

[Translation for reference only]  
ENGLISH TRANSLATION OF JAPANESE-LANGUAGE DOCUMENT  
This is an English translation of the original Japanese-language document and is provided for convenience only.  
In all cases, the Japanese-language original shall prevail.

## Message from the Chairman and the President

To our shareholders

I would like to express my sincere appreciation for your continued support and patronage for the Seibu Group.

The socio-economic environment is changing rapidly, and volatility, uncertainty, complexity and ambiguity (VUCA) are further increasing making it difficult to predict the future. The Seibu Group set “Resilience & Sustainability: Creating Invaluable Space and Time, Ensuring Safety and Security” as its outcome (desired state) in the long-term strategy with its sight ahead to FY2035 and is making progress toward it. Moreover, in addition to strengthening the Group’s business foundation, we have been actively working on the three pieces of materiality (important themes), “decarbonization and effective use of resources,” “development of attractive towns for living and visit” and “creation of experiences stimulating five senses,” to promote value creation through “uniqueness of the Seibu Group.”

To achieve the outcome, the Group will enter the next stage. As a result of the reviewing of the roles and responsibilities in execution of duties, the Group has transitioned to the new system, where Mr. NISHIYAMA Ryuichiro assumes the positions of Representative Director, Chief Executive Officer (CEO) and Chief Operating Officer (COO) to lead the Group.

Meanwhile, as Chairman and Director, Chairman, I will continue working on initiatives for sustainable growth of the Group as a whole toward the future from a long and broad perspective. The Group will work together to achieve resolution of various social issues and improvement of total stakeholder satisfaction, thereby to achieve the Group Vision, “Smiles Ahead.”

I would like to ask all our shareholders to continue their steadfast support for the Seibu Group.

GOTO Takashi  
Chairman and Director  
Chairman

I would like to express my heartfelt appreciation for our shareholders’ continued understanding and support for the Seibu Group’s activities.

Having overcome the unprecedented changes in business environment, the Seibu Group has built a robust managerial platform by decisively implementing management reforms aiming to lay the foundation for sustainable growth.

To drive the effort to achieve the Seibu Group’s Long-term Strategy to 2035 to a next stage building on the foundation, I was appointed to assume the role of CEO, in addition to my existing role as President and Representative Director, President and COO.

The key to growth going forward is sustainable growth centered on the Real Estate business. We are transforming our business model from the one based on ownership to the one that drives growth through a dual strategy of “asset holding and capital recycling.” We will examine the capital efficiency of properties held by the Seibu Group and decisively implement the strategies that are based on the examination results. In a case of securitization, we will reinvest the injection of cash flow from securitization in redevelopment of urban areas and areas along Seibu Railway lines, as well as in development of resort areas, to achieve the growth of net asset value. Recently, we announced the concept of private REITs. The private REITs are a specific measure under the Seibu Fund concept to utilize the injection of cash flow, and will further accelerate our real estate strategies.

This year, we will enter an important phase to finish the measures under the ongoing Medium-Term Management Plan (FY2024-FY2026) and prepare for the next leap forward. As CEO and COO, I will take the lead and complete one of the largest ever capital investments and other measures from offense-oriented and defense-oriented perspectives, to ensure that we are firmly on a track to steady growth.

All officers and employees will work together to meet the stakeholders’ expectation. I would like to ask you to continue giving your steadfast support to the Seibu Group.

NISHIYAMA Ryuichiro  
President and Representative Director  
President, CEO, and COO



### 3. Purpose of the Meeting

Matters to be reported:

1. Business Report, Consolidated Financial Statements and Audit Reports for the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board, for the 21st Fiscal Year (From April 1, 2025 to March 31, 2026)
2. Non-consolidated Financial Statements for the 21st Fiscal Year (From April 1, 2025 to March 31, 2026)

Matters to be resolved:

Proposal No. 1: Dividends of surplus

Proposal No. 2: Election of fourteen (14) Directors

Proposal No. 3: Election of three (3) Audit & Supervisory Board Members

### 4. Other Matters Concerning the Meeting

1. If you vote more than once, either using the voting form or via the internet, only the last vote will be deemed as valid. Moreover, if you vote more than once both through the voting form and via the Internet, the vote cast via the Internet will be deemed as valid.
2. If there is no indication of approval or disapproval for any of the proposals on the voting form, it will be treated as a vote for approval.

⊙ If there are changes to the items for which measures for providing information in electronic format are to be taken, the Company will post the content of changes on the websites where the matters are posted.

## Methods of Exercising Voting Rights

There are the following three methods of exercising your voting rights at the Annual General Meeting of Shareholders.

A gift campaign for shareholders who exercise their voting rights via Smart Voting and respond to the survey

We will present “1,000 points of SEIBU Smile POINT” and “1,000 points of L POINT” to one out of every 100 shareholders who exercise their voting rights through Smart Voting and respond to the survey, selected by lottery. For more details, please refer to the document sent along with this notice of convocation.

### 1. Exercise of voting rights via the internet

Please input your approval or disapproval of the proposals on the website for exercising voting rights designated by the Company.

Deadline for Exercise **5:00 p.m. on Tuesday, June 23, 2026**  
**(You must complete inputting by 5:00 p.m.)**

#### 1-1 How to exercise voting rights by scanning the QR code (Smart Voting)

- (1) Please scan the QR code printed on the lower right corner of the Document for the Exercise of Voting Rights and tap the “Go to Voting Site” button on the top of the screen.
- (2) Please input your approval or disapproval of the proposals in accordance with the instructions on the screen.

\* Voting using the QR code is available only once. In order to revote, please read “1-2 How to enter Voter Code/Password” below.

\* “QR Code” is a registered trademark of DENSO WAVE INCORPORATED.

#### 1-2 How to enter Voter Code/Password

Please access the website for exercising voting rights (<https://soukai.mizuho-tb.co.jp/>) (in Japanese) designated by the Company, and after entering your “voter code” and “password” printed on the right piece of the Document for the Exercise of Voting Rights, input your approval or disapproval of the proposals according to the instructions on the screen. You will need to change your password when accessing the website for the first time.

### 2. Exercise of voting rights by mailing the Document for the Exercise of Voting Rights

Please indicate your approval or disapproval of the proposals on the Document for the Exercise of Voting Rights and mail the document without putting stamps.

Deadline for Exercise **5:00 p.m. on Tuesday, June 23, 2026**  
**(The mail must arrive by 5:00 p.m.)**

### **3. Exercise of voting rights in attendance at the Annual General Meeting of Shareholders**

You are kindly requested to present the voting form to the receptionist.

If unable to attend the General Meeting of Shareholders, you may designate one (1) proxy shareholder with voting rights of the Company to attend the meeting on your behalf, provided that written proof of that individual's right of proxy is submitted.

Date and Time **Wednesday, June 24, 2026, at 10:00 a.m. (Japan Standard Time) (The reception desk is scheduled to open at 9:00 a.m.)**

Venue **Kusunoki Hall, Seibu Daini Building (8th floor)**  
1-11-2 Kusunokidai, Tokorozawa-shi, Saitama

Please use the contact number below if you have any difficulties when following “1. Exercise of voting rights via the internet” using a smartphone or personal computer.

The Stock Transfer Agency Department of Mizuho Trust & Banking Co., Ltd.

Internet Help Dial: 0120-768-524 (toll-free in Japan, from 9:00 a.m. to 9:00 p.m.)

#### **Use of electronic voting platform (for institutional investors)**

If you are a nominee shareholder such as a trust bank (including a standing proxy), you are, by making an application for using the voting platform in advance, entitled to use the Electronic Voting Platform operated by ICJ, Inc. established by the Tokyo Stock Exchange, etc., as a method for exercising your voting rights.

## **You can contribute to a brighter society/future by exercising your voting rights online**

The mailing costs saved with Smart Voting are donated to the L-FRIENDS activities.

We at the Seibu Group promote Sustainability Action\* initiatives. As one of such initiatives, the Seibu Lions takes initiatives such as solving various problems in local communities through L-FRIENDS activities (local revitalization, support for children, promotion of baseball and environmental assistance). If you exercise your voting rights via the internet, using “Smart Voting” etc., as explained in “1. Exercise of voting rights via the internet,” we will donate part of the mailing costs saved to the activities. To help create a brighter society and future, we strongly encourage our shareholders to use “Smart Voting” when exercising their voting rights.

### **What is L-FRIENDS?**

L-FRIENDS is a series of activities that connect the community, fans, players, and staff members one group of friends, aiming to create future filled with smile together.

The Company donated the mailing costs saved with “Smart Voting” for the 20th Annual General Meeting of Shareholders to the L-FRIENDS activities. That donation was used to partly fund the cost of creating Lions Original baseball caps presented to 1st year elementary school children in Saitama prefecture that were distributed to approximately 50,000 students in April 2026.

We remain committed to continuing this initiative in the future, in close cooperation with supporters.

\* In accordance with its Group Vision, which provides each individual employee of the Group with guidelines for behavior, the Group aims to achieve sustainable and dynamic growth by pursuing initiatives that help make society more sustainable through its wide-ranging businesses and services. We call our efforts to realize a sustainable society “Sustainability Actions.”

## Instructions for Livestreaming the General Meeting of Shareholders

### We are livestreaming the 21st Annual General Meeting of Shareholders through the Internet

We will provide live transmission as follows through the internet for shareholders so that the Annual General Meeting of Shareholders can be viewed from home or elsewhere and we kindly request your participation.

<b>Date and Time of Livestream</b>	Wednesday, June 24, 2026, from 10:00 a.m. (Japan Standard Time) until the conclusion of the General Meeting of Shareholders * The website for the livestream of the general meeting of shareholders is expected to be posted around 9:30 a.m.
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<b>How to view</b>	<ol style="list-style-type: none"><li><b>1. Via smartphone or tablet</b><ol style="list-style-type: none"><li>(1) Please scan the QR code printed on the lower right corner of the enclosed Document for the Exercise of Voting Rights.</li><li>(2) Please tap the “Livestream of the general meeting of shareholders” on the top of the screen to view the livestream.</li></ol></li><li><b>2. Via personal computer</b><ol style="list-style-type: none"><li>(1) Please access the website for the livestream from the website for exercising voting rights (<a href="https://smart-sr.m041.mizuho-tb.co.jp/SA">https://smart-sr.m041.mizuho-tb.co.jp/SA</a>) (in Japanese) and log in to the website using your “voter code” and “password” printed on the right piece of the enclosed Document for the Exercise of Voting Rights.</li><li>(2) Please click the “website for the livestream of the general meeting of shareholders” button. Then, please follow the instructions on the screen to view the livestream.</li></ol></li></ol>
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- Even if exercising your voting rights beforehand, you may view the live broadcast on the day.
- If there are changes such as the method of viewing the live broadcast, we will update with the latest information on the Company’s website (<https://www.seibuholdings.co.jp/ir/stock/meeting/>) (in Japanese).
- Due care will be taken not to include identifiable features of shareholders in attendance on the day, but please be advised that there may be unavoidable circumstance where this does occur. We ask for your understanding in advance.
- Please understand that we are unable to accept contributions such as questions with the live broadcast.
- Sharing the “voter code” and “password” with third parties to view the live broadcast, recording, taping and displaying images of the live broadcast, etc. is prohibited.
- Image and sounds may malfunction depending on your PC environment and internet connection, etc.
- Any transmission charges, etc. incurred in viewing shall be borne by the shareholder.

<b>Inquiries</b>	For any inquiries, please contact below: The Stock Transfer Agency Department of Mizuho Trust & Banking Co., Ltd. Dial: 0120-288-324 (toll-free in Japan, weekdays from 9:00 a.m. to 5:00 p.m.)
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## Reference Documents for the General Meeting of Shareholders

### Proposal No. 1: Dividends of surplus

In the “Seibu Group’s Long-term Strategy to 2035 and Medium-term Management Plan (FY 2024–2026),” we have set forth stable and continuous enhancement of shareholder returns while prioritizing growth investment that leads to an increase in corporate value as the dividend policy. Based on such policy, we adopt a progressive dividends approach with a minimum DOE of 2.0% starting with this plan, thereby aiming to deliver stable dividend payments and raise dividends through higher earnings.

Regarding the year-end dividends for the 21st fiscal year, we are increasing our dividends based on the dividend policy above and on consideration of the current consolidated performance, and decided to pay a year-end dividend of ¥22.00 per share.

If this proposal is approved and passed as proposed, the amount of annual dividend per share (interim dividend of ¥20.00, year-end dividend of ¥22.00) for the fiscal year ended March 31, 2026 will be ¥42, an increase of ¥2.00 from the previous fiscal year.

(1) Type of dividend property

Cash

(2) Allotment of dividend property and its total amount

¥22.00 per Company’s common share

Total: ¥6,722,994,278

(3) Effective date of dividends from surplus

June 25, 2026

## Proposal No. 2: Election of fourteen (14) Directors

Upon the conclusion of this General Meeting of Shareholders, the terms of office of all the fourteen (14) Directors will expire. Accordingly, it is hereby proposed that fourteen (14) Directors be elected.

The candidates for Director are as follows:

Please refer to page 27 for the Company's Policies and Procedures for Nomination of Candidates for Director, and page 31 for the Independence Standards for Outside Directors and Outside Audit & Supervisory Board Members.

Candidate number	Name		Current position and responsibilities in the Company	
1	GOTO Takashi	Male	Director and Chairman	Reelection
2	NISHIYAMA Ryuichiro	Male	President and Representative Director, CEO, and COO Compliance Dept.	Reelection
3	ISHIHARA Masayuki	Male	Director, Overseeing Real Estate Business Business Strategy Dept. II	Reelection
4	FURUTA Yoshinari	Male	Director, Accounting Dept., Finance Dept.	Reelection
5	YAMAZAKI Kimiyuki	Male	Director, Internal Audit and Internal Control Dept., IT Systems Dept.	Reelection
6	HARADA Takeo	Male	Corporate Strategy Dept.	New candidate
7	ISHIBASHI Kenji	Male	Human Capital Strategy Dept.	New candidate
8	TATARA Yoshihiro	Male	Corporate Communication Dept.	New candidate
9	TSUJIHIRO Masafumi	Male	Director	Reelection Outside Independent
10	ARIMA Atsumi	Female	Director	Reelection Outside Independent
11	KOBAYASHI Yoko	Female	Director	Reelection Outside Independent
12	TAKAHASHI Masami	Male	Director	Reelection Outside Independent
13	IKEDA Yuichi	Male	Director	Reelection Outside Independent
14	ARAI Saeko	Female		New candidate Outside Independent

Notes for all the fourteen candidates:

1. The age of each candidate is as of June 24, 2026.
2. The number of the Company's shares that each candidate (excluding Mr. HARADA Takeo, Mr. ISHIBASHI Kenji, and Mr. TATARA Yoshihiro) holds is current as of March 31, 2026, and includes the number of shares held under the name of the Executive Shareholding Association.
3. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company, and a summary of the said policy is indicated on page 51. Each of the candidates for Director excluding Ms. ARAI Saeko is an insured under the policy at their current position and will continue to be such if their reelection is approved under this proposal. If the nomination of Ms. ARAI Saeko is approved, she will also be an insured under the policy. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms for each candidate.

Notes for six candidates for Outside Director:

1. The Company and its Outside Directors Mr. TSUJIHIRO Masafumi, Ms. ARIMA Atsumi, Ms. KOBAYASHI Yoko, Mr. TAKAHASHI Masami, and Mr. IKEDA Yuichi have concluded agreements limiting the liability of the Outside Directors for damages under Article 423, paragraph (1) of the Companies Act of Japan, to the minimum amount stipulated in Article 425, paragraph (1) thereof. If reelection of the five is approved, the Company will continue the said agreements with them. In addition, if the election of Ms. ARAI Saeko is approved, the Company plans to conclude the same liability limitation agreement with her as the other five Outside Directors.

2. The Company has designated Mr. TSUJIHIRO Masafumi, Ms. ARIMA Atsumi, Ms. KOBAYASHI Yoko, Mr. TAKAHASHI Masami, and Mr. IKEDA Yuichi as independent officers in accordance with the rules and regulations of the Tokyo Stock Exchange, and has registered them as such with the Exchange. If reelection of the five is approved, they will be registered as independent directors again. In addition, if the election of Ms. ARAI Saeko is approved, the Company plans to register her with the Tokyo Stock Exchange as an independent officer in accordance with the rules and regulations of the Exchange.

**The composition of the Board of Directors and each committee following the conclusion of the 21st General Meeting of Shareholders and the skill and experience of each Director**

If Proposal No. 2 is approved and passed as proposed, the composition of the Board of Directors and each committee and the skills and experience of each Director will be as follows.

Name	Composition of each committee after the 21st General Meeting of Shareholders				Corporate management	Finance/ accounting	Personnel/ labor/ human capital development	Legal/ risk management
	Chairperson of the Board of Directors	Nomination Advisory Committee	Remuneration Advisory Committee	Corporate Governance Council				
GOTO Takashi				○	○	○	○	○
NISHIYAMA Ryuichiro	★			○	○			○
ISHIHARA Masayuki					○	○		○
FURUTA Yoshinari					○	○		○
YAMAZAKI Kimiyuki					○			○
HARADA Takeo								○
ISHIBASHI Kenji							○	
TATARA Yoshihiro								○
TSUJIHIRO Masafumi		★	○	○	○			
ARIMA Atsumi		○	★	○	○	○	○	
KOBAYASHI Yoko		○	○	○	○			○
TAKAHASHI Masami		○	○	○	○			
IKEDA Yuichi		○	○	★		○		○
ARAI Saeko		○	○	○	○	○		

Name	Sustainability	DX/ Marketing	Real estate	Hotel & Leisure	Urban transportation and railway lines	Capital allocation	Capital markets & IR
GOTO Takashi	○		○	○	○	○	○
NISHIYAMA Ryuichiro	○	○		○	○	○	○
ISHIHARA Masayuki	○		○	○		○	○
FURUTA Yoshinari						○	○
YAMAZAKI Kimiyuki		○		○	○		
HARADA Takeo	○	○			○	○	○
ISHIBASHI Kenji	○				○		
TATARA Yoshihiro	○			○			
TSUJIHIRO Masafumi		○					
ARIMA Atsumi	○					○	○
KOBAYASHI Yoko	○	○					
TAKAHASHI Masami		○					
IKEDA Yuichi							○
ARAI Saeko		○	○				

\*The above list does not represent all the knowledge and experience of each Director.

\*“★” indicates the chairperson of each committee, etc.

**Ratio of female Directors and ratio of Outside Directors in each committee if Proposal No. 2 is approved and passed as originally proposed**

<b>Ratio of female Directors</b>
3/14 persons

	Board of Directors		Nomination Advisory Committee		Remuneration Advisory Committee		Corporate Governance Council	
Independent Outside Directors	6/14 persons	42.9%	6/6 persons	100%	6/6 persons	100%	6/8 persons	75.0%

Candidate number	Name (Date of birth)	Career summary and position	Number of Company shares owned
1	<p>Reelection</p> <p><b>GOTO Takashi</b></p> <p>February 15, 1949 (77 years old)</p> <p>Number of Years in office: 20 years (upon the conclusion of this General Meeting of Shareholders)</p>	<p>Apr. 1972    Joined The Dai-Ichi Kangyo Bank, Ltd. (currently Mizuho Financial Group, Inc.)</p> <p>Jun. 2000    Managing Officer of The Dai-Ichi Kangyo Bank, Ltd.</p> <p>Sept. 2000    Managing Officer of Mizuho Holdings, Inc.</p> <p>Apr. 2001    Executive Managing Officer of Mizuho Holdings, Inc.</p> <p>Mar. 2003    Executive Managing Officer of Mizuho Financial Group, Inc. Executive Managing Director of Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.)</p> <p>Apr. 2004    Vice President and Director of Mizuho Corporate Bank, Ltd.</p> <p>Feb. 2005    Special Adviser of Seibu Railway Co., Ltd.</p> <p>May 2005    President and Representative Director of the company</p> <p>Feb. 2006    Director of Prince Hotels, Inc. (currently SEIBU REAL ESTATE INC.) President and Representative Director of Seibu Holdings Inc. President and Chief Executive Officer of the Company</p> <p>Jun. 2010    <b>Director and Chairman of Seibu Railway Co., Ltd. (present)</b></p> <p>Apr. 2022    Director of SEIBU PRINCE HOTELS WORLDWIDE INC. <b>Director and Chairman of SEIBU REALTY SOLUTIONS INC. (currently SEIBU REAL ESTATE INC.) (present)</b></p> <p>Apr. 2023    Chairman and Representative Director of Seibu Holdings Inc. Chairman and CEO of the Company</p> <p>Apr. 2025    <b>Director and Chairman of SEIBU PRINCE HOTELS WORLDWIDE INC. (present)</b></p> <p>Apr. 2026    <b>Chairman and Director of Seibu Holdings Inc. (present)</b> <b>Chairman of the Company (present)</b></p>	68,630
	Attendance to the meetings of the Board of Directors in FY2025: 22/22 (100%)	Important concurrent positions outside the Company Director and Chairman of Seibu Railway Co., Ltd. Director and Chairman of SEIBU PRINCE HOTELS WORLDWIDE INC. Director and Chairman of SEIBU REAL ESTATE INC.	
	[Reason for nomination as Director and expected roles] Mr. GOTO Takashi has showed strong leadership even under a rapidly changing business environment and contributed significantly to improving the Group's corporate value by engaging in dialogue with shareholders and investors with a proactive stance, while drawing on his abundant prior experience and knowledge. In addition, he formulated the growth strategy centered on the Real Estate business from a broad perspective and is steadily achieving the results. We are certain that he will continue to contribute to improving the medium- to long-term corporate value and shareholder value of the Seibu Group as Director and Chairman from April 2026, by pursuing total optimization of the Company from a broader perspective. Accordingly, we nominate him as a Director.		
	[Message to shareholders from the Director candidate] While the global economy is facing geopolitical issues and other uncertainties in the future, the Company's management environment is also rapidly diversifying and becoming more sophisticated. In order to adjust to these changes, the Company is accelerating its growth strategy centered on the Real Estate business, based on "Resilience & Sustainability" as the keywords. As Director and Chairman, I will support steady implementation of long-term strategies and human capital strategies from a broad perspective toward sustainable growth of the Group as a whole, so that the Group can achieve resolution of various social issues and improvement of total stakeholder satisfaction, and thereby achieve the Group Vision, "Smiles Ahead."		

\* There is no special interest between Mr. GOTO Takashi and the Company.

Candidate number	Name (Date of birth)	Career summary and position	Number of Company shares owned
2	<p>Reelection</p> <p><b>NISHIYAMA Ryuichiro</b></p> <p>August 30, 1964 (61 years old)</p> <p>Number of Years in office: 12 years (upon the conclusion of this General Meeting of Shareholders)</p>	<p>Apr. 1987    Joined The Dai-Ichi Kangyo Bank, Ltd. (currently Mizuho Financial Group, Inc.)</p> <p>Oct. 2009    General Manager, Corporate Communication Office of Seibu Holdings Inc.</p> <p>Apr. 2010    General Manager, Corporate Communication Department of the Company</p> <p>Apr. 2013    Managing Officer, General Manager, Corporate Communication Department of the Company Managing Officer, General Manager, Corporate Communication Department of Seibu Railway Co., Ltd.</p> <p>Jun. 2013    Director and Senior Managing Officer, General Manager, Corporate Communication Department of the company</p> <p>Jun. 2014    Director of Seibu Holdings Inc. Senior Managing Officer, General Manager, Corporate Communication Department of the Company</p> <p>Apr. 2017    Director and Executive Managing Officer of Prince Hotels, Inc. (currently SEIBU REAL ESTATE INC.)</p> <p>Nov. 2017    Director and Senior Managing Officer of the Company</p> <p>Apr. 2021    Director and Senior Managing Officer, Executive General Manager, Corporate Planning Department of the Company</p> <p>Apr. 2022    Director and Executive Managing Officer, Executive General Manager, Corporate Planning Department of the Company Director and Executive Managing Officer of SEIBU PRINCE HOTELS WORLDWIDE INC.</p> <p>Apr. 2023    <b>President and Representative Director of Seibu Holdings Inc. (present)</b> President and COO, Executive General Manager, Corporate Planning Department of the Company</p> <p>Apr. 2024    President and COO of the Company</p> <p>Apr. 2026    <b>President, CEO, and COO of the Company (present)</b></p> <p><u>Responsibilities in the Company</u> Compliance Dept.</p>	25,540
Attendance to the meetings of the Board of Directors in FY2025: 22/22 (100%)		Important concurrent positions outside the Company None	
[Reason for nomination as Director and expected roles] Through his wealth of experiences and knowledge in corporate communication, administration, and corporate planning, Mr. NISHIYAMA Ryuichiro has been striving for implementation and realization of various initiatives as President and Representative Director, and COO. Since April 2026, he is working with a sense of mission as CEO and COO toward implementation of business strategies, human capital strategies, and digital management, focusing on the growth strategy centered on Real Estate business, even in the unpredictable business environment. We are certain that he will continue to contribute to improving the medium- to long-term corporate value of the Seibu Group. Accordingly, we nominate him as a Director.			
[Message to shareholders from the Director candidate] In April 2026, I was appointed to assume the role of CEO, in addition to my existing role as President and Representative Director, President and COO. I will strongly promote “capital recycling,” building on the robust managerial platform that has been developed by the Seibu Group, centering on the Real Estate business, and further strengthening the synergies with the Hotel and Leisure business and the Urban Transportation and Regional business. By doing so, I will drive the efforts to achieve the “Seibu Group’s Long-term Strategy to 2035” to a next stage. Moreover, under the unchanging basic stance of the “Group Vision,” I will strive to enhance the corporate value of the Group by providing our customers with dreams and hope and inspiration through brushing up expertise as a company growing sustainably with customers and local communities, and contributing to the realization of an enriched and sustainable society.			

\*There is no special interest between Mr. NISHIYAMA Ryuichiro and the Company.

Candidate number	Name (Date of birth)	Career summary and position	Number of Company shares owned	
3	Reelection  <b>ISHIHARA Masayuki</b>  July 21, 1965 (60 years old)  Number of Years in office: 2 years (upon the conclusion of this General Meeting of Shareholders)	Apr. 1989	Joined The Nikko Securities Co., Ltd. (currently SMBC Nikko Securities Inc.)	1,929
		Nov. 2001	General Manager, Fixed Income Management Department of Nikko Asset Management Co., Ltd.	
		Aug. 2005	Director and Executive Vice President, CIO (Chief Investment Officer), Global Head of Fixed Income Management of Nikko Asset Management Americas, Inc.	
		Aug. 2008	COO of Asset Management, General Manager of Asset Management Planning of Nikko Asset Management Co., Ltd.	
		Apr. 2010	General Manager, Passive Management of the company	
		Jan. 2013	General Manager of Risk Management Division, CRO (Chief Risk Officer) of the company	
		Jun. 2016	Representative Director and President, CEO of PAG Real Estate Investment Management Co., Ltd.	
		Sept. 2017	Executive Director of PAG PRIVATE REIT, Inc. (currently Takara Leben Real Estate Investment Corporation)	
		Feb. 2018	Representative Director and Chairman, CEO of Takara PAG Real Estate Investment Management Co., Ltd. (currently MIRARTH Real Estate Advisory Inc.)	
		Apr. 2024	Advisor of Seibu Holdings Inc.	
Jun. 2024	<b>Director of the Company (present)</b> Senior Managing Officer of the Company			
Apr. 2025	<b>Executive Managing Officer of the Company (present)</b>			
		<u>Responsibilities in the Company</u>		
		Overseeing Real Estate Business, Business Strategy Dept. II		
Attendance to the meetings of the Board of Directors in FY2025: 22/22 (100%)		Important concurrent positions outside the Company None		
[Reason for nomination as Director and expected roles] Mr. ISHIHARA Masayuki has extensive experience and knowledge in investment business related to stocks, bonds and real estate, and asset management business through his experience in fixed income operations at securities companies, investment management operations at asset management companies, and real estate investment operations of listed J-REIT (Japanese real estate investment trust). After assuming the position of the Company's Director, he led the securitization of Tokyo Garden Terrace Kioicho, which marked a significant step forward of the capital recycling business. After that, he oversees the Hotel and Leisure business and steadily making achievements. We are certain that he will leverage his past achievements and knowledge to enhance synergies between businesses of the Seibu Group centered on the Real Estate business, and thereby continue to help to further improve capital efficiency and enhance the medium- to long-term corporate value of the Seibu Group. Accordingly, we nominate him as a Director.				
[Message to shareholders from the Director candidate] In the Real Estate business I oversee, we will continue strengthening the individual functions of the Real Estate business, aiming to improve the capability to create corporate value. In the real estate investment business that serves as the engine for capital recycling, we will steadily advance the process for establishment of the "Seibu Fund." In addition, we will further promote strengthening of cooperation with the Urban Transportation and Regional business and the Hotel and Leisure business centered on the Real Estate business, to enhance value along railway lines and improve customer satisfaction in the Hotel and Leisure business. I will continue proposing and steadily implementing strategies that will draw out the Seibu Group's potential.				

\* There is no special interest between Mr. ISHIHARA Masayuki and the Company.

Candidate number	Name (Date of birth)	Career summary and position	Number of Company shares owned	
4	<p>Reelection</p> <p><b>FURUTA Yoshinari</b></p> <p>December 31, 1966 (59 years old)</p> <p>Number of Years in office: 4 years (upon the conclusion of this General Meeting of Shareholders)</p>	<p>Apr. 1990    Joined The Japan Development Bank (currently Development Bank of Japan Inc.)</p> <p>Jul. 2009    Director, Shanghai Office of DBJ Business Investment Inc.</p> <p>Jun. 2014    Branch Manager, Hokuriku Branch of Development Bank of Japan Inc.</p> <p>Jun. 2016    General Manager, Corporate Finance Department, Division 2 of Development Bank of Japan Inc.</p> <p>Jun. 2018    General Manager, Credit Analysis Department of Development Bank of Japan Inc.</p> <p>Jun. 2021    Executive Officer, General Manager, Credit Analysis Department of Development Bank of Japan Inc.</p> <p>Apr. 2022    Advisor of Seibu Holdings Inc.</p> <p>Jun. 2022    <b>Director of the Company (present)</b> <b>Senior Managing Officer of the Company (present)</b></p> <p><u>Responsibilities in the Company</u> Accounting Dept., Finance Dept.</p>	4,695	
		<p>Attendance to the meetings of the Board of Directors in FY2025: 22/22 (100%)</p>		<p>Important concurrent positions outside the Company None</p>
		<p>[Reason for nomination as Director and expected roles]</p> <p>Mr. FURUTA Yoshinari has experience in a wide range of domestic and overseas positions at a financial institution, including taking charge of corporations, being stationed overseas, serving as branch manager, and serving as general manager of the Credit Analysis Department, and was also involved in management as an Executive Officer. After assuming the position of the Company's Director responsible for accounting, finance, and IR, he has realized stable financing by working to ensure accurate disclosure of financial information and strengthen our financial position as well as promoted IR activities to obtain appropriate evaluation of the Company from shareholders and investors.</p> <p>We are certain that he will continue to promote initiatives to support sustainable and strong growth of the Seibu Group by applying the abundant practical experience he has accumulated to date. In this way, we expect he will help to enhance the corporate value of the Group over the medium to long term. Accordingly, we nominate him as a Director.</p>		
		<p>[Message to shareholders from the Director candidate]</p> <p>Although the financial and economic environment is changing significantly, I will support resource allocation and initiatives to enhance the corporate value that leverages the Seibu Group's strength, by providing a stable financial foundation. To the shareholders and investors, I will show the progress and achievement of growth investment set out in the long-term strategy, to foster appropriate expectation on growth and obtain proper market valuation. At the same time, I will strive to enhance disclosure of non-financial information, as well as financial information, aiming at sustainable growth.</p>		

\* There is no special interest between Mr. FURUTA Yoshinari and the Company.

Candidate number	Name (Date of birth)	Career summary and position	Number of Company shares owned	
5	<p>Reelection</p> <p><b>YAMAZAKI Kimiyuki</b></p> <p>July 14, 1966 (59 years old)</p> <p>Number of Years in office: 3 years (upon the conclusion of this General Meeting of Shareholders)</p>	<p>Mar. 1992    Joined Seibu Railway Co., Ltd.</p> <p>Apr. 2015    General Manager, Internal Audit Department of the company</p> <p>Mar. 2016    General Manager, Internal Audit and Internal Control Department of the company</p> <p>Apr. 2019    General Manager, Information Systems Department of Seibu Holdings Inc.</p> <p>Apr. 2021    Managing Officer, General Manager, Information Systems Department of the Company Managing Officer of Seibu Railway Co., Ltd. Managing Officer of Prince Hotels, Inc. (currently SEIBU REAL ESTATE INC.)</p> <p>Apr. 2022    Executive Managing Officer of Seibu Railway Co., Ltd. Executive Managing Officer, General Manager, Information Systems Department of SEIBU PRINCE HOTELS WORLDWIDE INC.</p> <p>Jun. 2023    <b>Director of Seibu Holdings Inc. (present)</b> <b>Senior Managing Officer, General Manager,</b> <b>Information Systems Department of the Company</b> <b>(present)</b> <b>Director and Executive Managing Officer of Seibu</b> <b>Railway Co., Ltd. (present)</b> <b>Director and Executive Managing Officer, General</b> <b>Manager, Information Systems Department of SEIBU</b> <b>PRINCE HOTELS WORLDWIDE INC. (present)</b></p> <p><u>Responsibilities in the Company</u> Internal Audit and Internal Control Dept., IT Systems Dept.</p>	9,141	
		<p>Attendance to the meetings of the Board of Directors in FY2025: 22/22 (100%)</p>		<p>Important concurrent positions outside the Company Director of Seibu Railway Co., Ltd. Director of SEIBU PRINCE HOTELS WORLDWIDE INC.</p>
		<p>[Reason for nomination as Director and expected roles]</p> <p>As the person responsible for IT systems, Mr. YAMAZAKI Kimiyuki has contributed to improving operational efficiency and productivity including integrating information systems departments of major Group companies and promoting the group-wide standardization of management-related operations. In the medium- to long-term strategy for FY2024 and onward, “digital management” continues to be essential for value creation of the Group. We are certain that he will promote development and optimization of information system infrastructure and sophistication of the internal control system drawing on his wealth of business experience in the field of information systems and knowledge that was developed by such experience. In this way, he will help to enhance the corporate value of the Group. Accordingly, we nominate him as a Director.</p>		
		<p>[Message to shareholders from the Director candidate]</p> <p>I expect that the remarkable advancement of AI and other digital technologies will provide us with various possibilities for realizing the Group’s philosophy, to “create exciting new experiences for our customers.” I will strive to make the Group more attractive for all stakeholders, by proactively embracing advanced digital technologies with due focus on cybersecurity. In addition, I will work to achieve the purposes of internal control through internal audit and J-SOX, to ensure appropriate business operations.</p>		

\* There is no special interest between Mr. YAMAZAKI Kimiyuki and the Company.

Candidate number	Name (Date of birth)	Career summary and position	Number of Company shares owned	
6	New candidate <b>HARADA Takeo</b> July 26, 1971 (54 years old) Number of Years in Office: - years	Apr. 1995	Joined Seibu Railway Co., Ltd.	3,784
		Jul. 2015	General Manager, Corporate Strategy Office, Corporate Planning Department of Seibu Holdings Inc.	
		Apr. 2017	General Manager, Corporate Strategy Department of the Company	
		Apr. 2018	General Manager, President's Office of the Company	
		Apr. 2019	General Manager, President's Office and General Manager, Corporate Strategy Department of the Company	
		Jan. 2021	General Manager, Corporate Strategy Department of the Company	
		Apr. 2022	Managing Officer, General Manager, Corporate Strategy Department and General Manager, DX & Marketing Strategy Department of the Company	
		Apr. 2024	<b>Senior Managing Officer, Executive General Manager, Corporate Planning Department of the Company (present)</b> <u>Responsibilities in the Company</u> Corporate Strategy Dept.	
Attendance to the meetings of the Board of Directors in FY2025: —	Important concurrent positions outside the Company None			
[Reason for nomination as Director and expected roles] Having accumulated experience mainly in the Corporate Planning Division, Mr. HARADA Takeo played a major role in listing of the Company's shares on the First Section of the Tokyo Stock Exchange in 2014, and worked on transformation of the business model by considering the COVID-19 pandemic as General Manager of Corporate Planning Department. Since FY2024, he has led formulation of the Group's management strategies and implementation of various measures as Executive General Manager of the Corporate Planning Division, by, for example, working for the transition to the growth strategy centered on the Real Estate business. We are certain that he will continue to promote initiatives under the "Seibu Group's Long-term Strategy to 2035" the Company is working on by applying the abundant knowledge and experience he has accumulated from the aforementioned wide range of businesses. In this way, we expect he will help to enhance the corporate value of the Group over the medium to long term. Accordingly, we nominate him as a Director.				
[Message to shareholders from the Director candidate] With the formulation of the "Long-term Strategy to 2035," the Seibu Group has entered a new stage. Combining the Real Estate, Hotel & Leisure, and Urban Transportation and Regional businesses will create the Group's unique experiential value and help to achieve its slogan "Smiles Ahead," and capital recycling will improve the capital efficiency. I am certain that by doing these we will be able to enhance the corporate value and shareholder value over a medium to long term. I will utilize my knowledge and experience and do my best to resolve various issues.				

\* There is no special interest between Mr. HARADA Takeo and the Company.

\*The number of the Company's shares that Mr. HARADA holds is current as of March 31, 2026, and includes the number of shares held under the name of the Employee Stock Holding Partnership.

Candidate number	Name (Date of birth)	Career summary and position	Number of Company shares owned
	<p>New candidate</p> <p><b>ISHIBASHI Kenji</b></p> <p>November 27, 1969 (56 years old)</p> <p>Number of Years in Office: - years</p>	<p>Mar. 1992    Joined Seibu Railway Co., Ltd.</p> <p>Apr. 2017    Managing Officer, General Manager, Transportation Department of the company</p> <p>Apr. 2023    Managing Officer, General Manager, Human Capital Strategy Department of Seibu Holdings Inc. Executive Managing Officer of Seibu Railway Co., Ltd.</p> <p>Sept. 2023    Managing Officer, General Manager, Personnel Department of Seibu Railway Co., Ltd.</p> <p>Apr. 2025    <b>Senior Managing Officer, General Manager, Human Capital Strategy Department of Seibu Holdings Inc. (present)</b> Executive Managing Officer of SEIBU PRINCE HOTELS WORLDWIDE INC.</p> <p>Apr. 2026    <b>Executive Managing Officer of Seibu Railway Co., Ltd. (present)</b></p> <p><u>Responsibilities in the Company</u> Human Capital Strategy Dept.</p>	1,574
7	Attendance to the meetings of the Board of Directors in FY2025: —	Important concurrent positions outside the Company None	
	[Reason for nomination as Director and expected roles] Mr. ISHIBASHI Kenji has abundant knowledge and experience mainly in railways and personnel departments. At Seibu Railway Co., Ltd., he worked to maintain safe and conformable transportation and design measures to attract customers as General Manager of Transportation Department. In addition, since April 2023, he has been formulating new strategies in various aspects including recruiting, development, evaluation, and appointment as General Manager of the Human Capital Strategy Department of the Company, making many achievements. We are certain that he will continue oversee the human capital strategies and promote the “Seibu Group Human Capital Strategy,” and thereby he will support achievement of the “Seibu Group’s Long-term Strategy to 2035” and help to enhance the corporate value of the Group over the medium to long term. Accordingly, we nominate him as a Director.		
	[Message to shareholders from the Director candidate] Although business environment rapidly changes, the importance of “human capital” will never change. To enable employees to take initiative in enhancing the value of the Seibu Group, I will promote the three pillars, which are “individual growth,” “engagement,” and “Diversity, Equity and Inclusion (DEI).” An organization where each of employees with diverse unique characteristics can shine and actively participate with a “smile” is the driving force of sustainable growth. By maximizing the human capital, I will continuously create the corporate value that meets expectation of stakeholders.		

\* There is no special interest between Mr. ISHIBASHI Kenji and the Company.

\*The number of the Company’s shares that Mr. ISHIBASHI holds is current as of March 31, 2026, and includes the number of shares held under the name of the Employee Stock Holding Partnership.

Candidate number	Name (Date of birth)	Career summary and position		Number of Company shares owned
8	<p>New candidate</p> <p><b>TATARA Yoshihiro</b></p> <p>May 17, 1967 (59 years old)</p> <p>Number of Years in Office: - years</p>	Apr. 1990	Joined Kokudo Co., Ltd. (currently SEIBU REAL ESTATE INC.)	225
		Apr. 2021	General Manager, Corporate Communication Department of Prince Hotels, Inc. (currently SEIBU REAL ESTATE INC.)	
		Apr. 2022	General Manager, Corporate Communication Department of Seibu Holdings Inc.	
		Apr. 2023	Managing Officer, General Manager, Corporate Communication Department of the Company <b>Executive Managing Officer, General Manager, Corporate Communication Department of SEIBU PRINCE HOTELS WORLDWIDE INC. (present)</b>	
		Apr. 2026	<b>Senior Managing Officer, General Manager, Corporate Communication Department of Seibu Holdings Inc. (present)</b>	
		<u>Responsibilities in the Company</u> Corporate Communication Dept.		
	Attendance to the meetings of the Board of Directors in FY2025: —	Important concurrent positions outside the Company None		
	[Reason for nomination as Director and expected roles] Mr. TATARA Yoshihiro has accumulated experience in the corporate communication departments mainly in the hotel business of the Group, and has wide-ranging knowledge of medial strategies and risk management. Since April 2023, he has been working for enhancement of the corporate image of the Company and Group companies as the officer responsible for corporate communication departments, by utilizing the network he has obtained through his corporate communication activities, in addition to the knowledge and experience he has cultivated before. We are certain that he will continue to promote corporate communication strategies that will further enhance competitiveness of the Group as a corporate group centered on the Real Estate business, thereby helping to enhance the corporate value of the Group. Accordingly, we nominate him as a Director.			
	[Message to shareholders from the Director candidate] In the current era where the complexity of environment surrounding companies is increasing, in order for the Company to achieve sustainable growth, it will be essential to have our long-term strategies and non-financial information understood deeply by the stakeholders and expand a circle of empathy. In addition to expanding the number of “Seibu fans” through diverse communication activities with the society, I will make the trust in us even firmer by ensuring prompt and sincere corporate communication in case of any risk incident. Furthermore, I will foster corporate culture in which employees in Japan and overseas can demonstrate further synergies under the “Group Vision,” which is the compass for the Seibu Group. By turning dialog with the society into energy for corporate management, I will devote myself to enhancement of the corporate value of the Group.			

\* There is no special interest between Mr. TATARA Yoshihiro and the Company.

\*The number of the Company’s shares that Mr. TATARA holds is current as of March 31, 2026, and includes the number of shares held under the name of the Employee Stock Holding Partnership.

Candidate number	Name (Date of birth)	Career summary and position		Number of Company shares owned
9	Reelection Outside Independent  <b>TSUJIHIRO Masafumi</b>  July 5, 1958 (67 years old)  Number of Years in office: 8 years (upon the conclusion of this General Meeting of Shareholders)	Apr. 1981	Joined DIAMOND, Inc.	2,361
		Apr. 2001	Editor-in-Chief of DIAMOND, Inc.	
		Sept. 2004	Director of Marketing Bureau of DIAMOND, Inc.	
		Jun. 2006	Director of DIAMOND, Inc.	
Jun. 2014	Outside Director of Prince Hotels, Inc. (currently SEIBU REAL ESTATE INC.)			
Apr. 2015	<b>Professor, Faculty of Economics at Teikyo University (present)</b>			
Apr. 2018	Director of Seibu Railway Co., Ltd.			
Jun. 2018	<b>Outside Director of Seibu Holdings Inc. (present)</b>			
Apr. 2020	Director of Prince Hotels, Inc.			
Apr. 2022	Director of SEIBU PRINCE HOTELS WORLDWIDE INC.			
		Apr. 2023	<b>Chairman of Department of Contemporary Business at Teikyo University Junior College (present)</b>	
	Attendance to the meetings of the Board of Directors in FY2025: 22/22 (100%)	Important concurrent positions outside the Company Professor, Faculty of Economics at Teikyo University Chairman of Department of Contemporary Business at Teikyo University Junior College		
	[Reason for nomination as Outside Director and expected roles] Mr. TSUJIHIRO Masafumi possesses a high degree of expertise, abundant experience and keen insight with respect to Japanese economy and corporate management, gained through his longstanding experience as Editor-in-Chief of an economics magazine and his current position as Professor, Faculty of Economics at Teikyo University. Amid the need to address rapid changes in external environment and management environment in recent years, his expert opinions and advice on DX strategies and marketing including related to management judgments and corporate direction based on economic trends contributes to facilitate the Company's Board of Directors and promote the sustainable growth of the Seibu Group. He also played a central role in developing the remuneration system that increases incentive for Directors to improve corporate value for Officers as Chairperson of the Remuneration Advisory Committee. We believe that he can continue to help us to maximize the medium- to long-term corporate value of the Group through his advice on management decisions and directions based on economic trends and his advice related to DX strategies and marketing. Accordingly, we nominate him as an Outside Director.			
	[Message to shareholders from the Outside Director candidate] In order for the Seibu Group to maximize the corporate value and achieve sustainable growth in accordance with the medium- to long-term plan, it will be important to allocate management resources accurately by developing an appropriate business portfolio and implement strategies that will improve competitiveness of each business, while adopting to changing economic and management environment and diversification of value in the society. I will contribute my experience of corporate management and the knowledge of competitive strategy theory and DX I have as an economist to promote these initiatives flexibly and with a sense of speed.			

\* There is no special interest between Mr. TSUJIHIRO Masafumi and the Company.

\* Mr. TSUJIHIRO was an Outside Director of the Company's consolidated subsidiary Prince Hotels, Inc. from June 2014 to March 2018 and was a non-executive Director at that company from April 2020 to March 2022. In addition, he was a non-executive Director of Seibu Railway Co., Ltd., a consolidated subsidiary of the Company, from April 2018 to April 2023, and was a non-executive Director of SEIBU PRINCE HOTELS WORLDWIDE INC., and SEIBU REALTY SOLUTIONS INC., which are consolidated subsidiaries of the Company, from April 2022 to April 2023.

Candidate number	Name (Date of birth)	Career summary and position	Number of Company shares owned	
10	<p>Reelection Outside Independent</p> <p><b>ARIMA Atsumi</b></p> <p>August 11, 1962 (63 years old)</p> <p>Number of Years in office: 5 years (upon the conclusion of this General Meeting of Shareholders)</p>	<p>Apr. 1986    Joined The Dai-Ichi Kangyo Bank, Ltd. (currently Mizuho Financial Group, Inc.)</p> <p>Apr. 2013    General Manager of ALC Advisory of Mizuho Bank, Ltd.</p> <p>Apr. 2014    Executive Officer, General Manager of Corporate Advisory of Mizuho Bank, Ltd.</p> <p>Apr. 2016    Executive Officer, General Manager of Global Sales Department of Mizuho Bank, Ltd.</p> <p>Dec. 2017    Resigned from Mizuho Bank, Ltd.</p> <p>Apr. 2019    Outside Director of Seibu Railway Co., Ltd. Outside Director of Prince Hotels, Inc. (currently SEIBU REAL ESTATE INC.)</p> <p>May 2020    <b>Outside Director of Takashimaya Company, Limited (present)</b></p> <p>Jun. 2021    <b>Outside Director of Seibu Holdings Inc. (present)</b> Director of Seibu Railway Co., Ltd. Director of Prince Hotels, Inc.</p> <p>Apr. 2022    Director of SEIBU PRINCE HOTELS WORLDWIDE INC. Director of SEIBU REALTY SOLUTIONS INC. (currently SEIBU REAL ESTATE INC.)</p> <p>Mar. 2026    <b>Director (Outside) of Canon Inc. (present)</b></p>	4,831	
		<p>Attendance to the meetings of the Board of Directors in FY2025: 21/22 (95.5%)</p>	<p>Important concurrent positions outside the Company Outside Director of Takashimaya Company, Limited Director (Outside) of Canon Inc.</p>	
		<p>[Reason for nomination as Outside Director and expected roles]</p> <p>Ms. ARIMA Atsumi has a wealth of knowledge and experience in global affairs from her career to date, which includes having served as an executive officer at a megabank. Amid addressing rapid changes in external environment and management environment in recent years, the Company receives advice from her in proposing and executing management strategies and plans, implementing measures, fostering human capital, and ensuring diversity and sustainability, as well as advice taking account of the perspective of general shareholders and investors on the Company's IR activities. She has also been contributing to the further promotion of corporate governance as Chairperson of the Corporate Governance Council. The Company believes that Ms. ARIMA's opinions from a broad perspective backed by her knowledge and experience can be applied to the Company's management, thereby helping us to further maximize the Group's medium- to long-term corporate value, so we nominate her as an Outside Director.</p>		
		<p>[Message to shareholders from the Outside Director candidate]</p> <p>Last year was the second year of the ongoing Medium-Term Management Plan and I monitored mainly whether each business was steadily sowing the seeds or not. As a result, I believe that I was able to contribute to enhancement of the Group's corporate value, through revision of fares at the Seibu Railway Co., Ltd. and M&amp;A activities at the Hotel and Leisure business and the Real Estate business. In addition, I continued focusing my effort on improvement of compensation and working environment of employees who support these businesses. By leveraging experience, I have cultivated as Outside Director and Chairperson of the Company's Corporate Governance Council, I will support challenges taken in the field by monitoring properly execution status and results of strategies to secure the effects of our growth investments, and paying attention to the allocation of management resources and the decision-making structure. Through these actions, I will live up to expectations from various stakeholders.</p>		

\* Having been an Outside Director of the Company's consolidated subsidiaries Seibu Railway Co., Ltd. and Prince Hotels, Inc. since April 2019, Ms. ARIMA became a non-executive Director of both companies in June 2021, serving at Prince Hotels, Inc. until March 2022 and at Seibu Railway Co., Ltd. until April 2023. In addition, she was a non-executive Director of SEIBU PRINCE HOTELS WORLDWIDE INC., and SEIBU REALTY SOLUTIONS INC., which are consolidated subsidiaries of the Company, from April 2022 to April 2023. Furthermore, Ms. ARIMA was until December 2017 an executive officer at the Company's specified related operator Mizuho Bank, Ltd., but more than eight years have passed since she retired from the bank. Therefore, the Company has judged that this does not have an impact on Ms. ARIMA's independence.

Candidate number	Name (Date of birth)	Career summary and position	Number of Company shares owned	
11	Reelection Outside Independent  <b>KOBAYASHI Yoko</b>  May 24, 1955 (71 years old)  Number of Years in office: 2 years (upon the conclusion of this General Meeting of Shareholders)	Apr. 1978	Joined Nippon Telegraph and Telephone Public Corporation (currently NTT, Inc.)	660
		Aug. 2002	General Manager of OCN service division, Consumer & Office Department of NTT Communications Corporation (currently NTT DOCOMO BUSINESS, Inc.)	
		Aug. 2006	General Manager of OCN service division, Netbusiness Department of the company	
		Jun. 2008	Director, General Manager of Channel Sales, Corporate Business Department of the company	
		Jun. 2010	Director and President of NTT Com CHEO CORPORATION (currently NTT DOCOMO BUSINESS CHEO, Inc.)	
		Jun. 2014	Audit & Supervisory Board Member of NTT Communications Corporation	
		Jun. 2020	Outside Director of Obayashi Corporation	
		Jun. 2024	<b>Outside Director of Seibu Holdings Inc. (present)</b>	
	Attendance to the meetings of the Board of Directors in FY2025: 22/22 (100%)	Important concurrent positions outside the Company None		
	[Reason for nomination as Outside Director and expected roles] Ms. KOBAYASHI Yoko has a wealth of knowledge and experience in entry into new business and ICT strategy, having served in multiple positions at NTT group companies, including President and CEO. The Company believes that her opinions from a broad perspective backed by her knowledge and experience can be applied to the Company's management, thereby helping us to enhance the management and supervisory functions of corporate governance and to further maximize the medium- to long-term corporate value of the Group, so we nominate her as an Outside Director.			
	[Message to shareholders from the Outside Director candidate] To ensure sustainable growth of diverse businesses of the Seibu Group including the real estate, hotel and leisure, and railways, it will be necessary for businesses connect organically with each other to generate synergies that will create new value. I believe that data driven management will be the key for achieving such synergies. I will provide advice regarding DX promotion, by utilizing the knowledge of ICT, new business, and corporate management I have gained at NTT group companies. In addition, as an Outside Director, I intend to contribute to enhancing the corporate value of the Company, by monitoring transparency and effectiveness of management from an independent standpoint.			

\* There is no special interest between Ms. KOBAYASHI Yoko and the Company.

Candidate number	Name (Date of birth)	Career summary and position	Number of Company shares owned
12	<p>Reelection Outside Independent</p> <p><b>TAKAHASHI Masami</b></p> <p>September 11, 1959 (66 years old)</p> <p>Number of Years in office: 2 years (upon the conclusion of this General Meeting of Shareholders)</p>	<p>Apr. 1984    Joined Dentsu Young &amp; Rubicam Inc. (currently Dentsu Runway Inc.)</p> <p>Sept. 1986    Joined Leo Burnett-Kyodo K.K.</p> <p>Sept. 1996    Joined Coca-Cola (Japan) Company, Limited</p> <p>Apr. 1999    Joined Electronic Arts Inc.</p> <p>Sept. 2004    Marketing Executive Director of The Walt Disney Company (Japan) Ltd.</p> <p>Aug. 2015    Vice President in charge of marketing, Warner Bros. Japan LLC</p> <p>Sept. 2016    President and Japan Representative of the company</p> <p>Aug. 2020    Representative Member, Person of Performance of Duty of Warner Bros. Studio Japan LLC</p> <p>Jan. 2021    Japan Representative (Country Manager) of Warner Media, LLC</p> <p>Oct. 2021    Representative Director and President of Turner Japan K.K.</p> <p>Jun. 2022    Japan Representative (Country Manager) of Warner Bros. Discovery, Inc.</p> <p>Jun. 2024    <b>Outside Director of Seibu Holdings Inc. (present)</b></p>	329
Attendance to the meetings of the Board of Directors in FY2025: 22/22 (100%)		Important concurrent positions outside the Company None	
[Reason for nomination as Outside Director and expected roles] Mr. TAKAHASHI Masami successfully restructured new business and brand business in advertising agencies in Japan and the US, Coca-Cola (Japan) Company, Limited, and The Walt Disney Company (Japan) Ltd., etc. He has knowledge and experience as a corporate manager, including having served as President and Japan Representative of Warner Bros. Japan LLC to oversee all business of the company in Japan. The Company believes that his opinions from a broad perspective backed by such diverse knowledge and experience can be applied to the Company's management, thereby helping us to enhance the management and supervisory functions of corporate governance and to further maximize the medium- to long-term corporate value of the Group, so we nominate him as an Outside Director.			
[Message to shareholders from the Outside Director candidate] The Seibu Group has great opportunities for growth. In addition to the real estate business which is the core its growth, the Group operates diverse businesses including hotels operated in Japan and overseas, urban transportation, and baseball team management. However, in order to achieve growth, the Group needs to make investment decisions efficiently, execute growth strategies on a timely basis, and improve synergies between businesses. I will utilize my experience of operating companies and brands to help the Group to achieve the growth strategies and improve its profitability over a medium to long term from an independent standpoint, and thereby to contribute to enhancement of the corporate value and shareholder value of the Group.			

\* There is no special interest between Mr. TAKAHASHI Masami and the Company.

Candidate number	Name (Date of birth)	Career summary and position	Number of Company shares owned	
13	Reelection Outside Independent  <b>IKEDA Yuichi</b>  October 2, 1959 (66 years old)  Number of Years in office: 2 years (upon the conclusion of this General Meeting of Shareholders)	Apr. 1982	Joined Ministry of Finance	0
		Jul. 2010	Deputy Director-General of the Planning and Coordination Bureau (in charge of disclosure), Financial Services Agency	
		Aug. 2011	Deputy Commissioner of the Planning and Coordination Bureau (in charge of disclosure), Financial Services Agency	
		Jul. 2012	Financial Instruments and Exchange Official, Kanto Local Finance Bureau and Deputy Commissioner of the Planning and Coordination Bureau (in charge of planning and market), Financial Services Agency	
		Jun. 2013	Deputy Commissioner of the Planning and Coordination Bureau (in charge of Supervisory Bureau), Financial Services Agency	
		Jul. 2014	Director-General of the Planning and Coordination Bureau, Financial Services Agency	
		Aug. 2018	Executive Director, Bank of Japan	
		Sept. 2021	Outside Director of HOUSE DO Co., Ltd. (currently, &Do Holdings Co., Ltd.)	
		Jun. 2024	<b>Outside Director of Seibu Holdings Inc. (present)</b>	
	Attendance to the meetings of the Board of Directors in FY2025: 22/22 (100%)	Important concurrent positions outside the Company None		
	[Reason for nomination as Outside Director and expected roles] Mr. IKEDA Yuichi has a wealth of experience and knowledge from his past career, having held key positions at the Ministry of Finance, the Financial Services Agency, and the Bank of Japan over many years. The Company believes that his opinions backed by his knowledge and experience in the financial and capital markets, which he has cultivated in the heart of Japan's finance and economy, can be applied to the Company's management, thereby helping us to enhance the effectiveness of corporate governance and superiority in the capital market of the Company and to further maximize the medium- to long-term corporate value of the Group, so we nominate him as an Outside Director.			
	[Message to shareholders from the Outside Director candidate] As a corporate group engaged in a highly public business, the Group's philosophy is to contribute to regional and social development and environmental preservation, and to provide safe and comfortable services. At the same time, we are promoting operational reforms, having formulated the "Seibu Group's Long-term Strategy to 2035," with the aim of sustainably enhancing corporate value through management conscious of capital cost. To ensure steady progress of the reforms while appropriately addressing risks, such as increasing uncertainty in global situation, I will strive to demonstrate effective governance.			

\* There is no special interest between Mr. IKEDA Yuichi and the Company.

Candidate number	Name (Date of birth)	Career summary and position	Number of Company shares owned	
14	New candidate Outside Independent  <b>ARAI Saeko</b>  February 6, 1964 (62 years old)  Number of Years in Office: - years	Oct. 1987	Joined Eiwa Audit Corporation (currently KPMG AZSA LLC)	0
		Aug. 1992	Registered as Certified Public Accountant (Reregistered in January 1997)	
		Oct. 1993	Joined Sasaki Certified Public Accountants Office	
		Apr. 1997	Joined Internet Research Institute, Inc. (IRI)	
		Sept. 1998	Director, Managing Director & CFO of Internet Research Institute, Inc. (IRI)	
		Feb. 2000	Director and CFO of IRI USA, Inc.	
		Nov. 2002	Director, President, Chief Executive Officer and Secretary of IRI USA, Inc.	
		Jun. 2018	Member, Board of Directors (Outside) of Sumitomo Dainippon Pharma Co., Ltd. (currently Sumitomo Pharma Co., Ltd.)	
		Jun. 2018	Outside Director, Tokyu Fudosan Holdings Corporation	
		Mar. 2024	<b>Outside Audit &amp; Supervisory Board Member of Kao Corporation (present)</b>	
	Jun. 2025	<b>Independent Director of KONICA MINOLTA, INC. (present)</b>		
	Attendance to the meetings of the Board of Directors in FY2025: —	Important concurrent positions outside the Company Outside Audit & Supervisory Board Member of Kao Corporation Independent Director of KONICA MINOLTA, INC. Certified Public Accountant		
	[Reason for nomination as Outside Director and expected roles] In addition to financial and accounting expert knowledge as a certified public accountant, Ms. ARAI Saeko has abundant and global insights and experience she has accumulated from her experience of managing companies as CFO and representative of overseas subsidiaries, and experience as director and auditor of multiple companies. The Company believes that her opinions from a broad perspective backed by her knowledge and experience related to corporate management and financing / accounting can be applied to the Company's management, thereby helping us to further maximize the Group's medium- to long-term corporate value, so we nominate her as an Outside Director.			
	[Message to shareholders from the Outside Director candidate] I will make full use of my expert knowledge and experience to promote understanding of the Seibu Group in markets, by monitoring and actively exchange opinions on governance, as well as measures to improve NAV in addition to ROE, profitability, and efficiency, from the standpoints of diverse stakeholders, especially minor shareholders. In addition, I will strive to contribute to further maximizing the corporate value toward "Development" period under the "Seibu Group's Long-term Strategy to 2035," by supervising people implementing "meet challenges," one of the items under the Group Declaration, taking appropriate risks.			

There is no special interest between Ms. ARAI Saeko and the Company.

## Reference

### ● Policies and Procedures for Nomination of Candidates for Director

When nominating candidates for the position of Director, the Board of Directors nominates candidates for reelection following deliberation of whether the individual deserves to be reelected on the basis of his/her contribution to corporate value and other aspects of the Company during his/her term of office. New candidates for election are nominated following deliberation of whether the individual has outstanding character and insight, and is a talented individual who can contribute to increasing corporate value. In addition, the Board of Directors deliberates on whether the overall Board of Directors has the knowledge, experience, and ability to fulfill its roles and responsibilities effectively, and forms a decision, giving consideration also to diversity, including the gender, nationality, career history, and age of each candidate.

The Board of Directors makes decisions after having consulted with the Nomination Advisory Committee chaired by an independent Outside Director and composed entirely of independent Outside Directors, to ensure objectivity and transparency concerning the decision of candidates for the position of Director.

### Proposal No. 3: Election of three (3) Audit & Supervisory Board Members

Upon the conclusion of this General Meeting of Shareholders, the term of office of three (3) Audit & Supervisory Board Members, NAKAGAWA Yoshihide, YANAGISAWA Giichi, and SAKAMOTO Chihiro will expire. Accordingly, it is hereby proposed that three (3) Audit & Supervisory Board Members be elected.

As for the submission of this proposal, the consent of the Audit & Supervisory Board has been obtained.

The candidates for Audit & Supervisory Board Member are as follows:

Please refer to page 31 for the Independence Standards for Outside Directors and Outside Audit & Supervisory Board Members.

Candidate number	Name (Date of birth)	Career summary and position		Number of Company shares owned
1	New candidate  <b>IIDA Mitsuo</b>  February 13, 1966 (60 years old)  Number of Years in Office: - years	Mar. 1989	Joined Seibu Railway Co., Ltd.	3,198
		Apr. 2012	General Manager, Internal Audit Department of the company	
		Apr. 2015	Director of Seibu Lions, Inc.	
		Apr. 2017	Executive Director of the company	
		Jan. 2019	Executive Director, General Manager of Baseball Team Division of the company	
		Jan. 2025 Apr. 2026	Executive Director of the company <b>Full-time Audit &amp; Supervisory Board Member of Seibu Railway Co., Ltd. (present)</b>	
	Attendance to the meetings of the Board of Directors in FY2025: — Attendance to the meetings of the Audit & Supervisory Board in FY2025: —	Important concurrent positions outside the Company None		
	[Reason for nomination as Audit & Supervisory Board Member] Mr. IIDA Mitsuo has held positions of General Manager of Internal Audit Department of Seibu Railway Co., Ltd. and Executive Director of Seibu Lions, Inc., where he contributed to enhancement of internal control and promotion of risk management and compliance of each company. He currently serves as an Audit & Supervisory Board Member of Seibu Railway Co., Ltd., and we are certain that he will fulfill the audit function appropriately and contribute to the strengthening of the corporate governance system through that role. Accordingly, we nominate him as an Audit & Supervisory Board Member.			
	[Message to shareholders from the Audit & Supervisory Board Member candidate] In order to earn trust and meet expectation of all stakeholders and society in a rapidly changing business environment, I will execute my duties with an impartial and objective attitude, by continuing self-development and using my past experience. By doing so, I will maintain soundness and contribute to sustainable growth and improved corporate value of the Group.			

\*The number of the Company's shares that Mr. IIDA holds is current as of March 31, 2026 and includes the number of shares held under the name of the Employee Stock Holding Partnership.

Candidate number	Name (Date of birth)	Career summary and position		Number of Company shares owned
2	Reelection Outside Independent  <b>YANAGISAWA Giichi</b>  August 3, 1956 (69 years old)  Number of Years in Office: 4 years (upon the conclusion of this General Meeting of Shareholders)	Mar. 1985	Registered as Certified Public Accountant Established Yanagisawa CPA Office	0
		May 1985	Registered as Licensed Tax Accountant	
		Jun. 2000	Representative partner of SHINSOH Audit & Co	
		Jun. 2003	Supervisory Director of TOKYU REIT, Inc.	
		Apr. 2011	<b>Managing representative partner of SHINSOH Audit &amp; Co (present)</b>	
	Jun. 2015	Outside Audit & Supervisory Board Member of Nagatanien Co., Ltd. (currently Nagatanien Holdings Co. Ltd.)		
	Jun. 2022	<b>Outside Audit &amp; Supervisory Board Member of Seibu Holdings Inc. (present)</b>		
	<b>Jun. 2025</b>	<b>Outside Director of Sanyo Engineering &amp; Construction Inc. (present)</b>		
	Attendance to the meetings of the Board of Directors in FY2025: 21/22 (95.5%) Attendance to the meetings of the Audit & Supervisory Board in FY2025: 16/16 (100%)	Important concurrent positions outside the Company Outside Director of Sanyo Engineering & Construction Inc. Certified Public Accountant Licensed Tax Accountant		
	[Reason for nomination as Outside Audit & Supervisory Board Member] Mr. YANAGISAWA Giichi has advanced expertise, extensive experience, and sophisticated insight into finance and accounting as a certified public accountant and a tax accountant. In addition, he has no relationships involving special interests with the Company. He has performed audits from a fair and neutral position and provided advice and proposals from financial, tax, and accounting perspectives and based on his extensive past experience. We are certain that he will continue fulfilling the audit function appropriately from a fair and neutral position and contribute to the strengthening of the corporate governance system through that role. Accordingly, we nominate him as an Outside Audit & Supervisory Board Member.			
	[Message to shareholders from the Outside Audit & Supervisory Board Member candidate] Corporate value is assessed based not only on financial information but on integrated reports that also contain sustainability information. The key to preparing the information is the connectivity between financial and non-financial information. To ensure appropriateness of such information, I will utilize my knowledge as a certified public accountant and my experience as a manager of an audit firm. I would also like to improve communication with accounting auditors of the Company. In the past four years, I have visited various business locations of the Group and observed its businesses from an external standpoint. The Group is engaged in respectable businesses that are close to each customer's lifestyle, and I believe that the Group has unlimited potential for growth. To support it, I will fulfill my role in governance.			

Candidate number	Name (Date of birth)	Career summary and position		Number of Company shares owned
3	Reelection Outside Independent  <b>SAKAMOTO Chihiro</b>  February 13, 1974 (52 years old)  Number of Years in Office: 4 years (upon the conclusion of this General Meeting of Shareholders)	Apr. 2000	Registered as attorney at law Joined Hamada Law Office	1,384
		Apr. 2003	Joined Shitara Sakamoto Law Office	
		Jun. 2022	<b>Outside Audit &amp; Supervisory Board Member of Seibu Holdings Inc. (present)</b>	
	Attendance to the meetings of the Board of Directors in FY2025: 22/22 (100%) Attendance to the meetings of the Audit & Supervisory Board in FY2025: 16/16 (100%)	Important concurrent positions outside the Company Attorney		
	[Reason for nomination as Outside Audit & Supervisory Board Member] As an attorney, Mr. SAKAMOTO Chihiro possesses a high degree of expertise, abundant experience, and deep insight with respect to corporate legal affairs. In addition, he has no relationships involving special interests with the Company. He has performed audits from a fair and neutral position and provided advice and proposals on risk management and compliance measures in the Group's business. We are certain that he will continue fulfilling the audit function appropriately from a fair and neutral position and contribute to the strengthening of the corporate governance system through that role. Accordingly, we nominate him as an Outside Audit & Supervisory Board Member.			
[Message to shareholders from the Outside Audit & Supervisory Board Member candidate] The Company has achieved great evolution by responding appropriately to many issues in recent years, such as the COVID-19 pandemic and the instable global situation. I would like to continue providing opinions from an independent stand point and performing necessary on-site audits, using not only my experience as an attorney but also information and knowledge I have gathered as an Outside Audit & Supervisory Board Member of the Company, so that I can contribute to the Group for taking further challenge and growing steadily.				

\*The number of the Company's shares that Mr. SAKAMOTO holds is current as of March 31, 2026 and includes the number of shares held under the name of the Executive Shareholding Association.

Notes for three candidates for Audit & Supervisory Board Member:

1. No relationships involving special interests exist between any of the candidates and the Company.
2. The age of each candidate is as of June 24, 2026.
3. The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company, and a summary of the said policy is indicated on page 51. Each of the candidates for Director is an insured under the policy at their current position and will continue to be such if their reelection is approved under this proposal. In addition, when the policy is renewed, the Company plans to renew the policy with the same terms for each candidate.

Notes for two candidates for Outside Audit & Supervisory Board Member:

1. The Company and its Audit & Supervisory Board Members Mr. YANAGISAWA Giichi and Mr. SAKAMOTO Chihiro have concluded agreements limiting the liability of the Outside Directors for damages under Article 423, paragraph (1) of the Companies Act of Japan, to the minimum amount stipulated in Article 425, paragraph (1) thereof. If reelection of the two is approved, the Company will continue the said agreements with them.
2. The Company has designated Mr. YANAGISAWA Giichi and Mr. SAKAMOTO Chihiro as independent officers in accordance with the rules and regulations of the Tokyo Stock Exchange, and has registered them as such with the Exchange. If reelection of the two is approved, they will be registered as independent directors again.

● **Seibu Holdings' Independence Standards for Outside Directors and Outside Audit & Supervisory Board Members**

The Company will determine to be independent any person who, in addition to meeting the independence standards specified by the Tokyo Stock Exchange, does not fall under any of the following:

- (1) a person who executes business (“executive”) of “a business partner where consolidated net sales to the business partner account for 2% or more of the Company’s consolidated net sales in any of the last three fiscal years”;
- (2) an executive of “a business partner where net sales to the Company account for 2% or more of the business partner’s net sales in any of the last three fiscal years”;
- (3) an executive of “a lender from which the Company borrows funds that account for 2% or more of the Company’s consolidated total assets in any of the last three fiscal years”;
- (4) an executive of “a major shareholder or investor of the Company with an equity ownership interest of 10% or more in any of the last three fiscal years”;
- (5) a consultant, accounting professional, or legal professional who receives remuneration of more than ¥10 million a year from the Company in any of the last three fiscal years;
- (6) a person who receives donation or subsidies from the Company in the annual average amount of more than ¥10 million over the last three fiscal years or an executive of such an organization;  
and
- (7) a spouse or relative within the second degree of kinship of a Director, etc. of the Company and its consolidated subsidiaries.

## FY2025 Performance Summary and Management KPIs

Operating revenue	Operating profit	EBITDA	Profit attributable to owners of parent
¥513,286 million Down 43.0% year on year	¥45,522 million Down 84.4% year on year	¥102,865 million Down 70.4% year on year	¥38,857 million Down 84.9% year on year

ROE	ROA	Equity-to-asset ratio	Rating agency evaluation
6.9% Down 45.4 points year on year	2.2% Down 12.7 points year on year	32.9% Up 2.2 points year on year	“A” rating Maintained year on year

\* Operating revenue and operating profit decreased year on year due primarily to a reactionary decline following the securitization of Tokyo Garden Terrace Kioicho, despite factors such as the securitization of owned properties, the capture of inbound demand in the domestic hotel industry, and increased demand in the railway business.

### Performance summary by segment

Real Estate	Hotel and Leisure	Urban Transportation and Regional	Other
Development and leasing operations, investment management operations, management operations, etc.	Domestic hotel operations (ownership/lease), Domestic hotel operations (MC/FC), Overseas hotel operations (ownership/lease), Overseas hotel operations (MC/FC), etc.	Railway operations, Bus operations, Lifestyle service operations along railway lines, etc.	Sports business, Izuhakone business, Ohmi business, new businesses

**For details, please visit our website.**

Seibu Holdings website: [Home](#) > [Investor Relations](#) > [IR Library](#) > [Financial Results / Presentation Materials](#)

## Business Report

(From April 1, 2025 to March 31, 2026)

### 1. Status of the corporate group

#### (1) Progress and results of operations

##### 1) Review of the fiscal year ended March 31, 2026

In the fiscal year ended March 31, 2025, in response to megatrends and recent changes in the business environment, the Seibu Group formulated “Seibu Group’s Long-term Strategy to 2035” (hereinafter, “Long-term Strategy”), which consists of growth strategies centered on the Real Estate business, in order to maximize social value and corporate value by leveraging the strengths of the Group. We have set “Resilience & Sustainability” as our outcome for 2035, and aim to be a corporate group that “creates invaluable space and time, ensuring safety and security.”

In the fiscal year ended March 31, 2026, as the second year of the “Seibu Group’s Medium-term Management Plan (FY2024-FY2026)” (hereinafter, “Medium-term Management Plan”), which is positioned as the “planting phase” of the “Long-term Strategy,” we pursued management that focused on stock price and capital cost. With the aim of achieving sustainable and sound growth going forward, the following four initiatives were advanced.

<Key Initiatives in the Long-term Strategy and the Medium-term Management Plan>



As for “(1) 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., to realize the capital recycling model of the Group. For the capital recycling, we implemented continuous property acquisition (including equity investments) and value-adding of acquired properties, in addition to securitization of owned properties. Regarding Central Tokyo area redevelopment, the Tokyo Metropolitan Government announced changes in the city plan for the Takanawa area (B-1 area) in December 2025. Based on these changes, SEIBU REAL ESTATE INC. has been coordinating with related parties and working to formulate more specific development plans.

SEIBU REAL ESTATE ASSET MANAGEMENT INC. acquired licenses for general real estate investment advisory business and investment management business, which are essential for promoting capital recycling, in the fiscal year ended March 31, 2026. In addition, Seibu Real Estate started a tender offer for e’grand Co., Ltd. in March 2026, with the aim of strengthening the Real Estate business.

In order to show the progress of the Group's growth strategy centered on the Real Estate business, we started to disclose Adjusted PBR (2)\*<sup>1</sup>, which is calculated by considering unrealized gains from assets in the areas for which redevelopment is planned in addition to unrealized gains from real estate for lease, etc., from the fiscal year ended March 31, 2026.

Furthermore, to optimize our business portfolio, we will use Seibu ROIC\*<sup>2</sup>, which was introduced in the fiscal year ended March 31, 2025, as a key metric and strive for improvement of capital efficiency.

\*1 Net assets per share used to calculate the Adjusted PBR (2) were calculated by adding the following to the equity at the end of each fiscal year: unrealized gains from real estate for lease, etc. (after tax) and unrealized gains from assets in Takanawa area, Shibakoen area (Tokyo Prince Hotel), Shinagawa area, and Karuizawa area (after tax). The unrealized gains are based on the real estate appraisal determined from the current status as of the end of each fiscal year.

\*2 Operating profit  $\times$  0.7 / (Property, plant and equipment and intangible assets\* + Real estate for sale)

\*The amount excludes advances received on contribution for construction (reduction of non-current assets)

Regarding “(2) 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,” we achieved growth of RevPAR\*<sup>3</sup> in domestic hotel operations, by capturing inbound individual tourists and Japanese customers. In addition, we are making strategic capital investments to create new experiential value for customers are made mainly for major hotels in Japan, such as renovation of cottages in the East and West areas of Karuizawa Prince Hotel (approx. ¥29.0 billion) and value-add investment for the main tower and the annex tower of Shinagawa Prince Hotel (approx. ¥22.0 million). In overseas hotel operations, we have been working on renovations of the Mauna Kea Beach Hotel, aiming for completion of the renewal in spring 2026.

In addition, toward the establishment of a 250-hotel structure, SEIBU PRINCE HOTELS WORLDWIDE INC. acquired all shares of Ace Group International LLC, which operates “Ace Hotel,” the U.S.-based lifestyle hotel brand, and its subsidiaries and other businesses, to make them subsidiaries in September 2025. Furthermore, under our core Prince Hotel brand, we opened “Prince Hotel Da Nang,” our first hotel in Vietnam on October 1, 2025, and “Fukuoka Prince Hotel Momochi-hama,” our first hotel in Fukuoka-shi on March 17, 2026.

\*3 Revenue Per Available Room. RevPAR is calculated by dividing total room sales for a given period by the aggregate number of days per room for which each room was available during such period.

With regard to “(3) Prioritizing growth investments that lead to an increase in corporate value while ensuring stable and continuous enhancement of shareholder returns,” the Company's dividend policy is to adopt a progressive dividends approach with a minimum DOE of 2.0%, thereby aiming to deliver stable dividend payments and raise dividends through higher earnings. Based on the above policy and on comprehensive consideration of recent consolidated performance, for the fiscal year ended March 31, 2026, we decided to increase the year-end dividend by ¥2 year on year and pay an annual dividend of ¥42 per share (an interim dividend of ¥20 and a year-end dividend of ¥22).

In addition, we are implementing share repurchases in a flexible manner in consideration of the balance sheet situation. The share repurchases of ¥70.0 billion kicked off on December 13, 2024 were 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).

Regarding “(4) Strengthening corporate governance as a foundation for implementing the long-term strategy and medium-term management plan,” to improve the effectiveness of the Board of Directors and Executive Management Committee, we redefined their respective roles and promoted the advancement of management infrastructure through operational reviews and enhancements, anticipating revisions to the Corporate Governance Code. In addition, we examined rationality of the significance of cross-shareholdings from qualitative and quantitative perspectives in accordance with the Company's policy on cross-shareholdings, and sold four stocks (of which two were sold in their entirety).

To summarize our management results for the fiscal year ended March 31, 2026, despite such factors as securitization of owned properties, capturing inbound tourist demand in domestic hotel operations and increased demand in railway operations, operating revenue was ¥513,286 million, a decrease of ¥387,845 million, or 43.0%, year on year, due primarily to a reactionary decline following the securitization of Tokyo Garden Terrace Kioicho in the previous fiscal year. Operating profit was ¥45,522, a decrease of ¥247,212 million, or 84.4%, year on year due to decreased revenue as well as increases in personnel expenses including wage increases, depreciation caused by higher capital investments, and other factors. EBITDA was ¥102,865 million, a decrease of ¥244,260 million, or 70.4%, year on year.

Ordinary profit was ¥45,821, a decrease of ¥241,818 million, or 84.1%, year on year, and profit attributable to owners of parent was ¥38,857, a decrease of ¥219,325 million, or 84.9%, year on year.

## 2) Operating results by segment for the fiscal year ended March 31, 2026

(Millions of yen)

Segment	Operating revenue			Operating profit			EBITDA		
	For the year ended March 31, 2026	Change from previous year	Change (%)	For the year ended March 31, 2026	Change from previous year	Change (%)	For the year ended March 31, 2026	Change from previous year	Change (%)
Real Estate	83,998	(396,609)	(82.5)	12,395	(225,222)	(94.8)	20,647	(227,470)	(91.7)
Hotel and Leisure	250,481	9,222	3.8	22,658	4,018	21.6	40,307	6,598	19.6
Urban Transportation and Regional	156,746	4,079	2.7	9,546	(1,768)	(15.6)	34,494	531	1.6
Other	54,666	3,369	6.6	1,648	(416)	(20.2)	6,489	(136)	(2.1)
Total	545,894	(379,938)	(41.0)	46,249	(223,388)	(82.8)	101,939	(220,476)	(68.4)
Adjustments	(32,608)	(7,907)	–	(726)	(23,824)	–	925	(23,784)	(96.3)
Consolidated	513,286	(387,845)	(43.0)	45,522	(247,212)	(84.4)	102,865	(244,260)	(70.4)

Notes: 1. Adjustments mainly consist of elimination of inter-company transactions.

2. EBITDA is calculated by adding depreciation and amortization of goodwill to operating profit.

## Real Estate

Leasing operations, etc.

Performance in the fiscal year under review

In development and leasing operations, with the aim of promoting capital recycling, we acquired 13 new properties and conducted six cases of real estate equity investment. Newly acquired properties have undergone value enhancement initiatives to improve their asset value.

In investment management operations, we securitized owned properties.

In management operations, which conducts asset management, property management, and building management, we have been strengthening expertise of individual functions.

Operating revenue in the Real Estate business was ¥83,998 million, a decrease of ¥396,609 million, or 82.5%, year on year, due to a reactionary decline following the securitization of Tokyo Garden Terrace Kioicho on February 28, 2025, despite securitization of owned properties. Operating profit was ¥12,395 million, a decrease of ¥225,222 million, or 94.8%, year on year, due to decreased revenue. EBITDA was ¥20,647 million, a decrease of ¥227,470 million, or 91.7%, year on year.

### Operating revenue

(Millions of yen)

	For the year ended March 31, 2025	For the year ended March 31, 2026	Change
Real Estate	480,608	83,998	(396,609)
Development and leasing operations	44,345	34,803	(9,542)
Investment management operations	403,263	9,785	(393,478)
Management operations	8,353	15,946	7,593
Other	24,645	23,464	(1,181)

### <Reference> Key performance indicators

	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2025	For the year ended March 31, 2026 (the year under review)	
<b>Operating status of leasing space</b>					
Leasing space at end of period (Thousand m <sup>2</sup> )	Commercial retail	242	256	290	280
	Office/residential	205	203	111	130
Vacancy rate for leasable space at end of period (%)	Commercial retail	2.9	1.9	1.6	1.4
	Office/residential	2.8	1.6	2.9	4.5

Notes: 1. Land leases are not included.

2. The increase in the vacancy rate for leasable space at end of period (office/residential) for the year under review is due to a temporary rise resulting from the acquisition of new properties.

3. The decrease of leasing space at end of period (office/residential) and increase in vacancy rate for leasable space at end of period (office/residential) for the fiscal year ended March 31, 2025 was a result of the securitization of Tokyo Garden Terrace Kioicho.

## Hotel and Leisure

City hotel operations, Resort hotel operations, Overseas hotel operations, etc.

Performance in the fiscal year under review

In domestic hotel operations, we have been working for enhancement of customer services by utilizing customer data from membership programs, and improvement of profitability through strengthening of revenue management. In addition, we renovated guest rooms, club lounges, and other facilities of The Prince Park Tower Tokyo and The Prince Karuizawa, to create additional experiential value for customers.

In overseas hotel operations, SEIBU PRINCE HOTELS WORLDWIDE INC. acquired all shares of Ace Group International LLC, which operates “Ace Hotel,” the U.S.-based lifestyle hotel brand, and its subsidiaries and other businesses, to make them subsidiaries in September 2025. In addition, we have been working on renovations of the Mauna Kea Beach Hotel, aiming for completion of the renewal in spring 2026.

Operating revenue in the Hotel and Leisure business was ¥250,481 million, an increase of ¥9,222 million, or 3.8%, year on year, as the business captured inbound individual tourists and Japanese customers in domestic hotel operations, despite softer demand for domestic hotel stays from parts of Asia and the effects of renovations on the Mauna Kea Beach Hotel in overseas hotel operations. Operating profit was ¥22,658 million, an increase of ¥4,018 million, or 21.6%, year on year due to increased revenue, despite increases in personnel expenses including wage increases and other factors. EBITDA was ¥40,307 million, an increase of ¥6,598 million, or 19.6%, year on year.

### Operating revenue

(Millions of yen)

	For the year ended March 31, 2025	For the year ended March 31, 2026	Change
Hotel and Leisure	241,259	250,481	9,222
Domestic hotel operations (ownership/lease)	151,698	153,896	2,197
Domestic hotel operations (MC/FC)	12,892	15,804	2,911
Overseas hotel operations (ownership/lease)	33,933	36,686	2,752
Overseas hotel operations (MC/FC)	529	992	463
Sports operations (ownership/lease)	15,551	16,244	693
Sports operations (MC/FC)	2,447	2,601	154
Other	24,205	24,254	48

### <Reference> Key performance indicators

	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2025	For the year ended March 31, 2026 (the year under review)
<b>Operating status of SEIBU PRINCE HOTELS WORLDWIDE INC.</b>				
RevPAR (Yen)	8,788	13,548	15,919	17,603
Average room rates (Yen)	16,643	20,126	22,221	23,432
Occupancy rates of hotel rooms (%)	52.8	67.3	71.6	75.1

Note: RevPAR: Revenue Per Available Room. RevPAR is calculated by dividing total room sales for a given period by the aggregate number of days per room for which each room was available during such period.

### *Urban Transportation and Regional*

Railway operations, Bus operations, Lifestyle service operations along railway lines, etc.

Performance in the fiscal year under review

In the Railway operations, to ensure the permanent operation of the railway business and provide customers a quality and comfortable service, in March 2026, we revised railway fares, for revisions (planned) for March 2026. In addition, we introduced flat-rate IC ticket fares for children. As an initiative for improving convenience for customers, eliminating traffic congestions, and integrating communities fragmented by railways, we implemented elevation of outbound trains on the Shinjuku Line near Higashimurayama Station on June 29, 2025. In addition, we introduced new “L00 series” cars for Yamaguchi Line (Leo Liner) and “Sustainable Cars\*,” vehicles transferred from other companies that have a low environmental impact. Moreover, we improved efficiency in station and train operations and facility maintenance by utilizing digital technologies, and worked to upgrade customer services by, for example, offering the contactless fare payment service using credit cards to more customers. Furthermore, Seibu Railway Co., Ltd. signed the “Comprehensive Collaboration Agreement for Town Development” with Yokoze-machi and the “Comprehensive Collaboration Agreement for Regional Revitalization” with Kiyose-shi, reinforcing our partnerships with local government and communities along our railways.

In bus operations, while impact of driver shortages on the local bus business continued, we have worked to efficiently operate the business, mainly by steadily capturing recovering demand for transportation. In addition, we implemented a fare revision in the Tokyo metropolitan area in June 2025, and another fare revision is scheduled in the Tama and Saitama area in July 2026. Efforts were also made to further increase unit prices of contracts for chartered buses.

\* The original name assigned by the Company for VVVF inverter-controlled train cars received from other companies.

Operating revenue in the Urban Transportation and Regional business was ¥156,746 million, an increase of ¥4,079 million, or 2.7%, year on year, due to an increased demand for outings, including the impact of the opening of Emi Terrace Tokorozawa. Operating profit was ¥9,546 million, a decrease of ¥1,768 million, or 15.6%, year on year due to an increase in depreciation caused by higher capital investments in railway operations, personnel expenses and other factors. EBITDA was ¥34,494 million, an increase of ¥531 million, or 1.6%, year on year.

### **Operating revenue**

	For the year ended March 31, 2025	For the year ended March 31, 2026	(Millions of yen) Change
Urban Transportation and Regional	152,667	156,746	4,079
Railway operations	104,238	107,019	2,781
Bus operations	24,877	25,557	679
Lifestyle service operations along railway lines	17,228	17,835	607
Sports operations	2,461	2,602	141
Other	3,861	3,731	(129)

**<Reference> Key performance indicators**

	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2025	For the year ended March 31, 2026 (the year under review)
<b>Transportation performance in the railway operations at Seibu Railway Co., Ltd.</b>				
Number of passengers (Thousand)	559,060	587,716	605,128	619,219
Passenger transportation sales (Millions of yen)	85,212	95,178	98,547	101,266
Other revenue (Millions of yen)	3,743	3,528	3,256	3,067

*Other*

Sports business, Izuhakone business, Ohmi business, new businesses

Performance in the fiscal year under review

In the Sports business, we introduced measures to provide comfortable spectator environment when hosting games for the professional baseball team Saitama Seibu Lions, such as heat countermeasures and cashless payment facilities. In addition, we worked to provide an enjoyable sports entertainment experience by holding events that utilize the Belluna Dome.

In the Izuhakone and the Ohmi businesses, in order to contribute to development of local society and economy, we have been collaborating with diverse stakeholders, centered on ensuring “local transportation” and maximizing “regional added value.”

In the Izuhakone business, we steadily captured tourism demand in the share-ride bus and taxi business, and implemented a fare revision in certain routes and areas. In the Izu Mito Sea Paradise Aquarium, we renewed certain facilities including experience corners, aiming at further improvement of customer satisfaction.

In the Ohmi business, we implemented a fare revision in the share-ride bus and taxi business. In addition, at the 79th Japan Games coupled with the 24th National Sports Festival for People with a Disability held in Shiga Prefecture in autumn 2025, we supported the event operation by providing stable transportation by bus and taxi to players, staff members, and other people, while capturing demand.

In the new business domain, we have invested in multiple startup companies through Blue Incubation Co., Ltd. In June 2025, it was decided that Karuizawa Distillers Inc. will construct “Furaliss Distillery,” a whisky distillery gaining global attention, on land owned by the Seibu Group in Furano-shi, Hokkaido.

Operating revenue in the Other business was ¥54,666 million, an increase of ¥3,369 million or 6.6% year on year, mainly due to making Oku Japan KK a wholly owned subsidiary on December 25, 2024, and an increase in the number of spectators for the professional baseball team Saitama Seibu Lions. Operating profit was ¥1,648 million, a decrease of ¥416 million, or 20.2%, year on year due to increases in personnel expenses including wage increases and other factors. EBITDA was ¥6,489 million, a decrease of ¥136 million, or 2.1%, year on year.

## (2) Issues to address

In response to megatrends and recent changes in the business environment, on May 9, 2024, the Seibu Group has formulated a “Long-term Strategy,” which consists of growth strategies centered on the Real Estate business, in order to maximize social value and corporate value by leveraging the strengths of the Group. We have set “Resilience & Sustainability” as our outcome for 2035, and aim to be a corporate group that “creates invaluable space and time, ensuring safety and security.”

We will manage the Company with an emphasis on stock price and cost of capital based on the following four initiatives, aiming for sustainable and sound growth.

### <Key Initiatives in the Long-term Strategy and the Medium-term Management Plan>



As we approach the third year of the Medium-term Management Plan, which is positioned as the “planting phase” of the “Long-term Strategy,” the Group will address the following challenges to further enhance our corporate value.

#### 1. Achieving sustainable growth centered on the Real Estate business

For the fiscal year ending March 31, 2027 and onward, based on changes in the external environment, including soaring construction costs, and under strict investment discipline, we will carefully scrutinize redevelopment plans and flexibly review our growth story. With regard to the Real Estate business, in addition to “enhancing profitability of existing businesses,” we will work on “promotion of capital recycling” and “expanding strategic business domains through M&As” to achieve non-continuous growth.

For “promotion of capital recycling,” we will work on expand the investment management business through funds and REITs. Until the fiscal year ended March 31, 2026, we have been advancing asset securitization through initiatives such as the securitization of Tokyo Garden Terrace Kioicho and the use of the joint special purpose company (SPC) with Morgan Stanley Capital K.K. (hereinafter “MSC”) and real estate funds managed or advised by MSC or its affiliates. In the fiscal year ending March 31, 2027 and onward, we will accelerate the capital recycling of the Seibu Group by utilizing diversified private placement REITs to be formed by SEIBU REAL ESTATE ASSET MANAGEMENT INC. in 2027.

As part of this, we made it a policy to securitize part of land ownership of Shinagawa Prince Hotel within FY2027, intending to early recover funds used for the hotel’s value-up investment and allocate funds obtained through securitization to growth investments.

Furthermore, we will utilize M&As and alliances strategically, aiming at further growth. Our major purpose of M&As in the Real Estate business is to strengthen each business areas in general real estate companies. The tender offer for e'grand Co., Ltd. by SEIBU REAL ESTATE INC. was implemented as the first M&A for that purpose.

Based on these efforts, we will achieve maximized real estate value (NAV growth) mainly in our focus areas, focusing on capital recycling.

2. 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

We will strive to maximize sales in domestic hotel operations by capturing strong inbound demand and implementing price increases. In addition, we will achieve improvement of profitability by making strategic capital investment mainly in major hotels to create additional experiential value for customers.

Furthermore, in order to improve performance of each business site, we will focus our efforts on increasing the members of the shared global membership program, “Seibu Prince Global Rewards,” and cultivating loyal customers toward direct sales ratio of 50% (target for FY2035). In addition to upgrading hospitality operations through analysis and utilization of customer data and improving operational efficiency through the introduction of an AI-powered revenue management system, we will continue working to differentiate ourselves by creating and disseminating the unique attractiveness of each business site’s local characteristics.

In overseas hotel operations, we will strengthen our strength in development and operation by acquiring branding know-how of “Ace Hotel,” operated by Ace Group International LLC, which joined the Group in September 2025, and establishing a global development structure. In addition, we will strive to maximize our profitability by starting full-scale operation of the Mauna Kea Beach Hotel, whose renewal work completed in April 2026.

We will continue to aim to build a structure of 250 hotels in Japan and abroad by steadily expanding the number of operated hotels.

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

Going forward, in accordance with the shareholder return policy outlined in the “Long-term Strategy,” we will aim to provide stable dividends and raise dividends through profit increase by realizing progressive dividends at least 2.0% of DOE while placing priority on growth investments.

In addition, we will continue implementing repurchase and cancellation of treasury shares in a flexible manner in consideration of the balance sheet situation, as we did in the previous and current fiscal years.

4. Strengthening corporate governance as a foundation for implementing the long-term strategy and medium-term management plan

To further promote corporate governance, we will work to improve management soundness and transparency, to raise the level of and to accelerate decision-making by management, centered on the Board of Directors, and to continually strengthen the internal control system of the entire Group.

Regarding the relationship with NW Corporation, we will continue working to make it a wholly owned subsidiary, aiming at enhancement of shareholder value and improvement of capital efficiency, as well as at achievement of better corporate governance.

Moreover, in addition to the existing efforts to reduce holdings of shares that lack clear rationality of the significance of such holdings, we will formulate the “Cross-shareholdings Reduction Plan” in the next Medium-term Management Plan, based on the status of revisions to the Corporate Governance Code and the status of cash allocations in the next Medium-term Management Plan, and strive for further capital efficiency enhancement.

Furthermore, as we formulate our next Mid-Term Management Plan, we will realize capital allocation with a focus on cost of capital and profitability. To achieve this, we will advance effective discussion and oversight within the Board of Directors, drawing on the insights of Outside Directors and dialogue with stakeholders, and hire external advisors. We will also establish a committee to examine capital allocation for the formulation of the next medium-term management plan. Through these efforts, we will continuously verify a more effective examination process and solidify the enhancement of our corporate value over the medium to long term.

<Towards sudden geopolitical risks>

We will continue to closely monitor sudden geopolitical risks and take prompt action should any impacts materialize. In particular, we are anticipating potential risk that may affect the Japanese economy, such as an increase in costs due to surging oil prices as a result of the heightened tensions in the Middle East, a decline in inbound tourism, weakened consumer sentiment caused by falling stock prices and deteriorating corporate performance, spillover effects on import industries, and effects on financial markets. To ensure stable cash flows, we are flexibly responding to these risks that could arise.

<Management KPIs>

To achieve operating profit of ¥100 billion or more for the Group in FY2035, we will implement the “long-term strategy,” which consists of growth strategies with the Real Estate business at the core. When we formulated the strategies in May 2024, we have established “financial KPIs” for each of the following four management indicators of capital efficiency, optimal capital structure, etc.

- ROE Achieve 8% on a constant basis (aiming for 10% or more in FY2035)
- ROA At least 2.7%
- Capital-to-asset ratio 25 to 30%
- Rating agency evaluation Maintain “A” rating

Going forward, we will work to reach the level of these important management indicators.

The constant slogan of the Seibu Group has been, and will continue to be, “Smiles Ahead.” We aim to create an enriched and sustainable society by creating activity and excitement for customers as a company that grows together with customers and local communities. In addition, in a bid to achieve “Resilience & Sustainability: Creating Invaluable Space and Time, Ensuring Safety and Security,” we will manage the Company to maximize social value and shareholder value.

**(3) Changes in assets and results of operations**

(Millions of yen)

	For the year ended March 31, 2023	For the year ended March 31, 2024	For the year ended March 31, 2025	For the year ended March 31, 2026
Operating revenue	428,487	477,598	901,131	513,286
Ordinary profit	20,133	43,000	287,639	45,821
Profit attributable to owners of parent	56,753	26,990	258,182	38,857
Basic earnings per share (Yen)	188.70	89.65	901.99	150.93
Total assets	1,587,834	1,635,019	1,834,120	1,730,654
Net assets	377,633	432,133	567,128	574,537
Equity-to-asset ratio (%)	23.5	26.1	30.6	32.9
Return on equity (ROE) (%)	16.6	6.8	52.2	6.9

**(4) Capital expenditures**

Capital expenditures for the fiscal year under review amounted to ¥150,730 million, which included the

following major outlays.

### 1) Major facilities completed

Segment	Company name	Major capital expenditures
Urban Transportation and Regional	Seibu Railway Co., Ltd.	Installation of platform doors
Urban Transportation and Regional	Seibu Railway Co., Ltd.	Manufacture of 40000 series trains
Urban Transportation and Regional	Seibu Railway Co., Ltd.	Deploying of sustainable railway cars*

\* The original name assigned by the Company for VVVF inverter-controlled train cars received from other companies.

### 2) New construction and expansion of major facilities in progress

Segment	Company name	Major capital expenditures
Real Estate	SEIBU REAL ESTATE INC.	Toshimaen station area multi-purpose complex plan
Hotel and Leisure	MAUNA KEA RESORT LLC	Mauna Kea Beach Hotel renovations
Hotel and Leisure	SEIBU REAL ESTATE INC.	Renovation of cottages of Karuizawa Prince Hotel
Urban Transportation and Regional	Seibu Railway Co., Ltd.	Paid seat reservation service on the Seibu Shinjuku Line
Urban Transportation and Regional	Seibu Railway Co., Ltd.	Installation of platform doors
Urban Transportation and Regional	Seibu Railway Co., Ltd.	Project for continuous grade-separation of railroad crossings between Nakai Station and Nogata Station on the Seibu Shinjuku Line (underground)
Urban Transportation and Regional	Seibu Railway Co., Ltd.	Deploying of sustainable railway cars
Other	Ohmi Railway Co., Ltd.	Development of rental properties (Kusatsu-shi, Shiga)

### 3) Sale of major facilities

To cooperate for the Tokyo Urban Planning Park Nos. 5, 5, and 10 “Nerima Joshi Koen” (Nerima Castle Ruins Park) project, in November 2025, we transferred part of the Maintenance area of Nerima Castle Ruins Park owned by Seibu Railway Co., Ltd., a consolidated subsidiary of the Company.

### (5) Financing activities

As part of Seibu Group’s promotion of Sustainability Actions, we raised ¥4.9 billion by sustainability-linked loans.

To ensure liquidity, we have also established commitment lines of credit for earthquake response totaling ¥90.0 billion.

**(6) Major subsidiaries (As of March 31, 2026)**

Company name	Capital stock (Millions of yen)	Ratio of voting rights held by the Company (%)	Major businesses
Seibu Railway Co., Ltd.	21,665	100.0	Urban Transportation and Regional business (Railway operations, Lifestyle service operations along railway lines, Sports operations) Real Estate business (Development and rental business)
SEIBU PRINCE HOTELS WORLDWIDE INC.	100	100.0	Hotel and Leisure business (Domestic hotel operations, Overseas hotel operations, Sports operations)
SEIBU REAL ESTATE INC.	8,600	100.0	Urban Transportation and Regional business (Lifestyle service operations along railway lines, Sports operations) Hotel and Leisure business (Domestic hotel operations, Sports operations) Real Estate business (Development and rental business, Investment management business)
Seibu Bus Co., Ltd.	100	100.0	Urban Transportation and Regional business (Bus operations)
Seibu Lions, Inc.	100	100.0	Sports Business
SEIBU REAL ESTATE ASSET MANAGEMENT INC.	100	100.0	Real Estate business (Management business)
Izuhakone Railway Co., Ltd.	640	74.0	Izuhakone Business
Ohmi Railway Co., Ltd.	405	100.0	Ohmi Business

- Notes: 1. The ratios of voting rights shown include rights with respect to direct holdings of the Company as well as rights involving indirect holdings through ownership stakes of the Company's subsidiaries and other entities.
2. The Company has 105 consolidated subsidiaries, including the eight companies listed above (22 more than the previous fiscal year), and five equity-method associates (three more than the previous fiscal year). The Company has two other non-consolidated subsidiaries not accounted for using equity method (no change from the previous fiscal year).
3. The Real Estate business (Development and rental business) of Seibu Bus Co., Ltd. was transferred to SEIBU REAL ESTATE INC. on April 1, 2025.
4. The status of a specified wholly-owned subsidiary as of March 31, 2026 is as follows.

Name of the specified wholly-owned subsidiary	SEIBU REAL ESTATE INC.
Address of the specified wholly-owned subsidiary	1-16-15 Minami-Ikebukuro, Toshima-ku, Tokyo
Book value of shares of the specified wholly owned subsidiary at the Company and its wholly owned subsidiaries	¥192,757 million
Total assets of the Company	¥948,032 million

**(7) Employees (As of March 31, 2026)**

Segment	Number of employees	
Real Estate	1,757	[457]
Hotel and Leisure	9,627	[3,136]
Urban Transportation and Regional	7,045	[760]
Other	2,629	[283]
Corporate	499	[4]
Total	21,557	[4,640]

- Notes: 1. The number of employees represents individuals working within the Group, excluding employees seconded outside the Group from the Group but including employees seconded to the Group from outside the Group. In addition, employees retired as of the end of the fiscal year are included therein.
2. The average number of temporary employees for the fiscal year under review is shown in brackets. Temporary employees are not included in the figure indicating number of employees described in Note 1.
3. The number of employees under “Corporate” is the number of employees of the Company and Seibu Process Innovation Inc. and NW Corporation Inc.
4. The increase in the number of employees in the “Hotel and Leisure” business compared to the previous fiscal year is mainly due to the personnel increase for opening of new business sites of SEIBU PRINCE HOTELS WORLDWIDE INC.
5. The increase in the number of employees in the “Corporate” compared to the previous fiscal year is mainly due to the personnel increase for the establishment of new departments for consolidation of operations of the Company and the business expansion at Seibu Process Innovation Inc.

**(8) Major lenders (As of March 31, 2026)**

(Millions of yen)

Lender	Outstanding amount of loans (Note)
Development Bank of Japan Inc.	135,282
Mizuho Bank, Ltd.	114,078
MUFG Bank, Ltd.	70,461
Sumitomo Mitsui Banking Corporation	52,223
Sumitomo Mitsui Trust Bank, Limited	42,197

Note: Outstanding amount of loans includes ¥2,300 million of loans under syndicate loan contracts.

**(9) Status of major organizational restructuring actions, etc.**

As of April 1, 2025 as the effective date, the Company conducted an absorption-type company split to transfer part of real estate business of SEIBU RAILWAY CO., LTD., a consolidated subsidiary of the Company, to SEIBU REAL ESTATE INC., a consolidated subsidiary of the Company, and part of real estate business of SEIBU REAL ESTATE INC. to SEIBU REAL ESTATE PROPERTY MANAGEMENT INC., a consolidated subsidiary of the Company, respectively.

SEIBU REAL ESTATE INC. passed a resolution for commencement of a tender offer for shares certificates, etc. of e'grand Co., Ltd at its Board of Directors meeting held on March 31, 2026, and commenced the tender offer on April 1, 2026.

**2. Shares of the Company (As of March 31, 2026)**

- (1) Total number of shares authorized: 1,300,000,000 shares  
(2) Total number of shares issued: 305,775,520 shares (including 184,871 treasury shares)  
(3) Number of shareholders: 45,278  
(4) Major shareholders (Top 10)

Name of shareholder	Number of shares held (Thousands of shares)	Shareholding ratio (%)
NW Corporation Inc.	51,158	16.74
The Master Trust Bank of Japan, Ltd. (Trust Account)	25,202	8.25
GOLDMAN, SACHS & CO. REG	12,685	4.15
Custody Bank of Japan, Ltd. (Trust Account)	10,008	3.28
Development Bank of Japan Inc.	9,906	3.24
GOLDMAN SACHS INTERNATIONAL	8,333	2.73
HSBC HONG KONG-TREASURY SERVICES A/C ASIAN EQUITIES DERIVATIVES	7,482	2.45
Keikyu Corporation	6,655	2.18
Custody Bank of Japan, Ltd. as trustee for Retirement Benefit Trust Account H re-entrusted by Mizuho Trust and Banking Co., Ltd.	5,871	1.92
Mizuho Bank, Ltd.	5,704	1.87

Notes: 1. The shareholding ratio is calculated after deducting treasury shares (184,871 shares). The treasury shares do not include 3,141,600 shares of the Company that are held as trust assets in “Board Benefit Trust (BBT),” “Stock based Benefit Trust (J-ESOP),” and “Stock based Benefit Trust (Disposition type Employee Stock Ownership Plan).”

2. Pursuant to Article 67, paragraph (1) of the Regulations for Enforcement of the Companies Act, shares held by NW Corporation Inc. bear no voting rights.

**(5) Shares issued to Directors and Audit & Supervisory Board Members of the Company (including those who were Directors and Audit & Supervisory Board Members of the Company) during the fiscal year under review as consideration for their execution of duties**

Position	Number of shares	Number of Directors to whom the shares were issued to
Director (excluding Outside Directors)	21,100	8

## **(6) Other important matters**

### **■ Purchase of treasury shares**

At the meeting of the Board of Directors held on December 12, 2024, the Company passed a resolution for the acquisition of treasury shares pursuant to the provisions of Article 156 of the Companies Act, applied according to Article 165, paragraph 3 of the same Act, and implemented the acquisition as follows.

Class of shares to be acquired:	Common shares of the Company
Total number of shares acquired:	17,687,400
Total amount of acquisition cost:	¥69,999 million
Acquisition period:	From December 13, 2024 to December 12, 2025

### **■ Retirement of treasury shares**

At the meeting of the Board of Directors held on December 25, 2025, the Company passed a resolution for the retirement of treasury shares pursuant to the provisions of Article 178 of the Companies Act, and implemented the retirement as follows.

Class of shares retired:	Common shares of the Company
Total number of shares retired:	17,687,400
Retirement date:	January 22, 2026

### 3. Officers

#### (1) Directors and Audit & Supervisory Board Members (As of March 31, 2026)

Position	Name	Responsibilities	Important concurrent positions outside the Company
Chairman and Representative Director and CEO	GOTO Takashi		Director and Chairman of Seibu Railway Co., Ltd. Director and Chairman of SEIBU PRINCE HOTELS WORLDWIDE INC. Director and Chairman of SEIBU REAL ESTATE INC.
President and Representative Director and COO	NISHIYAMA Ryuichiro	Compliance Dept.	
Director	ISHIHARA Masayuki	Business Strategy Dept. II, Business Strategy Dept. III	
Director	FURUTA Yoshinari	IR Dept., Accounting Dept., Finance Dept.	
Director	YAMAZAKI Kimiyuki	Internal Audit and Internal Control Dept., Information Systems Dept.	Director of Seibu Railway Co., Ltd. Director of SEIBU PRINCE HOTELS WORLDWIDE INC.
Director	OGAWA Shuichiro		President and Representative Director of Seibu Railway Co., Ltd.
Director	KANEDA Yoshiki		President and Representative Director of SEIBU PRINCE HOTELS WORLDWIDE INC.
Director	SAITO Tomohide		President and Representative Director of SEIBU REAL ESTATE INC. President and Representative Director of SEIBU REAL ESTATE PROPERTY MANAGEMENT INC.
Director	GOTO Keiji		Outside Director who is Audit and Supervisory Committee Member of Central Security Patrols, Co., Ltd. Outside Corporate Auditor of Fukuda Denshi Co., Ltd. Attorney
Director	TSUJIHIRO Masafumi		Professor, Faculty of Economics at Teikyo University Chairman of Department of Contemporary Business at Teikyo University Junior College
Director	ARIMA Atsumi		Outside Director of Takashimaya Company, Limited Director (Outside) of Canon Inc.
Director	KOBAYASHI Yoko		
Director	TAKAHASHI Masami		
Director	IKEDA Yuichi		
Audit & Supervisory Board Member (Full time)	FUKUDA Masaaki		
Audit & Supervisory Board Member	NAKAGAWA Yoshihide		Audit & Supervisory Board Member (Full-time) of SEIBU REAL ESTATE INC.
Audit & Supervisory Board Member	YANAGISAWA Giichi		Outside Director of Sanyo Engineering & Construction Inc. Certified Public Accountant, Licensed Tax Accountant
Audit & Supervisory Board Member	SAKAMOTO Chihiro		Attorney

- Notes: 1. Director GOTO Keiji is scheduled to retire from the position of Outside Director of Central Security Patrols, Co., Ltd. on May 28, 2026.
2. GOTO Keiji, TSUJIHIRO Masafumi, ARIMA Atsumi, KOBAYASHI Yoko, TAKAHASHI Masami, and IKEDA Yuichi are Outside Directors.
3. YANAGISAWA Giichi and SAKAMOTO Chihiro are Outside Audit & Supervisory Board Members.
4. Audit & Supervisory Board Member YANAGISAWA Giichi is qualified as a certified public accountant and a certified public tax accountant, and possesses extensive financial and accounting knowledge.
5. The Company has designated Directors GOTO Keiji, TSUJIHIRO Masafumi, ARIMA Atsumi, KOBAYASHI Yoko, TAKAHASHI Masami, and IKEDA Yuichi, and Audit & Supervisory Board Members YANAGISAWA Giichi and SAKAMOTO Chihiro as independent directors/audit & supervisory board members in accordance with the rules and regulations of the Tokyo Stock Exchange, and has registered them as such with the TSE.
6. On April 1, 2026, certain changes were made in positions and responsibilities of Directors, as indicated below.

Position	Name	Responsibilities
Chairman and Director	GOTO Takashi	
President and Representative Director, CEO and COO	NISHIYAMA Ryuichiro	Compliance Dept.
Director	ISHIHARA Masayuki	Overseeing Real Estate Business, Business Strategy Dept. II
Director	FURUTA Yoshinari	Accounting Dept., Finance Dept.

## (2) Overview of limitation of liability agreements

The Company has concluded agreements with its Outside Directors and Outside Audit & Supervisory Board Members to limit their liability for damages under Article 423, paragraph (1) of the Companies Act, to the minimum amount stipulated in Article 425, paragraph (1) thereof.

## (3) Overview of the Contract of Directors and Officers Liability Insurance

The Company has concluded a contract of Directors and Officers Liability Insurance with an insurance agency, as provided for in Article 430-3, paragraph (1) of the Companies Act. Directors, Audit & Supervisory Board Members and managing officers of the Company, Seibu Railway Co., Ltd. SEIBU PRINCE HOTELS WORLDWIDE INC., and SEIBU REAL ESTATE INC., are the insured covered by the insurance policy, and they do not bear the insurance premium. The insurance policy covers damages and legal costs. As a measure to maintain the adequacy of execution of duties by the insured, the Company excludes from coverage the damages arising from criminal act or other wrong doing of the insured.

## (4) Amount of Remuneration for Directors and Audit & Supervisory Board Members

### 1) Amount of remuneration for Directors and Audit & Supervisory Board Members

Classification	Total amount paid (Millions of yen)	Amount of remuneration by type (Millions of yen)					Number of eligible officers (persons)
		Monetary remuneration		Share-based remuneration			
		Basic remuneration	Short-term performance-linked remuneration	Annual incentive	Performance-linked portion	Fixed portion by position	
Directors [Of the above, Outside Directors]	753 [103]	371 [103]	178 [-]	24 [-]	39 [-]	140 [-]	14 [6]
Audit & Supervisory Board Members [Of the above, Outside Audit & Supervisory Board Members]	53 [23]	53 [23]	- [-]	- [-]	- [-]	- [-]	4 [2]

Notes: 1. At the 20th Annual General Meeting of Shareholders held on June 24, 2025, “Revision of the amount of remuneration for Directors,” and “Revision of the share-based remuneration system for Directors” were approved, and “short-term performance-linked remuneration” was introduced, whose payment amount varies depending on the “achievement of performance targets” for a single year. Additionally, the names for “annual incentive” and “long-term incentive” were changed to “performance-linked portion” and “fixed portion by position” respectively. The amount of “Share-based remuneration (annual incentive + performance-linked portion + fixed portion by position)” stated above is equal to the amount of provision for purchase of shares recognized in the fiscal year under review, which is based on the points granted to each Directors. In addition, the final payment of “annual incentive” was made in July 2025, and the amount stated above is the amount of provision for the payment.

2. Actual values of performance evaluation indicators related to monetary remuneration (short-term performance-linked remuneration) in the fiscal year under review were as follows: “operating profit: ¥45,522 million,” “operating profit - real estate: ¥12,395 million,” “operating profit - hotel and leisure: ¥22,658 million,” “operating profit - urban transportation and regional: ¥9,546 million,” and “ROE: 6.9%.” Actual values of performance evaluation indicators related to share-base remuneration (annual incentive portion) in the fiscal year under review came to an EBITDA (operating profit before depreciation and amortization) of ¥347,125 million and an ROE of 52.2%, which are actual values for the previous fiscal year. Note that the actual values of performance evaluation indicators related to share-based remuneration (performance-linked portion) are determined based on the achievement of performance targets, etc. for three consecutive fiscal years, and therefore performance evaluation is finalized after the evaluation period ends.

### 2) Resolution at the General Meeting of Shareholders regarding remuneration for Directors and Audit & Supervisory Board Members

The maximum amount of monetary remuneration for Directors of the Company was resolved at the 20th Annual General Meeting of Shareholders held on June 24, 2025, at ¥1,000 million annually (including ¥180 million annually for Outside Directors; excluding the amount of employee salary for Directors serving concurrently as employees). The number of Directors as of the conclusion of the

said Annual General Meeting of Shareholders was 14 (including six Outside Directors).

In addition to the monetary remuneration, the Company resolved at the 14th Annual General Meeting of Shareholders held on June 21, 2019 to introduce Board Benefit Trust (BBT), a share-based remuneration system, to Directors (excluding Outside Directors), and at the 20th Annual General Meeting of Shareholders held on June 24, 2025 to set the maximum number of the Company's shares, etc. acquired by the BBT for Company's Directors for each evaluation period (three fiscal years) at 375,000 shares. The number of Directors as of the conclusion of the said Annual General Meeting of Shareholders was eight (excluding Outside Directors).

The maximum amount of basic remuneration for Audit & Supervisory Board Members was resolved at the 9th Annual General Meeting of Shareholders held on June 25, 2014, at ¥100 million annually. The number of Audit & Supervisory Board Members as of the conclusion of the said Annual General Meeting of Shareholders was four.

### **3) Policy on determining the details of remuneration for individual Directors**

#### **(1) Method of determining policy on determining the details of remuneration for individual Directors, and overview of the determined policy**

The Company has decided on "Remuneration Policy for Directors of Seibu Holdings," a policy for determining the amount and calculation method of Director's remuneration, at the Meeting of the Board of Directors held on June 24, 2025. The decision was made after obtaining advice from the Remuneration Advisory Committee, all members of which are Independent Outside Directors. The details of the policy are as follows:

##### **(a) Basic policy**

- Remuneration for Directors shall be commensurate with Directors who are capable and can practice "Group Vision" and "Seibu Group Corporate Code of Ethics" of the Seibu Group.
- The remuneration system shall be designed in a manner to increase Directors' motivation for the short-term performance achievement, and willingness and motivation to contribute to improving business results, corporate value and shareholder value over the medium to long term.
- Remuneration for Directors shall reflect the Group's business environments and operating performance based on comparison with industry peers' remuneration levels in the context of business and human capital acquisition and other factors.
- The remuneration system for Directors shall be objective and fair for stakeholders.
- Upon deciding remuneration for Directors, the Company shall obtain advice from the Remuneration Advisory Committee, which is chaired by an Independent Outside Director and all members of which are Independent Outside Directors, in order to ensure its objectivity.

##### **(b) Remuneration system**

- The remuneration system for Directors (excluding Outside Directors) consists of monetary remuneration and share-based remuneration. Monetary remuneration consists of basic remuneration that is determined based on position, etc., and short-term performance-linked remuneration that varies depending on the performance of each fiscal year. Share-based remuneration consists of performance-linked portion that varies depending on the achievement of performance targets, etc. and fixed portion that is determined based on position. The ratio of these remunerations shall be set so as to motivate short-term performance achievement by clarifying the link between remuneration for Directors and improvement in business results and shareholder value, as well as to increase Directors' willingness to contribute to maximizing business results, corporate value and shareholder value over the medium to long term.
- The remuneration of outside Directors consists of basic remuneration only, in view of their roles and independence.
- Basic remuneration shall be a fixed monthly payment, and its amount shall be determined based on Director's roles and responsibilities. The amount shall not exceed the maximum monetary remuneration amount, the combination of basic remuneration and short-term performance-linked remuneration, as resolved at the General Meeting of Shareholders.

- Short-term performance-linked remuneration shall be variable remuneration paid at a certain period of the year. The amount shall be determined based on the Company's performance, Director's roles, responsibilities and the achievement level within the maximum monetary remuneration amount, the combination of basic remuneration and short-term performance-linked remuneration, as resolved at the General Meeting of Shareholders.
- For share-based remuneration, shares acquired through a trust shall be delivered based on the points granted to Directors.
  - (i) For the performance-linked portion, points shall be granted to Directors by the end of the evaluation period of three fiscal years in accordance with the Officer Stock Benefit Rules "Performance-linked Portion," for each period for execution of duties, depending on the Company's performance, their roles and responsibilities. The amount shall not exceed the number approved and resolved at the General Meeting of Shareholders. Directors will receive the Company's shares, etc. from the trust at the time of their retirement as Director.
  - (ii) For the fixed portion by position, points shall be granted to Directors in accordance with Officer Stock Benefit Rules "Fixed Portion by Position", for each period for execution of duties, depending on their positions. The amount shall not exceed the number approved and resolved at the General Meeting of Shareholders. Directors will receive the Company's shares, etc. from the trust at the time of their retirement as Director.
- The remuneration composition ratio shall be approximately 45% of basic remuneration, 30% of short-term performance-linked remuneration, 10% of performance-linked remuneration, and 15% of fixed-portion by position for all positions based on the calculation applying the base amount of short-term performance-linked remuneration (schedule 1), performance-linked portion (schedule 4) and fixed-portion by position (schedule 7).

Composition	Classification	Positioning	Details of remuneration and period of payment	Target
Monetary remuneration	Basic remuneration	Fixed remuneration	Amount determined based on Director's roles and responsibilities are paid monthly in cash	Director
	Short-term performance-linked remuneration	Short-term performance-linked remuneration (STI)	The Company pays the amount based on the Company's performance as well as Director's roles, responsibilities and the achievement level in cash at a certain period of the year	Director (excluding Outside Directors)
Share-based remuneration	Performance-linked payments	Medium- to long-term performance-linked remuneration (LTI)	The Company's shares are given at the time of the retirement as Director based on points granted to him/her by the end of the evaluation period of three fiscal years depending on the Company's performance as well as his/her roles and responsibilities for each period for execution of duties	Director (excluding Outside Directors)
	Fixed portion by position		The Company's shares are given at the time of the retirement as Director based on points granted to him/her depending on his/her position for each period for execution of duties	Director (excluding Outside Directors)

(c) How the basic remuneration amount is determined

The Board of Directors shall determine the amount of basic remuneration of each Director according to the roles and responsibilities of Directors within the maximum total remuneration amount, the combination of basic remuneration and short-term performance-linked remuneration, resolved at the General Meeting of Shareholders after seeking and obtaining advice from the Remuneration Advisory Committee, which is chaired by an Independent Outside Director and all members of which are Independent Outside Directors, to ensure objectivity in determining the remuneration. The amount shall be paid monthly in cash.

(d) How the amount to be paid as short-term performance-linked remuneration is determined, and its calculation method

Short-term performance-linked remuneration shall be given in accordance with Short-term Performance-linked Benefit Rules which sets out rules for determining the amount to be paid taking into account the balance with basic remuneration, share-based remuneration, as well as the Company's performance, Director's roles, responsibilities and the achievement level within the maximum monetary remuneration amount, the combination of basic remuneration and short-term performance-linked remuneration, as resolved at the General Meeting of Shareholders. The Board of Directors must first seek advice from the Remuneration Advisory Committee, which is chaired by an Independent Outside Director and all members of which are Independent Outside Directors, to make sure that the short-term performance-linked remuneration that they will determine will increase willingness and motivation of Directors.

■ Target and details of short-term performance-linked remuneration

(i) Target

On the date the Director (excluding Outside Directors; the same applies to the rest of "Target and details of short-term performance-linked remuneration" section.) assumes post, he/she becomes the Planned Recipient to receive the short-term performance-linked remuneration; provided, however, that if the Director engages in certain illegal acts or meets other conditions set forth in Short-term Performance-linked Benefit Rules, then part or all of benefit may be withheld.

(ii) Details of remuneration, etc. given as short-term performance-linked remuneration

The Company pays in cash at a certain period of the year. Short-term performance-linked remuneration for Directors (who also serve as Representative Director and President) of the core three companies (Seibu Railway Co., Ltd., SEIBU PRINCE HOTELS WORLDWIDE INC., and SEIBU REAL ESTATE INC) will be paid by each core company.

■ Calculation method of short-term performance-linked remuneration

(i) The timing of payment

The amount to be paid to the planned recipients on the date of the Annual General Meeting of Shareholders each year (referred to as the "Record Date" in the rest of

“Calculation method of short-term performance-linked remuneration” section) shall be determined on the same date, as consideration for their execution of duties for the period beginning from the previous year’s Annual General Meeting of Shareholders to the current year’s Annual General Meeting of Shareholders. The amount to be paid shall not exceed the amount resolved at the 20th Annual General Meeting of Shareholders held on June 24, 2025; provided, however, that the payment is limited to Directors who were in office from the date of the previous year’s Annual General Meeting of Shareholders to the conclusion of the current year’s Annual General Meeting of Shareholders.

(ii) Amount of payment

The amount of cash calculated based on the following formula shall be paid; provided, however, that if there is a change in position from the date of the previous year’s Annual General Meeting of Shareholders to date of the current year’s Annual General Meeting of Shareholders, the amount of cash calculated based on Short-term Performance-linked Benefit Rules, which defines a formula depending on the timing and reason of a change in position, shall be paid.

(Formula)

The base amount of short-term performance-linked remuneration based on the position on the Record Date (schedule 1) × Short-term performance-linked remuneration overall evaluation coefficient (schedule 2) based on the performance of the fiscal year previous to Record Date (hereinafter referred to as the “Evaluation Period”)

Schedule 1: Base amount of short-term performance-linked remuneration (Yen)

Position	Base amount	Upper limit
Chairman and Representative Director, Chairman and CEO	65,260,000	97,890,000
President and Representative Director, President and COO	41,250,000	61,875,000
Director and Vice President or Director and Executive Vice President	37,770,000	56,655,000
Senior Managing Director or Director and Senior Managing Officer	30,920,000	46,380,000
Executive Director or Director and Executive Managing Officer	26,930,000	40,395,000
Director or Director and Senior Managing Officer	23,420,000	35,130,000
Director [concurrent position: President and Representative Director of Seibu Railway Co., Ltd.]	34,580,000	51,870,000
Director [concurrent position: President and Representative Director of SEIBU PRINCE HOTELS WORLDWIDE INC.]	34,580,000	51,870,000
Director [concurrent position: President and Representative Director of SEIBU REAL ESTATE INC.]	34,580,000	51,870,000

Schedule 2: Short-term performance-linked remuneration overall evaluation coefficient

Overall evaluation	Fluctuation range
Evaluation based on the undermentioned formula	0% - 150%

(Formula)

Overall evaluation = Total sum of Evaluation ratio of each indicator (schedule 3) × evaluation coefficient of each indicator (0% - 150%)

\* The budget value shall correspond to an evaluation coefficient of 100%. The upper limit, at which the evaluation coefficient reaches 150%, and the threshold, at which the coefficient is 50%, and drops to 0% if below this point, shall be determined by the Board of Directors.

\* In principle, the upper value shall be set at 110% of the budget value, and the threshold at 90% of the budget value.

Schedule 3: Evaluation ratio of each indicator by Director

Chairman and Representative Director, Chairman and CEO / President and Representative Director, President and COO	Director [concurrent position: President and Representative Director of Seibu Railway Co., Ltd.] / Director [concurrent position: President and Representative Director of SEIBU PRINCE HOTELS WORLDWIDE INC.] / Director [concurrent position: President and Representative Director of SEIBU REAL ESTATE INC.]	Other Directors
Operating profit: 50%	Operating profit: 20%	Operating profit: 40%
ROE: 50%	ROE: 20%	ROE: 40%
	Operating profit by segment: 40%	Individual assessment by Representative Director: 20%
	Individual assessment by Representative Director: 20%	

\* Indexes are defined as follows

- Operating profit shall be based on the amount presented in the consolidated statement of income.
- ROE (return on equity) = Profit attributable to owners of parent / ((Equity at the beginning of the year + Equity at the end of the year) / 2) × 100

Note that Equity = Net assets – Share acquisition rights – Non-controlling interests, where all numbers shall be based on the amount presented in the consolidated financial statements.

- Operating profit by segment shall be based on the amount presented in financial results.  
Operating profit of Urban Transportation and Regional is used as an indicator for Director [concurrent position: President and Representative Director of Seibu Railway Co., Ltd.], operating profit of Hotel and Leisure for Director [concurrent position: President and Representative Director of SEIBU PRINCE HOTELS WORLDWIDE INC.], and operating profit of Real Estate for Director [concurrent position: President and Representative Director of SEIBU REAL ESTATE INC.].

(iii) The reason for selecting the index

Operating profit is selected as an indicator, as Long-term Strategy to 2035 aims to achieve ¥100 billion or more in operating profit by FY2035, and it serves as an important indicator for appropriately evaluating the profitability of the Group. ROE is selected as it is one of the most emphasized indicators for enhancing shareholder value, and it serves as an important indicator for appropriately evaluating efficiency.

For Directors (who also serve as Representative Director and President) of the core three companies, operating profit in their respective segment is selected as an additional performance indicator, alongside the Group-wide performance indicators. This is intended to ensure clearer accountability for performance and to enhance incentives for improving business results. Individual assessment by Representative Director is selected in order to reflect, in a well-balanced manner, elements not fully captured by financial indicators, such as the performance of the core three companies, strategically important KPIs, leadership and organizational management that are difficult to quantify, and responses to medium- to long-term challenges.

The evaluation ratio is designed to enhance the overall effectiveness of the system, taking into consideration the characteristics of each indicator, its impact on the Company's management, and the roles expected to each Director.

- (e) How the amount to be paid as share-based remuneration (performance-linked portion and fixed portion by position) is determined, and its calculation method

Share-based remuneration shall be given in accordance with Officer Stock Benefit Rules which sets out rules for determining how many points to grant taking into account the balance with basic remuneration and short-term performance-linked remuneration, as well as the Company's performance and the roles and responsibilities of Director, and in the amount not exceeding the range resolved at the General Meeting of Shareholders. The Board of Directors must first seek advice from the Remuneration Advisory Committee, which is chaired by an Independent Outside Director and all members of which are Independent Outside Directors, to make sure that the share-based remuneration that they will determine will increase willingness and motivation of Directors.

1. Target and details of share-based remuneration (performance-linked portion and fixed portion by position)

- (i) Target

Directors (excluding Outside Directors; the same applies to the rest of "Target and details of share-based remuneration (performance-linked portion and fixed portion by position)" section.) become the planned recipients to receive the share-based remuneration on the date they assume post; provided, however, that if the Director engages in certain illegal acts or meets other conditions set forth in the Officer Stock Benefit Rules, then part or all of benefit may be withheld.

- (ii) Details of remuneration, etc. given as share-based remuneration

Points are granted to Directors, where 1 point will equal to 1 share, and they will receive the Company's common shares (hereinafter referred to as "the Company's Share") and cash based on their points.

2. Calculation method of share-based remuneration (performance-linked portion)

- (i) The timing to grant points

Points are granted to the planned recipients on the date of the Annual General Meeting of Shareholders each year (referred to as the "Point Grant Date" in the rest of "Calculation method of share-based remuneration (performance-linked portion)" section), as consideration for their execution of duties for the period beginning from the previous year's Annual General Meeting of Shareholders to the current year's Annual General Meeting of Shareholders. The points to be granted shall not exceed the amount resolved at the 20th Annual General Meeting of Shareholders held on June 24, 2025. Of performance-linked position points (schedule 4), 80% shall be granted as relative TSR base point, and 20% shall be granted as ESG indicators and non-financial KPIs base point. Each base point shall be adjusted by calculating the difference between the base point and the point calculated in accordance with "(ii) Point adjustment," and such adjustment shall be made by the date of the Annual General Meeting of Shareholders held three years after the point grant date; provided, however, that if the Planned Recipient retires from his/her position as Director or Officer within one year from the point grant date, all base points will be forfeited.

- (ii) Point adjustment

Each base point, granted based on "(i) The timing to grant points" shall be adjusted by calculating the difference between the base point and the point calculated as follows; provided, however, that if there is a change in position during the period for execution of duties, the adjustment shall be made by the point calculated based on Officer Stock Benefit Rules "Performance-linked Portion," which defines a formula depending on the timing and reason of a change in position.

- a. Relative TSR point

On the date of the Annual General Meeting of Shareholders held three years after the point grant date (hereinafter referred to as "TSR point adjustment date"), the adjustment shall be made by calculating the difference between relative TSR point and base point based on the formula below.

Note that the TSR evaluation period in the following formula shall be the period from April of the year in which the point grant date falls, to March immediately prior to the TSR point adjustment date.

(Formula) Relative TSR point = Performance-linked portion position point (schedule 4) × Relative TSR evaluation coefficient during the TSR evaluation period (schedule 5)

Note that if the Planned Recipient retires from his/her position as Director or Officer after one year but before three years from the point grant date, the relative TSR point shall be calculated and adjusted as of the retirement date. In this case, the TSR evaluation period shall be from April of the year in which the point grant date falls, to March immediately prior to the retirement date.

b. ESG indicators and non-financial KPIs point

On the date of the Annual General Meeting of Shareholders held one year after the point grant date (hereinafter referred to as “ESG point adjustment date”), the adjustment shall be made by calculating the difference between ESG indicators and non-financial KPIs point and base point based on the formula below. Note that the ESG indicators and non-financial KPIs evaluation coefficient (schedule 6) in the following formula shall be judged based on a comparison of the figures for the two fiscal years: the fiscal year ended in March immediately prior to the ESG point adjustment date and the preceding fiscal year.

(Formula) ESG indicators and non-financial KPIs point = Performance-linked portion position point (schedule 4) × ESG indicators and non-financial KPIs evaluation coefficient (schedule 6)

Schedule 4: Performance-linked portion position point

Position	Points
Chairman and Representative Director, Chairman and CEO	7,200
President and Representative Director, President and COO	6,300
Director and Vice President or Director and Executive Vice President	5,400
Senior Managing Director or Director and Senior Managing Officer	4,500
Executive Director or Director and Executive Managing Officer	3,600
Director or Senior Managing Officer	2,420
Director [concurrent position: President and Representative Director of Seibu Railway Co., Ltd.]	4,500
Director [concurrent position: President and Representative Director of SEIBU PRINCE HOTELS WORLDWIDE INC.]	4,500
Director [concurrent position: President and Representative Director of SEIBU REAL ESTATE INC.]	4,500

\* The above position points represent the maximum number of shares (points) for each position for each fiscal year under the Company’s performance-linked portion. The maximum number of shares (points) shown above includes the number of shares (points) to be given in cash by making the conversion at the time of retirement.

Schedule 5: Relative TSR evaluation coefficient

TSR evaluation	Coefficient
Total of evaluation coefficient of A and B below	0% - 80%

Peer companies and comparison method	A: Real Estate								B: Railway							
		Our ranking in eight companies: The Company, Mitsui Fudosan Co., Ltd., Mitsubishi Estate Co., Ltd., Sumitomo Realty & Development Co., Ltd., Tokyu Fudosan Holdings Corporation, Nomura Real Estate Holdings, Inc., Tokyo Tatemono Co., Ltd., and Hulic Co., Ltd.								Our ranking in eight companies: The Company, Tobu Railway Co., Ltd., Sotetsu Holdings, Inc., Tokyu Corporation, Keikyu Corporation, Odakyu Electric Railway Co., Ltd., Keio Corporation, and Keisei Electric Railway Co., Ltd.						
Evaluation coefficient	1st	2nd	3rd	4th	5th	6th	7th	8th	1st	2nd	3rd	4th	5th	6th	7th	8th
	50%	42%	35%	28%	21%	14%	7%	0%	30%	24%	20%	16%	12%	8%	4%	0%

(Notes) 1. TSR is calculated as follows.

(Average closing stock price of the final month of the TSR evaluation period + Total amount

- of dividends during the TSR evaluation period) / Average closing stock price of the month prior to the start of the TSR evaluation period
2. If it becomes difficult to calculate TSR for any or the peer companies due to reasons such as mergers or delisting, the calculation shall be conducted excluding such companies. In this case, the evaluation coefficient shall be 50% for A and 30% for B when ranked 1st, and 0% when ranked at the bottom. For all other rankings, the vesting ratio shall decrease evenly depending on the total number of peer companies, including the Company.
  3. In the event of a stock split, gratis allotment of shares, reverse stock split, or other similar actions involving share issued by the TSR peer companies, reasonable adjustment shall be made in accordance with the respective ratios or other relevant factors.

**Schedule 6: ESG indicators and non-financial KPIs evaluation coefficient**

ESG indicators and non-financial KPIs evaluation	Coefficient
Evaluation based on position below	0%, 10%, 20%

Position	A	B
Chairman and Representative Director, Chairman and CEO	5% reduction in Group CO <sub>2</sub> emissions	Improvement of engagement score of the Group
President and Representative Director, President and COO		
Director and Vice President or Director and Executive Vice President		
Senior Managing Director or Director and Senior Managing Officer		
Executive Director or Director and Executive Managing Officer		
Director or Director and Senior Managing Officer		
Director [concurrent position: President and Representative Director of Seibu Railway Co., Ltd.]	Liabile accidents, incidents: Zero	Improvement of engagement score of each company
Director [concurrent position: President and Representative Director of SEIBU PRINCE HOTELS WORLDWIDE INC.]	Achievement of overall stay score target	
Director [concurrent position: President and Representative Director of SEIBU REAL ESTATE INC.]	5% reduction in CO <sub>2</sub> emissions of SEIBU REAL ESTATE INC.	

- (Notes) 1. If neither A nor B is achieved, the coefficient shall be 0%. If either A or B is achieved, the coefficient shall be 10%. If both A and B are achieved, the coefficient shall be 20%.
2. If the Group engagement score and each company's engagement score are the same as those of the previous fiscal year, they shall not be considered as an improvement.

(iii) The reason for selecting the index

TSR is selected with the aim of strengthening the linkage with the Company's medium- to long-term stock value and promoting greater value sharing with shareholders. For ESG indicators and non-financial KPIs, CO<sub>2</sub> emissions and engagement scores shall be used as the base. For Directors (who also serve as Representative Director and President) of the core three companies, the respective company-specific figures shall be applied. CO<sub>2</sub> emissions are selected as a key indicator due to their importance in contributing to the realization of a decarbonized society. The Company is committed to a short-term goal of reducing emissions by 5% annually compared to the previous fiscal year. Engagement score is selected as it reflects our emphasis on building a fulfilling and motivating workplace. It is chosen based on our goal of improving the score year over year. For Director [concurrent position: President and Representative Director of Seibu Railway Co., Ltd.] and Director [concurrent position: President and Representative Director of SEIBU PRINCE HOTELS WORLDWIDE INC.], non-financial KPIs suitable to each respective business are selected in place of CO<sub>2</sub> emissions. Specifically, for Director [concurrent position: President and Representative Director of Seibu Railway Co., Ltd.], zero liable accidents or incidents is selected, which serves as an indicator to confirm that safe and secure service delivery, fundamental to business operations, is ensured. For Director [concurrent position: President and Representative Director of

SEIBU PRINCE HOTELS WORLDWIDE INC.], achievement of overall stay score target is selected, which measures guest satisfaction and serves as a foundation for revenue growth.

(iv) The amount of shares and cash to be given

Provision to planned recipients who have acquired the rights to receive the benefit shall be carried out as described below.

- a. When a Director or Officer retires due to expiration of his/her term of office or retires in the middle of his/her term of office due to the Group's executive personnel changes

The Company's shares defined in [i] and cash defined in [ii] below shall be given.

i. The Company's shares

The number of shares calculated based on the following formula, where 1 point will equal to 1 share

(Formula)

Number of shares = Number of points held × 60% (shares less than one unit are rounded off)

ii. Cash

The amount of cash calculated based on the following formula

(Formula)

Amount of cash = (Number of points held – Number of shares calculated by applying above [i]) × Market value of the Company's share on the retirement date

- b. When a Director or Officer retires from his/her office for other reasons (excluding retirement by death)

The Company's shares are given in the number calculated where 1 point will equal to 1 share.

- c. When a Director or Officer retires due to his/her death

The amount of cash calculated based on the following formula will be paid to the surviving family as survivor benefit.

(Formula)

Amount of cash = Number of Points Held × Market value of the Company's share on the date of death

3. Calculation method of share-based remuneration (fixed portion by position)

(i) The timing to grant points

Points are granted to the planned recipients on the date of the Annual General Meeting of Shareholders each year (together with the undermentioned retirement date, collectively referred to as the "Point Grant Date" in the rest of "Calculation method of share-based remuneration (fixed portion by position)" section), as consideration for their execution of duties during the period for execution of duties. The points to be granted shall not exceed the amount resolved at the 20th Annual General Meeting of Shareholders held on June 24, 2025.

Apart from the above, if a Director retires on the day other than the day of the Annual General Meeting of Shareholders (including retirement by death; hereinafter the same applies unless otherwise specified), points are granted on such retirement day.

(ii) The number of points to be granted

Points listed in schedule 7 are granted to Directors based on their position as of the beginning date of the period for execution of duties; provided, however, Directors who are appointed or retired or changed his/her position in the middle of the period for execution of duties will be granted points calculated based on Officer Stock Benefit Rules "Fixed portion by Position" that sets out formula taking into account the timing and the reason of appointment or retirement or change in position.

Schedule 7: Fixed portion by position points

Position	Points
Chairman and Representative Director, Chairman and CEO	12,500
President and Representative Director, President and COO	10,000
Director and Vice President or Director and Executive Vice President	7,500
Senior Managing Director or Director and Senior Managing Officer	6,000
Executive Director or Director and Executive Managing Officer	4,800
Director or Senior Managing Officer	3,600
Director [concurrent position: President and Representative Director of Seibu Railway Co., Ltd.]	6,000
Director [concurrent position: President and Representative Director of SEIBU PRINCE HOTELS WORLDWIDE INC.]	6,000
Director [concurrent position: President and Representative Director of SEIBU REAL ESTATE INC.]	6,000

\* The above fixed portion by position points represent the maximum number of shares (points) for each position for each fiscal year under the Company's fixed-portion system. The maximum number of shares (points) shown above includes the number of shares (points) to be given in cash by making the conversion at the time of retirement.

(iii) The amount of shares and cash to be given

Provision to planned recipients who has acquired the rights to receive the benefit shall be carried out as described below:

- a. When a Director or Officer retires due to expiration of his/her term of office or retires in the middle of his/her term of office due to the Group's executive personnel changes

The Company's share defined in [i] and cash defined in [ii] below will be given.

i. The Company's share

The number of shares calculated based on the following formula, where 1 point will equal to 1 share

(Formula)

Number of shares = Number of points held × 60% (shares less than one unit are rounded off)

ii. Cash

The amount of cash calculated based on the following formula

(Formula)

Amount of cash = (Number of points held – Number of shares calculated by applying above [i]) × Market value of the Company's share on the retirement date

- b. When a Director or Officer retires from his/her office for other reasons (excluding retirement by death)

The Company's shares are given in the number calculated where 1 point will equal to 1 share.

- c. When a Director or Officer retires due to his/her death

The amount of cash calculated based on the following formula will be paid to the surviving family as survivor benefit.

(Formula)

Amount of cash = Number of points held × Market value of the Company's share on the date of death

- The "Remuneration Policy for Directors of Seibu Holdings" was partially amended on April 1, 2026 and "Chairman and Representative Director, Chairman and CEO" and "President and Representative Director, President and COO" included in "Schedule 1," "Schedule 3," "Schedule 4," "Schedule 6," and "Schedule 7" were changed to "Chairman and Director, Chairman" and "President and Representative Director, President, CEO and COO," respectively. In addition, "Base amount" and "Upper limit"

included in “Schedule 1” were set to “¥41,250,000” and “¥61,875,000,” respectively, for “Chairman and Director, Chairman,” and “¥65,260,000” and “¥97,890,000,” respectively, for “President and Representative Director, President, CEO and COO.” “Performance-linked portion position point” included in “Schedule 4” was set to “6,300 points” for “Chairman and Director, Chairman” and “7,200 points” for “President and Representative Director, President, CEO and COO.” “Fixed portion by position points” included in “Schedule 7” was set to “10,000 points” for “Chairman and Director, Chairman” and “12,500 points” for “President and Representative Director, President, CEO and COO.”

- (2) The reason for the Board of Directors judging that the details of individual Director’s remuneration, etc. for the period under review complies with the policy on determining remuneration

In deciding the details of individual Director’s remuneration, etc., the Company obtains advice from the Remuneration Advisory Committee in order to ensure its objectivity. The Remuneration Advisory Committee, of which all members are Independent Outside Directors, carries out multifaceted deliberation by checking the consistency of the original proposal with remuneration policy or using data from external research organization to compare and examine the level of remuneration of relevant industry or corporate size. As such, the Board of Directors judge that the details of individual Director’s remuneration comply with the policy on determining remuneration.

**(5) Matters concerning Outside Directors and Outside Audit & Supervisory Board Members**

**1) Relationship between the Company and other organizations where Outside Directors concurrently hold key positions**

Organizations where Outside Directors concurrently hold key positions are as listed in “(1) Directors and Audit & Supervisory Board Members.” No special relationships exist between the Company and each organization where Outside Directors concurrently hold key positions.

**2) Major activities of Outside Directors and Outside Audit & Supervisory Board Members during the current fiscal year**

Six Directors, GOTO Keiji, TSUJIHIRO Masafumi, ARIMA Atsumi, KOBAYASHI Yoko, TAKAHASHI Masami, and IKEDA Yuichi attend the meetings of the Board of Directors, as well as other important meetings, including Nomination Advisory Committee, Remuneration Advisory Committee and Corporate Governance Council to express their opinions based on each expertise. They play an important role to supervise the management.

Position	Name	Attendance to meetings of Board of Directors	Attendance to meetings of Audit & Supervisory Board	Activities, etc.
Director	GOTO Keiji	20/22 (90.9%)	–	As an attorney, he possesses a high degree of expertise, abundant experience, and deep insight with respect to corporate legal affairs. Amid addressing rapid changes in external environment and management environment in recent years, the Company receives advice concerning the legality of each measure and the impact on reputation, while also receiving advice from him in promoting risk management and sustainability actions. He also worked to improve transparency in the process to select candidates for Directors as Chairperson of the Nomination Advisory Committee.
Director	TSUJIHIRO Masafumi	22/22 (100%)	–	As a long-serving chief editor of an economic magazine and incumbent professor, faculty of economics at Teikyo University, he holds a high level of expertise and extensive experience and achievement related to the Japanese economy and corporate management. Amid the need to address rapid changes in external environment and management environment in recent years, his expert opinions and advice on DX strategies and marketing including related to management judgments and corporate direction based on economic trends contributes to facilitate the Company’s Board of Directors and promote the sustainable growth of the Company. He also played a central role in developing the remuneration system that increases incentive for Directors to improve corporate value for Officers as Chairperson of the Remuneration Advisory Committee.

Position	Name	Attendance to meetings of Board of Directors	Attendance to meetings of Audit & Supervisory Board	Activities, etc.
Director	ARIMA Atsumi	21/22 (95.5%)	–	She has a wealth of knowledge and experience in global affairs derived from her career, which includes having served as an executive officer at a megabank. Amid addressing rapid changes in external environment and management environment in recent years, the Company receives advice from her in proposing and executing management strategies and plans, implementing measures, fostering human capital, and ensuring diversity and sustainability, as well as advice taking account of the perspective of general shareholders and investors on the Company's IR activities. She has also been contributing to further promotion of corporate governance as Chairperson of the Corporate Governance Council.
Director	KOBAYASHI Yoko	22/22 (100%)	–	She has a wealth of knowledge and experience in entry into new business and ICT strategy, having held positions as top management and officer of an NTT group company. Based on her knowledge and experience, the Company received advice from her concerning development of management strategy and plans, ICT strategy, and DX strategy.
Director	TAKAHASHI Masami	22/22 (100%)	–	He restructured new business and brand business in advertising agencies in Japan and the US, Coca-Cola (Japan) Company, Limited, and The Walt Disney Company (Japan) Ltd., etc. He also has knowledge and experience as a corporate manager, including having served as President and Japan Representative of Warner Bros. Japan LLC to oversee all business of the company in Japan. Based on his knowledge and experience, the Company received advice from him concerning development of management strategy and plans, marketing strategy, and other matters.
Director	IKEDA Yuichi	22/22 (100%)	–	He has a wealth of experience and knowledge from his past career, having held key positions at the Ministry of Finance, the Financial Services Agency, and the Bank of Japan over many years. His opinions backed by his knowledge and experience in the financial and capital markets, which he has cultivated in the heart of Japan's finance and economy, are helping us to enhance the Company's effectiveness in corporate governance and superiority in the capital market.

Position	Name	Attendance to meetings of Board of Directors	Attendance to meetings of Audit & Supervisory Board	Activities, etc.
Audit & Supervisory Board Member	YANAGISAWA Giichi	21/22 (95.5%)	16/16 (100%)	He has advanced expertise, extensive experience, and sophisticated insight into finance and accounting as a certified public accountant and a tax accountant. His expertise helps to perform audits of the Company from a fair and neutral position, while providing the Company with opinions from a broad perspective, which was gained from his knowledge and experience.
Audit & Supervisory Board Member	SAKAMOTO Chihiro	22/22 (100%)	16/16 (100%)	He has advanced expertise, extensive experience, and sophisticated insight into corporate legal affairs as an attorney. His expertise helps to perform audits of the Company from a fair and neutral position, while providing the Company with opinions from a broad perspective, which was gained from his knowledge and experience.

<Reference> Seibu Holdings' Independence Standards for Outside Directors and Outside Audit & Supervisory Board Members

For the Company's Independence Standards for Outside Directors and Outside Audit & Supervisory Board Members, please refer to page 31 of the Notice of the 21st Annual General Meeting of Shareholders.

## Status of the corporate group

### Major businesses and offices (As of March 31, 2026)

Segment	Businesses	Major offices
Real Estate	Development and rental business	SEIBU REAL ESTATE INC. (Toshima-ku, Tokyo)
	Investment management business	
	Management business	SEIBU REAL ESTATE BUILDING MANAGEMENT INC. (Toshima-ku, Tokyo)
	Other	Seibu Landscape Co., Ltd. (Toshima-ku, Tokyo)
Hotel and Leisure	Domestic hotel operations (ownership/lease)	SEIBU PRINCE HOTELS WORLDWIDE INC. (Toshima-ku, Tokyo)
	Domestic hotel operations (MC/FC)	
	Overseas hotel operations (ownership/lease)	Seibu Prince Hotels Worldwide Asia Pacific Pty Ltd (Sydney, Australia)
	Overseas hotel operations (MC/FC)	
	Sports operations	SEIBU PRINCE HOTELS WORLDWIDE INC. (Toshima-ku, Tokyo)
	Other	Yokohama Hakkeijima Inc. (Yokohama-shi, Kanagawa)
Urban Transportation and Regional	Railway operations	Seibu Railway Co., Ltd. (Tokorozawa -shi, Saitama)
	Bus operations	Seibu Bus Co., Ltd. (Tokorozawa -shi, Saitama)
	Lifestyle service operations along railway lines	Seibu Railway Co., Ltd. (Tokorozawa -shi, Saitama)
	Sports operations	Seibu Recreation Co., Ltd. (Tokorozawa -shi, Saitama)
Other Businesses	Izuhakone Business	Izuhakone Railway Co., Ltd. (Mishima-shi, Shizuoka)
	Ohmi Business	Ohmi Railway Co., Ltd. (Hikone-shi, Shiga)
	Sports operations	Seibu Lions, Inc. (Tokorozawa-shi, Saitama)

## Share acquisition rights, etc. of the Company

### Share acquisition rights held by Directors and Audit & Supervisory Board Members of the Company as of the end of the fiscal year under review, issued as consideration for the execution of their duties

Name (Date of resolution for issuance)	Number of holders	Number of share acquisition rights	Class and number of shares underlying share acquisition rights	Issue value	Amount to be paid in upon exercise of share acquisition rights	Exercise period	Conditions for exercise
The first Share Acquisition Rights (June 25, 2014)	2 Directors (excluding Outside Directors)	161	Common shares of the Company 16,100 shares	¥1,974 per share	¥1 per share	From July 12, 2014 to July 11, 2044	Note
The second Share Acquisition Rights (June 23, 2015)	2 Directors (excluding Outside Directors)	161	Common shares of the Company 16,100 shares	¥2,669 per share	¥1 per share	From July 10, 2015 to July 9, 2045	Note
The third Share Acquisition Rights (June 21, 2016)	2 Directors (excluding Outside Directors)	161	Common shares of the Company 16,100 shares	¥1,497 per share	¥1 per share	From July 8, 2016 to July 7, 2046	Note
The fourth Share Acquisition Rights (June 21, 2017)	3 Directors (excluding Outside Directors)	197	Common shares of the Company 19,700 shares	¥1,729 per share	¥1 per share	From July 8, 2017 to July 7, 2047	Note
The fifth Share Acquisition Rights (June 21, 2018)	3 Directors (excluding Outside Directors)	197	Common shares of the Company 19,700 shares	¥1,493 per share	¥1 per share	From July 10, 2018 to July 9, 2048	Note

Note: Conditions for exercise of share acquisition rights are as follows:

- (1) A holder of Share Acquisition Rights may, during the period of ten (10) days immediately following the day on which such holder loses the position as a director of the Company (excluding death), exercise his/her offered Share Acquisition Rights.
- (2) In the event of death of a holder of the Share Acquisition Rights, his/her successor may exercise the rights.
- (3) Other conditions shall be as prescribed in the "Share Acquisition Rights Allotment Agreement" to be concluded by and between the Company and a holder of Share Acquisition Rights.

## **Accounting Auditor**

### **(1) Name of Accounting Auditor**

Ernst & Young ShinNihon LLC

### **(2) Amount of remunerations to Accounting Auditor for the current fiscal year**

#### **1) Remunerations payable to the Accounting Auditor for the fiscal year under review**

¥150 million

#### **2) Total amount of money and other financial profits to be paid by the Company and its subsidiaries**

¥347 million

- Notes:
1. The audit agreement between the Company and its Accounting Auditor does not distinguish remuneration paid for audit work performed in conformity with the Companies Act and remuneration paid for audit work performed in conformity with the Financial Instruments and Exchange Act, and it is effectively impossible to do so. Therefore, the figure presented in the remunerations payable to the Accounting Auditor for the fiscal year under review above shows the total amount.
  2. The Audit & Supervisory Board agreed to the remuneration of the Accounting Auditor after reviewing the time taken to execute the planned duties and the trend of the estimated audit remuneration amount in previous fiscal years, as well as the planned and actual number of days taken to audit each item in the previous fiscal year, and discussing whether the time for the planned duties and estimated audit remuneration amount for the fiscal year under review were appropriate.

### **(3) Description of non-auditing services**

Not applicable.

### **(4) Policy for decisions on dismissal and non-reappointment of Accounting Auditor**

The Audit & Supervisory Board will dismiss the Accounting Auditor, with the unanimous consent of the Audit & Supervisory Board Members, in the event the Accounting Auditor is recognized as falling under any of the item listed in Article 340, paragraph (1) of the Companies Act.

Moreover, the Audit & Supervisory Board shall call for the dismissal or non-reappointment of the Accounting Auditor at a general meeting of shareholders if it is deemed that the Accounting Auditor's ability to properly execute its duties has been impeded and the reliability of its audit has been undermined due to a legal violation or other such act, or when otherwise deeming the action necessary.

## **Systems to ensure that business is conducted properly and operating status of relevant system**

### **(1) Systems to ensure that business is conducted properly (The Seibu Holdings' Basic Policy on Internal Controls)**

#### **1) Objectives**

The purpose of this statement of basic policy is to specify matters for Seibu Group companies, which include Seibu Holdings Inc. (hereinafter collectively referred to as the "Seibu Group"), such that pertain to Seibu Group initiatives to develop systems of internal control designed to ensure the adequacy and legal compliance of its business operations so that the Seibu Group can build a managerial platform to enable sustainable growth achieved in the spirit of the "Group Vision." The Seibu Group swiftly implements specific measures on the basis of the policies stipulated below, checks on implementation of such measures, and ceaselessly works to make improvements.

#### **2) System to ensure that Directors and employees of the Seibu Group perform their duties in compliance with relevant laws and regulations and the Articles of Incorporation**

- The Seibu Group adheres to the Seibu Group Corporate Code of Ethics which spells out the fundamental rules that all Seibu Group Directors and employees must take to heart, the aim of which is to ensure that the Group acts as part of society in upholding its responsibilities and earning the trust of others. The Seibu Group also instills a firm awareness of the Seibu Group Corporate Code of Ethics by stipulating guidelines for behavior to be practiced when executing job duties, and through other means that include distributing compliance manuals to the Directors and employees and providing them with training in that regard.
- In accordance with the Seibu Group Basic Rules on Compliance Systems, the Company has established the Seibu Group Corporate Ethics Committee, which is chaired by the President and works on developing a compliance framework for the Seibu Group and also checks on how the framework is operating. The Company also has a Compliance Department which comprises the department's general manager and staff members and is tasked with overseeing compliance matters. Moreover, the Company also sets up corporate ethics hotlines as well as sexual harassment and human relations hotlines both within and outside the Company, to enable swift identification and resolution of issues pertaining to Seibu Group compliance.
- The Seibu Group vows to sever any and all ties with antisocial forces. The Seibu Group also works with law enforcement authorities, attorneys and others in standing against such elements of society and otherwise takes a firm and organized stand in handling such matters, in accordance with the Seibu Group Basic Rules on Dealings with Antisocial Forces which stipulate fundamental principles for addressing matters involving antisocial forces.
- The Seibu Group maintains internal regulations that comply with laws and regulations and the Articles of Incorporation, and the Directors and employees perform their duties in accordance with such regulations.
- The Seibu Group establishes a legal compliance framework to ensure proper execution of duties, and works to improve units handling legal affairs so that the Group is ready to take firm action when laws and regulations are revised.
- The Seibu Group properly maintains, operates and evaluates internal control systems for financial reporting, and ensures that respective financial reports are reliable, in accordance with the Seibu Group Basic Rules on Internal Controls for Financial Reporting.
- The Company has established the Internal Audit and Internal Control Department, which functions independently of operating units. The department is tasked with performing internal audits, and duly monitors Seibu Group operations to ensure that they are adequate and in compliance with relevant laws and regulations and internal rules.

**3) System for retaining and managing information pertaining to the performance of duties by Directors**

- The Company clearly stipulates which units are to maintain responsibility for managing information and mechanisms in that regard, and also properly safeguards, manages and uses its overall information assets, in accordance with the Seibu Group Rules on Information Management.
- All documents pertaining to the performance of Company duties, such as minutes of the Board of Directors and Management Council meetings (including details recorded on electronic media), are tracked, stored, retained and discarded in accordance with procedures set forth in the Rules on Documentation. The Company's Directors and Audit & Supervisory Board Members may inspect all documents and other such information that has been stored and retained.
- The Company ensures proper safeguarding, management and use of information assets contained in information systems, in accordance with the Seibu Group Rules on Information Security.

**4) Rules and other systems to manage financial risk of the Seibu Group**

- The Company establishes units in charge of controlling risk, while also assessing risk, preemptively addressing risk-related matters, and forging a framework that enables measures to be taken swiftly should any specific risk materialize, in accordance with the Seibu Group Risk Management Policy and the Seibu Group Rules on Risk Management, which stipulates fundamental approaches and control frameworks for managing risk in the Seibu Group.
- The Company's Internal Audit and Internal Control Department monitors the efficacy and efficiency of its risk control framework. Any details regarding risk that emerges through such monitoring is shared with units in charge of risk management.

**5) System to ensure that Directors of the Seibu Group perform their duties efficiently**

- The Company holds meetings of the Board of Directors at least once per month, as a general rule, for the purpose of deliberating on matters of managerial importance. The Company has also established the Management Council, which comprises managing officers and others and adequately deliberates on matters of importance with respect to business execution.
- The "Group Vision" of the Seibu Group is shared among its Directors and employees, while Seibu Group Directors and executives also work to achieve objectives targeted in accordance with business plans established with the aim of realizing the "Group Vision" in mind. The Company's Board of Directors requests that performance reports be provided to executive divisions on a regular basis, and checks on progress toward achieving planned objectives.
- Individual companies of the Seibu Group establish respective organizational structures, divisions of job duties, and rules on administrative authority to ensure that operations are performed efficiently and in a systematic manner.
- The Company's Internal Audit and Internal Control Department monitors operations to ensure that they are performed efficiently.

**6) System to ensure proper business operations in the Group, comprising the stock company and its parent company and subsidiaries**

- The Seibu Group shares the "Group Vision" across the entire group, and engages in business activities drawing on the whole group toward making the "Group Vision" a reality. Moreover, each company of the Seibu Group adheres to the Seibu Group Corporate Code of Ethics and acts as a part of society in upholding their responsibilities.
- The Seibu Group ensures that decision making and business operations of respective Seibu Group companies are performed properly and efficiently in accordance with the Seibu Group Rules on Subsidiary and Associate Management. Furthermore, matters of importance with respect to business operations of subsidiaries are referred or reported to the Company in accordance with the

categories for operation procedures prescribed in the Seibu Group Rules on Subsidiary and Associate Management.

- The Company's Compliance Department and Internal Audit and Internal Control Department readily act in conjunction with relevant units of respective Seibu Group companies in cooperating, providing guidance and lending support with respect to compliance efforts and internal audits, aggregating risk data, and forging mechanisms that enable shared contingency response measures.
- The Seibu Group ensures that business operations are efficient through active use of information technologies, while also seeing to it that information systems are managed and operated properly, in accordance with the Seibu Group Basic Policy on Information Technology, the Seibu Group Rules on Management and Operation of Information Systems, and the Seibu Group Rules on Information Security Systems.

**7) Matters relating to employees who assist Audit & Supervisory Board Members upon request of such Audit & Supervisory Board Members for assistance**

- The Seibu Group establishes Audit & Supervisory Board Member's Offices each with their own respective general managers and staff members and act as units that assist the Audit & Supervisory Board Members in their duties. Audit & Supervisory Board Member's Offices staffing is determined upon giving due consideration to the views of the Audit & Supervisory Board Members.

**8) Matters relating to independence from Directors of employees who assist Audit & Supervisory Board Members and ensuring effectiveness of instructions given to the relevant employees**

- Staff members of Audit & Supervisory Board Member's Offices perform their duties under the Audit & Supervisory Board Members' chain of command.
- Matters such as employee reassignment and personnel evaluations involving staff of Audit & Supervisory Board Member's Offices are determined upon gaining approval of the Audit & Supervisory Board Members.

**9) System for Directors, employees, and directors, audit & supervisory board members, employees, etc. of subsidiaries to report to Audit & Supervisory Board Members**

- Directors and employees of the Company, and directors, audit & supervisory board members and employees of subsidiaries or persons who received reports from the foregoing persons provide necessary reports and information to the Audit & Supervisory Board Members.
- Reports and information provided to the Audit & Supervisory Board Members, as stipulated in the previous item, mainly include details regarding:
  - (a) Upgrades and maintenance of internal control systems;
  - (b) Internal audits, compliance and risk controls;
  - (c) Material matters involving litigation and disputes;
  - (d) The state of initiatives involving internal audit units of individual Seibu Group companies;
  - (e) Disclosure of corporate information;
  - (f) Circulation of important documents pertaining to the performance of business operations such as minutes of Management Committee meetings and approval documents (*ringi*); and
  - (g) Other matters involving requests of the Audit & Supervisory Board Members for reports or information.
- Directors and employees of the Company, and directors, audit & supervisory board members and employees of subsidiaries or persons who received reports from the foregoing persons will not be treated unfavorably on account of their reporting to the Audit & Supervisory Board Members.

## **10) Other systems to ensure that Audit & Supervisory Board Members perform audits effectively**

- The Audit & Supervisory Board Members may attend, and state their views at important meetings such as those of the Management Council.
- In order to perform efficient and effective audits, the Audit & Supervisory Board Members may seek cooperation from individuals and entities including the Compliance Department, Internal Audit and Internal Control Department, and representative directors and audit & supervisory board members of respective Seibu Group companies.
- The Audit & Supervisory Board Members may seek advice as necessary from outside experts (attorneys, certified public accountants, licensed tax accountants, etc.).
- Expenses necessary for the performance of duties of the Audit & Supervisory Board Members are to be borne by the Company. When spending audit costs, the Audit & Supervisory Board Members pay attention to the efficiency and fairness thereof.
- The Representative Directors hold regular meetings with the Audit & Supervisory Board Members where they exchange views regarding key issues pertaining to audits and other such matters.

## **(2) Operating status of systems to ensure that business is conducted properly**

At the start of the fiscal year, the Company formulates an annual plan based on the items of the Seibu Holdings' Basic Policy on Internal Controls, having considered the status of initiatives in the previous fiscal year, and reports the plan to the Board of Directors. At the interim period, a progress report is made to the Board of Directors and matters to be noted for the second half of the fiscal year are confirmed to ensure the effectiveness of the plan. Moreover, the execution status is verified at the end of the fiscal year and points for improvement are identified for reflection in the annual plan for the following fiscal year. In this way, a PDCA cycle is established.

Specific operating status of systems in the current fiscal year is detailed below.

### **■Compliance system**

To continuously promote compliance-oriented management, the Company has implemented activities to entrench compliance through internal seminars and various information transmissions. Moreover, the Company strives to establish internal regulations according to its business activities so that such business activities are conducted conforming to legal and social responsibilities. With this, the Company secures a legal compliance system and realizes a compliance management at a higher level, and promptly identifies and addresses a compliance issue such as the occurrence of legal violations and harassments.

In FY2025, in addition to continuing the above activities, the Company started working for upgrades and maintenance of internal control systems for overseas sites, as well as for post-merger integration (PMI) activities for M&A projects. Moreover, the newly established Legal Department implemented strengthening of knowledge management and response to economic laws and regulations.

### **■Document and information management system**

Aiming for lower environmental impact and higher efficiency, the Company has actively introduced electronic documents by continuing its work on computerizing the accounting records and approval procedure, promoting a paperless and paper-stockless workplace. In addition, the Company has implemented appropriate management of both paper and electronic documents by promoting the use of electronic contracts. Through implementing these measures, the Company has streamlined operational processes in an environmentally-friendly manner.

In addition, as an effort to improve information security, the Company has conducted training for employees including e-learning and targeted attack e-mail training. Through this effort, the Company strives to raise employees' information security recognition and protect corporate and customer information.

In FY2025, in addition to continuing the above activities, we strengthened countermeasures for ransomware and other threats.

#### ■Risk management system

The Group's risk management is based on a risk management plan formulated in each fiscal year and continuous monitoring based on the plan.

The risk management plan is formulated through three steps: (1) risk identification (extraction); (2) estimation of the risk size (analysis) and prioritization (assessment); and (3) determination of risk measures (action plan).

Risk monitoring after the plan is commenced is conducted giving consideration to risk variation due to changes in external environment and the progress of risk measures. This phase focuses particularly on a risk which would remain after risk control, a so-called residual risk, to coordinate and strengthen the measures.

In FY2025, to improve the quality of risk management, the Company conducted risk management operation which functions as an organic whole with the "Seibu Group Long-term Strategy to 2035 and the Medium-term Management Plan (FY2024 to FY2026)" which the Group formulated. The Company will continue working on high-quality risk management which supports the achievement of the Group's strategic goals.

#### ■System for efficient decision-making and business execution in line with management policy

To evaluate whether the Board of Directors fulfills its role and responsibilities appropriately, the Company conducts questionnaire survey to Directors and Audit & Supervisory Board Members. The survey conducts analysis and assessment by asking questions based on the Corporate Governance Code. Based on the questionnaire results, the Company holds a meeting of the Corporate Governance Council, the majority of whose members are Outside Directors, and identifies and shares issues to improve the effectiveness of the Board of Directors.

In FY2025, we promoted upgrades and maintenance of the system for operating the Board of Directors and strove for further improvement of the effectiveness.

#### ■Group management system

To secure the appropriateness of the Group's operation and identify and address issues early, the Company operates a reporting system based on the internal regulations appropriately, conducts appropriate consultations among relevant parties. In addition, the Company promptly identifies an accident and emergency situation and addresses the situation through the development and operation of a crisis management system.

To maintain and improve the quality of the Group's audits as a whole, the Company provides training to and shared information concerning audit with each Group company. In addition, the Company inspects and evaluates all audits conducted by Group companies to improve the audit quality.

In FY2025, the Company worked to secure the appropriateness of operations amid changes in the Group's system. In addition, in order to realize the "Seibu Group Long-term Strategy to 2035 and the Medium-term Management Plan (FY2024 to FY2026)," the Company strived to disseminate and establish an internal management system to maintain the appropriate balance of the Group's centripetal force and centrifugal force.

#### ■System relating to Audit & Supervisory Board Members

To assist the Audit & Supervisory Board Members in performing their duties, the Company allocated staff dedicated to support operations, and thus, ensured their independence.

Audit & Supervisory Board Members conducted hearings with relevant companies to secure appropriate reporting systems for Audit & Supervisory Board Members.

The Company continued the above activities in FY2025.

Looking ahead, the Company will continue to appropriately and effectively implement systems for ensuring proper business operations, and will undertake various measures.

## Consolidated Balance Sheet

(As of March 31, 2026)

(Millions of yen)

Item	Amount	Item	Amount
<b>Assets</b>		<b>Liabilities</b>	
<b>I. Current assets</b>	<b>153,735</b>	<b>I. Current liabilities</b>	<b>363,137</b>
1. Cash and deposits	66,172	1. Notes and accounts payable - trade	18,245
2. Notes and accounts receivable - trade, and contract assets	32,007	2. Short-term borrowings	106,567
3. Securities	80	3. Current portion of bonds payable	10,000
4. Real estate for sale	14,736	4. Lease liabilities	1,275
5. Merchandise and finished goods	1,302	5. Income taxes payable	7,444
6. Costs on construction contracts in progress	322	6. Advances received	100,213
7. Raw materials and supplies	4,812	7. Provision for bonuses	6,522
8. Other	34,509	8. Other provisions	3,060
Allowance for doubtful accounts	(208)	9. Asset retirement obligations	35
<b>II. Non-current assets</b>	<b>1,576,919</b>	10. Other	109,773
<b>1. Property, plant and equipment</b>	<b>1,328,657</b>	<b>II. Non-current liabilities</b>	<b>792,979</b>
(1) Buildings and structures	468,858	1. Bonds payable	40,000
(2) Machinery, equipment and vehicles	76,116	2. Long-term borrowings	481,221
(3) Land	607,891	3. Long-term accounts payable to Japan railway construction, transport and technology agency	2,979
(4) Leased assets	18,096	4. Lease liabilities	12,682
(5) Construction in progress	133,216	5. Deferred tax liabilities	191,507
(6) Other	24,478	6. Deferred tax liabilities for land revaluation	7,984
<b>2. Intangible assets</b>	<b>45,611</b>	7. Provision for retirement benefits for directors (and other officers)	366
(1) Leased assets	29	8. Provision for share awards for directors (and other officers)	862
(2) Other	45,581	9. Other provisions	2,373
<b>3. Investments and other assets</b>	<b>202,650</b>	10. Retirement benefit liability	14,151
(1) Investment securities	122,442	11. Asset retirement obligations	889
(2) Long-term loans receivable	291	12. Other	37,961
(3) Retirement benefit asset	56,954		
(4) Deferred tax assets	4,248	<b>Total liabilities</b>	<b>1,156,117</b>
(5) Other	19,090		
Allowance for doubtful accounts	(376)	<b>Net assets</b>	
		<b>I. Shareholders' equity</b>	<b>449,925</b>
		1. Share capital	50,000
		2. Capital surplus	28,253
		3. Retained earnings	535,886
		4. Treasury shares	(164,214)
		<b>II. Accumulated other comprehensive income</b>	<b>118,834</b>
		1. Valuation difference on available-for-sale securities	46,233
		2. Revaluation reserve for land	11,304
		3. Foreign currency translation adjustment	27,279
		4. Remeasurements of defined benefit plans	34,017
		<b>III. Share acquisition rights</b>	<b>173</b>
		<b>IV. Non-controlling interests</b>	<b>5,603</b>
		<b>Total net assets</b>	<b>574,537</b>
<b>Total assets</b>	<b>1,730,654</b>	<b>Total liabilities and net assets</b>	<b>1,730,654</b>

## Consolidated Statement of Income

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

Item	Amount	
<b>I. Operating revenue</b>		<b>513,286</b>
<b>II. Operating expenses</b>		
1. Operating expenses and cost of sales of transportation	418,543	
2. Selling, general and administrative expenses	49,219	467,763
<b>Operating profit</b>		<b>45,522</b>
<b>III. Non-operating income</b>		
1. Interest income	557	
2. Dividend income	1,656	
3. Subsidy to keep a bus on a regular route	1,069	
4. Foreign exchange gains	3,508	
5. Other	1,715	8,507
<b>IV. Non-operating expenses</b>		
1. Interest expenses	6,873	
2. Share of loss of entities accounted for using equity method	6	
3. Other	1,328	8,208
<b>Ordinary profit</b>		<b>45,821</b>
<b>V. Extraordinary income</b>		
1. Gain on sale of non-current assets	5,566	
2. Contribution received for construction	58,369	
3. Subsidy income	580	
4. Gain on sale of investment securities	893	
5. Other	2,696	68,105
<b>VI. Extraordinary losses</b>		
1. Impairment losses	5,392	
2. Loss on sale of non-current assets	35	
3. Loss on retirement of non-current assets	2,364	
4. Tax purpose reduction entry of contribution for construction	58,365	
5. Loss on tax purpose reduction entry of non-current assets	568	
6. Other	1,822	68,548
<b>Profit before income taxes</b>		<b>45,378</b>
Income taxes - current	12,026	
Income taxes - deferred	(5,777)	6,248
<b>Profit</b>		<b>39,129</b>
<b>Profit attributable to non-controlling interests</b>		<b>272</b>
<b>Profit attributable to owners of parent</b>		<b>38,857</b>

## Consolidated Statement of Changes in Equity

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	50,000	97,139	508,816	(185,490)	470,465
Changes during period					
Dividends of surplus			(11,783)		(11,783)
Profit attributable to owners of parent			38,857		38,857
Reversal of revaluation reserve for land			(4)		(4)
Purchase of treasury shares				(48,718)	(48,718)
Disposal of treasury shares				1,194	1,194
Cancellation of treasury shares		(69,545)		69,545	–
Change in ownership interest of parent due to transactions with non-controlling interests		659			659
Change in treasury shares arising from change in equity in consolidated subsidiaries				(746)	(746)
Net changes in items other than shareholders' equity					
Total changes during period	–	(68,886)	27,070	21,275	(20,539)
Balance at end of period	50,000	28,253	535,886	(164,214)	449,925

	Accumulated other comprehensive income					Share acquisition rights	Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income			
Balance at beginning of period	25,994	11,300	29,780	24,036	91,112	173	5,377	567,128
Changes during period								
Dividends of surplus								(11,783)
Profit attributable to owners of parent								38,857
Reversal of revaluation reserve for land								(4)
Purchase of treasury shares								(48,718)
Disposal of treasury shares								1,194
Cancellation of treasury shares								–
Change in ownership interest of parent due to transactions with non-controlling interests								659
Change in treasury shares arising from change in equity in consolidated subsidiaries								(746)
Net changes in items other than shareholders' equity	20,238	4	(2,501)	9,980	27,722	–	226	27,948
Total changes during period	20,238	4	(2,501)	9,980	27,722	–	226	7,408
Balance at end of period	46,233	11,304	27,279	34,017	118,834	173	5,603	574,537

## Notes to Consolidated Financial Statements

### Notes on significant matters forming the basis for preparing consolidated financial statements

#### 1. Scope of consolidation

- (1) Number of consolidated subsidiaries: 105 companies

Names of principal consolidated subsidiaries

Seibu Railway Co., Ltd.  
SEIBU PRINCE HOTELS WORLDWIDE INC.  
SEIBU REAL ESTATE INC.  
Seibu Bus Co., Ltd.  
Seibu Lions, Inc.  
SEIBU REAL ESTATE ASSET MANAGEMENT INC.  
Izuhakone Railway Co., Ltd.  
Ohmi Railway Co., Ltd.

- (2) Number of non-consolidated subsidiaries: 2 companies

Names of non-consolidated subsidiaries

PRINCE HOTELS (THAILAND) CO., LTD.  
SEIBU SINGAPORE PTE. LTD.

The two non-consolidated subsidiaries are small in size and the aggregate total assets, net sales, profit (based on the Company's ownership percentage), retained earnings (based on the Company's ownership percentage) and other indicators do not have a material effect on the consolidated financial statements and have therefore been excluded from the scope of consolidation.

#### 2. Application of the equity method

- (1) Number of associates accounted for using the equity method: 5 companies

Company name

Ikebukuro Shopping Park Co., Ltd.  
Chichibu Machizukuri Inc.  
BORECA Inc.  
Modern Housing, LLC  
Y Hotel Management Partners LP

- (2) Number of non-consolidated subsidiaries not accounted for by the equity method: 2 companies

Company name

PRINCE HOTELS (THAILAND) CO., LTD.  
SEIBU SINGAPORE PTE. LTD.

The two non-consolidated subsidiaries not accounted for by the equity method have a minimal effect on profit, retained earnings and others and are not material as a whole, and have therefore been excluded from the scope of application of the equity method.

#### 3. Fiscal year end of consolidated subsidiaries

- (1) The balance sheet dates of the Company's consolidated subsidiaries are as follows:

End of May: 2 companies  
End of December: 54 companies  
End of February: 2 companies  
End of March: 47 companies

- (2) For the Company's subsidiaries whose balance sheet date is the end of May, the Company has consolidated the financial information using their financial statements as of the end of February that were prepared for consolidation purposes. Of the Company's subsidiaries whose balance sheet date is the end of March, the Company has consolidated the financial information of SEIBU PRINCE HOTELS WORLDWIDE (INDIA) PRIVATE LIMITED using its financial statements as of the end of December that were prepared for consolidation purposes. For the other subsidiaries, the Company

has consolidated their financial information using their financial statements as of their respective balance sheet dates.

For significant transactions that occurred between the date of the consolidated financial statements and the above balance sheet dates, necessary adjustments have been made for consolidation purposes.

#### 4. Accounting policies

##### (1) Valuation bases and methods of significant assets

###### i. Securities

###### Held-to-maturity bonds

Stated at amortized cost (straight-line method).

###### Other securities

###### Other than shares, etc. that do not have a market price

Stated at fair value based on the market price or the like at the fiscal year-end.

(Unrealized gains and losses are included in a separate component of net assets, and cost of sales is determined based on the moving-average method.)

###### Shares, etc. that do not have a market price

Stated at cost based on the moving-average method.

Contributions to limited liability partnerships engaged in investment business and similar partnerships (contributions deemed as securities as per Article 2, paragraph (2) of the Financial Instruments and Exchange Act), and preferred equity securities for specific purpose companies are reported using a method that treats the amount (net) equivalent to the equity ownership portion based on the latest available financial statements depending on the reporting date stipulated in the agreement.

###### ii. Inventories

###### Inventories held for sale in the ordinary course of business

Stated at cost.

(Amounts on the balance sheet for inventories other than costs on uncompleted construction contracts are determined based on the method of writing down the book value in accordance with the declining in profitability of assets.)

###### Real estate for sale

Principally, average cost method (weighted average cost method) or identified cost method for land, and identified cost method for buildings

###### Merchandise and finished goods

Principally, average cost method (weighted average cost method)

###### Costs on construction contracts in progress

Stated using the identified cost method.

###### Raw materials and supplies

Principally, average cost method (weighted average cost method or moving average method)

##### (2) Depreciation and amortization method for significant depreciable assets

###### i. Property, plant and equipment (excluding leased assets)

###### Depreciation method for Urban Transportation and Regional business, etc.

Depreciated mainly using the declining balance method. However, buildings (excluding accompanying facilities) acquired on or after April 1, 1998 and facilities attached to buildings and structures acquired on or after April 1, 2016 are depreciated using the straight-line method.

###### Depreciation method for Hotel and Leisure business, etc.

Depreciated mainly using the straight-line method.

###### The useful lives for major assets are as follows:

Buildings and structures 2 to 73 years

Machinery, equipment and vehicles 2 to 20 years

###### ii. Intangible assets (excluding leased assets)

###### Amortized using the straight-line method.

Software for internal use is stated using the straight-line method based on usable period within the Company (mainly 5 years).

- iii. Leased assets
  - Leased assets under finance lease transactions that transfer ownership
    - Depreciated using the same method as that applied to self-owned property, plant and equipment.
  - Leased assets under finance lease transactions that do not transfer ownership
    - Depreciated by the straight-line method assuming the lease periods as useful lives without residual value.

(3) Significant allowances and provisions

- i. Allowance for doubtful accounts
  - To prepare for losses from bad debt, an estimated uncollectible amount is recognized either by making an estimation using the historical bad debt rate for general receivables, or based on individual consideration of collectability for specific receivables such as doubtful accounts, etc.
- ii. Provision for bonuses
  - To prepare for the payment of bonuses to employees, the amount expected to be paid is recognized.
- iii. Provision for retirement benefits for directors (and other officers)
  - To prepare for the payment of retirement benefits to Directors, the amount expected to be paid based on the Directors' retirement benefits rules, is recognized.
- iv. Provision for share awards for directors (and other officers)
  - To prepare for the payment of share awards to Directors, the amount expected to be paid based on the officer stock benefit rules, is recognized.

(4) Other significant matters for preparing the consolidated financial statements

- i. Standards for recognizing revenue and expenses
  - The main performance obligations and the normal timing at which revenue is recognized in the main businesses are as follows.
    - Development and rental business, Investment management business*
      - Development and rental business in the Real Estate business segment earn revenue mainly by leasing office buildings, commercial facilities, and residences owned by Group companies. Rent revenue is recognized over the lease term in accordance with the "Accounting Standard for Lease Transactions" (ASBJ Statement No. 13), etc. Investment management business earn revenue mainly by selling real estate for sale after acquiring new real estate or securitizing real estate holdings in capital recycling business. For revenue from sale, the performance obligation is deemed to be satisfied when real estate is transferred to the customer, and revenue is recognized at the time of the transfer.
    - Domestic hotel operations and overseas hotel operations*
      - Domestic hotel operations and overseas hotel operations in the Hotel and Leisure business segment earn revenue mainly from the sale of accommodation and the use of restaurants and banquets in the hotels. For the sale of accommodation, since the provision of rooms is a performance obligation and the right to use the rooms is transferred to the customer upon check-in, the performance obligation is deemed to be satisfied, and the revenue recognized, when the customer checks in. However, for consecutive nights, the Company recognizes revenue for each day of the stay. For restaurants and banquets, the performance obligation is deemed to be satisfied when services are provided, and revenue is recognized at the time of completion of the services.
    - Railway operations and bus operations*
      - Railway operations and bus operations in the Urban Transportation and Regional business segment earn revenue mainly from the sale of passenger tickets and commuter passes. For passenger tickets, the performance obligation is deemed to be satisfied when transportation services are provided, and revenue is recognized when the services are rendered. For the sale of commuter passes, the performance obligation to provide transportation is deemed to be satisfied over the period during which the commuter pass is valid, and revenue is recognized according to the valid period.

### *Agent transactions*

When recognizing the revenue of goods or services, if the Group determines that it controls such goods or services prior to providing them to the customer, the revenue is recognized as a principal transaction; otherwise, the revenue is recognized as an agent transaction. For transactions in which the Group's role in provision of goods or services to customers is an agent, revenue is recognized at the net amount calculated by deducting the amount paid to suppliers from the amount received from customers.

- ii. Translation of major assets or liabilities denominated in foreign currencies  
Monetary receivables and payables denominated in foreign currencies are translated into Japanese yen at the spot exchange rates as of the consolidated balance sheet date. The foreign exchange gains and losses from translation are recognized as profit and loss in the consolidated statements of income. Assets and liabilities of foreign subsidiaries are translated into yen at the spot exchange rates in effect at the balance sheet date. Revenue and expenses are translated into yen at the average rate of exchange in effect during the year. Differences arising from the translation are presented as foreign currency translation adjustments in net assets.
- iii. Method of significant hedge accounting  
The Company and certain domestic subsidiaries adopt hedge accounting.
  - Method of hedge accounting  
Special treatment is applied for interest rate swaps.
  - Hedging instruments and hedged items  
Interest rate swap transactions are used for interest on variable-rate long-term borrowings.
  - Hedging policy  
To mitigate interest rate fluctuation risks, hedges are performed to the extent that requirements of hedge accounting are met.
  - Method of assessing hedge effectiveness  
Assessment of effectiveness is omitted for interest rate swaps since special treatment is applied for them.
- iv. Recognition of net defined retirement benefit liability  
To prepare for the payment of employees' retirement benefits, the amount of retirement benefit obligations minus plan assets is recorded as net defined benefit liability, based on the estimated amount at the end of the current fiscal year.  
Past service costs are amortized as incurred by the straight-line method over periods (principally 6 to 13 years) which are equal to or shorter than the average remaining years of service of the eligible employees.  
Actuarial gains and losses are amortized in the fiscal year following the fiscal year in which the gains or losses are recognized by the straight-line method over periods (principally 9 to 15 years) which are equal to or shorter than the average remaining years of service of the eligible employees.  
Unrecognized actuarial gains and losses and unrecognized past service costs are recorded as remeasurements of defined benefit plans in accumulated other comprehensive income under net assets, after adjustment of tax effects.
- v. Method of treatment of significant deferred assets  
Bond issuance cost is fully accounted for as expenses when incurred.
- vi. Treatment of contribution for construction  
In engaging in construction, etc. of facilities in the railway operation and other operations, some consolidated subsidiaries have received contribution for construction from local municipalities as part of construction costs.  
This contribution for construction is recorded by directly reducing the acquisition cost of non-current assets for which contribution for construction was received at the completion of the construction.  
In the consolidated statement of income, "Contribution received for construction" is recorded in extraordinary income, and the amount directly reduced from the acquisition cost of non-current assets is recorded as "Tax purpose reduction entry of contribution for construction" in extraordinary losses.

For expenses incidental to assets acquired with contribution for construction in the railway operations, the amount corresponding to contribution for construction is directly deducted from “Contribution received for construction.”

### Notes on Accounting Estimates

The following is a list of items for which the amounts were recorded in the consolidated financial statements for the current fiscal year based on accounting estimates, and which may have a significant impact on the consolidated financial statements for the next fiscal year.

#### 1. Impairment of non-current assets

##### (1) Amount recorded in the consolidated financial statements for the current fiscal year

Impairment losses	¥5,392 million
Property, plant and equipment and intangible assets	¥1,374,268 million

##### (2) Information that contributes to understanding the details of accounting estimates

For non-current assets, if the total undiscounted future cash flows from an asset or asset group, for which an indication of impairment is identified, are less than the book value of the asset or asset group, the book value is reduced to the recoverable amount, and the reduced amount is recorded as impairment losses.

Future cash flow from the assets or the asset group is, in principle, estimated on the ground of the fund balance based on the Medium-term Management Plan determined at a determination body. As a seeding phase of the long-term strategy, the Group formulated the “FY2024-FY2026 Seibu Group’s Medium-term Management Plan,” and for its planned figures, the Company made calculations for FY2026 based on the assumption that soaring costs for construction, the impact of wage increases for the purpose of securing human capital, as well as increase in expenses associated with increased capital investments for enhancing safety and security are appropriately reflected, inbound tourism demand will be strong, and prices will increase, continuously from FY2025. For the rental profit of the Real Estate business segment, the Company made calculations based on the assumption that FY2026 will be at the same level of FY2025 due mainly to increased value of holding assets, including value-add business for newly acquired real estates, and appropriate rent hikes, while there will be an impact of an increase in supply due to the opening of large-scale urban office buildings, among others. For the average hotel room rate and the occupancy rate of the Hotel and Leisure business segment, the Company made calculations based on the assumption that FY2026 will exceed the level of FY2025 due to stable acquisition of inbound tourism demand and efforts to raise prices, while the competition with new openers is intensifying. For the number of the railway and bus transportation passengers of the Urban Transportation and Regional business, the Company made calculations based on the assumption that figures for FY2026 will be at the same level of FY2025 mainly due to the spread of teleworking. However, passenger transportation sales were calculated based on the assumption that FY2026 will exceed the level of FY2025, as Seibu Railway Co., Ltd., a consolidated subsidiary of the Company, implemented a train fare revision in March 2026.

Furthermore, there are uncertainties in the management environment. Therefore, the actual results may differ from the above assumptions.

In identifying an indication of impairment, and recognizing and measuring impairment losses, the Group conducts careful examination based on available information including external information. However, if changes occur in the management environment on which this estimate is based, and future cash flows decrease as a result of such changes, the Group may be required to recognize additional impairment losses.

## Notes to the consolidated balance sheet

### 1. Accumulated depreciation of assets

Accumulated depreciation of property, plant and equipment ¥1,087,475 million

Accumulated depreciation includes accumulated impairment losses.

### 2. Pledged assets and secured debts

#### (1) Assets pledged as collateral are as follows:

##### *Foundation collateral*

Land	¥107,223 million
Buildings and structures	¥180,386 million
Machinery, equipment and vehicles	¥50,765 million
“Other” in property, plant and equipment	¥4,466 million
<u>Total</u>	<u>¥342,841 million</u>

##### *Other assets pledged as collateral*

Cash and deposits	¥334 million	(¥316 million)
Land	¥5,759 million	(¥5,759 million)
Buildings and structures	¥5,155 million	(¥5,155 million)
<u>Total</u>	<u>¥11,249 million</u>	<u>(¥11,231 million)</u>

Of the above, the figures in parentheses are assets pledged as collateral for non-recourse debts.

#### Obligations secured are as follows:

Long-term borrowings	¥95,057 million	(¥6,815 million)
Current portion of long-term borrowings (short-term borrowings)	¥9,531 million	(¥361 million)
Long-term accounts payable to Japan railway construction, transport and technology agency	¥2,979 million	(¥— million)
Accounts payable to Japan railway construction, transport and technology agency (“Other” under current liabilities)	¥485 million	(¥— million)
Notes and accounts payable - trade	¥18 million	(¥— million)

Of the above, the figures in parentheses are non-recourse debts.

#### (2) In addition to the above, a pledge is created over the investment securities of ¥230 million as security for obligations by the investee companies.

### 3. Assets pledged for lending stocks

Pledged assets for and funds procured with lending stocks are as follows:

#### (1) Assets pledged for lending stocks

Investment securities ¥1,108 million

#### (2) Funds procured with lending stocks

“Other” in current liabilities ¥500 million

### 4. Change in holding purpose

As of March 31, 2026, ¥4,646 million of property, plant and equipment and intangible assets have been transferred to real estate for sale as a result of a change in purpose for holding.

A portion of the assets transferred in the fiscal year ended March 31, 2026 was sold, and was recorded as cost of sales.

5. Notes on non-consolidated subsidiaries and associates

The amount to non-consolidated subsidiaries and associates is as follows:

Investment securities (stocks)	¥1,584 million
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6. Guarantee obligations

Guarantees have been made for borrowings, etc. as follows:

Lease liabilities guarantees	¥36 million
Tie-up loan guarantees	¥2 million
<u>Total</u>	<u>¥38 million</u>

7. Accumulated contributions for construction

Accumulated contributions for construction directly reduced from acquisition cost of non-current assets are as follows:

¥207,803 million

8. Revaluation of land used for business

Pursuant to the Act on Revaluation of Land (Act No. 34, promulgated on March 31, 1998 and Act No. 24, promulgated on March 31, 1999), land used for business was revaluated, and revaluation reserve for land was recorded in net assets.

• Revaluation method

The revaluation is calculated by making reasonable adjustments based on the assessed value of non-current assets stipulated in Article 2, Item 3 of the Order for Enforcement of the Act on Revaluation of Land (Cabinet Order No. 119, promulgated on March 31, 1998).

• Date of revaluation

March 31, 2000

• The amount calculated by deducting the fair value from the book value of revaluated land after the revaluation at the end of the current fiscal year is as follows:

¥5,507 million

9. Loan commitment agreements

The Company has entered into loan commitment agreements with seven banks to efficiently raise working capital.

The balance of unexecuted borrowings is as follows:

Total amount of loan commitments	¥90,000 million
<u>Borrowings outstanding</u>	<u>¥– million</u>
Balance of unexecuted borrowings	¥90,000 million

10. Restrictive financial covenant for maintaining net assets and profits

- (1) The Company has made a commitment for its borrowings described below as follows. If the Company violates the commitment, the benefit of time may be forfeited for the relevant obligations.

*Borrowings*

Short-term borrowings	¥1,000 million
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*Commitments*

- In the consolidated balance sheet at the end of each fiscal year and at the end of the second quarter, the Company shall maintain its total net assets of 75% or higher compared to that in the immediately preceding fiscal year (including the second quarter) and ¥200,800 million or more.
- In the consolidated statement of income for each fiscal year, operating losses are not incurred for two periods in a row.

- (2) Other than the above, the Company has made a commitment for its borrowings described below as follows. If the Company violates the commitment, the benefit of time may be forfeited for the relevant obligations.

*Borrowings*

Short-term borrowings ¥10,000 million

*Commitments*

- In the consolidated balance sheet at the end of each fiscal year and at the end of the second quarter, the Company shall maintain its total net assets of 75% or higher compared to that in the immediately preceding fiscal year (including the second quarter) and ¥253,200 million or more.
- In the consolidated statement of income for each fiscal year, operating losses are not incurred for two periods in a row.

- (3) Other than the above, the Company has made a commitment for its borrowings described below as follows. If the Company violates the commitment, the benefit of time may be forfeited for the relevant obligations.

*Borrowings*

Short-term borrowings ¥8,000 million

*Commitments*

- In the consolidated balance sheet at the end of each fiscal year and at the end of the second quarter, the Company shall maintain its total net assets of 75% or higher compared to that in the immediately preceding fiscal year (including the second quarter) and ¥259,200 million or more.
- In the consolidated statement of income for each fiscal year, operating losses are not incurred for two periods in a row.

- (4) Other than the above, the Company has made a commitment for its borrowings described below as follows. If the Company violates the commitment, the benefit of time may be forfeited for the relevant obligations.

*Borrowings*

Long-term borrowings ¥10,000 million

*Commitments*

- In the consolidated balance sheet at the end of each fiscal year and at the end of the second quarter, the Company shall maintain its total net assets of 75% or higher compared to that in the immediately preceding fiscal year (including the second quarter) and ¥280,000 million or more.
- In the consolidated statement of income for each fiscal year, operating losses are not incurred for two periods in a row.

- (5) Other than the above, the Company has made a commitment for its loan commitment agreement dated on April 7, 2021 as described in “9. Loan commitment agreements” above as follows. If the Company violates the commitment, the benefit of time may be forfeited for the relevant obligations.

*Commitments*

- In the consolidated balance sheet at the end of each fiscal year and at the end of the second quarter, the Company shall maintain its total net assets of 75% or higher compared to that in the immediately preceding fiscal year (including the second quarter) and ¥280,000 million or more.

- (6) Other than the above, the Company has made a commitment for its borrowings described below as follows. If the Company violates the commitment, the benefit of time may be forfeited for the relevant obligations.

*Borrowings*

Long-term borrowings ¥15,000 million

*Commitments*

- In the consolidated balance sheet at the end of each fiscal year and at the end of the second quarter, the Company shall maintain its total net assets of 75% or higher compared to that in the immediately preceding fiscal year (including the second quarter) and ¥283,400 million or more.
- In the consolidated statement of income for each fiscal year, operating losses are not incurred for two periods in a row.

11. The portion attributable to the Company of the Company's shares held by a consolidated subsidiary were recognized as treasury shares. The book value and number of shares of the relevant treasury shares are ¥154,033 million and 48,271 thousand shares.

## Notes to the consolidated statement of changes in equity

### 1. Class and total number of shares issued

(Shares)

Class of shares	Number of shares at the beginning of the current fiscal year	Increase	Decrease	Number of shares at the end of the current fiscal year
Common shares	323,462,920	–	17,687,400	305,775,520

Note: 1. The major component of the decrease in the number of common shares issued is as follows:  
Retirement of treasury shares based on the resolution at the Board of Directors meeting held on December 25, 2025 17,687,400 shares

### 2. Dividends

#### (1) Amount of dividend payments

Resolution	Class of shares	Total amount of dividends	Dividends per share	Record date	Effective date
Proposal of the Annual General Meeting of Shareholders held on June 24, 2025	Common shares	¥7,919 million	¥25.00	March 31, 2025	June 25, 2025
Proposal of the Board of Directors meeting held on November 13, 2025	Common shares	¥6,165 million	¥20.00	September 30, 2025	December 2, 2025

Notes: 1. Total amount of dividends by a resolution of the Annual General Meeting of Shareholders held on June 24, 2025 includes the dividends of ¥88 million on the Company's shares held by Custody Bank of Japan, Ltd. (Trust Account E).  
2. Total amount of dividends by a resolution of the Annual General Meeting of Shareholders held on June 24, 2025 includes the dividends of ¥1,168 million on the portion attributable to the Company of the treasury shares (shares of the Company) held by a consolidated subsidiary.  
3. Total amount of dividends by a resolution of the Board of Directors meeting held on November 13, 2025 includes the dividends of ¥66 million on the Company's shares held by Custody Bank of Japan, Ltd. (Trust Account E).  
4. Total amount of dividends by a resolution of the Board of Directors meeting held on November 13, 2025 includes the dividends of ¥939 million on the portion attributable to the Company of the treasury shares (shares of the Company) held by a consolidated subsidiary.

#### (2) Dividends for which record date is in the current fiscal year with effective date in the following fiscal year

Resolution	Class of shares	Source of dividends	Total amount of dividends	Dividends per share	Record date	Effective date
Proposal of the Annual General Meeting of Shareholders to be held on June 24, 2026	Common shares	Retained earnings	¥6,722 million	¥22.00	March 31, 2026	June 25, 2026

Notes: 1. Total amount of dividends by a resolution of the Annual General Meeting of Shareholders to be held on June 24, 2026 includes the dividends of ¥69 million on the Company's shares held by Custody Bank of Japan, Ltd. (Trust Account E).  
2. Total amount of dividends by a resolution of the Annual General Meeting of Shareholders to be held on June 24, 2026 includes the dividends of ¥1,033 million on the portion attributable to the Company of the treasury shares (shares of the Company) held by a consolidated subsidiary.

### 3. Class and number of shares underlying share acquisition rights at the end of the current fiscal year (excluding those for which the exercise period has not started).

Common shares 94,900 shares

## Financial instruments

### 1. Status of financial instruments

#### (1) Policy for financial instruments

In principle, the Group concentrates loans from financial institutions such as banks and financing through issuance of bonds in the Company and improves the efficiency of financing and fund management by centralizing funds within the Group. The Company limits fund management to short-term deposits. As the policy, the Group utilizes derivatives for the purpose of hedging interest rate fluctuation risks, foreign exchange risks, and stock price fluctuation risks on borrowings and does not enter into such transactions for speculative purposes.

#### (2) Content and risks of financial instruments and risk management system

Notes and accounts receivable - trade, which are operating receivables, are exposed to credit risks of customers. For such risks, the Group researches credit risks of business partners as needed and conducts transactions based on the necessary internal procedures.

In addition, the Group works to identify and reduce doubtful accounts as soon as possible by managing due dates and balances for each business partner.

Securities and investment securities are mainly held-to-maturity bonds and stocks of companies with which the Group has business relationships and exposed to risks of fluctuations in their market prices. However, held-to-maturity bonds are limited to short-term financial instruments with a high degree of security. For stocks, their fair values obtained are reported to the Board of Directors periodically.

Notes and accounts payable - trade, which are operating debts, are mainly due within one year.

Borrowings and bonds are mainly for financing for business transactions and capital investment.

Variable-rate borrowings are exposed to interest rate fluctuation risks, but derivatives (interest rate swaps) are utilized as hedging instruments by individual agreement for some of variable-rate long-term borrowings to hedge risks of fluctuations in interests paid and fix interest expenses. Since these interest rate swaps satisfy the requirements for special treatment, the assessment of the effectiveness is omitted due to this determination.

Derivatives are executed and managed in accordance with the internal rules that stipulate transaction authority. In utilizing derivatives, the Group has transactions only with high-rated financial institutions to mitigate credit risks.

Operating debts, borrowings and bonds are exposed to liquidity risks but are managed by means such as establishment of commitment lines and preparation of funding plans.

#### (3) Supplemental remarks on fair values of financial instruments

As changeable factors are included in calculating fair values of financial instruments, if different assumptions, etc. are used, these values could vary.

### 2. Fair values of financial instruments

Carrying amounts in the consolidated balance sheet, fair value, and the difference between them as of March 31, 2026 are as shown below. Shares, etc. that do not have a market price are not included in “(1) Investment securities” (See Note).

(Millions of yen)

	Carrying amount in the consolidated balance sheet	Fair value	Difference
(1) Investment securities	108,263	108,263	—
Total assets	108,263	108,263	—
(1) Bonds payable (*2)	50,000	47,043	(2,956)
(2) Long-term borrowings (*3)	556,996	523,483	(33,512)
Total liabilities	606,996	570,527	(36,469)
Derivatives	—	—	—

(\*1) Information regarding cash, monetary receivables and payables, securities, etc. that are settled in a short time period is omitted since their fair value approximates their carrying amount.

(\*2) Current portion of bonds payable is included in “(1) Bonds payable.”

(\*3) Current portion of long-term borrowings is included in “(2) Long-term borrowings.”

Note: Shares, etc. that do not have a market price

(Millions of yen)

Category	Carrying amount in the consolidated balance sheet
Unlisted shares	7,248
Shares of non-consolidated subsidiaries and associates (*1)	1,584
Investments in partnerships, etc. (*2)	5,346

(\*1) See “5. Notes on non-consolidated subsidiaries and associates” under “Notes to the consolidated balance sheet” for information regarding shares of non-consolidated subsidiaries and associates.

(\*2) Investments in partnerships, etc. are contributions to anonymous partnerships and limited liability partnerships, and preferred equity securities for specific purpose companies. These are not subject to disclosure of fair value in accordance with paragraph (24)-16 of the “Implementation Guidance on Accounting Standard for Fair Value Measurement.”

### 3. Matters related to breakdown of financial instruments by level of fair values, etc.

Fair values of financial instruments are categorized into the following three levels in accordance with the observability of inputs used to determine fair values and their significance.

Fair values of Level 1: Fair values determined by quoted prices related to assets and liabilities subject to measurement of fair values formed in active markets from among the observable inputs related to measurement of fair values

Fair values of Level 2: Fair values determined using inputs related to measurement of fair values other than Level 1 inputs from among observable inputs related to measurement of fair values

Fair values of Level 3: Fair values determined using unobservable inputs related to measurement of fair values

Where multiple inputs are used that have a significant impact on measurement of fair value, the fair value is categorized in the level that has the lowest level of priority in measurement of fair value from among the levels those inputs belong.

#### (1) Financial instruments recorded at fair value in the consolidated balance sheet

Category	Fair value (Millions of yen)			
	Level 1	Level 2	Level 3	Total
Investment securities				
Other securities				
Shares	105,145	–	–	105,145
Bonds	–	–	3,117	3,117
Total assets	105,145	–	3,117	108,263

#### (2) Financial instruments other than those recorded at fair value in the consolidated balance sheet

Category	Fair value (Millions of yen)			
	Level 1	Level 2	Level 3	Total
Bonds payable	–	47,043	–	47,043
Long-term borrowings	–	523,483	–	523,483
Total liabilities	–	570,527	–	570,527

Notes: 1. Explanation of valuation techniques and inputs used to measure fair value

##### Investment securities

Listed shares are valued using the quoted price. Listed shares are traded on active markets, so their fair values are categorized as fair values of Level 1. Bonds are calculated using the discounted present value of future cash flows and their fair values are categorized as fair values of Level 3.

##### Bonds payable

Fair values of bonds are calculated by discounting at the weighted average interest rate, calculating based on the balance at fiscal year-end and the average compound yield rate on the fiscal year-end in the reference statistical price published by the Japan Security Dealers Association. They are categorized as fair values of Level 2.

#### Long-term borrowings

For fair values of long-term borrowings, the book values are used as the fair values for borrowings with floating interest rates, given that the fair values are deemed to approximate the book values their interest rates are reviewed on a short-term interval to reflect market interest rates. For borrowings with fixed interest rates, the fair values are calculated by discounting the sum of the principal and interest at the interest rates obtained assuming that similar loans are newly provided. These are categorized as fair values of Level 2. Interest rate swaps which are accounted for applying the special treatment are recorded using the method where their amounts are calculated by discounting the total amount of principal and interest that are treated in conjunction with the interest rate swaps at the interest rate assumed if a similar loan is newly made.

2. Information about Level 3 fair value of financial assets and financial liabilities measured at fair value Information is omitted because of immateriality.

### Investment and rental properties

#### 1. Status of investment and rental properties

Some consolidated subsidiaries own rental commercial facilities, rental office buildings, rental apartments and idle properties in Tokyo and other areas.

Some of these rental facilities, which are used by the Company and some consolidated subsidiaries, are considered to be properties including the portion used as investment and rental properties.

The carrying amounts in the consolidated balance sheets and fair values of these investment and rental properties and properties including the portion used as investment and rental properties as follows:

#### 2. Fair values of investment and rental properties

(Millions of yen)

	Carrying amount in the consolidated balance sheet	Fair value
Investment and rental properties	199,106	354,065
Properties including the portion used as investment and rental properties	38,023	95,817

- Notes: 1. The carrying amount in the consolidated balance sheet is the acquisition cost less accumulated depreciation and impairment losses.
2. The fair values of main properties are based on real estate appraisal value calculated by external real estate appraisers (including amounts adjusted using indicators, etc.), while the fair values of other properties are based on amounts adjusted using certain appraisal value and indicators considered to appropriately reflect market prices.

## Revenue recognition

### 1. Information on disaggregation of revenue from contracts with customers

(Millions of yen)

	Reportable segments					Adjustments (Note 3)	Amount in the consolidated financial statement
	Real Estate	Hotel and Leisure	Urban Transporta- tion and Regional	Other (Note 2)	Total		
Development and rental business	2,523	–	–	–	2,523		
Investment management business	3,081	–	–	–	3,081		
Management business	15,946	–	–	–	15,946		
Domestic hotel operations	–	167,324	–	–	167,324		
Overseas hotel operations	–	37,349	–	–	37,349		
Sports operations	–	18,430	2,415	–	20,846		
Railway operations	–	–	106,464	–	106,464		
Bus operations	–	–	24,439	–	24,439		
Lifestyle service operations along railway lines	–	–	10,363	–	10,363		
Others	23,022	23,208	3,446	49,628	99,305		
Revenue from contracts with customers	44,573	246,313	147,129	49,628	487,645		
Other revenue (Note 1)	39,425	4,168	9,617	5,038	58,248		
Operating revenue	83,998	250,481	156,746	54,666	545,894	(32,608)	513,286

- Notes: 1. “Other revenue” includes rent revenue, etc. based on the “Accounting Standard for Lease Transactions” (ASBJ Statement No. 13) and revenue from sale based on the “Practical Guidelines on Accounting by Transferors for Securitization of Real Estate Using Special Purpose Companies” (ASBJ Transferred Guideline No. 10).  
2. “Other” consists of Izuhakone business, Ohmi business, Sports business and New businesses.  
3. Adjustments of ¥(32,608) million mainly consist of elimination of inter-company transactions

### 2. Information that forms the basis for understanding revenue from contracts with customers

Details of information that forms the basis for understanding revenue from contracts with customers are described as “i. Standards for recognizing revenue and expenses” under “(4) Other significant matters for preparing the consolidated financial statements” in “4. Accounting Policies” under “Notes on significant matters forming the basis for preparing consolidated financial statements.”

### 3. Information for understanding amounts of revenue for the current fiscal year and subsequent fiscal years

#### (1) Balances of contract assets and contract liabilities, etc.

Receivables from contracts with customers and balances of contract assets and contract liabilities are as follows:

(Millions of yen)

	Current fiscal year
Receivables from contracts with customers (Balance at beginning of period)	30,048
Receivables from contracts with customers (Balance at end of period)	31,625
Contract assets (Balance at beginning of period)	1,189
Contract assets (Balance at end of period)	381
Contract liabilities (Balance at beginning of period)	22,129
Contract liabilities (Balance at end of period)	27,929

Contract assets are assets related to rights to unbilled consideration involved in recognizing revenue according to progress, mostly for construction contracts. Contract assets are mainly transferred to trade receivables at the time of the receiving inspection by customers when construction is completed. Contract liabilities are prepaid fares within the valid period that are received from customers mainly in railway operations and bus operations. Contract liabilities are reversed as the revenue is recognized.

In addition, ¥20,300 million of the revenue recognized in the current fiscal year was included in the balance of contract liabilities at the beginning of the period.

(2) Transaction price allocated to the remaining performance obligations

For the remaining performance obligations at the end of the current fiscal year, the Company expects to recognize the revenue within approximately three years as the performance obligations of ¥40,259 million are satisfied.

**Amounts per share**

Net assets per share ¥2,237.65

Basic earnings per share ¥150.93

Notes: 1. Shares of the Company retained in trust and recorded as treasury shares under shareholders' equity are included in treasury shares deducted from total number of issued shares at end of period when calculating net assets per share. Moreover, in calculating basic earnings per share, they are included in the number of treasury shares deducted from the average number of outstanding shares during period.

The number of treasury shares at end of period deducted in calculating net assets per share was 3,141,600, and the average number of treasury shares during period deducted in calculating the basic earnings per share was 3,314,499.

2. The portion attributable to the Company of the treasury shares (shares of the Company) held by a consolidated subsidiary that is recorded as treasury shares under shareholders' equity is included in treasury shares deducted from total number of issued shares at end of period when calculating net assets per share. Moreover, in calculating basic earnings per share, they are included in the number of treasury shares deducted from the average number of outstanding shares during period.

The number of treasury shares at end of period deducted in calculating net assets per share was 48,271,261, and the average number of treasury shares during period deducted in calculating the basic earnings per share was 48,153,475.

## Significant events after the reporting period

1. Commencement of tender offer for shares, etc. of e'grand Co., Ltd  
SEIBU REAL ESTATE INC., a consolidated subsidiary of the Company, resolved at its Board of Directors meeting held on March 31, 2026 to acquire the common shares and share acquisition rights in e'grand Co., Ltd. (the "Target Company") through a tender offer (the "Tender Offer") under the Financial Instruments and Exchange Act. The Tender Offer commenced on April 1, 2026 and completed on May 18, 2026.  
After completion of the series of procedures related to the Tender Offer, the Target Company will be a consolidated subsidiary of the Company.  
The impact on the consolidated financial statements for the next fiscal year is currently under examination.

### Outline of the Target Company

1) Name	e'grand Co., Ltd.
2) Location	1 Kanda-Mitoshirocho, Chiyoda-ku, Tokyo
3) Title and name of representative	Koji Hayashida, President and Representative Director
4) Description of business	Pre-owned housing renovation business
5) Share capital	¥836,520 thousand (as of March 31, 2025)
6) Date of establishment	June 23, 1989

2. Issuance of unsecured corporate bonds  
On April 23, 2026, the Company issued the 6th and 7th Series of Unsecured Bonds (with limited inter-bond pari-passu clause).  
An overview is as follows.

1. Name of bond	Series 6 unsecured bonds (Green Nature Bonds)	Series 7 unsecured bonds (Social Bonds)
2. Payment date	April 23, 2026	
3. Total amount of issuance	¥10.0 billion	¥10.0 billion
4. Issue value	¥100 per ¥100 face value of each bond	
5. Interest rate	2.223% per year	2.938% per year
6. Maturity date	April 23, 2031	April 23, 2036
7. Redemption method	Redeemed in full upon maturity	
8. Use of funds	Repayment of loans required for energy-saving trains, and investments related to the designation of Seibu no Mori as an environmental conservation area.	Repayment of loans required for installation of platform doors and continuous grade-separated interchange projects

## Other notes

### 1. Transactions to offer the Company's shares to employees, etc. through trust

#### (1) Stock based Benefit Trust (Disposition type Employee Stock Ownership Plan)

The Company conducts transactions to offer the Company's shares to the employee stock ownership plan through trust, with the aim of enhancing employee benefits and providing incentives for employees to increase the corporate value of the Company.

##### (i) Description of transactions

In December 2024, the Company reintroduced a Stock based Benefit Trust (Disposition type Employee Stock Ownership Plan) (ESOP).

To initiate the ESOP, the Company concluded the "Stock Benefit Trust (disposition-type ESOP) Agreement" (the trust established pursuant to the agreement shall be referred to as the "ESOP Trust"), whereby the Company is to act as administrator and the role of trustee is assigned to Mizuho Trust & Banking Co., Ltd. (the "Trustee"). Also, an agreement was concluded under which the Trustee is to re-entrust shares of the Company and other assets of the ESOP Trust to an account with ancillary trustee Custody Bank of Japan, Ltd. (the "Trust Account E").

The Trust Account E acquires shares of the Company that the Seibu Holdings Employee Stock Holding Partnership ("Stock Holding Partnership") is expected to collectively obtain in advance over the five years after the trust was set up, and periodically sells its holdings to the Stock Holding Partnership. If, by the time of the ESOP Trust's termination, gains equivalent to capital gains on sales of shares are accumulated within the ESOP Trust through sales of Company shares by the Trust Account E to the Stock Holding Partnership, then those gains will be distributed as residual assets to enrollees and former members of Stock Holding Partnership who meet the requirements for eligible beneficiaries. Furthermore, to guarantee funds borrowed by the Trustee which enable the Trust Account E to acquire Company shares, the Company is to repay any such remaining borrowings pursuant to a guarantee agreement, in the event that there are any remaining borrowings equivalent to losses on sales of shares due to a downturn in the price of Company shares up until termination of the ESOP Trust.

##### (ii) Company's shares remaining in trust

The Company's shares remaining in trust is recorded as treasury shares in the part of net assets at the book value in trust (excluding the amount as ancillary expenses). The book value and number of shares of the relevant treasury shares are ¥5,710 million and 1,850 thousand shares.

##### (iii) Book value of borrowings recorded using the gross method

¥5,478 million

#### (2) Stock based Benefit Trust (J-ESOP)

The Company conducts transactions to offer the Company's shares to the employees through trust, with the aim of raising employees' awareness of the Company's share value and participation in management, as well as contributing to improving the Group's corporate value over the medium to long term by increasing employees' job satisfaction through enhanced employee benefits.

##### (i) Description of transactions

In December 2024, the Company introduced an employee incentive plan, "Stock based Benefit Trust (J-ESOP)," under which the Company offers its shares to employees, commemorating the tenth anniversary of the listing of shares of SEIBU HOLDINGS INC.

J-ESOP is a trust-type scheme established by referencing the Employee Stock Ownership Plan (ESOP) in the U.S., where the Company's shares and the amount of cash equivalent to the market price of the Company's shares (hereinafter referred to as the "Company's Shares, etc.") are to be provided to employees who meet certain requirements based on the stock benefit rules determined in advance by the Company and its certain subsidiaries.

The Company and its certain subsidiaries grant employees points in accordance with their number of years of continuous service, position, etc., and offers shares corresponding to the number of points granted when an employee obtains right to receive benefits by meeting certain conditions (passage of three years after granting of points, in principle). Shares to be offered to employees, including those for future, shall be acquired in advance by cash contributed to the trust and managed separately as trust assets.

(ii) Company's shares remaining in trust

The Company's shares remaining in trust is recorded as treasury shares in the part of net assets at the book value in trust (excluding the amount as ancillary expenses). The book value and number of shares of the relevant treasury shares are ¥2,597 million and 841 thousand shares.

2. Transactions to offer the Company's shares to Directors through trust

From the perspective of strengthening corporate governance, the Company aims to give Directors of the Company and its subsidiaries (Seibu Railway Co., Ltd., SEIBU PRINCE HOTELS WORLDWIDE INC., SEIBU REAL ESTATE INC., Seibu Bus Co., Ltd., Izuhakone Railway Co., Ltd. and Ohmi Railway Co., Ltd.; hereinafter referred to as "Subsidiaries") (in either case, excluding Outside Directors; hereinafter referred to as "Eligible Directors") incentives to further contribute toward maximizing the corporate value and shareholder value by further clarifying the link between the remuneration for the Eligible Directors and the medium- to long-term improvement in the corporate performance and the shareholder value of the Company. In this end the Company enters into transactions to offer the Company's shares to the Eligible Directors through trust.

(1) Description of transactions

The Board Benefit Trust (BBT) is a share-based remuneration system under which, using the money the Company contributes as funds, the Company's shares are to be acquired by the trust (hereinafter the trust that is established based on the BBT is referred to as the "Trust") and the Company's shares and the amount of cash equivalent to the market price of the Company's shares (hereinafter referred to as the "Company's Shares, etc.") are to be provided through the Trust to the Eligible Directors in accordance with the officer stock benefit rules (performance-linked portion) and the officer stock benefit rules (fixed portion by position) stipulated by the Company and Subsidiaries.

The System shall consist of the performance-linked portion system through which Eligible Directors receive the Company's Shares, etc. upon their retirement as Directors, based on their respective position, the achievement of performance targets for three fiscal years, etc., and the fixed portion by position system through which Eligible Directors receive the Company's Shares, etc. upon their retirement as Directors depending on their respective positions. The performance-linked portion system will be paid only for Directors of the Company and the fixed portion by position system will be paid to Directors of the Company and its subsidiaries.

(2) Company's shares remaining in trust

The Company's shares remaining in trust is recorded as treasury shares in the part of net assets at the book value in trust (excluding the amount as ancillary expenses). The book value and number of shares of the relevant treasury shares are ¥1,188 million and 449 thousand shares.

## Non-consolidated Balance Sheet

(As of March 31, 2026)

(Millions of yen)

Item	Amount	Item	Amount
<b>Assets</b>		<b>Liabilities</b>	
<b>I. Current assets</b>	<b>538,450</b>	<b>I. Current liabilities</b>	<b>128,441</b>
1. Cash and deposits	11,841	1. Short-term borrowings	23,992
2. Accounts receivable - trade	1,368	2. Short-term borrowings from subsidiaries and associates	21,938
3. Short-term loans receivable from subsidiaries and associates	526,417	3. Current portion of bonds payable	10,000
4. Accounts receivable - other	1,475	4. Current portion of long-term borrowings	65,076
5. Prepaid expenses	274	5. Accounts payable - other	3,236
6. Other	951	6. Accrued expenses	239
7. Allowance for doubtful accounts	(3,878)	7. Income taxes payable	1,136
<b>II. Non-current assets</b>	<b>409,582</b>	8. Provision for bonuses	211
<b>1. Property, plant and equipment</b>	<b>1,584</b>	9. Other provisions	178
(1) Buildings	1,095	10. Other	2,431
(2) Machinery and equipment	1	<b>II. Non-current liabilities</b>	<b>429,679</b>
(3) Tools, furniture and fixtures	487	1. Bonds payable	40,000
<b>2. Intangible assets</b>	<b>6,188</b>	2. Long-term borrowings	385,618
(1) Trademark right	10	3. Provision for retirement benefits	613
(2) Software	3,749	4. Provision for retirement benefits for directors (and other officers)	169
(3) Software in progress	2,429	5. Provision for share awards for directors (and other officers)	663
<b>3. Investments and other assets</b>	<b>401,808</b>	6. Other provisions	2,034
(1) Investment securities	876	7. Other	581
(2) Shares of subsidiaries and associates	400,082	<b>Total liabilities</b>	<b>558,120</b>
(3) Deferred tax assets	785	<b>Net assets</b>	
(4) Other	63	<b>I. Shareholders' equity</b>	<b>389,715</b>
		1. Share capital	50,000
		2. Capital surplus	215,484
		(1) Other capital surplus	215,484
		3. Retained earnings	134,453
		(1) Legal retained earnings	7,209
		(2) Other retained earnings	127,244
		Reserve for specific stocks purchase	1,493
		Retained earnings brought forward	125,750
		4. Treasury shares	(10,222)
		<b>II. Valuation and translation adjustments</b>	<b>23</b>
		1. Valuation difference on available-for-sale securities	23
		<b>III. Share acquisition rights</b>	<b>173</b>
		<b>Total net assets</b>	<b>389,911</b>
<b>Total assets</b>	<b>948,032</b>	<b>Total liabilities and net assets</b>	<b>948,032</b>

## Non-consolidated Statement of Income

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

Item	Amount	
<b>I. Operating revenue</b>		
1. Dividends from subsidiaries and associates	104,662	
2. Commissions from subsidiaries and associates	14,207	
3. Other operating revenue	200	119,070
<b>II. Selling, general and administrative expenses</b>		14,544
<b>Operating profit</b>		<b>104,525</b>
<b>III. Non-operating income</b>		
1. Interest income	6,189	
2. Foreign exchange gains	3,009	
3. Other	740	9,939
<b>IV. Non-operating expenses</b>		
1. Interest expenses	5,096	
2. Interest on bonds	232	
3. Provision of allowance for doubtful accounts	1,155	
4. Other	462	6,946
<b>Ordinary profit</b>		<b>107,518</b>
<b>V. Extraordinary losses</b>		
1. Loss on retirement of non-current assets	12	12
<b>Profit before income taxes</b>		<b>107,506</b>
Income taxes - current	1,360	
Income taxes - deferred	(45)	1,314
<b>Profit</b>		<b>106,192</b>

## Non-consolidated Statement of Changes in Equity

(From April 1, 2025 to March 31, 2026)

(Millions of yen)

	Shareholders' equity						
	Share capital	Capital surplus		Legal retained earnings	Retained earnings		
		Other capital surplus	Total capital surpluses		Reserve for specific stocks purchase	Retained earnings brought forward	Total retained earnings
Balance at beginning of period	50,000	285,030	285,030	5,801	1,493	35,051	42,346
Changes during period							
Dividends of surplus				1,408		(15,494)	(14,085)
Profit						106,192	106,192
Purchase of treasury shares							
Disposal of treasury shares							
Cancellation of treasury shares		(69,545)	(69,545)				
Net changes in items other than shareholders' equity							
Total changes during period	–	(69,545)	(69,545)	1,408	–	90,698	92,107
Balance at end of period	50,000	215,484	215,484	7,209	1,493	125,750	134,453

	Shareholders' equity		Valuation and translation adjustments		Share acquisition rights	Total net assets
	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments		
Balance at beginning of period	(32,203)	345,174	17	17	173	345,364
Changes during period						
Dividends of surplus		(14,085)				(14,085)
Profit		106,192				106,192
Purchase of treasury shares	(48,718)	(48,718)				(48,718)
Disposal of treasury shares	1,152	1,152				1,152
Cancellation of treasury shares	69,545	–				–
Net changes in items other than shareholders' equity			5	5		5
Total changes during period	21,980	44,541	5	5	–	44,546
Balance at end of period	(10,222)	389,715	23	23	173	389,911

## Notes to Non-consolidated Financial Statements

### Important accounting policies

1. Valuation bases and methods of assets
  - Valuation bases and methods of securities
    - Shares of subsidiaries

Stated at cost based on the moving-average method.
    - Other securities
      - Other than shares, etc. that do not have a market price

Stated at fair value based on the market price or the like at the fiscal year-end.  
(Unrealized gains and losses are included in a separate component of net assets, and cost of sales is determined based on the moving-average method.)
      - Shares, etc. that do not have a market price

Stated at cost based on the moving-average method.  
Contributions to limited liability partnerships engaged in investment business and similar partnerships (contributions deemed as securities as per Article 2, paragraph (2) of the Financial Instruments and Exchange Act) are reported using a method that treats the amount (net) equivalent to the equity ownership portion based on the latest available financial statements depending on the reporting date stipulated in the partnership agreement.
2. Depreciation and amortization method for non-current assets
  - (1) Property, plant and equipment

Depreciated using the straight-line method.  
The useful lives are as follows:

Buildings	8 to 38 years
Machinery and equipment	8 years
Tools, furniture and fixtures	2 to 20 years
  - (2) Intangible assets

Amortized using the straight-line method.  
Software for internal use is stated using the straight-line method based on usable period within the Company (mainly 5 years).
3. Allowances and provisions
  - (1) Allowance for doubtful accounts

To prepare for losses from bad debt, an estimated uncollectible amount is recognized based on individual consideration of collectability for specific receivables such as doubtful accounts, etc.
  - (2) Provision for bonuses

To prepare for the payment of bonuses to employees, the amount expected to be paid is recognized.
  - (3) Provision for retirement benefits

To prepare for the payment of retirement benefits to employees, the amount based on the estimated retirement benefits obligation and fair value of plan assets as of the end of the current fiscal year is recognized.  
Actuarial gains and losses are amortized in the fiscal year following the fiscal year in which the gains or losses are recognized by the straight-line method over periods (14 years) which are equal to or shorter than the average remaining years of service of the eligible employees.
  - (4) Provision for retirement benefits for directors (and other officers)

To prepare for the payment of retirement benefits to Directors, the amount expected to be paid based on the Directors' retirement benefits rules, is recognized.
  - (5) Provision for share awards for directors (and other officers)

To prepare for the payment of share awards to Directors, the amount expected to be paid based on the officer stock benefit rules, is recognized.

4. Standards for recognizing revenue and expenses

Revenue of the Company mainly consists of business management fees and dividends from subsidiaries. For the business management fees, the provision of business management operations to subsidiaries based on the contents of a contract is the performance obligation, and revenue is recognized at the time when the business management operations are carried out, since this is when the Company's performance obligation is satisfied. Dividend income is recognized on the effective date of the dividends.

5. Other significant matters that form the basis for preparing the non-consolidated financial statements

(1) Method of hedge accounting

- Method of hedge accounting  
Special treatment is applied for interest rate swaps.
- Hedging instruments and hedged items  
Interest rate swap transactions are used for interest on variable-rate long-term borrowings.
- Hedging policy  
To mitigate interest rate fluctuation risks, hedges are performed to the extent that requirements of hedge accounting are met.
- Method of assessing hedge effectiveness  
Assessment of effectiveness is omitted for interest rate swaps since special treatment is applied for them.

(2) Treatment of retirement benefits

The accounting method for unrecognized actuarial gains and losses, unrecognized past service costs and net retirement benefit obligation at transition for retirement benefits is different from the accounting method for these items in the consolidated financial statements.

(3) Method of treatment of significant deferred assets

Bond issuance cost is fully accounted for as expenses when incurred.

(4) Translation of assets or liabilities denominated in foreign currencies

Monetary receivables and payables denominated in foreign currencies are translated into Japanese yen at the spot exchange rates as of the non-consolidated balance sheet date. The foreign exchange gains and losses from translation are recognized as profit and loss in the non-consolidated statements of income.

## Notes on changes in presentation

Non-consolidated statement of income

“Provision of allowance for doubtful accounts,” which was included in “Other” under non-operating income in the fiscal year ended March 31, 2025, is separately presented from the fiscal year ended March 31, 2026, due to the increased significance of the amount.

In the fiscal year ended March 31, 2025, “Provision of allowance for doubtful accounts” was ¥199 million.

## Notes to the non-consolidated balance sheet

### 1. Accumulated depreciation of assets

Accumulated depreciation of property, plant and equipment	¥1,417 million
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### 2. Guarantee obligations

The Company has provided guarantees as follows on rent, etc. based on a fixed-term building lease contract with the company described below:

SEIBU PRINCE HOTELS WORLDWIDE INC.	¥23 million
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### 3. Monetary claims and monetary debts to subsidiaries and associates (excluding items shown separately)

Short-term monetary claim	¥3,402 million
Long-term monetary claim	¥10 million
Short-term monetary debt	¥483 million

### 4. Loan commitment agreements

The Company has entered into loan commitment agreements with seven banks to efficiently raise working capital.

The balance of unexecuted borrowings at the end of the current fiscal year is as follows:

Total amount of loan commitments	¥90,000 million
Borrowings outstanding	¥– million
Balance of unexecuted borrowings	¥90,000 million

### 5. Restrictive financial covenant for maintaining net assets and profits

- (1) The Company has made a commitment for its borrowings described below as follows. If the Company violates the commitment, the benefit of time may be forfeited for the relevant obligations.

#### *Borrowings*

Current portion of long-term borrowings	¥1,000 million
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#### *Commitments*

- In the consolidated balance sheet at the end of each fiscal year and at the end of the second quarter, the Company shall maintain its total net assets of 75% or higher compared to that in the immediately preceding fiscal year (including the second quarter) and ¥200,800 million or more.
- In the consolidated statement of income for each fiscal year, operating losses are not incurred for two periods in a row.

- (2) Other than the above, the Company has made a commitment for its borrowings described below as follows. If the Company violates the commitment, the benefit of time may be forfeited for the relevant obligations.

#### *Borrowings*

Current portion of long-term borrowings	¥10,000 million
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#### *Commitments*

- In the consolidated balance sheet at the end of each fiscal year and at the end of the second quarter, the Company shall maintain its total net assets of 75% or higher compared to that in the immediately preceding fiscal year (including the second quarter) and ¥253,200 million or more.

- In the consolidated statement of income for each fiscal year, operating losses are not incurred for two periods in a row.

- (3) Other than the above, the Company has made a commitment for its borrowings described below as follows. If the Company violates the commitment, the benefit of time may be forfeited for the relevant obligations.

*Borrowings*

Current portion of long-term borrowings ¥8,000 million

*Commitments*

- In the consolidated balance sheet at the end of each fiscal year and at the end of the second quarter, the Company shall maintain its total net assets of 75% or higher compared to that in the immediately preceding fiscal year (including the second quarter) and ¥259,200 million or more.
- In the consolidated statement of income for each fiscal year, operating losses are not incurred for two periods in a row.

- (4) Other than the above, the Company has made a commitment for its borrowings described below as follows. If the Company violates the commitment, the benefit of time may be forfeited for the relevant obligations.

*Borrowings*

Long-term borrowings ¥10,000 million

*Commitments*

- In the consolidated balance sheet at the end of each fiscal year and at the end of the second quarter, the Company shall maintain its total net assets of 75% or higher compared to that in the immediately preceding fiscal year (including the second quarter) and ¥280,000 million or more.
- In the consolidated statement of income for each fiscal year, operating losses are not incurred for two periods in a row.

- (5) Other than the above, the Company has made a commitment for its loan commitment agreement dated on April 7, 2021 described in “4. Loan commitment agreements” above as follows. If the Company violates the commitment, the benefit of time may be forfeited for the relevant obligations.

*Commitments*

- In the consolidated balance sheet at the end of each fiscal year and at the end of the second quarter, the Company shall maintain its total net assets of 75% or higher compared to that in the immediately preceding fiscal year (including the second quarter) and ¥280,000 million or more.

- (6) Other than the above, the Company has made a commitment for its borrowings described below as follows. If the Company violates the commitment, the benefit of time may be forfeited for the relevant obligations.

*Borrowings*

Long-term borrowings ¥15,000 million

*Commitments*

- In the consolidated balance sheet at the end of each fiscal year and at the end of the second quarter, the Company shall maintain its total net assets of 75% or higher compared to that in the immediately preceding fiscal year (including the second quarter) and ¥283,400 million or more.
- In the consolidated statement of income for each fiscal year, operating losses are not incurred for two periods in a row.

**Notes to the non-consolidated statement of income**

Amount of transactions with subsidiaries and associates (excluding items shown separately)

Volume of business transactions

Selling, general and administrative expenses ¥2,259 million

Volume of other transactions ¥6,362 million

## Notes to the non-consolidated statement of changes in equity

### Class and number of treasury shares

(Shares)

Class of shares	Number of shares at beginning of the current fiscal year	Increase	Decrease	Number of shares at end of the current fiscal year
Common shares	10,194,824	11,198,847	18,067,200	3,326,471

Notes: 1. The increase in treasury shares is as follows:

- Increase due to purchase of treasury shares 11,198,800 shares
- Increase due to purchase of fractional shares 47 shares

2. The decrease in treasury shares is as follows:

- Decrease due to retirement of treasury shares 17,687,400 shares
- Decrease due to sale of the Company's shares by Custody Bank of Japan, Ltd. (Trust E Account) 346,400 shares
- Decrease due to provision of the Company's shares by Custody Bank of Japan, Ltd. (Trust E Account) 33,400 shares

3. Total number of treasury shares indicated above includes the Company's shares of 3,141,600 held by Custody Bank of Japan, Ltd. (Trust E Account).

### Tax effect accounting

Deferred tax assets arose mainly due to the recognition of provision for share awards, provision for share awards for directors (and other officers), and provision for retirement benefits. Deferred tax liabilities arose mainly due to the recognition of reserve for specific stocks purchase.

## Transactions with related parties

### Subsidiaries

(Millions of yen)

Classification	Name of company, etc.	Ratio of voting rights, etc. held	Relationship with related parties	Transactions	Amount of transactions	Item	Balance at end of period
Subsidiary	Seibu Railway Co., Ltd.	Owning Direct 100%	Major Group company  Interlocking directorate, etc.	Receipt of dividends (Note 1)	4,601	–	–
				Business management, etc. (Note 2)	5,346	Accounts receivable - trade	490
				CMS transactions (Notes 3 and 4)	(32,114)	Short-term loans receivable from subsidiaries and associates	197,363
				Receipt of interest (Note 4)	2,234	Accounts receivable - other	185
	SEIBU REAL ESTATE INC.	Owning Direct 100%	Major Group company  Interlocking directorate, etc.	Receipt of dividends (Note 1)	100,000	–	–
				Business management, etc. (Note 2)	6,364	Accounts receivable - trade	583
				CMS transactions (Notes 3 and 4)	264,980	Short-term loans receivable from subsidiaries and associates	228,447
						Short-term borrowings from subsidiaries and associates	–
	Receipt of interest (Note 4)	1,780	Accounts receivable - other	198			
	SEIBU PRINCE HOTELS WORLDWIDE INC.	Owning Direct 100%	Major Group company  Interlocking directorate, etc.	CMS transactions (Notes 3 and 4)	8,822	Short-term loans receivable from subsidiaries and associates	39,522
	'Aina Kamali'i Corporation	Owning Indirect 100%	Lending of loans, etc.	Lending of loans (Note 4)	16,121	Short-term loans receivable from subsidiaries and associates	29,577
				Receipt of interest (Note 4)	1,032	Accounts receivable - other	311

Transaction terms and conditions and policy for deciding the terms and conditions, etc.

Notes: 1. These are the year-end dividends (¥10.62 per share) for the fiscal year ended March 31, 2025 from Seibu Railway Co., Ltd. and the year-end dividends (¥241.48 per share) for the fiscal year ended March 31, 2025 from SEIBU REAL ESTATE INC.

2. This is mainly the receipt of fees for business management operations for Seibu Railway Co., Ltd. and SEIBU REAL ESTATE INC. Business management fees are determined based on reasonable calculation between the Company and Seibu Railway Co., Ltd., SEIBU REAL ESTATE INC., and other nine major group companies with which the Company has entered into a business management agreement.
3. The transaction amounts for cash management system (CMS) transactions are the net amounts of the difference between the beginning and the end of the fiscal year.
4. These are loans to or from Seibu Railway Co., Ltd., SEIBU REAL ESTATE INC., SEIBU PRINCE HOTELS, WORLDWIDE INC., and 'Aina Kamali'i Corporation. Interest rates are reasonably determined in consideration of market interest rates.

### Revenue recognition

Information that forms the basis for understanding revenue from contracts with customers is as described in “4. Standards for recognizing revenue and expenses” under “Important accounting policies.”

**Amounts per share**

Net assets per share	¥1,288.61
Basic earnings per share	¥347.48

Note: Shares of the Company retained in trust and recorded as treasury shares under shareholders' equity are included in treasury shares deducted from total number of issued shares at end of period when calculating net assets per share. Moreover, in calculating basic earnings per share, they are included in the number of treasury shares deducted from the average number of outstanding shares during period.  
The number of treasury shares at end of period deducted in calculating net assets per share was 3,141,600, and the average number of treasury shares during period deducted in calculating the basic earnings per share was 3,314,499.

**Significant events after the reporting period**

1. Issuance of unsecured corporate bonds  
The notes are omitted because the same content is stated in "Notes to Consolidated Financial Statements, Significant events after the reporting period" in the consolidated financial statements.

(Translation)

## Independent Auditor's Report

May 19, 2026

The Board of Directors  
Seibu Holdings Inc.

Ernst & Young ShinNihon LLC  
Tokyo office  
YAMAZAKI Kazuhiko  
Certified Public Accountant  
Designated and Engagement Partner  
MORIYA Takahiro  
Certified Public Accountant  
Designated and Engagement Partner  
YOSHIDA Seishi  
Certified Public Accountant  
Designated and Engagement Partner

### *Opinion*

Pursuant to Article 444, paragraph (4) of the Companies Act, we have audited the consolidated financial statements, that is, the consolidated balance sheet, consolidated statement of income, consolidated statement of changes in equity and notes to consolidated financial statements of Seibu Holdings Inc. (the "Company") applicable to the fiscal year from April 1, 2025 to March 31, 2026.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position and results of operations of the Seibu Group, which consisted of the Company and its consolidated subsidiaries, applicable to the fiscal year ended March 31, 2026 in accordance with accounting principles generally accepted in Japan.

### *Basis for Opinion*

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibility for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Company and its consolidated subsidiaries in accordance with the code of professional ethics in Japan, including that applicable to audits of financial statements of public interest entities, and we have fulfilled other ethical responsibilities as the auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Other information*

The other information consists of the business report and its supplementary schedules. Management is responsible for preparing and disclosing the other information. The Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for overseeing the execution of duties by the Directors in designing and operating the financial reporting process of the other information.

The other information does not fall under the scope of our opinion on the consolidated financial statements, and we express no opinion on the other information.

Our responsibility in auditing the consolidated financial statements is to read through the other information and, in the course of reading, consider whether there are any material differences between the other information and the consolidated financial statements or our knowledge obtained in the course of our audit, and to pay attention to whether there are any other signs of material errors in the other information in addition to such material differences.

If, based on the work we have performed, we determine that there are material errors in the other information, we are required to report that fact.

We have nothing to report with respect to the other information.

### *Responsibility of Management, Audit & Supervisory Board Members and Audit & Supervisory Board for the Consolidated Financial Statements*

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for designing and operating such

internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error. In preparing the consolidated financial statements, management is responsible for assessing whether it is appropriate to prepare the consolidated financial statements on the going concern basis of accounting and disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

The Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for overseeing the execution of duties by the Directors in designing and operating the financial reporting process.

#### *Auditor's Responsibility for the Audit of the Consolidated Financial Statements*

Our responsibility is to express an opinion on the consolidated financial statements in our auditor's report from an independent standpoint based on our audit by obtaining reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decision-making of users of the consolidated financial statements. As part of an audit in accordance with auditing standards generally accepted in Japan, we perform the following by exercising professional judgment and maintaining professional skepticism throughout the audit.

- We identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks. The procedures selected and applied depend on the auditors' judgment. Further, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- In making those risk assessments, we consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the purpose of the audit of the consolidated financial statements is not expressing an opinion on the effectiveness of the internal control.
- We evaluate the appropriateness of accounting policies and their method of application adopted by management, as well as the reasonableness of accounting estimates made by management and adequacy of related notes thereto.
- We conclude on the appropriateness of management's use of the going concern basis of accounting to prepare the consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the going concern basis of accounting. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the notes to consolidated financial statements or, if such disclosures are inadequate, to express a qualified opinion with an exceptive item on the consolidated financial statements. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the consolidated financial statements, including the related notes thereto, and whether the consolidated financial statements and notes thereto represent the underlying transactions and events in a manner that achieves fair presentation in accordance with accounting principles generally accepted in Japan.
- We plan and conduct audit of the consolidated financial statements in order to obtain sufficient and appropriate audit evidence regarding the financial information of the Company and its consolidated subsidiaries to provide basis to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit on the consolidated financial statements. We remain solely responsible for our audit opinion.

We communicate with the Audit & Supervisory Board Members and the Audit & Supervisory Board regarding the planned scope and timing of the audit, significant audit findings including any significant deficiencies in internal control that we identify during our audit, and any other matters required by the auditing standards. We also provide the Audit & Supervisory Board Members and the Audit & Supervisory Board with a statement that we have complied with the regulations on professional ethics in Japan regarding independence, and communicate with them all matters that may reasonably be thought to bear on our independence, and where applicable, countermeasures to eliminate factors that may hinder our independence or related safeguards to mitigate such factors to an acceptable level.

#### *Conflicts of Interest*

We or the engagement partners have no interest in the Company and its consolidated subsidiaries which should be disclosed in accordance with the Certified Public Accountants Act.

## Independent Auditor's Report

May 19, 2026

The Board of Directors  
Seibu Holdings Inc.

Ernst & Young ShinNihon LLC  
Tokyo office  
YAMAZAKI Kazuhiko  
Certified Public Accountant  
Designated and Engagement Partner  
MORIYA Takahiro  
Certified Public Accountant  
Designated and Engagement Partner  
YOSHIDA Seishi  
Certified Public Accountant  
Designated and Engagement Partner

### *Opinion*

Pursuant to Article 436, paragraph (2), Item 1 of the Companies Act, we have audited the non-consolidated financial statements, that is, the non-consolidated balance sheet, non-consolidated statement of income, non-consolidated statement of changes in equity, and notes to non-consolidated financial statements, and the supplementary schedules (hereinafter, collectively, the "non-consolidated financial statements, etc.") of Seibu Holdings Inc. (the "Company"), applicable to the 21st business year from April 1, 2025 to March 31, 2026. In our opinion, the non-financial statements, etc. referred to above present fairly, in all material respects, the financial position and results of operations of the Company, applicable to the fiscal year ended March 31, 2026 in accordance with accounting principles generally accepted in Japan.

### *Basis for Opinion*

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibility for the Audit of the Non-consolidated Financial Statements, etc.* section of our report. We are independent of the Company in accordance with the code of professional ethics in Japan, including that applicable to audits of financial statements of public interest entities, and we have fulfilled our other ethical responsibilities as the auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Other information*

The other information consists of the business report and its supplementary schedules. Management is responsible for preparing and disclosing the other information. The Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for overseeing the execution of duties by the Directors in designing and operating the financial reporting process of the other information. The other information does not fall under the scope of our opinion on the non-consolidated financial statements, etc., and we express no opinion on the other information. Our responsibility in auditing the non-consolidated financial statements, etc. is to read through the other information and, in the course of reading, consider whether there are any material differences between the other information and the non-consolidated financial statements, etc. or our knowledge obtained in the course of our audit, and to pay attention to whether there are any other signs of material errors in the other information in addition to such material differences. If, based on the work we have performed, we determine that there are material errors in the other information, we are required to report that fact. We have nothing to report with respect to the other information.

### *Responsibility of Management, Audit & Supervisory Board Members and Audit & Supervisory Board for the Non-consolidated Financial Statements, etc.*

Management is responsible for the preparation and fair presentation of the non-consolidated financial statements, etc. in accordance with accounting principles generally accepted in Japan, and for designing and

operating such internal control as management determines is necessary to enable the preparation and fair presentation of the non-consolidated financial statements, etc. that are free from material misstatement, whether due to fraud or error.

In preparing the non-consolidated financial statements, etc., management is responsible for assessing whether it is appropriate to prepare the non-consolidated financial statements, etc. on the going concern basis of accounting and disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

The Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for overseeing the execution of duties by the Directors in designing and operating the financial reporting process.

*Auditor's Responsibility for the Audit of the Non-consolidated Financial Statements, etc.*

Our responsibility is to express an opinion on the non-consolidated financial statements, etc. in our auditor's report from an independent standpoint based on our audit by obtaining reasonable assurance about whether the non-consolidated financial statements, etc. as a whole are free from material misstatement, whether due to fraud or error. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decision-making of users of the non-consolidated financial statements, etc.

As part of an audit in accordance with auditing standards generally accepted in Japan, we perform the following by exercising professional judgment and maintaining professional skepticism throughout the audit.

- We identify and assess the risks of material misstatement of the non-consolidated financial statements, etc. whether due to fraud or error, and then design and perform audit procedures responsive to those risks. The procedures selected and applied depend on the auditors' judgment. Further, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.
- In making those risk assessments, we consider internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the purpose of the audit of the non-consolidated financial statements, etc. is not expressing an opinion on the effectiveness of the internal control.
- We evaluate the appropriateness of accounting policies and their method of application adopted by management, as well as the reasonableness of accounting estimates made by management and adequacy of related notes thereto.
- We conclude on the appropriateness of management's use of the going concern basis of accounting to prepare the non-consolidated financial statements, etc. and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the going concern basis of accounting. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the notes to non-consolidated financial statements, etc. or, if such disclosures are inadequate, to express a qualified opinion with an exceptive item on the non-consolidated financial statements, etc. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the non-consolidated financial statements, etc., including the related notes thereto, and whether the non-consolidated financial statements, etc. and notes thereto represent the underlying transactions and events in a manner that achieves fair presentation in accordance with accounting principles generally accepted in Japan.

We communicate with the Audit & Supervisory Board Members and the Audit & Supervisory Board regarding the planned scope and timing of the audit, significant audit findings including any significant deficiencies in internal control that we identify during our audit, and any other matters required by the auditing standards. We also provide the Audit & Supervisory Board Members and the Audit & Supervisory Board with a statement that we have complied with the regulations on professional ethics in Japan regarding independence, and communicate with them all matters that may reasonably be thought to bear on our independence, and where applicable, countermeasures to eliminate factors that may hinder our independence or related safeguards to mitigate such factors to an acceptable level.

*Conflicts of Interest*

We or the engagement partners have no interest in the Company which should be disclosed in accordance with the Certified Public Accountants Act.

## Audit Report

Based on the audit report prepared by each Audit & Supervisory Board Member with regard to the performance of duties by the Directors of Seibu Holdings Inc. (the "Company") for the 21st fiscal year (from April 1, 2025 to March 31, 2026), the Audit & Supervisory Board of the Company prepares this audit report after deliberation and hereby report, by a unanimous show of hands, as follows:

1. Auditing methods used by Audit & Supervisory Board Members and the Audit & Supervisory Board, and details of audit
  - (1) The Audit & Supervisory Board specified audit policies, assigned duties to each Audit & Supervisory Board Member and received reports from each Audit & Supervisory Board Member on the status of implementation and results of audit, and received reports from Directors, etc. and accounting auditors on the status of the performance of their duties and asked them for explanations as necessary.
  - (2) In conformity with the auditing standards stipulated by the Audit & Supervisory Board, and in accordance with auditing policies and the assignment of duties, all Audit & Supervisory Board Members strived to achieve effective communication with Directors, the Internal Audit Department and other employees, collected information and improved the audit environment. In addition, all Audit & Supervisory Board Members conducted an audit in the following methods.
    - i. All Audit & Supervisory Board Members attended the meetings of the Board of Directors and other important meetings, received reports from Directors and employees about the status of the performance of their duties, obtained explanations as necessary, reviewed important approval documents, and conducted investigations on the status of the business operations and assets of the Company at its head office. Furthermore, Audit & Supervisory Board Members also worked to facilitate communication and information exchange with the Directors, Audit & Supervisory Board Members and others of the subsidiaries of the Company, and received reports on the business conditions of subsidiaries as necessary.
    - ii. Audit & Supervisory Board Members received reports periodically from Directors and employees on the content of the resolution made by the Board of Directors concerning the development of a system for ensuring that the performance of duties by Directors conforms with laws and regulations and the Company's Articles of Incorporation, as described in the Company's business report, and other systems prescribed in Article 100, paragraphs (1) and (3) of the Regulation for Enforcement of the Company Act as systems necessary for ensuring proper business conduct by a stock company and a corporate group formed by its subsidiaries (internal control system), as well as the construction and status of operation of the internal control system developed based on said resolution. As necessary, Audit & Supervisory Board Members also asked for explanations from Directors and employees and expressed opinions. As for internal controls over financial reporting, reports made by Directors, etc. and Ernst & Young ShinNihon LLC about the status of assessment and audit of said internal controls were provided to Audit & Supervisory Board Members, who asked for explanations as necessary.
    - iii. We have monitored and verified whether the accounting auditor maintained independence and properly implemented its audit, received from the accounting auditor reports on the performance of its duties, and asked it for explanations as necessary. The accounting auditor reported to us that the "Systems for Ensuring Proper Execution of Duties" (listed in each item of Article 131 of Regulation on Accounting of Companies) have been developed in accordance with the "Quality Control Standards concerning Audit" (Business Accounting Council) and other applicable regulations, and we asked the accounting auditor for explanations as necessary.

Based on the methods mentioned above, we have reviewed the business report, and their supplementary schedule, financial statements (balance sheet, statement of income, statement of changes in equity, and notes to financial statements), and their supplementary schedules, and consolidated financial statements (consolidated balance sheet, consolidated statement of income, consolidated statement of changes in equity, and notes to consolidated financial statements) for the said fiscal year.

2. Audit results

(1) Results of audit of the business report, etc.

- i. We confirm that the business report and its supplementary schedules present fairly the situation of the Company in accordance with relevant laws and regulations and the Company's Articles of Incorporation.
- ii. With respect to the Directors' performance of their duties, we confirm that there has been no improper act committed or important violation of applicable laws and regulations or of the Articles of Incorporation.
- iii. We confirm that the details of the resolution made by the Board of Directors concerning the internal control system are proper. With respect to the description in the business report and the Directors' performance of their duties regarding the said internal control system, including internal controls over financial reporting, we confirm that there is no matter to be pointed out.

(2) Results of audit of financial statements and their supplementary schedules

We confirm that the auditing methods and results of Ernst & Young ShinNihon LLC, an accounting auditor, are proper.

(3) Results of audit of consolidated financial statements

We confirm that the auditing methods and results of Ernst & Young ShinNihon LLC, an accounting auditor, are proper.

May 20, 2026

The Audit & Supervisory Board,  
Seibu Holdings Inc.

FUKUDA Masaaki [Seal]  
Full-time Audit & Supervisory Board Member

NAKAGAWA Yoshihide [Seal]  
Audit & Supervisory Board Member

YANAGISAWA Giichi [Seal]  
Outside Audit & Supervisory Board Member

SAKAMOTO Chihiro [Seal]  
Outside Audit & Supervisory Board Member