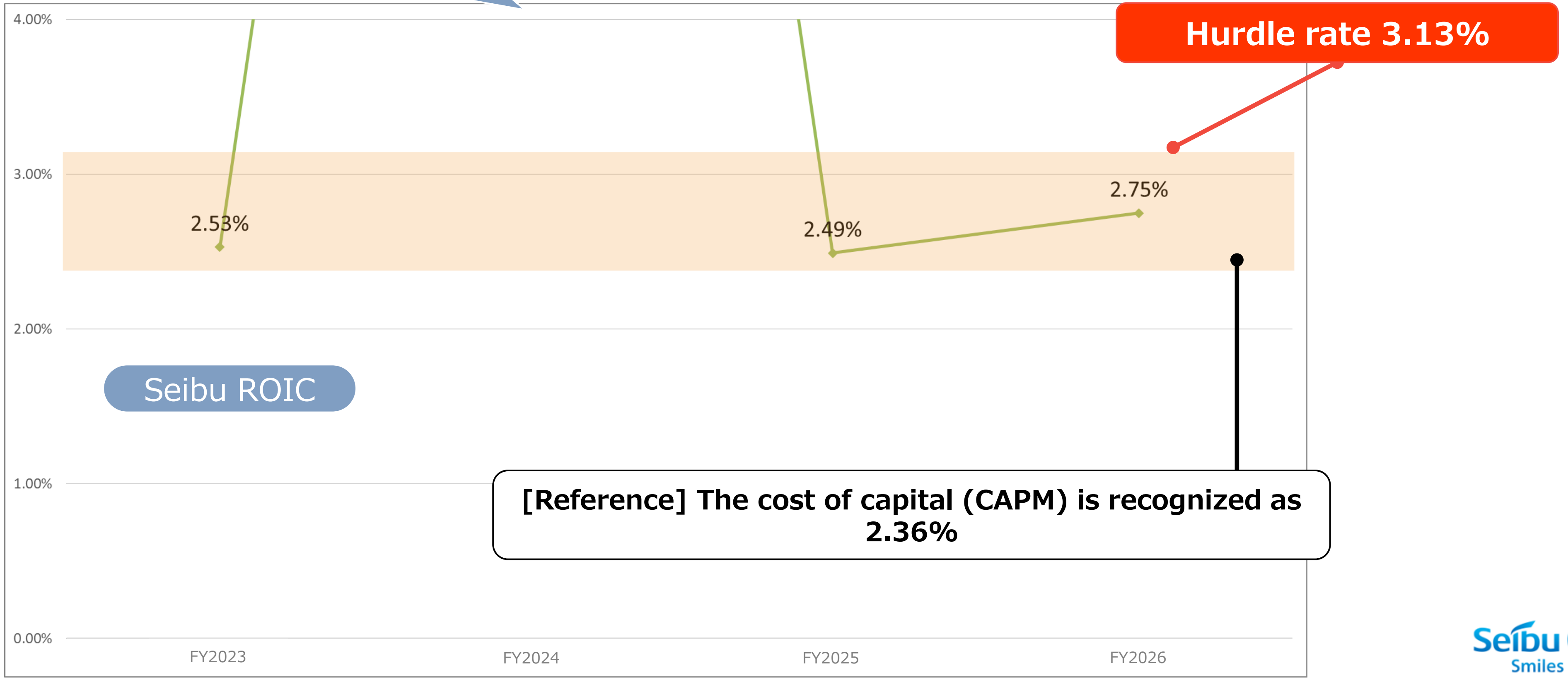
Seibu Holdings

Awareness of circumstances around the hurdle rate and capital efficiency

- **The Seibu ROIC over the past five years, including the three-year Medium-term Management Plan, is not currently expected to exceed the hurdle rate, except for FY2024, when the impact of the securitization of Kioicho will be reflected. To improve the Seibu ROIC, it is urgent to enhance the growth of operating profit (profitability) and the selection of asset composition (efficiency).**

In FY2024, the securitization of Kioicho led to an increase in Seibu ROIC to 16.09%

$$\text{Seibu ROIC}=\frac{\text{NOPAT (=Operating profit×(1-tax rate))}}{\text{Invested capital (=Property, plant and equipment and intangible assets+Real estate for sale)}}$$

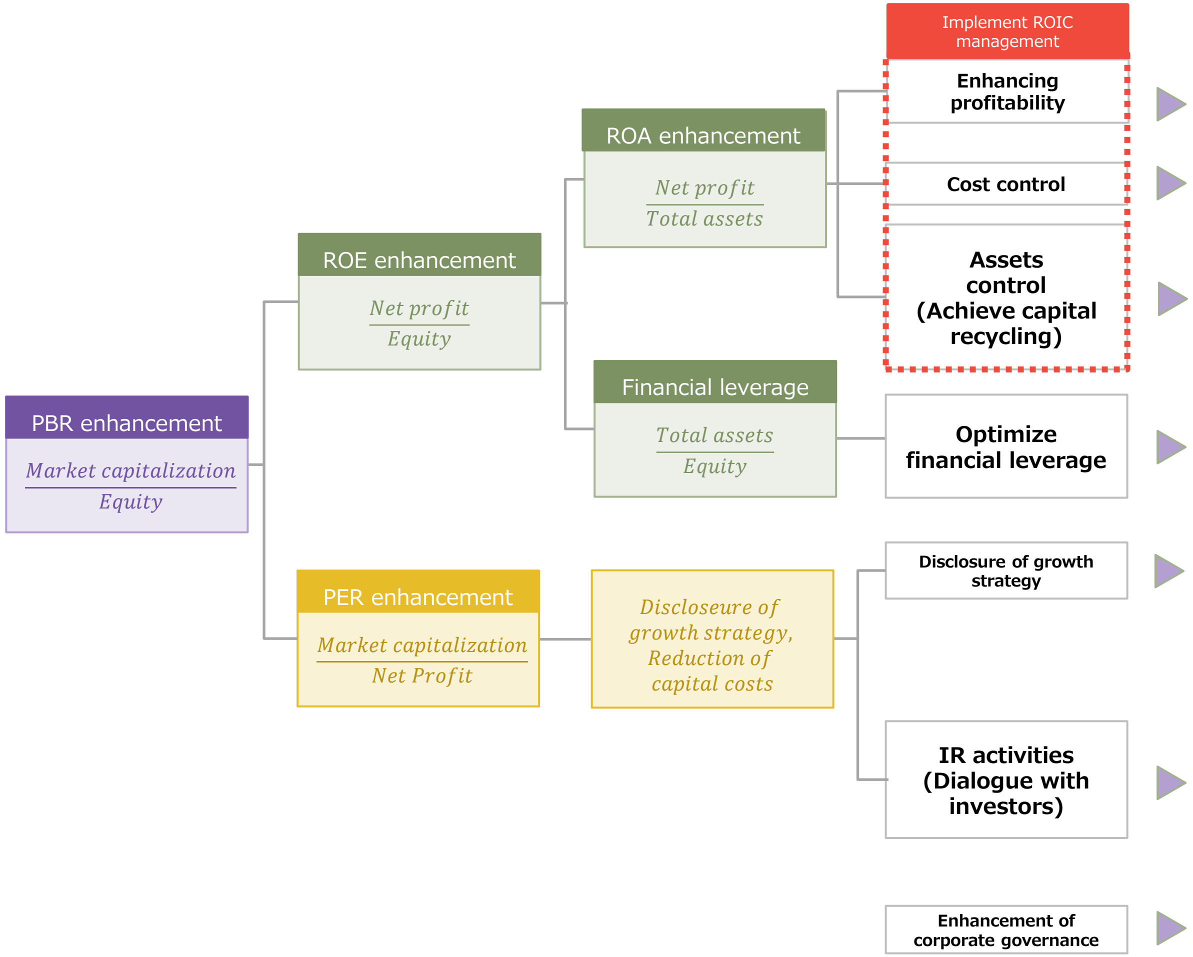


[Reference] The cost of capital (CAPM) is recognized as 2.36%

Seibu Holdings

Towards strengthening both profitability and efficiency

Focusing on both profitability enhancement and efficiency improvement, we will continue to prioritize addressing three key challenges: accelerating the real estate turnover business, improving margins in the hotel and leisure, and enhancing profitability and capital efficiency across each business site.



☆ Improving profitability through capital recycling business, a structure of 250 hotels (MC expansion), etc.

- Increase productivity through business consolidation and adoption of a common Group system.

☆ Carry out securitizations without exceptions in pursuit of capital efficiency through adoption of Seibu ROIC as a benchmark (upon having identified existing business locations unlikely to achieve ROIC improvement, implement measures for recovery while considering profit and loss and cash flow (balanced contraction)).
- Also, reduce ownership of cross-shareholdings for which possession cannot be justified upon having quantitatively and qualitatively assessed such holdings.

- Aim to achieve a capital-to-assets ratio of 25%-30% and financial leverage of around 3x.
- Achieving sustainable capital recycling. Engage in cooperative business with external parties with respect to resorts (joint development, etc.).
- Prioritizing growth investments while introducing a progressive dividend with a lower limit of DOE 2.0% to achieve stable dividends and increased dividends through profit growth.

- Aim to achieve further growth by enlisting our growth strategy centered on the Real Estate business (optimization of the business portfolio).

※ **【Persisting NAV growth】In the Real Estate business, we will create new growth opportunities enlisting funds derived from use of the capital recycling business model (unrealized gains). Such funds will accordingly serve as redevelopment funds for central Tokyo and resorts and also used for acquiring new properties, contributing to investment funds, and undertaking new investment.**

- Inform the capital markets of our pathway toward enhancing initiatives that equate corporate value to earning power enlisting our future vision and the aforementioned initiatives. This will be combined with details on management's intent and quantitative rationale.
- In addition, furthermore engage in constructive dialogue with investors, provided based on ongoing disclosure made in good faith regarding our progress toward achieving pathway outcomes. This will enable us to instill greater confidence with respect to the markets, which will be instrumental in ensuring appropriate expectations and stock price formation.

- Establish a consistent and progressive business structure by strengthening corporate governance.

Seibu Holdings

Towards strengthening both profitability and efficiency

Accelerate capital recycling business

Enhancing profitability
- Acquired 13 new properties and made 6 equity investments, and implemented value-adding to improve real estate value.
- Continue to focus on new acquisitions and value-adding, accelerate the strategic execution of existing plans and the most effective use of unplanned properties, and pursue improvements in ROE and ROIC and NAV growth.

Cost control
- Expand PM contract business, etc., through the four-company real estate business structure, and accelerate productivity improvements in each function.
- Achieve both efficiency and profit maximization by deepening the four-company structure, and strengthen the acquisition of external sales revenue (outside the Group) through enhanced specialization.

Asset control (Achieve capital recycling)
- Implement securitization of owned properties, and allocate funds obtained from securitization to growth investments, repayment of borrowings, and shareholder returns.
- Continue the management of the joint SPC with Morgan Stanley Capital K.K. and PRIME Asia, and achieve sustainable capital recycling through the use of the Seibu Fund.

Enhance profitability in the Hotel and Leisure business

Enhancing profitability
- Expand the network through the acquisition of Ace Hotel business, etc., and grow by capturing inbound demand, primarily in domestic hotel operations.
- Steadily execute the building a structure of 250 hotels, and thoroughly create experiential value and enhance profitability through strategic value-adding.

Cost control
- Realize sophisticated analysis and hospitality through measures for SPGR members and the accumulation of customer data.
- Develop high-quality operations through the use of data, and accelerate the expansion of the number of members and the cultivation of loyal customers.

Asset control (Achieve capital recycling)
- Steadily implement value-add investments as planned, including the Shinagawa Prince Hotel.
- Maximize capital efficiency through the expansion of fee income driven by an increase in the number of facilities, strategic value-adding, and monitoring.

Enhance profitability/ capital efficiency at each business location

- While improvements in capital efficiency have been achieved to a certain extent through capital investment that leads to higher RevPAR in the Hotel and Leisure business, it is necessary to close the gap between Seibu ROIC and the hurdle rate.
- Properties for which there are no plans to improve profitability will be directly linked to improvements in ROE and ROIC and NAV growth through capital generation via value-adding or securitization. In addition, we will organize plans to sell cross-shareholdings with the aim of generating capital and improving capital efficiency to enhance corporate value.

Seibu Holdings

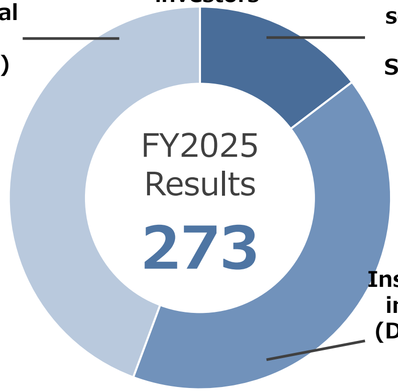
IR activities (Dialogue with investors)

The Company recognizes the importance of listening carefully to opinions expressed by shareholders and investors and reflecting them in management, and works to improve corporate value and shareholder value through constructive dialogue.

Status of dialogue implementation

Main dialogue opportunities	Main respondents	Number of times (FY2025)
General meetings of shareholders	All directors and Audit & Supervisory Board members	1
Financial results briefings / Web conferences	CEO, COO, Directors (Managing Officers in charge of IR, Accounting, and Finance), General Manager of IR	4
Meetings and seminars by theme	COO, Outside Directors, Directors, presidents of business companies, persons in charge of business strategy departments	5
Securities analyst interviews	Directors (Managing Officers in charge of IR, Accounting, and Finance), General Manager of IR	40
Perception study (Perception study of institutional investors)	—	1 (10 target institutions)
Briefing for individual investors	COO, Directors (Managing Officers in charge of IR, Accounting, and Finance), General Manager of IR	4
Meetings with institutional investors	COO, Directors (Managing Officers in charge of IR, Accounting, and Finance), Outside Directors, General Manager of IR	233 (130 institutions)

Breakdown of meetings with institutional investors



Reference

Domestic

- **SR/ESG meetings 13**

Overseas

- **Overseas roadshows (Europe, Asia, North America*) 3**
- **Conferences sponsored by securities firms 6**
- **SR meetings 1**

* Online format

Main themes and interests of the dialogue

- Perception of current share price, perception of current NAV, and growth potential going forward
- Time frame for executing capital recycling (securitization, reinvestment in developments in central Tokyo and resorts, etc.) and status of system construction, approach to investment returns, status of property acquisition, capital allocation policy, and time frame for achieving capital efficiency targets
- Improving profitability in the hotel business, enhancing brand value, and strategies and initiatives for increasing the number of hotels operated
- Improving profitability in railway operations and approach to fare revisions
- Impact of and response to changes in the business environment for real estate development, such as interest rate and exchange rate trends, rising construction costs, labor shortages, and geopolitical risks
- Issues and expectations regarding corporate governance
- Human Capital Strategy (human capital) initiatives including talent acquisition and development, and the connection between management strategy and human capital strategy

Internal feedback on dialogue content

Shared with	Frequency	Main contents
Board of Directors	2x / year	- Share price and relevant indicators, trends in capital markets, state of shareholders - Planning and progress of IR activities, assessments by third parties
	As appropriate	- Comments based on opinions, proposals, expectations, derived through dialogue - Reports on the implementation of overseas IR and SR meetings, and perception studies
CEO, COO, persons in charge of management strategy and business strategy, presidents of business companies, etc.	12x / year	- Share price and relevant indicators, trends in capital markets - Comments based on opinions, proposals, expectations, derived through dialogue

Main responses based on dialogue contents

Execution of management and business strategies, enhancement of information disclosure

- Initiatives for information disclosure to improve the resolution of growth strategies, such as disclosure of progress and policies for capital recycling (growth investments, securitization) and disclosure of investment effects of investment plans
- Review and promotion of development and investment projects taking into account the business environment, and updates to securitization plans to achieve NAV growth

Strengthening corporate governance

- Review of the skill matrix of the Board of Directors (selection of Outside Director candidates with expertise in the real estate business)
- Review of plans to reduce cross-shareholdings

Expansion of opportunities for dialogue

- Holding small meetings as a forum for direct dialogue between institutional investors/analysts and Outside Directors

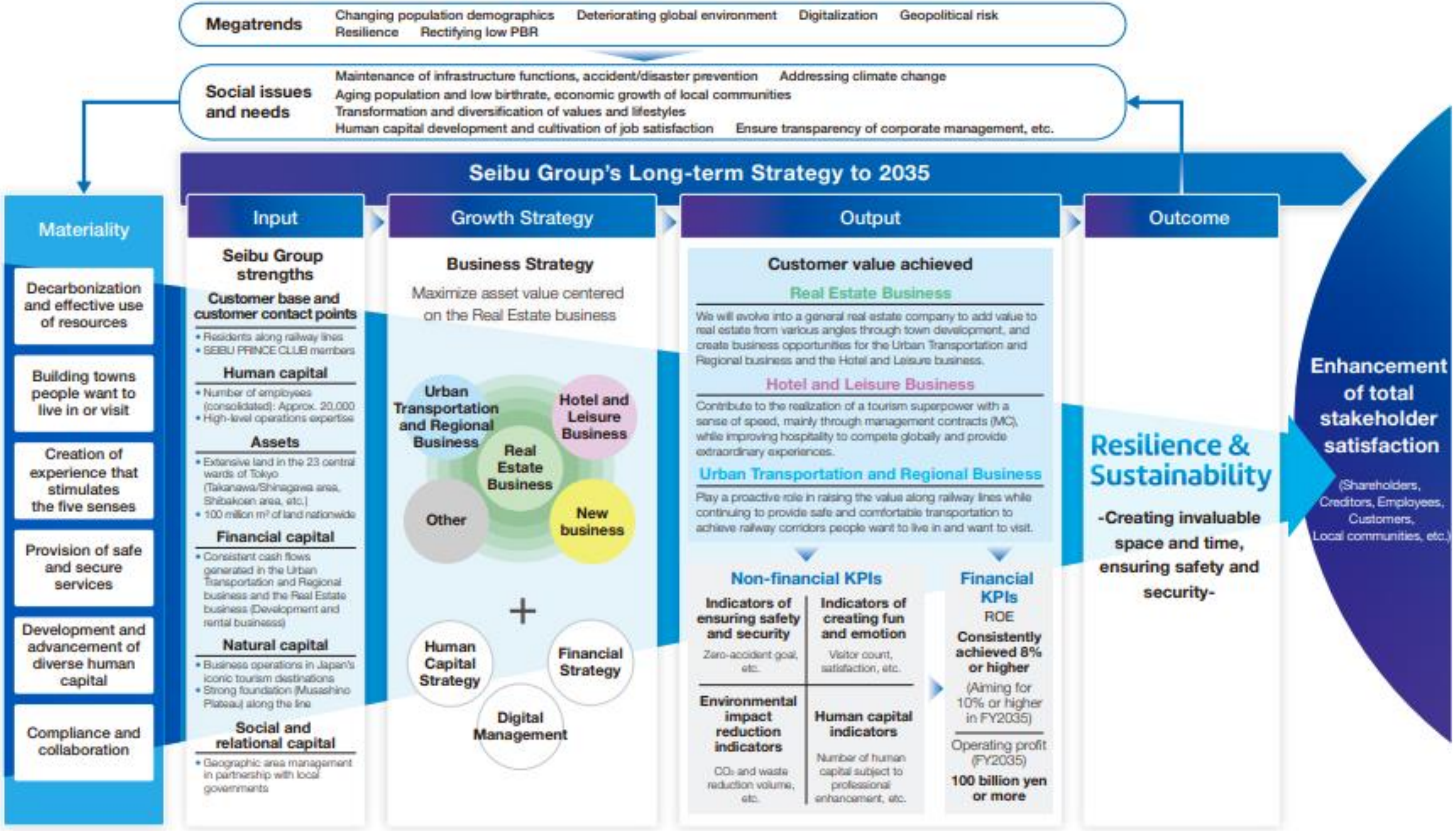
Appendix

Seibu Holdings

Value Creation Narrative

Reproduction of materials disclosed on May 9, 2024 concerning "Seibu Group's Long-term Strategy to 2035 and FY2024-FY2026 Seibu Group's Medium-term Management Plan"

- **We will enhance total stakeholder satisfaction by providing customer value (output) and achieving the envisioned state (outcome) based on our growth strategy centered on the Real Estate business.**



Disclaimer

The forward-looking statements, including earnings forecasts, contained in these materials are based on information available to the Company at the announcement of these materials and on certain assumptions pertaining to factors of uncertainty.
These statements may differ from the actual business results.