



# Promotion of Tobu Group Medium-Term Business Plan

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May 15, 2020

**TOBU RAILWAY CO., LTD.**

A large, stylized blue graphic element on the right side of the page, consisting of several thick, parallel lines of varying lengths and orientations, creating a sense of movement and depth.

# Promotion of Tobu Group Medium-Term Business Plan



## Status of Progress on Medium-Term Business Plan

### 1. Progress on Medium-Term Business Plan

- (1) Creating No. 1 tourist destination in Tokyo by unifying Asakusa/Tokyo Skytree Town area . . . . . P3~5
- (2) Nikko area aims to make leap to next level . . . . . P6
- (3) Aiming to create No. 1 environment for commuting among private railways . . . . . P7~8
- (4) Becoming a railway line to which people want to move and stay . . . . . P9~13
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2. Three Pillars of Management Strategy . . . . . P17~19

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# Promotion of Tobu Group Medium-Term Business Plan



Progress on Medium-Term Business Plan								
		Period covered by Medium-Term Business Plan						
		FY2017	FY2018	FY2019	FY2020	FY2021 and later		
Maximization of revenue through focused investment in key areas	Asakusa/Tokyo Skytree area	TOKYO mizumachi Sumida River Walk			*Opening			
		Sustainable growth of Tokyo Skytree Town	Tenant turnover/ongoing events	● Launch of SKYTREE TERRACE TOURS	● Lighting upgrades			
	Nikko/Kinugawa area	Expansion of tourist content	● Opening of Tobu World Square Station ● Introducing of new pleasure boat in Lake Chuzenji	● Renewal of Akechidaira observation area	● New routes for sightseeing vessels	● Opening of Nishi-sando teahouse		
		Restored SL operations	● Launch of restored train operations	● Launch of second train restoration		● 2 trains in operation		
	Ikebukuro area	Promotion of redevelopment project for West Exit of Ikebukuro Station	Discussion/coordination with area stakeholders/government officials for promotion of redevelopment				Urban planning decision	
Ginza/Yaesu/Coastal area	Construction of AC Hotels by Marriott Tokyo Ginza		● Construction commenced on AC Hotels Ginza		● Opening			
Improvement of value along railway lines through further cultivation of businesses along railway lines	Improvement of transportation services	Expansion of limited express/seating trains	● Launch of new Revaty limited express of operations		● Increased number of TJ Liner trains/designated seating	● TH Liner launch of operations	New limited express for sightseeing launch of operations	
		URBAN PARK Line upgrades	● Urban Park Liner launch of operations	Double-track line between Mutsumi and Sakasai		● Launch of express operations on all line ● Increased number of Urban Park Liner trains		
		Continuous overhead crossing, elevation of station building	● Elevated station building at Shingashi	● Elevated station building at Takayanagi	● Elevated station building at Satte	Promotion of continuous overhead crossing project (Tokyo Skytree, Takenotsuka, Kasukabe)		
	Facility development centered on stations	Station store/building plan	● Opening of Kitasenju center zone	● Shinkoshigaya VARIE Renovation of 4F/5F	● Soka VARIE 2 renovation	● Opening of Tokiwadai Station North Exit stores	● Opening of Wakoshi South Exit station building	● Opening of Kitasenju South Exit stores
		Town development	Consideration of development of Takenotsuka, Kasukabe, Tobu-Dobutsu-Koen, etc.					Tobu-Dobutsu-Koen Station surrounding area Phase 1 Dokkyodaigakumae Station surrounding area
	Provision of luxurious lifestyle services	Condominium/detached houses	● Shimizu-koen detached houses (2017-2020)	● Completion of Solaie Nanimasu	● Completion of Solaie Katsushika Kosuge	● Completion of Solaie Soka Matsubara City Terrace	● Completion of Solaie Nagareyama Otaka no Mori	● Completion of Solaie The Park/The Garden ● Completion of Solaie Gran Nagareyama Otaka no Mori
Rental condominium			● Opening of Solaie I'll Shimookatsuka			● Opening of Solaie I'll Nerima Kitamachi	● Opening of Soka-city Takasago rental condominium ● Opening of Shingashi Ekimae housing complex	
Establishment of lifestyle services	Child-raising/senior care	● Opening of Kitasenju childcare facility	● Opening of Hikifune childcare facility		● Opening of Shin-Funabashi childcare facility ● Opening of Minami-Sakurai childcare facility	● Opening of Shin-Funabashi childcare facility	● Opening of Shin-Kashiwa childcare facility ● Opening of Iwatsuki rental housing for senior citizens	
	New point service					Launch of new point service		
Expansion of the hotel business	Renovation of existing hotels Multifaceted development of hotels	● Sendai renovations	● Ginza/Narita renovations		● Wako City opening ● Sapporo rebranding	● Kawagoe opening ● *Asakusa opening ● *Opening of THE RITZ CARLTON NIKKO		
Inbound initiatives	Inbound	● Introduction of multilingual ticket machine	● Installation of prayer rooms ● Revamping of discount passes ● Introduction of Alipay, WeChatPay at Tobu Department Store		● Introduction of Alipay, WeChatPay at Tokyo Solamachi			

\* indicates that timing of opening is being worked out

# Promotion of Tobu Group Medium-Term Business Plan



Creating No. 1 tourist destination in Tokyo by unifying Asakusa/Tokyo Skytree Town area

New street connecting two areas born

Tokyo Skytree@/Asakusa pedestrian connecting bridge

Opening of Sumida River Walk

## SUMIDA RIVER WALK

- Shortest connection between Asakusa and Tokyo Skytree Town
- Improves ease of getting around both areas

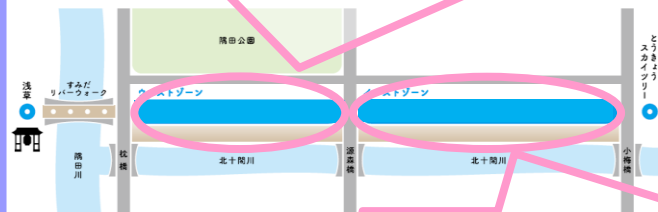


Opening of TOKYO mizumachi



### Opening of West zone

Centered on stores that utilize the local characteristics and stores that also offer takeout menus according to the surrounding environment



14 spaces for unique, newsworthy shops taking advantage of the park and waterfront environment  
Creation of a lively space for exploring and having fun

### Sumida Park redevelopment



### East zone

Centered on sport studios, hostels, and other facilities where people interact



Creation of new walking route as shortest connection between Asakusa and Tokyo Skytree Town

# Promotion of Tobu Group Medium-Term Business Plan



Creating No. 1 tourist destination in Tokyo by unifying Asakusa/Tokyo Skytree Town area

Creating new excitement to connect the Asakusa and Tokyo Skytree Town areas

**ASAKUSA**  
A leading tourist destination in Japan

Cultivate new potential  
as a terminal

**TOKYO  
SKYTREE  
TOWN**



Asakusa  
Station

Revitalization of entire  
station building at Asakusa  
Meeting tourist needs



Sumida River Walk

Sumida  
River



## Sumida Mizbering Project

TOKYO mizumachi/Sumida Park/Waterfront

Space  
unification initiative

Consideration of area management



Kitajukken River



Asakusa Tobu Hotel

Accommodation-type hotel to meet  
domestic/foreign tourism and  
business demand



Consideration of town development in  
Tokyo Skytree Station area and Tokyo  
Skytree Town expansion plan in  
conjunction with elevation project

Aiming to unify the two areas and create a rare tourist destination fusing  
tradition/culture with innovation



# Promotion of Tobu Group Medium-Term Business Plan



## Creating No. 1 tourist destination in Tokyo by unifying Asakusa/Tokyo Skytree Town area

New lighting to further promote the tower's status as a symbol of Japan



- Improved visibility from afar (20km)
- Memorable light shows

Making Tokyo shine brighter!  
Next-level lighting!

Rare area in which to experience cutting-edge technology

- “International transmission of Society 5.0” business to be opened

Trade fair gathering Japan's advanced technologies to be held at Tokyo Skytree Town



- Use of 5G commercial waves begin (3/25)

Only area to provide 5G service among tourist destinations in Japan (Solamachi Square/Sky Arena)



### FY2019 results

Tokyo Solamachi sales

**92.0%**  
of previous year

Tokyo Solamachi average amount from each customer

**97.2%**  
of previous year

Making Tokyo Skytree Town a symbol of Japan

# Promotion of Tobu Group Medium-Term Business Plan



## Nikko area aims to make leap to next level

### Becoming a stay-type resort

#### ■ Opening of THE RITZ CARLTON NIKKO

First international luxury hotel in Tochigi



Outside



Arrival lobby



Nature, Culture, and Spirituality  
An experiential package featuring  
three key elements

◀ Illustration of experiential package  
(Cedar Avenue)

#### ■ Revitalization of Lake Chuzenji area by Regional Economy Vitalization Corporation of Japan (REVIC)

### Becoming a year-round resort

#### ■ Opening of Nishi-sando teahouse

(March 17, 2020)

Creation of a new, lively space in which to enjoy  
Nikko food



“Dorabatasan” Tochigi  
bean paste and  
pancake sandwich



“Nikko Coffee” made  
from Nikko spring water

#### ■ Consideration of Taiju steam locomotive transfer at Tobu-Nikko Station

#### ■ Taiju steam locomotive two-train operations

### Tobu Group operating revenue in Nikko area FY2019 results

**¥9.7 billion** (90.0% of previous year)

**Become world's only international eco resort where history, culture, tradition  
and nature are in harmony**

# Promotion of Tobu Group Medium-Term Business Plan



**Aiming to create No. 1 environment for commuting among private railways  
and most comfortable line in Japan to live along**

**June 6, 2020 Improved access to seated commutes**

**Realizing a railway line that allows passengers to  
enjoy a seated commute or trip downtown**

**Hibiya Line designated seating through train operations launched**



Fewer stops by Hibiya Line through trains (for quicker arrival)



Capturing demand for comfortable commuting with seating



Anticipation of future changes in environment, including commutes with children

- Hibiya Line: Kasumigaseki Station - Kuki Station in as little as 75 minutes
- Two up trains/five down trains (weekdays, Saturdays, holidays)
- Free space on all trains used as recommended area for those riding with children



TH Liner

**Limited express more convenient  
for commuting**

**Limited express stop at Hikifune Station**

Morning up train: All trains until 10 a.m. (12 trains on weekdays, 13 trains on Saturdays and holidays)

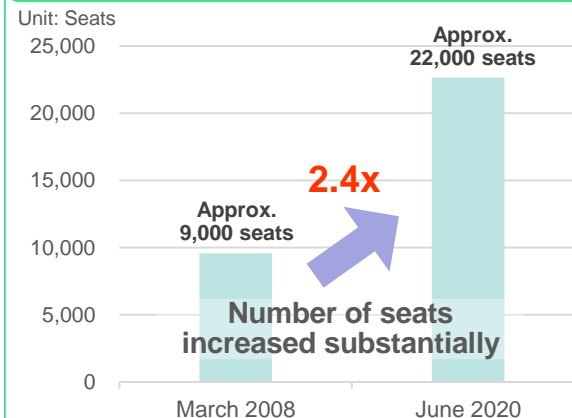
Evening down train: All trains after 5 p.m. (21 trains on weekdays and 21 trains on Saturdays and holidays)

- Improved convenience for Hanzomon Line users (Transfer on same platform)
- Take in Kameido Line users



Revaty limited express

**Number of seats during commuting  
hours (Per weekday)**



\* Calculated based on number of limited express trains and liners departing from and arriving at terminal stations until 10 a.m. for up trains and after 5 p.m. for down trains

**Realizing comfortable transportation meeting diverse needs, including seated commutes and commutes with children**



# Promotion of Tobu Group Medium-Term Business Plan



## Promoting safety measures to give customers peace of mind

### Promotion of safety improvement measures

#### ■ Installation of platform doors

##### [Progress]

Service launched in FY2019

Oshiage St., Ikebukuro St., Asaka St., and Shiki St.  
(platforms 3 and 4)

Service to be launched in FY2020

Kitasenju St. 3F platform, Shinkoshigaya St.,  
Kitakoshigaya St., and Shiki St. (platforms 1 and 2)

##### [Future]

Installing gradually at 29 stations with highest  
number of users in FY2021 and beyond for a total of  
40 stations



Asaka Station platform door



Shiki Station platform door

### Promotion of station-centered town development

#### ■ Continuous overhead crossing project

- Elevation project in area around Tokyo Skytree Station  
(Construction begun on up line elevated bridge in April 2020)
- Elevation project in area around Takenotsuka Station  
(Construction to begin on express up line elevated bridge in  
autumn 2020)
- Elevation project between Shimizu-koen Station –  
Umesato Station  
(To be completed in FY2023)
- Elevation project in area around  
Kasukabe Station  
(Implementation  
agreement signed in January 2020)



Elevation project in area  
around Takenotsuka Station

#### ■ New station building

- Service launched at Azami Station (March 14, 2020)

### Partnering with Honda

#### ■ Opening of new station

- Minami Yorii <Honda Yorii Mae>  
Station  
(To be opened on October 31, 2020)



# Promotion of Tobu Group Medium-Term Business Plan



## Aiming to make TOBU URBAN PARK Line most popular line in Japan for living along

### Making a higher quality railway line

Saturday, March 14, 2020

URBAN PARK Line Timetable revision

- **Fewer stops:** Express operations launched for whole line
- **Greater convenience:** Last train on weekdays now significantly later
- **More comfort:** Increased number of Urban Park Liner trains



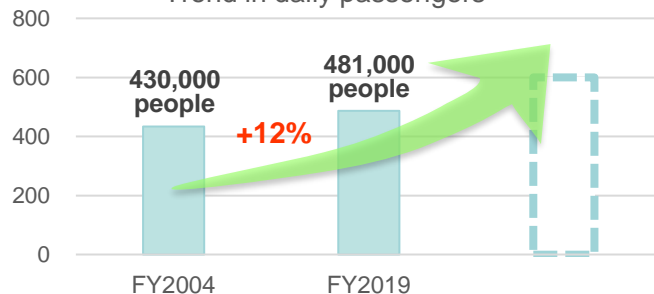
60000 train



Urban Park Liner limited express

Unit: Thousands of people

Trend in daily passengers



### Encourage transfers from other nearby lines



### Development of attractive lifestyle infrastructure

#### ■ Establishment of nursery schools near stations along railway lines

- Opening in Shin-Funabashi (April, 2020)
  - Opening in Shin-Kashiwa (spring 2021)
- Total of six to be opened along TOBU URBAN PARK Line (16 on all lines)



Merhalsa Nursery School Hibiki Shin-Funabashi-Kita

#### ■ Expansion of condominium and subdivision business

- Solaie Shimizu-koen Urban Park Town
- Solaie Gran Nagareyama Otaka no Mori



Solaie Gran Nagareyama Otaka no Mori (Illustration)

#### ■ Integrated development of commercial facilities and rental housing

- Complex in front of Iwatsuki Station (to be opened in 2021)

#### ■ Expansion of telecommuting facilities

## Aiming to increase residential population with synergy between railway transportation and lifestyle services

# Promotion of Tobu Group Medium-Term Business Plan



Becoming a railway line to which people want to move and stay

Becoming a railway line conducive to diverse work styles

## Development of satellite offices

Creation of working spaces near home



Fujimino (illustration)

Partnering with Nomura Real Estate Development in aim of achieving synergy from mutual use

**Solaie +Work**  
ソライエ プラスワーク

To be opened in June 2020  
(Participating in model program by Ministry of Health, Labour and Welfare since August 2017)

**Soka  
Matsubara**

**Fujimino**

## Roll-out of private smart work booths

Creation of space for effective use of in-between time



**Kitasenju**

December 2019 Made available on 2F at North Exit

April 2020 Made available on underground level at South Exit

## Plans for the future

Satellite offices and private smart work booths to be opened in 20 places along railway line

Swiftly expanding to capture telecommuting demand in aim of becoming convenient railway line with workplaces near homes

# Promotion of Tobu Group Medium-Term Business Plan



## Becoming a railway line to which people want to move and stay

### Providing residences rich in variety according to life stage

#### Condominiums

- Solaie Soka Matsubara City Terrace
- Solaie City The Park/The Garden
- Solaie Nagareyama Otaka no Mori
- Solaie Gran Nagareyama Otaka no Mori, etc.



Solaie City The Park/The Garden (Dokkyodaigakumae (Soka-Matsubara) Station)



#### Rental condominium

### Solaie I'll Nerimakitamachi

Move-in ready in March 2020



Acquired our first certification under Tokyo child-care housing certification system

Includes babysitting service

#### Detached houses and local community formation

##### • Solaie Shimizu-koen Urban Park Town

Formation of local community of detached houses, each for different lifestyles

##### • Minamikurihashi development project

Consideration of complex development with condominiums, retail, local community, etc.



Event at Solaie Square

#### Future plans for Solaie I'll series

FY2020: Soka and Shingashi

FY2021: Iwatsuki, Gamo, etc.

Develop rental condominiums rich in variety targeting multiple generations based on area characteristics

## Capturing diverse demand and realizing happiest living environment in Japan



# Promotion of Tobu Group Medium-Term Business Plan



**Becoming a railway line to which people want to move and stay**

**Creation of station space open to the town**

## EQUiA PREMIE Wako

Grand Opening on March 26, 2020



- 4F-7F Hotel
- 1F-3F Commercial floors
- 3F Premier Dining  
Clinic
- 2F UNIQLO
- 1F Grocery store/café  
Daily necessities,  
miscellaneous items, etc.

**Developing station store/building  
that will continue to be full of appeal**

Future plans for EQUiA series  
Kitasenju, Koshigaya, etc.

**More appealing town development**

**Participation in urban  
redevelopment project  
in area around Dokkyodaigakumae Station**  
**Participation in condominium and  
commercial facility development to bring  
even more liveliness to the area**  
**Aim to make facility an engine for local  
community**

**To be opened  
in fiscal 2022**



**Area around Tobu-Dobutsu-Koen Station**  
**Develop base for shopping and urban development  
activities where locals and visitors interact**  
**Tobu Store and Muji to open stores**  
To be opened in fiscal 2021

**Becoming an attractive railway line adding color to daily life: Further expanding profits**



# Promotion of Tobu Group Medium-Term Business Plan



## Becoming a railway line to which people want to move and stay

### Tobu Stores support daily living with food and other products

#### Regional contribution as infrastructure for living

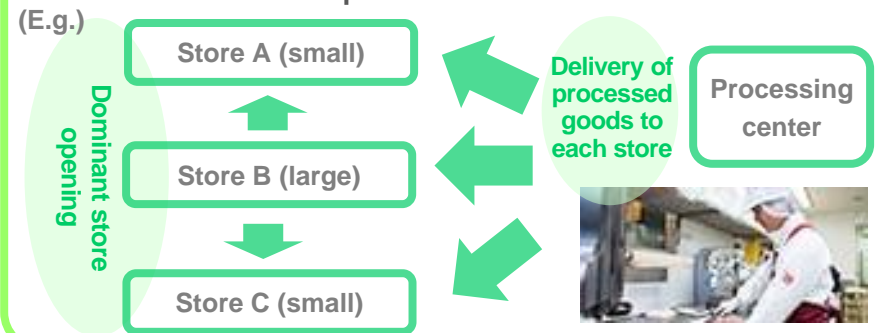
- Stable supply of daily necessities
- Powerful product supply capabilities meeting demand for ready-made meals according to change in social structure
- Enhancement of lineup of local products for local consumption
- Opening of 27 stores along railway line



Water, disinfectant, and other daily necessities

#### Utilization of dominant store openings and processing center (Food processing center)

- Increased name recognition and greater customer attraction through concentrated store openings
- Provision of fresh processed foods utilizing food processing center
- Increased efficiency through consolidation of facilities and concentration of manpower



#### Future store opening/renovation plans

New stores: Kitasenju, Tobu-Dobutsu-Koen, Shingashi, Kasai, Motohasunuma, etc.

Renovations: Kita-Omiya, Kamagaya, Shin-Funabashi, Nishi-Kokubunji, etc.

## Playing a part in improvement of value along railway lines as “core lifestyle facility”

# Promotion of Tobu Group Medium-Term Business Plan



Aiming to create most advantageous and easy-to-use railway line point service

“TOBU POINT” to be reborn in fall 2020

Tobu Department Stores,  
Tokyo Solamachi

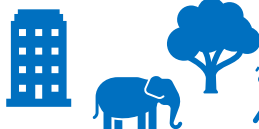


Shopping



Restaurant

Hotels, Golf courses  
Tobu Zoological Park  
Tobu World Square



Leisure

Tobu Stores



Supermarket

Station kiosks/vending  
machines  
Station buildings, station stores



Station  
store



Vending  
machines

Commuter passes  
(railways, busses)  
Ticketless service  
PASMO auto charge



Transportation use

Get points when paying at Tobu Group/railway facilities

Create customer loyalty to Tobu Line/Tobu Group using points



New app  
membership



Collect points  
On PASMO



1point = 1 yen

Expansion of membership × Improvement of convenience × Strengthening of communication  
= Higher Group profits

# Promotion of Tobu Group Medium-Term Business Plan



## Hotel Business

### Hotels opening in 2020

#### ■ THE RITZ CARLTON NIKKO

- The comfortable guest rooms are all at least 50m<sup>2</sup>. It will also be the first hotel in the Ritz Carlton brand to have a hot spring facility, making it a luxury hotel where guests can be rejuvenated.
- Opening delayed in light of circumstances at home and abroad arising from the global spread of the novel coronavirus
- Ahead of opening, create environment that will provide guests with peace of mind, and offer abundant activities so that they will enjoy their stay



Exterior



The Bar



Guest room

#### ■ AC Hotels by Marriott Tokyo Ginza

Characterized by a stylish design, targeting travelers of a new generation from Japan and other countries

First hotel in Japan by the AC brand

Opening: Summer 2020 No. of guest rooms: 296



AC Hotels by Marriott  
Tokyo Ginza exterior

#### ■ Wakoshi Tobu Hotel

Opening: June 11, 2020

No. of guest rooms: 158



Wakoshi Tobu Hotel  
guest room

#### ■ Kawagoe Tobu Hotel

Opening: Monday, June 29, 2020

No. of guest rooms: 168



Kawagoe Tobu Hotel  
Exterior

#### ■ Asakusa Tobu Hotel

Opening: TBD

(Various circumstances associated with novel coronavirus)

No. of guest rooms: 253



Asakusa Tobu Hotel  
guest room

Identify changes in customer trends and aim to enhance services and increase revenue

# Promotion of Tobu Group Medium-Term Business Plan



## Inbound initiatives

### Aiming to expand Tobu Group inbound revenue

- Live broadcasts with influencers at Tokyo Skytree Town and Tobu Department Stores (China)



- Media invited on occasion of Rugby World Cup (Wales)



- Taiwan Lantern Festival Asakusa-Tokyo Skytree Town area PR (Taiwan)



Tobu Group inbound operating revenue  
FY2019 Results

**¥14.4 billion (109.8% of previous year)**

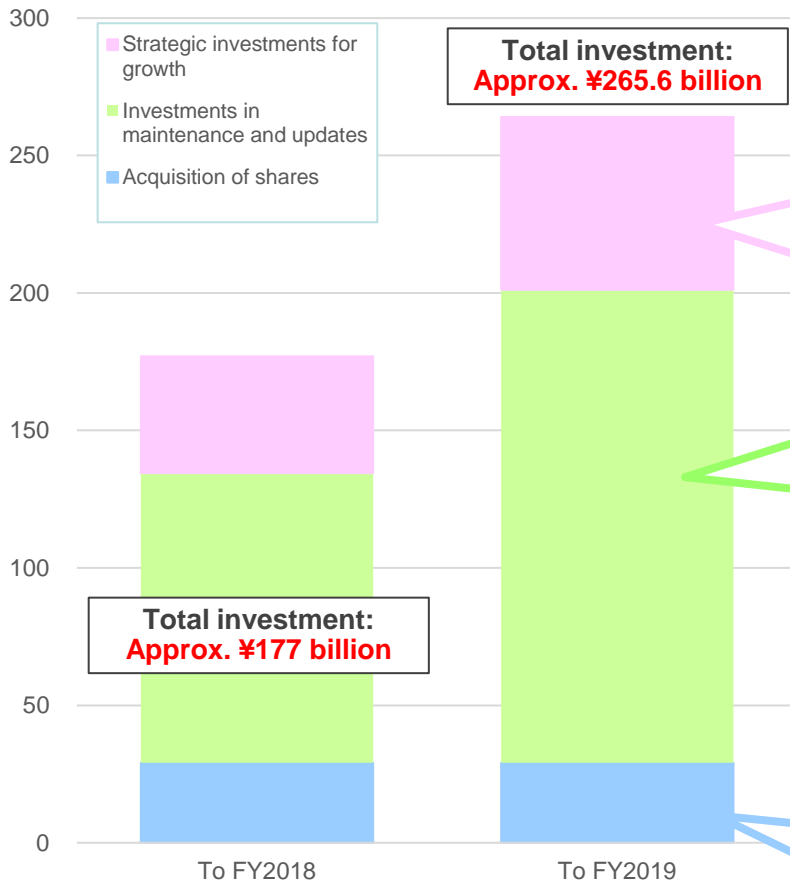
Making the area along Tobu Railway lines the area tourists want to visit the most

# Promotion of Tobu Group Medium-Term Business Plan



## Promotion of growth investment

(Billions of yen)



THE RITZ CARLTON NIKKO construction



AC Hotels by Marriott Tokyo Ginza construction



Wakoshi South Exit station building construction



TH Liner launch of operations



Expansion of express operation sections on URBAN PARK Line



TOBU STORE Share acquisition



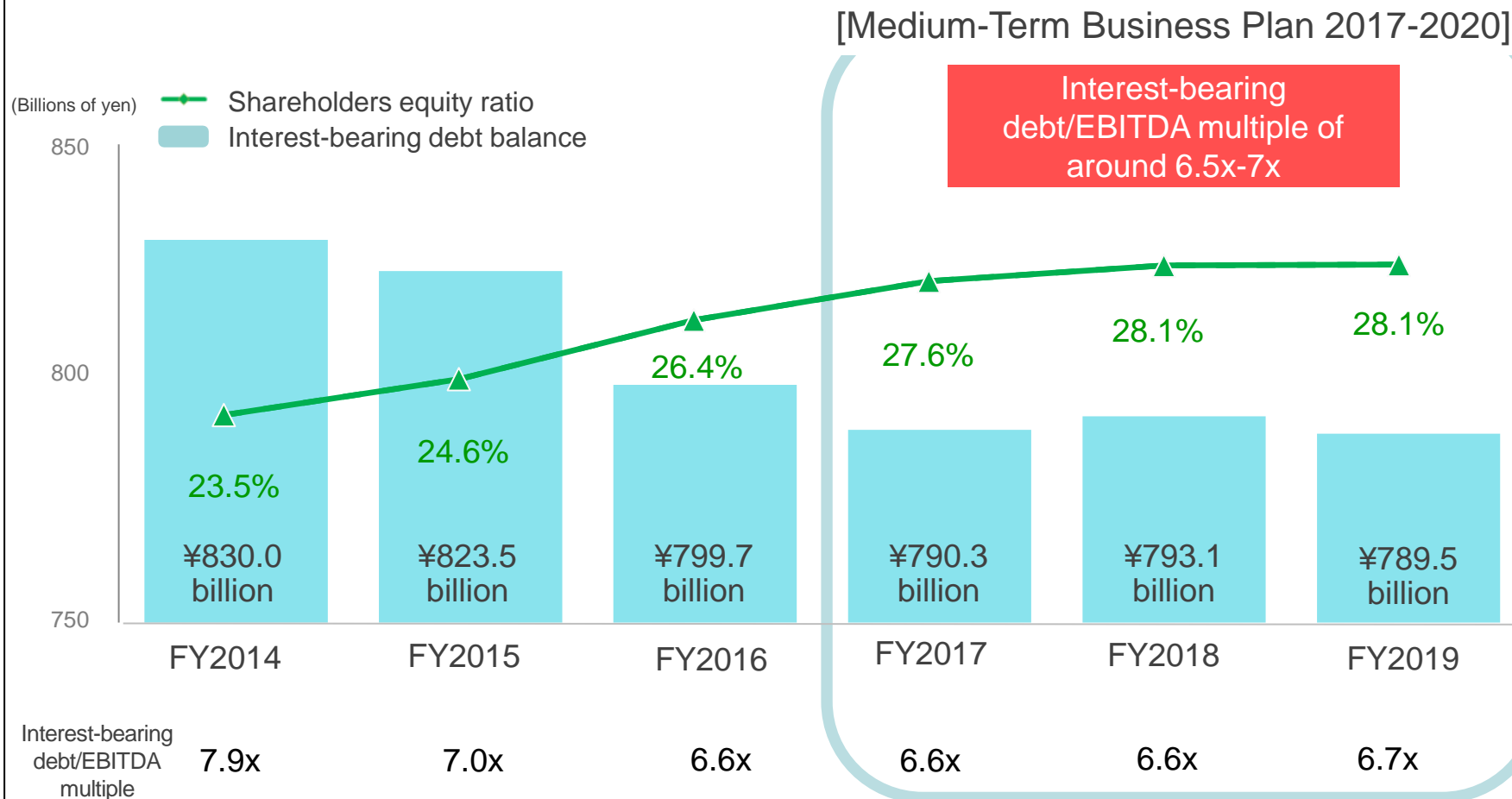
TOBU TOWER SKYTREE Share acquisition



# Promotion of Tobu Group Medium-Term Business Plan



## Maintenance of financial strength

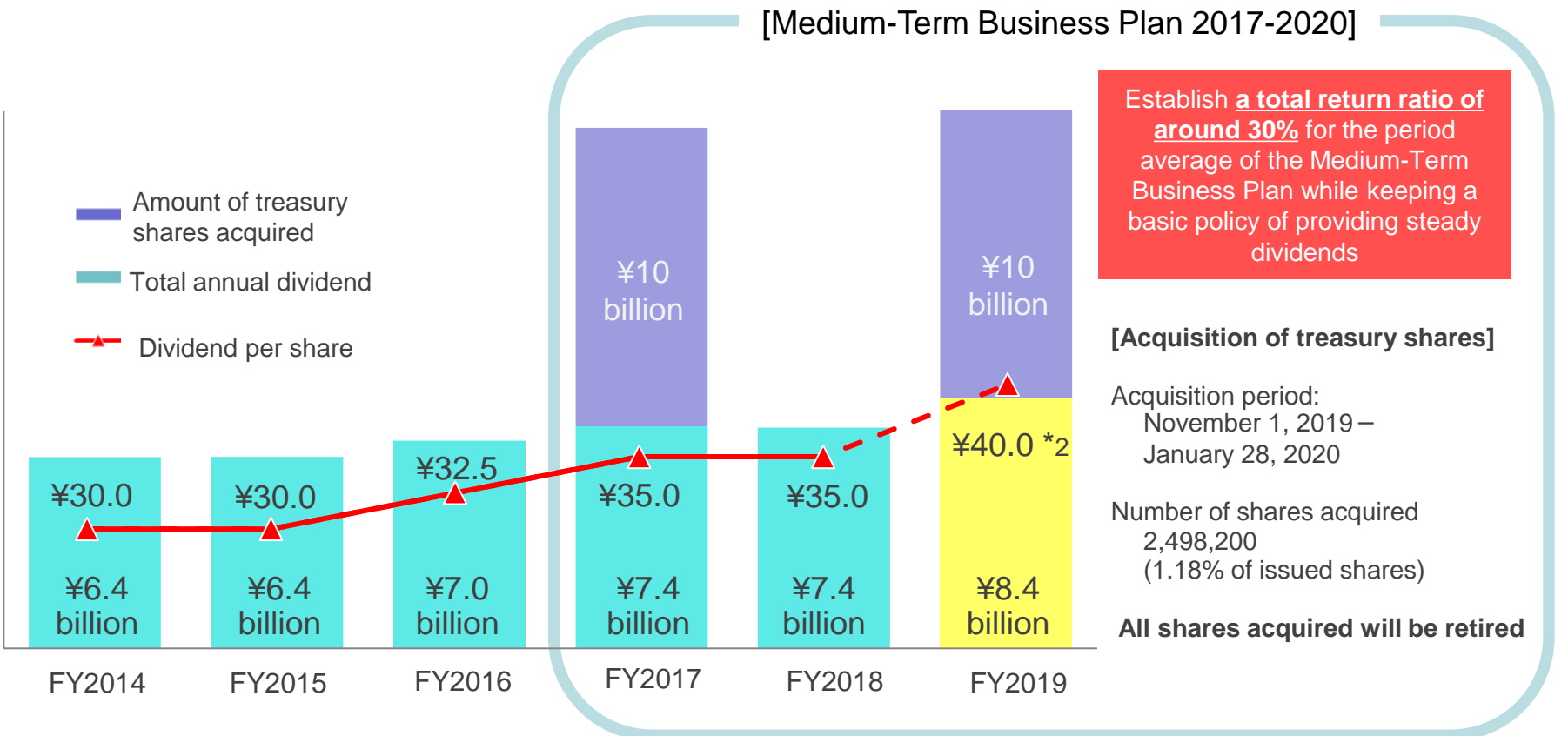


# Promotion of Tobu Group Medium-Term Business Plan



## Further enhancement of shareholder return

[Medium-Term Business Plan 2017-2020]



Establish a **total return ratio of around 30%** for the period average of the Medium-Term Business Plan while keeping a basic policy of providing steady dividends

**[Acquisition of treasury shares]**  
 Acquisition period:  
 November 1, 2019 –  
 January 28, 2020  
 Number of shares acquired  
 2,498,200  
 (1.18% of issued shares)  
**All shares acquired will be retired**

\*1. Dividend per share shows the amount reflecting the reverse split (one share of common stock for five shares) carried out on October 1, 2017  
 \*2. If the proposal for appropriation of surplus is approved at the Ordinary General Meeting of Shareholders on June 23, 2020

# Promotion of Tobu Group Medium-Term Business Plan



## (Reference) Consolidated management index

Unit: 100Millions of yen	FY2017 Results	FY2018 Results	FY2019 Results	FY2020 Plan
Revenue from Operations	5,695	6,175	6,539	6,754
Operating Income	666	673	627	685
Recurring Income	623	630	584	617
Profit Attributable to Owners of Parent	360	280	355	400
Depreciation	525	535	554	573
EBITDA	1,191	1,208	1,181	1,258
Interest-bearing debt balance	7,903	7,931	7,895	8,199
Interest-bearing debt/EBITDA multiple	6.6x	6.6x	6.7x	6.5~7.0x
ROE	8.3%	6.2%	7.7%	Approx.7.5%
Capital expenditures	739	739	887	811

# Response to the Novel Coronavirus

## Tobu Group response to prevent spread of novel coronavirus

### Tobu Group Basic Policy

Come together with society and cooperate to respond according to measures and requests of national government and municipalities

Protect customers and Tobu Group employees and their families

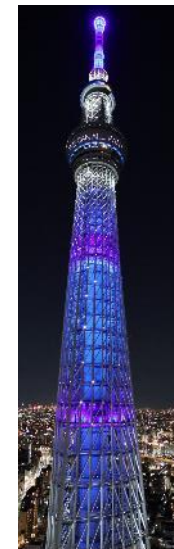


Continue business and employment to fulfill CSR

### Unique initiatives of Tobu Group

#### TOGETHER WE CAN ALL WIN!

- Create a sense of global solidarity to defeat the coronavirus
  - Tokyo Skytree lighting to support efforts
  - Evoke globe and express gratitude to health care workers
  - Blue lighting and projection of message
- Continuation of social infrastructure, including railways, buses, supermarkets, etc.
- Childcare for employees whose children are out of school
  - Acceptance at Tobu Museum
- Delivery of content to enjoy at home
  - Distribution of videos and paper crafts via TOBU Kids site



**Fulfilling CSR by meeting society's expectations**

# Response to the Novel Coronavirus

## Tobu Group response to prevent spread of novel coronavirus

### Measures to prevent spread among customers

- Install alcohol disinfectant at stations and virus removing agent at all manned stations
- Regular cleaning of station facilities with disinfectant
- Appeals made via in-car announcements, website, and posters to ventilate train cars and commute during non-peak hours
- Suspension of operations/shortening of business hours at Group facilities
  - Tokyo Skytree Town, TOBU TOP TOURS locations, TOBU stores, etc.
- Train car ventilation via ventilation systems in limited express cars
  - Full air circulation in around seven minutes
- Regular disinfecting of all cars



### Measures to prevent spread among employees

- Promotion of off-peak commuting
  - Flexible work times for railway operational and headquarters employees, etc.
- Avoidance of group meals
- Review of shift change times at the workplace
- Review of shift patterns based on maintaining employment; utilization of telecommuting and satellite offices
- Keep workplace attendance at 30% or less
- Suspension of nonessential business trips and outside meetings



# Response to the Novel Coronavirus

## Tobu Group response to prevent spread of novel coronavirus

### Current measures

#### ■ Initiatives making use of hotels

- Day use plans utilizing vacant rooms
- Lunch boxes and other takeout meals
- Daily dish and restaurant delivery service
- Promotion of room service plans
- Acceptance of returnees from overseas, etc.



#### ■ Restaurant and distribution business initiatives

- Development of extensive takeout menu
- Consideration of sales of Group products



#### ■ Capturing telecommuting demand

- Provision of rental meeting rooms utilizing real estate holdings



#### ■ Utilizing human resources

- Consideration of sharing human resources within Group

#### ■ Expanding online services

- Expansion of online shopping offerings
- Support for development of telecommuting environment for companies
- Promotion of enrollment and use of TOBU Card in transactions



### Forward-looking initiatives

#### ■ Capturing outing demand

- Development of travel products utilizing Go To campaign
- Directing customers to limited express trains and liners

#### ■ Consideration of quick monetization of idle space

- Inside Shin-Kamagaya Station, under bridge at Shin-Kashiwa Station, etc.



#### ■ Acquiring human resources

- Strengthening hiring in transportation and construction businesses, which have labor shortages

#### ■ Considering partnerships with companies that complement existing businesses



### Cost reduction initiatives

#### ■ Company-wide cost reduction

#### ■ Efficient allocation of human resources

**Entire Group will come together to respond to changes in environment brought about by coronavirus**

## Important Notes Concerning This Document

The Company's profit plans and other goals set forth in this document are based on projections of industry trends related to the business of the Company and Group companies and other such factors that impact business results, including the economy in Japan and other countries, which are made based on the information currently available to the Company.

Actual results may differ materially from the information provided in this material due to future changes in the business environment and other such factors.

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