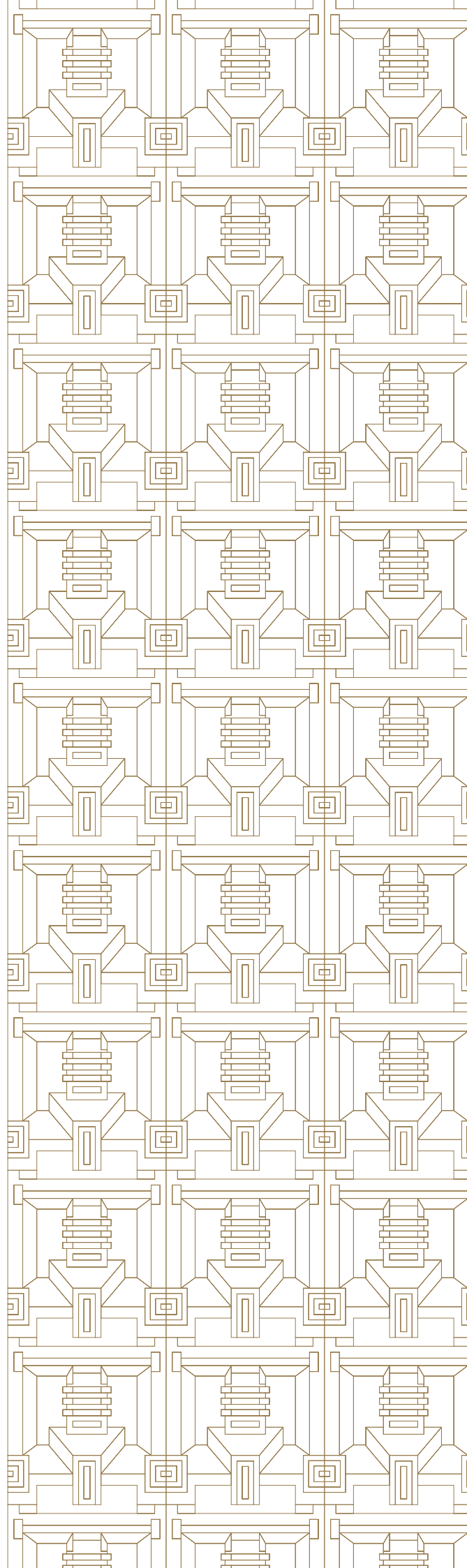




IMPERIAL HOTEL

IMPERIAL HOTEL INTEGRATED REPORT 2025

Imperial Hotel Integrated Report 2025
FY03/2025





Corporate Philosophy

The Imperial Hotel serves to represent the best of Japan, and in continuing the spirit of its founding, and as a company aiming to be the very best international hotel, we will contribute to the international community’s further development and enhance leisure living and culture by providing superior products and services.



IMPERIAL HOTEL

Origin of Our Corporate Symbol

Over 100 years ago, Japan was an exotic land reached after a long voyage across the seven seas. The lion, the king of beasts, steering the rudder, was chosen as the symbol of our wish to provide the best hospitality to our customers after their long voyage to Japan. It is said that this symbol was first used at the end of the Meiji period, in the early years of the 20th century.

CONTENTS

Sources of Value Creation

President’s Message	03	Imperial Hotel Overview	11
Tradition and Innovation that Create Value		Introduction of Imperial Hotels	13
• Imperial Hotel celebrates its 135th anniversary.	07		
• The 135-Year History of Imperial Hotel	09		

Strategies for Value Creation

Value Co-Creation Cycle	15	[Special Feature 1] A New Era of Omotenashi	
Executive Vice President’s Message	17	• New Growth Strategy for the Imperial Hotel Group Led by Imperial Hotel, Kyoto	21
Medium- to Long-Term Management Plan 2036	19	• The Reinvention of Imperial Hotel, Tokyo	23
		[Special Feature 2] The “Omotenashi” Spirit of Japanese Hospitality Passed Down Generations	
		• Human Resource Initiatives Supporting the “Omotenashi” Spirit of Japanese Hospitality ..	25
		• Employee Roundtable Discussion	27

Sustainability Supporting Value Creation

Promotion of Sustainability	31	Corporate Governance	41
Environmental Initiatives	33	List of Officers	45
Addressing Social Issues	35	Outside Directors Roundtable Discussion	47
Human Capital Management	38		

Data Section

Financial and Non-Financial Data for the Past 11 Years	51
Company Profile / Share Information	53

Editorial Policy

To deepen stakeholders’ understanding of our management stance and initiatives for sustainable growth while fostering enduring support for Imperial Hotel, since 2024, we have been issuing the “Imperial Hotel Integrated Report,” which integrates financial and non-financial information.

This Report centers on the history and traditions of Imperial Hotel spanning over 130 years, growth strategies outlined in our Medium- to Long-Term Management Plan 2036, corporate governance, sustainability initiatives, and financial data.

Regarding financial information, this Report provides clear disclosure of business overviews, performance trends, and efforts to strengthen competitiveness. Regarding non-financial information, it reports on specific initiatives addressing key issues such as environmental measures, contributions to local communities, human resource development, safety and service quality enhancement, and strengthening of governance.

In compiling this report, we referred to frameworks such as the International Integrated Reporting Framework and the Value Co-Creation Guidance to systematically convey our pursuit of sustainable corporate value enhancement to stakeholders.

Although this Report aggregates critical information for understanding our Group, please also refer to our website and other disclosure materials for more detailed information.

By enhancing the quality of our disclosures and fostering constructive dialogue with stakeholders, we aim to deepen mutual understanding and achieve sustainable growth.

Reporting Period

Principally covers April 2024 to March 2025 (FY2024).

Notes on Future Projections

Among the contents of this Integrated Report, statements that are not historical facts are future forecasts based on Imperial Hotel’s outlook and plans. These forecasts include risks, uncertainties, and other factors, and actual results may differ from these predictions.

Published October 2025

President's Message



President and
Representative Director

Jun Kazama

Looking to the future as a best international hotel, we will achieve the transformation required for our “second founding period” together with our employees

Aspirations upon assuming the presidency

Drawing on my experience across multiple departments, I take on the challenge of a new leap forward with conviction

In April 2025, I assumed the role of President and took on the responsibility of steering the company. At present, our company is in the midst of a “second founding period,” with the opening of the new Imperial Hotel, Kyoto—our first new hotel in 30 years—scheduled to open next spring, alongside the ongoing rebuilding project of our flagship Imperial Hotel, Tokyo. While carrying forward the efforts of our predecessors who dedicated themselves to giving shape to our corporate philosophy, I intend to work with all employees to boldly drive the transformation necessary for further business growth.

Since joining the company in 1986, I have gained experience in a wide range of departments, starting from front desk operations. After my time at the front desk, I worked for about three and a half years in the accounting department, handling a wide range of financial operations, from budgeting to finance and cash flow. I then spent approximately 12 years in the Human Resources department, including nearly nine years managing labor relations. I was deeply involved in negotiations with our labor union and worked tirelessly to normalize labor-management relations through initiatives such as establishing labor agreements. Through these more than ten years of work in the back office, I feel I have learned a great deal about two of the company's most vital resources—its finances and its people.

Next, I served for roughly 10 years in the Sales Department, and later held roles such as General Manager of Hotel business, overseeing the entire sales and operations floor, and Manager of Corporate Planning, working on corporate affairs and redevelopment projects. I became a Director in 2015 and a Representative Director in 2022, assuming core leadership roles in the company's management. Unlike my predecessors who led the company to its past successes, I have built my career without serving as General Manager, which I believe gives me a unique background.

Throughout my career, I have developed a leadership style rooted in respect for others, valuing communication, and engaging with people flexibly. Unlike manufacturing and other industries, the hotel business revolves around services delivered by people, making it essential that each frontline employee works cheerfully, energetically, and proactively—otherwise, the value of the service we provide is compromised. I came to realize this during my time in labor relations: without employee motivation, any initiative is likely to fail. In approaching work, I always consider what must be done at that particular moment, setting clear priorities. At the same time, I believe in the importance of maintaining flexibility by preparing second and third alternatives in advance. With this mindset, I recognize that, as President, it is ultimately my responsibility to make decisions and ensure their effective execution.

With a 135-year history, Imperial Hotel has embraced the corporate philosophy of becoming the “the very best international hotel.” In doing so, it not only provides a place for guests to stay, but also serves as a cultural beacon, contributing to the local community and to Japan as a whole. This aspiration is deeply rooted in our DNA since our founding and will continue to be passed down unchanged into the future.

However, to achieve sustainable growth, we must carry out transformative initiatives—what we refer to as our “second founding period”—including new developments and facility renovations. In rising to the challenges that lie ahead, I view my mission as leveraging my experience across departments to boldly guide the company on a leap into the future.

Our vision at Imperial Hotel

Enhancing lives and culture through services that reflect Japanese values

As part of our commitment to the society through our business, Imperial Hotel aims to enrich leisure living and culture. To share this vision internally and communicate it externally, I have introduced the key concept of “Japanese values.”

By “Japanese values,” I refer to the unique aesthetic sensibility and deep respect for others that define Japanese

society—hallmarks of hospitality and excellence in both services and products not found elsewhere in the world. Though these values may seem commonplace to those who have long lived in Japan, we must recognize their universal appeal and actively promote them, based on how they are appreciated by visitors from around the world. The hotel industry is uniquely positioned to communicate these Japanese values through the services it provides. As we aspire to be the best international hotel, we will embrace Japanese values and bring their charm to our guests and, through these efforts, elevate both daily life and culture.

In recent years, with the subsiding of the COVID-19 pandemic, inbound tourism has surged and overtourism is increasingly becoming a social issue in various regions. Issues such as discourteous behavior by some visitors to Japan and friction with local residents are likely due in part to insufficient awareness and understanding of Japanese society. We believe that the services we offer, which reflect Japanese values, serve as a form of soft cultural transmission that can influence the awareness of international visitors and promote mutual understanding. This could be said to be a way to solve social issues through business activities.

Furthermore, Imperial Hotel has enhanced its brand strength by refining its service quality based on the international protocol (etiquette for state guests) we have cultivated by hosting numerous foreign delegations as one of Japan's foremost guest facilities. Our hotels' numerous large suite rooms and their ability to accommodate sizable delegations are unique strengths of Imperial Hotel.

At present, standard guest rooms are smaller than those of competing international hotel brands, creating a slight sense of inadequacy for products targeting affluent and executive guests from overseas. That said, we recognize our high service standards as a significant strength. While compensating for room size with our superior service quality, we will offer specifications that can compete with leading global hotel brands—both at the new Imperial Hotel, Kyoto opening in spring 2026 and in the upcoming rebuilding of Imperial Hotel, Tokyo.

Progress of Medium- to Long-Term Management Plan

Promoting transformation while seizing growth opportunities through strategic use of assets

We are currently implementing our Medium- to Long-Term Management Plan 2036, which was launched in FY2022. This plan sets forth three key strategies—“evolution of grand hotel,” “stable growth as a company,” and “solving social issues”—and divides the 15 years leading up to FY2036 into three phases. Through targeted transformation during each phase, we aim to build a corporate framework capable of adapting to changes in our environment.

Phase II (FY2024 to 2030) was originally designated as

the period during which the Tower Building of Imperial Hotel, Tokyo would be demolished and replaced with a new tower, with operations continuing solely at the Hibiya Main Building. However, as external factors such as construction market conditions have continued to evolve, coordination with redevelopment plans for the entire city block, including this project, has become necessary. Meanwhile, given ongoing favorable conditions such as the rise in inbound tourism, we are currently reassessing the progress of the plan. Accordingly, we have revised our initial plan to close the current Tower Building in June 2024, and we continue to offer some of its guest rooms and its banquet facilities on a provisional basis.

For FY2024, we had anticipated a decrease in revenue and a significant drop in profits, particularly due to the scaling back of operations at Imperial Hotel, Tokyo, including the real estate segment in the current Tower Building, as well as factoring in increased investment toward the opening of Imperial Hotel Kyoto, along with rising costs for raw materials, labor, and other expenses. However, owing to stronger-than-expected performance driven by higher room occupancy rates and room rates resulting from increased inbound tourism, as well as the positive impact of productivity improvement initiatives, our results exceeded the initial forecast despite lower revenue and profits.

In FY2025, the second year of Phase II, we expect favorable business conditions to continue, particularly in the lodging and banquet segments. However, we must take into account the impact of reduced operations at Imperial Hotel, Tokyo and anticipate higher expenses due to investments in human capital. Consequently, we project increased revenue but lower profits.

The fluctuations in performance following the COVID-19 pandemic have once again highlighted the high earnings volatility of the hotel segment. Going forward, securing stable income through the expansion of the real estate segment and improving capital efficiency will be essential for sustainable growth. From this perspective, the Medium- to Long-Term Management Plan 2036 calls for strengthening real estate leasing operations at the rebuilt Imperial Hotel, Tokyo, but as noted earlier, we are currently reassessing the progress of this plan. We intend to swiftly and accurately respond to changes in the external environment while advancing our growth strategy by maximizing the effective use of our existing assets.

Promotion of Sustainability

Focusing on environmental stewardship and human capital development to achieve sustainable corporate growth

The Medium- to Long-Term Management Plan 2036 promotes sustainability, tackling themes based on the

Sustainable Development Goals (SDGs) to achieve our targets.

In particular, we recognize “reducing CO₂ emissions” and “reducing food waste” as themes that require unique approaches from our company, as we seek to achieve both luxury and sustainability through our hotel operations. In addition to ongoing energy conservation activities and use of renewable energy, we incorporate state-of-the-art technologies that reduce environmental impact into hardware during new hotel construction and renovations. We also strive to eliminate waste in procurement and food preparation processes.

Above all, the most important sustainability theme for us is the “promotion of human capital and diversity.” Our hotel business centers on human-provided services, so when employees feel motivated and work with enthusiasm, this enhances service quality and increases the value we deliver to society. We believe that investing in human capital, supporting employee growth and success, and fostering a pleasant work environment are essential for the continued viability of our business.

As part of these efforts, we are implementing health management that emphasizes employee health maintenance and promotion. In March 2025, we were certified for the fourth consecutive year as an “Outstanding Organization of KENKO Investment for Health (Large Enterprise Category)” by the Ministry of Economy, Trade and Industry and the Japan Health Council (Nippon Kenko Kaigi), and for the first time we received the “White 500” designation given to the top-ranked corporations in this category.

In promoting diversity, we aim to create a workplace where everyone has opportunities to succeed, regardless of gender, age, nationality, or disability. With regard to the advancement of women, we have set the goal to raise the proportion of women in management positions to 20% by April 2027, and as of the end of April 2025, the figure had reached 19.4%. We also plan to proactively hire foreign nationals so they can utilize their language and communication skills to help us meet the growing demand from inbound customers. With the ongoing decline in Japan's working population, future labor shortages may significantly impact our business, making the recruitment of foreign nationals increasingly important.

We also believe that sound corporate governance is a vital factor for sustainable growth. We have appointed seven outside directors, all of whom have been involved in leading Japanese corporations. They provide valuable input on key management issues, including our redevelopment projects.

We constantly gain valuable insights from the objective perspectives of these outside directors. When managing a company, one's focus tends to be on business metrics such as sales and profits. However, I will never forget our outside directors' reminder that the most important foundation at Imperial Hotel is our employees, and that we must never lose sight of that. I am encouraged by the fact that our

outside directors share our belief that our employees are the cornerstone of delivering exceptional service to our guests.

To our stakeholders:

Toward a management style where professionals can thrive freely and demonstrate their abilities to the fullest

As we proceed with reforms under our “second founding period,” we expect a temporary decline in profitability due to the scaled-down operations of Imperial Hotel, Tokyo, but we intend to prioritize shareholder returns and strive to maintain a certain level of stability and continuity. In line with this approach, we plan to maintain our annual dividend for FY2025 at the same level as FY2024, namely 6 yen per share (2 yen interim dividend and 4 yen year-end dividend). We will also continue operating the shareholder benefit program introduced in FY2023 to reward shareholders who hold our stock over the long term.

Imperial Hotel is a group of professionals dedicated to providing high-quality service to our guests and conveying refined culture to society. I regard our employees as family, and I often say, “Let's help one another with compassion and grow this Imperial Hotel together.” I believe that steering the company in a way that enables each of these professional employees to thrive freely and fully demonstrate their abilities is the key to our sustainable growth.

I respectfully ask for your continued support as we strive to shape the future of Imperial Hotel as “the very best international hotel,” and I thank you for your ongoing trust and encouragement.





Imperial Hotel celebrates its 135th anniversary.

We will continue striving to bring new surprises to all of you, unconstrained by tradition, yet always with the beauty and grace characteristic of Imperial Hotel.

As we look to the future, we will continue to create new value.

135-Character Stories of Imperial Hotel

The “135-Character Stories” campaign invited guests to submit short reminiscences, each just 135 characters, on selected themes, capturing moving experiences, beautiful scenes, unforgettable flavors, and other cherished memories of Imperial Hotel. Below, we present the award-winning entries selected from more than 700 submissions.

“Wedding” Excellence Award

Masako Ashida (Hyogo Prefecture, age 73)

On the back of the photo, my grandfather had written “Taisho 3”—it appears to be the original Imperial Hotel, not the Wright Building. The photo shows fourteen people, with the bride and groom at the center. Their firstborn would become my father. Staring at the photo, I thought: could this be the origin of my life? Those fourteen, born in the late Edo or Meiji era, now gaze back at a descendant who stares, captivated, at this curious memento.



“Event ” Excellence Award

Miki (Tokyo, age 35)

Three luxurious hours fill my weary heart. Afternoon tea at the Imperial Hotel, 17th floor, Imperial Lounge Aqua. As a reward for making it through the year, I treat myself to a visit every December. Immersing myself in this tranquil, otherworldly space, so far removed from the rush of everyday life, is my secret to getting through another year.

“Travel” Excellence Award

Yukari (Saitama Prefecture, age 41)

Sometimes the unbelievable can happen. During a one-time stay at the Kamikochi Imperial Hotel, the guest next to us turned out to be someone who had known my mother long ago. We shared dinner and gazed at the Milky Way with this person who knew a side of my mother I never knew, transcending time. That brief moment when our worlds overlapped, and the starry sky we saw from the bridge will always stay with me.



“Anniversary” Excellence Award

Clematis (Ibaraki Prefecture, age 50)

To celebrate my mother’s retirement, instead of a material gift I wanted to give her an experience, so we stayed at the Imperial Hotel for the first time. When she saw the iconic staircase in the lobby, her face lit up with joy like a child, overflowing with gratitude, and I fought back tears as I watched her. Seeing how she aged before I knew it, I promised her we’d definitely come again. Mom, my happiness is thanks to you.

The form of “Omotenashi” hospitality born over 135 years



Telephone switchboard (operators)

Japan's telephone service began in 1890, the same year the Imperial Hotel opened, and the hotel introduced a manual telephone switchboard. In 1970, the hotel installed its first cordless telephones, followed in 1982 by its first digital electronic exchange system, enabling guests to make international calls directly from their rooms and allowing the switchboard to keep track of guest and front desk information. These upgrades reflect the hotel's ongoing evolution in pursuit of world-class excellence.



Post office

In 1910, recognizing the need for a place where diplomats and long-term foreign residents in Japan could receive mail, the first post office within the hotel was established. It has remained in operation since then, handling a large volume of mail and telegrams. The hotel's post office features a special commemorative postmark depicting the hotel as seen from Hibiya Park, adding a decorative touch to each letter.



Laundry Service

In 1911, to cater to the laundry needs of guests arriving after long voyages from overseas, the hotel established its own in-house laundry department. Handling a wide variety of fabrics and traditional garments, the laundry department continually sought and developed cutting-edge cleaning techniques. They also established unique expertise in stain removal and other specialized care, and have been passing it down to this day.



Hotel Weddings

The Great Kanto Earthquake in 1923 caused many shrines and ceremonial venues to collapse or burn down. In response, the hotel set up a shrine on its premises and began offering a comprehensive wedding service that included everything from the wedding ceremony to the reception, beauty treatments and photography. This service later became established as the modern hotel wedding.



Shopping Arcade

To provide guests with convenient shopping during their stay, the hotel opened a shopping arcade in 1923. The arcade featured an antique shop, silverware and jewelry stores, a silk specialty shop, and even a barbershop, attracting many foreign guests.



Dinner Shows

In 1966, the hotel opened a theater restaurant offering shows showcasing traditional Japanese performing arts alongside meals for its international guests. Since then, the stage has been graced by performers of various genres, making the restaurant a pioneer of dinner shows in Japan.

The 135-Year History of Imperial Hotel

The Imperial Hotel opened in 1890 as “Japan's state guesthouse.” Throughout its history, Imperial Hotel has honored the spirit of its founding, contributing to the international community's development and enhancing leisure living and culture.

1890-

1950-

1970-

2000-

Founded in 1890 as Japan's state guesthouse, the Imperial Hotel began evolving from a place to stay into the heart of Tokyo's social scene in the 1900s, launching its journey as the best international hotel. In 1923, the hotel's second main building, designed by 20th-century master Frank Lloyd Wright and affectionately known as the “Wright Building,” opened its doors. After the outbreak of the Pacific War in 1941 and its conclusion in 1945, the hotel was requisitioned by the Allied occupation forces.

1890	Opening of the Imperial Hotel
1893	Eiichi Shibusawa appointed as the first chairman of the Board of Directors
1907	Merger with Hotel Metropole Ltd. to form Imperial Hotel, Ltd.
1910	Designation of the hotel as a property under the patronage of the Imperial Household Ministry
	Opening of the first post office in a hotel
1912	Establishment of the Automobile Division (later Imperial Hotel Limousine Service Co., Ltd.)
1923	Opening of Imperial Hotel's second main building (known as the “Wright Building”)
1929	Hosting of the crew of the Graf Zeppelin and preparation of all meals for its Tokyo-Los Angeles flight
1932	Stay by comedian Charles Chaplin
1933	Opening of the Kamikochi Hotel (later the Kamikochi Imperial Hotel)
1936	Second stay by opera singer Chaliapin
1937	Stay by Helen Keller
1945	Luncheon held at the Imperial Hotel by General MacArthur and his party
	Requisitioning of the hotel as quarters for Allied generals and GHQ officials
1948	Resumption of the Kamikochi Imperial Hotel operation after lifting of requisition

In the 1950s, as Japan rejoined the international community after the war, the Imperial Hotel fulfilled its mission of welcoming international dignitaries.

At the 1964 Tokyo Olympics, which symbolized Japan's postwar reconstruction and return to the global stage, the Imperial Hotel played a major role in hosting international guests.

1950	The hotel became the first government-registered hotel
1952	Lifting of requisition and resumption of unrestricted business operations
1953	Start of management of the dining car of the National Railways (now JR) express train Tsubame
1954	Stay by Marilyn Monroe and Joe DiMaggio
	Completion of 1st New Building
1958	Completion of 2nd New Building
	Start of the Imperial Viking operations
1961	Establishment of Imperial Trading Co., Ltd. (now Imperial Hotel Service Co., Ltd.)
	Listing on the Second Section of the Tokyo Stock Exchange (now Standard Market)
1964	Establishment of New Saito Service Co., Ltd. (now New Service System Co., Ltd.)
	Hosting of International Olympic Committee meeting
1965	Holding of first Food Festival (Switzerland)
1966	Opening of Theater Restaurant Imperial (featuring the Cherry Blossom Review by Izumi Yukimura)

In 1970, just before Expo '70 in Osaka, the Imperial Hotel completed construction of its new main building (now Main Building), taking steps to broaden its customer base and implement key initiatives such as the introduction of computer systems to prepare for the era of mass high-speed transportation.

In the 1980s, which marked the hotel's 90th anniversary, Japan saw growing consumer sophistication and a rise in domestic and international travel. The hotel achieved excellent performance during this time, with its room occupancy rate reaching a record high.

1970	Opening ceremony of New Main Building (now Main Building)
1971	Opening of the food store Gargantua
	Launch of New Year's Plan sale
1972	First bridal fair held
1973	Establishment of Hotel Hire Co., Ltd.
	Inception of Hibiya Club (now Imperial Club)
1974	Establishment of Imperial Kitchen Corporation (now Imperial Hotel Kitchen Co., Ltd.)
1975	Visit by Her Majesty Queen Elizabeth II and Prince Philip
1977	Opening of Kamikochi Imperial Hotel
1983	Opening of Imperial Tower
1987	Joining of The Leading Hotels of the World (LHW)
1990	Establishment of IHS Co., Ltd. (now Imperial Hotel Enterprises Co., Ltd.)
	100th anniversary of the hotel's opening
	Enthronement ceremony, stay by delegations from 34 countries and 1 international organization
1996	Opening of Imperial Hotel, Osaka

In 1990, to mark its 100th anniversary, the Imperial Hotel introduced the slogan “A new path with the same spirit,” reflecting its commitment to harmonizing tradition with innovation and remaining truly exceptional.

To remain synonymous with excellence, the hotel pursued operational efficiency without compromising service quality. Since the 2000s, the As Expected of the Imperial Hotel Promotion Initiative launched as part of these reforms has fostered a vibrant workplace culture while serving as a counterbalance that safeguards the core values that must not be lost.

2000	Opening of the Crest Hotel Kashiwa
2004	First Imperial Jazz Complex held
2008	50th anniversary of the Viking buffet; August 1 designated as “Viking Day”
2012	Hosting of the IMF and World Bank Annual Meetings
2017	Received the Gold Prize in the Eco Mark Award 2016
2019	In conjunction with the G20 Osaka Summit, the Imperial Hotel hosts dignitaries from participating countries
	Hosted delegates from 25 countries for the Enthronement Ceremony
2022	Announcement of Medium- to Long-Term Management Plan 2036
2023	Achievement of the highest rating of 5 Sakura in the international SDGs certification “Sakura Quality An ESG Practice” at three sites simultaneously (Tokyo, Osaka, Kamikochi)
2026	March 5 Planned opening of the Imperial Hotel, Kyoto



The Wright Building, the “Jewel of the Orient”

The second Imperial Hotel, commonly known as the “Wright Building,” was opened in 1923 and designed by Frank Lloyd Wright, a master of 20th-century architecture. With its exceptional design that combined intellect and beauty, harmonizing with nature, the Wright Building was hailed as the “Jewel of the Orient.” It was beloved not only by the Japanese but also by foreign dignitaries and celebrities worldwide as their preferred residence in Japan.



The Tokyo Olympics and the Imperial Hotel

The Tokyo Olympics stood as a symbol of Japan's postwar recovery. At the time, the head chef of the hotel's New Building, Mr. Nobuo Murakami, served as one of the lead chefs at the Olympic Village cafeteria, where 24 hotel employees also played active roles. To ensure consistency across the 600,000 meals served during the Games, the team created standardized recipes and contributed to the advancement of refrigeration technology to procure large volumes of fresh ingredients.



The Taste of Imperial Hotel Cuisine at Home

Named after Gargantua, the giant of insatiable appetite from the medieval French tale, the gourmet food boutique Gargantua opened in 1971. With the concept of “The taste of Imperial Hotel cuisine at home,” it became a pioneer in the take-home gourmet market, contributing to the development of a rich and leisurely food culture.



The Imperial Hotel Showcases Japanese “Omotenashi” to the World

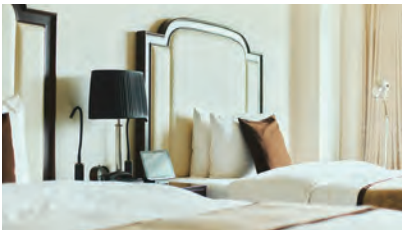
In 2012, Japan hosted the IMF and World Bank Annual Meetings. This global event served as a platform to demonstrate Japan's recovery from the Great East Japan Earthquake. Over the course of the six-day event, the Imperial Hotel welcomed around 20,000 guests from 188 official member countries, including finance ministers, central bank governors, and other dignitaries.

Imperial Hotel Overview

Imperial Hotel by the Numbers

Annual Guests **455,800** (FY2024 total for Tokyo, Osaka, and Kamikochi)

We welcome a large number of guests from across Japan and around the world, and each and every one of them is a valued guest of Imperial Hotel. From concierges assisting guests throughout their stay, to chefs who pursue excellence while staying true to traditional recipes, to the procurement team sourcing safe and high-quality ingredients, and to the facilities team inspecting everything from lightbulbs to carpets—all our employees strive to provide the finest services and products for our guests.



Imperial Hotel, Osaka 30th anniversary

On March 15, 2026, Imperial Hotel, Osaka will celebrate its 30th anniversary. As the first hotel in Japan to offer “Signature Scent Hospitality” with its own original fragrance and to host concerts in its chapel, it has grown together with the local community while welcoming many guests from both Japan and abroad. To remain a hotel loved by all, it will continue to embrace new challenges and steadily move forward into the future.

Imperial Hotel, Kyoto Number of reused tiles 16,387

To carry on the legacy and graceful presence of Yasaka Kaikan Hall, a beloved Gion landmark, Imperial Hotel, Kyoto has preserved and incorporated portions of the original building. To preserve the atmosphere of that era, artisans carefully removed the exterior tiles by hand, one by one, to avoid breakage, and reused them. The hotel’s blend of tiles from around 90 years ago with new ones embodies Imperial Hotel’s philosophy that “tradition is always accompanied by innovation.”



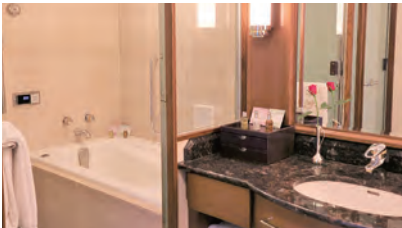
Annual sales of blueberry pie 40,253 pieces (FY2024 total for Tokyo and Osaka)



With the rich aroma of butter and a flaky crust, balanced by a cinnamon-scented blueberry filling, this pie has been a long-time bestseller at the hotel’s shop for over 50 years. It was created in response to a request by the occupying forces after World War II: “Please recreate the same pie we had back home.” Our blueberry pie, born from customer wishes, is still lovingly baked by our bakery staff, one at a time, and sold to customers today.

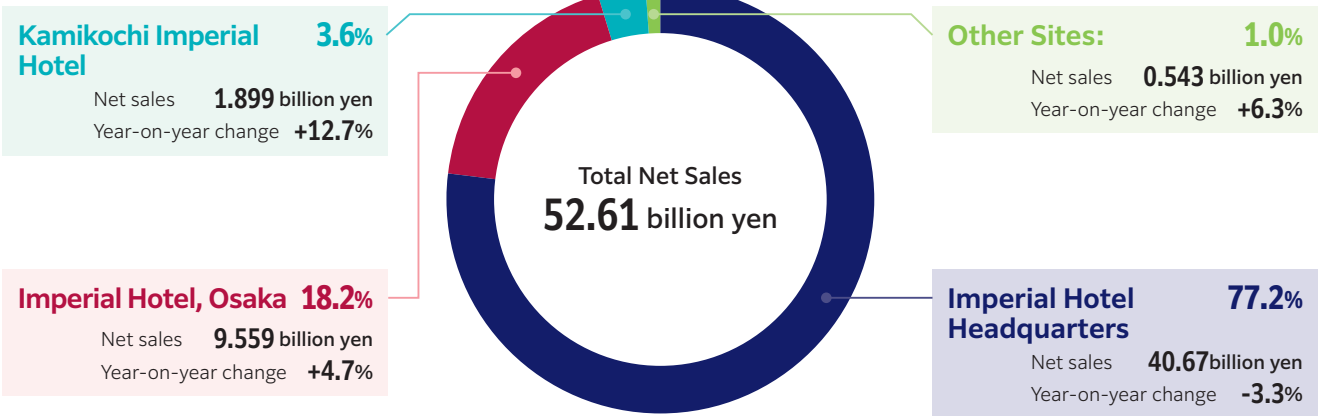
Time required for filling and draining guest room bathtubs 8 minutes (Tokyo Main Building)

In Japan, bathtubs are essential for soaking, whereas in many countries, it is customary to wash in the tub, often with bubble baths, requiring fresh water to be drawn for each person. As a hotel welcoming guests from around the world, the Imperial Hotel worked with partner companies to reduce the standard 15-minute filling and draining process to just 4 minutes each—8 minutes in total—so that the next guest can use the tub promptly. Even in the fine details of its facilities, the Imperial Hotel’s spirit of hospitality shines through.

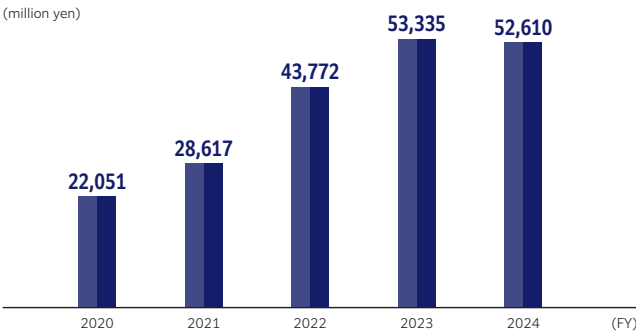


Financial and Non-Financial Highlights

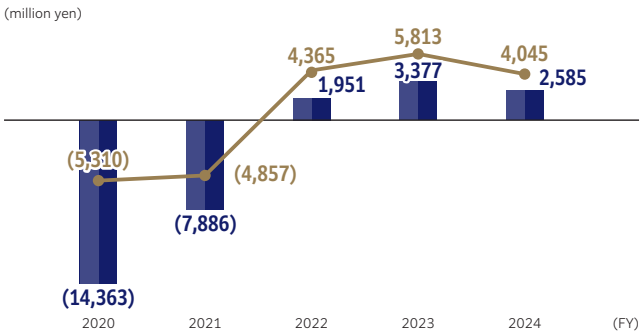
Sales Composition Ratio by Business Segment



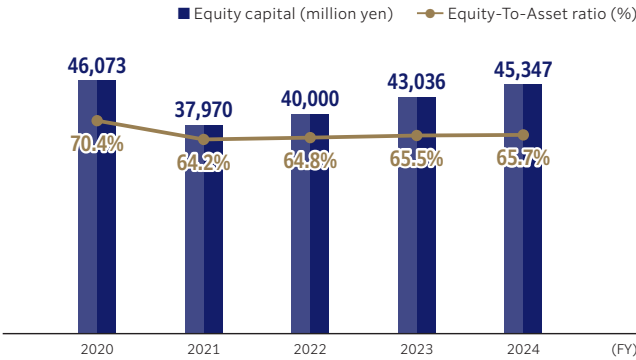
Net Sales



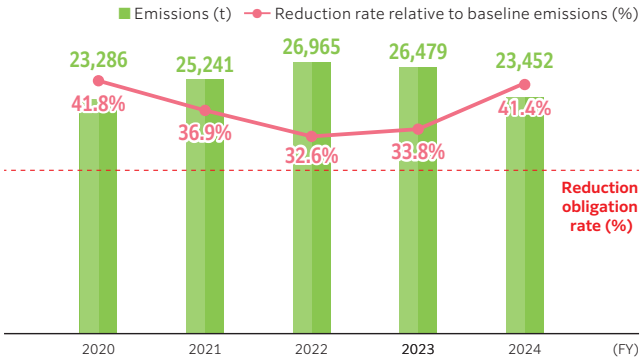
Profit or Loss Attributable to Owners of Parent



Equity capital/Equity-to-asset ratio

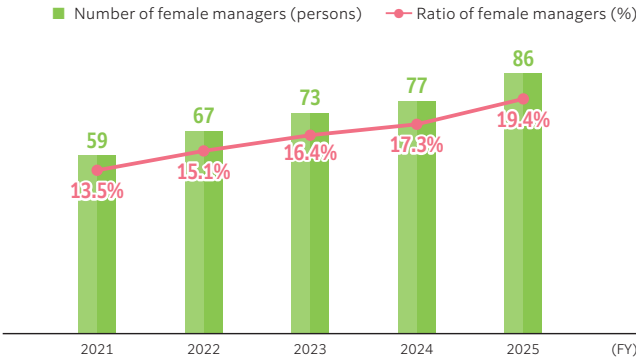


Specified Greenhouse Gas Emissions [Tokyo]



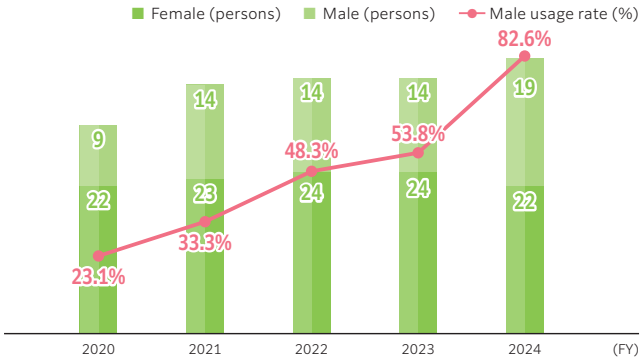
[Global Warming Countermeasure Plan Based on the Tokyo Metropolitan Ordinance on Environmental Security]
Between FY2002 and FY2007, we set the average value for the three years between FY2002 and FY2004 as the base emissions.
Note: From FY2020, the reduction obligation rate is 27.0% (standard emissions: 40,017 t); the FY2024 figures are preliminary data.

Number and ratio of female managers



Note: As of April of each year

Employee count/usage rate for childcare leave



Note: 100% childcare leave usage rate for women

Introduction of Imperial Hotels

Imperial Hotel, Tokyo | Chiyoda-ku, Tokyo



The Evolving Grand Hotel

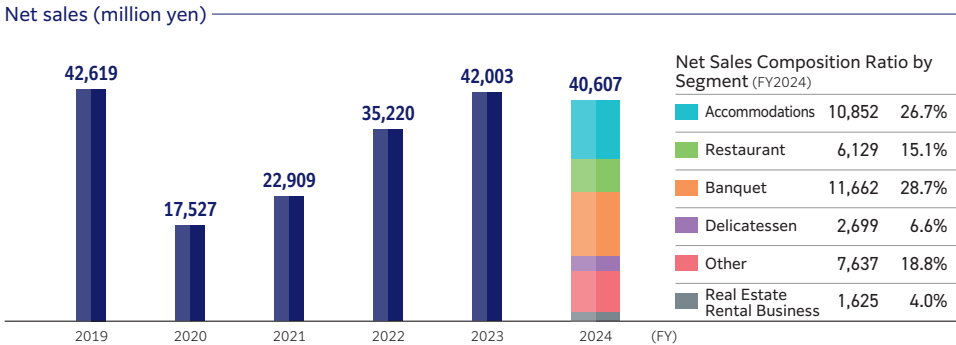
Since its opening in 1890, Imperial Hotel, Tokyo has been highly popular with guests from Japan and abroad, and it has weaved its history together with them. We are constantly striving to enhance our facilities and functions to deliver even higher-quality service to our guests. Looking to the future, we will continue to welcome our guests in Hibiya with our unwavering “Omotenashi” spirit of Japanese hospitality.



The Leading Hotels of the World

The Leading Hotels of the World, the largest collection of independent luxury hotels, was established in 1928 and now comprises over 400 hotels in more than 80 countries around the world. Imperial Hotel, Tokyo has been a member since 1987.

Overview
Opening: 1890 Guest rooms: 909 rooms, 28 banquet halls, 8 restaurants, 4 bars/lounges, 1 pool/sauna/fitness center



Imperial Hotel, Osaka | Osaka City, Osaka Prefecture



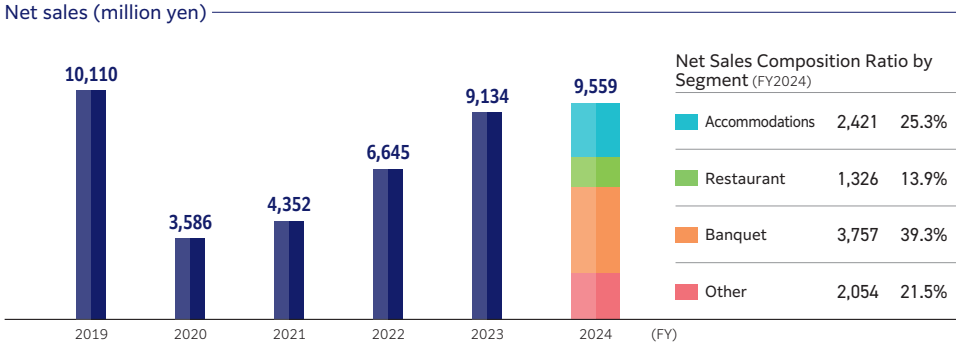
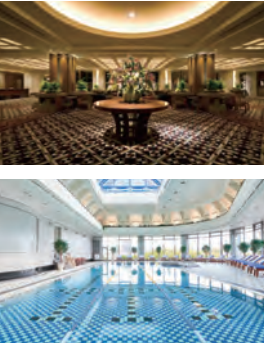
A Time of Seasonal Change and Relaxation

The Imperial Hotel, Osaka, while located close to the city center, offers an environment where guests can enjoy the changing of the seasons. As a guesthouse of Osaka that carries on the “Imperial Hotel” brand, it has welcomed many guests from Japan and abroad in close partnership with the local community.

During the 2025 Osaka-Kansai Expo, the entire organization came together to fulfill its role in hosting distinguished guests from around the world and visitors to Japan.

In March 2026, the hotel will celebrate its 30th anniversary. With a deep respect for the spirit of hospitality cultivated over the years, we will continue to warmly welcome guests in Osaka, in this 30th anniversary year and beyond.

Overview
Opening: 1996 Guest rooms: 378 rooms, 22 banquet halls, 7 restaurants, 1 bar/lounge, 1 fitness club



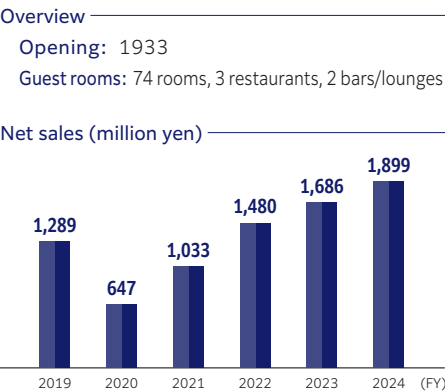
Kamikochi Imperial Hotel | Matsumoto City, Nagano Prefecture



A Unique Mountain Resort

The Kamikochi Imperial Hotel opened in 1933 as Japan's first mountain resort.

Located within the Chubu Sangaku National Park, Kamikochi is a one-of-a-kind scenic spot designated as both a Special Place of Scenic Beauty and a Special Natural Monument. The beautiful and majestic natural environment, protected under strict regulations, evokes a mysterious yearning among visitors to come back again. We will continue to coexist with this beautiful nature and strive to provide the same hospitality no matter how many times you visit.



The Crest Hotel Kashiwa | Kashiwa City, Chiba Prefecture

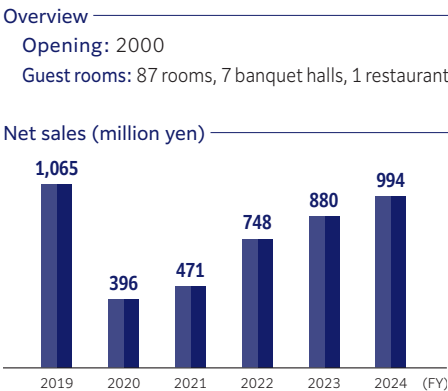


Aiming to be a hotel that thrives together with this city

The Crest Hotel Kashiwa, operated by Imperial Hotel Enterprise, opened in November 2000 near the west exit of Kashiwa Station with the concept of being “a hotel loved by the community.”

Carrying on the tradition of hospitality cultivated by the Imperial Hotel, our staff strives to deliver a pleasant experience while cherishing connections with the local community.

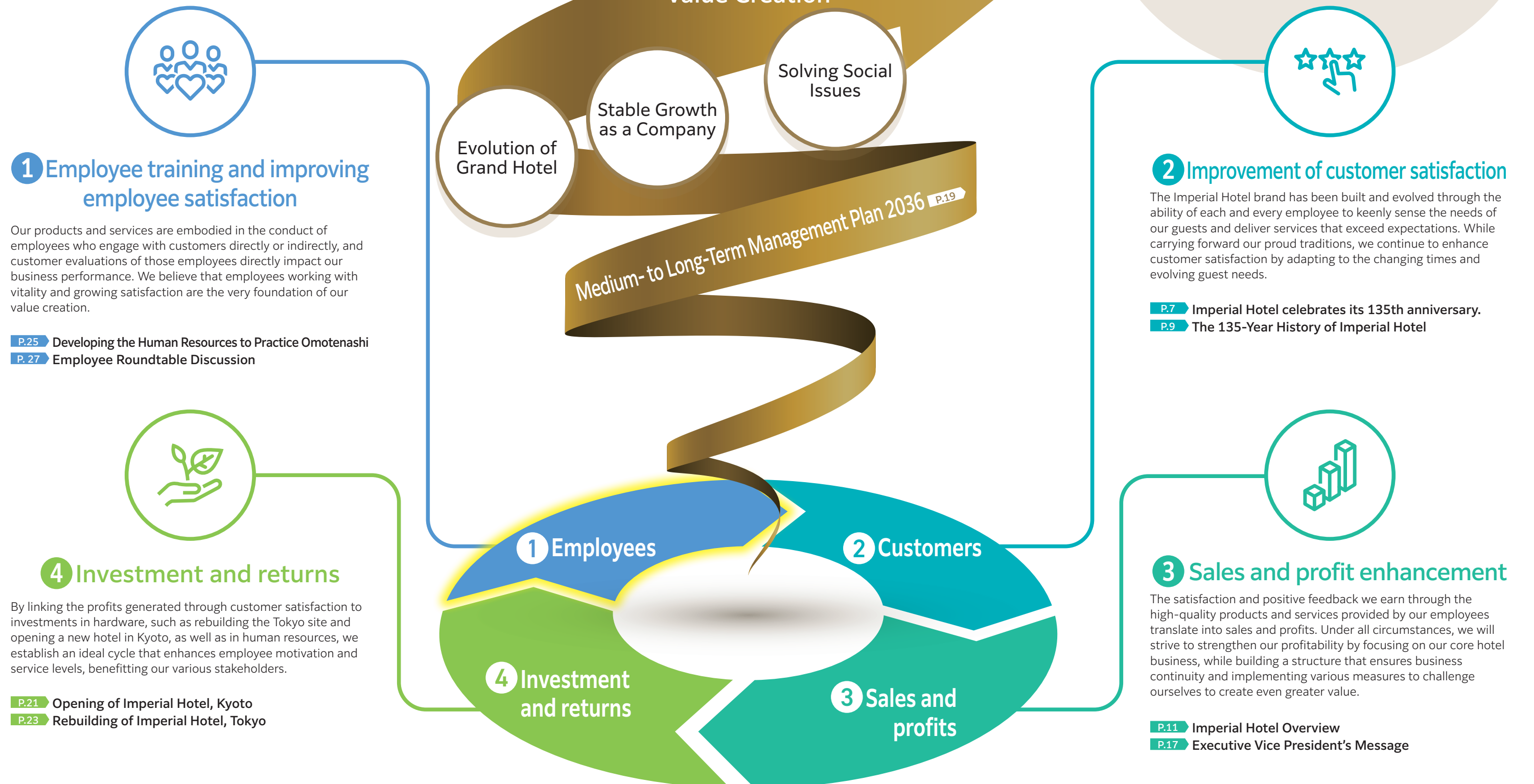
Note: The net sales of The Crest Hotel Kashiwa are included under Tokyo (Other).



Value Co-Creation Cycle

We believe that sincere and personable employees are the very foundation of our company, and the most important factor in enhancing corporate value.

By improving employee satisfaction while elevating service levels in the hotel industry, we aim to increase customer satisfaction, which in turn boosts profits. These profits are then reinvested into hardware improvements and personnel development, creating an ideal cycle that further enhances employee motivation and service quality.



Executive Vice President’s Message

Founded in response to societal demand, the Imperial Hotel will continue to pursue sustainable growth.

Executive Vice President and Representative Director
Atsushi Tokumaru



Mid- to Long-Term Management Plan 2036

The Medium- to Long-Term Management Plan 2036 comprises three phases: Phase I (Reconstruction Preparation Period) from FY2022 to FY2023, Phase II (Tower Building Reconstruction Period) from FY2024 to FY2030, and Phase III (Main Building Reconstruction Period) from FY2031 to FY2036.

When this plan was announced, the lingering effects of the COVID-19 pandemic were still strongly felt. Even under such circumstances, however, we formulated growth-oriented strategies, including the reconstruction of the Imperial Hotel, Tokyo and the opening of the Imperial Hotel, Kyoto.

Under this plan, as a leading hotel of Japan that carries on our founding spirit, we will further evolve the Imperial Hotel brand based on people. We have declared our aim to build a structure that ensures business continuity under any management environment, with an eye toward the 150th anniversary of our opening in 2040, and we have positioned our sincere and personable employees, whom we take great pride in, as the most important foundation for enhancing corporate value and as the very origin of our company.

In discussions on what constitutes the foundation of our company, various opinions were expressed, but we ultimately concluded that it is our frontline employees who provide the best services and products to our valued customers, and that these employees are the very origin of our company.

By improving employee satisfaction, which is at the core of our identity, while elevating service levels in the hotel industry, we aim to increase customer satisfaction. This in turn boosts profits, and those profits are reinvested into hardware improvements and personnel development, creating an ideal cycle that further enhances both employee satisfaction and service quality. **P.15-16**

With the opening of Imperial Hotel, Kyoto and the rebuilding of Imperial Hotel, Tokyo, we are acquiring state-of-the-art hardware. By also elevating our software, the human element, to the highest standard, we aim to further evolve the Imperial Hotel brand.

The Three Phases

In Phase I, we achieved our goal of early recovery from the COVID-19 pandemic by accurately capturing growing demand from domestic tourism and inbound consumption driven by the weaker yen, as well as recovering corporate demand, thereby boosting sales and profits.

We also launched new initiatives to enhance our offerings, including the opening of our first directly operated Japanese restaurant Imperial Hotel Torakuro and THE RENDEZ-VOUS AWA, a venue specializing in champagne and other sparkling beverages. At Imperial Viking Sal, we expanded the menu beyond French cuisine to include Japanese and Chinese dishes.

We are now in Phase II. However, the planned start of demolition work on the Tower Building, originally scheduled for FY2024, is currently under review. This reconsideration takes into account the progress of the redevelopment plan for the entire Uchisaiwaicho 1-chome district as well as recent social conditions. At present, we are partially continuing operations at the Tower Building to maximize utilization of the Imperial Hotel, Tokyo’s assets, striving to maximize sales and profits. We are also advancing key initiatives such as the launch of the online store ANoTHER IMPERIAL HOTEL and the opening of Imperial Hotel, Kyoto in spring 2026.

Even after the opening of the new Tower Building and the new Main Building of the Imperial Hotel, Tokyo—key goals of Phase III—we will continue working company-wide to realize our vision as a hotel that represents Japan.

Financial Strategy

The Medium- to Long-Term Management Plan 2036 aims to enhance corporate value sustainably through phase-specific strategies while maintaining financial soundness.

As part of our growth investments, we are working to sustainably raise corporate value through wage increases, including base pay increases driven by productivity improvements among our employees, who are at the heart of our company, as well as through the planned opening of Imperial Hotel, Kyoto and the rebuilding of Imperial Hotel, Tokyo.

While the company has long maintained a virtually debt-free management policy, we are currently in a rare period of large-scale investment and growth, including the opening of Imperial Hotel, Kyoto and the rebuilding of Imperial Hotel, Tokyo. We are formulating and implementing our business plans with careful attention to financial soundness, including the balance of interest-bearing debt, equity capital, and future profit potential after the rebuilding.

From a cash flow perspective, when the COVID-19 pandemic began spreading in 2020, travel and gatherings were restricted for several years. However, thanks to sufficient liquidity on hand, we were able to retain our employees and weather the crisis. Although we must also consider the cost of funding, we recognize that the hotel industry is particularly sensitive to external factors. Accordingly, we plan to maintain a financial buffer to ensure stability in our cash flow.

Going forward, we will continue to focus on increasing sales and profit while also exploring diverse funding options to ensure a return on capital that exceeds our cost of capital, with a continued emphasis on sustainable corporate value enhancement.

We believe that our share price is shaped by investors’ understanding of and expectations for our company, and we will therefore strengthen our investor relations (IR) activities to ensure that our growth strategies and vision for the future are clearly communicated.

Promoting Sustainability

Imperial Hotel was founded at the request of the Meiji government, which was promoting Westernization, to serve as a guesthouse for the growing number of foreign dignitaries. The hotel was established under the leadership of Eiichi Shibusawa, known as the father of Japanese capitalism.

The story of our founding in response to a societal need reflects our strong public mission and social relevance, and we believe that the spirit of contributing to society is, in itself, the essence of modern sustainability.

We have long engaged in initiatives to reduce CO₂ emissions, prevent food waste, and eliminate plastic use. In recent years, we have strengthened efforts toward realizing a recycling-oriented society by recycling used coffee grounds into cattle feed and participating in projects that



Eiichi Shibusawa

produce sustainable aviation fuel (SAF) from used cooking oil.

In recognition of our various health management initiatives as part of our investment in human capital, we were selected as one of the Ministry of Economy, Trade and Industry’s “White 500” Certified Outstanding Organization of KENKO Investment for Health.

We will continue to promote sustainability and fulfill our corporate social responsibility.



The Imperial Hotel at the time of its opening

Shareholder Returns

Our basic policy is to ensure a stable management foundation through robust equity capital and to provide consistent dividends.

In line with this policy, we continued to pay dividends even during periods of net losses caused by the COVID-19 pandemic, in order to meet the expectations of shareholders who continued to support us.

Going forward, even as our business scale temporarily contracts due to redevelopment, we will continue shareholder returns by maintaining stable dividends, taking a comprehensive view of consolidated performance, future investment plans, and cash flow.

In addition to dividends, we launched the shareholder benefit program in FY2023 in response to strong interest and support from many shareholders.

We believe that by allowing shareholders to experience the outstanding services and products provided by our employees, they will gain a deeper understanding of our business.

Conclusion

Although our company has a history spanning 135 years and is often associated with tradition and conservatism, that very history has also been marked by many innovations that launched Japan-first products and services.

At the heart of each of these innovations was the sincere dedication of our employees to our guests, a spirit we believe continues to this day.

We will continue to enhance our corporate value by creating new value through an integrated approach that combines hardware, software, and human capital to respond to a changing social environment. As we do so, we sincerely ask for your continued support and trust in our journey ahead.

Medium- to Long-Term Management Plan 2036

Basic Strategies

Evolution of Grand Hotel	Enhance the strength of our brand through hardware renewal with reconstruction of the Hibiya Main Building and humanware enrichment by strengthening human resource development.
Stable Growth as a Company	Strengthen our earning capacity and financial base by expanding our real estate and other businesses in order to establish a solid structure for our hotel business in the future.
Solving Social Issues	Maximize our contribution to the SDGs in all of our corporate activities.



The business plan originally scheduled to begin in FY2024 is currently under review in light of the progress of the overall redevelopment plan for the Uchisaiwaicho 1-chome district and recent social conditions. However, the entire company remains committed to working toward the realization of our envisioned future.

Our Vision

As a leading hotel of Japan that carries on our founding spirit, we will further evolve the Imperial Hotel brand based on people. In addition, we will build a system that allows us to continue as a company under any business environment, and aim for the 150th anniversary of our opening in 2040.

Realizing Our Vision

	FY2020	FY2021	FY2022	FY2023	FY2024
Net sales (million yen)	22,051	28,617	43,772	53,335	52,610
EBITDA (million yen)	(5,310)	(4,857)	4,365	5,813	4,045

	(Reference) FY2019 results	Current Main Building solely operating	New Tower Building, Central Zone banquet hall and hotel operations	After opening of new Main Building
Net Sales Target	54.5 billion yen	Over 50 billion yen	Over 45 billion yen	Over 70 billion yen
EBITDA Target	6.1 billion yen	Over 3 billion yen	Over 7 billion yen	Over 17 billion yen

Special Feature 1 A New Era of Omotenashi

New Growth Strategy for the Imperial Hotel Group Led by Imperial Hotel, Kyoto

Located within the grounds of the Gion Kobu Kaburenjo Theater, Imperial Hotel, Kyoto is a strategic project that contributes to the sustainable growth and enhanced corporate value of the Imperial Hotel Group. The hotel preserves and repurposes part of the Yasaka Kaikan Hall, a National Registered Tangible Cultural Property.

Project and Facility Overview

Hotel name	Imperial Hotel, Kyoto
Site area	3,623.17 m ²
Total floor area	10,804.24 m ²
Total project cost	Approx. 12.4 billion yen
Floors	7 floors above ground level, 2 floors below ground level
Main purposes	Hotel facilities including 55 guest rooms, restaurants, bars, and wellness facilities (spa, pool, fitness gym)
Opening date	March 5, 2026 (Thursday)



Enhancing Our Brand Value and Strengthening International Competitiveness through the Launch of Our First Small Luxury Hotel

First New Imperial Hotel Opening in 30 Years

Since the opening of Imperial Hotel, Osaka in 1996, this will mark the fourth Imperial Hotel location and the first new opening in approximately 30 years. It will showcase the full breadth of our expertise, delivering exceptional service and ushering in a new phase of growth.

Expansion into a Globally Recognized Cultural City

Opening in Gion, a cultural symbol of Kyoto, a city renowned worldwide as an international cultural and tourism hub, will further elevate the prestige of the Imperial Hotel brand.

Joining The Leading Hotels of the World

As of April 1, 2025, Imperial Hotel, Kyoto has been accepted into The Leading Hotels of the World, a prestigious collection of independent luxury hotels known for their rigorous standards. This advance membership, granted a full year prior to opening, will strengthen global recognition, boost sales capabilities, and enable broader outreach to high-end clientele around the world.



Exterior Rendering of Imperial Hotel, Kyoto (Main Building) Note: The building on the right is the entrance to the Kaburenjo Theater

Defined Target Market, Uncompromising Service Quality, and High Profitability

Appealing to High-End Clients Both Domestically and Internationally

The primary target clientele includes discerning high-end customers, both in Japan and abroad, who have a deep interest in art, history, and culture, and who value sustainability. Among them are approximately 120,000 members of the Imperial Club (as of August 2025). In June 2025, a new social media account targeting international audiences was launched to enhance global outreach.

Pursuing High Profitability

As a “Made in Japan” hotel, we will offer superior service quality, while also enhancing profitability through a distinctive pricing strategy for guest rooms based on detailed analysis of Kyoto’s luxury hotel market.

Creating a Unique Identity

Preservation and Utilization of the Registered Tangible Cultural Property, Yasaka Kaikan Hall

Imperial Hotel, Kyoto preserves and utilizes part of the nationally Registered Tangible Cultural Property, Yasaka Kaikan Hall (completed in 1936), carrying its legacy forward as a hotel. In addition to preserving this beloved local landmark, the project also contributes to carbon neutrality by reducing environmental impact compared to entirely new construction.

Design Philosophy: “Old is New”

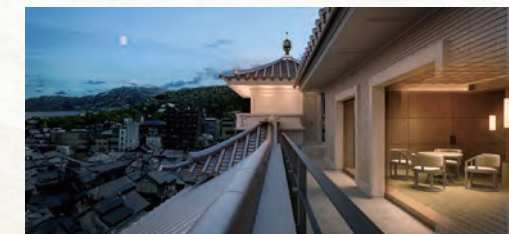
The interior design, based on the philosophy “Old is New” by architect Tomoyuki Sakakida (President, New Material Research Laboratory), fuses traditional Japanese materials with modern sensibilities to offer a highly distinctive experience of extraordinary moments and comfort in Kyoto’s competitive hotel market.

Historical Link Between Yasaka Kaikan Hall and the Imperial Hotel

Architect Tokusaburo Kimura (Obayashi Corporation), who designed Yasaka Kaikan Hall, shares an architectural link with Frank Lloyd Wright, designer of the second Main Building of the Imperial Hotel (the famed “Wright Imperial”), through their use of terracotta tiles produced in Tokoname. This connection enriches the narrative that ties Imperial Hotel to Yasaka Kaikan Hall, offering guests a unique story. (The preservation and renovation work is also being carried out by Obayashi Corporation.)

Synergy with the Local Community

Through the preservation and utilization of Yasaka Kaikan Hall, the hotel helps pass on Gion’s deeply rooted history and culture to future generations. By strengthening ties with the local community, the hotel contributes to revitalizing Gion and supporting its sustainable development.



Rendering of Imperial Suite



Design Concept: “The Imperial Dances”



Work to preserve exterior wall tiles at Yasaka Kaikan Hall



The General Manager and staff in charge of preparations for the opening

Robust Operational Structure and Steady Preparations for the Opening

Recruitment and Development of Personnel

Imperial Hotel, Kyoto began recruiting and training new staff in FY2024 in preparation for the opening. Experienced staff from Imperial Hotel, Tokyo and Imperial Hotel, Osaka will lead the team to ensure that high service standards are in place from the very start of operations.

Planned Project Execution and Ongoing Value Creation

Obayashi Corporation, which also built the original Yasaka Kaikan Hall in 1936, is in charge of the current hotel construction. This complex cultural property restoration project, which simultaneously preserves, restores, and expands the building, has progressed smoothly thanks to the understanding and cooperation of the local community.

Message from the General Manager

Imperial Hotel, Kyoto preserves and utilizes the nationally Registered Tangible Cultural Property Yasaka Kaikan Hall, offering a luxury experience of true comfort to guests from Japan and abroad in this one-of-a-kind location that embodies the history and culture of Gion.

As we prepare for the grand opening, we are reaffirming our corporate philosophy: “As a company striving to be the very best international hotel, to contribute to the international community’s further development and to enhance leisure living and culture for all people by providing superior products and services.” United in this spirit, our entire team is moving forward with dedication.

As the first small luxury hotel under the Imperial Hotel brand, we are committed to delivering exceptional service and maintaining high profitability to contribute meaningfully to the entire Imperial Hotel Group. At the same time, we will strive to support the continued growth of the remarkable Gion community.



General Manager,
Imperial Hotel, Kyoto
Reiko Sakata

The Reinvention of Imperial Hotel, Tokyo

—Redevelopment Project Underway—



Image: ATTA - Atelier Tsuyoshi Tane Architects

The redevelopment plan for the Imperial Hotel, Tokyo includes constructing a new hotel that will continue to fulfill its role as Japan's state guesthouse while practicing socially responsible management aligned with achieving the SDGs. This fourth-generation Main Building aims to further elevate the brand power of the Imperial Hotel as a grand hotel that Japan is proud to showcase to the world. It also seeks to maintain its pivotal role as a “Made-in-Japan” hotel for the next 100 or even 200 years.

Once the current plan is completed, it will establish the largest operations scale in the company's history, encompassing the expanded commercial space of the new

Tower Building and new Main Building, the expansion into the Central Zone, and the inclusion of Imperial Hotel, Kyoto, which will open ahead of this redevelopment.

To maintain customer engagement and ensure continued employment for staff during the redevelopment period, the Main Building and Tower Building will be rebuilt in phases.

During the reconstruction phase, operations in Osaka and Kamikochi, as well as the new Kyoto property scheduled to open in spring 2026, will remain active, with each location contributing stable revenue to support the steady execution of the redevelopment plan.

Maximizing Corporate Value Through Redevelopment

Maximizing Corporate Value



By advancing this redevelopment plan, we aim to enhance our brand strength, stabilize our management and financial foundations, and contribute to local communities and society at large, ultimately increasing our corporate value.

Enhancing Brand Strength

As global luxury hotels enter neighboring areas, refreshing our buildings and facilities will not only enhance our product competitiveness but also drive improvements in service and operations. In doing so, we aim to further strengthen our brand, which was founded as “Japan's state guesthouse.”

Improving Profitability and Stabilizing Our Management Foundation

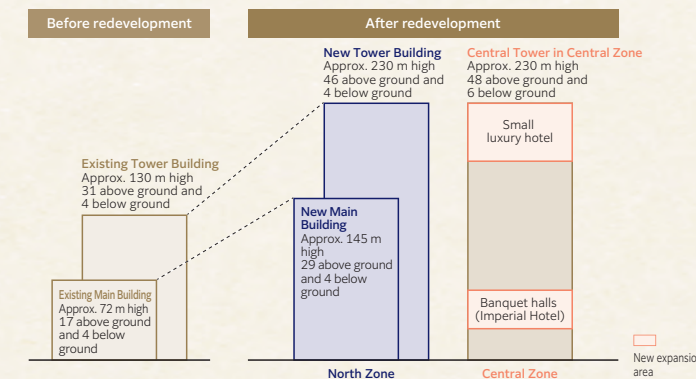
By acquiring additional floor area ratio, we will expand our commercial space and boost profitability. By strengthening our office operations and other areas, we will rebuild our business portfolio to flexibly respond to changes in the external environment, thereby enhancing the stability of our management foundation.

Community and Social Contribution

We will participate in integrated urban development projects with the goal of further enhancing the safety and security we value, and work together with surrounding communities to create environmentally friendly and disaster-resilient urban spaces.

The New Look of Imperial Hotel, Tokyo

Through this redevelopment project, the scale of the new Main Building and new Tower Building will be significantly increased compared to the current facilities. The planned floor area ratio will reach approximately 1,340%, and the total floor area of both buildings combined will expand from around 240,250 m² to approximately 420,000 m², about 1.7 times larger. We will also expand the Imperial Hotel's business area into part of the Central Tower to be completed in the adjacent Central Zone.



The new Main Building, like the current one, will be a standalone grand hotel equipped with guest rooms, banquet halls, restaurants, bars, and lounges.

The new Tower Building will not only continue to offer office and commercial spaces, but will also expand its serviced apartment offerings, already well received by guests, featuring upgraded buildings, facilities, and services. Additionally, as a new venture, we will develop rental housing in the upper floors, offering a new value proposition: “Living in Hibiya.”

In the adjacent Central Tower in the Central Zone, we will operate banquet halls on the lower floors and a new brand of small luxury hotel on the upper floors. The banquet facility is expected to include a large hall exceeding 1,000 m², offering a view of Hibiya Park. The hotel will be a lodging-focused property with approximately 100 guest rooms.



Rendering of the Uchisaiwaicho 1-Chome District
Note: As of March 24, 2022. Subject to change.

Partnerships Supporting Redevelopment Plans

Joint Project with Mitsui Fudosan Co, Ltd.



Since Mitsui Fudosan Co., Ltd. became a capital partner in 2007, we have worked together from the planning stage of our redevelopment project, leveraging Mitsui Fudosan's extensive expertise and proven track record in large-scale real estate development. To ensure the successful execution of this plan, we continue to partner with Mitsui Fudosan in jointly implementing the project.

After the demolition of the existing Tower Building, a portion of the site will be entrusted to Mitsui Fudosan, and the two companies will jointly construct the new Tower Building. Following the start of operations at the new Tower Building, we will continue to draw on our partner's extensive expertise as one of Japan's leading office operators to ensure stable operations and secure profitability.

Tokyo Cross Park Vision



The developers advancing the redevelopment of the Uchisaiwaicho 1-Chome District, including Mitsui Fudosan Co., Ltd., NTT Urban Development Corporation, The Dai-ichi Life Insurance Company, Limited, and Chuo-Nittochi Co., Ltd., are working together to realize the Tokyo Cross Park vision, a concept that guides development of the district.

This district represents one of the largest urban development projects in central Tokyo, connecting to Hibiya Park. Through collaboration among the participating companies, it integrates strengths across various fields—including urban planning, digital technology, hospitality, well-being, carbon neutrality, and disaster prevention—to create new value and address societal challenges, in a bid to realize a next-generation smart city.

Special Feature 2

The “Omotenashi” Spirit of Japanese Hospitality Passed Down Generations —

Human Resource Initiatives Supporting the “Omotenashi” Spirit of Japanese Hospitality

The Imperial Hotel’s Medium- to Long-Term Management Plan 2036 declares our commitment to further evolving the Imperial Hotel brand“ based on people. We believe that providing the finest services and offerings that satisfy our guests is essential for continued growth as the best international hotel. At the heart of this pursuit is the spirit of Omotenashi, a tradition handed down since our founding.

To ensure that each and every employee can take pride in their work, grow as a professional, and remain committed over the long term, we are actively enhancing human resources development and the workplace environment.

Reforming Our Corporate Culture to Harness the Strength of Diversity — A Company-Wide Commitment to the Pursuit of Omotenashi —

Formulating Policies on Human Resources Development and the Workplace Environment

The foundation for sustainable business growth and development lies in people. To raise customer satisfaction and enhance corporate value, we recognize that diverse employees, regardless of age, gender, or nationality, must be empowered to make the most of their individual strengths. To this end, we have established a Human Resources Development Policy and are investing in

programs to develop our people.

We have also formulated a Work Environment Policy to create a supportive setting where employees can autonomously pursue their growth, and where all employees, with their unique backgrounds and abilities, can continue delivering superior services and offerings with peace of mind.

▶ Policies on Human Resources Development and the Workplace Environment



Human Resources Development

— Supporting the Growth of Every Employee Who Practices Omotenashi —

We have established a Human Resources Development Office to implement structured and comprehensive training programs.

Training for New Employees

New hires participate in onboarding programs to acquire essential knowledge and understand the mindset and behaviors expected of Imperial Hotel staff. Follow-up training continues through the first year to support early development.



Training of new employees

Developing the Next Generation of Leaders

To cultivate future leaders, we offer a wide range of in-house and external training programs—ranging from interoffice exchanges between Tokyo and Osaka to overseas study programs—available by application or nomination.

Level-Based Training

Employees receive training aligned with their internal qualifications and role grade, acquiring an organizational perspective and the skills needed to manage teams.

Enhancing Fundamental Skills for All Employees

All staff are provided with language training, caregiver support training, and occupation-specific programs. Individual departments also offer specialized training as needed to deepen knowledge and skills required for their roles.



Training to enhance fundamental skills

Self-Development Support

We support employees’ voluntary efforts to grow through systems that encourage certification acquisition and provide assistance for distance learning.

Language Study and Study Abroad Support

Language programs are offered based on occupation and proficiency level. We also operate a system in which employees can propose their own overseas study or training plans and apply for support through our overseas study encouragement programs.

As Expected of the Imperial Hotel Promotion Initiative

The As Expected of the Imperial Hotel Promotion Initiative was launched in 1999 with the aim of exceeding guest expectations and earning the praise, “As Expected of the Imperial Hotel”

The initiative is built on the Principles of Conduct and nine action themes. Practicing the nine action themes, Greetings, Cleanliness, Appearance, Gratitude, Attention, Humility, Knowledge, Creativity, and Challenge, is considered as the first step toward receiving the “As Expected of the Imperial Hotel” recognition from guests, and efforts are made to instill the Principles of Conduct in every employee.

Each month, all the department heads from Tokyo, Osaka, Kamikochi, and Kyoto gather for the “As Expected of the Imperial Hotel Promotion Committee of Department Heads” (hereafter referred to as the Promotion Committee), which is distinct from revenue-focused meetings and continues as a forum dedicated to discussions on service quality.

The topics discussed in the committee are shared with individual employees to foster shared awareness, while departments (organizations) carry out initiatives aligned with their annual goals. This encourages proactive thinking and initiative-taking, thereby enhancing the strength of Imperial Hotel as a whole.



Workplace award ceremony (Tokyo)



Workplace award ceremony (Osaka)



“As Expected of the Imperial Hotel” Annual Grand Prize award ceremony

“As Expected of the Imperial Hotel” Individual Award

Employees who exemplify the Principles of Conduct and action themes and who are especially recognized as embodying the spirit of “As Expected of the Imperial Hotel” are selected for the “As Expected of the Imperial Hotel” Individual Award following deliberation by the Promotion Committee. All personnel involved in the Imperial Hotel, including employees of partner companies, are eligible for this award. In Tokyo, the President personally visits the recipient’s workplace to present the award alongside their team members; in Osaka, the same is done by the General Manager. (In FY2024, 36 awards were given to 45 individuals.)

“As Expected of the Imperial Hotel” Group Award

Teams that achieve collective results deserving of the “As Expected of the Imperial Hotel” name, such as enhancing customer value, improving product or service quality and efficiency, or raising employee competencies, conduct, and work attitudes, are selected for the “As Expected of the Imperial Hotel” Group Award following deliberation by the Promotion Committee. (In FY2024, 13 teams received this award.)

“As Expected of the Imperial Hotel” Annual Grand Prize

Among the previous year’s award recipients, those deemed to be especially outstanding are selected for the Annual Grand Prize through voting by the Promotion Committee and a companywide vote by all employees. The Annual Grand Prize ceremony brings together recipients, executives, department heads, and employees, and is held each year as a large-scale event simulcast between Tokyo and Osaka. Through the voting process, each employee is encouraged to reflect deeply on what constitutes the “As Expected of the Imperial Hotel” spirit, making the award a valuable opportunity to learn from the exemplary actions of the winners.



Note: Titles are as of the time of the interview



Defining the Role of Omotenashi in Connecting Guests and the Imperial Hotel

Cultivating Omotenashi in Each Workplace Setting

K.S. The Imperial Hotel’s corporate philosophy and conduct guidelines do not explicitly define in the form of specific rules what form Omotenashi should take in the workplace. All four of us gathered here today are from different departments that normally don’t interact, yet each of us cultivates our own style of Omotenashi in our respective workplaces through a shared sense of caring for our guests, and this, in turn, shapes our company-wide values and attitudes. That’s the image I have when I think of Omotenashi.

I.T. I agree. The word Omotenashi on its own can be difficult to define, but I believe our corporate vision of becoming “the very best international hotel” helps us focus on universal attentiveness and rigorous quality management, qualities that even overseas guests can appreciate. In that sense, I think the concept of

Omotenashi becomes tangible when we focus on raising the quality of our guest services and making improvements on a daily basis. This is my 20th year at the company, and I’ve long been involved in front desk operations. In that role, I always aim to go beyond the manual to tailor my service



to each guest’s unique situation. For example, when guests arrive from long international flights or are struggling with check-in while caring for small children, I try to propose services that help them feel comfortable and at ease during their stay. In these moments, I find myself consciously practicing Omotenashi.

J.C. I currently work in a dining facility contracted within a nursing home, and the guests we serve are limited to the residents, their families, and close acquaintances. First, I make sure to learn and match each resident’s name and face. We also share information among staff about their eating preferences and eating pace to help make their dining experience as pleasant as possible. None of this is mandatory, but we do it out of a shared desire to serve our guests well, with each staff member acting proactively. I feel that this spirit forms the foundation of Omotenashi in my workplace. Many of the residents on the nursing care floors are in good spirits even if they can’t go out, so offering them course meals and operating a bar within the facility gives them a taste of the extraordinary, and that too, I believe, is a form of Omotenashi.

N.Y. Since joining the company, I have been working in the Pastry Section of the Culinary Department at Imperial Hotel, Tokyo, creating desserts. In April, I was transferred to the Kyoto Preparatory Office, where I am now involved in preparations for the opening of Imperial Hotel, Kyoto. The Culinary Department is typically a behind-the-scenes department with limited customer interaction. However, in Kyoto, even kitchen staff will be more involved in directly serving guests, resulting in more opportunities for face-to-face service. Since Kyoto has many international visitors, I am also studying English so I can communicate our Omotenashi beyond language barriers. Even in pastry work, I often find moments that connect to Omotenashi. For example, when writing a message on a birthday cake plaque, I focus intently on making it look its best, mindful that the guest chose the Imperial Hotel for their once-a-year celebration. Likewise for course desserts, I always try to prioritize the guest’s experience, taking into account the flow of the meal and seasonal elements, rather than simply making what I want to make. I’ve learned this attitude by observing the serious and disciplined approach of senior chefs.

K.S. From the time I joined the company, watching how senior colleagues approached guest service taught me to think ahead one or two steps to ensure our guests enjoy a comfortable experience. That mindset now forms the core of my approach to Omotenashi. I now work in the International Marketing Office, where I communicate with travel agencies and other partners to understand guest needs and develop systems to expand usage. Customer needs vary by country, so I work to draw out those needs skillfully, explain the services Imperial Hotel can offer, and actively exchange views with customers. There are many

ways I can incorporate the spirit of Omotenashi into my current role as I work to create systems that encourage more guests to choose us.

To get guests to feel “As Expected of the Imperial Hotel”

I.T. I’ve found everyone’s thoughts on their approaches and perspectives on Omotenashi in their respective workplaces to be very insightful. At the same time, it made me want to reflect on how our guests actually perceive our Omotenashi. At Imperial Hotel, we are engaged in the As Expected of Imperial Hotel Promotion Initiative, where all employees strive to exceed guest expectations, aiming to be recognized by guests and society with the words “As Expected of the Imperial Hotel.” The spirit of Omotenashi is surely the foundation for providing services that evoke this response. By addressing guests by name, engaging in light conversation, smoothly coordinating tasks such as check-in/check-out and arranging taxis or deliveries, and even welcoming guests as a team in the lobby, we help create a warm, familiar connection. Thanks to this approach, some guests have even made the Imperial Hotel their go-to accommodation when visiting Tokyo. Our strength lies in our close information-sharing about guests and our cross-departmental cooperation, which I believe plays a key role in enhancing guest satisfaction.

N.Y. After joining the company, I was assigned to the Kamikochi Imperial Hotel for a time. When I displayed my sugar sculptures in the hotel, a guest who had seen my work previously in Tokyo recognized it, and since then, I’ve had the opportunity to make custom-ordered cakes for them each year when they stay at our hotel in Tokyo. It’s rare to be personally requested for a cake, so I was very moved by the guests’ recognition of my work. As we prepare for the opening of Imperial Hotel, Kyoto, we all aim to deliver customer-first hospitality, and I hope that by collaborating across departmental lines, as I.T. mentioned, we can create services that will satisfy our guests. To guide younger colleagues, I believe it’s important for me to take



Special Feature 2 The “Omotenashi” Spirit of Japanese Hospitality Passed Down Generations

the lead and demonstrate Omotenashi through my own actions.

J.C. This happened when I was working at the Kamikochi Imperial Hotel. I told a guest I had served that I would be transferring to Parkside Diner in Tokyo, and they said, “I’ll have to visit sometime.” I assumed it was just a polite comment, but the guest actually came to visit the following month after I transferred. I was genuinely happy that they made the effort to visit, and it made me feel that my own style of Omotenashi had reached them. At my current workplace, I try to remember the face and name of every resident, and since all staff members’ photos and names are posted at the building entrance, many residents remember us as well. I want to continue building these meaningful relationships, something not often possible at hotels, and further enhance the satisfaction of my customers.

K.S. Before joining the International Marketing Office, I spent four years on assignment at Halekulani Corporation, our partner company in Hawaii, where I worked as Guest Relations Manager at one of their hotels. During my time in Hawaii, I faced many challenges in an unfamiliar workplace. But as I was preparing to return to Japan at the end of my assignment, a guest who had never expressed such feelings in person sent me a long email saying, “I’ll miss you. I truly appreciate all the service you have provided us.” I was deeply touched. I had tried to embody the Omotenashi I had developed through my experiences at Imperial Hotel, and I felt that the guest had recognized that effort. At the same time, I learned that hospitality should match the local culture. In Hawaii, guests appreciated warm, approachable service more than formal gestures like bowing when entering the back office from the front. I learned that instead of imposing my own Japanese-style Omotenashi, it is important to offer the kind of hospitality the guest is looking for.



Training and management practices that underpin Omotenashi

J.C. One of the features of the Imperial Hotel is that it provides a lot of training for its employees, which I feel is very comprehensive. New hires receive two weeks of basic training covering everything from workplace attitudes and etiquette to practical matters such as how to read payslips. After that, a variety of development programs are offered to support professional growth, including level-based and role-specific training. I believe this emphasis on human resources development serves as a foundation for delivering Omotenashi.

K.S. Broadly speaking, there are two main categories of training: one supports practical skills and certification acquisition, and the other consists of level-based programs designed to develop the competencies and judgment expected in the workplace. The level-based training in particular helps participants become more aware of their roles; when facing a difficult decision, I can reflect on the goals I set during that training to help guide my thinking. It encourages us not just to follow instructions, but to think independently and proactively.

I.T. As just explained, the level-based training is highly useful in our day-to-day work. It brings together employees from a range of departments that we have few opportunities to interact with, so it’s also a great way to build cross-departmental relationships, which gives me a sense of support.

N.Y. In the Culinary Department, we regularly participate in training sessions that cover fundamental techniques in areas outside our usual specialties, such as Chinese cuisine or bakery skills, allowing us to deepen our overall food knowledge. Personally, in order to deepen my expertise in desserts, I also attend external workshops and reach out to chefs outside the company for one-on-one discussions, beyond the training offered in-house. There are also many opportunities to compete in culinary competitions both in Japan and overseas. I appreciate that even younger staff members can test their skills early in their careers.

I.T. What I particularly appreciate in terms of company support for employees is the comprehensive system for work-life balance. I use a system that allows for 90 minutes of reduced working hours per day, enabling me to drop off and pick up my children, one in elementary school and one in daycare, on my way to work. My colleagues and supervisors have been very supportive and accepting, and I am deeply grateful for their understanding and cooperation regarding my use of the system. Currently, including myself, three staff members at the front desk are using this system to balance work and family life.

K.S. I have a six-year-old son and a younger son born last year, and I plan to take paternity leave soon. Even now, I benefit greatly from the understanding of my supervisor, which allows me to work remotely and adjust my working

hours. Our company offers a full two-day weekend, which is rare in the hotel industry, and supports employees through generous systems including not only maternity and childcare leave but also caregiving support systems. This is a management approach that puts into practice the belief that increasing employee satisfaction ultimately leads to greater customer satisfaction.

What I Want to Achieve as a Personal Challenge

I.T. I believe the number of international guests will continue to grow, so I want to challenge myself to develop English skills appropriate for a luxury hotel. I don’t think the English I learned in school is enough; I aim to become a front desk staff member who can speak more refined and courteous English, like that used by butlers in luxury hotels overseas.

J.C. I also want to improve my English skills. Currently, our guests are all Japanese residents at the facility, but when I return to Imperial Hotel, I expect there will be even more international guests, and I want to study to overcome my discomfort with English. I really enjoy customer service, so I want to interact with guests in a way that communicates that feeling, even to international visitors.

N.Y. My biggest personal goal is to be selected as a member of the Japan team for the Coupe du Monde de la Pâtisserie, known as the Pastry World Cup, and win first place at the finals in France. I fully intend to achieve this goal. I also hope to become someone who can influence



the confectionery industry and give back to Imperial Hotel, which helped nurture me.

K.S. I was truly inspired by the ambitious goal N.Y. has set. With the upcoming opening in Kyoto and the redevelopment of our Tokyo location, Imperial Hotel is at a turning point, and I want to help create a workplace where employees can work with confidence and pride every day. I believe that the vitality of our staff is what fuels exceptional service, and I want to be involved in building systems and learning frameworks that support that. And as Eiichi Shibusawa, our company’s first chairman, once said, I want guests from around the world who visit the Imperial Hotel to always remember the excellence of Japan and of our hotels. I hope to carry forward Imperial Hotel’s Omotenashi spirit of hospitality into the future.



Promotion of Sustainability

To actively address the United Nations’ Sustainable Development Goals (SDGs), our group restructured the former “Environmental Committee” into the “Sustainability Promotion Committee” in April 2020 and promotes initiatives based on the SDGs, including environmental stewardship, risk management, social contribution, and diversity.

In the Medium- to Long-Term Management Plan 2036, addressing social issues is positioned as one of the company’s key priorities, with a strategy to maximize the contribution of all corporate activities to the SDGs.

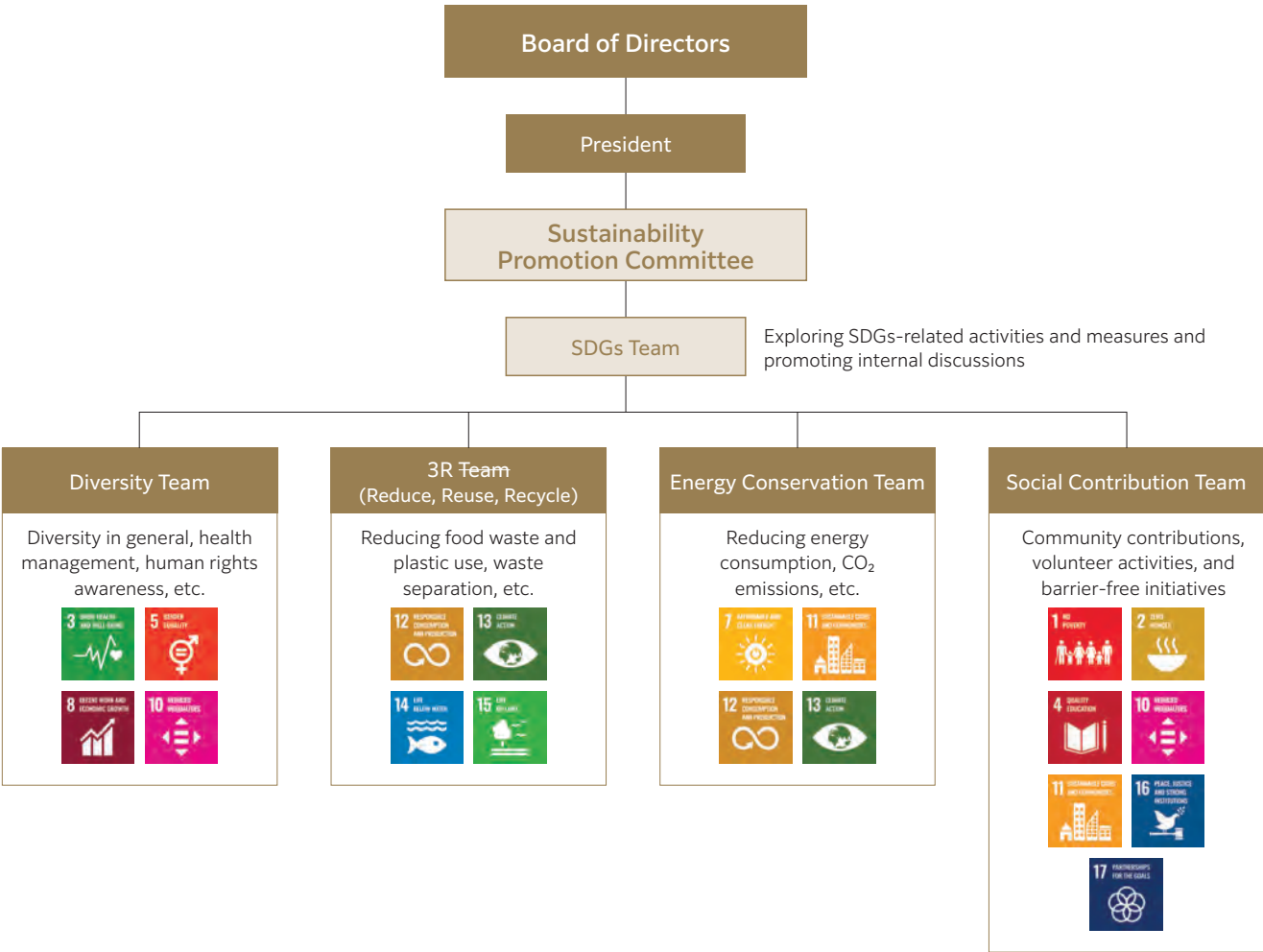
Promotion framework

The Sustainability Promotion Committee, chaired by the company president and comprising all executives, department heads, and subsidiary presidents, holds regular meetings twice a year and additional meetings as needed. Based on the four basic policies for sustainability promotion activities, the committee deliberates on matters including the lawful management of legally mandated reports and submissions related to sustainability, and the appropriateness of each initiative. It sets goals, formulates plans, and manages progress with these considerations in mind, and reports the outcomes of these deliberations and decisions to the Board of Directors as needed.

The Board of Directors also reviews the progress of these initiatives and holds discussions as needed.

Four basic policies

1. Pursue sustainable growth and resolution of social issues through sound business activities.
2. Plan and implement with safety, reliability, fairness, and appropriateness in mind.
3. Contribute to the development of society in cooperation with stakeholders as a good corporate citizen.
4. Enhance the effectiveness of our social activities in light of both domestic and international circumstances.



Approach to Activities

We have identified 15 out of the 17 SDGs as key challenges to address. Under the theme of balancing luxury and sustainability, we aim to co-create a sustainable hotel together with our guests through our sustainability initiatives.

Imperial Hotel supports the SDGs (Sustainable Development Goals).

Subcommittee Activities

The SDGs Team holds quarterly regular meetings focused on strengthening team functions through progress management of each subcommittee and active information exchange with external parties, promoting the dissemination of its initiatives, supporting the development of new products and services that contribute to the SDGs, and fostering internal awareness through the realization of employee-generated ideas.

The four subcommittees are composed of employees from the relevant departments and are appointed on a yearly basis. Each subcommittee also holds quarterly meetings, centering on hands-on activities such as visits to recycling facilities, participation in local cleanup efforts, and involvement in internal and external events.

Participation in local cleanup activities

Participation in awareness events to reduce food loss

Initiative for International Women's Day

Flower bed management at Hibiya Park

Videos Introducing the SDGs Activities of Employees

At Imperial Hotel, employees proactively engage in activities to contribute to the SDGs, and they share their desire to “walk toward a sustainable future together with our guests” through these videos.

Imperial Hotel, Tokyo

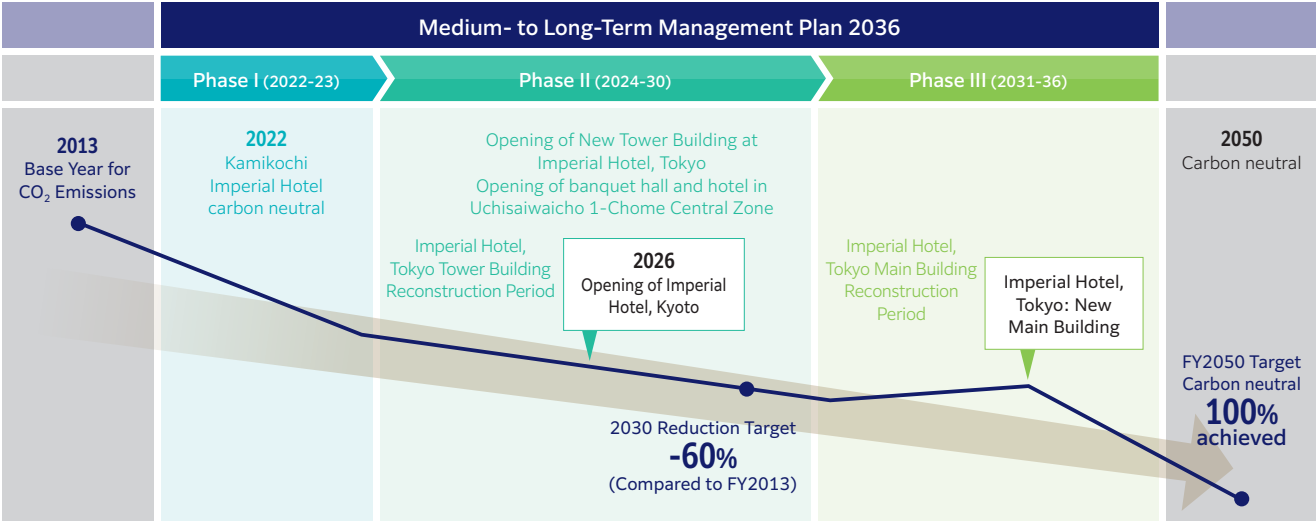
Imperial Hotel, Osaka

Sustainability Timeline	
December 2001: Environmental Committee established	March 2021: Agreement signed regarding acceptance of travelers during disasters (Osaka)
August 2003: Risk Management Committee established	March 2022: Certified as Health and Productivity Management Organization 2022
March 2008: Food Safety and Trust Committee established	April 2022: Achieved carbon neutrality (Kamikochi)
September 2013: Agreement signed regarding acceptance of stranded individuals during major disasters (Tokyo)	June 2022: Formulated and published the decarbonization roadmap
June 2014: Received Kurumin certification mark	March 2023: Formulated and published Sustainability Procurement Policy
March 2016: Declaration of promotion of diversity	March 2023: Received 5 Gyoiko Zakura rating under the international certification “Sakura Quality An ESG Practice” (Tokyo, Osaka, Kamikochi)
June 2016: Received Eco Mark certification (Tokyo, Osaka, Kamikochi, Kashiwa)	October 2023: Achieved 100% CO ₂ -free electricity usage (Tokyo, Osaka)
January 2017: Received the Gold Prize Eco Mark Award 2016	April 2024: Formulated and published Human Rights Policy
March 2017: Received Excellence Award at 2016 Environmental Human Resource Development Corporate Awards	March 2025: Certified as “Outstanding Organization of KENKO Investment for Health 2025” (White 500)
April 2017: Received Tomonin certification mark	April 2025: Human Rights Awareness Promotion Committee (formerly Dowa Issues Promotion Committee) established
June 2019: Received Eruboshi certification mark	
October 2019: Received Japan Hotel Association Award for Excellence at Social Contribution Awards	
April 2020: Sustainability Promotion Committee (formerly Environmental Committee) established	

Environmental Initiatives

Promotion of Decarbonization

Based on the decarbonization roadmap outlined in the Group’s Medium- to Long-Term Management Plan 2036, we set the target of reducing CO₂ emissions (Scope 1+2) at our directly managed sites by 60% (compared to FY2013) by FY2030 and achieving net-zero emissions by FY2050. To this end, we are implementing a range of measures. In addition to promoting even more energy conservation activities and introducing renewable energy, by deploying the latest technology for new hardware installed during redevelopment, we are striving to reduce our environmental burden.



Introduction of renewable energy

Imperial Hotel, Tokyo and Imperial Hotel, Osaka have adopted CO₂-free electricity throughout their facilities, and the kitchen gas used is carbon offset city gas. Kamikochi Imperial Hotel has also operated on a carbon-neutral basis since 2022.

Installation and Expansion of EV Charging Stations

In response to the growing adoption of electric vehicles, Imperial Hotel, Tokyo and Imperial Hotel, Osaka have introduced charging stations that guests can use during their stay. As destination facilities that cater to long-distance travelers and offer extended stays, these hotels play a key role in supporting sustainable mobility by providing destination charging that enhances convenience for EV users and reduces range anxiety during travel.



Introduction of Environmentally Friendly Vehicles

Imperial Hotel Hire is introducing fuel cell vehicles, which are also partially used in shuttle plans to Kamikochi Imperial Hotel.



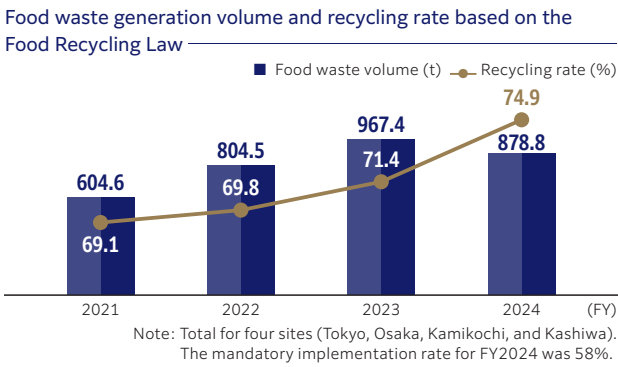
Plastic usage reduction

In accordance with the Plastic Resource Circulation Act enacted in April 2022, we have been progressively reducing plastic usage of 12 targeted guest room amenity items at our hotels in Tokyo, Osaka, and Kamikochi by adopting bamboo, wooden, and plant-based alternatives. We also use low-environmental-impact materials for items such as mineral water bottles and deli containers sold in our hotel shops.



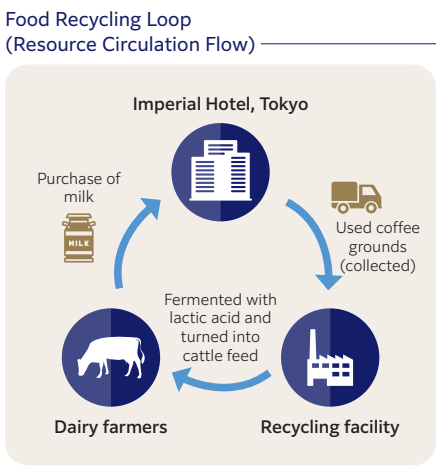
Toward a Recycling-Oriented Society

Guided by the concept of “Deliciously changing society”, the Group is focusing on reducing food loss. We are advancing efforts in each division, including the thorough management of ingredient procurement and the implementation of waste-minimizing techniques during the cooking process. The implementation rate of food waste recycling based on the Food Recycling Law (total of our four directly managed business sites) has been maintained to achieve the required value.



Food recycling loop from used coffee grounds

Imperial Hotel, Tokyo is promoting a reuse initiative (food recycling loop) in which coffee grounds generated in banquet halls and restaurants are recycled into cattle feed, and we purchase the milk from dairy cattle raised on that feed. This initiative was officially certified in July 2025. This scheme of coffee grounds use for dairy cattle is the first of its kind in the hotel industry. By becoming a Certified Food Recycling Loop Operator in collaboration with recycling organizations and dairy farmers, and by forming new partnerships, we are promoting a supply chain that considers sustainability.



Recycling Used Cooking Oil into SAF

By producing Sustainable Aviation Fuel (SAF) made from used cooking oil, we are participating in the project that aims for a decarbonized society called the Fry to Fly Project. Used cooking oil generated at three sites (Tokyo, Osaka, and Kashiwa) is collected and converted into SAF, which is used as aviation fuel. By helping with actions to decarbonize a form of travel that is closely linked to the hotel industry, we are promoting sustainable tourism.



Food waste countermeasures

Sustainable original salt

Vegetable peels, fruit rinds, and shellfish shells are baked in a low-temperature oven, ground into powder, and mixed with salt to create original salt used in dishes. Additionally, this salt is sold in hotel shops, with a portion of the proceeds donated to the non-profit organization JEAN to support environmental protection initiatives.



Mottainai Banana

As an effort to reduce food waste within the supply chain, we supported Dole Co., Ltd.'s “Mottainai Banana Project,” which aims to reduce discarded bananas, and sold sweets developed for this initiative.



Development of “New Texture White Bread” with a white crust

We developed “W-E Bread,” a white bread with a white crust and a new texture, which is used for sandwiches offered at our hotels. This product was born from a combination of ingenuity and a shift in perspective, contributing to the reduction of food waste while inheriting the traditional taste and style.



Utilizing Food Waste for “Closed-Loop Vegetables”

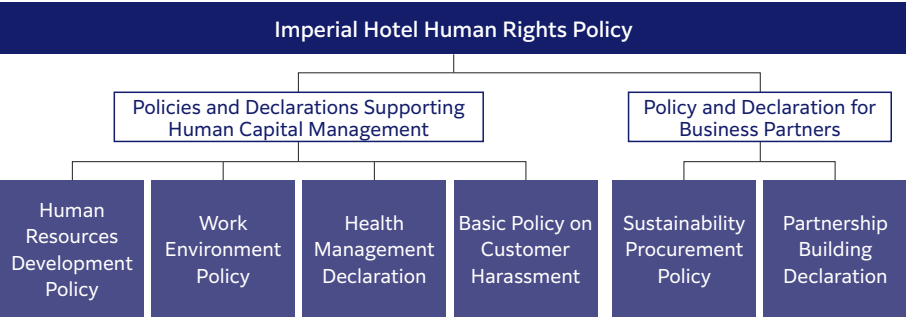
Since 2007, food scraps generated in our restaurants and banquet halls have been dried in-house and made into fertilizer for growing vegetables through a partner company. Vegetables grown using this fertilizer are purchased as closed-loop vegetables and used in some dishes in our restaurants.

Addressing Social Issues

To promote sustainability based on our Corporate Philosophy, respect for human rights is positioned as one of our key management tenets. Guided by this approach, we are advancing initiatives that contribute to people and society, fulfilling our social responsibility to all stakeholders.

Human Rights

We have established the Imperial Hotel Human Rights Policy to foster a corporate culture of respecting human rights and promote initiatives across all corporate activities with the aim of fulfilling our responsibility to respect the human rights of stakeholders.

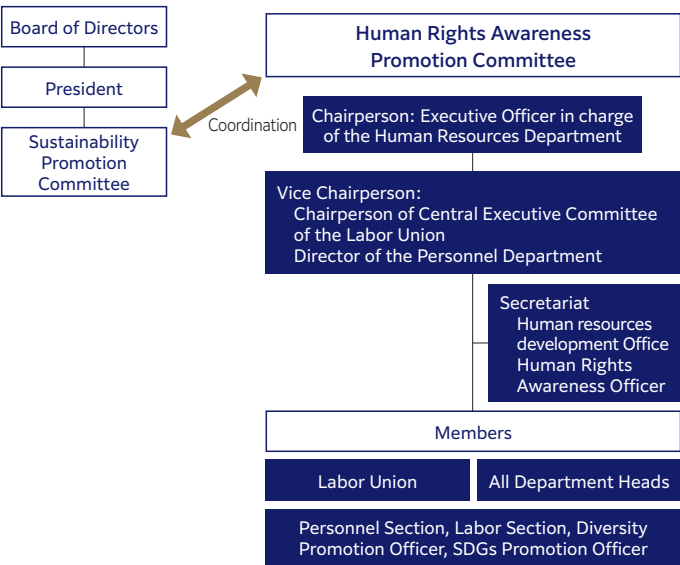


Imperial Hotel Human Rights Policy

Policy	In accordance with our corporate philosophy, we aim to foster a corporate culture that respects human rights and we promote initiatives to uphold human rights across all business activities.
Scope	This policy applies to all executives and employees involved in our business activities and considers the human rights of everyone connected to our services and products.
Compliance with Respect for Human Rights	We support and respect international norms related to human rights and implement initiatives based on these norms.
Framework for Respecting Human Rights	The organizational structure consists of a committee chaired by the director in charge of human rights-related matters, with each departmental head and the executive chairman of the labor union as members.
Human Rights Due Diligence	We identify, prevent, mitigate, and report negative impacts on human rights related to our business activities in line with the United Nations Guiding Principles on Business and Human Rights.
Remediation	If it becomes clear that our company has caused or contributed to human rights violations, we undertake corrective and remedial measures.
Information Disclosure	We periodically disclose information about our activities to respect human rights and the results of those activities.
Education System	We provide appropriate education and training to ensure that actions aligned with this policy are reflected in our business activities.

Promotion framework

Since 1985, we have been a member of the Tokyo Business Liaison Council on Human-rights Enlightenment and established the Dowa Issues Promotion Committee. Following the publication of the Imperial Hotel Human Rights Policy in 2024, the committee was reorganized as the Human Rights Awareness Promotion Committee on April 1, 2025. Led by all department heads and supported by union executives, the committee operates under a cross-departmental structure to discuss and promote company-wide policies and initiatives on human rights. It works to understand and improve conditions based on feedback from individual departments, shares information on human rights issues, and conducts detailed awareness-raising activities to ensure that no one is left behind. These activities are carried out in collaboration with the Sustainability Promotion Committee chaired by the President and are reported to the Board of Directors as appropriate.



Awareness-Raising for Employees

We provide appropriate education and training to ensure that actions aligned with our Human Rights Policy are reflected in our business activities. (Training at time of onboarding for new graduates, mid-career hires, and support employees; training for newly appointed managers; compliance training; harassment prevention training; mental health training; diversity-related training; and unconscious bias training, among others)

Basic Policy on Customer Harassment

To protect our employees, we have formulated and published a “Basic Policy on Customer Harassment.” In the event that any act of customer harassment is identified, we will respond firmly in accordance with this policy.



▶Regulations | Imperial Hotel, Ltd.

Consultation Desks

We have established the “Imperial Hotel Group Helpline Internal Regulations” and set up both internal and external consultation desks. We also operate a “Harassment Consultation Desk” handled by human resources staff.

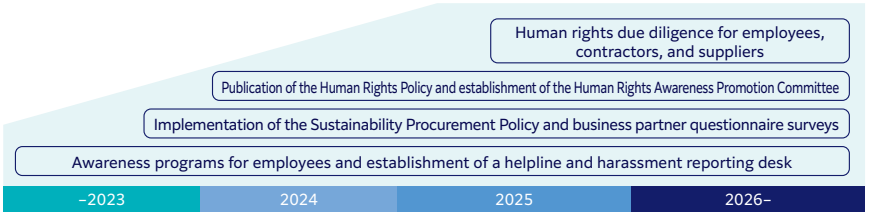
Ten Key Human Rights Issues We Must Address

1. Prohibition of human trafficking, forced labor, and child labor
2. Ensuring customer safety and transparent information disclosure
3. Respect for diversity
4. Prohibition of all forms of discrimination
5. Fair recruitment and selection processes
6. Respect for freedom of association and the right to collective bargaining
7. Prohibition of harassment and unfair treatment
8. Proper management of working hours and prevention of excessive overtime work
9. Ensuring minimum wages and supporting living wages
10. Ensuring a healthy and safe working environment

Human Rights Due Diligence

In accordance with the concept of human rights due diligence outlined in the United Nations Guiding Principles on Business and Human Rights and our Human Rights Policy, we are working to establish a human rights due diligence framework to identify, prevent, and mitigate any adverse impacts on human rights related to our business activities.

We have already implemented awareness-raising initiatives for employees, set up consultation desks, and formulated various policies. Building on these efforts, we will continue to expand and strengthen our human rights due diligence initiatives.



Responsible Procurement

Taking into account the guidelines of the United Nations and Japan's Ministry of Economy, Trade and Industry, as well as the Declaration on Partnership Building, we have formulated and published the “Imperial Hotel Group Sustainability Procurement Policy.” This policy reflects not only our commitment to quality control, fair and equitable transactions, and respect for human rights, but also incorporates perspectives unique to the hotel and restaurant industry, such as environmental protection and animal welfare. Immediately after publication, we held briefing sessions for our business partners and conducted a survey of 200 key business partners. The results showed a high level of awareness regarding respect for human rights, labor safety, and the prohibition of forced labor. However, awareness of environmental considerations stood at around 70%, and animal welfare at approximately 30%. Going forward, we will continue working with our business partners to promote sustainable and responsible procurement.

▶Imperial Hotel Group Sustainability Procurement Policy



Sustainability Procurement Policy

1. Compliance with laws, ordinances, and regulations
2. Quality control
3. Fair and honest transactions
4. Respect for human rights
5. Prohibition of forced labor
6. Promotion of health management and occupational safety
7. Response to antisocial forces
8. Consideration of the global environment
9. Consideration for animal welfare
10. Information management
11. Expansion into the supply chain
12. Update

Partnership Building Declaration

We published the Partnership Building Declaration, supporting the purpose of the Council on Promoting Partnership Building for Cultivating the Future, which includes members such as the Chairmen of the Japan Business Federation, the Chairmen of the Japan Chamber of Commerce and Industry, the Chairmen of the Japanese Trade Union Confederation, and related ministers (Cabinet Office, Ministry of Economy, Trade, and Industry, Ministry of Health, Labour and Welfare, Ministry of Agriculture, Forestry and Fisheries, and Ministry of Land, Infrastructure, Transport and Tourism).



■ Community Contribution Activities

Certification as a TFT Silver Partner

We support “TABLE FOR TWO,” a social contribution program that addresses global food imbalance, by serving healthy meals created by our chefs at the employee cafeterias in Tokyo and Osaka on United Nations commemorative days. For each meal, employees contribute 10 yen and Imperial Hotel contributes 10 yen, for a total donation of 20 yen—the cost of one school meal for children in African and Asian countries. In addition to banquet menu items that were commercialized starting in 2021, our 2024 support efforts were recognized with certification as a “Silver Partner,” and we received a letter of appreciation.



Entertainment District Hibiya: Uchimizu Month

Hibiya, where the Imperial Hotel, Tokyo is located, has long been home to theaters, cinemas, and hotels, and is affectionately known as an entertainment district. Since 2011, five facilities have collaborated to bring coolness to the Hibiya district through the traditional “uchimizu” (water sprinkling) activity. In the summer of 2025, this initiative has expanded, with 19 facilities and organizations participating and conducting uchimizu at their respective locations.



Participation in Kamikochi Beautification Association

At the Kamikochi Imperial Hotel, we participate in the Kamikochi Beautification Association’s initiative and regularly engage in local cleaning and other activities in order to pass on Kamikochi’s unique natural environment to the next generation. Through these activities, we contribute to the conservation of Kamikochi’s pristine environment while raising our employees’ awareness of environmental responsibility. We also receive guidance from experts on how to deal with wild animals, aiming to coexist harmoniously with nature.



■ Promoting Barrier-Free Accessibility

We are promoting barrier-free accessibility from multiple perspectives to ensure that everyone can use our hotels safely and comfortably. In addition to improving facilities and conducting employee training, we organized a lecture by a Paralympic medalist and used the insights gained to improve services, including adjustments to room layouts. As part of our “food barrier-free” initiative, we have expanded our vegan menu offerings so that guests from diverse culinary backgrounds can enjoy their meals. We are also working to strengthen web accessibility. In addition to internal training, our official website, which was revamped in March 2024, became the first in the hotel industry to win the Grand Prix at the 12th Web Grand Prix (Corporate Grand Prix division).



Lecture by a Para Athlete

Participation in local community cleanup activities

Imperial Hotel, Osaka is located along the Okawa River, a body of water that enriches the urban landscape, allowing guests to experience the beauty of nature throughout the seasons. To help preserve this beautiful scenery, we engage in local community cleanup activities. We also actively participate in cleanup efforts following local events such as the Tenjin Festival and the Osaka Marathon.

Food Education Initiative

We participate in the food education initiative “La Semaine du Goût®” (The Week of Taste), which has a 30-year history in France, conducting taste education classes on the theme of “The Future of Children’s Eating Habits” in local elementary schools. In July 2025, we participated in the “taste education classes” at Expo 2025 Osaka, Kansai, introducing the five senses and the five basic tastes, the richness of savoring food using all senses, information about food origins and production methods, and various challenges surrounding Japanese cuisine. The classes encouraged participants to reflect on the future of food.



Image courtesy of the “La Semaine du Goût®” Executive Committee

Participation in Osaka’s “TEAM EXPO 2025 Co-Creation Challenge”

At Imperial Hotel Osaka, we are participating in the “TEAM EXPO 2025 Co-Creation Challenge,” a program organized by the Japan Association for the 2025 World Exposition, by offering internships to international students. By fostering understanding of diverse global cultures and sensitivities and enhancing the appeal of people, we aim to cultivate diverse tourism professionals who will carry the future forward.



Chiba SDGs Partner Registration

The Crest Hotel Kashiwa has joined the Chiba Prefecture SDGs Partner Program. It organizes events for all generations in the community, such as harvest experiences, local tours, and the provision of freshly picked strawberries in collaboration with local farmers, and also hosts social studies field trips from nearby elementary schools. Since FY2024, employees have participated in rice planting activities, and the harvested rice is later served in the hotel’s restaurant as “Crest Rice.”



Human Capital Management

■ Five Themes for the Promotion of Human Capital and Diversity

- 1. Workplace culture reform to make diversity an organizational strength (Creation of dialogue)
- 2. Work system reform
- 3. Human resources development
- 4. Health management
- 5. Diverse human resources

Human capital management is a critical part in our co-creation cycle and the Medium- to Long-Term Management Plan 2036. To achieve human capital management, we have set five key themes and are implementing various initiatives accordingly.

Indicators and Target Values

	Indicator	Target Value	FY2024 results	Change from FY2018
Human resources development	Training costs per employee with indefinite-term contract	+30% by FY2027 compared to FY2018	—	(6.4%)
Liquidity	Turnover rate	-20% by FY2027 compared to FY2018	—	(37.6%)
Diversity	Ratio of female employees among all employees hired	Over 50% annually	Regular employees: 70.5%	—
	Difference in average service years between men and women	Less than 4 years by FY2027	Regular employees: 7.5 years	—
	Employment rate of the disabled	Maintain a level above the legally mandated employment rate	2.56%	—
Other	Number of persons sent abroad (training at overseas hotels, participation in international competitions, etc.)	+50% by FY2027 compared to FY2018	—	25.0%

■ Workplace culture reform to make diversity an organizational strength P.25

Formulating Policies on Human Resources Development and the Workplace Environment

We formulate policies on human capital development and work environment improvement to promote the development of human resources and the creation of a safe and secure working environment.

■ Work system reform

We implement work style reforms to support diverse working arrangements that enable each employee to feel fulfilled and continue working without undue strain.

Establishment of a rewarding work system

We are introducing various systems to make the company a more rewarding place to work.

Expansion of telecommuting system

Employment systems for childcare/caregiving support

Expansion of the accumulated paid leave system

Secondary employment system

Enhancement of Benefits

To help employees stay healthy and refreshed, we are enhancing our employee benefits and implementing initiatives that include the following.

Fully equipped relaxation rooms

Support for club activities

Organization of health promotion events

Health checkup subsidies

■ Human resources development P.25

Promoting Systematic Human Resource Development

We promote systematic human resource development through training programs that support employee career advancement, self-development support via correspondence education programs, and overseas study programs.

■ Health management

Based on its Health Management Declaration, Imperial Hotel is implementing various initiatives to help employees work in good health.

Health Management Declaration

At the Imperial Hotel, our Medium- to Long-Term Management Plan 2036 aims to further evolve the Imperial Hotel brand, which is based on people, as our vision, and health management is positioned as one of our key management priorities. We believe that employee health contributes to organizational health through improved motivation and productivity, ultimately leading to better services for our customers.

Since our establishment in 1890, the Imperial Hotel has evolved through the efforts of each employee to understand customer needs and deliver services that exceed expectations. To continue this evolution, we are committed to maintaining and improving the health of our employees.

President and Representative Director,
Chief Executive Officer Jun Kazama

Promotion framework

With the President serving as the Project Executive Officer, the Human Resources Department takes the lead, working in unison with the labor union, Health Insurance Association, occupational physicians, and nurses to promote initiatives aimed at maintaining and improving the health of our employees.



Received White 500 designation as an Outstanding Organization of KENKO Investment for Health (Large Enterprise Category) for first time (2025 program)

As a company with superior health management, we have been certified as an Outstanding Organization of KENKO Investment for Health (Large Enterprise Category) promoted by the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi. for four consecutive years, including the 2025 certification. Furthermore, we were also newly certified as a White 500 enterprise, a recognition that is given to the top 500 organizations in the same category mentioned above.

This was for a variety of initiatives for employees, including healthy menu options at employee cafeterias, food-themed events, and systems and environments that make it easier to balance work with childcare or caregiving responsibilities.



Food event held at an employee cafeteria



Health measurement event



健康経営優良法人
KENKO Investment for Health
大規模法人部門
ホワイト500

Health Management Promotion Strategy Map

We have formulated a Health Management Promotion Strategy Map and, in accordance with it, we are actively investing in health initiatives such as improving lifestyle habits, enhancing mental health, and upgrading the work environment and HR systems. Through health management, we aim to improve employee performance and attract top talent.

Health Management Promotion Strategy Map



Achievements and Targets

Indicator	FY2023	FY2024	FY2030 Target (KGI)
Lifestyle habits (Prevalence of abnormal lipid levels)	34.1%	32.7%	30.0% or lower
Work engagement*1	2.7 points	2.7 points	2.8 points or more
Absenteeism*2 (leave rate against total scheduled workdays)	0.60%	0.64%	0.50% or lower
Presenteeism*3,4	3.8 points	3.9 points	20.0% or lower

*1: Work engagement: Average score of two questions from the New Brief Job Stress Questionnaire: "I feel invigorated when I am working", "I am proud of the work that I do" (5-point scale, higher is better)

*2: Absenteeism: Calculated as (Total number of days of sickness benefit paid by the Health Insurance Association ÷ total scheduled workdays of employees) × 100 Number of employees: 2,318 (as of the end of FY2024)

*3: Presenteeism (Data up to FY2024): Measured via five questions from the "Presenteeism" factor of the Workplace Outcome Suite (WOS), added as a supplementary stress check questionnaire (5-point scale, higher is better). FY2024 KGI target: 3.8 points or higher

*4: Presenteeism (Data from FY2025 onward): Measurement method changed to use the University of Tokyo single-item version, which assesses productivity loss rate (higher percentage indicates greater loss)

■ Diverse Human Resources

Imperial Hotel positions the promotion of diversity as one of its key medium- to long-term priorities. We strive to create an environment where employees with diverse lifestyles can work authentically and maximize their potential, aiming to become a company that produces a diverse range of hospitality services and is loved by all customers.

Promotion of women's participation

We have set the target of 20% female managers by the end of April 2027 and are actively promoting the appointment of women to management positions.

As a result of various initiatives, including diverse career paths, the proportion of female managers reached a record high of 19.4% in April 2025. We are also making ongoing revisions to our personnel systems to ensure that women can continue working with peace of mind, such as by adding fertility treatment as an approved reason for using accumulated paid leave and by introducing a leave of absence system for accompanying a spouse's job transfer. In recognition of these ongoing efforts, we have been certified by the Minister of Health, Labour and Welfare under the "Eruboshi" program as an excellent company engaged in the promotion of women's participation.



Promotion of work-life balance

We offer systems that exceed legal requirements, such as allowing childcare leave until the end of the fiscal year in which the child turns three and enabling short work hours or fewer workdays (three or four days a week) until the child starts junior high school after returning to work. Since the introduction of the telecommuting system in 2019, more than 400 employees have utilized the program. In April 2025, we further enhanced our support systems by establishing external consultation desks for childcare and nursing care, and by making five days of child nursing leave fully paid, thereby enabling employees to choose from more flexible work arrangements. As part of our awareness-raising efforts, the Human Resources Department regularly distributes newsletters such as "Smart Work News" and "Diversity News" to keep employees informed.

We also focus on encouraging male employees to take childcare leave. From 2024, we mandated the attendance of supervisors at pre-childcare-leave HR interviews and introduced a childcare leave support allowance. As a result of these efforts, the childcare leave uptake rate among male employees reached a record high of 82.6% in FY2024.



Promotion of employment for people with disabilities

We are actively promoting the employment of individuals with physical, intellectual, or mental disabilities and working to create workplace environments where they can excel in diverse roles. As a result of these continued efforts, we have met the legally mandated employment rate since FY2006. We promote understanding of hearing impairments and enhance service quality by producing training videos featuring hearing-impaired employees demonstrating basic sign language useful for customer service, and distributing these videos via the company intranet, while also building internal communication through the use of greetings and other simple sign-language expressions.


Targets and achievements

Indicator	Target	FY2023 results	FY2024 results
Promotion of women's participation	Target to raise the ratio of women in management positions to 20% by the end of April 2027	17.3% (77 employees)	19.4% (86 employees)
Childcare and caregiver support	Target paternity and childcare-related leave usage rate among male employees: 80%	53.8% (14 employees)	82.6% (19 employees)
Employment of persons with disabilities	Maintain a legally mandated employment rate of persons with disabilities at 2.50% or higher	2.60%	2.56%

Support for Women's Career Advancement

We conduct a women's leadership development training to support the career advancement of women.

This training targets female employees primarily in their 20s and 30s who play a central role in their workplaces, and through lectures and discussions on career development and presentations of internal role models, aims to help them objectively reassess their values and views on work and clarify their future working styles and the type of leader they aspire to become.



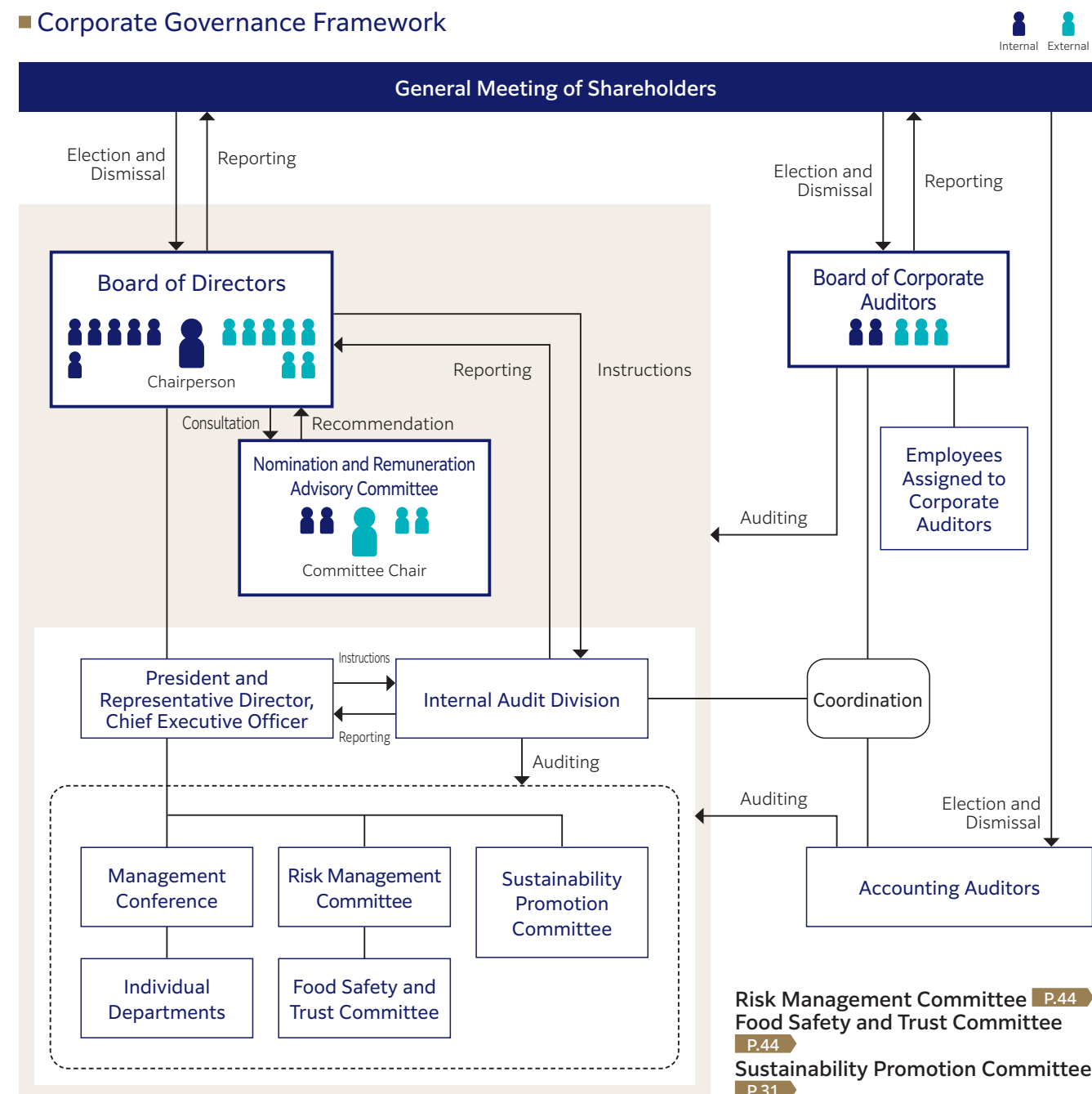
Corporate Governance

- Basic Philosophy

We believe that it is essential to enhance our corporate governance framework to improve the transparency, soundness, and efficiency of management, secure the trust of shareholders, customers, and other stakeholders, and fulfill our social responsibilities while achieving sustainable growth and development.

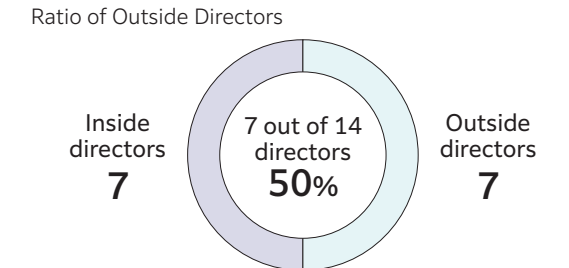
Based on the above, we aim to strengthen the supervisory functions of the Board of Directors, enhance the management oversight system through collaboration between auditors and the internal audit department, and improve the soundness and efficiency of management through the introduction of a managing officer system. Our basic policy is to establish an effective corporate governance framework that enhances corporate value sustainably.

■ Corporate Governance Framework



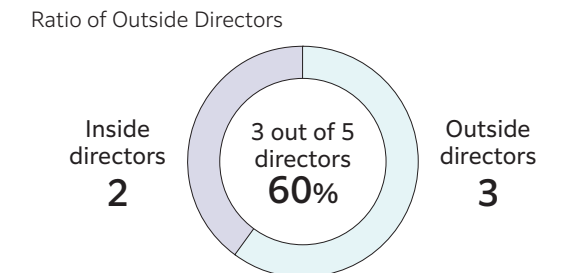
Board of Directors

Currently, the Board of Directors consists of 14 directors, half of whom are outside directors, thereby establishing an effective oversight structure and ensuring transparency and fairness in management. The Board of Directors reports on, deliberates, and makes decisions regarding management policies, business conditions, and other important matters, while also supervising the execution of duties by directors and managing officers. In FY2024, the Board of Directors met 10 times.



Nomination and Remuneration Advisory Committee

The Nomination and Remuneration Advisory Committee has been established to handle nominations and remuneration for directors and auditors. This committee is composed of a majority of independent outside directors and serves as an advisory body to the Board of Directors. It deliberates on matters such as the appointment and dismissal of directors and auditors and their remuneration from an objective and impartial standpoint and provides recommendations to the Board of Directors. In FY2024, the Committee met 4 times.

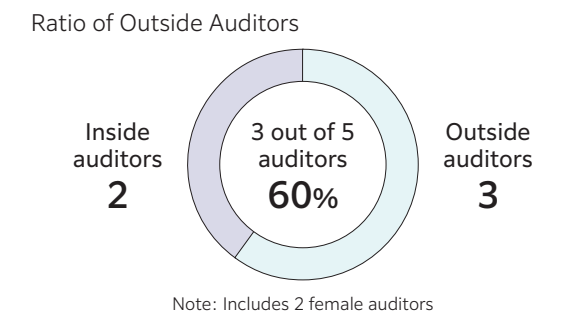


Main Activities of the Nomination and Remuneration Advisory Committee (FY2024)

- Appointment of the President and Chief Executive Officer
- Review and appointment of director candidates
- Introduction of a share-based compensation system and revision of the director remuneration system

Board of Corporate Auditors

Currently, the Board of Corporate Auditors consists of five auditors, including three outside auditors, and meetings are held in principle once a month. The board investigates operational and property conditions, attends meetings of the Board of Directors and other important meetings, and reviews key documents to audit the execution of duties by directors. The internal Audit & Supervisory Board Members are selected from individuals with experience in our Accounting Department or Internal Audit Department, and who possess expertise in areas such as finance, accounting, and auditing. In FY2024, the Board of Corporate Auditors met 11 times.



- Diversity of the Board of Directors

To achieve sustainable corporate value enhancement, the Company believes that in addition to maintaining a balanced combination of knowledge, experience, and skills, the Board of Directors must also possess a wide range of specialized expertise. Accordingly, outside directors are selected for their diverse insights and extensive experience to help strengthen the supervisory functions of the Board of Directors. In addition, inside directors are appointed based on their experience, achievements, knowledge, and expertise gained in their respective departments. (Skill Matrix **P.46**)

■ Policy and Procedures for the Election and Dismissal of Directors

When appointing senior executives, the Board of Directors analyzes each candidate's experience and achievements and selects individuals with the necessary qualifications and decision-making capabilities.

Inside director candidates are nominated based on their experience, achievements, knowledge, and expertise in their respective departments. Internal Audit & Supervisory Board Member candidates are selected from individuals with experience in the Company's Accounting Department or Internal Audit Department and expertise in finance, accounting, and auditing. Outside directors and outside Audit & Supervisory Board members are appointed for their diverse perspectives and extensive experience, to strengthen the overall supervisory and oversight functions of the Board of Directors.

The election and dismissal of senior executives are based on regular evaluations of their performance and accomplishments, and dismissal is considered in cases of misconduct or serious violations of laws or the Articles of Incorporation.

The nomination and dismissal of directors and Audit & Supervisory Board members are discussed by the Nomination and Remuneration Advisory Committee, resolved by the Board of Directors, and submitted to the General Meeting of Shareholders. Prior consent of the Board of Audit & Supervisory Board Members is required for the nomination or dismissal of Audit & Supervisory Board members.

■ Evaluation of the Effectiveness of the Board of Directors

Since FY2016, surveys of all directors and all auditors are conducted to evaluate the effectiveness of the Board of Directors. The results are assessed and analyzed by the Board of Directors itself. Based on the evaluation results, we continue to identify the strengths and challenges of the Board of Directors and strive to enhance corporate value.

Evaluation method and process	Method	Self-assessment using questionnaires (responses provided as both rating scores and free-form comments)
	Timing	End of each fiscal year
	Target Period	Fiscal year targeted for evaluation
	Participants	Directors (including outside directors) and auditors (including outside auditors)
	Question Items	24 questions in total (e.g., board composition, operations, agenda topics)
Future initiatives to improve Board of Directors' effectiveness	· Ensure greater independence and diversity in board composition · Deepen discussions on nomination, remuneration, and succession planning in collaboration with the Nomination and Remuneration Advisory Committee	
Recent initiatives based on effectiveness evaluations	2022: Establishment of the Nomination and Remuneration Advisory Committee (a voluntary advisory committee) 2023: Disclosure of financial results briefing materials and English-language documents 2024: Issuance of the Integrated Report	

■ Executive Remuneration

The remuneration system is designed to function as an effective incentive for the sustainable enhancement of corporate value and to be aligned with shareholder interests. Specifically, remuneration for executive directors comprises a base salary set according to their role and responsibilities, performance-based remuneration, and share-based compensation. Outside directors, who primarily perform a supervisory role, receive only a base salary. At the 184th Ordinary General Meeting of Shareholders held in June 2025, a share-based compensation plan was introduced, and revisions were made to the monetary base salary and performance-based remuneration.

Classification of Executives	Remuneration Components	Grant Method	Composition Ratio	Description
Directors/ Managing Officers	Base salary	Cash	70%	· Base salary is paid based on the roles and responsibilities associated with each position.
	Performance-based compensation		20%	· Compensation provided as an incentive to achieve performance targets, with amounts determined based on the degree to which targets are met. · Paid within a range of 0% to 175% of a reference amount set for each position. · Targets are based on financial metrics (such as EBITDA) and non-financial metrics (such as achievement of management plans including human capital and environmental sustainability initiatives).
	Share-based compensation	Shares	10%	· As an incentive to promote long-term corporate value enhancement and sustainable growth, points are awarded based on the role and responsibilities of each position, and the number of points held at the time of retirement determines the amount of company shares granted.
Outside Director	Base salary	Cash	100%	· As they are responsible primarily for oversight functions, only base salary is provided.

Matters related to executive compensation

To ensure objectivity and transparency in matters related to executive compensation, the Company has established a voluntary advisory committee under the Board of Directors—the Nomination and Remuneration Advisory Committee—composed of a majority of independent outside directors and chaired by one of them.

Executive compensation is determined by the Board of Directors within the total amount approved by the General Meeting of Shareholders, based on deliberations by the Nomination and Remuneration Advisory Committee.

■ Compliance

Initiatives to promote compliance awareness

Based on the Imperial Hotel Group Basic Compliance Regulations established in 2007 and the Compliance Booklet created in 2008, the Group provides compliance training for all employees every year to foster compliance awareness.

Internal reporting system

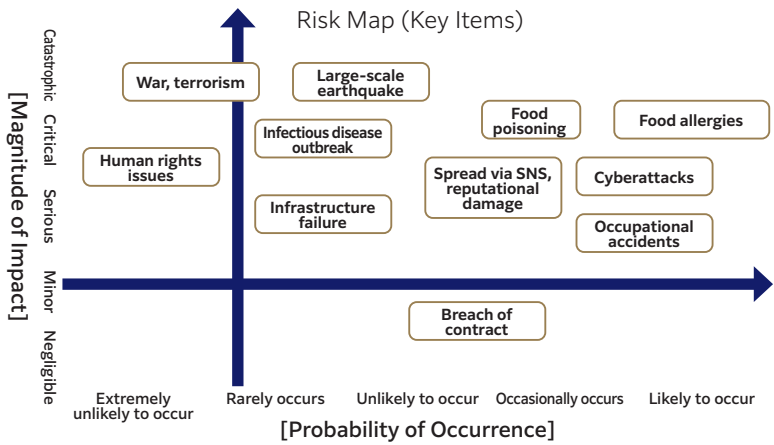
In addition to consultation services for legal issues in daily operations, helplines for internal reporting and harassment consultation desks have been established to ensure adherence to laws and corporate ethics throughout the Imperial Hotel Group.

■ Risk Management

The Imperial Hotel Group establishes various regulations regarding business risks and provides training and drills to prevent and address them, thereby enhancing the effectiveness of risk management.

Risk Management Committee

The Risk Management Committee analyzes and evaluates the various risks associated with business operations, formulates preventive measures, minimizes damage in the event of incident occurrences, and ensures business continuity. Additionally, it promotes the development and enhancement of internal regulations and the provision of education and training to improve employees' compliance with laws and ethical awareness. Meetings are held regularly to appropriately analyze and evaluate risks associated with business operations, consider preventive measures, and establish a comprehensive risk management system.



Initiatives to address disaster and accident risks (disaster prevention measures)

Based on the Disaster Response Manual, we regularly conduct various drills to strengthen emergency response capabilities. Since September 2013, we have also an agreement with Chiyoda Ward to accommodate stranded individuals during large-scale disasters.

Additionally, as fire prevention measures, we improve firefighting equipment, maintain and manage evacuation stairways, develop initial response systems for fires, and provide training and education. As a result, we have been certified as an excellent fire prevention property by the Marunouchi Fire Department, which is responsible for our location.



Initiatives to address incident and crime risks (crime prevention measures)

With former Metropolitan Police Department officers stationed as security staff, we promptly address cases of entry by antisocial forces or suspicious individuals and maintain a system for smooth cooperation with police agencies. For terrorism countermeasures, we conduct biannual drills in collaboration with police agencies based on the Terrorism Countermeasure Manual, developed with advice from expert organizations.

Initiatives to address food safety risks

The Food Safety and Trust Committee has been established to reinforce daily hygiene management and to develop a management system capable of continuously meeting societal and customer expectations for food safety and trust. We implement various measures to ensure food safety and trust, including hygiene management education for food handlers; food poisoning prevention based on the HACCP approach; measures against foreign substances and food allergies; inspections of private-brand product manufacturing plants; and food labeling management covering expiration dates, best-before dates, and menu displays.

For menu displays and sale items, we establish display standards in accordance with laws such as the Food Labeling Act and the Act Against Unjustifiable Premiums and Misleading Representations, operating a cross-departmental checking system to prevent exaggerations, misrepresentations, and false claims of quality.

Initiatives to address information security risks

The management of customer personal information and business secrets is handled primarily by the in-house information management and monitoring departments to prevent external leaks. Measures include regular checks on personal information protection, cyber-attack countermeasures, SNS monitoring, and employee education, all carried out in accordance with various regulations to prevent information leaks.

Establishment of Various Manuals

We prepare various manuals to respond promptly to emergencies such as earthquakes, fires, floods, terrorism, and infrastructure shutdowns, conduct company-wide and departmental drills, and periodically review these manuals.

List of Officers

Director

① Director, Chairman, and Managing Officer

Hideya Sadayasu

March 1984

Joined Imperial Hotel, Ltd.

April 2025

Appointed Director, Chairman, and Managing Officer

② President and Representative Director, Chief Executive Officer

Jun Kazama

Member of the Nomination and Remuneration Advisory Committee

March 1986

Joined Imperial Hotel, Ltd.

April 2025

Appointed President and Representative Director, Chief Executive Officer with responsibility for the Internal Audit Division

③ Executive Vice President and Representative Director, Executive Officer

Atsushi Tokumaru

Member of the Nomination and Remuneration Advisory Committee

March 1986

Joined Imperial Hotel, Ltd.

April 2025

Appointed Executive Vice President and Representative Director, Executive Officer with responsibility for the Planning Division, Technological Solutions Department, and Personnel Department, concurrently serving as SDGs Promotion Officer

④ Director, Managing Executive Officer

Atsushi Furuya

March 1988

Joined Imperial Hotel, Ltd.

April 2025

Appointed Director, Managing Executive Officer with responsibility for the Corporate Development Division and General Affairs Office

⑤ Director, Managing Executive Officer

Hiroshi Owada

April 1994

Joined Imperial Hotel, Ltd.

April 2025

Appointed Director, Managing Executive Officer with responsibility for the Project Planning Division, Imperial Hotel, Kyoto, and Real Estate Management Division

⑥ Director, Managing Officer

Toru Imai

March 1984

Joined Imperial Hotel, Ltd.

June 2021

Appointed Director, Managing Officer with responsibility for the Accounting Department

⑦ Director, Managing Officer

Kazuhiko Yashima

April 1994

Joined Imperial Hotel, Ltd.

June 2023

Appointed Director, Managing Officer General Manager, Imperial Hotel, Tokyo

⑧ Independent outside director

Akiyoshi Kouji

Member of the Nomination and Remuneration Advisory Committee

April 1975

Joined Asahi Breweries, Ltd.

June 2020

Appointed Outside Director of the Company

March 2025

Appointed Chairman of Asahi Group Holdings, Ltd.

⑨ Independent outside director

Yoshiteru Yoneyama

Member of the Nomination and Remuneration Advisory Committee

April 1974

Joined Fukoku Mutual Life Insurance Company

June 2022

Appointed Outside Director of the Company

April 2025

Appointed Chairman of the Board of Directors at Fukoku Mutual Life Insurance Company

⑩ Independent outside director

Hideo Teramoto

Member of the Nomination and Remuneration Advisory Committee

April 1983

Joined Dai-ichi Life Insurance Company

June 2022

Appointed President and CEO of Dai-ichi Life Research Institute Inc.

June 2023

Appointed Outside Director of the Company

⑪ Independent outside director

Hiroyuki Nose

April 1986

Joined Sapporo Breweries Ltd.

June 2023

Appointed Outside Director of the Company

March 2025

Appointed Chairman of Sapporo Breweries Ltd.

⑫ Outside Director

Makoto Tokuda

April 1987

Joined Mitsui Fudosan Co., Ltd.

June 2023

Appointed Outside Director of the Company

April 2024

Appointed Director and Senior Managing Executive Officer at Mitsui Fudosan Co., Ltd.

Auditor

⑬ Independent outside director

Seiji Nakata

April 1983

Joined Daiwa Securities Co., Ltd.

April 2024

Appointed Chairman of the Board of Directors and Corporate Executive Officer at Joined Daiwa Securities Group Inc.

June 2025

Appointed Outside Director of the Company

⑭ Independent outside director

Nobuto Fujimoto

April 1987

Joined Nippon Life Insurance Company

June 2025

Appointed Outside Director of the Company

July 2025

Appointed Executive Vice President at Nippon Life Insurance Company

⑮ Full-Time Corporate Auditor

Mariko Tamura

March 1987

Joined Imperial Hotel, Ltd.

June 2024

Appointed Full-Time Corporate Auditor

⑯ Auditor

Mutsuo Kanazawa

June 2008

Appointed Director

June 2022

Appointed Auditor

⑰ Independent Outside Auditor

Kozue Nakayama

June 2019

Appointed Outside Auditor of the Company

Managing Officer

⑱ Independent Outside Director

Hiroshi Naka

June 2019

Appointed Outside Auditor of the Company

⑲ Outside Auditor

Yoshihiro Hirokawa

April 1984

Joined Mitsui Fudosan Co., Ltd.

June 2024

Appointed Outside Auditor of the Company

June 2024

Appointed Standing Auditor of Mitsui Fudosan Co., Ltd.

Managing Executive Officer

Yu Sugimoto

Executive Chef

Managing Officer

Toshiya Kato

Attached to the Project Planning Division

Managing Officer

Yoshiyuki Takahashi

Executive Chef of Imperial Hotel, Osaka and Director of the Osaka Culinary Department

Managing Officer

Junji Oyamada

Director of the Personnel Department

Managing Officer

Toshiki Suzuki

General Manager of the Imperial Hotel, Osaka



Skill Matrix

	Name	Position	Independent Officer	Corporate Management	New Business Development	Global Perspective International Experience	Finance and Accounting	Legal Affairs Risk Management	Sales Marketing	Human Resources and Labor Management Human Resource Development	Sustainability	IT Digital Expertise
①	Hideya Sadayasu	Chairman of the Board of Directors & Managing Officer		○	○	○			○	○	○	
②	Jun Kazama	President and Representative Director, Chief Executive Officer		○	○		○		○		○	○
③	Atsushi Tokumaru	Executive Vice President and Representative Director, Executive Officer		○				○		○	○	○
④	Atsushi Furuya	Director, Managing Executive Officer			○			○		○	○	
⑤	Hiroshi Owada	Director, Managing Executive Officer			○		○	○				
⑥	Toru Imai	Director, Managing Officer			○		○					○
⑦	Kazuhiko Yashima	Director, Managing Officer				○			○			
⑧	Akiyoshi Kouji	Outside Director	●	○	○	○	○			○	○	
⑨	Yoshiteru Yoneyama	Outside Director	●	○	○		○			○		
⑩	Hideo Teramoto	Outside Director	●	○	○		○	○	○			○
⑪	Hiroyuki Nose	Outside Director	●	○	○	○			○		○	
⑫	Makoto Tokuda	Outside Director		○	○			○	○		○	
⑬	Seiji Nakata	Outside Director	●	○	○			○	○	○	○	
⑭	Nobuto Fujimoto	Outside Director	●	○			○	○		○	○	
⑮	Mariko Tamura	Full-Time Corporate Auditor					○	○		○	○	
⑯	Mutsuo Kanazawa	Auditor			○		○	○			○	
⑰	Kozue Nakayama	Outside Auditor	●	○	○	○			○	○	○	
⑱	Hiroshi Naka	Outside Auditor	●			○	○	○		○	○	○
⑲	Yoshihiro Hirokawa	Outside Auditor			○				○	○	○	○

Note: This table does not represent the full range of expertise and experience of each individual.

Outside Directors Roundtable Discussion



Outside Director
Yoshiteru Yoneyama

Outside Director
Akiyoshi Kouji

Outside Director
Hideo Teramoto

What should Imperial Hotel prioritize to achieve sustainable growth

Outside directors share their views on the current state and future potential of Imperial Hotel from an external perspective.

Service excellence born of accumulated tacit knowledge

Kouji What stands out to me about Imperial Hotel is that since its founding in 1890 as Japan's state guesthouse to welcome distinguished visitors from abroad, it has fully embraced and fulfilled this role without fail. By taking part in the government's Westernization policy and continually

refining itself as a guesthouse, Imperial Hotel has cultivated employees with exceptional hospitality, developed a calm and dignified atmosphere rooted in tradition, and maintained a forward-looking management approach. I believe these qualities are the source of Imperial Hotel's enduring strengths and appeal today.

Yoneyama I also believe Imperial Hotel's greatest strengths lie in its traditions and guest service. In terms of service in particular, I often hear people say, "The Imperial Hotel is subtly different from other hotels," but no one can

quite define what that "subtle" difference is. Perhaps that difference is tacit knowledge, something that cannot be codified, that has been unknowingly passed down within Imperial Hotel, giving rise to an inimitable, sustainable competitive advantage that no other hotel can replicate. I believe that too is part of its traditions.

Teramoto I agree with both of you: the level of hospitality and service quality shown by the staff is clearly different from that of other hotels. I can't say exactly what makes it different either, but I'm very interested in how such outstanding service has been passed down the generations.

Yoneyama Of course, I believe that Imperial Hotel has made great efforts to formalize its knowledge through the creation of manuals and the development of training programs, but from an outside perspective, much of it still seems tacit, making it inimitable and thus a major differentiating factor.

Teramoto Speaking of tacit knowledge, it may be that today's service has been shaped by 130 years of accumulated history—something that cannot be conveyed through manuals and other forms of formal knowledge.

Contributing to the enhancement of corporate value through external perspectives

Teramoto I come from a life insurance company and have no direct experience in hotel management, but I hope to contribute to the enhancement of the company's corporate value as an outside director by: (1) applying my experience and knowledge in finance, corporate management, and capital policy to offer an external perspective, and (2) providing fresh insights into dialogue with the market, drawing on my own reflections from engaging with investors while working at a listed company. For example, in investor relations, indicators such as ROE, PER, and PBR are naturally emphasized, but these figures alone do not increase corporate value. Ultimately, corporate value is determined by how well a company meets the needs of society and its customers. That is why, in dialogue with the market, it is essential to convey qualitative information, such as what our strengths are, and how we will enhance profitability and growth by delivering value to customers, in addition to the figures, so that all stakeholders can fully understand the company. To that end, various innovations are needed, and I hope to offer advice on specific methods of communication as well.

Yoneyama I too worked at a life insurance company, where I was engaged in asset management operations as an institutional investor for many years. In life insurance, we invest with an ultra-long-term outlook of 20 to 30 years, so what matters most is a company's sustainable competitive edge, namely, what its core value is. In the case of Imperial Hotel, the "inimitable service" I mentioned earlier is its core value, and whether that can generate a virtuous cycle leading to profit growth becomes the basis for investment decisions. As an outside director, I make a point of offering advice on enhancing corporate value from the perspective of a long-term investor.

Kouji I believe that our diversity of backgrounds, with the two of you coming from finance and myself from manufacturing, is precisely the value offer. The roles and

responsibilities of outside directors are not uniform; the value lies in leveraging our diverse experiences and insights to provide a variety of perspectives to the executive side. Drawing on my own background in managing a manufacturing company, I see my role as, broadly speaking: (1) complementing the inside directors, who are required to make business decisions on annual performance and urgent issues, by offering advice and proposals on mid- to long-term growth models from an objective and long-term perspective; (2) offering suggestions on how to provide high added value or new value in response to ever-changing customer needs; and (3) providing input on promoting human capital investment management, where employee growth leads to company growth.

Ensuring that the outcomes of discussions are properly translated into execution

Kouji I have pointed out several issues concerning the Board of Directors, such as the number of members, the ratio of female directors, and the clarification of roles between outside directors and managing officers. I believe the executive side is fully aware of these matters, so I expect they will be steadily addressed over time. When assessing the effectiveness of the Board of Directors, what matters is not so much its structure or form, but rather whether high-quality decisions are being made, and whether the agreed-upon direction is being translated into concrete strategies and executed by the executive side. If its meetings are merely exchanges of opinions, the Board is not fulfilling its role. From that perspective, I believe the current Board is functioning effectively.

Yoneyama As an outside director, I consider our Board of Directors to be functioning well. From the meeting minutes, it is clear that the outside directors and auditors on the board actively contribute diverse perspectives. I also strongly sense that the inside directors sincerely listen to the opinions of outside directors and reflect them appropriately in their initiatives.

Teramoto Since the inside directors have already



Akiyoshi Kouji, Chairman, Asahi Group Holdings, Ltd.; Outside Director of the Company since 2020

discussed matters at Management Conference meetings and other executive forums beforehand, we don't usually have heated debates at board meetings.

Yoneyama I am of the view that it is not desirable for discussions among inside directors at Board of Directors meetings to be constrained by time. However, since outside directors do not attend the Management Conference meetings, I believe that, for example, distributing minutes or other materials on the content of the discussions held there would be extremely useful, including from the perspective of sharing information with inside directors.

Teramoto As Mr. Kouji mentioned earlier, at the Management Conference meetings, discussions naturally focus on our current business results and immediate challenges, and important matters among them are then brought before the Board of Directors. Currently, the Company is working on the Medium- to Long-Term Management Plan 2036 as a medium- to long-term sustainable growth strategy, but given that the business environment on which it is premised is changing from moment to moment, I think it would be better if we had a few more opportunities to discuss medium- to long-term issues.

Kouji On that point, it is true that at Board of Directors meetings, agenda items requiring resolutions are given priority, leaving little time for strategic discussion, and the fact that preparation of minutes is mandated under the Companies Act may also cause directors to hesitate to make bold statements or to refrain from expressing their true opinions. For example, if there were free-talking opportunities outside the Board of Directors meeting where inside and outside directors, outside directors among themselves, or outside directors and the President, who is the top executive, could freely exchange opinions, I believe this would enable more substantive discussions at Board meetings as well.

Yoneyama Since free talking has been mentioned, I should note that at another company I have, as an outside director, participated in free discussion sessions organized by that company. Because young employees who are running operations on the front lines participate alongside inside directors, I found it very effective as an opportunity for next-generation talent to gain an external perspective through interaction with outside directors; so I think it may be worthwhile to consider creating more opportunities for outside directors to exchange views with employees, not limited only to members of the Board of Directors.

Key points in the formulation and progress of Medium- to Long-Term Management Plan 2036

Teramoto I took office in 2023, when the second year of the current medium-term plan began, and therefore I was not involved in the formulation process. With respect to its progress, I intend to freely ask questions and make comments whenever I see the need, while ensuring that our efforts to refine our core values remain on the right track, examining the discussions underlying our decisions in response to changes in the business environment, and identifying any areas that, in my view, warrant reconsideration.

Kouji I was involved in Medium- to Long-Term Management Plan 2036 from the formulation stage. What I

focused on in particular in the formulation process were three points: (1) how to achieve a fusion of inheriting tradition and prestige and creating and delivering new value; (2) how to articulate Imperial Hotel's unique value (= customer value); and, as I mentioned earlier, (3) how to promote human capital management and human capital investment based on the idea that employees are our greatest asset. In particular, with respect to human capital management and human capital investment, it would not be going too far to say that in the hotel and restaurant industry going forward, differences in the substance and speed of such initiatives will translate into differences in corporate value. In the current medium-term plan, the vision includes the phrase "further evolving the Imperial Hotel brand based on people," and I see this as the result of the human capital investments I mentioned earlier being translated into concrete plans.

Yoneyama I was appointed as an outside director in June 2022, so from shortly after the start of the medium-term plan through to today I have, in a sense, been able to view its progress with fresh eyes, without knowing the background to its formulation. As I have done to date, I intend to continue, in line with my own convictions, to keep a close eye on whether the axis is deviating, and to point out even the slightest signs should they arise. In my previous position, I served as president for 15 years and consistently told people inside the company, "Do not let the axis waver, but if the branches and leaves are not constantly attuned to changes in the outside world, the world will turn its back on us." In the case of Imperial Hotel, I believe that the long-term axis is the "tradition and prestige" that Mr. Kouji refers to; but with a long axis, even a slight deviation near your hands leads to a large shift at the far end, so I have been emphasizing that particular care is needed in this regard. Also, regarding the human capital management that Mr. Kouji mentioned earlier, life insurance is likewise a business model in which everything depends on people, and during my time as president I made a strong effort in this area, including establishing a Human Resources Development Division; nevertheless, I am keenly aware of how difficult it is to generate a cycle where enhanced engagement fosters employee growth, ultimately contributing to business growth. In my view, Imperial Hotel is precisely the kind of organization that, since its opening, has placed greater



Yoshiteru Yoneyama, Chairman of the Board, Fukoku Mutual Life Insurance Company; Outside Director of the Company since 2022

importance on its people than anywhere else, and to be honest, I am the one who would like to learn from Imperial Hotel. It is still fresh in my memory that, immediately after the COVID-19 pandemic subsided, former President Mr. Sadayasu again put ES on the agenda, and as an outside director I intend to monitor progress from the standpoint that realizing a virtuous cycle between ES and CS will lead to sustainable growth.

Teramoto I remember being greatly surprised at the first Board of Directors meeting I attended, when a series of pointed comments were made by the outside directors regarding hotel pricing. With the introduction of dynamic pricing and other measures, I feel things have changed considerably, and I believe this too can be regarded as one of the outcomes of the Board's follow-up.

Kouji As for pricing, just mentioned now, my view is that, as a hotel representing Japan that provides new value and high added value, prices should not be set based on whether they are cheaper or more expensive than those of other companies, but on whether they are commensurate with the value provided, and that, as Imperial Hotel, we could in fact set higher prices. I have advocated at the Board that it is important to establish a high-value-added cycle that begins with delivering high added value, enables pricing that reflects that value, expands earnings, increases investment for future growth, and ultimately enhances returns to all stakeholders.

Yoneyama In Japan, there has long been a deeply rooted perception that services are essentially free, which has made it difficult to raise prices in a way that customers can accept; however, that perception is starting to change, and I feel that such price increases will become more accepted in Japanese society going forward. As Mr. Kouji has said, Imperial Hotel's essential value lies in its inimitable service, and for the very best service we must consider receiving the highest level of compensation that is commensurate with that value.

Embedding initiatives in the growth strategy to ensure steady implementation

Kouji In Medium- to Long-Term Management Plan 2036, initiatives for sustainability are firmly embedded in the growth strategy, for example by positioning the resolution of social issues as one of the basic strategies.

Teramoto In particular, with regard to measures against climate change, I recognize that a variety of initiatives have been implemented to date and have produced certain results. I look forward to the steady execution of initiatives in line with the strategies set out in the medium-term plan.

Kouji I agree. In the hotel and restaurant industry in particular, urgent issues related to climate change countermeasures include reducing food loss and achieving recycling of amenities and bed linens. In my view, these should be regarded not as competitive initiatives to be pursued independently by individual companies, but as collaborative initiatives that ought to be advanced at the industry level. Going forward, I believe it will be necessary for the industry as a whole to work toward raising the level of environmental responsiveness. In particular, I hope that



Hideo Teramoto, President and Representative Director, Dai-ichi Life Research Institute Inc.; Outside Director of the Company since 2023

Imperial Hotel, as an industry leader, will actively reach out to other companies and play a driving role.

Yoneyama Indeed, in recent years global warming has continued unabated, to the point that this era is referred to as one of "global boiling." If things continue as they are, it is clear that the burden on hotels seeking to maintain and deliver state-of-the-art services will become excessive. In this context, reducing environmental impact should be regarded as an issue that the entire hotel industry must work together to resolve.

Leaping to the next stage as "the world's guesthouse"

Teramoto To repeat myself, I believe that Imperial Hotel's core value lies in the hospitality of its employees, and that this core value is the hospitality of each and every employee, and I understand that the executive side also manages the company with this as its axis. The pace of change in the environment that companies operate in is extremely rapid, and corporate management is constantly required to make difficult choices in order to respond quickly to developments around it; however, I am confident that Imperial Hotel will remain a company that adapts to change without ever allowing its axis to shift, while continuing to refine its strengths.

Kouji I believe it is Imperial Hotel's mission to move from "Japan's state guesthouse" to "the world's guest house" and, as a front runner in the global hotel industry, to demonstrate its unique value to the world. I also hope that, by strengthening its ability to communicate its appeal as a hotel that fosters people's growth, where working at Imperial Hotel promotes personal development, it will become an attractive presence for many young people with a desire to grow.

Yoneyama What I expect of Imperial Hotel is that it will continue to be a hotel that creates the future, which, while inheriting its traditions, always provides the highest level of service in forms that are more refined and suited to a new era. I also believe that this will, in turn, generate sustainable earnings and provide a path for us to reward our various stakeholders.

Financial and Non-Financial Data for the Past 11 Years

Financial Data	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Profit/Loss Status											
Net sales (million yen)	53,754	55,813	56,031	57,236	58,426	54,558	22,051	28,617	43,772	53,335	52,610
Operating Profit/Loss (million yen)	3,900	4,072	4,934	4,698	5,036	3,160	(11,710)	(11,121)	348	2,839	1,590
Ordinary Profit/Loss (million yen)	4,110	4,303	5,165	4,961	5,314	3,495	(7,901)	(7,827)	1,652	3,296	2,062
Profit or Loss Attributable to Owners of Parent (million yen)	2,421	3,163	3,689	3,399	3,686	2,404	(14,363)	(7,886)	1,951	3,377	2,585
EBITDA (million yen)	6,538	6,766	7,908	7,759	7,987	6,154	(5,310)	(4,857)	4,365	5,813	4,045
Financial Status											
Total Assets (million yen)	70,214	73,460	74,667	79,225	81,067	79,572	65,420	59,111	61,743	65,706	69,034
Net Assets (million yen)	48,487	50,789	53,727	56,577	59,335	60,627	46,073	37,970	40,000	43,036	45,347
Cash Flow											
Cash Flow from Operating Activities (million yen)	6,060	7,189	4,959	7,964	6,073	4,748	(8,321)	(1,723)	3,938	4,201	7,063
Cash Flow from Investing Activities (million yen)	(1,956)	(6,388)	(3,635)	(4,928)	(844)	723	217	(1,430)	(1,584)	(3,073)	(14,137)
Cash Flow from Financing Activities (million yen)	(713)	(771)	(949)	(890)	(889)	(1,008)	(474)	(282)	(240)	(718)	(724)
Balance of Cash and Cash Equivalents at End of Fiscal Year (million yen)	25,880	25,909	26,283	28,429	32,768	37,231	28,651	25,215	27,329	27,738	19,939
Per Share Data											
Basic Earnings or Loss Per Share (EPS) (yen)	20.41	26.66	31.09	28.65	31.07	20.26	(121.06)	(66.47)	16.45	28.46	21.79
Net Assets Per Share (BPS) (yen)	408.66	428.07	452.83	476.85	500.10	510.98	388.32	320.02	337.13	362.72	382.20
Annual Dividends Per Share (yen)	6.5	7.5	7.5	7.5	8	8	2	2	4	6	6
Financial Indicators											
Return On Assets (ROA) (%)	3.54	4.4	4.98	4.42	4.6	2.99	(19.81)	(12.67)	3.23	5.3	3.8
Return On Equity (ROE) (%)	5.1	6.4	7.1	6.2	6.4	4.0	(26.9)	(18.8)	5.0	8.1	5.9
Equity-To-Asset ratio (%)	69.1	69.1	72.0	71.4	73.2	76.2	70.4	64.2	64.8	65.5	65.7
Consolidated Dividend Payout Ratio (%)	31.8	28.1	24.1	26.2	25.7	39.5	-	-	24.3	21.1	27.5
Price-To-Earnings Ratio (PER) (times)	62.6	45.7	33.5	37.6	32.5	37.6	(8.2)	(13.5)	58.3	34.5	41.0
Price-To-Book Value Ratio (PBR) (times)	3.13	2.85	2.3	2.26	2.02	1.49	2.57	2.8	2.84	2.71	2.34
Non-Financial Data	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Human Capital											
Number of Employees (persons) as of March 31 of each fiscal year	1,922	1,941	1,976	1,983	1,940	1,960	1,986	1,824	1,680	1,758	1,813
Average Number of Temporary Employees (persons)	1,091	1,035	996	1,005	998	953	711	660	741	750	756
Number of Female Managers (persons) as of April 1 of each year	37	42	47	52	53	55	54	59	67	73	77
Ratio of female managers (%)	10.0	10.9	11.8	12.7	12.6	13.1	12.8	13.5	15.1	16.4	17.3
Employment Rate of Persons with Disabilities (%)	2.00	2.15	2.21	2.10	2.25	2.27	2.26	2.31	2.63	2.60	2.56
Number of Employees Taking Childcare Leave (persons)	30	27	25	34	21	41	31	37	38	38	41
Male (persons)	2	1	4	5	4	9	9	14	14	14	19
Male usage rate (%)	4.0	2.0	9.0	10.0	7.0	20.9	23.1	33.3	48.3	53.8	82.6
Female (persons)	28	26	21	29	17	32	22	23	24	24	22
Female usage rate (%)	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Environment											
Energy Consumption Based on the Revised Energy Conservation Act (kl)	25,736	25,618	25,614	24,235	24,196	23,180	18,755	19,878	20,957	19,816	19,020
Volume of Food Waste Generated Based on the Food Recycling Law (t)	1,431.2	1,428.4	1,439.8	1,427.2	1,371.3	1,372.4	493.1	604.6	804.5	967.4	878.8
Mandatory recycling value (%)	46.0	48.0	50.0	51.0	52.0	53.0	54.0	55.0	56.0	57.0	58.0
Recycling Rate (%)	64.7	61.3	59.7	66.6	65.9	65.1	64.7	69.1	69.8	71.4	74.9
Emissions of Specific Greenhouse Gases [Tokyo Headquarters] (t-CO ₂)	28,559	32,066	31,800	29,349	29,420	28,749	23,286	25,241	26,965	26,479	23,452
Reduction obligation rate (%)	-8.0	-17.0	-17.0	-17.0	-17.0	-17.0	-27.0	-27.0	-27.0	-27.0	-27.0
Relative to Baseline Emissions (%)	-16.3	-19.9	-20.5	-26.7	-26.4	-28.2	-41.8	-36.9	-32.6	-33.8	-41.4

Notes: 1. Imperial Hotel conducted a 2-for-1 share split of its common shares on October 1, 2023. Accordingly, some data have been calculated and presented based on the assumption that the share splits occurred at the beginning of FY2014.
2. Starting from FY2021, we have applied the Revenue Recognition Accounting Standard (ASBJ Statement No. 29, March 31, 2020), among other things.
3. EBITDA = Ordinary profit + interest expenses and depreciation costs
4. The specified greenhouse gas emissions and the figures relative to the baseline emissions for FY2024 are preliminary values.

Company Profile / Share Information

Company Profile

Company name	Imperial Hotel, Ltd.
Established	December 14, 1887
Opening date	November 3, 1890
Capital	1.485 billion yen
Fiscal year-end	March
Listing market	Tokyo Stock Exchange Standard Market
Securities code	9708
Number of employees (consolidated)	1,813 (as of March 31, 2025)
Group Hotels	Imperial Hotel, Tokyo (directly managed property) / Imperial Hotel, Osaka (directly managed property) / Kamikochi Imperial Hotel (directly managed property) / The Crest Hotel Kashiwa (directly managed property)
List of Sales Offices	Japan: Metropolitan Area Tokyo Sales Office / Osaka Sales Office / Nagoya Sales Office Overseas: New York Sales Office / Singapore Sales Office / Taipei (General Sales Agent)
Subsidiaries	Imperial Hotel Enterprise Co., Ltd. / Imperial Hotel Service Co., Ltd. / Imperial Hotel Limousine Service K.K. / IMPERIAL HOTEL AMERICA, LTD. / IMPERIAL HOTEL ASIA PTE. LTD.

External Evaluations

Eco Mark (Hotel/Inn) certification (Tokyo, Osaka, Kamikochi, Kashiwa)

We have acquired the Eco Mark certification, which evaluates basic environmental measures such as energy conservation, water-saving, and waste reduction, as well as efforts to deepen user understanding of environmental activities at lodging facilities and raise awareness of environmental considerations through accommodations.



Sakura Quality An ESG Practice

Under this international certification program, which recognizes accommodation facilities that put the SDGs into practice, the three locations in Tokyo, Osaka, and Kamikochi have received the highest rating of 5 Gyoiko Zakura on a five-grade scale, and The Crest Hotel Kashiwa has received a rating of 4 Gyoiko Zakura.



VERIFIED TM Responsible Hospitality

Imperial Hotel Tokyo has obtained the “VERIFIED TM Responsible Hospitality” certification, which is awarded as proof of sustainability by Forbes Travel Guide, a global hospitality rating system that recognizes luxury hotels that have demonstrated their efforts to meet more than 100 rigorous standards for environmental conservation.



White 500 designation as an Outstanding Organization of KENKO Investment for Health (Large Enterprise Category) (2025 program)

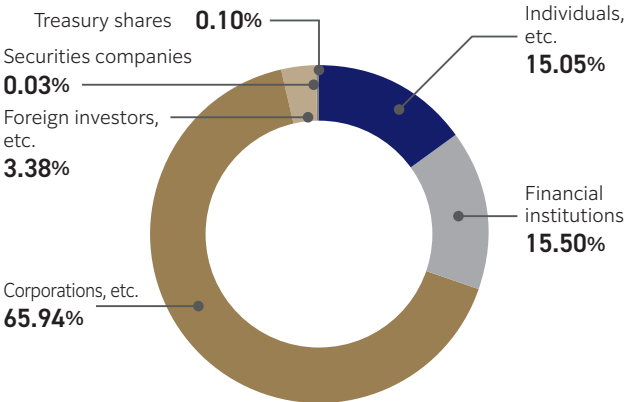
We have been consecutively certified since 2022 as an “Outstanding Organization of KENKO Investment for Health 2025 (Large Enterprise Category)” under the program promoted by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, and in 2025 we were for the first time selected for the “White 500” designation, which is granted to top-ranked certified organizations.



Share Information

Total authorized shares: 384,000,000 shares
Total issued shares: 118,800,000 shares (of which 125,912 are treasury shares)
Number of shareholders: 15,217

Shareholding Distribution by Owner Type

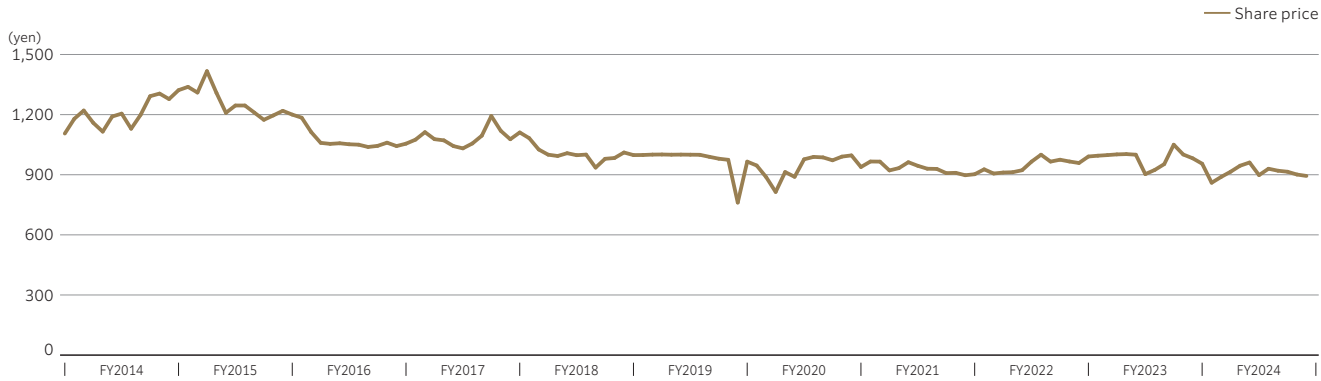


Major shareholders (Top 10 companies)

Shareholder name	Number of shares held (1,000 shares)	Ownership ratio (%)
Mitsui Fudosan Co, Ltd.	39,400	33.20
Asahi Breweries, Ltd.	6,816	5.74
Daiwa Securities Group Inc.	6,004	5.05
Nippon Life Insurance Company	5,544	4.67
Fukoku Mutual Life Insurance Company	5,252	4.42
Mizuho Bank, Ltd.	4,132	3.48
Shimizu Corporation	3,500	2.94
Dai-ichi Life Insurance Company, Ltd.	3,341	2.81
Kajima Corporation	3,220	2.71
Sanki Engineering Co., Ltd.	2,163	1.82

Notes 1. Numbers of shares held are rounded down to the nearest 1,000 shares.
2. Ownership ratios are calculated excluding treasury shares (125,912 shares).

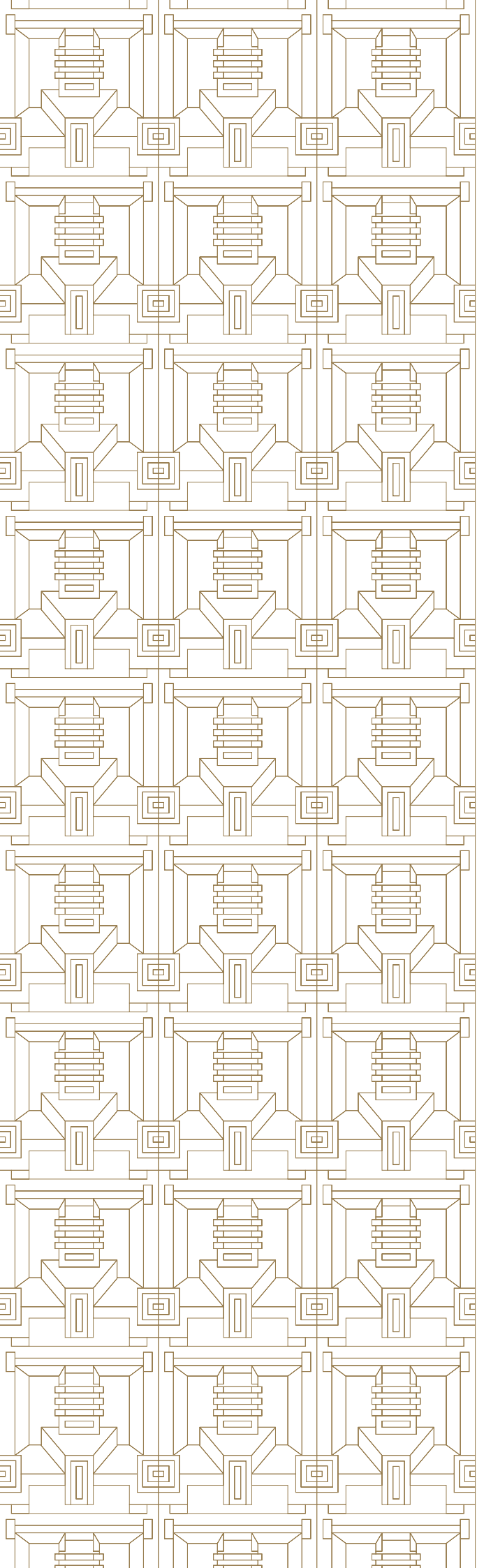
Change in Share Price



Note: On October 1, 2023, a share split at a ratio of two shares for every one common share was conducted. Share prices reflect the impact of this split.

Shareholder Benefit Program

Number of shares held	Benefit (hotel coupon)	
	Shareholders with less than 5 years of continuous share retention	Long-Term Shareholder Special Benefit Program Shareholders with 5 or more years of continuous share retention
From 100 shares to under 300 shares	1,000 yen (one 1,000 yen certificate)	—
From 300 shares to under 1,000 shares	3,000 yen (three 1,000 yen certificates)	The benefit on the left + 1,000 yen (one 1,000 yen certificate)
From 1,000 shares to under 2,000 shares	10,000 yen (two 5,000 yen certificates)	The benefit on the left + 5,000 yen (one 5,000 yen certificate)
From 2,000 shares to under 10,000 shares	25,000 yen (five 5,000 yen certificates)	The benefit on the left + 15,000 yen (three 5,000 yen certificates)
10,000 shares or more	25,000 yen (five 5,000 yen certificates) One night stay invitation voucher	The benefit on the left + 15,000 yen (three 5,000 yen certificates)



Imperial Hotel, Ltd.
1-1 Uchisaiwaicho 1-chome, Chiyoda-ku,
Tokyo 100-8558, Japan
Tel: 03-3504-1111 (General)
<https://www.imperialhotel.co.jp>

