

Stakeholder Engagement for Corporate Value Enhancement Through Dialogue and Co-Creation

Dialogue with Stakeholders

Tokyo Century believes constructive dialogue with its diverse stakeholders is essential for achieving sustainable growth and enhancing corporate value. We view everyone involved in our business activities—including customers, business partners, shareholders, investors, financial institutions, local communities, and employees—as crucial partners. Through daily communication and various opportunities for dialogue, we strive to understand their expectations and requests. The valuable feedback obtained from such interactions is utilized in formulating management strategies and improving business activities, leading to the resolution of social issues and the creation of new value. We will continue to deepen our engagement with all stakeholders and promote management based on relationships of trust.



Customers and Business Partners

We will further improve our management system to provide the best possible products and services that satisfy our customers. Furthermore, with Tokyo Century and its partners both acting as proponents behind the development of businesses, we intend to advance a wide variety of businesses by expanding beyond conventional leasing and entering new business areas that will serve as growth drivers.

Key Activities and Venues for Communication

- ➔ Strengthening of partnerships
- ➔ Co-creation of value through open innovation
- ➔ Knowledge sharing on financial service planning and other initiatives
- ➔ Improvement of management systems
- ➔ Implementation of education and training programs, etc.

Shareholders, Investors, and Financial Institutions

Tokyo Century releases appropriate and unbiased information in a timely manner to stakeholders such as shareholders and investors and has established a system to ensure the transparency of Company activities from a fair disclosure perspective. We advance our investor relations activities with a focus on generating a cycle of proactive dialogue with shareholders and other investors and communicating the input and requests solicited thereby to management and employees.

Key Activities and Venues for Communication

- ➔ Shareholders' Meeting
- ➔ Annual securities reports and consolidated financial results
- ➔ Earnings calls (four times a year)
- ➔ Investor relations meetings, Company briefings, and business strategy briefings
- ➔ Information disclosure via corporate website, etc.

National and Regional Government Agencies, Local Communities, and NPOs

With compliance as the foundation of its management, Tokyo Century strives to establish a management structure that earns broad social trust. We actively engage in cleanup activities around our business sites and support the development of the next generation, while also promoting social contribution through donations to NPOs and other organizations. Furthermore, we contribute to solving policy issues such as tourism promotion and regional revitalization through our business activities, fulfilling our responsibilities toward achieving a sustainable society.

Key Activities and Venues for Communication

- ➔ Prevention of corruption
- ➔ Human rights initiatives
- ➔ Adherence with Basic Environmental Policy
- ➔ Cleanup and other community outreach activities
- ➔ Donations to environmental, welfare, education, disaster relief, and other priority fields, etc.

Employees

Aiming to be an organization filled with vitality and dynamism, Tokyo Century maintains a workplace environment that enables each and every employee to demonstrate their abilities to the fullest. We are actively working to heighten employee engagement. The input gained from employee engagement surveys is used in discussions by the Management Meeting and the Board of Directors for analyzing issues and planning future initiatives. Responding to such input is positioned as an important management priority.

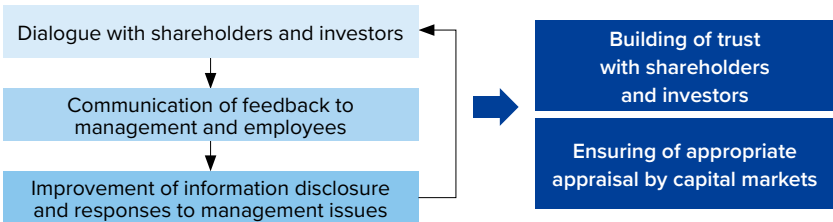
Key Activities and Venues for Communication

- ➔ Regular health checkups and stress checks for employees
- ➔ Employee engagement surveys
- ➔ 360° evaluations
- ➔ One-on-one meetings (periodic meetings for providing feedback pertaining to human resource evaluations, etc.)
- ➔ Internal reporting system, etc.



Investor Relations Activities

Tokyo Century actively promotes investor relations activities with a focus on generating a cycle of proactive dialogue with shareholders and investors and communicating the input and requests solicited thereby to management and employees. The input gained during the course of said activities is used to improve information disclosure and respond to management issues in order to build trust with shareholders and investors and ensure that capital markets accurately appraise the Company. This, in turn, is anticipated to contribute to higher corporate value over the medium to long term.



Meeting between sell-side analysts and President Koji Fujiwara

Main Investor Relations Activities

	Activities	Frequency in Fiscal 2023	Frequency in Fiscal 2024	Details
Analysts and institutional investors	Earnings calls	4 times	4 times	Quarterly earnings calls (Three-month and nine-month calls led by the officer responsible for investor relations; six-month and full-year briefings led by the president)
	Individual meetings	260 times	280 times	Meetings with analysts and institutional investors in Japan and overseas
	Investor briefings	4 times	3 times	Investor briefings led by the president and the officer responsible for investor relations
	Business strategy briefings	1 time	3 times	Business strategy briefings for institutional investors in Japan and overseas
	Overseas roadshows	3 times	3 times	Face-to-face meetings between the president and investor relations representatives and overseas institutional investors
Private investors	Company briefings	1 time	2 times	Briefings on the Company, business strategies, shareholder return policies, etc.

Investor Relations Topics

Examples of Improvements Based on Feedback from Shareholders and Investors

Opinions and expectations from shareholders and investors are utilized in management to refine our business models and create new value. Examples of improvements in fiscal 2024 are as follows.

- Disclosure of Data Book
- Disclosure of net income targets by operating segment
- Clarification of progressive dividend policy
- Revision of officer compensation system

Third Consecutive Year of Recognition as Most-Improved Integrated Report by Domestic Stock Management Institutions of GPIF

Every year, the institutions contracted to manage the domestic stock holdings of the Government Pension Investment Fund (GPIF) name a number of excellent integrated reports and most-improved integrated reports from Japanese companies. In 2024, Tokyo Century's *Integrated Report 2024* was one of the 93 selected as most-improved integrated reports. This is the third consecutive year in which Tokyo Century's integrated report has been recognized in this manner. Tokyo Century is committed to enhancing the quality of disclosure through its integrated reports and other investor relations tools in order to facilitate dialogue with investors and other stakeholders and thereby improve corporate value.